

 **HENRY SCHEIN**<sup>®</sup>  
SOLUTIONS FOR HEALTH CARE PROFESSIONALS

**Rely** on Us<sup>™</sup>



# 2024 **CARES** REPORT



SUSTAINABILITY AND CORPORATE  
CITIZENSHIP REPORT







## OVERVIEW

We have long recognized that as a purpose-driven company, our commitment to creating shared value drives positive societal and environmental impact while supporting long-term business success. By building trusted relationships, our stakeholders — Team Schein, stockholders, customers, suppliers, and communities — can rely on us.



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[Learn more about Henry Schein's Corporate Citizenship](#)  
[CLICK HERE](#)



## OPERATIONS OR AFFILIATES IN 33 COUNTRIES AND TERRITORIES

### 2024 GLOBAL NET SALES OF \$12.7 BILLION

52%	GLOBAL DENTAL DISTRIBUTION
32%	GLOBAL MEDICAL DISTRIBUTION
11%	GLOBAL SPECIALTY PRODUCTS
5%	GLOBAL TECHNOLOGY

FORTUNE 500 RANKING OF THE LARGEST  
U.S. CORPORATIONS SINCE 2007

COMPONENT OF S&P 500® INDEX SINCE 2015

AN ETHISPHERE® INSTITUTE WORLD'S  
MOST ETHICAL COMPANY SINCE 2012



## HENRY SCHEIN AT A GLANCE

### About Henry Schein, Inc.

Henry Schein, Inc. (Nasdaq: HSIC) is a solutions company for health care professionals powered by a network of people and technology. With more than 25,000 [Team Schein Members](#) worldwide, the Company's network of trusted advisors provides more than 1 million customers globally with more than 300 valued solutions that help improve operational success and clinical outcomes. Our Business, Clinical, Technology, and Supply Chain solutions help office-based [dental](#) and [medical](#) practitioners work more efficiently so they can provide quality care more effectively. These solutions also support [dental laboratories](#), [government and institutional health care clinics](#), as well as other alternate care sites.

Henry Schein operates through a centralized and automated distribution network, with a selection of more than 300,000 branded products and Henry Schein corporate brand products in our main distribution centers.

A FORTUNE 500 Company and a member of the S&P 500® index, Henry Schein is headquartered in Melville, N.Y., and has operations or affiliates in 33 countries and territories. The Company's sales reached \$12.7 billion in 2024, and have grown at a compound annual rate of approximately 11.2 percent since Henry Schein became a public company in 1995.

For more information, visit Henry Schein at [www.henryschein.com](http://www.henryschein.com), [Facebook.com/HenrySchein](https://Facebook.com/HenrySchein), [Instagram.com/HenrySchein](https://Instagram.com/HenrySchein), [LinkedIn.com/Company/HenrySchein](https://LinkedIn.com/Company/HenrySchein), and [@HenrySchein on X](https://X.com/HenrySchein).

SERVING MORE THAN

**1 MILLION**

CUSTOMERS



MORE THAN

**25,000**

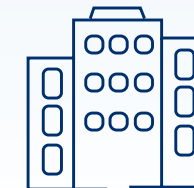
TEAM SCHEIN  
MEMBERS



MORE THAN

**93 YEARS**

IN BUSINESS



AVERAGE OF

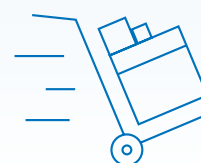
**142,000**

CARTONS  
SHIPPED DAILY



**51**

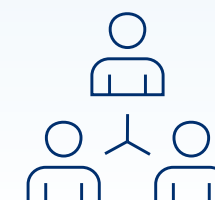
DISTRIBUTION AND  
MANUFACTURING  
CENTERS



MORE THAN

**3,200**

SUPPLIER PARTNERS



HISTORICALLY

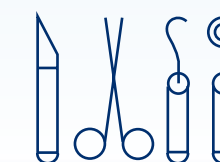
**99%**

OF ITEMS ORDERED ARE  
SHIPPED ON THE  
SAME BUSINESS DAY  
THE ORDER IS RECEIVED



**300,000+**

BRANDED &  
HENRY SCHEIN-  
BRAND PRODUCTS  
IN STOCK





## FROM THE CHAIRMAN OF THE BOARD AND CHIEF EXECUTIVE OFFICER

At Henry Schein, we have long understood that our business success is directly linked to our success at creating shared value with and for the key stakeholders that make up our Mosaic of Success — our Team Schein Members, customers, suppliers, stockholders, and society. By working alongside these stakeholders to create economic, environmental, and social benefit, we forge the trusted relationships that drive our Company's sustained growth, amplify our collective strengths, and bring to life our vision of making the world healthier, together. Caring — for the health care providers we serve, the suppliers with whom we partner, the communities where we live and work, our Team Schein Members (TSMs), our stockholders, and the planet we share — is a key priority.

The power of our approach is demonstrated by the success of our recently completed BOLD+1 2022–2024 Strategic Plan, which exceeded 2024 targets for advancing our high-growth, high-margin businesses. For more specifics on our BOLD+1 accomplishments and 2024 financial results, see our [2024 Annual Report](#).

As we launch our renewed BOLD+1 2025–2027 Strategic Plan, engaging as a leading corporate citizen with our stakeholders to create shared value — the “+1” — remains core to our business strategy of strengthening our business operations, enhancing market competitiveness, and delivering long-term growth.

Our commitment to environmental responsibility is reflected in several key initiatives that are already making an impact. This year, we received validation of emissions reduction targets from the Science Based Targets initiative and are building a transition plan to reach net-zero by 2050. Embedding environmental responsibility throughout our global supply chain is aimed at advancing our business' long-term operational efficiency goals and energy diversification, which is intended to reduce costs and promote sustainability, so we can better meet the evolving needs of our customers and communities for generations to come.

We also continue to invest in and strengthen our greatest asset — Team Schein. Teams with diverse backgrounds, perspectives, and ideas foster innovative solutions and more effective problem-solving, enabling us to adapt, grow, and compete in a rapidly evolving marketplace. Guided by our values of Community, Caring, and Career,

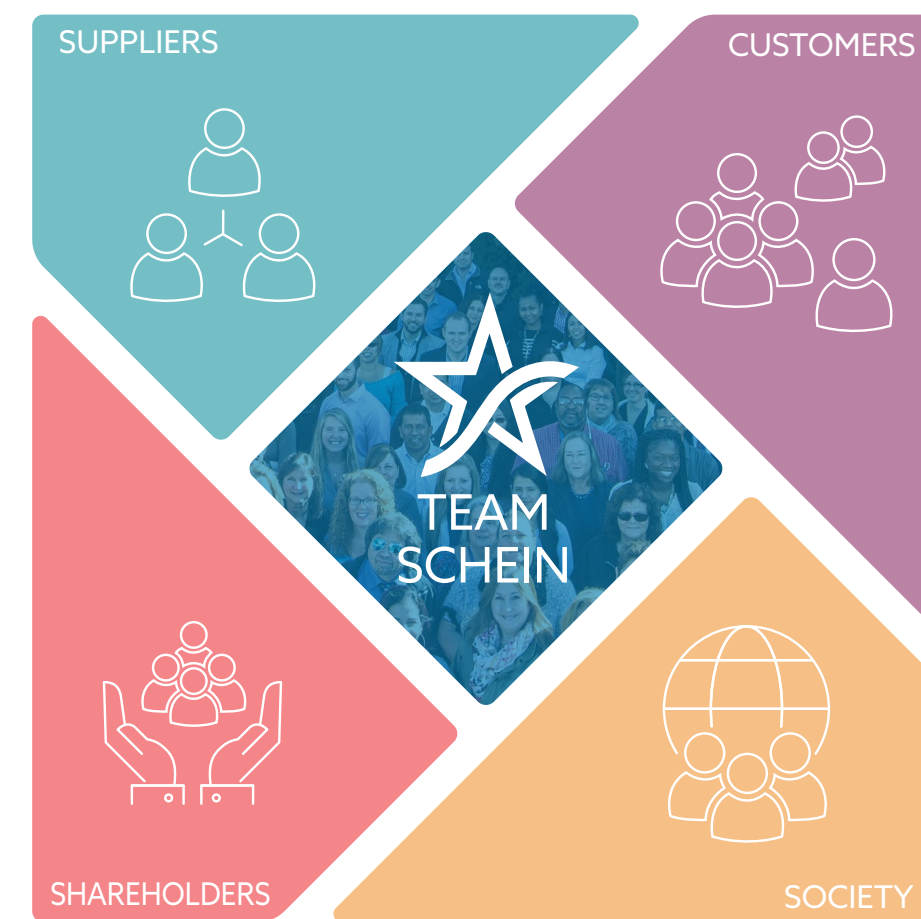
we're investing in a culture of wellness, inclusivity, and collaboration — through initiatives like our 2024 Banish Burnout campaign, Culture Ambassador Program, and the launch of our seventh Team Schein-led Employee Resource Group. These and other initiatives, including additions to our learning and development programs and the launch of our new skills-based Core Leadership Capabilities, expand opportunities for personal and professional growth and position our TSMs to be responsive, innovative leaders.

In this year's CARES report, we are pleased to provide an update on these efforts and more to deliver on the “+1” of our strategic plan. From driving greater sustainability in our facilities and supply chains, to further engaging and developing Team Schein, to ensuring the highest ethical standards throughout our Company, we highlight the ways in which we continue to create shared value with our constituencies especially to meet customer demands and advance our mission to help health care professionals deliver high quality care while making the world healthier.

Our many accomplishments this year would not have been possible without the dedication and hard work of Team Schein. By continuing to work together creatively, collaboratively, and with a shared understanding of our strategy and goals, we will continue to care for our business, our stakeholders, and the world.

**Stanley M. Bergman**

*Chairman of the Board  
and Chief Executive Officer,  
Henry Schein, Inc.*





## FROM THE CHIEF SUSTAINABILITY OFFICER

At Henry Schein, we believe sustainability is essential to business success. As regulatory rules and the reporting landscape evolve, we remain firm in our commitment to our Company's long-term sustainability.

Having joined the Business Ambition for 1.5°C initiative in 2021, we are pleased to have recently received approval and verification by the Science Based Targets initiative (SBTi) of Henry Schein's near-term and long-term science-based emissions reduction targets and 2050 net-zero science-based target. Our validated science-based targets bring us closer to realizing our Company's mission to make the world healthier, together. Read more on page 11.



Jennifer Kim Field,  
Chief Sustainability Officer, Henry Schein, Inc.

We also recognize the importance of working toward this goal in collaboration with the health care industry and health care professionals. Through our work together on a number of initiatives, including the National Academy of Medicine's (NAM) Action Collaborative on Decarbonizing the U.S. Health Sector, the Healthcare Distribution Alliance (HDA) Decarbonization Task Force, the Dental Trade Alliance (DTA) Sustainability Taskforce, FDI Sustainability in Dentistry Project, and the Collective Healthcare Action to Reduce MedTech

Emissions (CHARME) collaborative, we are able to multiply our impact and speed action toward ensuring a healthier planet for healthier people.

We will continue to report on our progress, expand global data disclosures to meet regulatory requirements, and strengthen our collaboration with strategic suppliers to further reduce our environmental impact, while keeping Team Schein central to driving our success and supporting our communities.



## Caring is at our core

Three years ago, we introduced our BOLD+1 2022–2024 Strategic Plan. Guided by the strategy's key pillars, we made significant progress in, among other areas:

- **Building** complementary software, specialty and services businesses for high growth;
- **Operationalizing** our One Distribution approach to help deliver an exceptional customer experience, increased efficiency, and growth;
- **Leveraging** all of Henry Schein's businesses and solutions to broaden and deepen our relationships with customers, including deepening our penetration of the DSO industry segment across specialty products and technology solutions;
- **Driving digital transformation** for our customers and for Henry Schein, including the launch of our Global eCommerce Platform in the UK and Ireland, additional investments in cybersecurity, and the introduction of robotics in select distribution centers; and
- **Creating shared value**, which is the "+1" of our plan and the secret to our success.

The "+1" of the BOLD+1 plan aligns with our overall approach to corporate citizenship, which has evolved into driving change with our trusted stakeholder partners through our five pillars: **Catalyzing** health care access; **Advancing** policies, solutions, and innovation; **Relationship** building for change; **Empowering** Team Schein; and **Sustaining** the planet. Our purpose is to drive this positive change through the engagement of our constituents to help make the world healthier. To learn more, visit [www.henryschein.com/corporatecitizenship](http://www.henryschein.com/corporatecitizenship).

As we look ahead, our renewed BOLD+1 2025–2027 Strategic Plan focuses on leveraging our three key businesses — distribution and value-added services, owned-brand self-manufacturing, and technology — to offer customers a portfolio of integrated solutions designed to help their practices thrive and deliver better patient outcomes. This strategy will further enhance our ability to anticipate fundamental shifts in the markets we serve, maintain high standards for customer support and satisfaction, and continue to drive value for our stockholders. KKR's recent investment as our largest non-index stockholder underscores confidence in our strategy, and we look forward to our collaboration with KKR to unlock additional opportunities to create value.



## A CONVERSATION ON SUSTAINABILITY AND CORPORATE CITIZENSHIP WITH **ANDREA ALBERTINI**, CEO, GLOBAL DISTRIBUTION AND TECHNOLOGY, AND **TOM POPECK**, CEO, HENRY SCHEIN PRODUCTS GROUP

**Q: How is sustainability and corporate citizenship good for business and its growth?**

**Andrea Albertini:** I see sustainability and corporate citizenship as not only core to any company's responsibility but also fundamental to a successful business strategy. Our founders, Henry and Esther Schein, understood this when they embedded into their company over 90 years ago an ethos of "doing well by doing good." Today, this long-term commitment to citizenship and sustainability is fundamental to our brand, which rests on our promise to customers that they can "rely on us" to help them grow their practices and best serve their patients.

The health care providers we serve are under increasing pressure to deliver high-quality care while managing costs and reducing their environmental footprint. We are positioning our business to support them on this journey because we know that sustainable practices — like improving energy efficiency, cutting down on medical waste, or sourcing responsibly — can significantly lower operating expenses over the long-term and help them stay competitive. And with more and more medical and dental schools incorporating sustainability into their curriculums, along with growing support from health systems and clinicians, we believe sustainability will drive the health care practices of the future.

Ultimately, doing what's right for people and the planet helps us strengthen our brand, build lasting partnerships, and ensure our long-term shared success across the health care ecosystem.

**Tom Popeck:** I agree and would add that sustainability and corporate citizenship are especially important in health care because they directly impact societal well-being. When it comes to manufacturing, sustainability is core to our ability to achieve our corporate mission of making the world healthier, together. By focusing on reducing waste, improving energy efficiency, and using safer, more sustainable materials, we aren't just



safeguarding our environment. We're also streamlining operations and cutting costs. And we're engaging our Team Schein Members, who care about supporting their communities and ensuring more people have access to the care they need.

**Q: Are you seeing growing expectations from customers and suppliers on sustainability? And if so, how?**

**Andrea:** Sustainability and corporate citizenship have been guiding lights for Henry Schein since our beginning. Our focus on these issues is not new. But newer reporting requirements in some geographies — such as the EU Corporate Sustainability Reporting Directive and Australian Sustainability Reporting Standards — are pushing sustainability even more to the forefront. And we are seeing sophisticated customers and suppliers increasingly reaching out to understand what steps Henry Schein is taking, how we are tracking our environmental impact, and how we can work together to drive meaningful, positive change. In our view, collective action from manufacturers, distributors, and providers is urgently needed given that roughly 5% of global carbon emissions come from the health care sector.

**Tom:** Sustainability is also of growing importance in manufacturing, where it starts with responsible material sourcing. That's why we employ an audit process on certain manufacturers with regard to their sustainability efforts. Even as the conversation around sustainability evolves in the U.S., our European manufacturers maintain a very strong commitment to sustainability.

**Q: How are you embedding sustainability and corporate citizenship into your teams?**

**Tom:** I'm a true believer in sustainability — I have solar panels on my house, I drive an EV — and have long encouraged my teams to explore ways to grow our business while also boosting our communities and improving our environmental sustainability. And in my experience, people generally want to be involved in these efforts because it makes them feel good about what they're doing.

Our Brasseler facility in Savannah made the switch from plastic bubble wrap to paper-based void fill — not only reducing plastic waste but also saving money. With the installation of rooftop solar panels, our FKG Dentaire manufacturing facility in France now runs on 100% green energy, including 40% solar energy produced on site and 60% hydropower. And our Altatec facility in Germany has made improvements resulting in reductions in both water and energy consumption. These are all the results of the commitment and ingenuity of our TSMs. If you set the expectation, your team will gladly get behind the effort.

**Andrea:** Tom's right, it's all about leading by example and working to build sustainability and corporate citizenship into our everyday culture. From training and educating our teams to offering ways to recycle and reuse items in the office to volunteering with local community partners, we aim to create small, meaningful habits that add up. We also involve our Team Schein Members in the process — getting their ideas, sharing wins, and making sure everyone feels like they're contributing to something bigger than just the job. This really echoes my personal experience growing up in Bologna, Italy — where being involved with and contributing to the community were very important — and the way I'm raising my own children to embrace opportunities to give back.

**Q: What advice do you have for other sales leaders on the business case for sustainability and corporate citizenship?**

**Tom:** Start by showing how sustainability can directly impact the bottom line. Whether it's through cost savings from energy efficiency, waste reduction, or how sustainable practices can help your customers meet their own goals, there's real financial value to be found. Plus, being a responsible corporate citizen can be a key differentiator in a competitive market. When you lead with values, you attract not only customers but also top talent and investors who want to be part of a business with purpose. By connecting sustainability to your team's KPIs, you can make progress on both sustainability and other performance metrics.

**Andrea:** Sustainability and corporate citizenship should be approached as opportunities—not just as "nice-to-haves" because it's about "doing well by doing good." More and more customers, whether health care providers, patients, or consumers, want to partner with brands that align with their values. So, by integrating sustainability into your products and services, you're not just ticking the box — you're building trust, loyalty, and long-term relationships with your customers and a sense of purpose and belonging with your team. Fully realizing the benefits means getting the whole team on board — sales leaders, marketing, and operations. Everyone should be part of the conversation.



## PROGRESS ON OUR GOALS AND COMMITMENTS

Although ten years have passed since the adoption of the United Nations Sustainable Development Goals (SDGs) and the Paris Agreement, the issues they address remain just as relevant — and the role of business in helping to achieve them, just as critical — as ever. We believe in action that is collaborative, people-centric, informed by science, and future-fit to meet the needs of our stakeholders and communities. Our Henry Schein Cares corporate citizenship model serves as a blueprint for our business philosophy of “helping health happen” by creating shared value between and among our stakeholder community.

In 2024, we made targeted progress with respect to a number of our goals and commitments. First, we received validation from the Science Based Targets initiative of our emissions reduction targets across Scopes 1, 2, and 3, and are building a transition plan to reach net-zero by 2050.

Working to reach our science-based targets will not only help drive supply chain efficiency and address climate change but will help make our business resilient to climate-related risk and help us identify opportunities for resource efficiency, innovation, and partnership. Second, we continued to invest in and strengthen our greatest asset — Team Schein. Our Team Schein Values, health and safety standards, inclusive culture, focus on well-being, learning and development, and employee engagement create employment that adds value for our people, contributes to society, and strengthens the economy. And finally, our commitment to good governance ensures high standards of business conduct, while global, regional, and local partnerships enable us to scale our impact and maximize the value we create.

## SUSTAINABLE DEVELOPMENT GOALS



**Catalyzing** Health Care Access

**Analyzing** Policies, Solutions, & Innovations

**Relationship** Building for Change

**Empowering** Team Schein

**Sustaining** the Planet



## CARING FOR THE ENVIRONMENT

For Henry Schein, a sustainable and resilient supply chain is a contributor to our competitiveness and long-term success. We embed environmental stewardship considerations into the core of our operations—from our facilities to our value chain partners—believing that protecting our ecosystems is not only our responsibility, but also a key driver of efficiency, value, and growth. Our commitment is underpinned by transparent reporting, stakeholder collaboration, and science-informed targets that shape our environmental actions.



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<b>Making Progress on Our Emissions Targets</b>	<b>11</b>
<b>Striving for Circularity in Our Operations</b>	<b>14</b>
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[Learn more about how Henry Schein is Sustaining the Planet](#)  
[CLICK HERE](#)



## CARING FOR THE ENVIRONMENT

We support protecting the ecosystems we rely on and driving efficiency in the value chain through our actions to responsibly manage our environmental footprint. Our approach is centered around four pillars — net zero 2050 (working toward our emissions reduction targets), supply chain and circularity (focusing on water and waste management in our distribution centers and driving efficiency in the value chain operations), Practice Green (in collaboration with supplier and customer partners helping to create greener health care practices), and Green Team Schein (supporting TSMs in volunteer efforts to help the environment).

Our recently conducted voluntary global Double Materiality Assessment, in line with the currently published requirements of the EU's Corporate Sustainability Reporting Directive and standards provided by the European Sustainability Reporting Standards, identified various topics related to climate change and circular economy as most relevant to our environmental impact, including climate change mitigation, adaptation, energy, waste, and downstream impacts of products and services. These topics are in line with previously conducted ESG materiality assessments and enhance our confidence that we are prioritizing relevant focus areas that matter to our business and our stakeholders.

We continue to bolster our data, systems, and governance approach to support our long-term operational efficiency goals and energy diversification. In 2025, we implemented a new third-party sustainability platform, Watershed, to help transition the data capture and calculations of our greenhouse gas (GHG) inventory and other environmental key performance indicators (KPIs) to a central system across our global operations. All our facilities are now included in the scope of our GHG and other environmental reporting. Our teams are empowered with tools, data, and reports to support their work in reducing their carbon footprint. Watershed also allows us to conduct analyses that help identify improvement opportunities as we work to maintain compliance with regulatory requirements. Due to this transition to the Watershed platform, some data published in this report may not be comparable with historical data, and certain restatements apply, which we have explained in our [Basis for GHG Reporting 2024](#).

External audits performed by our various facilities targeting specific topics such as energy, waste, or packaging, as well as limited assurance of select sustainability KPIs published in this report, complement our environmental-related governance. This governance includes management responsibilities, Board oversight, cross-functional committees, and risk and opportunity assessments, which support our operational efforts.



### Green Team Schein

Through Green Team Schein, we encourage and support a variety of sustainability-focused initiatives spearheaded by our TSMs globally. These have included cleanups of waterways, beaches, and parks; work in community gardens; and tree plantings — efforts that add value to our communities and contribute to the health of the environments in which we live and work. Green Team Schein also provides eco-friendly tips to help our TSMs “go green”— from mindfully managing waste and reducing single-use items to conserving water.



## A CONVERSATION WITH YVONNE SMITH, VICE PRESIDENT, GLOBAL MANUFACTURING, HENRY SCHEIN

### Q: How is sustainability embedded into our manufacturing processes and sites globally?

We're advancing sustainability in our manufacturing processes in a number of ways. For example, we continue to improve our sites and processes to reduce our use of resources like energy, water, and raw materials. In some facilities, this means equipping our lighting with sensors to conserve energy, while in our more advanced facilities, we are recycling air and water and using renewable energy. We're also optimizing our manufacturing and distribution spaces through ongoing facility consolidation, which will really help shrink our overall environmental footprint.

Through adherence to lean manufacturing principles, we are driving reductions in waste. And we are laser-focused on eliminating hazardous waste, both to improve safety and the environment.

Finally, the sustainability of the products we make at our sites is also important. That's why we are focused on optimizing the lifecycle of our products by offering our customers services like dental handpiece repair and instrument sharpening.



### Q: Why is sustainability important to you?

By embracing sustainable manufacturing, we're reducing our environmental impact, which is hugely important. At the same time, we're also making our business stronger and fostering a workplace where everyone feels like they're making a real long-term difference. So, sustainability is extremely valuable — to our business, to our people, and to our planet.

### Q: How does sustainability drive business for Henry Schein Products?

For one thing, our customers are asking us to show our commitment to sustainability — so improved sustainability is directly related to demand for Henry Schein Products. In addition, when we use resources efficiently, reduce waste, and streamline our processes, it can lead to some significant cost savings, which is also great for our business. There's no doubt that the sustainability of our manufacturing network has an important role to play in driving our business forward.





## MAKING PROGRESS ON OUR EMISSIONS TARGETS

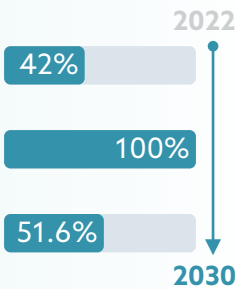
We joined the Business Ambition for 1.5°C campaign in 2021 and submitted our targets to the Science Based Targets initiative (SBTi) in early 2024. SBTi validated our targets late last year, which we communicated publicly in April 2025.

### What are our science-based targets, and how do we plan to achieve them?

We have committed to near-term and net-zero SBTs, defined and validated by the SBTi, covering Scope 1, 2, and 3 greenhouse gas (GHG) emissions from relevant sources within our operational control. We aim to reduce emissions through efficiency and mitigation measures as well as by actively sourcing renewable electricity, seeking more sustainable products and services, and engaging with customers and suppliers along our value chain.

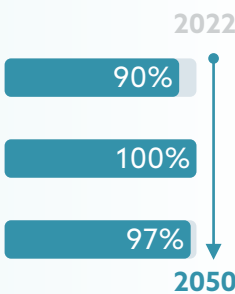
#### In the near-term, we commit to:

- Reduce Scope 1 emissions 42% by 2030 from a 2022 base year
- Increase annual sourcing of renewable electricity to 100% by 2030
- Reduce Scope 3 GHG emissions 51.6% per million USD of gross profit by 2030 from a 2022 base year



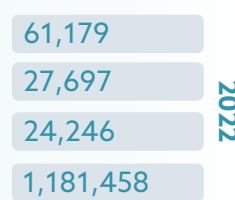
#### In the long-term to reach net-zero, we commit to:

- Reduce Scope 1 emissions 90% by 2050 from a 2022 base year
- Continue annual sourcing of 100% renewable electricity through 2050
- Reduce Scope 3 GHG emissions 97% per million USD of gross profit by 2050 from a 2022 base year



#### Our 2022 baseline (all in metric tons CO<sub>2</sub>e):

- Scope 1: 61,179
- Scope 2 (market-based): 27,697
- Scope 2 (location-based): 24,246
- Scope 3: 1,181,458

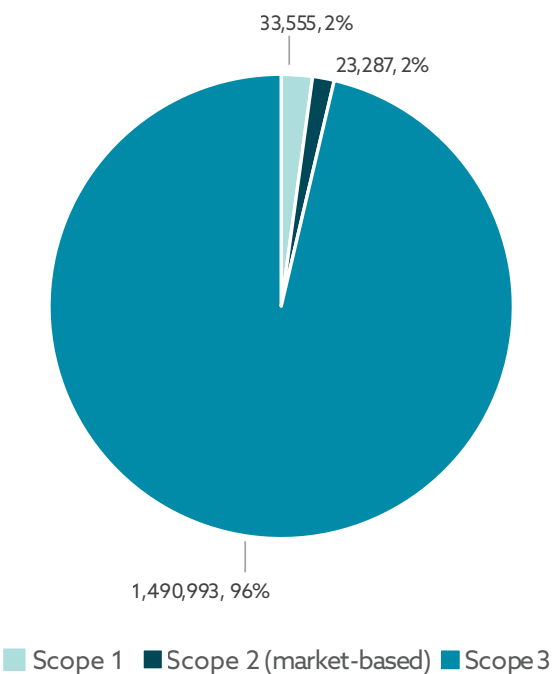


Our 2024 performance against our base year and against 2023 is illustrated below.

	2024	2023	2022
Scope 1	33,555	58,304	61,179
Scope 2 (market-based)	23,287	24,177	27,697
Scope 3	1,490,993	776,259	1,181,458

Scope 1 emissions have considerably decreased in 2024 against the previous years. This decrease is due to a reduction in fleet size in select markets and a change in methodology. Scope 2 emissions show a gradual decline since the base year, as we continue to improve data quality, drive energy efficiency in facilities, and look for market-based instruments such as virtual power purchase agreements to increase our sourcing of clean and renewable electricity. Scope 3 emissions are not directly comparable to previous years due to a methodology update prompted by the implementation of Watershed, which uses different emission factor sources, projections, and estimates. For example, this includes more robust calculations for purchased goods and services.

Scope 1–3 emissions (metric tons of CO<sub>2</sub>e)



### Which activities are related to our Scope 1 emissions, and how do we tackle them?

We use natural gas and other fuels in our facilities for heating, and burn diesel and petrol in our company-owned or leased combustion-engine or hybrid vehicles used by our service technicians and sales and executive teams. These are the main contributors to our Scope 1 emissions. We also use equipment to cool our facilities, and, in our processes, which are linked to emissions that can result from the leak of refrigerant gases into the atmosphere, forming a minor component of our Scope 1 emissions.

Fleet-related emissions from our service technicians account for the largest component of our Scope 1 emissions. In the U.S., we have tracked these emissions since 2008, achieving progress in reducing emissions per vehicle. This was primarily achieved through gradually upgrading our fleet to more modern, fuel-efficient vehicles over time and using third-party dispatch software and routing tools to optimize miles driven and customer service. Our teams in the UK and Italy continue to work on their fleet targets. Recently, our Nordic and EMEA regions have been rolling out a single centralized fleet management solution and are exploring opportunities to set targets of their own. In the ANZ region, we continue to transition to hybrid vehicles as leases with traditional combustion engines end. With our SBTs setting reduction goals across all scopes, we are actively looking to reduce fleet emissions across all geographies.

Our measures to mitigate fleet emissions include one or more of the following:

- Setting a cap on the carbon intensity of vehicles we lease;
- Replacing combustion-engine vehicles with electric vehicles (EVs) or hybrid vehicles where appropriate;
- Using third-party dispatch software and routing tools to optimize miles driven and customer service; and
- Emphasizing service quality and maintaining the integrity of equipment to avoid unexpected, costly, and emissions-inducing repair activities.

We are reducing the use of natural gas and other fuels and the utilization of refrigerant gases for cooling through building efficiency, energy efficiency, and optimizing business activities. We also seek to electrify heating where possible, such as by using heat pumps. For cooling equipment, we plan to conduct an assessment to enable us to transition away from refrigerant gases that have high global warming potential and upgrade our equipment where possible to minimize fugitive emissions.





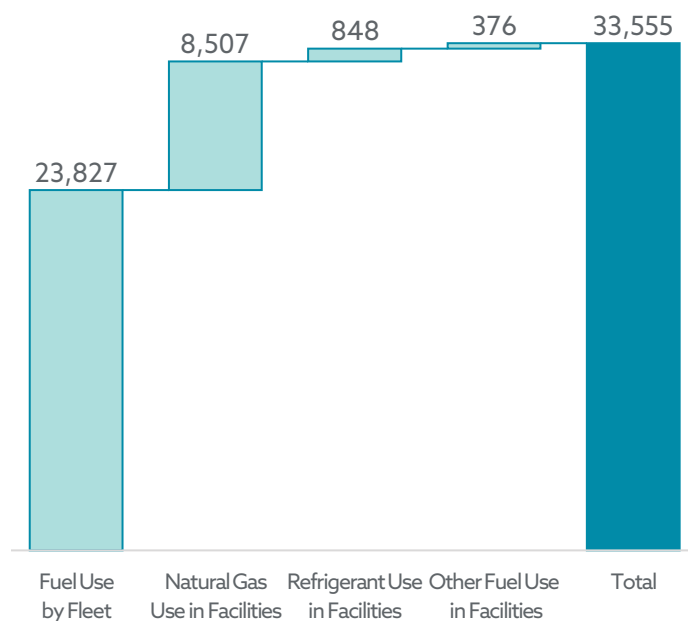
## SCOPE 1\*

Scope 1 emissions are direct emissions related to stationary or mobile combustion (burning fuel at our facilities or in company-owned/leased vehicles) or fugitive emissions linked to the use of refrigerants for cooling.

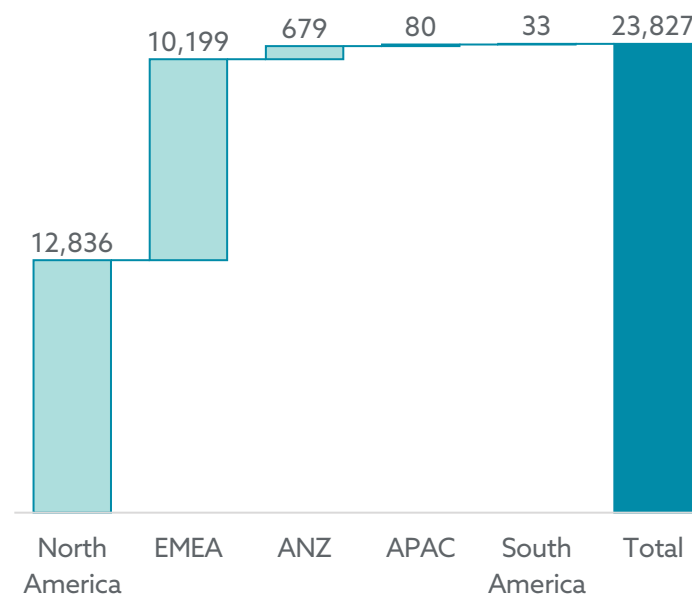
In 2024, these comprised (all in metric tons of CO<sub>2</sub>e):

- Fuel use by fleet: 23,827 (71% of total)
- Natural gas use in facilities: 8,507 (25% of total)
- Refrigerant use in facilities: 848 (3% of total)
- Other fuel use in facilities: 376 (1% of total)

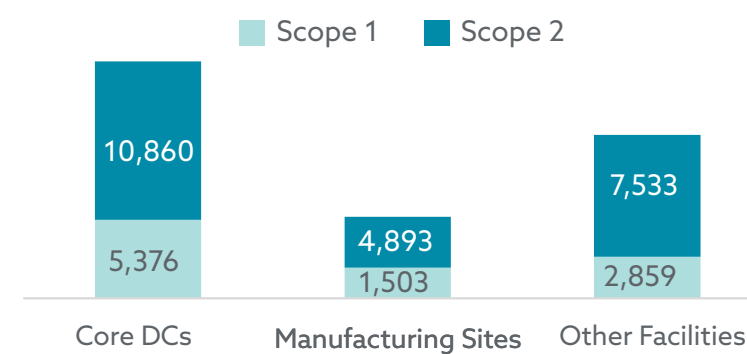
Scope 1 Emissions by Source  
(Metric Tons of CO<sub>2</sub>e)



Fleet Emissions by Region  
(Metric Tons of CO<sub>2</sub>e)



Scope 1 and 2 Emissions  
(Market-based) by Facility Type  
(Excludes Fleet) (Metric Tons of CO<sub>2</sub>e)



## SCOPE 2\*

Scope 2 emissions are indirect emissions linked to the purchase of electricity and heat across our global facilities and for use in our hybrid or electric vehicles.

### How do we increase our sourcing of renewable electricity?

We utilize electricity in our facilities to power our manufacturing activities (at manufacturing sites) and operational equipment in our distribution centers (DCs), such as conveyor belts, cooling equipment, lighting, heating and cooling, and packaging lines, as well as some of our company-owned/leased vehicles. We source this electricity from the local grid through local or regional power suppliers.

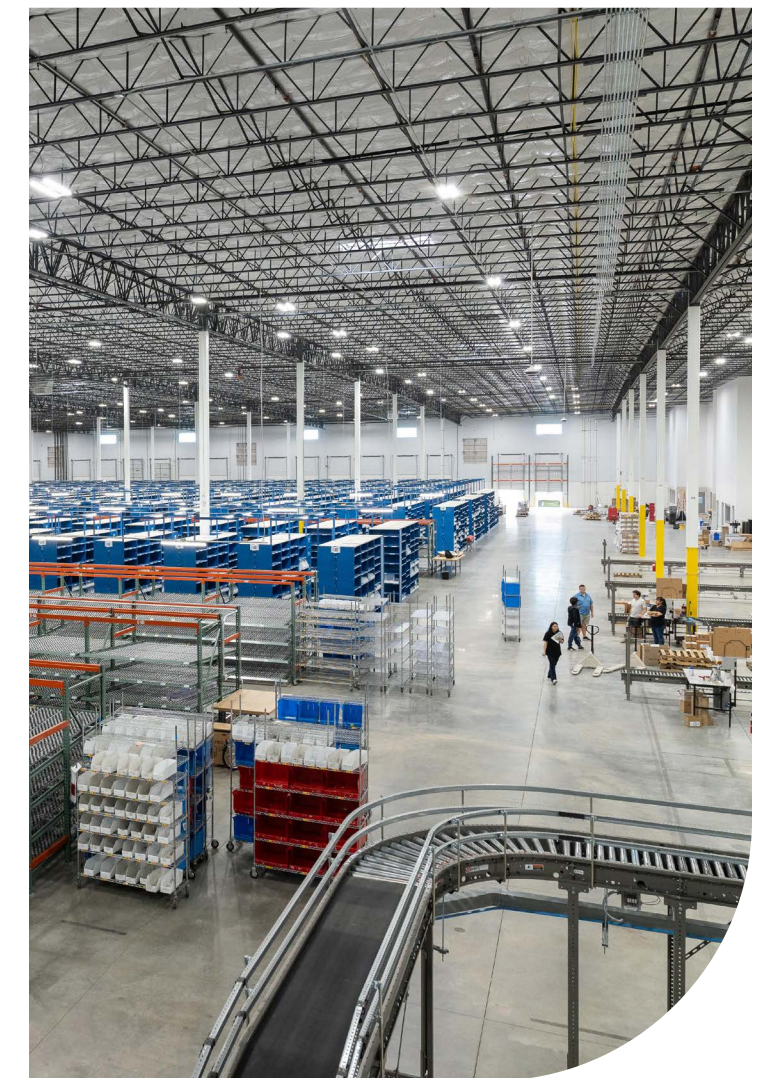
We are working to build a five-year plan that will help scale our sourcing of renewable electricity from 6% in our 2022 base year<sup>1</sup> to 100% by 2030. We aim to achieve this through virtual power purchase agreements (vPPAs) and other market mechanisms that enable us to purchase certified renewable electricity through Renewable Energy Credits (RECs) or environmental attribute certificates (EACs) that retire the credits equivalent to the quantities of electricity produced from renewables, on our behalf. We have conducted a feasibility study to identify the facilities with ready access to vPPAs that can credibly and sustainably secure the future supply of renewable electricity and aim to revise our local energy contracts where possible.

In 2024, these comprised of (all in metric tons of CO<sub>2</sub>e):

Facility	Location-Based Scope 2 Emissions	Market-Based Scope 2 Emissions
Core DCs	9,352	10,860
Manufacturing Sites	5,882	4,893
All other facilities	7,753	7,533
<b>Total</b>	<b>22,987</b>	<b>23,287</b>

While our manufacturing sites are considerably lower in number and scale than our DCs and other facilities, they are more energy-intensive and consume more electricity per unit of employee or facility size. Therefore, 21% of our Scope 2 emissions come from manufacturing sites alone, compared to 47% from core DCs and 32% from other facilities.

In addition to market mechanisms that enable us to access certified renewable electricity, we implement efficiency measures at our DCs to save electricity and reduce our Scope 2 emissions. In the U.S., Europe, Australia, and New Zealand, our DC lift truck fleet is all electric. In the U.S., we successfully converted 100% of the legacy lift truck battery-charging equipment to a high frequency solution. This will allow us to better maintain the quality of charging while prolonging battery life and reducing the time needed to properly charge the equipment, battery swaps, and overall electrical use in the facilities.



\* Assured as part of the limited assurance scope. For further details, see the About This Report section.

<sup>1</sup> Calculated after the validation of our targets by the SBTi. This figure was reported as zero in our original submission to the SBTi.



## SCOPE 3

More than 95% of our overall emissions fall into Scope 3, which involves indirect (value chain) emissions linked to our upstream and downstream activities. This reflects the importance of mitigation measures in the value chain and developing partnerships with suppliers, partners, and customers to jointly decarbonize our supply and value chains. One such measure is the Henry Schein Practice Green initiative to support our climate mitigation goals in the supply chain.

### Which Scope 3 categories are relevant for us, and how do we manage these emissions?

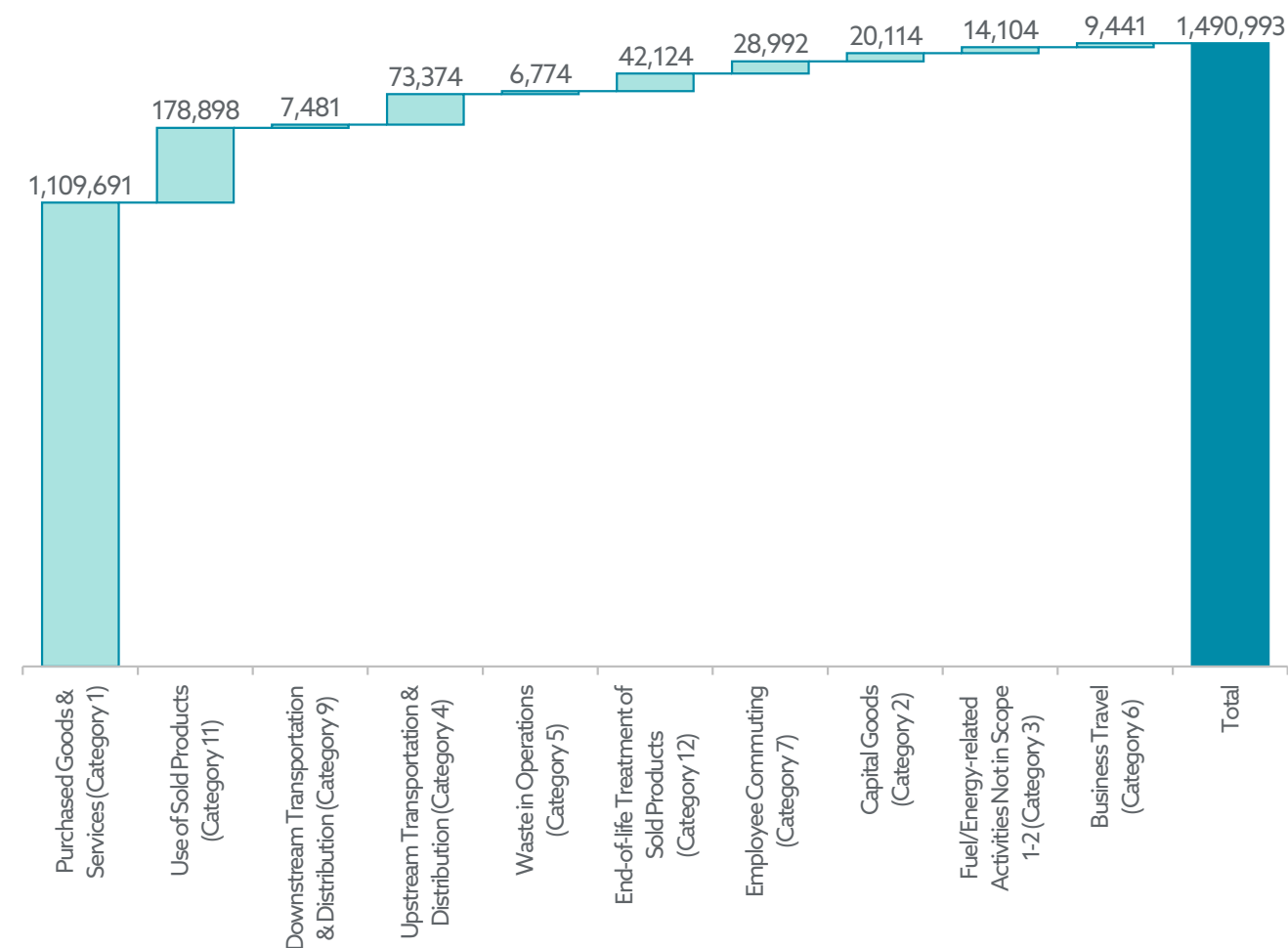
Our Scope 3 emissions are related to:

- Purchased goods & services
- Capital goods
- Fuel/Energy-related activities not in scope 1-2
- Up- and downstream transportation & distribution
- Waste in operations
- Employee commuting
- Business travel
- Use of sold products
- End-of-life treatment of sold products

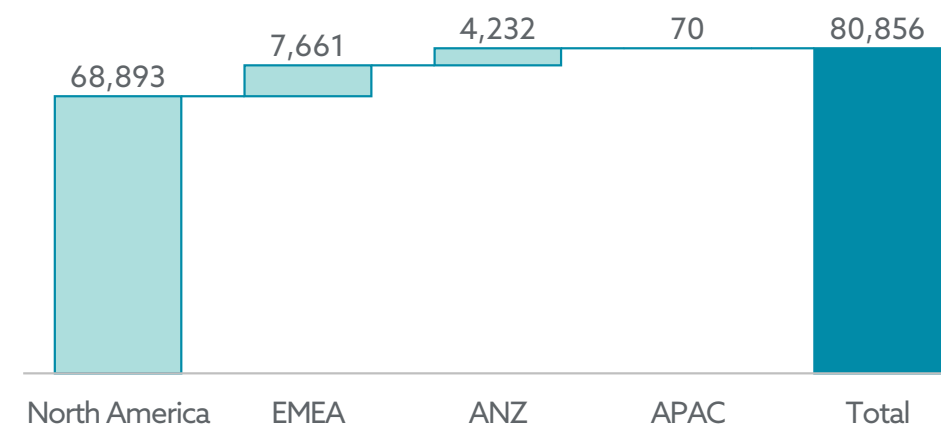
Reducing Scope 3 emissions — which make up the absolute majority of our overall GHG emissions globally — involves deeper engagement with our suppliers and customers. With our transition to Watershed to capture sustainability data, we are accessing more granular, activity-based data, and supplier-specific emission factors to enable us to identify the best decarbonization pathways forward.

Transport (both up- and downstream) remains a strategic priority for Scope 3 mitigation. In 2024, our combined transport-related Scope 3 emissions (controlled by Henry Schein) from transportation partners in North America totaled 68,893 metric tons (2023: 73,092). These emissions in Australia and New Zealand totaled 4,232 metric tons (2023: 2,125), in part due to a strategic increase in air shipments to enhance customer service; in EMEA they totaled 7,661 metric tons (2023: 8,518), and a further 70 metric tons in other geographies (2023: 10). Total transport related emissions (both up- and downstream) are illustrated to right.

Scope 3 Emissions by Category (Metric Tons CO<sub>2</sub>e)



Up- and Downstream Transport Emissions (Scope 3 Categories 4 and 9) by Region (Metric Tons of CO<sub>2</sub>e)



Our mitigation efforts for up- and downstream transport emissions rely on partnerships and joint efforts with our logistics partners. They are currently centered on improving reporting, tracking, and carbon accounting for transport emissions to identify additional opportunities for mitigation; capping air shipping and using enhanced distribution networks; optimizing routes; optimizing packaging and order consolidation; opting for EVs or hybrids where appropriate; and exploring more sustainable fuels where possible.

Other Scope 3 emissions include (all in metric tons):

- Purchased goods & services: 1,109,691
- Capital goods: 20,114
- Fuel/Energy-related activities not in scope 1-2: 14,104
- Up- and downstream transportation & distribution: 80,855
- Waste in operations: 6,774
- Employee commuting: 28,992
- Business travel: 9,441
- Use of sold products: 178,898
- End-of-life treatment of sold products: 42,124

*"As a health care company, we are committed to safeguarding both human and planetary health. That's why sustainability isn't just a value of ours, but a product imperative. To build truly responsible and resilient products capable of meeting our customers' growing expectations for sustainability, we are partnering with our suppliers to ensure that every product we deliver supports patient care while minimizing environmental impact and strengthening the long-term resilience of the supply chain."*

— Stephanie Shen,  
Chief Product & Operations Officer  
Henry Schein, U.S. Distribution Group



DEVELOPING OUR TRANSITION PLAN

With our SBTs validated, we are now working on a transition plan designed to achieve our near-term and long-term targets. This plan will serve as a roadmap for the business, outlining how we will adapt our operations and value chain to align with a low-carbon economy and achieve net-zero emissions by 2050. With insights from climate risk and opportunity assessments and hotspot analysis of our baseline GHG inventory, we anticipate completing a net zero transition plan by the end of this year, leveraging our current global climate roadmap. This plan will help us identify key decarbonization opportunities and potential partnerships with customers, suppliers, and other stakeholders to help achieve them. Continued monitoring of regulatory, market, and technological developments will further support our transition plan. We aim to include specific actions, targets, and timelines for reducing GHG emissions and mitigating climate risks for the relevant areas and activities of the business. Key mitigation activities may include efficiency measures in fuel use in facilities, fleet-related emission reductions, scaling up onsite renewable energy sources where possible, collaborating with suppliers to set science-based targets, maximizing efficiencies in value chain hotspots, and focusing on more circular, less wasteful models of healthcare distribution in the long term.

Fort Worth, Texas  
Distribution Center

After 25 years in our Grapevine, Texas distribution center, Team Schein moved in 2024 to a new, state-of-the-art distribution facility in nearby Fort Worth to better support our growing business. Designed to improve efficiency, enable innovation, and better serve our customers, the 811,000 square-foot Southwestern Distribution Center also features new technologies that advance sustainability and Henry Schein's environmental goals. "With the new building, we had the ability to introduce a full suite of energy conserving technologies in one shot," said Eric Schuler, Executive Director, Distribution Engineering. "Our new DC is a huge leap forward in efficiency and sustainability and will be our roadmap for the future of distribution at Henry Schein." The new facility is equipped with high-efficiency LED lighting controlled by motion sensors that shut off lights in areas not currently in use. It also features several different types of efficient mechanical hardware/software, including low-voltage, motor-driven roller (MDR) conveyers, that only turn on when a carton is present, reducing energy use and increasing cost savings compared to last-generation conveyers that ran continuously.

The facility's entire fleet of lift trucks is electric-powered, charged through high-efficiency battery chargers designed to conserve electricity and prolong battery life through optimal charging. In conjunction with the building's superior insulation, the DC's high-efficiency HVAC system provides optimal temperatures for products and people while delivering savings. Finally, as with all our DCs, the new Fort Worth facility is designed to support our waste reduction and recycling programs to ensure that recyclable materials go into the appropriate recycling stream. Now fully operational, our Fort Worth facility offers us a more modern and efficient hub to better serve our customers across the Southwest region of the U.S.

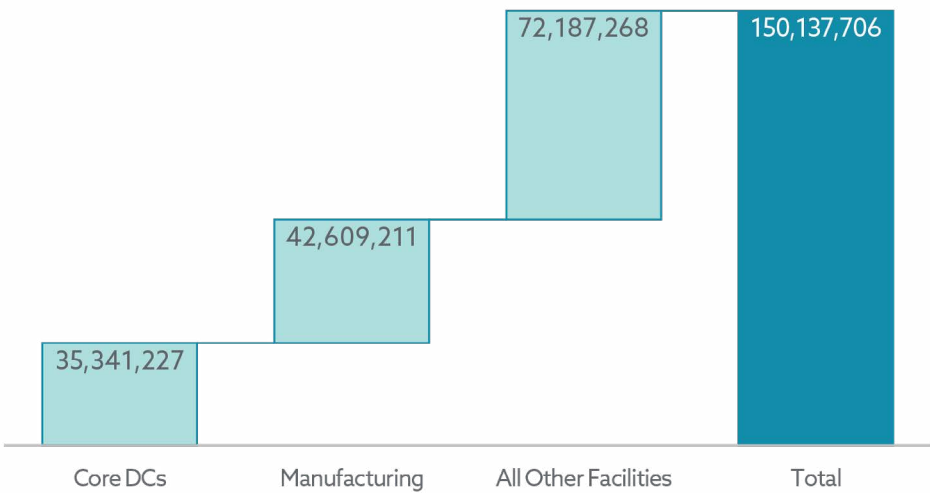


STRIVING FOR CIRCULARITY IN OUR OPERATIONS

RESPONSIBLE USE OF WATER

Although our manufacturing business continues to grow, the bulk of our water usage occurs at our DCs and office facilities for drinking, sanitation, and cooling purposes, and is sourced primarily from municipal utility sources. Our operations are not water-intensive, or material as confirmed by our recently conducted Double Materiality Assessment (see page 40). Our water consumption during 2024 was 150 million liters across our global facilities. Of this, 28% was used by our manufacturing operations, which are typically more water-intensive than our DCs, 24% by DCs, 25% by our Melville office in the U.S., and 23% by other facilities.

Water Consumption by Facility Type (Liters)



REDUCING, RECYCLING, AND REUSING WASTE

We generate waste at our manufacturing sites, DCs, and other facilities, and consider waste management a core pillar of our contribution to the circular economy. We manage our waste according to the hierarchy of waste — prioritizing the reuse, recycling, and reduction or avoidance of waste where possible. Ultimately, we work to avoid or limit landfilled waste, so we can retain raw materials in the economic cycle and limit the potential for environmental impact as a result of our waste disposal. In 2024, we generated a total of 17,601 metric tons of solid waste, 0.1% of which was categorized as hazardous, and 99.9% non-hazardous. A total of 1,098 metric tons were incinerated (6.2%), 7,829 reused or recycled (44.5%), and 8,673 landfilled (49.3%). Hazardous waste sent to landfill totaled 20 metric tons (0.01%), which we continue to work to further limit or eliminate.

Total waste by facility type and treatment (kg)			
	Incinerated	Recycled	Landfilled
Manufacturing sites	112,730	362,278	119,730
Core DCs	724,721	6,761,886	6,380,109
Other facilities	261,359	705,116	2,173,829

"At Premise Health, we recognize that a healthy environment is foundational to the long-term health of populations, which is why we're committed to sustainable practices that support both people and the planet—today and for generations to come. Henry Schein is an important partner in helping us advance health for people and the planet while working on shared decarbonization efforts."

-Jennifer Brubaker, Senior Vice President, ESG and Treasury, Premise Health

"Colgate-Palmolive is committed to reimagining a healthier future for all people, their pets and our planet. Sustainability is critically important to our overall strategy and we are working to embed it across our business. We work with business partners, including Henry Schein, who support our commitment to reducing our environmental impact and reaching our sustainability targets."

-Ann Tracy, Chief Sustainability Officer, Colgate-Palmolive



## Altatec GmbH's manufacturing facility leads in environmental sustainability

Altatec GmbH is a key part of Henry Schein's Global Oral Reconstruction Group, manufacturing state-of-the-art dental implant systems and restorative components at its facility in Wimsheim, Germany. Committed to continuously improving and disclosing its environmental performance, Altatec has been certified according to ISO 14001 since 2019 and validated according to EMAS, which is considered the premium standard among European environmental management systems. In 2024, Altatec expanded its production capacity through the opening of a new extension building, which received a Gold Certificate from the German Sustainable Building Council (DGNB), an international benchmark for sustainability.

With sustainable production a key component of its agenda for many years, Altatec had already implemented numerous measures to reduce CO<sub>2</sub> emissions prior to 2024, including purchasing 100% green electricity, using converters for heat recovery, replacing conventional lamps with LED lamps in production, and selecting suppliers according to ecological criteria.

In 2024, Altatec continued to advance sustainability by completing several projects designed to reduce energy consumption, emissions, and waste, including:

- Retrofitting all CNC machines to prevent the loss of compressed air, generating an energy savings of 55,000 kWh per year;
- Installing solar panels on the roof of the new extension building with a projected yield of 99.2 kWp and savings of approximately 75 MWh per year;
- Installing a heat pump in the new building capable of reducing gas consumption for heating by 90% and saving 50 tonnes of CO<sub>2</sub> emissions per year;
- Improving biodiversity on its site, which is located in a water protection area, by planting native trees, plants, and a wildflower meadow; and
- Introducing reusable packaging for employee meals in cooperation with catering service providers to reduce residual waste by 2.15 tonnes per year.

"We believe that improving environmental sustainability is the right thing to do for our planet but also find that more and more of our customers are asking what we are doing around sustainability," said Daniel Balduf, General Manager, Altatec GmbH. "Currently, we lead the market in sustainability, which is a major differentiator that sets us apart from our competitors."

Future projects planned for 2025 and beyond include:

- Installing solar panels on the roof of the existing building, which is anticipated to generate savings of up to 170 MWh and 45 tonnes of CO<sub>2</sub> annually;
- Introducing two cleaning systems and a neutralization system to detoxify and neutralize hazardous waste, which is anticipated to save 3.9 tonnes of propanol and 300 tonnes of hazardous industrial wastewater annually; and
- Working toward ISO 45001 certification of the company's occupational health and safety management systems.



## Biotech Dental SmilersCares Program

Biotech Dental, a Henry Schein company, launched its Smilers orthodontic aligner system with a dual focus on patients and the planet. Smilers aligners are manufactured in a state-of-the-art facility in Salon-de-Provence, France that utilizes energy-efficient equipment and thermal self-regulation, minimizes energy consumption, and embraces recycling. In addition to recycling plastic discarded during aligner production, Biotech Dental also collects from participating practitioners and recycles used aligners through its SmilersCares Program. Since the program launched, SmilersCares has recycled approximately 17,500 used aligners.





## SUSTAINABILITY IN THE SUPPLY CHAIN

### CO<sub>2</sub> MITIGATION IN OUR SUPPLY CHAIN

Effective reduction of transport-related emissions linked to both up- and downstream activities require partnerships and joint efforts with our logistics partners. In the U.S. where we have partnered with United Parcel Service (UPS), our core distribution centers use an enhanced network to reduce air shipping without compromising on the quality of our customer service. As a result, over the past five years we found on average our carbon impact was mitigated between 74%–76%, which is equivalent to taking approximately 20,300 passenger cars off the road.

Beyond transport, we plan to apply our enhanced knowledge on Scope 3 emissions as a result of the transition to the Watershed platform and where possible, identify and implement reduction measures to other relevant hotspots in our supply chain, such as purchased goods and services, to scale our impact and achieve our SBTs. Read more on page [11](#).

### REDUCING OUR PACKAGING FOOTPRINT

Packaging adds value to our business and customers as it protects the product during storage, distribution, and transport. We work on reducing adverse impacts from packaging (such as emissions and waste) by taking efficiency measures across our DCs, raising awareness with our customers, and reviewing packaging design and use. Examples of measures we take to achieve this include:

- Consolidating orders and backorders to minimize boxes used and resulting freight needs;
- Right-sizing our packaging (by making a larger variety of box sizes available, or by innovating on packaging design to enable easy folding of packaging to the right size) to ensure packaging is fit for purpose and does not exceed the necessary volume and weight, which minimizes both packaging material and freight needs;
- Assessing how to reduce or eliminate plastics, where possible; and
- Switching to recycled, certified, and more sustainable sources of packaging, both cardboard and plastic, where possible, to further reduce packaging footprint.

### KEEPING ABREAST OF REGULATORY REQUIREMENTS

#### EU Deforestation Regulation

The European Union's Deforestation Regulation (EUDR) is aimed at ensuring that the commodities and products placed on the EU market or exported from the EU are not associated with deforestation or forest degradation. Operators and traders must implement due diligence systems, including traceability, to verify that their products are not linked to deforestation or forest degradation.

We are committed to sustainable forest management and the protection of natural resources. We aim to build a due diligence system that can geolocate wood, paper, and rubber products that may be included in our products to their forest origins, utilizing technology such as satellite data, to verify and demonstrate that the material is deforestation-free.

#### EU Packaging Directive and Regulation

The newly adopted EU Packaging and Packaging Waste Regulation (PPWR), replacing the current EU Directive in force since 1994, focuses on the entire packaging lifecycle, promoting recyclability and reusability, and reducing overall packaging waste.

We are committed to following the five-step "waste, hierarchy" (prevention, re-using, recycling, recovery, and disposal) and aim to reduce and recycle our packaging waste where possible (see above). For example, in Germany we worked with a packaging recycling partner in 2024 and were able to reduce the packaging-related CO<sub>2</sub> emissions by more than 400 metric tons through the recycling of our product packaging. This corresponds to the annual electricity consumption of 197 households.

### Environmental Impact Council

Our Environmental Impact Council (EIC), launched in 2022, coordinates and tracks environmental risks, opportunities, and impact and supports us in scaling initiatives successfully across the business to accelerate progress. Comprised of a global cross-functional group of senior and middle management leaders, the Council works through sub-committees such as Marketing and Supplier Engagement and Supply Chain and Operations to align and exchange expertise across businesses and regions to help achieve our environmental goals.

#### Paul DiFucci, Sr. Director, Transportation – N.A.

*"As co-lead of the Supply Chain and Operations sub-committee for the EIC, I've learned so much about the variety of successful approaches being implemented across our businesses and the ways in which efficiency and sustainability often go hand in hand. For example, as we continue to make our routes and our fleets more efficient, we are reducing our emissions and setting ourselves up for the next phase of technological advancement. It is an honor to work with our operations co-partners globally to drive meaningful change that ultimately impacts everybody, everywhere."*



#### David Smith, Regional Manager, Security and Safety (Brasseler)

*"As an environmental health and safety professional, I really appreciate the opportunity to coordinate with people across the organization to push forward our culture of sustainability. As we each tackle our own small piece of the puzzle in our day-to-day jobs, the EIC brings us together to learn from one another so we can accelerate our progress. It's inspiring to see how many people across so many functions are invested in helping Henry Schein continue to improve our sustainability."*



#### Marion Sebastianelli, Content & Campaign Manager EMEA

*"Being a co-lead of the EIC's Marketing and Supplier Engagement sub-committee has encouraged me to think creatively about our sustainability commitments and about how we can promote our Practice Green program, support our customers with greener solutions, and ensure that we have a real impact on our business and that of our customers. I am proud to be part of a company that doesn't just talk about sustainability but truly integrates it into our culture and daily operations."*



#### Jenny McVeigh, Manager, Product Category – Dental

*"The EIC gives sustainability a strategic voice within our business and empowers us to drive tangible and measurable actions. It is meaningful to me to be part of this dynamic group and support colleagues across all regions to build a more sustainable future — not just for Henry Schein, but also for our customers and communities."*





## CARING FOR OUR COMMUNITIES AND TEAM SCHEIN

At the heart of Henry Schein's success are our employees — Team Schein Members (TSMs). It is their engagement and commitment that drives our ability to meet the needs of our fellow TSMs, customers, supplier partners, stockholders, and society — and ultimately achieve business success.

We recognize the changes in how and where we work, and that a continued connection to our long-standing values is important for our team members as we evolve our culture. We provide a connected and caring community that invests in the career journey of our TSMs and encourages their contribution to our mission of making the world healthier. And finally, we strive to be an inclusive, caring, and ethical employer that supports our TSMs' learning and professional development.



Caring for Our Communities  
and Team Schein

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[Learn more about  
Henry Schein's  
Team Schein  
and Community  
Engagement](#)

[CLICK HERE](#)



## CARING FOR OUR COMMUNITIES AND TEAM SCHEIN

### EMPOWERING TEAM SCHEIN MEMBERS THROUGH COMMUNITY, CARING, AND CAREER

Our Team Schein Member (TSM) Experience strategy is centered around our Team Schein Values under the pillars of Community, Caring, and Career. We believe that a great employee experience drives a healthy culture enabling our team to innovate, problem solve, and grow. We know that when our team thrives, they drive a great customer experience too.

Our recently conducted voluntary, global Double Materiality Assessment, in line with the currently published requirements of the EU's Corporate Sustainability Reporting Directive and standards provided by the European Sustainability Reporting Standards, as published in 2024, identified various specific areas, such as health and safety, work-life balance, and others in the areas of working conditions, equal treatment and opportunities for all, and other work-related rights as most relevant for our TSMs. Our Team Schein Values, strong policy approach, health and safety measures, regular training, focus on well-being, culture, and TSM engagement support us in managing impacts, risks, and opportunities linked to our most material issues.

#### Key 2024 highlights include:

- Continuing to evaluate our pay equity for the majority of the U.S. workforce, which reviews compensation for equity and fairness;
- Expanding our learning journey by educating TSMs on multiple components of our culture and values, creating an understanding of how to sustain a meaningful, inclusive, and learning oriented culture; and
- Continuing to drive a culture of wellness and engagement for our TSMs by fostering an environment where they can feel a sense of belonging and purpose.

### OUR TSMS AT A GLANCE

We employ more than 25,000 people, with roughly 49% of our workforce based in the United States and 51% based outside of the United States.

Relationships with our employees are rooted in trust, just as they are with all our stakeholders. We evaluate our people-related practices regularly to ensure we can continue to attract and retain top talent. Central to our approach is living our Team Schein Values at every level of the organization, strengthening our culture, continuously listening and responding to our TSMs, enhancing their engagement and satisfaction, safeguarding their well-being and workplace safety, and providing effective training.

We regularly review our voluntary turnover. In 2024, we evaluated and revised the population we include in our turnover calculations. For the total U.S. population, we experienced a voluntary turnover rate of 10%, which is below industry standards.



### A CONVERSATION WITH **CHRISTINE SHEEHY**, CHIEF HUMAN RESOURCES OFFICER ("CHRO")

**Team Schein has always been the cornerstone of our success. What opportunities and challenges do you see ahead in strengthening our culture of belonging and purpose given rapid changes in where and how people work?**

As our work continues to evolve, our biggest opportunity is to be intentional in our Team Schein Member (TSM) experience and to continue to foster belonging — no matter where TSMs are. The challenge is ensuring consistency and connection across a variety of work environments, whether an employee is fully remote or at a facility full-time. By listening closely, investing in inclusive leadership, and reinforcing our values, we can strengthen our culture and help Team Schein flourish in a rapidly changing world.

**How are we ensuring that Henry Schein remains an employer of choice?**

By continuing to invest in what matters most: our people! That means promoting a culture anchored in our values, offering meaningful career growth, prioritizing well-being, and empowering TSMs to make a difference. In the health care industry, purpose-driven work is a powerful differentiator — and when we align that purpose with support, resources, and opportunity, we attract and retain top talent.

**Our Team Schein Values are about creating trust through community, caring, and career. What are you currently focused on as top priorities in these areas?**

In recent years, our annual TSM Pulse Survey shows that while TSMs report increased stress from various factors, our team remains generally satisfied and feels a deep sense of belonging. Our TSMs feel connected to colleagues, and plan to stay with the Company. However, recent data suggests a need to reduce burnout, improve how we cascade communications to all levels of the organization, and increase transparency around career development. In response, we launched a number of initiatives, such as functional resource groups, the Core Leadership Capabilities — which includes skills such as taking initiative, driving performance, collaborating inclusively, and communicating effectively — to provide transparency around those who support career growth and Company values. Plus, Career Explorer tools not only



help drive visibility to internal career mobility, but also provide numerous connection opportunities for remote workers.

**What do you see as most important to instilling a culture of wellness and continuous learning throughout the organization?**

The long-term success of our Company relies on building skills and cultivating a culture of wellness and continuous learning. Fostering a culture of wellness

and continuous learning is essential to the long-term success of our Company. When Team Schein thrives, so do our customers, their patients, and our communities. We are committed to creating an environment where our employees feel supported, empowered, and equipped to grow — both personally and professionally. We want to unlock the full potential of our workforce and lead with purpose. This year we are focused on helping TSMs develop a personalized understanding of the way they work. Through a number of individualized quizzes, we are encouraging team members to learn about themselves, what inspires them, and their skills. We are all unique and by providing the team with self-development tools and other development interventions, we are really helping our team develop and grow.

**Coming into the CHRO role, how do you build a high-performing team for long-term growth?**

Doing this requires a strategic focus on attracting and developing top talent, fostering innovative leadership, and ensuring alignment with our mission to drive meaningful impact. Collaboration and trust are at the core of what we do, which helps us stay ahead of industry shifts and meet evolving market needs. By aligning individual strengths with organizational goals and fostering a culture of ethical conduct, inclusivity, resilience, corporate citizenship, strong performance, and innovation, we position ourselves for sustainable growth and value creation in the marketplace. This is also why this year part of our learning journey includes a focus on how to appropriately give and receive feedback. A high-performance culture depends on continuous growth, and when team members actively support each other's development, we strengthen our ability to deliver results, better adapt to changing demands, and drive sustained business success.



## COMMUNITY

We continue to build community at Henry Schein by providing our TSMs with opportunities to have fun while contributing to an inclusive team that respects and supports one another. In 2024, The Pulse Global Culture Survey identified our Company's culture as our top strength.

### Our work in 2024 to build an inclusive environment where TSMs feel a sense of belonging included:

- Expanded our learning journey to educate TSMs on key topics that helped us develop a culture of inclusion and understanding
- Completed our first year of Henry Schein Games, a global virtual platform that drives community and engagement and offers virtual and in-person field-day type events at various global locations. Henry Schein Games brought TSMs together and reinforced our close-knit community through friendly competition by allowing team members to earn points for their team by engaging in cultural-related activities and posting photos
- Expanded the number of "Connection Days" throughout the globe at Henry Schein facilities, which were designed to boost team morale by bringing TSMs together to participate in team-building activities at least once per quarter
- Continued focus on our Employee Resource Groups ("ERGs"), a vehicle for all TSMs to share, connect, learn and develop both personally and professionally. In 2024, we launched our seventh ERG, ADAPT (Able and Disabled Allies Partnering Together). Each of our ERGs has a sponsor from our Executive Management Committee and Board of Directors. Our CEO engages directly in many of our ERG programs
- Certified over 200 TSMs through our Culture Ambassador Program, which educates TSMs on our culture and certifies TSMs as mentors to new hires during their first 90 days to ensure new TSMs understand how we live our values day to day, and how they can engage in the Team Schein culture

## OPTIMIZING PEOPLE TO HELP OUR BUSINESS

At the core of our talent strategy is a commitment to attracting, developing, and retaining people who share our corporate values. We seek candidates who reflect our organizational culture — emphasizing integrity, collaboration, innovation, and accountability. Our recruitment process is designed to go beyond skills and experience, focusing on cultural alignment and long-term potential.

We foster a purpose-driven organization where TSMs feel valued and empowered. Retention efforts focus on continuous growth, mentorship, and meaningful recognition, ensuring that our people are not only engaged, but also proud to contribute to a mission they believe in. By aligning our human capital practices with our values, we build a resilient and high-performing team prepared to drive long-term business success.

## PARTNERSHIPS

We continued long-term partnerships with the American Dental Association (ADA) and American Medical Association (AMA), and our support of the National Dental Association (NDA), National Medical Association (NMA), the Hispanic Dental Society (HDA), the Society of American Indian Dentists (SAID), Alpha Omega International Dental Society (AO), Women in Dental Support Organizations (WinDSO), among other professional organizations.

We also expanded partnerships to advance medical-dental integration. At the HLTH 2024 conference, which showcases cutting-edge technology and innovations shaping health care, we partnered with CareQuest Innovation Partners, Colgate-Palmolive, and PDS Health to bring integrated care models to life at our first-of-its-kind oral health pavilion. Our installation demonstrated the "dental office of the future," highlighting advanced technologies and the delivery of point-of-care screening in a dental office and helped attendees understand the importance of oral health to overall wellness.

In addition, we completed the first year of our Prevention is Power™ campaign in partnership with the ADA, AMA, NMA, Arnold P. Gold Foundation, and CareQuest Institute for Oral Health. This public awareness campaign provides tools to health care providers to support patient adoption of a preventive, integrated health care model to improve overall health outcomes proved effective in increasing patient utilization of integrated care and improving patient health behaviors. As part of the campaign, the Henry Schein Cares Foundation implemented a pilot program at key community health centers in partnership with the National Association of Community Health Centers (NACHC) to develop best practices in medical-dental integration and measure impact.



### Other 2024 highlights included:

- Expanded the S.M.I.L.E. (Student Mentoring with Immersive Learning and Enrichment) Healthcare Pathways Program, launched in partnership with the National Dental Association and the Schattner Foundation, to include the Hispanic Dental Association, the Society of American Indian Dentists, Meharry Medical College School of Dentistry, A.T. Still University's Arizona School of Dentistry & Oral Health, and A.T. Still University's Missouri School of Dentistry & Oral Health. In its second year, the weeklong summer program, held at Meharry Medical College School of Dentistry, introduced high school students from a variety of underrepresented backgrounds to exciting career opportunities in oral health care. Based on its success, the 2025 program will be held at two locations, including Howard University and Meharry Medical College. See a video on S.M.I.L.E. [here](#).
- As one of the founding corporate sponsors, supported the evolution of the new ADA Leadership Institutes, expanding the program to 32 annual participants, including dental students for the first time, and broadening the scope so that participants gain awareness of state and regional leadership opportunities.
- Building on a past collaboration, kicked off a new partnership with the American College of Prosthodontics and nine dental schools to refresh and expand the dental school curriculum to include digital workflows and accelerate the adoption of digital dentistry technologies to improve patient outcomes and access to care.
- Promoted humanism in health care as Chair of the Gold Foundation Corporate Council, including hosting an event titled "Post-Pandemic Future — Why Humanism in Healthcare Matters," publishing a related article, and convening and speaking on two panels at the annual Gold Humanism Summit on "The Power of Integrating Oral Health and Overall Health" and "The Role of the Private Sector in Advancing Humanism in Medicine."
- Led innovative public-private collaborations to improve emergency preparedness and response, including the Private Sector Roundtable on Global Health Security and the Private Sector Humanitarian Alliance.





## TEAM SCHEIN ENGAGEMENT

Fostering a culture where TSMs feel connected to each other and our communities has long been central to our business success. As ways of working continue to evolve, we are redoubling efforts to ensure that TSMs feel connected and engaged through various events, programs, and community-service activities.

### Henry Schein Games: We have a winner!

The end of 2024 saw the conclusion of our first round of Henry Schein Games, a global online engagement platform launched in 2023 to connect our TSMs across sites, countries, and functions. With all TSMs randomly assigned to either Team Henry or Team Esther — named for our Company's founders — each TSM can earn points for their team through a wide range of fun activities and competitions that embody our Team Schein Values and support connection, wellness, community service, and professional growth. Since the platform launch, 7,700 TSMs from 30 countries have participated in Henry Schein Games, either in-person or online, claiming points for more than 25,000 different activities and posting more than 2,700 photos of themselves and their colleagues participating in various activities and events.

As we neared the end of the 2023–2024 Henry Schein Games, team points were hidden while Team Henry and Team Esther continued to battle in pursuit of the ultimate prize — the opportunity to vote for the international nonprofit that would receive a \$25,000 grant from the Henry Schein Cares Foundation. Though competition was fierce, Team Henry prevailed in the end and voted to donate to Ronald McDonald House Charities, which supports families in accessing the medical care and resources they need.

"I want to congratulate Team Henry on winning the 2023–2024 Henry Schein Games," said Adam McCormack, Global Development Director, Ronald McDonald House Charities. "Your support is helping care for families around the world who are taking care of a critically sick or injured child. Thank you for your tremendous support, for being champions for the RMHC mission and, most importantly, for being champions for families all over the world."

The Games have reset for 2025 with a new winner to be announced at the end of the year.



### Keeping the leaderboard all in the family

With six months remaining before the close of the 2023–2024 Henry Schein Games, a leaderboard was unveiled on the platform, enabling TSMs to track their progress and the competition. Battling it out near the top of the leaderboard, TSMs April Leal and Kat Smith — who are mother and daughter — were committed to pushing their teams over the top!



### What is your favorite part of the Henry Schein Games?

*"Being part of a team with TSMs from around the world. It was great meeting new people."*

*"Competing on a global stage and representing Australia."*

*"Connecting and hearing about other TSMs' ideas and lives."*

*"Connecting with TSMs worldwide."*

*"Getting to know other TSMs and seeing all the pictures. Also highlighting events we did with our customers. Shows partnership!"*

*"I loved the trivia and being able to learn more about other TSMs."*

*"I really enjoyed the conversations in the Community pages."*

*"It was fun and my competitive side came out."*

*"Learning about a lot of people via the Community pages!"*

*"Seeing how other TSMs around the world got involved."*

*"Seeing other TSMs' accomplishments."*

*"The sense of community in the organization."*

*"The friendly competition."*

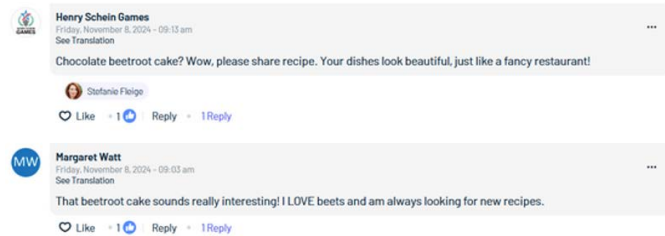
*"The fun challenges."*

*"The whole experience was a fun break during the day."*



## HENRY SCHEIN GAMES' COMMUNITIES: BUILDING CONNECTION THROUGH SHARED INTERESTS

We continued to expand the Henry Schein Games' platform throughout 2024, creating communities where TSMs with similar interests could come together to build connections, participate in competitions exclusive to community members, and earn points for their team. A total of 423 TSMs joined one or more of four new communities focused on travel, music, pets, and cooking. The sharing of a delicious chocolate and beetroot cake recipe across continents was just one example of the power of Henry Schein Games' Communities to bring our TSMs together across the Company, deepen our connection to one another — and sweeten our lives. Shared by TSM Stefanie Fleige of Germany, the recipe was put to good use by TSM Margaret Watt of the U.S.



## FIELD DAY EVENTS HELD ACROSS HENRY SCHEIN SITES IN FRANCE IN HONOR OF THE START OF THE PARIS OLYMPICS

Henry Schein Games was at the heart of Field Day events held across France at our facilities in Joué-lès-Tours, Alfortville, Lyon, Marseille, Arcade Rennes, Dijon, Lille, Limoges, Tours, Strasbourg, and Toulouse. With the 2024 Olympic Games in Paris on the horizon, TSMs embraced the spirit of competition and, ultimately, Team Esther took home the gold medal.



## EMPLOYEE RESOURCE GROUPS (ERGS)

Our ERGs (see logos below) continue to play a major role in building our community. They are voluntary, employee-led networks open to all TSMs who help create an inclusive and productive workplace. ERGs also help the Company's efforts to support the best talent, advance leadership and development at all levels, build an internal support system for employees within the Company, and ensure that every TSM can contribute their very best to advance the business. In 2024, 950 TSMs joined our ERGs, which held 88 events with more than 12,000 registrants.

### Bridging Perspectives: A Panel on Intersectionality

In 2024, all seven of our ERGs brought members together to participate in a virtual panel discussion exploring how our multiple, overlapping identities shape our experience and those of our fellow TSMs. Featuring remarks from Chairman and CEO, Stan Bergman, on the importance of understanding the commonalities we all share, building community through inclusion, and on open communication, the panel included insights from members of all ERGs and was attended by 340 TSMs.

*"This webinar made me feel the most connected to the Company I have ever felt."*

*"Great avenue for establishing trust and rapport with all TSMs."*

*"It is a joy to work for such a marvelous company."*

## CONNECTION DAYS

Connection Days strengthen our TSMs' connection to Company culture through meaningful in-person experiences focusing on team-building and collaboration. In 2024, there were 211 Connection Days held globally at 64 locations across 13 countries, with over 8,000 TSMs participating.

### Team Schein on the October Hurricane Kit Packing Connection Day Event

*"Great event — it was so nice to see everyone pitching in to help our fellow TSMs."*

*"Fun to be together with TSMs and do something good for our own TSMs."*

*"I appreciate that the Company changed this Connection Day from setting up the garden to helping TSMs affected by the hurricanes."*

*"We give to so many causes, it is nice to give back to employees as well. Great connecting with colleagues I do not often see or work closely with from other departments."*

*"Great event! Everyone seemed highly engaged and willing to roll up their sleeves and help!"*





## CARING

We continue to build a world we want to live in by supporting each other and the communities in which we live and work. Our 2024 highlights included:

- Continued to offer TSMs a variety of opportunities to volunteer to drive purpose and engage in local communities in which TSMs live and work, such as through Carry the Load, the We Care Global Challenge, Back to School, and Holiday Cheer
- Continued to strengthen our strategic partnerships with industry associations, customers, and suppliers that support access to quality health care through various key programs and initiatives (e.g., Give Kids A Smile, Cares Package Program, Global Student Outreach Program, and Prepare to Care)
- Expanded our global and highly rated Steps for Suicide Prevention campaign, which brings TSMs together to walk for a cause and receive education, partnering with the American Foundation for Suicide Prevention, Suicide Awareness and Remembrance Flag, and other mental health focused organizations in countries around the globe
- Drove a culture of wellness for our team members through our Mental Wellness Committee, which is supported by our CEO, Executive Management Committee, and Board of Directors. In 2024, we rolled out a "Banish Burnout" campaign, partnering with an external wellness professional to create individualized tips and programming based on the burnout risks each TSM faces. Two thousand TSMs took our "What Is Your Burnout Tendency?" personalized quiz — which helped them identify factors within their control that could be contributing to unhealthy work practices. Related tips received 3,000+ reads and a 90% favorability score. For additional support managing stress, we had a professional performance coach Susan Hall give a webinar titled "Getting to The Other Side of Stress", which received a 98.3% favorability score.





## SAFETY

Our approach to safety is global when it comes to our standards, but we review and implement it locally.

In 2024, we experienced a total of 109 lost-time accidents<sup>2</sup> (2023:103), leading to a total of 1,359 lost days (2023:1,551). While we experienced a 6% increase in the number of lost-time incidents, we saw a 12% decrease in the number of lost days in the same period, pointing to an overall reduction in incident severity globally. We continue to work on decreasing both indicators to safeguard the well-being of our TSMs at work.

Globally, our lost-time injury frequency rate was 0.76 per 200,000 hours worked. Our lost-time accidents per region during 2024, as well as the number of lost days per injury type (as an illustration of the most common causes of injury), are shown below.

Nearly 80% of our lost-time accidents in 2024 occurred in five injury categories:

- Motor vehicle accidents
- Slips, trips, and falls
- Lifting
- Struck by/against
- Manual handling

Accordingly, most of our training and mitigation efforts are focused on reducing accidents in these categories. One or more of these topics (based on the most relevant local focus areas and risks) regularly appeared in safety discussions, risk assessments, training programs, committee meetings, safety awards, internal newsletters, annual safety, awareness days, safety campaigns, and other activities that took place during the year in the U.S., Canada, Brazil, the UK, Germany, Australia, New Zealand and other key markets where we have our largest distribution centers.

We also conduct studies as necessary to measure air quality or noise level to manage any occupational health impacts on our employees.

### How do we maintain a global approach, with local implementation?

Our standards, reporting, principles, and goals are defined at a global level for all Henry Schein facilities, but are implemented locally to account for local regulations, location-specific activities and risks, and the provision of training. Our safety committees and networks mitigate risk locally and share their learnings globally. Safety training is conducted at the distribution centers for all TSMs, especially those operating forklifts and those who may have contact with chemicals and spills. We engage with and reward our TSMs for safe behavior and safety leadership. We review risk regularly, learn from incidents, and apply learnings and adjustments as relevant.

### What are the networking, engagement, and learning activities that support our safety approach?

- Safety bulletins published every month, each focusing on a different injury type and safety risk category;
- Monthly meetings to discuss injuries that took place in that month, analyzing root causes, sharing learnings, and planning mitigation efforts to prevent recurrences;
- Safety toolbox meetings supervised by managers visiting teams in smaller groups to coach TSMs and facilitate in-depth, in-person discussion of safety, focused on common risk categories;
- Safety Committee meeting minutes shared widely every month to encourage cross-learning;
- Annual safety awareness days at some of our distribution centers;
- Regular and job-specific, risk-based training to TSMs; and
- Safety awards to engage TSMs, encourage safe behaviors, and reward our facilities for safety-based design and housekeeping of workspaces.

#### Australia:

##### Reducing the risk of accidents stemming from forklifts in our DCs

When forklifts are operated too closely to others working in our DCs, team members may get hurt either because they become distracted from what they are doing or trip trying to move quickly out of the way. To reduce the risk of injury, we overhauled the way that forklifts move through our largest DC in Australia, creating a heat map of key problem areas and then widening lanes, putting down new line markings and signage, and attaching safety halo lights to forklifts, which visually mark an exclusion zone. Consistent with the new line markings, we also ran a campaign cautioning TSMs to maintain a three-meter distance whenever forklifts are raised and a 1.5-meter distance when they are in motion. As a result, we have seen major improvements, both in the seriousness of incidents reported and in the way our team is talking about safety awareness on site.

#### Brazil:

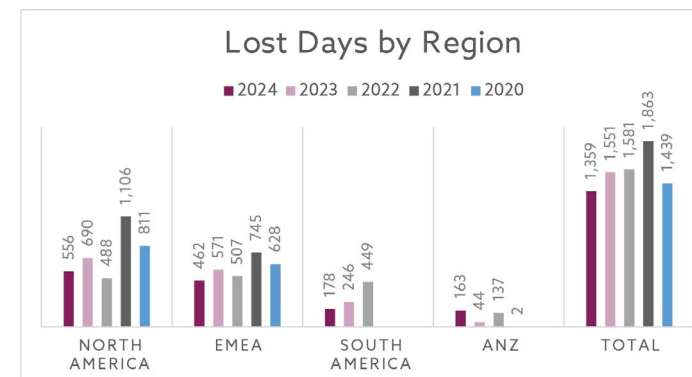
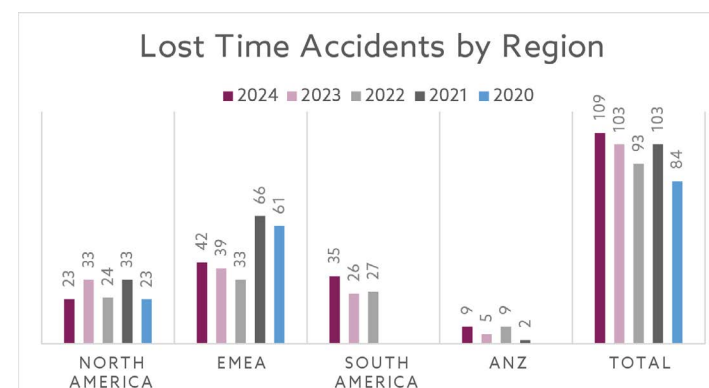
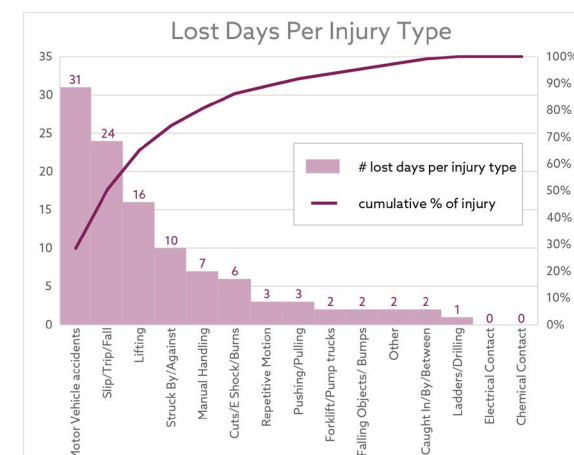
##### Working across functions to reduce injury risk and embed safety awareness

During 2024, Henry Schein Brazil Dental held monthly meetings with the Occupational Health and Safety (OHS), Human Resources (HR), and Facilities teams to identify, discuss, and resolve situations that involve risk to our TSMs. Meeting topics included: accident risk, accessibility improvements, and eliminating root causes of occupational ill health. In addition, OHS held monthly security dialogues with operations teams to discuss basic safety topics to ingrain a preventive culture and develop an increasingly safe environment.

#### UK:

##### Tackling the top 3 safety risks to create a safer workplace

The UK Occupational Health and Safety team is working to create a safer workplace inside our DCs by focusing on the three risks responsible for almost 60% of accidents last year: manual handling, cuts and scrapes, and head or body bumps. To reduce risk, the team created and hung posters with simple and impactful tips for preventing these types of injuries. They also worked with Human Resources to create videos focused on these three areas — compacting what had been six hours of video training for new and current team members to just one hour. Supervisors have also been asked to debrief with their teams weekly around these three major risks.



<sup>2</sup> Represents global DCs and was assured as part of the limited assurance scope. For further details, see the [About This Report](#) section.



## A CONVERSATION WITH JOEL DOWNING, VICE PRESIDENT, GLOBAL SAFETY AND SECURITY

**Q: How does Henry Schein's focus on safety and security help strengthen our business and contribute to our success?**

**JD:** Henry Schein's commitment to security and safety is not just a matter of compliance; it is a fundamental aspect of our business strategy. By prioritizing the well-being of our TSMs and ensuring safe operations, we create a more productive, efficient, and resilient organization; enhance our reputation; mitigate risks; and ultimately contribute to the long-term success and sustainability of Henry Schein.

**Q: Most of us don't think of safety and security until something goes wrong. What are some of the key strategies your team is employing to help ensure that nothing does go wrong?**

**JD:** My team's proactive approach focuses on building layers of defense and implementing strategies designed to prevent issues from arising in the first place. Key strategies include: proactively identifying and responding to potential safety and security risks and vulnerabilities; employing multiple layers of security controls for continued protection in the event that one layer fails; cultivating a safety- and security-aware culture through comprehensive training and best practices such as our regularly scheduled Safety Days and monthly Safety Bulletins; developing and maintaining robust emergency response plans to guide our response in the event of a crisis; and conducting periodic security and safety audits and reviews of our policies, procedures, and controls to ensure they remain effective and aligned with industry best practices and evolving threats.

While we can never guarantee that nothing ever goes wrong, these proactive measures significantly mitigate our safety and security risks, enhance our detection capabilities, and ensure we are as prepared as possible to prevent and respond to potential threats.



**Q: What are your top safety and security priorities over the next few years and why?**

**JD:** A key goal for my team is to ensure that all TSMs globally know that we are here for them and have valuable information and tools that can support them and help keep them safe. That's why our team is reaching out across departments and functions throughout Henry Schein to make sure

everyone knows how we can help. We've also built a page on the Company intranet to provide safety and security information and guidelines to all TSMs.

We are also working to continuously bolster those tools and support — from employing the latest technology in our facilities for physical security, to providing the latest security briefings and medical and security support to all TSMs traveling on business domestically and internationally.

I'm also challenging my team to take a look at what we're currently doing, take a step back, and determine whether it makes sense and whether we can make it better. That's what we're doing with our policies and procedures and with different monthly memos and reports that we send out — asking, does it make sense, can we streamline it, can we make it better, and do we need it? By becoming more efficient, we are working to build a more resilient, adaptive, and effective security posture that protects our TSMs, assets, and reputation in an increasingly complex and challenging world.

## HEALTH CARE ACCESS

Henry Schein works to expand access to quality, affordable health care for all by catalyzing impactful public-private partnerships to deliver care to underserved communities, prepare for, and respond to emergencies, and advance holistic and innovative models of care.

Through our long-standing global philanthropic efforts, we are catalyzing access to care for communities in need—focusing on wellness and prevention, advancing awareness of the oral-systemic link, supporting emergency preparedness and relief, and building capacity to empower health care professionals.



## 2024 Highlights

In 2024, Henry Schein Cares (the global corporate citizenship program of Henry Schein, Inc.) and the Henry Schein Cares Foundation, Inc. (our private charity, which is a tax-exempt organization under Section 501(c)(3) of the Internal Revenue Code of 1986, as amended), collectively supported hundreds of global charitable partners with over \$22.6 million in cash and product to whom we are grateful for their work to help health happen. Special thanks to AmeriCares, America's Dentists Care Foundation, Dental Lifeline Network, Direct Relief, Heart to Heart International, MedShare, MCW Global, Project C.U.R.E., Special Olympics, TeamSmile and the WHO Foundation to name a few. For a full list of our 2024 charitable recipients, click [here](#).







## WELLNESS

We understand the importance of supporting and prioritizing each other's well-being. Our Mental Wellness Committee was created in 2020 to empower every TSM to be their best self — mentally, emotionally, and physically. The Committee focuses on community, education, resources, and communication in four key pillars of wellness: physical, emotional, social, and financial, with the goal of driving a culture of overall wellness for Team Schein.

In direct response to feedback we received from the 2023 Pulse Global Culture Survey, we rolled out a "Let's Banish Burnout" campaign in 2024 with tools for assessing one's own tendency toward burnout; tailored tips for managing drivers of workplace stress, including workload, relationships, change, and career mobility to avoid or navigate burnout; and education to help TSMs and their managers work differently to better reduce stress and grow careers. This year, the Banishing Burnout campaign contributed to our nomination as a finalist for the Regan Wellness Awards.

We offer programs to support TSMs and their families, including Workplace Flexibility and Paid Parental Leave programs. These programs allow additional paid time off for new mothers and fathers. In 2024, 7,921 TSMs were entitled to parental leave as part of our overall benefits plan, 44% of whom were female. Of those, 211 TSMs took leave, 50% of whom were female. Of the 211, 204 returned to work during the year, 49% of whom were female. Overall, 97% of all TSMs who took parental leave returned to work and 90% of those remained with the Company through the end of 2024.

We also offer other key benefits such as employee assistance programs and a 401(k) plan. See more information [here](#).



## Taking Steps for Suicide Prevention

During September 2024, Team Schein Members (TSMs) from seven countries joined together to walk nearly 13 million steps to raise awareness and support for suicide prevention. Organized by Henry Schein's Wellness Committee, the Steps for Suicide Prevention™ walks were held onsite at 18 Henry Schein locations in the U.S., Australia, Canada, China, Germany, South Africa, and the UK. TSMs working remotely also participated by counting steps taken from home.

As part of the campaign, TSMs were provided tools and resources, including a 60-minute information session hosted by the American Foundation for Suicide Prevention (AFSP), which allowed participants to explore the scope of the problem of suicide, key findings, risk factors, and strategies for support. Additionally, Team Schein shared messages of hope on the Company intranet to provide support and encouragement to fellow TSMs.

In addition to the walks, the Company donated to the American Foundation for Suicide Prevention (AFSP), Suicide Awareness and Remembrance Flag, and international organizations, including Australia-based R U OK?, Canadian Mental Health Association — Suicide Crisis Hotline, Shanghai Association for Psychological Rehabilitation, German Society for Suicide Prevention, South African Depression & Anxiety Group, and Suicide Prevention UK.

"The Steps for Suicide Prevention program is one example of how Henry Schein is committed to removing the stigma around mental health — ensuring every TSM feels comfortable raising issues related to mental health and stress and has the necessary education and resources," said Seema Bhansali, Vice President, Team Schein Member Experience & Inclusion. "Having an open dialogue in the workplace about mental health is one of the most important steps to encouraging team members to seek help. We are pleased to have partnered with organizations in the U.S. and around the world to highlight this extremely relevant topic that has touched so many of us."



*"The speakers were very moving. I enjoyed walking with my fellow TSMs and sharing such a moving experience with my company."*

*"It was an event that meant a lot to me personally. Thank you for putting this together."*

*"It is great to work for a company that really cares for your well-being. These events help us meet people and talk to our coworkers face to face. I really enjoy working for this company and going to these events!"*

*"Well organized and the time spent was very rewarding. Great cause, super important topic."*

*"It was a great day for a wonderful purpose."*





## OUR COMMUNITY SUPPORT PROGRAMS

### HENRY SCHEIN CARES PACKAGE PROGRAM

The Henry Schein CARES Package program includes six separate turnkey kits containing a curated selection of donated products geared toward enabling health care heroes and their missions to help health happen in their local communities and across the globe. These packages support screening, restorative, and educational events. Launched in June 2024, the CARES Package program has already provided 611 kits containing over \$330,000 in donated product in support of 109 total projects serving nearly 300,000 patients.

*"The Henry Schein CARES Packages have been instrumental in helping the Phillips Renner Foundation bring quality oral health care to children of at-risk and vulnerable communities around the world, at no cost to those in need of care. With these essential supplies, we have been able to treat our young patients safely and effectively, relieving pain and restoring not only smiles but also confidence. With the support of Henry Schein Cares, a modest organization like the Phillips Renner Foundation has been able to make a magnified impact on underserved youth and their families."*

– **Dr. Jason Lin**

*"All of our Henry Schein CARES Package kits are stocked with our Henry Schein Brand medical and dental products. Through our donation of these quality products, we partner with many health care heroes providing essential free care to people in need."*

– **Vicki Trinagel, Vice President, Commercial Operations, Henry Schein, Health Care Specialties Group**



### EMERGENCY PREPAREDNESS & DISASTER RELIEF

Henry Schein's disaster response work exemplifies our commitment to creating shared value by aligning the Company's supply chain expertise, global partnerships, and health care focus to pressing societal needs. For more than 20 years, we have supported vulnerable communities and frontline health care providers by donating and prepositioning supplies, forming strategic public-private partnerships, and mobilizing our vast network of TSMs, suppliers, and NGOs. This integrated and proactive approach was recognized by FORTUNE® magazine, which named Henry Schein to its 2024 Change the World list for the fourth time for our innovative emergency preparedness and response strategy.



### GLOBAL PRODUCT DONATION PROGRAM

For over 25 years, our Global Product Donation Program (GPDP) has helped us repurpose new, usable products with minor packaging imperfections or superficial damage, supporting our partners in meeting critical health and humanitarian needs more effectively. In 2024 alone, the program supplied more than \$11 million in dental and medical products to more than 125 nonprofit clinics and NGO partners.

*"Henry Schein's generosity is a beacon of hope for the sick and suffering across the globe. From war-torn regions in Syria to underserved communities in the Dominican Republic and local free clinics here at home, your donations provide life-giving care, restore dignity, and bring healing where it's needed most. We are deeply grateful for this faithful partnership that continues to transform lives and inspire compassion in action."*

– **Albert Hester, Director of Operations, Kingsway Charities**

*"Much of World Vision's work is done in rural communities in the developing world, where access to even the most basic health services is fraught with challenges that conspire to leave children and families without the care they desperately need. An expectant mother or a child with a broken arm can walk miles to their nearest health outpost, only to find the shelves are empty of the critical items needed to address their infirmities. Henry Schein's incredible generosity has helped to ensure these shelves remain filled with critical supplies, allowing doctors and nurses in some of the most remote settings in the world to provide urgently needed care for their patients."*

– **Jon Koetje, Sr. Manager, Gift-in-Kind Program, World Vision, U.S.**

*"Here at SLO Noor Foundation we are committed to helping ensure all people across our communities feel valued and have equal access to resources, services, and opportunities. Henry Schein provides much needed, usable medical and surgical supplies that we may not be able to afford on our own. This allows us to use our monetary resources in other places, like providing much-needed imaging to better assess a patient's health issue."*

– **Barbara Alarcon, Practice Manager, SLO Noor Foundation**





## OUR PARTNERSHIPS

### SPECIAL OLYMPICS HEALTHY ATHLETES®

In March 2025, we were pleased to support the Special Olympics Healthy Athletes® screenings at the Special Olympics World Winter Games held in Turin, Italy through donations of oral health and medical products essential to overall health and wellness. Healthy Athletes offers free health screenings and education to participating Special Olympics athletes to help identify and address unmet health needs for people with intellectual and developmental disabilities (IDD) and provide referrals for follow-up care while also promoting healthy lifestyle choices. As a partner since 2018, Henry Schein Cares has donated essential health care products to support local programs in Canada, Germany, Israel, Jamaica, the UK, the U.S., and now Italy. Coming up, we're excited to partner with the Special Olympics USA Games to be held in Minnesota in 2026, donating products for Healthy Athletes screenings at that event.

### TEAMSMILE

TeamSmile combines the power of sports and the generosity of clinical volunteers and partners like Henry Schein to provide life-changing dental care to underserved children. Teams from the NFL, MLB, MLS, Minor League Baseball, sports festivals, and several other professional sports organizations host TeamSmile events, while Henry Schein provides the necessary product as well as technical volunteers to set up, tear down, and serve as a resource during the events. In 2024, TeamSmile completed 25 programs, serving 3,910 children with the support of 2,975 dedicated volunteers who generously donated their time and expertise. In 2025, TeamSmile is committed to hosting 35 programs, delivering over \$2 million in free dental care and oral health education, engaging more than 4,000 volunteers, and transforming the smiles of 6,000 children.



### UK GIVE KIDS A SMILE (GKAS)

The Henry Schein Cares UK GKAS program, launched in October 2024, brings together dedicated volunteers, community partners, and dental professionals to deliver essential oral health services to underserved children across the UK. With treatment provided at 15 sites, the program has already helped over 1,500 children receive the care they need. The impact has been deeply felt — partners report lasting collaboration with local providers, volunteers describe the joy of educating and engaging with children in a positive dental environment, and parents express profound gratitude, sharing stories of hope after years on the National Health Service (NHS) waiting lists. This initiative is more than a dental program — it's a catalyst for connection, care, and long-term community impact.

### SMILES FOR EVERYONE FOUNDATION

Henry Schein Cares has long partnered with the Smiles for Everyone Foundation (SFEF) to provide needed equipment, supplies, and funding to support local volunteers and providers in delivering dental services to people in need at various dental outposts around the world. In 2024, we were pleased to present the Henry Schein Cares Story of the Year award to the SFEF Thailand outpost in recognition of its exceptional work in delivering dental care to the underserved in Chiang Mai, which experienced its worst flooding in 50 years. Amid the crisis, the SFEF Thailand team's resilience and dedication to making smiles possible — no matter the circumstances — embodied the spirit of service that defines this award. In total, Henry Schein Cares provided supplies to seven SFEF outposts in 2024.

## OUR IMPACT

*"We are deeply grateful to Henry Schein for their incredible partnership and unwavering support of the GLO Good Foundation and our partner Lenny Kravitz with the Let Love Rule Foundation. For the past 10 years, their generosity and commitment to giving back have helped us bring essential dental and medical care to communities in need in the Bahamas. Henry Schein's culture of compassion and service continues to inspire us, and we are honored to have them as such a dedicated partner in spreading health, healing, and JOY to the people of the Bahamas."*

**– Dr. Jonathan and Stacey Levine,  
Founders of GLO Good Foundation**





# Henry Schein Cares

## FOUNDATION

### Henry Schein Cares Foundation 2024 impact highlights

- Made 90 grants totaling over \$1M to support the work of partners in alignment with HSCF's core focus areas to advance health equity.
- Celebrated 10th anniversary of the Alpha Omega-Henry Schein Cares Holocaust Survivor Program. Since program launch, 500 dentists in 23 cities and five dental schools have provided \$5 million in donated dental care to over 2,500 patients in need.

### Prevention is Power Health Care Screening Program

In 2024, the Henry Schein Cares Foundation (HSCF), in partnership with the American Dental Association, American Medical Association, National Medical Association, The Arnold P. Gold Foundation, and CareQuest Institute for Oral Health, completed the first year of Prevention is Power, a multi-year public health awareness campaign piloted in six community health centers (CHCs) across the U.S. to encourage patient engagement in preventive, integrated health care.

With a focus on the connection between heart health and oral health, the pilot was designed to test the efficacy of enhanced provider and patient education and improved care coordination between medical and dental services on patient engagement in preventive, integrated health care, including oral health care. Analysis of data gathered through pre- and post-program patient surveys revealed increased patient awareness of hypertension and the link between hypertension and oral health, increased patient adherence to recommended behaviors and follow up care, and increased utilization of integrated care, including:



- **66% (10 percentage point) increase** in patients advised to self-monitor their blood pressure;
- **37% (11 percentage point) increase** in patients who discussed the systemic connection between heart and oral health with their provider;
- **69% (22 percentage point) increase** in patients engaging with their medical provider more than twice per year;
- **25% (17 percentage point) increase** in patients intending to follow up with their medical provider within 1–6 months;
- **Average 40% (23 percentage point) increase** in patients engaging with dental care within the past year across two sites that integrated co-located dental and medical services with care navigators facilitating warm handoffs; and
- **Average 24% (18 percentage point) increase** in patients' intention to visit the dentist within the next year across three sites that incorporated motivational interviewing in one-on-one counseling sessions.

### PROMOTING A HOLISTIC MODEL OF HEALTH CARE

- As Co-Chair of the World Economic Forum Oral Health Affinity Group, advocated with governments and the private sector to invest in oral health and co-authored the World Economic Forum Report ["The Economic Rationale for a Global Commitment to Invest in Oral Health."](#)
- Expanded Medicare coverage for oral health through the Consortium for Medically Necessary Oral Health Coverage including:
  - Advancing the process for Centers for Medicare & Medicaid Services' (CMS) consideration of the inclusion of dental services for beneficiaries with diabetes and autoimmune diseases.
  - Successfully advocating for the inclusion of medically necessary dental services for patients with renal disease in the 2024 final CMS Physician Fee Schedule.
- Partnered with CareQuest Innovation Partners, Pacific Dental Services, and Colgate-Palmolive to create Systemic Health Pavilion at HLTH 2024 Conference (10,000+ attendees).

### BUILDING CAPACITY TO EMPOWER HEALTH CARE PROFESSIONALS

- Supported the National Dental Association and other professional associations to launch the S.M.I.L.E. Healthcare Pathways Program to introduce high school students from diverse backgrounds to health care careers.
- In partnership with Johns Hopkins University Center for Gun Violence Prevention, created clinician training modules to prevent gun violence.
- Continued our engagement with National Academy of Medicine on Action Collaborative on Decarbonizing the U.S. Health Sector with a focus on supply chain and communications on Climate and Health.
- Promoted humanism in health care and supported the needs of medical students as Chair of the Gold Foundation Corporate Council.
- Engaged health care professionals in the steps they need to prepare their practice for pandemics and other outbreaks (["Preparing for the Next Pandemic" \(repertoiremag.com\)](#)).

### CATALYZING INNOVATIVE MODELS FOR EMERGENCY PREPAREDNESS AND RESPONSE

- Honored as #15 on the FORTUNE® magazine Change the World list for Henry Schein's innovative model of emergency preparedness and response and global health security leadership and ability to tie this work to our business.
- Launched Prepare to Care, providing cash grants to and prepositioning health care product donations with five global relief organizations for faster response to emergencies.
- Provided \$193,000 in disaster response aid to support NGOs and IGOs responding to floods in Brazil and Spain, Hurricanes Helene and Milton, and other disasters.
- Updated our internal Disaster Protocol Guidebook and improved resources for health care professionals, including our Emergency Preparedness Guide, Emergency Recovery Guide, and a new corporate emergency preparedness landing web page.
- Advanced our work as a leader in pandemic preparedness and global health security through:
  - Continued work with the WHO to build the Pandemic Supply Chain Network market intelligence platform to advance the exchange of critical information between governments, multilateral organizations, and the private sector on threats to the health care supply chain.
  - Chair of Private Sector Roundtable on Global Health Security, which is leading industry to improve prevention and response to health-related crises.
  - Launched the Private Sector Humanitarian Alliance with Schmidt Futures to more effectively organize, catalyze, and scale the capabilities and expertise of committed corporate entities to support humanitarian crisis response.





## CAREER

We continue to provide opportunities for our TSMs to develop personally and professionally with an emphasis on embodying our Team Schein Values to achieve our collective goals with excellence and integrity. During 2024, among other things, we:

- Continued investment in our TSMs by providing both formal and informal learning opportunities focused on growing and enhancing knowledge, skills, and abilities through a broad suite of professional development training programs for current and future roles. In 2024, we saw an increase in participation in our workshops, with TSMs reporting a high utilization of skills learned.
- Continued expansion of our leadership development programs, with formal mentorship and coaching programs.
- Continued rollout of talent planning efforts designed to ensure a strong leadership pipeline across the organization by strategically identifying and developing talent through targeted development opportunities and intentional succession plans. Information derived from talent planning efforts informs curriculum design and content to help focus on the right capabilities and help ensure alignment of career development efforts with the future needs of the organization. Our Board of Directors is provided with periodic updates regarding our talent and succession planning efforts and participates in professional development activities with our TSMs.
- Announced the creation of the Core Leadership Capabilities (CLCs), a skills-based model for all TSMs that highlights the leadership capabilities that all TSMs are expected to demonstrate for career success, leading to enhanced career pathing and internal mobility. The CLCs are a common language and foundational step to developing and refining the tools, processes and programs, which support the evolution of a TSM's career, including enhancing skills and career development.
- Enhanced Company-wide recognitions, including our Teddy Philson Team Schein Award, which was redesigned in 2023 to provide more visibility and meaningful recognition to TSMs who exemplify our Team Schein Values as well as other programs, including service awards, which highlight TSMs who exemplify our Team Schein Values. In 2024, we recognized 15 award winners around the world at our Global Directors and Vice Presidents Management Meeting.

### Culture Ambassador Program (CAP)

Our Culture Ambassador Program (CAP) recognizes and empowers TSMs who embody our Team Schein Values and connects them with newly hired TSMs in order to engage them in and continue to strengthen our unique Team Schein culture.

Ambassadors are nominated by colleagues, managers, or themselves and selected via an application process. Those selected go through a formal certification program to enhance their knowledge of the history and current culture initiatives that make up Team Schein and are required to participate in the program for at least one year. These certified ambassadors serve as mentors, where they are paired with a new

hire for their first 90 days to connect that new hire to the Company's culture and provide individualized support during their onboarding. These ambassadors also serve as engagement champions throughout the Company.

Launched in late 2023, the program is offered to all new hires in the U.S., the UK, Ireland, South Africa, and Canada. With 200 certified ambassadors, the program has made over 470 matches so far.



**New Hire:**  
**Amelia Geisler,**  
**Field Sales**  
**Consultant Medical**



*"As a new TSM, connecting with Sue, through CAP, helped me feel a true sense of belonging to Team Schein, even while working remotely. Sue highlighted the many ways our company supports communities and creates a culture of care and connection among teammates. I highly recommend the program to anyone new—it's a great way to learn about all that Team Schein has to offer."*

**Culture Ambassador:**  
**Susan Groh,**  
**Sr. Sales Enablement**  
**Technology Specialist**



*"Partnering with Amelia offered me a fresh perspective on what makes Henry Schein special. We continue to keep in touch even though our CAP mentorship officially ended. The Culture Ambassador Program has renewed my appreciation for what makes Henry Schein stand apart."*

**New Hire:**  
**Patti Lopez,**  
**Strategic Account**  
**Manager II**



*"Participating in the Culture Ambassador program as a new hire was an exceptional experience for me. Meeting with my Culture Ambassador, Christine Osgood, on a regular basis was so beneficial in learning more about Henry Schein, its amazing culture, and the employee programs that are available to me. A valuable program for new hires — I highly recommend!"*

**Culture Ambassador:**  
**Christine Osgood,**  
**Supervisor, Credit**



*"As a Culture Ambassador, not only do I get to help new TSMs understand the importance of our Team Schein Values and introduce them to all the opportunities to connect but have also learned so much about the company and the culture myself. Plus, I developed an amazing friendship with Patti that has lasted beyond the timeframe of the program!"*

**New Hire:**  
**Tammy Dona, Core**  
**Data Management**  
**Representative –**  
**Medical**



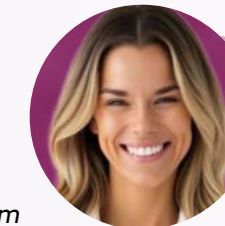
*"I highly recommend the Culture Ambassador program for all new hires. With the assistance of my Culture Ambassador, Eddie Garro, I have learned so much about working at Henry Schein. Eddie has been an exceptional coach and motivator."*

**Culture Ambassador:**  
**Eddie Garro, Sales**  
**Onboarding and**  
**Training Manager**



*"Having been at Henry Schein for 24 years, I take great pride in sharing my knowledge and experiences with new hires. There is such power in welcoming someone into the organization and providing them with a sense of inclusion and belonging. The Culture Ambassador program is the foundation that not only allows a new hire to succeed, but all others who are impacted by that new hire."*

**New Hire:**  
**Britt Kinel, Global**  
**Sourcing Specialist**



*"The Culture Ambassador program was a great way to begin my career at Henry Schein. During the program, my Culture Ambassador and I met monthly to discuss company culture and values as well as any questions I had as a new TSM. I learned a lot about the company and also gained another contact in addition to my direct team."*

**Culture Ambassador:**  
**Jackie Patterson,**  
**Manager, Marketing**  
**Operations – U.S.**  
**Medical**



*"Henry Schein's Core Values are more than just words; they're the foundation of how we operate. I'm passionate about sharing our message and am very proud of being a TSM. Helping new team members connect with these values is essential so they can understand their vital contribution to our success as a company."*



## VOICE OF THE EMPLOYEE

Throughout 2024, we rolled out a continuous listening program that used various vehicles, including The Pulse Global Culture Survey and TSM roundtables, to garner feedback from our TSMs on their employee experience. We learned that despite organization changes, our TSMs generally remain satisfied with their work experience, feel connected to their colleagues, and intend to stay with Henry Schein.

In 2024, over 15,000 TSMs worldwide participated in The Pulse Global Culture Survey, achieving a 70% response rate. Results show that high scores in the areas of inclusion, ethics, and corporate citizenship were driven by a feeling of purpose, with work contributing to the strategic direction of the Company and the team's commitment to making the world a healthier place at the forefront. Open-ended comments also indicated a strong sense of belonging between TSMs and their colleagues.

Our 2024 data suggest continued opportunities to improve how we cascade communications to all levels of the organization, reduce burnout and stress, and increase transparency around opportunities for career development. Throughout the year, we also administer quarterly employee listening surveys as a way to continuously understand and respond to our TSMs' feedback. This feedback is shared with our Executive Management Committee and Board of Directors, both of which are committed to addressing identified opportunities.

**Strength:** TSMs find their work experience meaningful and feel a strong sense of belonging and connection with one another.

**Opportunity:** We need to ensure all TSMs feel connected to our culture and clearly understand the organization's future direction, regardless of their role or location.

**Strength:** TSMs feel a strong alignment with our corporate citizenship efforts and our commitment to ethics and integrity.

**Opportunity:** To better support our teams, we need to address stress and workload by focusing on priorities, improving day-to-day processes and breaking down silos. Clear and transparent communication and consistency in messaging at all levels of the organization can also help reduce concerns of uncertainty.

**Strength:** Many TSMs are committed to staying with Henry Schein and are eager to build long-term, meaningful careers within the company.

**Opportunity:** To support this, we must continue investing in individual career development, offering clear development opportunities, and enhancing career paths.



## Launching the Henry Schein Core Leadership Capabilities and Career Explorer

Our business success has always rested on our ability to change and adapt, which is possible only through the continued development of our team. To unlock the full power of Team Schein to drive the success of our BOLD+1 Strategy, we are enhancing our support of individual growth and transformation — something our team identified in The Pulse Global Survey as one of our organization's top areas of opportunity.

As part of this effort, we introduced Career Explorer, a new TSM career development hub, bringing together tools and resources in one place to grow their careers. The Hub includes a Career Opportunities page of internal roles and assignments across the Company and a Global Talent and Development page to explore professional development workshops, information on our mentorship program, and more.

The Hub also includes the Henry Schein Core Leadership Capabilities (CLCs) launched in 2024 to highlight those who fuel career success and the success of our business:

- Thinking strategically and creatively;
- Taking initiative and delivering results;

- Communicating effectively;
- Collaborating inclusively; and
- Prioritizing development.

This skills-based model makes visible to all TSMs globally the leadership skills and capabilities that all team members — regardless of level, role, region, or area of the business — should be working to develop. Accompanying this new framework are robust development tools, resources, and education to enable improved career pathing and promote internal mobility.

"The CLCs reflect the leadership capabilities that we value as an organization, give us a common language, and give each and every TSM an opportunity to have deeper conversations with their managers about ways in which they can develop," said Barbara Fisenne, VP, Global Talent and Development. "By amplifying career opportunity inside the organization, we are building our people so they can build our business."

## CORE LEADERSHIP CAPABILITIES

The Henry Schein Core Leadership Capabilities ("CLCs") reflect the leadership capabilities that the organization values for career success.

They create a common language for expectations of behaviors for all TSMs.





## Teddy Philson Awardees

The Teddy Philson Team Schein Award was created in honor of Teddy Philson and the Team Schein Members who make Henry Schein more than just a place to work. Honorees not only embody our Team Schein Values, but also inspire these values in others.

The award program was redesigned in 2023 to provide more visibility (by unifying the process across the globe and making it accessible to TSMs across all business units) and meaningful recognition to TSMs who exemplify our Team Schein Values. A total of 15 TSMs across 13 countries were selected among 543 nominees to receive the Teddy Philson Team Schein Award with a surprise presentation at our June 2024 management meeting. Each TSM received a viewing party, plaque, and personalized gift.



**HENRY SCHEIN®**  
**TEDDY PHILSON**  
*Team Schein Award*



**Kevin Solomon (Melville, NY):**

*"It was one of the greatest honors of my life — first, to be nominated by my team, and, second, to win an award named after a great man I knew and admired. Everything that came with winning the award was fantastic! Just to be nominated brought value, but to be one of just fifteen to win and be recognized was beyond special."*



**Atiya Hendricks (South Africa):**

*"It was an honor to have been nominated and then selected. I have been with the company for 33 years. Watching the awards online, I had no idea I was one of the recipients and burst into tears. I am proud to be a TSM."*



**Sandra Stapf (Germany):**

*"Receiving this recognition was of great importance to me. It means that you are doing a lot of things right and are respected by your colleagues. I liked everything about the honor, even if I don't like to be the center of attention."*



**Helene Bright (Canada)**

*"To be nominated and then selected as a winner means I have made an impact on others, which is super meaningful. Teddy was super welcoming, and you could tell from his demeanor that he was happy to be a part of Team Schein. I make it a point to be supportive of others. The fact that the recognition is worldwide makes it a truly amazing accomplishment, and the support afterwards from many co-workers further validated this."*



**Gema Hompanera (Spain):**

*"I am proud to belong to this company and to have some comrades who nominated me. I am eternally grateful. My family felt very proud of me, and it filled me with joy."*



**Julie Nyarko (Indy, IN DC)**

*"This award means to me that my efforts, contributions, and hard work are noticed and valued by others. The recognition by management was very humbling. It instilled in me a greater sense of self-confidence and motivation to continue pursuing excellence and making a difference."*



**Evert Jan De Smet (Belgium-Alphadent NV):**

*"I consider it a great honor to be selected from so many thousand TSMs. I dedicate myself to the company every day and strive to live by the values and standards of Henry Schein to the best of my ability. It is great to get this recognition."*



## TRAINING

In 2024, while we continued training TSMs across our global operations, we also worked to implement global systems that allow us to better track training hours. Given this transition year, we are able to report that in 2024, U.S. TSMs recorded a total of approximately 19,000 hours of education related to talent, leadership, and professional development.

### What training do we provide to our TSMs, and how do we implement it?

To enable more targeted development, we partner with teams and individual TSMs to provide assessment tools that enhance self-awareness. This supports us in creating Individual Development Plans (IDPs), based on tools such as 360° assessment and Predictive Index. We also embed resources that provide development and engagement guidance throughout our Global Talent and Development offerings. These included, for example, Manager Toolkits on guiding others and performance management, Stay Conversations Guide, and Development Experiences Library.

Job-specific training, including health and safety, is provided to our TSMs locally, based on risk and local requirements.

We also provide in-depth and continuous training to our sales teams across the organization. Our goal is to build effective, consistent, and measurable training programs to drive business growth and job success, and support sales across the organization. We regularly update both the content and the delivery of these programs to improve the effectiveness of our training and create a positive learning experience.

## MEDICAL AND DENTAL SALES TRAINING

In addition to the targeted medical and dental sales training discussed below, we offered leadership and operational training to our sales leaders and continue to expand our reporting across other businesses. Our leadership training totaled 2,661 hours for 377 leaders.

Our total sales training in 2024 amounted to 16,767 hours. These achievements underscore our dedication to continuous learning and development, empowering our team members to deliver exceptional results in their respective roles.

### DENTAL SALES TRAINING

In Dental Sales, our virtual training sessions delivered 429 hours of comprehensive learning to 530 dedicated attendees throughout the U.S. Additionally, these representatives logged 7,966 hours of training, for an average of 15 hours per attendee.

Our U.S.-based Henry Schein Digital Academy continues to offer a wealth of knowledge with 290 sales courses, achieving an average engagement of 1.33 hours per attendee.



## MEDICAL SALES TRAINING

In Medical Sales, our New Hire program in the U.S. exemplified our commitment to excellence, delivering a comprehensive curriculum totaling 7,801 hours of training for 1,089 participants. This equates to an average of 7.2 hours per attendee, ensuring our new recruits are equipped with the necessary skills to excel in their roles.

Furthermore, we bolstered our training initiatives with our Digital Academy offerings, providing 121 courses to 114 sales professionals, totaling 317 hours of intensive training.



## COMPLIANCE TRAINING

Our Global Compliance Learning and Communications program uses a learning management system to educate TSMs on significant business risks and our policies designed to mitigate these risks. This program reinforces that our TSMs are accountable for compliance every day. During 2024, more than 25,000 TSMs were assigned curricula leveraging 19 unique learning courses and certifications in 15 languages. These learning courses cover a range of topics, and the curricula are tailored for different TSM groups based upon roles, organizational level, and location. In addition to our standard learning program, we reinforce key policies during "Ethics Awareness Month" annually by providing communications throughout the period. Read more on page [35](#).





## GOOD GOVERNANCE

For Henry Schein, good governance is the foundation of a successful business. It helps us serve the interests of all our stakeholders — customers, stockholders, TSMs, suppliers, and society. We uphold high standards of corporate conduct in our business, backed by our core values.



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[Learn more about Henry Schein's Good Governance](#)

[CLICK HERE](#)



## GOOD GOVERNANCE

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## OUR GOVERNANCE STRUCTURE

Our Board of Directors (Board) recognizes that one of its key responsibilities is to ensure that Henry Schein is governed in a manner that provides both effective oversight and efficient and sensible decision-making. For details about the general principles of corporate governance by which our Board operates, see our [Corporate Governance Guidelines](#).

The Board, including its Strategic Advisory Committee, takes an active role in overseeing the development and execution of our business strategy. The Board and executive management conduct ongoing reviews and discussions regarding the Company's strategy, goals, external environment, and key risks and opportunities. We also engage with a variety of stakeholders on an ongoing basis and incorporate feedback as appropriate. To learn more about how our Board oversees corporate strategy and manages risk, including sustainability risks, see pages 26–27 of our [2025 Proxy Statement](#). For details about the composition of our Board of Directors, their skills and backgrounds, see pages 5–22 of our [2025 Proxy Statement](#).

## SUSTAINABILITY GOVERNANCE

Our sustainability governance incorporates Board oversight, management accountability, corporate policies, and stated public policies and positions regarding key corporate sustainability topics. The Board helps to structure our sustainability goals in an effective, inclusive, and transparent way. This governance structure is well integrated into our business strategy and operations and helps us identify and manage our sustainability efforts as well as the relevant risks and opportunities required to build a more resilient business.

Oversight of sustainability and environmental, social, and governance is led by the Nominating and Governance Committee of the Board, comprised solely of independent directors, and is incorporated within that Committee's charter. The management of environmental, social, and governance activities is led globally by our Chief Sustainability Officer to ensure the appropriate leadership framework and resources are in place to support our ongoing sustainability efforts. This role is, in turn, supported by our Sustainability Committee, a global cross-functional group of senior and middle management leaders. For details about our sustainability governance, see pages 24–25 of our [2025 Proxy Statement](#).



Stanley M. Bergman



Mohamad Ali



William K. "Dan" Daniel



Deborah Derby



Carole T. Faig



Joseph L. Herring



Robert J. Hombach



Kurt P. Kuehn



Philip A. Laskawy



Max Lin



Anne H. Margulies



Scott Serota



Bradley T. Sheares, Ph.D.



Reed V. Tuckson, M.D., FACP

Henry Schein Board of Directors  
As of August 19, 2025



## ETHICS & COMPLIANCE

Ethical behavior is one of our core Team Schein Values, and it is essential that we conduct ourselves with a high degree of ethics and integrity in all our actions.

### Which Ethics & Compliance tools do we utilize?

Our Worldwide Business Standards and other Company policies are valuable ethical roadmaps for all TSMs. We have a Speak-Up reporting process that encourages TSMs to seek guidance on compliance questions or concerns. An internal TSM or external party can report any potential compliance issue or concern to our Compliance Helpline by phone, web portal, or directly to the members of the Compliance Committee or the Ethics & Compliance, Human Resources, or Legal departments. To drive knowledge and awareness of our Worldwide Business Standards, additional resources are available to all TSMs, such as video vignettes, a toolkit for managers on ethical decision making, case studies, decision trees, FAQs, interactive content, and an eLearning course.

### UPDATES TO OUR WORLDWIDE BUSINESS STANDARDS

Topics addressed in our [Worldwide Business Standards](#) may be further explained in and governed by global principles, global or local policies, as well as procedures and guidance. We update these principles and policies on a regular basis to ensure that they are suited to the evolving environmental, societal and legal context, stakeholder expectations, and developments in our business and markets. In 2024, we launched an update of our Worldwide Business Standards to better reflect our focus on human rights protections in the supply chain, responsible marketing, such as transparency around payments and transfers of value to health care professionals and entities, and data protection, among others, and provided more clarity on manager accountability for leading with integrity, thereby strengthening our governance system.

During the same period, we also issued our Global Principles on Data Protection and Security and the Responsible Use of AI Systems. Data protection, the emerging role of AI, and the rising impact of social media on business were identified during our latest risk assessment as areas to continue addressing due to the rapid change of pace. An AI Committee providing oversight and an AI approval process have been implemented to guide the safe and responsible use of AI technology that meets organizational standards. We have also issued updated social media guidance for TSMs, along with a social media business handbook.

### GOVERNING BODY AND EXECUTIVE MANAGEMENT

Our Chief Ethics & Compliance Officer is responsible for overseeing the development, implementation, and maintenance of a corporate Ethics & Compliance (E&C) program, driving compliance with the Worldwide Business Standards and leading the global E&C department. The department provides reports to several committees on a quarterly basis, including management committees (e.g., the Compliance Committee and the Regulatory and Corporate Compliance Executive Steering Committee), as well as Board Committees (e.g., the Regulatory, Compliance and Cybersecurity Committee, and the Audit Committee). Through these committee sessions, both our senior leadership and governing bodies demonstrate their commitment to establishing, implementing, evaluating, maintaining, and improving an effective and responsive compliance management system. For more information on our Audit Committee and Regulatory, Compliance and Cybersecurity Committee, see pages 23–26 of our [2025 Proxy Statement](#).

## ETHICS AMBASSADORS

### Shirley Hu, Quality Control Specialist

*"Compliance is the prerequisite for all business operations. Only by achieving compliance can a company win its customers' trust and sustain its development. As an Ethics and Compliance Ambassador, I am helping to enhance the compliance awareness of the entire team by organizing regular meetings to explain the latest policies and share relevant cases in a way that the local team can better understand and accept."*



### Ruth Carrera, Process Management

*"Becoming an Ethics and Compliance Ambassador has allowed me to learn more about Henry Schein's compliance program, including around very interesting topics like AI, and share that knowledge with colleagues around the Company."*



### Who are Ethics Ambassadors?

Our Ethics & Compliance Ambassadors program was launched in 2022 to provide the corporate Ethics & Compliance team with greater connection to local businesses in Europe, the Middle East and Africa (EMEA), and Asia. Ambassadors are nominated by local management to serve in this role for a two-year period. The program leverages the Ambassadors to cascade compliance-related information locally and to serve as a channel by which information about local operations informs priorities for the corporate Ethics & Compliance Program. Ultimately, the program seeks to ensure that our global operations have local ethics and compliance contacts available who speak their languages, thereby creating an effective network to further reinforce and deepen Henry Schein's Ethics & Compliance Program within our local operations. In the first quarter of fiscal 2025, the program was expanded to include Brazil.

### Wongsawat Sawatpunyachote, Marketing Manager, Accord Henry Schein

*"I joined the ECA program because I believe ethics are the backbone of long-term success. I wanted to help promote a culture of integrity and support teams in applying our values across diverse local contexts. Through this experience, I've learned how ethical principles can be adapted across countries while staying true to our core values. It's been rewarding to connect with colleagues globally and see how shared ethics unite us despite our cultural differences."*



### Diana Bergstrand, Internal Account Manager

*"As an inside sales representative, I'm in daily contact with both customers and colleagues, and I know how important it is to build relationships based on trust and honesty. I chose to become an ECA because I wanted to contribute to a work environment where everyone feels confident doing the right thing — even when it's not easy. As an ambassador, I act as a bridge between our team and the compliance team, making compliance feel less distant and more like a natural part of our everyday work."*



### Federica Vaccaro, Business Operations Specialist, Henry Schein One Italia

*"Sometimes it can be hard for TSMs to speak out on Ethics and Compliance issues. I think having an ECA that speaks their native language and is closer to them helps them feel more comfortable and able to ask questions or raise concerns. This translates into TSMs being more aware and involved in ethics and compliance, and helps Henry Schein learn more about local teams and their needs."*







## EDUCATION, TRAINING, AND COMMUNICATION

Our Global Compliance Learning and Communications program is the main tool we utilize to drive TSM learning and education on ethical conduct and compliance with ever-changing laws and requirements.

During 2024, more than 25,000 TSMs were assigned curricula leveraging 20 different learning courses in 15 languages. Newly introduced training topics in 2024 included California Workplace Violence, Records Retention, Insider Trading, Government Contracting, Dawn Raid<sup>3</sup>, and Social Media. In early 2025, we also added Artificial Intelligence and Customer Account Fraud training modules.



## What does our Global Compliance Learning and Communications program do?

Our TSMs are accountable for ethical behavior and compliance every day. Our Global Compliance Learning and Communications program educates all TSMs about significant business risks and our policies designed to mitigate these risks.

These courses cover a range of topics, and the curricula are tailored to different TSM groups based upon roles, organizational level, and geography. Topics may include appropriate interactions with health care professionals, anti-bribery and anti-corruption, antitrust, promotion and marketing of products, use of social media, conflicts of interest, handling of product complaints, etc. eLearning courses are assigned to new and existing TSMs based on an established schedule. Training completion reports are run weekly, with notifications sent to both employees and management. Courses are reviewed on a regular basis by subject matter experts as laws or regulations are updated or implemented, as relevant to Henry Schein. At a minimum, all courses are reviewed annually for accuracy.

In 2025, we expanded our organizational culture goal to emphasize the three pillars of our values - Community, Caring, and Career. This goal assesses global Directors and Vice Presidents and U.S. Managers on the completion of a live education session centered around fostering a values-driven and growth-oriented organizational culture, as well as completion of Ethics and Compliance e-learning module training requirements.

In addition to our standard eLearning program, we reinforce key policies during "Ethics Awareness Month" by providing relevant communications throughout the period. In addition to eLearning courses, the Ethics & Compliance team provides live training to select groups to address a variety of topics and ethical dilemmas. These live training sessions may include videos, polling, and interactive case studies. For TSMs without computer access, course scripts and materials are provided annually for facilitators to run classroom-style training. Electronic training records are maintained within our learning management system. The team also collects and stores records of live training sessions held in person, with attendance sheets and background materials provided.

## RESPONSIBLE MARKETING

For Henry Schein, responsible marketing is about promoting products in accordance with their regulatory authorization and keeping the best interests of our customers central to the way we market and communicate our products and services. We achieve this goal through transparency, authenticity, and customer engagement. We take data privacy seriously and take measures to protect the data that we collect on our customers. Because product safety and customer health and safety are paramount, we ensure that we comply with relevant legal requirements in the way we market and promote, package and distribute our products, and deploy our services to our customers. This applies to our communication approach across all channels, including on social media. Strong policies, principles, and training support this approach, including those related to our marketing code of conduct, responsible use of AI, social media, global data protection, and interactions with health care professionals and health care entities, among others. Our sales teams are also trained and educated in our related principles and policies.



<sup>3</sup> Unannounced onsite government investigations by a regulatory authority



## SUPPLY CHAIN TRANSPARENCY AND ETHICAL CONDUCT

We are committed to upholding and monitoring human rights standards in all areas of our business. We support the UN Guiding Universal Declaration of Human Rights (see our [Statement on Human Rights](#)). Our Supply Chain Transparency Working Group, guided by our Global Supplier Code of Conduct and aided by our supplier audits, monitors, and implements human rights and ethical standards across our supply chain. During 2024, we conducted a total of 66 supplier audits at supplier sites in China, Malaysia, India, Korea, Taiwan, Thailand, and Indonesia.

### How do we support supply chain transparency and ethical conduct within our business and with stakeholders and partners?

The Supply Chain Transparency Working Group ensures ongoing monitoring and implementation of human rights standards across our supply chain and enhanced monitoring and auditing practices with our supplier partners. We also support and have implemented mechanisms to comply with various existing and emerging supply chain transparency laws, such as the Uyghur Forced Labor Prevention Act (2021), the UK Modern Slavery Act 2015, the Australian Modern Slavery Act 2018, the Canada Fighting Against Forced Labour and Child Labour in Supply Chains Act, and the German Supply Chain Due Diligence (LkSG) Act.

We have a [Global Supplier Code of Conduct](#) in place to clarify our global expectations in the areas of business integrity, human rights, and worker health and safety. We monitor key suppliers' ethical and labor performance, whose adherence to our Global Supplier Code of Conduct is assessed through various approaches such as desk audits, site visits, business reviews, supplier scorecards, or other means. For our Asia-based Henry Schein Brand supplier partners, we use our social accountability checklist related to child labor, forced labor, health, safety, facilities, working hours, wages, recruitment, etc. as the basis for the social aspects of our audit program. Since 2015, we have conducted audits throughout our supply chain with identified actions successfully addressed and closed.

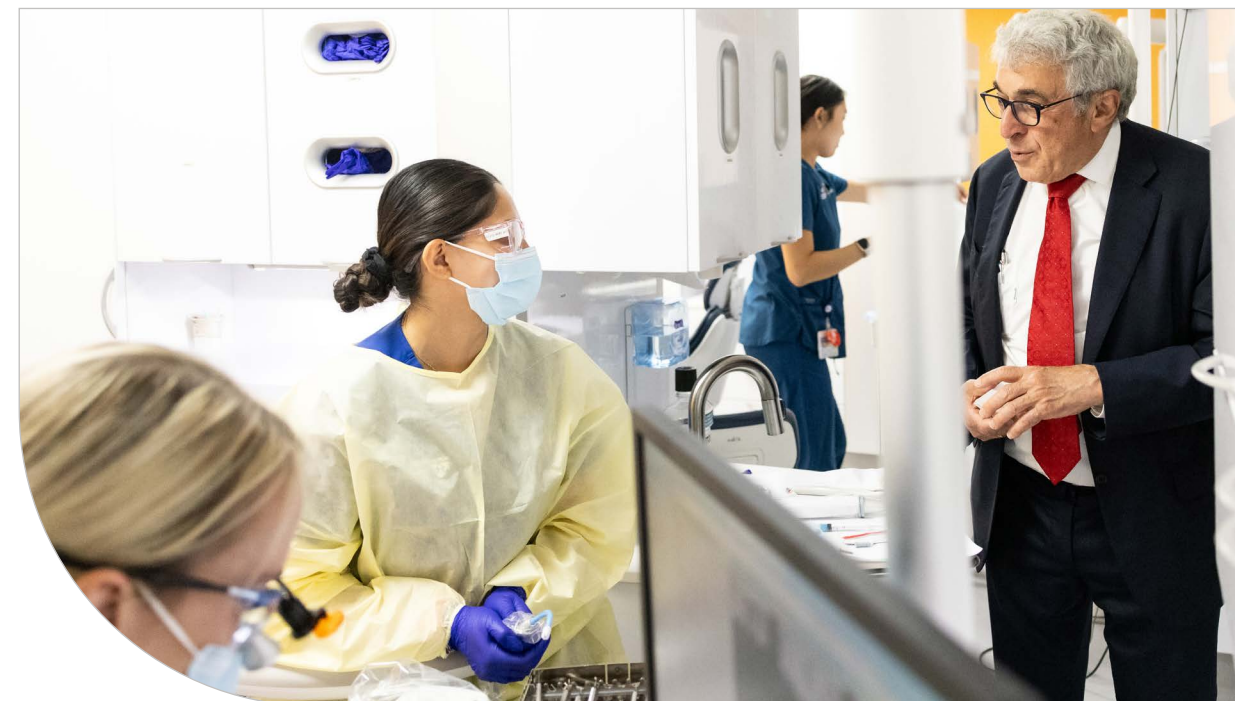
## CUSTOMER SATISFACTION, HEALTH, AND SAFETY

The Experience Council is a team of U.S. Dental and Medical TSMs focused on making it easier to work with us—and helping our teams serve customers better. By listening to feedback from our front-line teams, we identify areas for improvement. The goal is simple: a better experience for our customers and smoother operations for our teams.

### WHAT WE'RE WORKING ON:

- Making key programs like Credit, Verifications, Pricing, and Contracts easier to navigate
- Stocking high-demand dental equipment parts in our distribution centers to speed up delivery and reduce shipping costs
- Streamlining internal processes to resolve issues faster and more effectively

These improvements are already helping us serve customers more efficiently—and strengthening our partnership with them.



## CUSTOMER ENGAGEMENT AND SATISFACTION

Listening to our customers is the cornerstone of how Henry Schein identifies opportunities for improvement. We have expanded our Voice of Customer (VoC) Program across new geographies and businesses to help us better

listen, understand, and improve the experience of our customers. The VoC Program allows us to capture feedback regarding the overall business relationship with each of our customers, along with key transactional moments in their customer journey (e.g., using our website, receiving a package, or having equipment serviced).

One of the top categories in which Henry Schein receives recognition from customers is our quick, accurate shipping and delivery. During the first 5 months of 2025, 94% of global customers indicated they had received their order on time. Additionally, 80% of customers gave us a 9 or 10 (on a 10-point scale) when asked how satisfied they were with the ease of doing business with Henry Schein. We celebrate these KPIs when they're performing well, and we partner with business leaders around the globe to make improvements if they experience a decline.

It's this discipline of listening, understanding, and reacting that allows us to keep our customers at the center of everything we do at Henry Schein.



## OUR QUALITY STANDARDS

Ensuring customer health and safety is imperative for Henry Schein. We maintain high-quality standards across all our products, services, and organizational levels, guided by our Henry Schein Quality Policy. We maintain robust Quality Management Systems at all applicable facilities. Supplier audits and surveys enable the monitoring and implementation of our quality standards globally and support our global Henry Schein Product distribution. In 2024, a total of 80 supplier audits and surveys were conducted, of which 64 were onsite, 4 were virtual, and 12 were desktop audits. Through our Supplier Review Process, we approved 363 suppliers during 2024, and established quality agreements with them to specify regulatory and post-market surveillance responsibilities.

### How does our Quality Management System function globally?

As applicable, our facilities maintain globally recognized Quality Management System certifications with the U.S. Food and Drug Administration (FDA) and International Standards such as ISO 13485:2016 or ISO 9001:2015. For our Henry Schein products, we have marketing authorizations from domestic and international agencies, such as the FDA, Health Canada, European Medicines Agency (EMA), and Therapeutic Goods Administration (TGA), and our Quality Management System includes product and service information, labeling, marketing communications, as well as any potential non-conformance with product specifications.

We routinely investigate, address, and close product quality complaints and adverse event reports within 90 days. Our quality complaint and adverse investigation processes include monitoring proactively for potential product issues, regular reporting of any incidents to senior management, and continuous process improvement through corrective and preventive actions. We have processes in place to train TSMs regarding conformance to quality standards and the detection of product quality issues and adverse events.

We have procedures in place designed to help ensure compliance with both the FDA's Drug Supply Chain Security Act (DSCSA) for pharmaceutical traceability throughout the supply chain and the Unique Device Identification (UDI) regulations for medical devices. We also have procedures in place aimed at minimizing the health and safety risks of the products we distribute.

## REGIONAL REGULATORY REQUIREMENTS

We are committed to complying with all relevant local and regional regulatory requirements regarding the distribution of health care products and services. This includes requirements set by the FDA in the U.S., the European Union Medical Device Regulation (EU MDR), and various national regulations applicable in the markets where we operate. We monitor the safe distribution of controlled substances and List I chemicals and perform due diligence on customers who order these substances.

**Supplier review process:** Through our vendor approval process and continuous monitoring, we conduct reviews to verify that suppliers maintain proper licensure for the distribution of their products. Given that the FDA routinely audits pharmaceutical and medical device manufacturers, our quality agreements with these manufacturers require them to notify us of negative findings impacting any products that we distribute.

**Communication of product safety and toxicity:** When potentially toxic chemicals are contained in products, we require that our manufacturing partners, who have expertise in product formulation, provide relevant information on the label and on the applicable Safety Data Sheets (SDS). The label and SDS could also contain information regarding training and education on the safe handling and storage of packaged products to meet the regulatory requirements of the FDA, Environmental Protection Agency (EPA), Occupational Safety and Health Administration (OSHA), and other international agencies. SDSs are available on our on-line ordering platform.

**Providing access to medical advice:** In the event of a concerning exposure, our customers can seek medical advice from a 24/7/365 hotline service operated by Chemtrec, with whom we have an ongoing and longstanding agreement, for shipments originating in North America slated for delivery anywhere in the world. This alignment with Chemtrec allows the SDS to be utilized by first responders in the event of adverse exposure.

## COMMITMENT TO PRIVACY AND DATA PROTECTION REGULATIONS

Data protection and privacy are important rights protected by law, and we take them seriously. We are committed to protecting the personal information that our TSMs, customers, business partners, and other individuals have entrusted to us. With appropriate consent and safeguards, we collect and use personal information to perform our business functions and provide quality health care products and services to our customers.

### How do we comply with regulatory requirements related to the distribution of health care products?

We have procedures designed to comply with FDA Risk Evaluation and Mitigation Strategies (REMS) for applicable drug products to the extent REMS's requirements are applicable to wholesale distributors. We also have controls to help address the specific safety concerns and requirements for the covered drug product prior to the first distribution to a health care professional.

In addition, we continue to advance our efforts to comply with the European Union Medical Device Regulation (EU MDR). Henry Schein and our affiliates maintain their current project pathways despite the extension to successfully meet compliance requirements for extension dates of 2027 and 2028, dependent upon product classification. The 2024 ruling of the FDA to harmonize the requirements of the Quality System Regulation (QSR) with ISO 13485:2016, which is already in use by the EU MDR, will come into effect in 2026.

We monitor the safe distribution of controlled substances and List I chemicals, conduct suspicious order monitoring, and employ "know your customer" due diligence when orders are placed for these products. The goal of these processes is to help ensure controlled substances and List I chemicals are only used within the scope of practice of medical and dental professionals and to prevent any diversion or abuse in line with the U.S. Drug Enforcement Agency (DEA) requirements within the U.S. Our Verifications team conducts and tracks customer due diligence reviews and our Regulatory Affairs team conducts and tracks second-level due diligence customer reviews—all with a view to comply with the relevant DEA regulations. We seek to identify and address potential customer risks related to potential abuse or misuse of the controlled substances we distribute within the U.S.

### How do we protect the data and privacy of our stakeholders?

We continue to educate and support our global businesses that collect and/or process personal data and use established frameworks (e.g., privacy impact assessments, and data sharing agreements) to help ensure compliance with applicable laws around the world.

We continue to monitor the development of new and emerging data privacy laws around the globe and implement activities that align with legal requirements where applicable. We do this by continuing to invest in resources and technology

and providing ongoing training for our TSMs. Our Global Data Protection Principles affirm our commitment to protecting personal data and the privacy rights of TSMs, customers, business partners, and other individuals, and applies globally to all TSMs working for or on behalf of the Company to help ensure privacy practices are aligned with our Team Schein Values and data privacy legislation.



## A CONVERSATION WITH **PAOLO VALLOTTI**, CHIEF INFORMATION SECURITY OFFICER

**Q: How is the global cybersecurity landscape changing, and what does this mean for Henry Schein and our customers and suppliers?**

**Paolo Vallotti:** The cyber threats landscape is always evolving. New attack patterns and more sophisticated techniques, geopolitical events, and the use of cyber warfare as an increasing component of modern warfare require constant monitoring to stay on top of what is happening around us and, more specifically, in our industry.

Henry Schein's cybersecurity program, is designed to protect our data, our customers' data, and our supply chain against cyber attacks. Connecting the dots between gathering threat intelligence and monitoring and responding to cyber events is our core function and how we protect our systems and data.

**Q: Given the size and complexity of our global data network and information systems, which connect our business to our supply chains and customers, what are we doing to improve our cyber security and manage our risks?**

**PV:** We have developed a 19-point cyber security roadmap, which is based not only on our internal drivers, but also on applicable compliance and regulatory frameworks for cyber security controls. Guided by this roadmap, our team has made significant progress in bolstering our cyber security controls and processes — building on past work, leveraging assessments performed over the past two years, and evaluating emerging threats in our industry. We have also scaled our organization to create a global team and are in the process of transforming how we handle security across time zones. By implementing a "follow the sun" model, we will have local talent able to ensure coverage anywhere in the world for around-the-clock monitoring and response without requiring team members to work outside regular hours.



**Q: What do you see as most important to instilling a culture of data security and compliance throughout the organization?**

**PV:** It starts with the commitment of those at the top of the organization. Having periodic meetings with senior leaders to discuss, review, and provide updates on our progress in cybersecurity is the cornerstone of building an effective cyber program.

After all, cybersecurity doesn't stop with the security team. Instead, it is owned by anyone who accesses Henry Schein's systems and services or handles data. The human aspect of cybersecurity needs to be factored into any cybersecurity program, as technology alone won't be able to protect against the most common attacks, like spear phishing or business email compromise.

**Q: From your perspective, how does our focus on and commitment to information security position us for success?**

**PV:** Information security is a core requirement for any company. Our customers and other stakeholders expect us to ensure the safety of their data and continuity in our business operations, despite all the cyber threats that are active nowadays. Through the commitment of our senior leaders, our robust cyber security controls, and our collaboration with TSMs throughout the organization, we continue to improve our ability to protect both our business and our customers' businesses, positioning us for continued success.



## CYBERSECURITY

We rely on information systems in our business to obtain, rapidly process, analyze, manage, and store customer, product, supplier, and employee data to, among other things: maintain and manage multiple information systems worldwide to facilitate the purchase and distribution of thousands of inventory items from numerous distribution centers; receive, process, and ship orders on a timely basis; manage the accurate billing and collections for thousands of customers; process payments to suppliers and vendors; and provide products and services that maintain certain of our customers' electronic medical or dental records (including protected health information of their patients); and maintain and manage global human resources, compensation, and payroll systems.

Our Global Technology Solutions team's dedicated Office of Cybersecurity is tasked with this operationally, and our Board of Directors' Regulatory, Compliance and Cybersecurity Committee provides oversight and accountability. We have developed and implemented a cybersecurity risk mitigation strategy intended to protect our information systems. Our cybersecurity risk mitigation strategy is designed so that the Company's cybersecurity program is aligned with generally accepted cybersecurity standards and frameworks, particularly the NIST Cybersecurity Framework, or "NIST CSF," and our Company is externally audited, or certified, with ISO27001 partial scope.



### How do we manage cybersecurity?

We maintain an Office of Cybersecurity ("OCS"), led by our Chief Information Security Officer ("CISO"), who oversees the operations of our cyber risk mitigation strategy. The OCS is a cross-functional, enterprise-wide management team, which continuously evaluates our global cybersecurity program's effectiveness and is focused on maintaining and protecting our information systems. In overseeing the operations of our cyber risk mitigation strategy, the OCS partners with our Global Technology Solutions team, which is led by our Chief Technology Officer ("CTO") and is comprised of over one hundred professionals who support our information systems and operations. Our cyber risk mitigation strategy includes monitoring for and addressing risks that materialize within the Company's information systems, as well as at our third-party vendors, suppliers and other third-party business partners.

Our CISO reports to our CTO. Our CTO, who also serves as Senior Vice President, has more than 30 years of experience leading large-scale global IT organizations. The cybersecurity risk mitigation strategy is also overseen by senior managers who are members of our Executive Steering Committee, comprised of the Company's most senior technology, legal, and internal auditing officers. Our CEO is regularly briefed on issues, incidents and developments, and our Board oversees our risk mitigation strategy principally through its Audit Committee and Regulatory, Compliance and Cybersecurity Committee.

For details on the responsibilities of the Regulatory, Compliance and Cybersecurity Committee and our Cybersecurity Risk Management Program, please see pages 25–27 of our [2025 Proxy Statement](#).



## SUSTAINABILITY MATERIALITY AND STAKEHOLDER ENGAGEMENT

### AN INCLUSIVE APPROACH

We engage with our TSMs, customers, stockholders, supplier partners, and the communities in which we operate to ensure we understand their needs and can respond accordingly. Dialogue with stakeholders is continuous and grounded in a core set of principles designed to deepen our engagement and ensure the inclusion of stakeholder voices in our decision-making. The input of stakeholders, in turn, supports the business in understanding and responding to important issues, risks, and opportunities. Our business and operating environments, and the needs of our stakeholders, are constantly evolving, and we review and adapt our approach accordingly.

Stakeholders, particularly stockholders and other investors, can communicate with the Board on environmental, social, and governance topics through our Secretary and our Investor Relations team, which bring stakeholder queries to the attention of the Chair of the Nominating and Governance Committee/Lead Director, or to any individual director or directors to whom the communication is directed (if appropriate) and reports back to the inquiring party, as appropriate.

As part of our continual efforts to align our programs to reflect priorities that are important to our stockholders, in 2024 and early 2025, we proactively solicited dialogue with our stockholders. We offered engagement to 34 stockholders holding approximately 67% of our outstanding common stock in the aggregate (as of the date of the offer) and engaged with 26 stockholders holding a total of approximately 56% of our outstanding common stock focused on a range of topics, including executive compensation, corporate governance (including board composition and succession planning), acquisition and commercial strategy, cybersecurity and sustainability initiatives. Read more detail on pages 3–4 of our [2025 Proxy Statement](#).

### CORPORATE CITIZENSHIP BAROMETER

We launched our Corporate Citizenship Barometer in 2023 to better understand and quantify how our key stakeholders perceive the Company's environmental and social sustainability priorities, commitments, and impacts.

In our inaugural year, we surveyed more than 16,000 respondents across the stakeholders comprising our mosaic of success: customers, suppliers, TSMs, stockholders, community partners, and professional associations. We learned that:

- Stockholders perceive progress at Henry Schein across multiple metrics of corporate citizenship;
- Customers and suppliers rate these topics as very important to them, but place a premium on customer experience;
- TSMs want more opportunities to engage with these issues; and
- Professional associations and community partners, appreciate our investments in the community.

In the future, we plan to update the Barometer with deeper and more frequent inquiries put to our customers to understand not just their perception of our corporate citizenship and its impact on their relationship with Henry Schein, but also to what extent it gives them inspiration and direction to advance their own corporate citizenship. We plan to share these findings in our future reports.



### SUSTAINABILITY MATERIALITY ASSESSMENT

In 2024, we conducted a Double Materiality Assessment (DMA) in line with the requirements of the EU's Corporate Sustainability Reporting Directive (CSRD) as published in 2024, to determine our material Impacts, Risks and Opportunities (IROs) based on the framework provided by the European Sustainability Reporting Standards (ESRS), also as published in 2024. The DMA assesses impact materiality (how a business's operations affect people and the environment) and financial materiality (how sustainability matters affect a business's financial position, performance and cash flows), using a definition of materiality applicable under the ESRS as compared to financial materiality under U.S. securities laws. We performed the assessment for Henry Schein, Inc. on a voluntary basis at group level and intend to provide our sustainability statement aligned with those CSRD reporting requirements. As the DMA was carried out at global group level, the ESRS topics determined as material were also on a global basis.

#### What are Impacts, Risks, and Opportunities (IROs)?

Per the definitions set by the ESRS standards:

**IMPACTS** refer to actual or potential impacts (positive or negative) of the Company's activities on people and the environment identified in the materiality analysis.

**RISKS** reflect the risk potential of the material topics regarding short, medium, or long-term negative effects on cash flow, corporate development, performance, market position, and cost of capital and access.

**OPPORTUNITIES** evaluate the potential opportunities of the material topics in terms of short, medium, or long-term positive effects on cash flow, corporate development, performance, market position, and cost of capital and access.

Based on a thorough stakeholder-inclusive and research-rich process, we concluded that six out of ten ESRS topics are material for us (E1: Climate Change, E5: Circular Economy, S1: Own Workforce, S2: Workers in the Value Chain, S4: Consumers & End-Users, and G1: Business Conduct). Within the six ESRS topical standards identified as material, this is further broken down as representing 49% (18 of 37) of the sub-topics as material, and 40% (29 of the 73) of the sub sub-topics as material, from a financial and/or impact materiality perspective. We already track, report on, and have targets and action plans related to the majority of these areas. But, having just concluded our DMA, we also intend to perform a data mapping and disclosure gap analysis within the next two years to build action plans for the areas where there may be gaps or opportunities to enhance our approach. We continue to monitor developments in the scope, application thresholds, guidance, external assurance requirements, and other key aspects of the CSRD and ESRS as they evolve and strive to meet any shifting requirements in a timely, inclusive fashion.

#### How did we conduct a DMA?

Working with third-party experts, we performed a DMA in accordance with the current requirements of CSRD for Henry Schein, Inc. on a voluntary basis at group level. The DMA was informed by external stakeholder bench-marking, internal stakeholder engagement, third-party data research, and public and internal document review. Research included reviewing relevant Henry Schein internal, as well as publicly available, documents against ESRS sub-subtopics. Additionally, we utilized third-party data about Henry Schein from Glassdoor, London Stock Exchange Group, WWF Biodiversity Risk Filter and others, to include expert/topic-specific research and analysis as input in our process.

IROs were written and then preliminarily scored using a scoring decision tree, informed by the completed preliminary research. These were socialized, adjusted, and validated by internal stakeholders through a series of workshops.



## RISK MANAGEMENT

### BOARD AND EXECUTIVE MANAGEMENT OVERSIGHT

Henry Schein's management has a longstanding commitment to employing and embedding risk management practices and disciplines into its business planning and management processes throughout the Company to better enable the achievement of the Company's strategic, business, operational, financial, sustainability, and compliance objectives as well as to achieve and maintain a competitive advantage in the marketplace. Our Executive Management Committee (EMC), with oversight by the relevant committees of the Board, manages a wide range of risks and opportunities impacting the business.

#### How do we govern and oversee risk management at Henry Schein?

The Company's EMC is responsible for oversight and active management of material risks to the Company (including, without limitation, strategic, development, business, operational, human, sustainability, financial, and regulatory risks) as an integral part of the Company's business planning, succession planning, and management processes. Members of the management team provide periodic reports to the Audit Committee, Compensation Committee, the Regulatory, Compliance and Cybersecurity Committee, and Strategic Advisory Committee on select risk management topics and the Chairperson of each respective committee reports, as appropriate, on these topics to the full Board. Risk oversight is provided by a combination of our full Board and by the Board's independent committees.

Key enterprise-level risks are overseen by the full Board and our enterprise risk management process is overseen by the Audit Committee. Business unit and corporate functional group leaders are charged with managing risk within their realms through ongoing internal processes and controls. In addition, the Company conducts re-occurring enterprise-level risk assessments covering strategic risks, operational risks, technology risks, financial risks as well as legal, regulatory, and compliance risks. We review and strengthen strategies and plans and continuously measure such programs to address relevant identified risk factors. For example, the Company's BOLD+1 strategic plan addresses the top enterprise level risks identified in the corresponding enterprise risk assessment exercises in both the Fall of 2021 and 2024.

### ENTERPRISE RISK MANAGEMENT AND CONTINUAL IMPROVEMENT

In 2023, we consolidated and managed our various risk assessments and mitigation plans into one enterprise-wide overview, to ensure a more holistic approach, and to further strengthen our management of strategic risks including environmental, social, and governance, in addition to sustainability risks and opportunities for the Company. As part of this, we formalized our Enterprise Risk Management Committee and Risk Liaisons support structure, designed to enhance the integration of the Company's identification, measurement, monitoring, mitigation, and reporting on the key enterprise-level risks cited above. We track a broad array of qualitative as

well as quantitative inputs for identifying and elevating relevant risks globally to the Company's Enterprise Risk Management Committee (ERM). The Fall of 2024 risk assessment exercise was enhanced to incorporate pre-survey intake from the designated ERM Committee Risk Liaisons, allowing for relevant top risks to be identified and assessed across the above-noted risk categories. The exercise results are being reviewed with the ERM Committee, business unit leaders and the Risk Liaisons. Working with the specified Risk Owners, risk monitoring will be developed by leveraging existing risk mitigation programs. Plans are underway to share the risk assessment results and monitoring tools with the Company's EMC and the full Board.

From 2023 to present, the Ethics & Compliance team continued to partner with management to execute risk mitigation plans based upon the results of the biennial 2022 global ethics & compliance risk assessment. The results of the risk mitigation plans arising from the biennial ethics & compliance risk assessment are regularly reviewed with the Regulatory, Compliance and Cybersecurity Committee of the Board. The next ethics & compliance risk assessment was postponed by a year so as not to overlap with the enterprise risk assessment described above and is scheduled to be conducted in the Fall of 2025.







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## ABOUT THIS REPORT

This 2024 CARES Report (Sustainability and Corporate Citizenship Report) covers the calendar year January 1, 2024, to December 31, 2024. The data in this report relates to 2024, with historical data including certain data underlying our key performance indicators (KPIs) provided for comparison and to show progress. Where indicated, certain data or progress statements relate to 2025.

As we continue to strengthen our data systems and processes, we are transitioning the data capture and calculations of our greenhouse gas (GHG) inventory and other environmental KPIs to Watershed, a third-party sustainability platform. All our facilities are now included in the scope of our GHG inventory and other environmental reporting. Due to this transition, some GHG and other environmental KPIs published in this report may not be comparable with historical data, and certain restatements apply, mostly due to:

- Changes in accounting methodology (such as using more activity-based calculations instead of spend-based, where data is available);
- Changes to cut-off criteria (reducing previously reported exclusions of facilities under the materiality threshold and immaterial emission-causing activities such as the use of refrigerants); or
- Using different emission factor sources for certain categories.

Restatements apply to, among others, certain categories of our Scope 1, 2, and 3 emissions subject to our validated science-based targets. Therefore, year-on-year trends for the past three years in our GHG emissions and targets are not fully comparable in every category due to differences in methodology and scope. Scope 3 categories 11 and 12 have not been calculated for 2023 due to these categories not having been originally deemed relevant before the validation process for our science-based targets. Going forward, we aim to harmonize and streamline our GHG inventory since our 2022 base year and will review the need for re-baselining and target recalculation where necessary. We continue to report on progress made on specific emission hotspots and targeted initiatives throughout the report. No other significant restatements have been made in this report.

Our GHG reporting is conducted in accordance with the accounting principles set by the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard. More details on our GHG reporting may be found in our [Basis for GHG Reporting](#).

This year, we are reporting against the International Sustainability Standards Board (ISSB), established by the IFRS Foundation, which introduced its standards in 2023, to harmonize and simplify corporate sustainability reporting. ISSB's climate-related disclosures (IFRS S2) draw on Industry-Based Guidance, developed based on the SASB standards to which we are applying Volume 29 – Health Care Distributors. See our [2024 ISSB Index](#) for more details.

Our previously determined relevant topics were reviewed and confirmed by our recently performed Double Materiality Assessment in late 2024 (see page [39](#)) in preparation for reporting on the disclosures set by the EU's Corporate Sustainability Reporting Directive. Our report content is defined through various internal and external processes, such as our relevant sustainability issues, internal focus areas and priorities, external standards and transparency requirements, and mapping our business against the UN Sustainable Development Goals (see page [8](#)). The entities and geographies included in this report reflect the same entities included in our financial report.

### Environmental data reported this year includes:

- Scope 1, 2, and 3 GHG emissions for all relevant facilities and activities within the chosen boundary ([see Basis for GHG Reporting](#));
- Energy, waste, and water for all facilities (primary data is used for facilities above the 6,000-square-foot materiality threshold, and estimated data using industrial averages based on facility type and size is used for the others).

### Social data reported this year includes:

- Overall TSM numbers, as well as Compliance training data, for our TSMs globally,
- U.S. turnover and training,
- Health and safety data for distribution centers is reported for North America, South America, Europe, Australia and New Zealand, and
- Global donations (in-kind and cash)

## LIMITED ASSURANCE

We commissioned limited assurance through a third party in 2024 for select climate data and expanded the review to include safety KPIs as well. See the report [here](#). We continue to use the assurance findings to strengthen our reporting systems and our systems of internal control to help verify the accuracy, quality, and completeness of reported data.





## CAUTIONARY NOTE REGARDING FORWARD-LOOKING STATEMENTS

In accordance with the "Safe Harbor" provisions of the Private Securities Litigation Reform Act of 1995, we provide the following cautionary remarks regarding important factors that, among others, could cause future results to differ materially from the forward-looking statements, expectations and assumptions expressed or implied herein. All forward-looking statements made by us are subject to risks and uncertainties and are not guarantees of future performance. These forward-looking statements involve known and unknown risks, uncertainties and other factors that may cause our actual results, performance and achievements or industry results to be materially different from any future results, performance or achievements expressed or implied by such forward-looking statements. These statements are generally identified by the use of such terms as "may," "could," "expect," "intend," "believe," "plan," "estimate," "forecast," "project," "anticipate," "to be," "to make" or other comparable terms. Factors that could cause or contribute to such differences include, but are not limited to, those discussed in the documents we file with the Securities and Exchange Commission (SEC), including our Annual Report on Form 10-K, and will be contained in subsequent periodic filings we make with the SEC. These documents identify in detail important risk factors that could cause our actual performance to differ materially from current expectations.

Risk factors and uncertainties that could cause actual results to differ materially from current and historical results include, but are not limited to: our dependence on third parties for the manufacture and supply of our products and where we manufacture products, our dependence on third parties for raw materials or purchased components; risks relating to the achievement

of our strategic growth objectives, including anticipated results of restructuring and value-optimization initiatives; risks related to the Strategic Partnership Agreement with KKR Hawaii Aggregator L.P. entered into in January 2025; transitions in senior company leadership; our ability to develop or acquire and maintain and protect new products (particularly technology and specialty products) and services and utilize new technologies that achieve market acceptance with acceptable margins; transitional challenges associated with acquisitions and joint ventures, including the failure to achieve anticipated synergies/benefits, as well as significant demands on our operations, information systems, legal, regulatory, compliance, financial and human resources functions in connection with acquisitions, dispositions and joint ventures; certain provisions in our governing documents that may discourage third-party acquisitions of us; adverse changes in supplier rebates or other purchasing incentives; risks related to the sale of corporate brand products; risks related to activist investors; security risks associated with our information systems and technology products and services, such as cyberattacks or other privacy or data security breaches (including the October 2023 incident); effects of a highly competitive (including, without limitation, competition from third-party online commerce sites) and consolidating market; political, economic and regulatory influences on the health care industry; risks from expansion of customer purchasing power and multi-tiered costing structures; increases in shipping costs for our products or other service issues with our third-party shippers, and increases in fuel and energy costs; changes in laws and policies governing manufacturing, development and investment in territories and countries where we do business; general global

and domestic macro-economic and political conditions, including inflation, deflation, recession, unemployment (and corresponding increase in under-insured populations), consumer confidence, sovereign debt levels, fluctuations in energy pricing and the value of the U.S. dollar as compared to foreign currencies and changes to other economic indicators; failure to comply with existing and future regulatory requirements, including relating to health care; risks associated with the EU Medical Device Regulation; failure to comply with laws and regulations relating to health care fraud or other laws and regulations; failure to comply with laws and regulations relating to the collection, storage and processing of sensitive personal information or standards in electronic health records or transmissions; changes in tax legislation, changes in tax rates and availability of certain tax deductions; risks related to product liability, intellectual property and other claims; risks associated with customs policies or legislative import restrictions; risks associated with disease outbreaks, epidemics, pandemics (such as the COVID-19 pandemic), or similar wide-spread public health concerns and other natural or man-made disasters; risks associated with our global operations; the threat or outbreak of war (including, without limitation, geopolitical wars), terrorism or public unrest (including, without limitation, the war in Ukraine, the Israel-Gaza war and other unrest and threats in the Middle East and the possibility of a wider European or global conflict); changes to laws and policies governing foreign trade, tariffs and sanctions or greater restrictions on imports and exports, including changes to international trade agreements and the current imposition of (and the potential for additional) tariffs by the U.S. on numerous countries and retaliatory tariffs; supply chain disruption; litigation risks; new or

unanticipated litigation developments and the status of litigation matters; our dependence on our senior management (including, without limitation, succession planning for our Chief Executive Officer), employee hiring and retention, increases in labor costs or health care costs, and our relationships with customers, suppliers and manufacturers; and disruptions in financial markets. The order in which these factors appear should not be construed to indicate their relative importance or priority.

We caution that these factors may not be exhaustive and that many of these factors are beyond our ability to control or predict. Accordingly, any forward-looking statements contained herein should not be relied upon as a prediction of actual results. We undertake no duty and have no obligation to update forward-looking statements except as required by law.