

A Better Way

2021

ENVIRONMENTAL,
SOCIAL AND
GOVERNANCE
REPORT



The boundless, forward-thinking vision of Quad Founder Harry V. Quadracci is embodied in this statue called "Above and Beyond," which stands at the entrance to the company's headquarters in Sussex, Wisconsin.



Forward-Looking Statements

This ESG report contains certain forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. These statements can generally be identified by words or phrases such as "will," "expect," "could," "would," "anticipate," "believe," "hope," "plan," "continue" or the negatives of these terms, variations on them and other similar expressions. The primary forward-looking statements in this report include our ESG goals, commitments and programs; our initiatives and objectives; the scope and impact of our corporate responsibility risks; and the standards and expectations of third parties. Forward-looking statements are based largely on the company's current expectations and judgments

and are subject to a number of risks and uncertainties, many of which are unforeseeable and beyond our control. These risk factors are identified in the company's most recent Annual Report on Form 10-K, which may be amended or supplemented by subsequent Quarterly Reports on Form 10-Q or other reports, and should be read in conjunction with the forward-looking statements in this report. Forward-looking statements speak only as of the date they are made, and we do not undertake any obligation to update any forward-looking statements.

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Creating a Better Way

A Message from Our Chief Executive Officer



“At the end of the day, what I am most proud of is the sustainability of Quad’s culture and values, and the promise that holds.”

Since Quad’s founding in 1971, we have strongly believed in *creating a better way* for our people, our clients, our communities and, of course, our planet.

In today’s turbulent world, *creating a better way* comes with even greater urgency and importance.

The COVID-19 pandemic has disrupted every aspect of how we live, work and connect. The murder of George Floyd reminded all of us that we have more work to do to create a more just, equitable and inclusive society. Political divisions tested our trust. Climate change-fueled natural disasters accelerated risk for people and planet. Cyber and physical security threats grew, requiring extra diligence by everyone, everywhere. Against this backdrop, Quad has pressed forward, relying on our unique company culture and the values that shape it to guide our decisions and actions.

For us, it is important we operate as a company with a soul. We believe we can do good in this world while also doing well as a company. In fact, our commitment to culture and social purpose is a key competitive advantage in our business strategy. This commitment — along with innovation and platform excellence — strengthen our competitive position as a marketing solutions partner and enable us to prevail in a dynamic marketplace.

Throughout this Environmental, Social and Governance report you will see how Quad is *creating a better way* to drive positive change in our business and the world we share. At its core, this focus is about following our values, especially Do the Right Thing and Believe in People, which have been a hallmark of our business for 50 years.

Environmental

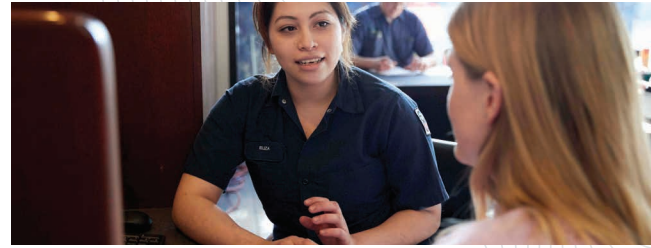
Our environmental performance exemplifies our conviction that what is good for the environment is also good for business.

When my father Harry started the company, we reused and recycled nearly everything because we could not afford to throw anything away. Over the years, we have found that managing our waste streams reduces our environmental impact. Currently, Quad recycles 98% of paper and other general waste across all U.S. facilities. We are advancing on our goal to increase this rate while focusing on other initiatives to significantly reduce waste in our operations.

We have also discovered inventive ways to operate sustainably and profitably. For example, we capture volatile organic compounds from the web offset printing process (i.e., emissions) and turn them into a supplemental energy source, reducing our natural gas usage.

Many of our environmental commitments focus on expanding knowledge. Our investment in education is a case in point. We are active in a range of activities — from helping produce environmental education kits used in local schools to conducting consumer research on sustainability logos, hosting environmental-focused symposiums and more.

We actively seek out opportunities to lower our environmental footprint, applying continuous improvement principles and creating innovative solutions to make a meaningful impact.



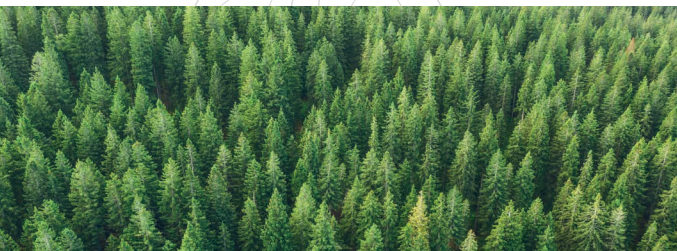
Social

At Quad, we are always trying to *create a better way* in our social approach. We hold ourselves accountable to do the right thing, to walk the talk, to respond to the complex issues impacting our employees, our industry and our communities. If not us, who?

We are committed to fostering a vibrant, inclusive workplace where employees can feel a sense of belonging and bring their truest and best selves to their job. Our journey includes in-depth diversity, equity and inclusion training and educational resources, and business resource groups for employees with common interests to connect, learn and grow. At the same time, we continue to expand the many ways in which we attract and retain talent, including those with diverse social identities and experiences. We understand the value of investing in employees' career development and offer pathways for accelerated responsibility, career growth and competitive earnings.

We know our employees are experiencing monumental shifts and stressors, so we also continue to invest in our culture of employee care. In the early days of the COVID-19 pandemic we launched expanded health and wellness services, such as our holistic QLife Wellness program that addresses employees' physical, emotional, financial and social well-being. We also continue to expand behavioral health services.

Our social commitments extend to our industry and the communities we call home. We are especially proud of recent investments Quad has made in organizations and programs that enable people to soar beyond their circumstances to achieve sustainable, career-oriented employment. For example, through an investment in The BrandLab, we are now helping young people from ethnically diverse or low-income families learn about viable creative-oriented careers. Through our ongoing partnership with Running Rebels, we are addressing the racial employment gap, linking people to jobs and providing them with the tools, training and transportation to achieve success.



Governance, Ethics & Compliance

Our stakeholders want to engage with a company they can trust, and we are committed to earning that trust through effective governance practices built around our company values, especially the value of Do the Right Thing.

Our values system has guided our intensive response during the pandemic. We have not wavered in our focus to protect the health and well-being of our employees while also protecting the long-term viability of our company. Our disciplined approach is proving successful.

In our everyday work, we reduce risk by doing the right thing to maximize security protocols for data, privacy and site protection; source responsibly; and reinforce our Code of Conduct — for employees and for suppliers — across an agile, fast-changing, global enterprise.

Upholding our values takes all of us working together across the Quad enterprise. So we have made it easy for employees to report ethical or compliance concerns by providing multiple ways to report them such as through our open door policy and our anonymous hotline.

When it comes to our clients, our performance as a worldwide marketing solutions partner depends on direct and frequent engagement on matters of importance to them. We involve our clients in discussions and discovery that reinforce our commitment to *creating a better way* and deliver greater value.

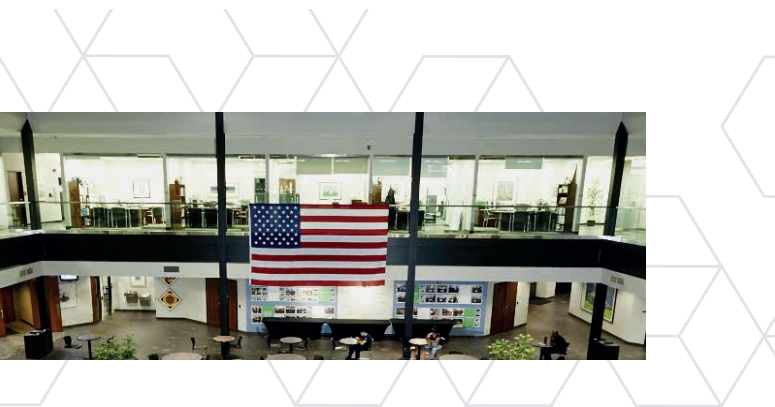


Sustaining Our Future

At the end of the day, what I am most proud of is the sustainability of Quad's culture and values, and the promise that holds.

We have weathered some very big storms. We have transformed our company and are now accelerating our competitive position as a marketing solutions partner. Our culture and values carried us here and will carry us through to the next 50 years and beyond. We are ready not just for the demands of the moment, but the unforeseen environmental, social and business challenges ahead.

On behalf of our thousands of employees worldwide, we are pleased to share our story on how we are creating a better, more purposeful and sustainable way.



A handwritten signature in black ink, reading "Joel Quadracci". The signature is fluid and cursive, written over a horizontal line.

JOEL QUADRACCI
Chairman, President & CEO



About Quad

Our Commitment to Creating a Better Way

Since our founding more than **50 years ago**, *creating a better way* has run deep in Quad's DNA.

It has driven us to relentlessly innovate and repeatedly reimagine our business and the value we provide to all our stakeholders.

It also has guided our understanding of what it means to be a good corporate citizen, inspiring creativity in how we address environmental, social and business challenges.

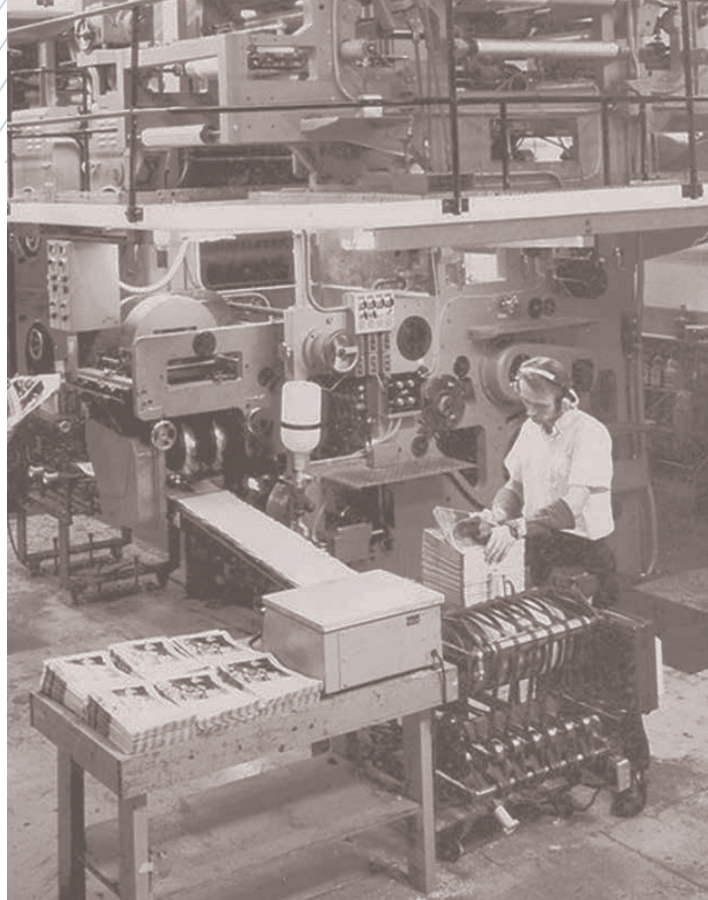
As we publish our 2021 Environmental, Social and Governance (ESG) Report, there has never been a greater need for *creating a better way*. Recent events — from the global pandemic to social unrest and catastrophic natural disasters linked to climate change — have elevated the need for businesses everywhere and society as a whole to think differently and do better.

We invite you to explore our story of how *creating a better way* is being lived out daily by the people of Quad, and is driving positive, sustainable change not only in our business, but in the world we share.



Who We Are

Founded in 1971 in southeastern Wisconsin by Harry V. Quadracci, Quad began as a magazine and catalog printer with a single printing press (shown at right) and a handful of employees determined to create a company like no other.



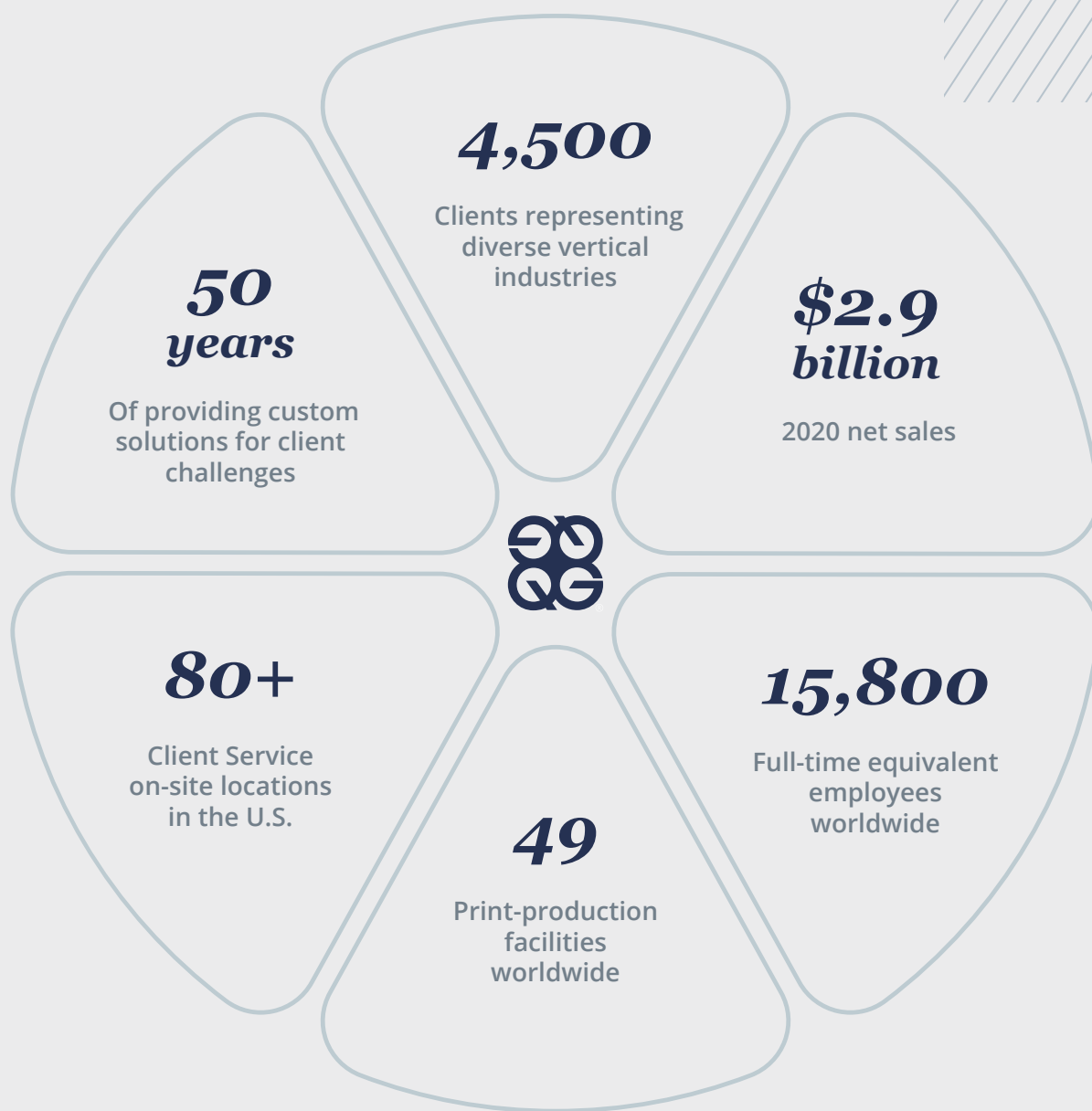
The upstart company was fueled by innovation, hard work and determination, and differentiated by a strong people-first culture and core set of values that remain in place today.

Now in our 50th year, Quad continues to use that same commitment to innovation, hard work and determination to move our business forward, resulting in our transformation as a worldwide marketing solutions partner.

We have achieved our singular vision as a marketing solutions partner through well-defined strategic priorities that are powered by distinct competitive advantages. For details, read our Form 10-K, located on the Investor Relations section of Quad.com.

We offer brands and marketers solutions, not just off-the-shelf services. Our differentiating value: delivering an easier, more efficient and effective way for our clients to connect with consumers, drive demand and achieve their desired business results. In short, we help them *create a better way*, every day.

Quad at a Glance



Since our founding in 1971, Quad has been *creating a better way* through hard work and innovation.

A Partner of Choice for Integrated Marketing Solutions

Today, Quad's depth of expertise and executional capabilities has established us as a partner of choice for approximately 4,500 clients who operate in spaces such as retail, publishing, consumer technology, consumer packaged goods, financial services, insurance, healthcare and direct-to-consumer.

Our integrated marketing platform — which encompasses marketing strategy, creative solutions, media deployment and marketing management services — is centered on simplicity and facilitated by smart technology.

Quad's unique capabilities and culture resonate with our clients, helping them reduce the complexity of working with multiple agency partners; increase efficiency through process optimization and content production; and improve marketing spend effectiveness across all media channels, especially through our robust data and analytics capabilities.

Through our integrated approach, we not only strive to help our clients meet their business objectives but move toward their sustainability goals.

“ From idea through production through insight, Quad delivers unique through the line marketing solutions, combining the power of an independent marketing consultancy and the agility of a specialized agency.”

JOSH GOLDEN

Chief Marketing Officer, Quad



Our Integrated Marketing Platform



**CUSTOMER INSIGHTS
& ANALYTICS**



**PRINT, DIGITAL
& BROADCAST
SOLUTIONS**



**CAMPAIGN CREATIVE
& MEDIA PLANNING**



**IN-STORE DESIGN
& FULFILLMENT**



**STRATEGIC PROCESS
DESIGN**



**PACKAGING DESIGN,
ENGINEERING
& PRINTING**



**CONTENT CREATION
& PRODUCTION**



**PRINT
MANAGEMENT**



**CLIENT ON-SITE
CREATIVE
MANAGEMENT**



**PAPER
MANAGEMENT**



**PERFORMANCE
MARKETING**

How We Approach Our Role as a Good Corporate Citizen

Quad's long-standing culture of *creating a better way* has continuously defined our business and differentiated our value. Throughout our 50 years, we have strived to be a force for positive change — both inside and outside of our walls. We take seriously our role as a good corporate citizen, which goes beyond what we contribute economically to how we impact the environment, care for people and practice effective governance. This commitment to culture and social purpose is a competitive strategy, along with innovation and platform excellence.

Now, more than ever, *creating a better way* speaks to taking on even greater responsibility in the wider world we share. We draw on our strength as a body of innovators and influencers, taking inspiration from our long-standing maxim, "Together we can do more than as individuals apart."



We take seriously our role as a good corporate citizen, which goes beyond what we contribute economically to how we impact the environment, care for people and practice effective governance.

What to Expect in This Report

From the beginning, Quad has been committed to taking better care of our planet, our people and our business. Here, we share our story in this comprehensive ESG report.

We are committed to sharing our progress toward common sustainable development standards and goals. As a responsible business, we are pleased to publish our ESG commitments and create baseline measurements to evaluate our future progress, which we will report each year.

We have chosen to focus primarily on Quad’s U.S. operations, which represent 90% of Quad’s net sales. Therefore, all data included in this report is from U.S. operations unless otherwise stated. We look forward to sharing more about our operations in Europe, Latin America and elsewhere in future reports.

ESG: Our Reporting Framework

This report relies on the ESG framework to understand and manage our impacts; inform a clear strategy for approaching the complex ESG landscape; and organize our goals and reporting.

As you will see, our ESG strategy identifies focused areas of action and accountability that align with our values and will move Quad’s business forward responsibly.

This visual below shows how we integrate ESG principles into Quad’s overall purpose and culture, pinpointing actionable areas of focus as we work to *create a better way*.



Our Materiality Assessment: Defining What Matters Most

Our materiality assessment forms the backbone of Quad's ESG reporting and forward-looking strategies.

In it, we use stakeholders' perspectives to establish the topics of greatest importance and relevance to our strategy, clarify focus, target our resources, and guide our response to ESG issues.

For our materiality assessment, we took a hybrid approach for our 2021 report, aligning with both the Global Reporting Initiative (GRI) and the United Nations Sustainable Development Goals (UNSDGs).

We believe that the GRI and the UNSDGs complement each other and, together, provide a balanced materiality platform that captures what matters most to Quad and our stakeholders.

Here is how our two-step approach worked:



Step 1: Map Our Materiality Matrix with GRI Standards

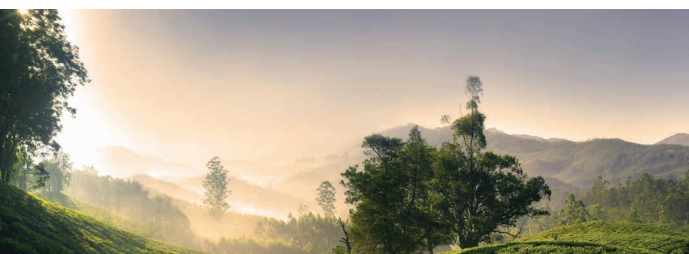
Our first step was to conduct a formal materiality assessment to identify and plot the ESG issues most important to our stakeholders.

To make sure we were asking the right questions and addressing the most relevant priorities for our business, we used the framework of the GRI Sustainability Reporting Standards.

GRI standards are the world's most widely used sustainability reporting platform. According to the GRI, these topics "are advancing the practice of sustainability reporting, and enabling organizations and their stakeholders to take action and make better decisions that create economic, environmental and social benefits for everyone."¹

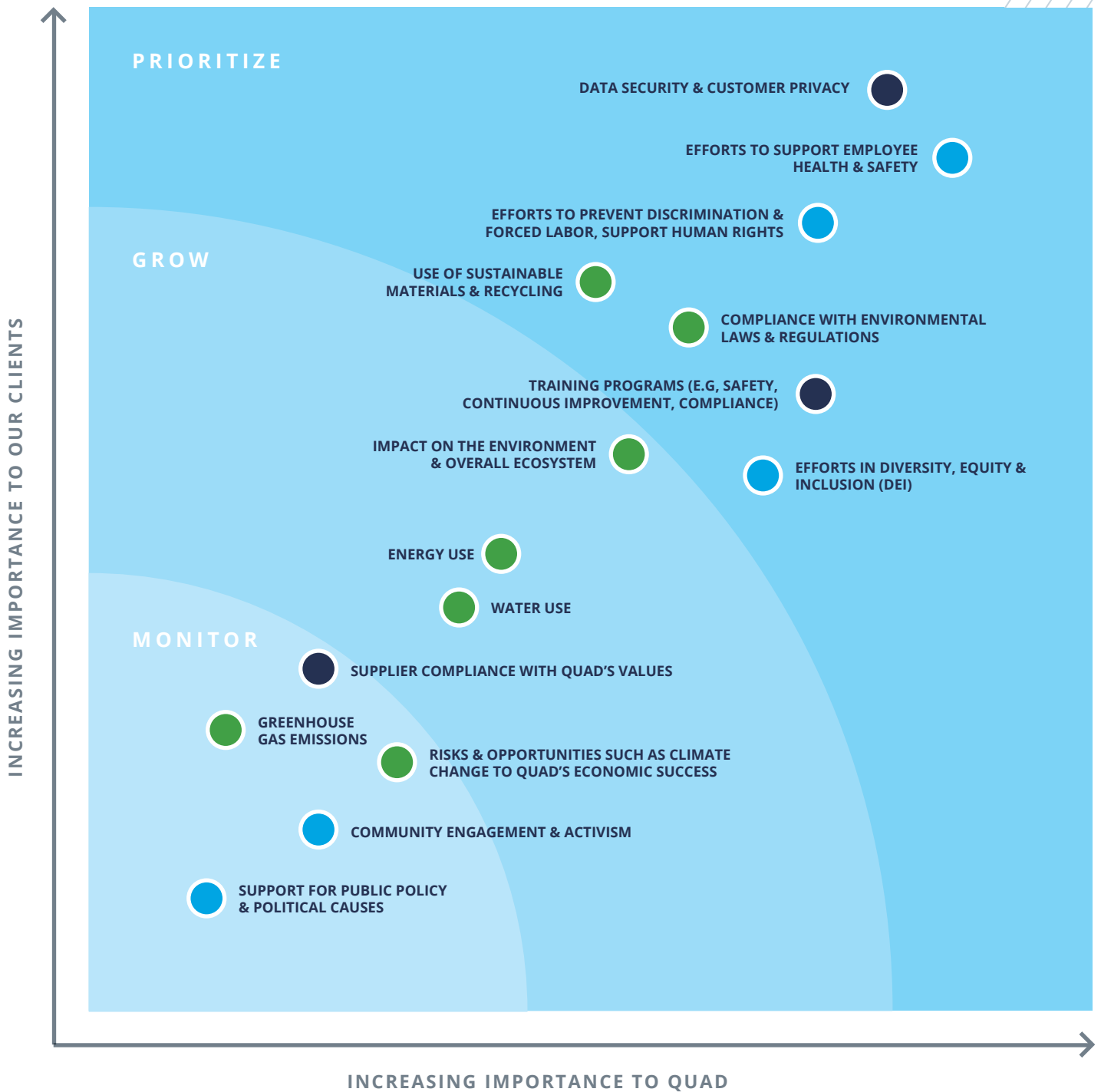
We grouped related GRI topics into 15 indicators for clients, employees and business leaders to rate and rank based on what they believe should be priorities for Quad.

Results were captured and reported in the matrix, shown on page 17, visually pinpointing the sustainability topics most important to our stakeholders for reporting and future strategies. Client responses are on the chart's Y or vertical axis, while the X or horizontal axis shows responses from a combination of Quad business leaders and employees.



Quad's Materiality Matrix

This graph shows our assessment of sustainability topics and their importance and relevance to the company's strategy as a marketing solutions partner.

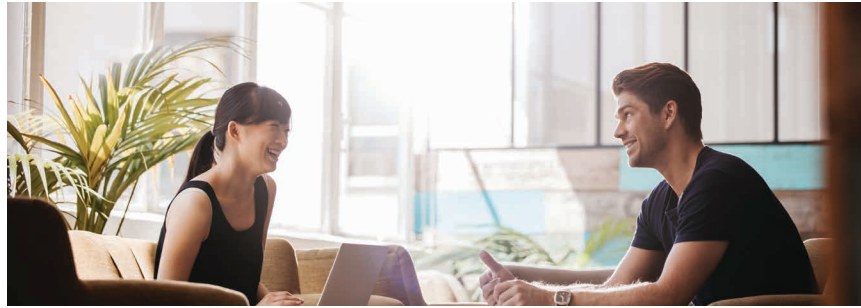


- Topics of Environmental significance
- Topics of Social significance
- Topics of Governance significance



Step 2: Align with United Nations Sustainable Development Goals

Our next step was to align our materiality results with the UNSDGs, a move that aligns Quad with our clients and other advocates working to achieve a more sustainable future.



The UN's 17 goals address high-level sustainability objectives such as supporting health and well-being, protecting ecosystems, fighting injustice and manufacturing responsibly. The goals are a blueprint for peace and prosperity for people and the planet, now and into the future. And while the goals are written for countries, fulfilling these ambitions will require effort by all sectors of society, including businesses.

Addressing the UNSDG critical risk areas is important and makes sense as stakeholder awareness and interest continues to grow around businesses' environmental and social impacts and governance practices.

Using topics that fell within the "prioritize" section of our materiality matrix, we identified the six UNSDGs of greatest importance and relevance to Quad's business strategy. These goals were approved by our ESG Steering Committee, a group of company executives and subject matter experts who are dedicated to advancing Quad's ESG strategy. These goals guided our company's commitments detailed in this report.

Considering the UNSDGs in our materiality process has allowed us to participate in global areas of consequence and report on topics important to stakeholders as we continue our efforts to *create a better way*.



Quad's Materiality Topics and Their Alignment with the UNSDGs

QUAD PRIORITY MATERIALITY TOPICS	ESG PLATFORM	UNSDG	PAGE
DATA SECURITY & CUSTOMER PRIVACY	Governance		
EFFORTS TO SUPPORT EMPLOYEE HEALTH & SAFETY	Social	 	
EFFORTS TO PREVENT DISCRIMINATION & FORCED LABOR, SUPPORT HUMAN RIGHTS	Social	 	
COMPLIANCE WITH ENVIRONMENTAL LAWS & REGULATIONS	Environmental	 	
USE OF SUSTAINABLE MATERIALS & RECYCLING	Environmental	 	
TRAINING PROGRAMS (E.G., SAFETY, CONTINUOUS IMPROVEMENT, COMPLIANCE)	Governance	  	
EFFORTS IN DIVERSITY, EQUITY & INCLUSION	Social	  	 



Environmental

A Conversation on

Shared Environmental Responsibility

Natalie Hahlen

Director of Environmental Health & Safety

Our clients take a very firm stance on sustainability. Many look at the bigger downstream picture. They come to us saying, "Quad, as our partner, you are contributing to our overall environmental impact. What are you doing to reduce negative impacts?"

For 50 years, the responsibility to operate sustainably has been an integral part of our purpose. We're compelled to find what makes the most sense for Quad and our clients. We know what's good for the environment is good for business, too. Our biggest challenge is — and has always been — what do we work on first?

We begin by making sure we are aligned with our clients' environmental goals and contributing to their sustainability strategies.

Right now, for example, we can calculate environmental impacts within Quad for each client, globally, and report how our performance affects their carbon footprint. It has taken work to get to this place. We are proud of our ability to capture individual client's data.



There are many projects on our radar, and we continue to challenge ourselves to find new opportunities to conserve raw materials, minimize waste, recycle and reuse products, and reduce our environmental impact across our integrated marketing platform. We realize there is always more that we can do to provide additional value to our clients, employees and communities through environmentally responsible business practices, and we continue to look for ways to do so.

We want our stakeholders to realize we share their urgency. That we hear them. That we will work with them. That we can make progress together on *creating a better way*.

“ We know what’s good for the environment is good for business, too.”

natalie J Hahlen

NATALIE HAHLLEN

Director of Environmental Health & Safety



Our Commitment to the Environment

Building on Our Environmental Legacy

Since the very first magazines and catalogs began rolling off our presses in 1971, Quad has been recognized as a leading environmental advocate and innovator.



We are not only thinking about being responsible but being regenerative.

SUSTAINABLE DEVELOPMENT GOALS

Today's environmental narrative and needs are changing, especially with the urgent pressures of global climate change. While we have only just begun to systematically compile and submit sustainability data for third-party verification, we have always been committed to being a more sustainable business. Our journey has taken on new momentum.

We are not only thinking about being responsible but being regenerative. We are looking at the connections between our clients, the consumer, Quad and our vendors. We are establishing the chains of custody, evaluating interplaying impacts, and working to align with clients' and communities' environmental initiatives.

This year, we are also making commitments that align with the UNSDGs and providing meaningful metrics. This important step will drive forward projects that reflect our historic focus and help our clients quantify Quad's impacts for their own reporting needs.

We are confident you will see our commitment comes alive in the stories we share and the values we live.

Our 2021 Environmental UNSDG Commitments

Quad's environmental efforts most closely link to the following United Nations Sustainable Development Goals (UNSDGs) and targets. Throughout this section, you will see how our company goals contribute to the UN's goals and *create a better way* for our shared planet.



Quad collects green plastic strapping used in our manufacturing operations and sends it to a recycler where it is ground up and repurposed in other commercial or consumer products.



12 RESPONSIBLE CONSUMPTION AND PRODUCTION

- 12.2** By 2030, achieve sustainable management and efficient use of natural resources.
- 12.4** By 2020*, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment.
- 12.5** By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.



15 LIFE ON LAND

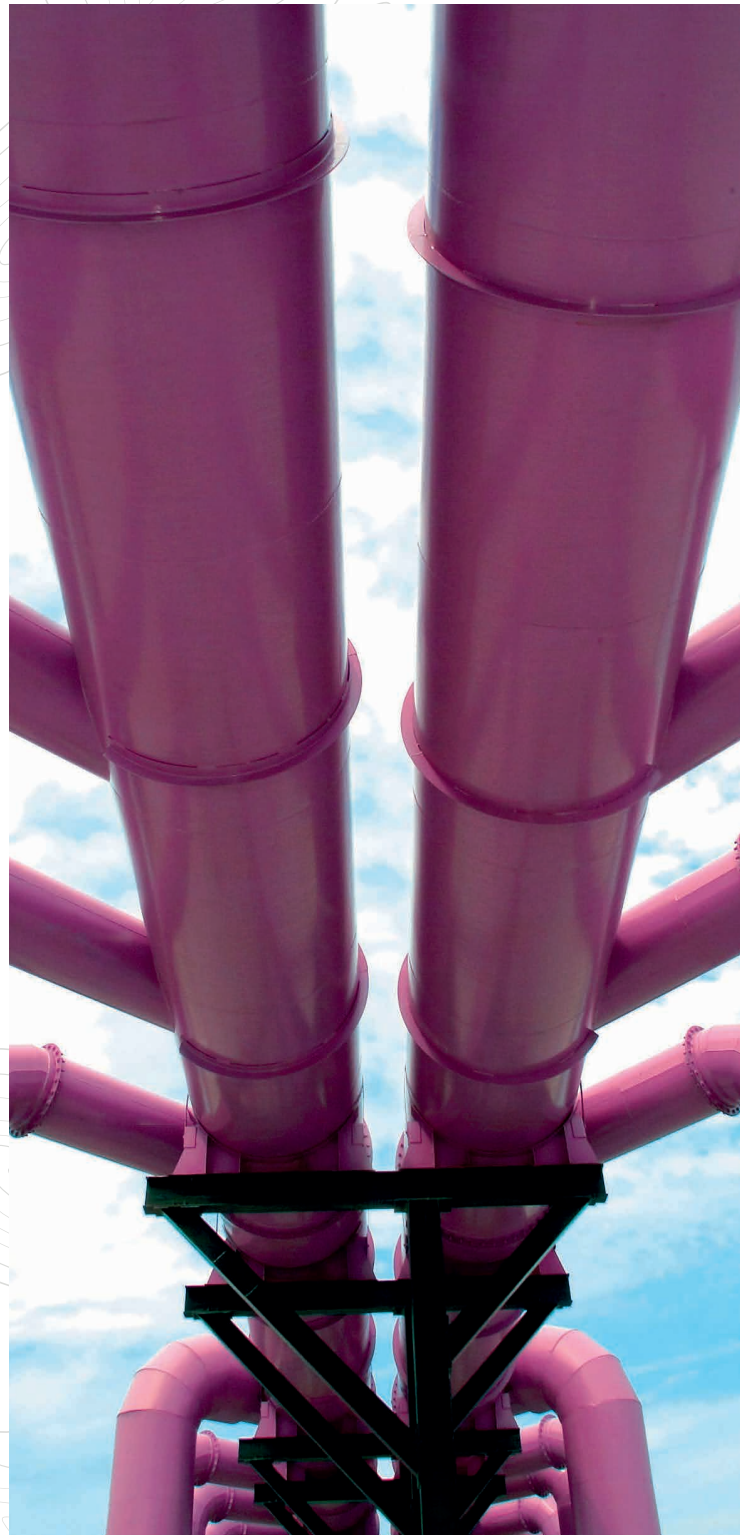
- 15.2** By 2020*, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally.

* The United Nations set this target for 2020; however, Quad will continue to pursue these targets as they support sound environmental management.

Our Sustainability Journey

50 Years of Action and Advocacy

Quad opened our doors during the early days of the environmental movement. It was 1971, just a year after the founding of the Environmental Protection Agency. "Save the Planet" was a rally cry. Quad was all in.



At the time, “being green” was simple common sense for Quad. Starting up a business on a shoestring budget, we minimized waste by reducing, reusing and recycling anything we could. As we grew, “reduce, reuse and recycle” became engrained in our culture and we began formalizing policies around energy and emissions reductions, responsible sourcing, recycling and more. We even adopted our own environmental mascot — a real-life goat and natural-born recycler named Gruff — to promote environmentally responsible work habits and choices.

Our record for action and advocacy has grown along with our company.

We are convinced that many environmental challenges can be reduced or solved, given the right knowledge and a commitment to *creating a better way*. That is why innovation and education are at the center of our environmental legacy. We take our role as thought leaders seriously. And we believe in arming our stakeholders with knowledge so that we can make a difference, together.



We are convinced that many environmental challenges can be reduced or solved, given the right knowledge and a commitment to *creating a better way*.

Creating Sustainable Initiatives with Individual Context

As a worldwide marketing solutions partner, our platform has come to encompass many different product and service categories and geographic locations.

We cannot take a “one size fits all” approach to sustainability.

Every Quad division and geography operates under differing rules and regulations. Each has distinct client needs and considerations. We trust our individual businesses to pursue environmental improvements relevant to their business. Yet we also have a structure for bringing together all our subject matter experts to share best practices and client feedback.

We are proud of what our teams across the company are doing to approach their work with a sustainability mindset and make decisions through an environmental lens. Remaining true to our values and purpose, they are *creating a better way* in ways that make sense.

These examples show how our sustainable practices can vary in practice, while aligned in purpose.



Agency Solutions

- Works with clients to help support their internal sustainability needs.
- Minimizes material use and waste in the studio production process.
- Reduces reliance on single-use, disposable supplies by using items such as reusable towels, rechargeable batteries, reusable water bottles, etc.

In-Store Solutions

- Provides solutions that expand the life cycle and/or recyclability of retail-facing products through material selection, design and manufacturing.
- Offers paper-based in-store signage materials sourced from responsibly managed forests by the leading forest certification programs.





Packaging Solutions

- Offers thought leadership and consultative solutions on sustainable packaging labeling.
- Provides life cycle analyses of different packaging to quantify and compare environmental impacts.

Europe

- Uses electricity sourced from a mix of windmills and solar panels to power multiple production sites.
- Participates in the European Union's Ecolabel program for responsibly managed forests.

Latin America

- **Argentina:** In addition to energy-efficient LED lightbulbs, the facility is introducing more natural lighting in production areas through the installation of on-roof transparent sheet tiles.
- **Brazil:** Has been certified in ISO 14001 (environmental management) and ISO 14064 (verification and monitoring of greenhouse gas emissions).
- **Colombia:** Participates voluntarily in Programa Acercar, a local environmental management certification program.
- **Dominican Republic:** Provides training for all employees on various environmental topics, including spill prevention and hazardous waste disposal.
- **Mexico:** Has been certified through Mexico's voluntary clean industry program (Industria Limpia) for adopting best practices in engineering, efficient production and environmental management.
- **Peru:** Is planning to apply for ISO 14001:2015 certification in 2022, documenting ways in which it is minimizing environmental impacts in its operations.



A Mascot with a Message

Early in our sustainability efforts, Quad adopted an environmental mascot, Gruff, to highlight the importance of recycling. As a goat and nature's own recycler (i.e., capable of eating almost everything and anything), Gruff became our "spokesgoat" for the environment, regularly reminding employees to "Be a Gruff ... Recycle Stuff." Before social media was popular, Gruff had his own email platform and column in the employee newspaper. He also made appearances at company functions such as the summer picnic to elevate awareness about environmental topics.





Camp/Quad: A Unique Conservancy

In 1997, Quad purchased a 300-acre-plus former Boy Scout camp in Erin, Wis., and renamed it Camp/Quad. The private facility, open to employees for outdoor recreational activities, features some of the most pristine natural and geologically significant areas in southeastern Wisconsin. The property is home to the Little Oconomowoc River, valuable wetlands, large hardwood forests and several species of rare plants.

Camp/Quad is an extraordinary place we wanted to protect. So, in 2009, we donated the parcel to the Tall Pines Conservancy, a Wisconsin non-profit land trust dedicated to preserving natural areas within northwestern Waukesha County. The lands are now in a conservation easement, which means they will remain undeveloped and will always be managed as a private preserve for plant life and wildlife.

Through the Tall Pines agreement, Quad employees and their family members will continue to be able to enjoy this special place for upcoming generations. Tall Pines Conservancy also uses Camp/Quad for its annual fundraising bicycle event (shown below) to benefit land conservation work.



Camp/Quad serves as the start and finish for an annual fundraising bicycle event benefiting land conservation.

Co-Mingling Sustainability and Continuous Improvement

Quad has a long history of continuous improvement (CI). We have been eradicating non-value-added processes and waste from our systems from the day we opened our doors. Along the way, we have found that the goals of CI and sustainability are synergistic and work in concert with each other. For example, as a Lean Enterprise, we use CI principles to minimize the use of raw materials and energy. We also train our employees to think sustainably through our monthly thinkCI educational program. As part of this program, we do a special Earth Day themed online training module that helps employees better understand the work Quad is doing to minimize our impact to the planet, such as:

- Our triple chain-of-custody paper certifications;
- Insights to help save on energy usage; and
- Community educational initiatives, like our work with Pine View, that promote stewardship. (For more information on our partnership with Pine View, see page 48 of this report).

By using a sustainability lens to view our business, we are constantly finding new opportunities to *create a better way* for all our stakeholders.



A Better Way

Communicating Sustainability to the Consumer

Sustainable packaging logos and labels are becoming more complicated due to a jumble of graphics, icons and claims. It is confusing for brands and consumers alike. So, we conducted consumer research to answer three important questions:

- 1 Do consumers notice sustainability logos on their packaging?
- 2 Does consumer education increase recognition of sustainability logos?
- 3 Do brand recognition and coupons increase response to sustainability logos?

Our Package InSight group, which specializes in studying brand packaging performance, consumer attention and shelf impact, conducted research in its simulated shopping

environment using biometric technology, such as eye tracking and facial coding. The research data enabled us to identify best practices for brands on how to make sustainability logos on packages more effective and improve sales.

Now we are taking our research one step further, partnering with one of the world's largest retailers and the Sustainable Packaging Coalition to understand how consumers respond to messaging on packaging as part of an effort to address the growing food waste problem — a high priority for many of our clients. The first stage of the study examines how consumers perceive food freshness labels, and how packaging could be improved to reduce waste. Additional stages will provide insights into how suppliers, vendors, manufacturers and retailers can all collaborate to reverse worsening food waste trends.



Responsible Materials

Pursuing Responsible Sourcing

Clients expect us to make their printed products and packaging more sustainable.

From seeking internationally recognized forest management certifications to developing our own bio-based printing inks to avoiding papers made using elemental chlorine, sustainability is a high priority in the materials we use.

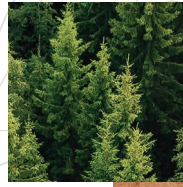
Our suppliers are chosen and qualified with care, and we look for reliable chains of custody in our vendors.

We continue to challenge ourselves to discover not only more sustainable materials or more responsible sources but a better way.

Sustainability is a priority in the materials we use.



Quad formulates its own inks, including EnviroTech™ inks that contain a high percentage of renewable resource content.



Printing Responsibly with Certified Forest Products

By printing with certified forest products, Quad is making a positive choice that helps safeguard the environment and the future of sustainable print.

Over the past four years, Quad has worked with its clients to increase our certified paper usage by 24% from 53% in 2017 to 77% in 2021. We are very proud of this progress, knowing that more than three quarters of the paper we use is responsibly sourced.

By printing on certified forest products, Quad is making a positive choice for the environment.

Wood pulp and paper suppliers follow a strict chain of custody from forest to arriving in our manufacturing facilities — all of which must be certified. These suppliers cannot displace native people or harm wildlife. They must work to protect the forest habitat against pollution. They also must replenish the forest by planting more trees than are harvested.

Fast Facts:

- Quad was one of the first printers to be triple chain-of-custody certified for sourcing materials from responsibly managed forests by the three leading forest certification programs: FSC® (Forest Stewardship Council), SFI® (Sustainable Forestry Initiative) and the PEFC™ (Programme for the Endorsement of Forest Certification).
- Quad partners with paper producers in low-risk forestry areas such as North America and Western Europe.
- The paper mills with which Quad purchases paper for its U.S. printing operations do not use elemental chlorine — a bleaching agent used during the papermaking process.
- Our mill partners are certified in at least one of the three leading forestry and chain-of-custody certification programs. These certifications have strict requirements for wood fiber sourcing. Paper mills — and Quad — are audited for compliance with these strict standards each year by third-party independent auditors.
- We require our mill partners to comply with local laws with respect to their wood fiber sourcing, including the requirements of the U.S. Lacey Act for harvesting timber.

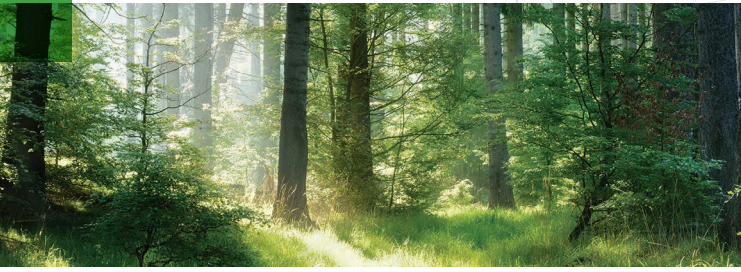


Promoting Sustainable
Forest Management
www.pefc.org



The mark of
responsible forestry





FORESTS IN FOCUS

ASSESS RISK. IDENTIFY OPPORTUNITIES. MAKE AN IMPACT.

In 2019, Quad joined other leading brands that share our passion for sustainability as a founding member of Forests in Focus. Developed by the Sustainable Packaging Coalition and the American Forest Foundation, Forests in Focus offers the first landscape level assessment of U.S. timberlands, which gives brands reliable data on sustainability risks that may be present in the forests where they source fiber.

An ongoing opportunity relates to family-owned forests, which supply more than half of our country's fiber — but only less than 1% of which are certified.^{2,3} This is one

barrier for companies struggling to achieve more aggressive certified fiber goals as part of their sustainability efforts. To address this gap, Forests in Focus provides brands and other supply chain partners with visibility into forest landscapes across the nation, irrespective of parcel boundaries, ownership type or certification status. It helps supply chain partners identify and assess risks, support sustainable sourcing goals and discover opportunities for conservation impact.

Through the Forests in Focus online platform, users gain visibility into the forested landscapes surrounding U.S. virgin fiber mills. Members can also access data on land use change, forest carbon, imperiled species and ecosystems, genetically modified (GMO) trees and illegal harvesting risks in those regions. Forests in Focus empowers its members with data, encouraging cross-supply chain dialog and investment into on-the-ground impact work that addresses critical sustainability issues.

Quad remains committed to promoting awareness of this tool among our clients and supports its continued development.

² USDA Forest Service. 2006. Family Forest Owners of the United States. Pages 19 – 20.

³ Journal of Forest Economics. 2011. Certification of family forests: What influences owners' awareness and participation? Pages 131 – 132.

Quad has set a goal to...

Protect Forests

Through 2030, Quad commits to protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation and halt biodiversity loss.





Making Our Mark with EnviroTech™ Bio-Based Inks

Who knew ink could make such a difference? Quad did. Based on our own experience, we knew there had to be more promising technology than popular soy-based inks.



In 1991, we turned to our own ink manufacturing division, Chemical Research\Technology (CRT), which developed EnviroTech™ inks for our heatset web offset presses and, later, our rotogravure presses. These bio-based inks:

- Contain a high percentage of renewable resource content. For the heatset web offset printing process, our inks contain approximately 25% renewable resource content from ingredients such as pine and linseed oils, far exceeding the 7% industry standard of soy-based ink.⁴ For the rotogravure process, our inks contain approximately 23% renewable resource content from tall oil resin.
- Perform on press like traditional inks without any compromise to line speed or, for the heatset web offset process, operating temperatures.
- Meet our high standards for graphic resolution, smudge resistance and color saturation, which are so important to brands and marketers.

With CRT, Quad is one of the largest ink manufacturers in the nation, and the only printer that produces its own ink. So, we are not only *creating a better way* for Quad, but we are bringing more responsible technologies to the industry.

⁴ American Soybean Association, 2021, <https://soygrowers.com/soy-ink-seal/>





Regenerative Initiatives

Recycling, Reusing, Reducing

“Regenerative business.” It is not just a buzz-worthy concept for Quad. It is a reality we are working hard to reach.

We are reclaiming materials and diverting them from the landfill through industry and office recycling programs.

We are reclaiming materials and diverting them from the landfill through industrial and office recycling programs. We are reducing the use of plastics and hazardous materials. We are even upcycling some of our manufacturing process byproducts into consumer products.

It is an approach that not only reduces our footprint but creates surprising economic value.

Pushing the Recycling Envelope

Recycling is not new at Quad. We started doing it in 1971 when we were just a startup. Our rule of thumb? Anything found in the dumpster that did not need to be there, should not be there. End of story.

It was a commendable start. For many years, we were doing well — perhaps even better than most. Yet, after a series of acquisitions beginning in 2010, we recognized that a higher-than-expected percentage of our trash was composed of recyclables. Depending on individual location, a good deal of what we could recycle was not being recycled.

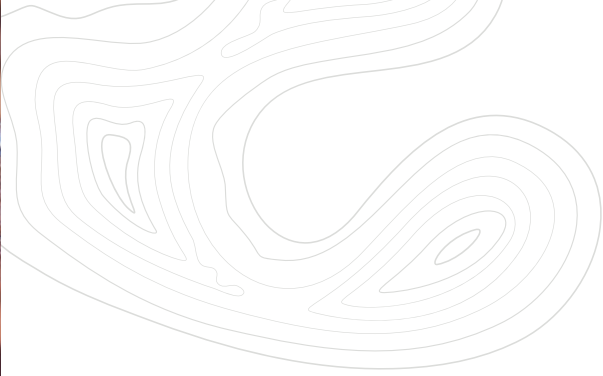
That light-bulb moment led us to challenge ourselves to do better and strive to bring our operations in line, reclaiming our original legacy of environmental action.

The result: A newly revitalized effort to reclaim and recycle paper, plastic, metals, wood, co-mingles (e.g., aluminum cans and bottles) and more. We believe our recycling and reuse rate leads the printing industry, and we push ourselves to improve percentage point by percentage point.

True to our innovative nature, our approach puts a spin on the circular economy. For example, we are exploring how to turn paper dust from the print manufacturing process into a viable commercial product. (See “Upcycling Paper Dust to Kitty Litter” on page 39 of this report). We are successfully reselling niche materials to specialized recyclers by the truckload, including rubber anti-skid mats and plastic strapping.

Of course, we have never been afraid to get our hands dirty. Our efforts include “waste walk-throughs,” “trash can kaizens” and other trash sorting events at our facilities. The purpose of auditing our garbage is to identify opportunities for improvement. We know a large percentage of our waste can, and should, be recycled and not sent to a landfill.



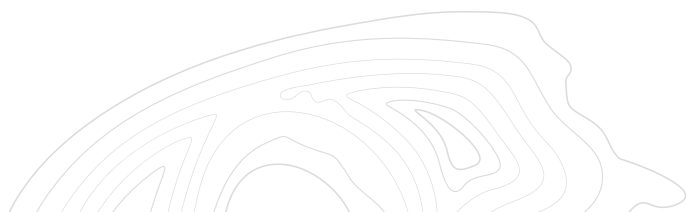


Our Recycling Drive

Due to our large-scale printing operations, we generate a significant amount of paper trim waste. This wastepaper is collected, shredded and baled by grade, then sent out for recycling. In 2020, we achieved a 98% recycling rate for wastepaper along with other general waste (like office paper and plastic water bottles) across all U.S. facilities. We are committed to improving our recycling rate in the years to come.

To achieve this goal, we are:

- Staging color-coded containers at the machine level to quickly capture industrial recyclables.
- Eliminating most trash containers and replacing them with clearly labeled containers for different types of recyclables.
- Conducting “waste walk-throughs” and other trash auditing events to identify improvement opportunities.
- Providing continued education and awareness programs for our employees, championed by plant directors and plant leadership.



Quad has set a goal to...

Increase Recycling Rate

Quad commits to increasing the recycling rate of solid waste at all facilities through 2030, after which we will evaluate benchmarks and seek ways to further improve our solid waste recycling rate.





A Better Way

Upcycling Paper Dust to Kitty Litter

As part of our commitment to *create a better way*, Quad proactively pursues new uses for byproducts of our manufacturing processes.

Our latest endeavor is the cat's meow.

We produce and collect thousands of tons of fine paper dust, produced as part of our printing and binding processes. Mega-sized facilities, like our 2.2 million-square-foot Lomira, Wis., plant, can produce upwards of 365 tons of paper dust per year.

These dust particles are so minute that they cannot be used for recycled paper products. But they may make a lightweight, absorbent additive to kitty litter.

Through exploration and “what if” discussions, we have found a commercial cat litter partner who is now investigating if and how this waste stream could be used as a kitty-safe ingredient.



Regenerative Energy Programs

The mark of regenerative thinking is upending the way we historically view waste and emissions to transform them into sources for supplemental energy.

Waste to Energy

Quad implemented a waste-to-energy program in the early 2000s to keep any materials soaked with non-hazardous chemicals, paints, solvents, inks, grease or oil residues out of the garbage and, eventually, landfills. These materials are placed in containers that are then sent to a waste-to-energy solutions provider for burning in an incinerator that generates electricity.

Emissions into Energy

Our web offset presses are equipped with dryers that collect volatile organic compounds (VOCs), which are chemical compounds that impact indoor and outdoor air quality and have adverse health effects. The technology turns these emissions into fuel, supplementing our natural gas usage.

Replacing or Reducing Plastics

The use and disposal of plastics is an increasing environmental concern.

At Quad, our industrial plastic waste includes polywrap (aka polybags) and shrink wrap used to protect client product, and stretch wrap and strapping/banding for shipping.

We are proud to report that we can recover most of these materials and resell them to specialized industrial recyclers who, in turn, clean and process them for use in recycled-content plastics.

In outgoing products, Quad uses thin-gauge plastics to overwrap and bundle printed products like magazines or catalogs. By offering our clients the ability to move to paper wrap or new biofilms, we are providing more renewable alternatives.

**The mark of
regenerative thinking
is upending the way
we historically view
waste and emissions
to transform them
into sources for
supplemental energy.**



Reducing Hazardous Waste

The hazardous waste Quad generates typically involves compounds used in our manufacturing and maintenance operations, and includes items such as acetone, blanket wash, gravure ink and other waste products.

For the hazardous waste we do generate, we manage it from the time it is generated through disposal. We have rigorous processes in place for identifying, segregating, containerizing, labeling, storing, shipping and disposing of hazardous waste.

We are also relentless about maintaining safe handling practices for hazardous materials, including established inspection procedures, labeling and storage protocols, handling training, emergency plans and more.

We are relentless about managing risk and keeping our employees safe.

In 2020, we shipped approximately 0.73 pounds of Resource Conservation and Recovery Act (RCRA) federally regulated hazardous waste per 1 million pages printed.

Although we decreased hazardous waste from the prior year, 2020 data does not represent true reduction due to the impact of the COVID-19 pandemic on manufacturing production.

Quad has set a goal to...

Reduce Hazardous Waste

Through 2030, Quad commits to reducing the amount of hazardous waste generated by unit of production.



Energy and Emissions

Reducing Our Carbon Footprint

We know greenhouse gases are a leading cause of climate change, and we are working to reduce emissions from our operations. Our most effective method: lowering Quad's energy intensity across our enterprise.

We have been successful at reducing energy consumption and maximizing energy efficiencies. And there are many exciting new developments in the works to bolster that success. Quad is in the process of evaluating larger and potentially more effective methods of reducing or offsetting carbon emissions, including solar generation on Quad properties, carbon offset purchases, and emerging technologies that will supplement and enhance our current efforts.

Quad is in the process of evaluating larger and potentially more effective methods of reducing or offsetting carbon emissions.



Quad's manufacturing facilities are equipped with advanced regenerative thermal oxidizers (RTOs) — pollution control devices that combust and decompose VOCs into CO₂ and water vapor.



2020 Emissions

Quad uses a carbon footprint calculator to identify the amount of emissions related to key company activities. This allows for conscious management and reduction efforts.

In 2019 and 2020, our Scope 1 and Scope 2 carbon dioxide and equivalent emissions were calculated using the Intergovernmental Panel on Climate Change greenhouse gas methodology, and emissions factors from

the Environmental Protection Agency's Center for Corporate Climate Leadership — Emissions Factors for Calculating Greenhouse Gas Inventories. All 2020 carbon footprint metrics have been verified by an independent third party.

In 2020, Quad emitted 0.6322 metric tons of carbon dioxide equivalent (CO₂e) emissions per million pages produced in the United States.

Quad has set a goal to...

Reduce Carbon Emissions Intensity

Through 2030, Quad commits to reducing our overall carbon emissions intensity.



Energy Use

Energy is the lifeblood of Quad's print manufacturing processes, and through our ongoing energy management programs, spanning nearly two decades, we have made significant contributions to lowering our energy consumption and reducing greenhouse gases.

Department of Energy Partnerships

From the beginning, we have realized environmental challenges cannot be tackled in isolation. Our industry partnerships and collaborations with the U.S. Department of Energy (DOE) show how we are working together on a national scale to *create a better way*.



Through our ongoing energy management programs... we have made significant contributions to lowering our energy consumption and reducing greenhouse gases.

We are applying the power of energy innovation to conserve natural resources and invest in promising clean fuel sources, like solar, to offset demand. We are making our facilities more energy-efficient and upgrading our equipment and processes to lower energy use.

We also build on already robust energy-saving efforts, including lighting retrofits, equipment preventive maintenance, and employee awareness and education initiatives that encourage behavioral changes.

Better Plants Program

Quad is proud to be a founding partner of the Better Plants program, established by the U.S. DOE in 2009, to improve energy efficiency and competitiveness in the industrial sector. The voluntary program helps companies like Quad save energy and money, and reduce our environmental footprint. In March 2020, we renewed our commitment to energy conservation with a pledge to reduce energy intensity by 20% through 2029.

50001 Ready Energy Management

Quad's Hartford and West Allis, Wis., plants are recognized by the U.S. DOE for having a 50001 Ready energy management system. Through the program, these plants have created sound energy policies, established objectives and built structured improvements to generate deep, sustained energy savings.

By the end of 2021, three additional Quad plants plan to join the program and will start working toward the 50001 Ready system.

Energy-Efficient Technologies

Retiring old equipment and investing in efficient next-generation alternatives are proving to be one of our most effective strategies for reducing energy consumption. Our investments not only pay environmental dividends, but they also reduce maintenance expenses, improve line speed and performance, and provide a deep competitive advantage in meeting client needs.

Over the last 24 months, capital projects that have reduced thousands of tons of CO₂ include the following:

- Installing high-speed, high-output presses at our Saratoga Springs, N.Y., plant in 2021 and Sussex, Wis., plant in 2019, which allowed us to retire older, less efficient equipment. These presses, which output up to 64 pages with a single revolution of the press, use 41% less electricity and 33% less gas per printed page compared to older presses.
- Using a new method to prep printing plates at five plants, which is delivering significant energy savings. The plates are processed using one oven instead of two. In 2020, the use of these plates cut CO₂ emissions by roughly 1,270 metric tons at the five plants (Hartford, Lomira, Sussex and West Allis, Wis., and Saratoga Springs, N.Y.). In 2021, the reduction is expected to total 2,100 metric tons.
- Replacing two large industrial chillers at our Sussex and Hartford, Wis., plants with more efficient machines, saving 530,400 kWh and 448,800 kWh, respectively, each year — the equivalent to a reduction of 694 metric tons of CO₂.



Solar Energy Investments

As demand for energy grows, clean solar energy is proving to be an effective option for helping reduce our reliance on fossil fuels.

We are pursuing several solar infrastructure projects and partnerships to help power our production facilities during cycles of peak demand. They will also generate renewable power that can be transmitted back onto the local utility grid.

We are pursuing several solar infrastructure projects and partnerships.

In Wisconsin, Quad is investigating our participation in state-approved energy and solar programs that encourage companies to partner with the regional utility for renewable energy projects.

In addition, Quad is looking at the feasibility of investing in various solar installations at our Lomira, Wis., facility, and in a smaller phased/expandable solar system for other facilities. The Lomira plant peaks at approximately 18 megawatts of demand but, on an average day, uses approximately 10 megawatts. Efforts are underway to determine how much of that load could be offset by solar in the future.





Water

Monitoring and Conserving This Precious Resource

Water is an essential production resource and Quad is committed to its conservation.

While our company's water use is not especially intensive — the majority of our water use is for process cooling on our presses to set ink — we proactively manage our water consumption through a combination of best practices, capital investments, efficient platforms and efforts. These include:

- Regularly consulting with independent third-party water treatment advisors and metering experts to monitor our facilities' water use. This helps us analyze saving opportunities, assures our equipment is running optimally and identifies potential water waste from leaks or malfunctioning mechanical equipment.
- Performing preventive maintenance to ensure system efficiency.
- Changing out aging assets and installing new equipment and technology when possible.
- Following best practices to reduce water waste and cost, like using low-flow or low-consumption systems.
- Evaluating the efficiency of our reverse osmosis system in our Franklin, Wis., plant by partnering with university students in a unique pilot program. (See sidebar, "Tapping University Partnerships to Manage Water Resources" on page 47 of this report.)



A Better Way

Tapping University Partnerships to Manage Water Resources

A recent collaboration between our Packaging division and the University of Wisconsin-Milwaukee College of Engineering & Applied Science is connecting undergraduate students with manufacturing and sustainability leaders to evaluate how to make our reverse osmosis (RO) system more efficient.

Students are working with Quad throughout the Fall 2021 semester, focusing on a pilot RO water reduction project at our Franklin, Wis., packaging plant.

Our learnings will help us meet our Packaging division's 2025 water reduction goal of 5%, or approximately 150,000 gallons annually. We can also replicate these learnings in our other facilities to help reduce water consumption.

The project also benefits the UW-Milwaukee students who are learning about the manufacturing process and navigating real-world improvements, supported by experienced Quad mentors. Best yet, they are making a tangible difference while putting their education and skills to use.



Stewardship and Education

Empowering the Next Generation of Stewards

Environmental literacy is foundational for inspiring tomorrow's environmental advocates. It is bedrock to how leaders make informed choices. It is essential in addressing urgent global challenges.

Quad believes literacy is built through education and experience. That is why we have long been passionate supporters of environmental education, and advocates of organizations that make it happen.

Our educational outreach has many facets, from producing educational materials and kits for our schools to sponsoring industry symposiums that spark conversation. We also team with colleges and universities, collaborating on environmental research projects and internships that offer students hands-on experiences and the chance to make a difference every day.

Through our efforts, we are engaging children, educators, communities, employees and our clients in our planet's story, and inviting everyone to be part of this critical narrative.



Jeannie Lord, Executive Director of Pine View Wildlife Rehabilitation and Education Center in Wisconsin, educates a classroom of children about environmentalism.



**Through our efforts,
we are engaging children,
educators, communities,
employees and our clients
in our planet's story.**

Pine View Wildlife Rehabilitation Partnership

Now in its second decade, Quad's collaboration with Pine View Wildlife Rehabilitation and Education Center in southeastern Wisconsin creates awareness of sustainability's importance in daily life with young learners.

Pine View is passionate about providing tomorrow's stewards with engaging learning opportunities through in-classroom programs, events at its education center and take-home modules. Quad supports these education efforts, led by Pine View. Our support includes designing and producing materials, and assisting with in-classroom instruction.



Need For Trees (4th - 7th Graders)

This action-oriented outreach program encourages students to better appreciate their environment and take an active role in preserving the Earth. Hosted in the classroom or at Pine View's Wisconsin education center, the program includes a video presentation, live birds of prey and reptiles, and a pine seedling packaged in a paper carton to connect students to recycling through an effort called TICCIT (Trees Into Cartons, Cartons Into Trees). Alternatively, a mini-TICCIT kit, featuring seeds, decals and other environmental activities, was introduced for home use in 2020. Quad offered these mini-TICCIT kits to our own employees in some of our locations to create an engaging home activity during the pandemic.

Trees Are Treasures (Kindergarten - 2nd Graders)

This program for younger learners, adapted from the Need for Trees program, features science-based supplemental kits designed and packed by our Packaging division. These kits include books, activities and craft materials that engage early learners in real-life environmental awareness and challenges. The program is currently in use at several Wisconsin elementary schools and one Wisconsin home school group, with the goal of expanding nationally.

Take-Home Modules (Kindergarten - 2nd Graders)

Our shared environmental mission continues in the face of new demands for new learning options, especially during the pandemic. Quad has printed materials and assembled environmental science and literacy modules developed by the Pine View Team for parents, teachers, homeschool groups, families and other organizations. These modules include a wildlife book published by Pine View, a suggested reading list and environmental activities.



A Better Way

Bringing Environmental Learning Home

Amid obstacles and change, we have discovered opportunities to move Pine View's environmental education platform forward in ways that reach farther, deeper and wider than ever before.

Working with educators, we have made sure our remote materials are easy to use for parents or guardians, knowing

that in most cases they are not trained sustainability educators. These materials are inclusive in that they consider the needs of individual students from different socio-economic backgrounds, home settings and locations (i.e., urban vs. suburban vs. rural).



Awards and Recognitions

Acknowledging Our Efforts

Awards and recognitions validate Quad's reputation as a credible and committed environmental leader. Recent recognitions include:

- A 2021 Energy Efficiency Excellence Award from Focus on Energy, a Wisconsin energy efficiency and renewable resource program, for our efforts to reduce energy waste through the implementation of energy-saving upgrades in our facilities and operations.
- "Green Professional" designation from the Wisconsin Sustainable Business Council's Green Masters Program for our Wisconsin operations. Quad aims to obtain a "Green Master" designation in 2022.
- A feature in *Chiller and Cooling Best Practices* magazine about how we maintain an elaborate, energy-efficient process cooling system for our high-speed printing presses.
- A feature in *Compressed Air Best Practices* magazine about our expertise in managing the efficiency of compressed air — a central component of the print production process — as part of our dedication to sustainability.



Over the years, our efforts have been recognized by a number of leading sustainability organizations. These recognitions include:

- Multiple U.S. Environmental Protection Agency (EPA) SmartWay awards for reducing greenhouse gases, fuel consumption and air emissions.
- Clean Air Recognition from the Wisconsin Partners for Clean Air (WPCA) and the Wisconsin Department of Natural Resources (DNR).
- Climate Wise Partner Achievement Award for outstanding innovation, leadership, planning and results.

Over the years, Quad's efforts to protect the environment have been recognized by a number of leading sustainability organizations.



Social

A Conversation on

Social Responsibility

Jennie Kent

Executive Vice President of Administration
& General Counsel



Quad has always been driven by our culture and values. It's our difference maker and a competitive advantage.

The events of the past couple of years have made us even more aware of how critical our culture is. It's what ties us together in both good times and bad. Our culture is founded on trust, transparency and accountability. It is based on the power of community. It drives better decision-making and outcomes. And — at its base — it's our people who embody our culture and who impact their own communities.

Quad has a long history of taking care of our employees and of creating pride in their work and in their workplace. Our goal is to build on that as we continue to accelerate our competitive position as a marketing solutions partner.

The increased awareness around persistent racial inequalities has made us especially mindful of the importance of being a truly inclusive workplace. It's important to our employees, our clients, our investors and our communities, and it's crucial to our strategy as a marketing solutions partner. I am proud of our progress in this area.

We are now speaking a more common language about what we can do better and how we're going to achieve that. We are learning to be even more transparent with one another, so we can have more honest and accountable conversations.

I am also proud of the continued investments Quad is making in employee engagement and talent development. Over the past few years, we have begun looking at our employees more holistically. How are we investing in

each of them? How do we have meaningful performance conversations? How are we providing employees with visibility to their career opportunities through individual development plans and leadership training? We never stop asking these types of questions.

We want Quad to be an employer of choice. It's especially critical in today's difficult labor market. It's not just making sure our people are compensated fairly and equitably. It's looking at what other benefits we can provide, like better access to wellness services that address the whole person and flexible work models for the long-term future of work.

Each one of our employees is critical to our strategy and long-term success. We are focused on engaging with our people more than ever before. We want each and every employee to see how they contribute to our company's growth and prosperity. We want each and every one of them to know they provide value. And we want each and every one of them to be proud to work for Quad because it is a company with a soul.

I feel fortunate to be leading teams that have such a direct impact on people and business.

“ Each one of our employees is critical to our strategy and long-term success.”

JENNIE KENT

Executive Vice President
of Administration & General Counsel



Our Commitment to Social Responsibility


Supporting Our Employees and Our Communities

Quad's people create a strong competitive advantage, so we take our responsibility to our people very seriously.

We are constantly working to differentiate ourselves as an employer of choice, and our processes are designed to compensate our employees competitively and equitably. We provide robust benefits and services. We prioritize safety and strive to create an inclusive working environment. We invest in the communities we call home.



We empower employees to be their best selves, embrace and live out our culture and values, welcome change and create new possibilities as we grow together.



Led by our values, we are invested in our employees' career growth, their health, their safety and their total well-being. We invite employees to be involved, share ideas and build relationships. And we empower employees to be their best selves, embrace and live out our culture and values, welcome change and create new possibilities as we grow together.

We also believe in the power of community, and we are very engaged with the communities where we do business. The pandemic has created a new-found appreciation about the importance of community, and our focus aligns with our long-standing maxim, "Together we can do more than as individuals apart."

The social dividends? The return on our efforts is revealed not only through better business results, but a better way for all our stakeholders.

Our 2021 Social UNSDG Commitments

Quad's social efforts most closely link to the following United Nations Sustainable Development Goals (UNSDGs) and targets. Throughout this section, you will see how our company goals contribute to the UN's goals and *create a better way* for our company, our employees and our communities.



3 GOOD HEALTH
AND WELL-BEING



3 GOOD HEALTH AND WELLBEING

- 3.4** By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment, and promote mental health and well-being.
- 3.8** Achieve universal health coverage, including financial risk protection, access to quality, essential health care services, and access to safe, effective, quality and affordable essential medicines and vaccines for all.





8 DECENT WORK AND ECONOMIC GROWTH



- 8.5** By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.
- 8.8** Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.

10 REDUCED INEQUALITIES



- 10.2** By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.
- 10.3** Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices, and promoting appropriate legislation, policies and action in this regard.

16 PEACE, JUSTICE AND STRONG INSTITUTIONS



- 16.7** Ensure responsive, inclusive, participatory and representative decision-making at all levels.

Our Commitment to Our Enduring Culture and Values

Creating a Company with a Soul

Many people ask us what sets Quad apart and how we have been able to remain a company with a soul during 50 years of growth and perpetual change. The answer is our foundational values.

Quad's values are at the center of a unique culture that drives us to act with urgency in the face of challenges, make meaningful commitments, report our progress with transparency, and seek deeper accountability for our impacts.



“Quad’s foundational values are how we have been able to remain a company with a soul during 50 years of growth and perpetual change.”

JOEL QUADRACCI
Chairman, President & CEO

Our 8 Core Values

Our company's values were established at our founding in 1971. They are deeply rooted within our business and ground our efforts as we prepare for the future. At the center of our values wheel, we remind ourselves to prioritize safety through our motto, "Think Safe. Act Safe."



Our Commitment to Diversity, Equity and Inclusion

Championing a Vibrant Workplace Where Employees Feel a Sense of Belonging

Our founder, Harry V. Quadracci, established the company on the premise that all employees be treated fairly, and with dignity and respect. Our lasting values serve as the foundation for our Diversity, Equity and Inclusion (DEI) work.

2020 became a watershed year of taking stock in our company, as it was for many businesses and institutions. The aftermath of George Floyd's murder — and the continued social and political unrest — created a pivotal opportunity to look inward and acknowledge we can and will do more.

We are accountable not only for awareness but also action. We have been challenged to respond more deeply and quickly to complex issues impacting our employees and communities.

The result? We acknowledge we are on a journey to foster an inclusive workplace, and we commit to working diligently to create equity and inclusion within our own operations, our industry and our society overall.



**“Advancing
Diversity,
Equity and
Inclusion is the
right thing to
do and we are
doing the
right thing.”**

JOEL QUADRACCI,
Chairman, President & CEO

DEI Drives Business Outcomes

Our focus on DEI is part of our overall business strategy and a key driver behind specific business outcomes, including attracting and retaining talent, strengthening and protecting our brand reputation, increasing employee productivity, competing in growth verticals, and increasing our long-term controllable spend with diverse suppliers.



Our DEI Goals

Quad has outlined three critical DEI goals to ensure we create meaningful change on our journey.



DIVERSITY

Achieve a workforce that reflects the communities where we live and work, as well as the clients who trust us with their business.



EQUITY

Ensure that our procedures, processes and distribution of resources create equal opportunities, and fair and just outcomes.



INCLUSION

Create a safe and open environment where all Quad employees can bring their truest and best selves to work every day.

Our Stance

At Quad, treating each other fairly, and with dignity and respect, is central to our well-being, our work and our success.

We do not tolerate racism, discrimination, retaliation or prejudice of any kind.

We keep this message front and center in our employee communications and employee education efforts, including our *I am. We are.* DEI education and communications platform, detailed on page 67; our annual Code of Conduct and anti-harassment training, detailed in “Our Commitment to Ethics and Compliance,” starting on page 113; and in our Employee Guidelines, among other efforts.



Creating a More Inclusive, Open Culture

Our ongoing DEI journey is grounded in education and informed by data. Moving forward, we are focused on building a more robust, comprehensive and sustainable DEI strategy at Quad.

Recent focus areas include:

- Driving a common DEI strategy throughout Quad's entire enterprise that supports learning and development, intercultural awareness and growth, and transparent communications.
- Strengthening our commitment to DEI through partnerships with nationally recognized DEI experts, consultants and researchers.
- Utilizing the nationally recognized Intercultural Development Inventory®, which focuses on an individual's intercultural competence as a means for self-discovery, accompanied by focused development planning.
- Conducting an annual engagement survey to identify specific needs for the company as a whole as well as individual departments and business units.
- Creating a common language around DEI concerns and opportunities, making it easier to advance along our journey of understanding.
- Conducting an all-employee Inclusion Insights™ Survey and employee focus groups by gender and race to help us learn from employee attitudes and perceptions of DEI at Quad.
- Training our people leaders to think about themselves more critically and weigh carefully how inclusive behaviors in the workplace impact employees' sense of belonging and overall employee retention.
- Inviting open dialogue about DEI through programs such as "Engaging in Bold Conversations on Race" and "How to Be an Ally," as well as through our Business Resource Groups (BRGs).
- Engaging employees in DEI efforts through *I am. We are.*, our internal education and communication platform that encourages each employee to look inward at their own biases and outward at different worldviews.
- Investing in programs to help support underserved communities.
- Continuing our annual Code of Conduct and anti-harassment training for employees.



By the Numbers:

DEI Training for Leaders

We are carrying through on our commitment to create a more inclusive and open culture through purposeful DEI-related training and education, beginning with our people leaders. By the end of 2021:

More than

1,400

Quad people leaders will have completed our “People Leading People” training, designed to enhance our managers’ and supervisors’ skills at engaging and motivating employees, and building a positive, inclusive culture. (See page 83 for more on our People Leading People training.)

More than

1,000

Quad people leaders will have completed “How to Be an Ally” training, an interactive two-day course. (See page 64 for more on our “How to Be an Ally” training.)

More than

800

Quad people leaders will have received training on the Intercultural Development Inventory®, which focuses on intercultural competence. Each of these people leaders receive a one-on-one debrief to discuss where they are on their journey to better understanding cultural differences and commonalities.

More than

25

Quad employees will have been trained and certified as Qualified Administrators of the Intercultural Development Inventory® assessment. The certification process requires 13.5 hours of focused training.



A Better Way

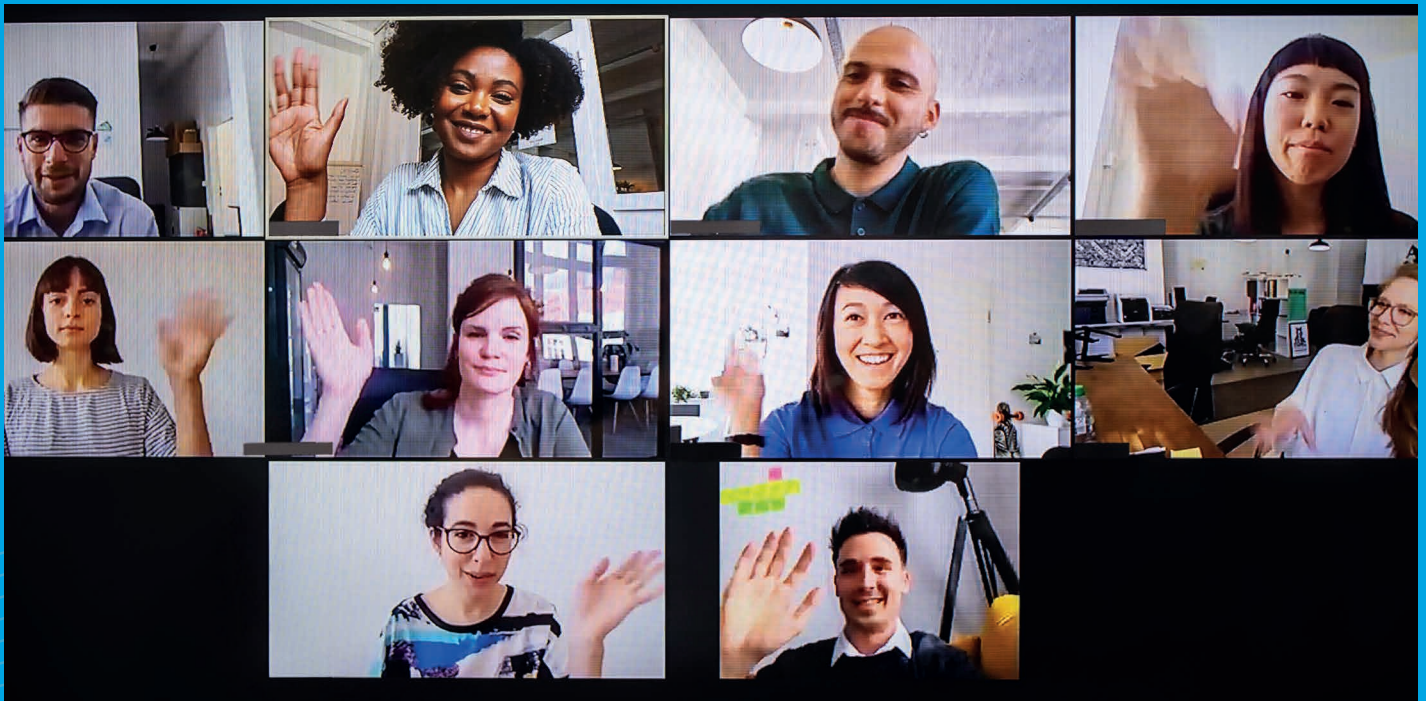
Building Inclusivity Through “How to Be an Ally” Leadership Training



The journey to a more inclusive workplace begins with aware, accountable leaders. We are investing in our leaders' individual and collective DEI development through “How to Be an Ally,” a multi-day course custom-created by nationally acclaimed DEI experts Justin Ponder and Deanna Singh for Quad's unique culture. The course is part of a certificate program created and sponsored by the University of Wisconsin-Madison.

“How to Be an Ally” provides leaders with a positive learning experience and tools to implement that help foster equity and inclusivity in the workplace.

Content includes insights on workplace biases, intercultural dynamics that undermine inclusiveness, and ways our leaders can leverage the power of inclusion to positively impact our workplace culture and employee retention.



Key Focus Areas as We Move Forward on Our DEI Journey

To achieve our DEI goals, we are focused on the following key areas:

- 1 Launching a DEI task force to build and execute a more comprehensive and sustainable strategy that includes metrics and accountability.
- 2 Continuing to create an inclusive environment where employees feel seen and heard and bring their best selves to work each day.
- 3 Delivering results by removing inhibitors to true inclusion in areas such as workforce policies and procedures, procurement and how we serve our clients.
- 4 Creating a consistent and common language throughout the organization to increase understanding, belonging and empathy.
- 5 Supporting employees who are leading and driving change through our employee BRGs.



Quad has set a goal to...

Achieve DEI Targets

In 2022, Quad commits to:

- Reviewing our policies and practices through the lens of DEI.
- Including DEI competencies in performance reviews for U.S. leaders.



I Am. We Are.

Engaging Employees Through Our DEI Education and Communication Platform

Our success as a marketing solutions partner depends on continual growth, rising from an inclusive, safe and equitable work environment.

To achieve this, we are listening, learning and acting together through a new DEI education and communication platform we call *I am. We are.* The platform, accessible via our employee intranet, engages employees in our company's DEI efforts by having them look inward at their own biases and outward at different worldviews.

I am. We are. currently explores a wide range of topics such as the basics of DEI, how to navigate challenging DEI conversations, how to spot your own implicit bias and how to be an ally to those who look or think differently, or who have had different life experiences.



Quad's Business Resource Groups

Business Resource Groups (BRGs) are central to our efforts to create a more inclusive environment at Quad. Created *by employees for employees*, our BRGs are designed to cultivate an open company culture where employees who share common interests can easily and regularly connect to encourage the growth and development of each other.

We want our BRGs to assist the company in engaging, developing and retaining employees throughout the organization, and provide executive leadership with feedback on company policies, community issues and the unique needs of their community.

I am. We are.

What's in a Name?

The name and brand chosen for our DEI education work is *I am. We are.*

I am. celebrates our differences and when we bring those stories of difference together, we celebrate the collective *We are.*

I am. We are. articulates the "collective we" that *creates a better way* for our employees, our clients, our community and our future.



Quad's Business Resource Groups



The Circle is a community that supports the advancement of women at Quad while helping each member *create a better way* along their personal and professional journeys.



U.N.I.T.E. propels Black Excellence and aims to create space for professional development, community outreach, and career advancement while encouraging authenticity of Black employees within Quad and our communities.



The Frontline provides support and mentoring to military veterans at Quad, while facilitating a welcoming and inclusive experience for new and existing veteran employees and their families.

SOMOS UNO

Somos Uno has a mission to develop a strong community among Hispanic/Latinx employees and their allies, and to promote cultural diversity and a supportive environment at Quad.



PRIDE is a globally visible LGBTQIA+ employee resource group whose goal is to facilitate community and create a safe, inclusive environment for the entire Quad family. PRIDE encourages unity by promoting education, understanding and acceptance of people from all walks of life.



Working Parents is committed to addressing barriers and challenges that all employees who care for children face, including finding work/life balance as an employee and caregiver.

Quad has set a goal to...

Develop Business Resource Groups

By 2025, Quad commits to measuring our success in supporting the growth and development of our Business Resource Groups and their efforts to create a more inclusive environment.



Sharing Prosperity with Diverse Suppliers



Quad is committed to growing a diverse supplier base. It is an important way we can share prosperity, be inclusive of the communities where we do business, and bring our clients the best innovation and overall value.

As part of this commitment, we look to invest in businesses that are:

- Women-owned
- Veteran-owned
- Minority-owned
- Disability-owned
- LGBTQ+-owned

To help us develop diverse supplier relationships, Quad partners with supplier groups and associations that have historically been classified as a Small Business or Women and Minority Business Enterprise (WMBE) by independent certification, such as through:

- National Minority Supplier Development Council (NMSDC)
- National Women Business Owners Corporation (NWBOC)
- Women's Business Enterprise National Council (WBENC)
- Small Business Administration/Federal Government Agency
- State or local governmental certifying agencies



We want to evolve these and other partnerships as part of our comprehensive and sustainable DEI strategy at Quad, as we understand it provides us with a competitive advantage and creates value for Quad, our clients and other stakeholders.

Quad has set a goal to...

Increase Supplier Diversity

Through 2030, Quad commits to increasing our spend with diverse suppliers by 10% each year.

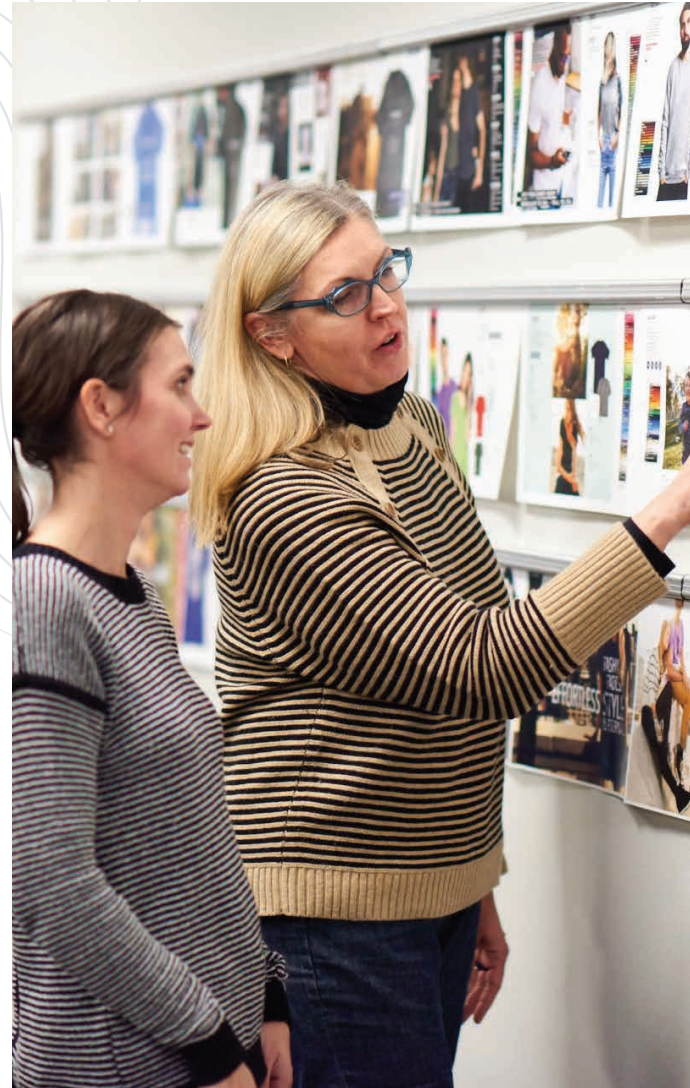


Our Commitment to Attracting, Developing and Retaining People

Investing in the Power of Potential

We push ourselves to *create a better way* to attract, develop and retain people who will contribute to our culture, generate great work for our clients and stay with Quad long term.

We are focused on improving our hiring practices to attract candidates with diverse social identities and experiences by adopting more inclusive talent discovery and recruiting practices. Further, to differentiate Quad as an employer of choice, we have bridged to the future of work and now offer a new flexible model of work for formerly office-based employees (tailored by when a department needs employees “in the office” for collaboration and celebration) along with piloting new work schedule options for manufacturing employees that promote better work-life balance.



We provide an innovative, comprehensive Total Rewards package to be more competitive in each of the labor markets where we have operations. This includes resources for employees' total wellness across physical, emotional, financial and social well-being.

We seek to engage our employees, listening to what matters to them, and then celebrating their accomplishments.

We promote career tracks with paths for accelerated responsibility, career growth and competitive earnings. These efforts include creating rich learning and development programs.

And we remain committed to helping our employees pursue their retirement dreams or other financial goals through tax-advantaged retirement savings plans and free financial coaching.

Recruiting, Interviewing and Hiring Practices

As we integrate our DEI goals into Quad's recruiting and hiring processes, we are consciously working to improve the candidate experience, create an inclusive environment and reduce potential hiring biases.

Our Agency Solutions group strives to be at the forefront of reimagining how we discover, interview and hire employees, working toward significant improvements to include:

- Sourcing a diverse slate of candidates to be considered for all job openings.
- Reviewing and updating job descriptions to be more inclusive.
- Developing a group panel interview process to reduce potential bias and broaden the diversity of viewpoints.
- Designing interview scorecards tailored by position to align group evaluations to provide a deliberate, objective, evidence-based assessment of candidates.

We have also begun improvements in our talent acquisition process for our Wisconsin manufacturing locations through Community Recruiters. These experienced HR specialists will help grow our partnership with Running Rebels, a Milwaukee community organization that serves at-risk urban youth and through which we are sourcing talent with diverse backgrounds and experiences. (Learn more about our relationship with Running Rebels on page 73.) These recruiters will not only help support our DEI strategy but help boost upward mobility and local economic well-being.

Our Community Recruiters will complement our existing Retention & Acquisition Specialists who, among other responsibilities, seek to build connections with our new-hires and within our communities to attract talent.

As we integrate our DEI goals into Quad's recruiting and hiring processes, we are consciously working to improve the candidate experience, create an inclusive environment and reduce potential hiring biases.

By the Numbers:

Employment Representation

Our Agency Solutions group has begun to make progress on sourcing diverse candidates and prioritizing inclusivity. As of July 2021:

28% of Agency Solutions new-hires identify as people of color (since July 2020).

47% of director and above positions are held by women (compared to 38% in July 2020).

8% of director and above positions are held by people of color (compared to 7% in July 2020).

By the Numbers:

Employment Representation

As of September 30, 2021, Quad has the following employee representation:

Agency Solutions Employees:

19% of Agency Solutions employees identify as people of color (an increase from 16% as of July 2020).

57% of Agency Solutions employees identify as women.

Quad Management:

6% of Quad's U.S. Management identifies as people of color.

30% of Quad's U.S. Management identifies as women.

Quad Employees:

28% of Quad's U.S. employees identify as people of color.

30% of Quad's U.S. employees identify as women.

Quad has set a goal to...

Improve Representation

Through 2030, Quad commits to:

- Improving the representation on our Agency Solutions group in both gender and race/ethnicity.
- Improving the representation in our U.S. employees in both gender and race/ethnicity.
- Improving the representation on our U.S. Management team in both gender and race/ethnicity.



Connecting with Our Communities

Quad has the responsibility to do more than just employ people. We must drive change in our communities and connect with underrepresented and untapped talent.

This responsibility means being aware of the significant racial disparities that divide communities and limit career opportunities for people of color. It requires investment in targeted programs for underrepresented neighborhoods that are teeming with talent. It demands developing creative ways to connect people to jobs through education, job and life-skills training, and transportation.

Quad is taking steps forward through non-profit partnerships and community development programs, and we are inviting like-minded employers and advocates on the journey.



▼ Brandcenter

We are investing in the next generation of diverse talent in the creative industry through scholarship support at the Brandcenter at Virginia Commonwealth University (VCU) in Richmond, Va. Our support provides needs-based scholarship assistance to diverse students looking to make an impact in the fields of advertising, marketing, branding and communications.

Our contribution is meant to open doors that were otherwise closed, and bring new, diverse and very needed perspectives to our profession.

The Brandcenter is a dynamic full-time, two-year master's program that functions as part business school and part creative think tank, honing skills in branding, advertising and creative problem-solving. Scholarship recipients build portfolios, polish presentation skills and network with thought leaders from some of the world's top brands.

Our support of the Brandcenter provides needs-based scholarship assistance to diverse students looking to make an impact in the fields of advertising, marketing, branding and communications.



New in 2021, The BrandLab — a forward-thinking non-profit looking to change the face and voice of the marketing industry — is launching in the Milwaukee area through a three-year, \$1 million commitment from Quad and the Quadracci family's Windhover Foundation. Through this commitment, The BrandLab will be able live out its mission, introducing young people from ethnically diverse or low-income families to viable creative careers, such as marketing and advertising.

Already operational in Minneapolis and Kansas City, The BrandLab has proved it can help drive a meaningful difference. Since 2009, The Brandlab has exposed thousands of high school students to opportunities in the creative field and placed more than 600 interns at corporations and agencies. Notably, more than 90% of interns have plans to pursue a path in a creative field. Alumni are paired with professional mentors who help them navigate their professional paths.

Our Minneapolis-based creative agency, Periscope, has hosted student interns from The BrandLab for many years. We look forward to expanding this program in our other divisions and departments across Quad.

The BrandLab is launching in the Milwaukee area through a three-year, \$1 million commitment from Quad and the Quadracci family's Windhover Foundation.



Over the years, a deep relationship has formed between Quad and Running Rebels, a Milwaukee community organization that serves at-risk urban youth.

Quad and Running Rebels are both passionate about addressing the racial employment gap in the greater Milwaukee area, one of the most significant in the United States. We partner to make change happen.

Through Running Rebel's Pipeline2Promise workforce development program, Quad connects people to jobs, and provides the tools, training and transportation to set them up for success. Running Rebels provides further soft skills training and support to remove barriers to employment.





A Better Way

Redefining the Future of Work at Quad

The COVID-19 pandemic forced us to think differently about how we live and work. In the midst of disruption and chaos, we discovered much about the very nature of our work.

We challenged long-standing assumptions of how work should be done and where it can be done. We surprised ourselves about how exceptionally well office-based teams can perform as a distributed workforce — connected by our values of Trust in Trust and Believe in People, and focused on our shared purpose.

Our journey to *create a better way* to work started with assembling a cross-disciplinary team to capture employee

feedback, benchmark industry practices, understand the needs of each department and division, and align employee and leader expectations. Then, we looked at what would make sense for our business, our clients and our employees, and imagined new ways of working.

The door opened wide for a better way and we are now moving to a new flexible work model that we call The Future of Work @ Quad. We are enthusiastic about this model for office-based employees who have been working remotely during the pandemic. It offers benefits to both our employees and our business. We will measure ourselves on the results of our work (i.e., performance).



We are now moving to a new flexible work model that we call **The Future of Work @ Quad.**

The goal: a future-ready model that is scalable and agile, and will support long-term company growth and success.

Still in the early stages, our focus is a new flexible work model for employees who have been working remotely during the pandemic. This model will help us thrive and compete in the new normal as it:

- Emphasizes flexibility based on roles, technology requirements and responsibilities — with more options for working remotely, flexible scheduling and empowered decision-making.
- Reimagines spaces for client service, collaboration, employee development and creativity.
- Removes geographic limitations to positively impact recruitment, retention and diversity.
- Allows for purposeful in-person interactions — especially those that strengthen the bonds we share with each other, and drive ideation and urgent innovation.
- Considers the needs of each team's unique situation (i.e., not a rigid one-size-fits-all model).
- Supports our commitment to providing a safe and inclusive environment.
- Adapts, evolves and changes as we learn and grow — a company strength for 50 years.



Competitive Pay and Benefits

Part of Quad's ongoing legacy is rooted in creating jobs with competitive pay and innovative benefits that support families, strengthen communities and provide long-term career growth opportunities. Accordingly, Quad's Total Rewards program is designed to attract, motivate, reward and retain a high-performing workforce to fulfill the mission of our company.

Our pay processes are built to ensure that Quad is externally competitive for the markets where we compete, and internally equitable, based upon employees' experience, job responsibilities, performance and business results. We regularly evaluate our pay practices and structures, and work toward continued pay equity regardless of gender, race or ethnicity.

Our hourly employee population represents 75% of Quad's workforce. In 2021, we increased the hourly wage structure in almost 60% of our large manufacturing facilities and we continue to review each of our labor markets. As of



September 20, 2021, the median pay rate for our hourly U.S. employee population is \$21.30. Based on our belief in fair and competitive pay as a reflection of our values, Quad continues building on its commitment to increase the base hourly rate for all U.S. employees to at least \$15/hour by the end of 2022.

Quad has set a goal to...

Increase Base Hourly Rate

In 2022, continue to increase the base hourly rate for all U.S. employees to at least \$15.00.



Comprehensive innovative benefits are central to our Total Rewards program.



At Quad, fair and competitive pay is only part of the equation. Comprehensive, innovative benefits are central to our Total Rewards program, as they often are a key in attracting and retaining employees, and are part of what differentiates us as an employer. Our benefits include, but are not limited to:

- Comprehensive medical, prescription, dental and vision coverage.
- On-site medical, pharmacy, dental, vision and physical therapy at multiple locations through our health and wellness subsidiary, QuadMed. (For more information, see page 94.)
- 24/7 telemedicine as well as piloting virtual care throughout certain regions.
- Robust holistic wellness programming for physical, emotional, financial and social well-being through the company's QLife Wellness program. (For more information, see pages 97-98.)
- Behavioral health services, including on-site Employee Assistance Program counselors.
- Flexible work model as we move toward The Future of Work @ Quad. (For more information, see pages 74-75.)
- Free on-site fitness centers at multiple locations.
- On-site affordable childcare servicing two of our largest manufacturing locations.
- Summer camps for school-aged children in some of our largest manufacturing locations.
- 401(k) retirement savings plan. (For more information, see page 86.)
- Free financial planning resources and 1:1 financial coaching.
- Paid vacation days and holidays.
- Flexible spending plans for healthcare, childcare and transportation expenses.
- Employer-paid life insurance.
- Short- and long-term disability insurance.

For additional details on these benefits, see pages 93-99, "Our Commitment to Holistic Wellness."

Performance Management

Regular employee check-ins and annual performance reviews are indispensable to developing people at Quad. In fact, 100% of our U.S. employees receive annual reviews.⁵

We use a holistic approach to listen to employees, evaluate their performance, discuss individual career development, celebrate accomplishments, and set individual and team goals. Our performance management tools are integrated into our full suite of HR tools to help employees and managers stay informed and on track.

All employees are reviewed annually against core competencies. The process is a two-way conversation: employees can submit a self-evaluation, giving them a voice. Managers and supervisors take our employees' input into consideration when preparing evaluations, using it to open up more helpful conversations.

⁵ This includes all U.S. employees working at Quad as of the date in November each year when the annual review process begins. Employees hired after that point participate in the next year's annual review process.



Fairness and objectivity are important. We can solicit 360-degree feedback on an employee's performance from people who have worked closely with the employee, offering new and different viewpoints, and helping to identify an employee's strengths. Employees can provide written feedback for their review, too.

Grounded in our values, our evaluation process is transparent and ongoing. Evaluations are shared directly with the employee, digitally stored and available to employees year-round.

We use a holistic approach to listen to employees, evaluate their performance, discuss individual career development, celebrate accomplishments, and set individual and team goals.



Employee Engagement and Job Satisfaction

Becoming an employer of choice begins with listening to our employees.

In recent years, we have begun using engagement surveys to help us better understand what our employees like about working for Quad, what we can improve, and what could drive greater job satisfaction.

These surveys are critical to maintaining our culture and values, including creating a welcoming, inclusive environment. Knowing how employees engage with us — based on actionable data — is our best predictor of job satisfaction and overall retention.

We administer our surveys online using a third-party experience management company to protect our employees' anonymity and encourage candid feedback. To derive the



greatest insights, we include standard questions on engagement, communications, leadership and DEI together with questions customized to department and location.

Employee feedback is taken seriously. Survey results are aggregated and shared with both local and corporate leadership. Our internal engagement specialists help interpret the results and lead discussions about what the data means, including what may be happening in various locations or among different demographics, what events may be impacting engagement, and what trends to pay attention to moving forward. Then, we work to turn insight into action. Leaders incorporate feedback into their plans to address areas of impact or concern, while inviting employees into continued, productive conversation.

Quad has set a goal to...

Measure Employee Engagement

By 2025, measure our overall engagement score for U.S. employees annually, as well as by gender and race/ethnicity.



By the Numbers: Years of Service

When an employee reaches one year of service, we know they are more likely to reach two years, then three years and the long-term career we want them to have at Quad. We are focused on improving the number of employees who reach that important one-year milestone. Between October 1, 2020, and September 30, 2021:



35% of new-hires reached one year of service.

41% of newly hired women reached one year of service.

29% of newly hired people of color reached one year of service.

Quad has set a goal to...

Improve Employee Retention

Through 2030, improve the percentage of new-hires reaching one year of service.



Engaging Through Celebrations

What does engagement look like at Quad? You are looking at a sampling of the many ways we engage with employees — from years of service anniversaries (aka Quad-aversaries) to appreciation picnics (where managers and supervisors always serve employees) to summer picnics, pumpkin carving contests, group outings and more for employees and their families. Some of these engagement events are legendary, harking back to the days of our founding. Others are legends-in-the-making, such as monthly theme-based activities and events coordinated by Culture Ambassadors on-site at client locations. All reinforce the importance of building relationships and our values of Have Fun and Believe in People.



Stronger Together: Manufacturing Engagement and Retention Award

“Together we can do more than as individuals apart.”

This Quad maxim is the inspiration behind a new engagement and retention award for our manufacturing locations. The award, piloted in nine manufacturing facilities in the second half of 2021, recognizes locations that work to create an engaging workplace.

The award benchmarks employee engagement using a variety of metrics including employee voluntary turnover, number of positive recognitions, and number of on-shift meeting and motivational events, such as contests and competitions. While leadership is accountable for achieving benchmarks, all employees contribute to creating a positive and collaborative environment.

The award, constructed of rock and metal, emanates strength, and features an image of a tree, which symbolizes the importance of staying rooted in our values, especially Believe in People.



Leaders in our Sussex, Wis., plant take pride in earning recognition for their work to improve manufacturing engagement and retention.

People and Career Development

Our industry is creative, fast-paced, and constantly changing and evolving. That is why we need employees who add to our culture and who are unintimidated by relentless transformation and attuned to the needs of a dynamic and constantly changing marketplace. They are essential to our competitive advantage.

To hone this advantage, we focus on people and career development. Quad's programs help employees not only build new skills, but discover personal strengths and instill confidence as they grow at our company.

Quad's programs help employees not only build new skills, but discover personal strengths and instill confidence as they grow at our company.

Popular Career Development Programs

Below is a sampling of our most popular people and career development programs.

People Leading People

The name says it all. Our People Leading People training develops leaders who carry forward our culture and values.

The program — designed for anyone who leads others, including managers, supervisors, machine operators and senior employees identified as influencers — focuses on how to foster a positive work environment and create a motivated workforce through greater awareness of themselves and their teams. The training delivers insights into personality types, generational differences, emotional intelligence and communication styles, and offers tools for addressing conflict, solving problems, managing change and communicating more effectively.

Corporate Trainee Program

Quad's Corporate Trainee Program is a high-performing, cross-functional career development experience. Ranging from 18 months to three years, the program focuses on developing trainees' skills and leadership abilities through a series of agency and corporate rotations. The program introduces our unique culture and provides valuable business perspectives on Quad, our industry and our clients.

We customize each trainee's rotation to their interest and experience to provide them new skills and knowledge that they can transfer to each proceeding rotation. Trainees also regularly participate in a variety of educational events including professional development, networking, executive speaker series and even innovation challenges. Through the process, they are exposed to new opportunities, engage in assignments that suit their skills and find their career fit in any one of our Agency Solutions or Corporate areas. Many trainees have advanced through the organization, up to and including executive-level positions. (Our CEO is a graduate of the program.)



Accelerated Career Training Program for Manufacturing

Employees in the first stages of their manufacturing careers can fast-track their skills, responsibilities and compensation through our Accelerated Career Training (ACT) program.

This one-year training program not only develops technical competencies, but also teaches skills such as critical thinking, interpersonal communication and leadership. Education takes place in the classroom, on the manufacturing floor and through one-on-one coaching.

Since 2018, more than 550 employees have graduated from ACT with the accelerated skills, responsibilities and compensation to begin a long-term career at Quad. Over this time, we have had a 78% retention rate for our graduates as they continue their development as the next generation of company leaders.⁶



Quad's ACT program not only develops technical competencies, but also teaches critical thinking, interpersonal communication and leadership.

Quad has set a goal to...

Advance Career Development

Through 2030, Quad commits to increasing the number of employees who graduate in our Accelerated Career Training (ACT) Program.

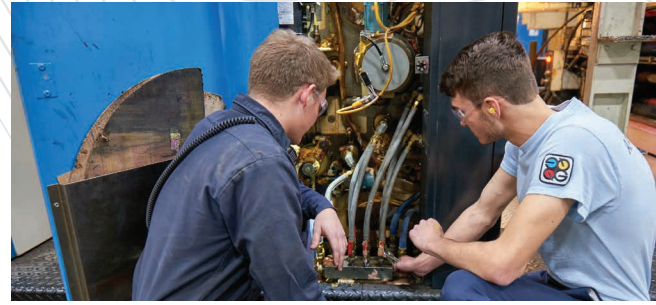


⁶As of October 21, 2021.

Manufacturing Apprenticeships

The ability to develop and retain talent, especially during a skilled worker shortage, has become a critical factor in our success. Our hands-on, mentor-led apprenticeship programs are effective at creating an employee pipeline in key trades.

In recent years, we have adapted our apprenticeship programs for generational changes and shifts in the competitive job market, offering accelerated growth tracks, more frequent evaluations and wage progression models that reflect our workers' value.



Registered Apprenticeship

Quad's Registered Apprenticeship program is a full-time, formal four-to-five-year training program for Skilled Trade labor positions. A typical work week combines 80% hands-on learning on the manufacturing floor with an experienced mentor and 20% related instruction at an approved technical college.

Apprentices rotate through various departments to gain expertise, and receive progressive reviews and continual feedback. This unique platform develops critical cross-functional skills across multiple departments, arming apprentices with a network of subject matter experts and an arsenal of problem-solving tools.

We operate registered apprenticeship programs in six states and 11 locations for industrial electricians, maintenance mechanics or technicians, machinists, welders/fabricators and fleet mechanics. As of September 30, 2021, we have 78 registered apprentices working at Quad.

Youth Apprenticeship Program

Quad's Youth Apprentice Program, offered in partnership with local high schools, invites students to explore the skilled trades at Quad. The students gain real-life experience and skills in advanced manufacturing before committing to a registered apprenticeship.

The one-to-two-year program involves job shadowing, company education programs and career-based training with subject matter experts in various departments.

The pandemic temporarily halted participation in this program; however, we look forward to bringing aboard students to our Lomira, Wis., location in late 2021 or early 2022.

Retirement Planning

Many people in today's workforce need more education about financial planning to ensure a secure retirement. At Quad, we encourage financial planning and retirement readiness through several free services, including one-on-one financial coaching, access to online financial and retirement modeling resources, and live virtual webinars.

We are seeing employees take an active role in preparing for retirement. As of September 30, 2021, 96% of our eligible U.S. employees participate in our tax-deferred 401(k) retirement savings plan at an average annual deferral rate of 8.2%.

Offered as part of our overall financial wellness program, Quad's 401(k) plan makes it simple for our employees to fund their retirement savings through:

- Automatic enrollment at a pre-tax contribution rate of 6%. Quad automatically enrolls employees when they join the company and initiates automatic payroll deductions for employee contributions into their 401(k).
- Automatic annual escalations. If an employee is contributing 0%, Quad enrolls them at a pre-tax contribution rate of 6% annually. If an employee is contributing between 1% and 9%, Quad auto-escalates their contribution by 1% annually up to 10%.

Quad provides an annual discretionary, performance-based match on the first 6% of employee contributions.



Quad has set a goal to...

Improve Employee Retirement Savings

Through 2030, Quad commits to improving the average deferral rate for U.S. employees in our 401(k) plan.



Our Commitment to Safety

Creating a World-Class Safety Culture

Quad fosters a world-class safety culture, and we are proud that safety is an area where we succeed.

2020 ranked as Quad's best-performing year yet for Days Away, Restricted or Transferred (DART), a key safety performance metric based on workers' compensation injuries.

Behind these numbers lies a relentless commitment to achieving zero workplace injuries, and a record of accomplishment for improving safety performance.

We lean into Quad's Safety and Accountability for All Employees (SAFE) policy and Environmental Health and Safety Management System (EHSMS) plans to continuously improve our safety approach.



**2020 ranked
as Quad's best-
performing year
yet for DART rate.**



SAFE: Safety Begins with Accountability

Our commitment to achieving zero workplace injuries begins and ends with our SAFE policy. The tenets are simple:

- **Everyone is accountable** — not just a designated safety leader or team. All employees, from entry-level through senior management across all business units are accountable for adhering to the company's safety policies and procedures.
- **Safety is a core management competency.** To be properly managed, each department is accountable to demonstrate acceptable safety performance.



Safety Must Be Planned, Tracked and Managed

Quad takes a consistent, planned approach to employee safety, using detailed strategies to achieve targeted safety and compliance scores at year end.

We use an Environmental Health and Safety Management System (EHSMS) to manage, measure and progressively improve our performance.

Each manufacturing location has its own tailored plan for achieving regulatory compliance and reducing safety incidents. They are scored on their safety performance monthly. Local leadership uses this information to target actionable areas for improvement, such as focused safety training to increase awareness and change unsafe behaviors or added rigor to safety inspections.

We reinforce leadership action and accountability with a program that ties safety and environmental expectations to production leader bonuses. As much as 20 percent of relevant leaders' eligible bonuses are based on achieving the safety goals outlined in EHSMS plans.

Safety goals and progress are reported monthly to company executives, creating visibility — and reinforcing responsibility — at every level of our company.

Safety and the COVID-19 Pandemic

In 2020, Quad implemented a Safe-at-Work program in response to the COVID-19 pandemic. The program prioritizes the health and safety of employees through a variety of initiatives. For additional information on this program, see "Our Commitment to Effectively Addressing the COVID-19 Pandemic" on page 122-123 of this report.

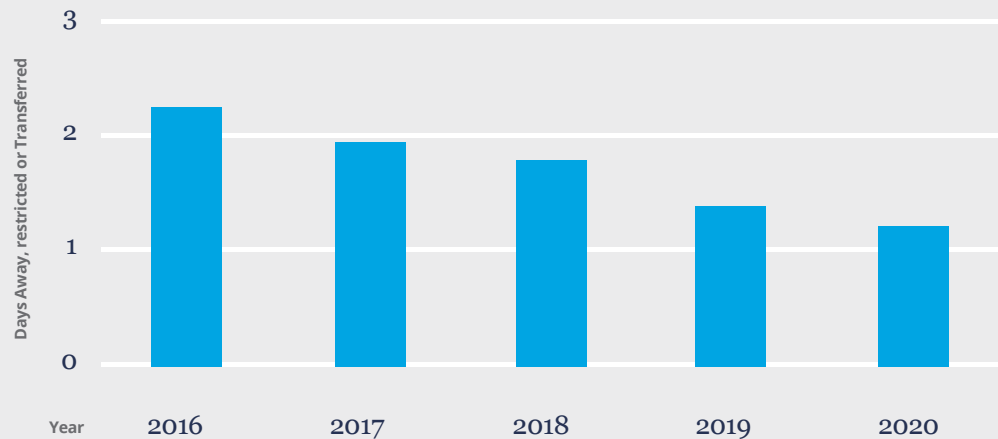


We reinforce leadership action and accountability with a program that ties safety and environmental expectations to production leader bonuses.

By the Numbers:

Safety

We continue to reduce our Days Away, Restricted or Transferred (DART) — a key safety performance metric reflecting our most serious workers' compensation injuries. In the past five years, our DART rate has declined as follows:



Our most common type of injuries are strains and sprains. In 2020, these types of injuries accounted for approximately 50% of total injuries among our U.S. employee base.



Safety Training and Resources

Our employee training is comprehensive and ongoing. This helps our employees to stay focused on safety protocols and avoid common missteps that lead to incidents.

Our safety plan includes a detailed calendared training schedule that involves:

- Regular one-on-one safety coaching by leaders on the manufacturing floor.
- Regular classroom and online training.
- Monthly quick-hit safety refreshers with online quizzes (aka ThinkSafes).
- Monthly reminders on safe operating procedures, such as lockout-tagout (LOTO) and machine guarding.
- Monthly ergonomic audits to identify opportunities to reduce common injuries, such as sprains and strains.



Training is an important part of our safety program. But to gain traction, it needs to be constantly reinforced.

That is why Quad employs a number of resources to complement our educational efforts. Quad's Safety Champions and Industrial Athletic Trainers are examples of ways we further support our employees' safety and well-being:

- **Safety Champions** are our boots-on-the-ground safety advocates. Passionate about keeping their fellow employees safe, Safety Champions work with our Corporate Safety team on incident investigations, audits and projects focused on reducing incidents. They also help develop monthly safety training focused on eliminating unsafe behaviors, informed by real-life incidents, and discuss ways to reduce unsafe practices with their leaders and production team members.
- **Industrial Athletic Trainers (IATs)** coach our manufacturing employees (who perform like athletes) on ways to keep safe and avoid injury. Using their expertise in ergonomics and physical conditioning, they focus on body mechanics, postural concerns, overexertion and fatigue. In addition to ergonomic evaluations and injury prevention, they also specialize in injury rehabilitation and treatment of acute, emergent and chronic injuries. Their services are provided at no cost to employees, whether an injury happens on the job or outside of work. In 2020, more than 85% of employees who worked with an IAT did not need to seek outside medical treatment for their injury. Currently, we have three IATs at three of our largest manufacturing locations, and look to hire another IAT in 2022.

Quad has set a goal to...

Improve Safety

Through 2030, Quad commits to:

- Improving the number of U.S. employees with access to an Industrial Athletic Trainer.
- Reducing the number of work-related sprains and strains among U.S. employees.



Traveling Safety Cup

Quad's coveted Safety Cup is one way we create a vibrant safety culture, serving to recognize manufacturing employees who exhibit safe behaviors. The popular traveling trophy is awarded to our top manufacturing facilities (by size of employee base) each quarter, whose teams compete to post winning safety metrics like performance on the monthly Environmental Health and Safety plan.



A Better Way

“No Meeting Tuesdays” Improves Engagement and Safety

Good luck trying to schedule a sit-down meeting with a Quad manufacturing leader on a Tuesday. Many do not have office hours on Tuesdays because they are out walking our facilities, talking with employees and leading from the floor.

New in 2021, these “No Meeting Tuesdays” allow our manufacturing leaders to listen to employee ideas or challenges; check in on safety, including all-important ergonomic work practices; and gain an overall better understanding of what is going on in our business.

Besides walking the manufacturing floor, our leaders take time, on occasions throughout the year, to work alongside the employees they supervise, spending time to understand all levels of their own operations.

By “walking the talk,” our manufacturing leaders are finding a better way to build the relationships and trust so important to business success, especially during times of rapid growth and change.



Our Commitment to Holistic Wellness

Promoting Health, Happiness and Well-Being

A better way begins when employees bring their total self to work, healthy and whole in every aspect.

A better way evolves as people become empowered to be active participants in their own care, living better lives both at work and at home.

A better way succeeds when an individual's total wellness needs are met in a safe and inclusive environment.

That is the essence of Quad's commitment to employee health: helping balance every aspect of wellness — from physical to the emotional, financial and social well-being.

Quad has believed in extending wellness beyond traditional boundaries for years. It started in 1990, when Quad Founder Harry V. Quadracci decried the state of U.S. health care and started QuadMed, our health and wellness subsidiary, to provide primary care to our employees and their families.

This commitment continues today with expanded QuadMed offerings, including specialty, dental and vision care, physical therapy services, pharmacy, dieticians and more, as well as holistic wellness programming, like our new QLife Wellness program that helps employees and their dependents manage all aspects of their well-being.



**That is the essence of
Quad's commitment
to employee health:
helping balance every
aspect of wellness.**



QuadMed: The Model That Differentiates Us

With high premiums and hurried visits, today's production model of health care has become ultra-costly. It can feel care-less instead of care-full; complex instead of clear.

QuadMed, our 30-year-old health and wellness subsidiary, proves there is a better way to provide employees with health care.



QuadMed, our 30-year-old health and wellness subsidiary, proves there is a better way to provide employees with health care through a patient-centered approach that stresses quality over quotas, and lower costs through a focus on wellness and prevention. (QuadMed's motto is, "We'll keep you well, and if you get sick, we'll take care of that too.")

QuadMed began with easily accessible, affordable health centers built on-site at our largest manufacturing facilities. Today, nine health centers provide high-quality primary care, in-person and virtually, to the majority of employees and their dependents on our health plan. Our larger health centers offer specialty care, pharmacy, lab, x-ray, physical therapy and minor surgical services — giving our employees and their family members unparalleled high-quality, convenient care at a low cost. Some health centers even have dental and vision services. QuadMed also runs several Quad on-site fitness centers — free to employees and their dependents age 16 years or older.

As our company has evolved — and our employees' needs have changed — we have adapted our brick-and-mortar model to include highly prized "wall-less" services, such as 24/7 telemedicine, as well as multiple programs and resources for employees to manage their health and wellness wherever they report to work. (See page 96 of this report, "QuadMed Health Programs.")

While Quad has always valued QuadMed, the pandemic deepened our appreciation for this unique resource. The ability for our employees and their dependents to have a trusted health care resource "at the ready" has proved its worth time and time again. (For additional information on QuadMed's value to Quad during the pandemic, see "Our Commitment to Effectively Addressing the COVID-19 Pandemic" on pages 122-123 of this report.)



The History of QuadMed

In 1990, Quad Founder Harry V. Quadracci was frustrated with the state of American healthcare. Medical costs were soaring and employee complaints over poor-quality care were escalating.

Harry took action, forming QuadMed to bring primary care in-house to thousands of employees and their family members.

QuadMed opened its first onsite health center in our Pewaukee, Wis., manufacturing location in 1991. Instantly, our paradigm shifted. We were no longer purchasers of health insurance. We were a direct participant in the care of our employees' health and wellness.

Today, QuadMed serves as one of the nation's most successful worksite health and wellness providers offering a whole-person clinical care model to forward-thinking employers who, like Quad, desire higher-value health care experiences for their workforces. Currently, QuadMed serves more than 55 employers and provides easy-access, affordable care for more than 350,000 individuals. Clients include Kohl's, Rockwell Automation and Huntington Ingalls Industries, America's largest military shipbuilding company.



Today, QuadMed serves as one of the nation's most successful worksite health and wellness providers serving more than 55 other employers and providing care for more than 350,000 individuals.



QuadMed Health Programs

Our employees and their dependents on Quad's health plan have access to a wide array of QuadMed programs and resources to manage their health and wellness — all at no cost. These programs and resources include:

- Our **Condition Management** program that helps individuals with asthma, diabetes or hypertension better understand and manage their condition and address gaps in their care. The program is supported by certified nurse educators. Participants receive discounts on their medications. Currently, 21% of eligible employees participate in our Condition Management program.
- Our **Medication Therapy Management** program for individuals who take multiple medications or use medications that require monitoring. This program helps participants verify that the medications they are taking are the most effective for their health conditions, and proactively identify potential interactions with both over-the-counter and prescription medications.
- **Wellness Coaching** for addressing lifestyle challenges, including stopping tobacco use, managing weight, managing stress, improving sleep routines, increasing physical activity and more.
- **Nutrition Services** for controlling or preventing chronic or digestive conditions, managing weight or promoting healthy eating for adults and children, provided free by registered dietician-nutritionists.
- **Weekly Care Conferences** for QuadMed health center patients identified as high-risk. This program engages high-risk patients in services to manage their health conditions and prevent even more serious illness. A multidisciplinary care team of providers from primary care, pharmacy, nutrition, wellness, condition management and physical therapy meet weekly to review care plans and check in with patients.

When You Need a PAL

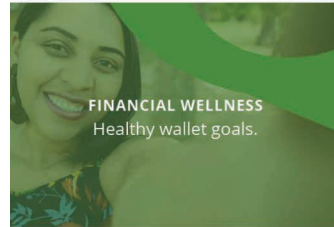
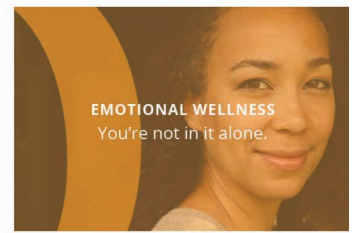
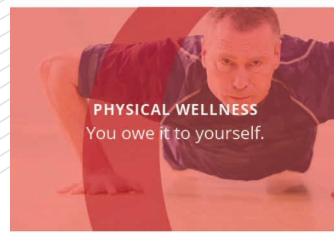
Navigating today's complex health care landscape can be overwhelming. That's why Quad offers a Patient Advocacy Line (PAL) for employees to confidentially communicate with trained specialists on myriad health care concerns — from weighing options for an unexpected diagnosis to understanding insurance coverage to resolving payment disputes. PAL can be, quite literally, a lifeline for our employees. In 2020, PAL managed more than 4,500 employee inquiries.

Launched in 2020, weeks before the pandemic struck, our QLife Wellness program serves up a wide variety of resources for employees managing through the challenges of living and working during the COVID-19 pandemic.



QLife Wellness: Integrating Physical, Emotional, Financial and Social Well-Being

When we talk about wellness at Quad, we mean full-circle support for our employees' physical, emotional, financial and social well-being. New in 2020, QLife Wellness is a game-changing approach to helping our employees manage their total wellness. This program features robust resources such as coaches, planned events, classes, on-demand videos, tracking tools and more — all at no cost to employees and their dependents.



Through QLife Rewards, eligible employees and their spouses are financially incented to get healthy and stay healthy. To be eligible for a reward, participants must get a biometric screening, consult with a wellness coach and participate in a qualified wellness activity. Through this program, we encourage employees and their spouses to better understand their health, connect with experts to learn more about wellness and take action to improve their well-being. In 2022, Quad is expanding the list of qualified wellness activities to highlight community volunteerism as part of our commitment to building strong communities. In 2021, 14% of eligible U.S. employees completed the QLife Rewards program.

Quad has set a goal to...

Promote Holistic Well-Being

In 2022, Quad commits to:

- Launching our behavioral health program nationwide, and continue improving access to, and affordability of, behavioral health care.

Through 2030, Quad commits to:

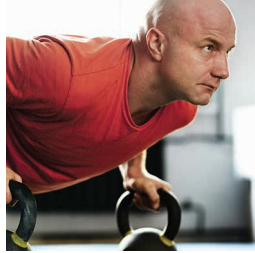
- Improving employee engagement in the QLife Rewards program.
- Improving employee engagement with our Condition Management program.



QLife Wellness Resources

Our QLife Wellness resources help with every dimension of an employee's well-being. Here is a sampling of some of the resources.

Physical Well-Being



- Information about medical plan benefits, including how to get the most out of their medical benefits.
- COVID-19 information resources, including vaccine safety and effectiveness and where to get vaccinated.
- How to stay physically active, including participating in Quad-sponsored events such as our company's annual virtual 5K run-walk-roll.

Financial Well-Being



- Retirement planning resources and tools, including guidance on Quad's employer-sponsored 401(k) plan.
- Budgeting and financial counseling services.
- Scholarships for qualified Quad dependents through Quad's Windhover Scholars program.

Emotional Well-Being



- Stress management resources.
- Substance abuse counseling resources.
- Mental health counseling resources, including:
 - Short-term counseling through Quad's Employee Assistance Program.
 - Long-term counseling through a new behavioral health program. Successfully piloted in 2021, this program will be expanded nationwide in 2022.

Social Well-Being



- Family care resources (e.g., childcare, tutoring, elder care).
- Funds available for emergencies, including Quad's Medical Extraordinary Fund for employees faced with unexpected medical emergencies, and Quad's Disaster Relief Fund for employees impacted by qualified disasters.
- BRGs to connect employees with shared backgrounds, interests and issues.



A Better Way

Lighthouse Program: Shining the Light on Recovery

Substance abuse is all too common — a reality that threatens the well-being of our employees and their loved ones.

That is where Quad's Lighthouse Program comes in. The confidential program — a peer-to-peer recovery community — is run by employees for employees who act as beacons of hope for those struggling with substance abuse. Members

with more than one year of sobriety can choose to identify themselves with a patch or pin on their uniform, signaling their presence and advocacy in the workplace.

The no-cost program, which has been in place at Quad for decades, includes daily messages, connection to Quad recovery resources and support groups at several locations.



Our Commitment to Building Strong Communities

Building Relationships, Making a Difference

Quad's people create a strong competitive advantage, so we take our responsibility to our people very seriously.

That is why we work to build strong relationships with the communities we call home, through both corporate efforts and those of our employees.

As a company, we seek to build economic resiliency and opportunity together in partnership with local leaders and organizations. We find ways to make a meaningful difference through programs that help underserved communities. We also support important community pillars, such as firefighters, schools, libraries and military veterans groups, both financially and with in-kind services.

Our employees are involved in local volunteer efforts and charitable events, from stocking food pantries to assembling care packages to participating in fundraisers and holiday toy and clothing drives. Given the many mental and emotional benefits of helping others, Quad is now encouraging volunteerism as a component of wellness. This supports the philosophy of doing well while doing good.



“ It’s our responsibility to support the communities where we live and work through our time, talent and investment of resources.”

JOEL QUADRACCI,
Chairman, President & CEO



Our Community Partnerships

Local communities are core to who we are. We know their resiliency, health and prosperity are directly linked to Quad's future success.

Quad's ongoing involvement in the communities where we operate is inspired by our value of Believe in People and our viewpoint that wherever we go, we go there together.

Here are some examples of the programs we support through sharing our financial resources, offering in-kind services, working as volunteers, or partnering to imagine and create new opportunities.

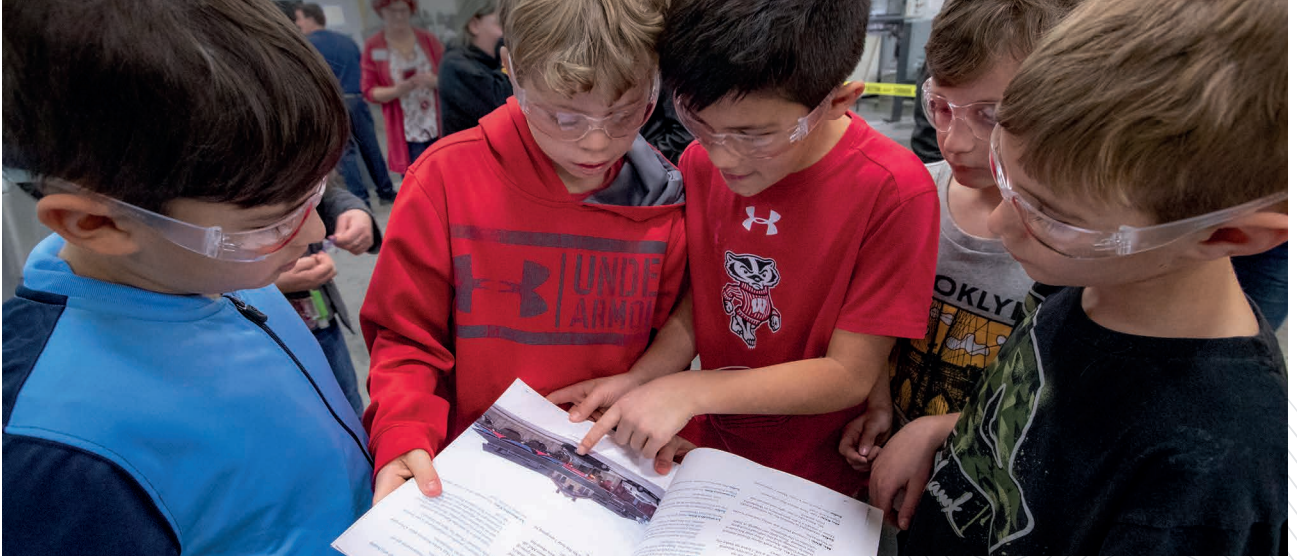


Black Men Teach

Periscope, our Minneapolis-based creative agency, supports Black Men Teach, providing pro bono strategic creative and public relations support. The organization seeks to recruit, prepare, place and retain Black male teachers in the Minneapolis/St. Paul area school systems, where public schools serve approximately 70% students of color, but only 17% of the teacher base is people of color.

Casa Guadalupe Education Center

Quad supports Wisconsin-based Casa Guadalupe Education Center, whose mission is to be the bridge of integration to Hispanics and the communities in which they live through education and community access. The organization empowers low-income, native-born and Spanish-speaking Hispanic families to live independent, fulfilling lives, build strong families, and establish meaningful connections within their community. Our support includes both financial and volunteer resources.



Chicago Children's Choir

Quad supports the Chicago Children's Choir (CCC), whose in-school and after-school programs serve nearly 5,000 students from every ZIP code of Chicago. Founded in direct response to the Civil Rights Movement, CCC uses music as a vehicle to foster mutual understanding and respect between young people of all races, ethnicities, socioeconomic backgrounds, religions, gender identities and sexual orientations. In addition to executive involvement and sponsorship of key fundraising activities, Quad also advises and mentors choir participants and provides pro bono agency work including strategy, creative and communications.

PEARLS for Teen Girls

Quad supports the important work of PEARLS for Teen Girls, a Milwaukee organization committed to strengthening community one girl at a time by encouraging them to strive for a better future through Personal Responsibility, Empathy, Awareness, Respect, Leadership and Support. Our 2021 backing included sponsorship of its "Inspired to Lead" event.

Come Back to Move Forward

New in 2021, Rise Interactive, our Chicago performance marketing agency, began partnering with non-profit P33 and creative agency 50,000feet to attract top-tier tech talent back to Chicago. Rise Interactive is providing digital marketing expertise for this first-of-its-kind initiative that

provides mid-career talent with visibility and access to high-caliber networking and lucrative job opportunities at innovative startups and corporations in Chicago.

Running Rebels

We partner with Milwaukee-based Running Rebels to provide career-oriented manufacturing jobs, training and transportation to individuals looking to better their employment situation. (For more information, see page 73.) A community-focused organization, Running Rebels has a mission to help youth avoid drugs, gangs and violence and successfully transition to adulthood and be a positive force in the community. We are proud to be a sponsor of Running Rebels' annual Epic Gala.

SHARP Literacy

Quad partners with Milwaukee-based SHARP Literacy on programs that encourage curiosity, creativity and discovery and help sharpen critical thinking, problem-solving and communication skills in young learners. Over the past four years, Quad's financial, volunteer and in-kind support of SHARP Literacy's programming has provided educational instruction, helping to lower the opportunity gap for more than 20,000 students in 36 schools and 18 community learning centers throughout the greater Milwaukee area. Quad prints books authored and illustrated by students at no charge.

Milwaukee Women inc

Quad proudly supports Milwaukee Women inc (the “inc” stands for inclusive) and its mission to change the face and quality of leadership in the Wisconsin business community by increasing the number of women corporate directors. Quad co-founder Betty Ewens Quadracci helped establish the organization in 2002 to promote the value of diversity in corporate governance and management, and eliminate barriers to full inclusion of women in leadership positions. Through ongoing, active participation and financial sponsorship — including the personal involvement of our Chairman, President & CEO Joel Quadracci — Quad supports Milwaukee Women inc’s ongoing educational efforts and annual research, which has shown an upward trend in women on Wisconsin boards and a decline in companies with no female board members.

The BrandLab

We are proud to partner with The BrandLab, which is focused on changing the face and voice of the marketing industry by exposing young people from diverse ethnic and socioeconomic backgrounds to viable careers in the creative industry. In 2021, The BrandLab is launching in the Milwaukee area through a three-year, \$1 million commitment from Quad and the Quadracci family’s Windhover Foundation. Through this commitment, The BrandLab will be able to bring together local agencies, corporations and student interns who identify as Black, Indigenous and People of Color (BIPOC), or who come from low-income families. Our Minneapolis-based creative agency, Periscope, has hosted The BrandLab student interns for many years. We look forward to expanding this program in our other divisions and departments across Quad.

TurnSignl

Periscope is proud to be a pro bono partner with TurnSignl, a unique tele-legal subscription service whose goal is to make drivers feel safe and empowered every time they get on the road. Currently live in Minnesota and Georgia, and expanding rapidly across the country,

TurnSignl was born out of necessity in the same city where George Floyd tragically lost his life to police violence. TurnSignl provides 24/7 legal guidance from an attorney to drivers when stopped by law enforcement or involved in a car accident. The service records the interaction and provides access to live video chat with an attorney at the press of a button or voice command. Periscope’s involvement includes campaign work to help raise awareness of the service in the Minneapolis-St. Paul metro area.

Women and Girls Fund of Waukesha County

Quad helps advance the mission of the Women and Girls Fund of Waukesha County (Wis.), which is dedicated to improving the health, well-being, education and empowerment of women of all ages. Quad’s support includes sponsorship of its annual “Women of Distinction” event.



Stories of Engagement

Celebrating Collaboration and Collective Good

Being part of something bigger is bedrock to *creating a better way*. During a time when good news has been seemingly in short supply given the ongoing pandemic, our employees have done their best to invest their time, talent and hearts in places they call home. Here, we share just a few of the many stories of how we continue to build a strong sense of community both inside and outside of our walls.

Honoring Women

Members from our U.N.I.T.E. and The Circle BRGs hosted a powerful online panel discussion called “Authentically Her,” created to honor Women’s History Month. The panel discussed what it is like to be a woman — and an ally — in the workplace. The event also featured video interviews with women leaders at Quad.

Joining Juneteenth Celebrations

Quad employees joined the greater Milwaukee community to support one of the nation’s longest running Juneteenth celebrations — the federal holiday commemorating the end of slavery in America. Participants walked in the city’s 50th consecutive Juneteenth parade. Employees in our Minneapolis creative agency, Periscope, also participated in their city’s Juneteenth celebrations.



2021 Juneteenth celebration in Milwaukee: Leon Brown, Quad’s Community Relations and Inclusion leader (center), greets Tim McMurtry, Employ Milwaukee Community Relations Manager, and Dawn Barnett, Running Rebels Co-Director.

Recycling with a Cause

Every year, employees in our Martinsburg, W.Va., manufacturing facility collect recycled paper and cardboard for the Berkeley Community Pride Recycling Drive. In 2021, the event set a new record, filling 25 massive recycling containers of paper and cardboard that would have otherwise been landfilled. Collected materials were sold and proceeds donated to support local community programs.

Masking Up

When face masks were scarce at the start of the pandemic, employee Nancy Wiggins used her sewing skills to upcycle Quad T-shirts into masks for her co-workers at our Westampton, N.J., manufacturing facility. Wiggins wanted to show her support for her Quad family on the floor, who continued to safely provide essential print services to clients throughout the pandemic.

For the first time ever in 2021, Quad employees raised a Pride flag at several locations, demonstrating solidarity with the LGBTQIA+ community.

Showing Pride

For the first time ever in 2021, Quad employees raised a Pride flag at several locations, demonstrating solidarity with the LGBTQIA+ community. The flag is a symbol of Quad's commitment to accept and include all people, regardless of gender identity or sexual orientation, and is an important step in advancing our DEI goals.

Celebrating Black LGBTQIA+ Individuals

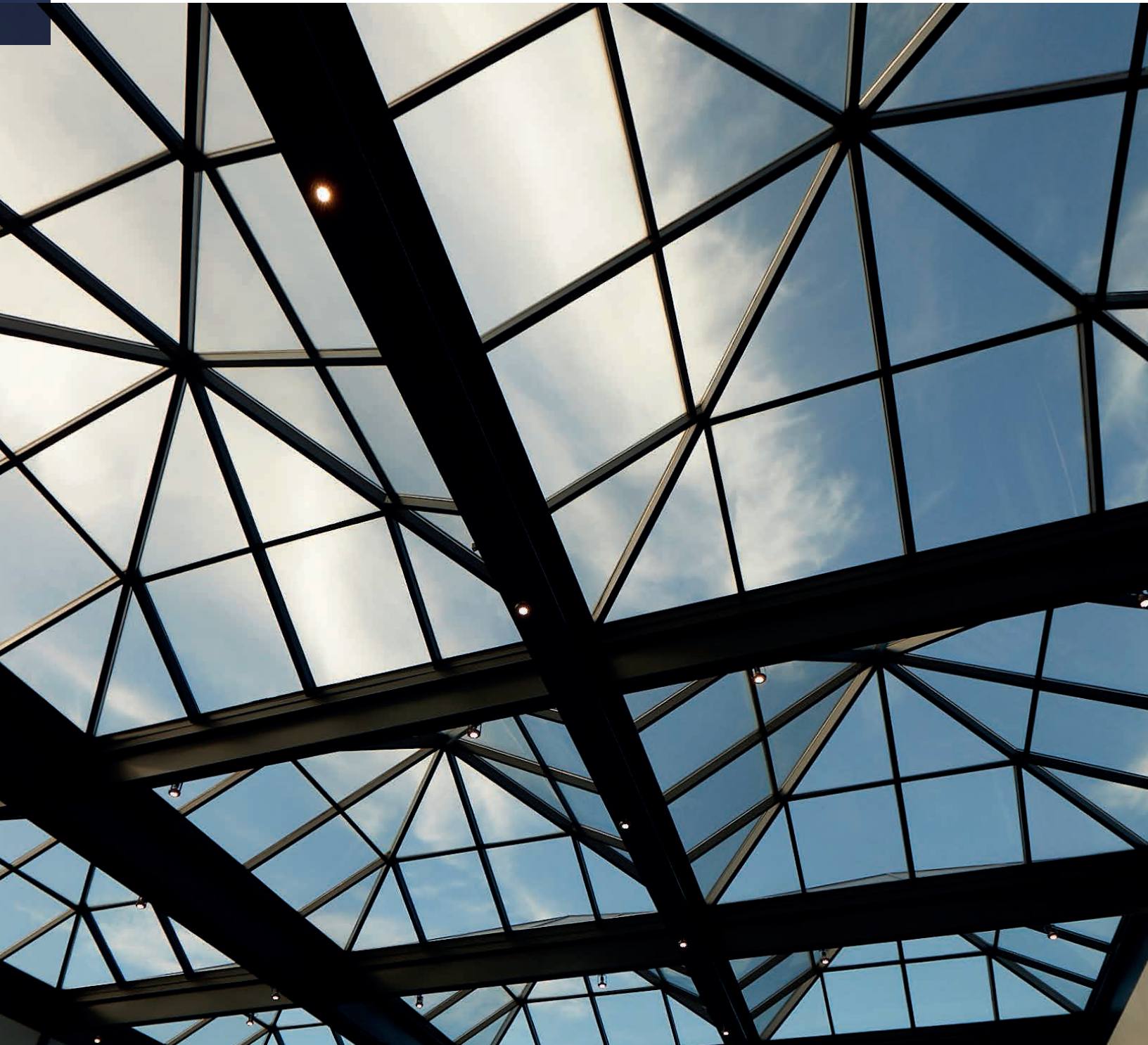
In honor of Black History Month, members from our U.N.I.T.E. and PRIDE BRGs came together to discuss Black individuals in the LGBTQIA+ community — past and present. The online event included time for open dialogue from participants on their own experiences and/or what they learned from the BRG member-led discussion.

Quad has set a goal to...

Build Stronger Communities

In 2022, Quad commits to encouraging volunteerism as a component of wellness.





Governance

A Conversation on

Doing the Right Thing

Dana Gruen

Chief Compliance and Risk Officer

We're at a moment in time when all our stakeholders are looking to partner with a company they can believe in, a company they can trust. For us, creating that trust starts with our value of Do the Right Thing.

Throughout our history, our value of Do the Right Thing has been defined to mean: be honest, be responsible, be accountable, play fair, show integrity and keep your promises. As the world has become more complex, our policies and processes have evolved, but our commitment to these principles remains steadfast.

We Do the Right Thing when we practice oversight, when we maintain policies and procedures that promote honesty and integrity, and when we monitor and hold ourselves accountable for our behaviors. We Do the Right Thing when we act to protect our workplace, employees and clients, when we prepare for emerging risks, and when we invest in issues of importance to our stakeholders.

Our leadership team is dedicated to maintaining strong governance practices, but effective governance also comes from the bottom up. We provide tools and training so that

everyone in our organization knows how to Do the Right Thing every day as part of their job.

What I'm most proud of is when employees come forward with questions about ethics and values. They say, "Hey, can I bounce something off you? Does this feel right?"

To me, that is how you know your values truly permeate your workforce.

No business is free from challenges. We are transparent with stakeholders. We've experienced things, we've learned from them, and it gets us to a better place. We continue to look forward, to learn and grow, to *create that better way*. Our goal is to build trusted partnerships with our stakeholders over the long term.

“Doing the Right Thing strengthens partnerships, reduces risk and creates sustainable value for the long term.”



DANA GRUEN

Chief Compliance and Risk Officer





Our Commitment to Effective Corporate Governance

Creating Value Through Doing the Right Thing

Our disciplined approach to governance starts at the highest level of our company with oversight by our Board of Directors. Our Board is committed to acting in the long-term best interests of company stakeholders and reviews company strategy and policies with those interests in mind, as well as in light of evolving best practices in corporate governance and risk oversight.

Stakeholders also see evidence of this disciplined approach in our culture of high ethical standards and legal compliance — expectations that we also extend to our supplier network.

We reduce risks to our business and our clients through formal risk management programs, including robust policies and procedures for data security and privacy as well as physical security of our locations.



Additionally, we are prepared to handle the unexpected and have an established Crisis Management Team (CMT) focused on maintaining business continuity while protecting the health and safety of employees. Our response to the COVID-19 pandemic has been recognized for its thoroughness and effectiveness.

Our performance as a marketing solutions partner depends on direct and frequent engagement with our clients on matters of importance to them. We take pride in leading industry discussions and discovery that reinforce our commitment to *creating a better way* and delivering value.

“We are committed to a workplace where every employee, regardless of job title or position, is responsible for ensuring we all Do the Right Thing.”

JOEL QUADRACCI,
Chairman, President & CEO

Our 2021 Governance UNSDG Commitments

Quad's governance efforts contribute to the following United Nations Sustainable Development Goals (UNSDGs) and targets. Throughout this section, you will see how we use these goals and specific targets as guideposts for *creating a better way* for our company and stakeholders.





8 DECENT WORK AND ECONOMIC GROWTH

8 DECENT WORK AND ECONOMIC GROWTH



- 8.8** Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



- 12.3** By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses
- 12.6** Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.
- 12.7** Promote public procurement practices that are sustainable, in accordance with national policies and priorities.

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

16 PEACE, JUSTICE AND STRONG INSTITUTIONS



- 16.5** Substantially reduce corruption and bribery in all their forms.
- 16.6** Develop effective, accountable and transparent institutions at all levels.

Our Commitment to Board Oversight

Sustaining High-Level Accountability and Transparency

Quad's Board is committed to effective governance practices and a sound governance structure that enable the success of our business strategy. These include:

- Five of our nine directors are independent.
- We maintain a fully independent Audit Committee.
- Our Board meets for regularly scheduled executive sessions — both without members of management present and also without non-independent directors present.
- Our Board and executive officers are prohibited from hedging our stock, and are required to obtain prior approval of any pledge of our stock.
- Our Board and executive officers are subject to stock ownership guidelines.
- We hold annual Board and committee evaluations.
- We require approval of certain related party transactions and annual Board review of any such transactions.
- Our Board and executive officers are committed to advancing Quad's ESG strategies and initiatives.



Our Board and Risk Oversight

While our full Board maintains ultimate oversight responsibility for the risk management process, committees of the Board oversee risk in certain specified areas.

- Our Chief Compliance Officer reports to the Chairperson of the Audit Committee and has the authority to report compliance matters directly to the Board and its Audit Committee. The Audit Committee meets quarterly to review matters of significance to our Compliance program. Our Director of Internal Audit reports directly to the Chairperson of the Audit Committee to promote the independence of our audit function.
- The Board relies on its Compensation Committee to address significant risk exposures facing the company with respect to compensation and with appropriate reporting of these risks made to the full Board.

Corporate Governance Principles

For additional details on corporate governance principles developed and adopted by Quad's Board, please refer to the Corporate Governance section of Quad's Investor Relations website. These principles or guidelines include expectations to assist the Board and its committees in fulfilling their responsibilities to company shareholders, and authority and practices in place to review and evaluate company business operations as needed.



Our Commitment to Ethics and Compliance

Living by Our Code and Doing the Right Thing

Quad's approach to ethics and compliance is grounded in our value of Do the Right Thing.

This value is prominently featured in our Code of Conduct and extends to all ethics and compliance-based programs, including our Anti-Bribery Anti-Corruption Program.

We promote openness and honesty in all our business dealings and disclosures, and conduct audit procedures to identify issues critical to risk and compliance.



Our Code of Conduct

We train our employees on our Code of Conduct at least once a year. This training includes:

- Engaging in fair business practices, including complying with the law, anti-corruption, insider trading and unfair competition.
- Avoiding impropriety or even the appearance of impropriety, including avoiding conflicts of interest, appropriate decision-making around gifts or entertainment, and use of company assets like equipment and supplies.
- Engaging in transparent business dealings, including keeping accurate records and retaining those records; and preventing fraud, waste and abuse in products or services we provide to regulated entities.
- Providing a safe and inclusive workplace, including adhering to our policies for physical security, compulsory labor, human trafficking and child labor, treating others with respect, and anti-discrimination, harassment and retaliation.



We have translated our Code of Conduct into multiple languages and conduct employee training in local languages.

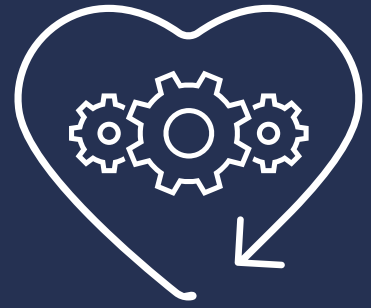
Our Compliance department offers an open door policy to employees and also provides an Ethics and Compliance Hotline — with guidance in multiple languages — to report actual or suspected violations. (See “Upholding the Code by Reporting Violations” on the next page.)

Additionally, Quad maintains a Compliance Committee, led by our Chief Compliance Officer and staffed by executives who are responsible for different aspects of our business. The Committee meets regularly to understand compliance matters and assess the compliance program.

Ethics and Compliance Training

Quad employees are required to complete a suite of ethics and compliance training annually, including Code of Conduct, anti-harassment, conflict of interest, Customs — Trade Partnership Against Terrorism, data privacy, HIPAA, IT security and physical security, and, where relevant, fraud, waste and abuse training. All employees must also acknowledge and agree to an Acceptable Use Policy for technology assets.





A Better Way

Upholding the Code by Reporting Violations

Our employees are trained to understand that they each have an individual responsibility to uphold our Code of Conduct. To help them, we make sure it is safe and easy for them to report violations in any Quad location around the world.

Reports to our Ethics and Compliance Hotline or web-based reporting tool are confidential and can be made anonymously, 24 hours a day, seven days a week, with guidance in multiple

languages. Quad promptly and thoroughly investigates reports and takes remedial action as warranted. We do not tolerate retaliation against any individual for making a report or participating in an investigation.



Anti-Bribery and Anti-Corruption Program

Paying or accepting a bribe or a kickback or obtaining business through extortion or other corrupt means is strictly prohibited and a clear violation of Quad's values and Code of Conduct. We do not tolerate any employee obtaining or attempting to obtain a personal advantage or a business advantage through such improper means, even in countries where such activities are common practice.

In addition to our Code of Conduct training, Quad provides targeted training in anti-bribery and anti-corruption, the U.S. Foreign Corrupt Practices Act and fraud to those employees most likely to encounter these risks.

To minimize vulnerabilities, Quad's Internal Audit, Compliance and Finance departments conduct an annual compliance risk assessment for potential bribery and corruption risks at the company's international entities. This risk assessment may identify locations for additional monitoring. U.S. oversight is also in place for processes that are more susceptible to bribery and corruption.

Likewise, our fraud risk assessment program helps us monitor for new and emerging risks in the changing fraud landscape, including bribery and corruption issues. We perform an annual fraud risk assessment to identify potential issues and ensure the effectiveness of our controls. This assessment includes identifying potential fraud scenarios and then working with leaders to assess the probability and impact of each possible scheme, analyzing what processes and controls Quad has in place to address these risks, reporting these risks to leadership, and responding as needed with additional education or new controls and processes.

Political Activity and Contributions

Quad engages with elected officials, policymakers and agencies as needed in an effort to develop and advocate policy positions that are in the best interests of the company, our employees, shareholders, the printing and marketing industries, as well as our overall customer base. In compliance with our interest in transparency, Quad discloses all political donations from our executives related to the interests of the company and does not use corporate funds for political purposes.



Our Commitment to Responsible Sourcing

Managing Ethical and Accountable Supply Partnerships

Quad's sourcing and procurement teams are aligned with our value of Do the Right Thing. Whether we are verifying a new global source for materials, or working to make our supplier pool more diverse, Quad is purposeful in our supply partnerships, seeking to create a value chain that is resilient, responsible and regenerative.

To foster responsible sourcing, we strive to:

- Monitor our supply chain to better understand the origin of raw materials in our production processes.
- Source from socially responsible companies that conduct business in an ethical, sustainable and socially conscious way.
- Educate our employees, clients and others on responsible procurement practices.
- Maintain a system to ensure that the forest-based products we use in our print manufacturing and packaging operations conform to the internationally recognized chain-of-custody standards. (See pages 34-35 of this report for more on our sustainable sourcing practices as they relate to certified forest products used in our manufacturing facilities.)



Supplier Code of Conduct

We expect our employees to Do the Right Thing. We expect the same of anyone or any company doing business with Quad. Our suppliers, vendors, contractors, consultants, agents and other providers of goods and services who do business with Quad are expected to follow our Supplier Code of Conduct. This Code, which intentionally complements our Code of Conduct, outlines our requirements in the areas of business integrity, ethical labor practices, associate health and safety, and environmental management.



Our Commitment to Reducing Risk

Protecting Assets, People and Our Reputation

Today's world is rife with risk. Therefore, risk management and emergency preparedness are integrated into our strategic planning and business processes.

Enterprise Risk Management

We prepare and plan for risks that have the potential to disrupt our business and threaten our reputation with a formal Enterprise Risk Management Program. The program is guided by a team that takes a strategic role in risk identification and response planning, and is managed by an executive risk steering committee with overall program responsibility.

Our disciplined approach to anticipating, identifying, prioritizing and managing the material risks to our business and our strategic objectives includes:

- Surveying relevant management-level employees to assess risks.
- Identifying risk owners within Quad and working with them to develop mitigation plans, ensuring they have appropriate needed resources and holding them accountable for managing risk.

Company management reports to the Board at least annually, updating them on identified risks, risk mitigation plans and our progress.



Crisis Management Team

Quad's formal Crisis Management Team (CMT) can be activated at any time for events requiring immediate and specialized attention. The CMT is led by the company's Chief Risk Officer and includes a cross-disciplinary team of leaders empowered to make decisions to protect employees and the business. The CMT has developed and uses a strategic crisis playbook that outlines processes for addressing emergencies, including guiding principles, team member roles and responsibilities, how to communicate status updates and company actions to key stakeholders.



Data and Site Security

Our clients and employees need to have confidence that Quad's data is secure, their information is private and our facilities are safe: no matter how our business grows, no matter who we work with, no matter where our employees work from.

Our information security program is grounded in strong privacy and security policies. We continually update and strengthen our program to address the fast-changing threat landscape. Further, our data security program is audited regularly by independent third parties — a best-practice that provides input for evolving strategies as well as valuable oversight.



Our information security program is grounded in strong privacy and security policies. We continually update and strengthen our program to meet the fast-changing threat landscape and ensure oversight.



Our data security and privacy program controls include:

- **Network security**, including centrally managed perimeter security, use of multi-factor authentication, regular vulnerability scanning and strong employee access management procedures including removal upon termination;
- **Password hygiene** through password complexity rules and employee education;
- **Data classification and protection** for important assets, such as client content and mailing lists;
- **Data encryption** to protect sensitive data at rest or in transit on public networks;
- **Data leak prevention** by restricting access to external data sharing methods and conducting employee education about good security practices; and
- **Data and physical media disposal** when no longer required.

We also clearly communicate employee obligations for confidentiality and privacy, and provide cybersecurity training. (See “Helping Employees Be Cyber Smart” on page 121.)

We secure our physical space for safe, confidential processing of high compliance work, such as mail pieces with personally identifiable information. Our security measures include locked production rooms with restricted access that require employee log-in and log-out procedures and daily audits of security measures, complemented by regular training on those security measures.

Unfortunately, threats to physical safety are far too common in our society. In addition to a physical security program that includes regular monitoring for physical security compliance, we have a robust physical security training program, updated annually, that provides employees with the information they need to stay safe at work or wherever they might be. This training is complemented by a company-wide site safety awareness campaign that reinforces physical security guidance, including “See Something, Say Something” and “Run, Hide, Fight.”

In addition to a physical security program that includes regular monitoring for security compliance, we have a robust physical security training program.



A Better Way

Helping Employees Be Cyber Smart

From simple phishing to sophisticated ransomware, the escalation of cyberattacks is unprecedented for businesses across all industries. In response, Quad is taking action to protect our company, our clients' data and our employees' personal information.

Employees can be an unknowing frontline target of cybersecurity compromises. So, in 2021, we launched a new security awareness campaign, Be Cyber Smart, that helps employees make sure valuable data remains private, keep physical and digital workspaces secure with good security hygiene, spot potential phishing and malware threats, and avoid risky behaviors.

The Be Cyber Smart campaign provides employees with tools and tips for proactive protection measures such as password management, the importance of computer restarts and software updates, security measures when working from home, recognizing and avoiding phishing and maintaining data privacy.

**Quad is taking
action to protect
our company, our
clients' data and our
employees' personal
information.**



**BE CYBER
SMART**

Privacy. Security. Protection.

Our Commitment to Effectively Addressing the COVID-19 Pandemic

Protecting Our Employees and Business While Continuing to Serve Our Clients

From the pandemic's onset, Quad's objective has been clear: to protect the health and well-being of our employees, and the long-term viability of our company.



As our COVID-19 response turns from a sprint into a marathon, we continue to move forward thoughtfully and proactively, informed by:

- Guidance from public health professionals, including the Centers for Disease Control and Prevention and local health authorities.
- Direction from the federal and state governments.
- Best practices and guidance from QuadMed, our health and wellness subsidiary, which maintains relationships with leading health care organizations and research universities across the country.

Our response has been led by our Crisis Management Team. This cross-disciplinary team includes leaders from Risk Management, Human Resources, Legal, Manufacturing and Communications as well as medical professionals from QuadMed.



Our Safe-at-Work program provides for the health and safety of employees while continuing to meet the needs of clients. This program:

- **Strongly encourages all employees and family members to get vaccinated.** We have made it as easy as possible to do so through our QuadMed health clinics and on-site vaccination events. We also have offered incentives and a competition between manufacturing facilities to achieve higher vaccination rates.
- **Details processes and procedures** for good hygiene, social distancing, mask wearing, daily disinfecting and more to prevent the spread of COVID-19.
- **Features an internal Rapid Response Team** of HR and other professionals to assess each potential COVID-19 case, perform contact tracing, and support and track employees through their return to work at the appropriate time.
- **Includes a branded communication strategy** built on transparent, frequent and consistent communication across multiple channels including email, video logs (vlogs), posters, digital signage, text messages, in-home calls and virtual town halls, including a question-and-answer session with QuadMed health care professionals.
- **Equips any employee able to perform their duties remotely** to work from home to prevent the spread of the virus. Employees who have been working remotely may return to the workplace no sooner than February 2022, depending on safety considerations, like virus transmission rates.

Notably, the success of our Safe-at-Work program garnered attention. Early in the pandemic, leaders of the state of Wisconsin reviewed our program and policies while planning the state's COVID-19 response.

Quad Employees Become A P A R T of the Answer

We immediately understood that employees needed to connect emotionally with messaging for our COVID-19 policies to succeed. So, we created a branded internal campaign called Be A P A R T of the Answer. This ongoing, multichannel campaign inspires our employees to be active parts of the solution, whether working in our manufacturing facilities, client on-sites or remotely.

Spread through many mediums — from digital media to floor displays — our messages go to the heart of the matter: Protect yourself, which, in turn, protects others because we want you to be around for a long time.

Once vaccines became widely available, we launched a sister campaign called Knock Out COVID-19 that connects employees to resources, including information about vaccine safety and effectiveness, and where to get a vaccine, including on-site clinics or at QuadMed health centers.

Be
A P A R T
of the
answer.



GRI Content Index



As we shared in “How We Approach Our Role as a Good Corporate Citizen” on page 16, the GRI Sustainability Reporting Standards “are advancing the practice of sustainability reporting, and enabling organizations and their stakeholders to take action and make better decisions that create economic, environmental and social benefits for everyone”.⁷ We believe that the GRI is a vital part of any sustainability strategy. Introducing the GRI

reflects our commitment to greater transparency and we look to provide additional details in future years’ reports. This material references GRI 102, 201, 203, 205, 207, 302, 303, 305, 306, 308, 401, 403, 404, 405, 407, 408, 409, 410, 412 and 415 with standards published in 2016, 2018 and 2020. This report references the GRI Standards but has not been prepared to a specific GRI in-accordance level.

DISCLOSURE NUMBER	DISCLOSURE TITLE	QUAD'S RESPONSE
GRI 102: GENERAL DISCLOSURES 2016		
ORGANIZATIONAL PROFILE		
102-1	Name of the organization	See 2020 Annual Report, 10-K: Cover Page
102-2	Activities, brands, products, and services	See 2020 Annual Report, 10-K: Item 1 Business pages 3-19 See Quad's Code of Conduct, Trade Compliance page 17
102-3	Location of headquarters	See 2020 Annual Report, 10-K: Cover Page
102-4	Location of operations	See 2020 Annual Report, 10-K: Item 2 Properties page 32
102-5	Ownership and legal form	See 2020 Annual Report, 10-K: Item 5 Market for the Registrant's Common Equity, Related Stockholder Matters and Issuer Purchases of Equity Securities page 34
102-6	Markets served	See 2020 Annual Report, 10-K: Item 1 Business pages 3-12, 16 and Item 8 Financial Statements and Supplementary Data page 128, Note 22
102-7 (a(i, ii,iii))	Scale of the organization	See 2020 Annual Report, 10-K: Item 1 Business pages 3-4, 12, and Item 8 Financial Statements and Supplementary Data page 128, Note 22
102-9	Supply chain	See Responsible Materials section on page 33 and Our Commitment to Responsible Sourcing on page 117 of our 2021 ESG Report See 2020 Annual Report, 10-K: Item 1 Business pages 11, 17 and Item 7A Quantitative and Qualitative Disclosures About Market Risk page 67
102-12	External initiatives	Quad currently incorporates the following external standards, principles and initiatives into our work: the United Nations Sustainable Development Goals, the Global Reporting Initiative (Reference only), and the United Nations Global Compact Principles on the Environment
102-13	Membership of associations	See Our Commitment to Building Strong Communities on page 100 of our 2021 ESG report See 2020 Annual Report, 10-K: Item 1 Business pages 14, 18-19

⁷ About GRI, 2021, GRI, <https://www.globalreporting.org/about-gri/>

DISCLOSURE NUMBER	DISCLOSURE TITLE	QUAD'S RESPONSE
STRATEGY		
102-14	Statement from senior decision-maker	See A Message from Our Chief Executive Officer on page 5 of our 2021 ESG report
102-15	Key impacts, risks, and opportunities	See Joel's Letter on pages 5-7 and see Our Commitment to Creating a Better Way and Our Role as a Good Corporate Citizen on pages 9-19 See 2020 Annual Report, 10-K: Item 1A Risk Factors page 19 and Item 7A Quantitative and Qualitative Disclosures About Market Risk page 67
ETHICS AND INTEGRITY		
102-16	Values, principles, standards, and norms of behavior	Copy should read: See Our Commitment to Creating a Better Way and Our Role as a Good Corporate Citizen on pages 9-19 and Our Commitment to Our Enduring Culture and Values on pages 58, 59 See 2020 Annual Report, 10-K: Item 1 Business pages 7, 11-13, 15-16
102-17	Mechanisms for advice and concerns about ethics	See Our Commitment to Ethics and Compliance on pages 113-116 of our 2021 ESG report See 2020 Annual Report, 10-K: Item 1 Business page 16
GOVERNANCE		
102-18	Governance structure	See Our Role as a Good Corporate Citizen on page 18 of our 2021 ESG report See 2020 Annual Report, 10-K: Item 1 Business pages 16, 18-19 See 2021 Proxy page 9
102-20	Executive-level responsibility for economic, environmental, and social topics	See Our Role as a Good Corporate Citizen on page 18 of our 2021 ESG report See 2021 Proxy page 14
102-22 (a(i,ii,iii,iv,v))	Composition of the highest governance body and its committees	See 2021 Proxy pages 2-3. 11% of our Board members are women
102-23	Chair of the highest governance body	See 2020 Annual Report, 10-K: Item 1 Business page 18
102-24 (a)	Nominating and selecting the highest governance body	See 2021 Proxy pages 12-13
102-25	Conflicts of interest	See 2021 Proxy pages 13-14
102-26	Role of highest governance body in setting purpose, values, and strategy	See Our Role as a Good Corporate Citizen on page 18 of our 2021 ESG report See 2021 Proxy pages 9-10
102-28	Evaluating the highest governance body's performance	See Corporate Governance Guidelines on quad.com See 2021 Proxy page 9
102-30	Effectiveness of risk management processes	See Our Role as a Good Corporate Citizen on page 18 of our 2021 ESG report See 2021 Proxy pages 9-10
102-32	Highest governance body's role in sustainability reporting	See Our Role as a Good Corporate Citizen on page 18 of our 2021 ESG report See 2021 Proxy page 14
102-33	Communicating critical concerns	See Our Commitment to Ethics and Compliance on pages 113-116 of our 2021 ESG report See Code of Conduct, Reporting page 9
102-35 (a(i,ii,iii,iv,v))	Remuneration policies	See 2021 Proxy pages 19-40

DISCLOSURE NUMBER	DISCLOSURE TITLE	QUAD'S RESPONSE
102-36	Process for determining remuneration	See 2021 Proxy pages 19-40
102-37	Stakeholders' involvement in remuneration	See 2021 Proxy pages 19-40
STAKEHOLDER ENGAGEMENT		
102-40	List of stakeholder groups	See 2020 Annual Report, 10-K: Item 1 Business pages 3-19
102-41	Collective bargaining agreements	See 2020 Annual Report, 10-K: Item 1 Business page 26
102-42	Identifying and selecting stakeholders	See Our Role as a Good Corporate Citizen on pages 16-19 of our 2021 ESG report
102-43	Approach to stakeholder engagement	See Our Role as a Good Corporate Citizen on pages 16-19 of our 2021 ESG report
102-44 (a(i))	Key topics and concerns raised	See Our Role as a Good Corporate Citizen on pages 16-19 of our 2021 ESG report See 2020 Annual Report, 10-K: Item 1 Business page 5
REPORTING PRACTICE		
102-45 (a)	Entities included in the consolidated financial statement	See 2020 Annual Report, 10-K: Item 8 Financial Statements and Supplementary Data pages 70-135
102-46 (a)	Defining report content and topic Boundaries	See Our Role as a Good Corporate Citizen on pages 16-19 of our 2021 ESG report
102-47	List of material topics	See Our Role as a Good Corporate Citizen on pages 16-19 of our 2021 ESG report
102-50	Reporting period	This report provides data and information from 2020 and 2021
102-52	Reporting cycle	Quad will report once annually
102-53	Contact point for questions regarding the report	You can contact ESG@quad.com for questions regarding the report and its contents
102-54	Claims of reporting in accordance with the GRI Standards	This report references the GRI Standards but has not been prepared to a specific GRI in-accordance level
102-55	GRI content index	Our Index starts on page 124 and ends on page 133 of our 2021 ESG Report
GRI 201: ECONOMIC PERFORMANCE 2016		
103-1	Explanation of the material topic and its Boundary	See 2020 Annual Report, 10-K: Item 7 Management's Discussion and Analysis of Financial Condition and Results of Operations pages 34-35
103-2	The management approach and its components	See 2020 Annual Report, 10-K: Item 7 Management's Discussion and Analysis of Financial Condition and Results of Operations pages 34-35
103-3	Evaluation of the management approach	See 2020 Annual Report, 10-K: Item 7 Management's Discussion and Analysis of Financial Condition and Results of Operations pages 34-35
201-4	Financial assistance received from government	See 2020 Annual Report, 10-K: Item 7 Management's Discussion and Analysis of Financial Condition page 35 and Item 8 Financial Statements and Supplementary Data pages 107-111 Note 14

DISCLOSURE NUMBER	DISCLOSURE TITLE	QUAD'S RESPONSE
GRI 203: INDIRECT ECONOMIC IMPACTS 2016		
103-1	Explanation of the material topic and its Boundary	See 2020 Annual Report, 10-K: Item 1 Business pages 3-19
103-2	The management approach and its components	See 2020 Annual Report, 10-K: Item 1 Business pages 3-19
103-3	Evaluation of the management approach	See 2020 Annual Report, 10-K: Item 1 Business pages 3-19
203-1 (a,c)	Infrastructure investments and services supported	See Our Commitment to Diversity, Equity and Inclusion section on pages 60-68, Our Commitment to Holistic Wellness on pages 93-99 and Our Commitment to Building Strong Communities on pages 100-105 of our 2021 ESG Report
GRI 205: ANTI-CORRUPTION 2016		
103-1	Explanation of the material topic and its Boundary	See Our Commitment to Effective Corporate Governance on pages 108-111, Our Commitment to Ethics and Compliance on pages 113-116, Our Commitment to Responsible Sourcing on page 117, and Our Commitment to Reducing Risk on pages 118-121 of our 2021 ESG Report
103-2	The management approach and its components	See Our Commitment to Effective Corporate Governance on pages 108-111, Our Commitment to Ethics and Compliance on pages 113-116, Our Commitment to Responsible Sourcing on page 117, and Our Commitment to Reducing Risk on pages 118-121 of our 2021 ESG Report
103-3	Evaluation of the management approach	See Our Commitment to Effective Corporate Governance on pages 108-111, Our Commitment to Ethics and Compliance on pages 113-116, Our Commitment to Responsible Sourcing on page 117, and Our Commitment to Reducing Risk on pages 118-121 of our 2021 ESG Report
205-1	Operations assessed for risks related to corruption	See Our Commitment to Effective Corporate Governance on pages 108-111, Our Commitment to Ethics and Compliance on pages 113-116, Our Commitment to Responsible Sourcing on page 117, and Our Commitment to Reducing Risk on pages 118-121 of our 2021 ESG Report See 2020 Annual Report, 10-K: Item 1 Business page 16 and Item 1A Risk Factors page 30
205-2	Communication and training about anti-corruption policies and procedures	See Our Commitment to Ethics and Compliance section on pages 113-116 of our 2021 ESG Report
GRI 207: TAX 2019		
103-1	Explanation of the material topic and its Boundary	See 2020 Annual Report, 10-K: Item 1A Risk Factors pages 20-32 and Item 8. Financial Statements and Supplementary Data pages 70-129
103-2	The management approach and its components	See 2020 Annual Report, 10-K: Item 1A Risk Factors pages 20-32 and Item 8. Financial Statements and Supplementary Data pages 70-129
103-3	Evaluation of the management approach	See 2020 Annual Report, 10-K: Item 1A Risk Factors pages 20-32 and Item 8. Financial Statements and Supplementary Data pages 70-129
207-1 (a)	Approach to tax	See 2020 Annual Report, 10-K: Item 8 Financial Statements and Supplementary Data pages 107-111, Note 14
207-2 (a, b)	Tax governance, control, and risk management	See 2020 Annual Report, 10-K: Item 8 Financial Statements and Supplementary Data pages 107-111, Note 14 See Our Commitment to Ethics and Compliance on pages 113-116 of our 2021 ESG Report

DISCLOSURE NUMBER	DISCLOSURE TITLE	QUAD'S RESPONSE
GRI 302: ENERGY 2016		
103-1	Explanation of the material topic and its Boundary	See Regenerative Initiatives on pages 37-41 and Energy and Emissions on pages 42-45 of our 2021 ESG Report
103-2	The management approach and its components	See Regenerative Initiatives on pages 37-41 and Energy and Emissions on pages 42-45 of our 2021 ESG Report
103-3	Evaluation of the management approach	See Regenerative Initiatives on pages 37-41 and Energy and Emissions on pages 42-45 of our 2021 ESG Report
302-1 (a,c(i),e.)	Energy consumption within the organization	In calendar year 2020, based on data provided by our utility providers, Quad consumed approximately: <ul style="list-style-type: none"> - Natural Gas 3.0 billion MJ (831.8 million kWh) (28.4 million therms) - Propane 217.1 million MJ (2.2 million gallons) - Electricity 2.8 billion MJ (769.0 million kWh) - Natural gas, propane and electricity combined 6.0 billion MJ (1.7 billion kWh) Diesel is not included in the above data.
302-3 (a)	Energy intensity	For calendar year 2020, Quad's energy intensity for manufacturing was .001765kWh per piece produced
302-4 (a)	Reduction of energy consumption	Comprehensive roll up of energy reduction is not currently available. In calendar 2020, based on data provided by our utility providers, reductions identified for Wisconsin and New York locations total approximately 11.0 million kWh and 0.2 million therms
GRI 303: WATER AND EFFLUENTS 2018		
103-1	Explanation of the material topic and its Boundary	See Water on pages 46-47 of our 2021 ESG Report
103-2	The management approach and its components	See Water on pages 46-47 of our 2021 ESG Report
103-3	Evaluation of the management approach	See Water on pages 46-47 of our 2021 ESG Report
303-1 (b,c)	Interactions with water as a shared resource	See Water on pages 46-47 of our 2021 ESG Report
303-3 (a(ii,v))	Water withdrawal	In calendar year 2020, based on data provided by our utility providers, Quad's total groundwater withdrawal from U.S. print-production facilities was approximately 209.8 million liters (55.4 million gallons) and total third-party water withdrawal was approximately 786.4 million liters (207.7 million gallons)
303-4 (a(iv))	Water discharge	In calendar year 2020, based on data provided by our utility providers, Quad's water discharge from U.S. print-production facilities was approximately 411 million liters (108 million gallons) sent to our municipality
303-5 (a)	Water consumption	In calendar year 2020, based on data provided by our utility providers, Quad's water consumption from U.S. print-production facilities was approximately 996 million liters (263 million gallons)
GRI 305: EMISSIONS 2016		
103-1	Explanation of the material topic and its Boundary	See Regenerative Initiatives on pages 37-41 and Energy and Emissions on pages 42-45 of our 2021 ESG Report
103-2	The management approach and its components	See Regenerative Initiatives on pages 37-41 and Energy and Emissions on pages 42-45 of our 2021 ESG Report
103-3	Evaluation of the management approach	See Regenerative Initiatives on pages 37-41 and Energy and Emissions on pages 42-45 of our 2021 ESG Report

DISCLOSURE NUMBER	DISCLOSURE TITLE	QUAD'S RESPONSE
305-1 (a,b,d,e,f,g)	Direct (Scope 1) GHG emissions	See Energy and Emissions on pages 42-45 of our ESG Report. When we look at emissions intensity, gasses measured include CO ₂ , CH ₄ , N ₂ O, HFC, PFC. The base year for our calculations is 2019. For our consolidation approach to emissions we use operational control
305-2 (a,c,d,e,f,g)	Energy indirect (Scope 2) GHG emissions	See our response to Disclosure 305-1
305-4	GHG emissions intensity	See our response to Disclosure 305-1
305-6	Emissions of ozone-depleting substances (ODS)	Quad does not produce, import or export ODS
GRI 306: WASTE 2020		
103-1	Explanation of the material topic and its Boundary	See Regenerative Initiatives on pages 37-41 and Responsible Materials on pages 33-36 of our 2021 ESG Report
103-2	The management approach and its components	See Regenerative Initiatives on pages 37-41 and Responsible Materials on pages 33-36 of our 2021 ESG Report
103-3	Evaluation of the management approach	See Regenerative Initiatives on pages 37-41 and Responsible Materials on pages 33-36 of our 2021 ESG Report
306-2 (a)	Management of significant waste-related impacts	See Regenerative Initiatives on pages 37-41 and Responsible Materials on pages 33-36 of our 2021 ESG Report
GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT 2016		
103-1	Explanation of the material topic and its Boundary	See Supplier Code of Conduct, Carry Out Operations with Care for the Environment and Comply with All Applicable Environmental Laws and Regulations #13 See Our Commitment to Responsible Materials on pages 33-35 of our 2021 ESG Report
103-2	The management approach and its components	See Supplier Code of Conduct, Carry Out Operations with Care for the Environment and Comply with All Applicable Environmental Laws and Regulations #13 See Our Commitment to Responsible Materials on pages 33-35 of our 2021 ESG Report
103-3	Evaluation of the management approach	See Supplier Code of Conduct, Carry Out Operations with Care for the Environment and Comply with All Applicable Environmental Laws and Regulations #13 See Our Commitment to Responsible Materials on pages 33-35 of our 2021 ESG Report
308-1	New suppliers that were screened using environmental criteria	See Supplier Code of Conduct, Carry Out Operations with Care for the Environment and Comply with All Applicable Environmental Laws and Regulations #13 See Our Commitment to Responsible Materials on pages 33-35 of our 2021 ESG Report
GRI 401: EMPLOYMENT 2016		
103-1	Explanation of the material topic and its Boundary	See 2020 Annual Report, 10-K: Human Capital Management pages 12-15 See Our Commitment to Attracting, Developing and Retaining People on pages 69-86 and Our Commitment to Holistic Wellness on pages 93-99 of our 2021 ESG Report
103-2	The management approach and its components	See 2020 Annual Report, 10-K: Human Capital Management pages 12-15 See Our Commitment to Attracting, Developing and Retaining People on pages 69-86 and Our Commitment to Holistic Wellness on pages 93-99 of our 2021 ESG Report
103-3	Evaluation of the management approach	See 2020 Annual Report, 10-K: Human Capital Management pages 12-15 See Our Commitment to Attracting, Developing and Retaining People on pages 69-86 and Our Commitment to Holistic Wellness on pages 93-99 of our 2021 ESG Report

DISCLOSURE NUMBER	DISCLOSURE TITLE	QUAD'S RESPONSE
401-1	New employee hires and employee turnover	See Our Commitment to Attracting, Developing and Retaining People on pages 69-86 of our 2021 ESG Report. In addition, for U.S. employees who started at Quad between October 1, 2019 and September 30, 2020, 28% of employees under the age of 30 reached one year of service, 37% of employees between the ages of 30 and 50 reached one year of service, and 43% of employees over the age of 50 reached one year of service
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	We offer healthcare coverage to both our full- and part-time U.S. employees. Full-time employees have a Core plan option for healthcare coverage in addition to the HDHP option available to both full- and part-time employees. Part-time employees are also not eligible for basic life insurance and short-term disability benefits

GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2016

103-1	Explanation of the material topic and its Boundary	See Our Commitment to Safety on pages 87-91 of our 2021 ESG Report
103-2	The management approach and its components	See Our Commitment to Safety on pages 87-91 of our 2021 ESG Report
103-3	Evaluation of the management approach	See Our Commitment to Safety on pages 87-91 of our 2021 ESG Report
403-1	Occupational health and safety management system	See Our Commitment to Safety on pages 87-91 of our 2021 ESG Report
403-2	Hazard identification, risk assessment, and incident investigation	See Our Commitment to Safety on pages 87-91 and Our Commitment to Ethics and Compliance on pages 113-117 of our 2021 ESG Report
403-3	Occupational health services	See Our Commitment to Safety on pages 87-91 of our 2021 ESG Report
403-4(a)	Worker participation, consultation, and communication on occupational health and safety	See Our Commitment to Safety on pages 87-91 of our 2021 ESG Report
403-5	Worker training on occupational health and safety	See Our Commitment to Safety on pages 87-91 of our 2021 ESG Report
403-6	Promotion of worker health	See Our Commitment to Holistic Wellness on pages 93-99 of our 2021 ESG Report.
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	See Our Commitment to Safety on pages 87-91 of our 2021 ESG Report
403-8	Workers covered by an occupational health and safety management system	See Our Commitment to Safety on pages 87-91 of our 2021 ESG Report
403-9	Work-related injuries	See Our Commitment to Safety on pages 87-91 of our 2021 ESG Report. In calendar 2020, Quad did not have any fatalities as a result of work-related injury. Our DART Rate was 1.28 and Incident Rate was 2.51. There were approximately 24.6 million hours worked with rates calculated based on 200,000 hours worked. The rates include both our employees and temporary workers

GRI 404: TRAINING AND EDUCATION 2016

103-1	Explanation of the material topic and its Boundary	See Our Commitment to Attracting, Developing and Retaining People on pages 69-86 of our 2021 ESG Report
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DISCLOSURE NUMBER	DISCLOSURE TITLE	QUAD'S RESPONSE
103-2	The management approach and its components	See Our Commitment to Attracting, Developing and Retaining People on pages 69-86 of our 2021 ESG Report
103-3	Evaluation of the management approach	See Our Commitment to Attracting, Developing and Retaining People on pages 69-86 of our 2021 ESG Report
404-1	Average hours of training per year per employee	Quad employees complete approximately two hours of training each year on our Code of Conduct and other compliance topics. See Our Commitment to Ethics and Compliance on pages 113-117 of our 2021 ESG report. Employees receive training during the year on additional topics, such as training on safety, diversity, equity and inclusion, continuous improvement and leadership development
404-2(a)	Programs for upgrading employee skills and transition assistance programs	See Our Commitment to Attracting, Developing and Retaining People on pages 69-86 of our 2021 ESG Report
404-3	Percentage of employees receiving regular performance and career development reviews	See Our Commitment to Attracting, Developing and Retaining People on pages 69-86 of our 2021 ESG Report
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016		
103-1	Explanation of the material topic and its Boundary	See Our Commitment to Diversity Equity and Inclusion on pages 60-68 of our 2021 ESG Report
103-2	The management approach and its components	See Our Commitment to Diversity Equity and Inclusion on pages 60-68 of our 2021 ESG Report
103-3	Evaluation of the management approach	See Our Commitment to Diversity Equity and Inclusion on pages 60-68 of our 2021 ESG Report
405-1	Diversity of governance bodies and employees	See Our Commitment to Diversity Equity and Inclusion on pages 60-68 of our 2021 ESG Report. In addition, as of September 30, 2021, 15% of our U.S. employees are under the age of 30, 45% are between the ages of 30 and 50, and 40% are over the age of 50. As of that date, 1% of our Management team is under the age of 30, 42% are between the ages of 30 and 50, and 57% are over the age of 50
GRI 407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING 2016		
103-1	Explanation of the material topic and its Boundary	See Code of Conduct, Compliance with Law page 13 See Supplier Code of Conduct, Respect Employees' Right to Freedom of Association and Collective Bargaining, Consistent with Local Laws #11
103-2	The management approach and its components	See Code of Conduct, Compliance with Law page 13 See Supplier Code of Conduct, Respect Employees' Right to Freedom of Association and Collective Bargaining, Consistent with Local Laws #11
103-3	Evaluation of the management approach	See Code of Conduct, Compliance with Law page 13 See Supplier Code of Conduct, Respect Employees' Right to Freedom of Association and Collective Bargaining, Consistent with Local Laws #11
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Quad respects employees and workers right to freedom of association, including choosing to join or refrain from joining associations and worker organizations for collective bargaining. We require our vendors to respect this right as well through our Supplier Code of Conduct . We are not aware of operations or suppliers where this right may be at risk

DISCLOSURE NUMBER	DISCLOSURE TITLE	QUAD'S RESPONSE
GRI 408: CHILD LABOR 2016		
103-1	Explanation of the material topic and its Boundary	See Code of Conduct, Discrimination / Compulsory Labor / Harassment page 31 See Supplier Code of Conduct, Prohibit the Use of Child Labor #10
103-2	The management approach and its components	See Code of Conduct, Discrimination / Compulsory Labor / Harassment page 31 See Supplier Code of Conduct, Prohibit the Use of Child Labor #10
103-3	Evaluation of the management approach	See Code of Conduct, Discrimination / Compulsory Labor / Harassment page 31 See Supplier Code of Conduct, Prohibit the Use of Child Labor #10
408-1	Operations and suppliers at significant risk for incidents of child labor	We are not aware of operations or suppliers at significant risk for incidents of child labor.
GRI 409: FORCED OR COMPULSARY LABOR 2016		
103-1	Explanation of the material topic and its Boundary	See Code of Conduct, Discrimination / Compulsory Labor / Harassment page 31 See Supplier Code of Conduct, Prohibit All Forms of Forced or Compulsory Labor #9
103-2	The management approach and its components	See Code of Conduct, Discrimination / Compulsory Labor / Harassment page 31 See Supplier Code of Conduct, Prohibit All Forms of Forced or Compulsory Labor #9
103-3	Evaluation of the management approach	See Code of Conduct, Discrimination / Compulsory Labor / Harassment page 31 See Supplier Code of Conduct, Prohibit All Forms of Forced or Compulsory Labor #9
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	We are not aware of operations or suppliers at significant risk for incidents of forced or compulsory labor.
GRI 410: SECURITY PRACTICES 2016		
103-1	Explanation of the material topic and its Boundary	See Our Commitment to Diversity, Equity and Inclusion on pages 60-68 of our 2021 ESG Report.
103-2	The management approach and its components	See Our Commitment to Diversity, Equity and Inclusion on pages 60-68 of our 2021 ESG Report.
103-3	Evaluation of the management approach	See Our Commitment to Diversity, Equity and Inclusion on pages 60-68 of our 2021 ESG Report.
410-1(a)	Security personnel trained in human rights policies or procedures	See Our Commitment to Ethics and Compliance on pages 113-116 of our 2021 ESG report.
GRI 412: HUMAN RIGHTS ASSESMENT 2016		
103-1	Explanation of the material topic and its Boundary	See Our Commitment to Diversity, Equity and Inclusion on pages 60-68 and Our Commitment to Ethics and Compliance on pages 113-116 of our 2021 ESG Report.
103-2	The management approach and its components	See Our Commitment to Diversity, Equity and Inclusion on pages 60-68 and Our Commitment to Ethics and Compliance on pages 113-116 of our 2021 ESG Report.
103-3	Evaluation of the management approach	See Our Commitment to Diversity, Equity and Inclusion on pages 60-68 and Our Commitment to Ethics and Compliance on pages 113-116 of our 2021 ESG Report.

DISCLOSURE NUMBER	DISCLOSURE TITLE	QUAD'S RESPONSE
412-2	Employee training on human rights policies or procedures	Quad employees complete approximately two hours of training each year on our Code of Conduct and other compliance topics. See Our Commitment to Ethics and Compliance on pages 113-116 of our 2021 ESG report.
412-3(a)	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Quad requires suppliers in the U.S. to abide by our Supplier Code of Conduct
GRI 415: PUBLIC POLICY 2016		
103-1	Explanation of the material topic and its Boundary	See Code of Conduct, Charitable and Political Activities page 27 See Our Commitment to Ethics and Compliance on pages 113-116 of our 2021 ESG Report
103-2	The management approach and its components	See Code of Conduct, Charitable and Political Activities page 27 See Our Commitment to Ethics and Compliance on pages 113-116 of our 2021 ESG Report
103-3	Evaluation of the management approach	See Code of Conduct, Charitable and Political Activities page 27 See Our Commitment to Ethics and Compliance on pages 113-116 of our 2021 ESG Report
415-1	Political contributions	Quad did not make financial or in-kind political contributions in 2020.

