

Care At Our Core

2023 Corporate
Responsibility Report



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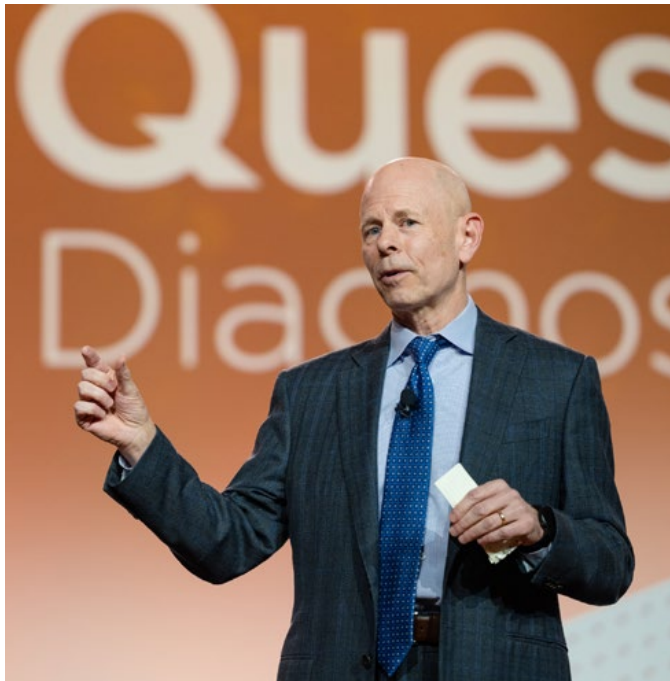
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I'm pleased to share our 2023 Quest Diagnostics Corporate Responsibility Report.

The theme of this year's report is "Care at Our Core," which builds on our Purpose of working together to create a healthier world, one life at time.

Whether it's our clinical franchises innovating to expand our disease-state testing portfolio, our professional lab services business helping hospitals operate more efficiently, our phlebotomists fostering a positive experience in our patient service centers (PSCs), or our many other touchpoints across the healthcare experience, we work together every day as a team to care for our patients, customers, and one another. I am proud of the critical role we play in healthcare and how our workforce is the engine that advances innovative contributions to the field.

A letter from our Chairman, CEO and President

The Quest Way guides our Corporate Responsibility strategy and progress toward our Environmental, Social, and Governance (ESG) priorities and goals. We look forward to sharing these achievements and demonstrating how we continue to improve our processes and capabilities surrounding this work.

In 2023, we focused on generating growth, operating more efficiently, and developing new solutions to meet the needs of our primary customers. Quest remains a leading provider of advanced diagnostics, with testing services at the forefront of disease prevention, diagnosis, and monitoring. We expanded our portfolio with an emphasis on early detection. Our acquisition of Haystack Oncology will allow us to better detect residual or recurring cancers in early stages and improve treatment outcomes. We also added to our Alzheimer's test portfolio, providing individuals with insight into hereditary genetic risk and early detection of disease risk with a simple blood test.

Expanding access to our diagnostic solutions and reducing health disparities in underserved communities continued as imperatives for Quest in 2023. Through our Quest for Health Equity (Q4HE) initiative, we, along with the Quest Diagnostics Foundation, collaborated with local stakeholders on community-led efforts with 55 active programs across the country. We also made important refinements to our patient financial assistance programs, decreasing the cost of testing for qualified patients.

We introduced our mobile phlebotomy service, Quest Mobile™, and nearly doubled the number of tests available on our consumer-initiated testing platform, questhealth.com.

A healthier world starts with a healthier Quest, and a healthier Quest starts with the health of each of our ~48,000 colleagues. That's why we relaunched our employee health program, HealthyQuest, in 2023 with a renewed commitment to our colleagues' well-being. Through our Blueprint for Wellness® offering, ~37,000 Quest employees and their spouses or domestic partners received a personalized, comprehensive health report based on a lab panel, biometrics, and an online questionnaire. To further support our employees in making healthier lifestyle choices, we created a HealthyQuest Employee Business Network with more than 1,000 colleagues already participating.

2023 was a remarkable year. I am humbled to lead such a dedicated team and look forward to our continued accomplishments together.

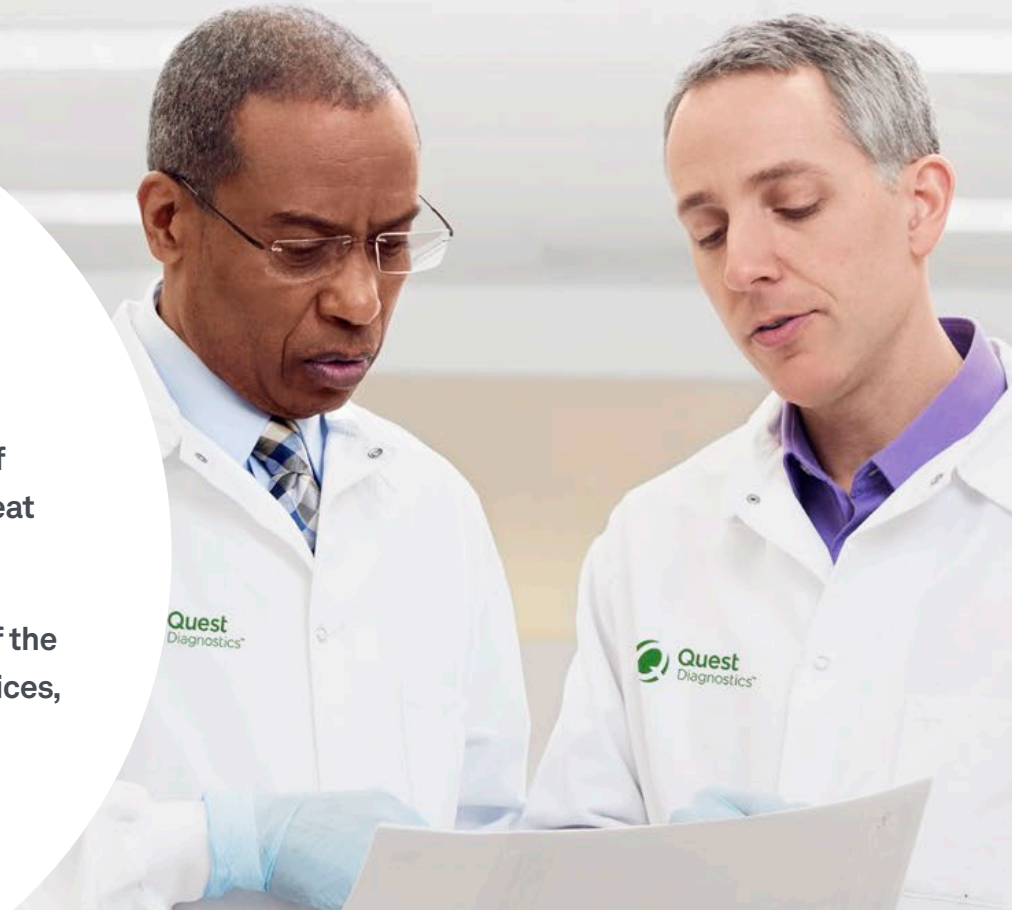
In good health,

Jim Davis
Chairman, CEO and President

Who we are

Quest Diagnostics works across the healthcare ecosystem to create a healthier world, one life at a time. We provide diagnostic insights that empower patients, physicians, and organizations to take action to improve health outcomes. Derived from one of the world's largest databases of de-identifiable clinical lab results, our diagnostic insights reveal new avenues to identify and treat disease, inspire healthy behaviors, and improve healthcare management.

Leveraging our extensive scale and reach, we serve annually approximately 1 in 3 adults and half the physicians and hospitals in the US. Quest conducts business throughout the US in our PSCs, offices, laboratories, and other facilities in Finland, Puerto Rico, and Mexico.



Awards and honors



DISABILITY:IN

- Best Places to Work for Disability Inclusion – 2023 Disability Equality Index®

HUMAN RIGHTS CAMPAIGN FOUNDATION

- 2023-2024 Corporate Equality Index

FORBES®

- America's Best Employers by State 2023

FORTUNE®

- World's Most Admired Companies 2023
- America's Most Innovative Companies 2023

TIME® AND STATISTA®

- World's Best Companies 2023

NEWSWEEK®

- America's Greatest Workplaces 2023
- Most Trustworthy Companies in America 2023
- America's Greatest Workplaces for Parents and Families 2023



The Quest Way

We operate our business according to a clear set of principles we call The Quest Way, which consists of our Purpose, Strategy, and Culture. The Quest Way is our approach to how we work together to achieve our goals as a company. It also informs our Corporate Responsibility strategy and guides our efforts to improve the health and well-being of our workforce, patients and consumers, and the communities we serve.

Purpose: Why we exist

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



Strategy: How we grow

WE WILL GROW BY

- Collaborating with healthcare providers and partners to leverage our broad access
- Offering an industry-leading menu of tests and other services
- Leveraging our data assets and services to improve population health and enable value-based care
- Continuously improving our quality and efficiency by embracing innovative technologies, including automation and AI

WHO WE SERVE

- Physicians, including those associated with Accountable Care Organizations and Federally Qualified Health Centers
- Hospitals and hospital systems
- Patients and consumers
- Health plans
- Employers
- Emerging retail healthcare providers
- Government agencies
- Pharmaceutical companies
- Other commercial clinical laboratories

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.

2023 highlights



Consumer reach

~206M
test requisitions processed

~550,000
patients tested daily

Access to ~90%
of US insured lives

~2,000
patient service centers (PSCs)

>73,000
courier stops daily

19
aircraft transporting
specimens across the US

~7,400
patient access points

~23,000
field providers*



Clinical innovation

Developed **42 new tests**

Acquired **Haystack Oncology** to better identify early-stage residual or recurring cancer

Expanded our Quest **AD-Detect®** portfolio by introducing the **ApoE Isoform test** and **AD Detect Beta-Amyloid 42/40 ratio tests** for a more robust Alzheimer's risk assessment

Collaborated with the **Centers for Disease Control and Prevention** to better understand hepatitis C burden in the US



Community impact

\$16M+
in corporate giving and Quest for Health Equity (Q4HE) grants

55
active Q4HE programs across the US

950,000+
donated or discounted test requisitions

30,000+
employee volunteer hours

\$300,000+
in employee donations matched**



Thought leadership

73
peer-reviewed publications

115
national conference presentations

~1,200
global patents held

400+
global patents pending

*Includes phlebotomists, paramedics, nurses, and other health and wellness professionals.

** Included in the \$16M+ in corporate giving and Q4HE grants.

Our corporate responsibility priorities and ESG goals

In 2023, Quest continued to focus on our Corporate Responsibility strategy and our ESG goals that are most pertinent to our business. Our leadership—including our executive leadership team, senior leaders, and other key operational staff—drive progress toward this strategy and these goals. This includes consistent tracking, updating goals and timeframes as necessary, and ongoing engagement with stakeholders. These stakeholders include patients and consumers, employees, B2B customers, investors and shareholders, suppliers, communities, government agencies, and policymakers.

Strategic pillars	Priority topics and goals
<p>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.</p>	<p>Attract, engage, and retain talent</p> <ul style="list-style-type: none"> • Strengthen the employee experience through inclusion, engagement, career growth, and development* • Increase diversity of leadership through a variety of development and retention initiatives and talent acquisition strategies* • Improve employee health outcomes through a focus on culture, prevention, and programs*
<p>Equity and health access We are addressing healthcare inequities across the nation through donated and discounted tests, access to resources, and grants for nonprofit programs and community organizations.</p>	<p>Patient- and consumer-centered care</p> <ul style="list-style-type: none"> • Improve the experience for patients throughout all touchpoints, particularly in our PSCs, including for non-English-speaking patients • Introduce innovations to better meet the needs of specific patient populations <p>Access and affordability</p> <ul style="list-style-type: none"> • Increase access to diagnostic tests for people who may be unable to afford basic healthcare services* • Support organizations addressing disparities in healthcare through our Q4HE initiative
<p>Environmental sustainability We are focused on enhancing the environmental sustainability of our operations and protecting the communities where we live and operate.</p>	<p>Environmental sustainability</p> <ul style="list-style-type: none"> • Expand our electric vehicle pilot project to include 3 additional lab locations by 2025 • Transition 50% of our vehicle fleet to electric or hybrid engines by 2026* • Reduce or eliminate shipped medical waste from at least 4 of our laboratory locations by installing on-site treatment technology by 2025 • Implement a waste-to-energy strategy to divert waste from several of our laboratory locations from landfills by 2025 • Secure ISO 14001 certification for 3 additional lab locations by 2026
<p>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.</p>	<p>Supply chain management</p> <ul style="list-style-type: none"> • 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 US to \$500 million by 2026*

* These goals have been updated or are under review for adjustment.

Employee and community engagement

Creating a healthier world, one life at a time, starts with building a healthier workforce, one employee at a time. Our people power our individualized patient care, innovations in clinical testing and research, and impact in the communities in which we operate.

We strive to foster a culture where everyone can do their best work. We invest in our employees' physical, mental, and financial well-being; long-term career growth; and sense of belonging and shared purpose. Through offering comprehensive benefits, tailored development programs, and robust support networks, we're continuously improving our workplace for all Quest employees.

Attract, engage, and retain talent

2025 goals

Strengthen the employee experience through engagement, inclusion, career growth, and development

Increase diversity of leadership through a variety of development and retention initiatives and talent acquisition strategies

Improve employee health outcomes through a focus on culture, prevention, and programs

2023 progress

- Achieved Employee Engagement Index Score above industry average
- Improved frontline retention by 11%
- Saw our highest rate of engagement since 2019 in our employee education assistance program, MyQuest for Education
- Welcomed ~2,000 new members to Employee Business Networks (EBN)

- Increased participation in professional development programs and implemented process improvements
- Launched working group to develop strategies to expand and enhance our search and selection processes
- Launched the Everyday Equity Council to contribute to the inclusivity and accessibility of Quest products and services
- Established the Inclusion Mentor Circles program

- Launched HealthyQuest EBN with 1,000+ members
- Reached ~79% participation in Blueprint for Wellness program among employees and their spouses or domestic partners enrolled in a Quest medical plan
- ~21% of all eligible Quest employees engaged with Spring Health, a benefit providing mental health support



Developing and retaining talent

Our employees don't just hold jobs—they build careers. In 2023, we continued to focus on the hire-to-retire journey for our workforce. Learning and development programs, education assistance, and opportunities to improve our organizational culture make Quest a place to grow and advance.

MY QUEST FOR EDUCATION

Education provides a foundation for our employees to build the careers they want, and we're supporting them in pursuing their goals. Through our education assistance program, My Quest for Education, we offer up to \$5,250 annually in reimbursement for career-related learning, courses, and degrees and up to \$8,000 a year to pursue a business-critical degree such as medical laboratory science. Some programs offer eligible employees the opportunity to obtain a degree at little to no out-of-pocket cost.

In 2023, we redesigned the program to improve access and ease of use, leading to over 1,000 employees enrolling—our highest rate of engagement over the last 5 years. My Quest for Education also allows us to more readily promote from within as employees build the skills that match their career interests while meeting the talent needs of the organization. From 2019 through 2023, ~64% of participants in My Quest for Education have made at least 1 career move within our organization, and ~50% have received at least 1 promotion.



Supporting our employees' career journeys

From their first days of onboarding to leading at the executive level, we invest in our people.



New hires

90-Day Employee Experience Pilot:

Comprehensive toolset for managers, including enhanced support for new hires, to onboard employees over a 90-day period. Our pilot with Frontline Logistics resulted in a 13% reduction in voluntary turnover in year 1.



Frontline employees

Patient Services Group Lead Role Development:

Program built specifically for frontline group leads to develop peer-to-peer leadership skills and serve as a resource and role model for their colleagues. Piloted in 2023, with an expansion planned in 2024.



Supervisors and managers

Stay Interviews: Retention and trust-building touchpoint for people leaders. In 2023, Quest trained 600 people leaders in conducting Stay Interviews and held 6,000 conversations. This is in addition to 1,500 people leaders trained and 13,000 interviews conducted in 2022.

LeadingQuest Supervisor and Manager Core: Year-long program for supervisors and managers to build critical capabilities and skills, including emotional intelligence, cross-functional relationships, inclusive leadership, and leading change. In 2023, more than 500 new supervisors and managers participated in this training—with approximately 1,250 active frontline leaders developed since 2020.



Mid-level leaders

LeadingQuest for Business Impact:

Leadership training specific to the needs of director-level leaders, focused on emotional intelligence, communication, cross-functional relationships, strategic thinking, and inclusion. Launched in 2023, 35 leaders have participated.

Elevate: High-potential program for future executives that includes classroom learning, team-based project work, and executive sponsorship. Piloted in 2023, 24 high-potential leaders have participated.



Executive leadership

Financial Acumen for Business Leaders: Program focused on honing financial skillsets for new and future general managers. To date, over 11% of our senior leadership team have participated.

Executive Coaching: Coaching is used to hone leadership skills and improve effectiveness for executive leaders to assimilate into new or expanded roles. The program is tailored to the individual's needs and development priorities based on 360-degree feedback.



HOW WE WORK

Our 5Cs—Customer first, Care, Collaboration, Continuous improvement, and Curiosity—exemplify our culture and are increasingly woven into our leadership development, peer recognition, and performance assessment practices. We frame employee accomplishments and opportunities for growth using the 5Cs and, starting in 2024, will use them to inform employee goals and objectives.

LISTENING TO OUR EMPLOYEES

One of the ways we implement our 5Cs is by listening to our employees and acting on their feedback. We conduct regular pulse surveys that allow us to capture employee sentiment in real time. We’ve also set up an automated reminder system for managers to examine their results and collaboratively put an action plan in place with their team. These pulse surveys allow us to measure our Employee Engagement Index Score, which was above the healthcare industry average in 2023. We have exceeded the healthcare industry benchmark since launching our Employee Insights survey in 2020. In 2024, we will expand our listening strategy to include a new culture survey. This additional enterprise-wide assessment will help us continue to refine how we implement The Quest Way and our 5Cs across the organization.



The impact of the 5Cs extends beyond our team. [Read more](#) about how the 5Cs set Quest apart in the experience and care we provide for our patients.

Inclusion and diversity

The communities we serve at Quest are diverse in background, abilities, experiences, and cultures. We strive to build a workforce that reflects that diversity and supports all employees in achieving their goals and growing at Quest. In 2023, we continued to embed Inclusion & Diversity (I&D) into our organizational culture, processes, and leadership and development opportunities.

EMPLOYEE BUSINESS NETWORKS

Our EBNs are a key part of our I&D strategy and help cultivate a culture of belonging. In 2023, membership in our EBNs grew by ~30%, with 2,000 new members and the launch of 4 new chapters, 3 in Mexico and 1 in Puerto Rico. By the end of the year, our 11 EBNs had ~8,000 active members comprising ~16% of our workforce. To provide additional structure and support for our EBNs, we also invested in leadership development, streamlined membership processes, and revamped programming to better align with employee interests.

PROFESSIONAL DEVELOPMENT AND PROCESS IMPROVEMENTS

In 2023, Quest enacted several process improvements to better reflect our company values and further integrate I&D across our operations and consumer services.



We launched our Everyday Equity Council, which is comprised of EBN leaders and exists as a standing focus group for Quest employees to raise equity-related ideas, concerns, and questions. Whether they're developing a process or preparing to release a product or service, employees can use the Council as a sounding board to determine whether their effort is inclusive and accessible. The Council can advise on Americans with Disabilities Act (ADA) compliance, for example, or review training or development materials for culturally sensitive language.

In 2023, we worked to create a common understanding of gender identity and sexual orientation across our workforce. As employees voluntarily self-identify at Quest, we've expanded how we define gender and sexual orientation to better reflect our workforce composition. We introduced training to provide every Quest employee with the same baseline knowledge of what gender identity means—with 93% of employees completing the training. Additionally, we added an option for chosen names to be added to several internal platforms. We remain committed to creating a workplace where all employees feel supported to show up as their authentic selves.

Quest also spearheaded a working group to evolve our search, selection, and hiring practices. The group will leverage metrics and insights to inform process enhancements, assess strategies to attract diverse talent, and implement practices with the goal of increasing the diversity of candidate slates and interview panels. To further support this initiative, training programs for recruiters and hiring managers are being developed to advance skills in competency-based search and selection best practices.



PROGRAMMING

We continued to incorporate I&D into our leadership and talent development efforts throughout 2023. In collaboration with McKinsey's Connected Leader Academy, employees have an opportunity to participate in various programs based on leadership level. In addition to enhancing core business understanding and leadership strategies, participants are provided with a robust network of peers and experts with whom they may share cultural backgrounds and experiences. Over 350 employees participated in 2023, an increase from 58 employees in 2022.

We also launched our Inclusion Mentor Circles program, where leaders connect with frontline supervisors to share their expertise and hone the inclusive leadership skills needed to ascend at Quest. This new initiative is in addition to MentorQuest, a learning and development program designed to strengthen diversity in the leadership pipeline.



Aligning a diverse Board with a diverse workforce

We commemorated heritage months throughout the year with our EBNs and took the opportunity to hear directly from our Board of Directors. In celebration of Asian American and Pacific Islander Heritage Month in May, Board Director Tracey Doi spoke at an event hosted by our Pan-Asian Leaders EBN. Ms Doi served as CFO of Toyota North America for 20 years and has deep expertise in finance, strategic planning, and enterprise risk.

In honor of Hispanic Heritage Month, our Hispanic/Latino EBN hosted an engaging talk with Dr Luis Diaz. Dr Diaz, a leader in advanced oncology research, joined the Quest Board in May 2023, and is head of the division of Solid Tumor Oncology at Memorial Sloan Kettering Cancer Center.

Employee well-being

We conducted a comprehensive benefits survey to better understand what our employees are looking for and determine how we can better meet their needs. In 2023, we implemented new initiatives and enhanced existing ones to address the physical and financial well-being topics our employees identified.



Fertility and family-building benefits

As of January 2024, we offer fertility and family-building benefits in collaboration with Kindbody for employees enrolled in qualified, Quest-sponsored medical plans. Employees and their spouses or domestic partners can receive up to \$10,000 in lifetime benefits for treatments and services that include in vitro fertilization and intrauterine insemination.



Salary-tiered medical plan contributions

As healthcare costs continue to rise, we reevaluated the way we collect employee contributions toward Quest medical plans. We introduced salary-tiered contributions, allowing employees who earn less to pay less.



Employee Relief Fund

We continued to refine our Employee Relief Fund to better support our employees facing a personal crisis or a federally declared emergency. Quest employees contribute to the Fund, with Quest matching their donations dollar for dollar. Together, Quest and employees raised over \$200,000 by the end of 2023.



Financial wellness tools

Quest employees can now access unlimited, confidential, personal financial coaching through FinFit at no cost. Financial coaches can guide employees through a range of topics from credit scores to budgeting. Employees can receive loans or credit through FinFit to cover emergency expenses and set up easy repayment via their paychecks. We also provide ongoing financial education workshops.



HEALTHYQUEST

Our people are the backbone of everything we do at Quest. When our people thrive, our company does, too. In 2023, we relaunched our HealthyQuest program to offer holistic support for our employees’ well-being. We developed a new framework—How I... Work, Eat, Feel, and Move—to meet employees where they are on their health journey, and to make healthy choices more approachable and accessible. To support the HealthyQuest framework, we focus on 3 key areas: culture, prevention, and programs.



Culture

Our HealthyQuest EBN launched in May of 2023 with a mission to encourage, educate, and empower employees’ physical and mental well-being. Over 1,000 employees have joined this community thus far. Additional structure and leadership are provided by a Steering Committee of engaged C-suite leaders and directors, a Health and Wellness Advisory Council of medical experts, and HealthyQuest Ambassadors who deploy initiatives across the enterprise. Together, these teams are fostering peer-to-peer encouragement, creating medically sound programming and activities, and building a wellness infrastructure to support a health-centric company culture.

Prevention

Every day, we help our customers improve their health by providing them with high-quality diagnostic testing insights. Through our prevention pillar, we do the same for our employees and their families. Our cornerstone program is our Blueprint for Wellness screening. This enables employees and their spouses or domestic partners to receive an annual, personalized health report based on comprehensive lab panels, biometrics, and online questionnaire. The report identifies health risks for participants and provides a multi-year view of their metrics.

In 2023, ~37,000 Quest employees and their spouses or domestic partners participated in Blueprint for Wellness, representing a ~79% participation rate among those enrolled in a Quest-sponsored medical plan. We held on-site events, offered home test kits, and facilitated testing at our patient service centers to meet our employees and their spouses or domestic partners where they are. We also provided 3 months of no-cost virtual telemedicine support through Quest Virtual Care following the screening so participants could speak with a physician about any risks identified in their report.

Blueprint for Wellness has been life-changing for many Quest employees. Whether the report helped them uncover a health issue they were unaware of or motivated them to make changes to help prevent something more serious, they now have a roadmap toward a healthier life.

Another annual prevention initiative we offer to our employees and their spouse or domestic partner who are 45 years and older is a no-cost InSure® ONE™ test that can lead to early colorectal cancer detection. When physicians catch colorectal cancer in the early stages, patients have a 5-year survival rate of over 90%.* In 2023, ~27% of eligible employees participated in InSure® ONE™ testing.

Programs

We invest in programs that address our employees' need for support across all aspects of well-being. In 2023, we continued to work with Spring Health to provide all employees and their dependents enrolled in a Quest-sponsored medical plan with high-quality, affordable mental health support. Employees can receive up to 6 therapy sessions per year at no cost, as well as coaching and medication management based on their needs. In 2023, ~21% of eligible Quest employees took advantage of this benefit.

In addition to these services, we hosted our first "Go Well" wellness challenge in 2023. Over the 6-week period, over 7,000 employees logged healthy actions like taking a walk, getting 7 to 9 hours of sleep, journaling, and more. The initiative helped employees feel prepared prior to participating in our Blueprint for Wellness screening.

To support qualified employees and their spouses or domestic partners in acting on Blueprint for Wellness insights, we also offer personalized weight management and type 2 diabetes coaching through Pack Health®, our personalized health management affiliate acquired in 2022.



Blueprint for Wellness not only added healthy years to my life, but to my daughters' and mother's lives, who are also carriers of this gene."

- GINA, A QUEST EMPLOYEE WHOSE BLUEPRINT FOR WELLNESS TESTING REVEALED A HEREDITARY CONDITION

* Altekruse SF, Kosary CL, Krapcho M, et al (eds). SEER 18 2010–2016, All Races, Both Sexes by SEER Summary Stage 2000. Accessed July 31, 2020. <https://seer.cancer.gov/statfacts/html/colorect.html>

Community engagement

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 through a combination of financial support, donated and discounted services, and volunteer time.

EMPLOYEE VOLUNTEERISM

Quest supported our employees in volunteering with a range of community initiatives, organizations, and events throughout 2023. Highlights included a host of EBN activities during Volunteer Week, supporting Quest for Health Equity (Q4HE) grantees, and having the largest corporate team at the New York City Juneteenth 5K Run/Walk/Roll.

In 2023, we held our fourth annual Season of Giving campaign where Quest double-matched donations to eligible organizations (up to the annual cap of \$2,500 per employee), with over \$200,000 collectively donated. In addition, we hosted holiday drives supporting local organizations. Employees provided thousands of meals for individuals through regional food banks and collected hundreds of toys for children in need.



2023 highlights



\$16M+
contributed through corporate giving and Quest for Health Equity grants



950,000+
donated or discounted test requisitions provided, at a cost to Quest of \$18M+



\$300,000+
in employee donations to hundreds of nonprofits*



30,000+
hours volunteered by Quest employees

* Included in the \$16M+ in corporate giving and Q4HE grants.

Equity and health access

Quest's services have the power to transform lives. We know that in the right hands, and with the right context, the diagnostic insights we provide can give patients the knowledge and support they need to improve their health and well-being.

Through expanding the menu of tests we offer, providing patients with mobile collection options, and supporting local organizations addressing health disparities, we're strengthening Quest's leadership in patient-centered, equitable healthcare.



Patient- and consumer-centered care

2025 goals

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

2023 progress

- Introduced new training for patient service representatives (PSRs) on hospitality and accessibility, with more than 90% of PSRs completing accessibility training
- Improved digital experience around appointments, results, and check-in for patients
- Partnered with states to support gender identity in patient registration
- Developed and launched new solutions to advance early disease detection and best-fit treatment

Access and affordability

2025 goals

Increase access to diagnostic tests for people who may be unable to afford basic healthcare services

Support organizations addressing disparities in healthcare through our Quest for Health Equity (Q4HE) initiative

2023 progress

- Streamlined Patient Financial Assistance (PFA) program to cap costs and extend the enrollment time period for people with income of less than 200% of the federal poverty level
- Provided 950,000+ discounted/donated test requisitions at a cost to Quest of \$18M+
- Supported 55 active Q4HE programs across the US
- Built 2 coalitions of community organizations in Baltimore, one of our priority markets

Creating a patient-centered experience

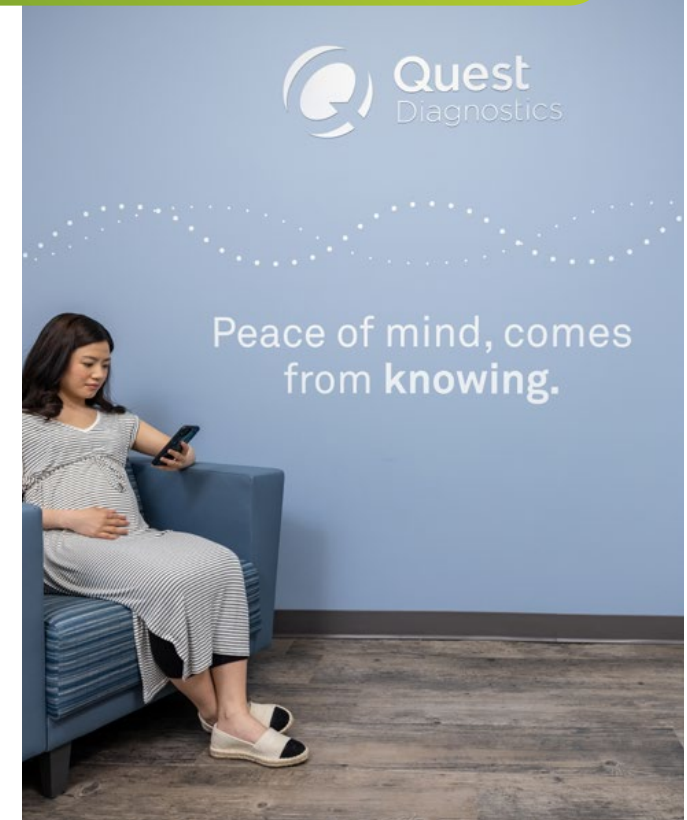
We provide each of our patients with high-quality, individualized care, whether they come to Quest for regular monitoring or once-a-year testing.

We've evolved our customer-first approach through listening to our patients' feedback and adjusting our service offerings where possible. In 2023, we took key steps to improve the patient experience through updating technology on our website and in PSCs and incorporating health equity and accessibility in our services, products, and communications.

Improving training on patient care

New training and development programs for our PSRs in 2023 focused on:

Experience	Our front-of-house training helps PSRs learn how to act as facilitators, providing additional check-in support and waiting room management in our PSCs at the busiest times of day.
Hospitality	Our Everyday Excellence Hospitality training provides patient-centric education to support phlebotomists' communication skills in creating a welcoming environment for patients.
Accessibility	Our Managing Every Patient's Needs training equips PSRs with the skills to better recognize the needs of patients with impairments, disabilities, or limited English proficiency. More than 90% of PSRs completed this training in 2023.



“ The appointment was for my father-in-law who is almost 92 and legally blind. The lab tech guided him back to his office, helped him into the chair, then assisted him in getting his jacket off. After blood was drawn, the tech said it was an honor to draw the blood of someone who has seen so much history and who has experienced so much life. It was such a simple statement, but my father-in-law beamed with pride when he left. Thank you for not seeing him as a frail old man and for making his day!”

- FEEDBACK FROM A QUEST POST-VISIT SURVEY, WHICH WE SEND TO ALL PATIENTS WHO RECEIVE TESTING AT OUR PSCs

CREATING A STREAMLINED, EQUITABLE PATIENT EXPERIENCE

Within our PSCs and digital platforms, we made changes in 2023 to meet more patients' needs. We've made the check-in process at PSCs as seamless as possible with self-serve kiosks that provide wait-time estimates for walk-in and standby patients and offer more than 30 language options. Through MyQuest®, our online results portal, patients can now access test results as soon as they are available, rather than waiting for their physician to share them.

Our commitment to health equity includes how our patients access care and interact with our PSRs and PSCs. In 2023, we worked with state health authorities to update our ordering and scheduling systems to properly capture gender identity. Patients who are interested in doing so are now able to share how they identify in advance of an appointment so PSRs can properly address them during their visit.



INNOVATING TO PROVIDE BEST-IN-CLASS TESTING

Our commitment to continuous improvement fueled our work to innovate and expand testing offerings tailored to specific patient populations to better detect disease and related risk factors. These include:

- **Apolipoprotein (ApoE) Isoform Test:** The ApoE Isoform test assesses a patient's ApoE status, which can have implications on a patient's genetic risk for developing Alzheimer's disease. This test can be ordered along with other tests in the AD-Detect portfolio such as the AD Detect Beta-Amyloid 42/40 ratio test for a more robust risk assessment.
- **MRD Testing:** In June 2023, Quest acquired Haystack Oncology, a company focused on minimal residual disease (MRD) testing to aid in the early, accurate detection of residual or recurring cancer. Through the acquisition, we will incorporate MRD testing into our blood-based clinical lab services for solid tumor cancers, helping to improve early detection and inform treatment.
- **Novel Psychoactive Substances Panel (NPS):** Our NPS tests for 88 compounds and focuses on detecting synthetic or "designer" drugs, fentanyl analogues, and other illicit additives. The panel includes testing for xylazine—a sedative rapidly worsening America's overdose crisis—along with fentanyl.

Increasing access to care and affordability

We continued to grow access to and affordability of our leading diagnostic services over the past year. In 2023, we expanded utilization of our financial assistance program, widened availability of our services through new collaborations, and deepened our work with Q4HE.

BROADENING AND SIMPLIFYING USE OF FINANCIAL ASSISTANCE

Quest has long offered a Patient Financial Assistance program (PFA) for individuals who cannot readily afford diagnostic services. To make accessing this support as easy as possible, we updated the enrollment process in 2023. Once approved and enrolled, patients remain in the program for a full year without submitting any additional documentation.

We also capped the maximum amount enrolled patients will pay for testing. Patients earning less than the federal poverty level will continue to not pay for testing, whereas individuals earning up to 2 times the poverty level will pay no more than \$100 per bill. This new cap provides maximum price certainty for lower-income patients, regardless of testing performed. We expanded a supplemental PFA program for high-cost testing, primarily in genetics and oncology. Individuals earning less than 2 to 4 times the federal poverty level can access this program for support in covering the costs of these tests.

In addition to PFA, we tailor solutions for uninsured or underinsured patients based on individual circumstances and may adjust some or all laboratory charges for patients who cannot afford to pay for testing. We also work with Federally Qualified Health Centers, federally funded nonprofit health clinics that serve medically underserved areas and populations, to provide testing and operational support. In 2023, we saw an increase of over 25% in patients accessing these services, including PFA.

SCALING ACCESS TO CARE

Quest works with nonprofits, government agencies, companies, and healthcare providers to reach new populations, refine testing capabilities, and address healthcare gaps. Our industry and cross sector collaborations play a key role in our efforts to scale diagnostic insights and improve population health.

2023 initiatives



CDC and Quest entered a multi-year engagement to provide laboratory testing and data analytics services to support hepatitis C public health strategy and treatment.



Sarepta Therapeutics and Quest developed and were granted Breakthrough Device Designation from the US Food and Drug Administration for a test to help identify patients eligible for treatment for certain individuals with Duchenne muscular dystrophy.



National Kidney Foundation-American Society of Nephrology and Quest built upon their work to transition to race-free eGFR equation testing with the launch of our Chronic Kidney Disease (CKD) Value-Based Care Program to help bridge gaps in CKD management.



Ohio Association of Community Health Centers and Quest are working together to help identify risk factors for women's cardiometabolic health associated with adverse pregnancy outcomes.

Through the Quest Cardiometabolic Center of Excellence, we worked to improve how healthcare providers assess and treat cardiovascular disease (CVD) risk in women. CVD remains the leading cause of death in women—taking the lives of over 310,000 in the US in 2021.* We launched a Women and CVD Risk Assessment campaign in 2023 to help healthcare providers focus on early identification of cardiovascular risk factors for women.



Our Health Trends® reports continue to provide insights into critical healthcare issues. [Explore our 2023 publications.](#)



* <https://www.cdc.gov/healthequity/features/heartdisease/index.html>



Empowering patients with direct-to-consumer and in-home testing

Quest's consumer-initiated testing offers convenience for patients who may not want to wait or pay for a doctor's appointment or have chronic conditions that require ongoing monitoring. In 2023, we increased to approximately 33 million registered users, and we added 45 new test options on questhealth.com, nearly doubling what was previously available. New additions included a tuberculosis blood test and menopause panels.

Patients can also access testing from the comfort of their own homes with [Quest Mobile](#). In 2023, more than 7,000 patients took advantage of this service. Through these offerings, we're empowering Quest patients to access the care that best fits their needs and lifestyles.



QUEST FOR HEALTH EQUITY

We launched Q4HE in 2020, as the COVID-19 pandemic exposed inequities in the healthcare system that had long existed. Q4HE focuses on improving access to testing and diagnostic services for underresourced communities.

Our approach to health equity

Communities often know where the gaps in their healthcare services exist but lack the financial support or access to care to fill them.

Q4HE takes an intentional, comprehensive approach to working in local communities. This process starts with a deep analysis of the healthcare organizations and services that already exist in regions and cities. We conduct interviews with stakeholders and review reports like needs assessments and community improvement plans. Then, Q4HE seeks out the best-suited collaborators to take action and supports the formation of coalitions of community-based organizations. This coalition-building goes beyond grant funding to leverage organizations' collective expertise and familiarity to develop best-fit programs for specific populations.

In 2023, Q4HE supported 2 community-based coalitions in Baltimore, Y of Druid Hill and Baltimore Connect. This built on Q4HE's 2022 efforts to develop coalitions in Houston. In 2024, Q4HE also plans to bring its third community-based coalition together in Chicago after undergoing an extensive deep-dive analysis into what needs exist and which organizations are best suited to address them. Looking ahead, Q4HE plans to engage with grantees and other stakeholders to embed health equity knowledge, data, and expertise into our core services.



Q4HE's impact to date



\$38M
granted



70+
initiatives



30
states—plus
Washington DC and
Puerto Rico—reached



\$1M+
testing donated



We're often told that the experience is different because we're not providing funds and walking away. We're doing much more by way of being at the table with the applicant, providing funds, and maintaining and sustaining the relationship with our grantees to be a part of the larger solution for reducing health disparities."

- MICHAEL FLOYD
EXECUTIVE DIRECTOR, Q4HE

Focusing on community-led funding

Q4HE's grant funding strategy focuses on enabling the expertise and work of local organizations to meet the needs of the populations they serve. Q4HE maintains relationships with grantees and goes beyond one-time donations to build sustainable, productive relationships. Grantees in 2023 included:

- American Heart Association (AHA) Scholar Program, an initiative to provide undergraduate students pursuing science, technology, engineering, and mathematics (STEM) degrees at Historically Black Colleges and Universities and Hispanic-Serving Institutions with academic and career mentorship. In 2023, Quest extended internships to 11 AHA scholars.
- Choose Healthy Life (CHL), a nonprofit dedicated to equipping Black churches with essential resources, training, and support to tackle health disparities in underserved communities. In 2023, CHL collaborated with Quest-funded Health Navigators and CHL pastors to work with individuals who could most benefit from Quest's comprehensive Blueprint for Wellness screening program. This initiative

strategically matched community members with healthcare workers and disease management resources in Atlanta, Detroit, Newark, New York City, and Washington DC.

- Experience Camps, a no-cost, 1-week program for children and teens who have experienced the death of a parent, sibling, or primary caregiver. Q4HE supported Experience Camps in opening its first site in Maryland in summer 2023 as part of its strategy to respond to rising demand for grief support for children of color. This new site leveraged ethnographic research to better ensure diversity in camper and camp volunteer recruitment. In total, 71 campers attended the inaugural camp, and people of color comprised 45% of volunteers. A majority of participants shared that the camp helped them learn new ways to cope with their grief and that they hope to return.
- AmeriCares, a health-focused relief and development organization, received Q4HE support for the creation of health equity clinical metrics, telehealth services, disease management education, and



access to diagnostic testing. In 2023, 13 clinics participated in establishing Person-Centered Primary Care Measures for data collection; 4 clinics implemented telehealth services; community-based organizations in Connecticut launched a chronic disease management and wellness program; and over 5,000 people received no-cost testing at 10 no-cost and charitable clinics across 8 states.



My favorite part about working with Choose Healthy Life is interacting with their partnering communities who are so welcoming and grateful for the healthcare resources being provided. It was obvious to observe, simply by stepping into these sacred places of worship, that they are all a close-knit and supportive community striving to help one another.

- JENNIFER MARTZ, A GENOMIC COUNSELOR AT QUEST, AND VOLUNTEER AT A CHOOSE HEALTHY LIFE BLUEPRINT FOR WELLNESS TESTING EVENT IN DETROIT

Governance and ethics

For more than 56 years, Quest has been a leading provider of diagnostic information services with over 70 billion data points based on de-identified patient results. Robust corporate governance has been crucial to our success.

Our Board of Directors and Executive Leadership guide our high standards of business ethics and integrity, including in our supply chain. The Board oversees our ESG and critical business priorities by establishing governance structures that create accountability, affirm leadership commitment to these issues, and help us deliver best-in-class care to our patients.



Governance and ethics

2025/2026 goals

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 US to \$500 million by 2026

2023 progress

Over 53% of suppliers based on annual spend successfully completed their assessments

Quest purchased \$343 million in goods and services from small and diverse US businesses

Governance

Quest's corporate governance structure helps us maintain high-integrity operating standards in everything we do.

Our executive leadership team adopts and executes policies and procedures that promote ethical, transparent, and purposeful business practices. Our Board of Directors oversees our executive leadership team and receives regular, quarterly updates on progress toward our identified priorities and objectives, including our ESG goals.

BOARD OF DIRECTORS*

The expertise of our Board of Directors helps us operate with the ambition and excellence our customers, employees, shareholders, and other stakeholders expect.

Of Quest's Board members,

50%

are women and/or represent a diverse race/ethnicity

9

members are independent



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

* This content reflects Board composition and committees as of report publish date.



James E. Davis
Chairman, CEO
and President

Member, Executive Committee



Rob Carter
Director

Member, Audit & Finance
and Cybersecurity Committees



Luis A. Diaz, Jr, MD
Director

Member, Cybersecurity and Quality
& Compliance Committees



Tracey C. Doi
Director

Member, Audit & Finance
and Quality & Compliance
Committees



Vicky B. Gregg
Director

Chair, Quality &
Compliance Committee
Member, Compensation &
Leadership Development
and Governance Committees



Wright L. Lassiter, III
Director

Member, Audit & Finance
and Quality & Compliance
Committees



Timothy L. Main
Director

Chair, Cybersecurity
Committee
Member, Audit & Finance
and Governance Committees



Denise M. Morrison
Director

Chair, Compensation & Leadership
Development Committee
Member, Cybersecurity and
Governance Committees



Gary M. Pfeiffer
Director

Chair, Audit & Finance Committee
Member, Compensation &
Leadership Development, Executive,
and Governance Committees



Timothy M. Ring
Director

Chair, Executive and
Governance Committees
Member, Compensation & Leadership
Development Committee

BOARD COMMITTEES

The Board regularly reviews information regarding our business and industry through 6 committees.

- **Audit & Finance:** Monitors the quality and integrity of Quest's financial statements and related disclosures and advises with regard to certain financing transactions and other significant financial policies and actions. Oversees compliance with securities and accounting laws and regulations, the internal audit function, audits by the independent registered public accounting firm, and enterprise risk management.
- **Compensation & Leadership Development:** Reviews and approves corporate goals and objectives relevant to the compensation of the CEO and evaluates the performance of the CEO in light of those goals. Oversees the implementation of the total compensation package for Quest's executive leadership team and reviews the long-term incentive and equity compensation plans for employees, supports the Board in succession planning for Quest's CEO and senior management, and oversees talent management and leadership development.
- **Cybersecurity:** Oversees Quest's cybersecurity policies, plans, programs and practices, and risks related to cybersecurity and data security. Reviews compliance with related legal and regulatory requirements.
- **Executive:** May act for the Board, except with respect to certain major corporate matters such as mergers, the appointment of directors to fill vacancies, removal of the CEO, amendment of Quest's certificate of incorporation or by-laws, declaration of dividends, and matters delegated to other Board committees.
- **Governance:** Identifies and recommends Board director nominees for election, assists the Board in the oversight of ESG matters, and monitors developments in corporate governance. Oversees the Board and Board committees' annual self-evaluation processes and engagement efforts with stockholders and other key stakeholders.
- **Quality & Compliance:** Reviews Quest's compliance program and department, medical quality assurance programs and performance, and government affairs program. Monitors legal matters and compliance with legal and regulatory requirements, as well as significant investigations as they relate to possible violations of the law or medical quality complaints.

Review our full committee charters in our [2024 Proxy Statement](#).



CORPORATE RESPONSIBILITY GOVERNANCE

Our ESG Council consists of cross-functional leaders across the organization who are dedicated to supporting our evolving approach to ESG. The Council meets quarterly to drive integration of ESG initiatives, align them with business priorities and company purpose, provide insights on emerging topics, contribute to disclosure strategy and oversight, and keep our Board informed about our progress on ESG goals.

To further support this effort, in 2023 we formed internal committees to strengthen governance and rigor of our annual reporting. These committees provide oversight and guidance around our voluntary disclosures including our environmental footprint. We also expanded our investment in limited assurance in 2023, working with a third-party provider to verify several categories within our Scope 3 greenhouse gas emissions data. We believe such independent corroboration enhances the credibility and transparency of our environmental reporting.

ETHICS AND COMPLIANCE

Our [Code of Ethics \(the Code\)](#) is an important part of our commitment to integrity and sets out the principles and policies that apply to our employees, directors, executives, vendors, contractors, and business partners. A note from our CEO, Jim Davis, opens the Code, reinforcing our focus on fostering a culture of compliance across all levels of our workforce. Employees have a duty to speak up and flag issues by either reporting them directly to their supervisor or compliance staff or using CHEQline, our anonymous hotline and online reporting portal managed by a third-party vendor. We then open an investigation into these concerns and track them through to closure.

To help instill our culture of compliance, we conduct annual training for all employees and provide specific training for new hires, who must complete the online modules within 30 days of start date. In 2023, over 95% of Quest employees completed their compliance training.

ENTERPRISE RISK MANAGEMENT

Quest's ERM program is designed to promote a culture of risk awareness throughout our key business operations and support functions, and is overseen by our Board of Directors and managerially driven by our executive leadership team. The program is integrated into our governance, performance management, and internal control frameworks and entails a formal and continuous risk assessment process. This process enables management to identify, evaluate, mitigate, and manage identified and emerging risks that are influenced by both internal and external conditions that could significantly impact business strategy and performance.



For additional details, visit our [ERM page](#).



Supply chain management

Creating a healthier world requires collaboration, both across our internal team and with our global suppliers. Our suppliers allow us to provide the high-quality care and testing that our patients rely on. That's why we hold them to the same standards of ethics and integrity that we adhere to. We also look for opportunities to improve sustainability in our supply chain and support more diverse businesses.

SUPPLIER CODE OF CONDUCT

We expect our suppliers to uphold our commitments to ethics, safety, quality, and respect for human rights. 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. If a supplier fails to follow the standards established within our Code of Conduct, their relationship with Quest may be terminated.

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. We embrace diversity across our workforce and strive for a work environment that promotes varied 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.

MANAGING SUPPLY CHAIN RISKS

Our focus on Corporate Responsibility includes assessing and examining any potential ESG and/or financial risk involved in doing business with our suppliers. Our framework for risk assessment and any necessary corrective action includes:

- **Understanding suppliers' ESG journeys:** We recognize that each of our suppliers is on their own ESG journey. To gain an understanding of what they are doing, we ask them to complete an ESG self-assessment. In 2023, 53% of our suppliers (based on annual spend) successfully completed their self-assessment, which included questions related to governance, as well as environmental and social/labor policies. This marks an uptick from 40% of Quest suppliers (based on annual spend) completing this assessment in 2022.
- **Evaluating new suppliers for financial risk:** When going through the procurement process for new suppliers, we complete a thorough assessment of any financial risks. While this has long been a part of our procurement protocol, in 2023 we streamlined financial and ESG risk assessment and began analyzing suppliers using a scorecard that accounts for both—helping us gain insight into interconnected material risks.



Quest works with our largest suppliers to minimize waste through initiatives like streamlining shipments and reducing packaging.

- **Corrective action and supplier improvement plans:** Once our risk assessment process is complete, we work with suppliers to identify any necessary corrective actions. We've had a corrective action program in place for over 13 years, and are working to expand this program to cover ESG-related corrective actions in 2024.

SUPPLIER DIVERSITY

Quest is committed to doing business with small and diverse US suppliers, as classified by the US Small Business Administration. Over the last 5 years, we've spent over \$1.7 billion on goods and services from small and diverse US businesses—including \$343 million in 2023. We are on track to reach our goal of \$500 million by 2026. In addition, we are a corporate member of the National Minority Supplier Development Council and its affiliated Health Care Industry Group, which helps us broaden the base of suppliers we work with and stay up to date on best practices.



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

Safeguarding our patients' data

Quest safeguards the privacy and security of our patients' health information through policies, procedures, and by developing solutions to tackle emerging data security threats.

DATA PRIVACY

We have a mature and effective privacy program that includes detailed privacy policies and procedures, training, auditing, and ongoing privacy awareness reminders. Our comprehensive program addresses a broad range of privacy subjects including protected health information disclosures, key privacy safeguards, and minimum necessary access to patient health information. These policies are available to employees on our intranet site. All employees undergo annual training on the Health Insurance Portability and Accountability Act (HIPAA). For both new and existing employees, we may provide more specialized privacy training based on an employee's job function. In addition, the Company continues to review new regulations and state laws and implements required controls as needed.

CYBERSECURITY

The strength and resilience of our cybersecurity and data privacy programs are critical in maintaining the trust of our patients, customers, employees, shareholders, and other stakeholders. Securing our business, customer, patient and employee data, and our information technology (IT) systems is an important part of our overall risk management framework. Quest's cybersecurity program is overseen by the Chief Information Security Officer who reports to our Chief Information and Digital Officer.

Quest maintains a comprehensive cybersecurity program developed to align with best-practice frameworks, applicable laws and regulations, and our contractual obligations. We've designed the enterprise-wide program to secure our facilities and information systems and safeguard data throughout its lifecycle, including data provided to third parties performing services on our behalf. Our cybersecurity program incorporates standards, processes, and controls over a number of domains, including, but not limited to, governance, IT risk management, access controls, facility and data protection, IT systems and data transmission security, threat intelligence and incident response, supply chain risk management, disaster recovery, and vulnerability management.

Our cybersecurity risk management program monitors our systems and networks for threats, breaches, intrusions, and other vulnerabilities; assesses the security of our company-wide software, applications and systems; conducts security audits and threat assessments; responds to cybersecurity incidents; and facilitates training for our employees. We've also convened an IT Risk Council, with enterprise-wide representation, which receives quarterly and ad hoc updates on our cybersecurity efforts. Recognizing the interconnected nature of the healthcare industry, we prioritize supply chain security to mitigate the risks of



third-party breaches. We assess the security posture of our vendors and partners with whom we interface, or who store, process, host, or transmit confidential patient and employee data or other confidential information.

Our cybersecurity program is based on multiple security frameworks, including, but not limited to, the National Institute of Standards and Technology's NIST 800 Special Publication Information Security standard, MITRE 40 ATT&CK Framework, the Payment Card Industry Data Security Standard, the System and Organization Controls for Service Organizations 2, and International Organization for Standardization (ISO) 9001:2015 and ISO 15189.

Our cybersecurity program is continuously evolving to adapt to emerging threats, strengthen our security posture, and ensure the resilience of our services. Our Board of Directors oversees our cybersecurity via the Cybersecurity, Quality & Compliance, and Audit & Finance Committees.

Environmental sustainability

A supplement with our 2023 environmental footprint data and limited assurance report will be published on our corporate site at a later date.

Caring for the environment is an important part of our Purpose to help create a healthier world. To provide the comprehensive and compassionate care our patients rely on, we’ve invested in ways to operate more efficiently, while being attentive to how our operations impact the environment.

We work cross-functionally across the enterprise to strengthen the foundational elements of our sustainability strategy and drive progress toward our goals.



Environmental sustainability

2025/2026 goals

Expand our electric vehicle pilot project to include 3 additional lab locations by 2025

Transition 50% of our vehicle fleet to electric or hybrid engines by 2026

Reduce or eliminate shipped medical waste from at least 4 of our laboratory locations by installing on-site treatment technology by 2025

Implement a waste-to-energy strategy to divert waste from several of our laboratory locations from landfills by 2025

Secure International Organization for Standardization (ISO) 14001 certification for 3 additional lab locations by 2026

2023 progress

Electric charging capabilities installed at 3 additional locations (bringing Quest to a total of 4 locations—Clifton NJ, Marlborough MA, Tampa FL, and Atlanta GA)

Transitioned ~2% of vehicle fleet to electric or hybrid engines

Successfully eliminated shipped medical waste from 2 of our California laboratories by installing on-site treatment technology

Improved “reduce, reuse, and recycling” efforts and successfully implemented waste-to-energy for non-recyclables at 4 of our California labs

Secured ISO 14001 certification for 2 additional lab locations (Chantilly VA and Cleveland HeartLab)

Minimizing our environmental impact

Our work to minimize our environmental impact starts within our walls. We have taken and continue to take steps to lower our carbon footprint by improving the energy efficiency of operations in our facilities as well as our logistics and transportation footprint. In addition, we have implemented programs to reduce the waste we generate.

ASSESSING OUR RENEWABLE ENERGY USE

In 2023, we purchased over 40 million kilowatt hours of electricity generated from renewable energy sources. We are exploring energy-generation and purchase options that are best suited to our facilities while helping us reduce our emissions. We began investigating renewable energy credits, physical and virtual power purchase agreements, and on-site generation to determine if they might make sense for Quest in the future. This work is giving us insight into where these tactics can contribute to an overall emissions reduction strategy and target facility- and region-specific projects.

We also continued to conserve and optimize energy usage at our facilities using enterprise-wide operational best practices we developed in 2022. These practices have been implemented at more than 20 sites across the US.

SUPPORTING ELECTRIC VEHICLE TRANSITION

In 2023, we built electric vehicle charging stations at labs in Marlborough MA, Tampa FL, and Atlanta GA. This is in addition to the charging stations we already have in place at our flagship lab in Clifton NJ.

We're also working toward our goal of transitioning to alternative fuel vehicles. As of 2023, electric or hybrid vehicles account for ~2% of our fleet. Due to various factors such as supply chain challenges, our ability to source alternative fuel vehicles has been slower than planned. While we remain committed to evaluating the best path forward to progress this conversion, our goal of reaching 50% by 2026 is under review and subsequently may be updated.

In 2023, we continued to optimize courier routes—reducing our fleet miles driven by approximately 2.6 million miles, gasoline consumption by approximately 96,000 gallons, and carbon dioxide (CO₂) emissions by approximately 845 metric tons.



REDUCING AND ELIMINATING WASTE

We have a multi-pronged approach to reduce waste generated and minimize waste to landfill. Quest implemented new programs to reduce waste generation, reuse materials where possible, and maximize recycling efforts. Where materials cannot be reasonably reused or recycled, a waste-to-energy strategy has been implemented instead of landfill. By the end of 2023, we installed on-site medical waste treatment technology at our 2 major hub laboratories in California. Through this technology, recycling efforts, and the use of waste-to-energy, in 2023 we eliminated infectious waste outputs from these labs and diverted over 3,500 tons of medical and municipal waste from landfill. This effort generated over 1 million kilowatt-hours of electricity, and avoided over 6,900 tons of CO₂-equivalent greenhouse gases. We continue to assess and explore innovations in waste management to reduce our environmental impact.

“ We approach reducing our environmental footprint with the same diligence and discipline with which we handle our specimens. I am proud of the foundation we have built thus far, and look forward to our continued sustainability work.”

- NICK MILILLO
SENIOR NATIONAL DIRECTOR, ENVIRONMENT, HEALTH, SAFETY & SUSTAINABILITY



Reducing packaging and emissions

In 2022, we launched a box optimization project, leveraging an innovative software solution to decrease the number of boxes we ship with collection supplies. In 2023, the program yielded an 11% reduction in boxes (which equates to 84,000 boxes, or 23 tons of cardboard). This program also cut down the number of trips needed to transport these shipments, further reducing our emissions.

STRENGTHENING OUR WAYS OF WORKING

As we progress along our sustainability journey, we are investing in the internal systems and capabilities needed to set us up for success, including through enhanced coordination and collaboration. In 2023, we developed a cross-functional approach to oversight of our environmental sustainability disclosure and reporting, including committees specifically focused on data collection, calculation, and assurance. In addition, to improve the quality of our Scope 3 reporting, we worked to secure third-party limited assurance regarding some of that Scope 3 data (specifically categories 1, 4, and 5). We plan to use this data along with our Scope 1 and Scope 2 emissions to better understand our environmental impact.

STANDARDIZING FACILITY ENVIRONMENTAL PERFORMANCE

In 2023, we continued to focus on obtaining ISO 14001 certifications for our lab facilities. 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

This certification demonstrates Quest's commitment to environmental management and regulatory compliance. In 2023, we achieved ISO 14001 certifications for our Cleveland HeartLab and laboratory facility in Chantilly VA—this is in addition to our lab in San Juan Capistrano which received certification in 2022, bringing our total certified facilities to 3.



Exploring the links between environmental and human health

Quest is exploring the impact environmental changes have on human health and well-being. In 2023, we launched an Environmental Health Impact Committee to address intertwined environmental and health issues. The Committee meets to discuss how Quest solutions can help address the health impacts of climate change, and to leverage insights from Quest's diagnostic testing to inform conversation and policy around climate change and public health.



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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, 2023 or cover the period from January 1, 2023 to December 31, 2023. In some instances, we provide information relating to a date in 2024 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 voluntary 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,” “aim,” “endeavor,” 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

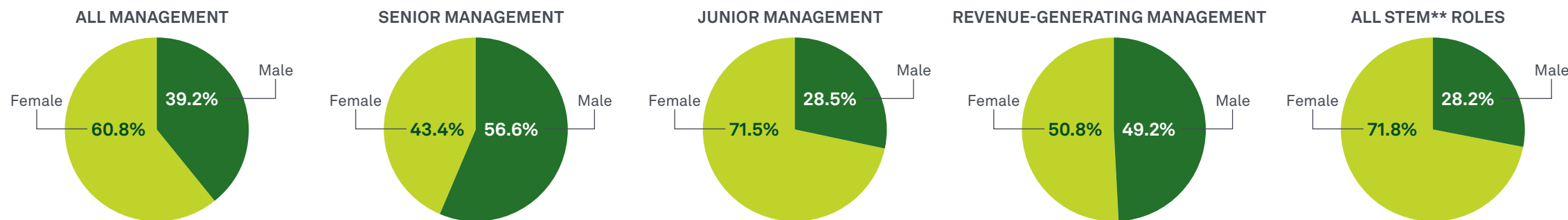
Equal Employment Opportunity (EEO)-1 data

JOB CATEGORIES	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
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Executive/Senior Level Officials and Managers (1.1)	24	14	371	13	1	65	1	6	264	25	1	46	0	10	841
First/Mid Level Officials and Managers (1.2)	62	73	526	41	3	91	5	15	801	91	3	98	2	13	1,824
Professionals (2)	142	247	900	129	5	241	4	31	1,542	415	7	355	10	60	4,088
Technicians (3)	290	624	1,073	320	25	739	7	53	2,836	781	12	1,540	21	104	8,425
Sales Workers (4)	40	79	276	36	5	14	1	3	460	44	0	23	0	8	989
Administrative Support Workers (5)	168	410	414	151	5	67	4	15	1,435	855	10	183	10	62	3,789
Craft Workers (6)	1	0	22	0	0	0	0	0	0	0	0	0	0	0	23
Operatives (7)	0	0	3	0	0	0	0	0	1	0	0	0	0	0	4
Laborers and Helpers (8)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Service Workers (9)	1,232	3,737	2,900	1,311	46	829	23	114	8,850	5,709	84	1,466	132	377	26,810
Total Employees (10)	1,959	5,184	6,485	2,001	90	2,046	45	237	16,189	7,920	117	3,711	175	634	46,793

* Analysis Data as of 12/31/2023.

Workforce demographics

Select workforce breakdown by gender



** Science, Technology, Engineering, and Mathematics (STEM).

Total workforce breakdown by race and ethnicity

GROUP	AMERICAN INDIAN	ASIAN	BLACK/AFRICAN AMERICAN	HISPANIC/LATINO	PACIFIC ISLANDER	2 OR MORE*	ALL PEOPLE OF COLOR	WHITE
All Management	0.5%	12%	12.6%	9.4%	0.4%	2.0%	36.9%	63.1%
Senior Management	0.1%	13.7%	5.1%	4.8%	0.3%	1.9%	25.9%	74.1%
Junior Management	0.7%	12.3%	21.6%	13.6%	0.5%	2.2%	50.9%	49.1%
Revenue Generating Management	0.9%	3.8%	8.9%	5.5%	0.4%	1.3%	20.8%	79.2%
All STEM Roles	0.4%	22.2%	15.9%	12.4%	0.5%	2.1%	53.5%	46.5%
All Roles	0.5%	13.7%	23.7%	17.2%	0.5%	2.1%	57.7%	42.3%

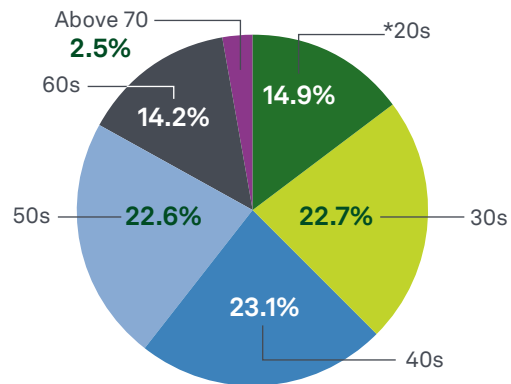
* Other people of color/2 or more races.

- Data reflect our US employee population; approximately 98% of Quest’s employee population is US-based
- Data exclude employees who did not elect to disclose their race/ethnicity/gender
- 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

Total workforce by age group



* Includes employees <20.



New hire breakdown by race and gender

DEMOGRAPHICS	AMERICAN INDIAN	ASIAN	BLACK/AFRICAN AMERICAN	HISPANIC/LATINO	PACIFIC ISLANDER	2 OR MORE**	ALL PEOPLE OF COLOR	WHITE	TOTAL
Female	0.60%	5.70%	27.50%	15.60%	0.30%	1.30%	51.00%	26.40%	77.40%
Male	0.10%	2.90%	5.70%	4.80%	0.10%	0.40%	14.00%	8.60%	22.60%

** Other people of color/2 or more races.

- Data reflect our US employee population; approximately 98% of Quest's employee population is US-based
- Data exclude employees who did not elect to disclose their race/ethnicity/gender

SASB

This report contains disclosures in accordance with the Sustainability Accounting Standards Board (SASB) Health Care Delivery industry standard, as well as accounting metrics from the Medical Equipment and Supplies and Health Care Distributors Industry standards that we determined to be material to our business. The report reflects data and information from the January 1, 2023, to December 31, 2023, reporting period.

Health Care Delivery Industry Standard Metrics

TOPIC	ACCOUNTING METRIC	CODE	RESPONSE
Energy Management	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	HC-DY-130a.1	Quest Diagnostics will provide data for the reporting period in a supplemental report on our corporate site .
Waste Management	Total amount of medical waste: percentage (a) incinerated, (b) recycled or treated and (c) landfilled	HC-DY-150a.1	Quest Diagnostics will provide data for the reporting period in a supplemental report on our corporate site .
	Total amount of: (1) hazardous and (2) non-hazardous pharmaceutical waste, percentage (a) incinerated, (b) recycled or treated and (c) landfilled	HC-DY-150a.2	In 2023, Quest did not produce pharmaceutical waste.
Patient Privacy & Electronic Health Records	Description of policies and practices to secure customers' personal health data records and other personal data	HC-DY-230a.2	See Data privacy and Cybersecurity sections in the 2023 Corporate Responsibility Report, page 31 . See Privacy Notice here .
	(1) Number of data breaches, (2) percentage involving (a) personal data only and (b) personal health data, (3) number of customers affected in each category, (a) personal data only and (b) personal health data	HC-DY-230a.3	No cybersecurity incident during the year ended December 31, 2023, resulted in an interruption of our operations, known losses of critical data, or otherwise had a material impact on our strategy. For more information, see "Item 1A. Risk Factors" in the company's 2023 Annual Report on Form 10-K. Form 10-K .
	Total amount of monetary losses as a result of legal proceedings associated with data security and privacy	HC-DY-230a.4	If and when public disclosure criteria are met, monetary losses as a result of legal proceedings associated with data security and privacy are included in "Item 3. Legal Proceeding" in the company's 2023 Annual Report on Form 10-K , see page 42, and reference to Note 19 Commitments and Contingencies, Certain Legal Matters, Other Legal Matters, F-41-F-43.
Access for Low-Income Patients	Discussion of strategy to manage the mix of patient insurance status	HC-DY-240a.1	Quest Diagnostics is committed to providing service to all patients, including those who have commercial or government insurance, are uninsured or may be unable to afford basic healthcare services. Through our Patient Assistance Programs, we tailor solutions based on individual circumstances. See Equity and Health Access section in the 2023 Corporate Responsibility Report, pages 19–25 .

TOPIC	ACCOUNTING METRIC	CODE	RESPONSE
Quality of Care & Patient Satisfaction	Number of serious reportable events	HC-DY-250a.2	Not applicable—Quest Diagnostics does not operate hospitals.
	Hospital-acquired condition rates per hospital	HC-DY-250a.3	Not applicable—Quest Diagnostics does not operate hospitals.
	Number of (1) unplanned and (2) total readmissions per hospital	HC-DY-250a.6	Not applicable—Quest Diagnostics does not operate hospitals.
Management of Controlled Substances	Description of policies and practices to manage the number of prescriptions issued for controlled substances	HC-DY-260a.1	Not applicable—Quest Diagnostics does not issue prescriptions for controlled substances.
Pricing and Billing Transparency	Description of policies or initiatives to ensure that patients are adequately informed about price before undergoing a procedure	HC-DY-270a.1	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 98) offered by QuestHealth™, our consumer-facing offering that enables individuals to select and purchase laboratory and point-of-care tests from Quest Diagnostics. 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).
	Discussion of how pricing information for services is made publicly available	HC-DY-270a.2	See response to HC-DY-270a.1.
	Number of the entity's 25 most common services for which pricing information is publicly available, percentage of total services performed (by volume) that these represent	HC-DY-270a.3	The tests (currently approximately 98) 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.
Workforce Health & Safety	Total recordable incident rate (TRIR) for (a) direct employees and (b) contract employees	HC-DY-320a.1	Company-wide TRIR Rate (Employees): 2.6 Company-wide TRIR Rate (Contract): 2.3
Employee Recruitment, Development & Retention	(1) Voluntary and (2) involuntary turnover rate for: (a) physicians, (b) non-physician health care practitioners, and (c) all other employees	HC-DY-330a.1	Voluntary Turnover Rate Physicians: 9.9% Non-physician healthcare practitioners: Not applicable All other employees: 22% Involuntary Turnover Rate Physicians: 1.0% Non-physician healthcare practitioners: Not applicable All other employees: 6.9%
	Description of talent recruitment and retention efforts for health care practitioners	HC-DY-330a.2	See Employee and Community Engagement section in the 2023 Corporate Responsibility Report, pages 9–18 . See Working at Quest Diagnostics .

TOPIC	ACCOUNTING METRIC	CODE	RESPONSE
Climate Change Impacts on Human Health & Infrastructure	Description of policies and practices to address: (1) the physical risks because of an increased frequency and intensity of extreme weather events, (2) changes in the morbidity and mortality rates of illnesses and diseases associated with climate change and (3) emergency preparedness and response	HC-DY-450a.1	<p>Quest Diagnostics maintains a business continuity program to prepare for and respond to a variety of 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 remediation of power interruptions and availability of water.</p> <p>Each year Quest conducts a threat assessment. This is a formal process designed to identify, evaluate, and quantify a range of uncontrollable external threats (like severe weather) to each critical business site and considers the potential impact should any of those threats materialize. The threat assessment, together with an annual update of its business impact analysis, enables recovery strategies and business continuity plans to be strengthened. A facility weakness assessment is included in the overall analysis of vulnerabilities and reported separately.</p> <p>The effectiveness of the business continuity program is evaluated by management in connection with the company's Enterprise Risk Management program, and updates are provided to the company's Board of Directors on an annual basis.</p> <p>Beyond the impact of severe weather, Quest has launched an Environmental Health Impact Committee that is tasked with exploring the impacts of climate change on human health. See Environmental Sustainability section of 2023 Corporate Responsibility report, pages 32–35. Herein, management 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>
Fraud & Unnecessary Procedures	Total amount of monetary losses as a result of legal proceedings associated with medical fraud	HC-DY-510a.1	If and when public disclosure criteria are met, monetary losses as a result of legal proceedings under the False Claims Act are included in "Item 3. Legal Proceeding" in the company's 2023 Annual Report on Form 10-K , see page 42, and reference to Note 19 Commitments and Contingencies, Certain Legal Matters, Other Legal Matters, F-41-F-43.

ACTIVITY METRIC	CODE	RESPONSE
Number of (1) facilities and (2) beds, by type	HC-DY-000.A	Not applicable—Quest Diagnostics does not operate hospitals.
Number of (1) inpatient admissions and (2) outpatient visits	HC-DY-000.B	Not applicable—Quest Diagnostics does not operate hospitals.

Additional Accounting Metrics from the Medical Equipment and Supplies and Health Care Distributors Industry Standards

TOPIC	ACCOUNTING METRIC	CODE	RESPONSE
Medical Equipment and Supplies Industry Standard> Business Ethics	Description of code of ethics governing interactions with health care professionals	HC-BP-510a.2	Quest Diagnostics maintains a Code of Ethics applicable to all employees. The Code applies to all employee activity, including interactions with healthcare professionals.
	Total amount of monetary losses as a result of legal proceedings associated with bribery or corruption	HC-BP-510a.1	If and when public disclosure criteria are met, monetary losses as a result of legal proceedings associated with bribery and corruption are included in “Item 3. Legal Proceeding” in the company’s 2023 Annual Report on Form 10-K , see page 42, and reference to Note 19 Commitments and Contingencies, Certain Legal Matters, Other Legal Matters, F-41-F-43.
Medical Equipment and Supplies Industry Standard> Ethical Marketing	Total amount of monetary losses because of legal proceedings associated with false marketing claims	HC-BP-270a.1	If and when public disclosure criteria are met, monetary losses as a result of legal proceedings associated with false marketing claims are included in “Item 3. Legal Proceeding” in the company’s 2023 Annual Report on Form 10-K , see page 42, and reference to Note 19 Commitments and Contingencies, Certain Legal Matters, Other Legal Matters, F-41-F-43.
Health Care Distributors Industry Standard	Description of efforts to minimize conflicts of interest and unethical business practices	HC-BP-510a.1	Quest Diagnostics maintains a Code of Ethics applicable to all employees and all employee activity. Quest Diagnostics also maintains a Conflicts 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.

Corporate Headquarters

Quest Diagnostics

500 Plaza Drive

Secaucus, NJ 07094

QuestDiagnostics.com

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