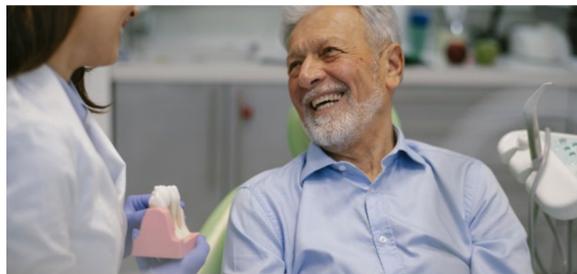
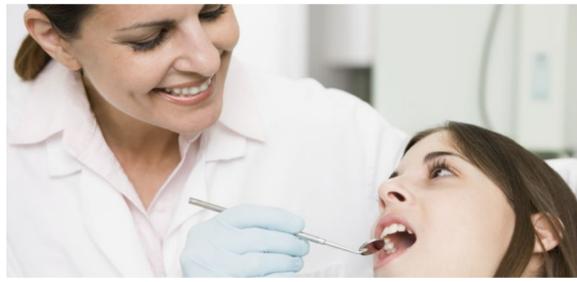


We partner with professionals to improve lives





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Information Relating to Forward-Looking Statements

This Report contains certain forward-looking statements within the meaning of Section 21E of the Securities Exchange Act of 1934, as amended, and Section 27A of the Securities Act of 1933, as amended. Statements that do not relate strictly to historical or current facts are based on current expectations, estimates, projections, opinions or beliefs of Envista, its affiliates, subsidiaries or its sources of information (collectively, the “Company”) as of the date of this Report. Such statements are forward-looking and are usually identified by the use of words such as “seek,” “strive,” “anticipate,” “estimate,” “could,” “would,” “will,” “may,” “forecast,” “approximate,” “expect,” “project,” “intend,” “plan,” “believe” and other words of similar meaning, or the negative thereof, in connection with any discussion of future operating or financial matters. The forward-looking statements included in this Report involve known and unknown risks, uncertainties and assumptions, including the ongoing impact of the COVID-19 pandemic. If any such risks or uncertainties materialize or if any of the assumptions prove incorrect, that could cause actual results to differ materially from projected results expressed or implied by the forward-looking statements in this Report. Accordingly, investors should not place undue reliance on forward-looking statements as a prediction of actual results or actual performance. Envista has based these forward-looking statements on current expectations and assumptions about future events, taking into account information

currently known by the Company. These expectations and assumptions are inherently subject to significant business, economic, competitive, regulatory and other risks and uncertainties, many of which are difficult to predict and beyond Envista’s control. Additional risks of which the Company is not currently aware could cause actual results to differ. The risks and uncertainties that may affect the operations, performance and results of Envista’s business and forward-looking statements include, but are not limited to, those set forth in this Report and in the documents the Company files from time to time with the Securities and Exchange Commission.

Any forward-looking statement speaks only as of the date on which such statement is made, and the Company assumes no obligation to correct or update any forward-looking statement, whether as a result of new information, change of strategy, or otherwise, except as required by law.

Materiality is used within this document to describe issues relating to ESG strategies that we consider to be of high or medium importance in terms of stakeholder interest and potential business impact. Materiality, for the purposes of this document should not, therefore, be read as equating to any use of the word in other Envista reporting or filings. No part of this Report shall be taken to constitute, an invitation or inducement to invest in Envista, nor should this Report be relied upon in making investment decisions.



Letter from Our CEO

Envista completed its first full year as a public company in September 2020. In that first year and the months since, we have transformed our Company, both operationally and culturally, into a purpose-driven organization that champions dental professionals every day. Our work not only creates healthy, beautiful smiles for patients; it creates confidence. I am extraordinarily proud of what Envista’s leaders and associates have accomplished and tremendously excited about the path we are forging for the future.

Since Envista’s inception, we have worked to build the foundations for success. We have improved our processes through the Envista Business System (“EBS”), we have launched new products and exited non-strategic businesses, we have committed to diversity and inclusion (“D&I”) throughout the organization, and we have refined our organizational purpose and values based on extensive input from Envista employees. All of this was accomplished even while the COVID-19 pandemic upended our customers’ businesses and our own operations, requiring us to immediately shift our focus to ensure the health and well-being of our employees while continuing to support our customers. Ultimately, we came out of 2020 as a stronger organization thanks to the dedication and resilience of our people, and we learned how to stay connected and be better leaders and teammates in the process.



Amir Aghdai,
CEO

We believe that our work and achievements have set us up well to continue our pursuit of excellence in dental care around the world. Our global family of more than 12,000 employees and over 30 trusted dental brands is united by a shared purpose: we partner with professionals to improve lives. We help our customers deliver the best possible patient care through industry-leading dental consumables, technology, and services. The need for dental care is great, both in developed and in emerging and growing markets. Envista, united by our purpose and grounded in our values, is here to support our customers who are working hard to meet the needs of their communities.

I am particularly proud of the energy Envista leaders and employees have put into defining our values as an organization. In 2021, we introduced CIRCLe to the organization: **C**ustomer Centricity, **I**nnovation, **R**espect, **C**ontinuous Improvement, and **L**eadership – the core values which guide our business decisions and our response in times of crisis, such as the COVID-19 pandemic. These values ensure that we always put the customer first as we develop new products and services, that we seek diverse points of view and experiences, and that we always strive to be better than we were yesterday. Our approach to sustainability aligns with and reflects our core values and shared purpose.

From the start, we established Envista as a company focused on setting a high standard of performance on Environmental, Social, and Governance (“ESG”) measures. We have spent considerable time and effort examining what is most important to our stakeholders and our business. In this inaugural sustainability report, we reflect on the progress we have made to date and highlight 16 core areas across ESG dimensions to serve as a guidepost as we continue our sustainability journey.

We are pleased with our progress in our first 20 months as a public company and are excited to share our ESG efforts with you. Envista’s success is tied to that of our customers, employees, and communities. Everything we do, every product we make, every service we provide, is guided by our desire to be a champion of those who put their trust in us.

Sincerely,



Amir Aghdaei
Chief Executive Officer
Envista Holdings Corporation



“From the start, we established Envista as a company focused on setting a high standard of performance on Environmental, Social, and Governance measures. We have spent considerable time and effort examining what is most important to our stakeholders and our business.”

– Amir Aghdaei

2020 Sustainability Report

About this Report

Envista Holdings Corporation’s (“we”, “our”, “Envista” or the “Company”) inaugural sustainability report describes our ESG efforts and performance for our Fiscal Year 2020 (“FY20” or “2020”), from January 1, 2020 to December 31, 2020 and includes all Company operations worldwide unless otherwise noted.

Our approach to sustainability as a newly public company has been shaped by our understanding of best practices and extensive engagement with key stakeholders, including various members of our global leadership team and our largest stockholders.

Through this process, in addition to an extensive review of industry best practices and guidance from ESG rating agencies and widely-accepted sustainability reporting frameworks, such as the Sustainability Accounting Standards Board (“SASB”) and the Global Reporting Initiative (“GRI”), we have identified key topic areas within ESG dimensions that should be a core focus for Envista to drive long-term value creation.

We have also taken into consideration how our business best aligns with the United Nations Sustainable Development Goals (“UNSDG”) and have identified six sustainable development goals that align with Envista’s business. By partnering with dental health professionals, our goal is to improve lives in a fairer and more sustainable world by 2030.

In this context, this report outlines our multi-pronged approach to ensure that we are doing our part in a global effort to create a more sustainable future. As this is our first sustainability report, we also reference throughout the report historical initiatives, efforts, and sustainability performance prior to FY20 to properly set the context for our key areas of focus going forward. To maximize utility for our stakeholders, we have also incorporated select examples of our ESG progress to date in 2021.

Included throughout this report are disclosures containing relevant, industry-specific data and information aligned with the Sustainability Accounting Standards Board (“SASB”) framework. We have also included select disclosures aligned with the Global Reporting Initiative (“GRI”).

Content within this report should not be considered a substitute for material information provided in Envista’s Securities and Exchange Commission (“SEC”) filings including, but not limited to, our Annual Reports on Form 10-K, Quarterly Reports on Form 10-Q, and Current Reports on Form 8-K. For questions about this report, please contact sustainability@envistaco.com.

Our Global Family at a Glance

Envista is a global family of more than 30 trusted dental and healthcare brands, united by a shared purpose: to partner with professionals to improve lives. Envista helps its partners deliver the best possible patient care through the development of industry-leading dental products, solutions, and technologies.

125

Years of dental industry excellence.

90%

Envista products and solutions cover an estimated 90% of clinicians' needs.

1M

More than 1 million professional partners.

150

Dentists in over 150 countries rely on our technology every day.

30+

Strong portfolio of more than 30 trusted brands.

12,400

We employ more than 12,400 employees worldwide (~3,100 in the U.S. and ~9,300 outside of the U.S.).



Our Core Values Define Us.

CIRCL



Customer Centricity



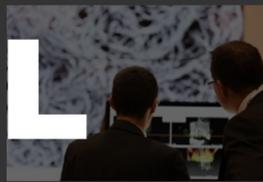
Innovation



Respect



Continuous Improvement



Leadership

We are one of the world’s largest global dental products companies, with a significant footprint in some of the industry’s most attractive segments.

Envista’s products and solutions cover an estimated 90% of dentists’ clinical needs for diagnosing, treating, and preventing dental conditions. Our commercial organization includes over 3,500 employees with deep clinical, product, and workflow expertise who interact with customers daily.

Our Comprehensive Portfolio Spans:



Dental implants and treatment options



Orthodontics



Digital imaging technologies



Consumables



Equipment

Our well-known companies – which include KaVo Kerr, Nobel Biocare (“Nobel”), and Ormco – represent more than 125 years of dental industry excellence. We operate our business through two segments: Specialty Products & Technologies, which is comprised of Nobel and Ormco, and Equipment & Consumables, which is comprised of KaVo Kerr. We are organized to leverage the long histories of our brand leadership across respective product categories.



KaVo Kerr is a provider of premier dental solutions and exceptional customer experience built on more than 100 years of rich innovation. The KaVo Kerr portfolio of dental diagnosis and treatment solutions includes restoratives, digital imaging solutions, treatment units, rotary instruments, laboratory equipment, infection prevention, and practice education.



Nobel is a world leader in the field of innovative implant-based dental restorations offering over 3,000 products and enabling dentists to deliver single-tooth to full-mouth restorations. Well-known brands of Nobel include Nobel Biocare™, Nobel Procera™, and Orasoptic™. Nobel’s success is built upon over 60 years of clinical experience with osseointegration, the biological process of adhering human bone to a titanium implant. As the pioneer of

implant science grounded in clinical research, we have introduced a number of solutions that have become widely adopted in the premium implant industry. Our portfolio of products in this area also includes our value implant business, anchored by our Implant Direct™, Alpha Bio Tec™, and Logon brands.



Ormco has over 60 years of distinguished history in providing orthodontists with high quality, innovative products and solutions backed by attentive customer service and educational support. Ormco is a leading manufacturer and provider of advanced orthodontic technology and services designed to move mal-positioned teeth and jaws. Ormco products include brackets and wires, clear aligners, digital orthodontic treatments, retainers, and other orthodontic laboratory products, and are marketed under the Ormco, Insignia™, AOA™, and Spark™ brands. Ormco products have received over 25 industry awards since 2013 for excellence in design and service.

Working Together through COVID-19



Protecting our People



Protecting our Customers



Joining the fight against COVID-19



Protecting our People

Throughout the pandemic, we largely aligned our business and manufacturing protocols to the recommendations of the Center for Disease Control (“CDC”) and World Health Organization (“WHO”) guidelines. As the situation developed, we implemented rigorous safety measures throughout our manufacturing and distribution sites, provided factory staff with personal protective equipment, and provided training on proper social distancing and other infection prevention strategies. We required, where possible, office-based staff to work remotely, providing support and technology that enabled them to re-create their work environments in an ergonomic manner, from home.

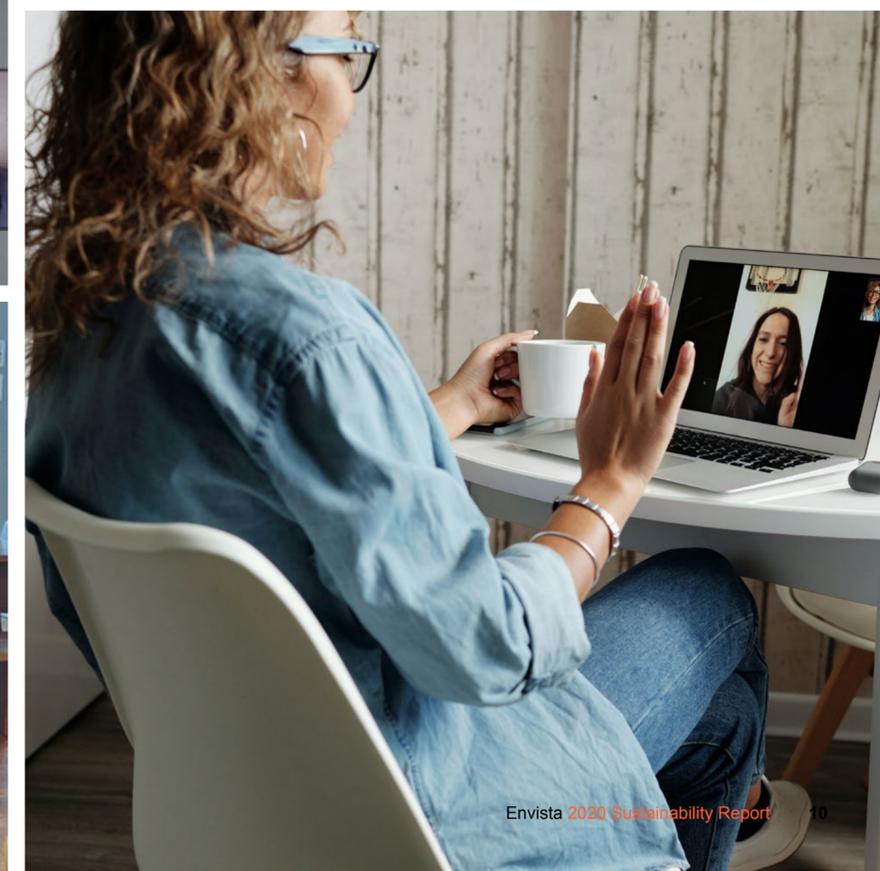
Though we were physically distanced, we ensured employees were connected as teams and as a business. We informed employees of the Company’s performance through live monthly all-employee updates from our Chief Executive Officer (“CEO”) that fostered openness, access, and transparency. Our employees were also provided pandemic-related guidance and support through internal website resources and frequent Chief Human Resources Officer (“CHRO”) messages and updates. These initiatives were bolstered by the creation of our COVID-19 working committee, which ensured that the needs of all our businesses were addressed through comprehensive scenario planning and PPE procurement and distribution.



Protecting our Customers

We kept our customers safe while continuing to deliver the educational support needed to strengthen their practices. We conducted major annual customer educational programs remotely, such as the Nobel Biocare Global Symposium and the Ormco Forum. In both cases, we welcomed record numbers of participating dental professionals. Sales representatives were also provided PPE, infection prevention materials, and instruction on how to safely visit our customers’ dental offices.

We also issued a “Ready to Reopen” booklet in April 2020 that outlined information and best practices for our customers to minimize infection when treating patients in the unique circumstances posed by the pandemic.





“Orascoptic, I just want to say **THANK YOU SO MUCH**. I spend hours wearing two pairs of glasses and two masks pushing on my ears. Today your glasses came to the rescue! Your donated prescription safety glasses were **HUGELY** appreciated.”

– Larissa Marie



Joining the Fight Against COVID-19

With a significant presence in infection prevention products, we knew we had a role to play in curbing the spread of COVID-19. Our plants have made every effort to meet the needs of healthcare facilities throughout the world since the start of the outbreak.

We shifted the focus of our production efforts as COVID-19 spread, supporting the fight against the virus in over 80 countries. CaviWipes™ and CaviCide™ solutions, both part of KaVo Kerr’s Metrex infection prevention product line, received Environmental Protection Agency (“EPA”) List N ratings as Disinfectants for Coronavirus (COVID-19). Even though CaviWipes and CaviCide are already on the EPA List N, Metrex took a step further to have the CaviWipes and CaviCide family of products tested specifically against SARS-CoV-2 to demonstrate efficacy. Through Metrex’s innovative and customer-centric efforts, we helped equip front-line workers with high quality products so they could focus on the important issue at hand – improving patient health.

Through Orascoptic, part of Nobel, we donated prescription eyewear to COVID-19 healthcare providers most in need. In China, we were one of the first to donate infection prevention products to the Wuhan CDC.

Through all of the challenges we have faced, we remain incredibly proud of our employees, who have facilitated the donation of thousands of masks and other personal protective equipment within their respective local communities worldwide.



Our Approach to Sustainability

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- Stakeholder Engagement and Business Priorities 14
- Alignment with CIRCLe – Envista’s Core Value System 16
- Operating the Envista Way 17
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Alignment with the UNSDGs

In our journey forward, we have aligned our efforts with the United Nations Sustainable Development Goals (“UNSDGs”), a framework of global commitments to create a fairer and more sustainable world by 2030.

We recognize that the work we do impacts the world around us. Specifically, as a global manufacturer of medical devices, with employees and customers worldwide, we have identified six sustainable development goals on which we believe Envista can have the greatest impact.

Our alignment with the UNSDGs helps us demonstrate our commitment to being a good corporate citizen, and it has also enhanced our self-evaluation as we seek to increase the resilience and positive global impact of our business. As noted below, we highlight our UNSDG alignment with the relevant logo throughout our report where applicable.



Envista’s objective to deliver healthy smiles and dental health across the globe aligns with SDG 3. In our section “Delivering Quality and Access,” we discuss our efforts to increase affordability and access to care through outreach to underserved communities and training to practitioners for use of Envista equipment.



Envista is proud to take strong strides in ensuring gender equality in alignment with SDG 5, which we discuss in our section “Supporting our People and Community.” In addition to several initiatives in place to support women in our workplace, we are proud to share that in 2021 Envista achieved pay equity between men and women in the United States.



Our commitment to ethical labor practices and equitable economic performance runs deep at Envista, in line with SDG 8. In our sections “Delivering Quality and Access” and “Supporting our People and Community” we discuss the high standards to which we hold our suppliers, our efforts to develop a diverse and engaged workforce, and our dedication to ensuring that Envista’s products help people achieve happier and healthier lives.



We are committed to constant improvement and development of our products, delivering our customers unmatched product safety and quality at more accessible rates and with a minimized environmental footprint. In alignment with SDG 9, we discuss in our section “Delivering Quality and Access” the actions we are taking to build upon our promises to deliver superior dental health equipment.



In support of SDG 12, Envista is mindful of the impact its products have on the environment, especially as it relates to chemical and critical material risks, as discussed in our section “Safeguarding the Environment.”



Envista takes a strong stance against bribery and corruption in alignment with SDG 16, as discussed in our section “Centering Ethics and Compliance.”

Stakeholder Engagement and Business Priorities

Engaging and Understanding our Stakeholders

The priorities of our stakeholders define our approach to sustainability. What matters to our employees, investors, analysts, rating agencies, regulatory authorities, customers, suppliers, local and global healthcare communities, and various business partners is what matters to us. Through research and discussion, all stakeholder inputs were considered in the development of our inaugural sustainability report.

We underwent extensive research and engagement with key shareholders and internal leaders in 2020 to assess where Envista should and can make an impact on sustainability-related matters to drive value creation.

This proactive engagement exercise found a high degree of alignment among stakeholder groups about the sustainability issues most relevant to Envista, both as a new public company and as a global family of mature and established businesses.

As a result, we have identified 16 key topics that highlight Envista’s initial sustainability priorities, depicted to the right. These topics are woven into Envista’s approach to sustainability. While these topics will continue to be important, we may adjust our priorities in the future as we progress along our sustainability journey and adapt to a changing business landscape.

Environmental

Water Management

Waste Management

Supply Chain Management (“E”)

Product Lifecycle Management

Climate Change & Environmental Footprint

Social

Diversity & Inclusion

Employee Engagement

Health, Safety & Wellness

Supply Chain Management (“S”)

Affordability & Access to Care

Product Safety & Quality

Governance

Board Structure, Composition, and Refreshment

Executive Incentives

Anti-Bribery & Anti-Corruption

Ethics & Compliance

ESG Oversight

Doing Sustainability Right

Our sustainability priorities and key topics are focused in five thematic areas:



Delivering Quality and Access

As a medical device manufacturer, our mission is to enable dental health professionals to deliver healthier, better smiles. Achieving our mission depends on our ability to guarantee the safety and quality of our products and solutions, both in our own operations and those of our suppliers. Beyond a focus on quality, we are committed to doing our part to expand access to our products and solutions across the world.



Supporting our People and Community

Our success as a business relies on the quality and engagement level of our team. Achieving workplace excellence begins by fostering a diverse and inclusive workforce. We work hard to ensure that our employees operate in safe, healthy workspaces, feel empowered to bring their authentic selves to work, and that they feel fairly recognized and rewarded for great performance.



Safeguarding the Environment

Given our global footprint, we recognize our responsibility to act as a good corporate citizen. We are mindful of the impact that our operations have on the environment. Where possible, we seek to minimize waste generation, water consumption, and our overall emissions profile. We also include product lifecycle considerations in our product development processes to mitigate the impact of our products and solutions once they are in use by our customers.



Centering Ethics and Compliance

We believe that operating with integrity is critical to delivering high-quality products. As such, we are committed to anti-bribery, anti-corruption, ethical marketing, and protecting our customers' data. Our robust compliance programs provide oversight in an effort to ensure that our employees follow our protocols and operate with accountability.



Practicing Good Governance

Good governance practices are the foundation upon which corporate success is built. We work hard to ensure robust oversight for key operational and sustainability risks and opportunities. To this end, we continue to focus on optimizing our governance practices. This includes ensuring that our executive leadership and governance structures are aligned with current best practices and appropriately incentivizing our leaders to drive performance.



Alignment with CIRCL

Envista's Core Value System

Our approach to enabling a more sustainable future reflects our rich culture and aligns with our core values. While 2020 was a year that affected many of the plans we had as an organization, at the beginning of 2021 we were pleased to introduce our CIRCL values to the organization.

Our core values (CIRCL) define how we work with our customers, how we work with each other, our business decisions, and our response in times of crisis.

Customer centricity

As we are creators of confidence, our first priority lies in aligning our innovation and growth with the needs of our customers. We achieve this alignment through proactive engagement with customers and partners and by monitoring stakeholder needs present across the entire value chain.

Innovation

With an agile approach and focus on the future, we are positioned to drive the next wave of disruptive thinking and products in the industry. We build innovation into all functions and activities, and our employees show up every day ready to make a difference.

Respect

Diversity, inclusivity, and equality are core drivers of our culture and our teams' success. When our employees show up every day comfortable to be their authentic selves, we experience greater teamwork, more thoughtful debate, and more reasons to celebrate.

Continuous Improvement

Supported by the Envista Business System ("EBS"), our employees drive meaningful advances in the design and functionality of our world-class products and solutions. We embrace continuous improvement to not only develop world-class professionals at every level of the organization, but also as a mindset, culture, and a way to win.

Leadership

We ensure employees are empowered, equipped, and accountable for their commitments by providing thoughtful and strategic training, teaming, and opportunities. Taking accountability for successes – and failures – and moving forward quickly ensures we foster a trusting environment, set up for success.

Operating the Envista Way

Leveraging the Envista Business System – Our Winning Formula

EBS is our foundation for success – and underpins our continuous improvement culture, mindset, and *way to win* in action. It helps inform, guide, and inspire our people to improve every day, to solve complex challenges in actionable ways, and to ask the right questions.

EBS is a powerful set of principles, processes, and tools that guide how we innovate and manufacture quality products and develop talent at every level. Our global use and application of EBS' lean tools, processes, and methods facilitates a harmonized approach among our operating companies to execute on our strategic and operational goals. We are also leveraging EBS to execute on our sustainability journey as it helps us solve complex issues related

to Environmental, Health and Safety (“EHS”), lean operations, supply chain management, and product safety and quality.

Within the EBS framework, we pursue a number of ongoing strategic initiatives relating to streamlining business operations, portfolio simplification, reduction of costs, redeployment of resources, customer insight generation, product development and commercialization, efficient sourcing, and improvement in manufacturing and back-office support -- all with a focus on continually improving quality, delivery, cost, growth, and innovation. The application of EBS reduces costs and business complexity, freeing up resources to invest in research and development (“R&D”) for new product

development, as well as growing our direct sales infrastructure, especially in emerging markets.

EBS also differentiates us in the dental products industry, ensuring that we hear our customers and take action to better serve them.

To ensure our employees are equipped with the necessary training on EBS' lean tools, processes, and everyday applications, we have created Envista Business System University (“EBSU”). EBSU fosters an environment of continuous learning, where every employee has the opportunity to experience world-class training and share best practices for the benefit of our Company, employees, customers, supply chain members, and shareholders.





Looking Ahead

Focused on Continuous Improvement

Our experience as a newly independent company during a year transformed by an unprecedented business environment has highlighted the importance of acting quickly, as a team, using our shared values and EBS tools. As we enter our second year as a public company, we look forward to building on the foundations in place as we continue advancing on our sustainability journey.





Delivering Quality and Access

- Affordability and Access 20
- Product Safety and Quality 25
- Supply Chain Management 30

Affordability and Access



According to the United Nations, in 2019 there were 703 million people aged 65 or over in the world. By 2050, that number is expected to increase to approximately 1.5 billion people and account for 16% of the world's population, largely driven by aging in low and middle-income countries. With an aging population, prevalence of dental conditions, including edentulism (full tooth loss), dry mouth, root and coronal caries, and periodontitis will increase. According to the WHO World Health Survey, approximately 20-30% of people over 60 years in age currently suffer from toothlessness.

Given this need, we strongly believe in our goal to leverage our innovative products for those in need of the latest dental health solutions to better achieve an enhanced quality of life.

Envista helps its partners deliver high quality patient care through industry-leading products, solutions, and technology. Our 12,000+ global employees are united by their passion for excellence, which extends to affordability and access – two main considerations we focus on daily as we live true to our values of innovation and customer centricity.

Everything we do – including the products we make and the services we provide – helps dental professionals achieve their goals and improve patients’ lives. We will continue to strengthen our ability to champion creators of confidence and transform the dental industry by innovating and responding to the needs of our professional partners as they build their practices and care for their patients.

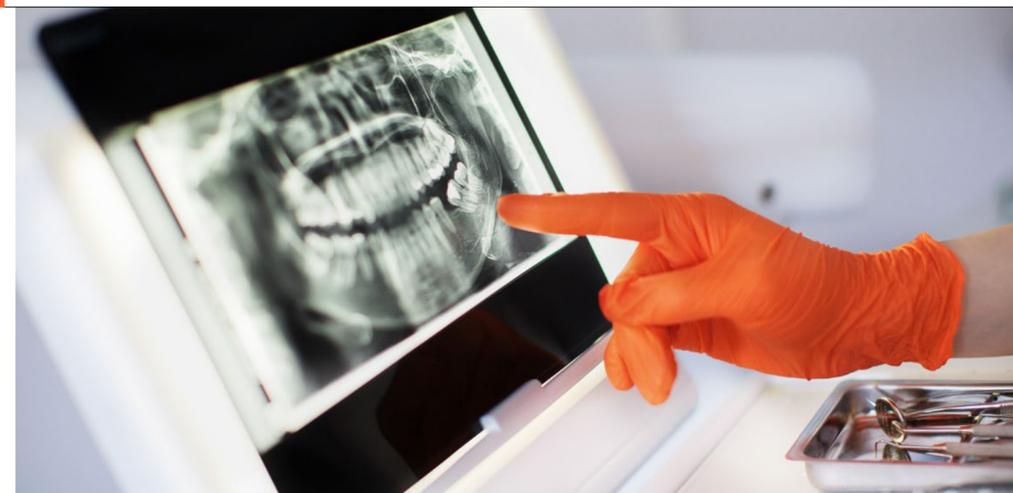
Importantly, the work we do to increase access to dental health care is critically aligned with the UNSDGs, specifically Sustainable Development Goal 3, ‘Good Health and Well-Being’. Our products and equipment serve a key role in bringing healthier smiles to populations across the globe. These efforts remain central to Envista’s purpose.

Creating Innovative Products to Improve Lives

Our strong track record of innovation and focus on research and development is embedded into our core. We invested approximately \$600 million in R&D expenditures since 2017 and have a track record of product innovation, business development, and commercialization. We work hard to ensure broad access to our innovations, with our operating companies offering thousands of global online trainings each year, providing support to the 1 million+ dentists we serve globally to ensure we advance together.

Unleashing the Power of Envista’s Innovation

Our innovative products and solutions play a key role in supporting positive dental health outcomes across the globe; they address an estimated 90% of dentists’ clinical needs. Lack of access to sufficient dental health care is an unfortunate reality, and one we strive to overcome on a daily basis. Through the development of products that are more cost-effective, accessible to a broad array of dental professionals, and practicable for use with underserved patients, our innovation and product development links directly to an expanded number of patients positively impacted by dental health care.



Imaging – both X-ray and other visualization solutions – are considered the entry-point for many dental diagnostic exams and subsequent treatments. In this context, the rapid adoption of digital technologies in the imaging segment has transformed dental practices and has increased access and improved the quality of care delivered to patients. We are proud of our history pioneering in 2D/panoramic and 3D imaging and have one of the largest installed bases of dental imaging devices in the industry with over 150,000 imaging devices currently utilized in dental practices.

In particular, we strive to create products that serve traditionally difficult to reach patients (e.g., those in rural areas or with special needs), with a focus on portability, time-saving methods, and reduced need for follow-up care. We are continually developing new products and improving existing ones to enable dental professionals’ ability to deliver healthy smiles and create confidence. At the same time, we recognize that the influence of our work expands beyond creating confidence, as dental health is an essential component of overall health that can reduce the risk of other negative health outcomes.



A Focus on Continuous Technological Advancement

We continue to support clinicians in providing the highest levels of patient care through the latest innovations in science and material technology. Our focus on innovation improves patient experiences and expands patient access to procedures. This innovation has yielded numerous differentiated products over the years, such as our NobelActive™ dental implants, our Damon™ passive self-ligating orthodontic wires and brackets, and our i-CAT™ 3D imaging system.

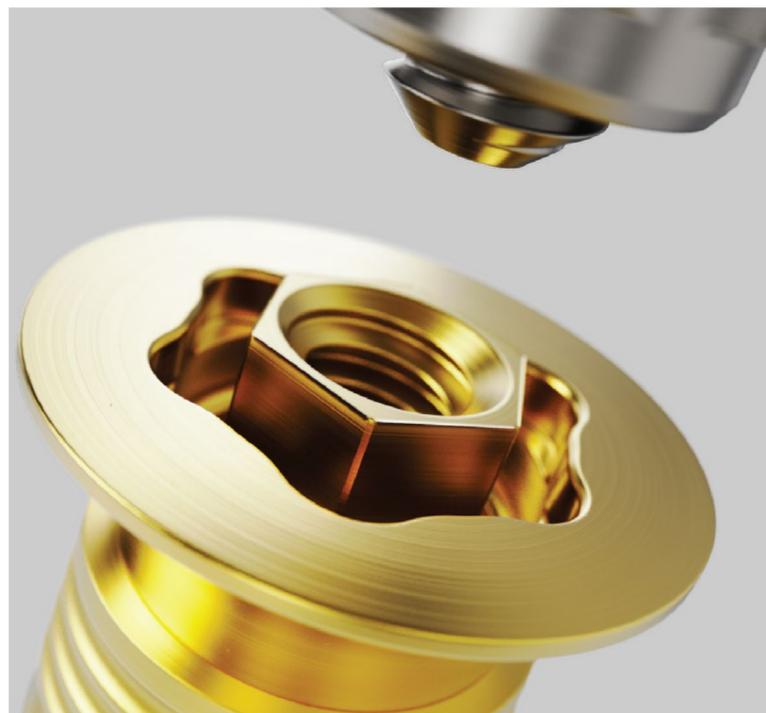
We are continuously developing novel designs and improving existing technologies to address the ongoing demand for optimal comfort and improved patient experiences.

KaVo Kerr’s NOMAD™ Pro 2 Handheld X-ray System is an easy-to-use portable X-ray solution that allows clinicians to remain chairside with patients, an important characteristic when working with special needs patients and children. Its portability is essential for delivering imaging solutions to underserved rural communities that may not have access to traditional wall-mount units.

This technology was used, along with KaVo MASTERtorque™ LUX M8900L and the KaVo SMARTmatic™ S20 K series hand pieces, to deliver care in partnership with TeamSmile, a national non-profit organization that provides free dental care and oral health education to underserved children throughout the U.S.

We also remain focused on advancing technological innovation to improve access to complex procedures, including implantology. Enhanced connectivity between different types of dental imaging and diagnostic equipment and treatment planning and delivery solutions drive improvement in dental workflows and deliver better treatment outcomes. To this end, we take great pride in providing dedicated instruments that enable treatment to patients that otherwise may be underserved. For example, Nobel’s Trefoil™ system offers a high-quality and efficient solution for patients who are more edentulous or those with failing dentition. By addressing issues in the mandible, we can deliver healthier smiles to patients who otherwise may not have access to the relief provided by other types of dental implants. In 2018, Nobel partnered with doctors in Rapa Nui (Chile) to provide related treatments and solutions to locals in an efficient and cost-effective manner.

Through our commitment to innovations that improve product quality and the delivery of better health outcomes for our customers, we target our research and development efforts towards a better tomorrow. In this context, we believe our operations are well-aligned with global efforts to achieve the UNSDG 9, ‘Industry, Innovation and Infrastructure’, focused on building resilient infrastructure, promoting inclusive and sustainable industrialization, and fostering innovation.



Globally Driving Awareness and Achieving Our Mission

According to the Global Economy and Development Working Paper 100 from the Brookings Institution, it is estimated that between 2015 and 2030, the middle-class population in emerging markets will grow by approximately 1.5 billion people – from 2.0 billion to 3.5 billion. Despite this major demographic shift, for example, the number of dentists in China is less than 10 per 100,000 people according to the WHO. This compares to 60 per 100,000 in the U.S. and 85 per 100,000 in Germany. In this context, the expansion of training opportunities for dental professionals in emerging markets is critical to ensure the global healthcare community can meet the needs of the growing number of individuals seeking dental care.

Beyond ensuring that there are more clinicians to meet increasing patient needs, the expansion of training opportunities for dental professionals has proven to lead to increased patient awareness, in turn driving interest in accessing premium dental products and procedures. In response to this dynamic and growing clinician and patient need, we have established Envista as a leading global provider of clinical training, reaching over 400,000 dental professionals in 2020 through more than 4,000 training and education events we organized directly.

We believe an investment in communities around the world is an investment in expanding access to care. Our comprehensive education system is designed to train our clinical customers – from basic to the most advanced – and enhance access to high-quality dental care for patients worldwide. Our training and education programs also support career-spanning professional growth opportunities. The educational content we develop is informed by continuous stakeholder engagement, including with representatives from the local communities where we operate and host our workshops.

Through stakeholder engagement, we also know that our extensive training and development offering is essential to driving widespread access and affordability to dental care. Wherever we can, we employ our global footprint to ensure advanced dental equipment is available for patient care. For example, we have provided direct support to practitioners in underserved communities where existing infrastructure for care is limited. Through the provision of equipment, we enable practitioners to deliver care in remote areas to patients who otherwise could not access necessary procedures. As available equipment is often the impediment in these situations, we take pride in knowing we can provide an important bridge to care.

4,164

trainings and education events held globally in 2020

402,124

total number of attendees



Nobel Biocare was given the opportunity to help bring life changing treatment to some of the residents of Easter Island who suffered from edentulism and were unable to eat solid foods. In partnership with these professionals, Nobel Biocare’s innovative implant system gave the clinicians an opportunity to improve the lives of these residents.





Responding to COVID-19

We take seriously our responsibility as a global corporate citizen to help those in need. As a recognized partner in dental infection prevention products, we knew that we had an important role to play in curbing the spread of COVID-19.

Metrex, one of KaVo Kerr's core brands, dedicated to infection prevention, offers a system of solutions designed to address cross-contamination across healthcare facilities. While Metrex's products have been used daily in healthcare settings for over 35 years, their use became even more significant as our customers intensified their disinfection protocols to address heightened cleaning requirements in the face of COVID-19.

Our plants have made every effort to meet the increasing demands of healthcare facilities throughout the world. CaviWipes and CaviCide solutions, both part of Metrex's infection prevention product line, obtained EPA approval for use as a disinfectant against SARS-CoV-2. The latest version of our surface disinfectant, CaviWipes2.0, is approved for use on over 40 pathogens. Further, we shifted the focus of our production efforts as COVID-19 spread, devoting additional resources to support the fight against the virus in over 80 countries.

To meet the needs of our healthcare professionals and increase the volume of disinfectant products, we donated product to hospitals in countries such as China, South Korea, and Italy, and we began operating our manufacturing facilities 24/7.

We also enhanced our efforts to provide local communities with relevant information to aid in educating local citizens on risk prevention. Our teams based in California provided information materials on characteristics of COVID-19 to community gathering places such as the John Wayne Airport in Orange County, California, where our corporate office is located, and the Detroit Fire Department, where one of our manufacturing sites is located.

Product Safety and Quality



Safety and quality are part of the Envista culture. We have created a culture that encourages reporting safety and quality issues so that we can be best positioned to identify and eliminate any existing or potential safety or quality issues in our products.

The safety of our customers and patients and the quality of our products and services are critical to our long-term success and sustainability. Our mission of improving patients' lives depends on operating with safety and quality at the forefront of every action we take and every decision we make. Envista and our operating companies are meticulous, organized, and thoughtful regarding processes, initiatives, and oversight in this area. This ensures quality and safety are at the forefront of our product development decisions.

Regardless of the type of innovative dental solution in question, safety and quality will continue to serve as guideposts as we navigate important business issues. As per the Food and Drug Administration ("FDA"), our products are either classified as Class I

or Class II devices in the U.S. As a medical device manufacturer, our products are regulated by the FDA, and by similar agencies in other countries.

Our medical device manufacturing sites are required to adhere to all applicable quality system regulations and requirements in the markets we serve, including with respect to the Current Good Manufacturing Practices ("CGMP") requirements set forth in the FDA's Quality Systems Regulation in the U.S., the ISO 13485 Medical Devices Quality Management System Standard in Europe, and other regulations in countries in which we sell our devices. Per the **Envista Code of Conduct**, all medical devices we produce and sell are designed and manufactured to comply with all applicable quality standards.

To help ensure compliance, we leverage our Quality Management Systems ("QMS") and the standards and controls embedded within to drive the safety and quality of our products and services across our operating companies. Our QMS complies with various international standards, laws and regulations and ensures compliance with all other governmental and regulatory requirements in the markets we serve.

Our internal procedures, which apply to all global Envista operating companies and their respective sites, outline the processes required for proper management of regulatory audits, such as those required by the FDA and the EPA, among other relevant regulatory bodies.

Our QMS are compliant with locally applicable standards and best practices, which include:

Council Directive 93/42/EEC	ISO 13485:2016 Quality management systems	European Medical Device Directive 93/42/EEC and amendments
European Medical Device Regulation 2017/745	USA Food & Drug Administration Quality Management System Regulation 21 CFR Part 820	Health Canada Medical Device Regulations (SOR 98/282)
China State Council Order No. 650 Regulations for the supervision and administration of medical device	Brazilian Good Manufacturing Practices of Medical Devices Resolution 16 2013	Therapeutic Goods (Medical Devices) Regulations 2002 (Australia)
Mexican Good Manufacturing Practices (NOM-241-SSA1-2012)	Japanese Ministerial Ordinance on Standards for Manufacturing Control and Quality Control for Medical Devices and In-Vitro Diagnostics (MHLW MO 169)	Korea Medical Device Act and Korea Good Manufacturing Practice

Our operating companies track key performance indicators (“KPI”) to measure product safety and quality and the overall health of our QMS and compliance efforts. These KPIs measure various factors related to customer complaints, corrective and preventive actions, field actions and recalls, adverse event reporting, and internal and external audit results, among others. Leveraging EBS, each operating company identifies the KPIs most meaningful to its business and compliance performance, and follows suit with efforts to drive continuous improvement. In addition to quality management reviews performed by our operating company leadership, our executive leadership reviews KPIs for each operating company on a regular basis.

Communicating Our Policies and Procedures

We provide our operating companies and our global employees with a variety of tools, information, guidelines, and best practices via our various internal policies and procedural documents pertaining to safety, quality, and related oversight and accountability.

We provide clear communications and guidelines including roles and responsibilities by job-type on critical topics such as reviews and audits of our quality management system, compliance monitoring and reporting, health hazard evaluation protocols, corrective or preventive actions, complaint reporting and handling, field corrections and removals, and incident investigation and reporting.

Through our quality manuals, we provide our employees with actionable requirements on topics such as process management, document structure, contract review, and training. Our master procedure documents outline our review processes for management teams, enabling the periodic review of our internal quality system to ensure it remains in continuous compliance with regulatory requirements.

We also provide the framework needed to properly and effectively handle complaints to ensure our employees are familiar with our system to record, investigate, and process complaints. Related, we provide our employees with the tools needed to effectively implement corrective and preventive actions. This is an integral component of our approach to quality assurance, as ensuring awareness and participation from our employees allows us to identify and eliminate the causes of existing or potential nonconformities in order to prevent occurrence or recurrence.

These policies and procedural documents reinforce our commitment to product quality and also provide practical instruction and guidance to our employees whose actions affect product quality.

Commitment to Operating Excellence

As a medical device manufacturer, our manufacturing facilities are subject to inspection on a routine basis by the FDA and by similar agencies in other countries. In the U.S., the FDA routinely inspects registered medical device sites using a risk-based process to consider the risk profile of products manufactured by the site. In connection with an inspection, the FDA may issue Form 483 Inspectional Observations and/or Warning Letters, which list conditions or practices that may indicate a violation of the FDA's requirements. The chart below illustrates our FDA inspection performance from 2019 through 2020.

Year	Warning Letters	483 Observations
2019	0	5
2020	0	0



“Prior to releasing our products for sale, we also require comprehensive quality control assessments for all of our products, inclusive of a detailed device history record outlining the testing history of each unit and/or lot.”

Effectively Monitoring the Safety & Quality of our Products

Envista monitors the safety and quality of its products once they are in the market. As a medical device manufacturer, any design defects, safety or quality issues, or inadequate labeling of our products, can lead to recalls, ranging from a labeling change, in-field correction to a partial or full removal of the product from the market, depending on the nature of the issue and the risk to the public health.

While we minimize recalls through the rigorous compliance embedded into our operations and the care our employees take in their work, we remain nimble in the event any product recalls are required. To this end, we provide actionable instructions to our employees through our procedures on how to execute recalls in a timely and effective manner.

Recalls must be reported to the FDA if the recall was initiated to reduce a risk to health posed by the device or to remedy a violation of applicable law caused by the device which may present a risk to health. The FDA classifies recalls as Class I (highest risk), Class II (medium risk) or Class III (lowest risk) based on the relative degree of health hazard posed by the recall.

The table below illustrates our U.S. FDA recall activity from 2019 through 2020, with the number of recalls declining significantly in FY20.

Year	Class 1	Class II	Class III	Total U.S Recalls	FDA Initiated Recalls
2019	0	12	0	12	0
2020	0	6	0	6	0

In the case of a complaint, our quality assurance team assesses the complaint in question following our standardized operating procedures. Upon completion of the evaluation, we determine whether further investigation is needed and receive input from research and development, manufacturing and other functions as needed. Final decisions related to recall issuances require input and approval from executive management.

In the event of a recall – whether reportable to a regulatory agency or not – we follow standard operating procedures to ensure ample communication with customers, in order to obtain a response.

We also believe an organization-wide focus on product traceability is critical to our long-term sustainability. Therefore, we maintain a robust raw



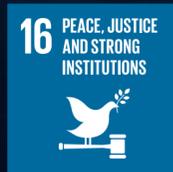
material and product input tracking system capturing components throughout the supply chain. In most cases, we have full traceability of raw material inputs to the finished device level, such that if an issue with a product necessitates a recall, we would have the ability to respond quickly. Further, our efforts on this front also ensure that when recalls do occur, they can be targeted and not broad-based in nature.



Global Site Evaluation, Assessments, Audits, and Incident Reporting

To monitor compliance, evaluate the efficacy of our policies, and ensure that our product quality and safety maintains the highest standards of excellence, we have a dedicated team that performs inspections and audits. Audits are performed independently from operating companies and are performed on site annually or every 18 months, depending on site activities and related risks. We also hire external auditors to deliver additional scrutiny as required. Our sites registered with the FDA are audited for compliance with CGMP and to help ensure compliance with Envista's and the applicable operating company's policies. Applicable regulatory requirements are also included in our corporate audit staff's protocols to address regulators outside of the U.S., including as applicable the ISO 13485 standard and Medical Device Single Audit Program requirements.

Supply Chain Management



Our operating companies rely on rigorous supply chain management to manufacture and deliver high quality products. We take great care in encouraging our suppliers to remain as committed to safety, quality, sustainability, and process optimization as we are.

We are committed to a standard of excellence in every aspect of our business, with a steadfast focus on integrity, respecting the rights of all individuals, and the environment. To this end, we expect our suppliers and permitted subcontractors to share these commitments.

Embedding our Values throughout Envista's Supply Chain

In alignment with the UNSDGs, we expect our suppliers to meet standards of excellence and integrity in all activities that relate directly or indirectly to Envista, including labor practices, environmental conscientiousness, anti-corruption, and regulatory compliance. We accomplish this in several ways, including direct engagement and comprehensive supplier assessments and audits.

Envista's suppliers must comply with:

-  Formalized and documented selection process
-  Ongoing supplier audits and assessments
-  Enforced performance standards including Good Manufacturing Practices
-  Supplier Code of Conduct

Outlining Envista's Expectations for Suppliers

Our supply chain management efforts directly reflect our commitment to forthright labor practices, regulatory compliance, and alignment with the UNSDGs. We proactively manage our supply chain to address our customers' growing and dynamic needs.

Our **Supplier Code of Conduct**, which is accessible on our **Investor Relations website**, outlines expectations and associated relevant information for our suppliers. Beyond compliance with all applicable laws and regulations, we clearly outline our expectation for suppliers to meet industry standards including those pertaining to manufacturing, pricing, sales, distribution, labeling, and transport, among other critical touchpoints along the supply chain. Further, we share our policies, positions, requirements, and guidance on key tenets of our Supplier Code of Conduct, including:

 Integrity and compliance	 Labor and employment
 Environmental health and safety	 Management and compliance monitoring systems

Continuously Improving our Supplier Network

2020 was an important year for Envista in developing our own organization-wide, systemic approach to supply chain management and qualification.

Despite shifting our focus and resources in response to COVID-19, we developed and piloted a comprehensive global supplier assessment tool to be used when assessing potential new suppliers.

Our global supplier assessment tool is used with potential procurement partners and is designed with the intent to effectively assess suppliers' reliability, focus, competence, quality, preparedness, resilience, and overall sustainability. The supplier assessment tool focuses on critical areas of potential suppliers' businesses including their:

- Quality management systems;
- Internal controls;
- Inspection histories;
- Equipment sufficiency;
- Vulnerabilities and continuous improvement efforts;
- Logistics capabilities including emergency strategy and communications;
- Corporate responsibility, including a focus on

corruption and bribery, human rights, child labor, environmental protection, and non-discrimination; and

- Business continuity management.

We hold our existing suppliers to the same set of standards. In order to ensure our suppliers remain compliant and fully committed to excellence, we maintain scorecards for many of our suppliers that are updated on a periodic basis. If a supplier's score falls below a certain threshold, our operating companies will engage the supplier with a root-cause-problem analysis to determine whether further actions are warranted to rectify the issue in question and ultimately support the supplier's improvement of their score.

We are proud of the progress we have made and look forward to reporting further upon completion of the supplier assessment tool's global rollout.



In FY20, we developed a systemic approach to assessing our global supply chain risks as it relates to our single source suppliers. This analysis allowed us to partner effectively with our operating companies to develop various risk mitigation solutions for review, consideration, and ultimate implementation.

Ensuring Supply Chain and Distribution Continuity

We purchase raw materials from a large number of independent sources around the world. We utilize a number of techniques and tools to mitigate potential disruptions and other risks relating to our supply chain, including in certain cases the use of safety stock, alternative materials, and qualification of multiple supply sources.

In FY20, we developed a systemic approach to assessing our global supply chain risks as it relates to our single source suppliers. This analysis allowed us to partner effectively with our operating companies to develop various risk mitigation solutions for review, consideration, and ultimate implementation.

Our operations employ a wide variety of components, raw materials, and other commodities, including metallic-based components, electronic components, chemicals, plastics, and other petroleum-based products. Prices for, and availability of, these components, raw materials, and other commodities have fluctuated significantly in the past. To address critical material sourcing risk and minimize the effect of fluctuations in underlying commodity prices, we have developed a commodity-tracking program which monitors the commodity prices of metals, plastics, and other raw materials. Our operating companies review this data in real-time to ascertain and respond to any potential impact on our supply chain.



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Supporting Workplace Excellence



Our people come to Envista because they want to make a difference. The products we make and services we provide help dental professionals provide essential care to their patients.

While 2020 was a year that upended many of the plans we had as an organization, we were pleased to introduce our CIRCLo values to the organization at the beginning of 2021. Our core values (CIRCLo) define how we work with our customers, how we work with each other, our business decisions, and our response in times of crisis.

We have designed our workplace policies to deliver excellence and support to our people – ensuring equality and fairness for all, a safe and healthy work environment, and a commitment to providing our people with the skills and training they need to succeed. Our workplace practices are in alignment with UNSDG 8, ‘Decent Work and Economic Growth’, focused on promoting inclusive and sustainable economic growth and achieving productive employment and decent work for all.

Diversity and Inclusion

Fostering a 'Culture of Belonging'

We believe we can better anticipate the varying needs of our customers and their patients if our employees hail from a multitude of backgrounds and varying perspectives. We know that breakthroughs are more likely to emerge from teams comprised of individuals with complementary strengths and within an environment where constructive debate and collaboration is valued.

We **champion the creators of confidence** – and we are cultivating our own culture of belonging by empowering our employees to voice their ideas and by giving them the resources to translate their ideas into working products and solutions.



Diversity and Inclusion is Embedded in our Strategy and Culture

In our first year as a publicly traded company, we have seen firsthand how much we can be tested by the unforeseen. The lessons of 2020 have further reminded us that our long-term success hinges on having a diverse talent base that is encouraged to question, consider, and imagine today what might happen tomorrow.

The demographic trends in our markets are also reinforcing the urgency for us to be agile. We work in an industry where we must make strategic, far-reaching decisions that are informed by smart, diverse teams who are comfortable challenging each other and pressure testing decisions to help us mitigate risk.

Our approach to diversity and inclusion (“D&I”) is best described as a journey: in 2020, we focused on expanding access and inclusivity for women and individuals from a variety of ethnic backgrounds. In 2021, we plan to continue executing on these goals while also exploring how we can better expand current gender and ethnic diversity talent attraction and professional development initiatives to attract and support veterans, persons with disabilities, LGBTQ+, and other underrepresented groups as well.

Engaging our People in Actively Fostering Diversity and Inclusion

We encourage our employees and leadership to take an active role in helping to shape our culture. These collective efforts led to the successful launch of our first two Employee Resource Groups (“ERG”) – the Envista Women + Friends ERG and the Envista Multi-Cultural + Friends ERG.

Our ERGs seek to embed D&I into all facets of business activity—while also creating spaces for our people to enjoy educational and advocacy opportunities around topics of interest to women and different ethnicities. Both ERGs were instrumental in ensuring we celebrated both Black History Month and Women’s History Month with meaningful internal events and corporate initiatives earlier this year. With the support of the entire organization, our ERGs organized insightful panels with inspirational doctors and dental students, as well as employee recognition events to provide a direct channel for our senior leaders to celebrate the efforts and contributions of all of our employees, regardless of their backgrounds.

We are excited for what’s to come. Both of our ERGs have planned a variety of events for 2021 to bring customers, orthodontists, doctors, and dentists together to participate in panel discussions, as well as networking events and seminars.

Further, we are combining the educational work being done by our ERGs with specific education and training on D&I for all staff as part of our partnership with Franklin Covey. This year, we are strongly recommending two courses on Unconscious Bias for managers in particular, and the courses will be made available to all employees.

With growing numbers of active members in both ERGs, we are proud that they are gaining traction and generating interest across the organization. Going forward, we will expand the focus and number of ERGs to ensure we are adapting and serving the needs of our employees.

“The lessons of 2020 have further reminded us that our long-term success hinges on having a diverse talent base that is encouraged to question, consider, and imagine today what might happen tomorrow.”



Committing to our Values at Every Level

We have established a strategic approach to D&I and a structure that encompasses both top-down leadership to ensure our most senior leaders are visibly driving D&I from a business perspective, while also encouraging employees within ERGs to take an active role in shaping a culture of inclusion and belonging. This approach results in support for our D&I efforts across all levels of the organization.

Our Vice President of Diversity and Inclusion plays a key role in leading several of our initiatives focused on culture, learning, and talent – all efforts that foster opportunities for Envista’s diverse workforce and future talent.

In FY20, we founded our Executive Diversity Leadership Council (“EDLC”), which is responsible for ensuring our D&I initiatives are aligned with our five-year strategic business planning. Our CEO serves as executive sponsor of the Council and oversees the rest of the EDLC, including six senior functional and subject matter leaders across Envista. The EDLC is accountable for ensuring D&I inclusion plans are robust and that teams are deployed to implement them across the organization. The EDLC also has oversight for all investments in external organizations related to talent attraction.

The D&I elements within our broader business strategy are underpinned by two core pillars:



Respect & Belonging

We encourage employees to be their authentic selves in the workplace, so that all feel encouraged to pursue their careers free of cultural constraint.

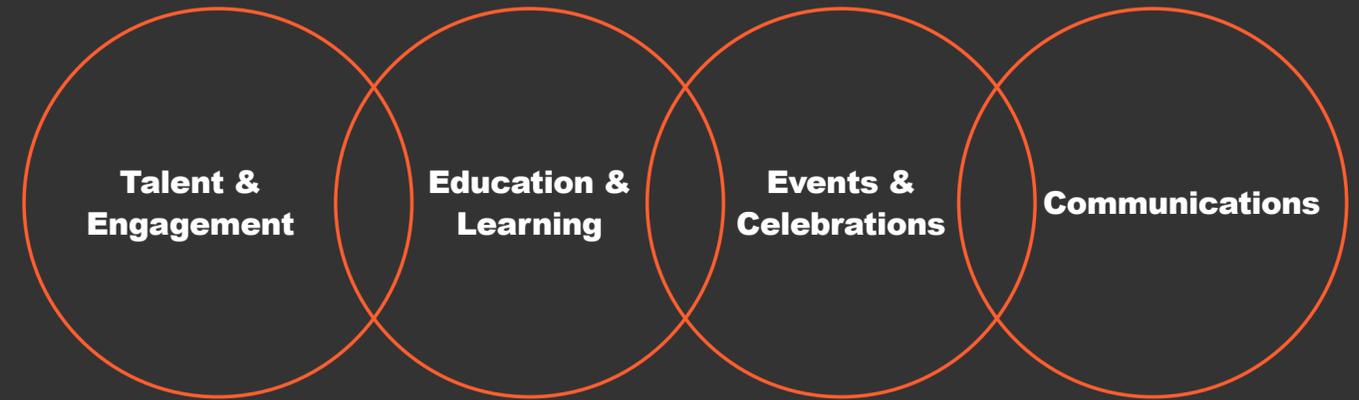


Inclusiveness & Integration

We ensure that the celebration of differences is tangibly embedded and then actioned within the organization by how we develop people, behave with one another, and foster forums to accommodate people across different levels and backgrounds.

Additionally, in FY20 we launched a D&I Council to drive and execute our D&I strategy in partnership with the EDLC and our ERGs. This council is comprised of four committees to foster diversity from a variety of different standpoints:

Envista’s D&I Council Committees



Talent & Engagement Committee

Ensures we are identifying employees with diverse backgrounds and that they have sufficient opportunities for internal mobility and management accessibility.

Education & Learning Committee

Ensures employees remain aware of our ongoing interactive events to support awareness, advancement, and development.

Events & Celebrations Committee

Determines our approaches for celebrating external activities and holidays and commemorations such as Black History Month, Pride Month, and Women’s History Month.

Communications Committee

Focuses on the internal and external communications of critical issues relevant to D&I within Envista.

Focused on Building a Diverse Future

Our D&I efforts are also focused on ensuring we are building a talent engine that equips all of our people to thrive and achieve their professional ambitions.

Our talent acquisition efforts are designed to ensure that we are hiring individuals from backgrounds and experiences that will reflect the needs of our diverse customer base. We compile diverse candidate shortlists for executive level, professional level, and sales roles, and we endeavor to have all candidates meet diverse staff from Envista during the interview process. We also strive to create open dialogues as part of the review process so that prospective candidates can learn how we welcome and embed diversity across the organization.

Our objective is to build a rich and deep pipeline of leadership strength at every level of the organization in every market we serve.

We've also initiated relationships with different educational institutions so that we can become an employer of choice for both entry-level talent and individuals with advanced degrees. To this end:

- We are investing time and resources in cultivating connections with universities and student unions to build a strong pipeline of diverse early-career talent.



We are creating the kind of culture, the kind of environment where we belong, where we can be authentic, where we value diversity. We are putting important foundations in place and we are on a positive path. I am personally motivated because I know my voice is being heard.”

– Meisha Sherman, Corporate Vice President, Diversity + Inclusion and VP, HR, **Ormco**



- We are also expanding our relationships with Historically Black Colleges and Universities, African-American student unions, Hispanic Serving Institutions (HSIs) and student organizations, and diverse engineering consortiums. While we recognize that the full impact of these actions will take time, we are encouraged by the honest dialogues we are having around ways to secure a steady stream of top talent that can successfully transition from these colleges and universities into Envista on a yearly basis.
- We have also established a relationship and alliance with Consortium, an organization that provides Envista with MBA program candidates from diverse backgrounds. Through our work with Consortium, we provide all of our new talent with the professional support to strengthen their networks, gain a rapid understanding of the corporate world, and cultivate managerial and leadership essentials so that they can hit the ground running when they join us full-time. We are optimistic about the MBA graduates that have been identified through Consortium to date and remain confident that we will continue to see these individuals rise throughout the organization.



Employee Engagement



“
We are proud to disclose we have achieved 99% gender pay equity in the U.S. Achieving gender pay equity is an incredibly important initiative for us at Envista and is just one example of the positive work we are doing to support gender equality.

Evaluating Performance and Supporting Success

Our talent management efforts are robust, ensuring that upon joining Envista, every new hire has a clear pathway for personal development, professional advancement, and the ability to shape the evolution of the dental industry. Two essential components of our talent management efforts are our organizational talent assessments and employee reviews, which ensure we have a clear means of achieving our goals and charting the progress and development of employees throughout their professional journey at Envista.

We utilize a holistic annual performance assessment process that promotes growth and learning opportunities for all staff and that embodies our CIRCLE values. We perform annual organizational talent assessments, during which we review our strengths, strategic priorities, and whether the right structures and personnel are in place to execute successfully. As a result of this process, from time to time, we identify potential new opportunities for select individuals in different parts of the organization. This approach keeps us agile while also surfacing new career opportunities for those individuals with relevant experience.

We are also committed to fair and equitable pay, ensuring equal opportunities and internal mobility so that our people feel appropriately valued for the work they do. During the promotion process, we strive to support and advocate for all qualified individuals equally, to identify qualified promotion candidates from underrepresented groups, and to reduce the potential for unconscious bias influencing promotion decisions.

Since our spin-off from Danaher Corporation in 2019, we have also invested in a comprehensive review of our compensation practices to ensure we have a roadmap to address any gaps in pay identified, as needed. We are proud to report we have achieved 99% gender pay equity in the U.S. Achieving gender pay equity is an incredibly important initiative for us at Envista and is just one example of the positive work we are doing to support gender equality. Importantly, our efforts accelerate global efforts to achieve UNSDG 5, ‘Gender Equality’, focused on eliminating discrimination against women. Looking ahead, we look forward to sharing more updates on our progress as we plan to review ethnic pay equity in the U.S. and global gender pay equity figures.



Ensuring Best-in-Class Training and Skills

Our talent development efforts provide our employees with ongoing technical, behavioral, and leadership opportunities essential to foster their professional growth and the success of our enterprise. Given our work in the highly-regulated medical device industry, all U.S. managers and managers outside the U.S. with employees in the U.S. are trained in ‘Managing and Knowing the Law at Envista,’ and we have plans to expand ‘Managing and Knowing the Law’ to our managers supervising employees in other countries as well. Further, we require our employees globally to take training on the prevention of harassment and discrimination.

More broadly, our learning and career development portfolio for our non-factory employees is anchored by both a leadership development training curriculum and various training modules from Franklin Covey, a leading provider of leadership, individual effectiveness, and business execution and assessment services for organizations and individuals. Through Franklin Covey, our leadership development curriculum was made available to all non-factory employees in FY20, representing ~65% of global employees. This vast array of learning and development offerings encompasses 17 different leadership disciplines including vision and purpose, customer loyalty, innovation, trust and integrity, performance management, and unconscious bias.

Employees can access over 100 different on-demand learning modules encompassing the topics above to build their Individual Development Plans (“IDP”). Through IDPs, our employees can also specify preferred forms of reward and recognition and define both their short (1-4 years) and long-term (5+ years) career aspirations. Individual Development Plans are reviewed annually during performance reviews.

In a more targeted approach, our General Management Development Program is a six-year rotational leadership development opportunity for recent MBA graduates that provides them with accelerated roles and access to senior leaders. The intention of this program is to deepen recent MBA graduates’ commercial, operations, product management, and EBS knowledge, with the intention of becoming a general manager following completion of the program.

For senior management in the organization, select individuals are invited to participate in Harvard ManageMentor, which provides interactive exercises and courses online to prepare our leaders for real-world challenges. Harvard ManageMentor provides our leaders with self-directed learning options and access to expert commentary and real-life examples from Harvard Business School faculty. We also provide additional training around situational leadership and operating effectively when leading high performing teams.

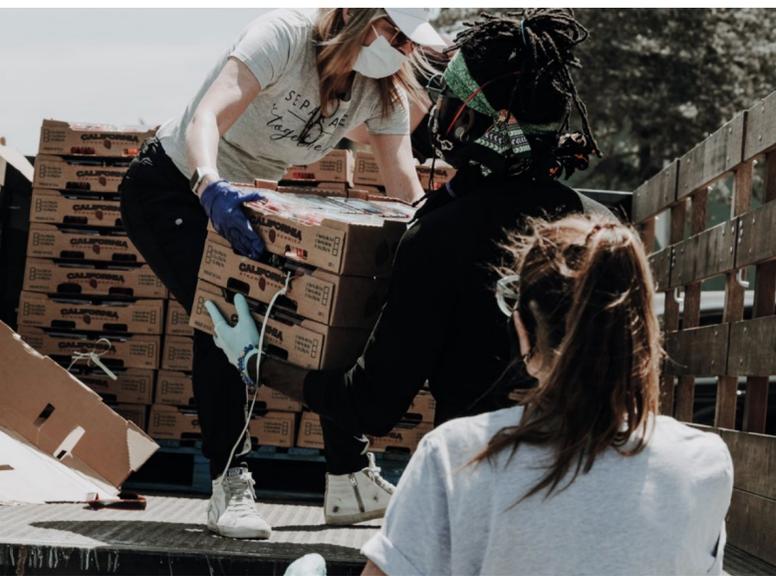
Starting in October 2021, we will launch the Envista Leadership Program (“ELP”) for our most senior and top-performing global leaders. The ELP’s purpose is to equip our leader-influencers with the financial, strategic, and cultural insights so they can lead their organization to exceed customers’ expectations, recruit and develop key talent, and deliver sustainable shareholder value.

Our Path Forward on Engagement

Earlier this year in April, we launched the next important foundational element of our employee engagement strategy – our first engagement survey.

Through this outreach, we requested employee perspectives relative to alignment with key components of Envista’s new values platform (CIRCLE), as well as feedback about employee experiences and how Envista is meeting our commitments. The engagement survey will help us better understand whether employees have the tools, resources, training, and development opportunities to succeed. It will also help us evaluate the quality of Envista’s processes and the effectiveness of our overall communications.

To drive this important initiative forward, our partnership with Qualtrics, a leading provider of engagement assessments, will provide the framework needed to benchmark our progress over time and compare our results with companies in our sector.



Volunteering and Charitable Giving

In our first year as an independent and publicly traded company, we had to quickly adjust how we work together to both protect our employees and customers and optimize our scale as a corporate citizen to assist in the fight against the pandemic. Our employees have been exceptionally driven in using their expertise and abilities to help, facilitating the donation of thousands of masks and other personal protective equipment to their respective local communities worldwide.

We also believe that it is our duty to be responsible neighbors and citizens in the communities where we operate. While our operating companies and employees have all been involved historically in a variety of volunteer and philanthropy initiatives, we have been defining our own path ahead on this important topic following our listing as a public company. We are focused on promoting access and quality of care and further ensuring training and education for practitioners. To this end, we are developing a centralized philanthropy strategy for Envista to ensure future philanthropic initiatives at the operating company level to support the organization's broader objectives.

We look forward to sharing our progress on harmonizing all of the terrific efforts currently underway in the future.



Health, Safety, and Wellness

A Holistic Sense of our Team's Health

We provide our employees with robust health benefits, centered around a variety of highly subsidized coverage options for our U.S. employees. We also provide employees with the option to contribute to tax-advantaged health savings accounts while enjoying generous dental, vision, and short- and long-term disability benefits. Our healthcare providers regularly provide employees with updates on both the online resources that are available to them, as well as reminders about routine health screenings to support the early identification of disease and management of chronic conditions.

To foster both wellness and well-being, we offer a permissive time-off policy to our exempt U.S. employees, enabling staff to take paid time off when they need it without having to earn or accrue vacation time or sick hours. Employees are encouraged to use this time for vacation, sickness, personal matters, or simply to achieve better work-life balance. We also recognize the importance of providing support to our many working parents. To this end, we are proud to provide our employees with 12 weeks of 100% paid parental leave in the U.S. related to births, adoptions, and foster placements. We also plan to review parental leave practices outside the U.S.

In addition to the competitive benefits we offer our employees outside of the U.S., we are proud of the expansion of our Employee Assistance Program to all employees globally effective June 1, 2021, in order to support the mental well-being of employees and their families.

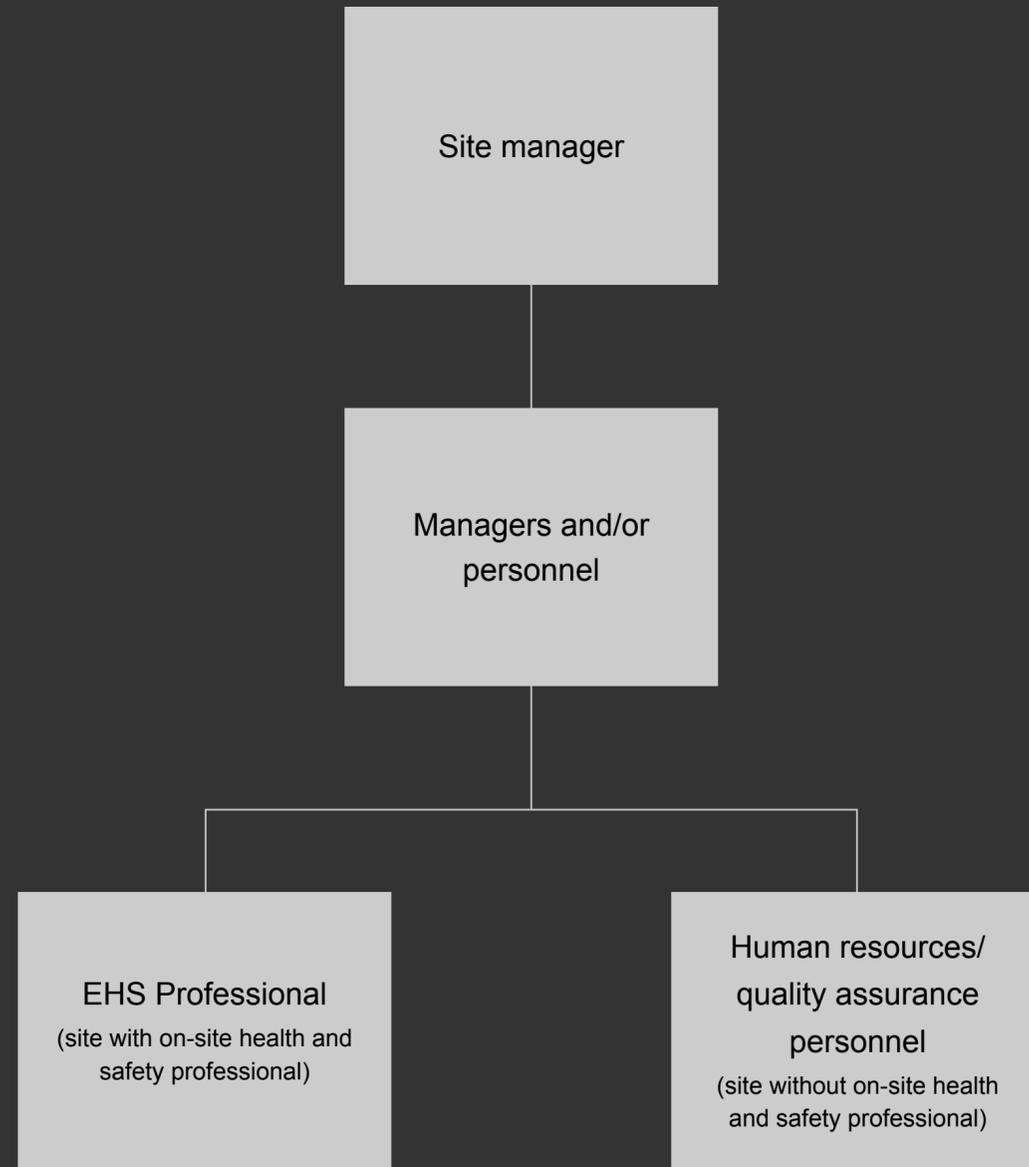
An Uncompromising Approach to Safety

The health and safety of our employees is paramount to our success as a business, and the reduction of workplace-related incidents is among our highest priorities. To this end, we strive to provide comprehensive health and safety protections through benchmarking against best management practices and international equivalencies such as Occupational Health & Safety ISO 45001 standards.

We encourage and support our sites' efforts to achieve compliance with all relevant best practices and international standards and provide 9 Envista-wide Environmental Health and Safety ("EHS") Master Procedures. We rely on, and provide guidance to, our operating companies to determine the applicability of other, local EHS standards.

More tactically, accountability and responsibility for compliance with the health, safety and environmental laws rests with the manager of each site, who has the authority to delegate responsibility to managers and/or personnel, as needed. For those sites that have an on-site health and safety professional, related day-to-day compliance responsibilities rest with the EHS Professional. For those sites that do not have an on-site health and safety professional, related day-to-day compliance responsibilities rest with human resources or quality assurance personnel unless otherwise specified by site management.

Envista's EHS Program – Flow of Responsibility



Evaluating and Mitigating Safety Risks at Envista

Our approach to health and safety flows from the operating company level to that of individual worksites. We ensure our operating companies all meet a certain set of minimum standards and have the support they need for success through our Global EHS program.

Our Global EHS team leads the development of corporate policies (“Master Procedures”), auditing performance against our policies and standards, providing advice, and supporting the local teams to ensure both regulatory and company requirements are met. Health and safety factors – including related legal and regulatory requirements – are taken into consideration for our development of each new plant location and each modification to any of our existing facilities. Our approach, and the key tenets of our EHS program are outlined clearly for all employees in our *Envista Compliance Assurance Master Procedure* focused on EHS program compliance, a key guidepost for Envista employees.

Related policies such as our *EHS Training Master Procedure*, and *EHS Committee Master Procedure* provide pragmatic counsel on critical components of day-to-day operations, accountability, and oversight to our managers and employees at all levels. Given how critical EHS oversight is to our long-term success, we have embedded oversight

functions strategically throughout the manufacturing lifecycle. Our policy on EHS Program Compliance defines the function of our EHS Committees and respective representatives within each of Envista’s manufacturing and distribution facilities, providing detailed procedures for all employees on identifying, addressing, and communicating EHS hazards to management through applicable EHS committees and representatives.

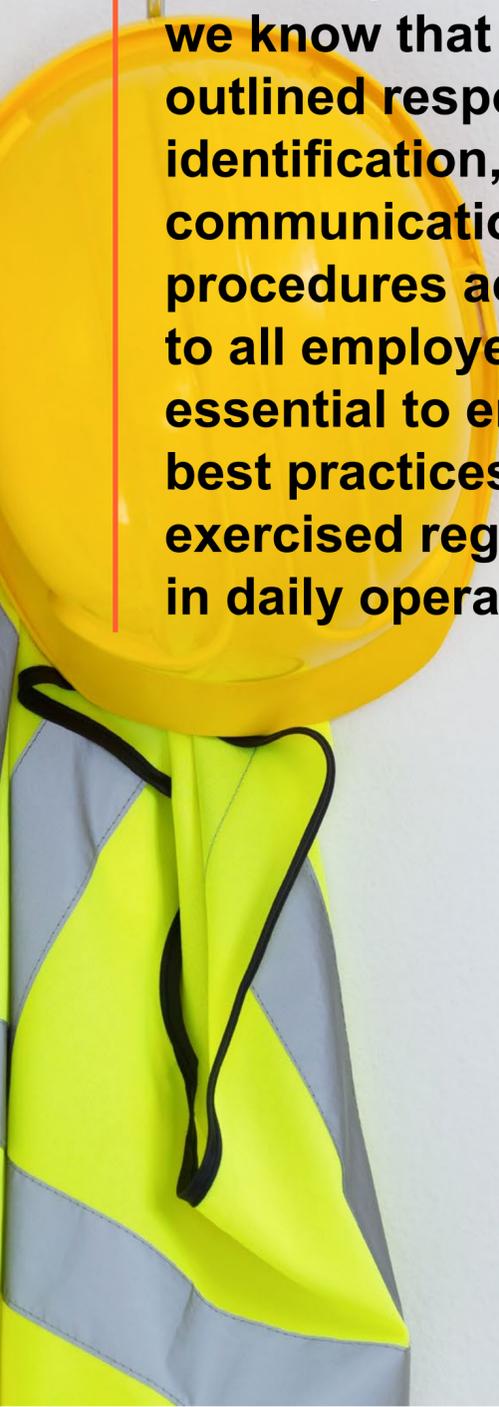
A key part of our centralized approach within health and safety is providing our employees with proper guidelines on EHS training requirements and expectations. This approach fosters structured guidance on training requirements across all of our operating companies so that all sites are harmonized and consistent in their approach to health and safety.

In part, this is accomplished through another core Envista EHS Master Procedure document, our *Environmental, Health and Safety Training Requirements Master Procedure*, which is applicable to all global manufacturing and distribution facilities of Envista. While this policy does not replace or supersede a site’s responsibility to meet its own regulatory requirements, it provides a helpful foundation of required EHS training for all Envista sites. Specifically, this policy outlines our comprehensive approach to ensuring our people – including all contractors – remain safe while performing their jobs.

We also mandate safety education and training for new employees and for those employees whose job focus has changed or who have been away from work for three months or longer. Relatedly, we also mandate annual training by geography on relevant EHS policies, programs, and regulations for all site employees globally and this includes requirements regarding site visitors.

Given the dynamic nature of hazards present within manufacturing, we also provide our employees with in-depth communication procedures on areas most relevant to our business including chemical safety, personal protective equipment, lockout tagout, ergonomics, incident investigation, and machine safeguarding. Procedures related to relevant hazards are outlined clearly for our employees in our *EHS Master Procedures Policies*.





“**From experience, we know that clearly outlined response, identification, and communication procedures accessible to all employees are essential to ensure best practices are exercised regularly in daily operations.**”

Building our Processes to Achieve Safety Excellence

To enable our data capture to support decision-making, we have developed a comprehensive approach and scoring methodology – our EHS Risk Assessment Score – to evaluate the risks and related severity present within each of our global sites. We leverage our EHS Risk Assessment Score and associated site assessments and reviews to ensure we have an accurate view in real-time of the largest risks present across our operating companies. Our EHS Risk Assessment Score and site scoring methodologies are driven by a wide variety of factors to help us measure risks related to our operations including physical safety risks, compliance risks, and environmental impact reduction trends, among many others. Our EHS Risk Assessment Score is integral to our long-term success and is employed by our operating companies on an ongoing basis to identify areas of risk and to develop annual action plan to mitigate them in quantifiable ways.

All sites scored using the EHS Risk Assessment Score receive a numerical rating based on risks present with actions taken to address risks of largest concern. This numerical output across all sites within our operating companies provides us with the intelligence needed to shift resources in real-time to areas of highest priority.

Envista conducts biannual reviews of the EHS Risk Assessment Score with the local management teams. The quantitative nature of our EHS Risk Assessment Score has driven meaningful participation among our site managers and continues to encourage healthy competition among sites within operating companies.

Transparently and Effectively Dealing with Adverse Outcomes

Despite our robust efforts and widespread focus on safety, unfortunate incidents can and do occur. In this context, we take our approach to incident investigation and reporting very seriously. Through our *Incident Investigation and Reporting Master Procedure*, we outline our approach to providing prompt medical care to individuals injured at work, and for the prompt reporting of all near miss, first aid, recordable, and property damage incidents at all facilities worldwide.

On such an important topic, reporting – according to our internal policies and to meet government requirements – is completely mandatory. Mandatory reporting allows our employees to immediately receive necessary medical treatment to minimize impact of injury and allows management to determine the cause and whether any countermeasures need to be initiated to prevent reoccurrence. As part of the broader prevention program, key lessons learned from incidents are shared with other Envista sites at least monthly.

To ensure we remain productive while always putting safety first, we maintain a comprehensive internal incident tracker including incident statistics on injury type and mechanism, along with other key operational details that enable continuous improvement.

Our *Environmental, Health and Safety (EHS) Audit Master Procedure* provides a system for conducting EHS audits to ensure compliance with the requirements of our EHS program and policies in addition to federal, state, and local environmental regulations. Our *EHS Audit Master Procedure* applies to employees in all sites and facilities globally.

To ensure compliance with the requirements of our EHS program, we conduct audits at least every two years. Our clear guidelines for employees on routine audit procedures are applicable to employees globally and made available through our *EHS Audit Master Procedure*. Through frequent audits and the use of our EHS Risk Assessment Score to factor in key issues like employee health and safety, industrial hygiene, management support, EHS resourcing, risk mitigation, and incident metric reporting, we drive meaningful participation among our site managers and encourage healthy competition among sites within operating companies.



04

Safeguarding the Environment

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Environmental Footprint



We believe a focus on lean and sustainable operations is critical to our long-term success. One key element of EBS is reducing *muda* – waste.

To this end, we strive to minimize our environmental footprint and conserve natural resources; these efforts are not just important for our business's long-term success, but are also important to our key stakeholders and the health and well-being of global citizens at large. We need to ensure we are doing our part in the world's larger efforts to improve responsibility around consumption and production and, at the same time, hold ourselves accountable. Given the nature of our global operations and footprint, we have a responsibility in the larger global effort to ensure sustainable consumption and production patterns, outlined by the UNSDG 12, 'Responsible Consumption and Production.'

Prioritizing Processes that Drive Efficiency and Sustainable Outcomes

In line with UNSDG 12, we are continuously evaluating opportunities to become more efficient, to do more with less, and to reduce our impact. We are committed to conducting business in an environmentally responsible manner that promotes and protects the health and safety of our employees, customers, and members of our local communities worldwide.

Today, we have teams of dedicated EHS professionals in place across our operating companies and manufacturing facilities. These individuals work closely with site leadership teams to develop improved working practices, identify and mitigate EHS risks, ensure compliance with local requirements, and implement corporate policies.

We also strive for continuous improvement and the identification of innovative technologies to improve our EHS programs by benchmarking against best management practices and international equivalencies such as Environmental ISO 14001. Within our EHS Risk Assessment Score, we evaluate the risks of our operations through inclusion of metrics demonstrating environmental impact reduction trends and a review of potential risks related to our impact and footprint. Importantly, these efforts ensure we remain environmentally conscious neighbors, partners, and suppliers.



Our Mexicali plant recently received its Clean Industry Recertification from the Mexican government, signifying that it exceeds compliance with current safety and environmental standards to be among the top 6% of all Mexican companies receiving this certification.

Our operating companies and manufacturing sites also work closely with their local communities and regulators to achieve positive environmental outcomes. For example, our Mexicali plant recently received its Clean Industry Recertification from the Mexican government, signifying that it exceeds compliance with current safety and environmental standards to be among the top 6% of all Mexican companies receiving this certification.

Evaluating and Improving Our Environmental Impact

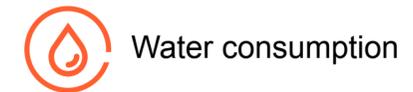
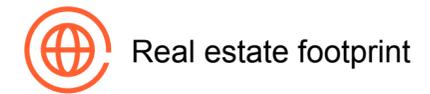
Given the nature of our business, we have identified several priority areas within our larger environmental footprint reduction strategy.

- Water and energy use during design, manufacturing, and testing;
- Generation of waste, including the use of materials related to product packaging and distribution;
- Water discharge and ensuring zero harm to local communities; and
- Greenhouse gas (“GHG”) emissions through a focus on reducing direct and indirect energy consumption.

We also recognize the importance of monitoring our operations and resource use in high water-stress areas to ensure we can mitigate our impact, as needed.

Through a focus on the elements outlined above, we plan on meeting the expectations and desires of our key stakeholders, who have voiced an appreciation for our current resource consumption minimization efforts while simultaneously recognizing that a need for further progress is imperative.

Currently, we are tracking a comprehensive suite of metrics related to our consumption, production, and environmental footprint. More specifically, for all operations globally, we are currently tracking a multitude of metrics and datapoints within the following key areas:



While Envista and our operating companies have extensive data tracking capabilities and initiatives in place today, we are still in the process of consolidating, analyzing, and stress-testing these metrics. These efforts are critical to ensure we can effectively make long-term decisions, set targets for reduction, and hold ourselves accountable. In this context, we look forward to sharing updates on our progress in subsequent sustainability reports.

Waste and Water Management

Minimizing Waste Generation

Given ongoing regulatory changes within the dental and medical device industry, our ability to remain nimble, organized, and efficient – enabled by EBS – will be critical in ensuring we remain conscious of resource use and impact minimization as we adapt to changing expectations and regulations that effect product and packaging design requirements and limitations.

Reduction of waste is one of the core tenets of EBS and is of critical importance to us as a manufacturer. To that end, we seek to reduce waste where possible in our manufacturing operations. For example, KaVo Kerr is in the process of upgrading certain processes with machines that will reduce the amount of environmental waste generated each year. This in turn will reduce the amount of waste our manufacturing processes create.

When we iterate on a new product, our engineers and product designers consider the latest eco-friendly inputs. This approach applies to both raw materials and product packaging. These initiatives not only increasingly align with customer preferences and industry trends, but also assist us in identifying and realizing synergies related to the minimization of resource use during product development.

We also conduct thorough lifecycle analyses on our products and equipment. By expanding the lifespan of our products, we reduce waste while maintaining our exacting eye on quality and safety.

Given the importance of continuous improvement to reduce waste, waste minimization is a core component of our EHS policies and routine audits applicable to all Envista production facilities.

In conducting site audits, compliance with local regulations concerning waste management and disposal, as well as the management of all waste streams onsite are key metrics that comprise the site's EHS risk score. Waste areas, both hazardous and non-hazardous, are also inspected on a weekly basis at each facility to ensure compliance with internal and regulatory standards.

We take the risk posed by hazardous waste seriously, with strict standards for on-site storage, accumulation limits, appropriate labeling, and site-specific accountability. When handling hazardous waste, our EHS policies dictate the preparation of a manifest before transport or storage offsite, which ensures that all appropriate placarding and safety measures are in place. To ensure continuity and accountability, records related to waste management are maintained for three years by EHS staff.



KaVo Kerr is in the process of upgrading certain processes with machines that will reduce the amount of environmental waste generated each year. This in turn will reduce the amount of waste our manufacturing processes create.

Mindful Water Consumption

Being headquartered in Southern California, a region that experiences high water stress, we are acutely aware of the importance of water conservation and responsible use of water resources. We strive to be mindful in our consumption of water and leverage our efficiency minded processes to reduce our water use in every step of Envista's operations, from our manufacturing footprint to our corporate offices.

We look forward to providing more detail, including quantitative data related to Envista's water consumption, in a subsequent sustainability report.



Product Lifecycle Management

Continuous Stewardship of our Products

We recognize energy efficiency, end-of-life disposal, material efficiency, product packaging, and limiting materials toxicity as key to sustainable manufacturing. To this end, we constantly challenge ourselves to minimize the human and environmental impact of our products during product ideation, design, manufacturing, and testing. We are also focused on extending the useful lives of our products without sacrificing efficacy and quality. As our operating companies work through product design phases, we critically review use and life cycles to ensure our inputs are sustainable and that the product will work as intended over a specified period. Our products and the materials within them must be safe not just for patients, but also for the environment.

Safety and efficacy are the foundation of our product development. For example, when developing our disinfectants, we balance the need for aggressive chemicals to perform as intended with supporting customer health and safety. As such, we prohibit the use of known carcinogens, and each chemical we use in our products is carefully analyzed and selected. Our rigorous processes for assessing and evaluating product inputs and materials of concern are outlined in our standard operating procedures and are used regularly by our operating companies when developing or iterating on products.

Our post-market customer support also minimizes our uses of resources and waste generation. One example of this is the immense flexibility we provide to our customers when they need product exchanges. Upon receipt of unused product units for exchange, we perform a thorough inspection of each unit, and if the shelf life is still sufficient and zero issues have been identified, the unit will be resold or repurposed for training and education.



Anticipating and Meeting our Customers' Needs



In step with our commitment to customer centricity, we take great pride in addressing customer needs and preferences and providing our customers with superior value through thoughtful, innovative design and great flexibility.

Many of our products that are used daily by customers in their practices are thoughtfully designed with ease of use in mind. In 2019, KaVo Kerr, which provides a variety of dental solutions including high performance handpieces, introduced a new PROPHYflex™ 4 Air Polishing Device with improved ergonomics, providing dental hygienists with a simpler and more effective way to polish teeth above and below the gum line. The new design yielded an ultra-lightweight, balanced handpiece with adjustable and 360° rotation grip sleeve to fit the needs and comfort of individual customers.

While each operating company innovates with its own unique customers in mind, each is part of the Envista family, applying EBS to share knowledge, best practices, and intelligence across the Envista platform. In this vein, our operating companies have many cross-operational company projects, problem-solving sessions, and communication channels to ensure our employees share relevant initiatives with other parts of the organization.





Centering Ethics and Compliance

Ethical Business Practices 55

Data Security and Customer Privacy 59



We are committed to building our enterprise with integrity, and to upholding the highest standards of business conduct and ethics in our relationships with customers, employees, shareholders, the business community, and governments around the globe.

Our commitment to integrity and our reputation is a key piece of the foundation for Envista's success. Our continued success depends on making sure our employees conduct business with integrity and in compliance with the laws that apply to us, as well as our Code of Conduct and operating policies and procedures.

A key focus of our risk management and oversight efforts is related to ethics and compliance, anti-bribery and anti-corruption, and the safety, security, and privacy of data and information. Given the number of important interactions our employees have with various health care professionals on a daily basis, providing guidance to our employees on properly communicating with our customers, partners, and suppliers is key to our longer-term success. We are vigilant in ensuring protection of personal information of our employees, customers, and partners as part of our business activities related to sales, marketing, and customer support.

Ethical Business Practices



Our approach to ethics and compliance is aligned with UNSDG 16, 'Peace, Justice and Strong Institutions', which calls for a substantial reduction in corruption and bribery in all forms and accountable and transparent institutions at all levels. As an organization with global operations and a diverse array of business partners, we remain committed to doing our part to develop a more equitable world through our own internal efforts and supporting our partners to become stronger and more just institutions.

To remain united in our approach across our organization, we provide guidance on compliance at Company meetings, taking those opportunities to respond to compliance questions from employees in real-time.

To effectively monitor related risks and provide our people with an open line of communication, we provide our employees and channel partners with our anonymous and independent Speak Up! platform to report incidents or voice concerns. We strongly encourage use of this anonymous platform and ensure it is known that retaliation against whistleblowers is strictly prohibited. Potential issues identified through all channels are promptly investigated, and appropriate corrective action is taken, as needed.

On such important topics such as ethics, compliance, and anti-bribery and anti-corruption, our Board of Directors (the "Board") is provided with periodic updates, including the nature of complaints in a given period. The Board may also receive special notification if members of the organization deem the item in question urgent or significant.

Ensuring Ethical Conduct Within Envista

Operating with Integrity

We encourage consistent ethical behavior across our business through the **Envista Code of Conduct**, a foundational company policy that embodies Envista’s core ethical principles and requirements for employees. As outlined in our policies, compliance with these policies is a condition of employment for all employees globally and each employee is required annually to certify that they have read, understood, and agree to comply with our Code of Conduct. Through this process, employees also agree to disclose knowledge of any suspected or actual ethics or compliance issues, concerns, or violations. Among other topics, we provide practical guidance to employees on donations, gift-giving and receiving, in addition to ethical interactions during sales, promotional, and other business meetings, third-party educational conferences, and clinical studies.

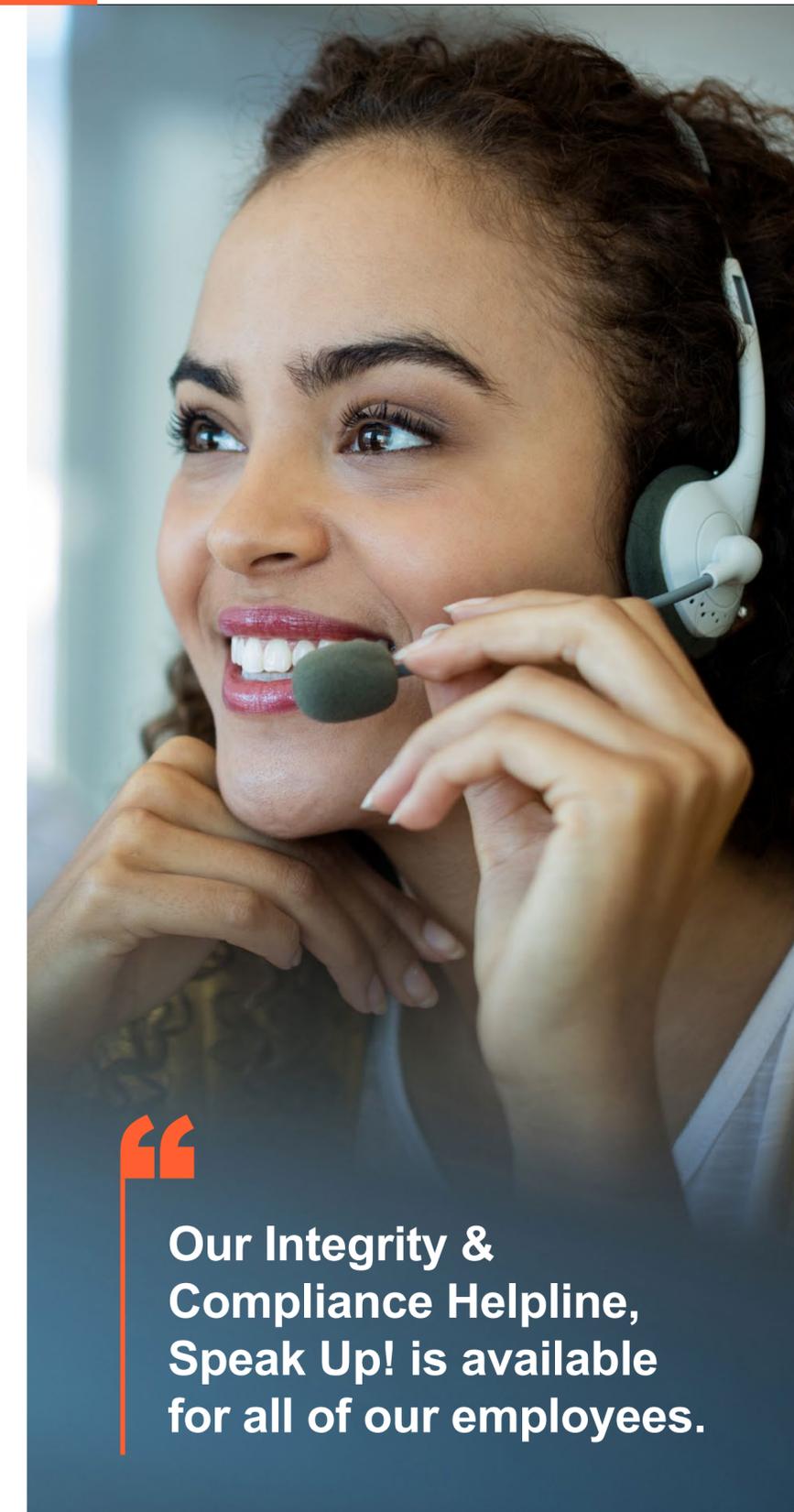
We also stress the adoption of and adherence to industry codes such as the Advanced Medical Technology Association (AdvaMed) and the MedTech Europe Code of Ethical Business Practice. We have adopted both codes, and the principles set forth in them are among a broader set of policies embedded in our *Comprehensive Compliance Program (“CCP”) Global Manual of Policies and Procedures*, a document that provides our employees with a central reference for all relevant compliance policies, procedures, and tools to ensure performance with integrity.

Our *Anti-Corruption Policy* sets forth our commitment to ensuring that Envista and its directors, officers, and employees abide by all local, national, regional, and other laws and regulations globally relating to anti-corruption, anti-bribery, extortion, kickbacks, or similar matters which are applicable to our business activities. We are committed to adhering and complying with many regulations including, but not limited to, the U.S. Foreign Corrupt Practices Act (“FCPA”), the U.K. Bribery Act 2010, and the OECD Convention on Combating Bribery of Foreign Public Officials in International Business Transactions.

Any questions regarding our policy or compliance with anti-corruption laws more generally are brought to the attention of an individual’s supervisor, and as needed, our Chief Compliance Officer, higher management, our compliance department, and our legal department. If greater confidentiality is desired, our Envista Integrity & Compliance Helpline, *Speak Up!*, is another communication channel available for our employees and business partners. To promote our Anti-Corruption Policy, we ensure our employees and channel partners review this policy at least on an annual basis and, to the extent permitted by local law and applicable labor agreements, to certify on an annual basis that they have complied with all applicable anti-corruption laws and with our policies, and that they will continue to do so.

We provide training to new employees, including compliance training in our initial sales training curriculum. We also train our employees on our Code of Conduct, related policies, and applicable compliance laws, regulations, and industry codes annually and on an as needed basis.

To identify and address potential issues and opportunities, we perform compliance gap analyses, process reviews, and related data analyses to enhance our processes and practices to better identify potential issues and opportunities related to our ethics and compliance program. We also require that all employees and channel partners disclose fully all potential or actual conflicts of interest through our *Conflict of Interest Disclosure Form*. All disclosures are reviewed by the employee’s manager, in collaboration with appropriate representatives of the compliance, legal, and/or HR departments to ensure that there are no violations per *Envista’s Conflict of Interest Policy*.



“
Our Integrity & Compliance Helpline, Speak Up! is available for all of our employees.

Marketing our Products Responsibly

Given the importance of our employees' approach to ethical marketing and promotional efforts, we provide comprehensive guidance on requirements and compliance processes through our *Product Marketing, Advertising, and Promotion Policy*. This policy is global in scope and is supplemented by each operating company through specific corporate, operating company, and business unit procedures to reflect applicable national or regional regulations.

Importantly, this policy outlines our position and various requirements related to the review and approval of educational or training materials for use outside of our organization. We require all educational and training materials to be reviewed and approved in advance in accordance with applicable procedures and all applicable laws and regulations. Similarly, we remain intensely focused on ensuring our marketing materials reflect only the highest levels of integrity. Our commitment to ethical marketing manifests itself through our everyday procedures, including:

- Promoting only intended use(s), claims, and performance of products as legally authorized, cleared or approved by appropriate regulatory authorities; and

- Not directly or indirectly overstating the benefits or positive attributes of our products or omitting any material information regarding the product's risks or limitations for use.

During 2020, Envista realized \$0 in monetary losses from false marketing claims and \$0 in monetary losses as a result of legal proceedings associated with bribery or corruption, a testament to our clear policies, training, and intensive review and approval of materials.



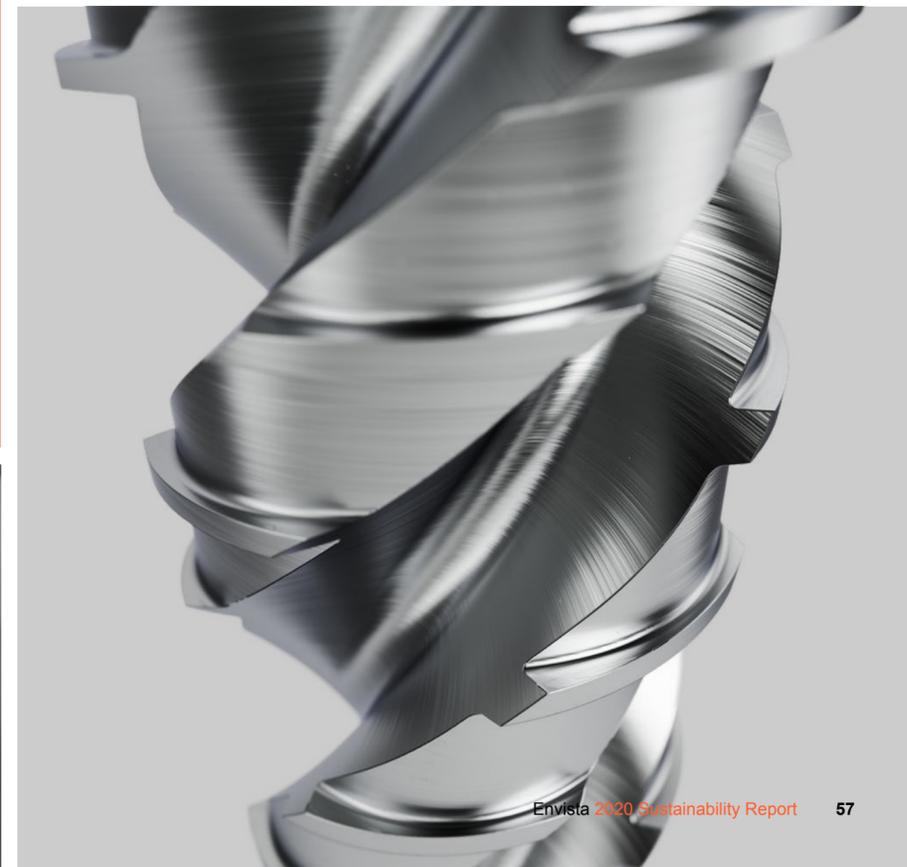
In 2020



\$0 monetary losses from false marketing claims



\$0 monetary losses as a result of legal proceedings associated with bribery or corruption





Driving Supplier, Customer, and Partner Awareness of Our Standards

We require our channel partners, including our business partners, joint venture partners, agents, contractors, distributors, consultants, sub-dealers, sub-agents, and any other third-party representatives that act on behalf of our Company, to meet the same high level of integrity that Envista demands of itself.

We provide guidance to employees and business partners on how to seek clarity on any relevant issues and ensure employees have many different resources from which they can obtain advice prior to making any decisions or helping any other person to act in a way which is ethically questionable.

Our **Supplier Code of Conduct**, which is fully accessible on the **Investor Relations section of our website**, outlines all expectations and associated relevant information for our suppliers to ensure they, too, are holding themselves to a standard of excellence in every aspect of their business and acting with integrity in all circumstances.

We expect and encourage our suppliers to be committed to the highest standards of integrity and compliance when conducting business. In this context, we outline our requirements for compliance with our policies related to the prohibition of corruption, extortion, or embezzlement, maintenance of accounting records, reporting of conflicts of interest, reporting violations, and non-retaliation.

Further, we mandate that our suppliers:

- 
 Comply with all applicable labor and employment laws and regulations, including those focused on compensation, working hours, forced labor, human trafficking, slavery, child labor, and discrimination;
- 
 Establish and maintain a management system reasonably designed to ensure effective monitoring and mitigation of risks and continuous improvement in accordance with our policies; and
- 
 Maintain all documentation necessary to demonstrate compliance with our policies.

We also maintain rigorous channel partner due diligence and qualification processes to ensure that we partner only with those that understand our ethical and compliance expectations and that adhere to both Envista's standards and all applicable laws. We rely on our channel partners to help market, distribute, manufacture, service, and deliver our products or services to customers on our behalf. In many instances, our channel partners have direct interactions with our customers and may act as our agents.

To ensure a consistent approach to this important aspect of risk management and broader supply chain management, we have developed a *channel partner toolkit*, which outlines specific requirements for pre-retention diligence and post-retention monitoring of our channel partners across all operating companies and regions in which we do business. Our *channel partner toolkit* provides clear and actionable guidance on our standard approach to facilitating and ensuring channel partner compliance.

Data Security and Customer Privacy

Actively Managing our Data Security Risks

We work every day to protect and preserve the confidentiality, integrity, and availability of information assets and information systems owned by or in the care of Envista. We work diligently to protect our users and their data from security threats and vulnerabilities. Our security controls are designed and deployed to meet legislative, regulatory, and compliance requirements, and are aligned with our business objectives, shared purpose, core values, and approach to sustainability.





Through our *Privacy Policy and Associate Privacy Notice*, we provide our employees with clear, relevant, and actionable detail on what personal data we obtain and use in our business and require our employees to comply with the principles set out below:

-  We must use and maintain personal data in a fair, transparent, and lawful manner.

-  We may only use personal data for specified and lawful purposes.

-  Use of personal data must be relevant for our purposes, accurate and retained for no longer than necessary.

-  We must use personal data in a way that ensures appropriate security and that protects it from unauthorized and unlawful use and against accidental loss or damage.

-  We must ensure that we uphold any rights that individuals may have in relation to their personal data.

Per *Envista’s Information Security Policy*, which applies to all global employees and business partners, our operating companies also proactively verify that all information procedures within their area of responsibility are being carried out correctly to achieve compliance with our security policies and standards. Employees must acknowledge their awareness of the *Envista Information Security Policy* on an annual basis as part of compliance training. Further, this policy is reviewed annually for relevance, efficacy, and other key factors, and is updated accordingly, as needed. Deviations from this policy discovered in risk assessments, internal or external audits, regulatory compliance reviews, or reported by employees are remediated within timelines directly proportionate to the assessed business risk.

“**Envista’s Information Security Policy, which applies to all global employees and business partners, is reviewed annually for relevance, efficacy and other key factors, and is updated accordingly, as needed.**”

Responding to Cyber Threats

Given the sensitivity of the data with which we interact on a regular basis, we have also developed and implemented a comprehensive Global Security Incident Response Plan (“GSIRP”) to ensure we are prepared in the event of a cyberattack or other form of network penetration. Our GSIRP documents the details and decision-making process required during a response to a security incident and is a cross-functional plan between Envista and its operating companies. It also establishes the mission, structure, services, and supporting procedures to ensure the timely investigation and handling of an information security incident at Envista or one of its operating companies.

Our GSIRP applies uniformly to all Envista operating companies, businesses, employees, and contingent workers and to all applications, systems, services, and products produced, sold, marketed, or operated by or on behalf of Envista. Each operating company has a responsibility to implement this policy and maintain supporting standards and procedures to maintain compliance.



06

Practicing Good Governance

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Approach to Governance

Our strong corporate governance, risk oversight, and management of ESG risks and opportunities at the Board and executive level enhance and protect long-term value for stockholders and all stakeholders. We view corporate governance as key to any successful sustainability program, as it enables progress and sound execution on environmental and social priorities.

Strong corporate governance – encompassing the processes, practices, and policies that we rely on daily to guide our decision making and management of the Company – serves as the bedrock of our organization and the basis for our long-term success. We have crafted our approach to corporate governance to be centered on several key tenets critical to the long-term sustainability of Envista, including:

- Seeking, embracing, and embedding a sense of independence into all aspects of governance handled by our Board of Directors;
- Ensuring we have the necessary leadership, expertise, and experience required to execute on our business strategy and improve our sustainability;
- Effectively aligning our approach to Director and Executive compensation with incentive-based best practices that align with strategic business objectives; and
- Rigorous, organized, and strategic oversight of financial reporting.

Highlights of our Corporate Governance:

Our Chairman and CEO positions are separate, with an independent Chairman.

All members of our Audit, Compensation, and Nominating and Governance Committees are independent as defined by the New York Stock Exchange (“NYSE”) listing standards and applicable SEC rules.

Independent directors meet regularly without management.

Approximately 88% of our directors are non-employee directors and 75% of our Board is comprised of independent directors.

We hold a say-on-pay advisory vote every year.

We have robust stock ownership requirements for our directors and executive officers.

We have director orientation and continuing education programs for directors.

We have no stockholder rights plan.

Our corporate governance guidelines limit the number of boards of other public companies on which our directors may serve to four.

We maintain a related person transaction policy with oversight by the Nominating and Governance Committee.

All members of the Audit Committee are audit committee financial experts.

In 2020

16x

The Board met 16 times.

95%

All directors attended at least 95% of the aggregate of the total number of meetings of the Board and of all committees of the Board on which they served (during the period they so served) during 2020.

Board Structure and Composition

Our Board’s structure and composition has been specifically designed to identify Envista’s risks and opportunities.

Board at a Glance

58
Average age of directors



37.5% of Board directors are women

75%
of the Board are Independent



25% comprised of ethnically diverse backgrounds

4 out of 8

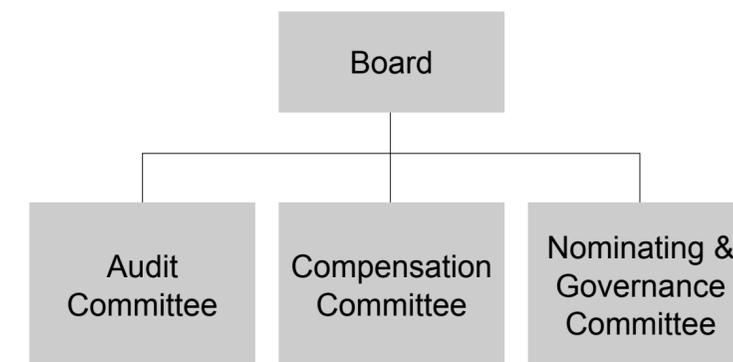
directors currently serve on no other public Boards

Our independent Chairman of the Board leads the activities of the Board and is responsible for calling and presiding at all Board meetings, setting the agenda for the Board together with our CEO and Corporate Secretary, advising our CEO on strategic aspects of our business, and acting as a liaison between non-management directors and management, and between the Board and the Committees of the Board.

Our Board has separated the positions of Chairman and CEO, a structure that it believes best enables the Board to ensure that our businesses, risks, opportunities, and affairs are managed effectively and in the best interests of our stockholders.

Delegation of Key Issues at the Board Level

Our Board has three standing committees, each with particular emphasis on the most significant issues facing us – each committee reports to the full Board on a regular basis. Further, our Board has an open committee meeting policy, whereby Board members can join committee meetings of which they are not officially members, allowing all Board members to remain up to date on all issues. All members of each of our standing committees are independent as defined by NYSE listing standards and applicable SEC rules.



Audit Committee

Our Audit Committee meets at least quarterly, meeting nine times in 2020, and assists the Board in overseeing, among other items:

- The quality and integrity of our financial statements;
- The effectiveness of our internal control over financial reporting;
- The qualifications, independence, and performance of our independent auditors;
- The performance of our internal audit function and head of internal audit; and
- Our compliance with legal and regulatory requirements.

Our Audit Committee relies on the expertise and knowledge of management, internal auditors, and the independent auditor in carrying out its oversight responsibilities. The Audit Committee is governed by a charter that complies with the rules of the NYSE. A copy of the Audit Committee Charter is available on the [Investor Relations](#) section of our website.

Compensation Committee

Our Compensation Committee met six times during 2020 and discharges the Board’s responsibilities relating to the compensation of our executive officers, including setting goals and objectives for, evaluating the performance of, and approving the compensation paid to our executive officers. Among other items, our Compensation Committee also:

- Reviews and discusses with management the Compensation Discussion and Analysis (“CD&A”) and recommends to the Board the inclusion of the CD&A in the annual meeting proxy statement;
- Reviews and makes recommendations to the Board with respect to the adoption, amendment and termination of all executive incentive compensation plans and all equity compensation plans, and exercises all authority of the Board (and all responsibilities assigned by such plans to the Committee) with respect to the oversight and administration of such plans;
- Reviews and considers the results of stockholder advisory votes on our executive compensation, and makes recommendations to the Board regarding the frequency of such advisory votes;
- Reviews and makes recommendations to the Board regarding non-management director compensation;
- Monitors compliance by directors and executive officers with our stock ownership requirements;

- Prepares the report of the Compensation Committee required by the SEC to be included in the annual meeting proxy statement; and
- Considers factors relating to independence and conflicts of interests in connection with the compensation consultants that provide advice to the Compensation Committee.

The Compensation Committee is governed by a charter that complies with the rules of the NYSE. A copy of the Compensation Committee Charter is available on the **Investor Relations section of our website**.

Nominating and Governance Committee

The Nominating and Governance Committee meets at least quarterly, meeting four times in 2020, and reports to the Board on its actions and recommendations at each regularly scheduled Board meeting. More specifically, the Nominating and Governance Committee:

- Assists the Board in identifying individuals qualified to become Board members, and makes recommendations to the Board regarding all nominees for Board membership;
- Makes recommendations to the Board regarding the size and composition of the Board and its Committees;
- Makes recommendations to the Board regarding

matters of corporate governance and oversees the operation of our Corporate Governance Guidelines and Related Person Transactions Policy;

- Develops and oversees the annual self-assessment process for the Board and its Committees;
- Assists the Board in CEO succession planning;
- Oversees the Company’s ESG and sustainability program; and
- Oversees the orientation process for newly elected members of the Board and continuing director education.

The Nominating and Governance Committee typically meets in executive session, without the presence of management, during each regularly scheduled meeting. The Nominating and Governance Committee is governed by a charter that complies with the rules of the NYSE. A copy of the Nominating and Governance Committee Charter is available on the **Investor Relations section of our website**.



Robust Risk Management and Oversight

Our management has day-to-day responsibility for assessing and managing our risk exposure, and the Board and its Committees oversee those efforts, with particular emphasis on the most significant risks facing us. Each Committee reports to the full Board on a regular basis, including as appropriate with respect to the Committee’s risk oversight activities.

Below we outline more specifically the primary areas of risk oversight in focus for the full Board in addition to the Committees of the Board:

Board/Committee	Primary Areas of Risk Oversight
Full Board	Risks associated with our strategic plan, acquisition and capital allocation program, capital structure, liquidity, organizational structure and other significant risks, and overall risk assessment and risk management policies.
Audit Committee	Major financial risk exposure, significant legal, compliance, reputational and cyber security risks, and overall risk assessment and risk management policies.
Compensation Committee	Risks associated with compensation policies and practices, including incentive compensation.
Nominating and Governance Committee	Risks related to corporate governance, effectiveness of Board and committee oversight and review of director candidates, conflicts of interest and director independence.



Each Committee reports to the full Board on a regular basis, including as appropriate with respect to the Committee’s risk oversight activities.



We take a balanced approach to director nominations and board refreshment to ensure Envista has the proper experience, expertise, and perspectives to support and guide our focus on value creation. In assessing the candidates for recommendation to the Board as director nominees, our Nominating and Governance Committee evaluates candidates against the standards and qualifications set out in our Corporate Governance Guidelines. Among others, these standards and qualifications include:

- Personal and professional integrity and character;
- Prominence and reputation in the candidate’s profession;
- Skills, knowledge, and expertise (including business or other relevant experience) useful and appropriate to the effective oversight of our business;
- The extent to which the interplay of the candidate’s skills, knowledge, experience, and background with that of the other Board members will help build a Board that is effective in collectively meeting our strategic needs and serving the long-term interests of our stockholders;
- The capacity and desire to represent the interests of the stockholders as a whole; and
- The availability to devote sufficient time to our affairs.

The Nominating and Governance Committee annually reviews with the Board the skills, knowledge, experience, background, and attributes required of Board nominees, considering current Board composition and the Company’s circumstances.

In making its recommendations to the Board, the Nominating and Governance Committee considers the required standards and qualifications noted above, as well as, among others, the following attributes:

Independence	Diversity
Global experience and international exposure, especially with respect to key growth areas	Technology experience, including software and cybersecurity
Mergers and acquisition experience	Competitive strategy and marketing experience
Leadership, including operating experience as CEO or COO	Financial literacy or public accounting experience
Public company board experience	Capital markets and corporate finance experience

Our Nominating and Governance Committee also takes into account a candidate’s ability to contribute to the diversity of perspective and analysis from the Board and, as such, believes it is important to consider attributes such as race, ethnicity, gender, age, education, cultural experience, and professional experience in evaluating candidates who may be able to contribute to the diverse perspective and practical insight of the Board as a whole. It also recommends to the Board candidates for nomination and election at our annual meeting of stockholders and as needed, in the event of vacancies between annual meetings.

Stockholders may recommend a director nominee to the Nominating and Governance Committee. The Nominating and Governance Committee evaluates director nominees in the same manner whether a stockholder or the Board has recommended the candidate.

More information related to Board performance and evaluation can be found in our **latest annual proxy statement filing**.

Director and Executive Incentives



Our approach to compensation remains essential in our continuous effort to support our human capital strategy and execute on our strategic priorities. In this context, it is imperative that our approach to compensation remains competitive in the context of the broader marketplace and our peers. Our compensation programs are designed to attract employees, motivate and reward performance, drive growth, and support retention.

Director Compensation

We use a combination of cash and equity-based compensation to attract and retain qualified candidates to serve on the Board.

Below we have outlined the principles that guide the Board and Compensation Committee's approach in setting director compensation:

- Compensation should fairly pay directors for work required in a company of our size and scope, and differentiate among directors where appropriate to reflect different levels of responsibilities;
- A significant portion of the total compensation should be paid in stock-based awards to align directors' interests with the long-term interests of our stockholders; and
- The structure of the compensation program should be simple and transparent.

Further, the Board adopted stock ownership requirements for our non-management directors outlining that:

- Within five years of his or her initial election or appointment, each director is required to beneficially own shares of our common stock with a market value of at least five times his or her annual cash retainer;
- All directors and executive officers are prohibited from pledging as security under any obligation any shares of our common stock; and
- All directors and employees are prohibited from engaging in any transactions involving a derivative of our securities, including hedging transactions.

More details on our approach to Director compensation can be found in our **latest annual proxy statement filing**.

Executive Compensation

An important factor in our approach to executive compensation is accountability. While we provide incentive structures to drive performance, we also ensure they are tied to key strategic initiatives to drive long-term value to the Company and shareholders and will support our organization’s mission, strategy, and values.

We also engage with our key stakeholders to ensure their perspectives and priorities are being considered and reflected in our approach to executive compensation. We hold a say-on-pay advisory vote every year.

Ensuring Best Practices and Accountability

Our approach to executive compensation reflects a range of practices that promote alignment between the interest of our executive officers and those of our stockholders. Select compensation practices are highlighted below.



While we provide incentive structures to drive performance, we also ensure they are tied to key strategic initiatives to drive long-term value.

✓ WHAT WE DO

Executive Compensation Practices Designed to Promote Stockholder Value Creation

Performance Measures Aligned with Business

Pay for Performance

Limit Perquisites

Maintain Stock Ownership Requirements (including Multiple of Five Times Base Salary for the CEO)

Maintain a Compensation Recoupment Policy

Mix of Short and Long-Term Incentive Compensation, Emphasizing Long Term

Engage an Independent Compensation Consultant

Monitor for Risk-Taking Incentives

Require Minimum One-Year Vesting in Equity Incentive Plan

✗ WHAT WE DON'T DO

No Excise Tax Gross-Ups

No ‘Single-Trigger’ Change-of-Control Severance Benefits

No “Single-Trigger” Change-of-Control Equity Vesting

No Pledging of our Common Stock by Executive Officers

No Hedging Transactions

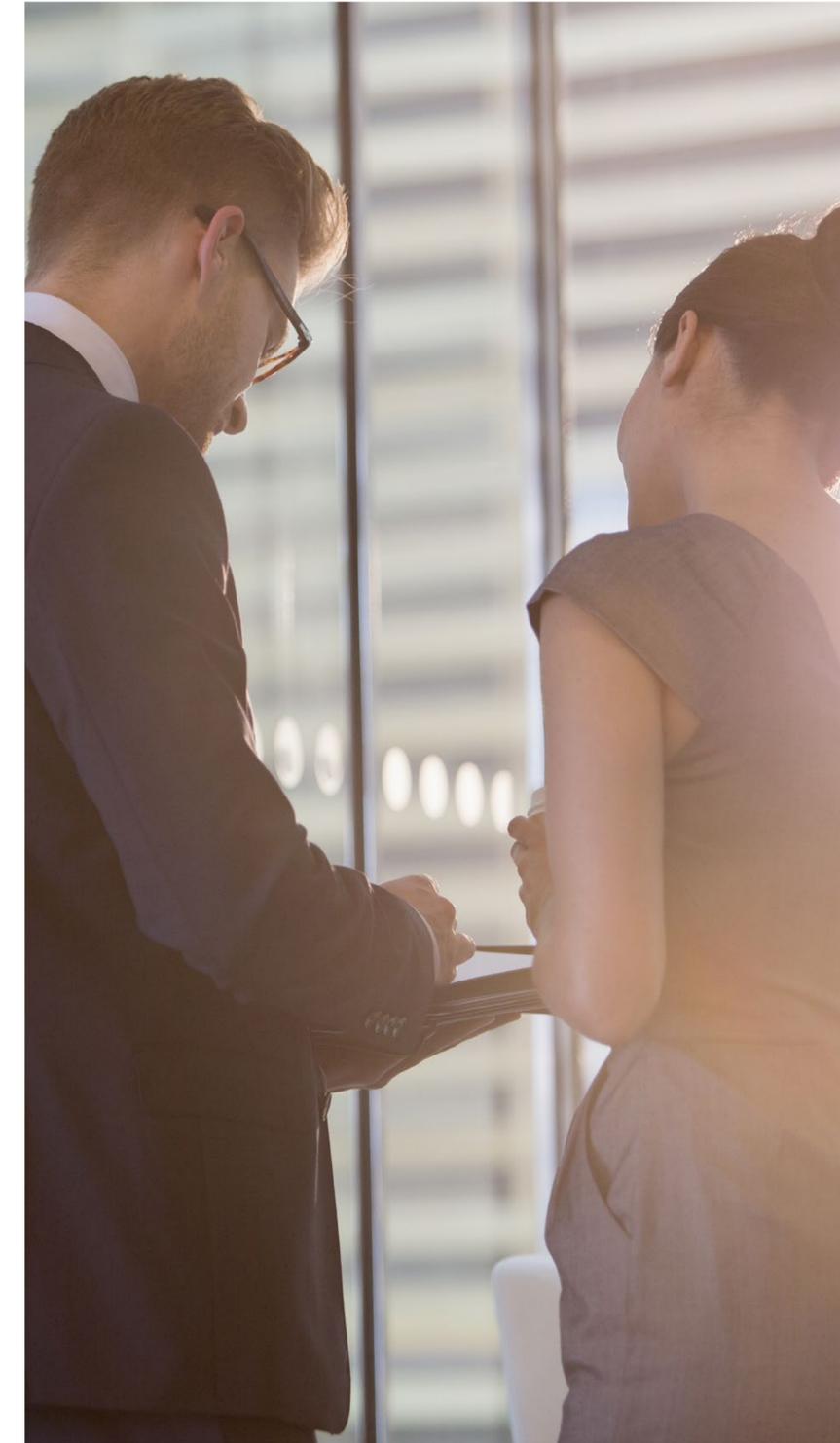
No Evergreen Provision in Equity Incentive Plan

No Repricing of Stock Options

No Liberal Share Recycling under Equity Incentive Plan

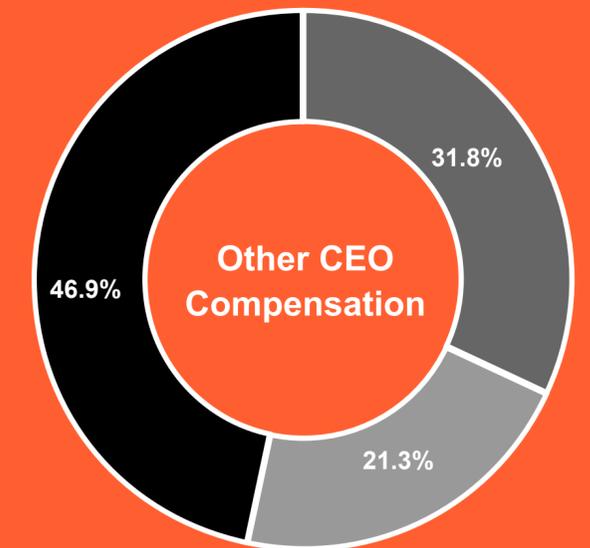
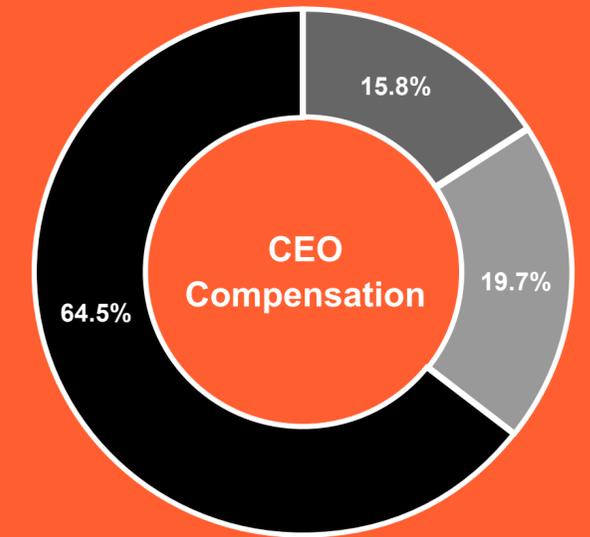
No Liberal Definition of Change-of-Control

No Payment of Dividends on Unvested Equity Awards



Our approach to compensation is heavily focused on paying competitively in the context of the marketplace, our peers, and similar sized companies in our industry while ensuring pay and compensation costs are sustainable. We strive to ensure that compensation is appropriately positioned to attract and retain talented executives by providing a competitive compensation and benefits program that represents our market and the experience and performance of each individual. In this context, key elements of our executive compensation program include:

ELEMENT	FORM OF COMPENSATION	PRIMARY OBJECTIVES
Base Salary	Cash	<ul style="list-style-type: none"> • Help attract and retain executive talent. • Balance pay-at-risk components by providing a stable source of income. • Recognize day-to-day role and scope of responsibility.
Annual Incentive Compensation	Cash	<ul style="list-style-type: none"> • Align executives with key strategic and operational initiatives. • Reward performance on key annual financial measures, including core sales growth, profitability and cashflow generation. • Motivate and reward teamwork and individual performance.
Long-Term Incentive Compensation	Stock Options RSUs	<ul style="list-style-type: none"> • Drive sustainable performance that delivers value to stockholders over the long-term. • Provide direct alignment to stock price appreciation. • Align the interest of the executive with those of the stockholders.
Other Compensation	Employee Benefits Perquisites Severance	<ul style="list-style-type: none"> • Provide a competitive compensation package. • Reinforce alignment with stockholder interests through deferrals in Company stock and, also, retention through vesting restrictions (e.g., ECP & EDIP). • Support corporate objectives (e.g. relocation and tax equalization benefits).



- Long-term incentive compensation (equity)
- Annual cash incentive compensation (bonus)
- Annual compensation (base salary)

Responsibilities for executive compensation decisions are distributed among various parties, including our Board of Directors, our Compensation Committee, executive management team, and an independent compensation consultant.



Key responsibilities for executive compensation decisions are broken out below by party:

Board of Directors

- Briefed by, and provides input to the Compensation Committee;
- Directors who are not on the Compensation Committee may attend Compensation Committee meetings and/or executive session; and
- Approves all equity compensation plans and executive officer compensation plans.

Compensation Committee

- Determines compensation programs and policies for our executive officers; and
- Approves executive officer compensation levels, structure, and mix.

Management

- The Chief Human Resources Officer, Chief Executive Officer and other members of management provide input to ensure compensation programs and policies reflect the Company’s evolving strategic and operational needs.

Independent Compensation Consultant

- Provides counsel and guidance to the Compensation Committee concerning our compensation levels and our compensation program; and
- Reports directly to our Compensation Committee.

Ensuring Competitive, Fair, and Equitable Executive Compensation

Per our latest annual proxy statement filing, our CEO to median employee pay ratio for 2020 is approximately 159 to 1.

Under the terms of its charter, our Compensation Committee has the authority to engage the services of outside advisors and experts to assist the Compensation Committee. Pursuant to its charter, the Compensation Committee engaged Frederic W. Cook & Co, Inc. (“FW Cook”) directly as its independent compensation consultant. The independence of FW Cook in accordance with the NYSE Listing Standards and applicable SEC regulations was assessed by the Compensation Committee. The Compensation Committee concluded that FW Cook’s work does not raise any conflict of interest.

In FY20, FW Cook’s primary responsibilities were to:

- Provide advice and data in connection with our executive compensation program structure, and the compensation levels for our executive officers compared to our peers;
- Provide compensation benchmarking information for our non-executive directors;
- Provide analysis and advice regarding the compensation peer group used for providing market pay program, levels, and design information;

- Provide analysis with respect to the Envista Holdings Corporation Severance and Change in Control Plan;
- Assess our executive compensation programs in the context of corporate governance best practices; and
- Assist in the preparation of our executive compensation public disclosures.

All decisions related to executive compensation are reviewed by FW Cook and all related plans are reviewed in full at least annually to ensure they remain relevant, competitive, and effective.

Please see our latest annual proxy statement filing for more information on our approach to executive compensation.



ESG Oversight

We recognize ESG and sustainability as important corporate priorities at Envista. Given the importance of ESG oversight, Envista’s Board has decided these responsibilities should not be assigned explicitly to any particular Board Committee at this time, but instead reviewed by the full Board, with direct oversight from the Nominating and Governance Committee.

Our Board of Directors, with specific inputs from our Nominating and Governance Committee, oversaw our stakeholder engagement, key topic identification process, and the development of our inaugural sustainability report. Going forward, our Board will continue to oversee our sustainability strategy and management of related risks and opportunities and will be involved, as needed, to guide our organization through key milestones that lie ahead on our sustainability journey. ESG and our sustainability have been and will continue to be a formal meeting agenda item at Board meetings.

On such an important subject in which new developments, technologies, and reporting requirements are being introduced at a rapid pace, we ensure our Board of Directors receive intelligence on the latest market trends and changes to reporting and operational requirements. Through our ongoing education efforts, education on specific areas of interest and relevance within

ESG and sustainability is provided to ensure all Board members are well-equipped to oversee and advance our journey forward. Some of our directors currently serve as a Director or Executive Officer of other public companies. In turn, we benefit directly from our Directors’ experiences advancing sustainability efforts at other global organizations.

Along with the execution of all other strategic objectives, the explicit and formal management of ESG risks and opportunities and related accountability rests on our executive management team. We believe our current approach, informed through stakeholder engagement, is appropriate for our organization and fully effective in action. However, we will evaluate our approach to effective oversight of the management of ESG risks and opportunities on an ongoing basis. Our approach to delegating authority within the organization will only increase in importance as we continue on our sustainability journey and further adapt to changes in stakeholder interests, market trends, and the competitive landscape.

A Global Leader in Dentistry

To Our Stakeholders (Postface)

All of us at Envista are pleased to be able to share the details of our sustainability journey through our inaugural sustainability report. We recognize the continuous and critical nature of this effort and look forward to sharing our ongoing progress. As such, we appreciate feedback, thoughts, comments, or questions from our stakeholders on the contents found within this report and Envista's broader sustainability efforts. The input of our stakeholders is crucial to our continued success.

For more information or to share any thoughts, please contact us through our dedicated e-mail: sustainability@envistaco.com.

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Sustainability Accounting Standards Board (SASB)

SASB Code	Metric	Response Type Required	Disclosure
HS-MS-250a.1	Number of recalls issued, total units recalled	Quantitative	In FY2020, there were 6 reportable incidents to the FDA, down from 12 in 2019. 2020 Sustainability Report – Product Safety and Quality (Page 28).
HS-MS-250a.2	Products listed in the FDA’s MedWatch Safety Alerts for Human Medical Products database	Discussion & Analysis	FDA’s MedWatch Safety Alerts for Human Medical Products database.
HC-MS-250a.3	Number of fatalities	Quantitative	In FY2020, there have been zero fatalities caused by Envista’s products, in line with prior years.
HS-MS-250a.4	Number of FDA enforcement actions taken in response to violations of current Good Manufacturing Processes, by type	Quantitative	In FY2020 Envista received: <ul style="list-style-type: none"> • 0 Form 483s • 0 Warning Letters • 0 Seizures • 6 Recalls • 0 Consent Decrees
HS-MS-270a.1	Monetary losses as a result of legal proceedings associated with false marketing claims	Quantitative	In FY2020, Envista realized zero monetary losses from false marketing claims. 2020 Sustainability Report – Ethical Business Practices (Page 57).

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Sustainability Accounting Standards Board (SASB), continued

SASB Code	Metric	Response Type Required	Disclosure
HC-MS-270a.2	Description of code of ethics governing promotion of off-label use of products	Discussion & Analysis	2020 Sustainability Report – Ethical Business Practices (Page 56).
HS-MS-410a.1	Discussion of process to assess and manage environmental and human health considerations associated with chemicals in products and meet demand for sustainable products	Discussion & Analysis	2020 Sustainability Report – Product Lifecycle Management (Page 51).
HC-MS-430a.2	Supply chain – efforts to maintain traceability	Discussion & Analysis	2020 Sustainability Report – Product Safety and Quality (Page 28).
HS-MS-430a.3	Supply chain – management of risks associated with the use of critical materials	Discussion & Analysis	2020 Sustainability Report – Supply Chain Management (Page 32).
HS-MS-510a.1	Total monetary losses as a result of legal proceedings associated with bribery or corruption	Quantitative	In FY2020, Envista realized zero monetary losses as a result of legal proceedings associated with bribery or corruption. 2020 Sustainability Report – Ethical Business Practices (Page 57).
HC-MS-510a.2	Description of code of ethics governing interactions with health care professionals	Discussion & Analysis	2020 Sustainability Report – Ethical Business Practices (Page 56).

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GRI Index – General Disclosures 2016

Certain materials throughout this sustainability report and the tables on the next pages reference GRI 2016 Standards including 102-1 – Name of the organization, 102-2 – Activities, brands, products, and services, 102-3 – Location of headquarters, 102-4 – Location of operations, 102-5 – Ownership and legal form, 102-6 – Markets served, 102-7 – Scale of the organization, 102-14 – Statement from senior decision maker, 102-18 – Governance structure, 102-19 – Delegating authority, 102-20 – Executive-level responsibility for economic, environmental, and social topics, 102-22 – Composition of the highest governance body and its committees, 102-23 – Chair of the highest governance body, 102-24 – Nominating and selecting the highest governance body, 102-27 – Collective knowledge of the highest governance body, 102-29 – Identifying and managing economic, environmental, and social impacts, 102-30 – Effectiveness of risk management processes, 102-31 – Review of economic, environmental, and social topics, 102-32 – Highest governance body’s role in sustainability reporting, 102-33 – Communicating critical concerns, 102-35 – Remuneration policies, 102-36 – Process for determining remuneration, 102-37 – Stakeholders’ involvement in remuneration, 102-38 – Annual total compensation ratio, 102-45 – Entities included in the consolidated financial statements, 102-46 – Defining report content and topic boundaries, 102-47 – List of material topics, 102-50 – Reporting period, 102-52 – Reporting cycle, 102-53 – Contact point for questions, 403-1 – Occupational health and safety management system, 403-2 – Hazard identification, risk assessment, and incident investigation, 403-6 – Promotion of worker health, 404-2 – Programs for upgrading employee skills and transition assistance programs, 404-3 – Percentage of employees receiving regular performance and career development reviews, 405-2 – Ratio of basic salary and remuneration of women to men, 408-1 – Operations and suppliers at significant risk for incidents of child labor, 409-1 – Operations and suppliers at significant risk for incidents of forced or compulsory labor, 413-1 – Operations with local community engagement, impact assessments, and development programs, and 416-1 – Assessment of the health and safety impacts of product and service categories.



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Global Reporting Initiative (GRI) Alignment

Organizational Profile and Related Disclosures	Metric/Discussion Item	Disclosure/Location of Disclosure/Linked Documents
102-1	Organizational Profile	Name of the organization Envista Holdings Corporation.
102-2	Organizational Profile	Activities, brands, products, and services 2020 Sustainability Report – Envista at a Glance (Page 7-8). 2020 Form 10-K (Pages 9-13).
102-3	Organizational Profile	Location of Headquarters 200 S. Kraemer Blvd., Building E, Brea, CA, 92821 USA.
102-4	Organizational Profile	Location of Operations 2020 Sustainability Report – Envista at a Glance (Page 7-8). 2020 Form 10-K (Page 125).
102-5	Organizational Profile	Ownership and Legal Form 2020 Form 10-K (Page 2).
102-6	Organizational Profile	Markets Served 2020 Sustainability Report – Envista at a Glance (Page 7-8). 2020 Form 10-K (Page 3).
102-7	Organizational Profile	Scale of the organization 2020 Sustainability Report – Envista at a Glance (Page 7-8). 2020 Form 10-K (Page 2).
102-14	Strategy	Statement from senior decision maker 2020 Sustainability Report – A Message from Amir Aghdaei, Chief Executive Officer (Page 4-5).

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Global Reporting Initiative (GRI) Alignment, continued

Governance Disclosures		Metric/Discussion Item	Disclosure/Location of Disclosure/Linked Documents
102-18	Governance	Governance structure	2020 Sustainability Report – Board Structure and Composition (Page 64-65). 2020 Proxy Statement (Pages 20-24).
102-19	Governance	Delegating authority	2020 Sustainability Report – ESG Oversight (Page 72).
102-20	Governance	Executive-level responsibility for economic, environmental, and social topics	2020 Sustainability Report – ESG Oversight (Page 72).
102-22	Governance	Composition of the highest governance body and its committees	2020 Sustainability Report – Board Structure and Composition (Page 64-65). 2020 Proxy Statement (Page 22). Governance
102-23	Governance	Chair of the highest governance body	2020 Sustainability Report – Board Structure and Composition (Page 64-65). 2020 Proxy Statement (Page 22).
102-24	Governance	Nominating and selecting the highest governance body	2020 Sustainability Report – Board Structure and Composition (Page 64-65). 2020 Proxy Statement (Pages 24-25).
102-27	Governance	Collective knowledge of highest governance body	2020 Sustainability Report – ESG Oversight (Page 72).
102-29	Governance	Identifying and managing economic, environmental, and social impacts	2020 Sustainability Report – ESG Oversight (Page 72).

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Global Reporting Initiative (GRI) Alignment, continued

Governance Disclosures		Metric/Discussion Item	Disclosure/Location of Disclosure/Linked Documents
102-30	Governance	Effectiveness of risk management processes	2020 Sustainability Report – ESG Oversight (Page 72).
102-31	Governance	Review of economic, environmental, and social topics	2020 Sustainability Report – ESG Oversight (Page 72).
102-32	Governance	Highest governance body’s role in sustainability reporting	2020 Sustainability Report – ESG Oversight (Page 72).
102-33	Governance	Communicating critical concerns	2020 Sustainability Report – Ethical Business Practices (Page 55).
102-35	Governance	Remuneration policies	2020 Sustainability Report – Director and Executive Incentives (Page 68-71). 2020 Proxy Statement (Pages 34-43).
102-36	Governance	Process for determining remuneration	2020 Sustainability Report – Director and Executive Incentives (Page 68-71). 2020 Proxy Statement (Page 34-35).
102-37	Governance	Stakeholders’ involvement in remuneration	2020 Sustainability Report – Director and Executive Incentives (Page 68-71). 2020 Proxy Statement (Page 44).
102-38	Governance	Annual total compensation ratio	2020 Sustainability Report – Director and Executive Incentives (Page 68-71). 2020 Proxy Statement (Page 47).

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Global Reporting Initiative (GRI) Alignment, continued

Report Profile	Metric/Discussion Item	Disclosure/Location of Disclosure/Linked Documents	
102-45	Reporting Practice	Entities included in the consolidated financial statements	2020 Form 10-K (Page 132).
102-46	Reporting Practice	Defining report content and topic boundaries	2020 Sustainability Report – Stakeholder Engagement and Business Priorities (Page 14).
102-47	Reporting Practice	List of material topics	2020 Sustainability Report – Stakeholder Engagement and Business Priorities (Page 14).
102-50	Reporting Practice	Reporting period	Calendar Year 2020 (Jan. 1 2020 through Dec. 31 2020)
102-52	Reporting Practice	Reporting cycle	Annual
102-53	Reporting Practice	Contact point for questions	sustainability@envistaco.com

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Global Reporting Initiative (GRI) Alignment, continued

Social Disclosures	Metric/Discussion Item	Disclosure/Location of Disclosure/Linked Documents
403-1	Occupational Health and Safety Occupational health and safety management system	2020 Sustainability Report – Health, Safety, and Wellness (Page 42-45).
403-2	Occupational Health and Safety Hazard identification, risk assessment, and incident investigation	2020 Sustainability Report – Product Safety and Quality (Page 25-29). 2020 Sustainability Report – Health, Safety, and Wellness (Page 42-45).
403-6	Occupational Health and Safety Promotion of worker health	2020 Sustainability Report – Health, Safety, and Wellness (Page 42-45).
404-2	Training and Education Programs for upgrading employee skills and transition assistance programs	2020 Sustainability Report – Employee Engagement (Page 39-40).
404-3	Training and Education Percentage of employees receiving regular performance and career development reviews	2020 Sustainability Report – Employee Engagement (Page 39-40).
405-2	Diversity and Equal Opportunity Ratio of basic salary and remuneration of women to men	2020 Sustainability Report – Employee Engagement (Page 39-40).

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Global Reporting Initiative (GRI) Alignment, continued

Social Disclosures		Metric/Discussion Item	Disclosure/Location of Disclosure/Linked Documents
408-1	Child Labor	Operations and suppliers at significant risk for incidents of child labor	2020 Sustainability Report – Supply Chain Management (Page 30-32). Supplier Code of Conduct
409-1	Forced or Compulsory Labor	Operations and suppliers at significant risk for incidents of forced or compulsory labor	2020 Sustainability Report – Supply Chain Management (Page 30-32). Supplier Code of Conduct
413-1	Local Communities	Operations with local community engagement, impact assessments, and development programs	2020 Sustainability Report – Affordability and Access (Page 20-24).
416-1	Customer Health and Safety	Assessment of the health and safety impacts of product and service categories	2020 Sustainability Report – Product Safety and Quality (Page 25-29).