



Working together
to create a healthier world,
one life at a time

Corporate
Responsibility
Report **2022**

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A letter from our Chairman, CEO, and President



Jim Davis
Chairman, CEO, and President

I'm pleased to share our 2022 Quest Diagnostics Corporate Responsibility Report.

Quest's Purpose—Working together to create a healthier world, one life at a time—is our North Star, underpinned by our Strategy (how we grow) and our Culture (how we work). Together, these 3 elements make up The Quest Way, informing our business decisions and priorities, how we operate as responsible corporate citizens, and the ways we create and maintain a growth-driven and inclusive workplace.

In 2022, we made progress on our Environmental, Social, and Governance (ESG) strategy. We set goals under our 4 ESG pillars and enhanced our ESG governance structure. We also built on the important work we are doing to address healthcare gaps in underserved communities through our Quest for Health Equity (Q4HE) initiative. To date, Quest and the Quest Diagnostics Foundation have committed approximately \$30 million to 65 programs across the US and Puerto Rico.

Throughout 2022, we continued to deliver industry-leading diagnostic services and grow our base business while maintaining critical national capacity for ongoing COVID-19 testing services. We processed 208 million test requisitions and expanded our offerings by introducing 74 new tests. Our robust performance would not have been possible without the commitment and compassion of our approximately 49,000 colleagues, and I'm incredibly proud of how our team has worked together.

A key focus for us in 2022 was listening to and supporting our colleagues. We instituted the Stay Interview program to provide a new way for managers to engage proactively with their employees to build trust and more meaningful connections. We also launched our healthyMINDS approach to emotional well-being, partnering with Spring Health to provide high-quality and affordable mental health support to our employees and their dependents.

I'm excited about what lies ahead for us. Quest is well-positioned to play a significant role in the evolving healthcare ecosystem, and our investments in the areas of molecular genomics/oncology and consumer health are taking us into new and energizing territory. I look forward to sharing our achievements as we deliver on our commitment to helping to make this a healthier world.

In good health,

A handwritten signature in black ink that reads "Jim". The signature is written in a cursive, flowing style.

Jim Davis

The Quest Way

PURPOSE ▶ WHY WE EXIST

**Working together
to create a healthier world,
one life at a time**




STRATEGY ▶ HOW WE GROW

We help people make the best decisions to improve health by providing high-quality and affordable diagnostic testing insights and services using our scale and extensive reach.

We will grow by:






- Collaborating to leverage our broad access
- Offering the most extensive test and services menu
- Leveraging our data assets and services to improve population health
- Continuously improving our quality and efficiency by embracing artificial intelligence and automation

Who we serve:

-  Consumers, Communities
-  Patients, Hospitals, Physicians, Public health agencies, Life sciences companies
-  Employers, Insurers, Retailers

CULTURE ▶ HOW WE WORK

The 5Cs

-  **Customer first**
Every decision we make starts with a patient or customer in mind. The quality of our work is vital because the answers we deliver are a matter of life.
-  **Care**
We are in the healthcare business, with care at the core of everything we do. We do the right thing with empathy, integrity, and respect to show each patient, customer, and colleague they matter.
-  **Collaboration**
Creating a healthier world is a monumental task. We work as a team, internally across departments and externally throughout the healthcare ecosystem and in the communities where we live and work.
-  **Continuous improvement**
Delivering superior quality requires intention and innovation. We commit to being better today than yesterday and even better tomorrow.
-  **Curiosity**
We are constant learners. To do our jobs, we must be relentlessly curious, because that is what it takes to move healthcare forward.



Who we are

Company overview

Quest is the world's leading provider of diagnostic information services. Our products and services are used by customers in over 130 countries, and we serve approximately 1 in 3 adults and half the physicians and hospitals in the US annually. Quest conducts business throughout the US in our patient service centers, offices, laboratories, and other facilities, as well as in Brazil, Canada, Finland, India, Ireland, and Mexico.

Our portfolio is comprised of 3 areas:



General Diagnostics

Routine and non-routine testing and consultation services essential to healthcare delivery



Advanced Diagnostics

Genetic and advanced molecular testing and consultation services built on rich clinical, scientific, and medical expertise and innovation



Diagnostic Services

A wide range of capabilities that efficiently provides healthcare insights to individuals, employers, and institutions and supports population health



Awards and honors



- World's Most Admired Companies by Fortune® magazine
- Best Place to Work for LGBTQ Equality, based on the Human Rights Campaign Foundation Corporate Equality Index 2022
- Forbes® World's Best Employers
- Gold status in the American Heart Association's Workplace Health Achievement Index
- Fast Company's 2022 list of 144 Brands that Matter
- Best Place to Work for Disability Inclusion by the Disability Equality Index

2022 highlights



Testing Services

208 million test requisitions processed

15 million COVID-19 molecular test requisitions

900,000+ consumer-initiated test requisitions

74 new tests added



Thought Leadership

90 peer-reviewed publications

134 abstracts and presentations

Hold **1,100** patents and over **450** pending patents worldwide



Consumer Reach

~7,300 patient access points

~2,100 Quest Patient Service Centers

~200 testing service centers at select Walmart® and Safeway® locations nationwide

27.5 million+ MyQuest® users (6 million more users than in 2021)

6,000+ field providers, enabling us to deliver services to people at home or at work



75,000+ daily courier stops

20+ aircraft serving the US



Community Impact

~\$15 million in corporate giving and Quest for Health Equity grants

~750,000 donated or discounted test requisitions



20,000+ employee volunteer hours

Matched **~\$300,000** in employee donations

Awarded **700+** grants totaling **\$288,000** through the Employee Relief Fund



Employees

~49,000 colleagues globally*

~600 MDs and PhDs

~23,000 phlebotomists, paramedics, nurses, and health and wellness professionals

72% of employees globally identify as female

50% of US employees identify as people of color



6,000+ employees promoted

10 Employee Business Networks with **6,500+** members



Environmental Sustainability

Received Quest's **first ISO14001 certification** at our San Juan Capistrano laboratory



Clinical Innovation

Introduced **Solid Tumor Expanded Panel**: supports oncology therapy selection

Launched **QUEST AD-Detect™ Aβ 42/40**: helps assess potential risk of developing Alzheimer's disease

Debuted **Quest Advanced® Specialized Transplant Services**: improves pre- and post-transplant experience for recipients and living donors

Initiated **Mpox rapid response**

*Less than 1% of our employees are represented by a union.

Our environmental, social, and governance goals

In 2022, Quest took an important and exciting step in our ESG strategy. Through a collaborative and cross-functional process, we established a set of ESG goals based on the 4 pillars of our ESG strategy and the 6 priority topics as identified in our 2021 materiality assessment. Our executive leadership team engaged with senior leaders and key operational staff across the company to design each of our goals and we are implementing initiatives that will drive their progress and achievement.

4 PILLARS OF ESG STRATEGY

Governance and ethics

We are committed to strong and ethical governance, responsible business practices, and strict adherence to applicable laws, regulations, and standards. We actively engage with our stakeholders to gain feedback.

Equity and health access

We are addressing healthcare inequities across the nation through donated testing, access to resources, and grants for nonprofit programs and community organizations.

Employee and community engagement

We aspire to maintain an inclusive environment where employees feel safe, valued, and challenged to grow, and to support diverse groups and communities through strategic philanthropy and volunteerism.

Environmental sustainability

We are focused on enhancing the environmental sustainability of our operations and protecting the communities where we live and operate.

PRIORITY TOPICS AND GOALS

Supply chain management

- Expand ESG risk assessments of key suppliers that comprise the majority of our total spend
- Grow our spend with small and diverse* suppliers in the United States

*Small and diverse suppliers include small businesses as defined by the Small Business Administration including categories such as disadvantaged, HUBzone, woman-owned, veteran- or service-disabled veteran-owned, LGBT-owned, and minority-owned.

Patient- and consumer-centered care

- Improve the experience for patients throughout all touchpoints, particularly in our Patient Service Centers (PSCs), including for non-English-speaking patients
- Introduce innovations to better meet the needs of specific patient populations

Access and affordability

- Increase access to diagnostic tests for people who have household incomes of less than 200% of the federal poverty level
- Support organizations addressing disparities in healthcare through our Quest for Health Equity initiative

Inclusion and diversity

- Increase representation of under-represented groups at the director level and above by seeking diverse slates of candidates
- Build our culture of inclusion, diversity, equity, and belonging through increased participation in programs, initiatives, and our Employee Business Networks

Attracting and retaining talent

- Strengthen the employee experience through engagement, career growth, and development
- Improve employee health and well-being through preventive healthcare and other support programs

Environmental sustainability

- Expand our electric vehicle pilot project to include 3 additional lab locations by 2025
- Implement a waste-to-energy strategy to divert from landfills' waste from several of our laboratory locations by 2025
- Reduce or eliminate shipped medical waste from at least 4 of our laboratory locations by installing on-site treatment technology by 2025
- Secure ISO 14001 certification for 3 additional lab locations by 2026
- Transition 50% of our vehicle fleet to electric or hybrid engines by 2026

We value ongoing engagement with our stakeholders as we implement our ESG strategy. To evaluate our progress toward these goals, we regularly receive feedback from patients and consumers, employees, B2B customers, investors and shareholders, suppliers, communities, government agencies, and policymakers. *For further details on our stakeholder engagement process, see pages 8-10 in our 2021 Corporate Responsibility Report.*

Governance and ethics



At Quest, we believe that strong corporate governance is essential for our success. Oversight of corporate responsibility and our ESG priorities starts at the top with our Board of Directors and executive leadership. We are committed to implementing policies and practices to achieve the highest standards of business ethics and integrity in our operations, including our supply chain.

This section outlines how we govern ESG and our approach to managing business fundamentals. These include ethics, compliance, data privacy, cybersecurity, enterprise risk management, and supply chain management, a priority material topic for Quest.

2025 GOALS

Supply chain management

- Expand ESG risk assessments of key suppliers that comprise the majority of our total spend
- Grow our spend with small and diverse suppliers in the United States

Governance

We are committed to operating with integrity. This is true for our test results, financial statements, public disclosures, internal controls, and the people who represent Quest.

Our executive leadership team—overseen by our Board—adopts and executes policies and procedures that promote ethical, transparent, and purposeful operating practices to enhance value for all stakeholders. Our leadership team provides regular updates to our Board on progress towards identified priorities and objectives.

The Board regularly reviews information regarding our business and industry through 5 committees:

- Audit and Finance
- Compensation and Leadership Development
- Cybersecurity
- Governance
- Quality and Compliance

For specific details about each committee's responsibilities, please see our [Corporate Governance](#) documents.

Maintaining a diverse and highly skilled board

- Quest's Board has 10 members, 6 men and 4 women
- 30% represent a diverse race or ethnicity
- 9 members are independent and bring a wide range of complementary skills, qualifications, and experience

Learn more about our [Board of Directors](#) and their [breadth of experience](#).



James E. Davis
Chairman, CEO,
and President



Luis A. Diaz, Jr, MD
Director



Tracey C. Doi
Director



Vicky B. Gregg
Director



Wright L. Lassiter, III
Director



Timothy L. Main
Director



Denise M. Morrison
Director



Gary M. Pfeiffer
Director



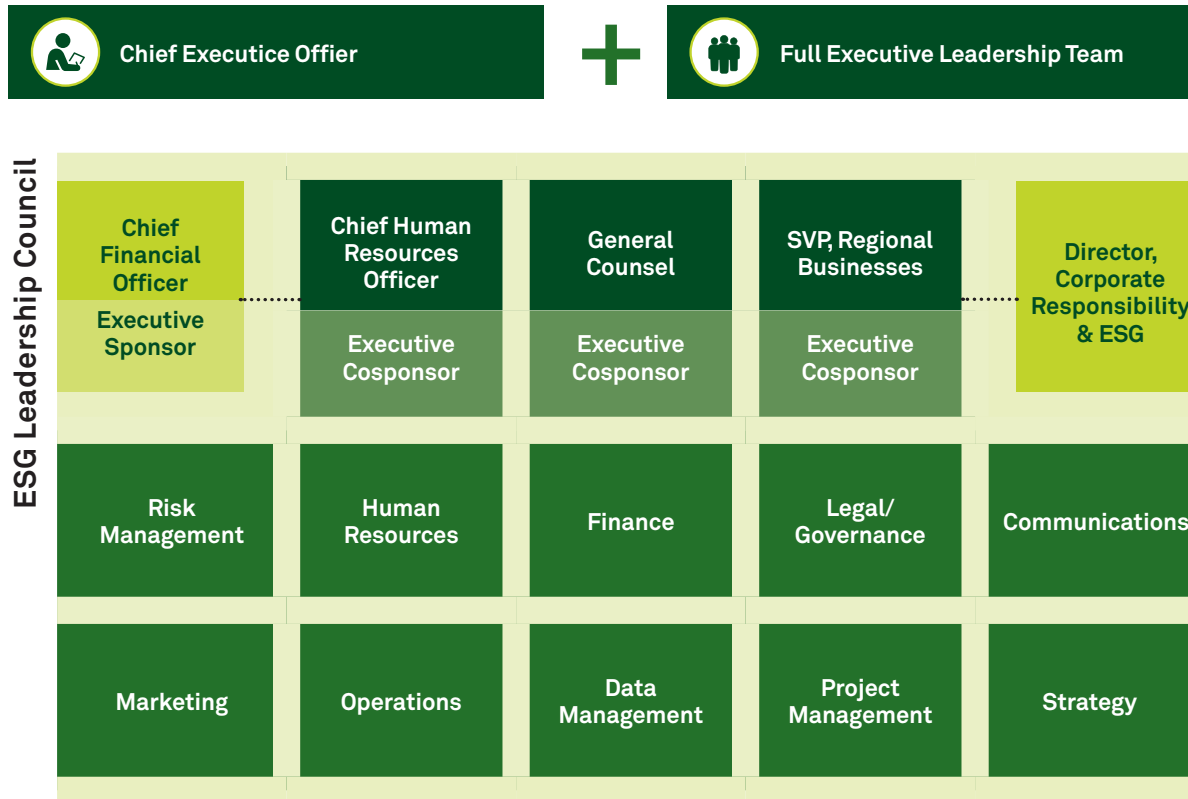
Timothy M. Ring
Lead Independent
Director



Gail R. Wilensky, PhD
Director

ESG governance

Founded in 2020 and expanded upon in 2022, Quest’s ESG Leadership Council guides our ESG strategy and corporate responsibility initiatives. The Council collaborates with leaders from across the organization to inform and execute our strategy, drive alignment with business priorities, set goals and track targets, and embed ESG principles throughout our operations. The Council also keeps our Board informed about evolving ESG trends and stakeholder expectations.



“I am excited and proud to lead Quest’s ESG efforts, partnering with colleagues to further integrate smart and sustainable business practices and drive progress on our goals.”



SAM A. SAMAD
EVP & Chief Financial Officer

Ethics and compliance

Our **Code of Ethics** (the Code) is an important part of our commitment to integrity. It sets out the principles and policies that apply to our employees, directors, executives, vendors, contractors, and business partners. The Code includes standards for responsible marketing, conflicts of interest, bribery and anticorruption, and political contributions and activity. We provide several pathways for reporting potential violations of the Code or other company policies, including an anonymous employee tip line which is operated by an independent third party.

“Core to Quest is our unwavering commitment to operating with strong ethics and integrity, being transparent, and putting our patients first.”



KRISTIN L. WALLACE, SVP, Chief Compliance Officer

Enterprise risk management

Quest’s Enterprise Risk Management (ERM) program, overseen by the Audit and Finance Committee of our Board of Directors and driven by our Executive Leadership, is integrated into the company’s governance, performance management, and internal control frameworks. The program is designed to promote risk awareness throughout the company. Our formal and continuous risk assessment process enables us to identify, evaluate, mitigate, and manage both identified and emerging risks. These risks are influenced by both internal and external conditions that impact our business strategy and performance. We strive to continuously strengthen our program and have aligned it to our ESG strategy so that we may also effectively address ESG-related risks.

For additional details, visit our [Enterprise Risk Management page](#).

Data privacy and cybersecurity

Safeguarding our patients’ privacy and maintaining the security of their health information is Quest’s highest priority.

We have a mature and effective privacy program which includes detailed privacy policies and procedures, training, auditing, and ongoing privacy awareness reminders. Our privacy policies and procedures address subjects including protected health information (PHI) disclosures, key privacy safeguards, and minimum necessary access to PHI. These policies are available to employees on our intranet site.

All employees are assigned a series of online training modules at new hire that include HIPAA and security awareness. Annual compliance training is required for all employees, includes privacy, and is monitored and tracked to ensure completion. For both new and existing employees, more specialized privacy training may be provided based on an employee’s job function. Throughout the year, the Privacy team also partners with the Compliance Training team to provide ongoing education in the form of alerts, flyers, and quizzes, and collaborates with Legal to stay informed of the privacy landscape.

Our Cybersecurity team also maintains robust monitoring and training programs to protect data created and collected through our operations (including at third parties using our data). They engage with external partners to understand existing and emerging requirements and threats, and regularly evaluate innovations that may enhance the protection of patient and other confidential data.

The Cybersecurity Committee and the Quality and Compliance Committee of the Board of Directors provide oversight, in accordance with their charters. The Audit and Finance Committee also oversees risks related to these subjects.

For additional details, see our [Data Privacy site](#) and our [2021 Corporate Responsibility Report](#), pages 69-70.

Supply chain management

Our global suppliers play a significant role in enabling us to deliver safe and high-quality services to patients.

We expect our suppliers to uphold our commitments to ethics, safety, quality, and more. Suppliers are required to read and adhere to our **Supplier Code of Conduct** as a condition of doing business with Quest. They must train their employees in our code of conduct, self-monitor, and demonstrate their compliance. In keeping with best practices, we conduct facility audits at intervals determined by risk assessments. By adhering to our code, suppliers agree to provide the highest-quality products and services and to operate under quality management principles based on industry standards.

Managing ESG risks in our supply chain

We have defined ESG screening factors in our Supplier Business Engagement Model (SBEM) framework and embedded our ESG program into our strategic sourcing process. The SBEM requires that Quest weigh supplier ESG performance in our evaluation matrix for supplier selection. Our procurement team is trained on our SBEM framework, including the importance of our Supply Chain ESG program.

We began rolling out an ESG assessment to our suppliers in 2022. By the end of the year, over 40% of suppliers (based on volume of spend) successfully completed their assessments, allowing our team to improve monitoring of ESG-related risks across our supply chain.

Additionally, our Supply Chain team communicates with and learns from our peers about innovations and best practices that can enhance our efforts to improve the sustainability of our testing materials, packaging, and product delivery logistics.

Our commitment to human rights

We uphold our commitment to human rights by operating in a way that treats all people with respect and dignity. Furthermore, we embrace diversity across our workforce and strive for a work environment that promotes diverse opinions and equal opportunities. We also respect our employees' rights to **freedom of association**, consistent with applicable federal, state, and local laws.

We hold our suppliers to the same high standards, including:

- Providing fair and equitable opportunity, wages, benefits, and other conditions of employment
- Prohibiting child labor and human trafficking in workforce operations
- Prohibiting coerced, indentured, or prison labor
- Providing a safe and healthy work environment, including personal protection equipment and the tools for a safe working environment
- Maintaining a workplace intended to be free of discrimination and harassment and prohibiting threats or abuse
- Maintaining an inclusive culture that values the diversity and opinions of all employees

If a supplier fails to follow the standards established within our Code of Conduct, their relationship with Quest may be terminated.

Growing our supplier diversity program

Quest promotes diversity, equity, and inclusion across our supply chain through our procurement efforts, supplier engagement, and professional memberships and networking. In the last 4 years, we purchased more than \$1.4 billion in goods and services from small and diverse US businesses, including \$375 million in 2022. We aim to grow our small business and diverse supplier spend annually.

Review our full approach in our [Supply Chain Transparency overview](#) and [Supplier Diversity overview](#).

Equity and health access



At Quest, we are working to create a healthier world by making our diagnostic services affordable and accessible, including through collaborations and partnerships with payers, hospitals, other healthcare providers, and leading retailers.

This section outlines our approach to 2 priority material topics—patient- and consumer-centered care and access and affordability. It also discusses how our philanthropic initiative, Quest for Health Equity (Q4HE), is expanding access to and improving quality of care for underserved communities.

2025 GOALS

Patient- and consumer-centered care

- Improve the experience for patients at all touchpoints, particularly in our PSCs, including for non-English-speaking patients
- Introduce innovations to better meet the needs of specific patient populations

Access and affordability

- Increase access to diagnostic tests for people who have household incomes of less than 200% of the federal poverty level
- Support organizations that are addressing disparities in healthcare through our Quest for Health Equity initiative

Patient- and consumer-centered care

We aim to deliver empathetic, high-quality, and convenient individualized care.

Strengthening our approach to patient-centered care

Development programs to build employee skillsets

Throughout 2022, we deployed new staff training and development programs that are customer-centric and emphasize thoughtful and patient-focused care delivery.

- Added content and training through our Everyday Excellence and Everyday Equity programs to educate frontline workers in empathetic care delivery
- Worked with The Arnold P. Gold Foundation to train frontline employees in humanistic patient engagement. This included suggestions on how to build trust in relationships through active listening during patient interactions
- Regularly asked patients in PSC exit surveys to assess the care and compassion of our staff and used that feedback as part of performance evaluations
- Adopted Franklin Covey's Speed of Trust® Program. Five hundred employees, including frontline supervisors, were trained on inclusive leadership with a focus on building trust with frontline employees and patients

Enhancing the patient experience using technology

Patients expect efficient and accessible digital services from healthcare providers throughout their patient journey. This includes purchasing or scheduling tests, receiving test results, and learning about possible next steps.

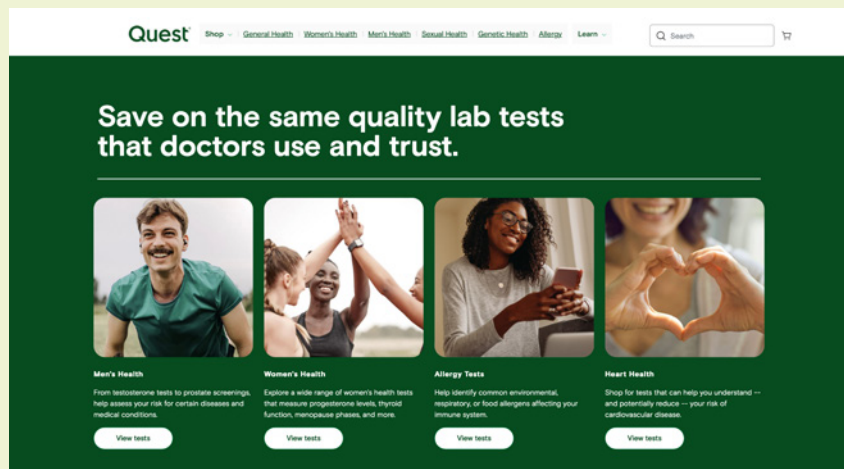
We are committed to leveraging technology that is user-friendly. At the same time, we recognize that some patients may still encounter challenges. To ensure all patients have the support they need when they need it, we provide a range of communication options (telephone, social media, our website, instant messaging, and email).



Our PSCs have check-in kiosks that are wheelchair accessible, provide help in 30 languages, and feature audio guidance for visually impaired patients. In 2022, we added LanguageLine to our PSCs and customer service lines. This audio and video translation service enables our staff to better communicate with patients.

Identifying new approaches to care delivery

We strive to deliver a high level of holistic care to all our patients. This requires exploring and understanding the needs of different population groups throughout the patient or consumer experience. In 2022, we began to adopt reference ranges in the development of some of our tests to reflect differential health outcomes across ethnicities.



Empowering consumers with direct health insights

In October, we launched questhealth.com to better deliver actionable diagnostic insights directly to health-minded consumers without first requiring a doctor's visit. More than 70 diagnostic tests are available—from general health profiles to tests for specific conditions, including heart health and sexually transmitted infections. Consumers can shop, schedule appointments for tests at our PSCs, and access results securely from their phone or computer.

Beyond ease of use, questhealth.com reaches:

- Patients interested in reducing perceived barriers when accessing lab testing (lack of time, inconvenience, cost due to lack of health plan coverage, gaps in knowledge of tests and test selection, privacy concerns)
- Patients with chronic conditions who need regular testing
- Patients with higher risk who are focused on prevention
- Proactive patients who are in good health and want more data on how to stay healthy
- Patients who want to understand an acute issue they are experiencing

Patients are given the option to speak with an independent physician regardless of results. We plan to continue to expand the types of tests offered through this site.

Access and affordability

Quest continued to grow access to and affordability of our industry-leading diagnostic services in 2022 by expanding our reach across the US and building on our financial assistance programs. Quest for Health Equity (Q4HE), our philanthropic initiative with the Quest Diagnostics Foundation, has also made strides in expanding the availability of services in under-resourced communities.

Scaling access to our services

To reach more consumers, Quest introduced new relationships with retailers and hospital systems in 2022.

Early in the year, we announced a new offering with Walmart. Directly from walmartquestdirect.questdiagnostics.com, consumers can seamlessly shop 24 hours a day for more than 50 lab tests and schedule their appointments at one of our approximately 2,100 PSCs across the US.

We acquired the outreach lab services business of Summa Health in Ohio and Northern Light Health in Maine. This strengthened our ability to give access to our innovative test offerings to more providers and patients. We also continued to provide professional lab management services to health systems and hospitals, helping them to reduce their costs and make their services more affordable.

Expanding accessibility through financial assistance

We aim to find solutions to serve patients who cannot easily afford diagnostic services. If a patient has a past-due bill, we offer clear communication regarding assistance options available to them. In addition, our Patient Financial Assistance (PFA) program provides a capped price on testing to patients whose income is near or below federally identified poverty levels. Effective January 1, 2023, we revised the PFA program to include more patients by extending the duration of eligibility following initial qualification from 6 to 12 months.

Continued action on COVID-19

Quest has played a significant role in mitigating the impacts of the COVID-19 pandemic since 2020 and continues to do so. We have performed approximately 77 million COVID-19 molecular and serology tests and provided population health insights to federal, state, and local agencies, including the CDC, to aid the public health response strategy.

In 2022, Quest expanded its COVID-19 retail pharmacy testing footprint from CVS®, Walmart, Giant Eagle®, and Safeway to include a national collaboration with Rite-Aid®. Rite-Aid and Bartell Drugs® worked together to offer at-home PCR specimen kits at 2,350 stores and on-site PCR collection at drive-through locations. Additionally, Quest participated in the CDC's Increasing Access to Testing program, which provides free COVID-19 lab testing at select Quest PSCs for uninsured patients in historically marginalized communities.



Quest for Health Equity's growing impact

Q4HE was launched in 2020 amid the COVID-19 pandemic. Through Q4HE, Quest and the Quest Diagnostics Foundation are focused on addressing inequities in under-resourced communities by collaborating with local stakeholders to support community-driven priorities and advance equity in healthcare. In 2022, Q4HE expanded its reach through new relationships, providing grant funding, offering no-cost lab testing, and expanding workforce development.

Expanding a community health program: Bread of Life

Bread of Life has empowered communities in downtown Houston for the past 30 years by providing social support and services. Q4HE has accelerated the development of Bread of Life's Community Care Program by providing training and career opportunities for phlebotomists and community health workers. Q4HE investment also goes toward sustaining collaborations with Federally Qualified Health Centers (FQHCs) and Free and Charitable Clinics. A portion of the grant issued to Bread of Life is regranted to other community-based organizations that address issues such as food insecurity and provide access to behavioral health services.

“We are proud of the progress we've made through our Q4HE collaborations to address the health equity gap and look forward to deepening our impact in 2023.”



MICHAEL K. FLOYD, Sr Director, Quest for Health Equity



Increasing outreach with Choose Healthy Life

Q4HE has continued to fund Choose Healthy Life, a program dedicated to enhancing the capacity of Black churches to promote community wellness. Pairing community health workers (Health Navigators) with church leaders at each of the program’s 60 churches, participants benefit from having “trusted messengers” from the community assist them in making decisions impacting their health.

The next phase of Choose Healthy Life launched in October 2022 with a focus on providing no-cost access to Blueprint for Wellness®. Participants are given specific insights into the state of their health, as well as guidance on how to improve results. Participants can also be screened for eligibility for key social services, like housing, food benefits, and connecting to a healthcare provider.

Delivering specialty care to patients who are uninsured and underinsured
Through Q4HE, the Quest Diagnostics Foundation has provided a grant to ConferMED™, a national network of specialists providing telehealth services. ConferMED brings their technology and network of specialty physicians to provide e-consults to patients at underserved community health centers. Patients benefit from efficient access to specialty care, fewer trips to providers, and reduced expenses caused by additional medical visits, including childcare, transportation, and time away from work. Patients also avoid unnecessary or duplicative tests and procedures and other risks inherent to exposure to the medical system. These translate directly to increased productivity at work and reduced absenteeism. Through the Q4HE grant, as of December 1, 2022, ConferMED has enrolled 19 FQHCs, serving patients who are uninsured and underinsured in the Miami, Chicago, Baltimore, Houston, and Boston areas.

Changing the face of healthcare

To make healthcare more accessible—and truly patient-centered—inequity in both access and outcomes must be addressed. Expanding the pool of minority medical students, researchers, and administrators is one way to build awareness and trust and give underrepresented communities an additional voice in the medical system.

In 2022, the Quest Diagnostics Foundation continued its support of the American Heart Association’s Historically Black Colleges and Universities and Hispanic Scholars Initiative programs. These initiatives provide undergraduate professional, workforce, and research development opportunities for future leaders in STEM and healthcare. One hundred percent of participants in both programs have graduated or are on track to receive a 2-year or 4-year STEM degree. Of those who have obtained their undergraduate degree, about half are pursuing additional degrees in this space while the other ~50% are either working in biomedicine/healthcare or are seeking employment in these fields.*

Visit our [Quest for Health Equity](#) website to learn more.

*2022-2023 school year.

Employee and community engagement



At Quest, we are fostering a culture of inclusion and belonging that encourages employees to bring their whole selves to work each day. Employees' physical and mental well-being are top priorities and supported by our comprehensive benefits offerings. We value employee feedback and provide development opportunities that allow our colleagues to grow in their roles and in the business.

This section outlines our approach to 2 of our priority topics— inclusion and diversity, and attracting and retaining talent—and discusses our approach to community engagement and the impact of our 2022 contributions. We are fortunate to have employees who are enthusiastic about giving back to the communities where we live and operate.

2025 GOALS

Inclusion and diversity





- Increase representation of underrepresented groups at the director level and above by seeking diverse slates of candidates
- Build our culture of inclusion, diversity, equity, and belonging through increased participation in programs, initiatives, and our Employee Business Networks

Attracting and retaining talent

- Strengthen the employee experience through engagement, career growth, and development
- Improve employee health and well-being through preventive healthcare and other support programs

Creating a positive employee experience based on The Quest Way

Through 4 priority areas, we focus on the hire-to-retain journey of our workforce by:

-  Enhancing the employee experience and the future of how we work together
-  Cultivating an inclusive, diverse, and healthy workforce
-  Enabling development at all levels and elevating the skills of our leaders
-  Retaining talent through continuous listening to understand the unique needs of our employees and help them build trust and engagement with their leaders

This 4-pronged approach will continue to guide our focus and program development to support our team as they deliver on The Quest Way.



Bringing inclusion to life through training

A 4-part training—Everyday Excellence and Everyday Equity—was put in place in 2022 to foster inclusion as a core competency. Eighty-one percent of employees completed all 4 modules.

Employees who completed the training shared that they felt it would create a positive work environment and help to build trust between themselves and patients, customers, and colleagues.

“I love this module!! It helps to make for a pleasant and positive work environment when we’re working as a team to put our best foot forward with every encounter.”

“These modules are helpful not only for work situations but for committing to excellence and equity in all our relationships and teams.”

“The training was very enlightening as to how to increase the trust and inclusivity required to provide excellent service to our customers as well as mutual respect for our fellow employees.”

“We prioritize fostering a culture that supports our employees throughout their journey at Quest. Our colleagues are the engine that enables our company purpose of working together to create a healthier world, one life at a time.”



CECILIA K. MCKENNEY, SVP, Chief HR Officer

Inclusion and diversity

2022 highlights

- 59.7% of all management identify as female
- 36.4% of all management identify as people of color
- 76.7% of new hires identify as female
- 63.1% of new hires identify as people of color

For additional workforce demographics and our EEO-1 data, refer to pages 29-31 in the Appendix.

At Quest, we employ people of different abilities, experiences, beliefs, and cultures—like the customers we serve. We strive to ensure that all our team members feel valued, invested in, and can progress in their career. In 2022, we took steps to demonstrate our commitment to a diverse workforce through learning and leadership development.



Inclusion & Diversity (I&D) is governed by our Inclusion & Diversity Council (QIDC). The QIDC is comprised of senior leaders who are committed to and enthusiastic about leading important discussions, identifying proactive initiatives, and expanding employee awareness of our Culture, Talent, Community (CTC) framework.

Culture

Create connection and foster belonging and inclusion to engage all employees, especially the front line

We introduced training and campaigns:

- Everyday Equity and Everyday Excellence: Custom trainings required for employees
- I&D training: Learning modules on cultural competency and respect
- Self-ID campaign: Voluntary employee disclosure on gender identity and sexual orientation to support understanding of the make-up and needs of Quest's workforce

We continue to support and develop our Employee Business Networks:

- 10 EBNs
- 6,500+ active employees
- 13% of our workforce

Read more about our EBNs.



Quest's Employee Business Networks have played a significant role in enhancing our culture of belonging. For example, EBNs coordinate holiday celebrations and other events that engage employees outside of their business network. In 2022, the team at our Clifton laboratory celebrated the Indian festival of Diwali and welcomed all employees to join in.

Talent

Support and grow a diverse talent pipeline through personal and professional development

We invested in:

- Women in America and McKinsey Academy Partner programs: Development opportunities for women and underrepresented groups
- MentorQuest: A 12-month senior leader-led mentorship program designed to strengthen diversity in the leadership pipeline

Communities

Collaborate with organizations to contribute to the communities where we live and operate

We gave back to communities across the US:

- **National Back-to-School campaign:** Quest regional businesses and 10 EBNs donated backpacks and boxes of supplies to children, youth centers, and 12 schools across the US
- **Fighting Hunger Campaigns:** QuestCAN and other employees collaborated with Harvesters and Community Food Bank NJ to help fight hunger and poverty in Missouri, Kansas, and New Jersey; employees volunteered 200+ hours and donated 50,000+ meals
- **Green Bronx Machine:** Q4HE continued support of Green Bronx Machine, a nonprofit building healthy, equitable, and resilient communities through inspired education, local food systems, and workforce development. Over 10,000 students have been impacted by our grant in Trotwood OH, Denver CO, and New York NY.

Developing and retaining talent

2022 highlights

- Quest employees completed over 1 million hours of training, an average of over 24 hours per full-time employee
- Nearly 1,000 employees received tuition reimbursement totalling \$3.3 million
- Over 1,100 leaders have participated in a formal leadership development program, either offered through Quest or an external partner
- Our employee engagement survey score of 75 surpasses the healthcare industry average

Quest strives to create an engaging place to work, one that enables employees to build their careers through impactful learning and growth opportunities while promoting our core cultural values. Equipping employees with an understanding of the standards, practices, and policies that are critical to us is fundamental to employee development. In 2022, we invested in learning and leadership development opportunities intended to foster career growth at all levels of the enterprise. We also implemented new channels throughout an employee's tenure to gather feedback and enhance the employee experience.

Creating leaders at all levels of our organization

We approach learning and leadership development with our “Engage. Learn. Apply.” strategy, which aims to provide employees with impactful learning experiences tailored to their specific needs.

Enterprise-wide opportunities

We ensure that employees have learning opportunities at their fingertips through our learning management system, EMPower Learn. It offers a robust menu of training videos and learning playlists that allow employees to choose the content that serves them best.

Our Education Assistance Program continues to provide our employees with unique opportunities to advance their knowledge. Employees may be reimbursed 100% for eligible tuition expenses, up to \$5,250 annually for undergraduate and relevant graduate programs.

Frontline leadership

We prepare new supervisors and managers through Manager Essentials, our 6-month curated curriculum. After completing this curriculum, employees are eligible to participate in LQSMCore, LeadingQuest Supervisor & Manager Core, our 12-month program for supervisors and managers. It's comprised of 3 units focused on leading self, leading others, and organizational leadership. By the end of 2022, nearly 50% of our eligible frontline leaders graduated from or were participating in our frontline leader development programs.

Mid-level leadership

Our Leadership Coaching Program is a 1:1 experience that engages high-potential managers and directors. Participants indicate that this program has helped them to communicate with and support their direct reports more effectively.



Employee and community engagement

Executive leadership

In 2022, we designed fit-for-purpose offerings to develop senior leaders and the executive pipeline in a customized way.

An assessment program allowed us to create a success profile for senior leadership roles on our Executive Leadership Team. Together with a “360” interview process, Hogan assessment, and a day-long strategic executive simulation, we now have consistent and rigorous methods to measure the strengths, capabilities, and personality traits required for success at this level of leadership. Participants in the program are provided with feedback reports, as well as coaching debriefs, that result in robust development plans tailored to individual needs regarding the skills necessary for success. We are in the process of tailoring this offering to current and future VPs/GMs.

To empower and support leadership team members in their new or expanded roles, we have invested in executive coaching. This involves tailored onboarding, personalized assessments, 360 feedback, a full-day alignment- and synergy-building session, individual development plans, and a designated leadership sponsor who provides ongoing advice and guidance. Early assessment indicates increased team cohesion, enhanced strategic focus, strengthened interdepartmental relationships, and more impactful communication.

We also launched Financial Acumen for Business Leaders for current and future general managers. The program helps expand knowledge of finance concepts as well as their application to Quest-specific reporting and practices.

“We meet our colleagues where they are, offering fit-for-purpose learning opportunities to accelerate individual growth and impact.”



TOVAH STROUD, Exec Dir, Operational Excellence and HR Strategy

Stronger employee experiences through listening

Understanding the sentiments of our employees is important at both the local and enterprise-wide level. Throughout 2022, we continued to leverage insights from our employees through new and established pulse surveys. These insights drive actions that improve overall employee experience, engagement, and retention. Life-cycle surveys are offered to new hires as well as to employees joining Quest through acquisitions and voluntarily exiting employees. Managers hold team-level discussions to explore survey results and collaboratively agree on actions to take. At the enterprise level, results inform decisions around culture priorities and learning and development opportunities.

Employee survey results

| Survey cycle | Response rate | Healthcare benchmark response rate | Engagement index | Healthcare benchmark |
|--------------|---------------|------------------------------------|------------------|----------------------|
| March 2022 | 70% | 66% | 75 | 73 |
| July 2022 | 72% | 66% | 75 | 73 |

Stay Interview Program

We recognize the need to interact with employees as individuals to understand their unique needs. The Stay Interview program was introduced to establish a new way for managers to engage proactively with employees to build trust and more meaningful connections. The program creates a foundation for more individualized conversations. These discussions help leaders learn specific actions they can take to improve the employee’s experience and build intent to stay with Quest. Managers who conduct more Stay Interviews have higher team member retention than those who conduct few or none.

- Quest certified 20+ Stay Interview program coaches
- ~1,500 people leaders were trained, with a focus on patient-facing team leaders
- ~14,000 Stay Interviews were completed and documented

Prioritizing employee well-being

Benefits that support the whole person

Quest is committed to providing strong benefits to our employees. Mental health is a core part of ensuring that employees can be at their best, both at work and at home. That's why we are collaborating with Spring Health to provide all our employees and their dependents on the Quest medical plan with access to high-quality and affordable mental health support. More than 10,000 employees and their family members have already accessed this important resource.

"I've battled depression and anxiety for years and have been struggling with health and family issues. I was quickly connected to a Care Navigator who helped get me started, and even scheduled a doctor appointment for me to explore my options. I'm seeing a therapist who has given me strategies to feel better and am using the Moments exercises."

– Technical Laboratory Senior Specialist

Personal insights to improve health

Quest's Blueprint for Wellness is a comprehensive health assessment that is available to all employees, as well as their spouses/domestic partners. Blueprint for Wellness provides participants with a report they can review with their primary care doctor, or with another physician virtually, to receive guidance and discuss next steps to address potential health risks.

"Blueprint for Wellness indicated I was at risk for heart disease. Participating helped me create a plan for better health and I couldn't be more grateful. I've made it a mission to take better care of myself which has also improved my energy and mental health. I can be a role model to my loved ones to do better, be better, and feel better."

– Lab Support Technician



Community engagement

2022 highlights:

- Contributed ~\$15 million in corporate giving and Q4HE grants
- Provided ~750,000 donated or discounted test requisitions, at a cost of over \$13 million
- Matched ~\$300,000 in employee donations to hundreds of nonprofits
- Employees volunteered 20,000+ hours

Quest's Corporate Giving Program captures the passion and commitment of our workforce to make meaningful contributions to the communities where we live and operate. We provide a combination of financial support, donated and discounted services, volunteer time, and thought leadership to nonprofit organizations.

Quest also supports employees in their own philanthropic giving. Through our Matching Gifts Program, employees are encouraged to support organizations that provide healthcare services and education, address healthcare disparities and social determinants of health, fight racism and foster inclusion, and conserve the environment. Quest matches contributions up to \$2,500 per employee per year.

We also expanded The Quest Employee Relief Fund to provide financial support to colleagues impacted by personal hardship, in addition to those affected by federally declared disasters. Employee donations to the Employee Relief Fund are 100% matched by Quest. In 2022, \$288,000 was awarded through 700+ grants.



Quest has extended its work with Rutgers University to support **Ready to Run®**. The program is a nonpartisan campaign training which strives to increase the number of women running for political office. Hosted by the Center for American Women and Politics, Ready to Run enables us to demonstrate our commitment to our community.

Cecilia McKenney with Ready to Run Director Debbie Walsh.



Environmental sustainability



At Quest, we believe that protecting the environment is critical for creating a healthier world. We support the global effort to address climate change and are committed to conserving resources and reducing our impact. Our work extends from our PSCs and labs to our logistics fleet, corporate offices, and supply chain.

This section provides an update on our approach to environmental sustainability and our climate action, waste reduction, and water stewardship efforts.

At the time of this report's initial publication, we are still finalizing and obtaining assurance on our 2022 environmental data. We plan to issue a supplement including this information later in 2023.

2025/2026 GOALS

- Expand our electric vehicle pilot project to include 3 additional lab locations by 2025
- Implement a waste-to-energy strategy to divert from landfills' waste from several of our laboratory locations by 2025
- Reduce or eliminate shipped medical waste from at least 4 of our laboratory locations by installing on-site treatment technology by 2025
- Secure ISO 14001 certification for 3 additional lab locations by 2026
- Transition 50% of our vehicle fleet to electric or hybrid engines by 2026

ISO standardization

ISO 14001 is an internationally recognized management system that leverages leadership involvement and employee engagement to:

- Help organizations ensure compliance with regulatory standards
- Improve their environmental performance
- Provide a competitive advantage and gain the trust of stakeholders
- Achieve strategic goals by incorporating environmental issues into business management

In 2022, we achieved our first ISO 14001 certification for our esoteric laboratory facility at San Juan Capistrano, CA. We plan to secure ISO certification for 3 additional laboratories by 2026.

Climate action

We are actively seeking ways to transition our business to a lower carbon footprint and improve the energy efficiency of our operations and supply base through new and expanded programs.

Facilities

- We conducted ASHRAE Level 2 Energy Audits to identify energy conservation measures across building envelope, mechanical, electrical, and plumbing systems
- We launched an Energy Management Program that includes desktop audits to identify energy conservation measures and to optimize building management strategies
- We developed an enterprise-wide operational best practices tool to drive optimal site performance, including monitoring and adjusting unoccupied/occupied settings

Vehicle fleet conservation

- We continued to optimize courier routes in response to changing business demands. In 2022, we reduced our fleet miles driven by approximately 2.7 million miles, reducing our gasoline consumption by approximately 100,000 gallons and our CO2 emissions by approximately 870 metric tons
- We installed charging stations in our Clifton, NJ lab and plan to do the same at 3 additional labs by 2025
- After considering the results of our 2021 electric vehicle pilot project, we plan to transition 50% of our vehicle fleet to electric or hybrid engines by 2026



Renewable energy

- Through our renewable energy procurement efforts, we purchased over 34 million kilowatt hours of renewable energy in 2022

Supply base

- We continued to engage with our suppliers about their environmental profile and practices. We request supplier assessments and evaluate their responses with assistance from an external expert as we seek to identify improvement opportunities

To learn more, see our [Supply chain](#) section on page 12 of this report and our [website](#).

Waste reduction

We have a multi-pronged approach to waste reduction. Our strategies include reducing waste generated and waste sent to landfill.

- For several years, we have been committed to reducing our single-use plastic waste and using specimen cups and stool containers containing less plastic. We are proud to share this program reduced our plastic waste in 2022 by another 105 standard tons
- We are committed to reducing the amount of paper waste in our PSCs. During the period 2018–2022, we cut paper waste in our PSCs by approximately 723 tons, including approximately 177 tons in 2022. As we go forward, we estimate that this initiative will enable us to avoid paper waste by approximately 175 tons annually
- Our plans also include decreasing waste to landfill. We began with an audit of several of our California sites to gain a better understanding of disposal of waste streams. We identified waste-to-energy as a potential opportunity to divert waste from landfills and are planning to implement waste-to-energy projects at not less than 4 laboratory locations by 2025
- Another waste stream opportunity is medical waste. We plan to install on-site treatment technology for medical waste at 4 laboratories within the next 3 years

Water stewardship

We rely on water for our operations and test processing and are focused on continuously improving water use efficiency and management of water discharges.

- Our environmental management system includes consideration of water use and its impact on the environment as a limited natural resource
- We conducted water audits at several of our major laboratories to gather insight into potential water-savings opportunities



Small changes can have a big impact

Annually, Quest ships over 1.5 million collection supplies orders to over 100,000 clients—totaling over 2.5 million boxes. These collection supplies are needed to properly collect a quality sample for testing in our laboratories. In 2022, we began a box optimization program to bring down the number of boxes we send out. Our innovative software solution, launching in 2023, will trim the number of boxes shipped by an estimated 10% annually. This program is expected to reduce downstream cardboard used by 85 tons. There will also be a reduction in transportation carbon emissions as fewer trips will be needed to deliver the same quantity of supplies.

Appendix

About this Report

Our annual Corporate Responsibility Report focuses on environmental, social, and governance (ESG) topics. Unless indicated otherwise, data in this Report are as of December 31, 2022 or cover the period from January 1, 2022 to December 31, 2022. In some instances, we provide information relating to a date in 2023 to provide more up-to-date information to our stakeholders. When we use the terms “Quest,” “Quest Diagnostics,” “company,” “we,” “us,” or “our” in this Report, we are referring to Quest Diagnostics Incorporated and its subsidiaries, on a consolidated basis, unless we state, or the context implies, otherwise. The Report does not include companies in which Quest Diagnostics has an investment. The Quest Diagnostics Foundation is a separate, nonprofit entity.

This Report is an important source of Quest Diagnostics annual ESG disclosures. For additional and complementary ESG information about Quest Diagnostics, please refer to the disclosures on the Quest Diagnostics Corporate Responsibility website and in our periodic reports and proxy statements filed with the US Securities and Exchange Commission (SEC), which also are available on our investor relations webpages.

Our Report includes reporting aligned with the Sustainability Accounting Standards Board (SASB) standards (sometimes referred to as the SASB Index). As we navigate the evolving space of ESG frameworks, standards, and guidelines, we have prioritized disclosures that allow us to communicate with our stakeholders most effectively. We will continue to evaluate the available frameworks, standards, and guidelines and, in the future, our ESG disclosures may evolve. The material topics discussed in this Report and in our Materiality Assessment process are different than the definition of materiality applicable to our reports and other filings with the SEC as set forth under the securities or other laws of the United States or other jurisdictions or as may be applicable to our consolidated financial statements. The inclusion of information in this Report should not be construed as a characterization by us that the information is material under the securities laws or material as it relates to our consolidated financial statements.

This Report includes forward-looking statements. Forward-looking statements include all statements that do not relate solely to historical or current facts and can be identified by the use of words such as “may,” “believe,” “will,” “expect,” “project,” “estimate,” “anticipate,” “plan,” or “continue.” These forward-looking statements are based on our current plans and expectations and are subject to a number of risks and uncertainties that could cause our plans and expectations, including actual results, to differ materially from the forward-looking statements. Actual results may differ from those set forth in the forward-looking statements due to a variety of reasons, including, but not limited to: adverse results from pending or future government investigations, lawsuits, or private actions; the competitive environment; the complexity of billing, reimbursement, and revenue recognition for clinical laboratory testing; changes in government regulations; changing relationships with customers, payers, suppliers, or strategic partners; changes in developing standards and certifications; the cost and availability of renewable energy, carbon offset and carbon removal projects, energy attribute certificates, and green buildings; the availability and cost of alternatives to current technologies, power and transportation sources, and waste treatment and recycling systems; and changes in economic or business conditions and the company’s ability to grow, improve its financial performance, and execute on its strategies. A further description of these and other risks and uncertainties can be found in the company’s most recent Annual Report on Form 10-K and in any of the company’s subsequently filed Quarterly Reports on Form 10-Q and Current Reports on Form 8-K, including those discussed in the “Business,” “Risk Factors,” “Cautionary Factors that May Affect Future Results,” and “Management’s Discussion and Analysis of Financial Condition and Results of Operations” sections of those reports. You are cautioned not to unduly rely on such forward-looking statements when evaluating the information presented in this Report, which speak only as of the date on which they are made. We undertake no obligation to update or revise any forward-looking statements.

We value your feedback

We welcome feedback and questions about this report and encourage you to share any queries or comments with us at CorpResponsibility@questdiagnostics.com.

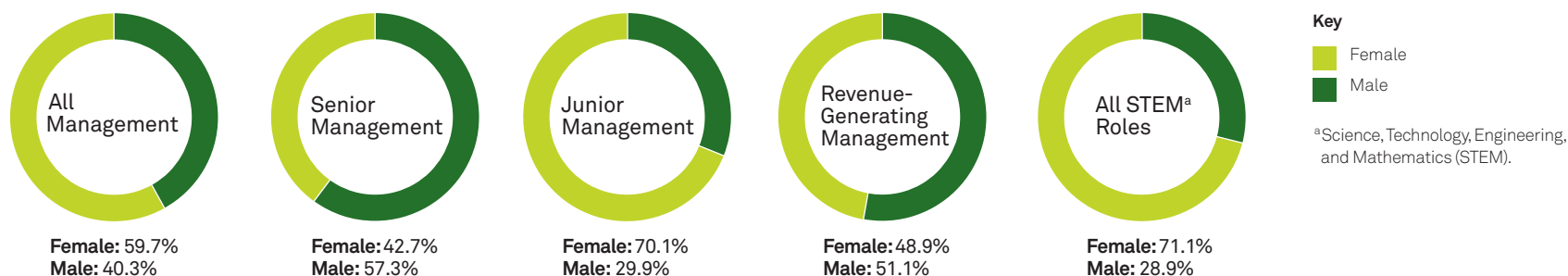
Workforce demographics

Equal Employment Opportunity (EEO) -1 data

| | | MALE | FEMALE | MALE | | | | | | FEMALE | | | | | | TOTAL |
|--------------------|-------------|-------------|-------------|-------------|-------------|-----------|-------------|-----------|------------|--------------|-------------|------------|-------------|------------|------------|--------------|
| | | HISP | HISP | WHITE | BLACK | NHOPI | ASIAN | NAT AM | 2+RACE | WHITE | BLACK | NHOPI | ASIAN | NAT AM | 2+RACE | A-N |
| JOB CATEGORIES | | (A) | (B) | (C) | (D) | (E) | (F) | (G) | (H) | (I) | (J) | (K) | (L) | (M) | (N) | (O) |
| Exec/Senior Mgrs | (1.1) | 22 | 14 | 394 | 17 | 1 | 64 | 2 | 9 | 282 | 28 | 1 | 42 | 0 | 14 | 890 |
| First/Mid-Lvl Mgrs | (1.2) | 59 | 74 | 557 | 45 | 5 | 92 | 4 | 21 | 782 | 82 | 3 | 104 | 1 | 17 | 1846 |
| Professionals | (2) | 166 | 281 | 1030 | 139 | 6 | 274 | 5 | 34 | 1713 | 433 | 8 | 379 | 8 | 73 | 4549 |
| Technicians | (3) | 678 | 3263 | 1696 | 600 | 28 | 922 | 13 | 94 | 8231 | 4505 | 52 | 2239 | 101 | 413 | 22835 |
| Sales Workers | (4) | 41 | 88 | 318 | 36 | 5 | 17 | 0 | 3 | 505 | 46 | 0 | 23 | 0 | 9 | 1091 |
| Admin Support | (5) | 200 | 545 | 479 | 179 | 12 | 115 | 3 | 24 | 1715 | 1021 | 15 | 242 | 21 | 83 | 4654 |
| Craft Workers | (6) | 1 | 0 | 24 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 25 |
| Operatives | (7) | 0 | 0 | 3 | 1 | 0 | 0 | 0 | 0 | 2 | 1 | 0 | 0 | 0 | 0 | 7 |
| Laborers & Helpers | (8) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Service Workers | (9) | 781 | 953 | 2278 | 988 | 38 | 605 | 15 | 84 | 3444 | 1830 | 39 | 727 | 46 | 148 | 11976 |
| Total | (10) | 1948 | 5218 | 6779 | 2005 | 95 | 2089 | 42 | 269 | 16674 | 7946 | 118 | 3756 | 177 | 757 | 47873 |

Workforce demographics

Select workforce breakdown by gender



Total workforce breakdown by race and ethnicity

| Group | American Indian | Asian | Black/African American | Hispanic/Latino | Pacific Islander | Two or more* | White |
|-------------------------------|-----------------|-------|------------------------|-----------------|------------------|--------------|-------|
| All Management | 0.4% | 12.0% | 12.0% | 9.4% | 0.4% | 2.2% | 63.6% |
| Senior Management | 0.2% | 13.0% | 5.2% | 4.4% | 0.2% | 2.3% | 74.7% |
| Junior Management | 0.6% | 12.8% | 20.1% | 13.5% | 0.6% | 2.6% | 49.8% |
| Revenue-Generating Management | 0.4% | 3.2% | 9.6% | 5.6% | 0.4% | 1.6% | 79.2% |
| All STEM Roles | 0.4% | 22.2% | 15.6% | 12.1% | 0.5% | 2.1% | 47.1% |

*Other people of color/2 or more races.

Total workforce breakdown by age



| Age Group | Percentage |
|--------------------|------------|
| 20s age group | 14.7% |
| 30s age group | 22.7% |
| 40s age group | 23.2% |
| 50s age group | 23.1% |
| 60s age group | 13.9% |
| Above 70 age group | 2.4% |

- Data reflect our US employee population; 97.5% of Quest’s employee population is US-based
- Data exclude employees who did not elect to disclose their race/ethnicity
- Senior management includes individuals who plan, direct, and formulate policies, set strategy, and provide the overall direction of the company
- Junior management refers to front-line managers and supervisors; these individuals are responsible for directing and executing the daily operational objectives of the company
- Revenue-generating functions refer to management roles in departments such as sales, or that contribute directly to the output of products or services
- STEM functions require the knowledge of STEM concepts in their daily responsibilities

Workforce demographics

Workforce new hire (~14,000)

| Group | American Indian | Asian | Black/African American | Hispanic/Latino | Pacific Islander | Two or more* | All people of color | White |
|--------|-----------------|-------|------------------------|-----------------|------------------|--------------|---------------------|-------|
| Female | 0.6% | 5.4% | 26.2% | 15.7% | 0.4% | 1.1% | 49.4% | 27.3% |
| Male | 0.1% | 3.0% | 5.3% | 4.8% | 0.1% | 0.4% | 13.7% | 9.6% |

*Other people of color/2 or more races.

| Female | Male |
|--------|-------|
| 76.7% | 23.3% |

SASB Sustainability Accounting Standards Index

Table 1: Health Care Delivery Industry Standard Accounting Metrics

| SASB Code | Metric | Response |
|--|--|---|
| Energy Management | | |
| HC-DY-130a.1 | (1) Total energy consumed (2) Percentage grid electricity (3) Percentage renewable | Quest Diagnostics will provide data for the reporting period in a supplemental report. |
| Waste Management | | |
| HC-DY-150a.1 | Total amount of medical waste, percentage (a) incinerated, (b) recycled or treated, and (c) landfilled | Quest Diagnostics will provide data for the reporting period in a supplemental report. |
| HC-DY-150a.2 | Total amount of: (1) hazardous and (2) non-hazardous pharmaceutical waste, percentage (a) incinerated, (b) recycled or treated, and (c) landfilled | In 2022, Quest did not produce pharmaceutical waste. |
| Patient Privacy & Electronic Health Records | | |
| HC-DY-230a.1 | Percentage of patient records that are Electronic Health Records (EHR) that meet "meaningful use" requirements | All Quest Diagnostics lab results can be utilized by lab customers in a way that meets the EHR meaningful use requirements. Quest Diagnostics EHR system is listed on the Certified Health IT Product List. |
| HC-DY-230a.2 | Description of policies and practices to secure customers' protected health information (PHI) records and other personally identifiable information (PII) | See <i>Data privacy and cybersecurity</i> section in the 2022 Corporate Responsibility Report, page 11. For our Privacy Notice, please click here . |
| HC-DY-230a.3 | (1) Number of data breaches, (2) percentage involving (a) personally identifiable information (PII) only and (b) protected health information (PHI), (3) number of customers affected in each category, (a) PII only and (b) PHI | Not reported. |
| HC-DY-230a.4 | Total amount of monetary losses because of legal proceedings associated with data security and privacy | When public disclosure criteria are met, monetary losses as a result of legal proceedings associated with data security and privacy are included in Quest Diagnostics Annual Report on Form 10-K. |

Table 1: Health Care Delivery Industry Standard Accounting Metrics (Continued)

| SASB Code | Metric | Response |
|---|---|---|
| Access for Low-Income Patients | | |
| HC-DY-240a.1 | Discussion of strategy to manage the mix of patient insurance status | Quest Diagnostics is committed to providing service to all patients, including those who have commercial or government insurance or are uninsured. Through our Patient Assistance Program, we tailor solutions for uninsured or underinsured patients based on individual circumstances. See <i>Equity and health access</i> section in the 2022 Corporate Responsibility Report, pages 13-17. |
| HC-DY-240a.2 | Amount of Medicare Disproportionate Share Hospital (DSH) adjustment payments received | Not applicable – Quest Diagnostics does not operate hospitals. |
| Quality of Care & Patient Satisfaction | | |
| HC-DY-250a.1 | Average Hospital Value-Based Purchasing Total Performance Score and domain score, across all facilities | Not applicable – Quest Diagnostics does not operate hospitals. |
| HC-DY-250a.2 | Number of Serious Reportable Events (SREs) as defined by the National Quality Forum (NQF) | Not applicable – Quest Diagnostics does not operate hospitals. |
| HC-DY-250a.3 | Hospital-Acquired Condition (HAC) Score per hospital | Not applicable – Quest Diagnostics does not operate hospitals. |
| HC-DY-250a.4 | Excess readmission ratio per hospital | Not applicable – Quest Diagnostics does not operate hospitals. |
| HC-DY-250a.5 | Magnitude of readmissions payment adjustment as part of the Hospital Readmissions Reduction Program (HRRP) | Not applicable – Quest Diagnostics does not operate hospitals. |
| Management of Controlled Substances | | |
| HC-DY-260a.1 | Description of policies and practices to manage the number of prescriptions issued for controlled substances | Not applicable – Quest Diagnostics does not issue prescriptions for controlled substances. |
| HC-DY-260a.2 | Percentage of controlled substance prescriptions written for which a prescription drug monitoring program (PDMP) database was queried | Not applicable – Quest Diagnostics does not issue prescriptions for controlled substances. |

Table 1: Health Care Delivery Industry Standard Accounting Metrics (Continued)

| SASB Code | Metric | Response | | |
|---|---|--|------------------------------------|--------------------------------------|
| Pricing and Billing Transparency | | | | |
| HC-DY-270a.1 | Description of policies or initiatives to ensure that patients are adequately informed about price before undergoing a procedure | <p>Quest Diagnostics aims to be as transparent as possible about the pricing of its services. Pricing is publicly available online for all tests (currently approximately 70) offered by QuestHealth™, our consumer-facing offering that enables individuals to select and purchase laboratory and point-of-care tests from Quest Diagnostics.</p> <p>Many patients who use Quest Diagnostics patient service centers for testing can take advantage of our Real Time Estimation initiative to understand the cost of their lab tests before they are tested (not available for all patients).</p> | | |
| HC-DY-270a.2 | Discussion of how pricing information for services is made publicly available | See response to HC-DY-270a.1. | | |
| HC-DY-270a.3 | Number of the entity's 25 most common services for which pricing is publicly available, percentage of total services performed (by volume) that these represent | The tests (currently more than 70) offered by QuestHealth—our consumer-facing offering that enables individuals to select and purchase laboratory testing and point-of-care tests from Quest Diagnostics—represents less than 5% by volume of our total services. | | |
| Employee Health & Safety | | | | |
| HC-DY-320a.1 | (1) Total recordable incident rate (TRIR) and (2) days away, restricted, or transferred (DART) rate | (1) 2.32 (2) 0.64 | | |
| Employee Recruitment, Development, and Retention | | | | |
| HC-DY-330a.1 | (1) Voluntary and (2) involuntary turnover rate for: (a) physicians, (b) non-physician health care practitioners, and (c) all other employees | | Voluntary Turnover Rate (%) | Involuntary Turnover Rate (%) |
| | | Physicians | 7.9% | Not disclosed |
| | | Non-physician health care practitioners | Not applicable | Not applicable |
| | All other employees | 24.9% | Not disclosed | |
| HC-DY-330a.2 | Description of talent recruitment and retention efforts for health care practitioners | <p>See <i>Employee and community engagement</i> section in the 2022 Corporate Responsibility Report, pages 18-24.</p> <p>See Working at Quest Diagnostics.</p> | | |

Table 1: Health Care Delivery Industry Standard Accounting Metrics (Continued)

| SASB Code | Metric | Response |
|--|--|--|
| Climate Change Impacts on Human Health & Infrastructure | | |
| HC-DY-450a.1 | Description of policies and practices to address: (1) the physical risks due to an increased frequency and intensity of extreme weather events and (2) changes in the morbidity and mortality rates of illnesses and diseases associated with climate change | <p>Quest Diagnostics maintains a business continuity program to prepare for and respond to risks to our physical infrastructure and assets presented by extreme weather events and natural disasters, whether as a result of climate change or otherwise. The program covers our critical US facilities, including laboratory operations and offices, and addresses the full range of issues, including remediation of power interruptions. The company's Board of Directors receives annual updates on the program.</p> <p>Quest Diagnostics is beginning to develop policies and practices to address the risks and opportunities presented by changes in the prevalence, geographic location, and severity of diseases that may be impacted by climate change (eg, changing patient testing capacity needs or disease profiles that require new testing).</p> |
| HC-DY-450a.2 | Percentage of health care facilities that comply with the Centers for Medicare and Medicaid Services (CMS) Emergency Preparedness Rule | Quest Diagnostics provides diagnostic information services and does not maintain healthcare facilities subject to the CMS Emergency Preparedness Rule. |
| Fraud & Unnecessary Procedures | | |
| HC-DY-510a.1 | Total amount of monetary losses because of legal proceedings associated with Medicare and Medicaid fraud under the False Claims Act | When public disclosure criteria are met, monetary losses as a result of legal proceedings under the False Claims Act are included in the Quest Diagnostics Annual Report on Form 10-K. |

Table 2: Activity Metrics

| SASB Code | Metrics | Response |
|-------------|--|--|
| HC-DY-000.A | Number of (1) facilities and (2) beds, by type | Not applicable – Quest Diagnostics does not operate hospitals. |
| HC-DY-000.B | Number of (1) inpatient admissions and (2) outpatient visits | Not applicable – Quest Diagnostics does not operate hospitals. |

Table 3: Additional Accounting Metrics

| SASB Code | Metrics | Response |
|---|--|--|
| Medical Equipment & Supplies Industry Standard ▶ Business Ethics | | |
| HC-BP-510a.2 | Description of code of ethics governing interactions with health care professionals | Quest Diagnostics maintains a Code of Ethics applicable to all employees. The Code applies to all employee activity, including interactions with healthcare professionals. |
| HC-BP-510a.1 | Total amount of monetary losses as a result of legal proceedings associated with bribery or corruption | When public disclosure criteria are met, monetary losses as a result of legal proceedings associated with bribery and corruption are included in the Quest Diagnostics Annual Report on Form 10-K. |
| Medical Equipment & Supplies Industry Standard ▶ Ethical Marketing | | |
| HC-BP-270a.1 | Total amount of monetary losses because of legal proceedings associated with false marketing claims | When public disclosure criteria are met, monetary losses as a result of legal proceedings associated with false marketing claims are included in the Quest Diagnostics Annual Report on Form 10-K. |
| Health Care Distributors Industry Standard | | |
| HC-DI-510a.1 | Description of efforts to minimize conflicts of interest and unethical business practices | Quest Diagnostics maintains a Code of Ethics applicable to all employees and all employee activity. Quest Diagnostics also maintains a Conflict of Interest Policy applicable to all employees. The Policy applies to all employee activity that may cause or create the appearance of a conflict of interest. |