

Rentokil
Initial

Protecting People. Enhancing Lives.

Delivering our purpose
with impact.

Responsible Business Report 2020

80%
of infectious
diseases are
transmitted
through hands.

Sanitise now
Stop the spread
of coronavirus.

Initial



Message from the CEO

Welcome to the Rentokil Initial 2020 Responsible Business Report



2020 was a year when, as a Company, we once again proved our commitment to being a responsible business. The delivery of our purpose – to Protect People and Enhance Lives – was never more important.

Clearly, there was much change: 8,500 colleagues moved to remote working; Hygiene became one of the world’s most important categories; and in just four weeks Disinfection services were launched across 60 countries.

But it was also a year when our operational model continued to run consistently and effectively: We delivered record levels of colleague safety, training and retention; our leadership in innovation and digital was vital to supporting customers; and, having recognised at an early stage that we faced a crisis, we acted with agility and pace.

It may well also prove to be a watershed year for Rentokil Initial, when our commitments to the environment and achieving net zero carbon emissions, and to diversity, equality and inclusion, were deployed in plans and targets that will further enhance the Company over the coming years.

As the crisis deepened, our key services were authorised as ‘essential’ allowing our technicians in Pest Control, Hygiene, Medical and Disinfection services to continue to serve customers, including supermarkets, hospitals, food producers and pharmaceuticals.

In keeping with our purpose, we dramatically expanded our specialist Disinfection services – developing and deploying safe operating processes and bespoke training. By the end of March 2020, 7,000 colleagues were trained.

Tragically, three colleagues died as a result of COVID-19 during 2020.

We protected jobs and our liquidity by making a collective sacrifice – over 5,000 colleagues accepted pay waivers, our managers and leaders supported the suspension of bonus payments and the Company’s LTIP scheme, and no dividends were paid to shareholders in 2020. Everyone made a contribution.

Finally, on behalf of the Board, I would like to pay tribute and sincerely thank our colleagues. Their commitment and sacrifice ensured that Rentokil Initial was able to exit the Crisis phase, and is now into the Recovery phase and exploring strategic opportunities.

We will continue to act responsibly and create value for all of our stakeholders.

🌀 Our commitment to acting responsibly was integral to our response to the challenges we faced this year and the key actions we took to address these. 🌀

Our commitment to acting responsibly was integral to our response to the challenges we faced this year and the key actions we took to address these. Through the difficult times, we ensured the decisions taken were right for our colleagues, customers, shareholders and communities.

We moved colleagues to home working and obtained the necessary PPE for our frontline technicians; we also implemented strict protocols enabling colleagues to serve our customers during the crisis, safely. Our responsibility to colleague safety will always be our first priority.

Andy Ransom
CEO

Responsible business priorities

For Rentokil Initial, being a responsible and sustainable business means helping colleagues to have safe and fulfilling work lives, supporting customers by developing and delivering products and services responsibly, and benefiting society and the environment by acting in the most effective manner.

Key

Our colleagues & culture

Environment

Service & innovation

Communities & charities

<p>Safety: Lost Time Accident rate</p> <p>26%</p> <p>improvement in 2020 to 0.39 (2019: 0.53)</p>	<p>Colleague retention</p> <p>88.6%</p> <p>(2019: 86.9%), on a rolling 12-month basis</p>	<p>Emissions</p> <p>8.1%</p> <p>reduction in the emissions index in 2020 (vs. 2019)</p>	<p>5-year emissions intensity target</p> <p>27.2%</p> <p>reduction achieved (kg of carbon emissions per £m ongoing revenue at CER). New five-year target established: 20% reduction by end of 2025</p>	<p>Recycling</p> <p>>150,000</p> <p>Hygiene units recycled in France and Italy over three years</p>
<p>Safety: Working Days Lost rate</p> <p>23%</p> <p>improvement in 2020 to 8.46 (2019: 10.99)</p>	<p>New online training content</p> <p>c.650</p> <p>pieces of learning content developed in 2020</p>	<p>State of Service</p> <p>89.4%</p> <p>(2019: 97.2%), reflecting temporary premises closures during the COVID-19 pandemic</p>	<p>Customer satisfaction (NPS)</p> <p>0.6 point</p> <p>improvement in NPS (Q4 2020 vs. Q4 2019). 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</p>	<p>Trustpilot score</p> <p>5★</p> <p>for Rentokil and Initial in the UK from over 4,000 reviews each</p>
<p>Total full-time headcount</p> <p>44,500</p> <p>(2019: 42,933/2018: 39,480). Estimated 25% or 11,147 are female</p>	<p>Online learning views</p> <p>77%</p> <p>increase in views of items on U+ to 3.2m (2019: 1.8m)</p>	<p>Total website visitors</p> <p>↑20%</p> <p>Web traffic increased by almost 20%, with a 60% increase to Initial websites</p>	<p>Internet of Things units in the field</p> <p>> 150,000</p> <p>PestConnect units in customers' premises (2019: 80,000)</p>	<p>Pest Control data usage</p> <p>9m</p> <p>messages sent or received each day on average during 2020</p>
<p>Board diversity</p> <p>50%</p> <p>of Board members are female</p>	<p>Talent pipeline</p> <p>680</p> <p>Over 330 graduates and over 350 apprentices employed</p>	<p>Charitable donations</p> <p>£184,000</p> <p>(2019: £202,000), excluding donations in-kind</p>	<p>Local community events (donations in kind)</p> <p>276</p> <p>events to say thank you to key public sector workers</p>	<p>Global Handwashing Day (donations in kind)</p> <p>>25</p> <p>events undertaken around the world supporting schools and communities with better hand hygiene advice and products</p>
<p>Senior leaders diversity</p> <p>30%</p> <p>of senior leaders are female (2019: 28%)</p>	<p>Glassdoor company rating</p> <p>4.1</p> <p>4.1 out of 5 (average score 3.5). Best Places to Work 2020 – 18th overall</p>	<p>Rentokil Initial Cares (donations)</p> <p>Coordinators in place in every region. Range of charities supported including Save the Children, Alzheimer's Society and Macmillan Cancer Support</p>	<p>Disaster support (donations and in kind)</p> <p>Provided support to Australian bushfire appeal, Beirut disaster appeal, support for colleagues after an earthquake in Turkey and hurricane in Latin America</p>	<p>Participants in community education events</p> <p>27,000</p> <p>Since 2013, over 27,000 people have participated in community education events, predominantly in India, Indonesia and Malaysia, through our Better Futures programme</p>

COVID-19 response

Executing our response to the pandemic.

Crisis, recovery and strategic opportunities phase.

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Our response

An outstanding response from our organisation

Our approach to managing the COVID-19 crisis in 2020 was to address the challenge through three phases: 1. the Crisis phase; 2. the Recovery phase; and 3. the Strategic Opportunities phase.

Crisis phase

April 2020
Our most difficult month, with Ongoing Revenues falling by just over 12%.

2
Extended Executive Leadership Team meetings held each week to manage the crisis and maximise opportunities.

Essential services
Essential service status secured for our key businesses.

+£100m
Cost savings secured and c.£400m of cash preservation measures, suspending our M&A and dividend programmes.

250
Colleagues contracted COVID-19.

3
Sadly, 3 colleagues passed away in 2020 due to COVID-19.

28,000
Days lost due to lockdowns / self-isolation by frontline colleagues.



Collective group sacrifice to protect colleagues, people and support our financial stability

We took decisive actions, moving 8,500 back-office colleagues to home working and implemented strict protocols and additional PPE for frontline technicians.

Around 40% of colleagues undertook pay waivers, suspension of bonus payments and the Company's LTIP scheme, international employee support schemes and temporary lay-offs.

Colleague support fund

We recognised that COVID-19 created many challenges for our colleagues and their families, so a Colleague Support Fund was established. Funds from Rentokil Initial Cares, our charitable fund, together with a voluntary salary waiver by the Chief Executive of 65% of his Q2 salary (having already waived 35% as part of the Company's response to the pandemic), and from salary or director's fee waivers by several of the Board and a number of senior managers, were used to support colleagues, principally in South Africa and Asia.

Recovery phase



7,000

In less than a month, we trained and equipped around 7,000 colleagues to carry out Disinfection services across 60 countries – protecting customers' staff and their own customers.

Rentokil Initial



A hygienic place of work is a safe place of work

An app to track the health and location of colleagues was developed in-house and deployed

Returning our colleagues to work by the end of Q3

The temporary pay waivers put in place in Q2 for 5,080 of our managers ended at the end of June and by 30 September, virtually all colleagues had returned to work.

£600m

In the second half of 2020, the Company was able to repay the £600m borrowed under the Bank of England's Covid Corporate Financing Facility.

276

Local events held in 2020 #sharethelove



Demonstrating our values and commitment to the communities we serve

We held 276 local events in 2020 to publicly thank health and other public sector workers, donating, amongst other things, Disinfection services to emergency services, pest control treatments to care homes and sanitiser packages to hospital staff.



17x

During 2020 we increased the supply of hand soaps and sanitisers – particularly of no-touch dispensers – to meet demand from customers, which was 17x the level of 2019.

Strategic Opportunities phase

Long-term change in attitudes towards the importance of hygiene

The COVID-19 crisis has generated a long-term change in attitudes towards the importance of hygiene, bringing an increased focus on hand, surface and air hygiene, as well as tighter regulation, higher standards and increased usage of hygiene products and services around the world.



Rising and sustained demand for Hygiene products

We continue to innovate and launch new products to meet increasing hygiene needs, particularly no-touch and digital products as well as hand, air and surface hygiene solutions.

20 New Hygiene markets

We accelerated our expansion of Hygiene services to meet customer needs, launching in 20 new countries in 2020, including Latin America, EMEA (Belgium, Germany, Jordan, the Netherlands, Poland, Sweden, Switzerland, Saudi Arabia, Turkey and the UAE) and the USA.



Expanding our digital range

Post-pandemic, we expect customers to require more digital services, which can provide remote monitoring and greater insights and reporting as well as offering a more sustainable solution.

The pandemic will provide a potential springboard for increased digital Hygiene services.



Strength of our brands

We expect 'trust' to be a big social theme following the pandemic and our investment in training, innovation, and digital; and our responsible business practices will continue to set the Company apart.

“ In an extraordinary year, we have continued to deliver record levels of colleague safety, training and retention, and our leadership in innovation and digital has contributed to our underlying success in Pest Control and Hygiene. On behalf of the Board, I would like to thank all of our colleagues for their outstanding response this year. It is their commitment and sacrifice that has ensured that Rentokil Initial moved quickly from the Crisis phase to Recovery, and is now able to explore fully the opportunities presented to us in a post-vaccine world.”

Andy Ransom
CEO

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

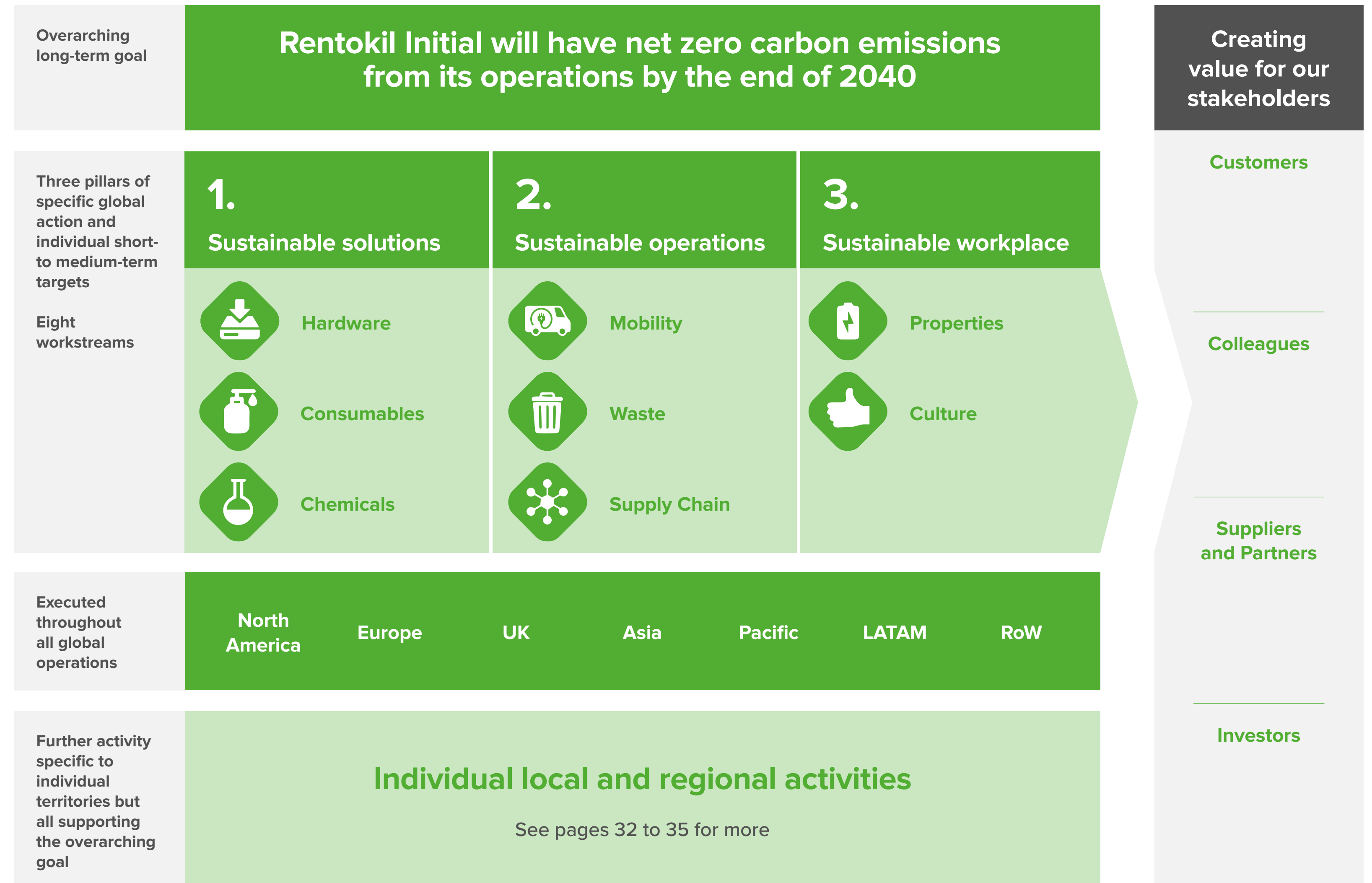
Properties

Moving to sustainable energy tariffs and property efficiency.

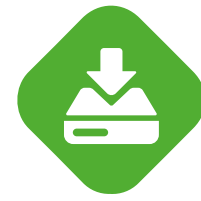
Culture

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



How we report

Reporting our progress against external frameworks.

Supporting stakeholder engagement.














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Reporting & accreditation

In this section you can find out more about how we align with the UN Sustainable Development Goals, our first Task Force on Climate-related Financial Disclosures (TCFD) Report and our first reporting against the Sustainability Accounting Standards Board's (SASB) industry-specific sustainability accounting standards.

<p>Member of Dow Jones Sustainability Indices Powered by the S&P Global CSA</p>	 <p>FTSE4Good</p>	 <p>CDP DISCLOSURE INSIGHT ACTION</p>
 <p>MSCI ESG RATINGS AA</p> <p>CCC B BB BBB A AA AAA</p>	 <p>SUSTAINALYTICS a Morningstar company RATED</p>	 <p>Corporate ESG Performance RATED BY ISS ESG Prime</p>
 <p>EURONEXT vigeo eiris INDICES EUROPE 120</p>	 <p>open corporation</p>	 <p>2020 ROSPA Gold Award</p>
 <p>THE QUEEN'S AWARDS FOR ENTERPRISE INNOVATION 2020</p>	 <p>glassdoor BEST PLACES TO WORK 2020 EMPLOYEES' CHOICE</p>	 <p>The Planet Mark eden project</p>

Aligned with the UN Sustainable Development Goals

For Rentokil Initial, being a responsible and sustainable business is central to **THE RIGHT WAY** plan and supports our purpose of Protecting People and Enhancing Lives. For us, this means:

- Helping colleagues to have safe and fulfilling work lives
- Benefiting society by acting in the most effective and environmentally sustainable manner
- Supporting customers by innovating and delivering products and services responsibly; and
- Contributing to the local economy and supporting communities where we operate

Our sustainable approach is aligned to the areas of priority in our operating model and to the priorities of our key stakeholders. These are aligned to four of the UN Sustainable Development Goals (SDGs).

Areas of priority in our operational model

Service & innovation

Our Purpose is to Protect People and Enhance Lives. Customers trust Rentokil Initial to deliver high-quality services that protect their staff, their own customers and the reputations of their businesses. The Power Centre is our industry-leading centre for both science and innovation, and our training academy. Around half of our innovation projects have been generated in-house, and / or as a result of insights gained from our businesses around the world. Currently, around 80% of projects within our innovation pipeline are sustainable and non-toxic. Areas that we report on include: Customer satisfaction, product and service innovation, and the Company's leadership in the use of digital technologies.

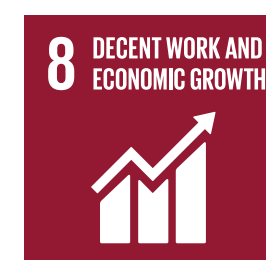
See page 39 for more



Our colleagues & 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. Our culture and business model enabled the Company to be agile and responsive to the challenges that COVID-19 presented this year. Our colleagues worked tirelessly in support of our customers across our businesses. Areas that we report on include: Safety, recruitment, engagement, diversity, colleague training and retention.

See page 12 for more



Environment

Our pathway to net zero carbon emissions from our operations by the end of 2040 includes a number of milestones along the way, with the breadth of initiatives consolidated into a summary 20-point plan for the next 20 years. Key elements of our plan include our transition to an ultra-low emissions vehicle fleet, which has already commenced with a series of pilots, and the reduction in our energy emissions through the transition to renewable property electricity and reducing our property footprint. Our aim is to focus on our most material impacts, which are vehicles, properties and chemical use in fumigation. Areas that we report on include: Absolute values of energy- and fuel-derived emissions, total global and UK energy consumed.

See page 27 for more




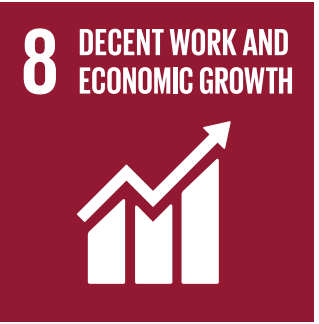


Communities & charities


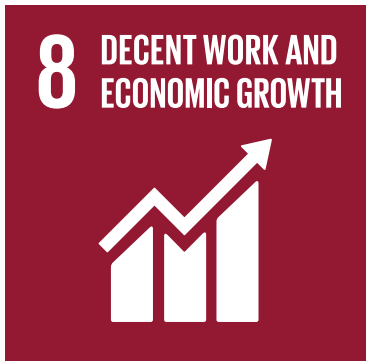
We also aim to make a meaningful contribution to the local economy and to support communities where we operate. Rentokil Initial Cares is our charity and community programme which supports colleagues' own efforts locally, alongside national and global initiatives. This year, despite the crisis, our values were even more visible than usual as we saw the incredible commitment of our colleagues to support local communities and charities. Areas that we report on include: Partnerships to protect rainforests from deforestation and Malaria eradication, local charity partnerships in line with our multi-local operating model, and total charitable giving through Rentokil Initial Cares and in-kind donations.



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Stakeholders and examples of how they align

Stakeholders				UN SDGs
Suppliers	Colleagues	Customers	Communities	
Supplier Code of Conduct to set standards. Supplier management standards.	Safety focus – safe operating procedures for colleagues. Road traffic safety rules and training. Enhanced colleague wellbeing strategy. Code of Conduct in 16 languages.	Safer foods and medicines through the provision of Pest Control services, including developing nations. Hand, air and surface Hygiene for safer places to live / work. Investment in innovation in Pest Control and Hygiene. Better Futures community health initiative in Asia.		
Over 3,000 small business supplier partnerships. Modern slavery auditing and performance.	Job creation, training & career development. Apprenticeships. Graduates. Diversity, equality and inclusion focus. High engagement and retention.	Safe workplaces for employees, customers and users of facilities.	Creating jobs with long-term career prospects in emerging markets e.g. India, SSA.	
Product development. Reduced packaging. Requirement to comply with Environmental standards.	Integrated environment plan with innovations and non-tox services together with sustainable operations. Ultra-low emission fleet. Waste. Sustainable workplace. Renewable energy. Route density. Remote monitoring. Net zero plan.		Avoidance – reducing carbon emissions through deforestation.	
Partnerships with suppliers and scientific community on innovations to enhance public health.	Effective partnerships with charitable groups – internationally and locally, to support causes in line with our purpose of Protecting People and Enhancing Lives. Include focus on Malaria eradication in Africa, basic hygiene education in Asia and reducing deforestation in Pacific.			

Service & innovation	Examples of our actions	How they assist sustainability
	<p>Disinfection services – launched in 2020 in 60 countries (in under four weeks) to protect people from COVID-19</p>	<p>Protecting people from COVID-19 by providing preventative disinfection treatments to hospitals, emergency vehicles, public transport, airports, schools, food retailers and offices.</p>
	<p>Expansion of hand soap and sanitiser availability</p>	<p>Also in 2020, we significantly increased our availability of hand soaps and sanitisers, through non-touch dispensers, to meet the needs of customers. This was 17x the level of the prior year as we supported customers to protect the health and wellbeing of staff and their own customers.</p>
	<p>Launched our Hygiene services in 20 new countries in 2020</p>	
	<p>Development of an all-new range of Digital Hygiene services</p>	<p>Improving handwashing compliance through the use of sensors in the washroom and provide reporting on use of consumables to increase efficiency.</p>
	<p>Air hygiene products such as Initial VirusKiller</p>	<p>Launched in 2020, Initial VirusKiller was independently tested against Coronavirus DF2 (a surrogate for Coronavirus), Adenovirus, Influenza and Polio. The unit was found to kill 99.9999% of viruses on a single air pass.</p>
	<p>Digital PestConnect with Google Cloud Solutions</p>	<p>24 / 7 monitoring of pest activity. Provides a faster and more efficient response and reduces chemical usage. In 2020, this was installed across the estate of one large UK supermarket, significantly reducing the level of rodenticide used.</p>
	<p>Safety Golden Rules and Safety Leadership Behaviours</p>	<p>Building and maintaining a safety culture across the Company. In 2020, we achieved new record levels of safety in terms of LTA and WDL.</p>
<p>RapidPro</p>	<p>Effective on mice that are resistant to traditional rodenticides and is faster acting than traditional baits – the safest option to avoid secondary poisoning of non-target species.</p>	
Our colleagues & culture		
	<p>Policy and practices linked to Code of Conduct</p>	<p>Our programme continues to deliver high-quality training and career development opportunities. In 2020, 3.2 million training items were viewed on our in-house training system – including colleagues in developing countries. We have over 350 apprentices and over 330 members of our graduate scheme. Our colleagues’ work is supported by technology and innovation, particularly digital tools. Successful health and safety strategy.</p>
	<p>Group-wide Diversity, Equality & Inclusion strategy</p>	<p>Our new 2024 Diversity, Equality & Inclusion vision builds on our success in improving gender diversity across our business – placing greater emphasis on wider diversity where everyone regardless of gender, race, colour, nationality, age, sexual orientation, physical ability or background, can reach the highest level based on merit.</p>

Environment	Examples of our actions	How they assist sustainability
	Commencing transition of our fleet to an ultra-low emissions fleet – an important part of our journey to net zero	Reducing fuel derived emissions.
	Using route optimisation and engine control unit mapping in our vehicles to improve fuel efficiency	Reducing our vehicle emissions.
	Commencing transition to renewable property electricity	Reducing property energy emissions.
	Commencing a new programme to identify alternative chemicals for use in public health fumigation services	Reduce level of absolute emissions derived from use of fumigants.
	Nordic Swan and Eco Flower labelling for hand wash liquids and foams	Eco-certified production to GMP (Good Manufacturing Practice standard for food processing and cosmetics manufacture) and HACCP standards.
	Nordic Swan and Eco Flower labelling for EcoClear WC & Urinal Fluid products	Reducing water consumption while ensuring more hygienic washrooms.
	e-reporting for customers and e-billing	Removing paper usage – over 4 million e-reports generated for customers annually through online reporting platforms. In 2020 we introduced Adobe Sign – over 4,000 documents such as contracts were e-signed reducing paper usage significantly (c.20,000 pieces of paper saved).
	Lumnia flying insect control	168,000 Lumnia units sold across 58 countries since 2017. Reduces the waste burden by using LED lamps and lowers power usage / emissions by 62%. Received The Queen’s Award for Enterprise: Innovation in 2020.
	Reducing chemical usage through digital roll out	150,000 PestConnect remote monitoring units now in customers’ premises providing 24 / 7 remote monitoring – reducing emissions and levels of chemicals required.
Communities & charities		
	Rainforest protection	<p>For three years Rentokil Initial has partnered with the charity Cool Earth, protecting around 850 acres p.a. from deforestation and the associated carbon released and destruction of natural habitat.</p> <p>Rentokil Initial also partners with Rainforest Rescue in Australia to support their work protecting the Daintree Rainforest.</p>
	Malaria eradication	<p>For nine years Rentokil Initial has partnered with the charity Malaria No More UK to support its work of Malaria eradication.</p> <p>The Company partnered with the Zero Malaria and Malaria Must Die campaigns.</p>

Task Force on Climate-related Financial Disclosures

In order to encourage companies to increase their disclosure of climate related information, the Task Force on Climate-related Financial Disclosures (TCFD) published recommendations and provided a framework for doing so – focused on governance, opportunities and strategies to manage climate-related risks and transition to a low-carbon future.

Our priority over the last 12 months has been to develop our new Environment Action Plan and 2040 vision. This, together with specialist workstreams and targets, has been discussed and agreed by the Board, and we have now begun to implement country-level operational-based environment plans. As part of this process, Rentokil Initial is committed to implementing and reporting in line with the recommendations of the TCFD. This year, we have taken the first step to integrating these requirements into our Annual Report and Responsible Business Report.

Rentokil Initial already responds to the Carbon Disclosure Project and is a member of the Dow Jones Sustainability (European Leaders) Index. The Company is rated ‘Low ESG Risk’ by Sustainalytics, is Prime rated by ISS ESG (with a decile rank of 1 indicating a high relative ESG performance) and rated ‘AA’ by MSCI for ESG. In 2020, Vigeo Eiris ranked Rentokil Initial 1st out of 99 for ESG in the Business Services category.

Net zero

Target to reach net zero greenhouse gas emissions from our operations by the end of 2040

20%

Target energy efficiency improvement by 2025

Governance

The Rentokil Initial Board has responsibility for oversight of the long-term climate change strategy of the Group, including considering climate-related issues, investments, opportunities and risks.

In 2020, the Board reviewed the Group’s new Environment Action Plan, priority of workstreams, and ambitions through to 2040. It formalised our vision to be at net zero greenhouse gas emissions from our operations by the end of 2040, together with a 20% energy efficiency improvement by 2025 (measured by kilograms of carbon emissions per £m Ongoing Revenues at CER). This was one of the key topics for discussion at the Board’s December meeting.

Regional operating plans, presented to the Board each year, include environmental priorities and plans. We believe that our goal to be at net zero emissions (including emissions from sulfuryl fluoride) from our operations by the end of 2040 is bold and stretching, given we operate in 83 countries, including many emerging markets. But we believe this will unlock a new level of focus and innovation as we seek to differentiate the Company as a leader in environmental sustainability.

In order to meet the 1.5°C global warming target in the Paris Agreement, global carbon emissions need to reach net zero around mid-century. The Company’s new net zero target is ahead of the 1.5°C pathway, as illustrated by McKinsey in their 2020 report ‘Climate Math: What a 1.5°C pathway would take’ and ahead of most government net zero targets including the UK, the USA and European Union.

Our Chief Executive has overall responsibility for Environment, Social and Governance (ESG) and our operationally focused response to the risks of climate change. Responsibility for the delivery of our climate change plans is integrated into roles and responsibilities of senior managers across a number of key functions, including: Marketing & innovation, supply chain, legal & compliance, regional managing directors and communications. An Environment Action Plan Coordinating Group has met throughout 2020.

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 People). 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.

Engagement with our key stakeholders, particularly colleagues, customers, suppliers, shareholders and analysts, about our environmental plan, progress and targets increased significantly during 2020 and we continue to welcome opportunities to engage. This is fully aligned to our business plan and operations, has clear deliverables, and is one of the ways in which we deliver with impact, our social purpose of Protecting People and Enhancing Lives.

Climate-related risk management

Climate-related risks are identified and analysed by our operational and functional teams. For example, our supply chain and procurement teams identify risks relating to the resilience of supply and access to materials, while our country and regulatory teams identify risks related to new laws and regulations, such as city-based low emission zones and associated access charging for commercial vehicles.

Risks and opportunities are discussed at the relevant management bodies – Category Boards for Pest Control and Hygiene, as well as the Group Risk Committee, Executive Leadership Team and the Board of Directors.

There are two broad areas of climate-related risk:

1. Extreme local weather conditions

Operational disruption due to extreme local weather conditions

Operating in 83 countries means we see the local impact of climate change and extreme weather conditions in the countries and cities in which we operate. In 2020, these included:

- **January:** The worst Australian bushfires in living memory. Several colleagues are volunteer firefighters and took part in firefighting operations
- **February:** Near-record flooding in parts of Mississippi and Tennessee
- **May:** Heavy rainfall caused by Typhoon Vongfong in the Philippines destroyed homes and displaced over 140,000 people
- **July:** In North Eastern India, 2.4 million people were affected by floods
- **September:** The worst wildfires in 18 years across California and Oregon, driving 90,000 people from their homes
- **October:** In Vietnam, extreme floods submerged over 178,000 homes and 7,000 hectares (17,297 acres) of crops

In addition to the climate-related risks to operations, risks such as heat stress could affect the ability of colleagues to work outdoors or, in extreme cases, could put human lives at risk. During 2020, in Australia, our colleagues were supplied with ‘cool vests’ and working outside was restricted as local temperatures became more extreme.

According to McKinsey, India (where we have a nationwide operation) and Pakistan (in which we do not currently operate) may be the first places in the world to experience lethal heatwaves. For the people living in these regions, the average annual likelihood of experiencing such a lethal heatwave is projected on current trends to rise to 14% by 2050.

While these are localised events, they demonstrate the potential risks, should climate change make weather events more extreme and more frequent, and underline the need for climate action.

Risk assessments are carried out throughout the Company. For instance, before providing service on a new site, including in extreme cases the impact of local weather conditions, and when considering a new location, for instance with the potential for flooding.

2. Legislation and changing regulatory and stakeholder expectations

Environmental Legislation and Changing Expectations of Customers and Society

When considering our new Environment Action Plan, we also identified associated risks.

The following examples relate to colleague mobility and the use of chemicals in pest control:

Mobility

Risks

- City-based vehicle charging or access zones only for low emission vehicles
- Customer / society expectations
- Carbon taxes and regulatory policy interventions
- Access to a nationwide Electric Vehicle (EV) charging network
- Access to EV vehicles that meet our needs – daily mileage / weight. Pricing / commercial terms

Mitigation / action plan

- Detailed analysis tool in place – EV fleet availability by country, monitored for availability of suitable vehicles, price and charging network availability. RAG rated
- Pilots in 5+ major markets. Policy framework created
- Membership of EV100 – a global initiative bringing together companies committed to accelerating the transition to electric vehicles
- Roll-out plan to be completed by 2040

Use of chemicals in pest control

Risks

- New legislation to restrict the type of chemicals used in pest control in outdoor environments (already present in some European countries)
- Customer / society expectations for fumigation services using chemicals that do not impact climate change
- High-carbon goods and services become socially unacceptable
- Behaviour on climate-related matters could become critical to corporate reputation

Mitigation / action plan

- 80% of our innovation pipeline is now sustainable
- First non-tox / low-tox products launched
- Investigating non-tox alternative for fumigation with goal to change from sulfuryl fluoride
- Plan developed to become 100% non-tox by 2040
- Introduction of digital tools – more targeted usage
- Use of RapidPro alternative rodenticide

Climate-related opportunities

Pests are more of a burden in warmer climates and therefore, the impact of climate change is a factor in the growth of commercial pest management.

Warmer temperatures mean longer breeding seasons and higher survival rates during the milder winters. More volatility in temperatures and precipitation also has the potential to change the pest mix and demand for pest control over the medium to long term.

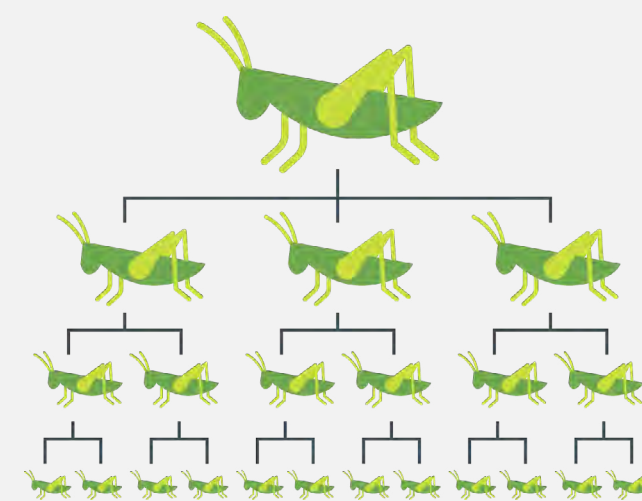
With market-leading positions around the globe, Rentokil Initial can play an important role in helping customers to mitigate the effects of global warming on their businesses and on public health.

The Company is already seeing the impact of warmer temperatures. For instance, increased survival rates of mosquitos and other insects in southern Europe, and rising concerns about vector-borne diseases. In the US, we are also seeing an increase in mosquito populations being reported due to increasing amounts of standing water following more severe hurricanes and storms.

One of the best examples of this impact, also in terms of pest migration as well as survival, is the Asian Tiger Mosquito. The native range of this mosquito has traditionally been throughout the tropics of Southeast Asia, the Pacific and Indian Ocean Islands, north through China and Japan, and west to Madagascar.

However, the Tiger Mosquito has been one of the fastest-spreading animal species over the past two decades. To date, it has spread to at least 28 countries outside its native range around the globe. This is the mosquito that brought Chikungunya disease to Italy in 2007. As with mosquitos, flies thrive in warmer climates. According to the World Health Organization (WHO) publication, 'Public Health Significance of Urban Pests', climate change may have a significant impact on fly populations. A statement by the WHO, using predicted values for warmer temperatures, forecasts a potential increase in fly populations of 244% by 2080, compared with current levels. If this were to occur, concomitant increases in fly-borne diseases would be expected.

How does climate change affect pests?



Insects experience additional generations



Higher survival rates during winter months



Poleward spread of pests towards cooler climates



Some insects grow bigger in warmer temperatures



Impact of attacks on crops and people is worsened

Metrics and targets



For over 15 years, Rentokil Initial has published its emissions data and continues to improve the quality and range of its environmental reporting.

The Company first set an emissions target in 2012 of a 10% reduction in our emissions intensity index by 2016, which was achieved in 2015. Then using 2015 data as the baseline it set a five-year emissions target to achieve a 20% reduction in this intensity index by the end of 2020. As at the end of 2020, this had reduced by 27.2%.

In 2020, the Board set a new target to reduce the emissions intensity index by a further 20% by the end of 2025 (using 2019 data as the baseline). As at the end of 2020 this index had reduced by 8.1%.

The index of CO₂ emissions is calculated as an index of kilograms per £m revenue on a constant exchange rate (CER) basis, providing an accurate like-for-like performance comparison of energy use intensity, removing the variables of currency and, divestments and acquisitions.

The Company has also begun its journey to net zero carbon emissions from its operations by the end of 2040.

Our greenhouse gas emissions are derived from the use of energy in our properties and vehicles and through the use of sulfuryl fluoride in fumigation projects. In 2020, we set a new goal to achieve zero CO₂ emissions from the use of chemicals in fumigation by 2035.

Absolute emissions from the use of sulfuryl fluoride were 605,442 tonnes in 2020 (2019: 548,449 tonnes; 2018: 363,339 tonnes; 2017: 481,390 tonnes). The increase in 2020 occurred due to growth in customer demand in Europe for fumigation to protect products being shipped around the world, and from acquisitions of businesses who use it in their fumigation services.

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.

Our five-year performance data tables cover absolute values of energy and fuel-derived emissions – tonnes of CO₂e covering Scope 1, 2 and 3 and our progress against the Index of CO₂ emissions, against which our 20% target is set.

Intensity index of CO₂ emissions

Based on kg per £m of revenue on a CER basis – baseline year 2015 = 100

2020	72.76
2019	79.16
2018	79.65
2017	91.61
2016	93.82
2015	100

See pages 36 and 37 for our Environmental reporting performance data

Sustainability Accounting Standards Board

The Sustainability Accounting Standards Board (SASB) is an independent, private sector standards-setting organisation dedicated to enhancing the efficiency of the capital markets by fostering high-quality disclosure of material sustainability information that meets investor needs. Their use of the term ‘sustainability’ refers to corporate activities that maintain or enhance the ability of the Company to create value over the long term. Sustainability accounting reflects the governance and management of a company’s environmental and social impacts arising from production of goods and services, as well as its governance and management of the environmental and social capitals necessary to create long-term value.

The SASB has developed a set of 77 industry-specific sustainability accounting standards. This is the first year that Rentokil Initial has reported against the Professional & Commercial Services industry standard, which includes three disclosure topics and accounting metric areas:

- Data Security
- Workforce Diversity and Engagement
- Professional Integrity

We have disclosed information on all these areas in both our 2020 Annual Report and 2020 Responsible Business Report. A brief summary and quick links to disclosure on these areas can be found in the following tables.

1. Data security

Accounting metric	Reference in Responsible Business Report
<p>Code: SV-PS-230a.1</p> <p>Description of approach to identifying and addressing data security risks</p>	<p>Like all organisations, the scale and complexity of cyber-attacks against the business continues to increase and we continue to identify, monitor and mitigate the risk this presents. We have a dedicated IT security team who are supported by external specialists.</p> <p>We continue to invest in IT security ensuring that the security posture of systems and services are maintained at an appropriate level and security posture is continually monitored and improved.</p> <p>Penetration testing exercises are undertaken to test our detection and response capability.</p>
<p>Code: SV-PS-230a.2</p> <p>Description of policies and practices relating to collection, usage, and retention of customer information</p>	<p>Rentokil Initial has implemented a Global Data Protection Policy that underpins its approach to data protection. This states the principles all businesses globally are expected to apply in data processing operational controls. The business globally requires use of a data protection tool provided by Onetrust to manage records of data processing, privacy impact assessments, data subject rights, consent management, cookie management and breach management. Our global approach to data protection is aligned with the principles of the EU General Data Protection Regulation.</p>
<p>Code: SV-PS-230a.3</p> <p>(1) Number of data breaches, (2) percentage involving customers' confidential business information (CBI) or personally identifiable information (PII), (3) number of customers affected</p>	<p>As per the SASB requirements a data breach is defined as “the unauthorised movement or disclosure of sensitive information to a party, usually outside the organisation, that is not authorised to have or see the information.”</p> <p>There have been limited known data breaches within the organisation globally – three incidents have been reported to regulators – two in the UK and one in Ireland. These were in relation to different breaches.</p> <p>Two out of three reported breaches involved customer data. All impacted customers were identified – less than 1,000 – they were notified, and corrective action taken.</p> <p>No further action was taken by the regulators as the businesses satisfied the regulators that appropriate measures and mitigation had been taken.</p>

[Read more: Data security & privacy](#)

2. Workforce diversity & engagement

Accounting metric	Reference in Responsible Business Report																																																																																		
<p>Code: SV-PS-330a.1</p> <p>Percentage of gender and racial / ethnic group representation for (1) executive management and (2) all other employees</p>	<p>Rentokil Initial operates in 83 countries, some of which have rules that restrict our data collection around workforce diversity.</p> <p>We estimate that 11,100 (25%) of colleagues are female and 33,400 (75%) are male.</p> <p>Currently, 30% of our senior leaders (Executive Leadership Team and their direct reports) are women, up from 28% in 2019, and 38% of the people in our regional succession plans are women (2019: 35%). Also, in a 2020 survey of our senior leaders, when asked to define or self-identify their ethnicity, 21% responded that they were not of White or European ethnicity (2019: 19%).</p> <p>We have an equal number of male and female Board Directors. In 2020, we were named in the Parker Review report as one of the FTSE 100 companies to have already met the recommendation to have at least one Board member from an ethnic minority background by 2021, which we achieved in 2017.</p> <p>The most recent Hampton-Alexander Review (February 2021) places the Company 7th for gender diversity for Board and senior leadership in the FTSE 100.</p> <div style="display: flex; justify-content: space-between;"> <div style="width: 48%;"> <p>Ethnic diversity</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="2" style="background-color: #f4a460;">Role</th> <th colspan="2" style="background-color: #f4a460;">White or European</th> <th colspan="2" style="background-color: #f4a460;">Not White or European</th> </tr> <tr> <th style="background-color: #f4a460;">2019</th> <th style="background-color: #f4a460;">2020</th> <th style="background-color: #f4a460;">2019</th> <th style="background-color: #f4a460;">2020</th> </tr> </thead> <tbody> <tr> <td>Board</td> <td style="text-align: center;">87%</td> <td style="text-align: center;">87%</td> <td style="text-align: center;">13%</td> <td style="text-align: center;">13%</td> </tr> <tr> <td>Senior leaders (ELT & Direct Reports)</td> <td style="text-align: center;">89%</td> <td style="text-align: center;">79%</td> <td style="text-align: center;">11%</td> <td style="text-align: center;">21%</td> </tr> </tbody> </table> <p>The Company does not have a UK gender pay gap.</p> <p style="background-color: #f4a460; padding: 5px; border-radius: 5px; display: inline-block;"> Read more: Gender Pay Gap Report 2020</p> </div> <div style="width: 48%;"> <p>Gender diversity</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="2"></th> <th colspan="2" style="background-color: #f4a460;">2020</th> <th colspan="2" style="background-color: #f4a460;">2019</th> <th colspan="2" style="background-color: #f4a460;">2018</th> <th colspan="2" style="background-color: #f4a460;">2017</th> <th colspan="2" style="background-color: #f4a460;">2016</th> </tr> <tr> <th style="background-color: #f4a460;">Total</th> <th style="background-color: #f4a460;">% Female</th> <th style="background-color: #f4a460;">Total</th> <th style="background-color: #f4a460;">% Female</th> <th style="background-color: #f4a460;">Total</th> <th style="background-color: #f4a460;">% Female</th> <th style="background-color: #f4a460;">Total</th> <th style="background-color: #f4a460;">% Female</th> <th style="background-color: #f4a460;">Total</th> <th style="background-color: #f4a460;">% Female</th> </tr> </thead> <tbody> <tr> <td>Board</td> <td style="text-align: center;">8</td> <td style="text-align: center;">50%</td> <td style="text-align: center;">7</td> <td style="text-align: center;">43%</td> <td style="text-align: center;">10</td> <td style="text-align: center;">33%</td> <td style="text-align: center;">10</td> <td style="text-align: center;">33%</td> <td style="text-align: center;">10</td> <td style="text-align: center;">25%</td> </tr> <tr> <td>Executive leadership</td> <td style="text-align: center;">13</td> <td style="text-align: center;">8%</td> <td style="text-align: center;">13</td> <td style="text-align: center;">8%</td> <td style="text-align: center;">10</td> <td style="text-align: center;">10%</td> <td style="text-align: center;">10</td> <td style="text-align: center;">10%</td> <td style="text-align: center;">10</td> <td style="text-align: center;">10%</td> </tr> <tr> <td>Management</td> <td style="text-align: center;">151</td> <td style="text-align: center;">30%</td> <td style="text-align: center;">118</td> <td style="text-align: center;">28%</td> <td style="text-align: center;">74</td> <td style="text-align: center;">30%</td> <td style="text-align: center;">79</td> <td style="text-align: center;">27%</td> <td style="text-align: center;">77</td> <td style="text-align: center;">24%</td> </tr> </tbody> </table> <p style="background-color: #f4a460; padding: 5px; border-radius: 5px; display: inline-block;">Read more: Diversity, Equality and Inclusion</p> </div> </div>										Role	White or European		Not White or European		2019	2020	2019	2020	Board	87%	87%	13%	13%	Senior leaders (ELT & Direct Reports)	89%	79%	11%	21%		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%
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2. Workforce diversity & engagement continued

Accounting metric	Reference in Responsible Business Report																		
Code: SV-PS-330a.2 1. Voluntary turnover rate for employees 2. Involuntary turnover rate for employees	Colleague retention is measured monthly and presented to the Executive Board as part of the Employer of Choice programme. Retention improved by 1.7% to 88.6%* in 2020. <table border="1"> <thead> <tr> <th></th> <th>2020</th> <th>2019</th> <th>2018</th> <th>2017</th> <th>2016</th> </tr> </thead> <tbody> <tr> <td>Voluntary (%)</td> <td>11.4</td> <td>13.1</td> <td>16.8</td> <td>14</td> <td>13</td> </tr> <tr> <td>Involuntary (%)</td> <td>5.3</td> <td>0.9</td> <td>0.2</td> <td>2.0</td> <td>3.0</td> </tr> </tbody> </table>		2020	2019	2018	2017	2016	Voluntary (%)	11.4	13.1	16.8	14	13	Involuntary (%)	5.3	0.9	0.2	2.0	3.0
	2020	2019	2018	2017	2016														
Voluntary (%)	11.4	13.1	16.8	14	13														
Involuntary (%)	5.3	0.9	0.2	2.0	3.0														
	* Retention rate excluding involuntary turnover.																		
Code: SV-PS-330a.3 Employee engagement as a percentage	Since 2017, Rentokil Initial has undertaken a 'measure-analyse-act' cycle over a two-year period. This is supplemented by targeted pulse surveys. Measurement is undertaken by a specialist and independent third party. Individual data remains confidential. Response rates have been high and results for colleague engagement and enablement place the Company among the High Performing group of leading companies. In its latest survey, the score for colleague engagement was 79%.																		

[Read more: Colleague engagement & retention](#)



3. Professional integrity

Accounting metric	Reference in Responsible Business Report
<p>Code: SV-PS-510a.1</p> <p>Description of approach to ensuring professional integrity</p>	<p>Rentokil Initial has a policy framework and a number of tools to provide assurance of the integrity with which it operates. The Company continues to focus on ensuring the framework and tools are in place and operating robustly to deliver the target level of professional services while operating with the utmost professional integrity.</p> <p>Read more: Governance</p>
<p>Code: SV-PS-510a.2</p> <p>Total amount of monetary losses as a result of legal proceedings associated with professional integrity</p>	<p>There have been no monetary losses in 2020 as a result of legal proceedings associated with professional integrity.</p> <p>Read more: Integrity</p>

4. Metrics

Accounting metric	Reference in Responsible Business Report								
<p>Code: SV-PS-000.A</p> <p>Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract</p>	<p>Our strategy is focused on creating trained and highly engaged full-time employees rather than the use of contractors. We may recruit a small number of people on temporary contracts to cover holidays / peaks and in 2020, we recruited a small number of temporary workers to support the roll out of COVID-19 Disinfection services.</p> <p>Number of full-time employees</p> <table border="1"> <tr> <td>2020</td> <td>44,588</td> </tr> <tr> <td>2019</td> <td>42,933</td> </tr> <tr> <td>2018</td> <td>39,480</td> </tr> <tr> <td>2017</td> <td>36,036</td> </tr> </table>	2020	44,588	2019	42,933	2018	39,480	2017	36,036
2020	44,588								
2019	42,933								
2018	39,480								
2017	36,036								
<p>Code: SV-PS-000.B</p> <p>Employee hours worked; percentage billable</p>	<p>This metric does not apply to our operating model. Colleagues do not work against billable hours. We agree with our customers a service contract with a detailed monthly contract or one-off job price.</p>								

To learn more about our responsible business practices and metrics, please visit:

[Reports and policies](#)

Performance & KPIs

Our long-term performance indicators.

Our performance over five years.

INSIDE THIS SECTION

Performance indicators	87
Operational targets	91



Performance indicators

Health and Safety

26% improvement in LTA, 23% improvement in WDL.

Health and Safety					
Indicators	2020	2019	2018	2017	2016
Lost Time Accidents rate (LTA)	0.39	0.53	0.63	0.58	0.63
Working Days Lost rate (WDL)	8.46	10.99	14.77	11.65	16.14

The LTA rate is calculated as the number of lost time accidents (injuries and illnesses) per 100,000 hours worked.

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.

Colleagues

1.7% improvement in colleague retention.

Colleagues					
Indicators	2020	2019	2018	2017	2016
Total colleague retention*	88.6%	86.9%	86.9%	83.2%	N / A
Sales colleague retention	87.7%	85.3%	82.1%	77.3%	78.2%
Service colleague retention	86.9%	86.1%	85.1%	76.0%	84.8%
Colleague enablement	79% (90% response rate)		78% (87% response rate)		74%
Colleague engagement	79% (90% response rate)		77% (87% response rate)		73%

* Measured as part of the Employer of Choice programme, 12-month annualised basis.

Customers

State of Service reduction reflects customer premises lockdown during the pandemic.

Customers					
Indicators	2020	2019	2018	2017	2016
State of Service	89.4%	97.2%	97.9%	97.8%	97.7%
Customer Voice Counts	45.5	44.5	43.0	44.0	37.6
Customer Retention	84.5%	86.2%	85.9%	85.7%	85.8%

Environmental

Carbon emissions efficiency index improved by 8.1% year on year and has improved by 22.5% over five years.

Environmental (CER per £m of revenue)					
Eco-efficiency indicators	2020	2019	2018	2017	2016
Index of energy & fuel derived CO ₂ emissions	77.55	84.37	84.89	97.64	100

Absolute values of energy and fuel-derived emissions – tonnes of CO ₂ e					
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 & outside scope	233,966	239,487	221,799	227,247	203,634

Index of CO₂ emissions – calculated as an index of kilograms per £m revenue on a constant exchange rate (CER) basis, providing an accurate like-for-like performance comparison, removing the variables of currency and divestments and acquisitions. The baseline year for this index is 2016.

**Environmental
continued**

Total energy consumed (Global)			
'000s kWh	2020	2019	2018
Vehicle fuel	658,704	656,475	601,957
Property energy	129,454	153,886	153,499
Total	788,158	810,361	755,456
% of which energy consumed in UK	11%	10%	10%

Our total energy consumption is calculated using electricity purchased (kWh) and fuel volumes converted to kWh using the UK Government GHG Conversion Factors for Company Reporting.

Workwear					
Emissions and water usage	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 per kg	9.90	9.54	9.70	9.07	8.56

Workwear					
Destination of 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

Environmental continued

Energy derived (Tonnes of CO ₂ e)					
Source of emissions	2020	2019	2018	2017	2016
Direct GHG emissions*	217,332	221,069	204,163	208,321	188,420
Indirect GHG emissions**	16,633	18,419	17,637	18,926	15,214

* Relating to the combustion of fuel and the operation of any facility.

** Through the purchase of electricity, heat, steam or cooling.

Fumigation derived (Tonnes of CO ₂ e)				
Source of emissions	2020	2019	2018	2017
Direct GHG emissions	605,442	548,449	363,339	481,390
Indirect GHG emissions	0	0	0	0

Communities

Does not include donations in-kind which was the main focus for 2020 and increased significantly.

Communities (£'000)					
Indicators	2020	2019	2018	2017	2016
Community donations	184	206	202	213	171

Operational targets

2020 Targets	Progress in 2020	Targets for 2021
Deliver improvements in LTA and WDL of at least 5%.	We delivered our safest year with Lost Time Accidents down by 26% and a 23% reduction in Working Days Lost rate – despite 7,000 colleagues using full PPE & respirators.	Maintain safety rates at world class standards (below 1 for LTA).
Deliver over 1.5 million views of digital training content. Create over 500 new pieces of training content. Continue to foster a diverse and inclusive culture.	c.3.2 million courses were undertaken on our digital learning platform, U+. c.550 new pieces of content were produced. In 2020 we developed a new phase in our Diversity, Equality and Inclusion programme (DE&I), focused on ethnicity and social mobility. We set out our 2024 vision: 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 based on merit alone.	Deliver 3 million views of training content on U+ and create over 500 pieces of new training content. Roll out the next phase in our DE&I programme focused on ethnicity with training for 1,000 leaders and managers in 2021 and 2022, and an in-depth colleague listening programme with a response rate of over 75%.
Deliver a State of Service above 95%. Deliver over 100,000 Net Promoter Score calls to customers to measure customer satisfaction and maintain a strong pipeline of innovations. Launch digital Hygiene services. Build vector control capability and scale.	At 89.4% (2019: 97.2%), our State of Service was impacted by the lockdown of customer premises; NPS improved by 0.6 points and we continued to roll out our pipeline of innovations. 2.6 million after-service surveys in pest control and hygiene resulted in a score of 4.8 / 5. Strong progress in digital pest control with over 9 million digital records on our pest control command centre every day. We promoted our vector control credentials in a series of customer webinars.	State of Service to over 90% (subject to lockdowns), maintain improvement in customer satisfaction and drive usage of digital services. Launch digital Hygiene services. Launch Eradico for customers (a new global bait box made from recycled polymers and is 100% recyclable).
Launch our programme of eight environment workstreams and develop new carbon targets to take the business towards net zero. Protect c.850 acres of rainforest with Cool Earth.	Our workstreams were launched and country plans developed. We exceeded our environment target (27.2% reduction over five years 2016-20), launched our new plan for a 20% reduction to 2025 and our 2040 net zero target. Continued to protect mature rainforest through and avoid carbon emissions through our work with Cool Earth.	Communicate our environment plan and goals externally. Extend usage of electric vehicles, put in place extended reporting of waste and establish CEO Environment Awards. Please see the Environment section for emissions efficiency and net zero targets.
Establish RI Cares ambassadors in every Region. Take the cumulative total number of adults and children supported by Better Futures to over 29,000.	Our ambassadors were established in every region and our largest ever donations in-kind event took place. Better Futures provided virtual hygiene education given the local lockdowns.	Undertake our largest single fundraising event with over 1,500 colleagues raising at least £150,000 for Malaria No More UK. Target to donate £250,000 p.a. through RI Cares.