

# Environmental, Social and Governance Update 2023





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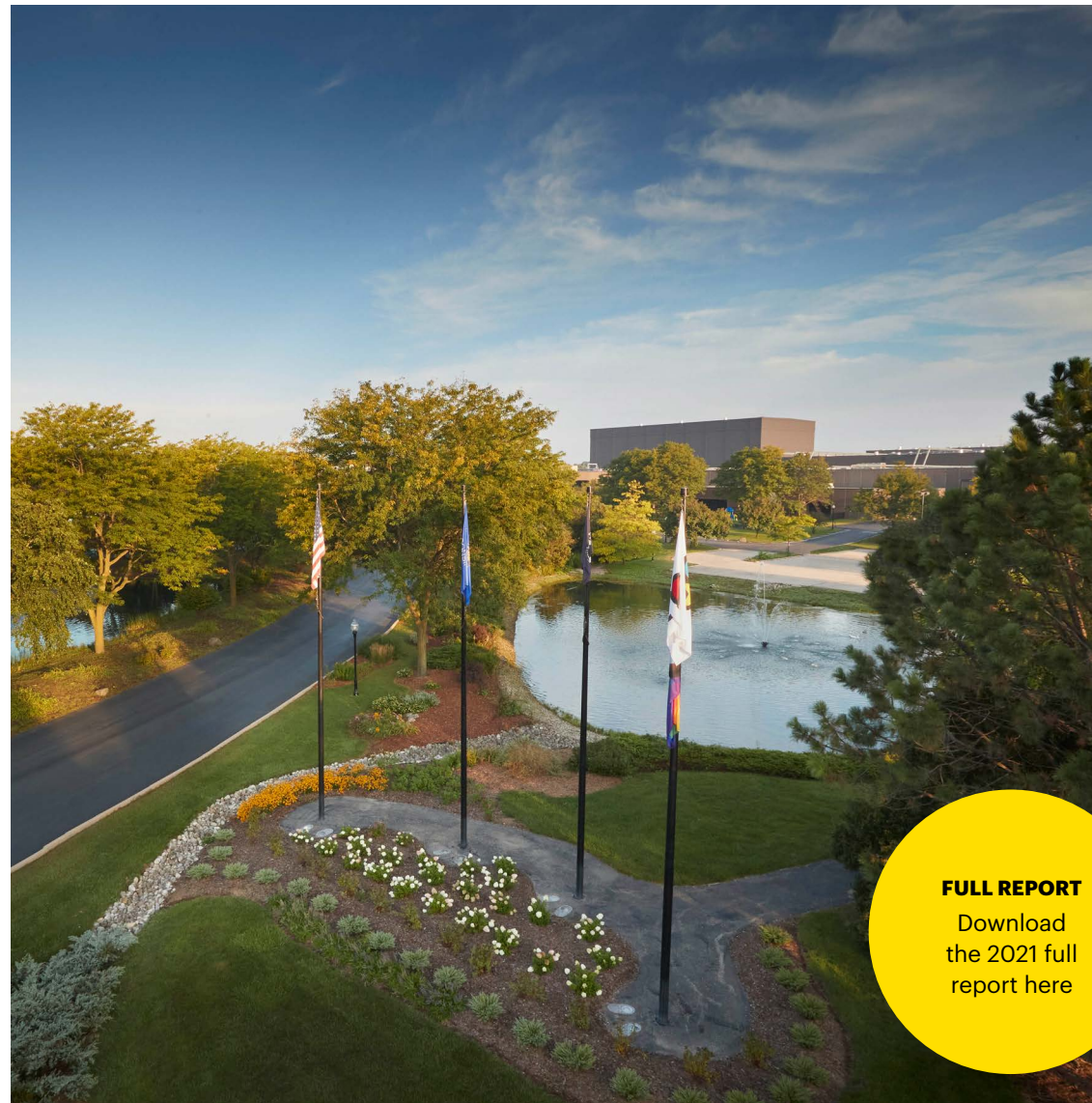
# What to expect in this update

This 2023 Environmental, Social and Governance (ESG) Update provides our yearly summary of the progress Quad has made toward meeting the ESG commitments set out in our 2021 inaugural report. This update fulfills Quad's pledge to report our performance annually against those published commitments, six of which are now completed.

Expanded content is available on the ESG section of our company website, where you can access prior-year reporting and find greater detail on our strategy, commitments and metrics.

As in our 2022 update, this 2023 update focuses primarily on Quad's U.S. operations, which represent 87% of Quad's 2022 revenue. This update is newly inclusive of our packaging business, which no longer publishes a separate sustainability report.

We believe it is important to provide our currently available data. This is reflected in the periods we used to report our metrics. We report Environmental data on a calendar-year basis, and the data in this section reflects the 2022 calendar year. Beginning with this update, we're also reporting data for our Social section on a calendar-year basis, and the data in this section is as of Dec. 31, 2022 — or, when applicable, for the 2022 calendar year. In our update last year, the data in the Social section was as of June 30, 2022 — or, when applicable, for the period from July 1, 2021, to June 30, 2022. All data is from U.S. operations unless otherwise stated.



## 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 statement.

# A message from our Chief Executive Officer

**“Our desire to have a positive impact on the world around us runs deep.”**

—Joel Quadracci



On behalf of all Quad employees, I am pleased to share our 2023 ESG Update, which builds on the momentum of our 2021 ESG Report and our 2022 ESG Update. In 2022, we continued to build upon the previous year’s progress to create a better way for our people, our clients and the communities where we live and work. This 2023 update demonstrates where we continue to make strides and where we have opportunity to grow.

Our desire to have a positive impact on the world around us runs deep. Since Quad’s founding in 1971, we have prided ourselves on operating as a company with a soul, believing we can do good in the world while also doing well as a business. Our longstanding focus on creating a better way informs how we operate in all areas, inspiring creative and strategic approaches to how we address environmental, social and

governance (ESG) matters and act as a good corporate citizen.

Our ESG work is important not only because it is the right thing to do, but because it’s also a business imperative — and key to our long-term success as a marketing experience (MX) company.

I am proud of the work we have done thus far as a company and team to drive positive change in our business and in our world. I understand, however, that this work is a journey — and that we will always be learning and improving as we continue to create a better way forward for our people, clients, communities and world.

—Joel Quadracci,  
Chairman, President & CEO



# A message from our SVP, Corporate Responsibility



Creating a “better way” is a sentiment that has been foundational to Quad. For more than 50 years, it has guided our values and our commitment to continuous improvement as we strive to be a good corporate citizen. It is because of this sentiment that we continue to challenge ourselves year over year to drive progress toward meeting our ESG commitments.

We believe ESG is a value-creation framework. More than just being the right thing to do, it is a means of developing profitable solutions to the various challenges facing our employees, our clients and the communities where we live and work.

Our ESG framework has an executive cross-functional steering committee that guides and oversees our strategic focus, forward-looking strategies and reporting metrics. This oversight fosters transparency and accountability,

helping drive progress toward achieving our ESG commitments. Together, we are working to minimize our impact on the environment, care for our employees and their families, create a more inclusive workplace, practice effective governance and support our communities.

As a marketing experience company, Quad understands the increasingly important role that ESG plays as we continue to enhance our offering, expand our investor base and attract the next generation of Quad employees.

A handwritten signature in black ink that reads "Maura Packham".

—Maura Packham,  
SVP, Corporate Responsibility

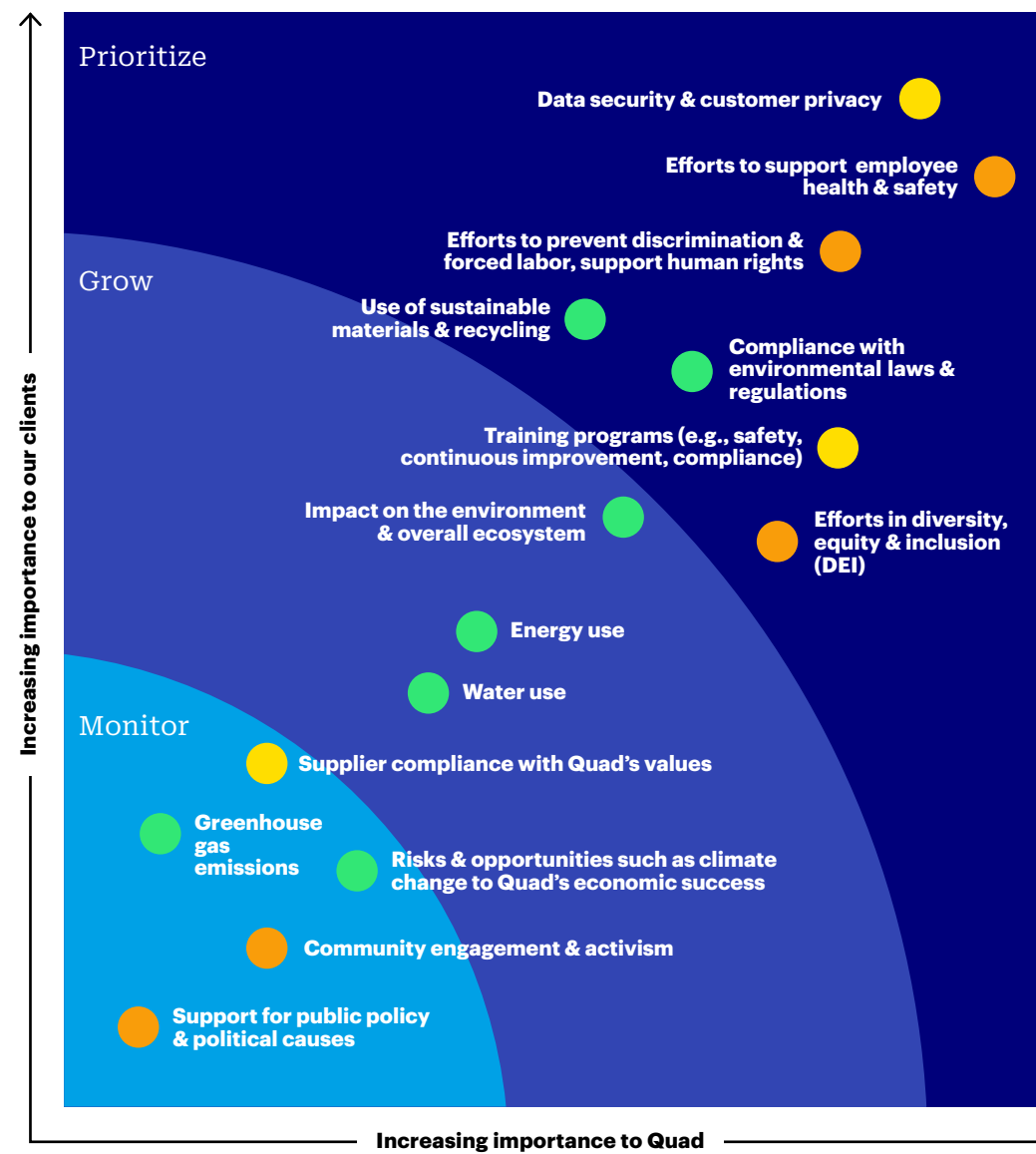


# Our materiality assessment

Quad's ESG strategy identifies areas of action and accountability that align with our values and accelerate our position as a marketing experience company.

In 2021, we tapped the collective intelligence of clients, employees and leaders to identify Quad's most critical ESG topics. We used our stakeholders' input to then rank their importance to the company's strategy as a marketing experience company. Using a hybrid of the United Nations Sustainable Development Goals (SDGs) and Global Reporting Initiative (GRI) standards, our assessment process identified 15 core materiality topics, which remain unchanged in 2023.

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



**ALIGNING WITH THIRD-PARTY RECOGNIZED FRAMEWORKS**

Quad joins organizations worldwide that align their ESG commitments with the SDGs and GRI. There is much we can accomplish together using these unifying frameworks. Throughout this 2023 update, we have cross-referenced content to these third-party standards, highlighting focus areas where we have the scale and ability to drive transformative change.

# 2023 Update highlights

- Clients
- Communities
- Employees



## Earth month

We celebrated the Earth all month in April with a campaign focused on educating employees on the importance of protecting the environment and the role they play in helping us achieve our commitments. Our Earth Month campaign included videos on recycling basics, plant clean-ups, a recycling quiz and more.

**JUMP TO PAGE 12**

## 5%

The increase in the average annual deferral rate among eligible Quad U.S. employees who participated in our tax-deferred 401(k) retirement savings plan, as of Dec. 31, 2022.

**JUMP TO PAGE 28**

## Promoting holistic well-being

We continued to improve employees and their families' access to holistic health and well-being resources in 2022 in partnership with QuadMed, our health and wellness subsidiary. QuadMed, founded 30 years ago, provides Quad employees and their families with high-quality, convenient care at a low cost. Through the launch of our new 24/7 Emotional Support Connection nationwide, Quad employees can engage in virtual or in-person counseling with licensed QuadMed therapists typically at no cost. Building on this is QuadMed Everywhere, which currently connects employees in 28 states with a primary care provider (PCP) virtually, at no cost, with the goal of being live in all 50 states by the end of 2023.

**JUMP TO PAGE 30**

## 30%

The percentage by which Quad increased its annual spend with diverse suppliers in 2022.

**JUMP TO PAGE 20**



## Melvina Park

Building upon our efforts to deepen our connections with and invest in the local communities where we live and work, Quad committed \$500,000 to assist in the redevelopment of Melvina Park in Milwaukee's Century City Triangle neighborhood. The project, which kicked off in 2023, will help expand the park from one to nearly four acres. The redesign will include added amenities such as a basketball court, multi-purpose athletic field, an event space, dog park and nature-based play opportunities, as well as a storm water management system.

**JUMP TO PAGE 32**

## 98.2%

The percentage of industrial wastepaper and other solid waste across our U.S. facilities that was recycled in 2022. Informed by an audit of Quad's Sussex facility, we launched efforts to improve how we label waste and recycling containers, as well as those for oil- and ink-soaked materials. New signage, in both English and Spanish, and education on recycling basics are making it easier for employees to know which items go where.

**JUMP TO PAGE 11**

## Improving safety through prevention

A significant reduction in serious injuries led to a decrease in workers' compensation costs in 2022 — a sign of Quad's ongoing commitment to employee safety, which included expanding access to industrial athletic trainers (IATs). Our staff IATs engaged in preventive measures with employees and encouraged early reporting, helping foster a culture of safety at Quad.

**JUMP TO PAGE 29**



## 1,600+

The number of Quad employees, as of mid-year 2023, participating in our business resource group (BRG) program. As part of our commitment to develop our BRGs, Quad hired an Inclusion and BRG Program Manager in 2022. Our new Program Manager has helped put into place the infrastructure necessary to ensure the advancement of our BRGs, including the development of critical resources, the allocation of budgets for each BRG to help drive achievement toward their goals and a special bonus program to recognize BRG leaders who do.

**JUMP TO PAGE 22**

## 3%

The decrease in carbon emissions intensity produced by Quad for pages printed in the U.S. in 2022.

**JUMP TO PAGE 13**

## Driving sustainability innovation

Sustainable innovation efforts by Quad In-Store, Quad Packaging and Quad Studios are minimizing our impact on the environment. Innovations in materials and design helped drive progress toward goals for Quad and our clients in 2022, while a culture of accountability spurred continuous improvement and a sense of pride among employees.

**JUMP TO PAGE 14**

## Creating a more inclusive culture

Pulling together a diverse team to review and update our Employee Guidelines document, we were able to achieve our commitment to review our practices through a DEI lens. The effort included updates to language to be more inclusive. Quad also developed "How to Be an Ally" learning sessions that provide insights to help foster equity and inclusion in the workplace. Topics range from microaggressions to overcoming biases, with sessions adapted for both salaried and hourly employees.

**JUMP TO PAGE 21**



## Quad MKE

Opened in fall 2022, our Milwaukee recruiting and training hub Quad MKE is addressing the barriers to family-sustaining careers as part of our commitment to improving representation. From the day it opened through the first half of 2023, Quad MKE has provided nearly 1,000 shuttle rides and more than 1,200 meals to employees from Milwaukee's Century City.

**JUMP TO PAGE 25**

## Ensuring trust and transparency

Building on our efforts to ensure transparency and trust in our reporting processes, Quad's Compliance team updated our annual Code of Conduct training to improve understanding around how employees can make a report and the steps Quad takes to maintain their anonymity. Compliance also held its first Investigators Summit, which brought together leaders from 11 business areas to build partnerships and processes to improve the identification and resolution of compliance and other matters. This group continues to meet monthly to promote transparency and trust in our reporting and investigation processes and to collaborate across groups.

**JUMP TO PAGE 38**

**ESG AT QUAD**  
Click here for a full list of our ESG Commitments



**Environmental**



# Our commitment to the environment



Quad's commitment to the environment has been at the center of what we do for more than 50 years.

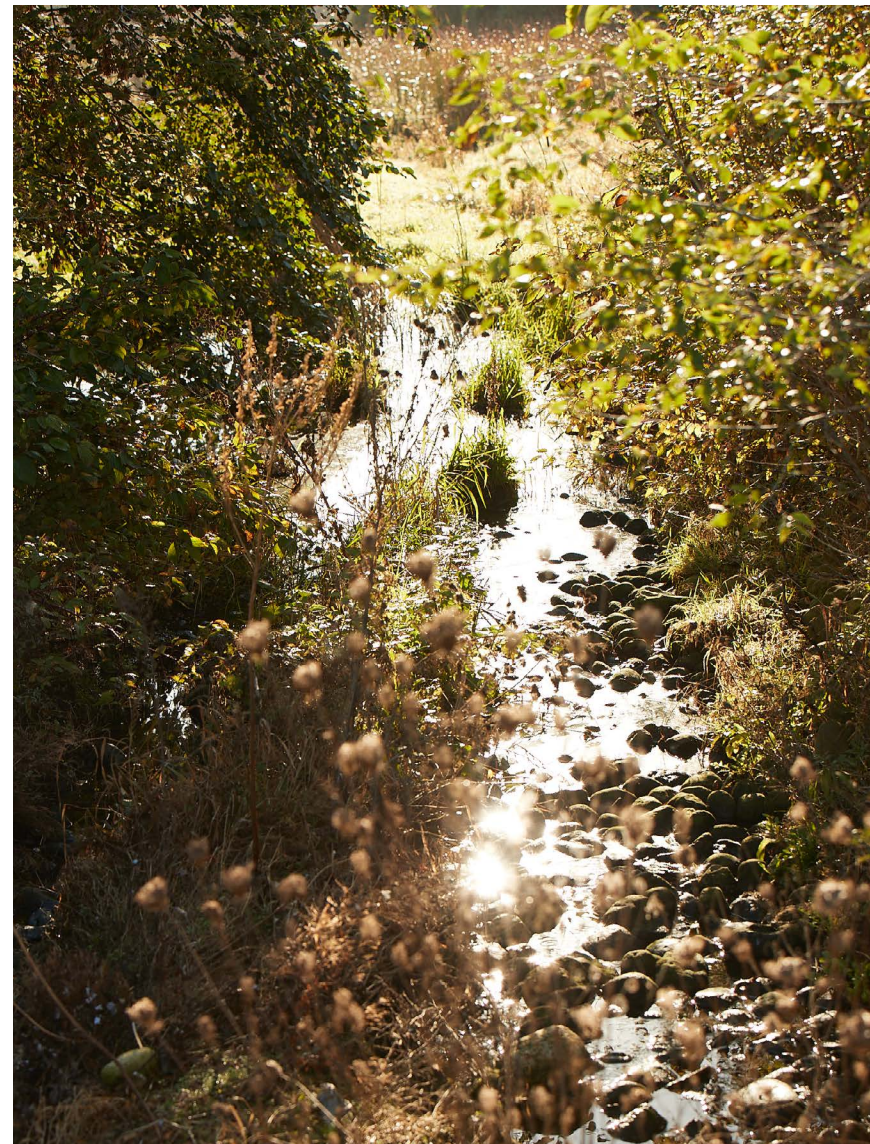
Our belief that sustainability and profitability go hand in hand informs all of our efforts, as we strive to help our clients, our employees and our communities thrive. We continue to show that what is good for the environment is good for business. Never settling for "good enough," we remain committed to finding new ways to conserve raw materials, reduce waste and refuse, reuse, recycle and responsibly source materials to minimize our environmental impact.

Going forward, we will continue doing what we know is right; that is to seek and test new and better ways of supporting our clients and their environmental goals, as well as improve the health and safety of our employees and the world around us.

**“Our belief that sustainability and profitability go hand in hand informs all of our efforts.”**

*natalie J Hahlen*

—Natalie Hahlen  
Executive Director of Environmental Health & Safety



## Quad's approach to protecting the environment

At Quad, we know that our efforts to have a positive impact on the environment have a ripple effect on our employees, our stakeholders, our communities and our world. We also understand that this is a journey, and even as we faced challenges in 2022 in some areas we continued to advance in others, including carbon emissions. Our efforts to minimize our impact on the environment — and to maximize our ability to create a better way for all of our stakeholders — contributes to our success as a marketing experience company. We are proud of our ongoing commitment to sustainability and the environment, and we continue to innovate and hold ourselves accountable to drive meaningful progress.

### OUR SDG COMMITMENTS



**Responsible Consumption and Production**



**Life on Land**

# Responsible materials

**79%**

of the paper purchased by Quad for client work is third-party certified.



## Quad's approach to responsible forestry with verified chain of custody

At Quad, we prioritize the protection and renewal of forests by partnering with those who do the same and by offering sustainably sourced printed products and packaging. And we prioritize the use of certified forest products that follow strict chain-of-custody standards and support regenerative practices to sustain forests for years to come.

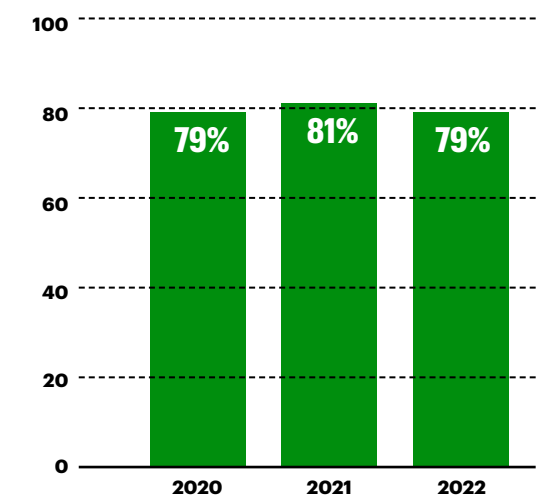


### OUR COMMITMENT TO

## 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.

### Quad's certified paper purchases



# Regenerative initiatives: refuse, reduce, reuse and recycle

## Quad's approach to building resiliency through regenerative initiatives

Reducing our environmental impact means finding ways to refuse, reduce, reuse and recycle. Over the years, Quad has continued to explore ways of doing all four, knowing that our efforts are a win-win for the environment and our business.

**98.2%**  
of industrial wastepaper and other solid waste across our U.S. facilities was recycled in 2022.

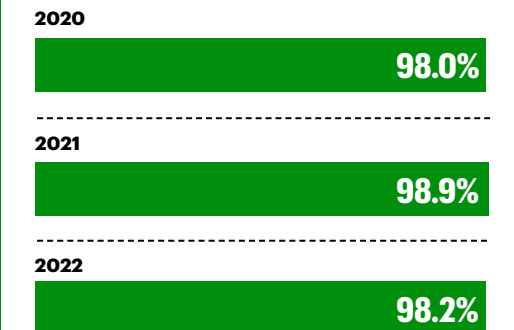


OUR COMMITMENT TO

## INCREASE OUR RECYCLING RATE

Quad commits to increase 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.

### Quad recycling rate



Spotlight story

# Recycling deep dive: how evaluating our effectiveness is driving our success

To assess our recycling and waste programs, we dove deep in 2022 — into dumpsters and trash bins — to answer the question, “Are we putting things where they should go?” Building upon our 2021 efforts, we conducted an audit of our Sussex, Wisconsin, facility to evaluate our progress toward achieving our commitments and create improvements that can be easily replicated across all facilities.

When a November dumpster dive revealed misplaced materials, we launched an initiative to improve how we label waste and recycling containers. We developed improved signage — in both English and Spanish — and provided additional education to employees on recycling basics. We hung examples of the banding and other products that are supposed to go in each bin to make it easier for all employees to understand what goes where and to make sure we are

recycling everything we can. The Sussex Manufacturing Leadership Team even implemented weekly recycling audits to ensure we remain diligent in our recycling efforts.

“We’re taking a phased approach,” says Natalie Hahlen, Executive Director of Environmental Health & Safety. “The plan is to pilot it in Sussex this year, get feedback from employees, see if there are any gaps and then roll out the program to the other locations.”

Designed to keep materials that are soaked with free-flowing ink or oil out of landfills, Quad’s Ink & Oily Waste Debris Program (formerly the Waste-to-Energy Program) sends these materials to an incinerator, where they are used to generate electricity. However, a 2022 audit revealed the presence of both recyclable and solid waste materials in

those designated containers, prompting a similar effort to educate and guide employees.

“We created new signage educating all employees in the press room of what should actually go into those boxes,” says Hahlen, adding that the overall goal is to continue to reduce the tonnage being disposed of every year by Quad while increasing the amount of paper and cardboard being recycled instead.



## Celebrating Earth Month through education

In April 2023, Quad educated employees on the importance of protecting the environment with content and activities designed to celebrate Earth Month and drive progress on our commitments. This included inspiring, educational emails from Executive Director of Environmental Health & Safety Natalie Hahlen demonstrating our progress toward achieving our recycling commitment and the business case for it, as well as videos covering recycling basics and a recycling quiz to help aid in employees’ learning.

# Energy and emissions

## Quad's approach to pursuing actionable strategies to reduce greenhouse gasses

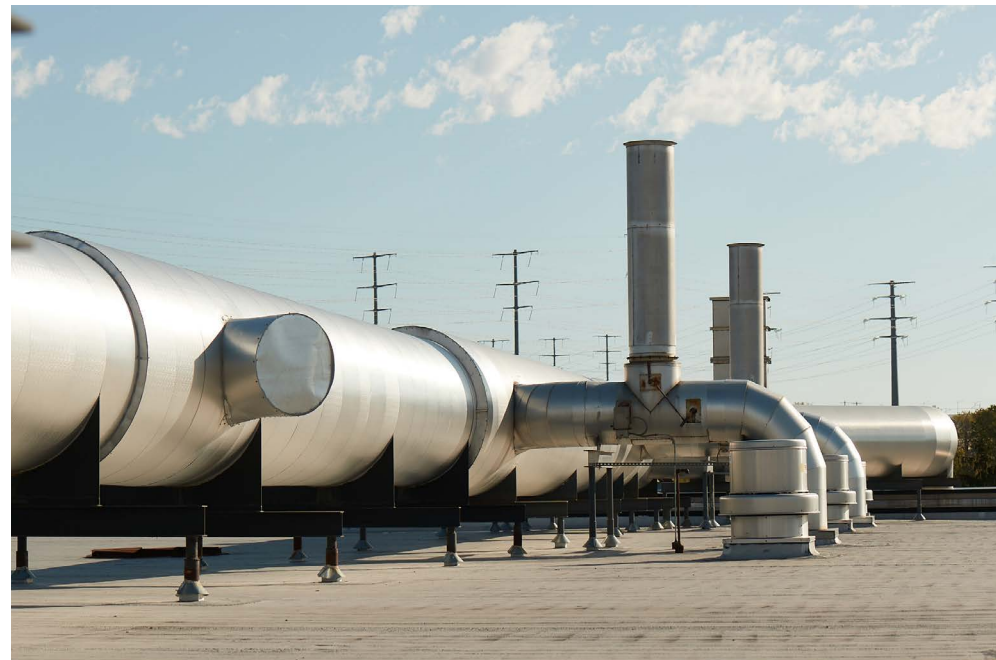
At Quad, we are using energy management systems to help us make better, more informed decisions to address carbon emissions while reducing risks to our business. This includes exploring renewable energy alternatives and diligently striving to improve efficiency.



OUR COMMITMENT TO

## REDUCE CARBON EMISSIONS INTENSITY

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

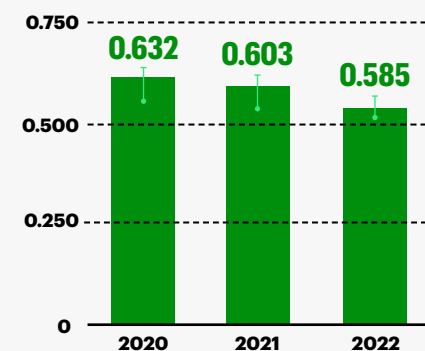


### Quad's carbon emissions intensity

Our Scope 1 and Scope 2 carbon dioxide equivalent emissions are 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. Quad's carbon footprint metrics have been verified by an independent third party.

### Quad carbon intensity



**0.585**

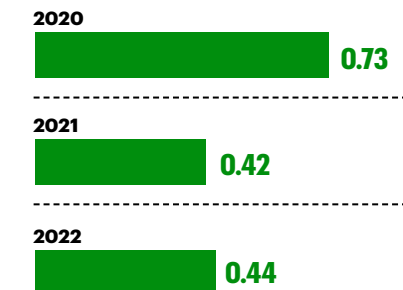
metric tons of carbon dioxide equivalent (CO<sub>2</sub>e) emissions per 1 million pages printed was produced in the U.S. in 2022 — a year-over-year intensity decrease of 3%.

## Hazardous waste

# Quad's approach to sound management of hazardous waste

By implementing comprehensive chemical and hazardous waste management practices, Quad responsibly works to find ways to reduce its use of hazardous materials.

### Quad's hazardous waste output



OUR COMMITMENT TO

## REDUCE HAZARDOUS WASTE

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

**0.44 lbs**

of Resource Conservation and Recovery Act (RCRA) federally regulated hazardous waste was generated per 1 million pages printed in 2022.

# Quad In-Store: how small design changes are driving value for clients



New In-Store LAMà Band

Quad In-Store’s adoption of sustainability as a strategic priority in 2022 has spurred solid results in a short amount of time. The In-Store team, led by Tom Solomon, Director of Structural Design & Innovation, has been taking a creative, proactive approach to developing innovative solutions for our In-Store clients and Quad at large.

By exploring the use of sustainable materials, as well as experimenting with more efficient designs, In-Store is minimizing waste, increasing recycling, reducing our carbon footprint and discovering new cost savings. Working directly with clients to meet their

**“We’re saving 13 trees every time we run the campaign — 156 trees annually, which amounts to 9.28 tons of actual paper saved annually — just by looking at this a little differently.”**

needs, the team developed several groundbreaking solutions in 2022.

For one client, an international beauty retailer, In-Store proposed an update to the client’s U.S. window signage program that ultimately reduced the total amount of corrugated material used by more than 50%. “We’re saving 13 trees every time we run the campaign — 156 trees annually, which amounts to 9.28 tons of actual paper saved annually — just by looking at this a little differently,” says Solomon. Going one step further, In-Store also found a way to remove the poly bags used to separate different parts in the retailer’s front-of-store table and tower display kits. This has resulted in the elimination of 311,000 poly bags annually.

Through our work with the retailer, In-Store has demonstrated the cost savings that can come from adopting environmentally friendly solutions. “In this case, we’re

doing a complete reduction and avoidance of material, which results in a cost-savings solution,” Solomon says. “The client loves to hear that, too.”

In 2022, Quad In-Store also worked with a national grocery store chain to improve the sustainability of its gift card displays. In the past, the displays have been held together at the base with six plastic clips. As 2,750 old displays were retired and new ones brought in, Solomon and his team replaced the clips with a corrugated “wing tab,” made of the same material as the display, that locks into the bottom base and holds the display secure, effectively eliminating the use of 16,500 plastic clips for each production run.

In-Store is also using cutting-edge visualization technology to create sustainable solutions for clients. A national retailer came to Quad in 2022 for help in achieving its goal of reducing its use of plastic.

Using special software, the In-Store team was able to build a virtual environment for the retailer’s annual in-store holiday promotion, mimicking the store-walk experience. This allowed stakeholders to conduct an experiential creative review of the displays and signage while eliminating the need for the usual physical walk-through, which required a large amount of material for one-time use — including plastic — and created emissions from shipping.

With a mindset of redesign, reduce and reuse, In-Store is developing solutions that are leading to a more proactive approach across the board. “We’re starting to build the template that we can now use for other clients,” Solomon says.

In-Store’s solutions also include efforts to rethink how Quad packages and ships LAMà displays — store signage and other presentation materials that are cleverly designed to

nearly eliminate assembly at retail. Previously packaged together in a poly bag with a single-page instruction sheet, Quad’s LAMà displays are now held together with a band made from the same material as the display itself, and the band comes with setup instructions printed directly to it. “In essence, we’ve removed 330,000 poly bags along with 330,000 paper instruction sheets,” Solomon says.

This spirit of innovation continues to drive Quad In-Store as sustainability has become ingrained in how the team approaches every project. Together, team members celebrate both the small and big wins that collectively contribute to creating a better way.

“The team is coming to me with a lot of these solutions,” says Solomon. “That is the part I’m most proud about. The fact that we can pull the team together to be creative about sustainability — it’s rewarding to be a part of that.”

## Quad’s approach to sustainable products

Quad’s commitment to developing sustainable products is centered on educating our employees and our communities on the importance of protecting our natural resources, innovating to reduce waste, as well as decreasing our carbon footprint, and tracking and measuring our efforts to ensure we are making progress. Quad In-Store, Quad Studios and Quad Packaging continue to innovate in sustainable design for the company as we strive to ensure a better way forward for all of our stakeholders.

# POINT KAIZEN: Quad Studios is discovering the power of small, quick improvements

A couple years into launching a dedicated sustainability program, Quad Studios is realizing the power of education and small steps for driving continuous improvement (CI). By taking a thoughtful and informed approach, our 17-site photo/video production group — located in cities ranging from Sussex, Wisconsin, and Mooresville, North Carolina, to Los Angeles and Hong Kong — has made adopting sustainable practices easier than ever, spurring some friendly competition in the process.

“We decided this was going to be a journey, not a destination,” says Fred Filak, Director of Agency, Studio & On-Site Operations at Quad. “We’re trying to build habits, making it really easy for people to continue to do these things — because sustainability is everyone’s responsibility.”

Across 2022, Quad Studios built upon its efforts to

provide education around sustainability to employees, contractors and clients in ways both structured (e.g., formal classes) and self-paced (newsletters and blogs). In line with Studios’ focus on CI, each site must complete one *point kaizen* (a strategic concept born of the Japanese word for “a quick change for the better”) per quarter that is focused on sustainability — specifically the four Rs (refuse, reduce, reuse, recycle).

One continuing source of pride for the Quad Studios group is the use of rechargeable batteries in photographic equipment, an initiative first launched in 2021 that helped keep thousands of single-use batteries out of landfills across 2022.

Through a virtual dashboard, each studio tracks and shares its progress with the other studios to inspire team members across the globe to learn from and motivate

each other, as well as hold each other accountable. “We want everyone to learn from each other and align,” Filak says. Metrics tracked include readership of Studios’ sustainability newsletter and the completion of quarterly *point kaizens* and monthly 6 S audits. This allows Filak to see where sites are excelling and where they’re falling short.

“I’m a big believer in making little improvements,” says Filak. “Don’t let ‘perfect’ get in the way. If you just keep making it better, little by little, you’ll look back a year from now and realize how far you’ve come. This has been a hallmark at Quad since our early days.”



**“I’m a big believer in making little improvements. Don’t let ‘perfect’ get in the way. If you just keep making it better, little by little, you’ll look back a year from now and realize how far you’ve come.”**

# Quad Packaging: inspiring sustainability

## Sustainability commitment

Sustainability is central to Quad Packaging. It informs our approach as we strive to make environmental improvements and develop innovative solutions that aid our business and that of our clients.

This 2023 update brings together Quad's overall sustainability initiatives with Quad Packaging's initiatives, which we had reported separately in previous years. In 2020, Quad Packaging identified specific goals to drive innovation and focus for our packaging team, and we provide our latest update on those metrics in this report.

### Carbon emissions intensity



**2.451**

In 2022, Quad Packaging produced 2.451 metric tons of carbon dioxide equivalent (CO2e) emissions per 1 million pieces printed — a 45% improvement over our baseline of 4.489 metric tons CO2e per million pieces, which is an average of the years 2018 through 2020.

Sound energy management and plant consolidation from the closure of our Leominster packaging plant contributed to our reduction in carbon emissions in 2022.

**Goal: By 2025, reduce emissions by 5% across our packaging platform.**

### Recycling



**95.7%**

In 2022, Quad Packaging recycled 95.7% of industrial wastepaper and other solid waste — an improvement of 0.4% over the prior year.

**Goal: By 2025, increase the recycling rate of industrial wastepaper and other solid waste to 99.5% across our packaging platform.**

### Water use



**3,121,869**

In 2022, Quad Packaging used 3,121,869 gallons of water — a 41% improvement over our baseline of 5,323,482 gallons, which is an average of the years 2018 through 2020.

Reductions in irrigation and humidity levels at our facilities, reverse osmosis system improvements and plant consolidation from the closure of our Leominster packaging plant contributed to our efforts to reduce water use in 2022.

**Goal: By 2025, reduce water use by 5% across our packaging platform.**

## Client education

Our efforts to make progress on sustainability are driven by our clients' needs and our desire to do good. Working with clients across the consumer packaged goods industry, we engage in research and provide actionable steps our clients can take to reduce, refuse, reuse and recycle while remaining true to their brand and connected to their customers.

### Spotlight story

## Quad Packaging helps companies map their way to sustainability success

Going beyond our annual Sustainability Symposium — where we bring together our clients to discuss their sustainability journeys and share insights — Quad Packaging is becoming a thought leader in sustainability consulting.

With insight into the challenges faced by our clients, we have been working to develop and assess innovative solutions to address the sustainability needs of marketers.

For instance, building on our partnership with a global pharmacy retailer, we have been gathering packaging data from its suppliers to assess the company's environmental impact and inform its sustainability goals. From that process came five sustainability goals that our client is working toward. Through a customized dashboard created by Quad, the company can see all of its SKUs and its environmental impact and gain insight into how the company is progressing toward its goals.



# Quad Packaging: educating our community

## Pine View partnership makes environmental education more accessible for Milwaukee-area students

Quad Packaging’s commitment to community education is largely encapsulated by our partnership with Pine View Wildlife Rehabilitation and Education Center in Fredonia, Wisconsin. Drawn together by common interests and values, we have been working together for 12 years to promote environmental literacy and stewardship among school-age children.

“Our efforts promote action-oriented activities for kids of all ages to become responsible citizens and aware of the causal relationships between these activities and their impact on this Earth,” says Pine View Executive Director Jeannie Lord.

The expansion of the partnership between Quad and Pine View has included a growing focus on DEI, with accessibility a top priority. “One part of our mission with these educational modules was to be more accessible, to reach more students, to reach more communities and to make the environment a bigger conversation,” says Pine View Educational Developer and Outreach Coordinator Zoe Lord.

With many students confined to their homes during the pandemic, Pine View began developing at-home learning modules — including one for each season — with activities and games designed to educate students on what’s in their own backyard. These “Trees Are Treasures” educational modules were created to be easy for caregivers to facilitate and are designed to meet students where they are — whether they live in cities, suburbs, or rural settings. Also, understanding that some students lack access to reliable internet, Quad Packaging designed and printed these take-home modules, which Pine View distributed.

“The intentionality of it was really important,” says Megan VanBlaricum, Educational Developer and Outreach Coordinator at Pine View. “We prioritized the needs of our students and what they have available to them.”

The first set of modules involves observation, investigation, critical thinking and communication skills to teach students about themselves and the environment, as well as their impact on it. These truly interdisciplinary kits, which



were road-tested by Quad’s Working Parents business resource group (BRG) members and their families, are now being distributed to Milwaukee-area libraries, Boys & Girls Clubs of America

and among rural communities. The next round of modules is in development and will take a broader view of the environment, with a focus on community.

## Education in the community

Educating the communities where we live and work on the basics and benefits of sustainability and stewardship is essential to our work to create a better way — knowing that what’s good for the environment is good for business. Understanding that together we can accomplish more, we strive to educate and empower others to be good stewards through our projects and partnerships.



**Social**

# Our commitment to social responsibility



**“At Quad, our values are at the center of our unique and welcoming culture, driving us to act with urgency and purpose to create a place where everyone can thrive.”**

Since Quad’s founding in 1971, taking care of our employees has been a priority. Our goal has been and remains creating a values-based workplace where talent is recognized, rewarded and developed — as well as cared for through health and wellness services — and where everyone feels a strong sense of belonging.

As part of that, we know that employee expectations are changing — and we are changing along with them to better align with employees’ needs and wants. This includes embracing forward-thinking policies and workplace practices.

At Quad, our values are at the center of our unique and welcoming culture, driving us to act with urgency embracing forward-thinking benefits, policies and workplace practices. Through our purposeful and targeted strategies, we are having a positive impact on our people, our business and our communities at-large.

*Robert Quadracci*

—Rob Quadracci,  
Chief Human Resources Officer



## Quad’s approach to supporting our employees and our communities

Taking care of our people and our communities means dedicating the time, energy and resources to contribute to their growth, success and well-being. Quad takes its responsibility to our employees and the communities in which we do business seriously, investing in programs, policies, practices and development efforts to ensure all feel safe, welcome, heard and supported inside and outside our walls.

### OUR SDG COMMITMENTS



**Good Health and Well-Being**



**Decent Work and Economic Growth**



**Reduced Inequalities**



**Peace, Justice and Strong Institutions**

# Building inclusion through intercultural competence, allyship and accountability

Quad continued to advance our DEI Learning Program, which includes a focus on allyship and expanding cultural awareness, through the Intercultural Development Inventory® (IDI). The IDI is designed to help leaders recognize commonalities and differences across cultures and adapt as appropriate.

After taking an IDI assessment, Quad leaders meet with an IDI-qualified administrator to uncover and discuss their results. Working together with their administrator, they create an Intercultural Development Plan to begin to individually assess and strengthen their skills.

Quad plans to re-engage leaders in the fourth quarter of 2023 to evaluate where they are on their journey. “Some of those cultural components can create barriers or advantages for a team,” says Kaitlin Vaughn, Senior Manager of DEI Development Programs. “So, this is something that’s really important for our leaders to continue to build on and flex as part of their leadership tool kit.”

At Quad, we understand that having a truly inclusive culture requires everyone’s involvement. That is why, in 2022, we completed our

commitment to include DEI competencies in performance reviews for employees. As part of this, employees are encouraged to commit to an inclusion goal, such as joining a business resource group (BRG) or attending learning sessions titled “How to Be an Ally.”

Developed in partnership with organizations the University of Wisconsin - Madison’s Center of Professional and Executive Development and Uplifting Impact, “How to Be an Ally” offers insights and implementation tools to help foster equity and inclusion in the workplace. This eight-hour, full-day session brings together cohorts of approximately 100 salaried employees — selected to reflect the diversity of Quad’s workforce and business units — to learn and engage with one another around topics including microaggressions, biases, creating equity within Quad’s community and more.

“Although the basic content in each class is the same, the dialogue and discussion continue to be very different in a beautiful way,” says Vaughn. “As unique experiences and cultural stories are shared, our employees are learning so much from one another throughout these cohort-style sessions.”

To ensure access for hourly employees, Quad worked with Uplifting Impact to convert this content into a series of nine videos, which are being released in three installments over the next year. The first installment was released in 2023 and can be accessed through the company’s internal Learn at Quad system.

“Given the different demands that our hourly employees face,” Vaughn says, “we have worked very closely with leaders to create this content in a different format so that it is easier for employees to view, digest and discuss.”

## Leading with intention

*We continue to create a more open, inclusive culture through DEI learning sessions, beginning with our leaders.*

**1,600+**

leaders participated in our People Leading People program, which is designed to help our managers and supervisors build skills for engaging and motivating employees and create a more positive, inclusive culture.

**1,500+**

leaders participated in “How to Be an Ally,” a program that offers insights and implementation tools to help foster equity and inclusion in the workplace.

**1,500+**

leaders completed the Intercultural Development Inventory®, which focuses on strengthening intercultural competencies.



## Quad’s approach to advancing DEI

At Quad, our ability to create a more inclusive environment drives business outcomes, including our success as a marketing experience company. Key to helping us achieve these goals are our DEI Task Force, DEI Learning Program and our commitment to supplier diversity, which guide us and deliver on our values and our strategic business goals.



OUR COMMITMENT TO

## INCREASING SUPPLIER DIVERSITY

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

**30%**

Increase in annual spend made with diverse suppliers in 2022 as compared to 2021.

Making good on our commitment:

# Reviewing and updating policies with an eye toward inclusion

In 2023, we achieved our commitment to review our policies and practices through the lens of DEI, contributing to Quad's efforts to create a more inclusive workplace. By pulling together a team with diverse social identities, including leaders from our BRGs, to oversee the review and update of our Employee Guidelines document, our goal was to ensure that employees of all backgrounds and perspectives are reflected in our policies and feel valued by the organization.

Members of the review team met weekly for 90 minutes to share feedback on language and policies. According to Senior Manager of DEI Development Programs Kaitlin Vaughn, "This effort is helping to create a space in which employees feel comfortable being open and honest while asking sensitive questions and engaging in dialogue with one another."

"We all are making comments related to the world views that we hold and the different demographic groups that we are a part of," she says. "It's creating beautiful dialogue, and everyone is learning from it."

The review team is also paving the way for the modernization of Quad policies. While part of this work involves considering policies and practices from the perspective of underrepresented groups, Vaughn believes these updates will ultimately make the employee experience better for everyone.

Quad will continue to follow this review process in the future, Vaughn notes. "We know language evolves, and we know the demographics in our communities continue to evolve," she says. "So, this cannot be one-and-done."



OUR COMMITMENT TO

## CREATE A MORE INCLUSIVE ENVIRONMENT

✓ COMPLETED

Through 2030, Quad commits to reviewing our policies and practices through the lens of DEI.

✓ COMPLETED

Through 2030, Quad commits to including DEI competencies in performance reviews for U.S. leaders.

# Business Resource Groups (BRGs)

With the growth in the BRG program, the addition of a new BRG, the hiring of our BRG Program Manager, the creation of our Special Bonus Program for BRG leadership and more, we are happy to say we have not only completed our commitment to supporting and measuring our success toward growing our BRGs but have also done so earlier than expected. We will continue to support our BRG program going forward, as it is critical to our efforts to create an inclusive environment at Quad.

## Quad's approach to advancing BRGs: investing in their growth

At Quad, we understand the importance of creating a company culture that is empathetic and attentive to the needs of our employees. Our BRGs are integral to this work, helping us not only create spaces where employees of shared backgrounds and interests can come together to support and uplift each other, but also drive progress toward Quad's strategic goals as a marketing experience company.



OUR COMMITMENT TO

## DEVELOP BRGs

**COMPLETED**

By 2025, Quad commits to measuring our success in supporting the growth and development of our business resource groups (BRGs) and their efforts to create a more inclusive environment.

**1,600**

The number of Quad employees who have engaged in our BRG program as of midyear 2023.

Spotlight story

# ‘Learning, growing and developing together’: BRGs help drive Quad’s strategic goals

By making an intentional investment in our BRGs over the last year, Quad has not only helped foster an inclusive workplace culture but has also contributed to key business drivers, particularly in the areas of recruitment, retention and engagement. The more than 1,600 employees who participated in Quad’s seven BRGs in 2022 enhanced our understanding of the needs and challenges faced by diverse groups — which is critical to our success as a marketing experience company.

With the hiring of Director of Social Responsibility Darneesha Figgs last year, we began putting in place the infrastructure necessary to ensure the longevity and advancement of our BRGs. Figgs oversees the BRG Advancement Program, which is an integral part of Quad’s DEI efforts. Quad’s BRGs engage in a range of educational and outreach

activities designed to build allyship, provide resources, celebrate differences and improve awareness of the challenges faced by the diverse groups they represent.

“We want people to have a place to go where they feel like they belong, where there are others who have affinity to them, where they have allies, where they’re learning, growing and developing together,” says Figgs. “But we also would like to see them take it up a notch and answer the question, ‘What can you bring back to our leadership team as opportunities for us to grow and stretch in the inclusion space?’”

To facilitate this journey, Figgs, in partnership with external DEI experts, has led the development of resources to help Quad employees learn more about and get involved in our BRGs. This has included a BRG resource page on the company intranet, with

playbooks that offer guidance to help BRGs collaborate with one another, build their membership and communicate with existing members. For those interested in creating a new BRG, the resource guides outline the steps and how the review process works — providing a clear path for employees to start a BRG.

Each BRG has a clearly defined budget allocated to them annually to engage with and provide content and events for BRG members as well as give back to the community. Additionally, Quad became a member of the Global ERG Network, a platform on which BRG leaders across different companies can connect with one another to exchange best practices, share ideas and access resources and research.

New in 2023, Figgs has led the development of an annual onboarding and training program for Quad executive sponsors and BRG leaders,

making it easier for new leaders to step in as needed.

Representatives from each BRG leadership team serve on Quad’s DEI Task Force, which informs and drives a company-wide DEI strategy. Over the last year, this has included the continued rollout of Quad’s DEI Action Agenda, which includes projects such as developing a mentorship program and reviewing our policies to help make them more inclusive. “They’re right in the thick of those conversations with us,” says Figgs. “They are there with us every step of the way, amplifying their voices to say, ‘These are things that matter to our community.’”

BRG leaders are also responsible for leading their teams in the development of goals, which are tied to Quad’s key business drivers. Action items such as “surveying employees across all locations to identify support needs

of parents and caregivers” contribute to Quad’s business drivers, such as “Fostering Engagement.”

“By connecting their goals to these business drivers, we are able to show BRG leaders how they’re making an impact here at Quad,” Figgs says.

To recognize the hard work and commitment demonstrated by BRG leaders, Quad implemented a special bonus program in 2022. Progress toward achieving BRG goals is measured through what is now an official process. Upon review and approval by an internal panel, leadership team members can receive a monetary bonus following each year for accomplishing designated goals.

This type of bonus program, Figgs says, makes Quad somewhat of an “anomaly” among corporate America and is something she

attributes to alignment at the highest levels. “If we want our BRGs to advance and grow, it definitely requires an investment,” she says. “Leadership’s dedication in this space makes it easier to move things forward and get things done for our BRGs.”

Efforts to work intersectionally across BRGs are a key focus as well, Figgs says, deepening the sense of allyship and belonging across the entire organization.

“We can’t have exclusion within inclusion,” says Figgs. “We each have our communities, and we are very passionate about that, but it takes all of us together to really make progress.”

**“We want people to have a place to go where they feel like they belong, ... where they have allies, where they’re learning, growing and developing together.”**



**Darneesha Figgs, Director of Social Responsibility (center) with Quad’s BRG leaders at Quad MKE**

# BRG highlights



## **Pride**

More than 55 Pride BRG members, Quad employees, family members and other allies participated in the Milwaukee Pride Parade on June 5, 2023. In addition to being a Gold Sponsor of the event for the second year in a row, Quad brought our Duplainville Transport show truck as a gesture of support for our Pride BRG and the LGBTQIA+ community more broadly.



## **U.N.I.T.E.**

In June 2023, U.N.I.T.E. BRG members and other Quad employees participated in Milwaukee's annual Juneteenth Celebration. Quad sponsored a large booth at the festival, where employee volunteers handed out more than 3,000 pieces of Juneteenth and Quad merchandise — including T-shirts, basketballs, tumblers and more — to the event's attendees. U.N.I.T.E. — which stands for Unifying, Networking, Inclusivity, Transparency and Elevating — is focused on propelling Black excellence and creating a space for professional development, community outreach and career advancement.



## **The Frontline**

Since 2021, our veteran BRG The Frontline has supported the installation of Veteran Honor Walls across Quad facilities to recognize Quad employees and their immediate family members who have served and continue to serve in the U.S. military. On June 22, 2023, employees at Quad's Sussex headquarters gathered for the unveiling of the latest, and ninth, Veteran Honor Wall. The ceremony included a bagpipe performance by a representative of St. John's Northwestern Military Academy, a color guard procession courtesy of the American Legion of Pewaukee and remarks by BRG members, including veteran and active-duty Quad employees.



## **Somos Uno**

Our BRG for Hispanic/Latinx employees, Somos Uno, seated its first official board in 2022. Led by Anay Rodriguez, Internal Audit Manager, the BRG has been working on the development of a targeted approach to engagement by creating and distributing a survey to its members and using the results to inform the group's activities moving forward. Somos Uno also organized an ice cream and churros fundraiser across the Hartford, Lomira and Sussex locations, raising funds for the nonprofit Casa Guadalupe, to empower low-income, native-born and Spanish-speaking Latino families.



## **Working Parents**

In partnership with the Village of Pewaukee Police Department, our Working Parents BRG collected more than 9,000 diapers and 15,000 wipes, among other baby essentials, as part of the 2022 Better Together Drive to help parents in local communities. The group also partnered with QuadMed to host a three-part series on mental health for parents and children. Sessions focused on the challenges children may face in school and the difficulties parents often face with their school-age children.



## **The Circle**

The Circle, our BRG supporting the advancement of women, focuses on helping our employees who are women build their careers. One such opportunity in 2022 included a virtual event with the Sales Leadership team in which five women sales leaders shared insights about their professional journeys. Also in 2022, the BRG hosted Direct Positive, an event where attendees watched a documentary about women leaders in Wisconsin and engaged in discussion. Additionally, the Circle hosts speed-networking events, where more than 30 women from across Quad facilities can connect virtually.



## **A.C.C.E.S.S.**

Our newest BRG, A.C.C.E.S.S., launched in the spring of 2023 to support and advocate for the needs of differently abled and neurodivergent employees and those experiencing chronic illness, as well as the caregivers and allies of these individuals. A.C.C.E.S.S. — which stands for focus on Abilities, overcome Challenges, include Caregivers, Engage the community, find and offer Support and strategize for workplace Success — donated funds to help build an inclusive playground at Lowell Elementary School in Waukesha and hosted a panel discussion on neurodivergence in October for members of that community and their caregivers.



# Attracting, developing and retaining people

## Quad's approach to building a workforce aligned to our strategy

At Quad, we know that our ability to recruit, retain, engage and develop top talent is directly tied to our success as a marketing experience company. To build upon our success and that of our employees, we continue to strengthen our culture, total rewards and career advancement opportunities — as well as our reputation as a world-class employer.



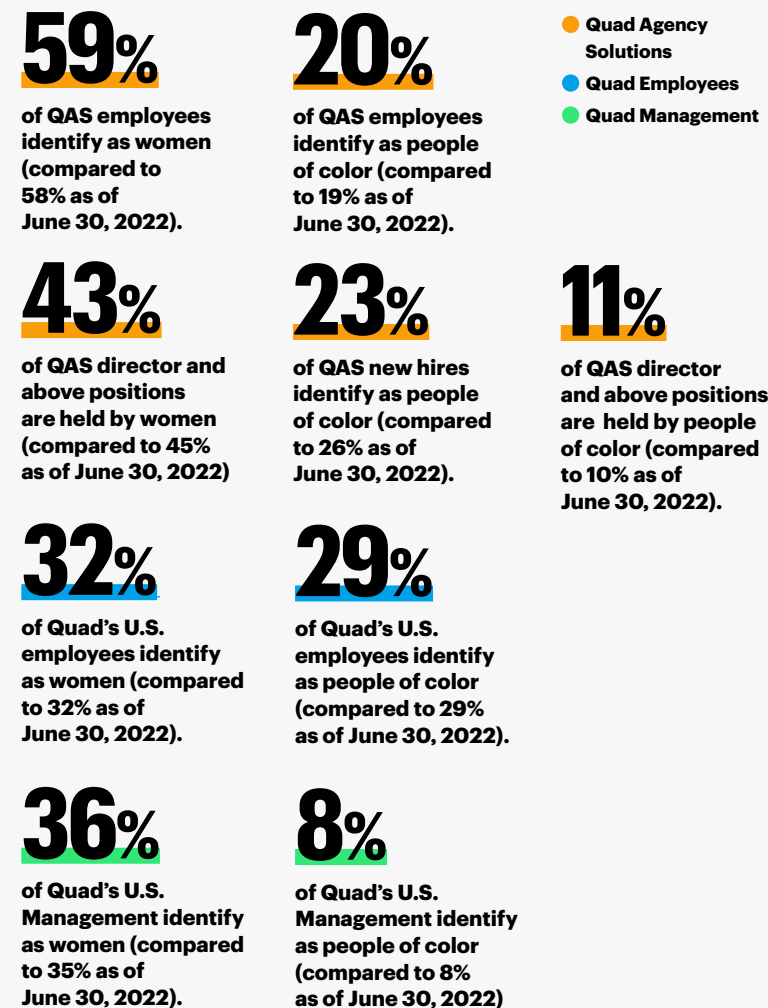
### OUR COMMITMENT TO

## IMPROVING REPRESENTATION

- Through 2030, Quad commits to improving the representation in our Agency Solutions group in both gender and race/ethnicity.
- Through 2030, Quad commits to improving the representation in our U.S. employees in both gender and race/ethnicity.
- Through 2030, Quad commits to improving the representation on our U.S. management team in both gender and race/ethnicity.

### Employment representation

We continue to focus on strategies that will advance our progress toward our ongoing commitments to improve the representation of women and people of color among Quad's U.S. employee base.



### Spotlight story

## Quad MKE creates access by removing inhibitors to family-sustaining careers and investing in the Milwaukee community

Opened in fall 2022, Quad MKE, our new Milwaukee recruiting and training hub, has been expanding on Quad's longtime partnerships with community organizations Running Rebels and JobsWork MKE to address inhibitors to family-sustaining careers while creating a new talent pipeline and building relationships with the community.

To build on its efforts, Quad MKE has been looking beyond recruitment and training to also focus on retention by tackling challenges around transportation, skill development and other personal issues central to workforce development.

Through pre-employment training, Quad MKE provides both the hard and soft skills employees need to build their careers, while a free shuttle service provides transportation between Milwaukee's Century City Tower (home of Quad MKE) and Quad's other facilities. Three Quad vans are driven by four individuals hired from the community. Additionally, working with a local caterer, Quad MKE provides meals to employees who work the morning shift. From when it opened its doors in the Fall of 2022 through the first half of 2023, the recruiting and training hub provided nearly 1,000 rides and more than 1,200 meals to these individuals.

In conjunction with our community partners, Quad MKE assists employees with case management as well. All individuals have access to a caseworker from a community partner who can help them navigate personal challenges —

ranging from addiction recovery to housing issues — by connecting them with the right resources.

"We are trying to break down as many barriers as we can to allow employees to come in and be able to focus on building their careers," says Brandon Ramey, Site Director for Quad MKE. This effort includes all areas of Quad's business, from manufacturing to administration, to ensure that individuals with varied interests and skill sets can see a path for themselves at Quad.

Ramey adds that Quad MKE is focused on elevating perceptions by forging authentic bonds with the community. "I don't think we can do talent-sourcing and retention very well unless we do these things right — broadening how people think about Quad within the Milwaukee community," he says.

Quad's community investments, such as the redevelopment of Melvina Park and sponsorship of the Garden Homes Neighborhood Association's 100-year celebration, have been instrumental in helping to build Quad MKE into a place where community members feel "a sense of hope and unity," as Ramey puts it. (See page 32 for more on our efforts to revitalize Melvina Park.)

We celebrate what the Quad MKE team and Quad's partners have been able to accomplish over the last year while acknowledging the journey ahead. "It's passionate work, but it's not easy work," Ramey says. "We have a lot more to do, but we're excited."

Spotlight story

# Agency Solutions continues to advance inclusive hiring and onboarding

Working with our Agency Solutions group, we have continued our efforts, as part of our DEI Action Agenda, to improve our hiring and onboarding experience in an effort to increase representation across our workforce.

Building on its inclusive hiring process, creative agency Periscope, a Quad company, implemented panel interviews featuring structured interview questions and scorecards in 2022. In an effort to reduce barriers for candidates, Periscope also launched an initiative to audit and update job descriptions across departments to focus on skills-based criteria, rather

than qualifications such as education level or years of experience.

Beyond ensuring diverse representation among both our candidate pools and interviewees, Quad is taking steps to build teams of interviewers with diverse social identities as well as remove bias from the interview and hiring processes. This has involved implementing bias training and panel interviews – initiatives that Quad plans to begin rolling out in other areas of our business.

“We have begun to expand that across the organization, including leadership positions within our manufacturing organization, as well as to other functions and departments,” says Rachel Leatherbury, Executive Director of Talent Management.

Quad is also continuing to examine the onboarding



process through a DEI lens. Working with the DEI Task Force and our BRGs, the HR team is assessing the use of inclusive language in onboarding materials to ensure they invite participation and

collaboration among new hires – specifically on ways they can get involved and gain a sense of belonging at Quad.

“We want to make sure there is sufficient dialogue and

discussion about our BRGs,” Leatherbury says, “and that we are helping all new hires understand the opportunities available for them to participate.”

**120**  
of Quad’s U.S. employees have graduated from our Accelerated Career Training program since June 30, 2022.



OUR COMMITMENT TO

## IMPROVE EMPLOYEE RETENTION

Through 2030, Quad commits to improving the percentage of new hires reaching one year of service.

**35%**

of new hires reaching one year of service in 2022.

The percentage of new hires reaching one year of service remained the same between June 2022\* and December 2022\*\* (i.e., 35%).

**41%**

of newly hired women reaching one year of service in 2022.

The percentage of new hires who identify as women reaching one year of service decreased from 44% in June 2022\* to 41% in December 2022.\*\*

**29%**

of newly hired people of color reaching one year of service in 2022.

The percentage of new hires who identify as people of color reaching one year of service decreased from 32% in June 2022\* to 29% in December 2022.\*\*

\*Percentage of employees who started between July 1, 2020, and June 30, 2021, who reached one year of service between July 1, 2021, and June 30, 2022

\*\*Percentage of employees who started between Jan. 1, 2021, and Jan. 31, 2021, who reached one year of service between Jan. 1, 2022, and Dec. 31, 2022

Spotlight story

# New hires welcome: Quad builds retention through a focus on inclusion

As part of our commitment to improve retention, we have made investments in engagement and career development to ensure employees feel welcome, included and supported at Quad — understanding the critical connection between inclusion and retention. Using employees reaching one year of service as an indicator of our success, we have implemented actionable items, beginning at onboarding, to help employees succeed.

“We are working to ensure that there is not only a focus on the

mechanical components of onboarding, such as enrolling in benefits or completing policy affirmations,” says Executive Director of Talent Management Rachel Leatherbury, “but that we are also instilling the appropriate level of understanding around organizational culture and our DEI strategy. All of these things contribute to retention.”

Building on the expansion of our inclusive hiring process, we are also working to ensure that new hires have access to opportunities to learn about

Quad and how to contribute. With the introduction of our inclusion competency last year, we are providing employees access to resources, including our online learning platform, our intranet site with a wealth of resources for self-guided learning and opportunities to participate in inclusion and allyship training.



**OUR COMMITMENT TO**  
**MEASURE EMPLOYEE ENGAGEMENT**

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

**PERISCOPE EXPANDS MENTORSHIP PROGRAM**

**Creative agency Periscope, a Quad company, expanded its commitment to its mentorship program in 2022. The program pairs long-standing members of the company with employees across disciplines to offer guidance and support. Running March**

**through December — with midyear enrollment available to new hires in July — the program kicks off with separate mentee and mentor training sessions, as well as a 60-minute session led by the organization Strong Training & Coaching on how**

**to get the most out of the mentor-mentee relationship. Pairs meet twice a month for 30 minutes, with suggested topics of conversation that correspond to an available Strong Training & Coaching training session theme, such as dealing with stress and**

**burnout. Twenty-three pairs participated in the program in 2022 — an increase of 15% over 2021 — with 100% of mentees reporting that it helped them with their career progression and the same percentage of mentors saying they found it fulfilling.**

Spotlight story

# First U.S.-wide survey provides baseline from which to evaluate and improve the employee experience

Quad conducted its first-ever enterprise-wide engagement survey of U.S. employees in 2023, with a focus on strengthening our culture and driving retention. With more than 25 items measured on a year-over-year basis, the survey is helping us evaluate our employee engagement efforts to drive measurable results.

“This begins to help us understand, at the organization-wide level, how employees are feeling about the experience of working at Quad,” says Rachel Leatherbury, Executive Director of Talent Management. “On an annual basis, we are able to listen to our employees and respond proactively to areas of opportunity.”

Part of Quad’s Employee Experience program is designed to attract, retain, engage and develop talent consistently at the company. The survey provides a comprehensive, 360-degree look at direct employee engagement. This includes the experience had by employees across all departments, functions and demographic groups. The survey looks at areas such as safety and compliance, management, inclusive culture initiatives and career development to actively listen and respond to employees’ concerns, needs and desires.

Findings were shared with leaders

across Quad to inform their action plans and help them set goals. “That could be anything from learning opportunities to supervisor training to employee-focused initiatives on inclusion,” Leatherbury says.

While the survey showed positive overall engagement, it also revealed opportunities to improve communication around career development. “One of the items that we are working on explicitly is employee sentiment around the opportunity to grow within the organization,” says Leatherbury. To that end, Quad has moved into the next phase of the Employee Experience program, which kicked off with training for nearly 1,300 leaders and managers around how to effectively have career conversations with employees.

We will continue to drive DEI throughout our engagement process, including reviewing the anonymous survey data across different demographic groups, allowing us to see how we are doing in creating an open and inclusive culture. To supplement the annual enterprise-wide survey, pulse surveys will be administered to all Quad employees throughout the year to gauge progress on goals that came out of the annual survey and to assess other topically relevant items.

# Cultivating financial wellness

Quad demonstrates our commitment to improving employee retirement savings through a combination of plan design and easy-to-access financial wellness resources.

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 plan design features including automatic enrollment and automatic annual increases, which take place around June each year. As of Dec. 31, 2022, 94.5% of

eligible U.S. Quad employees participated in our tax-deferred 401(k) retirement savings plan, with an average annual deferral rate of 8.5%. This is a 5% increase in the deferral rate as of Dec. 31, 2021, and reflects Quad's ongoing support for our employees' retirement planning through programs like the annual automatic increase in their deferral rate to encourage saving.

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

In 2023, Quad moved to Principal®, which brings its award-winning financial education resources to our employees. With the move,



**OUR COMMITMENT TO**

## IMPROVE EMPLOYEE RETIREMENT SAVINGS

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

Quad employees also benefit from a website and app that support Spanish-speaking employees and a call center that provides access to translation services in more than 150 languages.

## 8.5%

**The average annual deferral rate for the 94.5% of eligible U.S. Quad employees participating in our tax-deferred 401(k) retirement savings plan.**



**OUR COMMITMENT TO**

## INCREASE BASE HOURLY RATE

**COMPLETED**

In 2022, Quad commits to continue to increase our base hourly rate for all U.S. employees to at least \$15.00 an hour.

# \$15

**The base hourly rate that Quad pays all U.S. employees.**


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 in order 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' experiences, 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.

# Quad’s approach to protecting our most important asset: our people

At Quad, everyone is accountable for safety. We also acknowledge the role that everyone plays in creating this type of environment. Knowing the positive impact our efforts

will have on employees and our business, we have continuously focused on strengthening the safety of our workplace by investing in education, managing our safety performance

and bringing in additional resources, such as more industrial athletic trainers (IATs), to meet the needs of our employees.



**OUR COMMITMENT TO IMPROVING SAFETY**

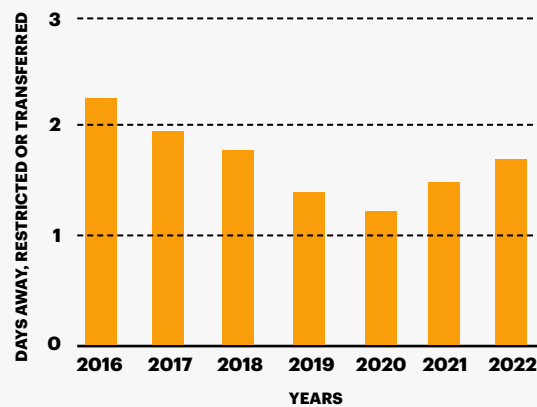
- Through 2030, Quad commits to improving the number of U.S. employees with access to an industrial athletic trainer.
- Through 2030, Quad commits to reducing the number of work-related strains and sprains among U.S. Quad employees.

**37%**  
The percentage increase in the number of U.S. employees with access to an industrial athletic trainer in 2022.

**8%**  
The reduction in overexertion and repetitive motion incidents in which employees sought medical treatment, in 2022.

## Quad’s DART rate

One of the ways we measure safety performance in the U.S. is with Days Away, Restricted or Transferred (DART) — a key metric reflecting more serious workplace incidents. The most common type of injuries we see that affect this rate are strains and sprains. In 2022, these two types of injuries accounted for approximately half of the total injuries among our U.S. employee base.



In 2022, we saw a slight increase in DART rate, which we attribute to employees working more regularly scheduled hours following the pandemic and lockdowns.

## Spotlight story

# Focus on reporting and prevention among employees sparks notable gains in safety metrics

Despite an increase in Days Away, Restricted or Transferred (DART) among Quad employees in 2022, the nature of employees’ injuries was less severe, resulting in a notable decrease in workers’ compensation costs compared to 2021. According to Executive Director of Environmental Health & Safety Natalie Hahlen, much of this change can be attributed to a focus on encouraging early reporting of safety incidents, as well as identifying and correcting near misses by employees.

“We have truly created a culture of safety at Quad,” says Hahlen. “All employees genuinely care about the safety of those they work with, and they are quick to help us address potential safety concerns or potential hazards.”

Industrial athletic trainers (IATs) have played a significant role in helping Quad reduce incidents as well. In 2022, our four staff IATs engaged our employees on how to take preventive measures to avoid injuries and to ensure they’re performing at their best.

“We coined the term ‘Quad Athletes,’ as we’re trying to create awareness among our manufacturing employees about the requirements of their jobs — because some job tasks can be more physical, and employees may have to manually handle product,” Hahlen says. “We’re seeing employees identify with that: ‘I am an athlete. What I’m doing takes a lot of physical ability, and I need to be sure I’m capable of that.’ That is what we’ve been training on and working toward.”

Investing in on-site athletic training is just one more way that Quad is continuing its proud tradition of safety as a core value.

“The leadership team has truly embraced safety,” Hahlen adds. “They’ve made it an integral part of Quad’s culture.”

Spotlight story

# Nationwide behavioral health program eases access to care for employees and families

Quad continued to be at the forefront of health and wellness innovation in 2022, making good on our commitment to prioritize our employees' mental health. With the launch of our behavioral health program nationwide, we are knocking down barriers that keep many employees from addressing their behavioral healthcare needs and performing at their best.

First introduced in Wisconsin, then expanded to employees in all 50 states, our 24/7 Emotional Support Connection program allows Quad employees to engage in virtual or in-person counseling with licensed QuadMed therapists. By building our own network — and offering most appointments at no cost — we are improving access to care in significant ways.

“There are a lot of problems with mental healthcare, and one is access to therapists,” says Nicole Crnkovich, Vice

President of Total Rewards. “By building our own network of licensed therapists with diverse social identities, we are able to provide much better access in a timely fashion. Employees can get an appointment in days — not weeks or months, as can be the case with some plans and providers.”

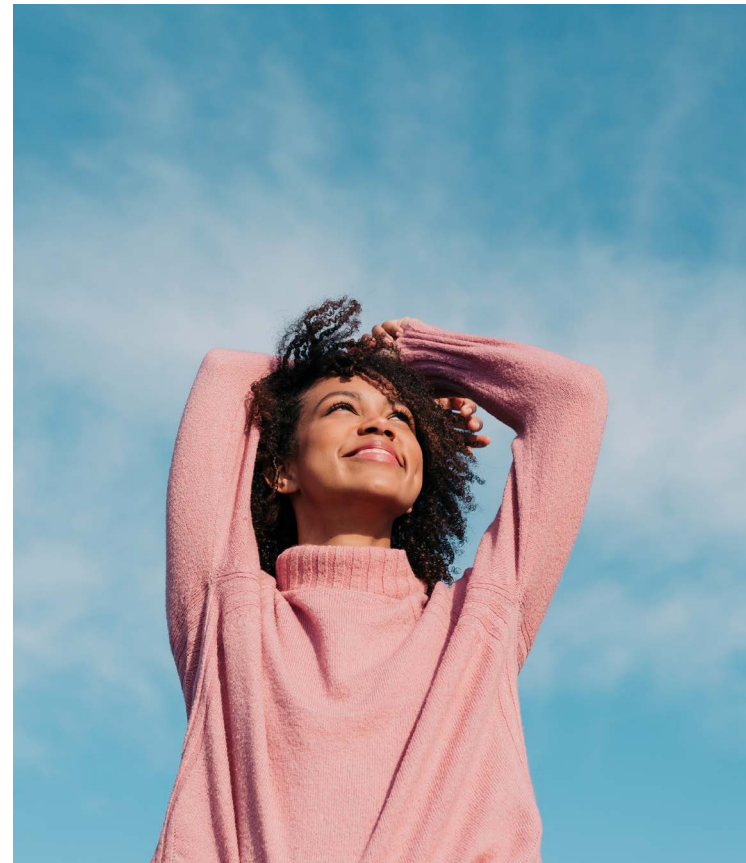
Our behavioral health therapists support and partner with our BRGs to ensure we address the emotional needs of all Quad employees. Understanding that people of different backgrounds face unique challenges, our QuadMed behavioral health team is there to provide support as necessary — in times of crisis and beyond. Our BRGs have also been essential for getting the word out about these services as well as building relationships and a level of comfort among individuals in these groups.

“There’s been a huge amount of work to communicate

this out to employees and to create awareness so that people can get the help they need in a timely manner,” says Crnkovich.

Understanding that these services can be difficult to navigate, Quad launched a single phone number for all behavioral health-related inquiries. “All you have to do is call, and we will connect you to the best resource based on your situation and benefits eligibility,” says Miguel Santiago, Director of Operations for QuadMed Onsite Health & Wellness.

By simplifying and improving access to behavioral healthcare, Quad is helping destigmatize it as well, elevating our whole-person approach to wellness. “We believe that mental health is just as important as physical health,” says Global Benefits Manager Sarah Novak, “and that no one should ever feel ashamed to seek help.”



**1,392**

or 28% of eligible and enrolled individuals participated in our condition management program Take Control.

**1,559**

or 15% of eligible U.S. employees completed and received the QLife Reward in 2022.

## Quad’s approach to cultivating a culture of total well-being

Innovative, accessible healthcare is at the core of Quad’s commitment to take care of our employees. In the past year, we continued to deliver on our commitment to our employees’ physical, emotional, social and financial well-being — knocking down barriers along the way — knowing the value this adds for them and our business.



OUR COMMITMENT TO

### PROMOTE HOLISTIC WELL-BEING

✓ COMPLETED

In 2022, Quad commits to launching our behavioral health program nationwide, and continue improving access to, and affordability of, behavioral healthcare.

○ Through 2030, Quad commits to improving employee engagement in the QLife Rewards program.

○ Through 2030, Quad commits to improving employee engagement with our condition management program.

Take Control is designed to help individuals with asthma, diabetes or hypertension better understand and manage their condition(s) as well as address gaps in their care. The percentage of eligible individuals participating in our Take Control condition management program increased from 24% to nearly 28% between June 30 and Dec. 31, 2022. Eligible individuals participating in Take Control receive incentives, such as reduced-cost medication copays, for managing their conditions.

Spotlight story

# QuadMed Everywhere removes barriers to quality primary care

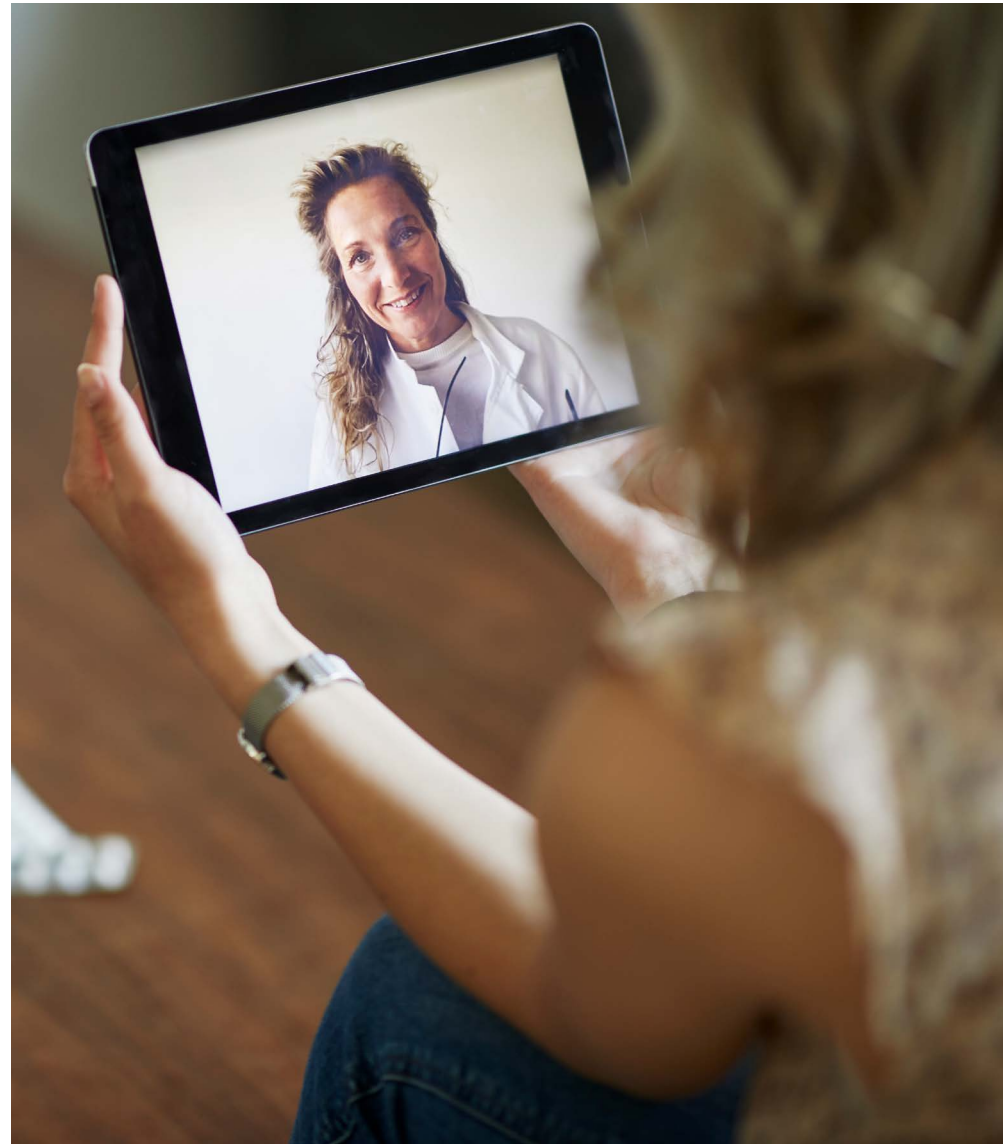
Building on our legacy of innovative and whole-person healthcare, we launched QuadMed Everywhere to employees in 10 states on July 1, 2023 — with plans to expand access nationwide by the end of the year. This program builds upon Quad’s efforts to eliminate barriers to quality healthcare by connecting employees with a primary care provider (PCP) virtually, at no cost.

Improving access between employees and their PCPs is paramount to Quad’s proactive approach to health and well-being, and to ensure employees are performing at their best. “The whole goal with QuadMed is to support our employees with primary care and get them the services they need before something catastrophic happens,” says Sarah Novak, Global Benefits Manager.

Unlike other telehealth platforms, QuadMed Everywhere enables

patients to meet with the same doctor — their PCP, and the go-to for all of their healthcare needs — at every appointment, helping ensure the same level of personal connection and understanding they would receive at in-person appointments. With easily accessible providers, bilingual staff and translation services, the goal of QuadMed Everywhere is to meet the primary care needs of as many Quad employees and family members as possible using our QuadMed model, which focuses on delivering the highest-quality care whenever and wherever our patients need us.

“We’ve found that those who utilize the QuadMed clinic are healthier, are more present at work and are able to resume their normal activities faster if they experience an injury or health-related event,” Novak says. “We want to make sure our employees have that quality of care no matter where they live in the United States.”



Spotlight story

## The power of small gestures: Quad promotes employee wellness through giving back

Through our QLife Rewards program, employees and their spouses can each earn rewards of \$250 for taking steps to address all aspects of their health — physical, emotional, financial and social. This includes meeting with a wellness coach or dietitian, participating in a qualified wellness activity and volunteering in the community.

In 2022, we expanded our volunteerism focus with an additional resource, working in conjunction with Quad’s DEI Task Force and BRGs. By building a database of nationwide organizations, including those recommended by our BRGs, we are making it easier for employees to identify opportunities to give back to their communities.

Quad also recognizes the power of small gestures and encourages employees to give back in less formal ways as well.

“We’ve heard touching stories of people simply helping their neighbor with their lawn after they’ve had surgery, caring for loved ones dealing with cancer and making meals for families after having a baby,” says Andrea Aparicio, Wellness Program Administrator for QuadMed. “These caring acts truly make a difference.”

To recognize employees for their efforts to build better, healthier communities — and to inspire others to do the same — Quad launched Make a Difference Mondays in 2022. This inspiring roundup of four to five stories of employees’ volunteerism efforts is published weekly on Quad’s intranet.

According to Aparicio, it’s all part of how Quad is “thinking about how people engage with their health in different ways,” she says. “For Quad to formally recognize these activities — of employees supporting those they care for around them — is a statement about the importance of community and the social aspect of health that makes up our holistic approach to wellness.”

Spotlight story

# Revitalizing Melvina Park: Quad’s investment serves as a catalyst

In May 2023, Quad announced a commitment of \$500,000 over three years to transform and expand Melvina Park, located in Milwaukee’s Century City Triangle neighborhood. The announcement builds upon Quad’s current efforts to invest in the community by providing job skills training and family-sustaining careers through the company’s recruiting and training hub Quad MKE, which opened in the Century City Tower in the fall of 2022.

A public-private partnership between the City of Milwaukee, the Burke Foundation and Quad, the Melvina Park redevelopment will expand the size of the park from one to nearly four acres by incorporating an adjacent vacant lot. This planned \$2.3 million transformation is part of a larger effort to revitalize the 30th Street Industrial Corridor, which was once a thriving manufacturing hub but has faced challenges in recent years, including high unemployment.

“This is the first substantial redevelopment or improvement made to this park since the mid-1990s,” says Brandon Ramey, Site Director for Quad MKE. “That means it’s been almost 30 years since this park has seen any investment at this level.”

With Quad’s investment, Melvina Park will grow to include amenities such as nature-based play opportunities, a multipurpose athletic field, a basketball court, additional bicycle pathways, a dog park and an event space. The latter will be able to accommodate concerts, picnics, pop-up markets, neighborhood meetings and more. The additional green space will provide environmental benefits as well, with plans for the installation of a stormwater management system and native plantings.

Site leaders at all Quad facilities receive an annual allocation for charitable

giving, which is used to support local food pantries, community programs and associations that align with our mission to create a better way for communities where we live and work for today and generations to come.

Quad’s financial commitment to Melvina Park is one in a long line of efforts over the years to deepen our connection with local communities — investments that have often served as a catalyst for other companies and organizations to get involved. “Quad has always had this focus on community and investing in the communities that its employees live and work in,” Ramey says. “Listening to the community and helping to create a better way has been foundational to Quad.”

Quad’s investment in the Century City Triangle community, Ramey adds, is a tangible representation of Quad’s core value of “Believe in People.”

“When we talk about investments like Melvina Park, I think about the moments and the memories that will be made there — the basketball

tournaments, the birthday parties and everything else,” says Ramey. “This is about believing in and investing in people.”



**Quad’s investment in the Century City Triangle community is a tangible representation of Quad’s core value of ‘Believe in People.’**

Spotlight story

## Quad’s approach to strengthening community relationships and presence

At Quad, building strong communities is part of our culture — ingrained in our work at both the corporate and local levels. Through efforts including Quad MKE, the redevelopment of Melvina Park and charitable giving initiatives, we are investing in the communities in which we live and work, recognizing the multiplier effect this has when other organizations get involved.

We strive to foster true, lasting relationships with members of our communities by supporting organizations and programs that align with our core values and our strategy as a marketing experience company. Our reputation for doing good makes Quad a company people want to work for, do business with, invest in and call a neighbor. But more than that, we hope our efforts serve as a catalyst to inspire others to join us as we seek to create a better way for those in our communities.



OUR COMMITMENT TO

### BUILD STRONGER COMMUNITIES



COMPLETED

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



# Supporting & celebrating our communities



## Milwaukee Pride Parade

On June 5, 2023, Quad was a Gold Sponsor of Milwaukee's Pride Parade, which included bringing our Duplainville Transport show truck to celebrate the occasion. More than 55 Quad employees, including members of our Pride business resource group (BRG), and other allies joined in the festivities.

## Milwaukee Juneteenth Celebration

In June 2023, Quad sponsored a large booth at Milwaukee's annual Juneteenth Celebration, where members of Quad's U.N.I.T.E. BRG and other employee volunteers celebrated the day by giving away Quad- and Juneteenth-themed items to attendees who spun the Quad wheel for their chance to win various prizes.

## Changing the face and voice of marketing: The BrandLab

Quad is now in the third year of our \$1 million commitment to bring The BrandLab, an organization focused on changing the face and voice of the marketing industry, to Milwaukee. Through its internship and learning programs, The BrandLab exposes young people from diverse racial and ethnic backgrounds to viable creative careers. In 2023, Quad welcomed 11 BrandLab interns who have been placed together in cohorts across different areas of the business — including Marketing, Studio, Milwaukee Magazine and Periscope. We also sponsored The BrandLab's Fearless Conference, which is focused on fostering inclusion at organizations across the industry.

## Honoring military veterans: Stars and Stripes Honor Flight Gala

Quad was the inaugural presenting sponsor of the highly successful Stars and Stripes Honor Flight Gala in Wisconsin to help raise funds for the

organization's annual trips for veterans. Several times a year, the organization takes a group of veterans on a one-day trip from Milwaukee to Washington, D.C., to see the memorials that honor and recognize them for their military service. We also sponsored two tables at the gala, making it possible for several Quad employees who are veterans to attend. Quad also used this platform to encourage unemployed or underemployed veterans to reach out for employment opportunities.

## Illustrating the meaning of community: SHARP Literacy

In partnership with SHARP Literacy — an educational organization working to reduce the opportunity gap for area students — as well as Milwaukee artist Reginald Baylor, Quad welcomed the installation of a mural inspired by fourth- and fifth-graders from Milwaukee's Doerfler School. Through workshops, based on SHARP Literacy's latest We Love to Learn book "Journeys of Home," students engaged in reading, writing, critical thinking and art activities aligned with the

book's themes. Using students' responses to the question "What does community mean to you?," Baylor created a typographic mural that was installed in Quad's training and recruitment hub, Quad MKE. Students were invited to the unveiling of the mural, where they were able to sign the wall and engage in other activities. "We celebrated the community and the students," says Quad MKE Site Director Brandon Ramey. "It was a celebration of their talents and their skill sets."

## Uplifting women leaders: TEMPO

Quad was a proud sponsor of the Milwaukee-based women's leadership organization TEMPO's 17th Annual Leadership Event, featuring Olympic gymnast Simone Biles. This premier professional development event — from the largest professional women's group in Wisconsin — offers networking opportunities as well as insights into current business challenges and opportunities centered on the theme of leadership.



# Supporting & celebrating our communities



## Empowering the Latino community: Casa Guadalupe

In 2022, we continued our partnership with Casa Guadalupe Education Center. Through education and social services, the West Bend, Wisconsin-based center strives to empower low-income, native-born and

Spanish-speaking Latino families to live independent, successful lives; build strong families; and establish meaningful connections within their community. Together with our BRG Somos Uno, Quad helped Casa Guadalupe raise funds by hosting an ice cream and churros fundraiser across three of our locations.

## Using our talents for good: TurnSignl

Creative agency Periscope, a Quad company, continues to be a pro bono partner of TurnSignl. A tele-legal subscription app service, TurnSignl's goal is to de-escalate interactions between police, drivers and passengers while making drivers feel safe and empowered every time they get behind the wheel. Periscope led a brand strategy and creative campaign development effort called "I Have the Right," which launched in Fall of 2023.

## Showing appreciation for our communities: Rise Interactive

Last year, performance marketing agency Rise Interactive, a Quad company, engaged in efforts to give back to the community during its annual employee appreciation day Rise Day. More than 300 Risers participated in these philanthropic activities, which included making sandwiches and preparing lasagna for a local food security charity and sorting donated clothes for a local children's charity.

"It's rewarding to spend part of our employee appreciation day 'looking outward,' so to speak, to give back to the community, before 'looking inward' and celebrating all of our work as a team," says Rise CEO Larry Fisher.

## Ensuring career preparedness: Running Rebels

In 2022, our community partner Running Rebels continued to play a critical role in our efforts to address the barriers to family-sustaining careers in the Greater Milwaukee area. Through our new training and recruitment hub Quad MKE, Running Rebels has been bringing in and training employees for a variety of roles at Quad. The organization facilitates job readiness workshops in which it trains incoming employees on the soft skills necessary to succeed at Quad, and in their careers overall, with a focus on résumé-building, mock interviews, conflict management and more.





# Governance

# An update on 'Do the Right Thing'

Rooted in transparency and trust, Quad's governance practices are built on a foundational value: Do the Right Thing. This means playing fair, approaching our stakeholders and our work with honesty and integrity and holding ourselves accountable for our decisions and actions.

As a marketing experience company, we understand that the way we work is constantly evolving as new challenges and opportunities arise. We take great care to regularly assess and manage risks and find opportunities for continuous improvement. This disciplined approach to governance starts at the highest level of the company with oversight by the Board of Directors.

At Quad, Do the Right Thing is more than a phrase. It is a governance strategy that helps us build stronger relationships, reduce risk and provide ongoing value to our stakeholders and partners.

—Dana Gruen,

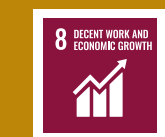
General Counsel, Corporate Secretary and Chief Risk & Compliance Officer



## Our commitment to effective corporate governance

At the heart of Quad's governance approach is our value of Do the Right Thing. We monitor and hold ourselves accountable for our behaviors. We establish and maintain policies and procedures that promote honesty and integrity. We act to protect our employees, clients and their consumers. We identify and prepare for emerging risks.

### OUR SDG COMMITMENTS



Decent Work and Economic Growth



Responsible Consumption and Production



Peace, Justice and Strong Institutions

# Direct Board oversight

## About our Board

Structured to provide both insight and oversight, Quad's Board operates in the long-term best interest of company stakeholders under robust governance guidelines.

Six of our 10 directors are independent, and we maintain a fully independent audit committee. Both the Board and our executive officers are subject to stock ownership guidelines, are prohibited from hedging our stock and are required to obtain prior approval of any pledge of our stock. We also require approval of certain related party actions and Board review of any such transactions.

While our Board maintains ultimate oversight responsibility for the risk management process, committees of the Board oversee risk in certain areas, such as compliance and compensation.



**Douglas P. Buth**  
Retired Chairman & CEO, Appvion, Inc. (Formerly Appleton Papers, Inc.)



**Beth-Ann Eason**  
Former Managing Director and Senior Digital Transformation Executive, Accenture; Former Global President of Innovid



**Kathryn Quadracci Flores, M.D.**  
President, QuadMed; President and Director, Windhover Foundation



**John C. Fowler**  
Retired Vice Chairman and Executive Vice President of Global Strategy & Corporate Development, Quad, Inc.



**Steven M. Fuller**  
Former Senior Vice President and CMO, L.L. Bean, Inc.



**Melanie Huet**  
President, Brand Management and Innovation, Newell Brands



**Christopher B. Harned**  
Former Partner and Head of New York Office, Arbor Investments



**J. Joel Quadracci**  
Chairman, President & CEO, Quad, Inc.



**Jay O. Rothman**  
President, University of Wisconsin System



**John S. Shiely**  
Retired Chairman and CEO, Briggs & Stratton Corporation

## About governance at Quad

The success of Quad's business relies on maintaining strong governance practices.

Our disciplined approach includes direct oversight by our Board of Directors; a culture of high ethical standards and legal compliance; responsible sourcing and accountable supply partnerships; and strong privacy and security policies.

Our focus is on anticipating, identifying, prioritizing and managing material risks to our business. Our corporate governance approach ensures we remain a responsible steward of the resources and people entrusted to us, have actionable ESG strategies in place and make measurable progress on our commitments.

## Quad's approach to accountability

We believe in a disciplined approach to governance that starts at the highest level of our company, with full oversight by our Board. Our Board is responsible for overseeing Quad's risk-management processes. Through this oversight, the Board steers our company toward a sustainable future through sound, ethical policies and strategies.

# Ethics and compliance

## Quad’s approach to upholding ethics and being compliant

Quad’s approach to ethics and compliance is summed up in our value of Do the Right Thing. It’s both a top-down and bottom-up expectation throughout Quad to be honest, be responsible, be

accountable, play fair, show integrity and keep promises. In doing so, we foster trust that strengthens partnerships, reduces risk and creates sustainable value long-term.

## About ethics and compliance at Quad

We strive to live our values every day, in all that we do, no matter the circumstances. Our values are prominently outlined in our Code of Conduct and extend to all of our ethics and compliance-based programs, including our Anti-Bribery and Anti-Corruption Program.

We promote openness and honesty in our business dealings and disclosures, and maintain multiple reporting channels for employees and stakeholders to raise issues critical to risk and compliance. We also provide tools and training so that employees know how to Do the Right Thing in their jobs.

## Spotlight story

# Compliance focuses on fostering trust, transparency and ease of access

Our Compliance team was a key participant on the 2023 DEI Taskforce project focused on engaging with employees to ensure transparency and trust in our reporting processes, as well as improving how information about the process is shared with employees.

Part of this engagement effort included updating our annual Code of Conduct training to take employees inside Quad’s Ethics & Compliance Hotline to understand how to make a report anonymously and the steps Quad takes to maintain that anonymity. Our Compliance team also met with business teams across the company to further familiarize people with our compliance programs, as well as engage in discussions and answer questions related to the compliance reporting process and the importance of speaking up at Quad.

Also in 2023, Quad held its first Investigators Summit. The event brought together leaders from 11 business areas across Quad to build partnerships and processes between groups to improve the identification and resolution of compliance and other issues. The summit covered topics such as building a robust “speak-up” culture at Quad. This cross-functional group continues to meet monthly, serving as an Investigation Center of Excellence.

To make it easier for employees to connect with the Compliance team, we added a new Ask-a-Question feature to our Ethics & Compliance Hotline. This provides a proactive way for employees and stakeholders to inquire about policies and compliance-related situations.

## Quad’s approach to maintaining ethical, accountable supply partnerships

Quad is purposeful about our supply partnerships, seeking to source from companies that conduct business in an ethical, sustainable and socially responsible way. We strive to create a value chain that is resilient, responsible and regenerative.

## About responsible sourcing at Quad

We are committed to responsible procurement practices and maintain a clear Supplier Code of Conduct that outlines expectations for doing business with Quad.

# Reducing risk

## About risk management at Quad

Like much of our work, Quad’s approach to risk management is collaborative and hands-on. We are engaging our employees around crisis preparedness. By taking a proactive, collaborative approach, we are able to develop unique, tailored solutions that help us adapt to meet today’s greatest challenges.

Our leaders regularly bring together cross-functional teams of employees to engage in tabletop exercises. These exercises build our ability to tackle potential issues — such as cybersecurity attacks, active shooters and natural disasters — before they arise. Engaging employees across departments and functions helps Quad ensure we have the expertise and procedures in place to react more quickly and thoroughly in times of crisis.

“The people who will be on the ground handling potential emergencies are in these tabletops. From the human resources team, to the IT team, to the customer service and communications teams, everyone who might touch an actual emergency is participating,” says Dana Gruen, General Counsel, Corporate

Secretary and Chief Risk & Compliance Officer. “So, we have the ability to respond quicker, more nimbly and in our stakeholders’ best interests in the moment.”

Quad’s understanding that risk management is not just the job of one person informs our all-hands-on-deck approach and contributes to our ability to address threats. We believe that every employee has a role to play in mitigating risk and delivering on our commitment to Do the Right Thing.

“Risk preparedness and mitigation cannot be done in a silo,” Gruen says. “We all need to be thinking about this.”



## Quad’s approach to preparing for threats and risk to our business

While the pandemic taught us a lot about crisis management and emergency preparedness, it also demonstrated Quad’s ability to prepare for, mitigate and manage risk — as well as respond quickly when it matters most.