

Dentsply Sirona

Sustainability Report 2024



Dentsply
Sirona



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Our Business



Our Company



Dentsply Sirona (the “Company”) is the world’s largest diversified manufacturer of professional dental products and technologies, with over a century of innovation and service to the dental industry and patients worldwide. Dentsply Sirona develops, manufactures, and markets a comprehensive suite of dental and oral health products as well as other consumable medical devices, under a strong portfolio of world-class brands. The Company’s innovative products provide high-quality, effective, and connected solutions to advance patient care and deliver better and safer dental care.

In addition, Dentsply Sirona’s Wellspect HealthCare business (“Wellspect”) is active in the field of continence care. Its products support people suffering from urinary and bowel dysfunction by providing innovative solutions that enable people to live more independent and dignified lives.

Dentsply Sirona’s headquarters is located in Charlotte, North Carolina, USA. The Company’s shares are listed in the United States on Nasdaq under the symbol XRAY.

Visit www.dentsplysirona.com and www.wellspect.com for more information about Dentsply Sirona and its products.

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 increase access to our user-centric solutions through innovative, quality, and eco-conscious growth.

Our vision

We transform dentistry to improve oral health globally. Through our continence care portfolio, we improve the quality of life for individuals with continence care needs and build trust with their care supporters.

Letter from our ESG Steering Committee

Welcome to Dentsply Sirona's 2024 sustainability report. This report outlines the actions we have taken to deliver our sustainability strategy, "BEYOND: Taking Action for A Brighter World," and further strengthen a resilient business that creates lasting value for all our stakeholders.

In order to help patients lead healthier lives, companies like Dentsply Sirona must take action to reduce their impact on the environment – which ultimately plays a vital role in supporting patients' health. As the world's largest diversified manufacturer of professional dental products and technologies – and as a leader in continence care solutions – we are committed to driving sustainable change across our industries. Wherever we operate, we strive to create a positive impact for our business, the planet, and the people and communities in which we live and work. Our products reflect these ambitions: helping people to live happier, healthier and more sustainable lives.

We have continued to improve our environmental data gathering process for emissions, water and waste during 2024, and we have aligned our footprint with the outcomes of our recent double materiality assessment ("DMA"). While our environmental metrics have slightly increased versus 2023 due to our improved data gathering and footprint alignment, we are proud to reconfirm that as of December 31, 2024, we are on track to:

- Overachieve our 2025 greenhouse gas ("GHG") emissions target, having already reduced our combined Scope 1 and 2 GHG emissions intensity by 42%.¹

- Overachieve our 2025 water usage target, having already decreased water withdrawal intensity by 21%.¹
- Achieve our 2025 waste reduction target, having already reduced total waste on an absolute value by 16%.²

We also remain committed to achieving Net Zero carbon emissions (Scopes 1-3) by 2050.¹

Building on our successes in adopting sustainable packaging over the last few years, we have set a new Company-wide goal to strive to make all packaging recyclable by 2030, and have already adopted a clear set of objectives and design guidelines to help achieve that goal. The progression of our new sustainable packaging goal is guided by the principles outlined in the first iteration of our Global Sustainability Policy, which we launched in 2024. The policy defines how we manage and pursue sustainability through five guiding pillars: governance, compliance, disclosure, progress, and engagement.

Our sustainability advancements have been complemented by the conclusion of our first DMA in 2024. This crucial piece of work was led by us, the Environmental, Social and Governance ("ESG") Steering Committee and is informing our future readiness for the European Union's ("EU") Corporate Sustainability Reporting Directive ("CSRD"). The findings are guiding the evolution of our BEYOND strategy and the development of new 2030 sustainability targets, building on the progress we have made against our 2025 targets.



We are honored that Newsweek has recognized Dentsply Sirona as one of **America's Greenest Companies** — validating our commitment to environmental stewardship.

Our sustainability progress in 2024 is thanks in no small part to the exceptional talents of our employees. We are committed to developing our employees to grow with us. In 2024, we launched *DS Learn*, a new online portal designed to enhance skills that contribute to career growth. This new tool complements our *Global Mentoring Program* which has successfully grown since it was launched in 2022 and is now widely used to develop talent, drive performance, and increase cross-organizational communication. We were honored to be one of the Top 25 Best Large Companies in Germany for Professional Development in 2024 by LinkedIn and to receive several other accolades for our ESG initiatives (see pages 13-14 for further information).

The health and safety of our employees is paramount to our success as a business and to creating a high performance and engaged culture. We were pleased to once again achieve a Total Recordable Injury Rate ("TRIR") of 0.17, which outperforms our 2025 target to reach a top decile injury and illness prevention rate of 0.27.³ Additionally, 17 of our distribution centers and manufacturing sites across 12 countries had zero recordable injuries.

¹ Against our 2019 baseline.

² Against our 2021 baseline.

³ Based on data published in OSHA's 2023 Work-Related Injury and Illness Summary report; the 2023 edition is the latest OSHA report available.

It has been encouraging to see voluntary membership in our Employee Resource Groups ("ERGs") continue to increase, with more than 4,100 members choosing to participate in 2024 – representing a 9% increase since 2023. The ERGs are intrinsically connected to employee engagement and support the creation of an inclusive working environment, allowing our employees to perform at their best and to express a broad range of perspectives, which ultimately helps us make better business decisions.

We are also proud to be actively engaged in improving access to oral health around the world. In 2024, we enabled and empowered over 5.1 million smiles. Since 2021, we have contributed to more than 22 million smiles and are on track to achieve our goal of enabling 25 million smiles by 2025. We have maintained longstanding partnerships with dental Non-Government Organizations ("NGOs"), including Smile Train, Project 32, and the National Dental Association. In support of these and other projects, we donated over \$2.3 million in cash and in-kind donations to philanthropic community programs in 2024, while our colleagues continue to provide in-person support.⁴



By creating an inclusive, agile and high-performance culture we can 'Win as One' and build the foundations for long-term business success.

Our clinical education program has expanded its reach as we continue to support learning opportunities for healthcare professionals globally. We are pleased to have delivered more than 11,000 courses in 155 countries in 2024 and to have hosted six DS World clinical education events.⁵ Furthermore, as a

champion for digital dentistry, and in partnership with Smile Train, we were delighted to launch the new in-person Advanced Training in Digital Cleft Orthodontics program in 2024.



Our ongoing *Quality Begins with Me* program continues to embed a quality-focused approach across all our geographies and business functions.

None of our resilience-building environmental and social actions are achievable without a healthy business. We view robust governance and upholding the highest standards of ethics and compliance as key to our ability to provide customers with the best service and sustained value creation for our stockholders. In line with our commitment to *Advancing with INTEGRITY*, we launched our first annual Ethics & Compliance Week and updated our Ethics & Compliance Hotline - ensuring that any employee, business partner, or customer can anonymously report suspected misconduct or unethical behavior.

Our reputation as a trusted business also stems from the high standard of our products and solutions offering. In 2024, we invested \$165 million into research and development ("R&D"), representing over 4% of our net sales, as we continue to prioritize investment into the development of market-first products and solutions that meet our customers' needs. Our focus on quality is central to our business and to our interactions with all Dentsply Sirona stakeholders including our customers and their patients. We continue to evolve as we follow our *Quality Begins with Me* journey, and this mindset is embraced by our

employees. We were pleased to launch our first global Quality Day in 2024, which saw employees from all sites around the world come together to celebrate progress, align on next strategic steps, and be inspired by quality success stories from customers and patients sharing their transformational treatment experiences.

Looking ahead, we believe our ongoing transformational initiatives and robust innovation pipeline will position us to capitalize on strategic opportunities and enhance value for our stakeholders. Transparent reporting practices remain critical to our operations and business stability. We will continue to advance our reporting practices as we prepare for alignment with the EU CSRD, US state and/or federal reporting requirements, and other evolving global applicable legislation.

While much progress has been made throughout 2024, we recognize that there is still more work to do, and we invite all our stakeholders to take action with us and go BEYOND to create a brighter world for everyone.

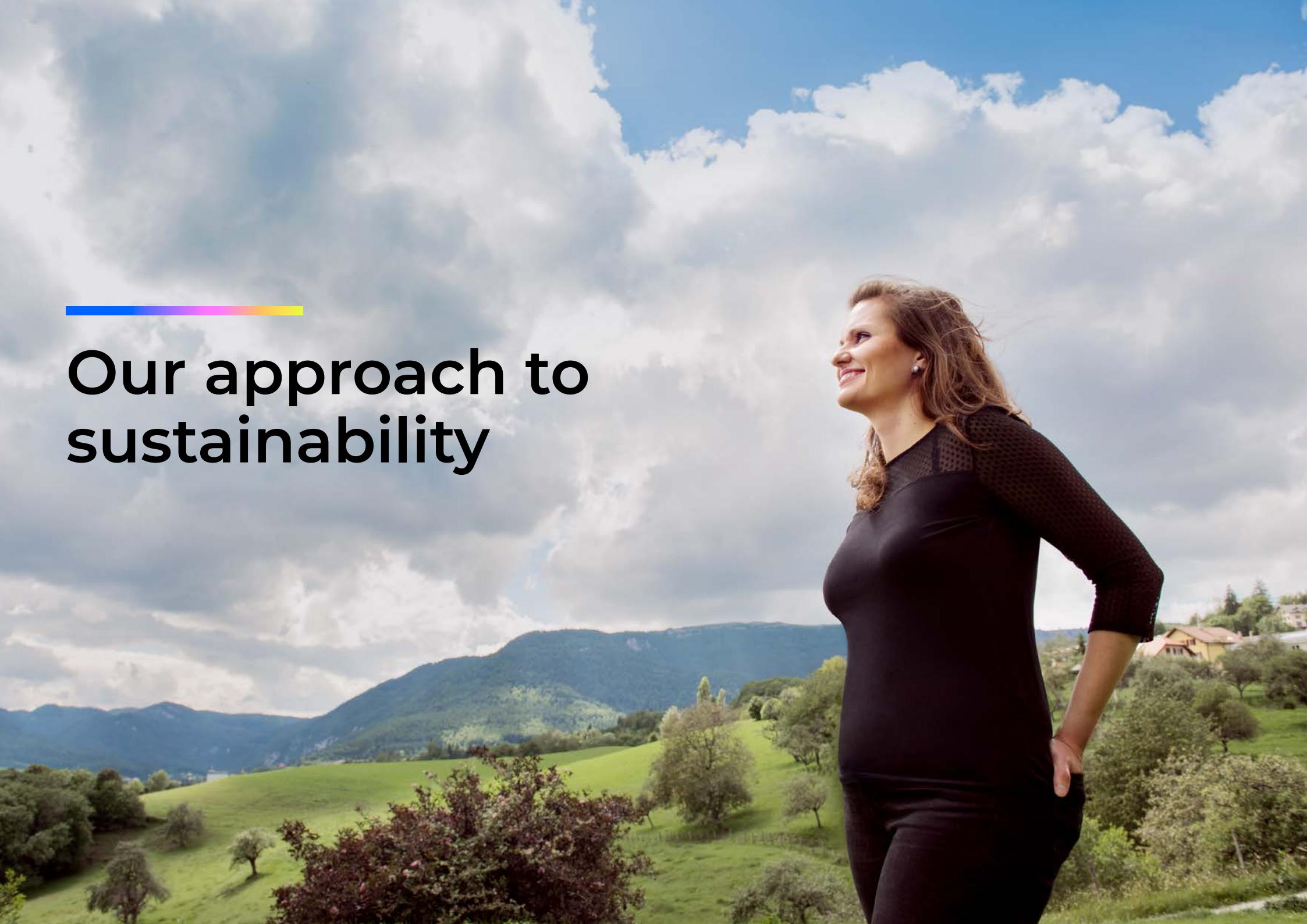
On behalf of the ESG Steering Committee



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

⁴ \$ refers to US\$ throughout this report.

⁵ Includes training courses to dental professionals through in-person, online, and hybrid formats; excludes courses provided by Wellspect.



Our approach to
sustainability

Delivering our sustainability strategy

Healthy Planet

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

Healthy Smiles

We work to improve oral and continence health globally by increasing the 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 global diversity and equitable treatment for all employees and is supported by an inclusive culture that encourages continuous learning and a relentless focus on our customers.

Healthy Business

We create a healthy business through trusted and responsible relationships with our stakeholders. By establishing efficient, equitable, transparent, compliant, and safe practices, we can drive long-term, sustainable growth.

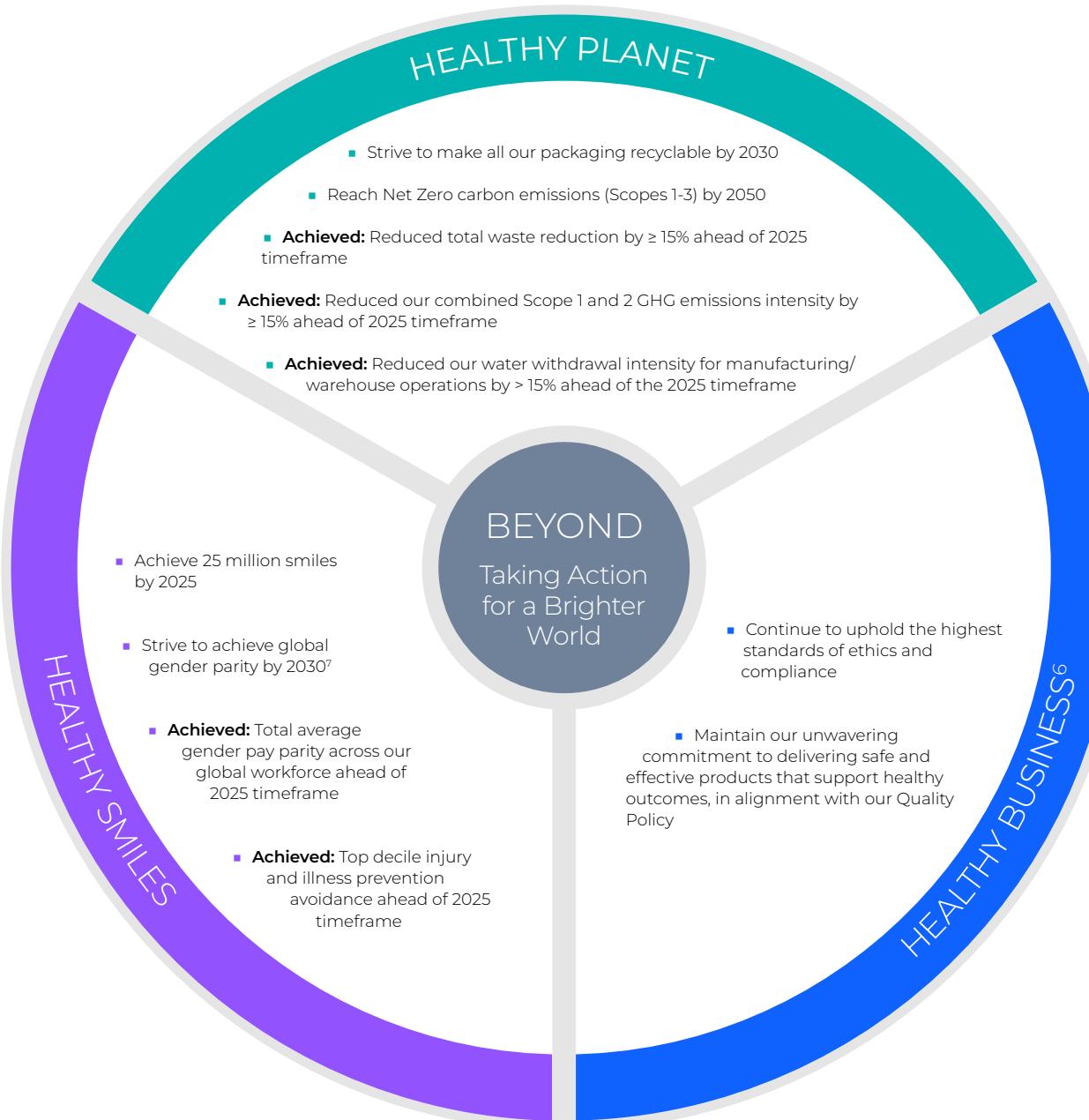
BEYOND: Taking Action for a Brighter World

We recognize that building a sustainable business requires safeguarding the interests of our employees, the communities where we operate, and the environment we live in. Furthermore, as the world's largest diversified manufacturer of dental products and technologies, and as a leader in continence care solutions, we have a responsibility to support the adoption of sustainability across our industries.

Our sustainability strategy, "BEYOND: Taking Action for a Brighter World," is driven by our commitment to creating long-term value for all our stakeholders and contributing to a healthy future for people and the planet.

The actions we take to deliver our sustainability strategy are defined by three pillars: **Healthy Planet**, **Healthy Smiles**, and **Healthy Business**, supporting our Company's mission to empower millions of customers by proudly creating innovative solutions and products for healthy smiles. Our three sustainability pillars are also informed by, and related to, nine of the United Nations Sustainable Development Goals ("SDGs").

In 2021, we completed our initial materiality assessment, and in 2024, we completed our first DMA. The findings of the DMA have provided us with insights that we are currently using to establish new 2030 sustainability targets. These targets will support our 2050 goal to achieve Net Zero carbon emissions (Scope 1-3) and the continued development of our 'BEYOND' strategy. The 2030 targets will also build on the progress we have made toward our 2025 targets – several of which we have already achieved.



Our sustainability strategy

We are currently leveraging the outcomes of our DMA to guide new 2030 targets that will be set in 2025.

To progress our journey towards CSRD compliance, we moved our gender pay parity and injury and illness prevention targets from our Healthy Business pillar to the Healthy Smiles pillar in 2024. This change was made to align our reporting with the current European Sustainability Reporting Standards ("ESRS"), which the EU CSRD is built around. We will continue to evaluate our Healthy Business goals based on the revised ESRS, which are expected to be announced in late 2025, as well as on our broader business objectives.

Healthy Planet



Healthy Smiles



Healthy Business



⁶ In 2024, we moved UN SDG 5 under with our Healthy Smiles pillar to align with the shift of our gender pay parity target to the Healthy Smiles pillar, in order to prepare for CSRD alignment.

⁷ We are extending our commitment timeline to 2030, as outlined on page 53.

2024 sustainability highlights

In 2024, we continued to implement new initiatives to reduce our GHG emissions, conserve water resources and advance our environmental reporting methodology. Building on successful progress to adopt sustainable materials, we have also set a new 2030 goal to strive to make all of our packaging recyclable.

During 2024, we empowered over 5.1 million smiles globally via oral healthcare partnerships, education programs, and inclusive employee benefits – bringing our total since 2021 to more than 22 million smiles.

Through site compliance with International Organization for Standardization (“ISO”) certifications, product clearance requirements, and safety programs, we continued to make strong progress in sustaining a healthy business in 2024. Most notably, we maintained a TRIR of 0.17 during 2024, continuing to outperform our goal of a top decile injury and illness prevention and/or avoidance rate of 0.17. Among many highlights during the year, we obtained eight new 510(k) clearances, bringing the total to 347 active 510(k) clearances across our products and devices. We also concluded our first annual *Ethics & Compliance Week* in 2024, and we launched our first-ever *Dentsply Sirona Quality Day* on World Quality Day, which saw employees around the world take a moment to acknowledge their actions and remind themselves of why our continuing and unwavering commitment to our customers is so important.

Healthy Planet

45%  Scope 1 & 2 GHG emissions⁸

26%  Water withdrawal⁸

16%  Waste generation⁹



13 sites on renewable energy



New Sustainable Packaging Team created and launched

Healthy Smiles



- **Top 3%** of companies for safety performance among US companies¹⁰
- Total Recordable Incident Rate of **0.17**



5.1 million+ smiles empowered and enabled



221,000+ clinical education course registrations



9%  ERG membership



\$165 million invested in R&D



50/50 Total average gender pay parity globally

Healthy Business



43 sites certified to ISO 13485



Global Quality Day



Ethics & Compliance Week

⁸ Against our 2019 baseline.

⁹ Against our 2021 baseline.

¹⁰ When comparing our TRIR to the full list of companies reporting TRIR to US OSHA, referencing the latest OSHA 2023 Work-Related Injury and Illness Summary report.

Double materiality assessment

Following the completion of our initial materiality assessment in 2021, we conducted our first double materiality assessment ("DMA") in 2024, giving us a greater understanding of the way our business impacts people and the environment (impact materiality). Crucially, the DMA also helped identify the financial risks and opportunities that sustainability matters pose to our business (financial materiality). The DMA also provided us with a granular matrix of materiality issues that will support our work in understanding how to prioritize the specific needs and expectations of our internal and external stakeholders. Furthermore, the outcomes support our preparations for alignment with the EU CSRD.

In developing the DMA, we assessed the materiality of ESG topics outlined in the ESRS, identifying impacts, risks, and opportunities ("IRO"). The process also involved engaging with

stakeholders, carrying out desktop research, benchmarking against peers, and reviewing internal ESG policies and external reports. Initial stakeholder interviews were also conducted with subject matter experts to gain a deeper understanding of Dentsply Sirona's value chain and business context.

Following this, a more detailed and extensive stakeholder engagement process took place, with internal stakeholders being consulted to validate the materiality scoring approach and to ensure alignment with Dentsply Sirona's Enterprise Risk Management ("ERM") framework. Multiple working sessions were also held with the core team to validate the DMA approach and preliminary IRO scoring. Additionally, a series of workshops were conducted with internal stakeholders to validate our IRO descriptions, scoring, and materiality determinations.

The prioritization of the material topics that have been identified through the DMA can be seen in the matrix graphic on the right.

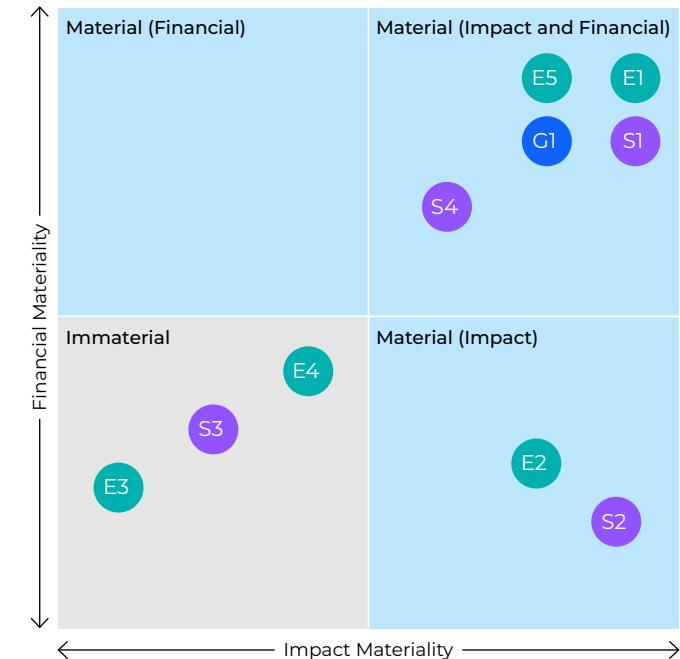
Next steps:

At the end of 2024, the results of our DMA had been gathered and leveraged to enhance and evolve our sustainability data collection processes and educate our next strategic steps and 2030 targets.

We are currently progressing with our CSRD readiness with the following steps:

- Completing a **CSRD disclosure gap assessment** to evaluate reporting readiness and determine opportunities for improvement across our controls and data collection processes.
- Developing a **CSRD compliance roadmap** outlining measures, priorities, a recommended timeline, roles and responsibilities, and budget.

Double materiality matrix



Material Topics
E1 Climate change
E5 Resource use and circular economy
S1 Own workforce
G1 Business conduct
S4 Consumers and end-users
E2 Pollution
S2 Workers in the value chain

Immaterial Topics
E4 Biodiversity & ecosystems
S3 Affected communities
E3 Water & marine resources

Gaining external recognition of our sustainable action

In 2024, our sustainability activities and outcomes were recognized by multiple external bodies, highlighting our commitment to advancing sustainable practices and delivering real-world impact. Below is an overview of the awards and ratings that celebrate our achievements:



Sustainalytics
Top 4% in Healthcare and Top 8%
in the Global Universe



MSCI
"A" Rating



Sustainalytics
One of 2024's Top-Rated Companies in the
healthcare industry for ESG



Global Good Awards Bronze winner in the
category Community Partnership of the Year
for Smile Train partnership



Newsweek's America's Greatest
Workplaces for Diversity



Newsweek's Top 300 Greenest
Companies in America



Silver Dolphin award at Cannes
Corporate Media & TV Awards for Smile
Train cleft care documentary



Financial Times' Europe's Climate
Leaders 2024 for Wellspect



LinkedIn's Top 25 Best Large
Companies in Germany for
Professional Development



Charlotte Business Journal's
Best in HR Award

2024 awards and recognitions

Newsweek awarded us with a four-star rating in its inaugural list of America's 300 Greenest Companies, while Wellspect was once again included in the Financial Times' Europe's Climate Leaders list, which recognizes businesses that have achieved the greatest reduction in their Scope 1 and 2 GHG emissions intensity over five years and set climate reduction targets according to the Science Based Targets Initiative. It was also announced in 2024 that Dentsply Sirona was included in the Sustainalytics list of Top-Rated Companies in the healthcare industry for ESG.

The inclusive, collaborative, and development-driven workplace we strive to create has also been externally recognized. In 2024, we were listed by LinkedIn as one of the 25 Best Large Companies in Germany for Professional Development, demonstrating the effectiveness of our employee mentoring, training, and talent recognition programs. These initiatives were also recognized by the Charlotte Business Journal, who presented us with their 2024 Best in HR Award. Similarly, our proactive approach to creating an inclusive workspace saw us listed as one of America's Greatest Workplaces for Diversity by Newsweek and Plant-A Insights Group. This ranking honors companies that respect and value diversity, as reflected in feedback from employees.

Our partnership with Smile Train was recognized with a Bronze 2024 Global Good Award in the Community Partnership category. The award acknowledged the joint work Dentsply Sirona and Smile Train have done since 2021 to advance access to and quality of cleft care for patients in need. Additionally, we were delighted that the "Journey of Smiles" [documentary](#) we produced with Smile Train won a Silver Dolphin award at Cannes Corporate Media & TV Awards. The documentary highlights the treatment journeys of several Colombian children with clefts from birth through early adolescence, showcasing the comprehensive care they receive through Smile Train.



Sustainability governance

Dentsply Sirona is committed to being a responsible and trusted business that embeds transparent business practices and strong sustainability governance across its operations, including at the highest executive level. We recognize the critical importance of a proactive, transparent, and fully accountable sustainability approach as a route to strengthening our long-term business resilience and maintaining sustainable growth.

The Board of Directors and relevant committees

Our Board of Directors (the “Board”) and certain committees of our Board maintain oversight of our sustainability strategy. In addition, our Board and its committees are supported in this oversight by leaders from across the Company, including those on our ESG Steering Committee. This ensures that our entire business works together to maintain financial stability and to 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 our ESG strategy and subsequent goals. The Committee is also responsible for monitoring relevant ESG trends and issues, recommending relevant actions, and overseeing the development of metrics related to ESG performance.

Compensation and Human Capital Committee

The Compensation and Human Capital Committee is responsible for overseeing our practices related to human capital management and executive compensation.

Audit and Finance Committee

The Audit and Finance Committee is responsible for overseeing our efforts related to ethics and compliance, cybersecurity, and data privacy risks. It is also charged with the oversight of our financial reporting, including emerging sustainability reporting.



Global Sustainability Policy

In 2024, we launched our [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 to ultimately drive sustainable growth.

The ESG Steering Committee

Key responsibilities

- 1 Oversee the shaping of Dentsply Sirona's Sustainability Strategy.
- 2 Update the Board and Corporate Governance and Nominating Committee on sustainability progress.
- 3 React to changes in corporate sustainability regulation and action alignment.
- 4 Ensure sustainability goals align with the Company's policies, processes, and guidelines.
- 5 Monitor progress against goals and address risks.

The purpose, duties and responsibilities of the ESG Steering Committee include assisting the Board in discharging its oversight responsibility related to ESG matters. These include identifying ESG trends and issues, reviewing disclosures included in the Company's reports, supporting efforts related to other ESG issues that are relevant and material to the Company, and providing guidance to the Board on the aforementioned matters. The ESG Steering Committee also has an oversight role in shaping the Company's sustainability strategy and developing metrics relating to ESG performance. Additionally, the ESG Steering Committee monitors the sustainability regulatory landscape and is responsible for taking appropriate actions needed to comply with relevant laws, including the CSRD and developing legislation in the United States.

The ESG Steering Committee is comprised of eight members, with an additional two acting as the extended ESG Steering Committee.

The members of our ESG Steering Committee sit across a broad range of business functions, including Investor Relations, Finance, Human Resources, Legal, Ethics & Compliance, Global Supply Chain and Operations, Communications, Global Engineering and Environment, Health and Safety ("EHS") and Sustainability. This allows the ESG Steering Committee to oversee actions across our Healthy Planet, Healthy Smiles, and Healthy Business sustainability pillars.



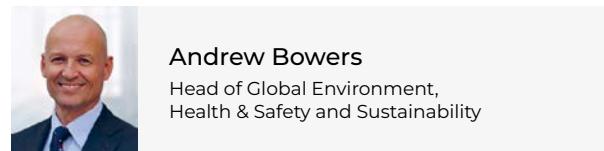
The ESG Steering Committee regularly meets to monitor progress and ensure all teams are working together to achieve our sustainability goals. Should the ESG Steering Committee propose improvements and actions in these meetings, the Executive Sponsor of ESG presents these, as applicable, to the Corporate Governance and Nominating Committee and the Compensation and Human Capital Committee, which are collectively responsible for approving and overseeing all sustainability-related implementation plans. In addition, our Senior Vice President Global Quality and Regulatory, Chief Quality Officer updates our Board at least once per year on Company strategy and further actions and opportunities for continuous improvement guided by Dentsply Sirona's unwavering commitment to quality and the safety of our products.



ESG Steering Committee



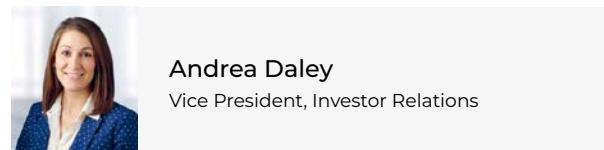
Tony Johnson
Senior Vice President, Chief Supply Chain
Officer and Executive Sponsor for ESG



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



Jessica Causey
Vice President, Legal-Corporate Functions



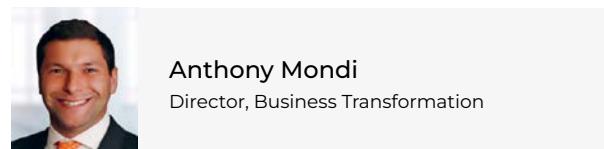
Andrea Daley
Vice President, Investor Relations



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



Mike Anderson
Global Head of Manufacturing Engineering



Anthony Mondi
Director, Business Transformation



Mihaela Chidean
Senior Corporate Communications
Manager

Extended ESG Steering Committee



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



Andrea Frohning
Senior Vice President,
Chief Human Resources Officer

Engaging with our stakeholders

As we continue to champion sustainability, we are inspired to go BEYOND and drive meaningful change – as a company and a partner.

We proactively engage with our stakeholders to drive innovation and work with like-minded groups to help provide quality, efficient, and sustainable healthcare solutions for those who need it most.



Representatives from Amazon Doctors, Project 32 and Dentsply Sirona at DS World São Paulo

STAKEHOLDERS	HOW WE ENGAGE WITH OUR STAKEHOLDERS
CUSTOMERS The healthcare professionals we serve	<ul style="list-style-type: none"> ■ New product launches and packaging initiatives (see pages 48 & 30) ■ Online and in-person (sustainability) educational materials and training (see page 43) ■ DS World events (see page 44) ■ Joint community engagement actions for increasing access to oral healthcare (see pages 36-41) ■ Actions to foster more inclusive dentistry (see page 45) ■ Supporting students (see page 46)
EMPLOYEES The people who form the backbone of our business	<ul style="list-style-type: none"> ■ Employee Resource Groups (see pages 49-52) ■ Inclusion training and awareness programs (see pages 49) ■ Benefits package and development program (see page 54-56) ■ World Oral Health Day awareness and education campaign (see page 37) ■ Ethics & Compliance Week and Quality Day (see pages 63 & 66)
PARTNERS AND COMMUNITIES Our fellow industry collaborators	<ul style="list-style-type: none"> ■ Partnering on programs and initiatives such as the World Oral Health Day and Sustainability in Dentistry initiative with the FDI World Dental Federation (see pages 37 & 23) ■ Working with community engagement partners such as Smile Train, TeamSmile, or Project 32 to provide in-kind support through monetary donations and employee volunteering hours (see pages 36-41) ■ Providing advisory board support to dental NGOs (see page 36)

STAKEHOLDERS	HOW WE ENGAGE WITH OUR STAKEHOLDERS
SUPPLIERS Who, where, and how we source our materials	<ul style="list-style-type: none"> ■ Code of Ethics & Business Conduct and Business Partner Code of Conduct (see pages 61-64) ■ Modern Slavery Acts attestations (see page 65) ■ Developing Scope 3 GHG emissions and enhanced risk monitoring tracking tool (see pages 24-25) ■ Cybersecurity program (see page 65)
INVESTORS Owners of our business and providers of capital	<ul style="list-style-type: none"> ■ Task Force on Climate-related Financial Disclosures and Sustainability Accounting Standards Board standard frameworks alignment (see pages 67-68) ■ CDP climate survey (see page 22) ■ Investor engagement events and investor perception studies
PATIENTS The end-consumers we bring smiles to	<ul style="list-style-type: none"> ■ Provision of educational resources on good oral hygiene (see page 37) ■ Provision of free treatments to underserved communities by supporting local and global charities with in-person and in-kind support (see page 40)
GOVERNMENT REGULATORS AND POLICYMAKERS The oversight bodies we align with and are guided by	<ul style="list-style-type: none"> ■ Developing corporate EHS standards aligned with ISO frameworks (see pages 57 & 69) ■ Cybersecurity programs and standards aligned with cyber control frameworks (see page 65) ■ Certifying facilities to the appropriate EHS standards (see page 67) ■ Disclosure of political involvement, and lack of monetary losses because of legal proceedings associated with corruption and bribery (see page 62)





Healthy
Planet

Our progress

We believe that a healthy planet is one where resources are used sustainably, waste is minimized, and pollution is mitigated at every opportunity.

We are proud to share that we have continued to improve our environmental data gathering for emissions, water and waste. As part of this we have also aligned our footprint with the outcomes of our recent DMA. These refinements contributed to a slight increase in reported environmental metrics compared to 2023 (see pages 25 & 28).

However, we remain on-track to significantly overachieve our 2025 target to reduce our combined Scope 1 and 2 GHG emissions intensity by $\geq 15\%$, with a total reduction of 42% versus our 2019 baseline year. This has already put us in a good position as we work to achieve our long-term goal of Net Zero Scope 1-3 carbon emissions by 2050.

We have also continued to outperform our 2025 target of a $\geq 15\%$ reduction in water withdrawal intensity, with

United Nations Sustainable Development Goals

Our Healthy Planet sustainability actions are guided by the following SDGs:

3 GOOD HEALTH AND WELL-BEING



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



17 PARTNERSHIPS FOR THE GOALS



a total decrease of 21% since 2019. On an absolute value basis, Scope 1-2 GHG emissions have decreased by an extraordinary 45% and water withdrawal has decreased by 26%.¹¹ Furthermore, our total waste generation has decreased by 16% since 2021, which was the year we expanded our scope of reporting to include a significantly wider range of waste streams.

We are in the process of using these data insights as well as the DMA outcomes to inform our 2030 targets.

The advancements we have made to our data gathering have provided us with a strong practical foundation for Scope 3 GHG emissions reporting and we look forward to reporting this data in our 2025 sustainability report, following verification. The work completed in 2024 has also allowed us to start developing a Net Zero plan which will function as a

roadmap to our 2050 goal. Furthermore, we continued our Bill of Materials work, which will help us deepen our understanding of our GHG emissions by product line and geographic source. In 2024, substantial work was also undertaken to understand climate risk and we are working to operationalize a new risk model that will allow us to consider climate risks when making manufacturing and supplier decisions, with the added benefit of providing additional supply chain reliability.

Our Sustainable Packaging Team has established a Company-wide goal to strive to make all Dentsply Sirona packaging recyclable by 2030. To achieve this goal, sustainable packaging design guidelines for primary, secondary, tertiary, and logistics packaging have been put in place, supported by a roadmap that sets key targets and milestones for 2024-2027.

¹¹ Against our 2019 baseline.

Understanding where we can reduce GHG emissions and conserve resources across our value chain is a key focus for our organization. To be effective, this must be a daily consideration embedded in how we operate. In 2024, we launched our global Value Creation Program ("VCP") to drive business improvement across our supply chain by identifying opportunities and managing projects that deliver operational efficiencies, apply lean best practices and yield cost savings. VCP is designed to ensure that every project also evaluates its potential impact on safety and sustainability from the outset. If a project does not contribute to these areas, we challenge ourselves to ask why—and whether it should. By the end of 2024, we prioritized implementing impactful actions across our manufacturing and distribution sites, aligning operational excellence with our broader sustainability goals.

We are also using the findings from our DMA, in accordance with the EU's CSRD, to establish new Healthy Planet 2030 targets. The assessment itself represents a starting point for ensuring that these targets meet compliance requirements under the CSRD and are aligned with other global frameworks. This alignment will also help guide the actions we take in driving our sustainability strategy forward, continuing to focus on the most material issues to our global business.



In the meantime, in preparing this report, we continue to be guided by the Task Force on Climate-related Financial Disclosures ("TCFD") framework and the standards issued by the Sustainability Accounting Standards Board ("SASB"). The CDP Climate Change Score assesses companies on their environmental transparency and climate action. In 2024, our score for the 2023 submission was at the 'Awareness' level, which is in line with our sector average. Additionally, we achieved a 'Management' level for several subcategories, including climate governance. Our CDP Climate Change score for the 2024 submittal will be issued in 2025.

Our commitment to environmental stewardship and sustainable practices helps us make a positive impact on the planet and has garnered recognition from several prestigious organizations. For example, Newsweek magazine recognized Dentsply Sirona as one of 'America's Greenest Companies' in 2024, ranking us among the leading 300 US companies based on our environmental sustainability efforts. In addition, our Wellspect business was recognized by the Financial Times as one of Europe's Climate Leaders in 2024 and was ranked highly for its reduction in Scope 1 and 2 GHG emissions intensity over a five-year period as well as Scope 3 GHG emissions transparency efforts.¹²

¹² 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.

Partnership with FDI World Dental Federation on Sustainability in Dentistry initiative

Dentsply Sirona has long been a champion for a sustainable healthcare industry because we recognize the significance of safeguarding the environment for the health of patients, our future business, and society at large.

In 2021, we became a founding member of FDI World Dental Federation's landmark [Sustainability in Dentistry](#) initiative so we could work to document standards and improve education on sustainable dental practices, alongside industry peers. Over the last few years, the partnership has helped many dental professionals take action to reduce their environmental impact without diminishing the provision of ethical and inclusive healthcare. The Sustainability in Dentistry initiative is guided 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 current literature and identify current research and guidelines, as well as address gaps in the literature regarding sustainability in dentistry.**

One of the first actions we took was to support the development of the [Consensus Statement on Environmentally Sustainable Oral Healthcare](#). Published in conjunction with FDI World Dental Federation and the University of Sheffield in 2022, the Consensus remains a core resource to understand challenges and solutions to improving sustainability in dentistry and has formed the basis for subsequent educational materials. Dental professionals, associations and industry members can show their commitment to addressing the themes identified in the Consensus by signing the [Pledge for Sustainable Dentistry](#). Furthermore, the initiative's interactive [Toolkit for Sustainable Dentistry](#) provides dental professionals with the ability to action their pledge via access to 100 concrete sustainability measures.

The initiative's educational advancements have also been made possible by the launch of the Sustainability in Dentistry [Massive Open Online Course \("MOOC"\)](#) in 2023; a dedicated course created to help dental teams and students understand the impact of oral healthcare on the environment and utilize evidence-based solutions to improve their environmental footprint. We were proud to collaborate with the FDI World Dental Federation to develop the MOOC, following the launch of our [Sustainability in Dentistry Educational Curriculum](#) which is available free-of-charge through our Dentsply Sirona Academy. See more on page 43.

In 2024, more than 1,000 learners completed the main course of the MOOC. The partnership also added

versions of the MOOC in Spanish, French, Chinese and Arabic, making the course available to a wider selection of our global customer base and beyond. Following the success of the MOOC, we launched 'MOOC 2: Practical Applications of Sustainability in Dentistry' in June 2025 to provide further detail on how to implement sustainable dental practices.

As a new initiative for 2024, dental professionals who had completed the MOOC could enter FDI World Dental Federation's newly created Sustainability Ambassador Prize which we were proud to sponsor. Entrants had to outline how they planned to promote sustainability in dentistry – either within their own practice or by helping to educate others on the importance of sustainability in dentistry. The two best responses were chosen in December, with the winners each receiving a cash prize from FDI World Dental Federation.

Furthermore, we once again hosted a virtual booth at FDI World Dental Federation's second 'Sustainability in Dentistry Summit' in June where we shared sustainability resources and insights into our own projects. Dr. Rainer Seemann, Vice President & Chief Clinical Officer at Dentsply Sirona, also spoke on the 'Sustainability and Education' panel about educational resources provided by Dentsply Sirona through its partnership with FDI World Dental Federation's Sustainability in Dentistry initiative.



Assessing climate risks



Definition of risks

RISK CATEGORY	RISK TYPE
PHYSICAL RISK	<ul style="list-style-type: none"> 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.
TRANSITION RISK	<ul style="list-style-type: none"> Market risks: change in customer behavior, uncertainty in market trends, and increased cost of raw materials. Policy and legal risks: increased pricing of carbon emission taxes, 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 nascent technologies, and upfront costs to transition to lower emissions technology. Reputation risks: shift in consumer preferences and increased stakeholder concern or negative stakeholder feedback.

We are continuing to understand and assess the potential short- and long-term risks and opportunities posed by climate change, and are taking appropriate action to reduce these risks and build resilience. This includes implementing relevant minimization and mitigation processes.

We have assessed 38 of our sites globally on their ability to withstand climate risks using 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.

We are currently working with a third party to upgrade our risk resilience process to create a digitalized and scalable model. Our risk model currently evaluates climate risk by country while the upgrade will take into account products, product mix, and transportation to better evaluate the upstream and downstream impacts of climate events, including flooding, drought and adverse weather. This enhancement will allow us to integrate these risk models better into our inventory and transportation strategies.

We will continue to utilize the TCFD framework to guide our understanding of the potential physical and transitional climate risks that have the potential to be most impactful to Dentsply Sirona. Our Board of Directors continues to review climate-related risks across our entire supply chain as part of its annual ERM review.

Reducing emissions

Streamlining our shipping routes

Following an evaluation of our product shipping routes, we have reduced GHG emissions by eliminating or significantly reducing the miles needed to transport our products. This work included the implementation of a new drop-shipping process in December 2024 for the movement of at least 12 pallets of products per month between our site in Sarasota, Florida and our distribution center in Lancaster, Pennsylvania. The new route will reduce transit from approximately 8,000 miles of air freight to 1,000 miles of road travel, resulting in a significant CO₂e reduction.

We also established a new warehouse in Barcelona, Spain that allows us to distribute implant products directly to our customers via road-transport, instead of shipping products from our Venlo Distribution Center in the Netherlands via air. This has not only improved customer experience due to shortened lead times but has also decreased our GHG emissions.

We are pleased to report that in 2024 our Scope 1 and Scope 2 GHG emissions decreased by an absolute value of 45% compared with our 2019 baseline measurement.

Due to our improved data gathering, alignment with the outcomes of our DMA and supply chain transformation initiatives, our total Scope 1 and 2 GHG emissions intensity increased by 9% in 2024 compared to 2023. This was driven by, among other things, lower total net sales which affected the intensity calculation. The change in total GHG emissions value was also influenced by supply chain activities, including energy expenditure associated with the relocation of two sites. This involved a short period where both sites were being operated in parallel during the manufacturing transition phase. In addition, further operational changes took place toward the end of 2024, including the consolidation of activities across different locations and inventory builds to minimize risk during process transfers. These transitions involved temporary start-up and shutdown phases, as well as overlapping

operations. The construction of an additional building at one of our sites also resulted in an increase in GHG emissions. Despite these physical changes, we remain on track to overachieve our 2025 goal to reduce our combined Scope 1 and 2 GHG emissions intensity by ≥ 15%, with a total decrease of 42% since 2019.

We continue to collaborate with an external global energy management partner to collect data pertaining to our consumption of electricity, water consumption, and consumption of certain fuels into our sustainability data management platform. This ensures that we can continually assess our consumption and make year-over-year comparisons, and as we strive to meet our Net Zero goal, we are continuously looking to improve our GHG calculation method. We made progress in 2024 following the extension of the tool we use to track GHG emissions to improve our Scope 3 GHG emissions data. Following verification, we are planning to share this data in our 2025 Sustainability Report.

Our initial scope 3 reporting is supporting the development of our Net Zero roadmap which will guide us as we continue to strive to deliver on our long-term goal of achieving Net Zero Scope 1-3 carbon emissions by 2050.

ENERGY AND GREENHOUSE GAS ("GHG") EMISSIONS	2019 (BASELINE)	2023	2024
Electrical Energy ("GJ")	434,658	400,549	419,988
Electrical Energy ("KWhR")	120,747,898	111,263,535	116,663,456
Scope 1 emissions (metric tonnes CO ₂ e)	9,753	4,640	4,705
Scope 1 emissions (metric tonnes /\$M Net Sales)	2.4	1.2	1.2
Scope 2 emissions (metric tonnes CO ₂ e)	33,661	18,320	19,355
Scope 2 emissions (metric tonnes/\$M Net Sales)	8.4	4.6	5.1
Total Scope 1 and 2 emissions (metric tonnes CO₂e)	43,413	22,960	24,060
Scope 1 and 2 emissions (metric tonnes/\$M Net Sales)	10.8	5.8	6.3

Going BEYOND at Pirassununga



Pirassununga, Brazil

At our manufacturing plant in Pirassununga, Brazil, we have made significant sustainability progress by adopting and implementing measures to reduce the site's carbon footprint. Following an inaugural carbon inventory, we launched our 'Transformation Concept' initiative to reduce our GHG emissions across the site's operations, with a significant reduction in Scope 1 GHG emissions as the priority for 2024.

A key focus was to transition to cleaner energy sources. We replaced liquefied petroleum gas-powered forklift trucks with electric models, saving over 2,000 tonnes of CO₂e per year. We also shifted our own on-site vehicle fleet to ethanol fuel instead of diesel, reducing emissions by 170 tonnes of CO₂e per year.

Overall, the measures resulted in an 85% reduction in Scope 1 GHG emissions and an 8.9% reduction in total emissions at the Pirassununga site. This illustrates that with effective changes, we can reduce GHG emissions without impacting day-to-day production of our products, leading to a healthier planet.





Optimizing our energy usage



Our sites at Hanau and Rosbach in Germany undertook a combined assessment to understand both sites' main energy consumption sources, including heating, cooling, lighting and large production machines. Following the creation of 3D maps highlighting the most energy intensive areas of the sites, we identified 30 concepts that could be implemented to reduce energy costs and therefore cut GHG emissions. A key measure was to detect pressurized air leaks using an acoustic camera system. In 2024, we detected 58 leakages across both sites, which once solved, allowed us to save 280,000m³ of pressurized air on an annual basis, equating to 30,000 kWh of electrical energy per year. In 2025, we are planning to implement an energy management system that aligns with ISO 50001 and optimizes our ventilation control.



Caring for our local environment



The SureSmile Digital Lab in Costa Rica received the 'Bandera Azul Ecológica' (Blue Flag) award and a perfect score of 100/100, following a technical evaluation by the Climate Change Category committee – part of a national program led by Costa Rican government institutions. The award is a national initiative that recognizes the efforts of communities, businesses, and institutions which have made positive changes to reduce their environmental impact. Such actions taken by the team included creating garden spaces that contributed to the pollination of the surrounding area, training administrative staff, technicians and local suppliers to classify and deposit waste in the correct containers, and collecting plastic bottle caps to be repurposed into material for building ramps on beaches, making them more accessible for wheelchair users.



Finding new sustainable fuel sources



In 2024, Wellspect's location in the United Kingdom switched to using biogas – instead of fossil-based gas – for heating and electricity in both its warehouse and its office premises. This will enable an annual reduction of 13 tonnes of CO₂e and will make an incremental reduction in Wellspect's annual global direct Scope 1 and indirect Scope 2 GHG emissions. The initiative also supports the reduction of methane that would otherwise be released into the air through the natural decomposition of organic matter.

Our approach to resource management

As the world's largest diversified manufacturer of dental products and technologies – and as a leading provider of continence care solutions – we continue to explore ways to create innovative, sustainable and durable products and services for our customers. We are also continuously assessing how to limit our resource utilization across our operations, including the use of water and waste outputs.

Water and waste resource management

While reducing our water consumption is an important sustainability imperative, our DMA identified water consumption as a non-material topic for our business, as it is not integral to our manufacturing process.

However, as part of our BEYOND sustainability strategy, we set 2025 Company targets to reduce our water withdrawal intensity for manufacturing and warehouse operations by $\geq 15\%$ and achieve total waste reduction of $\geq 15\%$.¹³

In 2024, total water withdrawal on an absolute basis increased by 6% compared to 2023 because of data gathering improvements and supply chain initiatives, as previously described in this report. However, we continue to overachieve our target of a $\geq 15\%$ reduction in water withdrawal intensity – ahead of the 2025 target timeline – with a total decrease of 21% since 2019.

Water	2019 (baseline)	2023	2024
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Water withdrawal (cubic meters)	331,733	235,930	245,670
Water withdrawal (cubic meters/\$M Net Sales)	82.5	59.5	64.8

While total waste reported in 2024 increased by 6% compared to 2023 – due in part to the data gathering improvements, and DMA outcomes referenced earlier, for example – we are pleased to confirm that we are on track to achieve a $\geq 15\%$ total waste reduction target for 2025 ahead of schedule, based on our updated 2021 baseline.

We have reset our waste reporting and target baseline to 2021, the year we expanded our reporting scope to include additional waste streams, allowing us to track progress across a broader range of resources. Since then, our total waste generation has decreased by 16%.

We 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, we offer repair services for dental practices in certain markets including handpiece products for customers based in Germany, Austria, and Switzerland.

Waste	2021 (baseline)	2023	2024
Solid non-hazardous waste generated (metric tonnes)	6,001	4,774	5,077
Hazardous waste generated (metric tonnes) ¹⁴	1,743	1,374	1,452
Total waste generated (metric tonnes)	7,744	6,148	6,530
Recycled/reused (% of total waste generated)	40	36	45
Incinerated (% of total waste generated)	7	5	7
Energy capture (% of total waste generated)	22	27	22
Sent to landfill (% of total waste generated)	26	19	22
Universal Waste ¹⁵ Generated (metric tonnes)	9	5	5
U-waste recycled/reclaimed (% of generated)	30	56	81
U-waste to energy (% of generated)	28	0	0
Total Waste Generated (metric tonnes/\$M Net Sales)	1.8	1.6	1.7

¹³ Against our 2019 baseline.

¹⁴ Hazardous waste is 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.

¹⁵ 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.



Optimizing resource-use and reducing waste in Pirassununga



In 2024, the team at Pirassununga made significant progress to embed sustainable waste management practices. Through new partnerships with sustainable waste processors, and continuous employee engagement, the amount of waste sent to landfill dropped dramatically from 55% of our total waste in 2022, to only 21% in 2024. Simultaneously, recycling and reuse efforts surged, resulting in an increase in waste that can be recycled or reused from 44% of our total waste to over 79% over the same period of time. For 2025, our target is to recycle or reuse at least 90% of the waste generated at Pirassununga.



Partnering for better waste management in Sweden



By forging cross-sectoral partnerships with specialty waste management companies and by embracing waste management within multiple business functions, Wellspect's site in Mölndal, Sweden was able to repurpose 56% of its waste in 2024, compared to 40% in 2023.

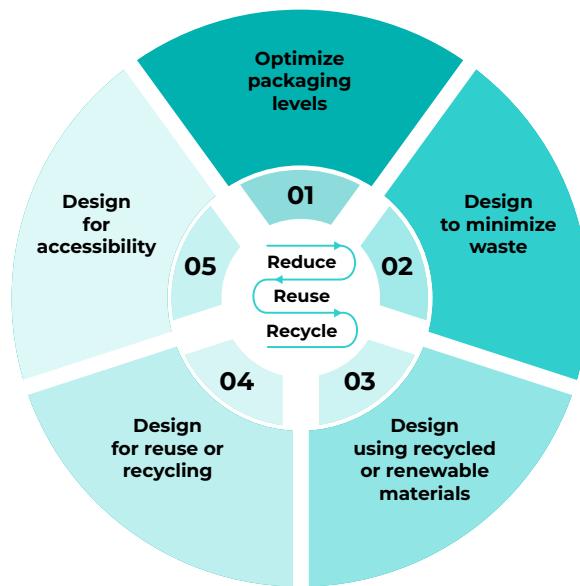
As an example, the 2.2 tonnes of plastic particles that are extracted from catheter eyelets and discarded are now processed and turned into high-quality plastic that feeds into new products. Another type of plastic waste, Ethylene Butyl Acrylate polymer plastic, which we use in some product parts, has been repurposed into plastic wedges that are sold for use within the construction industry. Additionally, food waste generated at the staff cafeteria is used to produce biogas while electronic equipment (such as computers, printers and screens) is refurbished and reused.

Sustainable packaging design

We are striving to make all Dentsply Sirona packaging recyclable by 2030. This will not only improve our environmental footprint by reducing waste and GHG emissions but will also demonstrate our sustainability commitment to customers. Our ambition also aligns with the EU requirement that non-medical devices must have 100% recyclable packaging by 2030. Packaging recyclability requirements for medical devices will also be reassessed by the European Commission in 2035.

To achieve our goal, our Sustainable Packaging Team has developed a 2024-2027 roadmap that sets out our key priorities as we focus on optimizing secondary and tertiary packaging through printing efficiencies and the selection of more sustainable paper grades.

We are also considering how we can replace plastic foam with recyclable paper-based alternatives, and the team is working on long-term projects to embed Reduce, Reuse, Recycle principles across our global packaging. This extends to our plans to develop recyclable and sustainable options for plastic-based primary packaging, such as blister packs and barrier films.



Creating recyclable and sustainable packaging solutions

In 2024, we continued to refine the materials we use to reduce waste and increase the use of recyclable and/or recycled materials. For example, instead of shipping our Primescan Connect product in two separate packages, we combined the two boxes into one shipping box, and we have also switched to using paper-based materials instead of foam. This has resulted in a recyclable packaging solution and removed the need for plastic materials.

Following the successful adoption of paper-based inserts for several instruments manufactured in the US, we extended these efforts in 2024 to include our Sterimate and Nupro products. Most of the handpiece instruments we produce at our Bensheim site in Germany now feature paper-based inserts, adding to the number of products being shipped in fully recyclable packaging.

Our Wellspect business has already made significant progress to adopt sustainably sourced packaging materials, with 87% of its bowel and urology product range using FSC-labelled (Forest Stewardship Council) paper within packaging solutions.¹⁶

¹⁶ The paper used in the packaging for these products is made with a mixture of materials from FSC-certified forests, recycled materials, and/or FSC-controlled wood. While controlled wood doesn't come from FSC-certified forests, it mitigates the risk of the material originating from unacceptable sources.

Product safety and due diligence

We remain responsible for ensuring our products are biosafe. Our Safety Data Sheets, located in the [Dentsply Sirona Download Center](#), provide hazard-based product information and safe handling/use instructions. We diligently work with suppliers to increase visibility into hazardous materials in the parts and materials we purchase, and we strive to ensure that our products meet regulatory requirements, 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.

Through our Conflict Minerals Program, we have established due diligence processes designed to avoid the use of conflict materials in products purchased from our suppliers. We have developed strong relationships with our suppliers to help us ensure that we indirectly source gold, tantalum, tin and tungsten from responsible and conflict-free smelters and refiners.

We work with third parties to conduct due diligence assessments to establish the chain of control for raw materials to smelters as verified through the Responsible Minerals Initiative. We also gather relevant data relating 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 require our suppliers and distributors to comply with all applicable laws and regulations when importing, exporting and registering products and technologies for sale. Products may only be sold in countries and territories that are authorized by our commercial agreements.

We also expect all our business partners to have their own due diligence processes and implement appropriate policies, procedures, and controls concerning import and export matters. We require them to provide us with accurate information about their operations including disclosing source locations, countries of origin, and product components.

Our latest Conflict Minerals report can be found [here](#).



Healthy
Smiles



Healthy
Smiles

Our Progress

As a global business, we recognize both our reach and responsibility to work in partnership with others to increase access to healthcare for those in need, create equal opportunities for our stakeholders and embed sustainable practices across our industries.

We are committed to empowering people around the world by creating innovative solutions that promote healthy smiles and healthy lives. We do this by ensuring our customers have access to the best possible treatment solutions to provide high-quality oral and continence care for patients and local communities.

Through our Clinical Education program, we provide customers and healthcare professionals with face-to-face and online training designed to advance skills in dentistry and continence care through product-focused training while also integrating sustainability into everyday healthcare practices.

The well-being, career development, and safety of our employees remains critical to our success as we strive to be an employer of choice within our industry segments and the communities in which we operate. In addition, we celebrate the global diversity of our workforce and champion the need to offer our employees and customers equal opportunities to learn and grow across our global business units.

At Dentsply Sirona, we engage daily with customers, suppliers, and employees with unique backgrounds. We believe that we need to acknowledge this business reality and want to ensure that our various stakeholders experience that Dentsply Sirona is a company that understands them and their needs. Our policies and procedures, therefore, reflect the business imperative that we must manage these diverse global relationships constructively, aiming to foster the level of trust needed to ensure continued business success over the long term.



United Nations Sustainable Development Goals

The following SDGs guide our Healthy Smiles sustainability actions:



Our goals and highlights

In 2021, we set a goal to enable and empower 25 million smiles across our communities, dental professionals, and employees by 2025. This figure is comprised of our community oral healthcare delivery initiatives and donations, employee programs, and smile-restoring solutions – see below for a further breakdown.¹⁷ In 2024, we enabled and empowered over 5.1 million smiles, and we are on track to achieve our 2025 target with more than 22 million smiles delivered since 2021.



Our progress is made possible by a holistic approach that encapsulates our social sustainability strategy and actions. We assess the positive influence of our actions by analyzing the impact of our community healthcare initiatives and donations, our clinical education relationships, and our engagement with customers and healthcare professionals. We also advocate for the sustainable use of our patient-specific product solutions that restore smiles, as well as for the positive impact of our inclusion, empowerment, and oral health programs for our employees. This approach includes the following actions:

- Working with partner organizations to provide oral healthcare to those who need it most
- Enabling smiles through our single-visit dentistry and patient-specific solutions for single- and multiple-tooth restoration
- Enabling access to best practice educational materials and hosting knowledge-sharing events for industry professionals
- Empowering our employees to be inclusive leaders of change in our industry through internal programs.
- Providing employees with oral healthcare benefits

As previously stated, our people remain our top priority, as is our commitment to creating an inclusive and engaged workforce where global diversity is embraced, and everyone is treated equitably and with respect. We remain committed to ensuring that as a team, we address our customers' needs and expectations. For example, in line with our globally diverse customer base, we strive to ensure good representation of both women and men at Dentsply Sirona. We are extending our gender parity goal to 2030 as we focus on ensuring equal opportunities in hiring and promotion with the core belief that merit should always lead the way.

We are pleased to report that we have achieved total average gender pay parity across our global workforce, ahead of our 2025 target – in line with the commitment taken in our 2021 Sustainability Report. We also achieved our 2025 top decile injury and illness prevention avoidance goal in 2024 with a TRIR of 0.17, outperforming the target metric of a 0.27 TRIR. Both targets remain a priority for the business as we continue to monitor and strive to maintain global gender pay parity and a top decile injury and illness prevention and avoidance rating moving forward.

We have previously reported these achievements under our Healthy Business chapter. However, as our reporting process evolves to align with upcoming reporting requirements, such as CSRD, we are reporting all workforce-related targets and achievements together to reflect the breadth and strength of our employee-centered initiatives.

¹⁷ We monitor progress against our 25 million smiles goal by tracking 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.

Key achievements in 2024



Supporting communities

- **\$2.3+ million** donated as cash and in-kind donations to philanthropic community initiatives
- **5,500+** cleft surgeries supported through Smile Train since the launch of our partnership in 2021
- **5,600+** surgeries and procedures supported to create healthy smiles as part of our core community engagement partnerships – enabled by a combination of financial contributions, in-kind product donations, and employee volunteering

Working with our customers

- **221,000+** dental professional course registrations in 2024¹⁸
- **57** academies and education centers across **35** countries
- **11,000+** courses delivered in **155** countries in 2024
- **\$165** million invested in R&D
- Hosted **6** DS World events with more than **7,700** attendees

Prioritizing people

- Global gender parity: **44%** women representation globally
- Maintained total average gender pay parity across our global workforce
- Maintained TRIR of **0.17**, which outperforms our 2025 target to reach a top decile injury and illness prevention rate of **0.27**
- **17** of our distribution centers and manufacturing sites across **12** countries achieved zero recordable injuries
- **16** employees and **1** executive sponsor were members of the Global Inclusion and Engagement Council¹⁹
- **2,700+** employee voluntary registrations in our inclusion training and awareness programs
- **4,100+** members participated in our **9** ERGs; a **9%** increase compared with 2023
- **87%** employee participation in our employment engagement survey, with a **9%** increase in favorability rating compared with 2023
- **7,500+** completed LinkedIn Learning courses, totaling **10,900+** hours

¹⁸ Includes training courses to dental professionals through in-person, online, and hybrid formats; excludes courses provided by Wellspect.

¹⁹ At Dentsply Sirona, an inclusive workplace is a key driver of employee engagement, as proven by our Employee Engagement survey outcomes. To reflect this connection, in the beginning of 2025 we have renamed our historical DE&I Council to the Dentsply Sirona Global Inclusion & Engagement Council.

Increasing access to better health in communities

We invest in our long-standing partnerships with Non-Governmental Organizations (“NGOs”), academic institutions, and community groups around the world and continue to see the positive impact our support has on the lives of those who need it most. We take pride in driving tangible changes, empowering our patients with healthy smiles and the confidence to live their lives.

Working together with our partners and local teams, we provide customized treatments, equipment, newly developed clinical protocols, dedicated educational material, and in-person support as part of our commitment to enhancing the quality of, and access to, healthcare for those in underserved communities around the world. We also provide advisory support to partner organizations and initiatives, with Dentsply Sirona employees sitting on the boards of the 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.

Our global community engagement policy underscores our dedication to using our worldwide reach to positively impact society, with a primary focus on increasing access to oral health. In 2024 alone, we contributed over \$2.3 million in cash and in-kind donations to support our NGO and community partners, with a total exceeding \$15 million since 2020. In the following pages, we highlight examples of the impact these contributions have made around the world. As part of our core community engagement partnerships, we have supported more than 5,600 surgeries and procedures through a combination of financial contributions, in-kind product donations, and employee



Providing dental care using CEREC equipment as part of the Amazon Doctors partnership

volunteering to create healthy smiles. Through our Company-wide Global Community Engagement and Giving Policy, we encourage employees to utilize their Volunteer Time Off day, enabling them to invest in and give back to the communities in which our employees live and work. We take pride in driving tangible changes and in empowering our patients with healthy smiles and the confidence to live their lives.



WOHD educational activity organized by MAIDS

World Oral Health Day

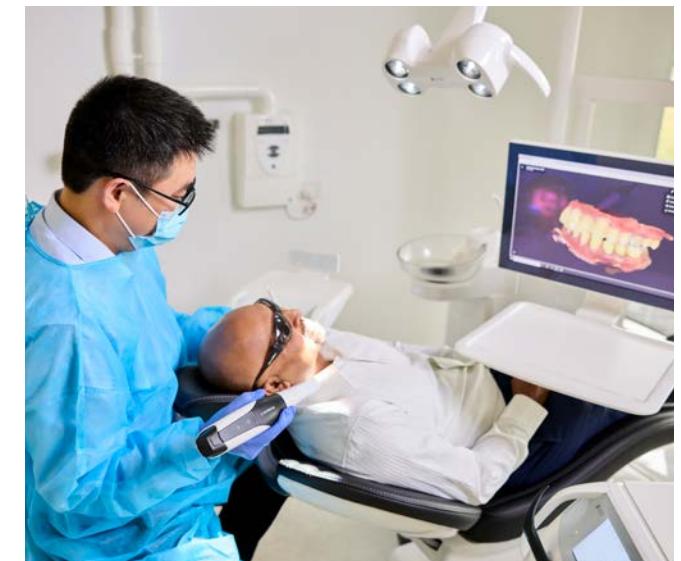
In March 2024, we once again joined our partner, the FDI World Dental Federation, to promote World Oral Health Day ("WOHD"), acting as the global sponsor for the 2024 WOHD Award for "Most Engaging Community Campaign." The Maulana Azad Institute of Dental Sciences ("MAIDS") in India was presented with this year's award after showing dedication to promoting oral health awareness through a series of initiatives across patient care, institutional education, and community engagement levels. The efforts of MAIDS to make a meaningful impact on the health of

its local population aligned with this year's overall theme: "A Happy Mouth is A Happy Body." Across our community partnerships, we promote that good oral health is critical to overall wellbeing. To this end, we created a [Patient Education Toolkit](#) for use in dental practices and online, which aims to motivate patients to get regular dental check-ups. We shared the Toolkit across our social media channels on WOHD as well as internally in support of our employees' good oral health.

Funding medical-dental integration research

As part of our commitment to advocate for better medical-dental integration, in 2022, we entered a three-year sponsorship of the Harvard School of Dental Medicine to support its Integrating Oral Health & Medicine Initiative. Through evidence-based research, the initiative aims to drive improvements in medical-dental integration by exploring new models of education, training, and clinical practices. With a Dentsply Sirona employee serving as a member of the Board of Harvard School of Dental Medicine, the Company provides funding and joins academics, students and other leaders from business, healthcare, government, and public health to drive progress on these critical issues.

Research from the initiative has highlighted the close relationship between oral healthcare provision and improved quality of life, highlighting the importance of accessible and equitable oral healthcare to 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.



Smile Train partnership

Dentsply Sirona entered a partnership with [Smile Train](#) in 2021, united by the shared ambition to advance the future of cleft care by improving access to quality oral healthcare for cleft-affected children around the world. We remain committed to donating \$5 million over the course of the partnership, providing both cash donations and in-kind support, such as donating equipment and giving Smile Train's oral health partners access to clinical and educational programs. This support helps facilitate life-changing treatments for children in need all around the world.

Since 2021, we have helped fund more than 5,500 life-changing cleft surgeries across 18 countries and have donated 25 pieces of state-of-the-art equipment to ten Smile Train partner centers. Smile Train partners that were provided with donated equipment received an impact survey, and all survey respondents indicated that the Dentsply Sirona equipment resulted in higher quality treatment, reduced costs, and increased engagement in research and innovation projects.

We are also encouraged by the expansion of our involvement with Smile Train in the Asia Pacific ("APAC") region in 2024, which included the first donation of equipment to centers in India and the Philippines, as well as supporting Advanced Training in Digital Cleft Orthodontics that was held in India in December 2024.

We are proud that the partnership was recognized with a 2024 Global Good Award Bronze in the Community Partnership of the Year category. The award acknowledges the joint work Dentsply Sirona

and Smile Train have accomplished over the years to advance access to and quality of cleft care for patients in need.

Advancing industry standards and knowledge of cleft-care

Following the development of the first-ever global standard workflows for digital cleft treatment by Dentsply Sirona, FDI World Dental Federation, and Smile Train, the partners signed a new trilateral agreement with the aim of further advancing the standards of digital cleft treatment. We have expanded our Massive Online Open Course ("MOOC") on [Digital Dentistry in Cleft Care](#) by introducing French, Spanish, and Portuguese language versions. Moreover, the Digital Workflows interactive tool is also available to help oral health professionals navigate the different stages of care and access all related information. Utilized over 900 times by the end of 2024, the Digital Workflows interactive tool and our MOOC allow dental professionals worldwide to understand and integrate the applications of digitalization in comprehensive cleft care, including understanding the patient journey through a digitalized care pathway.

At the start of 2025, we announced the release of two new training videos to demonstrate the Digital Cleft Care Workflow with real patients showcasing how treatment procedures can be enhanced through the use of computer-aided manufactured devices employing milling or 3D printing technology.



Developing digital treatment training

In celebration of National Cleft and Craniofacial Awareness and Prevention Month and the 25th anniversary of Smile Train, we supported Smile Train in creating and launching the first Advanced Training in Digital Cleft Orthodontics in Medellín, Colombia. The program empowered participants across Latin America (“LATAM”) by providing training on digital workflows in presurgical orthopedics, and mixed and permanent dentition, as well as hands-on workshops across three stages of treatment. Following the session’s success, two advanced trainings also took place in New Delhi, India, and Bauru, Brazil. In total, more than 50 oral health professionals completed the training sessions in 2024.



Participants of the Advanced Training in Digital Cleft Orthodontics in India



Expanding Smile Train’s global reach

We have also intensified our efforts to support Smile Train’s focus on improving cleft care in underserved communities in Asia, further expanding the positive impact of the partnership for cleft-affected children across the world. Dentsply Sirona’s APAC leadership team packed oral health kits consisting of a sustainable toothbrush, toothpaste, timers, floss, and an educational flyer that teaches cleft patients and their families oral care best practices. The kits are being distributed to children in need via Smile Train partner centers across the Philippines, India, and China through the end of 2025.

To improve cleft care for patients in the Philippines and India, we also donated nine pieces of equipment, including Primescan AC, Primescan Connect, Axeos, Orthophos SL 3D, and Primeprint, to four separate Smile Train partner centers. The equipment distribution varied among the centers, with each partner receiving specific pieces based on their individual needs.

Increasing awareness of cleft care among our employees

Our partnership with Smile Train has become a point of pride for our teams, with employees choosing to participate in volunteering opportunities, as well as donating to Smile Train or even becoming a [Smile Train Young Leadership Circle](#) member, like in the case of Emily Davisson, Key Account Manager for Primelab in the US. As part of the Young Leadership Circle, Emily has led several impactful initiatives in support of Smile Train, including creating and hosting a holiday fundraiser, *Painting with a Purpose*, where children and adults came together to paint train-themed artworks and craft ornaments and holiday cards for Smile Train patients — spreading joy while raising awareness for children with clefts.

In addition to highlighting the significance of Cleft Awareness Month in July, Dentsply Sirona ran a worldwide fundraiser among employees that aimed to promote oral health while raising money for Smile Train. From July to October, as part of our existing agreement, every dental check-up registration by an employee resulted in a \$25 donation on behalf of the Company to Smile Train. Since 2021, over the course of Dentsply Sirona’s partnership with Smile Train, over 3,000 employees contributed in this fundraiser, resulting in a donation of over \$75,000 worth of free surgeries for patients with clefts.



Creating Healthy Smiles for children in the US

We extended our long-standing partnership with [TeamSmile](#) for another two years and provided the non-profit with monetary and in-kind donations of \$135,000. Our employees also volunteered at the free dental clinic that we helped to organize in July for underprivileged children in Charlotte, North Carolina. Throughout the day, children received a range of free dental services, including X-rays, cleaning, fillings, sealants, and extractions. We believe that dental care should be accessible for children across the world; the programs run by TeamSmile are driving tangible results, fostering healthy smiles, and reinforcing the understanding that oral health is an essential component of overall well-being.

Since 1999, we have partnered with the [Dental Lifeline Network](#) ("DLN") to provide underserved communities with access to oral healthcare. This year, we celebrated the 25th anniversary of our partnership by making a \$30,000 donation as part of our mission to increase access to life-changing dental care for underserved communities globally. While DLN also supports adults with disabilities and the elderly, our donation will specifically support veterans by providing them access to free dental care through DLN's *Lifeline Heroes Challenge* program.



Supporting veterans to gain access to healthcare



Tailored endodontic and restorative treatments

With reference to the typical number of teeth in the adult mouth, [Project 32](#) is an initiative that provides free oral healthcare for underserved populations living in South America. We have worked with Project 32 founder, Professor Machado, to create innovative endodontic treatment kits for remote treatment to support Project 32 efforts in increasing access to oral healthcare for remote populations across LATAM. During two action-packed expeditions in March and September, the team conducted more than 1,200 procedures, which we supported via equipment donations and in-person assistance. We also supported the annual Christmas Without Pain events in Brazil and Mexico, which provided more than 970 free endodontic and restorative dental procedures.

Providing free endodontic and restorative dental care

We once again supported the Amazon Doctors initiative to deliver quality oral healthcare to indigenous communities in the Amazon. Across one expedition to the Cinta Larga Indigenous people in March 2024, more than 2,600 dental procedures were performed, including root canals, prostheses, and crown treatments. These procedures were supported by our CEREC intraoral scanning and milling solutions, while Dentsply Sirona employees also took part in the expedition(s). We are grateful to be able to work with Amazon Doctors on our shared mission to bring happiness through dental care access and to reduce health inequalities.



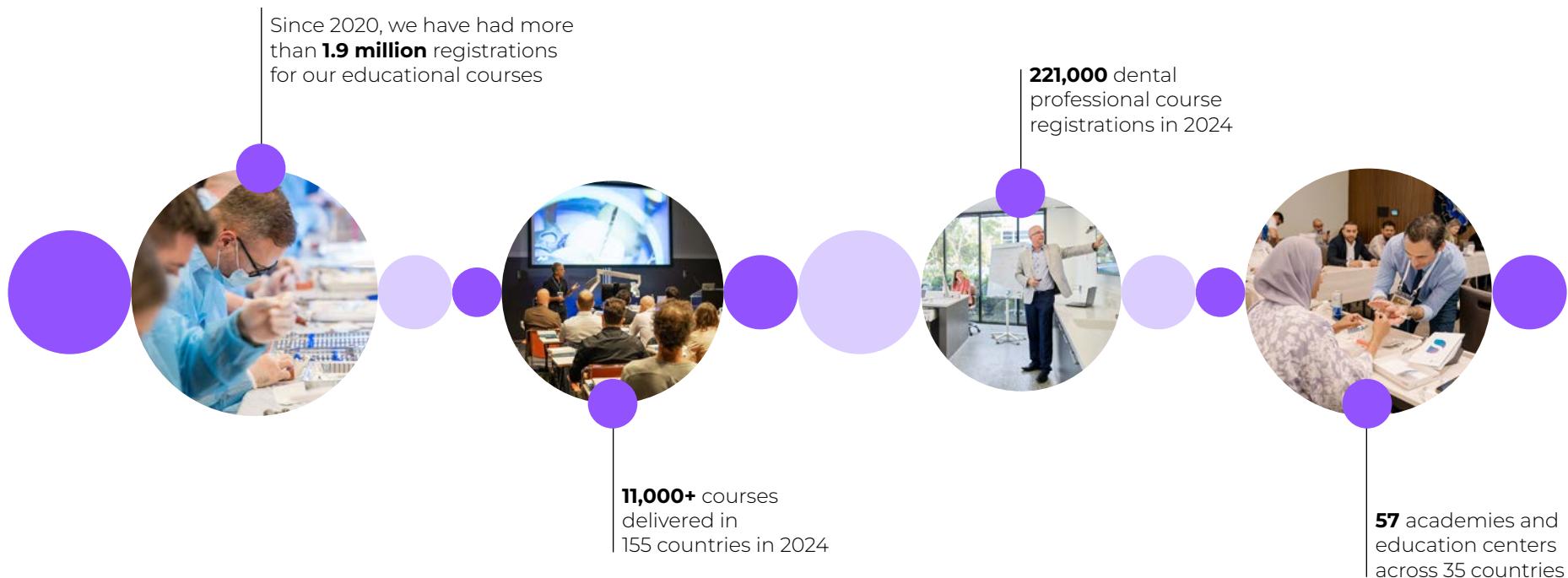
Raising money to reduce health inequality in the UK and Ireland

For the third year in a row, Dentsply Sirona UK employees volunteered to participate in the *Miles for Smiles* charity walk initiative to raise money for Dentaid – the Dental Charity. Through participant registrations, sponsorships, and voluntary donations, over 100 participants, including employees, dental professionals, friends, and family members, raised more than £15,000. All funds raised are used by Dentaid to help vulnerable children and adults with limited access to dental care maintain their oral health. The *Miles for Smiles* initiative has raised more than £52,500 over the last three years, helping to bring healthy smiles to those in need and reduce health inequalities in the UK and Ireland.

Working with our customers

In addition to providing our customers with industry-leading products and solutions, we work hand-in-hand with them to offer high-quality clinical education programs, as well as to create opportunities for them to share their expertise and learn about the latest industry products and solutions.

Key Clinical Education Highlights²⁰



²⁰ Includes training courses to dental professionals through in-person, online, and hybrid formats; excludes courses provided by Wellspect.

Providing high-quality clinical educational programs

Our educational platforms, including our 57 state-of-the-art DS Academy training and education centers, provide healthcare professionals with access to best-in-class online and in-person dental training materials.

Our on-demand online [clinical education and academy library](#) includes courses developed and taught by leading experts across our industry segments. The courses focus on advancements in new technology and techniques, improving clinical skills and practice management as well as embedding sustainable practices. Additionally, our DS Academies and education centers allow practitioners to experience the latest technologies and digital workflows first-hand.

In 2024, more than 221,000 participants engaged in our clinical education program, with more than half of the participants registering for an in-person course. This represents an increase in total registrations year-over-year with more than 1.9 million course registrations since 2020.²¹

Notably, in 2024, our global Centralized Curricula and Digital Learning team hosted several live [webinars](#) in partnership with *Dental Tribune International*. More than 9,100 global members engaged in these sessions, which provided them with world-class educational materials that support clinical growth and patient care. We also continue to direct dental practitioners to our [Patient Communication Toolkit](#), which provides dental practices with educational materials to build relationships with patients and improve overall health outcomes.

Our Sustainability Educational Curriculum focuses on helping dental professionals understand the environmental and social challenges facing the industry and sets out tangible actions that dental practices and labs can take to embed sustainable practices on a daily basis. As mentioned on page 23, we also helped the FDI World Dental Federation to develop its MOOC Sustainability in Dentistry course, which helps dentists, dental teams, and students understand the importance of creating a sustainable future for our industry and how they can champion environmental responsibility within dentistry.



She's Prime participants enhance their skills in digital dentistry



Dental professionals can participate in courses at our DS Academy in Melbourne, Australia

Through Wellspect, we continue to provide free and accessible [educational materials](#), including literature, industry expert-led webinars, and downloadable content for patients and healthcare professionals who want to advance their knowledge of bladder and bowel care. All learning materials have been certified for continuing professional development. This includes Wellspect's partnership with the International Spinal Cord Injury Society ("ISCoS"), now in its sixth year. Together, we jointly produced and made available four scientific podcasts and two webinars to the healthcare community in 2024. Each of these podcasts and videos covered various topics related to bladder and bowel management. Under the umbrella of Wellspect's Advancing Continence Care Together global forum, one webinar explored life-stage specific bladder and bowel challenges, including sexual dysfunction in men with spinal cord injuries.

²¹ Includes training courses to dental professionals through in-person, online, and hybrid formats; excludes courses provided by Wellspect.

Knowledge sharing through our DS World series

Bringing together dental professionals to share expertise and discuss new techniques and technologies is crucial to advancing the future of dental healthcare. We leverage our global footprint to attend and host multiple events that encourage knowledge-sharing, showcase our market-leading products and solutions, and create increased visibility for our core community engagement partners and raise awareness for their causes.

Dentistry is continuously evolving with new and increasingly connected solutions transforming dental practices' everyday operations. We created our regional DS World event series to provide inclusive and immersive educational experiences to bring the dental community together to learn about how industry advancements improve patient care. These events offer industry-leading educational sessions, showcase cutting-edge advancements that will lead the future of connected dentistry, and provide collaborative networking opportunities. In 2024, we hosted DS World events in Dubai (UAE), Las Vegas (USA), Madrid (Spain), Riccione (Italy), São Paulo (Brazil), and Tokyo (Japan). More than 7,700 people attended our events and had access to more than 280 workshops, lectures, and live demonstrations. All our events conformed with our Sustainable Event Guidelines and opted to share marketing materials via online tools or QR codes.



Representatives from Smile Train and Dentsply Sirona at DS World Las Vegas

We aim to ensure that our team supports the growing diversity among dental students and professionals in our industry and their evolving needs. In this context, we strive for balanced representation of men and women speakers on the mainstage at DS World events and advocate for women in dentistry through female-led sessions. In Las Vegas, we hosted a Women's Dinner, a knowledge exchange dinner attended by our FirstTo50 Women's Speaker Development Program alumni, female Key Opinion Leaders ("KOLs"), journalists and Dentsply Sirona executives and employees, further reinforcing our commitment to opening doors for all dental professionals from all backgrounds and celebrating female leaders and speakers in our shared mission to empower all dental professionals to advance with confidence. We were also joined by long-standing

partners Smile Train, DLN, and TeamSmile in Las Vegas and Smile Train, Project 32, and Amazon Doctors in São Paulo to raise awareness of their work and encourage attendees to donate or volunteer time to support their respective missions.

We continue to attend and be present at industry-leading events across all our key markets. In 2024, this included hosting the Implant Solutions World Summit in Florida, where clinical education opportunities were available for practitioners, and we showcased our state-of-the-art scientific and innovative technologies. Through this event, we also donated \$10,000 to Smile Train on behalf of the winner of the Stig Hansson Award, which recognizes pioneering innovation and research within implant dentistry.



A BEYOND booth informs DS World Tokyo participants about the Company's initiatives

Creating an inclusive dental industry

We are committed to ensuring that the dental industry embraces global diversity and inclusion. We use our events and partnerships to foster global diversity in dentistry and encourage equal opportunities, ensuring that underrepresented communities and minority groups have equal opportunities to be represented and have a voice.

At the end of 2024, the first Speaker Development Program cohort with the [National Dental Association](#) ("NDA") was successfully completed. This marked the first time we partnered with NDA on this program, introducing a new format that builds on the foundation of our existing *FirstTo50* Women's Speaker Development Program, originally launched in 2020. The *FirstTo50* program provides dental professionals with access to a structured speaker development experience designed to help elevate their voices and enable them to share their knowledge with their communities and colleagues. Since inception, 90 graduates from nine countries have completed the *FirstTo50* program. We were also pleased to expand *FirstTo50* to practitioners in Japan by launching the program at DS World Tokyo.

We continued to support several initiatives that champion women in dentistry. We are a long-standing partner and founding member of Women in DSO, whose mission is to empower women in dental service organizations ("DSO") and grow future leaders of the industry. We support this organization by providing mentorship and speaking opportunities for their



She's Prime participants sharpen their leadership skills

female members and we also invite them to participate in our events, including the DS World Women's Dinners.

We also support the *She's Prime* program, which helps female dentists across LATAM improve their technical knowledge and leadership skills through comprehensive workshops and hands-on treatments. In 2024, we proudly sponsored the *She's Prime* event in Chile, which was dedicated to advancing women in digital dentistry and providing pro-bono dental treatments to underserved patients.

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We want to ensure that women not only have access to everything they need to succeed in their dentistry careers but that they are also supported to rise to the top of their field to become thought leaders and experts. Initiatives like *She's Prime* provide an important opportunity to strengthen the presence of women in leadership positions and provide access to cutting-edge digital dentistry solutions.

André Conejo, Vice President LATAM at Dentsply Sirona.

Supporting the next generation through SCADA and other programs

Shaping the future of our industry and Company depends on our continuing to educate, empower, and support future dental practitioners – and inspire more students to study science, technology, engineering, and mathematics.

We participate in several scholarship programs to empower talented students to pursue their passion in dentistry. We partner with the Foundation for Endodontics to award scholarships for aspiring endodontic specialists so more people can preserve their natural teeth which improves overall health and sets the stage for healthy and natural smiles. Dentsply Sirona pledged a five-year commitment to contribute \$150,000 annually to the Foundation for Endodontics, which will manage the scholarship recipient selection process and fund distribution.

We also continue to provide scholarships for engineering and mathematics students at North Carolina Agricultural and Technical State University, which are awarded to students from the School of Engineering, Dees Business College, and Joint School of Nanoscience & Nanoengineering.



SCADA 2024 finalists and winners

Furthermore, we continue to sponsor the [Student Competition for Advancing Dental Research and its Application](#) ("SCADA"), in line with our Company's long-standing commitment to innovation, education, and improving oral health globally. We also hosted the annual Global Clinical Case Contest, an important international dental contest, giving dental students the opportunity to use Dentsply Sirona products to deliver best-practice care for patients. We also remain a sponsor of the American Dental Hygienists Association's Graduate Student Clinicians' Research Program, which represents an exclusive group of top-performing dental hygienists who participated in research projects during their academic careers. In 2024, 10 outstanding students took part in the program, showcasing their research achievements.

In 2024, our team in Brazil launched PADS – Dentsply Sirona Academic Program – which is designed for undergraduate dental students to provide them with the opportunity to learn about available state-of-the-art endodontic treatments.

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We want to support future dentists to advance confidently by helping them provide their patients with the best possible care right from the start. For this reason, Dentsply Sirona promotes innovative training programs with state-of-the-art technology through extensive cooperation with universities around the world.

Dr. Rainer Seemann, Vice President & Chief Clinical Officer at Dentsply Sirona

Research and development

We operate in an industry that is constantly experiencing groundbreaking developments in all areas of dentistry and continence care. We have consistently been at the forefront of technological progress and continue to search for new ways to develop customer-centric, innovative solutions that solve unmet needs for our customers. With more than 700 of our employees working in R&D, we strive to integrate sustainability into our new product and packaging development process.

In 2024, we invested more than \$165 million in R&D. We also established the Innovation Council in 2024 to support our continued investment in product and solution enhancements. The Council consists of members of Dentsply Sirona's Management Committee and leaders from across different departments to maximize cross-learning and creativity.



More than
700
of our employees
work in R&D



More than
\$165
million
invested
in R&D



2024 major product launches²²

Wellspect HealthCare rolled out a new line extension to its **LoFric Origo** catheter range, the LoFric Origo Sleeve, building on a non-touch technique.



Created the **MIS LYNX**, a premium, cost-effective, all-in-one dental implant solution. The implant is a versatile and reliable choice for a wide range of clinical scenarios and can be optimized for immediate tooth replacement.

DS Core Enterprise Solution aims to support DSOs in growing the usage of digital workflows by equipping their supported dental practices with the constantly growing feature set of the DS Core platform, while supporting central DSO functions to administer, monitor and analyze the usage. We also created a new **DS Core Light** subscription for Labs, providing them with additional capabilities such as storing all order and design files in the cloud and digitally interacting with dentists who don't use intra-oral scanner technology.

Launched the **Prime&Bond active® Universal Adhesive**, designed for all etching methods and indications for maximum versatility and features patented **Active-Guard™** technology. This represents a significant advancement in adhesive chemistry that actively controls moisture on the prepared surface.

Launched **Primescan 2**, our first cloud-native intraoral scanning solution that can scan directly to the cloud on any internet-connected device. This product can help practices expand their treatment offerings, save time in daily workflows, and deliver enhanced care and comfort to their patients. Primescan 2 won the prestigious "Product of the Year 2025" award delivered by the Association Dentaire Francaise (French Dental Association) in the Equipment category.²³ It also received the "Best Innovation in Scanning" award from the Institute of Digital Dentistry, which recognizes groundbreaking advancement in intraoral scanning technology.²⁴ Primescan 2 stood out for its groundbreaking technology, reinforcing Dentsply Sirona's position as a pioneer in dentistry.

The new **Axano Pure** is distinguished by the fact that it has an integrated Endo package with presets for quick and easy treatment. It operates with an intuitive and user-friendly touch display that provides a good overview and access to all functions. An implant function can also be integrated on request.

Launched the Energo portfolio, comprising the premium **T1 Energo**, **T2 Energo comfort** and **T3 Economy** standard electric handpieces. All red-branded Energo handpieces are equipped with "safe head technology" for increased patient safety. They are easy to reprocess and quiet, thanks to their patented 4X2-nozzle spray.

At the European Congress of DentoMaxilloFacial Radiology Dentsply Sirona and Siemens Healthineers presented the world's first dental-dedicated magnetic resonance imaging (ddMRI) system, **MAGNETOM Free.Max Dental Edition**²⁵, to a global audience of researchers and leading scientists. The system has the capability to deliver information on soft tissue, nerves, and inflammatory activities and potentially enables the early detection of oral diseases and could help to prevent over – or undertreatment.

²² Due to the different approval and registration times, not all technologies and products are immediately available in all countries.

²³ <https://adfcongres.com/le-produit-de-lannee/>

²⁴ <https://instituteofdigitaldentistry.com/intraoral-scanner-reviews/idd-intraoral-scanner-awards-2024/>

²⁵ MAGNETOM Free.Max Dental Edition is not commercially available in all countries, and may not become available in all countries due to regulatory restrictions.

Prioritizing our people

We strive to create fulfilling environments in which our employees' health and safety are protected, and they have opportunities to bring their unique perspectives to the workplace. We do this by actively engaging with our employees through safety initiatives and development programs to help them reach their highest performance potential and enhance their day-to-day experience.

Our Inclusion & Engagement strategy continues to focus on partnering with our employees to create a workplace where all employees feel inspired and empowered to give their best. We believe that harnessing the global diversity of our people represents a competitive superpower, and in 2024, we were recognized with a place on Newsweek's Greatest Workplaces for Diversity in America.

Our leadership team brings together a broad range of perspectives, enabling us to make better business decisions that reflect the needs of our global customer base. In 2024 our Management Committee included 33% women and/or people of color, up from 31% in 2023.²⁶ Additionally, 60% of our Board members were female and/or people of color in 2024.

What Inclusion and Engagement means for us

We collaborate as one team and provide equitable opportunities for all employees, so they have access to the well-being and career development they need to thrive. This ensures we create a workplace that is engaged and where employees bring their best to work. To us, inclusion is about creating an environment in which everyone feels they belong, unlocking a new level of performance and potential for Dentsply Sirona.

Our Inclusion and Engagement Council²⁷ is responsible for ensuring our policies and initiatives support the organization internally and externally and that employees are engaged with our BEYOND journey, aware of our inclusion initiatives, and have equitable access to our professional development and awareness opportunities. An inclusive culture leads to stronger teams, innovation, and business success, and all hiring managers and people managers have been provided training and resources on inclusive and equitable hiring practices that allow the best candidates to join the Dentsply Sirona team.



Employees participating in Inclusion Month celebrations

The council includes 16 members from our global employee base and one executive sponsor from across the business. They meet on a monthly basis to assess the effectiveness of our ongoing efforts to ensure that all actions support the equity of all employees and adapt our policies as needed.

Throughout 2024, we created several opportunities for all employees to voluntarily participate and contribute to inclusion initiatives, including celebrating International Women's Day in March, Diversity Month in May, Black History Month in February, and National Disability Employment Awareness Month in October. Additionally, more than 2,700 employees registered for our inclusion training and awareness programs in 2024.

We also have nine thriving ERGs open to all employees. ERGs allow our employees to share best practices, learn from each other, and support each other in gaining access to Dentsply Sirona resources that can support their learning and development. We remain committed to continuing to monitor and ensure equitable gender pay practices.

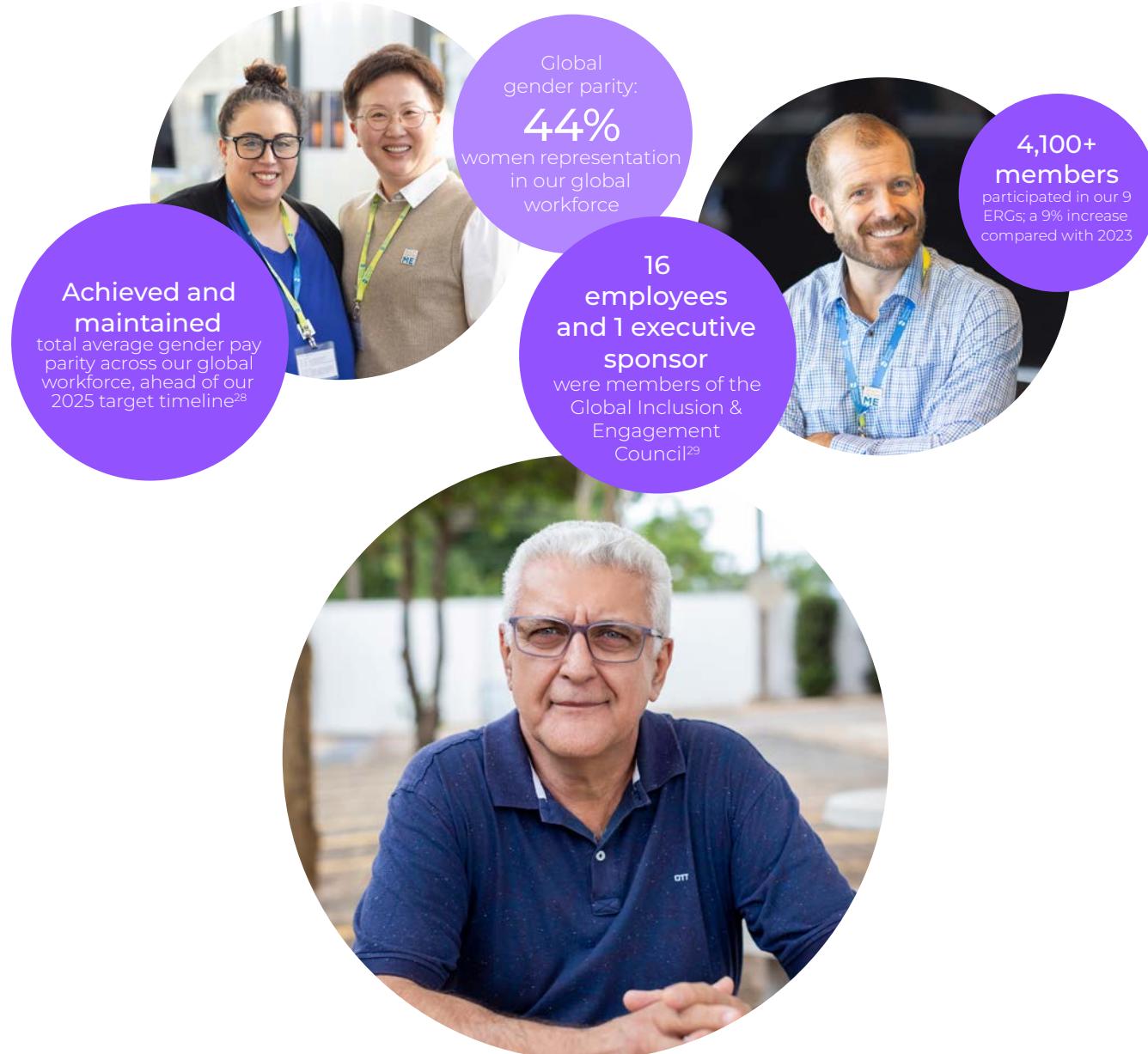
²⁶ The diversity of our Management Committee is calculated using the same criteria as US diversity. The latter is defined as employees who self-identify as female, or people of color which includes all non-white race categories: Black, Hispanic, Asian, Other.

²⁷ At Dentsply Sirona, an inclusive workplace is a key driver of employee engagement, as proven by our Employee Engagement survey outcomes. To reflect this connection, in the beginning of 2025 we have renamed our historical DE&I Council to the Dentsply Sirona Global Inclusion & Engagement Council.

Developing understanding through ERGs

We know that employees who feel engaged and included are more likely to stay, grow, and thrive within our organization. We have nine proactive employee-led groups that help us create an inclusive workplace. Voluntary participation in our ERG program has grown by 9% compared with 2023, and each group continues to implement actions that align with our mission, purpose, vision, values, operating principles, goals, and business priorities. All ERGs are open to all Dentsply Sirona employees, and any employee can apply to start a new ERG.

In 2024 we hosted a global 'Conversations of Understanding' event focused on psychological safety, providing employees the opportunity to explore how psychological safety impacts the workplace and to share their experiences in a supportive, inclusive setting. The session was attended by more than 340 employees worldwide. Additionally, ERG-led Conversations of Understanding became a key focus in 2024, with ERGs taking the lead in hosting discussions tailored to their communities.



²⁸ The target was first disclosed through the Company's 2021 Sustainability Report.

²⁹ At Dentsply Sirona, an inclusive workplace is a key driver of employee engagement, as proven by our Employee Engagement survey outcomes. To reflect this connection, in the beginning of 2025 we have renamed our historical DE&I Council to the Dentsply Sirona Global Inclusion & Engagement Council.



Able@DS

Supports employees with disabilities and caregivers and encourages conversations around inclusivity.

The group hosted online events celebrating resilience as part of National Disability Employment Awareness Month and facilitated regular awareness of various observances and disabilities.



APEX@DS ("Asia Pacific Employee eXchange")

Connects, fosters, and grows fellowship among the Asian Pacific community and builds cultural awareness across our organization

The group hosted its first APAC event, Asia Week, for all employees globally to learn more about Asian Pacific culture, diversity, and history and create an increased sense of belonging.



Family@DS

Champions inclusive workplace practices that embrace the distinct needs of caregivers

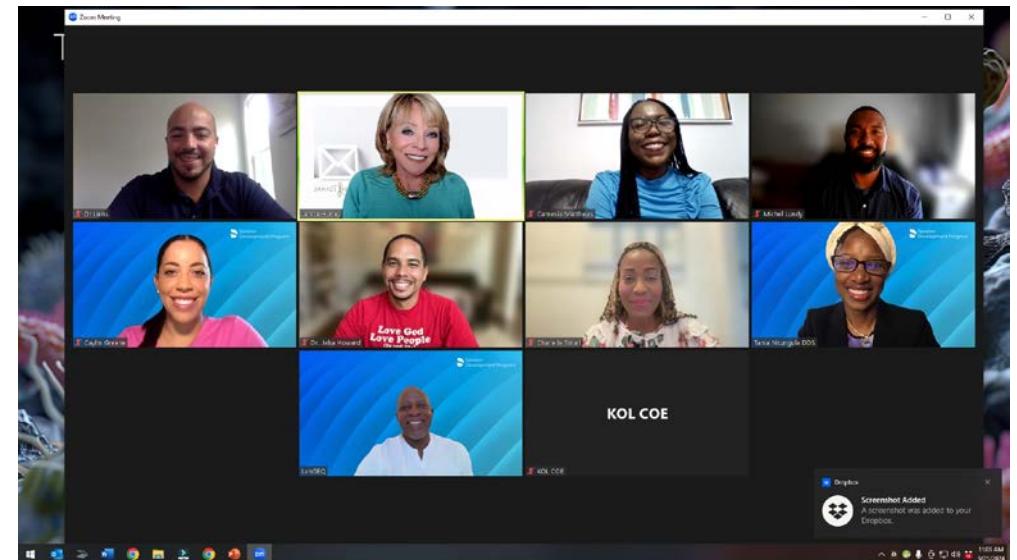
The group celebrated International Family Day and hosted several global online sessions where colleagues shared tips and strategies to help balance family and work demands.



BOLD@DS ("Black Organization for Leadership & Development")

Aims to transform the experiences of black employees through Allyship at Dentsply Sirona by fostering belonging and building authentic connections and unity.

The group celebrated Martin Luther King Day, Black History Month, Juneteenth, and Nelson Mandela Day with educational content, celebrations, employee recognitions, and community service events. It actively participated in, and expanded, its support for the NDA, sponsoring a cohort of NDA doctors to participate in a Speaker Development Program. The group created a dedicated team to support manufacturing sites and established site-specific champions to help bring ERG activities to non-desk employees. These champions will lead and coordinate onsite engagement throughout 2025 to ensure broader inclusion across all work environments.



NDA attendees of the Speaker Development Program



Pride@DS

Embraces and celebrates all gender identities, family arrangements, and allies.

The group celebrated several LGBTQIA+ observances and hosted awareness opportunities throughout the year, such as global Pride Month, World AIDS Day, and sustainable Allyship seminars, supporting and engaging employees in open dialogue.



Talent@DS

Is dedicated to attracting, developing, and retaining (early) talent. The group represents employees participating in Emerging Talent programs, recent college graduates, employees with less than five years of professional experience, and employees who want to advance their careers, as well as allies.

The group hosted wellbeing events and community volunteering opportunities for members. Our team in Charlotte hosted a tour of the innovation center for members to learn more about the customer service & success team, Endo Labs, and 3D printing labs.



Women@DS

Empowers and focuses on advocacy, talent development, knowledge, and resource sharing in support of our female workforce.

With the 2024 theme #ShineTogether in mind, the group hosted several impactful in-person and online events, including the March Women's Month Program focused on Shine Theory, four CliftonStrengths webinars on leveraging one's strengths for professional and personal growth, and the DS Treasures event in partnership with Talent Development. The ERG also focused on women's health in the workplace with Breast Cancer Awareness Month and a special session on perimenopause and menopause. Members also participated in an external US-based mentoring program, guiding young female and male students on their future career paths.



Unidos@DS

Amplifies the voices of our Latino colleagues through unity and allyship.

The group hosted an online event series that supported employee development and shared on-demand learning opportunities for continuous education. It collaborated with BOLD@DS and VETERANS@DS to promote allyship and host several Conversations of Understanding that embrace cultural differences.



Veterans@DS

Helps active-duty service members and veterans transition to a civilian work environment, focusing on camaraderie and solidarity for anyone affected by past or present service.

The group hosted online career development sessions and continued to develop partnerships that support professional development.



Employees in Hong Kong celebrated International Women's Day, embracing the theme "Inspire Inclusion"

Gender parity and gender pay parity

In 2024, we achieved total average gender pay parity across our global workforce. We have maintained this by ensuring our annual compensation, promotions, and new hire pay assessments aligned with our standards and remained fair to all men and women in our organization. We continue to educate new and existing managers, as well as HR teams, on the importance of equal pay practices.

We also continued to work towards our gender parity goal in 2024, and we are proud to share that as of December 31, 2024, 44% of our workforce were women and 56% were men. Despite our progress, we recognize that achieving our gender parity goal by 2025 will take more time than initially anticipated. With this in mind, our commitment will be extended to 2030, with a primary focus on ensuring equal opportunities for hiring and promotion at Dentsply Sirona, driven by the core belief that merit should always lead the way.

We are a long-standing champion of equality in the dental industry, launching and supporting initiatives designed to further inclusion and increase the representation of women in educational programs

and events. Our support also extends beyond our own industry, and we continue to be part of the [Paradigm for Parity](#) coalition which is committed to achieving gender parity and racial equity in corporate leadership. One of Dentsply Sirona's employees was named by Paradigm for Parity as a 2024 'Woman on the Rise.' Marcelle Cortezia was recognized for her role in creating an equitable workplace via her position as lead of the Women@DS ERG.

Furthermore, Dentsply Sirona Italy and the Italian office of Dentsply Sirona's business, Wellspect, received the Gender Equality Certification – for the second year – with the highest possible rating of 100/100. The certification follows a thorough audit by a certified institute that evaluates gender equality measures and practices in Italy as part of a national drive to address low female employment and close the gender pay gap. We were awarded this based on the effectiveness of our gender equality measures based on six 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.



Marcelle Cortezia, one of Paradigm for Parity's 2024 'Woman on the Rise'



Enabling a high-performance culture

We want to create a high-performance workforce that embraces continuous learning. Our talent strategy prioritizes growth and development, and is grounded in the outputs of our employee lifecycle surveys, workforce analytics dashboards, and external benchmarking exercises.

We conduct rigorous talent reviews across the organization, focused on key segments and leaders. Our senior leadership conducts enterprise talent reviews to inform our employee development program and recruitment strategies. All leaders have the opportunity to create internal talent profiles that set out career goals and aspirations. These processes allow us to assess employee potential and performance, identify critical roles, showcase talent, and formalize succession plans. HR business partners are trained to facilitate high-quality career discussions, and all hiring managers and people managers have been provided with *DS Select* training and resources on fair hiring practices and are equipped with the skills to help the people they manage set career goals.

We attract top talent through competitive compensation and benefits packages, which include performance-based incentives, retirement plans, flexible work where applicable, family leave, and health, life, and disability insurance. We also have several employee recognition awards that acknowledge and celebrate employees who



consistently demonstrate and uphold our company values and go above and beyond in their contributions to support our Operating Principles, Purpose & Mission, and Vision.

We also have a strong focus on professional development programs for all employees. Beginning in 2024, employees had access to our online *DS Learn* portal which provides professional development courses focused on building capabilities that support career development. We also provide employees with access to LinkedIn Learning modules and the eCornell online learning portal.

We also continued to connect leaders with one of our Leadership Development courses, the *Linkage Women in Leadership* ("WiL") program. In 2024, 38 employees took part in the WiL program. This inclusion-focused program brought leaders from across the Company together to help them recognize their strengths and lead with purpose, confidence, and authenticity. Additionally, more than 630 participants took part in our *Core and Functional Leadership* training modules that focus on building leadership capabilities, while 13 leaders also completed the Strategic Leadership Program, which focuses on building succession for executive-level roles.

All employees can also take advantage of our automated mentorship programs, including *DS Mentor*, *DS Coach*, and *DS Sponsor*, that match employees with colleagues to support their career development. More than 400 participants have been involved with our Global Mentoring Program since it launched in early 2022. In 2024, we also launched a new *DS Enterprise Orientation* E-Learning module for all new hires, which provides a comprehensive overview of our Company's history, values, and goals, as well as detailed information about our products, services, communications, and resources.

We continue to monitor important moments in our employees' career journeys through our annual Employee Engagement Survey, which captures feedback and data to help us create a welcoming and productive working environment. In 2024, 87% of employees participated in our survey, a 5% increase compared with 2023, and the survey outcomes demonstrated an increase in favorability ratings. Alongside the year-over-year improvement, we are pleased that employees continue to strengthen their understanding of our strategic plans and have maintained and enhanced strong connections with their immediate managers. Notably, our survey found

that ERG members reported double-digit higher results in all engagement categories, reinforcing the importance of our inclusion and engagement efforts.

We continue to put in place measures that build trust across our organization, provide development opportunities that enable high performance, and leverage the strengths of individuals and teams so we can advance with confidence. This includes our long-standing Global Employee Assistance program, which helps support and protect the mental health and emotional well-being of our employees. We also have regionally tailored family medical leave, caregiver leave, maternity leave as well as short- and long-term disability policies. We ensure that all our employees have access to dental benefit programs. Among these, employees in the US and Canada have access to SureSmile, while our APAC employees have access to SureSmile and DS Implant discount policies.

To help our employees contribute to enhancing the quality of life of some of those who need access to healthcare solutions the most, we have a global community engagement policy that reflects our commitment to using our global scale to support communities in need. Our Volunteer Time Off program gives non-hourly, permanent employees up to eight hours of paid time per year to participate as volunteers in organizations that contribute to the advancement of oral healthcare or in support of local communities.



Health and safety

The health, safety, and well-being of all our employees is core to our culture at Dentsply Sirona and supports us in remaining an employer of choice for our global workforce.

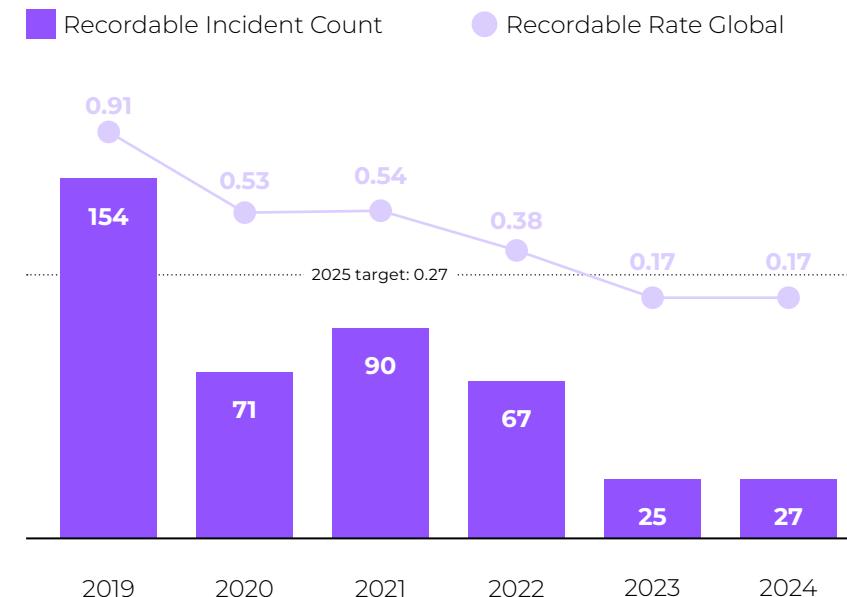
As part of our environment, health, and safety initiatives, we take a proactive risk management approach, which involves anticipating, identifying, controlling, and mitigating risks. We measure our safety performance using our TRIR, which calculates the frequency of recordable incidents per 100 full-time workers or employees annually. We use the US Occupational Safety and Health Administration ("OSHA") recordable incident definition of an incident which involves an injury requiring medical treatment beyond first aid. With a TRIR of 0.17 in 2024, the same TRIR achieved in 2023, we continued to surpass our goal of reaching a top decile injury and illness prevention rate of 0.27 by 2025. We continue to monitor our TRIR and strive to maintain our top decile injury and illness prevention and avoidance rating on an ongoing basis.

This achievement demonstrates the efficacy of our health and safety processes and employee training and aligns with our *Zero Harm* vision of ensuring Zero Harm comes to our employees, contractors, patients, customers, and the environment.

In 2024, 17 of our distribution centers and manufacturing sites across 12 countries in the Americas, Europe, Middle East and Africa, and Asia Pacific regions achieved zero recordable injuries.³⁰ This reflects our efforts to embed stringent health and safety standards and reporting opportunities into everyday workplace practices.



Recordable Incident Count and TRIR Global Data across Dentsply Sirona³¹



³⁰ As of December 31, 2024.

³¹ In 2024, we enhanced the accuracy of the data collection method we used to track hours worked, leading to an increase in the total hours used to calculate TRIR in 2024. As a result, we have maintained the same TRIR rate (0.17) as that which was recorded in 2023 despite a slight uptick in recordable incidents year on year.

Health and safety initiatives

Our EHS programs and initiatives assess and control risks across all our business divisions, as the health and safety of everyone we work with is paramount to the success of our business.

We continue to review and enhance our risk assessment approach and job hazard analysis to help identify factors that can contribute to an injury. All our sites implement tailored EHS standards, and our employees agree to follow our Standard Operating Procedures, designed to reduce unexpected incidents, prepare for emergencies, set appropriate risk tolerances, and maintain safety accountability.

We are continuing to develop a 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, which is scheduled to be launched in 2025. The EHS Management System will be the foundation for setting standards in best EHS practices and become the cornerstone of our EHS Audit program. Currently, seven of our sites meet the ISO 14001 standard, and two sites fall under the ISO 45001 standard.

We continued to implement EHS initiatives to sustain the high levels of safety achieved over the last few years throughout the company. These include:

Near Miss Management Systems:

We encourage all employees to report any unsafe condition they see using their site's near miss or hazard identification process. Our sites are actively working together to deploy best practices from across the company for identifying, documenting and correcting unsafe conditions. We are currently launching a combined Near Miss, Unsafe Conditions reporting tool which is being combined with other improvement opportunities in partnership with our Operational Excellence and Engineering Teams.

EHS Standards Implementation:

All sites have implemented EHS standards, which must be met at a minimum to eliminate or reduce hazards and manage unsafe conditions in the workplace. A new set of standards has been launched for incident reporting, confined spaces, tanks and sub-surface structures, job hazard analysis, and personal protective equipment.

Risk Assessment or Job Hazard Analysis:

We have implemented a systemic way of identifying hazards, calculating the risk, and eliminating the hazards or mitigating the risks across the sites.

Risk Hunting Events:

Our site teams in Venlo, Netherlands, Kazan, Turkey, Mölndal, Sweden, and Manesar, India, look to identify potential risks and practice ways of responding.

Frontline Leadership Training:

Through initiatives such as 'hazard walks,' leaders are taught how to manage safety, identify hazards and actively demonstrate commitment to risk identification and mitigation.

Data Accuracy:

Through the development of internal data capture, tracking, and analysis systems, we have been able to continue to enhance the accuracy of our data reporting and response capabilities.

Crisis24 Horizon Platform:

Launched in 2024, the platform alerts users of threats and disruptions based on their location in the world. Available via an app, it provides location-based risk ratings and information about threat zones and has access to advice sheets to mitigate a range of safety and security issues. It also shares local emergency contacts and has a 24/7 hotline and crisis signal to use in times of need.

Safety Coach Programs:

Close to 10 Dentsply Sirona teams located in the US, Europe, and APAC observed the safety performance of peers to help identify, report, and, in some cases, solve safety concerns.

Safety Achievement Award:

In 2024, preparation was completed for the January 2025 launch of a new Safety Achievement Award, which will be presented to small sites that achieve a multiple of 500,000 hours without a recordable incident and to large sites that achieve a multiple of 1,000,000 hours without a recordable incident.



Healthy Business

Our approach

We foster a healthy business through trusted and responsible relationships with our employees, customers, partners, and stockholders. Across our Company, we strive to establish efficient, equitable, transparent, and compliant business practices that drive long-term, sustainable growth.

We promote fairness and embed the highest standards of excellence throughout our operations, working as one team to create safe and effective products and solutions - enabling our customers to focus on enhancing patients' lives. This commitment is evidenced by our ongoing Quality Begins with Me program, which reflects our ongoing and unwavering commitment to developing, manufacturing, and delivering quality products our customers and patients can count on.

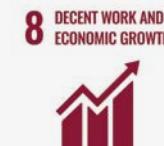
We continue to implement and embed policies and initiatives that create an open and transparent workplace culture. By doing so, we empower our employees, customers, and suppliers to hold us accountable for being an ethical business and to speak out if they see something that does not align with our values or operating principles. Our culture of accountability is coupled with policies designed to ensure our employees feel comfortable raising concerns without fear of retaliation.

Our Global Sustainability Policy defines how we manage and pursue sustainability through five guiding principles: governance, compliance, engagement, progress, and disclosure. This is supported by our ESG Steering Committee Charter, which defines the duties and responsibilities of the ESG Steering Committee, as described on page 16.



United Nations Sustainable Development Goals

Our Healthy Business sustainability actions are aligned with the following SDGs.



Transparent reporting

Our sustainability report is guided by the Task Force on Climate-related Financial Disclosures framework and the Sustainability Accounting Standards Board. Additionally, we are continuing to evolve our reporting practices to meet upcoming reporting requirements that increase transparency. This includes preparing for enhanced reporting requirements from the EU's CSRD and developing legislation in the United States. In 2024, we completed a DMA and are using the findings to guide our business strategy and to address relevant impacts, risks, and opportunities. Please see page 12.

Our sustainability initiatives, policies, and programs continue to be recognized by third parties, and in 2025 we were once again included in the Sustainalytics ESG Industry Top-Rated Companies within the healthcare industry. Sustainalytics' ESG Risk Ratings cover more than 15,000 companies across 42 industries and use a proprietary methodology to identify the Global 50 Top-Rated companies.

For information on our CDP Climate Change score for 2024, please see page 22.



Our approach to ethics and compliance

At Dentsply Sirona, we pride ourselves on upholding the highest standards of ethics and compliance. We view robust governance as central to our reputation as a trustworthy business and our ability to provide our customers with quality products they can count on.

Our Global Ethics & Compliance team is responsible for assessing and mitigating risks, updating our Company policies, and ensuring responsible marketing, advertising, and sales activities. The Global Ethics & Compliance Committee, which is chaired by the Chief Ethics & Compliance Officer, supports the global Ethics & Compliance program and is comprised of senior leaders from Legal, Human Resources, Finance, Accounting, Corporate Audit, Supply Chain, QARA, and our Global Business Units. As we continue to advance our culture of compliance and accountability, we were pleased to host our first annual Ethics & Compliance Week in 2024.

We also launched our new internal program brand, *Advancing with INTEGRITY*, as well as a new Ethical Excellence badge to honor employees who exemplify ethical conduct and uphold our compliance standards every day.

Policies and training

To maintain a culture of compliance across our Company, all employees are required to adhere to applicable laws, regulations, and Company policies that are pertinent to their everyday work practices. Further, all employees are required to complete mandatory training on the Company's Code of Ethics & Business Conduct (the "Code") annually.

The online training includes information about how to identify fraud and what employees should do if they suspect fraud has occurred. It also provides practical tools such as where to find our Company policies and how to report perceived misconduct.



Advancing with
INTEGRITY

In addition to our Code, we have established policies, procedures, and guidelines including the following key points:

- Our **Conflict of Interest Policy**, which provides guidance to all employees on disclosing, managing, and avoiding perceived, potential or actual conflicts of interest. In 2024, all employees were once again required to complete training on this 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 improper business advantage. All our employees are required to complete online training on 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 **Global Ethics & Compliance team is available to support managers with any questions or to address concerns**, and we outline the processes we have in place to report and investigate concerns about unlawful behavior or behavior in contradiction of our Code.
- Our **Hotline/Whistleblower System Policy** establishes a framework for reporting ethical concerns and potential misconduct, outlining reportable matters such as accounting irregularities, compliance violations, fraud, discrimination, environmental issues, and workplace safety concerns.

Our policies

We continue to maintain and update all policies and training courses, as required, including those below. In September 2024, we launched an enhanced Ethics & Compliance hotline, which you can read about on page 63.

Policies

- Anti-Corruption and Anti-Bribery Policy
- Anti-Fraud Policy
- Anti-Kickback Statute Policy
- Anti-Money Laundering Policy
- Business Partner Code of Conduct
- Clinical Competition & Contest Policy
- Code of Ethics & Business Conduct
- Conflicts of Interest Policy
- Ethical Customer Interactions Policy
- Global Business Courtesies Policy
- Global Policy – Competition and Antitrust
- Global Sustainability Policy
- Hotline/Whistleblower System Policy
- Insider Trading Policy
- Internal Data Privacy Policy
- International Trade Compliance Policy
- Investigation and Case Resolution Protocol
- KOL Engagement and Management Policy
- Records Retention Policy
- Social Media Policy for Dentsply Sirona Employees



Employees participating in the Ethics & Compliance training at our site in Singapore

We strive to comply with all applicable disclosure obligations and transparency laws of the jurisdictions in which we operate and do business regarding payments made to healthcare professionals. Our policies allow us to promptly investigate any suspected, alleged, or reported fraudulent or improper activity against Dentsply Sirona or other parties we have a commercial relationship with. In 2024, we did not incur any monetary losses due to false marketing claims or legal proceedings associated with corruption and bribery. Any monetary losses as a result of legal proceedings associated with false marketing claims which meet public disclosure criteria would be included in the Annual Report and Form 10-K.

Enhancing our compliance hotline

We launched a new and improved [Ethics & Compliance hotline](#) in September 2024 with the aim of streamlining the reporting process. Available to all employees globally, the new hotline is managed by an established external partner and offers employees and other stakeholders a safe space to report actual or potential unethical activities. The hotline can be accessed either through a web portal or over the telephone. Employees in the US and Canada can now also leverage a user-friendly, mobile reporting process using a QR code. All issues reported are reviewed, investigated as appropriate, and reported to relevant stakeholders, including in some cases to the Audit and Finance Committee of our Board of Directors.

To further strengthen governance around the hotline, we also launched a new oversight body, the Hotline & Investigations Steering Committee, in January 2024. This committee is responsible for overseeing the administration of the hotline and the investigation of all known or suspected violations of Company policies or applicable laws and regulations.

The new hotline also includes improved case-management capabilities and the ability to report concerns locally in France, Germany, Italy, and Sweden. The hotline has also been updated to ensure that its operation complies with applicable laws and regulations. These changes have made it easier and safer for employees to report concerns – no matter how big or small – further encouraging a culture where employees feel confident speaking up.

Our first annual Ethics & Compliance Week

In October, we launched our inaugural annual Ethics & Compliance Week, which provided an opportunity to remind ourselves of the importance of upholding ethical standards to our operational success. The week was a celebration of our shared commitment to acting with integrity, an opportunity to recognize our Ethics & Compliance team, and a reminder of the importance of upholding ethical standards to our long-term commercial and operational success. During the week, we organized a range of activities, including a live panel discussion that featured Leslie Varon, Chair of the Audit & Finance Committee of the Board of Directors, along with senior executives from across the Company, including our Chief Quality Officer and Chief Ethics & Compliance Officer. Over 700 employees from our global network attended or watched the live broadcast. The week also included local events, daily quizzes and games, articles, and profiles of various Ethics & Compliance team members.



Live panel held during our inaugural Ethics & Compliance Week, featuring senior leaders

Ethical Culture & Perceptions Assessment

In March 2024, our leadership team analyzed the results of the Ethical Culture & Perceptions Assessment, designed by Ethisphere, which we conducted for the first time in 2023. The survey achieved a 60% participation rate – significantly higher than the industry benchmark of 41%. While our overall score of 78% fell slightly below Ethisphere's benchmark of 84%, the findings underscored the need for us to continue building a trusted relationship with our employees and to demonstrate our commitment to creating an ethical and compliant organization.

Our employees demonstrated a strong awareness of ethical resources, with 95% knowing the Code of Conduct, 92% recognizing clear expectations, 93% understanding Company values, and 90% knowing how to report issues. However, areas for improvement include enhancing ethics training effectiveness, increasing belief in the Company's values, and addressing concerns about retaliation and corrective action.

Since conducting the survey, Dentsply Sirona has strengthened its Ethics & Compliance program by building an internal investigation team, enhancing case management, improving oversight, and upgrading its hotline. Moving forward, leadership remains committed to fostering a compliance-driven culture, emphasizing Company values, and educating employees on ethical resources.

Ethical customer and business partner interaction

Dentsply Sirona is committed to following the highest ethical standards when engaging with its customers. To this end, our Ethical Customer Interaction Policy requires all engagements to be compliant with all applicable laws and regulations and conducted with transparency and honesty.

Employees who interact with healthcare professionals receive training on ethical customer interactions, which also includes specific guidance on adhering to the US Anti-Kickback Statute, the Physician Payments Sunshine Act (Open Payments), and other transparency laws worldwide.

To monitor the correct application of the Ethical Customer Interaction Policy, our Corporate Audit team conducts rotating country-based audits on an annual basis, with a risk-based assessment being used to choose the subset of countries to be audited.

Engaging with our suppliers and business partners

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

We use risk monitoring tools to assess and monitor potential risks with our suppliers across multiple platforms and dimensions, including financial, cyber, ESG, geopolitical, and catastrophic event risk. In addition, we have segmented our suppliers into risk classes based on category, spending, dependency, and business impact. We have an established cadence of supplier risk mitigation meetings to evaluate any identified risks.

For our most critical suppliers, we conduct a deep-dive review to identify what high risks exist. If a credible and actionable risk is identified, we create relevant action plans that are reviewed by a cross-functional team, where applicable.

In addition to supplier audits, our Global Ethics & Compliance team uses the Ethixbase Instant Due Diligence platform to screen distributors, dealers, and



other higher-risk third parties against important sanctions and watchlists. All suppliers who go through this process must be in possession of the certifications necessary to comply with applicable laws and regulations and sign our Business Partner Code of Conduct.

We also partner with industry-leading third-party global service providers 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, the Uyghur Forced Labor Prevention Act, and the German Act on Corporate Due Diligence Obligations in Supply Chains.

Human rights

As a global business, we operate in line with the UN International Labor Organization's Declaration on Fundamental Principles and Rights at Work. We also 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 suppliers of our goods and services, distributors of our products, consultants who help us interact with Government agencies, as well as Key Opinion Leaders who help develop new products and advocate on our behalf.

The Business Partner Code of Conduct sets out that we do not stand for exploitation, slavery, and human trafficking. We believe equal opportunity and fair treatment should be extended to everyone. Therefore, 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.

We 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 Act on Corporate Due Diligence Obligations in Supply Chains, the Conflict Minerals provisions of the US Dodd-Frank Act of 2010 and the Canadian Fighting Against Forced Labor and Child Labor in Supply Chains Act.

Our human rights statements can be found [here](#).

Cybersecurity protection

Our data protection standards mean that we collect, use, retain, and disclose any personal data in a fair, transparent, and secure way.

All Dentsply Sirona directors, officers, and employees must meet the terms outlined in our Internal Data Privacy Policy. Our global IT staff, our contractors, and those who use our internal IT systems are provided with annual training on our cyber policies, and all employees participate in anti-phishing assessments and training throughout the year.

All our policies and standards are designed to align with applicable cyber control, as well as industry best practices. We also work with third-party security firms to evaluate the efficacy of our cybersecurity programs.

We vet our contractors, suppliers, joint ventures/co-promotion partners, and research or licensing partners to ensure they align with our ethical governance expectations, such as protecting the confidentiality, integrity, and continued availability of data.



Developing safe and high-quality products

We strive to transform oral health and continence care by driving product and service innovation and delivering exceptional customer and patient experiences.

We placed significant focus on quality at all levels and departments across our organization in 2024, including our oral health portfolio and continence care products. The launch of our first *Dentsply Sirona Quality Day* was a key highlight; employees from around the world came together to align on strategic next steps and be inspired by quality success stories from customers and patients sharing their transformational treatment experiences.

We continue to invest in quality measures in alignment with our Quality Policy, which sets out our expectations for quality control across our business and serves as the cornerstone of our quality objectives, strategies, actions, and performance. Our Quality Policy also underlines our continuing and unwavering commitment to our customers and, ultimately, their patients and demonstrates that we hold ourselves accountable for delivering quality products our clinicians and patients can count on.

QUALITY BEGINS
with
ME

To embed a quality-first mindset across our business, we continue to invest in our *Quality Begins with Me* program, which supports and inspires our employees to put quality first in everything they do. All employees are required to complete annual training on our Quality Management System and our Quality Policy. This includes training in good manufacturing practices and guidelines required by our governing regulatory bodies which control the authorization and licensing of the manufacturing and sales of medical devices. We also invite our employees to share their quality success stories, enabling their colleagues to learn and grow by adopting best practices while further strengthening our *Quality Begins with Me* mindset. This is a mindset that empowers every single employee to drive action to further quality at Dentsply Sirona.



Global employee participation in 'Quality Begins With Me' celebrations

Our product safety program

Our product safety program includes the following:

- Complaints Management and Post Market Surveillance ("PMS") process supports continuous monitoring with the collection, tracking and investigation of product complaints.
- A 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 are trained to conduct their responsibilities correctly.

Product clearance and field actions

We obtained eight new 510(k) clearances in 2024, meaning we now have 347 active 510(k) clearances across our products and devices. A 510(k) is a pre-market submission made to the United States Food and Drug Administration ("FDA") to demonstrate that the device to be marketed is substantially equivalent to a legally marketed device that is not subject to

pre-market 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.

In 2024, we conducted two field actions, including the voluntary suspension of sales and marketing of Byte Aligners and Impression Kits while the Company conducted a review of certain regulatory requirements related to these products, as well as one voluntary non-US reportable product recall.

Site compliance and certifications

We manage and maintain compliance across our sites in line with applicable global regulatory requirements. 43 of our sites are certified to ISO 13485, 19 are certified

to the EU Medical Device Regulation ("MDR"), and three others are working toward certification. Additionally, 21 sites are FDA-registered.

FDA Activities

FDA observations resulting from facility inspections (#)

The FDA conducted zero routine inspections in 2024

List of products listed in the FDA's MedWatch Safety Alerts for Human Medical Products database [HC-MS-250a.3]

Zero cases were reported in 2024

Fatalities related to products as reported in the FDA Manufacturer and User Facility Device Experience database (#) [HC-MS-250a.3]

One fatality reported in 2024, but the product itself was not a contributing factor to the fatality

FDA enforcement actions taken in response to violations of current Good Manufacturing Practices (cGMP), by type (#) [HC-MS-250a.4]

Zero enforcement actions in 2024

Our political involvement



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.

As part of our commitment to transparent reporting, we disclose our political donations and lobbying expenditures each year in our sustainability report.

The government affairs team leads engagements around issues relating to access to oral healthcare, improving the dental insurance landscape, teledentistry, trade, and other pertinent issues important to the Company. In 2024, Dentsply Sirona made just over \$1 million in lobbying expenditures and political contributions to promote the interests of the Company and support policies that provide customers with access to safe and affordable options for oral healthcare.

All instances of political involvement – or examples of Company funds or assets being used for political donations and lobbying expenses – must be approved by the General Counsel and Chief Ethics & Compliance Officer.

In alignment with our goal of advocating for access to healthcare for all, we are an active member of multiple dental trade associations, including the Dental Trade Alliance. The organization provides dental equipment, supplies, materials, and services to dentists and other oral care professionals.

Pre-clinical and clinical testing

At Dentsply Sirona, we pride ourselves on developing industry-leading products and solutions. We are guided by the 'replace, reduce, and refine' principles during the R&D trial stages of product development, leading to the use of in-vitro or benchtop methods wherever possible in place of laboratory animal testing.

When the use of laboratory animals is required, we strive to comply with international codes, ethical principles, and best practice guidelines, in addition to closely following all applicable local and regional regulatory requirements where the studies are conducted.³²

Whenever we conduct human clinical trials, we ensure participants' rights are upheld, and their personal data is held securely and confidentially throughout the trial. All external and internal trials are conducted according to ISO 14155, MDR, and ICH Guidelines and must undergo a pre-approval ethical assessment by

an independent institutional review board, which has the authority to approve, modify, or stop trials. We provide training and awareness programs on our procedures to all our staff who are involved with clinical trials, and we conduct regular monitoring of all ongoing trials.

In line with our commitment to transparent reporting and enhancing industry-wide knowledge of dental treatments, we share the findings of our studies on credible databases and with peer-reviewed journals. All our clinical trials' prior registrations are listed in public databases such as clinicaltrials.gov.

Creating accessible and affordable products

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

We have established partnerships with several industry bodies, academic institutions, charities, and NGOs to help give patients and communities access to the care they need to live healthy lives. Find more information about how we support those in need through donations, partnerships, and in-person technical support on pages 36-41.

Our pricing approach allows us to use lower prices for selected dental product lines in low-income and lower-middle-income countries compared with

developed markets. We also allow our dental affiliates and valued partners in selected markets to adjust pricing within certain parameters to reflect local market conditions and needs. Any new price information is given to our distributors and customers electronically in line with our sustainability ambitions to lower our environmental impact. Direct customers can opt to receive new price list information or amendments to contracts or existing agreements electronically or printed via post.

In 2024, the weighted average rate of net price increases for our products was 0.66%, compared to the 3% annual increase in the US Consumer Price Index for Dental Services.



Providing single-visit dental care through our partnership with Project 32

³² Animals are not used in the testing of Wellspect's urological or bowel bladder management products.

Appendix

SASB index

SASB Code	Accounting Metric	Category	Unit of Measure	Page/ Comment
Access and Affordability				
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	69
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 (%)	69
Product Safety				
HC-MS-250a.1	(1) Number of recalls issued, (2) total units recalled	Quantitative	Number	67
HC-MS-250a.2	Products listed in any public medical product safety or adverse event alert database	Discussion and Analysis	N/A	67
HC-MS-250a.3	Number of fatalities associated with products	Quantitative	Number	67
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	67
Ethical Marketing				
HC-MS-270a.1	Total amount of monetary losses as a result of legal proceedings associated with false marketing claims	Quantitative	Reporting currency	62
HC-MS-270a.2	Description of code of ethics governing promotion of off-label use of products	Discussion and Analysis	N/A	31
Product Design & Lifecycle Management				
HC-MS-410a.1	Discussion of process to assess and manage environmental and human health considerations associated with chemicals in products, and meet demand for sustainable products	Discussion and Analysis	N/A	31
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)	27
Supply Chain Management				
HC-MS-430a.1	Percentage of (1) entity's facilities and (2) Tier I suppliers' facilities participating in third-party audit programs for manufacturing and product quality	Quantitative	Percentage (%)	-
HC-MS-430a.2	Description of efforts to maintain traceability within the distribution chain	Discussion and Analysis	N/A	-
HC-MS-430a.3	Description of the management of risks associated with the use of critical materials	Discussion and Analysis	N/A	31
Business Ethics				
HC-MS-510a.1	Total amount of monetary losses as a result of legal proceedings associated with bribery or corruption	Quantitative	Reporting currency	62
HC-MS-510a.2	Description of code of ethics governing interactions with healthcare professionals	Discussion and Analysis	N/A	64
HC-MS-000.A	Number of units sold by product category	Quantitative	Number	N/A

TCFD index

TCFD Recommendation	Page/Reference
Governance Disclose the organization's governance around climate-related risks and opportunities.	a) Describe the board's oversight of climate-related risks and opportunities. CDP C1.1 CDP C1.1a CDP C1.1b CDP C1.1d
	b) Describe management's role in assessing and managing climate-related risks and opportunities. CDP C1.2 CDP C1.3 CDP C1.3a
Strategy Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.	a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term. CDP C2.1a CDP C2.1b CDP C2.3 CDP C2.4 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
Risk Management Disclose how the organization identifies, assesses, and manages climate-related risks.	a) Describe the organization's processes for identifying and assessing climate-related risks. CDP C2.1 CDP C2.2 CDP C2.2a
	b) Describe the organization's processes for managing climate-related risks. CDP C2.1 CDP C2.2 CDP C2.2a
	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management. CDP C2.1 CDP C2.2
Metrics and Targets Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process. pg. 24
	b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks. pg. 24-25
	c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets. pg. 24-29

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 updated information that 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 that 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 run by our Wellspect business. The reporting period is the 2024 fiscal year, and the closing date for all data was December 31, 2024, unless stated otherwise. The report was written using guidance and recommendations from the TCFD and SASB. We have also been guided by enhanced reporting requirements from the CSRD as we prepare for full alignment. Dentsply Sirona partners with Green Diamond, a sustainability strategy and technology firm, to collect, analyze, and verify environmental data on energy consumption and renewables, water withdrawal and discharge, waste generation and treatment, and emissions of chemicals with global warming potential. Site-specific data is collated and uploaded onto an online platform monthly 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 2024 annual report [here](#).



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