

A year of challenge and change



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A letter from our chairman, president, and CEO, Steve Rusckowski

On behalf of our nearly 50,000 employees, I am pleased to share Quest Diagnostics 2020 Corporate Responsibility Report.

During a year unlike any other, Quest employees came together, leveraged our resources, and helped our nation battle the devastating COVID-19 pandemic. We quickly launched urgently needed COVID-19 testing services and continue to expand access to them, even as the rapid rollout of vaccines signals light at the end of the tunnel.

When 2020 dawned, few could anticipate the epic role Quest would play in the most challenging healthcare crisis of the last century. In 2020, we provided insights for nearly 30 million COVID-19 diagnostic and antibody tests, enabling healthcare providers to diagnose and treat patients. At this writing, the number is more than 46 million COVID-19 tests.

Quest has a vision to empower better health with diagnostic insights, and we aspire to make this a healthier world, build value for our stakeholders, and create an inspiring workplace for our colleagues. I'm proud of the way Quest demonstrated agility, collaboration, innovation and a laser focus on our customers to help our country fight the pandemic with high quality diagnostic testing and information services.

One thing the pandemic brought into sharp focus for us was that people in underserved communities have been disproportionately impacted by COVID-19. We vowed to help reduce health inequities and, together with the Quest Diagnostics Foundation, we launched Quest for Health Equity (Q4HE), a more than \$100 million initiative to address disparities in underserved communities. Q4HE is off to a great start, forging relationships with Black clergy members and community organizations like the United Way of New York City, to provide access to health resources and testing where it is needed most.

Quest is a high-integrity company made up of nearly 50,000 people who reflect the diversity of the communities where we work and live. The majority of employees are female, and most are people of color. Our workforce surveys show our employees are highly engaged, proud of our culture and committed to compliance. We continue to find ways to build on our strong culture.

In 2020, we worked hard to ensure our employees stayed healthy and safe during the pandemic. Several years ago, we committed

to slowing the increase in employee healthcare costs, and over the last 4 years we have saved an estimated \$40 million. At the same time, we committed to helping our employees and their dependents identify their health risks earlier and provided them access to quality healthcare for improved outcomes. With our annual Blueprint for Wellness program as the cornerstone, many of our employees have achieved measurable improvements in their biometric screening values, which is helping to reduce their risk for type 2 diabetes, cardiovascular disease, cancer, and other chronic conditions. As recognition for these achievements and more, we were proud to be recognized as the sole recipient of the prestigious C. Everett Koop Award for 2020, which is given each year to an organization to acknowledge its impact on employee health.

We continued to be recognized by a number of organizations for our focus on having an inspiring and equitable workplace. We were voted one of the World's Most Admired Companies by *Fortune* magazine for the 6th consecutive year. We were once again listed as a Human Rights Campaign *Best Places to Work for LGBTQ Equality*, with a perfect score of 100 on their Corporate Equality Index. Additionally, we have been recognized for having a diverse Board of Directors with 4 women and 1 African American man on our 10-member board.

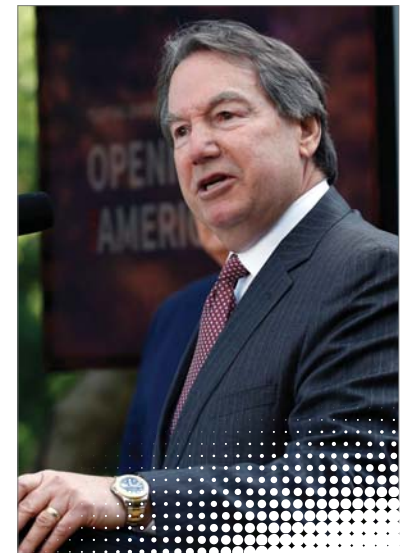
This has been a remarkable year. This report only scratches the surface of what our company accomplished in 2020. **While there is much we have achieved, we know there is always more work ahead of us as we continue our mission to empower better health with diagnostic insights.**

None of this would have been possible without the passion and dedication of our Quest colleagues, who revealed themselves as healthcare heroes during this pandemic.

We look forward to sharing more on what we're doing to deliver on our commitment to address issues that impact the long-term sustainability of our company and the stakeholders we serve.



Steve



“During a year unlike any other, Quest employees came together, leveraged our resources, and helped our nation battle the devastating COVID-19 pandemic.”

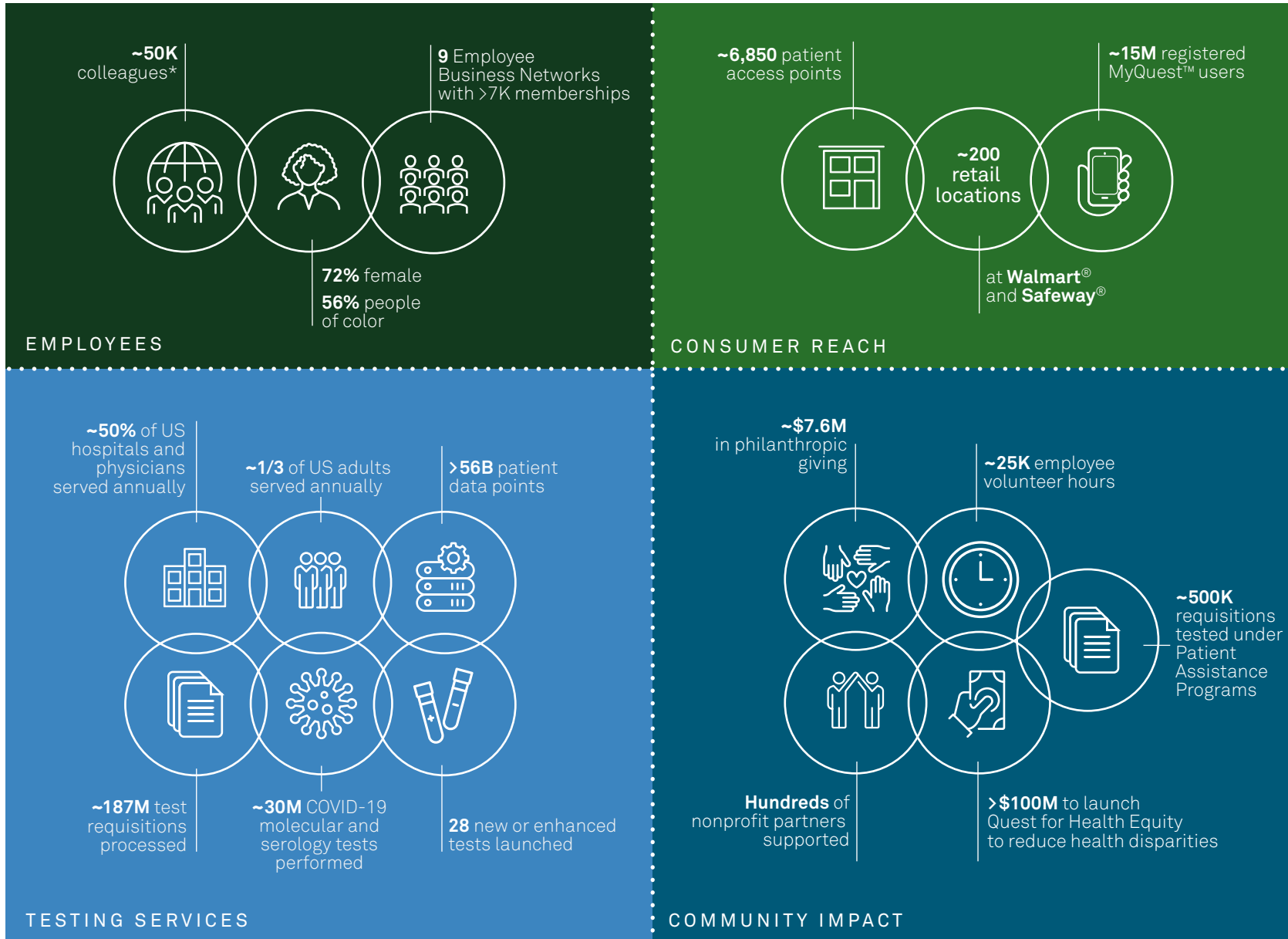
Our 1-2-3 plan

VISION	2-POINT STRATEGY	GOALS
 <p>1</p>	 <p>2</p>	 <p>3</p>
<p>Empowering better health with diagnostic insights</p>	<p>Accelerate growth Drive operational excellence</p>	<p>Promote a healthier world Build value Create an inspiring workplace</p>

Our values: Quality Integrity Innovation Accountability Collaboration Leadership

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2020 in review



*Less than 1% of our employees are represented by an independent trade union or covered by a collective bargaining agreement.

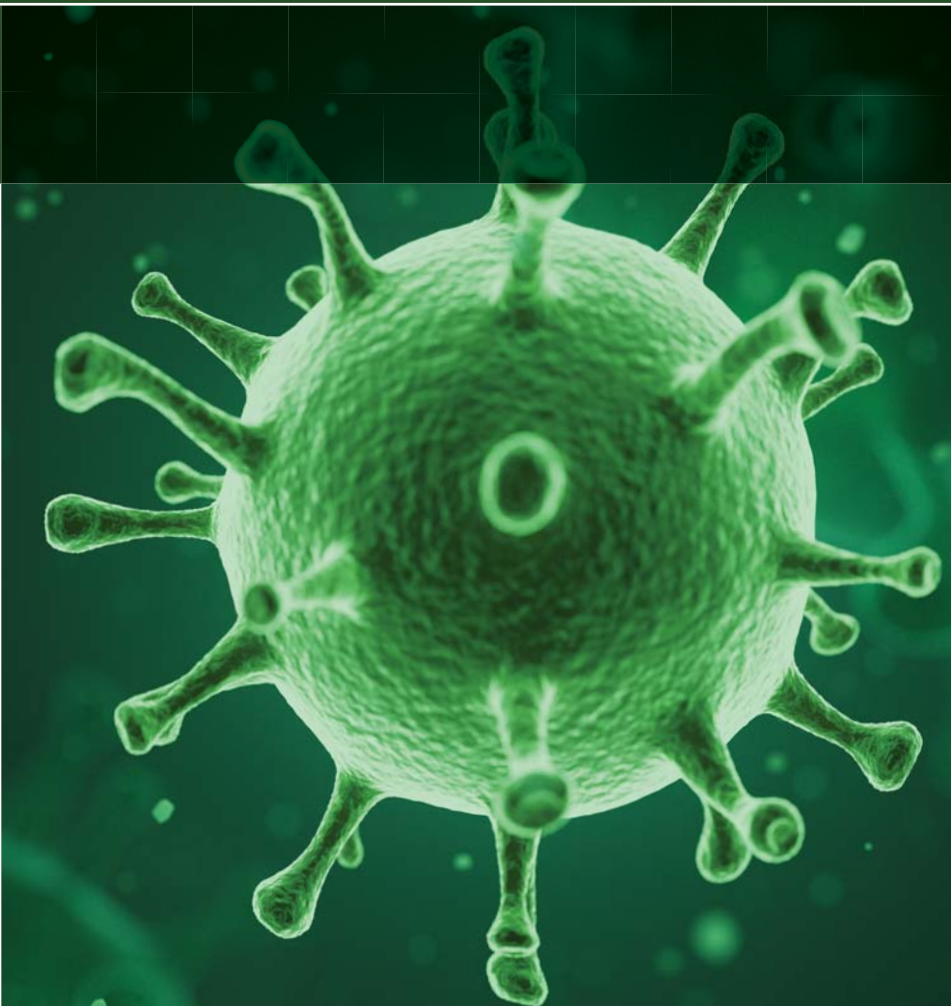
All hands on deck: Quest's cross-functional response to COVID-19

As the world's leading clinical laboratory, Quest stepped up and answered the nation's call to play a central role in the national response to COVID-19. Since the onset of the pandemic, our nearly 50,000 employees have been doing amazing work every day to serve our patients, customers, and communities. These efforts will remain critical to enabling safer environments as we reopen the economy and return to work, school, and routine healthcare.

On the following pages, we'll share key milestones in our COVID-19 response for our employees, customers, and communities. For up-to-date information on our COVID-19 efforts, visit [QuestDiagnostics.com/COVID-19](https://www.questdiagnostics.com/COVID-19).

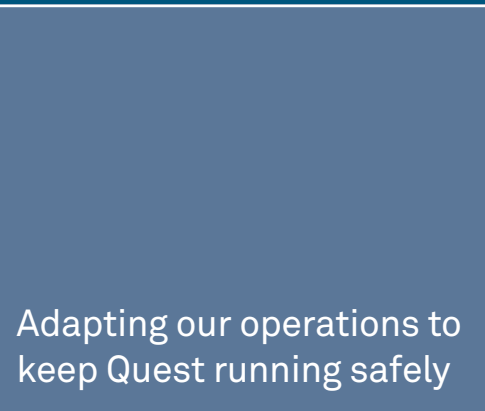


Ruth Clements
Vice President and
General Manager,
Infectious Disease
& Immunology,
Quest Diagnostics



“Because of COVID-19, the American people depend on labs like Quest more than ever before. We take this responsibility seriously, and will continue doing everything in our power to meet the challenges of the pandemic to empower better health.”

INTERNAL RESPONSE



In 2020, the COVID-19 pandemic posed an unprecedented challenge to our workforce. To continue operating in this new environment, we quickly established enhanced safety protocols, relied on a comprehensive business continuity plan, and engaged in a heavy degree of teamwork across the organization.

Employee health and safety

We prioritized the safety of frontline workers with enhanced protocols designed to mitigate worker-to-worker transmission.

- Deployed personal protective equipment (PPE) to high-risk employees nationwide
- Established a cross-functional Safety Working Together Steering Committee to develop a safety handbook covering operations, logistics, traveling, and more
- Used a central reporting tool for employees to report exposures and symptoms, helping us track statistics and enabling them to order a self-collection PCR testing kit

Business continuity

We formed a Pandemic Crisis Management Team to enable timely and effective decision-making.

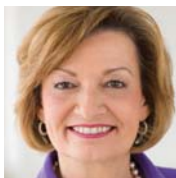
- Avoided layoffs through furloughs based on business need and an employee expression of interest, and temporary pay cuts for exempt employees
- Got our office-based employees up and running remotely without operational disruption within days of workplace shutdowns
- Implemented an agile procurement strategy and leveraged supplier relationships to ensure safety supplies were maintained during a global shortage of PPE
- Experienced a 36% increase in external inquiries into our Business Continuity Plan

Cross-functional collaboration

We partnered across functions to execute at the highest level.

- **Lab Operations** quickly set up all required testing platforms, and provided training nationwide to enable increased testing capacity
- **Human Resources** helped implement the employee COVID-19 testing program and developed a framework for our furlough program
- **IT Infrastructure** supported the transition to a mostly remote workforce, eg, leveraging our relationship with Lenovo® to get 1,000 laptops for employees
- **ExamOne®** team filled in for Quest employees who were out sick, helping perform temperature checks and other essential duties

Fighting on the front lines of COVID-19: employee highlights



Cecilia McKenney,
Senior Vice President and
Chief HR Officer,
Quest Diagnostics

“Seeing the hard work and dedication of our employees during the pandemic inspires us all to do the best work we can.”

Quest is so proud of our employees and the essential role they’ve played in the fight against COVID-19. Throughout the pandemic, our colleagues have gone above and beyond to serve customers and displayed creative thinking when met with business challenges.

In a memorable instance, a small Quest team in Mississippi learned about 2 Carnival® cruise ships in the Gulf of Mexico that were not permitted into the port until crew members were tested for COVID-19. Logistics supervisor **Holly G. Smith** enabled her team, including advanced route service representative **Marvin Marzette**, to receive 2 pallets containing hundreds of specimens from a cruise ship representative to be sent to shore in a small boat for testing.

The Quest team ensured that the nearly 800 specimens from the cruise ship were packaged appropriately to meet their shipping deadline. Our swift turnaround time allowed hundreds of Carnival crew members to safely return by charter plane to their home countries.

Additional employee highlights include:

- A network of dedicated employees led by **Sheela Bushree**, Senior Manager of Quest Management Systems, Specimen Management, worked together to provide a critical COVID-19 test result overnight so a patient could have life-saving lung surgery in the morning
- **Liza Jerzy**, Team Lead of Connectivity Options for Quanam® Lab Services Manager, jumped in to provide system training to US Deputy Surgeon General Erica Schwartz, MD
- **Marla Alford** and **Yoko Heavilin**, 2 supervisors at Quest’s National Customer Service facility in Tampa, FL, decorated the sidewalk with uplifting messages in chalk, and the New Jersey Customer Solutions team in Teterboro, NJ, created wall posters with inspiring messages



Marvin Marzette



Holly G. Smith



Sheela Bushree



Liza Jerzy



Marla Alford



Yoko Heavilin

CUSTOMER RESPONSE

Meeting the national demand for high-quality testing

When COVID-19 began spreading rapidly around the globe, **Quest launched a diagnostic test 2 days before the World Health Organization declared the crisis a pandemic.** We continue to expand our COVID-19 testing options and capacity to meet the diverse needs of our customers, including antibody testing, co-testing for influenza, at-home collection kits, and more. Our complete COVID-19 test portfolio can be accessed [here](#).

2020 MILESTONES IN COVID-19 TEST DEVELOPMENT



MARCH 9
Quest launched COVID-19 molecular test in 2 labs using our own lab-developed test (LDT); EUA for LDT granted March 16



APRIL 21
Quest widely released an IgG antibody test



MAY 27
Quest granted EUA for nasal swab self-collection kits for molecular testing



JULY 21
Quest granted EUA as first commercial lab to perform molecular specimen pooling method using Quest LDT test



SEPTEMBER 28
Quest launched 3 new COVID-19 panels to co-test for SARS-CoV-2, influenza, and other respiratory pathogens using a single swab



NOVEMBER 9
Quest released IgG/IgM antibody test panel



DECEMBER 4
Quest granted EUA for nasal swab at-home collection kits for flu/COVID-19

16 EUAs granted

Emergency Use Authorizations (EUAs) are granted by the FDA under the declaration of an emergency by the US Department of Health and Human Services Secretary. They are intended to facilitate the availability and use of medical countermeasures during public health crises. In 2020, Quest received a total of 16 new and amended EUAs, including for industry-first laboratory innovations, such as a consumer-initiated antibody test and specimen pooling.



Nigel Clarke, PhD,
Vice President, Research & Development,
Quest Diagnostics

“Quest launched our first COVID-19 test within 10 days—a process that usually takes between 3 and 6 months—to help deliver urgent answers during a time of great uncertainty.”

Optimizing testing capacity and turnaround time through lab innovation



Cathy Doherty
Senior Vice President and
Group Executive,
Clinical Franchise
Solutions & Marketing,
Quest Diagnostics

“The speed, breadth, and agility of our COVID-19 response has been nothing short of amazing. Quest has truly set a new standard of performance during the pandemic.”



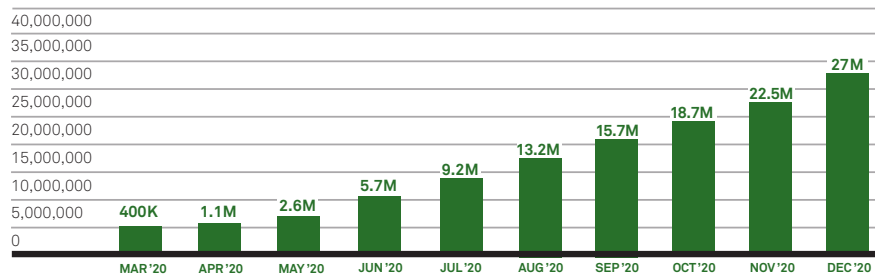
Jim Davis
Executive Vice President,
General Diagnostics,
Quest Diagnostics

“At the onset of the pandemic, we never imagined we’d do nearly 30M COVID-19 molecular and antibody tests in a year. But the nation needed us, so we came up with innovative ways to optimize capacity.”

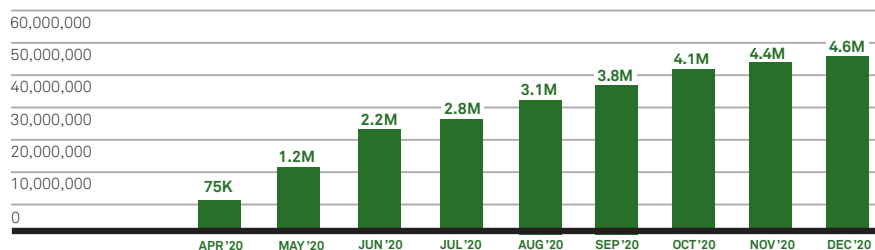
To meet the unprecedented demand for COVID-19 testing, Quest scaled up capacity at 20 labs across the country through several lab innovations and operational strategies, including:

- **Specimen pooling:** first commercial lab to receive EUA for this technique that tests a batch of samples using 1 test
- **RNA extraction:** received EUA for a new technique that speeds up the specimen pooling process
- **Lab referral network:** expanded our capacity across the nation
- **Physical capacity:** secured additional testing equipment and remained agile to navigate global supply constraints
- **Patient prioritization plan:** helped healthcare providers prioritize the most urgent testing

Cumulative diagnostic (molecular) tests performed and reported^a



Cumulative antibody (serology) tests performed and reported^a



^a Total performed and reported numbers of tests coincide with the most recently reported total for a given month.

Quest’s courier and aviation heroes ensured safe and speedy transport for specimens, including COVID-19 specimens, and pandemic relief activity.



~16M stops
~93M miles



~20K flights
~5M nautical miles

Making COVID-19 testing convenient and easily accessible for consumers



Ashwini Dumaswala,
Executive Director,
Consumer Initiated Testing
and Sports Diagnostics,
Quest Diagnostics

“Making COVID-19 testing easily accessible is vital to stopping the spread, and we are grateful to Walmart and all of our partners for their support as we continue to work together during the pandemic.”



James Humphreys,
Vice President and
Chief Marketing Officer,
Quest Diagnostics

“Quest will continue to invest in innovative ways to put COVID-19 testing within reach for all who need it.”

In September 2020, Quest expanded access to COVID-19 testing by making our COVID-19 Active Infection Test available for purchase online—no doctor visit required—through [QuestDirect™](#), our consumer-initiated testing service. Consumers experiencing COVID-19 symptoms, or who may have been exposed, are eligible to receive the test for \$0 out of pocket when billed to their health plan or the appropriate government payer.

This launch followed the April 2020 release of our QuestDirect COVID-19 Antibody Test, which checks for recent or prior infection. For all tests, results are delivered via our secure MyQuest™ patient portal, and customers can easily share them with their doctor as needed.

Maximizing our reach with Walmart®, CVS®, and other retailers

Our retail partners have played a critical role in getting testing to those who need it. When ordering COVID-19 testing through QuestDirect, consumers can choose to have a self-collection kit sent to their homes or to complete their testing by visiting any of the 500-plus Walmart® Neighborhood Market drive-thru pharmacy locations. We've also supported testing for CVS, CityMD®, ProHealth®, and other organizations across the country.

Providing Peace of Mind at our Patient Service Centers (PSCs)

During the pandemic, Quest launched our Peace of Mind program to make it easier for consumers to access the testing they need. Under the program, our PSC locations implemented enhanced safety precautions, including temperature checks, occupancy limits to maintain social distancing, special hours for vulnerable populations, mask requirements, and increased site cleaning. In addition, our Wait by Text feature gives consumers the option to wait in their cars and receive text messages when it's their turn for their appointments.

Piloting drone delivery of COVID-19 testing kits

Quest, Walmart, and DroneUp® came together to pilot an innovative program that uses drones to provide contact-free delivery of COVID-19 self-collection testing kits, starting with single-family homes in the North Las Vegas area. This helped us broaden access to testing while advancing our understanding of how drones can be leveraged for health-care delivery in the future.



Walmart ✨
Save money. Live better.

Providing COVID-19 workforce testing to help safely reopen the economy



Sam E. Sphar,
Vice President and
General Manager,
Employer Population Health,
Quest Diagnostics

“Given our relationships with thousands of employers, Quest’s Return to Work services can make a major contribution to helping our nation get back to work as safely and quickly as possible.”

In May 2020, Quest launched a Return to Work program for organizations seeking COVID-19 workforce testing. The solution is designed to help employers access and act on COVID-19 laboratory insights to foster safer workplace environments as the national economy reopens. We serviced a wide range of employers, including some of the nation’s largest retailers and travel companies.

In addition to large-scale testing, the Return to Work program offers temperature checks upon entry, event staffing, access to physician oversight and telemedicine services, IT solutions, and data integration with contact tracing and infection control software applications. Quest also implemented a strategy to help prioritize testing for workforces critical to the pandemic response.

Return to Work is part of Quest’s larger [employer population health](#) offering. Quest serves thousands of employers across the US with workplace drug testing, biometric screenings, mental health interventions, flu clinics, telemedicine, and more.



Putting NBA players to the test

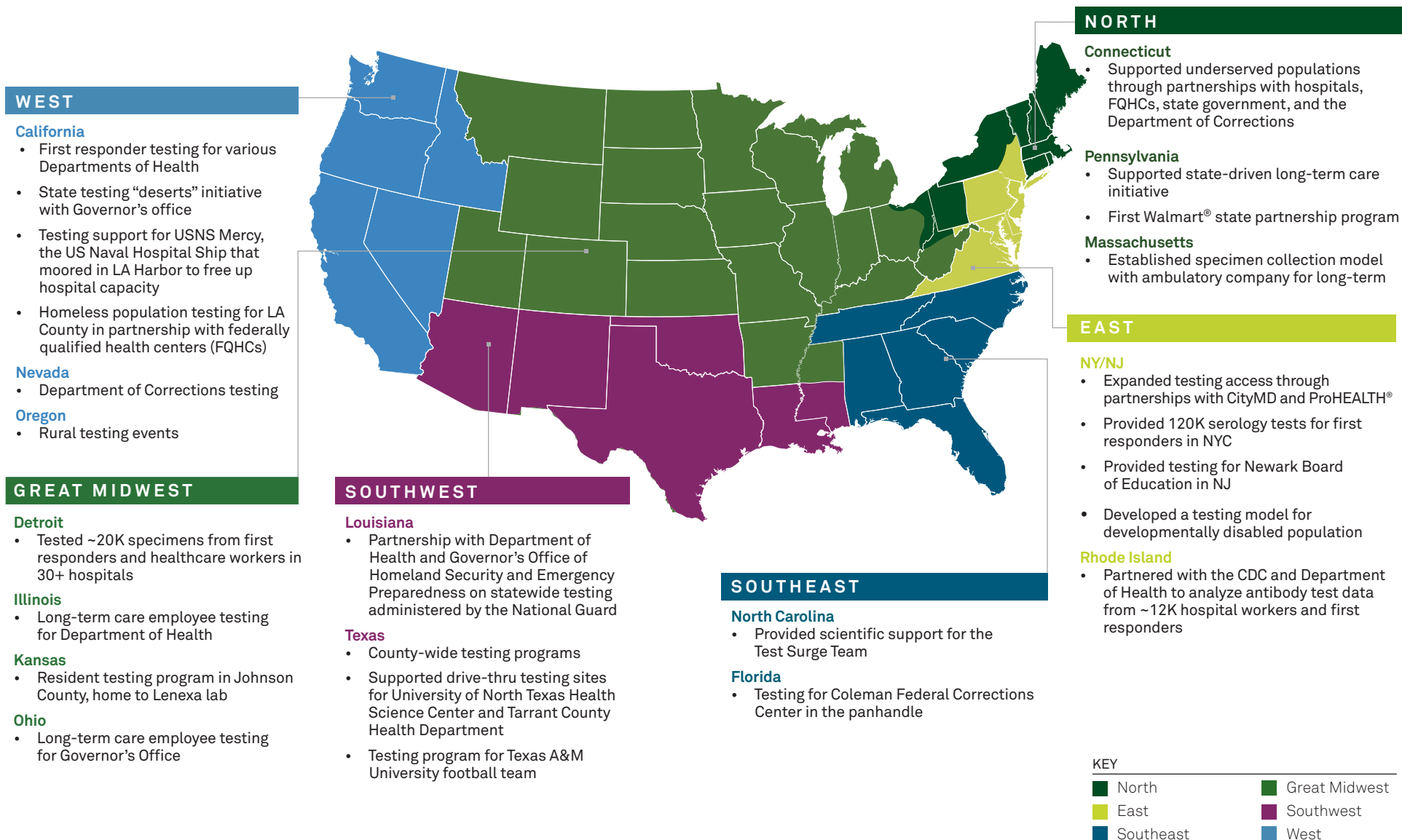
Quest proudly served as a preferred provider of COVID-19 testing for the National Basketball Association (NBA) for the 2020 pre-season, helping keep the staff and players of the league’s teams safe.



COMMUNITY RESPONSE

Reaching neighborhoods across the country with critical testing services

This map highlights some of Quest's COVID-19 testing initiatives at the local, state, and regional levels.



Working with FQHCs to deliver COVID-19 testing where it's needed most



Ron Coursey,
Vice President, FQHCs
and Public Health,
Quest Diagnostics

“Quest is committed to working with FQHCs and other community organizations during the COVID-19 pandemic and beyond to ensure everyone has access to the testing they need, especially our most vulnerable and underserved populations.”

Quest collaborates with a wide network of Federally Qualified Health Centers (FQHCs) to expand access to critical testing in underserved communities across the country. FQHCs are community-based organizations that deliver high-quality, culturally competent healthcare to the nation's most vulnerable individuals and families, regardless of their ability to pay.

In May 2020, we launched a key collaboration with Centene®, a healthcare company focused on serving the uninsured and underinsured, to increase access to COVID-19 active infection testing. Centene is distributing test kits weekly through its extensive network of FQHCs, and Quest is performing the testing.

Providing testing to people experiencing homelessness

People experiencing homelessness tend to be older adults or have underlying medical conditions, making them particularly vulnerable to COVID-19 infection. Staying in homeless shelters poses additional risks and can result in spreading the virus at high rates.¹

To support this population, Quest provided COVID-19 active infection testing kits to the nonprofit Community Solutions and a local FQHC for distribution in Jacksonville, FL, and Phoenix, AZ—2 communities that are part of the [Built for Zero](#) movement to end homelessness.



QUEST *for*
HEALTH
EQUITY

REDUCING HEALTH DISPARITIES IN UNDERSERVED COMMUNITIES WITH QUEST FOR HEALTH EQUITY



Mandell Jackson,
Vice President and
General Manager,
Quest for Health Equity,
Quest Diagnostics

“Quest is committed to supporting those hit hardest by COVID-19. With Quest for Health Equity, we’re addressing the root causes of health disparities so we can move toward equitable healthcare for all.”

The COVID-19 pandemic has shone a spotlight on long-standing health inequities, particularly among communities of color. In response, Quest announced plans in August 2020 for an initiative providing more than \$100M in financial support and services to reduce health disparities in underserved communities, including those impacted by COVID-19. By November, we launched a fully dedicated Quest for Health Equity (Q4HE) team, charged with strategy development and execution under this initiative.

Q4HE’s mission is to close the health disparity gap among the underserved, with efforts focused on:

- Providing access to COVID-19 and other testing for groups in need and those that serve them
- Funding and driving programs that address the root causes of health inequities
- Leading education efforts that support lasting habits to close the healthcare gap

To accomplish this mission, Q4HE is collaborating with organizations to address key social determinants of health in underserved communities, including:



Community health centers

- Federally Qualified Health Centers



Educational institutions

- K-12 school systems
- Universities, including historically Black colleges and universities (HBCUs), tribal colleges and universities, and Hispanic-serving institutions (HSIs)
- Organizations supporting minority students



Nonprofits

- K-12 school systems



Long-term care facilities

- Nursing homes
- Skilled nursing facilities
- Assisted living facilities



Religious institutions

- Choose Healthy Life Black clergy initiative

To learn more, visit

[QuestForHealthEquity.com](https://www.questdiagnostics.com/questforhealthequity)

RESEARCH REVEALS COMMUNITIES OF COLOR HAVE BEEN HIT HARDEST BY COVID-19

Research shows that Indigenous, Black, and Latino Americans were at least 2.7 times more likely to die of COVID-19 in 2020, compared with white Americans.¹ See page 19 to learn about Quest’s research on racial/ethnic disparities in COVID-19 positivity and healthcare.



Promoting a healthier world

As the healthcare industry continues to evolve and new challenges emerge, supporting the well-being of our employees, customers, and communities has never been more important. In 2020, we shared insights from our database of more than 56 billion data points through our Health Trends® reports and other research to help raise awareness of disease states and health concerns that impact our world. In addition, we collaborated with nonprofits to improve access to care through donated services, charitable giving, and thought leadership so that our shared resources can help everyone take action to improve their well-being.



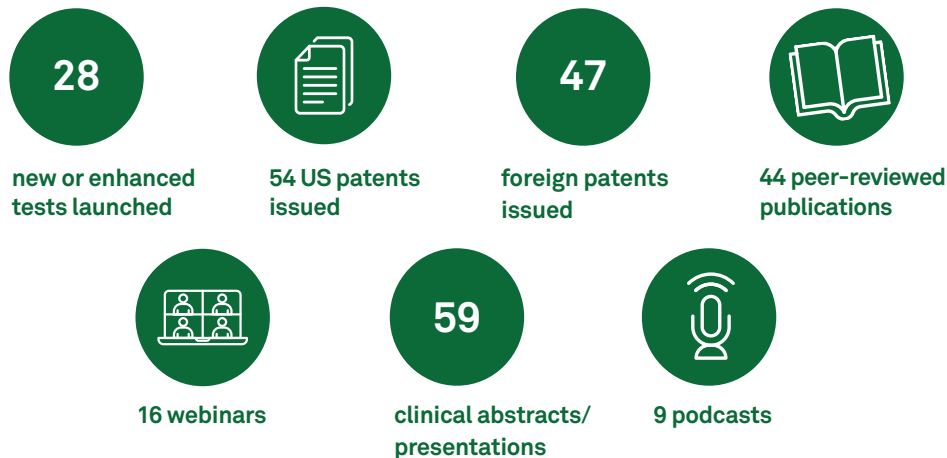
Research that moved the world forward in 2020

Supporting public health with Health Trends® reports

Quest Diagnostics [Health Trends](#)® is a series of scientific reports that provide insights into health topics to empower better patient care, population health management, and public health policy. The reports draw from Quest's database of 56B lab test results, believed to be the largest of its kind in healthcare.

In 2020, our Health Trends team published research on [the association of SARS-CoV-2 positivity with race and ethnicity](#), the impact of the pandemic on [cancer diagnoses](#) and [routine care](#), and more. See an index of Health Trends research on page 49.

As a trusted thought leader in diagnostic medicine, Quest continues to invest in high-impact research and the development of innovative testing solutions. Each year, many of our 600+ MDs and PhDs share their research in peer-reviewed publications, academic presentations, and educational webinars. During the COVID-19 pandemic, our researchers sprang into action to deliver novel insights into the virus and its impact. Below are some of the ways we pushed diagnostics forward in 2020.



See page 49 for an index of 2020 research highlights. For a comprehensive directory of our research, conference presentations, webinars, podcasts, and other educational resources, please visit our [Clinical Education Center](#).

Reporting on workforce drug use with the Drug Testing Index™

The Quest Diagnostics [Drug Testing Index](#)™ (DTI) is a series of reports that provide an analysis of workforce drug use trends. DTI reports are based on positivity results for lab testing performed by Quest for a range of illicit, legal, and prescription drugs. The DTI also includes an [interactive map](#) showing workforce drug positivity by zip code. Quest has analyzed annual workplace drug-testing data since 1988 and publishes these findings as a public service.



COVID-19 testing hesitancy may lead to surge in chronic conditions

The pandemic is negatively impacting Americans' willingness to seek routine or preventive care, including COVID-19 testing, according to Quest Health Trends® research released in December 2020. Based on a nationally representative online survey of 2,050 US adults, the study is believed to be the first to evaluate attitudes about the pandemic's impact on medical care and testing since 2020's fall-winter wave of COVID-19 cases. Key findings include¹:

Fear of exposure has reduced healthcare visits



3 in 5 US adults have avoided or delayed in-person healthcare during the pandemic.

Among those, **53%** cite concerns about exposure to the virus as a reason for the delay.

Learn more about Health Trends on page 17, or see an index of Quest's research published in 2020 on page 49.

Routine and COVID-19 diagnostic testing has been affected



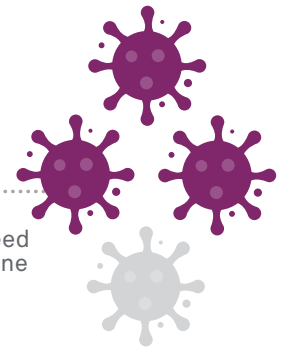
~1 in 5

Americans skipped or delayed blood work or lab testing during the pandemic

30% report the primary reason is fear of exposure

3 in 4

Americans who believe they need a COVID-19 test avoid getting one



Americans are worried about their health



2 in 5

Americans are concerned that they may have an undiagnosed health condition.



Nearly **1 in 3**

of the 67% of Americans who have a chronic health condition say their condition has worsened since the pandemic began.

Communities of color hit hardest by COVID-19 and lack trust in healthcare



Harvey Kaufman, MD, Senior Medical Director and Director, Health Trends Research Program, Quest Diagnostics

“COVID-19 has magnified the urgency to address racial and ethnic disparities in healthcare. Policymakers and providers should take these research findings to heart to drive meaningful change.”

Quest’s researchers continue to invest in documenting the disproportionate impact of COVID-19 on communities of color to help combat health inequities. Below are 2 key studies developed as part of our Health Trends series.

COVID-19 had a greater impact on Black and Hispanic communities, even when controlling for other risk factors¹

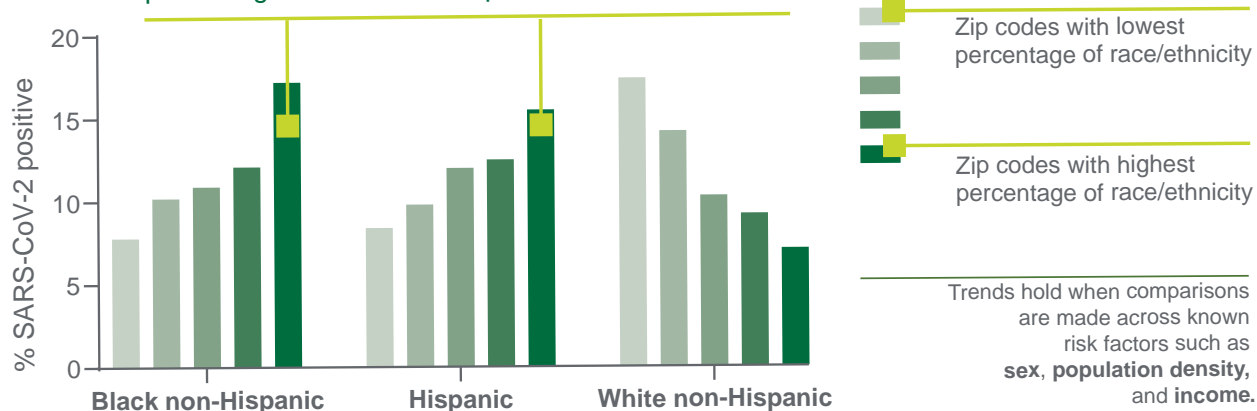
Because few states report COVID-19 testing rates by race/ethnicity, our researchers did an indirect assessment by comparing:

- Positivity rates across zip codes, based on Quest data for 2,331,175 specimens tested between March 9 and May 31, 2020
- The race/ethnicity composition of each zip code, based on census estimates from all 50 states and Washington, DC

The results showed COVID-19 positivity rates increased for all racial/ethnic groups except white non-Hispanic (for which the trend was reversed), and this held true after controlling for other risk factors.



Positivity rates are higher in zip codes with higher percentages of Black or Hispanic residents.



COMMUNITIES OF COLOR HIT HARDEST BY COVID-19, CONTINUED

Quest joins 5-year study on impact of COVID-19 on racial minorities

Quest is part of the Minority and Rural Health Coronavirus Insights Study (MRCIS) to assess the impact of COVID-19 on racial minorities and underserved communities across the US. Launched in June 2020, this 5-year research partnership with Centene® Corporation and the National Minority Quality Forum, aims to document and reduce health disparities. To support the study, Quest is contributing Health Trends data, and conducting COVID-19 and other testing at Federally Qualified Health Centers in 5 states.

5

states

5,000

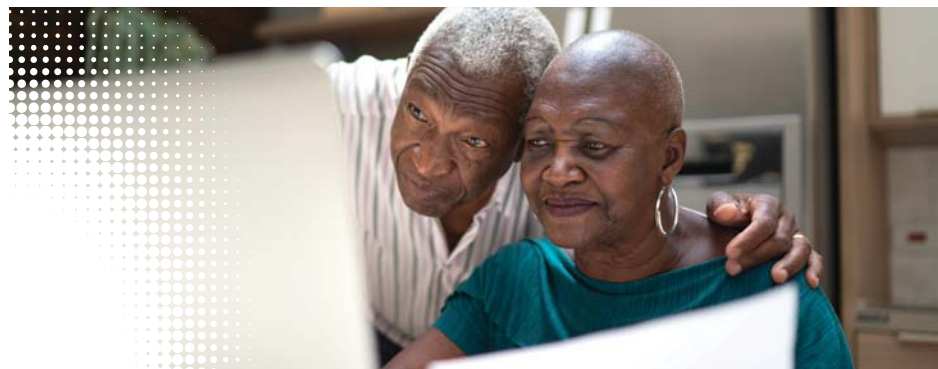
participants

There are racial divides in trust and perceptions of access to healthcare during the pandemic

This study, "[COVID-19: Magnifying Racial Disparities in US Healthcare](#)," is based on a nationally representative survey conducted online in November 2020 by The Harris Poll on behalf of Quest. Key findings include²:

- **Black and Hispanic/Latinx Americans lack confidence in access to COVID-19 vaccines, therapeutics, and diagnostics:** Black and Hispanic/Latinx Americans are nearly twice as likely as white Americans to say their access is worse than other racial/ethnic groups
- **Fewer Black and Hispanic/Latinx Americans trust they would receive equitable lifesaving COVID-19 care:** A much higher percentage of white Americans (84%) are confident they'd receive the same lifesaving care as people of other races/ethnicities compared with Hispanic/Latinx Americans (67%) and Black Americans (64%)
- **52% of Americans expect actions will be taken to address racial disparities in healthcare in the wake of COVID-19:** Insights from these studies have already informed actions Quest is taking to improve health equity and build trust with communities of color

Learn more about the steps Quest is taking to reduce health inequities on page 15.



COVID-19 pandemic spurred sharp decline in cancer diagnoses



Kristie Dolan,
Vice President and
General Manager,
Oncology
Quest Diagnostics

“Cancer has not paused during the COVID-19 pandemic. Urgent action needs to be taken to avoid a potential increase in US cancer deaths due to delayed diagnoses.”

A study published in *JAMA Network Open (Journal of the American Medical Association)* based on deidentified lab data from Quest revealed a 46% decrease in US cancer diagnoses across 6 common cancer types between March 1 and April 18, 2020, at the onset of the COVID-19 pandemic.¹ These included breast, colorectal, lung, pancreatic, gastric, and esophageal cancers. The full study, published in August 2020, can be found [here](#).

The Centers for Disease Control and Prevention (CDC) recommended that cancer screening be postponed during the pandemic unless the risks outweighed the benefits. A decrease in cancer diagnoses may lead to delays in treatment and potentially increase US cancer deaths.

This study included over 275K people and was developed as part of a Quest Diagnostics Health Trends report. Learn more about Health Trends on page 17, or see an index of Quest’s research published in 2020 on page 49.

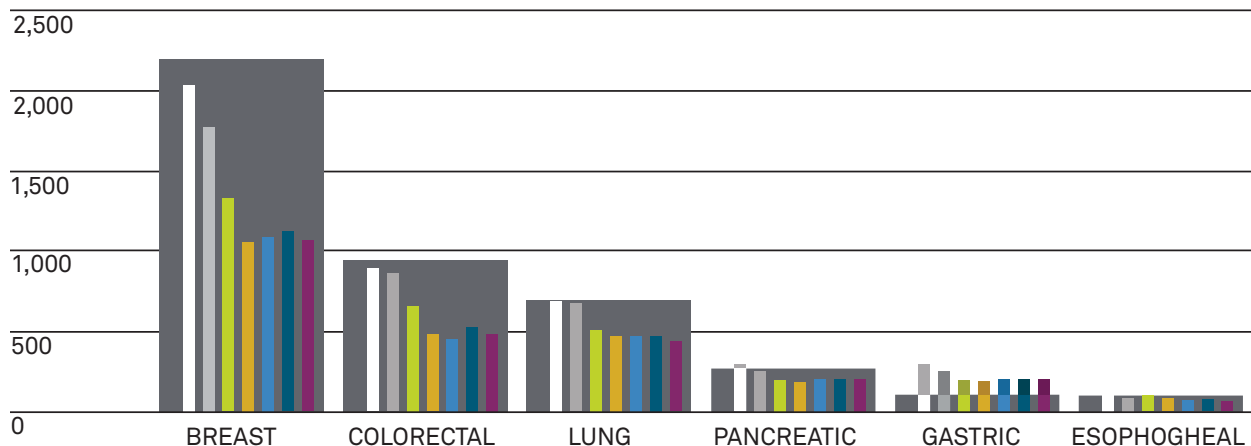
Dr Fauci cites Quest’s research at UPenn conference

Anthony Fauci, MD, Director of NIAID (National Institute of Allergy and Infectious Diseases) and founding member of the White House Coronavirus Task Force, cited this Quest study as part of his keynote speaker presentation at the University of Pennsylvania's Cancer and COVID-19 virtual conference on September 30, 2020. According to Dr Fauci, the study's findings reinforce the need to focus on prevention, as cancer caught early is more likely to respond favorably to treatment.

Changes in the number of US patients with newly identified cancer before and during the COVID-19 pandemic

KEY

- Baseline
- March 1-7
- March 8-14
- March 15-21
- March 22-28
- March 29-April 4
- April 5-11
- April 12-18



Quest and Dana-Farber Cancer Institute study IMPACT of COVID-19 on those at risk for myeloma



Yuri A. Fesko, MD,
Executive Director,
Oncology,
Quest Diagnostics

“Quest’s research with Dana-Farber Cancer Institute will improve understanding of the unique health challenges facing patients at heightened risk for multiple myeloma and COVID-19, and potential paths to improve their care.”

In November 2020, Dana-Farber Cancer Institute, one of the world’s leading centers of cancer research and treatment, and Quest announced the start of a new research study that provides free COVID-19 antibody testing to individuals at high risk of developing multiple myeloma, an incurable blood cancer.

The Immune Profiling with Antibody-based COVID-19 Testing (IMPACT) study will investigate the short- and long-term impact of COVID-19 on a population at risk of developing myeloma or with a precursor condition to myeloma, such as monoclonal gammopathy of undetermined significance (MGUS) and smoldering multiple myeloma.

For example, African Americans are disproportionately affected by COVID-19, myeloma, and its precursor conditions, but little is known about how exposure to the virus that causes COVID-19 may influence myeloma risk or severity in the future. IMPACT is the first research study designed to answer these questions.

Through the collaboration, Quest will perform SARS-CoV-2 (COVID-19) IgG antibody testing at no cost for up to 1,000 study participants through an in-kind donation to Dana-Farber.

For the past 2 years, Quest has also been the preferred provider of blood draws for [PROMISE](#), another Dana-Farber research study focused on multiple myeloma that aims to increase early detection and improve survival rates.

Multiple myeloma is a relatively rare cancer. Because screening is not part of a routine wellness visit, many people are unaware they have it until later stages.



The 5-year relative survival rate is 54%.¹



Co-testing outperforms HPV alone in detecting cervical cancer



Barbara Feringa,
Executive Director
Women's and
Reproductive Health,
Quest Diagnostics

“HPV and Pap testing have helped reduce cervical cancer deaths by three-fourths in the past 80 years.² Ensuring women have access to the most reliable screening method, co-testing, is essential to combating this disease.”

Co-testing, a method that combines HPV and Papanicolaou (Pap) testing, is significantly more likely to detect cervical cancer and precancer than the HPV test alone,¹ according to research from Quest and the University of Pittsburgh Medical Center (UPMC).

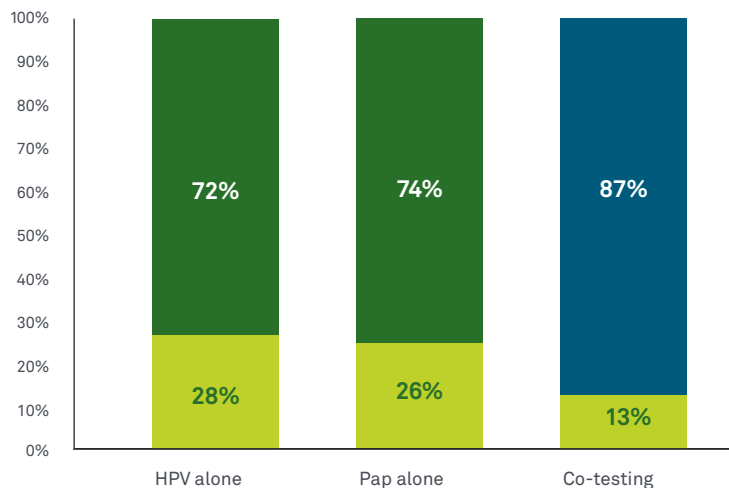
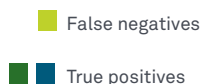
Spanning from 2010 to 2018, the study included 13 million women ages 30 to 65 and analyzed 19 million co-testing data points. It is the largest study to date to evaluate guideline-recommended cervical cancer screening methods in a diverse population of American women in real-world care settings.

The research was developed as part of a Quest Diagnostics Health Trends report, and was published in July 2020 in the American Journal of Clinical Pathology. Learn more about Health Trends on page 17, or see an index of Quest's research published in 2020 on page 49.



1 in 5 cancer cases missed with HPV test alone, when testing is performed within a year of diagnosis.

Co-testing with Pap and HPV together identified more cases of cancer than either test alone



Fentanyl and heroin misuse skyrocketed during pandemic



Jeffrey Gudin,
Executive Director,
Medical Affairs,
Quest Diagnostics

“Our nation is grappling with a drug epidemic inside a pandemic, and we need increased access to support services and drug testing to keep this crisis from claiming more lives.”

Misuse of fentanyl, heroin, and nonprescribed opioids has risen significantly, potentially due to the impact of the COVID-19 pandemic on healthcare access for individuals most at risk for substance use disorder,¹ according to Quest research published in *Population Health Management*.

The study is believed to be the largest to examine drug positivity rates before and during the first several months of the pandemic, and the first to examine drug combining patterns based on national lab data. The researchers compared testing positivity rates for January 1, 2019, to March 14, 2020, with rates for March 15 to May 16, 2020, analyzing more than 872,000 deidentified lab results representative of all 50 states and the District of Columbia.

This study was developed as part of a Quest Diagnostics Health Trends report. Learn more about Health Trends on page 17, or see an index of Quest’s research published in 2020 on page 49.

Fentanyl is a synthetic opioid used to treat severe pain.

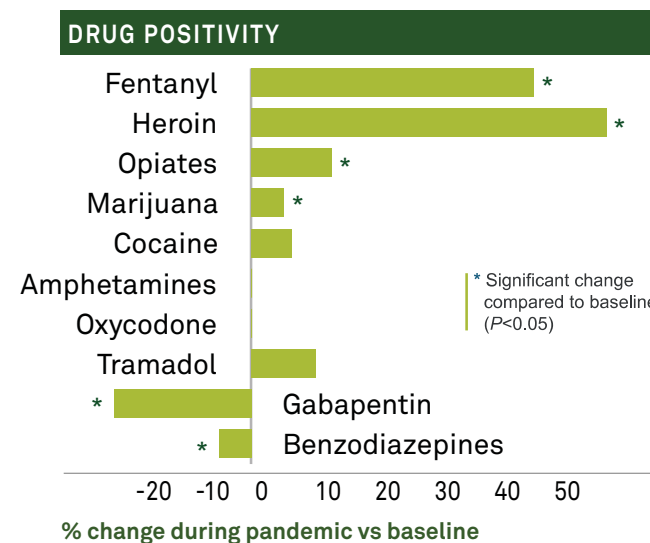
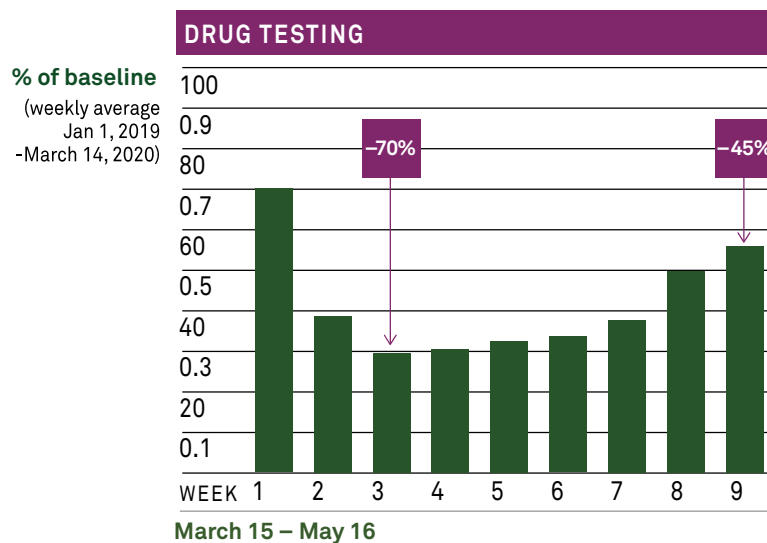


Classified as a Schedule II prescription drug



50 to 100 times more potent than morphine

Changes in drug testing and positivity during the pandemic



Advancing genetic testing with next-generation sequencing



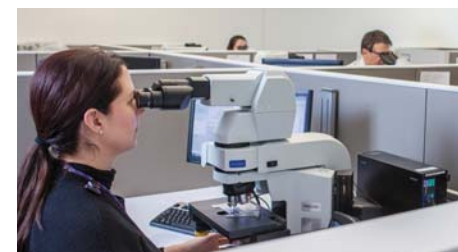
Carrie Eglinton-Manner,
Senior Vice President,
Advanced Diagnostics,
Quest Diagnostics

“Genomic testing insights are an essential component of patient care. NGS can help avoid waiting months or even years for a diagnosis of an inheritable disorder.”

In 2020, Quest launched an ultra-low-cost next-generation sequencing (NGS) platform, an innovative genetic testing method used to screen patients for genes associated with inheritable diseases. NGS technology enables highly accurate, fast, and cost-efficient genetic testing to provide individuals with insights into their risk for breast cancer, heart disease, colon cancer, blood disorders, and more.

The use of NGS for consumer-initiated genetic testing marks a dramatic shift in method, as this testing has largely been based on microarray technology for the last decade. The platform enables advancements at every stage of the testing process, including sample miniaturization, lab automation, and state-of-the-art sequencing and bioinformatics pipelines.

Quest’s Advanced Diagnostics Research and Development centers in San Juan Capistrano, CA, and Marlborough, MA, are developing plans to harness the breakthrough NGS engine for a range of future applications.



Chris Scotto DiVetta,
Vice President and
General Manager,
Quest Diagnostics

“Quest believes NGS can help broaden access to high-quality genetic testing services, providing more people with deeper insight into their health.”

Expanding our capabilities with Blueprint Genetics®

In January 2020, Quest acquired Blueprint Genetics®, a Helsinki-based specialty genetic testing company with expertise in gene variant interpretation based on NGS and proprietary bioinformatics. This acquisition is expected to yield new capabilities to serve providers specializing in rare diseases and neurology, particularly pediatric and academic hospitals.

Blueprint Genetics



Creating an inspiring workplace

The experience, expertise, and passion that our nearly 50,000 employees bring to Quest every day are what set us apart. We prioritize creating an environment where employees feel welcomed, included, valued, and challenged to grow, which fuels a culture of innovation and progress. On our journey to create a high-performing and inclusive culture, we invest in the development and well-being of our employees through training, mentoring, coaching, and counseling to ensure they have a safe place to share feedback and learn new skills.



Supporting employees' emotional health during the pandemic



Jay Wohlgemuth, MD, Senior Vice President and Chief Medical Officer, Quest Diagnostics

“Quest is committed to supporting employees’ mental and emotional health with services that empower them to bring their best selves to work.”

When it comes to the well-being of our employees, mental and emotional health are just as important as physical wellness. With the increased prevalence of mental health issues in connection with COVID-19,¹ Quest continues to invest in ensuring our employees and their families have the support they need.



Balance, an emotional well-being program from Johns Hopkins Medicine, helps employees identify risk and find treatment.



Our Employee Assistance Program (EAP) offers free counseling sessions to employees and their families.



Our online module Quest for Less Stress teaches stress reduction techniques, while the Sanvello™ app offers on-demand support.



Employee medical plans include behavioral health benefits.



Our Employee Business Networks also came together to raise awareness and provide support during Mental Health Awareness Month. To learn more, see page 33.

COVID-19 and mental health

A CDC report released in August 2020 shed new light on how the COVID-19 pandemic has impacted our mental health.¹

5,421 adults surveyed



~41% report mental health issues (compared to 20% before the pandemic²)

At least 1 adverse mental health symptom reported in:



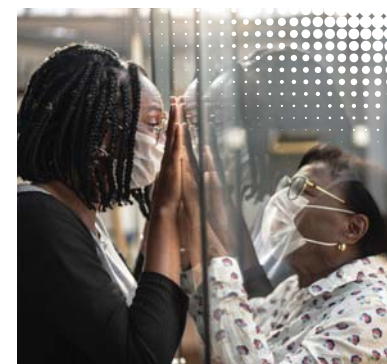
75% of those 18 to 24 years old



67% of unpaid caregivers of adults



54% of essential workers



Blueprint for Wellness adds new tests for deeper employee health insights



Steven Goldberg, MD,
Vice President,
Medical Affairs and
Population Health,
Quest Diagnostics

“With the addition of these new tests, the Blueprint for Wellness screening can provide more advanced insight into risk areas so employees can take action toward better health.”

Quest's annual Blueprint for Wellness screening program allows eligible employees and their spouses/domestic partners to get quick and easy snapshots of their health through biometric health screenings. About 39K Quest employees and their spouses took advantage of the program in 2020 alone.

Quest is always looking for ways to improve the screening to provide participants with the most valuable diagnostic insights. In 2020, we added 3 additional tests:

- **Insulin resistance score:** detects risk for developing type 2 diabetes sooner
- **Myeloperoxidase (MPO):** measures an inflammatory marker associated with heart disease risk
- **SARS CoV-2 antibody:** detects antibodies that indicate a previous immune response to the virus that causes COVID-19

A board-certified medical provider is available to discuss Blueprint for Wellness results and create a tailored care plan. In addition, we introduced Blueprint for Wellness CONNECT, a service available through our partner, Grand Rounds®, that allows those enrolled in Quest's medical plans to video chat with a doctor if their results indicate risk for chronic kidney disease, heart disease, or diabetes.



Blueprint for Wellness®

Providing learning opportunities while keeping employees safe during the pandemic



Namrata N. Villait,
Manager, Learning and
Development Solutions,
Quest Diagnostics

“Training is an essential part of protecting employees during the pandemic, helping us minimize risk so we can work together safely.”

At Quest, we believe supporting our employees’ learning and development is crucial to creating an inspiring and engaging workplace. In 2020, the COVID-19 pandemic posed unique training challenges—as many of our teams adapted to evolving responsibilities and working remotely—but we continued to support colleagues at all levels in expanding their capabilities through innovative learning programs and tuition reimbursement. In total, our nearly 50K employees completed:

~9.5 training hours per employee **569,594** total training hours

Building strong leadership during a time of uncertainty

To help us all navigate the new normal, our senior management teams regularly held briefings to ensure our leaders could model and clearly communicate our new policies and behaviors to their teams. In addition, we created leadership development programs and more than a dozen educational tip sheets on organizational health and other timely topics.

Learning how to work together safely

When our Safely Working Together Steering Committee released a COVID-19 safety handbook, we developed thorough training to ensure all employees understood the new protocols covering operations, logistics, traveling, and more.

4 Safely Working Together training modules **~86%** completion rate during the pandemic

Supporting higher education for employees and their children

For employees pursuing higher education, our Education Assistance program reimburses tuition of up to \$5,250 per year. In addition, children of eligible employees can apply for our Kenneth W. Freeman Scholarship program. We expanded the number of scholarships awarded in 2020.



in tuition reimbursement



~1000 employee recipients



Investing in the development of our pathology leaders



Dr. E. Michael Kramer,
Vice President, Pathology
and Medical Services for
Dermopath Diagnostics®,
Ameripath®, and
Quest Diagnostics

“I am so proud of the way we came together to create a positive learning experience during such a challenging time for Quest and the world.”

As the COVID-19 pandemic hit, Quest’s pathology teams experienced lower testing, resulting in additional bandwidth for the department’s leaders and staff. The leadership in pathology quickly recognized this as an opportunity to invest in training and development in a way that would not be possible during normal business times. In a matter of weeks, through an all-hands-on-deck team effort, we launched the Pathology Leadership Program (PLP), a development program for practicing and emerging leaders in pathology.

The PLP covers critical topics for business leaders, including communication skills, emotional intelligence, and the coaching and development of others. The all-virtual program includes an engaging mix of facilitated dialogues, guest speakers, and self-directed classes. The first cohort ran from April to June 2020, and a second cohort is underway.

The PLP is a huge success, with all survey respondents indicating that they would recommend the program to someone in their position. Many participants have since received promotions and have continued to represent their specialty on an internal best practice resource committee, providing guidance to operational, commercial, and corporate leadership groups.



Fostering a culture of recognition and appreciation throughout Quest



During a year when all of our employees worked tirelessly to combat COVID-19, recognition played an important role in boosting morale and sustaining hope for better days ahead. As part of our commitment to supporting employee satisfaction, we had already planned on a 2020 relaunch of our RecognitionQuest platform; when the pandemic hit, it reinforced the significant value of the initiative.

RecognitionQuest is our internal platform enabling employees to appreciate, celebrate, and reward each other by posting messages and awarding recognition points that can be redeemed for prizes. To refresh the platform, we expanded its features to offer users more flexibility in how they express appreciation, with these goals in mind:

- Driving a culture that both values everyday actions and spotlights above-and-beyond contributions
- Empowering managers to consistently appreciate, celebrate, and reward colleagues
- Enabling employees to think more broadly about who they can recognize (eg, peer to peer) and how
- Promoting positive behaviors, increasing employee engagement, and achieving higher levels of employee satisfaction

Small Gestures, Big Impact workshops

As part of the relaunch, we held a series of interactive, experiential workshops called Small Gestures, Big Impact for our senior leadership teams. The trainings covered the impact of recognition on employee well-being and simple actions leaders can take to show appreciation. The 16 workshops were a success, driving employees at all levels to utilize RecognitionQuest. Compared to 2019, use of RQ increased by more than 25%.



A renewed commitment to inclusion and diversity at Quest



Ebony David,
Executive Director,
HRBP and Inclusion
& Diversity,
Quest Diagnostics

“Quest’s diverse workforce is one of our competitive advantages, reflecting the communities where we live and work and elevating our ability to serve customers.”



Inclusion + Diversity

Culture, Talent, Communities

At Quest, one of our key strengths is the diversity of backgrounds and perspectives among our nearly 50,000 employees. We strive to be a place where all colleagues feel empowered to bring their whole selves to work. Our score of 100 on the Human Rights Campaign Foundation’s 2020 Corporate Equality Index for the 5th year demonstrates our commitment to fostering a safe and supportive environment for all employees.

As part of that commitment, in 2020 we focused on 3 core areas:

- Initiated courageous conversations throughout the organization
- Held EBN Rush resulting in 1,700 new memberships
- Broadened company matching gifts program to include organizations fighting racism and/or fostering inclusion



Having courageous conversations on racial justice

Quest is committed to fostering an open dialogue on critical topics affecting our employees and communities. On June 4, 2020, we hosted our first Dialogue on Race conversation, a virtual employee event that aimed to elevate and honor a difficult but critical topic, seek feedback on a path forward, and spark an ongoing discussion at Quest.

The feedback was so positive, we continued the initiative and held over 60 conversations with 7,400 employees in 2020. See a sampling of employee feedback below.



“History was made today! Thank you to QD for standing up for equality and justice!”

“This conversation has made me feel the **most proud I have ever been** to be an employee of Quest. Thank you!”



Empowering and celebrating colleagues through Employee Business Networks



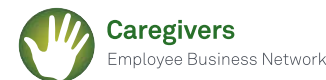
Osei Charles,
Director, Infrastructure
Services—End User
Experiences, and Co-lead,
African American Business
Leaders EBN,
Quest Diagnostics

“Our Quest EBN family continues to grow, with each passionate member capable of small actions that can add up to massive change.”

Quest’s Employee Business Networks (EBNs) are company-sponsored groups open to all employees. Our EBNs serve as a platform for networking, advocacy, development, and community involvement that is aligned with company goals. Refusing to be slowed down by the COVID-19 pandemic, our EBNs virtually coordinated a variety of impactful events in 2020.

For instance, in May 2020 many of Quest’s EBNs collaborated on initiatives to help break the stigma surrounding mental health challenges and highlight resources that can help, including a guest speaker from the National Alliance on Mental Illness.

In the fall, Quest held our first EBN Rush membership drive, which encouraged employees to join at least 1 EBN they identify with and another to learn about a new community. The successful campaign attracted **1,700** new memberships, an increase of **35%** across our **9** EBNs.



EBN activities: 2020 highlights

In February, the **African-American Business Leaders EBN** celebrated Black History Month and launched 3 new chapters. In June, they released a special edition of their newsletter discussing race in America.

In June, the **Pride EBN** celebrated LGBTQ+ History Month with a variety of virtual events, including a career-planning workshop for the young people served by the prestigious Hetrick-Martin Institute. In November, they observed Transgender Day of Remembrance.

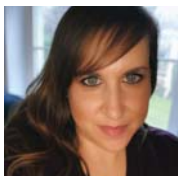
In September, the **DiverseAbilities EBN** launched a Mental Health Awareness subgroup and newsletter, and hosted a guest speaker for Suicide Prevention Awareness Month. In October, they celebrated Disability Employment Awareness Month.

In October, the **Hispanic/Latino EBN** celebrated Hispanic Heritage Month and highlighted Latinx AIDS Awareness Day with guest speakers, virtual salsa dancing lessons, a scavenger hunt, and more.

In November, the **Veterans EBN** celebrated Veterans Month, including a virtual talk with Quest CEO Steve Rusckowski, and a clothing drive for the New England Center for Homeless Vets.

~7K total EBN memberships

Launching a new, agile approach to gathering employee feedback



Tovah Stroud,
Executive Director,
Organizational Effectiveness
& HRBP,
Quest Diagnostics

“Quest’s new approach to employee surveys allows us to adapt questions in real time. This proved to be a timely benefit in 2020, enabling us to assess the evolving needs of our employees during the COVID-19 pandemic.”

In September, Quest launched a new strategy for gathering employee feedback that utilizes shorter, periodic “pulse” surveys instead of a longer annual survey. The vision of this strategy is to build an agile culture of real-time and continuous feedback that fuels ongoing conversations about priorities, performance, opportunities, and growth, resulting in a higher-performing organization and committed employees.

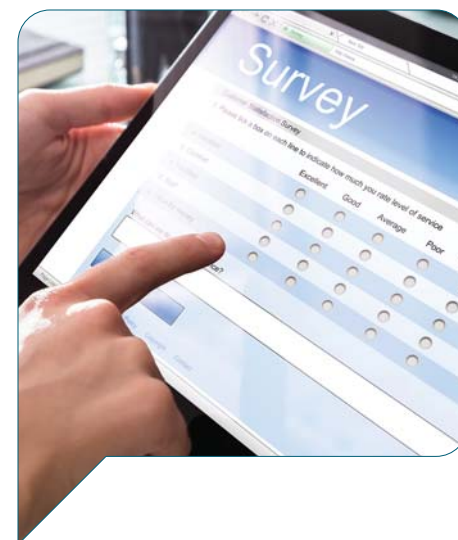
The surveys gather anonymous employee insights through quantitative and qualitative data and leverage a best-in-class technology platform to empower managers to take action in real time.

Among employees, the new survey approach has been extremely well-received, with many providing feedback similar to the excerpts below:



“I love the idea of the pulse surveys. Despite all the chaos caused by both COVID-19 and marketplace pressures, I feel that the leadership at Quest is truly interested in the well-being (physically, emotionally, and career-wise) of employees.”

“The last engagement survey was inspirational as many of us felt that it really mattered. The last few surveys have really felt like Quest not only listened, but took action on what they heard.”



Building value



Quest is the world's leading provider of diagnostic information services and plays a crucial role in the healthcare ecosystem. At the core of our business is ensuring that we build long-term sustainable value for all our stakeholders. We continue to take steps to reduce our environmental footprint and to support our employees and communities through philanthropic giving and strategic collaborations with leading nonprofits. We are committed to strong and ethical governance with oversight from a diverse board of directors. Greater detail on our governance programs can be found in our 2021 Proxy Statement at [IR.QuestDiagnostics.com](https://www.questdiagnostics.com/ir).

Reflections from our newest board member, Wright L. Lassiter III



Wright L. Lassiter III,
President and CEO,
Henry Ford Health System

“I always believe it’s more important to look out of the windshield rather than look through the rear-view mirror.”

In 2020, Quest welcomed Wright L. Lassiter III, President and CEO of Henry Ford Health System and the first person of color to serve on the Quest Diagnostics Board of Directors. Mandell Jackson, Vice President and General Manager of Quest for Health Equity, had the opportunity to interview Lassiter about his life’s journey, leadership experience, and advice to the business community.

MJ: *Wright, you sit on many boards currently, and may be the only Black member of a number of them. How has that shaped your leadership journey?*

WL: You have to be really comfortable with who you are to get the most out of shaping the experience. I can control how I respond to what I see, feel, and experience in a room. When I walk in the room, I know who I am: I am an African-American man. But I also know that’s not the only thing I am. Sometimes people want to put you in a box, so I try to make sure that what my colleagues experience from me is the totality of who Wright Lassiter is.

MJ: *How does your experience, influence, and knowledge weigh into Quest’s corporate strategy?*

WL: I am on the board to provide my unique perspective; it’s shaped by my professional and personal experience, my integrity, my personal value system, and my decision-making framework. When I was initially approached by Steve [Rusckowski], he walked me through some of Quest’s strategies and said, “We’re very interested in someone like you who understands the complexities of integration between delivery and payer, reimbursement issues, and relationships between the physician/provider, community, and health systems.” People ask me, “How do I get on a board? What does it take?” First, you have to develop a foundation of knowledge that is unique to you but can be valuable to someone else.

MJ: *In your experience, what do we need to be mindful of in closing inequity gaps in healthcare?*

WL: The most important advice that I can give is to ensure that Quest is

gathering input at the grassroots level. You want to be informed by folks like me, but make sure you are informed by folks who are down in the trenches: clergy leaders, other grassroots organizations, community-based organizations. I think that if you don’t have both perspectives, you will likely not be as successful.

MJ: *What advice would you give to those who struggled in 2020 and want to make 2021 one of their best years?*

WL: I always believe it’s more important to look out of the windshield rather than look through the rear-view mirror. I don’t dwell on mistakes and failures. Let’s document those nuggets that we take away from 2020. Let’s harvest all of those lessons with the fervent belief that if you don’t think you’re going to be successful, you’re highly likely not to be. Go into 2021 strongly believing in the plans that you’ll put in place. I believe 2021 will be very successful for Quest; the things that we’re going to do are very special.

Our commitment to a diverse workforce and equitable compensation

As a company that believes an inclusive and diverse workforce better positions us to serve our communities and customers, we prioritize offering equitable compensation to all employees and to supporting the advancement of women and minorities. We are proud to present the following information on our efforts to hire, support, develop, and compensate all employees equitably.

Promoting an inclusive culture

Sourcing, hiring, promotion, and talent management

It is a top priority for Quest's dedicated Talent Acquisition team to proactively source female and minority candidates to fill roles in our employee population. When Quest hires or promotes from within, we consider each candidate's qualifications and experience as well as market-based information in order to remain externally competitive and internally equitable. Quest uses narrow role-based salary ranges to ensure that new hires and continuing employees alike are compensated equitably. Our Human Resources

function oversees our annual talent review process to ensure that performance reviews are fair and well documented and to prevent unconscious bias.

Employee Business Networks

Our 9 Employee Business Networks work closely with their Executive Sponsors and Human Resources to provide their members with development opportunities, including networking, mentoring, and job shadowing. Their 2020 activities are highlighted on page 33 of this report.

Gender Parity Collaborative

Quest is proud to be a founding member of the Healthcare Businesswomen's Association's Gender Parity Collaborative, a group of healthcare and life sciences companies dedicated to developing and committing to action steps to promote women in the workplace and accelerate gender compensation parity. The Collaborative leverages data from McKinsey's Women in the Workplace study, which Quest has participated in since 2015.

Training and resources to fight discrimination

Quest is serious about fostering an environment that is free of discrimination. Team leaders receive Respect in the Workplace training, which includes unconscious bias training, with the goal of nurturing an equitable workplace. We offer several options for reporting and resolving issues that arise, and these options are documented in our Human Resources policies. In addition, complaints can be reported through a variety of channels, such as by registering anonymously with our Human Resources Service Center or the CHEQline, our compliance reporting system. Our well-established Open Door Policy provides, among other things, an opportunity for all employees to resolve work-related problems without fear of retaliation or retribution. When we obtain knowledge of possible discrimination, we thoroughly review and address those issues.

Our equitable compensation program

Compensation packages

Our compensation programs are designed to attract, retain, and motivate talented and diverse employees, and to help drive the execution of our business objectives and strategic goals. Our competitive base pay reflects a number of factors, including individual roles and responsibilities, skills, experience, and performance. We also have designed our compensation programs to align with market compensation (in the relevant geography, as appropriate) based on robust market benchmarking, ensuring equitability. Beyond salary, Quest's compensation package includes variable pay, other forms of financial recognition, and a comprehensive benefits offering, including 401K, paid time off, workplace flexibility, remote work options, and healthcare coverage. We also compensate nonexempt employees with overtime pay and pay shift differentials when appropriate.

OUR COMMITMENT TO A DIVERSE WORKFORCE
AND EQUITABLE COMPENSATION, CONTINUED**Centralized oversight and common review**

We maintain a centralized function to oversee our compensation processes and structures, and to help management ensure that pay outcomes are consistent with role, responsibilities, skills, experience, and performance. Quest generally allocates funds toward salary increases within our annual budget process, and conducts an annual salary review for each employee that enables managers to identify inappropriate disparities. A common review period for all employees, coupled with narrow salary ranges and related guidelines, allow managers to review compensation across teams holistically and help ensure pay equity. Employees brought into the Quest workforce through acquisitions are generally migrated to Quest benefits programs and have their compensation aligned with appropriate Quest pay ranges as soon as practicable following consummation of the acquisition.

Survey participation

Quest participates in compensation surveys conducted by multiple nationally recognized compensation consulting firms and data providers. These surveys provide valuable insights and help us benchmark compensation, establish market-linked salary ranges, and incorporate market trends, including geographical variation where appropriate. In addition, Quest also conducts our own surveys of all employees in order to solicit feedback on employee concerns, experiences, and compensation, among other things. The results of these employee surveys are analyzed by gender, race, and ethnicity, and we take action to appropriately address ascertained issues. Further, as a federal contractor, our locations are regularly audited by the US Department of Labor.

Reviews and analyses

We regularly conduct reviews to ensure that the compensation and composition of our workforce remain aligned with our goals. We have performed a targeted, rigorous statistical analysis of our compensation practices (utilizing

independent third-party advisors), including with respect to gender, race, and ethnicity. Our reviews and analyses have not uncovered any statistically significant compensation disparities based on these demographics. We also review data regarding the diversity of our workforce on a regular basis.

Compensation Committee

The Compensation Committee of our Board of Directors establishes the goals and objectives of our executive compensation plans and determines the compensation of our senior leaders under those plans. The Committee regularly receives and considers investor feedback regarding Quest's executive compensation program. The Compensation Committee annually reviews our employee compensation programs to determine whether they encourage excessive risk taking and to ensure they promote our goals, including with respect to pay equity across gender, race, and ethnicity.

Equal Employment Opportunity-1 2020 data



Inclusion + Diversity
Culture, Talent, Communities

Quest Diagnostics prioritizes diversity across the entire talent lifecycle with the goals of ensuring transparency and identifying opportunities for action. Our commitment to an inclusive culture and diverse workforce begins with our “CTC Framework,” developed in 2020. Our 3 pillars of Culture, Talent, and Community ensure our approach is well balanced across our priorities.

We support our employees throughout their careers at Quest: from onboarding, through performance, development, and career progression. We celebrate the different ethnicities, ages, cultures, and lifestyles that make up our workforce. As the marketplace becomes increasingly global, our ability to meet the needs of our customers, patients, physicians, suppliers and shareholders is enhanced by our demonstrated commitment to diversity that mirrors the communities where we live and work every day.

EEO-1 2020 data

	Female (%)	Male (%)	Asian (%)	Black (%)	Hispanic (%)	Other people of color & 2 or more races	All people of color (%)	White (%)
Executive/Senior Managers	40.3%	59.7%	12.1%	4.4%	4.3%	1.9%	22.6%	77.4%
First/Mid-Level Managers & Professionals	60.6%	39.4%	13.9%	10.6%	8.0%	3.4%	35.8%	64.2%
Technicians	82.0%	18.0%	15.9%	25.1%	18.6%	4.3%	63.9%	36.1%
Sales	62.7%	37.3%	4.0%	7.6%	12.4%	2.0%	25.9%	74.1%
All other roles	65.2%	34.8%	12.4%	24.8%	16.1%	4.1%	57.4%	42.6%
Total	72.0%	28.0%	14.1%	22.3%	15.9%	4.0%	56.3%	43.7%

Legend

- Data reflects our US employee population; 97.7% of Quest's employee population is US-based
- Data excludes employees who did not elect to disclose their gender or race/ethnicity
- The EEOC defines EEO-1 job categories based on employee skill level, knowledge, and responsibilities
- Executive/Senior-Level Officials and Managers include individuals who plan, direct, and formulate policies, set strategy, and provide the overall direction of the company
- First/Mid-Level Managers and Professionals include individuals who serve as managers, including those who oversee and direct the delivery of products, services, or functions at group, regional, or divisional levels of organizations
- Technicians includes jobs that require specific skills to be applied in the work; examples include medical technicians, engineering technicians, and technology professionals

Workforce breakdown by gender, race, and ethnicity



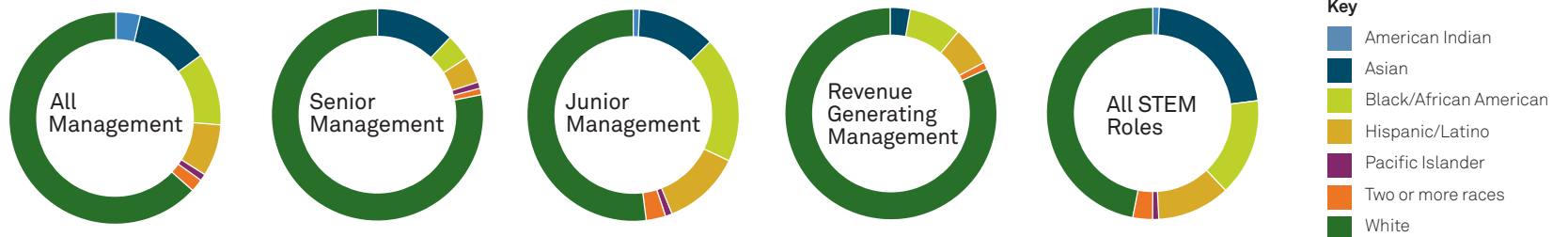
Inclusion + Diversity
Culture, Talent, Communities

At Quest Diagnostics, our diverse workforce is one of our competitive advantages. As part of our commitment to Inclusion and Diversity, this year we are providing new views of the diversity of our workforce. Quest is proud to continue its journey to provide more transparency in our reporting.

Workforce breakdown by gender



Workforce breakdown by race and ethnicity



Legend

- Data reflects our US employee population; 97.7% of Quest's employee population is US-based
- Data excludes employees who did not elect to disclose their gender or race/ethnicity
- Senior Management includes individuals who plan, direct, and formulate policies, set strategy, and provide the overall direction of the company
- Junior management refers to front-line managers and supervisors; these individuals are responsible for directing and executing the daily operational objectives of the company
- Revenue-generating functions refer to management roles in departments such as sales, or that contribute directly to the output of products or services
- STEM (science, technology, engineering, and mathematics) functions require the knowledge of STEM concepts in their daily responsibilities

Philanthropy in 2020

Supporting our communities and causes that are important to our employees has been a long-standing tradition at Quest. Highlights of our 2020 activities include:

Corporate and Foundation giving



Strategic community investments with long-term impact



Sponsorships and memberships supporting nonprofits



Philanthropic donations supporting causes core to our business and our employees



Employee Relief Fund

Expanded to include grants for COVID-19-related needs



grants approved



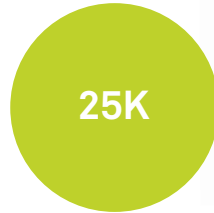
extended to employees



Launched a double match holiday season "Giving Tuesday" campaign



contributed in matching funds to hundreds of nonprofits



volunteer hours

^a Portion of funds reflected in total giving number of ~\$7.6M.

^b Funds reflected in total giving number of ~\$7.6M.



Memberships, sponsorships, and affiliations

Quest collaborates with a network of nonprofit organizations, professional associations, and civic and economic groups that share our commitment to educating, empowering, and strengthening diverse communities. These groups, along with many others, help us to engage authentically with customers and promote an inclusive workplace.



[American Cancer Society \(ACS\)](#)
[American Heart Association](#)
[American Red Cross](#)
[The Arnold P. Gold Foundation](#)
[CEO Roundtable on Cancer](#)
[Community Solutions](#)
[Healthcare Businesswomen's Association](#)
[Junior Achievement \(JA\) Worldwide](#)
[March of Dimes](#)
[Meadowlands Chamber of Commerce](#)
[National AIDS Memorial](#)
[National Association of Community Health Centers](#)
[National Colorectal Cancer Roundtable](#)
[National LGBT Chamber of Commerce \(NGLCC\)](#)
[National Minority Quality Forum](#)
[Newark Regional Business Partnership \(NRBP\)](#)
[Partnership to End Addiction](#)
[Project Hope](#)
[Unidos US](#)



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Sustainability goals: 2020 progress update

Key performance indicator (KPI)	Goal (adopted 2017)	Progress update (2020)	Goal status
Energy/resource use			
Renewable energy use (%)	Use at least 5% (on avg) green energy for electricity sourcing for the period 2018-2020.	Our average green energy usage for the period 2018-2020 was ~6%.	Goal met
East Region energy use (utility use % off baseline)	Consolidate the majority of East Region lab operations into a new LEED-equivalent lab by 2022, which will reduce Regional Lab energy use by ~25% while increasing capabilities.	We built the new laboratory and began testing in it during 2020. Consolidation of testing volume in the new laboratory is scheduled for completion during 2021.	On schedule
Patient Service Centers (PSC) consolidation (utility use % reduction)	By 2021, reduce utility use by 3% in our Patient Services division.	Through 2020, we reduced utility usage in our Patient Services division by ~6% since 2017.	Goal met
Lab platform consolidation (KWH and gallons water/test performed)	By 2020, evaluate our lab testing platforms for improved efficiency/impact, establish a baseline and publish an energy/water reduction goal for the effected instruments, and start to roll out the lower-impact solution.	We concluded our evaluation of lab testing platforms for improved efficiency/impact. We installed new testing instruments in 17 of 18 locations by the end of 2020. With the new instruments, we expect reductions in annual electricity and water usage of at least 5% and 30%, respectively.	Goal met
Waste creation			
Paper waste reduced in tons	Reduce the amount of paper waste in our PSCs by 60% in the period 2018-2020, saving greater than 500 tons of paper.	During the period 2018-2020, we reduced the cumulative amount of paper used in PSCs by an additional 276 tons.	Goal partly achieved. We anticipate saving 100-150 tons annually in the future in PSCs.
Plastic waste reduced in tons	Continue to implement waste minimization initiatives and reduce our single-use plastic waste generated by 250 US tons in the period 2018-2020.	During the period 2018-2020, we reduced our single-use plastic waste by 302 US tons.	Goal met
ISO standardization			
ISO 14001 lab certification	Have at least 1 lab ISO 14001-certified by 2022.	Our San Juan Capistrano laboratory, which is currently 9001 (QMS) certified, is on target to become ISO 14001 (Environmental Management) and ISO 22301 (Business Continuity Management) certified by 2022.	On schedule
MTCO²e reduction			
MTCO ² e reduction	Reduce our waste per million patient encounters cumulatively by 15 MTCO ² e for the period 2018-2020.	During the period 2018-2020, we reduced our waste per million patient encounters cumulatively by approximately 15 MTCO ² e.	Goal met

Environmental footprint in 2020

The COVID-19 pandemic had a dramatic impact on our operations, including our testing mix, which affected our environmental metrics. As Quest transitions to the post-pandemic period, we anticipate that there will be additional impacts and we will remain focused on sustainability considerations.

Measure	2020	2019	2018
Square footage of facilities	9,596,900	10,194,888	9,958,293
Indirect energy (TJ) per 1M test requisitions	5.7	6.4	6.7
Direct energy (TJ) per 1M test requisitions	7.16	8.27	8.64
Scope 1 CO ₂ emissions (metric tons) per 1M test requisitions	454.6	525.1	547.4
Scope 2 CO ₂ emissions (metric tons) per 1M test requisitions*	528.6	580.1	664.4
Water consumption (100m ³) per 1M test requisitions	4.53	5.35	5.54
Biohazardous waste (MT) per 1M test requisitions	50.9	55.8	55.8
Chemical waste (MT) per 1M test requisitions	13.8	16.1	15.6
Recycling (MT) per 1M test requisitions	35.1	33.5	35.7

US EIA's Commercial Building Energy Consumption Surveys (CBECS) data and EPA's Emissions & Generation Resource Integrated Database (eGrid) were used to estimate utility usage and related emissions factors for some small locations when not available from other sources. Coverage of the data is 100% of US operations.

*The Scope 2 CO₂ emissions include a reduction of ~5% based on our use of Renewable Energy Credits (RECs).



Driving supplier excellence and innovation



Tom Plungis,
Chief Procurement Officer,
Quest Diagnostics

“The pandemic wreaked havoc on global supply chains—from masks and gloves to lab equipment. Quest was able to respond quickly thanks to our strategic partnerships with suppliers around the world.”



Cathy Stychno,
Senior Manager,
Procurement Governance
and Compliance,
Quest Diagnostics

“At Quest, we believe providing opportunities for small and diverse businesses contributes to the overall economic growth and expansion of our markets, and supports our business objectives. It’s also a critical element of the Company’s diversity vision and values.”

Quest relies on our suppliers to deliver the resources we need to empower better health with diagnostic insights, and they played an essential role in our response to the COVID-19 pandemic. Through strategic partnerships and the agility of our global supply chain, Quest was able to respond quickly to the worldwide health crisis, and provide critical testing services to customers and communities across the nation.

We leveraged our supply network to secure new sources, including foreign and diverse suppliers for large volumes of collection supplies and personal protective equipment (PPE). We were then able to efficiently distribute these critical materials to clients and labs through our consolidated regional client supply fulfillment centers.

In addition, our Quest management team and third-party maintenance/ janitorial staff kept our facilities up and running so that COVID-19 ramp-up, normal laboratory testing, and Patient Service Center collection operations could continue throughout the crisis.

Quest’s commitment to supplier diversity

Quest is committed to working with large and small businesses, including diverse suppliers, to:

- Support our business objectives and overall diversity vision
- Satisfy customer requirements for diverse business utilization
- Strengthen our small and diverse business communities
- Contribute to the overall economic growth and expansion of our markets

Supplier Code of Conduct

Quest has a Supplier Code of Conduct for suppliers and their employees, agents, and subcontractors to communicate our expectations for:

- Ethics in all business practices
- Compliance with all legal and regulatory requirements
- Upholding environmental, health, and safety practices
- Safeguarding labor and human rights protections
- Protecting data and intellectual property
- Reporting questionable behavior



You can view the Supplier Code of Conduct [here](#).

Quest's Code of Ethics provides a roadmap for how we operate

Quest's Code of Ethics is critical to our success, empowering us with the roadmap we need to earn and maintain the trust of our patients, customers, shareholders, and colleagues. Our Code is not merely a set of rules—it defines our approach to making good decisions no matter what our role is, and creates a shared sense of pride among all of us.

Our Code and compliance policies apply to employees, vendors, contractors, suppliers, interns, business partners, and representatives who work on our behalf. We expect the best from ourselves and each other, including a commitment to Quest's core values of leadership, integrity, quality and innovation, collaboration, and accountability. In practice, this means always asking questions and taking action if something isn't right.

Employees are encouraged to share any concerns with a representative from our Human Resources, Compliance, or Legal departments, and always have the option to speak anonymously or confidentially.

We look to our managers and supervisors to promote our Code and model the right behaviors, even when it's difficult. This includes creating an open-door environment, preventing retaliation when an employee raises concerns, ensuring employees are properly trained, and being present to offer guidance and support. When violations of our Code are reported, we take them very seriously. We proactively investigate reports of misconduct and take corrective action, which may include discipline up to and including termination, depending on the seriousness of the violation.

Our commitment to human rights

At Quest, we are committed to protecting human rights across our operations, including our supply chain. We're proud to share our human rights policy. We believe that protecting and supporting human rights is our fundamental responsibility as an employer. We comply with applicable employment and human rights laws and regulations where we have operations to ensure alignment with the following values:

- We provide fair and equitable wages, benefits, and other conditions of employment in accordance with local laws and regulations
- We do not allow child labor in our operations
- We do not use or engage in any form of coerced, indentured, or prison labor
- We provide a safe and healthy work environment, including Personal Protective Equipment (PPE) and the tools to work safely
- We promote a workplace that is free of discrimination and harassment and prohibit threats or abuse
- We embrace diversity in the workforce and supplier base, create an environment that promotes diverse opinions and equal opportunity for all, and operate with an ethical culture that treats people with respect and dignity

Cybersecurity and data privacy

At Quest, we know that the strength and resilience of our cybersecurity and data privacy oversight and preparedness is important in maintaining the trust of our customers, partners, employees, shareholders, and other stakeholders.

We have robust governance practices in place with respect to cybersecurity and data privacy. Our Board of Directors oversees and is regularly engaged in our cybersecurity and data privacy efforts. Quest Diagnostics has an established Board of Directors Cybersecurity Committee, which consists solely of independent directors, for the purpose of evaluating, improving, and assisting the Board's oversight of our cybersecurity program and practices and risks related to cybersecurity.

In addition, the Board's Audit and Finance Committee, which is responsible for overseeing our enterprise risk management program, receives updates regarding cybersecurity at least annually. The Board's Quality, Safety and Compliance Committee receives regular updates regarding data privacy. We also maintain management oversight of cybersecurity, data privacy, and related risks, including through committees consisting of senior officers of the Company (eg, our Senior Vice President and Chief Information and Digital Officer; our Vice President, Chief Information Security Officer; and our Vice President, Compliance). The Board regularly receives briefings and updates on cybersecurity, data privacy, and related risks from each of the responsible Board committees and management.

We maintain comprehensive controls and oversight related to the data privacy and security laws and regulations, as well as contractual obligations, to which we are subject. As a company operating in a highly regulated industry, we are subject to extensive data privacy and security laws and regulations, including, but not limited to, the Health Insurance Portability and Accountability Act (HIPAA), the California Consumer Privacy Act of 2018 (CCPA), Virginia CPRA, other state privacy laws, and the General Data Protection Regulation (GDPR). In addition, as our clients also operate under heavy regulation, we are subject to numerous contractual requirements relating to cybersecurity and data privacy.

Management is responsible for compliance with these laws, regulations, and requirements, and regularly evaluates the information technology security and data privacy programs. The Board, as discussed above, provides oversight of the adherence of the information technology security and data privacy programs. Data security incidents are reflected in our financial statements in accordance with accounting standards.

We maintain a comprehensive, enterprise-wide, information technology security program, and an extensive data privacy program, both of which are designed to secure our facilities, information systems, and data. For example:

- We utilize various industry-standard tools, including tools enabled by artificial intelligence, to protect the confidential information in our systems, as well as processes for managing access to such data
- We employ strong physical security measures at our facilities
- We have a team focused on managing our threat landscape that uses a variety of security technology and threat intelligence tools designed to detect, prevent, block, analyze, and respond to cybersecurity threats
- We have a well-established incident response program
- Due to the constantly changing nature of technologies and security concerns, we conduct audits and risk assessments, and review our security and privacy policies and procedures
- We educate employees through technology security awareness and data privacy training programs at least annually
- We maintain programs designed to assess and address the security and data privacy risks of our suppliers, outsourcing partners (including with respect to revenue cycle management), potential acquisition targets, and other business partners (both at the beginning of a relationship and on an ongoing basis, as appropriate, based on risk)
- Our information technology programs and policies are aligned with appropriate, widely-recognized standards (eg, NIST, PCI, SOC2, ISO 9001:2015 AND ISO 15189, SOX, etc)
- We are a participating member of the Health Information Sharing and Analysis Center (H-ISAC), a health-industry forum focused on cyber and physical security threats
- We are strategically engaging regarding the cyber threat landscape with key members of the United States intelligence community and law enforcement agencies
- We carry insurance for cyber incidents with appropriate types of coverage (eg, network interruption, event management) at industry-standard levels, and our types and amounts of coverage are reviewed annually

For more information on our Board committees, including the Cybersecurity Committee, please refer to our 2021 Proxy Statement. For more information on risks relating to cybersecurity and how we mitigate such risks, please refer to our 2020 Annual Report on Form 10-K.

Risk management, materiality, and stakeholder engagement



Mark Guinan,
Executive Vice President and
Chief Financial Officer,
Quest Diagnostics

“Our Enterprise Risk Management Program helps ensure our business and operational leadership understand and effectively manage the key risks for which they are responsible. In 2020, the program helped us address the risks of the COVID-19 pandemic.”

Risk management

We maintain an enterprise risk management program designed to promote a culture of risk awareness throughout the Company’s key business, operations, and support functions. Our Board of Directors actively oversees our program.

Our program, which is integrated with the Company’s governance, performance management, and internal control frameworks, entails a formal continuous process that identifies, assesses, mitigates, and manages the risks from both internal and external conditions that could significantly impact the company and influence its business strategy and performance.

The program focuses on the following risk types: operational risk, financial risk, legal and compliance risk, and strategic risk. As part of the program, we routinely assess our enterprise-level risks, overall Company-level risk tolerance, the effectiveness of risk management, and monitor the progress of and resources applied to risk mitigation. Our program is based on the most recent framework issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO).

Materiality

This report is the result of collaboration among Quest Diagnostics Investor Relations, Employee Health and Safety, Human Resources, Legal, Communications, Risk Management, Information Technology, Compliance, and Senior Management teams, and explains our approach to the topics addressed.

To ensure relevance to our business and our impact on sustainability, the topics are selected based on stakeholder feedback and industry guidance, including:

- Surveys and internal discussions with Quest Diagnostics leadership
- Reports published by companies in our peer group
- Guidance from Global Reporting Initiative and Sustainability Accounting Standards Board

In 2021, we will be conducting a formal materiality assessment.

Stakeholder engagement

We engage with a full range of stakeholders to gain feedback regarding our business. We regularly receive input via surveys, our website and social media channels, and from patients and customers regarding our services and how to improve them. Our investors participate in ongoing dialogue with us regarding their concerns and suggestions in relation to our company, as do our suppliers per our Supplier Business Engagement Model.

Our employees are invited to share feedback throughout the year formally through our employee surveys, and informally through their supervisors and management. We engage with industry organizations by participating in meetings and task forces as members of the CEO Roundtable on Cancer, American Clinical Laboratory Association, College of American Pathologists, and others. We also engage regularly with government officials and regulators in dialogue regarding healthcare policy and other matters that may impact our Company and the patients we serve to understand how we can best contribute with our capabilities.

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Index: Quest's research in 2020

Below are additional highlights of Quest's research beyond what is in this report. To learn more about our thought leadership initiatives, see page 17. For a comprehensive directory of our research, conference presentations, webinars, podcasts, and other educational resources, please visit our [Clinical Education Center](#).

COVID-19

Fragala MS, Kaufman HW, Meigs JB, et al. **Consequences of the COVID-19 pandemic: reduced hemoglobin A1c diabetes monitoring.** *Popul Health Manag.* 2021;24(1):8-9. doi:10.1089/pop.2020.0134

Kaufman HW, Niles JK, Kroll MH, et al. **SARS-CoV-2 positivity rates associated with circulating 25-hydroxyvitamin D levels.** *PLoS One.* 2020;15(9):e0239252. doi:10.1371/journal.pone.0239252. eCollection 2020.

Niles JK, Karnes HE, Dlott JS, et al. **Association of ABO/Rh with SARS-CoV-2 positivity: the role of race and ethnicity in a female cohort.** *Am J Hematol.* 2021;96(1):E23-E26. doi:10.1002/ajh.26019

Kaufman HW, Chen Z, Meyer WA, et al. **Insights from patterns of SARS-CoV-2 immunoglobulin G serology test results from a national clinical laboratory, United States, March-July 2020.** *Popul Health Manag.* 2021;24(S1):S35-S42. doi:10.1089/pop.2020.0256

Drug monitoring

Quest Diagnostics. **Workforce drug testing positivity climbed to highest rate in 16 years, new Quest Diagnostics Drug Testing Index™ analysis finds.** August 25, 2020.

Gudin J, Mehta N, McClure FL, et al. **Shorter drug testing intervals are associated with improved drug misuse rates.** *J Opioid Manag.* 2020;16(5):357-373. doi:10.5055/jom.2020.0591

Population health

Birse CE, Shiffman D, Satish A, et al. **Impact of a digital diabetes prevention program on risk factors for chronic disease in a workforce cohort.** *J Occup Environ Med.* 2020;62(12):1040-1045. doi:10.1097/JOM.0000000000002044

Shiffman D, Louie JZ, Devlin JJ, et al. **Concordance of cardiovascular risk factors and behaviors in a multiethnic US nationwide cohort of married couples and domestic partners.** *JAMA Netw Open.* 2020;3(10):e2022119. doi:10.1001/jamanetworkopen.2020.22119

Kaufman HW, Gift TL, Kreisel K, et al. **Chlamydia and gonorrhea: shifting age-based positivity among young females, 2010-2017.** *Am J Prev Med.* 2020;59(5):697-703. doi:10.1016/j.amepre.2020.05.023

Educational webinars

Neurological Complications of COVID-19 (Nov 18)

Overlapping Symptoms of Respiratory Infections and COVID-19: What You Need To Know (Oct 20)

Hepatitis C: Implementing the New Guidelines During the Pandemic (Sept 1)

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1. CDC. Homelessness and COVID-19 FAQs. Updated February 26, 2021. <https://www.cdc.gov/coronavirus/2019-ncov/community/homeless-shelters/faqs.html>

Page 15: Reducing health disparities in underserved communities with Quest for Health Equity

1. APM Research Lab. The color of coronavirus: COVID-19 deaths by race and ethnicity in the US. December 10, 2020. Accessed March 30, 2021. <https://www.apmresearchlab.org/covid/deaths-by-race-december2020>

Page 18: COVID-19 testing hesitancy may lead to surge in chronic conditions

1. Quest Diagnostics Health Trends. New Quest Diagnostics Health Trends™ survey reveals COVID-19 testing hesitancy among Americans, with 3 of 4 avoiding a test when they believed they needed one. Published December 9, 2020. Accessed May 7, 2021. <https://www.prnewswire.com/news-releases/new-quest-diagnostics-health-trends-survey-reveals-covid-19-testing-hesitancy-among-americans-with-3-of-4-avoiding-a-test-when-they-believed-they-needed-one-301188780.html>

Pages 19 and 20: Communities of color hit hardest by COVID-19 and lack trust in healthcare

1. Kaufman HW, Niles JK, Nash DB. Disparities in SARS-CoV-2 positivity rates: associations with race and ethnicity. *Popul Health Manag.* 2021;24(1):20-26. doi:10.1089/pop.2020.0163. Epub 2020 Sep 23.

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Page 23: Co-testing outperforms HPV alone in detecting cervical cancer

1. Kaufman HW, Alagia DP, Chen Z, et al. Contributions of liquid-based (Papicolaou) cytology and human papillomavirus testing in co-testing for detection of cervical cancer and precancer in the United States. *Am J Clin Pathol.* 2020;154(4):510-516. doi:10.1093/ajcp/aqaa074

2. National Cancer Institute. Cancer stat facts: cervical cancer. Accessed March 9, 2021. <https://seer.cancer.gov/statfacts/html/cervix.html>

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1. Gudin J, Kaufman HW, Niles JK, et al. The opioid epidemic within the COVID-19 pandemic: drug testing in 2020. *Popul Health Manag.* 2021;24(S1):S43-S51. doi:10.1089/pop.2020.0230. Epub 2020 Oct 8.

Page 27: Supporting employees' emotional health during the pandemic

1. Czeisler MÉ, Lane RI, Petrosky E, et al. Mental health, substance use, and suicidal ideation during the COVID-19 pandemic—United States, June 24–30, 2020. *MMWR Morb Mortal Wkly Rep.* 2020;69:1049–1057. <http://dx.doi.org/10.15585/mmwr.mm6932a1>

2. NAMI. Mental health by the numbers. Accessed February 25, 2021. <https://www.nami.org/mhstats>

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