

THE DAVITA® VISION FOR  
GLOBAL CITIZENSHIP

# Community Care 2022



 Davita®



## A letter from CEO, Javier Rodriguez

A community first, a company second. That's the philosophy that guides all we do at DaVita.

As one of the largest kidney care providers in the US, we've been a leader in clinical quality and innovation for more than 20 years. We own this achievement with pride. Our vision of Community Care is about even more than delivering world-class health care services. It means consistently meeting our values-based commitments to each other within DaVita, to the communities we serve and to our environment.

In this, our annual Community Care Report, we share an update on the initiatives that moved our Community Care commitments forward in 2022. It's an opportunity to celebrate great strides in every area of our Environmental, Social & Governance (ESG) framework, beginning with excellence in patient care and extending to how we engage our teammates, our stewardship of the environment, our ways of giving back, and our dedication to leading with integrity.

This report is also a chance to measure our progress against the formal ESG goals we've set out for 2025; to hold ourselves accountable to a standard of citizenship consistent with our values and the world's evolving needs.

We strive to set ambitious goals, and the hard work to achieve them is worth it. In addition to creating a stronger, more welcoming DaVita Village, we can also help support a healthier, more equitable and vibrant world for generations to come.

I'll close with a heartfelt thanks to every citizen of DaVita for all you do, every day. The honorable work reflected in these pages belongs to you.



Dow Jones Sustainability World Index

**Top 6%**  
in Healthcare  
Providers & Services

The Sustainability Yearbook

**Top 10%**  
of the Healthcare  
Industry

Unless otherwise indicated, data in this report represents 2022.

# Vision, Action & Transparency

In 2021, we built upon our long-standing commitment to corporate citizenship and announced a set of goals for 2025 aligned with the five pillars of our ESG Strategy. Many of these 2025 goals are aspirational. In 2022, we built on our foundation to further our impact and increase transparency in reporting our progress.

This report provides both a portrait of how we live our ESG principles throughout the DaVita Village, and a capture of the quantitative metrics that measure our impact.

The first half of this report summarizes our overall approach to ESG and highlights key achievements of 2022. The second half provides data tables aligned with reporting recommendations from the Sustainability Accounting Standards Board (SASB) and the Taskforce on Climate-Related Financial Disclosures (TCFD) framework.

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# Living Our Purpose

Since our founding, the principle of caring has been the heart of our organizational purpose. Today our Environmental, Social & Governance (ESG) program builds on this legacy with diligent attention to measurement and transparent reporting; activities that are essential to good corporate citizenship in today’s complex and interconnected world.

We strive to care for our patients with compassion, nurture diversity and belonging throughout our DaVita Village, and to show up as good neighbors and thoughtful environmental stewards in every community we touch.

## ESG Governance Structure






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

Other essential ESG Steering Committee responsibilities include:

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

## ESG Strategy

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

 <p><b>Patient Care</b></p> <ul style="list-style-type: none"> <li>• Quality of Care</li> <li>• Patient Experience</li> <li>• Patient Education</li> <li>• Health Equity</li> </ul>	 <p><b>Teammate Engagement</b></p> <ul style="list-style-type: none"> <li>• Diversity &amp; Belonging</li> <li>• Teammate Development</li> <li>• The DaVita Way</li> </ul>	 <p><b>Environmental Stewardship</b></p> <ul style="list-style-type: none"> <li>• Carbon Emissions Reduction</li> <li>• Water &amp; Waste Reduction</li> </ul>	 <p><b>Healthy Communities</b></p> <ul style="list-style-type: none"> <li>• Charitable Giving</li> <li>• Volunteerism</li> </ul>	 <p><b>Leading with Integrity &amp; Accountability</b></p> <ul style="list-style-type: none"> <li>• Compliance, Ethics &amp; Governance</li> <li>• Data Privacy</li> <li>• Supply Chain</li> </ul>
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# 2022 At A Glance

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

## Patient Care



- **7,800+** DaVita patients received a kidney transplant.
- Peritoneal dialysis (PD) and home hemodialysis (HHD) patients increasingly used connected cyclers and DaVita's patented technology, DaVita Care Connect®, enabling more **convenient access** to home treatment data and two-way communication with their care team.
- **33,600+** people participated in a Kidney Smart® class, our kidney disease education program.
- We largely see **similar outcomes across race** in core clinical metrics such as hospitalizations, readmissions and infection rates in our U.S. outpatient dialysis centers.

## Teammate Engagement\*



- **38,000+** teammates are a part of DaVita's new career pathways program, Clinical Ladders.
- Our overall U.S. teammate population is comprised of **78%** women and **56%** people of color as of Dec 31, 2022.
- **1,450+** teammates are pursuing or have received their nursing degree, funded by DaVita, as part of our Bridge to Your Dreams program.
- **16,000+** teammates participated in a DaVita University professional development course.

\*Teammate Engagement data applies to US teammates as of 12/31/2022

## Environmental Stewardship



- We committed to **net zero carbon emissions by 2050** as part of the White House / HHS Health Sector Climate Pledge.
- Our virtual power purchase agreements **produce enough renewable energy to power 100%** of our U.S. operations.
- We achieved our 2025 carbon reduction goal three years early, **reducing operational emissions by 77%** from a 2018 baseline.
- We designed and built our first **net zero dialysis clinic**, powered by solar energy.
- **382 clinics received energy efficient LED lighting upgrades** in 2022, bringing the total to ~2,500 clinics or roughly 97% of eligible U.S. clinics<sup>1</sup>.

## Healthy Communities



- The American Diabetes Association, along with DaVita, launched an interactive digital experience aimed at helping those living with diabetes **prevent and manage kidney disease**.
- **\$1.4 million** grant was awarded to the Food is Medicine Coalition by the DaVita Giving Foundation to provide medically tailored meals to people with food insecurity and medical nutrition needs, including individuals living with end stage kidney disease.

## Leading with Integrity & Accountability



- **99.9%** of U.S. teammates and directors completed annual compliance training in 2022.
- We are one of only 14% of companies in the S&P 500 to have **a woman serving as the independent Board Chair**.<sup>2</sup>

<sup>1</sup> List of eligible clinics includes home training centers which are not included in our consolidated center count

<sup>2</sup> Spencer Stuart 2022 Board Index

## Elevating Patient Experience

We support patients across the entire kidney care journey including prevention, transition, treatment and transplant. We are proud that our patients largely achieve similar outcomes across race in core clinical metrics such as hospitalizations, readmissions and infection rates in our U.S. outpatient dialysis centers.

### Excellence in Care

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

### Advancing Home Dialysis

In 2022, more than 15% of our patients dialyzed in the comfort and convenience of home. We expanded our home dialysis care program to include new technologies to enhance patient and physician experience<sup>1</sup>. Peritoneal dialysis (PD) and home hemodialysis (HHD) patients increasingly used connected cyclers and DaVita's patented technology, DaVita Care Connect<sup>®</sup>, enabling more convenient access to home treatment data and two-way communication with their care team.

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

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

### Paving Paths to Transplantation

We empower patients to be fully informed about the kidney transplant process, offering resources such as Transplant Smart<sup>®</sup>, a multi-media patient education program.

More than 99,000 DaVita patients were referred for a transplant at least once by the end of 2022, resulting in the provider's highest referral rate ever.

During 2022, DaVita integrated MedSleuth, a [transplant software company](#) acquired at the end of 2021, to create greater connectivity among transplant candidates, transplant centers, physicians and care teams, with the aim of improving the experience and outcomes for kidney and liver transplant patients.

Learn more about transplantation [here](#).



<sup>1</sup> Statistics are as of December 31, 2022, 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.

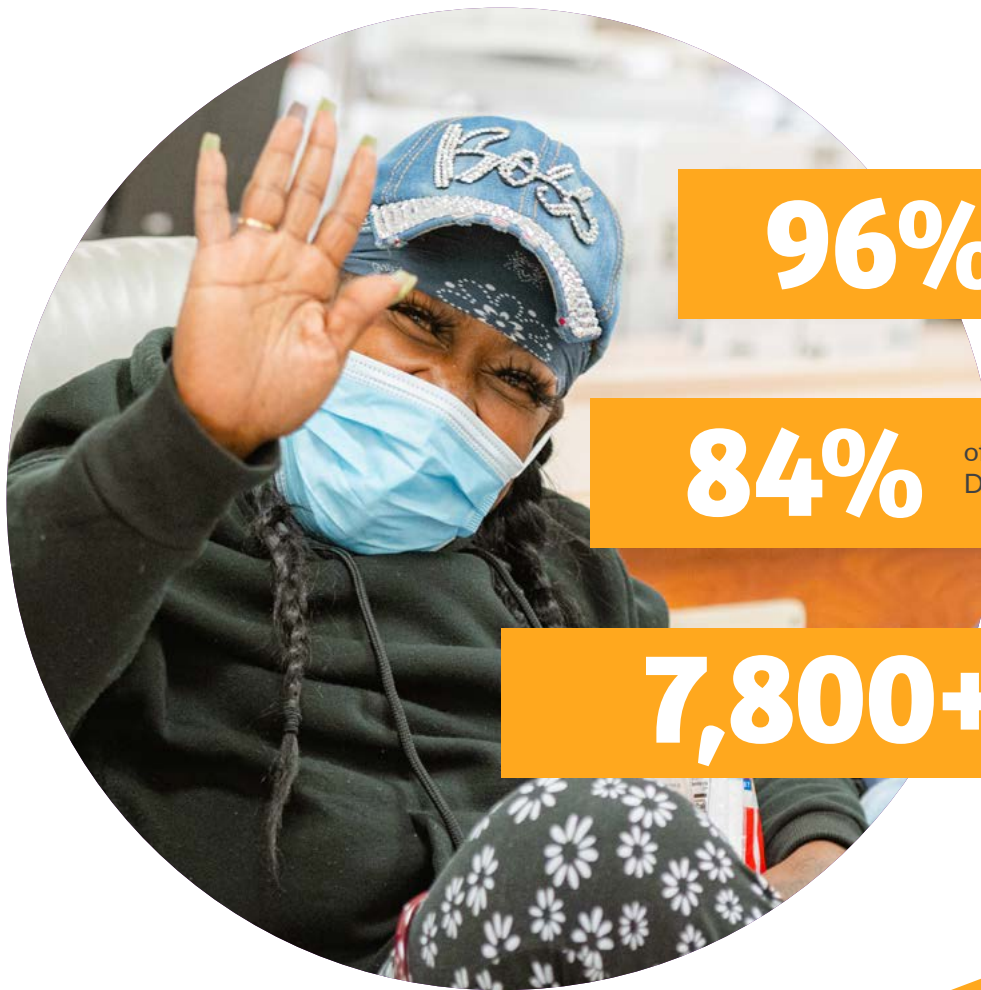
## An Integrated Approach

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

As of December 31, 2022, DaVita IKC provided integrated care and disease management services to approximately 42,000 patients in risk-based integrated care arrangements, and to an additional 15,000 patients in other integrated care arrangements. Learn more about DaVita IKC [here](#).

## Earning Patient Trust

The Net Promoter Score (NPS) rating reflects patients' likelihood to recommend DaVita to others. We track this metric as a key indicator of patient positivity and trust. Our most recent NPS of 60 for our dialysis patients reflects our exceptional commitment to attentive, individualized care and support.



**96%**

of facilities scored 3, 4, or 5 stars in CMS's Five Star Quality Rating System.\*

**84%**

of home dialysis patients rated Davita 9 or 10 out of 10

**7,800+**

DaVita patients received a kidney transplant in 2022

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



## Equity & Education

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

### Promoting Health Equity

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

We are initially focused on racial inequities in access to kidney transplants, utilization of home dialysis options and upstream chronic kidney disease (CKD) education.

Our health equity strategy is focused in three ways:

- **Build the foundation** for equity by improving data insights related to health disparities, seeking to understand root causes, driving awareness and identifying and combating instances of bias.
- **Address inequities** by leading local solutions to meet patients where they are.
- **Create ripples** across healthcare by sharing learnings and collaborating with organizations like the National Kidney Foundation (NKF) to increase access to living donations and American Diabetes Association (ADA) to provide essential information about kidney disease to those who need it most.

In 2022 we are proud of:

- Launching cultural humility training to patient educators and teams to enable more culturally sensitive and personalized care.
- Hearing directly from dialysis patients and caregivers in Black and Mexican American communities across the country through DaVita Clinical Research led focus groups to help us understand the experiences and barriers on the journey to modality choice and transplant.
- Integrating MedSleuth, a transplant software company acquired at the end of 2021, that helps improve the transplant experience, including removing barriers to access and supporting patients through the transplant journey.

### Kidney Smart® Education

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

DaVita has educated more than 64,000 people, across 10 different languages, since January 1, 2021 as part of our five-year goal to achieve 100,000 Kidney Smart participants. Learn more about Kidney Smart [here](#).

**33,600+** participants in Kidney Smart education in 2022

**64,000+** participants in Kidney Smart education since 2021

# A Diverse Village Anchored in Belonging

We know it takes all of us to create an environment where every teammate can thrive. Our collaborative approach engages leaders and teammates alike in realizing a shared vision to create a diverse Village where everyone belongs. Learn more about our Diversity & Belonging (D&B) commitments [here](#).

## Diversity at Every Level

We strive to have strong representation of women and people of color across our organization by meeting or exceeding EEO-1 benchmarks across the full teammate population. While representation is essential at every level of our organization, we recognize that intentionally fostering leadership-level opportunities for people from historically underrepresented groups is especially important. As of December 31, 2022:

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 56% people of color	53% women and 30% people of color	77% women and 38% people of color	30% women and 20% people of color



We are proud to have been one of the first organizations to earn Management Leadership for Tomorrow's Black Equity at Work certification in 2021, and are now part of the inaugural cohort of employers seeking Hispanic Equity at Work certification. Launched in 2020, Management Leadership for Tomorrow's innovative program provides a rigorous framework to enable businesses to evaluate their efforts towards ensuring workplace equity.

## Prioritizing Diversity in Recruiting & Development

We recognize that intentionally fostering leadership-level opportunities for people from historically underrepresented groups is especially important. By focusing on diversity-minded recruiting and intentional development programming, we ensure that pathways to leadership within the Village are visible and equitable to all.

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

## A Culture of Belonging

We work to create an environment where feelings of belonging are the norm for all teammates, patients, physicians and care partners, regardless of gender, race or ethnicity, cultural affiliation or any other factor.

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



**Creating Trust and Safety**



**Respecting and Valuing Others**



**Providing Fair and Consistent Support**



### **Teammate-Reported Success:**

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

<sup>1</sup>Per 2022 teammate survey data



### **Intentional Belonging Training:**

92% of leaders at the VP level and above have completed an intensive, 16-hour development program to advance Inclusive Leadership skills. This unique DaVita experience focuses on unearthing unconscious bias and fostering the personal growth required for leaders to serve as effective examples of our Belonging Behaviors in action. An adaptation of this program will launch for manager and director level teammates in 2023.



### **Expanded DaVita University Digital Experience:**

2022 marked the launch of the Champion Diversity & Belonging Channel on the DaVita University digital experience. Here, every teammate gains access to Basics of Belonging training and a wealth of supplemental resources to promote the knowledge, attitudes and behaviors that support a culture of Belonging.



### **Week of Belonging:**

Our third annual Week of Belonging engaged 65,000 teammates from across the globe in living this important value.

### **Support Resources:**

We now offer expanded resource groups to meet the needs of our teammates and we are proud to have Asian and Pacific Islander, Black, LGBTQ+ and Working Parents teammate resource groups. We are working with several others to launch additional teammate resource groups later this year.

## A Place to Learn and Grow

We believe in a workplace where every teammate has the opportunity and support to reach their full potential. Our end-to-end career development pipeline provides financial, academic and social support to help clinical and operations teammates achieve their higher education and leadership goals, and to help managers and leaders engage in continued, career-long growth and development.



### Transparent Pathways to Success

Many people join DaVita as one of the more than 20,000 patient care technicians (PCTs) and 17,000 registered nurses (RNs) serving our nationwide network of dialysis centers where they provide lifesaving care to our patients every day. To support professional development pursuits for our teammates, we introduced Clinical Ladders in late 2021—a career-mapping model that puts teammates in the driver’s seat of their career. This program provides clarity around what it takes for teammates to progress in their role and links career progression to compensation, which is in line with our pay-for-performance philosophy.

In 2022, all patient care technicians, registered nurses, licensed practical nurses (LPNs), licensed vocational nurses (LVNs) and clinical coordinators (CC) adopted Clinical Ladders—more than 38,000 teammates—and we established a plan to add remaining patient-facing teammates in the future. Outlining clear competencies and milestones creates structure and transparency that sets the stage for successful career pathing, and providing development guides for each role empowers teammates to engage in activities that help them reach their goals.

Since rolling out Clinical Ladders, we have celebrated more than 9,000 promotions among our nurse and patient care technician teammates. In addition to our field teammates, we are also committed to investing in role clarity, career progression and compensation growth for our corporate teams, which will be deployed in the coming years.

### Building an Energized Nursing and Caregiving Workforce

While supporting economic mobility and career growth for every teammate, we bring particular focus to career pathing for the nurses and technicians who play a critical role on the front lines of care.

**Pathways to Healthcare**

Engaging local communities to expose high school students to the possibilities of a career in health care.

**Bridge to Your Dreams**

Providing game-changing financial support and professional mentoring to high-performing teammates in pursuit of their associate’s degree in nursing.

**Nurse Residency Program**

Supporting new graduate nurses with clinical and leadership development programming.

**1,450+** teammates have enrolled in Bridge to Your Dreams to seek their nursing degrees since 2018

## Supporting Lifelong Learning

Through DaVita University (DVU), teammates at every level have access to a proprietary suite of personal and professional educational resources. In 2022, we expanded our digital course offerings to reach even more teammates with a new DaVita University Digital Experience platform. This platform provides teammates access to new skill development and career growth by using AI-driven features to connect learners to curated learning journeys and new content sources, including LinkedIn Learning and TED@Work. The addition of external content sources creates access to development resources for over 38,000 skills in topics such as business, technology, leadership, and diversity and belonging with best-in-class content taught by industry experts. The phased deployment of the DaVita University platform will reach all U.S. teammates by mid-2023.

# 16,000+

More than 16,000 teammates participated in personal and professional development in 2022

# 32,700+

More than 32,700 total DVU course completions were logged on our learning platform in 2022

## Flexible Scholarships and Tuition Reimbursement

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



# \$3.5M

invested in tuition reimbursement, supporting 1,400+ teammates' academic ambitions in 2022



# Benefits Reflecting Our Culture of Care

We define our culture as “The DaVita Way,” which means caring for each other with the same intensity with which we care for our patients. We look to teammate engagement surveys as one among many ways to assess our teammates’ experience of The DaVita Way, and are proud to have achieved an engagement score of 78% in 2022.



## Nurturing a Healthy Village

- Our wellness platform provides a one-stop-shop for all of DaVita’s wellness programming and is designed to support teammates’ wellbeing through activities and challenges.
- Our Teammate Assistance Program provides a network of licensed counselors and professional services to teammates and their household members, covering the cost of 10 counseling sessions to support with life’s challenges.
- All teammates receive free access to the Headspace app for digital meditation and mindfulness.
- In 2022, more than 2,400 total participants in Omada program and their loved ones have participated in our diabetes and hypertension prevention and treatment program. These two disease states are among the leading causes of End-Stage Kidney Disease.
- In 2022, we awarded 100 teammates with the We Are Well Award, a recognition supporting teammates who share their stories of physical, emotional and financial wellness. Winners received fully-paid teammate DaVita medical insurance premiums for the upcoming year.



## Helping Families Thrive

- We provide access to Bright Horizons Advantage Family Care programs, which include backup childcare, access to college coaching, and support for parents of children with special needs.
- We offer a milk-delivery service for nursing moms who travel for work.
- Families receive access to a Little Star financial gift or additional paid leave for eligible parents upon the birth or adoption of a child.
- DaVita Village Network (DVN) is our teammate-funded program enabling teammates to support each other during times of hardship.



# Healthiest 100 Workplaces in America Award

2022 Nomination Period.

## Doing Our Part for the Planet

At DaVita, we know that true dedication to health care includes caring for the health of our planet. In 2022, we continued to build on our strong foundation of environmental commitments with a range of voluntary initiatives. Our reporting aligns with the Task Force on Climate-Related Financial Disclosures (TCFD), a leading authority on environmental reporting. Details on our progress to date and supporting data can be found in our TCFD Executive Summary and Data Tables, available on page 23 of this document.

### **An Energy Milestone: 100% Renewable in the US**

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

### **Achieving the first of our Verified, Science-Based Climate Goals**

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

We are proud that we have achieved our first science-based target focused on our Scope 1 & 2 emissions three years earlier than an accelerated target of 2025. Initially we set this goal to be completed by 2030.





### Energy Reduction

We completed 380+ LED lighting retrofits projects in 2022

**2,500+**

centers with LED lighting to date

**2,290+**

centers with smart building controls to date



### Water Reduction

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

Through these initiatives, we have saved more than 65 million gallons of water in 2022.



### Net Zero Commitments

We joined the White House and HHS health care sector commitment to net zero scope 1 and 2 emissions by 2050.

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

### Recognized for Leadership

Our sustainability practices have earned recognition from leading institutions.

- DaVita ranks number 28 on the Green Power Partnership Fortune 500® Partners List for renewable energy procurement, as of January 2023.
- We disclose our Climate Change and Water Security impacts through CDP, formerly known as the Carbon Disclosure Project — a global nonprofit that runs the world's leading environmental disclosure platform. Our climate change score of "B" is above average for all sectors, including the healthcare services industry.
- DaVita is a member of RE100, a global corporate renewable energy initiative bringing together hundreds of large and ambitious businesses committed to 100% renewable electricity.
- DaVita is a member of the DOE (Department of Energy) Better Climate Challenge, which challenges organizations to set ambitious, portfolio-wide GHG emission reduction goals.



## Caring for Communities

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

### Collaborating with The American Diabetes Association

We continued our support for the **American Diabetes Association (ADA)**:

- Awarded 1,600 ADA Professional memberships to DaVita patient care technicians and nurses to network and learn leading practices on diabetes management
- Launched an interactive digital experience to help those living with diabetes prevent and manage kidney disease
- Jointly published two diabetes and CKD-friendly cookbooks
- Collaborated on Kidney Disease Awareness Month and American Diabetes Awareness Month on educational activities
- For more information visit [diabetes.org/kidney](https://diabetes.org/kidney)

### The DaVita Giving Foundation

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

In 2022, the Foundation awarded a \$1.4 million grant to the **Food is Medicine Coalition** to provide medically tailored meals to people with food insecurity and medical nutrition needs, including individuals living with end stage kidney disease.

### Volunteering: Teammates in Action

At multiple touchpoints throughout the year, DaVita teammates gave back by volunteering to help causes aligned to DaVita’s work and mission.

- DaVita dietitians volunteered to review kidney-friendly recipes to share with ADA’s online community
- Teammates lent their skills in the fight to stop diabetes and kidney disease through awareness, prevention and management activities
- In celebration of the 150th National Arbor Day, worked with the **Arbor Day Foundation** to coordinate four tree-planting and distribution events around the country.

# 26,900+

hours volunteered by DaVita teammates in 2022

### Minority Lending Initiative

In 2021, we made a \$15 million Transformational Deposit into HOPE Credit Union, which provides banking services and loans to underserved communities. In 2022, we continued our investment with HOPE, which supports home and small business ownership for thousands of residents historically lacking financial service access in the southeastern United States. We also donate back the interest earned on the deposit back to HOPE to further support its impact lending.

## Beyond Our Borders

### Bridge of Life

Bridge of Life, an independent 501(c)(3) public charity founded by DaVita Inc., is an international nonprofit organization working to strengthen healthcare globally through sustainable programs that prevent and treat chronic disease. Bridge of Life works to empower local staff, community health workers and patients through training and education to make sustainable changes to healthcare.

#### 2022 Highlights

- Improved dialysis treatment and care for more than 800 new dialysis patients in four countries.
- Placed 21 AV fistulas for 21 children in Guatemala resulting in safer treatment and improved quality of life.
- Trained more than 160 community health workers in five countries to screen more than 4,000 people and provide ongoing support and education to more than 900 individuals identified with hypertension, diabetes or CKD.
- Launched a new program to provide home dialysis treatment for children in Guatemala that increases quality of life and eligibility for a kidney transplant.

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

Bridge of Life and DaVita Poland teammates assisted hospitals and clinics in Ukraine with securing dialysis supplies. DaVita also provided dialysis treatments to Ukrainian patients crossing the border as a result of the war.



## Doing What's Right

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

Not only does DaVita's compliance program help teammates navigate regulations, but it also helps teammates keep compliance top of mind and hold themselves accountable to certain ethical standards. For example, in 2022 we communicated to teammates about compliance and ethics topics over 300 times, using over 25 different channels. In addition, 48 of those communications focused explicitly on ethics and our commitment to doing the right thing.

DaVita also added two new questions to our teammate engagement survey to assess teammate perception of DaVita's culture of compliance. The results of the fall 2022 survey were strong:

- Over 80% of respondents indicated they feel comfortable reporting non-compliant behavior without fear of retaliation.
- Over 80% of respondents indicated they believe DaVita is committed to compliant business practices.

While we are pleased with these results, we will continue to work to promote our culture of compliance to all of our teammates and continue to measure the results.

### Training & Transparency

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 foundation of our compliance program.

In 2022 DaVita administered its first learning assessment to all teammates at the end of general compliance training. The compliance department then used this data for targeted education to individual teammates who demonstrated gaps in key compliance proficiencies, providing personalized learning aids to supplement their compliance knowledge and awareness.



### Our Commitment to Human Rights

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



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

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

We used the assessment to inform our continued efforts in support of human rights across our value chain. Moving forward, we plan to continue to implement our strategic roadmap and are committed to continuously improving our efforts relating to human rights. Learn more about our [human rights commitment](#).

# Progress Report: Our 2025 Goals


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

Category	2025 Goal	2022 Progress
 <p><b>Patient Care</b></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 <sup>1</sup>
	25% of patients choose to dialyze at home <sup>2</sup>	Over 15% of patients are dialyzing at home, as of December 31, 2022
	Achieve greater health equity for our patients	Developed data-driven dashboards to track outcomes by race and other demographics. Launched Cultural Humility training to patient educators and teams across Davita
	Patient Net Promoter score (NPS) of 50 or higher	NPS score of 60 from dialysis patients
	Educate more than 100,000 patients in a Kidney Smart class	33,600+ people attended a Kidney Smart class in 2022; ~64,000 people have attended a Kidney Smart class since 2021
<p>1. According to October 2020 data (for 2019 year), the most currently available data, from the Centers for Medicare &amp; Medicaid Services' Five-Star Quality Rating System</p> <p>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>		
 <p><b>Teammate Engagement</b></p> <p>Be recognized as a best-in-class employer of choice</p>	Teammate engagement score of 84% or higher	Our 2022 average teammate engagement score was 78%
	Sustain equal pay for equal work	We continue to invest in a proactive approach to equitable pay. We systematically define, monitor and act upon outliers within our aligned pay structures as we strive to ensure equitable pay over time.
	Meet or exceed EEO-1 benchmarks for all levels	We meet or exceed 68% of EEO-1 benchmarks <sup>1</sup>



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	2022 Progress
 <p><b>Teammate Engagement</b></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	~99% 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	Approximately 47% of teammates participated in a health and well-being program in 2022
	Maintain focus and leadership on belonging	Our 2022 Belonging score was 81%, based on our 2022 surveys. Our third annual Week of Belonging was held in November 2022.

Note: Data from Teammate Engagement section above includes U.S. teammates only

 <p><b>Environmental Stewardship</b></p> <p>Reduce our carbon footprint in alignment with Science-Based Targets</p>	100% powered by renewable energy globally <sup>1</sup>	U.S. operations are 100% powered by renewable energy. Global operations are 90% powered by renewable energy.
	Reduce carbon emissions by 50% <sup>2</sup>	77% reduction of scope 1 and 2 emissions, as of December 31, 2022
	Save 240 million gallons of water	More than 65 million gallons of water saved in 2022 <sup>3</sup>
	Implement recycling at 100% of U.S. facilities <sup>4</sup>	Recycling is implemented at more than 42% of our U.S. facilities <sup>5</sup>
	Vendors representing 70% of supply chain emissions set climate change goals	Vendors representing 13% of our scope 3 emissions have set a science-based target
	Teammates to complete 70,000 Green Actions	9,700+ Green Actions were completed in 2022; ~14,500 Green Actions completed since 2021 <sup>6</sup>

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	2022 Progress
 <p><b>Healthy Communities</b></p> <p>Spread ripples of citizen leadership throughout our local communities</p>	125,000 hours of volunteerism	26,900+ volunteer hours were completed in 2022; 35,900+ hours have been completed from 2021 through 2022.
	Enhance our impact through strategic giving focus areas	DaVita Giving Foundation supports strategic giving. The foundation focuses in the areas of health care, social determinants of health and kidney disease.
 <p><b>Leading with Integrity and Accountability</b></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 <sup>1</sup>	Results from DaVita’s fall 2022 teammate engagement survey: Over 80% of teammate respondents indicated they feel comfortable reporting non-compliant behavior without fear of retaliation. Over 80% of teammate respondents indicated they believe DaVita is committed to compliant business practices.
	Continue to ensure that teammates and directors complete compliance training and review code of conduct annually.	99.9% of teammates and directors completed annual compliance training. 99.9% of teammates reviewed the code of conduct.
	Continue to ensure that new teammates complete compliance training and review code of conduct within 60 days of hire.	98.9% of new teammates and directors completed compliance training within 60 days of hire. 99.1% 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.	96.1% of medical directors and joint venture partners completed annual compliance training.

1. New addition to 2025 goal list

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

# 2022 ESG Data Tables

SASB Metrics & TCFD Report



# SASB Healthcare 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 the progression of kidney disease to streamlining the transplant process, from acute hospital care to dialysis at home. As of December 31, 2022, DaVita served approximately 199,400 patients at 2,724 outpatient dialysis centers in the U.S. The company operated an additional 350 outpatient dialysis centers located in 11 countries outside of the U.S. 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 [DaVita.com/About](https://www.davita.com/about).

## About This Report

In addition to providing wide-ranging disclosure on our website regarding our approach to environmental, social and governance factors, we are providing the following disclosures, aligned with the SASB Health Care Delivery industry standard. Unless otherwise indicated, the data included in this report is presented as of December 31, 2022 and refers to our U.S. operations. We undertake no obligation to update this information, except as may be required by law. More data can be found at [davitacommunitycare.com](https://www.davitacommunitycare.com).

Quality of Care and Patient Satisfaction	2022	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 2022.



**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 composed 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	2022	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. As of 2021, over 75% of these patients are able to subsequently secure health insurance coverage during their course of treatment at DaVita.

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

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

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

Patient Privacy & Electronic Health Records	2022 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

DaVita's Enterprise Privacy Policy sets the minimum standards for the handling of Personal Information (as defined therein) under DaVita's custody or control. DaVita has adopted the following privacy principles that 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) needed/required.

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

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

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

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

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

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

## Additional Privacy & Data Security Information

**Information Security Policies and Systems 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, which in turn 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	2022 Data	SASB Code
Description of policies and practices to manage the number of prescriptions issued for controlled substances	Not applicable - At this time, DaVita does not administer controlled substances in its clinics	HC-DY-260a.1
Percentage of controlled substance prescriptions written for which a prescription drug monitoring program (PDMP) database was queried	Not applicable - At this time, DaVita does not administer controlled substances in its clinics	HC-DY-260a.2
Pricing & Billing Transparency	2022 Data	SASB Code
Description of policies or initiatives to ensure that patients are adequately informed about price before undergoing a procedure	<a href="#">Billing and Insurance FAQs</a>	HC-DY-270a.1
Discussion of how pricing information for services is made publicly available	<a href="#">Billing and Insurance FAQs</a>	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	2022 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

Employee Health and Safety	2022	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
Description of Occupational Health and Safety (OHS) management system	<p>DaVita is committed to supporting the health and safety of our teammates, contractors and other individuals under our supervision. We aim to continually improving our OHS performance, by regularly evaluating our program for effectiveness, and making changes to the program as needed to maintain a safe and healthy workplace. Our senior leaders endorse the implementation of our OHS commitment and provide support for this important work.</p> <p>Our OHS system includes the following components:</p> <ul style="list-style-type: none"> <li>• Risk and hazard assessments</li> <li>• Prioritization and integration of action plans</li> <li>• Integration of actions to prepare for and respond to emergency situations</li> <li>• Evaluation of progress and program effectiveness in reducing health issues</li> <li>• Internal monthly inspections</li> <li>• Seeking third party consultation for safety program compliance and effectiveness</li> <li>• Procedures to investigate work-related injuries, ill health, diseases and incidents</li> <li>• OHS training provided to new and existing teammates to raise awareness and reduce operational health and safety incidents</li> <li>• Communication and data accessibility with both center managers and senior leadership on safety program components and awareness around injury loss drivers</li> </ul> <p>For more information please see our <a href="#">code of conduct</a></p>	

Employee Health and Safety	2020	2021	2022	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

Employee Health and Safety	2020	2021	2022	SASB Code
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.	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	78% data coverage: 69% of U.S. teammates	
Number of teammates who participated in a DaVita University development program	11,916	12,663	16,500	
Average training hours per employee	16.7 hours	24.7 hours	26.7 hours	
Number of new employee hires	13,800	17,900	22,800	

Diversity and Belonging		2021	2022	
EEO-1 Report		<a href="#">Link</a>	<a href="#">Link</a>	
Learn more information about our commitment to Diversity and Belonging <a href="#">here</a> .				

## Teammate & Family Benefits and Wellness Programs

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

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

## Environmental Stewardship

Energy Management	2020	2021	2022	SASB Code
<b>Total Energy Consumed (MWh)</b>	<b>923,293</b>	<b>955,204</b>	<b>884,946</b> Data coverage: 100% of global operations	HC-DY-130a.1
MWh from fuel	309,588	341,700	303,823	
MWh from purchased or acquired electricity	612,962	612,761	580,259	
MWh from self-generated renewable electricity	743	743	864	
<b>Percentage of total energy from renewable sources</b>	<b>15%</b>	<b>35%</b>	<b>59%</b>	HC-DY-130a.1
MWh from non-renewable sources	783,091	623,118	361,140	
MWh from renewable sources	140,202	332,086	523,806	

Waste Management	2020	2021	2022	SASB Code
Total amount of Medical Waste	71,395,201 lbs.	68,897,371 lbs.	67,451,743 lbs.	HC-DY-150a.1
% medical waste incinerated	4%	4%	3%	
% medical waste recycled or treated	0%	0%	0%	
% medical waste landfilled	96%	96%	97%	
Total amount of hazardous pharmaceutical waste	397 lbs.	82 lbs.	0 lbs.	HC-DY-150a.2
Total amount of non-hazardous pharmaceutical waste	5,363 lbs.	2,741lbs.	97lbs.	
% pharmaceutical waste incinerated	100%	100%	100%	
% pharmaceutical waste recycled / treated	0%	0%	0%	
% pharmaceutical waste landfilled	0%	0%	0%	
Total waste output (tons)	110,052 short tons* *Data coverage: 60% of U.S. operations	111,637 short tons* *Data coverage: 74% of U.S. operations	119,757 short tons** Data coverage: 68% of U.S. operations	
Water Management	2020	2021	2022	SASB Code
Total water withdrawals (megaliters)	4,976,152,751 gal 22,622 megaliters	4,745,052,455 gal 17,960 megaliters	3,876,937,359 gal; 14,674 megaliters	
Greenhouse Gas Emissions	2020	2021	2022	SASB Code
Scope 1 emissions (metric tons of CO2 equivalents)	60,753	66,959	60,589	HC-DY-150a.1
Scope 2 emissions (metric tons of CO2 equivalents)	Location-based: 229,252 Market-based: 161,076	Location-based: 217,975 Market-based: 110,687	Location-based: 211,606 Market-based: 18,561	
Scope 3 emissions (metric tons of CO2 equivalents)	1,316,324	1,303,046	891,799	



Climate Change Impacts on Human Health & Infrastructure	2021	2022	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 <a href="#">CDP response</a> 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%	99.9%	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

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 TCFD report includes results of DaVita’s geographic risk screening exercise against physical and transition risks to our global outpatient dialysis centers and key suppliers. DaVita has approved science-based targets to ensure that our GHG emissions reductions targets are in line with global commitments to help the world’s efforts to limit global warming to 1.5 degrees Celsius or less.

### Executive Summary

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

### Governance

The Nominating and Governance Committee of the Board 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.

### Strategy

DaVita believes it is well positioned to manage through the energy transition necessary to meet global climate goals given that it has adopted approved science-based targets for its Scope 1, 2, and 3 Greenhouse Gas (GHG) emissions. Our emissions targets are in line with global commitments that are intended to help the world limit global warming to 1.5 degrees Celsius or less. Through a third party analysis, DaVita has identified important risks for management based on a portfolio risk assessment of our more than 2,700 U.S. and 300 international outpatient dialysis centers (as of 12/31/21) and key supply chain partners:

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

## Management

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

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

## Metrics and Targets

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

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## 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 Emergency Management to help ensure that supplies are available for centers effected by severe weather events including flooding, fires, and severe storms.

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

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

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

## Managing Climate Change Risk

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

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

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

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

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

\* as of 2021

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

Time Horizon	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	2022 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"> <li>• 38% of US locations in city or state with net-zero emissions target or 100% clean electricity target, as of 2021</li> <li>• 55% of international locations in countries with existing or expected GHG regulations, as of 2021</li> </ul>
Physical Risks	<ul style="list-style-type: none"> <li>• % 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)</li> <li>• Most important risks to operations - which risks DaVita will actively manage.</li> </ul>	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.
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"> <li>• Onsite renewable energy projects</li> <li>• Install electric vehicle charging stations at business offices</li> <li>• Pursue LEED certification for offices where possible</li> </ul>	<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><b>2022 Highlights</b></p> <ul style="list-style-type: none"> <li>• 2,500+ clinics have received energy efficient LED lighting upgrades through 2022*.</li> <li>• We designed and built our first net zero energy dialysis clinic</li> </ul>

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

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

GHG Emissions (metric tons of CO2 equivalents)	2020	2021	2022	2021-22 % Change
Scope 1 emissions	60,753	66,959	60,589	-10%
Scope 2 emissions	Location-based: 229,252 Market-based: 161,076	Location-based: 217,975 Market-based: 110,687	Location-based: 211,606 Market-based: 18,561	-3% -83%
Scope 3 emissions	1,316,324	1,303,046	891,799	-32%
Scope 1+2 emissions per treatment	Location-based: 0.009 mtCO2e/tx	Location-based: 0.008 mtCO2e/tx Market-based: 0.005 mtCO2e/tx	Location-based: 0.008 mtCO2e/tx Market-based: 0.002 mtCO2e	-4% -58%

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.

See our full list of 2025 environmental goals and 2022 progress on page 21.



## 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

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