

# Diversity & Belonging

2021 REPORT



  
DaVita®

DaVita has a long history of cultivating an inclusive community where our teammates feel they truly belong. As a Village, we are proud of our consistent efforts to embrace the inherent diversity of the world around us, invest in programs that affect positive change and create a special place where everyone has the opportunity to grow, both personally and professionally.

While we have long believed in these principles, 2020 was a stark reminder of how critical true belonging is in our community. For more than a year, our teammates have treated patients with compassion, bravery and sacrifice, throughout COVID-19. Simultaneously, they were vital support systems for families and communities that struggled to navigate complex emotions following the senseless killings of George Floyd, Breonna Taylor, Ahmaud Arbery and the countless others that came before them.

As a Latino American, there have been times in my life when I felt like an outsider, and I didn't belong. Fortunately, the number of people who went out of their way to be kind and welcoming, who recognized my potential and supported my journey, outnumbered those who didn't. Those moments stick with us and have the power to change lives. Maya Angelou once said, "People will forget what you said, people will forget what you did, but people will never forget how you made them feel." This is why creating a sense of belonging is essential—indeed, it fuels every interaction with our teammates and patients.

In our Village, we say, "One for All," which is much more than a motto; it is a way of life. One for All represents our bond and commitment to one another and the understanding that as a citizen of the DaVita Village, we have a responsibility to care for each other with the same intensity with which we care for our patients.

Our Village is global, and one way we can ensure it remains healthy is to create an environment where everyone feels they belong. Making sure that's possible is one of my most important goals as CEO, and by publishing this report, we are creating accountability for the organization. Detailing the Diversity & Belonging work we have done so far recognizes our accomplishments, sheds light on what we can do better and helps shape our commitments for the future.

Finally, we want to set an example and inspire other companies to place a similar emphasis on Diversity & Belonging. While our goals are ambitious, we know it will be worth it. Working together, we can collectively influence thousands of lives and create generational change that will positively impact our world for years to come.

—Javier Rodríguez, Chief Executive Officer for DaVita



# Vision for Diversity & Belonging

## Our vision: "A diverse Village where everyone belongs."

Our teammates provide life-sustaining care to more than 240,000 patients across the globe. Our more than 3,000 dialysis centers operate in communities large and small in Brazil, China, Colombia, Germany, Malaysia, Poland, Portugal, Saudi Arabia, Singapore, the United Kingdom, and the United States. The diversity of our Village is inherent in the teammates who work in our centers, the patients we care for, the physicians with whom we partner and the communities we serve.

To realize our vision of "a diverse Village where everyone belongs," we take a collaborative, leader-led and teammate-driven approach to building our Diversity & Belonging (D&B) program. Everyone, from our front-line patient care technicians and nurses to our divisional vice presidents, CEO and board of directors, is involved in building and implementing our strategy. It truly will take a Village to bring our vision to life.

In this inaugural report, we'll share:  
**Where We Stand:** Our current state  
**What We're Doing:** Our focus areas  
**Where We're Going:** Initiatives we're planning to further pursue our vision

We're proud of how far we've come and energized by the potential of what we can accomplish. As we often say in our Village, we are far from perfect, but we are far from done.

### Strategic objectives & commitments

Last year, we expanded our scope beyond D&B to include economic mobility and health equity. Here is how we bring our strategy to life:



**Diversity:** We strive to have strong representation of women and people of color in our Village by meeting or exceeding EEO-1 benchmarks for all levels.\*



**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.



**Economic Mobility:** We are committed to supporting teammates to increase their earnings potential through career development and educational opportunities.



**Health Equity:** We are dedicated to contributing to equitable health care access and outcomes for the patient communities we serve.

\*EEO-1 is the average representation of people by gender and race/ethnicity for all US industries. To learn more, click [here](#).

# 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 progress<sup>1</sup>



We are proud of the diversity of our Village, which is:

78%

women

54%

people of color



Leaders with profit and loss<sup>2</sup> responsibility are:

52%

women

27%

people of color



We also have strong representation of women in manager and director roles:

74%

of managers are women

54%

of directors are women

<sup>1</sup>Data includes US teammate population as of Dec. 31, 2020. <sup>2</sup> 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.

## Our board of directors

We believe that more diverse teams lead to healthier organizations with a diverse set of ideas, more diverse debates and more thoughtful outcomes. We want to ensure our commitment to D&B is lived at the very top of the company. In 2015, we pledged to have a majority diverse board based on gender plus race/ethnicity.

Today, our board is:

44%

women

33%

people of color

We delivered on this pledge by developing a board composition strategy to thoughtfully attract industry leading executives with a broad depth of experience and skill sets to sit on our board. We now consistently ensure that the Nominating and Governance committee consider diversity when assessing new members to maintain strong, diverse perspectives.

We take pride in being led by our chair, Pamela M. Arway, one of the few women in a similar role in a large US public company. Ms. Arway has a deep commitment to the principles of belonging. Her commitment is informed by her experiences in her career as an executive where she was often the only woman in the room. At times, feeling the absence of belonging helped her understand how critical it is for all of us. She, and the entire board, have enabled us to bring our vision for D&B to life by sharing their experiences, advice and guidance.

Our board of directors plays a vital role in our D&B strategy by conducting regular reviews of our D&B program, helping to shape our commitments, goals and objectives.



Kenny Gardner,  
CPO for DaVita



Pamela M. Arway,  
Chair of DaVita's  
Board of  
Directors

In our Village, Diversity & Belonging is intentionally embedded into everything we do. In order for teammates to thrive, we must provide opportunities and resources for teammates to explore what belonging means to them and ensure we have a culture that reinforces and celebrates the rich diversity of our communities, teammates, patients and physician partners. We aspire to create a Village where everyone belongs, and to do so, we must continually re-examine our strategies and progress.

At every stage of my career at DaVita, I have had the great fortune to be a part of teams where my feeling of belonging has been so great that those teams have felt like family. My goal is for all teammates in DaVita to have that heightened sense of belonging on their team. To get there, we must create an environment where our teammates can be their authentic selves and thereby, unleash their full potential, in both work and life. To do this, we are focusing on five key things:

1. Investing in recruiting and onboarding processes so new teammates feel a sense of belonging from day one.
2. Partnering with diverse organizations to attract top diverse talent.
3. Creating and expanding teammate development programs to maintain a strong pipeline of diverse leaders.
4. Building a community that prioritizes belonging.
5. Empowering every teammate to own belonging.

I am energized by the enthusiasm that our leadership team and teammates across the Village have for this work. I'm also proud to be a part of an organization that is dedicated to mentoring the next generation of leaders who will ensure that Diversity & Belonging is part of the fabric of our Village for many years to come.

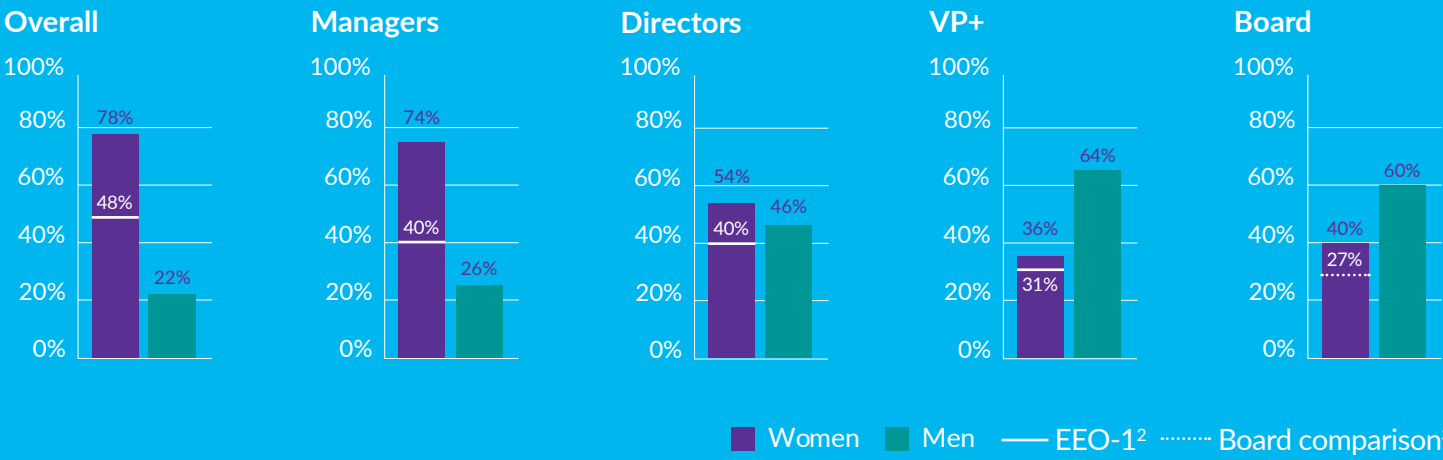
As I reflect on our D&B journey, I am excited about our progress, and even more encouraged for our future. This report outlines the structure we have put in place, and serves as a roadmap for what we hope to achieve in 2021 and beyond.

It is in this spirit that I encourage you to share your feedback on this report, and our D&B efforts more broadly. This is a process, and ongoing dialogue is critical to our long-term success.

—Kenny Gardner, Chief People Officer for DaVita

Here is our Village makeup by gender and race/ethnicity overall and for each level of leadership, as well as for our board of directors<sup>1</sup>. 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



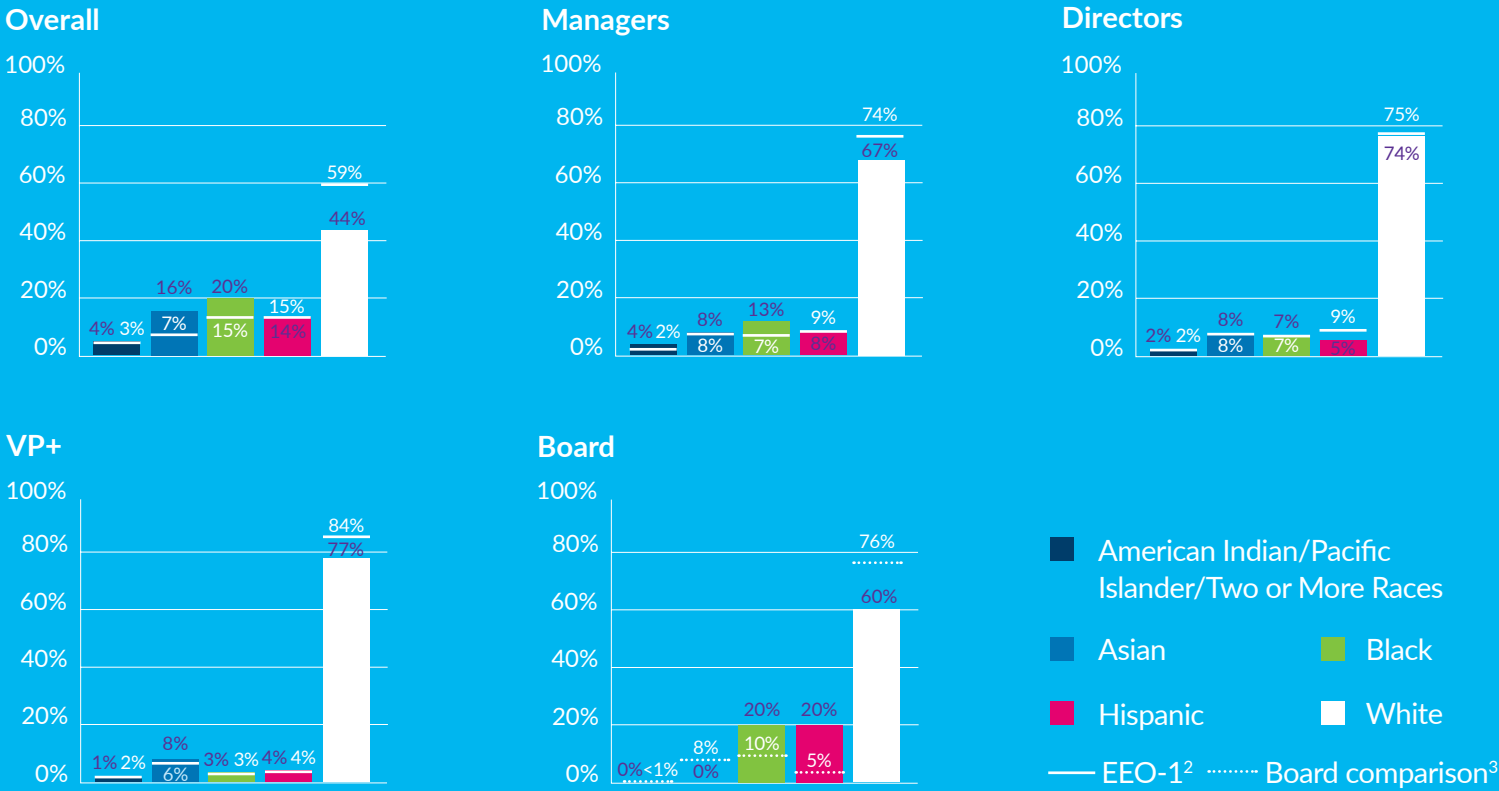
Where we have opportunities

Diversity encompasses so much more than gender and race/ethnicity. We commit to providing more opportunities for teammates to report their veteran status, gender identity, sexual orientation or other information they feel comfortable sharing to ensure that they feel acknowledged, recognized and heard.

We're proud of the bright spots we have in representation and recognize we have an opportunity to strengthen representation of women and people of color across certain layers of our organization.

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

Village Makeup by Race/Ethnicity



Bridge to Your Dreams

I've spent the past 20 years as a patient care technician and the past 14 years at DaVita, so becoming a registered nurse has been a goal of mine for a long time. I've learned a lot about the skills you need to be a nurse over the years, but until I was accepted into the Bridge to Your Dreams program, getting that degree just wasn't an option. Now, I have the opportunity I've always wanted: To provide my patients with the highest quality care.

Bridge to Your Dreams also gave me a chance to provide a better life for my family. I was definitely a little nervous about going back to school at first, but I found my drive through them. Knowing they'll be better off makes the long hours worth it.

Going back to school was a leap of faith, but I'm so thankful to have DaVita's support. I can't imagine being in this position without it.

See the next page to learn more about Bridge to Your Dreams.

<sup>1</sup>Data includes US teammate population as of Dec. 31, 2020. <sup>2</sup>EEO-1 is the average representation of people by gender and race/ethnicity for all US industries. To learn more, click [here](#). <sup>3</sup>Board Monitor US 2020. Heidrick & Struggles 28 May 2019 et al.

# What We're Doing

## Enabling teammates to reach their full potential

Helping teammates develop and further advance their careers is one of the ways we ensure we have a diverse pipeline of future leaders. We have a diverse and broad suite of specialized development programs that allow teammates to learn, grow and reach their full potential.

**Bridge to Your Dreams:** Offers high-performing patient care technicians, licensed vocational nurses and licensed practical nurses a path to becoming a registered nurse through fully funded tuition and career coaching. (775 participants to-date)



**Thrive:** Develops high-potential nurses, clinical coordinators and clinical nurse managers into operational managers. (101 participants to-date)



**Foresters:** Prepares operational managers for a regional operations director role via mentorship, coaching, case-based learning and hands-on experience. (45 participants to-date)



**Leadership Coach:** Supports high-potential diverse directors and vice presidents through executive coaching. (69 participants to-date)



In addition to programs, we provide a variety of other development opportunities to support our teammates.



**Coaching:** Internal and external coaches support our high-potential leaders as they seek to grow their leadership competencies. One-on-one coaching and 360 assessments provide tailored feedback that informs customized development plans.



**Mentoring:** Our supported mentoring program partners high-potential diverse managers with a mentor of their choosing. We encourage teammates to own their mentoring relationships and leverage mentors as a sounding board for ideas on career development and growth.



**Cohort Learning:** High-potential diverse managers partner with vice presidents to create connection, gain exposure to a senior leader and learn as a group about the competencies required to reach the next step in their career.



**Development Plans:** Each individual is in the driver's seat of their career and we provide structure through development plans. These give insight into where a teammate is excelling, where there are opportunities and what they should focus on to continue growing.

And we're not done. We continue to build our internal career development offerings to support teammates in reaching the next step of their career.



## Building a diverse leadership pipeline

To support our goal of having strong representation of women and people of color in leadership, there are two levers we can pull: external recruiting and internal development. Here are some ways that we are building our pipeline of diverse leaders.

**Diverse Slates and Panels:** We strive to have a diverse candidate slate and interview panel whenever possible for leadership roles. A diverse slate or panel includes at least one woman and at least one person of color.

- *Why it's important:* Diverse slates and panels is an evidence-based practice proven to increase opportunity for diverse candidates to be considered and reduce bias in the interview process.

**Diverse Sourcing:** Our recruiters are trained on how to source for diverse candidates to ensure we have a robust pipeline at all levels of the organization.

- *Why it's important:* Recruiters are on the front-lines of finding our future leaders. As they become more skilled in sourcing diverse candidates, our pipeline of diverse leaders grows.

**Redwoods Leadership:** We partner closely with diverse student body organizations at universities to source applicants for our Redwoods leadership development programs.

- *Why it's important:* 25% of field leadership came through the Redwoods programs, which support building our future leaders.

## Where We're Going

### Amplifying our support of women and teammates of color

We'll continue to expand our efforts to support women and teammates of color by evolving our diverse recruiting and talent development initiatives. Below are a few examples.



**Recruiting:** Continue to build our pipeline of diverse leaders and continue to remove bias from the process.

- Expand unconscious bias trainings to mitigate bias in recruiting and selection
- Partner with diverse membership organizations, including historically Black colleges and universities
- Engage minority-owned executive search firms



**Development:** Expand internal offerings to support even more diverse leaders and evaluate external opportunities.

- Expand internal development opportunities such as mentoring, coaching and exposure
- Identify opportunities to create additional career development programs
- Evaluate external development opportunities that would positively impact our teammates

# 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.

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.

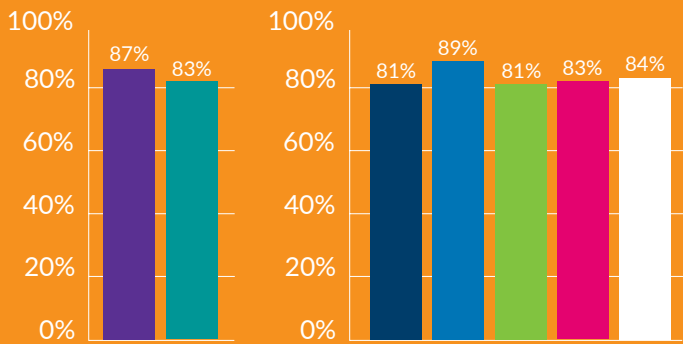
Our most recent survey<sup>1</sup> showed that:

84% 82%

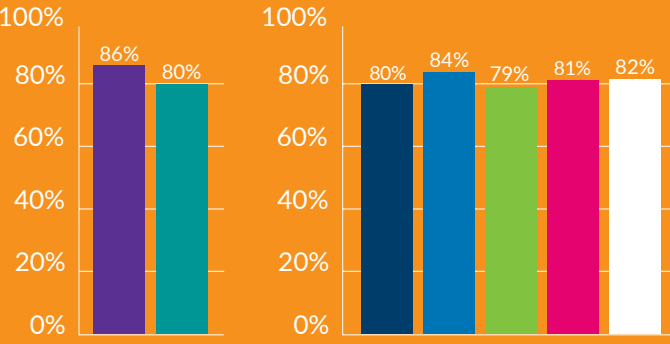
of teammates say they feel they belong on their teams. of teammates say that their manager creates a sense of belonging on their team.

We are encouraged that these results are relatively consistent across demographic groups (below), and we recognize there is room for improvement to ensure a consistent experience among teammates of all genders and races/ethnicities.

### I feel like I belong on my team



### My manager creates a sense of belonging



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

<sup>1</sup> Data includes US teammate population responses as of June 2020.

## What We’re Doing

### Empowering all teammates to create belonging

Belonging starts with each one of us. We all have the opportunity, through small everyday actions, to help others feel like they belong. Below we share a few ways that we support our teammates as they seek to create belonging with each other.

We published the **Belonging Teammate Guide** and **Belonging Leader Guide** in 2019.

The Belonging Teammate Guide includes ideas, activities and resources that were sourced directly from teammates to help them connect with one another and increase their sense of belonging.

The Belonging Leader Guide builds on the Belonging Teammate Guide, teaching leaders about the five elements of belonging, common unconscious biases, strategies to recognize and mitigate bias and diverse hiring best practices.

We have a proprietary suite of learning content including:

**Belonging:** An online course to identify signs of not belonging and practice strategies to create belonging.

**Unconscious Bias:** Online and facilitated sessions on how to identify and mitigate bias.

**Conversations on Race:** Facilitated training to enable leaders to guide productive and safe discussions with their teams about race and the impact of racism.

**Executive Coaching:** Our executive team sets the tone at the top, prioritizing D&B by committing to more than 200 hours in a 9-month program to cultivate personal growth and drive authentic, transformational change. Through individual and team coaching as well as self-paced learning and a 360 assessment, leaders explore various D&B topics.

We’re continuing to build additional training to support teammates in learning about more complex D&B topics.



Creating Connections

In addition to training, we continue to engage all teammates in opportunities to create belonging with each other, starting with how we welcome and onboard new teammates.



**Welcoming teammates:** We are focused on creating a fantastic onboarding and training experience for our new teammates. This means best-of-the-best personalized training and a focus on creating connection and belonging with their new manager and team.



**Diverse Leaders Virtual Connection:** We held our first Diverse Leaders Virtual Connection meeting in August 2020. More than two-thirds of our leaders of color attended to learn more about our D&B efforts to-date, what we’re focused on moving forward, and to share feedback with senior leaders about how we can build a stronger sense of belonging for diverse teammates.

Honoring and supporting our veterans and active-duty service members

We have a long tradition of honoring retired and active-duty service members and work to help them feel welcome in the Village and transition from life in the military to life as teammates at DaVita. We offer programs to support these efforts.



**Thriving after Military Service:** Supports military veterans and active military personnel in gaining a deeper understanding of self through introspection and group exercises.



**DaVita Salutes:** Supplements military pay to match a teammate’s DaVita pay at time of leave. Teammates receive this differential pay regardless of the length of deployment.



**Veterans 2 Village:** Designed to honor, energize, and connect our Village Veterans. Focuses on self-development, community service, transition skills, and introducing new teammates to all of DaVita’s veteran programs and benefits.



Teammates from Oakwood Renal

Week of Belonging

We hosted our first Week of Belonging in December 2020, engaging more than 67,000 teammates globally. In addition to launching our belonging and unconscious bias e-learning, we asked all teammates to share more about themselves and participate in activities that strengthen connection to allow them to explore what it really means to belong.

Bringing belonging to life

We provided an activity guide for the Week of Belonging and encouraged teams to create their own plans for how to celebrate the week. One example of how a team brought the spirit of belonging to life is from DaVita Oakwood in Dearborn, MI. Teammates came together to share recipes that reflect their heritage or family favorites, like Polish sausage with kraut and pierogis, Filipino pancit, peanut butter pie and Greek baklava.

The energy created by the Week of Belonging impacted the broader Dearborn community. The team

raised money for patients in the pediatric dialysis unit at Children’s Hospital of Michigan. With the money raised, each child got a book and stuffed animal. Theresa Rucinski, facility administrator, said, “The Week of Belonging brought out the best in everyone. It was a time to shine. Our donations to others helped bring us closer as a team. Bonding over sharing something meaningful to each of us, such as recipes and our heritage, gave us some insight into where each teammate was from. And, doing a group project that represented the Core Value of Fun really exemplified who we are here at DaVita Oakwood. I think my team hit the mark on this one. They are always going above and beyond to make each other feel welcomed and special when they are here.” This is what belonging is all about.

Belonging comes to life when it is felt. While this is one small example of how teams showed up during the Week of Belonging, we had more than 3,000 centers participating. Through collective action, this week came to life in our centers and communities.





Marie, patient, celebrating her 100<sup>th</sup> birthday with her DaVita Lake St. Louis care team

## Patient Belonging

At DaVita, we engage with patients in our dialysis centers, in the hospital setting and at home to ensure they feel supported and connected to our teams. Across these interactions, we get to know our patients as people, and they become a part of our family. We strive for all of our centers to feel like a second home – a place where our patients feel a sense of belonging. We do this through:



Our WE CARE behaviors: Welcome, Empathize, Connect, Actively Listen, Respect and Encourage. These are our service standards that we strive to show in every patient interaction.



Multi-media, award-winning patient education that is relevant and accessible for all patients and their loved ones.



Celebrating patients in creative ways and having fun together, whether that's a patient's birthday, holiday event or playing bingo.

## Where We're Going

Some of the most incredible ideas for creating belonging come to us from teammates all across our Village. We spent much of 2020 listening to and learning from our teammates. Based on their feedback, we've identified where we should continue to invest to create a Village where everyone belongs.

### Increase communications



Teammates told us they want to know more about our efforts.



This inaugural report is one additional step we are taking to increase visibility into our efforts.



We'll continue to share our progress both internally and externally to create accountability and visibility into our work.

### Empower managers



We are working on additional manager training to enable all leaders to create a consistently positive experience for our teammates where they feel supported and valued for their unique contributions.

### Create connections



We were encouraged by the positive feedback we heard from the Diverse Leaders Virtual Connection and the Week of Belonging.



We'll continue to explore what other avenues we can provide to let teammates bond, create community and learn from each other.



**"The way staff greeted me my first day was completely unbelievable, like they knew me. I kept thinking, 'Do I know you?' They care so much about you and they just want to make sure everything is right. They live for me and I look forward to seeing them."**

**Kerwin, Patient,  
DaVita Five Star Dialysis**



In 2020, we considered how to evolve our D&B strategy with the goal of expanding our impact and scope, informed by intentional, sustained outreach to teammates. We took an inside-out approach, focusing first on what we can impact in our Village and then, in the broader communities we serve. In that spirit, we committed to invest \$3,000,000 over the next three years to support teammates and communities of color. We asked our teammates, as we often do, how they wanted us to invest these dollars. Two themes emerged: economic mobility and health equity. We are excited to add several new initiatives alongside our existing programs to make progress on both of these meaningful topics.

# Economic Mobility

Supporting teammates to increase their earnings potential through career development and educational opportunities.

Helping teammates reach the next stage in their career, and thereby increase their earnings potential, is foundational to our Village. We have several career development programs that support teammates to achieve the next step in their professional journey. For more detail, see [page 8](#).

In addition, we will continue to invest in our teammates and the broader community through:



**Educational scholarships:**  
To support teammates of color to attend community college, college or university to earn their degree of choice.



**Health Care Career Exploration:**  
To introduce high school students to the myriad possibilities of a career in health care through in-clinic exposure and shadowing.



# Health Equity

Contributing to equitable health care access and outcomes for the patient communities we serve.

As a health care provider addressing a disease that disproportionately affects minority populations, we have the unique opportunity to close a number of health equity related gaps, and ensure that the life-sustaining care we deliver results in the same industry-leading outcomes for all patients. We are proud that our centers are in many diverse neighborhoods across the country, providing better access to care than many other health care services. We are also proud of our consistent improvement of key clinical metrics, such as the use of permanent accesses<sup>1</sup> and low hospitalization rates<sup>2</sup>, across all patients.

This progress is promising and we know there is more to do. We are committed to eliminating disparities within DaVita's patients of color alongside the broader kidney care community in four key categories of care: higher prevalence of end stage kidney disease<sup>3</sup>, lower home dialysis penetration<sup>4</sup>, lower organ transplant rates<sup>5,6</sup> and higher likelihood to die in a hospital setting<sup>7</sup>. We are well on our way to making meaningful progress to address these gaps.

This past year, we worked with a number of experts on our emerging health equity strategy. This is only the beginning and we've already taken the following actions. We're excited to share more about our progress in future reports.



Partnering with the American Diabetes Association to expand upstream education and outreach to patients likely to have kidney disease.



Working with the National Kidney Foundation to increase access to living donor kidney transplants.



Collaborating with **Renalytix** to help slow kidney disease progression through early risk assessment and comprehensive care management.



Striving for equitable representation in home dialysis by addressing bias in selection and improving modality education.



Supporting all interested patients as they navigate the transplant process and pursue the transplant waitlist.



Advocating for all patients to have plans for and access to end-of-life care to live their final days with dignity and respect.

<sup>1</sup>USRDS 2020 Figure 3.6. <sup>2</sup>USRDS 2020 Figure 4.1b. <sup>3</sup>USRDS 2020. Figure 1.8. <sup>4</sup>USRDS 2020 Figure 1.14. <sup>5</sup><https://www.asn-online.org/education/kidneyweek/2020/program-abstract.aspx?controlId=3442339> <sup>6</sup>Arce et al. Differences in Access to Kidney Transplantation between Hispanic and Non-Hispanic Whites by Geographic Location in the United States. <sup>7</sup>Foley et al. Race, Ethnicity, and End-of-Life Care in Dialysis Patients in the United States 2018.

## Living our Core Values through Equitable Pay

Our Core Values of Integrity and Continuous Improvement live in our approach to equitable pay. At DaVita, we are committed to equal pay for equal work; meaning, teammates in the same position, performing at the same level, and in similar geographies, are paid fairly relative to one another, regardless of their gender or race/ethnicity.

We believe that equitable pay is a critical component of establishing a fair work environment where all teammates are valued and feel like they belong. Equitable pay is essential to our ability to attract and motivate the highly qualified, and diverse, set of teammates who are at the center of our current and future success.

Our executive team and board of directors set the tone, and we as a Village live our commitment to equitable pay through our systematic approach that ensures we pay our teammates fairly and consistently.

### Our path to achieve equitable pay at DaVita

This systematic approach includes processes to create a culture of fairness when it comes to pay.

- Our compensation process requires multiple levels of leader review to ensure pay decisions are well-calibrated.
- We conduct regular external benchmarking studies to stay in sync with compensation trends in local markets.

### Still, we are on a journey

This year, we are strengthening the tools that our front-line managers use when making compensation decisions in their highly localized job markets to ensure consistency in pay decisions. And, we will continue to review and calibrate these decisions on an ongoing basis.

Additionally, we are reviewing our job titles and definitions in our front-line roles to ensure they accurately reflect the duties and performance of teammates in those roles. This helps ensure we are making fair comparisons over time.

Beyond equitable pay for the same role, we are committed to providing a path for career and earnings growth for all teammates. To support in this commitment, we offer a number of programs, which include Bridge to Your Dreams, Thrive and Foresters among others on [page 8](#).

Finally, we will continue to use this report as a forum to share the work we are doing when it comes to equitable pay at DaVita to hold ourselves accountable and share best practices with other organizations with similar aspirations.

# Partnerships & Acknowledgments

Through working with the Forté Foundation and Management Leadership for Tomorrow (MLT), we are increasing our visibility to diverse candidates and bringing more diverse leaders to our Village.



Forté  
Foundation

**Forté Foundation's** mission is to launch women into fulfilling, significant careers through access to business education, professional development and a community of successful women. We've partnered with Forté since 2013, to:

- Support their undergraduate and MBA professional programming.
- Sponsor their Dialogue with Leadership MBA conference.
- Host their annual MBA Coalition event at our world headquarters, a summit that brings outgoing and incoming MBA women's club leadership together along with men allies to strategize how to support their club members' success in business school and future careers.



Management Leadership  
for Tomorrow

**MLT** equips and emboldens high-achieving women and men from underrepresented communities to realize their full potential, make a mark and make a difference. We've partnered with MLT since 2015 to:

- Support MLT's undergraduate and MBA professional programming.
- Host an annual MBA Core Skills event at our world headquarters that supports MLT fellows in driving their career advancement through functional and company explorations, connections with coaches and networking with MLT partners and other fellows.

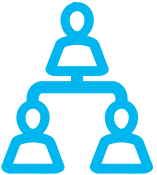




MLT Black Equity at Work Certification

In October, MLT launched the [MLT Black Equity at Work certification](#), a first-of-its-kind comprehensive, rigorous, but achievable standard for what “good” looks like with respect to Black equity. We are proud to join the inaugural Black Equity at Work cohort, which involves committing to develop a Black Equity at Work Certification Plan with MLT’s support by early 2021.

Scoring rubric for MLT Black Equity at Work Certification



**Black representation at every level:** Increasing Black representation at every level of the organization, from our board of directors and senior management, to middle management and professionals, to the organization as a whole.



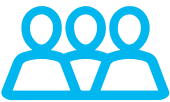
**Racially just business practices:** Ensuring equitable business practices, including proportionate vendor and supplier spending with Black-owned businesses, and a concerted effort to utilize organizational capabilities to support Black equity.



**Compensation equity:** Ensuring there are no compensation inequities between Black and White teammates in similar roles and providing just compensation and equitable benefits for positions in which Black teammates tend to be overrepresented.



**Racial justice contributions and investments:** Providing annual contributions and/or in-kind services to non-profit organizations that increase Black equity and allocating a small percentage of cash deposits to Black equity-focused financial institutions and/or investment products.



**Inclusive, anti-racist work environment:** Cultivating an anti-racist workplace where Black teammates feel they belong, are valued and can advance.



Acknowledgments

As we continue to advance our D&B efforts, we are humbled by the acknowledgments we have received from external D&B champions.



The [2020 Women on Boards](#) award is given to companies that champion diversity by having 20 percent or more of their board seats held by women.



The [CEO Action for Diversity & Inclusion](#) is a CEO-driven business commitment to advance diversity and inclusion in the workplace.



The [Human Rights Campaign Foundation's](#) Corporate Equality Index is the national benchmarking tool on corporate policies, practices and benefits pertinent to lesbian, gay, bisexual, transgender and queer employees.



The [Best for Vets](#) Award is given to companies focused on company culture, veteran recruitment and military policies and accommodations.



The [Secretary of Defense Employer Support Freedom Award](#) is the highest recognition given by the US government to employers for their support of their employees who serve in the Guard and Reserve.



The [McKinsey Women in the Workplace](#) is the largest study on the state of women in corporate America.



The [Bloomberg Gender Equality Index](#) measures gender equality across internal company statistics, employee policies, external community support, engagement and gender-conscious product offerings.



The [Mansfield Plus](#) certification recognizes firms that have affirmatively considered at least 30 percent women, lawyers of color, LGBTQ+ lawyers and lawyers with disabilities for leadership and governance roles, equity partner promotions, formal client pitch opportunities and senior lateral positions.



