

THE DAVITA VISION FOR
GLOBAL CITIZENSHIP

Community Care 2020



**Davita**[®]



Trilogy of Care

Welcome to DaVita's annual report on our commitment to corporate social responsibility and vision for global citizenship.

For more than 15 years, our Trilogy of Care—[Caring for Our Patients](#), [Caring for Each Other](#) and [Caring for Our World](#)—has guided us as we strive to be a “Community First, Company Second.”

Our environmental, social and governance (ESG) practices include how we care for our patients, such as providing life-sustaining dialysis, education and modality choices; how we support our teammates to grow and develop in a workplace where everyone feels like they belong; and how we engage with our local communities and promote environmental stewardship through projects and initiatives in our community.

Unless otherwise indicated, data in this report represents 2020.

240K
patients

67K
teammates

3.1K
dialysis centers

1.7K
home dialysis programs

11
countries

1
global community

Understanding Kidney Disease

Chronic kidney disease (CKD) causes a person's kidneys to no longer remove waste or balance fluids effectively. Kidney failure and transition to end stage kidney disease (ESKD) happens when kidneys function at or below 10–15%, which necessitates dialysis or kidney transplant for survival.

DaVita is more than dialysis—we work to help patients with kidney disease enjoy longer, healthier lives. We dedicate ourselves to providing personalized care designed to help prevent or delay disease progression, manage comorbidities and—when needed—smooth the transition to receiving a transplant or empower people to choose, with their nephrologist, the right dialysis treatment for them.

In 2020, a year unlike any other, the DaVita community showed just how strong it is. As we faced the COVID-19 pandemic with the world, DaVita maintained our commitment to supporting our patients, our employees (teammates) and our global community.

90%

People with kidney disease who don't know they have it.¹

1 in 3

U.S. adults at risk for developing CKD¹

9th

CKD's rank among leading causes of death in the U.S.¹

37M

U.S. adults estimated to have CKD¹



Caring for Our Patients



In 2020, caring for our patients had added complexity due to the COVID-19 pandemic. Through it all, DaVita maintained its focus on providing high-quality, patient-centered care.

Protecting Patients During a Pandemic

As the world faced new challenges, DaVita worked hard to maintain continuity of care for our patients while developing and implementing enhanced protocols for patient and teammate safety in dialysis centers. To do this, DaVita has:



Worked in lockstep with the Centers for Disease Control and Prevention (CDC) and national kidney care organizations



Collaborated with dialysis providers nationwide to create cohort capacity so patients could receive dialysis care—safely—regardless of COVID-19 status or symptoms



Launched a COVID-19 information site in March 2020 that offers resources in 14 languages to help patients find information to maintain treatment while prioritizing safety

Getting Patients the Dialysis They Need—From Home

For more than 20 years, DaVita has been committed to empowering patients to work with their nephrologists choose a home dialysis modality.¹ In 2020, we achieved a record percentage of new patients who chose to start on a home dialysis modality—as well as a record percentage of patients switching from in-center treatments to a home modality.

We rapidly scaled our telehealth platform, DaVita Care Connect®, which allows home dialysis patients to connect with their care teams from anywhere. DaVita Care Connect provides patients access to 24/7 support and:

- Access to review lab results
- Care-related reminders and calendar invites
- Educational resources
- Image sharing
- Multi-way video appointments
- Secure messaging with their care team
- Virtual support groups

1. 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.

Empowering Patients to Pursue Transplant

DaVita believes a kidney transplant is the best treatment for most of our patients. Transplants are associated with not only improved health outcomes but also an improved quality of life.¹ That is why empowering all patients to be evaluated for transplant is a part of DaVita's commitment to helping our patients find the right treatment for them.

7K+ **100K+**

DaVita patients received a kidney transplant in 2020¹

DaVita patients have received a kidney transplant since 2000²

Educating Patients to Make Informed Decisions

Whether a patient has just been diagnosed with CKD, is transitioning to dialysis or considering a transplant, DaVita's patient education programs offer the information and answers they need—at no cost. And in 2020, Kidney Smart[®], a community resource for CKD education, shifted all its classes to a virtual platform to promote social distancing while continuing to inform and empower patients.

30% **38%**

lower hospitalization rate³

fewer missed treatments³

6x

likelihood of starting dialysis at home³

Treating Patients Across the Continuum of Kidney Disease

Patients who are a part of DaVita Integrated Kidney Care[®] (IKC) programs receive comprehensive care that goes beyond kidney care to cover comorbidities and overall health, from the early stages of CKD to ESKD. Tailored care plans based on individual patient needs help care teams improve clinical outcomes and enhance patient experience.

25% **>2x** **30%** **23%**

lower hospitalization rate than the national average⁴

greater patient-experience scores than the industry average⁵

lower hospital readmission rate than national average⁴

lower mortality rate⁶

37% **30,700**

of DaVita IKC patients dialyzing at home⁷

more days at home for DaVita IKC patients by avoiding hospitalizations⁸

1. 2020 DaVita Internal Analysis 2. As of December 2020, Internal DaVita Analysis 3. DaVita Internal Clinical Outcomes Study, May 2016-March 2018. While KidneySmart is not a growth program, KidneySmart-educated patients have been shown to choose PD at a higher rate than non-educated patients. 4. In specific markets. 2020 DaVita Internal analysis; 2019 USRDS Annual Data Report 5. Net Promoter Score of 64 compared to pharmacy (28) or health insurance (13). Net Promoter, Net Promoter Score, NPS and the NPS-related emoticons are registered trademarks of Bain & Company, Inc., Fred Reichheid and Satmetric Systems, Inc. 6. DaVita Clinical Research analysis. Caremore enrollment files; DaVita Kidney Care internal data; County Health Rankings survey data; Jan 2013 - Dec 2018 7. In specific markets, DaVita internal analysis, 2020 8. Internal DaVita analysis of commercial and government IKC programs

Caring for Each Other

In 2020, caring for our DaVita teammates was more important than ever. Below are some of the ways we supported our Village, including more than 50,000 front-line health care heroes working in our dialysis centers to help maintain a safe environment for patients.



COVID-19 Relief for Teammates



The Village Lives Award provided additional relief payments to more than 55,000 U.S. teammates in 2020 and into 2021.



The DaVita® Village Network (DVN) awarded 215 grants totaling \$308,775 to teammates in need in 2020.



Through DVN, teammates donated more than 5,000 hours of paid time off (PTO) to fellow teammates impacted by COVID-19 in 2020.



Our back-up care program through Bright Horizons™ delivered 62,000 days of child and elder care throughout 2020 for teammates and their families.



Extensions on our sick leave and PTO benefits gave teammates more flexibility.



All teammates were given a subscription to the mindfulness app Headspace® to support their mental health. So far, teammates have meditated for more than half a million minutes!

Higher Education

DaVita offers teammates the opportunity to further their education and career with up to \$3,000 in tuition reimbursement each year.

For aspiring undergrads and MBA candidates, the Redwoods Leadership Development Program provides hands-on learning, executive mentorship and training that is focused on empowering them to become great leaders. More than 400 participants have completed the program since 2005.

DaVita® Family Scholarships give teammates' children and grandchildren who excel in leadership, community service and academics the opportunity to receive a scholarship. Together they have awarded more than \$3 million to 1,421 students, including \$118,500 awarded in 2020.



Growing Tomorrow's Leaders

Teammates are encouraged to learn and grow through DaVita's award-winning training programs. Despite the challenge of transitioning face-to-face trainings to online delivery in 2020, more than 11,900 teammates participated in one of DaVita University's education programs.



ROD Field Guide is an onboarding program to help teammates become exceptional regional operations directors.



Bridge to Your Dreams offers high-performing patient care technicians (PCTs) a path to becoming a registered nurse. In 2020, 500 PCTs were accepted into the program.



FA Prep 365 provides resources and support for first-time facility administrators (FAs) to help them become strong leaders in their first year with DaVita. More than 400 FAs completed the program in 2020.



THRIVE develops high-potential nurses, clinical coordinators and clinic nurse managers into operational managers. The program has supported more than 100 nurses since 2017.



Gateway is an application available for nurses for career planning, training and recognition. In 2020, we added a Working Parents community on Gateway for parents of the Village.



Foresters helps prepare operational managers for a regional operations director role through mentorship and hands-on experience with real project work.



As of December 30, 2020

78% **54%**

women in our Village

people of color in our Village

44% **33%**

women on our board of directors

people of color on our board of directors

Diversity & Belonging

In past years, DaVita's diversity and belonging efforts focused primarily on supporting strong representation of women and people of color in our Village and creating a welcoming, open environment where all teammates, patients, physicians and care partners feel they belong. This year, we expanded our scope to impact diversity and belonging in the world around us by adding two new pillars: economic mobility and health equity.

Learn more about DaVita's commitment to creating a diverse Village where everyone belongs in our first ever **Diversity & Belonging Report**.

84% **82%**

of teammates say they feel like they belong on their teams

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



Teammate Health and Wellness

Village Vitality, one of our many Village Programs, offers tools and incentives to help teammates and their families embrace healthy living.



In 2020, we celebrated our second annual mental health awareness campaign, We Belong As We Are.



27,000 convenient, no-cost wellness screenings were provided to teammates and their spouses or domestic partners.



Teammates focused on improving their physical health with the support of Omada Health and lost a collective ~3,400 pounds.



The 2020 We Are Well Award granted 50 teammates free health insurance for 2021.

Family Support

DaVita provides a suite of resources to help teammates take care of their families, now and in the future.



Milk Stork®: A milk-delivery service for nursing moms who travel for work



Little Star: A benefit for eligible parents of the Village upon the birth or adoption of a child

Bright Horizons Care Advantage® family care:



College Coach: Access to educational and financial advising for teammates' children heading to college



Care Direct: Access to Sittercity and other resources to help find family care and household support



Special Needs: Support for parents to assist them with a range of educational, developmental and social challenges

DaVita was honored to be listed on the American Health Association's Workplace Health Achievement Index—Silver.



Caring for Our World

DaVita is committed to improving the quality of life in our communities. From our own backyard in Colorado to other countries, our teammates participate in a number of local service projects, outreach initiatives, charitable contributions and sustainability efforts that positively impact a growing number of lives.

Helping Improve Lives Across the Globe

BOL is an international DaVita-founded nonprofit organization that works to strengthen global health care through sustainable programs that are aimed at preventing and treating chronic disease. Tour DaVita® is DaVita's annual charity bike ride benefiting BOL. To date, Tour DaVita has helped generate more than \$13 million to raise awareness of kidney disease and bring vital health services to people all over the world.

In 2020, Tour DaVita went virtual. More than 3,000 DaVita teammates, family members and friends, patients, Village Service Providers and other community members chose to "move it" for BOL by walking, biking, running, hiking and doing a variety of other activities. Together, they raised over \$985,000 to support our programs, international partners and continued COVID-19 response.

In 2020, Bridge of Life:

- Completed four international medical missions
- Trained 271 clinicians and health care workers on ways to help prevent, detect and respond to COVID-19 in order to serve over 3,700 individuals
- Empowered 75 community health workers in Haiti, Nicaragua, Bolivia, Uganda and Ghana with the tools and knowledge to help prevent and monitor chronic disease

At the onset of COVID-19, Bridge of Life (BOL) quickly distributed lifesaving personal protection equipment and supplies to global health care workers, including:

10,000
KN95 face masks

Hundreds of hygiene and food kits for families in rural communities

10,000+
cloth and handmade masks

80
hands-free handwashing stations

36,000
bottles of hand sanitizer

Helping Improve Lives Across the U.S.

DaVita Way of Giving (DWOG) empowers our clinical teammates throughout the U.S. to give back to nonprofits they care about most. In 2020, DaVita directed more than \$2.2 million to The Arbor Day Foundation, Reach Out and Read, The American Diabetes Association and local nonprofits across the country through DWOG.

Thanks to the donations in 2020, more than

240,000 adults will be educated on Type 2 diabetes

through the American Diabetes Association's Health Equity Now initiative

670 children will be supported

with evidence-based literacy intervention through Reach Out and Read

Responding to National Food Insecurity Amid COVID-19

\$110,000

donated to Colorado Relief Fund via Mile High United Way, Project Angel Heart, Colorado Restaurant Response and Denver Public Schools

\$200,000

donated to Feeding America and Food is Medicine Coalition

Keeping Our Village Green

Created in 2007, Village Green is DaVita's initiative to promote environmental sustainability in our centers and offices around the world. Its goal is to reduce our environmental impact while educating teammates and patients about what they can do to help.

Commitment to 100% Renewable Energy*

DaVita has committed to be powered by 100% renewable energy by 2022 across our North American locations. A significant milestone occurred at the end of September 2020, when one of two virtual power purchase agreement projects, a wind farm in Texas, became operational. From October through December 2020, DaVita's purchase of green power from the project approximated 50% of DaVita's total U.S. energy consumption.

2020 Environmental Goals

DaVita has met eight of our 11 Environmental Goals for 2020. Though we have made significant progress toward these goals, we fell short of some of our ambitious five-year goals. We are committed to using the previous set of goals to identify opportunities to improve our operations and reduce our environmental impact moving forward.

Category	Goal	Final 2020 Outcome	Highlights
Energy	Reduce energy use by 10% per treatment.	3% reduction per treatment. ¹	DaVita installed 120 building management systems to optimize energy use, retrofitted more than 675 locations with LED lighting, 360 high-efficiency HVAC units and 250 high-efficiency water heaters.
	Reduce carbon by 10% per treatment.	✓ GOAL ACHIEVED: 19% reduction. ²	
Water	Reduce water by 30% per treatment.	2% reduction per treatment. ³	DaVita's Top Water Users program identifies centers with high water use and then implements water efficiency measures and system optimizations. The program saved approximately 57 million gallons in 2020.
Green Buildings	Build one LEED clinic as benchmark.	✓ GOAL ACHIEVED: Loch Raven Dialysis clinic in Baltimore, Md., was certified LEED Silver in 2019.	We are installing onsite solar at our Santa Maria, Calif., center. While there are other DaVita locations with onsite solar, this is our first time installing onsite solar arrays at a DaVita dialysis center.
	Certify new business offices as LEED Silver.	✓ GOAL ACHIEVED: The newest DaVita HQ building certified LEED Platinum in 2019.	
	Implement Village Green Certification for existing buildings.	✓ GOAL ACHIEVED: Launched Certification to business offices Q1 2017. Launched to clinics in Q4 2018.	
Waste	Increase solid waste recycling to 45% of centers.	✓ GOAL ACHIEVED: 46% of centers have recycling. ⁴	DaVita has diverted 673,706 pounds of electronic waste from the landfill since 2015, and 6,360,182 pounds of construction waste from the landfill since 2018.
	Reduce paper by 15% per treatment.	9% reduction per treatment. ⁵	
	Reusable sharps containers in 70% of clinics.	✓ GOAL ACHIEVED: 99% of centers use reusable containers. ⁶	
Supply Chain	Increase availability of environmentally preferable products and reduce packaging.	✓ GOAL ACHIEVED: Opportunities reviewed at least quarterly with vendors.	DaVita's procurement, IT procurement, and design and construction teams survey major vendors to better understand current sustainability goals and practices, and identify sustainability improvement and collaboration opportunities.
	Conduct annual review with Village Service Partners on sustainability	✓ GOAL ACHIEVED: Reviews conducted at least annually with vendors.	

1. Includes domestic kidney care centers deemed mature and excluding new centers, with electric power and natural gas consumption visibility tracked by DaVita's third party utility data platform. Total data coverage = 2,423 centers or 86% of centers. 2. Centers that were included in the Energy Goal are included in the Carbon Goal. Carbon Emissions include all Scope 1&2 (Electric Power, Natural Gas, Propane and #2 Fuel Oil). 3. Includes domestic kidney care centers deemed mature and excluding new centers with water consumption visibility tracked by DaVita's third party utility data platform. Total data coverage = 1,770 centers or 63% of centers. 4. Includes domestic kidney care centers with confirmed recycling services divided by 2,816 total centers. 5. Includes domestic kidney care centers that have ordered office paper from DaVita's primary office paper vendor during the baseline and performance periods of 2015 and 2020, respectively. 6. Includes domestic kidney care centers with confirmed reusable sharps recycling services divided by 2,816 total centers.

Supply Chain Sustainability

Conducting annual sustainability reviews with our national vendors, or Village Service Providers, was a publicly stated 2020 Environmental Goal designed to drive innovation and reduce our carbon footprint. DaVita continually looks for ways to increase efficiency and decrease waste in our supply chain.

- 100% of the office paper that DaVita orders through our preferred vendor contains at least 30% recycled content
- 95% of thermometers used in our clinics have been switched from single-use disposable to multi-use infrared.

2025 Environmental Goals

DaVita has committed to an aggressive climate strategy to take accountability of our impact on the changing climate, which is reflected in our new 2025 Environmental Goals. Teammates across the organization contributed to the goal creation process.

We have submitted two climate targets to the global Science Based Targets initiative (SBTi) for verification and approval. As the world aims to transition to a zero-carbon economy to mitigate the detrimental impacts of climate change, we are committing to Science Based Targets to reduce our emissions in line with climate science. Learn more about all of our 2025 Environmental, Social and Governance Goals on page 15.

For more environmental data, please visit our [Environmental, Social and Governance \(ESG\) Reporting Hub](#).

100,000 Trees Planted to Celebrate the 50th Earth Day

Through DaVita's donations to the Arbor Day Foundation, 100,000 trees were planted in 2020—which will remove 430,000 pounds of air pollutants annually.

DaVita Joins RE100

DaVita has joined RE100 as part of the Village's commitment to sourcing 100% renewable electricity* across its global operations. RE100 is a global initiative bringing together the world's most influential businesses committed to 100% renewable electricity.

*Via on-site renewable energy and/or Power Purchase Agreements



Looking Ahead

2025 Environmental, Social and Governance Focus Areas

In 2019 and 2020, DaVita surveyed and interviewed teammates, senior leadership, the board of directors and investors to learn more about what ESG topics matter most to them. We also reviewed the Sustainability Accounting Standards Board (SASB) recommended metrics for health care providers. Based on these data sources, we identified our key ESG issues and prioritized key focus areas: Patient Care, Teammate Engagement, Environmental Stewardship, Healthy Communities and Leading with Integrity and Accountability. We have set aspirational goals in each area for 2025.



For more information on our ESG reporting and initiatives, including our SASB report, please visit our [Environmental, Social and Governance \(ESG\) Reporting Hub](#).

2025 ESG Goals



Patient Care

- 25% of patients choose to dialyze at home*
- Lead the industry in external quality ratings
- Educate more than 100,000 patients in a Kidney Smart class
- Patient Net Promoter Score (NPS) of 50% or higher

*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

- Teammate engagement score of 84% or higher
- Sustain equal pay for equal work
- Meet or exceed EEO-1 benchmarks at all levels
- Maintain focus and leadership on belonging
- Provide learning and development to 95% of teammates each year
- Double participation to 50% of teammates participating in health and well-being programming



Environmental Stewardship

- 100% powered by renewable energy globally*
- Reduce carbon emissions by 50%
- Save 240 million gallons of water
- Implement recycling at 100% of U.S. facilities where permitted
- Vendors representing 70% of emissions set climate change goals
- Teammates to complete 70,000 green actions

*Via on-site renewable energy and/or Power Purchase Agreements



Healthy Communities

- 125,000 hours of volunteerism
- Enhance our impact through strategic giving focus



Leading with Integrity and Accountability

- All teammates and directors to complete annual compliance training
- New teammates to complete compliance training within 60 days of hire
- Medical directors and joint venture partners to receive annual compliance training
- All teammates to review the code of conduct at least annually
- New teammates to review the code of conduct within 60 days of hire

Our Vision

To Build the Greatest Health
Care Community the World
Has Ever Seen

Our Mission

To be the Provider, Partner and
Employer of Choice

Our Core Values

Service Excellence
Integrity
Team
Continuous Improvement
Accountability
Fulfillment
Fun

Our Caring Behaviors (WE CARE)

Welcome
Empathize

Connect
Actively Listen
Respect
Encourage

Our Trilogy of Care

Caring for Our Patients
Caring for Each Other
Caring for Our World

The DaVita Way

The DaVita Way means that we
dedicate our Head, Heart and
Hands to pursue the Mission,
live the Values, and build a
healthy Village. It means we
care for each other with the
same intensity with which we
care for our patients.

[DaVita.com/CommunityCare](https://www.davita.com/CommunityCare)

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