

ottobock.

A woman with blonde hair, wearing a light pink tank top and purple shorts, is rowing a white racing shell on a calm lake. She is smiling and looking towards the camera. The background features a dense line of green trees under a blue sky with light clouds. Another person is visible in the distance on the left. The text 'Sustainability Highlight Report 2022' is overlaid on the left side of the image, with 'Sustainability' inside a dark blue circle.

Sustainability Highlight Report 2022

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Foreword

Oliver Jakobi, CEO



Foreword

2022 was a turbulent year, dominated by the war in Ukraine, inflation, the energy crisis and the COVID-19 pandemic. It was also an eventful year for us as a company and for our employees. Despite preparations for the IPO being under way, the Näder family, the Management Board and our shareholder EQT made the decision to delay the listing due to the geopolitical situation. This will not affect our growth in any way. On the contrary – within the framework of our neXt growth strategy, we will now be focusing consistently on operational activities and strong customer demand with the aim of achieving further growth organically and through targeted investments. Our innovations and our employees will help us to achieve this goal.

This is reflected in our sustainability strategy too. The topics we are focusing on in the context of the ESG criteria are directly linked to our business. This is particularly evident in the case of the social component. We are concentrating on what's important: people!

Our top priority is to ensure people have the devices they need for their treatment. We have our sights set on the markets in emerging and developing countries and are advocating for prostheses, orthoses and wheelchairs to be incorporated into healthcare provision and


covered by external paying parties. Our vision is to open up access to high-quality fitting solutions for people around the world. At the same time, we are working hard to promote closer collaboration and intensive dialogue between the markets as this will create synergies that will benefit our users.

We also want to increase the focus on users' needs. User satisfaction surveys help us to understand how our products and our service are rated, which in turn enables us to identify areas for improvement.

Making improvements is a key priority in the context of environmental matters too. In 2022, we obtained ISO certification in three different areas: energy, environment and occupational health and safety. As a company that makes products, introducing the management systems has helped us to scrutinise our processes. We have a responsibility towards the environment and our society. With this in mind, we decided to sign the commitment letter for the Science-Based Target Initiative and, within the next two years, will be defining goals to help achieve the 1.5-degree target stated in the Paris Agreement.

Details of other initiatives and projects that we started work on or put into practice in 2022 can be found in this Highlight Report.

I hope you enjoy reading about our work.



Oliver Jakobi



Ottobock – Company Profile

Ottobock – Company Profile

We have been developing innovative products for more than 100 years. 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 in almost 60 countries around the world and generate a turnover that exceeded one billion euros in the year under review. 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.

Our business units and locations



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.



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.



Ottobock Care

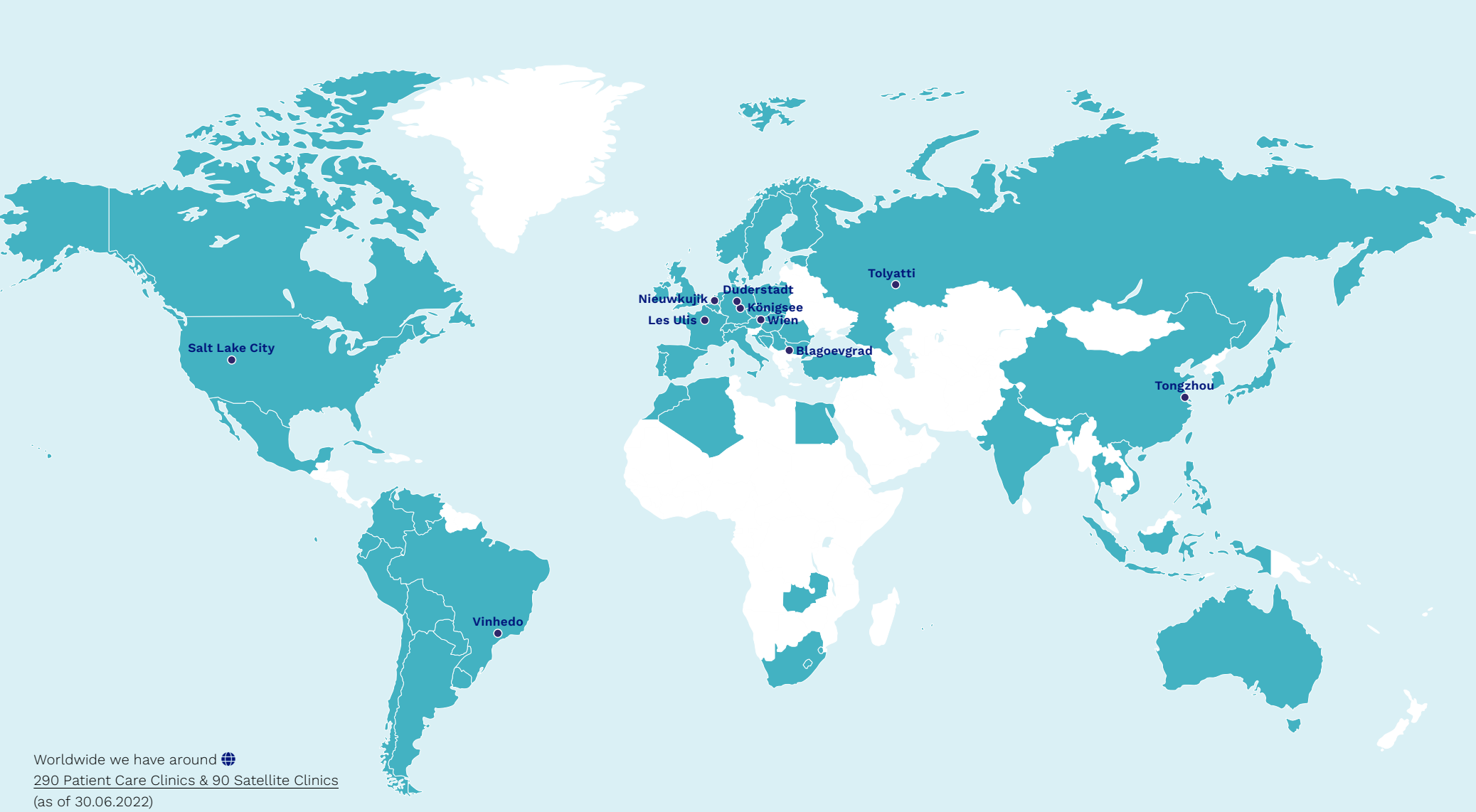
With our own treatment infrastructure, the global Patient Care clinics, we are getting closer to users and can thus improve the treatment quality for more and more people.



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 Mollie Suit* designed for people with spasticity and manual as well as power wheelchairs.





**Our claim:
“We empower people”**

Changing people's lives and doing good in society has always been at the heart of Ottobock's business model. Our solutions empower people to life: Users regain their freedom and become an active part of society again. When the company was founded, it was the series production of prosthetic components that revolutionised the market and above all treatment. Today it is micro-processor-controlled knee joints such as the *C-Leg*, the computer-controlled leg orthosis *C-Brace®*, the multi-articulating bebionic hand, the *Juvo* power wheelchairs or exoskeletons for ergonomic work. We are now a global technology-leader in “Wearable Human Bionics” that

expand or replace parts of the human-body. In addition, we are doing pioneering work in the digitalisation of the orthopaedic value chain. We are continually developing our company and perfecting our technology to improve the lives of our users. We invested 7.44 per cent of our turnover in research and development in 2022. Thus, our products add significant social value that clearly surpasses other medical technology products. However, access to high-quality treatment is still difficult for many users. That is why Ottobock offers many points of access, improves digital services for individual needs and advocates systematic reimbursement of high-quality solutions.

**Sustainability as
a growth driver**

In our company, responsible governance and economic success go hand in hand – with our dedicated Ottobock team underpinning everything we do. That is why we want to further improve our attractiveness as an employer. This includes low employee turnover as well as innovative talent management and greater diversity with an increasing proportion of women in management. We take responsibility for the environment and work consistently to reduce CO2 emissions and improve the ecological compatibility of our processes and products. Good corporate governance ensures compliance with standards, laws and internal guidelines, thereby actively protecting ourselves against risks.



Sustainability at Ottobock

Sustainability at Ottobock

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”. One of our most urgent tasks is to meet the growing expectations and information needs of our stakeholders. Applicants are including sustainability factors in their decision-making process in the same way that lenders and investors do. We are taking account of the growing importance of sustainability by making environmental, social and governance aspects more visible internally and externally at Ottobock.

However, the prerequisite for this is to anchor sustainability strategically in our company and to integrate it into the management processes. We began developing a sustainability strategy in 2019 and spent the next few years creating workable structures, culminating in the establishment of the Global Sustainability department – which looks after all matters relating to sustainability – in March 2022.

Sustainability is the way forward

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, it is not only the external framework conditions that have changed, for example, as a result of the coronavirus pandemic and climate change. Entrepreneurial development at Ottobock has also gained momentum and reached significant milestones. In 2022, the Management Board appointed Dr Arne Kreitz to the Executive Board as the new Chief Financial Officer.

Since 2018, Dr Kreitz has played a key role in the company's strategic transformation process as part of the extended Executive Board. In his new position, he will also be assuming responsibility for sustainability throughout the company and, hence, for the Global Sustainability department, which reports directly to him.

The Global Sustainability department 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 report-

ing, communication, ratings and audits in the non-financial field. The department reports to the Supervisory Board and Management Board on a regular basis. So-called Initiative Owners are responsible for a specific initiative at the global or local level and its implementation with a focus on meeting KPIs, training and evaluation. A round table serves to exchange information between all Initiative Owners and the Global Sustainability department.

Focused sustainability strategy

Last year we conducted an updated materiality analysis, which served as a basis for our work in 2022. Under the umbrella of the “neXt” company strategy – which incorporates the areas of people, innovations and experience – we have categorised our [fields of action](#) in

line with the E, S and G dimensions and are now working to bring them to life. We have set ourselves targets in each field of action and defined appropriate measures.

Sustainability at Ottobock is the responsibility of the entire Executive Board. The

initiatives concern all business units and are assigned to the functionally responsible Executive Directors.



Ottobock sustainability overview: Fields of action and objectives

In 2022, we identified the KPIs that we regarded as the most important in each field of action for the first time, with a particular focus on the development of the underlying initiative.

Environment

Field of action	SDG	Person in charge	Topics	Goal/ambition
Carbon Footprint	12, 13	COO	Scope 1, 2 & 3 CO2 emissions	SBTi compliant by 2030
			Share of renewable energy	100% by 2023
			Reduction of production scarp	10% YoY

Social

Field of action	SDG	Person in charge	Topics	Goal/ambition
Innovation & Research	3, 9, 10	CTO	Share of R&D expenditure in turnover	Leader in our industry
			Registered patents	Leader in our industry
			Internal clinical studies	Leader in our industry
Product Quality, Safety & Transparency	3, 9, 10	COO	Number of product recalls	0 recalls
			Number of field corrective actions	Leader in our industry
			Complaint rate	20% reduction from 2020 till 2025 rate <11,4%)
Employee Recruitment, Development & Retention	8	CEO	Employee satisfaction/engagement	Rating of 4/5 for employee engagement
			Employee turnover	< 10% globally
			Internal promotion	> 60%

User Experience & Customer Satisfaction	3, 9, 10	CXO	Number of “Life Lounge” users	5 million user profiles 2026
			Framework for valuebased measurement of results	Implemented by 2028
			Societal impact of prostheses	Identify the socioeconomic benefits of treatment
			Societal impact of exoskeletons	Identify the socioeconomic benefits of treatment
Global Access	3, 9, 10, 17	CSO	Number of Patient Care clinics	Leading global provider (in terms of countries covered)
			Promotion of reimbursement	Leader in our industry
			NPS score	> 50
			Number of users supported by Global Access project	Target tbd
			Qualifications of O&P professionals (developed countries)	Leader in our industry
			Training & qualification of personnel for O&P technology in developing countries	Leader in our industry
Diversity, Equity & Inclusion (DEI)	5, 8, 10	CFO	Proportion of women at 1st and 2nd management level (below Executive Directors)	30% by 2027 17% (Ottobock SE & Co. KGaA only)
			Proportion of women in the workforce	Keep it > 40%
			DEI champion	Roll out initiatives globally

Governance & Ethics

Field of action	SDG	Person in charge	Topics	Goal/ambition
Diversity, Equity & Inclusion (DEI)	17	CEO	Training on Code of Conduct	100% of employees
			Proportion of processed compliance cases	100 %

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 contribute to the success of the initiative, and have integrated the 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





Our Sustainability Strategy

Environment

Ottobock has nine production sites around the world. 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 work continuously to make our production processes sustainable, with our primary focus centring around the reduction of CO2 emissions.

Our ecological footprint

Climate change is one of the key challenges facing humanity. In view of the increasing risks posed by severe weather events, climate-related regional conflicts and refugee movements or the disruption of global supply chains, everyone is urged to contribute and support the political targets to limit global warming. As a company with production sites, we also have a duty to contribute to climate protection – which includes being aware of our emissions and taking steps to reduce them. At the same time, drawing up a greenhouse gas balance sheet forms the basis for climate management in the company, supported by the introduction of the environment and energy management systems.

In 2021, we compiled our carbon footprint for the first time (for 2020). It is only by determining our greenhouse gas emissions on a continual basis that we will be able to measure our progress. We use the international standard – the Greenhouse Gas Protocol – when drawing up the balance for our emissions. The central element of the climate strategy is the definition of a target. We are confronted with the challenge of averting the consequences of climate change with regard to global warming. Companies play a central role when it comes to achieving the 1.5-degree target for the global community, as defined in the Paris Agreement at the 2015 United Nations Climate Change Conference.

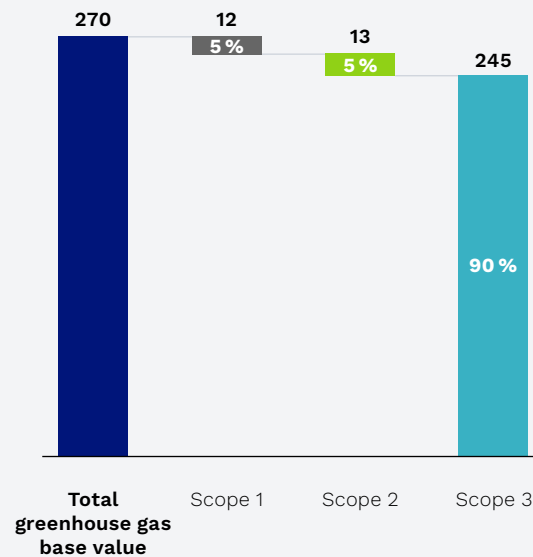
We need to remain below this threshold value in order to reduce the climate-related risk of irreversible damage to natural habitats and ecosystems. At the same time, this will avoid the costs associated with adapting to climate change in the world of business, in healthcare and in our social systems.

In its very first year of drawing up a greenhouse gas balance sheet, Ottobock resolved to play its part in limiting global warming. We were aware that most of the emissions occur in the upstream and downstream stages of the value chain, so we collected data for Scopes 1, 2 and 3 from the outset.

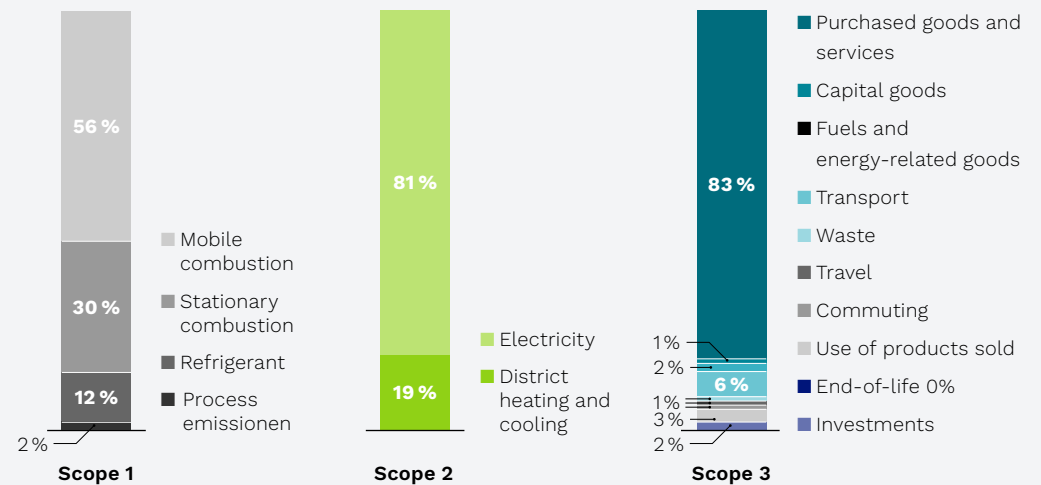
Greenhouse gas of ~270 kt CO₂e, predominantly from Scope 3

Compared to the previous year, we were able to reduce our emissions by close to 14 percent in 2022.

Ottobock greenhouse gas emissions (GHG) by scope 2022 (kt CO₂e)



Breakdown of emissions by activity 2022 (kt CO₂e)



Our SBTi commitment

Another point in favour of collecting data for all three scopes was our intention to define scientifically founded emission reduction targets based on the latest findings in the field of climate research. The Science-Based Target Initiative (SBTi) provides the relevant framework in this regard. It is a partnership between the CDP, the UN Global Compact, the World Resources Institute and the World Wide Fund for Nature, with the aim of establishing the reduction of greenhouse gas emissions as standard business practice and defining a common language for credible corporate climate protection measures.

As the first step, we signed a commitment letter for the SBTi in the year under review. This signals our commitment to defining targets for Scope 1 and Scope 2 emissions that are commensurate with the level of decarbonisation required to limit global warming to 1.5 degrees Celsius. Given that our Scope 3 emissions make up more than 40 per cent of the company's overall carbon footprint, we will need to set an ambitious target in this area as well, covering at least two thirds of the Scope 3 emissions.

Implementation of the ISO management systems

In the context of our sustainability strategy, the Executive Board has decided to increase the extent to which environmental protection is incorporated into the company's core processes.

At the same time, the health and safety of our employees are central to our business activities. To ensure that we keep improving in the areas of environment, energy and occupational health and safety, we have spent the last few months working hard to establish structures and processes. As a result, management systems certified in line with ISO standards 14001 (environment), 45001 (occupational health and safety) and 50001 (energy) have now been implemented at the Duderstadt site.

The implementation of these ISO management systems took place under the responsibility of Ottobock's Chief Operating Officer. Josef Braun (Energy Management Officer) and Isabel Siegel-Behrendt (Occupational Safety and Environmental Management Officer), who oversaw the project, tell us about their plans and intentions here:

In 2022, we introduced an energy, environment and occupational health and safety management system in line with ISO standards at our German site in Duderstadt. What were the reasons underpinning this decision?

Isabel Siegel-Behrendt: Companies have a responsibility towards the environment and our society, which includes the responsible use of resources and active environmental protection. We need to incorporate environmental aspects into business decisions in a forward-looking manner. The same goes for ensuring employee safety in the workplace. The introduction of the three management systems has helped us to scrutinise our processes and make improvements. In this way, we are able to optimise our costs, ensure transparency within the company and fulfil the statutory requirements.

Introducing the three ISO standards was a large-scale project. How did you prepare for it?

Josef Braun: The most important thing was having a joint project plan. Ultimately, we succeeded in introducing three management systems at the same time. We started the project at the beginning of the year and obtained the certifications in September 2022.

Isabel Siegel-Behrendt: The advantage of the ISO standards is that they follow the “High Level Structure” (HLS). This means that all standards feature a uniform structure, terminology and standardised concepts and definitions, making it easier to bundle the certifications into an integrated management system.



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Companies have a responsibility towards the environment and our society.

Isabel Siegel-Behrendt

What are the next steps for 2023? Do you have plans for other sites?

Josef Braun: Yes, we are going to roll out the management systems successively around the world. We will start by rolling them out to the production sites in Vienna and Königsee in 2023, before moving on to Blagoevgrad, Salt Lake City and Tongzhou over the next few years.

What constitutes successful climate management in your opinion?

Josef Braun: Successful climate management incorporates sustainable conduct into the company as a whole and aligns its business processes accordingly. It serves as the basis for the continual improvement of the company's climate performance.

Isabel Siegel-Behrendt: By adopting a long-term, strategic approach, we can raise awareness of climate protection within the company. We work through the classic PDCA (Plan-Do-Check-Act) cycle and set targets, monitor them and take action where necessary in the event of deviations.



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... we are going to roll out the management systems successively around the world.

Josef Braun



Social: Employees

Employees who feel comfortable and valued in the workplace and have good development opportunities are much more likely to stay with the company and recommend it as an employer. Our mission to put people first applies not only to our users, but also to our 9,000+ employees. We need their excellent qualifications and their comprehensive commitment to make our company sustainable and maintain economic success in the future.

Ottobock has dynamically developed into a leading global healthtech company, which has a particular impact on our role as an employer. On the one hand, we have the task of bringing together different specialist skills and age structures in the most effective way possible. Combining the experience of long-standing employees with the qualifications of new hires provides a strong basis for the transfer of knowledge within the workforce. However, demographic trends are making it increasingly difficult to find and retain talent with particularly sought-after qualifications in digital technologies of the future. We also need to take account of changes in the world of work:

The balance of work life and private and family life is becoming increasingly important, and flexible models for part-time work or temporary leave are very popular.

On the other hand, our responsibility is growing with regard to the increasing internationality in our day-to-day work and the more intensive dialogue taking place among employees with different origins and cultural backgrounds. We reviewed our focus topics in 2021 and continued to develop the two fields of action – employee recruitment, development and retention as well as diversity, equity & inclusion – in 2022.


Diversity, equity & inclusion as a foundation

Diversity, equity and inclusion is a key focus for the company. For us, diversity is defined along several dimensions, including gender, age, ethnicity, skin colour, religion, ideology, sexual identity, disability and social background.

We see diversity in our teams as a special advantage and bring people with different individual experiences, beliefs and perspectives together. Our products stand for reducing inequality and creating equal opportunities. That is why we as a company 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. This is how we succeed in attracting and retaining a qualified and diverse workforce.

Global approach to strengthening diversity

As a strategic objective, we aim to become a global champion for diversity, equity and inclusion and have launched initiatives to shape the working environment. Ottobock has signed the “Charta der Vielfalt” (Diversity Charter) – an employer initiative to promote diversity in companies and institutions – and supports the  #WeThe15 campaign. This campaign aims to strengthen the voices of 1.2 billion people with disabilities, representing 15 % of the world’s population. It is expected to become the world’s largest human rights movement for diversity over the next ten years. Together with international institutions from business, politics, culture and sports, Ottobock is campaigning against discrimination and pushing for changes to ensure equal participation of people with disabilities.



Ottobock has been a member of  “The Valuable 500” since 2020. The initiative combines the influence of the 500 member companies with the goal of increasing participation by people with disabilities in the world of work. It is the world’s largest CEO network dedicated to diversity. 2022 saw the launch of Generation Valuable – a programme which gives people with a direct link to disability the opportunity to prepare for future management positions. The aim is to help break down barriers in the world of work. In 2023, the future leaders will speak to executives within and outside the company in order to increase their awareness of people with disabilities and bring about changes.

Stephanie Greene, Ottobock General Council in North America, was selected for the programme. Stephanie and her husband have two sons. The younger of the two was born prematurely and spent the first six months of his life in hospital, where he underwent several operations. He is blind in both eyes. Their older son has diabetes.

In this interview, Stephanie talks about what led her to take part in the mentoring programme and what opportunities she envisages.

Stephanie, what motivated you to take part in the Generation Valuable programme?

My husband and I have two children with disabilities. I see Generation Valuable as a huge opportunity. I have often seen in the past how people with a disability are simply overlooked in society. In many cases, a minor impairment is enough for someone to be shunned or even ostracised. I don't think people in society know how to treat people with disabilities or how to talk to them.

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I see Generation Valuable as a huge opportunity. I have often seen in the past how people with a disability are simply overlooked in society.

Stephanie Greene

The best way to change this is with knowledge! I want to be part of the movement. I want to explain things, clear up misconceptions, create acceptance and bring together people with and without disabilities.

**You are about to embark on the 12-month programme. In your opinion, what changes are needed and what are the biggest challenges when it comes to integrating people with disabilities?**

For me, the thing that needs to be changed most is the way people with disabilities are treated and spoken about. Right from the start, the employer should concentrate on the strengths of the new employee and not on their disability. Of course, it's important to talk about the support they need to create a comfortable working environment. But the aim should be to focus on the person and not the disability. Attention should also be paid to the ways in which people with disabilities can enrich the team and the company. If we concentrate only on the disability, we don't see the wonderful person behind it.

The programme also facilitates contact with other companies. What do you hope to gain from talking to their mentees?

I am keen to find out how companies encourage people with disabilities to apply for vacancies. And in the next step, how they are integrated into the workforce without being introduced straight away as a disabled person. Not every employee wants to communicate their impairment, so it's important to discuss this openly and honestly in advance. Many companies have good ideas about promoting integration, but sometimes these good intentions can have the opposite effect. This initiative can help to steer them in the right direction.



Inclusion measures in Germany

We promote the hiring and training of people with disabilities. Our interviews with candidates and our job advertisements are designed to highlight the priority given to applicants with disabilities – with the same qualifications – and the importance of diversity. We pay special attention to accessibility in the company. In doing so, we ensure compliance with DIN standards, especially in the case of conversions and new construction.

In 2022, we launched another project regarding accessibility in the workplace. Martje is an apprentice orthopaedic technician and wears an arm prosthesis. A key part of her training is vibratory finishing, which involves machining the edges of the prosthetic sockets. To enable her to perform this task without any problems, the trainers developed a suitable device in collaboration with the design engineers and industrial apprentices in the training workshop. This device allows Martje to carry out vibratory finishing.

Promotion of women

Equality and equal rights for women are key components of our corporate philosophy at Ottobock. Our company promotes and supports equal opportunities. We are convinced that increasing the number of female managers and women in management positions will move our company and society forwards.

Our aim is to increase the proportion of women in management positions at the two levels below the Executive Board to 30 per cent by 2027.

Currently, 41 % of our global workforce is female.

#EmpowHERment

The slogan for International Women's Day 2022 was "Women empower women". On our social media platforms, our female colleagues described how they empower other women in their day-to-day work. Enabling women to network with each other is also a key concern of Georgia Näder – daughter of Professor Hans Georg Näder – who was a member of the Supervisory Board for

five years and has been working at Ottobock since the end of 2022. She launched the #EmpowHERment initiative in 2022 together with Maria Keller, Head of Financial Planning and Analysis.

In this interview, Georgia and Maria explain the ideas behind the initiative and what they are hoping to achieve:

Maria and Georgia, you launched the EmpowHERment initiative in September 2022 – how did it come about and what was your motivation?

Georgia Näder: Starting a women's initiative at Ottobock was something that we'd both been thinking about separately. We started talking about it when we met in Berlin last summer and that was how we got the ball rolling. We both agree that it's not about giving preference to a particular group – it's about providing an opportunity to get to know each other, to network and to learn from and with each other. Furthermore, we want to work together with the women at Ottobock to shape the initiative so that we can all benefit from it and, above all, have fun. Ultimately, it's an initiative created by women for women. Diversity is very important to us. We believe there is still room for improvement, especially with regard to management positions. But in order to understand how we can make things better, we need to speak to the women in the company.

Your initiative is based on three pillars: group networking, group coaching, plus talks and interviews. What do they involve?

Maria Keller: The main aim of the networking is to make it easier for women in the company to connect and get to know each other, even if they are in different departments or at different sites. We want to bring the global Ottobock family closer together. The idea behind the group coaching is to share ideas and discuss our experiences, because we realised that we are all confronted with similar issues and challenges in our personal lives and in our day-to-day work. Topics might include effective communication, leadership, conflict management, tips for working parents or how to use your strengths more effectively.

Georgia Näder: In the sessions involving talks and interviews, we invite fascinating people to share their stories, their experiences and what they have learned. They might be Ottobock colleagues, external experts from industry or other fields, and – importantly – Ottobock users, as there is so much we can learn from them. Essentially, anyone who has something inspirational to share or can give us food for thought!



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*It's an initiative
by women for women.*

Georgia Näder

What conclusions have you come to after the first 3 months?

Georgia Näder: Mainly that a format like this has been a long time coming. There has been a huge response and the feedback from the initial sessions was very positive. People definitely feel it's worthwhile having dedicated time for networking and talking to each other, particularly in light of the COVID-19 pandemic. With more people working from home, there aren't as many opportunities for informal conversation. One colleague told us that she thought she was already well connected within the company, but the networking format made her realise that she only knew a small proportion of the participants. The initiative allowed her to get to know more of the impressive women working at Ottobock. It's great to see how small steps like that can have a big impact.

You started by inviting colleagues from the German-speaking countries to take part in the initiative. Are you aiming to offer the format globally as well?

Maria Keller: Yes, definitely. The first international session with the European countries and the USA took place in November. And, with the aim of bringing the Ottobock family closer together, we invited everyone to the last session of 2022. It was a great feeling to bring together so many wonderful women from different countries.

Georgia Näder: We held a kind of reflective networking session to make sure that next year's events cover the topics that our colleagues are interested in. We intend to incorporate the results – such as presentation techniques, development of career strategies and giving feedback – into the sessions for the coming year. We are really excited about 2023 and can't wait for the next sessions.

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It was a great feeling to bring together so many wonderful women from different countries.

Maria Keller



Social: Products

Our products 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. At the same time, we are continually perfecting our technology to improve the lives of our users.

We have in-house  Research & Development departments in Germany, Austria and the USA. Here, Ottobock benefits in particular from its proximity to leading international research institutes and universities. 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 and marketed by the Launch Excellence Team.

2022 saw the start of a new partnership for Ottobock as it joined forces with the University of Utah (USA). At the university's Bionic Engineering Lab in Salt Lake City, engineers are developing the next generation of bionic limbs. By partnering with Ottobock, they hope to be able to make these advanced technologies available to patients in the future. Our role is to make sure that ideas are transferred from the laboratory to the market

as quickly as possible. The partnership allows us to work together to solve problems, thus combining the best of two worlds – science and industry. Engineers from the laboratory are going to collaborate with engineers from Ottobock's R&D department to turn the current prototype of the Utah Bionic Leg into a product that can be launched on the market. The Utah Bionic Leg uses motors, microprocessors and artificial intelligence to assist users with everyday movements. The prosthesis motors use real-time data to provide users with support when walking, standing, climbing stairs or stepping over obstacles.

Even though innovations are crucial for our company, we cannot and do not want to do everything that is technically possible. We address potential negative impacts at a very early stage of development and 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. 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. Our top priority is to avoid product recalls – a goal that we achieved in 2022.

Integrated fitting solutions

Integrated fitting solutions are crucial when it comes to health. In 2022, the focus was on our NeuroMobility concept. NeuroMobility is a strategic initiative. An integrated approach is required in order to provide people with neurological conditions such as a stroke, multiple sclerosis, cerebral palsy or (incomplete) spinal cord injury with the best possible treatment. This approach places a stronger focus on the individual needs of patients, with the aim of promoting freedom of movement, quality of life and independence.

With NeuroMobility, Ottobock is bringing together the fields of neuro-orthotics and Human Mobility, and combining the various devices with each other. For example, NeuroMobility includes well-known products such as the *C-Brace®* along with newer products such as the *Exopulse Mollie Suit*, as well as manual and power wheelchairs, rehab buggies and seating solutions.

Our NeuroMobility solutions:

Exopulse Mollii Suit

The *Exopulse Mollii Suit* is the first and so far only neuromodulation suit. It consists of 58 embedded electrodes that can stimulate 40 key muscle groups with an electric impulse. The suit uses a mechanism called reciprocal inhibition to relax spastic muscles while simultaneously activating weak muscles. Thus, the *Exopulse Mollii Suit* can not only reduce pain signals but also improve the range of motion, balance, gait and general mobility of patients. Furthermore, the suit only needs to be worn for an hour every other day.



C-Brace®

The world's only stance and swing phase controlled leg orthosis can make walking possible again for people with partial or total paralysis of the knee extension musculature. Whether walking slowly or quickly, going down stairs, walking on slopes or across uneven terrain, users experience a new sense of freedom when moving with the C-Brace®. The microprocessor-controlled orthosis responds to the respective requirements in real time, making users safer in everyday life.



Kiddo wheelchair range

The *Kiddo* rigid-frame wheelchair supports the mobility of very young children and grows with the user. The range complements our strategic NeuroMobility initiative perfectly. It means that, in the future, we will be able to provide a full range of treatment options for children and adolescents of all ages with neurological indications such as cerebral palsy, allowing us to support our users from the beginning. Each wheelchair is configured to suit the size and needs of the child in question and the width, depth and height can grow as the child does. The wide range of components, settings and individual adjustment options provides users with the best possible support when it comes to maintaining or even regaining their physical functions.



Social: Users, Customers and Markets

Our vision is to open up access to high-quality fitting solutions for people around the world. We advise our users. Currently we provide access to treatment with devices in approximately 380 Patient Care clinics in 35 countries around the world. Thanks to our close 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 our users 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.

We are committed to ensuring that patients gain access to treatment options as soon as possible. Ottobock has developed into an integrated orthopaedic technology provider over the past few years. We combine innovative products and individual treatment to create an integrated approach.

Patients want to get back to their independent lives as soon as possible, and returning to work is a key part of that. The challenge here is achieving this goal in emerging and developing countries where treatment with devices is not part of the local healthcare provision and is therefore not reimbursed. Many people would not be able to purchase and use Ottobock products if the costs were not covered by an external paying party.

Ottobock is therefore also working to establish a sustainable infrastructure. In 2022, we succeeded in getting microprocessor-controlled knee joints such as our C-Leg included in the reimbursement system in Serbia. Meanwhile, in Hungary, Croatia and Ukraine, our colleagues are working closely with policy makers to ensure the best possible treatment for patients without causing them financial problems.

Back to work in 178 days

Ania lives with her family in Poland. She loves dancing, cycling and travelling. Following a serious motorcycle accident, she had to undergo amputation of her left leg above the knee. Right from the outset, she was keen to get back to work as quickly as possible so she contacted the Ottobock team straight after the amputation. Our orthopaedic technicians worked closely with her physiotherapists and doctors – interdisciplinary collaboration is crucial to the success of the treatment. The Ottobock team discussed the next steps with Ania, whose needs and wishes determined the choice of prosthesis. The physiotherapist then started her rehab treatment. Throughout all of this, we helped Ania with any questions she had regarding applications and reimbursement options, and spoke to her employer about the measures required to create a comfortable working environment for Ania with her prosthesis. Ania returned to work after 178 days. Her inspirational story shows that it is worth fighting for independence and quality of life.

Global communication

For us, people come first. Our products offer quality of life and self-confidence to people whose physical mobility is limited. Meeting this responsibility in the long term also presents challenges. With the increasing “intelligence” and complexity of our products, it becomes more important not only to provide users with a product, but also to offer qualified advice in advance and during use. This includes technical support and the ability to exchange information via digital platforms.

Speaking to other prosthesis wearers can really help people to adjust to their new situation, especially at the beginning. This is why we launched the “Movao – move as one” online community in 2021. In this protected digital meeting space, amputees and their families can talk about interests and challenges at a local and global level and receive reliable information about life with amputation – for example, in the areas of therapies, transportation and travel with prostheses or exercise and sports. Following the launch of the project in the Netherlands, further platforms were added for Germany, North America, Africa and Finland this year. Members have access to interactive services such as forums, events and group pages. For example, they were able to use Movao to follow the journey

of a bilateral transtibial amputee who travelled to China in a van he had converted himself. Other formats have included an online yoga class and an online advent gathering. All of the members are working hard to keep adding content to the platform.

Ottobock Life Lounge

What else can Ottobock offer in addition to its products? And how can we use the potential afforded by digitalisation to offer even better products and services? The company spent a great deal of time considering these questions in 2022. The Life Lounge is a platform that connects all the people responsible for users’ quality of life – bringing together hospitals, medical supply companies, internal Ottobock teams and the users themselves.

The integrated platform results in a positive interaction between all parties. For example, by linking the patient data with the Ottobock product catalogue, the medical supply companies can put together the best possible treatment option. The Life Lounge is used to explain to patients what will happen next and to show them exercises at an early stage, for example, in order to achieve the best possible results with regard to previously defined goals. In this way, everyone works hand in hand.



With the aid of the digitalisation options provided by the Life Lounge, our aim is to further increase the focus on users and their needs, and better enable them to live their lives the way they want to.

A full-page photograph of three Italian Paralympic athletes celebrating their victory. They are standing on a track, holding a large Italian flag (green, white, and red) behind them. The athlete on the left is wearing a blue singlet with 'CONTRAFATTO' and 'ITALIA' on it, and a black prosthetic leg. The athlete in the middle is wearing a blue singlet with 'SABATINI' and 'ITALIA' on it, and a black prosthetic leg. The athlete on the right is wearing a blue singlet with 'CAIRONI' and 'ITALIA' on it, and a black and white striped prosthetic leg. They are all smiling and looking upwards.

Supporting athletes for 30 years

Ottobock has been proactively supporting Paralympic sports for over three decades. We are a loyal partner to the athletes and provide them with our services free of charge. Our passion for the Paralympics is an inherent part of our company's DNA. We are proud to be able to support so many athletes with disabilities. In keeping with our motto "Passion for Paralympics", we do everything we can for their mobility.

Paralympics: Integral part of the corporate culture

Ottobock has been at every Summer and Winter Paralympic Games since 1988, paving the way for good sportsmanship and fair competition between the athletes. Our partnership with the  [Paralympic movement](#) has been an integral part of our corporate culture for decades. We are proud to be able to support so many athletes with disabilities. In keeping with our motto “Passion for Paralympics”, we do everything we can to promote their mobility as a partner of the International Paralympic Committee (IPC).

We signed a new contract with the IOC and IPC just last year. This partnership covers technical service for the winter and summer games up to and including 2032.

We always attend the Paralympic Games with an on-site, international team of technicians. We set up workshops in the Paralympic Village as well as in selected training and competition venues. Experienced O&P professionals, wheelchair specialists and welders ensure the professional repair and maintenance of equipment – regardless of the athletes’ nationality and the brand of their prostheses, orthoses and wheelchairs. Many athletes would not be able to compete in their disciplines without this service. Ottobock is thus directly involved in the successful development of the Paralympic Games.

The 13th Winter Paralympics took place in Beijing in March 2022. A total of 78 different competitions were held in six disciplines. With a team of 50 people from 12 countries, we provided comprehensive technical services free of charge in the three Paralympic Villages in Beijing, Yanqing and Zhangjiakou.

Commitment to parasport

We are committed to supporting the Paralympics, but we also want to give people who aren’t professional athletes the opportunity to experience our passion for sports. That’s why we initiated the  [Running Clinics](#) in cooperation with Heinrich Popow, who won gold at the Paralympic Games in London 2012 and Rio 2016. At the clinics, amputees ranging from beginners to experienced runners work as a team to achieve their personal goals. We are planning to increase the number of international trainers so that even more users can train and practise with sports prostheses under professional instruction. In 2022, Heinrich Popow ran five Running Clinics all over the world – in Japan, Estonia, Switzerland, France and Chile. In Germany, we organised two Talent Days with Heinrich Popow, Johannes Floors and trainers from the parasport division of TSV Bayer 04 Leverkusen. 23 participants aged between 3 and 42 had the opportunity to swap their everyday prosthesis for a sports prosthesis in order to take part in sports activities.

In North America, we supported the DFL Deutsche Fußball Liga (German Football League) with its “Bundesliga Common Ground” project. The project is renovating football pitches around the world to give young people the opportunity to enjoy exercising with others and experience the value of team spirit. Over the course of 2022, the project transformed pitches in Lagos (Nigeria), Mexico City (Mexico), Rio de Janeiro (Brazil) and New York (USA). Children and adolescents of all ages took to the pitch in New York to demonstrate their skills and the US amputee soccer team also played a match – particularly impressing football legend Jürgen Klinsmann.



Corporate governance and ethics

Complex challenges and continuously changing legal and normative frameworks demand clear standards and rules for corporate governance and for our collaboration. These help us effectively meet the diverse requirements of our stakeholders and define the scope for our economic activities.

In order to comply with applicable laws, directives, standards and agreements, Ottobock has introduced a Compliance Management System (CMS). The [Code of Conduct](#), the internal directive on the prevention of corruption and the compliance culture based on trust are important cornerstones. We are constantly developing the CMS to meet current legal requirements and general societal values. The Code of Conduct is an expression of responsible behaviour by company management. It formulates overarching and generally valid principles of conduct, which constitute a binding guideline for all employees of Ottobock and the associated companies. This ensures that we treat each other with trust, fairness and respect, and strengthens our foundation of integrity and honesty. The eleven principles of conduct

are based on the principles of the UN Global Compact and international standards on human rights, labour standards, environmental protection and the fight against corruption.

Responsibility for sustainability in the supply chain

The German Supply Chain Act (Lieferkettensorgfaltspflichtengesetz, LkSG) comes into force in 2023. This act will require companies to check that their direct suppliers comply with standards regarding human rights and environmental risks and produce corresponding reports. 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. Our aim is to anchor high sustainability standards in our 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 took some time in 2022 to make sure that we were ready for the LkSG. We started by setting out clear responsibilities, before conducting a risk analysis and defining preventative measures and operational implementation in detail. At the same time, we drew up our [declaration of principles for human rights and appointed](#) the Head of Global Sustainability as our Human Rights Officer. In the

next step, we will be analysing how our own actions impact on human rights. The aim will be to prevent actions that violate human rights and to raise awareness of these issues among our employees and business partners.

Our [Supplier Code of Ethics](#) is already in force. With the Supplier Code of Ethics, Ottobock takes into account 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. We ask our suppliers and business partners to report breaches of the provisions of this Supplier Code of Ethics or other legal requirements by Ottobock employees using the company's anonymous whistleblower system.

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

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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