

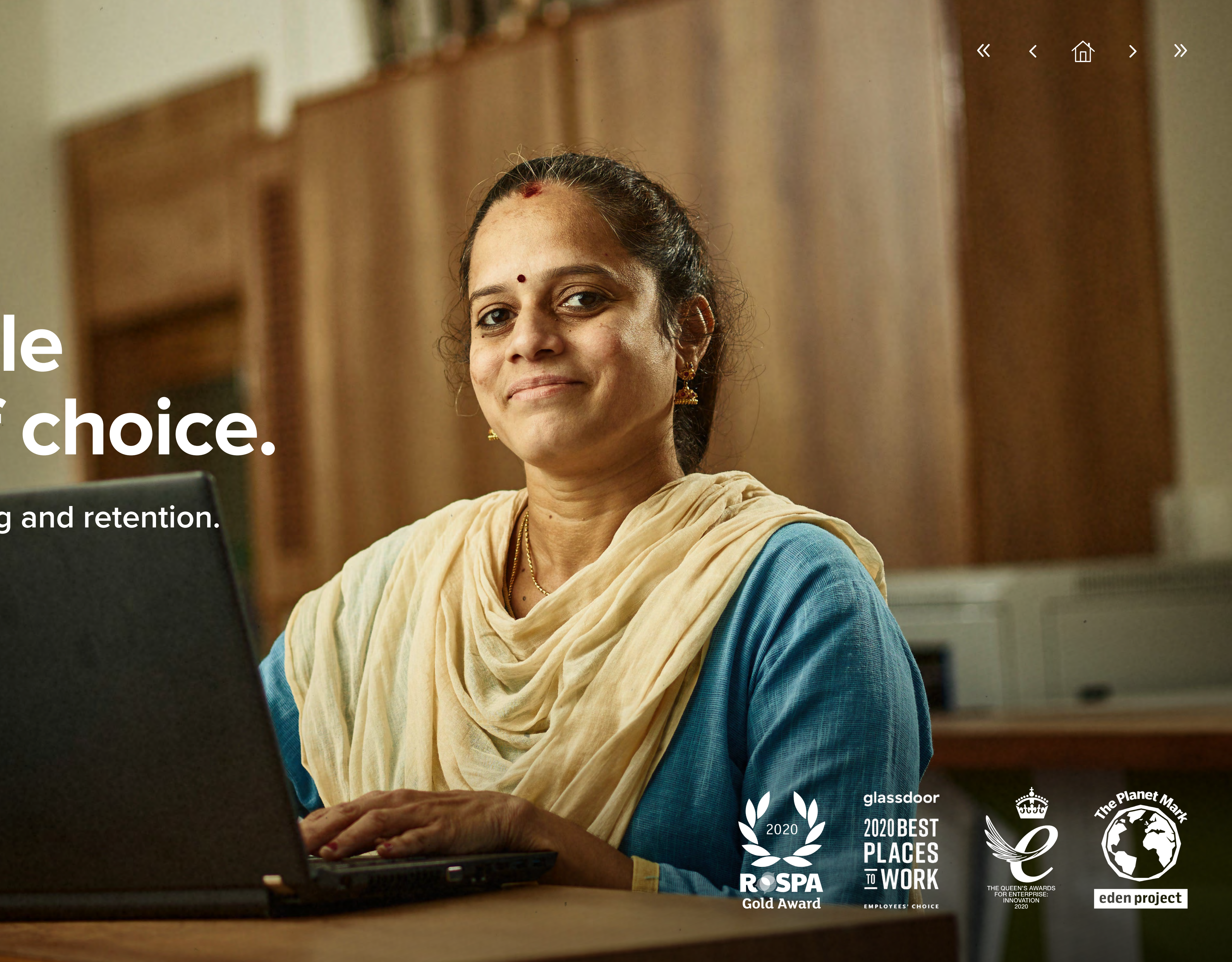
Our colleagues & culture

A responsible employer of choice.

Record levels of safety, training and retention.

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Rentokil Initial is committed to be a world-class Employer of Choice. While safety always comes first, we also aim to attract, recruit and retain the best people from the widest possible pool of talent.



We want our workforce to reflect the diverse nature of the business environment and markets in which we operate, and the customers and communities that we serve. To achieve this we are committed to best practices and policies in the workplace and to providing equal opportunities for all colleagues.

We are committed to creating a diverse and inclusive working environment for all colleagues, by striving to be an organisation that values everyone’s talents and encourages diversity. We recruit, appoint and promote based on merit, and have clear guidance in our Code of Conduct to ensure we maintain the highest standards of conduct. What is expected from colleagues and what colleagues can expect from the Company is set out in our Employee Value Proposition.

Our Employer of Choice strategy is focused on seven key objectives:

1. Deliver an Employee Value Proposition to attract, recruit, train and retain colleagues
2. Diversity, equality and inclusion
3. Develop an effective succession planning process and talent pipeline
4. Improve overall retention, with particular attention on Sales, Service and short-term retention levels
5. Improve people data, systems, reporting, insight and processes
6. Understand, respond to, and offer solutions to changing business needs
7. Create, articulate and embed the Company’s reward philosophy

To support this strategy, an Employer of Choice data dashboard includes a suite of HR metrics and targets – measured by all country and regional operations on a monthly basis. These include: Applicants per vacancy, time to hire, internal promotions, external recruitment costs, gender profile, numbers of colleagues and use of contractors, as well as retention rates, absenteeism, and voluntary and involuntary turnover.

These are reviewed by the Board, Executive Leadership Team and regional management boards.

Our reward strategy is designed to provide colleagues with opportunities to earn a total remuneration package that is appropriate in order to motivate and retain them. In the UK for instance this begins by paying the National Minimum Wage (under 23s) and the National Living Wage (over 23s). This is then built upon with various performance related incentive opportunities (achieving sales and service targets, using referral schemes, bonuses for every customer recommendation, etc). This strategy was developed in consultation with colleagues and aligns with our performance-based culture. We also offer the RI Rewards scheme offering significant discounts on purchases from food to white goods.

Across the Company, all colleagues have personal development goals including in areas such as training content production, retention, safety, sustainable product launches and supply chain management, in addition to operational or other business performance objectives.

In 2019 for the first time, the Remuneration Committee added the following three responsible business elements to the range of strategic measures over the three year performance period for the Company’s Performance Share Plan award:

- Employee Retention – based on our average sales and service colleague retention
- Customer Satisfaction – based on our average Customer Voice Counts (a Net Promoter Score metric)
- Environment improvements – based on vehicle fuel intensity

Our Employer of Choice strategy directly contributes to several of the UN Sustainable Development Goals but, in particular, we align with Decent Work and Economic Growth (Goal 8).

Performance in 2020

During 2020, our focus on colleague safety and our Employer of Choice programme ensured that we were able to support colleagues throughout the global pandemic. Everyone played a part during the crisis with our values of Service, Relationships and in particular Teamwork coming to the fore. We delivered record levels of safety and continued to make very good progress against our Employer of Choice metrics.

Improvement in Lost Time Accidents rate

26%

In addition, our Working Days Lost rate improved by 23% in 2020 to 8.46 (2019: 10.99). 2020 was our safest ever year.

Total full-time headcount

44,500

44,500 colleagues in 83 countries (2019: 42,933, 2018: 39,480). Estimated 25% or 11,147 are female.

Board diversity

50%

50% of Board members are female (2019: 43%).

Senior leadership diversity

30%

30% of senior leaders are female (2019: 28%).

Colleague retention rate

88.6%

Our colleague retention rate for 2020 was 88.6% up 1.7% (2019: 86.9%), on a rolling 12-month basis.

New online training content launched

c.650

In 2020, our in-house team developed c.650 pieces of new learning content. Online learning: 77% increase in views of items on U+ to 3.2m (2019: 1.8m).

Graduates and apprentices

680

Our talent pipeline had over 330 graduates and over 350 apprentices in 2020.

Glassdoor Company rating

4.1

In 2020 our rating on Glassdoor was 4.1 out of 5 (average score 3.5). Best Places to Work 2020 – 18th overall.

There is nothing more important in Rentokil Initial than ensuring that ‘Everyone Goes Home Safe’ at the end of their working day. Our colleagues, our families and our customers rely on this commitment. Health and safety will always be our priority and there is no compromise on this. Our colleagues are at the heart of THE **RIGHT WAY** plan and health and safety is embedded in this.

Our management team has made safety the first item on the agenda at every meeting – this includes the Board, Executive Leadership Team and Senior Leadership Forum meetings.

Rentokil Initial’s health and safety approach comprises Company-wide and country programmes, focusing on operational protocols and actions taken. The primary focus areas are where potential impacts are greatest, including workplace transport, working at height, occupational road risk, fumigation, working in areas of high voltage and machinery safety. Our underpinning policies are featured on the Rentokil Initial website, along with our Health and Safety Policy.

The Company’s Safety, Health and Environment (SHE) team includes Group, regional and country leaders, reflecting regional cultures, local legislation, and operational capabilities. The SHE team establishes Company-wide policies, programmes, learning and development and SHE initiatives. It also reviews businesses through the ‘Countries in Focus’ programme that targets specific countries or operations with unsatisfactory or deteriorating performance, or that are in the process of integration following acquisition or undergoing reorganisation.

In addition, the Company’s HR team develops initiatives to address local Occupational Health needs, including both physical and mental wellbeing.

One of our key initiatives in 2020 was the launch of our Disinfection services during the second quarter. This was led by the Global SHE team and included:

- Training of 7,000 colleagues across 60 countries
- Introducing harmonised protocols globally including:
 - risk assessments
 - standard operating procedures
 - training including e-learning modules
- Minimum PPE and equipment specifications were developed and implemented

All countries were authorised centrally under our Pink Note process (for new services).

CEO Safety Awards 2020

Best safety performance in a large business – France

-62%

LTA rate from 1.17 to 0.45, a reduction of 62%

-79%

WDL rate from 40.0 to 8.3, a reduction of 79%

Results were driven by a massive focus on Safety Management in the Workwear division, including ergonomic work assessments, ride-alongs and Line Manager training.

Best safety performance in a medium-sized business – Chile

-64%

LTA rate reduced by 64% achieved since 2017 from 1.49 to 0.53

-93%

WDL rate reduced by 93% since 2017, from 41.45 to 2.74

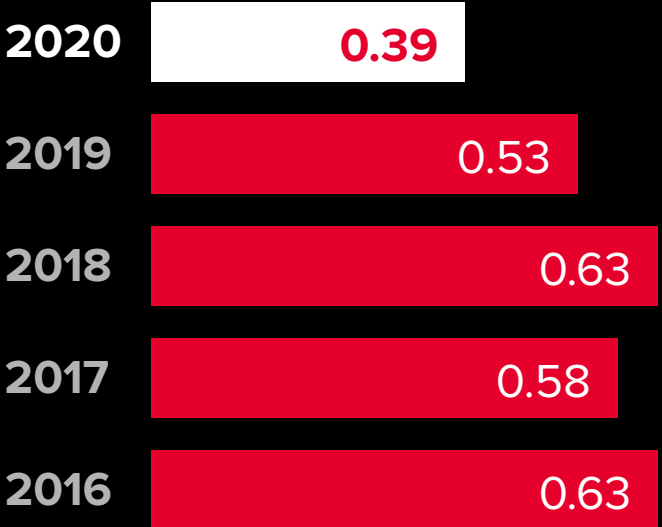
For outstanding progress in the last three years in developing the SHE culture within the business and in the integration with their own colleagues and with each of the acquisitions it has had (eight new acquisitions in six years).



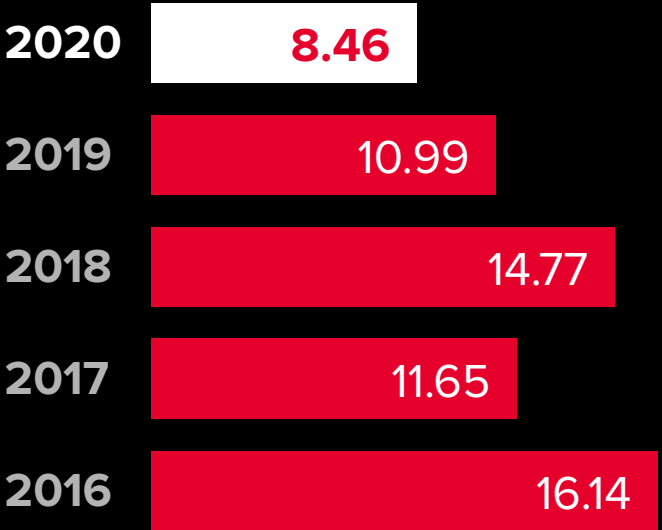
Performance in 2020

Our 5-year safety performance

Lost Time Accidents (LTA) rate



Working Days Lost (WDL) rate



Although 2020 has been an incredibly challenging year for everyone, the safety performance targets we set at the end of last year have been achieved, delivering another record-breaking performance on safety. Every one of our regions achieved LTA World Class (<1) safety figures and WDL performance improved further, this has been delivered through a continued focus on our safety standards and our colleagues have worked tirelessly in support of our clients across our businesses.

Our Lost Time Accidents (LTA) rate improved by 26% and Working Days Lost (WDL) rate improved by 23% year-on-year.

The LTA rate is calculated as the number of Lost Time Accidents (injuries and illnesses) per 100,000 hours worked. The LTA rate includes employees only and does not include contractors as they make up a very small percentage of our workforce.

The WDL rate is calculated as the number of working days that colleagues could not work because of Lost Time Accidents (injuries and illnesses) per 100,000 hours worked.

We do not track Occupational Illness Frequency Rate (OIFR) separately, therefore this is included in the LTA rate.

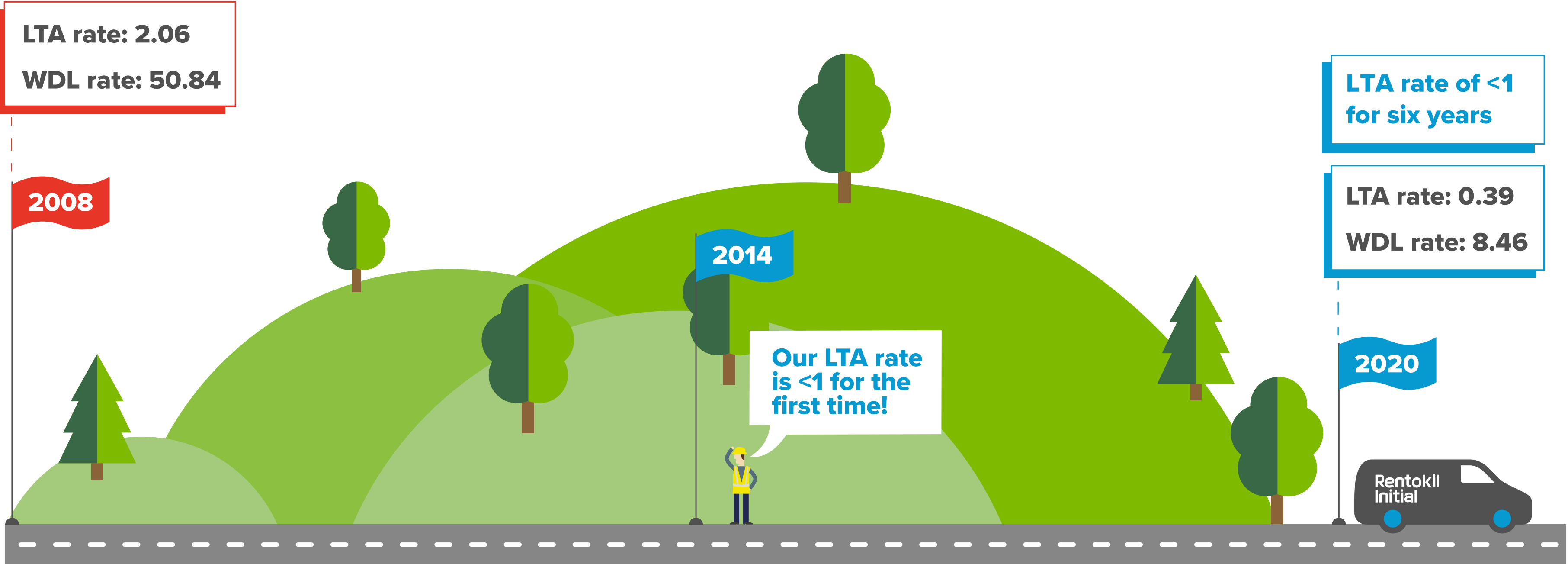


Long-term focus on safety

The Company’s health and safety performance has shown a long-term improvement in Lost Time Accidents (LTA) and Working Days Lost (WDL).

Since 2014, when our LTA rate fell below 1 for the first time, we have continued to enhance our safety performance – our LTA rate has improved by over 61%, and our WDL rate has improved by nearly 70%.

As we look ahead to 2021 and beyond, our strategy will be to continue to focus on ensuring that ‘Everyone Goes Home Safe’ with our key objective being to maintain the World Class safety standards we have achieved for LTA in all our regions, and to further improve our WDL rates to meet the same World Class standards in every business.



Initiatives launched along the way

Safety built into core values	Minimum standards for working at height	Minimum standards for core processes (e.g. incident management)	SHE Health-Check audits launched	Programme to improve workplace transport safety	Improved site risk assessment process and tools launched	Golden Rules implemented	Driving at work standards implemented	Safety Leadership Behaviours launched	Safety Moments Initiative launched	Electricity Golden rules & High Voltage policy
Global LTA and WDL metrics introduced	SHE leadership team established	SHE goals incorporated in PDRs for operations	“In Focus” initiatives first introduced	CEO SHE Awards first introduced	Improved working practices for roof void work	Innovative online training tools launched	Focus on improved near miss reporting	Digital tools rolled out including Site Risk Assessment app	Training to identify potential electrical risks	Increased fumigation governance
			MSOT/iLead first introduced			Minimum standards for fumigation	“In Focus” initiatives extended			Global launch of Disinfection services

+61%

LTA rate improvement since 2014

+70%

WDL rate improvement since 2014

Safety in action

In 2020, our approach to safety was dominated by our response to COVID-19, but we continued building on and embedding our existing safety initiatives and programmes across our businesses.

- 1. Fumigation:** Further strengthening of fumigation governance through the introduction of a new audit process which is aligned to the audit process operated by Corporate Internal Audit. Requires annual country, branch and field audits conducted by National Fumigation Managers and Country SHE Managers
- 2. Origami:** We extended deployment of our global incident management system. All 80+ countries now reporting incidents in real-time (instead of via monthly submissions). Real-time reporting extended to Asia, Latam and ROW countries in 2020. We have also extended the use of the tool to enable online H&S audits to be carried out, starting in the Pacific region with their SHE Health-Check audits

- 3. SHE capability model:** Our SHE strategy and approach continue to help deliver significant improvements in our SHE performance and capability and our “SHE Capability Model” continues to provide all leadership teams with a clear and consistent approach to measuring SHE capability against a range of key SHE criteria. The outcome of these assessments enables our Country Leadership teams to understand their current SHE capability level of their business(es), and determine future plans, considering both global and local needs, which is particularly beneficial in an emerging market
- 4. Safety training:** Supporting SHE capability development, the SHE leadership team has produced an extensive portfolio of training courses for better management of health and safety. Available through the Company’s U+ platform with over 100 videos, these courses include: Driving at work, vehicle inspection, motorcycle safety, thermal fogging, working with explosive atmospheres, safe working in roof voids, ladder safety, working at height, workplace transport

safety and situational awareness training covering areas of High Voltage

5. Site Risk Assessment reporting: Our Site Risk Assessment (SRA) smartphone app, to enable quick and effective risk assessment reporting to ensure that our colleagues’ health and safety is protected when working on customer sites. It is integrated to already existing sales and smartphone applications as a mandatory completion before starting service or completing a sales deal. By the end of 2020, this will be live in over 15 countries and gives additional benefits of reduced administration time (paper SRA documents were produced previously each month); capturing and recording of photographic evidence of hazards and time tagging, with easy access to all colleagues involved with the relevant customer. An SRA Analytic Dashboard enables management to monitor the reporting, in terms of quantity and quality

Major incidents

There were no health and safety prosecutions pending or fines imposed on the Company in 2020. Regrettably, there was one fatal road traffic incident this year. One of our pest control technician colleagues sustained fatal chest and head injuries when the motorcycle he was riding collided with a heavy trailer truck. Following a police investigation, the third party was found to be at fault.

We continue to enforce the Driving at Work policy for all colleagues who drive.

These minimum standards cover:

Safe driver – including “SHE Golden Rules for driving” as a key requirement.

Safe vehicle – laying out minimum global standards for all vehicles.

Safe journey – covering work schedules and route planning to ensure these allow for foreseeable weather and traffic conditions.

The Driving at Work policy has several specific e-learning modules and videos to reinforce our approach to driving safely at work and support existing local driver training programmes:

- **A core driving at work e-learning module** – explains the key responsibilities that apply to all colleagues who drive on Company business
- **Vehicle inspection** – a three-part video which highlights the importance of vehicle inspections and demonstrates what items should be checked on a daily, weekly and monthly basis
- **Motorcycle safety** – a video which explains the key responsibilities for any colleague who rides a motorcycle at work and provides a range of best practice tips on how to become a safer rider



Diversity, equality & inclusion

As a Company, we strongly believe that creating a diverse and inclusive workforce which reflects the business environment in which we operate will increase colleague engagement, support innovation, enhance our reputation and boost our financial performance. Therefore Diversity, Equality and Inclusion (DE&I) remains a key priority across the Company.

Having increased our focus on diversity in recent years, we are making progress in several areas, which included being named by Management Today in 2019 as Britain’s Most Admired Company for Diversity and Inclusion.

Our aim is to foster a place to work where diversity, inclusion and equality in all forms and at all levels are actively promoted and encouraged.

Diversity of our Board

In 2020, we reviewed both our Board Diversity Policy and Group Diversity, Equality and Inclusion Policy (as we do annually) to ensure continued focus on this area and drive the right actions to deliver improvements. Since 2017, we have taken several steps to improve the diversity of our Board which has resulted in:

- In 2020, the Rentokil Initial Plc Board is 50% female (up from 43% in 2019, 33% in 2018 and 25% in 2017). The steps we have taken to improve the gender diversity of our Board resulted in us being placed 7th in the 2021 Hampton Alexander Report (up from 9th in 2020) in the FTSE 100 for the gender diversity of our Board and senior leadership. On Board gender diversity we are =3rd

- Similarly, in the most recent update to the Parker Review, published in February 2020, Rentokil Initial was named as one of the companies to have already met the recommendation for the board of each FTSE 100 listed company to have at least one ethnically diverse director by 2021

We believe that creating a more diverse and inclusive culture must be led from the top and therefore, we are pleased with the progress made in improving the diversity of our Board. Our Board Diversity Policy sets out our aim to continually monitor and improve diversity across the organisation, and this will continue to be a key focus of the Board going forward.

Gender diversity

	2020*		2019*		2018*		2017*		2016*	
	Total	% Female	Total	% Female	Total	% Female	Total	% Female	Total	% Female
Board	8	50%	7	43%	10	33%	10	33%	10	25%
Executive leadership	13	8%	13	8%	10	10%	10	10%	10	10%
Management**	151	30%	118	28%	74	30%	79	27%	77	24%

* As of 31 December of each year.
** For 2016-18 we define senior management as direct reports to the Executive leadership, excluding colleagues in administrative and support roles. From 2019 onwards we have expanded our definition of senior leaders to include all management direct reports to the Executive leadership, excluding secretarial roles.

Diversity, equality and inclusion across our Company

As well as improving the diversity of our Board, over the last few years we have taken a number of steps to improve diversity and inclusion levels throughout Rentokil Initial and have made significant progress across our business. For example:

- Our senior leadership team (defined as direct reports to the Executive Leadership Team, excluding administrative staff),

as of 31 December 2020 is 30% female (up from 28% in 2019 and 24% in 2016)

- We have focused extensively on developing talented women in Rentokil Initial and in 2019, launched our RI Women’s Mentoring Programme, aimed at supporting the career development of talented women across the business. As a result, 38% of the individuals in our 2020 regional succession plans are now women (up from 35% in 2019)
- In 2020, we again reported that we have no gender pay gap in our UK-based business

- 96% of global colleagues stated in our 2019 Your Voice Counts employee survey that they do not feel that we preclude men and women from having equal opportunities to succeed in Rentokil Initial, and we will report this again in 2021 when our next survey is undertaken as well as our first dedicated DE&I survey of our global management population

 Our Gender Pay Gap Report for 2020



Ethnic diversity in leadership roles

While gender is one aspect of diversity, we have begun to increase our focus on other areas of diversity. Monitoring and improving the ethnic diversity of our senior leadership is an important aspect of this and in 2020, 21% of our senior leaders are defined or self-identify as people of colour (up from 20% in 2019).

We believe we still have more to do, and this will be a key focus for us moving forward. We will continue to monitor our progress and will report on both the gender and ethnic diversity of our senior leadership regularly. We can also report that 39% of the participants in our current global talent pools, who chose to disclose their ethnicity, are defined as being of an ethnicity that is not White or European, building us a growing pipeline of future leaders from ethnically diverse backgrounds.

Ethnic diversity

Role	White or European		Not White or European	
	2020	2019	2020	2019
Board	87%	87%	13%	13%
Senior leaders (ELT & Direct Reports)	79%	89%	21%	11%

Strengthening our focus on DE&I

While we are proud of the progress we have made to date in creating a more diverse and inclusive business, we still believe that there is much more we can do. Moving forward into 2021 our intention is to significantly increase our diversity, equality and inclusion (DE&I) activity to enable us to begin to establish real leadership in this space. Over 1,000 leaders and managers will undertake DE&I training in 2021-22.

1. Ensuring strong and passionate executive leadership and sponsorship of our DE&I activity remains in place within each region and function across the Company, so that our senior managers are leading from the front on creating a truly diverse and inclusive organisation
2. Improving our DE&I data and reporting and using this data to make effective decisions and to set meaningful and stretching targets to ensure future progress

Five-point plan to achieve our 2024 vision



3. An ongoing range of actions to build colleague engagement and commitment with education and discussion on DE&I from the top of the organisation, to the frontline. This will include global DE&I training and education programmes and continued reinforcement of zero tolerance of all forms of explicit and implicit discrimination
 4. Significant activity to expand the recruitment, development and promotion of diverse groups and ensure our resource pools, prospective candidates and internal talent reflect the communities and markets in which we operate
 5. A specific focus on developing our leaders to be more skilled and assured in addressing diversity and inclusion issues so that they can confidently champion and lead our DE&I agenda
- While our progress to date on DE&I represents a good start and shows what is possible, we believe that from 2021 onwards we have a significant opportunity to build an organisation where everyone with skill, imagination and determination, whatever their gender, race, colour, nationality, age, sexual orientation, physical ability or background, can reach the highest level and achieve their full potential based on merit alone.

Development of our colleagues

As part of our ambition to be both a world-class services company and a world-class employer of choice, throughout 2020 the Company has continued to invest significant focus and resources globally in the learning and development of our colleagues. We have also responded to COVID-19 by retraining our colleagues to deliver new services, adapt to new ways of working and ensuring our provision of training and development continues in new and agile ways to overcome the challenges of the pandemic.



Agile digital learning

A key focus of our learning and development activity is to support and equip our employees around the world to develop the knowledge and skills they need to outperform in their roles. To enable this, our award-winning digital learning system “U+” is our key platform for facilitating the development of our people. U+ is truly global in its reach and usage, with content available in up to 27 languages and the platform being widely used across all regions.

All employees have access to U+ with the biggest users being our frontline colleagues, who account for 86% of all users, with 35% of all content views in 2020 being delivered via a mobile device, supporting our strategy to provide training and knowledge to colleagues at the point of need. Most of our learning content is produced internally by our in-house content development team, ensuring our own experts are developing training materials for use by our colleagues; in 2020, our team produced 648 pieces of digital training content covering topics such as health and safety, customer care, operating procedures and sales – as well as content related to the pandemic.

The use of U+ as our primary learning tool has increased significantly during 2020 in response to the COVID-19 pandemic, and it has now become firmly established as an integral part of how we operate our business, as social distancing measures have restricted our ability to deliver face to face training. For example, over 30,000 online training sessions were delivered globally in three months via U+ to support the rollout of our Disinfection services to over 7,000 employees. We have also used the platform to provide training on areas such as working from home effectively and to support the safe and controlled reopening of our offices.

As a result, our usage of U+ in 2020 accelerated markedly, with 3.2 million total content views for the year (up from 1.8 million in 2019, an increase of 77%). This equates to an average of 79 content views per colleague throughout 2020, up from 45 views per colleague in 2019 (an increase of 75%) with each colleague completing a U+ training course on average every three working days during 2020.

Launch of virtual classroom

As well as our provision of digital learning via U+, in 2020 we also launched the Rentokil Initial Virtual Classroom to deliver training sessions to colleagues around the world virtually in response to social distancing measures restricting our ability to train colleagues face to face.

The Virtual Classroom platform enables our training teams to deliver live training sessions to participants virtually, using agile technology that replicates many of the features of a normal training environment.

The platform was launched in July 2020 and as of 31 December, we had delivered 301 training sessions to 4,699 attendees from around the world. Examples of sessions delivered via the Virtual Classroom included Leading Remote Teams, Wellbeing and Resilience training, Managing Performance Remotely and Hiring Remotely. The platform was also used to deliver our global talent pool programmes in the second half of the year.

🌀 **The Virtual Classroom platform enables our training teams to deliver live training sessions to participants virtually, using agile technology that replicates many of the features of a normal training environment.** 🌀

Developing our talent pipeline of future leaders

In 2020, the Company has continued to invest in talent management and development to ensure we have the leaders we need to deliver our future strategy and deliver continued high performance. Our philosophy and approach to developing and promoting talent is, where possible, to promote from within.

As a result, we have an experienced and established management team in place across the Group, with 78% of senior managers having been in-role for at least two years. Over the last two years, our management team has been supplemented and refreshed with several internal appointments and external hires to both promote our talent and bring in new skills and experiences. Of the 22% who have been appointed to their current role in the last two years, 54% of these have been internal appointments and 46% have been external hires.

Since 2017, we have run several global and regional talent pools, which are now made up of around 300 individuals who we believe have the potential and capability to take on significantly bigger roles with us in the future. Individuals within our talent pools receive intensive and accelerated development designed around their individual needs and career aspirations.

Our investment in talent development is showing strong returns, both for individuals and the Company overall, with 97% of the participants in our global talent pools having been promoted to more senior roles since 2017. In 2020, the retention of colleagues in our global talent pools was 100%.

As a result, our overall executive succession picture has continued to improve over the last 12 months with 94% of ELT and SLF roles now having a named near-term internal successor (up from 84% in 2019 and 76% in 2018). Compared to 2019, 46% of our ELT and SLF roles have an improved succession plan and the number of near-term successors for key roles has increased by 10%. 62% of the individuals named in our 2020 succession plans are participants in one of our global or regional talent pools.

Employment and development opportunities for young people

The Company has a long track record of recruiting, developing and promoting graduates and apprentices across the organisation to support their careers and build our future pipeline of leadership and specialist talent.

During 2020, we have continued to provide employment and development opportunities to young people.

For example, in our UK business and Corporate functions we currently employ over 350 apprentices. Alongside our apprenticeship programmes, we have continued to invest in the recruitment and development of graduates. We currently employ over 330 graduates across our UK business and Corporate functions and have continued with our Rentokil Accelerated Management Programme (RAMP), launched in 2019 in North America, to recruit and develop both new graduates and former military personnel for operational leadership positions.

In 2018, we relaunched our Group Corporate Graduate Scheme with a focus on recruiting and developing graduate trainees for specific STEM-related functional skill sets, that we know will be important for our future success, such as digital, innovation and finance. The graduates who joined us in 2018 completed the scheme at the end of 2020 and 100% of the cohort has now been appointed to permanent roles in our business. We plan to commence recruitment of a new cohort for the next scheme starting in September 2021.

Attracting and recruiting the people we need

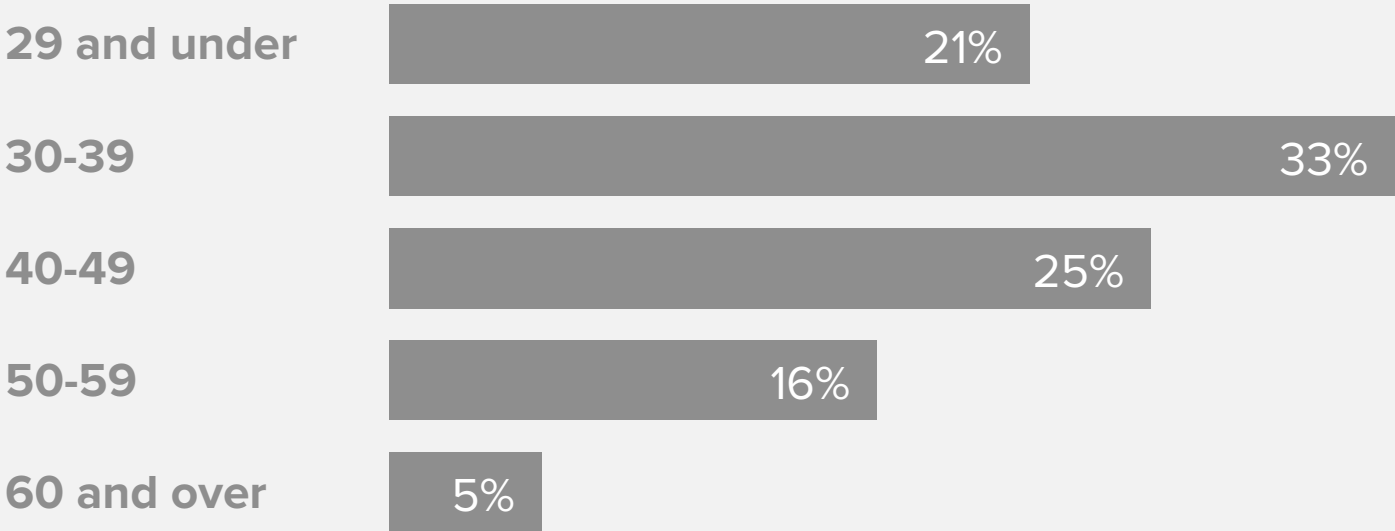
Throughout 2020, we have seen our employer brand continue to improve, with the number of unique visitors globally to our careers site increasing by 49% on a rolling 12-month basis. Our conversion rate (the % of unique visitors to the site who apply for a role with us) is now at 27% (best in class is typically around 20%) with the number of people who have applied for a role with us increasing by 67% from 2019 levels.

In November 2020, we launched our new “Career+” job alert, enabling our colleagues to refer and share our vacancies easily across their own networks and via social media. The platform has been launched so far in our Singapore business, where over 80% of colleagues have already signed up to receive job alerts. This will be rolled out further across the Company during 2021.

Generations at work

Colleagues aged under 40 years now represent over half (54%) of our global workforce and millennials (colleagues born 1981-1996) are now our largest age group.

Global colleagues by age group



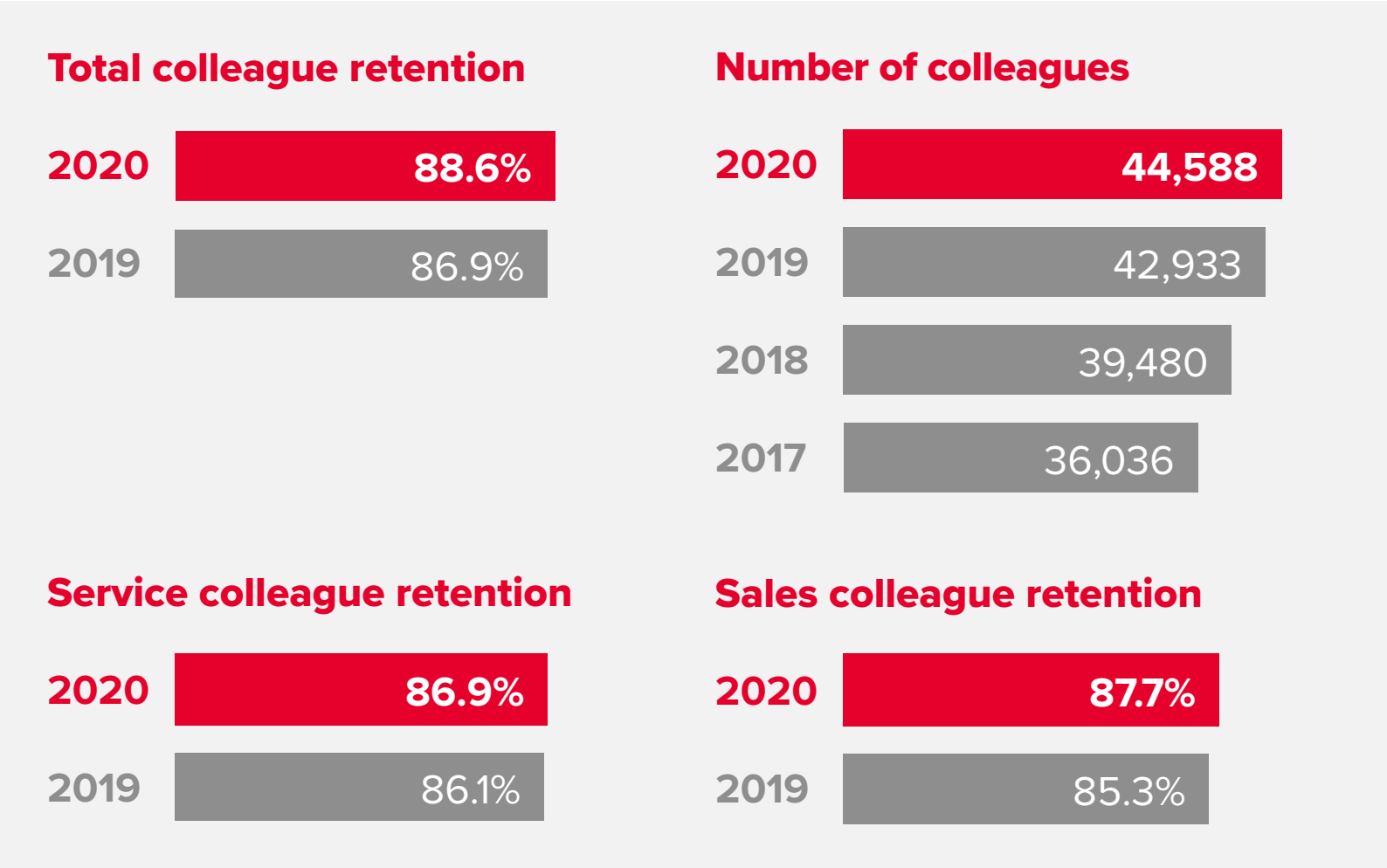
Data source: Census survey of all colleagues, September 2019.

Our culture

Underpinning everything we do is our ‘One Rentokil Initial’ culture. We have a one-team mentality with a common purpose and set of values, focused on delivering a great customer experience.

Culture of long service – retaining colleagues

Our programme to increase colleague retention continues with a focus on line manager capability, induction and coaching. This has contributed to a significant improvement in the retention of colleagues in 2020.



Our Purpose

Protecting People. Enhancing Lives.

Our Values

SERVICE

We are passionate about delivering excellent service to every customer.

RELATIONSHIPS

We value long lasting relationships with our colleagues and customers.

TEAMWORK

Our business is all about great teamwork – getting it right for our colleagues and customers.

Our Culture

CUSTOMER FOCUSED

Firstly, we are a service company. We strive to meet our customers' needs and our people go the extra mile to do so. We work hard to support our customers and each other. When things go wrong, we put them right, fast.

COMMERCIAL

We employ and incentivise smart people to help the Company grow by making good decisions that benefit our customers. We constantly seek out new opportunities for growth and ways to work more effectively.

DIVERSE

We want our workforce to reflect the diverse customers we serve. We value everyone's talents and abilities and strive to attract and retain the best people from the widest possible pool of talent.

DOWN TO EARTH

We do not like big egos. People who succeed with us are friendly, comfortable in their own skin, straightforward, seek to improve, with practical ideas and experiences, and they acknowledge the contribution of others.

INNOVATIVE

We use the latest advancements to build an innovation pipeline that sets us apart from the competition. We embrace technologies that help create new products and make us more efficient.

Colleagues					
Indicators	2019	2018	2017	2016	2015
Survey response rate	90%	Two year cycle	87%	Two year cycle	83%
Colleague enablement	79%		78%		74%
Colleague engagement	79%		77%		73%

Colleague engagement

Rentokil Initial undertakes a census survey of colleagues every two years of colleague engagement and colleague enablement, delivered through an independent third party to ensure confidentiality, as well as targeted pulse surveys. We are pleased that participation rates remain high.

In 2019, the Company scored 79% for both Colleague Engagement and Colleague Enablement – 4% above High Performing norms. Colleague engagement has improved by six percentage points since 2015.

During 2020, we conducted a series of pulse surveys to assess whether colleagues felt safe, productive, and sufficiently supported by their managers and systems to enable them to effectively fulfil their roles during the crisis, receiving a c.90% positive response.

External perspective

In line with best practice, we also report third party analysis from the global recruitment site Glassdoor. On 31 December 2020, our ‘Company Overall’ rating was 4.1 (out of 5) and significantly ahead of the Glassdoor average of 3.5 (out of 5).

Rentokil Initial was 18th in the Glassdoor 2020 Best Companies to Work For survey.



Supporting wellbeing & mental health

As part of our commitment to be a world-class Employer of Choice, we know that for colleagues to perform at their best they must have overall wellbeing – both physical and mental. We support and help our colleagues to maintain wellbeing through a number of initiatives and specific awareness campaigns during the year.

An enhanced colleague wellbeing strategy will launch in 2021 with the aims of:

- Creating a wellbeing plan to support colleagues’ wellbeing more holistically, rather than intervening when there is an issue
- Creating clarity on what the role of the Company, manager and colleague is, in maintaining or improving wellbeing
- Holistic, wide-ranging support for colleague wellbeing across the wellbeing spectrum; and
- Providing resources and a wellbeing plan template for colleagues to help them focus on improving their overall wellbeing

Our overall focus areas are Move (physical wellbeing), Munch (healthy eating), Money (financial planning and budgeting) and Mind (mental health).

Information is available to colleagues from our online Wellbeing Centre. As an example, under the Mind section, content is available under themes such as Reduce Stress & Anxiety, Better Sleep and Mindfulness. Under the Move section we include videos that range from full body workouts to yoga, barre and stretching. Colleagues can also apply to the Cycle to Work scheme, and save up to 42% on a new bicycle.

24 / 7 helpline

Available to colleagues is a confidential 24 / 7 helpline to offer expert guidance on everyday matters, through to more serious problems, including health and wellbeing. Whether feeling upset, worried or stressed, this is a free, confidential and impartial service offering guidance, information or support and counselling.

Mental health first aiders

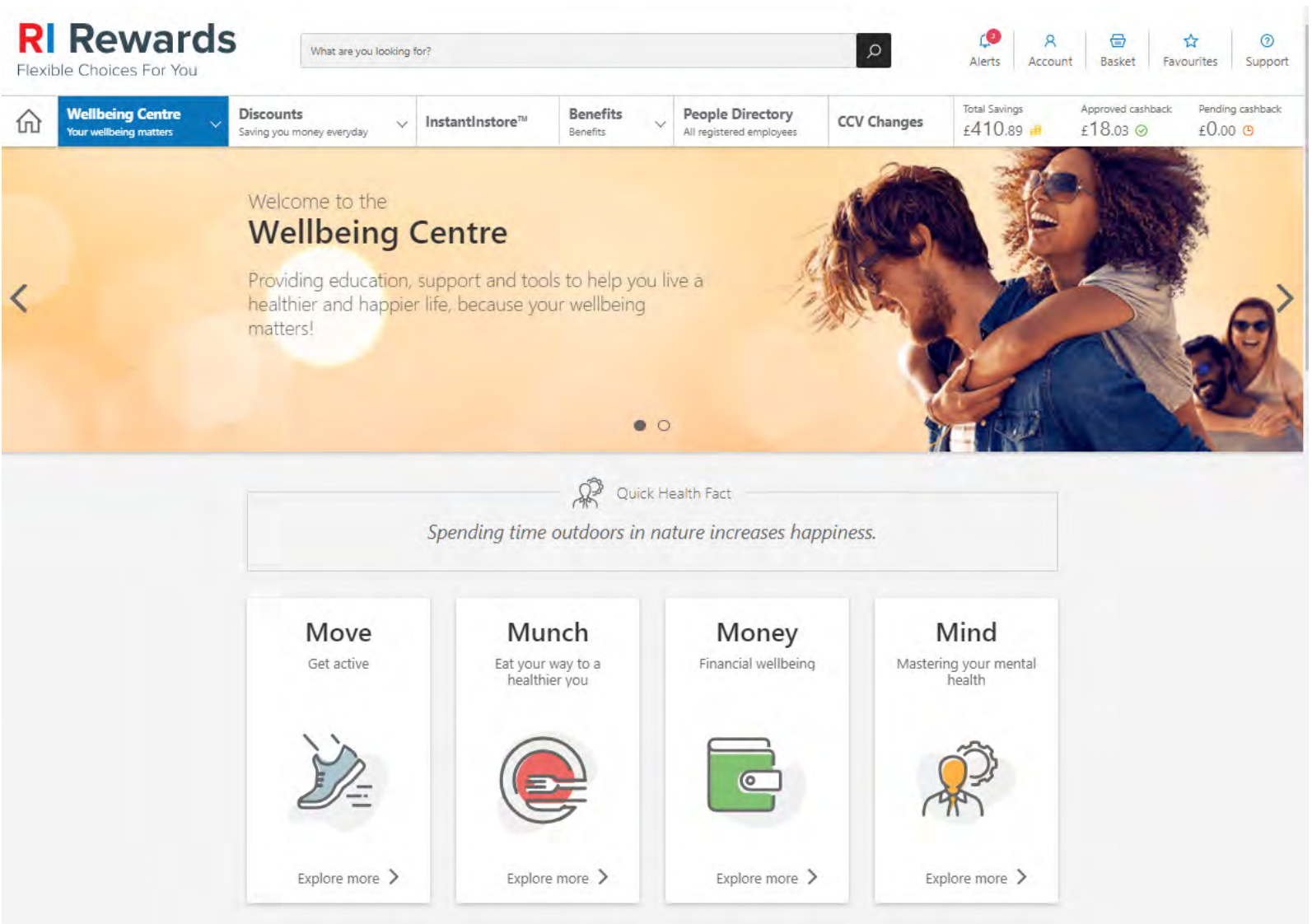
We have appointed our first mental health first aiders.

U+ training content

At the height of the crisis, our content development team produced two videos on how to manage your mental health and physical wellbeing during the pandemic. These were translated into multiple languages.

Hybrid and flexible working

In 2020, we moved 8,500 colleagues to home working and have since introduced a hybrid working model where it is operationally possible. Feedback from colleagues has been very positive, for example, reducing time spent commuting. The Company also allows flexible working where possible operationally e.g. Hygiene service colleagues may adopt work schedules taking account of school holidays, as appropriate to them.



Campaigns

World Mental Health Week

During Mental Health Awareness Week many colleagues got involved in initiatives including ‘Healthy Body Image’, looking at the impact it has on us and our colleagues, how it affects our self-esteem and emotional resilience, and what steps we can take to help ourselves and our friends at work.

We also sponsored a special video promoting awareness of Mental Health that was screened simultaneously in Piccadilly Circus, London and Times Square, New York that included messages from: Kristen Bell, Hugh Bonneville, Matthew Broderick, Michael Bublé, Stephen Fry, Chris Hadfield, Ed Harris, Christina Hendricks, Regina King, Captain Tom Moore and Sir Andy Murray.

 [Link to the video](#)

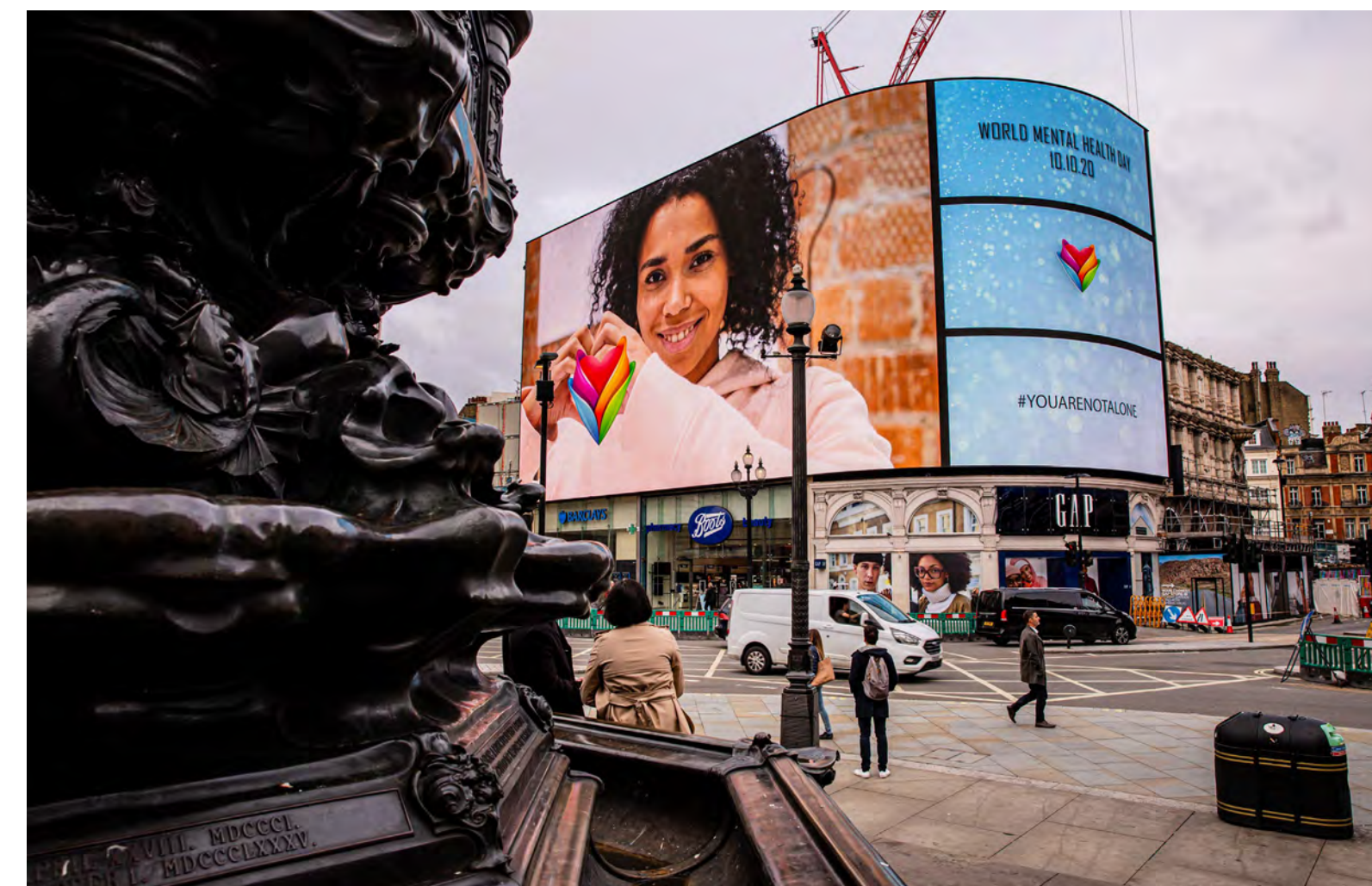


International Stress Awareness Day

This also coincided with the UK's National Stress Management Day, when our colleagues at our Head Office were able to take time out of their working day to undertake craft events; and at the Power Centre, our Research and Development facility, it was Yoga time – both relaxing and physically beneficial.

Being safe online

We launched a range of initiatives to help our colleagues to be safe online.



Case study: Protecting our colleagues & businesses during the pandemic

Despite major disruption from the COVID-19 crisis, we have delivered growth in revenue, profit and cash in 2020. This is thanks to immense collaboration from all our colleagues to protect our business.

We are particularly proud of the way our people worked together to ensure we could continue to serve our customers throughout the pandemic, including sharing information about how to establish essential service status quickly, and learning how to most effectively navigate the crisis.

The collective sacrifices of our people enabled us to protect our financial stability. Temporary pay waivers put in place in Q2 for 5,080 of our managers expired at the end of June and by 30 September, virtually all colleagues had returned to work. In return, we have taken action to protect our colleagues, implementing the financial measures described above and protecting those (primarily in Africa and Asia) who did not have access to government or state support by setting up a Colleague Support Fund.

Donations included personal contributions from Non-Executive Directors and senior management, including our CEO, who donated the remaining 65% of his Q2 salary (after his earlier 35% pay waiver) into the fund.

While the financial performance against the original full year annual bonus targets for revenue, profit and cash were all met and would have resulted in a bonus pay out above threshold for the CEO of £729,982, given the impact of the COVID-19 crisis on colleagues, customers and shareholders, and in agreement with the Board, the CEO proposed that he receive no annual bonus for 2020. Similarly, the CFO also volunteered to receive no bonus in relation to the period since his appointment.

For the 8,500 colleagues working from home, the Company operated a 'click and collect' system so that the correct IT, desk seating etc could be taken from the office and used at home. Ahead of the reopening of our offices the Company undertook thorough risk assessments.

Despite the widespread use of PPE and new operating procedures, we also achieved another record safety performance in 2020, with a 26% improvement in Lost Time Accidents and a 23% improvement in Working Days Lost from the already world-class levels of the previous year.

Through this period of uncertainty, our colleagues were at the forefront of our communications and they were kept fully informed on the decisions we made. This also included engaging with our works councils and representatives from Europe and parts of Asia (representing almost 14,000 colleagues or c.30% of total headcount).

