



# Blatchford Corporate Social Responsibility Report

**Blatchford** 

WE KEEP YOU MOVING



## Foreword - A Message From Our CEO

As a trusted provider of mobility solutions around the world, we have a tremendous opportunity and responsibility to transform the lives of people and deliver long-term value to society. How a business contributes to tackling global and regional challenges is scrutinised more than ever and the importance of meeting these expectations is of strategic importance to us.

Businesses have a responsibility to those groups and individuals they impact. Social Responsibility and Sustainability reporting is the practice of measuring, disclosing and being accountable to internal and external stakeholders for organisational performance towards the goal of sustainable business development.

Historically, we have internally documented the impact of our business operations, identified progressive objectives and implemented procedures to mitigate economic, social and environmental challenges. Until now however, there has not been an official report documenting our collaboration and progress for our wide range of stakeholders. This report documents and assesses how we are meeting these expectations and responsibilities.

**Paul Roberts, CEO**

## Our values:



Courage



Learning



Collaboration



Innovation



Integrity

## Our vision:

Creating the future of mobility to realise dreams.

## Our mission:

Unwavering in our pursuit of breakthrough technology in delivering superior clinical outcomes.



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# We Are Blatchford

We are a multi-award winning manufacturer of some of the world's most advanced prosthetic technology, bespoke seating solutions and orthotic devices. We combine superior clinical outcomes and breakthrough technology to redefine mobility.

Our evidence-based approach and commitment to continuously challenging possibilities ensures our mobility solutions prioritise the wellbeing and long-term health of our users. Through science, technology, and a clear focus on people, we make mobility possible.

## Committed to Every Customer

We understand that good mobility and wellness go hand-in-hand. Through our products and clinical services, we strive to get the best clinical outcome for every user.

Our holistic approach to product design centres around the whole person and not just their mobility limitation. This ensures we develop solutions that not only help people to get the most out of every day, but to do so in a way that cares for their long-term health and wellbeing.

We are committed to delivering value, quality and outstanding customer experience to every customer.

## Leaders in Innovation

Founded in London in 1890, we have a long history of firsts and continue to be widely recognised for our commitment to innovation. We are proud to have created the very first commercially available hydraulic ankle, the first microprocessor controlled hydraulic ankle and the world's first fully integrated limb system.

Our pioneering technology has been the recipient of many prestigious awards including the Queen's Award, the MacRobert Award, the German Design Award and the Medical Design Excellence Award in the USA.

We continue to pursue innovation, challenging possibilities and perceptions to create solutions that change lives.

## Working Together

We develop products through an extensive collaboration between our research and development team, clinical experts, patient insight groups and customers to find solutions that deliver results.

We collaborate with universities and independent researchers to prove the clinical outcomes of our technology. This work helps provide evidence to inform best practice in the wider rehabilitation community and give healthcare providers the confidence to prescribe advanced technology to patients.

Through our Clinical Advisory Board we work with leading experts outside the world of Prosthetics and Orthotics to capture innovation and thinking which enables us to push boundaries in our product design and delivering superior clinical outcomes.

## Our Values



Our Values guide the way we work together to ensure our long term success. Employees are responsible for living the values and behaviours every day. Leaders are responsible for enabling these behaviours in the way they lead. It is through these behaviours that we create our culture and provide opportunity for each and every employee to contribute to sustainable business development.

**Integrity** - Transparent, Accountable and Honourable

**Innovation** - Focused, Experimental and Agile

**Collaboration** - United, Straightforward and Connected

**Learning** - Curious, Resilient and Developing

**Courage** - Open, Committed and Confident



# Our Products and Services

## Lower Limb Prosthetics

Replicating nature is at the heart of our design philosophy: designed according to biomechanical principles, our multi award-winning products are developed to meet the needs of the user, helping them to achieve the best rehabilitation outcomes to support a healthy future.

## Orthotics

Our advanced orthotic devices support or correct unstable joints to help restore function for people all ages with congenital, musculoskeletal and neurological conditions. We use a combination of made-to-measure bespoke devices and off the shelf solutions to help ensure optimal comfort and effective treatment.

## Seating

We are at the forefront of complex seating solutions, with both custom and modular elements designed to provide optimal posture support. The needs of the user are at the heart of our seating designs and we continually seek to support long-term well-being, while offering solutions where you can see the user and not the seat.

## Patient Solutions

Our clinical teams based in the UK and Norway provide a full range of rehabilitation services to NHS, NAV, Military and private patients. This includes; Prosthetics, Orthotics, Seating, Wheelchair and Physiotherapy services. The service care model includes the provision of high-quality individualised rehabilitation, a reassuring back up service and continuous education programmes on technical and rehabilitation topics. Our focus is entirely on the individual and our goal is to enable each patient attending one of the 400,000 appointments we provide annually to achieve greater confidence and success in their choice of everyday activities.



# Industry Trends and Challenges

## The Empowered Patient

Patients are becoming increasingly involved in their healthcare, with a higher interest in their journey than ever before. The increasing accessibility of information has enabled patients to become more informed and knowledgeable about medical subjects, meaning patients can make more informed choices. This has changed and will continue to evolve, the way medical businesses communicate in the industry, meaning businesses are under increasing pressure and scrutiny to operate transparently and openly.

## Appetite for Technology

In the last two decades, technology has fundamentally changed the competitive landscape in every industry with improvements to efficiency, reducing barriers to market entry and increasing globalisation. Consumers have also sought to receive such benefits and demand for the latest technological innovations has increased significantly in the last two decades. Medical businesses are now expected to deliver meaningful innovations with patient benefit being the ultimate criteria of new product development.

## Regulatory Compliance

Medical businesses face evolving ethical and regulatory requirements and ensuring compliance is an increasingly complex task. High standards are a fundamental pre-requisite for industry-leading businesses and ensuring a patient-centric approach is a key imperative.

## Access to Healthcare

Healthcare in all markets is changing rapidly and with increasing populations, facilitation by healthcare systems is becoming increasingly strained. Medical businesses face the challenge of rising demand for technologically advanced devices in these markets and ensuring affordable access to all is an ongoing challenge.

## Economic Volatility and Uncertainty

The global economy continues to experience a turbulent, challenging and unpredictable environment for businesses in all industries. The post pandemic world brings with it a unique situation to navigate. Whilst agility is key, a strong governance structure helps to ensure decision-makers are empowered to make appropriate and informed decisions. Maintain a strong business model and continuing to operate with economic responsibility of business while maximising profitability.







# Our Approach to Corporate Social Responsibility

We have chosen to focus our approach against the goals most pertinent to our business activity so that we have the greatest opportunity to contribute and make a difference to the Sustainable Development Goals Initiative.

## Good Health and Wellbeing

Health and wellbeing for all people is an important part of sustainable development and with the development of advanced healthcare technology, significant progress has been made to overcome global health challenges.

**Our aim:** As a world-leading rehabilitation provider, through technological innovation we aim to improve lives and contribute to solving global health challenges. We strive to provide opportunities for patients to access the health care they need in all global locations. We are also dedicated to the health, safety and wellbeing of every employee and we are committed to providing a sustainable work environment.

## No Poverty

Eradicating poverty in all its forms remains one of the greatest challenges facing humanity. While the number of people living in extreme poverty dropped by more than half between 1990 and 2015 (from 1.9 billion to 836 million) too many are still struggling for the most basic human needs.

**Our aim:** Our procurement and operations team work diligently to ensure that workers in our global supply chain are paid correctly and possess fair employment rights.

## Gender Equality

While the world has achieved progress towards gender equality and women's empowerment, it is clear more progression is needed. Gender equality is not only a fundamental human right but a necessary foundation for a peaceful, prosperous and sustainable world.

**Our aim:** We actively promote equality by fostering an environment that is inclusive and supportive for all.

## Meaningful Work and Economic Growth

Economic growth should be a positive force for the whole planet and businesses must ensure that financial progression creates decent and fulfilling jobs.

**Our aim:** Since 1890 we have grown our business operations significantly. We now employ over 800 people globally, export our products to over 42 countries, and have extensive research, design and production facilities in the UK. We will continue to set aspirational and growth-orientated business goals that benefit the local and global economy.

## Industry, Innovation and Infrastructure

This involves developing a long-term business perspective to meet future challenges by building resilient infrastructure, promoting sustainable industrialisation and facilitating meaningful innovation.

**Our aim:** we aim to consistently invest in our business, continually analyse how we can improve the way we do things and identify how we can provide long-term value.

## Responsible Production and Consumption

Our planet has supplied us with an abundance of natural resources. However, these resources have not been used responsibly and we currently consume beyond what our planet can supply.

**Our aim:** Where possible we record our impact on the environment and aim to minimise this impact across all areas of our business and in all of our global locations

## Climate Action

The effect of climate change is visible and the consequences of not acting could be catastrophic. Change is possible however, through education and adherence to climate commitments we can make the necessary actions changes to protect our planet.

**Our aim:** We are committed to protecting the environment by mitigating pollution, complying with environmental regulation and improving our environmental management systems where possible.

# Our People

To achieve our aspirational business objectives, we understand the importance of having capable and empowered people working safely across the different areas of our business. With over 800 employees around the world, we understand the importance of people and we embrace opportunities to invest in our people, provide meaningful employment and facilitate lifelong learning.

Blatchford has been on a journey for over 130 years. We have been incredibly successful in the past and collectively we want to make sure we can continue to realise the mobility dreams of all our customers and patients into the future.





# Employee Value Proposition

## Learning and Development

It is clear that passionate people with purpose and outstanding performance contributes to long-term business success. In fact Learning is so important to us that we have made it a core value. To do this, we need to provide valuable experiences and learning opportunities to support people in reaching their full potential.

To achieve this aim, we invest in a wide range of behaviour and leadership development opportunities which are supported by a centralised training platform that hosts a variety of compulsory and voluntary courses to provide a role-specific learning management system. We provide accredited training to our skilled sales and clinical employees through a structured education programme. Our voluntary courses are available to all employees and enable people to develop skills and broaden the scope of their role.

We have a strong coaching and mentoring ethos across Blatchford. Whether it be technical, functional or clinical skills, we have created equal opportunities for all employees to flourish.

We work with leading international Universities and recognised Industry bodies to ensure our skills and experience are among the very best in our industry.

## Educating and Supporting Healthcare Practitioners

In our Patient Solutions businesses, our team of clinicians benefit from the experience and expertise of senior clinicians who manage our training and educational programme. We have the skills and resources to create and deliver a comprehensive range of programmes and we are committed to delivering accurate and high-quality information that supports professional development.

## Health and Safety

We are dedicated to the health and safety of every employee, contractor, customer and supplier. We are committed to providing a sustainable working environment that is safe and without risk to the health of employees.

To illustrate our commitment, the Board of Directors appointed a Group Lead role for all matters related to health and safety. The primary responsibility is leading and directing all aspects of health and safety programmes with progress reported directly to the Board.

## Mental Health and Wellbeing

At Blatchford we create a healthy setting, which promotes good mental health and wellbeing for our employees. This enables all employees to thrive, succeed and reach their full potential.

We remain agile to the way we respond to individual needs and we do this through creating awareness and a supportive culture, provide high quality support and partner with organisations who can provide specialist advice

# Leadership

## Equality and Diversity

We promote an equal and diverse workforce, to inspire a culture that actively values differences and recognises that people from different backgrounds can provide valuable insight and enhance our working practices. The aim is to develop an inclusive organisation in which diversity is valued and equality is promoted.

We facilitate induction training to ensure all employees are made aware of the equality and diversity company policy. Specialist training is provided for managers relating to race, gender, gender identity, disability, sexuality, age and religion. All policies are readily available on the internal communication network.

## Dignity at Work

We are committed to creating a work environment free of harassment and bullying, where everyone is treated with dignity and respect. We recognise the potential detrimental impacts and serious consequences harassment and bullying has on individuals and the Company and subsequently commits to not tolerate any instances of any kind.

Our approach explains what may constitute bullying, harassment and/or victimisation and provides employees and workers, irrespective of position or location, the process to address such instances with the appropriate support.

## Investors in People

Investors in People is a recognition that an organisation looks to improve performance and realise objectives through the management and development of its people. We are pleased to announce a company-wide gold status, a standard only 3% of businesses, globally, achieve.

To be awarded a gold accreditation, Blatchford has achieved 'Advanced' recognition in the following indicators:

- Leading and inspiring people
- Living the organisation's values and behaviours
- Empowering and involving people
- Structuring work
- Recognising and rewarding performance
- Managing performance
- Building capability
- Delivering continuous improvement
- Creating sustainable success

**INVESTORS IN PEOPLE™**  
**We invest in people** Gold



# Governance

## Anti-Bribery

In line with the UK Bribery Act 2010, which sought to modernise the law for the commercial environment, we aim for the highest standards of ethical conduct and integrity, regardless of geographic circumstances.

To achieve this aim, records are accurately maintained when conducting commercial activity with a variety of stakeholders including contractors, suppliers, governments and customers.

The international nature of our business inevitably entails heightened risk and varying exposure to bribery. To mitigate this exposure, risk assessments are undertaken in all operating regions and includes specialised guidance for employees working and visiting particular regions.

## Ethics and Integrity

We are committed to a strong ethics and compliance culture and we do not tolerate behaviour or action that is inconsistent with our values, code of conduct or the applicable laws and regulations. All employees are responsible for upholding the values and contribute in creating an ethical business culture. Our employees also have an obligation to report any suspected ethical violations.

## Employee Voice

Our Employee Voice was established to enhance transparency and improve the degree of communication and consultation throughout the company. This is a platform in which employees from all areas of our business can offer ideas and suggestions on how we can improve our business. The forum also provides a mechanism to inform representatives about core business developments, which is filtered down to all employees.

## Gender Pay Gap

We employ over 800 people globally. The majority are specialised clinicians, technicians and design and development engineers who are supported by a global team. In an industry where relevant skills and experiences are in high demand, we recognise that gender equality can play a significant part in our commitment to diversity and inclusion.

We are pleased to report that our mean gender pay gap is well below the national average at just 3.24% with our median pay gap being 14.82% higher. We have achieved this through:

- We have recruited male and female employees at the same rate over the course of the year.
- We have promoted or recruited women into leadership positions across the business
- We introduced an all employee bonus scheme which pays out the same amount to every employee irrespective of role or current salary.
- We have continued to adopt adopting flexible, home working practices and part time working particularly for employees in the lower-mid quartile



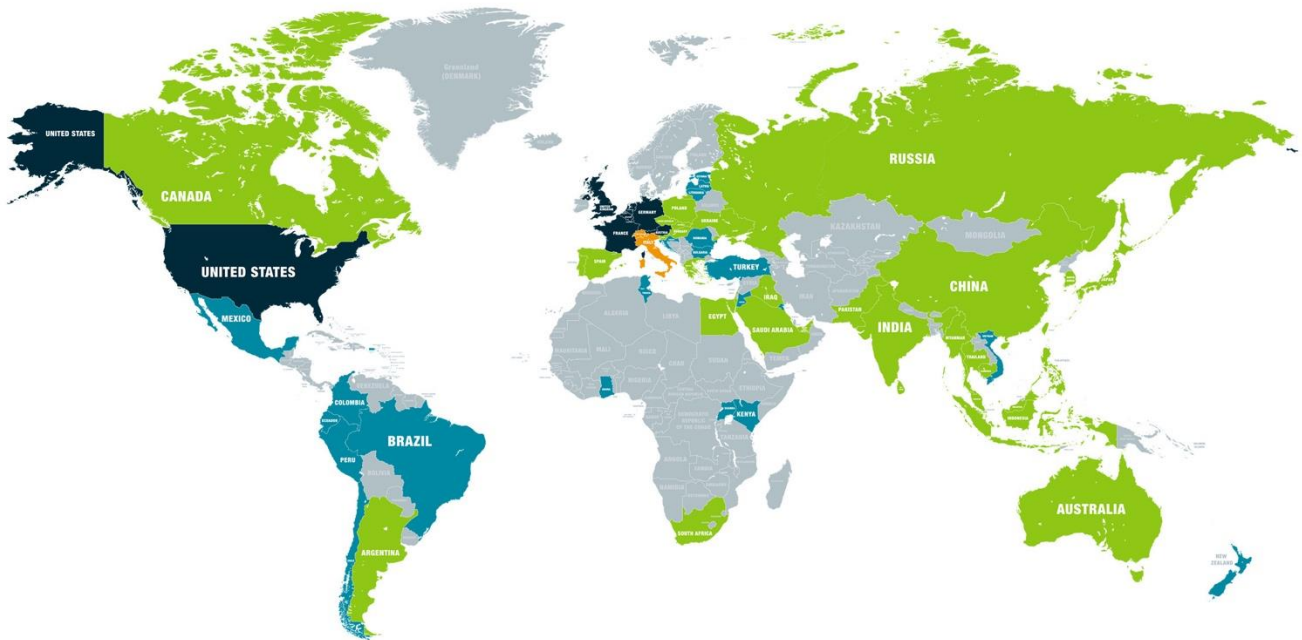
## Information Security

We are committed to maintaining and improving Information Security within the organisation and minimising its exposure to associated risks. It is our policy to ensure that:

- The confidentiality of corporate, client, suppliers, employees and patient information will be assured;
- Information (however stored) will be protected against unauthorised access;
- The integrity of information will be maintained;
- Statutory requirements will be met, including those relating to all national data protection regulations.

## Our Operations

As a multinational business, our patients, suppliers and distributors are spread around the world. Our aim is to trade ethically, source responsibly and assure the safety and human rights of workers in our global supply. We are also committed to finding ways to reduce our carbon footprint and minimising the impact we have on the environment.



## Supply Chain

Our supply chain encompasses the full range of businesses and people associated with the development, production, distribution and the after-sale service of our products and services.

### Supplier Audits

We expect our suppliers to meet the same high standards for health and safety, labour rights, ethical conduct and environmental protection that we apply to our own business. Existing suppliers are expected to follow our Supplier Code of Conduct, and prospective suppliers are required to pass our evaluation and approval procedure.

Our aim is to improve the transparency with our key suppliers and we recognise that addressing sustainability collaboratively can lead to a number of positive outcomes.

## Risk Management

To ensure continuous supply to our customers and patients, we assess potential gaps and implement constructive plans to mitigate product supply chain risk.

## Modern Slavery Act

Modern slavery is defined as slavery, servitude, forced or compulsory labour and human trafficking. To combat this exploitation, the Modern Slavery Act was brought into force in the UK to give law enforcement the tools to fight modern slavery and ensure businesses are taking the necessary actions to mitigate exploitation in their supply chains.

We are committed to ensuring that there is no slavery or human trafficking in our supply chain or in any part of our business. We aim to act ethically and with integrity in all our business relationships, implement effective systems and adhere to controls to ensure slavery and human trafficking is not taking place anywhere in our businesses or in our supply chains.

# Environment

We aim to reduce the direct impact of our business operations on the natural environment by putting in place plans and objectives we can work to. Our approach is to minimise environmental impacts in all aspects of our business by both reducing the carbon intensity of business operations and improving the efficiency in which we use natural resources. Our priorities, and the way in which we will achieve this, is to improve the efficiency in which we use energy at our facilities, minimise the amount of waste produced relative to output and identify the use of sustainable materials where possible.

We operate an environmental management system (EMS) certified to BS EN ISO 14001 on a site specific basis, with senior management involvement through the management review process. The EMS drives the Company to focus on the following:

- Assessment and regular review of the Company's environmental impacts;
- Prevention of adverse environmental impacts occurring as a result of its activities;
- Minimisation of material usage and waste of energy
- The establishment and review of environmental objectives based on the above activities

## Emissions

Climate change and the burden placed on air quality are some of the key challenges we face as a manufacturer. We therefore aim to pursue a reduction in emissions of CO<sub>2</sub> and pollutants in our manufacturing process relative to our production output. Complying with the applicable regulations is also a key imperative.

## Resource Management

Forward planning identifies material and equipment requirements to fulfil our commitment to contracts and orders. The need for resources is based on the analysis of new product introductions, production forecasts, current and proposed equipment, customer feedback and budgets.

## Waste and Product Life Cycle

Effective waste management is an important part of our environmental management system and we aim to mitigate against the depletion of finite natural resources. Where possible, we work with our key suppliers to ensure materials can be recycled, reused or disposed using sustainable methods.

# Our Patients

Our commitment to patients is to provide the most technologically advanced prosthetic, orthotic and specialist seating solutions that prioritise the wellbeing and long-term health to achieve superior clinical outcomes for our users. Through our experienced multi-disciplinary team of clinicians our prosthetic, orthotic and rehabilitation treatment options are tailored to each patient using evidence-based care methods, ensuring the best possible outcome.

# Products and Services

## Responsible Product Development

The advancement of technology and the rapid pace of innovation in the modern era has inevitably involved important considerations and debate surrounding the necessity and primary motivation for new product development. In other words, the time, capital and the use of natural resources associated with innovation and new product development should be substantiated with clear and meaningful benefits for the patient.

The main driving force behind advancing lower limb prosthetic technology in the 21<sup>st</sup> century is biomimetic design; reproducing the biomechanical performance of natural limbs. In our view, the clinical needs of patients must fuel the design, the engineering principles and the technical specifications of its performance must cater to the targeted demographic of patients.

## Regulatory Compliance and Quality Control

To keep abreast of rapidly evolving regulation, we recognise the importance of having an effective, robust and reliable regulatory compliance system in place. Our quality systems help ensure compliance with applicable global regulations and establish standards for product design, manufacturing and distribution.

As a provider of premium-quality rehabilitation products, we regard the safety of our products as a central element of our product responsibility. Products are developed and manufactured under quality management systems and are subject to safety audits. We also aim to monitor our products in the market and follow up on any reports relating to safety. In the unlikely event of product safety concerns, we immediately inform the responsible authorities and introduce all necessary measures to protect our customers.

We are certified to ISO 13485.





# Philanthropic

## Ambassadors

Our growing ambassador program has enabled us to establish valued relationships with the people that use our products. Our products are an integral part of everyday living and the relationship our users' have with the product is like no other.

Our ambassadors enjoy a wide variety of responsibilities and roles. Our Social Media, conference and events calendar provides a platform for ambassadors to share their story, which resonates with the amputee community as well as professionals and opinion leaders in the medical industry. Ambassadors are also integral to our product development and clinical research, helping us to refine the technology and product experience, for the benefit of patients worldwide.

We love to hear stories of what end users get up to and we carefully listen to constructive feedback which is invaluable in creating the next generation of advanced medical technology.

## Community Engagement and Support

We are pleased to support a range of organisations and charities dedicated to the provision of support and educational services in all our communities. Donations and sponsorship allow such organisations to grow and sustain their mission whether it be encouraging physical fitness, community participation, peer interaction or mental and well-being support.

Over the past 12 months, through the Blatchford Charity, we have supported:

Limb Power

OPAF

Amputee Coalition

Superhero Series

Steps

Whizkid

Limbs For Africa

AOPA



