

THE DAVITA® VISION FOR
GLOBAL CITIZENSHIP

Community Care 2021



The Davita logo, featuring the word "Davita" in a white, sans-serif font with a registered trademark symbol. Above the letter "i" is a stylized white star or spark.



Introduction

Our focus on corporate citizenship and environmental, social and governance (ESG) issues has long been a differentiator for DaVita. For more than 16 years, our Trilogy of Care—Caring for Our Patients, Caring for Each Other, and Caring for Our World—has been at the heart of who we are and what we do. As the COVID-19 pandemic continued in 2021, this trilogy was more important than ever.

Caring for Our Patients

DaVita is a comprehensive kidney care provider focused on transforming care delivery to improve quality of life for patients globally. 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. We work to help increase equitable access to care for patients at every stage and setting along their kidney health journey—from helping slow the progression of kidney disease to supporting transplantation, and from acute hospital care to dialysis at home.

Caring for Each Other

Our teammates are at the heart of the care for our patients. Therefore, supporting our teammates and delivering what matters most to them is critical. We use a holistic approach to invest in our teammates across six key pillars: financial health; physical and emotional health; job flexibility; growth; connection and belonging; and purpose.

Caring for Our World

We are committed to doing our part to support our local communities and to minimize our impact on our changing climate. Our science-based targets and 100% renewable energy goal are some of the ways we are bringing that commitment to life. Additionally, we want to give back to the communities where our teammates and patients live and work. Through our strategic giving focus areas, we have supported health equity initiatives through the American Diabetes Association as well as the National Kidney Foundation's THE BIG ASK: THE BIG GIVE® program to promote living kidney transplantation.

Unless otherwise indicated, data in this report is as of December 31, 2021. View important information about our forward-looking statements [here](#).

240K

patients

69K

teammates

3.1K

dialysis centers

11

countries

1

global
community

About This Report

As part of our commitment to corporate citizenship, in 2021, we announced a set of goals for 2025, organized around our key focus areas and inspired by our Trilogy of Care. We are continuing to build upon this ambitious foundation, to further our impact and increase our transparency in reporting our progress.

This report will cover our overall approach to ESG, governance, strategy, metrics and targets for how we measure our progress, including the Sustainability Accounting Standards Board (SASB) metrics and the Taskforce on Climate-Related Financial Disclosures (TCFD) framework.

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Our ESG Governance and Strategy

We strive to be a community first and a company second, which is underscored by our deep rooted commitment to our ESG practices. Our ESG focus areas include how we care for our patients; how we support our teammates to grow and thrive in a workplace where everyone feels like they belong; and how we engage with our local communities and promote environmental stewardship.



ESG Governance

The governance of ESG starts with the Board, and the responsibility permeates throughout the organization. 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 regularly reports to the Nominating and Governance Committee and gives the full Board an ESG update on no less than an annual basis
- The management ESG Steering Committee provides guidance on strategy and disclosures for our ESG initiatives
- The committee is comprised of leaders from across the business who represent various perspectives and stakeholders, and its objective is to align ESG strategy across the Company

ESG Strategy

Based on feedback from key stakeholders and the SASB recommended metrics for health care service providers, we have identified our key ESG issues and focus areas:



Patient Care

- Quality of Care
- Patient Experience
- Patient Education
- Health Equity



Teammate Engagement

- Diversity & Belonging
- Teammate Development
- The DaVita Way



Environmental Stewardship

- Carbon Emissions Reduction
- Water & Waste Reduction



Healthy Communities

- Charitable Giving
- Volunteerism



Leading with Integrity & Accountability

- Compliance, Ethics & Governance
- Data Privacy
- Supply Chain





2025 ESG Goals

In 2021, we announced our goals in each of our five ESG focus areas for 2025, many of which are aspirational. The goals represent our ongoing commitment to meaningfully advancing corporate citizenship initiatives. In the process of setting these goals, we worked with key stakeholders across the company to determine objective metrics, leveraging external reporting frameworks, such as SASB, and science-based goals when possible. While we recognize that it may be difficult to achieve some of these aspirational goals during the timeframe, we believe there is value in striving for these goals. Please see below for a full update on our progress towards our ambitious goals.

Alignment with Science Based Targets Initiative

We have received verification from the Science Based Targets initiative (SBTi) that 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.

2021 Highlights

 <p>Patient Care</p>	<ul style="list-style-type: none"> • ~217,000 COVID-19 vaccines and boosters administered to the dialysis community • ~15% of DaVita patients received convenient home dialysis treatments¹ • 7,500+ DaVita patients received a kidney transplant • 30,000+ people participated in a Kidney Smart® class, a record-setting year of engagement for our kidney disease education program
 <p>Teammate Engagement²</p>	<ul style="list-style-type: none"> • 84% of teammates are engaged based on our 2021 survey • 78% of U.S. teammates are women; 55% are people of color • 84% of teammates feel a sense of belonging within the DaVita community • 12,500+ teammates participated in a DaVita University professional development course
 <p>Environmental Stewardship</p>	<ul style="list-style-type: none"> • Our 2025 climate targets were approved by the Science Based Targets initiative • 100% of our U.S. operations are now powered by renewable energy via our virtual power purchase agreements • 750+ clinics received energy-efficient upgrades with LED lighting or building management systems
 <p>Healthy Communities</p>	<ul style="list-style-type: none"> • We launched a year-long pilot with the National Kidney Foundation's THE BIG ASK: THE BIG GIVE® platform to help improve health equity in transplantation • 37,000+ adults participated in Type 2 diabetes education through our support for the American Diabetes Association • \$15 million was deposited to HOPE Credit Union, which provides banking services and loans to underserved communities • More than \$910,000 was raised by Tour DaVita to benefit Bridge of Life, a nonprofit founded by DaVita with international programs supporting the prevention and treatment of chronic diseases
 <p>Leading with Integrity & Accountability</p>	<ul style="list-style-type: none"> • We are one of 8% of companies in the S&P 500 to have a woman serving as the independent Board Chair, and 100% of our Board committees were led by women or people of color³ • 99.7% of U.S. teammates and directors completed annual compliance training in 2021

1. As of December 31, 2021 2. Teammate Engagement section data applies to US teammates as of December 31, 2021 3. As of December 31, 2021

2021 ESG Initiatives: Patient Care

Patient Care

In 2021 and throughout the COVID-19 pandemic, DaVita continued its focus on delivering safe, high-quality care in an equitable way to all patients. We support patients across their entire kidney care journey, including: prevention, transition, treatment and transplant.

Quality of Care

DaVita remained a clinical leader in the government's two key performance programs, the Centers for Medicare & Medicaid Services' (CMS) Five-Star Quality Rating System and the Quality Incentive Program (QIP) in 2021. To learn more about the ways DaVita provides quality care, visit **DaVita Better Care** today.

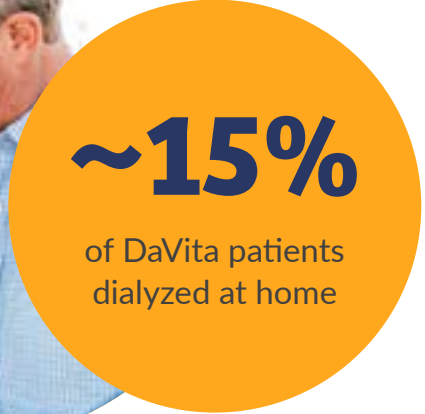
Patient Experience

In addition to providing high-quality care, it is critical that patients feel cared about. One way to measure patient experience is through the Net Promoter Score (NPS), which measures a patient's likelihood to recommend DaVita to others. Our most recent NPS of 57 for our dialysis patients demonstrates the care and support our patients feel and how that translates to advocacy. We strive to maintain an NPS above 50, which indicates excellence across industries.¹

Integrated Kidney Care

Through DaVita® Integrated Kidney Care (DaVita IKC), patients receive comprehensive care that goes beyond kidney care to cover comorbidities and overall health, from the early stages of chronic kidney disease (CKD) to end stage kidney disease (ESKD). Learn more about **DaVita IKC**.

As of December 31, 2021, DaVita IKC provided integrated care and disease management services to approximately **16,000** patients in risk-based integrated care arrangements and to an additional **7,000** patients in other integrated care arrangements.



Home Dialysis

Dialyzing at home rather than in a dialysis clinic can be the optimal modality for many patients. In 2021, approximately 15% of our patients dialyzed at home.

DaVita expanded its home dialysis care program to include new technologies to enhance patient and physician experience, which is another important step forward to enable more patients to choose to treat their kidney failure at home and stay at home for as long as clinically possible.²

Read more about the benefits of home dialysis.

* According to October 2020 data (for 2019 year) from the Centers for Medicare & Medicaid Services' Five-Star Quality Rating System.

1. <https://www.qualtrics.com/experience-management/customer/good-net-promoter-score/>
2. Statistics are as of December 31, 2021, 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.

Patient Education

Kidney Smart is a no-cost, comprehensive kidney education program offered online, over the phone, or in-person and open to anyone in the community. The program offers kidney health education and lifestyle recommendations to help at-risk individuals understand aspects of kidney disease and strategies to prevent progression of their kidney disease.

[Learn more.](#)

DaVita educated more than 30,000 new people in 2021 as part of our five-year goal to achieve 100,000 Kidney Smart participants.

Kidney Transplantation

DaVita and the National Kidney Foundation (NKF) launched an innovative, yearlong pilot aimed at improving health equity in kidney transplantation with a newly-developed program within NKF's THE BIG ASK: THE BIG GIVE® platform.

DaVita's transplant education and support programs include Transplant Smart, a multi-media kidney transplant-specific education program about the transplant process and what to expect. DaVita also acquired MedSleuth, a transplant software company, to help improve the transplant experience.

7,500+

DaVita patients received a kidney transplant in 2021

Health Equity

We strive to support equity at every step of the kidney care journey. CKD disproportionately affects communities of color and the disparity continues as patients advance through ESKD, consistent across the kidney care community. We are proud that our patients largely achieve equitable outcomes across key clinical metrics, including hospitalizations and infections, among others. Our goal is to reduce or eliminate health disparities, including within Home and Transplant.

[Learn more.](#)



Closed the COVID-19 vaccination gap for our Hispanic patients and improved the vaccination gap for our Black patients from 30% to 5% lower than vaccination rates for our White patients from March 2021 to January 2022. Our efforts focused on eliminating access barriers and a dedicated campaign addressing higher hesitancy for underrepresented groups.



Acquired MedSleuth. Its software helps to remove barriers to access, provides strong care coordination and supports patients through the transplant journey.



Launched a local partnership pilot to deliver culturally tailored education at a community level.



2021 ESG Initiatives: Teammate Engagement

Teammate Engagement

To achieve our mission of being the Employer of Choice, we strive to:



Meet our teammates' basic needs to provide for themselves and their families. This means offering competitive compensation and benefits while also supporting teammates' physical and mental well-being and making work "work" for teammates.



Create an environment where teammates can thrive. This means creating opportunities for personal and career growth; it also means having relationships with managers and peers to help teammates feel like they belong.



Live our purpose: to give life.



Diversity & Belonging ("D&B")

To realize our vision of "a diverse Village where everyone feels like they belong," we take a collaborative, leader-led and teammate-driven approach to building our D&B program. Four pillars comprise our strategy: Diversity, Belonging, Economic Mobility and Health Equity. Below is how we bring these to life.

For more information, visit www.davitaadiversityreport.com.

Diversity

We strive to have strong representation of women and people of color in our Village by meeting or exceeding EEO-1 benchmarks for all levels. As of Dec. 31, 2021:

Our overall teammate population in the U.S. is comprised of:	Leaders with profit and loss responsibility are:	Operational managers who lead our dialysis centers are:	Our board of directors is comprised of:
78% women and 55% people of color	54% women and 25% people of color	78% women and 36% people of color	44% women and 33% people of color

Diversity

With respect to Board leadership positions, as of December 31, 2021, we were one of 8% of companies in the S&P 500 to have a woman serving as the independent Board Chair, and 100% of our Board committees were led by women or people of color. To continue to strengthen representation, we:



Strive to have a diverse candidate slate and interview panel whenever possible for leadership (i.e., director or above) roles



Launched a new education series for managers on how to recognize and mitigate bias in hiring and performance review processes



Offer a wide range of development opportunities specific to women and people of color

Belonging

We aspire to create a sense of belonging for all teammates, patients, physicians and care partners regardless of gender, race/ethnicity or any other factor. Last year we:



Maintained our best ever scores on belonging with 84% of teammates saying they feel like they belong



Launched our second Week of Belonging, engaging 69,000 global teammates in activities and education designed to further enhance a feeling of belonging



Introduced teammate resource groups, starting first with groups for Black, Asian and Pacific Islander and working-parent teammates

Economic Mobility

We are committed to supporting teammates to increase their earnings potential through career development and educational opportunities. Last year, we:



Launched a new scholarship to support teammates of color to pursue their first undergraduate degree



Continued funding and academic support for teammates to get their nursing degree through our Bridge to Your Dreams program



Won a grant along with external higher education institutions to build out a seamless education-to-employment pathway for Colorado students

Teammate Development

Many people join our Village as one of our more than 19,000 patient care technicians (PCTs) or 16,000 registered nurses (RNs). To help ensure that teammates have the support needed to succeed in their current roles, and grow their careers, we have invested in an end-to-end career development platform. It offers programs and initiatives that provide financial, academic and social support to our clinical and operations teammates to help achieve their higher education and leadership goals.

Beginning with programs that cover certification fees for PCTs; to coaching and tuition programs that help guide PCTs to becoming RNs; to programs that help develop high potential nurses, clinical coordinators and clinic nurse managers into operational managers; and ultimately to programs that prepare and coach operational managers for potential regional operations roles; our goal is to make resources available to teammates at each step of a possible career path.

Clinical Ladders

In 2021, we launched our Clinical Ladders program, which sets clear competencies and milestones for teammates to achieve in each of the five clinical levels. This visibility empowers teammates to be in the driver's seat of their career and growth, providing the structure and transparency to grow their careers in our Village. Currently, one-third of our Village has fully adopted Clinical Ladders. We plan to bring Clinical Ladders to every PCT, licensed vocational nurse (LVN), licensed practical nurse (LPN), RN and Clinical Coordinator (CC) in the Village in 2022.

Career Development

We also provide opportunities for teammates to grow their skills by enrolling in one of our many career development programs. These programs are designed to grow PCTs to RNs, RNs to operational managers, and operational managers to operational directors. For example, since the program launched, we have had more than 900 teammates enrolled in our Bridge to Your Dreams program, which supports high-performing teammates in their dream to pursue an associate's degree in nursing and become a DaVita nurse.

Additionally, in 2021, DaVita invested \$4.4M in tuition reimbursement, impacting approximately 1,800 teammates.



~64%

of Facility Administrators
and managers have been
promoted internally, as of
December 31, 2021

Personal and Professional Development

Through DaVita University (DVU), we offer personal and professional development programs for a variety of roles and teammate levels. All teammates have access to our proprietary suite of educational resources to explore various topics to further their learning and education. More than 12,500 teammates participated in personal and professional development in 2021, totaling 19,000+ DVU course completions.

The DaVita Way

The DaVita Way is the foundation of our culture. It means that we care for each other with the same intensity with which we care for our patients. We believe that by caring for each other we can improve health care, grow leaders and make a real difference in the communities we serve.

One of the ways we measure teammates' experience with our culture is through our teammate engagement survey. In 2021, our teammate engagement score was 84%, which is consistent with our 2025 goal.

Health and Wellness



In 2021, we doubled the number of We Are Well Award recipients. As part of this program, we invite our teammates to share their physical, emotional and financial wellbeing stories.



Teammates have free access to the Headspace application for digital meditation and mindfulness.



Project Reignite provides wellness activities for teammates relating to mindfulness, movement, nutrition and sleep.

Support for our Teammates and Their Families



Throughout the pandemic, provided a variety of support programs for teammates, including emergency financial support, PTO policy updates and mental well-being resources.



Bright Horizons Care Advantage Family Care programs include backup childcare, access to college coaching, and support for parents of children with special needs.



DaVita Village Network (DVN) provides teammates financial assistance during times of hardship.



Additional Support: milk-delivery service for nursing moms, and a financial gift or additional paid leave for eligible parents upon the birth or adoption of a child.



2021 ESG Initiatives: Environmental Stewardship

Commitment to 100% Renewable Energy

We reached a big milestone in 2021 when the Prospero II solar farm became operational, helping us achieve our 100% renewable energy goal for our U.S. locations. With this 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.

Energy Reduction

DaVita continued its progress on reducing emissions by completing 1100+ energy efficiency projects in 2021. These projects included LED lighting retrofits and installing Building Management Systems (BMS) and HVAC and water heater upgrades.

Energy Efficiency Project Highlights

2,200+

centers with LED lighting to date,
with 630 centers completed in 2021

2,300+

centers with BMS to date, with
143 centers completed in 2021

Water Reduction

DaVita maintained its focus on water reductions throughout our operations, including through a water optimization and Top Water Users targeted reduction program. DaVita saved more than 85 million gallons of water in 2021.¹

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

Task Force on Climate-Related Financial Disclosures (TCFD)

We have prepared an inaugural TCFD report to disclose our actions around climate governance, strategy, risk management, and metrics and targets in-line with the recommendations of the TCFD.

TCFD 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	<p>The Nominating and Governance Committee of DaVita’s Board of Directors (the “Board”) is responsible for oversight of ESG, including climate-related activities. The Board receives reports at least annually on the company’s ESG strategy activities. In addition, the Audit Committee of the Board reviews significant risk areas for DaVita, which may include climate-related risks to the extent material. Within management, the ESG Steering Committee oversees all climate-related activities underway within the Energy and Sustainability Department. DaVita’s Business Continuity (BC), Emergency Management (EM), and Facilities teams are responsible for the management of physical risks.</p>						
Strategy	<p>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:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #003366; color: white;"> <th style="padding: 5px;">Time Horizon</th> <th style="padding: 5px;">Most Important Physical Risks for Active Management</th> </tr> </thead> <tbody> <tr> <td style="padding: 5px;">Short Term (0-2 years)</td> <td style="padding: 5px;">Flooding from extreme rain, coastal floods, and hurricanes; wildfires and air quality issues</td> </tr> <tr> <td style="padding: 5px;">Medium (2-10) and Long Term (10-30 years)</td> <td style="padding: 5px;">Acute: Extreme weather (e.g., wildfires) Chronic: Sea level rise/coastal flooding and heat waves</td> </tr> </tbody> </table>	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
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	<p>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 EM identified climate-related factors as emerging risks for management to monitor. EM 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.</p> <p>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.</p>						
Metrics and Targets	<p>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.</p>						

See our SASB and TCFD data below for more information on our sustainability initiatives and data.

¹ <https://sciencebasedtargets.org/how-it-works>

2021 ESG Initiatives: Healthy Communities

DaVita Giving Foundation

DaVita launched a new foundation in support of our ESG goals. DaVita Giving Foundation is a national, impact driven foundation focused in the areas of health care, social determinants of health, and kidney disease. The Foundation's giving will reinforce and align with DaVita's Core Values and ESG goals, driving the company's mission of being the Provider, Partner and Employer of Choice.

DaVita Way of Giving

This charitable giving program directs donations to local nonprofits across the country, selected by our teammates. In 2021, DaVita Way of Giving made the following impact:

37,000+

adults were educated on how to thrive with Type 2 diabetes through the American Diabetes Association

75

students were supported in their post-secondary education efforts to become mental health professionals by The Quell Foundation

550+

children were supported with five years of evidence-based early literacy intervention through Reach Out and Read

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 health care globally through sustainable programs that prevent and treat chronic disease. They strive to empower local staff, community health workers and patients through training and education to make sustainable changes to health care.

Tour DaVita, our annual fundraising event, raised more than \$910,000 in 2021 to support Bridge of Life® initiatives.

In 2021, Bridge of Life:

1. Improved dialysis treatment and care for more than **690** dialysis patients, including **19** children in Guatemala who received AV fistula surgeries resulting in a better quality of life.
2. Trained more than **100** community health workers in five countries to support, treat and educate more than **1,000** people identified with hypertension and/or diabetes.
3. Increased the capacity of more than **300** clinicians and community health workers through comprehensive virtual trainings on kidney care, renal nutrition and COVID-19 prevention.
4. Equipped organizations around the world with clinical supplies, dialysis equipment and personal protective equipment (PPE) to help improve health services and outcomes.

Minority Lending Initiative

In 2021, DaVita made a **\$15 million** Transformational Deposit (TD) into **HOPE Credit Union (HOPE)**, which provides banking services and loans to underserved communities. The investment will support home and small business ownership opportunities for thousands of residents historically lacking financial service access in the southeastern United States.

Through the TD Program, companies, organizations and individuals make very low-cost deposits in HOPE. HOPE, in turn, uses the deposits to advance small business and home ownership among people and communities of color and places facing economic distress. DaVita will donate the interest earned on the deposit back to HOPE to further support its impact lending.

Volunteerism

Through our work with the American Diabetes Association (ADA), DaVita dietitians volunteered to review kidney-friendly recipes to share with ADA's online community. Teammates also have supported efforts to bend the curve in the fight to stop diabetes and kidney disease through awareness, prevention and management activities.

2021 ESG Initiatives: Leading with Integrity and Accountability

Leading with Integrity and Accountability

We are committed to doing the right thing and conducting our business activities in compliance with our policies and applicable laws and regulations. DaVita's compliance program follows our commitment to uphold our Mission and Core Values every day, in everything we do.

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

Additionally, in 2021 we surveyed our teammates to gather insight on their perceptions of our compliance program, culture and climate at DaVita. The results from this survey are being used to inform our actions moving forward and how we continuously strive toward creating a culture of compliance.

[Learn more about our code of conduct and commitment to compliance.](#)

83,000+

hours of compliance
related trainings
completed by teammates
in 2021





External Recognition in 2021

DJSI: DaVita was recognized by the Dow Jones Sustainability World Index for its corporate responsibility initiatives and performance in regards to ESG practices. DaVita's score was in the top 5% in the Health Care Providers and Services category.

CDP: DaVita discloses its Climate Change and Water Security impact(s) through CDP, formerly known as the Carbon Disclosure Project, a global non-profit that runs the world's leading environmental disclosure platform. DaVita's climate change score of "B" is above average for the health care services industry and for all sectors.

Black EOE Journal: The Black EOE Journal (BEOEJ) included DaVita in their list of 2021 Top Diversity Employers. BEOEJ is one of the nation's fastest-growing magazines, promoting the advancement of African Americans in all aspects of business and employment to ensure equal opportunity.


MLT Black Equity at Work Certification: Management Leadership for Tomorrow's (MLT) Black Equity at Work Certification provides the roadmap and the recognition necessary to enable and encourage employers across America to pursue Black equity with the same rigor and results orientation as their pursuit of earnings and other key priorities. DaVita achieved "Plan Approved" status in 2021, becoming eligible to receive certification in late 2022.

HRC Corporate Equality Index: The Human Rights Campaign Foundation's Corporate Equality Index is the national benchmarking tool on corporate policies, practices and benefits pertinent to lesbian, gay, bisexual, transgender and queer employees. DaVita scored 85/100 points, acknowledging practices and policies to support belonging for LGBTQ teammates.


Healthiest Workplaces in America: DaVita was awarded the Healthiest 100 Workplaces in America award for the 2021 nomination period, signaling our commitment to employee health and wellbeing.

Our Performance

Progress Toward our 2025 Goals

Category	2025 Goal	2021 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	96% of DaVita facilities were rated a 3-, 4-, or 5-Star clinic ¹
	25% of patients choose to dialyze at home ²	~15% of patients are dialyzing at home as of December 31, 2021
	Achieve greater health equity for our patients	Meaningfully narrowed the COVID-19 vaccination gap; invested in understanding and reducing other disparities
	Patient Net Promoter score (NPS) of 50 or higher	NPS score of 57 from dialysis patients
	Educate more than 100,000 patients in a Kidney Smart class	30,000+ people attended a Kidney Smart class in 2021

1. According to October 2020 data (for 2019 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 choice</p>	Teammate engagement score of 84% or higher	Our 2021 teammate engagement score was 84%
	Sustain equal pay for equal work	We continue to implement our policies and practices for assessing teammate performance and pay, and benchmarking appropriate compensation
	Meet or exceed EEO-1 benchmarks for all levels	We meet or exceed 64% of EEO-1 benchmarks ¹



1. 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.

Category	2025 Goal	2021 Progress
 <p>Teammate Engagement</p> <p>Be recognized as a best-in-class employer of choice</p>	Provide learning and development programs to more than 95% of teammates each year	More than 95% of teammates attended a learning and development program through our online suite of courses
	Increase participation to 50% of teammates participating in health and well-being programming ²	Approximately 20% of teammates participated in a health and well-being program in 2021
	Maintain focus and leadership on belonging	Our 2021 Belonging score was 84%, based on our 2021 teammate survey. Week of Belonging was held in November 2021

2. Goal adjusted from “double” to “increase” due to changes in how vendor data is reported. Our goal of 50% of teammates participating remains the same. Note: Data from Teammate Engagement section above includes U.S. teammates only

 <p>Environmental Stewardship</p> <p>Reduce our carbon footprint in alignment with Science-Based Targets</p>	100% powered by renewable energy globally ¹	54% powered by renewable energy globally for the full 2021 year. As of June 2021, the U.S. is 100% powered by renewable energy.
	Reduce carbon emissions by 50% ²	45% reduction of scope 1 and 2 emissions, as of December 31, 2021
	Save 240 million gallons of water	More than 85 million gallons of water saved in 2021 ³
	Implement recycling at 100% of U.S. facilities ⁴	Recycling is implemented at more than 46% of our U.S. facilities ⁵
	Vendors representing 70% of supply chain emissions set climate change goals	Vendors representing 2.3% of our scope 3 emissions have set a science-based targets
	Teammates to complete 70,000 Green Actions	5,000+ Green Actions were completed in 2021 ⁶

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. 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.

Category	2025 Goal	2021 Progress
 <p>Healthy Communities</p> <p>Spread ripples of citizen leadership throughout our local communities</p>	125,000 hours of volunteerism	8,900+ volunteer hours were completed in 2021
	Enhance our impact through strategic giving focus areas	DaVita Giving Foundation established to support strategic giving. The Foundation is a national, impact driven foundation focused in the areas of health care, social determinants 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 ¹	We obtained external input to help ensure that our compliance program continues to evolve consistently with industry best practices, and conducted an enterprise-wide survey of our teammates about our culture of compliance. We continued robust communications, using more than 32 communications channels to reach our teammates regularly.
	Continue to ensure that TMs and directors complete compliance training and review code of conduct annually.	99.7 % of teammates and directors completed annual compliance training in 2021. 99.7% of teammates reviewed the code of conduct at least annually.
	Continue to ensure that new TMs complete compliance training and review code of conduct within 60 days of hire.	98.8% of new teammates completed compliance training within 60 days of hire. 99.0% 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.	96% of medical directors and joint venture partners completed annual compliance training.

1. New addition to 2025 goal list

The Sustainable Development Goals (SDGs) are a call for action by all countries to promote prosperity while protecting the planet. In 2015, all United Nations Member States adopted 17 goals as part of the 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. 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.

ESG Data Tables—SASB Metrics and TCFD Report

SASB Health Care Activity Metrics

DaVita (NYSE: DVA) is a comprehensive kidney care provider focused on transforming care to improve the 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 is working to help increase equitable access to care for patients at every stage and setting along their kidney health journey—from slowing progression of kidney disease to streamlining the transplant process, from acute hospital care to dialysis at home. As of December 31, 2021, DaVita served approximately 203,100 patients at 2,815 outpatient dialysis centers in the U.S. The company operated an additional 339 outpatient dialysis centers in ten countries worldwide. DaVita has reduced hospitalizations, improved mortality and worked collaboratively to propel the kidney care community to adopt an equitable, 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, which are aligned with the SASB Health Care Delivery industry standard.

Unless otherwise indicated, the data included in this report is presented as of December 31, 2021 and refers to our U.S. operations. We undertake no obligation to update this information. More data can be found at [davitacommunitycare.com](https://www.davitacommunitycare.com).

Caring for Our Patients

Quality of Care and Patient Satisfaction	2021 Data	SASB Code
Average Hospital Value-Based Purchasing Total Performance Score and domain score, across all facilities	Not applicable – DaVita provides dialysis and lab services, and is not a hospital	HC-DY-250a.1
Number of Serious Reportable Events (SREs) as defined by the National Quality Forum (NQF)	Not applicable – DaVita provides dialysis and lab services, and is not a hospital	HC-DY-250a.2
Hospital-Acquired Condition (HAC) Score per hospital	Not applicable – DaVita provides dialysis and lab services, and is not a hospital	HC-DY-250a.3
Excess readmission ration per hospital	Not applicable – DaVita provides dialysis and lab services, and is not a hospital	HC-DY-250a.4
Magnitude of readmissions payment adjustment as part of the Hospital Readmissions Reduction Program (HRRP)	Not applicable – DaVita provides dialysis and lab services, and is not a hospital	HC-DY-250a.5

DaVita remained a clinical leader in the government’s two key performance programs, the Centers for Medicare & Medicaid Services’ (CMS) Five-Star Quality Rating System and the Quality Incentive Program (QIP) in 2021.

Five-Star Quality Rating System: The Five-Star Quality Rating System is a mechanism created by CMS to give consumers access to clinical quality information and to help them make informed and educated decisions about where to receive dialysis care. These ratings are made up of two scores: the Quality of Patient Care Star Rating and the Patient Experience Rating.

Quality of Patient Care Star Rating: DaVita remains a clinical leader in quality of patient care.* To learn more about the CMS’ Five-Star Quality Rating System, refer to these [frequently asked questions](#).

Patient Experience Rating: The Patient Experience Rating reflects patient experience scores from the CMS In-Center Hemodialysis Consumer Assessment of Healthcare Providers and Systems survey. The optional survey is given twice a year to eligible dialysis patients (patients who received in-center hemodialysis at the center for at least 3 consecutive months, are at least 18 years old, and are not living in a skilled nursing facility or other long-term facility such as a jail or prison). For a center to receive a Patient Experience Rating, at least 30 patients had to complete the survey over the course of the year. Only about half of the centers across the industry met the eligibility requirements to receive this rating.

96% of DaVita facilities scored 3, 4 or 5 stars in CMS’s Five Star Quality Rating System.*

Quality Incentive Program: QIP is a pay-for-performance rating system also developed by CMS to encourage dialysis centers to meet or exceed certain performance standards. Centers that do not meet these standards are penalized between 0.5 percent and 2 percent on their Medicare reimbursement. DaVita centers outperform the industry in the top clinical performance tier.

We are an industry leader in the Quality Incentive Program (QIP), which promotes high quality services in outpatient dialysis facilities treating patients with ESRD.

To learn more about the ways DaVita provides quality care visit [DaVita Better Care](#) today.

* According to October 2020 data (for 2019 year), the most recent available data, from the Centers for Medicare & Medicaid Services’ Five-Star Quality Rating System.

Access for Low Income Patients	2021 Data	SASB Code
Discussion of strategy to manage the mix of patient insurance status	See description below	HC-DY-240a.1
Amount of Medicare Disproportionate Share Hospital (DSH) adjustment payments received	Not applicable – DaVita provides dialysis and lab services, and is not a hospital	HC-DY-240a.2

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. 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	2021 Data	SASB Code
Percentage of patient records that are Electronic Health Records that meet “meaningful use” requirements	Not applicable for our dialysis services	HC-DY-230a.1
Description of policies and practices to secure customers’ protected health information (PHI) records and other personally identifiable information (PII)	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) personally identifiable information (PII) only and (b) protected health information (PHI), (3) number of customers affected in each category, (a) PII only and (b) PHI	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-230a.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

This 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 guide 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 and federal regulations including, but not limited to, HIPAA, GDPR, and CCPA.

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) provided.

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 Audit: External independent audits 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 security practices at DaVita, such as DaVita's Enterprise Governance Committee (EGC), which is a cross-departmental forum that includes the Privacy, Information Security, Information Governance, and Enterprise Risk (Audit) functions. The EGC is focused on enterprise policies and governance, that helps manage risk by cascading new policies, among other things.

Training: All teammates (employees), including contractors, receive annual training on data security and privacy-related risks and procedures. All teammates are required to take an annual training on HIPAA best practices that tests their knowledge on 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 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	2021 Data	SASB Code
Description of policies and practices to manage the number of prescriptions issued for controlled substances	Not applicable – DaVita does not have controlled substances	HC-DY-260a.1
Percentage of controlled substance prescriptions written for which a prescription drug monitoring program (PDMP) database was queried	Not applicable – DaVita does not have controlled substances	HC-DY-260a.2
Pricing & Billing Transparency	2021 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	2021 Data	SASB Code
Total amount of monetary losses as a result of legal proceedings associated with Medicare and Medicaid Fraud under the False Claims Act	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 Medicare and Medicaid Fraud under the False Claims Act.	HC-DY-510a.1

Caring for Each Other

Employee Health and Safety	2021 Data		SASB Code
(1) Total recordable incident rate (TRIR) and (2) days away, restricted, or transferred (DART) rate	DaVita is not publicly reporting this information at this time		HC-DY-0320a.1
Employee Health and Safety	2020 Data	2021 Data	SASB Code
(1) Voluntary and (2) involuntary turnover rate for: (a) physicians, (b) non-physician health care practitioners, and (c.) all other employees	DaVita is not publicly reporting this information at this time		HC-DY-330a.1
Description of talent recruitment and retention efforts for health care practitioners	See our 10-K Human Capital Management section and our Community Care site “Caring for Each Other” page for more information, and metrics below.	See our 10-K Human Capital Management section and the Teammate Engagement section above and metrics below.	HC-DY-330a.2
Employee engagement scores	86% data coverage: 73% of U.S. teammates	84% data coverage: 71% of U.S. teammates	
Number of teammates who participated in a DaVita University development program	11,916	12,663	
Average training hours per employee	16.7 hours	24.7 hours	
Number of new employee hires	13,800	17,900	
Diversity and Belonging	2021 Data		SASB Code
EEO-1 Report	Link		

Learn more information about our commitment to Diversity and Belonging [here](#).

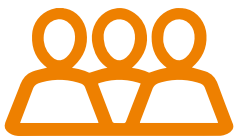
Teammate Benefits and Wellness Programs

To help our teammates reach their full potential, we offer a total rewards package. More than just pay, our comprehensive compensation package connects teammates to robust health care coverage, resources for retirement planning and savings, opportunities for career development, and well-being resources for every stage of life.

To support our teammates in maintaining strong physical and mental health, we offer a variety of physical and mental health benefits programs, including, among other things:

- **Teammate Assistance Program** that offers counseling sessions annually to all teammates and their household members, along with work/life resources and tools that include telephonic or face-to-face legal consultation and expert financial planning/consultation and referrals on everyday issues such as dependent care, auto repair, pet care and home improvement.
- Free access to **Headspace** application for digital meditation and mindfulness.
- **Vitality Points**, a voluntary wellness incentive program that allows participating teammates and spouses/domestic partners to earn credits toward their medical premium for getting a biometric screening and engaging in healthy actions should they not meet certain health targets.
- **Short & Long term disability** for full time and part time teammates and Life/AD&D coverage at both the basic and supplemental levels.
- Our **DaVita Village Network**, which provides teammate-funded financial support to eligible teammates experiencing a specific tragedy or hardship and helps cover additional costs that local fundraising and insurance do not fully cover.
- Dependent upon position and at the discretion of the supervisor, we may offer flexible work schedules and telecommuting options among others.

To support our teammates and their families, we also offer a variety of other benefits, including:



Family support programs that include family care programs for back-up 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 60% (up to \$1000 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 if the manager approves 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 to assist them with a range of educational, developmental and social challenges, and Milk Stork, a milk-delivery service for nursing moms who travel for work.

Caring for Our World

Energy Management	2020 Data	2021 Data	SASB Code
Total Energy Consumed (MWh)	923,293	955,204 Data coverage: 72% of global operations	HC-DY-130a.1
MWh from non-renewable sources	783,091	623,118	
MWh from fuel	309,588	341,700	
MWh from purchased or acquired electricity	612,962	612,761	
Percentage of total energy from renewable sources	15%	35%	
Percentage grid electricity	66%	64%	
Waste Management	2020 Data	2021 Data	SASB Code
Total amount of medical waste	71,395,201 lbs.	68,897,371 lbs.	HC-DY-150a.1
% medical waste incinerated	4%	4%	
% medical waste recycled or treated	0%	0%	
% medical waste landfilled	96%	96%	
Total amount of hazardous pharmaceutical waste	397 lbs.	82 lbs.	HC-DY-150a.2
Total amount of non-hazardous pharmaceutical waste	5,363 lbs.	2,741 lbs.	
% pharmaceutical waste incinerated	100%	100%	
% pharmaceutical waste recycled/treated	0%	0%	
% pharmaceutical waste landfilled	0%	0%	
Total waste output*	110,052 short tons *Data coverage: 60% of U.S. operations	111,637 short tons *Data coverage: 74% of U.S. operations	
Water Management	2020 Data	2021 Data	SASB Code
Total water withdrawals (megaliters)	4,976,152,751 gal 22,622 megaliters	4,745,052,455 gal 17,960 megaliters	

Greenhouse Gas Emissions	2020 Data	2021 Data	SASB Code
Scope 1 emissions (metric tons of CO2 equivalents)	60,753	66,959	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	
Scope 3 emissions (metric tons of CO2 equivalents)	1,316,324	1,303, 046	
Climate Change Impacts on Human Health & Infrastructure	2020-2021 Data		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	See description below and our CDP response for more information.		HC-DY-450a.1
Percentage of health care facilities that comply with the Centers for Medicare and Medicaid Services (CMS) Emergency Preparedness Rules	100%*		HC-DY-450a.2

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

*Based on 2020 data

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 multi-agency, multijurisdictional, 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 conducted as a full-scale exercise with local emergency management agency that is community-based. Exercise scenarios include extreme weather events.

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.

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 inaugural 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.

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 reviews and 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 reviews 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 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 updates 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: flood impacts from extreme rain, coastal flooding, and 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 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 to ensure that supply chain partners are managing 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 EM 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. The COVID-19 pandemic has caused unprecedented challenges to supply chains. While many global supply chain challenges can be linked to the COVID-19 pandemic, others 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 redundancy in our supply chain to help prepare for extreme weather events. 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.

DaVita engaged a third party to conduct a risk assessment of over 2,800 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	US sites exposed	Intl 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%

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	US 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 rise/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 Operations Centers (EOCs) 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.

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 2022 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 emergency operations centers (EOC's) 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	2021 KPIs
GHG Emissions	Absolute Scope 1, 2, and 3 emissions	Detailed in (b) below
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 • 55% of international locations in countries with existing or expected GHG regulations
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”
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.

Indicator	Metrics Tracked	2021 KPIs
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 	<p>DaVita’s U.S. locations are now powered by 100% renewable energy, through the use of virtual power purchase agreements, among other things.</p> <p>Energy Efficiency Project Highlights in 2021</p> <ul style="list-style-type: none"> • 615 clinics with LED upgrades • 128 clinics with Building Management Systems (BMS) • 15 clinics with both upgrades

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

Greenhouse Gas Emissions (metric tons of CO2 equivalents)	2020 Data	2021 Data	% Change
Scope 1 emissions	60,753	66,959	+10%
Scope 2 emissions	Location-based: 229,252 Market-based: 161,076	Location-based: 217, 975 Market-based: 110, 687	-5% -31%
Scope 3 emissions	1,316,324	1,303, 046	-1%
Scope 1+2: Emissions per treatment	0.009	0.008 mtCO2e/tx (LB) 0.005 mtCO2e/tx (MB)	-11% -44%

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.

2025 Goal	2021 Progress
Save 240 million gallons of water	More than 85 million gallons of water saved in 2021
100% powered by renewable energy globally	U.S. is now 100% powered by renewable energy, including through use of virtual power purchase agreements; 54% renewable globally
Teammates to complete 70,000 green actions*	5,000+ Green Actions were completed in 2021 <small>*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.</small>
Implement recycling at 100% of U.S. facilities*	Recycling is implemented at more than 46% of our U.S. facilities <small>*where local recycling is available and permitted at our premises</small>

Our Vision

To build the greatest health care community the world has ever seen

Our Mission

To be the provider, partner and employer of choice

Our Core Values

Service Excellence
Integrity
Team
Continuous Improvement
Accountability
Fulfillment
Fun

Our Caring Behaviors (WE CARE)

Welcome
Empathize

Connect
Actively Listen
Respect
Encourage

Our Trilogy of Care

Caring for Our Patients
Caring for Each Other
Caring for Our World

The DaVita Way

The DaVita Way means that we dedicate our Head, Heart and Hands to pursue the Mission, live the Values, and build a healthy Village. It means we care for each other with the same intensity with which we care for our patients.

[DaVita.com/CommunityCare](https://www.davita.com/CommunityCare)

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