

TAKING  
ACTION FOR  
A BRIGHTER  
WORLD

BUD  
BEYOND  
BEYOND

SUSTAINABILITY REPORT | 2020



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# OUR BUSINESS



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# LETTER FROM THE CEO

I hope this letter finds you and your families safe and healthy. The global pandemic that dominated 2020 challenged all of us in a truly unprecedented way. I am very proud of how Dentsply Sirona<sup>1</sup> navigated the constantly evolving situation — our response underscored the resilience of our Company and its employees. As it became evident that COVID-19 was going to have a profound impact on the dental market, the Executive Management Team and Board together formalized a response that prioritized our employee safety, customer support, and the financial health of the Company. Thanks to our investment in digitization over the past few years, we were able to quickly transition our employees to remote working in order to ensure seamless customer service as well as offer digital education.

## FUTURE FOCUS

As critically important as our response to the COVID-19 crisis was, it was equally important that we keep a firm focus on how to enable Dentsply Sirona to thrive going forward. We made significant strides within major strategic initiatives focused on accelerating growth, improving our margins, and simplifying the Company structure — including our manufacturing footprint, where we have reduced our manufacturing sites from 42 to 29 over the last three years. We also completed a number of strategic acquisitions including Byte, a high-growth direct-to-consumer clear aligner company, and Datum Dental, a biomaterials company focused on bone regeneration. In addition, we continued to innovate successfully launching a number of new products such as Axeos, Schick AE sensor, Surefil One, and Primemill. All of this gives Dentsply Sirona scale in critical, fast-growing segments and enables us to accelerate growth and deliver against our key priorities.

As I reflect on all that we faced in 2020, I am reminded more than ever of the importance of remaining anchored in our [purpose](#).

**Every day, we empower millions of customers by proudly creating innovative solutions for healthy smiles.**

<sup>1</sup> DENTSPLY SIRONA Inc.

At the heart of our business is the creation of innovative products and integrated solutions that transform dentistry to improve oral health globally. We work every single day to exceed expectations — those of our customers, our employees, our shareholders, and the communities in which we live and work.

“ Over the last year, the challenges brought on by the pandemic have been seen and felt across a broad spectrum of areas, bridging health, business and society. The world as we once knew it has changed dramatically, with the impacts from the pandemic likely to reshape how individuals and companies look at the world.

Don Casey, CEO

## ABOUT THIS REPORT

Attesting to this commitment, we are excited to publish our inaugural Sustainability Report “[Beyond — Taking Action for A Brighter World](#)”, which outlines our sustainability strategy and ambitions, and discloses our sustainability performance in 2020. This strategy builds on our established Corporate Social Responsibility (CSR) platform, that provides a strong foundation on which to become sustainability leaders in the industry.



Video



# LETTER FROM THE CEO

Our sustainability ambition is woven into the fabric of who we are, how we operate as a business and our commitment to our employees, customers, partners and communities in which we operate. We believe that sustainable business practices are an essential responsibility of being a global enterprise and vital for us to continue delivering value to all our stakeholders. They also offer us opportunities to bring our mission and purpose to life.

Over the course of 2020, we made strong progress in laying the foundation for our sustainability strategy — driven by our cross-functional Environmental, Social and Governance (ESG) Committee, led by our Chief Financial Officer (CFO) Jorge Gomez. While we've made tremendous progress already, there is a lot of work ahead of us.

## MOVING BEYOND

As we emerge from the pandemic and look to the future, our five key operating principles will guide us to ensure we remain part of the solution:

- 1 We approach customers as ONE Company and they are core to everything we do.
- 2 We create innovative solutions that customers love to use.
- 3 We think and act with positive intent and the highest integrity.
- 4 We operate sustainably in everything we do.
- 5 We use our size and global breadth to our advantage.



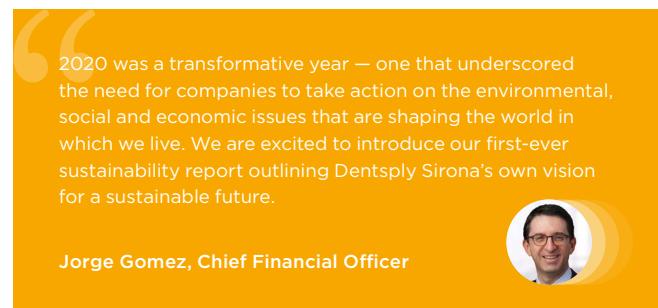
Building on our corporate responsibility strategy, we are implementing these principles with renewed focus through our sustainability strategy, supported by three pillars of action — **Healthy Planet, Healthy Smiles, Healthy Business**. This strategy will maintain the momentum we have created, hold us accountable, and drive tangible, long-lasting, positive change.

If there is one lesson that I believe we will take away from 2020, it is knowing the meaningful impact we can make when we work collaboratively to achieve our purpose. I have been inspired by the resilience showed by our entire global team. While there will undoubtedly be challenges to navigate in the future, we are in a strong position to confront them, and I look forward to entering this new chapter with renewed focus and ambition.

**Don Casey, Chief Executive Officer**

# LETTER FROM THE ESG COMMITTEE LEADERSHIP

As we publish our inaugural sustainability report, for 2020, the world is emerging from one of the most significant periods of upheaval in recent history. COVID-19 transformed businesses and societies around the world, accelerating the need to take action on critical global issues. This shift is why, in 2020, we decided to accelerate our sustainability program, laying the groundwork for our new strategy.



The foundation of our [sustainability ambition](#) is what we are most passionate about: improving oral health around the world, protecting the environment, being a trustworthy corporate citizen and fostering a diverse and inclusive environment within our workplace and society.

We have increased our involvement in global strategic programs for increased impact, improved our transparency as a business through comprehensive sustainability disclosures, and taken action within all three verticals of ESG: environment, social, governance. As part of our ongoing engagement and feedback process with stakeholders, we will be conducting a full materiality assessment in Q1 2022.

A core part of our strategy is focused on minimizing the impact of our global operations on the environments and ecosystems in which we operate. We believe environmental stewardship is critical for us to achieve our business objectives and safeguard our planet for generations to come. We are making significant progress in this area:

- Setting sustainability goals that support our vision;
- Establishing a baseline for greenhouse (GHG) emissions;
- Submitting our first comprehensive carbon disclosure rating report to CDP;
- Publishing our first Sustainability Accounting Standards Board (SASB) — aligned [Sustainability Factsheet](#) reflecting 2018 to 2020 data and metrics, as well as our [Environmental Scorecard](#);
- Publishing this inaugural Taskforce for Climate-related Financial Disclosures (TCFD)-aligned Sustainability Report.

We want to be transparent about our progress by continually measuring and analyzing our ESG data, and improving our disclosures on key ESG metrics. Importantly, we strive to adhere to the highest standards of data integrity through third-party validation.



Diversity is something we view as a great source of strength. We have made strong progress in our pledge to fostering diversity and being a welcoming and inclusive employer. In 2020, we communicated our Diversity & Inclusion (D&I) Strategy and Action Plan, established a global D&I Council comprised of diverse employees from different geographies and teams responsible for evaluating existing policies, and championed initiatives that support the Company internally and externally. We also created Employee Resource Groups (ERGs) to help cascade our strategy throughout the entire organization, continued our global engagement survey and launched a D&I survey in the U.S. to allow our employees to be heard on these critical issues that impact us all.

Our focus also remains on ensuring our efforts extend beyond our employees, into the services we provide to our customers.

“We see diversity at Dentsply Sirona as a great source of strength and are committed to ensure that our business fosters diversity, equity and inclusion. Moreover we want to create a work environment where employees feel empowered, motivated and excited.

Lisa Yankie, Chief Human Resources Officer

Our scale imparts on us a responsibility to think and act with the highest integrity as we work to transform dentistry and improve oral health globally. We work with strategic partners to help drive this positive impact. In 2020 we built on this by preparing to launch a five-year signature charitable partnership in 2021 with Smile Train, a renowned global Non-Governmental Organization (NGO), to improve access to high quality and safe oral care ([p.62](#)), and in 2021 we launched a partnership with the FDI World Dental Federation ([p.17](#)) to advance sustainability in dentistry, from patients to practitioners, alongside GSK Consumer Healthcare, Procter & Gamble, Colgate and TePe.

“Customer centricity is core to our mission. Through a unified, partnership-led approach, we collaborate seamlessly with them to leave a long-lasting positive impact on communities, and invite them on our journey towards a sustainable future for dentistry.

Walter Petersohn, Senior Vice President,  
Chief Commercial Officer



We are proud of the progress we are making and recognize that the path to becoming sustainability leaders in our industry requires long-term commitment and meaningful action. In collaboration with our partners, customers, and suppliers, we will continue making a positive impact on the world we live in — enabling Healthy Smiles, a Healthy Planet, and a Healthy Business.

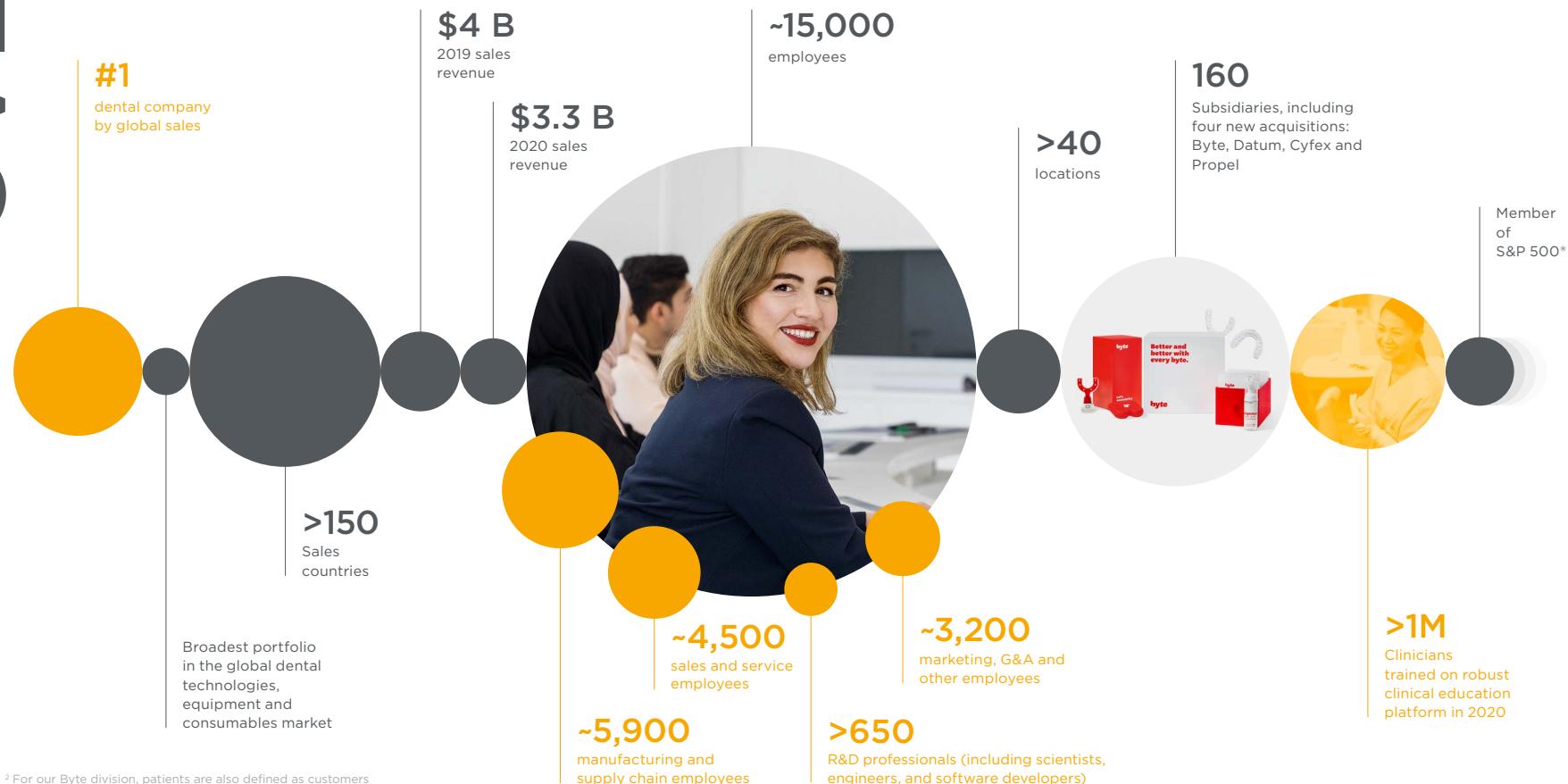
Jorge Gomez, Chief Financial Officer  
Lisa Yankie, Chief Human Resources Officer  
Dan Key, Chief Supply Chain Officer  
Walter Petersohn, Chief Commercial Officer



# BUSINESS OVERVIEW

Dentsply Sirona is the world's largest manufacturer of professional dental products and technologies. Together with our partners, we empower dental professionals all over the world to provide millions of patients<sup>2</sup> with best-in-class dental care and deliver healthy smiles. We are on a journey to transform dentistry to improve oral health globally and are proud to be a preferred partner for dental practices, clinics, dental laboratories and authorized distributors worldwide.

## OUR COMPANY



# OUR 2020 SUSTAINABILITY HIGHLIGHTS

## HEALTHY PLANET HIGHLIGHTS

Established a baseline for Scopes 1 and 2 greenhouse gas (GHG) emissions, and have implemented a range of on-site emissions reduction initiatives

Set out to reduce Scopes 1 and 2 GHG Emissions Reduction  $\geq 15\%$  by 2025, and to achieve net zero carbon emissions (scopes 1-3) by 2050



Established a goal to reduce water withdrawal for manufacturing/warehouse operations by  $\geq 15\%$  by 2025

## HEALTHY SMILES HIGHLIGHTS



1,029,000  
Dental professionals trained in 2020

7,289

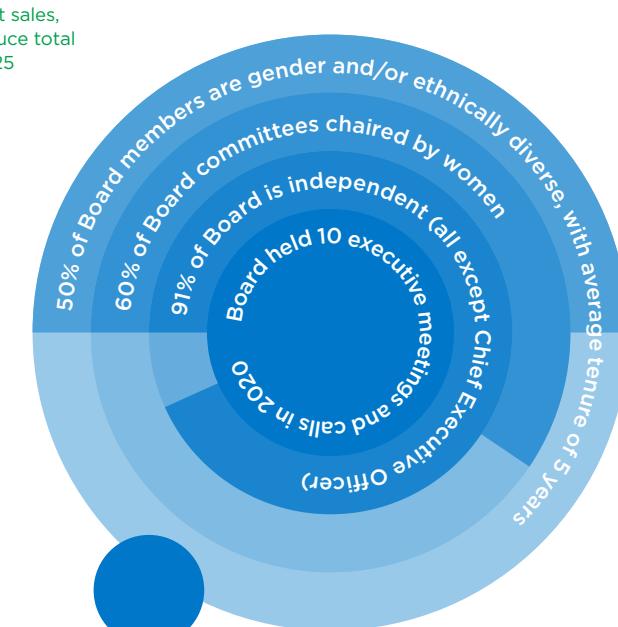
Clinical education and training courses conducted in 80 countries



>\$10 M

Provided in cash and in-kind donations to philanthropic and community initiatives

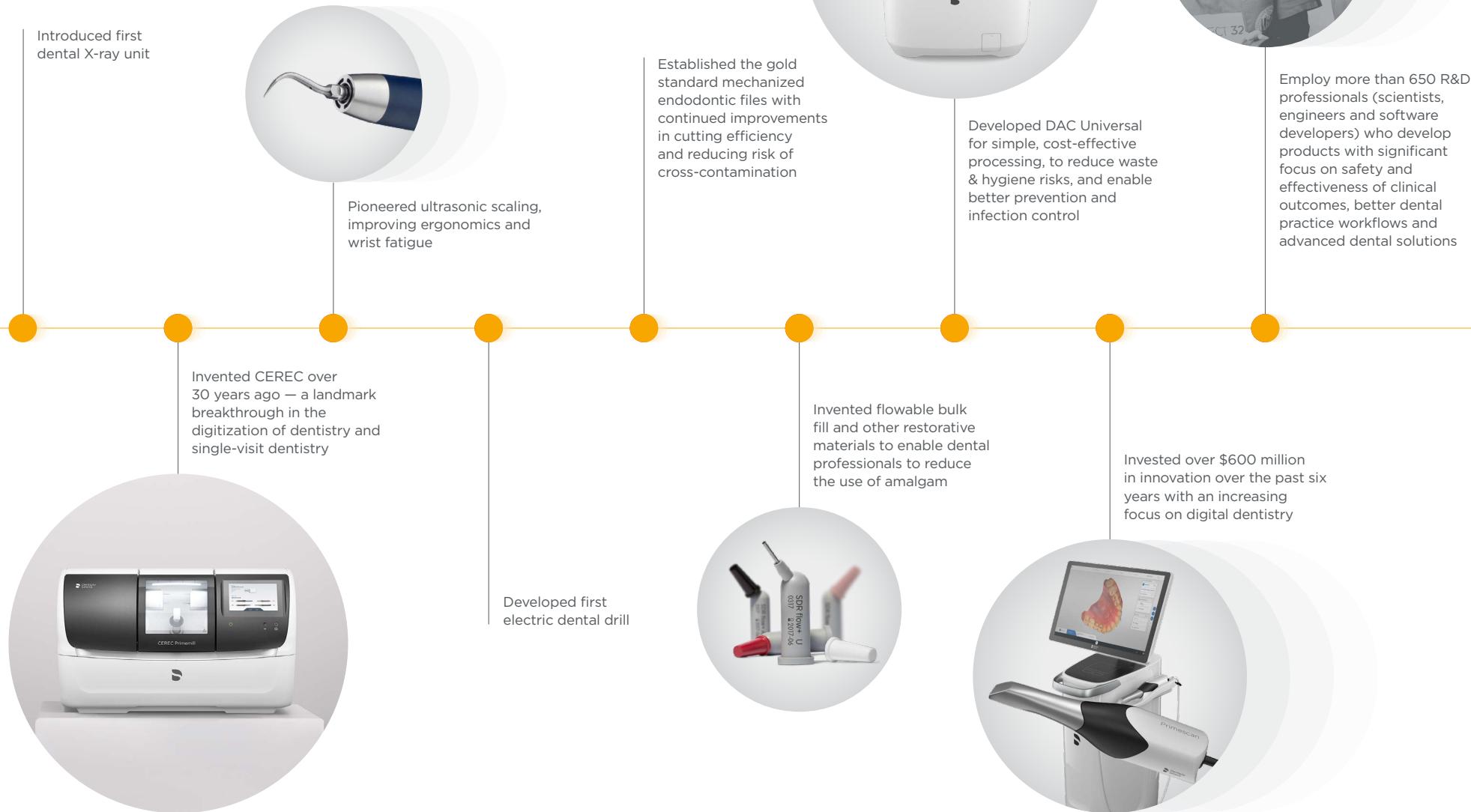
## HEALTHY BUSINESS HIGHLIGHTS



In 2020, we had \$0 of monetary losses as a result of legal proceedings associated with corruption and bribery

# INNOVATIONS

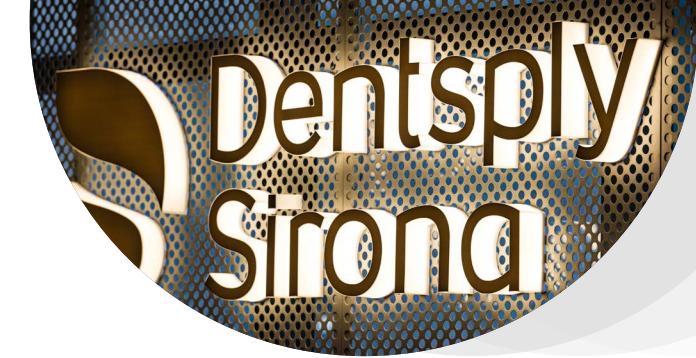
More than 130 years of innovation that has helped transform dentistry and improve oral health globally:



# KEY BUSINESS AREAS

We provide dental professionals with comprehensive end-to-end solutions. This offering includes some of the best-known and established brands in the industry. We develop superior, integrated workflows built on diagnostic excellence, easy-to-use treatment planning, and essential products that improve outcomes for patients and dental professionals.

We also develop, manufacture and market a complete line of dental and oral health products, including general dental supplies and devices, CAD/CAM restoration systems, software solutions, a full suite of dental restorative products, panoramic and 3D imaging systems, intra-oral scanners, clear aligners, dental treatment centers, hand-pieces, hygiene systems, and dental specialty products in orthodontics, endodontics and implants. All these products support key dental procedures with a strong commitment to science, documentation and education, while enabling reliable diagnosis and predictably successful treatments for dentists and patients.



Digital solutions are a critical component of our offering. Every year, more than 92 million patients are treated on more than 35,000 digital Dentsply Sirona treatment centers, 440 million digital x-ray intra-oral/extruder-oral (IO/EO) images are taken yearly with 140,000 Dentsply Sirona systems, reducing the need for traditional film-based X-rays. More than seven million scans are taken every year with Dentsply Sirona intraoral scanners.

## THE DENTSPLY SIRONA PORTFOLIO: UNMATCHED BRANDS AND TECHNOLOGIES

SEGMENTS		TECHNOLOGIES & EQUIPMENT					CONSUMABLES			
PRODUCT CATEGORIES	WELL-ESTABLISHED BRANDS	Digital Solutions	Enabling Devices	Orthodontics	Implants	Healthcare	Single Unit Crown (Indirect)	Root Canal Treatment	Digital Lab Workflow & Preventive Procedures	Class II (Direct)
		Axeos Orthophos Sidexis 4 Schick Primescan CEREC® Primemill Omnicam inLab®	Intego Sinus Teneo SiroLaser DAC T1 Midwest® T2 Midwest® T3 Midwest® T4 Midwest®	SureSmile®  <b>byte</b>	Astra Tech Implant System® Atlantis® Simplant® PrimeTaper  <b>OSSIX®</b>  <b>MIS</b>	Wellspect®  <b>LoFric®</b>  <b>Navina™</b>	Aquasil Ultra+ Smart Wetting Impression Material CEREC tessera CEREC Zirconia+ Calibra Cements	ProTaper Ultimate WaveOne® Gold AH Plus®  <b>VDW</b>	Cavitron® Cavitron® Slimline® Nupro® Portrait IPN Denture Teeth Cercon Zirconia Lucitone Print	Palodent® Plus Sectional Matrix System Palodent 360 TPH Spectra ST Universal Composite Restorative SmartLite Pro Surefil one

# OUR SUSTAINABILITY STRATEGY



## VISION

We transform dentistry to improve oral health globally.

## MISSION

Every day, we empower millions of customers by proudly creating innovative solutions for healthy smiles.

## SUSTAINABILITY STRATEGY

### BEYOND

Taking action for a brighter world.

At Dentsply Sirona, we go beyond the ordinary to improve lives around the world and create healthy smiles.



### HEALTHY PLANET

We are committed to safeguarding the health of our planet, for now and for future generations. A healthy planet is fundamental to our future, so we strive to mitigate the environmental impacts of our operations through specific actions including optimization of our footprint, conserving resources and recycling materials.



### HEALTHY SMILES

We work to improve oral health globally and support our customers to bring the best possible treatment and care to patients through high quality and innovative products, supported by industry-leading Clinical Education.



### HEALTHY BUSINESS

We believe a healthy business is built through responsible, transparent practices. To us, this means effective integration of Environmental, Social and Governance (ESG) factors into business practices and risk management; an honest, transparent approach to communicating our strengths and opportunities; and strong business continuity.

Sustainability strategy is fundamental to our mission. We strive to integrate sustainability and lifecycle thinking into everything we do.

We believe a commitment to sustainability is demonstrated by action. That's why we are building our sustainability strategy around three key pillars — Healthy Planet, Healthy Smiles and Healthy Business — that will guide and challenge us as we **take action for a brighter world**.

As part of our ongoing engagement and feedback process with stakeholders, we will be conducting a full materiality assessment in Q1 2022. This will ensure we are continually addressing the most pressing ESG issues for our stakeholders and ensure our sustainability strategy is future-fit.

# OUR APPROACH TO MANAGING SUSTAINABILITY



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# OUR APPROACH TO MANAGING SUSTAINABILITY

Our commitment to building a sustainable business begins at the top and is embedded throughout the entire company.

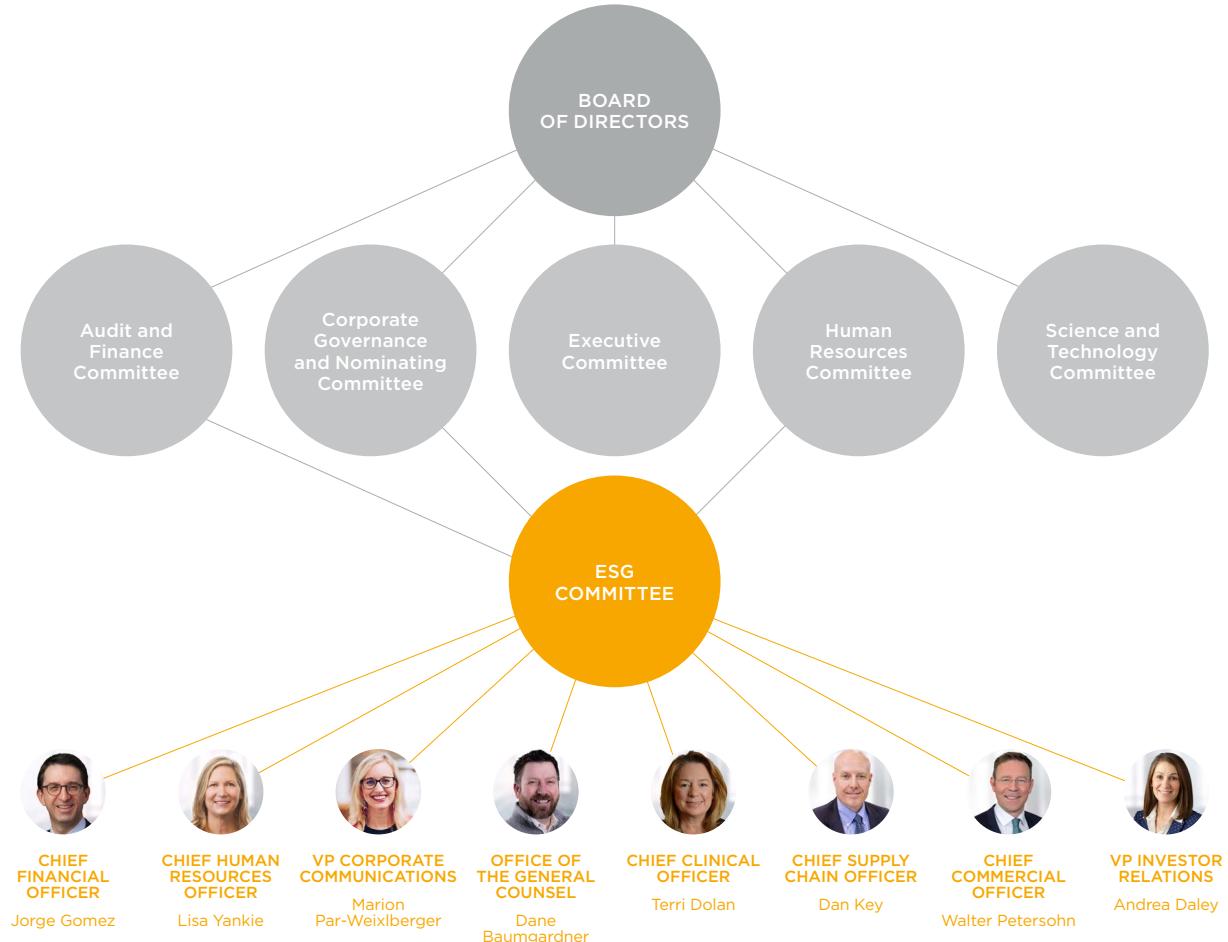
## BOARD OF DIRECTORS

Dentsply Sirona's Board of Directors (the "Board") has oversight of the Company's sustainability strategy.

The Corporate Governance and Nominating Committee of the Board oversees the management of risks related to our environmental and governance practices, and coordinates with the Human Resources Committee on management of risks related to our social practices. Additionally, the Audit and Finance Committee of the Board oversees and assesses risks related to the Company with respect to cyber security and data privacy matters.

The Board currently receives regular updates on sustainability topics and coordinates with its committees to ensure active Board and Committee level oversight of the Company's management of sustainability-related risks.

We have a robust process in place for identifying, assessing, and responding to climate-related risks and opportunities. The Board schedules periodic reviews of all Enterprise Risk Management topics including Business Continuity Planning. Our Chief Supply Chain Officer is directly responsible for reporting to the Board on all topics impacting business continuity, which include supplier failure associated with climate-related risks. Written objectives and performance relative to those objectives are provided to the Board for regular review. During 2020 we engaged on numerous climate-related issues: we established a full global GHG inventory, undertook an environmental audit, developed our understanding of climate-related risks to the supply chain, and monitored for climate-related regulatory impact.



## ESG COMMITTEE

Our ESG committee, led by our CFO and reporting to the Corporate Governance and Nominating Committee, is responsible for developing and overseeing the implementation of our Company-wide sustainability strategy, and ensuring our business processes and practices, including decision-making, take ESG factors into account. The committee is composed of executive leadership and multi-disciplinary, management-level subject-matter experts from Supply Chain, Operations, Employee Health and Safety (EHS), Legal, Human Resources, Investor Relations, Finance, and Communications.

The Committee is tasked with developing the necessary internal controls, data management and frameworks for our ESG strategy and disclosure efforts. Working closely alongside our Corporate Governance and Nominating Committee and Human Resources Committee, the ESG committee is overseeing all sustainability-related implementation plans and looks forward to communicating on progress in the near future. The ESG Committee membership includes 50% women, and 12.5% members of ethnically diverse groups.

# LIVING OUR SUSTAINABILITY STRATEGY

We are passionate about ensuring that our work makes a difference. Every day, we live our sustainability strategy through three pillars: focusing on people, customers and communities; being trustworthy corporate citizens; and safeguarding the planet for future generations.

To deliver this strategy we must go beyond the ordinary to improve lives around the world and create healthy smiles. We will:

- Go **Beyond** what we can achieve as a company by inviting our employees and customers to take action with us, in both a personal and professional capacity. To achieve this, we are:
  - Creating a diverse, inclusive, and respectful workforce for the future where creativity can flourish;
  - Rolling out an internal campaign focused on awareness, education, employee engagement and employee activation;
  - Focusing on innovation to deliver quality products and services to those that need them the most and that people love to use; and
  - Building lasting relationships with our customers, supporting them with cutting-edge Clinical Education and sustainable products to give their patients the best possible treatment and care.
- Go **Beyond** the impact we can achieve as an organization by establishing impactful partnerships and develop philanthropic initiatives to bring better health and wellbeing to communities all around the world. For instance, we have:
  - Become a founding partner of the FDI World Dental Federation “Sustainability in Dentistry” partnership ([p.17](#)), and
  - Signed a new five-year renewable flagship charitable partnership.
- Go **Beyond** local and regional actions, driving a strategic global sustainability program and safeguarding our planet for future generations to come.
- Going **Beyond** the standard stakeholder requirements and expectations whenever we can, striving for excellence in our own operations through clear and transparent reporting, embracing change, and future-proofing our business through responsible practices. This is how we will make a meaningful difference for ourselves, our planet, and future generations, while ensuring a healthy business. Our ESG committee reviews our sustainability goals regularly and assesses if and how targets can be accelerated.

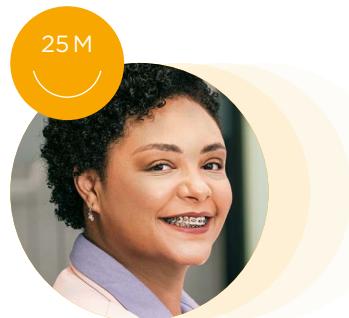


# OUR SUSTAINABILITY GOALS

Setting strong, ambitious yet achievable sustainability goals is a critical part of our strategy process. Along with sustainability goals, which you can find summarized at the start of each pillar chapter (Healthy Planet [p.30](#), Healthy Smiles [p.42](#), Healthy Business [p.66](#)), we developed flagship goals to be our north star.

Aligned with global frameworks and targets, these goals articulate our Company vision, direct the strategy, and hold us accountable to the Board and all stakeholders. They set the stage to create new opportunities, ensure proper management of resources, improve stakeholder relations, and ensure we can continue to grow and adapt in a rapidly changing global economy.

These goals will enable us to realize our vision to transform dentistry and improve oral health globally, as we deliver innovative solutions to customers and empower them to give millions of people access to better dental care.



## Achieve 25 million smiles by 2025

Everything we do — from empowering our customers to provide the best quality dental care to patients, to ensuring an environmentally responsible workplace, to developing our talent, to educating our customers — is done with the ambition to improve oral health globally and create healthy smiles. We see smiles as those of patients, communities, our customers, and our employees.



## Reach Net Zero carbon emissions (Scopes 1-3) by 2050

As a global business and leader in oral health, we understand our responsibility to the environment and to protecting and preserving the planet for future generations. To demonstrate our commitment, we have set a target, in line with globally recognized standards, of reaching net zero carbon emissions by 2050.



## Work to achieve global gender pay parity by 2025

We are committed to gender pay parity and being part of the solution to close the global gender pay gap.



## Strive to achieve global gender parity by 2025

We are committed to gender parity across our global business and we recognize the positive impact that a diverse workforce brings. To ensure we are fostering a culture of equality and fairness, we are creating an environment of inclusion across gender, ethnicity and all forms of diversity.

# SUSTAINABILITY IN DENTISTRY

## SPOTLIGHT

### Sustainability in dentistry partnership with the FDI World Dental Federation (FDI)



“ We are incredibly proud to be a founding member of the new cross-sector Sustainability in Dentistry partnership with the FDI. Our mission as a Company is to improve oral health worldwide and sustainability is core to our strategy. We are committed to helping create a more sustainable world for future generations and look forward to the progress we will be able to achieve through this landmark initiative.

Don Casey, CEO

“ I am delighted to witness FDI's Sustainability in Dentistry project evolve into this high caliber, multi-partner initiative to achieve our sustainability goals for the dental profession. “The project's humble beginnings as a way to encourage oral health professionals and dental practices to ‘think green’ is now moving into a phase of collaboration, action and real results.

Dr. Gerhard K. Seeberger, FDI President

We are incredibly proud to play a key role as co-founder of a landmark project to improve sustainability in dentistry, launched in May 2021.

We have joined GSK Consumer Healthcare, Procter & Gamble, Colgate and TePe as founding partners with the FDI World Dental Federation to promote sustainability in dentistry amongst practitioners, patients and throughout the supply chain.

By uniting key peers from the healthcare sector, the FDI and our customers, this partnership will create a new wave of sustainable action within dentistry and set an ambitious benchmark. On a practical level, it will equip dentists and their teams with the tools and resources to improve sustainability in their dental practices, while informing the general public of the role they can play in ensuring a sustainable future for dentistry, both through improved oral health and by making sustainable decisions.

The partnership's aims are:

- To inspire and equip all stakeholders to address the issue of sustainability in oral healthcare, identify potential solutions and strategies, and build motivation and commitment to reducing environmental impact.
- To engage with stakeholders from all levels of the supply chain to commit to manage plastic use in a practical and sustainable manner, and pledge to follow the FDI Sustainability Code of Practice.
- To motivate and equip dentists and their teams with the ability to improve sustainability in their dental practices.
- To inform patients of their personal role in contributing to sustainability through improved oral health and making sustainable choices.
- To engage with governments and policy makers (via National Dental Associations) to deliver a model of sustainable dentistry.

Members will develop a Consensus Statement outlining the global environmental impacts of dentistry and how members will strive for continuous improvement across the industry. This statement will form the basis of the partnership's Code of Good Practice, which will provide guidelines and objectives for achieving a sustainable procurement and supply process. Companies across the global dental supply chain will be encouraged to sign the document and commit to a more sustainable future.

# HOW OUR WORK ALIGNS WITH THE UN SUSTAINABLE DEVELOPMENT GOALS (SDGs)

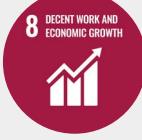
We live in times characterized by constant change, and global challenges that require collective effort and sustained action to solve. We are committed to being part of that collective endeavor, and are well placed to engage in sustainable activities that will leave a lasting positive impact.

We support the United Nations' Sustainable Development Goals (SDGs), monitoring how our key sustainability priorities align with different goals, and selecting those that most closely connect with our mission to improve the lives of individuals and communities around the world.



## SUPPORTING THE SUSTAINABLE DEVELOPMENT GOALS (SDGs)

SUSTAINABLE DEVELOPMENT GOAL	WHAT DENTSPLY SIRONA IS DOING
 <p>Ensure healthy lives and promote well-being for all at all ages.</p>	<ul style="list-style-type: none"> <li>Dentsply Sirona is focused on promoting the overall wellbeing of the global community.</li> <li>Specifically, we are focused on how to progress our vision of transforming dentistry to improve oral health globally, whether it is through increasing access to dental care, delivering innovative solutions or providing better Clinical Education around oral health.</li> <li>We work with numerous charitable organizations and initiatives at a local, national, and international level to provide and improve oral healthcare through the donation of expertise and resources, including a five-year, flagship charitable partnership with Smile Train due to be launched in 2021 (<a href="#">p.62</a>), and long-standing volunteer missions such as with Let Love International (Peru) and Nine Miles of Smiles (Jamaica).</li> <li>We also prioritize employee health, safety and wellbeing, implementing employee health and safety (EHS) programs, processes and training throughout all our global sites — such as Near Miss and SAFEDI — and ensuring alignment to best practice EHS frameworks and certifications such as OHSAS 18001 and ISO 45001. We also run a comprehensive program of employee physical and mental wellbeing initiatives in all sites around the world.</li> </ul>
 <p>Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.</p>	<ul style="list-style-type: none"> <li>Dentsply Sirona is enhancing education in dentistry and oral health, and each year the Dentsply Sirona Academy supports dental professionals to deepen knowledge, develop technical and clinical skills, and improve their practices.</li> <li>The Academy addresses a wide range of education needs, providing evidence-based, scientifically sound educational and practical content for achieving clinical excellence in virtually all dental disciplines, as well as technical excellence in specific Dentsply Sirona technologies.</li> <li>In addition, we work with universities, organizations and experts around the world to develop curricula to help deliver world-class education and training programs to dental professionals and students alike.</li> <li>We are committed to Clinical Education with 60 training facilities, dental academies and showrooms, running 7,289 courses with 1,029,000 attendees from 80 countries in 2020.</li> <li>Internally, we are committed to quality training and education for all our employees and to support this, we have recently re-launched our improved online training platform.</li> </ul>

 <p>Achieve gender equality and empower all women and girls.</p>	<ul style="list-style-type: none"> <li>Within our business, our global Diversity &amp; Inclusion Council, established in 2020, is working tirelessly to benchmark, challenge, and prioritize action, and ensure that our existing policies and business structures are inclusive both at senior management level and across the entire business.</li> <li>We are proud to be a member of the cross-sector Paradigm for Parity initiative (<a href="#">p.48</a>), a coalition committed to addressing the corporate leadership gender gap. We have set global gender parity and gender pay parity goals by 2025.</li> <li>The Management Committee Talent Development Review reviews succession plans and the high-potential pipeline, with attention to identifying and accelerating diverse talent.</li> <li>Our quarterly CEO Scorecard reports to the Board both diversity in turnover and representation. A quarterly Human Resources Scorecard reports key metrics including turnover, tenure and promotion rate across demographics, businesses and geographies.</li> <li>At the end of 2020, we had over 800 employees in Employee Resource Groups, focused on cultivating positive, inclusive working relationships and opening opportunities for development.</li> <li>The Board of Directors reviews talent as part of the annual strategic planning process.</li> </ul>
 <p>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.</p>	<ul style="list-style-type: none"> <li>We recognize the importance of attracting, engaging, developing, and retaining the best talent — a principal factor in achieving and maintaining sustainable performance.</li> <li>To do this, we have a suite of initiatives in place including our annual Talent Development Review process, which strengthens our talent pipeline, aids succession planning, and increases the visibility of diverse talent.</li> <li>Our online learning library, global mentoring program, Early Career program and Leadership Development programs are all set to launch in 2021.</li> </ul>
 <p>Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.</p>	<ul style="list-style-type: none"> <li>As a global leader in oral health, our focus is on continuous innovation to produce the highest quality products that help our customers provide patients with the best care and treatment. This extends to exceeding the standards of our customers and partners, in key areas such as product safety, testing and access to dental care.</li> <li>We have invested \$600m over six years in R&amp;D, and currently employ &gt;650 R&amp;D professionals including scientists, engineers and software developers — who are focused on the best quality, design, ergonomics, digitization and improved workflows for dental professionals.</li> </ul>
 <p>Reduce inequality within and among countries.</p>	<ul style="list-style-type: none"> <li>We are committed to diversity and inclusion, and view it as a source of great strength within our business. As a Company, we work hard to foster an environment of equality, inclusiveness, and fairness, setting clear goals and objectives to enable us to tackle inequality and become more inclusive.</li> <li>To support us in our efforts and ensure that we continue to remain informed, in 2020 we launched a Diversity and Inclusion survey in the U.S to better understand the implications of the pandemic on the diversity within our business and beyond, and rolled out a comprehensive D&amp;I training program including unconscious bias training as well as our Conversation of Understanding initiative.</li> </ul>

 <p>Ensure sustainable consumption and production patterns.</p>	<ul style="list-style-type: none"> <li>We are dedicated to minimizing the environmental impact of our operations and protect the environment for future generations. We do this by implementing sustainable practices across our business such as encouraging energy and water conservation, and recycling and reusing as often as we can.</li> <li>We continue to develop, implement and improve global Environmental Health &amp; Safety programs. We are currently developing Corporate Environmental Health &amp; Safety standards aligned with recognized consensus frameworks, such as ISO 14001, ISO 45001, ISO 50001 or equivalent certifications.</li> <li>We recently established a 2019 baseline for Scope 1 and Scope 2 greenhouse gas (GHG) emissions.</li> <li>We are incorporating climate risk evaluation into risk management business practices and will continue to participate in the annual Carbon Disclosure Project (CDP) climate survey, setting out a dedicated climate strategy in the coming months: both short term (by 2025) and long-term (by 2050). We will also continue to make disclosures in alignment with the recommendations of the Task Force for Climate-related Financial Disclosures (TCFD).</li> <li>Our materiality assessment, planned for Q1 2022, will identify material issues, risks and opportunities, and will be followed by action to improve our sustainability performance and footprint.</li> </ul>
 <p>Take urgent action to combat climate change and its impacts.</p>	<ul style="list-style-type: none"> <li>We recognize that environmental stewardship, including understanding and working to mitigate the impacts of climate change, is a necessary focus to achieve our objective of safeguarding our planet for future generations.</li> <li>To demonstrate our commitment, we have set out a range of ambitious environmental targets and key strategic priorities, including achieving our net zero carbon emissions goal by 2050, reducing our total waste production by ≥ 15% by 2025, and are aiming to achieve a reduction of water withdrawal for our manufacturing/warehouse operations ≥ 15% by 2025.</li> <li>We also recently established a baseline for GHG emissions for 2019 and have set a target to reduce our combined Scope 1 and 2 GHG emissions by ≥ 15% by 2025.</li> </ul>
 <p>Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.</p>	<ul style="list-style-type: none"> <li>As an international Company with offices and production facilities around the world, we recognize the responsibility that comes with having a global footprint.</li> <li>We understand that our duty of care extends beyond our employees and patients. We must also focus on preserving the planet: ensuring an environmentally responsible workplace, managing waste and water pollution and promoting local biodiversity, for instance through the installation of beehives on the roof of our Munich production site. That way, we continue to be part of the solution helping to drive sustainability in the communities where we live and work.</li> <li>We are developing a global waste reduction strategy that will enable us to achieve our newly published waste reduction goal.</li> <li>Our local teams have worked on the continuing process of improving water withdrawal and discharge tracking, and on introducing water reduction initiatives.</li> </ul>
 <p>Strengthen the means of implementation and revitalize the global partnership for sustainable development.</p>	<ul style="list-style-type: none"> <li>We engage in impactful partnerships and philanthropic initiatives, aimed at advancing better health and wellbeing globally.</li> <li>In the coming year, we also plan to increase and improve our oral health and community engagement, establishing new partnerships with leading charities and organizations, and will be launching a new global social responsibility framework to support our efforts.</li> <li>One example is our Sustainability in Dentistry partnership with the FDI (<a href="#">p.17</a>), where we will work together to further global sustainability initiatives and progress across the dental industry.</li> </ul>

# WORKING CLOSELY WITH OUR STAKEHOLDERS

Collaboration is key to achieving our mission to transform dentistry, improve oral health globally, and create healthy smiles. It is also a critical part of executing our sustainability strategy. Actively engaging with our stakeholders keeps us accountable and ensures we are constantly pushing ourselves and others to strive for better.



## ENGAGING WITH OUR STAKEHOLDERS ACROSS OUR THREE SUSTAINABILITY PILLARS

	<b>HEALTHY PLANET</b>	<b>HEALTHY SMILES</b>	<b>HEALTHY BUSINESS</b>
Customers	<ul style="list-style-type: none"> <li>Engagement on environmental goals</li> <li>Involvement in FDI partnership (<a href="#">p.17</a>) to promote sustainability in dentistry amongst practitioners, patients and throughout the supply chain</li> </ul>	<ul style="list-style-type: none"> <li>Engagement on social goals</li> <li>Clinical Education, resources and expertise sharing e.g., Dentsply Sirona Academy, #hereforyou portal to facilitate practitioner best practice adoption</li> <li>Clinical research and studies</li> <li>Awards for promising dental students</li> <li>Diversity &amp; inclusion and treatment innovation partnerships e.g. Smart Integration Awards</li> <li>Dentsply Sirona Key Opinion Leader program</li> </ul>	<ul style="list-style-type: none"> <li>Clinical trials standards development and data sharing</li> <li>Product use instructions, supported by a standardized validation and communication process</li> <li>Privacy Policy</li> <li>Marketing to Professionals Code of Conduct</li> <li>Ethical Customer Interaction Policy</li> <li>Business partner code of conduct</li> <li>Post-market clinical studies</li> <li>Customer service and complaint handling</li> <li>Cybersecurity program to protect customer data</li> </ul>
Employees	<ul style="list-style-type: none"> <li>Engagement on environmental opportunities to achieve our goals, including employee participation in environmental initiatives</li> <li>Increasing awareness around our environmental performance</li> <li>Training and support around development of new environmentally friendly materials or processes, e.g., cardboard packaging for zirconia discs replacing foam packaging</li> </ul>	<ul style="list-style-type: none"> <li>Engagement on social goals</li> <li>Employee resource groups (ERGs)</li> <li>D&amp;I training</li> <li>Leadership development program; Early Career program</li> <li>Employee engagement surveys to gauge and respond to employee sentiment</li> <li>Global employee health, safety, and wellness programs</li> <li>Employee awards and recognition</li> <li>Community volunteerism</li> </ul>	<ul style="list-style-type: none"> <li>Whistleblower hotline</li> <li>Ethics and compliance hotline</li> <li>Employee training on governance topics including: <ul style="list-style-type: none"> <li>Workplace safety</li> <li>Code of ethics and business conduct</li> <li>Data privacy and security</li> <li>Business gifts and entertainment</li> <li>Hotline whistleblower system</li> <li>Anti-corruption and anti-bribery</li> <li>Anti-harassment</li> </ul> </li> </ul>

			
Communities	<ul style="list-style-type: none"> <li>Working to improve the environment of our communities, e.g., installation of beehives on the rooftop of our Munich, Germany, office</li> <li>Supporting environmental associations, e.g., Zero Waste training in Switzerland (2019)</li> </ul>	<ul style="list-style-type: none"> <li>Local community volunteerism and donations, e.g. Let Love International (Peru), Nine Miles of Smiles (Jamaica), BrownGirl RDH (USA), Leuven SMILE project (Belgium), Build Your Smile Dental Foundation (Uganda), ByteCares (USA), Sorrir muda tudo (Brazil)</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with local laws and regulations</li> </ul>
Partners	<ul style="list-style-type: none"> <li>Communication around involvement in key partnerships such as the Sustainability in Dentistry FDI partnership (planned in 2020; launched in 2021. More info on <a href="#">p.17</a>)</li> </ul>	<ul style="list-style-type: none"> <li>Engagement on social goals</li> <li>Involvement in strategic philanthropic partnerships and donations such as with Smile Train, the flagship charitable partnership set to be launched in 2021 (<a href="#">p.62</a>)</li> </ul>	<ul style="list-style-type: none"> <li>Member of numerous advisory boards for partner organizations including the University of Pennsylvania Dental Medicine Board of Overseers, American Dental Association Science and Research Institute Board of Directors, American College of Dentists, Dental Trade Alliance</li> </ul>
Patients (including Byte Customers)	<ul style="list-style-type: none"> <li>More environmentally preferred composite materials – helping dentists remove amalgam and other metal from cavities</li> </ul>	<ul style="list-style-type: none"> <li>Provision of educational resources for patients, e.g. video/blog content to support FAQs</li> <li>Communication through email/social</li> <li>Product donations: offering support and oral products to underserved communities</li> <li>Patient Advocacy Groups</li> <li>Remote and connected care programs</li> </ul>	<ul style="list-style-type: none"> <li>Customer service and complaint handling</li> </ul>
Investors	<ul style="list-style-type: none"> <li>Engagement on environmental goals</li> <li>ESG disclosures (Sustainability Accounting Standards Board (SASB) – and Task Force for Climate-related Financial Disclosures (TCFD) -aligned)</li> <li>Communications on CDP climate survey</li> <li>Transparent communication and engagement on climate risk and DS' sustainability strategy through digital hub and regular updates</li> </ul>	<ul style="list-style-type: none"> <li>Engagement on social goals</li> <li>Engagement on labor practices, human rights, and inclusion and diversity</li> <li>Annual updates on Board and ESG committee composition diversity</li> <li>Quarterly calls and other regular engagements about product pipeline, acquisitions, growth etc.</li> </ul>	<ul style="list-style-type: none"> <li>Regular engagements about environmental, social, and governance issues</li> <li>Code of Ethics and Business Conduct</li> <li>Regular briefings to the Board on the cybersecurity program</li> </ul>
Suppliers	<ul style="list-style-type: none"> <li>Engagement on environmental goals</li> </ul>	<ul style="list-style-type: none"> <li>Engagement on social goals</li> <li>Business partner code of conduct to ensure expectations with suppliers are mutually met</li> <li>Modern Slavery Acts</li> <li>Supplier quality agreements</li> <li>Regular supplier audits</li> </ul>	<ul style="list-style-type: none"> <li>Code of Ethics and Business Conduct</li> <li>International trade compliance policy</li> <li>International Trade and Customs Compliance Policy</li> <li>Training on anti-corruption and anti-bribery, export compliance, anti-trust and competition law, privacy and data protection</li> <li>Cybersecurity program to ensure supplier information integrity</li> <li>Product safety program</li> </ul>
Government regulators and policymakers	<ul style="list-style-type: none"> <li>Engagement on environmental goals</li> <li>Ensuring the Corporate Environmental Health &amp; Safety Management System is aligned with frameworks including ISO 14001, ISO 45001, ISO 50001</li> </ul>	<ul style="list-style-type: none"> <li>Engagement on social goals</li> <li>Disclosure of diversity figures</li> <li>Participation in public-private partnerships that increase access to care among communities</li> </ul>	<ul style="list-style-type: none"> <li>Maintaining updated cybersecurity policies and standards aligned with cyber control frameworks including ISO 27001, COBIT, NIST</li> <li>Certifying facilities as appropriate to ISO 13485, EU MDD, EU MDR, OHSAS 18001, or ISO 45001 and complying with FDA QSR 820, as well as other international regulations</li> <li>Disclosure of: <ul style="list-style-type: none"> <li>Political involvement</li> <li>Total amount of monetary losses as a result of legal proceedings associated with corruption and bribery</li> </ul> </li> </ul>

# COVID-19 RESPONSE



# OUR COVID-19 RESPONSE

Confronted with a global crisis, Dentsply Sirona responded quickly to ensure the health of our employees around the globe, while also continuing to support our customers through this unpredictable time. Alongside our global partners, we worked to implement solutions, as well as deliver essential services and products to individuals and communities around the world.



The global pandemic challenged both the world and Dentsply Sirona in a truly unprecedented way, and as a company, we had to navigate challenges never previously faced. We are proud of the way we managed this crisis, led by diverse and considerate thinking to preserve the safety of our employees and customers, and ensure business continuity.

Don Casey, CEO

A key priority for us was maintaining constant and clear communication with our employees and customers, as well as with our partners in the dental industry. As the pandemic hit, we launched communications measures in March 2020 to provide information and useful updates in real time, relying on daily assessments and evaluations of the situation (COVID-19 figures, business impact, employee and customer sentiment) to make decisions and create informed, adaptable plans for the business, our employees, and our customers.

On top of our annual employee engagement survey, we launched an additional global post-COVID-19 return-to-workplace pulse survey to understand the impact of the pandemic on our employees and how to support them. In total, 3,500 people participated across 30 countries. Most felt well informed by our COVID-19 communication, evaluated their work environment as safe and felt equipped to implement preventive measures in local workplaces. Many also said they felt that Dentsply Sirona cared about their overall well-being.

Throughout the crisis, we remained true to our goal of providing unwavering support — instilling in our employees, customers and peers a sense of confidence in us — and defined six key pillars to help guide our action: anticipate, navigate, communicate, listen, learn and lead.

On this foundation we quickly developed a comprehensive plan of action, comprising a communications program, and a Listening and Positivity strategy.



# OUR COVID-19 RESPONSE

## COMMUNICATIONS PROGRAM



- We organized monthly virtual Town Halls to encourage open communication. On average our Town Halls' intranet pages generated 28,000 views.
- We launched a weekly COVID-19 all-employee newsletter that garnered a total of 65,000 views. Each newsletter included updates on the rapidly changing landscape, stories to support mental and physical health, a media briefing of relevant headlines, and updates from DS locations worldwide.
- We rolled out a daily COVID-19 media briefing, covering the most important information about our industry and beyond, informing employees of any relevant impact on our business.
- We launched a [COVID-19 employee website](#) to function as a central information channel that employees could access remotely, critically important for non-desk-based workers. In total, the website received close to 10,000 views.
- We launched a COVID-19 information section on our global intranet, DS Community, to act as a global internal hub for all COVID-19 related news and information, which included videos and toolkits. In total, the hub gained over 30,000 views.
- We disseminated regular CEO messages for customers to keep them informed about the supply chain continuity and to strengthen relationships with patients and dental suppliers throughout the pandemic.
- We created and distributed a COVID-19 guide for Dentsply Sirona offices and manufacturing sites, including Leadership Toolkits and Brochures on hygiene and safety measures.
  - The quality of our COVID-19 guide measures was officially recognized by the Swiss authorities, after a surprise audit at our site in Ballaigues, Switzerland.
- Our site in Mexicali, Mexico, received an award from the local health department for the site COVID-19 prevention program, recognizing that it was best in class during their review.
- Our Bensheim site was commended for the measures taken during mandatory official checks by the Regierungspräsidium Darmstadt.
- We created multiple videos to increase access to insights, information and support, including:
  - [Explaining the risks of COVID-19](#)
  - [A guide to reopening workplaces](#)
- In 2020 Dentsply Sirona has created and shared over 300 documents with employees and customers around the world.



## SOCIAL MEDIA CAMPAIGN

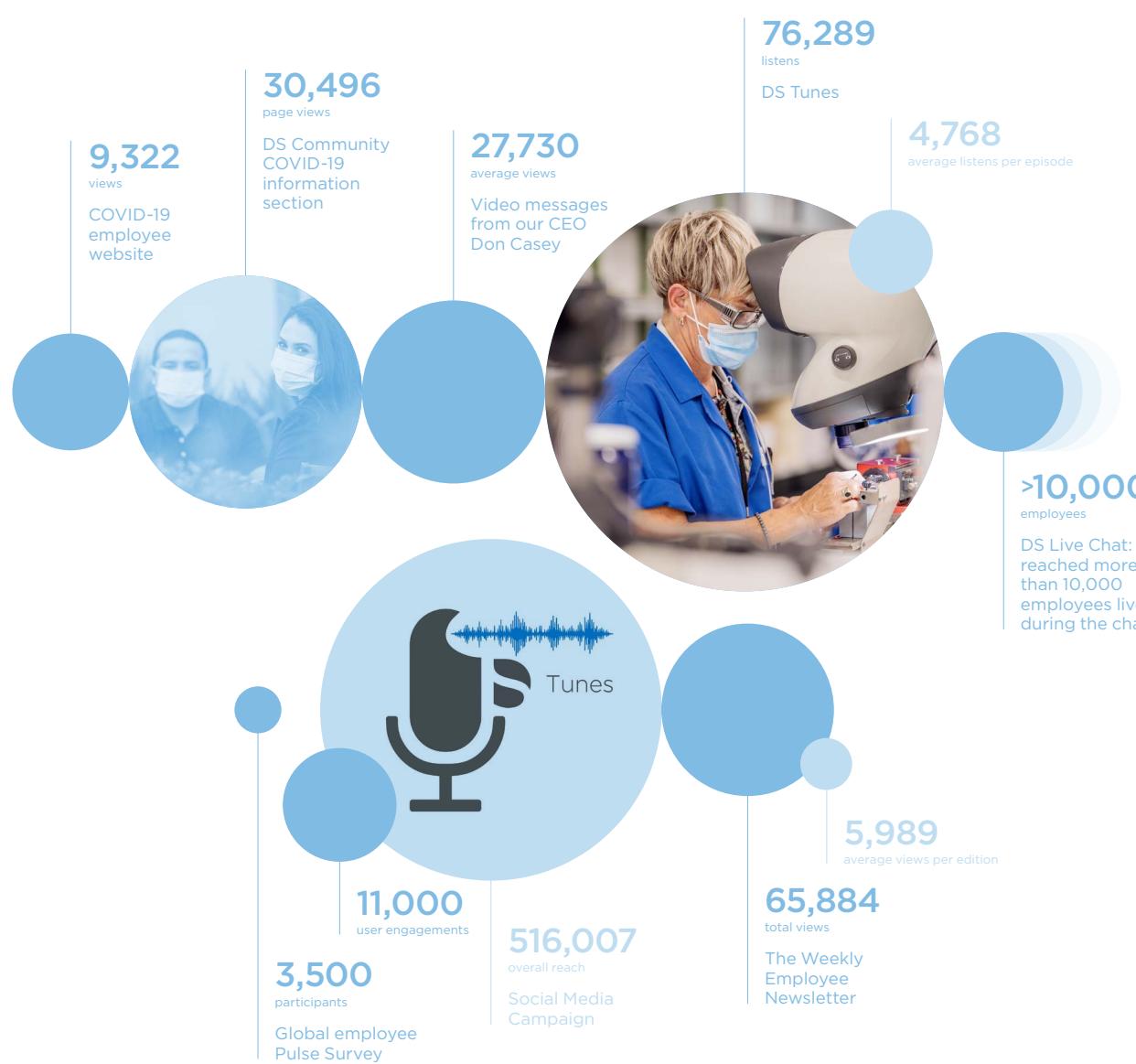
- To demonstrate the resilience of our industry and the reiterate the importance of oral health for the overall health, we launched a social media campaign “Teeth don’t Heal Themselves” on Facebook, Instagram, and LinkedIn, where DS leaders and employees, as well as dental professionals, shared positive thoughts and reflections on the importance of dental health, overall reaching over 515,000 individuals.



## LISTENING AND POSITIVITY STRATEGY

- We conducted a Pulse survey of 3,500 employees in selected countries to gather feedback about COVID-19 communication throughout the Company and refine our outreach.
- We utilized our podcast format DS Tunes and our live-chat format [DS Chat](#) to give employees and customers a voice and to keep them informed.
  - Until August 2020 we recorded 15 DS Tunes sessions in which employees shared their experiences of remote learning, leadership, and other topics. Dentists reported business best practices during the pandemic and provided insights on staying positive. DS tunes received in total over 76,000 listens.
  - We also launched an interactive dialogue format DS Chat that allows employees to address their questions directly and live to the management teams. In total, the six COVID-19 DS Chat episodes had over 10,000 live participants, with over 100,000 total views.
- We created a Song of the Day Playlist where our CEO Don Casey shared a motivating song accompanied by a personal note for 49 consecutive days. The playlist is available on [YouTube](#) and [Spotify](#).
- We also launched numerous activity-based initiatives to promote good physical and mental health and wellbeing among employees.
  - In Mölndal, Sweden, we piloted “Step by Step towards Midsummer,” an initiative that encouraged employees to form healthier habits by midsummer.
  - In China, more than 100 staff utilized the WeChat communications platform to organize virtual fitness sessions, with awards given to the most active members.
  - The Manesar, India, team rolled out a twice-a-day formal stretching program for staff on-site — Flexi Power Yoga — to reduce the risk of ergonomic injury. In July 2020, the program was extended to a second facility at Manesar, and by the end of 2020 nearly 120 employees had participated.
  - Dentsply Sirona DACH launched the digital “Fit & Hungrig” (English: “Fit & Hungry”) campaign, which brought employees together to take part in virtual workouts. A series of qualified trainers ran bi-weekly 60-minute workouts, helping employees of all ability levels stay healthy. Around 80 employees from the region participated in the 50 sports and yoga sessions held, including two members of the DACH senior management team.

# AT A GLANCE: OUR COVID-19 RESPONSE



Our rapid, empathetic and comprehensive approach to communications during the crisis was officially recognized by several awards, including:



## Germany

Winner, Internal change and communications category (COVID-19 communications), Deutscher Preis für Online-Kommunikation.



## U.S.

Bronze winner, Inspiring communications category (COVID-19 communications), North America Inspiring Workplaces Awards. This award recognizes companies that are championing internal communications as a strategy to improve employee engagement instead of just a method of disseminating information.



## APAC

Silver winner, Internal communications category, PR Awards Asia



## UK

Highly commended, Best use of video and animation category (DS Chat), Internal communications and engagement awards.



## Global

Gold winner, Listening & Positivity as a strategy to give guidance in times of uncertainty, Stevie® Awards for Great Employers

## PROTECTING THE HEALTH OF OUR EMPLOYEES

As the severity of the crisis and risk to employee health became clear, we kept our leadership team and employees updated through a dashboard on the impact of COVID-19 that covered the number of sites affected, employees who tested positive, employees in isolation, and employees released from isolation.

Working remotely soon became the new reality for many, so we quickly pivoted to a full work remote model where possible, implementing a Global Flexible Work Policy. With the loss of social interaction between employees in an office setting, we also focused on ways to help their physical and mental wellbeing, launching our global Employee Assistance Program to maintain motivation and boost morale.

For employees who could not work remote and remained working on-site, we implemented strict regulations for any site visitors, including suppliers; established health and safety processes like SAFEDI (Safe Distance Control) at Bensheim, Germany, which has now been retained as best practice; implemented a Crisis Management Team and a strict process on how to handle and report Covid-19 cases among our global teams; rolled out a rapid escalation process for infection cases; installed multiple disinfection points; offered face masks to all employees; and, as soon as testing became possible, encouraged regular testing.

We amplified these global measures by empowering all our local teams to take any action they felt necessary to keep their employees safe, and to adapt initiatives according to local needs and regulations. We also equipped our local leaders with internal and external communications and guidelines for reopening our workplaces, to ensure effective information sharing to all stakeholders and safe re-openings.

In the face of immeasurable change and challenging personal circumstances, our employees demonstrated remarkable resilience, strength, and commitment.



## LOOKING AFTER OUR CUSTOMERS

**“**The global challenge presented by the COVID-19 pandemic has reminded us how interdependent we are as individuals, communities, organizations and societies.

**Don Casey, CEO**

Our focus on developing innovative products and integrated solutions that customers love to use and that make a difference in people's lives has been integral to our Company since its inception, and became even more critical during the pandemic.

We adapted our Clinical Education offerings and expanded our digital and virtual clinical event platforms, to allow our customers to maintain access to education and training despite dental offices and professional meetings being closed around the world. Our team did this incredibly quickly: the first digital customer event was rolled out in March 2020. In total during 2020, we provided 7,289 training courses, training 1,029,000 dental professionals (up from 470,000 in 2019) from 80 countries.

In France, the team developed an extensive “restart” pack for dental practices. The pack included useful information on infection prevention, clinical appointment planning and developments in adhesive dentistry, a series of webinars with guest speakers, and a set of informative videos (FR) with Dr Inès Meisels, dental surgeon and the president of the AVASN, an organization that certifies the public internet accounts of healthcare professionals. Within the first five days of publishing the [first video](#), it had more than 3,600 views.

When work turned virtual, the German team found an innovative way to support customers and stay connected. The sales team devised virtual demonstrations for flagship products including Primescan, Primemills, CEREC and SmartLite Pro, creating a virtual demo room where they could walk customers through product usage, answer questions and deliver a quality personalized experience. In total, the German sales team hosted 110 of these meetings, leading to new orders from satisfied customers.



At the height of the crisis, much of our supply chain shut down globally. Guided by our business continuity plan, the Dentsply Sirona team worked tirelessly throughout 2020 to support our supply chain partners as they navigated challenges presented by the pandemic, adjusting product volumes, and navigating logistics during this unpredictable time. Working closely with suppliers through the crisis, we were able to get infrastructure up and running again quickly and safely as dental offices around the world began to reopen. We are proud of the way the team rose to the challenge and was able to support our customers throughout the year.

## SUPPORTING COMMUNITIES AROUND THE WORLD

Guided by our mission to improve the lives of individuals and communities around the world, we worked diligently with our partners to provide key products, services, and support to communities around the world to help in the fight against the pandemic. Our teams across the world made meaningful donations to charitable organizations, dental practices and individuals:

### Japan

- Dentsply Sirona Japan donated 500 food products to two food banks, with plans to broaden efforts across the APAC region.

### U.S.

- Making use of our own supply chain in the U.S., Dentsply Sirona donated 190,000 masks to 10,500 dental offices, to help meet the rapidly rising demand for face masks.

**“**  
Please know your generosity is making a world of a difference, and we certainly would not be where we are today if it wasn't for your overwhelming support.  
  
Eugene A. Woods,  
Atrium Health<sup>1</sup> CEO

### Pirassununga

Brazil

- Our local team raised money in a crowdfunding campaign for the community NGO Nuvem de Borboletas, with a target to purchase fabrics, thread, and rubber bands to make 2,500 masks. By June 2020, more than 15,623 masks had been donated to health professionals and volunteers, in addition to indigenous tribes of the Amazon (Yanomami community).

### Zhermack and Mölndal

- We repurposed operations to produce disinfectant hand sanitizers for both personal and professional use in instances where it had become difficult to source supplies due to the increase in demand.



<sup>1</sup> Atrium Health, a network of not-for-profit healthcare systems at nearly 40 hospitals and 900 care locations in the U.S., received 12,700 masks in our donation push

# THE PLANET THE SMILES THE BUSINESS





As a global leader in oral health, we recognize the importance of environmental stewardship. Our duty extends beyond our employees and patients — to the preservation of the planet. A **healthy planet** is fundamental to our future, so we strive to mitigate the environmental impact of our operations and conserve resources.

We do this by operating in a responsible and sustainable way, ensuring an environmentally responsible, safe and healthy workplace for our employees; implementing sustainable practices such as recycling and reusing materials, and finding new ways to reduce energy and water usage.

At the end of 2020 we exited the amalgam business, which is known to have certain environmental challenges. At the same time, we developed a new product, Surefil one, that is more effective than traditional amalgams and has a better economic and environmental profile. As such, it made perfect sense to exit the amalgam business, showing that a focus on environmental factors can help drive innovation and position us for the future in a sustainable way.

Our U.S. headquarters in Charlotte, North Carolina, is LEED® and ENERGY STAR® certified, and in 2016 our manufacturing site in Ballaigues, Switzerland, achieved (and maintained ever since) the MINERGIE® label for low energy-consumption buildings and the highest possible use of renewable energy.

# OUR HEALTHY PLANET GOALS



To demonstrate our commitment to a healthy planet, we have established strategic environmental priorities and associated performance targets, including:

0%



Achieve net zero carbon emissions (scopes 1-3) by 2050

1  
2



Combined Scopes 1 and 2 GHG Emissions Reduction  $\geq 15\%$  by 2025

W



Total Waste Reduction  $\geq 15\%$  by 2025

W



Reduction of water withdrawal for manufacturing/warehouse operations  $\geq 15\%$  by 2025

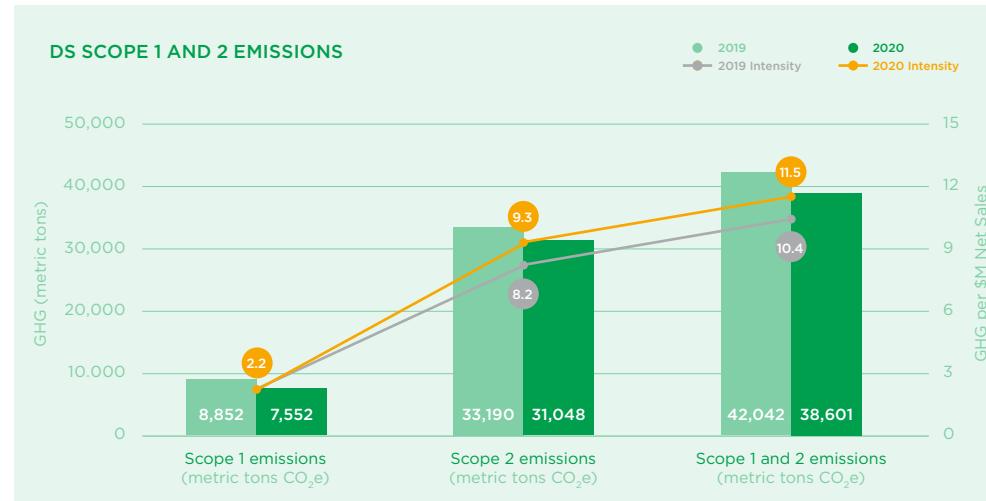
We recently established a baseline for Scopes 1 and 2 greenhouse gas (GHG) emissions for 2019.

Looking ahead, we will continue engaging in knowledge-sharing and industry-leading partnerships, such as our new Sustainability in Dentistry Partnership with the FDI, launched in 2021, which will lead a collective effort to mitigate the environmental impacts of the dental industry ([p.17](#)). We will continue to develop, implement and improve global environmental health and safety programs and performance, in alignment with globally recognized consensus frameworks.

Finally, as part of our movement towards a global, consistent and transparent approach to sustainability, we are incorporating climate-related issues into our strategic and financial planning processes. Consequently, we have committed to reporting in line with the TCFD disclosure recommendations as well as submitting our TCFD-aligned Carbon Disclosure Project (CDP) questionnaire.

# REDUCING EMISSIONS

Dentsply Sirona is committed to ensuring that our business operations are sustainable and mitigate our impact on the environment and local surroundings. We are in the process of setting out a dedicated climate strategy for both the short term (by 2025) and the long term (by 2050).



	2019	2020 <sup>2</sup>
Energy (kWh)	120,251,283	106,706,766
Scope 1 emissions (metric tons CO <sub>2</sub> e)	8,852	7,552
Scope 1 emissions (metric tons/\$M Net Sales)	2.2	2.2
Scope 2 emissions (metric tons CO <sub>2</sub> e)	33,190	31,048
Scope 2 emissions (metric tons/\$M Net Sales)	8.2	9.3
Total Scope 1 and 2 emissions (metric tons CO <sub>2</sub> e)	42,042	38,601
Scope 1 and 2 emissions (metric tons/\$M Net Sales)	10.4	11.5

<sup>1</sup> The greenhouse gas program is developed following methodology as outlined in the WRI GHG Protocol for Corporations.

<sup>2</sup> The inventory for 2019 and 2020 includes an estimated 95% of owned and operated manufacturing facilities, major warehouses, and major offices, and an estimated 98% of square footage. Where information has been omitted, it has been deemed immaterial – this includes extremely small offices and home offices. Information captured and published prior to 2019 was not fully inclusive of all material sites. Note 2020 data incorporates the COVID-19 impact.

## OUR EMISSIONS

We continually measure and report on our GHG emissions, implementing the Schneider Resource Advisor during 2020 as our global energy management system. This allows for near real-time insight into energy spend and emissions by location and respective cost, leading to effective management of our energy use, reduced operating costs and GHG emissions, improved responsiveness to changing environmental conditions, and insight into potential alternative energy sources.

Dentsply Sirona-wide utility costs during 2020 were about \$9.2 million, equating to approximately 36,000 MT CO<sub>2</sub>e. Improved management and reduction of utility spend as a result of insight from Schneider Resource Advisor are estimated to achieve 1% cost savings which will enable further GHG emissions reductions.

Our global combined Scopes 1 and 2 emissions in 2020 were 38,601 metric tons of CO<sub>2</sub>e, of which 31,048 metric tons were Scope 2 emissions. This was an improvement from our 2019 Scope 2 emissions of 33,190 metric tons of CO<sub>2</sub>e.

We are currently in the developmental stage of processes to capture, analyze and report Scope 3 GHG emissions.

### OUR TOTAL GROSS GLOBAL SCOPE 1 EMISSIONS BY REGION

Region	Scope 1 emissions (metric tons CO <sub>2</sub> e)
Americas	3,143
Europe, Middle East and Africa (EMEA)	4,405
Asia Pacific (or JAPA)	4

### OUR TOTAL GROSS GLOBAL SCOPE 2 EMISSIONS BY REGION

Region	Scope 2, location-based (metric tons CO <sub>2</sub> e)
Americas	13,782
Europe, Middle East and Africa (EMEA)	16,453
Asia Pacific (or JAPA)	813

# ON-SITE EMISSIONS REDUCTION



During 2020, we implemented a range of on-site emissions reduction initiatives, including switching lighting to LEDs, moving from fuel oil to natural gas, replacing pumps and motors with variable frequency drives, introducing better, more efficient equipment and leveraging technology to replace hydraulic injection molding, including:

## Haifa

Israel

- Switching to LED lighting at the site led to estimated annual energy savings of 85,000 kWh.
- We replaced 65% of the fleet vehicles with hybrid electric vehicles, reducing the relative fuel consumption by approximately 20%.

## Hanau

Germany

- Switching to LED lighting, which resulted in an estimated energy saving of 8,000 kWh a year.
- We also achieved a reduction in cutting oil consumption of about 150 liters a week (7,500 liters a year) by implementing an innovative process for oil filtering and reuse that impacted 100% of the production machines on site.

## Mölndal

Sweden

- Mölndal has continued to increase the use of renewable energy since 2009. In May 2020, the site installed solar panels to further reduce its reliance on fossil fuels.

## Ballaigues

Switzerland

- Our Swiss manufacturing site successfully completed a three-year carbon emissions reduction plan signed with local authorities that resulted in a reduction of 326 tons of CO<sub>2</sub> and an increase in energy efficiency of 13% over the 2018-2020 period.
- Photovoltaic panels installed at the site generated a total of 156,406 kWh over the course of 2020.

## Wellspect

- In 2020, Wellspect reduced the use of ethylene oxide (used for sterilization), an indirect greenhouse gas, by approximately 21%, without compromising the sterility. Additional reduction will continue in 2021.

- Wellspect invests in energy-saving programs to increase energy efficiency. The team continually explores possibilities to maximize the use of renewable energy. Additionally, working with a certified energy auditor, the team will map energy consumption to identify potential reduction opportunities as part of its energy audit. Further, the site will improve the energy efficiency of existing manufacturing systems by replacement or upgrading of energy intensive equipment with more efficient alternatives.

## Johnson City

U.S.

- Our Johnson City site successfully completed its eight-year plan to replace all 20 heating, ventilation, and air-conditioning (HVAC) units with a high seasonal energy-efficiency units, to reduce energy consumption by over 50% from 2016 to 2020.

# ON-SITE EMISSIONS REDUCTION



## SPOTLIGHT

### Johnson City

Tennessee, U.S.



The 63,200-square-foot Dentsply Sirona facility that manufactures and distributes Endodontic products in Johnson City, Tennessee, has an impressive track record when it comes to going green. Since 2015, the facility, which currently has 215 employees, has been on a mission to recycle and reuse excess materials like electronics, glass, metal, paper and cardboard, as well as save water and electricity.

"We've always been conscientious of the environment both internally and externally, but we noticed that we still had so much excess trash," said Marcie Littleton, Technical Resource/Environmental Health and Safety Manager at the Johnson City site. "We saw an opportunity to create a cleaner and safer environment for both our employees and our community."

In going green, they considered all aspects related to the operation in Johnson City and all activities used in collecting, treating, handling and disposing of hazardous and non-hazardous materials, and recycling of materials.

"We just didn't know how much power and water we were using or the impact we were having on our neighborhood and community," she said. "This helped us to realize that it's the right thing to do. We encourage everyone to practice recycling every day."

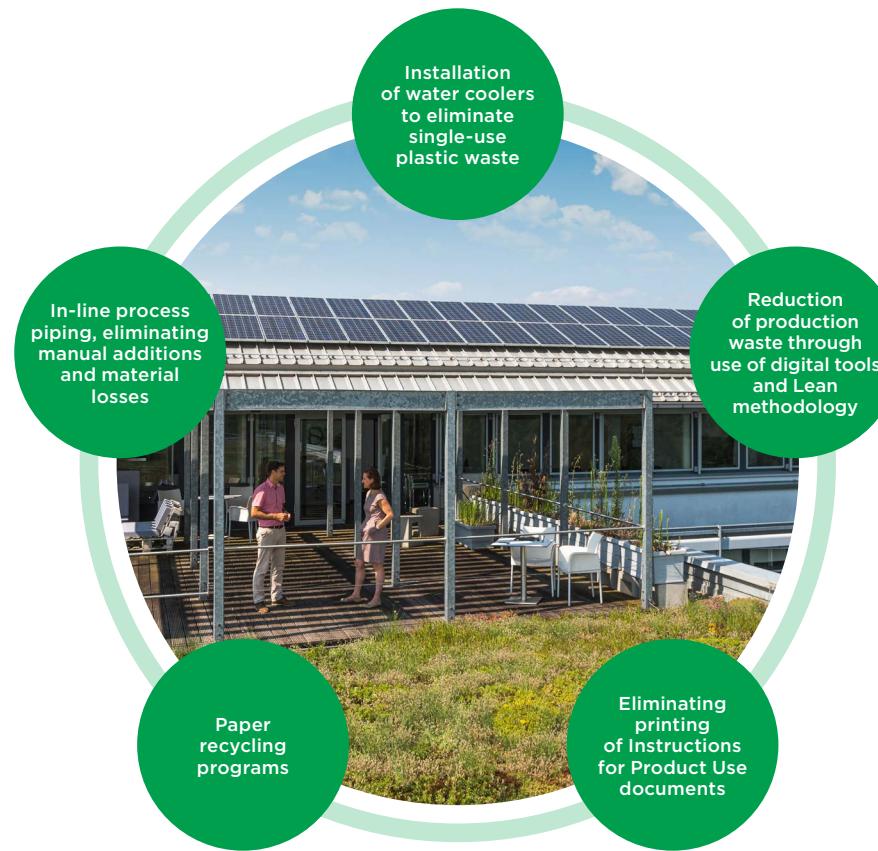
Since going green, the site no longer purchases plastic cups or straws and even had the glass bottles removed from their vending machines.

Johnson City also received ISO 14001 environmental management system certification in 2016, which means that, every year, the site must provide evidence that it remains committed to its environmental management system and respective goals, to maintain the certification. "It's a great accomplishment that we take pride in," said Littleton. "We are proud to be champions of this initiative for Dentsply Sirona and to set a good example for our business partners and our community."

# REDUCING WASTE

We continually seek to identify and implement best practices in waste management, including reducing the amount of hazardous waste generated by our production process. We are developing a global waste reduction strategy that will enable us to achieve our newly published waste reduction goal.

A core part of our waste reduction approach is identifying feasible opportunities to reduce the use of single use plastic and paper waste through innovation and leveraging technology. Some examples of effective waste reduction initiatives that have been undertaken at our sites include:



## SPOTLIGHT

### Bensheim

Germany

Our Bensheim site has been certified in accordance with EMAS since 1996. EMAS (Eco-Management and Audit Scheme), is a European Union environmental management scheme through which companies can improve their environmental performance. It goes beyond the requirements of the environmental management standard ISO 14 001 and promotes best practice in environmentally sustainable operations.

As well as EMAS, Dentsply Sirona Germany is also a member of the Hessian Environmental Alliance which works to reinforce members' responsibility for the environment, to reduce bureaucracy and to encourage environmental protection.

In 2015, the Bensheim site established ambitious energy-related saving targets through the "Learning Energy Efficiency Network Frankfurt Energy Rhine Main" environmental agreement, along with nine other employers in the region.

The Bensheim site sets itself targets within the framework of Dentsply Sirona's environmental management system, which is published online in the annually updated environmental statement. One of these goals is to increase the use of renewable electricity. Usage at the site increased from 55% in 2019 to 65% in 2020. Bensheim also achieved a 28.8 MT reduction of hazardous waste in 2019, and a 15.1 MT reduction in 2020.

# OUR WASTE STEWARDSHIP FIGURES FOR 2019/2020

WASTE <sup>1</sup>	2019	2020
Solid (non-hazardous Waste Generated (metric tones)	5,836	4,602
Recycled/Reused (% of generated)	48.1%	43.8%
Incinerated (% of generated)	10.3%	9.5%
Energy capture (% of generated)	22.0%	26.1%
Sent to landfill (% of generated)	18.2%	18.6%
Universal Waste Generated (metric tones)	3	3
Hazardous Waste Generated (metric tones)	1,506	1,146
Recycled/Reclaimed (% of generated)	22.7%	21.2%
Waste of energy (% of generated)	34.0%	41.0%
<b>Total Waste Generated (metric tones/\$M Net Sales)</b>	<b>1.8</b>	<b>1.7</b>

<sup>1</sup>Waste is characterized in accordance with local regulatory definitions.



Specifically, several initiatives achieved success in waste management, recycling and reuse at a number of our facilities throughout 2020:

## Hanau

Germany

- We switched our instructions for use (IFU) from paper to digital, therefore reducing paper waste by about 1 ton.

## Tokyo

Japan

- In October 2020, we switched to recycling all Titanium chips, previously an industrial waste product generated from the milling process at our Tokyo site. A precious metals recycling services provider now collects the chips and recycles them into other productivity uses.

## Bensheim

Germany

- At our 90,000 sq. meter, 2,000-person facility in Bensheim, Germany, we reduced total waste from 2,066 tons in 2017 to 1,658 tons in 2019. In 2020 it was reduced even further to 970 tons. Waste at the site is divided into hazardous and non-hazardous waste, then classified as waste for recycling and waste for disposal. In order to achieve a significantly improved recycling rate, waste separation is monitored – the rate has increased from 95.3% in 2017 to 98.2% in 2020.

## Ballagiues

Switzerland

- Following a change in the cooling production process, in 2019 and 2020 no water consumption was needed for the process.

## Johnson City

Tennessee, U.S.

- A program to reduce hazardous waste saw the site categorized as small quantity generator in 2019 (SQG) and then a very small quantity generator (VSQG) in 2020. Since the program began in 2017, annual hazardous waste has decreased from 1,775lb (805kg) to 335lb (152kg) in 2020.

## Mölndal

Sweden

- We implemented several actions to improve waste recycling. In manufacturing, hard paper is now being recycled and the recycling stations in the rest rooms now have more sorting options for different waste types such as paper and plastic, and single use paper cups have been replaced with recyclable options.

# PRODUCT DESIGN & LIFECYCLE MANAGEMENT



As standard, we regularly conduct checks to ensure that every Dentsply Sirona product is biosafe. An overview of how this is applied can be found in our [Safety Data Sheets \(SDS\)](#) housed in the Dentsply Sirona SDS Library.

Our design control and product development procedures focus on the reuse of standard components. We conduct regular reviews and evaluations on material safety including component selection to ensure we both meet and exceed requirements set by regulatory standards such as the European Union's Restriction of Hazardous Substances Directive (RoHSD).

We strive to reduce the environmental impacts of our products through design. We recognize the benefit associated with product developments that meet customer demand through creation of environmentally responsible options: e.g. improved catheter coatings, recyclable packaging and products, and products that do not involve heavy metals.

Examples of product design and production process improvements from 2020 include:

- **Wellspect, Turkish plant:** The team managed to reduce the number of solvents in production by improving work processes, technologies and planning. By the end of 2020, the team had managed to reduce the use of coating solution by 12%.
- **Wellspect, LoFric Sense catheter:** The packaging foil for the LoFric Sense catheter was updated in 2020 with the removal of a barrier layer of aluminum oxide. This led to a reduction in the annual carbon footprint of LoFric production, the equivalent of driving 153,000 kilometres in a diesel car.

# PRODUCT DESIGN & LIFECYCLE MANAGEMENT

Regarding product end of life, we continue to follow EU legislation — RoHSD and Waste Electrical and Electronic Equipment (WEEE) — that mandates waste and recycling practices for our products.

As an innovative company, we launch new products or provide software upgrades to existing equipment on a periodic basis. Through our extended producer responsibility effort, we have return/trade up programs for select equipment. Equipment returns are either refurbished and sold/donated to university or educational organizations or other public institutions at discounted prices. In most cases, equipment is recycled or scrapped, in line with stringent regulations, by authorized, certified service providers.

Finally, we discontinued manufacturing and sales of amalgam filling materials, which contain mercury, in December 2020.

## AVOIDANCE OF CONFLICT MINERALS

We work closely with our suppliers to monitor and avoid use of “conflict materials” in our products, and seek to comply with all applicable laws and regulations governing importing and exporting products and technology and making them available for sale. This includes production materials, finished goods, capital equipment, molds and tooling, samples and prototypes, repaired and returned products, and technical information.

We expect all our business partners to exercise due diligence to ensure that they adopt proper import/export related policies, procedures and controls within their organizations, including proper identification of external partners, locations, details of how they do business, as well as the source locations, countries of origin, and components of the products.

We also expect our suppliers to be active participants in our Conflict Minerals program, which seeks to verify and eliminate the sourcing of gold, tantalum, tin and tungsten from the Democratic Republic of the Congo and neighboring states for which the profits aid in the continued aggressions and human rights violations in these regions.



We expect our suppliers and distributors to follow all external laws as well as our internal policies when registering products to make them available for sale. Products may only be sold into those countries and territories authorized by our commercial agreements.

# RESPONSIBLE WATER STEWARDSHIP

Dentsply Sirona recognizes the importance of water stewardship as part of its environmental responsibility. Our local teams have worked on the continuing process of improving water withdrawal and discharge tracking, and on introducing water reduction initiatives.

WATER <sup>1</sup>	2019	2020
Water withdrawal (cubic meters)	348,492	287,802
Water withdrawal (cubic meters/\$M Net Sales)	85.4	85.7
Water discharge (cubic meters)	277,363	285,576

Water withdrawal and water discharge data for sites under Dentsply Sirona's operational control is provided except for some leased facilities where this data was not made available by the landlord.

Additionally, some water discharge data is estimated, based upon the withdrawal data where it was not available and there is no significant process.

Our water management programs include incorporating closed-loop and water quenching systems to replace once-through cooling systems, and reducing sanitary water consumption by installing hands-free motion sensors in restrooms. During 2020, we made significant progress in water stewardship at several of our sites:

## Haifa

Israel

- We installed a new water treatment system in 2020 that improved the water recovery ratio from 60% to 75% brought annual water savings of 130,000 liters.

## Mölndal

Sweden

- The Mölndal site modified its catheter coating process. The new process uses a solvent with lower environmental impact and requires less energy, less chemicals, and less water. The new solvent is derived from a renewable rather than a fossil-based resource.



# BENEFITING FROM AN ENVIRONMENTALLY RESPONSIBLE WORKPLACE

Our focus on sustainability, including maintaining environmentally responsible workplaces, is an important factor for our employees, who want to be proud to work for a sustainable employer.

We strive to ensure that our facilities and offices are energy efficient, with strong recycling and waste management practices in place, and we also prioritize minimizing the impact of our sites on local biodiversity. Recent examples of such initiatives include:



## Ballaigues

Switzerland

- To commemorate 130 years since its inauguration and promote ecological diversity, the Ballaigues team designed and built an insect hotel in the shape of Dentsply Sirona's symbol. To create the formation, they used only non-living products and untreated plant materials — predominantly wood — that had been recycled or designed to complement local biodiversity. The structure enables insects and arachnids to survive through the winter and more safely lay eggs in the summer.

## Munich

Germany

- A professional beekeeper manages four colonies on the roof of the Munich production site, home to 160,000 bees. The team helps maintain the rooftop, which is well suited for bees due to being surrounded by trees and marshy meadows. During 2020, the colonies produced approximately 180kg of rooftop honey. This honey is available for teams to buy and was also offered as Dentsply Sirona Christmas gifts to Key Opinion Leaders and employees, engaging them in our bee protection program.



# HEALTHY SMILES





The COVID-19 pandemic affected people globally and, in the face of adversity, it demanded extraordinary resilience of our employees, our Company and our industry. Though we all faced professional and personal challenges, we remained steadfast in our responsibility to support the wellbeing of people at the heart of our business: our employees, our customers, and local communities around the world and deliver our mission to create **healthy smiles**.

In recognition of our ongoing work across CSR, Clinical Education, and D&I, Newsweek and Statista named Dentsply Sirona as one of "America's Most Responsible Companies 2021". Although honored by this recognition, we acknowledge that our work is just starting, and have set out some ambitious goals to help us on our journey:



## Diversity & Inclusion

- Strive to achieve global gender parity by 2025
- Leverage available talent pool in all geographic markets
- Increase female and ethnic representation in Director+ population
- Increase Employee Resource Group (ERG) participation



## Gender pay parity

- Work to achieve gender pay parity (equal pay for equal work geographically) by 2025
- Completed baseline analysis focused on total cash and equity compensation and plan to assess annually
- Establish annual auditing practices, strategies and plans to address gender pay gaps



## Talent management

- Continuously increase Employee Engagement
  - > 75% participation on the employee engagement survey
  - Increase employee engagement results
- Increase Global Professional Development Opportunities
  - Launch global leadership development program
  - Increase number of Leadership Development Program participants annually
  - Deploy online learning system available to all employees globally
  - Increase number of courses offered and average yearly professional development hours
- Expand Early Career Opportunities
  - Increase number of Early Career program participants annually



## Health & Safety

- Achieve Top Decile Injury and Illness Prevention/Avoidance Rate by 2025
  - OSHA Recordable Injury and Illness Rate & American Chemistry Council, similar size category member company rate as benchmark target (currently -0.27)



## Improving oral health and community engagement

- Launched strategic, global charitable partnership with Smile Train in 2021
- Establish a Company-wide global social responsibility framework in 2021
- Continue to pioneer developments in clinician education to meet the needs of customers
- YOY increase in R&D spend
- Establish a consistent global sales training framework by end of 2021

# EMPOWERING OUR PEOPLE

We strive to bring out the best in people, from employees, to patients and the dental professionals who serve them. Fostering an inclusive, respectful culture and focusing on training and professional development are key contributors. That's why in 2020, we revised our People strategy, to ensure it would continue to support our purpose — especially during this time marked by significant change. Namely, we:

- Established a comprehensive talent review process to support the Board with succession planning;
- Implemented an enhanced performance development process that promotes ongoing feedback and coaching between managers and employees;
- Launched a Global Employee Assistance Program;
- Established a single, global approach to talent acquisition;
- Deployed a 360-leadership assessment addressing future behaviors required to accelerate the business strategy through challenging times;
- As part of our journey to standardize and digitize our HR administrative processes globally, we piloted an HR Operations Center in Europe following the launch of a center in North America, and hired a global leader to build the HR Operations strategy and HR infrastructure;
- Reinforced a sense of shared responsibility and ownership for employee engagement with an emphasis on culture, role modeling and skill development; and
- Offered greater flexibility for employees by introducing a Global Flexible Work Policy.
- Became signatories of the cross-sector Paradigm for Parity partnership building on our actions to create a better, healthier and equitable world. You can read more about this partnership on [p.48](#).



# A DIVERSE AND INCLUSIVE WORKFORCE

We are committed to promoting a diverse, inclusive and respectful culture in order to bring out the very best of our global workforce and to encourage creativity to flourish. To do this, we go beyond, challenging the status quo to create a work environment that values every employee.

In July 2020, we increased focus on supporting our employees, as the global pandemic took hold, asking for ideas on how we could better help them through the crisis.

In the U.S., we piloted an interactive feedback tool used to conduct a “D&I Pulse Check” amongst our U.S. employees. This allowed us not only to test a new engagement channel, but also to obtain additional and confidential input from our employees about their D&I experiences at Dentsply Sirona. Most participants agreed that their teams are diverse and inclusive, noting both positive experiences and opportunities for progress. Employees also responded positively to the D&I strategy, with 81% saying they were open to D&I education.

Beyond this, we continued to make strides in the development and roll out of our D&I strategy and action plan to enhance our efforts and ensure we continue to foster an environment where our teams feel inspired and empowered every day.

We have set goals to achieve global gender parity and gender pay parity by 2025.



The key elements of our D&I Action Plan include the following:

- Planning programs to develop and source diverse and early career talent;
- Hiring a D&I Lead to champion the Company's diversity and inclusion strategy;
- Chartering a Company-wide D&I Council;
- Evaluating current policies and processes to ensure inclusivity, including introducing enhanced paid parental leave policy for full-time U.S. employees, effective June 1, 2021. Our new policy offers eight weeks of paid parental leave to full-time, benefit-eligible employees who physically gives birth to a child and to a spouse, partner, adoptive parent, or foster parent following the birth, adoption or placement of a child. We continue to evaluate additional policies and processes to identify opportunities for further inclusivity;
- Enhancing awareness and understanding to foster inclusion and address unconscious bias across all levels of the organization;
- Coaching people managers to use performance development tools to drive inclusive behaviors and practices;
- Facilitating mentorship, networking and talent development to enhance knowledge, build cross-functional capabilities and encourage development and sponsorship of diverse, high-potential talent; and
- Measuring progress, communicating regularly with employees and key stakeholders via pulse checks, engagement surveys, and Employee Resource Groups, and seeking opportunities for our global team to provide feedback regularly. To remain transparent, we share feedback broadly with our teams and highlight action plans.

## OUR D&I COUNCIL

Our D&I council, co-led by our Chief Human Resources Officer and Chief Supply Chain Officer, is a group of demographically and functionally diverse employees from around the world.

The Council's priority is increasing employee awareness of our D&I priorities and ensuring leaders are held accountable for meeting our diversity, inclusion and equity targets. At the first meeting, we set out several key principles:

- The Council will have up to 20 members representing the diversity of our Company, with the Senior Global Manager for Early Career Programs and Diversity & Inclusion as a permanent member;
- The Council will meet monthly or more frequently as needed;
- Council members will serve two-year terms with the exception of the six original members, who will rotate off at the end of 2021;
- The Council will promote D&I within our Company;
- The Council will review and approve requests to form Employee Resource Groups (ERGs) and will oversee a budget to help support ERG requests.

**The D&I Council established practical guidance, supported by two major objectives for 2020-2021:**



The Council continues to increase awareness of sensitive topics and make a positive impact on D&I priorities, driving sustainable diversity, inclusion and equity outcomes. Success has been noted in areas of policy enhancement, promotion of internal diverse talent, growth of ERGs, and high engagement in feedback sessions such as Conversation of Understanding.



## MANAGING BIAS

Managing bias plays a crucial role in our D&I strategy. We offer ongoing training and awareness sessions for all employees to address unconscious bias and build inclusivity and understanding.

In 2020, we introduced a new interactive eLearning course on the topic. It identifies and defines various types of biases, explains the effects of bias and provides tools to help eliminate it inside and outside the workplace. This online course is available to all employees around the world.

## CONVERSATION OF UNDERSTANDING PROGRAM

In 2020 we piloted a 'Conversation of Understanding' program in the U.S. with the aim of creating a safe space to encourage open dialogue and sharing. There was significant interest with more than 170 employees taking part, exceeding our goals set for participation.

Conversation of Understanding sessions are open to all global employees, and due to the success of the pilot, the program is expanding to other regions in 2021, such as Germany, to allow local employees to join the conversation in their native language and discuss specific topics.

**“**  
The key takeaway from these conversations has been that we must make opportunities to connect even more often, with empathy and even deeper listening.

**Conversation Champion,  
Jennifer Nelson**

# EMPLOYEE RESOURCE GROUPS

To help foster connections between employees around the world, we have established Employee Resource Groups, or ERGs. ERGs are voluntary support networks for employees with shared backgrounds and interests. They are open to individuals who want to join either as a participant or ally.

DS Women and BOLD (Black Organization for Leadership & Development) ERGs both launched in 2020.

## DS Women

- The DS Women ERG was established to empower women to achieve their full potential, act as a forum of support and growth through allyship and mentorship, and open channels for talent development, and resource sharing. It is also one of our primary advocacy groups for gender pay parity, which is a key priority and one of the flagship goals of our sustainability strategy. As of December 2020, our DS Women ERG had 550 global members from 30+ nations, and 68 of those members are in senior leadership roles.

## BOLD

- BOLD ERG aims to connect, foster and grow a tight-knit Black community and network of allies within Dentsply Sirona globally. The goal is to celebrate the uniqueness of its members and enhance the organization's cultural competence by focusing on cultural education, recruitment and retention of Black employees. The ERG also helps create and sustain a Black talent engine to prepare the next generation of leaders and provide opportunities for professional development. At the end of 2020, the BOLD ERG had 161 members across 16 countries.



In 2021, we are establishing four additional ERGs:

- PRIDE**, an internal community for LGBTQ+ employees and allies;
- DS Early Career**, dedicated to attracting, developing and retaining early career talent;
- Asia Pacific American Group**, providing a platform for APAC American members to connect;
- DS Veterans**, supporting service members and veterans transition to civilian work environments; and
- DS Able**, making a real difference for employees with disabilities, caregivers, those interested in learning more, and anyone who wants to help identify opportunities for how our Company can be more inclusive.



## GENDER PAY

We are committed to being part of the solution to close the global gender pay gap. We strive for gender parity and fair representation of diverse talent across all levels of our organization.

This includes Board-level reporting of D&I metrics, regularly evaluating compensation practices and rolling out D&I scorecards for Management Committee members.

## PARADIGM FOR PARITY

In 2020 we signed the Paradigm for Parity cross-sector diversity commitment. Paradigm for Parity is a coalition of more than 130 CEOs, executives, board members, founders and experts dedicated to providing women and men equal opportunity and power, and achieving gender parity by 2030. We are proud of being more aspirational and ahead of this pledge by aiming for 2025.

In becoming signatories to the coalition and the goal, we pledge to grow a diverse talent pool, improve employee diversity and gender balance, advocate for women's advancement in senior positions within the Company and measure and monitor our progress to ensure accountability.

## EMPLOYEE ENGAGEMENT

Building and maintaining an engaged workforce is a major priority for us. This means seeking, listening to and acting on employee feedback, and giving our employees the opportunity to volunteer in local communities individually or as part of a team.

## EMPLOYEE ENGAGEMENT SURVEYS

We regularly provide opportunities for our employees to voice their thoughts and opinions on how we can improve the employee and customer experience through various channels, including annual engagement and pulse surveys. We also equip our people managers with post-survey tools, so that they can create meaningful action plans with their teams.

In 2020, on top of our annual employee engagement survey, we also organized a global post-COVID return to workplace pulse survey ([p.26](#)) and a "D&I Pulse Check" in the U.S. ([p.45](#)).





Overall, we have seen positive results from our employee survey efforts. Our employee engagement participation rate has increased by 31% since our first global survey with Gallup in 2018. Of note, diverse employees are engaged at the same rate as non-diverse employees. Turnover is trending down from similar periods (2019 and 2020) and will continue to be monitored along with future engagement and pulse survey results.

We have also piloted initiatives to improve employee engagement, such as DS24hours, where Dentsply Sirona's Executive team hosted an all-Company event to promote the Company's culture and purpose. In 24, one-hour timeslots, executive leaders addressed employees in a total of 90 global locations via live video stream with simultaneous translation in ten languages, and employees spoke directly to senior leadership and asked location-specific questions. DS24hours garnered prizes from the Gold Quill Awards, Stevie Awards for Great Employers, Die Silberne Feder, International Business Awards, and the German Award for Online Communication for internal communication and employee engagement.

**“**

We are proud that our employees are getting involved under the given circumstances and supporting regional initiatives with a donation. We are therefore pleased to be able to show the solidarity of Dentsply Sirona – one of the largest employers on the Bergstrasse – with the region by increasing the donation this year.

**Jan Siefert, Managing Director at Dentsply Sirona in Bensheim**

## EMPLOYEE VOLUNTEERISM

We know that a core part of maintaining a happy, motivated workforce is providing employees the opportunity to volunteer. We firmly believe that work should be purposeful and strive to help our employees realize this during their daily work and through community partnerships or volunteerism opportunities.

### Dentsply Sirona employees making a difference at Christmas

Every year, Dentsply Sirona employees around the world participate in initiatives to support charities during the festive period. The holiday season, which can be challenging for some in normal times, was made even more challenging in 2020 due to lockdowns, restrictions and job losses. In response, Dentsply Sirona employees demonstrated their generosity:

#### Bensheim Germany

- Employees set up an online platform for the annual donation drive as teams were working remotely. Despite the change in format, employees raised 5,000 euros for the Bensheim Community Foundation, the biggest donation to date.

#### U.S.

- Employees participated in Alexander's Toy Truck Inc. for the fourth year in a row, sending gifts to hospitalized children. Due to COVID-19, all donations were made online via the charity's Amazon wish list, an approach which empowered more employees than ever to participate in the initiative. In total, more than 200 bags of toys were donated.

#### Australia

- Dentsply Sirona leaders chose to gift team members with a Christmas Care Package rather than the annual Christmas team lunches and dinners given the local COVID restrictions. Team members were then provided with the opportunity to donate their Christmas Care Package to the Wishing Tree Appeal, an organization that provides gifts to young adults in need. As a result, the Company donated approximately \$7,000.00 AUD in gifts, with around 60 Dentsply Sirona team members choosing to donate their Christmas gift.

# TALENT MANAGEMENT

We are committed to recruiting, hiring and developing high-potential, qualified talent regardless of race, color, sex, age, national origin, disability, religion, sexual orientation, or veteran status. We conduct an annual Talent Development Review process, which strengthens our talent pipeline, aids succession planning, and increases the visibility of diverse talent.

Additional resources planned for 2021 include our online learning library, global mentoring platform, Early Career programs, and Leadership Development program.

## PARTNERING TO ENSURE A DIVERSE TALENT POOL

As part of our commitment to an equitable and inclusive recruitment and talent retention strategy, we will be undertaking a project to understand diverse talent availability by role and location. Planned in 2020 and due for implementation in 2021, the project will be done in consultation with a diversity business consultant. Together, we will share the outputs with leadership and use them as a benchmark to ensure progress and accountability. We will use this information to build diverse candidate sourcing strategies.



## EMPLOYEE DEVELOPMENT

Throughout 2020, we made considerable investments in the learning and development of our employees across all levels. We planned an Early Career Program in the U.S., and, with its launch in 2021, focused on hiring co-ops, interns and recent college graduates to prepare them for accelerated long-term growth within our organization. In April 2020, we launched our Talent Development Review (TDR), an automated, global process to evaluate employee performance and potential, build awareness of diverse and upcoming talent, and increase succession preparedness. We also provided employee and manager toolkits in multiple languages across our global network to support employees with new workplace norms (for example, remote work, time management and goal setting).

In October 2020, we launched our Leadership College Channel on Yammer, a communication and social learning platform to allow managers to grow their skills, lead others, and contribute to the business by asking questions, discussing resources and ideas and sharing experiences and best practices. The channel has more than 3,500 members.

In 2021, we plan to launch a multilingual global online learning library, which all employees can use at any time for their own learning and development. Finally, we are instituting a global mentoring platform to build our talent pipeline and enhance our focus on mentoring.

# EMPLOYEE HEALTH AND WELLBEING

We understand the stresses that exist in a fast-paced, evolving world, and recognize the role we play as employers in supporting the mental and physical wellbeing of our employees. This became even more important during the pandemic.

Teams around the world launched programs and initiatives designed to support employees' health and wellbeing, including the twice-a-day on-site stretching program for staff at our Manesar site — Flexi Power Yoga, and the digital "Fit & Hungry" (English: "Fit & Hungry") campaign, which brought employees together to take part in virtual workouts, rolled out by Dentsply Sirona DACH ([p.26](#)).

We launched our Global Employee Assistance Program (EAP) in 2020 as a wellbeing resource available free of charge not only for employees but also their families. With our Global EAP, we aimed to provide our employees with support in handling professional and personal matters, including life events.

The confidential, easily accessible service provides support 24/7 through a variety of channels and in multiple languages. Our EAP provider, Workplace Options, is an independent party bound by professional standards regarding confidentiality, and so does not share information shared by individuals. It does not disclose any information shared by individuals who have contacted the service unless the individual poses a risk to themselves or others. We launched the global EAP as an extension to our existing Total Rewards program.

All our employee health and wellbeing activities are supported by robust health and safety programs at site level, and our Environmental Health and Safety Management System, including policies and global standards, training, and culture.

## WORKPLACE OPTIONS (OR THEIR LOCAL AFFILIATE) SUPPORTS OUR EMPLOYEES IN ADDRESSING A VARIETY OF ISSUES, INCLUDING:



### Personal

- Emotional well-being
- Managing stress
- Anxiety and depression
- Disability and illness
- Substance and alcohol misuse
- Addictions and compulsive behaviors
- Personal development
- Improving esteem and confidence
- Sleep
- Eating well



### Work

- Work-life balance
- Bullying and harassment
- Workplace pressure
- Managing change
- Workplace relationships
- Careers



### Life events

- Pregnancy and baby
- Marriage and cohabitation
- Separation and Divorce
- Bereavement and loss
- Retirement



### Daily Living

- Consumer Rights
- Health and wellness
- Debt and money management
- Community resources
- Legal resources



### Family & Relationships

- Childcare
- Elder Care
- Education
- Juggling work and family life
- Caring for others
- Domestic violence and abuse

# SUPPORTING OUR CUSTOMERS



## CLINICAL EDUCATION DENTSPLY SIRONA ACADEMY

Dentsply Sirona has one of the largest and most comprehensive Clinical Education programs in the dental industry. Our Clinical Education program helps further our mission of empowering dental professionals with up-to-date knowledge and skills needed to advance themselves and their practices. This is accomplished through a broad clinical and technical education curriculum, including hands-on teaching, live lectures, on-demand webinars, and courses taught by internationally known experts in all fields of dentistry. The Dentsply Sirona Academy is not a place, but rather a service that can be accessed by dental professionals around the world through various channels, both physical and digital.

We know that more healthy smiles can be achieved if our customers are able to work at the best of their ability. Through training programs, courses, resources and self-directed learning, online and at 60 training facilities, dental academies, and showrooms, we promote intellectual curiosity, ambition and drive for highest standards of dental treatment quality and safety. We also focus on the next generation of healthcare professionals — dental and dental hygiene students. They are the future, so we listen to, work with and encourage them to reach their full potential.

In 2020, we provided 7,289 training courses through the Dentsply Sirona Academy, supported by leading clinical experts and organizations, training 1,029,000 dental professionals (up from 470,000 in 2019) from 80 countries. More than 75% of participants were dentists, 4% were hygienists, and nearly 20,000 were dental technicians.

We work hard to keep our promises as trusted partners who — through our commitment to innovation, Clinical Education and training via the Dentsply Sirona Academy — empower our customers to provide the best possible care to their patients.

Overall, the number of webinars created by Dentsply Sirona increased from 519 in the first half of 2019 to 1,431 in the first half of 2020. A major driver of this shift was Dentsply Sirona China. During 2020, the market rolled out 104 webinars (8% of the global total), and delivered high quality Clinical Education to 588,760 attendees — 72% of the global total. Using WeChat as the primary delivery platform, allowed the team to reach more customers through an existing channel. Dentsply Sirona has made significant investments in 59 training facilities, education centers and showrooms around the world during 2020, including flagship education centers in Charlotte, North Carolina, and Bensheim, Germany.

The Charlotte education center includes five training rooms, a video-conference meeting room, seven fully functional dental operatories, two clinical training rooms for hands-on education, a chairside CAD/CAM milling room, a laboratory milling room, a 288-person auditorium and high-tech equipment. A major expansion of this facility was completed in 2021.

# COMMITTED TO PROVIDING THE BEST EDUCATION IN THE INDUSTRY



## #HEREFORYOU CUSTOMER PORTAL

The #hereforyou customer portal was created during the COVID-19 pandemic. Hosted as a hub on the global Dentsply Sirona site, it provided support and guidance to customers.

Along with our partners, we created and made available a wide range of Clinical Education tools and resources, including:

- Live and on-demand webinars;
- Solutions and guidance on how to protect and manage dental practices through the pandemic;
- CARES Act resources (U.S. only); and
- Interactive customer FAQs, where customers could submit questions using country-specific contact information.

During the peak of the crisis, new content for our customers was produced almost daily, particularly by our Clinical Education teams. Currently, the website is available for the U.S., Canada, Germany, the UK, Benelux, MENA and APAC.

## PROJECT VIRTUOSO

“Project Virtuoso,” a global train-the-trainer program, was launched during the pandemic to respond to customers’ educational needs. Remote learning has long been a buzzword, but the pandemic accelerated the need to deliver quality virtual Clinical Education to our customers.

Our teams mobilized quickly, establishing technical ability and providing hosting support and resources to enable in-market Clinical Education (CE) planners to offer virtual CE almost immediately. First, the teams created a catalog of 100 on-demand courses that commercial customers could access, releasing around four courses a day (mostly in English). Next, in-market employees worked with local experts to create new content to be delivered via webinars. The final phase will be to scale up this content creation, empowering in-market employees to identify new training opportunities and create additional resources.

By the end of 2020, the on-demand course catalog included more than 200 courses in English. As new content continued to be uploaded, the number of registrations for our webinars skyrocketed: there was an increase of 1,728% over a few weeks. The number of webinar participants was also high, reaching up to 7,000 people in a single webinar. In total, more than 377,000 people globally registered for 636 Dentsply Sirona live webinars.



## CUSTOMER EVENTS

### DS Endo Congress 2020

- The Endodontics team hosted a three-day, interactive virtual event in December 2020, focused on future trends in the dental sector. Attended by around 150 dental professionals, the event explored the move towards the digitization of the industry and the potential benefits for the sustainability and accessibility of dentistry.

### DS Talk with Clinical Experts

- Following the successful establishment of DS Talk in previous years, the concept evolved into an online event series featuring an updated format bringing together nine Key Opinion Leaders in each session for engaging discussions. The first session featured Key Opinion Leaders from France, Canada, Germany, Spain, Portugal, South Africa, the U.S. and the UK. Like the DS Endo Congress, it focused on the potential of digitization to accelerate progress towards a more sustainable dental industry.

## SPOTLIGHT

### DS World 2020

As the COVID-19 pandemic moved events online, we quickly pivoted to make DS World, our annual global industry event aimed at dental professionals, completely virtual. Usually an in-person event for thousands of dental professionals, we adapted the entire event and hosted it on schedule in November 2020. At the event, we offered 70 on-demand educational courses by our most well-respected Key Opinion Leaders across all disciplines of dentistry and demonstrated six surgeries by specialists. We also showcased the latest innovative solutions from Dentsply Sirona, including new products such as Axeos, Schick AE sensor, Surefil One, and Primemill, to ensure our customers were able to work with the latest, most innovative products. The event had 4,575 people attending, more than double the typical DS webinar participation rate.

# DENTAL STUDENTS

A fundamental part of our overarching commitment to Clinical Education is supporting, upskilling and empowering the next generation of dental leaders — both students, and those at the beginning of their careers. This support became especially necessary during the pandemic.

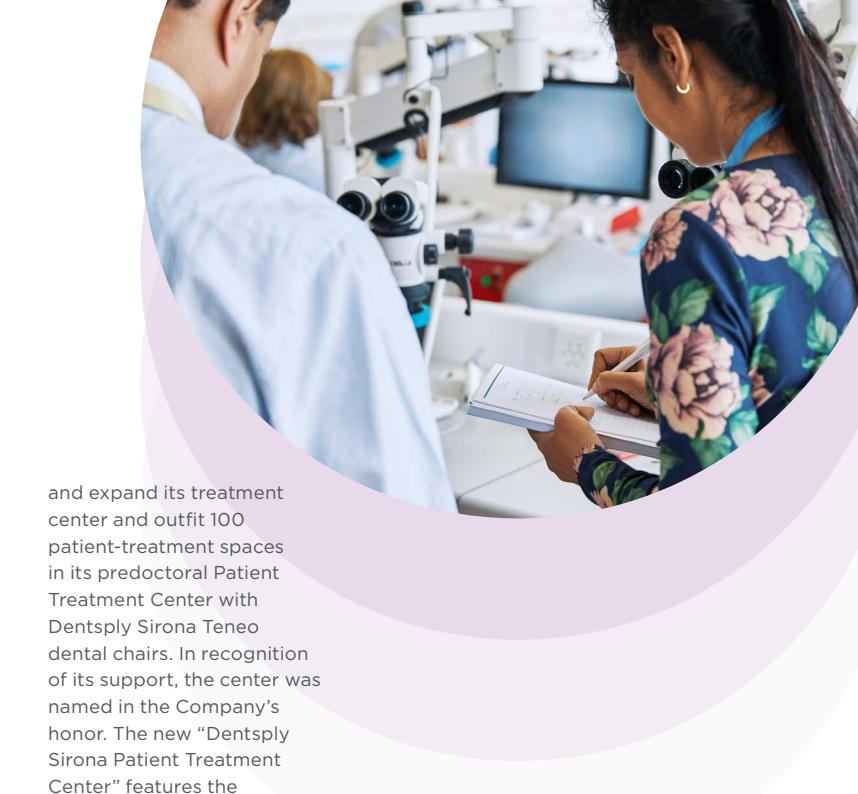
## Germany

- Dentsply Sirona's International Special Clinic Solutions team donated equipment for students at universities in Mainz, Gießen, Heidelberg, Regensburg and Frankfurt, which allowed students to continue their clinical treatment studies with minimal disruption. The team also donated CEREC Software licenses online CEREC curricula to the University of Göttingen so students could continue to learn how to construct crowns, partial crowns and bridges at home.

## U.S.

- BrownGirl RDH (Registered Dental Hygienists) is a U.S. non-profit that was set up to shift the mindset about who can work in the dental industry, remove cultural and economic barriers, and build pathways to dental careers. During the summer of 2020, Dentsply Sirona in the U.S. donated \$11,000 to the organization. This was enough to cover all costs for one semester of a three-semester Dental Hygiene degree at a community college — tuition as well as additional costs, such as books and dental equipment.

- Over the course of 2019 and 2020, Dentsply Sirona has collaborated with Boston University Henry M. Goldman School of Dental Medicine (GSDM) in support of a state-of-the-art digital dentistry technology center at GSDM. The leadership of GSDM has a strong commitment to integrating digital technology into their curriculum in order to provide the highest quality education to their students and the best possible care to their patients. Dentsply Sirona's support allowed the university to update



and expand its treatment center and outfit 100 patient-treatment spaces in its predoctoral Patient Treatment Center with Dentsply Sirona Teneo dental chairs. In recognition of its support, the center was named in the Company's honor. The new "Dentsply Sirona Patient Treatment Center" features the integration of the most advanced digital dentistry technology and reflects their leadership in Clinical Education and patient care.



I want to thank BrownGirl RDH & Dentsply Sirona for the scholarship. It has given me a tremendous amount of inspiration and self-confidence. With less than 3% of hygienists being African-American, being awarded this scholarship feels like winning the lottery to me. This scholarship brings me closer to reaching my dreams of being a part of that 3%. Again, thank you and I will make you proud.

Breanna Ormon,  
BrownGirl RDH grant recipient 2020



Not only will this allow us to provide our patients — who are often among the most underserved populations in Boston — the best oral healthcare possible, it will also position our school as a global leader in dental education. Individually, both our organizations have a strong commitment to improving patient care through innovations in dental education and research. Collaboratively, our two organizations can be a powerful force in driving transformation of the dental profession as a whole.

GSDM Dean ad interim Cataldo Leone



# CONTESTS AND AWARDS

## SCADA Awards

- Since 1959, Dentsply Sirona has sponsored the Student Competition for Advancing Dental Research and its Application (SCADA) in partnership with the American Association for Dental Research. The competition provides opportunities for students to advance their research skills and careers and inspires them to look for new ways to have a positive impact on dental care and oral health. During the last 62 years, SCADA has grown to become a globally recognized program with more than 8,500 participants from 28 countries and more than 130 renowned dental schools. The 46 U.S. entrants submitted a complete portfolio for review to an international panel of judges, and six winners were selected.

## Global Clinical Case Contest (GCCC)

- The Global Clinical Case Contest (GCCC) is an annual event, designed to award outstanding achievements in aesthetic dentistry by students from all over the world. In 2020, the final round — where an international jury selected the best entries from the set of clinically challenging direct restoration cases — took place virtually, on September 23. The first prize was awarded to Emil Abiev, of the Moscow State University of Medicine of Dentistry. Over 760 students from 140 global universities participated in the 2020 contest, and over 4,600 students had taken part by the end of 2020.

“The competition sends out a clear signal: the co-operation between Dentsply Sirona and universities around the world is essential to connect with the most talented dentists of tomorrow — most especially during these difficult times.

**Prof. Dr. Rainer Seemann,  
member of the GCCC judging panel**

# WOMEN IN DENTISTRY

The number of women practicing dentistry has grown significantly over the past two decades. Women now account for more than 60% of all practicing dentists in Europe. About 35% of dentists in the US are female, and 60% of these are women under the age of 44. In India between 50% and 60% of all dental school students are female.

## Dentsply Sirona's Commitment to Engaging Female Experts and Speakers

At Dentsply Sirona, we are committed to engaging the most talented experts and Key Opinion Leaders in support of our innovation and Clinical Education. Currently, about one in five experts engaged by Dentsply Sirona are female, and we have created several female-focused Key Opinion Leader development programs, including the Smart Integration Award and the Female Speaker Development Program, as well as a Key Opinion Leader database showing our female talent.

This is a great start to diversifying our Key Opinion Leader talent, but we have more to do to achieve a group of Key Opinion Leaders that reflects the diversity of our customers. Looking to the future, we will continue seeking input from female dental professionals to guide our innovation efforts and help us develop case studies, testimonials and on-demand education content for the Dentsply Sirona Academy.



# SMART INTEGRATION AWARDS

To celebrate and honor the steadily increasing number of women entering the dental profession, Dentsply Sirona launched the bi-annual Dentsply Sirona Smart Integration Award Program in 2019.

The award recognizes women for their visionary treatment concepts and ideas on digitization in dental practices, including how to improve the treatment experience for patients during diagnosis and therapy or on how optimally networked and efficient workflows could look in the practices and dental labs of tomorrow. By inviting innovative female dentists and lab technicians from around the world to engage and grow with Dentsply Sirona, the Award is also designed to help create a more gender-balanced, progressive network of key opinion leaders (KOLs) for the company, to reflect the ever-evolving dental landscape.

The first Smart Integration Award for women in dentistry was held in 2019. In total, 24 female dentists from seven different countries submitted entries, which took the form of either a success story or a vision for the future of dentistry in the context of innovative digitization, connectivity, and smart integration. After the Awards ceremony, the dentists participated in a two-day education program — the Expert Development Program — to continue their journey towards a digital and smartly connected dental career, in partnership with Dentsply Sirona.

The next Award program is scheduled in the fall of 2021, and global entries can be submitted as photos, video, text, or sketches. The competition recognizes innovative approaches to integrating technology to advance dental care, and broadly includes many aspects of dentistry like: Imaging, Treatment Centers, Digital, Orthodontics, Endodontics, Dental Conservation, Dental Technology, Hygiene, Implantology, Equipment Management, Design and UX.



“The concept of the Award intrigued me. It was about efficient, intelligent and integrated workflows using smart networked processes; something I was interested in. I love the idea of the Award being open to women from all over the world. When a group of women get together to discuss dentistry, the dynamic is often quite different as we open up and share more easily about our struggles and successes.

Dr. Ginal Bilimoria, Smart Integration Award 2019 winner (New Zealand)

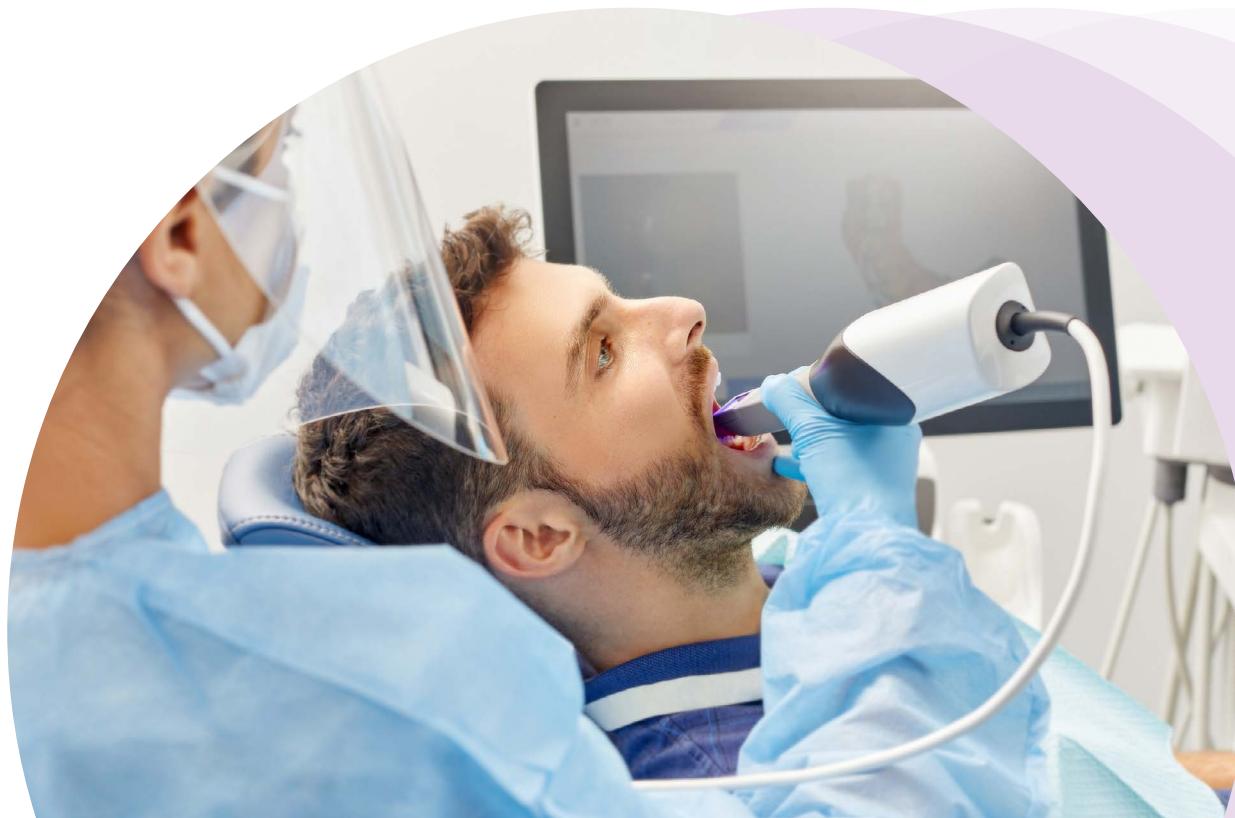
# CUSTOMER INNOVATIONS

Innovation is core to our DNA. In partnership with our customers, we develop quality products that enable them to give their patients the best possible treatment and care.

We have more than 130 years of innovations that have helped transform dentistry and improve oral health globally, and currently employ >650 R&D professionals including scientists, engineers, and software developers. Some of our landmark innovations include introducing the first dental X-ray unit, inventing CEREC over 30 years ago, pioneering ultrasonic scaling, driving the development of artificial teeth, and developing the first electrical dental drill.

As we look into the future, we will continue to invest in the digitization of our dental solutions across all clinical procedures. Our R&D activities will continue to be focused on innovations that deliver improved clinical outcomes and better customer experience.

Over the past six years, we have made innovation investments of over \$600 million. Throughout 2020, we continued to innovate our offerings to bring best-in-class products to our customers.



# CUSTOMER INNOVATIONS



## Nupro Freedom Cordless

Nupro Freedom Cordless with SmartMode Technology allows users to easily control the speed and power for an effective dental hygiene procedure and its ergonomic cordless design eliminates cord drag which reduces fatigue.



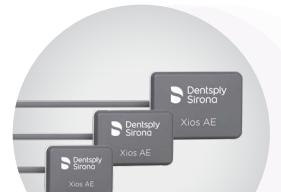
## SureSmile Software 7.6

This version of the software offers an easy introduction to the SureSmile Aligner treatment, full control when treating cases of varying complexity, and allows aligners' production in the practice.



## DAC Universal S

This latest generation product was developed based on the customers' needs, e.g. Touch-Display, LAN interface, guided Check & Clean. It is now supplemented with a complete sterilization function, which is particularly useful for markets that require sterilization instead of a disinfection of unwrapped medical devices.



## Schick AE

The Schick AE sensor supplies the highest-rated intra-oral image quality, accelerated read-out timeline for diagnoses, and easier data transfer for improved patient experience and practice efficacy.



## SmartLite Pro (curing light) and Palodent 360 (circumferential matrix)

Improves the entire Class II clinical procedure. Smartlite has excellent beam collimation for uniform coverage of Class II proximal box. Palodent 360 matrix simplifies placement and retention of matrix bands for faster and better restorations.

## Midwest Rhino XE

This is a low speed air motor that provides precision control and quiet operation along with easy attachment of all modular angle components.



## Atlantis Healing Abutment

Healing abutments help create gingival shape that provides a stable peri-implant environment, resulting in a restoration with better function and esthetics. Atlantis Healing Abutment which can be pre-fabricated or patient-specific, is available in a variety of diameters, heights, and shapes to fit restoration goals.



## inLab Software 20.0

The inLab Software 20.0 has, for the first time, extended its range of indications to the field of dentures and provides dental laboratories with optimum digital support for all relevant process steps: from accurate capturing of bite registration with the inEos X5 extra-oral scanner, to automated and careful model analysis, to the initial proposal of a possible tooth set-up and the design of the denture base.

## Axeos

Axeos provides improved hybrid imaging solutions, including specialized 3D imaging, increasing user comfort and establishing improved infection prevention standards for patients, while augmenting practice efficiency, and offering procedural expansion opportunities.



## Surefil One

Surefil One is a self-adhesive composite hybrid that allows dentists to fill cavities in bulk, reducing the time spent on patient procedures and enhancing the patient experience as well as the practice efficiency. This product, in combination with two new products,

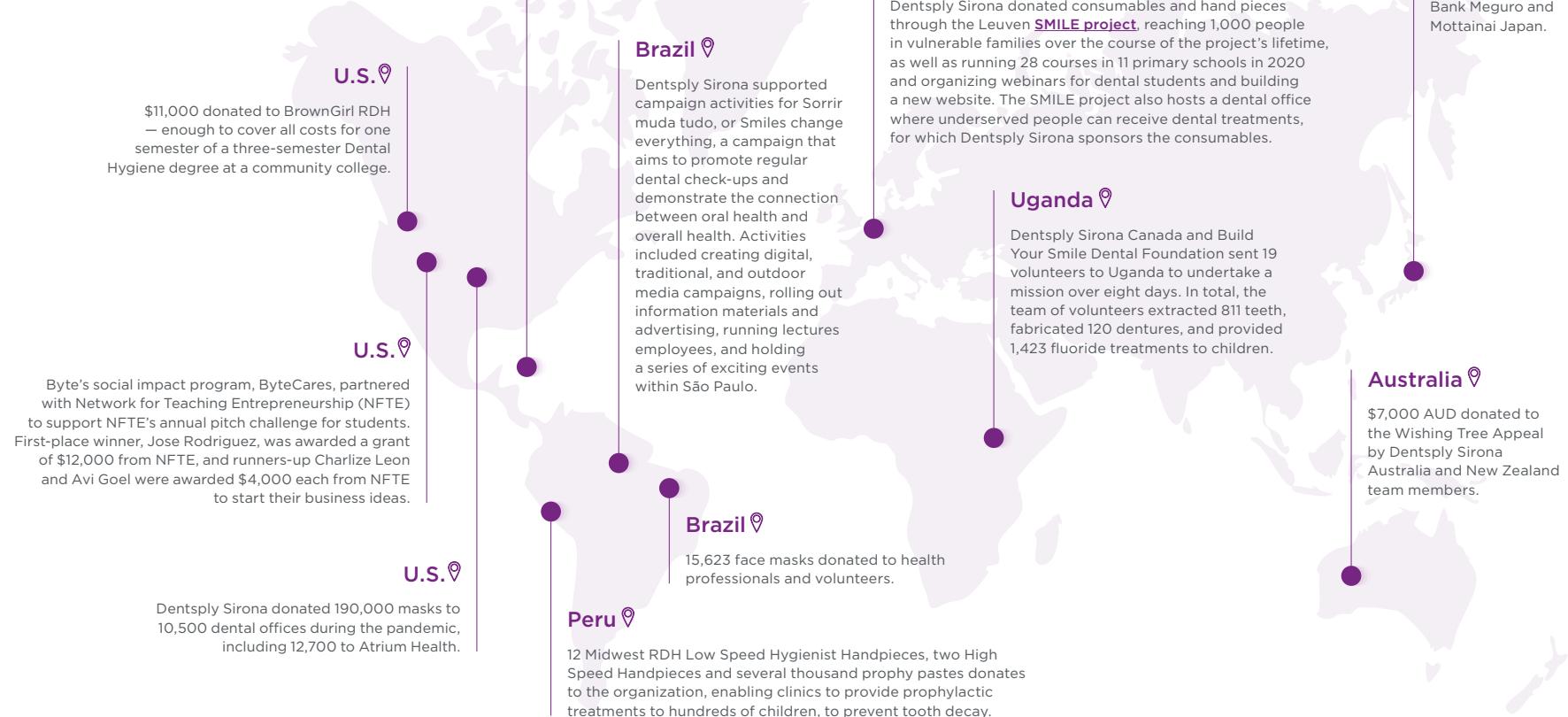
## CEREC Primemill

CEREC Primemill is the latest milling and grinding unit in CEREC family that can produce Zirconia restorations with precise margins and smooth surfaces within 5 minutes using innovative high-speed double-spindle strategies. With a broad range of material options from Dentsply Sirona and other validated partners, CEREC Primemill makes the treatment of multiple indications possible.

# IMPROVING ORAL HEALTH IN LOCAL COMMUNITIES

We partner with and support a variety of organizations and initiatives at a local, national and international level to bring better health and well-being to communities all around the world. In 2020, our philanthropic cash and in-kind donations totalled more than \$10 million.

## COMMUNITY INITIATIVES MAP



# SMILE TRAIN PARTNERSHIP

Smile Train is the world's largest cleft-focused organization whose goal is to ensure that every person has access to high-quality cleft care and the opportunity to live full and productive lives. Through a sustainable and local model of supporting surgery and other forms of essential care, Smile Train provides training and financial support for the treatment of clefts, and supports medical professionals around the world to treat cleft patients with surgery and related healthcare.

In 2020, Dentsply Sirona set out the plans for a five-year renewable partnership with Smile Train. Launched in 2021, the partnership is driven by the shared ambition to further the provision of safe, high quality, and expert cleft care from diagnosis through to comprehensive care delivery — using the most advanced dental technology resources to serve the complete patient care continuum.

The overarching purpose of the partnership goes beyond donation, aiming to offer access to professional, best in class Clinical Education and genuine engagement specifically related to cleft care. Dentsply Sirona is focused on making sure the benefits of our Smile Train partnership are felt for many years to come. As such, as well as featuring traditional partnership elements, such as financial support, provision of free dental equipment, the collaboration will focus on global, oral healthcare training initiatives to equip people in local communities with the skills to provide treatment and raise the standard of care to the highest level, and using cutting edge technology and Clinical Education to aid dental and medical professionals to deliver efficient and much needed care to patients around the world. Some important elements of this approach are:

- **The Dentsply Sirona International Smile Train Scholars program:** This program will support in-person and virtual training and provide learning opportunities for Smile Train dental partners. It will include an invitation to DS World 2021 for partners to grow their networks and attend learning events and seminars.
- **Clinical Education program:** Providing free access to the online Dentsply Sirona Clinical Education courses for all Smile Train oral health professionals collaborating with Dentsply Sirona; and supporting new Smile Train Research and Training sites.
- **Technology, R&D and innovation:** Providing R&D and innovation know-how, including state-of-the-art technology and equipment to improve access to the best possible care for children affected by clefts.
- **Developing and outfitting treatment centers.**

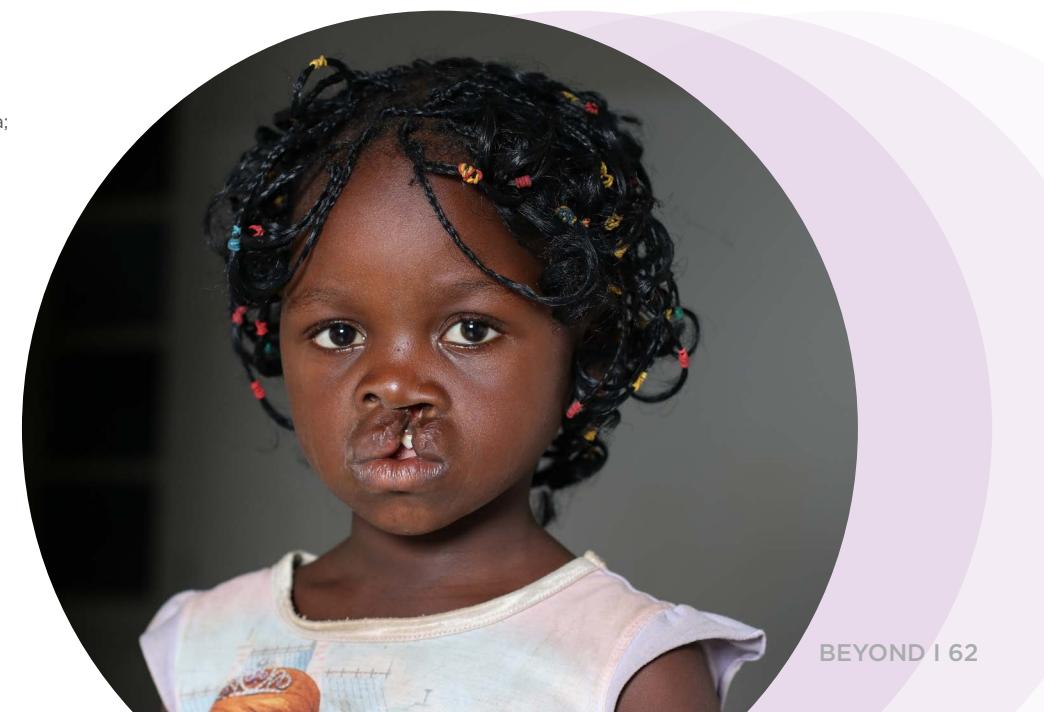
# SPOTLIGHT

## Smile Train Colombia pilot project

The Smile Train — Dentsply Sirona Colombia pilot project, designed to support orthodontic treatment and digital protocol development for children with clefts, took place successfully in 2021. Dentsply Sirona donated technology, equipment and digital solutions — in the shape of three Primescans — and worked closely with Smile Train as we engaged on our journey to make oral care more accessible to patients and families living in remote communities.

The speed and precision of Primescan is especially important for infant care, given their rapid scanning speed and accuracy. As the project develops Dentsply Sirona and Smile Train will be able to provide innovative protocols, care and support that minimizes the travel required by both patients and their families.

The occurrence of clefts of the lip and palate has devastating effects on the quality of life of a child, compromising their ability to communicate and to eat properly, as well as normal maxillofacial complex development. These functional and anatomical alterations can give rise to psycho-social developmental difficulties associated with feelings of shame, anxiety, lack of social interaction and dissatisfaction with the physical appearance of the individual.<sup>1</sup>



<sup>1</sup> Silva MARD, Balderrama IF, Wobeto AP, Werneck RI, Azevedo-Alanis LR. The impact of nonsyndromic cleft lip with or without cleft palate on oral health-related quality of life. *J Appl Oral Sci.* 2018 Apr 5;26:e20170145, and Zeraatkar M, Ajami S, Nadjmi N, Faghihi SA, Golkari A. A qualitative study of children's quality of life in the context of living with cleft lip and palate. *Pediatric Health Med Ther.* 2019 Jan 18;10:13-20.

## “SORRIR MUDA TUDO” CAMPAIGN, BRAZIL

The “Sorrir muda tudo” campaign, or “Smiles change everything,” is an annual six-month initiative started in 2019 by the major Brazilian dental industry association ABIMO, supported by members of the dental industry including Dentsply Sirona. Data from IBGE (The Brazilian Institute of Geography and Statistics) shows that more than half the Brazilian population does not visit the dentist regularly, and around 27 million Brazilians have never visited the dentist. The campaign aims to promote regular dental check-ups and demonstrate the connection between oral health and overall health.

In 2020, Dentsply Sirona supported campaign activities including digital, traditional, and outdoor media, such as advertisements in bus and subway stations and shopping malls. The campaign also involved rolling out information within offices and factories, hosting a series of exciting events within São Paulo in some of the city’s most prestigious locations such as Paulista Avenue and the FIESP sidewalk, and running a series of eight lectures for Dentsply Sirona employees to learn about the concept and act as ambassadors for the cause. In total, over 200 employees participated in the sessions.



## LET LOVE INTERNATIONAL, PERU

Dentsply Sirona has been working with Let Love International, a Peruvian organization that runs dental clinics in underserved areas of Peru since 2018. Peru has one of the highest rates of tooth decay — estimated at 90.4% of children under 15 — and has only one dental professional per 9,000 people. The clinics provide dental work to children who otherwise would not have access to dental care. In late 2019, Dentsply Sirona donated 12 Midwest RDH Low Speed Hygienist Handpieces, two High Speed Handpieces and several thousand prophylactic pastes to the organization. With these donations, the clinics were able to provide much-needed prophylactic treatments to hundreds of children, in order to prevent tooth decay.



## NINE MILES OF SMILES, JAMAICA

Dentsply Sirona has been working with Nine Miles of Smiles (NMS), a Canadian charitable organization that works to provide free dental care to underserved communities in Jamaica, since 2019. Led by Ken Cooper, a Dentsply Sirona employee whose home country is Jamaica, the team went back for a second year in 2020. Once there, the team donated artificial teeth, impression material, anesthetic material, and restorative material for the 10-day NMS mission in the rural town of Polly Ground, Ewarton, St. Catherine, and Walkers Wood, St. Ann. They were granted permission to use the home of the famous Walkerswood Jerk seasoning factory as a clinic.

Nine Miles of Smiles was created by a dental hygienist, Kimberly Daley, who had been helping the Jamaican people for years before Ken's arrival.

The mission involved extractions, manufacturing of dentures, cleaning, oral health education and fillings. In total, the team treated approximately 1,000 patients. There is still more work to do: some dental impressions were taken in February 2020 for dentures to be made by students of George Brown College. After a delay due to the pandemic, new students will soon travel to Jamaica to insert and fit the dentures — the final step in the journey to healthy smiles. Completion of this project is expected in late 2021 or early 2022.

**“**The team has touched the lives of so many people throughout the year. We thank you for all that you continuously do for the People of Jamaica.

Hugh Graham, a Member of Parliament in Jamaica

## BUILDING SMILES, UGANDA

Dentsply Sirona Canada is a proud supporter of the Canadian Build Your Smile Dental Foundation that runs dental-care missions in Uganda. The missions give local people access to dental care, free of charge. Building on the 2019 mission, 19 volunteers travelled to Uganda to undertake a mission over eight days in 2020. Churches, school buildings and classrooms served as makeshift dental practices and labs. With much of the dental equipment for the mission donated by Dentsply Sirona, the team of volunteers:

- Extracted 811 teeth
- Fabricated 120 dentures
- Filled 29 cavities
- Provided 69 patients with dental hygiene
- Placed 20 implants
- Provided 1,423 fluoride treatments to children
- Saw 2,034 smiles

The team consisted of dentists, denturists, assistants, hygienists and dental students and support professionals from many different countries and nationalities.

**“**We worked so well together as a team that we were able to help a maximum number of patients. It was great to see how our materials and equipment proved themselves in this endurance test.

**Nicole Hieronymus, Director Lab Global CE and KOL Management, who volunteered on the mission**





## SMILE PROJECT IN LEUVEN, BELGIUM

Dentsply Sirona's long-standing participation in the Leuven SMILE project continued throughout 2020, with the donation of consumables and hand pieces. In total, the project has reached 1,000 people in vulnerable families over the course of the project's lifetime, running short courses in primary schools (28 courses in 11 schools in 2020), organizing webinars for dental students, building a new [website](#), and raising awareness of the importance of good dental hygiene. The SMILE project also hosts a dental office where underserved people can receive dental treatments, for which Dentsply Sirona sponsors the consumables.

## BYTE: NFTE (NETWORK FOR TEACHING ENTREPRENEURSHIP)

Byte, a recent Dentsply Sirona acquisition, has an active social impact program: ByteCares. The program provides free access to oral care and promotes educational and career development. As part of this, the program provides support to underserved students in the U.S. who are learning entrepreneurship skills.

ByteCares partnered with Network for Teaching Entrepreneurship (NFTE) to support its annual pitch challenge for students, where students compete for a grant to start their business idea. The event started with a keynote from Kerry Washington, who served as Byte's Creative Advisor, to help inspire and build their confidence. Byte's Founder, Scott Cohen, sat on the panel of judges, which selected Jose Rodriguez as the winner from 40 finalists. Rodriguez was awarded a grant of \$12,000 from NFTE to help his company, Tasium, which produces specialized clothing for individuals on the autism spectrum. Byte also gave the event's keynote speech, and throughout the event educated attendees about the association between confidence, oral health, and healthy smiles.



# HEALTHY BUSINESS





We believe a **healthy business** is built through responsible, transparent practices. To us, this means the effective integration of Environmental, Social and Governance (ESG) factors into risk management processes such as our Business Continuity Planning, and an honest approach to communicating our strengths and weaknesses.

We adhere to the highest ethical standards in all our practices, and ensure we comply with all the relevant laws and regulations that govern our interactions with healthcare professionals. On an annual basis, Dentsply Sirona performs an enterprise risk assessment to identify, prioritize and respond to the main risks facing the business. Dentsply Sirona reviews ESG factors as a part of the risk universe. The compensation of some senior leaders within Dentsply Sirona is tied to ESG factors.

We are proud of the reputation we have built and the trust we have earned amongst our stakeholders, and work to maintain it through strong and effective corporate governance. This allows us to stay focused on our mission to improve the quality and accessibility of oral health worldwide.

Central to our promise around being a responsible business is ensuring the integration of sustainability factors into our processes. This is also critical to be able to understand the needs of our stakeholders and align our business practices to their priority issues. In 2020, we amended the Charters of the Corporate Governance and Nominating Committee and the Human Resources Committee to provide explicit oversight of ESG matters. Additionally, as of the end of 2020, no material areas of misalignment with key shareholders with respect to Governance have been identified.

# CORE POLICIES AND PROCESSES

To ensure our business is set on a solid foundation, we have several core policies and processes in place that we believe are essential to maintaining ethical and responsible operations. These policies are under continuous review to ensure they are fit for purpose and meet or exceed our regulatory requirements. Our current policies include the following:

Attestation for UK Modern Slavery Act; California Transparency in Supply Chain Act; Australian Modern Slavery Act and New South Wales Modern Slavery Act

**Corruption and Anti-Bribery Policy**

**Anti-Kickback Statute Policy**

**Anti-Money Laundering Policy**

**Blacklist Screening Procedure**

**Business Gifts and Entertainment Policy**

**Business Partner Code of Conduct**

Clinical Competition and Contest Policy

**Code of Ethics and Business Conduct**

**Ethics and Compliance Mission and Charter**

Dentsply Sirona Disciplinary Framework North America

**Hotline Whistleblower System Policy**

**Insider Trading Policy**

**International Trade Compliance Policy**

Investigation and Case Resolution Protocol

**OFAC Recusal Policy for US Persons**

**Records Retention Policy**

**US Grant Policy**

Dentsply Sirona Data Privacy Policy

**Dentsply Sirona Internal and External Privacy Statements**

**WorldAware (Crisis24) system<sup>1</sup>**



<sup>1</sup> The WorldAware (Crisis24) system has been implemented globally to assist in risk identification and management, including those related to severe weather events and other climate-related risks.

# BOARD COMPOSITION AND DIVERSITY

## BOARD

Dentsply Sirona's Board has 10 members as of December 2020, including our CEO, Don Casey, and Non-Executive Chairman of the Board and Executive Committee Chairman, Eric K. Brandt. The Board is charged with Company oversight, balancing the interests and needs of our many stakeholders, and ensuring that business decisions align with our purpose, mission and vision. The Board oversees the management of ESG risks and factors.

Our Board members have the expert skills, wide-ranging experience and diverse backgrounds necessary for understanding and responding to the needs of our stakeholders. Our commitment to diversity and inclusion includes recruitment of diverse candidates throughout our business, including the Board and management. As of December 2020, 50% of Board members were women and/or members of ethnically diverse groups.

Our Board has five committees:

Audit and Finance Committee

Corporate Governance and Nominating Committee

Executive Committee

Human Resources Committee

Science and Technology Committee



# EMPLOYEE HEALTH & SAFETY (EHS)

The health and safety of our employees is our greatest priority. We have implemented health and safety programs at site level and are now actively focused on developing, implementing and continuously improving our approach at Corporate level. We also began a robust improvement process to update the Environmental Health and Safety Management System, including policies and global standards, training, and culture.

In 2020, our global Injury and Illness Incident Rate (measured to align with U.S. Occupational Safety and Health Administration [OSHA] criteria), was 0.53, and our Lost Workday Case Incidence Rate (also measured in accordance with OSHA criteria) was 0.36 — a 37% and 32% improvement on last year respectively. We remain committed to protecting the health, safety and wellbeing of our employees and to preserving this positive trend.

We have implemented environmental, health and safety programs at site level, and we are updating our Corporate EHS Standards aligned with recognized management system frameworks. At present two of our 35 manufacturing plants, major distribution centers and major office facilities hold current OHSAS 18001, ISO 45001 or equivalent certifications.

Beginning in 2021 and moving forward, EHS Front Line Leadership training will be implemented globally, to develop and support EHS as a core value and important part of our culture.

We are incredibly proud of the progress we have made globally as we continue to work to preserve the health and safety of our employees. Starting at the end of August 2019, our Implant site at Mölndal achieved a record zero accident period of 490 days.



**Global Injury and Illness Incident Rate  
2020**

**0.53**

**37%**

Improvement  
on last year

**Lost Workday Case Incidence Rate  
2020**

**0.36**

**32%**

Improvement  
on last year

# EHS PROCESSES AND TRAINING AT OUR GLOBAL FACILITIES

Globally, the key focus around EHS in 2020 was preventing the spread of COVID-19. As a result of our robust COVID-19 risk management processes there was no spread of the virus identified within our facilities. Particularly effective initiatives took place at the following sites:

## Bensheim

Germany

- We rapidly implemented a new safety process as the pandemic took hold — something we have now retained as best practice at our largest site. SAFEDI, or Safe Distance Control, is a tracker that flashes to promote keeping a safe distance from employees during the pandemic, but also from machinery.



## Mexicali

Mexico

- The local Health Department presented the site with an award for its COVID-19 prevention program, recognizing it as best practice within the region.

## Ballaigues

Switzerland

- The team swiftly revised and adapted our processes and was able to keep the on-site contamination number to zero. An external audit led by the Swiss State Secretariat for Economic Affairs confirmed the quality of the measures established and the accuracy of their implementation on site.

We also focused on several other EHS initiatives throughout our sites, including at Hasselt, in Belgium. Our focus on safety was highlighted at the end of 2020 by the facility achieving 1,460 days without a single reported accident. This was helped by providing equipment for our employees, such as mats for those in the shipping department to improve ergonomics, and tables with adjustable heights to help our employees' posture and reduce back pain.

Despite the pandemic, we still managed to drive several exciting, non-COVID-19 related, EHS initiatives at our Ballaigues site, which limited accidents during 2020 to just three:

- We piloted an EHS e-learning module for around 750 of our employees in **Ballaigues** via our global Learning Management System. By the end of 2020, we had trained 541 employees on this EHS module. We also trained 468 employees for GMP (Good Manufacturing Practice).
- We ran several classroom trainings, including 30 people for electrical basics (~16-hour training); 56 people for chemical products (approx. 20 hours); and 103 people for LOTO<sup>3</sup> training (approx. 10 hours).
- We organized ~200 technical trainings with dedicated, expert trainers to ensure product quality.
- We implemented a “Near Miss” process to catch potential accidents before they happen — an initiative that was previously rolled out at our **Johnson City** site. This process entails a daily review with the EHS department together with the manufacturing teams, during which the teams discuss detected accident risks. The teams then create action plans to prevent the risk. The process overall instills a preventive approach among employees and teaches them to be active drivers of safety measures and behaviors on-site.
- We increased the provision of ergonomic equipment on-site.
- At our **Hasselt** site in Belgium, our focus on safety was highlighted at the end of 2020 by the facility achieving 1,460 days without a single reported accident. This was helped by providing equipment for our employees, such as mats for those in the shipping department to improve ergonomics, and tables with adjustable heights to help our employees' posture and reduce back pain.

## SPOTLIGHT

### Johnson City

Tennessee, U.S.

As employees at our facility built their understanding of the importance of reporting “Near Misses,” rather than waiting to report injuries after they occur, we observed a positive culture shift. Now, the safety committee conducts daily reviews and monthly walk-throughs in each department, where they proactively identify potential risk areas. The teams also regularly select Job Hazard Analyses<sup>2</sup> (JHAs) and Lock Out-Tag Out<sup>3</sup> procedures (LOTOs) at random throughout the year, to ensure these are fit for purpose and check if any reviews are needed, following a monthly inspection checklist and scorecard.

<sup>2</sup> What is a JHA? A Job Hazard Analysis (JHA) is a process that integrates EHS principles and practices into a particular task. A JHA will break down each step of a required job, identifying potential hazards, risks and hazard preventive measures to ensure the job can be conducted safely.

<sup>3</sup> What is LOTO? Lock Out, Tag Out (LOTO) is a safety procedure used to ensure that machines are properly shut off — “isolated and rendered inoperative” — before any maintenance or repair work starts. The isolated power sources are then locked, and a tag is placed on the lock identifying the worker who placed it. The worker then holds the key for the lock, ensuring that only they can remove it and start the machine once repair work has been completed. This prevents the accidental start-up of a machine while it is in a hazardous state or while a worker is in direct contact with it. Source: [The control of hazardous energy \(lockout/tagout\)](#) - 1910.147, [U.S. Occupational Safety and Health Administration](#)

# ETHICAL BUSINESS CONDUCT

We are proud to be home to reputable brands across consumables, equipment, technology, and specialty areas. With an unparalleled commitment to research and development in dentistry, we have a long-standing history and reputation of ethical business practices throughout the global community. Through frequent, clear communications and interactive training, we keep our employees and business partners informed on the principles of being a responsible business.

## ETHICS AND COMPLIANCE COMMITTEE

Our cross-functional Ethics and Compliance Committee consists of members of our executive leadership team and other functional leaders. The committee works with our Chief Compliance Officer in support of the Compliance program to ensure that issues are identified and addressed using a risk-based approach. Under this committee's charter, our Ethics and Compliance initiatives

demonstrate Dentsply Sirona's unwavering commitment to our core values which set behavioral expectations for employees, business partners and industry consultants. Ultimately, this proactive approach to managing the Company's ethics and compliance program helps ensure a sustainable future for our Company.



# CODE OF ETHICS AND BUSINESS CONDUCT

Our [Code of Ethics and Business Conduct](#) sets out guiding principles for the conduct of business that must be followed by everyone who does business on behalf of Dentsply Sirona, and establishes the expectations for how we operate globally. It outlines expectations for uncompromising integrity and compliance with all laws and regulations when it comes to customer, supplier, key opinion leader and government official interactions.

It also provides guidance on identifying, mitigating and managing a wide range of risks, and underscores our commitment to our employees and communities around the world. Supervisors and managers are responsible for ensuring their teams comply with the Code, and all employees are responsible for ensuring they are able to recognize potential compliance issues and to seek the appropriate advice from subject matter experts regarding any issues.

The Code is reviewed annually by the Ethics and Compliance Committee as well as the Board, and training is administered annually to all Dentsply Sirona employees.



Supporting this Code are numerous policies and procedures which provide more detailed guidance on a variety of topics, such as:



**Ethics and compliance hotline**

**\$0**  
Monetary losses as a result of legal proceedings associated with corruption and bribery in 2020

## What is the Ethics and Compliance hotline?

A service that enables employees and third parties to report malpractice, unlawful or unethical behavior within the workplace in situations when they don't feel comfortable with reporting it directly to their manager, senior manager or HR

## ETHICS AND COMPLIANCE PROGRAM

We continue to evolve our Ethics and Compliance program in response to changes in our business structure and changes in laws across the world. Below is a list of the Codes, Policies and Procedures that were updated in 2020.

- **Code of Ethics and Business Conduct:** The Code was completely revised with new sections as well as links to related policies and frequently asked questions. Additionally, an Executive Overview of the code is now available in 18 languages
- **Anti-Money Laundering Policy:** We clarified the Red Flags section of the policy.
- **Hotline/Whistleblower System Policy:** We updated our Whistleblower policy in light of Australia's new data privacy and whistleblower protection laws.
- **Records Retention Policy:** We revised this policy to include Human Resource updates as well as retention periods for calendar entries
- **International Trade and Customs Compliance Policy:** We added trade compliance terms and responsibilities to this policy to increase awareness within the organization and communicate the potential consequences of non-compliance. These terms included Tariff Classification, Customs Valuation, Country of Origin and Restricted Party Screening.

# ETHICAL CUSTOMER INTERACTION

We ensure that our customer interactions are responsible and adhere to strict guidelines. Our Ethical Customer Interaction Policy requires that all interactions with medical and dental professionals are compliant with applicable laws and regulations, as well as our own values.

It sets standards that ensure employees, or any other party working on our behalf, do not unduly influence or even give the perception of impropriety in their interactions with healthcare professionals and organizations. Customer decisions about which product to buy should be based on the quality and efficacy of the products and the best interests of their patients, and we work to support them in making those decisions.

We are proud to go beyond strict legal regulations to follow the highest ethical standards when interacting with healthcare professionals and institutions, and disclose the total annual amount of monetary losses as a result of legal proceedings associated with false marketing claims.

We mandate regular training on this policy to all employees who interact with healthcare professionals including our entire sales and marketing teams. The training is based on the ADVAMED Code, which formed the foundation of the Ethical Customer Interaction Policy, and includes specific guidance on adhering to the U.S. Anti-Kickback Statute, the Physician Payments Sunshine Act (Open Payments), and other transparency laws worldwide.



TOPICS	2018	2019	2020
Total amount of monetary losses as a result of legal proceedings associated with false marketing claims (\$)	0\$	0\$	0\$

- We also run regular trainings on the following topics:
- Anti-Corruption & Anti-Bribery
  - Export Compliance
  - Confidential Information & Insider Trading
  - Anti-Trust & Competition Law
  - Privacy & Data Protection
  - Third Party Compliance

## BUSINESS PARTNER CODE OF CONDUCT

We evaluate a subgroup of our suppliers each year. Our overall approach is divided into four steps:

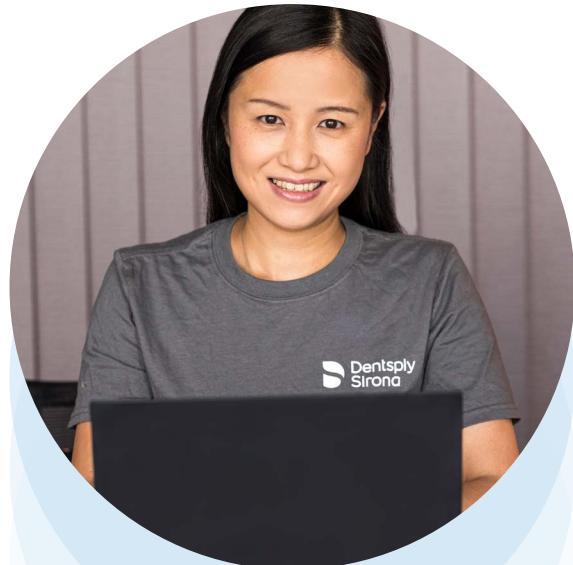
1. Supplier selection: Each year Dentsply Sirona chooses a selection of our suppliers to conduct an in-depth risk assessment on Selected Suppliers. Once a supplier has been through the assessment process, they will be re-assessed on a rotational basis determined by their profile.
2. Supplier questionnaire: Each year Dentsply Sirona distributes a questionnaire to the selected suppliers. This questionnaire is designed to obtain information regarding the social, ethical, and environmental performance and management systems of those organization.
3. Risk assessment: Dentsply Sirona conducts an in-depth risk assessment on each selected supplier. This risk assessment combines information from multiple sources and allows us to evaluate the supplier against one of four risk profiles.
4. On-site assessment: Depending on the outcome of the risk assessment, Dentsply Sirona may request an on-site assessment to confirm findings. Upon conclusion of the annual assessment, all suppliers will receive their Responsible Procurement Scorecard and recommendations for improvement.

New suppliers should be aware of this policy, and their obligation to comply with it, through the incorporation of this policy in Dentsply Sirona's General Terms and conditions of purchase. All new suppliers will be integrated into the annual assessment cycle, as outlined above.

# HUMAN RIGHTS

In line with the UN International Labor Organization's Declaration on Fundamental Principles and Rights at Work, we support freedom of association and the effective recognition of the right to collective bargaining, the elimination of forced or compulsory labor, the abolition of child labor and the elimination of discrimination in respect of employment.

Dentsply Sirona supports global efforts to address the issues of exploitation, slavery, and human trafficking through internal policies as well as through direct actions with business partners in our supply chain. We expect all employees and business partners to fully comply with [the California Transparency in Supply Chain Act of 2010 and the UK Modern Slavery Act of 2015](#), the Australian Modern Slavery Act, the New South Wales Modern Slavery Act, and the Conflict Minerals provisions of the U.S. Dodd-Frank Act of 2010.



# CYBERSECURITY

To mitigate the risks posed by cybersecurity incidents and cyber-attacks, we have developed a program led by Dentsply Sirona's Chief Information Officer and Director of Cyber Security. The intent of this program is to protect the confidentiality, integrity, and continued availability of our data and systems. Additionally, the program ensures ongoing compliance with the various external regulatory requirements related to data privacy and security.

This program includes a cybersecurity incident response plan and a suite of policies and standards that align with various cyber control frameworks including ISO27001, COBIT and NIST. Different elements of these controls are evaluated annually by multiple third-party information security firms and our controls are adjusted as needed. All global IT staff and contractors receive training on these policies annually. Additionally, all internal system users receive annual training on information security and certain business functions with access to critical data elements receive continual anti-phishing assessments and training.

The Board and the Audit and Finance Committee oversee our management of cybersecurity risk. Our Chief Information Officer provides regular updates on this program at multiple points throughout the year to the Board and the Audit and Finance Committee, including updates on cyber risk management governance and the status of cybersecurity control strengthening projects.

The Audit and Finance Committee regularly briefs the full Board on cybersecurity issues, and the Chief Information Officer provides quarterly and ad-hoc briefings on our cybersecurity program.

Responding to the fast-evolving technology landscape, we also continue to adapt our cybersecurity protocols and processes. Our Privacy Policy outlines the different types of personal data we collect, the legal grounds for doing so, and how it is used.

# PRODUCT SAFETY

In 2020, we obtained 12 510K clearances. A 510K is a premarketing submission made to the FDA to demonstrate that the device to be marketed is safe and effective, or substantially equivalent (SE) to a legally marketed device that is not subject to premarket approval (PMA).

We voluntarily conducted one significant product recall in 2020. The product recall was notified to FDA and has been completed. It pertained to one of our urinary catheter products: a very small number of units were potentially deformed.

## PRODUCT SAFETY PROGRAM

Our Product Safety Program includes the following:

- A Complaints Management program that collects, monitors and investigates product complaints.
- A robust Post-Market Surveillance Process in place for each product group, to ensure compliance with applicable PMS requirements.
- A Risk Management program that covers design, manufacturing, and post-market surveillance.
- An extensive product testing program used throughout the lifecycle of the product, that includes design, validation and verification, in-process and finished product testing.
- A Quality Management System bespoke to each manufacturing entity, which governs safety, quality and compliance
- A Quality Management System-related training program where personnel involved in R&D, manufacturing and quality control are trained to carry out their responsibilities.

Our facilities are certified as appropriate to ISO 13485, EU Medical Device Directive (MDD), EU Medical Device Regulation (MDR), MDSAP (Medical Device Single Audit Program), and we comply with FDA QSR 820 as well as other country-specific regulatory requirements.

- Sites Certified to ISO 13485/9001: 34
- Sites Certified to MDD: 24
- Sites Certified to MDR: 2

**The number of certifications to MDR will significantly increase over 2021.**

### CERTIFICATIONS

List of products listed in the FDA's MedWatch Safety Alerts for Human Medical Products database [HC-MS-250a.2]	Zero cases were reported in 2020.
Fatalities related to products as reported in the FDA Manufacturer and User Facility Device Experience database (#) [HC-MS-250a.3]	Zero fatalities in 2020..
FDA enforcement actions taken in response to violations of current Good Manufacturing Practices (cGMP), by type (#) [HC-MS-250a.4]	Zero enforcement actions.
FDA observations resulting from facility inspections (#)	In 2020, three observations were received from the FDA. All have been addressed to completion.



## PRE-CLINICAL & CLINICAL TESTING

Dentsply Sirona develops and licenses numerous medical devices for use in dental care applications. We strive to develop innovations that represent significant improvements to the status quo. Whenever possible, Dentsply Sirona uses in-vitro or benchtop methods that do not require testing on animals.

Prior to commercializing innovative products, Dentsply Sirona often utilizes data from human clinical tests. The Company conducts all studies with human subjects in a manner that protects the safety and rights of patients and investigators. In addition to protecting the rights of individuals, including confidentiality, we comply with regulatory requirements of the countries in which studies are conducted and those in which regulatory submissions take place. Its practice ensures that controls are in place and followed to protect the integrity of the study results.

# POLITICAL INVOLVEMENT

In 2020, Dentsply Sirona did not use corporate funds for political spending or lobbying on political issues. In line with our policy, no Company funds or other Company assets may be contributed for political purposes without the prior review and consent of our General Counsel. We do not have a political action committee.

In the U.S., Dentsply Sirona is a member of various dental trade associations, such as the Dental Trade Alliance (DTA), an association that provides dental equipment, supplies, materials and services to dentists and other oral care professionals. The DTA's core purpose is to enhance member success and increase dental demand. From time to time the DTA may engage in lobbying regarding legislation that is of interest to its members.

On December 31, 2020, Dentsply Sirona acquired Byte. This disclosure does not take into account activities that may have been conducted by Byte in 2020.



# ACCESS & AFFORDABILITY

We have multiple programs in place to support product accessibility. In low-income countries (LICs) and lower-middle-income countries (LMICs), we operate with a different price list for our main established and older product lines, providing prices below our regular price level in developed core markets.

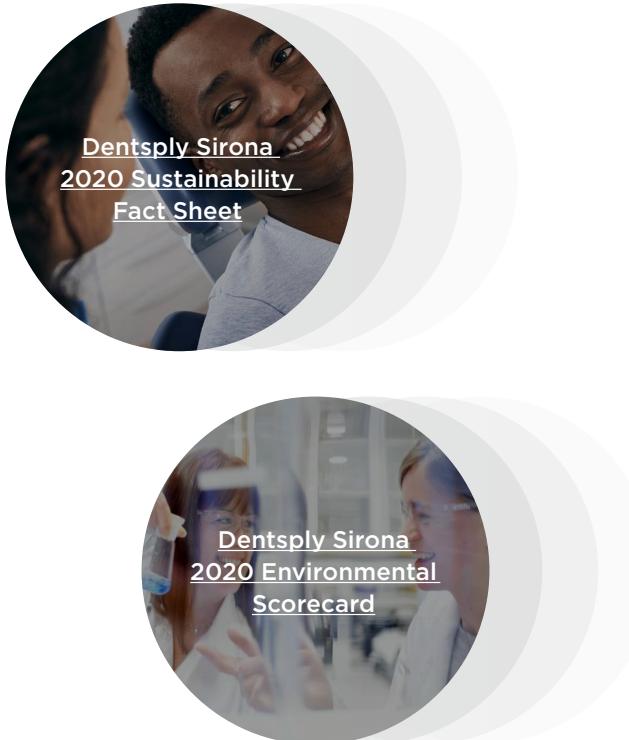
In terms of how price information for each product is disclosed to customers or agents, we communicate all updates on price information to our customers & distributors electronically, six to eight weeks in advance of the change. Changes include a new price book or an amendment to contracts. Further, each customer receives an individual price list.

Wherever possible, our products did not see an increase in price during 2020. Overall our ratio of weighted average rate of net price increases for our products to the annual increase in the U.S. Consumer Price Index during 2020 was 0.7% : 1.4%.

# APPENDIX

## REPORT INDICES

### SASB INDEX



SASB CODE	METRIC	PAGE/COMMENT
<b>ACCESS AND AFFORDABILITY</b>		
HC-MS-240a.1	Ratio of weighted average rate of net price increases (for all products) to the annual increase in the U.S. Consumer Price Index	77
HC-MS-240a.2	Description of how price information for each product is disclosed to customers or to their agents	77
<b>PRODUCT SAFETY</b>		
HC-MS-250a.1	Number of recalls issued, total units recalled	76
HC-MS-250a.2	List of products listed in the FDA's MedWatch Safety Alerts for Human Medical Products database	76
HC-MS-250a.3	Fatalities related to products as reported in the FDA Manufacturer and User Facility Device Experience database (#)	76
HC-MS-250a.4	FDA enforcement actions taken in response to violations of current Good Manufacturing Practices (cGMP), by type (#)	76
<b>ETHICAL MARKETING</b>		
HC-MS-270a.1	Total amount of monetary losses as a result of legal proceedings associated with false marketing claims (\$)	74
HC-MS-270a.2	Description of code of ethics governing promotion of off-label use of products	73
<b>PRODUCT LIFECYCLE MANAGEMENT</b>		
HC-MS-410a.1	Discussion of process to assess and manage environmental and human health considerations associated with chemicals in products, and meet demand for sustainable products	76
HC-MS-410a.2	Total amount of products accepted for take-back and reused, recycled, or donated, broken down by: (1) devices and equipment and (2) supplies	39
<b>SUPPLY CHAIN MANAGEMENT</b>		
HC-MS-430a.1	Percentage of (1) entity's facilities and (2) Tier 1 suppliers' facilities participating in party audit programs for manufacturing and product quality	74
HC-MS-430a.3	Description of the management of risks associated with the use of critical materials	39
<b>BUSINESS ETHICS</b>		
HC-MS-510a.1	Total amount of monetary losses as a result of legal proceedings associated with bribery or corruption	73
HC-MS-510a.2	Description of code of ethics governing interactions with health care professionals	74

# APPENDIX

## REPORT INDICES

## TCFD INDEX

TCFD RECOMMENDATION	PAGE/REFERENCE
<b>GOVERNANCE</b> Disclose the organization's governance around climate-related risks and opportunities.	a) Describe the Board's oversight of climate-related risks and opportunities  b) Describe management's role in assessing and managing climate-related risks and opportunities
<b>STRATEGY</b> Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.	a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term  b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning  c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.
<b>RISK MANAGEMENT</b> Disclose how the organization identifies, assesses, and manages climate-related risks	a) Describe the organization's processes for identifying and assessing climate-related risks  b) Describe the organization's processes for managing climate-related risks  c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management
<b>METRICS AND TARGETS</b> Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	a) Disclose the metrics used by the organization to assess climate related risks and opportunities in line with its strategy and risk management process  b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks  c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets

## FORWARD-LOOKING STATEMENTS AND ASSOCIATED RISKS

All statements in this report that do not directly and exclusively relate to historical facts constitute "forward-looking statements." These statements represent current expectations and beliefs, and no assurance can be given that the results described in such statements will be achieved. Such statements are subject to numerous assumptions, risks, uncertainties and other factors that could cause actual results to differ materially from those described in such statements, many of which are outside of our control. Furthermore, many of these risks and uncertainties are currently amplified by and may continue to be amplified by or may, in the future, be amplified by, the novel coronavirus ("COVID-19") pandemic and the impact of varying private and governmental responses that affect our customers, employees, vendors and the economies and communities where they operate. For a written description of these factors, see the section titled "Risk Factors" in Dentsply Sirona's Annual Report on Form 10-K for the fiscal year ended December 31, 2020 and any updating information in subsequent SEC filings including the Company's Quarterly Report on Form 10-Q for the quarterly period ending June 30, 2021. No assurance can be given that any expectation, belief, goal or plan set forth in any forward-looking statement can or will be achieved, and readers are cautioned not to place undue reliance on such statements which speak only as of the date they are made. We do not undertake any obligation to update or release any revisions to any forward-looking statement or to report any events or circumstances after the date of this press release or to reflect the occurrence of unanticipated events.

TAKING  
ACTION FOR  
A BRIGHTER  
WORLD



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