



# Diversity & Belonging

## 2023 DATA REFRESH

This report provides updates on data from our 2023 Diversity and Belonging Report. Unless otherwise indicated, data includes the U.S. teammate population as of Dec. 31, 2023.

# Celebrating Wins & Always Aiming Higher

At DaVita, actively nurturing an environment of belonging and cultivating the rich diversity of our teammate and patient population is at the heart of our culture. We're proud of the progress we've made on representation at all levels, and the strong sense of belonging teammates feel across our Village. This 2023 Data Refresh celebrates our progress and reaffirms our commitment to measurement and accountability.

## Belonging

We recognize that our success in building an environment of belonging is directly tied to the actions we encourage throughout our organization.

Three core Belonging Behaviors set the standard for how we work together.



### Creating Trust and Safety

Transparency, honesty, risk-taking and non-judgment are central to our ways of working. We know that the open sharing of ideas and opinions makes all of us better at what we do.



### Respecting and Valuing Others

We operate from the conviction that every teammate's perspective has value and deserves to be heard. We take the time to recognize and celebrate each other's unique contributions.



### Providing Fair and Consistent Support

We recognize that none of us is immune to bias, and we hold ourselves and others accountable to resist assumptions and base our decisions on facts. We understand that those in positions of power are responsible for creating equal access to resources, support and opportunities for growth.

According to our most recent survey\*:

**81%**

of teammates reported "I feel like I belong".

**80%**

of teammates reported "My manager creates a sense of belonging."



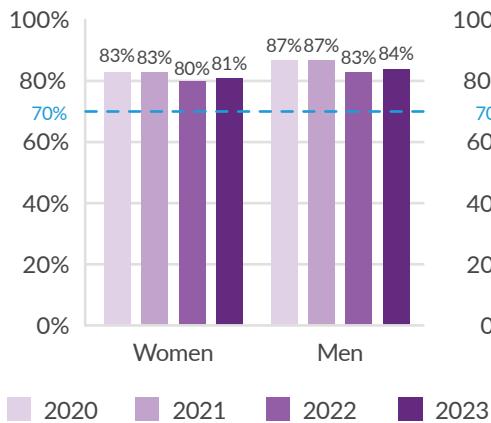
# Belonging

We're particularly proud that our positive belonging scores are consistently higher than industry standards and we recognize there is an opportunity to have a more consistent belonging experience across genders and races/ethnicities.

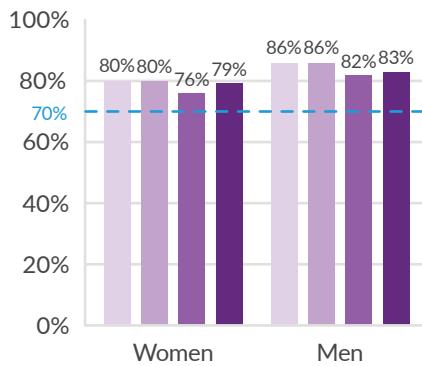


## Belonging by Gender

*"I feel like I belong on my team"*

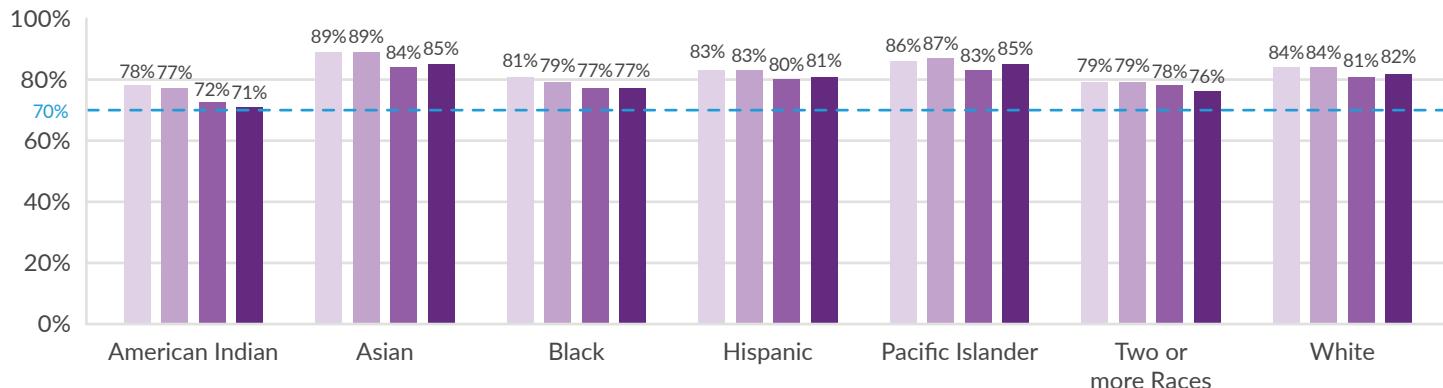


*"My manager creates a sense of belonging"*

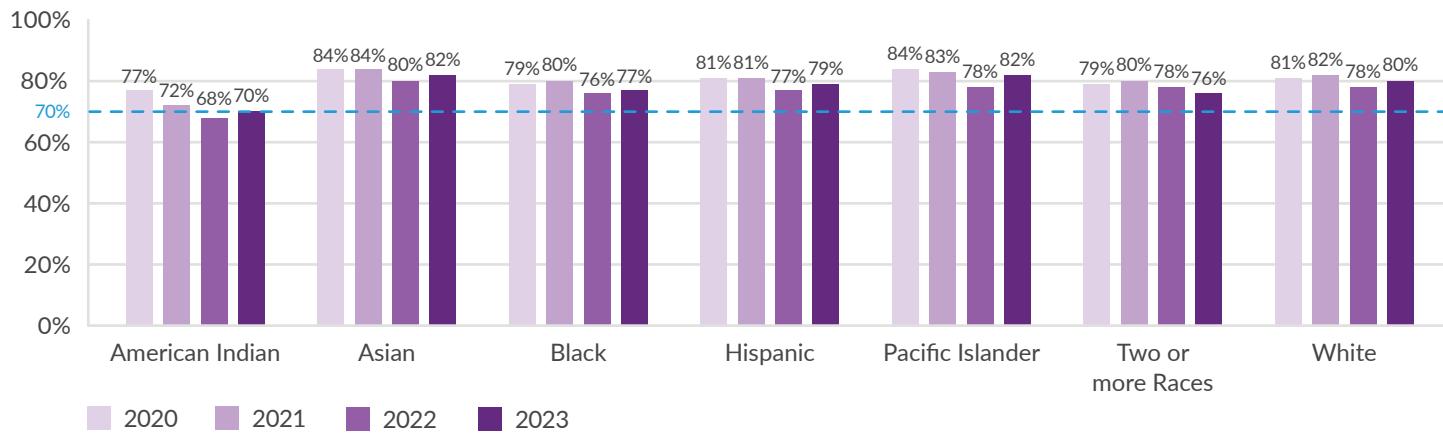


## Belonging by Race/Ethnicity

*"I feel like I belong on my team"*



*"My manager creates a sense of belonging"*



Note: Historical belonging data may have been adjusted as teammates disclosed previously undisclosed information. The 70% benchmark is provided by Medallia, our third-party survey platform provider, and is reflective of responses to this question across the Healthcare industry.

# Representation

Ensuring that women and people of color are represented throughout the organization and among our leadership is a priority at DaVita. We support representation by working proactively to assemble diverse candidate slates and interview panels in our recruiting practices, and by consistently seeking opportunities to promote from within. The impact of these efforts shows in our data, which meet the majority of EEO-1 benchmarks.

While we can – and will – do even better moving forward, we're proud to highlight year-over-year improvements in the representation of key populations in the last four years:

<b>38% → 42%</b>	Representation of women at the VP level (vs. 33% benchmark)
<b>16% → 22%</b>	Representation of people of color at the VP level (vs. 18% benchmark)
<b>54% → 62%</b>	Representation of women at the Director level (vs. 41% benchmark)
<b>23% → 24%</b>	Representation of people of color at the Director level (vs. 29% benchmark)

Despite this progress, representation of people of color at the director level is where we have the greatest opportunity to improve. We are below benchmark for representation of Asian, Black and Hispanic directors, as shown on the following page, and we will continue to strive to meet or exceed EEO-1 benchmarks for all groups we track in future.



## 2023 Highlights

### Overall Village Diversity

**78% 57%**  
women people of color

### Board of Directors Composition

**40% 10%**  
women people of color

### Leaders with Profit & Loss Responsibility

**53% 30%**  
women people of color

### Operational Managers who Lead Our Dialysis Centers

**78% 40%**  
women people of color

### LGBTQ+ Representation

**6%\***

\*Of those who chose to respond, 6% self-identified as LGBTQ+

### Veteran Representation

**2%**

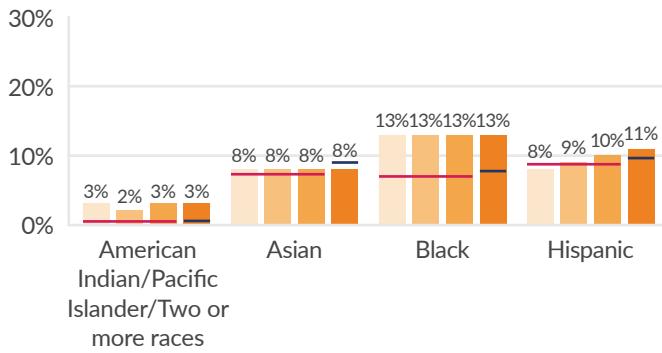
# Representation

## Representation of Women by Level

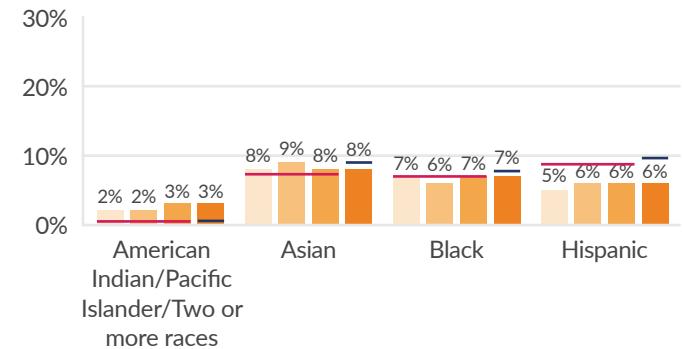


## Representation of People of Color

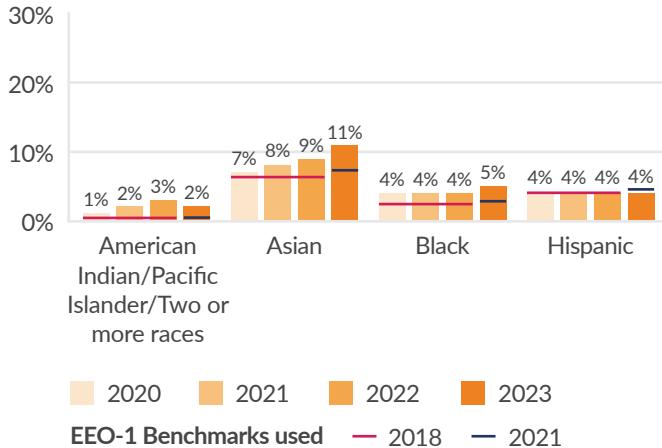
### Representation of People of Color - Managers



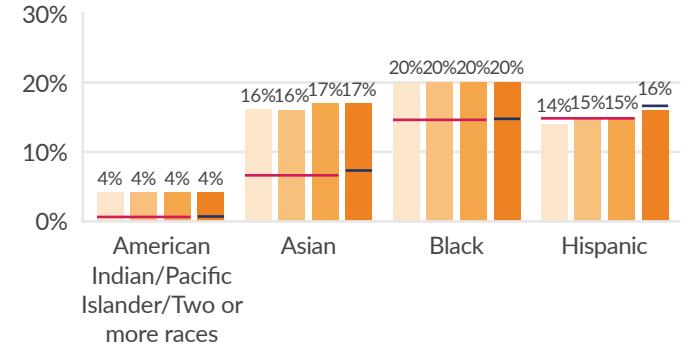
### Representation of People of Color - Directors



### Representation of People of Color - VP+



### Representation of People of Color - Overall



EEO-1 Benchmarks are shown in the below table as 2018 / 2021.

	Women	American Indian	Asian	Black	Hispanic	Pacific Islander	Two or More Races
Overall	48.2% / 48.2%	0.5% / 0.6%	6.8% / 7.4%	15.2% / 15.3%	15.4% / 16.7%	0.5% / 0.5%	2.2% / 2.5%
Manager	40.2% / 41.4%	0.4% / 0.4%	7.7% / 8.7%	7.5% / 7.9%	8.8% / 9.9%	0.3% / 0.3%	1.5% / 1.9%
Director	40.2% / 41.4%	0.4% / 0.4%	7.7% / 8.7%	7.5% / 7.9%	8.8% / 9.9%	0.3% / 0.3%	1.5% / 1.9%
VP+	31.1% / 33.1%	0.3% / 0.3%	6.2% / 7.4%	3.3% / 3.8%	4.5% / 5.0%	0.2% / 0.2%	1.0% / 1.4%

# Economic Mobility

## Education

Our enterprise-wide DaVita University (DVU) system provides hundreds of classes and trainings to teammates at every level, from early-career skill-building to advanced leadership techniques, all designed to set the stage for professional growth.

### 2023 Educational Investment

**\$3.6m**

in tuition reimbursement and scholarships awarded to support teammates' academic ambitions

**6.4m**

DVU course completions logged

**803**

nurses have earned their degree with financial support from DaVita as of 2023

Of these,

**87%**

are women

**58%**

are people of color

We seek to create opportunities for teammates at every level to increase their earning potential through career pathways, professional development and educational support. We also champion economic mobility more broadly by actively investing in the communities we serve.

## Internal Promotions

**58%**

of our Facility Administrators and managers were promoted internally as of 2023.

Of these,

**76%**

are women

**35%**

are people of color

**20,000+**

teammates were promoted internally as of 2023 through Clinical Ladders (up from 11,000 in 2022).

## Bridge to Your Dreams

Bridge to Your Dreams (BTYD) is a multi-dimensional program that supports DaVita teammates' career growth while helping build the critical pipeline of trained nursing professionals. Teammates accepted to this application-based program receive financial support covering much of the cost of an Associate's Degree in Nursing, as well as the option to work reduced hours while balancing work and school and supportive professional mentoring every step of the way.



**87%**

Over 2,000 teammates are pursuing or have received their nursing degree, funded by DaVita, as part of our Bridge to Your Dreams program (up from 1,400 in 2022).

Of these,  
**87%** are women

**65%**

**65%** are people of color

# Health Equity

Enabling equity at every step of the kidney care journey is central to our mission. That means eliminating barriers so all of our patients are empowered to achieve their best kidney health outcomes, regardless of race, socio-economics or other factors. We're proud that our data shows minimal differences in health outcomes by race in hospitalizations, readmissions and infections, but we're aware that there's much more work to do.

## 2023 Highlights:



Engaged 10+ cities with differential health equity or social driver interventions



Educated 37,500 people about kidney health with Kidney Smart training, offered in 10+ languages at no cost to the community



Reached our 2021 5-year goal of educating 100,000 Kidney Smart participants, two years ahead of schedule



## Additional Strategic Initiatives

Our ultimate goal is to ensure that health equity is built into the foundation of how we care for our patients and woven into the fabric of our approach and expectations. Our current focus areas include reducing racial and socio-economic disparities in home dialysis access, transplant and early CKD awareness through:

- Research and publication on inequity root causes and levers leading to impact
- Internal health equity dashboards to measure and track outcomes by demographics
- National and community-based partnerships to expand upstream kidney disease education and CKD prevention in high-risk communities
  - Equity insights and training to empower our team and nephrologists
  - Outreach, education and care tailored to patient need

# OUR CORE VALUES

Service Excellence

Integrity

Team

Continuous Improvement

Accountability

Fulfillment

Fun

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

