



## Special edition: My Opinion Counts

### FOCUS ON:

Promoting a step-change in MOC communications and action planning

MOC as a key component of our non-financial performance

The 2023/24 MOC survey is just around the corner

PAGE 3

PAGE 14

PAGE 15

# MOC: our single most important employee feedback platform at Diaverum

Across the world, Diaverum is proud to call over 13,000 people part of its team. From Albania to Uruguay, across 24 countries; from the nurses, doctors and healthcare professionals that are the beating heart of our work, to the talented individuals serving in corporate functions, across all levels of seniority – each and every single one of you is key to the success of our organisation. That is why it's so important that we hear from you all what it's like to work for Diaverum.

Over the past decade, our annual employee survey, My Opinion Counts (MOC), has been gathering insights from around the world about our work experiences. Over the course of only two weeks, our staff worldwide ensures their opinions count by taking 5 minutes to fill a questionnaire of about 20 questions, the same for everyone, covering topics that are critical to our work experience, engagement and satisfaction – thus making it our single most important employee feedback platform at Diaverum.

With an **impressive 85% response rate**, last year's survey demonstrated that our employees actively participated in the MOC survey, driven by the belief that Diaverum is an organisation that evolves alongside their needs and the challenges of the world today.

Nonetheless, as our Stakeholder Communications VP, **Bruno Polizio** explains (p.3), this response rate is merely the starting point in the MOC journey of transforming your feedback into tangible improvements and opportunities.

**Sharing survey results, acting on feedback and communicating action plans at global, country and clinic levels are critical parts of the process, as highlighted in our 2022 survey – so much so that this was our lowest survey score then ("I have seen specific actions taken within my team as a result of previous surveys").**

This is exactly what this latest edition of our newsletter is all about – from p.4, you'll be able to review the key actions that our group functions and country operations are taking, and learn from some best practice sharing, too.

Furthermore, we will hear how Spain (p.12) and Brazil (p.13) are leading by example in communicating results and articulating action plans, involving their employees along the way. We'll also hear from our Global ESG Manager, **Stephanie de Sury**, about how MOC plays a central role in measuring our non-financial performance and ensuring we comply with upcoming ESG regulatory frameworks (p.14).

As we prepare to take this year's MOC survey – **firmly penciled in to run from 20 November to 3 December 2023**, I want to reiterate how important it is that as many of us as possible are active participants in this ongoing conversation. My Opinion Counts plays such an intrinsic role in making our business better each year and in turn, helps preserve our ability to provide life-enhancing renal care, far into the future.

I look forward to hearing from you all.

Thank you,

**Dimitris Moulavasilis,  
President & CEO**



# In this edition



## Promoting a step-change in MOC communications and action planning

PAGE 3

Albania, Brazil, Chile, China, France, Germany, Hungary, Italy, Kazakhstan, Lithuania, Malaysia, Morocco, North Macedonia, Poland, Portugal, Romania, Russia, Saudi Arabia, Singapore, Spain, Sweden, Uruguay, United Kingdom and Global



### MOC best practice: Diaverum Spain

PAGE 12



### MOC best practice: Diaverum Brazil

PAGE 13



### MOC as a key component of our non-financial performance

PAGE 14



### The 2023/24 MOC survey is just around the corner

PAGE 15



## Diaverum news

# Promoting a step-change in MOC communications and action planning

It's important in our culture of True care to ensure that Diaverum is a place where we feel we belong, have the opportunity to thrive and enjoy our working life. When this happens, everyone wins, especially our patients, since there is a strong correlation between engaged employees and our ability to deliver life-enhancing renal care.

Across our network of clinics in 24 countries, the 2022/23 survey was very successful in involving our people. **With an impressive 85% participation and record scores, it showed to all of us that employees around the world believe in the initiative, hoping that with their feedback, Diaverum can become an even a greater place to work.**

But as we all know, the work doesn't end with the delivery of

the survey. Equally important – as attested by our last year's lowest score – is to communicate to our people the survey results & the actions that our organisation is taking to tackle their feedback, at global, country and clinic level.

So in 2023, we stepped up our efforts around the world to ensure we delivered on that. Driven by leaders and HR, marketing and communications teams,

group functions and country operations delivered the following improvements:

- Aligned local activity further to our global MOC survey cycle, as described in the illustration of this page. We also tweaked the MOC timings, pushing the survey delivery to later in the year, to align it better to the company's calendar
- Articulated action plans at global, country and clinic levels, submitting centrally key country actions being taken on the back of the 2022 survey
- Communicated not only results – which has been done over the last years – but also how employee feedback informs action plans
- Shared globally best practices in this journey, so we can learn from each other

The result of this effort is summarised in the following pages, where you'll be able to see the key actions our group functions and country operations are taking, alongside some best practice sharing.

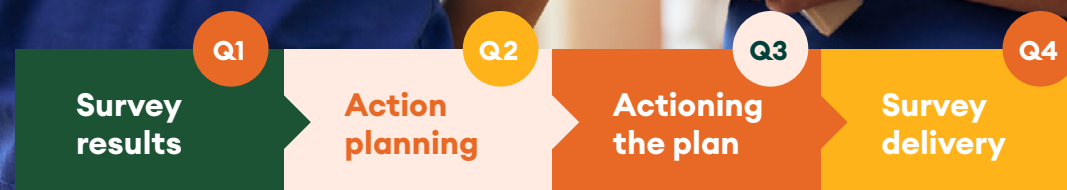
Read on and help us improve the MOC process even further in the years to come. ■



**Bruno Pamplona Polizio**, VP Stakeholder Communications



With an impressive **85%** participation and record scores, the 2022 MOC survey showed to all of us that employees around the world believe in the initiative, hoping that with their feedback, Diaverum can become an even a greater place to work.





# Diaverum news



## Responding to feedback:

- **Key actions:** bi-monthly manager-employee meetings to discuss: group dynamics/relationship with colleagues; new ideas, projects, initiatives; training requirements
- **Rationale:** to improve staff well-being; to build better communications between management and employees; to give employees the possibility to share their needs, concerns, opinions and ideas without hesitation



## Communications best practice:

- Survey results and action plans were first discussed among management teams, then cascaded to employees at clinic-level
- The Country HR Manager, for example, hosted a virtual town hall with Clinic Managers and Head Nurses from all clinics. The results were communicated in detail and discussed in an open forum to find new ways to ask for feedback, opinions and ideas
- Dedicated calls with all management teams were held to ensure that results have been shared and discussed with all employees, to create together an action plan
- Ongoing communications (in person and via e-mail) with local leadership team to carry out the action plan



Learn more about how Brazil translated their MOC results into action on p.13



## Responding to feedback:

- **Key actions:** (1) creation of "Embarque Nessa" (all aboard), a recognition and reward scheme / prize draw for those who meet the True care programme criteria, offering 4 cruise tickets for employees and their companion; (2) improvement of clinic infrastructure, including break-out spaces
- **Rationale:** decrease absenteeism, while valuing, recognising and motivating employees



## Communications best practice:

- Multimedia communications to all employees, conveying updates and messages from the results
- Carried out more than 300 technical training sessions for the nursing team
- Restructuring of internal communication, with the help of a specialised agency
- Special celebrations on commemorative dates



## Responding to feedback:

- **Key actions:** (1) create individual development plans with the clinic teams, using 70-20-10 methodologies; (2) implement career orientation workshop; (3) promote career growth options, using Diaverum with clinic staff testimonies
- **Rationale:** response to lower scores attained under "Diaverum supports my training and development needs" and "there are opportunities for my professional development at Diaverum"



## Communications best practice:

- Hosted local FIKA around strategic topics related to clinical best practices. These involved people from clinics, allowing a platform to exchange opinions and experiences
- Local leadership community (head nurses, clinic medical directors, area managers and all support functions leaders) held dedicated meetings to share the results; follow-up communications (via email) to share detailed report on results
- Joint video recorded by HR and Nursing Directors to explain why it is so important to give and receive feedback, and what is being done to improve the experience for the low score items. This video was broadcast in all clinics' communal staff areas



# Diaverum news



## China



### Responding to feedback:

- **Key actions:** staff representatives from clinics invited to discuss and submit their suggestions to improve management and operational efficiency
- **Rationale:** to ensure people's ideas and opinions are valued and empower them to speak up



### Communications best practice:

- A town hall communication before the survey to explain why we are doing this
- After survey, detailed and step-by-step reports shared across different levels
- Employee reps interviewed to double-check results relevance and accuracy



## France



### Responding to feedback:

- **Key actions:** (1) Learning & Development: continue to improve structure and support communications; (2) salary reviews; (3) to raise awareness of the importance of participating in the 2023 survey and of measures taken following the 2022 survey; (3) internal opportunities shared among all clinics; (4) talent reviews per clinic, with follow-up communications for employees
- **Rationale:** response to lower scores attained under "Diaverum supports my training and development needs" and "there are opportunities for my professional development at Diaverum"



### Communications best practice:

- April 2023: Presentation to Executive Team. Results sent to all Clinic Managers
- July 2023: All employees informed of Group results via the Group newsletter, translated into French
- Oct 2023: All employees informed of French results and actions via the French newsletter with teaser to the new survey
- Matrix sent to all Clinic Managers. Each clinic has drawn up its own action plan, shared in Blue Kango (EDM). A presentation was made to each ESC and followed up during quarterly COPIL meetings
- Each clinic presented a progress report on its action plan to each ESC



## Germany



### Responding to feedback:

- **Key actions:** new routines and continuous meetings to improve communication
- **Rationale:** overall score trends indicated a need to enhance communications between management and employees, in order to identify improvement opportunities; this will be checked via a quarterly update provided by our Area Managers. In addition to this, Germany plans to do a random test in 4-6 months with their head nurses and selected staff members to see if the situation has improved



### Communications best practice:

- Communicated directly to Area Managers and Head Nurses, as well as more widely on local Dialogue page
- Communicated directly with each individual clinic via virtual meetings, as each area has specific space needed a slightly different approach
- Implemented a series of new meetings and gatherings to bring the right people together and ensure that everybody is well-informed



# Diaverum news



## Responding to feedback:

- **Key actions:** (1) increase frequency and number of communication topics on different levels, both within clinics and HQ; (2) continuous technical and IT system controls training; technician training and IT system controls; (3) personalised development tailored to the individual needs of employees, both professional and personal – with some clinics investing in further training; (4) increase the comfort of social spaces
- **Rationale:** response to lower scores attained under "in working for Diaverum, I feel part of a global community", "Diaverum supports my training and development needs" and "I feel my well-being is taken seriously at work"



## Communications best practice:

- Within the framework of quarterly meetings, greater emphasis was placed on discussing the suggestions and ideas of employees, reinforcing that "their opinion matters" with clearer and more reaffirming feedback
- Active efforts to leverage MOC findings and aid face-to-face meetings with employees, encouraging open discussions and sharing of opinions
- Developing closer connections to Diaverum's global network of peers and colleagues – sharing company procedures and policies with everyone, and informing employees about development opportunities



## Responding to feedback:

- **Key actions:** (1) increase training hours by 33%; (2) salary review – implement measures to increase purchasing power of wages; (3) improvement of clinic facilities
- **Rationale:** to increase engagement and improve employee retention



## Communications best practice:

- Results shared at both country management and clinic level
- With communication of the action plan to all employees, a detailed update was made in October 2023, specifying the status for each action



## Responding to feedback:

- **Key actions:** develop a training plan, encompassing topics such as conflict management and managerial skills
- **Rationale:** to increase engagement and improve employee retention



## Communications best practice:

- Results communicated at both country management and clinic level
- Developed action plans for each clinic, in an initiative led by our Head Doctors and Head Nurses
- A country-level action plan was put together for general items
- Ensured that all 53 clinics were involved in the process. For this, Kazakhstan used its weekly calls with Head Doctors/ Head nurses. These calls were also used to follow up on results communications and announce action plans



# Diaverum news



## Lithuania



### Responding to feedback:

- **Key actions:** (1) training and development of our employees, with a focus on professional knowledge & skills; (2) discussions with functional managers about possible optimisation of workloads & resources
- **Rationale:** to ensure that we provide the best possible services to our patients



### Communications best practice:

- Results communicated at both country management and clinic level
- Improvement of communications between functions, management and departments
- Discussion with each department regarding the need to improve communications & action plan



## Malaysia



### Responding to feedback:

- **Key actions:** to improve communications
- **Rationale:** overall score trends indicated a need to enhance communications between management and employees in order to identify improvements



### Communications best practice:

- Email communicating MOC findings sent to all employees
- Posters were put up in staff areas across all clinics
- Increased communications between Singapore management team to clinical staff
- Management visited all clinics to communicate the results & actions taken to the clinical team



## Morocco



### Responding to feedback:

- **Key actions:** (1) salaries, benefits & group policies review; (2) develop a new kitchen and storage areas in Marrakech; (3) improve work spaces in Agadir, including new breakout space
- **Rationale:** improve quality of life & well-being of staff



### Communications best practice:

- Communicated to clinic managers & staff via newsletter



# Diaverum news



## North Macedonia



### Responding to feedback:

- **Key actions:** initiatives focusing on (1) employee well-being; (2) leadership development & decision making; (3) regular meetings with management to discuss conflicts of interest in the work place and with staff to share improvement ideas; (4) Learning & Development on digital tools
- **Rationale:** overall score trends indicated a need to enhance communications between management and employees in order to identify paths for improvement



### Communications best practice:

- In March 2023, the results were presented by HR to clinic managers, who then shared these with their respective teams
- After the presentation of the results, clinic management teams were required to form an action plan in response to their results by April. These were then collated into a country-wide plan
- By end of September 2023, clinics had to report on the status of action plans



## Poland



### Responding to feedback:

- **Key actions:** enhancement of Learning & Development capabilities, including: launching of new local Training Policy; extension of online learning programmes in local language; training material for Managers on Managing Employee Development; annual on-site meeting for Clinic Management; 2-day on-site workshop for mentors; boosting communications on Nursing courses available; implementation of post-training feedback survey
- **Rationale:** to drive organisational learning, including peer-to-peer knowledge exchange



### Communications best practice:

- Communicated at country and clinic level
- "Inspiration Zone" in HR newsletter to boost best practice sharing between clinics



## Portugal



### Responding to feedback:

- **Key actions:** (1) to deliver company & MOC updates via newsletter "Cuida e Inspira" ("Care and Inspiration"); (2) to improve and deliver a variety of internal communications, including "best practice" FIKAs and 'town hall' sessions; (3) better opportunities being explored for collaboration between clinics; (4) establish explicit link between measures/ internal communications and the MOC action plan (e.g.: increase of the meal allowance); (5) salary review in line with market practice
- **Rationale:** 49% of Portugal's employees agreed actions taken as a result of feedback given in the MOC were not clear



### Communications best practice:

- Meetings with top and bottom-ranked clinics to identify the causes of results, collect good practices for sharing and implementation
- Preparation and communication of the Action Plan to employees and country HQ



# Diaverum news



## Romania



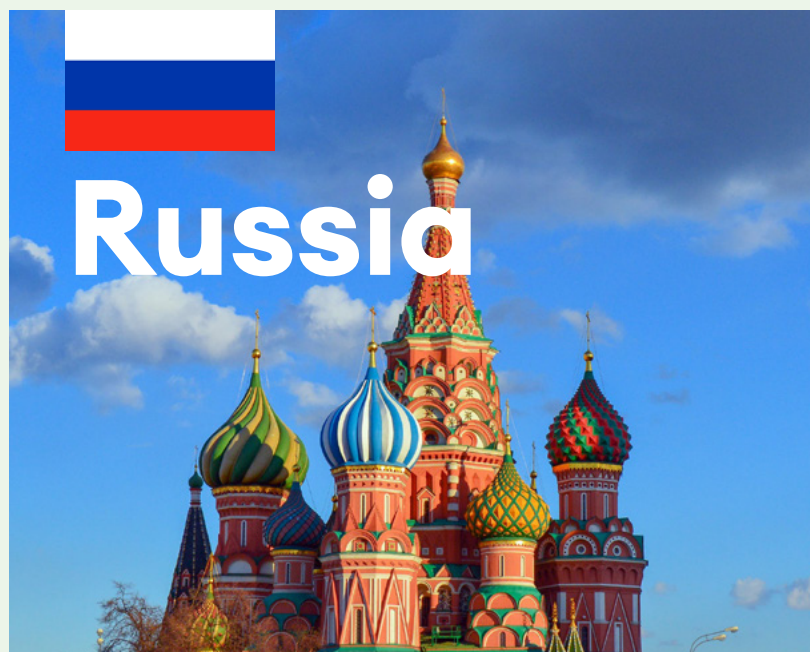
### Responding to feedback:

- **Key actions:** (1) implementation of improved communications processes, including an internal newsletter and monthly employee meetings with clinic management; (2) well-being & development: increased emotional support to employees, online communications courses for all, specific d.PEOPLE training translated and delivered locally, continuous implementation of training courses at the Fundeni Centre of Excellence etc.; (3) yearly team-building activities and birthday messages
- **Rationale:** to share information and nurture better communications across all staff units



### Communications best practice:

- Results communicated at country and clinic level in March 2023, with a request for each clinic to submit an action plan in response to their results
- Three Action Plan proposals received from each clinic; the most common plans were identified and then communicated to Clinic Management in May
- Updates sent to all employees once Action Plan was implemented
- Virtual meetings with staff, giving them the chance to ask and clarify specific things; these were attended both by the Country Manager and management team so that everyone understood the importance of this project and their expected involvement
- Regular updates were issued regarding the National Plan and later on, with the actions implemented



## Russia



### Responding to feedback:

- **Key actions:** (1) psychological support for staff who showed signs of stress; (2) training/development programme based on results of examination; (3) team building activities; (4) MOC plans reviewed in weekly progress updates with each Country Manager and Country Managing Director
- **Rationale:** prevent staff burnout & nurture and improve well-being



### Communications best practice:

- Communicated at country and clinic level
- Survey data was analysed by Country Manager
- Results were shared with all clinic managers in order to:
  - present results to clinics
  - get feedback from clinic managers
  - give proposals to improve working conditions and increase employee motivation on clinic level



## Saudi Arabia



### Responding to feedback:

- **Key actions:** (1) roll-out of MOC as part of people engagement and care provision in Bird's Eye Project - per clinic with analytics tools and comparison - connecting MOC results and employee well-being with PX, QoL, and IPPS modules in the project; (2) plan clinic meetings and equip clinic teams with key data - read, reflect and discuss trends, development areas and best practices
- **Rationale:** strategic direction to be employer of choice in health care by 2028



### Communications best practice:

- Communicated at country level, with clinic-level discussions still ongoing
- A comprehensive action plan for Saudi Arabia as a whole shared on portal
- HRBP discussed with clinic leadership teams specific clinic results, examined trends and asked questions to clarify. Then, together with the clinic leadership teams, agreed clinic-specific actions



# Diaverum news



## Responding to feedback:

- **Key actions:** (1) employee benefits review with a focus on well-being; (2) improved working conditions: outsourced housekeeping tasks, allowing nurses to focus solely on clinical tasks; (3) remove overlapping shift headcount; (4) implemented 5-day work week with the same working hours per week
- **Rationale:** response to lower scores attained under "I feel my well-being is taken seriously at work"



## Communications best practice:

- Email communicating MOC findings sent to all employees
- Posters were put up in all clinics
- Management visited all clinics to communicate the results & actions taken to the clinical teams

Read more about Spain's best practice methods on p.12



## Responding to feedback:

- **Key actions:** (1) True care meetings: annual physical meetings in all clinics with all staff (sometimes 2 per clinic); (2) share, analyse and discuss MOC results with all employees, along with any other hot topic (True care values, problems in the clinic, new strategies, etc.)
- **Rationale:** response to lower scores attained under "Diaverum supports my training and development needs", "my ideas and opinions are valued" and "I speak up if I have concerns or believe something is not correct, without fear of negative consequence"



## Communications best practice:

- Communicated in Executive Reports and to clinics
- Team Meetings with clinic management (with a country management team member always in attendance) to explain results, MOC official process and agree on the deployment per clinic. Subsequently, an Action Plan was created



## Responding to feedback:

- **Key actions:** (1) communications: update Sweden page on Dialogue and fill in information gaps; (2) increase information sharing from CMD; (3) more global info on APT and more participation at global meetings; (4) Development: targeted training programmes for managers/ employees alike; development talks with manager; develop the distribution of responsibilities & opportunities; design the competence ladder
- **Rationale:** to improve organisational climate & interfacing with global teams; to increase equal opportunities for everyone at Diaverum



## Communications best practice:

- Communication amongst management in January 2023, and then at clinic level, by clinic managers to staff, the following month
- Action plan at country level communicated to Swedish management team in March 2023, with action plans communicated to staff later the same month
- Response to Action plans at clinic level communicated to Country Manager in April
- The results were communicated from presentation made from the digital Dashboard. The Swedish HR team set the presentations up for the Clinic Managers, to present for staff



# Diaverum news



## Uruguay



### Responding to feedback:

- **Key actions:** New setup of workshops for MOC feedback and action planning in each of the clinics. CM and HR visited all clinics to discuss specific action plans for them
- **Rationale:** overall score trends indicated a need to work further with the clinic teams, with Head Office support, in order to identify paths for improvement



### Communications best practice:

- Series of clinic meetings took place over two weeks in October 2023
- Q&A sessions for all employees



## United Kingdom



### Responding to feedback:

- **Key actions:** (1) Remuneration, including: review of staff pay levels, completing a full market benchmark to identify salaries for each band & level of experience; new salary programme implemented in January 2023; Unsocial Pay Policy also implemented at the same time for clinic hours; (2) Resource Management: review the approach of rotation to support efficient planning & resource allocation; (3) increase access to digital tools such as TGS; (4) enrich onboarding process for new joiners; (5) Learning & Development: additional resources made available in d.PEOPLE; (6) Well-being initiatives
- **Rationale:** overall score trends indicated a need to enhance areas relating to the above, including "there are opportunities for my professional development at Diaverum"; and "I would recommend Diaverum as a good place to work"



### Communications best practice:

- Communicated at country and clinic level in face-to-face sessions and across variety of communications channels, including a special edition newsletter, "You Said, We Did"



## Global



### Responding to feedback:

- **Key actions:** access to LinkedIn Learning offered to Corporate Global and Regional teams; appointment of Well-Being Ambassadors, including within our main hubs for global functions (Sweden and Hungary); launch of first-ever Global Well-being Challenge in September 2023
- **Rationale:** focus on the barriers to efficiency across three different areas; communication, well-being and Learning & Development



### Communications best practice:

- Quarterly newsletter to ensure HR-related information reaches all global functions
- Creation of a new email distribution list for Global and Regional teams
- Global and Regional teams invited to different communication initiatives related to key business topics and milestones



## Diaverum news

# MOC best practice: Diaverum Spain

For Diaverum Spain, as it is across our global organisation, the annual MOC survey is an invaluable opportunity to understand from our employees how we are performing as a business.

This year in Spain, we wanted to take the conversation a step further – spending time on the ground with each and every single one of our employees and engage directly with them to deliver tangible results. Here's how we did it.

To ensure the correct process of reporting and dissemination of our MOC results across the organisation, we first gathered, analysed and compiled these into individualised reports for each of our clinics. These were then dispatched to the respective management teams; together with country management, these were reviewed and an action plan for their further dissemination was agreed upon. The results were then made public, at both country and clinic level; to facilitate further

discussions, we then held a series of what we called "True care" meetings.

### The "True care" meeting concept

The "True care" meetings are in essence, a series of "town hall" meetings. At least one was held across each of our 47 clinic locations and every one of our employees was invited to participate. In order to guarantee the initiative's successful execution, a portion of our annual budget was allocated to

supporting the behind-the-scenes, rather complex logistics.

During these meetings, the teams were presented with the MOC results for their clinic. They were invited to share their opinions and observations, but also to ask any questions they might have – without any restrictions or reservations. Each of these was attended by at least one management team member, ensuring not only alignment and accountability on their outcome, but also that the opportunity to solicit further feedback and context on MOC findings was fully leveraged.

The "True care" meetings are just one of the ways Diaverum Spain is reinforcing its pledge to foster a culture of genuine responsibility and commitment towards our employees, ensuring our ability to provide life-enhancing renal care for patients, for many years to come. ■



**Carlos Carpintero de Andrés, HR Director – Diaverum Spain**



Group gathering after a True care meeting



Presentation of MOC findings in a True care session





## Diaverum news

# MOC best practice: Diaverum Brazil 🇧🇷

In reviewing the results of the 2022 MOC survey cycle, the team at Diaverum Brazil uncovered an important find; that its employees were eager to receive more regular and in-depth communications about local news and development. Here is how they responded.

Effective communications are the cornerstone for nurturing a thriving and engaged workforce. When employers take the time to share updates and plans for the organisation, not only does this foster an environment of transparency and trust, it also allows for a sense of belonging and personal contribution to the "bigger picture".

Our MOC results revealed that there was an appetite for a more robust and cohesive communications plan; while we were already active in this space, including through messaging services, it was clear that an evolution in our approach was needed. We decided to take

immediate action, first by working with our Marketing team, who generously offered to allocate some of their contracted hours with a professional agency that supports with our internal communications activities.

As a result, our communication approach has become significantly more professional and efficient, successfully aligning with Diaverum's brand guidelines, and offering a refreshed & easy identifiable suite of communications materials for our employees. This transition complemented some of our already very successful initiatives, particularly those around special events, that have long been

a tradition amongst Diaverum Brazil to celebrate as a team.

Our MOC results were instrumental in triggering this action plan, serving as a timely reminder that a well-structured communication strategy can be the key in maintaining connections between our leadership teams and our people. We look forward to building on the early success of this initiative, and seeing how people have responded to this, in the next cycle's results! ■



**Tatiana Dalberto,**  
HR Manager for  
Diaverum Brazil



Our MOC results were instrumental in triggering this action plan, serving as a timely reminder that a well-structured communication strategy can be the key in maintaining connections between our leadership teams and our people.



## Diaverum news

# MOC as a key component of our non-financial performance

The environmental, societal and economic challenges that have shaped our world in the past years, and their ensuing impact on the health and well-being of our patients, staff & communities alike, have meant that Diaverum's focus on driving forward its Environmental, Social and Governance (ESG) ambitions has grown exponentially in importance and scale.

MOC provides us with unique and valuable insight into our workforce performance, forming an integral part of our annual ESG reporting. It helps us articulate clearer ambitions, solid governance controls and a well-defined ESG roadmap for the years to come, covering our strategy and actions that ensure our stakeholder-centric business approach.

But it goes beyond this – the MOC survey is set to play an instrumental role in helping Diaverum comply with upcoming ESG regulatory frameworks. In the EU, for example, a set of mandatory reporting standards, known as

the **European Sustainability Reporting Standards (ESRS)**, will be deployed over the next three years, as part of the EU's Corporate Sustainability Reporting Directive (CSRD).

So how would MOC help us comply? For example, by showing how Diaverum employees experience working conditions, equal opportunities, and fair treatment - all of which covered in our survey questionnaire and essential to understanding employee experience in any given company.

The next few years, all over the world, will be raising the bar for breadth and robustness

in sustainability reporting, covering categories beyond the environmental issues that are receiving a lot of attention lately. With a well-established employee survey such as MOC already in place, Diaverum is well-ahead of the curve and prepared to respond to the demands of the future – it is up to us as a collective to ensure it delivers the maximum possible added value. ■



**Stephanie de Sury,**  
Global ESG Manager



## Diaverum news

# The 2023/24 MOC survey is just around the corner

This year's My Opinion Counts (MOC) is set to run for around two weeks from 20 November, to 3 December 2023 – have you saved the date in your diary?

Our employee survey MOC ensures that Diaverum remains true to its True care culture by asking all of us about how to improve our workplace environment and employee experience. But our participation in the survey goes beyond improving our own work experiences. It also benefits the patient, since there is a strong correlation between engaged employees and our ability to deliver life-enhancing renal care.

As you will recall, last year saw the introduction of a new and improved survey; we will continue to build upon this in 2023, without significant changes being introduced. The survey will be delivered the same way – digitally, paper-free, easily accessed via a QR code on your device of choice, desktop, mobile or tablets – and will take just a few moments to complete.

To learn more about the survey, watch a recording, or take a look at the presentation of our MOC GLT Learning FIKA session that took place in September.

If you have any questions, don't hesitate to contact the following colleagues:



**Marianna Sofocleous, Global Communications & Editorial Manager**



**Håkan Petersson, Director of Leadership and Development**

**Or your local HR, Marketing and Communications leads. ■**







## Life-enhancing renal care

For body, mind and soul. With passion and inspiration. Empowering patients, their friends and family. Because everyone deserves a fulfilling life.

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