

Diaverum news

November 2025



Special edition: Getting ready for the 2025/2026 My Opinion Counts survey

FOCUS ON:

Transforming the
2024 MOC insights
into actions in 2025
and beyond

Learn how Poland
and Romania
are setting new
standards of
excellence

The 2025/26 MOC
survey is just around
the corner

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Reflecting on MOC 2024 and the road ahead

Dear colleagues,

With the annual My Opinion Counts (MOC) survey just around the corner, I am pleased to take this opportunity to reflect on its importance and the progress we have made over the past year. Since stepping into the role of Chief Executive Officer, I have come to appreciate even more deeply the dedication and spirit that define our organisation. At Diaverum, our people are at the heart of everything we do, which is why MOC remains such a vital part of how we grow together. As part of the M42 group, we are also aligned with a broader set of shared values that place people, learning and collaboration at the centre of sustainable healthcare. This includes a strong focus on human capital development across the organisation – investing in our teams, their skills and their well-being so that they can continue to deliver outstanding care.

Since the survey's inception in 2013, MOC has been a cornerstone of how we listen to our teams around the world. It provides a trusted space for open feedback and serves as a compass – helping us understand where we stand today, reflect on how far we have come, and shape a shared vision for the future.

Each year, colleagues from every function and level take part in a questionnaire that assesses the key drivers of their experience, engagement, and satisfaction. Through these insights, we gain a deeper understanding of how to continually improve our workplace and better support our people in delivering life-enhancing renal care to patients worldwide.

In 2024, **we achieved an 87% response rate – a five-point increase from the previous year and the highest participation since the survey was first launched.** This remarkable level of engagement speaks to the strength of our culture and provides us with invaluable insight into what it means to work at Diaverum today. Moreover, this was further highlighted in the results: our overall score rose to 4.16/5 (up from 4.06 in 2023), with **more than eight in ten colleagues recommending Diaverum as a good place to work.**

Though, as we all know, improvement is a continuous process. 'Our company' and 'Being the best I can be' were the lowest-scoring categories, but both showed encouraging progress last year. 'Our company' rose to 76% (+7pts vs. 2023), and 'Being the best I can be' increased to 77% (up from 74% in 2023). These gains reflect the positive momentum already underway and our continued focus on strengthening these areas across the organisation.

But our journey doesn't end with the results. What truly defines us is how we respond to your feedback – how we translate insight into meaningful action.

In this special edition newsletter, you will see how your voices are shaping initiatives at every level of Diaverum – from group-wide programmes to local action plans in our countries and clinics. From page 3 onwards, we highlight how MOC insights are guiding work across our global functions and operations, with examples of best practice from colleagues around the world. In particular, Poland (p. 11) and Romania (p. 12) stand out for their structured approach to communicating results, building engagement and driving collective ownership of improvement.

As we approach this year's MOC survey – **scheduled to run from 24 November to 7 December 2025** – I want to emphasise how important your participation is, not only for Diaverum as an organisation, but for you individually. By sharing your voice, you help shape a workplace that truly supports your needs and aspirations. Together, we create a positive momentum that strengthens our shared mission of delivering life-enhancing renal care – because it is our people who power that mission forward.

I look forward to hearing from you all and continuing the conversation.

Thank you,

Rafael Romanini
Chief Executive Officer



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MOC 2024/25 action planning: how our countries listened and responded

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



Transforming the 2024 insights into actions in 2025

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MOC best practice: Diaverum Poland

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MOC best practice: Diaverum Romania

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Recapping MOC 2024: another strong set of results with significant areas of improvement

For Diaverum, it is important to hear from our employees about their experiences working with us. Therefore, each year, through our ‘My Opinion Counts’ (MOC) global employee survey, we gather feedback from our people to understand how we can improve our workplace environment to better support them in delivering life-enhancing renal care to patients worldwide.

As I see it, our values aren’t just words on paper - they run deep in the veins of this company. You see them in the way people show up for each other and in the way teams go the extra mile. The 2024 MOC results bring this to life: they show a workforce that turns those values into everyday behaviours, and a culture built moment by moment by people who believe in what they do – and in one another.

A strong signal of engagement

In 2024, we achieved an 87% response rate, marking a 5-point

increase from the previous year and the highest participation rate since the survey’s inception in 2013. This marks an exceptional level of engagement that has provided us with an in-depth insight into what it means to work for Diaverum around the world, and how that experience is evolving year after year.

This level of participation also tells us something important about our culture. When employees take the time to share their views, they are sending a clear message: they believe their voice matters, and



Overall scores	<ul style="list-style-type: none"> → Survey participation has increased +5pts to 87% since 2023 → Overall results are strong and rising in positivity (% total agree) → Scores on all five question categories have increased, especially ‘Our company’ (76%, +7pts vs. 2023) → While ‘Our company’ and ‘Being the best I can be’ are the lowest-scoring categories, these questions see the biggest uplifts
Highlights	<ul style="list-style-type: none"> → The following three questions are joint highest scoring this year (all 89%): <ul style="list-style-type: none"> ↳ Educating patients and communities about kidney health ↳ Teams working well together ↳ Confidence in using technology → Engagement is strong (84%) and has either risen or remained stable across most countries. Manager scores also remain high → Fewer employees are planning to leave. 68% plan to stay at Diaverum, with a year-on-year increase since 2022. Nurses, the lowest-scoring group of 2023, see the biggest increase this year in intent to stay
Lowest score	<ul style="list-style-type: none"> → Seeing specific actions after previous surveys is the lowest-scoring question, but it has improved (67%, +6pts vs. 2023) → Career and development opportunities remain an area for focus → Workload is the main barrier cited by employees, especially by nurses Gaining the right insights
Gaining the right insights	<ul style="list-style-type: none"> → Results can vary significantly across different countries and cultures, especially regarding role, tenure and seniority → Engagement peaks for new starters, while those with 1-2 years’ tenure see the largest drops. This pattern is consistent across many organisations

they trust that Diaverum will act on what they say. When we recognise and listen to people meaningfully, we do more than acknowledge excellence – we encourage more of it. Recognition done well builds connection, strengthens belonging and helps talent grow, and these are all core drivers of engagement.

Overall in 2024, all but one score increased compared with 2023, and we exceeded global benchmarks in 13 of the 14 metrics where these data are available.

The highest score of the survey went to a new statement added last year (“Diaverum educates patients and communities about kidney health”), reaching a phenomenal 89% agreement, and showcasing how seriously we take the responsibility of educating communities & delaying CKD progression when possible. Also for the first time, our employees were asked about Diaverum’s True care culture (“In my team, we embrace Diaverum’s True care culture in everything we do”), with an impressive 87% agreement, as well as our commitment towards the environment (“Diaverum is

committed to reducing its impact on the environment”). The latter scored 79%, 13% above the global benchmark.

On the other hand, ‘Our company’ and ‘Being the best I can be’ remain key areas for focus, as the two lowest-scoring categories. That being said, these also showed the most significant increases, to 76% (+7pts vs. 2023), while the latter noted a smaller increase, to 77% against 74% in 2023, reflecting positive momentum in prioritising these topics for further improvement across the organisation.

Put simply, the MOC results show that our people are engaged, proud of the care they provide and honest about where we need to improve. Our task now is clear: to keep turning this feedback into visible action – continuing to make our values real, and our engagement even stronger. ■



Patricia Fors, VP HR Europe, LatAm & Global HR Operations

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How our countries are listening and responding to the feedback received

Exploring the key actions taken by our group functions and country operations – and learning from best practices – we can find fresh inspiration for improving our workplace environment. Keep reading to discover how our colleagues around the world have shared survey results with their teams and turned feedback into meaningful action.



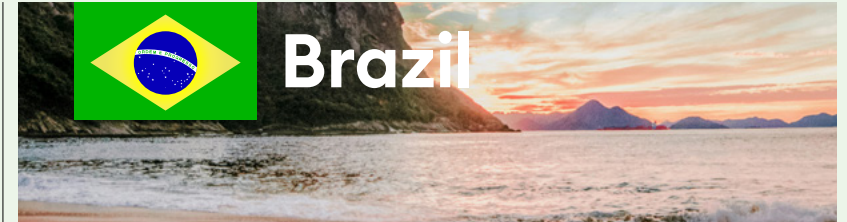
Responding to feedback:

- **Key actions:**
 - enhance training for Medical and Nursing staff to strengthen clinical skills and refresh knowledge
 - expand well-being initiatives to promote staff well-being and engagement, both inside and outside of the workplace
- **Rationale:**
 - actions are a direct response to feedback received from clinical teams, ensuring that support is targeted, relevant, and impactful
 - in addition to ‘Diaverum for Health’ Challenge, regular activities and well-being initiatives encourage colleagues to recharge, strengthen relationships, and foster a positive, supportive workplace culture



Communications best practice:

- held an online meeting with all managers and head nurses from each clinic to share and explain the overall results in detail
- followed up with one-to-one calls with each clinic to address specific challenges and dynamics
- conducted a final group meeting to review action plans, exchange feedback, and share ideas among clinic teams
- communicated the country-level results via email and discussed them further at head office



Responding to feedback:

- **Key actions:**
 - professional development: partnerships with educational institutions (local nursing tech schools, nursing universities, IT, and English schools) and integration of performance appraisals to enhance skills and provide tailored learning opportunities for our staff
 - employee access to local wellness centres for sports, cultural, and learning activities (SESC, SESI and SENAI), making these benefits available to employees and their families
 - strengthen communication at clinic level by organising regular meetings within main areas to share information, feedback, and ideas
 - active participation in global initiatives such as the Diaverum Awards and ‘Diaverum for Health’ Challenge
- **Rationale:**
 - focus is to provide employees with clear opportunities to grow in their careers, particularly at clinic level. Many staff members expressed interest in progressing from general roles to nurse technician positions, and from nurse technicians to becoming registered nurses. By partnering with local colleges and offering discounted access, we aim to make professional growth more accessible. Similar opportunities will also be created in IT and language training, further supporting staff in developing valuable skills for their careers



Communications best practice:

- results discussed at management level, for dissemination to clinics; these were then cascaded to all employees in a series of face-to-meetings
- overall message was sent by Country Manager thanking participations, sharing overall results and main actions to all employees

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Responding to feedback:

- **Key actions:**
 - establish a well-being programme
 - recognition plan: develop and implement a strengthened Recognition Plan
 - All Hands meetings: hold quarterly All Hands meetings to communicate key updates for Diaverum Chile, celebrate promotions, and recognise outstanding contributions
 - continuation of training module for employees, responding to requests from staff members. A Leadership Programme for Head Nurses will also be established, to develop future leaders
 - quarterly well-being actions: Implementation of quarterly initiatives focusing on employee well-being at clinic level
 - strengthening Diaverum's True care culture, encouraging teams to collaborate closely for the benefit of patient care and initiate internal discussions regarding patient opinions and feedback
 - Fika sessions: Continue Fika sessions to provide a platform for employees to share opinions and foster a sense of community, enhancing the feeling of belonging to a global organisation
- **Rationale:**
 - foster a culture of well-being within clinics by providing access to psychologists, promoting active gym participation, and offering a variety of activities to support both physical and mental health
 - further acknowledge and celebrate achievements at clinic level, aligned with the spirit of the Diaverum Awards to boost morale
 - quarterly leadership visits to clinics to maintain close connections and implement the Benefit Policy



Communications best practice:

- results were delivered through individual clinic visits, with some results shared via Teams



Responding to feedback:

- **Key actions:**
 - conduct regular one-on-one meetings with employees to understand their overall situation and psychological well-being, and address any issues in a timely manner
 - implement a monthly reward scheme to recognise and celebrate nurses with outstanding performance
 - organise team-building activities to strengthen relationships and foster collaboration
 - improve the working environment by:
 - ↳ ensuring cleanliness and proper maintenance of facilities
 - ↳ providing convenient amenities (e.g. snacks, comfortable break areas)
 - open communication channels by holding quarterly one-on-one conversations with every employee to:
 - ↳ allow them to express ideas, concerns, and needs
 - ↳ identify challenges early and resolve them promptly
 - ↳ promote well-being and explore ways to enhance it (e.g. outdoor team-building activities to reduce stress and strengthen cohesion)
 - understand employees' core needs, such as opportunities for skill development and career growth
 - HR to lead clinic-by-clinic results sharing together with the Medical and Nurse Heads, including a deeper dive into selected questions raised by daily operations
 - ensure sufficient time for all staff to complete the survey and reinforce that responses are confidential
- **Rationale:**
 - regular interviews and team-building activities are effective in understanding employee needs, strengthening trust, and improving engagement



Communications best practice:

- country-level results were presented during the management meeting, along with expectations and next steps
- clinic-level results were delivered by HR during individual clinic meetings, with face-to-face sessions held in specific clinics
- document and share how key actions are being brought to life



Responding to feedback:

- **Key actions:**
 - attract new employees by building relationships with schools, developing a communication brochure, and initiating a partnership with the Red Cross
 - strengthen Employer Branding by participating in the Nursing Trade Fair in Paris, showcasing Diaverum as an employer of choice
 - improve communication by training the Country Leadership Team (CLT) members on insights and implementing an individual social report for permanent employees
 - communicating with teams on the follow-up to MOC
 - inform employees about training plans
 - improve the feeling of belonging to an international community by increasing participation in the 'Diaverum for Health' Challenge, Diaverum Awards and the creation of the CLT, to better disseminate the Group's messages



Communications best practice:

- the MOC survey results and action plans were presented to each clinic during in-person meetings, as well as to employee representatives
- a newsletter outlining the country-level results was shared with employees

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Responding to feedback:

- **Key actions:**
 - introduce monthly newsletter for managers to share news about Diaverum, upcoming events, and important updates
 - new routines to foster clearer communication and greater digital collaboration
- **Rationale:**
 - overall score trends indicate the need for continuous efforts to improve communications between teams



Communications best practice:

- the country-level and clinic-specific results were communicated through Teams meetings, email, and Dialogue



Responding to feedback:

- **Key actions:**
 - succession planning: identified and positioned 10 roles to be filled by internal colleagues, giving employees the opportunity to grow within the company
 - enhancement of internal communication:
 - ↳ established weekly calls between Clinic Management Teams and Headquarters teams to align priorities and resolve issues efficiently
 - enhancing engagement:
 - ↳ offered gifts to patients and employees on Easter Holidays and National Nursing Day
 - ↳ in the process of organising team activities for employees to strengthen team building and well-being
 - personal development:
 - ↳ Headquarters Directors work closely with teams to provide daily and ongoing feedback, fostering continuous learning and development
- **Rationale:**
 - support continuous learning and well-being by offering development-focused feedback and team-building activities
 - improve communication and engagement with both staff and patients through regular touchpoints, updates, and recognition initiatives



Communications best practice:

- weekly cross-team calls to align priorities and share updates
- regular newsletters to communicate key information



Responding to feedback:

- **Key actions:**
 - upgrade of clinic interior for staff spaces, based on nurses' preferences, to increase efficiency, ensure comfort and well-being, and create a more welcoming atmosphere
 - organise team-building trips and professional refresher training for nurses, to strengthen collaboration, improve interpersonal dynamics, and ensure continuous professional growth
 - provide communication and conflict-handling training to enhance teamwork among staff and maintain a positive work culture
 - ongoing patient education to empower patients with better knowledge for their treatment journeys
 - implement continuous improvements in building comfort features, to optimise the working environment for staff and provide a more supportive, pleasant setting for both staff and patients
 - celebrate the 30th jubilee of employees country-wide, to recognise long-term commitment, boost morale, and foster pride and unity across the organisation
 - provide new equipment such as coffee machine, treatment chair (according to budget), blood pressure monitors, and soap, to support daily operations, improve patient care quality, and contribute to staff comfort and hygiene standards
 - start energetic modernisation of facilities in line with ESG best practices



Communications best practice:

- results and actions collected shared with clinics via engaging presentations for further study and implementation

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Responding to feedback:

- **Key actions:**
 - training: investing in language training to facilitate communication with holiday patients; offer courses on ultrasound techniques to improve monitoring of vascular access; proposing courses for Continuing Medical Education (CME) credits; allocating budget for training of HQ people aligned with business needs; study fund for two nurses per year
 - clinic operations: Area Managers and Team Heads to work together to address any issues affecting both patients and staff; the role of the psychologist will be reinstated in clinics to support mental health
 - communication: increase meetings at both a clinic and regional level to ensure colleagues stay consistently aligned on all aspects of work
- **Rationale:**
 - sharing results at both HQ level and clinic level, coupled with visits from HR and Area Managers, ensured a cohesive, comprehensive approach to understanding and addressing survey outcomes
 - by investing in English language courses and allocating funds for nurses education and HQ staff training, Italy ensured continues improvement in core quality and operational excellence



Communications best practice:

- the MOC survey results were shared at headquarters and across all clinics
- in-person meetings were organised with voluntary participation, with Teams links provided for those who wished to join remotely



Responding to feedback:

- **Key actions:**
 - implement a structured work-from-home schedule to address challenges posed by the office's remote location, providing staff with greater flexibility
 - offer comprehensive training and certification support for clinical staff, including a targeted session for doctors and nurses, to strengthen their preparation and applications for relevant certifications
 - introduce a modest increase in our extra-work recognition allowance to better reflect and appreciate employees' contributions
- **Rationale:**
 - improve work-life balance and job satisfaction among teams, addressing feedback from: "I would recommend Diaverum as a good place to work"
 - enhance professional development and clinical competency, boosting morale and career progression opportunities, in response to feedback from: "Diaverum supports my training and development needs"
 - recognise the extra effort employees contribute, particularly during periods of staff shortages, with a tangible form of appreciation for their continued commitment and engagement



Communications best practice:

- weekly Teams meetings with clinic management and the country management team were used to communicate the results



Responding to feedback:

- **Key actions:**
 - continue providing regular employee training and seminars to help employees enhance their skills and knowledge
 - implement regularly scheduled, targeted communication to keep employees informed about results, news, and key updates
 - maintain a professional clinic environment that reflects Diaverum's international interior guidelines and recommendations, ensuring consistency across all clinics
 - promote and create opportunities for employees and clinics to participate in initiatives, share achievements, and showcase their clinic life, strengthening engagement and visibility
 - established a dedicated Facebook page for the Kėdainiai clinic, where employees share clinic life and achievements, receiving positive feedback and encouragement
 - conduct regular clinic visits and team meetings to share updates from management, as well as MOC survey results and related action plans
- **Rationale:**
 - by consistently sharing achievements, progress, and essential information, employees remain actively engaged in Diaverum's work life
 - ensure employees feel part of an international organisation, fostering belonging to a global community and motivating them to develop professionally and aim for greater achievements
 - provide employees with a voice and recognition, helping them feel heard, engaged, and motivated to contribute at Diaverum





Communications best practice:

- results were circulated via email and displayed on clinic noticeboards
- in-person meetings were held at each clinic to communicate results


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-  **Responding to feedback:**
 - **Key actions:**
 - provide tailored training and development opportunities for clinical teams based on identified needs
 - organise additional group activities for employees to strengthen team bonds and encourage collaboration
 - **Rationale:**
 - response to “Development and training is supported” score, where there is potential for improvement through additional training sessions and growth opportunities for employees


-  **Communications best practice:**
 - results were communicated via email, with clinic-level outcomes displayed on posters at each location
 - Country Nurse Manager and Cluster Head Nurse discussed results with teams, addressing any concerns




-  **Responding to feedback:**
 - **Key actions:**
 - strengthen relationships between patients and employees through events such as World Kidney Day in Agadir and the Achoura celebration in Marrakech (ATLAS & CHM clinics)
 - organise employee-focused events and promote participation in the ‘Diaverum for Health’ Challenge across all clinics
 - preparation of the launch of a regular newsletter for patients and employees to improve communication and engagement
 - continue rolling out TGS and d.CONNECT to enhance employees’ quality of work and streamline daily operations
 - advance sustainable development through the SOLAR POLAR pilot implantation in Agadir, with plans to expand to other clinics
 - support digitalisation by introducing new software for technicians to improve maintenance management and communication across teams
 - reinforce the importance of publishing new positions to encourage internal promotions and career growth
 - upgrade the kitchen area in the Marrakech and Agadir clinics to improve staff facilities
 - **Rationale:**
 - establishing a strong foundation of internal communication campaigns leads to a culture of engagement that can be continuously reinforced over time
 - the implementation of TGS (and d.CARE in new clinic) creates a structured pathway that ensures consistency, quality, and scalability across clinics

-  **Communications best practice:**
 - capitalise on the various professional meetings: MOC meeting and action plan decided
 - further formalize the minutes of meetings and idea/ suggestions of teams
 - continue development of internal communications, with particular focus on clinics and develop more activities between patients and employees
 - enhanced visibility of job postings



-  **Responding to feedback:**
 - **Key actions:**
 - continue organising social activities and informal team gatherings to foster a positive, collaborative workplace culture
 - during monthly clinic meetings, include an agenda item dedicated to presenting ideas for improving the clinic’s operations
 - encourage and support all employees to take part in seminars and professional symposia, where high-quality content relevant to our daily operations will be presented and discussed
 - include non-medical staff in training programmes to ensure they feel valued and integral to the global organisation
 - plan regular well-being activities
 - improve communication team meetings and share initiatives, activities, ideas at clinic level
 - training for development of clinic management team on topics like personal growth, communication skills, resolving conflicts
 - **Rationale:**
 - create a safe space for employees to share their ideas and challenges with management

-  **Communications best practice:**
 - meeting with local teams follow up, NMG team and local team online and separate meeting with each clinic, discuss the action plans and follow up on progress

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Learn more about how Poland translated their MOC results into action on p. 11



Responding to feedback:

- **Key actions:**
 - enhancement of Learning & Development activities by:
 - ↳ combining our Clinic Management meeting with a World Kidney Day scientific conference – featuring substantive sessions and a team get-together to strengthen exchange across sites
 - ↳ continuing the Digital Learning Days, guided by survey results and focused on practical, short formats
 - ↳ launching the Diaverum Transformation Hub (development & transformation programme)
 - ↳ launching the Employee Innovation Programme – Top IDEA to capture and implement staff suggestions
 - ↳ boosting participation in industry events, including the Congress of the Polish Society of Nephrology and a post-EDTNA conference
 - strengthening communication by:
 - ↳ holding first Poland-wide Town Hall with live Q&A to foster open, two-way dialogue
 - ↳ launching a monthly “Diaverum Poland Update” – a regular newsletter via Dialogue and email covering what’s new, what we’ve improved, and what’s next at clinic and country level, with links to schedules, materials, and video recordings
- **Rationale:**
 - to drive organisational learning, including peer-to-peer knowledge exchange
 - response to team feedback regarding communication, along with Development and Training score (3.7)



Communications best practice:

- results were shared across all clinics, with each clinic receiving a tailored presentation via email, highlighting key findings specific to their location and set against the country-wide results for context
- posters set up in clinics summarising results
- to strengthen engagements and encourage meaningful dialogue, on-site workshops were piloted in three dialysis centres – Warsaw, Krakow, and Sanok. Sessions were held in smaller groups to accommodate patient care schedule and allow active participation



Responding to feedback:

- **Key actions:**
 - communicate all actions taken as a result of previous MOC survey and host MOC workshops to convey the importance of participation
 - Mental Well-Being Partnership – with Team 24 – to support the mental health of employees with clinic psychologists
 - ongoing benchmark analysis and revision of Compensation Policy where necessary
 - provide more training support visibility and go back to face-to-face trainings where appropriate
 - Global Leadership Quarterly Meetings to relay company results and status on Key Initiatives in all functional areas
 - create local action plans in each individual clinic that are beneficial to the community
 - Internal Communication training for team leads to ensure Diaverum messages reach all employees
- **Rationale:**
 - continue conducting meetings in all clinics to create an open-format space for meaningful conversations
 - improve communication between clinics and HQ, giving clinics visibility at the management level
 - support well-being and mental health, particularly during times of high stress and intensive workload



Communications best practice:

- MOC survey results shared company-wide through internal communication channels and dedicated presentations on Teams
- clinic-level results were provided to clinic leadership through tailored presentations, which were then shared with entire teams during in-clinic meetings
- clinic leadership teams were asked develop and implement local action plans aimed at improving MOC results at the clinic level
- a local award is presented annually to the clinic with the best MOC results
- improve communication with employees by creating WhatsApp channels
- Meaningful Talks (Conversas com Significado) – clinic townhalls with the presence of 2 SLT, where all employees and/or contractors could share experiences, expectations and suggestions



Responding to feedback:

- **Key actions:**
 - planning and organising team building activities and outdoor events
 - supporting and fostering an environment of open and transparent communication
 - providing psychological support to employees, including identifying and addressing interpersonal issues in current activities
 - recognising exemplary employees and promoting model behaviour as best-practice examples
 - continually promoting and facilitating access to courses organised by Diaverum at the Fundeni Centre of Excellence
 - organising quarterly meetings to identify and resolve collective issues
- **Rationale:**
 - to share information, nurture better communications across all staff units
 - to foster a greater sense of well-being, belonging, and purpose among staff



Communications best practice:

- the HQ management team, including the Country Manager, was informed about the results, which were thoroughly analysed by employee category and by question, comparing the 2024 outcomes with those from the previous year
- a video call was organised with the Chief Doctors and Chief Nurses from all 26 clinics to present both the national overview and the clinic-specific results. Each leader received the full presentation and the individual data for their respective clinics
- employees were kept informed online throughout the entire survey process. During clinic visits, discussions with staff were based on the feedback specific to their clinic
- management team aims to visit every clinic at least once a year
- in direct conversations with employees, the MOC survey is actively promoted as the main channel for communicating with the management team, with emphasis on the confidentiality of responses and the importance of the messages shared

Learn more about how Romania translated their MOC results into action on p. 12

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Saudi Arabia



Responding to feedback:

- **Key actions:**
 - engage with each clinic team in a discussion guided by the GROW model (Goal, Reality, Options, Way Forward)
 - use employee feedback to highlight “What’s Working” and “What’s Not”
 - tailor focus areas to each individual clinic, using the survey results to guide context and priorities
 - clinics will develop their own action plans following post-MOC discussions and submit them via Microsoft Teams to ensure consistent tracking and oversight
- **Rationale:**
 - use MOC results to identify and address clinic-level issues with actionable solutions; analyse high-scoring clinics to preserve positive trends and uncover new improvement opportunities



Communications best practice:

- the results were shared with all clinics via email



Singapore



Responding to feedback:

- **Key actions:**
 - strengthen country-level engagement with regular HR visits to clinics, improved access to training and development resources, and a clear career progression pathway for nurses
 - promote a feedback-driven culture by empowering employees to share input and voice their perspectives on workplace changes
- **Rationale:**
 - increase employee satisfaction and cultivate a more engaged, motivated workforce



Communications best practice:

- results were communicated via email, with clinic-level outcomes displayed on posters at each location
- Country Nurse Manager and Cluster Head Nurse discussed results with teams, addressing any concerns



Spain



Responding to feedback:

- **Key actions:**
 - enhance communication around new company-wide projects, achievements, results, and progress updates
 - hold True care meetings with clinics and HR to share results, address questions, and resolve concerns or requests
 - provide more specialised and technical training for clinic staff to strengthen expertise and service quality
 - upgrade electronic and medical devices used in treatment delivery to reduce repair costs
 - conduct internal clinic-level meetings (clinic managers with their teams) to identify key improvement areas specific to each clinic
- **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:

- results reports sent to every clinic and shared with all staff
- as soon as results are received, the reports are posted on the noticeboards in each clinic
- following the posting of results, True care meetings are conducted in all clinics

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Responding to feedback:

- **Key actions:**
 - provide leadership training, clarify decision-making pathways, and create a comprehensive management manual
 - offer individualised training from a personal development perspective, explore opportunities to engage external mentors and attend specialty-related conferences
 - issue internal announcements regarding new positions within DSAB, ensuring all employees can attend or apply
 - establish an internal registry of employee qualifications and experience to support resource allocation and career development
 - integrate and reinforce Diaverum values consistently during daily team and work meetings
- **Rationale:**
 - empower employees with the freedom to make sound decisions
 - support professional growth through development and training
 - create more opportunities for career advancement and continuous learning



Communications best practice:

- continuously work with Diaverum values in daily work and meetings
- internal announcements regarding new positions within Diaverum Sweden



Responding to feedback:

- **Key actions:**
 - Head Office team to schedule lunch breaks and plan social time together
 - collate and share details of the training and development opportunities increase visibility and encourage staff participation
 - develop a national recognition programme to celebrate outstanding performance and service (recognition programme still to start)
 - have each clinic define two or three local improvements with an accompanying action plan, monitored by the HRBP and General Manager
 - improve communication around training by ensuring equal access, rewriting the study leave policy, and sharing training opportunities with all staff
 - establish regular leadership communications to improve information flow across the organisation
 - explore the feasibility of a company-wide communications session
 - review current activities at Head Office to identify and remove unnecessary tasks, reducing workload and improving efficiency
- **Rationale:**
 - actions informed by discussions and insights gathered during feedback meetings



Communications best practice:

- clinics held team meetings and displayed results on noticeboards
- action plans were sent to HR for review, with HR business partners supporting clinic managers in refining actions to ensure they are SMART
- a similar process was completed for head office and operations teams



Responding to feedback:

- **Key actions:**
 - explore the introduction of on-site health check-ups and/or flu vaccinations in the Hyllie office
 - install a Convini self-service food station in the Hyllie office to increase access to convenient meal options
 - explore enabling blood donation during working hours
 - enhance career development opportunities in IT by introducing additional, standardised seniority levels
 - launch Microsoft ESI training programmes to strengthen IT teams' professional growth
 - introduce brown bag lunch sessions in IT featuring training or presentations
 - prepare survey for IT development team following new seating plan and office policy, and develop an action plan if needed
 - track and highlight internal promotions and career development in corporate functions
 - improve understanding and usage of M365 by clearly communicating available tools and how they enable more efficient collaboration
 - continue well-being and community-building activities at the corporate office in Hungary (e.g. pumpkin carving, beer tasting, blood drive)
- **Rationale:**
 - strengthen team cohesion and a sense of community across diverse roles and locations
 - improve learning and development opportunities in a structured and visible way
 - increase visibility of internal mobility and success stories to foster pride and connection across teams
 - support well-being and interpersonal relationships through planned, engaging activities



Communications best practice:

- quarterly newsletter to ensure HR-related information reaches all global functions
- regular updates regarding access to educational and personal development materials

Diaverum news

MOC best practice: Diaverum Poland

Following the 2024 MOC survey, the Diaverum Poland team set out to do more than just report results – they aimed to reshape how communication happens across clinics. What followed was a shift towards continuous communication, active listening and meaningful action driven by employees themselves. Read on to learn more about the actions they took.

This year, we launched the communication of the MOC results at the Annual Clinic Management Meeting, where all Head Nurses and Medical Directors reviewed both national and clinic-level outcomes. Starting here underscored the importance of the topic and built alignment and a shared understanding among leadership teams.

Given the dispersed nature of our organisation, achieving consistent communication across all locations requires deliberate structure and creativity. We combined country-wide coordination with local empowerment to ensure maximum visibility and engagement. The results were shared through

multiple complementary channels, including the intranet, clinic-specific PowerPoint presentations, and posters – making them tangible and visible in every centre, particularly in those without regular computer access.

To deepen engagement, we piloted on-site workshops in three clinics – Warsaw, Krakow, and Sanok. Two of these workshops included interactive sessions on Diaverum's values, ending with teams defining their own "core values of collaboration". These workshops created space for honest conversations – not only about the survey results, but also about what teamwork and engagement truly mean in everyday clinical reality.

Discussions covered current changes, upcoming projects and immediate priorities. Despite the scheduling challenges of patient care and shift work, the small, shift-adjusted sessions proved highly effective, sparking open dialogue, reflection and practical ideas for improvement.

We are conscious of a common communication trap – the illusion that communication has taken place. That's why we actively challenge ourselves to move beyond one-way messaging and create a real dialogue.

As part of this shift, we held our first online Town Hall for all employees in Poland, marking a step toward more transparent and inclusive communication. In the spirit of My Opinion Counts (MOC), the Town Hall created a platform where employees could hear directly from management, ask questions and share perspectives. This two-way exchange reinforced our message that every opinion matters – and every idea counts.

Using the insights gathered through these conversations, we moved from dialogue to structured action, developing both country-level and local improvement plans focused on Learning and Development. We promoted initiatives that empower staff to take ownership and contribute to change. These include Top IDEA – Employee Innovation Programme, an open platform for submitting and implementing improvement

ideas, turning feedback into tangible action; and Diaverum Learning Days, our local online learning initiative with open trainings ranging from clinical excellence to digital skills and interpersonal development. Based on input gathered from employees, the programme reflects real learning needs and features webinars delivered by both internal and external experts.

We know, however, that this is only the beginning. Building a culture of open communication takes time, consistency and trust. Our goal is simple: to make communication not a one-time event, but an ongoing practice where employees feel heard and connected to the bigger picture.

We're beginning to see the first ripples of change – stronger dialogue and growing team ownership, especially in clinics where engagement has clearly strengthened. In others, the shift is just beginning – and that's a natural part of the journey. Real transformation is a marathon, not a sprint. Our focus now is to keep the conversation alive, turning MOC from a single moment into a lasting movement of continuous feedback and improvement. ■



Anna Sosińska,
HR Director Poland



Diaverum news

MOC best practice: Diaverum Romania

In the lead-up to the 2024 MOC survey, Diaverum Romania laid the groundwork for maximum participation – proving the value of close collaboration from the very start. Once the results were in, the team partnered with individual clinics to turn insights into meaningful action, working to strengthen communication and well-being, as well as advance career development. Read on to see how they made it happen.

To truly understand the needs of Diaverum Romania as a whole, maximum participation in the MOC survey is essential. Each year, the HR team visits all 26 clinics and speaks directly with staff, reminding them that their input is anonymous and genuinely valued.

These conversations foster open, honest dialogue, strengthen employees' sense of security, and reinforce that every voice counts – and that feedback leads to real action. We also highlight specific examples of employee suggestions shared through the open-ended question in the MOC survey that have already resulted in immediate

improvements – such as requests for adjustable patient tables, larger trolleys for transporting consumables, and translated and adapted technical instructions, among others.

Our annual learning strategy is shaped around the real needs shared by our colleagues. That's why we have created open webinars for all employees on requested topics like 'Effective communication', 'Emotional intelligence', and 'Managing challenging interactions with patients'. In the same spirit, we have also developed dedicated programmes like 'Manager for Life'

and 'Talent Management' – for potential successors. Likewise, our medical education and the courses offered at the Fundeni Centre of Excellence are built on direct feedback and suggestions from our teams. Demonstrating this direct cause-and-effect helps build trust and shows that the survey is not a formality, but a powerful tool for change.

Once the 2024 MOC survey results were received, we created a clear visual presentation summarising key themes extracted from the feedback. This was first shared with the top management team, then discussed with clinic managers before being cascaded locally.

Drawing on past experience, we used a mix of communication channels – email, direct communication in clinics and cascaded messages through clinic managers – to ensure everyone had access to the information. However, face-to-face conversations remained the most effective way to raise awareness of the results.

Each clinic received both the national results and their own local insights. Clinic teams were asked to propose at least three action points based on their clinic's specific needs, ensuring ownership at a local level. These proposals were then reviewed together with the Operational and Medical teams

to identify shared themes and shape the National Action Plan, which was communicated to all employees.

We translated these action plans into tangible initiatives focused on well-being and professional growth. Based on employee feedback, we prioritised activities that strengthened team spirit and job satisfaction, including team-building events, outdoor gatherings, formal recognition of exemplary behaviour and role-model employees, as well as access to psychological support to boost morale and connection.

Employees were pleased to see their input reflected in clear actions and transparent responses, recognising that even when all suggestions could not be implemented, the honesty of the process demonstrated that their voice is valued and has real influence.

One of the strongest outcomes was a high score for the survey question: "I have seen action taken as a result of surveys". A clear sign that trust has been built and that employees see this as a two-way dialogue, not a one-time survey. ■



Camelia Maria,
HR Director Romania



The 2025/26 MOC survey is just around the corner

This year's My Opinion Counts (MOC) survey is set to run for two weeks from 24 November to 7 December 2025 – save the date!

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.

Participating in the MOC survey is therefore vital in helping Diaverum understand our experiences and respond to our feedback effectively.

The 2025 survey will remain largely unchanged, retaining the 24 scale questions that are consistent across all regions. However, it will feature one key addition: a 10-point scale question measuring how likely colleagues are to recommend Diaverum as an employer. This addition allows us to capture a recognised engagement indicator while maintaining continuity with previous surveys, ensure that MOC continues to provide both

meaningful insights and comparable year-on-year trends.

The survey will be delivered the same way – digitally, paper-free, easily accessed via a web link or QR code that will be made available in email communications, posters, and Dialogue articles, which you can access from your device of choice, desktop, mobile or tablets – and will take just a few moments to complete.

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



Marianna Sofocleous,
Global Communications
& Editorial Director



Håkan Petersson,
Director of Leadership
and Development

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





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Hyllie Boulevard 53,
SE-215 37 Malmö

Mail: info@diaverum.com
www.diaverum.com

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