



Sustainability Non-Financial Report 2022



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1. Organizational Profile

For more than 100 years,  Ottobock has been developing innovative fitting solutions for people with reduced mobility. Changing people's lives and doing good in society has always been at the heart of our business model: As the Human Empowerment Company, Ottobock promotes freedom of movement, quality for life and independence.

This is supported by more than 9,000 employees. With innovative power, outstanding technical solutions and services in the fields of Prosthetics, NeuroMobility and Patient Care, they enable people in more than 130 countries to live their lives the way they want to.

1.1. Structure & Management

We are a dynamic family-owned company that combines a love of progress with values we truly live by. More than 9,000 employees work for Ottobock and generate a turnover that exceeds one billion euros.

Näder Holding GmbH & Co. KG holds 80% of Ottobock SE & Co. KGaA. The holding company is wholly owned by the Näder family, and thus the direct descendants of company founder Otto Bock.

Since 2017, the Swedish private equity company EQT has held 20% of Ottobock SE & Co. KGaA. EQT helps us continue to grow in a sustainable and profitable manner. This enables us to further expand our leading position in the digitalisation of orthopaedic technology and to fully develop our potential with a view to a possible IPO.

The international activities of the company are coordinated from its headquarters in Duderstadt (Lower Saxony).

1.2. Business Units & Strategy

1.2.1. Products & Services

For us, people come first. Our products offer quality of life and self-confidence to people whose physical mobility is limited. They address the challenges of a wide range of diseases afflicting people and affecting their life chances. We develop targeted solutions that give users new freedom and security.

Prosthetics

As a technology and global market leader, we are constantly setting new and better standards for the treatment of people with disabilities with prostheses for the lower and upper limbs such as the microprocessor-controlled knees *Genium X3* and *C-Leg* as well as the Michelangelo and bebionic hand.

NeuroMobility

We bundle fitting solutions for people with neurological indications. The portfolio includes orthoses such as our computer-controlled paralysis orthosis *C-Brace®*, innovative solutions like the near full-body assistive device *Exopulse Mollii Suit* designed for people with spasticity and manual as well as power wheelchairs.


Digital O&P

We are digitalising the orthopaedic value chain with digital, data-based business models.

Bionic Exoskeletons


With exoskeletons from Ottobock, we empower people doing physically demanding work in production, logistics and trades. The passive exoskeleton *Paexo Shoulder*, for example, makes overhead work more ergonomic and thus comfortable, whereas *Paexo Back* provides perceptible relief for the back muscles during lifting.


1.2.2. Ottobock Care

With our own treatment infrastructure, the  [Patient Care clinics](#), we are getting closer to users and can thus improve the treatment quality for more and more people. With around 290 Patient Care Clinics & 90 Satellite Clinics in 35 countries (as of 30.06.2022), we are close to people and combine high quality products with the best possible treatment.

Thanks to this proximity to our users, we get a direct response to our products and can incorporate the findings into the improvement of our solutions. At the same time, we find out what moves them and learn about their concerns, needs and interests. We develop new solutions on this basis so they can be even more independent in their day-to-day lives.

1.3. Values & Culture


Human, reliable, inventive and intelligent – these are  [Ottobock's company values](#). They form the basis of our day-to-day work in the company. Our values drive everything we do!

Our  [Code of Conduct](#) is based on the principles of the  [UN Global Compact](#) and international standards on human rights, labour standards, environmental protection and the fight against corruption. This internal directive and the compliance culture based on trust are important cornerstones. We are committed to the respect of human rights along the entire value chain and actively oppose discrimination, forced and child labour, and the denial of labour rights and freedom of association. Laws and standards as well as international frameworks and conventions are our benchmark.

Ottobock has been supporting the  [Paralympic Games](#) with its technical know-how since 1988. Together with our partners in associations, clubs and the Paralympic Movement, we want to strengthen the participation of people with disabilities in the long term.

1.4. Research & Development

Ottobock has a central department for Research & Development (R&D) that reports to the Chief Technology Officer. The main R&D locations are in Germany, Austria and the USA. Here, Ottobock benefits from its proximity to leading international research institutes and universities.


Equally important for us is feedback from our customers and users. Their input, gathered through our own Patient Care network, digital Communities such as  [Movao](#), in spotlight sessions and other formats, finds its way into our product and service solutions.

New product ideas are designed in Research. Once they have reached a certain maturity, they are handed over to Development, developed to the approval stage with the involvement of key stakeholders – such as the Chief Experience Officer – and marketed by the Launch Excellence Team.

Potential negative impacts are addressed at a very early stage of development. We are committed to preventing them effectively. The certification of all Ottobock production sites according to ISO 9001 and/or ISO 13485 is an important guarantee for this.

We guarantee high product quality and safety. Not only because the legislator requires it in the approval procedures, but because it is in line with our own values and ethical standards.

1.5. Compliance

Ottobock's compliance culture is based on the company values given by the founder's family and was derived from the  [Ottobock Code of Conduct](#). The overall responsibility for compliance lies with Ottobock SE & Co. KGaA and, in the subsidiaries, with the respective Executive Boards for their respective legal unit.

To comply with applicable laws and other binding regulations, Ottobock has introduced a Compliance Management System (CMS) that is constantly being developed to meet current legal requirements. The design of the Ottobock CMS is based on the auditing standard "IDW PS 980" published by the IDW (Institute of Public Auditors in Germany).

The CMS provides a uniform framework for organising procedures and structuring all compliance-related topics that harbour significant compliance risks.

Like any company, Ottobock is exposed to various compliance risks that may arise from breaches of statutory provisions and regulations that are binding for

Ottobock or related internal company rules and directives in areas relevant for compliance. Therefore, a thorough compliance risk analysis is carried out regularly for all compliance-related topics and, in certain cases, also repeated throughout the year.

The Compliance department at Ottobock SE & Co. KGaA is organizationally assigned to the CEO's portfolio and reports directly to him. It is part of Legal & Compliance department, which performs compliance tasks for Ottobock SE & Co. KGaA.


In addition, Ottobock SE & Co. KGaA sets standards for group-wide compliance activities. The Compliance Committee of Ottobock SE & Co. KGaA serves as an advisory body on compliance issues. It includes the CEO as Chairman, the CFO, the Head of Legal & Compliance and the Compliance Officers. The Compliance Committee performs supervisory, planning, coordination, information and decision preparation functions.

The CMS-organization is focused on these topics:

- Anti-corruption and anti-fraud
- Competition and antitrust law
- Foreign trade law/economic sanctions
- HR compliance
- Finance compliance
- Facility management compliance
- Protection of industrial property
- Copyright
- Copyright for software
- Capital market compliance

A  [Whistleblowing Unit](#) provides all employees, customers and business partners with the opportunity to report breaches of compliance, e.g. serious violations of laws or our internal provisions in particular regarding fraud, corruption, theft, discrimination, sexual harassment, extortion, breaches of secrecy, export control, accounting irregularities, environmental protection, occupational health and safety as well as child and forced labour.


The Whistleblowing Unit consists of two channels:

- Information can be submitted to Ottobock worldwide anonymously and confidentially via a digital  [whistle-blowing portal](#). The website also allows encrypted communication in the event of anonymous information.
- In addition, Ottobock has appointed an external ombudsperson. The appointed attorney confidentially examines evidence of infringements and ascertains the facts as comprehensively as possible. He then forwards his report to the Compliance department at Ottobock.

1.6. Supply Chain

Ottobock uses a broad portfolio of purchased parts that are technologically linked to metalworking, electronics, injection moulding, textile production and many other activities of suppliers. This represents a significant portion of the added value in addition to in-house production. In total, close business relationships exist with around 3,600 suppliers worldwide.

We strive to extend the validity of our values and standards to all processes and to limit negative impacts on people, the environment and society. Our aim is to anchor high sustainability standards in our entire supply chain and to eliminate risks such as human rights violations. In doing so, we not only want to protect our reputation, but also be a trustworthy and attractive partner for our stakeholders.

We expect our suppliers and business partners to act responsibly as well. Relevant obligations are anchored in the global  [Supplier Code of Ethics](#), the supplier self-disclosure, the essential model contracts and our Purchase and Delivery Conditions. Supplier approval at Ottobock is handled by Supplier Quality Engineers (SQEs) in the Global Procurement department.

Our Supplier Code of Ethics considers the universally recognised principles of the United Nations Global Compact and international standards on human rights, labour standards, environmental protection and the fight against corruption.



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2. Sustainability at Ottobock

In our company, responsible governance and economic success have gone hand in hand for more than 100 years. Our commitment to sustainability finds its special expression in the positive social impact of our products and value-driven corporate governance by the family of owners. Our actions have always put people first and will continue to do so. This attitude is reflected in everything we do. We help people maintain or regain their freedom of movement – we are “The Human Empowerment Company”.

2.1. Sustainability Strategy

2.1.1. UN Global Compact & Sustainable Development Goals

We have been a member of the UN Global Compact, the world's largest and most important initiative for responsible corporate governance, since 2015.

As a signatory of the [UN Global Compact](#), Ottobock is also committed to the 17 Sustainable Development Goals (SDGs) of the United Nations. We want to make our contribution to attaining these goals through our business activities. Based on a comprehensive analysis of our key sustainability topics, our values and strategies, we have identified the seven SDGs that are of the highest relevance for Ottobock. We have integrated these SDGs into our sustainability strategy and assigned them to the fields of action where we can have the greatest possible impact to achieve the objectives.

SUSTAINABLE DEVELOPMENT GOALS



SDG 3: Good health and well-being

People's well-being is closely linked to their physical and mental health. We have been helping people with limited mobility maintain or regain their freedom of movement for more than 100 years. Studies prove that we can sustainably improve the quality of life for amputees and people with neurological diseases by providing prosthetic and orthotic treatment.

SDG 8: Decent work and economic growth

As a global technology leader, we strive to grow sustainably and profitably and to achieve a positive impact on society. With innovative products in all business areas and investments in digitalisation, we create the conditions for secure jobs and good working conditions worldwide.

SDG 9: Industry, innovation and infrastructure

A viable economy is closely linked to sustainable industry, innovation and infrastructure. We make our greatest contribution by expanding the functions of our prostheses, orthoses and wheelchairs, increasing the robustness of our products and finding solutions for orthopaedic technology challenges that have yet to be solved. In doing so, we improve the personal mobility and well-being of our users.

SDG 10: Reduced inequalities

Social, economic and political inclusion must be promoted in order to reduce inequalities. By designing our solutions to overcome or alleviate mobility restrictions, we help people with disabilities to participate more fully in economic and social life. High-quality prosthetic and orthotic treatments allow affected individuals to hold a job and lead an active family life.

SDG 12: Responsible consumption and production

Sustainable patterns of consumption and production are of great importance in light of the world's growing population and demographic trends. The sustainable use of natural resources is crucial for us, taking into account environmental and economic aspects. We are making our production processes sustainable and optimising our material efficiency in production and logistics, among other things by using more alternatives that reduce strain on the environment and resources.

SDG 13: Climate action

All companies and organisations are tasked with taking immediate steps to combat climate change and reduce the impacts of their own activities. Because we are a company that makes products, we bear special responsibility for protecting the climate. Establishing an environmental and energy management system is helping us make our carbon footprint more transparent and implement targeted measures.

SDG 17: Partnerships for the goals

Measures to improve sustainability can be implemented more purposefully when companies combine their competencies and resources with other actors in science, civil society and government. We work with international and national multi-sectoral partners to highlight the social, economic and health benefits that come with the provision of high-quality devices and improve access to these devices.

2.1.2. Materiality Analysis

An important cornerstone of [Ottobock's sustainability strategy](#) is the precise and repeated examination of which key issues should be placed at the centre of corporate responsibility.

Since the first materiality analysis was carried out in 2019, not only the external framework conditions have changed.

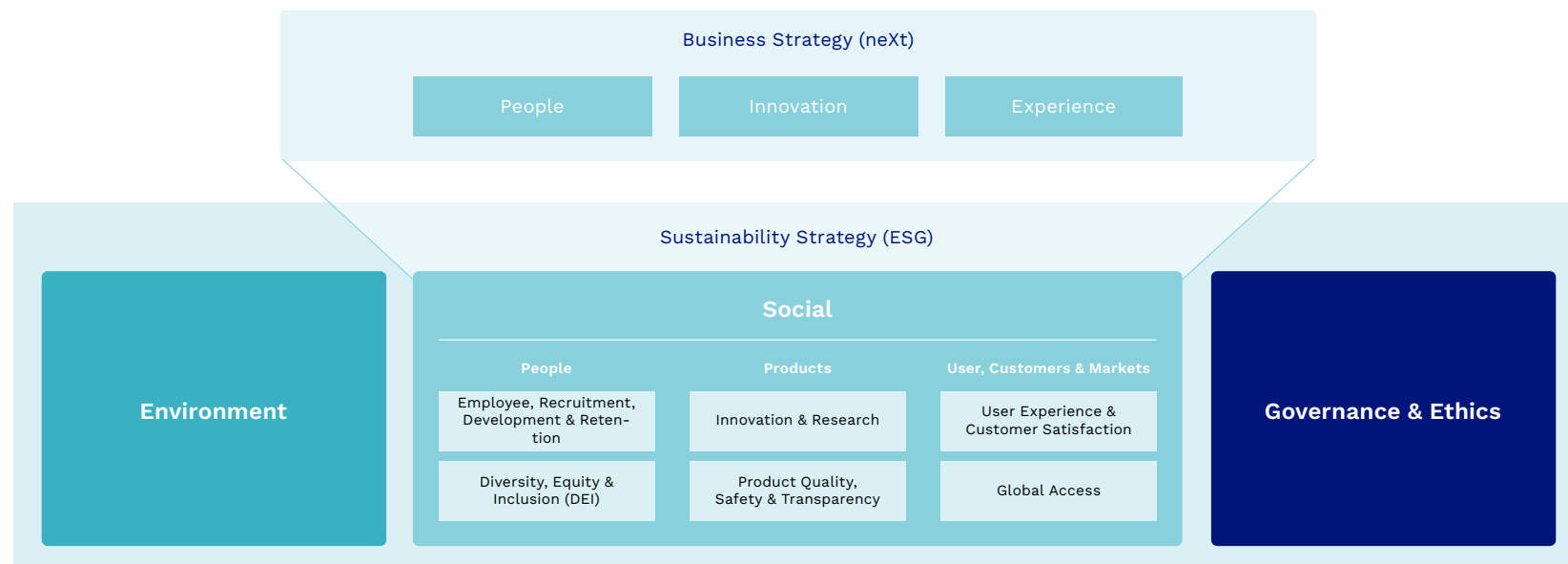
Entrepreneurial development at Ottobock has also gained momentum and reached significant milestones. Therefore, we updated our materiality analysis in 2021.

Based on this materiality analysis and fully aligned with our neXt business strategy, [eight focus areas](#) are of

paramount importance for Ottobock and our internal as well as external stakeholders – they are the core of our consistent sustainability strategy along the three dimensions of environment, social and governance (ESG). We have set ourselves short- and medium-term objectives in each field of action. For implementation, initiatives have been

defined with appropriate measures and indicators to measure the achievement of objectives.

We report regularly and transparently on our progress and developments on our [corporate website](#), in our annual [Sustainability Highlight Report](#) and [GRI reporting](#).



2.2. Sustainability Management

Sustainability at Ottobock is the responsibility of the entire Executive Board. The Executive Board sets the overall objectives and monitors the sustainability performance.

The Chief Financial Officer assumes responsibility for sustainability throughout the company.

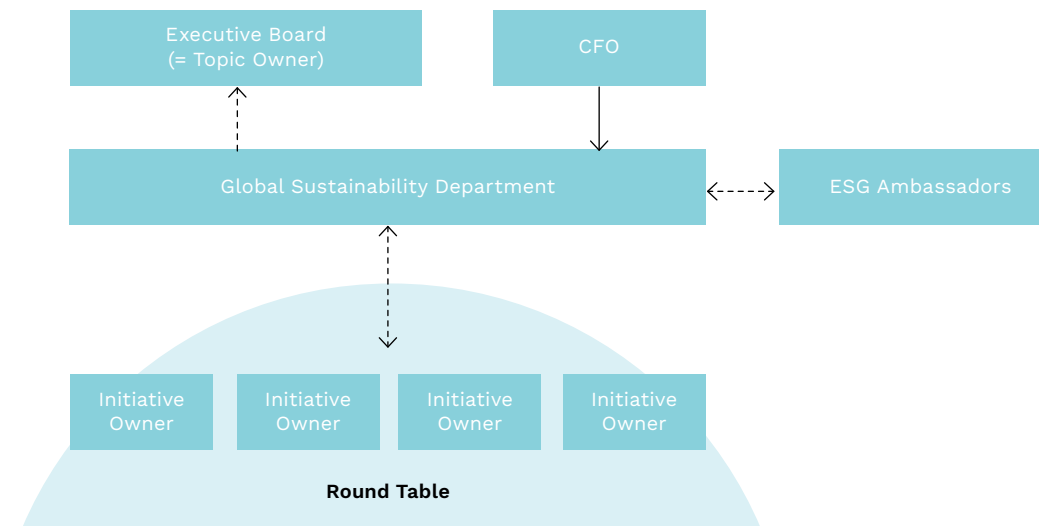
The Global Sustainability department, as part of the CFO area of responsibility, specifies the strategy and objectives, including the KPIs. It manages and monitors the implementation of policies and initiatives as well as related training throughout the company. Global Sustainability is also responsible for reporting, communication, ratings and audits in the non-financial field. The department reports regularly to the Executive Board.

As defined, sustainability initiatives concern all functional areas, business units and subsidiaries, the functionally responsible Executive Director assumes global responsibility for that specific sustainability issue and its policies. So-called Initiative Owners, appointed by the respective Executive Director, are

responsible for the specific initiative at the global or local level and its implementation (incl. KPI accounting, compliance, training, and evaluation).

A round table serves to exchange information between all Initiative Owners and the Global Sustainability department.

The ESG Ambassadors at Ottobock promote sustainability and change, and thus support the communication, introduction, and implementation of the sustainability strategy in their respective department and/or local entity.



2.3. Stakeholder Involvement

Our aim is to work in partnership with our stakeholders at all levels. We maintain a trusting dialogue with them to know their expectations of our company and to inform them about our activities. Together with our customers and employees as well as partners from business, politics, civil society and science, we contribute our resources and competencies to achieve sustainable development.

We are also responding to the increasing importance of sustainability by enhancing the visibility of environmental, social and governance (ESG) aspects at Ottobock, both internally and externally.

Stakeholder group	Main interests
Patients/users	<ul style="list-style-type: none"> • Treatment and access • Product quality and service • User safety • Satisfaction and loyalty
Customers and medical personnel	<ul style="list-style-type: none"> • Digitalisation of orthopaedic technology • Qualification of O&P professionals • Training and jobs in developing countries • Product quality and service • User safety • Satisfaction and loyalty
Employees	<ul style="list-style-type: none"> • Purpose (company purpose) • Diversity and equal opportunities • Long-term motivation and enthusiasm for Ottobock • Employer attractiveness
Investors and analysts	<ul style="list-style-type: none"> • Compliance and governance • Product innovations and future viability • Energy, environment and CO2 footprint
Paying parties and decision makers in politics & industry	<ul style="list-style-type: none"> • Treatment and access • Product quality and service • User safety • Societal impact



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3. Our Focus Topics

3.1. Environment

Our Commitment

As a company that makes products, we bear responsibility for protecting our planet, particularly with respect to our use of natural raw materials and carbon dioxide emissions. We are continuously working on making our production processes sustainable. This includes the responsible use of natural resources and the development of new procedures to reduce our consumption of materials – particularly plastic, wood and paper – and the associated waste.

Other elements of our activities include avoiding hazardous substances, recycling reusable materials and expanding digitalisation processes. In logistics, we focus on protecting the climate when choosing the means of transportation, despite decreasing delivery times.

We work to identify the negative impacts of our activities globally, regionally and locally, to prevent them and to mitigate them where possible. Our position on the avoidance of environmental impacts is summarized in a company-wide directive ( [“Energy, environmental and occupational health and safety policy”](#)).

Our Initiatives & Ambition

We want to reduce our CO2 emissions and have anchored our targets in our own climate strategy. More than 90% of our emissions are attributable to Scope 3, meaning upstream and downstream supply chains, with purchased materials and semi-finished products in turn account for about 85% of the Scope 3 emissions. Hence, our activities focus on the use of renewable energy along the entire value chain. Initiatives also include the switch to biogas, prioritization of electrical vehicles and shifting from air to sea freight.

Our production processes are constantly analysed and improved – nonetheless, waste is generated. Waste handling is governed by legal regulations in all countries in which Ottobock operates. In 2021, we have set ourselves the target of production scrap reduction by 10% per year.

Water consumption is not considered material for Ottobock as our production facilities are without exception located in areas that are not characterized by so-called water stress and our products and manufacturing processes also use very little water. Nevertheless, we are considering this issue as part of our voluntary commitment to the UN Global Compact. Transition to a circular economy is one goal of the EU's Green Deal and of paramount importance. However, large parts of our product portfolio are subject to very strict requirements and need certification and/or official approval before being supplied to users. Thus the use of recycled materials is not readily possible if safety and/or functionality are affected (Medical Devices Act). We are increasingly considering the potential recyclability of the materials from which our products are manufactured in our development and design process.

Our Progress

Following our decision to use the relevant standards for environmental (ISO 14001) and energy (ISO 50001) topics to manage the objectives and measures going forward and to monitor target achievement, the aforementioned ISO management systems will be implemented in all major production facilities following a clear roll-out plan until 2026. In 2021, the plant in Tongzhou (China) was the first to be certified according to the ISO 14001 standard followed by a successful certification for IOS 140001 and ISO 50001 for the production plants at the company's headquarters in Duderstadt (Germany) in 2022.

When it comes to the reduction of CO₂ emissions, transparency is a prerequisite. The Ottobock carbon footprint was compiled for the first time for the year 2020. This initial assessment provided us with a good understanding of our main emission drivers but was neither complete nor (mid-Pandemic) a good baseline for comparison. That is why we have further professionalized our GHG accounting focusing on data availability and quality as well as a comparable methodology. We can now refer to a holistic view of our carbon footprint in 2021 and 2022.

GRI 305: Emissions 2016

	2021	2022
305-1 Direct (Scope 1) GHG emissions		
Gross direct (Scope 1) GHG emissions in metric tons of CO ₂ equivalent	15.520,03	12.352,00
305-2 Energy indirect (Scope 2) GHG emissions		
Gross marked-based energy indirect (Scope 2) GHG emissions in metric tons of CO ₂ equivalent	14.364,67	13.032,00
305-3 Other indirect (Scope 3) GHG emissions		
Gross other indirect (Scope 3) GHG emissions in metric tons of CO ₂ equivalent	282.899,00	245.409,00
305-4 GHG emissions intensity		
GHG emissions intensity ratio (scope 1 & 2) for the organization (per employee)*	3,5	2,81
GHG emissions intensity ratio (scope 3 only) for the organization (per employee)**	33,16	27,22
GHG emissions intensity ratio (overall = scope 1, 2 & 3) for the organization (per employee)	36,66	33,03

*Comparison (CDP sector 2021):
Scope 1 und 2 "Biotech, healthcare and pharma" 15.7 tCO₂e per FTE
Scope 1 und 2 "Manufacturing" 42.0 tCO₂e per FTE

**Comparison (CDP Sector 2021):
Scope 3 "Biotech, healthcare and pharma" 72.3 tCO₂e per FTE
Scope 3 "Manufacturing" 707.3 tCO₂e per FTE

Thereupon and as decided in December 2021, we have submitted a letter establishing our intent to set a science-based target to demonstrably contribute to meeting the 1.5 ° target for limiting global warming to the Science-Based Target Initiative (SBTi). We also continued working on emissions reduction targets for Scope 1 to 3 in line with the SBTi's criteria.

We have included environmental criteria in our supplier evaluation and expect compliance with clear emission reduction targets from our top 50 suppliers, which account for around 51% of the emissions from purchased goods and materials.

However, with regard to our ambitious initiatives 2022 was a rather challenging year: After two years of pandemic, new geopolitical challenges caused further disturbances in supply chains, rising costs for materials and limited availability of certain technologies. The severe energy crisis led to an unprecedented increase in energy and gas costs.

Our first and foremost goal is to supply patients and customers with prostheses and orthoses or spare parts as reliable as possible while balancing interests in favour of the speed of services and to the detriment of climate protection.

Nonetheless, we were able to reduce our greenhouse gas emissions in 2022 by close to 14%.

Initiatives	Goal/Ambition	Progress 2022	Person in charge	SDG
Scope 1, 2 & 3 CO ₂ emissions	SBTi compliant by 2030	See 3.1.3.	COO	12, 13
Share of renewable energy	100% by 2023	See 3.1.3.		
Reduction of production scrap	10% YoY	- 9,2%		

3.2. Social: Employees

3.2.1. Employee Recruitment, Development & Retention

Our Commitment

We put people first – our mission is not only directed at the users of our products. It also applies to our more than 9,000 employees worldwide.

Ottobock has dynamically developed into a leading global healthtech company. This leap in development has an impact on many issues related to our employees and our role as an employer: We are faced with the task of bringing different cultures together in the best possible way. In addition, recently developed structures at Ottobock have been modified, gradually redesigned and converted into uniform group-wide standards. And demographic trends are making it increasingly difficult to find and retain talent with particularly sought-after qualifications in digital technologies of the future.

Our dedicated Ottobock team forms the basis for our entrepreneurial success. That is why we want to further improve our attractiveness as an employer.

Our Initiatives & Ambition

Employees are the key factor for our company's success. Recruiting the right employees, fostering them and inspiring their lasting loyalty to the company is a task of the highest strategic relevance.

Our goal is to keep the global turnover of our employees below 10% per year and thus to take a leading position in the industry. We also aim to fill more than 50% of vacancies with internal candidates by 2025.

We want to achieve a high level of employee satisfaction and aim for a score of 4 out of 5 points in various categories: Goals and aspirations, responsibilities and collaboration, performance management, manager skills and interactions & engagement.

An attractive package of benefits associated with employment at Ottobock is one of the key factors for a high level of employee satisfaction. Here we focus above all on different local conditions and see it as our responsibility to generate the greatest possible social impact at our locations.

Our Progress

We aim at providing a workplace for our employees that fully satisfies and engages them. To track their engagement and derive tangible action plans for improvement, we have piloted a global people survey in 2022 asking 3.000 employees from Austria, Finland, France, Ireland, Latin America, Sweden, Great Britain and our Pohligh patient care centres in Germany and Austria for their opinion on different aspects of their working environment. The results are currently evaluated internally.

We welcomed 1.226 new employees in 2022.

401-1 New employee hires

	2021		2022	
GRAND TOTAL (World)	1.029		1.226	
Asia Pacific				
Male	73	68,22%	47	58,75%
up to 30 years old			33	
from 30 to 50 years old			14	
over 50 years old			0	
Female	34	31,78%	33	41,25%
up to 30 years old			19	
from 30 to 50 years old			14	
over 50 years old			0	
Diverse	0	0,00%	0	0,00%
up to 30 years old				
from 30 to 50 years old				
over 50 years old				
Total (Asia Pacific)	107	100,00%	80	100,00%
EEMEA				
Male	67	45,27%	88	55,35%
up to 30 years old			34	
from 30 to 50 years old			47	
over 50 years old			7	
Female	81	54,73%	71	44,65%
up to 30 years old			23	
from 30 to 50 years old			42	
over 50 years old			6	
Diverse	0	0,00%	0	0,00%
up to 30 years old				
from 30 to 50 years old				
over 50 years old				
Total (EEMEA)	148	100,00%	159	100,00%

	2021		2022	
Latin America				
Male	7	21,21%	35	58,33%
up to 30 years old			4	
from 30 to 50 years old			28	
over 50 years old			3	
Female	26	78,79%	25	41,67%
up to 30 years old			9	
from 30 to 50 years old			15	
over 50 years old			1	
Diverse	0	0,00%	0	0,00%
up to 30 years old				
from 30 to 50 years old				
over 50 years old				
Total (Latin America)	33	100,00%	60	100,00%
North America				
Male	143	59,09%	87	41,23%
up to 30 years old			33	
from 30 to 50 years old			37	
over 50 years old			17	
Female	95	39,26%	124	58,77%
up to 30 years old			41	
from 30 to 50 years old			61	
over 50 years old			22	
Diverse	4	1,65%	0	0,00%
up to 30 years old				
from 30 to 50 years old				
over 50 years old				
Total (North America)	242	100,00%	211	100,00%

	2021		2022	
Western Europe				
Male	207	41,48%	352	49,16%
up to 30 years old			138	
from 30 to 50 years old			165	
over 50 years old			49	
Female	292	58,52%	362	50,56%
up to 30 years old			188	
from 30 to 50 years old			133	
over 50 years old			41	
Diverse	0	0,00%	2	0,28%
up to 30 years old			2	
from 30 to 50 years old				
over 50 years old				
Total (Western Europe)	499	100,00%	716	100,00%

An internal mentoring pilot was launched in 2022. 30 mentors shared their experience and knowledge with 58 mentees from 10 countries. The initial feedback was overwhelmingly positive. Hence, the program will be further internationalized and broadened to open this unique learning opportunity for even more employees.

We also continued to empower a feedback culture through a standardized annual employee review and feedback process. Respective trainings are continuously developed and offered to all employees.

Initiatives	Goal/Ambition	Progress 2022	Person in charge	SDG
Employee turnover	< 10% globally	See 3.2.1.	CEO	8
Employee satisfaction/engagement	Rating of 4/5 for employee engagement	See 3.2.1.		
Internal promotion	> 50%	See 3.2.1.		

3.2.2. Diversity, Equity & Inclusion (DEI)

Our Commitment

As a sustainably oriented medical technology company, Ottobock attaches great importance to diversity, equity and inclusion. We see diversity in our teams as a special advantage and bring people with different individual experiences, beliefs and perspectives together. For us, diversity is defined along several dimensions, including gender, age, ethnicity, skin colour, religion, ideology, sexual identity, disability and social background.

We strive to be a role model for diversity, equity and inclusion. Our aim is to treat all people equally, fairly and respectfully, and to create a healthy working environment where everyone has the opportunity to contribute to the success of the company and realise their full potential.

As with our products, we pay particular attention to the needs of people with disabilities in the company. With our initiatives, we want to be one of the global pioneers in diversity and inclusion.

Our Initiatives & Ambition

We want to increase the proportion of women in our workforce in general and, in particular, in management positions at the first and second management level below Executive Directors to 30% by 2027.

Furthermore, we want to empower people with disabilities to participate as fully as possible in everyday life. This applies correspondingly to our employees with disabilities by promoting the recruitment and training of people with disabilities, the retention of such employees and accessibility in the company.

Our goal is to position ourselves globally as a leading company for diversity, equity and inclusion.

Our Progress

In 2022 women made up 42% of our workforce and held 17% of management positions at the first and second level below the Executive Directors (Ottobock SE & Co. KGaA only).

2-7 Employees


		2021	2022	
by gender	Male		5.234	58,06%
	Female		3.779	41,92%
	Diverse		2	0,02%
	TOTAL	8.531	9.015	100,00%
by region	Asia Pacific		730	8,10%
	EEMEA		860	9,54%
	Latin America		257	2,85%
	North America		1.155	12,81%
	Western Europe		6.013	66,70%
	TOTAL	8.531	9.015	100,00%

Data for 2021 was corrected as the global HR reporting system is under construction.
Some HR data could not yet be collected for all reporting units of the group and for all indicators for the year under review.

FTE equivalents:
2021 = 8.129
2022 = 8.620

The female networking initiative “EmpowHERment”, introduced by Georgia Näder, was launched in early 2022. After a successful inauguration in Germany, the network was expanded to include employees who identify themselves as female from North America, Greater Nordics, Western Europe and the UK and is intended to be a truly global movement in the future. Inspirational talks, best practice and idea sharing as well as networking opportunities were offered virtually on a monthly base. The network currently has more than 170 active members.

Ottobock North America achieved a gender equality milestone in 2022 with 5 of the 9 executives being female (55%). The executive’s direct reports were 31 of 57 female (54%).

To further empower disabled people and their families in the working world, the CEO diversity network  “The Valuable 500” has launched the mentoring program “Generation Valuable”. It aims to prepare an employee with a direct connection to disability for a leadership role through mentoring with a C-suite representative. Ottobock is among the first cohort of member companies to take on a leadership role.

We continued our work on the global Diversity Policy and hope to be able to roll it out in 2023. In addition, to raise awareness for the topic of diversity, equity and inclusion and to create a central information and project hub, a special section for diversity-related topics was added to the global Ottobock intranet. A dedicated team within headquarters’ HR function drives initiatives like the introduction of a more gender-sensitive corporate language.

We plan to continuously evolve these initiatives and set ourselves additional targets over the next years.

Initiatives	Goal/Ambition	Progress 2022	Person in charge	SDG
Proportion of women in the workforce	Keep it > 40	42%	CFO	5, 8, 10
Proportion of women at 1 st and 2 nd management level (below Executive Directors)	30% by 2027	17% (Ottobock SE & Co. KGaA only)		
DEI champion	Roll out initiatives globally	See 3.2.2.		

3.3. Social: Products

3.3.1. Innovation & Research

Our Commitment

Our products add significant societal value that clearly surpasses other medical technology products and we are continually developing our company and perfecting our technology to improve the lives of our users.

We offer innovative and increasingly digital technology solutions and have an industry-leading product portfolio that we are constantly expanding. To this end, we rely on research and development as well as the expertise of our experts and cooperation with start-ups.

We want to maintain our leading position in clinical research. With high-tech products, innovative manufacturing technologies and digital supply processes, we achieve even more favorable results and create a better quality of life for people.

From high-tech manufacturing technology to digital treatment processes to smart sensors and the use of artificial intelligence – we shape the future and drive the digital transformation. The needs of our users, patients and customers drive everything we do.

Our Initiatives & Ambition

We will continue to leverage our biomechanical expertise, which is reflected in our leading R&D productivity producing the most proprietary technology. Our MedTech industry leading R&D spend provides the foundation for continuous innovation and product leadership. With the highest R&D spend as share of revenue among EU MedTech champions our ambition is to remain an innovation frontrunner.

Our product innovations, safety and credible, value-based claims are enabled by an industry leading number of in-house clinical studies. This research is the basis for reimbursement of new products as agencies and health insurance companies require clinical evidence. Our leading in-house capabilities are paired with a large network of more than 50 academic and industrial partners.

Our Progress

Once again, we invested an industry-leading 7,44% of our turnover in R&D in 2022.

As a tangible result of this continuous investment in innovative research, we were able to file 212 new patents (as of 31.12.2022) and 37 new patent families underlining our R&D expertise and leadership position in our industry.

In 2022 we added the highest ever number of research papers to the more than 150 existing documents – publicly available on our corporate website – underlining the proof of benefit and superior functionality of our products. In total, we had:

- 35 clinical projects in various stages of implementation
- 12 clinical research papers published in scientific journals that were largely based on contributions by Ottobock clinical research employees (listed as first authors)
- 18 other research papers published in international journals commented on Ottobock products

Initiatives	Goal/Ambition	Progress 2022	Person in charge	SDG
Share of R&D expenditure in turnover	Leader in our industry	7,44%	CTO	3, 9, 10
Registered patents	Leader in our industry	212 new patents First filings: 37 new patent families (as of 31.12.2022)		
Internal clinical studies	Leader in our industry	35 clinical projects 12 clinical research papers by Ottobock employees 18 research papers commented on Ottobock products		

3.3.2. Product Quality, Safety & Transparency

Our Commitment

As a global technology leader, we place great emphasis on responsible business practices as we produce high-quality, reliable and sustainable products. Our quality management standard meets the strictest requirements in keeping with the “Quality for life” principle. Intensive test procedures ensure the safety of our products.

Many of our products have already undergone testing involving the highest quality standards at some of the world's leading hospitals and universities. We conduct the most clinical trials compared to our competitors to investigate the effects of products.

We coordinate closely with the market, patients, therapist representatives and producers in product development and monitoring. As a prerequisite for the approval of medical devices, Ottobock is obliged to carefully analyse incidents and complaints, investigate the causes and implement corrective action plans, which may also include product recalls.

The consistent pursuit of high-quality products and services and the optimization of our internal processes and workflows are important prerequisites for ensuring the company's success.

Our Initiatives & Ambition

The name Ottobock stands for high-quality and technologically outstanding products. We consistently focus on:

- a zero-defect strategy for reliable, safe and effective products and processes,
- fast and professional service for our customers and partners as well as expert support,
- the fulfillment of customer needs and
- compliance with applicable regulatory requirements.

We have implemented a state-of-the-art risk management system for medical devices according to ISO 14971:2019. All Ottobock's manufacturer of medical devices sites run a certified QMS according to ISO 13485:2016 which is regularly

audited by an independent certification organisation. We have implemented a Post Market Surveillance system to continuously monitor safety, performance and quality of our medical devices during their entire life time. This allows us to react promptly in the case our medical devices do not perform as intended.

Quality and safety are the central cornerstones of our value proposition to our customers and users. Our ambition is to continue to have zero recalls despite our growing product portfolio.

We substantially reduced our complaint rate over the past years and aim at a further 20% reduction of our overall complaint rate until 2025 (from ~14.3% in 2020).

Our Progress

We continuously monitor and evaluate changes in the worldwide regulatory landscape to ensure compliance with regulatory requirements. In 2021 we successfully implemented the applicable EU Medical Device Regulations requirements. The effort continued in 2022 with the ongoing projects to fulfil EUDAMED and UDI Labeling requirements within the given deadlines.

The cessation in 2021 of the Mutual Recognition Agreement for medical devices between the European Union and Switzerland ("SWIXIT") triggered the Swiss government to issue a new medical device regulation. Ottobock implemented timely all necessary actions to ensure continuity of sales and delivery of highest-quality orthopedic devices to Swiss customers in 2022.

Following the BREXIT, the UK government published in 2022 a draft of the new UK Medical Device Regulation, including transition periods. Ottobock is closely following the situation to ensure all activities necessary to keep presence on the UK market will be performed in time.

In 2022 only one field corrective action has been performed and no product recall have been initiated. With a complaint rate for mechatronic prostheses and orthoses of 11,4% we reached our goal for 2025 well before that date.

Initiatives	Goal/Ambition	Progress 2022	Person in charge	SDG
Number of product recalls	0 recalls	0	COO	3, 9, 10
Number of field corrective actions	Leader in our industry	1		
Complaint rate (mechatronic prostheses and orthoses)	20% reduction from 2020 to 2025 (target annual complaint rate <11,4%)	11,4%		

3.4. Social: Users, Customers & Markets

3.4.1. User Experience & Customer Satisfaction

Our Commitment

For more than 100 years, people have come first in everything we do. We work hard every day to improve the quality of life of our patients and users, and to empower them to live independent daily lives.

For us, quality of life is closely linked to personal freedom and independence. That's why we help people maintain or regain their freedom of movement. To achieve this goal now and in the future, we focus on innovation and outstanding technology, combined with a holistic approach and global activities.

Our focus is on reliability and mutual trust. This is paramount for us. We are always there to assist our partners and customers. Their success and satisfaction is our ultimate goal.

We try to see the world through the eyes of our users and customers, and we pursue this aim with respect, courage and commitment.

Our Initiatives & Ambition

We continuously strive to improve user outcomes leading the way to develop a comprehensive, value-based approach to measuring treatment results. Value Based Health Care (VBHC) addresses health care challenges by enabling innovations that deliver the outcomes that matter most to patients across the full cycle of care. To drive the implementation of Value-Based Health Care, Ottobock has developed a comprehensive set of outcome measures.

Our digital ecosystem "Life Lounge" revolutionizes customer relationships and puts users at the center of attention by enabling them to better navigate the healthcare system and find the best offers for their mobility needs.

We also empower our customers as they navigate digitalization. By giving them the digital tools they need we allow them to have an even stronger focus on caring for their patients while making fabrica-

tion more precise, minimizing potential errors and saving materials and time.

To ensure that even more people have access to our innovative solutions and new digital treatments, we place great emphasis on proving the socio-economic benefit of our products and services.

Our Progress

After a successful pilot, the Life Lounge platform was seamlessly integrated into the B2B Sales Management in North America providing us with great feedback for the global roll-out. With the upcoming B2C component (“patient first”) we complement the Life Lounge program for Ottobock Patient Care Centres. An important milestone in 2022 was the review of our data base of existing patient profiles (> 5 Mio). The data will now be cleaned and gradually migrated to the Life Lounge.

The socioeconomic benefit of our prostheses and exoskeletons was determined in December 2021. The data has been used internally in 2022 to develop projects and initiatives to increase acceptance and funding (e.g. reimbursement) for these products. Based on these findings we will continue to improve the societal impact of our solutions.

The planned implementation of our framework for value-based measurement of results in North America has been postponed.

Initiatives	Goal/Ambition	Progress 2022	Person in charge	SDG
Framework for valuebased measurement of results	Implemented by 2028	See 3.4.1.	CXO	3, 9, 10
Number of “Life Lounge” users	5 million user profiles 2026	See 3.4.1.		
Societal impact of prostheses & exoskeletons	Identify the socioeconomic benefits of treatment	See 3.4.1.		

3.4.2. Global Access

Our Commitment

Access to high-quality and affordable treatment remains a major challenge for users. Therefore, we are expanding the number of our Patient Care Clinics around the world at an increasing pace. There, we work to provide the best possible treatment for our users and patients and make necessary adjustments as efficiently as possible.

We advocate for easier access to affordable treatment as a human right, regardless of whether a patient lives in the global north or south.

Improved global access to our products includes a stronger focus on the treatment structure and the training of skilled workers. Our lasting success demands an integrated approach to healthcare.

Our Initiatives & Ambition

An in-depth understanding of our users' needs, expectations and satisfaction with our service is a prerequisite for a best-in-class treatment and user experience at our Patient Care Centres. We use the Net Promoter Score to check if we focus on what really matters most to them.

The translation of research discoveries into transparent user outcomes and socioeconomic benefit directly enables patients access to high-quality products with Ottobock driving the creation of new reimbursement possibilities rather than just following suit.

In addition to the expansion of our own Patient Care Network, our unique global access programs are designed to increase the access to prosthetic and orthotic treatments by building a service infrastructure through (public-private) partnerships. Ottobock provides components, innovative lean-infrastructure and digital manufacturing as well as training and know-how. We aim to increase the number of users empowered by these programs year-on-year.

We foster active engagements with private and governmental bodies to provide high-quality health care as well as access to products, increase public awareness and establish high-impact

programs. One essential element is the qualification of personnel for O&P technology and the provision of tailored trainings for O&P professionals – both in developed and developing countries.

Our Progress

In 2022, we started with the implementation of the Net Promoter Score in Belgium, North America, Germany & Austria (Pohlig only), Australia, Kenya, and the Philippines. 821 users completed the digital survey so far resulting in an initial NPS score of 76 which is encouragement and motivation at the same time. The answers are being evaluated and used to initiate further improvements, e.g. we plan to continue to measure patient experience with a revised survey. Also, the last countries are getting ready to go live latest by end of January 2023, including France, Italy, UK, Ireland, Romania, Croatia, Serbia, Türkiye, India, Thailand, China, Brazil, Colombia and Morocco. Roll-out in Poland is scheduled to start in January 2023.

Initiatives to promote reimbursement remain vital to foster sustainable change. In 2022, we introduced dashboards for certain products (e.g. *C-Brace®*) to allow better monitoring and, hence, support for our users and customers. In the interest of transparency, the quota of reimbursement requests vs. granted reimbursement was defined as one of our standard KPIs.

Our overall goal is to increase the quality and level of fittings in countries where there is currently no or little reimbursement. For South East Europe this means, for example, to provide enough proof to the respective institutions that new reimbursement categories for high-end fittings are implemented. In 2022, we successfully supported the inclusion of microprocessor-controlled knees (MPKs) in reimbursement in Serbia and we aim to achieve the same outcome in Hungary in 2023.

To establish a unified and professional reimbursement approval service for advanced and high-end fittings, we founded an international group consisting of experts from Germany, Japan, Korea as well as from countries from EEMEA and Latin America in 2022. The idea is to leverage proven concepts, share best practices and experiences and establish a set of social-economic & private argumentation building blocks to empower more patients along their entire reimbursement application process.

With the user and her or his quality of life in mind, we created several global

access programs that aimed at getting better treatment results for more people. Two examples from 2022 are:

- “Back to work” – a campaign focusing on upper limb amputees that provides targeted personal information for potential users to foster their motivation to make use of a high-end prosthetic arm or hand as well as specific services along the patient’s work re-integration journey (e.g. employer information, mental training etc.). The results in Poland were encouraging: 32 new patients were acquired within this year which will be fitted above market

standard – 97% of them are back proofing the societal benefit of our products.

- “Early rehab” – a program that aims at shorter fitting times – minus 6 months – and above market-standard fittings for new lower limb amputees by addressing the needs of the entire interdisciplinary team (i.e. doctor, CPO, physical therapist and patient), establishing an interim fitting as standard (leveraging the unique functionality of Kenevo) and providing individual holistic packages for each phase of the patient journey. The first results from Hungary showed significant impact: Out of 44 trial fittings, 32 patients

received a final prostheses above market standard in 2022 and 11 reimbursement applications are still pending.

Despite the still challenging circumstances for professional trainings (e.g. travel restrictions, reluctance to attend face to face meetings etc.), our Ottobock Academy engaged with 4.914 O&P professionals in developed & developing countries in active knowledge transfer through Camps, Expert Certifications, Manufacturing Trainings, Online Live Sessions, Presentations, Product Trainings, Roadshows, Therapy Training and Trainer Certifications.

Initiatives	Goal/Ambition	Progress 2022	Person in charge	SDG
NPS score	> 50	76	CSO	3, 9, 10, 17
Promotion of reimbursement	Leader in our industry	See 3.4.2.3.		
Number of Patient Care clinics	Leading global provider (in terms of countries covered)	290 Patient Care Clinics & 90 Satellite Clinics in 35 countries (as of 30.06.2022)		
Number of users supported by Global Access project	Target tbd	See 3.4.2.3.		
Qualifications of O&P professionals (developed countries)	Leader in our industry	4.914 (in total)		
Training & qualification of personnel for O&P technology in developing countries	Leader in our industry			

3.5. Governance & Ethics

Our Commitment

Good corporate governance ensures compliance with laws, standards and internal guidelines, thereby actively protecting ourselves against risks.

Complex challenges and constantly changing legal and normative frameworks require clear standards and rules. These help us effectively meet the diverse requirements of our stakeholders and define the scope for our economic activities.

Training on topics relevant for compliance as well as dialogue with suppliers and customer representatives contribute to fair business as well as cyber security and data protection. When it comes to human rights, labour standards, environmental protection and the fight against corruption, we are guided by the principles of the United Nations Global Compact.


Our Initiatives & Ambition

Ottobock is committed to ensuring that all employees, contractors, business partners, customers and patients are treated with dignity and respect and are protected from discrimination, harassment and unfair practices.

We offer all qualified applicants and employees equal opportunities for their professional development at Ottobock, regardless of their affiliation with a particular group. With these commitments, we not only comply with legal requirements and the conventions of the  [International Labour Organisation](#) (ILO). We have also anchored and further developed the central principles of action in our own directives such as the  [Code of Conduct](#), the [Global Anti-Discrimination Policy](#) and the [Equal Opportunity Policy](#).

To identify compliance risks in good time and manage them appropriately, it is essential that all employees are provided with the necessary skills through training. The relevant trainings at Ottobock include:

- Basic compliance training for every new employees as part of the onboarding program (mandatory)
- Periodical trainings on the Code of Conduct, conflict of interest management and anti-corruption for every employee (mandatory)
- Specialised training for Compliance Officers/Coordinators (mandatory)
- Additional risk-based specialist compliance training on the various topics relevant for compliance (mandatory)

Our Compliance Management System is constantly being further developed and optimised so that we can continuously adapt to current compliance risks (e.g. entering new markets, changing legislation etc.) and learn from identified weaknesses in order to manage them in the future. We ask our suppliers, business partners and employees to report breaches of the provisions of any legal requirements by Ottobock employees using the company's confidential and anonymous  [Whistleblowing Unit](#) (whistleblower system). We aim at processing 100% of all compliance cases.


We place great importance on Cybersecurity. Since 2018, Ottobock's cyber defense capabilities are being developed with the aim to achieve maturity level above industry benchmark. We have implemented technology and services to detect, contain and eradicate cyber attacks around the clock. Also, we have established an operational process for security incident reporting (CERT) to monitor and respond to data breaches and cyberattacks. Moreover, we conduct regular security awareness training including quarterly simulated phishing attacks.

Our Progress


We achieved further progress on further professionalizing the CMS and related compliance-relevant topics in 2022. The measures are primarily derived from the results of the compliance risk analysis. Our goal is to obtain certification according to audit standard 980 of the Institute of Public Auditors in Germany (IDW PS 980) for the CMS.

In 2022, 9 reports from the areas of HR compliance, fraud and corruption prevention as well as general compliance matters (e.g. product complaints) were submitted via the whistleblower system. All whistleblowing reports are analysed extensively and closed after appropriate measures have been derived. Where possible, each whistleblower received a response with a summary of the findings.

We systematically trained our employees around the world on the Code of Conduct, anti-corruption and the handling of conflicts of interest in 2021. For the second year in succession, 100% of employees have taken part in the training by the end of 2022.

The  “Explanatory declaration on political activities to complement the Code of Conduct” was revised and precised in 2022 to give even clearer guidance to our international employees.

We regularly conduct targeted trainings to raise awareness for good governance practices. For example, a mandatory e-learning program for dealing with sexual harassment was launched in Germany in 2022.


To comply with the new Supply Chain Due Diligence Act (LkSG), the Supplier Questionnaire and the Supplier Code of Ethics were amended in 2022. Measures were taken to establish a risk management for our value chain from supplier to customer as well as a process for the verification of business partners. Furthermore, we appointed a Human Rights Officer, published a  “Declaration of Principles on Respect for Human Rights” signed by all Executive Directors and established a complaint management process regarding human rights and environmental impacts.

The security of our data and IT systems as well as our customers’ and users’ privacy is vital for us: Following the success of Ottobock’s Cyber Security Week in 2021, the second edition further raised awareness for this important topic, provided relevant insight and trainings for all employees.

Significant investments in cyber security and data protection included:

- Roll out of Microsoft Security Tech Stack
- Deployment of NDR sensors (Network Detection and Response)
- Setup and deployment of MDR service (Managed Detection and Response), i.e. 3rd party Security Operations Center (SOC) with 24/7 service (live since Sept 2022)
- Introduction of an Attack Surface Management

- Introduction of Internet Exposure Monitoring
- Agreement Incident Response Retainer

Nonetheless, Ottobock SE & Co. KGaA and some of our subsidiaries fell victim to a cyber attack during 2022. We have no reason to believe that patient data was affected by the incident but cannot rule out the possibility that data belonging to our customers, including personal data, was taken. As a precautionary measure, all patients and customers were proactively informed about the incident and respective information including a contact address were published on our  [global corporate website](#).

A second incident concerned a Patient Care Centre in North America that was at that time not integrated into the Ottobock IT landscape.

No significant fines or non-monetary penalties resulting from violations of laws or regulations were imposed in the reporting year.

Initiatives	Goal/Ambition	Progress 2022	Person in charge	SDG
Training on Code of Conduct / Anticorruption / Conflict of Interest	100% of employees	100%	CEO	17
Proportion of processed compliance cases	100%	100%		



4. About this Non-Financial Report

We have published an annual sustainability report based on the principles of the UN Global Compact since 2016 and expanded our coverage with the 2021 report that was prepared in accordance with the Core option of the Global Reporting Initiative (GRI) Standards.

To further professionalize our reporting and better meet the information needs and expectations of our various stakeholder groups, the sustainability reporting 2022 consists of three separate but complimentary documents that are available on our [corporate website](#) in German and English:

- This Non-Financial Report
- A GRI Report (core option, english only)
- A Sustainability Highlight Report

All of the above-mentioned reports relate to the 2022 financial year of Ottobock SE & Co. KGaA. The reporting period is 1 January to 31 December 2022 unless otherwise stated.

The editorial deadline for the reports was 22. March 2023.

The reporting cycle is annual: We published our previous Sustainability Report for the 2021 financial year in May 2022. The next sustainability report for financial year 2023 will be published no later than March 2024.

The reports have not been reviewed externally.

Publisher

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