



2025 Community Care

FOR OUR
PATIENTS, OUR
TEAMMATES &
OUR WORLD





A Letter from CEO, Javier Rodriguez

This Community Care report reflects both how far we've come and how we continue to evolve. It marks the close of our most recent set of environmental, social and governance (ESG) commitments and the start of a new chapter as we set our sights on 2030. It's an opportunity to reflect on our progress, acknowledge the work still ahead and share how we're building on what we've learned.

At DaVita, we believe we are a community first and a company second. For more than 25 years, that belief has shaped how we care for patients, support our teammates, and contribute to the communities and environment we share. It continues to guide our pursuit of a healthier tomorrow.

In 2025, that commitment showed up in tangible ways — from advancing clinical outcomes and innovation in kidney care to continuing to build a community where teammates experience connection, belonging and opportunity. These efforts reflect our continued focus on improving access to care, advancing patient outcomes, supporting our communities, and being responsible stewards of the resources entrusted to us.

As we look ahead to 2030, our goals build on this foundation. They reflect what we've learned, where we see the greatest opportunity to make a difference, and how we can continue to raise the bar for the patients, teammates and communities we serve.

While our goals will continue to evolve, our purpose remains constant: delivering life-sustaining care and creating lasting positive impact. I am deeply grateful to the thousands of teammates and partners whose dedication brings this mission to life every day. Together, we are not simply planning for the future — we are building it, one patient, one teammate and one community at a time.

Javier Rodriguez
Chief Executive Officer, DaVita

Our Unwavering Pursuit of a Healthier Tomorrow: Opening a New Chapter






As we conclude our last five-year goal cycle, we announce ambitious new commitments for the future.

In these pages, we celebrate 2025 achievements while establishing the guiding framework and actionable goals that will define our community efforts through 2030.

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Unless otherwise indicated, the data included in this report is presented as of December 31, 2025, and refers to our U.S. operations. Modality selections and decisions related to a patient's care are made by the attending nephrologist and patient, and provided pursuant to a physician's order. Website references and links throughout this report are provided for convenience only, and the content on the referenced websites and links are not incorporated by reference into this report.



Caring for Our Patients, Each Other and Our World



Our Trilogy of Care

Introducing our 2026-2030 Community Care Framework

For more than 25 years, our Trilogy of Care — Caring for Our Patients, Caring for Each Other and Caring for Our World — has guided our community first, company second ethos. It continues to shape our work and serves as the framework that will guide our Community Care focus for the coming five years.

Rigor, Transparency & Commitment

To develop our specific 2030 goals, we engaged with stakeholders across the company to define objective metrics, continuing to leverage external reporting frameworks, such as the Sustainability Accounting Standards Board (SASB) and CDP, where applicable. Our updated goals reflect our enduring dedication to advancing our corporate citizenship initiatives.



Caring for Our Patients

Our purpose: providing life-sustaining kidney care, education and modality choices.



Caring for Each Other

Creating an environment built on shared purpose, meaningful connection, professional growth and authentic belonging.



Caring for Our World

Engaging with local communities to create positive impact and prioritizing projects and initiatives that support environmental stewardship.

Poised for Impact Where it Matters Most

Our 2030 Community Care Goals

Our Patients



Provide industry-leading care for all our patients.

- Improve patient quality of life: Reduce hospitalizations to extend lifespans
- Empower **150,000+** people to make more informed **modality choices** through kidney education
- Narrow the disparity: Increase home dialysis and transplants rates for underserved populations
- Support **40,000+** DaVita patients receiving a life-changing transplant

Our Teammates



Differentiate our culture by fostering purpose, connection, belonging and growth.

- Sustain market-leading **teammate engagement scores of 80%** or higher each year
- Grow our own talent: Graduate **2,000 new nurses** through DaVita programs
- Build pathways to prosperity: 65,000 promotions to drive economic mobility for front-line teammates
- Mobilize our teammates for good: **Complete 300,000 hours** of community service

Our World



Build a healthier, more resilient future for the communities we serve.

- Strengthen our communities with philanthropic investments **benefiting 400,000 people**
- Power all global operations with **100% renewable energy each year** as part of our path to net zero by 2050
- Safeguard patient care by assessing risks from severe weather and building more resilient operations
- Scale water conservation best practices in each country in which we operate

Doing What's Right

Acting with integrity is foundational to how we pursue our goals and measure our progress. As we set these commitments, we align them with evolving regulatory reporting expectations and ensure the data behind what we report is accurate and reliable.

Responsibility for achieving these goals sits with leaders across DaVita, reflecting our longstanding belief that Community Care is not owned by any single team – it belongs to all of us.



2030 Goals: Caring for Our Patients

Providing Industry-Leading Care for All Our Patients

Excellence in patient care is the beating heart of our work at DaVita. Ultimately, every decision we make reinforces our commitment to helping every patient achieve their own best possible health outcomes.

Improve patient quality of life: Reduce hospitalizations to extend lifespans.

For those living with kidney disease, avoiding the hospital is a potent indicator of improved quality of life, reflecting more sustained periods of stable well-being and more effective management of disease complications. Over the coming five years, we commit to reducing the average hospitalization rate among the patients we serve, as measured against a 2025 baseline.

Empower 150,000+ people to make informed modality choices through kidney education.

Our Kidney Smart[®] program provides kidney health education and lifestyle recommendations to help at-risk individuals understand kidney health, apply strategies to help prevent disease progression and make the modality choices that best meet their personal health goals. Today, the program is available in person, by phone and online in over 13 languages. We commit to building on this strong foundation to reach more than 150,000 people with expert, accessible kidney education by 2030.

Narrow health disparities: Increase home dialysis and transplant rates for underserved populations.

We are tackling head-on the persistent reality that underserved populations experience lower rates of home dialysis and transplantation. We commit to reducing these disparities, consistent with our goal of providing industry-leading care for every patient.

Applying methodology recommended by the Centers for Medicare and Medicaid Services (CMS) to identify patients considered “underserved,” we will track key metrics for underserved and the broader patient populations to assess and report on our progress in narrowing the gap.

Support 40,000+ DaVita patients receiving a life-changing transplant.

For patients for whom kidney transplant is a medically appropriate option, transplantation is the ideal treatment for end stage kidney disease. We commit to working with our transplant-providing partners in the broader kidney care community to support more than 40,000 DaVita patients on the transplant journey.



2030 Goals: Caring for Each Other

Differentiating Our Culture to Foster Purpose, Connection, Belonging and Professional Growth

At DaVita, we put people at the center of everything we do, which supports our culture, empowers a shared purpose and drives our pursuit of a healthier tomorrow.

Sustain market-leading teammate engagement scores of 80% or higher each year.

Annual engagement surveys help us gauge teammate sentiment, recognize successes and identify areas for improvement. Through a comparative industry assessment, we established a benchmark leadership score of 80%, and set this as our annual goal for 2026–2030.

Grow our own talent: Graduate 2,000 new nurses through DaVita programs.

When we support a thriving pipeline of nursing talent, the entire healthcare sector benefits. By offering a wide range of sponsorship and mentorship programs, as well as tuition reimbursement options, we commit to helping 2,000 new nurses earn their credentials with support from DaVita programs by 2030.

Build pathways to prosperity: Promote 65,000 front-line teammates to help drive economic mobility.

We recognize the all-important connection between career growth and economic mobility for the dedicated DaVita teammates who deliver front-line patient care. Our Clinical Ladders program provides the framework for career growth, offering clear and actionable pathways to advancement opportunities for clinical professionals. We commit to 65,000 promotions for our frontline teammates through the Clinical Ladders program by 2030.

Mobilize our teammates for good: Complete 300,000 hours of community service.

The same spirit of service that draws all of us to work at DaVita inspires us to give back beyond our walls. We encourage and support a vast range of volunteer activities, including both DaVita-sponsored initiatives and those driven by teammates independently. In the coming five years, we commit to completing 300,000 hours of volunteerism — acting as a community first, a company second.



2030 Goals: Caring for Our World

Building a Healthier, More Resilient Future for the Communities We Serve

Working to strengthen the communities and environment around us is a natural extension of our longstanding legacy of care. Through philanthropy, conservation initiatives and investments that help communities prepare for and respond to challenges, we aim to support health and safety today and into the future.

Strengthen our communities with philanthropic investments benefiting 400,000 people by 2030.

In alignment with our caring ethos and wide-ranging platform of community initiatives, philanthropy is another way we work to extend the reach of DaVita’s positive influence on human health. Through the DaVita Giving Foundation we commit to sustained, high-impact philanthropic investment in the years ahead.¹

Power all global operations with 100% renewable energy each year as part of our path to net zero by 2050.

Having met our goal of powering 100% of our global operations with renewable energy in 2025, we’ve set the bar high. Moving forward, we commit to upholding this gold standard of environmental sustainability and maintaining our position as renewable energy leaders even as our operations grow in scale and impact.

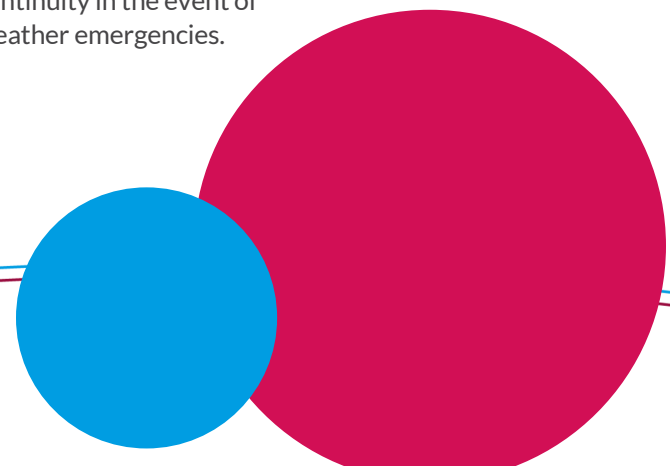
Safeguard patient care by assessing risks from severe weather and building more resilient operations.

Protecting patients and teammates is our top priority during severe weather events. In the years ahead, we’ll perform a robust assessment of the physical risks from severe weather in each of the communities we serve. We’ll apply this data to develop capital improvement plans to safeguard patient care and support operational continuity in the event of weather emergencies.

Scale water conservation best practices in each country in which we operate.

Building on the success of our U.S. water conservation initiatives, we commit to pursuing water conservation on a global scale. In the coming years, we’ll develop tailored water-saving best practices for each country in which we operate, ensuring we manage this critical resource responsibly throughout our enterprise.

¹ Impact will be measured through attestations from the recipient organizations.





2025 Community Care Highlights



2025 Progress Snapshot

Key Achievements

We're pleased to report notable annual gains across all of our Community Care focus areas.



Patient Care

8,000+ DaVita patients received a kidney transplant.

40,000+ people participated in a Kidney Smart® class, our kidney disease education program, which is available in over 13 languages.

We worked with national organizations, including **the YMCA** and **the American Diabetes Association**, to expand access to education and prevention resources for chronic kidney disease and related conditions.



Teammate Engagement

We achieved a **teammate engagement score of 85%** in 2025.

We maintained our high scores in teammate sentiment, with **85% reporting they feel like they belong¹ at DaVita.**

~400 teammates are pursuing an Associate Degree in Nursing, funded by DaVita's Bridge to Your Dreams program.

We exceeded our five year teammate volunteerism goal, with teammates giving **218,000+ hours** of their time to causes aligned to DaVita's mission since 2021.

¹Per 2025 teammate survey data



Environmental Stewardship

We achieved our 5-year goal of **powering 100% of our global operations with renewable energy** via virtual power purchase agreements.

More than **90 million gallons of water** — enough water to support ~830 U.S. homes for an entire year¹ — were saved through ongoing water efficiency projects.

DaVita has been named to the CDP climate change “A List” for the past two years, including achieving a Leadership Level grade for water security in 2025.

¹Based on EPA estimate of 300 gallons of water used daily per U.S. household



Healthy Communities

The 2025 DaVita Community Health Experience provided thousands of community members across the country access to **free screenings and education** focused on kidney health.

With support from the DaVita Giving Foundation, the Food is Medicine Coalition provided more than **23,000 medically tailored meals** to people with food insecurity and medical nutrition needs, including individuals living with end stage kidney disease.



Leading with Integrity & Accountability

As of May 2026, **8 out of 9** members of our Board of Directors are independent under New York Stock Exchange rules.

99.9% of U.S. teammates and directors completed annual compliance training in 2025.



Forever Committed to Excellence in Care

Throughout our 25+ year history, we've led the way in patient-centered kidney care. Our work has played a key role in reducing hospitalizations, extending lifespan and helping propel the kidney care community to adopt universally high standards.

Since day one, our commitment has never wavered: insistence on high quality and holistic care for every patient we serve.

A Decades-Long Legacy of Five-Star Quality

As a comprehensive kidney care provider, DaVita has been a leader in clinical quality and innovation for over 25 years. For the ten most recently reported years, we have excelled under the Centers for Medicare & Medicaid Services' (CMS) Five-Star Quality Rating system, which rates eligible dialysis centers based on the quality of outcomes. These rankings help patients, their families and caregivers make more informed decisions about where patients receive care.

Learn more about the CMS quality ratings [here](#).





Commitments in Action

Building the Future of Value-Based Care

DaVita Integrated Kidney Care (DaVita IKC) is DaVita's value-based care program. DaVita IKC provides integrated care management services to health plans and government programs for members and beneficiaries diagnosed with end stage kidney disease (ESKD) and chronic kidney disease (CKD). The program brings together a range of services including health monitoring, clinical coordination, predictive analytics and medical claims analysis to pioneer new models that will drive the future of kidney care. Together with our partners, we're helping patients access superior kidney healthcare to help generate improved clinical outcomes while simultaneously helping to reduce overall medical costs.

Learn more about DaVita IKC and our commitment to value-based care [here](#).

Champions for Home Dialysis

Home dialysis offers a flexible, patient-centered option for those who are medically eligible and prefer to receive care at home. Patients are supported every step of the way with training, education and ongoing care from DaVita clinical teams.

- In 2025, approximately **16% of our patients** dialyzed in the comfort and convenience of their home.¹

- Through our **Kidney Smart® education program**, we offer a specialized Home Edition class with modality-specific education. Designed to help people determine if a home modality is right for them, this class provides information and hands-on learning, plus a chance to hear from other patients about their experience with home dialysis.

Learn more about our commitment to home dialysis and its benefits to patients [here](#).



¹Modality selections and decisions related to a patient's care are made by the attending nephrologist and patient, and provided pursuant to a physician's order

Helping to Bring Transplantation Within Reach

Kidney transplant is the preferred treatment for patients who are medically eligible. Grounded in our commitment to patient outcomes, we're working across multiple dimensions of technology and programming innovation to expand transplantation access and education. We're proud that more than 109,000 DaVita patients were referred for a transplant at least once by the end of 2025, representing another record-setting year for our referral rates.

Created in partnership with MedSleuth and the greater transplant community, our BREEZE technology platform streamlines and improves the transplant process for candidates, donors, and referring clinicians, helping more transplants happen, more efficiently. In 2025, BREEZE referral enabled bidirectional communication between transplant centers and referring providers, directly benefiting the approximately 40,000 DaVita patients who were referred to transplant specifically via BREEZE.

2025 marked the second year of a pilot program supporting patients through the transplant process with dedicated transplant liaisons.

These professionals are hired specifically to help guide patients through the referral and work-up phases while partnering closely with transplant centers. We look forward to growing this program further in 2026.

In addition, in 2025 the DaVita Giving Foundation invested in several nonprofit partners to address critical barriers across the kidney transplant ecosystem, supporting patients from initial listing through waitlist maintenance and transplant completion.

This support has helped enable the creation of personalized microsites and dedicated mentor connections for individuals pursuing a kidney transplant, as well as wrap-around services to help individuals interested in serving as a living donor achieve eligibility.

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 63 for dialysis patients reflects our commitment to individualized, exceptional care and support.



8,000+

DaVita patients received a kidney transplant in 2025



Delivering Our Best for Every Patient

Advancing equal access for all patients — regardless of demographic or social status — is central to our unwavering pursuit of a healthier tomorrow.

In 2025 we're proud of:

- **Empowering our front-line teammates** by providing an optional training aimed at deepening understanding of the diverse cultures and perspectives of the patients we serve. Our leaders may also access data dashboards that feature stratified clinical outcome metrics, which can be provided upon request.
- **Introducing innovative, person-centered tools** to enhance the assessment of patient modality interests. These tools aim to improve home dialysis accessibility by identifying potential barriers and providing ongoing support to optimize kidney health outcomes.
- **Dedicating meaningful time to listening and understanding** gaps in care and clinical outcomes for our patients, including within Native American communities. These insights continue to guide our focus on addressing social drivers of health, informing projects and initiatives that benefit DaVita's broader patient population.
- **Establishing a Transplant Equal Access Program** with the goal of markedly improving waitlist and transplant outcomes for our lowest-income and most medically vulnerable patients. This year we continued to expand our Transplant Liaison initiative, a clinical program that facilitates collaboration between dialysis care teams, transplant centers and patients. Transplant liaisons are trained community health workers who provide culturally responsive support, helping to close gaps in access for patients who have stalled in the transplant journey or are facing significant barriers, including those affected by social drivers of health.

Our strategy to achieve equitable access to care for all patients spans three focus areas:



Creating awareness, identifying bias and understanding the data and patient insights to develop and scale interventions.



Addressing barriers to access with intentional, sustainable, root cause-focused interventions that can have a meaningful impact at the local and national level.



Creating ripples accelerated through meaningful collaborations across the kidney and larger health care communities to share learnings and amplify impact.

Our Patient Population is Incredibly Diverse

DaVita serves an incredibly diverse patient population. Approximately 20% of our patients have a primary language other than English. More than 50% of our patients identify as Black or Hispanic. Many of the patients we serve are dually eligible for Medicare and Medicaid, representing some of the lowest income and most medically vulnerable populations.

Sector-wide data demonstrates that racial and socioeconomic disparities continue as patients advance through end stage kidney disease. We're 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.

40,000+

participants in Kidney Smart in 2025

183,000+

participants in Kidney Smart education since 2021

Kidney Smart® Education

We offer comprehensive kidney education at no cost to the community through Kidney Smart. Available in person, online and by phone, 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.

Expanding access to non-English language Kidney Smart resources remains an important priority. To date, we've delivered this essential education in over 13 different languages. Learn more about Kidney Smart [here](#).





**Commitments
in Action**

**Community
Partnerships
for Health**

In 2025, DaVita expanded its work with the YMCA to support chronic kidney disease (CKD) education and prevention. Focused on promoting access to care for all, the collaboration brings free health screenings and culturally-attuned health education to cities nationwide.

This year, DaVita's Community Health Experience brought no-cost kidney health screenings and education to Orlando, Houston and Los Angeles, resulting in more than 1,200 screenings. The YMCA, the American Diabetes Association, and other national and local organizations joined DaVita to help extend the initiative's reach and impact in local communities.



“It’s so important to know your numbers. As someone living with diabetes and other health conditions, I hadn’t had a kidney screening before, so I was glad to get one for free today.”

— Screening participant in Houston



Working Together, Working for Better

At DaVita, people are the foundation of our community and the driving force behind our pursuit of a healthier tomorrow for all. Rooted in our identity as a community first and a company second, we foster an environment where every teammate can thrive, feel supported and contribute meaningfully. Our culture is built on shared purpose, meaningful connection, authentic belonging *and* professional growth that inspires individuals to bring their best selves to work every day.

External Recognition as an Employer of Choice



FORTUNE® World's Most Admired Companies¹



USA Today Top Workplaces



Newsweek America's Greatest Workplaces in Health Care



WorldBlu Certified Freedom-Centered Organization

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Creating a Culture of Belonging for All

Our culture of belonging reflects how we hire, train, manage and develop our teams.

We offer every new teammate our **Basics of Belonging course**, and every member of our team — from front-line care to executive leadership — is encouraged to pursue our robust suite of ongoing belonging education.

According to our most recent survey, **85% of teammates report that they feel like they belong at DaVita**, and **83% report that their manager successfully creates a sense of belonging**.

Belonging consistently emerges as a key driver of engagement for our teammates. Our strong belonging scores helped drive a teammate **engagement score of 85%** in 2025, which ranks among the best in our industry and in U.S. companies overall.

A cherished DaVita program, our annual **Week of Belonging**, offers all teammates an opportunity to engage with intentional activities that cultivate and amplify belonging.

Our **Teammate Resource Groups**, open to all, continue to support teammate connection and belonging within our clinics and business offices.

We promote multiple forums for teammates to have their voice heard — from informal conversations with leaders to planned events like Town Halls and company-wide calls to our bi-annual engagement survey.

Our Belonging Behaviors



Creating Trust and Safety



Respecting and Valuing Others



Providing Consistent Support



**Commitments
in Action**

**Redwoods Campus
Recruiting**

A DaVita tradition since 2005, our Redwoods program is just one example of our commitment to cultivating leadership from within. Far more than standard campus recruiting, our Redwoods team works directly with campus organizations supporting students with business interest in healthcare and general management to recruit select cohorts of high-potential students, including women, students of color and military veterans. The program supports all participants with a dedicated mentor and a full two years of specific and structured leadership training.

DaVita Redwoods is proud to partner with a broad range of public and private institutions to open a unique door to professional growth.

Representation at Every Level

We're proud to have strong representation for all by hiring the most qualified talent. We meet or exceed 68% of EEO-1 benchmarks across our full teammate population as of December 31, 2025.

Highlights of this reporting period include:

Overall Teammate Diversity

78% Women
59% People of Color

Board Diversity

44% Women
22% People of Color

**Operational Managers who Lead
Dialysis Centers**

78% Women
42% People of Color

**Leaders with Profit & Loss
Responsibility**

51% Women
30% People of Color



Fostering Diverse Perspectives in Leadership

We are committed to hiring the most qualified individuals and ensuring our programs and practices open doors for growth, opportunity and long-term success at DaVita for all teammates. We believe that diverse perspectives strengthen our leadership and enhance our ability to serve our patients, teammates and communities. We engage a broad range of high-potential candidates through our recruiting process, and we provide all teammates a variety of training opportunities to develop the skills needed to move into leadership roles.

Paving Career Paths to Economic Mobility

Our approach to career development explicitly prioritizes economic mobility, helping teammates and leaders advance their careers and increase their earning potential. Our end-to-end career development pipeline provides financial, educational and social support to all clinical and operations teammates to help bring professional and economic goals in reach.



Accessible Ladders to Professional Growth

Our DaVita Ladders program creates transparent pathways to growth and success for every teammate. The program sets clear and consistent role expectations and provides a universal language to describe career progression and support career mobility. The foundational program also enables us to execute our compensation strategy including pay for performance and equitable pay.

DaVita Ladders supports effective and consistent professional development review discussions and gives teammates the ability to explore a range of career pathways based on interest and skills.

Clinical Ladders is the clinical subset of DaVita Ladders, creating transparent paths to career advancement for our patient care technicians, nurses, and other clinical teammates and leaders. In 2025, we achieved the milestone of implementing DaVita Ladders with all U.S. DaVita teammates.

~60%

of our facility administrators and managers have been promoted internally



~400
teammates are pursuing an Associate Degree in Nursing, funded by DaVita's Bridge to Your Dreams program, as of December 31, 2025



Commitments in Action

Careers in Nursing: From Dream to Reality

Bridge to Your Dreams (BTYD) is a multi-dimensional program that supports DaVita teammates' career growth while helping build the critical pipeline of trained nursing professionals. Open to both clinical and non-clinical teammates, BTYD charts the course to an associate's degree in nursing for high-performing teammates who are looking to reach this goal.

Teammates accepted to the application-based program receive financial assistance covering much of the cost of their degree training, as well as the option to work reduced hours while balancing work and school, plus supportive professional mentoring every step of the way.



Empowering Our Teammates through Education

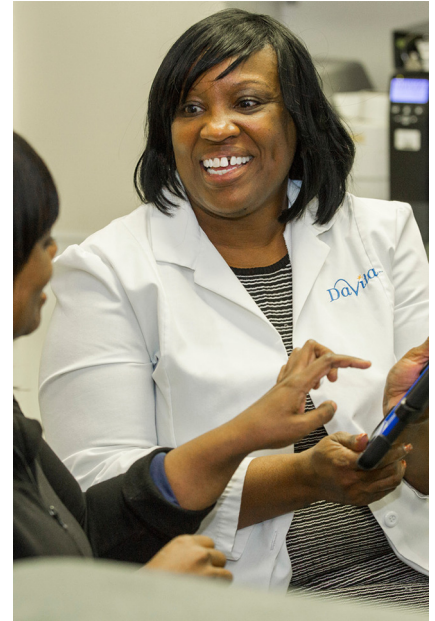
We believe that by fostering a culture of continuous learning and providing opportunities for growth, we build the skilled and compassionate leaders essential to delivering life-giving care.

This past year, we made significant strides in strengthening our leadership capabilities and preparing DaVita for the future:

- **Developing the Next Generation of Clinical Leaders:** We launched the Emerging Nurse Leadership Program to build our executive clinical leadership pipeline. The program's inaugural year was a remarkable success, far exceeding its pilot goals for both Net Promoter Score (NPS) and participant rates of confidence in applying the skills learned.
- **Strengthening Field Leadership Capabilities:** Our targeted Field Manager Learning Series surpassed its Net Promoter Score (NPS) and knowledge gain goals, underscoring our focus on translating learning into daily leadership practice.
- **Enabling Strategic Business Outcomes:** We designed and deployed high-impact learning solutions that drove meaningful behavior change throughout DaVita. From supporting transformations in clinical services and lab operations to enhancing our comprehensive career development programs, our focus remains on enabling strategic outcomes and living our core values of Service Excellence, Continuous Improvement and Accountability.

4.7 million+

total non-mandatory training completions were recorded in our learning platforms in 2025



Embracing the Future of Work with Artificial Intelligence (AI)

We took a significant step forward in technological advancement by establishing an enterprise-wide working group on AI literacy and launching "AI Essentials."

This foundational course, launched for our leaders, achieved a 34% improvement in knowledge scores from pre- to post-course quizzes, helping to prepare teammates for the responsible and compliant use of AI.



Benefits to Support Life Moments

Consistent with our people-centered values, we take a holistic approach to employment benefits. Our program includes extensive proactive and reactive support to ensure the financial, physical and emotional well-being of teammates and their families.

Benefits highlights include our annual We Are Well award and mental health support for teammates and their families. A detailed summary of our benefits offerings can be found in the data tables section at the back of this report, with further information available on our [Careers](#) website.

Flexible Scholarships and Tuition Reimbursement

We recognize that every person's professional goals and life circumstances are unique. In addition to more structured programs, we also offer tuition reimbursement benefits that meet teammates where they are, empowering the pursuit of nursing, business, social work and dietetics/nutrition opportunities.

\$4.4M

invested in tuition reimbursement, supporting

1,600+

teammates' academic ambitions in 2025

Doing Our Part for the Environment

In 2025 we celebrated the milestone of achieving the environmental goals we established five years ago – an important step on our long-term sustainability journey.



Our Journey to Net Zero

In addition to our near-term, self-identified goals, we are committed to net-zero scope 1 and 2 emissions by 2050. These are emissions related to DaVita's operations. We call this commitment our **Journey to Net Zero**, and have focused our action plan in three critical areas:



Increasing our energy efficiency.



Reducing our reliance on carbon-intensive fuels through electrification.



Continuing to pursue the goal of powering all global operations with 100% renewable energy, even as we grow.

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. Our many energy efficiency initiatives and clean energy investments have driven notable progress to date.

81%

reduction of scope 1 and 2 emissions, as of December 31, 2025, as compared to a 2018 baseline.





**Commitments
in Action**

Meeting Our Renewable Energy Goals

2025 marked a proud moment as we met our goal to power 100% of our global operations with renewable energy. We achieved this by securing multiple virtual power purchase agreements in the US and Europe over the past five years. Through these agreements, we now offset our global energy consumption with renewable solar and wind power.

Energy Efficiency

DaVita has been focused on energy efficiency improvements for over a decade. These include efficient LED lighting systems and smart building controls. We also upgrade water heaters and HVAC units to high-efficiency systems whenever replacements are required. As a result of our systematic approach to upgrades, the majority of our U.S. centers now have these energy-efficient features.

Continued Progress in Electrification

In 2023, we were proud to announce the launch of our first ever net-zero dialysis center featuring all electric systems and solar power. In 2025 we continued to build on this progress by replacing gas-fired roof top HVAC units with heat pumps in select facilities – another step toward scaled adoption of higher-efficiency equipment.

Vendor Engagement

DaVita encourages its suppliers to set meaningful climate goals. By the end of 2025, 71% of vendors, by emissions, had publicly stated science-based targets.

Water Stewardship

Access to clean, fresh water is essential to the dialysis process, and we are committed to being good stewards of this resource. In 2025, we utilized a targeted Top Water Users reduction program to identify and address areas with the greatest room for efficiency improvement. We also continued ongoing work to upgrade reverse-osmosis water purification systems to newer, more efficient models to reduce water consumption in our clinics.

Through these initiatives, we saved more than 90 million gallons of water in 2025 and 468 million gallons from 2021 to 2025, greatly surpassing our publicly reported goal of saving 240 million gallons of water from 2021 to 2025.





External Recognition as a Sustainability Leader

Our sustainability leadership has earned recognition from leading institutions and publications.



CDP A-List



Time Magazine's World's Most Sustainable Companies



Sustainability Yearbook Member

- USA Today America's Climate Leaders
- Dow Jones Best-in-Class Indices¹
- Green Power Partnership Fortune 500® Partners List
- RE100 member
- Newsweek America's Greenest Companies

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

Teammates United for a Healthier World

Recognizing that our teammates play an important role in sustainability, we encourage involvement through Earth Day, events at our offices and Green Action challenges.

In 2025, teammates logged nearly 67,000 Green Actions, which are defined as intentional actions or behaviors that support positive environmental change.

Over our entire 5-year reported goal period, our dedicated teammates logged 135,400 Green Actions in total.



¹Previously known as Dow Jones Sustainability Indices. Renaming effective February 2025: <https://www.spglobal.com/spdji/en/client-services/current-transitions/sp-dow-jones-indices-announces-renaming-of-some-sustainability-indices/>

Here to Help Communities Thrive

Our network of care reaches people in every corner of the U.S. and 14 countries around the world. In every community we touch, we're committed not only to giving outstanding healthcare service – but also to giving back.

Collaborating with the American Diabetes Association

Chronic kidney disease is common in people with both type 1 and type 2 diabetes and can lead to kidney problems. Our ongoing collaboration with the American Diabetes Association (ADA) is one way we work to bring kidney health education to the population for whom it matters most.

In 2025 we're proud to have:

- Provided multi-language educational content about kidney disease prevention and management to more than 757,000 individuals.
- Enhanced diabetes education for 150 DaVita dietitians, nurse practitioners and registered nurses through ADA Professional Memberships. These professionals grew their skills and credentials by completing continuing education credits or performing acts of service with the ADA.

Find more information about our work with the ADA [here](#).



Commitments in Action

The DaVita Community Health Experience

In 2025 we reimagined our DaVita Health Tour to create a new event titled the Community Health Experience. We partnered with community organizations such as the American Diabetes Association, the YMCA and local nonprofits in Orlando, Houston and Los Angeles to provide free kidney health screening and education for at-risk communities.

The Community Health Experience screened more than 1,200 individuals for kidney disease – doubling our impact from 2024. Our community-led approach focused on early detection and prevention, helping to shift healthcare toward long-term well-being and aiming to reduce future need for costly interventions or treatments.

83% of program participants were black or Hispanic. Of those screened, 18% were at risk for kidney disease and 66% had hypertension. DaVita teammates rolled up their sleeves to make the initiative possible contributing more than 1,600 volunteer hours.

Learn more about the Community Health Experience [here](#).



The Power of Our People: Teammates Giving Back

We exceeded our 5-year, 125,000-hour teammate volunteerism goal, with teammates logging 218,000+ hours of their time since 2021.

In just one example of our 2025 efforts, DaVita launched its first-ever Caring Across Communities in California, a statewide mobilization of volunteers. Through the new initiative nearly 600 teammates contributed more than 560 volunteer hours with 29 nonprofits in November 2025.



70,000+

hours volunteered by DaVita teammates in 2025



The DaVita Giving Foundation

In alignment with our caring ethos and larger community goals, the DaVita Giving Foundation is another way we work to extend the reach of our positive influence on human health.

- New in 2025, the DaVita Giving Foundation made a **four-year commitment of \$1M to KaBoom!**, the national nonprofit that works to create equal access to playspaces. In its first year, DaVita teammates participated in DaVita Recess to build a new playspace at the Boys & Girls Club of Central Florida.
- Over the last two years of a three-year grant to Western Governors University's (WGU) Michael O. Leavitt School of Health, the foundation continued to award **scholarships to nursing students** in Start Early, a program co-created by DaVita Inc. and WGU to help increase nursing degree completion. To date, the vast majority of scholarship recipients have persisted in their degree program or graduated. Learn more about the partnership [here](#).
- In its second year of support from the foundation, the National Kidney Foundation's PEERs Program grew by **483 new mentees and 39 new mentors**.
- Through support from the foundation, the Food is Medicine Coalition provided **23,000+ medically tailored meals** to people with food insecurity and medical nutrition needs in 2025, including individuals living with end stage kidney disease.



Beyond Our Borders

Bridge of Life® (BOL) plays a key role in our unwavering pursuit of a healthier tomorrow for communities around the world. BOL is an independent 501(c)(3) public charity founded by DaVita Inc. and fueled in part by the volunteer efforts of thousands of DaVita teammates. We work with BOL to help strengthen healthcare globally through sustainable programs that treat and prevent chronic disease.

In 2025, thousands of DaVita teammates joined together to raise funds and gather supplies to help improve kidney care in resource-poor countries around the globe. With support from DaVita volunteers, Bridge of Life also leads multiple international service trips with programs ranging from preventive health outreach and education to kidney disease treatment to high-impact training for community health workers. Learn more about Bridge of Life [here](#).

In 2025, more than

9,400

DaVita teammates and family members gave their time and talents to Bridge of Life, logging more than

22,100

volunteer hours.

2025 BOL Global Impact Highlights



4,700+ people received free health screenings across six countries focusing on chronic kidney disease and its root causes like hypertension and diabetes, along with critical kidney health education. Our biggest year yet!



300+ high-risk individuals received ongoing support including health education, health testing, exercise classes and nutrition.



300+ dialysis clinicians and technicians across nine countries received training to strengthen the quality of care to thousands of patients worldwide.



Direct impacts in specific communities included installing 10 dialysis machines in a Mongolian clinic and advancing preparations for the **first-ever dialysis clinic in the Kingdom of Tonga**.



Commitments in Action

BOL Nepal CKD Prevention Service Trip

DaVita teammates carried their commitment to chronic kidney disease (CKD) prevention beyond borders by partnering with Bridge of Life. In Nepal, six DaVita volunteers worked alongside local clinicians and the Nepal Kidney Foundation, screening many people who traveled hours just for the chance to learn about their health. Together, we delivered screenings, health education, and referrals, building bridges between communities and the care everyone deserves.



“The project in Nepal reinforced for me that true health equity means meeting people where they are, addressing barriers such as cost, distance and awareness, and empowering communities through health education and sustainable support.”

— DaVita Bridge of Life Volunteer



Doing What's Right

Doing the right thing and conducting business activities with the highest standards of ethics is foundational to our culture. We're 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 2025 we communicated to teammates about compliance and ethics topics more than 300 times, using approximately 30 different channels. In addition, more than 30 of those communications focused explicitly on ethics and our commitment to doing the right thing.

We continue to assess teammate perception of DaVita's culture of compliance and take action to address the feedback we receive. In 2025, our compliance team analyzed insights from an annual engagement survey as well as an ethics and compliance culture survey. We used these insights to celebrate teams with strong compliance cultures and promote awareness and leadership accountability. In 2025 we also continued the Compliance Champion Award, which recognizes individuals with notable achievements in compliance leadership. Moving forward, we'll continue to reinforce our commitment to compliance with all teammates and measure the impact of our work through teammate feedback.



Our Commitment to Human Rights

We are committed to respecting human rights across our value chain, as defined by the UN Guiding Principles on Business and Human Rights. In 2022 we worked with a third-party expert consultancy to conduct a human rights impact assessment to learn more about the potential opportunities and risks relating to human rights within our global operations. The corporate-wide assessment covered the full scope of our supply chain, products and services, and operations.

Our assessment methodology included desk-based research, internal and external stakeholder interviews, and detailed analysis of salient issues and management processes. We've 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 use this assessment to inform our continued efforts in support of human rights across our value chain.

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

Training & Transparency

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

In 2025 DaVita continued to administer a learning assessment to all teammates at the end of general compliance training. The compliance department then used this data for targeted education to individual teammates to supplement their compliance knowledge and awareness.

130,000+

hours of compliance-related trainings were completed by teammates in 2025





Progress Report


2025 Outcomes

In 2021 we published a series of ESG goals to meet by 2025, many of which were aspirational. As we conclude our 5-year cycle, we're proud to report that we have met or exceeded 19 of our 23 published goals, an achievement that reflects the commitment and hard work of the entire DaVita community. The table below provides disclosure of our results.

	2025 Goal	Reporting Cycle Outcome
Patient Care	Lead the industry in external quality ratings	Continued as an industry leader under CMS' Five-Star Quality Rating System ¹ for the nine most recently reported years
Provide industry-leading care so that our patients can live their best lives	25% of patients choose to dialyze at home ²	Approximately 16% of patients are dialyzing at home, as of December 31, 2025
	Achieve greater health equity for our patients	Increased waitlist rates through establishment of the Transplant Liaison Program; Delivered community health screenings across select cities
	Patient Net Promoter Score (NPS) of 50 or higher	NPS score of 63 from dialysis patients
	Educate more than 100,000 patients in a Kidney Smart class	40,000+ people attended a Kidney Smart class in 2025; 183,000+ people have attended a Kidney Smart class since 2021

¹According to October 2025 data (for 2024 year), the most currently available data, from the [Centers for Medicare & Medicaid Services' Five-Star Quality Rating System](#)

²Modality 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

	2025 Goal	Reporting Cycle Outcome
<p>Teammate Engagement Be recognized as a best-in-class employer of choice¹</p>	Teammate engagement score of 84% or higher	Average teammate engagement score of 85% in 2025
	Sustain equal pay for equal work	Continued investments in a proactive approach to equal pay for equal work; systematically defining, monitoring and addressing outliers within our aligned pay structures
	Meet or exceed EEO-1 benchmarks for all levels	68% of EEO-1 benchmarks ² met or exceeded
	Provide learning and development programs to more than 95% of teammates each year	~100% participation of teammates for learning and development programs through our online suite of courses ³
	Increase participation to 50% of teammates participating in health and well-being programming	~49% teammate participation in a health and well-being program in 2025
	Maintain focus and leadership on belonging	85% Belonging score, based on 2025 surveys; annual Week of Belonging held in November 2025

¹Data from Teammate Engagement Section includes U.S. teammates only.

²Data is aggregated and reported out to align with our organizational structure, where we create differentiation between managers and directors. We hold each of those populations to the same EEO-1 benchmark standard. Data as of 12/31/25.

³Calculation excludes physicians and teammates on leave as of 12/31/25.



Environmental Stewardship

Reduce our carbon footprint in alignment with Science-Based Targets

2025 Goal

100% powered by renewable energy globally¹

Reporting Cycle Outcome

100% of global operations matched by renewable energy purchases through our virtual power purchase agreements

Reduce carbon emissions by 50%²

81% reduction of scope 1 and 2 emissions

Save 240 million gallons of water

More than 331 million gallons of water saved from 2021–2025
More than 90 million gallons of water saved in 2025³

Implement recycling at 100% of U.S. facilities⁴

Recycling implemented in more than 66% of our U.S. facilities⁵

Vendors representing 70% of supply chain emissions set climate change goals⁶

Vendors representing 71% of our scope 3 emissions with science-based targets

Teammates to complete 70,000 Green Actions⁷

~135,400 Green Actions completed from 2021–2025

¹Via virtual Power Purchase Agreements and/or renewable energy purchases. Accounting completed in accordance with Greenhouse Gas Protocol.

²As compared to 2018 baseline

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

⁴Where local recycling is available and permitted at our premises

⁵Includes domestic kidney care centers with confirmed recycling services

⁶See Environmental Stewardship section for more detail

⁷A Green Action is complete when any 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.



Healthy Communities

Spread ripples of citizen leadership throughout our local communities

2025 Goal

125,000 hours of volunteerism

Enhance our impact through strategic giving focus areas

Reporting Cycle Outcome

~218,000 hours completed from 2021–2025

Strategic giving through DaVita Giving Foundation, focusing on healthcare, kidney disease and social drivers of health



Leading with Integrity and Accountability

Do the right thing by operating from a foundation of compliance and ethics

2025 Goal

Ensure that compliance remains an enterprise priority by maintaining a strong culture of compliance

Continue to ensure that teammates and directors complete compliance training and review the code of conduct annually

Continue to ensure that new teammates complete compliance training and review the code of conduct within 60 days of hire

Continue to ensure that all medical directors and joint venture partners receive annual compliance training

Reporting Cycle Outcome

Two compliance surveys annually to get feedback about teammate perception on DaVita’s culture of compliance that we use to drive greater awareness, empower leaders and promote accountability

99.9% of teammates and directors completed annual compliance training; Practically 100% of teammates reviewed the code of conduct

Compliance training completed by 99.3% of new teammates and directors within 60 days of hire; code of conduct reviewed by 99.4% of new teammates within 60 days of hire

95.9% of medical directors and joint venture partners completed annual compliance training

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



2025 Corporate Citizenship Data





SASB Healthcare Activity Metrics and TCFD Report

SASB Healthcare Activity Metrics and TCFD Report

SASB Healthcare Activity Metrics

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, 2025, 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 davita.com/communitycare.

Quality of Care and Patient Satisfaction	2025 Data	SASB Code
Number of serious reportable events	Not applicable – DaVita provides dialysis and lab services, and is not a hospital	HC-DY-250a.2
Hospital-acquired condition rates per hospital	Not applicable – DaVita provides dialysis and lab services, and is not a hospital	HC-DY-250a.3
Number of (1) unplanned and (2) total readmissions per hospital	Not applicable – DaVita provides dialysis and lab services, and is not a hospital	HC-DY-250a.6

Access for Low Income Patients	2025 Data	SASB Code
Discussion of strategy to manage the mix of patient insurance status	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.	HC-DY-240a.1



Access for Low Income Patients (continued)	2025 Data	SASB Code
Discussion of strategy to manage the mix of patient insurance status	<p>Providing care for uninsured patients: Each year, thousands of individuals without health insurance receive dialysis care from DaVita. As DaVita patients, these individuals receive in-depth information from DaVita social workers and insurance educators regarding all potentially available insurance options. The vast majority of patients are able to subsequently secure health insurance coverage during their course of treatment at DaVita.</p> <p>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.</p> <p>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.</p> <p>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.</p>	HC-DY-240a.1



Patient Privacy & Electronic Health Records	2025 Data	SASB Code
Description of policies and practices to secure customers' personal health data records and other personal data	DaVita has an overarching principles-based (see next section below) global enterprise privacy policy that governs DaVita's collection, use and sharing of employee, customer and patient PII and PHI. DaVita also has privacy policies and procedures in place that flow from the enterprise privacy policy. These policies and procedures inform employees and contractors how to access, manage and secure PII and PHI in compliance with DaVita's standards and applicable laws. See below for more information.	HC-DY-230a.2
(1) Number of data breaches, (2) percentage involving (a) personal data only and (b) personal health data, (3) number of customers affected in each category, (a) personal data only and (b) personal health data	DaVita reports information regarding privacy or cybersecurity incidents to individuals and to state, federal and international data protection regulators as required by applicable laws.	HC-DY-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 help us guide the development of our policies, procedures and practices:

Accountability: We define, document, communicate and assign responsibility for our privacy and data protection policies and procedures. We provide regular training and education for our employees on relevant state, federal and international laws and regulations including, but not limited to, HIPAA, GDPR and 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 Maturity Assessment: External independent maturity assessments of information security policies are conducted at least once every two years.

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

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



Management of Controlled Substances	2025 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 centers	HC-DY-260a.1

Pricing & Billing Transparency	2025 Data	SASB Code
Description of policies or initiatives to ensure that patients are adequately informed about price before undergoing a procedure	Billing and Insurance FAQs	HC-DY-270a.1
Discussion of how pricing information for services is made publicly available	Billing and Insurance FAQs	HC-DY-270a.2
Number of the entity’s 25 most common services for which pricing information is publicly available, percentage of total services performed (by volume) that these represent	Not applicable	HC-DY-270a.3

Fraud & Unnecessary Procedures	2025 Data	SASB Code
Total amount of monetary losses as a result of legal proceedings associated with medical fraud	DaVita discloses all material settlements in its periodic and/or current reports, as applicable, which are required to be filed with the U.S. Securities and Exchange Commission under applicable rules and regulations. For the reporting period, DaVita did not incur material monetary losses as a result of legal proceedings associated with medical fraud.	HC-DY-510a.1

Employee Health and Safety	2025	SASB Code
(1) Total recordable incident rate (TRIR) for (a) direct employees and (b) contract employees	DaVita is not publicly reporting this information at this time.	HC-DY-0320a.1



Description of Occupational Health and Safety (OHS) management system

DaVita is committed to supporting the health and safety of our teammates, contractors and other individuals under our supervision. We aim to continually improve our OHS performance by regularly evaluating our program for effectiveness and making changes to the program as needed to maintain a safe and healthy workplace. Our senior leaders endorse the implementation of our OHS commitment and provide support for this important work.

Our OHS system includes the following components:

- Risk and hazard assessments
- Prioritization and integration of action plans
- Integration of actions to prepare for and respond to emergency situations
- Evaluation of progress and program effectiveness in reducing health and safety issues
- Internal quarterly inspections
- Seeking third party consultation for safety program compliance and effectiveness
- Procedures to investigate work-related injuries, ill health, diseases and incidents
- OHS training provided to new and existing teammates to raise awareness and reduce operational health and safety incidents
- Communication and data accessibility with both center managers and senior leadership on safety program components and awareness around injury loss drivers

For more information please see our [code of conduct](#).

Employee Recruitment, Development, and Retention	2021	2022	2023	2024	2025	SASB Code
Description of talent recruitment and retention efforts for health care practitioners	See our 10-K Human Capital Management section, the Teammate Engagement section above, and metrics below.					HC-DY-330a.2
Employee engagement scores ¹	84%	78%	80%	84%	85%	
Engagement scores data coverage (% of U.S. teammates)	71%	69%	79%	88%	91%	
Average training hours per employee	24.7	26.7	42.2	33.3	30.4	
Number of new employee hires ²	17,900	22,800	20,700	17,900	15,600	
Number of full-time teammates			52,228	51,479	50,803	
Number of part-time teammates			5,532	5,314	5,089	

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

²2023 through 2025 data excludes guest teammates



Representation of Women

	2021	2022	2023	2024	2025
Percentage of women in senior management			41%	41%	43%
Percentage of women in middle and other management			72%	71%	71%
Percentage of women in non-managerial positions			79%	79%	79%
Percentage of women in IT / engineering roles			35%	35%	35%
Percentage of women of new hires			83%	82%	82%
Percentage of women of total promotions			81%	82%	81%
Percentage of women attrition			82%	83%	82%
EEO-1 Report		Link	Link	Link	Link

Additional Representation Data

	VP+	Directors	Managers	Overall
Asian	11%	8%	8%	18%
Black	3%	7%	13%	20%
Hispanic	7%	7%	13%	18%
American Indian, Pacific Islander, Two or More Races	2%	3%	3%	4%
Veteran*				2%
LGBTQ+*				6%

*Of those that choose to disclose this information.



Belonging

	“I feel like I belong on my team”	“My manager creates a sense of belonging”
Male	87%	87%
Female	83%	83%
American Indian	77%	76%
Asian	87%	86%
Black	82%	83%
Hispanic	83%	83%
Pacific Islander	85%	83%
Two or More Races	82%	82%
White	84%	84%

Teammate & Family Benefits and Wellness Programs

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

- **Family support programs** that include family care programs for backup child and elder care through our collaboration with Care.com. 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 childcare centers or having a caregiver come to a teammate’s home. DaVita also offers ongoing care discounts of 10%–20% at selected providers.
- **Additional family support programs** including financial and benefit resources to support fertility, adoption and surrogacy family building and Maven Milk, a milk-delivery service for nursing moms who travel for work.
- **Parental leave programs:** In addition to FMLA and short-term disability, teammates can receive six weeks paid leave at 80% or 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.
- **Flexible work schedules and telecommuting options** may be available, dependent upon position.
- **Healthcare benefits** including a menu of plan designs and health savings accounts.
- **Free health programs** in support of the most prevalent health conditions affecting our teammates, including hypertension, diabetes prevention/maintenance, musculoskeletal issues and weight loss/management.
- Free access to **Headspace**, an application for digital meditation and mindfulness.
- **Vitality Screening**, a voluntary wellness incentive program that encourages teammates and their spouses/ domestic partners to engage with their provider to manage their overall health. In addition, it allows participating teammates and spouses/domestic partners to earn credits toward their medical premium for getting a biometric screening with a primary care provider.



- **Financial wellness** elements including 401(k) match, Employee Stock Purchase Plan (ESPP), a deferred compensation plan, financial planning support and access to free banking services. Additionally, DailyPay is a service that provides teammates with financial flexibility by allowing them to access earned but unpaid wages before payday.
- **Short & long term disability** and Life/AD&D coverage for full-time teammates at both the basic and supplemental levels.
- **Teammate Assistance Program** offering a broad range of counseling services for health and life challenges, including covering 10 coaching or therapy sessions per year.
- Our **DaVita Village Network**, which provides financial support to eligible teammates experiencing a specific tragedy or hardship and helps cover additional costs that insurance does not fully cover.

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

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



Environmental Stewardship

Energy Management	2021	2022	2023	2024	2025	SASB Code
Total Energy Consumed (MWh) ¹	954,461	884,082	861,242	884,977	935,727	HC-DY-130a.1
Data Coverage for Energy Consumed (as a % of global operations)		100%	100%	100%	100%	
MWh from fuel	341,700	303,823	290,532	270,745	320,352	
MWh from purchased or acquired electricity	612,761	580,259	570,710	614,232	615,375	
MWh from self-generated renewable electricity ²	743	864	256.55	442	302	
Percentage of total energy from renewable sources	35%	59%	59%	58%	66%	HC-DY-130a.1
MWh from non-renewable sources	623,118	361,140	351,615	374,064	320,352	
MWh from renewable sources ³	331,343	522,942	509,627	510,913	615,375	

¹ Calculated as total MWh energy from purchased and acquired electricity plus MWh from fuel excluding MWh from self-generated renewable electricity

² DaVita applies the best practice of using Energy Attribute Certificates (EACs) for all renewable energy claims. Therefore self-generated renewable electricity is not included in any of the energy use calculations

³ Calculated as MWh from renewable sources excluding MWh from self-generated renewable electricity



Waste Management	2021	2022	2023	2024	2025	SASB Code
Total waste output (short tons)	111,637	119,757	116,062	122,206	129,887	
% data of U.S. operations covered for total waste output; weighted	74%	68%	70%	72%	71%	
Municipal solid waste (short tons)	73,181	77,636	77,390	76,487	80,538	
Medical waste, excluding pharmaceutical waste (short tons)	35,246	34,523	34,376	42,181	45,899	
Hazardous pharmaceutical waste (short tons)	0.041	0.000	0.000	0.000	0.000	
Non-hazardous pharmaceutical waste (short tons)	1.371	0.049	0.003	0.000	1.452	
E-waste (short tons)	50	42	17	26	20	
Other (short tons)	3,159	7,556	4,279	3,512	3,427	
Waste by Disposal Methods						
Total waste output (short tons)	111,637	119,757	116,062	122,206	129,887	
Landfilled (short tons)	87,277	87,517	87,048	93,285	99,302	
Recycled (short tons)	23,798	30,075	26,766	26,540	28,208	
Composted (short tons)	562	1,067	1,155	1,166	1,108	
Incinerated (short tons)	0	1,098	1,093	1,214	1,269	
Medical and Pharmaceutical Waste Detail						
% medical waste landfilled	96%	97%	95%	95%	91%	HC-DY-150a.1
% medical waste recycled	0%	0%	2%	2%	6%	
% medical waste incinerated	4%	3%	3%	3%	3%	
% non-hazardous pharmaceutical waste incinerated	100%	100%	100%	–%	100%	HC-DY-150a.2



Water Management	2021	2022	2023	2024	2025	SASB Code
Total amount of water withdrawals in billions of gallons	4,745	3,877	3,856	4,059	4,038	
Total amount of water withdrawals in megaliters	17,960	14,674	14,593	15,363	15,285	

Greenhouse Gas Emissions	2021	2022	2023	2024	2025	SASB Code	
Scope 1 emissions (metric tons of CO2 equivalents)	66,959	60,589	59,569	54,485	61,997	HC-DY-130a.1	
Scope 2 emissions (metric tons of CO2 equivalents)	Location-based:	217,975	211,606	206,214	195,649	195,014	
	Market-based:	110,687	18,561	19,872	28,293	0	
Scope 3 emissions (metric tons of CO2 equivalents)	1,303,046	891,799	705,383	656,390	679,864		

Climate Change Impacts on Human Health & Infrastructure	2025	SASB Code
Description of policies and practices to address: (1) the physical risks due to an increased frequency and intensity of extreme weather events and (2) changes in the morbidity and mortality rates of illnesses and diseases, associated with climate change and (3) emergency preparedness and response	See our TCFD report below and our CDP response for more information.	

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

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



TCFD Report

About This Report

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

Executive Summary

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

Governance

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

Strategy

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

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



Management

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

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

Metrics and Targets

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



TCFD Report - Full Report

Governance

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

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

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

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

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

The management ESG Steering Committee provides guidance on strategies and disclosures for our ESG initiatives. The committee is composed of leaders across the business to represent various perspectives and stakeholders, and align 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 and 2 (operational emissions) and scope 3 emissions, is reported within our Community Care Report and to 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 set a goal to transition our facilities to 100% renewable energy by 2025. DaVita completed this transition for facilities located in the United States ("U.S.") in 2021. In 2025 this transition was completed for all DaVita locations worldwide. Through virtual power purchase agreements, 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 global operations.

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

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

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



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

1. **Acute physical risks:** As the effects of climate change continue to grow, DaVita's exposure to the acute physical risks described in the short term will expand across its locations. The cumulative impact of repetitive damage may start to influence patient behavior and demographics (through climate-related migration and other factors) and may impact our ability to deliver services effectively. The growing prevalence of extreme weather events will likely place additional strain on electric power grids and physical infrastructure, disrupting the delivery of power, water and sanitation to our locations. We expect that weather events such as hurricanes and wildfires will manifest in locations where risk to these hazards was historically low and there may not be sufficient capabilities or infrastructure to withstand the impact of such hazards.
2. **Chronic physical risks:** While we consider acute physical risks to be the "shocks" of anticipated extreme weather, chronic physical risks represent stressors to the system over time. In particular, extreme heat and sea level rise represent important chronic physical risks to DaVita. According to the National Institutes of Health, extreme heat may accelerate patient comorbidities due to the effects of heat stress, which may be a particular concern for dialysis patients. While DaVita's locations are largely unexposed to coastal flood hazards today, expected sea level rise will change this picture in the future. Daily tidal flooding in coastal areas will likely reduce the ability for patients to reach DaVita locations, even in DaVita's physical locations that are less exposed to this risk.

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

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

1. **Emissions Reduction Activities:** Reduce GHG emissions consistent with approved science-based targets; specifically, reducing 50% of operational emissions and ensuring that supply chain partners representing 70% of scope 3 emissions set climate change goals by 2025. These commitments could help the world limit warming to 1.5 degrees Celsius.
2. **Facility Resilience:** Through ongoing evaluation of climate-related risks to our facilities, DaVita is positioned to improve continuity of care through better informed emergency and risk management and investments in resiliency. In the past year, DaVita has experienced impacts to our facilities primarily driven by extreme rain events, which overwhelm local stormwater systems and cause flooding within facilities. Using the results of the facility climate risk assessment, EM and DaVita will determine how best to align operational protocols and facility capital improvements in order to help mitigate identified vulnerabilities.

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

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



rain events and hurricanes to have a material adverse effect on DaVita's business, financial condition, results of operation or cash flows over the next five years.

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

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

We have evaluated climate-related impacts for key suppliers to determine where we may need to build additional redundancy in our supply chain going forward. Global supply chain challenges may result from acute or chronic physical impacts such as winter storms, extreme rain and flood events, and tornadoes, among other things. We are assessing ways to build additional redundancy in our supply chain to help better prepare for extreme weather events or other global events such as the COVID-19 pandemic. In addition, suppliers representing 71% of our scope 3 emissions have also set GHG emissions targets. This goal is part of our approved science-based target and represents an opportunity for DaVita and its suppliers to be market leaders and help ensure that our strategy is resilient against future regulations and evolving market expectations.

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

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

Managing Climate Change Risk

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

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

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



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

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

*As of 2021

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

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

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

1. IPCC Representative Concentration Pathway (RCP) 2.6: In this scenario, countries and organizations deliver on ambitious emissions reduction commitments to keep global warming well below 2 degrees Celsius by 2100. We believe that we are well positioned for this scenario given our robust, science-based GHG reduction goals that are consistent with this global outcome. However, the physical risks that we face today will continue to increase even under the most ambitious IPCC scenario, and we expect that we will need to continue to invest in risk mitigation measures for our outpatient facilities.



2. IPCC RCP 4.5: In this scenario, a transition to a lower-carbon economy is delayed and global warming is limited to between 2 and 3 degrees Celsius by 2100. DaVita's GHG targets position us as a "first mover" in this scenario. In this scenario, physical risks significantly increase over time for DaVita, with more locations becoming susceptible to the impacts of heat waves, cold waves, and hurricanes. We believe that we will need to increase resiliency investments in this scenario, particularly in flood prevention and the installation of backup power.
3. IPCC RCP 8.5: In this scenario, a "hot house world" is realized as countries and organizations continue the status quo; emission reduction targets are not realized, and global warming reaches 4–5 degrees Celsius by 2100. According to the IPCC, this level of warming will have disastrous consequences for sea level rise and severely impact agricultural productivity, water availability, wildfires and flooding. In this scenario, it is possible that we will need to consider human migration patterns and ultimately divest the riskiest assets that sustain repeated damage. In this high-emissions world, we expect that companies that have reduced their emissions will continue to reap reputational benefits from emissions reduction activities, even if those benefits are not matched by changes in the regulatory landscape. In this scenario, the physical risk consequences play out.

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

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

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

Physical risks: DaVita's Business Continuity (BC), Emergency Management (EM) and Facilities teams are responsible for the management of physical risks across DaVita's outpatient centers. These teams' deep engagement across our facilities has helped DaVita mitigate physical risks at treatment centers and provide continuity of care for years. DaVita BC considers climate-related vulnerabilities at each facility and has robust community partnerships in place with local Emergency Management Agencies (EMAs) and healthcare coalitions to prepare for acute and chronic physical risks. The BC Steering Committee, led by the DaVita BC team and composed of senior leaders, including the group vice president of real estate, development and facilities, reviews risk assessments and incorporates the findings into operational plans as appropriate.

DaVita EM assists with emergency preparedness and emergency response for the enterprise. DaVita EM works with facilities and employees to develop and test emergency plans, and provide support, as needed, during an emergency event. DaVita EM 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 end stage kidney disease. 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 EM will continue to work to improve DaVita's vulnerability and response to hazards.



The DaVita EM team's primary objectives include:

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

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

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

Description of Selected Policies and Internal Resources:

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

We expect that our existing programs to mitigate climate-related risks will continue to evolve. Informed by our risk assessment, we are evaluating potential areas for engagement. 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.

DaVita BC is aligned with our Enterprise Risk Services (ERS) team on assessing supply chain risk and business continuity plans for various departments. Additionally, DaVita 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, DaVita 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.

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

Leadership in DaVita 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 Community Care 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	2025 KPIs
GHG Emissions	Absolute Scope 1, 2, and 3 emissions	Detailed in SASB data tables above
Transition Risks	Facilities in jurisdictions with carbon taxes proposed or in place, national or local GHG reduction targets, and jurisdictions with other GHG regulations in place.	<ul style="list-style-type: none"> • 38% of US locations in city or state with net-zero emissions target or 100% clean electricity target, as of 2021 • 55% of international locations in countries with existing or expected GHG regulations, as of 2021
Physical Risks	<ul style="list-style-type: none"> • % of facilities exposed to: water stress, extreme weather, coastal flooding, and inland flooding (for international locations); drought, coastal flooding, inland flooding, hurricanes, tornadoes, cold waves, heat waves, and wildfires (US locations) • Most important risks to operations – which risks DaVita will actively manage. 	Results summarized in “managing climate risk” section
Remuneration	Climate-related factors that contribute to the Short Term Incentive pay structure for Named Executive Officers	DaVita’s named executive officers, group vice president of real estate, development and facilities, and senior director of energy and sustainability are incentivized financially, and through recognition, to meet or exceed certain environmental KPIs and targets. Depending on the executive, this can include the enterprise’s 2025 environmental goals, progress towards our science-based targets, and/or various projects that target resource use and waste output reduction, for example.



Indicator	Metrics Tracked	2025 KPIs
Climate-Related Opportunities	Percentage of renewable electricity across its operations in service of its 100% renewable 2025 goal. Reduce carbon emissions by 50% through initiatives such as: <ul style="list-style-type: none"> • Onsite renewable energy projects • Install electric vehicle charging stations at business offices • Pursue LEED certification for offices where possible 	DaVita’s U.S. locations are now powered by 100% renewable energy, through the use of virtual power purchase agreements, among other things.

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

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

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

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

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

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

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

See our full list of 2025 environmental goals and 2025 progress in the report above.



Our Community Care website and the reports available on or linked from that website contain statements that are forward-looking statements within the meaning of the federal securities laws. These forward-looking statements include, without limitation, our goals and disclosures related to environmental, social and governance (ESG) matters and belonging, such as the percentage of our patients choosing to dialyze at home and our future renewable energy use, carbon emissions and water use. All statements on our Community Care website and related reports, other than statements of historical fact, are forward-looking statements. Without limiting the foregoing, statements including the words “expect,” “intend,” “will,” “target,” “goal” and similar expressions are intended to identify forward-looking statements. These forward-looking statements are based on DaVita's goals and aspirations as of February 13, 2026, and it may be difficult to achieve many of the Company's ESG goals during the desired timeframes or at all. DaVita undertakes no obligation to publicly update or revise any forward-looking statements, whether as a result of changed circumstances, new information, future events or otherwise, except as may be required by law. Actual future events and results could differ materially from any forward-looking statements due to numerous factors that involve substantial known and unknown risks and uncertainties. These risks and uncertainties include, among other things, the risks factors, trends and uncertainties set forth in DaVita Inc.'s Annual Report on Form 10-K for the year ended December 31, 2025, and the risks and uncertainties discussed in any subsequent reports that DaVita files or furnishes with the Securities and Exchange Commission from time to time.

Our Vision

Unwavering pursuit of a healthier tomorrow

Our Mission

To be the Provider, Partner and Employer of Choice

Our Core Values

Service Excellence

Integrity

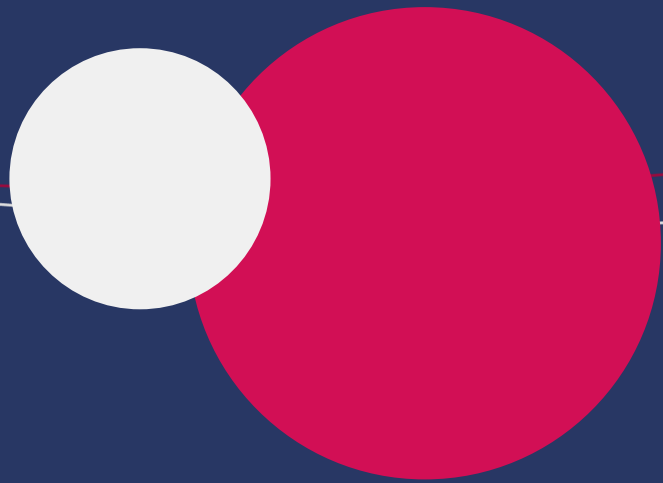
Team

Continuous Improvement

Accountability

Fulfillment

Fun



davita.com/communitycare

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