

PAVING THE WAY TO GLOBAL CITIZENSHIP

Community Care

2023




Davita®



250k patients

3k dialysis centers

1.7k U.S. home dialysis programs

70k teammates

12 countries

1 global community



A letter from CEO, Javier Rodriguez

Our refreshed vision - an unwavering pursuit of a healthier tomorrow - reflects our commitment to setting a new standard for healthcare services and underscores our dedication to corporate citizenship.

Each and every day, our “community first” philosophy extends from the compassionate care we provide to our patients and how we care for our teammates, to the communities we serve and caring for our environment. It establishes the foundation for our Environmental, Social and Governance (ESG) focus areas.

In this Community Care Report, we highlight how we put this philosophy into practice, and share achievements from 2023 on our path towards meeting our ambitious 2025 ESG goals.

As I reflect on our vision and how we can execute on such a bold commitment, our culture of care is paramount. We create better outcomes for our patients and physician partners by delivering high-quality care with a focus on how we care for our teammates and the world around us. By promoting purpose-driven career opportunities for our teammates, being stewards of our natural resources and making positive impacts on our communities, we believe we can create more value for all of our stakeholders.

I will close with a heartfelt thank you to all of our DaVita teammates. The achievements highlighted here are yours to celebrate.



Vision, Action & Transparency

The principle of caring is at the heart of our unwavering pursuit of a healthier tomorrow, and it underpins our long-standing commitment to corporate citizenship. In 2021, we announced a set of aspirational goals for 2025 aligned with the five pillars of our ESG Strategy: Patient Care, Teammate Engagement, Environmental Stewardship, Healthy Communities and Leading with Integrity & Accountability. In 2023, we furthered our impact and reported more about our progress.

The first half of this report summarizes our overall approach to ESG and highlights key achievements of 2023. The second half provides data tables aligned with reporting recommendations from the Sustainability Accounting Standards Board (SASB) and the Task Force on Climate-related Financial Disclosures (TCFD) framework.

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Unless otherwise indicated, the data included in this report is presented as of December 31, 2023 and refers to our U.S. operations.

Our Approach

Today, our Environmental, Social & Governance (ESG) program builds on our Trilogy of Care legacy of caring for our patients, each other and our world, with diligent attention to measurement and transparent reporting.

ESG Governance Structure

The Nominating and Governance Committee of DaVita’s Board of Directors (the “Board”) oversees DaVita’s activities, policies and programs related to corporate environmental and social responsibility. Our management ESG Steering Committee, comprised of leaders with diverse perspectives from across the business, is responsible for aligning ESG strategy across the company.

Other essential ESG Steering Committee responsibilities include:

- Providing guidance on strategy and disclosures for ESG initiatives.
- Reporting to the Nominating and Governance Committee on a regular basis.
- Providing periodic reports to the Audit Committee on the process for ESG-related public reporting, including reporting controls.
- Providing an ESG report to the full Board no less than once per year.

ESG Strategy

In 2021 we conducted a prioritization assessment to identify the economic, environmental, and social issues that are most important to our organization and our stakeholders. We surveyed our teammates, interviewed senior leaders, benchmarked industry peers and leveraged external expertise, including the SASB recommended metrics for health care service providers, which includes investor feedback. This input helped us to identify our five ESG strategic focus areas and key initiatives within each.



2023 At A Glance

We are proud to report standout achievements in each of our five ESG strategic focus areas.

Patient Care

- **8,000+** DaVita patients received a kidney transplant
- **37,000+** people participated in a Kidney Smart® class, our kidney disease education program, which is available in over ten languages
- DaVita conducted unique **health equity** and social determinants of health pilot programs across the country focused on transplant equity and community-based chronic kidney disease education

Teammate Engagement

- **49,000+** clinical teammates are a part of DaVita's innovative career pathways program, Clinical Ladders
- **2,300+** teammates are pursuing or have received their nursing degree, funded by DaVita, as part of our Bridge to Your Dreams program
- **~60%** of our Facility Administrators and managers have been promoted internally

Environmental Stewardship

- Our virtual power purchase agreements continue to produce enough renewable energy to power **100%** of our U.S. operations
- Our first **net zero** dialysis clinic is now operational
- More than **100 million** gallons of water were saved through water efficiency projects
- DaVita is the only North American health care provider to receive a CDP climate change score in the highest "Leadership" category, with a score of "A-" in 2023

Healthy Communities

- The 2023 DaVita Health Tour provided thousands of community members across the country with **free health screenings** and education focused on kidney health
- Through a sponsorship of the American Diabetes Association (ADA), DaVita and the ADA provided digital educational content aimed at helping those living with diabetes **prevent and manage kidney disease**
- Through support from the DaVita Giving Foundation, the Food is Medicine Coalition provided more than **140,000** medically tailored meals to people with food insecurity and medical nutrition needs, including individuals living with end stage kidney disease

Leading with Integrity & Accountability

- **9 out of 10** members of our Board are independent under New York Stock Exchange rules
- **99.9%** of U.S. teammates and directors completed annual compliance training in 2023

Elevating Patient Experience

At DaVita, we are driven to deliver differential, equitable and holistic care to individuals with kidney disease at every stage of their entire kidney care journey - from slowing the progression of kidney disease to helping to support transplantation, from acute hospital care to dialysis at home.

We have reduced hospitalizations, improved mortality, and helped propel the kidney care community to adopt an equitable and high-quality standard of care for all patients, everywhere.

Excellence in Care

We are one of the largest providers of kidney care services in the U.S. and have been a leader in clinical quality and innovation for more than 20 years. In addition, according to the most recently published data, for the eight most recently reported years, we have also continued as an industry leader under the Centers for Medicare & Medicaid Services' (CMS) Five-Star Quality Rating system, which rates eligible dialysis centers based on the quality of outcomes to help patients, their families, and caregivers make more informed decisions about where patients receive care.

Learn more about the ways DaVita provides quality care [here](#).

Advancing Home Dialysis

In 2023, more than 15% of our patients dialyzed in the comfort and convenience of home.¹ We continued to expand the use of new technologies in our home dialysis care program to enhance patient and physician experience.

More than half of our home dialysis patients are using a connected cyclor today, which allows clinical teams to review the results of their treatments from their home clinic, enabling more proactive care management in collaboration with patients' nephrologists.

Our patient application, DaVita Care Connect (DCC), is used by approximately a quarter of all home dialysis patients.² Patients use this app to connect with their care team, check their labs, look up kidney-friendly recipes, and much more. [Click here](#) to learn more about the ways that DCC empowers patients.

[Kidney Smart](#) developed a Home Edition class that expanded its home modality-specific education to further address both home hemodialysis (HHD) and peritoneal dialysis (PD) modality options.

We also advanced innovation in kidney care through the launch of Mozarc Medical with Medtronic, which is dedicated to improving access, experience and outcomes for kidney patients treating at home.

Learn more about the benefits of home dialysis [here](#).

1 Statistics are as of December 31, 2023, and are for U.S.-based patients only. Modality selections and decisions related to a patient's care are always made by the attending nephrologist and patient, and provided pursuant to a physician's order.
2. As of December 31, 2023



Paving Paths to Transplantation

We empower patients to be fully informed about the kidney transplant process, offering resources such as Transplant Smart®, a multi-media patient education program. More than 108,000 DaVita patients were referred for a transplant at least once by the end of 2023, resulting in our highest referral rate ever.

DaVita and MedSleuth, its recently acquired [transplant software company](#), are collectively focusing on engaging and empowering patients in their transplant journeys while improving and streamlining workflows for care teams. Through its digital platforms and solutions, MedSleuth aims to transform data exchange and communications for caregivers while also increasing access to living donation through paired donor exchange. The goal is to create greater connectivity among transplant candidates, transplant centers, physicians and care teams, with the aim of improving the experience and outcomes for kidney and liver transplant patients. In 2023, DaVita transformed the way we refer patients by standardizing referrals through MedSleuth's technology, providing for a more comprehensive and complete referral.

Learn more about how MedSleuth supports transplantation [here](#).

Learn more about transplantation [here](#).

8,000+

DaVita patients received a kidney transplant in 2023, our highest number yet.

An Integrated Approach

Through DaVita® Integrated Kidney Care (DaVita IKC), patients receive comprehensive care that goes beyond kidney disease to cover comorbidities and overall health. Our vision is to provide coordinated care to help delay chronic kidney disease (CKD) progression, smooth the transition from CKD to end stage kidney disease (ESKD) and optimize ESKD treatment.

As of December 31, 2023, DaVita IKC provided integrated care and disease management services to approximately 58,000 patients in risk-based integrated care arrangements and to an additional 17,000 patients in other integrated care arrangements. Learn more about DaVita IKC [here](#).

Earning Patient Trust

The Net Promoter Score (NPS) rating reflects patients' likelihood to recommend DaVita to others. We track this metric as a key indicator of patient positivity and trust. Our most recent NPS of 61 for our dialysis patients reflects our exceptional commitment to attentive, individualized care and support.



Health Equity & Education

We are committed to enabling equity at every step of the kidney care journey. This means reducing and eliminating disparities so that all of our patients, regardless of race, socio-economics or other factors, are empowered with the awareness, education and access needed to achieve their best kidney health outcomes.

Promoting Health Equity

Chronic kidney disease disproportionately affects many communities of color, including Black, Hispanic and Native American communities. Sector-wide data demonstrates that too often these disparities continue as patients advance through ESKD. We are proud that our patients largely achieve similar outcomes across race in core clinical metrics such as hospitalizations, readmissions and infection rates in our U.S. outpatient dialysis centers. We are continuing to work to reduce other disparities at key journey points.

We are initially focused on racial and socio-economic inequities in kidney transplants and utilization of home dialysis options, and early kidney disease prevention and education in high-risk communities.

Our health equity strategy centers on:

- **Building the foundation** to mitigate pervasive inequities by creating awareness, identifying bias and understanding the data and patient insights to develop and scale interventions.
- **Addressing inequities** with intentional, sustainable, root-cause focused interventions that can have a meaningful impact at the local and national level.
- **Creating ripples** accelerated through meaningful collaborations across the kidney and larger health care communities to share learnings and amplify impact.

In 2023 we are proud of:

- Launching a Transplant Health Equity Learning Lab in two cities, designed to identify scalable strategies to improve waitlist and living donations for patients dually eligible for Medicare and Medicaid.
- Continuing research to listen and learn from our patients' experiences and share these insights to improve quality of care. See our research highlighting [A Person-Centered Approach to Kidney Care](#).
- Engaging over ten cities, and growing, across the country with differential health equity or social drivers of health (SDOH) interventions. These interventions range from community-based kidney disease education, transportation access, food security and SDOH screening.

Kidney Smart® Education

We offer comprehensive kidney education at no cost to the community through Kidney Smart. Available online, by phone and in person, the program provides kidney health education and lifestyle recommendations to help at-risk individuals understand kidney disease and apply strategies to help prevent disease progression.

We have educated more than 101,000 people, across 10 different languages, since January 1, 2021 as part of our five-year goal to achieve 100,000 Kidney Smart participants. Learn more about Kidney Smart [here](#).

37,000+ participants in Kidney Smart in 2023

101,000+ participants in Kidney Smart education since 2021

A Diverse Village Anchored in Belonging

We work hard to cultivate an environment where all teammates can thrive and feel a true sense of purpose, connection and belonging. This includes creating a nurturing community where all teammates have opportunities to grow their careers and achieve their full potential.

Learn more about our Diversity & Belonging (D&B) commitments [here](#).

Diversity at Every Level

We strive to have strong representation of women and people of color across our organization by meeting or exceeding EEO-1 benchmarks across the full teammate population. As of December 31, 2023:



Overall Village Diversity	Board of Directors Composition	Leaders with Profit & Loss Responsibility	Operational Managers who Lead our Dialysis Centers
<p>78% Women 57% People of Color</p>	<p>40% Women 10% People of Color</p>	<p>53% Women 30% People of Color</p>	<p>78% Women 40% People of Color</p>

Since 2018, we have seen a 6% increase in representation of women at the VP level and surpassed 40% women VP representation in 2023. In the same time period, we have seen a 6% increase in the representation of people of color at the VP level, from 16% in 2018 to 22% in 2023. This consistent year-over-year progress demonstrates our commitment to strengthening representation of women and people of color at all levels. As of December 31, 2023, we are meeting or exceeding 64% of EEO-1 benchmarks.

Recruiting for the Future

While representation is essential at every level of our organization, we recognize that intentionally fostering leadership-level opportunities for people from historically underrepresented groups is especially important. By focusing on recruiting practices and intentional development programming, we enable pathways to leadership within the Village to be visible and equitable to all.

- Across our entire suite of recruiting activities, we work to engage the full breadth of high-potential candidates, intentionally seeking out people of every gender, race and ethnicity and those with unique backgrounds.
- Our leadership development activities are many and varied, encompassing coaching, mentoring and cohort-based learning programs. Yet they all share the same strategic goal: to create an environment where high potential individuals from every background can pursue ambitious professional growth.

Cultivating Belonging

We work proactively to cultivate a sense of belonging for all teammates, patients, physicians and care partners regardless of gender, race, ethnicity or any other factor.

Our Belonging strategy is anchored in three core Belonging Behaviors that set the standard for how we work together in the Village:

Creating Trust
and Safety

Respecting and
Valuing Others

Providing Fair and
Consistent Support



Teammate-Reported Success:

We maintained our high scores in teammate sentiment, with 81% reporting they feel like they belong.¹

¹Per 2023 teammate survey data



Intentional Belonging Training:

Our intensive training for leaders sets the tone from the top, and we continue to expand our suite of resources for all teammates. Our executive team participated in an immersive 9-month Inclusive Leadership training. In 2022, we began scaling this experience to our vice presidents. Thus far, 86% of leaders at the VP level or above have completed this development program to advance our efforts toward creating trust and safety, respecting and valuing others, and providing fair and consistent support. We have adapted this development program into a multi-week intensive course for manager and director level teammates, which launched in the fourth quarter of 2023.



Digital Resources:

We offer a dedicated Champion Diversity & Belonging Channel through the DaVita University Digital Experience, providing every teammate access to Basics of Belonging training and a wealth of supplemental resources to promote the knowledge, attitudes and behaviors that nurtures belonging.



Week of Belonging:

Our fourth annual Week of Belonging engaged all teammates with activities and education designed to further create a sense of belonging.



Support Resources:

We offer resource groups to meet the needs of our teammates and we are proud to have Asian and Pacific Islander, Black, Hispanic/Latino, LGBTQ+, Veterans and Working Parents teammate resource groups.

A Place to Learn and Grow

Helping teammates and leaders reach the next stage in their career and increase their earning potential complements our Employer of Choice strategy. We have a robust set of career development offerings to support teammates in reaching their professional ambitions. We have invested in an end-to-end career development pipeline with programs and initiatives that provide financial, educational and social support to our clinical and operations teammates to help them achieve their higher education and leadership goals.



Transparent Pathways to Success

Our DaVita Ladders program unlocks clarity, competitive pay and transparent career journeys to systematically create more effective leaders. Through DaVita Ladders, the Village can offer teammates and leaders:

- Clarity around role expectations
- A universal language to describe and understand career progression across the organization
- The ability to explore alternative career pathways based on interest, competency and skill
- A package of tools to support all aspects of the talent lifecycle through selection practices, Performance Development Review (PDR) discussions, succession planning, etc.
- Standardization in how we execute performance and talent conversations that are aligned to factors for role success
- Market-informed pay structure, pay design and guidance in line with our pay for performance philosophy

Building an Energized Nursing and Caregiving Workforce

We offer comprehensive programming to help guide our caregivers in their development journeys. DaVita Ladders includes Clinical Ladders for our clinical teammates, and since rolling out Clinical Ladders to our nurse and patient care technician teammates, we have celebrated more than 20,000 promotions. We have now expanded Clinical Ladders to more than 49,000 teammates, with the goal of ensuring all teammates have role clarity and the development opportunities they deserve.

Additionally, we are proud to offer programs that support teammates to increase their earnings potential, like Bridge to Your Dreams, which supports high performing teammates pursuing an associate's degree in nursing with financial assistance, resources and role placement support to become a DaVita nurse. We also offer programs that help develop high potential nurses, clinical coordinators and clinic nurse managers into operational managers, along with programs that prepare and coach operational managers for potential regional operations director roles. These are just some of the many other career development opportunities we have in place for our teammates. We invest in our nursing workforce through programs providing scholarships to attend nephrology conferences and support their well-being by awarding nurses with experiential awards.

Our goal is to make resources available to teammates at each step of their career paths.

2,300+ teammates actively enrolled in the Bridge to Your Dreams program, as of December 31, 2023

Supporting Lifelong Learning

Through the DaVita University Digital Experience, teammates at all levels have access to an extensive array of personal and professional educational resources. In 2023, we successfully rolled out the platform to all U.S. teammates, and expanded our comprehensive offerings with new courses and content. The new offerings were developed internally by our DaVita University Schools as well as external sources such as LinkedIn Learning and TED@Work.

In 2023, we made intentional investments in developing our leaders and creating new growth opportunities for our teammates. We built and deployed a skills-based learning series for new Facility Administrators (FAs) and leadership success workshops for new Regional Operations Directors.

We also curated comprehensive learning journeys for our Nurses, Patient Care Technicians, and FAs to guide their ongoing development, career growth and earning potential through Clinical Ladders. Finally, we invested in our nursing pipeline through a new and innovative collaboration with Chamberlain University to launch the "Introduction to Nephrology Nursing" curriculum designed to educate nursing students, demonstrate to them the fulfilling aspects of a nephrology career and support our newest nurses with a Transition to Practice program during their first year as a nurse.

We continue to strive to be the Employer of Choice by enhancing our personal and professional education offerings and delivering best-in-class learning experiences that empower teammates to flourish personally and professionally.

6.4 million+

total non-mandatory training completions were recorded in our learning platforms in 2023

Flexible Scholarships and Tuition Reimbursement

We recognize that every person's professional goals and life circumstances are unique. Therefore, in addition to more structured programs, we also offer tuition reimbursement benefits that meet teammates where they are, and empower them to pursue nursing, business, social work, and dietetics/nutrition opportunities.



\$3.6M

invested in tuition reimbursement, supporting 1,400+ teammates' academic ambitions in 2023

Benefits Reflecting Our Culture of Care

We define our culture as “The DaVita Way,” which means caring for each other with the same intensity with which we care for our patients. We look to teammate engagement surveys as one among many ways to assess our teammates’ experience of The DaVita Way.

We are proud to have achieved an engagement score of

80%

in 2023.

Total Rewards Program

Our total rewards philosophy and practices are designed to be competitive in the local market and reward strong team and individual performance. We believe merit-driven pay encourages teammates to do their best work, including in caring for our patients, and we strive to link pay to performance so we can continue to incentivize the provision of extraordinary care to our patients and grow our Village.

To attract, retain and grow our teammates, we have a holistic approach to total rewards that includes financial, physical and emotional support. Highlights include, among other things:

- **Healthcare benefits** including a menu of plan designs and health savings accounts.
- **Free health programs** in support of the most prevalent health conditions affecting our teammates, including hypertension, diabetes prevention/maintenance, musculoskeletal issues and weight loss/management.
- **Financial wellness** elements including 401(k) match, employee stock purchase plan (ESPP), a deferred compensation plan, financial planning support and access to free banking services. Additionally, DailyPay is a service that provides teammates with financial flexibility by allowing them to access earned but unpaid wages before payday.
- **Family support programs** to our teammates and their families that include family care programs for back-up child and elder care, family planning support for fertility, adoption and surrogacy, parental support for children’s educational and special needs and parental leave programs. We also offer a number of scholarships for teammates’ children and grandchildren.
- **Teammate Assistance Program** that offers counseling sessions annually to all teammates and their household members, along with critical incident support for work related trauma, on both a personal and group level, with access to 10 free sessions annually for each household member.
- Free access to **Headspace**, an application for digital meditation and mindfulness, and referrals/consultations on everyday issues such as dependent care, auto repair, pet care and home improvement.
- **Vitality Points**, a voluntary wellness incentive program that encourages teammates and their spouses/domestic partners to engage with their provider to manage their overall health. In addition, it allows participating teammates and spouses/domestic partners to earn credits toward their medical premium for getting a biometric screening with a primary care provider.
- **Short & Long term disability** for full time teammates and Life/AD&D coverage at both the basic and supplemental levels.
- Our **DaVita Village Network**, which provides financial support to eligible teammates experiencing a specific tragedy or hardship and helps cover additional costs that insurance does not fully cover.

Learn more about our teammate benefits [here](#).



Caring for Our Environment

As part of our unwavering pursuit of a healthier tomorrow, we are dedicated to doing our part to care for the health of our planet. In 2023, we continued to build on our strong foundation of environmental stewardship, making meaningful progress towards our 2025 goals.

73%

reduction of scope 1 and 2 emissions, as of December 31, 2023.

Our Journey to Net Zero Emissions

Pursuing a healthier tomorrow includes reducing greenhouse gases to help address the challenge of climate change. We have set ambitious emission reduction goals and taken significant steps to reduce those emissions.

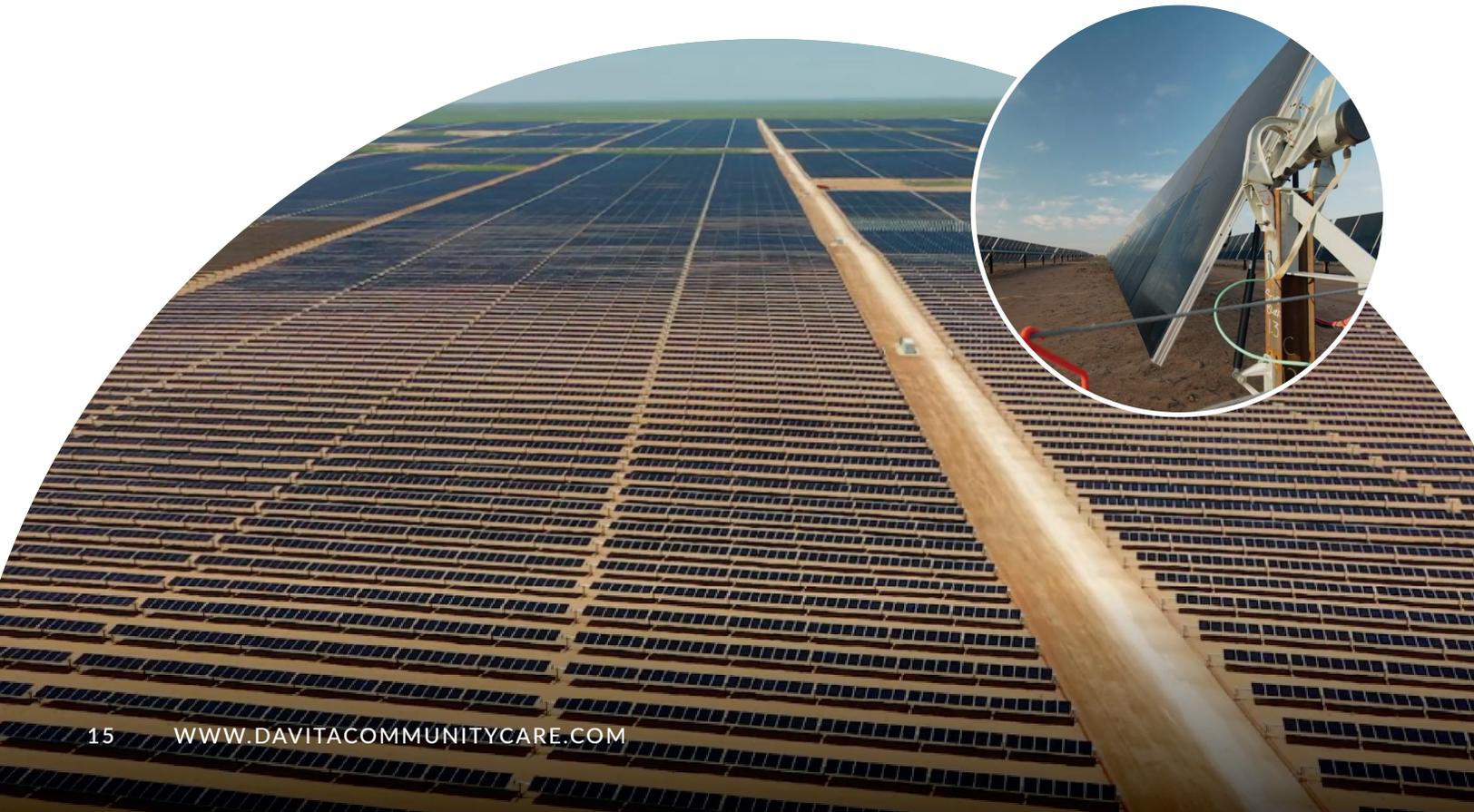
Net Zero Commitments

We are included in the White House and HHS health care sector commitment to net zero scope 1 and 2 emissions by 2050. We are proud of the emissions reductions we have achieved thus far and are in the process of developing a roadmap to net zero.

Science-Based Climate Goals

A review by the Science Based Targets initiative (SBTi) verifies our climate targets are in line with the scale of reductions required to keep global warming from rising more than 1.5 degrees Celsius from pre-industrial levels. To meet these ambitious commitments, we have been improving the energy efficiency of our clinics, sourcing renewable energy and working with our vendors on their environmental commitments.

We remain proud that in 2022, we achieved our first science-based target, focused on reduction of our Scope 1 & 2 emissions, three years early.





Energy Reduction

Our building footprint includes 2,675 centers across the U.S. and 367 internationally¹. Over the past decade we have focused on energy efficiency improvements, including updating lighting systems to more efficient LED options and installing smart building controls. DaVita also upgrades water heaters and HVAC units to high-efficiency systems whenever replacements are required. Through this systematic approach to upgrades, the majority of our centers now have these energy efficient features.

¹ As of December 31, 2023

2,500+

centers with LED lighting

2,290+

centers with smart building controls



100% Renewable Energy in the US

In 2022 we achieved our 100% renewable energy goal for our U.S. locations for the entire year by utilizing two virtual power purchase agreements. Our agreements to purchase energy from newly built wind and solar farms continue to match the amount of electricity we use in our U.S. operations. Expanding upon this commitment, we have initiatives in place to be 100% renewable across our global operations by 2025.

Our first-ever net zero dialysis clinic, which features all-electric systems and solar panels on the rooftop and parking lot, is now operational. Learn more about our net zero clinic [here](#).



Water Reduction

Water is an important input to the dialysis process and we are committed to being good stewards of this resource. Our continued focus on water reduction throughout our operations included a water optimization and Top Water Users targeted reduction program.

Through these initiatives, we have saved more than 100 million gallons of water in 2023 and already achieved our 2025 goal of saving 240 million gallons of water since 2021. We will continue to look for opportunities to decrease our water consumption moving forward.



Teammate Involvement

Our teammates play an important role in our sustainability program. In 2023, teammates logged nearly 22,000 Green Actions, which are defined as intentional actions to improve the environment, reduce environmental impact, and/or learn something new or educate others about sustainability. We encourage involvement through Earth Day, sustainability events at our offices, and Green Action challenges.

Recognized for Leadership

Our sustainability practices have earned recognition from leading institutions.

- **Dow Jones Sustainability World Index:** For 6 years in a row DaVita was recognized by the Dow Jones Sustainability Indices for ESG performance.
- DaVita ranks number 24 on the **Green Power Partnership Fortune 500® Partners List** for renewable energy procurement, as of January 2024.
- We disclose our Climate Change and Water Security impacts through CDP, formerly known as the **Carbon Disclosure Project** — a global nonprofit that runs the world’s leading environmental disclosure platform. DaVita is the only North American health care provider to receive a climate change score in the highest “Leadership” category, with a score of “A-” in 2023.
- DaVita was recognized in USA Today’s first-ever **America’s Climate Leaders** list. The list recognizes U.S. companies that have demonstrated the greatest reduction in emission intensity. This award highlights our ESG efforts as we continue to reduce greenhouse gas emissions.
- DaVita is a member of **RE100**, a global corporate renewable energy initiative bringing together hundreds of large and ambitious businesses committed to 100% renewable electricity.
- DaVita is a member of the **DOE (Department of Energy) Better Climate Challenge**, which challenges organizations to set ambitious, portfolio-wide GHG emission reduction goals.
- DaVita is listed in the **2024 Sustainability Yearbook**, which considered over 9,400 companies assessed in the 2023 Corporate Sustainability Assessment.



Additional Environmental Data

We report environmental data aligned with recommendations from the Task Force on Climate-Related Financial Disclosures (TCFD), a leading authority on environmental reporting. Details on our environmental footprint and supporting data can be found in our TCFD Report and Data Tables.



Caring for Communities

Our network of care reaches communities in every corner of the US and 11 countries around the world. In every community we touch, we are committed not only to giving outstanding health care service — but also to giving back.

DaVita Health Bus Tour

The 2023 DaVita Health Tour provided thousands of community members across the country access to free health screenings and education focused on kidney health.

The screenings and education helped individuals identify risk factors that may lead to chronic kidney disease, including obesity, diabetes and high blood pressure, a family history of kidney failure, and African American and Hispanic ethnicities.

Through the DaVita Health Tour, we aimed to increase kidney health awareness and education while bringing free health screenings to as many people as possible. Why? Because kidney health matters. Not just to us—to everyone.

Learn more about the health tour [here](#).

Collaborating with The American Diabetes Association

Chronic kidney disease (CKD) is common in people with diabetes, and both type 1 and type 2 diabetes can lead to kidney disease. To be able to reach more people with applicable education, we continued our work with and support for the American Diabetes Association (ADA).

In 2023 we are proud to have:

- Provided digital educational content aimed at helping those living with diabetes prevent and manage kidney disease
- Jointly published two diabetes and CKD-friendly cookbooks
- Collaborated on educational activities for Kidney Disease Awareness Month and American Diabetes Awareness Month

For more information visit diabetes.org/kidney



The DaVita Giving Foundation

The DaVita Giving Foundation is a national, impact-driven foundation focused on health care, social determinants of health and kidney disease. In alignment with our caring ethos and larger ESG goals, the DaVita Giving Foundation is another way we work to extend the reach of our positive influence on human health.

- Through support from the foundation, the Food is Medicine Coalition provided 140,000+ medically tailored meals to people with food insecurity and medical nutrition needs, including individuals living with end stage kidney disease.
- The DaVita Giving Foundation awarded Western Governors University's (WGU) Michael O. Leavitt School of Health (LSH) a \$1 million grant over the next three years to support more than 1,500 nursing students in Start Early, a program co-created by DaVita Inc. and WGU to help increase nursing degree completion at the university nationwide. Learn more [here](#).

Volunteering: Teammates in Action

Throughout 2023, our teammates gave back by volunteering to help causes aligned to DaVita's work and mission.

- Our dietitians volunteered to review kidney-friendly recipes to share with ADA's online community
- Teammates lent their skills in the fight to stop diabetes and kidney disease through awareness, prevention and management activities
- Teammates assembled sports equipment for thousands of young people to help them have the tools and equipment needed to live healthy, active lives

43,000+ hours volunteered by DaVita teammates in 2023

Minority Lending Initiative

In 2021, we made a \$15 million Transformational Deposit into HOPE Credit Union, which provides banking services and loans to underserved communities. In 2023, we continued our investment with HOPE, which supports home and small business ownership for thousands of residents historically lacking financial service access in the southeastern United States. We also donate back the interest earned on the deposit back to HOPE to further support its impact lending.



Beyond Our Borders

Bridge of Life®

Bridge of Life (BOL), an independent 501(c)(3) public charity founded by DaVita Inc., is an international nonprofit organization working to strengthen healthcare globally through sustainable programs that treat and prevent chronic disease. BOL's vision is a world where all human beings have access to quality healthcare. Each year, DaVita teammates contribute clinical skills, labor and resources to enhance BOL's work in underserved countries around the world.

2023 DaVita Teammate Volunteer Support

More than 6,000 teammates supported Bridge of Life's work through:

- Participating in events such as Move it With Purpose to raise funds for BOL programming
- Volunteering to sort medication, assemble health kits and create patient care packages
- DaVita teammates also traveled with Bridge of Life on international service trips to strengthen kidney care worldwide

2023 Impact Highlights

Improving Kidney Care

- BOL trained 500 dialysis technicians and clinicians to improve dialysis treatment and care for approximately 4,000 dialysis patients in low and middle-income countries
- BOL supported pediatric patients in Guatemala by providing 25 AV Fistula surgeries and by building PD rooms for home dialysis treatment for children living in rural areas

Kidney Disease Prevention

- BOL trained more than 200 nurses, primary care doctors and community health workers in five countries on chronic kidney disease (CKD) prevention and early detection, and screened over 2,500 people for hypertension, diabetes and CKD
- BOL provided ongoing health education, health testing and access to medication to more than 650 patients identified as high-risk
- BOL recognized World Health Days, held community-wide health activities and increased awareness on chronic disease prevention for thousands of people in the participating communities

Supporting Health Centers

- BOL delivered medical supplies and equipment to under-resourced hospitals, clinics and community health centers in nine developing countries. Donations included health kits, screening supplies & equipment, dialysis supplies and surgical supplies

Read more about the impactful work of Bridge of Life [here](#).



Doing What's Right

We are committed to doing the right thing and conducting business activities with the highest standards of integrity. We are committed to compliance with our policies and applicable laws and regulations. Learn more about our [code of conduct](#).

Not only does DaVita's compliance program help teammates navigate regulations, but it also helps teammates keep compliance top of mind and hold themselves accountable to certain ethical standards. For example, in 2023 we communicated to teammates about compliance and ethics topics more than 300 times, using approximately 30 different channels. In addition, more than 60 of those communications focused explicitly on ethics and our commitment to doing the right thing.

We continue to assess teammate perception of DaVita's culture of compliance and take action to address the feedback. We will continue to work to reinforce our commitment to compliance to all teammates and continue to measure the results through teammate surveys.

Training & Transparency

All teammates, guest teammates, medical directors, joint venture partners, as well as certain select vendors and other third parties, as required by contractual obligation, must complete DaVita's compliance training every year. This training is a critical foundation of our compliance program.

In 2023 DaVita continued to administer a learning assessment to all teammates at the end of general compliance training. The compliance department then used this data for targeted education to individual teammates who demonstrated gaps in key compliance proficiencies, providing personalized learning aids to supplement their compliance knowledge and awareness.



Our Commitment to Human Rights

We are committed to respecting human rights across our value chain, as defined by the UN Guiding Principles on Business and Human Rights.

In 2022, we worked with a third-party expert consultancy to conduct a human rights impact assessment to learn more about the potential opportunities and risks relating to human rights within our global operations. The corporate-wide assessment covered the full scope of our supply chain, products and services, and operations.

Our assessment methodology included desk-based research, internal and external stakeholder interviews, and detailed analysis of salient issues and management processes. We have identified the following key groups across our value chain: our patients, teammates, third party workers, our supply chain, community and society, and clinical trial participants.

We used the assessment to inform our continued efforts in support of human rights across our value chain.

Learn more about our [human rights commitment](#).

Progress Report: Our 2025 Goals

In 2021, we published a series of ESG goals to achieve by 2025, many of which are aspirational, and the hard work it will take to meet them has only begun. While we recognize that it may be difficult to achieve some of these ambitious goals during the timeframe, we believe there is value in striving for them. The table below provides disclosure of our achievements to date.

	2025 Goal	2023 Progress
 <p>Patient Care</p> <p>Provide industry-leading care so that our patients can live their best lives</p>	Lead the industry in external quality ratings	For the eight most recently reported years, we have continued as an industry leader under CMS' Five-Star Quality Rating System ¹
	25% of patients choose to dialyze at home ²	Over 15% of patients are dialyzing at home, as of December 31, 2023
	Achieve greater health equity for our patients	Launched a Transplant Health Equity pilot; Continued health equity and social drivers of health interventions in select cities
	Patient Net Promoter score (NPS) of 50 or higher	NPS score of 61 from dialysis patients
	Educate more than 100,000 patients in a Kidney Smart class	37,000+ people attended a Kidney Smart class in 2023; 101,000+ people have attended a Kidney Smart class since 2021

1. According to October 2023 data (for 2022 year), the most currently available data, from the [Centers for Medicare & Medicaid Services' Five-Star Quality Rating System](#)
 2. Modality selections and decisions related to a patient's care are always made by the attending nephrologist and patient, and provided pursuant to a physician's order

 <p>Teammate Engagement</p> <p>Be recognized as a best-in-class employer of choice¹</p>	Teammate engagement score of 84% or higher	Our 2023 average teammate engagement score was 80%
	Sustain equal pay for equal work	We continue to invest in a proactive approach to equitable pay. We systematically define, monitor and act upon outliers within our aligned pay structures as we strive to ensure equitable pay over time.
	Meet or exceed EEO-1 benchmarks for all levels	We meet or exceed 64% of EEO-1 benchmarks ²

1. Data from Teammate Engagement Section above includes U.S. teammates only.
 2. Data is aggregated and reported out to align with our organizational structure, where we create differentiation between managers and directors. We hold each of those populations to the same EEO-1 benchmark standard. Data as of 12/31/23.

	2025 Goal	2023 Progress
 <p>Teammate Engagement</p> <p>Be recognized as a best-in-class employer of choice¹</p>	Provide learning and development programs to more than 95% of teammates each year	~100% of teammates attended a learning and development program through our online suite of courses ³
	Increase participation to 50% of teammates participating in health and well-being programming	Approximately 51% of teammates participated in a health and well-being program in 2023
	Maintain focus and leadership on belonging	Our 2023 Belonging score was 81%, based on our 2023 surveys. Our fourth annual Week of Belonging was held in November 2023.

3. Calculation excludes physicians and teammates on leave as of 12/31/2023.

 <p>Environmental Stewardship</p> <p>Reduce our carbon footprint in alignment with Science-Based Targets</p>	100% powered by renewable energy globally ¹	U.S. operations are 100% powered by renewable energy through our virtual power purchase agreements. Global operations are 89% powered by renewable energy.
	Reduce carbon emissions by 50% ²	73% reduction of scope 1 and 2 emissions, as of December 31, 2023
	Save 240 million gallons of water	More than 100 million gallons of water saved in 2023. More than 251 million gallons of water saved since 2021 ³
	Implement recycling at 100% of U.S. facilities ⁴	Recycling is implemented at more than 55% of our U.S. facilities. ⁵
	Vendors representing 70% of supply chain emissions set climate change goals ⁶	Vendors representing 45% of our scope 3 emissions have set a science-based target.
	Teammates to complete 70,000 Green Actions ⁷	~22,000 Green Actions were completed in 2023; ~36,800 Green Actions completed since 2021.

1. Via on-site renewable energy and/or virtual Power Purchase Agreements

2. As compared to 2018 baseline

3. Calculated based on gallons per treatment savings from clinics with water efficiency projects implemented

4. Where local recycling is available and permitted at our premises

5. Includes domestic kidney care centers with confirmed recycling services

6. See page 45 for more detail

7. A Green Action is complete when any global teammate does something to improve the environment, reduce environmental impact, and/or learn something new or educate others about sustainability. 1 volunteer hour equates to 1 Green Action.

 <p>Healthy Communities</p> <p>Spread ripples of citizen leadership throughout our local communities</p>	2025 Goal	2023 Progress
	125,000 hours of volunteerism	~43,000 volunteer hours were completed in 2023; ~88,000 hours have been completed from 2021 through 2023.
	Enhance our impact through strategic giving focus areas	DaVita Giving Foundation supports strategic giving. The foundation focuses in the areas of health care, social drivers of health and kidney disease.

 <p>Leading with Integrity and Accountability</p> <p>Do the right thing by operating from a foundation of compliance and ethics</p>	Ensure that compliance remains an enterprise priority by maintaining a strong culture of compliance	We will continue to work to reinforce our commitment to compliance to all teammates and continue to measure the results through teammate surveys and take action to address opportunities identified in the survey results.
	Continue to ensure that teammates and directors complete compliance training and review the code of conduct annually	99.9% of teammates and directors completed annual compliance training. 99.9% of teammates reviewed the code of conduct.
	Continue to ensure that new teammates complete compliance training and review the code of conduct within 60 days of hire	99.5% of new teammates and directors completed compliance training within 60 days of hire. 99.6% of new teammates reviewed the code of conduct within 60 days of hire.
	Continue to ensure that all medical directors and joint venture partners receive annual compliance training	95.4% of medical directors and joint venture partners completed annual compliance training.

Our 2025 ESG Goals reflect our voluntary alignment with several of the Sustainable Development Goals (SDGs) adopted by all United Nations Member States in 2015. The SDGs are a call for action by all countries to promote prosperity while protecting the planet. They are part of the United Nations’ 2030 Agenda for Sustainable Development, which sets out a 15-year plan to achieve the SDGs. As a global citizen, DaVita is committed to helping reach these goals. Accordingly, our 2025 goals align with several of the SDGs, including Goal 3: Good Health and Well-Being, Goal 8: Decent Work and Economic Growth and Goal 13: Climate Action.

2023

ESG Data Tables

SASB Metrics & TCFD Report



SASB Healthcare Activity Metrics

DaVita (NYSE: DVA) is a health care provider focused on transforming care delivery to improve quality of life for patients globally. The company is one of the largest providers of kidney care services in the U.S. and has been a leader in clinical quality and innovation for more than 20 years. DaVita cares for patients at every stage and setting along their kidney health journey—from slowing the progression of kidney disease to helping to support transplantation, from acute hospital care to dialysis at home.

As of December 31, 2023, DaVita served approximately 250,200 patients at 3,042 outpatient dialysis centers, of which 2,675 centers were located in the United States and 367 centers were located in 11 other countries worldwide. DaVita has reduced hospitalizations, improved mortality, and worked collaboratively to propel the kidney care industry to adopt an equitable and high-quality standard of care for all patients, everywhere.

To learn more, visit [DaVita.com/About](https://www.davita.com/About).

About This Report

In addition to providing wide-ranging disclosure on our website regarding our approach to environmental, social and governance factors, we are providing the following disclosures, aligned with the SASB Health Care Delivery industry standard. Unless otherwise indicated, the data included in this report is presented as of December 31, 2023 and refers to our U.S. operations. We undertake no obligation to update this information, except as may be required by law. More data can be found at [davitacommunitycare.com](https://www.davitacommunitycare.com).

Quality of Care and Patient Satisfaction	2023 Data	SASB Code
Number of serious reportable events	Not applicable – DaVita provides dialysis and lab services, and is not a hospital	HC-DY-250a.2
Hospital-acquired condition rates per hospital	Not applicable – DaVita provides dialysis and lab services, and is not a hospital	HC-DY-250a.3
Number of (1) unplanned and (2) total readmissions per hospital	Not applicable – DaVita provides dialysis and lab services, and is not a hospital	HC-DY-250a.6

Access for Low Income Patients	2023 Data	SASB Code
Discussion of strategy to manage the mix of patient insurance status	See description below	HC-DY-240a.1

DaVita aims to empower patients to make the insurance choice patients deem to be right for themselves by providing objective and fact-based education on available insurance options. While DaVita teammates do not make insurance recommendations to patients, DaVita social workers and insurance educators do provide patients with information, tools and resources to enable patients to conduct their own research and make well-informed insurance decisions.

Providing care for uninsured patients: Each year, thousands of individuals without health insurance receive dialysis care from DaVita. As a DaVita patient, these individuals receive in-depth information from DaVita social workers and insurance educators regarding all potentially available insurance options. As of 2021, over 75% of these patients are able to subsequently secure health insurance coverage during their course of treatment at DaVita.

Providing charity/indigent care programs: Using consistent and well-established patient financial criteria, DaVita provides low-cost or no-cost care to patients who are unable to afford copays, coinsurance, or other insurance cost-sharing elements. Through DaVita’s “Patient Financial Evaluation” program, DaVita establishes affordable and consistent payment plans for patients.

Helping connect patients with government and non-profit resources: DaVita social workers and insurance educators help educate and connect patients with local, state, and national programs aimed at providing insurance education and support. These include organizations such as State Health Insurance Assistance Programs, the Social Security Administration, state Medicaid programs, insurance marketplaces, and charitable organizations. By doing so, patients are empowered to perform their own research into insurance plans and support programs that patients determine best meet their individual needs and preferences.

Educating patients on available insurance options: Depending on individual patient circumstances, patients may gain or lose eligibility for certain forms of insurance while receiving care at DaVita. For instance, most patients who do not already have Medicare become eligible for Medicare as dialysis patients. At times, patients may lose access to Medicaid or employment-based commercial insurance coverage. DaVita social workers and insurance educators follow consistent processes to ensure patients who gain or lose access to insurance during their course of treatment at DaVita receive timely information on available insurance options and actions to take if patients choose to enroll in new insurance.

Patient Privacy & Electronic Health Records	2023 Data	SASB Code
Description of policies and practices to secure customers' personal health data records and other personal data	DaVita has an overarching principles-based (see next section below) global enterprise privacy policy that governs DaVita’s collection, use, and sharing of employee, customer, and patient PII and PHI. DaVita also has privacy policies and procedures in place that flow from the enterprise privacy policy. These policies and procedures inform employees and contractors how to access, manage, and secure PII and PHI in compliance with DaVita’s standards and applicable laws. See below for more information	HC-DY-230a.2
(1) Number of data breaches, (2) percentage involving (a) personal data only and (b) personal health data, (3) number of customers affected in each category, (a) personal data only and (b) personal health data	DaVita reports information regarding privacy or cybersecurity incidents to individuals and to state, federal and international data protection regulators as required by applicable laws	HC-DY-250a.3
Total amount of monetary losses as a result of legal proceedings associated with data security and privacy	DaVita reports information regarding privacy or cybersecurity incidents to state, federal, and international data protection regulators as required by applicable laws.	HC-DY-230a.4

DaVita Privacy Principles

DaVita's Enterprise Privacy Policy sets the minimum standards for the handling of Personal Information (as defined therein) under DaVita's custody or control. DaVita has adopted the following privacy principles that help us guide the development of our policies, procedures and practices:

Accountability: We define, document, communicate, and assign responsibility for our privacy and data protection policies and procedures. We provide regular training and education for our employees on relevant state, federal and international laws and regulations including, but not limited to, HIPAA, GDPR, and CCRA.

Notice: We provide notice regarding our privacy practices and we identify the purposes for which Personal Information is collected, used, retained and disclosed.

Choice and Consent: We provide individuals with the opportunity to reasonably determine whether and how we use Personal Information, and with whom it can be disclosed. We describe the choices available to the individual, and where appropriate, we obtain implicit or explicit consent with respect to the collection, use and disclosure of Personal Information.

Collection, Use & Disclosure: We limit the collection, use and disclosure of Personal Information to that which is relevant for the purpose(s) needed/required.

Data Retention and Disposal: We retain Personal Information in accordance with DaVita's Records Retention Policy and Schedule. Personal Information is thereafter appropriately disposed of in accordance with our secure disposal procedures.

Access & Correction: We provide individuals with access to Personal Information about them for review, correction, or deletion, if inaccurate.

Transfer & Disclosure to Third Parties: We apply the Privacy Principles wherever Personal Information is transferred to, including across national borders, to third parties who support our business, and to partners with whom we do business.

Security for Privacy: We protect Personal Information against loss, misuse, or unauthorized access, use, disclosure, alteration, or destruction by using reasonable and appropriate technical, physical and administrative safeguards.

Data Integrity: We strive to ensure that Personal Information is accurate, complete and relevant for the purpose for which it is to be used.

Monitoring and Enforcement: We monitor, test, and remediate evidence of non-compliance with our privacy policies and procedures, and we follow documented procedures to address privacy- and security-related incidents, complaints and disputes.

Additional Privacy & Data Security Information

Information Security Policies and Systems Maturity Assessment: External independent maturity assessments of information security policies are conducted at least once every two years.

Governance: One of the primary responsibilities of the Audit Committee is to oversee our policies and programs with respect to enterprise risk assessment and enterprise risk management, including the risks related to privacy and data security (including, for the avoidance of doubt, cybersecurity). Other cross-functional internal groups and committees assist and oversee in the governance of privacy and information security practices at DaVita, such as DaVita's Privacy and Information Security leadership teams. This joint team is focused on enterprise policies and governance, which in turn helps manage risk by cascading new policies, among other things.

Training: All teammates (employees), including contractors, are provided with annual training on information security and privacy-related risks and procedures. All teammates are required to take an annual training on HIPAA requirements and best practices that tests their knowledge on respecting and safeguarding PHI in addition to other important aspects of the HIPAA Privacy and Security Rules. In addition, some teammates are required to participate in further trainings that cover general privacy and information security awareness and principles. Training is mandatory for all new hires, and for teammates thereafter on an annual basis. Training completion is monitored and tracked for each teammate, and appropriate corrective action is taken if not completed.

Management of Controlled Substances	2023 Data	SASB Code
Description of policies and practices to manage the number of prescriptions issued for controlled substances	Not applicable – At this time, DaVita does not administer controlled substances in its clinics	HC-DY-260a.1
Pricing & Billing Transparency	2023 Data	SASB Code
Description of policies or initiatives to ensure that patients are adequately informed about price before undergoing a procedure	Billing and Insurance FAQs	HC-DY-270a.1
Discussion of how pricing information for services is made publicly available	Billing and Insurance FAQs	HC-DY-270a.2
Number of the entity's 25 most common services for which pricing information is publicly available, percentage of total services performed (by volume) that these represent	Not applicable	HC-DY-270a.3
Fraud & Unnecessary Procedures	2023 Data	SASB Code
Total amount of monetary losses as a result of legal proceedings associated with medical fraud	DaVita discloses all material settlements in its periodic and/or current reports, as applicable, which are required to be filed with the U.S. Securities and Exchange Commission under applicable rules and regulations. For the reporting period, DaVita did not incur material monetary losses as a result of legal proceedings associated with medical fraud.	HC-DY-510a.1

Employee Health and Safety	2023	SASB Code
(1) Total recordable incident rate (TRIR) for (a) direct employees and (b) contract employees	DaVita is not publicly reporting this information at this time	HC-DY-0320a.1
<p>Description of Occupational Health and Safety (OHS) management system</p> <p>DaVita is committed to supporting the health and safety of our teammates, contractors and other individuals under our supervision. We aim to continually improve our OHS performance, by regularly evaluating our program for effectiveness, and making changes to the program as needed to maintain a safe and healthy workplace. Our senior leaders endorse the implementation of our OHS commitment and provide support for this important work.</p> <p>Our OHS system includes the following components:</p> <ul style="list-style-type: none"> ● Risk and hazard assessments ● Prioritization and integration of action plans ● Integration of actions to prepare for and respond to emergency situations ● Evaluation of progress and program effectiveness in reducing health issues ● Internal monthly inspections ● Seeking third party consultation for safety program compliance and effectiveness ● Procedures to investigate work-related injuries, ill health, diseases and incidents ● OHS training provided to new and existing teammates to raise awareness and reduce operational health and safety incidents ● Communication and data accessibility with both center managers and senior leadership on safety program components and awareness around injury loss drivers <p>For more information please see our code of conduct</p>		

Employee Recruitment, Development, and Retention	2020	2021	2022	2023	SASB Code
Description of talent recruitment and retention efforts for health care practitioners	See our 10-K Human Capital Management section, the Teammate Engagement section above, and metrics below.				HC-DY-330a.2
Employee engagement scores ¹	86%	84%	78%	80%	
Engagement score participation data (% of U.S. teammates)	73%	71%	69%	79%	
Average training hours per employee	16.7	24.7	26.7	42.2	
Number of new employee hires ²	13,800	17,900	22,800	20,700	
Number of full-time teammates				52,228	
Number of part-time teammates				5,532	
Diversity & Belonging	2020	2021	2022	2023	
Percentage of women in senior management				41%	
Percentage of women in middle and other management				72%	
Percentage of women in non-managerial positions				79%	
Percentage of women in IT / engineering roles				35%	
Percentage of women of new hires				83%	
Percentage of women of total promotions				81%	
Percentage of women attrition				82%	
EEO-1 Report		Link	Link	Link	
Learn more information about our commitment to Diversity and Belonging here .					

¹We send a teammate engagement survey to all teammates at least annually that covers topics such as Engagement, Belonging, Enablement, Teammate Experience, and Manager Effectiveness.

²2023 data excludes guest teammates

Teammate & Family Benefits and Wellness Programs

We provide an extensive platform of support programs and benefits to help teammates thrive. Highlights include:

- **Teammate Assistance Program** offering a broad range of counseling services for health and life challenges.
- **Short & Long term disability** for full-time and part-time teammates and Life/AD&D coverage at both the basic and supplemental levels.
- **Flexible work schedules and telecommuting options** may be available, dependent upon position and at the discretion of the supervisor.
- **Family support programs** that include family care programs for backup child and elder care through our partnership with Bright Horizons. Teammates can use one of our contracted network providers and are offered 10 days of back-up care, per family, in a calendar year. The back-up care program includes using Bright Horizons centers or having a caregiver come to a teammate’s home. DaVita also offers ongoing care discounts of 10%-20% at selected providers.
- **Parental leave programs:** In addition to FMLA, teammates can receive six weeks paid leave at 80% (up to \$1,000 a week), or benefits-eligible teammates can choose to receive a \$2,500 cash gift instead of taking leave. The leave can be taken intermittently in one week increments with manager approval, and teammates can choose to supplement PTO up to 100% of pay.
- **Additional family support programs** include access to educational and financial advising for teammates’ children heading to college through College Coach, support for parents with a range of educational, developmental and social challenges, and Milk Stork, a milk-delivery service for nursing moms who travel for work.

More information can be found at careers.davita.com/benefits

Performance Appraisals: DaVita teammates can receive feedback on their performance through a variety of mechanisms. Teammates should receive an annual performance review which includes an evaluation of what they accomplished the previous year, a summary of their top strengths and opportunity areas, an assessment of how they live our core values and two to three goals for the coming year. The process includes a self-assessment. We also encourage leaders to provide “in the moment” feedback to support growth and learning as well as regular development check-ins. Select development programs also include a 360 feedback assessment.

Environmental Stewardship

Energy Management	2020	2021	2022	2023	SASB Code
Total Energy Consumed (MWh)	923,293	955,204	884,946	861,242	HC-DY-130a.1
Data coverage for Energy Consumed (as a % of global operations)			100%	100%	
MWh from fuel	309,588	341,700	303,823	290,532	
MWh from purchased or acquired electricity	612,962	612,761	580,259	570,710	
MWh from self-generated renewable electricity ¹	743	743	864	257	
Percentage of total energy from renewable sources	15%	35%	59%	59%	HC-DY-130a.1
MWh from non-renewable sources	783,091	623,118	361,140	351,615	
MWh from renewable sources	140,202	332,086	523,806	509,627	

Waste Management	2020	2021	2022	2023	SASB Code
Total waste output (short tons)	110,052	111,637	119,757	116,062	
% data covered for total waste output; weighted	60% of U.S. operations	74% of U.S. operations	68% of U.S. operations	70% of U.S. operations	
Municipal solid waste (short tons)	69,232	73,181	77,636	77,390	
Medical waste, excluding pharmaceutical waste (short tons)	36,702	35,246	34,523	34,376	
Hazardous pharmaceutical waste (short tons)	0.199	0.041	0.000	0.000	
Non-hazardous pharmaceutical waste (short tons)	2.682	1.371	0.049	0.003	
E-waste (short tons)	26	50	42	17	
Other (short tons)	4,569	3,159	7,556	4,279	
Waste by Disposal Methods					
Total waste output (short tons)	110,052	111,637	119,757	116,062	
Landfilled (short tons)	86,284	87,277	87,517	87,048	
Recycled (short tons)	23,420	23,798	30,075	26,766	
Composted (short tons)	347	562	1,067	1,155	
Incinerated (short tons)	0	0	1,098	1,093	
Medical and Pharmaceutical Waste Detail					
% medical waste landfilled	96%	96%	97%	95%	HC-DY-150a.1
% medical waste recycled	0%	0%	0%	2%	
% medical waste incinerated	4%	4%	3%	3%	
% non-hazardous pharmaceutical waste incinerated	100%	100%	100%	100%	HC-DY-150a.2
Water Management	2020	2021	2022	2023	SASB Code
Total amount of water withdrawals	4.976 billion gallons 22,622 megaliters	4.745 billion gallons 17,960 megaliters	3.877 billion gallons 14,674 megaliters	3.856 billion gallons 14,593 megaliters	

Greenhouse Gas Emissions	2020	2021	2022	2023	SASB Code
Scope 1 emissions (metric tons of CO2 equivalents)	60,753	66,959	60,589	59,569	HC-DY-130a.1
Scope 2 emissions (metric tons of CO2 equivalents)	Location-based: 229,252 Market-based: 161,076	Location-based: 217,975 Market-based: 110,687	Location-based: 211,606 Market-based: 18,561	Location-based: 206,214 Market-based: 19,872	
Scope 3 emissions (metric tons of CO2 equivalents)	1,316,324	1,303,046	891,799	705,383	
Climate Change Impacts on Human Health & Infrastructure	2023				SASB Code
Description of policies and practices to address: (1) the physical risks due to an increased frequency and intensity of extreme weather events and (2) changes in the morbidity and mortality rates of illnesses and diseases, associated with climate change and (3) emergency preparedness and response	See our TCFD report below and our CDP response for more information.				HC-DY-450a.1

¹ Several monitoring systems that track our self-generated renewable energy were off-line during the reporting year 2023. This limited the amount of the data available to report the energy generated by these systems in 2023.

More details on our environmental disclosures can be found in our public [CDP response](#).

TCFD Report

About This Report

DaVita has prepared this report to disclose its actions around climate governance, strategy, risk management, and metrics and targets in line with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). This TCFD report includes results of DaVita’s geographic risk screening exercise against physical and transition risks to our global outpatient dialysis centers and key suppliers. DaVita has approved science-based targets to ensure that our GHG emissions reductions targets are in line with global commitments to help the world’s efforts to limit global warming to 1.5 degrees Celsius or less.

Executive Summary

DaVita recognizes our responsibility to be an active contributor to global climate efforts, including deep decarbonization and investments in the resiliency of our facilities and communities. We have prepared this TCFD report as part of a company-wide initiative to proactively assess, identify and manage climate-related risks and identify and pursue opportunities to improve operational resiliency.

Governance

The Nominating and Governance Committee of the Board oversees DaVita’s activities, policies and programs related to environmental sustainability and governance matters, including climate-related risks and opportunities. In addition, the Audit Committee of the Board oversees our Enterprise Risk Management program and significant risk areas for DaVita, which may include climate related risks to the extent material. The management Environmental, Social and Governance (ESG) Steering Committee regularly reports to the Nominating and Governance Committee and also gives the full Board an ESG update at least annually. Management also reports on enterprise risks to the Audit Committee on a quarterly basis, and to the full Board annually. Management periodically reports to the Audit Committee on the process for ESG-related public reporting, including reporting controls.

Strategy

DaVita believes it is well positioned to manage through the energy transition necessary to meet global climate goals given that it has adopted approved science-based targets for its Scope 1, 2, and 3 Greenhouse Gas (GHG) emissions. Our emissions targets are in line with global commitments that are intended to help the world limit global warming to 1.5 degrees Celsius or less. Through a third party analysis, DaVita has identified important risks for management based on a portfolio risk assessment of our more than 2,800 U.S. and 300 international outpatient dialysis centers (as of 12/31/21) and key supply chain partners:

Time Horizon	Most Important Physical Risks for Active Management
Short Term (0-2 years)	Flooding from extreme rain, coastal floods, and hurricanes; wildfires and air quality issues
Medium (2-10) and Long Term (10-30 years)	Acute: Extreme weather (e.g., wildfires) Chronic: Sea level rise/coastal flooding and heat waves

Management

DaVita has been proactively managing and measuring GHG emissions for several years, and has management strategies and plans in place to help achieve our emissions reduction targets. Similarly, several years ago Emergency Management identified climate-related factors as emerging risks for management to monitor. Emergency Management works proactively on issues in the context of climate change, including mitigation of the impact of future emergencies such as water shortages, power outages, and high water events that may be increased in severity by climate change.

DaVita uses findings of its climate-related risk assessments to help support active management of climate-related risks. For example, flooding from extreme rain, coastal floods, and hurricanes represents a short-term potential risk. Accordingly, we plan to explore flood resilient design options for treatment centers, as well as lower cost interventions such as backflow prevention devices, to determine the effectiveness of these and other strategies. Proactive and comprehensive flood risk management can help reduce missed treatments during severe weather events and help to support continued care for our patients.

Metrics and Targets

DaVita tracks several climate-related metrics and targets, including approved science-based targets. More detail is available in the metrics and targets section of this report.

TCFD Report - Full Report

Governance

Disclose the organization’s governance around climate-related risks and opportunities.

A. Describe the Board’s oversight of climate-related risks and opportunities.

DaVita is committed to elevating the health and quality of life of patients around the world. Many of DaVita’s services are essential, including dialysis, which is a life-sustaining treatment for patients experiencing End Stage Kidney Disease (ESKD). As such, DaVita works to mitigate risks that may cause a disruption or delay in this treatment. The Nominating and Governance Committee of the Board oversees DaVita’s activities, policies and programs related to environmental sustainability and governance matters, including climate-related risks and opportunities.

In addition, the Audit Committee of the Board oversees DaVita’s Enterprise Risk Management program and significant risk areas for DaVita, which may include climate related risks to the extent material. The management Environmental, Social and Governance (ESG) Steering Committee regularly reports to the Nominating and Governance Committee and provides an ESG report to the full Board at least annually. Management also reports on enterprise risks to the Audit Committee on a quarterly basis, and to the full Board annually. Management periodically reports to the Audit Committee on the process for ESG-related public reporting, including reporting controls.

B. Describe management’s role in assessing and managing climate-related risks and opportunities.

The management ESG Steering Committee provides guidance on strategies and disclosures for our ESG initiatives. The committee is comprised of leaders across the business to represent various perspectives and stakeholders, and aligns strategies across the company.

DaVita’s Energy and Sustainability Department oversees DaVita’s environmental goals and the strategies and initiatives implemented in conjunction with many other teams, including Facilities, Biomedical, Construction and Design and others. This includes management of climate-related risks and opportunities. We have established two key performance indicators for 2025 that are verified science- based targets, in addition to a goal to be 100% powered by renewable energy, including through the use of virtual power purchase agreements. Progress against these targets, along with full accounting of Scope 1, 2, and 3 emissions, is reported within our ESG report and to the Carbon Disclosure Project (CDP) annually.

Members of our Energy and Sustainability Department prepare and provide project updates, goal progress measurement, and other relevant information to be reviewed by the Board. The Executive Sponsor of the ESG Steering Committee presents information gathered by the energy and sustainability department to the Board.

DaVita’s Business Continuity (BC), Emergency Management (EM), and Facilities teams are responsible for the management of physical risks across DaVita’s outpatient centers.

Strategy

Disclose the actual and potential impacts of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning.

A. Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.

The DaVita management teams described above have identified several climate-related risks and opportunities for the company, including through the third party analysis and assessment described herein. Climate and weather-related physical stresses on facilities and infrastructure are growing as the world continues to exhibit the growing impact of climate change; if not properly managed, these stresses may impact DaVita’s ability to consistently deliver quality patient care. Further, heat-related illnesses may impact DaVita’s patients in the long term. Finally, we recognize the risk of social unrest and disruption as a potential impact of climate change that may affect business operations and work to develop emergency management plans for such events.

DaVita believes that the energy transition necessary to achieve global climate goals represents an opportunity for the business. We have set a goal to transition our facilities to 100% renewable energy by 2025 and already completed said transition for facilities located in the United States (“U.S.”) in 2021. In 2021 DaVita U.S. reached its goal to be 100% powered by renewable energy. Through a virtual power purchase agreement, our agreements to purchase energy from wind and solar farms now create as much clean energy annually as the amount of electricity we use in our U.S. operations. DaVita aims to accomplish 100% renewable energy procurement at all facilities worldwide by 2025.

For the purposes of this TCFD assessment, DaVita defines the short term as the next 24 months; medium term as 2-10 years from now; and long-term as 10-30 years from now. Business planning horizons beyond 10 years are more challenging to forecast for DaVita given the difficulty of planning for unknown market, health, and regulatory environments. As such, we focused our first assessment of risks and opportunities on targeted geographic screening of assets and supply chain against physical and transition risks, knowing that the existing trajectory of physical climate impacts is largely locked in for the next 20-30 years regardless of global emissions scenarios.

Over the short term, DaVita’s most important climate-related risks include, among others:

1. Acute physical risks: wind and flood impacts from extreme rain, coastal flooding, and the increasing intensity of hurricanes may impact the operations of or access to our centers, the operations of our clinical laboratory or the operations of our central business offices. Wildfires and the resulting air quality issues may also impact our operations. The potential consequence associated with impacts from these risks is expected to grow over time.
2. Regulatory transition risks: almost half of our U.S. locations are located in a state or city with local GHG reduction or renewable energy goals; and over half of international locations are in countries with ambitious national GHG reduction targets. Therefore, our portfolio is highly exposed to existing and future GHG regulations, which we expect will increase costs on businesses without stated and effective GHG management programs.

In the medium and long term, DaVita’s most important climate-related risks for active management include, among others:

1. Acute physical risks: as the effects of climate change continue to grow, DaVita’s exposure to the acute physical risks described in the short term will expand across its locations. The cumulative impact of repetitive damage may start to influence patient behavior and demographics (through climate-related migration and other factors) and may impact our ability to deliver services effectively. The growing prevalence of extreme weather events will likely place additional strain on electric power grids and physical infrastructure, disrupting the delivery of power, water, and sanitation to our locations. We expect that weather events such as hurricanes and wildfires will manifest in locations

where risk to these hazards was historically low and there may not be sufficient capabilities or infrastructure to withstand the impact of such hazards.

2. Chronic physical risks: While we consider acute physical risks to be the “shocks” of anticipated extreme weather, chronic physical risks represent stressors to the system over time. In particular, extreme heat and sea level rise represent important chronic physical risks to DaVita. According to the National Institutes of Health, extreme heat may accelerate patient comorbidities due to the effects of heat stress, which may be a particular concern for dialysis patients. While DaVita’s locations are largely unexposed to coastal flood hazards today, expected sea level rise will change this picture in the future. Daily tidal flooding in coastal areas will likely reduce the ability for patients to reach DaVita locations, even in DaVita’s physical locations that are less exposed to this risk.

DaVita’s climate-related opportunities align with our long-standing commitment to our Trilogy of Care: caring for our patients, each other and the world, and represent an area of strength for the company.

DaVita has identified two areas of climate-related opportunity, among others:

1. Emissions Reduction Activities: Reduce GHG emissions consistent with approved science-based targets; specifically, reducing 50% of operational emissions and ensuring that supply chain partners representing 70% of Scope 3 emissions set climate change goals by 2025. These commitments could help the world limit warming to 1.5 degrees Celsius.

2. Facility Resilience: Through ongoing evaluation of climate-related risks to our facilities, DaVita is positioned to improve continuity of care through better informed emergency and risk management and investments in resiliency. In the past year, DaVita has experienced impacts to our facilities primarily driven by extreme rain events, which overwhelm local stormwater systems and cause flooding within facilities. Using the results of the facility climate risk assessment, EM and DaVita will determine how best to align operational protocols and facility capital improvements in order to help mitigate identified vulnerabilities.

B. Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning.

To date, acute physical risks such as flooding from extreme rain have resulted in facility damage and business interruption costs for DaVita. When extreme rain events or hurricanes damage and flood our facilities, resulting facility downtime may impact the ability for patients to receive treatments. If there is limited ability to accommodate patients at other facilities or through home dialysis programs, the increased frequency of flood events could result in diminished health outcomes for patients and adverse financial impacts for DaVita. Based on current estimates, we do not expect the costs of potential facility damage and missed treatments resulting from flooding from extreme rain events and hurricanes to have a material adverse effect on DaVita’s business, financial condition, results of operation or cash flows over the next five years.

We see opportunities in addressing transition risks and reducing our global emissions footprint. GHG emissions reduction projects may reduce the organization’s exposure to fluctuations in the costs and availability of fossil fuels. Further, there are opportunities to enhance our operational resiliency as we help supply chain partners manage their own risk exposure to help prevent future supply chain disruptions.

These and other risks associated with delivery of essential medical supplies are considered in our procurement strategy: our procurement team evaluates a vendor’s ability to provide medical supplies in a range of situations with climate-related risks, including pandemics exacerbated by climate change and severe weather events. Our procurement team works closely with Emergency Management to help ensure that supplies are available for centers effected by severe weather events including flooding, fires, and severe storms.

We have evaluated climate-related impacts for key suppliers to determine where we may need to build additional redundancy in our supply chain going forward. Global supply chain challenges may result from acute or chronic physical impacts such as winter storms, extreme rain and flood events, and tornadoes, among other things. We are assessing ways to build additional redundancy in our supply chain to help better prepare for extreme weather events or other global events such as the COVID-19 pandemic. In addition, we are working towards having suppliers representing 70% of our scope 3 emissions have also set GHG emissions targets. This goal is part of our approved science-based target and represents an opportunity for DaVita and its suppliers to be market leaders and help ensure that our strategy is resilient against future regulations and evolving market expectations.

We believe that other identified potential financial impacts resulting from climate change are of lesser magnitude at this point in time, but include, among others:

- Increasing water costs due to water stress and drought; and
- Increased supplier costs due to carbon taxes such as the EU carbon border tax on incoming supplies.

Managing Climate Change Risk

Disclose how the organization identifies, assesses, and manages climate-related risks.

A. Describe the organization’s processes for identifying and assessing climate-related risks.

In 2021, DaVita engaged a third party to conduct a risk assessment of over 2,700 U.S. and 300 international outpatient dialysis centers and key supply chain partners. The third party assessed each DaVita asset against existing physical risks, including water stress, riverine/inland flooding, coastal flooding, and other extreme weather events such as heat and cold waves. The third party also analyzed all locations for regulatory transition risks related to GHG reduction commitments (including local net-zero targets) as well as carbon pricing regimes. Finally, DaVita evaluated the relative importance of the risk findings by assessing past consequences from various risks and forecasted the potential financial impacts of physical and transition risks on our enterprise.

A summary of our estimated short term exposure to physical risks is below, as a percentage of patient treatment centers exposed to each risk*:

Risk	U.S. sites exposed	International sites exposed
Tornadoes	33%	N/A (not in scope)
Heat Waves	18%	
Riverine and Inland Flooding	13%	3%
Coastal Floods and Hurricanes	9%	1%
Cold Waves	7%	N/A (not in scope)
Wildfires	2%	
Drought/Water Stress	1%	10%

* as of 2021

While we believe that it is important for our facilities to be aware of their individual physical risk exposure and plan accordingly, we assign relative importance to each risk based on known past facility impacts, which is how we determined the most important potential risks for active management, detailed below.

Time Horizon	U.S. sites exposed
Short Term	Flooding from extreme rain, coastal floods, and hurricanes; Wildfires and air quality issues
Medium and Long Term	Acute: Extreme weather (e.g. wildfires) Chronic: Sea level risk/coastal flooding and heat waves

In addition to the geographic risk screening, DaVita conducted a qualitative assessment of three climate scenarios based on the Intergovernmental Panel on Climate Change’s (IPCC) Fifth Assessment Report:

1. IPCC Representative Concentration Pathway (RCP) 2.6: in this scenario, countries and organizations deliver on ambitious emissions reduction commitments to keep global warming well below 2 degrees Celsius by 2100. We believe that we are well-positioned for this scenario given our robust, science-based GHG reduction goals that are consistent with this global outcome. However, the physical risks that we face today will continue to increase even under the most ambitious IPCC scenario and we expect that we will need to continue to invest in risk mitigation measures for our outpatient facilities.
2. IPCC RCP 4.5: in this scenario, a transition to a lower-carbon economy is delayed and global warming is limited to between 2 and 3 degrees Celsius by 2100. DaVita’s GHG targets position us as a “first mover” in this scenario. In this scenario, physical risks significantly increase over time for DaVita, with more locations becoming susceptible to the impacts of heat waves, cold waves, and hurricanes. We believe that we will need to increase resiliency investments in this scenario, particularly in flood prevention and the installation of backup power.
3. IPCC RCP 8.5: in this scenario, a “hot house world” is realized as countries and organizations continue the status quo; emission reduction targets are not realized and global warming reaches 4-5 degrees Celsius by 2100. According to the IPCC, this level of warming will have disastrous consequences for sea level rise and severely impact agricultural productivity, water availability, wildfires, and flooding. In this scenario, it is possible that we will need to consider human migration patterns and ultimately divest the riskiest assets that sustain repeated damage. In this high-emissions world, we expect that companies that have reduced their emissions will continue to reap reputational benefits from emissions reduction activities, even if those benefits are not matched by changes in the regulatory landscape. In this scenario, the physical risk consequences play out.

B. Describe the organization’s processes for managing climate-related risks.

We believe that it is important to leverage existing programs and new strategies to manage our most important climate-related risks.

Transition risks: We believe that our existing emissions reduction strategies and approved science-based targets position us well to manage transition risks across our physical asset portfolio and our supplier base. We expect that our investments in renewable energy, building efficiency, and process improvements will help us achieve our targets, and our robust supplier engagement programs will help our partners establish and achieve their emissions reduction targets.

Physical risks: DaVita’s Business Continuity (BC), Emergency Management (EM), and Facilities teams are responsible for the management of physical risks across DaVita’s outpatient centers. These teams’ deep engagement across our facilities has helped DaVita mitigate physical risks at treatment centers and provide continuity of care for years. BC considers climate-related vulnerabilities at each facility and has robust community partnerships in place with local Emergency Management Agencies (EMs) and healthcare coalitions to prepare for acute and chronic physical risks.

The BC Steering Committee, led by the BC team and comprised of senior leaders, including the GVP of Real Estate, Development and Facilities, reviews risk assessments and incorporates the findings into operational plans as appropriate.

DaVita Emergency Management assists with emergency preparedness and emergency response for the enterprise. DaVita Emergency Management works with facilities and employees to develop and test emergency plans, and provide support, as needed, during an emergency event. DaVita Emergency Management works to ensure that DaVita's facilities and employees are prepared to operate in a number of situations and takes an all hazards approach. Maintaining continuity of care for the patients is vital.

Many of DaVita's services are essential, including dialysis, which is a life-sustaining treatment for patients experiencing ESKD. As such, DaVita works to mitigate risks that may cause a disruption or delay in this treatment. As the climate changes and community tensions and unrest become more prolific, DaVita Emergency Management will continue to work to improve DaVita's vulnerability and response to hazards.

DaVita Emergency Management's primary objectives include:

- Emergency planning by identifying and mitigating our vulnerability to hazards
- Preparedness through comprehensive policy and procedures, training, and tools
- Providing integrated and coordinated response to emergency and disaster situations maintaining continuity of care for our patients
- Long-term recovery of services by working to restore normalcy and addressing the needs of our teammates, patients and community

DaVita Emergency Management authors and manages policies and procedures around hazards that are environmental, technological, and human-made. These include events that may create a disruption in dialysis treatment services, such as severe weather, wildfires, civil unrest, public health emergencies, utility shutdowns, and community infrastructure failure.

DaVita Emergency Management utilizes an integrated response to events and carefully coordinates patient care when significant events occur. In addition to event response, DaVita Emergency Management works to test and train DaVita's care providers. This includes:

- Developing training programs that result in demonstrated knowledge of emergency procedures
- Implementing drills and exercises to test emergency plans. These are facility specific as well as community-based multi-agency, multi-jurisdictional, and multidisciplinary exercises.

Description of Selected Policies and Internal Resources:

- **Facility Emergency Management Plan (EMP):** This plan outlines the governing mechanisms required to establish and maintain a facility specific emergency management plan designed to manage the consequences of emergencies and disasters, including extreme weather events that may disrupt the facility's ability to provide care.
- **Facility Hazard Vulnerability Analysis Tool:** This tool is a needs assessment that identifies any potential hazards that may affect the operation of the facility and surrounding community, including extreme weather events. The tool is reviewed and updated annually by a location's facility administrator.
- **Scenario Exercise Templates:** These exercises assess the effectiveness of the facility EMP. Facilities may participate in a full-scale exercise that are conducted by the local emergency management agency or healthcare coalition that is community-based or conduct a facility-based tabletop exercise. Exercise scenarios include extreme weather events, civil unrest and other potential hazards.
- **Facility Emergency Preparedness Checklist:** Step-by-step guide to help facilities align practices with the CMS Emergency Preparedness Rules. Includes an overview of available policies and resources for centers.

- **Facility Incident Management Tool:** This tool is a compendium of role specific checklists for multiple hazards, including severe weather related events. It includes copies of various health and safety policies and procedures, emergency response flowcharts, and plans to address the treatment of patients in an emergency.

We expect that our existing programs to mitigate climate-related risks will continue to evolve. Informed by our risk assessment, we are evaluating potential areas for engagement between 2023 and 2025. We believe that potential facility damage and disruption from flooding and other extreme weather events is one of DaVita’s most important physical risks in the short term. We plan to explore the effectiveness of potential mitigation measures at facilities identified as having higher risk exposure from extreme weather. The primary goal of physical risk mitigation will be to reduce facility downtime and increase the resiliency of our treatment centers.

C. Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization’s overall risk management.

A review conducted by the Centers for Disease Control and Prevention (CDC) in 2020 concluded that climate-related events such as loss of electricity and clean water, blocked roads, and mass evacuations could lead to the closure of dialysis centers and missed dialysis sessions. Studies cited by the CDC noted that missed or delayed dialysis sessions have been linked to increased hospitalizations and mortality for dialysis patients. As a result, climate-related risks are part of our broader risk management strategy.

BC is aligned with our Enterprise Risk Services (ERS) team on assessing supply chain risk and business continuity plans for various departments. Additionally, BC provides periodic updates to the Audit Committee of the Board on Business Continuity no less than once annually.

To help mitigate physical climate risks, BC assists with emergency preparedness and emergency response for the enterprise. We work with every facility to develop and test emergency plans and provide support as needed during a real event. We develop an integrated response to potential hazards and carefully coordinate patient care when significant events occur. In addition to event response, DaVita BC works to test and train DaVita’s care providers. This includes: developing training programs that result in demonstrated knowledge of emergency procedures and implementing drills and exercises to test emergency plans. Risks related to climate and weather are identified and assessed before developing and stress testing these plans and procedures.

BC works proactively on issues in the context of climate change, working to mitigate the impact of potential future emergencies such as water shortages, power outages, and high water events that may be increased in severity by climate change. We also engage local EMAs, healthcare coalitions and public health agencies across the United States with the goal of creating a more resilient healthcare community and being proactive in identifying disasters risks across the U.S.

Leadership in BC and the ESG Steering Committee also coordinate with DaVita’s Enterprise Risk Management (ERM) and management Disclosure Committee to incorporate ESG related issues, including climate change, into DaVita’s broader ERM and corporate disclosure processes, respectively.

Metrics and Targets

Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities.

A. Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.

DaVita produces an annual ESG report which details the climate-related metrics in use by the organization. DaVita finds the following metrics to be the most useful in driving meaningful organizational climate-related action:

Indicator	Metrics Tracked	2023 KPIs
GHG Emissions	Absolute Scope 1, 2, and 3 emissions	Detailed in SASB data tables above
Transition Risks	Facilities in jurisdictions with carbon taxes proposed or in place, national or local GHG reduction targets, and jurisdictions with other GHG regulations in place.	<ul style="list-style-type: none"> • 38% of US locations in city or state with net-zero emissions target or 100% clean electricity target, as of 2021 • 55% of international locations in countries with existing or expected GHG regulations, as of 2021
Physical Risks	<ul style="list-style-type: none"> • % of facilities exposed to: water stress, extreme weather, coastal flooding, and inland flooding (for international locations); drought, coastal flooding, inland flooding, hurricanes, tornadoes, cold waves, heat waves, and wildfires (US locations) • Most important risks to operations - which risks DaVita will actively manage. 	Results summarized in “managing climate risk” section
Remuneration	Climate-related factors that contribute to the Short Term Incentive pay structure for Named Executive Officers	DaVita’s Named Executive Officers, Group Vice President of Real Estate, Development and Facilities, and Senior Director of Energy and Sustainability are incentivized financially, and through recognition, to meet or exceed certain environmental KPIs and targets. Depending on the executive, this can include the enterprise’s 2025 environmental goals, progress towards our science-based targets, and/or various projects that target resource use and waste output reduction, for example.
Climate-Related Opportunities	<p>Percentage of renewable electricity across its operations in service of its 100% renewable 2025 goal.</p> <p>Reduce carbon emissions by 50% through initiatives such as:</p> <ul style="list-style-type: none"> • Onsite renewable energy projects • Install electric vehicle charging stations at business offices • Pursue LEED certification for offices where possible 	DaVita’s U.S. locations are now powered by 100% renewable energy, through the use of virtual power purchase agreements, among other things.

*List of eligible clinics includes home training centers which are not included in our consolidated center count

B. Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.

Please refer to the [SASB Data Tables](#) for our scope 1, 2 and 3 emissions.

Discussion of the opportunities and risks associated with our GHG emissions is included in the Strategy and Management sections of this disclosure.

C. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.

DaVita has approved science-based targets to help reduce organizational emissions 50% by 2025 and to help ensure that suppliers representing 70% of scope 3 emissions have also set targets.¹

1. DaVita has committed that 70% of its suppliers by emissions covering purchased goods and services, capital goods, waste generated in operations, and downstream transportation and distribution will have science-based targets by 2025.

See our full list of 2025 environmental goals and 2023 progress [here](#).

Our Community Care website and the reports available on or linked from that website contain statements that are forward-looking statements within the meaning of the federal securities laws. These forward-looking statements include, without limitation, our goals and aspirations related to environmental, social and governance (ESG) matters and diversity and belonging, such as the percentage of our patients choosing to dialyze at home and our future renewable energy use, carbon emissions and water use. All statements on our Community Care website and related reports, other than statements of historical fact, are forward-looking statements. Without limiting the foregoing, statements including the words "expect," "intend," "will," "target," "goal" and similar expressions are intended to identify forward-looking statements. These forward-looking statements are based on DaVita's goals and aspirations as of February 14, 2024 and it may be difficult to achieve many of the Company's ESG goals during the desired timeframes or at all. DaVita undertakes no obligation to publicly update or revise any forward-looking statements, whether as a result of changed circumstances, new information, future events or otherwise, except as may be required by law. Actual future events could differ materially from any forward-looking statements due to numerous factors that involve substantial known and unknown risks and uncertainties.

These risks and uncertainties include, among other things:

- evolving regulatory requirements affecting ESG standards, measurements and reporting requirements; the availability of suppliers that can meet our sustainability standards; and our ability to recruit, develop and retain diverse talent in our labor markets;
- current macroeconomic and marketplace conditions, global events and domestic political or governmental volatility, many of which are interrelated and which relate to, among other things, inflation, potential interest rate volatility, labor market conditions, wage pressure, evolving monetary policies, and the continuing impact of the COVID-19 pandemic on our patients, teammates, physician partners, suppliers, business, operations, reputation, financial condition and results of operations; the continuing impact of the pandemic on our revenues and non-acquired growth due to lower treatment volumes; COVID-19's impact on the chronic kidney disease (CKD) population and our patient population including on the mortality of these patients; any potential negative impact on our commercial mix or the number of our patients covered by commercial insurance plans; the potential impact of new or potential entrants in the dialysis and pre-dialysis marketplace and potential impact of innovative technologies, drugs, or other treatments on our patients and industry; our ability to successfully implement cost savings initiatives; supply chain challenges and disruptions; and elevated teammate turnover and training costs and higher salary and wage expense, driven in part by persisting labor market conditions and a high demand for our clinical personnel, any of which may also have the effect of heightening many of the other risks and uncertainties discussed below, and in many cases, the impact of the pandemic and the aforementioned global economic conditions on our business may persist even as the pandemic continues to subside;
- our ability to attract, retain and motivate teammates and our ability to manage operating cost increases or productivity decreases whether due to union organizing activities, which continue to increase for us and in the dialysis industry overall, legislative or other changes, demand for labor, volatility and uncertainty in the labor market, the current challenging and highly competitive labor market conditions, or other reasons;
- our ability to successfully implement our strategies with respect to IKC and VBC initiatives and home based dialysis in the desired time frame and in a complex, dynamic and highly regulated environment, including, among other things, maintaining our existing business; meeting growth expectations; recovering our investments; entering into or renewing agreements with payors, third party vendors and others on terms that are competitive and, as appropriate, prove actuarially sound; structuring operations, agreements and arrangements to comply with evolving rules and regulations; finding, training and retaining appropriate staff; and further developing our integrated care and other capabilities to provide competitive programs at scale;
- legal and compliance risks, such as our continued compliance with complex, and at times, evolving government regulations and requirements, and with additional laws that may apply to our operations as we expand geographically or enter into new lines of business, including through acquisitions or joint ventures;
- our ability to develop and maintain relationships with physicians and hospitals, changing affiliation models for physicians, and the emergence of new models of care or other initiatives introduced by the government or private sector that, among other things, may erode our patient base and impact reimbursement rates;
- continued increased competition from dialysis providers and others, and other potential marketplace changes, including without limitation increased investment in and availability of funding to new entrants in the dialysis and pre-dialysis marketplace; and
- the other risks factors, trends and uncertainties set forth in DaVita Inc.'s Annual Report on Form 10-K for the year ended December 31, 2023 and the risks and uncertainties discussed in any subsequent reports that DaVita files or furnishes with the Securities and Exchange Commission from time to time.



Our Vision

An unwavering pursuit of a healthier tomorrow

Our Mission

To be the provider, partner and employer of choice

Our Core Values

- Service Excellence
- Integrity
- Team
- Continuous Improvement
- Accountability
- Fulfillment
- Fun

www.davitacommunitycare.com

FACEBOOK: DAVITA KIDNEY CARE

TWITTER: @DAVITA

INSTAGRAM: @DAVITA

PINTEREST: /DAVITAPINS

LINKEDIN: DAVITA INC.

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