



2021











ESG REPORT

THE CINTAS ESG JOURNEY
BUILDING ON OUR **HISTORY**
AND **ACHIEVEMENTS** AS WE
PREPARE FOR THE **FUTURE**

CINTAS ESG



2021 HIGHLIGHTS

ENVIRONMENTAL HIGHLIGHTS	SOCIAL HIGHLIGHTS	AWARDS AND RECOGNITION
 <p>Reduced our total energy usage by 6.9% from FY20</p>	 <p>Spent \$387.7 million with diverse suppliers, representing 16.9% of our total supplier spend – both company records</p>	 <p>Ranked No. 410 on the 2021 Fortune 500, our highest-ever ranking</p>
 <p>Lowered our water consumption by 5.1% from FY20</p>	 <p>Donated \$3.8 million worth of PPE and other safety products to local communities to support COVID-19 programs</p>	 <p>Recognized as one of <i>Forbes'</i> "Best Employers for Diversity"</p>  <p>Ranked No. 6 on <i>Selling Power's</i> "50 Best Companies to Sell For" list</p>
 <p>Diverted 94.4% of our waste from landfill through various reuse and recycle efforts</p>	 <p>Lowered our employee-partners' Total Recordable Injury Rate (TRIR) to 1.70, the company's best-ever mark</p>	 <p>Named a "Best Place to Work for Disability Inclusion" by the Disability Equality Index</p>

FORWARD-LOOKING STATEMENTS

This Cintas Corporation 2021 Environmental, Social, and Governance (ESG) Report contains forward-looking statements. The Private Securities Litigation Reform Act of 1995 provides a safe harbor from civil litigation for forward-looking statements. Forward-looking statements may be identified by words such as "estimates," "anticipates," "predicts," "projects," "plans," "expects," "intends," "goal," "target," "forecast," "believes," "seeks," "ambition," "could," "should," "may," and "will," or the negative versions thereof and similar words, terms, and expressions and by the context in which they are used. Such statements are based upon current expectations, estimates, and projections of Cintas and speak only as of the date made.

You should not place undue reliance on any forward-looking statement. We cannot guarantee that any forward-looking statement will be realized. These statements are subject to various risks, uncertainties, potentially inaccurate assumptions, and other factors that could cause actual results to differ from those set forth in or implied by this ESG Report. Factors that might cause such a difference include, but are not limited to: our ability to successfully meet our environmental and social goals presented in this ESG Report within the expected timeframe, including our Net Zero greenhouse gas (GHG) goal, due to a number of risks and uncertainties, such as: changes in laws, regulations, or public policy; the alignment of the scientific community on measurement approaches; the evolution of technology; the complexity of commodity supply chains and adoption

of supply chain traceability practices and tools; the quality of recycling and waste management infrastructure in local markets; the volatility of markets for recycled materials; the capital and operating cost of implementing recycling and waste management technologies; and the risks, uncertainties, and other matters included in our Annual Report on Form 10-K for the year ended May 31, 2021 and in our reports on Forms 10-Q and 8-K that we file with the U.S. Securities and Exchange Commission. Cintas undertakes no obligation to publicly release any revisions to any forward-looking statements or to otherwise update any forward-looking statements, whether as a result of new information or to reflect events, circumstances, or any other unanticipated developments arising after the date on which such statements are made, except otherwise as required

by law. The risks and uncertainties described herein are not the only ones we may face. Additional risks and uncertainties presently not known to us or that we currently believe to be immaterial may also harm our business. Investors should not interpret the disclosure of any risk factor to imply that the risk has not already materialized.

The company goals presented in this ESG Report are aspirational and not guarantees or promises that such goals will be met. Statistics and metrics related to ESG matters are estimates and may be based on assumptions or developing standards.

Inclusion of ESG-related or other information in this report is not an indication that such information is necessarily material to investors.

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WELCOME

Welcome to our 2021 Environmental, Social, and Governance (ESG) Report, the latest annual report in which we share our ESG journey, including our performance, successes, and opportunities, with our shareholders, customers, employee-partners, communities in which we do business, and other interested parties.

As we committed to doing in 2020, we have expanded our reporting this year to include further data and more details about our ESG journey. The 2021 report includes:

- Climate and Energy Initiatives
- Water Interactions
- Materials and Waste Innovations
- Sustainable Supply Chain
- Diversity and Inclusion Efforts
- Employee-Partner Development
- Safety and Health Strategy
- Human Rights and Labor Rights Positions
- Governance, Ethics, and Integrity Foundations

As we progress on our ESG journey, we expect to continue expanding our reporting, insights, and analysis in future editions of our annual ESG Report.

Thank you for your interest in Cintas. We invite you to learn more about our ESG-related initiatives in the overview that follows.



OUR ESG-FOCUSED PRODUCT & SERVICE INITIATIVES

Our products and services are created with sustainability and a “Reduce, Reuse, Recycle” mentality. This approach is embedded throughout our business units:

UNIFORM RENTAL



- Significant water and energy efficiencies compared to traditional at-home laundry process
- Proprietary processes reduce wash chemical, water, and energy requirements
- Process improvements reduce quantity of wash loads
- Environmentally friendly detergent

FACILITY SERVICES



- Offer Green Seal-certified products
- Provide “Designed for Environment” (DfE) chemicals
- Package-free products
- Microfiber towels reduce need for disposable products
- Offer floor mat products made from 50% recycled content

FIRST AID & SAFETY



- Product line supports customers’ health and wellness needs
- Offer certified training in lifesaving techniques
- Offer products containing recycled materials when possible
- Waterbreak system encourages reusable containers to reduce or eliminate plastic bottle usage
- Distribution centers recycle corrugated/plastic waste
- Donate overstock PPE and safety items to various charities

FIRE PROTECTION



- Alarm and suppression systems provide lifesaving protection
- Exit lighting systems support safe evacuation in case of emergencies
- Offer extinguisher exchange program
- Recycle Halon gas, sealed lead acid batteries, aluminum, steel, and brass from old extinguisher units

DESIGN COLLECTIVE



- More than 100 uniform styles made from sustainable materials
- Proprietary ComfortFLEX® fabric made from recycled polyester
- Regeneration Collection™ made from recycled plastic bottles
- Collect customers’ old garments and turn them into Martex Fiber
- Upcycling and repurposing end-of-life garments

ESG IS CENTRAL TO CINTAS

The concept of corporate social responsibility has evolved in recent decades. Where the concept once explained a company's commitment to philanthropy and responsible social practices, it now also incorporates its environmental impact, how it governs itself, and how it monitors compliance. Public interest in companies' holistic environmental, social, and governance – or ESG – strategy is a relatively recent and evolving concept.

At Cintas, we view our entrance into formal ESG reporting and the development of our company-wide ESG strategy as the latest steps in our progression.

That's because many of the core ESG concepts we now measure and report have been engrained in our company for decades. These foundations are rooted in our corporate culture and in our "Reduce, Reuse, Recycle" mindset.

Our sustainable business model began almost 100 years ago at the very origin of the company and has continued to evolve in everything we've done since. So this development isn't a drastic leap for us. Rather, it's a natural evolution of our long-standing business practices.

OUR ORIGINS

The company's sustainable principles date back to our origins in 1929 during the Great Depression. Out-of-work circus performers Doc Farmer and his wife Amelia gathered dirty shop rags that local businesses had thrown away,

brought them home to wash, and sold the clean rags back to companies in the Cincinnati area. Unknowingly, they created a local circular economy and the resourceful spirit that Cintas is known for today. They also created our sustainable business model.

As the company grew, their grandson, Richard "Dick" Farmer, created a burgeoning work uniform rental operation in 1959. This implemented the same business model, and provided an easy, affordable, and sustainable option for companies to outfit their employees. By renting businesses their uniforms, he realized we could extend the life

of the garments, wash and dry them more responsibly and sustainably than employees could at home, and preserve natural resources in the process. His vision launched the company on its current path of success and confirmed that a sustainable business idea could be successful in the modern day ... an idea ahead of his time.

Further expansions into facility services, first aid and safety, and fire protection under subsequent CEOs – Bob Kohlhepp (1996-2003) and Dick's son, Scott Farmer (2003-2021) – deepened the company's model further. Cintas' new offerings were based on reusing and recycling

end-of-life products and reducing the overall use of natural resources. They also introduced products and services that help our customers keep their own facilities, employees, and customers cleaner, safer, and healthier.



Scott Farmer (CEO 2003-2021), Dick Farmer (CEO 1968-1996), Bob Kohlhepp (CEO 1996-2003)



Doc and Amelia Farmer



Dick Farmer with an employee-partner in 1961

WHO WE ARE AND WHAT WE DO

Dick Farmer – who we credit as the Founder of the modern-day Cintas – documented and formalized our corporate culture in his book *The Spirit Is The Difference* (see pg. 12). His philosophy still carries forward today and underpins our business.

The Spirit Is The Difference is a handbook describing how we run our business. Its central themes are collaboration and common respect, both for our people and the world around us. Respecting and valuing one another and each other's contributions to our business is paramount. Over time, this has led to fantastic employee-partner engagement, great retention rates, a world-class safety program, and a widely respected management philosophy. All of this has supported our ongoing innovation, which has helped minimize the environmental impact of our business.

Our steadfast belief in doing what's right guides our efforts to foster a supportive, inclusive environment for all our employee-partners. They're engrained in all of our decisions: we carefully consider potential impacts on them as carefully as we consider potential impacts on our overall business. Our care and compassion also extend to people affected by our business, including our customers, suppliers, vendors, and business partners.

We expect ethical interactions with all stakeholders (see pg. 14). We also insist on being a good corporate citizen and steward by governing ourselves with the core principles of accountability, fairness, ethical behavior, and compliance.

In short, we believe we conduct our business the right way.

TODAY'S CINTAS

Doc and Amelia's ingenuity and environmentally focused activities of almost 100 years ago remain at the core of our company in 2021. As we've grown, we've enacted processes and policies to promote conducting our business with the highest ethical standards and keeping people central in all our decisions.

Our business growth has been buoyed by our ESG mindset. Today, Cintas:

- Incorporates sustainable practices throughout our operations
- Extends the lifespan of consumable goods to reduce their overall environmental impact
- Cleans items more effectively and efficiently than the consumer market and our competitors^{1,2}
- Provides higher-performance, longer-lasting alternatives to disposable or single-use products
- Offers competitive wages and salaries; expansive benefits packages; and ongoing support, training and development opportunities to all of our employee-partners



- Supports and promotes the health, safety, and welfare of our employee-partners, as well as our customers and their employees
- Engrains ourselves in the communities in which we do business by owning and maintaining property and capital equipment; being fair taxpayers; and supporting local initiatives and community priorities.

We're proud that our history of ingenuity and innovation has resulted in industry-leading practices and continued reductions in natural resource use. Considering environmental impacts in our business decisions has been a successful strategy, and beneficial to our financial success.

When a customer uses Cintas services or wears our uniforms, they have chosen to minimize their environmental footprint. Of the four available options in the market – Cintas, our competitors, disposable items, or do-it-yourself solutions – Cintas is the most energy and water efficient, reuses more materials, and needs fewer raw materials than other options.

For our customers, that means we help them reduce their environmental footprint. For those who consider home laundry options, traditional at-home laundering and drying uses an average of 84% more water and 69% more energy than we do.³

¹ See pg. 68: Appendix > Referenced Calculations > Cintas vs. At-Home Laundry Comparisons.

² See pg. 68: Appendix > Referenced Calculations > Cintas vs. TRSA Industry Comparisons.

³ See pg. 68: Appendix > Referenced Calculations > Cintas vs. At-Home Laundry Comparisons.

WHAT'S NEXT?

The concepts of operating a sustainable business and making environmentally conscious decisions are not new to us. We have continually improved our environmental management, our people strategies, and our management processes. As ESG priorities have become more clearly defined and this holistic measure of business has evolved, we've been watching, listening, and learning.

Now we're joining the conversation in a more meaningful way: we're defining, measuring, and creating formal strategies centered on ESG principles.

What we've accomplished so far is only the beginning. We've already been successful, but we're still at the start of our journey – one that will be further rooted in ESG platforms and concepts. One of our core company values ([see pg. 13](#)) is positive discontent. It pushes us to do more, be better, and have a greater positive impact in our world.

Our new ambition to achieve [Net Zero greenhouse gas \(GHG\) emissions by 2050](#) is just the next step in our young journey. What started in 2019 as an effort to collect and analyze our company data for our first ESG Report continues today as an enterprise-wide business review that is expected to continue into 2023.

In August, we created our [new Vice President of ESG and Chief Compliance Officer \(CCO\) position](#) and finished a multiple-department reorganization to form a new Risk & Compliance Department that reports to the new VP of ESG and CCO. This group will define and implement our ESG strategy, activities, monitoring, and compliance.

As our enterprise-wide assessment continues, we will continue to review our processes in the context of the

developing ESG landscape. We expect to identify further opportunities to reduce our environmental impact, and to make even greater operational reductions in energy, emissions, water, raw materials, and waste. We also expect to bolster our initiatives around diversity and inclusion, human capital, safety and health, and our governance objectives, among other areas.

Our company has been based in ESG-related principles since the beginning. Each new chief executive introduced initiatives that strengthened our commitments to the environment, our people, and our processes.

Now, Todd Schneider – our new President and CEO – sets out his vision for our future on the following pages.



A MESSAGE FROM OUR CEO



The word “unprecedented” has become far too common in the last two years.

First, we have rallied against a global pandemic that has challenged us to focus on health and safety in new and innovative ways. Communities have come together to withstand wave after wave of a deadly virus as our global scientific and research communities worked together to develop the greatest weapon against COVID-19: vaccines.

Simultaneously, we have faced unparalleled weather events. COVID-19 has been the primary focus of our collective attention over the last two years, but the increasing cadence of weather catastrophes – heat waves, cold spells, severe storms, wildfires, hurricanes, blizzards, and droughts around the globe – can’t be ignored.

This summer, the United Nations’ working group released a report emphasizing that climate change and global warming are worsening at accelerating rates and that increased efforts to mitigate their impacts were necessary.

We recognize that climate change is a global issue. As a good corporate citizen, we should consider and engage in activities and initiatives that help reduce our environmental impact. To that end, in September 2021, we announced our ambition to [achieve Net Zero GHG emissions by 2050](#).

As a company, we believe this is a natural next step for us since the business model we have utilized for almost a century is based on sustainable business practices and a “Reduce, Reuse, Recycle” mindset.

Given our business and industry, we understand that achieving Net Zero is ambitious, but we are committed to doing our part to innovate and explore new technologies that will be necessary along this journey. We’ll need to scrutinize our operational processes – including the energy sources we use and our fleet – and we’ll need the support and buy-in of our supply chain partners.

This will not be an overnight process – it will be a journey. 2050 is almost 30 years away. This is going to take time, attention, resources, and dedication. Our Net Zero ambition will challenge our entire company to think even more critically about our business and create more sustainable ways to help our customers get **Ready for the Workday®**.

Our corporate culture ([see pg. 32](#)) is based on doing what’s right and using positive discontent to challenge ourselves to be better. In line with this, we have made significant reductions to our environmental footprint. We’ve innovated and implemented new and improved processes, including our Operational Excellence initiatives that increase our “Capacity without Cost” ([see pg. 26](#)).

The scientific and research communities are laser-focused on the same issues. We believe Cintas can leverage their findings and breakthroughs, combine them with our own innovations, and drive further improvements on our environmental and societal impacts as we march toward 2050.

While we're certainly excited to tackle the challenges ahead, we are immensely proud of what we've achieved so far. Sometimes we don't take enough credit for our efforts to reduce our environmental impact; foster an inclusive, supportive atmosphere for our employee-partners; and position ourselves as a moral, ethical, and model company. We believe this is an excellent opportunity to talk about what we've accomplished and the advancements we've made that have pushed us and our industry.

We do many, many things in a world-class way at Cintas, but we cannot be complacent. We must continue to push and stretch ourselves to be better and make stronger impacts, in an upstanding, admirable way.

Doc and Amelia Farmer's story is central to our ESG story. Each of our leaders who have followed has built on their ingenuity and engrained sustainability and other ESG concepts deeper into our business. The innate connection between smart business practices and sustainable activities is central to Cintas' past, present, and future, and helps separate us in the marketplace.

This report is a snapshot of our efforts and the foundation for our journey ahead. We call this our ESG journey, and it's just getting started.

Having the context of where we've come from and where we intend to go, we welcome you to review our 2021 ESG Report.

Thank you for your continued support.



Todd Schneider
President and Chief Executive Officer

“This will guide us into the future and continue to position Cintas as a responsible global citizen.”



A FEW WORDS FROM OUR VICE PRESIDENT OF ESG AND CCO

ESG is a quickly evolving area with increasing attention from many different stakeholders, and I'm honored to be tasked with leading Cintas' activities in this area. We already have many successful initiatives in place, triggering improvements in our own processes and across our industry over the years.

Our ongoing efforts in sustainability and resource reduction, diversity and inclusion, health and safety, and compliance with laws and regulations are a tremendous foundation on which we will base our future. And we intend to reinforce our reputation for world-class programs in these areas as we move forward.

As we continue our ambitious review of our business, we will start to develop a new, comprehensive, and integrated ESG strategy. This will guide us into the future and continue to position Cintas as a responsible global citizen.



Christy Nageleisen
Vice President of ESG and Chief Compliance Officer



ABOUT THIS REPORT

The 2021 Cintas ESG Report is the company's second such report to be published and includes information and performance data from June 1, 2020, through May 31, 2021, unless otherwise stated. We intend to produce this report annually.

Energy, emissions, and water data is reported for our Rental division operations in the United States,⁴ which encompasses our uniform rental and facility services activities. U.S. Rental operations⁵ represent about 93% of our Rental division FY21 revenues and 74% of our FY21 company revenues. Social and governance topics cover our entire organization.

All financial references and data are noted in U.S. dollars. We further define terms used and annotate additional references and reporting methodologies in the Appendix at the end of this report.

The report has been prepared referencing Global Reporting Initiative (GRI) Standards. A full listing of the GRI Disclosures relevant to Cintas is available in the Appendix.

Data included in this report is updated through the close of FY21, unless otherwise noted. Cintas is not obligated to update the 2021 report after its initial release on November 16, 2021, but reserves the right to make edits if necessary.

Some previously reported environmental data has been updated since the 2020 report's release.

- Minor calculation adjustments have been made to reflect more accurate location-based emissions data from each specific utility company for the years reported. In 2020, our data used country averages in our emissions calculations.
- Our reported energy and emissions data sets were expanded to include all U.S. Rental locations⁶ in operation during the reporting periods – including branches. In 2020, we reported environmental data only for our Rental processing locations.
- Data has been captured for the U.S. Rental fleet and incorporated into the energy and emissions data for the reported years. Fleet data was not reported in 2020.

- Further, water data has been converted to megaliters (ML) for our 2021 reporting after being reported in kilogallons (kgal) in our 2020 report.
- Finally, we have created a new intensity metric that leverages revenues as a denominator for our emissions, energy, and water intensity values. This will help us reflect our company's business and growth as we continue to expand our reporting in future years. In our 2020 report, those values were calculated as a function of hundredweight (Cwt)⁷ of processed poundage.

Further, our environmental performance has demonstrated continued improvements from FY19 through FY21. However, the COVID-19 pandemic's effect on our performance and data cannot be completely isolated from other efficiency and process changes that contributed to performance improvements. The COVID-19 pandemic began in the fourth quarter of FY20 and continued during all four quarters of FY21.⁸

For more information about Cintas' 2021 ESG Report or if you have questions, please contact us at ESG@cintas.com, or through your normal stakeholder communications platform.

FURTHER INFORMATION

- [FY21 Cintas Form 10-K](#)
- [2021 Proxy Statement](#)
- [cintas.com](https://www.cintas.com)
- [cintascares.com](https://www.cintascares.com)
- [Cintas Investor Relations](#)
- [Cintas 2020 ESG Report](#)

4 See pg. 66: Appendix > Definitions > Rental division operations in the United States.

5 See pg. 66: Appendix > Definitions > U.S. Rental operations.

6 See pg. 66: Appendix > Definitions > U.S. Rental locations.

7 See pg. 66: Appendix > Definitions > Hundredweight (Cwt).

8 See pg. 67: Appendix > Notes & Methodologies > COVID-19 Effect on Data and Performance.

THIS IS CINTAS

Cintas Corporation helps more than one million businesses of all types and sizes get **Ready for the Workday®** with confidence. Our products and services help keep our customers' facilities and employees clean, safe, and looking their best.

The origins of our family business (see pg. 5) date back to 1929 and the Great Depression, when Doc and Amelia Farmer collected, washed, and resold shop rags around Cincinnati. The modern-day Cintas evolved in 1968 when Richard "Dick" Farmer's new uniform rental programs were launched and used an exclusive new fabric. With Dick's uniform rental concept anchoring growth, Cintas established itself as a power in the developing business services industry. Dick took the company public in 1983, and later CEOs Bob Kohlhepp and Scott Farmer continued to grow the company with expansions into facility services, first aid and safety, fire protection, and uniform direct sales.

Headquartered in Cincinnati, Ohio, Cintas common stock is traded on the Nasdaq Global Select Market under the symbol CTAS and is a component of both the Standard & Poor's 500 Index and Nasdaq-100 Index. The company ranked No. 410 on the 2021 Fortune 500.

Operating in North America, our customers range from small service and manufacturing companies to major corporations employing thousands of people. With such a diverse customer base, no single customer accounts for more than 1% of our total revenue.

We service our customers through four business units: Rental (Uniform Rental and Facility Services), First Aid & Safety, Fire Protection, and Design Collective. Our range of products and services includes uniforms, mats, mops, towels, restroom supplies, workplace hydration offerings, first aid and safety products, automated external defibrillators (AEDs), eyewash stations, safety training, fire extinguishers, sprinkler systems, and alarm services.

FY21 IN NUMBERS



\$7.11 billion in sales



\$1.11 billion net income

More than 1 million customers in the U.S. and Canada



Approximately **11,000** local delivery routes



460 operational facilities

Approximately **40,000** employee-partners



More than 90% of our sales from U.S.-based operations



13 distribution centers



THE SPIRIT IS THE DIFFERENCE

Our guiding principles are carefully outlined in *The Spirit Is The Difference*, a book based on the personal insights of our Founder Richard “Dick” Farmer. The publication is referenced frequently by executive leadership and management.

While the idea of an ESG strategy would become popular decades later, the philosophy on which Dick based our company’s management structure was very much ESG-centric. He was ahead of his time.

The Spirit Is The Difference explains how we continually strive to prioritize long-term company value, keep our people involved and central to all our decisions, and operate in an ethical, moral, and compliant manner. These three concepts define ESG and bring our corporate culture into greater focus.

To understand how ESG has been embedded in our company from our beginnings, it helps to understand more about us – and the people behind the company.

At Cintas, we don’t refer to each other as employees, staff, or colleagues; we refer to each other as partners. The term

partner describes the mutual trust and respect we have for each other, and the values and culture responsible for our accomplishments. Considering each other as partners in our collective success is crucial to how we operate, and it’s the foundation of our corporate culture. It’s what makes Cintas so unique and special.

Our unique culture at Cintas is just as essential as our products and services. In fact, it makes all the difference, impacting the quality of the employee-partners we hire; the way we communicate and interact with each other, our customers, and our suppliers; and our world-class performance standards.

We credit our success to our corporate culture. It’s the cornerstone of our values, our behaviors, our way of working, and how we approach our business. It’s central to creating and maintaining strong relationships, and a dedication to taking care of one another.

Our culture has three elements: our Principal Objective, our corporate character, and our management system.

OUR PRINCIPAL OBJECTIVE

Dick Farmer believed that organizations needed a guiding principle on which to base all decision-making and that without it, they were doomed for failure.

With this in mind, our Board of Directors established our Principal Objective in 1979:

This statement is woven throughout our entire company, gives our organization direction, and clearly defines our expectations and standards for our management team. Decisions made by the company are measured against our Principal Objective.

“ We will exceed our customers’ expectations to maximize the long-term value of Cintas for its shareholders and working partners.”



Dick Farmer meets with production employee-partners



OUR CORPORATE CHARACTER

We've carefully considered the characteristics and behaviors we want and aspire to exhibit to each other, to our customers, and to the communities in which we do business. These include the following.

- **Honesty and integrity in everything we do:** We do not cheat each other, our customers, or our community. We give honest answers and an accurate accounting of ourselves.
- **High ethical and moral values:** We believe in strict separation of business and personal affairs. We are very careful about gifts, entertainment, and business courtesies. We do not want to do anything that could place us in a compromising position or cause us to lose our objectivity. We encourage employee-partners to use these basic but insightful questions for guidance:
 - Is it legal? Am I complying with law or company policy?
 - How will it make me feel about myself?
 - How will I feel if my decision is made public?
 - Will I feel good if my family knows about it?

At Cintas, we firmly believe our corporate culture – our people and the principles, values, and behaviors we cultivate and share – is responsible for our success. And we believe the ongoing viability of our culture will have the greatest impact on our future accomplishments.

The Spirit of Cintas truly is the difference!

- **Full compliance with all governmental laws and regulations:** After first making sure that we understand the governmental laws and regulations that we face in business, and our options in relation to them, we work to comply. There is no other way to run a business.
- **Thoroughness:** If it's worth doing, it's worth doing right and deserves thorough attention.
- **A Spartan attitude about our business:** We look at every cost very carefully and ask ourselves, "If I were buying this with my own money, would I spend it on this?"
- **Doing what's right, not what's expedient:** We don't target short-term gains at the expense of long-term value. Instead we focus on what is the right thing to do.
- **Humility and respect for all employee-partners:** Everyone at Cintas makes vital contributions to our success. We recognize the potential in every human being and are careful to involve everyone. We want each employee-partner to be a confident, contributing member of the team. Leaders don't have all the answers and many times, the smartest and best solutions can come from the front lines where the work is being performed.
- **Professional appearance:** We have a dress code at all our facilities and believe outward appearances of our people, facilities, and vehicles say a lot about us and our company.
- **Courtesy:** A hallmark of our interactions is plain common courtesy – good manners and politeness. We believe nice people attract nice people and courtesy is contagious. This is especially true in a service business like ours.
- **Enthusiasm:** Positive attitudes and optimism are a must in a fast-paced environment like ours. A positive outlook goes a long way in cultivating success.
- **Competitive urgency:** Exceeding the needs of our customers and fellow employee-partners is a simple, overriding business necessity. We should attend to details of our business with a sense of urgency, enthusiasm, professionalism, and thoroughness.

- **Positive discontent:** We're never satisfied with the status quo, or content to leave things as they are. We're always seeking improvements to our processes, systems, products, and services.

OUR MANAGEMENT SYSTEM

We're guided by a dynamic management system, with policies and procedures that help promote our ongoing reliability and operational consistency. However, we still provide leeway and guidance to help our employee-partners to make decisions that best suit our customers and business needs.

In fact, we're a company of systems built on established ways of doing things. Our policies and procedures are specific guidelines describing how to handle certain recurring situations. Our management system is the constitution upon which we run our business and it guides us through what we should and should not do.



STAKEHOLDER ENGAGEMENT

Our Principal Objective ([see pg. 12](#)) clearly identifies the three groups we consider our primary stakeholders: customers, employee-partners, and shareholders. At Cintas, each is equal to one another. In addition, we have a diverse group of other stakeholders around the world that matter to us and our business. Their opinions and interactions with us provide us with other viewpoints that inform our business decisions. These groups include the people who manufacture our products, the communities in which we do business, the not-for-profit organizations we engage with, and the government officials who influence and set public policy. Below is an overview of our key stakeholder groups and our engagement activities with them during FY21.



EMPLOYEE-PARTNERS

HOW WE ENGAGE

- One-on-one, team, and company meetings
- Annual performance reviews
- Executive leadership emails and videos
- Personal and professional development and trainings
- Direct interaction (Open Door Policy and management by walking around)
- Social media
- Engagement surveys
- Listening sessions
- Direct Line/Hotline (confidential and third-party monitored)
- Cintas Spirit Day and other holiday and milestone celebrations and acknowledgments
- Volunteerism
- Local committee participation

TOPICS RAISED

- Competitive wages and benefits
- Diverse and inclusive workforce
- Worker health and well-being
- Safety and health
- Learning and development
- Environmental and social impacts
- Partner-centered support, including Cintas Partner Assistance Fund
- Review of how we do business: Cintas' Principal Objective, Corporate Characteristics, and Policies and Procedures
- Our ongoing management of COVID-19-related issues



CUSTOMERS

HOW WE ENGAGE

- Regular face-to-face interactions as we provide service
- In-person and virtual meetings to review account and progress on goals
- Customer Service and 1-800 number direct interactions
- *myCintas.com* customer portal
- Market research including Net Promoter Score (NPS) survey and focus groups
- Social media monitoring and engagement
- *cintas.com* and *cintascare.com*
- Marketing efforts, including national television, radio, and online ad campaigns

TOPICS RAISED

- Product and service offerings
- Quality of products and services
- How Cintas products and services impact the end user
- Business continuity
- Sustainable business practices
- Supply chain management
- Customer service issues and requests
- Employee-partner diversity and supplier diversity
- Governance issues
- Our management of COVID-19-related business practices



SHAREHOLDERS

HOW WE ENGAGE

- Annual meeting of shareholders
- Financial filings (proxy statement, Form 10-K, etc.)
- Quarterly earnings conference calls
- Investor relations calls as requested
- Investor conferences and forums
- Dividends
- Media engagement
- Facility tours and virtual tours
- Proactive visits to shareholders (in-person and virtually)

TOPICS RAISED

- Financial performance
- Business and market conditions
- Allocation of capital
- Corporate governance
- Executive compensation
- ESG reporting
- Environmental impacts
- Diversity and inclusion
- Human capital management
- Human rights and labor practices
- Supply chain management
- Data security and privacy
- Civic activity
- Community and philanthropic activities
- Our continuing response to COVID-19



PHILANTHROPIC AND COMMUNITY ORGANIZATIONS

HOW WE ENGAGE

- Community partnerships and volunteerism
- Participation in conferences and forums
- Collaborations to advance shared priorities
- Strategic relationships
- Philanthropic investments
- Community dialogues

TOPICS RAISED

- Philanthropy
- Economic opportunity
- Safety, preparedness, and response
- Diverse and inclusive workforce and workplace
- Environmental impacts



SUPPLIERS

HOW WE ENGAGE

- Regular meetings
- Trainings
- Vendor Code of Conduct
- Periodic audits

TOPICS RAISED

- Product quality and consistency
- Regulatory compliance
- Supply chain management
- Performance reviews
- Transparency and disclosure
- Materials and packaging
- Innovation and idea sharing
- Environmental impacts
- Human rights and labor practices
- Supplier diversity
- Supplier mentorship and development



GOVERNMENT OFFICIALS AND PUBLIC POLICY INFLUENCERS

HOW WE ENGAGE

- Meetings with local officials in our markets
- Letters and testimonials (submitted and in-person)
- Membership and participation in trade associations and policy-based organizations
- Meetings with federal- and state-elected officials and other policy influencers
- Cintas Partners' PAC
- Facility tours and virtual tours

TOPICS RAISED

- Employment and labor
- Infrastructure
- Trade
- Taxes
- Climate and energy
- Diversity and inclusion
- Sustainability
- Trademarks
- Safety and health
- Community engagement

OUR CONTINUED COVID-19 RESPONSE

As the COVID-19 pandemic continued throughout FY21, we expanded our commitment to supporting our employee-partners, our customers, and the communities in which we do business. Through our wide range of essential services and products, we were committed to doing our part to support our nation's response to the pandemic.

PROTECTING OUR EMPLOYEE-PARTNERS

To support our employee-partners' ongoing essential work, we:

- Enhanced precautions at Cintas locations and customer sites through rigorous cleaning protocols and safety practices
- Provided PPE to employee-partners
- Implemented work-from-home schedules for those employee-partners whose position allowed for it
- Instituted a pay protection program for employee-partners whose pay was dramatically affected by the pandemic
- Expanded short-term disability benefits
- Donated \$2 million to the Cintas Partner Assistance Fund
- Continued to provide yearly merit increases to front-line employee-partners throughout the pandemic
- Eliminated officer bonus payments and reduced named officer salaries by 10% to help protect as many jobs as possible and ensure our ability to provide yearly merit increases to our front-line employee-partners
- Encouraged vaccines and provided educational and scheduling resources

SUPPORTING OUR CUSTOMERS

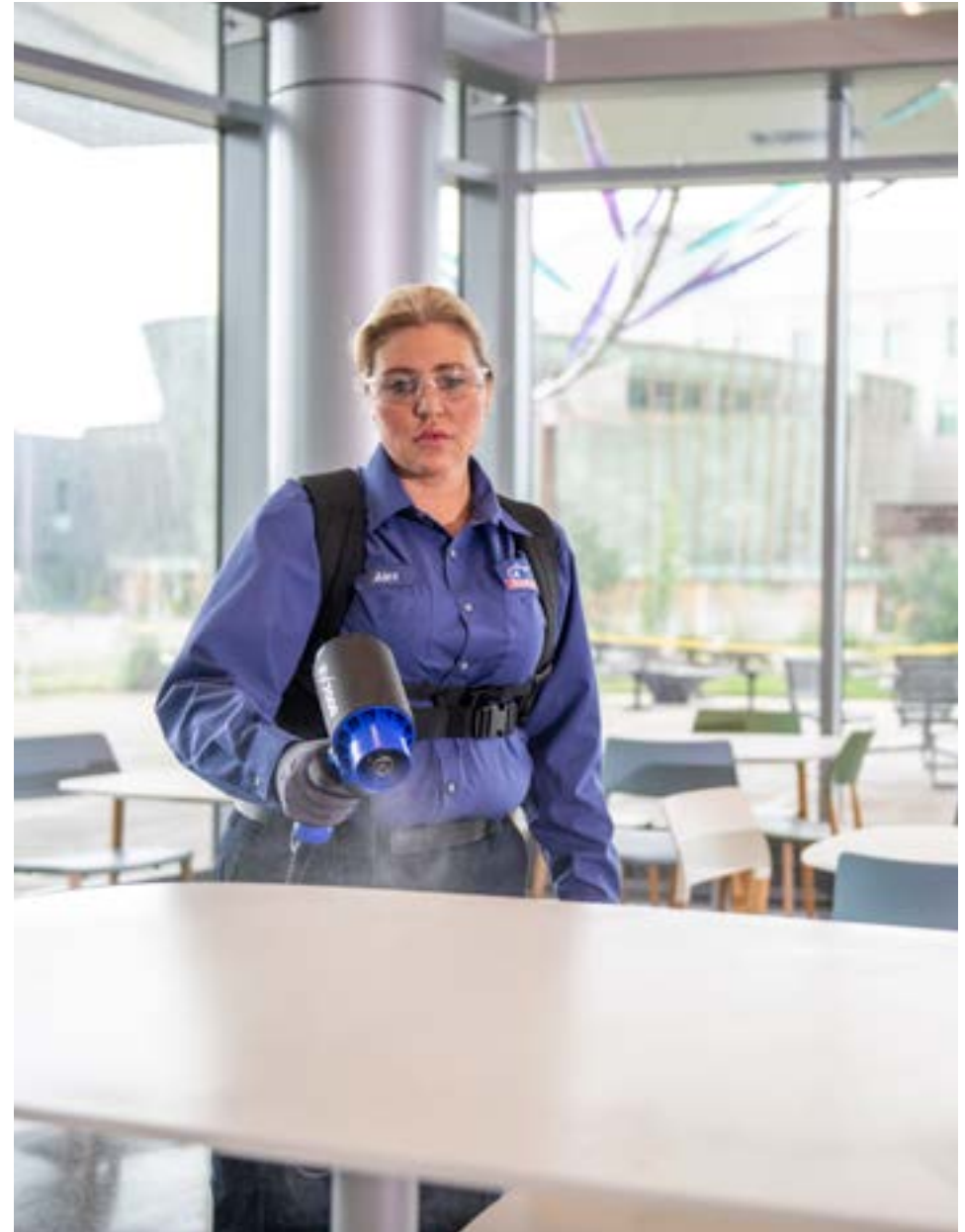
To remain a reliable partner in our customers' ability to get **Ready for the Workday®**, we:

- Continued delivering essential products and crucial services to front-line businesses throughout the pandemic, including hospitals, laboratories, food suppliers, grocery stores, and utility services
- Accelerated production and expanded sourcing of hand sanitizers, masks, and gloves, to assist customer access to these hard-to-find products when they were hard to obtain elsewhere
- Expanded our facility services to include new electrostatic disinfectant services, and spray disinfectant and sanitizer spray services
- Launched the Total Clean Program™, combining essential cleaning supplies, hygienically clean laundering, and UltraClean® on-site services

SERVING OUR COMMUNITIES

To support the communities in which we do business and our philanthropic partnerships, we:

- Donated \$3.8 million worth of products – including masks, gloves, and hand sanitizer – to help protect community members from COVID-19
- Actively supported schools, medical professionals, police officers, firefighters, and emergency medical technicians in our local communities



ENVIRONMENT

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ENVIRONMENT

Environmental consciousness is in our roots, with our company origins in a business practice that reclaimed and reused shop rags from local factories. To this day, we strive to minimize our environmental footprint and preserve natural resources while considering the current and future impacts on our employee-partners and our customers, and the communities in which we do business.

As part of our [new ambition to achieve Net Zero GHG emissions by 2050](#), we

will identify strategies to reduce our Scope 1 and 2 GHG emissions and explore opportunities to reduce Scope 3 GHG emissions from our supply chain. We will also continue to identify ways to reduce energy, water, raw materials, and waste throughout our business. We remain committed to innovating and exploring new technologies that will be necessary in our Net Zero journey.

To increase the positive impact we have on the environment, we have begun investing in our fleet and introducing

vehicles that don't consume carbon-based fuel, and we're rolling out "Smart Truck" technology to improve our route planning, which will help decrease fuel use, increase fuel efficiency, and lower emissions.

In our facilities, we continue our work to reduce our carbon footprint by identifying ways to lower our energy use. We have also been successful in improving water conservation throughout our operations and are exploring ways to increase reuse in an

effort to further lessen our overall water withdrawal rates. Our "Zero Waste Program" ([see pg. 29](#)) is helping to divert thousands of tons of waste from landfill.

By innovating with materials, we are exploring ways to create circular economies – and even closed-loop systems – for our apparel.

Our humble, sustainable beginnings almost 100 years ago remain the foundation for our business processes today.

CINTAS VS. AT-HOME LAUNDERING

Our laundering process is more water- and energy-efficient than traditional at-home laundering processes. Not only do we utilize fewer natural resources when processing the same amount of laundry compared to at-home launderers, we're also able to maximize our load sizes to reduce our total number of wash cycles, which further helps reduce our overall environmental impact. In short, we're able to wash much more with much less.

Traditional at-home laundry processes draw, on average:

1.90 gallons of water Traditional At-Home Laundering	1.03 gallons of water Cintas
--	--

84% more water than Cintas

2,143 Btu of energy Traditional At-Home Laundering	1,530 Btu of energy Cintas
--	--------------------------------------

69% more energy than Cintas

Greater detail about the comparisons between Cintas' laundering process and at-home laundering can be found in the Appendix on [pg. 68](#).

CINTAS: THE BEST OPTION

Our wide range of products and services not only help our customers get **Ready for the Workday**[®], but also help them save money while offering them a more environmentally considerate choice.

Our uniforms and apparel solutions are prime examples of these savings.

There are four options available in the market when it comes to laundering:

- Cintas
- Our competitors⁹
- Disposable items
- At-home laundering or do-it-yourself options¹⁰

Of these choices, Cintas is the most water- and energy-efficient.

In addition, soils and effluents from home laundering are discharged

directly into the sanitation system, while our facilities must meet local regulations and permitting standards that require us to remove these substances from the wastewater before it is discharged.

Even despite recent developments in home washing – from low-temperature detergents to more efficient machines – using Cintas' uniform services reduces the overall environmental impact of obtaining, washing, and maintaining them.

⁹ See [pg. 68](#): Appendix > Referenced Calculations > Cintas vs. TRSA Industry Comparisons.
¹⁰ See [pg. 68](#): Appendix > Referenced Calculations > Cintas vs. At-Home Laundry Comparisons.

THE IMPACT OF COVID-19 ON INTENSITY MEASURES

In FY21, our emissions, energy, and water intensities all saw reductions of at least 5.6% over our FY20 values when indexed by our new revenue metric. Although we realized reductions in our environmental intensities, we believe the reductions were not as large as they might have been in the absence of the COVID-19 pandemic.¹¹

Many of our customers are non-essential businesses that had varying abilities to operate during state and local quarantine orders, which impacted the mix of items processed by our Rental facilities. This resulted in a significant reduction in items that used standard, lower-intensity cleaning processes, including general uniforms, and garments and mats.

At the same time, we met a dramatic increase in demand for our hygienic cleaning processes, fulfilling the increased needs of many essential businesses – including hospitals, medically related businesses, and food service providers.

Additionally, the proportion of uniforms from public utility and municipal customers rose in comparison, and these garments tended to be dirtier and required more cleaning.

The effect of these temporary conditions increased the number of rinse cycles necessary – as well as the water temperature required – to achieve the necessary level of cleaning. This increased both our water and our energy usage in FY21. While our total poundage laundered in FY21 decreased, the total energy and water required to launder the same poundage increased per Cwt over FY20.¹²

Greater detail about the impact of COVID-19 on our efficiencies, indexed by poundage, can be found in the Appendix on [pg. 70](#).

Regardless of those changes, however, realizing greater production efficiencies in FY21 allowed us to overcome the temporary effects that COVID-19 had on our wash mix. So, even as we decreased production volume in FY21 as a result of COVID-19, we saw net improvements in our emissions, energy, and water intensity values per million dollars in revenue in FY21 compared to FY20.

RECALCULATING INTENSITY VALUES

At Cintas, we have begun calculating our environmental intensity values for energy, emissions, and water in relation to million dollars in revenue. Our business services industry tends to calculate intensity values as a measure of the weight of laundry processed in pounds, but we believe a metric indexed by revenues better represents and reflects our company’s entire business.

Intensity metrics have become increasingly important as our business grows. By adjusting our intensity values to an index of revenues, we will now be able to make like-for-like, year-over-year comparisons of our

environmental performance. This will help us identify the impacts of operational improvements while we continue to expand reporting across our entire organization.

For the purpose of this report, we use our new revenue metric to explain our own performance from FY19 through FY21. In the situations throughout this report where we compare our performance against our industry, we do so after converting both Cintas data and TRSA data to comparable units and utilizing the per-pound denominator. That data and methodology is provided later in this report.¹³

INTENSITY VALUES

MEASURE	UNIT	FY20	FY21	% CHANGE
Energy Intensity	GJ/\$M	1,452.53	1,346.74	-7.3%
Emissions Intensity	MTCO _{2e} /\$M	96.57	88.59	-8.3%
Water Intensity	ML/\$M	0.214	0.202	-5.6%
Revenues¹⁴	\$M	\$5,243	\$5,267	0.46%
Poundage	CWT	24,298,215	22,239,728	-8.5%

¹¹ See [pg. 67](#): Appendix > Notes & Methodologies > COVID-19 Effect on Data and Performance.
¹² See [pg. 70](#): Appendix > Referenced Calculations > COVID-19’s Impact on Wash Mix and Metrics per Hundredweight. (Cwt).
¹³ See [pg. 68](#): Appendix > Referenced Calculations > Cintas vs. TRSA Industry Comparisons.
¹⁴ U.S. Rental Operations revenues for FY21.

CLIMATE AND ENERGY

We recognize climate change is a global issue and is something businesses have to consider and address moving forward. The risks we face at Cintas are broad and can have both financial and physical impacts, on both ourselves and our customers.

With an interest in protecting the future of our environment, our communities, and our business, we have implemented initiatives and programs that support climate action by reducing our GHG emissions and energy use.

As we continue with our enterprise business review in relation to our ESG priorities, we expect to identify goals and targets to help bolster our ambition to achieve Net Zero by 2050. We also intend to collaborate with our “Global Supply Chain Suppliers”¹⁵ to collect their Scope 1 and 2 emissions data, and plan to work with them to identify ways to reduce their GHG emissions across their own value chains.

Lowering our Scope 3 emissions, as well as minimizing our downstream water use, waste, and raw materials needs, will also be vital to achieving our ambition of



We reduced our total CO₂e emissions from U.S. Rental operations by **7.8% in FY21**.

EMISSIONS DATA AND PERFORMANCE

U.S. RENTAL FACILITIES AND FLEET ¹⁷	UNITS	FY19	FY20	FY21
Scope 1 (gross direct)	MTCO ₂ e	428,551	403,030	377,772
Scope 2 (indirect)	MTCO ₂ e	116,005	103,285	88,857
Total Scope 1+2 Emissions	MTCO₂e	544,555	506,315	466,628
Annual Scope 1+2 Emissions Reductions	MTCO ₂ e	n/a	38,240	39,687
% Annual Change in Scope 1+2 Emissions	%	n/a	-7.0%	-7.8%
% Change from Base Year (FY19)	%	n/a	-7.0%	-14.3%
GHG Emissions Intensity	MTCO₂e/\$M	105.78	96.57	88.59
Annual Gross Emissions Reductions	MTCO ₂ e	n/a	-9.21	-7.97

achieving Net Zero GHG emissions while simultaneously lessening the overall environmental impact of our value chain.

LOWERING GHG EMISSIONS

Emissions From Our Operations

The consumption of energy and fuel by our U.S. Rental operations¹⁶ results in GHG emissions.

In FY21, our GHG emissions for U.S. Rental operations totaled 466,628 metric tons of carbon dioxide equivalents (MTCO₂e). This represents a 7.8% reduction over FY20, and a gross reduction of 14.3% compared to FY19. Our Scope 1 GHG emissions were almost 6.3% lower than in FY20, and our Scope 2 emissions fell by almost 14.0%.

Various Operational Excellence initiatives (see pg. 23) – which built on our wash

chemistry conversion initiative [TRU_{path}TM](#) (see pg. 25) – were implemented across the business and contributed to improved wash cycle times, load capacity, and other process efficiencies. These have helped reduce both GHG emissions and energy use.

Reducing Vehicle Emissions

We have one of the largest commercial vehicle fleets in the United States, and we’re identifying ways to reduce our vehicle emissions.

In an effort to continue lowering our Scope 1 emissions, we’ve eliminated almost one-third of our diesel-fueled fleet in the United States over the last four years. We expect to replace our remaining diesel-burning vehicles in California by the end of 2021 (see pg. 22), and we expect to introduce the first

all-electric vehicles into our fleet as test samples later this year (see pg. 25).

In addition, we began to install Smart Truck technology in our Rental division fleet in late 2020. This technology assesses time spent driving and idling, makes route planning more efficient, and helps improve fuel efficiency, among other expected benefits (see pg. 21).

Consistent with our Net Zero ambition, we’ll continue to explore and evaluate strategies to reduce the climate footprint of our fleet through a variety of means – including increasing fuel efficiency, using alternative-fuel vehicles, and optimizing our routing – as well as working with our transportation vendors to identify new and emerging technologies that may help further our efforts.

¹⁵ See pg. 66: Appendix > Definitions > Global Supply Chain Suppliers.

¹⁶ See pg. 67: Appendix > Notes & Methodologies > Environment Data Expansion in 2021 ESG Report and Emissions Data Restatements.

¹⁷ See pg. 67: Appendix > Notes & Methodologies > Environment Data Expansion in 2021 ESG Report and Emissions Data Restatements.

SPOTLIGHT: SMART TRUCK TECHNOLOGY

With a service fleet as large as ours – which makes many stops along millions of miles – we explored how small changes to routes and driver habits could have big impacts on our outcomes. This work culminated in our Smart Truck technology, launched in late 2020.

Our Smart Truck program provides us with detailed data on routing, drive time, and idle time, among other things. Already installed on more than 9,800 vehicles, we have been monitoring data and trends, and gaining insights that we believe will help us make impactful changes to our routing operations into the future.

Changing Driver Behavior

Leaving our trucks to idle at each customer stop – instead of turning the engine off – was one driver habit we sought to influence. Reducing a truck's idle time could have an immediate effect on our environmental impact, since one hour of idling burns about one gallon of gas and results in four pounds of CO₂ emissions.

As Smart Truck technology was installed in our trucks and we began analyzing data, we observed reductions in idle times as our drivers were more educated about the system. As the program becomes fully operational across our Rental division and the new driver habits become more engrained, we expect to make greater cumulative reductions in our idle time averages.

Future Efficiencies Resulting From Smart Truck

As more complete and established data is collected across our Rental fleet, we expect our Smart Truck technology will help us identify and create more efficient routes. These ongoing changes would help us provide better customer experiences while simultaneously decreasing our miles driven and fuel usage while we serve the same customers.

Better routing efficiency also means we increase route capacity, potentially serving more customers without adding extra vehicles to the fleet.

Our Smart Truck technology has already demonstrated the potential of efficiency gains from changing behaviors. As we dig deeper into the data from this technology, we expect to identify opportunities for even greater gains across our business, especially in our fuel consumption and GHG emissions – lowering both our costs and our environmental impact.



Smart Truck technology will help us create more efficient routes and help us reduce our environmental impact.

SPOTLIGHT: TRANSFORMING OUR FLEET

With one of the largest corporate fleets in North America, we have more than 14,000 vehicles on the road, consisting of our familiar white service trucks and vans and our lease-back employee-partner cars.

Our fleet is central to our success and enables our service professionals to help businesses get **Ready™** to open their doors with confidence.

After a review of our commercial fleet, we have implemented two key initiatives intended to help lower our fossil fuel use and Scope 1 emissions:

- Removing diesel-burning vehicles from our fleet
- Deploying our first all-electric vehicles into full-time service

Removing Diesel-Burning Vehicles

The most expansive element of this fleet revitalization has been the steady removal of diesel-burning vehicles from our fleet.

We started this process in FY18, when 45% of our U.S. Rental service vehicles ran on diesel fuel. Four years later, by the end of FY21, this percentage had fallen to 31% – or 3,017 of our 9,783 U.S. Rental service vehicles.

Further, we expect to finalize the replacement of 181 diesel-burning vehicles in California by the end of 2021. This is much sooner than the 2023 deadline for those vehicle types set

by the California Air Resources Board, which requires that various types of vehicles must meet specific exhaust emissions standards.

Welcoming Electric Vehicles

Our service fleet is a significant source of our Scope 1 GHG emissions, so we're excited to introduce our first fully electric vehicles later this fiscal year. Cintas understands that moving from fossil-fuel-powered vehicles to alternative-powered vehicles will be an important factor in our ability to reduce our GHG emissions.

Our previous attempts to test and introduce alternative-fuel vehicles – including electric, compressed natural gas (CNG), and hybrid vehicles – have faced challenges.

For example, unlike traditional delivery vehicles, our service vehicles do not get lighter during the day. This is especially true of those used at our uniform rental locations, where service representatives collect dirty and soiled garments throughout the day, resulting in relatively constant payloads at the beginning and end of their routes. Earlier electric vehicle technology did not produce enough consistent power or battery life to make those options viable for Cintas.

We currently have a small number of CNG-powered vehicles in our fleet, but these vehicles perform better during continuous or long-distance driving

conditions, rather than the start-and-stop situations our route-based model presents.

Additionally, prior efforts to use hybrid vehicles also faced hurdles because of our route-based model, as well as the dissolution of a key producer of commercial-grade hybrids. Current hybrid technology has yet to meet our unique business needs – including miles traveled, time on route, and payloads – but we continue to work with hybrid suppliers to identify a viable solution.

With the unique nature of our business services industry, we challenged electric vehicle vendors to develop solutions that meet our unique fleet needs. Now, manufacturers of the newest electric service vehicles are committed to delivering the power and durability necessary to meet more of our business needs and help us operate in a more sustainable and environmentally conscious way.

By January 2022, we expect to deploy 13 electric vehicles from three different producers into service. Six Rental and two First Aid & Safety locations in the Northeast and Upper Midwest, and on the West Coast will receive these first electric vehicles. Incorporating a small number of electric vehicles into our operations will allow us to evaluate their performance, durability, and reliability in a variety of business conditions.

Verifying that electric vehicles can successfully perform in our route-based business model is important as we investigate possible means to reduce our Scope 1 GHG emissions. If these first models perform as anticipated, we expect to pilot additional electric service vehicles and begin a review of a more robust e-vehicle strategy that could assist with our ambition of reducing our business footprint's Scope 1 GHG emissions.



REDUCING ENERGY USE

Energy is vital to our business, and using it efficiently is critical to our long-term success. It is also part of our role as responsible corporate citizens to seek reductions in our overall energy consumption and adopt more efficient practices so our energy goes further. Our ongoing commitment to the environment and the communities in which we do business is evident from our processes and innovations: from lighting upgrades in our facilities to Operational Excellence initiatives that make our laundering processes more energy efficient.

At our U.S. Rental locations, the energy we use includes electricity (primarily for lighting and process equipment) and fuel – including natural gas and propane, among others – for dryers, boilers, steam tunnels, and facility heat. Our overall energy use totals also include our fuel use from diesel and gasoline to power our fleet.

Using Our Energy Efficiently

Identifying ongoing reductions in our energy use and lowering energy intensity are priorities. In FY21, our U.S. Rental operations reported a 12.5% reduction in energy use since FY19, driven in large part by energy-efficiency initiatives at our processing facilities ([see pg. 26](#)).

ENERGY DATA AND PERFORMANCE

U.S. RENTAL FACILITIES AND FLEET	UNITS	FY19	FY20	FY21
Total Energy Consumption	GJ	8,102,045	7,615,622	7,093,273
% Change YOY	%	n/a	-6.0%	-6.9%
Electricity	GJ	934,117	886,558	799,575
Natural Gas	GJ	4,122,243	3,862,060	3,587,198
Propane	GJ	17,577	14,146	19,507
Gasoline	GJ	1,801,652	1,836,400	1,843,892
Diesel	GJ	1,138,275	914,049	721,415
E85	GJ	88,163	102,409	121,685
Methanol	GJ	18	1	1
Change from Base Year (FY19)	GJ	n/a	-486,423	-1,008,772
% Change from Base Year (FY19)	%	n/a	-6.0%	-12.5%
Energy Intensity Ratio¹⁸	GJ/\$M	1,573.82	1,452.53	1,346.74

Natural gas represents the majority of our gross energy consumption, accounting for 3.6 million gigajoules (GJ) in FY21 – a 7.1% reduction from our FY20 natural gas usage. We’ve also made significant improvements to increase productivity while making our processes more efficient without adding substantial capital costs. These Operational Excellence initiatives have included more accurately measuring soiled-load weight to help lower our water, energy, and chemical use.

- Our continued reduction in energy use – including a 14.4% reduction in electric since FY19 – is a result of several initiatives, such as our LED lighting initiative ([see pg. 24](#)).



¹⁸ We include fuel, electricity, heating, cooling, and steam in our energy intensity ratio. Ratio uses energy consumption within the organization.

SPOTLIGHT: MAKING THE SWITCH TO LED LIGHTING

With almost 500 locations of all sizes across the United States and Canada, we have a lot of facility square footage that needs appropriate lighting. But that also means we have significant energy use from our lighting.

In FY19, we kicked off a company-wide project to lower our energy use at some of our most energy-intensive locations. The project followed smaller, individual LED-installation initiatives at several locations that provided early evidence of the significant reductions in energy use that LED lighting could provide in our facilities.

Currently, we have replaced (or are in the process of replacing) facility lighting with LED alternatives at more than 100 locations – including our distribution centers and processing sites – that represent almost 5.9 million square feet of facilities.

Our LED lighting conversions have already produced a reduction of more than 16 million kilowatt hours of energy a year, and this will increase as all of the facilities identified for conversion in the current wide-scale project are fully converted. Almost 27,000 incandescent and fluorescent lighting fixtures have been swapped out so far, and the company-wide project is expected to be completed by the end of FY22.

With about 60% of the locations participating in the current company-wide project already fully converted, the wide-scale LED lighting initiative has reduced our GHG emissions by almost 7,500 metric tons a year – which represents a 5% reduction in our electricity use and our Scope 2 emissions. Our energy use should continue to decrease as the wide-scale conversion project is completed.



We've reduced our annual energy use by lighting by more than **16 million kWh**

Almost **27,000** fixtures have been replaced so far

The LED lighting project has reduced our Scope 2 emissions by **5%** so far.



The LED lighting project has reduced our Scope 2 emissions by 5% so far.

WATER STEWARDSHIP

Water is a central resource to our business, and a necessary input to perform our services. Because of our reliance on water, we recognize our responsibility to minimize our water draw and to discharge the water we do use in an environmentally responsible way.

Lessening our dependence on freshwater is part of being a responsible corporate citizen, but it also makes sound business sense. The less water we use, the lower our costs are. Our water-use strategy has three main components: conservation and minimization of the water we draw; process efficiencies that further reduce water use; and water-reuse technologies.

OUR WATER JOURNEY

For the last 30 years, we've been working to develop and innovate more conscientious and responsible water management practices. Our efforts have not only benefited our own business – by reducing our water and lowering our costs – but have also pushed our industry to improve its water practices.

Throughout our water journey, we've challenged our partners and vendors to innovate and modernize the commercial laundry industry. We've led the way in optimizing wash formulas; testing and implementing water-saving and water reuse technologies; and adopting common-sense behaviors that, when working together, significantly reduce our freshwater draw and lower our costs.

Water Conservation

We're proud of our water-conservation efforts, and we know our commitment has had a larger impact on the entire industry. Throughout the last few decades, we've focused on minimizing our draw from freshwater sources.

Most recently, between FY15 and FY20, we reduced our gallons of water needed to wash a pound of laundry by a combined 16%.

Wash chemistry technology has been central to decreasing our water use. Our work with our long-time, award-winning

vendor, WSI, to develop more efficient wash formulas has been critical in helping us lower our gallons-per-pound metric.

Early on in our journey, locations in water-stressed areas faced strict water restrictions, and we worked with WSI to create wash formulas that required less water. Not only did that work help meet the locations' water use requirements, but it also benefited our entire laundry business – and the industry. Meanwhile, we continued to find ways to engineer our water needs and energy use.

Wash chemistry developments like the Clearpath and, most recently, [TRUpath™](#) formulations have helped us lower our water usage even more. TRUpath™ alone has helped us reduce our gallons-per-pound mark by an average of 11% across all laundry facilities since we introduced it in FY19.

And even while we use less water, our processing plants and our wash process continue to meet hygienically clean certification standards, which is critical to our customers.



Operational Improvements and Efficiencies

Technology has propelled us far along our water journey, but our improvements in water usage have also been supported by traditional ingenuity and accountability. We call this additional layer of conscientiousness “Operational Excellence.”

Our belief in positive discontent pushes us to constantly review how we can be more efficient and more precise with our laundering process, and realize the greatest impact from our technological advances like our wash chemistry and formulas.

Our staff of environmental engineers, research and development engineers, and Six Sigma Black Belts work with facility management employee-partners to identify potential improvements in both efficiency and costs. They also help ensure any new processes maintain our strict quality standards and compliance to process certifications.

We’re continually refining our operations and uncovering better ways to execute the same processes. These layered-on proprietary techniques and processes often separate us further from our competitors, and especially from at-home laundering. After we fully implemented TRUpath™ at our processing locations by the end of FY19, our gallon-per-pound metric decreased 9.5% year-over-year in FY20, demonstrating the stand-alone impact of our Operational Excellence initiatives over a full year.

Just as Doc and Amelia Farmer proved during the Great Depression, a little ingenuity goes a long way in making a big impact. As we continue to identify and implement Operational Excellence, we lessen our water draw – and lower our costs – even more. Operational Excellence plays hand in hand with science to make us better at what we do and how we do it, and ultimately lower our water use and costs.

Thirty years into our water journey, we believe ingenuity, chemistry, and laundry technology have driven us close to the potential floor of our water use by those means. But we believe we can be even better and minimize our use further. The next stage of our water journey is maximizing our water reuse strategy.

Water Reuse

Water reuse technology has been around for decades, from technologies as simple as tablets to make water potable in the wild to full-scale industrial systems that take used water and treat it for various non-potable needs.

Currently, we are reusing substantial amounts of water at some facilities, while we work toward increasing our reuse at other facilities where it’s practical.

To date, we’ve tested many reuse technologies during our water journey and implemented several of them across our business. As reuse technologies evolve, we will continue to assess how effective they are and how they may work in our business model.

While we have reuse capabilities integrated in some of our locations, challenges exist that limit greater adoption within our wash process. We will never be able to reuse 100% of our wash water because evaporation naturally removes a percentage of the water we use. Plus, specific limitations exist in some of our cleaning processes for some particular garments. Additionally, concerns exist with the ability of some current technologies to perform consistently at scale against international hygiene standards, but development continues in those areas.

We believe focusing on reuse is our next big opportunity to make significant improvements to our water draw. We may never reach a point where we can conduct

our business in an entirely closed-loop water system, but we believe we can leverage reuse technology to achieve a greater capacity than we do now.

We’ve made fantastic advances in our water journey and have reduced our water draw significantly through the years. Industry data has proven Cintas is the most water- and energy-efficient choice to wash garments, be it commercially¹⁹ or with at-home options. Yet we want to push our water use metrics even lower.

Our water journey has been filled with advances and success, and we believe we must keep innovating solutions that lessen our use of natural resources even further.



¹⁹ See pg. 68: Appendix > Referenced Calculations > Cintas vs. TRSA Industry Comparisons.

REDUCING OUR WATER NEEDS

While our laundry process is on average 84% more water efficient than traditional at-home laundry processes,²⁰ we are constantly working to reduce our water footprint.

In FY21, our U.S. Rental operations withdrew 8,861 megaliters²¹ (ML) of freshwater – 7.6% less than FY20 and 14.4% less than FY19.

The water used in our U.S. Rental facilities in FY21 was sourced from 12 major river basins, with five sources comprising more than 80% of our water: Mississippi–Missouri Rivers (36.2%), Gulf of Mexico (16.0%), St. Lawrence River (10.6%), North Atlantic Coast (9.5%), and the state of California (9.4%).

We rely on a mix of water efficiency projects and operational process improvements to reduce our reliance on freshwater. For example, while most of the water we use for our U.S. Rental operations is purchased from third parties, we treat and reuse water – where available – for rinsing mats.

We have also installed water reclamation and reuse systems at many facilities, and we're exploring expanding the use of techniques like ceramic membrane filtration to more facilities in the next few years. While membrane systems can be more costly and difficult to maintain, systems installed at our acquired locations have resulted in higher levels of reuse than traditional wastewater pretreatment systems.

WATER USE DATA AND PERFORMANCE

U.S. RENTAL FACILITIES	UNITS	FY19	FY20	FY21
Total Water Withdrawal	ML	10,355	9,591	8,861
Total Water Withdrawal – Stressed Regions	ML	2,308	2,139	2,021
Annual Change in Water Withdrawal	ML	n/a	-764	-730
% Change YOY	%	n/a	-7.4%	-7.6%
% Change from Base Year (FY19)	%	n/a	-7.4%	-14.4%
Total Water Discharge	ML	9,142	8,471	7,798
Total Water Discharge – Stressed Regions	ML	1,953	1,808	1,704
Annual Change in Water Discharge	ML	n/a	-671	-673
% Change YOY	%	n/a	-7.3%	-7.9%
% Change from Base Year (FY19)	%	n/a	-7.3%	-14.7
Total Water Consumption²²	ML	1,213	1,120	1,063
Total Water Consumption – Stressed Regions	ML	355	331	317
Annual Change in Water Consumption	ML	n/a	-93	-57
% Change YOY	%	n/a	-7.7%	-5.1%
% Change from Base Year (FY19)	%	n/a	-7.7%	-12.4%
Water Intensity²³	ML/\$M	0.236	0.214	0.202

As our water use has evolved, we've moved from a compliance-based water management process to one that prioritizes reducing consumption and increasing innovation. This is a strategy we will continue to prioritize moving forward.

WATER RISK ASSESSMENTS

We regularly evaluate ways to reduce water withdrawal in water-stressed regions. In FY21, we withdrew 2,021 ML from those regions, which was 5.5% less than in FY20.

Our 2021 water risk assessment identified 38 U.S. Rental plants in areas experiencing high to extremely high water stress. Water sourced from these areas accounts for 22.8% of FY21 total water withdrawal.

To lessen operational expense and reduce our reliance on freshwater, Cintas has installed water reclamation systems at several plants located in these water-stressed areas and we're investigating the potential to install more in the future. These treat wastewater from our

industrial-size washing machines for reuse for the same processes, or recycle it for different uses.



Cintas is a charter member of the Laundry Environmental Stewardship Program (LaundryESP®).

²⁰ See pg. 68: Appendix > Referenced Calculations > Cintas vs. At-Home Laundry Comparisons.

²¹ See pg. 67: Appendix > Notes & Methodologies > Water Data Assumptions.

²² See pg. 67: Appendix > Notes & Methodologies > Water Data Assumptions.

²³ We calculate total water consumption as the measure in our water intensity ratio.

MANAGING WASTEWATER

In FY21, we returned 7,798 ML – or 88% – of the freshwater we withdrew to local water bodies.

Our laundering processes generate far less wastewater than home laundering because we use less water to launder the same amount of product. We use an average of 1.0 gallons of water per pound, compared to home laundering's average of 1.9 gallons of water per pound.²⁴

Unlike home laundering processes, we pretreat and reuse our discharge washing process effluent. Further, our discharge that flows into publicly owned water treatment systems is released in compliance with the respective local discharge standards and permitting requirements.

ENVIRONMENTALLY FRIENDLY DETERGENTS

Instead of using harsh dry-cleaning solvents, we use NPE²⁵-free detergents that are more environmentally friendly. We are the first industrial launderer to employ washing standards that are 100% free from NPE, phosphates, and EDTA²⁶ in all our North American laundry facilities.

SPOTLIGHT: OPERATIONAL EXCELLENCE IN ACTION

While technology has played a key role in our water journey – and will still be important as we continue honing conservation methods and innovating our reuse strategy – other seemingly simple initiatives have also contributed to our progress in reducing our water and energy needs throughout the years.

We call these proprietary operational process improvements, or simply “Operational Excellence.”

We've made significant improvements by implementing more efficiency in our process, without adding substantial capital costs. More effective processes, as well as increased employee-partner training and accountability,

have considerably reduced our water withdrawals and energy use. Being precise in what we do and how we do it has had a major impact. We've found that as we increase the accuracy of our processes, the technology and innovations we've introduced become even more effective.

Our latest Operational Excellence initiative is a proprietary process that helps measure soiled-load weight more precisely. More accurate measurements help provide more precise data on every load we wash, help improve the efficacy of our wash alley, and help us lower our water, energy, and chemical use.

The added information helps plant management identify potential inefficiencies, holds capacity specialist employee-partners more accountable for how they load their wash slings, and, ultimately, helps make our entire laundry process more efficient.

Early implementations have demonstrated just how much of an impact this process improvement will have when it's fully rolled out across the company. Based on the pilot program, we estimate it will improve our operational efficiency by more than 13%, reduce our annual water draw by more than 350 million gallons, and save more than \$16 million in utility and chemistry costs.



²⁴ See pg. 68: Appendix > Referenced Calculations > Cintas vs. At-Home Laundry Comparisons.

²⁵ Nonylphenol ethoxylate.

²⁶ Ethylenediaminetetraacetic acid.

WASTE AND MATERIALS USE

Due to the nature of our business, we work with a significant amount of material. Taking a responsible approach to the way we source, dispose of, and manage our inputs makes sound business sense. It is also key to our ongoing efforts to create a broader circular economy for our garment products. Additionally, we are striving to meet our customers, employee-partners, and stakeholders' growing expectations for more sustainable product offerings.

We have a long track record of reducing, reusing, and recycling waste. In fact, that's how Doc and Amelia started our company. As we continue our organizational review, we expect to report more in-depth information regarding our efforts on waste in future editions of our ESG Report. Meanwhile, we continue to look for ways to reduce waste in our operations.

For example, our Zero Waste Program began in 2013 in an effort to decrease our waste destined for landfill and has continued through FY21. The program covers eight of our distribution centers, each implementing location-specific processes that divert more than 90% of their waste away from landfill so they are TRUE Certified by Green Business Certification Inc.

Through our Design Collective business, we are developing new ways to reuse and recycle material. Our goal is to develop circular – and even closed-loop – economies that reduce our reliance on raw materials and meet growing interest in sustainable garments ([see pg. 30](#)).

We currently record waste data from our distribution centers in Ashland, Ky.; Chicago, Ill.; Dallas, Texas; Mason, Ohio; Mississauga, Ont.; Montgomery, Ala.; Reno, Nev.; and Scranton City, Pa. At these locations in FY21, waste to landfill was 131.9 U.S. tons, and our overall diversion rate was 94.4%.



In FY21, Cintas donated **216 tons** of reclaimed materials to Matthew 25: Ministries

SPOTLIGHT: ZERO WASTE PROGRAM

Our Zero Waste Program began in FY13 in an effort to decrease our waste destined for landfills. The program initially included seven of our distribution centers, each implementing location-specific plans to increase their landfill diversions.

After two years of planning and training, and two more years to implement and monitor the program, Cintas was TRUE Certified by Green Business Certification Inc. at all seven locations in FY17. In FY19, our Chicago distribution center was the most recent facility to gain its TRUE Certification, which it has since maintained.

In FY21, all eight distribution centers that participate in our Zero Waste Program were recertified as TRUE Certified. This confirmed that each location diverted at least 90% of its waste from landfills, resulting in a 94.4% diversion rate across all participating facilities last year.

In FY21, that resulted in our distribution centers diverting 1,188 tons of cardboard, 48 tons of plastic, 75 tons of co-mingled products, 176 tons of fabric, 601 tons of pallets, and 59 tons of paper from

landfills. The Mason, Ohio, distribution center, which is attached to Cintas' corporate headquarters, posted a 97.98% diversion rate in FY21 – the best-ever mark by a Cintas location.

Part of our diversion efforts in FY21 included redirecting 50 tons of products and other items from distribution centers that can benefit others to Matthew 25: Ministries and other charitable organizations.

The success of this program is defined by our distribution employee-partners' commitment to our Zero Waste goals. Each location has its own Green Team that supports our production employee-partners' efforts to reduce, reuse, and recycle our waste.

They educate, motivate, and monitor each site's work, coordinate with our corporate Global Supply Chain staff, and share best practices across the organization.

We will continue to work with all of our locations to help maximize waste diversion. The buy-in and support of our employee-partners has shown us there is a tremendous appetite to expand this type of initiative throughout our organization.

SPOTLIGHT: MATERIALS INNOVATION

Our Design Collective business (recorded as Uniform Direct Sales in our financial filings) creates and sells custom uniform programs, with customers that include some of the world's largest companies and travel and hospitality brands. This business division has been our champion of fabric and materials innovation and it continues to imagine ways to create a more circular economy and, potentially, an entirely closed-loop system for our apparel.

The Design Collective's sustainable garment programs help divert more end-of-life garments and materials from landfills and lessen our overall reliance on new raw materials. Coupled with our industry-leading laundering processes, companies that partner with us for their uniform programs are taking a more direct, environmentally conscious route in reducing their use of natural resources.

To help meet our customers' appetites for uniforms and apparel made in a more sustainable manner, the Design Collective has focused efforts on designing and testing several new products and programs.

- **Sustainable textiles:** We are expanding the use of recycled polyester and eco-friendly, sustainable textiles, which are currently available in more than 100 of our uniform styles. These textiles include Cintas' proprietary ComfortFLEX®, DuPont Sorona®, bamboo, organic cotton, recycled polyester/RPET, Tencel®, and other cellulosic fibers. Our Regeneration Collection is made from REPREEVE®, created from recycled bottles.



- **Recycling apparel:** In partnership with Martex Fiber, we collect customers' end-of-life garments to be repurposed into new commercial products. This type of marled material is generally used in post-consumer textiles like automotive seats and insulation, bedding, acoustic insulation, and sports equipment. Many of our customers participate in this initiative and help reduce the environmental impact of their apparel change-outs.
- **Traceable recycled polyester:** Traceable waste from our clients is processed and transformed into REPREEVE® recycled polyester fibers. This fiber is then used to produce apparel and accessories – including items for our Regeneration Collection.
- **Upcycling/repurposing garments:** Garments are recycled at the end of their life and can be made into other apparel, accessories, or consumer products.
- **Reclaimed garments:** We partner with various charities to donate reclaimed or unused garments. In FY21, reclaimed garments were among the more than 432,000 pounds – or 216 tons – of reclaimed goods that we donated to Matthew 25: Ministries.

- **Cintas-branded closed-loop apparel:** We can imagine a future that includes Cintas-branded product lines produced entirely in a closed-loop process. Stakeholders in our Rental, Design Collective, and Global Supply Chain groups are exploring if such an initiative is possible on an enterprise scale without sacrificing our uniforms' performance and lifespan. Even a smaller-scale product line would have an instant impact on our environmental footprint by lessening our reliance on raw materials while lowering our waste.



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OUR PEOPLE

At Cintas, our employee-partners are the heart of our company. Our policies and procedures instruct and guide us in how we run our business and help maintain our consistent quality. But as a service provider, it's our people and our corporate culture that ultimately define us.

Our employee-partners bring the essence of Cintas to life each day as they help our customers get **Ready for the Workday®**. They are what make Cintas truly unique.

ENGAGING OUR EMPLOYEE-PARTNERS

Our goal at Cintas is to foster a working environment where everyone can contribute to our collective success. When they do, we believe they're more likely to feel engaged professionally. And engaged employees are far more likely to stay, so we retain their knowledge and skills to help make the company better.

In his book *The Spirit Is The Difference*, our Founder Dick Farmer was very deliberate to note: "It is important to recognize the potential in every human being. It is important to involve everyone, and to make everyone a confident, contributing member of the team." This was true when Dick founded the modern-day Cintas and it's still true today: his philosophy forms the foundation of our Human Capital and Human Resources strategies.

OUR CORPORATE CULTURE AND CHARACTER

Our exceptionally strong corporate culture underpins everything we do. Common respect for all our employee-partners is fundamental, and we believe that everyone contributes to our collective success – whether they're a new employee-partner loading trucks in one of our laundry-processing facilities or a 35-year veteran executive running one of our business divisions.

Our employee-partners embody our [corporate character](#). We expect them to be professional, enthusiastic, thorough, honest, humble, ethical, law-abiding, and courteous. We expect them to do what's right, not what's expedient. And positive discontent has helped make our business better, reinforced by our competitive urgency.

A STRONG FOUNDATION

At Cintas, we're fortunate to have approximately 40,000 employee-partners who reflect these qualities, giving our business an incredibly strong foundation. We've worked hard to foster an environment where every employee-partner is positioned to use their strengths and talents to help us meet our business goals, while they feel supported and championed in their pursuit of their professional goals.

We believe our employee-partners are our best advocates and brand representatives, primarily because they are engaged and fulfilled by their careers. Because they give so much of themselves for us, we know it's our responsibility to treat our employee-partners well, offering programs that support their health and well-being,

and providing fulfilling professional opportunities that create a path for continued growth and development.

This commitment to our people has created a positive, dynamic cycle that fuels our cohesive, high-functioning workforce and drives our ongoing success as a company.



DIVERSITY, EQUITY, AND INCLUSION

We have five components to our overall Diversity, Equity, and Inclusion strategy at Cintas:

- **Employee-Partner Engagement** – Recruitment, retention, development, and promotion
- **Governance** – Inclusion policies that provide equal opportunity for all partners and applicants
- **Corporate Citizenship** – Grassroots and corporate-sponsored philanthropy, volunteerism, and social responsibility
- **Supplier Diversity** – Economic inclusion, innovation, and value
- **Multicultural Marketing** – Listening to customers and delivering innovative products and services that exceed their expectations

We've made a committed effort to foster a workforce of employee-partners representative of different generations, races, religions, abilities, sexual orientations, and other identifying categories, as well as employee-partners who bring a diversity of thought to our business. We want our workforce to reflect the communities in which we do business.

WHY DIVERSITY IS IMPORTANT

We believe bringing employee-partners together with different perspectives, life experiences, and backgrounds benefits everyone. We've found that when you bring people from different backgrounds together, everyone benefits from the sharing of perspectives and experiences, providing deeper insight, understanding, empathy, and compassion. This leads to improved ideas, solutions, and outcomes that better serve our customers, shareholders, and other stakeholders in the long term.

Our diverse workforce helps us better understand how our products and services are viewed, how they meet our customers' needs, and what innovations may benefit our business. Having a broad range of experiences to lean on also helps us enter new markets and gain new customers.

Almost our entire workforce – 99.3% – are full-time employees and almost 36% are female. Our company demographics are also representative of the communities in which we operate, as almost 43% of our employee-partners self-identify as a minority demographic (or non-white).

Our efforts on diversifying the racial and ethnic make-up of our workforce have been recognized with Cintas' inclusion on *Forbes'* "Best Employers for Diversity" and *DiversityPlus Magazine's* "Top 30 Champions of Diversity."

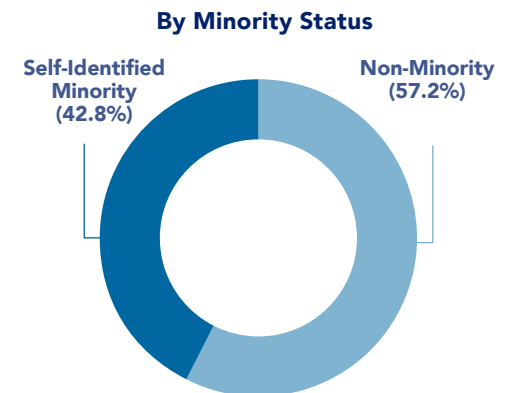
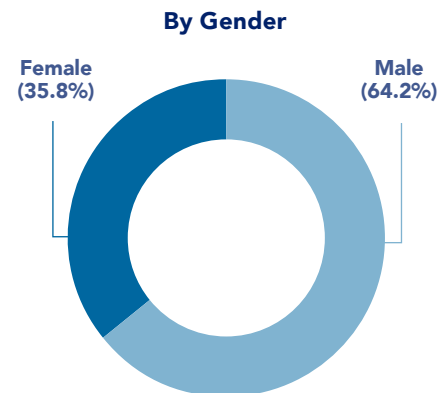
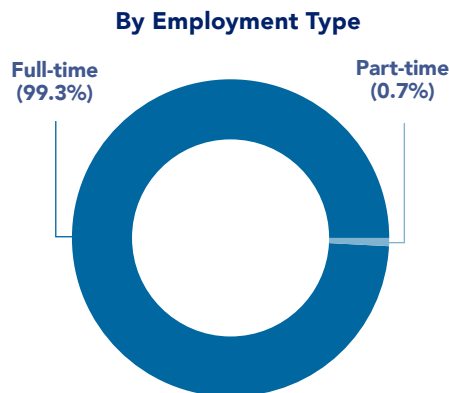
In addition to more common definitions of diversity, we also look to expand the perspective of our workforce with other types of diversity, including diversity of thought, and employee-partners with disabilities or those who are military-affiliated. Our military outreach programs are regularly recognized for their support and effectiveness in helping

transition service members to civilian life, including accommodations from G.I. Jobs (Top Military-Friendly Employers) and Military Spouse (Top Military Spouse Friendly Employers).

Our efforts to hire employee-partners with disabilities have also garnered recognition from the Disabled Equality Index as a "90 Score" company and the "Influencer Award" from Autism Speaks.

Our [Partner Business Resource Groups \(PBRGs\)](#) help foster a sense of greater community and belonging at the workplace, with four distinct groups providing peer support for our women, Black/African American, Latinx/Hispanic, and military-affiliated employee-partners. Read more about our PBRGs on [pg. 40](#).

TOTAL WORKFORCE BREAKDOWNS



EMPLOYEE-PARTNER DEMOGRAPHICS

WORKFORCE BREAKDOWNS BY GENDER	TOTAL	MALE	FEMALE
Total Employee-Partners	40,099	25,723	14,376

Employment Type			
Full-Time	39,814	25,565	14,249
Percentage of Workforce	99.3%	63.8%	35.5%
Part-Time and Other	285	158	127
Percentage of Workforce	0.7%	0.4%	0.3%

Employee-Partners by Age			
Under 30	8,115	5,757	2,358
Percentage of Workforce	20.3%	14.4%	5.9%
30-50	22,051	15,138	6,913
Percentage of Workforce	55.0%	37.8%	17.2%
Over 50	9,933	4,828	5,105
Percentage of Workforce	24.7%	12.0%	12.7%

TOTAL WORKFORCE – BY EEO DEMOGRAPHICS	PERCENTAGE
White	52.6%
Latinx/Hispanic	19.4%
Black/African American	13.3%
Asian	3.7%
Two or More Races	2.2%
Native American/Alaskan	0.4%
Native Hawaiian/Pacific Islander	0.3%
Not Specified	8.1%



TALENT RECRUITMENT

ATTRACTING THE BEST

To generate a diverse and qualified applicant pool, we post our positions both internally and externally. We use various popular job boards including LinkedIn, Indeed, Snagajob, WayUp, and DirectEmployers Association, as well as position-specific industry sites. We also use social media platforms and recruiting services for specialized roles, or those where the local recruiting base may be limited. Further, we work with a diverse group of minority commerce groups and organizations around the country to recruit and source applicants.

Employee-partners can apply for any internal position posted on our career website. Additionally, they annually update in-depth personal profiles – which include career objectives, skills, and educational advancements – in our human resource information system (HRIS). This allows hiring managers to see the entire spectrum of talent at Cintas and source internal candidates who may not otherwise be aware of available opportunities.

We continue to review our talent-acquisition strategies – as well as overlooked or underutilized avenues to source candidates – and we monitor the effectiveness of our value proposition to remain an employer of choice.

ON-CAMPUS RECRUITING: IDENTIFYING OUR FUTURE TALENT

We use a broad on-campus recruiting network for some of our positions, including our Management Trainee (MT) and internship programs. We’ve fostered relationships with many colleges and universities around the United States and Canada – including Historically Black Colleges and Universities (HBCUs) and the Hispanic Association of Colleges and Universities – that help us find qualified candidates.

Our internship program is open to undergraduate students and exposes them to all facets of our business. We offer competitive wages, extensive training, and development in one area of Cintas, and the potential to transition directly into our MT program upon graduation.

We’ve also developed competitive apprenticeship and shadow programs with a small group of universities. These allow potential applicants the opportunity to learn more about our business from local management employee-partners before applying for positions.

TALENT RECRUITMENT DATA

FY21 NEW EMPLOYEE-PARTNER HIRES	TOTAL	PERCENTAGE
Male	5,923	67.1%
Female	2,904	32.9%
Total New Hires	8,827	100%

AGE BRACKET	TOTAL	UNDER 30	30-50	OVER 50
Male	67.1%	30.9%	31.2%	5.0%
Female	32.9%	12.2%	15.4%	5.3%
Total	100%	43.1%	46.6%	10.3%



TALENT RETENTION

With approximately 40,000 employee-partners company-wide, we have a dynamic and talented workforce with skills and experience spanning hundreds of disciplines. Each person brings a unique perspective and background to the job, and our goal is to keep talented employee-partners engaged and support their growth and development.

Our competitive salaries and comprehensive benefits are attractive to prospective employees, but we stand out for our focus on professional development.

We've evaluated the value proposition of working at Cintas at every stage of an employee-partner's career and in every operational area, from our production facilities to service and sales representatives (SSRs), and management and corporate positions. We've found that our employee-partners value the opportunity to gain new skills, do new jobs more frequently, and grow their careers faster.

OUR PROFESSIONAL DEVELOPMENT PHILOSOPHY

Many times, the best candidate for a role is already somewhere in the company – and we provide opportunities for their continued professional growth and fulfillment without the need to look for employment elsewhere.

Our approach distinguishes us from other companies: rather than a corporate ladder, we offer a flexible path to a long-term meaningful career – more like a "career jungle gym."

TALENT RETENTION DATA FY21 Voluntary Turnover

RATES VS. WORKFORCE	TOTAL	PERCENTAGE
Male	4,515	11.3%
Female	2,318	5.8%
Total Voluntary Turnover	6,883	17.1%

BY AGE BRACKET	TOTAL	UNDER 30	30-50	OVER 50
Male	66.1%	23.9%	34.5%	7.7%
Female	33.9%	9.3%	16.7%	7.9%
Percentage of Voluntary Turnover	100%	33.2%	51.2%	15.6%

FY21 Involuntary Turnover

RATES VS WORKFORCE	TOTAL	PERCENTAGE
Male	1,122	2.8%
Female	638	1.6%
Total Involuntary Turnover	1,760	4.4%

BY AGE BRACKET	TOTAL	UNDER 30	30-50	OVER 50
Male	63.8%	18.4%	32.5%	12.9%
Female	36.2%	6.5%	16.1%	13.6%
Percentage of Involuntary Turnover	100%	24.9%	48.6%	26.5%

At Cintas, we're able to offer different careers and job opportunities to meet someone's professional needs, with both lateral and upward opportunities that continue to provide support and ongoing company investment in their development.

Between our various business divisions and corporate departments, we can provide employee-partners new opportunities and work experiences. For example, someone may start as a production partner or in one of our distribution centers, while their next step

may be out in the field interacting with customers. From there, they could go into local management.

We believe this is a defining characteristic at Cintas and has been a key factor in helping us retain the best talent.

COMPENSATION

Cintas offers competitive compensation packages to its employee-partners, including salaries and wages, a comprehensive benefits package, and a generous retirement program. Employee-partners are paid weekly.

More information about our compensation strategy is available in the [2021 Proxy Statement](#), including our Board of Directors' compensation and remuneration strategy and policies, plus specific Board and executive management compensation programs and pay ratios.

EMPLOYEE BENEFITS

Full- and part-time employee-partners can enroll in our comprehensive benefits program, whether in individual programs or in the whole package. Employee-partners become eligible for most contributory benefit options after 30 days of employment, while our retirement package has different eligibilities.

Our benefits program includes medical insurance, retirement savings and contributions, paid time off, flexible spending and health savings accounts, disability coverage, and basic life insurance. We also have programs designed to support healthy living and assist with commuting and parenthood.

Cintas provides access to multiple medical insurance plans to all employee-partners, along with dental and vision insurance coverage. Employee-partners can choose to participate in plans with varying levels and combinations of co-pays, deductibles, and out-of-pocket expenses, including a free health insurance option. Employee-partners can reduce their health insurance rates by participating in confidential annual personal health evaluations and sharing the results with their doctors.

For many years, we've offered our Live Well program and encouraged our employee-partners to make progress on their health and wellness journeys. The company provides free annual biometric screening, free annual flu shots, COVID-19 vaccines, and access to tobacco-cessation and weight-loss programs. Further, our Employee Assistance Program (EAP) provides free access to counseling for mental health, legal, and financial issues.

Cintas provides alternative benefit programs to a select number of employee-partners whose benefits packages are negotiated separately through their respective collective bargaining agreements.

THE PARTNERS PLAN AND RETIREMENT SUPPORT

The vast majority of our employee-partners are eligible for our three-part retirement program, known as the Partners Plan, which includes a traditional 401(k) investment account, employee stock ownership program (ESOP), and profit sharing.

After three months of service, all employee-partners are automatically enrolled in our 401(k) program. Participants automatically contribute 3% of their salary to their retirement fund unless they opt out or designate a different amount before becoming eligible; this percentage can be adjusted at any time after enrollment. Based on eligibility, company matching contributions are allocated to the first 10% of employee-partners' contributions to their 401(k) accounts. The 401(k) account fully vests after five years of employment with Cintas.

Cintas also makes annual discretionary contributions to employee-partners' individual retirement accounts in the form of profit sharing and its ESOP. Contributions are approved by the Board of Directors based on the company's financial performance and are distributed based on a point system anchored in tenure and compensation. Both forms of contribution are made automatically and fully vest after three years at the company. Since FY15, Cintas has increased its annual discretionary contributions from \$28.2 million to \$55.8 million in FY21.

A select number of our employee-partners covered by collective bargaining agreements have other retirement programs, including a limited number with defined benefit plans. More information about these specific plans is available in our [FY21 Form 10-K](#).



PERFORMANCE AND ADVANCEMENT

Our business relies on the passion, expertise, and dedication of our people, and our commitment to their career development is vital to our company’s success.

Each year, we undertake a holistic approach to our employee-partners’ performance and advancement. This not only supports our immediate company and personnel goals, but also helps position our employee-partners to maximize their performance at Cintas, both today and throughout their careers.

ANNUAL PERFORMANCE REVIEWS

Each year, every employee-partner takes part in our annual performance review process. For all salaried partners, the review process includes both a self-assessment and a manager assessment of their performance against their business goals and developmental targets.

Additionally, salaried employee-partners and their managers agree on new objectives for the coming year. These typically include two or three measurable business goals along with

individual development plans. Managers have access to a wide selection of developmental tools and resources to help employee-partners improve in many different areas of leadership and other skills, including emotional intelligence, public speaking, delegation, and conflict resolution.

The performance review process also informs potential compensation adjustments through merit increases, market adjustments, promotions, and position or responsibility changes.

skill gaps that have developed within the last year. For employee-partners, annual reviews and succession planning help identify skill and knowledge opportunities. For the company, the results of this comprehensive process factor into both our short- and long-term training and development planning and our recruiting strategy – both for internal candidate development and for external candidate sourcing.

Succession planning also helps us identify and develop the company’s future leaders. Once an employee-partner is identified as having high potential or aptitude, they are offered additional resources and opportunities specifically developed to help them gain the knowledge, skills, and experience necessary to continue their accelerated career path at Cintas.

Employee-partners also maintain updated personal information about their background, education, awards and honors, interests, skills, and other professional preferences, including their willingness to relocate for a new role. This gives managers and supervisors deeper insight into employee-partners already within the company as positions open or promotions or role changes are considered.

More information about our succession planning and talent development for our CEO and other officers is available in our [Corporate Governance Guidelines](#).

SUCCESSION PLANNING

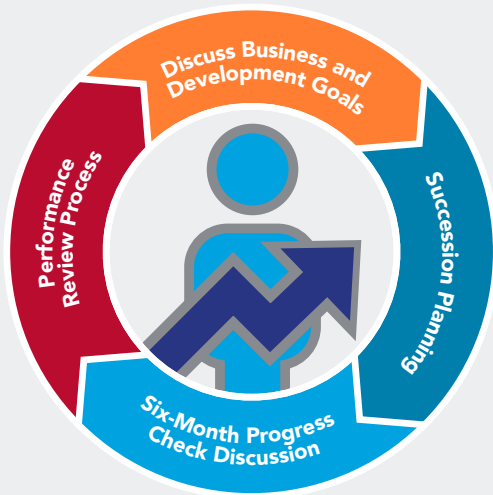
Succession planning is an integral part of our business. It happens at every level of our company, not just at the executive level. It’s engrained in our annual performance review process, embedded in our culture, and is a key part of our company’s growth and business continuity strategy.

Succession planning at Cintas is designed to provide a human capital road map for the company for the next three to five years. The process provides our company with a detailed analysis of our people and their skills, capabilities, professional interests, and goals. The process is detailed and deliberate, and requires time, attention, and careful consideration from our managers and executives alike.

In addition to identifying leadership potential within our organization, it also help us detect potential knowledge or

PARTNER DEVELOPMENT CYCLE

Our process for investing in professional development is designed to help employee-partners enhance performance, achieve goals, and progress in their career. It’s an ongoing process rather than a once-a-year event, with all steps continuously linked together.



TRAINING AND DEVELOPMENT

Ongoing training and development are major components of a Cintas employee-partner's career path. Every position has a required curriculum of specific trainings and/or certifications, which Cintas provides and facilitates.

FORMAL TRAINING AND CERTIFICATIONS

Frontline partners receive continual training in a variety of areas specific to their positions, including safety and process certifications and professional certifications.

Cintas' Learning and Development (L&D) Department offers a broad range of trainings, seminars, and learning modules to help employee-partners learn or further develop skills and enhance their knowledge. These are generally taught by trained Cintas staff, and include immersive, multiple-day, in-person sessions, full-day or half-day seminars, live virtual classes, or online training-on-demand (TOD) modules. These sessions bring employee-partners together from across the United States and Canada. Most of the multiple-day classes have historically been taught in person, but COVID-19 forced much of the L&D catalog to move online, either as live virtual classes or as TODs.

Management-track employee-partners are required to take additional class-based training sessions so they are better positioned to lead and manage

at Cintas. Common required courses include Corporate Culture and Engaging Leadership; Diversity & Inclusion training; Six Sigma training and certification; and Meticulous Hiring.

The L&D team facilitates a range of department- and division-specific learning opportunities as new products, initiatives, and campaigns are rolled out. Its centralized learning portal gives employee-partners access to the information in a consolidated and convenient manner, and also allows them to learn more about our business.

New managers, or employee-partners who have demonstrated leadership or management potential, can also enroll in training courses that help them effectively manage their locations. In addition, these employee-partners can also participate in division-specific bootcamps to gain the knowledge they need to lead other employee-partners to success.

OTHER DEVELOPMENT OPPORTUNITIES

Outside of formal training and certifications, we also offer and facilitate other opportunities for employee-partners to gain further insight, experience, and support on the job. These include our MT program, our mentor program, our PBRGs, and our Executive Leadership Program.

Management Trainee Program

Many of our top leaders began their career in our MT program. In fact, our Executive Chairman, Scott Farmer, was in the very first class of MTs in 1982, and President and CEO, Todd Schneider, is also a graduate of the program.

MTs at Cintas are typically hired upon graduation from college. Our robust campus recruiting program identifies potential MT candidates each year, and the program helps create a sustainable leadership pipeline for the company.

MTs gain the skills, tools, and knowledge they need to succeed at Cintas through on-the-job training, with an intensive hands-on rotation through many areas of our company, including Sales, Service, Production, Operations, and Administration.

At the end of the two-year program, Cintas works with trainees to place them in full-time positions, which usually include field sales positions and then management roles. This progression of responsibilities helps accelerate their career path.

Mentoring

Cintas is an advocate of professional mentoring; it's a universal element of our development strategy.

Our mentorship philosophy maintains that mentor-mentee relationships should be professional and situationally

based, and that the mentee's needs are the focus. We feel strongly that when a formal mentoring process is followed, the mentee receives the greatest benefits from the relationship.

Much consideration goes into creating mentorship relationships. We work to best position mentors to guide their mentees on their current career path and help them obtain the necessary skills, knowledge, and insight to take the next steps in their careers.

Mentoring is a key component of our succession planning and has provided tremendous returns in helping develop our current and future leaders. We believe each unique mentor-mentee relationship should have a specific and defined purpose, as well as objectives, goals, and outcomes.

We also offer formal training to our new mentors so they enter the program with a strong understanding of the process, its application, and when to recognize that a mentor-mentee relationship has come to its natural end.

Employee-partners often begin their careers at Cintas with a mentor, and then change mentors as they develop in their roles, change positions, or advance in leadership. The cycle continues when they become mentors themselves and guide newer employee-partners starting their Cintas careers.

Partner Business Resource Groups

Our employee-partner affinity groups are an important element in our overall human resources and human capital strategy. We have four of these PBRGs.

These distinct groups align with our business objectives and help secure our continued competitiveness, while allowing the breadth of experience, skill sets, perspectives, and talents of our diverse employee-partners to truly shine.

PBRGs provide members with outlets to lend their voices and perspectives, and a space where they can share experiences and support one another. They also provide a platform for management to hear from our employee-partners directly about issues that matter most

to them. It's a two-way dialogue that we believe benefits everyone, including our company.

Our PBRGs play a pivotal role in developing employee-partners at various stages of their careers and connect partners from similar backgrounds in a supportive environment. While our mentor program is built on skill- and job-based criteria, our PBRGs are based on common backgrounds and shared experiences. This is a foundational function of our PBRGs, and we believe they have been very successful in giving a louder voice, leadership opportunities, and access to management to many of our people.



THE CINTAS PBRGs



Women Adding Value Everywhere

Target membership: Female employee-partners



Relevant, Inspiring Support for Engagement & Empowerment

Target membership: Black/African American employee-partners



Together Offering Diverse Opportunities & Solutions

Target membership: Latinx/Hispanic employee-partners



Veterans-Military Accelerating Leadership Opportunities and Resources

Target membership: Military-affiliated employee-partners

Executive Leadership Program

We launched our Executive Leadership Program (ELP) in 2015 to help identify and increase the pool of diverse employee-partners who were best qualified to fill our mid-management positions. This includes corporate director-level department heads and general manager roles at our locations across the organization.

The goal of the 10-month program is to further enhance participants' leadership skills, Cintas business knowledge, and visibility to our company's top leaders at a key stage of their management career. Participants are nominated by company leaders. Initially, one ELP class was conducted annually, exposing about 25 employee-partners a year to the advanced curriculum. In 2021, we began running two concurrent sessions

and increased participation to 35-40 employee-partners per year. Overall, 135 employee-partners have graduated from the program.

The ELP includes regular sessions with company leaders to discuss career paths and trajectories, leadership philosophies, and general business strategies. The L&D Organizational Development Team, in coordination with company executives, has created three unique leadership seminars for the ELP that focus on communication, accountability, and high-performance team building. Each participant works directly with an executive mentor during the program for additional personal one-on-one advice. Program participants also undertake a 360° assessment and receive personalized feedback as part of their ongoing development plan.

EMPLOYEE-PARTNER ENGAGEMENT

We believe that our people reach their full potential in an inclusive environment, and that they do their best work when they are highly engaged with the company and their fellow employee-partners. As a service provider, we've seen the benefit of an engaged and fulfilled workforce, and what it has meant for our customers.

Further, academic and industry research has proven the direct connection between employee loyalty and engagement on crucial company performance indicators such as customer loyalty, return on investment, and financial performance.

EMPLOYEE-PARTNER SURVEYS

We monitor the general engagement of our workforce to stay abreast of their current attitudes and opinions, and then use the results to implement changes that will drive deeper employee-partner engagement.

To accomplish this, we conducted company-wide employee-partner engagement surveys in partnership with Willis Towers Watson in 2015 and 2019. Our survey includes corporate- and location-based questions to help gauge our employee-partners' feelings about both the company as a whole and

their specific worksites. The anonymous 50-question survey takes approximately 20-30 minutes to complete, and also provides opportunities to submit open-ended comments and feedback.

Our employee-partner engagement surveys have four key learning goals:

- Identify our employee-partners' current levels of engagement
- Understand our employee-partners' perceptions of important elements of our culture
- Establish a new baseline for measurement in our areas of strength and development
- Determine how we might impact future success in transformational ways

In our latest engagement survey, 87% of our workforce opted to participate and provide responses. Our employee-partners' enthusiasm to participate indexed Cintas above the "high performance norm" and marked a 6% rise in participation from the previous survey.

Our overall engagement score in 2019 was 90%. Category-specific ratings underpinned our overall commitment to our people, including Empowerment, Sustainable Engagement, Safety, and Diversity & Inclusion.

EMPLOYEE-PARTNER ENGAGEMENT SURVEY RESULTS

METRIC	2015	2019
Engagement Score	90%	90%
Response Rate	82%	87%

CINTAS INDEX VS. HIGH-PERFORMANCE NORMS

CATEGORY	2015	2019	CHANGE
Leadership	0	5	+5
Safety	n/a	4	+4
Performance Management	-1	3	+4
Retention	n/a	4	+4
Sustainable Engagement	0	3	+3
Empowerment	-1	2	+3
Development & Training	-2	0	+2
Manager Effectiveness	1	2	+1

Sample response from 2019 Employee Engagement Survey:

“ Everyone I work with is amazing and make the Cintas culture awesome. My leaders and other partners all are ready to help whenever I have questions. I have yet to come across a partner, supervisor or manager that was not willing to help me with any situation I come across.”

WHAT WE'VE LEARNED

Several individual themes emerged from the responses.

- **Safety** – We foster a safe workplace. Our leaders address unsafe conditions. Our employee-partners are comfortable raising concerns.
- **Leadership** – There is upward communication. They are interested in our employee-partners' well-being. They make decisions consistent with our corporate culture. They present a clear vision.
- **Manager Effectiveness** – Managers provide recognition and feedback. They keep our employee-partners informed. They are available to their staff.
- **Empowerment** – We establish clear lines of sight and job roles.
- **Diversity & Inclusion** – We pursue a diverse workplace with support for diversity.
- **Benefits** – Our benefits package fits our employee-partners' needs.

Sample response from 2019 Employee Engagement Survey:

“Cintas is a wonderful company and I am proud to be a Cintas partner! As long as we continue to keep the focus on our partners, customers, and safety, working at Cintas can only get better.”

After each survey was completed, Willis Towers Watson analyzed the data and our management reviewed the results. Their evaluation was done with lenses on both the corporate and location levels, with action plans developed to address opportunities identified by the survey results.

Cintas' index ranking against High Performance Norms improved in eight categories from the 2015 survey to the 2019 survey.

The company will conduct its next engagement survey in 2022, and going forward, we expect to administer engagement surveys every two years.



LABOR RELATIONS

Cintas recognizes and respects the principles of freedom of association and our employee-partners' right to collective bargaining in accordance with applicable national laws. We strive to adhere to U.S. National Labor Relations Board protocols to support their rights to exercise their freedom of association and collective bargaining.

Cintas recognizes employee-partners' rights to form or join unions, including the right to a government-supervised election. We encourage them to make informed decisions on the matter.

We believe our employee-partners' decisions about association should be made consciously, deliberately, and in private. Their decisions should be free from the possibility of undue outside influence or coercion.

Between 2003 and 2011, we withstood a national unionization campaign during which a coordinated multiple-union effort put sustained pressure on Cintas to accept union representation on behalf of every employee-partner at all of our operating locations throughout the United States. We did not then – nor do we now – believe a unilateral decision for representation to be in the best interest of our employee-partners, and we defended their rights to a federally supervised election and collective bargaining.

Our objection to this campaign was not about blocking our employee-partners' efforts to unionize. It was that this particular campaign wanted Cintas management to take away our employee-partners' right to vote on the issue and instead wanted management to make that decision for our people, on their behalf. At the time, we defined our position regarding our employee-partners' right to vote with the phrase "The right to say yes and the freedom to say no." We continue to maintain that any decision to unionize can only be made by our employee-partners and that Cintas management should not take that away.

In areas where our employee-partners have voted for union representation, we satisfy our bargaining obligations as defined by the law.

CURRENT ASSOCIATIONS

As of September 1, 2021, a total of 935 of our employee-partners were covered by collective bargaining agreements, representing approximately 2.4% of our workforce. In the United States, 337 employee-partners were represented under 12 agreements and in Canada, 598 were represented under seven agreements.

LOCATIONS IDENTIFIED AS RISKS

Cintas has not identified any locations under our operation where our employee-partners' right to freedom of association and collective bargaining may be at risk.

We are unable to report on any Global Supply Chain Supplier operations that could be at risk for such issues, but our Vendor Code of Conduct requires suppliers to respect workers' rights to collective bargaining and their freedom of association.

MINIMUM NOTICE

In cases where operational changes are set to occur, we make every effort to provide as much notice as possible to our affected operations, given the scope of the imminent changes.

In cases where a [Worker Adjustment and Retraining Notification](#) (WARN) is required, we provide at least the minimum required notice to our operation(s) affected.

All of our U.S.-based collective bargaining agreements include standard 60-day notification periods as required by law.



THE RIGHT TO SAY YES, AND THE FREEDOM TO SAY NO

In almost all instances, when our employee-partners have the opportunity to cast their vote for association in a private, government-supervised election, they have voted against union representation. Our employee-partners who are currently unionized joined while working for a company that we later acquired.

We believe our strong corporate culture is fundamental to their decision. All of our employee-partners are important and vital to our success. We value their opinions and feedback, no matter their role in the company.

We believe the best solutions come from our front lines – from those employee-partners keeping our processing plants moving and building relationships with our customers – because they know the job the best.

Our management philosophy is based on managers and supervisors interacting with their employee-partners every day, walking around and talking with them, and maintaining an “open door” to their offices. We believe these ongoing exchanges facilitate an environment of open communication and help create strong relationships built on trust and respect.

Because we value our employee-partners so much, we share our success with them. We recognize their ongoing commitment to Cintas, celebrate their efforts to

keep us ahead of others in our industry, and provide them with our company’s competitive compensation ([see pg. 37 for more information](#)).

In addition, every employee-partner who has worked at least 1,000 hours at Cintas is eligible to become a company shareholder, with shares provided through our ESOP. This goes back to our corporate culture and calling each other “partners”: we all work together and play vital roles in our company’s success, so we collectively enjoy ownership in the company that we have helped build.

We promote world-class safety practices throughout our organization, and we’ve been repeatedly recognized and honored for our processes and commitment to a safe work environment – most notably with the Occupational Safety and Health Administration (OSHA)’s highest recognition for workplace safety: the Voluntary Protection Program (VPP).

Our employee-partners have opportunities to expand their career paths. We facilitate training and certification as roles require, we prioritize

the growth and development of our employee-partners, and our strong preference is to promote from within.

We firmly believe that all of these reasons – and more – have provided a strong, open environment where all of our employee-partners feel valued and supported. And we believe this is why, when they have been presented with alternative options, they have chosen not to vote for association.



HUMAN RIGHTS

Cintas is committed to upholding and promoting human rights and workplace rights and safety, both in our own facilities and in those we do business with around the world.

We respect the worth of all human beings. We aim to create opportunities for individuals to challenge themselves while working in a supportive environment that affords each person an equal opportunity for development and advancement.

We pride ourselves on our corporate culture, and our position on human rights is a natural extension of it.

OUR STANDARDS AND REQUIREMENTS

In addition to our own company policies, we support the United Nations and the various international, national, and state governments that have established requirements and laws to promote fair treatment of all humans. These laws set labor and safety standards and support efforts to make sure that protected classes are treated equally.

This responsibility doesn't just fall on Cintas and its employee-partners; it is also the responsibility of our external suppliers, contractors, and business partners. While cultural and societal differences exist throughout the world, our [Vendor Code of Conduct](#) requires our Global Supply Chain Suppliers to meet our standards regarding human rights and fair labor practices.

Our requirements incorporate many key International Labour Organization (ILO) conventions, including:

- Forced Labour Convention (No. 29)
- Freedom of Association and Protection of the Right to Organise Convention (No. 87)
- Right to Organise and Collective Bargaining Convention (No. 98)
- Equal Remuneration Convention (No. 100)
- Abolition of Forced Labour Convention (No. 105)
- Discrimination (Employment and Occupation) Convention (No. 111)
- Minimum Wage Fixing Convention (No. 131)
- Workers' Representatives Convention (No. 135)
- Minimum Age Convention (No. 138)
- Collective Bargaining Convention (No. 154)
- Worst Forms of Child Labour Convention (No. 182)

We also support international human rights principles, including the United Nations Declaration of Human Rights, the United Nations Guiding Principles on Business and Human Rights (UNGP), the European Convention on Human Rights, and other notable human rights accords.

Hours and Wages

We require that workers must be paid at least the legal minimum wage. While we understand that overtime is occasionally necessary to meet production demands,

workers must be allowed a reasonable amount of time off from their duties to afford humane and productive working conditions. We expect our Global Supply Chain Suppliers to comply with all applicable laws and regulations in their country regarding working hours, wages, and overtime pay.

Child Labor and Forced Labor

Cintas defines child labor as any work performed by individuals under the age of 16, or those under the compulsory school age – if that is higher than 16 – as defined by the location where work is being performed. The use of child labor by Cintas' Global Supply Chain Suppliers is strictly prohibited, and they must only employ workers who meet the minimum age requirements in their area.

Our Vendor Code of Conduct strictly prohibits the use of prison labor, forced labor, enslaved labor, or trafficked labor. It also prohibits knowingly utilizing or purchasing materials or products manufactured from companies that use uncompensated prison workers, indentured servitude, or enslaved or trafficked labor. Further, it prohibits our Global Supply Chain Suppliers from requiring any worker to remain under their employment for any period of time against their will.

Our policies also prohibit discrimination or harassment of any employee-partner on the basis of any personal status or human rights protected by law or statute. This policy extends to our vendors.

We participate in the [American Apparel & Footwear Association and Fair Labor Association Commitment to Responsible Recruitment](#), which requires that no workers should pay for their jobs; workers retain their own travel documents and freedom of movement; and that all workers are informed of the basic terms of their employment before traveling to start employment. Our Global Supply Chain Suppliers are also expected to commit to this.

In FY21, we identified at-risk Global Supply Chain Suppliers that have been known to conduct business in China and the Eastern Hemisphere, and required them to attest that they do not work with or source from (past or present) vendors or suppliers in China's Xinjiang Uyghur Autonomous Region. This area is known for utilizing Uyghurs and other Muslim minorities for forced and imprisoned labor.

Collective Bargaining

As is our policy at Cintas, we expect our Global Supply Chain Suppliers to respect their workers' rights to organize and collective bargaining ([see Labor Relations on pg. 43](#)). Workers must have the right to make an informed decision on the matter, have the right to free, fair, and government-supervised elections, and not be subject to representation that has been adopted unilaterally.

SAFETY AND HEALTH

We're immensely proud of our reputation for our world-class management of – and innovation in – employee health and safety. It's a commitment that's embedded deep within our culture and is also enumerated in our ambitious safety vision.

Our safety vision includes three components: for every Cintas location to be injury-free; for every employee-partner to be engaged in continuously improving safety; and for Cintas to be widely recognized as one of the world's leaders in safety and health performance.

We've been incredibly successful in keeping our employee-partners safe and healthy, in large part due to our organizational input and buy-in from every employee-partner in creating a safer workplace. Embracing health and safety has resulted in our industry-leading low incident rates, as well as recognition for our initiatives and track record.

Safety has always been important to us – it's part of our desire to run our company ethically and to support the work our employee-partners do on our behalf. However, a tragic incident in 2007 that resulted in an on-the-job death was an inflection point in our safety journey. Since then, we have prioritized perpetuating a culture of safety that constantly innovates better and safer ways of working and recognizes improvements in our safety performance.

As a result, we have lowered our incident rates dramatically, working hand in hand with our employee-partners to create a safer workplace. Involving our frontline workers in our safety journey has proven to be vital to our success.

OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM

Our occupational health and safety management system is a multiple-tiered program to identify hazards and safety concerns; implement safer processes and improvements; and monitor our organization for safety-enhancement opportunities. The system applies to Cintas employee-partners, contractors, vendors, and visitors at our facilities, as well as when traveling to and from, and performing work at, our customer locations.

To continue to promote world-class health and safety standards, we have layered [OSHA's VPP](#) into our health and safety management system. This heightened level of planning and safeguarding encourages even greater standards of protective workplace safety and health, and helps operationalize their everyday execution.

The VPP recognizes businesses that implement effective health and safety management systems, and that maintain injury and illness rates below the Bureau of Labor Statistics' national averages in their respective industries.

SPOTLIGHT: VPP ACHIEVEMENT

Our commitment to OSHA's VPP Program has set a new standard for U.S. companies. A total of 117 Cintas sites were recognized by OSHA as VPP Star certified as of August 31, 2021, a total that outpaces any other American company by a three-to-one margin.

We believe in the program and support OSHA's mission to recognize companies that prioritize the safety and health of their employees.

We're honored to dedicate such time and resources to pursue VPP Star certifications across our organization, and also maintain our certifications once we achieve them.

TOP 10 VPP STAR SITE CERTIFICATIONS

RANK	COMPANY	VPP SITES
1	Cintas	117
2	GE	39
3	Raytheon	38
4	Marathon	32
	Milliken	32
	Covanta	32
7	NuStar	31
	Monsanto	31
9	Phillips	30
10	Sherwin Williams	29
	Total Safety	29



The VPP certification process is rigorous. To achieve certification, businesses must demonstrate that management and employees work cooperatively – and proactively – to prevent workplace accidents. They must display a joint commitment to hazard prevention and control, perform ongoing analysis, and implement effective training programs. Every location that earns VPP certification must provide OSHA with annual detailed reports outlining their safety and health process improvements. These locations must also undergo a rigorous on-site audit by OSHA and third-party assessors every three to five years to maintain their certification.

As of August 31, 2021, a total of 117 of our locations achieved VPP Star certification²⁷ – three times more than any other U.S. company.

EMPLOYEE-PARTNERS CENTRAL TO IDENTIFYING CONCERNS

A key element of our safety and health success is our employee-partners' continued personal investment in our journey. Safety is truly a team effort at Cintas, and has helped us create a deeper, more direct connection with our people.

While they are on the job, our employee-partners are trained to identify risks and issues in their work area, report issues, and not perform dangerous work, or work in dangerous conditions that could cause injury or harm.

Field locations have a designated Safety and Improvement Committee (SIC), which includes trained employee-partners from across the location's departments, as well as the local management team.

TRAINING AND DEVELOPMENT

Employee-partners are trained in more than 50 safety and health topics each year, with a minimum requirement of 10 hours of training – offered live in-person or online, or available on-demand – with specific trainings assigned by job and work scope. They are then evaluated by written, verbal, or skill-based assessments, and their progress is monitored and reviewed. Training and evaluation are conducted by locally based corporate or third-party instructors, depending on the topic. Some select training sessions – such as electrical and driver safety – are taught by external experts.

Most of our training curriculum has been designed in cooperation with industry experts and focuses on situations specific to Cintas. These include the Cintas Maintenance Safety Certification, which was recognized by the International Maintenance Conference in 2017. All maintenance and engineering employee-partners must successfully complete the written and performance test to earn certification.

Safe driving is imperative at Cintas. We have collaborated with driver safety service providers to help us adapt their approaches to our drivers' unique

needs. Through our partnerships, we offer enhanced driver training, on-the-road evaluations, and driver drills to better coach and assess driving skills. To reinforce our safe driving policies, our executive leaders deliver annual reminders about safe driving practices as we strive to be recognized as a top performer by the Network of Employers for Traffic Safety (NETS).

Our frontline employee-partners are not the only ones who undergo rigorous safety and health training. Our Safety and Health (S&H) Team managers are required to attend OSHA's 10-hour Safety Improvement course and Management Safety Leadership Skills course – a comprehensive overview of proven safety principles that is featured in the Harvard T.H. Chan School of Public Health safety and health curriculum.

ONGOING EVALUATION AND MEASUREMENT

Safety and health are full-year commitments at Cintas, and every level of the organization participates in our ongoing efforts.

Locations self-assess against safety and health protocols, and undergo routine safety evaluations by our corporate S&H Team. Our locations also conduct regular driver assessments where a Service Supervisor who is a certified [Smith System](#)[®] Evaluator rides a route with a driver. The results of these assessments must be verified by the location's General Manager each month.

To ensure we continually focus on improving our safety journey, each of our business divisions holds regular safety and health meetings with our S&H Team.

OCCUPATIONAL HEALTH INITIATIVES

In addition to job-specific training, our employee-partners also receive ongoing education in a variety of health and wellness topics, including nutrition, flexibility, fitness, performing in extreme temperatures, and hydration. Cintas locations partner with local third-party medical and wellness providers to enhance our employee-partners' knowledge and help locations minimize and eliminate risks. They also support work accommodation requests and help monitor return-to-work programs and requirements.

Our award-winning ergonomics team, recognized by the International Ergonomics Association, helps lead the way in reducing occupational injuries like strains and sprains by identifying and working to reduce hazards. Ergonomics evaluations and training are available to all employee-partners. Our corporate ergonomic trainers have helped us reduce our ergonomics-related injuries.

Locations are challenged to reduce risks and set goals for motions saved and projects implemented using best-practice ergonomic solutions available through the Cintas Ergo Catalog.

Employee-partners can also submit their own suggestions to reduce motions or strains and enter our own Ergo Competition. Entries are evaluated

²⁷ OSHA records as of Aug. 31, 2021. Retrieved from [osha.gov/vpp/bylocation](https://www.osha.gov/vpp/bylocation) on Oct. 3, 2021.

for their low-cost creativity for solving common work-related issues like lifting, reaching, pushing, or pulling. Winners are entered in national and international ergonomics competitions where they compete against employees from other companies around the globe. Our employee-partners have won Ergo Cups in various categories at the Applied Ergonomics Conference three times in the last four years, and our employee-partners' solutions have also been recognized by the International Council on Systems Engineering.

As the COVID-19 pandemic continued through FY21 and beyond, we updated and adjusted our COVID-19 Preparedness Plan, using updated Centers for Disease Control and Prevention (CDC) and OSHA advisories as guidance. On top of enhancing our cleaning protocols at all of our locations following OSHA's directives, all employee-partners are expected to perform daily at-home health assessments, increase personal hygiene and hand washing, wear masks in public and shared areas, social distance, and adhere to capacity reductions in public and shared areas. Additionally, work-from-home options were made available to employee-partners whose job functions allowed it.

SHARING OUR SAFETY KNOWLEDGE

Our S&H Team isn't just focused on our employee-partners' daily routines. It's also a key resource during internal-use product and equipment reviews and installations, and our process efficiency developments.

Our dedication to raising world-class safety and health standards doesn't stop at our doors. Members of our award-winning S&H Team regularly offer ongoing education sessions at safety and health conferences and symposiums around the world, and also serve on influential professional safety and health boards, panels, and committees.

Further, we've developed the Safeload system for safer, more ergonomic handling of soiled laundry, and the wash-alley safety system for safe access to industrial laundry equipment. We've also introduced the patented Graceport device for safe electrical maintenance (now widely used outside our company), and we have codified contractor safety qualification processes.

At the request of the Honduran government, we helped establish a standard for safety and health, and became the first workplace in Honduras to receive the "Safe Company with Safe Work" designation.



SAFETY & HEALTH DATA	UNITS	FY21
Total Recordable Injury Rate (TRIR) ²⁸	%	1.70%
Lost Time Injury Rate (LTIR) ²⁹	%	0.55%
Fatalities (Cintas Employee-Partners)	Qty.	0

²⁸ Calculated per 100 workers, based on 200,000 hours worked.
²⁹ Calculated per 100 workers, based on 200,000 hours worked.

GLOBAL SUPPLY CHAIN AND SUPPLIER RELATIONS

A critical component of our business is our global supply chain, which provides our employee-partners with the goods and products required to help our customers get **Ready for the Workday**[®].

To support our relationships with our largest Global Supply Chain Suppliers, our Global Supply Chain (GSC) Department is structured to effectively support the three main segments of Cintas' business: Garment (Rental Uniform and Design Collective), Facility Services, and First Aid & Safety/Fire. GSC primarily manages our largest corporate Global Supply Chain Suppliers. These suppliers generally reach \$1 million or more in purchases by Cintas and must meet specific requirements to do business with us.

Global Supply Chain Suppliers are expected to adhere to our corporate policies on purchase agreements and supplier compliance, including stipulations on contractual obligations, administrative tasks, supplier business review requirements, purchase agreement approval levels, and Code of Conduct requirements.

We procure goods and products from a global network that includes vendors in the United States as well as from China, Colombia, Costa Rica, Dominican Republic, Egypt, El Salvador, Ethiopia, Germany, Guatemala, Haiti, Honduras, India, Kenya, Malaysia, Mexico, Nicaragua, Pakistan, Philippines, Portugal, and Vietnam.

Our supply chain procures almost 90% of the finished products for our uniform rental garments and our Design Collective garments. Our suppliers help us both manufacture our owned brands (Cintas, Design Collective by Cintas, Doc and Amelia, and Fourmy), and acquire products from national brands.

Additionally, we obtain raw materials and garment components, such as fabric, reflective striping, buttons, snaps, zippers and threads, from Global Supply Chain Suppliers that invest in their own research and development. We will often facilitate the acquisition of the necessary raw materials they need to manufacture our products.

VENDOR CODE OF CONDUCT

Cintas is committed to sourcing its finished goods and supply products in a lawful, ethical, and responsible manner. To that end, we expect Global Supply Chain Suppliers to conduct business in an equally ethical and moral manner, both domestically and internationally.

Global Supply Chain Suppliers are expected to comply with our rigorous [Vendor Code of Conduct](#), which outlines our guidelines and requirements. Some key provisions in the Code include fair labor standards, as per ILO definitions, as well as conflict minerals policies and anti-corruption requirements.

Our Vendor Code of Conduct also stipulates penalties – up to and including the cancellation or denial of Cintas business – should provisions be violated. Global Supply Chain Suppliers are subject to annual, in-person audits that review more than 300 points of business. These audits are conducted by independent third-party inspectors, including those who certify under Worldwide Responsible Accredited Production (WRAP) standards, or others who are certified in global compliance audit standards. Global Supply Chain Suppliers are assessed against corrective action plans (CAPs) if any issues are identified during the audits.

As we continue our enterprise business review related to our ESG priorities and begin to identify targets as of part of our ambition to achieve Net Zero GHG emissions by 2050, we anticipate collecting Scope 1 and 2 emissions data from our Global Supply Chain Suppliers. We intend to work with them to identify ways to reduce their GHG emissions across their own value chain. Lowering our Scope 3 emissions, as well as minimizing our downstream water use, waste, and raw materials needs, will be vital to achieving Net Zero by 2050 and lessening the overall environmental impact of our value chain.

HUMAN RIGHTS STANDARDS

Our Vendor Code of Conduct promotes Global Supply Chain Suppliers' compliance with standards regarding human rights and fair labor practices. These include laws and regulations related to working hours, wages, and overtime pay; child labor; prison, forced, enslaved, or trafficked labor; discrimination; paying for work; and collective bargaining and the right to organize.

More information about our corporate position on these matters is available in the Human Rights section of this report.

ASSESSING AND MONITORING NEW GLOBAL SUPPLY CHAIN SUPPLIERS

To confirm we work with Global Supply Chain Suppliers that prioritize ethical working standards and treat their employees fairly, we assess all potential new vendors and monitor current suppliers.

While we recognize that many different legal and cultural environments exist throughout the world, our Vendor Code of Conduct details our basic expectations for Global Supply Chain Suppliers to do business with us.

Potential new Global Supply Chain Suppliers and new vendor facilities undergo a review and assessment process. Our sourcing group identifies the potential new supplier or facility and triggers a social compliance exam.

Before the assessment process begins, some situations – including geographic location or types of goods being manufactured – may also trigger a preliminary risk evaluation of the potential facility, which is conducted by a Cintas field engineer.

The actual assessment, conducted by an independent third-party auditor, continues with a physical compliance audit of the facility, which includes more than 300 points of business. Cintas GSC staff then work with the supplier to produce the required compliance documentation and explain any actions needed to comply with our Vendor Code of Conduct through a CAP.

These findings are categorized as Below Minimum Standards (BMS), Immediate Action (IA), and Corrective Action (CA). The report outlines the corrective measures required for any finding, with the potential for a follow-up audit to document compliance. Once corrective actions are supported with proper documentation, the supplier or facility is certified to do business with Cintas as a Global Supply Chain Supplier.

If the facility already holds a compliance certification from an independent certification agency (such as WRAP, Intertek, SA8000, or another recognized body), those certifications generally satisfy our requirements.

Once a supplier is certified as a Global Supply Chain Supplier, they are subject to annual compliance audits – similar to the initial assessment process – to maintain our business. These audits are typically conducted in person by independent inspectors who are trained on local labor laws and requirements; are fluent in the language(s) spoken by management and employees; and engage directly with facility leadership and conduct employee interviews.

FY21 Monitoring

In FY21, we conducted 139 supplier audits with in-person visits by third-party auditors and confirmed current certification for suppliers holding current third-party certifications or with the Cintas Desktop Remote audit process. However, COVID-19's impact on travel restrictions and health and safety necessitated some temporary adjustments to some elements of our audit process.

As a result, we also conducted fewer audits of low- to medium-risk Global Supply Chain Suppliers, and waived audit requirements for the year for suppliers that were deemed to be low risk.

PROMOTING ETHICAL INTERACTIONS

Training on Supply Chain Issues

Internally at Cintas, employee-partners with direct responsibility for supply chain management receive mandatory internal training so they are knowledgeable and aware of social issues that could arise in a global supply chain. These include

the risk of child labor, human trafficking, and modern slavery, as well as issues concerning conflict minerals.

Using real-life scenarios and referencing current global regulations, Cintas uses external [TRACE e-learning](#) resources, which specialize in maintaining global compliance standards in these areas. TRACE courses outline the requirements of global trafficking-related statutes, including the UK Modern Slavery Act and U.S. Federal Acquisition Regulation, helping learners understand human trafficking risks and formulate a plan to identify and address trafficked labor.

Through Cintas' anti-corruption training program, GSC employee-partners who are directly involved in business activities that have the potential to elicit bribery or corruption activities are identified for additional anti-corruption training. This annual training is overseen by our CCO and separate from other GSC training modules.

Reporting Concerns

We provide several means for both Cintas employee-partners and external parties to register concerns or report issues about Global Supply Chain Suppliers.

Anyone can report an anonymous concern using the Cintas Direct Line – either via the phone line or online – staffed 24/7 by an independent third party. Cintas employee-partners can also report concerns to their supervisor, HR, or managing executive. External parties,

including Global Supply Chain Suppliers, can raise concerns during the annual on-site compliance audit, or through their established Cintas relationships with category managers and field engineers, or as part of annual supplier business review meetings.

CONFLICT MINERALS

Cintas does not purchase raw materials directly from smelters, and expects Global Supply Chain Suppliers to source materials from socially responsible sources.

GSC conducts an annual review of Global Supply Chain Suppliers to identify suppliers that may use conflict minerals in their production processes. They are reviewed using a qualification survey to determine if they may supply us components, products, or goods manufactured using conflict minerals. Those identified are enrolled in our Conflict Mineral Training seminar so they understand our [Conflict Minerals Policy](#), and must also report their conflict minerals use to us. We then submit that information to the extent required to the U.S. Securities and Exchange Commission (SEC).

Global Supply Chain Suppliers that do not comply with our annual conflict minerals review are subject to penalties, up to and including denial of Cintas business.

SUPPLIER DIVERSITY

We believe a diverse supplier base provides enhanced product offerings, better meets customer needs, and reflects the ever-changing demographics of the communities in which we do business. It also provides increased competition, creativity, and flexibility in our supply chain.

Cintas uses many different suppliers to fulfill its business needs, and one metric we've prioritized is our spend with certified diverse suppliers. To qualify as a diverse supplier at Cintas, the vendor must be a for-profit business headquartered in the United States or its trust territories, and be at least 51% owned, operated, and controlled by a U.S. citizen who is a minority, woman, or veteran.

In FY21, we spent \$387.7 million with certified diverse suppliers, which represents 16.9% of our total U.S. supplier spend – setting records for both total spend and spend percentage. Our FY21 supplier diversity spend was significantly higher than any previous year as a direct result of four primary suppliers of PPE – like masks, gloves, and isolation gowns – being certified diverse suppliers.

Since FY07, we have spent \$2.8 billion with diverse suppliers. In the decade since FY12, we've increased our percentage of spend from 10.2%, with our percentage of spend fluctuating between 11.4% and 12.7% from FY16 to FY20.

To champion and promote our supplier diversity initiatives, we've created our Supplier Diversity Executive Steering Committee, a group of more than 35 Cintas executives who serve as change agents and advocates for diverse suppliers throughout our company. They help educate employee-partners on the value proposition and competitive advantage that supplier diversity offers.

We believe our award-winning supplier diversity program is a model for our industry and business, and continue to work with various national and local advocacy agencies, including the National Minority Supplier Development Council and the Women's Business Enterprise National Council. In Cincinnati, where we are headquartered, we work with minority business organizations like the African American Chamber of Commerce and the Hispanic Chamber, and Minority Business Accelerator – both subgroups of the Cincinnati USA Chamber.

Our program has been successful since its launch, and we are looking for additional ways to include diverse suppliers in our supply chain. While we aim to increase our year-over-year spend with diverse suppliers overall, we're also looking to increase our spend with veteran- and service-disabled veteran-owned businesses.

SPEND ON DIVERSE SUPPLIERS

YEAR	% OF U.S. SPEND	DOLLAR SPEND ON DIVERSE SUPPLIERS
FY17	11.7%	\$208.6M
FY18	12.1%	\$231.3M
FY19	12.7%	\$277.9M
FY20	11.4%	\$247.8M
FY21	16.9%	\$387.7M



LOCAL COMMUNITIES

We're immensely proud of the impact we've had in our local communities through our corporate philanthropic activities. This includes monetary donations, in-kind donations, and active fundraising on behalf of key charitable and not-for-profit organizations, which we collectively brand under the banner of [Cintas Cares](#), our corporate philanthropic arm.

As a company, we have six primary philanthropic partnerships and initiatives: American Cancer Society, American Diabetes Association, American Heart Association, National Fallen Firefighters Foundation, Matthew 25: Ministries, and the Cintas Partner Assistance Fund. These are outlined in more detail on the next two pages.

Managed at the corporate level through the Corporate Affairs Department, these six initiatives allow involvement from all of our U.S. locations and employee-partners. Our Canadian employee-partners engage and support local organizations concerned with cancer, diabetes, and heart health.

A key component of our philanthropic success is the passion our employee-partners have for giving back. Our Impact Champions program helps bring our initiatives to life at our local operations and provides a national footprint for our efforts. More than 250 Impact Champions across the company work with their local human resources staff to generate awareness and buy-in for our major initiatives.

We've seen incredible local support for, and commitment to, these national partnerships.



Senior VP Todd Gregory, President and CEO Todd Schneider, Rental President and COO Jim Rozakis, Senior VP Scott Garula, Executive Chairman Scott Farmer, Fire Protection President and COO John Amann and First Aid & Safety President and COO Mark Carter celebrate Cintas' philanthropic partnership with the American Heart Association on National Wear Red Day.

OUR CORPORATE PARTNERSHIPS



American Cancer Society

At a corporate level, our relationship with the American Cancer Society began in 2020 and includes fundraising through national Relay for Life and Making Strides Against Breast Cancer events. We also support the organization with a company-wide apparel sale each fall, with the proceeds from our Canadian employee-partners' purchases directed to the Canadian Cancer Society.

Through this partnership, our employee-partners have access to some of the American Cancer Society's support

resources, including the Road To Recovery® program, 24/7 live online patient support, live webinars about cancer prevention with medical experts, and access to Hope Lodge if they must travel out of town for treatment.

Although our corporate relationship was established recently, Cintas employee-partners have long supported the American Cancer Society at a grassroots level. Over the years, we have helped raise almost \$1 million across our locations.



American Diabetes Association

Our relationship with the American Diabetes Association began in 2019 and was established to raise awareness about diabetes among underserved and minority communities. Through this partnership, the American Diabetes Association also has a business partnership with our First Aid & Safety division to produce health kits with first aid items frequently needed by diabetics, which has raised more than \$250,000.

The American Diabetes Association provides free, confidential diabetes risk-testing to our employee-partners so they can understand their potential for developing Type 2 diabetes. It also provides access to its Diabetes Food Hub app with recipe and meal-planning options for those living with diabetes.





American Heart Association

The American Heart Association (AHA) is one of our longest-standing corporate philanthropic relationships, dating back to 2005. Cintas partners with the AHA as a provider of CPR, first aid, and AED training nationwide, and our certified trainers in our First Aid & Safety division teach AHA’s certification curriculum in their courses. Since 2016, we have trained and certified more than 800,000 people in lifesaving CPR and first aid.

Each year, Cintas employee-partners across the United States participate in both the Heart Mini-Marathon & Walk and the national Heart Walk. Almost 500 employee-partners participated in the two virtual events in 2021, raising almost \$50,000 – a total that contributed toward our overall \$100,000 annual commitment to the organization. Cintas is also a sponsor of the organization’s Go Red for Women campaign.



National Fallen Firefighters Foundation

We formalized our relationship with the National Fallen Firefighters Foundation (NFFF), our latest corporate philanthropic partner, in 2021. The NFFF works closely with our Fire Protection division on a variety of key initiatives. Cintas is a Chief Sponsor of the organization’s 9/11 Memorial Stair Climbs program, which features fundraisers across the United States in September and October in observance of the events on

September 11, 2001. The funds raised at those events support families of fallen firefighters and other New York City Fire Department programs.

The NFFF relationship is also an opportunity for Cintas to engage directly with local fire departments when we host the organization’s Prevent the Preventable learning and development programs at locations across the United States.



AMERICAN HEART ASSOCIATION



NATIONAL FALLEN FIREFIGHTERS FOUNDATION



Matthew 25: Ministries

Our extensive partnership with Matthew 25: Ministries goes back to 1998 and is our longest-standing corporate philanthropic relationship.

We assist Matthew 25: Ministries with its national and global disaster relief efforts by providing Cintas products and garments for the organization to distribute in displaced communities. The organization’s disaster response includes a Cintas-branded van, which we donated to assist with their on-the-ground efforts in disaster areas.

In the past, we have also partnered with Matthew 25: Ministries to bring Cintas employee-partners on mission trips to Haiti and the Appalachian area of West Virginia, as part of our annual Clothe the Kids campaign. Since 2003, our employee-partners have donated almost 4 million articles of clothing and school supplies for disadvantaged children and contributed thousands of volunteer hours. As well as helping children in need, the program also contributes to the circular economy by finding a positive way to reuse items of clothing.



Cintas Partner Assistance Fund

We launched the Cintas Partner Assistance Fund (CPAF) in 2019 to provide financial assistance to our own employee-partners who have been negatively affected by natural disasters. Started with \$500,000 in seed money from Cintas, the fund is now valued at almost \$4 million – including ongoing donations from our own employee-partners through weekly payroll deductions and one-time contributions.

The mission of the CPAF aligns with our company’s ambition to reduce its environmental impact and support

global efforts to mitigate climate change. With catastrophic weather events rising across North America – with all types of natural disasters causing greater harm and damage – we recognize the need to provide support for our employee-partners when these challenging situations occur, many times unexpectedly.

While eligibility to receive financial assistance from CPAF is currently limited to those affected by natural disasters, we hope to soon expand eligibility to include other catastrophic life events, to further aid our employee-partners in their times of greatest need.

MATTHEW 25: MINISTRIES



CPAF: WEST VIRGINIA FLOODING



LOCAL PROGRAMS

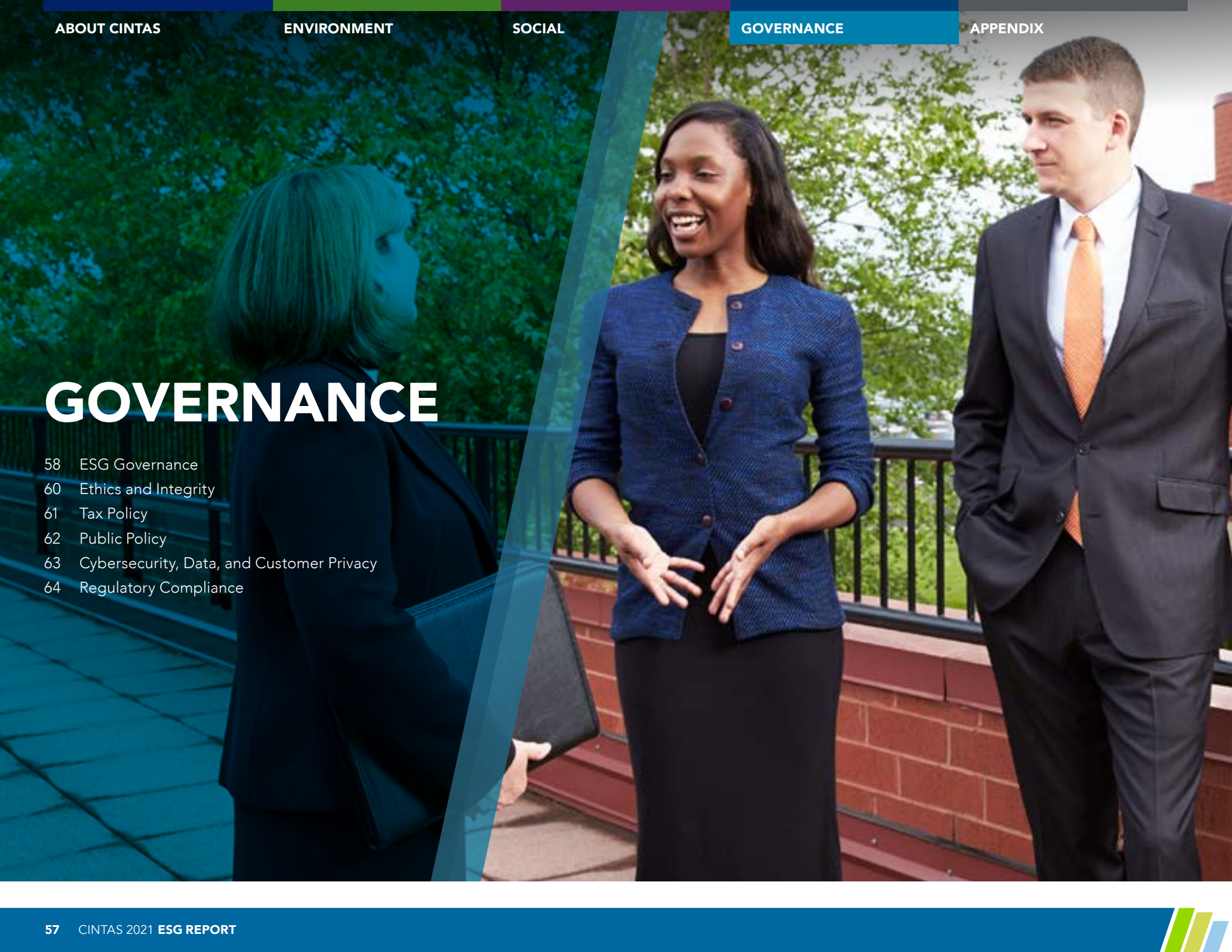
In addition to these six programs, we also have successful programs supported by our corporate headquarters in Cincinnati. These include relationships with Adopt A Class, where teams of volunteer employee-partners present weekly lessons in local classrooms; the United Way of Greater Cincinnati; and Dress for Success in Cincinnati.

Our field locations across the United States and Canada are also encouraged to get involved in their local communities and form relationships that are meaningful to their businesses. We also provide toolkits and support to locations interested in initiating these types of civic and community relationships in their cities and towns.



GOVERNANCE

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ESG GOVERNANCE

GOVERNANCE APPROACH

We believe establishing strong and ethical governance is foundational to achieving our Principal Objective: to exceed our customers' expectations to maximize the long-term value of Cintas for our shareholders and employee-partners. This approach aligns and drives our financial and social performance and helps ensure accountability and legitimacy for our stakeholders.

Our governance and management structure are guided by our [Code of Conduct and Business Ethics](#), which establishes clear and consistent expectations for decision-making by all Cintas Directors and employee-partners. Our Code of Conduct requires adherence to laws and regulations and helps preserve the integrity of our company. Each Director, executive, manager, and employee-partner is required to undergo Code of Conduct and Ethics training upon joining the company, sign an acknowledgment of its contents, and complete additional annual training.

We are committed to being a responsible corporate citizen and strive to incorporate ESG principles and considerations into the daily operations of our business. Under the Board's direction of our strategic approach to sustainable long-term value creation, we aim to operate our business in a way that is consistent with protecting the environment and enhancing humanity

while maintaining accountability for our actions and decisions.

As we consider our business decisions, we leverage internal processes that include disciplined due diligence and risk assessment to evaluate potential outcomes. Our Principal Objective and our strategic plans also factor heavily in our planning. Our business activities involve fossil fuel, water, and raw material use, and generate GHG emissions and waste, and we are aware of the risks these pose. We work with our Board of Directors, management, and stakeholders to run our business in a manner that aims to reduce, mitigate, or eliminate our impact in these areas.

GOVERNANCE STRUCTURE

Our governance is placed in the hands of our Board of Directors, our highest governing body. The Board is elected annually by a one-for-one vote of Cintas shareholders and oversees the management of our company, as spelled out in our [Corporate Governance Guidelines](#).

Today, the Board is made up of nine Directors – seven men and two women – and 33% of the Board is diverse (in terms of gender, race, or ethnicity). The Board has created four working committees to address key issues in greater detail: the [Audit Committee](#), [Compensation Committee](#), [Nominating and Corporate Governance Committee](#) and Executive Committee.

More information about our Board, including independent board leadership responsibilities and its good governance positions, is available in our [Corporate Governance Guidelines](#). Additional nomination information, Board governance, and committee activities are available in our [FY21 Proxy Statement](#).

During the 2021 calendar year, our Board underwent a few notable changes. Scott Farmer, who had served as both our CEO and Chairman since June 2016, retired as our CEO and transitioned to become our Executive Chairman as of June 1, 2021. On this same date, Todd Schneider was appointed as our new President and CEO, and joined the Board as a new Director. In connection with his appointment to the Board, the Board was expanded by one seat.

After five years with a governance structure that included a joint role of Chairman and CEO, we will now operate under a structure that designates the Board of Directors' Chairman position and the company's CEO position to separate individuals.

All members of the Nominating and Corporate Governance Committee, the Audit Committee, and the Compensation Committee meet the independence requirements that apply to those committee assignments, as established both by Nasdaq and the Sarbanes-Oxley Act.

FY22 BOARD OF DIRECTORS

More information about our Board members, including biographical information and professional affiliations, is available in our [FY21 Proxy Statement](#).

Gerald S. Adolph

Nominating and Corporate Governance Committee Chairman

John F. Barrett

Audit Committee, Nominating and Corporate Governance Committee

Melanie W. Barstad

Compensation Committee, Nominating and Corporate Governance Committee

Karen L. Carnahan

Audit Committee, Nominating and Corporate Governance Committee

Robert E. Coletti

Executive Committee

Scott D. Farmer (Executive Chairman)

Executive Committee

Joseph Scaminace (Lead Director)

Compensation Committee, Nominating and Corporate Governance Committee Chairman, Executive Committee Chairman

Todd M. Schneider

Ronald W. Tysoe

Nominating and Corporate Governance Committee

ESG OVERSIGHT

Instead of delegating oversight of risk to a specific committee, our entire Board oversees our risk management process. This includes our ESG-related strategies and initiatives, given their importance to our business.

The Board oversees and monitors ESG-related matters, including environmental programs, workplace conduct, training and development, employee-partner health and wellness, diversity and inclusion, pay equity, workplace conduct, responsible and ethical sourcing, cybersecurity and data privacy, and our principal operations, business, and compliance.

We use an enterprise risk management (ERM) process to monitor, measure, and manage risks; review our risk exposure; and elevate certain key risks for discussion at the Board level as appropriate. ESG-related matters are reviewed regularly by the full Board, as well as during committee meetings as necessary.

In addition to the Board membership changes in 2021, Cintas created a new executive position to lead all of our ESG efforts. Our new Vice President of ESG and CCO reports to the General Counsel and has assumed the responsibility of providing regular updates to, conducting informational exchanges with, and seeking input from the Board about the company's strategy and progress in ESG areas.

The Vice President of ESG and CCO will work with business and functional leaders across our company to determine our ongoing sustainability strategies, as well as policies and goals related to our corporate responsibility initiatives.

Additionally, the Senior Vice President of Human Resources and Chief Diversity Officer provides ongoing updates to the Board about the company's human capital and diversity, equity, and inclusion efforts, as well as its strategy and performance against established goals.

We encourage our stakeholders to provide feedback about our ESG activities to us through their standard stakeholder communications channels, including their direct relationships, publicly available means like the Cintas Direct Line, and written correspondence to ESG@cintas.com or our Secretary, as spelled out in our [2021 Proxy Statement](#).

CRITICAL CONCERNS

Should a critical concern be identified, it would be presented to the Audit Committee and then immediately reported to the full Board. No critical concerns were identified in FY21.

REPORTING CONCERNS

Cintas is committed to maintaining an ethical, responsible workplace. Our [Code of Conduct and Business Ethics](#) requires our employee-partners and those with whom we do business to comply with all applicable laws and regulations, and to report situations or issues that are in violation of the law, our company policies, and our core principles.

We document concerns and strive to maintain, within the limits allowed by the law, the confidentiality of anyone requesting guidance or reporting questionable behavior and/or a possible violation. Company policy prohibits retaliation against any employee-partner raising or reporting a business conduct or ethical issue, or a perceived violation of policies or laws.

Both employee-partners and external parties have access to several mechanisms to report questions or concerns. Anyone can report any violations or concerns through our Direct Line (online or phone), a confidential third-party resource that is dedicated to Cintas' stakeholders and operated 24 hours, 7 days a week.

Additionally, employee-partners have a structured avenue to report concerns – as outlined in our corporate policy – about lines of communications within the company. This structure begins with their supervisors, HR, or compliance departments. External parties also have their own direct communications channels in which they can register concerns.



ETHICS AND INTEGRITY

“One of Cintas’ biggest strengths has always been our insistence on honesty and integrity from every partner in the company.”

Scott Farmer,
Executive Chairman
(CEO, 2003-2021)

We are committed to interacting with our customers, employee-partners, competitors, coworkers, shareholders, vendors, government and regulatory agencies, and the communities in which we do business in a respectful, ethical manner and in compliance with regulatory and legal requirements.

We maintain many corporate policies and training programs to promote a culture of compliance, and promote our stakeholders’ understanding of our principles and values related to ethics and integrity.

We provide confidential, retaliation-free outlets for internal and external stakeholders to report concerns or apparent issues.

We believe we conduct our business the right way, perpetuating the highest levels of ethics and integrity.

TRAINING

Cintas employee-partners receive training about our [Code of Conduct and Business Ethics](#) on their first official day of employment with us. They also receive a booklet containing the Code at their orientation session and must sign an acknowledgment that they have received and understand the training.

Additionally, employee-partners must complete three different annual training courses focusing on ethics and integrity: Code of Conduct and Business Ethics, Workplace Harassment Prevention, and Workplace Violence Prevention. These are either completed through an online training-on-demand platform or conducted in person for employee-partners who do not have computer access at work. Our annual training results are also reported to the Board of Directors to confirm we’re maintaining compliance.

Further, management-track employee-partners also receive a copy of *The Spirit Is The Difference*. Written by our Founder Richard “Dick” Farmer, the book further articulates our corporate culture and how it functions within our Code of Conduct and Business Ethics.

Additional position- or responsibility-specific training is required annually for various employee-partners, including:

- **AB1825 Training** – Employee-partners who are California residents and employee-partners who work outside of California but manage employee-partners located in California

- **Information Security Awareness** – Employee-partners who have computer access at work
- **Anti-Corruption Training** – Employee-partners who could potentially interact with a foreign official or representative
- **PCI Training** – Employee-partners who could have access to credit card data

ANTI-BRIBERY AND CORRUPTION

Under the direction of our senior management’s annual Enterprise Risk Assessment, our Risk & Compliance Department conducts annual reviews of our business operation for corruption risks. We have not identified any instances of corruption during this process.

Risks that have been identified during our annual business review include our foreign global supply chain operations, which hire local employee-partners with cultural differences; doing business in markets known for corruption; using customs brokers or carriers to import products from international suppliers; and potential vendor or third-party relationships.

Additionally, our expansive Business Ethics Corporate Position covers many topics and concerns and outlines our expectations of our employee-partners in those situations. This policy is communicated to our governance body and employee-partners, who receive training on its contents.

Further, our Risk & Compliance Department ensures that all appropriate vendors working with our global supply chain are aware of our policies and expectations, which are spelled out in our [Vendor Code of Conduct](#). Our vendors’ compliance is monitored through annual third-party audits.

Every year, we identify employee-partners directly involved in our business activities who have the potential to elicit bribery or corruption activities. Those employee-partners are required to undergo additional anti-corruption training, and we perform audits on a regular basis to support ongoing compliance and identify potential issues.

ANTI-COMPETITIVE BEHAVIOR

We pride ourselves on operating our business in an ethical and lawful manner, a cornerstone of our corporate culture. We believe in adhering to all laws and regulations, including those that promote free and fair competition in the marketplace.

Our Code of Conduct and Business Ethics and our Anti-Corruption Corporate Policy require all employee-partners to comply with all laws and regulations related to competition and antitrust, including those that prohibit collusion to manipulate a market. Topics in this area are also included in our Code of Conduct and Business Ethics annual training.

TAX POLICY

We are a transparent taxpayer. We are open about the taxes we pay and our projected effective tax rate guidance on our financial reports and during our quarterly earnings calls, which are available to the public.

We review our tax strategy under a low-risk methodology, and believe we have a responsibility to pay our fair share of taxes. We are committed to complying with all applicable tax laws and requirements in each jurisdiction in which we conduct business.

To help ensure we identify, withhold, report, and pay the correct tax requirements and avoid potential compliance issues, the company maintains a tax strategy created by the Vice President of Tax, overseen and approved by the Chief Financial Officer, and presented to the Audit Committee of the Board of Directors. Ongoing risk assessments are conducted to help identify and rectify any potential compliance issues. Pertinent changes in regulatory policy or guidance are communicated to executive management so they understand the business implications. We regularly utilize third-party advisors to review our current tax strategy and provide guidance.

Our tax disclosures that appear in our audited financial statements are prepared in accordance with GAAP ASC 740 and SEC reporting standards in all material respects. Ernst & Young, our independent auditing firm, examines our tax-related disclosures as part of its review of our SEC filings.

Cintas engages with federal and statutory tax authorities as audits arise, and we work to maintain a transparent approach to all audits. If a difference in approach transpires during an audit, Cintas works with the jurisdiction to determine a reasonable settlement position.

Our tax implications and financial benefits available from government entities are regularly evaluated as part of normal business operations and decision-making. In the last three fully reported fiscal years, we received \$6.7 million in tax relief from the U.S. government through multiple incentive programs, including various employment credits. Further, in the last three fiscal years, we have received \$20 million in tax deductions resulting from charitable donations, including a total of \$8 million in FY21.

We actively engage a third-party representative to assist our advocacy and education efforts on benefits of tax policy, most notably the 2017 Tax Cuts and Jobs Act and current tax policy priorities.



PUBLIC POLICY

POLITICAL ACTION

Cintas regularly and proactively engages with a cross-section of policymakers at the federal and state levels, as well as regulatory bodies, about four issues central to our business: infrastructure, labor, taxes, and trade.

We also collaborate with corporate, industry, and trade organizations to determine positions on these issues to support continued growth. Given the size of some of these organizations and Cintas' position, the public viewpoints expressed by some of these groups do not always align with our views.

Our advocacy and public policy efforts are targeted at communicating Cintas' positions on existing and potential legislation and regulations; providing perspective on regulatory measures that affect our business; and providing testimony under oath when necessary to relay our experiences, positions, and perspectives about topics important to our business. We conduct this work through a variety of means, including face-to-face meetings, memos, and position papers, as well as political contributions through the Partner Political Action Committee (PAC).

Guided by our Anti-Corruption Corporate Policy, we have established a formal process that dictates how we may engage with policymakers and any related organizations. In cooperation with approved third-party representatives, the Vice President of Corporate Affairs is responsible for developing and maintaining the pertinent relationships and procedures to confirm adherence to the company's advocacy process and coordinates all communications between stakeholders related to public policy.

POLITICAL CONTRIBUTIONS

Our Anti-Corruption Corporate Policy outlines the manner in which we may engage with political candidates and representatives. As a company, Cintas Corporation does not contribute to political candidates.

The PAC supports political contributions on behalf of our employee-partners and is funded entirely by voluntary personal donations from our employee-partners. It is not funded by the company, and it does not receive any direction from the company or its Board of Directors. A 12-person executive committee operates the PAC and represents employee-partners' perspectives from across the organization.

The non-partisan group reviews potential political contributions with six criteria:

- Strategies important to Cintas
- Cintas employment presence in their district/state
- A reasonably high level of approval in their district/state
- Supported legislation or voted in a manner that is favorable to Cintas' continued economic growth
- Maintained integrity and professional dealings in their position in Congress
- Member of a committee that has influence over issues important to Cintas

Donations are not made to presidential candidates.

During the 2020 election cycle, the [PAC made donations to 12 political entities](#) totaling \$58,000. In this figure, both major political parties were represented – including \$46,000 to candidates or election organizations representing Republicans and \$12,000 to candidates or election organizations representing Democrats. This included a total of \$10,000 to elected officials representing the Ohio districts where our corporate office is located and the counties in which most of our corporate employee-partners live.



CYBERSECURITY, DATA, AND CUSTOMER PRIVACY

Our [General Privacy Policy](#) outlines our policies and procedures governing our data collection, data use, and data storage, as well as our communications policies about these measures. It also enumerates special considerations for users in California and Nevada.

We live and work in an age where computers and connected economies are essential to daily life – including our daily business operations – but they also can be vulnerable to outside interference and attacks.

We rely extensively on computer systems, including third-party systems, to process transactions, maintain information, and manage our businesses. We believe it's in the best interest of our company, our customers, our employee-partners, our suppliers, and all of our stakeholders to maintain effective, proactive, and up-to-date cybersecurity measures to protect the confidentiality, security, and integrity of personal and business information.

The Board of Directors' Audit Committee oversees our information security. The Chief Information Officer (CIO) regularly updates the Audit Committee about our information security processes, including new platforms and systems, IT security/governance, and prevailing threats and countermeasures in place to protect Cintas' systems. The CIO also provides topical updates to the full Board throughout the year. Further, the Audit Committee monitors the compliance for our annual Information Security Awareness and PCI Compliance training courses.

CYBERSECURITY

Our business relies on complex, integrated computer systems, including third-party systems, to be successful. These systems provide us with convenient and instant access to customer and supplier information, process transactions worldwide, and provide other general information necessary to run our business.

We have experienced cybersecurity incidents in the past but none of these incidents, individually or combined, have had a material adverse effect on our business or operations. We have a robust network of security controls, policy enforcement mechanisms, and monitoring systems to help address these threats.

We have an active disaster recovery plan that's frequently reviewed and tested. However, our computer systems are subject to damage or interruption from computer or telecommunication failures; catastrophic climate-related events like fires, tornadoes, and hurricanes; power outages; and employee-partner usage errors.

While we believe that we have adopted appropriate measures to mitigate and nullify many apparent potential computer- and network-related disruptions, our business still faces an unknown and unpredictable risk.



REGULATORY COMPLIANCE



During FY21, we did not identify any substantiated significant concerns received through normal grievance channels about our actions related to the environment, health and safety, discriminatory practices, violations involving the rights of indigenous peoples, product and service information, or labeling and marketing communications.

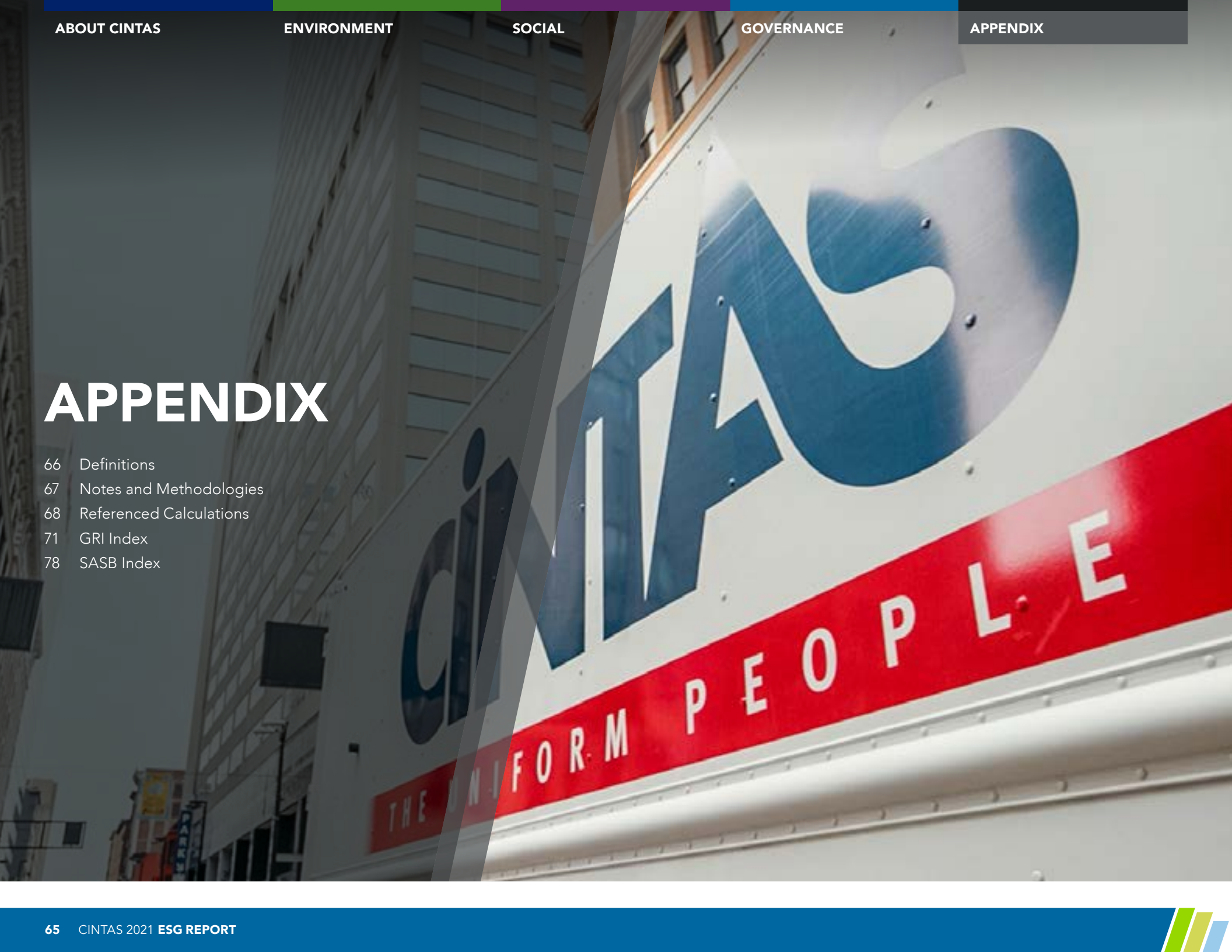
We were subject to a comparatively minor number of environmental noncompliance issues related to local ordinances at a small number of locations across the country. After being notified of these issues, we took appropriate corrective actions to confirm the noncompliance did not continue and paid any necessary remittance. None of these issues resulted in material or significant fines or penalties to the company under applicable reporting requirements.

None of our locations are situated on designated protected areas. In FY21, none of our facilities contributed spills that were material to our company or the communities in which they are located.

Additional information about other legal proceedings is available in our [FY21 Form 10-K](#) (pg. 27).

APPENDIX

- 66 Definitions
- 67 Notes and Methodologies
- 68 Referenced Calculations
- 71 GRI Index
- 78 SASB Index



DEFINITIONS

GLOBAL SUPPLY CHAIN SUPPLIERS

References to Global Supply Chain Suppliers throughout this ESG report refer to our suppliers, vendors, and business partners that generally facilitate \$1 million or more in purchases by Cintas and that must meet specific requirements to do business with us. Cintas and our locations also regularly do business with other vendors, suppliers, and business partners that do not fall within this spend threshold and, for the purpose of this report, are not included in this reporting.

HUNDREDWEIGHT (CWT)

In the United States, the “short” hundredweight (Cwt) equals 100 pounds (45.36 kg).

RENTAL DIVISION OPERATIONS IN THE UNITED STATES

U.S. RENTAL OPERATIONS

U.S. RENTAL LOCATIONS

Our U.S.-based locations and facilities that contribute to our Rental division’s operations. In FY21, this included 320 locations, including 187 processing plants and 133 branches. The number of locations can change year-to-year because of closures, consolidation, and/or relocations.

ZERO WASTE PROGRAM

Our “Zero Waste Program” began in FY13 in an effort to decrease our waste destined for landfills that originated in our distribution centers (DC). The program initially included seven of our DCs, with an eighth joining in FY17. Each DC submits its waste diversion information annually to recertify its zero waste TRUE Certification by Green Business Certification Inc.



NOTES AND METHODOLOGIES

REPORTING FRAMEWORK & DATA DISCLOSURES

In our 2021 ESG Report, we have reported our company's disclosures in reference to the [Global Reporting Index \(GRI\) Standards](#) as they were available on June 1, 2021. There are select instances where we have chosen not to report required components of GRI's disclosures because we anticipate forthcoming guidance from U.S. federal and regulatory bodies – including the Securities and Exchange Commission (SEC) and the Nasdaq stock exchange – that may conflict with GRI Standards requirements and thus require significant changes to, and restatements of, our data in future years. Further, in some areas of our social data, we have chosen to align our disclosures with the GRI requirements, rather than the EEO-1 reporting requirements of the U.S. federal government (e.g., employee age brackets). As further and continued guidance about ESG reporting requirements is provided by the U.S. government and regulatory agencies, we expect we will report our data as necessary to meet any statutory requirements in future years.

COVID-19 EFFECT ON DATA AND PERFORMANCE

Our environmental performance has demonstrated continued improvements from FY19 through FY21. However, the COVID-19 pandemic's effect on our performance and data cannot be isolated from other efficiency and process changes that contributed to performance improvements.

The COVID-19 pandemic began in the fourth quarter of FY20 and continued during all four quarters of FY21.

ENVIRONMENTAL DATA EXPANSION IN 2021 ESG REPORT

Our 2021 ESG Report includes expanded environmental data from what was first published in our 2020 ESG Report.

For our 2021 report, our energy and emissions data sets were expanded to include all locations in the United States in our Rental division footprint – including branches. In 2020, we reported environmental data for only our Rental processing facilities. All types of U.S. Rental locations are included in our 2021 environmental data.

Further, data has been recorded for the U.S. Rental fleet and incorporated into the energy and emissions data for the reported years. Fleet data was not reported in 2020.

EMISSIONS DATA RESTATEMENTS

In our 2021 ESG Report, we have recalculated our prior emissions data and restated it in this data set. On top of the expanded locations included in reporting, we have also more accurately assigned location-based emissions factors for the years reported. In our 2020 ESG Report, our emissions data used country averages for our locations based in the United States and Canada. In the 2021 report, the specific emissions factor for each location's utility company was used to calculate emissions values. Additionally, data for our U.S. fleet was included in our 2021 environmental data, which also factored into our emissions data this year.

WATER DATA ASSUMPTIONS

Water data has been converted to megaliters (ML) for our 2021 reporting, after being reported in kilogallons (kgal) in our 2020 report. When referring to our water data table:

- Withdrawal is the sum of all water meters (including irrigation).
- Discharge is treated to meet local discharge water requirements. Discharge is calculated from withdrawn water minus consumed water.
- There has been no change in water storage. Consumed water is the sum of irrigation and 10% (assumed factor of evaporation) of the rest of withdrawn water.

LAUNDRY PROCESS-SPECIFIC DATA CALCULATIONS

Data and calculations used in comparisons of Cintas' performance against at-home laundry processes, and our environmental data intensities against poundage, are inclusive of our locations that process poundage in the United States. This data set includes almost exclusively plants and does not include data from our branches that do not process laundry or poundage.

This specific data set was created for the explicit purpose of conducting comparisons of like-for-like processes. Using the same data set as otherwise reported throughout our 2021 ESG Report would mean fleet energy data, and non-processing facility energy and water data would be included in calculations specifically comparing laundry-only processes. The original data set would've resulted in skewed and unequal comparisons, necessitating the formulation of the processing facility-only data set.

Explanations, data points, and calculations made in this Appendix using the processing facility-only data set are indicated with an asterisk (*).

REFERENCED CALCULATIONS

CINTAS VS. AT-HOME LAUNDRY COMPARISONS*

Calculations of Cintas' laundry process efficiency versus traditional at-home laundry process efficiency were calculated by Water Solutions Incorporated (WSI) using industry-specific calculations, Cintas-specific FY21 water and energy values, and general assumptions for both industrial and traditional at-home laundry processes.

Cintas' FY21 values of 1.03 gallons of water used per pound of laundry and 1,530 Btu³⁰ required per pound of laundry were calculated from our FY21 environmental data by ENGIE Impact, and our total poundage processed at all Rental processing facilities was collected and calculated by WSI.

WSI's assumptions and data points:

- **Cintas Laundering:** 145°F water temperature, 60°F cold water temperature, 1.03 gallons of water used per pound, and 450 lb load size
- **Cintas Drying:** 145°F drying temperature, 84°F preheat temperature, 1,530 Btu of energy used per pound of fabric and 450 lb load size
- **Traditional At-Home Laundering:** 115°F water temperature, 60°F cold water temperature, 1.90 gallons of water used per pound,³¹ and 10.5 lb load size
- **Traditional At-Home Drying:** 115°F drying temperature, 60°F atmospheric temperature, 2,143 Btu of energy used per pound of fabric,³² and 10.5 lb load size

Using this data and WSI's calculations, traditional at-home laundering uses on average 84% more water per pound of laundry than Cintas' laundry process. Further, the traditional at-home laundry process – both washing and drying – uses on average 69% more energy than Cintas' washing and drying process.

CINTAS VS. TRSA INDUSTRY COMPARISONS

The Textile Rental Services Association (TRSA) collects and publishes industry sustainability data that includes voluntary contributions from its membership and other non-member industry businesses.

The last edition of the [TRSA Sustainability Report](#) was published in 2018. The report provides results on a variety of topics related to the environment, including water and energy usage, production volume, and energy conservation of textile rental operators. TRSA collected and received data from 24 operators, totaling 132 plant facilities.

Cintas is a member of TRSA but does not contribute to the organization's sustainability reporting. For purposes of comparison, the TRSA industry data points referenced below represent the "TRSA Operator Norm" data set in its reporting, and represent the standard (mean) textile rental operator.

At Cintas, we record and/or report our environmental data in the following units:

- **Water use** – kilogallons (kgal) and/or megaliters (ML)
- **Energy use** – Gigajoules (GJ) and/or megajoules (MJ)
- **Emissions** – Carbon dioxide equivalents (CO₂e)
- **Poundage** – Hundredweight (Cwt)
- **Revenues** – Millions of U.S. dollars (\$M)

TRSA provides its sustainability data in the following metrics:

- **Water use** – Gallons per pound of laundered items (gal/pound)
- **Energy use** – MMBtu and/or Btu per pound of laundered items (Btu/pound)
- **Emissions** – CO₂ per pound of laundered items (CO₂/pound)
- **Poundage** – Pounds
- **Revenues** – Not applicable

³⁰ British thermal unit.

³¹ The figure of traditional at-home laundry's use of 1.9 gallons of water per pound was calculated by WSI from data provided by the Environmental Protection Agency (EPA) ENERGY STAR program in its "What to Consider When Buying a Clothes Washer" tab at [ENERGY STAR Certified Residential Clothes Washers](#), accessed on Sept. 24, 2021.

³² WSI used the average Btu per hour requirements of traditional home gas driers (20,000 to 25,000 Btu per hour), as cited on Choose Energy's website at [Buying a Dryer: Natural Gas or Electric?](#), accessed on Oct. 7, 2021.

In order to perform accurate comparisons of our FY21 performance against the last available TRSA Operator Norm, we had to convert the industry averages provided by TRSA and our data into common units of measure.

For TRSA data, MMBtu were converted to Btu and then [converted to megajoules](#) (MJ). Pounds were converted to hundredweight (100 pounds per hundredweight). Gallons were [converted to kilogallons](#) (kgal). [Inch Calculator](#) was used for energy conversions and [Kyles Converter](#) was used for water conversions.

Most Cintas data was already recorded and calculated in the necessary units by ENGIE Impact and WSI from the company's FY21 use and consumption. In the instances where the data was provided in like units of measurement, it was converted by the necessary factor of 10 to reach the correct degree of measurement.

We were not able to offer a comparison of our emissions performance against the 2018 TRSA Operator Norm. TRSA's Sustainability Report cites participants' greenhouse gas (GHG) emissions per pound of production, or CO₂ per pound of textiles laundered. Cintas' emissions data is reported by GHG emissions equivalents, or CO₂e. Because we cannot confirm how the TRSA CO₂ data is collected or if it is truly exclusive of other GHG equivalents – and because Cintas' data is only available in emission equivalents – we were not able to provide comparisons against potentially non-like data points.

INTENSITY VALUE	CINTAS INTENSITY METRIC	TRSA INTENSITY METRIC	COMPARISON INTENSITY METRIC
Energy Intensity	Gigajoules per million dollars in revenue (GJ/\$M)	Btu per pound (Btu/pound)	Megajoules per hundredweight (MJ/Cwt)
Water Intensity	Megaliters of water consumed per million dollars in revenue (ML/\$M)	Gallons of water withdrawn per pound (gal/pound)	Kilogallons of water withdrawn per hundredweight (kgal/Cwt)

ENERGY COMPARISONS	TRSA DATA	CINTAS DATA*
Btu/pound	2,422	n/a
Btu/Cwt	242,200	n/a
MMBtu	32,030	4,176,359
MJ	33,793,348	4,406,280,000
MJ/Cwt	255.53	198.13
Comparison		(-22.46%)

WATER COMPARISONS	TRSA DATA	CINTAS DATA*
Gallons/pound	1.47	n/a
Poundage	13,900,000	2,223,972,800
Cwt	139,000	22,239,728
kgal Withdrawn	20,400	2,288,996
Gallons Withdrawn	20,400,000	2,288,996,000
kgal/pound	0.00147	0.00103
kgal/Cwt	0.1467	0.1029
Comparison		(-29.86%)

COVID-19'S IMPACT ON WASH MIX AND METRICS PER HUNDREDWEIGHT*

As discussed in the Environment section in "The Impact of COVID-19 on Intensity Measures," our newly created emissions, energy, and water intensity metrics use millions of dollars in revenues as the unit of measure. For FY21, this new metric demonstrated reductions in intensity values over FY20 for all three metrics, as our revenues increased while our total usage continued to decrease.

A closer inspection of our full environmental data set, however, demonstrates the underlying effect that COVID-19's impact on our wash mix had on our FY21 intensity values. While our new metric indexed on revenues produced reductions in intensity, the revenue gains outsized the increases in our intensity values caused by the unique changes to our wash mix required in FY21. The increased need for hygienically clean laundry in FY21 required more rinses and hotter water per pound during the wash cycle over FY20 – as explained on [pg. 19](#).

The effect of the wash mix changes becomes apparent when our intensity values are calculated as a factor of hundredweight (Cwt), a measure of 100 pounds of laundry.

While our gross energy use, emissions, and water use decreased from FY20 to FY21, the decrease in poundage was greater than the rates of energy, emissions, and water reduction, which resulted in increased intensity values for all three metrics when calculated per hundredweight.

POUNDAGE PROCESSED	UNIT	FY19	FY20	PCT. CHANGE	FY21	PCT. CHANGE
Poundage*	Cwt	24,783,151	24,298,215	-2.0%	22,239,278	-8.5%

ENERGY INTENSITY BY HUNDREDWEIGHT	UNIT	FY19	FY20	PCT. CHANGE	FY21	PCT. CHANGE
Energy Used*	GJ	5,073,938	4,762,763	-6.1%	4,406,280	-7.5%
Energy Intensity*	GJ/Cwt	0.2047	0.1960	-4.3%	0.1981	1.1%

EMISSIONS INTENSITY BY HUNDREDWEIGHT	UNIT	FY19	FY20	PCT. CHANGE	FY21	PCT. CHANGE
Emissions Released*	MTCO ₂ e	544,555	506,315	-7.0%	466,628	-7.8%
Emissions Intensity*	MTCO ₂ e/Cwt	0.2197 ⁻¹	0.2084 ⁻¹	-5.2%	0.2098 ⁻¹	0.7%

WATER INTENSITY BY HUNDREDWEIGHT	UNIT	FY19	FY20	PCT. CHANGE	FY21	PCT. CHANGE
Water Consumed*	ML	1,213	1,120	-7.7%	1,063	-5.1%
Water Intensity*	ML/Cwt	0.4894 ⁻⁴	0.4610 ⁻⁴	-5.8%	0.4780 ⁻⁴	3.7%

2021 GLOBAL REPORTING INITIATIVE (GRI) INDEX

This GRI Index accompanies our 2021 ESG Report and references the Global Reporting Initiative (GRI) Standards as they were available on June 1, 2021. As we continue our organizational review and finalize our processes and strategies to move forward along our ESG journey, we expect to be able to disclose additional information. The data in this report relates to the period from June 1, 2020 to May 31, 2021, unless otherwise stated. For a detailed explanation of the indicators, visit the GRI website: [globalreporting.org](https://www.globalreporting.org).

DISCLOSURE	DESCRIPTION	PAGE NUMBER(S), URL(S) AND/OR INFORMATION
Organization Profile		
102-01	Name of organization	FY21 Form 10-K (pg. 1)
102-02	Activities, brands, products and services	About Cintas > This Is Cintas
102-03	Location of headquarters	FY21 Form 10-K (pg. 1)
102-04	Location of operations	About Cintas > This Is Cintas FY21 Form 10-K
102-05	Ownership and legal form	FY21 Form 10-K (pg. 1)
102-06	Markets served	About Cintas > This Is Cintas
102-07	Scale of the organization	About Cintas > This Is Cintas
102-08	Information on employees and other workers	Social > Diversity, Equity, and Inclusion FY21 Form 10-K
102-09	Supply chain	Social > Global Supply Chain and Supplier Relations
102-10	Significant changes to the organization and its supply chain	Social > Global Supply Chain and Supplier Relations
102-11	Precautionary Principal or approach	Governance > ESG Governance > Governance Approach
102-12	External initiatives	Social > Local Communities
Strategy		
102-14	Statement from senior decision-maker	About Cintas > A Message from Our CEO
102-15	Key impacts, risks and opportunities	About Cintas > A Message from Our CEO
Ethics and Integrity		
102-16	Values, principles, standards, and norms of behavior	About Cintas > The Spirit Is The Difference
102-17	Mechanisms for advice and concerns about ethics	Governance > ESG Governance > Critical Concerns
Governance		
102-18	Governance Structure	Governance > ESG Governance > Governance Structure
102-19	Delegating authority	Governance > ESG Governance > Governance Structure Governance > ESG Governance > ESG Oversight

DISCLOSURE	DESCRIPTION	PAGE NUMBER(S), URL(S) AND/OR INFORMATION
102-20	Executive-level responsibility for economic, environmental, and social topics	Governance > ESG Governance > ESG Oversight
102-21	Consulting stakeholders on economic, environmental, and social topics	About Cintas > Stakeholder Engagement Governance > ESG Governance > ESG Oversight Social > Global Supply Chain and Supplier Relations > Promoting Ethical Interactions > Reporting Concerns
102-22	Composition of the highest governance body and its committees	Governance > ESG Governance > Governance Structure Governance > ESG Governance > FY22 Board of Directors 2021 Proxy Statement (pg. 6)
102-23	Chair of the highest governance body	Governance > ESG Governance > Governance Structure 2021 Proxy Statement (pg. 6)
102-24	Nominating and selecting the highest governance body	2021 Proxy Statement (pg. 8)
102-25	Conflicts of interest	2021 Proxy Statement (pg. 38)
102-26	Role of highest governance body in setting purpose, values, and strategy	Governance > ESG Governance > Governance Approach 2021 Proxy Statement (pg. 6) Corporate Governance Guidelines
102-27	Collective knowledge of highest governance body	Governance > ESG Governance > ESG Oversight
102-28	Evaluating the highest governance body's performance	Corporate Governance Guidelines (pg. 5)
102-29	Identifying and managing economic, environmental, and social impacts	Governance > ESG Governance > ESG Oversight 2021 Proxy Statement (pg. 6-7)
102-30	Effectiveness of risk management processes	Governance > ESG Governance > ESG Oversight 2021 Proxy Statement (pg. 6)
102-31	Review of economic, environmental and social topics	Governance > ESG Governance > ESG Oversight 2021 Proxy Statement (pg. 6-7)
102-32	Highest governance body's role in sustainability reporting	Governance > ESG Governance > ESG Oversight
102-33	Communicating critical concerns	Governance > ESG Governance > Critical Concerns
102-34	Nature and total number of critical concerns	Governance > ESG Governance > Critical Concerns
102-35	Remuneration policies	2021 Proxy Statement (pg. 12)
102-36	Process for determining remuneration	2021 Proxy Statement (pg. 12)
102-37	Stakeholders' involvement in remuneration	2021 Proxy Statement (pg. 39)
102-38	Annual total compensation ratio	2021 Proxy Statement (pg. 32)
102-39	Percentage increase in annual total compensation ratio	2021 Proxy Statement (pg. 32) 2021 Proxy Statement (pg. 28)

DISCLOSURE	DESCRIPTION	PAGE NUMBER(S), URL(S) AND/OR INFORMATION
Stakeholder Engagement		
102-40	List of stakeholder groups	About Cintas > Stakeholder Engagement
102-41	Collective bargaining agreements	Social > Labor Relations
102-42	Identifying and selecting stakeholders	About Cintas > Stakeholder Engagement
102-43	Approach to stakeholder engagement	About Cintas > Stakeholder Engagement
102-44	Key topics and concerns raised	About Cintas > Stakeholder Engagement
Reporting Practice		
102-45	Entities included in the consolidated financial statements	FY21 Form 10-K (pg. 3)
102-46	Defining report content and topic Boundaries	About Cintas > About This Report
102-47	List of material topics	About Cintas > Stakeholder Engagement
102-48	Restatements of information	About Cintas > About This Report Appendix
102-49	Changes in reporting	About Cintas > About This Report
102-50	Reporting period	About Cintas > About This Report
102-51	Date of most recent report	About Cintas > About This Report
102-52	Reporting cycle	About Cintas > About This Report
102-53	Contact point for questions regarding the report	About Cintas > About This Report
102-54	Claims of reporting in accordance with the GRI Standards	About Cintas > About This Report Appendix
102-55	GRI content index	Appendix > GRI Index
Economic Performance		
201-01	Direct economic value generated and distributed	FY21 Form 10-K (pg. 19)
201-02	Financial implications and other risks and opportunities due to climate change	Environment > Climate and Energy
201-03	Defined benefit plan obligations and other retirement plans	Social > Compensation
201-04	Financial assistance received from government	Governance > Tax
Market Presence		
202-01	Ratios of standard entry level wage by gender compared to local minimum wage	By the start of our FY22, we expect the entry-level minimum wage paid to U.S.-based hourly employee-partners will be a minimum of \$15.70 per hour. That figure can be adjusted upward as necessary based on work experience, the geographic location of the employee-partner's work facility, and/or other overriding local or state minimum wage requirements. This figure is higher than the current U.S. federal minimum wage for non-tipped employees (\$7.25 per hour), which went into effect in 2009.

DISCLOSURE	DESCRIPTION	PAGE NUMBER(S), URL(S) AND/OR INFORMATION
Indirect Economic Impacts		
203-02	Significant indirect economic impacts	About Cintas > Our Continued COVID-19 Response Environment
Anti-Corruption		
205-01	Operations assessed for risks related to corruption	Governance > Ethics and Integrity > Anti-Bribery and Corruption
205-02	Communication and training about anti-corruption policies and procedures	Governance > Ethics and Integrity > Anti-Bribery and Corruption
Anti-competitive Behavior		
206-01	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Governance > Ethics and Integrity
Tax		
207-01	Approach to tax	Governance > Tax
207-02	Tax governance, control, and risk management	Governance > Tax
207-03	Stakeholder engagement and management concerns related to tax	Governance > Tax About Cintas > Stakeholder Engagement
Materials		
301-03	Reclaimed products and their packaging materials	Environment > Waste and Materials Use > SPOTLIGHT: Materials Innovation
Energy		
302-01	Energy consumption within the organization	Environment > Climate and Energy > Reducing Energy Use
302-03	Energy intensity	Environment > Climate and Energy > Reducing Energy Use
302-04	Reduction of energy consumption	Environment > Climate and Energy > Reducing Energy Use
302-05	Reductions in energy requirements of products and services	There were no significant changes in FY21.
Water and Effluents		
303-01	Interactions with water as a shared resource	Environment > Water Stewardship
303-02	Management of water discharge-related impacts	Environment > Water Stewardship
303-03	Water withdrawal	Environment > Water Stewardship > Managing Wastewater
303-04	Water discharge	Environment > Water Stewardship > Managing Wastewater
303-05	Water consumption	Environment > Water Stewardship > Managing Wastewater

DISCLOSURE	DESCRIPTION	PAGE NUMBER(S), URL(S) AND/OR INFORMATION
Emissions		
305-01	Direct (Scope 1) GHG emissions	Environment > Climate and Energy > Lowering GHG Emissions
305-02	Energy indirect (Scope 2) GHG emissions	Environment > Climate and Energy > Lowering GHG Emissions
305-03	Other indirect (Scope 3) GHG emissions	As part of our new ambition to achieve Net Zero GHG emissions by 2050, we will explore opportunities to identify and reduce Scope 3 GHG emissions from our supply chain.
305-04	GHG emissions intensity	Environment > Climate and Energy > Lowering GHG Emissions
305-05	Reduction of GHG emissions	Environment > Climate and Energy > Lowering GHG Emissions
Effluents and Waste		
306-01	Water discharge by quality and destination	Environment > Water Stewardship > Managing Wastewater
306-02	Waste by type and disposal method	Environment > Waste and Materials Use > SPOTLIGHT: Zero Waste Program Currently we record waste data from our distribution centers which recycle corrugated/plastic waste.
306-03	Significant spills	Governance > Regulatory Compliance
306-05	Water bodies affected by water discharges and/or runoff	Environment > Water Stewardship > Managing Wastewater
Environmental Compliance		
307-01	Non-compliance with environmental laws and regulations	Governance > Regulatory Compliance
Supplier Environmental Assessment		
308-01	New suppliers that were screened using environmental criteria	Social > Global Supply Chain and Supplier Relations > Assessing and Monitoring New Global Supply Chain Suppliers
Employment		
401-01	New employee hires and employee turnover	Social > Talent Recruitment Social > Talent Retention
401-02	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Social > Compensation
Labor/Management Relations		
402-01	Minimum notice periods regarding operational changes	Social > Labor Relations > Minimum Notice
Occupational Health and Safety		
403-01	Occupational health and safety management system	Social > Safety and Health > Occupational Health and Safety Management System
403-02	Hazard identification, risk assessment, and incident investigation	Social > Safety and Health > Occupational Health and Safety Management System
403-03	Occupational health services	Social > Safety and Health > Occupational Health Initiatives

DISCLOSURE	DESCRIPTION	PAGE NUMBER(S), URL(S) AND/OR INFORMATION
403-04	Worker participation, consultation, and communication on occupational health and safety	Social > Safety and Health
403-05	Worker training on occupational health and safety	Social > Safety and Health > Training and Development
403-06	Promotion of worker health	Social > Compensation > Employee Benefits Social > Safety and Health > Occupational Health Initiatives
403-07	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Social > Safety and Health > Occupational Health and Safety Management System
403-08	Workers covered by an occupational health and safety management system	Social > Safety and Health > Occupational Health and Safety Management System
403-09	Work-related injuries	Social > Safety and Health > Sharing our Safety Knowledge
Training and Education		
404-01	Average hours of training per year per employee	Social > Training and Development Social > Safety and Health
404-02	Programs for upgrading employee skills and transition assistance programs	Social > Training and Development Social > Performance and Advancement
404-03	Percentage of employees receiving regular performance and career development reviews	At Cintas, it is company policy that employee-partners take part in or receive an annual review, which is a component of the annual merit raise program.
Non-discrimination		
406-01	Incidents of discrimination and corrective actions taken	Governance > Regulatory Compliance
Freedom of Association and Collective Bargaining		
407-01	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Social > Labor Relations
Child Labor		
408-01	Operations and suppliers at significant risk for incidents of child labor	Social > Human Rights > Our Standards and Requirements Social > Global Supply Chain and Supplier Relations > Human Rights Standards
Forced or Compulsory Labor		
409-01	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Social > Human Rights > Our Standards and Requirements Social > Global Supply Chain and Supplier Relations > Human Rights Standards
Rights of Indigenous Peoples		
411-01	Incidents of violations involving rights of indigenous peoples	Governance > Regulatory Compliance

DISCLOSURE	DESCRIPTION	PAGE NUMBER(S), URL(S) AND/OR INFORMATION
Human Rights Assessment		
412-01	Operations that have been subject to human rights reviews or impact assessments	Social > Human Rights Social > Global Supply Chain and Supplier Relations
412-02	Employee training on human rights policies or procedures	Social > Human Rights Social > Global Supply Chain and Supplier Relations
412-03	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Social > Human Rights Social > Global Supply Chain and Supplier Relations
Local Communities		
413-01	Operations with local community engagement, impact assessments, and development programs	Social > Local Communities
413-02	Operations with significant actual and potential negative impacts on local communities	Social > Human Rights Social > Global Supply Chain and Supplier Relations Governance > Regulatory Compliance
Supplier Social Assessment		
414-01	New suppliers that were screened using social criteria	Social > Global Supply Chain and Supplier Relations > Assessing and Monitoring New Global Supply Chain Suppliers
414-02	Negative social impacts in the supply chain and actions taken	Social > Global Supply Chain and Supplier Relations > Promoting Ethical Interactions
Public Policy		
415-01	Political contributions	Governance > Public Policy > Political Action
Customer Health and Safety		
416-02	Incidents of non-compliance concerning the health and safety impacts of products and services	Governance > Regulatory Compliance
Marketing and Labeling		
417-02	Incidents of non-compliance concerning product and service information and labeling	Governance > Regulatory Compliance
417-03	Incidents of non-compliance concerning marketing communications	Governance > Regulatory Compliance
Customer Privacy		
418-01	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Governance > Cybersecurity, Data, and Customer Privacy
Socioeconomic Compliance		
419-01	Non-compliance with laws and regulations in the social and economic area	Governance > Regulatory Compliance

2021 SUSTAINABLE ACCOUNTING STANDARDS BOARD (SASB) INDEX

As we continue to make progress on our overall ESG reporting, this year we have referenced the Sustainable Accounting Standards Board (SASB) framework while developing our 2021 ESG Report. As a company with a unique and complex business model that falls under multiple industry categories, we have selected the Professional & Commercial Services SASB Standard to report against to support stakeholder decision-making and transparent reporting. For a detailed explanation of the framework, visit the SASB website: <https://www.sasb.org/>.

TOPIC	CODE	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	DATA AND ADDITIONAL INFORMATION	REFERENCE LOCATION
Data Security	SV-PS-230a.1	Description of approach to identifying and addressing data security risks	Discussion and Analysis	n/a	Cintas takes a multiple-tiered approach to system security. We utilize software programs to identify potential system security risks, and perform a regular analysis of the system updates. We regularly audit and review our processes. In addition, Cintas performs regular security maintenance, including issuing system patches, performing penetration testing, and monitoring data flow throughout the company, among other security efforts. Cintas' employee-partners are also required to complete annual online training courses to help them identify potential digital security risks.	Governance > Cybersecurity, Data, and Customer Privacy FY21 Form 10-K > Item 1A. Risk Factors
	SV-PS-230a.2	Description of policies and practices relating to collection, usage, and retention of customer information	Discussion and Analysis	n/a	We adhere to best practices for data collection, usage, and retention of customer information, and undergo regular audits. We regularly implement additional layers of privacy controls and implement adjustments to our practices as necessary.	Governance > Cybersecurity, Data, and Customer Privacy FY21 Form 10-K > Item 1A. Risk Factors Cintas General Privacy Policy Cintas California Privacy Act
	SV-PS-230a.3	(1) Number of data breaches, (2) percentage involving customers' confidential business information (CBI) or personally identifiable information (PII), (3) number of customers affected	Quantitative	Number, Percentage (%)	At the time of this report, we are not aware of any customers whose CBI or PII have been affected by cybersecurity issues encountered in FY21.	Governance > Cybersecurity, Data, and Customer Privacy FY21 Form 8-K (September 23, 2020) FY21 Form 10-K > Item 1A. Risk Factors

TOPIC	CODE	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	DATA AND ADDITIONAL INFORMATION	REFERENCE LOCATION
Workforce Diversity & Engagement	SV-PS-330a.1	Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees	Quantitative	Percentage (%)	<p>Total Workforce: Gender Female = 35.8% Male = 64.2%</p> <p>Total Workforce: Racial/Ethnic Representation White = 52.6% Latinx/Hispanic = 19.4% Black/African American = 13.3% Asian = 3.7% Two or More Races = 2.2% Native American/Alaskan = 0.4% Native Hawaiian/Pacific Islander = 0.3% Not Specified = 8.1%</p>	Social > Diversity, Equity, and Inclusion
	SV-PS-330a.2	(1) Voluntary and (2) involuntary turnover rate for employees	Quantitative	Rate	<p>(1) Voluntary turnover rate = 17% (2) Involuntary turnover rate = 4.4%</p>	Social > Talent Retention
	SV-PS-330a.3	Employee engagement as a percentage	Quantitative	Percentage (%)	<p>We most recently conducted company-wide employee-partner engagement surveys in partnership with Willis Towers Watson in 2019. Cintas' employee-partner engagement score was 90%. Category-specific ratings underpinned our overall commitment to our people, including Empowerment, Sustainable Engagement, Safety, and Diversity & Inclusion.</p> <p>The company will conduct its next engagement survey in 2022, and we expect to administer engagement surveys every two years.</p>	Social > Employee-Partner Engagement

TOPIC	CODE	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	DATA AND ADDITIONAL INFORMATION	REFERENCE LOCATION
Professional Integrity	SV-PS-510a.1	Description of approach to ensuring professional integrity	Discussion and Analysis	n/a	n/a	Governance > Ethics and Integrity Code of Conduct and Business Ethics: Standards of Business Conduct (pg. 3) Code of Conduct and Business Ethics: Conflicts of Interest (pg. 4) Code of Conduct and Business Ethics: Accountability and Adherence to the Code (pg. 6)
	SV-PS-510a.2	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	Quantitative	Reporting currency	n/a	FY21 Form 10-K (pg. 14)

ACTIVITY METRIC	CATEGORY	UNIT OF MEASURE	DATA AND ADDITIONAL INFORMATION	REFERENCE LOCATION
Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract	Quantitative	Number	Full-time 40,099; Part-time and other: 285	Social > Diversity, Equity, and Inclusion
Employee hours worked, percentage billable	Quantitative	Hours, Percentage (%)	n/a	n/a



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