



# 2022 ENVIRONMENTAL, SOCIAL AND GOVERNANCE UPDATE



# What to Expect in This Update

This 2022 Environmental, Social and Governance (ESG) Update reflects a 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.

Expanded content is available on the [ESG section](#) of our company website, where you can access 2021 reporting and find greater detail on our strategy, commitments and metrics.

As in our 2021 report, this year's Update focuses primarily on Quad's U.S. operations, which represent 89% of Quad's 2021 revenue. We have also included stories from Quad operations in Europe and Latin America to showcase examples of our ESG focus across the globe. We look forward to providing more coverage of our global operations in future reports.

We believe it is important to provide our currently available data. This is reflected in the periods we used to report our metrics this year.

We report Environmental data on a calendar year basis, and the data in our Environmental section reflects the 2021 calendar year.

Report data for our Social section is 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.



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

## 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.

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# A Message from Our Chief Executive Officer



**“In all we do, we continue to find ways to drive positive change in our business and the world we share.”**

On behalf of Quad employees worldwide, I am pleased to share our 2022 ESG Update. This Update builds on the momentum of our 2021 ESG Report to showcase how we continue to create a better, more purposeful and sustainable way for our people, our clients, our communities and our planet.

In 2022, we continued to challenge ourselves to be more steadfast and strategic in meeting our ESG commitments, and clearly report out on our progress.

We focused on advancing Diversity, Equity and Inclusion (DEI) — part of our overall business strategy and a key driver behind specific business outcomes, such as attracting and retaining talent to create a world-class marketing experience company, and expanding in growth verticals. We launched a DEI Task Force in December 2021 that has since created a multi-year action agenda that includes efforts to build understanding across differences, and inspire people to join, stay, develop and grow their careers at Quad.

When it comes to our people, we continue to expand the ways we care for them. For example, in 2022 we expanded our holistic wellness program, QLife Wellness, which addresses every aspect of employee well-being — physical, emotional, financial and social.

Of course, care for the environment is at the heart of Quad and we remain uncompromising in our focus to reduce our environmental impact. When it comes to printed products and packaging, we choose suppliers with care, looking for reliable and verified chains of custody. Mindful of the resources we use, we are purposeful about what we consume — and what we refuse to consume.

We know our stakeholders want to engage with a company they can trust, and we are committed to earning that trust through effective governance practices. We uphold a culture of high ethical standards and legal compliance, and proactively work to reduce risk to protect the viability of our company and create sustainable value.

In all we do, we continue to find ways to drive positive change in our business and the world we share. There are great challenges ahead, but also great opportunities.

We remain agile and ready to create a better way.

A handwritten signature in black ink, appearing to read 'Joel Quadracci', written in a cursive style.

**JOEL QUADRACCI**  
Chairman, President & CEO

# Our Role as a Good Corporate Citizen

Quad's commitment to "creating a better way" guides our understanding of what it means to be a good corporate citizen, inspiring both creativity and discipline in how we address ESG challenges.

Using our strengths as innovators and influencers, we are setting goals; developing and implementing strategies to achieve them; disclosing our impacts; and creating systems that engage stakeholders in our decisions and strategies.

Quad has an executive cross-functional ESG steering committee that guides our strategic focus, forward-looking strategies and reporting metrics.

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



Third-party rating and recognition tools validate Quad's ESG strategy as a credible and committed leader.



Awarded Bronze Medal from EcoVadis, a trusted sustainability rating tool, for the quality of our sustainability management system. Quad is ranked in the top 50% of companies in our industry.



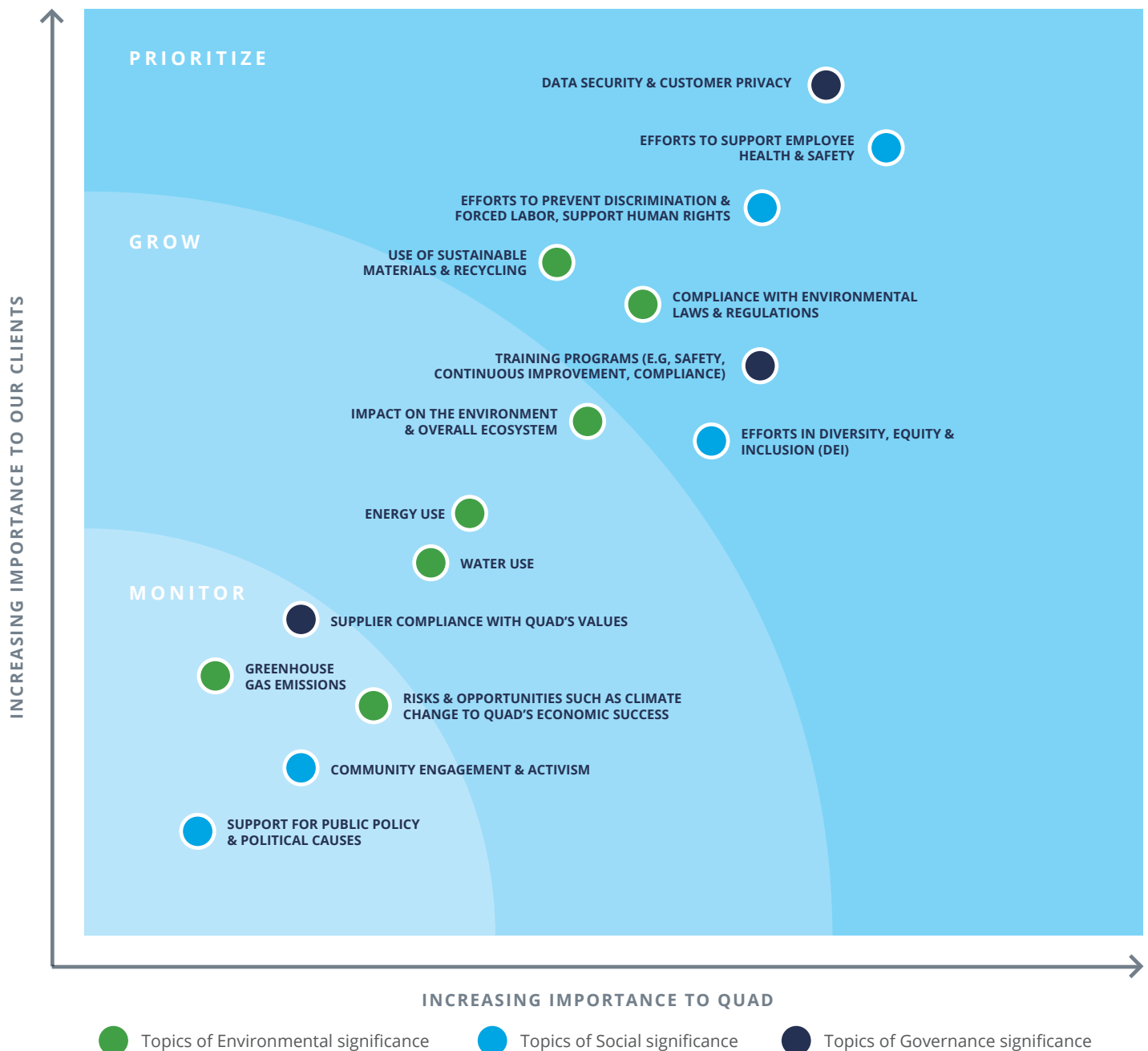
Recognized as a Green Master in the Wisconsin Sustainable Business Council's Green Masters Program for our sustainable business actions. Quad is ranked in the top 20% of companies based in Wisconsin.

# 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 2022.



# 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 2022 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.



<b>1</b> NO POVERTY 	<b>2</b> ZERO HUNGER 	<b>3</b> GOOD HEALTH AND WELL-BEING 	<b>4</b> QUALITY EDUCATION 
<b>5</b> GENDER EQUALITY 	<b>6</b> CLEAN WATER AND SANITATION 	<b>7</b> AFFORDABLE AND CLEAN ENERGY 	<b>8</b> DECENT WORK AND ECONOMIC GROWTH 
<b>9</b> INDUSTRY, INNOVATION AND INFRASTRUCTURE 	<b>10</b> REDUCED INEQUALITIES 	<b>11</b> SUSTAINABLE CITIES AND COMMUNITIES 	<b>12</b> RESPONSIBLE CONSUMPTION AND PRODUCTION 
<b>13</b> CLIMATE ACTION 	<b>14</b> LIFE BELOW WATER 	<b>15</b> LIFE ON LAND 	<b>16</b> PEACE, JUSTICE AND STRONG INSTITUTIONS 
<b>17</b> PARTNERSHIPS FOR THE GOALS 			
<b>THE GLOBAL GOALS</b> For Sustainable Development			

**Quad joins organizations worldwide that align their ESG commitments with the SDGs and GRI.**

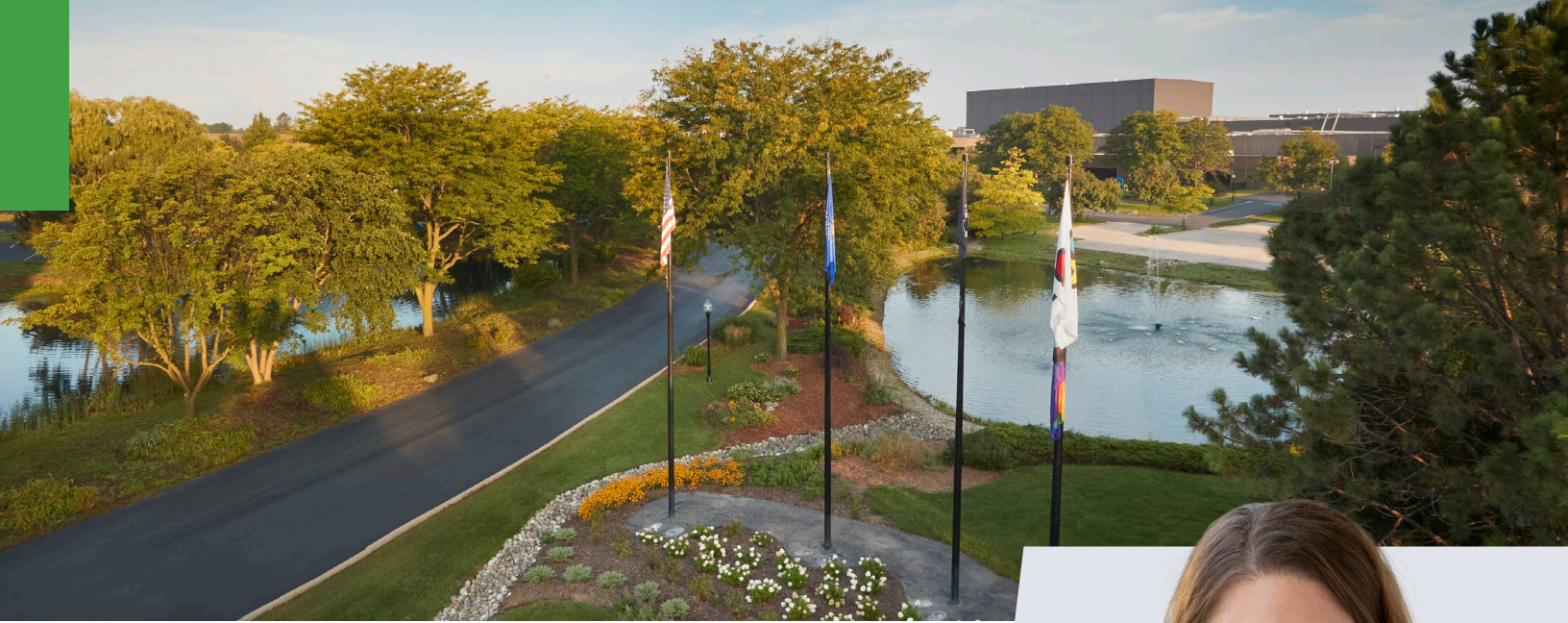
## High-Level View of Our Commitments

The following is an overview of Quad’s progress toward achieving the commitments featured in our inaugural 2021 ESG Report.

- Completed
- In progress
- Not started/In jeopardy

	ESG Commitment	Status	Associated SDG	Page
ENVIRONMENTAL	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.	●		<a href="#">12</a>
	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.	●		<a href="#">14</a>
	Through 2030, Quad commits to reducing the amount of hazardous waste generated by unit of production.	●		<a href="#">18</a>
	Through 2030, Quad commits to reducing our overall carbon emissions intensity.	●		<a href="#">21</a>
SOCIAL	By 2025, Quad commits to measuring our success in supporting the growth and development of our Business Resource Groups and their efforts to create a more inclusive environment.	●		<a href="#">31</a>
	Through 2030, Quad commits to increasing our spend with diverse suppliers by 10% each year.	●	 	<a href="#">34</a>
	Through 2030, Quad commits to: (1) improving the representation in our Agency Solutions group in both gender and race/ethnicity; (2) improving the representation in our U.S. employees in both gender and race/ethnicity; and (3) improving the representation on our U.S. Management team in both gender and race/ethnicity.	●		<a href="#">35</a>
	In 2022, Quad commits to continue to increase the base hourly rate for all U.S. employees to at least \$15.00.	●		<a href="#">38</a>
	In 2022, Quad commits to including DEI competencies in performance reviews for U.S. leaders.	●		<a href="#">39</a>
	In 2022, Quad commits to reviewing our policies and practices through the lens of DEI.	●		<a href="#">39</a>
	By 2025, Quad commits to measure our overall engagement score for U.S. employees annually, as well as by gender and race/ethnicity.	●		<a href="#">40</a>
	Through 2030, Quad commits to improving the percentage of new-hires reaching one year of service.	●		<a href="#">42</a>
	Through 2030, Quad commits to increasing the number of employees who graduate in our Accelerated Career Training (ACT) Program.	●		<a href="#">43</a>
	Through 2030, Quad commits to improving the average deferral rate for U.S. employees in our 401(k) plan.	●		<a href="#">44</a>
	Through 2030, Quad commits to improving the number of U.S. employees with access to an Industrial Athletic Trainer.	●	 	<a href="#">45</a>
	Through 2030, Quad commits to reducing the number of work-related sprains and strains among U.S. employees.	●	 	<a href="#">45</a>
	In 2022, Quad commits to launching our behavioral health program nationwide, and continue improving access to, and affordability of, behavioral health care.	●		<a href="#">48</a>
	Through 2030, Quad commits to improving employee engagement in the QLife Rewards program.	●		<a href="#">48</a>
	Through 2030, Quad commits to improving engagement with our condition program.	●		<a href="#">48</a>
	In 2022, Quad commits to encouraging volunteerism as a component of wellness.	●		<a href="#">52</a>





# An Update on Shared Environmental Responsibility



For years, Quad's commitment to the environment has been at the heart of what we do.

We have recycled, wisely used resources, and been leaders in environmental preservation and education. As climate change accelerates its impact, we are taking steps to make sure Quad continues to do the right things to address our carbon footprint, such as enhancing our energy management systems and exploring the use of renewable energy.

We're talking with clients and investing in what we truly believe supports their environmental goals. There are lots of opportunities and possible projects, such as protecting forests from deforestation and forest habitats against pollution; reducing consumption of finite natural resources; and reusing or recycling materials.

We realize there is always more that we can do to provide additional value to our clients, employees and communities through environmentally responsible business practices. We continue to look for ways to do so as part of our long-standing commitment to create a better way.

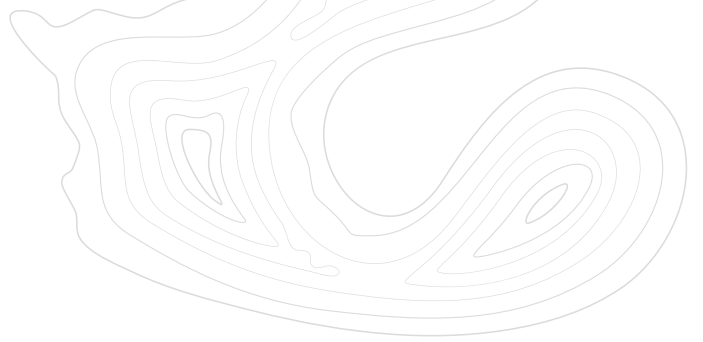
**“We're talking with clients and investing in what we truly believe supports their environmental goals.”**

*natalie J Hahlen*

**NATALIE HAHLEN**

Director of Environmental Health & Safety





# Our Commitment to the Environment

## QUAD'S APPROACH TO PROTECTING THE ENVIRONMENT

We have always believed that what is good for the environment is good for business.

We know that for Quad to continue to thrive in the future, we must take responsibility for our actions, including the upstream and downstream impacts on stakeholders throughout our value chain. To this end, we challenge ourselves to create a better way by conserving raw materials, reducing waste and energy use, sharing knowledge and leveraging regenerative solutions across our discipline-led integrated marketing platform.

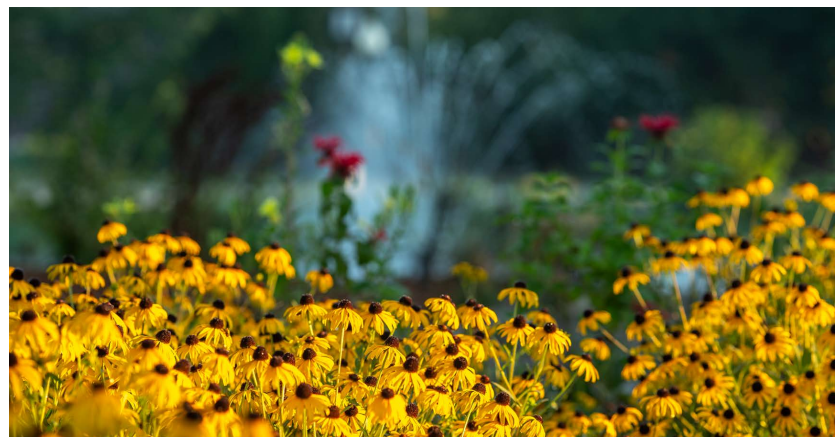
### Our SDG Commitments



**RESPONSIBLE CONSUMPTION AND PRODUCTION**



**LIFE ON LAND**



# Responsible Materials

## QUAD'S APPROACH TO RESPONSIBLE FORESTRY WITH VERIFIED CHAIN OF CUSTODY

Quad believes in protecting and renewing forests to safeguard the environment and providing sustainably sourced printed products and packaging.

We partner with paper producers in low-risk forestry areas, print on certified forest products that follow strict chain-of-custody standards, and support regenerative practices that maximize resources and mitigate sustainability risks in forested landscapes.

**Quad believes  
in protecting and  
renewing forests  
to safeguard the  
environment.**



## 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.

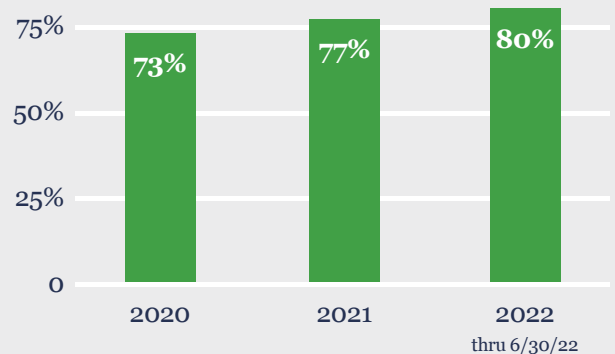


**80%** of the paper purchased by Quad for client work is third-party certified.

## Certified Paper Use Grows

Our clients increasingly expect that the paper and packaging they source from Quad are free from concerns over deforestation and forest degradation. Third-party certified paper follows a strict chain of custody from forest to arriving in our manufacturing facilities. Suppliers must work to protect the forest habitat, including replenishing the forest by planting more trees than are harvested. In recent years, Quad has partnered with clients to increase our certified paper usage to 80%.

## Quad's Certified Paper Purchases



**In recent years, Quad has partnered with clients to increase our certified paper usage to 80%.**

# Regenerative Initiatives: Refuse, Reduce, Reuse and Recycle

## QUAD'S APPROACH TO BUILDING RESILIENCY THROUGH REGENERATIVE INITIATIVES

Since our founding, Quad has embraced the circular economy, finding ways to reduce waste, reuse materials, and reduce our consumption of energy and other resources. We know that responsible choices benefit both our environment and our bottom line.



A Wisconsin Quad employee participates in a river cruise and cleanup event sponsored by the company.



Quad employees from our Sussex, Wis., plant volunteer to clean up plant grounds as part of the company's Earth Month activities.

Our Commitment to

# Increase Recycling Rate

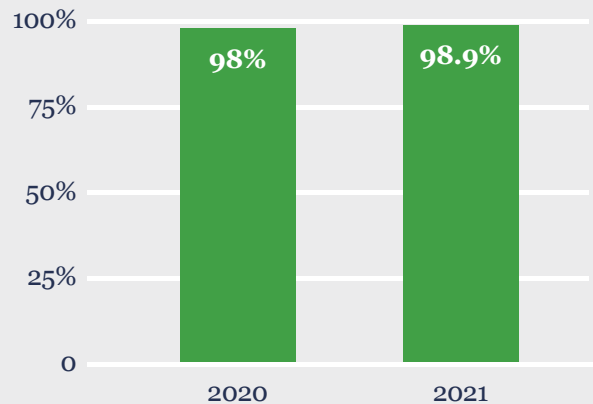
Quad commits to increase the recycling rate of solid waste at all facilities through 2030, after which we will evaluate benchmarks and seek ways to further improve our solid waste recycling rate.



**98.9%** of industrial wastepaper and other general waste across our U.S. facilities is recycled.

Quad collects, shreds, bales and recycles paper trim waste at all our printing facilities. In 2020, we achieved a 98% recycling rate for industrial wastepaper and other general waste, such as office paper and water bottles. In 2021, we improved that rate, achieving a 98.9% recycling rate across all our U.S. facilities. We attribute the 0.9% improvement to better recycling practices by our employees, and the impact of three plant closures — two of which were not as efficient.

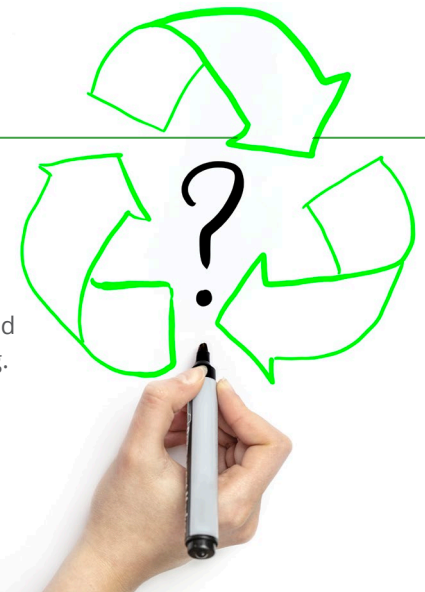
### Quad's Recycling Rate



## SPOTLIGHT STORY

### What's in Our Trash?

As we work to reduce waste, we wondered what might we be throwing away that could or should be recycled? To find an answer, we turned to our waste disposal company, which performed an audit on waste from our Wisconsin facilities. Initial audits for our Hartford and Lomira, Wis., plants identified a mix of materials that could have been diverted for recycling. These findings will be used to further improve our sorting practices, recycling rates and employee education across our U.S. footprint.



## SPOTLIGHT STORIES

## Quad Studios Guides 4R Sustainability

In 2022, Quad Studios — our photo and video production group, which operates 16 studios nationwide — created a robust, five-year sustainability plan to create engaged and informed “studio stewards.” The plan includes providing sustainability education to all Studios employees, and developing and implementing a best-in-class 4R guidance system built on the waste management practices of Refuse, Reduce, Reuse and Recycle.

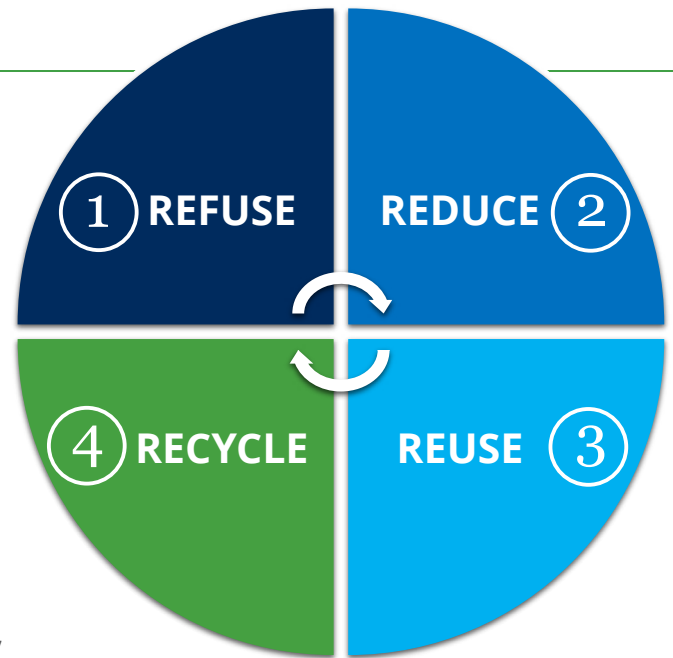
The first year of our Studios’ plan has been focused on research and education — starting with how we define and practice each “R.”

**Refuse** — Decrease buying or using single-use, wasteful and/or non-recyclable materials or products.

**Reduce** — Purchase only what is needed and manage waste to decrease environmental impact and cost to clients.

**Reuse** — Identify underutilized, old or unwanted items and find new uses for them, limiting Quad’s waste footprint.

**Recycle** — Take materials ready to be thrown away and convert them into different products or materials, reducing landfill impacts.



## Recharged Up: Refusing Single-Use Batteries

Do the Right Thing, a core Quad value, is evident in Studios’ refusal to consume items that come with a high cost to the environment. Single-use batteries are a recent case in point.

Two of our studios tracked the number of single-use batteries they disposed of in a single year — a total of 2,330. Refusing to continue generating problematic waste, the two studios invested in rechargeable batteries and chargers, eliminating their reliance on single-use batteries.

Now, studios across our company are looking at a full transition to rechargeable batteries.

## SPOTLIGHT STORIES

## Nano Printing Amplifies Sustainability

Quad InStore has invested in game-changing Nanographic Printing®, a digital printing technology that uses water-based inks that incorporate tiny pigment particles measuring tens of nanometers in size. The non-toxic process eliminates metal plates and can print on virtually any type of paper, including paper with recycled fiber — a challenge for most traditional offset presses. The new system also lowers the logistics impact of shipping drums of liquid ink, since the inks can be mixed with water on site.



Members of Quad InStore celebrate the startup of a new digital printing press that amplifies the company's sustainability efforts.



## 1-Million-Pound Recycling Partnership

Quad's Martinsburg, W.Va., plant serves as a community collection point for recycling drives held every other month. One million pounds of residential paper and cardboard have been recycled at our Martinsburg plant since 2005 through a partnership with Berkeley Community Pride, a local non-profit dedicated to litter abatement, recycling and other environmental efforts. The waste is sold to a recycler, and the recycling dollars returned to the community in the form of scholarships.



SPOTLIGHT STORIES

# Earth Month Activities: Cleaning Up & Out

Throughout April 2022, Quad supported several Earth Month activities, including:

- Outdoor plant cleanups during which employees volunteered to collect trash on the property; and
- A nationwide e-waste drive for employees' personal electronics, such as computers and cell phones. Through our drive, we collected nearly 5,100 pounds of personal e-waste for recycling.



Quad employees across the country help clean up plant grounds in support of Earth Month.



Our Argentina employees upcycle waste into furniture for use in and around the facility.

INTERNATIONAL INSIGHTS

## Waste to Wow

Our plant in Buenos Aires, Argentina, has implemented a program to reimagine and reuse waste materials. For example, wooden pallets and empty oil drums have been upcycled by our employees into benches and chairs now in use at the facility.

## Quad Europe Reduces Plastic in Displays

The use of plastics is a growing environmental concern for many stakeholders — from brand owners to consumers.

In Europe, Quad InStore is reducing plastic use and increasing the use of recycled content in its display systems, providing European clients with more sustainable alternatives. In 2021, Quad Europe launched display stands made of 100% cardboard and liner, which are recyclable materials.



Our Commitment to

# Reduce Hazardous Waste

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



**We are committed to finding ways to reduce the use of chemicals and solvents.**

## QUAD'S APPROACH TO SOUND MANAGEMENT OF HAZARDOUS WASTE

Quad takes responsibility to mitigate the dangers associated with hazardous waste by implementing comprehensive chemical and hazardous waste management practices.

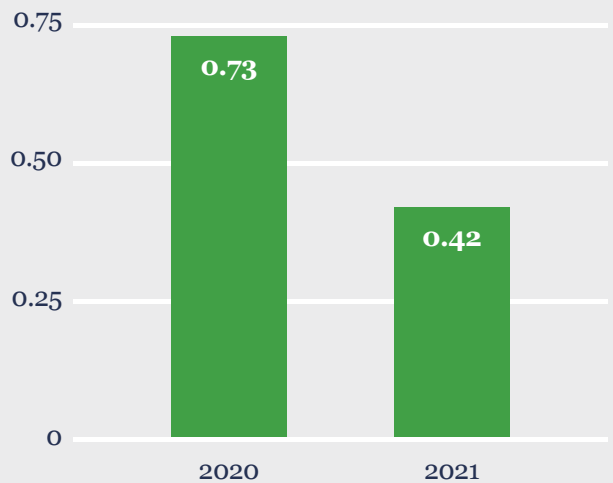
We are diligent about safe handling practices in our operations — from the time hazardous waste is generated through its final disposal. We are also committed to finding ways to reduce the use of chemicals and solvents.

# 0.42

pounds of Resource Conservation and Recovery Act (RCRA) federally regulated hazardous waste was generated per 1 million pages printed in 2021.

### Quad's Hazardous Waste Output

We have reduced hazardous waste output per 1 million pages printed. The decrease between years reflects the closure of three plants — two of which were not as efficient.



SPOTLIGHT STORIES

## Sound Strategy: Sonic vs. Solvent Cleanup

During the fall of 2022, our Lomira, Wis., plant will begin piloting the use of sonic parts washing technology — rather than solvents — to clean machine parts. The sonic process reduces the use of solvents and hazardous waste generation.



## Clean Sweep on Textile Waste

In 2021, Quad laundered more than 567,735 lbs. of industrial wiping towels, 34,436 lbs. of mop heads and 43,678 lbs. of oil absorbents, reusing these textiles instead of employing other disposal methods.

# 645,849

pounds of industrial textiles, such as wiping towels, were cleaned for reuse vs. disposal in 2021.

# Energy & Emissions

## QUAD'S APPROACH TO PURSUING ACTIONABLE STRATEGIES TO REDUCE GREENHOUSE GASES

We know that managing and reducing our greenhouse gas emissions is important in addressing climate change and reducing business risk.

Therefore, we are investing in energy management systems to make data-based decisions that help us advance our environmental commitments, exploring ways to bring renewable energy alternatives online, and identifying and implementing ways that use less of our earth's finite resources.

**We know that managing and reducing our greenhouse gas emissions is important in addressing climate change and reducing business risk.**



# Our Commitment to Reduce Carbon Emissions Intensity

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



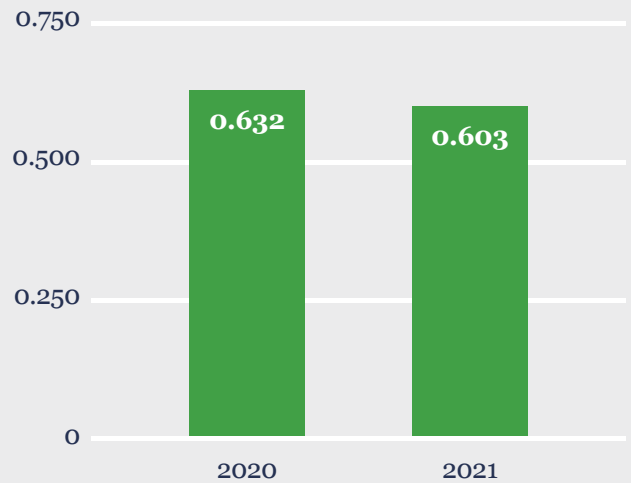
**Quad's carbon footprint metrics have been verified by an independent third party.**

# 0.603

metric tons of carbon dioxide equivalent (CO<sub>2</sub>e) emissions per 1 million pages printed was produced in the United States in 2021.

## 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. We attribute our 2021 improvement to more efficient use of our printing presses as client work and production schedules became more consistent after a year of unpredictability due to the pandemic.



## SPOTLIGHT STORIES

## Four Quad Plants Are 50001 Ready

As of September 2022, four Quad plants have been recognized by the U.S. Department of Energy for having a 50001 Ready energy management system in place: Hartford, Sussex and West Allis, Wis., and Saratoga Springs, N.Y. To be 50001 Ready, the plants created sound energy policies, established detailed objectives, and built structured improvements to generate sustained savings in cost and carbon emissions. We continue to expect more of our plants to become 50001 Ready over the coming years.



Employees of Quad's Saratoga Springs, N.Y., plant take pride in being recognized as a 50001 Ready site.

## Industrial Energy Assessment Targets Savings



A team from the University of Wisconsin — Milwaukee's Industrial Assessment Center (WM-IAC), which provides energy, productivity and waste assessments to industrial facilities free of charge, evaluated potential energy and

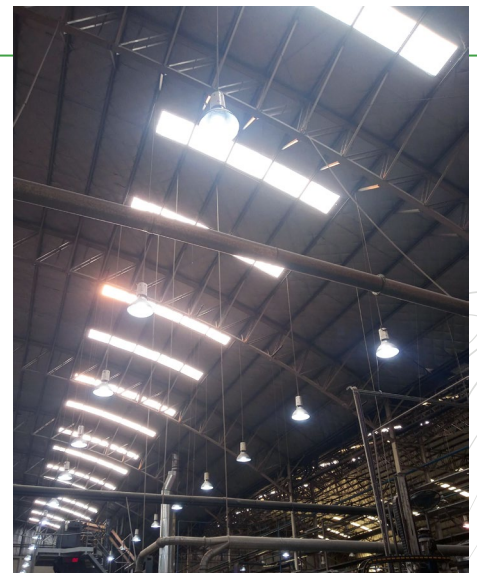
cost-saving measures at our Franklin, Wis., packaging plant. The WM-IAC is funded by the U.S. Department of Energy. The assessment identified energy-saving opportunities, several of which we are currently implementing, such as lowering the set point on our high-pressure air system and adjusting the seasonal set point temperatures during peak heating and cooling seasons. By implementing these improvements, we expect to lower energy usage in our Franklin plant. Further, we expect to apply these measures to our other packaging plants.

## INTERNATIONAL INSIGHT

## Argentina Lightens Energy Use

Our Buenos Aires plant is undergoing an extensive lighting project to reduce energy consumption. Beginning in 2019, the plant started replacing its existing halogen 400W lamps with 120W LED lamps, achieving 70% energy savings per unit. To date, the plant has replaced more than 50% of its halogen lamps and plans to upgrade all lighting to LED by the end of 2022. The facility also plans to leverage natural lighting, replacing existing on-roof structures with transparent sheet tiles.

This effort mirrors LED lighting upgrade investments made in the majority of our U.S. print manufacturing locations over the past decade.



# Water

## QUAD'S APPROACH TO CONSERVING WATER

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

We proactively manage our water consumption through a combination of best practices, capital investments, efficient platforms and efforts, including regularly consulting with independent third-party water treatment advisors and metering experts to monitor our facilities' water use; performing preventive maintenance to ensure system efficiency; changing out aging assets and installing new equipment when possible; and following best practices to reduce water waste and cost.



## SPOTLIGHT STORY

### Quad Packaging Partners to Reduce Water Use

Quad Packaging partnered with the University of Wisconsin-Milwaukee College of Engineering and Applied Science to further understand its water use. Focusing on our Franklin, Wis., plant as a pilot, a group of four students worked during their fall 2021 semester to assess and measure water use at the plant. The effort identified a leak in the plant's reverse osmosis (RO) system – the system used to supply water to the humidification system and printing presses. Additionally, the team recommended four ideas that are now being implemented in our Franklin plant. These ideas are:

- Ensure the plant's reverse osmosis (RO) system is performing at peak levels by scheduling regular reverse osmosis RO technician visits.

- Perform a trade-off analysis to maximize the amount of RO water being created without incurring significant cost.
- Improve water monitoring through tracking system performance indicators.
- Reduce the relative humidity setpoint to the minimum required for efficient production.

Already these ideas have helped the plant mitigate water use by nearly 157,000 gallons. Packaging management is evaluating which recommendations should be implemented at our other Packaging plants, which will go a long way toward achieving the operating unit's 2025 water reduction goal of 5%.

# Stewardship & Education

## QUAD'S APPROACH TO EMPOWERING ENVIRONMENTAL STEWARDS AND CHANGE-AGENTS

At Quad, environmental education has been core to our purpose of creating a better way for employees, clients and communities.

Education is a reciprocal process at Quad. We all learn from each other, building the knowledge base that helps us meet our environmental goals, empowers us to make a difference together, and cultivates a new generation of environmentally conscious leaders and stewards.



Quad clients and vendors attend one of our annual Quad Packaging Sustainability Symposiums.



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



## SPOTLIGHT STORIES

## Helping Promote Environmental Literacy

The practical realities of the pandemic on education created challenges for working parents everywhere. Quad helped maintain environmental literacy during this unprecedented time through our partnership with Wisconsin-based Pine View Wildlife Rehabilitation and Education Center. During the height of the pandemic, the Pine View team adapted content from its popular in-classroom programming and curriculum for in-home use by parents, families and teachers of K-2 students. Quad designed, printed and assembled these take-home modules, which are focused on helping youngsters develop their powers of scientific proficiency through observation and investigation while learning about their local ecosystem. Much like their counterparts, these modules also reflect focus on state academic standards. Quad and Pine View then collaborated with the Quad Working Parents Business Resource Group (BRG) to “road test” the new modules. One hundred modules were distributed to members of the group, who provided positive feedback. Quad then designed, printed and assembled the final modules.



## Craft Beer Buyers Favor the Environment

Forging partnerships with different industries is essential to effecting positive, sustainable change around packaging issues. In 2022, we studied the growing craft beer industry at our Package InSight location in Greenville, S.C., where we have an onsite retail store lab. In the lab, we use quantitative eye-tracking technology and qualitative surveys to identify which packaging design

elements in a specific category drive visual attention and which correlate with sales. For craft beer, we found that consumers had a definite preference for paperboard cartons vs. various types of plastic packaging for cans. When results like these are shared at conferences and with trade organizations, the findings promote the use of sustainable packaging.



## Symposium Showcases Sustainability Successes

Since 2016, Quad Packaging's annual Sustainability Symposium has brought together our diverse client base with sustainability experts and industry thought leaders to discuss environmental issues and share solutions to challenges. After a hiatus in 2021 due to the pandemic, the Symposium returns in fall 2022, hosted at Greenville, S.C. Since 2016, Quad Packaging's annual Sustainability Symposium has brought together our diverse client base with sustainability experts and industry thought leaders to discuss environmental issues and share solutions to challenges.



## SPOTLIGHT STORIES

## CVS Prescribes Sustainability Roadmap

During the spring of 2022, Quad appeared on stage with client CVS Health at the SPC Impact 2022, the Sustainable Packaging Coalition's flagship event. The conversation centered on how companies can get started on their sustainability journey by "lifting" what they do well every day and then "shifting" that into sustainability efforts to accelerate progress and achieve results. Tips for success



included keeping messaging accessible and relatable, building on existing organizational strengths and connecting sustainability efforts with collaborative suppliers like Quad.

## Quad Stars in "Into the Outdoors"

Quad and Pine View Wildlife Rehabilitation and Education Center will be featured in the Emmy® Award-winning broadcast, public and streaming TV series "Into the Outdoors,"



which regularly airs on PBS. The producers of the program were attracted to our commitment to galvanize the next generation of environmental stewards. In this episode, a student is assigned homework to sit outside and observe his surroundings. He is inspired to investigate how animals interact with human environments and what role humans play in maintaining a healthy ecosystem. The audience learns along with the student as he talks with experts, community volunteers and corporate professionals about the importance of sustainability. The episode, some of which was filmed at Quad's Franklin, Wis., packaging plant, is expected to debut in fall 2022 and run for a minimum of two years on the Into the Outdoors channel, streaming service platforms and partner broadcast stations including ABC, NBC, CBS and Fox.

## INTERNATIONAL INSIGHT

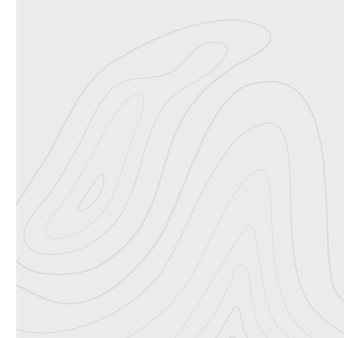


## Beekeeping Builds Buzz in Poland

For the past two years, Quad Europe employees have kept honeybees on the grounds of our Wyszków, Poland, printing plant as part of an effort to reverse the decline of these natural pollinators. Quad Europe also has made some of its property available to create an educational apiary to benefit the community.

ESG  
Microsite

Please click the button to learn more about our Environmental efforts.





# An Update on Social Responsibility

Quad has a long history of taking care of our employees with a goal of creating a workplace where talent is recognized and rewarded, and feels a strong sense of belonging. This is more important than ever as we continue our focus on attracting and retaining the talent that will accelerate our growth.

Employee expectations are changing — and we are changing, too. We are embracing forward-thinking workplace practices, such as flexible work models. We are implementing innovative talent acquisition and onboarding strategies, and enhancing talent development and engagement programs to differentiate ourselves. We are furthering employee well-being through expansion of wellness services, including behavioral health.

Additionally, we are maintaining our heightened focus on being a truly inclusive workplace. We recognize that today's employees make employment decisions based

on alignment to company Values, and efforts to create a diverse and inclusive company culture. Our Diversity, Equity and Inclusion (DEI) work is centered on action. In 2022, we reached even more leaders with DEI-related learning sessions. We introduced Inclusion as a performance review competency for all employees. We also expanded support for our Business Resource Groups (BRGs).

We also continued to build connections with and in our local communities, knowing their health and prosperity are linked to Quad's future success.

Quad's Values are at the center of our unique culture. They drive us to act with urgency and purpose. Through our social responsibility strategies, we positively impact our people and our business.

**JENNIE KENT**

Executive Vice President and  
Chief People & Legal Officer



# Our Commitment to Social Responsibility

## QUAD'S APPROACH TO SUPPORTING OUR EMPLOYEES AND OUR COMMUNITIES

We hold ourselves responsible to our employees and to the communities we call home, and seek to be an employer of choice and a trusted community member.

Each one of our employees is critical to our strategy and long-term success. Led by our Values, we are invested in our employees' job satisfaction and career growth, as well as their health, safety and total well-being.

We are also engaged in the communities where we do business, and invest in organizations, initiatives and resources to strengthen our relationships and build the trust necessary to accomplish great things together.

## Our SDG Commitments



**GOOD HEALTH AND WELL-BEING**



**DECENT WORK AND ECONOMIC GROWTH**



**REDUCED INEQUALITIES**



**PEACE, JUSTICE AND STRONG INSTITUTIONS**

# Diversity, Equity and Inclusion

## QUAD'S APPROACH TO ADVANCING DEI

Advancing DEI is the right thing to do and is a non-negotiable requirement for Quad to grow as a marketing experience company. Our founding Values, especially Believe in People, Do the Right Thing and Urgently Innovate, serve as the basis for our DEI work, which drives business outcomes, including attracting and retaining talent, increasing employee productivity, strengthening and protecting our brand reputation, and competing in growth verticals.



## Our DEI Goals



### DIVERSITY

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



### EQUITY

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



### INCLUSION

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

**Together, we must continue to live our Values and not tolerate racism, discrimination, retaliation or prejudice of any kind.**

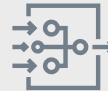
## DEI Task Force – From Ideas to Action

We launched a DEI Task Force in December 2021, which was a goal that was identified in our 2021 ESG Report. The DEI Task Force quickly ramped up ideas to action as part of its focus on advancing a more comprehensive and sustainable, company-wide DEI strategy. The DEI Task Force includes representation from all employee levels, each of our BRGs, and many business areas and brands, including QuadMed, Periscope and Rise Interactive. This team will help promote and foster a culture of inclusion, helping to create and lead projects, and develop the metrics that will hold us accountable to our DEI commitments.

During the first half of 2022, more than 80 employees worked alongside 27 DEI Task Force members to brainstorm ideas related to key DEI strategies. This ideation phase resulted in 37 ideas that have become the baseline for Quad's action agenda through 2024.



**Increase Understanding**



**Lead with Intentional Inclusion**



**Deliver Sustainable Results**

# 100+

DEI Task Force members and employees across all business areas and levels of the company took part in developing our DEI action agenda through 2024.



## DEI Learning Session Update: 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.

# 900+

leaders completed the intercultural development inventory, which focuses on strengthening intercultural competencies.

## QUAD'S APPROACH TO ADVANCING BRGs

We support our BRGs and their efforts to cultivate an inclusive company culture. They are essential to creating a space where employees with common interests and identities can come together and encourage each other's growth and development. Our BRGs provide helpful feedback on company procedures, policies, processes and insight into the unique needs of their communities.



Our Commitment to

# Develop Business Resource Groups

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



## SPOTLIGHT STORIES

## Strengthening Support for Our BRGs

BRGs are central to our efforts to create a more inclusive environment at Quad. In 2022, we developed a BRG Advancement Program that includes new resource guides, an annual budget, training, leader stipends based on goals achievement and executive sponsorship.

We also hired an Inclusion & BRG Program Manager to provide program oversight and strategic guidance, and to measure program success. Our new program manager will collaborate with BRG leaders and executive sponsors; support employee groups with active listening, guidance and coaching; and ensure alignment of BRG program goals and objectives with Quad's ESG commitments, and DEI strategy and goals.



## LCW Helps Quad with BRG Success

As Quad looked to grow our BRGs, we turned to LCW, a DEI consultancy that helps organizations develop the systems and mindsets to lead in a culturally diverse world. LCW provided critical guidance on BRG processes, resource guides; BRG leadership training; and executive sponsor onboarding, all of which we are in the process of implementing.



## Pride Flags Fly

In June 2022, Quad raised Pride flags at all U.S. manufacturing facilities and our major Agency Solutions locations, expanding the initiative's scope from 2021. In support for the LGBTQIA+ community across the country, Quad provided the flags and encouraged our locations to fly them throughout the year. The Progress flag, shown in the photos above, features the original and iconic 1978 rainbow design, but with chevron stripes to represent transgender individuals and queer people of color.

## BRG Open House

Quad's BRGs hosted a live information and networking event in spring 2022 to encourage employees to learn more about our six BRGs, including their missions and how to get involved. The event featured a live panel discussion and a time to meet and greet each other. It was streamed and recorded for added virtual access.



## 2022 BRG Updates

### PRIDE: Sharing in the Power of Community

PRIDE hosted a 12-month storytelling series, which featured members sharing their personal experiences. The series is inspired by a quote from American writer, television host and transgender rights activist Janet Mock. Stories highlight the power of first-person narratives, leading to love, understanding, transcendence and community. Story topics included coming out, raising queer children and experiencing life as a member of the LGBTQIA+ community. These meetings created a safe space in the workplace for vulnerability, and fostered empathy through greater understanding within Quad.



### U.N.I.T.E.: Driving Interest and Engagement at the Plant Level

U.N.I.T.E. BRG leaders traveled to Quad manufacturing plants throughout Wisconsin to gain improved visibility for their BRG, which propels Black excellence and authenticity. They met with

plant leaders to strengthen their relationship with these individuals, raise awareness of U.N.I.T.E. and better understand how to build membership, specifically among manufacturing employees.

### Frontline: Honoring Military Veterans

Our Frontline BRG for military veterans and their family members continues to find ways to recognize service members. One effort includes creating Honor Walls in manufacturing plants, like the one in our Hartford, Wis., facility shown at right. These Walls feature photos of employees who have served our country or are currently serving in the U.S. military. So far, Honor Walls have been created in five plants. Another BRG effort includes supporting veterans through attending events like Honor Flights. In 2022, Frontline members were at Milwaukee's General Mitchell Airport to welcome back three veterans with special ties to Quad.

### Somos Uno: Standing with Uvalde

Somos Uno, our BRG for Hispanic/Latinx employees, shared compassion and care during the devastation following the school shooting in Uvalde, Texas. Somos Uno made a charitable contribution to each of the 21 victims' families, and encouraged individual donations from members as well.

### The Circle: Partnering with U.N.I.T.E. to Have a Vulnerable Conversation

In honor of Black History Month in February, The Circle

BRG for women partnered with our U.N.I.T.E. BRG to host a three-part series called "TransparenSHE." The video series focused on sharing perspectives from women about work-life balance, setting boundaries and measuring self-worth.



### Working Parents: Spotlighting Child Safety on the Internet

Our Working Parents group sponsored a seminar on Internet Crimes Against Children. A detective with the Waukesha, Wis., Sheriff's Department discussed need-to-know information for parents, such as IT security best practices for children's electronic devices.



## QUAD'S APPROACH TO SHARING PROSPERITY WITH DIVERSE SUPPLIERS

Investing in diverse and underrepresented suppliers — such as minority-owned businesses, women-owned businesses and small enterprises — is an important part of Quad's overall DEI strategy and good for both our business and communities. Diverse suppliers help our supply chain become more sustainable, competitive and resilient.

**18%** increase in annual spend made with diverse suppliers in 2021 as compared to 2020.



Our Commitment to

# Increasing Supplier Diversity

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



**Investing in diverse and underrepresented suppliers is an important part of Quad's overall DEI strategy and good for both our business and communities.**

# Attracting, Developing and Retaining People

## QUAD'S APPROACH TO BUILDING A WORKFORCE ALIGNED TO OUR STRATEGY

We know our future depends on our ability to attract, develop and retain top talent who will advance our vision and create a world-class marketing experience for our clients. We continue to evolve our employee value proposition, investing in competitive compensation; a Total Rewards package centered on physical, emotional, financial and social well-being; career tracks with paths for accelerated responsibility and pay; an engaging work atmosphere with flexible models of work; and a culture of collaboration, team spirit and trust.

**35%** of Quad's U.S. Management team identify as women as of June 30, 2022, compared to 30% as of September 30, 2021.



## Our Commitment to

# Improving Representation

Through 2030, Quad commits to:

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



# Employment Representation

We have made progress toward our ongoing commitments to improve the representation of women and people of color among Quad's U.S. employee base.

As of June 30, 2022, Quad has the following employee representation:

## Agency Solutions Employees

**19%** of Agency Solutions employees identify as people of color (compared to 19% as of September 30, 2021).

**10%** of Agency Solutions director and above positions are held by people of color (compared to 8% as of September 30, 2021).

**58%** of Agency Solutions employees identify as women (compared to 57% as of September 30, 2021).

**45%** of Agency Solutions director and above positions are held by women (compared to 47% as of September 30, 2021).

## Quad Employees

**29%** of Quad U.S. employees identify as people of color (compared to 28% as of September 30, 2021).

**32%** of Quad U.S. employees identify as women (compared to 30% as of September 30, 2021).

## Quad Management

**8%** of Quad's U.S. Management identifies as people of color (compared to 6% as of September 30, 2021).

**35%** of Quad's U.S. Management identifies as women (compared to 30% as of September 30, 2021).

**We have made progress toward our ongoing commitments to improve the representation of women and people of color among Quad's U.S. employee base.**

## SPOTLIGHT STORIES

## Agency Solutions Reimagines Hiring

Our Agency Solutions group has been at the forefront of reimagining how we discover, interview and hire employees. By instituting new practices, processes and tools focused on fostering inclusivity and reducing potential biases, we have improved the Agency Solutions candidate hiring experience.

For example, we have expanded recruiting sources to reach more candidates; instituted interview panels and structured questions to reduce bias and eliminate variability; and began using interview scorecards and team reviews to promote objective hiring decisions.

## DEI Task Force Moves from Assessment to Action

As part of our DEI Task Force's 2022 Action Agenda, we have identified a series of projects to create a more comprehensive and sustainable DEI strategy at Quad.

- Improving the DEI competencies of everyone involved in the hiring process to foster intentional inclusion and reduce potential bias.
- Improving how Quad onboards employees into our organization, such as building community inside of Quad early on through interest groups, activities and programs.
- Improving underrepresented community outreach communications through new channels and resources.
- Providing employees with tools to create comfortable, open conversations that build deeper connections and foster belonging.
- Performing equitable benefit review and communication of benefits.



Since implementing the more inclusive hiring practices in Q4 2020, our Agency Solutions group has made gains in attracting diverse talent:

- On average, 27% of new-hires each quarter identify as people of color.
- The representation of Agency Solutions employees who identify as people of color has increased from 16% to 19%.

## New Quad MKE Location to Create Community Recruitment Hub

Quad is launching a new recruiting and training hub in Milwaukee's central city in the Century City Office Tower — a strategic location for us to build and strengthen relationships within the community while also serving as our new Wisconsin recruiting and training hub.

Our goal is to work with the community to remove inhibitors to employment (e.g., transportation, skills) and create plentiful opportunities to pursue a career at Quad.

Once open in fall 2022, job candidates will be able to apply, interview and receive training for manufacturing, production and client service positions across our Wisconsin network of facilities. For employees involved in this program, Quad will provide free employee transportation services.

## QUAD'S APPROACH TO COMPETITIVELY COMPENSATING EMPLOYEES

By recognizing, rewarding and competitively compensating employees according to their performance, experience and job requirements, we attract and retain a high-performing workforce committed to fulfilling the mission of the company. Our compensation structures are built to ensure that Quad is competitive in the markets where we operate, and equitable based on employees' experience, job responsibilities, performance and business results.

**We will meet our commitment of increasing the hourly base rate for all U.S. Quad employees to at least \$15.00 per hour by the end of 2022.**



Our Commitment to

# Increase Base Hourly Rate

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

QUAD'S COMMITMENT



## QUAD'S APPROACH TO PROMOTING INDIVIDUAL GROWTH

We help our employees develop their skills and understand the value they bring to the company. Quad's people leaders provide feedback and coaching on career potential so that each employee is able to assess the opportunities in front of them. Transparent communications between employees and people leaders sets the foundation for long-term growth and success. All employees are encouraged to complete self-assessments in order to enrich the career dialog and provide focus to developmental activities. People leaders add their own employee assessment observations, leading to actionable development plans aligned with the company's purpose and mission.

### SPOTLIGHT STORY

## Inclusion Competency Created for All U.S. Employees

In 2022, we added a new performance review competency called Inclusion. Centered on advancing inclusive behaviors (i.e., behaving in ways that make everyone feel valued, respected and supported), the Inclusion competency directly correlates to improving engagement and retention rates — key business imperatives. This competency will help us create a safe and open environment where all Quad employees can bring their truest and best selves to work every day.

Notably, we exceeded our 2022 commitment to include DEI competencies in performance reviews for U.S. leaders by rolling it out to U.S. employees at all levels of our company. Additionally, we are highly encouraging all employees to commit to an Inclusion goal. This goal could include: welcoming new employees and inviting them into conversations; attending learning sessions on How to Be an Ally; joining a BRG; or volunteering with an organization that prioritizes inclusion for underserved communities.

### Our Commitment to

# Achieve DEI Targets

In 2022, Quad commits to:

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



# 100%

of Quad's U.S. employees' 2022 annual performance reviews will feature our new Inclusion competency.

## QUAD'S APPROACH TO DRIVING ENGAGEMENT AND JOB SATISFACTION

We continue to nurture a culture of engagement, where all employees feel seen, heard and valued. Quad believes engaged employees have greater job satisfaction, go beyond what is expected of them, and stay and grow their careers with our company. By providing a work environment that is inclusive, engaging and flexible, we reduce turnover, increase productivity, build better work and client relationships, and improve business outcomes.



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.



**By providing a work environment that is inclusive, engaging and flexible, we reduce turnover, increase productivity, build better work and client relationships, and improve business outcomes.**



## SPOTLIGHT STORIES

## Improving Our Engagement Surveys

Employee engagement is a strong predictor of job retention, a vibrant culture and our ultimate success. We have conducted employee engagement surveys for several years, asking employees what they like about working for Quad, what we can improve, and what could drive greater job satisfaction.

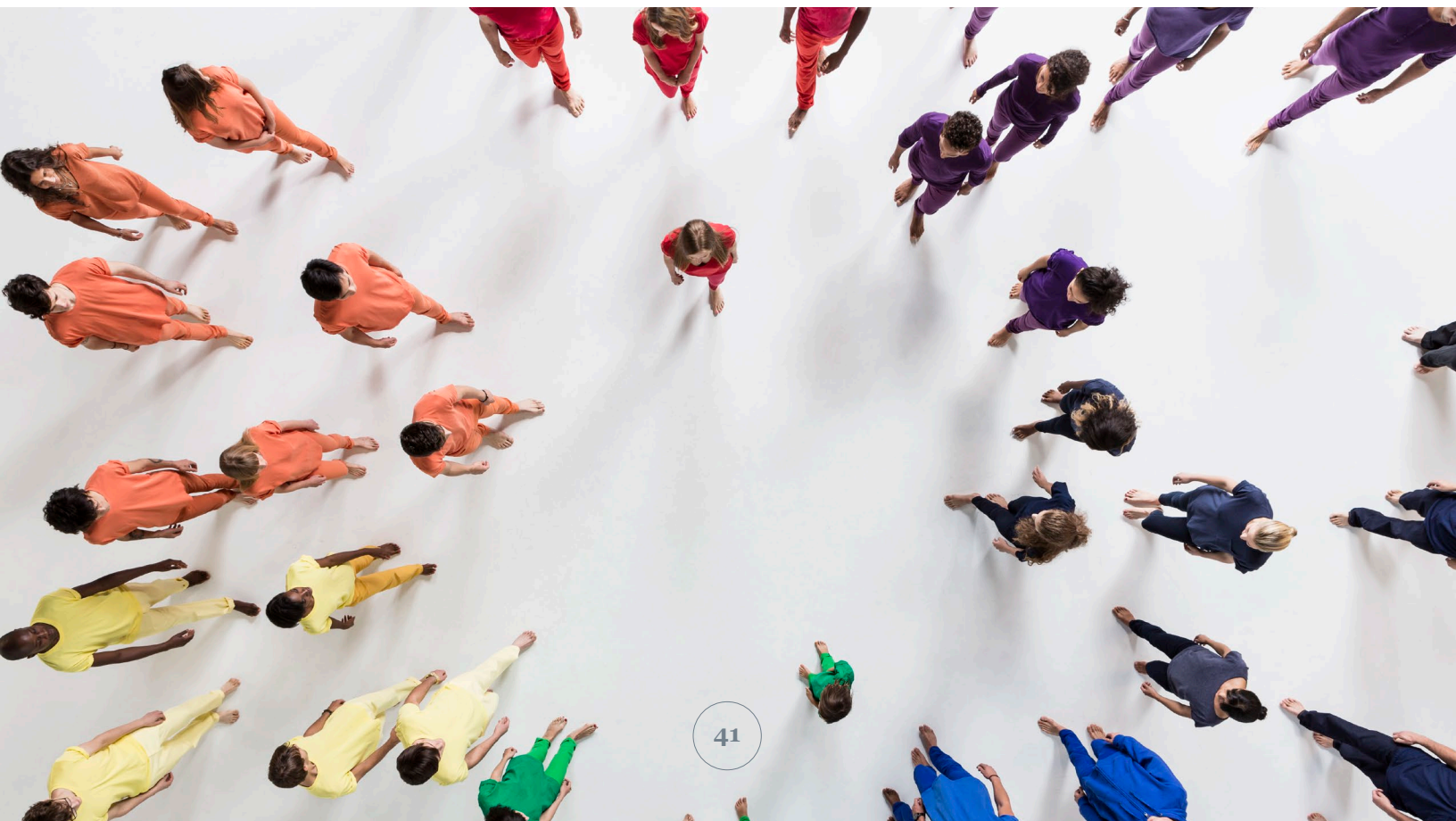
This year, we improved our survey process in several ways:

- We added critical new questions around work-life balance.
- We provided Human Resource Business Partners with access to detailed survey data to help them find actionable information for their specific groups.
- We administered engagement surveys for different teams and groups simultaneously — versus different times throughout the year — to eliminate seasonal variability.

## First All-U.S. Engagement Survey Slated for 2023

Ours is an employee-centric culture with a shared belief in the importance of having all voices heard. While we have surveyed many different teams and groups over the last year, we will stage our first simultaneous all-U.S. engagement survey during the first quarter of 2023. Every U.S. employee, regardless of department or function, will be afforded the opportunity to complete the survey.

As part of our commitment to driving DEI into all decisions, we will be able to review the anonymous survey data across different demographic groups, allowing us to see how we are doing in creating an open and inclusive company.



## QUAD'S APPROACH TO DESIGNING PROGRAMS FOR A LONG-TERM WORKFORCE

Quad aspires to retain a long-term workforce, and believes satisfied employees who take pride in their job, their team and their achievements will remain with us for the long run. We design our retention programs to intentionally create experiences and career opportunities that encourage employees to stay. We work hard to retain engaged and loyal brand ambassadors who support our culture, go the extra mile and help us advance faster on our growth strategy.

**35%** of new-hires reached 1 year of service in 2022.

The percent of new-hires reaching 1 year of service remained the same between 2021\* and 2022\*\* (i.e., 35%).

**44%** of new-hires identify as women and reached 1 year of service in 2022.

The percent of new-hires who identify as women reaching 1 year of service increased from 41% in 2021\* to 44% in 2022.\*\*

**32%** of new-hires identify as people of color and reached 1 year of service in 2022.

The percent of new-hires who identify as people of color reaching 1 year of service increased from 29% in 2021\* to 32% in 2022.\*\*

\*Percentage of employees that started between July 1, 2019, and June 30, 2020, who reached 1 year of service between July 1, 2020, and June 30, 2021

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



**Quad believes satisfied employees who take pride in their job will remain with us for the long run.**

## QUAD'S APPROACH TO ADVANCING CAREERS, ACCELERATING INDIVIDUAL GROWTH

Quad believes our continued success depends on a workforce with future-ready skills to improve and grow our business, and delight our clients. We foster our employees' individual growth and potential, and have programs and resources to advance their skills and accelerate their career progression. Guided by people development leaders, we are bringing our employees closer to the future they envision, faster.

117

Quad U.S. employees graduated from our Accelerated Career Training program since September 30, 2021.



Our Commitment to

# Advance Career Development

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



**We foster our  
employees' individual  
growth and potential.**

## QUAD'S APPROACH TO IMPROVING EMPLOYEE RETIREMENT SAVINGS

Today's workforce wants and needs reliable, trustworthy education about financial planning to ensure a secure retirement. At Quad, we encourage financial planning and retirement readiness through several free services, including one-on-one financial coaching, access to online financial and retirement modeling resources, and live virtual webinars.

# 97%

**of eligible Quad U.S. employees participate in our tax-deferred 401(k) retirement savings plan, with an average annual deferral rate of 8.6%.**

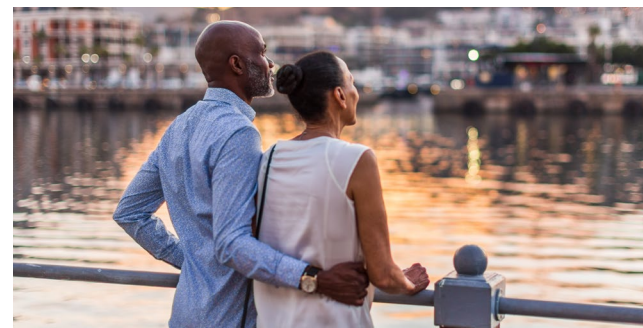
Employee participation in our 401(k) retirement savings plan increased from 96% as of September 30, 2021, to 97% as of June 30, 2022. The average deferral rate also increased from 8.2% to 8.6%.

**We encourage financial planning and retirement readiness through several free services, including one-on-one financial coaching.**

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.



# Safety

## QUAD'S APPROACH TO PROTECTING OUR MOST IMPORTANT ASSET: OUR PEOPLE

At Quad, *everyone* is accountable for safety. Creating a workplace where everyone feels safe and protected is the right thing to do, and serves as the foundation for increasing productivity while lowering business costs. We manage our safety performance through an Environmental Health and Safety Management System (EHSMS) plan; invest deeply in safety awareness and training; and continuously evolve our program with forward-thinking resources, including frontline coaching through Industrial Athletic Trainers (IATs).



**Approximately 40% more Quad U.S. employees have access to an IAT in 2022 versus 2021.**

Our Commitment to

# Improving Safety

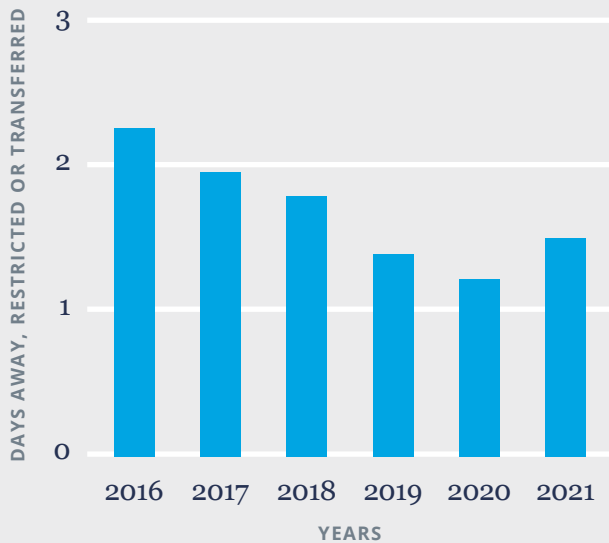
Through 2030, Quad commits to:

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



One of the ways we can measure strains and sprains in the U.S. is with Days Away, Restricted or Transferred (DART) — a key safety performance metric reflecting our most serious workers’ compensation injuries. The most common type of injuries we see that affect this score are strains and sprains. In 2021, these types of injuries still accounted for approximately 50% of total injuries among our U.S. employee base.

### Quad’s DART Rate



In 2021, we saw a slight increase in DART rate, which we attribute to employees working more regularly scheduled hours following the pandemic and lockdowns.

## SPOTLIGHT STORIES

# IATs Prove to Be Popular and Effective

In 2021, we reported on the remarkable success — and popularity — of our IATs. These on-site professionals are an effective frontline resource for preventing injuries. Using their expertise in ergonomics and physical conditioning, they focus on body mechanics, postural concerns, overexertion and fatigue. They also specialize in injury rehabilitation and treatment of acute, emergent and chronic injuries. Their services are provided at no cost to employees, whether an injury happens on the job or outside of work. In 2022, we added one additional IAT to serve Quad’s Hartford and West Allis, Wis., locations, bringing our roster to four trainers. This improved the number of U.S. Quad employees with access to an IAT from 3,630 in 2021 to 5,100 in 2022 — a 40% increase. We plan to hire additional trainers.



## Quad Garner Award for Injury Prevention and Workers’ Compensation Performance

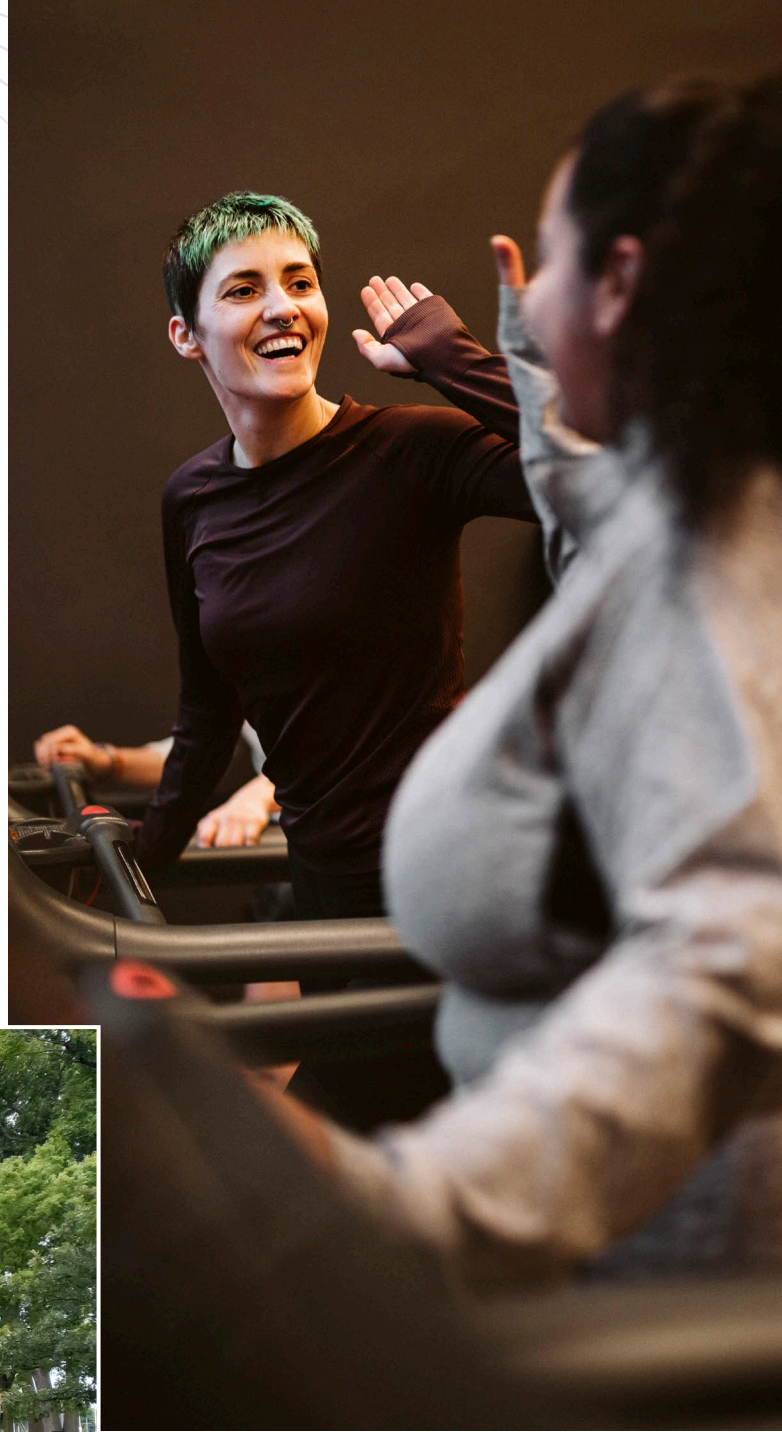
*Risk and Insurance* magazine recognized Quad for achieving excellence in injury prevention and workers’ compensation performance with a 2022 [Teddy Award](#). Named for President Theodore Roosevelt, who introduced the first significant workers’ compensation legislation, the Teddy Award recognizes well-rounded programs that take a holistic approach to workers’ compensation, injury prevention and disability management.



# Holistic Wellness

## QUAD'S APPROACH TO CULTIVATING A CULTURE OF TOTAL WELL-BEING

Innovative health care — with improved access and affordability — has been a Quad cornerstone. It is a critical differentiator in today's competitive labor market and central to our value as an employer. We are leveraging our strong culture of care with a holistic commitment to total well-being, offering new virtual delivery models, expanded behavioral health services, and rewards programs for making informed and positive choices.



**Innovative health care is a critical differentiator in today's competitive labor market and central to our value as an employer.**

Our Commitment to

# Promote Holistic Well-Being

In 2022, Quad commits to:

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

Through 2030, Quad commits to:

- Improving employee engagement in the QLife Rewards program.
- Improving employee engagement with our condition management program.



## SPOTLIGHT STORY

### Expanding Our Behavioral Health Program

Mental health has a real impact on our employees' quality of life and their ability to bring their best selves to work every day. We are proud to report that Quad will have successfully met our commitment to expand our behavioral health program nationwide by the end of 2022. Offered through QuadMed, our program provides in-person or virtual counseling through licensed therapists via our 24/7 Emotional Support Connection.

We are also making strides in training our leaders to be prepared to appropriately manage employees' emotional stressors and have behavioral health resources at the ready for referrals.



**We will meet our commitment of launching our behavioral health program nationwide, and continue improving access to, and affordability of, behavioral health care by the end of 2022.**





## QUAD'S APPROACH TO INTEGRATING PHYSICAL, EMOTIONAL, FINANCIAL AND SOCIAL WELL-BEING

Quad's potential is unlimited when our employees bring their best selves to work to create, innovate and produce for our clients. We continue to expand our QLife Wellness program to support this vision, providing free, full-circle resources to support every dimension of our employees' wellness. We empower them with resources from 1:1 coaching to classes; reward employees for taking an active role in their personal well-being; and encourage deepened connections through volunteerism.

# 1,400

**Individuals participate in our condition management program, Take Control, out of 5,700 eligible and enrolled participants, or nearly 1 in 4.**

The percentage of eligible employees participating in our Take Control condition management program increased from 21% as of September 30, 2021, to 24% as of June 30, 2022. The program helps individuals with asthma, diabetes or hypertension better understand and manage their condition, and address gaps in their care.

### SPOTLIGHT STORY

## Benefits Abound in 2022 Holistic Wellness Programs

Throughout 2022, we worked with QuadMed to encourage more employees to participate in QLife Wellness, a game-changing approach to helping employees manage their total well-being — physical, emotional, financial and social.

**Physical** — Initiatives to improve and sustain physical health, including free and virtually available sessions with wellness coaches and dietitians/nutritionists; online well-being breaks; weight management, fitness and smoking cessation programs; and our 3rd Annual QLife 5K Walk/Run/Roll.

**Emotional** — QuadMed expanded access to behavioral health services for employees and dependents on Quad's health plan through virtual counseling via its Emotional Support Connection. QuadMed also launched online emotional well-being breaks; facilitated discussions with people leaders about how to identify and appropriately handle emotional distress within their teams; and created informational resources on a variety of mental health topics

and then made them available through the QLife Wellness site and local HR representatives.

**Financial** — We continued to support our employees' needs for financial security and stability with access to financial counselors, educational webinars for each stage of our employees' financial life and help with optimizing social security benefits.

**Social** — Volunteerism became a leading focus for fostering employee well-being in 2022. We encourage you to read more in the following section on Our Commitment to Building Strong Communities.

**QLife Rewards** — Through QLife Rewards, eligible employees and their spouses are financially incented to address their wellness, earning rewards up to \$250 by consulting with a wellness coach, participating in a qualified wellness activity, and volunteering in the community.

## SPOTLIGHT STORY

## Equipping Employees to Take Control of Chronic Conditions

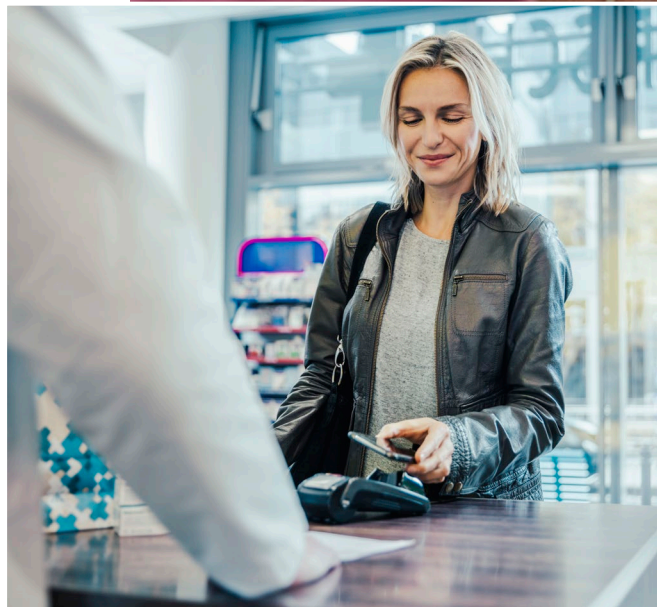
Through Take Control — QuadMed's platform for helping employees manage chronic conditions such as asthma, diabetes and hypertension — employees achieve sustained health improvements while getting financial relief from the high costs of managing these conditions.

Take Control support includes:

- Reduced prescription costs.
- Personal health coaching and care teams.
- Monitoring, care and continuing education from nurses, dietitians and other health providers.

In 2022, Quad made a concerted effort to promote and support this important benefit for all employees by:

- Creating quarterly newsletters mailed directly to homes and accessible online.
- Creating a variety of educational handouts.
- Supporting clinic outreach through communications including welcome letters, anniversary letters and follow-up letters.
- Translating all materials into Spanish and offering live translation services.



# Building Strong Communities

## QUAD'S APPROACH TO STRENGTHENING COMMUNITY RELATIONSHIPS AND PRESENCE

Quad believes in the power of building strong communities. Our reputation for doing good makes Quad the kind of company people choose to work for, do business with, invest in and call a true neighbor. We support our communities through corporate efforts and the volunteerism of our employees. By investing financial resources and in-kind services, we build economic and social resiliency; help the underserved and under-resourced; support community educational, arts and service pillars; celebrate with diverse community members; and respond in times of crisis.



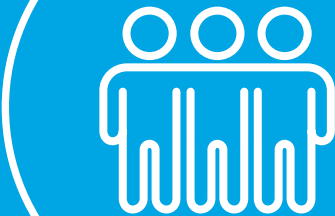
**Our reputation for doing good makes Quad the kind of company people choose to work for, do business with, invest in and call a true neighbor.**

Our Commitment to

# Build Stronger Communities

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

QUAD'S COMMITMENT



COMMITMENT COMPLETED

## SPOTLIGHT STORIES

### Volunteering: Being Well By Doing Good

Given the social, emotional and physical benefits of getting involved in volunteer efforts, Quad encourages volunteerism as a component of wellness — a commitment we were proud to complete in 2022 and now continue into the future. We began spotlighting our culture of caring by sharing stories about employees' volunteer efforts during Make a Difference Mondays. Stories are prominently featured on the employee intranet and show the dedication our employees have for engaging in their communities. Additionally, our BRGs support volunteer efforts related to their missions.



### Walking the Talk: Pride Parade Sponsorship

In support of our PRIDE BRG and the LGBTQIA+ community at large, Quad sponsored and participated in the 2022 Milwaukee Pride Parade. Quad employees, members of the PRIDE BRG and their families walked in the parade with a banner and handed out Quad logo T-shirts and other giveaways.

## SPOTLIGHT STORIES

## Uniting Quad and Community: Juneteenth Celebration



Quad hosted and sponsored a booth at Milwaukee's 51st Annual Juneteenth Celebration — one of the longest running in the nation. Our participation demonstrated a commitment to the Black community, to our current employees and to the Greater Milwaukee area. Quad and QuadMed employees — including members and allies of the U.N.I.T.E. BRG — staffed a booth and handed out a selection of prizes to attendees.

## Connecting Play and Education: MKE STEAM Fest

Quad sponsored and participated in the 3rd Annual MKE STEAM Fest — a Milwaukee event providing fun, inventive ways for school-age children to explore Science, Technology, Engineering, Arts and Mathematics. Supported by our Working Parents and U.N.I.T.E. BRGs, Quad hosted a booth featuring giveaways, including backpacks filled with school supplies. Additionally, some of our software engineers helped children create a LEGO maze that they then traced or “programmed” for their toy cars to follow.



## Responding to Humanitarian Needs: Relief for Ukraine

Quad Europe coordinated refugee assistance to help the people of Ukraine devastated by the ongoing war, using warehouse space in Poland to stage supplies donated for relief efforts. A number of Poland employees volunteered to drive supplies into Ukraine, while others opened their homes to refugees in need of housing.

Through a special U.S. employee fundraising campaign, Quad also collected nearly \$75,000 — including company matching funds — to help the people of Ukraine. The funds were distributed by the International Committee of the Red Cross and the International Rescue Committee.

## SPOTLIGHT STORIES

## Devising Creative Experiences for Diverse Talent: The BrandLab



We continue to extend the depth of our collaboration with The BrandLab, an organization focused on changing the face and voice of the marketing industry by exposing young people from diverse ethnic and socioeconomic backgrounds to viable

creative careers. A total of 10 high school and college interns worked in various areas of our company, including:

- Photo and video production (Sussex Studios)
- Interviewing, writing and editing (*Milwaukee Magazine*)
- Graphic design (Corporate Communications)
- Creative strategy, project management, campaign development and production (Periscope)
- Account management (Periscope)

## Transforming Perceptions: Come Back to Move Forward

Since 2021, Rise Interactive, Quad's performance marketing agency, has been collaborating with non-profit P33 and creative agency 50,000feet to attract top-tier tech talent to Chicago. Rise is in the process of creating a pro-bono perception marketing campaign with the purpose of driving Chicago tech leaders to follow the group and connect with its mission. This TechChicago campaign will feature videos of different tech entrepreneurs throughout Chicago and encourage followship on Twitter and LinkedIn.



## Rebranding a Mainstay: Chicago Children's Choir Becomes Uniting Voices Chicago

Quad supports the Chicago Children's Choir, a group that uses music to foster understanding and respect between young people of all races, ethnicities, socioeconomic backgrounds, religions, gender identities and sexual orientations. This year, Quad Creative's advertising agency, Periscope, helped guide a pro bono rebranding initiative for the choir, which is now known as Uniting Voices Chicago. Our work included stakeholder interviews, a new brand architecture, consulting on naming and brand identity development, and a relaunch campaign.



## SPOTLIGHT STORIES

## Making the Holidays Magical for Kids:

### SHARP Literacy



For many years, Quad has helped to reduce the opportunity gap for students in Milwaukee and Waukesha, Wis., through our support of SHARP Literacy, an educational organization that helps economically disadvantaged students with engaging lessons and interactive projects. In 2022, we expanded our support by partnering with SHARP, Kohl's and the Carroll University men's basketball team to provide a holiday shopping spree for 40 elementary students. Quad provided each student with a \$200 Kohl's gift card, and the students were accompanied shopping by Carroll athletes and Quad employees.

## Supporting Fundraising and Job Fairs:

### Casa Guadalupe

Wisconsin-based Casa Guadalupe Education Center serves as the bridge of integration to Hispanics and the communities in which they live through education and community access. In 2022, Quad welcomed job candidate referrals from the Center and provided financial support for the group's signature "Fiesta Latina" fundraiser. Quad printed yard signs and decals for the event at no cost.



## Celebrating "Sisters":

### PEARLS for Teen Girls

Quad continues to support the important work of PEARLS for Teen Girls, a Milwaukee organization committed to strengthening community one girl at a time by encouraging them to strive for a better future through Personal Responsibility, Empathy, Awareness, Respect, Leadership and Support (PEARLS). We sponsored the group's 2022 "Inspired to Lead" benefit, themed "Celebrating Sisterhood." The event spotlighted strong friendships between PEARLS sisters, and recognized the incredible older girls who gave back to their younger counterparts.



## SPOTLIGHT STORIES

## Providing Paths to Opportunities: Running Rebels



In the past year, Quad has hired employees through Running Rebels' Pipeline to Promise workforce development program. Through our ongoing partnership with this community organization, which is passionate about addressing the racial employment gap in the Greater Milwaukee area, we are connecting people to jobs, and providing the tools, training and transportation to set them up for success.

## Recognizing Game-Changers: Women and Girls Fund of Waukesha County

Quad sponsored the 2022 Women of Distinction Awards, an awards luncheon held by the Women and Girls Fund of Waukesha County, which is dedicated to improving the health, well-being, education and empowerment of women of all ages. The awards recognize women who have demonstrated their passion and commitment to improving the quality of life in Waukesha County, Wis., while inspiring other women and girls to do the same.



## Driving PR Strategies: TurnSignal

Periscope, Quad's advertising agency, continues to be a pro bono partner with minority-owned app company TurnSignal, a tele-legal subscription service whose goal is to make diverse drivers feel safe and empowered every time they get on the road. 2022 efforts included media strategy recommendations to ensure TurnSignal appears in each new market in the most effective ways, and a photo and video shoot to support an awareness campaign planned to promote the app in the Northeast market in fall 2022.

ESG  
Microsite

Please click the  
button to learn  
more about our  
Social efforts.





# An Update on Doing the Right Thing

During Quad's 50-plus years of operation, change has been a constant. Through it all, we have relied on our Values to guide our decisions knowing no matter where we go or what we do as a company, our unique culture — and the Values that shape it — will determine how we get there.

Our governance practices — which are rooted in transparency and trust — begin with our Value of Do the Right Thing. That means we approach our stakeholders and our work with honesty and integrity, play fair, and hold ourselves responsible and accountable for our decisions and actions.

Our disciplined approach to governance starts at the highest level of the company with Board oversight. Stakeholders are able to see our discipline in high ethical standards and legal compliance. We continue to evolve our compliance program to address areas of emerging and expanded ethical risk. As far as supply partnerships, we are committed to responsible sourcing, including maintaining a clear Supplier Code of Conduct. And, to mitigate risk, we use a strategic Enterprise Risk Management process. Our approach to effective governance is designed to meet the changes and challenges of the moment. We are

not satisfied with the status quo, and take great care to regularly assess threats, properly manage risks and find opportunities for continuous improvement.

When we Do the Right Thing, we strengthen relationships and partnerships, reduce risk and create sustainable value long term.

**“Our approach to effective governance is designed to meet the changes and challenges of the moment.”**

**DANA GRUEN**

Senior Vice President, Chief Risk & Compliance  
Officer and Deputy General Counsel



# Our Commitment to Effective Corporate Governance

## QUAD'S APPROACH TO DOING THE RIGHT THING

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. We invest in issues of importance to our stakeholders.

### 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.

## Our SDG Commitments



**DECENT WORK  
AND ECONOMIC  
GROWTH**



**RESPONSIBLE  
CONSUMPTION  
AND PRODUCTION**



**PEACE, JUSTICE  
AND STRONG  
INSTITUTIONS**

# Direct Board Oversight

## 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 minimizing risk while maximizing the effectiveness of our business strategy in all aspects of the company. As fiduciaries and stewards, our Board steers our company toward a sustainable future through sound, ethical policies and strategies.

### 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.

Five of our nine 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.



**Our Board steers our company toward a sustainable future through sound, ethical policies and strategies.**

# Ethics and Compliance

## QUAD'S APPROACH TO UPHOLDING ETHICS, 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 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 conduct audit procedures to identify 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 Continuous Improvement

We evolve our compliance program to address areas of emerging and expanded ethical risk. In 2022, for example, we updated our Code of Conduct to provide our employees worldwide with a greater understanding of our expectations in areas such as human rights, third-party due diligence, and preventing fraud and money laundering. These updates were also incorporated into our annual Code of Conduct training, completed by employees worldwide.

Additionally, in 2022, we made it even easier for employees to access and report concerns using our Ethics & Compliance Hotline through a QR code link, by phone or using a special web address. We also added enhancements that expand reporting options for employees and individuals in the European Union. Updated Hotline posters — displayed prominently throughout our facilities around the world — help our employees to remember and easily find reporting information.

# Responsible Sourcing

## QUAD'S APPROACH TO MAINTAINING ETHICAL, ACCOUNTABLE SUPPLY PARTNERSHIPS

Quad is purposeful about our supply partnerships, sourcing from companies that conduct business in an ethical, sustainable and socially responsible way, and seeking 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.

For example, we maintain systems to ensure that the certified forest-based products we use in our print manufacturing and packaging operations conform to the internationally recognized chain-of-custody standards.



We evaluate the use of products to ensure they are not excessively wasteful or used in an environmentally unsound way.

# Reducing Risk

## QUAD'S APPROACH TO PREPARING FOR THREATS AND RISK TO OUR BUSINESS

In a world rife with risk, we prepare and plan for risks that have the potential to disrupt our business and threaten our reputation through our formal Enterprise Risk Management (ERM) program.

### About Risk Management at Quad

Quad is serious about our responsibility to protect our company, including our reputation, our clients and our employees. Risk management and emergency preparedness are critical parts of Quad's strategic planning and business processes.

Our ERM program oversees the threats and opportunities specific to our business, including assessing ESG-related risks.

Our risk management initiative is managed by an executive risk steering committee with overall program responsibility.

**ESG  
Microsite**

**Please click the  
button to learn  
more about our  
Governance efforts.**