

January 4, 2021

Vanessa A. Countryman, Secretary
Securities and Exchange Commission
100 F Street NE
Washington, D.C. 20549-1090

Dear Ms. Countryman,

I am writing on behalf of Henry Schein, Inc. (Nasdaq: HSIC) to express our Company's support of the proposal filed by Nasdaq with the U.S. Securities and Exchange Commission on December 1, 2020 to adopt new listing rules related to board diversity (SR-NASDAQ-2020-081).

Henry Schein strives to attract and retain top talent, including Team Schein Members and at the Board level, with diverse backgrounds and a wide range of experiences to promote effective and inclusive decision-making in alignment with the Company's mission and in furtherance of the interests of our key stakeholders.

We believe that a diverse board is reflective of a broad shareholder base, and studies have found a correlation between a diverse board and improved governance and performance. We are pleased that women account for 27%, and minorities account for 13%, of Henry Schein's Board of Directors, and our goal is to continuously bolster these important metrics. That said, statistics alone will not be enough to advance our critical Diversity & Inclusion (D&I) plans. It is critical that we continue to focus on engagement with all of our Team Schein Members and directors, learning from their varied experiences and viewpoints to foster a culture of inclusion.

This past year Henry Schein established a formal D&I Council, reporting to our Board of Directors, tasked with developing a strategy to align and build upon our existing inclusion philosophy. In addition, we implemented new D&I goals, which for all senior leaders will be a factor in determining their individual short-term incentive cash bonuses.

We respectfully request that you approve Nasdaq's proposal relating to board diversity, which aligns with our core principles at Henry Schein, as businesses, NGOs and government collectively work to foster greater inclusion of underrepresented diverse populations across organizations.

Sincerely,

