



# 2024 Community Care

WORKING  
TOGETHER  
TOWARD A  
HEALTHIER  
WORLD







**281K**  
patients

**3K**  
dialysis centers

**1.7K**  
U.S. home  
dialysis programs

**76K**  
global teammates

**14**  
countries

**1**  
global community





## A Letter from CEO, Javier Rodriguez

2025 marks a proud milestone as our organization, affectionately termed “the Village,” celebrates 25 years of clinical care delivery and leadership in healthcare innovation. Inspired by our vision — the unwavering pursuit of a healthier tomorrow — we focus our efforts on being a force for positive change for the healthcare system.

Through this annual Community Care report, we share the achievements from 2024 that have carried us toward our ambitious 2025 environmental, social and governance goals. We also reflect on the mandate of care — for our patients, for each other and for our world — that informs every aspect of how we do business.

With care at our core, we’re working to create more value for all of our stakeholders. It begins with driving strong clinical outcomes for our patients, through our efforts and in collaboration with our physician partners. It continues with creating meaningful, purpose-driven career opportunities for our teammates. And ultimately, it extends to embracing our role as good neighbors to the communities we impact, and good stewards of the natural resources we all share.

DaVita has worked to build a community first, a company second. And after 25 years, that hasn’t changed. In that spirit of community, I close with a note of gratitude to the thousands of Village teammates, past and present, who have helped shape our legacy and continue to inspire our future. DaVita’s positive impact begins with you.

— Javier Rodriguez

Chief Executive Officer, DaVita Inc.





# Vision, Action & Transparency

The principle of caring is at the heart of our unwavering pursuit of a healthier tomorrow, and it underpins our long-standing commitment to corporate citizenship. In 2021, we announced our aspirational goals for 2025 aligned with the five pillars of our community strategy: Patient Care, Teammate Engagement, Environmental Stewardship, Healthy Communities and Leading with Integrity & Accountability. In the years since, we've reported our progress annually.

The first half of this report summarizes our overall approach to our community strategy and highlights key achievements of 2024. The second half provides data tables aligned with reporting recommendations from the Sustainability Accounting Standards Board (SASB) and the Task Force on Climate-Related Financial Disclosures (TCFD) framework.

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# Our Approach

Our Environmental, Social & Governance (ESG) program builds on our proud legacy of caring for our patients, each other and our world with earnest commitment, diligent measurement and transparent reporting.

## Governance Structure

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

Other essential ESG Steering Committee responsibilities include:

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

## ESG Strategy

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



### Patient Care

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



### Teammate Engagement

- Diversity & Belonging
- Teammate Development
- The DaVita Way



### Environmental Stewardship

- Carbon Emissions Reduction
- Water & Waste Reduction



### Healthy Communities

- Charitable Giving
- Volunteerism



### Leading with Integrity & Accountability

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



# 2024 at a Glance

We're proud to report standout achievements across all strategic focus areas.



## Patient Care

**8,200+ DaVita patients** received a kidney transplant.

**40,000+ people** participated in a Kidney Smart® class, our kidney disease education program, which is available in 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 84%** in 2024.

We maintained our high scores in teammate sentiment, with **84% reporting they feel like they belong<sup>1</sup> at DaVita**.

**2,400+ teammates** are pursuing or have received their nursing degree, funded by DaVita, as part of our Bridge to Your Dreams program.

We exceeded our 5-year teammate volunteerism goal one year ahead of schedule, with teammates giving **147,000+ hours** of their time to causes aligned to DaVita's mission since 2021.

<sup>1</sup>Per 2024 teammate survey data



## Environmental Stewardship

**100% of our global operations** are on track to be matched by renewable energy purchases by 2025 via our virtual power purchase agreements, including two new agreements in Europe.

We converted **two existing centers to all-electric**, demonstrating the feasibility of building electrification as part of a net-zero roadmap.

More than **75 million gallons of water** — the equivalent of 113+ Olympic-sized swimming pools<sup>2</sup> — were saved through ongoing water efficiency projects.

DaVita was named to the CDP climate change **"A List" in 2024**, receiving the highest possible score

<sup>2</sup>Based on 660,000 gallons per pool



## Healthy Communities

The 2024 DaVita Health Tour provided thousands of community members across the country access to **free screenings and education** focused on kidney health.

The DaVita Giving Foundation supports communities across the country. Through the Foundation's support, the Food is Medicine Coalition provided more than **100,000 medically tailored meals** to people with food insecurity and medical nutrition needs, including individuals living with end stage kidney disease.



## Leading with Integrity & Accountability

**9 out of 10 members** of our Board are independent under New York Stock Exchange rules.

**99.9% of U.S. teammates** and directors completed annual compliance training in 2024.



# Moving Kidney Care Forward, One Person at a Time

At every stage of the kidney care journey — from slowing disease progression to helping support transplantation, from dialysis at home to acute hospital care — DaVita stands positioned to lead. Since day one, we've embraced this responsibility with an unshakable commitment to high quality and holistic care for all of our patients.

Over the course of our 25-year history, we've played a key role in reducing hospitalizations, improving mortality and helping propel the kidney care community to adopt universally high standards for quality of care.



## Enduring Excellence in Care

As a comprehensive kidney care provider, DaVita has been a leader in clinical quality and innovation for 25 years. For the nine most recently reported years, we have continued to excel 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](#).

## Advancing Home Dialysis

An alternative to traditional in-center kidney dialysis, home dialysis empowers those patients who are medically eligible and prefer this modality to self-manage dialysis in their own homes. Just like in-center patients, home dialysis patients are supported with training, education, monitoring and ongoing care from DaVita clinical teams. In 2024, we continued to invest in home treatment, expanding the use of new technologies in our home dialysis care program to enhance patient and physician experience.

- In 2024, more than **15% of our patients** dialyzed in the comfort and convenience of home.<sup>1</sup>
- **82% of our home dialysis patients** now use a connected cyclor, which allows clinical teams to access and review treatment results promptly.<sup>2</sup>
- We continue investing in our **venture with Medtronic, Mozarc Medical**, to improve access, experience and outcomes for kidney patients treating at home.
- Through our **Kidney Smart education program**, we offer a specialized Home Edition class with modality-specific education. Designed to help patients 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](#).

<sup>1</sup> Statistics are as of December 31, 2024, and are for U.S.-based patients only. Modality selections and decisions related to a patient's care are always made by the attending nephrologist and patient, and provided pursuant to a physician's order;

<sup>2</sup> As of December 31, 2024





## Commitments in Action

### Advancing 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](#).



## 8,200+

DaVita patients received a kidney transplant in 2024, our highest number yet.

### Opening Doors to Transplantation

Kidney transplant is the ideal treatment for those with ESKD who are eligible for this potentially life-saving procedure. Putting patient outcomes first, we're working to expand transplantation access and education. We're proud that more than 107,000 DaVita patients were referred for a transplant at least once by the end of 2024, representing our highest referral rate ever.

With the acquisition of [transplant software company MedSleuth](#) in 2021, DaVita deepened its effort to improve the transplant ecosystem, not only for DaVita patients, but for any patient seeking a transplant. We utilized Medsleuth's BREEZE technology to standardize transplantation referrals, enabling easier and more effective sharing of information. As of December 2024, BREEZE has been implemented in 100% of DaVita centers nationwide. Learn more about the impact of this work [here](#).

We recognize that patient education also plays a key role in transplantation. Through resources such as our multimedia Transplant Smart® program, we're helping ensure that every patient is informed and empowered. Learn more about transplantation and see a portion of our educational material [here](#).

With organ supply being the biggest barrier to meeting demand for kidney transplantation, DaVita invested in eGenesis, a company working to address the historical challenges of xenotransplantation.

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

## Champions for Every Patient

Advancing health equity and access to care for all of our patients is an important component of our unwavering pursuit of a healthier tomorrow. We demonstrate this commitment by working to reduce and eliminate barriers so that our patients are empowered to achieve their optimal kidney health, regardless of demographic or social status.

In 2024 we're proud of:

- Establishing individualized health equity plans in more than **90% of our centers nationwide** pursuant to the CMS guidelines for Healthy Communities. These plans are rooted in local data and focused on improving key clinical outcomes for all patients including patient populations experiencing the greatest barriers to home treatments, transplantation and safer long-term access points for treatment.
- **Providing our front-line teammates with training** so they better understand the cultures and perspectives of the patients they are serving, access to data dashboards with clinical outcomes stratified by demographics and appropriate support resources.
- **Introducing new person-centered tools** to further assess patient modality interest, provide greater home accessibility by identifying barriers and enable continued support to optimize kidney health outcomes.
- **Executing a Transplant Equity program** to identify strategies to markedly improve waitlist and transplant outcomes for our lowest-income and most medically vulnerable patients. This program is slated to expand in 2025.
- Building on our **Person-Centered Approach to Kidney Care** via a growing network of community kidney disease prevention programs and other interventions active in cities and rural areas nationwide.

**Our strategy to achieve equitable access to care for all patients focuses on person-centered care and data-based insights:**



**Building the foundation** to mitigate pervasive inequities by creating awareness, identifying bias and understanding the data and patient insights to develop and scale interventions.



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



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

## Making an Impact Where it Matters Most

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 patients we serve are dually eligible for Medicare and Medicaid, representing some of the lowest income and most medically vulnerable.

Sector-wide data demonstrates that too often 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.

One of our goals is to enable equity in kidney transplants, home dialysis use, and early kidney disease education and prevention in high-risk communities.



## Kidney Smart<sup>™</sup> 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 so that more individuals who need this information can access it remains an initiative of focus. To date, we've delivered this essential education in 13 different languages. Learn more about Kidney Smart [here](#).

**+24%**

increase in non-English language Kidney Smart attendance in 2024

**40,000+**

participants in Kidney Smart in 2024

**142,000+**

participants in Kidney Smart education since 2021



### Commitments in Action

## Kidney Health Collaboration with the YMCA

In 2024, we launched a community-based collaboration with the YMCA supporting chronic kidney disease (CKD) education and prevention. Focused on promoting access to care for all, the program will bring free health screenings and culturally-attuned health education to cities nationwide. At our very first screening event, 30% of 150 participants screened were found to have previously undiagnosed CKD, opening the door to earlier intervention. The event earned a Net Promoter Score of 93, indicating high participant satisfaction with the services offered.

Based on the success of an initial pilot, we have now expanded this approach to six additional markets, with support from the DaVita Giving Foundation.



**“More screenings like this are needed and necessary. Keep doing what you are doing.”**  
— Screening Participant, May 10, 2024

# Passionate Teammates, United with Purpose

## *Belonging Is Central Within DaVita*

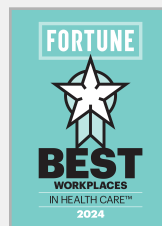
At DaVita, we put people at the center of everything we do, which drives our pursuit of a healthier tomorrow. As a community first and company second, we create an environment that inspires teammates to be their best, most authentic selves and make a difference every day. This starts with our cultural foundation of shared purpose, meaningful connection, professional growth and authentic belonging.



## External Recognitions Celebrate Employer of Choice



FORTUNE® World's Most  
Admired Companies<sup>1</sup>



FORTUNE® Best  
Workplaces in Health Care<sup>2</sup>



USA Today Top Workplaces



Newsweek America's  
Most Loved Workplaces

<sup>1,2</sup> From Fortune. ©2024, 2025  
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affiliated with, and do not endorse  
products or services of, DaVita Inc.





## Our Belonging Behaviors



Creating Trust and Safety



Respecting and  
Valuing Others



Providing Consistent  
Support

## Nurturing Belonging for All

We know that a culture of belonging is the outcome of specific choices in how we hire, train, manage and develop our teams.

- Every new teammate completes our **Basics of Belonging course**, and every member of the Village — from front-line teammates to executive leadership — is encouraged to pursue our robust suite of ongoing belonging education.
- According to our most recent survey, **84% 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 84%** in 2024, which ranks among the best in our industry and in U.S. companies overall.
- A cherished DaVita program, our annual **Week of Belonging**, engages all teammates with intentional activities that cultivate and amplify belonging.
- **At DaVita, we empower all teammates to have a voice.** We promote multiple forums for teammates to have their voice heard — from informal conversations with leaders and planned events like Town Halls and Voice of the Village company-wide calls.

## Supporting Representation at Every Level

We're proud to have built strong representation for all by hiring the most qualified talent available. We meet or exceed 68% of EEO-1 benchmarks across our full teammate population as of December 31, 2024.

Highlights of this reporting period include:

### Overall Teammate Diversity

78%

Women

58%

People of Color

### Board Diversity

40%

Women

20%

People of Color

### Operational Managers who Lead our Dialysis Centers

78%

Women

40%

People of Color

### Leaders with Profit & Loss Responsibility

52%

Women

27%

People of Color

## Fostering Diverse Perspectives in Leadership

While representation is essential at every level, it is especially important to have different perspectives within our leadership. Across our entire suite of recruiting activities, we work to engage the full breadth of high-potential candidates, intentionally seeking out people of every gender, race and ethnicity, and those with unique backgrounds. We never sacrifice on quality and always seek to hire the most qualified candidates. Both our recruiting practices and our career development programming are designed with the explicit goal of creating pathways to leadership that are visible and equitable to all.



### Commitments in Action

#### Redwoods Campus Recruiting

A DaVita tradition since 2005, our Redwoods program is just one example of our commitment to cultivating diverse leadership. 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 these individuals 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 — including many historically Black colleges and universities — to open a unique door to professional growth.

## Strong Performance Against Benchmarks

We've seen notable increases in representation of women and people of color in our leadership population since we began tracking these metrics in 2018.

Representation of women at the VP level (vs. 34% benchmark)

38% → 41%

Representation of POC at the VP level (vs. 19% benchmark)

16% → 23%

Representation of women at the director level (vs. 43% benchmark)

54% → 62%

Representation of POC at the director level (vs. 31% benchmark)

23% → 24%

A full breakdown of our diversity data, including analysis by gender, race/ethnicity, veteran status and LGBTQ status (among teammates who choose to disclose) can be found in the data tables section of this report.



### Commitments in Action

## Bridge to Your Dreams Nursing Education

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.

# 2,400+

teammates actively enrolled in the Bridge to Your Dreams program, as of December 31, 2024

## Promoting Economic Mobility through Career Growth

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.



## Building Pathways to Success

Currently rolling out across the organization, 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 as well as equitable pay.

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

Clinical Ladders is the clinical counterpart to DaVita Ladders, creating transparent paths to career advancement for our patient care technicians, nurses and other clinical teammates and leaders. In 2024, we achieved the milestone of implementing Clinical Ladders across our entire clinical workforce.

# ~60%

of our facility administrators and managers have been promoted internally.



## Supporting Lifelong Learning

We're champions for teammates' personal and professional growth through education, both within our walls and beyond. **The DaVita University Digital Experience** delivers direct access for all teammates to a vast library of personal and professional resources, as well as Artificial Intelligence (AI)-curated offerings, empowering teammates to be lifelong learners.

In 2024, we bolstered our portfolio of learning programs through DaVita University to help teammates on their continuous learning journeys:

- Redesigned and launched an **emerging leader program** that offers a clear path for leadership readiness.
- Evolved the **robust year-long onboarding program** that sets new facility administrators up for success.
- Continued a multi-year journey of **upskilling our leaders with technical and leadership skills curriculums** for facility administrators and regional operations directors.
- Launched a new **year-long learning series** for all leaders focused on our core leadership principles.
- Launched or expanded several programs supporting our nursing workforce pipeline, including a collaboration with Chamberlain University to **deliver an innovative nephrology curriculum**.

**4.8 million+**

total non-mandatory training completions were recorded in our learning platforms in 2024

## Benefits Supporting the Needs of Teammates

Consistent with our people-centered, caring practices, we take a holistic approach to employment benefits. Our Total Rewards program includes extensive proactive and reactive support to ensure the financial, physical and emotional well-being of 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 both within DaVita University and beyond, we also offer tuition reimbursement benefits that meet teammates where they are, empowering the pursuit of nursing, business, social work and dietetics/nutrition opportunities.



**\$4.1M**

invested in tuition reimbursement, supporting

**1,500+**

teammates' academic ambitions in 2024

# Caring for Our Environment

In 2024, we continued to build on our strong foundation of environmental stewardship, making meaningful progress toward our 2025 goals.



## Our Journey to Net Zero

In addition to our near-term, self-identified goals, we committed to net zero scope 1 and 2 emissions by 2050. These are the 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.

## 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.

**72%**

reduction of scope 1 and 2 emissions, as of December 31, 2024, as compared to a 2018 baseline.



### Commitments in Action

## Growing our Renewable Footprint

In 2024 we finalized virtual power purchase agreements supporting the development of two new solar farms in Europe. This represents another step toward our goal of powering all global operations with renewable energy. Our European energy initiatives build on our successes in the U.S., where we met our goal of powering 100% of our operations with renewable wind and solar energy in 2022.

## 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 2024, we've built on this progress with five pilot projects upgrading AC units and/or water heaters from natural gas to electricity — a shift that enables us to reduce our reliance on carbon-intensive fuels, thus advancing our Journey to Net Zero. We look forward to expanding on these pilot projects in 2025.

## Vendor Engagement

DaVita encourages its suppliers to set meaningful climate goals. By the end of 2024, 68% of vendors, by emissions, had publicly stated science based targets

## Water Stewardship

Water is an important input to the dialysis process, and we are committed to being good stewards of this resource. In 2024, we continued our ongoing work to upgrade reverse-osmosis water purification systems to newer, more efficient models. We also implemented a targeted Top Water Users reduction program to identify and address areas with the greatest room for efficiency improvements. Through these initiatives, we saved more than 75 million gallons of water in 2024, and have already achieved our 2025 goal of saving 240 million gallons of water since 2021.





## External Recognition Celebrating Sustainability Achievements

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



CDP A-List



USA Today America's Climate Leaders



Time Magazine's World's Most Sustainable Companies



Sustainability Yearbook Member

- Dow Jones Best-in-Class Indices<sup>1</sup>
- Green Power Partnership Fortune 500® Partners List
- RE100 member
- DOE (Department of Energy) Better Climate Challenge 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.

## Making Change, Together

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 2024, teammates logged nearly 32,000 Green Actions, which are defined as intentional actions to improve the environment, reduce environmental impact, and/or learn something new or educate others about sustainability.



<sup>1</sup>Previously 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/>

# Stepping Up for Healthy Communities

Our network of care reaches communities in every corner of the U.S. and 13 countries around the world. In every community we touch, we're committed not only to giving outstanding health care service — but also to giving back.



## Commitments in Action

### DaVita Health Tour

The 2024 DaVita Health Tour provided thousands of community members across the country access to free health screenings and education focused on kidney health. The screenings and education helped individuals identify risk factors that may lead to chronic kidney disease including obesity, diabetes and high blood pressure, a family history of kidney failure, and African American and Hispanic ethnicities.

The DaVita Health Tour is on a mission to strengthen kidney health awareness and education while bringing free health screenings to as many people as possible — because kidney health matters.

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



### 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 2024 we're proud to have:

- Provided multi-language educational content about kidney disease prevention and management to over 433,000 individuals.
- Enhanced diabetes education for 130 DaVita dietitians, nurse practitioners and registered nurses through ADA Professional Memberships.

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

## The DaVita Giving Foundation

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

- In 2024, the foundation made a **\$750,000, three-year commitment to the NAACP** to support the Center for Health Equity. This commitment will help advance the center's work as a champion for equitable healthcare quality and outcomes, equitable food systems, inclusive health-centric infrastructure and healthy communities.
- In the first year of a three-year grant to Western Governors University's (WGU) Michael O. Leavitt School of Health, the foundation awarded **150 scholarships** to nursing students in Start Early, a program co-created by DaVita Inc. and WGU to help increase nursing degree completion. Learn more about the partnership [here](#).
- In its first year of support from the foundation, the National Kidney Foundation's PEERs Program grew by **397 new mentees and 34 new mentors**.
- Through support from the foundation, the Food is Medicine Coalition provided **100,000+ medically tailored meals** to people with food insecurity and medical nutrition needs in 2024, including individuals living with end stage kidney disease.

## Volunteering: Teammates Giving Back

We exceeded our 5-year goal for teammate volunteerism one year ahead of schedule, with teammates logging 147,000+ hours of their time since 2021 to help causes aligned to DaVita's work and mission.



# 59,000+

hours volunteered by DaVita teammates in 2024



## Beyond Our Borders

Bridge of Life<sup>®</sup> (BOL) plays a key role in our unwavering pursuit of a healthier tomorrow — not just for the patients in our direct care, but 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. Together we're working to strengthen healthcare globally through sustainable programs that treat and prevent chronic disease.

In 2024, thousands of DaVita teammates joined together to raise funds and gather supplies to improve kidney care in resource-poor countries around the globe. Bridge of Life also operates multiple international service trips staffed in part by DaVita teammates each year. These programs range 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](#).

### 2024 BOL Global Impact Highlights



**3,900+ people** received free health screenings for chronic kidney disease and its root causes, such as hypertension and diabetes, alongside vital kidney care education.



**1,200+ high-risk individuals** received ongoing support including health education, health testing, exercise classes, nutrition and essential medications.



Bridge of Life trained **300+ dialysis clinicians** and technicians who provide treatment to thousands of dialysis patients worldwide.

In 2024, more than **7,800**

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

**22,900** volunteer hours.



#### Commitments in Action



### BOL Guatemala Service Trip

For children in rural Guatemala facing end stage kidney disease, accessing needed treatment can require as much as eight hours of travel each way, up to three days per week; a burden that's logistically, emotionally and financially devastating for entire families. In 2024, eight DaVita teammates traveled to Guatemala to provide life-changing support to five such children. By building safe, sanitary, cheerful rooms where children can receive peritoneal dialysis treatment right at home, these Bridge of Life teams helped bring possibilities like attending school — and even potentially qualifying for a kidney transplant — within reach.

## 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](#).

# 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 2024 we communicated to teammates about compliance and ethics topics more than 300 times, using approximately 20 different channels. In addition, more than 50 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 regularly and then take action to address the feedback. In 2024 our compliance team analyzed compliance culture survey results two separate times. We used these insights to celebrate teams with the strongest culture of compliance and promote awareness and leadership accountability. In 2024 we also initiated a new Compliance Champion Award, recognizing three 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 surveys.

## 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 2024 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.

# 120,000+

hours of compliance-related trainings were completed by teammates in 2024

# Progress Report: Our 2025 Goals

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

 <b>Patient Care</b> Provide industry-leading care so that our patients can live their best lives	2025 Goal	2024 Progress
	Lead the industry in external quality ratings	Continued as an industry leader under CMS' Five-Star Quality Rating System <sup>1</sup> for the nine most recently reported years
	25% of patients choose to dialyze at home <sup>2</sup>	Over 15% of patients are dialyzing at home, as of December 31, 2024
	Achieve greater health equity for our patients	Launched a Transplant Health Equity pilot; continued health equity and social drivers of health interventions in select cities
	Patient Net Promoter Score (NPS) of 50 or higher	NPS score of 64 from dialysis patients
	Educate more than 100,000 patients in a Kidney Smart class	40,000+ people attended a Kidney Smart class in 2024; 142,000+ people have attended a Kidney Smart class since 2021

<sup>1</sup>According to October 2024 data (for 2023 year), the most currently available data, from the [Centers for Medicare & Medicaid Services' Five-Star Quality Rating System](#)

<sup>2</sup>Modality selections and decisions related to a patient's care are always made by the attending nephrologist and patient, and provided pursuant to a physician's order





## Teammate Engagement

Be recognized as a best-in-class employer of choice<sup>1</sup>

### 2025 Goal

Teammate engagement score of 84% or higher

Sustain equal pay for equal work

Meet or exceed EEO-1 benchmarks for all levels

Provide learning and development programs to more than 95% of teammates each year

Increase participation to 50% of teammates participating in health and well-being programming

Maintain focus and leadership on belonging

### 2024 Progress

Average teammate engagement score of 84% in 2024

Continued investments in a proactive approach to equitable pay; systematically defining, monitoring and acting upon outliers within our aligned pay structures as we strive to ensure equitable pay over time.

68% of EEO-1 benchmarks<sup>2</sup> met or exceeded

~100% attendance of teammates for learning and development programs through our online suite of courses<sup>3</sup>

~45% teammate participation in a health and well-being program in 2024

84% Belonging score, based on 2024 surveys; fourth annual Week of Belonging held in November 2024.

<sup>1</sup>Data from Teammate Engagement Section includes U.S. teammates only.

<sup>2</sup>Data is aggregated and reported out to align with our organizational structure, where we create differentiation between managers and directors. We hold each of those populations to the same EEO-1 benchmark standard. Data as of 12/31/24.

<sup>3</sup>Calculation excludes physicians and teammates on leave as of 12/31/24.



**Environmental  
Stewardship**

Reduce our carbon footprint in alignment with Science-Based Targets

**2025 Goal**

100% powered by renewable energy globally<sup>1</sup>



**2024 Progress**

100% of U.S. operations matched by renewable energy purchases through our virtual power purchase agreements; 83% of global operations matched by renewable energy purchases

Reduce carbon emissions by 50%<sup>2</sup>



72% reduction of scope 1 and 2 emissions, as of December 31, 2024

Save 240 million gallons of water



More than 75 million gallons of water saved in 2024;<sup>3</sup> more than 326 million gallons of water saved since 2021

Implement recycling at 100% of U.S. facilities<sup>4</sup>



Recycling implemented in more than 65% of our U.S. facilities<sup>5</sup>

Vendors representing 70% of supply chain emissions set climate change goals<sup>6</sup>



Vendors representing 68% of our scope 3 emissions with science-based targets

Teammates to complete 70,000 Green Actions<sup>7</sup>



~32,000 Green Actions completed in 2024;  
~68,700 Green Actions completed since 2021

<sup>1</sup>Via on-site renewable energy and/or virtual Power Purchase Agreements

<sup>2</sup>As compared to 2018 baseline

<sup>3</sup>Calculated based on gallons per treatment savings from clinics with water efficiency projects implemented

<sup>4</sup>Where local recycling is available and permitted at our premises

<sup>5</sup>Includes domestic kidney care centers with confirmed recycling services

<sup>6</sup>See page 44 for more detail

<sup>7</sup>A 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



**2024 Progress**

~59,000 volunteer hours completed in 2024;  
~147,000 hours completed from 2021–2024

Enhance our impact through strategic giving focus areas



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



**2024 Progress**

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

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



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

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



Compliance training completed by 99.5% of new teammates and directors within 60 days of hire; code of conduct reviewed by 99.6% of new teammates within 60 days of hire

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



95.6% 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.



# 2024 ESG Data Tables

## SASB Metrics & 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, 2024, and refers to our U.S. operations. We undertake no obligation to update this information, except as may be required by law. More data can be found at [davitacommunitycare.com](https://davitacommunitycare.com).

Quality of Care and Patient Satisfaction	2024 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	2024 Data	SASB Code
Discussion of strategy to manage the mix of patient insurance status	<p>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.</p> <p><b>Providing care for uninsured patients:</b> 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><b>Providing charity/indigent care programs:</b> 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><b>Helping connect patients with government and non-profit resources:</b> 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><b>Educating patients on available insurance options:</b> 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	2024 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 CCRA.

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

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

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



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

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

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

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

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

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

**Additional Privacy & Data Security Information**

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

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

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

Management of Controlled Substances	2024 Data	SASB Code
Description of policies and practices to manage the number of prescriptions issued for controlled substances	Not applicable – At this time, DaVita does not administer controlled substances in its clinics	HC-DY-260a.1

Pricing & Billing Transparency	2024 Data	SASB Code
Description of policies or initiatives to ensure that patients are adequately informed about price before undergoing a procedure	<a href="#">Billing and Insurance FAQs</a>	HC-DY-270a.1
Discussion of how pricing information for services is made publicly available	<a href="#">Billing and Insurance FAQs</a>	HC-DY-270a.2
Number of the entity's 25 most common services for which pricing information is publicly available, percentage of total services performed (by volume) that these represent	Not applicable	HC-DY-270a.3

Fraud & Unnecessary Procedures	2024 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 entered into a settlement agreement with the government and the relator in a qui tam matter that included a settlement amount of \$34.487 million, and the government and the relator agreed to voluntarily dismiss all claims in the matter.	HC-DY-510a.1

Employee Health and Safety	2024	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 issues
- Internal monthly inspections
- Seeking third party consultation for safety program compliance and effectiveness
- Procedures to investigate work-related injuries, ill health, diseases and incidents
- OHS training provided to new and existing teammates to raise awareness and reduce operational health and safety incidents
- Communication and data accessibility with both center managers and senior leadership on safety program components and awareness around injury loss drivers

For more information please see our **code of conduct**.

Employee Recruitment, Development, and Retention	2020	2021	2022	2023	2024	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 <sup>1</sup>	86%	84%	78%	80%	84%	
Engagement scores data coverage (% of U.S. teammates)	73%	71%	69%	79%	88%	
Average training hours per employee	16.7	24.7	26.7	42.2	33.3	
Number of new employee hires <sup>2</sup>	13,800	17,900	22,800	20,700	17,900	
Number of full-time teammates				52,228	51,479	
Number of part-time teammates				5,532	5,314	

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

<sup>2</sup>2023 and 2024 data excludes guest teammates



Representation of Women

	2020	2021	2022	2023	2024
Percentage of women in senior management				41%	41%
Percentage of women in middle and other management				72%	71%
Percentage of women in non-managerial positions				79%	79%
Percentage of women in IT / engineering roles				35%	35%
Percentage of women of new hires				83%	82%
Percentage of women of total promotions				81%	82%
Percentage of women attrition				82%	83%
EEO-1 Report		<a href="#">Link</a>	<a href="#">Link</a>	<a href="#">Link</a>	

Additional Representation Data

	VP+	Directors	Managers	Overall
Asian	11%	8%	8%	18%
Black	4%	6%	13%	20%
Hispanic	6%	7%	11%	17%
American Indian, Pacific Islander, Two or More Races	2%	3%	3%	4%
Veteran				2%
LGBTQ+				6%

Belonging

	"I feel like I belong on my team"	"My manager creates a sense of belonging"
Male	86%	86%
Female	83%	82%
American Indian	76%	75%
Asian	88%	86%
Black	80%	81%
Hispanic	83%	83%
Pacific Islander	86%	85%
Two or More Races	81%	82%
White	84%	83%

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, teammates can receive six weeks paid leave at 80% (up to \$1,000 a week), or benefits-eligible teammates can choose to receive a \$2,500 cash gift instead of taking leave. The leave can be taken intermittently in one week increments with manager approval, and teammates can choose to supplement PTO up to 100% of pay.
- **Flexible work schedules and telecommuting options** may be available, dependent upon position and at the discretion of the supervisor.
- **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, and referrals/consultations on everyday issues such as dependent care, auto repair, pet care and home improvement.
- **Vitality Points**, a voluntary wellness incentive program that encourages teammates and their spouses/domestic partners to engage with their provider to manage their overall health. In addition, it allows participating teammates and spouses/domestic partners to earn credits toward their medical premium for getting a biometric screening with a primary care provider.

- **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](https://careers.davita.com/benefits)

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

## Environmental Stewardship

Energy Management	2020	2021	2022	2023	2024	SASB Code
Total Energy Consumed (MWh) <sup>1</sup>	922,550	954,461	884,082	861,242	884,977	HC-DY-130a.1
Data Coverage for Energy Consumed (as a % of global operations)			100%	100%	100%	
MWh from fuel	309,588	341,700	303,823	290,532	270,745	
MWh from purchased or acquired electricity	612,962	612,761	580,259	570,710	614,232	
MWh from self-generated renewable electricity <sup>2</sup>	743	743	864	257	442	
Percentage of total energy from renewable sources	15%	35%	59%	59%	58%	HC-DY-130a.1
MWh from non-renewable sources	783,091	623,118	361,140	351,615	374,064	
MWh from renewable sources <sup>3</sup>	139,459	331,343	522,942	509,627	510,913	

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

<sup>2</sup> 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

<sup>3</sup> Calculated as MWh from renewable sources excluding MWh from self-generated renewable electricity

Waste Management	2020	2021	2022	2023	2024	SASB Code
Total waste output (short tons)	110,052	111,637	119,757	116,062	122,206	
% data of U.S. operations covered for total waste output; weighted	60%	74%	68%	70%	72%	
Municipal solid waste (short tons)	69,232	73,181	77,636	77,390	76,487	
Medical waste, excluding pharmaceutical waste (short tons)	36,702	35,246	34,523	34,376	42,181	
Hazardous pharmaceutical waste (short tons)	0.199	0.041	0.000	0.000	0.000	
Non-hazardous pharmaceutical waste (short tons)	2.682	1.371	0.049	0.003	0.000	
E-waste (short tons)	26	50	42	17	26	
Other (short tons)	4,569	3,159	7,556	4,279	3,512	
<b>Waste by Disposal Methods</b>						
Total waste output (short tons)	110,052	111,637	119,757	116,062	122,206	
Landfilled (short tons)	86,284	87,277	87,517	87,048	93,285	
Recycled (short tons)	23,420	23,798	30,075	26,766	26,540	
Composted (short tons)	347	562	1,067	1,155	1,166	
Incinerated (short tons)	0	0	1,098	1,093	1,214	
<b>Medical and Pharmaceutical Waste Detail</b>						
% medical waste landfilled	96%	96%	97%	95%	95%	HC-DY-150a.1
% medical waste recycled	0%	0%	0%	2%	2%	
% medical waste incinerated	4%	4%	3%	3%	3%	
% non-hazardous pharmaceutical waste incinerated	100%	100%	100%	100%	—%	HC-DY-150a.2



Water Management	2020	2021	2022	2023	2024	SASB Code
Total amount of water withdrawals in billions of gallons	4.976	4.745	3.877	3.856	4.059	
Total amount of water withdrawals in megaliters	22,622	17,960	14,674	14,593	15,363	

Greenhouse Gas Emissions		2020	2021	2022	2023	2024	SASB Code
Scope 1 emissions (metric tons of CO2 equivalents)		60,753	66,959	60,589	59,569	54,485	HC-DY-130a.1
Scope 2 emissions (metric tons of CO2 equivalents)	Location-based:	229,252	217,975	211,606	206,214	195,649	
	Market-based:	161,076	110,687	18,561	19,872	28,293	
Scope 3 emissions (metric tons of CO2 equivalents)		1,316,324	1,303,046	891,799	705,383	656,390	

Climate Change Impacts on Human Health & Infrastructure	2024	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.	

<sup>1</sup> 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 aligns strategies across the company.

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

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

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



## Strategy

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

### Managing Climate Change Risk

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

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

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

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

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

\*As of 2021

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

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

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

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

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

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

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

**Physical risks:** DaVita’s Business Continuity (BC), Emergency Management (EM), and Facilities teams are responsible for the management of physical risks across DaVita’s outpatient centers. These teams’ deep engagement across our facilities has helped DaVita mitigate physical risks at treatment centers and provide continuity of care for



years. BC considers climate-related vulnerabilities at each facility and has robust community partnerships in place with local Emergency Management Agencies (EMAs) and healthcare coalitions to prepare for acute and chronic physical risks. The BC Steering Committee, led by the 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 Emergency Management assists with emergency preparedness and emergency response for the enterprise. DaVita Emergency Management works with facilities and employees to develop and test emergency plans, and provide support, as needed, during an emergency event. DaVita Emergency Management works to ensure that DaVita's facilities and employees are prepared to operate in a number of situations and takes an all hazards approach. Maintaining continuity of care for the patients is vital.

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

DaVita Emergency Management's primary objectives include:

- Emergency planning by identifying and mitigating our vulnerability to hazards
- Preparedness through comprehensive policy and procedures, training, and tools
- 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 Emergency Management authors and manages policies and procedures around hazards that are environmental, technological and human-made. These include events that may create a disruption in dialysis treatment services, such as severe weather, wildfires, civil unrest, public health emergencies, utility shutdowns, and community infrastructure failure.

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

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

Description of Selected Policies and Internal Resources:

- **Facility Emergency Management Plan (EMP):** This plan outlines the governing mechanisms required to establish and maintain a facility specific emergency management plan designed to manage the consequences of emergencies and disasters, including extreme weather events that may disrupt the facility's ability to provide care.
- **Facility Hazard Vulnerability Analysis Tool:** This 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.

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

To help mitigate physical climate risks, BC assists with emergency preparedness and emergency response for the enterprise. We work with every facility to develop and test emergency plans and provide support as needed during a real event. We develop an integrated response to potential hazards and carefully coordinate patient care when significant events occur. In addition to event response, DaVita BC works to test and train DaVita's care providers.

This includes developing training programs that result in demonstrated knowledge of emergency procedures and implementing drills and exercises to test emergency plans. Risks related to climate and weather are identified and assessed before developing and stress testing these plans and procedures.

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

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

## Metrics and Targets

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

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

DaVita produces an annual 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	2024 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"><li>• 38% of US locations in city or state with net-zero emissions target or 100% clean electricity target, as of 2021</li><li>• 55% of international locations in countries with existing or expected GHG regulations, as of 2021</li></ul>
Physical Risks	<ul style="list-style-type: none"><li>• % of facilities exposed to: water stress, extreme weather, coastal flooding, and inland flooding (for international locations); drought, coastal flooding, inland flooding, hurricanes, tornadoes, cold waves, heat waves, and wildfires (US locations)</li><li>• Most important risks to operations - which risks DaVita will actively manage.</li></ul>	Results summarized in “managing climate risk” 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	2024 KPIs
Climate-Related Opportunities	<p>Percentage of renewable electricity across its operations in service of its 100% renewable 2025 goal.</p> <p>Reduce carbon emissions by 50% through initiatives such as:</p> <ul style="list-style-type: none"><li>• Onsite renewable energy projects</li><li>• Install electric vehicle charging stations at business offices</li><li>• Pursue LEED certification for offices where possible</li></ul>	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.<sup>1</sup>

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

See our full list of 2025 environmental goals and 2024 progress [here](#).



Our Community Care website and the reports available on or linked from that website contain statements that are forward-looking statements within the meaning of the federal securities laws. These forward-looking statements include, without limitation, our goals and 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, 2025, and it may be difficult to achieve many of the Company's ESG goals during the desired timeframes or at all. DaVita undertakes no obligation to publicly update or revise any forward-looking statements, whether as a result of changed circumstances, new information, future events or otherwise, except as may be required by law. Actual future events could differ materially from any forward-looking statements due to numerous factors that involve substantial known and unknown risks and uncertainties. These risks and uncertainties include, among other things:

- evolving regulatory requirements affecting ESG standards, measurements and reporting requirements;
- external conditions, including those related to general economic, marketplace and global health conditions, including without limitation, the impact of global events and political or governmental volatility; the impact of the domestic political environment and related developments on the current healthcare marketplace, our patients and on our business; the continuing impact of the COVID-19 pandemic on our financial condition and the chronic kidney disease population and our patient population; supply chain challenges and disruptions, including without limitation with respect to certain key services, critical clinical supplies and equipment we obtain from third parties, and including any impacts on our supply chain as a result of natural disasters; the potential impact of new or potential entrants in the dialysis and pre-dialysis marketplace and potential impact of innovative technologies, drugs, or other treatments on our patients and industry; elevated teammate turnover or labor costs; the impact of continued increased competition from dialysis providers and others; and our ability to respond to challenging U.S. and global economic and marketplace conditions, including, among other things, our ability to successfully identify cost saving opportunities;
- our ability to successfully implement our strategies with respect to integrated kidney care and value based care initiatives and home based dialysis in the desired time frame and in a complex, dynamic and highly regulated environment;
- our ability to attract, retain and motivate teammates, including key leadership personnel, and our ability to manage potential disruptions to our business and operations, including potential work stoppages, operating cost increases or productivity decreases whether due to union organizing activities, legislative or other changes, demand for labor, volatility and uncertainty in the labor market, the current challenging and highly competitive labor market conditions, including due to the ongoing nationwide shortage of skilled clinical personnel, or other reasons;
- legal and compliance risks, such as compliance with complex, and at times, evolving government regulations and requirements, and with additional laws that may apply to our operations as we expand geographically or enter into new lines of business;
- our ability to develop and maintain relationships with physicians and hospitals, changing affiliation models for physicians, and the emergence of new models of care or other initiatives that, among other things, may erode our patient base and impact reimbursement rates;
- the effects on us or others of natural or other disasters, public health crises or severe adverse weather events such as hurricanes, earthquakes, fires or flooding;
- the other risks factors, trends and uncertainties set forth in DaVita Inc.'s Annual Report on Form 10-K for the year ended December 31, 2024, 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

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

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