



Code of Conduct

You must be the change you wish to see in the world.

—Mahatma Gandhi

Introduction

DaVita takes great pride in providing life-sustaining care to our patients. We are committed to caring for our patients and teammates. In the same way, we are committed to conducting our business activities in compliance with our policies, procedures, and applicable laws and regulations. Our Vision, To Build the Greatest Health Care Community the World Has Ever Seen, can only be achieved by each of us adhering to these commitments.

Our Code of Conduct is central to our Mission and Core Values and is an integral part of DaVita's Compliance Program. The guidance provided by our Code is meant to protect our patients, our teammates and the Village as a whole, empowering us to do the right things the right way. It is meant to help us make the right choices in our daily work and in our long-term strategy. It is an important reference tool for all DaVita teammates.

Full compliance with DaVita's Code of Conduct is essential. I ask each of you to make a personal commitment to read, understand and follow the Code of Conduct. If you do not understand any section of the Code of Conduct, or you are not sure how to apply it, you can contact your supervisor or any member of our Compliance Department.

Thank you for your ongoing support of DaVita's Mission, Core Values and our commitment to make the right choices. Working together, we will continue to build the Greatest Health Care Community the World Has Ever Seen.

One for All!
Javier Rodriguez
CEO

CODE OF CONDUCT'S PURPOSE

To be a road map for the Village, guiding teammates to make the right choices in their daily activities





OUR MISSION: To be the Provider, Partner and Employer of Choice

OUR CORE VALUES

- Service Excellence
- Integrity
- Team
- Continuous Improvement
- Accountability
- Fulfillment

Fun

WHO THIS CODE APPLIES TO

Everyone! The Code of Conduct is a guide for all teammates, our Board of Directors, physician partners and all third parties, as required by contractual obligations, conducting business on behalf of DaVita’s global businesses. Each of us must read, understand and follow the Code of Conduct.

Our Responsibilities

Compliance is everyone’s responsibility:

- Read, understand and follow the Code and the Compliance Program.
- Seek guidance when in doubt.
- Avoid illegal, unethical or otherwise improper acts.
- Report any suspected violation of DaVita policies and procedures, laws or regulations applicable to DaVita’s businesses or this Code.
- Assist authorized teammates with compliance inquiries, audits, investigations and other activities.
- Take responsibility and accountability for your actions.
- Notify the Compliance Department immediately if the United States government sanctions or excludes you from participation in any government funded program, or if you are subjected to similar limitations in one of the other countries in which DaVita does business.

DaVita is committed to full compliance with all United States federal and state health care program requirements and similar laws and requirements in international countries where DaVita conducts business. DaVita will take corrective action, to the extent allowed by law, against any teammate who fails to act in accordance with DaVita policies and procedures, applicable laws, and regulations, or this Code.

How to Use This Code

DaVita’s Code of Conduct helps teammates make the right choices.

Each of us is responsible to act in a manner that reflects our Core Values. This Code is meant to help us conduct business in a legal, ethical manner that is consistent with our Core Values and to guide our understanding of DaVita’s compliance structure, key policies and procedures and certain applicable laws and regulations. The standards described in this Code apply in all countries where we conduct business.

We are subject to the laws and regulations of the countries in which we work including applicable anti-corruption and anti-bribery laws. In addition, we have issued specific policies and procedures intended to guide our conduct in each of the countries in which we do business. If you are unsure about which policies and procedures or laws and regulations apply to your activities, consult your supervisor, the Compliance Department, or the Legal Department. We hold our teammates, our physician partners and all third parties, as required by contractual obligations, conducting business on behalf of DaVita to the same standards and expect them to comply with DaVita’s policies and procedures, all applicable laws and regulations, and this Code.

DaVita’s Code of Conduct is organized into nine categories.

- I. Our Compliance Program6**
 - 1. Compliance Officer and Team
 - 2. Policies and Procedures and the Code of Conduct
 - 3. Compliance Training
 - 4. Compliance Hotline: Make the Right Call!
 - 5. Obligation to Report
 - 6. Non-Retaliation
 - 7. Internal Investigations
 - 8. Responding to External Investigations
- II. Service To Our Patients8**
 - 1. Quality Patient Care
 - 2. Qualified Providers
 - 3. Patient Confidentiality
- III. Relationships With Others11**
 - 1. Business Relationships
 - 2. Physician and Other Provider Relationships
 - 3. Patient Relationships
 - 4. Business Courtesies
- IV. Avoid Conflicts of Interest13**
 - 1. Outside Employment
 - 2. Business Opportunities
 - 3. Friends and Relatives
- V. Respect Each Other15**
 - 1. Equal Opportunity Employment
 - 2. Legal Employment
 - 3. Drugs and Alcohol
 - 4. Harassment
 - 5. Health and Safety

- VI. Business Practices17**
 - 1. Proper Coding, Billing and Patient Accounting
 - 2. Records Retention
 - 3. Accurate Financial Records
- VII. Protect Davita Assets18**
 - 1. Protection and Proper Use of Village Assets
 - 2. Insider Trading
 - 3. External Communication
 - 4. Social Media Sites
- VIII. Obey The Law21**
 - 1. Antitrust Laws
 - 2. Anti-Corruption and Bribery Laws
 - 3. Anti-Kickback Laws
 - 4. The False Claims Act
 - 5. Marketing and Advertising Practices
- IX. Our Communities25**
 - 1. Political Action
 - 2. Corporate Contributions
- X. Conclusion26**
- XI. Frequently Asked Questions27**
- XII. Resources36**

Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has.

—Margaret Mead

Our Compliance Program

The Compliance Program follows our commitment to uphold our Mission and Core Values every day, in everything we do.

1. Compliance Officer and Team

DaVita has a dedicated Compliance Department to oversee compliance activities and initiatives. Compliance Department teammates administer the Compliance Program on a day-to-day basis and are always available to answer Compliance questions or concerns. The Chief Compliance Officer (CCO) provides oversight to the entire Compliance Program and directly reports to the Compliance Committee of the Board of Directors and Chief Executive Officer (CEO).

2. Policies and Procedures and The Code of Conduct

No one is expected to know it all, which is why the Compliance Department created compliance policies and procedures and the Code of Conduct. Compliance policies and procedures provide guidance on specific topics and business activities, whereas the Code is a guide to overall conduct of our global operations. We are all expected to read, understand and follow all of DaVita's policies and procedures and this Code of Conduct. If you are unclear about how certain policies and procedures apply to your activities, consult your supervisor or a member of the Compliance Department.

3. Compliance Training

Training is an important part of the Compliance Program. All teammates, medical directors, and joint venture partners, as required by contractual obligation, complete compliance training. This training is the foundation of our Compliance Program.

4. Compliance Hotline: Make the Right Call!

- U.S. Teammates: Dial 1-888-458-5848 or go to DaVitaComplianceHotline.com.
- Teammates outside the U.S.: Go to www.davita.com/compliancehotline to find your hotline telephone number or website for the hotline.

We have a dedicated Compliance Hotline for teammates and other individuals to confidentially, and (if permitted by local law) anonymously report a suspected or actual violation of DaVita's Compliance policies and procedures, or applicable laws and regulations. The Compliance Hotline can be accessed 24 hours a day, 365 days a year via a toll-free telephone number or online website. A specialized third-party company manages our Compliance Hotline. Callers are given a personal identification number (PIN) to check the status of their Compliance Hotline report or provide additional information. Compliance Hotline reports should be made in good faith.

Local privacy laws may affect availability and terms of use of the Compliance Hotline. For example, in some countries the Compliance Hotline can only be used to report limited topics, such as financial complaints (e.g., anti-bribery or competition, auditing or accounting concerns, embezzlement, money laundering, falsification of contracts or records, etc.), or other serious concerns involving senior management. Consult your supervisor or local compliance lead for information regarding local use of the Compliance Hotline.

5. Obligation To Report

If you see something, say something. It is your duty to maintain the highest level of integrity and accountability by alerting a supervisor, senior management, Compliance Department, Legal Department, or the Compliance Hotline of suspected or actual violation of DaVita's policies and procedures, applicable laws and regulations, or this Code. We cannot exempt ourselves from the consequences of our own misconduct by reporting an issue, but self-reporting may be taken into account when determining appropriate corrective action.

If you fail to report a violation of DaVita policies and procedures, applicable laws or regulations, or this Code, you may be subject to corrective action, up to and including termination of employment, to the extent permitted by law. Remaining silent about a violation of DaVita policies and procedures, applicable laws or regulations, or this Code puts you and DaVita in jeopardy.

6. Non-Retaliation

We are all encouraged to raise issues or concerns in good faith and may do so without fear of retaliation. DaVita makes every effort to maintain the confidentiality and anonymity (where permitted by law) of any individual who reports concerns or possible misconduct. Teammates who retaliate or encourage others to do so will be subject to corrective action, up to and including termination of employment to the extent permitted by law. DaVita does not tolerate any form of retaliation against anyone who makes a report in good faith.

If you feel that you have experienced retaliation, immediately report your concern to a supervisor who is not involved in the issue, senior management, Human Resources, Compliance Department, Legal Department or contact the Compliance Hotline. All

allegations of retaliation will be investigated and appropriate steps will be taken to protect those who report retaliation.

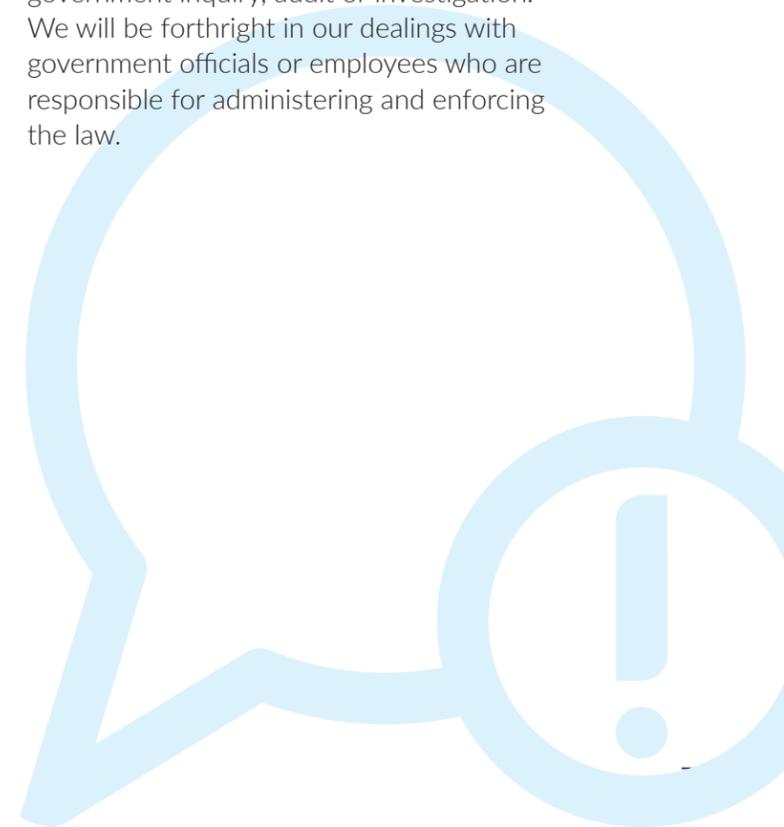
7. Internal Investigations

We investigate reported concerns promptly and confidentially to the fullest extent possible. All internal investigations and audits are conducted impartially and without predetermined conclusions. We are all expected to cooperate with audits, investigations and any corrective action plans, which may include areas for continued monitoring and assessment.

DaVita prohibits retaliation against any teammate who sought help or who filed a report in good faith. Anyone who retaliates against a teammate will be subject to appropriate corrective action, up to and including termination of employment, to the extent permitted by law.

8. Responding To External Investigations

We are committed to appropriately responding to, and not interfering with, any lawful government inquiry, audit or investigation. We will be forthright in our dealings with government officials or employees who are responsible for administering and enforcing the law.



Service to Our Patients

Our patients value DaVita because we deliver quality care, and we hold ourselves to a higher standard. Keep the following principles in mind to help us maintain that high standard.

1. Quality Patient Care

We make a difference in each patient's life by providing quality care. We treat all patients with warmth, respect and dignity, providing care that is both medically necessary and appropriate. We involve patients in treatment planning and decisions affecting their care whenever appropriate.

We make no unlawful distinction in the admission, transfer, discharge or care of patients based on race, ethnicity, religion, gender, sexual orientation, national origin, age, disability, veteran status or other protected-class status. Each of us is required to adhere to DaVita policies and procedures, laws and regulations regarding patient care, and this Code.

2. Qualified Providers

Our teammates are appropriately trained to provide quality care. Only teammates who are properly trained with appropriate professional credentials will be permitted to provide patient care services. We follow the standards set forth by DaVita policies and procedures, laws and regulations regarding patient care, and this Code.

Prior to being allowed to admit or treat patients at a DaVita facility, DaVita's medical staff, including physicians and other allied health professionals, are appropriately credentialed as required by local laws and regulations. Medical staff who work in our facilities are required to adhere to DaVita policies and procedures, applicable laws and regulations, and this Code.

3. Patient Confidentiality

DaVita recognizes the sensitive nature of each patient's protected health information (PHI). We are committed to maintaining patient privacy for all our patients in accordance with applicable data privacy laws, including the U.S. Health Insurance Portability and Accountability Act of 1996 (HIPAA), its subsequent amendments, and other international, federal, state, and local laws and regulations governing patient privacy and security. We respect and protect confidential information obtained from our patients. We take proactive measures to safeguard our documents, computers, and other data devices and IT Resources (e.g. laptops, computers, flash drives, etc.) that contain patient information. Consistent with domestic and international data privacy laws, we are committed to the following privacy and security principles:

- We provide patients notice of our privacy and security practices in accordance with applicable laws and regulations.
- We protect electronic patient data through reasonable and appropriate technical, administrative and physical security measures, including, where appropriate, encryption of patient information. All hard copy patient information is properly secured in medical files or appropriately retired and destroyed consistent with federal, state and international law and policies and procedures.
- We use and disclose patient information exclusively as permitted or required by applicable laws and regulations.

A photograph of a man with a beard and short hair, wearing a blue polo shirt, hugging a young girl from behind. The girl is wearing a white t-shirt and a bright pink tutu. They are outdoors, with trees and a bright sky in the background. The photo is partially overlaid by a blue rounded rectangle containing text.

We care for our patients as we would our loved ones: with expertise, compassion and respect.

- Teammates may access, use or disclose patient information only when necessary to perform their jobs or required by law. Further, teammates may access and/or use only the minimum amount of patient information necessary to perform their jobs or to provide care to the patient. Subject only to emergency exceptions or the patient's documented authorization to disclose the information, DaVita releases patient-specific information only to persons authorized by law.
- Vendors who process patient information on DaVita's behalf are required to comply with our privacy and security policies and all applicable laws and regulations. Vendors are permitted to process PHI only at our direction while performing services on our behalf. Vendors are not authorized to access, use or disclose patient information in excess of the minimum necessary amount required to perform services as set forth in the service agreement with DaVita.
- Teammates and vendors who use DaVita patient information to perform services on DaVita's behalf are expected to promptly notify the Privacy Office of any unauthorized use or disclosure of patient information.
- Teammates, patients, or visitors will not use any photographic or imaging device (e.g., digital cameras, devices such as a cell phone or handheld computer, etc.) to take pictures of premises, teammates, visitors, or patients without appropriate approval documented with an approved DaVita consent or authorization form.
- DaVita will obtain patient authorization and/or teammate consent in accordance with applicable laws and regulations, prior to using patients' or teammates' pictures, testimonials, or other information for marketing or other purposes.



It's not hard to make decisions when you know what your values are.
—Roy Disney

Relationships with Others

We strive to build fair, open and ethical relationships with everyone with whom we come in contact.

1. Business Relationships

We always treat our business partners, vendors, and third parties with integrity. Business is conducted in a fair manner consistent with DaVita policies and procedures, applicable laws and regulations, and this Code.

We select business partners, vendors and third parties based on objective criteria including quality, price and service. We make partnering decisions based on the supplier's ability to meet our needs. Based on local laws and proposed business activities, DaVita may screen or conduct appropriate due diligence on its business partners, vendors and third parties, including to determine if they have been sanctioned by any government entity or are excluded from participation in government programs.

2. Physician and Other Provider Relationships

We only partner and work with physicians and other providers who comply with DaVita policies and procedures, applicable laws and regulations, and this Code. Failure to meet these requirements may result in serious consequences for teammates, our physician or other provider partners and DaVita.

Our business contracts with physicians and other providers address legal requirements governing the arrangement, and where appropriate set forth expectations regarding compliance with applicable DaVita policies, laws and regulations, and this Code. Two overarching principles govern our interactions with physicians:

- We do not pay for referrals. We accept patient referrals and admissions based on patients' medical needs and our ability to render the needed services. We do not directly or indirectly give or offer anything of value in exchange for patient referrals that would be a violation of the law.
- We do not accept payments for referrals or authorizations to accept patients. Neither a teammate nor any person acting on DaVita's behalf is permitted to directly or indirectly solicit or receive anything of value in exchange for a patient referral or authorization to accept a patient that would be a violation of the law.





3. Patient Relationships

We understand that close relationships form between patients and their health care providers. However, we must avoid conducting business transactions with patients that may result in an actual or potential conflict of interest. We do not want our patients to think they will receive better or worse care if they have outside personal relationships or business arrangements with their health care providers. We strive to have open, objective relationships with our patients.

4. Business Courtesies

We understand that people who work together often exchange business courtesies—such as meals, gifts, or entertainment—as an expression of goodwill and kindness. Because of regulatory concerns, we only exchange business courtesies with our business partners in limited circumstances. We never use gifts or other incentives to improperly influence relationships or business outcomes. All business courtesies, whether offered, provided or received, must be reasonable, occasional and modest in nature. We never offer, give, solicit or receive any form of bribe, kickback or improper inducement.

When we are offered a business courtesy that is inconsistent with DaVita policies and procedures, the business courtesy should be declined with a gracious thank you. If declining the business courtesy would create an awkward situation, contact the Compliance Department for guidance.

Governments have strict laws and regulations regarding business courtesies for their employees. We do not provide any business courtesies or anything else of value to any government official or employee, or a government intermediary, except in limited circumstances permitted by DaVita policies and procedures, local laws and regulations, and this Code. Review your local country's policies and procedures on business courtesies or consult your supervisor or the Compliance Department for more information regarding appropriate business courtesies.

Avoid Conflicts of Interest

To avoid a question about our integrity, we must be able to identify and disclose potential conflicts of interest and excuse ourselves from making decisions where it may appear our independence is compromised.

1. Outside Employment

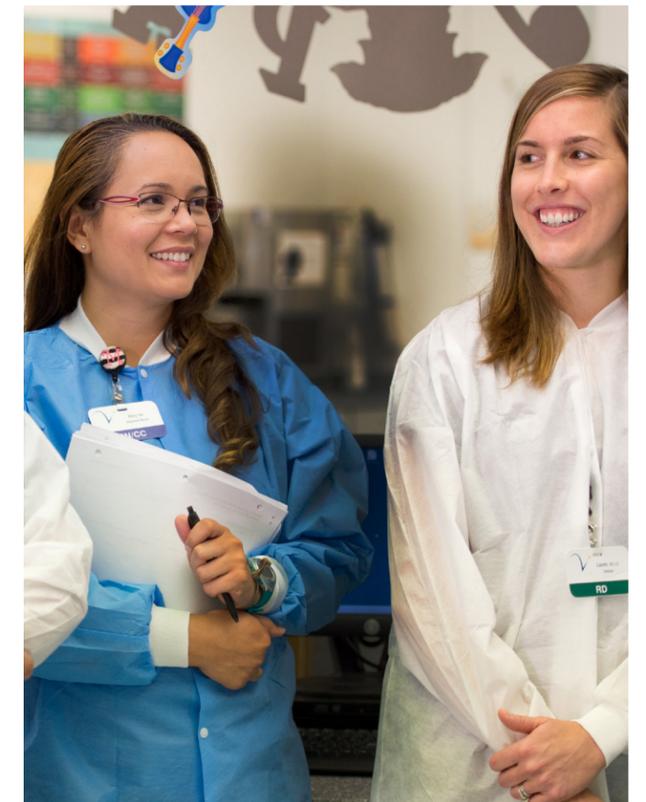
Outside employment must not interfere with our duties at DaVita. As a general rule, we should refrain from conducting or entering into business, financial or other relationships, or transactions that conflict with the interests of DaVita, our ability to perform our DaVita duties, or otherwise compromise our professional judgment. This may include employment or other arrangements with DaVita business partners, vendors, contractors, patients, competitors, referral sources (e.g., physicians and other health care providers), governments or other third parties. In addition, we do not accept employment or fees from business partners, vendors, contractors, patients, competitors, referral sources, governments or other third parties of DaVita, if we have the ability to influence their relationship with DaVita. We must disclose and discuss with our supervisors all outside jobs, relationships or transactions that may create a conflict of interest.

2. Business Opportunities

Business opportunities discovered through our work at DaVita belong first to DaVita. We owe a duty to DaVita to advance its legitimate business interests. All teammates are prohibited from using DaVita's confidential or proprietary information for personal gain.

3. Friends and Relatives

Relationships may affect our judgment, which can easily lead to a conflict of interest. We should not participate in an existing or potential DaVita decision involving any personal relationship. Just because we have a close relationship with a DaVita teammate, business partner, vendor, contractor, patient, competitor, referral source, government official or employee, or other third party does not automatically mean there is a conflict of interest. However, the right thing to do is to discuss the potential conflict of interest with your supervisor or the Compliance Department.





Respect Each Other

We are committed to providing a supportive work environment where teammates have the opportunity to reach their full potential. We are all expected to do our utmost to create a respectful workplace.

1. Equal Opportunity Employment

We are committed to providing a workplace that is diverse and free from improper discrimination and harassment. We hire and promote teammates based on their ability to demonstrate excellence in their work and dedication to meeting our patients' needs. Our interactions with one another should always be fair, objective and professional. Each of us is responsible for supporting fair employment values by complying with applicable labor and employment laws, including anti-discrimination and privacy laws. We will make reasonable accommodations for individuals with physical or mental disabilities, in accordance with applicable laws. If you have questions or concerns about unlawful discrimination or harassment in the workplace, bring these issues to your supervisor or Human Resources. Anyone found to be engaging in unlawful discrimination or harassment will be subject to corrective action, up to and including termination of employment, to the extent permitted by law

2. Legal Employment

We maintain all credentials, licenses and certifications that are necessary to perform our jobs. Teammates in positions that require professional licenses, certifications or other credentials are responsible for keeping their licenses, certifications or other credentials current and active. We will comply with local law requirements applicable to our respective disciplines. If you are found to have falsified credentials, licensure or certification for

yourselves or others, you will be subject to corrective action, up to and including termination, to the extent permitted by law.

Where permitted by each country's laws, DaVita has implemented screening procedures to identify individuals that governments have publicly sanctioned or excluded from participation in government programs. This includes checks of publicly available databases such as U.S. Office of Inspector General (OIG) list of excluded individuals and entities, Office of Foreign Asset Control (OFAC) specifically designated nationals and blocked persons lists, and GSA's System for Award Management (SAM). If any of us become aware that we are—or any other teammate is—or may be sanctioned or excluded from any government program, we must immediately notify the Compliance Department.

3. Drugs and Alcohol

To protect our patients, teammates, business partners, vendors and third parties, we maintain an alcohol- and drug-free work environment. Whenever teammates are working, operating DaVita vehicles, or otherwise performing services for DaVita, we are prohibited from:

- Using, possessing, buying, selling, manufacturing, distributing, dispensing or transferring illegal drugs
- Being impaired by the influence of prescribed drugs
- Being under the influence of illegal drugs or alcohol or
- Possessing or consuming alcohol

In special instances, alcohol may be served at DaVita-sponsored events, where permitted by law and culturally appropriate. Each of us should use good judgment when deciding to consume alcohol in social situations. We will be held personally accountable for our actions, if we abuse alcohol or drive impaired after such an event.

Anyone with problems involving drugs or alcohol is strongly encouraged to seek help from appropriate internal and external resources. If you are found to be in violation of DaVita's alcohol-and drug-free work environment policies, you will be subject to corrective action, up to and including termination of employment, to the extent permitted by law. DaVita's comprehensive Drug and Alcohol Policy, applicable to U.S. Teammates, can be located in the Teammate Policies.

4. Harassment

We should all feel safe while at DaVita. Therefore, we will not tolerate violence, threats of violence or any form of unlawful discrimination or harassment including sexual harassment in the workplace.

Anyone who experiences or observes unlawful harassment should immediately report the incident to a supervisor or Human Resources. Similarly, supervisors who learn of any such alleged incident or concern should immediately report it to Human Resources. Human Resources will promptly and thoroughly investigate any complaints and take appropriate action. Anyone found to be engaging in unlawful harassment will be subject to corrective action, up to and including termination of employment, to the extent permitted by law. DaVita's comprehensive Harassment Policy, applicable to U.S. teammates, can be located in the Teammate Policies.



5. Health and Safety

Each of us needs to do our part to keep facilities clean and well-functioning. We follow the health and safety policies and procedures that are designed to ensure we are meeting all applicable laws and regulations as they apply to our workplace. If we witness an injury, accident or dangerous situation we need to immediately report it to our supervisor. It is important that we immediately advise our supervisors of any serious workplace injury or dangerous situation so immediate action may be taken to resolve the issue.

Providing a healthy and safe environment extends beyond patient care and into our communities. Our facilities are part of our larger communities, and we are committed to their continued health as well. We are committed to conserving resources and reducing our ecological footprint by complying with environmental laws.

DaVita prohibits all persons who enter DaVita property from carrying a prohibited weapon, regardless of whether the person is licensed to carry the prohibited weapon.

Teammates are never permitted to have prohibited weapons in their possession while conducting DaVita business, whether the business is conducted on DaVita premises or off-site.



Business Practices

Our reputation is one of our most valuable assets. It is up to all of us to protect DaVita's reputation. We will comply with all laws and regulations relevant to our business and engage in fair and honest business practices.

1. Proper Coding, Billing and Patient Accounting

DaVita documents patient care completely and in a timely manner. The medical record is written evidence of the quality care we deliver to our patients. We educate our teammates and work diligently to prevent knowingly creating records that contain any false or misleading information.

We submit claims for payment or approval that are accurate, truthful, and contain properly documented codes. We only bill for goods or services that we provide and, where applicable, DaVita has implemented a process designed to identify mistakes in claims or reimbursements and timely make refunds.

2. Records Retention

We maintain all documents as required by DaVita policies and procedures, and applicable laws and regulations. We are committed to maintaining thorough and accurate records in compliance with sound business practices and all applicable laws. We never destroy or alter documents or recommend their destruction or alteration for any illegal or improper reason.

3. Accurate Financial Records

We create and maintain accurate financial records. We never falsify or improperly alter information in any records, reports or other documents. All financial information must reflect actual transactions and conform to industry standards. These records serve as a basis for managing our business and are important in meeting our obligations to patients, teammates, business partners, vendors and third parties. We maintain a system of internal controls to provide reasonable assurances that all transactions are executed and recorded in a proper manner.



Protect DaVita Assets

We always protect our company assets from theft, carelessness and waste. We are as careful with our Village resources as we are with our own.

1. Protection and Proper Use of Village Assets

Each of us must protect Village assets and ensure their authorized and efficient use. Village assets are anything DaVita provides us to do our job, including technology, trade secrets or clinical items. Theft, carelessness and waste directly impact our profitability and carbon footprint. We should use DaVita assets solely for business purposes.

Everyone is responsible for protecting DaVita's intellectual property and business information, even if we leave the Village. Intellectual property and business information is information that may not currently be known by the public or information about DaVita's trade secrets or future plans. Just like confidential teammate and patient information, we may only share intellectual property and business information with other teammates, business partners, vendors, contractors or third parties when it is required for work purposes. We may only share intellectual property and business information with other parties when the appropriate agreements are in place.

2. Insider Trading

We never use, for our personal gain, information about DaVita that is not available to the public. There may be times, in the course of our day-to-day work, when we learn of information about DaVita or a publicly traded business partner, vendor, or other third party of ours that is not yet available to the general public. The use of such non-public or "insider" information for purposes of securities trading is strictly prohibited under DaVita policy and procedures, and securities laws.

3. External Communication

We are very careful about disclosing company information. We never disclose any confidential information without authorization.

It may be inappropriate to post our opinions or information about DaVita on the Internet, even if not confidential. Our comments to an external audience may be attributed to DaVita, even though we did not intend that to be the case.

We must never speak with the media about DaVita, unless we have been explicitly authorized to do so by DaVita's Communications team and/or Legal Department.

4. Social Media Sites

We are the face of DaVita and should conduct ourselves accordingly when discussing DaVita. In keeping with applicable DaVita policies and procedures, teammates may use social media for personal or work use from time to time. When doing so, we must always be clear that any opinions expressed on the Internet are our own, and not the opinion of DaVita (managers or executives should take special care, as anything they publish could be taken as representing the views and opinions of DaVita). Posting details, even the smallest ones, and/or photos on Social Media sites, including through private messaging about individual job activities, patients, DaVita or the like could violate DaVita confidentiality policies and procedures, and privacy laws. We must protect all confidential information; failure to do so may subject teammates to appropriate corrective action, up to and including termination, to the extent permitted by law. We comply with all copyright, trademark, fair use and financial disclosure laws. The Marketing Department manages DaVita's U.S. social media channels. Outside the U.S., all questions regarding social media use should be directed to the local management team overseeing social media.



Obey the Law

DaVita is serious about its responsibilities to comply with laws and regulations. While it's impossible for us to know all laws, we should understand how the following laws and regulations apply to our work.

1. Antitrust Laws

We conduct ourselves ethically, honestly and with integrity and comply with antitrust laws in our dealings with competitors and customers. Antitrust laws and other laws governing competition are designed to promote and protect free, lawful and fair competition in the marketplace; they vary from country to country but exist virtually in all countries. These laws apply to conduct at all levels of an organization. In general terms, antitrust and other laws governing competition require DaVita to compete on an individual basis rather than join with other companies or competitors in agreements to restrict competition or create monopolies.

Generally, antitrust laws prohibit:

- Abuse of market power to engage in unfair price discrimination and other forms of unfair methods of competition
- Agreements or actions with competitors that restrain trade in some way or are inconsistent with concepts of free, open and fair competition
- Abuse or exchange of intellectual property or confidential or proprietary business information with competitors
- Transactions that may lessen competition or tend to create a monopoly, a dominant position in the market, or market power

It is against the law and Company policy to agree with competitors on:

- Reimbursement rates, prices, discounts, rebates or supply levels
- Allocations of customers, services, payor contracts, employees or geographies
- Submitting complementary bids in competitive acquisitions.

Teammates should pay particular attention to meetings with competitors, trade association meetings and trade shows to avoid the appearance of any anti-competitive behavior. If you find yourself in a questionable discussion, voice your concern, end the discussion, leave the meeting, and promptly inform the Legal Department.

Failure to comply with the antitrust laws could lead to criminal and civil penalties for DaVita and for teammates personally, significant business disruptions, and harm to DaVita's reputation.

We are committed to achieving success by free, lawful and fair competition. Teammates should discuss any concerns regarding a particular action or arrangement and the applicability of the antitrust laws with the Legal Department.

2. Anti-Corruption and Anti-Bribery Laws

When we conduct business internationally, we comply with the U.S. Foreign Corrupt Practices Act (FCPA), as well as other anti-corruption and anti-bribery laws. We have a zero tolerance for violations of these laws.

In general, anti-corruption and anti-bribery laws are based on these three principles:

1. Prohibition of bribes to non-U.S. government officials and employees;
2. Prohibition of bribes to individuals associated with non-government entities (“private” or “commercial” bribery); and
3. Obligation to maintain accurate books, records and accounting systems and proper internal accounting controls.

We will not directly or indirectly give, offer, or promise anything of value to any government official or employee, referral source, or other person or entity, whether private or affiliated with a government, with the corrupt intent to obtain or retain business, or secure an unfair business advantage. Nor will we use third parties to perform activities that would be in violation of DaVita’s policies and procedures, applicable laws and regulations, or this Code.

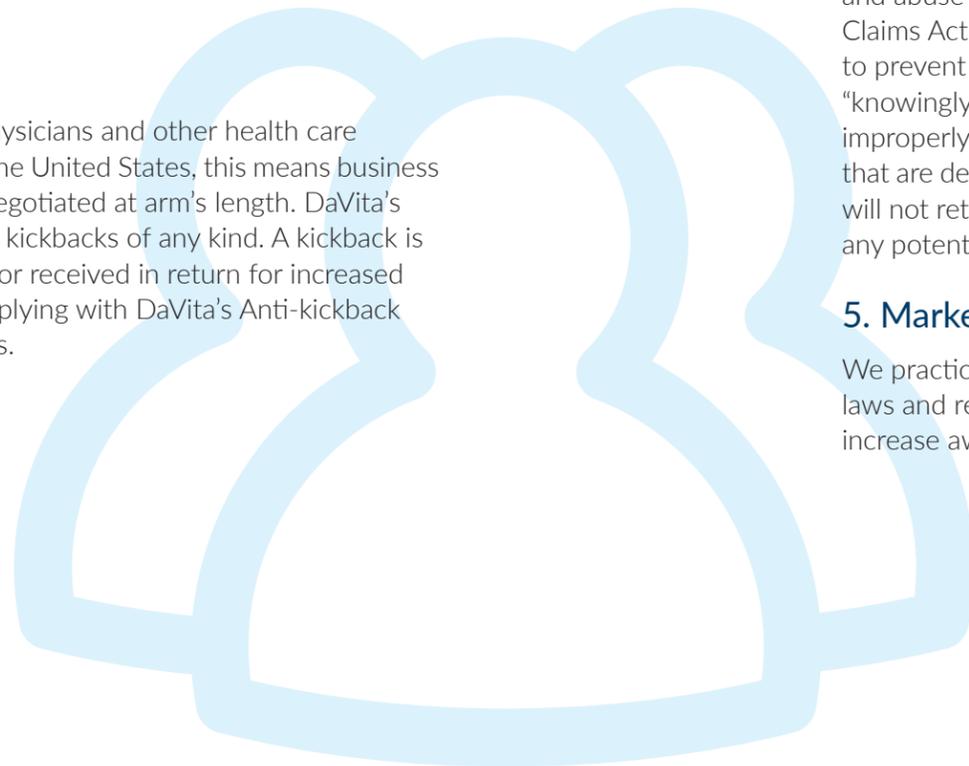
Our business partners, vendors and third parties are also prohibited from giving, offering, or promising anything of value to any individual in violation of the FCPA or other anti-corruption and anti-bribery laws. All payments made on behalf of DaVita must include accurate, truthful and complete written documentation regarding the payment and the purpose of the payment.

Conversely, we will not solicit or accept anything of value from any person or entity seeking, entering into, or conducting a business transaction with DaVita that may compromise or appear to compromise our business decisions.

If you have any questions about our obligations under anti-bribery and anti-corruption laws, please contact the Compliance Department.

3. Anti-Kickback Laws

We conduct business dealings with referral sources (e.g., physicians and other health care providers) in accordance with local laws and regulations. In the United States, this means business dealings with referral sources are at fair market value and negotiated at arm’s length. DaVita’s policy prohibits improperly accepting, soliciting or providing kickbacks of any kind. A kickback is an improper payment, gift, service, or item of value offered or received in return for increased business or patient referrals. We are all responsible for complying with DaVita’s Anti-kickback policies and all Anti-kickback laws that apply to our business.



4. The False Claims Act (FCA)

We educate teammates and applicable business partners on the prevention of fraud, waste, and abuse via policies, procedures, and training including information regarding the U.S. False Claims Act (FCA). The FCA is one of several laws the U.S. federal government has implemented to prevent and penalize fraud, abuse and waste in federal health care programs. DaVita never “knowingly” presents, or causes to be presented, a “false or fraudulent claim,” or “knowingly and improperly” retains any government overpayment. DaVita has developed policies and procedures that are designed to detect and prevent fraud, abuse and waste and comply with the FCA. DaVita will not retaliate against anyone for taking action under the FCA or state equivalents or reporting any potential compliance concern in good faith.

5. Marketing and Advertising Practices

We practice honest, straightforward and non-deceptive marketing techniques. Consistent with laws and regulations, we may use marketing and advertising activities to educate the public, increase awareness of our services and recruit teammates.



Our Communities

DaVita strives to be a leader in our industry and a leader in our communities. We want to send forth ripples.

1. Political Action

We may support issues of central importance to health care by taking action, as permitted by each country's laws, to ensure government officials hear from patients and ourselves. Where appropriate, DaVita may invite you to write letters, make phone calls and support grassroots efforts. Participation in any initiative sponsored by the DaVita political action committee (DaPAC) has no impact on employment status at DaVita, and no person may be pressured to participate in any DaPAC initiative. While we may participate fully in the political process, we will not make any political contribution on DaVita's behalf before first consulting with a member of DaVita's Government Affairs team (G-Force) regarding United States contributions or the Compliance Department for contributions outside the United States. If we choose to participate in partisan political activities, we do so solely on our own and may not leave the impression that we speak on DaVita's behalf.



2. Corporate Contributions

Corporate contributions (e.g., charitable donations, sponsorships, and educational grants) may be made to third party entities, on DaVita's behalf, with proper approvals as required by company policies. We do not participate in charitable activities or make contributions to improperly induce referrals, to illegally gain an unfair business advantage, or in violation of the law.

Because we are a Village, we help each other and our greater community. We are encouraged to volunteer for charitable activities. However, no person may pressure another to do so. We may also participate in non-DaVita-sponsored charitable activities as long as it does not affect our work.



Others form their opinion of DaVita based on our actions. Let's give them only positive things to say!

Conclusion

This Code of Conduct is a guide for our daily work.

This Code is just the beginning of the many resources available to teammates. Ultimately, we rely on each teammate to use good judgment and to uphold our Core Values. If you have any questions, please ask your supervisor, senior management, Compliance Department, Legal Department, or contact the Compliance Hotline.

Waiver

Any waiver of the Code for executive officers or directors may be made only by the Board of Directors or a Committee of the Board of Directors.

Frequently Asked Questions

The following FAQs apply to all DaVita businesses.

Compliance Hotline

Q: If I make a report to the Compliance Hotline, will I have to speak with a DaVita teammate?

A: No. The Compliance Hotline is staffed by a third-party contractor with trained personnel.

Q: Do I have to provide personal information?

A: If allowable under local law, you do not have to provide your personal information. However, in some countries local law prohibits anonymous reporting. In these countries, the Compliance Hotline may not be able to accept your report if you do not provide your name and you may decide not to make the report. Please refer to your local Compliance Hotline Policies or local compliance lead for more information.

Q: What issues should I report to the Compliance Hotline?

A: Suspected or actual violations of DaVita's Compliance policies and procedures, applicable laws and regulations, and this Code. For example, improper gifts, bribes or kickbacks, falsification or destruction of information, health care billing concerns, financial reporting issues, conflicts of interest, and misuse of DaVita funds or property.

Q: How long will it take to follow up on my complaint?

A: All Compliance Hotline reports are investigated within a reasonable time frame based on priority. You can use the report number and PIN provided by the Compliance Hotline vendor to check on the status of your report, although detailed information is not provided.

Q: Is there any way my identity can be found out when I file a Compliance Hotline report?

A: DaVita strives to maintain the confidentiality of individuals who report concerns to the Compliance Hotline.

However, the individual making the report may become known during an investigation based on factual circumstances. Teammates who file a Compliance Hotline report are reminded that DaVita will protect the identity of each reporter to the extent possible and that DaVita prohibits retaliation for reporting Compliance issues in good faith.



Q: Will individuals named in a Compliance Hotline report be notified that they have been identified in a Compliance Hotline report?

A: Yes, in certain countries individuals identified in a Compliance Hotline report will be notified of the accusations against them. This will occur once it is determined that such notification will not unduly compromise the investigation. Such notice will not provide the identity of the individual who filed the report, unless required by law. Refer to your local Compliance Hotline Policies or Country Compliance Hotline Guide for more information.

Non-Retaliation

Q: What does it mean to file a Compliance Hotline report in “good faith”?

A: A Compliance Hotline report filed in “good faith” means a teammate believes a violation has occurred, and the violation is reported truthfully and without malice or ill intent.

Q: What is non-retaliation?

A: DaVita prohibits retaliation, which is an adverse employment action and/or other adverse treatment such as intimidation, threats, coercion, or discrimination, against a teammate who makes a report in good faith.

Quality Patient Care

Q: I think a nurse may have made a mistake in administering a drug to a patient. When I mentioned it to the nurse, he seemed annoyed and said he would handle it. I am not sure anything was done. Should I do anything else?

A: If you are uncertain, keep raising the issue. Talk to your supervisor or report the issue to the Compliance Hotline.

Errors do occur in practice, but with care and attention from everyone, they can be prevented or corrected.

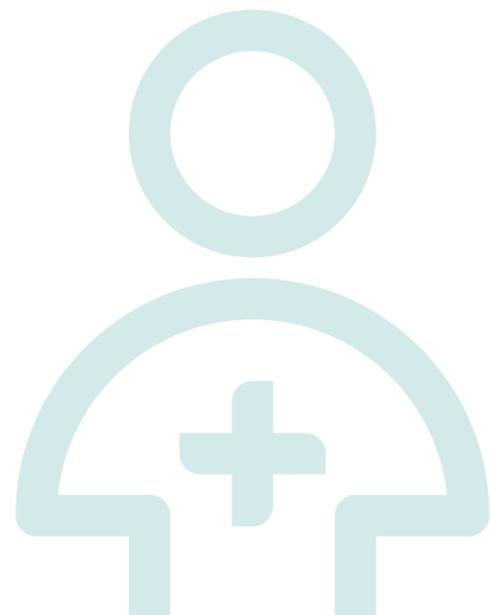
Patient Privacy

Q: Mary, my neighbor, was recently admitted to our facility. I saw another neighbor while shopping. She asked me if I knew how Mary was doing. How should I reply?

A: You cannot discuss Mary’s condition or the services she received. You have a professional obligation to respect and protect Mary’s privacy. You may only discuss patient treatment or other health information as permitted by DaVita policies and procedures, local laws and regulations, and this Code.

Q: Can I provide a copy of a patient’s most recent treatment information and lab values to another health care provider?

A: Yes. You can provide patient information to another health care provider for the purpose of treating a patient, if permitted by local law. Before doing so you need to verify the patient’s treatment relationship with the health care provider making the request.



Business Relationships

Q: A patient wants to pay my son to do “odd jobs” around his home. Can I let my son take the job?

A: No. As a general rule, teammates should avoid business relationships with patients. We do not want patients to think they will receive better or worse care if they “help” our teammates and their families.

Q: A new vendor is willing to give our facility a discounted contract for service on a new copier for our facility if we sign with his company. I think the contract will save the company a lot of money. Can I consider using this vendor?

A: Yes. If you think that DaVita would get a better deal with this vendor, bring it to your supervisor’s attention so the terms can be compared to other bids. DaVita often has national contracts with vendors and bases selection on price, quality and service. However, you may not receive a discount or other item of value from the vendor for your own use in return for helping the vendor get DaVita’s business.

Q: A vendor is offering to give me a free home computer just for signing a contract between DaVita and his company. Am I allowed to accept the computer?

A: No. We should never allow personal gifts or discounts to influence our judgment in signing a contract. DaVita selects its vendors based on price, quality and service, not on gifts.

Business Courtesies

Q: What does DaVita consider a “business courtesy”?

A: A “business courtesy” includes any items, services, benefits, or anything of economic or personal value, which can include: gifts, business meals, entertainment, travel, educational or promotional items, except for payments in exchange for properly contracted services to DaVita.

Q: Can I invite physicians to a suite at a sporting event for a presentation and buffet?

A: No. While it is possible to conduct legitimate business at a sporting event, attendance at a sporting event is inherently entertainment. Providing entertainment to a referral source could create the appearance that the purpose of the event is to generate business by providing a valuable personal benefit. Accordingly, attendance at a sporting event, and other entertainment or recreational event is not permitted.

Q: May I provide a physician with a gift basket of food or wine?

A: This will be dependent upon the local laws of the intended recipient’s home country. Check the Business Courtesies and Gift Policies for your country for specific guidance.

Q: I want to give another teammate a present for her birthday. Does the Business Courtesies or Gift Policies apply?

A: No. These rules do not apply to interactions solely between DaVita teammates. The birthday gift would be acceptable as long as it is intended to be a genuine expression of personal esteem and does not influence business decisions.

Q: May I give a gift to a patient?

A: Generally, you should refrain from giving and receiving gifts from patients. Gifts should not be given to induce patients to use or continue to use DaVita as a health care provider. Occasionally you may give a gift to a patient, if it is permitted by the local Gift policies.

Q: A vendor is trying to give me an expensive gift that obviously violates the Gift Policy. Is it OK to refuse a gift?

A: Yes! It is perfectly acceptable to decline a gift. You should explain that the gift is very generous, but it could create a conflict of interest. You should also notify the Compliance Department of the proposed gift.

Q: Can vendors give gifts to an entire group of teammates?

A: Yes, if the gift is provided to a team, facility or department, it is consistent with local policies regarding the acceptance of gifts from vendors, and shared by the group. Some examples of acceptable gifts are holiday gift baskets, cookie trays or a box of chocolates. Teammates may also accept promotional items like office products with a vendor’s logo.

Conflict of Interest

Q: Am I allowed to have a second job?

A: Yes, as long as the second job does not conflict with your work at DaVita. If you wish to have a second job, you need to disclose the potential job to your supervisor to ensure it will not impact your ability to fulfill your obligations to DaVita, result in an improper benefit to you or DaVita, or otherwise create a conflict of interest.

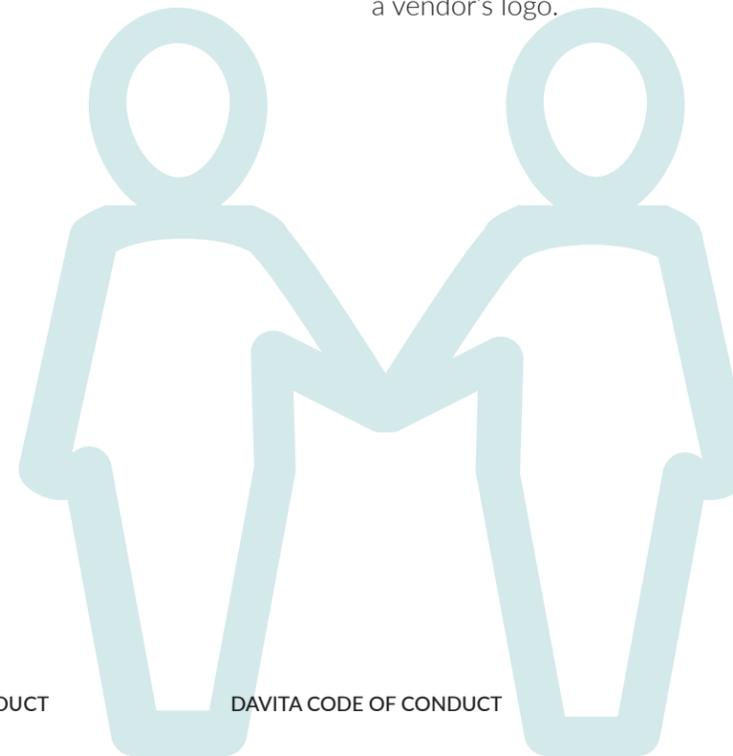
Q: Is it against the rules for members of my family to provide products or services to DaVita?

A: Not necessarily. Your relationship to this person may not influence a purchasing decision. To avoid a possible conflict, you should inform both your supervisor and the Compliance Department of any close personal or family relationship with a vendor or potential vendor before arranging to use their services.

Employment

Q: One of my teammates likes to tell jokes during down time. The jokes range from vulgar to sexual in nature. Is there anything I can do?

A: Yes. If you feel comfortable with the teammate, you should ask the teammate to refrain from telling inappropriate or offensive jokes. If you do not feel comfortable speaking with the teammate, discuss the situation with your supervisor (unless the teammate is your supervisor) or Human Resources.





Legal Employment

Q: What does it mean to be a U.S. Office of Inspector General (OIG) excluded individual or entity?

A: An OIG excluded individual or entity is a person or company that has been “excluded” from participating in health care programs funded by the U.S. federal government or state governments. Under U.S. law, anyone who hires an OIG excluded individual or company may be subject to civil monetary penalties.

Q: How does DaVita identify excluded individuals?

A: DaVita checks if individuals and entities involved in DaVita’s U.S. business operations are on any publicly available government list of excluded individuals and entities, prior to, and during, the individuals’ or entities’ involvement in DaVita’s U.S. operations.

Health and Safety

Q: I witnessed another teammate dumping chemicals from a facility in the city drain. What do I do?

A: Chemicals could be harmful and must be handled and disposed of in the correct manner to protect our local communities’ environment. You should report the incident to your supervisor or designee at the facility, and others as required by your local Health and Safety policies and procedures.

Accurate Records

Q: What do I do if I see another teammate make a mistake in a patient’s medical record?

A: There are very specific procedures for correcting mistakes in the medical record. You should review the incident with your supervisor and the teammate who made the mistake. If you are not comfortable approaching your supervisor, you can always consult the Compliance Department or contact the Compliance Hotline. DaVita prohibits retaliation against any teammate who seeks help or files a report in good faith.

Q: I was told by my supervisor to process charges for services even if the chart note did not support the level of service. What should I do? Where should I report this information?

A: You should discuss your concerns with your supervisor. If you are not comfortable approaching your supervisor, you can always consult the Compliance Department or contact the Compliance Hotline.

Q: A fellow RN called me from home after she completed her shift. She told me that she forgot to enter a verbal order she received for a change in medication. The nurse asked me to log the change into the patient’s chart and to use her initials. She said charts are often updated in this way and no harm is done. Is this okay?

A: No. While the nurse did the right thing by calling to report the chart error, the error should be promptly reported to the supervisor. You should never record an order you did not hear. Never sign someone else’s signature or initials, and never use another teammate’s password. The teammate who took the order can make the entry in the medical record as a late entry the next time the teammate is in the facility.

Q: I reviewed a draft of an official financial report and noticed that some of the data was incorrect. Should I assume someone else will catch this mistake?

A: No. Immediately bring this information to the attention of your supervisor. If an official statement is published with incorrect information, there can be serious consequences for DaVita and those in charge of preparing the document.

Q: A teammate or third party submitted an expense report for an event that never actually took place. What should I do?

A: Tell your supervisor, senior management, the Compliance Department or call the Compliance Hotline. Incorrect expense reports can be a way to defraud DaVita or to circumvent DaVita's Compliance policies.

Investigations

Q: Someone called and said they were from a government agency. The person wanted specific patient information forwarded to them right away via fax. What should I do?

A: Certain government employees and their agents have the right to review patient information. However, these requests are usually in writing and delivered in a formal manner. Politely ask the person to submit the request in writing through the proper channels. This will allow the request to be processed in accordance with applicable Privacy policies.

Protection and Proper Use of Village Assets

Q: I am a small business owner and perform consultations when I am not at DaVita. Can I email clients and fax forms during my lunch break using DaVita computers or fax machines?

A: No. All DaVita assets and supplies are used to further DaVita's business. Teammates should conduct outside business on their own time and with their own resources.

Q: My cousin works in the billing department of another dialysis company. Can we discuss our jobs when we are together?

A: There should be no problem, as long as you do not discuss proprietary, patient or confidential information. To avoid a conflict of interest, you should inform your supervisor of any close friends or family members employed by a competitor and comply with Conflict of Interest policies.

Insider Trading

Q: My family and friends occasionally ask me whether they should buy DaVita stock. Can I give them my opinion?

A: Avoid any specific discussion of company plans, performance and or other important developments that have not been made public. You should not make recommendations to anyone regarding buying or selling of DaVita stock. The same rules about "inside" information apply whether you buy or sell stock yourself or if you give the information to someone else, also known as a "tip." If stock is purchased based on non-public information or "tips" this can be a violation of federal security laws for the person who gave the tip as well as the person who received the tip.

Anti-Corruption, Anti-Bribery and Anti-Kickback Laws

Q: An affiliated physician is short-staffed at his office practice. Is it okay for my administrative assistant to help him with scheduling and paperwork?

A: No. Providing office assistance to a potential referral source, such as an affiliated physician, at no charge may be considered a kickback.

Q: A local surveyor responsible for overseeing my facility told me that I can pay him an annual fee to limit the number of surveys we receive in the course of a year. Is it okay?

A: No. Paying a surveyor to survey you less frequently than normal is a bribe. If anything like this ever arises, refuse the request and immediately contact a member of the Compliance Department.

Q: A consultant has been negotiating a government contract for DaVita and asks me to be reimbursed for a first class airline ticket to an undisclosed location. Should I inquire about the nature of the trip?

A: Yes. While the trip may be legitimate, an incomplete expense report is a red flag that the consultant may have improperly provided something of value to a government official or employee. You should inquire further about the business reason for the trip, ask for a copy of the airline ticket or invoice, and immediately contact a member of the Compliance Department if you suspect or know something is not right with the travel.

Q: We are leasing space from a public teaching hospital. One of the hospital's nephrologists has asked to use one of the conference rooms a couple days a week to meet with students. Is it okay to sub-lease the space to the nephrologist?

A: Yes, as long as the nephrologist pays fair market value or market rate to sublease the space, and a sub-lease agreement is executed. Contact the Legal or Compliance Departments for approval.

Charitable Contributions

Q: I volunteer for a few organizations. Can I approach DaVita for a donation?

A: Yes. DaVita may make a charitable contribution, if it is not given in order to induce or receive patient referrals or gain an unfair business advantage, and you obtain appropriate approvals in accordance with local policies.

Q: Can my facility make a charitable contribution to a charitable organization or event that is sponsored or associated with a referral source or a government official?

A: It depends. Before you make any promises, you should obtain appropriate approvals in accordance with local policies.



Resources to Support Making the Right Choice

The Compliance Hotline

The Compliance Hotline is available 24 hours a day, 365 days a year. If permitted by local law, Hotline callers may remain anonymous, and those who choose to give their name will have their identity protected to the extent practical and possible by law. An outside company receives the Compliance Hotline reports and will assist you in making your report. DaVita prohibits retaliation and harassment against any teammate who sought help or filed a report in good faith.

General Compliance Questions

Have a compliance question that needs to be answered?
Need help interpreting a specific compliance policy?

In the U.S.: email: Questionline@DaVita.com

Outside the U.S.: Contact your local compliance lead

Privacy Office

Have a privacy or security question or concern? Call the Privacy office.

- In the U.S.: 1-855-472-9822

Outside the U.S.: Consult a member of the Legal Department

Human Resources Resource Center

- U.S. Phone: 1-800-381-7063

Outside the U.S.: Contact your local Human Resources Director or Manager



Our Mission

To be the Provider, Partner and Employer of Choice

Our Core Values

Service Excellence
Integrity
Team
Continuous Improvement
Accountability
Fulfillment
Fun

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.

WE CARE 
EVERY INTERACTION MATTERS

Welcome
Empathize
Connect
Actively listen
Respect
Encourage



Corporate Office

2000 16th Street
Denver, CO 80202

© 2013 DaVita Inc. All rights reserved. INCO-10092014-018
Revised September 2011, July 2013, December 2013,
October 2014, October 2016, June 2019

COMP-9291

DAVITA.COM