



Dentsply Sirona  
Sustainability Report 2023

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# Our Business



# Letter from the CEO

Welcome to Dentsply Sirona's 2023 sustainability report. Within, we demonstrate the action we are taking to deliver our sustainability strategy, "BEYOND: Taking Action for A Brighter World", and the progress we have made towards our sustainability goals. We also detail the role we play in advancing sustainability in our industry, as the world's largest manufacturer of professional dental products and technologies and as a leading provider of continence care solutions.

2023 marked another year of action, where we continued to transform oral health and continence care services through innovative products and solutions. We could not have achieved this without the efforts of our engaged workforce. Our employees remain central to our business, and we continue to build a workforce that values inclusivity and equality. We want to create workplaces that support a sense of belonging, and I applaud the actions our employees take every day to make this a reality.

We want to "Win as One", and we do this by engaging with all our stakeholders. This includes supporting our diverse workforce and creating a high performing workplace, as well as delivering exceptional customer and patient care via our portfolio of products. In addition, we also provide clinical educational opportunities for healthcare practitioners.

We have built an operating model that enables us to act as one team, driving innovation through disciplined execution. It is this approach that has enabled us to provide leading solutions to the dental industry and patients worldwide for over a century. Our studies show us that our products and solutions go BEYOND supporting better oral health and continence care; they also contribute to a patient's overall health.

As a responsible business, we lead from the top to drive long-term sustainable growth. Our Environmental, Social and Governance ("ESG") Steering Committee oversees the delivery of our sustainability strategy. It is responsible for having a positive environmental and societal impact, while continuing to deliver quality products that our customers and their patients rely on. The Committee also plays a key role in ensuring that our efforts support us in building a sustainable business. In 2023, we implemented foundational initiatives to improve the efficiency and effectiveness of the business, while continuing to fund key investments to enable sustainable growth.

I am pleased to share that we continued to make strong progress towards our sustainability goals. I am encouraged by the actions we have taken, and we are currently conducting a double materiality assessment, the findings of which will inform updated targets that we are developing for 2030. These are being overseen by our ESG Steering Committee, and we will be able to share more information in due course.



We have continued to invest in research and development (“R&D”), with a core focus on advancing digital solutions that will bring new capabilities to our customers to deliver efficient patient care. In 2023, we invested more than \$184 million in R&D, a 6% increase compared to 2022.<sup>1</sup> We also created the new position of Chief Quality Officer to ensure we continue to hold ourselves accountable for creating quality products our clinicians and patients can count on. Plus, we recently launched our “Quality Begins with Me” program to develop this mindset and educate our employees on our new Quality Policy.

In 2024, we assembled a Sustainable Packaging Team who are currently developing and implementing sustainable packaging guidelines, as well as a roadmap of key milestones that will be achieved between 2024 and 2035. These actions mean that we continue to develop innovative products that help professionals treat patients while pursuing opportunities to limit the environmental impact of our own operations, and the products used by our customers.

Our sustainable approaches have also helped us extend our strong relationships with our global customer network. We are encouraged by the growing attendance at our DS World events and participation in our clinical education trainings, including our Sustainability Education Curriculum. Since 2019, we have received more than 1.95 million registrations for our clinical education courses, and we delivered more than 9,200 courses for customers in over 80 countries in 2023.<sup>2</sup>

We continued to work with like-minded organizations to help provide affordable, efficient, and sustainable healthcare solutions to those who need it most. Most notably through our relationships with the Harvard School of Dental Medicine, the Platform for Better Oral Health, Smile Train, Project32 and more. Plus, we collaborate with industry groups, such as the FDI World Dental Federation and the International Association of Dental Students, to help dental practitioners and students understand the importance of sustainable practices and encourage them to embrace their environmental responsibility.

We look forward to delivering strong performance that will enable us to maximize the positive impact of our activities and accelerate the sustainable growth of our business.



**Simon Champion,**  
President and Chief Executive Officer

<sup>1</sup> \$ refers to US\$ throughout this report.

<sup>2</sup> Includes training courses to dental professionals through in-person, online, and hybrid formats; excludes courses provided by Wellspect.

# Letter from the ESG Steering Committee

I am pleased to report that we have continued to deliver our BEYOND sustainability strategy and made progress towards our goals in alignment with our Healthy Planet, Healthy Smiles and Healthy Business pillars.

In 2023, we reduced our Scope 1 and 2 greenhouse gas (“GHG”) emissions, water withdrawal, and total waste on an absolute value, and we remain on track to deliver our long-term goal of being Net Zero in our Scope 1-3 carbon emissions by 2050.

In addition, we have completed our gender pay parity analysis globally. Based on data from the first half of 2024, we are proud to share that we have achieved total average gender pay parity across our global workforce, ahead of our 2025 target.

We also accomplished our 2025 goal to achieve a top decile injury and illness prevention and/or avoidance rate. Our success is attributed to the global efforts of our Human Resources and Environment, Health & Safety teams, and proactive risk management approaches which include identifying, controlling, and mitigating risks, as well as sharing best practice examples across our business. On behalf of the ESG Steering Committee, we are in the process of establishing new 2030 goals and look forward to sharing these with our stakeholders in the near future.

We continue to act as a trusted and responsible organization that promotes fairness and safety, and embeds the highest standards of excellence throughout our operations. We strive to Win as One – as a unified, high-performing team underpinned by a culture that proactively promotes health, safety, ethics and compliance. I am pleased to share that over 99% of our employees completed online training and certified compliance with our code of ethics and business conduct.

We are focused on creating a working environment where all our employees can develop and thrive, and we continue to prioritize achieving global gender parity as well as global gender pay parity. Creating an inclusive workplace is the right thing to do, and leveraging the creativity of diverse thinking enables us to continue to build pioneering solutions that solve our customers’ challenges. In 2023, we created two new Employee Resource Groups (“ERGs”) to proactively embed diverse, equitable and inclusive workplace practices. I am pleased to share that membership across our nine ERGs increased by 46% compared to 2022, demonstrating the commitment from our employees across the business to embrace inclusive activities and engagement opportunities.



Our company culture encourages continuous learning, as employee development and career growth are key enablers of a high-performance culture. Our talent strategy looks to develop and nurture the skills of our strong employee base. This enables us to encourage internal mobility and focus on developing critical and emerging skills to support our next generation leaders. When necessary, we will recruit new talent, and all employees have access to over 22,600 LinkedIn Learning courses.

We continue to partner with organizations to help communities gain access to our treatment solutions, in line with our goal to achieve 25 million smiles by 2025. In 2023, we enabled and empowered over 5.5 million smiles. We also donated more than \$1.7 million as cash and in-kind donations to philanthropic community initiatives.

Looking ahead to actions in 2024, we remain committed to transparent reporting practices. We are in the process of conducting a double materiality assessment which will meet the upcoming reporting requirements of the European Union's Corporate Sustainability Reporting Directive ("CSRD"). This builds upon the materiality assessment we completed in 2021 and ensures that we have a comprehensive understanding of the issues material to us and our stakeholders. It will also highlight the impact our organization has on the environment and society, as well as how our business is affected by a range of sustainability-related issues. We are also preparing to report in line with the US Securities and Exchange Commission's ("SEC") upcoming requirement to disclose climate-related information within our Annual Report.

It is through the collective action of our business and partners that we can create a brighter world for everyone. I look forward to continuing to drive our sustainability strategy forward and sharing the progress we make to help create a sustainable future for all.



**Tony Johnson,**  
Senior Vice President, Chief Supply Chain Officer and  
Executive Sponsor for ESG



Sustainability  
Progress Video

# Our Company

Dentsply Sirona is the world's largest manufacturer of professional dental products and technologies and a leading provider for continence care solutions.

Our company has a rich history in the healthcare industry. In 2016 DENTSPLY and Sirona merged to become Dentsply Sirona, combining over a century of innovation and service to the dental industry and patients worldwide. Together, we have set global standards for dental manufacturing, technology development, digital treatment, and clinical education. Throughout our history we have been at the forefront of innovation to improve and advance dentistry. This is reflected in our vision to transform dentistry to improve oral health globally, and we are proud to be a preferred partner for dental practices, clinics, dental laboratories, and authorized distributors worldwide.

Furthermore, Dentsply Sirona's Wellspect HealthCare business ("Wellspect"), a global MedTech company and leading provider of continence care products, with a strong passion for making a difference through new and innovative solutions. Its mission is to support people suffering from bladder and bowel dysfunction by providing safe and innovative continence care products that enable people to live more independent and dignified lives. Wellspect became part of our Company in 2011, and we are proud to showcase Wellspect's sustainability performance in this report, reflective of its contribution to the delivery of our global sustainability strategy "BEYOND: Taking Action for a Brighter World".

## Our strategy is built upon a strong foundation of values:

### Agility

We innovate. We challenge ourselves constantly. We act quickly.

### Accountability

We hold ourselves and each other accountable.

### Respectfulness

We listen. We foster diversity and inclusion. We respect the communities in which we live and work.

### Collaboration

We are good partners. We learn from each other. We are one team. We have fun.

### Trustworthiness

Our customers can rely on us. We can rely on each other. We empower our people.



## Our vision

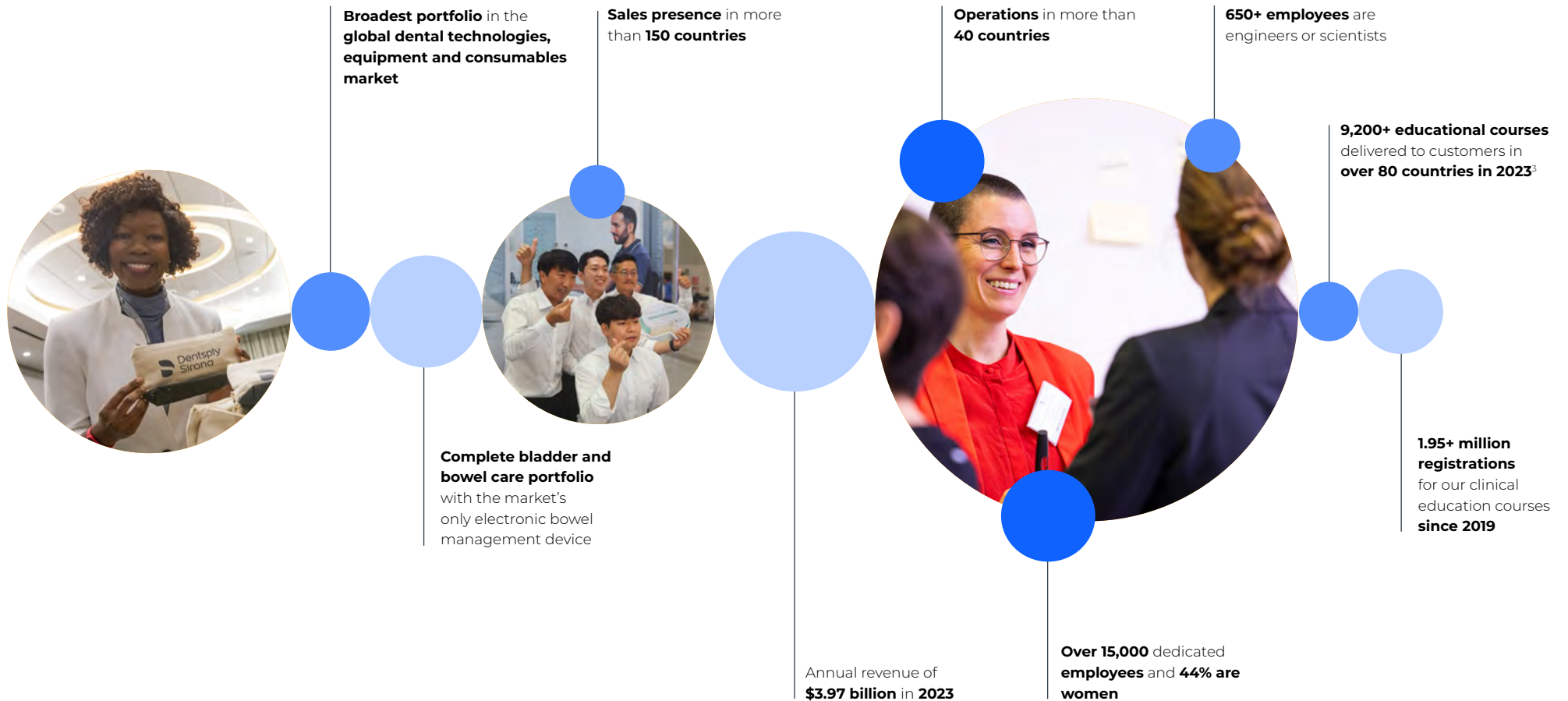
We transform dentistry to improve oral health globally.

With our continence care portfolio, we passionately strive to make a real difference every day to everyone who needs our products and services.

## Our mission

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

With our continence care portfolio, we are on a mission to support people suffering from bladder and bowel dysfunction by providing safe and innovative continence care products that enable people to live more independent and dignified lives.



<sup>3</sup>) Includes training courses to dental professionals through in-person, online, and hybrid formats; excludes courses provided by Wellspect.

# Our product portfolio

We develop, manufacture, and market comprehensive end-to-end solutions and innovative products that create healthy smiles.

Our core dental products include a full suite of dental restorative, endodontic and preventive solutions, CAD/CAM restoration systems (CEREC and inLab), 3D printing equipment, digital intra-oral scanners, panoramic and 3D imaging systems, dental treatment centers, hand pieces, hygiene systems, dental specialty products in orthodontics and implants, and DS Core, a cloud platform designed to support practices and labs throughout their daily workflows, providing a range of tools that enhance efficiency, productivity, and growth. Our products support a range of daily and complex dental

procedures with many underpinned by digitally-driven dental technologies to deliver improved clinical outcomes and a better patient experience.

In addition, our Wellspect business provides innovative urological and enterological solutions designed to improve the quality of life of patients. We have been leading the industry for over 40 years with our product brands LoFric® and Navina™.

For new product releases in 2023, please see [p. 68](#) and for more information on our R&D program see [p. 67](#).

## Brands, products and solutions

	ESSENTIAL DENTAL SOLUTIONS				CONNECTED TECHNOLOGY SOLUTIONS		ORTHODONTIC ALIGNER SOLUTIONS	IMPLANT & PROSTHETIC SOLUTIONS		WELLSPECT HEALTHCARE
WELL-ESTABLISHED BRANDS	AH Plus®	Aquasil Ultra+ Smart Wetting Impression Material	Calibra Cements	Cavitron®	Axano®	Axeos®	SureSmile® Aligners	Astra Tech Implant EV	Atlantis®	<b>LoFric®</b>
	CEREC Tessera	CEREC MTL Zirconia	Nupro®	<b>MAILLEFER</b>	CEREC Primemill®	DAC	<b>byte®</b>	PrimeTaper EV OmniTaper EV		<b>Navina™</b>
	Palodent V3 Sectional Matrix System	Prime&Bond®	ProTaper Ultimate	SmartLite Pro	DS Core	Intego®		Cercon ht ML    Cercon xt ML		
	Spectra ST Universal Composite Restorative	SDR® flow+	WaveOne® Gold	<b>VDW®</b>	Orthophos®	Primescan®		Lucitone Digital Print Denture System	<b>MIS</b>	
				Primeprint®	Schick		<b>OSSIX®</b>	Simplant®		
				Sidexis® 4	Sinius®					
				SiroLaser	T1-T4 instrument series					

# Our approach to sustainability



# Delivering our sustainability strategy

## Our three sustainability pillars

As an industry leader, we recognize the need to go BEYOND the ordinary to improve lives around the world and contribute to a healthy future for people and the planet. Our sustainability strategy, “BEYOND: Taking Action for a Brighter World”, focuses on reducing our environmental footprint, improving oral health and continence care globally, creating a diverse, equitable, inclusive, and respectful culture, and also establishing processes that set a foundation of integrity, transparency, and responsibility at all levels of our business. These actions support a more sustainable and healthy business as we continue to serve our stakeholders: patients, customers, and shareholders.

The actions we take to deliver our sustainability strategy are defined by three pillars: Healthy Planet, Healthy Smiles and Healthy Business, and align with our Company’s mission to empower millions of customers by proudly creating innovative solutions and products for healthy smiles.

### Healthy Planet

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

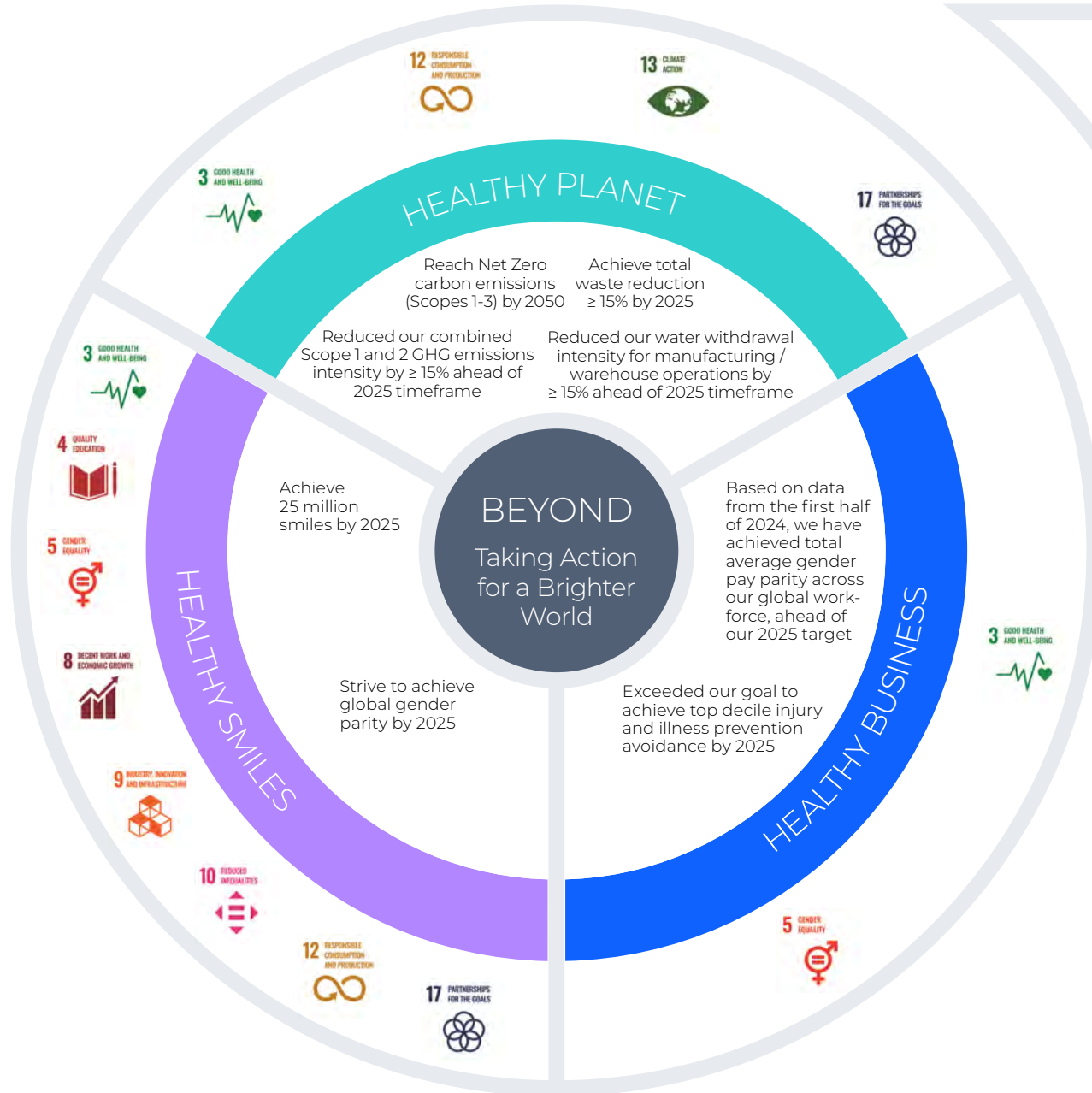
### Healthy Smiles

We work to improve oral and continence health globally by increasing quality of and access to, the best possible treatment and care to patients and local communities in need – which ultimately creates happy and healthy smiles. We support and empower our colleagues to create a workforce that respects and values diversity and equality and is supported by an inclusive culture that encourages continuous learning.

### Healthy Business

We create a healthy business through trusted and responsible relationships with our employees, customers, partners, and shareholders. By establishing efficient, equitable, transparent, compliant, and safe practices we are able to drive long-term, sustainable growth across the business.

# Our sustainability strategy and progress



## New BEYOND targets

Working to set new 2030 targets upon completion of the double materiality assessment planned for the second half of 2024

# Our sustainability strategy in action

In 2023, we continued to make positive progress towards all our pillar goals. As mentioned previously, we achieved several of our sustainability targets ahead of the 2025 timeframe. This included reducing our combined Scope 1 and 2 GHG emissions intensity by  $\geq 15\%$  as well as reducing our water withdrawal intensity for manufacturing / warehouse operations by  $\geq 15\%$  against a 2019 baseline.

In addition, we are pleased to share that in 2023, we accomplished and exceeded our goal to achieve the top decile<sup>4</sup> injury and illness prevention and/or avoidance rate of 0.27 by 2025, as our Total Recordable Incident Rate ("TRIR") reduced from 0.38 in 2022 to 0.17 in 2023.

We are currently in the process of conducting a comprehensive double materiality assessment, planned to be completed during the second half of 2024. This exercise will identify the most material topics to our business and enable us to meet CSRD disclosure requirements by 2026. Once completed, we will use the findings from the assessment to establish new 2030 targets. See [p. 29](#) for more information. In the meantime, we continued to reduce our water withdrawal and total waste on an absolute value by 29% and 9%, against our 2019 baseline. We also reduced our total Scope 1 and 2 GHG emissions by an absolute value basis of 47% versus our 2019 baseline, reflecting the action we are taking to support us in achieving our long-term goal of being Net Zero in our Scope 1-3 carbon emissions by 2050. See [p. 32](#) for more information.

We remain on track to achieve our goal to enable 25 million smiles by 2025, and in 2023, we enabled and empowered over 5.5 million smiles from across our communities, dental professionals, and employees, contributing to more than 16.8 million smiles since 2021. See [p. 46](#) for more information. Furthermore, at the start of 2024 we completed our gender pay parity analysis globally. Based on data from the first half of 2024, we are proud to share that we have achieved total average gender pay parity across our global workforce, ahead of our 2025 target. We are also continuing to put measures in place as we strive to achieve our gender parity goal, and at the end of 2023 44% of our global workforce were women.



## Double materiality assessment

A double materiality assessment requires a company to consider how its activities across the entire value chain impact people and the environment, but also how sustainability issues can impact the company financially in the short-, medium-, and long-term.

<sup>4</sup>Top decile based on American Chemistry Council medium sized member company total recordable injury rates.

Establishing partnerships that deliver tangible and impactful outcomes remains a priority for us. We continue to support the FDI World Dental Federation “Sustainability in Dentistry” initiative, and in 2023 played a key role in delivering new educational resources to help dental professionals understand how to take action to embed sustainable practices into their working routines. See [p. 30](#) for more information.

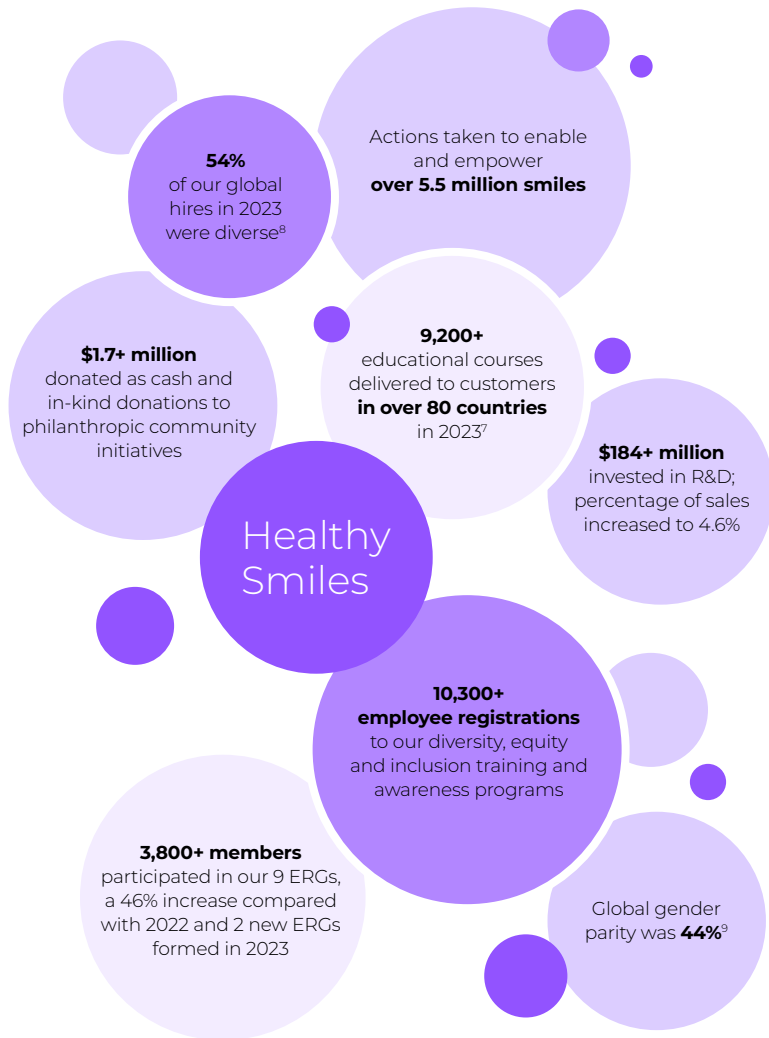
Through global and local partnerships, we have been able to equip healthcare professionals with high quality products so they can provide care to communities that need it most. In 2023, we donated over \$1.7 million as cash and in-kind donations towards philanthropic community initiatives, which includes our annual contribution and partnership with Smile Train to support life changing cleft surgeries. See [p. 51-52](#) for more information.

We continue to drive and contribute to industry-wide dialogues, by hosting, sponsoring, or attending educational events, and we are proud to proactively provide continuing opportunities for the next generation of dental practitioners, healthcare providers and innovators. Find out more about our work on [p. 63-66](#). Our clinical education programs and events provide a wide variety of educational experiences for our customers and other dental professionals, and we have had more than 1.95 million registrations for our educational courses since 2019. See [p. 57-58](#) for more information.

Our inclusive and high-performance culture equips us to grow and Win as One. Every day we take action to ensure we remain a trusted partner for all our stakeholders, and we are encouraged by the level of support we receive from everyone we engage with. This inspires us to go BEYOND as we strive to be an industry leader that develops innovative solutions that not only deliver high quality care but also help us achieve our sustainability goals.



# 2023 highlights<sup>5</sup>



Achieved our goals of reducing our Scope 1 and 2 GHG emissions intensity and water withdrawal **intensity by ≥ 15%** against a 2019 baseline, ahead of the original 2025 timeframe

Scope 1 and 2 GHG emissions intensity significantly **decreased by 46%** when compared with our baseline measurement from 2019<sup>6</sup>

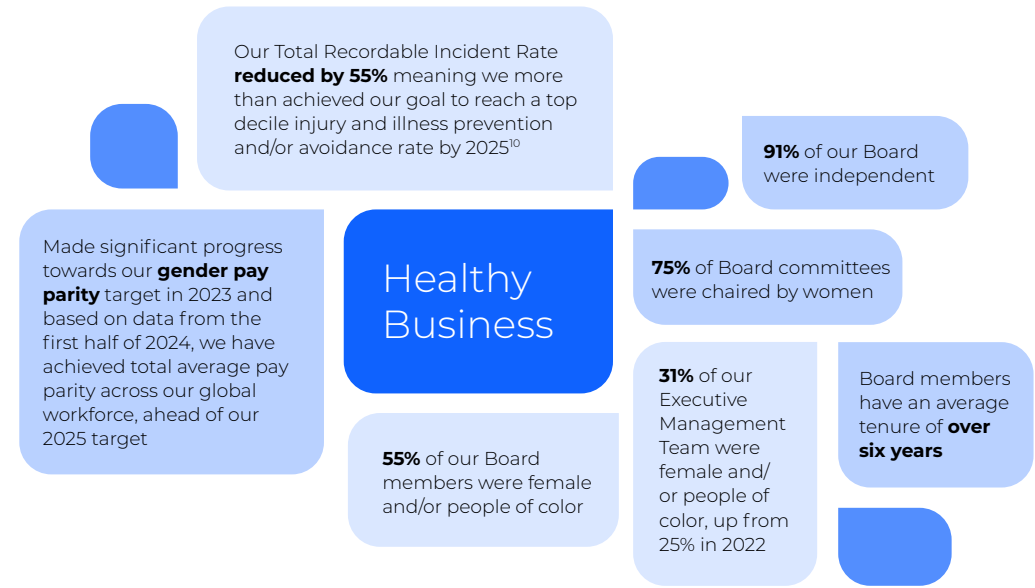
Water withdrawal intensity **decreased by 28%** when compared with our baseline measurement from 2019

Significantly decreased our Scope 1 and 2 GHG emissions on an absolute value basis by **47%** versus our baseline measurement from 2019

Decreased our water withdrawal and total waste on an absolute value basis by **29%** and **9%** respectively when compared with our baseline measurement from 2019

Assessed **38 sites** on their ability to combat climate risks through site-specific self-assessments

13 of our global sites now source renewable energy, with **nine** of these using **100% renewable electrical energy**



<sup>5</sup>All 2023 data in this report reflects the 2023 fiscal year and the closing date for all data was December 31, 2023, unless stated otherwise.  
<sup>6</sup>We calculate Scope 1 and 2 GHG emissions intensity by dividing the total level of emissions by net sales.  
<sup>7</sup>Includes training courses to dental professionals through in-person, online, and hybrid formats; excludes courses provided by Wellspect.  
<sup>8</sup>Diverse is defined as all global employees who self-identify as female, or people of color in the US.  
<sup>9</sup>Female representation within our total workforce.  
<sup>10</sup>American Chemistry Council medium sized member company total recordable injury rates.



# Gaining external recognition of our sustainable actions

The impact of our work has been recognized by several third-party organizations. In 2023, Newsweek ranked us as one of America's Most Responsible Companies, demonstrating our commitment and performance across environmental, social, and corporate governance focus areas. In addition, in 2024, Newsweek awarded us a four-star rating in its inaugural list of America's Greenest Companies. This list recognizes companies that have committed to being environmental stewards and are working to protect the planet and its resources for future generations. Lastly, Newsweek also recognized Dentsply Sirona in its 2024 list of America's Greatest Workplaces for Diversity, which awards companies that are committed to creating diverse and inclusive working environments.

In addition, the 2024 Corporate Content Awards recognized our "BEYOND: Taking Action for a Brighter World" campaign and stakeholder engagement activities. We received a silver award for the best content targeted to the Corporate Social Responsibility community and a bronze award for the best content targeted to the internal audience. Dentsply Sirona was also included in the Sustainalytics ESG Industry Top-Rated Companies 2024 list in the healthcare industry.

Furthermore, Wellspect was included in the Financial Times's Europe's Climate Leaders 2024 list which recognizes businesses that have achieved the greatest reduction in their Scope 1 and 2 GHG emissions intensity over a five-year period. It also considers a company's transparency towards Scope 3 GHG emissions and their collaboration with sustainability assessors, such as CDP and the Science Based Targets initiative ("SBTi").<sup>11</sup>

Plus, in 2023, Wellspect was awarded the Sustainable MedTech Innovation of the Year award for using renewable plastic in our LoFric Elle female catheter product. Our LoFric catheters (including LoFric Elle, LoFric Origo, LoFric Sense, LoFric Hydro-Kit and LoFric Primo) have previously received the Nordic Swan Ecolabel certification. Both initiatives affirm that sustainability is at the heart of what we do at Wellspect.<sup>12</sup>



<sup>11</sup> The [Europe's Climate Leaders 2024 list](#) is compiled by the Financial Times and Statista and lists the companies across Europe that have shown the largest reduction of their emissions intensity between 2017 and 2022.

<sup>12</sup> The Nordic Swan Ecolabel is an environmental labelling scheme certifying that a product or service complies with the requirements for the label.

# Governance over sustainability

Dentsply Sirona is led by a management team with a strong track record of growth and proven leadership in developing and optimizing differentiated global dental and MedTech product offerings. Through this leadership, we act as a responsible and transparent business that embeds sustainable and strong 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 through our various committees.

## The Board of Directors and relevant committees

The Board of Directors (the “Board”) continues to have oversight of Dentsply Sirona’s sustainability strategy and its impact on building a sustainable business. The Board is supported by several committees to ensure that our entire business works together to maintain

financial stability and deliver our business mission: to empower millions of customers around the world by proudly creating innovative solutions that lead to healthy lives and healthy smiles.



### Corporate Governance and Nominating Committee

The Board maintains oversight of the Company’s sustainability strategy through the Corporate Governance and Nominating Committee, which oversees the management of risks related to our ESG practices, as well as the development of the ESG strategy and subsequent goals. The Committee is also responsible for monitoring relevant ESG trends and issues, recommending relevant actions, as well as overseeing the development of metrics related to ESG performance.

### Human Resources Committee and the Corporate Governance and Nominating Committee

The Human Resources Committee and the Corporate Governance and Nominating Committee are responsible for overseeing all social practices, including human capital management and executive compensation, as well as the development of metrics relating to ESG performance.

### Audit and Finance Committee

The Audit and Finance Committee is accountable for ethics and compliance, cybersecurity, and data privacy risks.

# The ESG Steering Committee

The ESG Steering Committee sits underneath the Board and its committees, and, as set out in our Environmental, Social and Governance Committee Charter, the Committee is responsible for assisting the Board in discharging its oversight responsibility related to ESG matters.

ESG matters are defined to include topics such as the impact of climate change, energy and natural resources conservation, environmental and supply chain sustainability, human rights, sustainable governance, diversity, and inclusion, employee engagement and talent development, access to care, as well as ways to secure we drive a responsible, ethical and more sustainable business.

The members of our ESG Steering Committee sit across a broad range of functions within the business including Investor Relations, Finance, Human Resources, Legal, Global Supply Chain and Operations, Communications, Global Engineering and Environment, Health and Safety (“EHS”) and Sustainability. The ESG Steering Committee is comprised of eight members, and an additional three members act as the extended ESG Steering Committee. Within the ESG Steering Committee, certain members lead sub-committees which are responsible for actions across our Healthy Planet, Healthy Smiles and Healthy Business pillars.

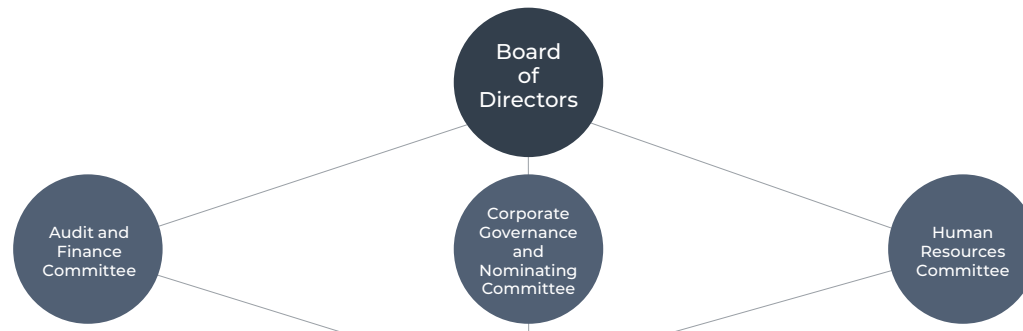
The ESG Steering Committee is responsible for advising the Executive Management Team and the Board on appropriate actions and performs an oversight role in shaping the Company’s ESG strategy. It is also responsible for ensuring that the goals under each pillar align with Dentsply Sirona’s policies, processes, and guidelines, and all teams work together to ensure continuous progress is made towards achieving our sustainability goals. The Committee meets regularly to monitor progress and address any apparent risks. At these meetings the Committee can propose improvements and actions to drive the organization towards achieving the agreed goals and objectives.

The Chair of the ESG Steering Committee is required to update the Board’s Corporate Governance and Nominating Committee on the progress made towards the goals and key deliverables, ensuring consistent oversight of the Company’s management of ESG and sustainability-related risks. If the ESG Steering Committee has any proposed strategic actions, the Chair of the ESG Steering Committee presents these to the Corporate Governance and Nominating Committee and the Human Resources Committee, which are collectively responsible for approving and overseeing all sustainability-related implementation plans. In addition, our Quality and Regulatory (“QARA”) leader updates the Board at least once per year.



## Global Sustainability Policy

In 2024, we launched our new Global Sustainability Policy which defines how we manage, and pursue sustainability through five guiding principles: governance, compliance, disclosure, progress and engagement. The policy informs stakeholders of how Dentsply Sirona works to optimize environmental stewardship, social responsibility, and economic prosperity and ultimately drive sustainable growth.



ESG Steering Committee



Senior Vice President,  
Chief Supply Chain Officer and  
Executive Sponsor for ESG  
Tony Johnson



Head of Global Environment,  
Health & Safety and  
Sustainability  
Andrew Bowers



Vice President,  
Legal  
Dane Baumgardner



Senior Director Engineering,  
Global Supply Chain  
Mike Anderson



Vice President, Corporate  
Communications and  
Public Relations  
Marion Par-Weixlberger



Vice President,  
Investor Relations  
Andrea Daley



Director, Business  
Transformation  
Anthony Mondri



Senior Corporate  
Communications  
Manager  
Mihaela Chidean

Extended ESG Steering Committee



Executive Vice President, Corporate  
Development, General Counsel & Secretary  
Richard Rosenzweig



Executive Vice President,  
Chief Financial Officer  
Glenn Coleman



Senior Vice President,  
Chief Human Resources Officer  
Andrea Frohning

# Engaging with our stakeholders

We work regularly and proactively to engage with all our stakeholders including our customers, employees, partners, shareholders, suppliers, communities, patients, regulators and policy makers. This enables us to have a positive impact and remain accountable for delivering our sustainability commitments. Throughout this section, we have outlined the actions we take so our stakeholders remain informed about our sustainability efforts and the key materials and resources we provide as a sustainable and responsible business.

## Customers

- Dentsply Sirona academies (p. 58)
- New product launches and actions to develop sustainable packaging (p. 68 and 40)
- Clinical research, trials and studies (p. 99)
- Post-market clinical studies (p. 99)
- Support for students (p. 63-66)
- Actions to foster a more diverse future for dentistry (p. 63)
- Responsible business policies (p. 90-95)
- Sustainability Educational Curriculum (p. 58)
- Dentsply Sirona's Sustainability in Dentistry Resource Kit for more sustainable dental practices and labs (p. 58)
- Dentsply Sirona World, and other events, which bring dental professionals together to share critical knowledge and discuss new innovations in dentistry (p. 60-61)
- Increasing access to oral healthcare through joint community engagement actions (p. 48-56)
- Global standard cleft treatment development (p. 51)
- Sustainability hub on Dentsply Sirona website, social media awareness and educational campaigns
- World Oral Health Day (p. 50)



“To me, achieving a more sustainable practice is a key objective as we move forward. Everyone can do their share and have an impact in this vital area. I’m very glad and hopeful to see Dentsply Sirona moving forward with new ideas to help clinicians like us to decrease our carbon footprint. We need industry leaders like Dentsply Sirona to set the example and lead the way, and I look forward to continuing our collaboration to support a more sustainable future and reduce the environmental footprint of the dental industry.”

**Luca Moranzoni, Specialist Endodontist, UK**

“It’s been wonderful to see Dentsply Sirona’s ERG community grow in 2023. With membership increasing every year, more employees than ever are positively contributing to creating a culture where everyone feels a sense of belonging and the safety to be their full self. In 2024, we will continue to empower our ERG leaders and champion the work they do to drive Dentsply Sirona’s DE&I strategy.”



**Melanie Jenkins, Global Director of Diversity, Equity & Inclusion**

## Employees

- Intranet sustainability hub
- Awareness and education campaigns through newsletters, enterprise social network, video content, digital posters, and company presentations
- Employee benefit of Volunteer Time Off for community engagement
- Employee health, safety, and wellness programs including Employee Assistance Program and dental benefit (p. 80)
- Employee Resource Groups (p. 74-75)
- DE&I training and awareness programs (p. 72-73)
- LinkedIn Learning and employee development resources (p. 78-79)
- Mentoring, leadership and talent programs (p. 78-79)
- Employee engagement surveys (p. 80)
- Ethics and compliance hotline (p. 89-93)
- Paradigm for Parity® initiative (p. 77)
- World Oral Health Day Educational materials (p. 50)

## Partners and communities

- Community Engagement Policy
- Engaging with local and global charities and industry organizations to provide in-kind support and monetary donations for community initiatives (p. 51-56)
- Smile Train partnership to raise awareness of cleft care needs and solutions and increase access to cleft care (p. 51-52)
- Developed the first-ever global protocols for digital cleft treatment in partnership with FDI World Dental Federation and Smile Train (p. 51)
- The FDI World Dental Federation Sustainability in Dentistry partnership and contribution to the development of the Massive Open Online Course (p. 30)
- World Oral Health Day initiatives to inform the public about the significance of oral health for the whole-body health (p. 50)
- Project 32 partnership to provide endodontic treatment to those in need across Central and South America (p. 53)
- Participation in the Harvard School of Dental Medicine’s Initiative to Integrate Oral Health and Medicine (p. 49)
- Platform for Better Oral Health in Europe partnership, who, through advocacy, aims to improve oral health and enhance cost-effective prevention of oral diseases (p. 49)
- Partnership with the International Association for Disability & Oral Health to promote equitable access to high quality oral healthcare for patients with disabilities (p. 53)
- International Association of Dental Students partnerships to increase access and awareness of educational materials that support sustainable dental practices
- Advisory boards for partner organizations and initiatives including University of Pennsylvania Dental Medicine, University of Kentucky College of Dentistry, Harvard School of Dental Medicine Initiative to Integrate Oral Health and Medicine, Dental Lifeline Network, and Women in DSO



“We are delighted to have found a long-standing partner in Dentsply Sirona. Our joint work continues to improve the lives of cleft-affected children and advance the technologies used by healthcare professionals around the world. The co-development of the first-ever digitalized orthodontics cleft treatment protocols in 2023 has raised the bar of global standards of cleft care. We are looking forward to many more achievements in the future.”

**Susannah Schaefer, President and CEO of Smile Train**

**Suppliers**

- 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. 90-92)
- Modern Slavery Acts attestations
- Supplier quality agreements
- Initiated dialogue on Scope 3 GHG emissions in our value chain through interviews with more than 20 suppliers (p. 28)
- International Trade and Customs Compliance Policy
- Cybersecurity program (p. 94)
- Product safety program

**Investors**

- Task Force on Climate-related Financial Disclosures and Sustainability Accounting Standards Board standard frameworks alignment (p. 101-102)
- CDP climate survey (p. 28)
- Investor day event (p. 83)
- Quarterly earnings calls and ongoing investor engagement with management
- Ethics, compliance and customer interaction policies and corporate governance guidelines (p. 89-93)
- Cybersecurity program (p. 94)
- Investor perception studies and voice of investor events



“Nasly doesn’t seem to have limitations anymore. To see her now, enjoying singing and making her own life, despite the challenges, is incredibly satisfying for us parents.”

**Dora Nancy, mother of 14-year old Nasly, a cleft-affected patient whose treatment was supported by Dentsply Sirona and Smile Train**

**Patients**

- Provision of educational resources for patients including a Patient Communication Toolkit and World Oral Health Day materials (p. 50)
- Product donations that increase access to oral care, by offering free treatment and oral products to underserved communities
- Remote and connected care programs
- Advisory boards for partner organizations including University of Pennsylvania Dental Medicine, University of Kentucky College of Dentistry, Harvard School of Dental Medicine Initiative to Integrate Oral Health and Medicine, Dental Lifeline Network and Women in DSO
- Engaging with local and global charities and NGOs by providing monetary donations that support patient needs (p. 51-56)

**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 frameworks ISO27001, IEC81001-5-1 and NIST CSF (p. 94)
- Certifying facilities as appropriate to ISO 13485, EU MDSAP, EU MDR, ISO 14001, ISO 45001, EMAS and complying with FDA QSR 820, as well as many other international regulations (p. 85)
- Disclosure of political involvement, and lack of monetary losses as a result of legal proceedings associated with corruption and bribery (p. 98)

# Supporting the UN SDGs

Our sustainability practices are aligned with evolving best practices and we are proud to continue to support the United Nations Sustainable Development Goals (“UN SDGs”) through our business activities. Our main contribution to achieving the UN SDGs continues to be through our products and services that support the provision of oral and continence healthcare and therefore support patients’ overall health and well-being.



## Ensure healthy lives and promote well-being for all.

- Continued to provide oral and continence care through our products and services
- Donated more than \$1.7 million as cash and in-kind donations to philanthropic community initiatives that support the provision of good healthcare (p. 48-56)
- Supported more than 3,800 cleft surgeries since 2021 through our Smile Train partnership and we have committed to donating \$5 million over five years (p. 51-52)
- Helped develop the first-ever global workflows for digital cleft treatment in partnership with the FDI World Dental Federation and Smile Train (p. 51)
- Partnered with Project 32 to provide free oral healthcare for underprivileged populations across South America (p. 53)
- Advocated for the improvement of oral health, better cost-effective prevention of oral diseases, and raised awareness of the link between oral health and other diseases through the Platform for Better Oral Health in Europe (p. 49)
- Encouraged medical-dental integration and universal access to oral healthcare through Harvard School of Dental Medicine partnership (p. 49)
- Raised awareness of the importance of oral health for overall health and well-being through World Oral Health Day activities (p. 50)
- Promoted equitable access to high quality oral healthcare for patients with disabilities through International Association for Disability & Oral Health partnership (p. 53)
- Health and safety certification of products (p. 95-97)
- Employee health and safety actions aligned to OHSAS 18001 and ISO 45001 (p. 84-85)
- Employee Assistance program supports and protects the mental health and emotional well-being of our employees (p. 80)



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

- Dentsply Sirona’s Academies provide best-in-class face-to-face and online clinical education programs for dental professionals to support continuous learning and development (p. 57-59)
- Delivered over 9,200 courses for dental practitioners in over 80 countries in 2023<sup>3</sup>
- Employees completed more than 17,500 LinkedIn Learning courses over the course of more than 19,000 hours
- Developed the first-ever global standard workflows for digitalized orthodontics cleft treatment in partnership with Smile Train and the FDI World Dental Federation. The workflows, as well as a clinical education course, provide in-depth education to help professionals integrate digital technologies into their treatment plans (p. 51)
- Worked with the FDI World Dental Federation to develop the Sustainability in Dentistry course created to help dentists, dental teams, and students understand the impact of oral healthcare on the environment and how to take action within their practice (p. 30)
- 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. 51)
- Created Sustainability in Dentistry Resource Kit including the Sustainability Educational Curriculum which provides dental professionals with tangible actions that offices and labs can take to deliver sustainable practices (p. 30)
- Provided opportunities for the next generation of healthcare workers (p. 65 - 66)

Healthy Planet    Healthy Smile    Healthy Business

<sup>13</sup> Includes training courses to dental professionals through in-person, online, and hybrid formats; excludes courses provided by Wellspect.





### Achieve gender equality and empower all women and girls.

- Global gender parity was 44% (p. 76)
- Continued to be a member of the cross-sector Paradigm for Parity® initiative (p. 77)
- At the start of 2024, we completed our gender pay parity analysis globally. Based on data from the first half of 2024, we have achieved total average gender pay parity across our global workforce, ahead of our 2025 target (p. 88)
- WOMEN@DS ERG champions gender equality and is the largest ERG (p. 75)
- Dentsply Sirona Academy's First to 50 Women Speaker Development Program elevates the voices of accomplished female dental professionals (p. 64)
- Continued to partner with *She's Prime*, a program that supports female dentists across Latin America to help improve technical knowledge and leadership skills (p. 64)



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

- Nine ERGs bring together employees with shared backgrounds, interests, and values to help build a diverse and inclusive workplace. More than 3,800 members across the ERGs, a 46% increase in participation since 2022 (p. 74-75)
- Continued to build leadership capabilities that underpin our values and high-performance culture. 12 global leaders completed our Strategic Leadership Program and more than 170 leaders participated in our Core & Functional Leadership Programs, globally (p. 79)
- More than 510 employees participated in our Global Mentoring Program (p. 79)
- All employees are trained on our Code of Ethics & Business Conduct and we have specific codes of conduct that extend to our business partners and suppliers (p. 90-92)
- Operated in line with the UN International Labor Organization's Declaration on Fundamental Principles and Rights at Work (p. 93)



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

- Invested more than \$184 million in R&D, a 6% increase compared with 2022. R&D as a percentage of sales was 4.6% in 2023 (p. 67)
- The FDI World Dental Federation's Sustainability in Dentistry partnership promotes sustainable practices within dentistry to help mitigate climate change across the industry (p. 30)



### Reduce inequality within and among countries.

- 10,000+ employees registered for DE&I training and awareness programs which include training on unconscious bias, cross-cultural communication, and allyship
- Conversation of Understanding program creates spaces for colleagues to share their perspectives on DE&I topics (p. 73)
- ERGs bring together employees to build awareness, understanding and allyship across our global network (p. 74-75)
- Global Director and above employee base was 30% female and 17% of our US based Director and above employee base were people of color



### Ensure sustainable consumption and production patterns.

- Followed regulatory standards, including the European Union’s Restriction of Hazardous Substances Directive and Waste Electrical and Electronic Equipment standards, when developing our products and materials (p. 39)
- Started developing our “Quality Begins with Me” program to deliver quality products for clinicians and patients
- Increased the provision of digital resources to support sustainable improvements throughout the dental industry (p. 30)
- Continued to aim for our Environment, Health, Safety and energy programs and our standards to align with recognized standards, such as ISO 14001, ISO 45001, ISO 50001 or equivalent



### Take urgent action to combat climate change and its impacts.

- Reduced our Scope 1 and 2 GHG emissions, water withdrawal, and total waste on an absolute value basis by 47%, 29% and 9%, respectively compared with our 2019 baseline measurement (p. 32-38)
- Establishing processes to determine the Scope 3 GHG emissions streams most relevant to our business based on the 15 emission categories from the GHG Protocol (p. 31-32)



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

- Working with local partners to increase access to oral healthcare including the FDI World Dental Federation (p. 30), Smile Train (p. 51-52), Project 32 (p. 53), Platform for Better Oral Health in Europe (p. 49), Harvard School of Dental Medicine (p. 49) and International Association for Disability & Oral Health (p. 53)

# Healthy Planet

Dentsply  
Sirona

Innovation Center West





We have collected and are in the process of analyzing Scope 3 emissions data covering, purchased goods and services, capital expenditures, waste generated in operations, business travel, transportation and distribution, for 2023. To establish greater visibility of our value chain, we are also putting in place further measures to track the GHG emissions produced by our suppliers, and in 2024 we initiated dialogue through interviews with more than 20 key suppliers in various categories. These findings will inform our Scope 3 GHG emissions reporting approach for secondary data and, alongside our existing primary workstreams, will support the establishment of a Scope 3 GHG emissions baseline.

For Dentsply Sirona, a healthy planet is one where GHG emissions are reduced, resources and water consumption are managed sustainably, waste is minimized, and pollution is mitigated at every opportunity.

In 2023, we continued to make strong progress across all our Healthy Planet targets, particularly by reducing our Scope 1 and 2 GHG emissions, helping us to get closer to achieving our long-term target of reaching Net Zero carbon emissions (Scopes 1-3) by 2050. We are pleased to report that we also reduced our waste production and water withdrawal intensity across our business. See [p. 36 - 38](#) for more information.

We are currently in the process of conducting a double materiality assessment in accordance with the European Union's CSRD and these findings will inform our new 2030 targets.

We remain committed to enhancing our data collection and analysis tools to meet all upcoming regulatory requirements on climate, such as CSRD. This commitment is already supported by our existing reporting in alignment with the climate disclosure guidance from the Task Force on Climate-related Financial Disclosures ("TCFD") recommendations, as well as the Sustainability Accounting Standards Board ("SASB") standards. We also submit our annual environmental data to CDP, a global non-profit, who conducts an annual reporting process to guide companies on their journeys towards environmental leadership. Our CDP Climate Change score based on our 2022 submittal was at the "Awareness" level, with a substantial number of additional points awarded at the "Management" level. This was based on our response to their climate change and water security surveys. When we submit our 2023 data in 2024, we intend to evaluate what would be required to fully achieve "Management" recognition to improve our rating. More information about our commitment to transparent reporting can be found on [p. 83](#).

## United Nations Sustainable Development Goals

**Our Healthy Planet sustainability actions are aligned to the following UN SDGs.**



We also conducted climate-related assessments across 38 sites which have informed us about the physical and transitional climate risks that have the potential to be the most impactful to Dentsply Sirona.

# Our goals and progress

In line with the CSRD requirements, our ESG Steering Committee is working closely with a third-party partner to complete a comprehensive double materiality assessment, which is expected to be completed in the second half of 2024.

The assessment will confirm which sustainability topics are the most material to our global business from both a financial and impact perspective, indicating how sustainability issues impact the organization and how the organization impacts its external environment and society. These findings will inform impactful goals that will drive our sustainability strategy forward.

In the meantime, we are pleased that, in 2023, we significantly decreased our Scope 1-2 GHG emissions by an absolute value basis of 47% compared with our 2019 baseline measurement, and we also continued to reduce our water withdrawal and total waste on an absolute value basis by 29% and 9%, respectively compared with the 2019 baseline.

Therefore, we have already achieved and even exceeded our goals of reducing our Scope 1 and 2 GHG emissions intensity and water withdrawal intensity by  $\geq 15\%$  against a 2019 baseline, ahead of the original 2025 timeframe.

## Our environmental targets include<sup>14</sup>



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 new 2030 targets after completing the double materiality assessment

<sup>14</sup> From a 2019 baseline.

# Partnership with the FDI World Dental Federation's sustainability in dentistry initiative

At Dentsply Sirona, we strive to embed sustainable practices beyond our own operations and encourage collaboration, which is why we became a founding member of the FDI World Dental Federation's landmark [Sustainability in Dentistry](#) initiative in 2021.



The initiative's mandate is to equip dental and oral health professionals with the information and tools needed to develop more sustainable oral healthcare practice, and is driven by three goals:

1. **Increase awareness of the need to implement sustainable actions in the dental community.**
2. **Develop a guide for oral health professionals to identify actions that can lead to environmentally sustainable outcomes.**
3. **Conduct a review of the current literature and identify current research and guidelines, as well as to identify any gaps in the literature regarding sustainability in dentistry.**

Over the past few years, the partnership has outlined how dental professionals can take action to reduce their environmental impact without diminishing the provision of ethical and inclusive healthcare. We conducted a global survey in 2022, that showed 75% of dentists would like to learn more about being sustainable in their industry. In 2023, we collaborated with the FDI World Dental Federation to develop the [Sustainability in Dentistry Massive Open Online Course \("MOOC"\)](#). This is a dedicated course created to help dentists, dental teams, and students understand the impact of oral healthcare on the environment and utilize evidence-based dentistry to improve their patients' oral health in an environmentally conscious way.

This follows the successful launch of our own, first-of-its-kind, Sustainability in Dentistry Educational Curriculum which is designed to help dentists make their own

practices more sustainable and is available free-of-charge through our Dentsply Sirona Academy. See more on [p. 59](#).

We continue to support the FDI World Dental Federation by encouraging others to sign the [Pledge for Sustainable Dentistry](#), which attracted additional signatures in 2023. The [Sustainability in Dentistry interactive toolkit](#) has also continued to equip dentists and their teams with the immediate actions they can take to reduce their practice's environmental impact. In addition, the [Consensus Statement on Environmentally Sustainable Oral Healthcare](#) remains a core resource to understand challenges and solutions to improving sustainability in dentistry.

In 2023, the FDI World Dental Federation also hosted the first highly anticipated virtual Summit on Sustainability in Dentistry, on World Environment Day, June 5th. Dentsply Sirona had a virtual booth, and attendees were able to share case studies, research studies and innovative ideas that dentistry professionals can integrate to reduce their environmental footprint. The event also publicized the partnership's bursary fund that is specifically designed to help participants from low-income countries implement changes to reduce their carbon footprints.

Furthermore, in order to recognize and encourage the work of industry champions who have gone above and beyond to improve sustainability in their practice, the FDI World Dental Federation launched the Sustainability Award as part of the Sustainability in Dentistry initiative. Each year, four awards will be granted; two for dental practices and two for individuals who have gone above and beyond to improve sustainability in their dental practice.

# Assessing our climate risks

We have continued to evolve our risk assessment and management processes to minimize and mitigate the short- and long-term environmental impact of our global business. In 2023, we successfully assessed 38 sites on their ability to combat climate risks through site-specific self-assessments, leveraging the Sendai Framework for Disaster Risk Reduction developed by the United Nations Office for Disaster Risk Reduction, as well as through site-specific independent assessments.

In 2023, we also conducted a Climate-Related Financial Risk assessment using guidance from the TCFD to understand the climate risks that have the potential to be most impactful to Dentsply Sirona. We assessed 17 climate-related risks under the following risk types:

- Physical: Acute or Chronic
- Transition: Market; Policy & Legacy; Technology; and Reputational

The Climate-Related Financial Risk assessment has provided insights to the areas requiring management attention to mitigate the impact of identified risks.

The Dentsply Sirona Board of Directors reviews all Enterprise Risk Management topics on an annual basis, including climate-related risks for our overall supply chain.

## Definition of risks

Risk Category	Risk Type
<b>Physical risk</b>	Acute climate risks: increased severity of extreme weather events
	Chronic climate risks: changes in precipitation patterns and extreme variability in weather patterns, rising temperatures and sea levels
<b>Transition risk</b>	Market risks: change in customer behavior, uncertainty in market signals, and increased cost of raw materials
	Policy and legal risks: increased pricing of GHG emissions, enhanced emissions reporting obligations, mandates on regulation of existing products and services, and exposure to litigation
	Technology risks: substitution of existing products and services with lower emissions options, investments in new technologies, and upfront costs to transition to lower emissions technology
	Reputation risks: shift in consumer preferences, stigmatization of sectors, and increased stakeholder concern or negative stakeholder feedback

# Reducing our emissions

We are pleased to report that in 2023 our absolute Scope 1 and 2 GHG emissions decreased by an absolute value basis of 47% compared with our 2019 baseline measurement.

This is a considerable decrease compared to previous years, and continues the trend of year-over-year reductions in our Scope 1 and 2 GHG emissions since we published our first Sustainability Report. As a result, our Scope 1 and 2 GHG emissions intensity (metric tonnes/\$M Net Sales) decreased by 46% when compared to our baseline measurement from 2019.<sup>15</sup> This was largely driven by sourcing renewable energy for our European facilities through market sources, and means we exceeded our original goal to reduce our combined Scope 1 and 2 GHG emissions intensity by  $\geq 15\%$  by 2025 more than two times against our 2019 baseline.

As previously mentioned, we are establishing new intermediary GHG emissions reduction targets to complement our 2050 Net Zero target and we will finalize these following the completion of our double materiality assessment.

We continue to collaborate with an external global energy management partner to collect data around our electricity, water consumption, and consumption of certain fuels into our sustainability data management platform so we can continually assess our consumption and compare it on a year-on-year basis. We are continuing to evolve and improve our GHG emissions calculation method. From 2022, we started to include the use of market-based emission factors beyond just location-based emission factors. In 2023 we continued to improve the tool we use to track our GHG emissions data and further extended its use to also track Scope 3 GHG emissions data. This is increasingly important as research has found that healthcare systems are responsible for around 5% of global GHG emissions, of which oral health is an important contributor.<sup>16</sup>



## Sourcing sustainable energy and electricity

We are pleased to have implemented energy efficiency initiatives across our sites around the world, with a focus on reducing energy use and associated emissions and using more renewable energy sources. Our manufacturing sites are actively engaged in collecting data and we are in the process of establishing site-based measures to reduce their impact.

We continue to work with our energy suppliers to identify direct and accredited renewable energy sources; 13 of our global sites now source renewable energy, with nine of these sites using 100% renewable electrical energy.

This includes our Wellspect production sites and distribution centers which are fully reliant on electricity from renewable sources. The business has introduced various energy reduction activities and has replaced existing machinery with more energy efficient versions.

Alongside using renewable energy sources, Dentsply Sirona is introducing heating, ventilation, and air conditioning optimization processes to reduce our energy usage. Additionally, we are considering generalizing the conversion to variable drive and airflow systems through the installation of smart controllers to help manage climate controls when not in use. We also plan to extend the upgrade to high efficiency technologies such as Anhydrous Ammonia Chillers and introduce LED lighting technologies with motion and timing sensors.

<sup>15</sup> We calculate Scope 1 and 2 GHG emissions intensity by dividing the total level of emissions by net sales.

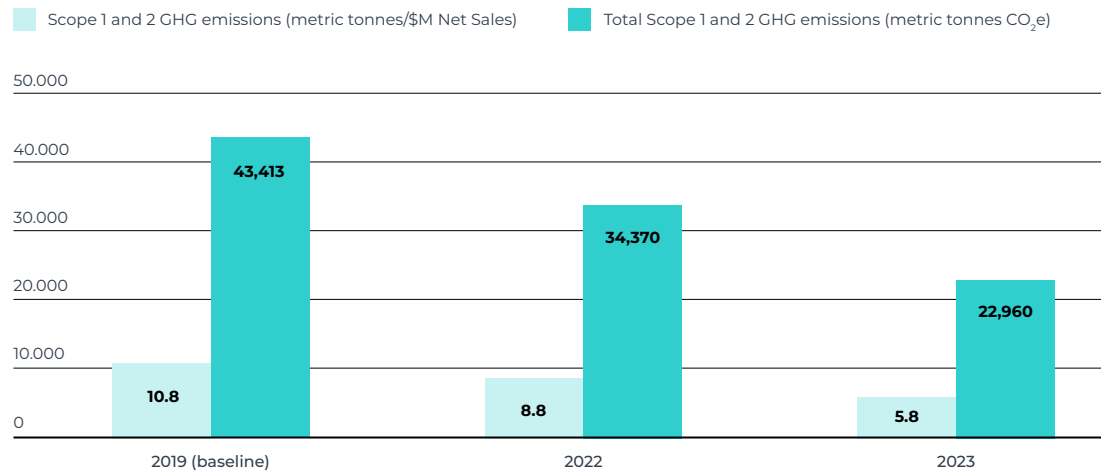
<sup>16</sup> <https://www.fdiworlddental.org/sites/default/files/2022-12/consensus-on-environmentally-sustainable-oral-healthcare.pdf>.



Energy and GHG Emissions	2019 (baseline)	2022	2023
<b>Electrical energy</b> ("GJ")	434,658	412,356	400,549
<b>Electrical energy</b> ("kWhr")	120,747,898	114,543,333	111,263,535
<b>Scope 1 emissions</b> (metric tonnes CO <sub>2</sub> e)	9,753	9,778	4,640
<b>Scope 1 emissions</b> (metric tonnes/\$M Net Sales)	2.4	2.5	1.2
<b>Scope 2 emissions</b> (metric tonnes CO <sub>2</sub> e)	33,661	24,591	18,320
<b>Scope 2 emissions</b> (metric tonnes/\$M Net Sales)	8.4	6.3	4.6
<b>Total Scope 1 and 2 emissions</b> (metric tonnes CO <sub>2</sub> e)	43,413	34,370	22,960
<b>Scope 1 and 2 emissions</b> (metric tonnes/\$M Net Sales)	10.8	8.8	5.8



### Scope 1 and 2 GHG emissions



# BEYOND Chapter Ballaigues

 Ballaigues, Switzerland

At our production site in Ballaigues, we have continued to implement energy-saving changes and now the site runs entirely on renewable energy. We source 98% of purchased energy from a closed-circuit hydroelectric plant and the remaining 2% is generated from our 1,000m<sup>2</sup> solar installation and waste heat pump system.

Guided by the mindset of reduce, reuse, and recycle, we are proud to recycle 80% of the production waste that is generated at the site.



In 2023, we reduced the amount of metal foil used on our sealed endodontic files, resulting in a monthly 1.5 metric tonnes reduction in the amount of incineration waste generated by blister packs.

Educating and mobilizing our employees on how they can reduce their carbon emissions is also an important element of our sustainability strategy in Ballaigues. The team hosted several 'Climate Fresk' workshops over the year which provided employees the opportunity to collectively brainstorm new sustainability ideas for the site.<sup>17</sup> In total, more than 60 people from different departments were upskilled on climate change as a result of these sessions.

We also hosted our second BEYOND Day with the theme 'How to combine sustainability and business?' on October 12, 2023, to raise awareness of the initiatives the site is working on and how individuals can increase their impact. The day started with an inspiring lecture from Vanessa Rueber, Impact Manager at Patagonia, who shared how Patagonia has become a sustainability leader within the sports apparel business.



<sup>17</sup> The Climate Fresk is a French nonprofit organization founded in December 2018 whose aim is to raise public awareness about climate change.



## Energy saving initiatives

 **Bensheim, Germany**

Building on the successes made in 2022 to reduce carbon emissions, our Bensheim site only used renewable electricity in 2023, further embedding sustainability into the daily operations of the site.

The Bensheim site's commitment to implement sustainable changes was first recognized when it received the highly positive Eco-Management and Audit Scheme ("EMAS") certification in 1996. The site was one of the first medical device companies in Germany to achieve this recognition and continues to uphold the certification.



## Reducing our carbon emissions

 **Mölndal, Sweden and Kazan, Turkey**

In 2023, our Wellspect business implemented energy saving changes at key sites to increase energy efficiency, and subsequently reduce carbon emissions. As of 2023, our Wellspect production sites and distribution centers were fully reliant on electricity from renewable sources.

At our Mölndal site, we are transitioning to using more efficient cooling systems which rely on ammonia refrigerant. The replacement of the traditional Liquefied Petroleum Gas, used in production, with the bio-based version derived from the breakdown of renewable feedstock, means we are likely to only emit just over 75 metric tonnes of CO2e per year. Furthermore, the isolation gas used in the sterilization process – which is a GHG – was reduced by 26% compared to the prior year. We are pleased to share that our Kazan site is also reducing emissions by spearheading various initiatives including the optimization of production processes and better waste management.



### Aligning our climate commitment with the SBTi

A major milestone in 2023 was the submission of our near and long-term emissions reduction targets with the SBTi for our Wellspect business. This reinforces Wellspect's vision of achieving a Net Zero value chain by 2045. Wellspect's SBTi target was validated and announced in March 2024.

# Our approach to water stewardship

Our regional teams continue to reduce our water intake and improve our water usage. Our key actions include creating closed loop and water quenching systems and installing self-closing faucets to eliminate waste.

In 2023, our absolute water withdrawal (cubic meters) decreased by 6% compared with 2022. We are encouraged by this reduction and are pleased to share that our water withdrawal intensity (cubic meters/\$M Net Sales) also decreased by 7% compared with 2022 and by 28% compared with our baseline measurement in 2019. As with our Scope 1 and 2 GHG emissions intensity target, we have exceeded our original goal to reduce our water withdrawal intensity for manufacturing / warehouse operations by  $\geq 15\%$  by 2025 against a 2019 baseline.

Water	2019 (baseline)	2022	2023
<b>Water withdrawal</b> (cubic meters)	331,733	250,135	235,930
<b>Water withdrawal</b> (cubic meters/\$M Net Sales)	82.5	63.8	59.5



## Reducing our water usage

📍 **Milford, US**

In 2023, our site in Milford reduced water usage from a total of just over 26 million liters in 2022 to just over 17 million liters in 2023, representing a 30% reduction. This was achieved with the implementation of saving methods such as, where possible, reducing changeover and washout measures in our manufacturing processes, installing faucets with sensors, and reinforcing a reduce, reuse and recycle mindset among employees.

## Adopting a new coating process

📍 **Mölnålar, Sweden and Kazan, Turkey**

Water withdrawal across the two main manufacturing sites for our WellSpect business decreased by 49% compared to 2020. The conversion to a new catheter coating process is the main factor which led to the decrease since the new process reduces the required water usage. Water withdrawal in 2023 per sold product decreased by 22%, compared with 2022.

# Waste reduction management<sup>18</sup>

We continue to embed sustainability principles throughout our operations by implementing ways to recycle and reuse products and materials versus disposal or incineration. We have implemented tailored actions to our sites to increase the amount of solid waste that can be recycled and, where possible, we embedded circular principles to create more sustainable processes.

In 2023, the amount of waste generated in metric tonnes across our operations decreased by 17% compared with 2022. We also reduced the amount of solid non-hazardous waste (metric tonnes) generated by 17%.<sup>19</sup>



Waste	2019 (baseline)	2022	2023
<b>Solid non-hazardous waste generated</b> (metric tonnes)	5,366	5,779	4,774
<b>Hazardous waste generated</b> (metric tonnes)	1,394	1,671	1,374
<b>Total waste generated</b> (metric tonnes)	<b>6,760</b>	<b>7,450</b>	<b>6,148</b>
<b>Recycled/reused</b> (% of generated)	48	37	36
<b>Incinerated</b> (% of generated)	11	6	5
<b>Energy capture</b> (% of generated)	24	29	27
<b>Sent to landfill</b> (% of generated)	16	21	19
<b>Universal waste<sup>20</sup> generated</b> (metric tonnes)	3	8.2	5
<b>U-waste recycled/reclaimed</b> (% of generated)	24	20	56
<b>U-waste to energy</b> (% of generated)	41	37	0
<b>Total waste generated</b> (metric tonnes/\$M Net Sales)	<b>1.7</b>	<b>1.9</b>	<b>1.6</b>

<sup>18</sup> Waste is characterized in accordance with local regulatory definitions.

<sup>19</sup> Hazardous waste that possesses any of the characteristics contained in Annex III of the Basel Convention, or that is considered to be hazardous by national legislation. General waste is defined as anything that the holder discards, intends to discard, or is required to discard, and can also be defined according to the national legislation at the point of generation.

<sup>20</sup> Universal Waste (U-waste) refers to specific hazardous waste materials designated by the United States Environmental Protection Agency ("EPA") These materials include batteries, pesticides, mercury-containing equipment, lamps and aerosol cans.



## Taking ownership of our waste management

📍 **Johnson City, US**

At our site in Johnson City, we reduced our waste production by nearly 50% in 2023, from just over 23 tonnes a year in 2022 to less than 13 tonnes in 2023. This was made possible by significantly increasing the share of solid waste that can be recycled, as opposed to being incinerated or taken to a landfill. For example, we reduced the number of cardboard boxes required to ship products to our sterilization partner by reusing suitable boxes sent to the Johnson City site from our suppliers. This project also delivered cost savings as the new boxes allowed us to fit an extra 37.5% of packages in a cardboard container.

Additionally, we started working with new recycling partners, and as a result the site now has recycling options for aluminum, plastics, glass, rubber and electronic materials among others. Plus, we have proactively taken control of our scrap metal production by recycling waste that otherwise would have gone to landfill.



## Working with our suppliers to reduce non-recyclable waste

📍 **Möndal, Sweden**

At the Wellspect production site in Möndal, significant steps have been taken to increase the volume of waste that can be recycled, resulting in the reduction of 190 tonnes of non-recyclable (incineration with energy recovery) waste in 2023. The site subsequently increased the amount of recyclable waste by one third in 2022 to 35% in 2023.

This significant improvement in recyclable waste volume was particularly driven by effective co-operation with suppliers and cross-functional teams. By utilizing the knowledge of the Möndal site's waste partners and learning about the waste challenges encountered by different teams, the site was able to maximize improvements so more waste could be recycled.



## Moving towards digital systems

📍 **Europe**

Thanks to the European customer services and operations teams' efforts, more than 8,000 customers across the continent switched to digital invoices in 2023, saving approximately 4.8 metric tonnes of paper. As part of Project Diginacc ("Digital invoicing and order acknowledgment"), we aim to achieve 100% digitization rates and our teams in Poland and Italy already achieved this target in 2023. By moving towards a digital-only invoice system, we are also reducing our carbon emissions footprint by removing the need for courier services and the production of paper.

# Product design and lifecycle management

As the world's largest manufacturer of dental products and technologies, as well as a leading provider of continence care solutions, we are always looking for innovative ways to enhance the durability, safety, and sustainability of our products' lifecycles.

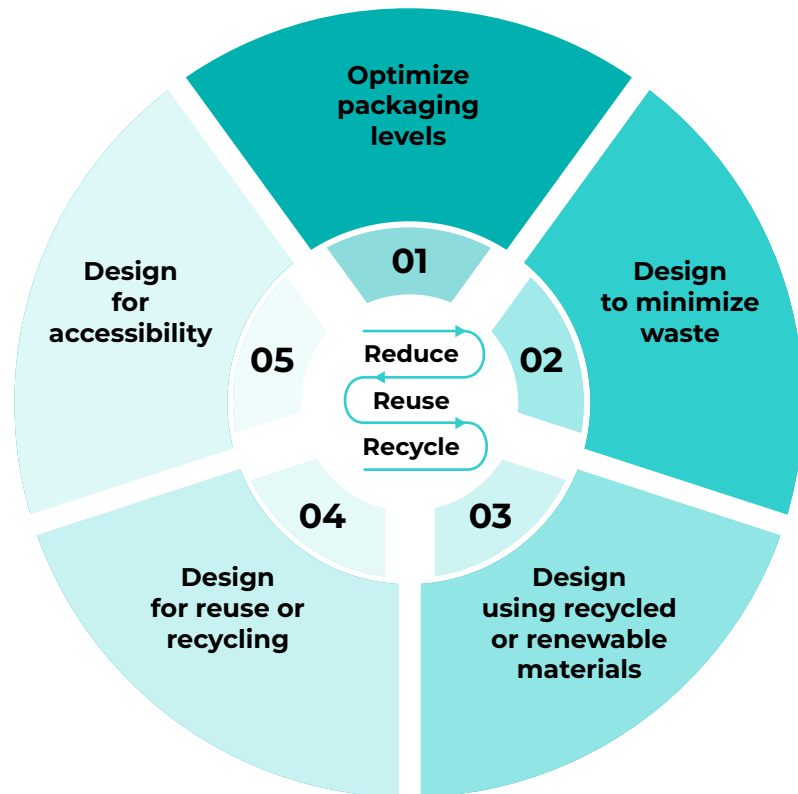
We ensure that every Dentsply Sirona product is biosafe and our Safety Data Sheets, located in the [Dentsply Sirona Download Center](#), outline all our safety policies and procedures. All our products meet regulatory standards, including the European Union's Restriction of Hazardous Substances Directive ("RoHSD"). The RoHSD limits the use of certain hazardous substances in electrical and electronic equipment and aims to reduce the environmental impact. The standards also aim to improve the safety of electronic products throughout their lifecycle, including during the production, use, and disposal phases. We also follow the Waste Electrical and Electronic Equipment standards that mandate waste and recycling practices when our products come to the end of their lifecycle.

In addition, to extend our products' shelf life, we continue to offer repair services, for example for handpiece products for customers based in Germany, Austria, and Switzerland. If a piece of equipment breaks, 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.



# Sustainable packaging

Packaging is essential for the protection of our products. However, in a world with increasing sustainability expectations and regulations, our packaging needs to deliver much more than protection and promotion for our products. In 2024, we established a Sustainable Packaging Team and they are in the process of implementing sustainable packaging design guidelines for primary, secondary, tertiary and logistics packaging, supported by a roadmap that sets key targets and milestones for the next 10 years. Our guidelines use the following principles and are applied to packaging for existing and new products:



Alongside the implementation of the new sustainable packaging design guidelines, we are continuing to monitor pending regulations. This includes the EU Packaging and Packaging Waste Regulation and Recycling Labelling Mandates, to ensure our respective packaging and labeling policies meet these requirements. We are also working to align with the EU requirement that non-medical devices must have 100% recyclable packaging by 2030, and all medical devices must have 100% recyclable packaging by 2035.

In 2023, we continued to optimize the materials we use for product packaging, with the aim to minimize waste and help develop a circular supply chain. We did this by reducing material content and increasing the use of recycled and/or recyclable materials. We made a significant advancement towards this effort by shifting away from the use of plastic for product insert trays, towards bio-based or recyclable materials.

At our Bensheim site, the plastic foam used for product trays has been replaced with a bio-based starch material, while in Sarasota and York moldable pulp inserts made from paper are now being used to package some of our instrument products. We have also moved from using plastic to recyclable, crinkled paper dunnage when shipping products from four of our key distribution sites across Europe and the US.





# Creating more sustainable products

We continue to implement innovative ways to enhance the use of sustainable materials in our products as well as extend their lifecycles and reduce waste. Where possible, we also look for opportunities to reduce the use of physical materials and move towards the use of digital solutions to reduce the environmental impact, while continuing to create a seamless customer and patient experience.

## Repurposing plastic electronic equipment

📍 **York, US**

Following analysis into the circularity options for electrical waste items, the Dentsply Sirona team in York, Smile Way, have taken significant steps to increase the reusability and recyclability of our Cavitron Scalers and other handheld equipment items.

After being disassembled, plastic waste made from seven different types of plastic materials is turned into 'Resin8' – a substrate that is used as an additive for cement. As a result, in 2023 over 3,000 kilograms of plastic were reused instead of being sent for thermal incineration, and customers can now return old pieces of equipment after buying new items. Additionally, other materials such as printed circuit boards and mixed metals are now also recycled.

## Embedding circular principles<sup>21</sup>

📍 **Sarasota, US and Bensheim, Germany**

Over the course of 2023, our site in Sarasota, Florida, reduced PVC plastic going to landfill by implementing circular initiatives, while also reducing material costs. This reflects the commitment we made when signing the Pledge for Sustainable Dentistry, which states we will recycle single use plastics, wherever safe and possible. For example, we switched from using polystyrene plastic inserts to molded, pulp-based recyclable material for the inserts used in our SureSmile Patient Kits. We also use re-ground material to manufacture our Palodent wedges, reducing the volume of plastic waste we generate and demonstrating that sustainable materials are just as effective.

Our team at Bensheim have also worked to enhance our quality management policies and standards to embed circular principles into product development and design phases. As mentioned above, we have already started to replace the plastic foam used for product trays with a bio-based starch material. In addition, as part of our design control and concept development, environmental and sustainability considerations are included to fulfill stakeholders needs and demands. This is applied to the development of any electronic products or mechanics. We have also applied Corporate Quality System Design Control Procedures for packaging recyclability to be considered when designing products.

## Choosing more sustainable product materials

In April 2023, our Wellspect business introduced renewable plastic into our LoFric Elle catheter – an area in which we are a pioneer. Using a mass balance approach, we introduced bio-based raw material into our LoFric Elle catheter. The original LoFric Elle catheter, launched in 2019, was manufactured solely from conventional fossil-based raw material sources. The new modified product has a 55% lower carbon footprint compared to the original product, while retaining the same clinical performance and user-friendliness.

This adaptation earned us the 'Sustainable Medtech Innovation of the Year' award; one of 11 award categories organized annually by a UK business initiative called 'Sustainable Partnerships' which aims to accelerate the sustainability agenda of the National Health Service.

We also reduced the material thickness of our LoFric Origo range customer boxes, lowering the raw material weight by 16% per box. This led to a reduction in GHG emissions (excluding biogenic) of 20%. As a consequence, the transport route of this material to our production was optimized, resulting in a 17% reduction of GHG emissions for this specific transport.

To identify additional improvement areas that can lower our products' environmental footprint, Wellspect expanded the Life Cycle Assessments to the consumable products that accompany our Navina bowel products.

By leveraging today's technologies and industry know-how, we are producing a new generation of medical devices that provide more sustainable options for healthcare professionals and end-product users.

<sup>21</sup> The circular economy is a model of production and consumption, which involves sharing, leasing, reusing, repairing, refurbishing and recycling existing materials and products as long as possible.

# Avoiding conflict materials

We have a Conflict Minerals Program where we work with our suppliers to identify and ensure we do not source gold, tantalum, tin and tungsten that may have been mined through non-conformant smelters in the suppliers' supply chains based in the Democratic Republic of the Congo and neighboring states.

We also 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. Our data platform gathers information relevant to the production of materials and products, finished goods, capital equipment, molds and tooling, samples and prototypes, repaired and returned products, and technical information.

We continue to build strong relationships with our suppliers to remain compliant with all applicable laws and regulations when importing and exporting products and technology for sale. We expect all our business partners to have their own due diligence processes and implement appropriate policies, procedures, and controls concerning import / export matters. We also request that they provide us with accurate information about their operations including disclosing the source locations, countries of origin, and product components.

We expect our suppliers and distributors to follow all laws when registering products to make them available for sale and have strong due diligence processes in place to avoid the use of conflict materials in products purchased from our suppliers. Products may only be sold into countries and territories authorized by our commercial agreements.



# Healthy Smiles



## United Nations Sustainable Development Goals

Our Healthy Smiles sustainability actions are aligned to the following UN SDGs.

The infographic displays eight UN Sustainable Development Goals (SDGs) in a 4x2 grid. Each goal is represented by a number, a title, and a corresponding icon:

- 3 GOOD HEALTH AND WELL-BEING**: Icon of a heart with a pulse line.
- 4 QUALITY EDUCATION**: Icon of an open book and a pencil.
- 5 GENDER EQUALITY**: Icon of a female symbol with an equals sign.
- 8 DECENT WORK AND ECONOMIC GROWTH**: Icon of a bar chart with an upward arrow.
- 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE**: Icon of three stacked cubes.
- 10 REDUCED INEQUALITIES**: Icon of a diamond shape with horizontal lines and arrows pointing outwards.
- 12 RESPONSIBLE CONSUMPTION AND PRODUCTION**: Icon of a circular arrow forming an infinity symbol.
- 17 PARTNERSHIPS FOR THE GOALS**: Icon of four interlocking circles.



We are in the business of helping people by taking action to support their overall health and well-being. This includes providing support and care for our employees, industry and communities across the world.

We consistently strive to be an employer of choice within our industry and prioritize our employees' overall health and well-being. The results of our annual employee engagement Pulse survey allow us to listen to our employees and create an inclusive workplace, founded on equality and designed to foster growth. As a result, we are building a future-ready workforce offering tailored learning and development programs that enable everyone to do their best.

We provide our customers and healthcare professionals with a broad range of face-to-face and digital education programs on oral health and continence care solutions. We stay engaged with the industries we serve to ensure professionals have access to industry leading products that deliver quality care to patients.

We also work in partnership with global and local organizations so that patients and communities in need have access to care to live healthy lives. It is through our donations and in-kind support that we are able to have a positive impact on society to make communities stronger.

We are proud to champion women throughout the dental industry and continue to support initiatives that promote equal opportunities. We do this by contributing to the *She's Prime* program, expanding our *First to 50* female centered speaker development program, and participating in the *Rise of Women in Dentistry* event.

Guided by the UN SDGs, all of these actions support our mission to empower people around the world as we proudly create innovative solutions that lead to healthy smiles and healthy lives.

# Our goals and highlights

We have a vision to transform our industry and we do this by enabling millions of customers to advance with confidence as they rely upon our innovative and market-leading solutions. Our sustainability strategy goes beyond our core function as a business and embraces our broader responsibility to help provide better health outcomes in society, create equal opportunities for all our stakeholders, and embed sustainable practices across our industry.



This led us to set a bespoke goal: to enable and empower 25 million smiles across our communities, dental professionals, and employees by 2025. We are pleased to share that in 2023, we enabled and empowered over 5.5 million smiles, contributing to more than 16.8 million smiles since 2021.<sup>22</sup>

We measure smiles through a holistic approach that encapsulates our social sustainability strategy and actions. We assess the positive influence of our actions to deliver smiles by analyzing the impact of our community healthcare initiatives and donations, and select examples are outlined on [p. 51-56](#).

We also assess the reach and attendance of our clinical education programs and educational events for dental professionals such as our flagship DS World events, as well as the sustainable use of our product solutions that restore smiles, often in a single treatment such as CEREC. Finally, we also analyze the impact of our inclusion, empowerment and oral health benefit programs offered to employees.

<sup>22</sup>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 because internal data has not been externally assured.

# Achieving our 25 million smiles goal

We set this goal in 2021 and are encouraged by the progress we have made year-over-year. To ensure we keep enabling and empowering smiles we continue to take the following actions:

**Work with partner organizations to provide oral healthcare to those that need it most**

**Enable smiles through our single visit dentistry and patient-specific solutions for single- and multiple-tooth restoration**

**Increase access to healthy smiles by providing more accessible products**

**Develop best practice educational materials and host knowledge sharing events for industry professionals**

**Empower our employees to be inclusive leaders of change in our industry through internal programs and provide them with oral healthcare benefits**



We have dedicated programs that deliver comprehensive training for dental professionals, providing them with the latest knowledge and techniques to deliver high quality care. To further support our customers, we opened two new DS Academy training and education centers and we once again increased our investment in R&D to create innovative products that enhance the delivery of oral healthcare for professionals and patients.

Our people continue to be our top priority, and creating a diverse and inclusive workforce where everyone is treated equitably and with respect is key to our long-term success. We are continuing to strive for global gender parity by 2025, and at the end of 2023 44% of our global workforce were women.

We established two new employee-led ERGs to offer our employees increased career development opportunities, spaces to share best practice approaches, and opportunities to learn from inspiring members of their communities. In addition, all our hiring managers and people managers have been provided training and resources on diverse hiring practices and promotion best practices.

We have continued to grow our workplace training and career development offerings and we proactively encourage our colleagues to participate in development, mentorship and coaching programs.

# Key achievements in 2023



## Supporting communities for the long-term

**\$1.7+** million donated as cash and in-kind donations to philanthropic community initiatives

**3,800+** cleft surgeries supported through Smile Train since the launch of our partnership in 2021

Supported Smile Train in gathering more than **20,000** smiles in an online photo album to set a new Guinness World Records title

Helped develop the **first-ever global protocols for digital cleft treatment** in partnership with FDI World Dental Federation and Smile Train

**500+** oral health kits donated to patients undergoing cleft treatments in Colombia, Brazil, and Mexico



## Working with our customers

**9,200+** courses delivered in **over 80 countries** in 2023<sup>23</sup>

**57** academies and education centers across **35** countries

**\$184+** million invested in R&D, and R&D as a percentage of sales was **4.6%**

Hosted **4** DS World events with more than **7,000** attendees



## Prioritizing people

**54%** of our global hires in 2023 were diverse<sup>24</sup>

Female representation across our global employee base: **45%** Entry Level, **38%** Manager, **31%** Senior Manager, **31%** Director, **28%** Vice President and **30%** Executive Team

Global Director and above employee base were **30%** female and **17%** of our US-based Director and above employee base were people of color

Global gender parity was **44%**

**510+** employees participated in our global mentoring program DS Mentor

**10,300+** employee registrations in our diversity, equity and inclusion training and awareness programs

**3,800+** members participated in our **9** ERGs, a **46%** increase compared with 2022

**2+** new ERGs in 2023

**82%** employee participation in our employment engagement survey, with a **54%** favorability rating

**17,500+** completed LinkedIn Learning courses, totaling **19,900+** hours

<sup>23</sup> Includes training courses to dental professionals through in-person, online, and hybrid formats; excludes courses provided by Wellspect.

<sup>24</sup> Diverse is defined as all global employees who self-identify as female, or people of color in the US.

# Increasing access to oral health in communities

We invest in long-term partnerships that strengthen the oral health of communities in need and continue to see first-hand how these initiatives help improve the long-term well-being and health of patients around the world.

We go beyond providing products and solutions, and work hand-in-hand with people on the ground to deliver tailored treatment, equipment and protocols. We also provide financial support to underserved populations, and educational programs about the importance, correct behaviors and benefits of good oral healthcare practices.

Our global community engagement policy reflects our commitment to use our global scale to enhance the quality of, and access to, healthcare solutions for those that need it most. In 2023, our philanthropic

cash and in-kind donations totaled more than \$1.7 million, and we have donated more than \$17.4 million since 2019. As part of our Company-wide Global Community Engagement and Giving Policy, we encourage our employees to use their Volunteer Time Off day, which allows them to donate their time during working hours and provide hands-on support for their local communities.

We are proud to play an impactful role in society and see first-hand how our actions help deliver real life influence.







## Funding oral health integration with the Harvard School of Dental Medicine

In line with our mission to improve oral healthcare globally, in 2023, we entered the second year of our three-year participation in the Harvard School of Dental Medicine's Initiative to Integrate Oral Health and Medicine.

Through evidence-based research, the initiative aims to drive improvements in medical-dental integration by exploring new models of education, training, and clinical practices. As a Board member of the initiative, Dentsply Sirona provides funding and helps bring together academics, students and leaders from business, healthcare, government, and public health to drive progress on these critical issues.

Demonstrating the wider significance of accessible and equitable dental healthcare, research has highlighted the close relationship between oral healthcare provision and improved quality of life, as well as the reduction of overall healthcare costs.

Building on the findings, the initiative has translated the research into actionable processes that can be implemented by government and NGOs across the US, shaping change on a national level while driving the global dialogue on medical-dental integration. In 2023, more than 880 new users from 54 countries accessed the online dental integration [resources](#) created through the initiative.

## Platform for Better Oral Health in Europe

We also continued our corporate partnership with the Platform for Better Oral Health in Europe ("Platform"), whose mission is to improve oral health and enhance cost-effective prevention of oral diseases in Europe. Through advocacy, the Platform has successfully placed oral health on the European Union's agenda and raised awareness of the link between oral health and other diseases, such as cardiovascular diseases, cancers, chronic respiratory diseases, and diabetes. We are pleased to share that in early 2024 the Platform launched its new Manifesto at the European Parliament, and we look forward to sharing more achievements in the future. Dentsply Sirona provides the Platform with funding and we share best practice examples of oral health promotion and prevention.

# World Oral Health Day partnership

We supported the World Oral Health Day (“WOHD”) for a second year, in collaboration with our long-standing partner the FDI World Dental Federation. The overriding theme for 2023 was, ‘Be Proud of Your Mouth’ for a lifetime of smiles, aligning with our common goal of increasing awareness around the importance of oral health for overall health and well-being.

Across the month of March, we disseminated material, both publicly and with key stakeholders, that shared useful guidance on the practice of good oral health during different stages of life. It is estimated that more than 500 million children suffer from tooth decay in their primary teeth, leading to pain, infection, tooth loss, and missed school days.<sup>25</sup>

By campaigning for improved education around early-years oral healthcare, we aim to help parents and providers of care establish healthy dental foundations for children as they enter adolescence and adulthood – ultimately improving their overall future health condition. To help our partners communicate the importance of oral health and regular checkups, we developed a [Patient Communication Toolkit](#) which provides dental practices with educational materials to build relationships with patients and improve overall health outcomes.

At Dentsply Sirona, we also support our full-time employees throughout their dental life stages with Company-provided benefits where government statutory programs are not available. We also provide accessible educational materials for a range of age groups that can be used by our employees, as well as their families and friends.

In 2023, we sponsored the FDI World Dental Federation contest among student associations to recognize the ‘Most Original Activity’ for WOHD. The award was presented to the Sudanese Association of Dental Students by David Taylor, general manager for Australia and New Zealand, for their engaging activities and initiatives which promoted positive oral health messages to approximately 2,000 individuals across schools, universities, and hospitals.



<sup>25</sup> <https://www.who.int/publications/i/item/9789240061484>.

# Smile Train partnership



Since Dentsply Sirona entered a five-year partnership in 2021 with Smile Train, the world's largest cleft-focused organization, we have helped fund more than 3,800 life changing cleft surgeries across 15 countries. This partnership is fueled by our shared ambition to advance the future of cleft care by improving access to quality oral healthcare for cleft-affected children around the world. Dentsply Sirona committed to donating \$5 million to Smile Train over the course of the partnership. This includes cash donations and in-kind support such as donating equipment and providing Smile Train staff access to clinical educational programs.

Cash donations have supported several initiatives including cleft surgeries for Smile Train patients, the development of global cleft treatment standards that support the adoption of digitized orthodontic cleft care, and the international scholars program that offers in-person and virtual training and learning opportunities for Smile Train's oral health partner professionals. In-kind support includes Dentsply Sirona equipment and oral health kits donations for Smile Train partner centers, as well as free access to clinical educational programs for Smile Train's partner professionals through Dentsply Sirona's educational academy.

## Advancing cleft care treatment

In 2023, we helped Smile Train, in partnership with FDI World Dental Federation, develop the first-ever global standard workflows for digitalized cleft treatment. These were designed to improve the accuracy and efficacy of current cleft treatments by providing dental professionals with a comprehensive digital clinical approach across all stages of care. To ensure the workflows can be used by professionals globally, they have been turned into an [interactive tool](#) and are supported by a [MOOC focusing on Digital Dentistry in Cleft Care](#) that provides in-depth training on digital cleft care workflows to help professionals integrate digital technologies into their treatment plans. We have since signed a new trilateral agreement with Smile Train and the FDI World Dental Federation to continue our cooperation with the aim of further advancing digital cleft care treatment globally. We will work to expand the reach of the MOOC by producing a series of educational material demonstrating the digital cleft care workflows with real patients. To make the MOOC more accessible, the course will also become available in French, Spanish, and Portuguese in 2024.

## Providing digital treatment solutions

We also donated 12 pieces of equipment, including our intraoral scanners and imaging units to five Smile Train partner centers across Colombia, Brazil, and Mexico, helping to make treatment for children with clefts safer and more comfortable. All of the Smile Train partner centers confirmed the donations also helped to reduce costs. Several of our employees were given the opportunity to visit a Craniofacial Anomalies Rehabilitation Hospital in Bauru, São Paulo, a Smile Train Cleft Leadership Center, to see their work in action and how our technology helps improve patients' lives.

Over the course of 2023, our employees also trained 50 health professionals, contributing to improved care for over 5,000 patients. In 2023, we also started donating our Primeprint 3D printer and materials to Smile Train partner centers.

## Setting world records

We supported Smile Train in bringing together more than 20,000 smiles in one single global online photo album to set a Guinness World Record title. The campaign helped raise awareness about clefts and the support needed to provide patients access to the care they need. The campaign started during Cleft and Craniofacial Awareness and Prevention Month in July and ended on October 6th, World Smile Day®, and Dentsply Sirona employees and customers contributed to its success.

Dentsply Sirona committed to donating \$20,000 if the campaign was successful. Due to the success of the program we multiplied our initial commitment sixfold, ultimately donating \$120,000. Our donation has enabled Smile Train to support more life-changing cleft surgeries for children around the world. Watch the [Journey of Smiles](#) documentary to better understand the impact of the Company's donation.



## Raising awareness of the importance of cleft care treatment

In 2023, we also created and donated 500 oral health kits for communities in need. In April, Dentsply Sirona's leadership team took time to pack 300 kits consisting of a sustainable toothbrush, toothpaste, timers, and floss. The kits also contained a Dentsply Sirona educational flyer that teaches cleft patients and their families oral care best practices. Leaders also wrote 'Get Well' cards to patients undergoing cleft treatment at Smile Train partner centers in Colombia and Brazil.

The journalists who attended DS World in Las Vegas joined hands with us and helped pack 100 oral health kits to promote Smile Train's efforts to raise awareness around the importance of increasing access to cleft treatment. In addition, employees at our Bensheim site packed 100 kits for children in Mexico who are undergoing cleft treatment.

Lastly, we attended the International Dental Show ("IDS") in Germany and offered attendees the opportunity to give us their old, data-free USB sticks so we could sustainably dispose of them. For every USB stick we received, we donated €25 to Smile Train, see [p. 62](#) for more information.

# Providing free endodontic and restorative dental treatments

With reference to the typical number of teeth in the adult mouth, Project 32 is an initiative that provides free oral healthcare for underprivileged populations in Brazil and across South America.

We have been working with Professor Machado, the founder of Project 32, for several years, to develop and then donate a simplified treatment kit that can easily be used in remote areas to provide endodontic care.

In 2023, we once again supported the annual *Christmas Without Pain* event, which provides free endodontic and restorative dental treatments actions in Brazil, Bolivia, Chile, Colombia, Costa Rica, Ecuador, Dominican Republic, Mexico, Panama, Peru, and Uruguay.

Through our collaboration with the team in Brazil, we were able to support more than 80 patients through over 320 procedures in São Paulo across one action-packed day. We also helped almost 100 patients via 220 procedures over several days in the state of Rondônia, in the Amazon Rainforest. In total, the Project 32 team performed more than 540 endodontic and restorative procedures in 2023.



## Increasing access to dental care for people living with disabilities

At the end of 2023, Dentsply Sirona entered a four-year partnership with the International Association for Disability & Oral Health (“iADH”) to promote equitable access to high quality oral healthcare for patients with disabilities.

Too often, care centers are unable to offer specialized treatment to patients with disabilities, regularly leading to complicated logistics and heightened stress for both patients and caregivers. This partnership aligns with Dentsply Sirona’s desire to raise awareness for the importance of ensuring that Special Care Dentistry is part of the curricula for all dental professionals.

With more than 8,000 members worldwide, iADH facilitates the exchange of good practice and encourages the dissemination of scientific research. The association has an active research network, organizes research competitions, and hosts a bi-annual International Scientific Congress to provide a forum for researchers and clinicians to showcase their work.

# Official sponsor of the #BidForSmiles campaign

In 2023, we expanded our partnership with America's ToothFairy by becoming a major sponsor for the *Bid for Smiles* campaign. Our \$10,000 donation supported the provision of dental care and oral health education for children in need across America. Doubling our 2022 contribution, the donation helped make it possible for 5,000 underserved children to receive essential oral health services to prevent tooth decay and they have been connected to a dental practice for continued care.



## Supporting veterans' access to dental care

Once again, Dentsply Sirona donated \$20,000 to Dental Lifeline Network, in support of their *Lifeline Heroes Challenge*. Dental Lifeline Network is dedicated to matching elderly, disabled, and medically fragile veterans in the US with volunteer dentists, enabling them to receive vital dental treatment at no cost.

The *Lifeline Heroes Challenge* aims to connect volunteers and coordinate care for 1,000 veterans each year. Between 2022-2023 over 980 dentists volunteered to provide free treatment for more than 940 veterans and the value of the care provided to veterans was \$3.7 million. Since 1974, Dental Lifeline Network has enabled more than \$540 million in donated dental care for 170,000 people through a nationwide community of 16,000 volunteer dentists, specialists, and labs. Since the beginning of its veteran's initiative in 2018, the organization has helped more than 5,200 veterans access the extensive dental care they needed.



## Enabling smiles through single treatment visits

Dentsply Sirona's Connected Technology Solutions team was inspired to learn about the work of the Hardwick Foundation, a non-profit organization that provides dental care to underserved communities in the Masai region in Kenya. In Kenya, there are 0.26 dentists per 10,000 residents versus a 5.99 ratio in the US.<sup>26</sup> Dentsply Sirona donated CEREC intraoral scanning and milling solutions, enabling dentists to restore a smile in one visit. By reducing treatment time and increasing the capacity to treat more patients, the CEREC equipment has had a profound effect on the quality of, and access to, oral health for these communities. Over four days, a team of 14 people provided care to more than 300 patients.

## Improving oral health in the Amazon

For the sixth year, Dentsply Sirona collaborated with Amazon Doctors to deliver quality oral healthcare to indigenous communities in the Amazon. For 10 days in June 2023, at the Wajãpi Indigenous Reservation in Amapá, Brazil, we were able to support the Amazon Doctors team to conduct more than 1,300 procedures and provide dental care for just under 800 people. These procedures were supported by our CEREC intraoral scanning and milling solutions. Furthermore, at the São Paulo International Dental Congress, Amazon Doctors released their book called 'Levante e Lute - Get up and fight' detailing the achievements of our partnership. The book summarizes the journey of the organization and their commitment to social engagement, and highlights the rich cultures found throughout the Amazon.



<sup>26</sup> [https://www.who.int/data/gho/data/indicators/indicator-details/GHO/dentists-\(per-10-000-population\)](https://www.who.int/data/gho/data/indicators/indicator-details/GHO/dentists-(per-10-000-population)).



## Improving access to oral health-care for vulnerable patients

Dentsply Sirona employees volunteered to participate in the *Miles for Smiles* charity walk initiative which was organized by Dentsply Sirona UK for two consecutive years in 2023. The charity walk, which took place in June, raised over £30,000 for Dentaid The Dental Charity equating to 5% of Dentaid's entire clinic funding for 2023. Dentaid focuses on supporting those in need within the homeless community across the UK and Ireland. Employees walked over 13.5 miles, bringing colleagues, family members and business partners together in support of improved dental access for all. Earlier in the year, Dentsply Sirona also donated five Cavitron sonic scalers and scaler tips for Dentaid's mobile dental units, helping to improve access to oral healthcare for homeless and vulnerable patients.

## Donating equipment to support Dentists without Borders

Our team based in Ballaigues arranged to donate equipment to the non-profit organization Dentists without Borders, which provides oral healthcare to underserved communities in countries where dental care is neglected. Dentsply Sirona donated ProTaper Gold endodontic files as well as one X-Smart Plus motor, enabling them to treat around 120 patients in Cameroon.

### Wellspect working to reduce stigmatism among communities

Alongside our work to increase access to oral healthcare, our Wellspect team also works with local communities to eliminate the social stigma engulfing continence care, which often isolates people who battle bladder and bowel dysfunction and makes them suffer in silence. Wellspect proactively supports outdoor activities organized by different charities and foundations, highlighting the importance of sport for those living with various conditions that can lead to incontinence, including spinal cord injuries and multiple sclerosis.

In 2023, Natalie Sheward, a passionate skier from our Wellspect business volunteered with Back-Up Trust - a UK charity dedicated to supporting people affected by spinal cord injury - during a one-week ski-karting course in Åre, Sweden. The purpose of the trip was to show participants that physical activity and foreign travel is still possible after a spinal cord injury, and Natalie was able to support participants to help them gain confidence in their physical abilities. The course had a bigger impact beyond six days of ski-karting; for most, the trip was the first time they had traveled abroad since their accident and participants left the course with a fresh sense of achievement in themselves.

We also partnered with the International Spinal Cord Society for a fifth year, working to share educational materials and inspire the development of new products and groundbreaking research. Together, in 2023, we produced two scientific podcasts and one webinar, covering intermittent catheterization and transanal irrigation for people with spinal cord injuries.

At our Advancing Continence Care Together global forum, we organized one webinar and one physical meeting, in which key opinion leaders and practitioners explored with us the scientific and human aspects of topics related to bowel and bladder dysfunction.



# Working with our customers

High quality clinical education is a pillar of Dentsply Sirona's commitment to empower dental professionals for the future.

Since 2019, we have had more than 1.95 million registrations for our educational courses, and we delivered more than 9,200 courses in over 80 countries in 2023.

We provide world-class educational experiences and events for our customers, and continue to work in partnership with global and local organizations to ensure that young dental professionals are given opportunities to access the best resources. We look forward to continuing to create training programs that support our solution and workflow-based approaches to deliver the best possible care for patients.

## Clinical education highlights



**1.95+**  
million dental  
professional course  
registrations  
since 2019

**9,200+**  
courses delivered in over  
80 countries in 2023, up  
by 2,000+ courses versus  
2022, with nine additional  
countries covered versus  
prior year<sup>27</sup>

**57**  
academies and  
education centers across  
35 countries, including  
two new academies  
opened in 2023 in two  
additional countries

<sup>27</sup>Includes training courses to dental professionals through in-person, online, and hybrid formats; excludes courses provided by Wellspect.

# High quality clinical educational programs

We offer industry leading, face-to-face and online clinical education programs to dental professionals to support their continuous learning and development globally.

We are able to provide hands-on training across our state-of-the-art DS Academy training and education centers, where dental professionals can experience the latest technologies and digital workflows. However, we understand the importance of balancing in-person education with the growing desire for digital learning, so our on-demand courses are designed to meet the individual needs of the learner.

Our expanding library of online clinical education includes evidence-based comprehensive courses that are self-paced and interactive. Our courses are developed and taught by leading experts in their respective areas of dentistry and continue to focus on the rapid advancements in new technology and techniques.

Our Sustainability Educational Curriculum helps dental professionals understand the environmental and social challenges we face and provides tangible actions that offices and labs can take to deliver sustainable practices. Plus, through our partnership with the FDI World Dental Federation, we supported the delivery of the MOOC dedicated to Sustainability in Dentistry which has been created to help dentists, dental teams, and students understand the importance of sustainable practices and their own role in championing environmental responsibility within dentistry, see more on [p. 30](#).



Lisbon



Minsk

## Opening new Dentsply Sirona Academies

We opened two new Dentsply Sirona Academies in 2023 located in Lisbon and Minsk, both of which are equipped for digital dentistry workflows. Our academies in Lisbon and Minsk also contain showrooms and spaces to host training events and lectures as well as conduct demonstrations and hands-on sessions.

## Supporting professional growth at the Dentsply Sirona Academy

In 2023, we continued to add new online curriculum to DS Academy for dental professionals focusing on diagnosis and the entire endodontic therapy workflow, including the Endodontic OnDemand Course Series and our Diagnosis & Treatment Planning OnDemand Course series.

The Endodontic OnDemand course was created by globally renowned Key Opinion Leaders in collaboration with our Dentsply Sirona instructional design and clinical education teams, and are grouped into three learning tracks – Foundational, Procedure Based, and Mastery. The curriculum complements the Implants curriculum that was launched in 2022 and has received an average customer quality rating of 3.7 out of 4. We also launched our DS Academy Campus with the Dental Tribune International course series which focused on innovations in dentistry. Furthermore, in 2024 we launched a course series on Clear Aligners and Indirect Restorative.

Dentsply Sirona is known for its innovations in endodontics and for the precision of production of endodontic files. For example, at our Ballaigues site in Switzerland, on average, we produce an endodontic file every four seconds which help clinicians preserve millions of natural teeth.



## Free bladder and bowel care education platform

As part of its service-offering, Wellspect has developed an extensive free-of-charge [educational platform](#) that is available for both patients and healthcare professionals who want to advance their knowledge of bladder and bowel care. The material includes scientific documentation and in-depth courses from leading experts in the field of bladder and bowel care, as well as foundational articles and tutorials covering a wide range of learning goals.

All content adheres to the continuous professional development standards and is independently reviewed and validated. The content provided enables healthcare professionals to learn something new, refresh, improve and broaden their knowledge and expertise in bladder and bowel management. Most material is available in more than 10 languages.



## Global customer events

We continue to attend and host multiple global events that bring dental professionals together to share critical knowledge, network with expert peers, and see first-hand new innovations in dentistry. At these events we are able to showcase our market-leading products and solutions and raise awareness of the expertise our staff have to offer globally to help advance the future of dental healthcare. We aim to limit our environmental impact when hosting and travelling by implementing a 'Sustainable Event Checklist' for every event we host. This ensures we limit the use of paper communications and where possible partner with green suppliers and take action to reduce waste and CO<sub>2</sub> emissions.

## DS World: our flagship events

For a second year, we hosted our flagship DS World event in four countries during 2023, continuing to provide access to dental education and networking opportunities for dental professionals across the globe. These are viewed across the industry as a major opportunity for professionals from across the dental profession to share new technologies, discuss cutting-edge research, key themes and issues within the industry, and learn from each other.

Our DS World events took place in Dubai, Madrid, Riccione and Las Vegas in 2023, and more than 7,100 attendees were involved in forward-thinking presentations, clinical case discussions, and live demonstrations of products. Digitalization was the connecting theme between all the events, with sessions focused on how the use of digital technologies can aid diagnoses, orthodontic treatments and help to involve and center the patient.



## DS World Las Vegas

📍 US

For the 2023 edition of DS World Las Vegas, we set a goal to push our boundaries BEYOND what we achieved at the 2022 conference and make the event itself more sustainable. We ensured equal representation of women speakers on the main stage, offered more sustainable catering options, minimized the use of printed marketing materials and offered reusable glass water bottles as a sustainable giveaway.

For the first time at DS World Las Vegas, the General Session also included two live simulcast procedures: an implant and an endodontic case were performed by renowned experts, Dr. Mark Ludlow and Dr. Lynne Thomas.

In a dynamic breakout session titled '5 Tips to Make Your Practice More Sustainable,' key experts Dr. Steven Mulligan, clinician and founding member of the FDI World Dental Federation's Sustainability in Dentistry Task Team, and Dr. Rainer Seemann, VP Clinical Affairs and Workflows at Dentsply Sirona, were joined by Dr. Moataz Kasrawy, general dentist from Atlanta, to share five concrete actions that dental practices and labs could immediately implement to enhance their sustainability.

## DS World Madrid

📍 Spain

We hosted our fourth edition of DS World Madrid which centered on the adoption of digital solutions within the dental industry and attracted over 950 attendees. Adopting the Dentsply Sirona Spain's motto, 'patient first', sessions focused on how digital technologies can enhance patient outcomes. More than 50 speakers delivered lectures over the course of the two-day event, providing attendees with the opportunity to contribute to discussions and inform the agenda. In addition, the plenary session took the audience through a complete digital dental workflow and demonstrated how technologies can empower clinicians, from diagnosis to considering different treatment options in the fields of orthodontics and endodontics.

## DS World Dubai

📍 UAE

In 2023, Dentsply Sirona held its DS World Dubai event during the pivotal 'Year of Sustainability' in the UAE and included a curated program of 30 clinical education courses, keynote speeches from 12 world-class speakers, and case discussions covering a broad range of topics across dental disciplines. The event showcased Dentsply Sirona's innovative products and included the launch of the Primeprint Solution 3D printing system and the laptop-based Primescan Connect intraoral scanner.

## DS World Riccione

📍 Italy

After initially launching in Italy in 2019, DS World returned to Riccione in September 2023, for two days of specialized sessions and pre-congress courses, with over 1,400 participants in attendance. Over 50 national and international speaker led sessions on topics including educational training on practice and lab management and the advancement of digital infrastructure in dentistry. We were particularly excited to highlight the use of digital technologies in orthodontics and prosthetics, and showcased our SureSmile clear aligner platforms that are enabling patients to have more beautiful and healthier smiles.



## Reducing our environmental footprint at the International Dental Show

Our attendance at the IDS in Cologne, Germany in 2023 focused on sharing as much information as possible, while leaving as little environmental impact as we could. A significant number of Dentsply Sirona employees attended the IDS, which attracted over 120,000 participants from more than 160 countries.

We were determined to minimize the amount of paper used, opting for all materials to be shared via an app or by QR codes, also, 80% of our display booth, including the furniture used at our stall was reused. This included links to our free Sustainability in Dentistry Resource Kit, which we developed following our international survey which found that roughly 70% of dentists believe the dental industry is lagging when it comes to sustainability performance.

We also set up an interactive initiative whereby event attendees were welcomed to dispose of their old data-free USB sticks into our 'DS Core Ball' for us to recycle. For every USB stick disposed of, Dentsply Sirona donated €25 to Smile Train. At the end of the trade fair, we donated €15,000 and all USB flash drives were properly recycled. Furthermore, we hosted DS Talk panel discussions that addressed digitalization and sustainability, two topics rapidly shaping our industry and the world, and we were able to showcase how Dentsply Sirona continues to focus on innovation and clinical education with a commitment to enabling customers to practice sustainable dentistry.



# Creating an inclusive future for dentistry

The dental industry is moving towards a more diverse and inclusive future. We are dedicated to utilizing our global footprint to drive long-term cultural change where women and minority groups are empowered across dentistry. Our events program and partnerships are key platforms both for advocating for a diverse and equitable industry and for giving stronger voices to underrepresented communities.

## Investing in a diverse future for dentistry

In 2023, we strengthened our commitment to improve diversity within the dental industry by rejoining the National Dental Association (“NDA”) Corporate Round Table in the US.

With a network of more than 10,000 minority dentists, the NDA’s goal is to improve the delivery of oral healthcare in underserved communities as well as improve the educational opportunities of minorities underrepresented in the oral health field. Their objective is to enhance the representation of minorities across the dental healthcare profession by recruiting and providing opportunities to incoming students, as well as by providing ongoing education and networking opportunities to elevate talent.

The NDA’s goal aligns with Dentsply Sirona’s mission to transform dentistry to improve oral health globally. Together we aim to provide access to the best dental care in underserved communities. As part of our support, we provided donations reflecting our continued advocacy for equal opportunities for individuals across the dental workforce. We also participated in the annual NDA conference in New Orleans, where senior representatives from Dentsply Sirona contributed to a roundtable meeting. We also had an exhibit booth that showcased our latest equipment, implants options and SureSmile product lines. In addition, we attended auxiliary events that gave us an opportunity to network and meet NDA’s leadership, members as well as dental school faculty and Deans.



## Women in dentistry

We support several initiatives that champion women throughout the dental industry as we strive to offer them equal opportunities and representation. We continue to support the work of *She's Prime*, a program that supports female dentists across Latin America to help improve technical knowledge and leadership skills, as well as inspire women to confidently embrace digital dentistry. We also support the *She's Prime* annual in-person meeting, and, at the time of publication, the 2024 meeting is planned to take place during DS World LATAM.

We continue to invest in our Key Opinion Leader development programs for women, as well as our Global Women Speaker Development Program called *First to 50*, which works to ensure more women in dentistry are represented through speaking opportunities. We worked with 12 participants across two cohorts in 2023, and the women spoke at our 2023 DS World Las Vegas event. Since 2020 we have worked with more than 80 participants or graduates across 10 countries.

In February 2023, Dentsply Sirona once again actively participated in the *Rise of Women in Dentistry* event during the Chicago Dental Society meeting. Dentsply Sirona helped to organize and sponsor the breakfast that has evolved into a fast-growing and desired event each year. The meeting brings together female leaders from across the dental industry to share ideas, and support and empower each other. One of Dentsply Sirona's sales leaders was among the select program speakers, highlighting inspirational messages for personal and professional growth.

Furthermore, Dentsply Sirona has been a partner of Women in DSO since 2021. Women in DSO's mission is to highlight the achievements of women in dental service organizations and empower women leaders, and provides a powerful network of professional mentoring and learning and development programs. Dentsply Sirona supports the work of Women in DSO by providing mentors and by leveraging our *First to 50* program we are able to put Women in DSO participants forward to present at our key events.





# Supporting dental students and graduates

An area of focus for us is increasing opportunities for the next generation, including supporting future dentists as well as those studying science, technology, engineering, and mathematics. We support oral health research programs that encourage young professionals and help them connect with a worldwide network of clinicians and scientists.

## Awarding research

2023 marked the 100th anniversary of the Annual Conference of the American Dental Hygienists Association (“ADHA”) and the 16th anniversary of Dentsply Sirona ADHA Graduate Student Clinicians Research Program. Dentsply Sirona sponsored the program which provides dental hygiene graduate level students the opportunity to present original research from their area of study at the annual conference.

Dentsply Sirona also sponsors the [Student Competition for Advancing Dental Research and its Application](#) (“SCADA”) program which recognizes outstanding student research projects across several US Dental Schools. In 2023, 38 selected students submitted their projects in one of the two available categories: Clinical Science & Public Health Research and Basic & Translational Science, and the winners were announced at the American Association for Dental, Oral, and Craniofacial Research meeting.



We also continued to support the annual Global Clinical Case Contest in line with our commitment to promote excellence in restorative dentistry with state-of-the-art dental technology. The competition in 2023-2024 reached over 400 students from more than 120 dental schools around the world and offered aspiring talent the opportunity to network and exchange ideas with world-class experts and schools that offer first-class training. 10 finalists from 10 countries presented their case studies on clinically challenging restorations to an international jury, all of them used restorative materials from Dentsply Sirona, and four winners were selected.



## Creating scholarship opportunities

We continued to partner 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. Our DS Scholarship Fund for Innovation & Leadership is given to the School of Engineering, Dees Business College, and Joint School of Nanoscience & Nanoengineering. We donated \$100,000 which supported the eight scholarships.

In addition, we provided Tuskegee University with \$20,000 to fund four scholarships for the College of Business & Information Science. We also attended the Tuskegee University career fair, and our Black Organization for Leadership & Development (“BOLD”) ERG members are part of the mentorship program with these students.

## Showcasing our products and investing in facilities

For almost a decade, Dentsply Sirona has organized the Implantology University Summit, also known as the Sommet Universitaire en Implantologie, which brings together the dental community involved in oral implantology, including students, private practitioners, and university practitioners.

In 2023, the event received more than 100 attendees where they participated in scientific exchanges, the discovery of innovative solutions, and networking opportunities. The event also offered participants a comprehensive overview of implantology approaches, from diagnosis to prosthetic treatment, including bone biology and digital technologies.

Dentsply Sirona is the only dental manufacturer that supports this extensive inter-university exchange. This reflects our ongoing commitment to democratizing clinical excellence by giving young practitioners from different oral implantology postgraduate programs access to cutting-edge, high-quality solutions.

Furthermore, the University of Sydney Dental Simulation and Digital Dentistry Lab opened in 2023 in collaboration with Dentsply Sirona. The facility will support dental education for undergraduate and postgraduate students and includes a Dental Simulation and Digital Dentistry Lab featuring Dentsply Sirona’s latest technology. The lab will also provide students with hands-on experience using advanced equipment and software, including digital imaging systems, 3D printing technology, and CAD/CAM systems.

Dentsply Sirona supported the development and opening of the Bristol Dental School, the first new dental school in the UK in over 15 years. The International Special Clinic Solutions team played a critical role in designing the school with the firm goal of creating a facility that can deliver state-of-the-art teaching programs.



# Research and development drives innovation

We are always searching for new ways to develop customer centric innovative solutions that solve unmet needs for our customers. We have continued to prioritize investments supporting digitally connected solutions and enhanced workflows, from diagnosis and treatment planning to the use of customizable and scalable products.

Dentsply Sirona has made significant investments in R&D in 2023, and our established track record of creating innovative, long-lasting products sets us apart from our peers. In 2023, we invested more than \$184 million in R&D, a 6% increase year-over-year. R&D as a percentage of sales was 4.6%. More than 650 of our employees are engineers or scientists and we strive to integrate sustainability into our new product and packaging development process.



# 2023 major product launches



### New 3D printing resins for production of flexible splints with Primeprint

Dental professionals now have a broad range of materials for nightguard, splint and repositioner treatments, available to be produced quickly and easily in the dental office and dental laboratory

### CEREC Tessera Abutment Block<sup>28</sup>

Improves single-visit dentistry with indirect restorations and complements the digital workflow in implantology in a clinically excellent and efficient way

### SureSmile Simulator<sup>30</sup>

SureSmile™ Simulator is an application within DS Core designed to support patient conversations about the benefits of SureSmile® Aligner Treatment by showing the expected outcome before therapy even begins. With the use of the SureSmile™ Simulator, dentists can preview the potential new smile of a patient in just minutes to visually demonstrate the scope of treatment fostering confident treatment decisions

### SureSmile® VPro™ app

Official companion app for the SureSmile® VPro™ High-Frequency Vibration Device. Patients can pair their SureSmile® VPro™ device with the app in order to:

- Track SureSmile® VPro™ use
- Receive reminders to use the device daily and change aligners as prescribed by their doctor
- Monitor SureSmile® VPro™ battery life
- Share results and progress photos

### Navina Mini

A minimally-invasive hand-fitting bowel irrigation device, which allows for more people to empty their bowel, even when facing temporary bowel issues

### DS Core feature updates

Dentsply Sirona launched additional features of DS Core: 'Communication Canvas' for smooth communication with patients, a viewer function to support additional data formats such as STL and PLY, and a unified ordering system that links dental practices with labs and other service providers



### OSSIX Agile<sup>29</sup>

An innovative pericardium membrane that provides a long-lasting barrier effect for bone and tissue regeneration

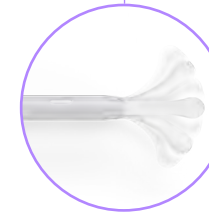
### X-Smart Pro+ endodontic motor

The powerful X-Smart Pro+ portable motor is designed to optimize the performances of both Dentsply Sirona and VDW's endodontic file systems. With an integrated apex locator and Dynamic Accuracy technology, the motor delivers optimal performance in both rotary and reciprocating modes



### LoFric Origo Flexible

A male catheter with a flexible and slightly curved tip, providing clear and easy guidance



<sup>28)</sup> Due to the different approval and registration times, not all technologies and products are immediately available in all countries.

<sup>29)</sup> Product is only available in the US and Canada.

<sup>30)</sup> Requires user to have a DS Core™ subscription and Primescan IOS. Displayed results are a simulation of potential aligner treatment and not a prescribed treatment plan, which has to be directed by the dentist and complied with by the patient. Actual treatment outcomes may differ substantially. Not available in all markets.

### Wellspect's clinical research and pioneering developments

As leaders in the field of urology and enterology, Wellspect continues to advance the latest developments, including evolving therapies and current trends in bladder and bowel management.

Supported by science and clinical evidence, we also examine treatment options and product concepts that can revolutionize the lives of our product users.

In 2023, we started five clinical research investigations. We also support an average of five Investigator Initiated Studies and two study grants every year. The latter category allows for healthcare professionals to conduct independent research and to present results to peers at international congresses.

As mentioned in the Healthy Planet chapter, Wellspect, with its suppliers, is pioneering the use of renewable plastic in the LoFric Elle catheter. This adaptation earned Wellspect the 'Sustainable Medtech Innovation of the Year' award, see [p. 41](#) for more information.



## Enhancing our DS Core platform

We continued to advance our DS Core offering, which enables dental practitioners and labs to fully leverage digital dentistry, optimizing their workflows and improving patient care. The platform's robust growth continues to bring increased benefits to dentists, patients, and labs.

During 2023, our DS Core platform grew exponentially among both dental practices and labs, further supporting our suitability efforts for the dental industry through selected features and benefits, including:

1. The order and virtual collaboration solution which enhances dentist-lab collaboration while reducing waste by digitizing the process.
2. The Communication Canvas which boosts patient acceptance and eliminates the need for physical handouts, thereby reducing waste.
3. Equipment connectivity and services offer improved technical support and enable remote troubleshooting, reducing unnecessary travel and associated emissions.
4. Moving data and computing power to the cloud minimizes the need to replace in-office computers.

These are only a couple of examples of how DS Core supports our sustainability efforts. DS Core's server capacity, which is part of the Google Cloud platform, has been powered by 100% renewable energy since 2017. As we advance, we remain committed to sustainability, ensuring our innovations contribute to a more efficient and eco-friendly dental industry.

## Digital workflow solutions

In addition, we have also invested in new digital dentistry workflow solutions, such as Digital Curing Ovens. Our research and development teams have developed two digital curing solutions for 3D printed dentures and teeth, transforming them into stronger products with a high print accuracy and greater patient fit. These new workflows also have a better environmental footprint and use long life LED bulbs which reduce heat generation and power consumption.

## Research partners with Siemens Healthineers

In 2023, we partnered with Siemens Healthineers to understand the opportunities of using dental-dedicated Magnetic Resonance Imaging (“MRI”) for oral and dental diagnosis. We presented our initial findings to a university audience in Bensheim, explaining that ddMRI has the potential to become a new dental imaging modality, and can be a powerful tool in detecting early stages of disease and inflammatory processes.

Reflecting on the increasing demands on dentists and physicians to combine oral and general health practices, we believe there is an opportunity to open new interdisciplinary fields of research between oral and systemic health.<sup>31</sup>



“The possibility to use MRI for dentistry represents a new milestone in oral diagnostics and a connecting technology between oral and general healthcare that can make history.”

**Max Milz, Group Vice President  
Connected Technology Solutions at Dentsply Sirona**

## Benchmarking sustainable innovation

Dentsply Sirona was part of a consortium of experts that completed a Managing Sustainable Innovation benchmarking study. This was conducted in partnership with the Laboratory for Machine Tools and Production Engineering of RWTH Aachen University and the Complexity Management Academy.

The study identified companies that have developed successful methods, structures, and processes that create sustainable and innovative products. Five companies, Miele, Innio, Wilo, Festo and Brose, were recognized for their achievements and the study concluded that companies should anchor sustainability across their corporate strategy and gain recognized certifications. We also found that considering the entire life cycle of products and creating criteria for ecological and economic decision-making, especially at an early stage of product design, leads to best practice outcomes. All the winning companies integrated these measures across their organizations.

<sup>31)</sup> The product was presented to the scientific community in 2024. The product is still under development and not commercially available. Its future availability cannot be ensured.



# Prioritizing people

We work together to create a workplace where all employees feel inspired and empowered to do their best work.

Our Diversity, Equity & Inclusion (“DE&I”) efforts focus on providing opportunities for all employees to bring their whole selves to the workplace, because we know that when we draw on our employees’ diverse and unique perspectives, we are able to create robust and innovative solutions that solve our customers’ challenges.

In 2023, we emphasized the importance of allyship among our global colleagues. We created programs that helped them identify opportunities to be an effective ally, define allyship in practice, and highlighted the positive impact that allyship has on workplace performance. In 2023, we were awarded the Best Advance in Diverse Mentorship Award from Brandon Hall and, in 2024, we were recognized by Newsweek among America’s Greatest Workplaces for Diversity.

See [p. 84-87](#) to find out about the actions we take to protect the health and safety of our employees.



# Diversity, Equity & Inclusion initiatives

The Diversity, Equity and Inclusion Council (“DE&I Council”) works together to ensure employees are engaged with our BEYOND journey, are aware of Dentsply Sirona’s DE&I initiatives, have access to our professional development and awareness opportunities, and fosters an inclusive environment where every employee is empowered to do their best work. More than 10,300 employees registered for our DE&I training and awareness programs in 2023.

The global council consists of 18 members and one executive sponsor from across the business, dedicated to enabling DE&I efforts that support the organization internally and externally. The council meets at least 12 times a year and outlines goals and actions that align to our vision, values, mission, and operating principles. The global council helps institutionalize policies that support the equity of all employees and evaluate the effectiveness of ongoing efforts and adapt as needed. It is also responsible for growing ERG participation in alignment with our values, leading to increased engagement.

In 2023, all hiring managers and people managers were provided training and resources on diverse hiring practices. May was our official DE&I Month and featured several diversity celebrations including Global Diversity Week and Diversity Day celebrated in Germany.

## Highlights from 2023



<sup>32</sup>) Diversity in the US is defined as employees who self-identify as female, or people of color which includes all non-white race categories: Black, Hispanic, Asian, Other.





## Inclusion of individuals with disabilities

📍 Pirassununga, Brazil

In 2023, our team in Pirassununga started working with Associação de Pais e Amigos dos Excepcionais (“APAE”), a well-respected institution that advocates for comprehensive care for people with disabilities. By leveraging their network of candidates and resources, we have been able to hire Individuals with Disabilities (“IWDs”) to our workplace.

We provide APAE with a monthly cash donation that supports tailored training programs for IWDs, designed to equip them for long and successful careers. In 2023, we ensured that our site leaders and colleagues were engaged with our inclusivity programs and encouraged them to play an active role in supporting their colleagues. Dentsply Sirona has been granted the APAE Partner seal, a valuable recognition that strengthens our relationship with the community and demonstrates that we are a diverse, inclusive, and equalitarian company.

## Regional culture, equity & inclusion committee

📍 Australia and New Zealand

Our team in Australia and New Zealand established a Culture, Equity & Inclusion Committee to help deliver the change to DE&I objectives of the DE&I Council and connect these to the delivery of Dentsply Sirona’s wider strategy. The committee is responsible for implementing policies that support the equity of all employees and will evaluate the effectiveness of all initiatives and develop regional goals.



### Conversations of Understanding

Our Conversations of Understanding program creates a space for colleagues to share their perspectives on DE&I topics. Our ERGs have taken responsibility to host Conversations of Understanding throughout the year so colleagues can learn from one another and increase awareness, empathy, and allyship. In 2023, we hosted 14 sessions and more than 2,000 employees participated from across the globe.

# Expanding our Employee Resource Groups

We created two new ERGs in 2023 and now have nine employee-led groups that proactively create a diverse, equitable, and inclusive workplace. Each group has its own objectives aligned with our mission, purpose, vision, values, operating principles, goals, and business priorities. In 2023, membership increased by 46% compared with 2022.



## ABLE@DS

People with disabilities are the largest minority group in the world.<sup>33</sup> ABLE@DS strives to support employees with disabilities, caregivers, and those interested in learning more about how to create inclusivity. The group focuses on talent development by contributing to diverse recruitment strategies and enhancing the employee experience by raising awareness of the challenges people with disabilities may face in the workplace. ABLE@DS also advocates for accessibility so all employees can do their best work. In 2023, the group delivered weekly awareness campaigns and virtual events discussing employment disability awareness, mental health, and the caregiver perspective.



## New ERG: FAMILY@DS

FAMILY@DS was created in 2023 to champion inclusive workplace practices that embrace the distinct needs of caregivers. The group's focus is to foster a culture that honors a work-life blend, nurtures employee wellness, and caters to the diverse caregiving journeys of our employees globally.



## New ERG: UNIDOS@DS

This group was created in 2023 to elevate the voices of our Latino colleagues through unity and allyship. The group launched the 'Avanzando Juntos' series that promotes the tools and resources available to enable employee development across the company.

<sup>33</sup> <https://www.un.org/disabilities/documents/toolaction/pwdfs.pdf>.



### Emerging Talent@DS

The group works together to attract, develop, and retain employees at the beginning of their career such as college graduates and employees with less than five years of professional experience. The group helps employees acclimate to their roles, engage in networking opportunities to build professional relationships, and enables professional growth.



### APEX@DS (“Asia Pacific Exchange”)

This group aims to connect, foster, and grow fellowship among the Asian Pacific community and build cultural awareness across the organization. In 2023, the group conducted several events including talent campaigns, culinary initiatives, mentoring, and interviews with leaders.



### VETERANS@DS

VETERANS@DS connects active-duty service members and veterans to support the transition to a civilian work environment, focusing on camaraderie and solidarity for anyone affected by past or present service. The group’s goals focus on creating internal and external partnerships to help foster professional development.



### BOLD@DS (“Black Organization for Leadership & Development”)

BOLD@DS aims to transform the experiences of black employees through allyship at Dentsply Sirona. The group organized campaigns to celebrate Black History Month as well as professional development events and conferences. The ERG works in partnership with groups to increase oral healthcare for black communities.



### WOMEN@DS

WOMEN@DS empowers and focuses on advocacy, talent development, knowledge, and resource sharing. In 2023, the group celebrated Women’s History Month arranging several events under the theme of embracing equity. WOMEN@DS and BOLD@DS also sponsored the two-part Global Women’s Elevate Conference series which aimed to bring together inspiring women. Over the course of the year, more than 1,000 people attended one or more of the events in-person or online.



### PRIDE@DS

PRIDE@DS embraces and celebrates all gender identities, family arrangements, and allies. The group supports its members through development opportunities and arranged campaigns that celebrated LBGTQ+ history month and Pride month, by offering awareness resources and having open dialogue with members and allies.

# Committing to global gender parity

We continue to strive towards achieving gender parity across our global workforce by 2025. As of December 31, 2023, 44% of our workforce were women. We aim to make further progress towards this goal by taking the following actions:

- Providing leadership with quarterly diversity progress updates;
- Executing inclusive hiring practices for all roles;
- Developing tailored action plans to specific parts of the business;
- Identifying diverse talent throughout the business and helping them develop; and
- Offering opportunities to diverse talent to gain a stronger voice within the organization to drive a mindset change towards inclusivity



## Dentsply Sirona Italy achieved gender equality certification

Dentsply Sirona Italy and the Italian office of Dentsply Sirona's business Wellspect obtained the Gender Equality Certification under the National Recovery and Resilience Plan. The certification was awarded by an independent company that evaluated Dentsply Sirona on the following key indicators: culture and strategy, governance, human resources processes, opportunities for growth and inclusion of women in the company, remuneration equity by gender, protection of parenthood, and conciliation between work and family life.

In 2023, the team in Italy created a local steering committee and agreed strategic plans to support gender equality and improve the well-being of all employees. They have already provided gender equality training and awareness-raising activities and conducted surveys on employee well-being.

Specifically, the Italy chapter of our WOMEN@DS ERG organized monthly meetings open to women and men to discuss topics such as unconscious bias, work-life balance, emotional intelligence, change management, disability, and mental health.

## A signatory of the Paradigm for Parity® initiative

Dentsply Sirona joined the Paradigm for Parity® coalition in 2020, a movement of CEOs, senior executives, founders, board members, and business academics committed to achieving gender parity including racial equity in corporate leadership.

We actively contribute to the discussion of finding solutions to end systemic gender and racial gaps within corporate leadership. Dentsply Sirona participated in a panel discussion with other leaders focused on DE&I and Public Private Partnerships aiming to accelerate gender parity alongside Paradigm for Parity® member companies Accenture and Hubbell.



In addition, we have access to the Center for Action which connects Paradigm for Parity® coalition members to a powerful consortium of partners. Through sharing ideas, we are able to help learn from one another and accelerate the progress in advancing women across all levels of business leadership.

For the third year in a row, a Dentsply Sirona employee was named a 2023 Woman on the Rise. Lisia Malcolm, Territory Manager and member of our Global DE&I Council, was recognized for the impact she has had in helping break down barriers in corporate leadership and showing the value of gender parity, including racial equity in the workforce.

# Enabling a high performing culture

Every day, our people create innovative solutions that transform lives. Our inclusive, agile, high-performance culture equips us to build, grow, and Win as One. Together, we are shaping the future and delivering value to our customers and patients.

We are focused on creating a culture of compliance and accountability while driving continuous improvement. Our talent strategy is designed to enable high performance in alignment with our organization's goals and priorities. It involves an integrated approach to DE&I, talent acquisition, development, and employee engagement. To inform our talent strategy, we consider both internal and external talent trends using our employee lifecycle surveys, workforce analytics dashboards, and external benchmarking. This, combined with our annual talent review process, enables us to prioritize internal mobility, focus on developing critical and emerging skills, and develop our next generation leaders. Furthermore, our performance management and recognition practices reward high performance and growth.

We deploy structured talent reviews across the organization focused on key segments and leaders. All managers are able to create an automated internal talent profile that outlines content related to career highlights and aspirations. The talent review process enables us to calibrate potential and performance, identify critical roles, highlight diverse talent, and formalize succession plans in line with our organization's goals and priorities. HR Business partners are trained to facilitate high-quality calibration discussions.

Our senior leadership performs an enterprise talent review aligning strategy, structure, and talent. The outcomes of the talent review process inform our development program content and participant nominations. Additionally, potential talent gaps are identified, and recruitment strategies are put in place to proactively address them.

We attract top talent through our candidate experience-focused recruitment process set on the foundation of our organization's values. Our internal Talent Acquisition team is comprised of highly skilled recruiting experts. Over the past few years, our Recruitment team has increased support while decreasing the time and cost to fill open roles. To attract top talent we offer competitive compensation and benefits packages, which include performance-based incentives, stock-based compensation, retirement plans, flexible work where applicable, paid time off, family leave, and health, life, and disability insurance. In addition, we partner with universities to offer development-based internships, rotational assignments, and apprenticeships. In 2023, Dentsply Sirona was awarded the ONCON Icon Top 50 Talent Acquisition Award, recognizing the top HR professionals globally as voted on by peers.



We recognize employee development and career growth as key enablers of our high-performance culture. To demonstrate the importance of developing talent, our employees and managers work together to review performance and create development plans. We support employee development by providing access to a broad range of global professional development programs including:

- Dentsply Sirona enterprise orientation and custom dental course series for industry onboarding
- Goal setting and ongoing feedback through our performance management processes
- Own Your Journey workshops and tools promoting self-led career pathing
- DS Learn portal, through which employees access learning materials across a variety of topics and leverage our partnerships with LinkedIn Learning and, in 2024, eCornell
- DS Mentor, Coach and Sponsor with automated relationship matching and program management
- Prosci Change Management® training aligned to our key enterprise initiatives
- Linkage Women in Leadership® program focused on developing high potential women
- Custom Core and Manager Fundamental offerings on topics like effective hiring and leading for performance
- Nomination-based high potential leadership programs with assessment, coaching, and assimilations
- OnDemand 360 tool, CliftonStrengths assessment®, and custom team Assimilations
- Tuition assistance for job-related continuing education and degree programs

Our employees can access LinkedIn Learning, a global on-demand learning platform with more than 22,600 courses. Currently, more than 12,000 employees are active users on our LinkedIn Learning platform, and we have created more than 70 custom-curated Learning Paths focused on building the skills and capabilities needed to achieve our goals.<sup>34</sup> In addition to courses, employees can also take advantage of new LinkedIn Learning features like AI Coach, career pathing, and skills assessments.

Our tiered leadership development programs prepare next-generation leaders to step into key roles in the organization. The Strategic Leadership Program focuses on building succession for executive-level roles with a blend of 1:1 coaching and cohort-based classroom and digital learning. In 2023, 12 leaders from six countries and seven functions completed the program. The culmination was a full-day executive simulation during which participants stepped into senior leadership roles and practiced navigating through a series of leadership challenges.

In 2023, we also offered Core and Functional Leadership training, with over 170 leaders completing the programs. Like the Strategic Leadership Program, these programs focus on building leadership capabilities that underpin our values and high-performance culture. Demonstrating the effectiveness of internal development, in 2023, 41% of our manager and above level requisitions were filled by existing employees.

DS Coach is our internal coaching program which provides 1:1 professional coaching and support to elevate individual performance and leadership effectiveness through guided self-reflection. Coaches are Dentsply Sirona employees who have completed an accredited coaching program.

DS Mentor is our knowledge-sharing program that allows employees to establish developmental relationships with leaders and colleagues across the global organization. The relationships contribute to career growth, networking, and functional skill building. More than 500 employees have participated in the program to date. We were proud to have our work recognized, as in 2023 this program received a Brandon Hall Group Bronze award for excellence in the Diversity, Equity & Inclusion awards category.

In 2024, we launched DS Sponsor, a unique program that identifies high-potential, emerging talent from diverse backgrounds within the organization and connects them with senior executives, including the Management Committee, to aid leadership exposure and networking opportunities. We also announced a partnership with Cornell University to accelerate talent readiness through elevated leadership experiences and OnDemand learning for all Director+ employees. Our 2024 leadership programs will include live sessions with Cornell University faculty and coursework via eCornell, the university's external education unit.



<sup>34</sup> Wellspect employees do not have access to the LinkedIn Learning platform.

# Being an employer of choice

Our people are critical to our success as an organization, and we are working tirelessly to create a welcoming and productive working environment. Our global employee engagement and lifecycle survey monitors important moments in our employees' career journeys and captures feedback and data to inform how we can improve:

- Candidate Experience: application, screening, and interview
- Employee Experience: onboarding, pulse (e.g., diversity, compliance, etc.), full engagement surveys, and skip-level conversations
- Offboarding Experience: offboarding survey and conversations

We were pleased to achieve a record response rate to our annual Employee Engagement Pulse Survey of 82%.<sup>35</sup> In 2023, we received an overall favorability rate of 54% alongside valuable feedback that we are in the process of actioning.

It is evident that our employees have a clearer understanding of the Company's strategic plans compared to 2022 and have developed strong connections with their immediate managers. We are in the process of developing new enterprise engagement priorities and action plans and will be communicating these across the business in 2024, as well as continuing to conduct additional engagement surveys.

We have also worked to create a culture of caring across our business, underpinned by our Global Employee Assistance program which helps support and protect the mental health and emotional well-being of our employees. We regularly provide our employees with materials that discuss the importance of mental health and share supporting practices. Plus, we have family medical leave, caregiver leave, maternity leave as well as short- and long-term disability policies that are tailored to each market.

As a leader in our industry, we ensure all our employees have access to dental benefit programs. Among these, our employees in the US and Canada can access SureSmile and Byte discount policies and, as of 2024, our APAC employees can access SureSmile and DS Implant discount policies.



<sup>35</sup> The Pulse Survey is not completed by Wellspect employees. Wellspect conduct annual and periodic employee engagement surveys which support the development of their global intranet platform.



# Healthy Business





A healthy business relies on creating trusted and responsible relationships with all stakeholders by establishing sustainable, equitable, and safe practices. Our organization promotes fairness, and we are proud to be striving towards workplace equality across all our geographies and business functions. We embed the highest standards of excellence throughout our operations, and as a result, we are pleased to share the progress we have made towards our Healthy Business goals this year.

In 2023, our Total Recordable Incident Rate (“TRIR”) decreased by 55% from 0.38 in 2022 to 0.17 in 2023. This achievement surpasses our goal of reaching a top decile injury and illness prevention rate of 0.27 by 2025. We attribute this success to our proactive risk management approach, which involves identifying, controlling, and mitigating risks and will continue to uphold our goal of achieving a top decile injury and illness prevention rate of at least 0.27 or less going forward. None of this would be possible without the unwavering commitment of our employees to maintain a safe working environment for everyone.

We are pleased with the progress we made towards our gender pay parity in 2023, and at the start of 2024 we completed our gender pay parity analysis. Based on data from the first half of 2024, we are proud to share that we have achieved total average gender pay parity across our global workforce, ahead of our 2025 target. We will continue to monitor and address individual disparities through our new hire, promotion, and merit increase processes, to ensure an ongoing equitable environment for all our employees, globally.

In addition, we are striving to achieve gender equality as a business and more information can be found on [pg. 76](#). We are pleased to share that in 2023 the diversity of our Executive Management Team increased to 31% from 25% in 2022.<sup>36</sup> Additionally, 55% of our Board members are female and/or people of color with an average tenure of over six years.

We are also focused on creating safe and effective products and solutions so our clinicians and patients can focus on enhancing patients’ lives. In 2023, we created the position of Chief Quality Officer and updated our global Quality Policy to set clear expectations of accountability for quality and to increase collaboration across quality, operations, and R&D. In addition, we rolled out our “Quality Begins with Me” program in the beginning of 2024 to reiterate our continuing and unwavering commitment to creating quality products our clinicians and patients can count on.

We recognize that a healthy business requires careful management of the physical environment it operates in. To this extent, we implemented the first iteration of our Global Sustainability Policy in 2024,

## United Nations Sustainable Development Goals

**Our Healthy Business sustainability actions are aligned to the following UN SDGs.**



which defines how we manage and pursue sustainability through five guiding principles: governance, compliance, disclosure, progress and engagement. In addition, in 2024, we updated our ESG Committee Charter which clearly defines the duties and responsibilities of the ESG Committee, see more on [p. 19-20](#).

We pride ourselves on cultivating an open and transparent workplace, in line with our commitment to being an ethical business. Our stakeholders are empowered to act with integrity and to speak out if they see something that does not align with our values or operating principles. This drives our success, and our leaders across the business play a key role in ensuring our employees are comfortable raising concerns without fear of retaliation. To read more about our enhanced compliance reporting tool, see more on [p. 91](#).

<sup>36</sup> The diversity of our Executive Team is calculated using the same criteria as US diversity. Diversity in the US is defined as employees who self-identify as female, or people of color which includes all non-white race categories: Black, Hispanic, Asian, Other.

# Transparent reporting

In line with the evolving ESG reporting requirements taking place across our major markets, we are mapping ways to increase the transparency of our sustainability report. We have continued to implement guidance and recommendations from the TCFD and SASB, while monitoring for upcoming reporting requirements, such as the enhanced climate related

disclosures for investors from the SEC in the US and the CSRD in the European Union. We are building on the findings from our previous materiality assessment and actively preparing for the CSRD requirements by executing our double materiality assessment. We plan to disclose our double materiality assessment findings in next year's report.

In 2023, we engaged with investors to understand their priorities and expectations during an Investor Day at our headquarters in Charlotte, North Carolina. Members of the Executive Team, business leaders, and Key Opinion Leaders presented our strategy of keeping customers at the center of everything we do as we work to transform dentistry and improve oral healthcare and continence care globally. The day was filled with presentations across business divisions, insightful panel discussions, and investor questions diving into our long-term strategy for sustainable growth and the impact that our solutions have on our customers.

We were pleased to see that our efforts to create a sustainable business were recognized by Sustainalytics, as we were included in the 2024 ESG Industry Top-Rated Companies within the healthcare industry. This analysis is based on content from publicly available key performance indicators, materials from our external reports, and an independent survey to analyze our performance across environmental, social, and corporate governance focus areas.

In 2023, our CDP Climate Change score for our 2022 submittal was at the 'Awareness' level, with a substantial number of additional points awarded at the 'Management' level. When we submit our 2023 data in 2024, we intend to evaluate what would be required to fully achieve 'Management' recognition to improve our rating.



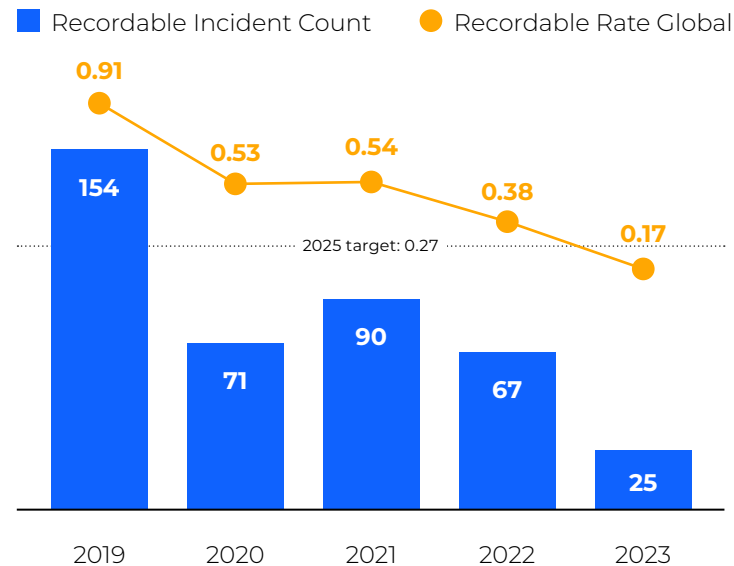
# Health and safety drives long-term stability

The health, safety, and well-being of all our employees is core to our culture at Dentsply Sirona. The primary measure of our safety performance over the course of a year is TRIR; a calculation of the number of recordable incidents that occurs for every 100 employees. We are pleased to share that our TRIR dropped from 0.38 in 2022 to 0.17 in 2023, and that we reached our goal to have a top decile performance of less than 0.27 by 2025. Achieving this two years ahead of schedule is a testament to the efficacy of our health and safety processes and training and we will continue to focus on safety enhancing measures to keep reducing our TRIR every year.

We celebrated World Safety and Health Day in April 2023 which promoted the importance of physical and mental health and safety when working on Dentsply Sirona premises and from home. This is in line with our Zero Harm vision of ensuring no harm comes to our employees, contractors, patients, customers, or the environment as a result of our work.



## 2023 Recordable Incident Count and TRIR Global Data across Dentsply Sirona



# Health and safety initiatives

Our EHS programs and initiatives assess and control risks, as well as establish supporting actions that benefit the health and safety of everyone we work with. This includes enhancing our approach to risk assessment and job hazard analysis to help identify human factors that contribute to injuries.

The importance of health and safety practices cannot be overstated, especially when it comes to manufacturing. In 2023, all our sites implemented a new EHS standard relating to the operation of powered industrial trucks, and this ensures all locations using these types of trucks eliminate or reduce hazards and manage unsafe conditions.

Our employees also follow our Standard Operating Procedure (“SOP”), created to reduce the likelihood of unexpected incidents, prepare for emergencies, set appropriate risk tolerances, and maintain safety accountability. We encourage and empower our employees to call out any practices they feel are unsafe and to stop work until these are rectified. These actions are evidenced through our near miss identification programs and the use of automated identification programs at our sites in Johnson City, Tennessee; Milford, Delaware; Grenoble, France; and Haifa, Israel.

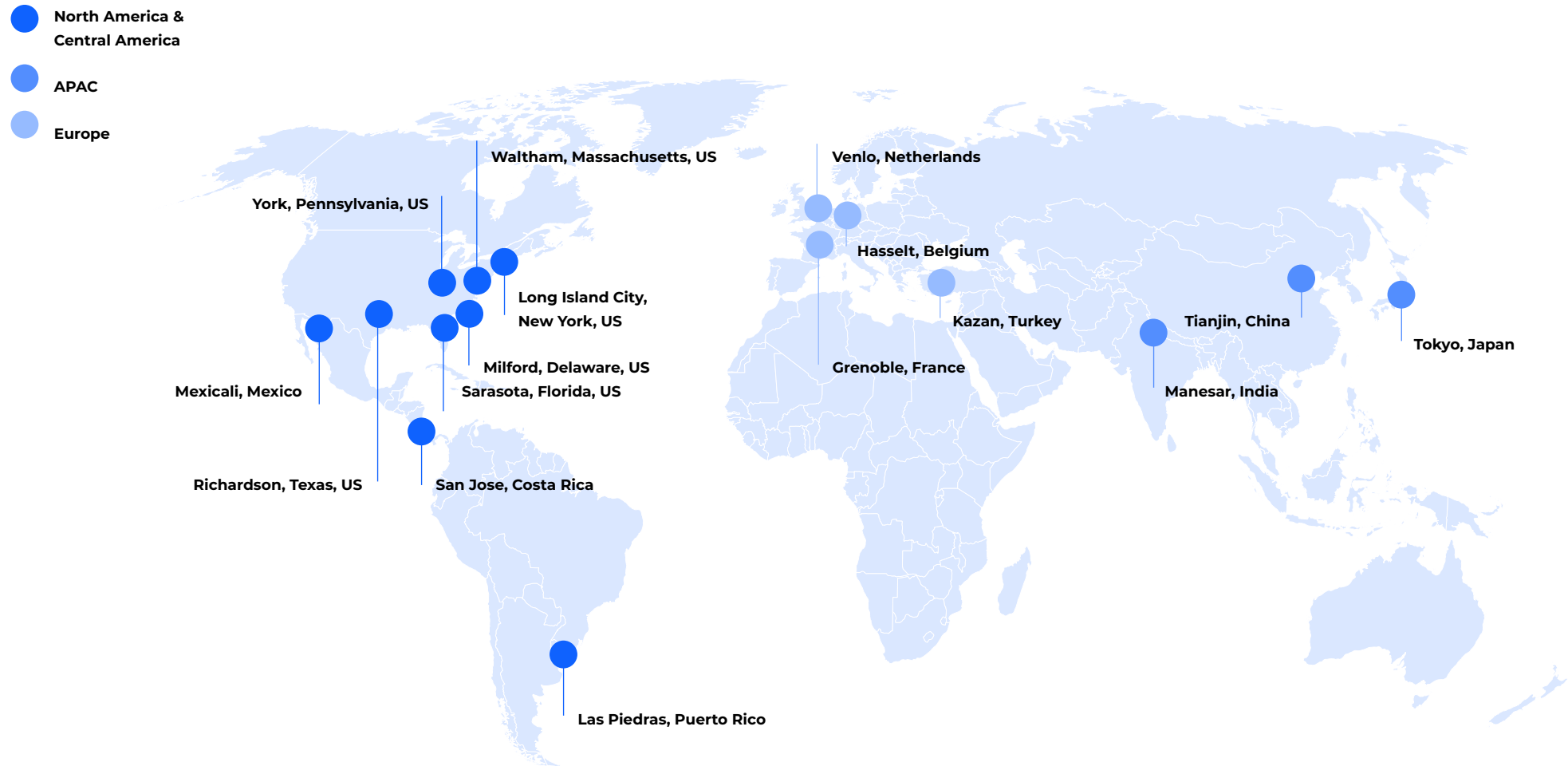
We are also in the process of developing an enhanced, global EHS management system that will meet the requirements of ISO 14001, the international standard for Environmental Management Systems, and ISO 45001, the international standard for Occupational Health and Safety management systems. The system will be designed to meet the Plan-Do-Check-Act continuous improvement model and we will be able to share more information in 2025. Currently seven of our sites meet the ISO 14001 standard and two sites fall under the ISO 45001 standard.

Furthermore, we continue to focus on increasing our safety awareness among our employees and encourage sharing best practices. We have conducted Frontline Leadership Training to teach leaders how to manage and identify risks through “hazard walks”, which help ensure health and safety principles are actioned every day. We have also conducted Safety Best Practice sharing events, where we have shared examples such as our shop floor-based Safety Coach/EHS Champion programs. These programs are designed to ensure we have associates on the shop floor who are available to raise and address any safety concerns in a timely manner. The recognizable presence of the Safety Coaches/EHS Champions also drives safety awareness across our sites.



# Zero recordable incidents at 16 sites

We are proud to have achieved zero recordable injuries in 2023 at 16 of our distribution centers and manufacturing sites across four continents. Our mission to embed stringent health and safety measures into everyday workplace practices was evidenced when we achieved no recordable injuries, globally, during August, September, and November in 2023. Notably, our sites in Manesar, India and Hasselt, Belgium and our Sure Smile lab in Richardson, Texas, US have achieved multiple years without a reportable incident.





## Working together to identify safety risks

📍 Johnson City, US

In 2023, we conducted frontline situational awareness training for all employees at Johnson City, Tennessee. Aligning with our drive to extend best practice ways-of-working across our sites, the sessions were based on actions taken by the Smile Way team in York, Pennsylvania.

To create a culture where employees work together to implement health and safety best practice, we also introduced the Safety Coaches program to identify, report, and in some cases, solve safety concerns. The Coaches work together across different functions to encourage cross-division learning, and we have assigned a Safety Coach to each new hire to ensure health and safety processes are understood and positioned as a central priority during onboarding processes.

Originally implemented in 2021, our ergonomic software system continues to reduce the risk of injury for employees who work on our assembly lines and in 2023, we were able to address two additional high ergonomic risks by using the software.

We also set a goal to ensure all near misses were diligently evaluated, addressed, and documented within 24 hours, quickly addressing the root causes of these incidents to prevent similar occurrences from happening in the future. In addition, a new safety measure was reviewed every month at our plant-wide meeting, and individual team members responsible for safety due diligence also met monthly to discuss incidents and new ideas.

## Project Zero

📍 Milford, US

Project Zero was initiated in November 2022 to increase employee health and safety engagement across all levels and reduce incident occurrences at Milford, Delaware. The project included broadcasting regular safety announcements and reminders and has been a resounding success. In 2023, Milford achieved zero recordable incidents for the first time.

Several new initiatives contributed to the achievement and the development of a cohesive health and safety culture. We implemented a system whereby employees could submit safety suggestions, introduced monthly and bi-annual safety awards to recognize diligent behavior, and allowed employees to develop and record plant-wide entertaining safety announcements. The project drove significant change that led to the creation of a safe environment that employees feel actively involved in preserving, ultimately aiding the well-being and productivity of the team at Milford.

## Embedding EHS Awareness

📍 Venlo, the Netherlands

The Venlo Distribution Center in Zoetermeer achieved its third year of no recordable injuries in 2023 – an achievement the site has held since May 2020. The site's EHS managers implemented a daily safety walk which involved checking fire equipment, powered industrial truck rules, management of cutting equipment, and person protective equipment. The routine daily checks have developed strong familiarity of EHS guidelines, helping employees to proactively recognize potential on-site hazards.

## Prioritizing safety management and efficient reporting practices

📍 Pirassununga, Brazil

In 2023, at our site in Pirassununga, we enhanced our incident management program by improving reporting mechanisms for incidents, near misses, as well as unsafe conditions and acts. To improve the accessibility of our reporting processes, employees can report unsafe conditions or acts they observe using a QR code. We have also prioritized the efficiency with which we address these reports. Any serious incidents, whether they are near misses or injuries, are thoroughly investigated and relevant action plans are presented by the sector leader to the Pirassununga leadership team during the monthly EHS management review meeting. As a result, we saw the number of recordable incidents drop from 10 in 2022 to four in 2023, a 60% reduction.

# Committing to gender pay parity

We are pleased to report that we completed our gender pay parity analysis globally at the start of 2024. Based on data from the first half of 2024, we are proud to share that we have achieved total average gender pay parity across our global workforce, ahead of our 2025 target.

We will continue to put in place tailored actions to ensure we monitor and maintain total average global gender pay parity.

These include ensuring our annual compensation actions, promotions, and new hire pay assessments align with our pay parity standards and we will continue to educate new and existing managers, as well as HR teams, on the importance of pay parity.



“Achieving total global pay parity is a significant achievement for Dentsply Sirona and we are encouraged by the progress we made. We will continue to implement targeted measures that will enable us to retain and attract the best talent for the long-term.”

**Andrea Frohning, SVP,  
Chief Human Resources Officer**





# Our approach to ethics and compliance

We are committed to upholding the highest levels of ethics and compliance. This serves as a competitive advantage and is therefore a priority for the business. As a result, we have invested in building a leading Global Ethics & Compliance team and program that supports and protects our employees, customers, business partners, and shareholders. This positions us as a preferred partner for dental practices, clinics, dental laboratories, and authorized distributors worldwide.

Our Global Ethics & Compliance team is responsible for assessing and mitigating risks, anticipating and addressing potential business issues, and ensuring ethics are embedded throughout the Company. Supporting the Global Ethics & Compliance team is a committee chaired by the Chief Ethics & Compliance Officer and is comprised of senior leaders from Legal, Human Resources, Finance, Accounting, Corporate Audit, Supply Chain, QARA, and our Global Business Units. The Company has processes in place to proactively monitor compliance with our company policies and procedures including the Ethical Customer Interaction Policy, as well as ensuring responsible marketing, advertising, and sales activities.

We continue to advance a culture of compliance and accountability, from educating and informing employees to continuing to prioritize and emphasize our values.



# Policies and training

It is essential that all employees understand the rules, risks, and roles they play to create a culture of compliance, therefore all employees are required to complete mandatory training on the Code of Ethics & Business Conduct annually.

In May 2023, we released an updated Code of Ethics & Business Conduct, which reaffirmed our commitment to an unwavering focus on performance with integrity. The update includes new information about how to identify fraud, what employees should do if they suspect fraud has occurred, and how Dentsply Sirona will investigate including potential disciplinary measures if allegations are substantiated.

As part of the roll-out of this updated policy, over 99% of employees completed online training and certified compliance with the Code. We deliver the training so our employees understand what an ethical violation is, the impact these have on the company, and employees' role in reporting misconduct.

The training also provides practical tools such as where to find our Conduct policies and how to report perceived misconduct. Employees must complete this mandatory training on an annual basis.

We also rolled out the new Conflict of Interest policy which provides examples of conflicts of interest, the responsibilities across the company, and the Conflicts of Interest Declaration Form which allows employees to self-declare any possible conflicts. In 2023, all employees were required to complete the Conflicts of Interest training and sign the declaration form if they have a perceived, potential, or actual conflict of interest. We also enhanced our Record Retention Policy, Multiparty Data Transfer and Processing Agreement, as well as the Hotline Whistleblower System Policy.

Our anti-bribery and anti-corruption policy 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. All our employees complete annual training around these issues and have access to guidelines for what is considered acceptable behavior. Our managers are accountable for ensuring these guidelines are assessed, monitored, and upheld. Our Ethics and Compliance team is available to support managers with any questions or to address concerns.

We continue to maintain, and update as necessary, additional policies and procedures to ensure we act as a responsible business, including the following policies on the right.

**Anti-Bribery & Anti-Corruption Policy**

**Anti-Fraud Policy**

**Anti-Kickback Statute Policy**

**Anti-Money Laundering Policy**

**Anti-Trust Policy**

**Business Gifts and Entertainment Policy**

**Business Partner Code of Conduct**

**Code of Ethics and Business Conduct**

**Conflict of Interest Policy**

**Data Privacy Policy**

**Ethical Customer Interactions Policy**

**Global Sustainability Policy**

**Hotline Whistleblower System Policy**

**Insider Trading Policy**

**International Trade Compliance Policy**

**Records Retention Policy**

We comply with all disclosure obligations and transparency laws globally regarding payments made to healthcare professionals. Our policies are in place so we can promptly investigate any suspected, alleged, or reported fraudulent or improper activity against Dentsply Sirona or other parties we have a commercial relationship with.

In 2023, we again did not incur any monetary losses as a result of legal proceedings associated with corruption and bribery.



# Ethical Culture and Perceptions Assessment Survey

In July 2023, we launched our first-ever global Ethical Culture and Perceptions Assessment designed and supported by Ethisphere. The findings from this survey, which was completed by 60% of Dentsply Sirona employees, well above the benchmark for similar organizations, identified key actions that will allow us to strengthen our culture of performance with integrity and enhance our Ethics and Compliance program.

While our overall score (78%) was slightly below Ethisphere's benchmark (84%) for similar organizations, the findings underscore the need for us to continue to build a trusted relationship with our employees and demonstrate our commitment to building an ethical and compliant organization.

Key survey findings demonstrate that we are on the right track, while also highlighting areas of improvement:

- 90% say they know how to report ethical concerns or misconduct at our Company.
- Most employees know where to find our compliance resources. Only 5% say they do not know where to find our Code of Ethics & Business Conduct and 6% our Company policies and procedures.
- 92% say we have clearly communicated ethical expectations and close to 80% believe our training and communication efforts are effective.
- 93% say they are familiar with our Company values, and close to 80% believe that we follow them.

Importantly, employees expressed confidence in the ethical conduct of their direct managers. There is a clear correlation between the frequency with which managers discuss Ethics & Compliance issues with their teams and how likely employees are to report misconduct.

Maintaining a strong tone at the top and driving our culture of compliance across the organization remains a key priority. Our Management team continues to invest in actions that enhance our ethics and compliance program, and we will keep demonstrating the impact of our work.



# Compliance hotline

We continue to provide all our employees with a globally available, anonymous, and confidential Ethics Hotline. It is currently managed by an established external partner and offers employees and other stakeholders 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 Audit and Finance Committee of our Board of Directors.

In 2023, we began the process of upgrading our Hotline to support enhanced reporting and compliance workflows as a result of the EU Whistleblower Directive and laid the foundation for a new Hotline & Investigations Steering Committee. The committee, which is comprised of the Chief Ethics & Compliance Officer, General Counsel, Chief Human Resources Officer, and Chief Audit Executive, provides important oversight over all internal investigations and resulting remediation.

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. We

have a zero-tolerance policy regarding reprisal towards whistleblowers.

We also began building out a dedicated team focused on enhancing our internal investigation capabilities and continue to invest in human and technology resources in support of this work.

# Ethical customer interaction and engaging business partners

Dentsply Sirona has an established Ethical Customer Interaction Policy, which provides guidance to Dentsply Sirona employees regarding engagements and interactions with healthcare professionals. Such interactions must be conducted in a manner that conforms with all applicable laws, regulations, and government guidance. It must provide appropriate transparency and avoid any appearance of impropriety.

Dentsply Sirona employees who are members of teams that frequently interact with healthcare professions receive annual training on the Ethical Customer Interaction Policy. The training includes specific guidance on adhering to the US Anti-Kickback Statute, the Physician Payments Sunshine Act (Open Payments), and other transparency laws worldwide.

As mentioned previously, our Corporate Audit team conducts rotating country-based audits in compliance with our Ethical Customer Interaction Policy, as well as responsible marketing, advertising, and sales. A risk-based assessment is conducted annually to choose the subset of countries to be audited.

In 2023, we again did not incur any monetary losses due to legal proceedings associated with false marketing claims.



## Engaging with our suppliers and business partners

Our Business Partner Code of Conduct outlines our expectations for business partners, including distributors, consultants, and suppliers, and is part of our General Terms and Conditions of Purchase.

We have segmented our suppliers based on their importance to our products and business, and all business partners are offered access to risk monitoring tools including our business intelligence data sources and resources on critical material purchases.

We regularly monitor suppliers for potential risks across multiple platforms and dimensions, including adverse media mentions, business continuity plans, financial risk monitoring, and environmental risk assessments. All business partners are offered access to risk monitoring tools including our business intelligence

data sources and resources on critical material purchases, and we also conduct a cadence of supplier/supply risk mitigation meetings.

We work with key suppliers to conduct a deep dive review of their business continuity plans. Through these deep dives we identify if and what high risks exist and establish relevant action plans. Where applicable, action plans are reviewed by a cross-functional team so that our risk mitigations have no impact on the form, fit, or function of Dentsply Sirona products.

We also partner 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, California Proposition 65, and the German Act on Corporate Due Diligence in Supply Chains.

# Human rights

Our business operates in line with the UN International Labor Organization's Declaration on Fundamental Principles and Rights at Work.

Globally, 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.

We do not tolerate harassment, bullying or any mistreatment by, or of, people in our workplace or supply chain. Our Business Partner Code of Conduct applies to our suppliers of goods and services, distributors of our products, consultants who help us interact with Government agencies, as well as Key Opinion Leaders assisting us globally in developing new products and speaking on our behalf.

We look for business partners who can not only have a successful relationship with us, but those who demonstrate the same strong values and ethical principles that we live by, and who support our commitment to providing quality products and value for our customers. This Code of Conduct explains that we do not stand for exploitation, slavery, and human trafficking. We require our businesses and our business partners to provide clean and safe work environments and conditions for all workers, forbid child labor, and require that all workers receive all rights and benefits required by law. Equal opportunity and fair treatment should be extended to all.



We also expect all employees and business partners to fully comply with applicable laws, including 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 Due Diligence Act, and the Conflict Minerals provisions of the US Dodd-Frank Act of 2010.

# Cybersecurity protection

Data protection and cybersecurity measures are front of mind for our organization, especially as we continue to develop and enhance the digital functions of our proprietary products, technologies, and treatment solutions.

Our high standards of data protection equip us with the tools to protect personal data collected or held across our global business activities, meaning that we collect, use, retain and disclose personal data in a fair, transparent, and secure way.

Directors, officers, and employees from all Dentsply Sirona entities must follow our Data Privacy Policy, and our global IT staff and contractors, plus internal system users of information security are provided annual training on our cyber policies. All employees receive continuous anti-phishing assessments and training, when necessary, throughout the year.

We will only work with contractors, suppliers, joint venture or co-promotion partners, and research or licensing partners who embrace standards of ethical governance and behaviors that are consistent with our own. This includes protecting the confidentiality, integrity and continued availability of data. All our policies and standards align with cyber control frameworks ISO27001, IEC81001-5-1 and NIST CSF, and we work with third-party security firms to evaluate our cybersecurity programs. We are taking action to ensure that our digital cloud platform, DS Core, aligns with these standards and frameworks.

## Governance over cybersecurity

Our Chief Information Security Officer leads our cybersecurity program and is responsible for providing the Board and the Audit and Finance Committee with regular updates on our cybersecurity risks and mitigation initiatives. The Board and the Audit and Finance Committee oversee the management of all cybersecurity risk at Dentsply Sirona.



# Creating safe and high-quality products

As a leading company in the dental and continence care industries, our unwavering dedication to quality is essential in building and maintaining trust with medical professionals and patients alike. The quality of our products, solutions, and services is the most critical interface that our customers and their patients have with our company.

Throughout 2023, we completed third-party quality system assessments to identify areas of opportunity and invested more than \$7 million in measures which further improved quality across our organization. This included investments in improved processes, systems, and talent which support our continued alignment with increasing global regulatory requirements.

In addition, in 2023, we created the new position of Chief Quality Officer to focus on Quality and Regulatory Affairs.

In the beginning of 2024, we updated our Quality Policy, supporting our commitment to upholding the highest quality standards. The Quality Policy serves as the cornerstone of our quality objectives, strategies, actions, and performance, and underpins our goal to create products that deliver high-quality care. Together we launched our “Quality Begins with Me” program with the purpose of ensuring understanding of the new quality policy across the business’ global functions

and geographies, as well as developing a “Quality Begins with Me” mindset across our global organization. In addition, we conduct product testing and inspections as part of our Manufacturing and Release processes, and in accordance with global regulatory requirements. This ensures that products that are released for commercialization are safe and effective.





## Health and safety regulation training in South America

We are always looking to expand the technical knowledge of our teams, as increasing the understanding of the health and safety requirements of our products helps improve relations within our supply chain. This year, our Quality team in Brazil conducted training sessions for employees across a range of cross functional teams on ISO 13485 (internationally recognized standard for creating a Quality Management System for medical device companies) and RDC 665 (ANVISA regulation on Good Manufacturing Practices). The completion of the training educates our employees to comply with regulatory requirements and ensures they understand how their daily activities support the safety and efficacy of our products and processes. We are now looking to expand the training program for the entire country commercial organization in Brazil and wider Dentsply Sirona teams in Latin America.

## Quality training

All employees take part in a role-based training program. This includes our annual Global Quality System Regulation Training and provides an overview of the Dentsply Sirona Quality Policy Training on Good Manufacturing Practices, as well as the guidelines recommended by agencies that control the authorization and licensing of the manufacturing and sales of medical devices. We also cover Training on Good Documentation Practices as well as Basics of Complaint Handling, which includes the definition of complaints and the actions to be taken to address them. In 2024, we updated our Global Quality System Regulation Training, maintaining our commitment to supporting our global employees in ensuring understanding of – and compliance with – our defined regulations and standards.

## Latin America Technical Report

In 2023, we launched our first Technical Report in Latin America, creating a comprehensive resource that details best practice and care advice for products including our intraoral scanner, Primescan Connect, along with other laboratory equipment items. The inaugural report was made available for Customer Service professionals across Latin America to help answer questions about the application, quality, and safety of our solutions. We also established a quarterly agenda where technicians have the opportunity to ask questions and make suggestions, facilitating greater knowledge-sharing. The report and quarterly agenda meetings have furthered technicians' confidence on the use of our products, creating a greater dialogue and exchange of experiences.

### Product clearance

We obtained four new 510K clearances in 2023, contributing to our more than 340 active 510K clearances across our devices. A 510K is a premarketing submission made to the FDA to demonstrate that the device to be marketed is substantially equivalent to a legally marketed device that is not subject to premarket approval.

All claims that are labeled on our devices reflect the Federal Trade Commission's requirements, and we confirm that any associated promotion and advertising materials are not misleading and can be substantiated.



## Field actions

In 2023, we conducted four voluntary field actions, including two product recalls. No significant injury or harm of a patient or clinician has been reported to date.<sup>37</sup>

## Developing market access for new products

Our Corporate Regulatory Affairs Group rolled out a training webinar to help improve the quality of documentation throughout the company. This specifically focused on improving design controls and testing documentation to help enhance the quality of market applications which will lead to efficient product launches. We released the following training session, “Writing in a Regulated World, Design Controls, Testing Requirements and Standards and Protocols and Reports”.

## Our product safety program includes the following:

- Complaints Management program that collects, monitors, and investigates, where appropriate, any product complaints
- Post Market Surveillance (“PMS”) Process, per product group, to ensure compliance with applicable PMS requirements
- Risk Management program that covers the entire lifecycle of our products
- Product testing program used throughout the lifecycle of the product including design, validation, and verification, in-process and finished product testing
- Quality Management System with a dedicated training program, bespoke to each manufacturing entity
- Personnel involved in R&D, manufacturing and quality control trained to correctly carry out their responsibilities



## Site compliance and certifications

Global regulatory standards define the requirements we utilize to manage and maintain compliance across our sites, with 44 of our sites being certified to ISO 13485, 16 certified to the EU Medical Device Regulation (“MDR”) and seven others working towards certification. Additionally, 21 sites are FDA registered.

### FDA Activities

<b>FDA observations resulting from facility inspections (#)</b>	The FDA conducted a routine inspection of one of our facilities and made zero observations
<b>List of products listed in the FDA’s MedWatch Safety Alerts for Human Medical Products database [HC-MS-250a.3]</b>	Zero cases were reported in 2023
<b>Fatalities related to products as reported in the FDA Manufacturer and User Facility Device Experience database (#) [HC-MS-250a.3]</b>	Zero fatalities in 2023
<b>FDA enforcement actions taken in response to violations of current Good Manufacturing Practices (cGMP), by type (#) [HC-MS-250a.4]</b>	Zero enforcement actions in 2023

<sup>37)</sup> As of June 30th 2024.

# Our political involvement

All political involvement or Company funds or assets that may be contributed for political donations and/or lobbying expenditures must be approved by the General Counsel and Chief Ethics & Compliance Officer.<sup>38</sup>

Dentsply Sirona's pre-approved political engagements aim to enable the Company to operate a business model whereby we can continue our mission to increase access to oral healthcare and continence care. The government affairs department team leads pre-approved engagements of our Byte division around issues relating to telehealth and/or teledentistry, as we believe this will continue to be a significant topic in medical legislation. In 2023, Byte made just over \$800,000 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 remains a member of multiple US dental trade associations, including the Dental Trade Alliance ("DTA") which provides dental equipment, supplies, materials, and services to dentists and other oral care professionals. The DTA may, occasionally, engage in lobbying regarding legislation that is of interest to its members.



<sup>38</sup> Dentsply Sirona is committed to disclosing political donations and/or lobbying expenditures in our annual Sustainability Report each year.

# Transparent pre-clinical and clinical testing

At Dentsply Sirona, we use the replace, reduce, and refine principles when developing new and innovative products and solutions that deliver clinical reliability.

These guide us to use in-vitro or benchtop methods that do not require animal testing whenever possible when conducting clinical trials. When the use of laboratory animals is required, it is directed by various federal and local laws, regulations, standards, and guidelines which are closely followed.<sup>39</sup>

Our aim is to develop products that are safe, clinically reliable, accessible and cater to the needs of our customers. We use human clinical trials to gather and analyze data, ensure patient's personal data confidentiality and privacy, and correct use of our safety protocols.

We always strive to comply with all local and regional regulatory requirements, as well as international codes, principles, data privacy laws and best practice guidelines. Each trial undergoes a pre-approval ethical assessment, and we follow set procedures to obtain participants' free and informed consent to conduct the trial.



All external and internal trials must be passed by independent institutional review boards, which have the authority to approve, modify or stop trials, and are responsible for ensuring standards are upheld and the correct controls are in place to protect the integrity of the results of the study. We provide training and awareness programs on our SOPs to all our staff who are involved with clinical trials and conduct regular monitoring of all ongoing trials.

We share our study findings on credible databases and with peer reviewed journals, in line with our mission to advance dental treatment options and improve patient experiences. All terminated trials are published to maintain full transparency and all prior registrations for clinical trials are listed in public databases such as [clinicaltrials.gov](https://clinicaltrials.gov).

<sup>39</sup>) Animals are not used in the testing of Wellspect's urological or bowel bladder management products.

# Protecting access and affordability

We strive to make high quality dental products that are accessible for all.

To drive this change, we use a pricing approach that allows lower prices for selected dental product lines in low-income and lower-middle-income countries compared with developed markets. We have developed a system whereby our dental affiliates and valued partners in selected markets can adjust pricing within certain parameters to reflect local market conditions and needs.

Working with our charity and NGO partnerships, we also proactively support those in need through donations and in-person technical support. Find more information about our Smile Train partnership on [p. 51-52](#), Project 32 on [p. 53](#), our other oral healthcare community initiatives on [p. 53-56](#), and additional information about Wellspect in this [report](#).

We provide all new price information to our distributors and customers electronically to embrace a lower environmental impact approach. Direct customers can opt to receive new price list information or amendments to contracts or existing agreements electronically or printed via post.

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 for Dental Services during 2023 was 1.7% : 4.9%.



## Accessible orthodontic treatment

With its Byte portfolio, Dentsply Sirona is on a mission to help people smile more every day by making oral healthcare affordable and accessible. Our Byte business aims to provide access to orthodontic treatment to individuals who may not have had such opportunities otherwise. By leveraging innovative technology, remote treatment options, and a broad array of financing options for nearly all credit situations, our Byte business aims to break down barriers and make direct-to-consumer orthodontic care more accessible and affordable.

# Appendix

## Report indices

### SASB index

SASB Code	Accounting Metric	Category	Unit of Measure	Page/Comment
<b>Access and Affordability</b>				
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	100
HC-MS-240a.3	Percentage change in: (1) weighted average list price and (2) weighted average net price across product portfolio compared to previous reporting period	Quantitative	Percentage (%)	100
<b>Product Safety</b>				
HC-MS-250a.1	(1) Number of recalls issued, (2) total units recalled	Quantitative	Number	97
HC-MS-250a.2	Products listed in any public medical product safety or adverse event alert database	Discussion and Analysis	N/A	97
HC-MS-250a.3	Number of fatalities associated with products	Quantitative	Number	97
HC-MS-250a.4	Number of enforcement actions taken in response to violations of good manufacturing practices (GMP) or equivalent standards, by type	Quantitative	Number	97
<b>Ethical Marketing</b>				
HC-MS-270a.1	Total amount of monetary losses as a result of legal proceedings associated with false marketing claims	Quantitative	Reporting currency	92
HC-MS-270a.2	Description of code of ethics governing promotion of off-label use of products	Discussion and Analysis	N/A	90
<b>Product Design &amp; Lifecycle Management</b>				
HC-MS-410a.1	Discussion of process to assess and manage environmental and human health considerations associated with chemicals in products, and meet demand for sustainable products	Discussion and Analysis	N/A	39
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 tonnes (t)	39
<b>Supply Chain Management</b>				
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	42
<b>Business Ethics</b>				
HC-MS-510a.1	Total amount of monetary losses as a result of legal proceedings associated with bribery or corruption	Quantitative	Reporting currency	90
HC-MS-510a.2	Description of code of ethics governing interactions with healthcare professionals	Discussion and Analysis	N/A	92
<b>SASB Code      Activity Metric      Category      Unit of Measure      Page/Comment</b>				
HC-MS-000.A	Number of units sold by product category	Quantitative	Number	N/A

## TCFD index

TCFD Recommendation	Page/Reference
<b>Governance</b> Disclose the organization's governance around climate-related risks and opportunities.	a) Describe the board's oversight of climate-related risks and opportunities. 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
<b>Strategy</b> Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.	a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term. 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 impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning. CDP C3.1 CDP C3.2
<b>Risk Management</b> Disclose how the organization identifies, assesses, and manages climate-related risks.	a) Describe the organization's processes for identifying and assessing climate-related risks. 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
<b>Metrics and Targets</b> Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process. pg. 31
	b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks. pg. 31 - 35
	c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets. pg. 31 - 35

## 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 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.

## Scope of reporting

This report summarizes Dentsply Sirona's performance across our ESG focus areas: Healthy Planet, Healthy Smiles and Healthy Business, and references actions and case studies also located in Wellspect's 2023 Sustainability report.

The reporting period is the 2023 fiscal year and the closing date for all data was December 31, 2023 unless stated otherwise. The report was written using guidance and recommendations from the TCFD and SASB.

Dentsply Sirona partners with Green Diamond, a sustainability strategy and technology firm, to collect, analyze and verify environmental data and on energy consumption and renewables, water withdrawal and discharge, waste generation and treatment, and emissions of chemicals with global warming potentials. Site specific data is collated and uploaded onto an online platform on a monthly basis and is reviewed prior to external assurance. Data on EHS and occupational safety is collected across all our sites worldwide and employee data is securely collected across our global workforce.

You can find Dentsply Sirona's 2023 annual report [here](#), and Wellspect's 2023 sustainability report [here](#).



Dentsply Sirona  
Sustainability



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