



THE IMPACT REPORT

FISCAL YEAR 2025

UniFirst

About This Report

This Impact Report includes environmental, social, and stewardship topics that pertain to UniFirst's internal and external stakeholders. Unless otherwise stated, the statements and data presented in the report covers Fiscal Year 2025 (September 1, 2024–August 31, 2025), and refers to our operationally owned and controlled locations. Unless otherwise noted, all financial values in this report are in United States dollars (USD).

UniFirst does not undertake to update or revise any such statements or data. This report represents UniFirst's current strategies and intent and is not intended to create legal rights or obligations. This report may contain or incorporate by reference public information not separately reviewed, approved, or endorsed by UniFirst, and no representation, warranty, or undertaking is made by UniFirst as to the accuracy, reasonableness, or completeness of such information.

All data and insights into this report are accurate and current to the best of our knowledge as of the publication date. We are committed to transparency and continuous improvement in our reporting practices. As part of this commitment, we reserve the right to update or revise previously reported data should internal processes or new information necessitate adjustments. This ensures our disclosures remain relevant and reflect the latest developments in our sustainability efforts. Our approach aligns with commonly accepted impact reporting standards, emphasizing accuracy, completeness, and the dynamic nature of impact data.



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Introduction

UniFirst continues its transformative journey, driving positive environmental impact, strengthening community connections, enhancing customer experiences, and empowering Team Partners to succeed.



Overview

This Impact Report highlights our commitment to environmental, social, and stewardship principles as we enhance business practices through strategic initiatives aligned with our core values and mission.

As UniFirst builds on the progress we've made, we recognize the meaningful work ahead and remain dedicated to creating positive impact across our footprint.

Guided by formal assessments and stakeholder feedback, our strategy advances clear goals across culture and belonging, energy management, waste reduction, and safety. We are committed to creating long-term value for all stakeholders, and we invite you to explore the detailed sections that follow.

This report focuses on our efforts to make an impact with our circular economy model; effectively working to mitigate our environmental footprint while seeking to provide exceptional service, high quality products, and cost-effective solutions for our customers. We remain committed to community engagement through philanthropic efforts and partnerships that contribute to the growth of the regions we serve. Finally, employee empowerment is central to our strategy and we believe investing in the development and well-being of our Team Partners will translate into exceptional customer service.



A Message From Our CEO

As we publish our 2025 Impact Report, I am reflecting on the core values that have anchored UniFirst since 1936: Customer Focus, Respect for Others, and Commitment to Quality. As we celebrate our 90th anniversary, our mission remains unchanged:

To serve the people who do the hard work.

Helping them succeed and deliver for what gives their lives meaning.

This past year was defined by meaningful progress and renewed purpose. Following our formal materiality assessment, we established an evidence-based roadmap aligned with our stakeholders' top priorities. Today, our impact efforts center on four key pillars: energy management, waste management, culture and belonging, and safety.



Steven Sintros
President & CEO

Looking ahead, I am energized by the dedication of our entire organization. The progress detailed in this report is the direct result of listening carefully, setting clear priorities, and executing with discipline.

Thank you to our customers, Team Partners, and stakeholders for your continued trust.

Your partnership enables us to always deliver™ on our commitments today and as we look to the future.



STEVEN SINTROS

President & CEO
UniFirst Corporation

HERE IS HOW WE DELIVERED ON THOSE COMMITMENTS THIS YEAR:



**ENERGY
MANAGEMENT**

We continue to invest in energy-efficient technologies, expanding solar power and LED lighting across our facilities. Crucially, we also deepened our climate strategy by measuring our Scope 3 greenhouse gas emissions. Mapping the emissions across our broader supply chain gives us a more transparent picture of our footprint, allowing us to collaborate with partners to reduce environmental impact while maintaining the reliable service our customers count on.



**WASTE
MANAGEMENT**

Built on the principles of a circular economy, UniFirst is constantly finding better ways to reduce, reuse, and recycle. Fiscal year 2025 marks our official baseline year for waste reporting. By centralizing data across our locations, we can now transparently track both landfill waste and recycling rates. This baseline establishes the critical foundation needed to measurably increase our landfill diversion rate year over year.



**CULTURE &
BELONGING**

Our Team Partners are the heart of UniFirst. This year, we invested heavily in their growth by enhancing our online Learning Center and welcoming more women into leadership roles. Our culture also extends into the communities where we live and work; through expanded philanthropic initiatives, donations, and volunteerism—including supporting neighbors affected by the Texas floods—our teams continue to demonstrate the compassion that defines who we are.



SAFETY

Safety is foundational to our operations. A proud highlight of this past year was the expansion of our fleet telematics program. While telematics helps optimize routing and reduce fuel emissions, its greatest value is protecting our drivers and communities. By analyzing real-time driving behavior, we can proactively coach our team, reinforce safe habits, and significantly reduce road incidents.

About UniFirst

COMPANY HISTORY

Founded in 1936, UniFirst (NYSE: UNF) began as a fledgling industrial laundry operation conducting business out of a converted horse barn in Dorchester, MA. Our founder, Aldo Croatti, prioritized essential services by offering heavy soil garment cleaning paired with exceptional customer service to meet the needs of local workers. From these humble beginnings, UniFirst has evolved into a North American leader in the uniform and workwear solutions industry. Throughout our growth, we continue to focus on serving our customers with a managed rental service model, which promotes a circular economy through garment rental and reuse. This approach extends the life of the garments and reduces water, energy, and detergent consumption, delivering cost-effective and high-quality solutions for our customers, the environment, and the community.

Our comprehensive resources now include facility service solutions, offering a range of products and services to help customers clean and maintain their workplaces. We manufacture our own line of mats, mops, and towels and provide professional laundry service, which includes consistent pick-up and delivery of hygienically clean products weekly. Choosing our reusable options contributes to our customers’ efforts to reduce waste, water, and energy usage. We also offer restroom solutions such as paper,

soaps and sanitizers, and air fresheners, as well as cleaning solutions and disinfectants. We manage our customers’ inventory so they will always have what they need, saving time, money, and the frustrations of managing their own programs.

UniFirst also provides first aid solutions, which encompass products, training, and safety services tailored to diverse customer requirements. We have expanded our uniform and workwear programs to feature branded clothing from leading brands and our own collection of garments manufactured in company-owned ISO 9001 manufacturing facilities. Alongside our subsidiaries, UniTech and UniClean, we manage specialized garments for cleanroom and nuclear industries, ensuring each service is customized with our customers’ unique needs in mind.

Today, with over 290 service locations, 16,000-plus Team Partners, two distribution centers, three manufacturing facilities, two of which are ISO 9001 certified and the other currently going through the ISO 9001 certification process, UniFirst serves more than two million workers across 300,000 customer sites. Our steady growth is a testament to our commitment to enhancing customer satisfaction, our employees, and communities we serve.



FOUNDED IN
1936

Interstate Uniform
Service Company
at work in 1962.

3
MANUFACTURING
FACILITIES

2
DISTRIBUTION
CENTERS

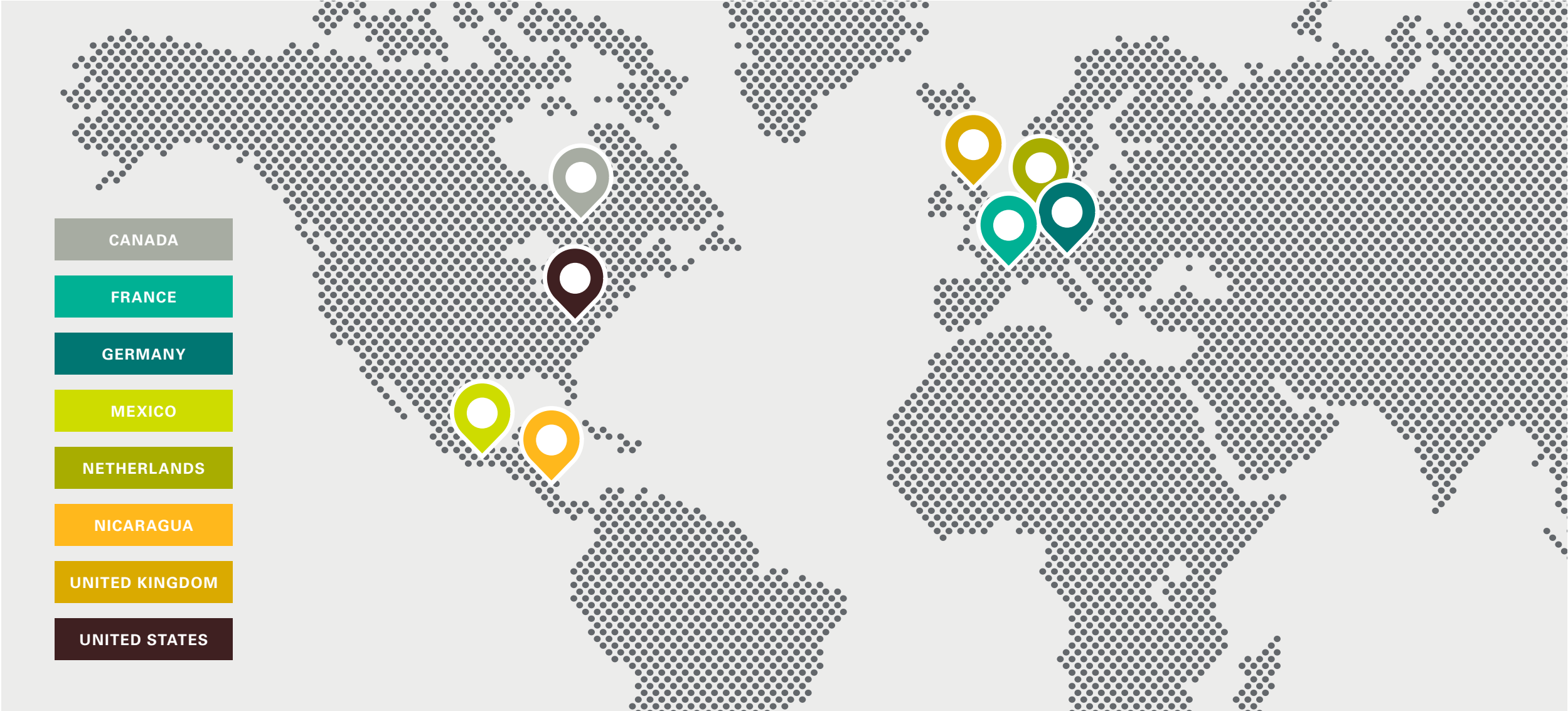
290+
SERVICE
LOCATIONS

16,000+
TEAM PARTNERS

300,000+
CUSTOMER
LOCATIONS

2M+
WORKERS
OUTFITTED DAILY

WHERE WE ARE



WHO WE ARE

At UniFirst, service is the cornerstone of our mission:

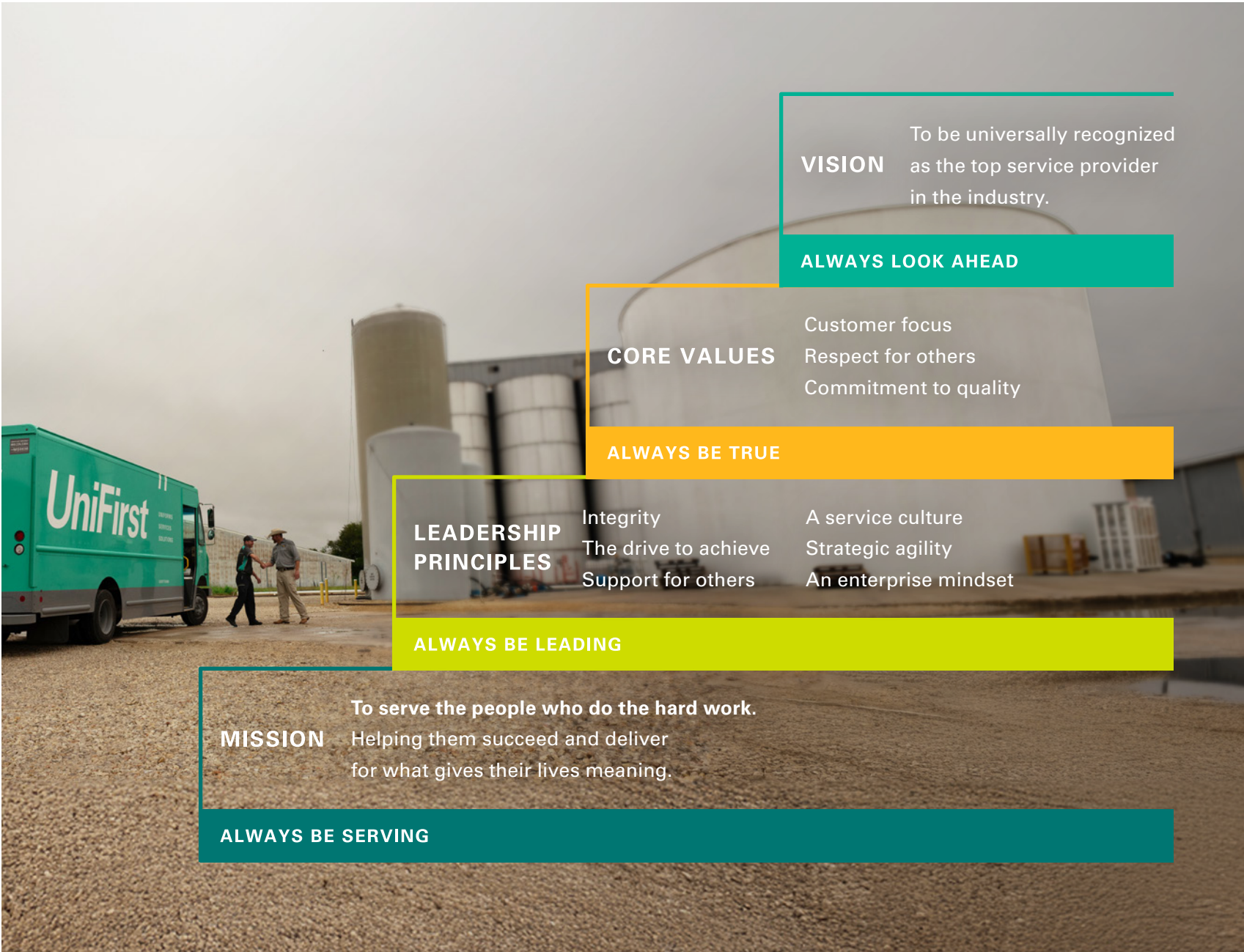
To serve the people who do the hard work. Helping them succeed and deliver for what gives their lives meaning.

This mission is deeply woven into our company culture and extends to our customers, Team Partners, and the diverse communities we serve.

We believe our service culture sets us apart in the industry, providing a competitive edge and defining our company identity. We pride ourselves on supporting one another and treating everyone with dignity and respect, just as we do with our customers and communities.

At the core of our culture at UniFirst, we focus on our ability to always deliver. This means that shift after shift, day after day, and night after night, we get the job done for our customers, our Team Partners, our communities, and our families.

Through this dedication, UniFirst continues to lead with integrity, reliability, and a commitment to service that earns trust and fosters lasting relationships with those we serve.



VISION To be universally recognized as the top service provider in the industry.

ALWAYS LOOK AHEAD

CORE VALUES Customer focus
Respect for others
Commitment to quality

ALWAYS BE TRUE

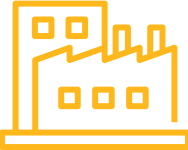
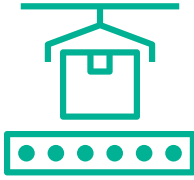
LEADERSHIP PRINCIPLES Integrity
The drive to achieve
Support for others
A service culture
Strategic agility
An enterprise mindset

ALWAYS BE LEADING

MISSION To serve the people who do the hard work. Helping them succeed and deliver for what gives their lives meaning.

ALWAYS BE SERVING

2025 COMPANY HIGHLIGHTS

 Publicly traded on the New York Stock Exchange (NYSE:UNF)	 \$2.4 Billion USD in annual revenue	 2 Million+ workers outfitted daily	 300,000+ Customers across the U.S. and Canada
 Servicing over half of the Fortune 500 List	 150,000+ garment and facility SKUs	 16,000+ Team Partners delivering exceptional service daily	 2 ISO-Certified manufacturing plants
 85 TRSA Hygienically Clean Food Safety (HCFS) certified facilities	 2 state-of-the-art distribution centers	 290+ service locations	 Winner of the SafeTRSA safety excellence, TRSA Clean Green Environmental, and Leadership awards

FINANCIAL STABILITY

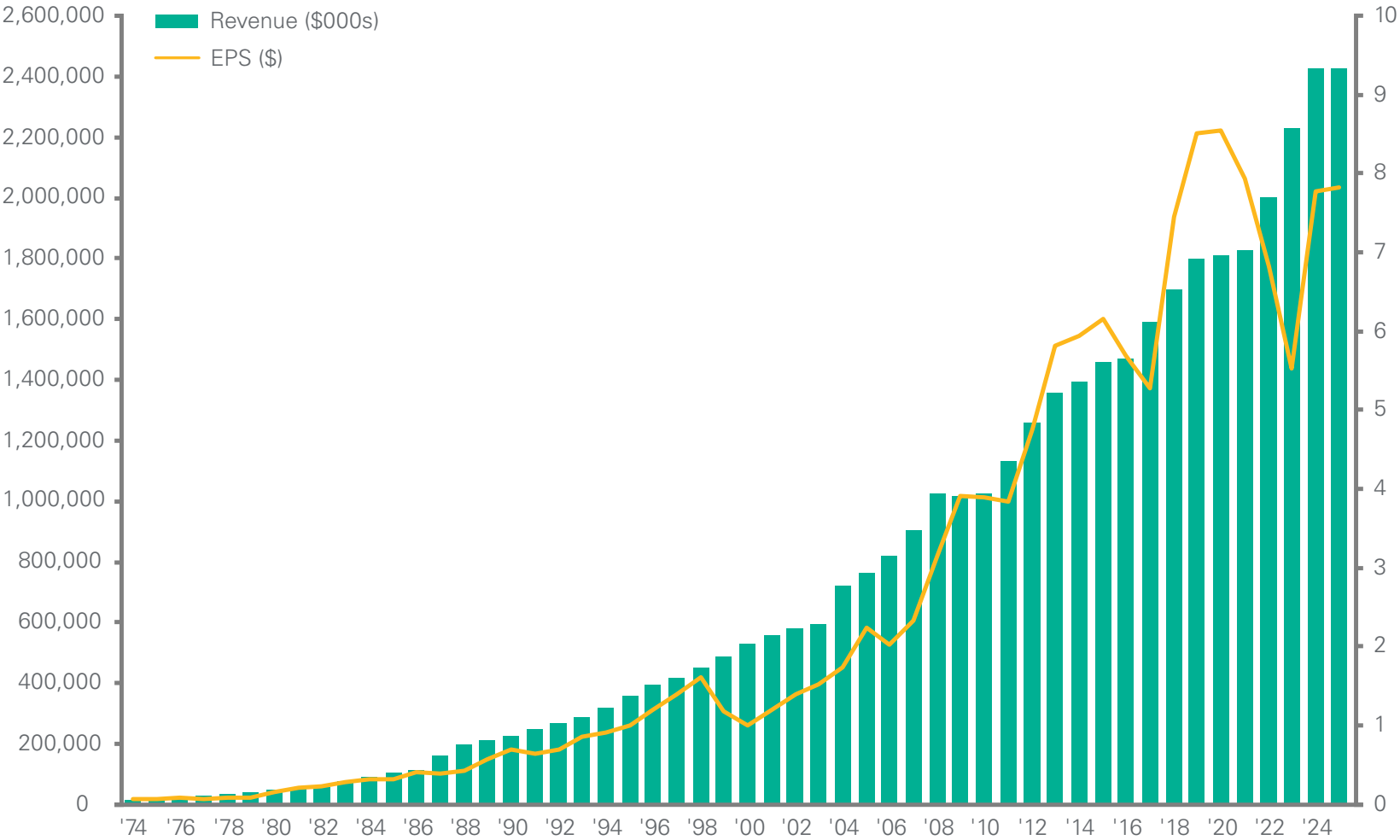
At UniFirst, we have demonstrated stable, consistent growth year over year, a reflection of our commitment to our customers and our Team Partners. We are also proud to have been financially healthy even as we have continued to expand our operations through both organic growth and acquisitions.

In 2025, total revenue grew 0.2%, while organic growth reached 1.8%, reflecting the continued stability of our core business as we integrated recent acquisitions and navigated challenging market conditions.*

We remained debt-free throughout the year, maintaining the disciplined financial approach that has supported our customers and Team Partners for decades.

Each year, we make our most recent Proxy Statement, Annual Report Form 10-K, quarterly reports Form 10-Q, and other investor-related materials available on our [investors website](#).

*FY25 financial data.



6.3% CAPEX

\$7.98 EPS

1.8% ORGANIC GROWTH

DEBT-FREE

BRANDS AND SEGMENTS

We partner with our customers to deliver quality, Job-Fitted Work Clothes® and other garments which are designed with the wearer’s unique role and safety in mind. From executive polos, to standard workwear, aprons and smocks, lab coats and scrubs, hard hats and protective gear, we provide our customers with a comprehensive uniform program that uses less resources as compared to home laundering.

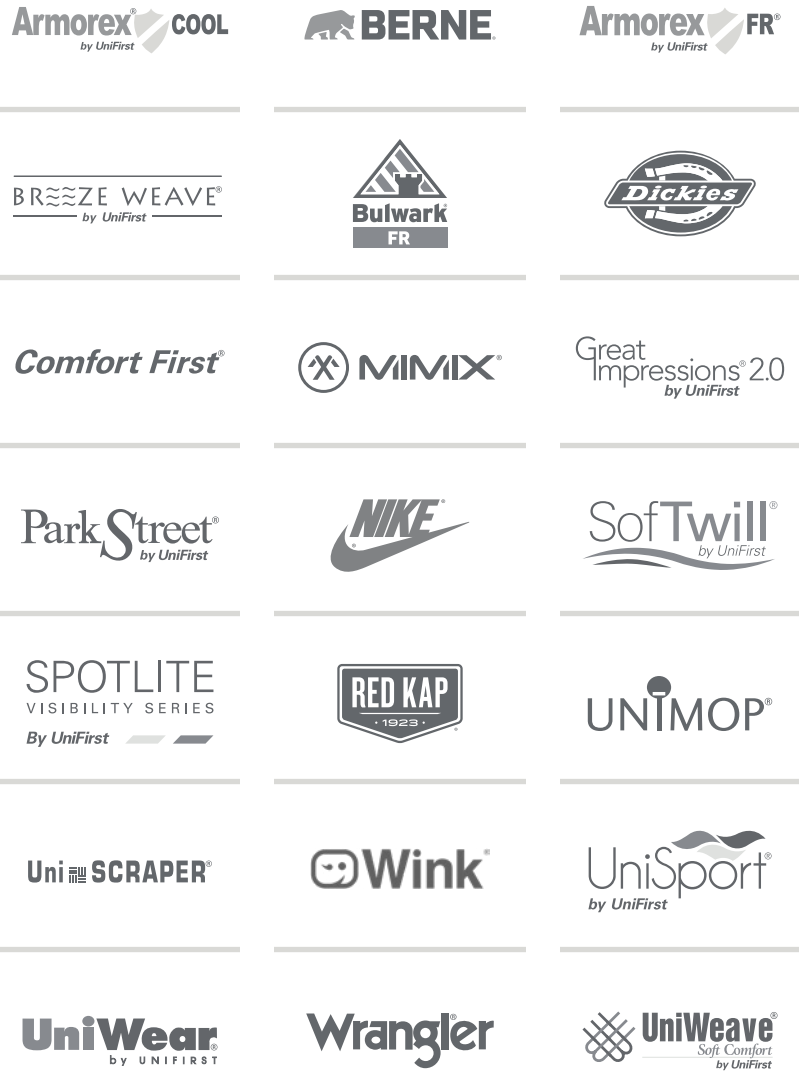
CORE LAUNDRY OPERATIONS

Rental and Cleaning: We pride ourselves on supporting our customers every step of the way, from uniform program administration, laundering and repairs, to replacements and garment purchase. This includes our Uniform Rental Program, Uniform Lease Program, and our Workforce Uniform Purchases. Our customers can customize the level of uniform rental and program management support they need.

Distribution of Self-Manufactured and Branded Products: Our products cover a broad range of customer and industry requirements; everything from standard workwear to a comprehensive line of innovative safety garments that offer flame resistance with CAT 1, 2, 3 protection including high visibility in work environments, provide healthcare workers with flexible and breathable scrubs to enhance their mobility and comfort, and provide executive-style workwear to enhance customers’ own brand recognition.

Facility Services Products: Further delivering convenience to our customers, we also offer a broad range of cleaning supplies, restroom, and hygiene products including towels, wipes, mops, soap, paper, and sanitizer under our facility services offerings. We provide environmentally friendly floorcare and restroom/hygiene service products such as hand towels and toilet tissue, soaps and hand care products, and odor control systems. We also manufacture our own mats in the United States (U.S.) which are tested to industry standards and built to withstand the busiest of foot traffic while minimizing moisture, soil, and other debris from tracking into our customers’ facilities. Our floor mats are 100% PVC-free, constructed to capture and hold dirt and moisture from the soles of shoes, and minimize contamination and soiling of surfaces. These mats are designed to last, with a 5-year lifespan, and may also help our customers qualify for Leadership in Energy and Environment Design (LEED) points.

BRANDS WE OFFER



*Trademarks belong to their respective owners.



FIRST AID

We know that accidents can be preventable through awareness, training, and proper equipment. Under our First Aid & Safety offerings, we provide supplies, services, and preventive training including in-person certifications and online courses. We are an authorized American Heart Association Training Center, which allows us to provide Basic Life Support (BLS) courses including Cardiopulmonary Resuscitation (CPR), Automated External Defibrillator (AED), and First Aid certification. We also routinely check customer site safety equipment, such as eyewash stations, emergency signage, and AED units, to ensure they are in working condition.

We also offer programs to monitor and directly stock customer first aid kits with basic supplies such as adhesive bandages, over-the-counter medications, hand sanitizer and more. Designed to meet U.S. Occupational Safety and Health Administration (OSHA) standards, we offer our customers a comprehensive line of Personal Protective Equipment (PPE) to meet specific safety requirements, including face masks, gloves, ear plugs, eye protection, hard hats, and more. We are proud to help our customers enhance their safety programs and provide them with the resources and critical supplies to manage their workplace needs for any circumstance.

UniFirst



SPECIALTY GARMENTS

UniTech
Services Group

UniTech: Our subsidiary, UniTech, was the first licensed Radiological Laundry facility in the U.S. Through UniTech, we provide protective clothing services to nearly 80% of all operating U.S. commercial power reactors and U.S. Department of Energy (DOE) nuclear facilities, along with fuel fabrication plants and private specialty operations. We also help keep our communities and our customers safe through programs and services that include monitoring, decontamination, and nuclear and radioactive waste disposal services.

UniClean
Cleanroom Services

UniClean: Our subsidiary, UniClean, focuses on providing our customers with a full range of specialty garments including: cleanroom, biosafety, gamma processed, and Arc-rated flame resistant (FR) cleanroom. All designed to help keep the wearer safe while also minimizing contamination risk. We also offer the direct sale of consumable products for the cleanroom environment, such as tacky mats, bouffant caps, wipers, and more.

CUSTOMERS SERVED

We are proud to provide localized support, while offering expansive coverage to our diverse and growing customer base. We service more than half of the U.S. Fortune 500 companies, and offer over 150,000 garment and facility maintenance stock keeping units (SKUs) to support their needs. This has enabled us to outfit more than 2 million workers each day as we support more than 300,000 customer locations which span the U.S., Canada, and Europe.

UniFirst maintains a centralized state of the art distribution center in Kentucky, a second distribution center in Arkansas, and three manufacturing facilities, two of which are ISO 9001 certified. In house manufacturing of proprietary garments and floorcare products can lower costs for customer rental programs but also allows for the creation of custom designed items for image conscious companies, affording UniFirst a competitive advantage.

“UniFirst deliver the best service in the industry.
If you switch to UniFirst and discover what I am telling you is not accurate, call me back and let me know.”

CHARLES GRANDLL, General Manager, Ballard Truck Center



AGRICULTURE & FARMING



AUTOMOTIVE



CHILDCARE SERVICES



CONTRACTING & TRADES



EDUCATION & MUNICIPALITIES



ENERGY & UTILITIES



FOOD PROCESSING



FOOD SERVICE



HEALTH & FITNESS



HEALTHCARE



HOSPITALITY



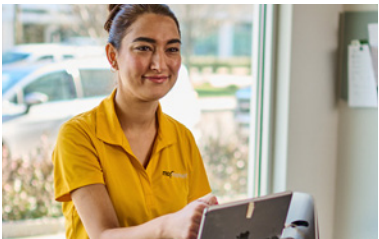
INDUSTRIAL WHOLESALE



LIFE SCIENCES



MANUFACTURING



GROCERY/SPECIALTY RETAIL



TRANSPORTATION

CUSTOMERS SERVICE INVESTMENTS

Our Owensboro operation is the largest personalization and emblem manufacturing operation in North America, employing more than 520 local Team Partners and processing and shipping over 20 million garments each year to customers across the U.S. and Canada. To meet anticipated future customer demand and the growth of direct sale uniforms, we invested \$28 million in a 109,000 sq. ft. expansion that brought the facility to 469,000 sq. ft. Construction began in March 2025 and was completed in early 2026. The expanded fulfillment operation incorporates advanced robotics, smart conveyors, a new shipping sortation system, and a new Warehouse Management System to improve operational efficiency, order accuracy, and capacity. Sustainable design elements, including high-efficiency HVAC systems and LED lighting, help reduce energy use while supporting a welcoming work environment. The facility is ISO 9001 certified, has earned the Governor’s Health and Safety Award, and is one of only 19 sites in Kentucky to achieve OSHA’s VPP Star certification—reflecting our commitment to quality, safety, and continuous improvement. Our in-house manufacturing of proprietary garments and floorcare products helps lower costs for customer rental programs while allowing us to create custom-designed items for image-conscious companies, giving UniFirst a competitive advantage.

The Company has also invested in a 34,000 sq. ft. Support Services Center in San Antonio, TX, designed and built from the ground up to centralize and improve customer service operations and enhance sales support, helping us better serve UniFirst’s growing customer base throughout North America.



Impact Overview

UniFirst founder, Aldo Croatti, envisioned a business that served people who did the hard work, focusing on the needs of factory workers and others in demanding occupations. In doing so, he built a company that focused on communities and resources before the concept of environmental stewardship was even defined. His primary focus was on fostering safer and more efficient workplace practices, while also enhancing the corporate image of UniFirst’s customers and lowering the environmental impacts on the local community. Today, we carry forward that commitment through our formally defined impact strategy. UniFirst continues its dedication to serving the hard workers in heavy-soil industries with exceptional customer service. Today, our rental business model plays a crucial role in seeking to promote a circular economy, reflecting our commitment to environmental stewardship. In doing so, we are guided by the United Nations (UN) Sustainable Development Goals (SDGs)*.

APPROACH AND MATERIALITY

As our business has evolved over nine decades, so too have the regulatory landscape and the expectations of our stakeholders. To better understand our impact position relative to our industry peers and the current regulatory environment, we partnered with an environmental, health, safety, and sustainability (EHS&S) consulting firm on a journey of self-assessment and improvement.

In 2023, we recognized that growing stakeholder expectations and evolving regulations called for a fresh look at our impact strategy. As a first step, we engaged our consulting firm to help us prepare for a more rigorous, evidence-based approach.

In 2024, we completed a formal double materiality assessment. This assessment helped us understand two perspectives at once: how various impact issues may influence UniFirst

financially, and how our operations affect people and the planet. By listening to our customers, Team Partners, investors, and other stakeholders, we identified the topics that matter most to our business and communities. Through this work, we aligned around four impact goals: Energy Management, Waste Management, Culture & Belonging, and Safety. These goals reflect what our stakeholders told us matters most and align naturally with our values and our commitment to serving others.

That assessment served as a clear guide for the changes and priorities reflected in this 2025 Impact Report, and we are now able to report on the results of those efforts. It continues to shape how we focus our attention, measure our progress, and stay accountable to the people and communities we serve.

*For more details, refer to Appendix E.

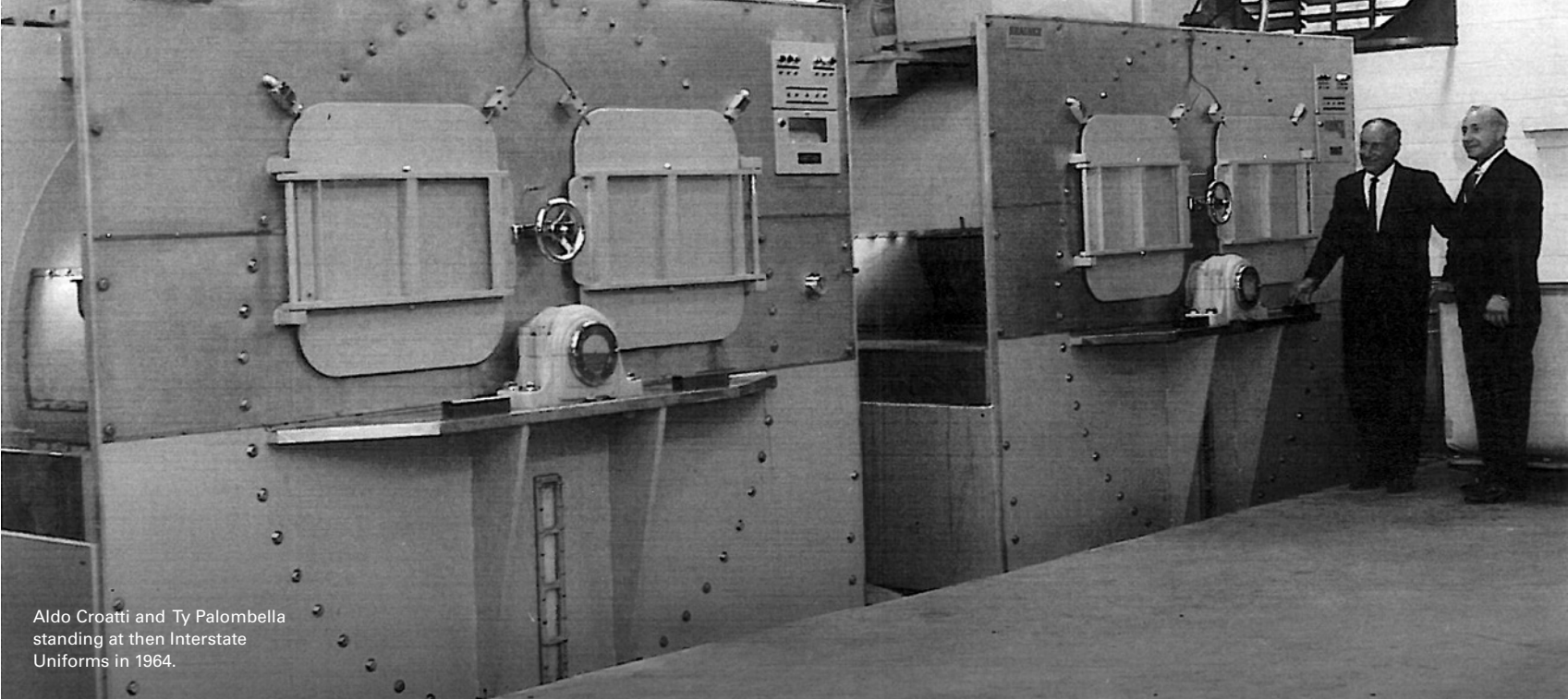
IMPACT APPROACH



UNIFIRST IMPACT STRATEGY

At UniFirst, our impact strategy is guided by a simple mindset – we seek to do right by our customers, our Team Partners, and the communities in which we live and serve.

To help further define and guide our strategy, we to focus on four impact pillars: People, Communities, Stewardship, and Environment.



Aldo Croatti and Ty Palombella standing at then Interstate Uniforms in 1964.

PEOPLE

Our people are our most valuable asset, and we are committed to providing a safe and healthy workplace for our Team Partners, contractors, visitors, and the public.



COMMUNITIES

We respect the communities we serve, minimizing our environmental impact by prioritizing sustainability across our operations.



STEWARDSHIP

We seek to conduct our operations with integrity, upholding high moral, legal, and ethical standards in our relationships with Team Partners, customers, suppliers, competitors, and communities.



ENVIRONMENT

We pursue more efficient ways of conducting business, minimizing our environmental impact and operating in compliance with applicable laws and regulations.



These foundational pillars shape how we operate and make decisions.

From this foundation, we set our four impact goals: **Energy Management, Waste Management, Culture & Belonging, and Safety.**

By strengthening our energy and waste management efforts, we aim to reduce UniFirst’s own environmental footprint while helping our customers lower theirs. We continue to improve our overall energy efficiency, seek additional renewable energy sources, and capitalize on the embedded circularity of our operations by recovering and recycling materials where possible. Through Culture & Belonging, we support our Team Partners’ personal and professional development with enhanced training and growth opportunities. And our renewed focus on safety culture and training reinforces our commitment to a safe workplace for everyone we serve.



ENERGY MANAGEMENT

Reduce energy intensity 20% by 2030. Aligning with environmental goals and achieving financial benefits through enhanced efficiency. This involves adopting renewables, boosting operational engagement, and increasing Team Partner training.

WASTE MANAGEMENT

Increase amount of waste diverted from landfills companywide. Improving non-hazardous waste management across all waste streams by boosting data quality, leveraging operational circularity, and expanding existing initiatives.



IMPACT GOALS

CULTURE & BELONGING

Increase opportunities for our Team Partners who want to pursue management roles. Improving broad representation in management at both the corporate and plant levels, primarily by utilizing existing data and initiatives such as enhancing training available to all Team Partners at every level.

SAFETY

Target zero serious injuries on an annual basis and 100% safety training compliance. Expanding driver safety programs to include telematics and additional Route Service Representative (RSR) training. Enhancing facility safety with a renewed focus on roof safety, confined space entry, and workplace ergonomics.



STRUCTURE AND COMMITTEE

To help drive our impact strategy, we have established a structure that will help identify, prioritize, and secure the resources necessary. Through this structure, we are also able to leverage feedback from our Team Partners to help us further enhance our strategy from the bottom up.



Board of Directors



BOARD IMPACT COMMITTEE

The Impact Committee of the Board of Directors is currently composed of four directors. It is tasked with providing oversight of the Company’s impact strategies, policies, and initiatives.

IMPACT WORKING COMMITTEE

Composed of UniFirst leaders and representatives from various roles and backgrounds, such as human resources, operations, finance, safety and risk, supply chain, environmental, legal, and marketing. Their insight and leadership are leveraged to help tailor our strategy to UniFirst and align with industry standards, best practices, and regulatory requirements. This Committee generally meets on a quarterly basis to establish and review key performance indicators and provides updates to the Board Impact Committee.

OPERATIONS

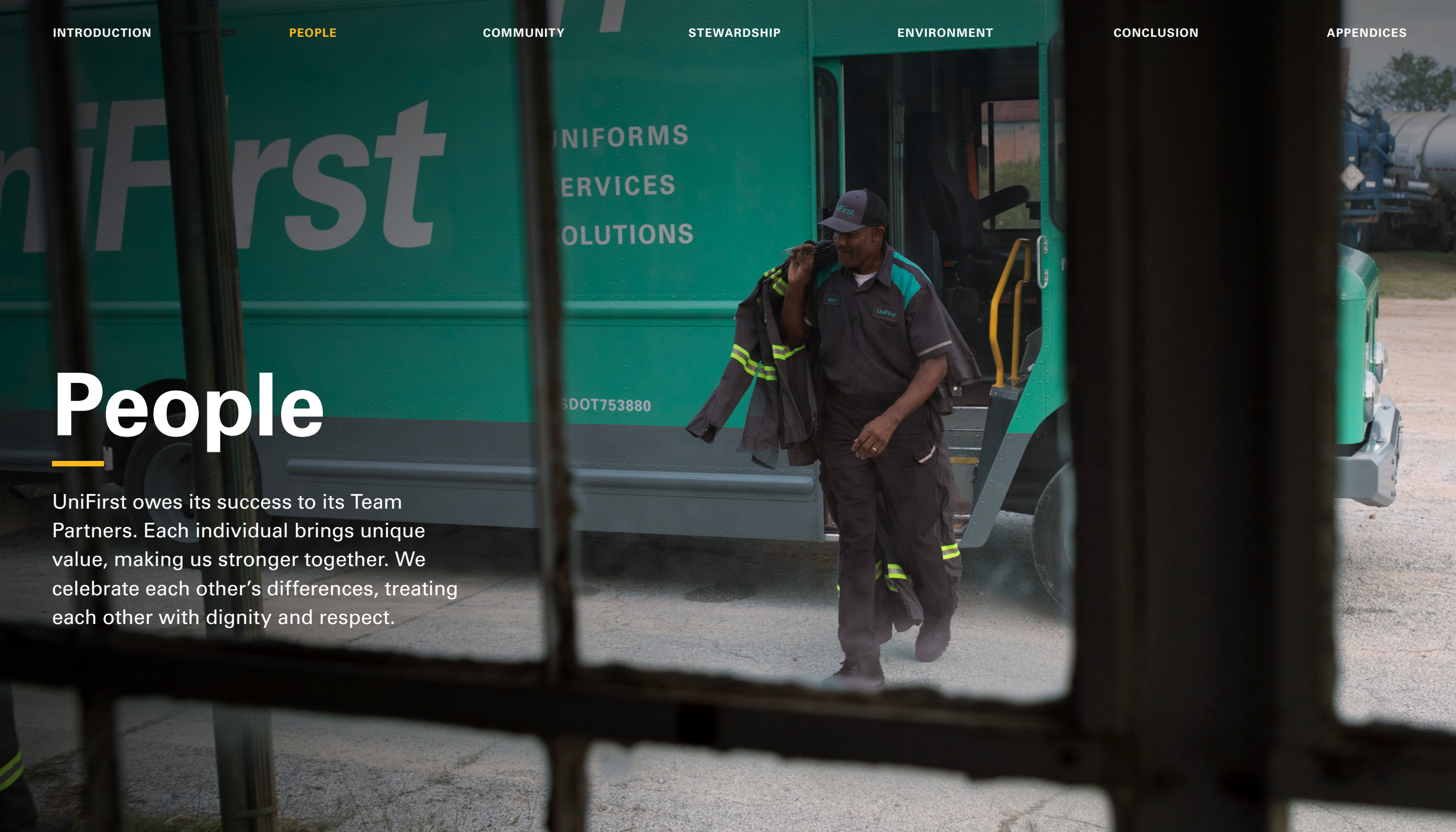
To further assist our Impact Working Committee, we are working with our operations teams and subject matter experts who are tasked with driving progress on specific topics and issues that may require additional subject matter expertise, such as environmental or regulatory compliance.

TEAM PARTNERS

Lastly, while the Impact Working Committee is tasked with seeking to drive our goals, we rely on our Team Partners as individuals to help champion our initiatives, promoting impactful and responsible business practices every day.

People

UniFirst owes its success to its Team Partners. Each individual brings unique value, making us stronger together. We celebrate each other's differences, treating each other with dignity and respect.



Company Culture

Our founder, Aldo Croatti, believed in continued personal growth, embraced new ideas, and allowed curiosity to guide him. He accepted individuals for who they were, respected their differences, and sought to unite people. We continue to honor his legacy through our mission and Core Values: Customer Focus, Respect for Others, and Commitment to Quality.

These values are reflected daily in the care and support we provide to our customers, Team Partners, and the communities we serve.

We believe that every Team Partner at UniFirst is responsible for and capable of exemplifying the principles of being a leader. Our six Leadership Principles form the foundation of effective leadership, providing a compass toward success.

By embodying these Leadership Principles and our core values, we continue to build a stronger, more unified UniFirst that supports and empowers every Team Partner while impacting the communities we serve.

OUR MISSION

**TO
SERVE
THE
PEOPLE
WHO
DO
THE
HARD
WORK.**

Helping them succeed and deliver
for what gives their lives meaning.

ALWAYS DELIVER

UniFirst

OUR VALUES

**CUSTOMER
FOCUS**

**RESPECT
FOR
OTHERS**

**COMMITMENT
TO
QUALITY**

ALWAYS DELIVER

UniFirst

LEADERSHIP PRINCIPLES

INTEGRITY

SUPPORT FOR OTHERS

A SERVICE CULTURE

THE DRIVE TO ACHIEVE

STRATEGIC AGILITY

AN ENTERPRISE MINDSET

ALWAYS DELIVER

UniFirst

FOUNDER’S DAY

To commemorate our service culture, UniFirst continues to host our annual Founder’s Day celebration—a tradition since 2001 that honors the life and legacy of our founder Aldo Croatti.

During these companywide events we honor our Team Partners who have excelled in their roles. Each UniFirst location names an Employee of the Year, who receives an award, a recognition gift, and an additional paid day off—acknowledging their embodiment of our core values and their contribution to service excellence across the organization.

In 2025, UniFirst marked its 24th annual Founder’s Day celebration with a livestreamed leadership panel broadcast across more than



“Our people care about what they do, they care about each other, and they care about our customers. That enduring kind of legacy about treating people how you want to be treated, it’s what Aldo taught us.”

CYNTHIA CROATTI
Board Member, Advisor to the CEO, and Daughter of UniFirst founder Aldo Croatti



270 locations throughout North, Central, and South America. The discussion centered on the founding Core Values that continue to guide our company—Customer Focus, Commitment to Quality, and Respect for Others. The celebration also introduced the new Cynthia Croatti Leadership Award, which honors leaders who guide others with vision, passion, and purpose. Fittingly, Ms. Croatti was named its inaugural recipient. The day further recognized the people at the heart of our success through our annual Employee of the Year awards, honoring outstanding Team Partners at each location for their commitment to excellence. UniFirst also announced the recipients of the Aldo Croatti and Ronald D. Croatti Scholarships, reaffirming our dedication to investing in our people and the families who help us always deliver.



UniFirst–Wilmington, Massachusetts 2025 Employee of the Year winner, Shweta Sinha.



2025 Founder’s Day livestream panel.

Team Partner Metrics

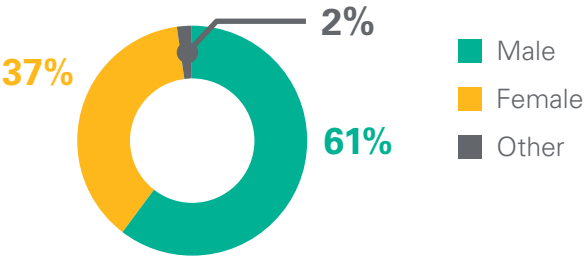
The metrics below represent our U.S., Canada, Latin America, and European countries. We are proud to see that our Team Partners have an average tenure of nearly 6 years, with nearly 18% of our employees having been with UniFirst for more than 10 years and approximately 6% having been with us for more than 20 years.

As our company continues to grow, we are encouraged to see that our Team Partners not only welcome new colleagues, but they are choosing to stay and grow with UniFirst. To us, it reflects our commitment to supporting one another every day.

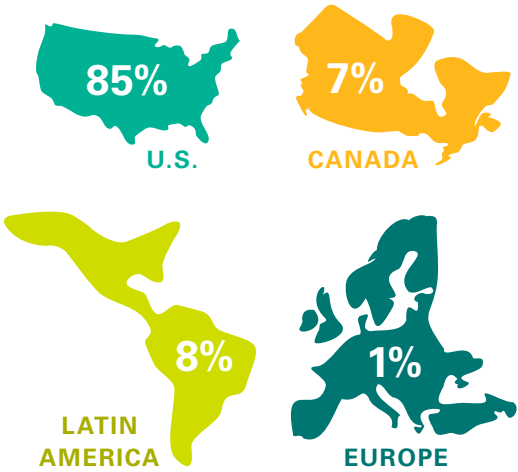
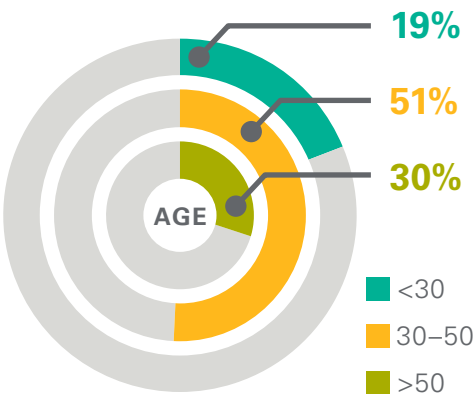
“UniFirst service is efficient and products are high quality. Recommendation of UniFirst comes easily. From the sales representatives to the account managers, all aspects of this organization are conducted in a professional and ethical manner.”

CLINT PORTER, Purchasing Supervisor, City of St. Augustine

TEAM PARTNER BY...



AVERAGE TENURE **6 YEARS**



White 43%
Hispanic 29%
Black 13.5%
Not Identified 7%
Asian 4%
Multi 2%
American Indian 1.25%
Pacific Islander .25%

Culture and Belonging

At UniFirst, we believe that when people feel like they truly belong, they’re empowered to do their best work. That’s why we’re committed to fostering a culture where every Team Partner feels seen, supported, and valued, not just for what they do, but for who they are.

Our approach centers on creating an environment where all Team Partners, regardless of background, have equitable access to opportunity and feel valued for their unique contributions. We actively work to remove barriers to success by offering reasonable accommodation, investing in ongoing training and education, and ensuring our recruitment, development, and advancement programs are inclusive and accessible.

To help foster a culture of belonging and inclusion, UniFirst also offers English for Speakers of Other Languages (ESOL) courses at various locations across North America. These programs help strengthen communication skills and foster deeper connections among our teams.

Our commitment goes beyond policies and programs though, it’s about creating a workplace where people feel like they belong and have the opportunity to grow. Because when our Team Partners succeed, we all succeed.

UniFirst is also continuing its dedication to increasing representation in leadership roles such as corporate directors, corporate and regional vice presidents, and branch and division directors of operations.

CULTURE &
BELONGING
GOAL:

Increase
representation
in management roles



UniFirst Team Partners
taking an ESOL course.



“I truly appreciate the opportunity to take the English classes provided by UniFirst, as it has been incredibly helpful in more ways than one. While learning the language itself is important, I’ve come to realize that the biggest challenge is understanding the differences in thinking styles, culture, and everyday communication. This class has helped me navigate not only the language but also the nuances of daily life and conversations in the U.S., which has been invaluable for my overall growth and adjustment.”

RAY RAN | Team Partner

MILITARY COMMUNITY

We are proud to employ transitioning military veterans and recognize the unique strength they bring to our company: teamwork, critical thinking, adaptability, and a deep commitment to integrity. These qualities closely align with our company culture and core values, and we are honored to support their transition into civilian careers.

UniFirst partners with military.com to share career opportunities and expand access to meaningful employment. This partnership connects us with millions in the U.S. Armed Forces community who are seeking civilian careers and gives us direct access to a highly skilled talent pool known for leadership, discipline, problem-solving, and teamwork.



We also signed the Military.com Veteran Hiring Pledge, further reinforcing our commitment to actively recruit, hire, and support veterans and military spouses. Through targeted job postings and greater visibility in military-focused content, we are positioning UniFirst as an employer of choice for transitioning service members and their families.

Today, more than 400 of our Team Partners, including many in leadership roles, are protected U.S. military veterans. Their presence strengthens our culture of purpose and resilience.



“At UniFirst, camaraderie comes naturally – especially when the mission is clear and the team is aligned. Our location thrives on being mission-driven, adapting quickly to new challenges just like in the military.

When we onboard a new customer, our Service and Sales teams operate as one unit. We communicate clearly, ensure a smooth handoff, and maintain strong rapport with our customers. No one is left behind.

Even though I work in Sales, I know I’m not just selling a product – I’m delivering a service. As a proud Air Force veteran, I continue to live by the values that shaped me: Integrity First, Service Before Self, and Excellence in All We Do.”

PETER Y.
U.S. Air Force Veteran
Sales Representative, President’s Club Achiever

Company Recognition



Ranked by Newsweek magazine as a provider of

"America's Best Customer Service"



Ranked by Forbes as one of

"America's Best Large Employers"



Featured on CBS-TV's hit reality show

"Undercover Boss"



Ranked by Barron's as one of the

"100 Most Sustainable U.S. Companies"



Ranked by Glassdoor as one of the

"25 Best Companies for Career Opportunities"



Ranked by Selling Power as one of the

"60 Best Companies to Sell For"

Talent Management and Development

For us, there is no substitute for a knowledgeable team. We believe strongly in the investment of our Team Partners and are dedicated to the development of our workforce, helping them unlock their full potential. Over the course of the past two years, our teams have specifically focused on the following areas:

- ENHANCED LEADERSHIP SKILLS
- EMPLOYEE GROWTH & RETENTION
- SUCCESSION PLANNING
- INNOVATION & ADAPTABILITY



TRAINING PROGRAMS

- Delegation 101
- Delivering Performance Feedback
- Different Minds, Shared Success: Embracing Neurodiversity

- Enhance Your Emotional Intelligence
- Improving Workplace Communication
- Introduction to Attention Management
- Next Level Leadership

- Overview of On-the-Job Training (OJT)
- Overview of The Learning Center
- Understanding and Building Positive Team Culture
- UniFirst Best Practices for Leading a Hybrid Team

- Unlock Your Leadership Potential: Developing the Skills for Success
- Develop Yourself
- Lead Across the Organization

THE LEARNING CENTER

In response to Team Partner feedback; we launched our redesigned “Learning Center” in April 2023. This new digital learning management system expanded access to our on-demand training programs to more than 12,000 courses which are also available in multiple languages. In addition, this new tool allows for self-directed learning pathways allowing those that wish to go above and beyond to do so at their own pace. Since the relaunch, more than 429,000 mandatory trainings have been completed, with another 27,600 self-directed learnings (mostly voluntary) completed.

Through The Learning Center, our Team Partners have attended courses such as “Different Minds, Shared Success: Embracing Neurodiversity,” “Microsoft Teams in 30 Minutes,” and “Understanding and Building a Positive Team Culture.” Favorable Team Partner feedback guides our continued evolution of The Learning Center as we seek to further enable access to meaningful content, convenient and easy access, and flexible scheduling to meet current and future needs.

LEADERSHIP DEVELOPMENT PROGRAMS

We provide comprehensive leadership development programs designed to equip our leaders with the tools necessary to strengthen their current skills and provide opportunities to learn new skills needed for the future. As part of our refresh, we implemented three new programs and fine-tuned our UniFirst Management Institute (UMI). These programs focus on equipping leaders at all levels with the skills they need to successfully lead our Team Partners to always deliver for our customers. Each tier of training focuses on the specific needs of those leaders. For example, our UMI program is designed to prepare frontline leaders to become Division Directors of Operations with a robust classroom and experiential framework.



Our Team Partners participate in a variety of training to build skills, strengthen bonds, and achieve personal and professional goals.

Employee Wellness and Benefits

We believe our people are UniFirst’s biggest differentiator and critical to our overall success. As a result, we place an immense value on the holistic welfare of each of our Team Partners through our well-being program, which addresses positive mental health and fosters a thriving workplace environment. To demonstrate our commitment to our Team Partners and their families, we have created our benefits package that supports their financial, emotional, mental, and physical well-being. In doing so, we believe the benefit of attracting new hires and retaining our valued Team Partners as we continue to grow our organization.



EMPLOYEE BENEFITS

Standard:

Health and Prescription Insurance	Employee Assistance Program (EAP)
Dental Insurance	Paid Time Off
Vision Insurance	Employee Discounts
Short- and Long-term Disability Insurance	401(k) with Company-Match
Paid Parental Leave	Employee Discounts

Optional:

Employee Life Insurance	Hospital Indemnity
Spouse and Child Life Insurance	Auto and Homeowner Insurance
Identity Theft Protection	Tuition Reimbursement
Pet Insurance	GED Prep
Legal Insurance	English as a Second Language/English for Speakers of Other Languages
Accident Insurance	
Critical Illness	

HEALTH BENEFITS

As part of our basic health benefits package, we offer our Team Partners multiple options for Medical, Dental, and Vision insurance programs so they can find the best plan for their needs.

We have implemented a companywide “Work for Wellness” program that promotes on-site events at participating UniFirst locations, offering:

DENTAL EXAMS & CLEANINGS	BIOMETRIC SCREENINGS	MOBILE MAMMOGRAMS
EYE EXAMS	FLU CLINICS	

In addition to these benefits, we provide prescription coverage, paid life insurance, short-term disability, and more. To encourage preventive care, we provide paid time off to attend annual doctor’s visits.

We offer many optional benefits, such as identity theft protection, accident and critical illness insurance, auto and homeowner insurance, pet insurance, and more. These programs are available to full-time employees within 90 days of hire. Reflecting our commitment to our Team Partners and their families, we also extended coverage to their immediate families and/or partners in compliance with applicable laws and regulations.



“I had a quick and thorough eye exam, picked out new glasses, and didn’t even have to leave the office. It was a huge time saver!”

MICHELLE ANZIVINO
Team Partner

WELLNESS BENEFITS

Our online wellness platform incentivizes our Team Partners and their families to participate in positive, health-related activities such as health risk assessments and biometric screenings. The platform provides access to health coaches, smoking cessation programs, and weight loss support. For parents, we offer parental leave benefits, supporting mothers and fathers during the birth or adoption of a child and allowing them time to adjust and acclimate to their growing family.

Our Employee Assistance Program (EAP) further supports our Team Partners and their households with additional care when needed. For example, each employee can attend five counseling sessions annually through the EAP.



Wellness Spotlight

Our Owensboro, Kentucky, location opened an on-site clinic for our employees. The clinic allows the more than 500 Team Partners direct access to a range of preventative healthcare services such as annual physicals, wellness screenings, basic lab work and prescriptions. The clinic also provides wellness coaches as part of our comprehensive initiative to increase Team Partners’ focus on prevention and wellness.

In addition, the Owensboro campus has a fresh produce market to provide access to fresh fruits and vegetables, and a walking/running track.



“This is an investment in our Team Partners. Our incentive was to have a healthier and happier workforce who can access health care the way it’s supposed to be—at the preventive level.”

KERRY BAILEY
Strategic HR Business Partner

FINANCIAL BENEFITS

At UniFirst, we are committed to supporting our Team Partners through competitive compensation and benefits. Our Company-sponsored 401(k) program with Company match is designed to help our Team Partners live a full and productive life while simultaneously preparing for retirement. In addition to a generous 401(k) match, UniFirst offers an annual Profit Sharing Contribution to align the Company’s success with Team Partners’ contributions.

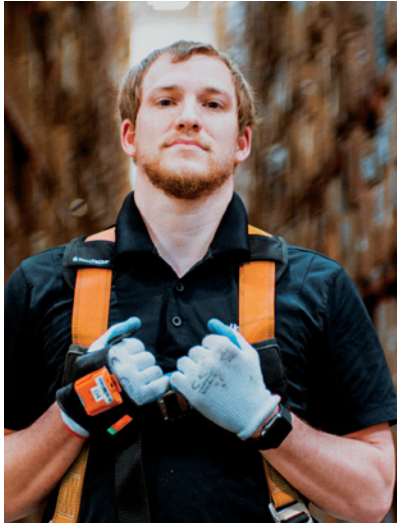
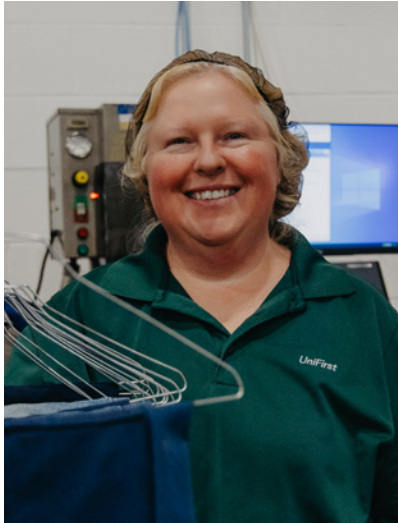
To further assist in financial wellness, we provide access to educational offerings related to financial coaching and planning. As part of our competitive benefits package, we provide paid holidays, vacation days, and sick days, encouraging our Team Partners to take time off throughout the year to rest and reset.

EMPLOYEE TUITION PROGRAM

We value education and recognize the importance of encouraging tomorrow’s leaders. We also acknowledge the financial burden that academic pursuits can place on an individual and their family. In addition to our two established scholarship programs, to help our Team Partners develop their professional skills and expand their educational foundations, we offer tuition reimbursement to support their continued academic pursuits. We are proud that UniFirst has provided several million dollars of educational assistance to our Team Partners across the U.S. and Canada in recent years.

Designed to encourage full-time Team Partners who wish to further their education and progress in their job knowledge, UniFirst provides partial reimbursement for tuition and books upon successful completion of job-related courses in a bachelor’s or master’s degree program.

In addition, the Company has now expanded its tuition aid to include Team Partners who are pursuing their GEDs. We also offer support for language classes, such as English to Speakers of Other Languages (ESOL).



Health and Safety

As part of our UniFirst Safety Vision, we are committed to creating, fostering, and consistently promoting safe environments for our Team Partners at work, at home, and at our customers’ facilities.



HEALTH AND SAFETY POLICIES

Asbestos Program	First Aid	Lockout/Tagout
Bloodborne Pathogens	Hazard Communication	Personal Protective Equipment
Cadmium Program	Hearing Conservation	Powered Industrial Trucks
Confined Spaces	Heat Illness Prevention Plans	Respiratory Protection
Contractor Compliance Policy	Hot Environment	Safety Committee
Defensive Driving	Hot Work	Training, Posting, & Recordkeeping
EHS Policy	Incident Reporting & Investigation	Walking-Working Surfaces
Emergency Action Plan	Injury Illness Prevention Plans	Workplace Violence
Fall Protection	Lead Standard	
Fatigue Management		



UniFirst has frequently been honored for its commitment to excellence in safety.

Our 360,000 square foot Owensboro, KY distribution center earned the esteemed Textile Rental Services Association (TRSA) SafeTRSA Safety Excellence award at the Gold level.

The facility also participates in OSHA’s Voluntary Protection Program (VPP), making it one of only 20 sites in Kentucky to earn VPP certification. Exemplary safety achievements at the location include establishing an on site wellness clinic, conducting monthly safety audits, carrying out comprehensive safety reviews for each job function, instituting an emergency response team, and integrating daily safety activities during shift kickoffs, including stretching exercises.

These honors recognize UniFirst’s unwavering commitment to promoting and maintaining high safety standards, reflecting our comprehensive safety programs, training initiatives, and risk management strategies. While we are proud of these accolades, we know there is always room for improvement.

INTEGRATING

Daily Safety Activities

DURING SHIFT KICKOFFS

INSTITUTING AN

Emergency Response Team



CARRYING OUT COMPREHENSIVE

Safety Reviews

BY JOB FUNCTION

ESTABLISHING AN

On-Site Wellness Clinic

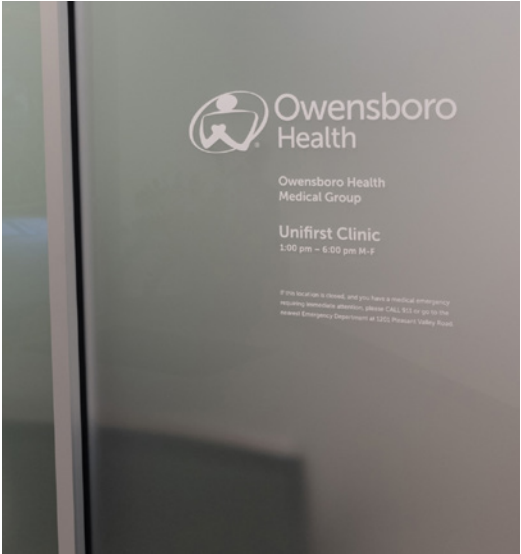
CONDUCTING

Monthly Safety Audits

SafeTRSA

Safety Excellence

GOLD LEVEL AWARD WINNER



SAFETY LEADERSHIP

Our Health and Safety program is led by our Corporate Safety team. Following a comprehensive evaluation of our safety culture in partnership with risk and insurance firm Marsh, we clearly identified our key focus areas and established two core safety targets: zero serious injuries on an annual basis and 100% safety training compliance.

While initial efforts focused on establishing these targets and assessing our needs, our teams are actively executing these strategies across all facilities to achieve our goals.

To drive safety performance across our footprint, we maintain active Safety Committees at each facility with representatives from various operational functions. These committees review incidents promptly, share corporate initiatives, and participate in ongoing education.

Additionally, Safety Ambassadors serve as liaisons between our locations and the Corporate Safety team, educating and mentoring Team Partners while fostering a strong safety culture. They play a critical role in evaluating key performance indicators and guiding locations toward our Annual Safety Awards, which recognize gold, silver, and bronze level achievements based on rigorous performance criteria.

SAFETY GOALS:

Zero serious injuries on an annual basis

100% safety training compliance



Our initiatives also encourage individual locations to build strong relationships with local emergency agencies—such as fire departments and public safety teams—through regular drills and community education opportunities.

Through our company-wide “Partners in Safety” program, we engage both management and operational staff through a quarterly award incentive program that reinforces safe work behaviors and

measurable goals. Locations are also empowered to recognize individual Team Partners on the spot for exemplary safety commitment.

Every Team Partner plays an active role in maintaining a safe environment. We empower our workforce to speak up immediately regarding any unsafe conditions—either directly to management or anonymously through our third-party EthicsFirst Hotline.



Team Partners at UniFirst's Owensboro, KY location proudly pose with the VPP flag.

FACILITY AUDITS

We regularly conduct and document comprehensive Level 3 safety audits and procedures to help ensure all of our facilities meet or exceed OSHA requirements. Built into these audits is the ability to electronically provide feedback and updates as locations work to correct any potential issues identified by the safety auditor. In addition, UniFirst conducts maintenance and infrared audits. Maintenance audits examine equipment such as boilers, hot water systems, water softeners, air compressors, and heat reclaimers. These audits identify any maintenance or operational issues that need to be addressed by the plant’s maintenance team to keep the equipment operating efficiently and safely for a long period of time. Infrared audits are also used to identify problems with equipment. Using an infrared camera to photograph equipment, we’re able to identify temperature differences, helping to find things like an electrical circuit breaker that is overheating or a piece of the steam distribution system that is blocked. These audits are crucial in our efforts to identify hotspots that can lead to accidents and rectify issues before anyone’s safety is compromised.

CRITICAL INCIDENT MANAGEMENT

We have an established Critical Incident Management (CIM) Team with representatives from our Risk, Safety, HR, and Legal teams. In the event of an emergency situation, the CIM Team is responsible for engaging with our local site management and enacting an emergency plan. This process is developed to help ensure appropriate actions are carried out, while further minimizing risks and impacts.

INCIDENT REPORTING

In 2024, we launched a cloud-based Risk Management and Safety Reporting Platform that modernized how we capture and act on safety data. The platform enables every UniFirst location to report safety-related incidents into a centralized system, providing real-time visibility for our Risk and Safety team. Through integrated root-cause analysis tools and automated tracking, the platform helps ensure that corrective actions are assigned, completed, and measured, reducing the likelihood of repeat incidents and strengthening our overall safety culture.



Safety Spotlight:
OSHA’s Voluntary Partnership Program (VPP)

For the fourth consecutive year, our Owensboro, Kentucky, Distribution and Fulfillment Center has reached a major safety milestone, once again earning two of the most respected honors in workplace safety. The facility achieved the Voluntary Protection Program (VPP) Star certification from the Occupational Safety and Health Administration (OSHA)—OSHA’s highest recognition for workplace safety and health practices—and was honored with the prestigious Governor’s Safety and Health Award, presented by Gov. Andy Beshear of Kentucky. The Governor’s Award recognizes workplaces that have exceeded 1,000,000 hours without a lost time incident, and Owensboro has now earned this distinction four times, building on previous recognition in 2010, 2020, and 2022. With more than 500 Team Partners at the center, these achievements reflect the time, attention, and shared dedication our people bring to keeping everyone safe.

This location has long been at the forefront of UniFirst’s safety initiatives. Its programs include an on-site wellness center, mandatory safety training for Team Partners, monthly safety audits, comprehensive safety reviews of each job function, an



Emergency Response Team trained in emergency procedures, and daily safety topics at shift kickoffs that include stretching. The center also participates in OSHA’s Voluntary Protection Program, and its commitment carries through to ongoing bi-weekly plant audits and quarterly evaluations across 25 operational areas. As our leadership and Team Partners often note, success in safety does not happen by chance—it is the result of diligent daily effort, team-led audits, and a deep belief in the value of our safety programs. Every Team Partner plays a role in making sure everyone goes home safe, and reaching this level of recognition again proves how deeply safety is ingrained in everything we do.

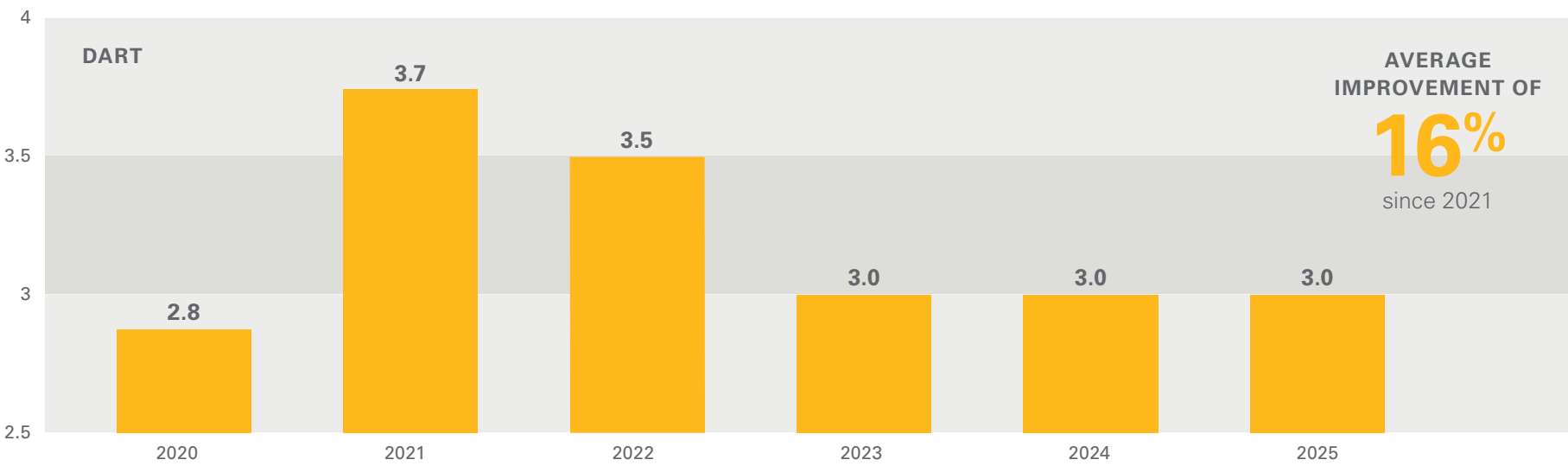
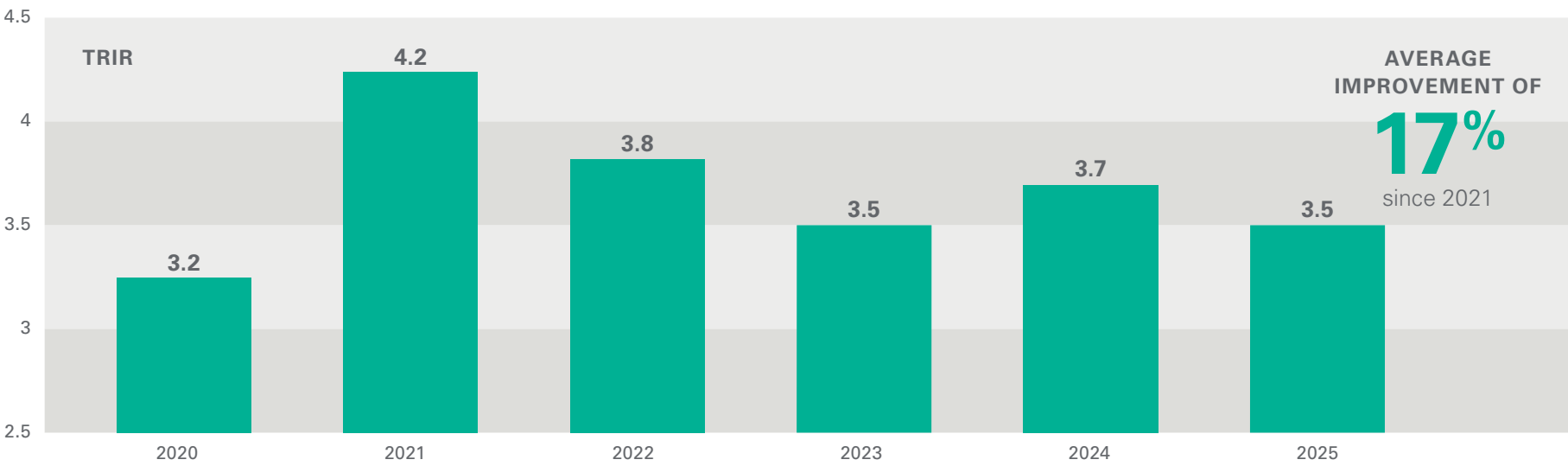
These honors arrive at a meaningful moment, coinciding with the groundbreaking of a 109,000-square-foot expansion project that will bring the Owensboro facility to nearly half a million square feet. The project has received recognition and support from Gov. Beshear, further underscoring its importance to the region. Together, these safety achievements and infrastructure investments reflect our continued commitment to our people, our operations, and the communities we serve—setting a standard for workplace safety and culture in Kentucky and across North America.



SAFETY TRAINING

We seek to continuously train our Team Partners throughout the year so they can readily identify hazards, prevent injuries, and operate in a safe manner. Our training efforts cover a range of topics from general compliance such as “Workplace Hazardous Materials Information System” to more job-specific training such as “Hot Work Certification Training.” At the end of FY25, we achieved a training rate of 98.7%, representing more than 25,000 hours recorded.

Our Health and Safety program monitors a number of safety-related metrics* to help inform our safety strategies and initiatives. In 2025, our Total Recordable Incident Rate (TRIR) improved, declining by approximately 5% from 2024, while our Days Away, Restricted, or Transfer (DART) rate held steady at 3.0.



*Data excludes subsidiaries in Canada, Europe, and Latin America.

DRIVER AND FLEET SAFETY

As we deliver goods and services to more than 300,000 business locations each and every day, our drivers are the face of our organization. They represent us when interacting with our customers and our community at large, therefore they must always be demonstrating our core values and our mission.

Our Fleet Program has a four-prong focus: maintenance, compliance, procurement, and driver safety. Our teams strive to ensure that our fleet vehicles are road ready and that our Team Partners are fully trained to manage the day ahead. As part of their training, all of our drivers need to meet specific requirements including passing appropriate background checks and completing a driver certification program that includes customer interaction training, defensive driving, and road tests.

Our drivers are then regularly re-evaluated and undergo annual road tests to ensure they remain in compliance with UniFirst, state, and federal requirements.

In addition to our companywide safety goals, our Fleet Program has implemented specific safety goals. These goals are to meet

or exceed all regulatory requirements concerning driver safety and qualifications; to recruit Team Partners who share UniFirst’s values and goals of operating in a safe, legal, and professional manner; and to employ staff members who can provide the highest level of customer service and satisfaction to achieve our goal of earning “Customers for Life.”

We are continuously enhancing our Fleet Safety Program with new technology and improved vehicle designs. Through a partnership with Samsara, we are integrating new telematics and dashcams across our fleet. This technology provides valuable insights into driving habits, helps us identify opportunities for improvement, and allows for proactive coaching. These efforts not only improve safety but also help to define more efficient routes, reducing our time on the road.

The safety of our drivers extends to the vehicles themselves. We equip our trucks with features like skid plates on walkways and sturdy safety rails to prevent slips and falls. Depending on the vehicle, we also include lift gates or built-in ramps with hoists to make loading and unloading safer and easier. Furthermore, our vehicle cockpits are ergonomically designed with driver comfort and safety in mind, creating an environment that supports both productivity and well-being.

“We’ve been very happy with the service we have from UniFirst. Our delivery driver takes the extra steps to make sure that we are happy and things are running smoothly.”

GINNY LAWLESS, Office Manager, Adams & Fogg Oil Equipment Co.



WE REQUIRE ALL OF OUR DRIVERS WHO OPERATE COMPANY VEHICLES TO COMPLETE AN ANNUAL DEFENSIVE DRIVING COURSE.

TELEMATICS AND DRIVER SAFETY

Every year, our drivers travel millions of miles to serve customers across North America. Their safety, and the safety of everyone who shares the road with them, is a responsibility we take seriously. It reflects our deepest commitment: **getting every Team Partner home safely at the end of each day.**

To further strengthen our commitment to driver safety, we introduced telematics and dash camera technology across our fleet, partnering with Samsara to give our people the tools, insight, and coaching they need to improve driving behaviors and be safer each and every day.

A PARTNER ON EVERY ROUTE

Telematics acts like a supportive partner riding alongside each driver. Using AI technology, the system monitors driving behavior in real time and delivers gentle, immediate guidance, reminding drivers to slow down, buckle up, put down distractions, or increase following distance before a risky moment becomes an incident. When events do occur, dash cameras help capture what happened, providing an objective perspective that protects our drivers and the communities we serve.

Our approach combines this in-cab coaching with personalized, manager-led coaching. Supervisors review driver safety scores and behaviors working one-on-one with Team Partners to build safer habits over time. Additional features, including GPS tracking, electronic driver vehicle inspection reports (E-DVIR), maintenance alerts, and route optimization, help us keep vehicles in top condition and running efficiently.



PROVEN RESULTS THAT PROTECT OUR PEOPLE

We began with a pilot program before scaling across our fleet, and the results made the case clear. During the pilot, we achieved a 91% reduction in safety events, including a 98% reduction in distracted driving, a 94% reduction in unbuckled seat belt events, and an 83% reduction in collision risk. Coachable events also declined significantly, with in-cab alerts dropping from as many as 20 per week to fewer than one—an 86% reduction. The pilot also reduced long idle time by 74%, generating approximately \$32,000 in annual savings for the pilot fleet and supporting lower fuel use and emissions. Projected across our broader fleet, that improvement represents an estimated \$2.6 million in annual savings.

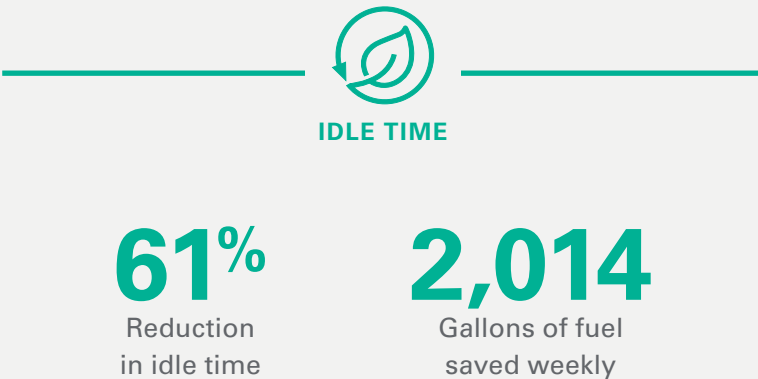
As we expanded, each phase continued to show encouraging progress. Phase 1 delivered a 90% reduction in policy violations, a 90% reduction in distracted driving, a 70% reduction in collision risk, and a 50% decrease in heavy speeding. Phase 2 results showed a 75% reduction in policy violations, a 78% reduction in distracted driving, a 61% reduction in collision risk, and a 25% decrease in heavy speeding.

We are rolling out telematics in phases across our network, giving each location the training and support needed for a smooth transition. As of July 2025, approximately 1,478 vehicles, or about 40% of our fleet, were active on the platform, with additional phases scheduled through the end of the year.

The benefits extend well beyond the numbers. Safer driving habits help reduce accidents and roadside violations. Real-time evidence helps exonerate drivers when they are not at fault. Personalized coaching helps every Team Partner grow more confident behind the wheel. And proactive maintenance alerts keep our vehicles safer and more reliable. Together, these outcomes give our drivers greater peace of mind while reducing risk for the communities we travel through.

Our investment in Telematics reflects our commitment to cultivating a culture of safety. As we complete our rollout, we remain focused on the promise that guides this work: helping every Team Partner return home safely, so we can always deliver for the customers who count on us.

TELEMATICS IMPACT*



*Some data collected in FY26..

Community

Our founder, Aldo Croatti, deeply believed in supporting the communities we serve, a commitment we continue to uphold today.



Community Involvement

Reflective of our founder's dedication, our company is built with a service-first mentality as we seek to help one another succeed and believe that every individual has the potential to be a force for good. Our genuine care for one another as individuals translates to our promise to Always Deliver.

UNIFIRST GIVES

We take a hands-on approach to community engagement, donating our time and resources to local initiatives to enhance education and the welfare of our communities. Through our program, UniFirst Gives, we encourage our 16,000 Team Partners and their families to participate in charitable events throughout the year.

Over the years, we have donated hundreds of thousands of clothing items, PPE, monetary donations, and more to help keep our communities safe in times of need. By engaging with our communities, we gain valuable firsthand insights into the pressing social and environmental issues affecting our customers and Team Partners. This understanding drives us to take thoughtful actions, allowing us to create even more opportunities to support one another and expand our impact at the local level.

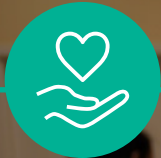
We have streamlined and centralized our donation process across the organization to help us remain focused and agile in our engagement activities. This enables us to ensure that our donations and efforts are used appropriately and reflect UniFirst's mission. We continue to partner with local and national programs throughout the year. UniFirst also maintains an Employee Disaster Relief Program to support Team Partners impacted by crises such as natural disasters.

In 2025, several communities that UniFirst serve and where our Team Partners live were especially hard-hit by natural disasters, including Hurricane Helene, Hurricane Milton, Cave City, AR tornadoes, and the Kerr County Floods. UniFirst supported our employees who suffered a severe loss with over \$67,000 in aid, as well as \$25,000 in support of the Red Cross and Kerrville County Community Fund.



Other initiatives that took place at the local level are:

In Charleston, South Carolina, our local team partners have partnered with the Vocational Rehabilitation Department of South Carolina for over ten years. Their mission is to prepare and assist eligible South Carolinians with disabilities to achieve and maintain competitive employment. UniFirst partners with vocational rehab by utilizing their services in our hanger reuse program. UniFirst will send hangers collected from current customers, and vocational rehab employees will straighten the hangers and place them on racks for reuse within our production facility.



ORGANIZATIONS UNIFIRST HAS SUPPORTED

- American Cancer Society
- The American Lung Association
- Boys & Girls Clubs of America
- The College Success Foundation
- Habitat for Humanity
- Make-A-Wish
- March of Dimes
- The Red Cross
- Ronald McDonald House
- Salvation Army
- Special Olympics
- St. Jude Children’s Research Hospital
- United Way
- Wreaths Across America
- YMCA/YWCA

UniFirstTeam Partner’s donating blankets to the Lazarus House shelter.

PHILANTHROPY

In addition to the organizations we support across our company, we have dedicated time and resources to supporting four key philanthropic programs: Aldo Croatti and Ronald D. Croatti Scholarship funds, National Guard Relief Foundation, and The Sunflower Initiative. Each of these programs gives back to the community by fundraising and/or raising awareness of events near and dear to our Team Partners’ hearts.

SCHOLARSHIP FUNDS

The Croatti Family and UniFirst remain committed to supporting the educational goals of its Team Partners and their families, having created two distinct scholarship programs: The Aldo Croatti Scholarship for children and grandchildren of current Team Partners, and the Ronald D. Croatti Scholarship for UniFirst Team Partners pursuing degree programs. Since the inception of the UniFirst scholarships (beginning with the Aldo scholarship in 2004 and the Ronald D. Croatti Scholarship in 2015), the Company has awarded over \$1,000,000 in financial support to deserving students and employees, underscoring our company’s commitment to education and professional growth.

The Aldo Croatti Scholarship

Awarded annually to the children and grandchildren of company Team Partners. This UniFirst scholarship honors the legacy of UniFirst’s founder, Aldo Croatti. Since 2004, this scholarship program has granted more than \$611,000 to support students in their academic endeavors.

The Ronald D. Croatti Scholarship

Provides financial support to full-time UniFirst Team Partners. This UniFirst scholarship honors Aldo’s son, Ron, who led the Company from 1991 until his passing in 2017. The program assists those pursuing full- or part-time undergraduate or graduate studies at accredited colleges or vocational/technical schools for an entire academic year. Since 2015, UniFirst has given more than \$406,000 to support the educational aspirations of its employees.

The Aldo Croatti Scholarship has granted

\$611,000+

SINCE 2004

The Ronald D. Croatti Scholarship has granted

\$406,000+

SINCE 2015



“By investing in the education and development of our UniFirst Team Partners and their families, we are also investing in the future of our company. Both Aldo and Ron Croatti were big proponents of supporting our employees’ educational aspirations. The UniFirst scholarship program continues its legacy by nurturing the potential within our UniFirst family.”

STEVEN SINTROS
UniFirst President and CEO

THE SUNFLOWER INITIATIVE

With hundreds of vehicles on the road each day, UniFirst takes distracted driving seriously for both our own people and those on the road around us. We also recognize that the impact of dangerous driving can have lasting consequences on families and communities. Tragically, one of our own Team Partners, Todd Linder, lost his 16-year-old daughter, Cassy, to a distracted driver in 2023. Turning unimaginable heartbreak into a mission to save lives, Todd and his family continue to honor their daughter, Cassandra Kay Linder, by tirelessly fighting against distracted driving. Through the Sunflower Initiative, their dedication to spreading awareness is reaching more people than ever.

We are incredibly proud to support Todd and his family as they channel their grief into action. Their strength reminds us all that our choices behind the wheel matter.



HOW THE LINDER FAMILY IS MAKING A PROFOUND IMPACT

Official remembrance week

The Mayor of Garden City officially proclaimed April 6–11 as Distracted Driving Awareness and Remembrance Week in Cassy’s memory.

Reaching young drivers

Todd is sharing Cassy’s story with students at high schools in Lakin, Wichita, and Oakley, Kansas to raise awareness.

Sunflower mats

The family donated 22 UniFirst-made sunflower mats to high schools across Kansas to serve as a daily reminder to stay focused behind the wheel.

Statewide advocacy

They hosted a booth at the Kansas Department of Transportation’s annual safety conference.



Stewardship

Our leadership team's guidance enables us to successfully support the variety of industries we serve daily.

Leadership

Our leadership team is comprised of experienced business executives who collectively have deep subject matter expertise in uniforms and facility services, operations, manufacturing, supply chain, technology, finance, sales and marketing, and legal and human resources.

BOARD OF DIRECTORS

At UniFirst, we are guided by our seven-member Board of Directors who oversee our Company's affairs. The Board has four distinct Committees, each tasked with supporting various aspects of UniFirst. The Nominating and Corporate Governance Committee is responsible for identifying and recommending qualified individuals to serve as Board members and oversight of the corporate governance guidelines. The Compensation Committee is tasked with evaluating the performance of Company executives on an annual basis. The Audit Committee is responsible for overseeing the Company's financial statements, reporting processes, and internal controls and procedures. Finally, our Board Impact Committee works together with our Working Committee and is responsible for oversight of our strategies, initiatives, and policies, including our approach to risk assessment and management.

*As of FY25. Visit our [investors website](#) for the most recent information on the Board of Directors. Ray Zemlin retired from the Board of Directors in FY26.



UniFirst Board of Directors: (left to right, front row) Cynthia Croatti, Michael Iandoli, Cecilia McKenney, (back row) Ray Zemlin, Steven Sintros, Sergio Pupkin, Joseph Nowicki

During the Annual Shareholder Meeting, shareholders vote on candidates to serve for a three-year term. During the Board nominee selection process, the Committee considers the experience and qualifications necessary to best serve the interests of our organization. The Committee also considers candidates who have a background that complements the existing Board members, providing different perspectives and freshness of views.

At the close of our fiscal year, our Board consisted of two women and five men. Five of the Directors were classified as being independent in accordance with the New York Stock Exchange (NYSE). The two non-independent Directors include our current CEO and a former Executive Vice President, who also serves as a special consultant and advisor to the CEO. No Director represents the interest of any particular constituency, other than our stockholders as a collective.

BOARD OF DIRECTORS BY*



*As of FY25.

BOARD STRUCTURE



EXECUTIVE LEADERSHIP

The UniFirst Executive Leadership Team is responsible for managing the Company, including the Company’s strategic direction and works closely with both the Board of Directors and senior leaders across our organization. Comprised of our President and Chief Executive Officer, Chief Financial Officer (CFO), Chief Operating Officer (COO), and Executive Vice President Sales and Marketing, our UniFirst Executive Leadership Team seeks to ensure that the strategy is effectively communicated and implemented across all aspects of our organization. They continue to identify ways to improve our customer commitment, focus on quality, and strengthen our relationships with Team Partners, customers, and communities.



STEVEN SINTROS
President and CEO



SHANE O’CONNOR
Executive Vice President and CFO



KELLY ROONEY
Executive Vice President and COO



DAVID KATZ
Executive Vice President, Sales & Marketing

Responsible Business and Ethics

Our commitment to responsible business practices is deeply rooted in our company identity and is embodied within our core leadership principle of “Acting with Integrity.” This principle has been a cornerstone of our culture, guiding and shaping a legacy of integrity, accountability, and responsible conduct by each individual Team Partner.

Our Statement of Corporate Policy and Code of Business Conduct and Ethics (the “Code of Conduct”) serves as the foundation of our ethical framework. The Code of Conduct, which is publicly available on our website, defines the expectation for all our Team Partners, to comply with the law and to conduct the Company’s business in keeping with high moral, legal and ethical standards. We intend to continue to conduct our business with integrity in relation to our customers, suppliers, competitors, and all others with whom we deal, including our Team Partners.

Topics covered by the Code of Conduct include policies related to environmental laws and regulations, antitrust, fair dealing, conflicts of interest, political contributions, improper payments, giving or receiving of gifts, accuracy of records, insider trading, fair

dealing, and the proper use of company assets. We uphold rigorous standards and have established standalone policies with the aim to ensure that our actions are consistent and reflective of our core values and commitment to ethical excellence. By integrating ethical business practices into our operations, UniFirst not only fulfills its legal and regulatory obligations but also reinforces its commitment to corporate responsibility and sustainability.

Each year, all our Team Partners in North America are responsible for certifying they have read and agree to abide by the Code. The Code is available in English, Spanish, and French. Failure to comply with the Code may result in disciplinary action including up to employment termination.

Internal controls for ethical business practices

As part of our commitment to the principles set out in the Code of Conduct, we have designed and implemented proactive measures to help prevent corruption and bribery. Those measures involve rigorous internal controls and a stringent policy regarding unethical financial practices.

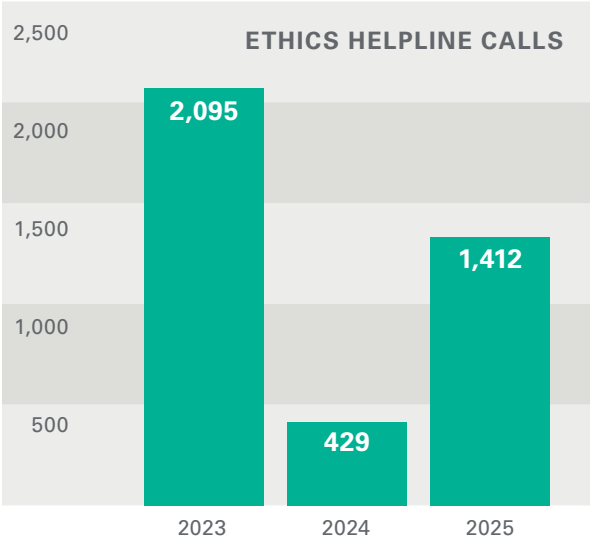


REPORTING A CONCERN

If any Team Partner or other stakeholder believes a violation of the law, the Code of Conduct, or any company policy or procedures has, or may, occur we encourage them to promptly report the matter. Our EthicsFirst Helpline is a telephone and web based anonymous incident reporting system managed through a third party. The EthicsFirst Helpline is available in all of the countries in which we operate and is open to Team Partners, customers, suppliers, and other external stakeholders to raise concerns related to any issues, observed or suspected. As part of

our Speak Up Policy, Team Partners may also take their concerns or suggestions to any supervisor or manager within the Company, even if it means going to another department. Alternatively, they have the option to contact the internal audit, human resources or legal departments directly, or report their concern through the EthicsFirst Helpline. We make all efforts to maintain anonymity through the investigation process. Matters reported through the EthicsFirst Helpline are reviewed and investigated by the internal audit and human resources departments,

together with the legal team where appropriate. Escalation and resolution processes differ depending on the type of issue raised. Any concerns and complaints related to accounting or auditing are also reported to the Audit Committee of the Board through our Audit Committee Complaint Procedure. We have a strict Anti-Retaliation Policy that prohibits retaliation for good faith reporting of misconduct or for participating in an investigation, hearing, or other related activities; any person who participates in retaliation is subject to disciplinary action.



HUMAN RIGHTS

Our approach to labor practices is rooted in our deep respect for human rights and the dignity of every unique individual. We prioritize creating a safe, healthy, and supportive environment for our Team Partners as well as our customers, suppliers, and community at-large. As such, we have established comprehensive policies, procedures, and protocols to address and prevent labor and human rights concerns across our operations. Furthermore, we have stringent policies in place to prevent child labor, forced labor, and human trafficking. We seek to ensure that our workplace not only complies with regulatory standards and contractual obligations of our customers but exceeds them where possible.

We also remain dedicated to providing safe and equitable working conditions for our Team Partners, suppliers, visitors, customers, and community. As we address these matters across our organization, we expect the same from not only our suppliers but also our customers and community partners. We remain diligent in our business practices, monitoring applicable federal, state, and local requirements for compliance.

We are guided by the principles set forth in our Corporate Human Rights Policy which was updated in 2024. This policy demonstrates our ongoing commitment to respecting human rights within our own operations and throughout the value chain. Our commitment to human rights is based on the United Nations Guiding Principles on Business and Human Rights (UNGPs), which recognize the distinct human rights responsibilities of states and businesses. This commitment includes internationally recognized human rights as defined by the International Bill of Human Rights and the International Labour Organization’s (ILO) Declaration on Fundamental Principles and Rights at Work. We conduct regular assessments seek to ensure our practices align with our values and legal requirements.

MINIMUM AGE REQUIREMENTS

To help combat the risk of child labor within our operations, we have introduced a Minimum Age Requirements Policy. This policy provides guidance for certain roles for individuals who seek employment, internship, or co-op positions but are not yet over the age of 21. Under no circumstance do we employ individuals under the age of 18. We hold our hiring managers responsible for verifying the ages of our employees according to applicable policies, laws, and regulations.

EQUAL OPPORTUNITY POLICY

Our Equal Opportunity Policy confirms that UniFirst provides equal opportunity for all employees and applicants for employment without prejudice in regard to sex, race, color, religion, national origin, veteran status, marital status, political beliefs, physical or mental disabilities, or age. We hire based upon the individual’s abilities and qualifications to perform the essential functions of the job.



ANTI-HARASSMENT POLICY

A safe and civil environment is necessary for UniFirst and its Team Partners to operate safely and successfully. We are committed to achieving a workplace free from bullying and harassment, including harassment based on any categories protected by law such as sex, gender, race, religion, age, veteran status, citizenship status, or disability. Anyone who intends to make a Team Partner feel threatened, humiliated, or intimidated is subject to disciplinary actions. This Policy extends to all our Team Partners, as well as our customers, applicants, suppliers, visitors or anyone else that our Team Partners may interact with within the workplace setting or during work-related events.

OPEN DOOR POLICY

UniFirst continues to recognize the importance and value of our Team Partners’ voices. We have an established “Open Door” policy that provides our Team Partners with the ability to share their suggestions, ask questions, or raise concerns without fear of reprimand. To reinforce this expectation, our Corporate executives, including our President and CEO, routinely make visits to each of our company locations, giving the opportunity for Team Partners to engage with them directly. Our locations also regularly host a Lunch with the Leader program to provide an informal opportunity for our Team Partners to engage with open and candid conversations with location management. We believe this employee engagement and interaction with our leadership team promotes our culture of caring for one another as we seek to serve others.

ENGAGING OUR STAKEHOLDERS

We engage transparently and collaboratively with our stakeholders to help ensure the effectiveness of our human rights program. Our Code of Conduct outlines the requirements for all our Team Partners within the Company. Our Vendor Code of Conduct, which has been updated in 2024, defines our compliance expectations for our vendors and their subcontractors to support our commitment to compliance with the law. Active engagement and feedback from our partners supports our desire to continually improve our approach.

If, at any time, a stakeholder has an ethical or human rights concern, they have the option to contact our EthicsFirst Hotline and can submit a report anonymously, if desired.

RISK MANAGEMENT

At the highest level, the Board of Directors oversees our company’s risk assessment and management processes. The UniFirst Executive Leadership Team helps identify and assess potential risks to the Company, seeking to ensure that business continuity plans are in place including critical risk mitigation efforts. The Executive Leadership Team reports to the Board on a quarterly cadence.



CYBERSECURITY AND DATA PRIVACY

UniFirst is subject to a number of laws and regulations in the U.S. and internationally that are dedicated to the protection of information of our customers, Team Partners, and other third parties. To help ensure we are compliant, we take a proactive approach to cybersecurity and data privacy by monitoring, scanning, and prioritizing threat intelligence and providing tailored outreach support to our teams. **UniFirst targets zero IT security data breaches.**

We regularly assess our information technology and cybersecurity programs through penetration testing, or “pen tests.” During our annual pen test engagements, we combine Traditional Pen Testing with On Demand/Continuous Pen Testing. This approach of human- and AI-driven Pen Testing provides greater visibility into our environment, allowing us the opportunity to identify and mitigate a wider range of risks that would otherwise not be possible with traditional pen testing alone.

We have also implemented what we believe are industry best practices, including the adoption of the Center for Internet (CIS) 18 Critical Security Controls Framework, seeking to ensure the confidentiality, integrity, and availability to

protect our information technology infrastructure and customers’ data. The following controls represent a partial list of strategic, technical, and administrative measures taken with the aim of reducing overall risk to the organization and our customers, with additional tools being evaluated for potential implementation in the near future:

MULTIFACTOR AUTHENTICATION

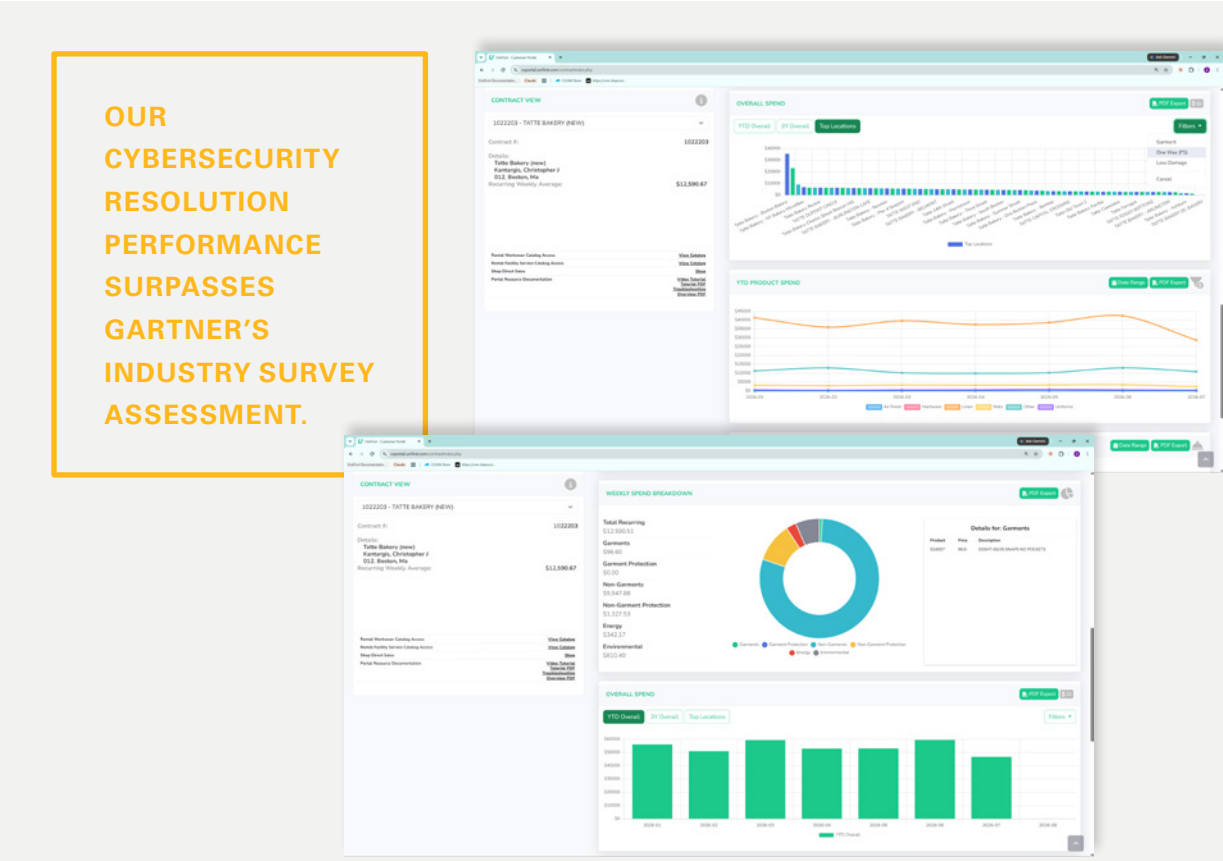
ENDPOINT DETECTION & RESPONSE	SECURITY INCIDENT & EVENT MANAGEMENT
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24/7 MONITORING, TRIAGE, & SUPPORT WITH
OUR TRUSTED CYBERSECURITY PARTNER

To further combat the risks associated with cybersecurity, and as outlined by our internal Data Privacy and Cybersecurity Policy, we train our employees and conduct routine campaigns to ensure they remain diligent. For example, we leverage The Learning Center to complete mandatory Cybersecurity Awareness training. We also conduct phishing campaigns, generally averaging one phishing campaign every five weeks. During these campaigns, we deploy regular phishing simulations and corrective action trainings. As a result, we have reduced our Team

Partner click rate over 50% in the 12-month period. In our final campaign of the year, our click rate was reduced to just 5%, demonstrating that our Team Partners are becoming more aware of potential risks. We believe this remains an

important aspect of a successful cybersecurity program. In 2023 and 2024, we had zero reported data breaches, but we know we must continue to remain vigilant in our efforts to combat cybersecurity threats.



PRODUCT SAFETY AND QUALITY

At UniFirst, we are committed to quality of products and quality of service – it is who we are and is embedded in our core values. We understand that we support a wide range of industries that rely on us to provide uniforms that meet stringent health and safety standards, are durable enough to withstand some of the toughest and roughest industries, and help minimize certain hazardous situations by offering flame resistance and other protective features.

Likewise, our floor mats may help reduce slip and fall risks, our first aid kits may assist in minimizing blood borne pathogens, and our safety trainings such as CPR help save lives. If our products and services fail to deliver, the consequences can be catastrophic. Therefore, each year our Team Partners seek to ensure more than eight billion points-of-quality inspections are completed on our uniforms.

“It’s been a top-notch experience. Everything is better with UniFirst: the prices, the customer service, and the quality of the uniforms.”

DOUG, Plant Superintendent, Pollution Control Products Co.



Focused on
safe and
high-quality
products

**TRSA (TEXTILE RENTAL SERVICES ASSOCIATION)
HYGIENICALLY CLEAN FOOD SAFETY (HCFS) CERTIFIED**

We provide uniforms and services to facilities that maintain a variety of standards and certifications from Hazard Analysis and Critical Control Points (HACCP) and Global Food Safety Initiative (GFSI) certifications to cleanrooms in laboratories.

To support our customers’ needs for ensuring food safety and minimizing cross-contamination, we have had our uniform and textile laundering plants Hygienically Clean Food Safety (HCFS) Certified by the TRSA. UniFirst currently has over 85 plants certified, demonstrating our commitment to best management practices (BMPs) as verified by inspections and independent microbial lab testing. Our dedication to compliance and processing uniforms and textiles using BMPs is governed by strict quality assurance (QA) documentation, and is the focus of stringent inspection and evaluation of critical control points to help minimize risk.



Hygienically Clean Food Safety recognizes cleanliness standards for laundering garments and other textile products in food manufacturing.

**85 UNIFIRST FACILITIES
TRSA HYGIENICALLY CLEAN FOOD SAFETY (HCFS) CERTIFIED**



Martin Escandon,
Division Director of Operations
UniFirst-San Antonio, Texas

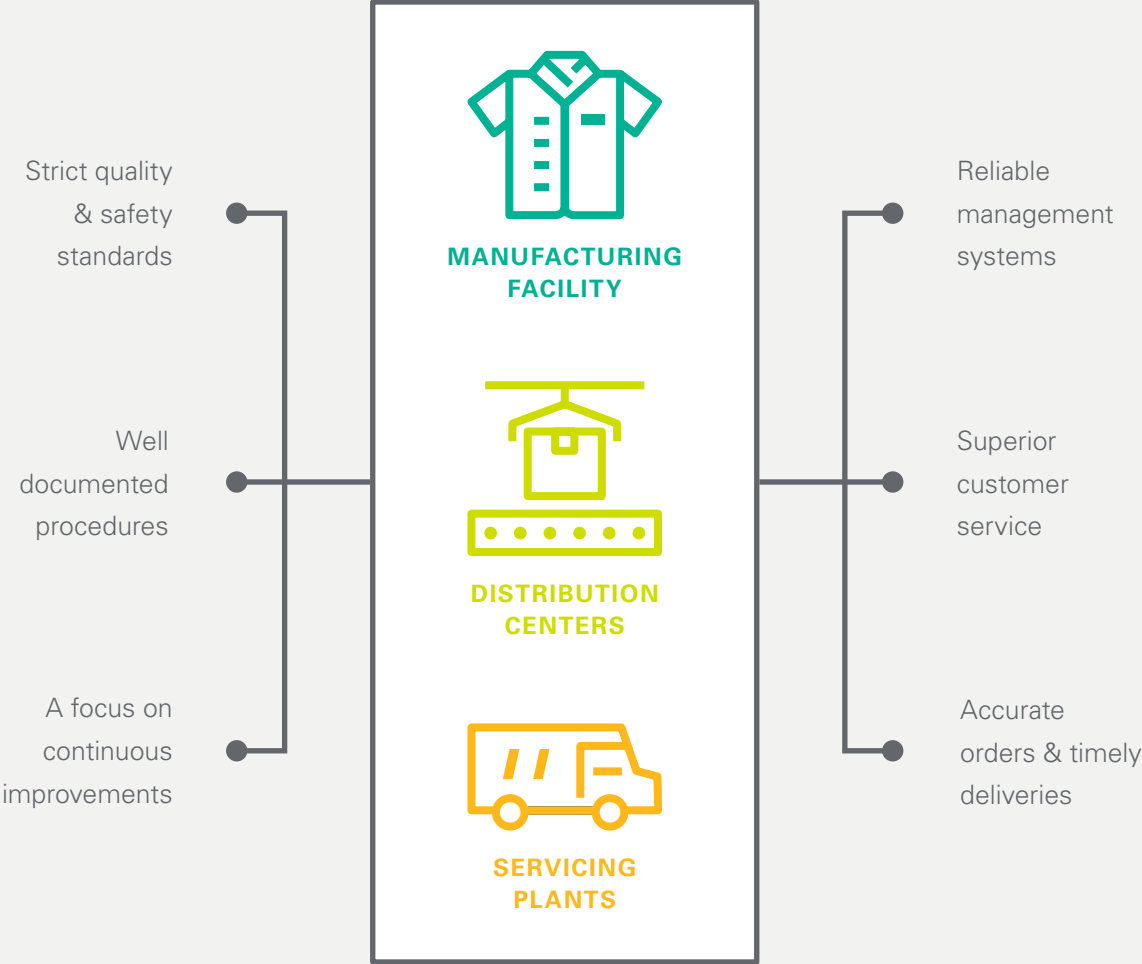
ISO 9001 CERTIFICATION

From industrial uniforms, career wear and image apparel, to highly specialized protective clothing, casual wear and floorcare products, UniFirst-made products stand for quality and offer a commitment to providing maximum comfort, durability, and safety. Our customers rely on receiving consistent, best-in-class goods and services from UniFirst; it is who we are.

To reinforce our promise of quality to our customers, we have committed to having each of our 90+ customer-servicing plants obtain International Organization for Standardization (ISO) 9001 certification for their quality management systems (QMS). Currently, more than 80 plants are ISO 9001-certified. Additionally, 2 of our 3 company-owned manufacturing facilities also operate within the ISO 9001 certifications, including our ISO 9001-certified distribution center. These certifications are earned and maintained by following in-depth quality and conformance protocols, and they are audited by a third-party certifying authority.

OUR GARMENTS ARE MADE IN ISO 9001-CERTIFIED FACILITIES, ENSURING HIGH QUALITY UNIFORMS.

THE MOST ISO 9001 CERTIFICATIONS IN THE INDUSTRY



Responsible Sourcing

We recognize that not only do our Team Partners play a pivotal role in our success, but so too do our suppliers. While we do not have a large upstream pool of suppliers, in 2025 we began implementing a multiyear enterprise resource planning (ERP) system which has placed a strong emphasis on supply chain and procurement automation and technology.

SUPPLIER MANAGEMENT

We manufacture approximately 65% of our garments that we place in service. We routinely acquire the raw materials from a limited number of suppliers who meet or exceed our supplier expectations. Furthermore, as we continue to develop and roll out the ERP system, we believe that this will enable us to lower operating costs and enhance our customer experience through improved inventory utilization and vendor management, improving response times for our customer’s orders, and enhanced quality.

SUPPLY CHAIN MAPPING

UniFirst began the initial mapping of our supply chain, using external support. The purpose is to establish a set of questions covering a mix of management systems and procedural implementation topics focused on the most essential impact topics, including social concerns, health and safety, environment, climate change, business ethics, and responsible sourcing. The feedback will enable us to get a better understand our supply chain footprint moving forward. The supply chain data generated is anticipated to provide UniFirst with a macro view of strategic key performance indicators allowing UniFirst to optimize the supply chain with responsible and reliable supplier partners.



Evans Agyemang
Head of Supply Planning

For our active participation and support of TRSA’s initiatives and our commitment to the textile services industry, UniFirst was presented with the TRSA Leadership Award. This award highlights UniFirst’s role as a trusted partner and its contributions to the growth and advancement of the industry.

“These recognitions are a testament to the hard work, dedication, and innovative spirit of our entire team. We remain committed to upholding the highest standards of safety, actively contributing to the advancement of our industry, and effectively sharing content that is meaningful to our customers.”

STEVEN SINTROS
UniFirst President and CEO

VENDOR CODE OF CONDUCT

In addition to our Code of Conduct, we expect our vendors and suppliers to support our commitments to compliance with all applicable laws and regulations, and to implement a similar policy for their own value chains. The Vendor Code of Conduct is designed to reinforce our commitment to responsible and ethical business practices, including preventing insider trading, bribery and corruption, and more.



Local business owners taking a tour of UniFirst's Minneapolis, MN location



PRODUCT QUALITY ASSURANCE

At UniFirst's Owensboro Distribution and Fulfillment Center, we have a strong focus on high quality care, handling, and timely shipment to internal and external customers. To do this, we use various methods with the aim of consistently analyzing the quality of our products. We track several key performance indicators (KPIs) every day, week, month, and year. Based on these metrics, we take necessary actions to meet our service level agreements (SLAs).

We also compare the quality results from one fiscal year to the next. This ongoing analysis helps us support our company goals related to quality and exceptional customer service.



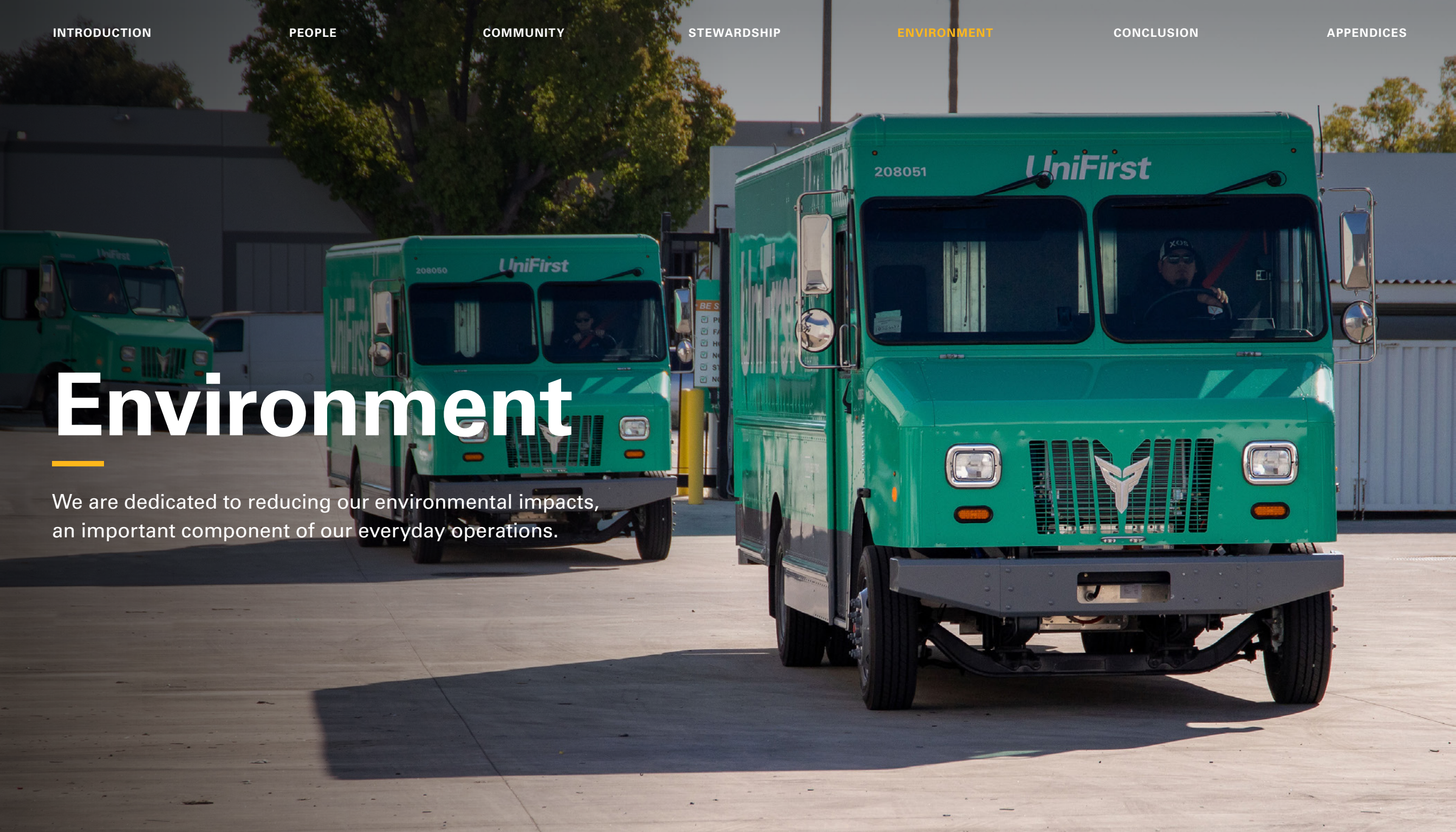
SUPPLIER DIVERSIFICATION

UniFirst proactively works with a variety of suppliers including small and mid-sized businesses. We also encourage our vendors to seek federal-level certification, offering guidance and support throughout the process. We also track and review our supplier base, providing pathways to new partnership opportunities and continued growth for our vendors.



Environment

We are dedicated to reducing our environmental impacts, an important component of our everyday operations.



Environmental Compliance

UniFirst is committed to the highest standards of integrity and corporate citizenship. Our environmental compliance efforts across the company are supported by Team Partners and supplier relationships with deep knowledge and expertise.

Environmental compliance is managed, in part, by our Corporate Environmental Department. Ultimately each of our Team Partners is accountable for understanding their responsibilities, seeking to ensure that they are conducting themselves in a manner that is compliant with our Company's Corporate Environmental Policy as well as all applicable laws and regulations.

CORPORATE ENVIRONMENTAL POLICY

This policy informs our approach to creating meaningful benefits for our customers and the communities we serve. We strive to improve our environmental performance through responsible resource use and conservation, pollution prevention, and by waste reduction. Our efforts extend to fleet efficiency, energy consumption, greenhouse gas emissions and climate change, air pollution, water, biodiversity, customer health and safety, materials and waste, and sustainable consumption.



Environmental Management

As a uniform rental service provider, the very nature of our business strives to support the circular economy by extending the life of the textiles we launder. We also understand that we have an important role to play when it comes to environmental management, especially as it relates to our own energy, emissions, waste, and water use as we repair, clean, and recycle these materials along the way. We have implemented policies and procedures to further guide us as UniFirst continuously seek ways in which we can lower our environmental impacts.

For example, all five of our CLEAN laundering facilities are ISO 14001-certified. This certification ensures that we adhere to effective sustainability practices, minimizing environmental impact and enhancing operational efficiency. For our customers, this means partnering with a company that prioritizes eco-friendly operations, contributing to a healthier world while delivering reliable and responsible services. We are focusing our efforts on improving energy and resource efficiency, introducing new technologies, and innovating new and more sustainable detergents. We are also sourcing environmentally preferable materials that are biodegradable or made from renewable sources and we are computerizing our textile-cutting systems to reduce waste generation, installing energy efficient equipment such as heat reclamation, and optimizing our fleet routes and expanding our use of electric vehicles.

We are also partnering with like-minded organizations like the TRSA and the Laundry Environment Stewardship Program (“LaundryESP”). Since 1997, we have been a proud charter member of this organization which focuses on pollution prevention and resource conservation programs. Through programs like TRSA and LaundryESP, we are better able to understand industry best practices and looking to identify ways to build a stronger, safer, and more environmentally responsible industry.

At UniFirst, as we continue to pursue environmental improvements across our organization, we are introducing two new goals. These goals are to decrease overall energy intensity* 20% by 2030 from a 2022 base year, and increase the amount of waste diverted from landfills, companywide.

ENVIRONMENTAL GOALS:

Decrease overall energy intensity 20% by 2030

Increase the amount of waste diverted from landfills, companywide



UP TO

40%

of process water is recycled in our Ontario, CA location

REDUCED OVER

118,670

pounds of CO2e with electric vehicle use

A DECREASE OF

14%

in overall energy intensity from baseline year to 2025

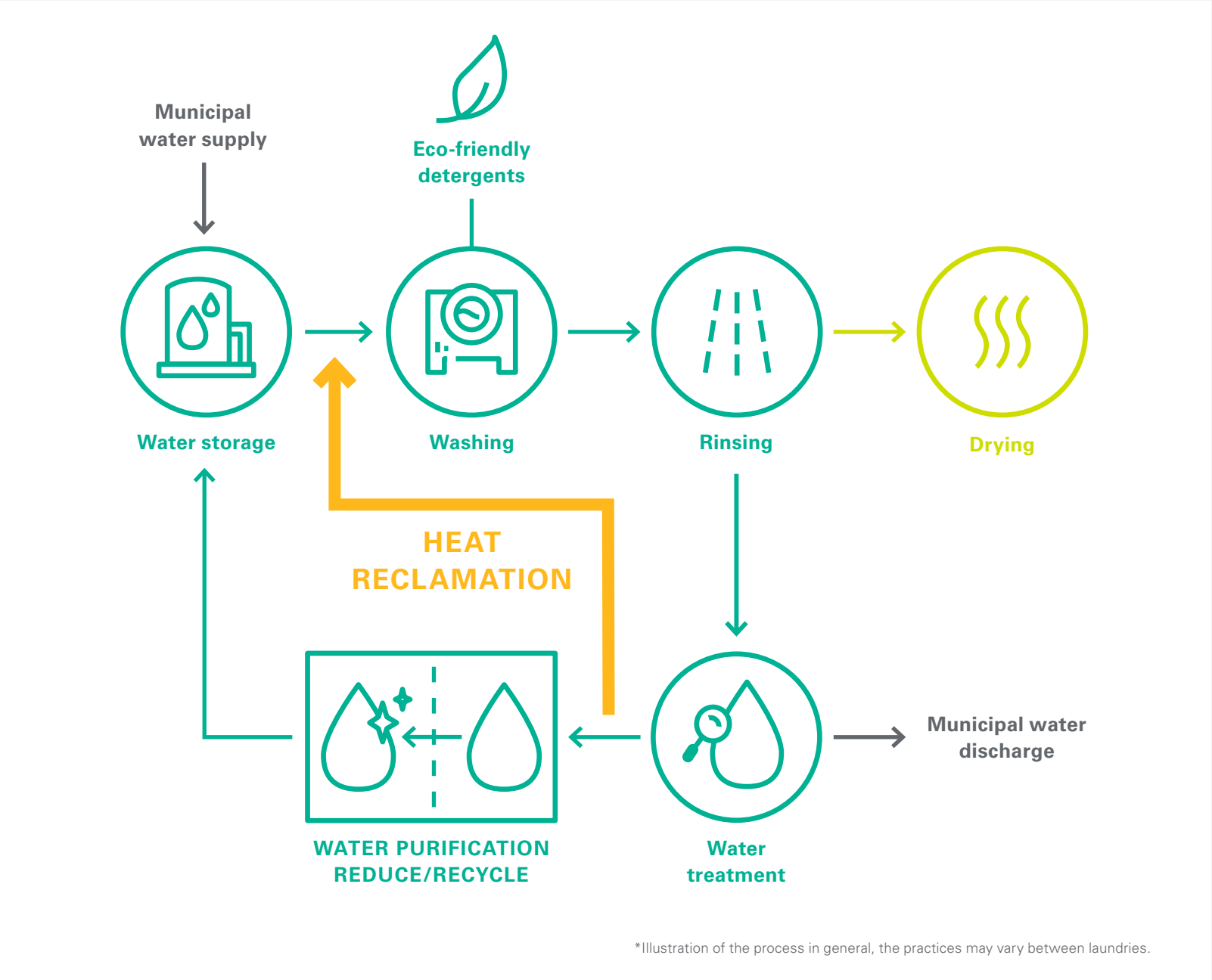
*Energy intensity is gigajoules per unit of economic output in millions of dollars (GJ/\$M).

INNOVATION AND TECHNOLOGY

We remain committed to innovative solutions when it comes to our product and service offerings, knowing that these will lead to greater benefits for our customers, our Team Partners, our communities, and the Company. In 2023, we invested more than \$3.6M in research and development efforts. We are incorporating the latest technologies and innovative software solutions where applicable, and we are redesigning or re-engineering others to better meet our business needs and the needs of our customers.

We have also recently partnered with Redaptive Energy to provide LED lighting upgrades to targeted facilities, leading to cost savings, improved workspace lighting, and energy efficiency improvements. It is estimated that the improvements will save UniFirst \$552,000 per year in energy costs and will potentially reduce our annual GHG emissions by more than 1,400 metric tons.

To further help us lower our energy demands and to maximize our water use efficiencies, we have implemented heat reclamation units at 95% of our laundry locations. Heat reclaiming systems transfer fluid heat between hot wastewater and cold, incoming water. In doing so, they can reduce energy consumption. In addition to using reclaimed hot water, we can reuse and recycle water in certain facilities for specific wash formulas. For example, we reuse non-filtered wash water for mats and wipers. This process enables us to reuse up to 15% of the water, based on normal industry product mixes. We are also able to use ultra-filtration systems, filtering particles down to 0.02 micron. This process allows UniFirst to recycle up to 40% of the process water.



*Illustration of the process in general, the practices may vary between laundries.

STATE-OF-THE-ART EQUIPMENT

UniFirst’s commitment to innovation runs deep, rooted in the vision of our founder, Aldo Croatti. We continually invest in state-of-the-art equipment across our laundry facilities, prioritizing upgrades to washers, dryers, and core operations that directly benefit our customers, Team Partners, and communities. We replace our industrial washers on a 20-year lifecycle to maintain peak environmental and technological efficiency, and recycle them at the end of their life to minimize environmental impact.

In addition, all garment presses are on a similar 20-year schedule for replacement. We strive for maximum efficiency as it relates to our industrial dryers. Employing coaxial ducts, a “duct within a duct,” hot moisture-laden dryer exhaust air is carried out of the plant through a center duct to the lint filter while the surrounding outer duct carries fresh outside make-up air directly to the dryer. As a result of this process, dryer energy consumption can be reduced by 5–10% leading to shorter cycle times, which further improves our energy efficiencies. In addition to the energy efficiencies gained by the duct work, nearly all UniFirst processing facilities employ wastewater heat reclaimers, which recover heat from wastewater, transferring it to incoming clean, fresh water destined for tempered or hot water systems.



Wash aisle at
UniFirst's Syracuse,
New York location.

Enhancing Laundry Efficiency Spotlight

Heat Reclaimers are pivotal in optimizing the sustainability and efficiency of the laundry process by capturing and reusing heat that would otherwise be wasted.

By integrating Heat Reclaimers, water from completed washing cycles, still warm, passes through a heat exchanger where its residual heat preheats incoming cold water. This significantly reduces the energy needed to achieve the necessary washing temperatures, lowering the reliance on external energy sources. This process not only enhances efficiency but also markedly reduces energy consumption, helping to lower UniFirst’s carbon footprint and demonstrating a strong commitment to environmental stewardship.

HYGIENIC LAUNDERING PROCESS

UniFirst strives to stay up to date with the latest innovations in laundering, including use of innovative industrial laundry detergents that allow for effective cleaning and sanitization at wash temperatures as low as 120°F, rather than the previous standard of 160°F. By reducing the demand for high water temperatures, we are able to lower both our energy and water demands as well as reduce our operational costs. As we now use these detergents as part of our standard operating procedures for hygienic laundering, the potential financial and environmental impact is substantial considering the millions of garments we process on a weekly basis.

As a standard, we select and use detergents that are biodegradable, made from renewable resources, and are free of phosphates and other chemicals that could be harmful to the environment. Our detergents are specially formulated for maximum soil removal with minimal abrasiveness to avoid fiber deterioration that could lead to premature fabric waste. We also utilize peroxide bleach for specified wash formulas because chlorine bleach, when combined with other chemicals, can create non-biodegradable byproducts.



Wastewater Efforts Spotlight

The UniFirst Ontario, California location utilizes ultra filtration membrane technology to recycle wastewater that would normally discharge to the city sewer systems. This highly efficient system continuously monitors the reusable water to ensure it meets the wash water quality. This system provides make-up water to the hot water delivery system. Representing 35–40% water recycling and equaling 8,000,000 gallons per year, potentially saving over \$95,000 per year.



BIODIVERSITY

As part of our commitment to protecting the local environment, we are mindful of local flora and fauna. In recent years, we have assessed water stress as well as biodiversity impacts at our locations. We continue to monitor our high-priority locations and maintain our locations with wetland areas.

For example, our UniTech location in the United Kingdom (UK), has a flourishing local ecosystem on the site grounds. This location has installed a number of bug hotels, bird houses, owl boxes, hedgehog hotels, and bat boxes to provide additional habitat for native wildlife. We have future plans to continue restoring the surrounding area of the locations by planting a native wildflower patch on an unused strip of grass. This particular operation was one of our first locations to also undergo the installation of solar panels with the vision of moving to carbon neutrality in the future.

ENERGY AND GREENHOUSE GAS EMISSIONS

We continue to operate within the U.S. Environmental Protection Agency’s (EPA) Green Lights and ENERGY STAR® programs, combining business strategies with environmental protection and energy conservation initiatives. Each of our laundry production facilities uses computerized processing equipment which allows us to optimize fuel and energy efficiencies, while also reducing waste generation.

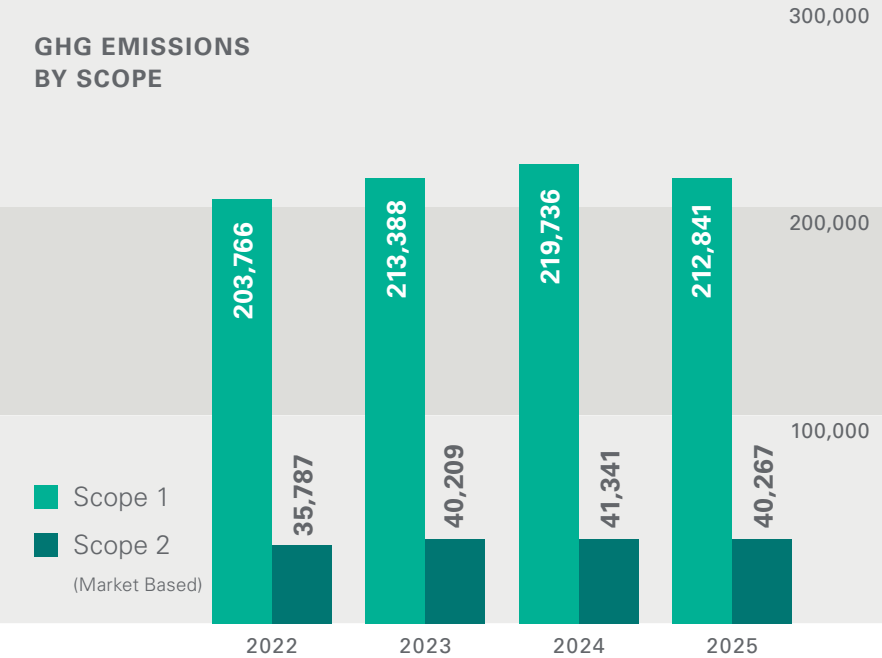
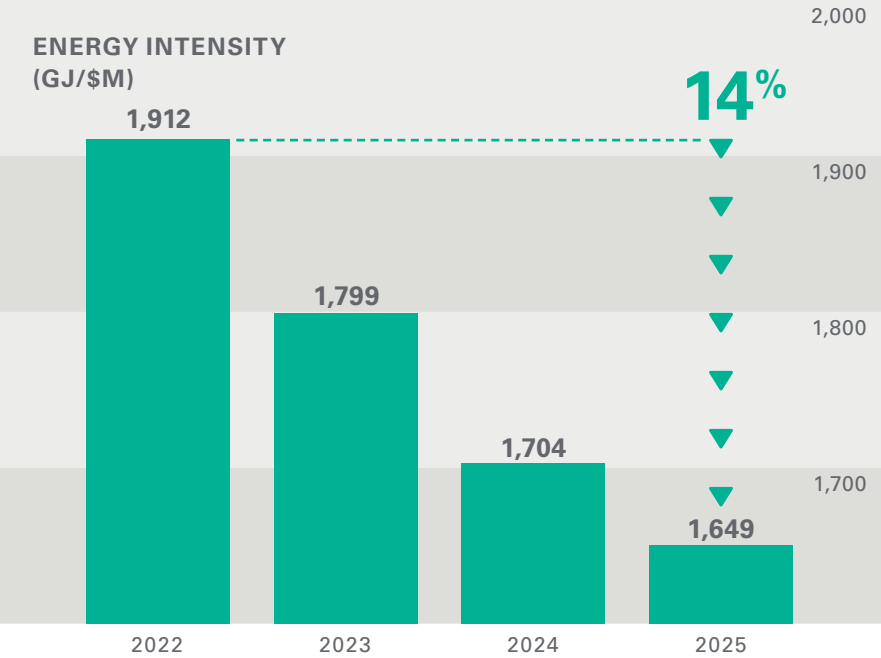
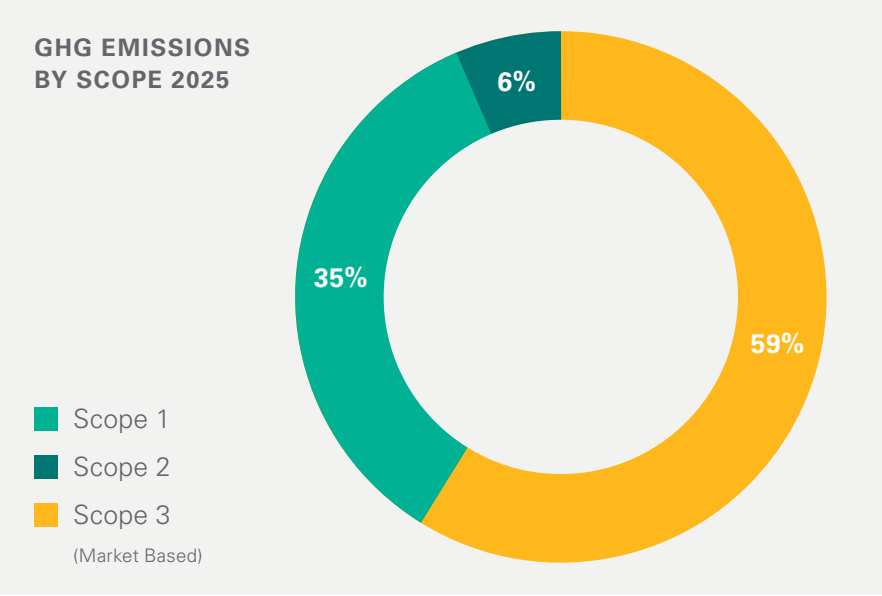
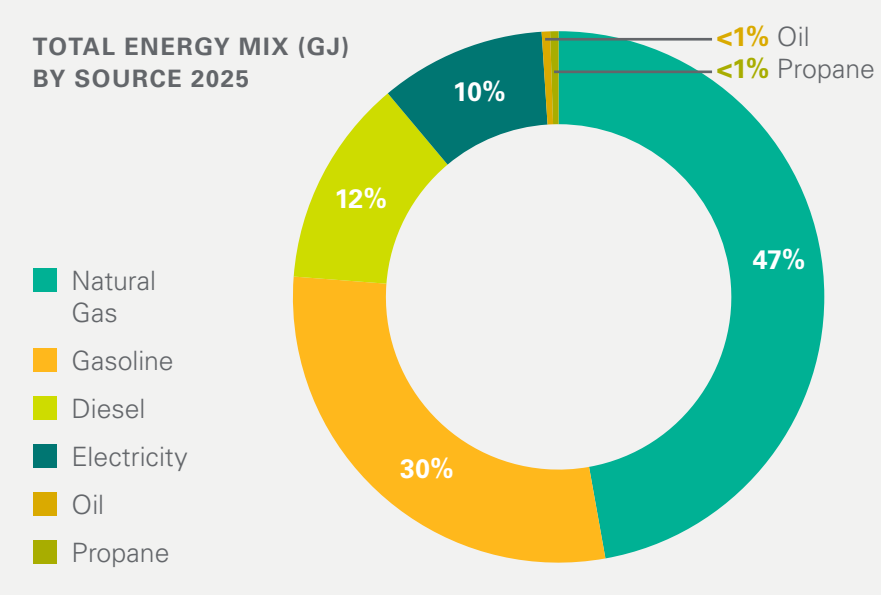
UniFirst is expanding our use of solar energy, as we have partnered with a third-party to install rooftop solar panel systems across three of our laundry facilities in the U.S. The first panels were installed in 2020 in San Antonio, Texas, while the second and third installations were completed in 2023 and 2024 at our facilities in Austin, Texas, and Stockton, California. In 2025, the solar panel system provided 33% of Stockton’s total electricity use. In San Antonio, the solar panel system provided 35% of total electricity use in 2025.



UniFirst—Chicago, IL recently constructed rooftop solar panels.

In 2025, we consumed 4,010,407 gigajoules (GJ) of energy stemming from purchased natural gas, electricity, propane, oil, and fuel oil. 99.39% of our electricity came from the grid. We continue to make progress towards our energy intensity goal, having reduced our overall energy intensity from 1,912 GJ/\$M in our 2022 baseline year to 1,649 GJ/\$M in 2025, a decrease of 14%.

This energy consumption in 2025 amounts to approximately 212,841 metric tons of Scope 1 carbon dioxide equivalents (MTCO₂e). For Scope 2, this equates to 40,267 MTCO₂e for our market-based emissions and 37,030 MTCO₂e for our location-based emissions. Over the past year, we saw a decrease in total energy consumption, driven primarily by energy efficiency initiatives such as Redaptive Energy LED lighting upgrades and reducing our diesel fleet. When considering the rate of our emissions and energy compared to our annual revenue, (Energy Intensity [GJ/\$M]) our performance is relatively consistent. Over the past year, our calculated Energy Intensity has decreased by 3%.



Scope 3 emissions capture all indirect emissions across our value chain, both upstream and downstream. These emissions reflect the full reach of our operations, from the suppliers who provide our raw materials to the ways our products and services move through the world. Understanding Scope 3 emissions gives us a clearer, more complete picture of our environmental footprint and where we can make the biggest difference.

2025 marks our first year calculating our Scope 3 emissions, establishing it as our baseline year. This is a meaningful step forward in our journey and allows UniFirst to set clear goals, measure progress, and stay accountable to our customers, Team Partners, and communities.

Scope 3 emissions account for 59% of our total greenhouse gas emissions, with 93% occurring in our upstream value chain. Our suppliers represent the largest single source. We see this as an opportunity to engage our supply chain more deeply, make more impactful choices, and drive emission reductions that extend well beyond our own operations.

UniFirst suppliers are central to our success and to our impact goals. Through our Vendor Code

of Conduct, we expect our supply chain partners to uphold strong environmental commitments and responsible business practices. We are also working to improve the accuracy of our Scope 3 data by collaborating with suppliers to obtain supplier-specific information.

WHERE WE GO FROM HERE

UniFirst will keep exploring emission reduction initiatives, focusing our energy on the three largest categories driving our Scope 3 emissions:

PURCHASED GOODS AND SERVICES

FUEL- AND ENERGY-RELATED ACTIVITIES

EMPLOYEE COMMUTING

By concentrating on these areas, we can make meaningful progress. This is just the beginning, and we are committed to the hard work ahead, delivering real results for our customers, Team Partners, and communities at large.



FLEET MANAGEMENT

In addition to the energy used during laundering services, approximately 42% of our energy consumption is associated with fuel combustion from our fleet vehicles. We see this as an opportunity for UniFirst to further lower our companywide GHG emissions, as well as reduce related air pollution.

UniFirst now has 35 electric vehicles (EVs) in our fleet, with plans to continue this expansion in the future. These EVs have logged more than 290,000 miles (about 467,000 km) since 2022. During 2025, we saved the equivalent of more than 85,119 lbs. of GHG emissions in operation by using these vehicles. In 2022, UniFirst had 891 diesel vehicles and since then we’ve reduced our diesel vehicles by 9%. The reduction of deisel vehicles in our fleet will remain a companywide efford going forward.

105,000

GALLONS OF FUEL
SAVED ANNUALLY

Through our
telematics program



UniFirst is piloting the use of electric vehicles in multiple locations in order to reduce our carbon footprint while providing the best service to our customers. We'll be evaluating the performance and reliability of these electric vehicles in various weather and road conditions.

WATER MANAGEMENT

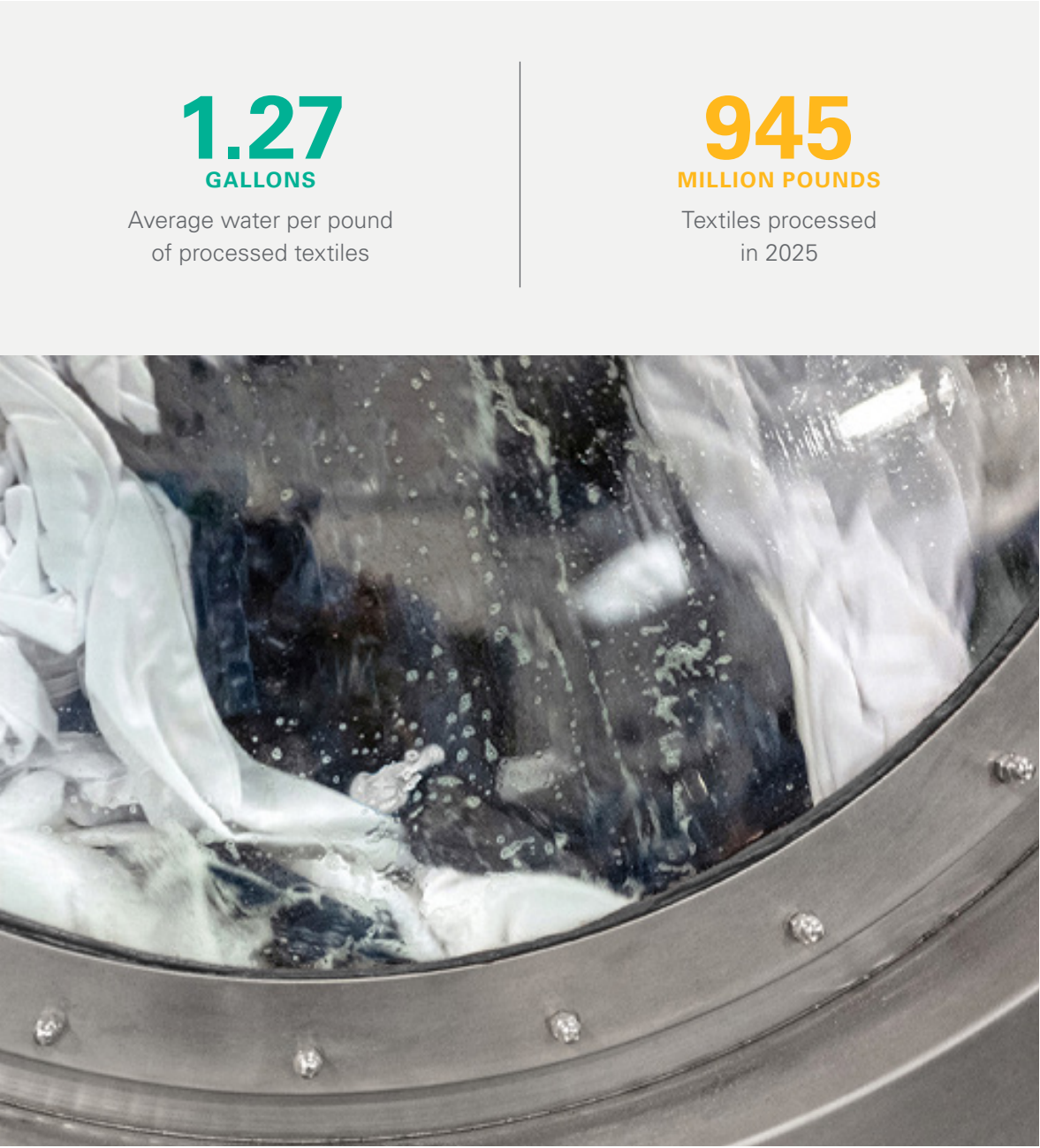
Water remains a materially significant topic for our industry, therefore UniFirst is committed to responsible water management practices, leveraging our utility management program to monitor water use throughout the Company, diagnose and remedy water irregularities, and improve water use efficiency.

As we continue to reduce our water intensity per garment laundered, we are also considering the impact of water stress on our operations. In 2023, we used the Aqueduct Water Risk Atlas to assess how many of our sites were in regions of water stress. Only 3% of all locations were in areas of extremely high-water stress.

WATER USE

To help us improve our water use efficiencies, we use innovative detergents that are effective at cleaning and sanitizing at lower temperatures than that required of a normal home-use washing machine. As a result, we also reduce evaporation and further lower energy demands. We also sort clothing and textiles according to garment type and soil levels. In doing so, we can use our pre-programmed wash cycles to use the appropriate cleaning agents, water, and temperatures to enhance their effectiveness while reducing resource waste.

In 2025, we consumed 1.3 billion gallons of water, compared to 1.33 billion gallons in 2024. Our average water per pound of processed textiles in 2025 was 1.27, as compared to 1.33 in 2024. As we continue to process over 900 million pounds of textiles per year, we strive for improved water utilization.



WATER TREATMENT

In addition to water use, we also consider the downstream impacts of wastewater. Through our environmental compliance program, we seek to meet or exceed compliance with federal, state, and local regulatory requirements. At many of our processing locations, UniFirst deploys a Dissolved Air Flotation (DAF) wastewater pre-treatment program seek to minimize any pollutant discharges to the local wastewater systems. We also communicate with our local municipalities to strive to ensure we are not negatively impacting the surrounding communities and seek out opportunities to work together.

As UniFirst continues to invest in water recycling technologies, we are continuing to see the benefits of lowered utility costs and water use. For example, our Ontario, California, facility is able to recover and reuse nearly 40% of its process water. In other plants, we use cleaned and treated wastewater in the initial stages of our floor mat and wiper laundering process, an opportunity to reuse such water. At these locations, we estimate up to 15% of our water may be reusable through these processes.



WASTE MANAGEMENT

UniFirst’s National Waste and Recycling Program represents a strategic step forward in our commitment to responsible environmental stewardship. By centralizing waste management activities across all UniFirst locations, the program provides greater visibility into our waste streams and strengthens our ability to reduce waste generation and divert materials from landfills.

Fiscal 2025 serves as our baseline year for tracking waste generation companywide, an important milestone that lays the foundation for a more comprehensive understanding of our waste streams and a clear roadmap for improvement.

This strategic approach delivers meaningful operational benefits by removing the complexity of individual contract management from local facilities, optimizing vendor pricing and service delivery through national account programs, and driving efficiency through container rightsizing, service frequency adjustments, and enhanced data aggregation and reporting.

As the program matures, we remain focused on improving the accuracy, consistency, and completeness of our waste data. These capabilities will enable more informed decision-making and targeted reduction initiatives. Ultimately, this program reflects our broader commitment to **increasing waste diversion from landfills** and advancing the environmental goals that are central to our strategy.

UNIFIRST
CIRCULAR
ECONOMY



PRODUCTION AND MANUFACTURING

Our efforts to reduce waste at the very beginning of the production phase, focusing our efforts on both resource optimization and resource conservation. For example, our fabric and textiles production processes employ optimizing software to help maximize the materials used during the production process, thereby reducing scrap generation. For our floor mats, the rubber waste that is generated is often able to be reintroduced into uncured rubber compounds, which are then used to make our non-carpeted mats. In addition, the remaining quality rubber waste in non-related products can be utilized for automotive brake shoes, rubber bumpers, and more. Waste generated by our carpet-top trimmings are sent to be reprocessed at another facility where it is further recycled into other textile products.

CLEANING AND REPAIR

Our products are designed to withstand multiple wash cycles and durability to meet the needs of our customers. On a consistant schedule, our uniforms, floor mats, and other goods are returned to UniFirst for cleaning and repair services. During the cleaning process, we evaluate the quality of the garment to ensure it is ready to return for use or we will repair the material before it is returned to service, such as redyeing the garments in-house, further extending its useful life.

RECYCLING AND RECOVERY

When product is no longer able to remain in service, we aim to recycle the materials into other products. Across our manufacturing operations, we recycle more than 1.5 million pounds of scrap fabric each year, which we then bale and sell to textile recycling companies who are able to further reuse the materials.

We also recycled hundreds of thousands of pounds of cardboard that are converted into construction materials by a third party. Each year, UniFirst uses about 4 million pounds of galvanized steel in our reutilization of hangers to extend their life, then ultimately to recycle. This is another opportunity for us to not only recycle and reuse our hangers but also to purchase recycled steel when possible.



734,000 lbs.
GARMENTS PROCESSED
ANNUALLY IN REDYEING

645,948 lbs.
TEXTILES RECYCLED
IN MASSACHUSETTS

3.6 Million lbs.
CARDBOARD RECYCLED
IN KENTUCKY

“Everything’s been fantastic. From the sales team to the RSR, every aspect of the service has been more than we could have hoped for.”

DAVE, Owner, Big Guy Auto

Conclusion

We are expanding impact reporting by leveraging new frameworks to enhance transparency, and effectively communicate ongoing progress and future advancements.



Looking Ahead

As UniFirst looks to the future, our recent progress stands as a testament to our growth and strategic direction. Having evaluated our priorities and established foundational benchmarks, 2025 marks the year we actively put our strategy into motion and doing the heavy lifting required to reach our goals.

Following the completion of our double materiality assessment, UniFirst is actively executing initiatives designed to deliver positive value for our customers, Team Partners, and the communities we serve. Monitoring evolving reporting frameworks and industry standards remains a priority as we continue to expand our impact disclosures.

We remain energized by the passion our Team Partners bring to work every day and their commitment to building a stronger, more responsible organization. For inquiries or to connect with us, please visit our website at UniFirst.com/contact.



Forward Looking Statements

This impact report contains forward-looking statements within the meaning of the federal securities laws, including statements related to UniFirst’s impact strategies, initiatives, commitments, goals and targets. Forward-looking statements contained in this report are subject to the safe harbor created by the Private Securities Litigation Reform Act of 1995 and may be identified by words such as “guidance,” “outlook,” “estimates,” “anticipates,” “projects,” “plans,” “expects,” “intends,” “believes,” “seeks,” “could,” “should,” “may,” “will,” “strategy,” “objective,” “initiative,” “continue,” “assume,” “strive,” “design,” “assumption,” “vision,” “explore,” “embarking,” “journey,” “mission,” “initiatives,” “transformative,” “target,” “potential,” “help,” “plan,” “commitment,” “aim,” “future,” “toward,” or the negative versions thereof, and similar expressions and by the context in which they are used. Such forward-looking statements are based upon our current expectations and speak only as of the date made. Such statements are highly dependent upon a variety of risks, uncertainties and other important factors that could cause actual results to differ materially from those reflected in such forward-looking statements. Such factors include, but are not limited to, uncertainties caused by an economic recession or other adverse economic conditions, including, without limitation, as a result of continued high inflation rates or further increases in inflation or interest rates or extraordinary events or circumstances such as geopolitical conflicts like the conflict between Russia and Ukraine, disruption in the Middle East or the COVID-19 pandemic, and their impact on our customers’ businesses and workforce levels, disruptions of our business and operations, including limitations on, or closures of, our facilities, or the business and operations of our customers or suppliers in connection with extraordinary events or circumstances such as the COVID-19 pandemic, uncertainties regarding our ability to consummate acquisitions and successfully integrate acquired businesses, including Clean Uniform, and the performance of such businesses, uncertainties regarding any existing or newly-discovered expenses and liabilities related to environmental compliance and remediation, any adverse outcome of pending or future contingencies or claims, our ability to compete successfully without any significant degradation in our margin rates, seasonal and quarterly fluctuations in business levels, our ability to preserve positive labor relationships and avoid becoming the target of corporate labor unionization campaigns that could disrupt our business, the effect of currency fluctuations on our results of

operations and financial condition, our dependence on third parties to supply us with raw materials, which such supply could be severely disrupted as a result of extraordinary events or circumstances such as the conflict between Russia and Ukraine, any loss of key management or other personnel, increased costs as a result of any changes in federal, state, international or other laws, rules and regulations or governmental interpretation of such laws, rules and regulations, uncertainties regarding, or adverse impacts from continued high price levels of natural gas, electricity, fuel and labor or increases in such costs, the negative effect on our business from sharply depressed oil and natural gas prices, the continuing increase in domestic healthcare costs, increased workers’ compensation claim costs, increased healthcare claim costs, our ability to retain and grow our customer base, demand and prices for our products and services, fluctuations in our Specialty Garments business, political or other instability, supply chain disruption or infection among our employees in Mexico and Nicaragua where our principal garment manufacturing plants are located, our ability to properly and efficiently design, construct, implement and operate a new customer relationship management computer system, interruptions or failures of our information technology systems, including as a result of cyber-attacks, additional professional and internal costs necessary for compliance with any changes in or additional Securities and Exchange Commission (the “SEC”), New York Stock Exchange and accounting or other rules, including, without limitation, recent rules adopted by the SEC regarding climate-related and cybersecurity-related disclosures, strikes and unemployment levels, our efforts to evaluate and potentially reduce internal costs, the impact of foreign trade policies and tariffs or other impositions on imported goods on our business, results of operations and financial condition, our ability to successfully implement our business strategies and processes, including our capital allocation strategies, our ability to successfully remediate the material weakness in internal control over financial reporting disclosed in our Annual Report on Form 10-K for the year ended August 31, 2024 and the other factors described under Part I, Item 1A. “Risk Factors” and elsewhere in our Annual Report on Form 10-K for the year ended August 31, 2024, Part II, Item 1A. “Risk Factors” and elsewhere in our subsequent Quarterly Reports on Form 10-Q and in our other filings with the SEC. We undertake no obligation to update any forward-looking statements to reflect events or circumstances arising after the date on which they are made.

Disclaimers

MATERIALITY

The inclusion of information or references in this report, including the use of “materiality” or similar terms, should not be construed as a characterization regarding the materiality of such information to our business or financial results or that such information is necessarily material to investors or other stakeholders for purposes of U.S. federal securities laws. Inclusion of information in this report is not an indication that the subject or information is material to UniFirst’s business or operating results.

NO ASSURANCE

The goals, targets, and commitments presented in this report are aspirational and not guarantees or promises that such goals, targets, or commitments will be achieved. Further, historical, current, and forward-looking information included in this report may be based on standards and practices for measuring progress that are still developing, internal controls and processes that continue to evolve, and assumptions that are subject to change, therefore, no assurance can be given that any plan, initiative, projection, goal, commitment, expectation, or prospect set forth in this report can or will be achieved. Accordingly, such historical, current, and forward-looking information or underlying assumptions may be subject to modifications in future reports due to such developing standards, practices, controls, and processes.

UNAUDITED DATA

The data contained in the report is unaudited.

REPORTING UPDATE

The financial reporting segments are realigned for FY25 end of year fiscal reporting.



Appendices

Appendix A

STAKEHOLDER ENGAGEMENT AND MATERIALITY ASSESSMENT

STAKEHOLDER ENGAGEMENT

UniFirst engages its stakeholders through several channels, including social media, investor events, and annual publications such as our Impact Reports and Annual Meeting of Shareholders. We also seek opportunities to hear from our Team Members throughout the year by leveraging our Open Door Policy and through localized pulse surveys, ensuring we are hearing from our Team Members and enabling them to be successful. If you would like to contact us, please visit our website (www.UniFirst.com/contact). You may also follow us on social media such as Facebook, X, and LinkedIn.

DOUBLE MATERIALITY

As stakeholder expectations and sustainability regulations continue to evolve, UniFirst partnered with a third-party environmental, health, safety, and sustainability (EHS&S) consulting firm in 2023 to conduct its first double materiality assessment. The assessment was designed to evaluate both how environmental, social, and governance (ESG) issues may affect UniFirst's business (financial materiality) and how UniFirst's operations impact people and the planet (impact materiality).

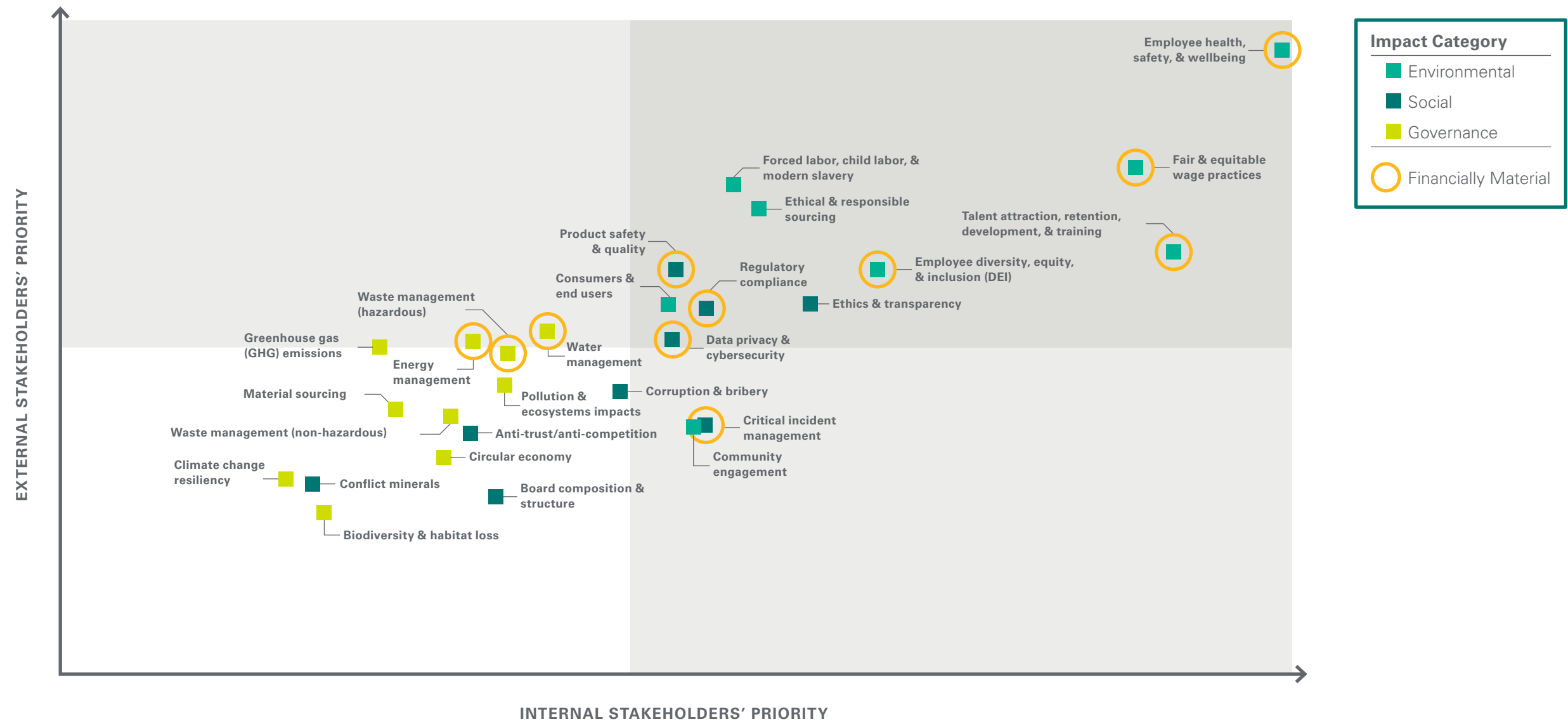
Phase 1: To establish a strong foundation, we assessed our current sustainability maturity, benchmarked our practices against industry peers, and reviewed leading reporting frameworks, including ESRS, GRI, and SASB. We also engaged a broad range of stakeholders, including customers, Team Partners, investors, and other external parties, to identify the issues most important to them and to better understand the expectations shaping our business environment.

Phase 2: Following our research, we evaluated a broad range of sustainability topics and identified 27 topics for further review. Through surveys and interviews with more than 100 internal and external stakeholders, we assessed the significance of each topic, including its potential risks, opportunities, and impacts over the short and long term.

Phase 3: Using stakeholder feedback, impact considerations, and internal business discussions, we prioritized seven material topics that are central to our impact strategy and ongoing initiatives. The assessment findings helped align our organization around a roadmap for long-term success, using 2022 as our baseline year, and informed the development of four strategic goals: Culture & Belonging, Energy Management, Waste Management, and Safety.

Through this process, UniFirst strengthened its understanding of the issues most important to its business and stakeholders, reinforcing our commitment to responsible governance, continuous improvement, and creating long-term value for our customers, Team Partners, communities, and the environment.

DOUBLE MATERIALITY MATRIX CONDUCTED IN 2023



DOUBLE MATERIALITY LIST

Topic Definitions–Environmental

TOPIC	DEFINITION
Greenhouse Gas Emissions	Environmental impacts associated with UniFirst’s management of direct (Scope 1 and 2) and value chain (Scope 3) greenhouse gas (GHG) emissions, and its efforts to reduce or mitigate emissions. This includes emissions associated with UniFirst’s fleet vehicles and contracted transportation.
Climate Change Resiliency	The adaptation and resiliency of UniFirst’s operations to climate change impacts, including acute (e.g., severe weather) and chronic (e.g., sea level rise, drought) events in line with the transition to a sustainable economy.
Energy Management	Environmental impacts associated with energy consumption in UniFirst’s operations, including management of energy efficiency and intensity, share of renewable energy used, and grid reliance. Scope 1 and 2 only.
Water Management	The environmental impacts associated with UniFirst’s water management through direct operations and value chain (water consumption, withdrawals, and discharges), including the overlap between water intensity and water stress, quality, and accessibility.
Pollution & Ecosystem Impacts	Impacts of UniFirst’s operations and value chain on normal ecosystem function. This includes pollution of air, water, and soil. Examples of different pollution types include: non-CO ₂ gaseous emissions, hazardous chemicals, microplastics, disruptive or excessive noise, and disruptive or excessive external lighting.
Material Sourcing	UniFirst management of risks and impacts related to climate change, land use, resource scarcity, and conflict in regions where the supply chain operates.
Circular Economy	Measures taken to retain the value of products, materials, and resources and redirect them back to use for as long as possible with the lowest carbon and resource footprint possible, such that fewer raw materials and resources are extracted and waste generation is prevented. Considerations UniFirst is making regarding impacts from downstream activities of UniFirst’s products, such as those related to packaging, distribution, use-phase resource intensity, and other environmental externalities that may occur during their use phase or at the end of life. This includes considerations of circularity in the product & packaging development stages.
Biodiversity & Habitat Loss	The impacts of UniFirst’s operation and value chain on natural habitat, ecosystems, and species. This includes the prevention, management, and remediation of damage to natural habitats resulting from UniFirst’s activities.
Waste Management (Non-Hazardous)	The management of UniFirst’s waste streams beyond regulatory compliance with a focus towards overall waste reduction strategies in line with the consideration of the environmental impact of sourcing, production, and end use. This includes the separation of waste streams (e.g., compostable, recyclable, incineration, landfill) as well as monitoring and reduction.
Waste Management (Hazardous)	UniFirst’s management of hazardous waste streams and related impacts, including maintaining compliance with environmental laws and regulations, regular monitoring, and spill prevention procedures. This includes considerations for effluent, radioactive waste, and PFAS (pending EPA hazardous designation).

Topic Definitions–Social

TOPIC	DEFINITION
Employee Health, Safety, & Wellbeing	Importance of a culture of complete employee health, safety, and wellness, which incorporates all aspects related to physical and mental health, and ensuring that all employees have access to safe working conditions. Ensuring that all employees have access to training materials or programs that are appropriate and effective for their job responsibilities.
Employee Culture & Belonging	The importance of a work environment for all employees, regardless of gender identity, national origin, race, color, creed, sexual orientation or other background characteristic through hiring practices, sponsored programs, and employee engagement.
Fair & Equitable Wage Practices	The importance of fair wage practices and commensurate benefits packages for all employees and workers in the value chain regardless of gender identity, national origin, race, color, creed, sexual orientation or other background characteristic.
Talent Attraction, Retention, Development, & Training	Impacts on employees and Company performance based on attracting talented individuals and to supporting their personal and professional development through industry-leading training, professional development programs, and promoting skill acquisition and workforce flexibility.
Community Engagement	The importance of fostering and nurturing relationships in the communities where employees live, work, and serve through corporate giving, foundational grants, and employee volunteerism.
Forced Labor, Child Labor, & Modern Slavery	The risk of work being performed in UniFirst’s value chain that is child labor and/or is involuntary and under the menace of any penalty. This topic includes forced labor, human trafficking, debt bondage, and decent-based slavery. Child labor is work that is physically, mentally, socially, or morally harmful to children or deprives them of their right to education. A child is a person under the age of 15 years, or under the age of completion of compulsory education, whichever is higher.
Ethical & Responsible Sourcing	UniFirst’s selection of vendors based on direct and indirect suppliers’ impact on the workers and communities, including working conditions, worker health and safety, gender equity, and gender-based violence.
Consumers & End Use	The impact on individuals who acquire or use the goods and services supplied by UniFirst. This includes customer health and safety.

Topic Definitions–Governance

TOPIC	DEFINITION
Corruption & Bribery	Importance of upholding the strong business values that have no tolerance for corruption or bribery within UniFirst’s operations or value chain. Corruption is the abuse of entrusted power for private gain and includes practices such as bribery, facilitation payments, fraud, extortion, collusion, and money laundering.
Anti-Trust/Anti-Competition	The importance of maintaining responsible marketing and industry practices that avoid collusion to erect barriers for entry to the sector or another collusive action that prevents competition. Examples include abuse of market position, anti-competitive mergers, cartels, price-fixing, unfair business practices.
Critical Incident Management	The prevention and control of incidents that can lead to fatalities, injuries or ill health, environmental impacts, and damage to local communities and infrastructure.
Data Privacy & Cybersecurity	The risk of impacts on digital equity, manipulation, and privacy on communities along he value chain, including consumers. This includes the importance of UniFirst’s compliance with all applicable data security and privacy laws to ensure all stakeholders data is handled in safe, lawful, and ethical manner.
Ethics & Transparency	The importance of ensuring transparent business operations and the commitment to conduct business to the highest standards of ethics and integrity.
Product Safety & Quality	The importance of ensuring product quality and safety, especially considering physical safety related to chemical substances and managing the product recall process. Entities that proactively manage product safety risks can enhance their brand reputation and reduce the risk of adverse financial impacts.
Regulatory Compliance	Managing compliance with laws and regulations issued by various bodies including regulatory authorities, public agencies, and local, regional, and national governments. This includes management of any issues of non-compliance.
Conflict Minerals	Managing risk related to conflict minerals within a company’s own operations and supply chain. Conflict minerals are often sourced from areas with political instability, and can include tin, tantalum, tungsten, gold, cobalt, and mica.
Board Composition & Structure	The structure and composition of UniFirst’s board of directors in relation to expertise, ethics, and independence with respect to risk oversight and strategic development.

Appendix B

WATER DATA

WATER USAGE	UNITS	FY'22	FY'23	FY'24	FY'25
Total Water Usage	Gallons	1,286,142,778.58	1,323,176,410.49	1,334,727,475.10	1,301,306,962.87
Annual Water Usage Change	Gallons		37,033,631.91	11,551,064.61	-33,420,512.23
Change from Base Year (FY'22)	%		2.88	3.78	1.18
Stressed Regions Total Water*	Gallons	175,555,412.89	192,106,308.40	208,050,339.97	180,103,737.64
Percentage of Total Water	%	13.65	14.52	15.59	13.84
Water Intensity (water usage per pound of processed textiles)	Gallons	1.39	1.41	1.44	1.27

*Stressed regions are considered high and extremely high areas as defined in the Aqueduct Water Risk Atlas.

Appendix C

WASTE DATA**

METRIC CATEGORY	UNITS	FY'25
Landfill	lbs.	31,394,700
Diverted From Landfill	lbs.	6,073,260
Diversion†	%	16.21

**U.S. and Canada Locations only.
†4.57% of reported tonnage has been estimated using comparable facility data.

Appendix D

ENERGY DATA

ENERGY INTENSITY TREND	UNITS	FY'22	FY'23	FY'24	FY'25
Energy Intensity†	GJ/\$M	1,911.55	1,799.38	1,704.40	1,648.78
Annual Energy Intensity Change	%		-5.87	-5.28	-3.26
Change from Base Year (FY'22)	%		-5.87	-10.84	-13.75
Total Energy Consumption	GJ	3,824,665.22	4,018,098.81	4,137,315.62	4,010,407.26
Annual Change From Base Year (FY'22)	GJ		193,433.60	312,650.40	185,742.04
Change from Base Year (FY'22)	%		5.06	8.17	4.86
Electricity	GJ	367,180.91	406,287.24	417,424.39	401,118.08
Natural Gas	GJ	1,865,141.90	1,887,868.42	1,951,981.62	1,878,267.92
Propane	GJ	13,730.91	14,150.10	14,413.91	9,432.87
Oil	GJ	23,628.36	23,065.50	27,942.19	28,309.15
Gasoline	GJ	1,064,577.53	1,149,563.09	1,201,279.50	1,215,519.31
Diesel	GJ	490,405.60	537,164.47	524,274.01	477,759.93

†Energy intensity is calculated as company’s total energy use as a factor of total company revenue in millions: GJ/\$M

Appendix E

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

COMPLIANCE STATEMENT

We report our climate-related financial risk report disclosures in reference to the Final Report of Recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD) (June 2017) and TCFD’s implementation guidance (October 2021). This report includes a description of our climate-related governance approach and metrics and targets consistent with the TCFD recommendations. We plan to provide more robust disclosures in the strategy and risk management sections as we continue to develop our understanding of climate-related risks and opportunities material to our business and enhance our management strategies.

Appendix E

GHG EMISSIONS BY SCOPE (MTCO₂e)

SCOPE 1 & 2	FY'22	FY'23	FY'24	FY'25
Scope 1	203,766.16	213,388.08	219,735.93	212,841.35
Scope 2	35,786.77	40,208.51	41,341.13	40,267.02
Total	239,552.93	253,596.59	261,077.06	253,108.37

Scope 1 emissions were calculated using emission source data that was consolidated and converted to a standard unit of measure (UOM) for each respective category. This was achieved using standard conversion factors. For stationary combustion emission sources, after emission source data was converted to kilowatt-hours (kWh) as a standard UOM, metric tonnes CO₂e (MTCO₂e) were estimated using the following formula:

$$\text{Emission Source [kWh]} \times \text{Emissions Factor} \left[\frac{\text{MTCO}_2\text{e}}{\text{kWh}} \right] = \text{Emissions [MTCO}_2\text{e]}$$

For Scope 2 emissions location-based calculations, domestic (United States) emission factors were sourced from the Environmental Protection Agency's (EPA) eGRID dataset, which are provided for each U.S. subregion based on the composition of electricity generation in the region. For the market-based calculation, UniFirst used residual electricity factors at sites where renewable energy credits (RECs) or Power Purchase Agreements (PPAs) had not been purchased. Domestic (United States) emission factors were sourced from the Green-e® Residual Mix Emissions Rates dataset.

Calculation Methodology for Scope 3 emissions included Spend-based method using USEEIO factors, Average-data method using IEA and Defra factors, Average-data method using U.S. EPA waste factors, Average-data method using U.S. EPA business travel factors, Average-data method using average commuting distance, employee headcount and U.S. EPA and DEFRA emission factors, Average-data method using U.S. EPA and IEA electricity and natural gas factors, and Average-data method using U.S. EPA waste treatment factors.

SCOPE 3 EMISSION SOURCE	FY'25	FY'25 % OF TOTAL
1 – Purchased goods and services	155,090.26	43%
2 – Capital goods	10,124.83	3%
3 – Fuel and energy related activities	53,180.15	15%
4 – Upstream transportation and distribution	37,917.21	10%
5 – Waste generated in operations	26,261.15	7%
6 – Business travel	3,717.07	1%
7 – Employee commuting	49,399.11	14%
8 – Upstream leased assets	902.55	<1%
9 – Downstream transportation and distribution	8,081.29	2%
10 – Processing of sold products	N/A	N/A
11 – Use of sold products	N/A	N/A
12 – End-of-life treatment of sold products	17,097.85	5%
13 – Downstream leased assets	782.87	<1%
14 – Franchises	N/A	N/A
15 – Investments	N/A	N/A
Total	362,554.32	100%

Appendix F

REFERENCE TO SUSTAINABLE ACCOUNTING STANDARDS BOARD (SASB) PROFESSIONAL AND COMMERCIAL SERVICES

TOPIC	METRIC	CATEGORY	UNITS	CODE	REFERENCE
Data Security	Description of approach to identifying and addressing data security risks	Discussion and analysis	n/a	SV-PS-230a.1	Section: Stewardship, Subsection: Cybersecurity and Data Privacy
	Description of policies and practices relating to collection, usage, and retention of customer information	Discussion and analysis	n/a	SV-PS-230a.2	Section: Stewardship, Subsection: Cybersecurity and Data Privacy
	Number of data breaches	Quantitative	Number	SV-PS-230a.3	Section: Stewardship, Subsection: Cybersecurity and Data Privacy
	Percentage that involve customers confidential business information	Quantitative	%	SV-PS-230a.3	Section: Stewardship, Subsection: Cybersecurity and Data Privacy
	Percentage that are personal data breaches	Quantitative	%	SV-PS-230a.3	Section: Stewardship, Subsection: Cybersecurity and Data Privacy
	Number of customers affected	Quantitative	Number	SV-PS-230a.3	Section: Stewardship, Subsection: Cybersecurity and Data Privacy
	Number of individuals affected	Quantitative	Number	SV-PS-230a.3	Section: Stewardship, Subsection: Cybersecurity and Data Privacy
Workforce Diversity and Engagement	Percentage of gender	Quantitative	%	SV-PS-330a.1	Section: People, Subsection: Team Partner Metrics (shown in a graph)
	Percentage of group representation for executive management	Quantitative	%	SV-PS-330a.1	Section: Stewardship, Subsection: Board of Directors (shown in graph)
	Percentage of group representation for non-executive management	Quantitative	%	SV-PS-330a.1	Section: People, Subsection: Team Partner Metrics (shown in a graph)
	Percentage of group representation for all other employees	Quantitative	%	SV-PS-330a.1	Section: People, Subsection: Team Partner Metrics (shown in a graph)
	Voluntary turnover rate for all employees	Quantitative	%	SV-PS-330a.2	We are reviewing our tools to better collect this information in the future
	Involuntary turnover rate for all employees	Quantitative	%	SV-PS-330a.2	We are reviewing our tools to better collect this information in the future
	Employee engagement as a percentage	Quantitative	%	SV-PS-330a.3	We are reviewing our tools to better collect this information in the future
Professional Integrity	Description of approach to ensuring professional integrity	n/a	n/a	SV-PS-510a.1	Section: Stewardship, Subsection: Responsible Business and Ethics
	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	Quantitative	Presentation currency	SV-PS-510a.2	We are reviewing our tools to better collect this information in the future

ROAD TRANSPORTATION

TOPIC	METRIC	CATEGORY	UNITS	CODE	REFERENCE
Greenhouse Gas Emissions	Gross global Scope 1 emissions	Quantitative	Metric Tonnes of CO2 (MTCO2e)	TR-RO-110a.1	Section: Environmental Subsection: Energy and Greenhouse Gas Emissions
	Discussion of long-and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Discussion and analysis	n/a	TR-RO-110a.2	Section: Environmental Subsections: Energy and Greenhouse Gas Emissions, Fleet Management
	Total fuel consumed	Quantitative	Gigajoules (GJ)	TR-RO-110a.3	Section: Environmental Subsection: Energy and Greenhouse Gas Emissions, Fleet Management
	Percentage natural gas	Quantitative	%	TR-RO-110a.3	Section: Environmental Subsection: Energy and Greenhouse Gas Emissions
	Percentage renewable	Quantitative	%	TR-RO-110a.3	Section: Environmental Subsection: Energy and Greenhouse Gas Emissions
Air Quality	Air emissions of pollutants			TR-RO-120a	We are reviewing our tools to better collect this information in the future
Workforce Conditions, Health & Safety	Total recordable incident rate (TRIR)	Quantitative	Rate	TR-RO-320a.1	Section: People, Subsection: Health and Safety, Safety Training (graph shows percent decrease)
	Fatality rate:				
	Direct employees	Quantitative	Rate	TR-RO-320a.1	Section: People, Subsection: Health and Safety
	Contract employees	Quantitative	Rate	TR-RO-320a.1	We are reviewing our tools to better collect this information in the future
	Voluntary turnover rate for all employees	Quantitative	%	TR-RO-320a.2	We are reviewing our tools to better collect this information in the future
	Involuntary turnover rate for all employees	Quantitative	%	TR-RO-320a.2	We are reviewing our tools to better collect this information in the future
	Description of approach to managing short-term and long-term driver health risks	Discussion and analysis	n/a	TR-RO-320a.3	We are reviewing our tools to better collect this information in the future
Accident & Safety Management	Number of road accidents and incidents			TR-RO-540a	We are reviewing our tools to better collect this information in the future

APPAREL, ACCESSORIES & FOOTWEAR

TOPIC	METRIC	CATEGORY	UNITS	CODE	REFERENCE
Management of Chemicals in Products	Discussion of processes to maintain compliance with restricted substances regulations	Discussion and analysis	n/a	CG-AA-250a.1	Section: Environmental Subsection: Water Treatment
	Discussion of processes to assess and manage risks or hazards associated with chemicals in products	Discussion and analysis	n/a	CG-AA-250a.2	Section: People, Subsection: Health and Safety
Environmental Impacts in the Supply Chain				CG-AA-430a	We are reviewing our tools to better collect this information in the future
Labour Conditions in the Supply Chain				CG-AA-430b	We are reviewing our tools to better collect this information in the future
Raw Materials Sourcing				CG-AA-440a	We are reviewing our tools to better collect this information in the future

Appendix G

UNITED NATIONS (UN) SUSTAINABLE DEVELOPMENT GOALS (SDGs)

UniFirst supports the UN 2030 Agenda for Sustainable Development. In alignment with our mission and impact initiatives, efforts across our Company advance the SDGs. Select highlights from the year are referenced below, particularly where initiatives contribute to multiple SDGs.

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS	UNIFIRST IMPACT GOAL	UNIFIRST IMPACT GOAL ALIGNMENT
5 GENDER EQUALITY 	Increase opportunities for our Team Partners who want to pursue management roles. Improving broad representation in management at both the corporate and plant levels, primarily by utilizing existing data and initiatives such as enhancing training available to all Team Partners at every level.	 CULTURE AND BELONGING
7 AFFORDABLE AND CLEAN ENERGY  13 CLIMATE ACTION 	Reduce energy intensity 20% by 2030. Aligning with environmental goals and achieving financial benefits through enhanced efficiency. This involves adopting renewables, boosting operational engagement, and increasing Team Partner training.	 ENERGY MANAGEMENT
12 RESPONSIBLE CONSUMPTION AND PRODUCTION  14 LIFE BELOW WATER  15 LIFE ON LAND 	Increase amount of waste diverted from landfills companywide. Improving non-hazardous waste management across all waste streams by boosting data quality, leveraging operational circularity, and expanding existing initiatives.	 WASTE MANAGEMENT
3 GOOD HEALTH AND WELL-BEING 	Target zero serious injuries on an annual basis and 100% safety training compliance. Expanding driver safety programs to include telematics and additional RSR training. Enhancing facility safety with a renewed focus on roof safety, confined space entry, and workplace ergonomics.	 SAFETY