

BEYOND

Taking
Action for
a Brighter
World



Sustainability Report | 2022

 Dentsply
Sirona

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The Introduction



Letter from the CEO

At Dentsply Sirona, we believe that our sustainability strategy is an integral part of our vision to transform dentistry and improve oral health globally. I know that our employees are dedicated to delivering this vision through safe, effective, and efficient products and solutions for dental professionals, patients and customers.

It is important that our sustainability strategy, “BEYOND: Taking Action for A Brighter World”, includes the actions we take across our operations while leveraging our leading role in the industry to drive change. Accountability for this strategy resides at the very top of our organization and I am incredibly proud of our environmental, social and governance (“ESG”) Steering Committee for their oversight of our sustainability actions across the Company.

I am pleased to report that we are making solid progress against our sustainability goals. We have evolved our business towards a simplified operating structure that will allow us to create an efficient and sustainable business as we advance with confidence into the future. This is fueled by our culture of unity and focus on providing superior solutions for patient and customer care.

We are proud to be at the forefront of digital dentistry, which significantly impacts the industry. Accelerating digital solutions will not only bring new capabilities to our customers but also enhance the quality and environmental impact of their care.

We have listened to dental professionals, who want the delivery of patient care to be both efficient and sustainable. Our Global Sustainability Study in 2022 revealed that 70% of the more than 1,300 interviewed dentists say that suppliers and manufacturers are responsible for sustainability in the dental industry.

Happy and healthy smiles lead to happier and healthier lives. The World Health Organizations’ (“WHO”) 2022 global oral health status report reiterated the impact oral diseases have on our overall health and well-being: 45% of the world’s population is affected by one or several untreated oral diseases, and that the lack of access to oral health care is one of the biggest challenges facing patients.¹ In support of WHO’s oral health strategy, which focuses on the fact that oral health is integral to general health, we committed to partnering with like-minded organizations to help provide affordable, efficient, and sustainable oral health care solutions.

We already do this through our impactful partnerships with Smile Train (p. 41) to provide cleft care for those that need it most and through our initiatives with the Platform for Better Oral Health (p. 43) and the Harvard School of Dental Medicine (p. 43), where we advocate for medical-dental integration and address oral health inequalities and challenges.

We also recently launched our Sustainability Educational Curriculum, delivered online through our Dentsply Sirona Academy, which empowers dental professionals around the world with the knowledge they need to drive sustainability within their practices and labs. As we educate both customers and patients, through our continuous communications campaign, they will demand other companies to begin to embed sustainable solutions and actions in a more meaningful way.

Looking ahead, I am confident that the actions we are taking will continue to deliver long-term value for our stakeholders. With our global scale, we can continue to drive transformative innovations and advance dentistry to enable it to have a positive impact on the lives of millions of patients.

Simon Campion



Our Purpose
Video

¹ <https://www.who.int/team/noncommunicable-diseases/global-status-report-on-oral-health-2022/>



Simon Champion, President
and Chief Executive Officer



Erania Brackett, Senior
Vice President Orthodontic
Aligner Solutions & Customer
Experience and Head of
Sustainability

Letter from the ESG Steering Committee

I am pleased to share that we continued to make progress against our sustainability strategy under our three pillars of action in 2022: Healthy Planet, Healthy Smiles and Healthy Business. In 2022, we reduced our Scope 1 and 2 greenhouse gas (“GHG”) emissions, water withdrawal, and total waste on an absolute value basis in support of our 2025 targets. We have conducted energy and waste audits across several sites globally and are putting measures in place to further reduce our on-site energy consumption and waste production. As a result of these audits, our ESG Steering Committee is currently in the process of setting new environmental targets that incorporate the recommended actions. We are also in the process of assessing our enterprise-level climate-related financial risks.

For our employees, we have focused our efforts towards creating a working environment that promotes a culture of engagement, learning, and development so our employees can continue to expand their career. Employees completed more than 9,600 LinkedIn learning courses, and more than 2,600 members now participate in our employee resource groups (“ERGs”). I am thankful for everyone who is playing an active role in bringing our diverse employee base together to raise awareness of our inclusive activities and learning opportunities.

We are focused on achieving our global gender parity and global gender pay parity targets by 2025. We have already achieved gender pay parity in the US, our largest single market, and we are working with our global HR teams to close the remaining gap outside of the US by 2025. We have also expanded our internal mentorship programs that accelerate the career paths of our talent base. Our Global Mentoring Program is being widely used to develop talent, drive performance, and increase cross-organizational communication.

None of our environmental and social actions can be advanced without being a healthy business. We continue to build trusted and responsible relationships and in 2022 we updated our Business Partner Code of Conduct. The health and safety of our employees is a global business priority and in 2022 we enhanced our environment health and safety (“EHS”) processes and organized leadership training programs to improve health and safety performance and protect all our employees. As a result, the Company’s Total Recordable Injury Rate (“TRIR”) decreased to 0.38 by the end of 2022, a 31% improvement compared with 2021.

To hold ourselves accountable for reaching our sustainability targets we have increased the number of members on our ESG Steering Committee. The committee is now composed of executive and senior team members from multiple departments, meaning we are able to embed sustainability actions deeper and wider across our organization.

We are proud to be an industry actor that is helping to improve sustainable practices for dentists and dental practitioners. We have continued to partner with FDI World Dental Federation to develop and release materials and guidelines to equip dental and oral health professionals and associations with information and tools to develop more sustainable oral healthcare practices, and promote sustainable actions within the industry (p. 25).

We also work with partners to help achieve our 25 million smiles goal and ensure that more communities have access to oral healthcare solutions. We are continuing to explore new ways to ensure that more communities have access to oral healthcare solutions and dental practitioners are equipped to deliver high-quality and efficient treatments. This includes our partnership with Smile Train to advance cleft care and through our cash donations we have supported more than 2,700 cleft surgeries since the launch of our partnership in 2021.

I look forward to continuing to update all of our stakeholders on the progress we continue to make in our operations and within the industry.

Erانيا Brackett,
on behalf of the ESG Steering Committee



Our approach to sustainability

Delivering our sustainability strategy

Our sustainability strategy, BEYOND: Taking Action for a Brighter World, is guided by three pillars of action — Healthy Planet, Healthy Smiles and Healthy Business — and supports our Company vision to transform dentistry and improve oral health globally in collaboration with our stakeholders, including employees, dental professionals, suppliers, non-governmental organizations (“NGOs”), and other partners to create a positive impact on oral health and the environment.

We launched this strategy in 2020 when we set our 2050 Net Zero goal, alongside several 2025 targets across these three pillars. As reported in 2021 we achieved two of our three Healthy Planet 2025 targets and we will soon set new goals for 2030, in support of our 2050 Net Zero goal.

We continue to make positive progress as we strive to diversify our leadership team, reach gender parity and gender pay parity by 2025 and have taken action to reach our 25 million smiles goal (p. 38). We have also expanded the provision of our training and learning opportunities for customers, professional development opportunities for employees, and ensuring a safe working environment for our people.

What are our three sustainability pillars?

Healthy Planet

We strive to mitigate the environmental impacts of our operations by reducing our carbon footprint, decreasing our waste generation, conserving resources, and reusing or recycling materials where feasible.

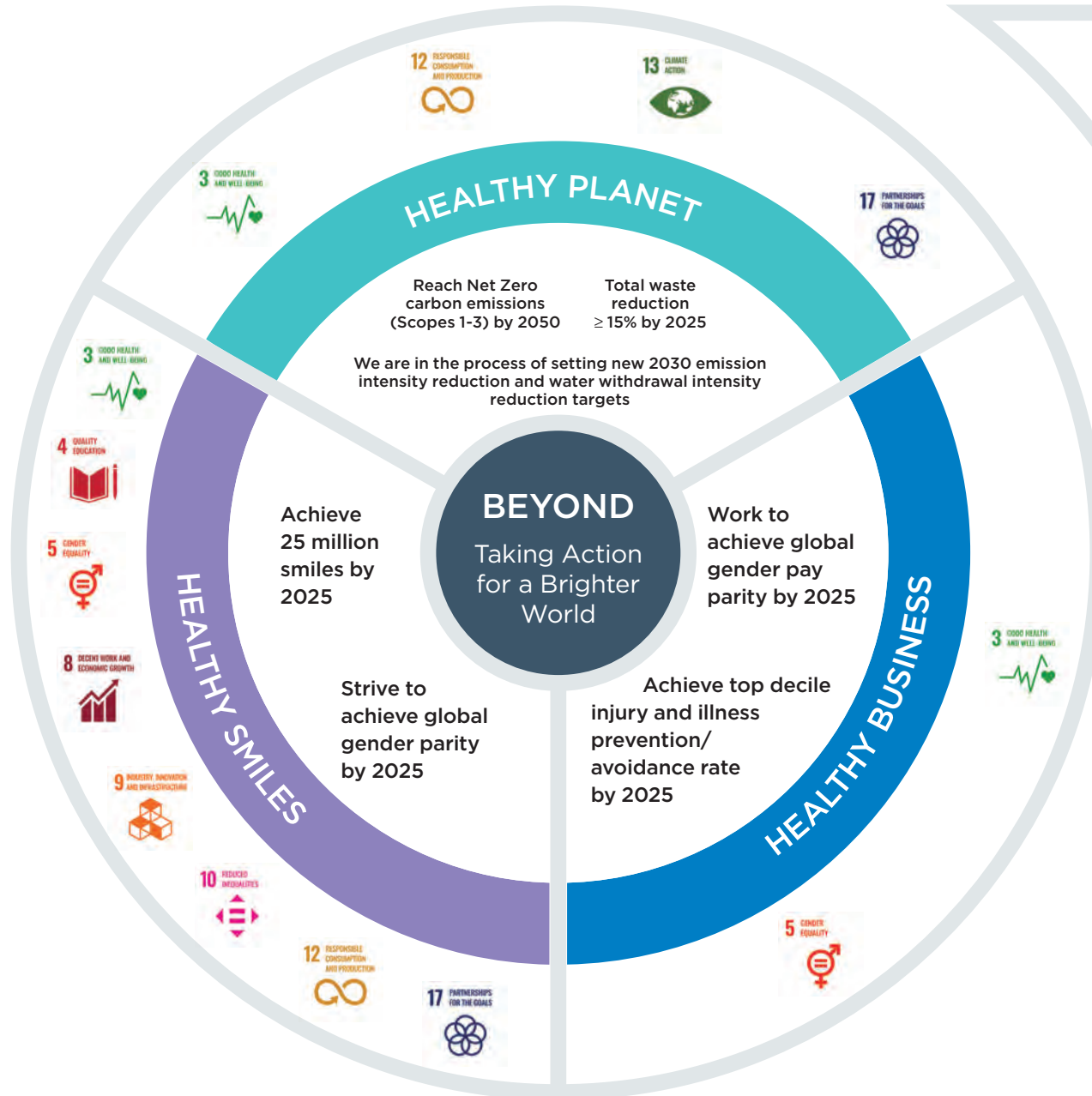
Healthy Smiles

We work to improve oral health globally and support our customers by bringing the best possible treatment and care to patients and local communities in need. We support and empower our colleagues to create a workforce that is inspired, respects and values our diversity and feels encouraged to bring their whole self to work.

Healthy Business

We maintain and build a healthy business through trusted and responsible relationships with our employees, customers, partners and shareholders, by establishing sustainable and safe practices across our business.

Our sustainability strategy



Healthy Planet 2025 targets achieved in 2021

- Reduced our combined Scope 1 and 2 GHG emission intensity by $\geq 15\%$ by 2025
- Reduced our water withdrawal intensity for manufacturing / warehouse operations by $\geq 15\%$ by 2025

Our sustainability progress in 2022



We are proud of the progress we continue to make across our key pillars of action. The level of support and encouragement we receive from our stakeholders inspires us to go beyond and develop innovative solutions to achieve our goals and targets.

We have continued to take action to reduce the environmental impact of our own operations, and as the world's largest manufacturer of dental products and technologies, we take our role within our industry seriously. Our new environmental data partnerships and platforms allow us to track and assess our operational costs, and we use this data to inform the measures we take to improve our environmental impact across our sites.

We believe that strategic partnerships and knowledge sharing are crucial to driving change throughout dentistry. Our 2022 Global Sustainability Study, which was designed to get a better understanding of dentists' needs and expectations in relation to sustainability, found that 69% of dentists do not know how to start implementing concrete sustainability actions into their day-to-day work with patients.

This reaffirms our long-term commitment to be an agent for change which is why we are a founding partner of the FDI World Dental Federation “Sustainability in Dentistry” initiative, where we have helped develop educational resources for the dental industry (see more information on [p. 25](#)).

This commitment to collaboration also extends to our employees and is embedded within our Company culture, evidenced by the many volunteer programs we participate in and community projects we support ([p. 40-47](#)), such as our key charitable partner Smile Train ([p. 41](#)) to advance the future of cleft care.

We believe we have a responsibility to play a broader role and help address the need for better oral health outcomes in society and transform dentistry, and we work to go beyond our core function as a business – to provide products and services that help customers create healthy, happy smiles. That is why we have set ourselves a target to enable and empower 25 million smiles across our communities, dental professionals and employees by 2025.

We use the breadth and reach of our partnerships, expertise and products to help us meet this goal and in 2022, we enabled and empowered 5.4 million smiles.² See more information on [p. 38](#).

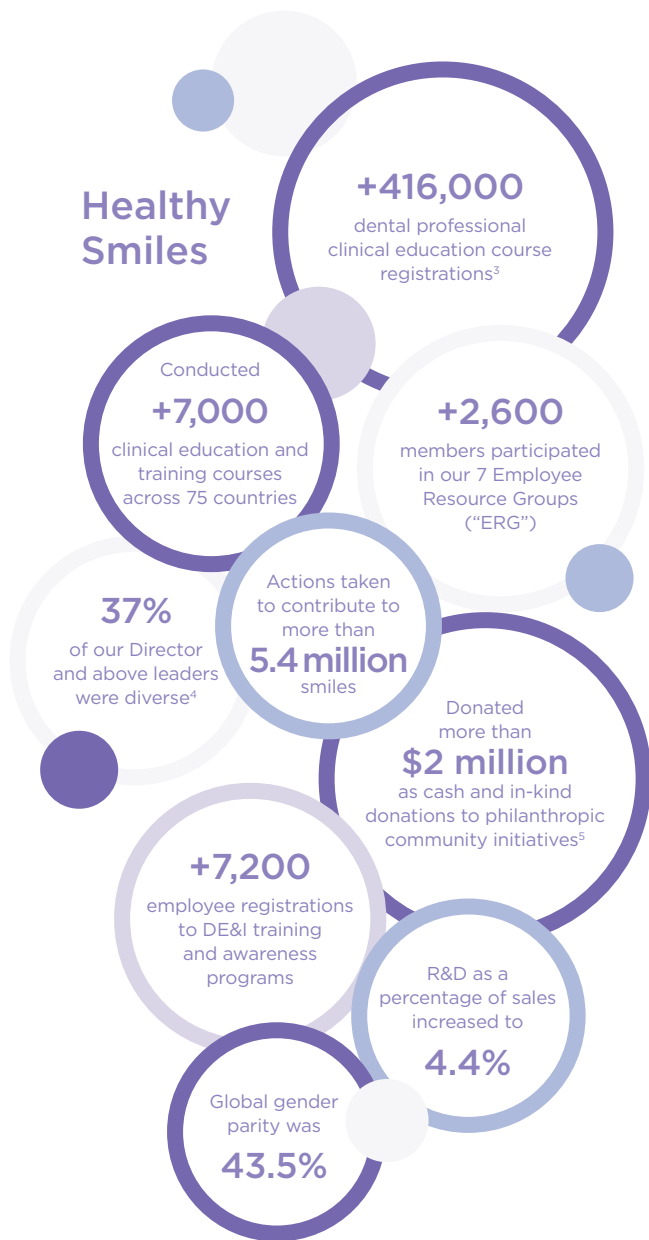
We implemented new policies and processes that support our on-going goal of being a trusted partner with responsible relationships with all our key stakeholders. We are continuing to decrease our gender pay gap and create safe, productive and responsible working environments for our employees.



² This figure is comprised of our community oral healthcare delivery initiatives and donations; Clinical Education programs and educational events for dental professionals (for example, DS World); inclusion, empowerment and benefit programs offered to employees; and product solutions that restore smiles – often in a single treatment (for example, CEREC). We ensure we do not double count year-over-year figures from our internal programs, and we work with partners to calculate external figures for our community programs. There are some instances when we have to use estimated figures due to data privacy reasons or internal data has not been externally assured.

Our highlights from 2022

Healthy Smiles



Healthy Planet

Reduced our total GHG emissions, water withdrawal, and total waste on an absolute value basis by 5%, 2% and 4%, respectively

We are in the process of setting new 2030 emission intensity reduction and water withdrawal intensity reduction targets

Healthy Business

55% of Board members are female and/or people of color, with average tenure of five years⁶⁾

25% of our Executive Management Team are female and/or people of color

US gender pay gap closed for all professional managerial level employees

Recorded injuries or illness decreased by 31% in 2022 compared with 2021

75% of Board committees are chaired by women

90% of our Board is independent

³⁾ Registrants includes dentists, technicians, hygienists, dental assistants and students

⁴⁾ Diverse is defined as all global employees who self-identify as female, or people of color in the US

⁵⁾ \$ refers to US\$ throughout this report

⁶⁾ People of colour includes all non-white race categories: Black, Hispanic, Asian, Other

Governance over sustainability

We are committed to being a responsible and transparent business that embeds sustainable and good governance practices throughout our operations. Transparency and accountability are critical to being a healthy business and we use these principles to set, manage and deliver our sustainability strategy.

The Board of Directors (“the Board”) has oversight of the Company’s sustainability strategy, and we have recently increased the number of the members of our ESG Steering Committee, alongside implementing a new hub and spoke operating model. This has allowed us to increase the departmental representation within the committee and embed sustainability thinking and action deeper and wider across our organization.

Our ESG Steering Committee is the central hub responsible for developing and overseeing the implementation of our sustainability strategy, establishing goals and targets, and ensuring close connection and alignment across functions.

Members of our ESG Steering Committee represent a broad range of functions within the business including sustainability, investor relations, commercial, finance, human resources, legal, operations, supply chain and procurement, communications, product representation, customer experience and environmental, health and safety (“EHS”).

The ESG Steering Committee members work together to develop and coordinate specific sub-teams, the “spokes” of the Hub and Spoke model, which are split across the Healthy Planet, Healthy Smiles and Healthy Business pillars. Each sub-team is responsible for ensuring the execution of their pillar’s actions.

The Board and its Committees

The Board has oversight of the Company’s sustainability strategy through the Corporate Governance and Nominating Committee which oversees the management of risks related to our environmental, social and governance practices, including identifying relevant ESG trends and issues, and overseeing the development of metrics related to ESG performance.

The Corporate Governance and Nominating Committee of the Board oversees the management of ESG risks and development of the ESG strategy and goals. It also identifies ESG trends and issues and recommends relevant actions.

The Human Resources Committee and the Corporate Governance and Nominating Committee work together to oversee ESG matters with respect to social practices, including human capital management and executive compensation, as well as the development of metrics relating to ESG performance.

The Audit and Finance Committee of the Board oversees ethics and compliance, cybersecurity and data privacy risks.

The Science and Technology Committee assists the Board in its oversight of the Company’s scientific and technological direction by reviewing and examining the Company’s research and development activities.

They also make sure the targets align with Dentsply Sirona's established policies and guidelines, and that the relevant workstreams are put in place. Together, the ESG Steering Committee members and the sub-teams work to drive and monitor progress against our sustainability goals, propose continuous improvements, and report updates.

The Chair of the ESG Steering Committee, Erania Brackett, reports to the Board of Director's Corporate Governance and Nominating Committee, which together with the Board of Director's Human Resources Committee is responsible for overseeing all sustainability-related implementation plans. The ESG Steering Committee meets monthly to address any apparent risks and aligns on next steps. Erania Brackett shares updates with the Corporate Governance and Nominating Committee on the progress made against the goals and key deliverables, ensuring consistent oversight of the Company's management of ESG and sustainability-related risks. In addition, our Quality and Regulatory ("QARA") leader will update the Board at least once a year.



What is material to our business

We conducted a materiality assessment in 2021, and use the feedback from our executives, employees, investors, customers, suppliers, and community groups to identify the ESG-related topics most meaningful to them in relation to our business.

Of the 22 material ESG topics, we have identified the priority, significant and foundational focus areas and these have informed the actions we have set out in our executional roadmap.

Priority: Business Ethics and Compliance, Contribution to Global Oral Health, and Corporate Governance

Significant: Clinical Education, Diversity, Equity and Inclusion, and Ethical Marketing and Promotion

Foundational: Climate Change Risk, Community Engagement and Philanthropy, and Greenhouse Gas Emissions and Energy

Ahead of the upcoming reporting requirements included in the EU's Corporate Sustainability Reporting Directive ("CSRD"), we are assessing how we will complete a Double Materiality assessment.



Engaging with our stakeholders

We cannot deliver our sustainability strategy without the support of all our stakeholders. This includes our customers, employees, partners, investors, and suppliers, but also the communities in need that we work with, patients we help treat, and regulators and policy makers we engage with.

We are on a journey together, and we take the time to connect with our different stakeholders to ensure we remain accountable for delivering the targets and commitments we have made across our three pillars of action.

We share this report with all our stakeholders and make sure they are aware of the targets we have set as a company, as well as the actions and initiatives we have taken to make progress against them. To the right, we have outlined the specific actions we currently take to ensure our stakeholders are informed about our sustainability actions and the key materials and resources we provide as a sustainable and responsible business.

Customers

- Clinical Education, resources and expertise (p. 48)
- Clinical research, trials and studies (p. 82)
- Post-market clinical studies (p. 82)
- Key opinion leader (“KOL”) program
- Awards for dental students (p. 56)
- Diversity in Dentistry program (p. 54)
- Instructions for Use for our products
- Privacy Policy
- Cybersecurity program to protect customer data (p. 79)
- Marketing to Professionals Code of Conduct
- Ethical Customer Interaction Policy (p. 77)
- Business Partner Code of Conduct (p. 75)
- Customer service and complaint handling
- Sustainability Educational Curriculum (p. 50)
- Sustainability Resource Kit for more sustainable dental practices and labs (p. 48)
- Developing more innovative and sustainable products and solutions
- Increasing access to oral healthcare through joint community engagement actions
- Global standard cleft treatment protocols development (p. 41)
- Sustainability hub on Dentsply Sirona website, social media awareness and educational campaigns
- World Oral Health Day activities (p. 42)

Employees

- Intranet sustainability hub
- Newsletters, enterprise social network, video content, digital posters, and company presentations
- Employee benefit of one paid day off for community engagement (p. 46)
- Employee dental benefits (p. 65)
- Employee health, safety, and wellness programs (p. 71)
- Employee Assistance Program (p. 65)
- Employee resource groups (“ERGs”) (p. 62)
- DE&I training and awareness programs (p. 60)
- LinkedIn learning and employee development resources (p. 64)
- Mentoring, leadership and talent programs (p. 64)
- Employee engagement surveys (p. 65)
- Ethics and compliance hotline (p. 76)
- Employee participation in developing ESG initiatives
- Paradigm for Parity initiative (p. 62)

Partners

- FDI World Dental Federation Sustainability in Dentistry Initiative to promote the importance of sustainable practices amongst practitioners, patients, and throughout the supply chain (p. 25) and World Oral Health Day initiatives to inform the public about the significance of oral health (p. 42)
- Smile Train partnership to increase access to cleft care (p. 41)
- Project 32 partnership to provide endodontic treatment to those in need (p. 44)
- Platform for Better Oral Health in Europe a joint advocacy initiative to improve oral health and address oral health inequalities and challenges (p. 43)
- Harvard School of Dental Medicine partnership to encourage medical-dental integration and ensure universal access to oral health (p. 43)
- 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 and Dental Trade Alliance

Patients

- Provision of educational resources for patients including FDI World Dental Federation materials (p. 25)
- Product donations that increase access to oral care, by offering free treatment and oral products to underserved communities
- Patient Advocacy Groups
- Remote and connected care programs
- Advisory boards for partner organizations including the Advisory Board of the Harvard School of Dental Medicine Initiative to Integrate Oral Health and Medicine

Investors

- CDP climate survey (p. 23)
- Task Force on Climate-related Financial Disclosures (“TCFD”) and Sustainability Accounting Standards Board (“SASB”) standard frameworks alignment (p. 23)
- Annual updates on Board and ESG committee composition diversity (p. 15)
- Quarterly earnings calls and ongoing investor engagement with management
- Ethics, compliance and customer interaction policies (p. 75)
- Human rights policy (p. 78)
- Cybersecurity program (p. 79)
- Investor perception studies and voice of investor events

Supplier

- Scope 3 emission training led at the 2022 Global Supplier Forum
- Modern Slavery Acts attestations
- Supplier quality agreements
- Supplier audits
- Code of Ethics and Business Conduct and Business Partner Code of Conduct including information about anti-corruption and anti-bribery, export compliance, anti-trust and competition law, privacy, and data protection (p. 75)
- International Trade and Customs Compliance Policy
- Cybersecurity program (p. 79)
- Product safety program (p. 80)

Communities

- Local community volunteerism and donation programs (p. 40-47)
- Smile Train partnership to increase access to cleft care (p. 41)
- Project 32 partnership to provide endodontic treatment to those in need (p. 44)
- Compliance with local laws and regulations

Government regulators and policymakers

- Developing Corporate EHS standards aligned with frameworks including ISO 14001, ISO 45001 and ISO 50001
- Disclosure of diversity figures
- Cybersecurity program and standards aligned with cyber control frameworks including ISO 27001, COBIT, NIST (p. 79)
- 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 (p. 81)
- Disclosure of political involvement, and lack of monetary losses as a result of legal proceedings associated with corruption and bribery (p. 82)

Supporting the UN Sustainable Development Goals

We have aligned our sustainability strategy to the United Nation’s Sustainable Development Goals (“UN SDGs”) so we can be part of the collaborative action to create a more prosperous, inclusive, sustainable, and resilient world. Our most critical contribution to achieving the UN SDGs is through our products and services that support the provision of oral health care and therefore overall health. We also take additional actions to help achieve the UN SDGs and more information can be found throughout this report.



Ensure healthy lives and promote well-being for all.

Donated more than \$2 million as cash and in-kind donations to philanthropic community initiatives that support the provision of good oral health care. (p. 38)

Smile Train partnership has supported dental surgeries for more than 2,700 children with clefts and we have committed to donating \$5 million over five years (p. 41)

Project 32 partnership to provide endodontic treatment to those in need (p. 44)

Platform for Better Oral Health in Europe a joint advocacy initiative to improve oral health and address oral health inequalities and challenges (p. 43)

Harvard School of Dental Medicine partnership to encourage medical-dental integration and ensure universal access to oral health (p. 43)

World Oral Health Day activities to raise awareness of the importance of oral health (p. 42)

Healthy and safety certification of products (p. 80-81)

Employee health and safety actions aligned to OHSAS 18001 and ISO 45001

Provision of oral healthcare through our products and services



Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

Dentsply Sirona’s Academies provide dental professionals with resources, scientific information, product tutorial, clinical studies (p. 49)

Conducted +7,000 clinical education and training courses for dental practitioners

Employees completed more than 9,600 LinkedIn learning courses during +12,000 hours

Developed comprehensive clinical education course that provides in-depth training on the new protocols for cleft professionals and opened our clinical education courses to cleft professionals around the world (p. 41)

Worked with Project 32 to help provide endodontic treatment to those living in the Amazon Rainforest (p. 44)



Achieve gender equality and empower all women and girls.

Global gender parity was 43.5% (p. 62)

Member of the cross-sector Paradigm for Parity initiative (p. 62)

We have achieved gender pay parity in the US for professional managerial levels (p. 74)

ERG for women champions gender equality and is the largest ERG (p. 62)

Dentsply Sirona Academy’s First to 50 Women Speaker Development Program elevates the voices of accomplished female dental professionals (p. 54)



Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

7 ERGs connect employees with similar backgrounds and interests, creating allied groups to help build a diverse and inclusive workplace. Global participation of 2,600 members across the ERGs, a 50% increase in participation since 2021 (p. 62)

Our Strategic Leadership Program was completed by 20 leaders and more than 200 leaders participated in our Core & Functional Leadership Programs, globally (p. 64)

+400 employees became members of our Global Mentoring Program and +150 mentoring pairs were established (p. 64)

Code of Ethics and Business Conduct extends to all employees, and we have specific codes of conduct that extend to our business partners and suppliers (p. 75)

We operate in line with the UN International Labor Organization’s Declaration on Fundamental Principles and Rights at Work (p. 78)



Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

Invested more than \$170 million in research and development (“R&D”), and R&D as a percentage of sales continued to increase year-over-year to 4.4% in 2022 (p. 58)

Installing energy and water saving initiatives across our sites (p. 26-29 & 35)

FDI World Dental Federation’s Sustainability in Dentistry partnership promotes sustainable practices within dentistry and mitigate climate change across the industry (p. 25)



Reduce inequality within and among countries.

DE&I training and awareness programs includes training on unconscious bias, cross-cultural communication, and allyship. +7,200 employee registrations to DE&I training and awareness programs (p. 60-61)

Conversation of Understanding program provides employees with the opportunity to listen and learn from colleagues about diversity and inclusion topics as a way to build empathy and strengthen employee connectivity (p. 61)

Our APACG ERG provides members the opportunity to build cultural awareness by organizing cultural events and take actions to develop and advance group member's careers (p. 63)

Global Director and above employee base was 30% female and 20% of our US based Director and above employee base were people of color and our DS Women ERG achieved its 2022 target to enroll 200 women in Dentsply Sirona's global mentorship program to help address the gender gap in senior leadership



Ensure sustainable consumption and production patterns.

We evaluate the safety of our materials to meet regulatory standards, including the European Union's Restriction of Hazardous Substances Directive ("RoHSD") and Waste Electrical and Electronic Equipment ("WEEE") standards (p. 32)

Increase the provision of digital resources to support sustainable improvements throughout the dental industry (p. 29, 31 & 33)

Environmental Health & Safety programs and ensure our standards are aligned with recognized consensus standards, such as ISO 14001, ISO 45001, ISO 50001 or equivalent



Take urgent action to combat climate change and its impacts.

Reduced our total GHG emissions, water withdrawal, and total waste on an absolute value basis by 5%, 2% and 4%, respectively (p. 27)

We have established an assessment process to determine the Scope 3 GHG emission streams most relevant to our business based on the 15 emissions definitions from the GHG Protocol (p. 27)

Our 2022 CDP score improved to a "B-" from a "C" score in 2021



Strengthen the means of implementation and revitalize the global partnership for sustainable development.

Working with local partners to increase access to oral health care including FDI World Dental Federation (p. 25), Smile Train (p. 41), and Project 32 (p. 44)

Healthy Planet

Dentsply
Sirona

Innovation Center East



A healthy planet is fundamental to our future. At Dentsply Sirona, we are focused on reducing our environmental footprint to reach Net Zero carbon emissions (Scopes 1-3) by 2050. We continue to reduce our Scope 1 and 2 GHG emissions, energy consumption, waste, and water withdrawal intensity across our network. We also encourage our employees to integrate sustainable thinking into all that we do.

In 2022, we conducted energy and waste audits across several sites globally, and through the audits we have identified opportunities to reduce our on-site energy consumption and waste production. Opportunities for action that have been identified include solutions to compress air leaks, increase the use of solar power or renewable energy, and processes for better waste management.

With these audits complete, our team now has data and recommended actions to analyze, and will use these to set our next near-term environmental targets for 2030.

This sustainability report reflects the climate disclosure guidance from the TCFD recommendations, as well as the SASB standards, demonstrating our commitment to transparently report the progress we are making. See more information about our reporting process on [p. 68](#).

We are pleased to share that we improved our overall CDP score to a “B-”, compared with our “C” score in 2021.⁷ Our 2022 score reflects the actions we have taken to manage climate-related matters and means we have demonstrated above average performance compared with the Medical Equipment and Supplies Sector and the regional rating for North American businesses.

⁷ Scores range from A to D-

3 GOOD HEALTH AND WELL-BEING



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



17 PARTNERSHIPS FOR THE GOALS



Our goals and progress

In 2022, we decreased our total GHG emissions, water withdrawal, and total waste on an absolute value basis by 5%, 2% and 4%, respectively, and in 2021, we achieved our initial targets to reduce Scope 1 and 2 GHG emission intensity and water withdrawal intensity by $\geq 15\%$ against a 2019 baseline, ahead of the original 2025 timeframe. As a result, we are working to set our next near-term goals for 2030, in support of our 2050 Net Zero goal.

⁸⁾ From a 2019 baseline

Our environmental targets include⁸⁾:



Working to achieve Net Zero carbon emissions (Scopes 1-3) by 2050



Working to achieve total waste reduction by $\geq 15\%$ by 2025



Working to set a new Scope 1 and 2 GHG emission intensity reduction goal by 2030



Working to set a new water withdrawal goal for manufacturing / warehouse operations by 2030

Employee action

We aim to integrate sustainability into everything we do, and we are encouraged by how our colleagues take initiative and go beyond their daily jobs to take sustainable actions in the workplace. For example, our team in Ballaigues has fostered a mindset change and increased adoption of environmental thinking among employees. The team hosted a climate action workshop for their colleagues and shared the climate risks we face as a society and outlined why we all need to take action. Through our culture of knowledge sharing, we encourage teams to share their local environmental and sustainability initiatives to increase awareness, education and act as a source of inspiration to drive global action. In addition, we continue to encourage and support employees in making conscious travel choices including consideration of the environmental impact of how they get to work and industry events.

We are confident we are on the right path to achieve our target to reduce our total waste by $\geq 15\%$ by 2025, and we are also making strides towards our goal to be Net Zero by 2050, starting with the early achievement of our 2025 GHG emissions goal. In addition, we have begun evaluating our suppliers from our top revenue streams and risk perspective, an important step towards assessing and ultimately reducing our Scope 3 GHG emissions.

We are also proud of the local sustainability actions our sites have taken to achieve our Healthy Planet goals such as installing solar panels, implementing recycling programs, and water reuse programs. Every single action takes us forward on our sustainability journey.

Embedding sustainable practices across the industry

Embedding sustainable practices beyond our own operations is central to our sustainability strategy, which is why Dentsply Sirona is a founding partner of the **FDI World Dental Federation “Sustainability in Dentistry” initiative**.

The initiative’s mandate is to equip dental and oral health professionals and associations with information and tools to develop more sustainable oral healthcare, which includes the provision of equitable, ethical, high-quality, inclusive oral health care through the appropriate, effective and efficient use of resources.

In 2022, Dentsply Sirona contributed to the creation of the FDI World Dental Federation’s **Consensus Statement on Environmentally Sustainable Oral Healthcare**, which identifies the major sustainability challenges facing oral healthcare, outlines the complex drivers that underpin current behaviors and practices, and recommends best practice approaches to improve the delivery of sustainable oral healthcare for people and the planet.

The consensus statement research found that the greatest barrier to the implementation of sustainability is ‘set behaviors

and attitudes’ within the dental profession. This is one reason why the FDI World Dental Federation partnership launched the **Pledge for Sustainable Dentistry** in 2022, which encourages the dental supply chain, dental practitioners and patients to make a commitment to become more environmentally conscious and sustainable. The Pledge outlines the urgent need for the oral healthcare profession to acknowledge responsibility for its impact and ensure high-quality, environmentally sustainable care for all. Those that sign the Pledge commit to raising awareness of the need to:

- Become a more sustainable industry
- Promote ‘reduce and recycle’ solutions
- Promote sustainability as a collective responsibility
- Reduce GHG emissions associated with providing oral healthcare
- Harness science, technology and innovation to achieve the UN SDGs

The partnership also developed the **Sustainability in Dentistry interactive toolkit** which provides dentists and their teams with interactive sustainability challenges. The toolkit is designed to equip participants with immediate actions they can take to reduce the environmental impact of their dental practices. We supported the development of these resources in answer to our global study showing that 75% of dentists would like to learn more about being sustainable in their industry.⁹

We understand the sustainability challenges and opportunities facing our industry, and these assets, as well as our own Sustainability Educational Curriculum (**p. 50**), provide dental professionals and dental lab technicians with the resources and tools they need to play an active role in reducing the environmental impact of the dental industry.



Learn more about our partnership with FDI



⁹ As of June 2023

Assessing climate risks

We are committed to minimizing and mitigating the short- and long-term environmental impact of our global business operations. We are pleased to share that in 2022 we started working on a site-level climate-related risk assessment which was executed on all major sites in 2023. We are currently in the process of assessing the enterprise-level climate-related financial risks. This is a multi-step process where sites are assessed against their ability to combat climate risks using the Sendai Framework for Disaster Risk Reduction, developed by the United Nations Office for Disaster Risk Reduction. Following this, subject matter experts review any potential location-based, seismic climate-related risks, such as flooding.

From there, leaders from across Dentsply Sirona conduct further assessments to understand how likely it is that our sites will be impacted by a set of risks pre-defined by the TCFD, and whether they are equipped to manage or mitigate them by 2030. They will also measure the severity of the business impact if these risks occur and have not been properly managed or mitigated in advance. This process is currently underway and will aim to address the full breadth of risks identified by TCFD, such as:

- Policy and legal risks such as increased pricing of GHG emissions, enhanced emissions reporting obligations, mandates on regulation of existing products and services, and exposure to litigation
- Technology risks such as the substitution of existing products and services with lower emissions options, investments in new technologies, and upfront costs to transition to lower emissions technology
- Market risks such as changing customer behavior, uncertainty in market signals, and increased cost of raw materials
- Reputation risks such as a shift in consumer preferences, stigmatization of sectors, and increased stakeholder concern or negative stakeholder feedback
- Acute climate risks such as increased severity of extreme weather events, for example floods or cyclones
- Chronic climate risks such as changes in precipitation patterns and extreme variability in weather patterns, rising mean temperatures, and rising sea levels



We continue to work with expert and independent third parties to assess and report our energy-related GHG emissions, and, as mentioned above through our audit process (p. 23), we are in the processes of compiling actions and next steps to reduce the environmental impact of our operations. This is in line with our commitment to be a sustainable business for the long-term, and through the creation of more sustainable products and encouraging industry players to act sustainably we have the opportunity to influence the impact the industry can have as a whole.

We continue to integrate sustainability aspects into our annual Enterprise Risk Assessment which reviews our entire value chain, including direct and upstream operations, looking at the short- and medium-term horizons. The Dentsply Sirona Board of Directors reviews all Enterprise Risk Management topics, which assess climate-related risk for our overall Supply Chain.

Reducing our emissions

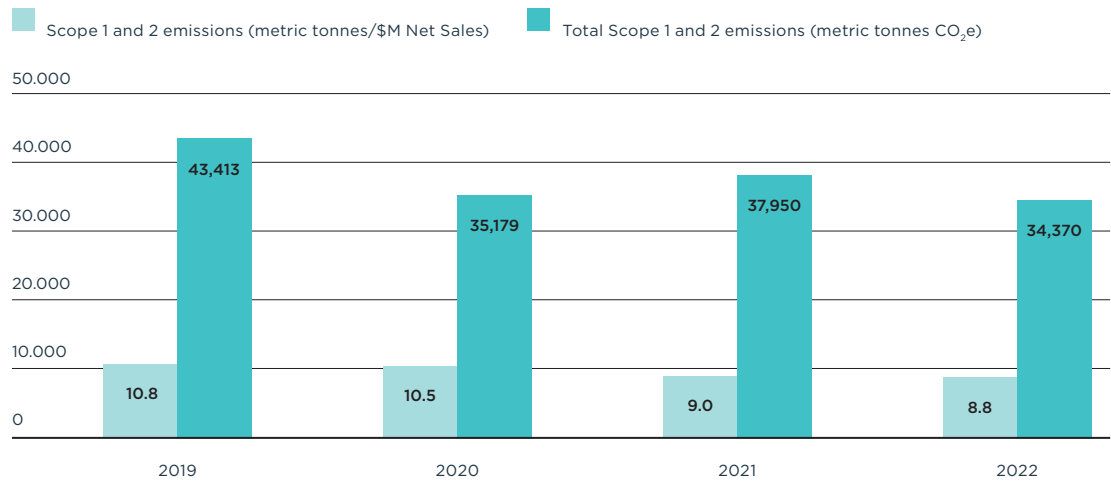
In 2021, we achieved our 2025 combined Scope 1 and 2 GHG emission intensity reduction targets. Therefore, we are currently in the process of setting our next near-term Scope 1 and 2 GHG emission intensity reduction targets for 2030.

We work with an external global energy management partner to automatically collect data around our electricity, water consumption, and consumption of certain fuels in one platform. We are focused on extending the platform to also capture Scope 3 emission data. We have established an assessment process to determine the Scope 3 emission streams most relevant to our business based on the 15 emissions definitions from the GHG Protocol, for example Scope 3 emissions from Purchased Goods & Services. By the end of 2023 we plan to identify which Scope 3 categories we need to measure and plan to begin to calculate emissions for at least one or more categories. As a result of the platform, we are able to consistently track data, compare figures year-over-year, and analyze the results to inform the actions we take to reduce our energy consumption, GHG emissions and operating costs.

We are pleased to share that our absolute Scope 1 and 2 GHG emissions decreased by 5% in 2022 compared with 2021, and our Scope 1 and 2 GHG emissions intensity in 2022 decreased by 18.5% when compared to our baseline measurement from 2019.¹⁰

Energy and Greenhouse Gas (“GHG”) Emissions ¹¹	2019	2020	2021	2022
Electrical Energy (“GJ”)	434,658	372,348	423,449	412,356
Electrical Energy (“kWhr”)	120,747,898	103,438,353	117,634,017	114,543,333
Scope 1 emissions (metric tonnes CO ₂ e)	9,753	8,501	9,828	9,778
Scope 1 emissions (metric tonnes/\$M Net Sales)	2.4	2.5	2.3	2.5
Scope 2 emissions (metric tonnes CO ₂ e)	33,661	26,678	28,124	24,591
Scope 2 emissions (metric tonnes/\$M Net Sales)	8.4	8.0	6.6	6.3
Total Scope 1 and 2 emissions (metric tonnes CO ₂ e)	43,413	35,179	37,950	34,370
Scope 1 and 2 emissions (metric tonnes/\$M Net Sales)	10.8	10.5	9.0	8.8

Scope 1 and 2 emissions



¹⁰ We calculate emissions intensity by dividing the total level of emissions by net sales

¹¹ The greenhouse gas program is developed in alignment with methodology as outlined in the WRI GHG Protocol for Corporations. Previous data reported in 2019 through to 2021 has been adjusted to reflect continuous improvements in historical data quality



Bensheim

Germany

● Energy saving initiatives

For nearly a decade, we have implemented energy saving measures at our largest production site in Bensheim. Since 2015, we have installed over 135 meters to measure our consumption of electricity, water, gas and compressed air, with real-time data recorded to our monitoring software allowing us to evaluate our consumption.

We have also installed monitors across our entire Bensheim site to control and regulate the energy used to power our technical systems. These controls also track any technical faults, such as systems that run outside of operating hours or leaks, and electrostatic discharge (“ESD”) limits, and the team receives real-time updates. We also use these monitors to control temperature-dependent ventilation windows.

In 2022, we extended the reach of our central ventilation system which uses renewable energy to regulate the temperature of certain areas of the building. The system uses an energy recovery system that reuses up to 84% of the energy used to control the temperature of the building. This allows us to monitor our total energy consumption and save energy through the benefits of a circular solution.

We also implemented energy saving measures to heat the water supply for our on-site shower facilities. We are now able to capture the waste heat from our compressed air generation systems and use a heat pump to distribute the energy to produce hot water. As a result, we can reduce the energy required to generate hot water by approximately 75%.

We installed a new insulated roof on one of our site buildings to improve its energy efficiency as well as skylight domes to help ventilate the building via the building control system. This means that the building now has a heat transfer coefficient of 0.13 W/m²K, well above the requirements in the Building Energy Act. We plan to renovate the roofs on other on-site buildings in 2023 and will also be adding solar panels over the covered parking lot.

In addition, we continue to install LED lighting across the site and now two buildings have 100% LED lighting. We measured the saving capacity of one building which is now able to save approximately 60% of energy and 42 tons of CO₂ per year.

In 2022, the Bensheim site leadership team empowered employees to become drivers for change and help inform the sustainability actions implemented throughout the site. Our employees were asked to submit ideas and recommendations around how to save resources and improve energy efficiency. More than 250 employee submissions were received.

Working together to drive sustainable change

Our Bensheim site is also a part of ETA-Metropol, a network of organizations that work together to share energy efficiency and climate protection actions. It was created by the Chambers of Commerce and Industry from the Rhine-Neckar and Frankfurt-Rhine-Main metropolitan regions, forming the first cross-state cooperation of its kind. It allows for large companies to regularly exchange sustainability ideas and techniques. Between 2022 and 2023, participating companies will have collectively saved 25,000 MWh.

Dentsply Sirona is the only dental manufacturer in this working group, and in September 2022, we hosted 17 members of ETA-Metropol at our site in Bensheim. After a short introduction, we showed our guests around the production facilities and showcased the initiatives we have taken to reduce the environmental impact of the site and have encouraged others to also adopt sustainable practices.



Elz 
Germany

● **Solar panel installation**

In Elz, Germany, our Wellspect site uses an average of -83,000 kWh of electricity each year, so we installed 270 solar panels to help power the site using renewable energy. The solar panels will generate up to 36,000 kWh of electricity per year equating to saving up to 13.6 tonnes of CO₂e per year.¹² For more information about our Wellspect sustainability credentials see [here](#).



Hanau 
Germany

● **Reducing our energy consumption to heat our buildings**

In Hanau, Germany, we use steam generated from two heating towers to heat our buildings. In 2022 we replaced the pumps that are used to circulate the steam heated water throughout our buildings with more energy efficient infrastructure. These energy-saving pumps consume approximately 20% less energy and pump the warm water faster.



Digital solutions lead to saving emissions

● We are increasingly using and developing digital tools and solutions to become a more sustainable business. DS Core, our digital platform that provides interoperability, collaboration, communication tools, cloud storage, and access to high-quality service offerings, has been built in partnership with Google Cloud. The server capacity, which is part of the Google Cloud Platform, has been powered by 100% renewable energy since 2017 and is twice as efficient as a typical enterprise data center, therefore minimizing the emissions of our digital platform.

¹²⁾ CO₂e = carbon dioxide equivalent

Waste reduction management

Following our waste audits, we are in the process of embedding sustainability principles throughout our operations and implementing ways to recycle and reuse products and materials versus disposal or incineration. **In 2022, the absolute amount of our total waste generated decreased by 4% compared to 2021.**

We are continuing to explore new ways to reduce the amount of hazardous waste generated by our production process as well as reduce the use of single use plastic and paper waste, while maintaining patient safety as a top priority.

Waste ¹³	2019	2020	2021	2022
Solid non-hazardous Waste Generated (metric tonnes)	5,366	4,314	6,001	5,779
Hazardous Waste Generated (metric tonnes)	1,394	1,135	1,743	1,671
Total Waste Generated (metric tonnes)	6,760	5,449	7,744	7,450
Recycled/Reused (% of generated)	48	45	40	37
Incinerated (% of generated)	11	10	7	6
Energy capture (% of generated)	24	28	22	29
Sent to landfill (% of generated)	16	15	26	21
Universal Waste Generated (metric tonnes)	3	3	9	8.2
Recycled/Reclaimed (% of generated)	24	21	30	20
Waste to energy (% of generated)	41	45	28	37
Total Waste Generated (metric tonnes/\$M Net Sales)	1.7	1.6	1.84	1.9

¹³ Waste is characterized in accordance with local regulatory definitions. Previous data reported in 2019 through to 2021 has been adjusted to reflect continuous improvements in historical data quality.



Richardson

US

● Reduces hazardous waste production

In 2022, our SureSmile team in Richardson, Texas, stopped using isopropyl alcohol (“IPA”) in the peeling process to create aligners and retainers, instead switching to a warm water heat treat process. The removal of IPA reduces related hazardous waste produced by more than 490 liters. The site has transitioned to a dry heat treat process in 2023 and we plan to roll out the dry heat process to our Mexicali manufacturing site in 2023 which will result in the elimination of more than 43,500 liters of waste IPA.



Johnson City

US

● Reducing landfill and hazardous waste

We have also reduced the amount of hazardous waste we generate from paint thinner at our Johnson City site in Tennessee. We assessed how we painted our Plastic ThermoFil Carriers and realized we were over spraying each carrier. We corrected this by providing updated training which allowed us to engineer out several waste streams. Plus, we reduced the amount of annual paint thinner hazardous waste from around 1,000 pounds to about 16 pounds, and reduced the amount of paint debris hazardous waste from around 970 pounds to about 490 pounds.

We also implemented several ways to reduce the amount of waste taken to landfill and incineration at this site. To achieve this, we eliminated the purchase of plastic cups, plates, and straws. Furthermore, we have recycled over 100,000 pounds of material that includes cardboard, plastic, paper, aluminum cans, batteries, electronic waste, nickel titanium scrap, pallets, rubber, scrap metal and toner cartridges at the plant each year; saving further waste which would otherwise go to landfill.



Digital solutions

- Our imaging software Sidexis 4 provides customers with the support needed to accurately evaluate clinical situations and form a precise diagnosis based on x-rays. Sidexis 4 is also used to connect our imaging equipment with other dental practice solutions and uploads imaging data to our digital platform, DS Core. As of January 2023, Sidexis 4 can be downloaded and installed without the historic need for DVD installation. This digital solution eliminates the production and shipment of a large quantity of DVDs per year equivalent to over 1.5 tons of waste per year.

Product design and lifecycle management

Our customers rely on our products to deliver high quality oral health care that is safe for the dental practitioners and patients, and our Safety Data Sheets (“SDS”), housed in the Dentsply Sirona SDS Library on our website, detail the safety policies and procedures we have put in place.

Regulatory compliance

This includes reviewing and evaluating the safety of our materials in order to meet regulatory standards, including the European Union’s Restriction of Hazardous Substances Directive (“RoHSD”) which is incorporated into our processes for reviewing and documenting component selection, material safety analysis, and carcinogens. We also follow the Waste Electrical and Electronic Equipment (“WEEE”) standards that mandate waste and recycling practices when our products come to the end of their lifecycle.

Design analysis

At Dentsply Sirona, we consider the environmental impact of our handpieces over their entire lifecycle and analyze how design measures impact the carbon footprint of our handpieces. This led us to design a reprocessing device including a thermal disinfection, DAC Universal D, to clean, lubricate and disinfect dental instruments which acts as a bactericidal, mycobactericidal and fungicide. This process has a low operational cost, meaning a smaller carbon footprint, and only uses up to 800 ml water per cycle. Over the last few years, we have continued to invest in digital solutions to streamline workflows and improve the efficiency and accuracy of dental procedures.

Repair services

We are also continuing to deliver repair services for our clients with a focus on increasing transparency around repair times. We have implemented a new repair service for handpieces for our customers based in Germany, Austria, and Switzerland. Through this service, if a piece of equipment is broken, the dental practice can send their handpieces back to us and we will repair it within two business days of receiving it for a fixed price. This transparent and efficient process encourages dentists to repair and reuse products to extend their useful life.



Partnership with Fribourg University

- In 2022, our site in Ballaigues entered into a partnership with Fribourg University’s Engineering School to uncover ways to reduce the energy consumption of our injection moulding machines. Together we have been able to measure the electricity and compressed air use of the machines in Ballaigues and have identified new ways to reduce energy consumption by up to 30%, such as establishing clearer set up procedures.

Managing Sustainable Innovation benchmarking study

In February 2023, Dentsply Sirona joined an industry consortium that has partnered with the Laboratory for Machine Tools and Production Engineering (WZL) of RWTH Aachen University and the Complexity Management Academy to conduct a **Managing Sustainable Innovation** benchmarking study.

The study aims to identify successful and proven best practices for how companies create sustainable products that also deliver financial returns. The study will identify strategies that enable companies to create products, services, and business models in line with ESG criteria and goals, as well as innovation and development processes that are designed to foster the development of sustainable innovations.

The benchmarking study will be conducted throughout 2023, assessing companies' sustainable manufacturing and innovation approaches through a questionnaire. The findings will be analyzed and compared to other industry participants, with the end goal of creating best practice approaches that will be shared across the consortium and providing Dentsply Sirona with an individual positioning within the overall study results. Additionally, as part of the consortium, Dentsply Sirona will visit five successful-practice companies to actively exchange and derive solutions for our own company.

Sustainable packaging for our instruments

We are exploring ways to minimize our environmental footprint by improving, reducing, and eliminating packaging materials used to transport materials between our manufacturing sites and the sale of our products. This includes the use of more sustainable and recyclable packaging options such as replacing plastic with paper, switching to commonly recycled plastics, and removing difficult to recycle plastics.

At our Bensheim site, we have taken measures to use paper packaging instead of plastic foam for filling material. At our Venlo site we have used paper instead of plastic bubble wrap since 2021. At our site in Hanau, we are eliminating the use of plastic foam packaging and replacing it with carton paper board. For carton paper board packaging used at our site in Milford, we have implemented the use of standard print process colors at our supplier sites leading to reduced print waste.

In addition, at our site in Ballaigues we started using environmentally friendly packaging for our new endodontic solutions kits made from 100% recycled paper, reduced the size of the packaging box we use and adjusted for its contents. We are also progressively updating the aluminum foil for the file blister packs by standardizing the print to just one artwork, making it Dentsply Sirona branded instead of product branded, which enables the plant to reduce waste generated at the production level.



Avoidance of conflict materials

We established reasonable due diligence processes to monitor and support avoiding the use of conflict materials in products purchased from our suppliers. We use a third-party platform to assess the production of materials, finished goods, capital equipment, molds and tooling, samples and prototypes, repaired and returned products, and technical information.



Our Conflict Minerals Program is used to identify and work with suppliers toward eliminating the sourcing of gold, tantalum, tin and tungsten from the Democratic Republic of the Congo, and neighboring states, that may have been mined through non-conformant smelters in the suppliers' supply chains. We work with third-parties to conduct due diligence assessments to establish the chain of control for raw materials to smelters as verified through the Responsible Minerals Initiative ("RMI").

We work in partnership with our suppliers to ensure we are in compliance with all applicable laws and regulations when it comes to the governance of importing and exporting products and technology for sale. We expect all our business partners to organize due diligence processes by implementing appropriate policies, procedures, and controls concerning import/export matters within their organizations. This includes accurately identifying external partners and locations, providing comprehensive

information on their business practices, as well as disclosing the source locations, countries of origin, and product components.

We expect our suppliers and distributors to follow all external laws when registering products to make them available for sale. We also expect our relevant suppliers to be active participants in our Conflict Minerals Program. Products may only be sold into countries and territories authorized by our commercial agreements.

Responsible water stewardship



In 2022, we continued to work with our regional teams to implement new processes and initiatives that reduce our water intake and improve our water withdrawal and discharge tracking. This included creating more closed loops and water quenching systems to replace once-through cooling systems, instead inserting self-closing faucets to eliminate waste.

In 2022, our absolute water withdrawal was 2% less compared with 2021 and our water withdrawal intensity decreased by 23% in 2022 compared with our baseline measurement in 2019.

WATER ¹⁴	2019	2020	2021	2022
Water withdrawal (cubic meters)	331,733	259,697	258,177	250,135
Water withdrawal (cubic meters/\$M Net Sales)	82.5	77.8	61.0	63.8

¹⁴ Water withdrawal 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. Previous data reported in 2019 through to 2021 has been adjusted to reflect continuous improvements in historical data quality

Johnson City US

● Reusing water at site

At our site in Johnson City, Tennessee, we invested in closed-loop chillers that recirculate water instead of it going into the city septic system. Therefore, reducing overall water consumption by more than 1.5 million liters. We have also taken measures to remove any contaminated water from the closed-loop system that can no longer be used. The water is sent to a local water treatment plant and is returned to the Tennessee River system, reintroducing more than 70,000 liters of water annually.

Haifa Israel

● Using stabilized aqueous ozone water

Our Haifa site in Israel replaced its previous cleaning agents with stabilized aqueous ozone water. The new cleaning agent is generated on-site and works far more efficiently. The use of stabilized aqueous ozone is set to save 1,600 liters of cleaning agent for floors, 1,000 liters of chlorine bleach, 1,100 liters of disinfectant and 1,000 liters of cleaning agent used for sanitation. This has worked to reduce the consumption of water used in cleaning and has minimized the risk of chemicals leaking into the environment.

Healthy Smiles



3 GOOD HEALTH AND WELL-BEING



4 QUALITY EDUCATION



5 GENDER EQUALITY



8 DECENT WORK AND ECONOMIC GROWTH



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



10 REDUCED INEQUALITIES



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



17 PARTNERSHIPS FOR THE GOALS



At Dentsply Sirona, we are committed to using our global reach and scale to enhance the quality of, and access to, oral health care globally and deliver our mission to create healthy smiles.

As a global business, we understand the depth of our responsibility to support the wellbeing of all the people we engage with, including our employees, customers, local communities, and suppliers.

We are proud to foster a diverse, equitable and inclusive working environment and we empower all our employees to draw on their unique perspectives and experiences. We value every employee and invest in the development of their careers.

Our goals and highlights

We have set several goals to ensure we deliver our sustainability strategy, including our commitment to strive for global gender parity by 2025, and we are pleased to share that by the end of 2022 43.5% of our total workforce was female.



As part of our sustainability strategy, we look to go beyond our core function as a business – to provide products and services that help customers, including dental professionals and lab technicians, create healthy, happy smiles. We believe we have a responsibility to play a broader role and help address the need for better oral health outcomes in society, create equal opportunities and

drive sustainability to transform dentistry. That is why we have set ourselves a goal to enable and empower 25 million smiles across our communities, dental professionals and employees by 2025.¹⁵

We use the breadth and reach of our partnerships, expertise and products to help us meet this goal, and take action in the following ways:

- We work with partner organizations to provide oral health care to those that need it most
- We enable smiles through our single visit dentistry and patient-specific solutions for single- and multiple-tooth restoration
- We increase access to healthy smiles by providing more accessible products
- We develop best practice educational materials and host knowledge sharing events for industry professionals
- We empower our employees to be inclusive leaders of change in our industry through internal programs and provide them with oral healthcare benefits

As a result, in 2022 we enabled and empowered 5.4 million smiles, and we are on track to achieve our target of 25 million smiles by 2025. This builds on the 5.8 million smiles we enabled and empowered in 2021, and fuels us to continue to explore new ways to ensure that more communities have access to oral healthcare solutions and industry players are equipped to deliver high-quality and efficient treatments.

We are committed to improving the diversity of our workforce, with a focus on increasing the representation of women and people of color in our Director level and above employee base. We have also set a goal to continue growing our employee-led ERGs that offer career development and a safe space for employees to bring their whole selves to work and receive allyship globally.

We are continuing to accelerate our inclusive workplace training offerings to accelerate the awareness and behaviors that enable an inclusive workplace. We provide robust OnDemand learning and career development opportunities for employees. In 2022, we launched new leadership development programs, expanded our global online learning options, and grew our emerging talent program. Our leadership programs support tiered development for people managers by building core leadership skills, accelerating functional leader readiness and accelerating executive readiness.

¹⁵ This figure is comprised of our community oral healthcare delivery initiatives and donations; Clinical Education programs and educational events for dental professionals (for example, DS World); inclusion, empowerment and benefit programs offered to employees; and product solutions that restore smiles – often in a single treatment (for example, CEREC). We ensure we do not double count year-over-year figures from our internal programs, and we work with partners to calculate external figures for our community programs. There are some instances when we have to use estimated figures due to data privacy reasons or internal data has not been externally assured.

Overview of key highlights¹⁶



Supporting our communities

- +2,700 cleft surgeries supported through Smile Train since the launch of our partnership in 2021 by providing cash donations
- +\$2 million donated as cash and in-kind donations to philanthropic community initiatives¹⁷



Supporting our customers

- Provided +7,000 clinical education and training courses across 75 countries
- +416,000 dental professional clinical education course registrations¹⁸
- In 2022, we invested more than \$170 million in R&D, and R&D as a percentage of sales was 4.4%



Supporting our people

- Female representation across our global employee base: 45% Entry Level, 39% Manager, 30% Senior Manager, 31% Director, 29% Vice President and 30% Executive Team
- Global Director and above employee base were 30% female and 20% of our US-based Director and above employee base were people of color
- 55% of our global hires in 2022 were diverse¹⁹
- +420 employees participated in our Global Mentoring Program
- +7,200 employee registrations to diversity, equity and inclusion training and awareness programs
- 2,600 members participated in our 7 ERGs, a 50% increase compared with 2021
- 83% employee participation in our employment engagement survey, our highest participation rate since the survey went live in 2018, with a 60% favorability rating
- Employees completed more than 9,600 LinkedIn learning courses during +12,000 hours

¹⁶ As of 31st December 2022

¹⁷ Correction: In 2021 we provided more than \$3.9 million as cash and in-kind donations to philanthropic community initiatives. The data has been adjusted to reflect continuous improvements in historical data quality

¹⁸ Registrants includes dentists, technicians, hygienists, dental assistants and students

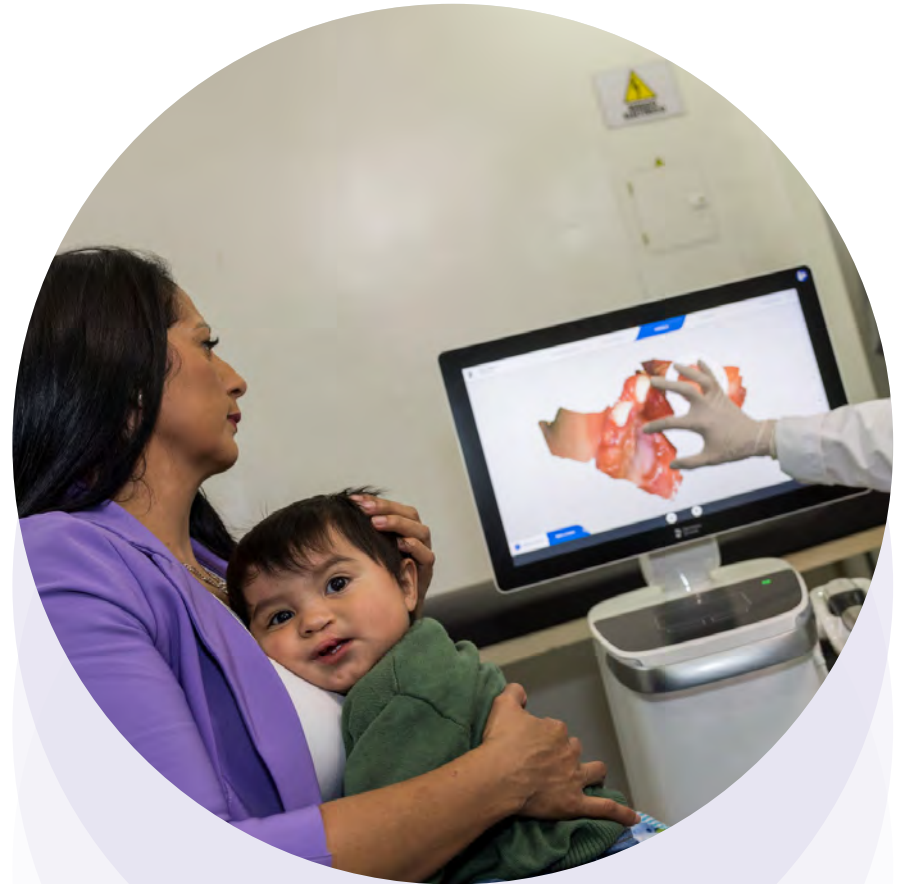
¹⁹ Diverse is defined as all global employees who self-identify as female, or people of color in the US

Supporting our communities

Improving oral health in local communities

Improving oral health in local communities is more than providing dental care. It is about providing access to healthcare to underserved populations, alongside educational programs that teach about the maintenance of good oral health care practices for the long-term.

To deliver this, we partner with and support a variety of organizations and initiatives at a local, national, and international level to bring better oral health and wellbeing to communities all around the world. In 2022, our philanthropic cash and in-kind donations totaled more than \$2 million, and we have donated more than \$16.5 million since 2018.



Long-term partnership with Smile Train

In 2021, Dentsply Sirona entered a five-year partnership with Smile Train to advance the future of cleft care and improve oral health globally.

Smile Train is the world’s largest cleft-focused organization, providing training, funding, and resources to local medical professionals in more than 70 countries, empowering them to provide cleft surgery and other essential care to children in their own communities. Dentsply Sirona has committed to donating \$5 million to Smile Train over the course of the partnership, including in-kind support such as donating equipment and providing Smile Train staff access to clinical educational programs through Dentsply Sirona’s educational academy. See [p. 49](#) for more information.

An estimated one in 700 babies are born with a cleft, a common birth difference that can cause difficulties eating, breathing, hearing, and speaking. Worldwide, far too many families lack access to safe, high-quality cleft care, and there is an urgent need to increase both awareness of clefts and access to cleft care. We are constantly raising awareness of Smile Train’s work to our key stakeholders to encourage increased support to tackle these challenges. In 2022, we held multiple fundraisers for Smile Train, including fundraisers at DS World Las Vegas in September, on World Smile Day in October and during Smile Train’s Giving Tuesday initiative in November. During each fundraiser, Dentsply Sirona committed to matching every \$1 donated, up to \$200,000 in total. From 2021 to the end of 2022, Dentsply Sirona donated over \$1 million and has funded more than 2,700 cleft surgeries for children.²⁰



In 2022, Dentsply Sirona also donated new dental equipment to Smile Train’s Cleft Leadership Center at the Hospital de Reabilitação de Anomalias Craniofaciais-USP in Brazil. This team now has access to Primescan intraoral scanners, which allows them to comfortably scan infants and babies with clefts. Dentsply Sirona also donated an Axeos 2D/3D hybrid unit and one Heliodent Plus intraoral X-ray unit. This digital impression and imaging equipment helps to make treatment more comfortable for children with clefts and speed up clinical treatment time, meaning the clinic can provide life-changing cleft care to even more patients.

As mentioned in our last BEYOND sustainability report, in 2022, Dentsply Sirona and Smile Train have also entered a three-way partnership with the FDI World Dental Federation to develop a first-of-its-kind global set of protocols for digital cleft treatment. These protocols were completed and published in April 2023 with the aim of raising awareness around the opportunities within digitalized cleft care, and encourage oral health care professionals, globally, to learn about the standardized, digital dental clinical approaches across all stages of cleft treatments. Alongside the protocols, we developed a comprehensive clinical education course that provides additional in-depth trainings on the new protocols for cleft professionals, which includes guidance on integrating the digital cleft care protocols into their own treatment plans.



²⁰⁾ As of 31st December 2022



World Oral Health Day partnership

In 2022, we became a proud sponsor of World Oral Health Day (“WOHD”), in collaboration with our long-standing partner FDI World Dental Federation, and we have extended our sponsorship into 2023. Our common goal is to increase awareness around the importance of oral health and its impact on whole-body health, aiming to educate people around the world on the importance of maintaining good oral health and inspiring the industry to take more action to increase access to care for communities in need.

Poor oral health affects nearly 3.5 billion people worldwide, often severely impacting their quality of life.²¹ At Dentsply Sirona we offer dental benefits to all our full-time employees, either through Company-provided or governmental statutory programs, and hosted an internal fundraiser as part of our WOHD campaign to motivate our employees to schedule their next dental appointment. For every dental check-up recorded during a six-week period, we donated \$25 to Smile Train totaling in a donation of \$64,700.

Additionally, as part of our WOHD campaign, we proactively share information with our key stakeholders about the following topics:

- The associated overall health conditions linked to oral diseases
- The relationship between socioeconomic status and access to quality oral health care
- Our industry leading partnerships that increase access to quality oral health care

We also sponsored an award for the “Best Branded Photo” that celebrated the key themes from WOHD in a single snapshot, with the purpose of inspiring others to look after their oral health. Erania Brackett presented the award to the winners – the Dental Students Association from Etugen University in Mongolia. The winning photo features teachers and students posing with the WOHD 2022 #MouthProud frame and personalized posters created by the group to teach kindergarten children how to keep their teeth healthy.



²¹ The WHO Global Oral Health Status Report, 2022

Integrating oral health and medical practices

In line with our commitment to improve oral health and raise awareness of how it acts as a key factor for living a longer and healthier life, in 2022, we entered into a corporate partnership with the Platform for Better Oral Health in Europe (“Platform”). The Platform is a joint advocacy initiative with a wide range of associate members and its goal is to improve oral health, prevent oral diseases, and address oral health inequalities and challenges. Especially among vulnerable populations such as children and adolescents, the elderly, and those with special needs. The Platform focuses mainly on political engagement with the World Health Organization (“WHO”), WHO Europe, and members of European institutions to bring about change that benefits oral health for all.

As a corporate partner, Dentsply Sirona supports the Platform through funding, knowledge sharing and regular exchange of best practice examples of oral health promotion and prevention from across Europe.

In 2021, we became a sponsor of The Harvard School of Dental Medicine Initiative to Integrate Oral Health and Medicine. The Initiative’s mission is to drive comprehensive systems change to deliver value-based, equitable care for all, through integrated medical and dental care. Through this program, we support creating a future in which universal access to oral health is achieved through patient-centered care.

To realize these goals, the Initiative convenes stakeholders across sectors and disciplines to share knowledge and build a collective agenda for change. It also conducts and disseminates research in ways that translate findings into practice and shape national dialogue as well as supports, implements, and tests innovative solutions to the systemic integration of dental and medical care. Further, it develops implementation maps to guide change across the US and ultimately globally. For the last two years Dentsply Sirona has provided financial support and subject matter expertise.



Increasing access to oral health in communities

At Dentsply Sirona, we are always looking for new ways to improve the livelihoods of communities through the provision of high-quality oral health care. We have developed close working partnerships with charities and not-for-profit organizations that help make communities stronger. We believe

that our community initiatives have a greater impact when we can connect our charitable donations with broader social benefits provided by products we make. This is why our community investment decisions focus on expanding access to oral health services and increasing oral health education.



Charlotte US

● Increasing children's access to dental care with TeamSmile

We worked with community partners TeamSmile and the Carolina Panthers as part of our annual event at the Bank of America stadium in Charlotte, North Carolina to provide children in need with dental care. Dentsply Sirona was a key sponsor of this event and more than 180 children from local schools were treated using a range of dental care treatments including x-ray imaging, cleaning, and extractions. 15 of our employees also participated in the event by providing on-site organization, education and supporting the delivery of dental treatment valued at more than \$77,000. Dentsply Sirona's partnership with TeamSmile began in 2019, and in 2022, as a National Sponsor, the Company has contributed \$25,000 in cash donations, in addition to equipment and consumables donations, as well as employee volunteer time. This has enabled TeamSmile to implement programs throughout the US which have served thousands of children and provided more than \$1 million in free dental care and oral health education through its unique and impactful model.

São Paulo Brazil

● Improving access to dental care

Project 32 provides endodontic treatment to people living on the banks of rivers in the Amazon Rainforest, and Dentsply Sirona is proud to have supported Project 32 from its inception by providing expertise, treatment equipment as well as financial resources.

Every December, Dr. Machado and his team provide free endodontic and restorative dental treatments at the Dental Association of São Paulo, Brazil, for those who lack access to oral care such as the city's homeless population. Based on the success of the program, other countries have since joined the effort as well, with dental professionals working in parallel in Mexico, Panama, Chile, Argentina, Ecuador, Dominican Republic, Colombia, Peru, Uruguay, and Bolivia to deliver care to those in need.





Raising awareness of dental hygiene with America's ToothFairy

US

- In October 2022, we partnered with America's ToothFairy to spread awareness for their Dental Hygiene Month campaign, My Smile Matters. America's ToothFairy aims to increase access to oral health care by supporting non-profit clinics and community partners delivering education, prevention, and treatment services for underserved children. We supported their communications through our own channels and provided a \$5,000 donation which helped the organization provide oral health education to more than 100,000 children and raise awareness of the important role dental hygienists play in children's health.



San Juan County

US

- Free dental treatment provided by Mission of Mercy

Dentsply Sirona donated equipment for the Mission of Mercy dental clinic in San Juan County, New Mexico. Organized by the New Mexico Dental Association Foundation and in partnership with the New Mexico Dental Association, the free clinic provided over \$800,000 of care for more than 590 patients in need. Dentsply Sirona provided hygiene and restorative consumables including new X-ray units and endodontic products.



Amazon

Brazil

- Donating equipment and volunteering time to deliver oral health care in the Amazon

We celebrated five years of partnership with Amazon Doctors in 2022, marked by Dentsply Sirona employees going on two expeditions to deliver quality oral healthcare to indigenous communities in the Amazon. Over the last five years, Dentsply Sirona has donated specialized equipment and materials for the expeditions, with a number of employees also participating as volunteers. During the trips in June and September 2022, medical and dental volunteers provide over 740 dental consultations and more than 3,100 procedures.

Charlotte

US

- DS Women hosted a Toothbrush Drive

To celebrate National Toothbrush Day we created a Toothbrush Drive charitable campaign which asked DS Women ERG members in the US and Canada to purchase and donate toothbrushes to give to organizations who provide basic supplies for people who lack the means to buy toothbrushes for themselves. The campaign donated over 4,000 toothbrushes to Roof Above in Charlotte, North Carolina; and Crispus Attucks, in York, Pennsylvania. See more information about ERGs on [p. 62](#).



Our volunteer programs

We listen to our employees and understand the value of making sure that they have the opportunity to give back to local communities. In July 2022, we established the Company-wide Global Community Engagement and Giving Policy which ensures that our charitable activities are carried out with appropriate due diligence and reflect Dentsply Sirona's vision and values. As part of the Global

Community Engagement and Giving Policy, each permanent, full-time employee is given a Volunteer Time Off day, which allows them to donate their time during working hours and provide hands-on support for their local communities. Since we put the policy in place, our employees have donated their time to some of the initiatives reflected in the following case studies.



London and Manchester

United Kingdom

● Miles for Smiles

More than 30 employees participated in the Miles for Smiles walk, in person and remotely in London and Manchester, totaling 22.7km. Over £4,500 was raised through donations and sponsorships for Dentaid The Dental Charity, which provides free emergency dental care to homeless and vulnerable people.



Charlotte

US

● Feed the Hunger Packathon in Charlotte

The e-Commerce team based in Charlotte, North Carolina volunteered at the Feed the Hunger Packathon. 11 employees donated their time and, collectively, the Packathon participants packed more than 35,000 meals which were distributed to the local communities. A separate group of employees also supported the Salvation Army to pack Christmas Angel Tree gift bags, resulting in more than 2,600 bags being given to local families in the community.



Pirassununga

Brazil

● Food collection campaign in Pirassununga

The Employee Health and Safety team in Pirassununga launched a non-perishable food campaign. This resulted in the collection of one ton of food which was donated to two local nursing homes and a church, and food baskets were given to families identified by employees. Another group of employees also visited "Casa Renascer", a therapeutic community for addictions where they donated clothes which they collected from fellow employees and local community members.

Supporting Ukraine

We are extremely proud of the contributions and resources Dentsply Sirona and our employees have provided to our colleagues and their families affected by the ongoing war in Ukraine. Globally, in 2022, our employees donated more than €47,000 to support those impacted by the conflict and provided in-kind donations to those who have had to leave Ukraine and move to Poland and other countries. The Company and our employees also offered accommodation support to those in need. Through our dedicated Employee Assistance Program (p. 65), psychological support was also offered to affected employees and their families.

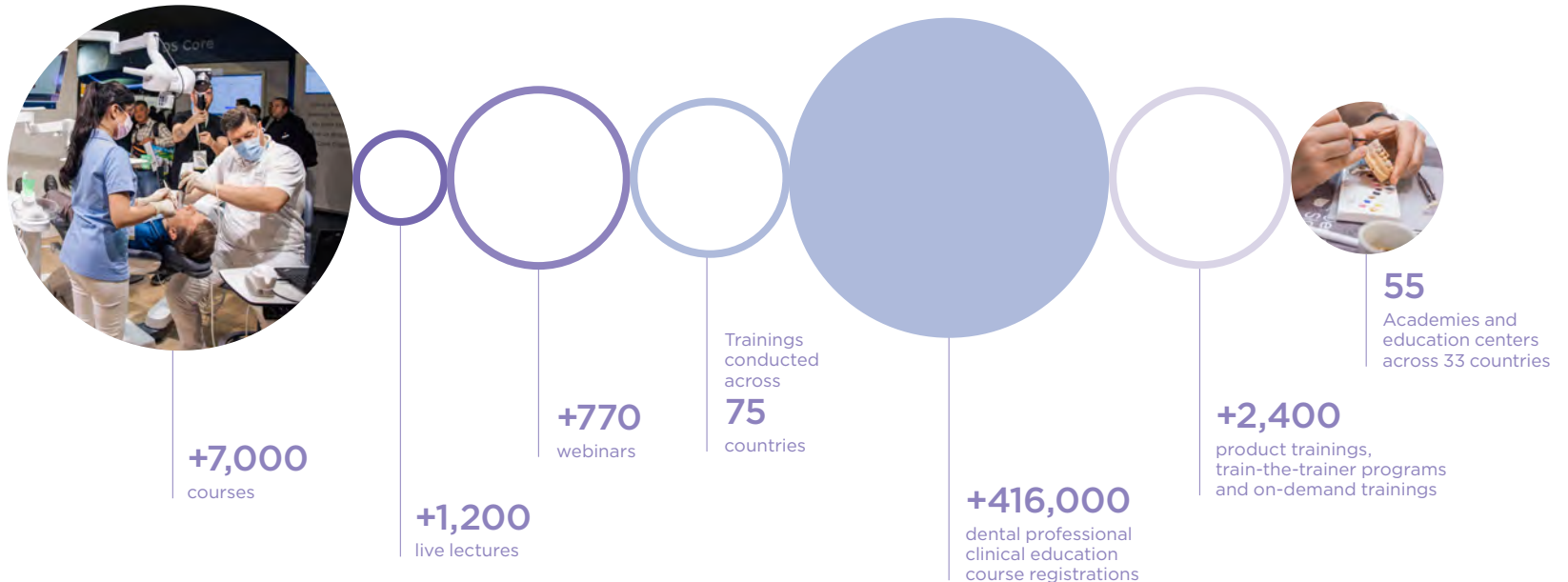
Our commercial team in Ukraine has also provided in-kind donations to support dentists offering free care to patients in need. In addition, Dentsply Sirona has donated \$50,000 to each the Ukraine Red Cross and Polish Red Cross. Our Crisis Committee continues to meet monthly to monitor the situation and maintain agility of response, as we continue to stand together in solidarity with the people of Ukraine.



Supporting our customers

We are always looking for new ways to provide our customers with innovative, high quality oral health care solutions. Globally, we take the time to build trusted relationships with industry participants including dentists, hygienists, lab technicians, distributors, students and more, because we know that working together leads to the development of innovative and sustainable dental solutions.

Dentsply Sirona's clinical education program in 2022



Clinical education

Lifelong learning is a core value for dental professionals worldwide. It is also an important component to achieving our Healthy Smiles goal and is the foundation of our Dentsply Sirona Academies, which encompass all our clinical education resources. Courses and curriculum under the Dentsply Sirona Academies and education centers are led by internal and external clinical experts and include in-person and online trainings as well as access to a catalogue of on-demand training sessions.

In 2022, over 416,000 dental professional registered for clinical education courses, including dentists, technicians, hygienists, dental assistants and students.

Dentsply Sirona's education academies

Dentsply Sirona has 55 education centers globally, 20 of these are Academies which are equipped for digital workflows and act as hands-on clinical and technical training facilities for dental professionals. At our education centers, dental professionals can connect with certified trainers and experts via events and live demonstrations, as well as learn new practical skills by using Dentsply Sirona's latest technologies and materials.



Auckland 
New Zealand

● **Dentsply Sirona Academy**

We are also pleased to share that we opened a new Academy in New Zealand in July 2022, also known locally as a Centre for Dentistry. This is an additional learning facility for dental professionals as well as a space to showcase Dentsply Sirona's industry leading technology. The Academy has all our Axano, Sinus and Intego treatment centers on display, and is also home to a complete surgery setup which includes a full digital setup with a Primescan, CEREC Primemill, Primeprint Solution and Axeos, as well as a sterilization display area. The site also contains a training room for up to 30 occupants.



Charlotte 
US

● **DS Lab Day**

In May 2022, we hosted our first DS Lab Day at our academy in Charlotte, North Carolina where we welcomed over 30 KOLs from across North and South America, Europe and Asia to experience our latest technology. During the two-day event we showcased our latest digital products, including DS Core, Primeprint Solution and Lucitone Digital Print, discussed the latest trends in the lab industry, and the importance of embedding digital and Cloud capabilities into dental practices and labs to support patient-centered, sustainable, and efficient care.



Verona 
Italy

● **Dentsply Sirona Academy**

Our Academy in Verona moved to a brand-new space in September 2022, and acts as a multi-purpose education center dedicated to clinical courses, technical trainings and conference spaces. The new Verona Academy hosted 28 events in 2022.

Dentsply Sirona's Sustainability Curriculum

In 2022, Dentsply Sirona conducted a Global Sustainability Study that surveyed over 1,300 dentists across the US, Asia, Europe and Latin America - designed to get a better understanding of dentists' needs and expectations in relation to sustainability. We found that nearly three-quarters of dentists believe that becoming more sustainable is important for dentistry, and 80% say that it is really important that our industry reduces its environmental impact. However, 70% of dentists also believe the industry is lagging in terms of taking action to become more sustainable, and 69% of dentists admit not knowing how to start implementing concrete sustainability actions into their day-to-day work with patients.

To help answer this need, we have developed a Sustainability in Dentistry Educational Curriculum, which will include five interactive courses designed to help dentists make their own practices more sustainable, and is available free-of-charge through our Dentsply Sirona Academies. The first course was launched in 2022 and outlines the biggest sustainability challenges and opportunities facing the dental industry, as well as industry-wide initiatives, ideas and resources that dentists can use to help further sustainability in their practices and beyond. This course is meant to inspire and support our customers driving sustainable change in the entire dental industry and was launched at Dentsply Sirona World ("DS World"), Las Vegas. The next course is currently under development.



Sustainability Curriculum



Customer events

Dentsply Sirona hosts and attends several events with global dental professionals to drive clinical education. On these occasions, we also encourage discussion around the need for the industry to become more sustainable and share the tools and educational programs we have developed to advance sustainability in dentistry.

We value the benefits of connecting with and learning from fellow professionals and take the opportunity to understand how new solutions and technologies can lead to better patient care and sustainable outcomes.

We expanded our flagship DS World clinical education events to include events in Spain, Turkey and the UAE, as part of our broader commitment to provide high quality clinical education programs to professionals around the world.



DS World Las Vegas

US

- Once again, we made sure that sustainability was a key agenda item at our flagship clinical education event in Las Vegas. The event, which had over 4,200 attendees, included a gender balanced main stage speaker line-up, in line with our commitment to promote women in dentistry, and help to give them a strong voice in the dental community.

Attendees were invited to join one of three Sustainability Breakout Sessions co-hosted by Prof. Dr. Rainer Seemann, Vice President Clinical Affairs & Workflows at Dentsply Sirona, and Dr. Steven Mulligan, founding member of the FDI's Sustainability in Dentistry Task Team, where they discussed the challenges and opportunities of elevating sustainability actions in the sector. The sessions introduced FDI's new online toolkit that aims to give guidance and practical help to dental professionals around the world on how to become more sustainable in their practices (see more information on [p. 25](#)). The attendees had opportunities to interact with the speakers and expressed their commitment to sustainability via a dedicated commitment wall. We also launched our Sustainability Curriculum at this event (see more information on [p. 50](#)).

DS World Madrid

Spain

- We hosted our third edition of DS World Madrid where we presented the DS Digital Universe, our new cloud service that facilitates, connects, and streamlines digital workflows from diagnosis to final restoration. The event offered 15 workshops, nine conferences, a digital transformation session, and a digital workflow session to over 1,400 attendees. The highlight was the plenary session “DS Signature Workflows: from diagnosis to final restoration”, in which both DS Core and Primeprint were presented, and the session demonstrated the importance of connecting all phases of the digital workflow to make daily dental practices more efficient. The session brought to life the theme of the event, which was Patients First, as these products improve patients’ experience by providing them complete, fast, minimally invasive, and safe treatments.



DS World Fethiye

Turkey

- We welcomed more than 500 dental professionals and customers in Fethiye where we discussed a wide range of topics and presented Dentsply Sirona products, including our Digital Universe, Implant Solutions, SureSmile Clear Aligners, DS PrimeTaper and many more.

DS World Dubai

UAE

- We hosted DS World Dubai for the first time in February 2023, which was attended by more than 700 people from 40 countries. The debut event featured two days of dental education, live demonstrations, networking, and showcased our innovative products. We hosted more than 30 clinical education courses on topics spanning nearly every area of dentistry, including digital dentistry, implantology, endodontics, restorative, and clinic management, with presentations from 12 international speakers. The next DS World Dubai will take place in February 2024.



European Society of Endodontics

Hungary

- Dentsply Sirona also took part in the European Society of Endodontics 2022 Congress in Budapest. Billed as one of the world's leading congresses on endodontology, we showcased our latest solutions for endodontic treatments with educational workshops and an interactive live session with top clinicians, such as Dr. Wilhelm Pertot from France, Dr. Laura Andriukaitienė from Lithuania and Prof. Ove Peters from Australia.

We emphasized our commitment to sustainability at the event, by developing our presence at the event on the "Reduce-Reuse-Recycle" sustainability principles. The Company's sustainable choices during the congress were reflected in a dedicated chart and outlined our clear objectives: to reduce our carbon footprint, reuse materials and recycle materials. We encouraged participating employees to make sustainable clothing choices and travel decisions, such as using the night train from Ballaigues to Budapest instead of traveling by plane. Overall, this reduced our staff travel CO₂ emissions by 96%.²² We also built our exhibition booth using sustainable materials. The demonstration tables were made from recycled bottles and the booth chairs were made from cardboard. After the event we donated our cardboard booth and chairs to a local kindergarten to be reused for crafting activities.



European Association for Osseointegration Annual Conference 2022

Switzerland

- We also attended the European Association for Osseointegration Annual Congress in Geneva to showcase our latest implant solutions and digital workflows. Two "Inspiration TALKS" focused on utilizing technology and developing clinical innovation to reduce treatment complexity and streamline workflows. During hands-on workshops delegates were able to practice regenerative procedures.

²² MyClimate Calculator



Making dentistry an inclusive industry

The dental industry is on a journey to becoming more diverse and inclusive. As a global industry player, we must use our influence to support and encourage equal opportunities for dental professionals as well as equitable access to oral health care and industry events and other thought leadership opportunities.

Promoting women in dentistry

- We proactively engage with female experts and speakers to increase the diversity of the events that we host and are a vocal champion for increasing representation of women throughout the industry. We sponsor external initiatives that help women in dentistry increase their visibility, enrich their career opportunities and inspire the next generation through our KOL program.

In 2022, we expanded our Global Women Speaker Development Program called First to 50 to ensure more women in dentistry are represented through speaking opportunities. The program provides structured training to Dentsply Sirona's selected female KOLs to develop their speaking and presentation skills. In 2022, the program increased from two to five cohorts, many of the graduates have spoken at multiple industry-leading-events to include Dentsply Sirona World 2021 and 2022 and the Platform for Exchange of Experience, Research and Science conference in the UK.

In September 2022, we held our She's Prime event in Bensheim, Germany. We designed the event to strengthen female presence in dental markets, bringing together 18 Latin American entrepreneurs to share their experiences on business management. As part of the event, clinical educators and partners also provided product trainings.

FIRSTto50

Providing dental care for those with disabilities

- Increasing access to high quality health care is central to our sustainability mission, therefore we hosted a digital panel discussion at our site in Bensheim focused on providing special care dentistry and reducing inequalities, which is regularly overlooked in dental practices and university training.

The panel consisted of dental professionals from practitioners, education providers, and public health advocates who provided a well-rounded view of how to deliver effective care for people with disabilities and what special care dentistry education should look like at universities. People from 69 universities across 39 countries attended the online event.

In addition, Dentsply Sirona provided The University of Pennsylvania with equipment that supports their Care Center for Persons with Disabilities, which provides customized oral health care treatment to patients with disabilities. Dentsply Sirona has helped equip the 12 operatories with treatment centers and X-ray units. The facility also includes treatment gurneys, a stimulation room with low lighting and sound baffling, wheelchair lifts, an orientation system for the visually impaired, and a radiology room. Over 8,000 unique patients have been treated when the center opened in 2020; there were more than 5,000 patient encounters in 2022.





Increasing opportunities for dental students and graduates

At Dentsply Sirona we are focused on increasing opportunities in the dental industry for students and recent graduates, and participate in several initiatives to support current college students and graduates from all backgrounds who are at the beginning of their careers and are interested in dental manufacturing. This includes our long-standing apprenticeship program in Bensheim which has supported over 2,000 apprentices and corporate students since 1962. We supported more than 30 trainees in 2022.

2022 marked the second year of our partnership with North Carolina Agricultural and Technical State University to fund scholarships supporting students in engineering and math careers. Through our donation, the program is able to provide scholarships for eight students from diverse backgrounds and give them new opportunities to explore varied career paths.

We have been a partner of the American Dental Hygienists Association (“ADHA”) for many years and since 2008 we have collaborated with the ADHA on the annual Dentsply Sirona ADHA Graduate Student Clinicians Research Program. This program allows graduate-level students to present research findings in an educational competition, held each year as part of the ADHA Annual Conference with the winner receiving a monetary award. In 2022, 10 students participated in the competition.



“Supporting the next generation of dental professionals means ensuring they have access to the highest quality tools and equipment during their training. We are proud to partner with leading educational institutions like NSU College of Dental Medicine to bring that vision to life. With reliable simulation units and treatment centers, as well as modern digital dentistry solutions, students from NSU will be well prepared to provide the best care for their future patients.”

Joerg Vogel, VP of Dentsply Sirona International Special Clinic Solutions.

We also continued to support the annual Global Clinical Case Contest (“GCCC”) which recognizes students for their achievements in clinical restorative aesthetic treatments. The competition is aimed at dental students with less than two years of clinical practice and gives them access to learning by using Dentsply Sirona products. The 2022-2023 competition attracted close to 260 students from 90 universities and the winner was announced in June 2023.

Since 1959, Dentsply Sirona has supported the annual Student Competition for Advancing Dental Research and its Application Awards, a global student competition aimed at engaging the next generation of dental professionals in the discovery and advancement of dental research, and the improvement of oral health worldwide. The competition opened in 2022 and the winners were announced in 2023. 38 students from 38 universities in the US participated in the program and seven students were recognized as winners in the international competition including students from Germany, France, Japan, South Korea, Taiwan and Thailand.

In 2022, we partnered with Nova Southeastern University (“NSU”) College of Dental Medicine to open a state-of-the-art training facility in Florida. The training facility was designed in collaboration with Dentsply Sirona Clinic Solutions and is fully equipped with Dentsply Sirona’s best-in-class tools and equipment, meaning students will be able to train under practice-like conditions, benefit from interactive teaching methods, and become familiar with digital dentistry workflows.

Finally, in 2022 we hosted three Young Dentist Days as part of our educational “YOU” program launched in 2021 for Germany. YOU is targeted towards dental students in their final semester of higher education. The Young Dentist Days were attended by 49 students and focused on implantology and endodontics.



Research and development

Investing in research and development (“R&D”) is essential to creating new, improved, and where possible, more sustainable solutions that can be used by clinicians and dental labs to deliver the best possible oral health care. In 2022, we invested more than \$170 million in R&D, and R&D as a percentage of sales was 4.4%.

Developing digital solutions is key to improving the efficiency and accuracy of dental procedures, while producing predictable clinical outcomes. Integrating digital solutions from diagnosis to patient care also supports the sustainable transformation of the industry. For example, developments in digital impression technology eliminate analog impression materials and the associated carbon impact of physically transporting the dental impression between clinics and labs.

In 2022 we launched DS Core, a collaboration with Google Cloud to develop a bespoke cloud-based solution. DS Core allows dental practitioners to integrate devices, services and technologies which enable them to improve and economize their workflow, from diagnosis to treatment. See more about the sustainability credentials of DS Core on [p. 29 & 31](#).





In 2022, we launched the following products:

Products	Product benefits
Axano Treatment Center	Combining smart digital design with efficient workflows and ergonomic treatments
CEREC Tessera Advanced Lithium Disilicate CAD/CAM Blocks	Improve single-visit dentistry with indirect restorations that can be integrated into digital workflows
DS OmniTaper Implant System	Combined trusted implant design with modern conical EV connection that is integrated seamlessly into the implants portfolio and digital solutions
EV Implant System	Digital, harmonized and simplified implant system that ensures reliable results
Primescan Connect	Laptop-based and cloud-based version of Primescan that achieves better dentist-lab collaboration, diagnostics, treatment planning, and improves the patient experience
Primeprint Solution	Digital medical-grade 3D printing solution that reduces handling times, allows for delegation, and enables a high level of productivity
ProTaper Ultimate Endodontic File	Ability to treat a full range of anatomy, from simple to complex, for clinicians wanting to go further in Endodontics
SmartLite Pro EndoActivator	Irrigation solution for better root canal procedures
SureSmile Clear Aligner and Retainer Solutions	Enhanced offering with additional retainer, high-frequency vibration device and whitening products ²³

²³ Only available in the US

Supporting our people

Our goal is to embed diversity, equity and inclusion (“DE&I”) into our culture. Therefore, we are committed to increasing the awareness and impact of DE&I priorities, as well as our leaders’ ability to discuss and be held accountable for driving sustainable DE&I outcomes. We conducted two leading inclusively trainings over the course of 2022.

In 2022, we focused our efforts on establishing accountable leadership practices globally and enhancing our hiring and marketing strategies to attract diverse talent. We have developed DE&I training and guidance which will be assigned to all hiring managers in 2023.



Diversity, equity and inclusion

Highlights from 2022²⁴



Global gender parity was **43.5%**

30% of our Director and above employees were female

20% of our Director and above employees in the US were people of color

37% of our Director and above leaders were diverse²⁵



7 ERGs with a global participation **+2,600 members**, a 50% increase in participation since 2021

Global DE&I Council that at the end of 2022 had **12 members** and 2 executive sponsors

²⁴⁾ As of 31st December 2022

²⁵⁾ Diverse is defined as all global employees who self-identify as female, or people of color in the US

Our global DE&I Council evaluates our policies to ensure they are meaningful and effective, so that our employees are engaged with our BEYOND journey and provided with professional development and awareness opportunities. Our DE&I Council is a group of demographically and functionally diverse global employees dedicated to enabling DE&I efforts that support the organization internally and externally. We know that when we draw on our employees diverse and unique outlooks we are able to create robust and innovative solutions to our customer's challenges.

Diversity, Equity and Inclusion Council

The DE&I Council consisted of 12 members and two executive sponsors in 2022, whose top priority is to increase the awareness and impact of Dentsply Sirona's DE&I initiatives and help foster an inclusive environment where employees are empowered to do their best work.

The Council is responsible for the following goals:

- Ensure progress against diversity action plans
- Strive to achieve gender parity by 2025
- Increase representation of female and people of color across our Director and above levels
- Demonstrate positive progress on employee engagement
- Increase ERG participation

Diversity week

To maintain focus on and increase awareness around the importance of DE&I for our organization, we established an annual Diversity Week. The week took place in May 2022 and came to life through different initiatives globally including several ERG hosted events and additional Conversation of Understanding discussions. In APAC employees were encouraged to share local culture, such as food, costumes, festivals, arts, habits, beliefs, and more to drive diversity and inclusion within our global business.



In 2022, Dentsply Sirona was awarded a Silver DE&I Pioneer Employee Voice Award by our engagement survey vendor, Quantum Workplace, for the actions we have taken to prioritize DE&I and embed it throughout our organization and culture. There is more to do, but we are proud to be recognized for our work that elevates DE&I awareness and showcases the importance of creating a diverse, equitable and inclusive workforce. In 2022, more than 3,900 employees completed our DE&I training module globally, 55% of our global hires were diverse and we also continued to develop our Emerging Talent program to ensure we are building a diverse employee pipeline.

Conversations of Understanding

Our Conversations of Understanding Program provides an opportunity for colleagues to freely and respectfully share their perspectives on DE&I topics in a welcoming space. Participants in this intimate setting listen and learn from colleagues increasing awareness, empathy and allyship.

The most common themes discussed during these sessions are race, ethnicity, sexual orientation, gender bias, and workplace culture. Discussions around health and disabilities are also common, with the overall takeaway of colleagues wanting to learn more about being an ally.



Global gender parity

We are striving to achieve gender parity across our global workforce by 2025. We renewed our commitment as a signatory of the Paradigm for Parity initiative, to maintain our accountability for creating a working environment that supports the advancement of all women equitably. We are also pleased to share that for the second year in a row, a Dentsply Sirona employee was a Women on the Rise recipient. In 2022, Tiffany Readinger, Global Director for Commercial Development & Training, was recognized for her outstanding personal and professional leadership skills and achievements. Tiffany started our first, and now largest ERG, DS Women, and spearheaded our Conversations of Understanding initiative.



We are committed to creating an equal workforce in line with our goal to strive for global gender parity by 2025. We look forward to continuing to do this work and by the end of 2022, female representation in our global workforce was 43.5%. We have established an action driven roadmap to achieve our goal which includes providing hiring bias training and guidance for all hiring managers by end of 2023, communicating our benefits offerings to retain talent, utilizing the tools shared by the Paradigm for Parity initiative, expanding the membership of our Women ERG to help create a supportive and learning working environment, as well as providing more mentoring, coaching, and leadership programs. We will monitor our progress through quarterly reports, plus, by the end of 2023 we will have launched a sponsorship program focused on accelerating our diverse talent. We are also deploying a women's conference series aimed at developing women and growing allyship in our workplace.

²⁶⁾ As of 31st December 2022

Employee Resource Groups

Our seven ERGs, each supported by an executive sponsor, continued to grow in 2022, with membership increasing by 35% compared to 2021.²⁶ ERGs are voluntary support networks, which connect employees with similar backgrounds and interests. These groups are employee-led and foster a diverse and inclusive workplace aligned with our Company's mission, purpose, vision, values, operating principles, goals and business priorities. Any employee can join any ERG as a participant or ally.



DS Able

- DS Able was created in 2022 to increase awareness of the different types of seen and unseen disabilities, foster empathy, and enhance diverse recruiting practices. In 2022, the group helped launch the global disability awareness training series, which included eight discussions on working with employees and customers with disabilities and how to provide support and understanding of those with disabilities in and out of the office. The group also works closely with the talent acquisition team to develop recruiting guidelines for those with disabilities.

APACG (“Asia Pacific Group”)

- This Asian Pacific group provides members the opportunity to build cultural awareness by organizing cultural events and take actions to develop and advance group member’s careers. In 2022, the group conducted several events and celebrated Asian festivals including Holi, Diwali, and Chinese New Year.

BOLD (“Black Organization for Leadership & Development”)

- BOLD has members across 22 countries. The focus for the group in 2022 was around Black Health Matters, exploring healthcare disparities and highlighting opportunities to influence change. The group aimed to raise awareness of the systemic disparities impacting the Black diaspora and to spark a dialogue about the state of diversity in dentistry while challenging employees to think inclusively.

DS Emerging Talent

- DS Emerging Talent is dedicated to attracting, developing and retaining early talent such as college graduates and employees with less than five years of professional experience. The group helps employees build professional relationships, cultivating connections and promoting personal and professional growth.

PRIDE

- This group supports our LBGTQ+ employees to promote an open, inclusive and respectful working environment that fosters allyships. This ERG supports its members through conscious learning and inspiring colleagues to reach their professional goals without fear, reprisal or discrimination of any kind.

DS Veterans

- This group champions military services members, supports their professional transitions and builds a culture that fosters trust and connectivity. In 2022 the group hosted several panel discussions around how Veterans can play a role in building an inclusive culture.

DS Women

- DS Women supports the development of female employees through allyship, mentorship, talent development and resource sharing and is a vocal advocate for gender pay parity. The group hosted career development workshops that provide a path for women to reach their full potential at work, as well as speed networking sessions to share learning and tools to help women manage their professional and personal responsibilities. The group has achieved its 2022 target to enroll 200 women in Dentsply Sirona’s Global Mentoring Program.



Emerging Talent Program, US

Through our Emerging Talent program we developed a 10-week summer curriculum for incoming graduates that are part of the rotational associates at Dentsply Sirona, or are part of our summer internship program. The program is applied to all our US sites and includes a series of events that aid the development of these employees such as lunch and learns, opportunities to engage with our senior leaders and feedback sessions. Participants are able to gain valuable experience from various functions, including marketing, supply chain, commercial, legal, HR and Finance, and IT.

Talent management

We deliver accessible, relevant and strategically aligned learning solutions that engage employees and enable high-performance. In 2022, over 5,900 employees registered for courses through LinkedIn learning, resulting in more than 12,000 hours of training viewed and over 9,600 courses completed.²⁷



Employee development

Our employees have on demand access to a broad suite of learning and development resources through LinkedIn learning. LinkedIn learning offers functional and role specific development resources that employees can pair with our #OwnYourJourney career mapping templates to accelerate their career development. Dentsply Sirona has custom curated around 80 learning paths and collections within LinkedIn learning, including a set of online courses that provide employees insights into how to model our business values, and Dental 101 online courses that provide key industry knowledge.

Our tiered leadership development curriculum focuses on building a healthy internal talent pipeline through the development of skills and capabilities that align with our company values and strategic priorities. In 2022, our Strategic Leadership Program was completed by 20 leaders and more than 200 leaders participated in our Core & Functional Leadership Programs, globally.

We also launched a comprehensive Global Mentoring Program, a digital platform to help develop talent, increase engagement, drive performance, and increase cross-organizational collaboration. Participation is voluntary and any employee can be a mentor or mentee. In 2022, over 420 employees became members participating as potential mentors, mentees, or both and more than 150 mentoring pairs were established. Our customized, internal feedback tools, including a self-service 360 assessment, are also available to mentors and mentees to facilitate connection and accelerate development.

²⁷ 1st January – 31st December 2022

Employee engagement

We are committed to creating the best working environment for all our employees, and we continuously listen to them to ensure that we are doing all that we can to deliver on our culture. In 2022, we provided multiple opportunities for our employees to share feedback in a confidential format via our employee engagement, pulse and lifecycle surveys.

In Q1 2022 we launched a pulse survey to all employees on the topics of Engagement and Culture. 69% of employees participated in the pulse survey, with 64% responding favorably to all survey questions. Our Employee Engagement Survey, which is given to all employees every 18 months, was administered in Q4 with 83% of employees participating. This is our highest participation rate since our first engagement survey administration in 2018. 60% of employees responded favorably to all survey questions, indicating strong engagement despite a period of dynamic change. Notably, our employees indicated a strong connection to their colleagues, with 82% feeling accepted by immediate co-workers, and two-thirds of employees recognizing that workforce diversity is valued across our organization.

Our series of employee lifecycle surveys are given to employees during pre-hire, onboarding and offboarding processes. These surveys gather feedback from employees across the employee lifecycle, providing leaders with the information they need to make positive changes that continually improve the employee experience. As a result of employee feedback, we have created a number of resources including a new leader assimilation process, improved onboarding tools and support, hiring manager training, and increased the number of employee engagement and development discussions.



A culture of caring

Our employees have always embraced our culture of caring for their colleagues and communities and value the role they can have to bring societal change. Our Global Employee Assistance program is dedicated to protecting the mental health and emotional wellbeing of our employees. Over the course of 2022, we provided tools and webinars that explored barriers to talking about mental health and established practices to better support colleagues, friends and families psychologically. All our employees have access to our dental benefit programs, and our employees in the US and Canada can also benefit from our SureSmile and Byte discount policies.

Healthy Business





3 GOOD HEALTH AND WELL-BEING



5 GENDER EQUALITY



At Dentsply Sirona, we are committed to conducting our business in line with our core values of being an agile, accountable, respectful, collaborative and trustworthy business. Maintaining a healthy business means building trusted and responsible relationships with our employees, customers, partners, and shareholders, and establishing sustainable, inclusive and equitable practices across our business.

We are making progress against our 2025 global gender pay parity goal and our HR team is taking actions to

continue to close the gap, see [p. 74](#) for more information. The health, safety, and wellbeing of all our employees remains of the utmost importance and is core to our culture at Dentsply Sirona. In 2022, we established processes that identify the causes and causal factors for injuries and near misses in the workplace and implemented corresponding preventive and mitigating actions. We share all our incident reports globally alongside preventative actions to reduce the likelihood of similar incidents occurring at other sites. We are pleased to report that the Company's Total Recordable Injury Rate

("TRIR") decreased to 0.38 by the end of 2022, a 31% improvement compared with 2021. This decrease is in line with our goal to achieve top decile injury and illness prevention and/or avoidance rate of 0.27 by 2025.²⁸

Additionally, as of the date of this report, our TRIR is on track to achieve top decile injury and illness prevention and/or avoidance by the end of 2025.

The health and safety of our employees is also of great importance outside of the workplace, and we go beyond by supporting them in high-risk

circumstances including those impacted by the ongoing war in Ukraine. See more information about our support efforts on [p. 47](#).

In 2022, we launched and completed an internal investigation into certain financial reporting matters. As a result of the investigation, although no evidence of fraud was identified, we have taken a number of steps to enhance our internal control environment and strengthen our global ethics and compliance program. This includes updates to and training on our Code of Ethics and Business Conduct across

the Company, as well as the creation of a new stand-alone Anti-Fraud Policy to further strengthen our ethics and compliance processes and culture (for more information see [p. 75](#)). Our leadership team remains committed to upholding our ethical business policies and ensuring that Dentsply Sirona continues to act with integrity. For more information on our comprehensive review of the Company's internal controls over financial reporting, please see the Company's most recent Form 10-K and Form 10-Q filings.

²⁸) American Chemistry Council medium sized member company total recordable injury rates

Transparent reporting

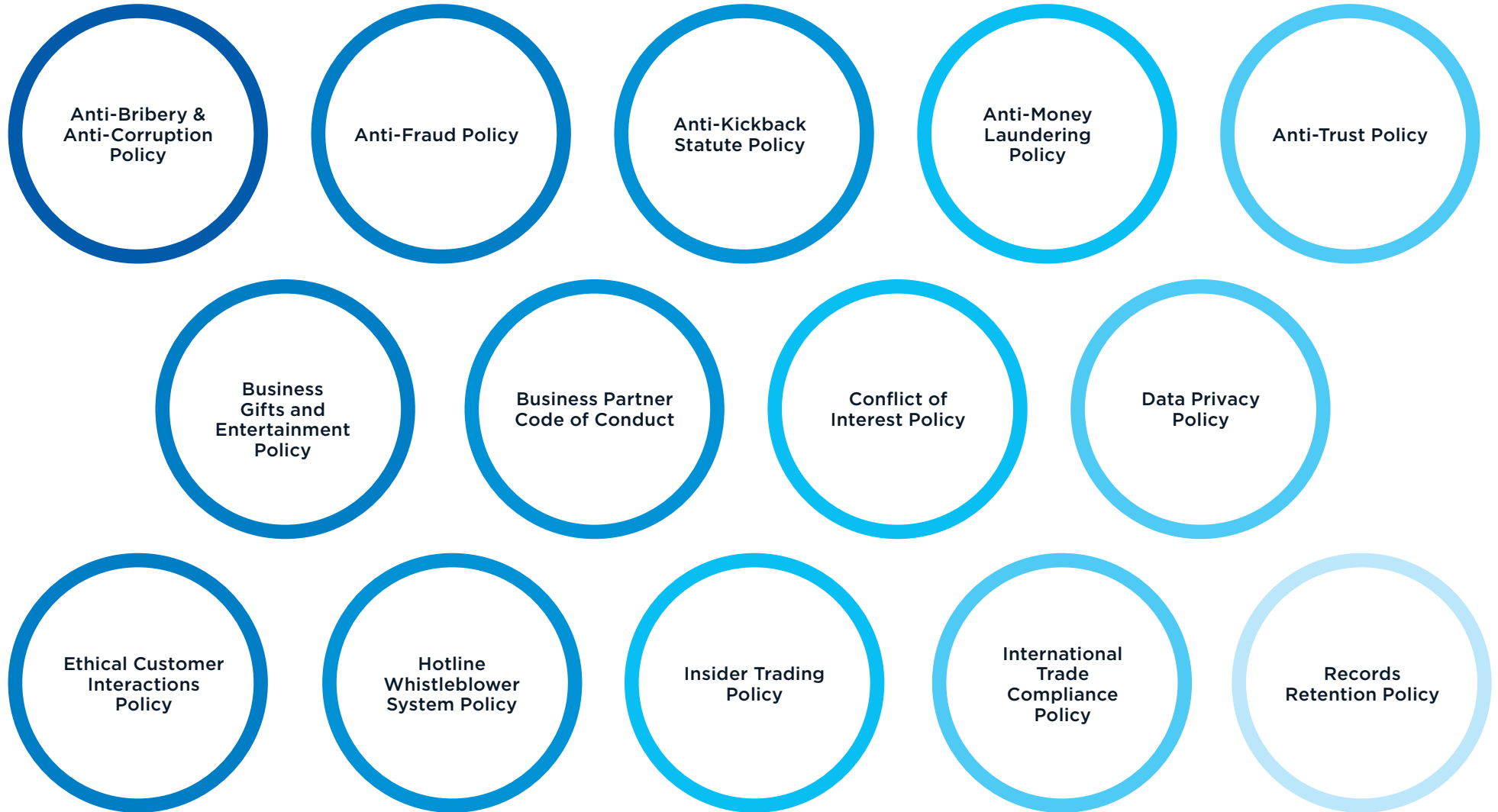
We continuously seek to increase the transparency of our sustainability reporting and we were pleased to be included in Newsweek's list of America's most responsible companies in 2023. Selection for the list was based on publicly available key performance indicators ("KPIs"), sourced from sustainability reports and other-related reporting as well as an independent survey. The KPIs focused on Company performance in the environmental, social and corporate governance areas, while the independent survey asked US participants about their perception of Company activities related to corporate social responsibility.

In creating our sustainability report, we have continued to monitor guidance from the TCFD recommendations and SASB standards, reflecting our commitment to transparently reporting the positive progress we are making. We also are continuing to monitor proposed new reporting requirements and gauge investor expectations to promote long-term sustainability. In addition, we are pleased to share that we improved our overall CDP score to a "B-", compared with our "C" score in 2021, for more information see [p. 23](#).



Core policies

Our business is guided by core policies and processes to ensure we act as a responsible, ethical and trusted business. In addition to our Code of Ethics and Business Conduct, the following are a representative sample of key compliance codes and policies guiding our everyday work:



Creating a safe and healthy business

We are proud of the consistent progress and improvements we continue to achieve year-over-year. A key contributor to our success results from fostering a culture that is focused on leadership excellence, operational discipline, empowerment, engagement, and accountability. We have established processes that assess and control risk, and support actions to benefit the health and safety of everyone we work with.

This also extends to the environment we work in. In 2022, we began the implementation of Red-on-Line, a dedicated expert online platform that provides thorough EHS applicability assessments for our sites. The platform also identifies relevant Product Stewardship regulations at the locations where our products are manufactured and sold. Our manufacturing sites are working on this as well as the follow on activity of rolling out Compliance Assurance Planning globally. This will support transparent EHS regulatory compliance actions across all our manufacturing sites.



Health, safety and wellbeing

We take a proactive approach to control risks and support the health and safety of our employees and customers through our EHS program.

In 2022, all our manufacturing sites implemented EHS standards, including Control of Hazardous Energy, Machine Safety, Safe Work Permits, Elevated Work, Knife and Cutting Tool Safety, and Regulatory Inspections and Communications.

A key focus for us in 2022 was to improve the causal analysis process to identify Human Factors that contribute to injuries and establish measures and behaviors that reduce the likelihood of future injury.

Overall, we are pleased to communicate that the number of reported injuries or illnesses decreased from 90 in 2021 to 67 in 2022 globally. As a result, our TRIR decreased from 0.55 in 2021 to 0.38 in 2022, resulting in a 31% improvement. From our 2019 baseline, the progress over the prior three years has led to an overall improvement in the TRIR by 58%.²⁹

To identify and manage risks, including those related to severe weather events and other climate-related risks, we have implemented globally the WorldAware (Crisis 24) system and are working to extend the system functionality for traveler duty of care associated with international travel security and safety.



Grenoble

France

● Enhancing employee wellbeing

Our facility located in Grenoble, France conducted a site-wide ergonomic assessment and based on the results has implemented new solutions for employees to support their ways of working and reduce the risk of injury or long-term illness. This builds on the work we did in 2021 when we modified ergonomic blistering machines. In 2022, we fitted additional workstations that can be adjusted to meet the needs of the operator.

²⁹ All data is characterized in accordance with US Occupational Safety and Health Administration ("OSHA") criteria.

Frontline leadership training

In 2022, we continued to implement initial and enhance ongoing employee health and safety frontline leadership trainings to equip our leaders across the business globally with the skills to drive health and safety performance and improve productivity.

We regularly seek out health and safety improvement opportunities in order to protect our employees. This training program outlines critical thinking approaches, coaching techniques, and collaborative ways of working to identify and control risks that can result in injury. Our goal is to build a team culture where everyone is accountable for not only their personal health and safety, but also for the health and safety of those around them.



Pennsylvania

US

● Smile Way team training

More than 130 members of our Smile Way team in York, Pennsylvania participated in the frontline leadership course putting into practice skills to support their colleagues to maintain a safe working environment. This includes conducting peer-to-peer conversations, having open and honest discussions about safety matters and role-playing scenarios to put these principles into practice. The end of the training resulted in our leaders setting professional development goals with the intent of creating a positive site culture and team accountability.

Best practice employee health and safety leadership event

US

- We organized an employee health and safety leadership event, sharing best practices from our sites in Johnson City, Tennessee, York, Pennsylvania, Sarasota, Florida and Milford, Delaware. The event was designed to create an opportunity where all participants learn about and leverage health and safety processes that are recognized to work well at other sites. As a result of the best practice sharing, Milford adopted the Employee Engagement System from Smile Way and OrthoLive from Sarasota. OrthoLive is an online one-on-one 24/7 support platform that gives our employees access to a certified/trained professional who can support with Muscular Skeletal Disorders or potential injuries. This platform acts as an intermediate step for an employee facing pain or discomfort due to an ergonomic issue before being sent to Occupational Health for evaluation.



Delaware

US

- **Increasing the number of safety coaches**

In 2022, we implemented the safety coaches program across our site in Milford, Delaware. These safety coaches are established from cross-functional roles throughout the site to identify, report, and in some cases, solve safety concerns. Currently we have trained over 20 coaches at our site of more than 350 employees. Following the frontline leadership training, the onsite leadership team now performs bi-weekly Safety and Environmental walks, and all actions are documented and remain visible to all affected employees.

Ballaigues

Switzerland

- **Accident prevention training**

Towards the end of 2022, we hosted a workshop at our Ballaigues site to discuss how we can prevent any accidents related to slips, trips and falls, which were the most common form of accident at this site from 2019 to 2021. More than 400 people participated in the workshop.



Global gender pay parity

At Dentsply Sirona, we are committed to achieving gender pay parity for our workforce by 2025. While we reward strong performance, we also want to ensure that we have pay practices in place that eliminate gender biases. We are pleased to share that we have achieved gender pay parity in the US and are working diligently with our HR and managerial teams to close the remaining 3.1% international gap for professional managerial levels by 2025. This includes monitoring new hires and promotions and ensuring they align with our pay policies, as well as regularly monitoring and measuring gender pay metrics. We have completed the development and launch of a job catalogue which is intended to drive pay consistency and will continue to educate our managers and HR teams on the importance of addressing potential pay parity gaps for new hires, promotions and new job opportunities across all levels within the business.



“Equality is a core value of our culture at Dentsply Sirona so eliminating the gender pay gap is a priority for our business. We are proud of the positive pay parity steps we have taken in the US, and we are taking active measures to ensure these are implemented throughout the business.”

Glenn Coleman, Chief Financial Officer and executive sponsor of the DS Women ERG

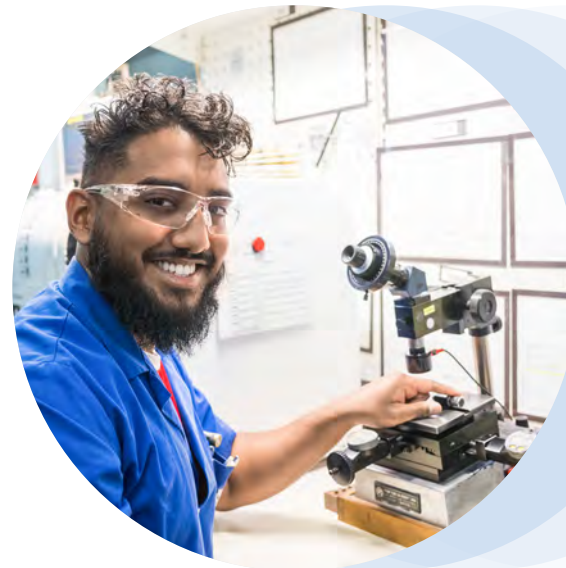
Ethics and compliance

Dentsply Sirona promotes a culture founded on ethical behavior, encompassing aspects such as fraud prevention, employee awareness and accountability. We are proud to be a preferred partner for dental practices, clinics, dental laboratories, and authorized distributors worldwide, and with this comes the responsibility to be a transparent and trusted partner. Our ethics and compliance policies guide our decision-making activities so we can mitigate risks while fostering a productive workplace.

As part of our annual corporate audit program, we conduct regular risk-based compliance-focused audits. Our dedicated Ethics and Compliance Committee is responsible for assessing and mitigating risks, anticipating and addressing potential business issues, and ensuring ethics are embedded throughout the Company. This committee is chaired by the Chief Compliance Officer and is comprised of senior leaders from Legal, Human Resources, Finance, Accounting, Corporate Audit, Supply Chain, QA/RA, and our Commercial Organization. Every year the Committee reviews our Code of Ethics and Business Conduct, which references our Ethical Customer Interaction Policy, Gift

and Entertainment Policy, Anti-Kickback Policy, Anti-Fraud Policy and Anti-Corruption and Anti-Bribery Policy. All employees are required to complete mandatory training on the Code of Ethics and Business Conduct annually.

This Code of Ethics and Business Conduct, and the above-mentioned related policies, provide guidance to define, prevent, identify, report, and investigate when unethical acts are suspected. We commit to promptly investigating any suspected, alleged or reported fraudulent or improper activity against Dentsply Sirona or other parties with whom Dentsply Sirona has a commercial relationship.



Code of Ethics and Business Conduct policy

Dentsply Sirona is committed to acting with integrity and our Code of Ethics and Business Conduct Policy contains important guidance which is essential for all of our stakeholders, including the Board of Directors, our employees and our business partners. We place great value on being accountable, and encourage all stakeholders to speak up if they see something that does not align with Dentsply Sirona's values and operating principles.

Our Code of Ethics and Business Conduct training is delivered with the intention to ensure that every participant understands:

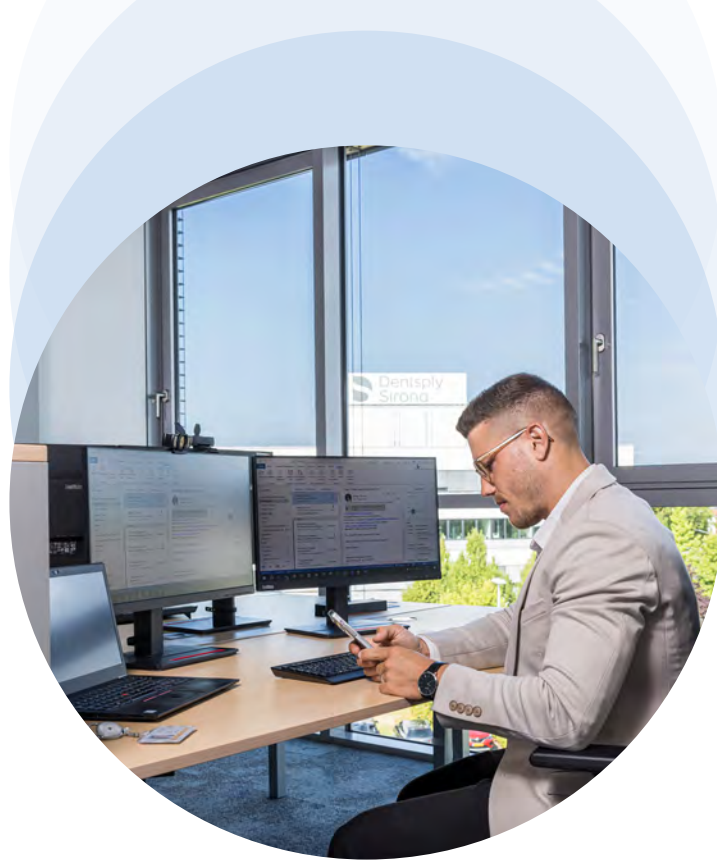
- What is an ethical violation and the impact it has on our Company.
- Their role in preserving the integrity of Dentsply Sirona and the Company's values.
- Identify where to locate Dentsply Sirona's Code of Ethics and Business Conduct documentation.
- How to report perceived misconduct and our commitment to not tolerating retaliation.

Leaders play a key role in setting an appropriate tone-at-the-top and creating a culture of accountability across the business where employees are comfortable raising concerns without fear of retaliation. We have a zero-tolerance policy regarding reprisal towards whistleblowers.

Our ethics hotline

We continue to provide employees with an anonymous and confidential Ethics Hotline, currently managed by an external partner, Convercent, which offers employees a safe space to report actual or potential unethical activities either by a web portal or over the phone.

All issues reported are reviewed, investigated as appropriate, and reported to relevant stakeholders, including the Ethics and Compliance Committee.



Our updated policies

In 2022, we added a new policy to provide guidance to all employees on disclosing, managing, and/or avoiding perceived, potential, or actual Conflict of Interests.

Throughout the year, we send reminders to all colleagues about our legal and compliance practices and policies to ensure our employees conduct themselves with honesty and integrity. In addition to the annual Code of Ethics and Business Conduct training, a subset of employees based on their job function also receive periodic training on anti-corruption & anti-bribery, export compliance, confidential information & insider trading, anti-trust & competition law, privacy & data protection, and third-party compliance.

Our bribery and anti-corruption policy and program

Wherever we do business in the world, and regardless of who our employees are interacting with, we have a well-defined anti-bribery and anti-corruption policy that states that neither Dentsply Sirona, nor any person associated with Dentsply Sirona, may offer, pay, facilitate, give, make, seek or accept a personal payment, gift, favor, or anything of value, in return for favorable treatment or to gain any improper business advantage. We also provide training for all employees annually around these issues and provide guidelines for what is considered acceptable behavior. Managers have oversight to ensure these guidelines are assessed, monitored and upheld. We comply with all disclosure obligations and transparency laws globally regarding payments made to healthcare professionals. Our Corporate Audit team supports our Global Ethics & Compliance program, which includes conducting proactive anti-fraud and corruption reviews of our business operations globally.

The simple overriding consideration is that if any unethical or illegal activity is necessary to obtain or retain any business, we will not pursue or seek to retain that business. In support of this commitment, we have adopted this policy to comply and promote full compliance with all applicable anti-corruption and anti-bribery laws throughout the world. Find more information about our bribery and anti-corruption policies, program and definitions on our [Compliance and Ethics page](#).

In 2022 we again did not incur any monetary losses as a result of legal proceedings associated with corruption and bribery.

Ethical customer interaction

Our Ethical Customer Interaction Policy requires that all engagement with medical and dental professionals is compliant with applicable laws and regulations as well as our Company values and operating principles.

Our sales and marketing teams, Clinical Affairs and professional services, R&D and finance management teams receive regular training on this policy, as they regularly interact with healthcare professionals. 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 US Anti-Kickback Statute, the Physician Payments Sunshine Act (Open Payments), and other transparency laws worldwide.

In 2022, we again did not incur any monetary losses due to legal proceedings associated with false marketing claims.



Engaging with business partners

We also have a long-standing Business Partner Code of Conduct, which sets out our expectations for all business partners including distributors, consultants, and suppliers. This policy is part of Dentsply Sirona's General Terms and Conditions of Purchase.

We also provide risk monitoring for all our suppliers, using multiple business intelligence data sources combined with in-depth analyses of our critical material purchases. Our Procurement team has analyzed our supplier base and segmented suppliers based on their importance to our products and business. We regularly monitor risks and have established a cadence of supplier/parts risk mitigation meetings. When a potential risk is identified, due diligence is

conducted, and an action plan is put in place and monitored until it is satisfactorily closed.

Due diligence actions may include benchmarking, analysis in partnership with other Dentsply Sirona functions and the supplier, or requesting information from many suppliers through a campaign or survey. In addition, we conduct comprehensive deep dives into our most critical suppliers' business continuity plans to identify risk areas and actions to address.

These risk mitigation actions may include switching to a new supplier or an alternate part, building safety stock, putting new commercial terms in place, working with the supplier to put in place equipment/line redundancy and agreeing

to additional manufacturing location or alternate materials. Action plans are thoroughly reviewed by a cross-functional team to ensure that our risk mitigations have no impact on the form, fit, or function of Dentsply Sirona products.

We continue to protect our supply chain through partnering with an industry-leading third-party global service provider to ensure we have a robust program to capture and report data on key regulatory programs, including EU RoHS/REACH, US Conflict Minerals, the US Uyghur Forced Labor Prevention Act, California Proposition 65, and the German Due Diligence Act. In addition, some Dentsply Sirona employees have become members of Supply Chain Industry Associations.

Supplier risk management in action

Dentsply Sirona takes supply continuity stewardship seriously. We recognize that lack of products to fulfill dental practices' needs could result in unmet healthcare needs. To ensure supply continuity, we have put multiple programs in place, and continue to grow the depth and scope of those programs and add new ones.

Our overall approach to supplier risk management is divided into three steps:

1. **Supplier selection:** We screen suppliers based on multiple factors and conduct an in-depth risk assessment as appropriate for the specific supplier, type of engagement, and potential depth of the relationship. Our initial questionnaire includes topics such as financial sustainability, information security, data privacy, social and ethical criteria, and global trade compliance. Following the risk assessment, Dentsply Sirona may request an on-site assessment to confirm its findings. Once this is complete all suppliers will receive their feedback report and any recommendations for improvement.
2. **Supplier monitoring:** Approved suppliers are tiered by importance to the business and risks and are monitored accordingly, potentially including business reviews and/or on-site assessments. We monitor suppliers based on their performance, product or service quality, as well as risk factors such as financial, geopolitical, trade compliance, and ESG.
3. **Supplier business continuity planning:** To assure continuity for our customers, we select several key suppliers per year to complete an in-depth, collaborative assessment of the suppliers' business continuity planning. This process starts with a questionnaire that gathers information regarding their business systems and preparedness to manage unforeseen events, including process-related, tier-two and tier-three supply risks, facility-related, natural or geopolitical disasters, pandemic, information security, and other IT disasters. We then work with the supplier to conduct an in-depth risk assessment and develop action plans to mitigate any high-risk items identified.



Human rights

We operate 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 does not tolerate unlawful harassment, bullying or any mistreatment by, or of, people in our workplace or supply chain. We have policies and processes in place to eliminate any issues surrounding exploitation, slavery, and human trafficking and, if necessary, take direct actions with business partners throughout our supply chain as part of our Business Partner Code of Conduct.

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, the German Supply Chain Act, the Uyghur Forced Labor Prevention Act and the Conflict Minerals provisions of the US Dodd-Frank Act of 2010.

Cybersecurity

As the dental industry continues to digitalize, we too are continuously assessing and improving our cyber security measures.

Our program is designed to protect the confidentiality, integrity, and continued availability of our data and systems, and ensure continuous compliance with all external regulatory requirements related to data privacy and security. We use several third-party security firms to evaluate our cybersecurity programs and adjust our processes, policies and controls accordingly.



Our Privacy Policy outlines the types of personal data we collect, the legal grounds for doing so, and how it is used and protected. All our policies and standards align with cyber control frameworks ISO27001, COBIT and NIST. We are currently in the process of ensuring that DS Core also aligns with these standards and frameworks (see more information on [p. 29 & 31](#)).

All global IT staff and contractors, plus all internal system users on information security, are provided annual training on our cyber policies. All global users also

receive anti-phishing assessments and training over the course of each year.

Our internal cyber security program is led by Dentsply Sirona's Chief Information Officer and Director of Information Security. They are responsible for providing the Board and the Audit and Finance Committee with regular updates on the status of our cyber security control projects. The Board and the Audit and Finance Committee oversee the management of all cyber security risk at Dentsply Sirona.

Product safety and recalls

In 2022 we obtained six 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 to a legally marketed device that is not subject to premarket approval. We now have more than 420 active 510K clearances for our devices, and we align with the Federal Trade Commission’s requirements to ensure that all claims labeled on our devices, as well as associated promotion and advertising materials, are not misleading and can be substantiated.



Product recalls

In 2022, we voluntarily conducted one field action. The action was related to a line clearance issue resulting in a mislabeling issue of primary packaging regarding our Calibra Esthetic Resin Cement product. The primary label was printed with Calibra Ceram Adhesive Resin Cement instead of Calibra Esthetic Resin Cement. No documented injury or harm experienced by patient or clinician has been found to date. Due to possible user dissatisfaction based on the increased chair time/unanticipated additional visit required for uneventful re-cementation, and possible dislodgement followed by patient aspiration or ingestion of the dislodged restoration, a class III recall has been performed in the US.

Our Product Safety Program includes the following:

- A Complaints Management program that collects, monitors and investigates product complaints
- A Post-Market Surveillance Process, per product group, to ensure compliance with applicable PMS requirements
- A Risk Management program that covers design, manufacturing, and post-market surveillance
- A product testing program used throughout the lifecycle of the product including 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

Quality and regulatory training

As part of continuous improvement, in 2022 we enhanced our Global Quality System Regulation Training which includes the following:

- An overview of the Dentsply Sirona Quality Policy
- Training on Good Manufacturing Practices (“GMP”) which covers the practices required to conform to the guidelines recommended by agencies that control the authorization and licensing of the manufacturing and sales of medical devices
- Training on Good Documentation Practices (“GDP”) that provides a description of the standards which documents are created and maintained to
- Basics of Complaint Handling; covering the definition of complaints and the actions to be taken after learning of such complaints

All sites that are required certification are certified as appropriate to ISO 13485, EU Medical Device Directive (“MDD”), EU Medical Device Regulation (“MDR”), Medical Device Single Audit Program (“MDSAP”), and we comply with FDA QSR 820 as well as other country-specific regulatory requirements. We are pleased to share that all our manufacturing sites are certified to ISO 13485.

- Sites Certified to ISO 13485/9001: 45
- Sites Certified to MDD: 22³⁰
- Sites Certified to MDR: 16

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 2022.
Fatalities related to products as reported in the FDA Manufacturer and User Facility Device Experience database (#) [HC-MS-250a.3]	Zero fatalities in 2022.
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 (#)	The FDA inspected one of our facilities and made two observations*



*(1) that a required quality agreement was not available; and (2) a training record for a manufacturing employee could not be provided. The Company has since mitigated this by initiating corrective and preventive actions and completing the Service Quality Agreement renewal for all service suppliers identified with a high-risk level and documented accordingly. With respect to the second observation, the firm revised the on-the-job training procedure and retrained the quality technician as part of the recertification process.

³⁰⁾ Previous data reported in 2021 has been adjusted to reflect continuous improvements in historical data quality.

Political involvement



Dentsply Sirona is committed to disclosing political donations and/or lobbying expenditures. All political involvement or Company funds or assets that may be contributed for political purposes must be approved by the Senior Vice President and General Counsel.

Our Byte division has a government affairs team to lead pre-approved engagement around issues relating to telehealth and/or teledentistry with the aim to advance responsible policies that are aligned with Byte's mission to increase access to oral health care. In 2022, Byte made over \$400,000 in political contributions and lobbying expenditures to promote the interests of the Company and support policies that provide customers access to safe and affordable options for oral healthcare.

Dentsply Sirona is a member of several US dental trade associations including the Dental Trade Alliance ("DTA"). The DTA provides dental equipment, supplies, materials and services to dentists and other oral care professionals and may, occasionally, engage in lobbying regarding legislation that is of interest to its members.

Pre-clinical and clinical testing

At Dentsply Sirona, we develop and license many new and innovative dental products and solutions. Applying the guiding 3R principle; replace, reduce, refine, we aim to use in-vitro or benchtop methods that do not require animal testing whenever possible. This relegates animal testing to only a narrow set of circumstances. When the use of laboratory animals is required, it is directed by various federal and local laws, regulations, standards and guidelines which are always followed.

We are constantly seeking to create inclusive and accessible products that are safe and effective, and we utilize data from human clinical trials to ensure we achieve this goal. Whenever we conduct a clinical study, we always do it with the participants safety front of mind and protect the rights and confidentiality of patients and investigators.

We commit to international codes, principles, and best practice guidelines, complying with all local and regional regulatory requirements where the studies are conducted. We make certain that the correct controls are in place to protect the integrity of the results of the study while also conducting our trials in an ethical manner.

We ensure these standards are upheld through an independent ethics committee with the authority to approve, modify or stop trials. We also have set procedures to obtain participants' free and informed consent and to conduct risk/impact assessments prior to the beginning of any of our trials. We provide training and awareness programs for our staff involved with clinical trials and conduct regular monitoring of all ongoing trials.

We are also committed to remaining open when communicating about our clinical trials. All results are published in credible databases or peer reviewed journals, with terminated trials also published to maintain full transparency. All of our clinical trials' prior registrations are listed in public databases such as clinicaltrials.gov.

Access and affordability

We have seen first-hand that more people need access to affordable high quality oral health care. As a result, we use an equitable pricing approach that allows lower prices for selected product lines in low-income and lower-middle-income countries compared with developed markets. Within our global pricing programs, we enable the countries to adjust pricing within certain parameters in order to adapt dynamically to local market conditions and needs. We also work in partnership with charities and NGOs by providing donations and in-kind support to ensure more people have access to the oral health care they need. Find more information about our Smile Train partnership on [p. 41](#), Project 32 on [p. 44](#) and our other oral health care community initiatives on [p. 40-47](#).

We inform all our customers and distributors about new price information electronically in advance of the change, this can range from six weeks to three months. Changes include a new price book or an amendment to contracts and each customer will receive a price list.

Overall our estimated ratio of weighted average rate of net price increases for our products to the annual increase in the US Consumer Price Index during 2022 was 4.4% : 6.3%.



Appendix

Report indices

SASB index

SASB Code	Metric	Category	Unit of Measure	Page/ Comment
Access and Affordability				
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	Quantitative	Ratio	83
HC-MS-240a.2	Description of how price information for each product is disclosed to customers or to their agents	Discussion and Analysis	N/A	83
Product Safety				
HC-MS-250a.1	Number of recalls issued, total units recalled	Quantitative	Number	80
HC-MS-250a.2	List of products listed in the FDA's MedWatch Safety Alerts for Human Medical Products database	Discussion and Analysis	N/A	81
HC-MS-250a.3	Number of fatalities related to products as reported in the FDA Manufacturer and User Facility Device Experience	Quantitative	Number	81
HC-MS-250a.4	Number of FDA enforcement actions taken in response to violations of current Good Manufacturing Practices (cGMP), by type	Quantitative	Number	81
Ethical Marketing				
HC-MS-270a.1	Total amount of monetary losses as a result of legal proceedings associated with false marketing claims	Quantitative	Reporting currency	77
HC-MS-270a.2	Description of code of ethics governing promotion of off-label use of products	Discussion and Analysis	N/A	75
Product Design & Lifecycle Management				
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	Discussion and Analysis	N/A	34
HC-MS-410a.2	Total amount of products accepted for takeback and reused, recycled, or donated, broken down by: (1) devices and equipment and (2) supplies	Quantitative	Metric tons (t)	32
Supply Chain Management				
HC-MS-430a.1	Percentage of (1) entity's facilities and (2) Tier I suppliers' facilities participating in third-party audit programs for manufacturing and product quality	Quantitative	Percentage (%)	-
HC-MS-430a.2	Description of efforts to maintain traceability within the distribution chain	Discussion and Analysis	N/A	-
HC-MS-430a.3	Description of the management of risks associated with the use of critical materials	Discussion and Analysis	N/A	34
Business Ethics				
HC-MS-510a.1	Total amount of monetary losses as a result of legal proceedings associated with bribery or corruption	Quantitative	Reporting currency	76
HC-MS-510a.2	Description of code of ethics governing interactions with health care professionals	Discussion and Analysis	N/A	75

TCFD index

TCFD Recommendation	Page/Reference
Governance Disclose the organization's governance around climate-related risks and opportunities.	a) Describe the board's oversight of climate-related risks and opportunities. CDP C1.1 CDP C1.1a CDP C1.1b CDP C1.1d
	b) Describe management's role in assessing and managing climate-related risks and opportunities. CDP C1.2 CDP C1.3 CDP C1.3a
Strategy 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. CDP C2.1a CDP C2.1b CDP C2.3 CDP C2.3a CDP C2.4 CDP C2.4a
	b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning. CDP C3.3 CDP C3.4
	c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario. CDP C3.1 CDP C3.2
Risk Management Disclose how the organization identifies, assesses, and manages climate-related risks.	a) Describe the organization's processes for identifying and assessing climate-related risks. CDP C2.1 CDP C2.2 CDP C2.2a
	b) Describe the organization's processes for managing climate-related risks. CDP C2.1 CDP C2.2 CDP C2.2a
	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management. CDP C2.1 CDP C2.2
Metrics and Targets 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. pg. 26
	b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks. pg. 26 - 29
	c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets. pg. 22 - 26

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. The Company's forward-looking statements represent current expectations and beliefs and involve risks and uncertainties. Actual results may differ significantly from those projected or suggested in any forward-looking statements and no assurance can be given that the results described in such forward-looking statements will be achieved. Readers are cautioned not to place undue reliance on such forward-looking statements which speak only as of the date they are made. The forward-looking statements are subject to numerous assumptions, risks and 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. The Company does not undertake any obligation to release publicly any revisions to such forward-looking statements to reflect events or circumstances occurring after the date hereof or to reflect the occurrence of unanticipated events. Any number of factors could cause the Company's actual results to differ materially from those contemplated by any forward-looking statements, including, but not limited to, the risks associated with the following: the Company's ability to remain profitable in a very competitive marketplace, which depends upon the Company's ability to differentiate its products and services from those of competitors; the Company's failure to realize assumptions and projections which may result in the need to record additional impairment charges; the effect of changes to the Company's distribution channels for its products and the failure of significant distributors of the Company to effectively manage their inventories; the Company's ability to control costs and failure to realize expected benefits of cost reduction and restructuring efforts and the Company's failure to anticipate and appropriately adapt to changes or trends within the rapidly changing dental industry. Investors should carefully consider these and other relevant factors, including those risk factors in Part I, Item 1A, ("Risk Factors") in the Company's most recent Form 10-K, including any amendments thereto, and any updating information which may be contained in the Company's other filings with the SEC, when reviewing any forward-looking statement. The Company notes these factors for readers as permitted under the Private Securities Litigation Reform Act of 1995. Readers should understand it is impossible to predict or identify all such factors or risks. As such, you should not consider either the foregoing lists, or the risks identified in the Company's SEC filings, to be a complete discussion of all potential risks or uncertainties.



Dentsply Sirona Sustainability

BEYOND

Taking
Action for
a Brighter
World



Dentsply Sirona
Sustainability

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