

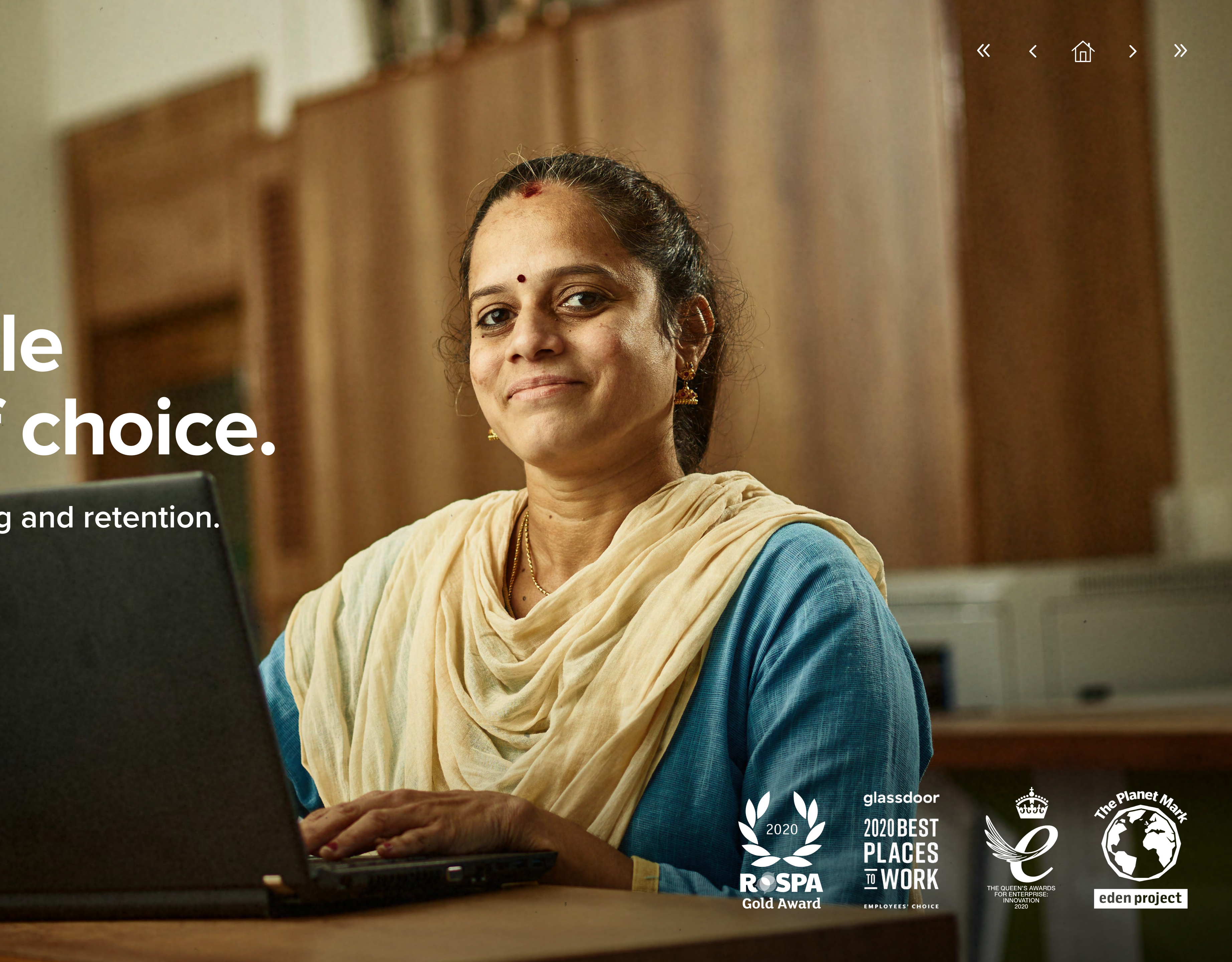
Our colleagues & culture

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

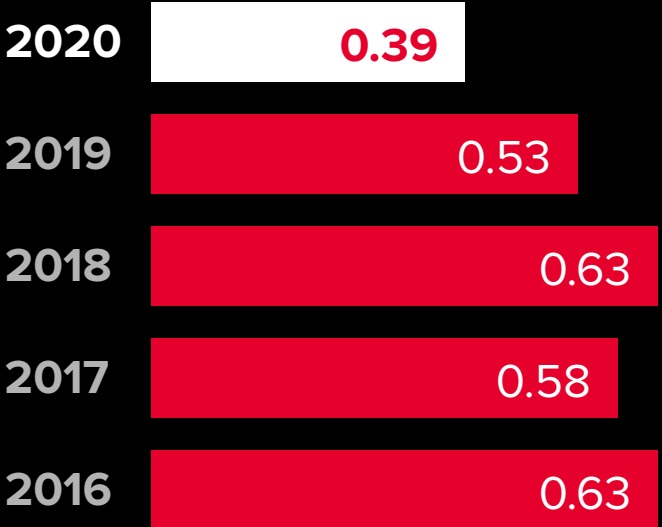
For outstanding progress in the last three years in developing the SHE culture within the business and in the integration with their own colleagues and with each of the acquisitions it has had (eight new acquisitions in six years).



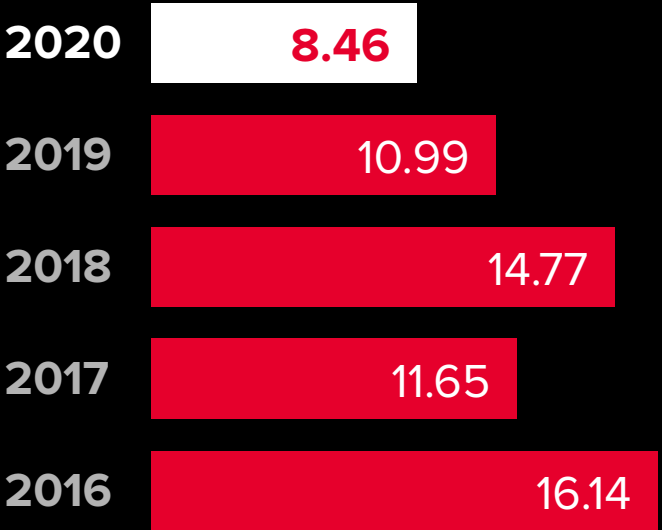
Performance in 2020

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.

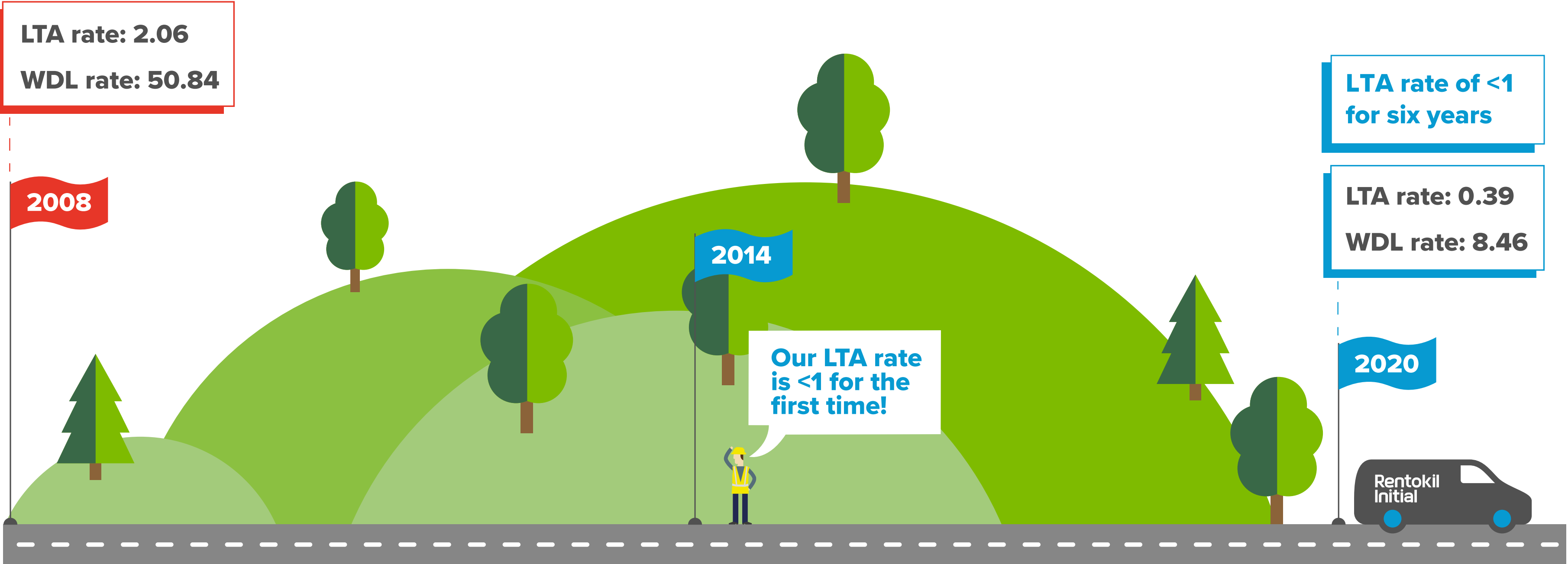


Long-term focus on safety

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.



+61%

LTA rate improvement since 2014

+70%

WDL rate improvement since 2014

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

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

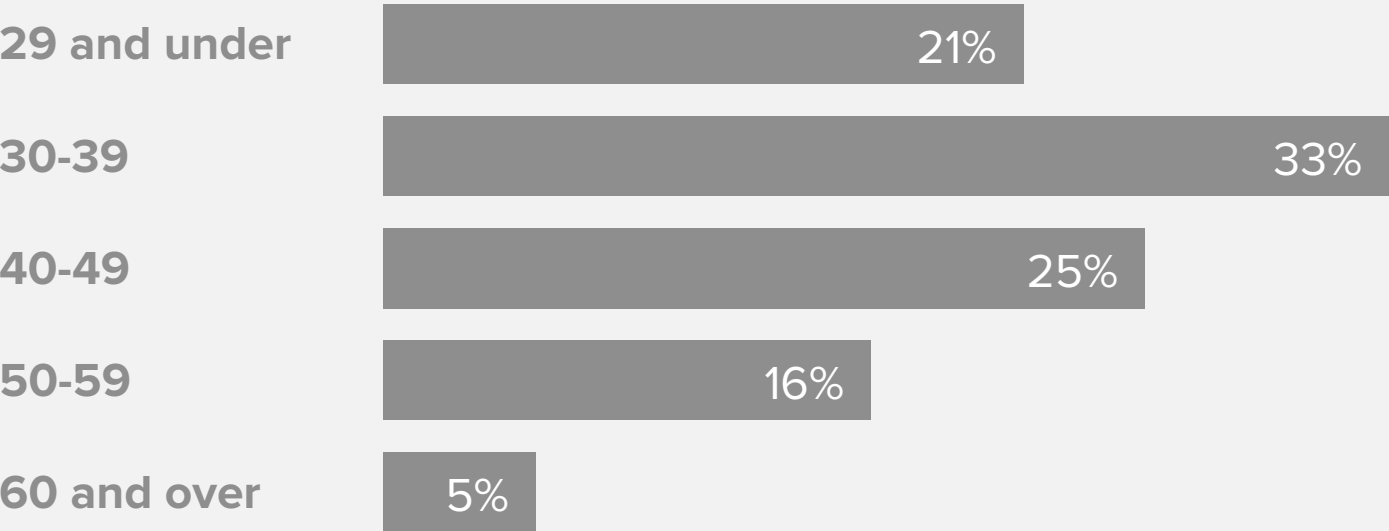
Throughout 2020, we have seen our employer brand continue to improve, with the number of unique visitors globally to our careers site increasing by 49% on a rolling 12-month basis. Our conversion rate (the % of unique visitors to the site who apply for a role with us) is now at 27% (best in class is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



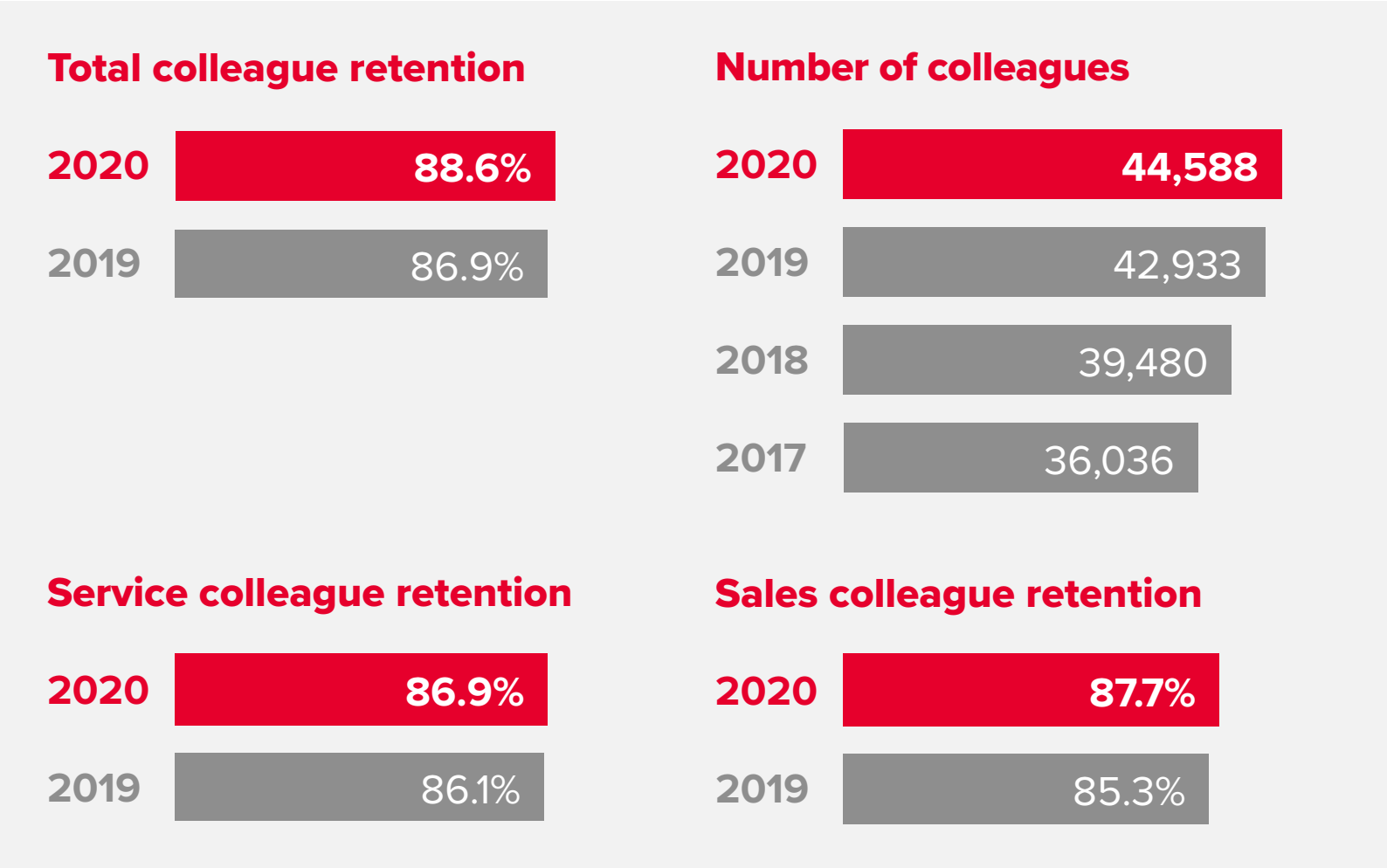
Data source: Census survey of all colleagues, September 2019.

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

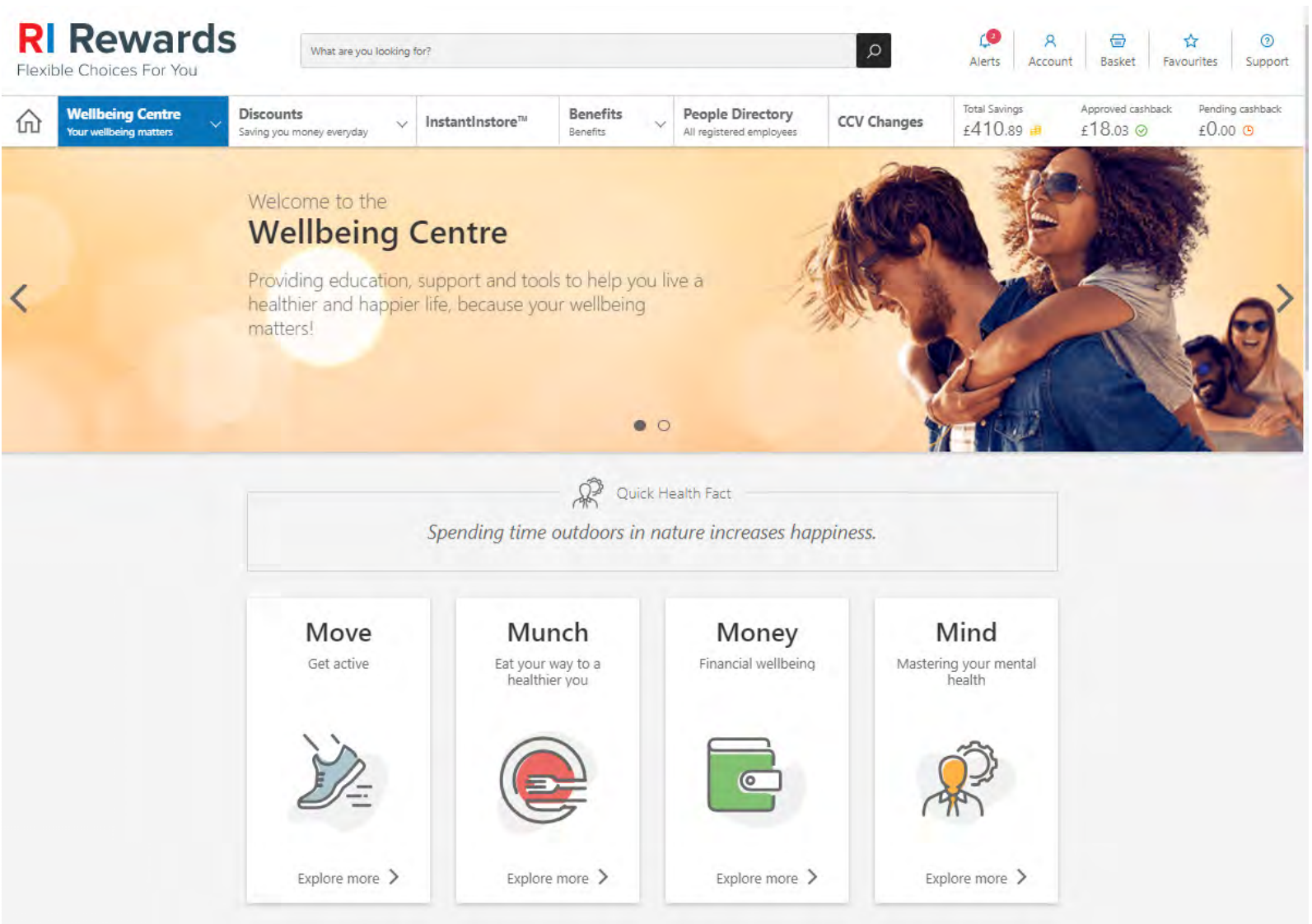
We have appointed our first mental health first aiders.

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.



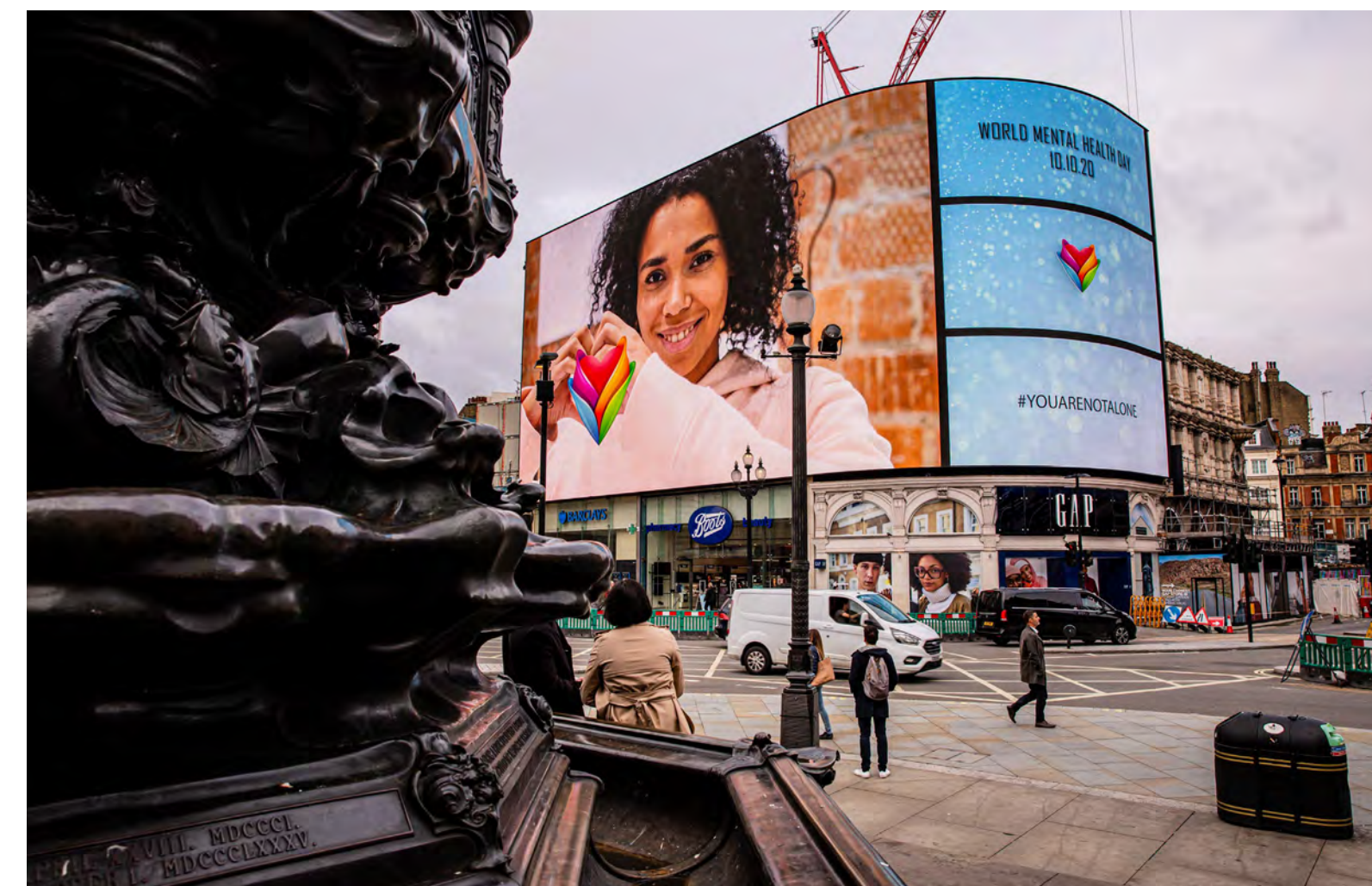
Campaigns

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.

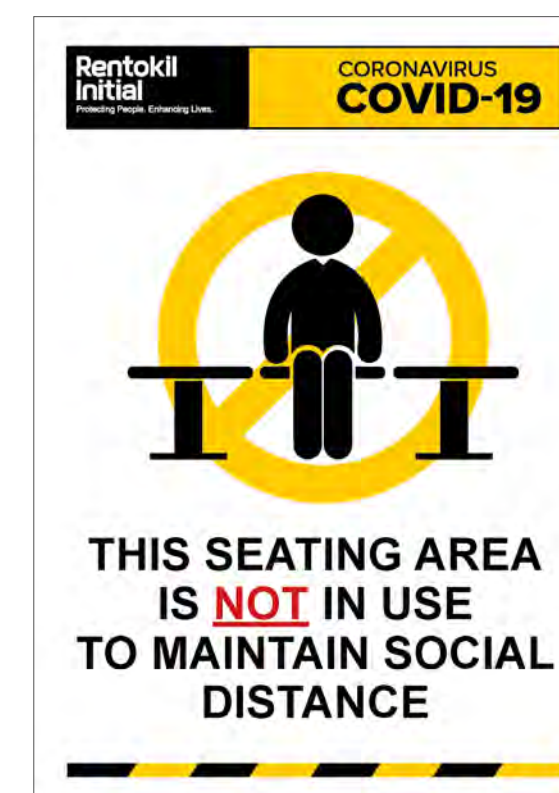
Donations included personal contributions from Non-Executive Directors and senior management, including our CEO, who donated the remaining 65% of his Q2 salary (after his earlier 35% pay waiver) into the fund.

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).



Recommended hand hygiene steps to prevent the spread of viruses

Scientists around the world are currently looking into transmissibility and severity of Coronavirus (COVID-19), but until more is understood, there are hand hygiene behaviours that we can and should adopt that are proven to be effective against the spread of viruses. Follow these simple steps:



Environment

Our environment plan and pathway to net zero.

Delivering net zero emissions by 2040.

INSIDE THIS SECTION

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Our approach

We believe that our ambition for environmental leadership and our plan to deliver net zero carbon emissions by the end of 2040 is not only the right thing to do, but it is also the right thing for the Company as it creates a higher quality, more efficient and differentiated business. Action on climate change also aligns closely to our purpose of Protecting People and Enhancing Lives.

We have developed a business-wide operational approach to environmental sustainability. A new environment plan has been developed, which will be delivered through our country operations. This is built on three pillars: Sustainable Solutions, Sustainable Operations and Sustainable Workplace:

Sustainable solutions

- Our focus here is to provide customers with a range of market-leading services – not only for their ability to protect people from pests or enhance lives through better hygiene, but which also set new standards for sustainability

Find out more about our non-tox, sustainable products, remote monitoring and digital services, as well as product stewardship and regulatory compliance, in the Service and Innovation section

Sustainable operations

- Our focus here is to deliver higher quality and more efficient operations which reduce our impact on the environment. Key areas include the transition to an ultra-low emission vehicle fleet, working with our product and chemical suppliers and reducing waste

This is the main focus for this Environment section.

Sustainable workplace

- Our focus here is to provide colleagues with sustainable workplaces which use renewable energy and encourage colleagues to play their part in a being more sustainable at work and at home

This is covered in part in this Environment report, with further information about our culture in the Colleagues and Culture section

Within these three broad areas are eight specialist workstreams, but key to our success are the local action plans being undertaken across our Group.

From this strategy comes our pathway to net zero carbon emissions from our operations by the end of 2040. Key elements of the plan include our transition to an ultra-low emission fleet, which has already commenced, and the reduction in our energy emissions through the transition to renewable property energy. Included in our pathway to net zero is not only our approach to reduce emissions from our properties and fleet but also the emissions from our use of sulfuryl fluoride, which has grown to become a more significant contributor to Rentokil Initial’s environmental impacts following growth in fumigation.

Other initiatives, for example, actions to reduce our waste to zero are underway. Our Pacific region has implemented a regional action plan for battery and aerosol recycling, already resulting in 40 tonnes of batteries and other waste recycled to date, and so diverted from landfill sites across the Pacific.

Executive compensation is linked to sustainability, with the 2019 and 2020 Performance Share Plan awards having 5% of the payment subject to environmental improvement, based on vehicle emissions intensity. Other ESG criteria includes colleague retention (5%) and customer satisfaction (5%).

Our approach is underpinned by a robust commitment to stakeholder engagement – for instance, ensuring that our colleagues are involved, informed and given the opportunity to put forward their own ideas. We have also introduced the Chief Executive’s Environmental Awards in 2020 to recognise both colleagues and best practices in developing local operational sustainable activities and creative environmental solutions.

During the year, it was agreed that the Group’s Executive Leadership Team (ELT) and Senior Leadership Forum (SLF) meetings will have Environment as the third item on every agenda (following Safety and Employer of Choice). The vehicle emissions intensity for the 20 largest operations have been presented to the ELT and SLF monthly.

This tracks the vehicle fuel efficiency performance for each country against the prior year, per thousand litres of fuel used, per million of revenue in local currency.

The CEO has Board accountability for responsible business delivery, as well as engagement with our wider stakeholder groups. The Company’s Environment Steering Committee includes relevant ELT members and functional specialists. Countries have environment steering groups and ‘green teams’ to support the execution of local projects. Green ambassadors are also in place locally.

Local focus – role of ambassadors:

- Recommend sustainable operational improvements and engagement opportunities to inform green team decision making
- Collaborate in the development and review of environmental colleague engagement campaigns with SHE, colleague communications and engagement, and fellow green ambassadors

- Cascade and reinforce environmental goals and sustainability guiding principles with materials provided to local colleagues
- Encourage and identify local storytelling ‘Eco-tales’ and spotlight stories to foster environmental related colleague recognition opportunities
- Implement and support green team-led environmental initiatives at a local level

Enhanced reporting

This year, in addition to our independent accreditations such as the Dow Jones Sustainability Index, we have initiated reporting against the Task Force on Climate-related Financial Disclosures (TCFD) and Sustainable Accounting Standards Board (SASB) frameworks. We also align our activities with the UN Sustainable Development Goals (SDGs).

Find out more in the How we report section

Our environment plan

Our new, overarching environment plan was approved by the Board in 2020. This will be delivered through our country operations and is built around three core pillars: Sustainable Solutions, Sustainable Operations and Sustainable Workplace, with eight workstreams to provide specialist support and share best practice.

Sustainable solutions

Workstreams

- Hardware**
Ensuring hardware products are designed for sustainability.
- Consumables**
Ensuring paper products are only sourced from sustainable suppliers.
- Chemicals**
Moving to non-tox services, including finding an alternative to sulfuryl fluoride, a GHG used in fumigation services.

Sustainable operations

Workstreams

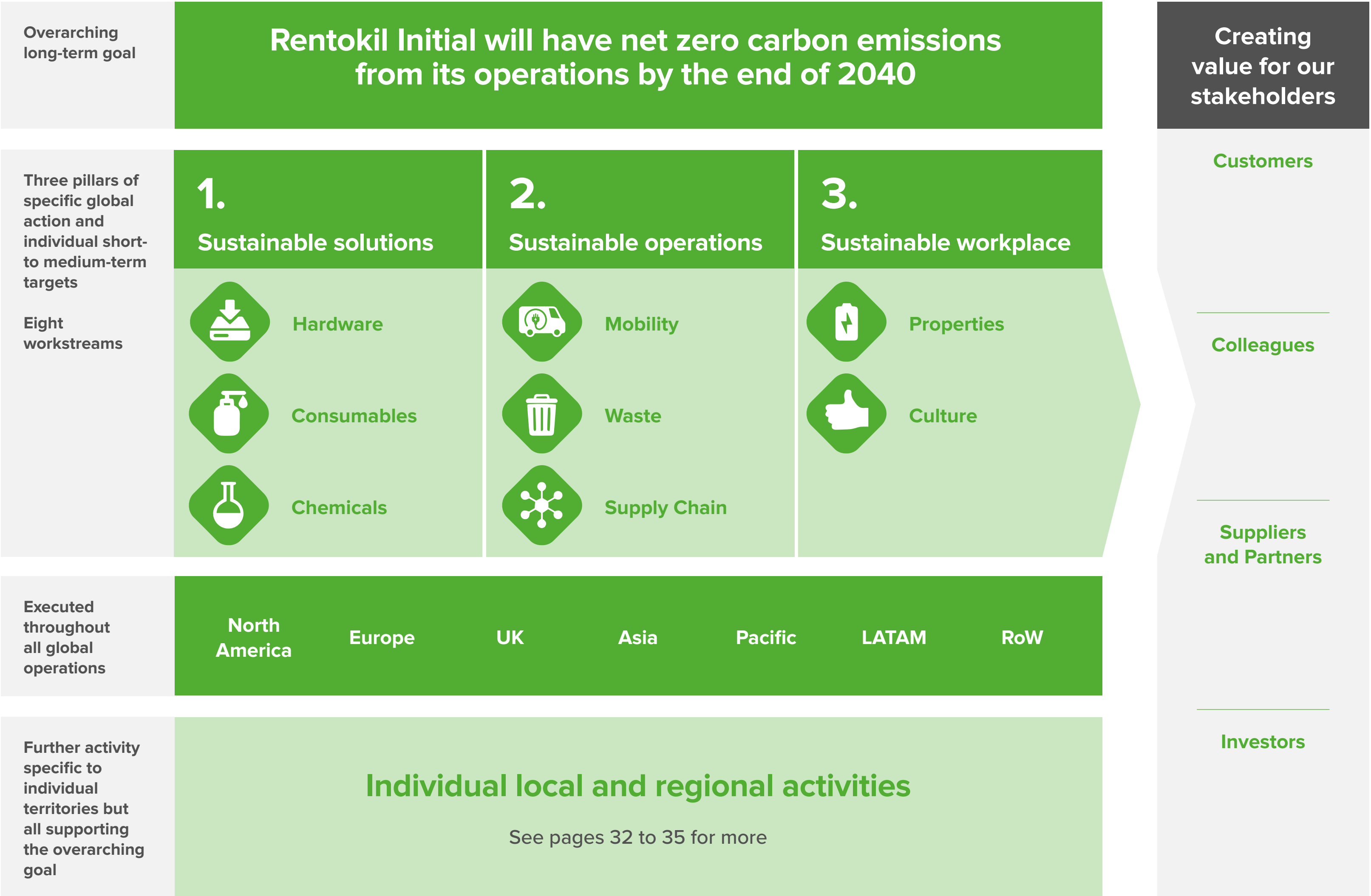
- Colleague Mobility**
Reducing our carbon emissions from vehicles.
- Waste**
Measuring and reducing our waste to zero landfill and incineration.
- Supply Chain**
Working with suppliers to minimise their own climate-related impacts and those of our products.

Sustainable workplace

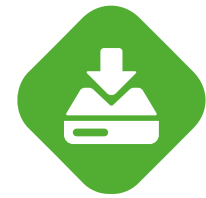
Workstreams

- Properties**
Moving to sustainable energy tariffs and property efficiency.
- Culture**
Taking our people on the journey and delivering day-to-day behaviour change.

Summary of our environment plan



Examples of activities in our workstreams



Hardware

1. Leading our industries with the most environmentally friendly range of products and services, supporting our customers' own environmental ambitions
2. 'Cradle to grave' analysis of all new products
3. Introducing new products made from recycled materials



Consumables

4. Ensuring that paper products have come from sustainable sources
5. Changing the types of chemicals we use for fumigation to more environmentally friendly alternatives



Chemicals

6. Reducing and eventually removing the use of pesticides and insecticides



Waste

7. Reducing to zero the waste we send to landfill or incineration
8. Reducing packaging: Move to 100% reusable or recyclable
9. Reducing our use of plastic, for example reducing the thickness of our FHU bags
10. Reducing the levels of waste batteries – examine options for reuse, recharge
11. Increasing product refurbishment and reuse



Mobility

12. Transitioning to a low emission (EV) fleet
13. Reducing mileage – utilising route planning tools and building customer density
14. Examining how the use of digital tools can reduce our vehicle mileage / emissions



Supply Chain

15. Ensuring our product formulations use palm oil extracts that are only from sustainable sources, eventually removing all use of palm oil
16. Working with suppliers to ensure that they have sustainability plans and minimising the environmental impact of our products



Properties

17. Introducing green energy tariffs for our owned buildings
18. Prioritising property energy efficiency savings opportunities, e.g. installing LED lighting



Culture

19. Reducing the use of flights and business travel
20. Ensuring our colleagues are involved, informed and given the opportunity to put forward their own ideas



Pathway to net zero

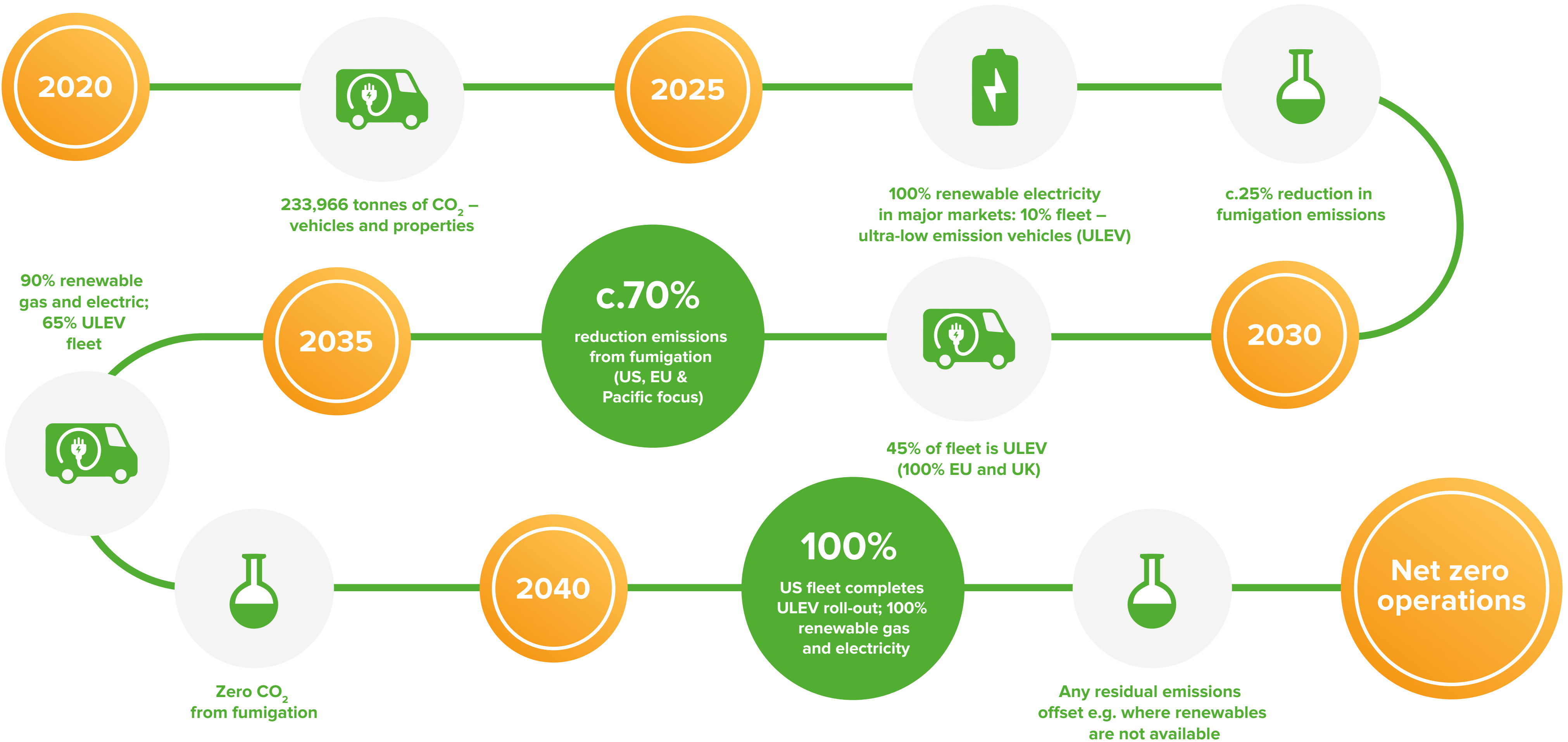
From our overarching environment plan comes our pathway to net zero carbon emissions.

Approved by the Board in 2020, our long-term commitment is to reach net zero from our operations by the end of 2040. This includes several milestones, such as the transition to an ultra-low emission fleet, which has already commenced, and the reduction in our energy emissions through the transition to renewable property electricity. Also included is our ambition to find a more sustainable alternative to the use of sulfuryl fluoride in biosecurity and termite-related treatments.

We believe that this goal is bold and stretching, given we operate in 83 countries, including many emerging markets. But, we believe this will unlock a new level of energy and innovation as we seek to differentiate the Company as a leader in environmental sustainability.

We continue to analyse our markets and develop our plans locally, and in 2021 we plan to enhance our data collection and introduce a new Group-wide system. We will update our plan annually to reflect our progress and latest market insight.

Pathway to net zero



Taking action across our local operations

While 2020 was, of course, a year dominated by the impact and our response to the pandemic, with our priority of keeping colleagues safe, our environmental agenda continued to make progress as our countries began to develop and implement their plans. Across the business there is a high level of focus and energy behind this programme.

Here are some examples of our initiatives in 2020 – focused on fleet, properties, waste, fumigation, biodiversity and culture.

Colleague mobility

As a route-based operating Company, with c.19,000 vehicles in our global fleet, colleague mobility is a material source of our carbon emissions. Our goal is to have a 100% ultra-low emission vehicle fleet by 2040.

During 2020, we developed a detailed analysis using our local market intelligence to track each country’s readiness to deploy an ultra-low emission vehicle fleet.

This included suitable electric vehicle (EV) fleet availability, pricing, charging network and risks in our operations, such as the introduction of city or country-based charging or restrictions:

- **Paris** – bans diesel engines from 2024, petrol by 2030
- **Norway** – bans internal combustion engines (ICE) by 2025
- **UK** – final sales of ICE from 2035
- **Iceland, Sweden, Netherlands, Denmark and Ireland** – 2030 ICE ban

Taking action

- Across the Group we have taken our first steps to introduce EVs, including in five major markets. We have also created our fleet policy framework. Rentokil Initial is a member of EV100 – a global initiative bringing together companies committed to accelerating the transition to electric vehicles
- Vehicle fuel efficiency improved by 5.1% in 2020

See Environmental Targets and Performance

Extract from ultra-low vehicle fleet analysis by country

Country	Vehicle	Term Months	BEV vs ICE	RAG Status
	LCV Small / Medium	48	£160	
	Car	54	£108	
	LCV Large	48	£56	
	Car	48	£49	
	LCV Small / Medium	48	£47	
	Car	48	£47	
	Car	36	£29	
	Car	48	£22	
	Car	48	£10	
	Car	48	£4	
	Car	48	£15	
	Car	120	£18	
	Car	120	£18	
	LCV Large	48	£30	
	Car	48	£43	
	Car	48	£58	
	LCV Small / Medium	48	£62	
	Car	48	£64	
	Car	48	£65	
	LCV Small / Medium	48	£65	
	LCV Small / Medium	54	£81	
	Car	48	£82	
	LCV Small / Medium	48	£83	
	LCV Small / Medium	48	£88	
	LCV Large	48	£88	
	LCV Large	48	£96	
	LCV Small / Medium	48	£103	

Note: List of countries has been removed to protect confidentiality. LCV = Light Commercial Vehicle.

- **UK:** Detailed analysis of our fleet using telematics data – shows customer routes and daily mileage. We will target those routes with less than 50 miles initially for the introduction of EVs. In early 2021, with a new car list available, 34% of new vehicles were EV. Telematics also delivers analyses of idling time which has allowed the Company to introduce a new training and awareness programme

Over the last five years the UK business has significantly improved its fleet carbon efficiency with the introduction of newer vehicles and improved operational efficiency. In UK Pest Control, there has been a 13g reduction in CO₂ per km driven – between 2015 and 2020. In UK Hygiene there has been a 33g per km driven improvement with the introduction of our On-Site Service operational model being a particular driver of this success

- **China:** 189 electric bikes ordered for colleagues to service small food and beverage customers in city locations
- **Netherlands:** Electric vehicle trial in Amsterdam with a combination of three-wheel and four-wheel tuk tuks. Also underway in Uruguay

- **North America:** Delivery of first, fully electric vehicles and activities to reduce the weight of existing vehicles. 20 electric vehicles and installation of Level Two home charging stations. 100+ hybrid vehicles in addition. Aim to replace 500+ vehicles in 2021 with more fuel-efficient models, including EV and hybrid, subject to pilots and meeting our analysis criteria
- **France:** Pilots of EV and CNG with ten distribution vehicles in four branches to test different types of routes and environments
- **Brazil:** In 2020 we implemented a programme to move 100% of our vehicles to biofuel consumption (Ethanol) by the end of 2021. Currently around 65% have been converted, reducing emissions by over 70%

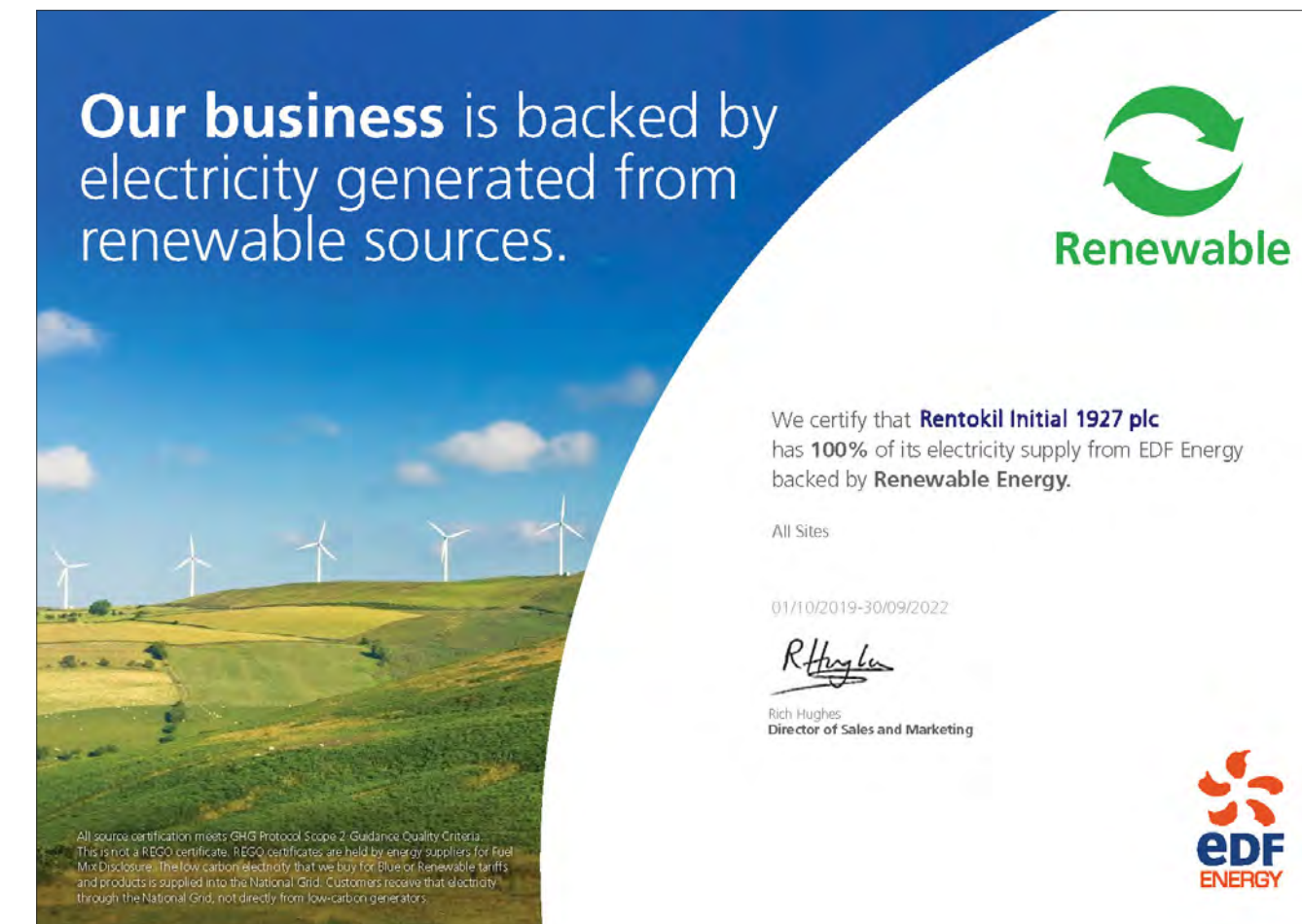
Properties

Rentokil Initial has around 1,000 properties in its 83 countries ranging from local branches and warehouses to office locations. Over the last five years, the Company has consolidated its property portfolio, with property energy efficiency improving by 61% since 2016. Across the Group we are moving paper-based processes online. Our goal is for all major markets to be supplied with renewable energy for electricity by 2025.

Taking action

- **Australia and France:** Analysis of our building portfolio undertaken and have begun to introduce energy efficient lighting. In Australia, as an example 35 properties were analysed for lighting sources – and a plan developed to move away from fluorescent lighting to lower energy options
- **UK:** Working with EDF to move to renewable energy for electricity (see certificate)

- **Hong Kong:** We have Wastewi\$e certification from the Environmental Campaign Committee (ECC) which verified a 68% waste paper reduction (see certificate). Measures recommended by ECC have been implemented in RI premises
- **Global:** In 2020 we introduced several schemes to reduce paper usage, including Adobe Sign which has already accounted for over 4,000 documents such as contracts being signed electronically (c.20,000 pieces of paper saved). In France, we have introduced e-billing with up to 27% replacement of paper to date
- **New global HQ:** Opening summer 2021 – the use of solar panels, energy efficient lighting and EV charging points have been specified



Waste

Our ambition is for 100% of waste material to be reused, recycled or repurposed for energy by 2035, and in 2020 the Company began to implement actions at a country level with multiple local activities. At the same time, we put in place plans to improve waste measurement across our major markets.

Taking action

• **North America:** Our largest business, accounting for 44% of revenues in 2020, has appointed a single waste management company covering all owned buildings to provide a unified, scalable solution with full waste reporting and insight. Currently, c.30% of locations have begun to be serviced with 62.78 tonnes of waste diverted to be recycled to date. The business has also formalised the opportunity to recycle UV bulbs and batteries through the ‘Recycle Right’ programme

In North America we have also begun to partner with suppliers to provide solutions to reduce plastics sent to landfill, beginning with the recycling of polyzone plastic containers (used to contain Pest Control treatments)

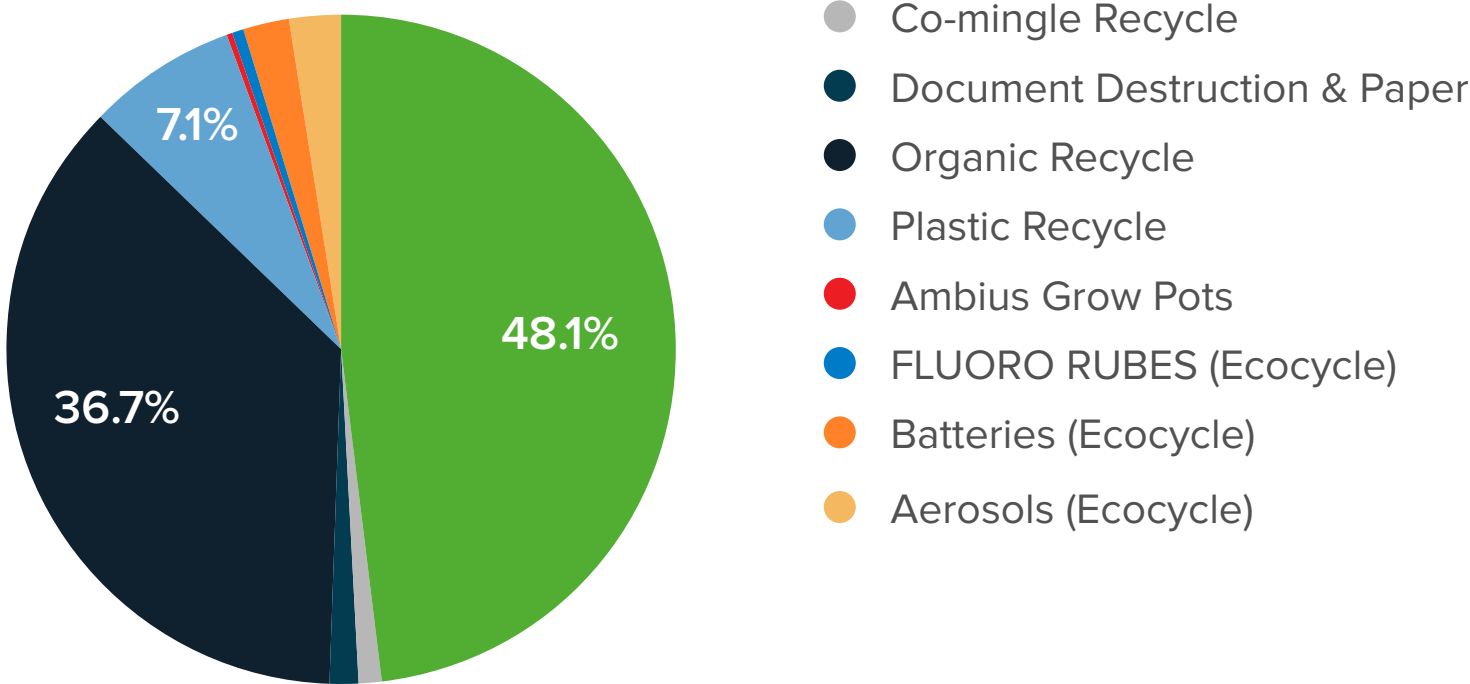
In 2020, 15 district offices participated in this programme and 37 drums were purchased, used and eventually returned to be refilled. Each drum holds 4,300 plastic containers. In 2021, we will widen this concept to other products and with other suppliers

- **Australia:** All plants from Ambius that have been replaced were donated to local schools and care homes
- **Europe:** Accounting for 25% of revenues, our Europe region measures and reports all waste against EU Waste Codes. The level of recycling varies by country, reflecting the availability of recycling facilities in each country
- **France and Italy:** Action has been taken to substantially reduce the metal and plastic waste burden within the Hygiene washroom businesses. This involves establishing facilities to refurbish dispensers rather than buy new units. Over the last three years, over 150,000 units in France and Italy have been refurbished
- **Global:** Ambius has introduced the use of ‘eco pebbles’ as soil covering in pots, made from 80% recycled material

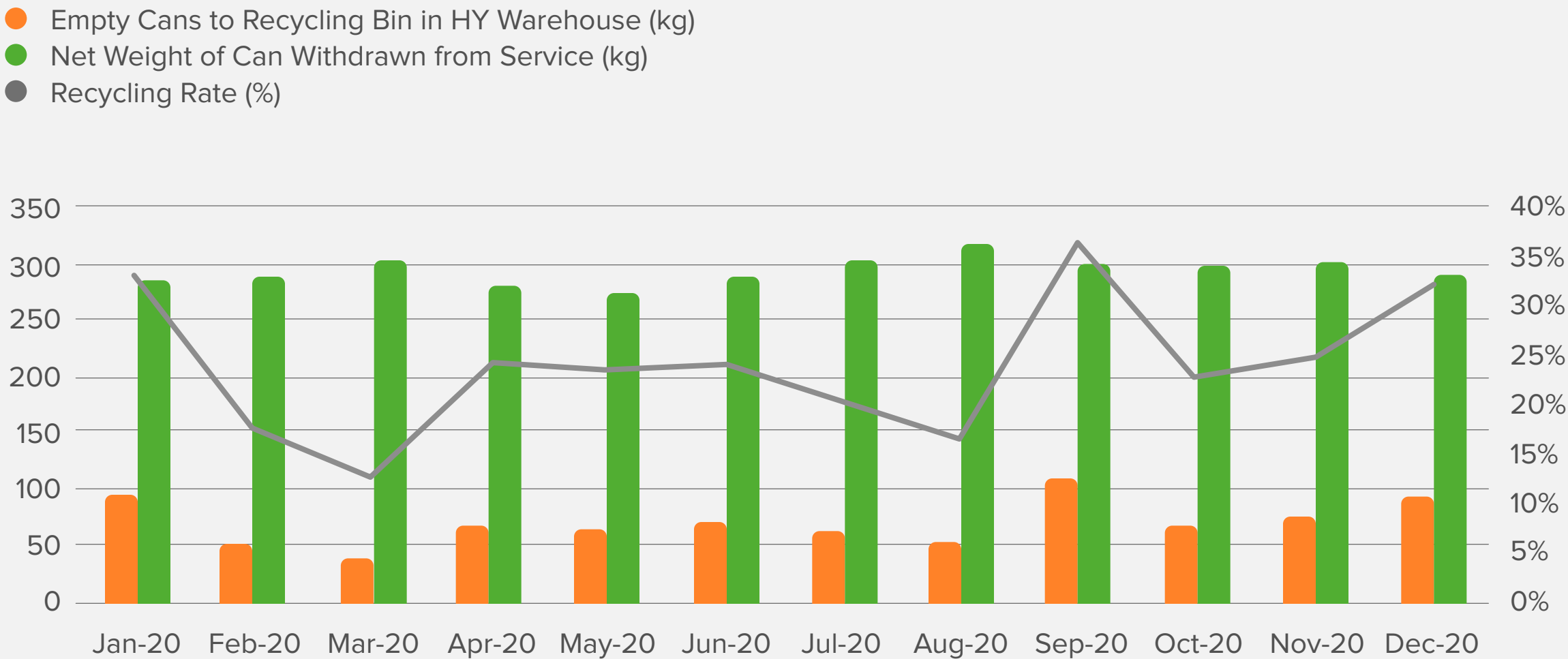
- **Global:** Following suggestions by technicians, we have analysed the packaging that new Pest Control and Hygiene hardware products are supplied in and have begun to work with suppliers to reduce packaging and the use of plastics
- **Australia:** In 2020 we began a waste reduction pilot using a biological technology capable of treating various waste streams, such as nappy and sanitary waste, into organic, reusable waste – while achieving c.70% reduction in waste to landfill. The system uses bacteria which are produced from naturally occurring isolated strains to break down and convert the waste
- **Pacific:** Diversion from landfill in 2020 increased in both absolute and relative terms, driven by the launch of the Recycling Hubs across all branches which promoted the various recycling initiatives. These included aerosol and battery recycling programmes (with over 40 tonnes of batteries and other hazardous waste diverted from landfill in 2020). See chart
- **France:** Our business has been focused on waste recycling, reuse and recovery for several years. In 2020 the level of recycling reached 31%, up from 19% in 2017

- **Hong Kong:** As part of our Wastewi\$e programme, we began recycling air freshener cans – with a branch-by-branch recycling programme delivering rates of up to 37% achieved in the first few months. Total recycling weight was 848kg. See chart

Pacific – 2020 diversion split



Country example: Hong Kong



Protecting biodiversity

Rentokil Initial is a proud supporter and partner of the UK climate change charity, Cool Earth, protecting vital rainforests in Papua New Guinea, Mozambique and Cameroon.

Now in its third year, our partnership is protecting rainforests – one of the most effective actions to tackle climate breakdown. Rainforests store carbon, regulate water cycles, and protect millions of species of plants and animals.

 Read our full partnership report by Cool Earth here



The Chief Executive's Environmental Awards 2020

Engaging colleagues and sharing best practices across our operations is an important part of our plan. Across the Company, colleagues are encouraged to put forward their own ideas and suggestions (for example, colleagues in Germany submitted 56 ideas in 2020). We also celebrate success and in 2020, launched our dedicated Chief Executive's Environmental Awards to recognise positive achievements:

Environmental Initiative of the Year

- **UK Hygiene** – which diverted 2,600 tonnes of washroom waste from landfill to Waste-to-Energy in 2020

Environment Champion: Country Award

- **Rentokil North America** – made excellent progress in the reduction in fuel and of its CO₂ footprint by moving to hybrid vehicles and lighter vehicles. Their annual consumption reduced by 210,000 gallons

Environment Champion: Colleague Award

- **Rune Tangen, Service Manager** – the driving force in changing our car fleet in Norway to be ultra-low emission ahead of the ICE vehicle ban from 2025. 11% of vehicles were moved to fully electric in year one, removing 144 metric tonnes of CO₂

Case study: Italy

Colleagues in Italy are making meaningful changes to the way they work as they focus on reducing CO₂ emissions, energy consumption and waste.

Colleagues have put forward many branch initiatives that have led to actions, such as:

- All light bulbs used are now LED
- All paper towels and cotton roller towels are recycled
- All office provisions (e.g. chairs, pens, glasses) are made from sustainable materials
- All detergents (e.g. for dishwashers) are biodegradable
- Soap purchased from local suppliers does not contain palm oil
- All electricity is supplied from renewable sources
- All printers only use recycled paper
- Water dispensers have been installed to encourage colleagues to cut back on using disposable plastic bottles
- Trials to move to Ultra-Low Emission Vehicles are already running in Milan and Bergamo with electric charge points installed

As of December 2020, Rentokil Initial Italia S.p.A. became ISO 14001 certified.

Environmental targets & performance

Environmental targets

In addition to our new net zero carbon emissions commitment, in 2020 the Board set a new target to reduce our emissions intensity index by a further 20% by the end of 2025 (using 2019 data as the baseline). We report our emissions intensity values, related to revenue at constant exchange rates, as an index. In 2020, this improved over the prior year by 8.1%.

Our previous emissions target was to achieve a 20% reduction in the emissions intensity index by the end of 2020, based on a 2015 baseline. By the end of 2020, we had achieved a 27.2% improvement.

The Company reports its environmental efficiency eco-performance – data is provided over a five-year period – against the following areas:

- Carbon Emissions Efficiency Index
- Absolute emissions
- Eco-efficiency indices for property energy and vehicle fuels
- Workwear and Hygiene processing plants – eco-efficiency indices for water and energy; and normalised emissions
- Waste reduction

As part of our net zero plan, we have also illustrated how we aim to achieve this over 20 years, including the roll out to 100% ultra-low emission vehicles and the use of renewable property energy.

Our goal is to achieve 100% of waste material being reused, recycled or repurposed for energy by 2035.

UN Climate Change Conference of the Parties (COP26)

As part of the COP26 Business Leaders Event that took place in June 2020 Rentokil initial made a range of commitments to:

1. Make our organisation a net zero GHG Emissions business by end 2040
2. Make our Board accountable for GHG emissions and aware of the risks to our Company and the planet
3. Commit to buying 100% renewable electricity from our UK supplier by 2025
4. Promote biodiversity
5. Commit to measure and publish the results of our work

Environmental performance

Carbon Emissions Efficiency Index

In 2020 our carbon efficiency improved by 8.1%.

Emissions have been calculated in line with the GHG Protocol Corporate Reporting Standard, and the Company reports CO₂e using the UK Government’s 2020 conversion factors for fuels, gases and UK electricity, and the International Energy Agency (IEA) conversion factors for non-UK electricity generation.

We also report on the intensity value of emissions, relating emissions values to activity levels – in this case at constant exchange rates to provide an accurate like-for-like performance comparison, removing currency variations.

The following table shows our five-year index of intensity values – which have improved by 22.5% over five years and an 8.1% improvement in 2020 versus the prior year.

	2020	2019	2018	2017	2016
Index of energy and fuel derived CO ₂ e emissions at CER per £m of revenue	77.55	84.37	84.89	97.64	100

Absolute emissions

During 2020, the Company’s absolute energy and fuel-derived emissions decreased by 2.3% reflecting changes in service mix (the introduction in 2020 of emergency Disinfection services in particular), acquired businesses and customer site closures during lockdowns. Ongoing Revenues increased by 6.3% during the year.

Over the period from 1 January 2016, shown in our all-scope chart, the Company has acquired 201 companies, including 23 businesses during 2020.

The following table shows absolute emissions (split by scope) derived from property energy and vehicle fuels over the past five years (based on data collated from all the countries in which the Company operates).

Absolute values of energy and fuel-derived emissions – tonnes of CO₂e

Type of scope	2020	2019	2018	2017	2016
Total Scope 1	169,755	173,140	160,024	164,745	149,597
Total Scope 2	15,390	17,031	16,282	17,513	14,209
Total Scope 3	43,052	43,548	40,255	39,905	35,309
Total outside scope	5,769	5,768	5,238	5,084	4,519
Total – all scopes and outside scopes	233,966	239,487	221,799	227,247	203,634

Our current Scope 3 reporting includes emissions in relation to our properties and vehicles – Transmission & Distribution (T&D) and Well to Tank (WTT). We are currently planning to enhance our data capture around Scope 3 emissions, in particular business travel and our supply chain.

Since 2018, we have also reported our energy consumption, and the UK operations’ percentage. In 2020, global energy consumption was 788,158 MWh (2019: 810,361) with UK consumption representing just under 12% of global emissions.

As discussed earlier, one of our eight workstreams is to look at the chemicals we use within our operations and we continue to work with suppliers to identify alternative fumigants and seek country registrations. Absolute emissions derived from the use of sulfuryl fluoride (a fumigant) were 605,442 tonnes in 2020 (2019: 548,449 tonnes, 2018: 363,339 tonnes; 2017: 481,390 tonnes). The year-on-year differences reflect the variability in customer demand (biosecurity protection for international trade) and acquisitions.

Our commitment is to be at net zero carbon emissions from our operations by the end of 2040.

Vehicle eco-efficiency

Vehicle fuel efficiency has improved by 10.9% since 2016 and we made good progress in 2020 with a 5.1% improvement, largely due to an increased number of larger single-site contracts due to COVID-19 Disinfection services, as well as a continued focus on vehicle efficiency practices across the global fleet.

Vehicle emissions represented 85% of the Company’s energy derived emissions in 2020. The Company estimates its fleet to be c.19,000 vehicles.

The Company undertakes a range of programmes to support our goal of net zero including transitioning to ultra-low emission fleets, reducing mileage through route optimisation tools and building customer density.

Eco-efficiency indicator – vehicles	2020	2019	2018	2017	2016
Index of vehicle energy consumption – thousand litres per £m turnover at CER	89.1	94.2	94.2	100.3	100

Eco-efficiency indicator – properties	2020	2019	2018	2017	2016
Index of property energy consumption – thousand kWh per £m turnover at CER	38.8	49.1	53.2	86.6	100

Property eco-efficiency

Over the last five years, the Company has consolidated its property portfolio through co-location, resulting in a 61% improvement in property energy efficiency since 2016.

In 2020, this strong progress continued with a further improvement of 9% year-on-year largely due to increased working from home due to COVID-19 restrictions. 8,500 colleagues were moved to home working in 2020.

In addition to improvements in operational geographic density – a key focus for the Company – our acquisition strategy enables further co-location.

Eco-efficiency in workwear and linen hand towels

In 2020, the workwear processing plants in France and the roller towel operations increased their product volume-related emissions by 2.9%, mainly due to reduced volumes of product processed due to COVID-19 lockdowns in France. In 2020, Ongoing Revenues in France Workwear declined by 10.4% with customer facilities in temporary lockdown, reducing demand for flat linen and garments for laundry.

Workwear indicators	2020	2019	2018	2017	2016
Kilograms of CO ₂ emissions per tonne processed	272.65	271.71	267.92	266.80	256.9
Water usage per unit washed – litres used per kilogram	9.90	9.54	9.70	9.07	8.56

Workwear waste	2020	2019	2018	2017	2016
Recycling*	32%	24%	33%	45%	47%
Recovery – Energy	26%	30%	12%	9%	7%
Landfill	24%	30%	39%	23%	36%
Incineration	18%	16%	16%	23%	10%
TOTAL (tonnes)	1,232	1,899	1,487	1,685	1,474

* Includes Re-use.

Responsible practices at our French workwear plants, include:

- The reduction of water and energy consumption through a constant renewal of machines and the use of more efficient laundry at lower temperatures
- Control of wastewater sent to the treatment plant – reducing the levels of bleach used in washing with neutral pH
- c.90% of used clothes from the workwear rental and maintenance business have experienced a second life, transformed into acoustic and thermal insulating materials for the building and automotive industries, using an ISO-certified partner



Accreditation & memberships

The Company has received accreditation and membership of the Dow Jones Sustainability Europe Index of leading companies since 2005. In 2020 it scored 76% for climate strategy (84 percentile) and 65% for operational eco-efficiency (82 percentile). Based on our performance, we qualified for inclusion in S&P’s SAM Sustainability Yearbook 2021, as a Yearbook Member. This means our sustainability performance is within the top 15% of our industry and that our score advanced most from 2019 to 2020, compared to our industry peers.

For its submission to the 2020 Carbon Disclosure Project index, the Company was ranked in the D performance band, prior to announcing the Company’s new Environment strategy, plan and commitments.

Rentokil Initial is a member of the FTSE4Good Index. OpenCorporation places the Company 10th out of 568 companies for ESG, covering a broad analysis focused on areas such as workplace, social responsibility, finance, diversity, governance and environment.

Vigeo Eiris ranks Rentokil Initial 1st out of 99 companies in Business Services. As at 31 December 2020, the Company was ESG rated as ‘AA’ by MSCI, as Prime by ISS ESG (with a decile rank of 1 indicating a high relative ESG performance) and as ‘low risk’ for ESG by Sustainalytics.

Environmental certification: 21 of our business operations have environmental management systems certified to ISO 14001, representing around 13% of Group revenue in 2020.

Eco-Label: The Company’s Eco-Label accredited range of soaps and washroom equipment is designed to ensure customers have environmentally accredited products, delivering reduced environmental impacts. We have also received Eco-Label accreditation for our Eco-Clear urinals solution that combines a water management device and patented urinal sleeve, and contains bio-enzymes penetrating uric acid, salt and scale, preventing build-ups, and eliminating foul odours.

The specially designed water manager enables up to 90% water saving without affecting urinal hygiene levels.

PlanetMark: After five years of working closely with experts in the LED industry, Lumnia is the world’s first range of fly control traps to use patented LED lighting technology rather than traditional fluorescent tubes.

As well as external certification from PlanetMark last year for demonstrating 62% lower carbon emissions and removing mercury from the waste stream, we received The Queen’s Award for Enterprise: Innovation for the development of this sustainable product.



Service & Innovation

Leaders in innovation and digital.

Trusted brands at a time of crisis.

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Our approach

Rentokil Initial is the world’s leading commercial Pest Control and Hygiene services company – with a purpose of Protecting People and Enhancing Lives.

Our approach to responsible customer management combines global expertise with local insight and execution. To achieve this, we are highly committed to leadership in innovation and digital, best practice product stewardship, and policies to provide a high-quality and responsible service for our customers. Our culture remains key to our success – by getting it right for colleagues, they will get it right for our customers.

During 2020, our expertise ensured we were able to support customers with essential hand, air and surface Hygiene services – installing record levels of dispensers for soaps and sanitisers – and showed our agility to launch emergency Disinfection services in 60 countries, helping customers to protect their people and their businesses.

The Marketing and Innovation function works alongside country operations to coordinate the development of the Company’s service offering and marketing, building differentiation through Intellectual Property.

Programmes are governed through Category Boards consisting of senior operational and functional colleagues, chaired by the Chief Executive. Work is undertaken in-house, as well as partnering with expert organisations, including universities.

Product development takes place at The Power Centre and, in addition, the Company’s subject matter experts collaborate on digital innovation projects with experts from partners including Google and PA.

A range of customer-related policies determine consistent delivery of service standards. Company-wide policies and training relate also to competition and anti-corruption laws including gifts, bribes and facilitation payments.

Responsible customer management is developed by each country as appropriate to its market.

Rentokil and Initial Medical Services have their quality management systems certified to ISO 9001, as do the Workwear cleanroom processing plants in France (also certified to ISO 146441-1, meeting pharmaceutical customer requirements). The Company’s two UK manufacturing sites – Rentokil Initial Supplies and Dudley Industries – are SEDEX registered, reassuring customers of their ethical and responsible supply chain practices.

President’s Award

Rentokil has been acknowledged by the President of Ireland for their exceptional work done during the pandemic for its delivery of vital services to the Mater Hospital, in accordance with Government guidelines, to ensure that the ongoing safety and comfort of frontline healthcare staff and patients was maintained.

As part of the services provided by the Company, Rentokil Initial’s expert technicians carried out monthly inspections across the hospital campus to monitor and prevent any pest-related incidents.



“We would like to thank Rentokil Initial for the work it has continued to provide to the Mater Hospital during the COVID-19 pandemic. It has been a difficult period for everyone, but through their work, they have helped to ensure the ongoing safety and comfort of our healthcare staff and patients.”

Nuala King
Director of Mission at the Mater Misericordiae University Hospital

Performance in 2020

During 2020, our expertise in Pest Control and Hygiene ensured we were able to provide essential services to customers during the pandemic. In particular with vital hand, air and surface Hygiene services. We installed record levels of dispensers for soaps and sanitisers. We also launched new air care services, such as VirusKiller™ with 99.9999% effectiveness.

State of Service

89.4%

(2019: 97.2%)
Reflecting temporary premises closures during the pandemic

Trustpilot score

5★

5 stars for Rentokil and Initial in the UK from over 4,000 reviews each

After service surveys

2.6m

2.6m customer surveys undertaken (post service visit) in 2020 with an average score of 4.8 out of 5, in both Pest Control and Hygiene



Web traffic

↑20%

Web traffic increased by almost 20%, with a 60% increase to Initial websites

Internet of Things units in the field

+150,000

Over 150,000 PestConnect units in customers' premises (2019: 80,000)

PestConnect data usage

9m

9m messages sent or received each day on average during 2020

Innovation pipeline

80%

80% of our innovation pipeline is non-tox or sustainable

Hand hygiene

17x

Soap and sanitiser provided to customers in 2020 vs 2019

Customer satisfaction (NPS)

↑0.6points

0.6 points improvement in NPS (Q4 2020 vs. Q4 2019).

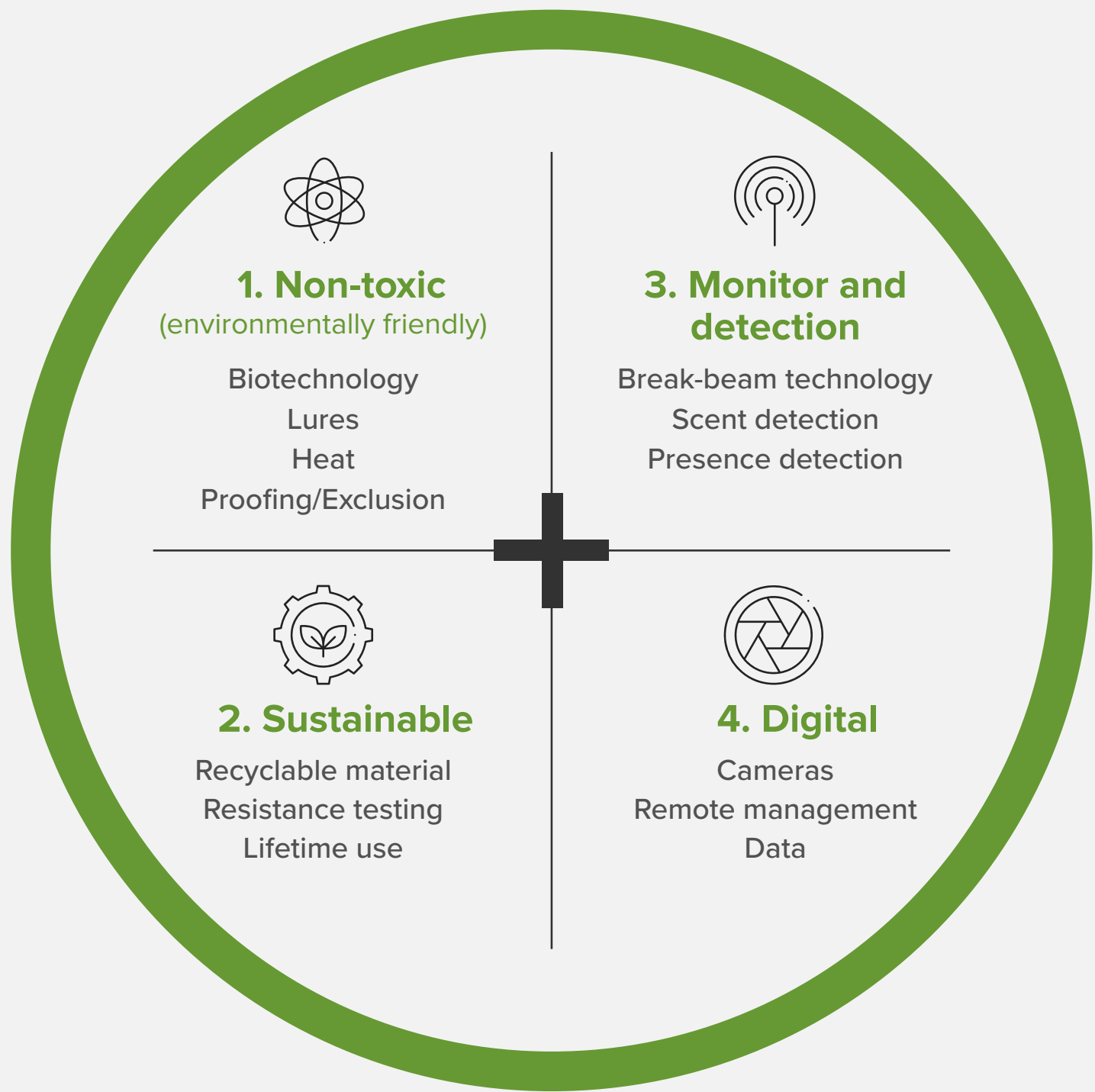
The Company was formed by an innovation to control Deathwatch Beetle in the 1920s and ever since, we have continued to innovate to meet customer needs. Around 50% of our innovation projects have been generated in-house, either by our Science and Innovation team or as a result of insights gained from our businesses around the world. Around 80% of our innovation pipeline is now either non-toxic or sustainable.

Innovation is a core component of our success and embedded within our cultural DNA. We encourage and empower all our colleagues to innovate with the desire to improve customer service. We deploy innovation consistently, targeted at key pest sectors and with potential for new non-toxic and sustainable solutions, which are increasingly becoming an important source of differentiation.

Our core innovation categories in Pest Control are stored product infestation (SPI), rodents, birds, crawling and flying insects. Rodent control accounts for c.\$2 billion of the global Pest Control market and continues to grow at c.4% p.a. (source: Allied Analytics).

Recent new product innovations include Dual AutoGate Connect, Riddance Connect, Rodent Ceiling Trap (a ceiling solution for rodent control in gaps above ceilings and which provides indicator alerts to a capture) and our Multi-Mouse Trap product – a monitoring sensor that can be attached to several live catch products for real-time reporting, allowing for early technician support.

Our focus areas in Pest Control



1. Non-toxic

In commercial pest control, the use of chemicals is not our first thought. Before any treatment is considered we survey the premises and consider barriers, such as proofing and exclusion materials under doors or in gaps next to pipes that might solve the pest problem. We then have a range of non-tox or sustainable solutions.

Entotherm heat treatment is a chemical-free method of pest control that is effective through the targeted application of heat against most types of pest insects, such as bed bugs, cockroaches and wood boring insects. It eliminates all life stages of insects (egg, larva and adult) in just one treatment minimising any disruption.

It is also suitable for use against moulds and pathogens. This product has eliminated the use of chemicals in these treatments.

In 2020, in Europe, we have run information webinars aimed at the agricultural community to promote the benefits of Rentokil’s non-tox biological fly control solution. Flies are a problem for farmers because they not only transmit disease, but they can also cause milk production to decrease. Rentokil’s innovative Biofly solution uses parasitic wasps that feed on flies to offer a chemical-free, highly effective solution. The same Biofly solution has also been used successfully to help zoos remove problem fly populations.

🌀 The future is digital and data driven, which leads to more targeted propositions based on customers’ exact needs; a revolution that is already happening in Pest Control. The future is also diverse and I’m a huge champion of Women in STEM. 🌀

Lizi Jenkins
Group Innovation Director

2. Sustainable

Our focus is on producing new hardware products that use recycled materials, reduce waste or set new standards for emissions reduction.

After five years of working closely with experts in the LED industry, Lumnia is the world's first range of fly control traps to use patented LED lighting technology rather than traditional fluorescent tubes.

As well as external certification from PlanetMark last year for demonstrating 62% lower carbon emissions and removing mercury from the waste stream, we received The Queen's Award for Enterprise: Innovation for the development of this sustainable product.

Lumnia uses LED light to attract and control flying insects hygienically – eliminating the risks of contamination. It is suitable for a diverse range of internal environments – both large and small – with the added benefit of a reduction in energy usage versus traditional electronic fly killers. Our products include Lumnia Standard (for offices, shops, food retailers), Lumnia Ultimate (using second-generation lamps for high-dependency customers), Lumnia Colour and Lumnia Slim.

To date, over 168,000 units have been installed, delivering significant cost and emissions reductions for our customers.

Eradico, is an innovative, single-solution, technology-enabled rodent bait box that addresses 57 different needs and market requirements. It replaces more than 30 different units, made from different materials.

In 2020, after three years of development, we undertook final testing and trials in 22 countries of Eradico, which is our first hardware product made from recycled polymer. Eradico will launch for 2021. A connected version of the system, called RADAR X, a next generation connected mouse riddance unit, will also be launched in 2021.

3. Monitor and detection

RADAR and AutoGate rodent control units use break-beam technology to identify the presence of a target species, and alerts the technician via the online Command Centre, that a particular unit has been activated.

PestID, an image-based smartphone app, identifies a pest from a photo taken by one of our technicians. Once identified, PestID will recommend the best tools to control the pest, plus important information such as operational safety reminders.

The 'powerhouse' of our innovation programme is The Power Centre. Opened in 2017, this industry-leading facility is home to one of the largest collections of pest insects in Europe, including one of the biggest colonies of Pharaoh ants. More than 30 different species are maintained including German cockroaches, bed bugs, Indian Meal Moths, Australian Spider beetles, Mediterranean Flour Moths, Mealworm beetles, mosquitos and fruit flies. We are the only company in the UK certified to keep termites.

4. Digital

Rentokil Initial uses digital technology to improve the colleague experience, enhance services and reporting transparency for customers, and improve operational efficiency. Our workforce is enabled with smartphone technology and a wide range of apps to improve efficiency.

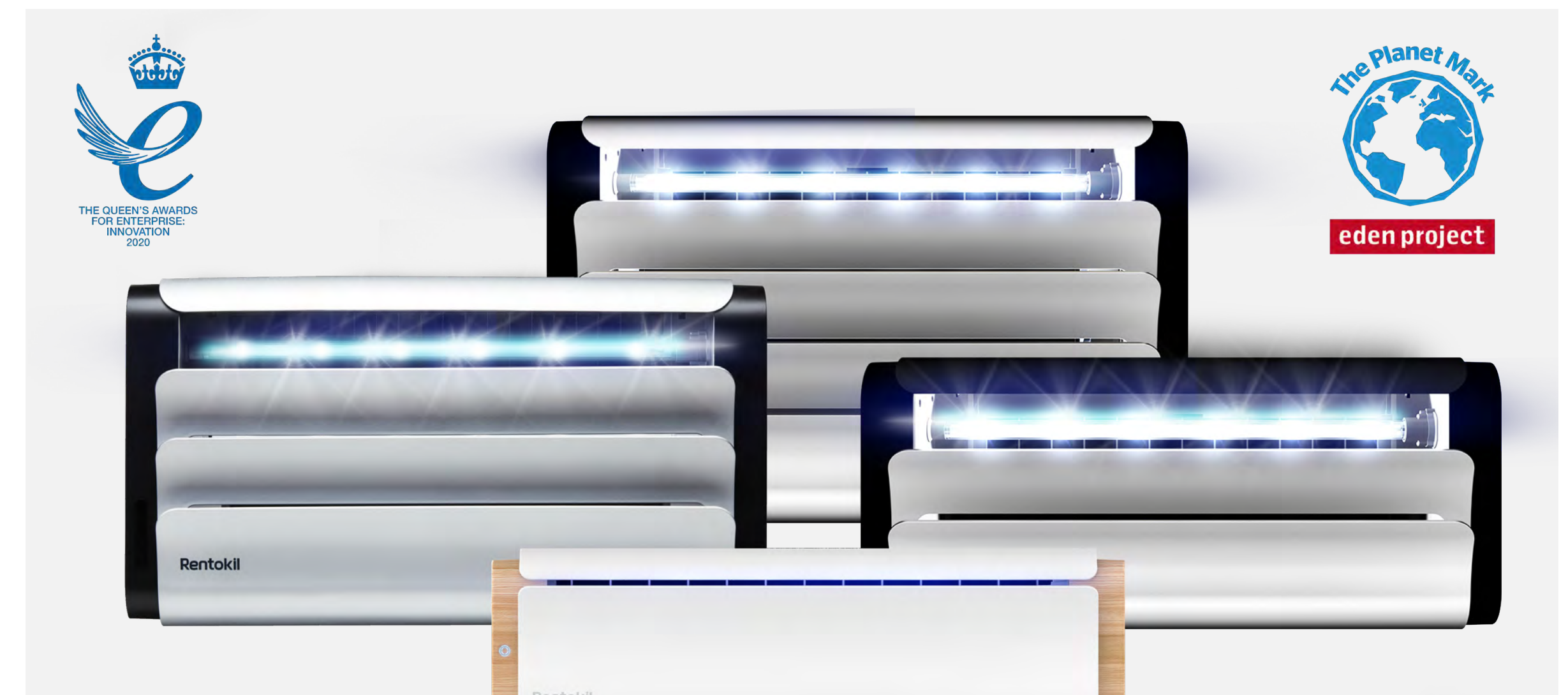
For instance, ServiceTrak is our field service app. Over 7 million service visits were completed on ServiceTrak in Hygiene during 2020 and c.4.8 million customer signatures were captured on completed visits. At the start of the pandemic, we quickly added a photograph function to include as proof of service with 2.4 million

proof of service reports sent digitally to our customers. Also introduced in 2020, was a new digital customer satisfaction survey. 2.6 million responses were received as a result of service visits, with an average score of 4.8 out of 5 for both Pest Control and Hygiene.

In 2020, we launched our first Rentokil website 'chat bot' in the UK to make us more effective, handle enquiries faster and reduce the 'hassle factor' for customers and prospects.

People contact us via our websites for a variety of reasons, but the majority of contracts are sales enquiries. Since launch, 99.7% of enquires to the chat bot have come from new customers, approximately two thirds of which are from residential customers and with just under half of all chats conducted outside working hours. The chat bot is reducing the volume and duration of calls to our Contact Centre, freeing up time for our sales colleagues to focus on other activities.

As a global business which increasingly uses digital technology, we endeavour to ensure that personal data is processed lawfully, fairly and in a transparent manner that takes into account the rights of individuals whose personal data we process whether customers, employees or any others. For full details on our approach to Information Security and Data Protection and Privacy, please see the Governance Section: Data Security.





Case study: Internet of Things Pest Control

Rentokil has developed and rolled out the world's leading digital pest control platform, providing an unmatched level of monitoring, reporting and insight for our customers who face the risk of increased fines and censure, without effective pest management and reporting.

PestConnect is the world's most advanced digital system for pest control and the 'world's smartest mousetrap'. It provides our customers with a completely remote pest detection solution and full traceability. We have seen increased demand for the product in 2020 as customers (including hospitals such as London's Nightingale Hospital, which was specially constructed to support all NHS London hospitals in the event of a surge in COVID-19) have sought to minimise physical on-site interactions with service providers and prevent the spread of COVID-19.

This year also saw our largest commercial contract to date with Tesco, for whom we have installed tens of thousands of PestConnect units across the majority of its UK estate. Since launch in 2016, we have installed over 150,000 PestConnect units across 7,684

customer locations in 26 countries. In addition, 12,000 frontline colleagues in 25 countries now have access to our PestConnect floorplan app to manage PestConnect at scale across customer sites.

We continue to develop and expand our product range, and in 2020 we launched our newest unit, Multi-Mouse Riddance. We will add to our growing range in 2021 with the launch of additional new products for rodents, crawling insects, birds and flies.

Our contract with Rentokil is the world's largest contract for connected technology and surely marks the tipping point for digital pest control. For us, as an organisation, data is gold and we need to know at all times what is going on and why, as it is this knowledge that helps us do pest control better.

Tony O'Donovan
Head of Pest Control, Tesco UK

myRentokil, our online customer portal provides secure 24 / 7 access to real time information that provides easy access to documentation required for pest control, including reviewing service recommendations and responding to audits. Currently, 1.1 million customer sites and 95% of our commercial customers use myRentokil in 44 countries.

The Command Centre is our central information hub containing data compiled from over 50 countries with 7 billion records, populated with historic and current data to track pest trends and identify emerging risks. 9 million messages were sent or received across our digital pest control network every day in 2020, recorded on the central Command Centre and stored on the Google Cloud Platform.

Our focus areas in Hygiene

Our innovation programme is focused on meeting customer needs inside and outside the washroom, and on digital services. In 2020, we also focused on supporting customers to limit the spread of COVID-19 through Disinfection services.

Washrooms are high-risk areas for COVID-19 and other viruses – they are small spaces, with smooth surfaces and high levels of traffic. ‘No touch’ washrooms are the most effective way to avoid cross-contamination, particularly within cubicle settings. Toilet paper dispensers that seal away paper until use, ‘no touch’ feminine hygiene units and toilet seat cleaners all prevent cross-contamination.

Our Signature range of washroom products have antimicrobial surfaces, which help reduce cross-contamination. Outside the washroom the availability of no touch soap and sanitiser dispensers are also vitally important, while air sterilisers provide an ongoing method of removing potentially harmful viruses from the air.

“Unlike traditional air purification systems, the VirusKiller™ UVC technology provides a photochemical deconstruction of the RNA and DNA of micro-organisms, deactivating their reproductive processes so that the Coronavirus can no longer spread.”

Dr Colm Moore
Area Technical Manager UK, Ireland and the Baltics,
Rentokil Initial

Rapid Hygiene

Our Rapid Digital Hygiene washroom solutions record key statistical data, which can be analysed to reveal patterns, trends and associations relating to product and human behaviours, helping customers become more efficient and sustainable, and able to provide the best possible user experience.

Rapid Foam – a revolutionary, connected, touch-free soap dispenser, Rapid Foam reduces the amount of soap used by up to 90% and its associated plastic waste by up to 96%.

Rapid Water – a touch-free, smart tap that can reduce water consumption by up to 2L per hand wash while offering risk-reduction features for the safety of users.

Example: The introduction of our smart technology at a male toilet in a hotel and office complex, resulted in a 68% reduction in water used when a smart toilet and urinal cleaning system was installed, and 150,000 litres of water saved per year when concussive taps were replaced with low-flow smart taps that automatically cut off to reduce run times by 70%.



Rapid Flush – specifically designed for toilets and urinals to improve odour, reduce limescale and improve the customer experience in high-use commercial washrooms.

Air Purification

Unlike traditional air purifiers that simply trap airborne particles and microbes, VirusKiller™ technology uses a series of carbon and HEPA filters and patented ultraviolet-C (UVC) lamps to trap and kill 99.9999% of airborne viruses, bacteria and fungi.

The lamps are surrounded by a mesh of chromed nano titanium dioxide tube filters that are polished with activated carbon. The emitted UV light reacts with the mesh, and in a process called ‘photocatalytic oxidation’ produces hydroxyl radicals, which act as a disinfectant and break down the organic molecules.

This all-in-one solution effectively filters dirty air, neutralises toxic air and decontaminates sick air. Different sized units are offered to a wide range of sectors, from offices to education and healthcare, hospitality and leisure venues, and it is hoped that this technology will play an important role in the ongoing COVID-19 recovery, helping businesses and public facilities minimise the risk of airborne transmission when they are allowed to resume normal operations.



Case study: Hygiene Disinfection services

We are proud of the way our teams across the world pivoted at great speed, to launch emergency Disinfection services for our customers in over 60 countries at the start of the pandemic. From food retailers to pharmaceuticals, public transport and e-commerce companies – we played our part by protecting our customers and employees.

Our emergency Disinfection service uses a range of innovative applications to suit every part of a building, to help ensure that every area is disinfected as quickly and effectively as possible, including:

- UV Disinfection
- Disinfection Mist Blowing Space Treatment
- Electrostatic Disinfection

All services are supported by standard operating procedures and the use of PPE, and are carried out by fully trained technicians. As experts in hygiene, we have developed specific Standard Operating Procedures to ensure maximum service efficacy and consistent global standards.

These include, for example, a 19-stage donning sequence for PPE and removal of all waste from sites in line with guidance set out by public health authorities, in order to prevent cross contamination.

In France, our business provided COVID-19 preventative Disinfection services to RATP (public transport providers in Paris), an existing Pest Control customer that manages a fleet of buses, trams and Metro trains.

A dedicated team of 80 technicians and four managers disinfected 250 trams every week and 4,700 buses every night, seven days a week and by the end of 2020, they had carried out over one million preventative disinfection treatments.

Rentokil Initial was also appointed the official hygiene partner of the Saracens Rugby Club, believed to be a first in UK sport, for the restart of their 2019-2020 campaign.

“As a club, caring for our people is at the heart of everything we do and the safety of our players, staff and supporters is of paramount importance to us. Our partnership with Rentokil Initial, a globally recognised brand, provides the venue with an ability to create an environment within which our players and staff are safe, secure and protected at all times.”

Richard Gregg,
Saracens Operations Director

Product stewardship & regulatory compliance

Safe use of our products is a major consideration in developing and delivering new and existing services. Training and safety information sheets are available online for each product. We have an Authorised Product List (APL), with a Pink Note authorisation being required for any operation that seeks to use a product not on its APL.

Our regulatory focus supports new product developments in achieving regulatory approval in the major Pest Control markets, and ongoing support for existing professional and consumer rodenticides and insecticides under the European Biocidal Products Regulation.

The Company does not use any substances included on the Stockholm Convention on Persistent Organic Pollutants list. It fully supports the removal of the use of hazardous chemicals. Its activities focus on urban pest control (rather than use of agricultural pesticides). Urban pest control is highly targeted, minimising contamination of the ecosystem. It uses only registered products, assessed and approved by regulatory authorities for safe use. Where the hand wash products manufactured by the Company contain surfactants derived from palm oil, all the raw

materials are sourced from chemical companies such as BASF and SASOL (through local distributors), with declarations stating that the raw materials have been sourced from members of the Roundtable on Sustainable Palm Oil.

Our customers expect that we produce high-quality soaps that respect the environment, that don't use harsh chemicals and use sustainable sources. We have developed a new soap range to address rising customer needs and worldwide trends with more contemporary and defined scientific claims. In the process of refining our line, it gave us the opportunity to improve the existing formulas for an enhanced customer experience. We achieved Ecolabel and Nordic Swan Ecolabel accreditations with our advanced formulas, and vegan and halal claims for our Sensitive Foam variant.

Partnering

We continue to partner with the British Retail Consortium (BRC) Global Standards, involving collaboration and development of initiatives including the creation and adoption of new products, services, industry best practice and standards – to help customers mitigate risks in the food industry, including product recalls.

A survey of US food companies found that 58% had suffered some form of product recall, of which biological contamination (including pest infestation) and foreign matter (including body parts of pests) are two of the main causes.

For five years, Rentokil Initial has also been a major sponsor of the Global Food Safety Initiative (GFSI),

where food industry companies can meet to share best practice on food safety, including pest control.

In addition, we continue to support trade associations including the British Pest Control Association (BPCA), The Campaign for Responsible Rodenticide Use (CRRU), British Association of Chemical Specialties (BACS) and the EU Chemicals Trade Association (CEFIC). Rentokil has played a leading role in the set-up of the UK product stewardship programmes for anticoagulant rodenticides (led by CRRU), to change pest control behaviour for rodent control in the sectors where widespread use of rodenticide occurred by users who were not professional pest controllers.



Delivering safe products

The Power Centre (our global science centre) validates chemicals used in pesticides and fragrances to ensure they meet public regulations for all markets, such as REACH in Europe. Hardware and equipment is validated to ensure compliance to local regulations such as the CE mark for products sold in Europe and the Restriction of Hazardous Substances directive, which includes the verification of second and third-tier sources of components.

The product specifications set by the Marketing and Innovations team take explicit account of regulatory issues and responsible business practices. Where legacy products do not conform to the latest European regulations, they are redesigned or reformulated to ensure compliance.

Sourcing alternative fumigation treatments

Our strategy to move to sustainable solutions for customers includes paper products that are only sourced from sustainable suppliers, new hardware products that are designed for sustainability and the introduction of non-tox services, including finding an alternative fumigation chemical to sulfuryl fluoride (SF).

Around the world, several of our operations provide customers with fumigation services that use SF as the fumigant. This is broadly split into two parts:

- Firstly, quarantine fumigation of items such as machinery which is being shipped internationally. The use of SF is specified as a treatment by some destination countries to prevent the spread of invasive pests, ensuring the biosecurity of the country of entry and is an essential service to support international trade
- Secondly, is the treatment of buildings in Europe, the USA, Caribbean and Pacific regions, which can be for the treatment of termites in domestic buildings to prevent structural damage, or for the control of pests in food processing facilities, such as mills, to prevent the damage and contamination of foodstuffs

The Company is currently working with suppliers on solutions that, subject to country registrations, will provide more sustainable treatment solutions across the Group by 2035.

Communities & charities

Supporting communities and charities.

Donating our Hygiene expertise to protect people.

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Our approach

Rentokil Initial Cares (RI Cares) is our global charity and community programme which supports colleagues' own efforts locally, alongside national and global initiatives. We have a clear focus on supporting those charitable organisations that align with our social purpose of Protecting People and Enhancing Lives.



As a people-led service company, the engagement of our people is vital to our business success and, from their feedback, we know that colleagues are highly engaged by their involvement in our community activities. Underlining this, in 2020, for our #sharethelove programme we targeted 100 events around the world – in fact delivering 276 events with the support of around 2,500 colleagues. This is also why we run a popular matched funding scheme to potentially double the funds raised by colleagues for causes close to their hearts, of up to £1,000 per activity.

We aim to create long-term partnerships. We support charities and good causes which have a significant impact in many parts of the world, from protecting families from the threat of Malaria in Africa, reducing deforestation in the Pacific, and providing community health and hygiene education in Asia.

RI Cares operates under a governance charter, approved by the Board.

This innovative programme was launched in mid-2019 and uses the Company's unclaimed shares and dividends, to support our partner charities with a network of local ambassadors coordinating and championing the programme. The multi-local nature of our community work aligns with the multi-local nature of our business model.

- Andy Ransom, CEO of Rentokil Initial, chairs the Charity Committee which meets twice a year and coordinates all funding – from matched giving to large-scale disaster relief
- The Committee includes ambassadors from each of our regional businesses. The ambassadors meet monthly by video call to share ideas and best practices
- Each year, we aim to donate around £250,000 and support a wide range of initiatives in line with our commitment to the UN Sustainable Development Goal (SDG) 17 'Partnerships for the Goals'. Our work with charities such as Cool Earth and Malaria No More also aligns with the broader SDGs
- Extensive communication to colleagues with regular communication with the Board on activities



How do we assess the value of our community work?

- **Employee volunteering during paid working hours:** Supporting colleague engagement – over 7,000 hours committed by colleagues in 2020
- **In-kind giving of product or services donations:** Our #sharethelove and Global Handwashing Day programmes collectively delivered over 300 events with dispensers for hand soap and hand sanitiser, pest control treatments and COVID-19 Disinfection services donated
- **Management overheads:** During 2020, we estimate that more than 10 days of management time was used to support these programmes
- **Value of donations:** Reflecting local matched funding and donations in line with our social purpose – £184,000 in 2020, c.£1 million since 2016
- **Long-term improvement in colleague engagement:** Measured every two years and with engagement now above the world-class High Performance norm. In line with our long-term community investment, we have seen engagement increase from 73% in 2015 to 79% in 2019. The next Group-wide census survey takes place in 2021

Targets for 2021

1.

Deliver our largest-ever single charitable fundraising event to raise donations for Malaria No More involving more than 1,000 colleagues from around our global operations to raise at least £150,000.

2.

Donate up to £250,000 from RI Cares to local good causes in line with our purpose of Protecting People and Enhancing Lives, and multi-local operating model.

3.

Build on our long-term partnership to prevent deforestation and support biodiversity.

Global community partnerships



In 2020, we continued our long-term partnerships to protect lives from Malaria, enhance lives through our community health education programme and to protect mature rainforests in the Pacific.

Eradicating Malaria

For the past nine years, Rentokil Initial has supported Malaria No More UK (MNM), raising around £250,000 to date to help the charity in its mission to fight the deadly global disease, Malaria.

In 2020, we continued to raise funds (although restricted due to the pandemic), used our IT expertise to help the charity to adopt new back-office technologies, and planned for the 10th anniversary of our partnership with a series of global events with a target of raising an additional £150,000 in 2021. Our partnership with MNM supports the UN SDGs Good Health and Wellbeing (3) and Partnerships for the Goals (17).

Malaria Must Die campaign

We were partners to the 2020 campaign 'Malaria Must Die', fronted by David Beckham, with the aim of ensuring that commitments made to fund the eradication of Malaria around the world are kept. Colleagues around the world added their voices to thousands of others, to demand that leaders listened and took action to end this completely preventable and treatable disease.

 Malaria Must Die campaign



£250k

Funds raised in the past 9 years in support of MNM

£150k

Target funds to be raised in 2021 in support of MNM



Hygiene education in Asia

Rentokil Initial’s Better Futures community health initiative was first launched in 2013 and continues to develop projects to deliver basic health and safety education across Asia, including India, Malaysia and Indonesia.

Since its launch, more than 27,000 people have participated in these education events supported by volunteer colleagues from local branches.

In 2020, Better Futures arranged a series of virtual events to maintain the important hand hygiene message during the pandemic lockdowns. In India, 865 people benefited from the delivery of education and training modules, with schoolchildren particularly enjoying the revamped animated videos.



Role	2015 to 2020
# Children taught	+15,500
# Adults taught	+12,300
	Over 27,800
# Events / modules taught	+440
# Teachers trained	+440
# Volunteers supporting events	+1,000

Protecting rainforests

Since 2018, Rentokil Initial has been in partnership with Cool Earth, the climate change charity which works alongside rainforest communities to halt deforestation. It sets up community-led partnerships, which aim to help villages in the frontline of rainforest destruction to build sustainable livelihoods, so that local people benefit more from keeping the forest standing, than clearing it.

During 2020, we continued to support projects in Papua New Guinea and have also taken our first steps in Cameroon and Mozambique.

Through the Company's partnership with Cool Earth, around 1,700 acres of rainforest in Papua New Guinea, Cameroon and Mozambique alone will be protected, preventing the release of CO₂ from deforestation, equivalent to our global carbon footprint from vehicles and properties.

The programme in Papua New Guinea is also part of the UK's flagship dedication to The Queen's Commonwealth Canopy – a prestigious global initiative of forest protection and ecological conservation.



Examples of support:

- In Papua New Guinea, the community had great success with the water, sanitation and hygiene programme activities. Three community members received training to build long-drop toilets and flood-resistant waste systems, and we have also provided much-valued clean water tanks which support community health
- There have also been encouraging results from agroforestry programme activities in Cameroon. Up to 5,000 additional cocoa and fruit trees have been added to Rentokil Initial-funded nurseries. During community interviews, 157 households within the supported communities indicated no further need for using forests for farmland expansion



- The beekeeping programme in Cameroon has also had successes in 2020, with 53 new members from the supported communities receiving follow up training on bee farming. Out of 214 beehives installed, a total of 145 have fully colonised and are awaiting the first harvesting of honey

This year, Cool Earth also launched a crisis Rainforest Resilience Fund to help local partners and community members during the Coronavirus pandemic, when the cost of goods increased significantly. To ensure that 100% of the Rainforest Resilience Fund went directly to families in need, RI Cares underwrote the operational costs for this appeal. In 2020, we made donations to the value of £62,846 (2019: £54,000) to Cool Earth.

United Nations 2030 Agenda for Sustainable Development

Cool Earth recognises the significance of the United Nations 2030 Agenda for Sustainable Development, including the 17 Sustainable Development Goals (Global Goals) and has closely aligned its programme activities with 11 of these goals and their targets.

Cool Earth is working with Rentokil Initial to invest in the practical realisation of high-level, ambitious SDGs at a local scale with its partners.

The SDG programme makes a significant contribution to Climate Action (13) through the emissions reduction achieved by rainforest protection, as well as Alleviating Poverty and providing people with access to Clean Water and Sanitation.

A full report is available here:

 [Cool Earth X Rentokil Initial 2019/20 review](#)

Supporting the Daintree Rainforest

In addition to our work with Cool Earth, the Company has a long-term partnership in Australia with Rainforest Rescue's Daintree Buy Back and Protect Forever Project. Started in 2006, Ambius is a Silver Sponsor. Over the last two years colleagues have helped to plant 1,200 trees to regenerate damaged parts of the rainforest.

By supporting Cool Earth's approach – working with local communities in the rainforests – Rentokil Initial is ensuring local voices are at the forefront of all conservation decisions. Smart investment in sustainable livelihoods in Papua New Guinea, Mozambique and Cameroon is enabling communities to help themselves and plan for the future. Increased resilience and improved capacity help to ensure that local peoples' carbon-rich rainforest is kept standing strong.

Matthew Owen
Director, Cool Earth

Local community support & investment

RI Cares supports local communities across our multi-local business. Each region has an ambassador who coordinates the fund to match colleagues' efforts locally, and to commit financial support to those local charities which Protect People and Enhance Lives, in line with the Company's social purpose. Community activity is coordinated, monitored and reported (with an approval process for funding) through the RI Cares committee, has clear rules and policies, and results are communicated across the Company.

Our largest ever donations in-kind campaign: #sharethelove

On 12 May 2020, we launched a multi-local initiative called #sharethelove with the target of creating 100 local community events around the world – donating Disinfection and Hygiene services to healthcare workers, emergency service facilities, care homes and many other organisations – to say thank you for their service during the pandemic.

The programme enabled our colleagues to thank their local organisations in a globally coordinated way under the #sharethelove banner, reflecting our purpose of Protecting People and Enhancing Lives.

Even in the toughest of times, we were determined to demonstrate our values and our commitment to our global communities. We received an outstanding response from our colleagues and delivered a total of 276 events in 38 countries, supporting over 8,000 people in the communities – far exceeding our initial expectations. Around 1,650 colleagues were involved, each giving around four hours of support in total.

The primary impact of the programme on local communities was immediate support at a time of crisis, where funding and resources were limited. Examples of what we delivered include: Free Disinfection services to selected care homes and emergency service facilities; 'hygiene hampers' (soaps and sanitisers) to local healthcare facilities; free pest control treatments to medical facilities and day care centres for the elderly; and donations of hand soaps and sanitisers to local emergency workers.



#sharethelove

Local examples of support:

- **Portugal** – we donated Disinfection services to two hotels in Lisbon, which, while closed for business, have been supporting hospitals, doctors and nurses involved in fighting the pandemic
- **Italy** – we donated Disinfection and deep clean services to Dynamo Camp, a recreational therapy camp – and the first of its kind in Italy – that hosts children who are sick, in therapy, or recovering in a post-hospitalisation period
- **Chile** – our teams performed specialised Disinfection services in critical locations in the community, including a recreation room for children of the workers of the Roberto del Río hospital, and in the premises of a Foundation called Fundación Santa Clara in Santiago, that supports children with HIV
- **Sweden** – our colleagues helped to produce protective equipment for medical staff
- **North America** – colleagues took part in over 80 events to say thank you to their ‘hometown heroes’
- **China** – colleagues donated Disinfection services and hand sanitiser to nursing homes and emergency workers
- **Thailand** – colleagues donated disinfection treatments in places of worship and temporary dormitories for medical workers
- **South Africa** – colleagues donated a range of Pest Control and Hygiene services to children’s homes and care centres
- **Saudi Arabia** – colleagues provided pest control and Hygiene services to care organisations
- **Belgium** – colleagues provided hand sanitisers to Moeders voor Moeders – a charity which helps mothers in need



Global Handwashing Day

The importance of hand washing was, of course, one of the biggest messages given by governments around the world in 2020. Therefore, Global Handwashing Day, an annual event in October to raise awareness of the importance of good hand hygiene, was given extra importance in 2020 with colleagues participating in over 25 events around the world. Around 150 colleagues were involved, each giving around four hours of support.

Local examples of our support:

- **Brazil** – colleagues marked Global Handwashing Day at the Jose Eduardo Cavichos House, an incredible charity that supports children with cancer. The team demonstrated the correct steps on how to wash hands and spent time with the children playing some fun activities. They also donated and installed soap dispensers and a no touch dispenser stand with hand sanitiser in the main entrance

- **Uruguay** – our teams prepared a fun, educational game called Anna's Hands, where two colleagues dressed up as giant 'hands' to teach the children at the Early Childhood Care Centers in Montevideo how to properly wash their hands
- **Bahamas** – we created an educational video which was seen by 300 children across the Bahamas at Boost Academy / St Anne's School and used by the Ministry of Education
- **Vietnam** – we visited two schools to provide an educational session about the increased importance of good hand hygiene. Each child received a kit which included hand sanitiser, a zip lock folder and an activities book
- **Hong Kong** – colleagues volunteered to partner with the charity Habitat for Humanity, to provide complimentary pest control services for the elderly in Chai Wan and Tseung Wan, and donated over 500 bottles of hand sanitiser. We also donated 500 hygiene kits for people in need from the charity

- **Portugal** – we supported the Gil Foundation, which fosters the wellbeing of children – providing training on the importance of hand hygiene and donations of hand sanitiser
- **Turkey** – we supported eight schools with donations of hand sanitiser dispensers, hand soap, posters and activity sheets
- **South Africa** – colleagues ran educational sessions with schools and engaged with patrons of a shopping centre; hands, bags and mobile phones were swabbed to see how clean they really were
- **India** – we conducted a drawing and painting competition for our colleagues' children with the theme 'Coronavirus and Handwashing', with over 130 entries
- **Jordan** – we visited the Mada International Academy in Amman, where we gave a training course on hand hygiene to 20 students all aged six years old, and donated hand gel



Other local community initiatives in 2020

Partnering with Liverpool FC

As part of Global Handwashing Day, colleagues came up with a ‘premier league’ idea to donate spare alcohol hand rub (70% alcohol ‘sanitiser’) to charities. Step forward Liverpool Football Club and the community relations team at the LFC Foundation. With great contacts with charities throughout the local area including the North Liverpool Foodbank, the club was able to arrange much-needed deliveries.

☺ Thank you to Rentokil Initial for the donation of several pallets of bottles of hand sanitiser. The LFC Foundation and Red Neighbours teams will distribute the sanitiser to community groups, schools and participants on our programmes across North Liverpool and beyond. It will help those who receive it to stay safe and especially fitting that it will start to be distributed on Global Handwashing Day. ☺☺

Matt Parish
Head of Foundation, Liverpool FC



Supporting The Brit School

As part of our ongoing support, we provided £10,000 to The Brit School, a UK charity to whom we also provided mentoring support as part of developmental training initiatives. We also sponsored their Community Arts students’ online Christmas production – streaming a bespoke Christmas show to primary school children and other vulnerable people in the community during lockdown.

£10k

Funds donated to
The Brit School



A helping hand in Asia

In Indonesia, colleagues created and sold special RI Cares T-shirts with 100% of the profits going to a local care home for people with disabilities due to industrial accidents. Over 500 T-shirts were sold and, with RI Cares matched giving, over £2,000 was donated to the charity.

In support of colleagues' interest in local communities, direct donations were also made to the Princess Sirindhorn Craniofacial Centre in Vietnam, the Jing Chuan Child Safety Foundation in Taiwan, the Angels Orphanage and Kritigyata Trust in India and the Pusat Ehsan Learning Centre in Brunei.



Donations to support our colleagues' own efforts

Other matched funding donations have been made to charities, reflecting the passion of colleagues, including: Save the Children, Oxfam, Alzheimer's Society, Macmillan Cancer Support and the Royal Marsden Hospital. Our Community Involvement Policy sets out our principles for positive engagement.

Total charitable cash donations:

2020	£184,000
2019	£206,000
2018	£202,000
2017	£213,000
2016	£171,000

This excludes the provision of value in-kind and management time which were significant in 2020, and colleague-generated donations and efforts.

Response to national disasters

Over the last ten years, the Company has supported many local communities at times of crisis, including the earthquakes in New Zealand and Indonesia; flooding in northern Thailand; the devastation caused in Kerala, India, from monsoon flooding; the widespread devastation across Fiji from Cyclone Winston; and the more recent hurricanes in the USA and Caribbean. During 2020, the Company made a donation from RI Cares to the Beirut Emergency Appeal.

At the start of 2020, Australia suffered some of the worst bushfires on record. We were extremely proud of those colleagues who are reserve firefighters and who volunteered to support their communities. We provided payment of unlimited Special Leave when they were called upon to assist during the emergency.

