

Diversity & Belonging

2021 ADDENDUM

This report provides updates on select data from our 2020 Diversity and Belonging Report. Unless otherwise indicated, data includes the U.S. teammate population as of Dec. 31, 2021.

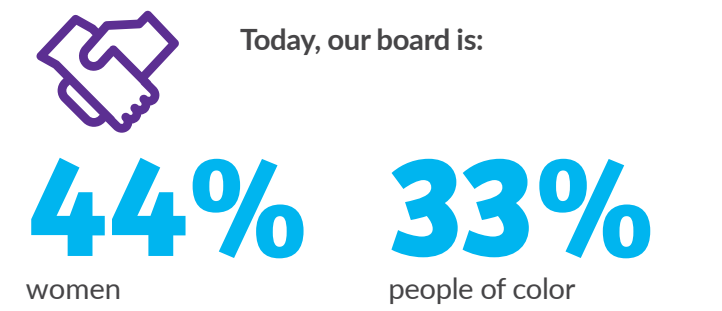
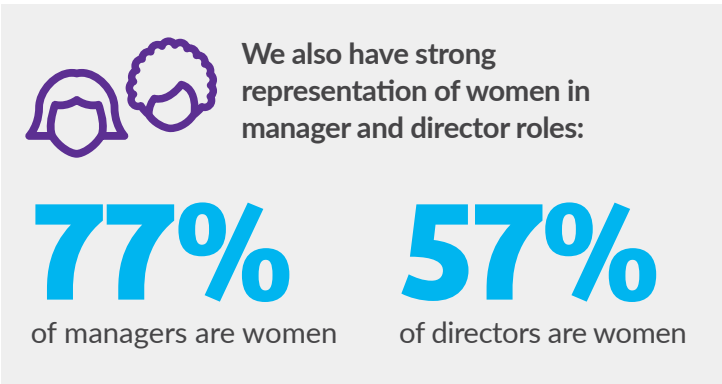
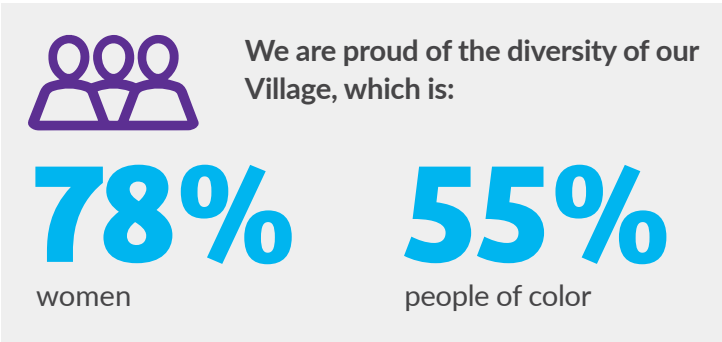


Diversity

Where We Stand

At DaVita, we recognize there are many dimensions of diversity that contribute to our unique perspectives. This includes gender identity or expression, race/ethnicity, sexual orientation, veteran status, socio-economic status, education, background, work experience and many other elements.

Where we have made progress¹

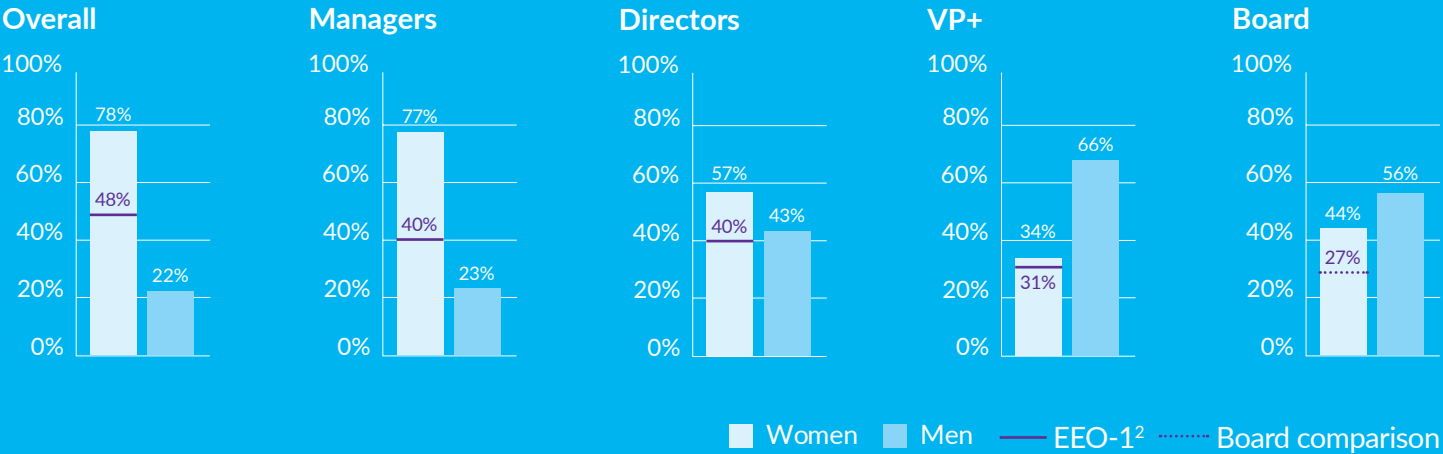


¹Data includes US teammate population as of Dec. 31, 2021. Profit and loss (P&L) responsibility is one of the most important responsibilities of any executive position and has been demonstrated to be one of the best pathways to prepare leaders for senior executive roles. In the context of DaVita, our P&L owners most frequently lead our field operations and strategic business initiatives.
²EEO-1 is the average representation of people by gender and race/ethnicity for all US industries.

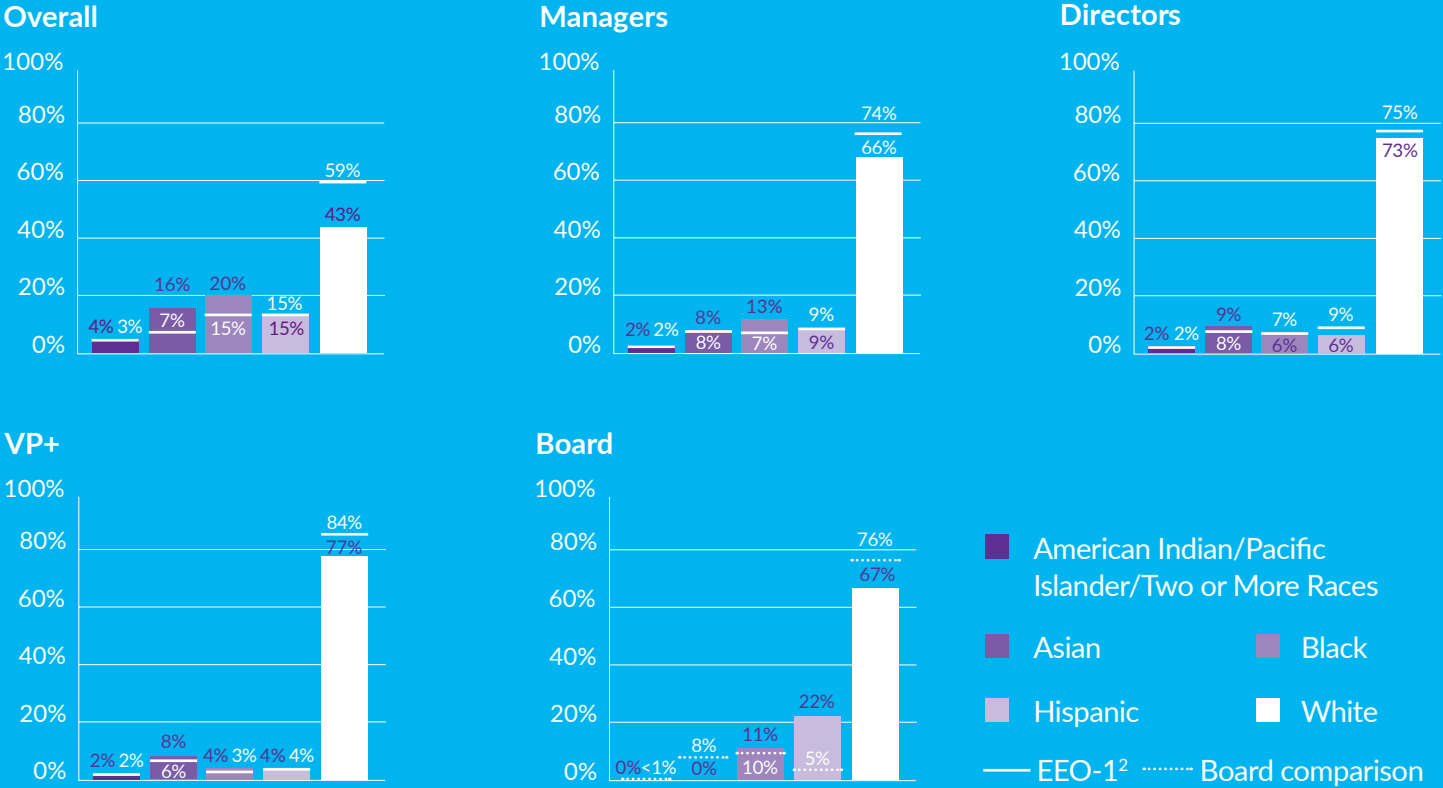
Village Makeup by Gender & Race/Ethnicity

Here is our Village makeup by gender and race/ethnicity overall and for each level of leadership, as well as for our board of directors¹. We are sharing the EEO-1 benchmark to contextualize our data and strive to match, if not exceed, the EEO-1 all industry average representation. While this isn't a perfect benchmark, it serves as a useful comparator and is used by many organizations in the US.

Village Makeup by Gender



Village Makeup by Race/Ethnicity



Belonging

Where We Stand

Belonging is a fundamental desire

According to Maslow's Hierarchy of Needs, belonging is a universal desire—every one of us has a powerful need to belong. We're focused on belonging instead of inclusion because inclusion can make it seem like there are insiders and outsiders and that the outsiders must be "included." We expect our Village to be a place where everyone is an insider—where everyone feels valued and a sense of belonging.

Belonging extends to all aspects of how teammates experience their workplace and team. It comprises the million tiny moments in a day where we connect with our teammates, support each other when things get hard or take a moment to share a smile or a laugh.

Our most recent survey¹ showed that:

84% **82%**

of teammates say they feel they belong on their teams.

of teammates say that their manager creates a sense of belonging on their team.

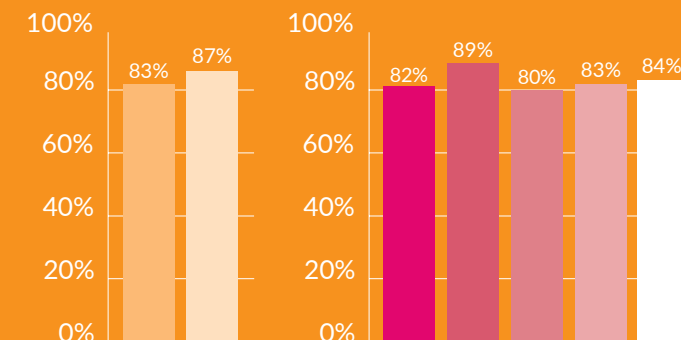
We are encouraged that these results are relatively consistent across demographic groups to the right. And, we recognize there are some differences in teammate experience among genders and races/ethnicities.

¹ Data includes US teammate population responses as of April 2021.

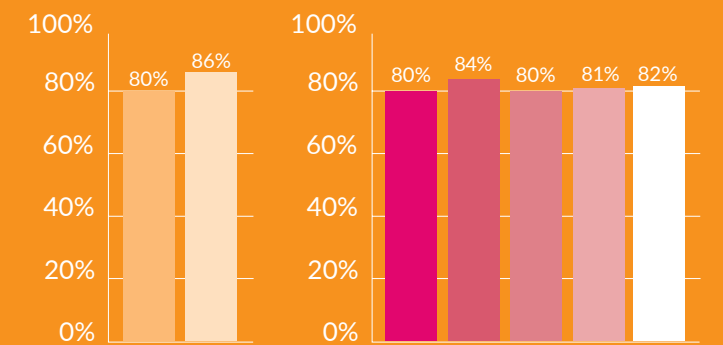
Sense of Belonging

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

I feel like I belong on my team



My manager creates a sense of belonging



Women
Men

American Indian/Pacific Islander/Two or More Races
Asian
Black
Hispanic
White





[DaVitaCommunityCare.com/
Diversity-and-Belonging](https://DaVitaCommunityCare.com/Diversity-and-Belonging)



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