



 HENRY SCHEIN®

RESPONSIBILITY AND SUSTAINABILITY REVIEW 2015

**Helping Health Happen®**

**LETTER FROM THE CHAIRMAN OF THE BOARD  
AND CHIEF EXECUTIVE OFFICER** .....1

**LETTER FROM CO-CHAIR,  
HENRY SCHEIN CARES FOUNDATION, INC.**.....2

**COMMITMENT AND ACCOUNTABILITY**  
Ethical Corporate Governance .....3

**HENRY SCHEIN'S MOSAIC OF SUCCESS**  
Our Corporate Charter.....6

**CUSTOMERS**  
Conversations With Customers.....7

**SUPPLIERS**  
A Conversation With UPS .....15

**SHAREHOLDERS**  
A Shareholder's Perspective.....18

**TEAM SCHEIN MEMBERS**  
A Conversation About Volunteerism..... 20

**SOCIETY**  
Helping Health Happen.....26

**2015 CHARITABLE CONTRIBUTION  
RECIPIENTS**.....32

OVER  
**\$11.6 MILLION**  
in cash and in-kind donations  
provided in 2015 through  
Henry Schein Cares and the  
Henry Schein Cares Foundation, Inc.

.....  
APPROXIMATELY  
**600**  
organizations worldwide  
receive support from  
Henry Schein

## “We believe an ethical approach to business is good for society and good for business.”

Henry Schein is more than a company – we are the manifestation of the idea that by serving our customers, we are “helping health happen” for society as a whole. To achieve our goal of serving the customer while also serving society, we connect over 3,000 supplier partners to more than one million health care providers who care for approximately one billion patients in more than 190 countries.

The cover of this year’s review reflects what we call the Mosaic of Success. It is the foundation upon which our company was built, and it is composed of our customers, investors, Team Schein Members, supplier partners, and society at large. On all the pages that follow, we highlight the work we do with each element of the mosaic. Building trust and holding ourselves accountable to the entire mosaic is how we manage our company and ensure our sustainability and success.

Our products and services are integral to helping individual dental, animal health, and medical practitioners not only improve the health and wellbeing of their patients, but also collectively address some of the world’s most pressing health issues. For example, tooth decay is the most widespread chronic disease worldwide, and Henry Schein’s work with dental associations globally helps to provide free oral health care to hundreds of thousands of underserved people annually.

We act locally as well, with programs that help underserved children return to school with essential supplies and an annual holiday season gift-giving program for families in need.

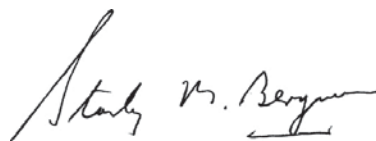
We believe an ethical approach to business is good for society and good for business. After all, businesses can prosper only if the societies in which they grow also prosper. In addition,

“doing good” creates the trust across all of our constituencies that leads to higher customer satisfaction, greater cooperation with supplier partners, higher employee engagement, improved retention rates, and, ultimately, better performance. Recent studies by Harvard Business School and Babson College have found that firms with a sense of purpose and long-term focus significantly outperform their counterparts.

Jay Schein, the son of our founders, Henry and Esther, and a mentor to so many in our company, once said, “This is what we are all about – a concern for people and a concern for results.” Jay recognized that people are at the heart of Henry Schein’s success. Only by earning the trust of our constituencies and driving accountability across the mosaic can we reach our goals for long-term growth.

While contributing to the social good and helping health happen have been part of Henry Schein’s DNA since its founding in 1932, we are now on a journey to formalize reporting on our social responsibility and sustainability activities. We are talking to our stakeholders as we prepare to build on our record of social responsibility and provide more detail on that record.

By continuing to serve all of our critical constituencies and maintaining our commitment to global social responsibility, we are ensuring that our best years are still to come.



Stanley M. Bergman  
Chairman of the Board and  
Chief Executive Officer  
of Henry Schein, Inc.







## “As the health of a country’s population improves, so does its potential for economic development and social stability.”

On June 2, 2016, I had the privilege of attending a ceremony in Atlanta to celebrate the 10th anniversary of the partnership between Henry Schein Cares and MedShare, a nonprofit organization dedicated to improving health care and the environment through the efficient recovery and redistribution of surplus medical supplies and equipment to those most in need.

As I watched the ceremony unfold, I was reminded yet again of what can be achieved to address the health needs of developing countries when effective partnerships are formed between corporations such as Henry Schein and globally oriented nonprofit organizations such as MedShare. In this case, Henry Schein’s donations of equipment, supplies, and cash have enabled MedShare to work with a number of health organizations in Africa, Central America, South America, India, the Philippines, and elsewhere. Hundreds of thousands of individuals and communities worldwide have been helped through this partnership over the past decade.

These kinds of humanitarian initiatives also support economic development in

developing countries by addressing their health care needs. As the health of a country’s population improves, so does its potential for economic development and societal stability. Over time, these countries can become more significant economic trading partners with the United States and other developed nations, benefiting both. This awareness gives an international perspective to Henry Schein’s motto of “doing well by doing good.”

As the new Co-Chair of the Henry Schein Cares Foundation, I am privileged to have the opportunity to more directly advance these efforts around the world. We will continue to explore new and novel ways to partner with others in our effort to increase the provision of health care to the underserved for the benefit of all stakeholders in society.

A handwritten signature in black ink that reads "Louis W. Sullivan, MD." The signature is written in a cursive style.

Louis W. Sullivan, MD  
Co-Chair,  
Henry Schein Cares Foundation, Inc.

# Commitment and Accountability

Henry Schein's commitment to ethical corporate governance, social responsibility, and sustainability starts at the top and permeates every level of the organization. Our impressive record of "doing well by doing good" has been recognized by many industry groups and leading organizations that monitor corporate social behavior.

## *Senior Leadership Commitment*

Henry Schein is more than a company – Henry Schein was founded and continues to operate on the belief that true corporate success is intimately tied to making the world a better place. The members of our executive team are all proponents of this philosophy, as reflected in the conversations featured in this review.

- Henry Schein is a founding member of the Center for Higher Ambition Leadership, a nonprofit 501(c)(3) dedicated to developing and supporting a growing global community of leaders who have higher ambitions for themselves and their institutions. Together with other like-minded companies, we are working with the Center to bring our leaders together to learn from each other; develop actionable insights on the critical challenges and best practices for leading and developing higher ambition organizations; and support the development of the next generation of highly capable leaders who will carry on the work of building higher-ambition organizations.

Since 2014, eleven of our senior leaders have participated in the year-long, multi-session Higher Ambition Leadership Institute to develop their capabilities as higher ambition leaders. In addition, Henry Schein invites a larger group of directors and vice presidents to attend internal one-day sessions held twice annually to support their development as higher ambition leaders.

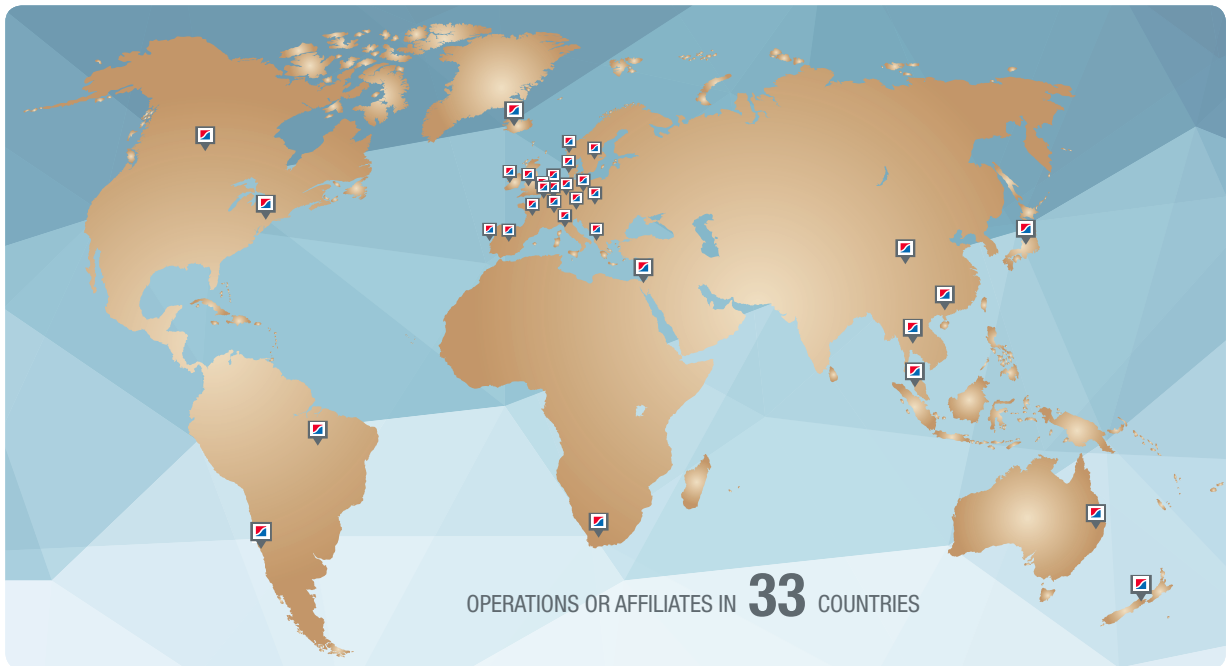
## *Recognition*

Henry Schein's long-time commitment to corporate social responsibility, sustainability, and ethical business practices has been recognized by some of the world's leading organizations focused on monitoring corporate behavior:

- Henry Schein was named to Ethisphere® Institute's list of the World's Most Ethical Companies in 2015 for the fifth consecutive year, in recognition of the company's commitment to ethical leadership and business practices.
- Henry Schein was ranked first again in its industry and marked its 15th year on Fortune's list of World's Most Admired Companies in 2015. Henry Schein also ranked first in its industry in all nine sub-categories that comprise the overall ranking: Management Quality; Quality of Products and Services; Innovativeness; Value as a Long-Term Investment; Soundness of Financial Position; Ability to Attract, Develop and Retain Talent; Community Responsibility; Wise Use of Corporate Assets; and Effectiveness in Conducting a Global Business.



# Commitment and Accountability



## Guiding Principles and Policies

At Henry Schein, holding ourselves accountable to our five key constituencies – customers, supplier partners, investors, Team Schein Members, and society – is one of our highest values, empowering us to succeed and thrive while serving the best interests of all. The following principal documents articulate our overriding commitment to performing with the highest ethical standards, affirming our uncompromising honesty and integrity in all aspects of our operation and behavior:

- Our Worldwide Business Standards articulate the values and responsibilities that apply to every Team Schein Member across Henry Schein’s domestic and global business units, departments, and subsidiaries. These include the many policies and practices that have existed for decades and enable us to achieve the excellence we strive for every day. These standards include ensuring that we:
  - **Market** and provide high-quality health care products and services to our customers.
  - **Maintain high standards** for transparency, accuracy, and completeness in the documentation and reporting of our financial information.
  - **Adhere** to relevant federal, state, and local regulations.
- The values of Team Schein are the foundation upon which Henry Schein has built its growth from fewer than 1,000 Team Schein Members in 1989 to more than 19,000 today. These principles continue to guide all the members of the Team Schein family:
  - **No politics:** We believe that politics distracts from great business practices; it never enhances them.
  - **Mutuality:** We believe that Henry Schein and its Team Schein Members are mutually responsible for the success of the business. Our promise is to create an environment in which all Team Schein Members can realize their fullest potential. In return, all Team Schein Members are expected to make contributions that positively impact our customers, our shareholders, our business, and each other.
  - **Each person is as important as the next:** We recognize the value of all Team Schein Members and their individual and collective contributions to the company.
  - **Recognize creativity and encourage it:** We strive to encourage an environment where creative thinking is the norm, not the exception.
  - **Open communications:** We believe that effective communication is critical to our continued success.
  - **Ethics:** We believe that conducting ourselves with the highest degree of ethics and integrity is foremost in driving a successful business.

## Managing Our Environmental Footprint

We believe that an important part of “helping health happen” is protecting the health of our environment. We embrace environmental stewardship by:

- **Better managing our energy consumption.**  
Energy control programs at our distribution centers and Henry Schein Dental Sales and Service Centers involve the operation of automated lighting systems in office spaces and warehouses, which significantly reduce energy consumption, among other resource-saving activities.
- **Supporting the use of recycled material at our distribution centers.**  
Henry Schein’s shipping cartons are made from recycled material, which require less energy and material to manufacture. Our distribution centers also purchase eco-friendly and recycled supplies including copy paper, printer cartridges, packing dunnage, corrugated material, and cleaning products. Our distribution centers also recycle everything from plastic bottles to pallets.
- **Achieving LEED certification at our facilities.**  
The Melville East building, one of two buildings that comprise Henry Schein’s world headquarters on Long Island, New York, was awarded LEED® Silver Certification in the Building Operations and Maintenance rating system in 2015. The second building, Melville West, was awarded LEED Silver Certification in 2013. This certification recognizes the continued efforts of the company’s corporate offices to conserve energy and water, reduce waste and greenhouse gas emissions, and to be safer and healthier for team members.
- **Supporting the environmental sustainability efforts of our customers.**  
We encourage the “greening” of health professionals’ offices, create office spaces that meet world-recognized sustainability and green design standards, and support the reduction of our customers’ total carbon footprint with the use of eco-friendly products through our Global Reflections program.

100%  
of Henry Schein  
Dental Sales and Service  
Centers have  
ENERGY-EFFICIENT  
LIGHTING

OVER  
9,500  
TONS OF WASTE  
MATERIAL RECYCLED  
by our North American  
Distribution Centers

45%  
INCREASE  
IN SALES  
of “green” products  
over 2014

### Global Reflections program helps practices “go green” while supporting the American Association of Dental Office Managers’ Green Leader Initiative

Henry Schein’s Global Reflections program helps dental, veterinary, and medical practices “go green” by offering a catalog of environmentally friendly and green-certified products, including medical, cleaning, office, and sanitary supplies. Since 2010, more than \$155,000 of the proceeds from these sales has been donated to the American Association of Dental Office Managers to support the Green Leader Initiative, an education campaign that encourages dental office managers to reduce the environmental footprint of their practices.



# Henry Schein's Mosaic of Success

At Henry Schein, holding ourselves accountable to the five constituencies that make up our "Mosaic of Success" is one of our highest values, empowering us to succeed and thrive while serving the best interests of all. Our Corporate Charter is grounded in our belief that success requires recognizing and building trust among all of our key constituencies:



## ***To Our Customers***

We provide the best quality and value in products and services, helping our customers, as trusted advisors and consultants, to:

- Deliver quality health care to patients;
- Efficiently operate and grow practices; and
- Increase financial return and financial security.

## ***To Our Suppliers***

Together, we create an environment that enables us to grow our respective businesses in the spirit of partnership, with each making a fair profit.

## ***To Team Schein Members***

We foster an entrepreneurial environment, offer exciting opportunities for personal and professional growth, and treat each individual with respect and dignity.

## ***To Our Shareholders***

We endeavor to provide continued growth and profitability, resulting in a superior return on investment.

## ***To Society at Large***

We act in a socially responsible manner to:

- Further humanitarian relief and disaster response;
- Increase access to health care among underserved populations;
- Strengthen wellness programs and volunteer activities;
- Enhance health care advocacy and education;
- Positively address environmental concerns; and
- Maintain high standards of corporate governance.



Henry Schein is working to put better solutions in the hands of our customers, enabling them to improve both the profitability of their practices and the health of their patients.

Henry Schein helps practitioners build growing and sustainable practices so they can focus on delivering high-quality care. By helping our customers succeed, we enhance their ability to achieve good health outcomes for patients. And by growing together, both Henry Schein and our customers are better positioned to help health happen.

We have achieved decades of steady growth by serving our customers in ways that support the growth of their practices and their ability to successfully treat patients:

- Customized solutions best suited to our customers' practice needs.
- Broad product and service offerings at competitive prices, including:
  - Consumable supplies and equipment;
  - Technology, practice management solutions, and other value-added products and services;
  - Repair services; and
  - Leasing and financial services.
- Customer relationships that are built and maintained through personal visits by field sales representatives, frequent direct marketing and telesales contact, and superior customer service.
- Continually enhanced efficiency of our supply chain.

OVER  
**3,000**  
suppliers  
SERVING 1 MILLION  
CUSTOMERS  
who treat  
1 BILLION PATIENTS  
.....  
**110,000**  
products  
IN STOCK

### *Partnering With Customers to Help Health Happen*

Henry Schein partners with our customers to support underserved communities, raise awareness, and contribute to ongoing research to help health happen. Among our joint efforts in 2015 were:

- **Give Kids A Smile.** In 2015, the company joined its supplier partners in donating more than \$1.3 million in products to the ADA Foundation's Give Kids A Smile program. These products helped 10,000 dentists, many of whom are Henry Schein customers, provide more than 350,000 underserved children with free oral health screenings, education, and treatment in 2015.
- **Calendar of Caring.** Enables our customers to partner with us in enhancing and expanding access to care and promoting a greener world by offering a selection of products through three initiatives, each of which donates a portion of the proceeds to a range of programs and charitable organizations. In 2015, more than \$210,000 was raised through Calendar of Caring initiatives:
  - **Global Reflections** (January through April) helps practices "go green." A portion of the proceeds from these sales is donated to the Henry Schein Cares Foundation in support of environmental causes.
  - **Health Advantage** (May through August) supports our efforts to help health professionals enhance the wellness of at-risk, vulnerable, and remote populations.
  - **Practice Pink** (September through December) raises funds through the sale of "pink" products to promote awareness of breast cancer and other cancers, and support research, prevention, and early detection efforts.

## A Conversation With Animal Health Customer and Partner Paul Mundell of Canine Companions for Independence, Inc.

In 2015, Henry Schein Animal Health teamed up with its customer, Canine Companions for Independence, Inc., the first and largest assistance dog organization in the United States helping people with physical disabilities, to deliver care packages valued at more than \$300 each to veterinarians for their customers who volunteer to raise Canine Companion puppies. **Peter McCarthy**, President, Global Animal Health Group for Henry Schein, and **Paul Mundell**, Chief Executive Officer of Canine Companions for Independence, Inc., sat down to talk about Canine Companions' important mission and Henry Schein's assistance in fulfilling that mission.

**Peter McCarthy:** How did your connection with the animal world come about?

**Paul Mundell:** I was in grad school in Heidelberg, Germany, and got interested in dog training, which is popular there. I got more and more interested in animal behavior, and thought, "I wonder if there are interesting things you can do with dogs, taking advantage of this partnership that you can establish with them." When I returned, Canine Companions was just opening up a center here on Long Island. They were looking for people to hire and they hired me.

**Peter:** And you became CEO about a year ago?

**Paul:** Yes, just over a year ago.

**Peter:** So how would you describe the mission of Canine Companions?

**Paul:** It's important to stress that we're a human services organization. We're not a dog organization, but dogs are the means by which we achieve our human service. Our mission is to help men, women, children, and veterans with disabilities live more independently by partnering them with an assistance dog that has been carefully screened and selected and bred and trained for that work.

**Peter:** How do you go about that? Can you tell me about the process?

**Paul:** We breed all of the dogs that eventually become assistance dogs. When the dogs are eight weeks old they are sent to one of our six regional training centers and then from there they're adopted out by volunteers. That's the point at which we come together with veterinarians and Henry Schein. When the dogs get adopted out to the puppy raisers, each is in contact with their local veterinarian who supports the puppy until it's a year and a half old. At that point, the dog comes back into one of our



training centers and spends six months in training. At the end of that time, we have a class of dogs ready and invite a class of people into our training centers to learn how to work with their assistance dog.

**Peter:** Do you work with many corporate partners? How does this help you achieve your mission?

**Paul:** We have about five major corporate partners that provide us with increased public awareness for Canine Companions and our mission through their employees and their outreach into the community. That attracts people who can benefit from our services. It also attracts volunteers, including the puppy raisers we talked about and those who house the breeders, as well as donors. In addition, obviously, there's the financial support we get from a philanthropic partner such as Henry Schein.

**Peter:** We feel our partnership with Canine Companions fits so well with our desire to both help the veterinarian run a better practice – from getting them the product that they ordered on time to helping them run their practices more efficiently – and give back to society. By supporting veterinarians to help puppy raisers, we feel we're not only helping to raise awareness for Canine Companions, but also raise awareness for that veterinarian as someone who is giving back to society. From your perspective, what's



*Paul Mundell (left), Chief Executive Officer of Canine Companions for Independence, Inc., with Peter McCarthy, President, Global Animal Health Group for Henry Schein.*

worked about the puppy raisers care package program with Henry Schein?

**Paul:** I think the hallmark of the program is the connection between the veterinarian, who is supporting the puppy raiser, and the puppy raiser, who is contributing their time. It's a lot of work for them, but there's also cost involved. By helping to underwrite the costs of some of the products that the puppy raisers need, Henry Schein is helping to strengthen the connection between the veterinarian and the puppy raiser. This gives the veterinarians a chance to provide additional benefit to the puppy raiser without taking on the cost themselves.

**Peter:** It's about the veterinarians' special place in society and the value that they bring – which we feel is often undervalued. I also understand you're involved in a fascinating study with the Department of Veterans Affairs (VA). Can you tell me about it?

**Paul:** We are one of three groups selected by the VA to participate in a study to evaluate whether dogs are a useful therapeutic intervention for veterans suffering from post-traumatic stress disorder. Right now there's a crisis in the veterans' community. The most commonly prescribed therapeutic is pharmacological, and there's a huge opioid problem and a suicide epidemic among veterans. The VA

does not yet recognize post-traumatic stress service dogs in the same way they recognize, for example, the service dogs that we place to work with somebody in a wheelchair or someone who is blind. This research is designed to explore this. We train the dog to obey five different commands that are designed to get at some of the symptoms of post-traumatic stress. Two of the commands are for the dog to interpose its body either in front of or behind the person.

**Peter:** How does that help?

**Paul:** Well, a lot of veterans who suffer from post-traumatic stress don't like to go out in public because they don't like to be, for example, in a line at a bank or grocery store or movie theater because they don't want anybody too close to them; they start to feel threatened. And so this way they can interpose the dog between themselves and an avenue of approach for other people, and maintain a greater space, which makes them more likely to go out.

**Peter:** I think sometimes that we forget about that animal-human bond and just think about animal health and looking after the welfare of the animal. That is important, but it is also about the connection to the owner, the human. It's such a pleasure having connected with you on the puppy raiser care package program and we want to work with you to make it even more successful. I think the possibilities that exist for us to work with Canine Companions are just tremendous and I think we're scratching the surface.

**Paul:** We're certainly excited to see it grow. For us, the fact that you guys are not B2C, you're B2B, necessitated a lot of thinking about how we work with that. But I think as it's evolved, we're starting to see the potential of what it could be. It's exciting.



## CUSTOMERS | SUPPLIERS | SHAREHOLDERS TEAM SCHEIN MEMBERS | SOCIETY

### A Conversation With Dental Customer and Partner Charles Bertolami, Dean of the New York University College of Dentistry.

**Jim Breslawski**, President of Henry Schein, Inc. and Chief Executive Officer, Global Dental Group, and **Dr. Charles Bertolami**, Dean of New York University College of Dentistry, recently discussed their years of collaboration and how this partnership has allowed each organization to advance its mission while better meeting the needs of their various constituencies.

**Jim Breslawski:** I thought I would start out by sharing a bit of my background. I've been with the Henry Schein team since 1980, but for the first handful of years I really wasn't involved with the customers, the professionals we serve, but was focused on operating the business. In 1989, [CEO] Stan [Bergman] gave me the opportunity to work with the Dental team and the dental profession. And it was really eye opening for me to recognize that we at Henry Schein are really in the business of health care. You know, we move a lot of boxes and we definitely want to make sure that we handle all the basics of a distribution company very well, but we really developed an appreciation for making sure that we have a real balance in our overall approach in terms of thinking about the communities that we're a part of. It's been, as Stanley would say, our "secret sauce" and the heart of the company.

When we think about our relationship with the NYU College of Dentistry over the years and all of the different things we've done together, a lot of different threads come together in a very meaningful way for us. The school is a very large institution with a lot of students from diverse backgrounds coming together, all really looking to learn as much as possible about how to be the best health care provider in their chosen profession. We understand that we can play an important role in not only helping them realize that, but also helping them become successful when they leave school. So how can we, in partnership with the school and folks like yourself, provide better access to care, a better environment so people feel comfortable coming to the dentist, and more opportunity for people to learn about the new innovations in dentistry? And so for us, the relationship that we've had over the years has been extremely rewarding and it's something that we're looking forward to continuing to nurture in the years to come.

**Charles Bertolami:** Well, hearing you say this explains a great deal in terms of how our relationship has evolved and developed. You know, universities have to have partners to help us fulfill our missions. But you don't often encounter a corporate partner that really buys into the philosophy of what I would call altruism, that goes beyond



the business, and that's what I think has led to some of the chemistry that has clicked between our two organizations.

**Jim:** It's great to hear that you feel this way. It's also important that there's a good personal alignment so that if we make a commitment to you, you feel confident that we're going to be able to stand behind that commitment and deliver on that commitment.

**Charles:** Yes, there are many forces that make it difficult for universities, the corporate sector, industry, and other potential partners to collaborate, so the fact that our collaboration works is one of the things that has been so gratifying in our relationship with Schein.

**Jim:** Do certain of the collaborations we've done together come to mind?

**Charles:** Oh, absolutely. The first is our [NYU College of Dentistry/Henry Schein Cares] Global Student Outreach Program. Whether we're going to Mexico or Nepal, to Alaska, northern Maine, upstate New York, Honduras or Nicaragua, none of these experiences would be possible without the support that we've gotten from Henry Schein Cares. The program has evolved over time, and our capacity to do things has tremendously increased. Originally we went to provide care for patients who otherwise wouldn't get it; that's important. But now we also take into consideration the general health of the population, because a lot of dental disease is caused



*Jim Breslawski (left), President of Henry Schein, Inc. and Chief Executive Officer, Global Dental Group, and Dr. Charles Bertolami, Dean of New York University College of Dentistry.*

by refined carbohydrates, which is the same basis for diabetes, for hypertension, for obesity - these things are all fellow travelers. In each of these places, we also look at education because we want to make sure that we help build an infrastructure that is sustainable. So the impact of Henry Schein on our outreach has been tremendously significant.

**Jim:** That's terrific.

**Charles:** Schein has also been a big partner in developing the physical infrastructure of the Dental School. If you came up to the second floor of our building, you would see the Henry Schein Cares wing. So your contribution enabled us to bring up to modern standards a whole facility that our students are using to take care of patients who might not otherwise get the care that they need. You also partnered with us to implement a new electronic health record, which is not only a patient care record or a way of getting our bills out on time, but also a step-by-step academic record for the student. Now here's the thing: there's not much of a market for academic dental electronic health records. So when Schein agreed to partner with us on this, it was so incredibly helpful.

**Jim:** There is a lot happening right now in information management. Electronic health records are so important to the overall health care system and digital technology is changing so quickly.

**Charles:** We didn't really like any of the electronic health record systems that were out there. Your folks helped us with design and infrastructure enhancement, which ended up being very important. We used to frequently miss the 90-day window for billing Medicaid, which cost the school a great deal. The enhancements also allow us to educate students in a completely different way. Is a patient a smoker? Have they had their blood pressure taken? There are all kinds of things that are built into that electronic health record that never used to be there.

**Jim:** So let me ask you, when you think about the future and about total health, do you see dentists playing more of a role in early screening for overall total health?

**Charles:** Yes, no question about it. I think there are something like 500 million dental visits a year in the U.S. This is an incredible opportunity because a lot of those patients are not going to see their primary care provider, but they may see the dentist because they're driven by pain, habit, or appearance. It seems almost irresponsible to be a health care provider and not take advantage of that opportunity. So general screening is going to be an important element of what we need to educate our students to be able to do.

**Jim:** Are there certain things that come to mind that we haven't yet touched on that certainly could be aligned with



## CUSTOMERS | SUPPLIERS | SHAREHOLDERS TEAM SCHEIN MEMBERS | SOCIETY

the overall goals of the university, and also fit well with the perhaps unique skill sets and capabilities that we in industry bring?

**Charles:** That's a really good question. I think one of the things that is of great interest at the moment is oral cancer because of the pain that is associated with oral cancer, which is far worse than other kinds of cancer pain in many cases because the cancer cells follow nerve pathways. And yet I'm told that the capacity to manage that pain has not changed since Ulysses S. Grant died of oral cancer in the 19th century.

**Jim:** Really? Wow.

**Charles:** And so really exciting and different ways of managing that, I think, will be very important to us. Now, how exactly Schein might be involved in that, I'm not sure. But I think that public screening programs and access to general dental care would definitely be part of this.

**Jim:** Helping to facilitate better screening and diagnosis for oral cancer has been something we've been highly interested in and involved in with different products and solutions for many years. What's next with that and whether there is anything that we can do together is something we'd certainly be happy to think through.

**Charles:** Another thing Henry Schein has helped us with is bringing corporate efficiency to our organization. So, as an example, there's a Henry Schein store within the dental school.

**Jim:** Is Miguel [Colmenares] still there?

**Charles:** Yes, yes, he is there! Everybody in the school knows him. Everybody in the school loves him. And that was precisely what I was thinking of. You know, there were lots of problems when we used to have to assemble dental equipment kits for our students. All of that has disappeared now. It's not only the fact that there are certain things that we absolutely need done that you can do better than we can, but that the people you have put on-site have been so helpful. For the typical dental student or typical dental faculty member, what makes the world of difference to them is this attitude of willingness to help and solve problems.



**Jim:** That's terrific to hear. That brings a smile to my face. Getting back to the foundation of our system of values, when we think about our formula for success, we think about a mosaic that represents the various constituents whose needs we try to balance. Certainly our customers, but also the patients, the communities we work in, and our suppliers and the like. That balance is critical, and also making sure that we don't lose sight of how up-and-coming customers are being educated. When we can connect that through to our social responsibility agenda by finding ways to collaborate with an institution like yours to help you achieve your agenda, we feel great.

**Charles:** Yes, when things work right, everything comes together for good and I think this is one of those situations where there's a lot of trust between your leadership and ours. While Henry Schein's actions and the creation of the Henry Schein Cares Foundation speak for themselves, there also seems to be a deeply felt conviction in your leadership that is, at least to me, extremely powerful. And it aligns with the best people in our school.

**Jim:** That's great to hear.



## A Conversation With Customer and Partner Paloma Izquierdo-Hernandez of Urban Health Plan, Inc.

**Brad Connett**, President, Commercial Group, U.S. Medical, Henry Schein, Inc., visited **Paloma Izquierdo-Hernandez**, President and CEO of Urban Health Plan, Inc., at the health center's headquarters in the South Bronx to discuss the many ways that her organization is supporting the health and wellbeing of its community members – going well beyond the provision of medical care – and the role Henry Schein is playing in helping Urban Health Plan to achieve its mission.



*Brad Connett (left), President, Commercial Group, U.S. Medical, Henry Schein, Inc., visited Paloma Izquierdo-Hernandez, President and CEO of Urban Health Plan, Inc.*

**Brad Connett:** I know Urban Health Plan was one of the first community health centers in the state of New York. Can you tell me about your history and why you are so dynamic?

**Paloma Izquierdo-Hernandez:** Urban Health Plan is now in its forty-third year of operation. We were founded by my dad, Dr. Richard Izquierdo, who started his first practice on this same street here in the South Bronx. We have grown from a private practice, which he started when there was no Medicaid or Medicare, to what we are now. In 1974, we became a licensed not-for-profit Article 28-licensed facility and then in 1999 we became a federally qualified health center. My dad's vision was to build a practice that served his community so that people could get quality care and didn't have to run to the emergency room. When I joined 36 years ago, I picked up on his vision and expanded it. So we now have nine health care facilities. We also have nine school-based health centers, services in two homeless shelters, and we provide dental services in a Boys & Girls Club.

**Brad:** You have also significantly expanded the types of services you offer over the years. How have your activities grown and changed and why?

**Paloma:** One of the defining characteristics of Urban Health Plan is our ability to transform ourselves by continuously improving what we do. Through that work, I started recognizing that although we were starting to achieve really good outcome for our patients compared to other community members, when I looked at how our patients lived in the community, I didn't see much difference. So for many years we have been going down this path of focusing not just on health care, but also on

some of the social determinants of health – education, jobs, and housing – to improve the quality of life. We founded a charter school named after my dad – the Dr. Richard Izquierdo Health and Science Charter School – with two ideas: (1) creating a pipeline of local health professionals, and (2) trying to influence kids' lives, not only in the health care arena, but also in the academic space. We also created a workforce development center to help people prepare for and get jobs because a job really does a whole lot of things for people, including improving their health.

**Brad:** What were the biggest challenges faced by your dad versus what are your biggest challenges today?

**Paloma:** A big challenge he faced was the burning of the South Bronx. I graduated from Boston College in 1976 and came back here to work. Even though I had spent all my life here, it was still a real culture shock coming to work hearing a fire truck passing by every day because something was burning. This community went from 75,000 people to 30,000 people in ten years. The famous Fort Apache is right next door to us. So how do you attract people to come to work in a place like this? I would say that was my dad's biggest challenge. And recruiting is still a challenge for me, but for slightly different reasons – how do you get people to come to work in an environment where there's so much competition and there's such a shortage of primary care doctors? So, I think in that sense our challenges are not that different.

**Brad:** You've talked about the integration of health care and life. The motto of our Henry Schein Cares Foundation is "Helping Health Happen." One of the things we do is medical screenings in conjunction with health centers like

yours – we probably support 14 around the country every year. Can you talk about the importance of prevention and wellness as it relates to a community health center like yours? Especially if community members don't have all the information or knowledge they need to take care of themselves?

**Paloma:** Prevention is an interesting thing. Even in a primary care setting, we still are only reimbursed for sick care. So we promote a lot of prevention, we promote a lot of primary care, but we're still reimbursed for the people coming in with illness. To support prevention, we created a public health council, which launched a "Shop Healthy, Eat Healthy, Be Healthy" campaign with our patients. It came out of our work with New York City's "Shop Healthy" initiative, where we went to bodegas and grocery stores and supermarkets and had them provide more produce, implement healthy menus, and provide healthy lunch options. I mean, now you can actually eat healthy food in this neighborhood, which five years ago was an impossibility. So that has created within the community an understanding that there are healthy things that you can eat, which we back up with the nutrition education we provide here.

**Brad:** I hear you have a pretty cool kitchen in this building?

**Paloma:** Yes, our healthy cooking demo kitchen on the third floor. Sometimes you walk in here and the smell is just wonderful because we have people doing cooking demonstrations. We also have a farm share program that we use to introduce vegetables that many of us, quite frankly, have never eaten. What's amazing is realizing that by affecting one person's ability to change how they cook, you're really affecting a whole bunch of other people – that whole family. That's the power of prevention work and public health work – it's a lot of low-cost, high-impact activities that can really change what medical care is.

**Brad:** You've had a chance to meet Stanley Bergman, our Chairman and CEO. He drills down to us all around the globe that we're called to both do well in business and do good in our broader society. We certainly try to do that in our relationship with Urban Health Plan. I know the word "partnership" is overused, but we certainly feel we have a strong partnership with your and your team.

**Paloma:** Yes, it's an important partnership and adds value to the things we do. Having a partner like Henry Schein is very important because you have the resources that allow us to better meet the demands of our patients, and you are really able to partner in ways that our local vendors cannot. So we are very eager to continue to partner with you. We appreciate all the sponsorships that you do and all the value that you bring.

**Brad:** We have some really passionate people that serve you and they speak very highly of you. How are they doing? Are they serving your needs?

**Paloma:** They're great. You know, I never compared you guys to local vendors but I should because you are like a local vendor. That's the kind of relationship we have. We can call, we have access, we get prompt service and prompt responses, and we're not always able to get that from a large company. You've been able to deliver that level of service yet have a huge back office and capacity built into your organization. But you feel like a local organization.

**Brad:** You know, we're a lot of small companies that came together to be one really big company. So we really strive to keep that local, small company feeling.

**Paloma:** It's difficult. You know, one of the challenges we've had is: How do we keep the organizational culture of a small practice as we grow and have all these sites and all these different things that we do? I think you walk into every one of our sites and get the same feel, which is challenging to do.

**Brad:** Can I ask about oral health as part of your primary care mix? I know that you've expanded your dental clinics.

**Paloma:** And you have been very, very helpful with our oral health expansion. When we built the building where our oral health services are provided, we only built four operatories. Those four operatories quickly became a four-month wait for patients. So we are now building a 13-operatory unit. And Henry Schein has been a tremendous partner in helping us maximize the effectiveness of the space. I couldn't think of a better partner.

**Brad:** The view used to be that oral health care is outside of primary care, but, today, oral health care is primary care.

**Paloma:** Absolutely. You really recognize the importance of oral health when you're in schools, and you realize how many of the kids have never seen a dentist. I think oral health is one of the biggest services that we provide people. Oral health, behavioral health, physical health – they are all tied into one. You really can't have one without the others. Your body overall affects your wellbeing.

**Brad:** And that's really the "Health Home," what you just described, the three pieces of mental, oral, and physical health. That's the Health Home, which is what Urban Health Plan is – a health home.

Henry Schein partners with more than 3,000 suppliers to ensure practitioners have the products and technologies they need to help health happen.

Since its founding, Henry Schein has worked to create an environment in which the company and its supplier partners are able to grow their respective businesses in the spirit of trust and cooperation, with each making a fair profit. Suppliers play a critical role in the public-private partnerships that serve as the foundation of the company's social responsibility model, and have demonstrated time and again their commitment to join with Henry Schein to "help health happen" for underserved, vulnerable, and remote communities and populations throughout the world.

### ***Standards for Suppliers***

#### **Supplier Social Accountability**

Henry Schein has adopted elements of Social Accountability International's (SAI) SA8000 standard into our Quality Systems Audit Program, which is used to evaluate Asia-based private-label supplier partners in areas such as health and safety, working hours and wages, child labor and forced labor. We continue to monitor industry trends and standards to ensure we are taking a leadership position with respect to this aspect of compliance.

In addition, we also have a program to audit supplier partners for compliance with regulatory requirements, such as those of the U.S. Food and Drug Administration, International Organization for Standardization, Medical Devices Directive, and other local market requirements. Corrective and Preventive Actions requests are issued for non-compliance.



#### **Quality**

Henry Schein has processes and systems in place as part of our program to continuously audit our supplier partners to ensure they are meeting our standards specific to product quality and other leading factors that measure overall performance.

### Statement from Social Accountability International describing its SA8000 standard

The SA8000 standard is the central document of our work at SAI. It is one of the world's first auditable social certification standards for decent workplaces, across all industrial sectors. It is based on the UN Declaration of Human Rights, conventions of the International Labour Organization, UN, and national law, and spans industry and corporate codes to create a common language to measure social performance. It takes a management-systems approach by setting out the structures and procedures that companies must adopt in order to ensure that compliance with the standard is continuously reviewed. Those seeking to comply with SA8000 have adopted policies and procedures that protect the basic human rights of workers.



## A Conversation With Supplier Partner Myron Gray at UPS.

**Gerry Benjamin**, Henry Schein's Executive Vice President and Chief Administrative Officer, sat down with **Myron Gray**, President, U.S. Operations for UPS, to discuss the decades-long partnership between the two companies and their shared commitment to strengthening communities and social responsibility.

**Gerry Benjamin:** Corporate social responsibility programs are so important. Growing up, I knew what it was like to not have, so it's important to give people an opportunity to have.

**Myron Gray:** That's very interesting. I also came to understand the importance of corporate social responsibility through my personal experiences. From first through the ninth grade, I went to a school where the kids all looked like me. But for high school, I was bused from our neighborhood 10 miles away to an all-white public high school. I remember being in my high-school math teacher's room one morning before anyone else got there, and she looked at me and said, "Who do you think is the smartest kid in school?" I simply looked back at her, and I said, "Well, everyone knows the answer to that; it's your daughter." She said, "That's what your problem is: You think she's smarter than you, but with more effort, you could basically just run circles around her." And ding, a bell goes off. I thought, "All right, let's prove her right."

**Gerry:** That's a great story, Myron. It touches on what we both understand; that it's all about kids. If you focus programs on kids – whether it's education, or making kids feel better about themselves, or providing opportunity – that is really the key to changing society and changing their lot in life. That's why Henry Schein and UPS are more than just business partners, we are partners in serving society. Over the past 20-plus years, we have worked together to identify opportunities to combine our respective expertise to serve the social good. During the Ebola crisis, for example, UPS and Henry Schein teamed up to provide medical supplies to the Centers for Disease Control in the U.S. to really support health care professionals. We supplied the product and UPS donated the transportation of those supplies into West Africa. So it's really been a great partnership.

We've also been great partners from a business perspective. When I look at the growth of Henry Schein over the past 20-plus years, UPS has had a huge role in helping us be successful because UPS has allowed us to really improve service to our customers. They are the first group we reach out to for help in figuring out how to meet the changing needs of our customers. UPS, and you



in particular, Myron, have always been there to support Henry Schein in all the things that we do.

**Myron:** What our partnership really does is it allows the best of both companies to shine. This is true in our business relationship and also where our social responsibility programs are concerned. We can leverage UPS's supply chain management capabilities along with what Henry Schein can provide from a health care and supply management standpoint to help those who are in need. Even more importantly, we can leverage the human capital that we have at both organizations to do this. In any crisis, our employees will volunteer their own time and their own resources to come to the rescue. For example, you mentioned the Ebola crisis. We had people volunteer to go into West Africa and participate in the distribution of the goods that were being used on site. Just last year our employees donated over 2.35 million hours to communities around the world. So again, I think we are leveraging the best of what both companies have to offer.

Of course, the larger question is, "Why do we do what we do?" I think this speaks to the core of what both companies are about. At UPS, we consider ourselves an enabler of global commerce, and we believe that if we build strong communities, it will enable our company to remain financially strong. Jim Casey, our founder, was a very strong proponent of not just building up this company, but building up the communities around it. So he established the UPS Foundation over 60 years ago because he was so strongly rooted in helping others. And it's not about the money, it's about leveraging both the intellectual property that you have and the volunteer hours that our people so willingly give. Then you can see real benefit from having done it.



*Gerry Benjamin (left), Henry Schein's Executive Vice President and Chief Administrative Officer, sat down with Myron Gray, President, U.S. Operations for UPS.*

**Gerry:** I agree. I think we share a lot of the same philosophies as UPS. One of the things that we both believe in is doing well by doing good. We believe that companies have an obligation to use their resources to serve society, and that businesses can't really succeed in a failed society. You know, it's a moral and economic imperative for companies to have a higher ambition. And we feel that by giving back to society, we can help to improve the communities in which we live, the morale of the people we employ, and our efforts to attract the best and the brightest. Because we're a business-to-business organization, there are only so many ways that people are going to get to know Henry Schein. Our customers know us, but society doesn't. So it's really important that we go out into the communities to help because, number one, it's the right thing to do. Number two, it's an opportunity for people to see some of the things we do and perhaps get excited about coming to work for a company with a higher ambition. We make sure that the executives we bring into the company realize how important social responsibility and doing well by doing good is to us. We expect high business performance but we also expect people to really understand how important it is to serve society.

When it comes to our employees, our Team Schein Members, it creates a sense of pride to work for a company that gives back and allows them to give back on a much greater scale. One of the programs that we run in the community, our Back to School program, even allows Team Schein Members to get their kids engaged. My kids helped shop for supplies for some of the kids we were sponsoring, and it gave them an opportunity to realize,

"Gee, I guess there are kids who don't have what I have." This starts to build a certain sense of responsibility. Today, my kids are really strong on the concept of giving back to society; it's important to them. And I think it's because of those types of experiences.

**Myron:** I'm also a big believer in "you lead by doing." When you, as a leader, are in your locations across the U.S. or around the world, it's important that you talk about every facet of your organization. And moving past just talking about what you do for the community, but donning a T-shirt and some work boots and some jeans and going out to a local community organization and getting your hands dirty and letting your people see that you do what you say. And it's amazing how many people will automatically pitch in to help. Once they understand that you're really committed, they'll become committed as well. So you've got to lead by doing.

**Gerry:** I totally agree. You've got to lead by doing. And it's my belief that you also have to measure everything. This is the way I'm wired. So by location, it is important for me to understand, what are we doing in terms of wellness? What are we doing in terms of community service? What are we doing in terms of activity programs like Theme Day? What are we doing in terms of donations? What are we doing in terms of Sports Days? Every other month, I take a look at data for the different locations and will ask, "How come we are not doing more community service-wise?"

You also need to reach out to your locations to help them. Because people are busy. So we actually do a lot of the legwork for them by finding opportunities to give back or finding wellness program partners, for example. We have a group of four or five people who specifically go out to find these opportunities to help people.

**Myron:** I think UPS and Henry Schein have exemplified what a true partnership can be. For at least the past decade, those at the very top of both organizations have also been strong public advocates of social responsibility and the need for private enterprise to form relationships with one another and public entities to do good in the community. So it's not just something that we have done together, but we have been strong advocates for everyone else to get involved, and I think that has served both companies well.

Henry Schein delivers consistent growth to its shareholders by focusing on responsibility and sustainability in the way it does business.

Key elements that have enabled us to deliver consistent growth to our investors over the past 20 years since our initial public offering include our:

- Experienced management team;
- Entrepreneurial culture;
- Engagement of our Team Schein Members;
- Commitment to the long-term success of our customers' practices;
- Ethical, cooperative relationships with our supplier partners; and
- Efforts to expand access to health care services and information in underserved communities.



*Hayley Xuereb,  
Managing Director,  
Global Healthcare  
Equity Analyst, at  
Brown Brothers  
Harriman.*

## A Shareholder's Perspective.

**Steven Paladino**, Henry Schein's Executive Vice President and Chief Financial Officer, shared the following exchange with **Hayley Xuereb**, Managing Director, Global Healthcare Equity Analyst, at Brown Brothers Harriman a Henry Schein investor since 2011, about Henry Schein's long-standing commitment to social responsibility and the connections investors see between social responsibility and long-term performance.

**Steven Paladino:** Social responsibility has been part of Henry Schein's culture since our founding and we believe it is central to our long-term success. We believe in what Benjamin Franklin described as "doing well by doing good." From where you sit, do you see a strong link between companies' sustainability efforts and higher financial returns?

**Hayley Xuereb:** Yes, we do think that strong environmental, social, and governance programs can create long term value by enhancing companies' reputations and brand equity, which then makes it easier to attract, motivate, and retain talented employees and meet society's expectations for good corporate behavior.

Of course, if corporate social responsibility (CSR) is to have a real impact, it is essential that it is integrated at all levels of the organization and part of the company's DNA and culture. CSR becomes impactful only if it's done well as opposed to being done to rebut and placate the media or government regulators whenever the latest corporate ethical lapse hits the headlines.

**Steve:** How do you choose companies for long-term investment? When you conduct due diligence on prospective companies, what types of intangible factors, such as employee satisfaction or focus on community, do you consider?

**Hayley:** In addition to looking for companies that offer essential products and services, have loyal customers, and are leaders in attractive markets, we look for companies with sustainable competitive advantages. These might include differentiated highly valued products and services, products and services that are embedded in customer workflow with high switching costs, and economies of scale. Competitive advantage may also flow from their commitment to responsibility and sustainability. For example, companies that manage risk by focusing on quality, innovation, and productivity will emerge as leaders and are more likely to create a competitive advantage and long-term shareholder value. We often find that these



companies have high employee retention and satisfaction rates. Additionally, they foster a culture that permeates all levels of an organization and makes employees feel like owners in the enterprise.

**Steve:** Two years ago, Harvard Business School completed a case study on Henry Schein's entrepreneurial culture. In our view, our culture enables our Team Schein Members, who have a direct impact on driving the success of our business. Do you think analysts take into consideration the people and culture of an organization when evaluating its potential?

**Hayley:** I can't comment on overall investment management industry trends, but our approach has been and continues to be to focus on businesses with strong management teams that operate with integrity and foster a good corporate culture. We believe managers who are honest and capable attract other strong managers. This enables a company to develop and sustain a healthy, performance-oriented culture. Capable managers can also anticipate important industry trends, proactively address operational and competitive challenges, and take full advantage of market opportunities.

As investors in Henry Schein since 2011, we have had an opportunity to meet with many of your executives across different layers of the organization and have been truly impressed with the entrepreneurial culture and team-based mindset of Team Schein, especially for a company of the size and geographic reach of Henry Schein that has grown so rapidly over the years. We believe that this is one of the key factors contributing to your company's success.

**Steve:** What about the views of the investment community overall? Do you think that investors are heavily weighting the commitments companies make to social responsibility? Or are socially minded investors still in the minority today?

**Hayley:** Socially responsible investing (SRI) has come a long way and is certainly a guiding principle for many companies and investors. While there is likely variability with respect to the uptake of socially responsible investing in different regions of the world, it appears to be a minority pursuit. A caveat, however, is the increasing importance of millennials who appear to have an acute interest in social responsibility. Although millennials may only account for a small percentage of investing assets currently, as they age and come into more money, they may be a significant driver of SRI growth.

This communication is for informational purposes only and should not be construed as a recommendation, research, or investment advice.



***Steven Paladino, Henry Schein's  
Executive Vice President and  
Chief Financial Officer.***



Our Team Schein Members are our greatest asset. Henry Schein nurtures and develops the team so that it can effectively serve all other constituencies in the Mosaic of Success – both ensuring the sustained growth of our business and helping health happen.

### ***Henry Schein Culture and Values***

Henry Schein's values-based culture is embraced by more than 19,000 Team Schein Members around the world and has driven our growth and success for 84 years. Our culture is based on the idea that the "team comes first," which means that Team Schein members support and mentor one another, collaborate, and remain flexible and willing to play different roles on different teams when needed. We believe that by fostering an environment built on ethics, open communications, mutual benefit, creativity, and recognition of the contributions of all Team Schein Members, we can help ensure that our best years are yet to come.

Success also requires fostering a spirit of entrepreneurship inside our organization – a concept we call intrapreneurship – in which activism is encouraged at all levels and everyone has the potential to create new things. By doing this, innovation naturally follows.

### ***Investing in People***

We invest in our team so each member can reach his or her fullest potential through our emphasis on wellness, training, diversity, and respect for the dignity of the individual. Only by supporting and investing in our team members can our team members create value for our customers, our investors, and the wider society.

### **Diversity**

At Henry Schein, we encourage, embrace, and appreciate diversity in our workplace, and we use our commonalities and differences to enhance our effectiveness inside and outside our company. Henry Schein takes part in a variety of initiatives and programs that address and support the issue of diversity in our businesses. Through our continued involvement in these programs, we help our customers better serve their patients and provide health care to underserved communities.

- Henry Schein is one of four founding corporate sponsors of the American Dental Association's Diversity in Leadership Institute. The Institute was created to foster leadership training and a corporate mentoring network within the dental industry in order to improve the business management skills of dentists from racial, ethnic, or gender backgrounds that have been underrepresented in such roles.
- Henry Schein also partners with, and provides financial and logistical support to, organizations such as the Hispanic Dental Association, the Indian Health Service, the National Dental Association, and many other outreach programs within the U.S. and other countries. At Henry Schein, our approach to diversity is part of our company's value system—and our commitment of responsibility to our worldwide community.

## Career Development

Henry Schein strives to create an environment that fosters creative thinking as the norm and in which Team Schein Members can realize their full potential. To that end, we fully support the professional and academic development of our team members by presenting them with chances to take advantage of formal and informal learning opportunities throughout their career at Henry Schein:

- Special training programs are encouraged in many of our divisions, and help enhance the skills and business knowledge of our team members while increasing their productivity and ability to better serve our customers.
- Team Schein Members are also encouraged to explore external training opportunities, and to take advantage of the tuition reimbursement program that is offered at many of our locations.
- In addition to formal training, our Team Schein Members learn every day – on the job. They have the opportunity to lead teams, share ideas, handle challenging work assignments, and take on cross-functional assignments that increase their skills and broaden their knowledge of the company.

## Team Schein Wellness

Henry Schein supports the health and wellbeing of our Team Schein Members through numerous initiatives:

- Launched in 2014, TeamHealth is helping Team Schein Members “live well, be well, and stay well.” Through a “Know Your Numbers” campaign, the program encourages Team Schein Members to know their blood pressure, cholesterol level, and body mass index. The program also makes voluntary biometric screenings available at larger Henry Schein facilities.
- Other wellness programs are offered to Team Schein Members across the company at most

In 2015, TSMs completed

80,402  
TRAINING HOURS, OR

4.26  
TRAINING HOURS  
PER TSM

larger locations. In 2015, these included blood pressure, bone density, cholesterol, glucose, body mass index, diabetes, skin cancer, prostate cancer, spirometric, and cardiovascular screenings; eye and hearing exams; flu vaccines, mammograms, and smoking cessation assistance; and Weight Watchers at Work.

- Counseling services are provided to help Team Schein Members through emotional hardships.

## Team Schein Engagement in Social Responsibility

Giving back to society is a core value at Henry Schein that is shared by our more than 19,000 Team Schein Members around the world. Team Schein Members participate in community outreach through their active engagement in a myriad of flagship corporate volunteer and community service programs, volunteering thousands of personal hours for charity work annually. By contributing their time, energy, and skills, our team harnesses the creativity and entrepreneurial drive that animates their work in the office to make the world a better place.

### Stepping It Up for Health

TeamHealth organized a Let's Get Wild! 4-week stepping challenge to encourage Team Schein Members (TSMs) to increase their activity. Almost 1,300 TSMs participated from: Australia, Canada, the U.K., Ireland, New Zealand, Scotland, and the U.S. The average number of daily steps per TSM during the challenge was 8,560, for total steps of over 300 million.



A Conversation With Team Schein Volunteers.

**Henry Schein Culture and Values**

**Lorelei McGlynn**, Henry Schein's Senior Vice President, Global Human Resources and Financial Operations, sat down with Team Schein Members from Australia, the UK, and the U.S. to discuss their role in launching and participating in Henry Schein volunteer and philanthropic projects and what it means to them personally. Joining Lorelei were **Jessica Chasen**, Public Relations and Events Manager for Henry Schein Halas in Sydney, Australia; **Charlie Crawford**, Vice President of Sales Operations for Henry Schein Medical in Greenville, South Carolina; **Maureen Knott**, Vice President of Product Advertising, Henry Schein Dental, in Melville, New York; **Ellie Nightingale**, Executive Assistant, Henry Schein International Dental Group, in Gillingham, England; **John Scano**, Vice President, Global Financial Operations, Henry Schein Global Services, in Melville, New York; **Marsha Simpkins**, Community Service Specialist, Henry Schein, Inc., in Melville, New York; and **Davey Stone**, Vice President, Specialty Markets and Sales Services, Henry Schein Animal Health, in Dublin, Ohio.

**Lorelei McGlynn:** To begin, can you tell me a little about some of the volunteer programs that you are involved with?



**Marsha Simpkins:**

I helped to create the Back to School program and helped to build it throughout the entire organization. I'm fortunate to also be involved with growing the Holiday Cheer for Children program, which is another large undertaking that the company supports, as well as getting people

actively involved in volunteering.

**Charlie Crawford:** I have participated in a bicycle ride organized by DaVita, a customer of ours and one of the largest providers worldwide of dialysis centers. It is a great opportunity to give back to the community, help one of our largest customers raise money to further their dialysis research, and support folks who can't afford care.



I've had the pleasure of doing the ride five out of the last six years – it is a phenomenal event and the highlight of my year.

This year, the 250-mile, three-day ride was held in North Carolina and almost 600 cyclists participated, raising about \$1.2 million.

**Lorelei:** Ellie, maybe you can talk to us a little about the program that you're involved with, Henry's Angels? And Jessica, I remember joining you on a ship related to a program that our team is involved with in Australia.



**Ellie Nightingale:** I started Henry's Angels five years ago together with three other TSMs. The idea came about because the volunteer projects were happening in places where most of our TSMs couldn't afford to participate. We decided to start a volunteer program to make it possible for more TSMs to help

people locally. The four of us are really enthusiastic about helping others. We went to the London Moonwalk organized by the charity Walk the Walk, which is an overnight marathon in London. When we put the photographs on Facebook, we were flooded with questions – "Wow, where did you go? How did you do this?" – and then it just built from there. Now we take around 50 volunteers with us every May to volunteer as marshals for the event. We also raise funds to decorate children's bedrooms at the local hospice by doing fun and silly things like dressing up or auctioning the managing director to wash a car.

**Jessica Chasen:** Those of us in Australia are very involved with a ship called YWAM (Youth With A Mission), which goes to remote parts of Papua New Guinea to provide free dental, medical, and ophthalmology services. Recently, they needed to raise money to buy a new ship.



So we sailed around Australia with them raising money and at the same time giving oral hygiene talks. Together with supplier partners, we have also provided the entire dental outfit on the ship. Planmeca provided all the chairs, and we provide all the consumables and do the installations. Hu-Friedy was really helpful and gave us a lot of the instruments, so we've gotten as many of our suppliers on board as possible. Our TSMs have been involved with raising money for this cause and a lot of them want to volunteer, so next year we will send our first team to accompany YWAM on an outreach sail. So, that's really exciting.

**Lorelei:** It really is. Davey, I believe you are involved with a program to support puppy raisers?



**Davey Stone:** Yes, Henry Schein Animal Health is really excited to be working in partnership with Canine Companions for Independence, an organization that places assistance dogs with people who have physical disabilities. Before the dogs are placed, volunteers are needed to raise and train the dogs for their first 18 months of life. In partnership

with several supply partners, we give veterinarians care packages valued at over \$300 that they can give to each puppy raiser to help offset some of the expenses they have in raising these beautiful animals. Preventive care is so critical to these young puppies, and the heartworm prevention, flea and tick prevention, dental care, and other items provided in the kit are helping volunteers raise healthier puppies.

**Lorelei:** Wow, excellent. So can any of you tell us about your most memorable experiences connected to the work you do volunteering as a Team Schein Member? What does it mean to you personally?

**Maureen Knott:** For me, the most moving experiences are hearing from the people we're working to help. Through my work on Practice Pink, I've had the privilege of hearing from Team Schein Members who have had cancer about what they've gone through and what it means to them to work for a company that acknowledges it and is working to try to fight the disease. It's an incredible feeling to have a Team Schein Member approach me and say, "Thank you for all the work that you've done to support this effort because I personally experienced it."



**John Scano:** Volunteering also gives you the opportunity to really connect with your neighbors. I remember once at a Holiday Cheer event bringing a box to a family with three children. One of the children was a little girl, maybe eight years old, and she opened the gift, which was an Easy-Bake Oven. Without even thinking, I asked the girl, "What are you going to do with this? Are you going to bake something for your mom?" When the mom heard that, she started to cry. And when I saw her cry, I started to cry. I didn't realize that a simple conversation like that would be so meaningful

to somebody, but it's just those little events that make you want to come back and do it over and over again.

**Ellie:** One of our first Henry's Angels projects was for a severely disabled young man called Timmy. I think he was maybe about 12 or 13 years old. When we decorated his bedroom, we had so many people helping out, it just blew me away. And then late that night I had a text message from Timmy's mother that read: "Timmy doesn't really ever say very much, but he's been in his room, lying on the bed, and looking at all the beautiful lights and stars you put all over the ceiling, and he just keeps saying 'lovely' over and over again." That really touched me and has just spurred us on to continue with the program.

**Jessica:** For me, it's amazing that I've had the ability to look at a problem and say, "Wow, I can change that," and have the resources, the people, and everything behind me to be able to do that. Whereas, I think for a lot of people, they see a problem or an opportunity and think, "Oh, yeah, it would be really nice to help, but what can I do?" I've actually got 200 people behind me that I can send out an email to and say, "Hey guys, let's get involved, let's help, let's raise money, let's volunteer." It's so amazing to be able to do that and then have all the staff say, "Yes, of course, definitely we'll help."



CUSTOMERS | SUPPLIERS | SHAREHOLDERS  
**TEAM SCHEIN MEMBERS** | SOCIETY

**Lorelei:** What do you think it means to Team Schein Members to have the opportunity to get involved? And does it have an impact on our success as a company?

**Davey:** I remember the first time we got together with Canine Companions for Independence at Henry Schein Animal Health's corporate headquarters in Dublin, Ohio. We had an outstanding turnout of 45 associates who volunteered their time to put the puppy raiser care packages together. It obviously meant so much to all of us to give back, and I was so pleased and very proud of all of our associates.

**Jessica:** Working with YWAM has been one of those things that I think has really touched all the staff here. Through YWAM's videos, you can see the difference that they are making in the remote parts of Papua New Guinea that we would never really see. And so I think our staff really feel like they are making a difference.

**Marsha:** I think that the passion that one shows to others about volunteerism is infectious. It makes other people want to participate. One year I took a chance by agreeing to build a playground for a Boys & Girls Club knowing that we would need 125 TSMs to participate on one day in order to succeed. And to my surprise about 175 TSMs showed up.

**Lorelei:** I absolutely remember that event, which was about 15 years ago. I actually remember bringing my own kids and my husband to the event. My kids are now in college and are still talking about it!



**Marsha:** Yes, it was remarkable because we started out to build a playground, but a community garden was also created that day, their softball field was redone, we built their bleachers. We literally had to tell people, "Okay, it's dark now. I don't think you can see any more. I think you guys need to go home." But it's memorable things like that that keep the fire burning, and I truly believe that volunteerism is what sets us apart from many other organizations. It's because of what we do and how we do it.

## BACK TO SCHOOL

Team Schein Members helps more than 5,000 children return to the classroom ready to succeed through our annual Back to School program, held this year at 29 Henry Schein locations in the United States, Canada, Spain, and Scotland. The program provides children with backpacks filled with classroom supplies, books, and hygiene products donated by Henry Schein. At many Back to School locations, children also received first-day school outfits, personally selected and paid for by Team Schein Members.

## HENRY'S ANGELS

Launched in 2011 by four Team Schein Members, Henry's Angels gives Team Schein Members in the UK the opportunity to help local causes in practical ways. So far, Henry's Angels has supported or organized 37 projects involving more than 390 volunteers who contributed more than 4,000 hours.





**Maureen:** I think that's right. I've been in the process of interviewing for an open position. And I have to tell you, especially for the generation that is coming straight out of college, I think our commitment to community service and social responsibility is the reason that they want to work at Henry Schein. Kids, now, they do their homework – they go online and read about the companies they want to apply to – and I think what makes us stand apart is our Henry Schein Cares programs. Because the younger generation wants to get involved. I think that's the reason why we're getting such

great talent these days. It's because of all the things that we do outside of our everyday business, all that giving back.

**Lorelei:** Absolutely, I couldn't agree with you more. I, too, get asked that question by just about every candidate who walks through the door. Applicants are looking at our materials online before they come in, and I don't even think that they'd come in for the interview if we didn't do some of the work that we're doing for the community.

## HOLIDAY CHEER FOR CHILDREN

Henry Schein spread joy to more than 1,000 children and their families identified through local social service organization partners at a number of company locations. Participating children attend a special celebration and receive toys, clothing, games, and other gifts purchased by Team Schein Members. In addition, families in need receive gift certificates to major supermarket chains.

## PRACTICE PINK

For the 10th consecutive year, Henry Schein offered its customers a wide selection of "pink" products through its Practice Pink program. A portion of the sales of these special products have been used to support the American Cancer Society Home Lodge Program, Memorial Sloan Kettering Cancer Center, The Global Oral Cancer Forum, Cohen Children's Medical Center, and Stony Brook Children's Hospital. To date, we have raised over \$1.2 million through the Practice Pink program.

By leveraging its core competencies and helping to form innovative public-private partnerships, Henry Schein helps expand access to health care to help health happen.

Central to our accomplishments is our public-private partnership model through which we mobilize partners – including the health care industry, non-governmental organizations (NGOs), professional associations, and Team Schein Members – to work together as positive agents for change in communities around the world. The complexity of the global health care challenges facing us today demands this approach. To these innovative partnerships, we contribute our core competencies – our extensive health product offerings, our relationship with suppliers and customers, and our logistical and communications capabilities – to help health happen.

### ***Promoting Wellness, Prevention, Treatment, and Education***

Many underserved and at-risk populations around the world lack basic access to health care, and many health care providers lack the critical supplies they need to provide preventive care. By donating health care supplies to nonprofit community health clinics, developing innovative public-private partnership programs to provide care for those in need, and supporting global health missions, we leverage our expertise and the global scope of our operations to help bring much needed health care to vulnerable populations.



#### **Selected activities in 2015:**

- **International College of Dentists Global Visionary Fund.** Donated products to support the Dentistry for Every Village organization in its one-week mission to the Philippines during which 27 health care professionals volunteered, providing care to more than 400 patients.
- **Alpha Omega-Henry Schein Cares Holocaust Survivors Oral Health Program.** Partnered with Alpha Omega International Dental Fraternity to launch the Alpha Omega-Henry Schein Cares Holocaust Survivors Oral Health Program, a three-year initiative that has provided approximately \$500,000 in care to 140 low-income Holocaust survivors to date.
- **Mission Rabies.** Partnered with Mission Rabies to support a canine vaccination campaign to help combat rabies in Malawi through the donation of pharmaceuticals and other health care products valued at more than \$60,000.
- **Healthy Lifestyles, Healthy Communities.** Partnered with the National Association of Community Health Centers to hold 14 Healthy Lifestyles, Healthy Communities events, reaching over 8,900 children and adult caregivers across the U.S. Through the program, volunteer physicians, nurses, dentists, and community members screen children and adults for risk factors associated with the most common chronic diseases, including hypertension, asthma, diabetes, and oral disease. Henry Schein Cares donated a total of \$140,000 in grants and in-kind support to the 2015 program.
- **Dentists for Africa.** Supported the transportation of an orthopantomogram diagnostic imaging machine and donated over €8,600 to Dentists for Africa, which offers oral health services to those in Africa without any financial means and supports the education and advanced training of native oral health students, oral health officers, dental technicians, and medical engineers.
- **Mission of Mercy.** Committed up to \$250,000 in health care products to America's Dentists Care Foundation (ADCF) in support of the ADCF's work at 50 dental Mission of Mercy clinics, which provide free dental care to the underserved across the U.S.



- **Center of Excellence.** Provides local dental professionals the use of our modern facility in American Fork, Utah, to offer free, high-quality oral care to the community's underserved population. Since the clinic's opening in 2014, dental professionals have donated over 5,000 hours to complete almost 700 patient visits and provide over 1,300 dental services with an estimated fair market value of more than \$285,000.

### ***Emergency Preparedness and Disaster Relief***

In partnership with private- and public-sector organizations, we utilize our global supply chain to swiftly send life-saving supplies to those in need. Henry Schein works closely with our supplier partners, NGOs partners, UN agencies, government entities, and others to coordinate and donate needed medical and dental supplies. We pre-position pallets of supplies in NGO partners' warehouses at all times to ensure that they are prepared to respond immediately when disaster strikes.

#### **Selected activities in 2015:**

- **Global Supply Network for Pandemic Preparedness and Response.** Collaborated over the past year with public- and private-sector organizations to develop a global supply chain framework to enhance pandemic preparedness and response. Once launched, the network will address extraordinary public health emergencies of international concern with vital and targeted products and equipment necessary for a public health response; strategic upstream and downstream logistics capacities; and a network information system based on a common approach designed to save lives.
- **World Vision Refugee Relief.** Committed to donating \$350,000 in Henry Schein-branded health care products over the next three years to World Vision to help care for approximately 7,500 refugees, including Syrian refugees living in Europe and the Middle East.
- **Tent Alliance Partner.** Joined with other businesses supporting refugee-related efforts in an effort to attract more support from the private sector in bringing an end to the refugee crisis.
- **Nepal Earthquake Relief.** Donated \$500,000 in health care products to NGO partners AmeriCares, Direct Relief, Heart to Heart International, and International Medical Corps to support victims of the devastating earthquake that struck Nepal in April 2015.

### ***Capacity Building***

We recognize that building capacity in community health centers, clinics, and academic institutions is critical to deliver high-quality health care. To help develop this capacity, we help to upgrade health care facilities in underserved areas with donations of the latest digital technology, equipment, and installation assistance. We work with academic institutions around the world, supporting their clinical programs and global outreach efforts in order to provide opportunities for students to receive hands-on training, enrich their professional experience, and encourage a culture of social responsibility among the health professionals of tomorrow.



#### **Selected activities in 2015:**

- **Global Student Outreach Program.** Donated more than \$200,000 in oral health care products and equipment to nine schools of dentistry in the U.S., UK, and Australia to support their students in providing oral health care services and education to underserved communities around the world.
- **American Association of Oral and Maxillofacial Surgeons - Henry Schein Cares Foundation Global Outreach Project.** Awarded \$2,500 grants to four outstanding oral and maxillofacial surgeons who are volunteering their surgical expertise to treat the faces and save the lives of indigent or vulnerable patients in areas of the world where access to care is limited or unavailable.



CUSTOMERS | SUPPLIERS | SHAREHOLDERS  
TEAM SCHEIN MEMBERS | **SOCIETY**

- **International Veterinary Students Association (IVSA).** Partnered with IVSA to donate veterinary products and equipment to the College of Veterinary Medicine, Central Mindanao University in the Philippines, which provides critical support to farmers in the surrounding area, but was damaged by a typhoon in November 2013 and has yet to fully rebuild.
- **Henry Schein Cares Global Product Donation Program.** Donated more than \$7.1 million in health care products to more than 100 U.S. community-based medical and dental humanitarian organizations.
- **Senior Dental Leaders Programme.** Sponsored participants to attend this international conference designed to develop high-level leadership and management capabilities in oral health leaders from around the globe. The programme is organized by the Global Child Dental Fund, King's College London Dental Institute, and the Harvard School of Dental Medicine, and co-sponsored by Henry Schein, Inc. and Colgate-Palmolive.

- **Health Kit Outreach Program.** Supported U.S.-based health professionals participating in 215 missions to provide volunteer care to at-risk and vulnerable populations globally through the donation of more than 1,500 medical and dental supply kits. In 2015, participating providers cared for thousands of patients in underserved and remote communities throughout the world.

***Participation in Public-Private Partnerships***

Henry Schein partners with many public- and private-sector organizations internationally to promote global health security, strengthen international cooperation, and increase collaboration between the public and private sectors. As an example, Team Schein Members participate in a leadership capacity in a number of organizations, examples of which include:

- ADA Foundation
- Alliance for Oral Health Across Borders
- ADA Foundation's Give Kids A Smile Program
- American Dental Hygienists Association's International Oral Health Committee
- American Friends of Dental Volunteers for Israel
- Business Council for International Understanding
- Children's Dental Health Project
- Dental Trade Alliance
- Dr. Edward B. Shils Entrepreneurial Education Fund
- The Global Health Security Agenda's Private Sector Roundtable
- National Dental Association's Corporate Roundtable
- New York State Dental Foundation
- Partnership for Quality Medical Donations
- The Santa Fe Group
- University of Pennsylvania's Board of Overseers SubCommittee on Diversity and Inclusion
- World Economic Forum





*Charles Redding (left), President and Chief Executive Officer of MedShare, with Steven Kess, President of the Henry Schein Cares Foundation and Vice President of Global Professional Relations at Henry Schein, Inc.*

## A Conversation With NGO Partner Charles Redding of MedShare.

**Steven Kess**, President of the Henry Schein Cares Foundation and Vice President of Global Professional Relations at Henry Schein, Inc., sat down with **Charles Redding**, President and Chief Executive Officer of MedShare, to talk about the importance of public-private partnerships and how their two organizations have partnered over the past decade to expand access to health care.

**Steve Kess:** Thanks for being here today to talk about public-private partnerships. We're so honored to work with MedShare. I think it's now been more than a decade.

**Charles Redding:** Yes, 2016 marks 10 years, and I think it's worthy of a celebration.

**Steve:** I think so, too. The interesting part is that Henry Schein Cares first evolved out of need. Back in the early 1990s, as we were buying up health care companies and going through their inventory to determine what would become part of our product mix, we had to do one of two things with the excess: either donate it or destroy it. Believe it or not, we were paying for refuse companies to take it and dispose of it. Finally we said, "Why are we doing that? That makes no sense at all; there are so many places where this product would be so valuable." So in 2001 we formalized what became Henry Schein Cares.

**Charles:** That sounds a lot like the beginnings of MedShare. MedShare was founded back in 1998, based on the same idea as a food bank, where you have all of

this excess food at the same time that you have people who are hungry. We said, "Wait a minute. We've got excess medical products here, and all around the world, you've got people dying because they don't have adequate health care supplies, so why not put those two together and bridge the gap between surplus and need?" That's how MedShare was born.

**Steve:** So we actually have parallel paths, but on different sides of the issue, which, when you think about it, is really the power of the public-private partnership. You have a common issue, and multiple stakeholders who can address that issue from different vantage points.

**Charles:** I think the key for any private-public partnership is having missions that are aligned. That's probably one of the reasons that MedShare and Henry Schein Cares work so well together – the fact that we are both concerned with access to quality health care and are looking at it from a global standpoint.

**Steve:** It's great that we were able to find each other! Our motto at Henry Schein is "helping health happen." When we work with MedShare, we have confidence that the products we donate will get to the right place. You play such a critical role in understanding what recipients need, what they want, and how much they need because you have done this for so long and have so many relationships all over the world.



CUSTOMERS | SUPPLIERS | SHAREHOLDERS  
TEAM SCHEIN MEMBERS | **SOCIETY**

**Charles:** Yes, we have a number of strategic partners around the world. We ship to 97 different countries but we certainly don't have people based in 97 countries. The only way we could even come close to achieving our goals is to rely on partners – other NGOs, corporate partners, governmental partners. They do a number of things for us, including helping us understand what health care products are needed. We also have partners on the ground that are making sure that these donations reach the intended recipients.

**Steve:** So MedShare is now in its 18th year. Has your approach changed over the years?

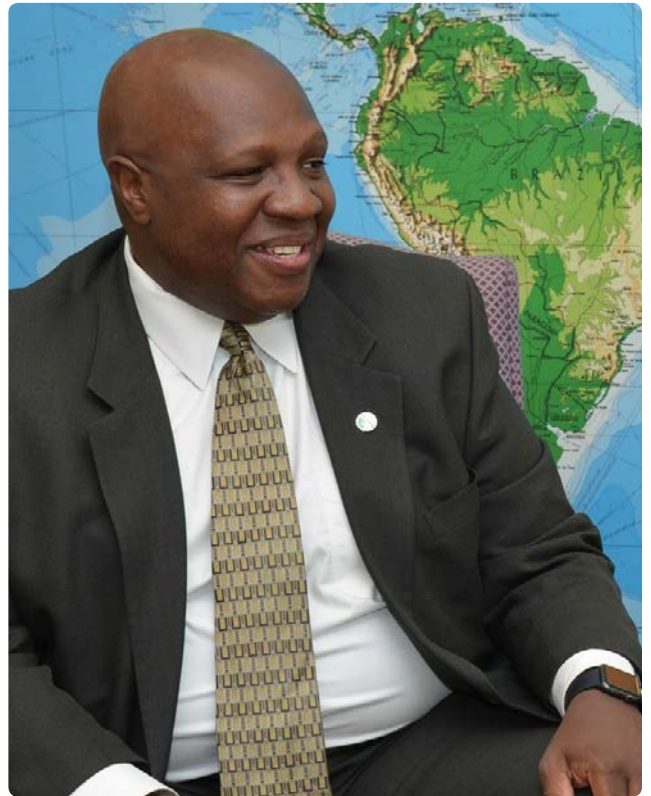
**Charles:** Yes. We started out by saying, let's protect the environment by collecting items that would otherwise be discarded and ship them to where they are needed. Then we refined the model a bit more to align our shipments to various programmatic priorities. Now we have maternal-child health programs, infectious disease control and prevention programs, general-primary care programs, and disaster relief programs. We also offer biomed training and engineering support to make sure we drive sustainability.

**Steve:** Do you find that, as you specify the clinical areas of need that you're serving, the donors become more focused in their ability to respond to you? Do you find that your commitments from these donors go up because they know what you're looking for and how to help you?

**Charles:** Absolutely. New donors may come to us because what resonates with them, for example, is our programmatic focus on maternal and child health. Of course, general primary care is probably the area in which we need the most donations, although this is sometimes a surprise to donors. I often get asked, "What are the most requested items?" and I say, "They are very basic. They're things like a scale, a thermometer, or a blood pressure cuff." Why? Because what's the first thing health providers do when you go into a hospital? They weigh you, they take your temperature, and they take your blood pressure.

**Steve:** It's funny how the simplest things are often the ones that are most important. I know that you recently built a new facility in the New York area. Could you share with us how Henry Schein was able to help you?

**Charles:** Yes, and this is why I keep telling people that you guys are a full partner. When we started to build out a new facility in Secaucus, New Jersey, you were one of the first calls that I made to see if you could help. What I really like is that you gave us some of the non-traditional items we needed like forklifts to move the pallets in and out, battery chargers, and furniture. All of that went to keeping costs down, which is really important. As an NGO, funding is always our struggle. So I was just very appreciative of Henry Schein stepping in and not only giving us medical



products, but also those things that we needed just to run the facility.

**Steve:** That's great to hear. We find that when we're in a true partnership, it gets better over time. We get to know each other and what we can do to help each other.

**Charles:** We've both evolved around this common goal of really helping these underserved markets. And as we've matured, accountability has become even more important. We know that our donor partners hold us accountable, and we're really dedicated to making sure we stay true to our mission. In fact, we have been rated four stars by Charity Navigator for 12 consecutive years.

**Steve:** That's fantastic.

**Charles:** We're very proud of that. It helps us, also, be very selective with our partners. That's why we're very proud to have Henry Schein as one of our key partners for 10 years, and hopefully 10 more years to come.

**Steve:** That would be fantastic. Stan Bergman has this feeling that our best years are still ahead. I couldn't agree with him more on that.

**Charles:** Which is why we awarded Stanley our 2014 Humanitarian Award for all the great work you guys continue to do, not just locally, but on a global scale. I think that's another common thread for us – this caring for humanity.



**Steve:** We believe that doing well in business and doing good things for society are linked. We take pride in your success, and I think you take pride in our success. We are both looking to build to the same point, which is improving access to quality health care for those in need.

**Charles:** You know, most NGOs are somewhat wary of corporate partnerships because they don't know the motives. We want to make sure that our partners are as mission-focused as we are. Our partnership with you works because we just really feel that you do celebrate our successes, and we celebrate in yours as well. You're there and you continue to be a partner, and that was very evident back when the Ebola crisis hit. We shipped over 35 containers to Guinea, Sierra Leone, and Liberia, and you guys were a critical part of that. You donated over 28,000 pounds of protective products, and that went a long way in protecting health care workers on the ground.

**Steve:** We're really interested in the early response capability and capacity of communities facing disasters. We're advocates of pre-planning and the pre-deployment of critical health care items, so that within the first few days of a crisis, the rescue workers and health teams on site are empowered to do the work that they are skilled to do.

**Charles:** Yes, when a crisis hits, that's not the moment to all of sudden decide, "What am I going to do?" Some forward thinking has to go into it. What we found with the Ebola virus situation is that people lacked information, supplies, and in many cases, trained professionals to administer health care because people were afraid. People were being turned away because they didn't even have enough beds to put people in. So we were very fortunate to be in a position to send container loads of beds. Some of the hospital workers were refusing to work because they didn't have protection. So we were in a position, with your help and others', to send a lot of protective items, including gloves, gowns, shoe coverings, and masks.

**Steve:** It takes experienced leadership to understand all of the nuances that go into being able to both prepare for and respond to crisis. Your organization goes beyond the movement of product from one place to another to select partners who are committed to the issue and make sure what was shipped gets delivered and used. You have high standards of excellence and accountability. That's when public-private partnerships are strongest – when all of the participants have the same level of professionalism and commitment.



**Charles:** I agree totally. In fact, we abide by the World Health Organization standards, which basically say, if you can't use the product here, then don't send it there. We feel that we're at our best when we can help people help themselves. And if we can do that, then I think this partnership is working.

# 2015 Charitable Contribution Recipients

Henry Schein, through Henry Schein Cares and the Henry Schein Cares Foundation, provided financial and in-kind support to many organizations in 2015. The following organizations and health care providers include recipients of our support from January 1, 2015 through December 31, 2015. Any omissions or misrepresentations are unintentional.

1 World 1 Tribe	Anglican Aid (Congo Program)	Breizh-Lao	Chesheim Dental Associates
100 Smiles Project	Animal Protection Agency	Breton Gardens Family Dentistry	Child Care Health Program
1000 Smiles Project	Apex Family Dental	British Dental Health Foundation	Children's Benefit Foundation, Inc.
2015 UNC Nepal Project Team	AppleCare and RUSH Ministries	Brock University	Children's Dental Health Project
21st Century CARE Foundation	Arche Noah Animal Shelter	Buddhist Tzu Chi Medical Foundation	Children's Healthy Smile Project
Academy of General Dentistry Foundation	Around GoodPeople (University of Melbourne Dental School)	Burnett Honors College, University of Central Florida	Chodae Community Church
ADA Foundation	ASAM Provence	C.E.P.G.	Christ Baptist
Adrian Mullish Dental Care	Asociación Española Contra el Cancer	Cabramatta Public School	Christ For The City International Mission Trips
Advanced Dental Arts NW	Asperger Syndrome and High Functioning Autism Association	California CareForce	Church of the Brethren
Afinia Dental	Associação Casa São José	California State University East Bay Global Medical and Dental Brigades	Clarendon Memorial Hospital
African Neighborhoods & Medical Missions, Inc.	Association for Cooperation and Social Support for School Integration	Calvary Chapel	ClearVision Optical
AGD Foundation	Association for Manufacturing Excellence	Cambodia World Family	ClearVision Optical on the behalf of Haven House
Agility club Trebic	Association Pont Sans Frontières	College of Pharmacy and Health Science Campbell University	Cohen Children's Medical Center
Aide au Développement Médical au Vietnam ADM Vn	Australian Vietnam Volunteers Resource Group	Canadian Hearts and Hands	Comfort Connection Family Resource Center
Aide Dentaire Out of the World	Autism Movemen Therapy, Inc.	Canisperapy Group Dobromysl	Common Ground
Aktionkinderschutz e.V.	Avicenna Community Health Center	Cape CARES	Common Hope
Albert Schweitzer Fellowship	BAPS Charities Health	Cape Fear Valley Medical Center	Community Health Partnership-Honduras
Alberta Health Services	Bärenherz Kinderhospiz	Cardiff Dental Brigade	Connecticut Foundation for Dental Outreach
Alger Pediatrics for Haiti Foundation Against Poverty	Barnabas Task, Inc.	Care Harbor	Cordova Dental
All Day Smile	Beacon of Hope - Kenya	Care and Share	Covenant Mercies
Alpha Omega International Dental Fraternity	Beardstown Family Dental	Caring About the Homeless	Crosspointe Baptist Church of Grosse Pointe
America Developing Smiles	Belize Mission Project	Caring Hands of Maine Dental Center	Cup of Cold Water Ministries
American Association of Oral and Maxillofacial Surgeons	Berkeley Orthodontics	Carmi Family Dental	Danube Private University
American Association of Public Health Dentistry at ASDOH	Bethany House	Carolina Honduras Health Foundation	DaVita Village Trust
American Jewish Joint Distribution Committee	Better Teeth, Better Living	Catalyst Foundation	Delta Sigma Delta Dental Fraternity
American Medical Association Foundation	Betty Samuel, DDS	Catholic Relief Services	Demelza Hospice Care for Children
American Orthodontic Society	Blanca's House	Cavalry Chapel of Central Oahu	Dental Aid Abroad
American Veterinary Medical Foundation	Blessed Trinity Nalweyo	Cedar Park Middle School	Dental Associates of Delaware
AmeriCares	Blessings of Hope Empowerment Outreach, Inc.	Charity Works	Dental Care for Casa de Paz Orphanage
AMEV - Aide Medical aux Enfants du Vietnam	Blue Mountain Project	Chase Brexton Health Care	Dental Care Group
Anderson Urban Homeschool Academy	Bolinger Dental LLC	Christian Health Aid Team, Inc.	Dental Care of Boiling Springs (Heartland Dental)
	Bread For Life International	Cheerful Heart Mission	Dental Center of Carrollton
			Dental Humanitarian Outreach Program
			Dental Lifeline Network
			Dental Volunteers for Israel
			Dentistry From The Heart

Dentistry That Cares	Fanatenane	Glacier Dental, LLC	Heartland Dental Corporation
Dentists for Africa	Farmingdale State College	Glad Tidings Church	Helping Children Smile, Inc.
Dentists' Health Support Trust	Fauquier Free Clinic	Glen Falls Medical Mission	Helping Hands Dental Foundation, Inc.
Deseret International Foundation	Feeding Haiti.com	Global Brigades at SFSU	Helping Up Mission
Diabetes Coalition of Palm Beach County	The Florida Hospital Memorial Medical Center Comprehensive Cancer Center Institute	Global Brigades – University of New Hampshire	Herber Family Dentistry
Dierenhulp Orfa (Animal Care Orfa)	First African Methodist Episcopal Church of Los Angeles	Global Brigades, Inc.	Herman Jackson Downey
Direct Relief International	First Baptist Church of Kearney	Global Brigades at Arcadia University Physician Assistant Program	Herzing University
Dogdancing	First Baptist Church of Basile, Louisiana	Global Medical Brigades – College of William and Mary	Highlands Community Church
Dogpoint	First Baptist Church Twin Falls, Idaho	Global Missions with First Baptist Church of Orlando	Highmark Inc.
Douglas P. Gruffi & Associates	First Baptist Church of Basile, Louisiana	Global Outreach Mission	Hillside Health Care International
DR Salud	First Baptist Church of Basile, Louisiana	GlobalX Buckhead Church	Hirsche Smiles Foundation
Dr. Alain Bouillot	First Baptist Church Twin Falls, Idaho	Global Medical and Dental Brigades of Mississippi State University	Hispanic Counseling Center
Dr. Richard Losfeld	First Church of Our Lord Jesus Christ	Goodman Dental Care	Hispanic Student Dental Association at the University of Pittsburgh School of Dental Medicine
Dr. Courtney Barrett D.D.S.	First United Methodist Church Birmingham Michigan	Grateful Samaritans	Hispaniola Medical Charity
Dr. Mark Just DDS LLC	Floating Doctors	Great Shapes! Inc.	Holy Cross Lutheran Church
Dr. Nantarika Chansue	Florida National University	Greater Prince William Community Health Center	Home and Away Ministries Health & Wellness Clinic
Dr. William Cobb Elementary School	Florita Robinson	Greenville Drive	Hope Health Center
Dumfries & Galloway Employability Partnership	FNE International	Guatemala Healing Hands Foundation	Hospital project in Serê Kaniyê, North Syria
East Madison Dental	Food Bank of Northern Nevada	Guatemala Mission Group of Saint Richard Church	Hostos Community College Dental Hygiene Unit
East York Rotary Club	Foothill College Medical and Dental Brigades	Gulf Coast Health Center, Inc.	House of Lords
Ecuadent Foundation	For Every Child	Haiti Clinic-Jennifer Tossie	Hubbard House
Edward Titcher Elementary School	Fort Smith Dentistry	Haiti Foundation Against Poverty	Hudson River Health Care
El Rio Community Health Center	Franklin Dental Care	Haiti Health Initiative	I Care Haiti Inc.
Elder Dental Program	Free Clinic of Central Virginia	Hamilton Mill Presbyterian Church	IDEAH
Embassy of Syria in Vienna, Austria	Freedom Day USA	Hanbit Presbyterian Church	Indiana University South Bend – Dental Education
Embry AME Church	Freedom Family Dentistry	Hands and Hearts for Christ	Innovative Family Dentistry
Emmanuel Baptist Church	Friends of Ocote Paulino, Honduras	Hands at Work in Africa/UCSF School of Dentistry Chapter	International Aid Serving Kids
Eskenazi Health Center	Frontier Dental Arts	HANDS of St. Lucie County	International Assist Medical Missions
Espoir Youth Program, Inc.	Frontlines Missions and Ministries	Hands Up for Haiti	International College of Dentists
EthiopiaSmile	Fuerza Buena	Happy Oral Health Kits	International Medical Corps
Eunice Akosa Foundation, Inc.	Fulton Presbyterian Church	Heal Africa	Jacqueline Masson
Evelyn G. Ascough DDS, Inc.	Fundación Afim	Heal-Haiti	Jamaica Outreach Program
Exceptional Smiles Family Dentistry	Fundación Bangassou	Healing Stream Ministries	Jemez Valley Public Schools
Face to Face	Fundación del Corazón	Healing the Children Northeast, Inc.	Jesus Vision World Mission
Fairfield Periodontics, LLC	Fundación Dental Española	Health Partners International of Canada	Jewish House
Fairfield University	Fundación Iván Mañero	Healthcare Network of Southwest Florida	Jodie O'Shea Orphanage
Faith Christian Family Church/ Jeremy Burgin Dentistry	Funmi Adewole Foundation	Hearing Dogs for Deaf People	Joseph P Addabbo Family Health Center
Faith Community Church	G. Alexander Carden, M.D. P.A.	Heart to Heart International	Junior League of the Palm Beaches, Inc.
Faith in Practice	GCSU Study Abroad		Just Kids Dental
Family and Children's Association	Geisinger Medical Center		
Family Health Centers of Southwest Florida	Georgian College		
Family Service League	Give Us A Chance		



# 2015 Charitable Contribution Recipients

Karmapa's Healthcare Project, Nepal	Mexican Medical Ministries	New Season Dental	Park Springs Bible Church
Kemple Memorial Children's Dental Clinic	Middle District Baptist Association	New Zealand Dental Students Association	Parkland Pacific Dental
Kids Come First Dental Clinic	Mind Body & Soul Health Ministry, Inc.	NGO Australian Dental Volunteering to Pampachiri	Partage Ardèche Sénégal
Kindredhouse	Miracle Corners of the World	Nicaragua Dental 2015	Partners for Belize
King's College London	Misericordia University	Nicaragua Dental 2016	Peace Corps Guatemala's Healthy School Project
Kingsgate Dental Practice Limited	Misericordia University Nursing Student, Community Project	NM Smiles GO	Pederson-Krag Centers
L.O.V.E. Works International	Miss Kenya USA 2015 "Something to Smile About"	North East Dental Arts	Pediatric Dental Specialists
Lake Dental Associates	Missio Dei Chicago	North Parkersburg Baptist Church	PELICAN
Lake Washington Institute of Technology	Mission East Dallas and Metroplex Project	Northwell Health	People for Haiti Medical Mission Teams
LDS Philanthropies	Mission Haiti Medical	Northwest Florida State College	Periodontal Associates of North Florida
Le Refuge	Mission Starfish	Not Just Tourists - St. Catharines	Perrikus
Legacy Australia	Missionary Friends	NOVA Southeastern University	Peruvian American Dental Association
Les Amis de Pakse (Laos)	Mission of Mercy	Otago University School of Dentistry	Peter Maffay Foundation
Les Enfants de l'Air	Missouri Dental Association Foundation	Odontología Solidaria	Philos Health
Les Gazelles en Dent'L	Mobile Dental Services	Ohio Dental Association Foundation	Pike County Health Department Dental Clinic
Liberté par les Chamelles	Monplaisir Solidarité	Olancho Aid Foundation Inc.	Pipeline Worldwide
Life Ministries Belize Dental Clinic	Moreano World Medical Mission	Olivia Masry, DDS, PC	Plymouth Highbury Trust
#LightUpStarke	MoreSmiles Dental	Omnipark Dental Centre	Port Cares (Port Colborne Community Association for Resource Extension)
Lions Club International	Moses Lake Community Health Center	One 2 One Charitable Trust Cambodia	Port Hope Community Health Centre
Living Hope Ministries	Mother Mariana's Kids Clinic	Open Door Clinic of Alamance County	Portico Church
Living Oaks Ministries	Mountain View Dental Team	Open Hands Health Center, Inc.	Power of His Glory Ministries
Living Water International	Mouth Cancer Foundation	Oral and Maxillofacial Associates of Michigan	Premier Dentistry
The Lotus Foundation	Movember Foundation	The Oral Cancer Foundation	Professional Baseball Athletic Trainers Society
Lutheran World Relief, Inc.	MPOWERING Kids	Oral Health America	Project Angkor
Lycée Français de New York	MSOE Global Brigades-Medical/Dental	Organization for Safety, Asepsis and Prevention	Project Clean Teeth
Madonna Heights	MUHAS School of Dentistry	Orphaned Children's Fund	Project Helping Hands
Marilyn Rivero, D.M.D.	Mustard Seed Missions Inc.	OS Beky, Asylum Heart affairs Old Hut	Project Pampachiri
Martin A. Barley D.D.S.	My Faith Looks Up to Thee Ministries	Osceola Regional Medical Center	Quality Dental Care
Mater Education (Nursing Program)	Nassau County Bar Association	Our Lady Queen of Martyrs	Queens University Belfast
Medical Ministry International	Nassau County Department of Social Services	Our Lady Star of Sea Catholic Church Sister Parish Ministry	Quito Barrio Outreach
Medical Mission Adventures	National Breast Cancer Foundation	Our Savior Lutheran Church	Randolph CTHS's Dental Assisting Program
MedKite	National Council of Jewish Women - Essex County Section	P.E.F. Israel Endowment Funds, Inc.	Raymar Children's Fund
Medlife Student Mission Trip associated with Florida State University	National Dental Foundation	Paetenians International - Chicago - Midwest chapter	Redemptoris Missio - Humanitarian Aid Foundation
Memorial Sloan Kettering Cancer Center	Network for Animal Protection	Panama City Smiles	Reid V. Pullen, D.D.S.
Memphis Health Center, Inc.	New Jersey Tabernacle	Park City Baptist Church	Re-Member, Inc.
Mercer University	New Life Children's Home	Park City Ministries	Rhonda's Daycare
Mercy College Physician Assistant Program			Richard Stewart Powell DMD
Mercy Ships			Riverside Presbyterian Church
Mexican Indian Training Center, Inc.			Rocky Mountain Society of Orthodontics
			Ronald McDonald Care Mobile
			Ronald McDonald House Charities

Roosevelt Elementary School	Sociedade Espírita de Recuperação, Trabalho e Educação	The House at Pooh Corner Childcare	University of Tennessee
Roschella & Zinger Dental Group	Society of Queers and Allies in Dentistry	The Mwangaza Foundation	University of the Pacific
RotaCare	Something to Smile About Dentistry	The Noble Box Project	University Pediatric Dentistry
Rotary Australia	Sourire Mirana	The Oral Cancer Foundation	Unspoken Smiles Foundation
Rotary International	South Pacific Dental Project at Atoifi Hospital	The Reno Dentist	Upaya Center's Nomads Clinic in Nepal
Rural Health Services, Inc.	Southern Eye Institute	The Research and Education Collaborative with Al-Quds University	Uplift Internationale
Ruth's Mission	Southern Illinois University School of Dental Medicine	The Shore Church	Urban Foot Care Center
Safe Harbor Shelter	Start Me Up Niagara	The Smiles Foundation	U.S. International Health Alliance
Sai Medical Camp	Stichting WereldAsielen (Foundation World Shelters)	The Tallahassee-Haiti Medical Team	Valley Healthcare System
Salaam Cultural Museum	STITCH – Students Taking Initiative Through Collaborative Honors	Drs. Thorne & Keplinger D.D.S Inc.	Vanuatu Ministry of Health
Salado UMC	Stony Brook Children's Hospital	Timmy Global Health	Veterans Smile Day
Syrian American Medical Society	Stony Brook Dental Outreach	Timor Dental Program	Visiting Ancillary Services Inc.
San Francisco Department of Public Health, Maternal, Child & Adolescent Health Section	Stony Brook University	Trinity Lutheran Church	Vive Peru
San Francisco Unified School District	Stony Brook University Physician Assistant Program	Triumph Baptist Church	VNCOC/Southland Health Center
Sathya Sai Organisation	Stony Brook University School of Dental Medicine	True Disciples	Voiles Sans Frontieres
School of Nursing at Boise State University	Strategies for Oral Health	Tunxis CC Dental Hygiene/Frenchie Trincard GHC Clinic	Volta Educational Renaissance Foundation
SCM – Salaam Cultural Museum – Medical missions	Summit Family Dental Center	Tunxis Community College Dental Hygiene Program	Volunteers Around the World
SCOPE	Sunnyvale SDA Church and Quiet Hour Ministries	Turner Family Dentistry	Wagner College PA Program: Project PAC
Seattle/King County Clinic (Seattle Center Foundation)	Susan Dew Hoff Memorial Clinic	Tzu Chi Foundation	Washington Center for Dentistry
Senior Mobile Dental	Task Force Medical	U.K. Men's Shed Association	Way of the Cross Ministries
Senior Oral Health Outreach	Task Force Medical, KFOR 20	UBC Dentistry	Wayside Chapel
Newhall Seventh Day Adventist Spanish Church	Team Evangelical Assistance Ministries	UCSD School of Medicine	We Care Fund
Shelter "Brzozowe Ranczo"	Team Philippines	UIC Global Brigades	West Pasco Dental Association
Shelter "Towarzystwo Opieki nad Zwierz tami"	Temple University	United by People and Teeth, Inc.	Western University Global Health Sciences Club Asia Chapter
Shelter for animals – Melnik, Czech Republic	Temple University Kornberg School of Dentistry	United Methodist Volunteers in Mission	Wexford Health Sources
Shelter for animals – Gaj, Poland	Tent City Toledo Ohio	United Way of Central Maryland Project Homeless Connect	WHC Medical & Dental Clinic
Shelter in Inowrocław	The Alex Group	Universidade Federal de Santa Catarina	Wide Open Humanitarian, Inc.
Shelter in Krakow	The American Association of Dental Office Managers	University at Buffalo	Wildlife Vets International
Shelter in Poznan	The Basilica of Saint Mary	University at Buffalo Erie County Health Mall	William Jewett Tucker Foundation, Dartmouth College
Shelter in Wloclawek	The Blue Card	University at Buffalo Foundation, Inc.	Wirt County Health Services Association, Inc.
Shelter Lysa nad Labem	The Children's Aid Society	University of Glasgow	Wish for a Smile Trust
Shoulder to Shoulder	The Clowen Doctors – The Humour Foundation	University of Kansas Medical Center Department of Hearing and Speech	World Gospel Outreach
Sky Canyon Dental	The George Washington University School of Nursing	University of Maine at Augusta – Bangor Campus	World Ministries International
Smile Angel Foundation, Inc.	The H.U.G.S. Foundation, Inc.	University of Maryland Eastern Shore School of Pharmacy	World Youth Foundation, Inc.
SmileMakers Family & Cosmetic Dentistry	The Hope Warriors Perth	University of Pennsylvania Global Medical and Dental Brigades	Yad Ezra
SmileOnU			Yarrowarra Public School
Smiles Bring Hope Foundation			YES Community Counseling Center
Smiles For Humanity			Yorktown Club
Smiles for the Pacific			Youth With A Mission
Smiles on Wings			Zerca y Lejos NGO

## About Henry Schein, Inc.

Henry Schein, Inc. (Nasdaq: HSIC) is the world's largest provider of health care products and services to office-based dental, animal health and medical practitioners. The Company also serves dental laboratories, government and institutional health care clinics, and other alternate care sites. A Fortune 500® Company and a member of the S&P 500® and the Nasdaq 100® indexes, Henry Schein employs more than 19,000 Team Schein Members and serves more than one million customers.

The Company offers a comprehensive selection of products and services, including value-added solutions for operating efficient practices and delivering high-quality care. Henry Schein operates through a centralized and automated distribution network, with a selection of more than 110,000 branded products and Henry Schein private-brand products in stock, as well as more than 150,000

additional products available as special-order items. The Company also offers its customers exclusive, innovative technology solutions, including practice management software and e-commerce solutions, as well as a broad range of financial services.

Headquartered in Melville, New York, Henry Schein has operations or affiliates in 33 countries. The Company's sales reached a record \$10.6 billion in 2015, and have grown at a compound annual rate of approximately 15 percent since Henry Schein became a public company in 1995. For more information, visit the Henry Schein website at [www.henryschein.com](http://www.henryschein.com), [Facebook.com/HenrySchein](https://www.facebook.com/HenrySchein) and [@HenrySchein](https://twitter.com/HenrySchein) on Twitter.



## About Henry Schein Cares

Henry Schein Cares, the Company's global corporate social responsibility program, stands on four pillars: engaging Team Schein Members to reach their potential, ensuring accountability by extending ethical business practices to all levels within Henry Schein, promoting environmental sustainability, and expanding access to health care for underserved and at-risk communities around the world. Health care activities supported by Henry Schein Cares focus on three main areas: advancing wellness, building capacity in the delivery of health care services, and assisting in emergency preparedness and relief.

Firmly rooted in a deep commitment to social responsibility and the concept of enlightened self-interest championed by Benjamin Franklin, Henry Schein Cares pursues a vision of "doing well by doing good." Through the work of

Henry Schein Cares to enhance access to care for those in need, the Company believes that it is furthering its long-term success. "Helping Health Happen Blog" is a platform for health care professionals to share their volunteer experiences delivering assistance to those in need globally. To read more about how Henry Schein Cares is making a difference, please visit our blog: [www.helpinghealthhappen.org](http://www.helpinghealthhappen.org)



## About the Henry Schein Cares Foundation

Established in 2008, the Henry Schein Cares Foundation, Inc., a 501(c)(3) organization, carries out its mission through financial and health care product donations that support health care professionals and community-based programs focused on prevention, wellness, treatment and education; disaster preparedness and relief; and capacity building of health institutions that provide

training and care. To learn more about the Henry Schein Cares Foundation, please visit: [www.hscaresfoundation.org](http://www.hscaresfoundation.org)









Henry Schein, Inc.  
135 Duryea Road  
Melville, New York 11747  
(631) 843-5500

[www.henryschein.com](http://www.henryschein.com)

**[helpinghealthhappen.org](http://helpinghealthhappen.org) • [#HSCares](https://twitter.com/HSCares)**