

QUEST DIAGNOSTICS

PERFORMANCE and ATTENDANCE POLICY

The Company's success is driven by how we perform as individuals, as teams, and as a Company. Performance encompasses all expectations of a position, such quality of work, productivity, attendance, reliability, conduct, compliance, and safety. Leaders are responsible for setting clear expectations and driving accountability with employees about reporting to work and meeting performance requirements. The Performance Improvement process and related tools are designed to address performance deficiencies that need immediate focus and correction and are an important part of our approach for optimizing individual performance to achieve business results.

Philosophy

One of a people leader's primary responsibilities is to set expectations and oversee the performance of direct reports. Our people leaders are empowered to prevent and address performance issues.

Objective

The Performance Improvement process is intended to provide employees with information where they are not meeting expectations and to develop a plan to improve performance to a satisfactory level. People leaders may use resources, tools, and training available on the Perform@Quest site:

<https://hrportal.ehr.com/questhrsc/us-en/Managers/Learn-Perform-Grow/PerformQuest-Manager> to help improve employee performance. In addition, the following provides specific tools that are available for addressing performance issues. Depending on the nature and context of the issue, people leaders have the discretion to determine if Corrective Action is warranted and the level of Corrective Action.

General Policy Related to Performance Improvement (Including Attendance)¹

Corrective Action is normally comprised of the following components:

- Summary of Discussion
 - Written Warning
 - Final Written Warning
 - Termination of Employment
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- Corrective Action remains part of an employee's personnel record throughout the duration of their employment.
 - As a general rule, where a Corrective Action has been issued within the prior six (6) months, people leaders should consider issuing the next level of Corrective Action, in consultation with Employee Relations.
 - However, people leaders are not required to issue the Corrective Action in any order and may issue any level of Corrective Action as appropriate based upon the circumstances present and relevant context.
 - People leaders may consider a variety of factors when determining whether to skip a level (or multiple levels) in the Corrective Action process. A non-exhaustive list of examples includes, but is not limited

¹ Please note that to the extent an employee is represented by a union and this policy conflicts with their collective bargaining agreement, the CBA will control.

to:

- The length of time that has transpired since the employee's last Corrective Action.
 - The level of any prior Corrective Action.
 - The severity of the issue, occurrence, or violation.
 - Whether the issue, occurrence, or violation took place during the employee's first 120 days of employment (such issues, occurrences, or violations may favor skipping certain Corrective Action levels).
- **People leaders must partner with Employee Relations before issuing a Final Written Warning or Termination. However, people leaders should feel free to consult with Employee Relations before issuing any other type of Corrective Action, as needed or desired.**

Attendance

An employee's performance at the Company is determined in part by their dependability. Each unexcused absence, tardiness and early departure creates a hardship for others and for the Company as a whole. Therefore, it is important that employees are prompt and regular in their attendance and that they work the hours assigned or expected. When an employee knows in advance that they need to be away from work, they should give their supervisor as much notice as possible.

Important note: These standards and expectations around attendance apply to all employees at the company, from individual contributors up through senior leadership.

Notwithstanding the above, the Company will comply with the requirements of the Family and Medical Leave Act (FMLA), the Americans with Disabilities Act and any other applicable federal, state, or local laws as they pertain to attendance.

- If an absence is due to a reason that qualifies and is ultimately approved as an approved leave of absence by the Company or a third-party designee, such as New York Life ("NYL"), or if the absence is otherwise covered by and qualifies under another applicable federal, state, or local law, those absences will not be the subject of Corrective Action
- If a period of absence lasts more than 3 consecutive workdays, then the employee should contact **New York Life (NYL)** to inquire if the period of absence is covered by and could qualify under another applicable federal, state, or local law.

In addition, the Company encourages employees to take paid time off, including:

- 7 paid holidays (including 1 "MyDay")
- Up to 34 PTO days, depending on tenure and job status (for non-exempt employees)
- MyTime (for exempt employees)
- Leaves of absence under a variety of leave programs
- Other time away from work, e.g., jury duty, military, and bereavement

Definitions Related to Attendance

1. Scheduled Time Off

Scheduled time off is defined as time off scheduled in advance and approved by the employee's immediate supervisor at least the day before the date requested off or per department requirements.

- Management has the discretion to approve or deny requests for time off based on business needs, unless prohibited by applicable law.

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Employee Relations COE

2. Unscheduled Time Off

Unscheduled time off is defined as time off that is not scheduled and approved by an employee's immediate supervisor at least the day before the date of the absence or is not otherwise protected under applicable law. **Up to two (2) consecutive days of unscheduled time off will count as one (1) occurrence.**

3. Tardiness

Tardiness is arriving after an employee's designated start time and, for non-exempt employees, includes punching in late at the start of a shift or from lunch and rest breaks (as set forth by the employee's department). **Each tardy counts as one-half (1/2) occurrence for non-exempt employees.**

- Tardiness may be defined differently by leadership dependent on job and business needs and may include arriving late to the employee's specific workstation, and/or being unprepared to work at the beginning of an employee's start time.

4. Early Departure

Early departure is leaving before the end of an employee's designated or expected end time and, for non-exempt employees includes punching out before the end of a shift (including periods of mandatory overtime). **Each unapproved early departure counts as one-half (1/2) occurrence for non-exempt employees.**

5. Flexible Start Time

Based on business needs, some departments may offer flexible start times within an established range. Employees with flexible start times would be tardy if they arrived at work later than their established range.

6. No Call/No Show

A no call/no show is defined as not calling in and not reporting to work when scheduled. It is also considered a no call/no show if an employee does not call in or report to work during the first half of a scheduled period of work. **Each no call/no show counts a one (1) occurrence for non-exempt employees.**

- The employee's supervisor should attempt to contact an employee (or, if unable to reach the employee, his or her emergency contact) each day the employee is a no call/no show.

7. Job Abandonment

A no call/no show for two or more consecutive days is considered job abandonment absent mitigating circumstances (such as the employee being incapacitated). As noted above, the employee's supervisor should attempt to contact the employee or the employee's emergency contact each day that the employee is a no call/no show. Job Abandonment is considered a voluntary resignation.

9. Patterns

Patterns of attendance issues include but are not limited to the following (provided the unscheduled attendance issues are not otherwise protected by applicable law):

- Habitual unscheduled absences prior to or after holidays
- Habitual Monday/Friday absences
- Taking Unscheduled Time Off after being denied the time off

Employee Attendance Expectations

- In general, be at work when scheduled, including overtime, unless there is an approved absence (e.g., approved PTO, approved PTO Health, MyTime, Health Time, approved Leave of Absence, etc.).
- Avoid unscheduled absences where possible.

- Request PTO in advance with your supervisor.
- If you need to be off work unexpectedly, follow your department's call out process.
- Comply with the Company's meal and rest break policies and department break schedules as applicable.
- Contact your supervisor with questions regarding attendance, including your attendance expectations and any issues you may have with your schedule.
 - Note: Procedures for reporting and seeking approval for absences may vary by department; employees must follow the procedures of their department. Employees or any person providing notification on behalf of an employee are required to call in each day for unscheduled absences, unless on an approved continuous leave of absence. Employees who fail to follow these guidelines may be subject to Corrective Action.
- Request a leave of absence as applicable by contacting the Leaves of Absence contacts on the HR Portal at: <https://hrportal.ehr.com/questhrsc/us-en/HR-Help-Desk-Dashboard> or 855-411-8511 or by contacting New York Life at: 855-783-4955.
- Request an accommodation for a qualifying disability to fulfill attendance requirements by contacting New York Life at: 855-783-4955 or the HRSC at: <https://hrportal.ehr.com/questhrsc/us-en/HR-Help-Desk-Dashboard> or 855.411.8511.

Leader Attendance Expectations

- Support employees by referring them to the **HR Portal / Time Away from Work**, which includes information relating to:
 - PTO
 - PTO Heath
 - Requesting Time Off
 - Leaves of Absence (including the New York Life contact information)
 - Spring Health – Work-Life Support
 - Other time away from work information
- Approve PTO requests promptly and consistently while also meeting customer service levels. In addition, leaders are expected to inform employees of their decision to approve or not approve their PTO requests, as soon as possible.
- Recognize those with good attendance (e.g., during the performance review and recognition process).
- Promptly address those with poor attendance. For employees not following the **Employee Attendance Expectations**, partner with Employee Relations to initiate the Corrective Action process, if needed or required.

Occurrence-Based System for Non-Exempt Employees

Non-exempt employees are subject to an occurrence-based system for attendance whereby increasing levels of Corrective Action may be issued as follows:

- Corrective Action will be issued for occurrences of unscheduled time off, tardiness, early departure, and other attendance issues.
- Additional occurrences within 6 months may result in further Corrective Action.
- The level of Corrective Action will depend on prior Corrective Action issued for attendance or other reasons, and any other relevant factors.

- An employee may receive a maximum of one occurrence per shift.
- While exempt employees are not subject to the occurrence-based attendance system, they are subject to the Company's attendance requirements and attendance issues may nevertheless be addressed through Corrective Action.

The level of Corrective Action should always be based on the entirety of the facts and circumstances relating to an employee's attendance and non-attendance performance. Please partner with Employee Relations as needed or required to make this determination.

POSSIBLE outcomes where there are attendance occurrences other than no call/no show and job abandonment are listed below:

If...	And...	Potential Outcome
Employee has not received Corrective Action for any reason within the prior six months	Employee incurs two (2) occurrences in a 6-month period	Summary of Discussion at the time of the second occurrence
Employee has received a Summary of Discussion for any reason within the prior six months	Employee incurs two (2) occurrences within 6 months from the date of the Summary of Discussion	Written Warning at the time of the second occurrence
Employee has received a Written Warning for any reason within the prior six months	Employee incurs one (1) occurrence within 6 months of the Written Warning	Final Written Warning at the time of the occurrence
Employee has received a Final Written Warning for any reason within the prior six months	Employee incurs one (1) occurrence within 6 months of the Final Written Warning	Termination at the time of the occurrence

Additional POSSIBLE Outcomes for No Call/No Show Occurrences (other than job abandonment):

If...	And...	Potential Outcome
Employee has not received a Final Written Warning for any reason within the prior six months	Employee incurs one (1) no call/no show in a 6-month period	Final Written Warning
Employee has received a Final Written Warning for any reason in the prior six months	Employee incurs one (1) no call/no show within 6 months of Final Written Warning	Termination