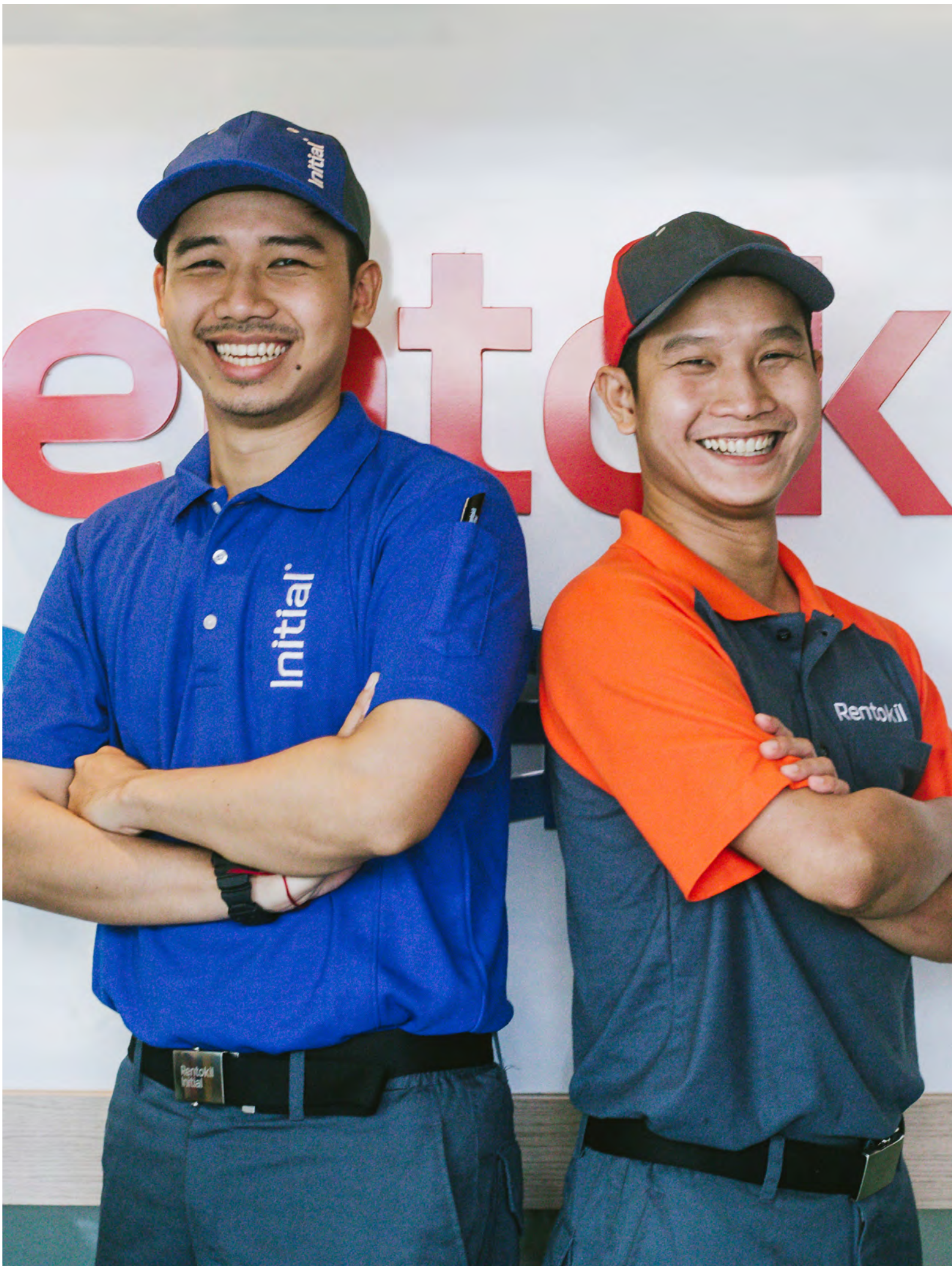


Rentokil Initial is the global leader in commercial Pest Control and Hygiene services. Our purpose is to Protect People and to Enhance Lives.

### Our structure

Our operating businesses: North America, Europe, UK and Rest of World, Latin America (reported through the Europe region), Asia and Pacific. Each has its own dedicated management team. At a country level, operations are managed by local teams, focused on delivering outstanding service to customers.

The Company operates in 83 countries, covering c.90% of global GDP. We are structured into geographic regions with country management teams, operating multiple service lines. These are supported by centres of excellence in marketing, innovation, finance, M&A, legal, HR and IT.



### What we do

In 2020, Pest Control and Hygiene services accounted for 88% of Ongoing Revenues. The Company’s two main service brands are Rentokil and Initial.

### Social contribution

With almost two million customers worldwide, we contribute socially to help improve public health and hygiene, through protecting people from the dangers of pest-borne disease, protecting property from the damage caused by pests and reducing the risks of poor hygiene or injury in the workplace.

### Environmental contribution

Rentokil Initial engages with 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, Prime rated by ISS ESG (with a decile rank of 1 indicating a high relative ESG performance) and ‘AA’ by MSCI for ESG. In 2020, Vigeo Eiris ranked Rentokil Initial 1<sup>st</sup> out of 99 for ESG in the Business Services category.

### Financial performance

Ongoing Revenues in 2020 were £2,846 million at constant exchange rates. c.90% of revenues are generated outside of the UK.

### Economic contribution

#### Paid wages and salaries

|      |         |
|------|---------|
| 2020 | £1,135m |
| 2019 | £1,142m |
| 2018 | £1,022m |
| 2017 | £992m   |

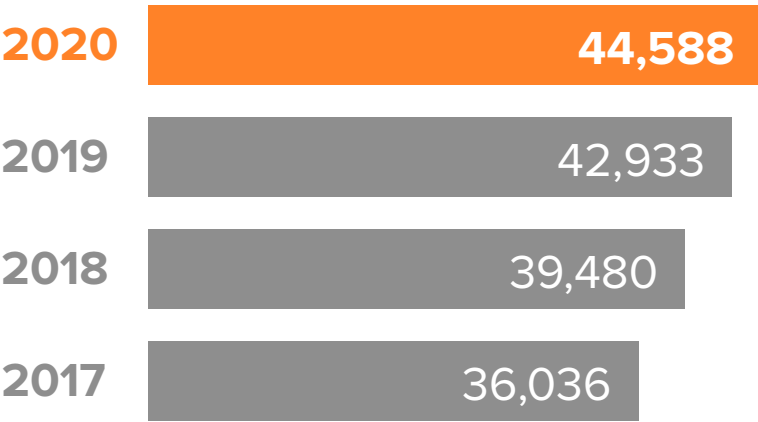
#### Total cash tax paid

|      |        |
|------|--------|
| 2020 | £64.4m |
| 2019 | £43.2m |
| 2018 | £45.1m |
| 2017 | £40.1m |

Social security payments in 2020 were **£128.8m** (2019: **£129.4m**)

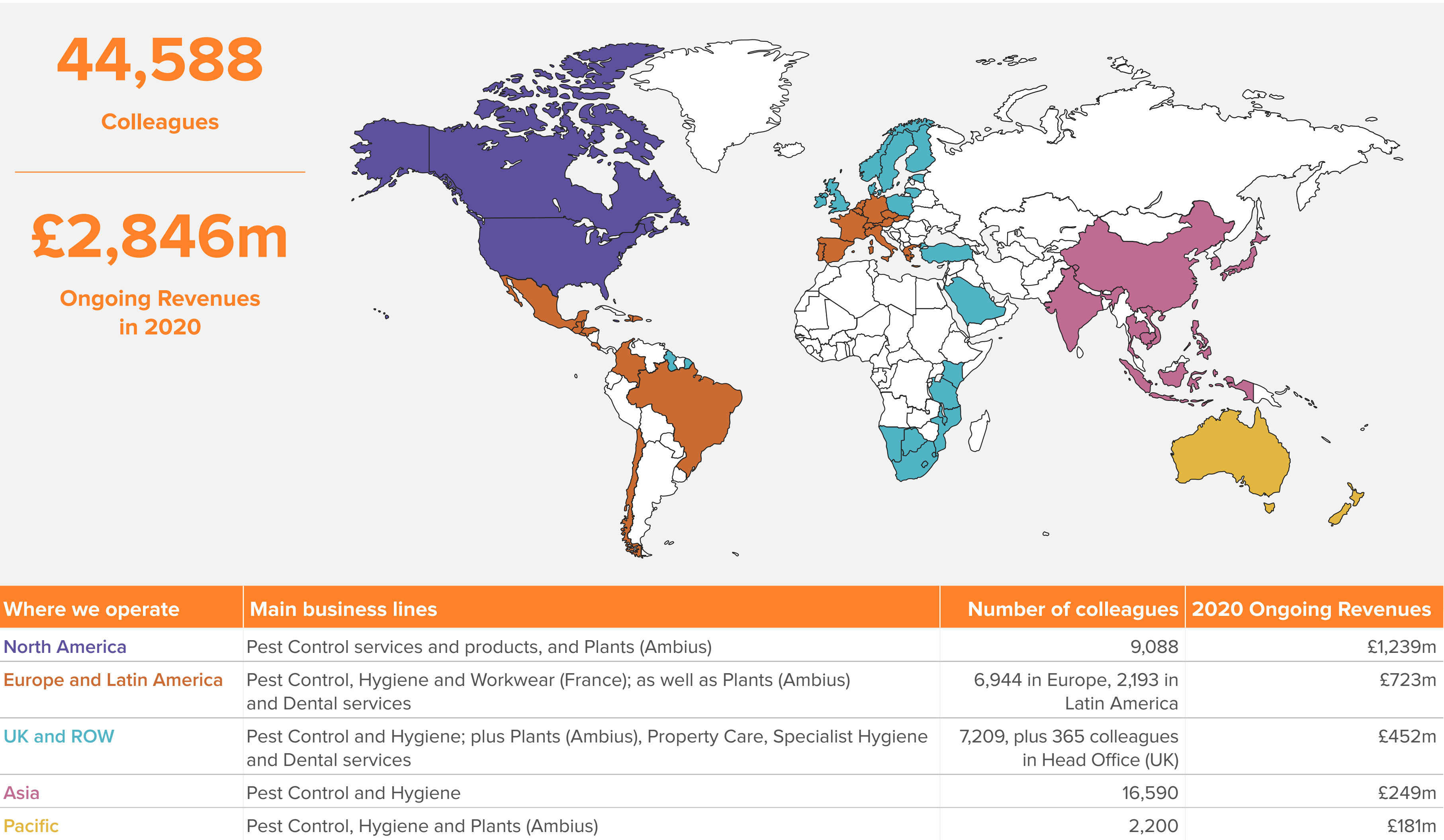
Rentokil Initial is a people-focused service organisation. Increasingly, our operations are utilising digital technologies to enhance the services that we provide to make us more effective and efficient. Rentokil Initial is as much a ‘multi-local’ as ‘multi-national’ with a presence in over 90 of the world’s 100 major cities.

Number of colleagues



Number of colleagues – 2020 breakdown

- 33,174**  
Processing and service delivery
- 5,272**  
Sales and marketing
- 6,142**  
Administration



# Our plan and operating model

THE **RIGHT WAY** plan reflects our focus on Pest Control and Hygiene services and our financial model to compound growth through M&A, while retaining five strong regional businesses.

We have a clear and simple geographic model in which our businesses are grouped into five strong regions. Operating in 83 countries, c.90% of our revenues are derived outside of the UK. At the heart of the plan is our focus on colleague expertise, standard lean operations and high levels of service and leadership in innovation and digital for customers.

Our plan is delivered through our interconnected operating model.

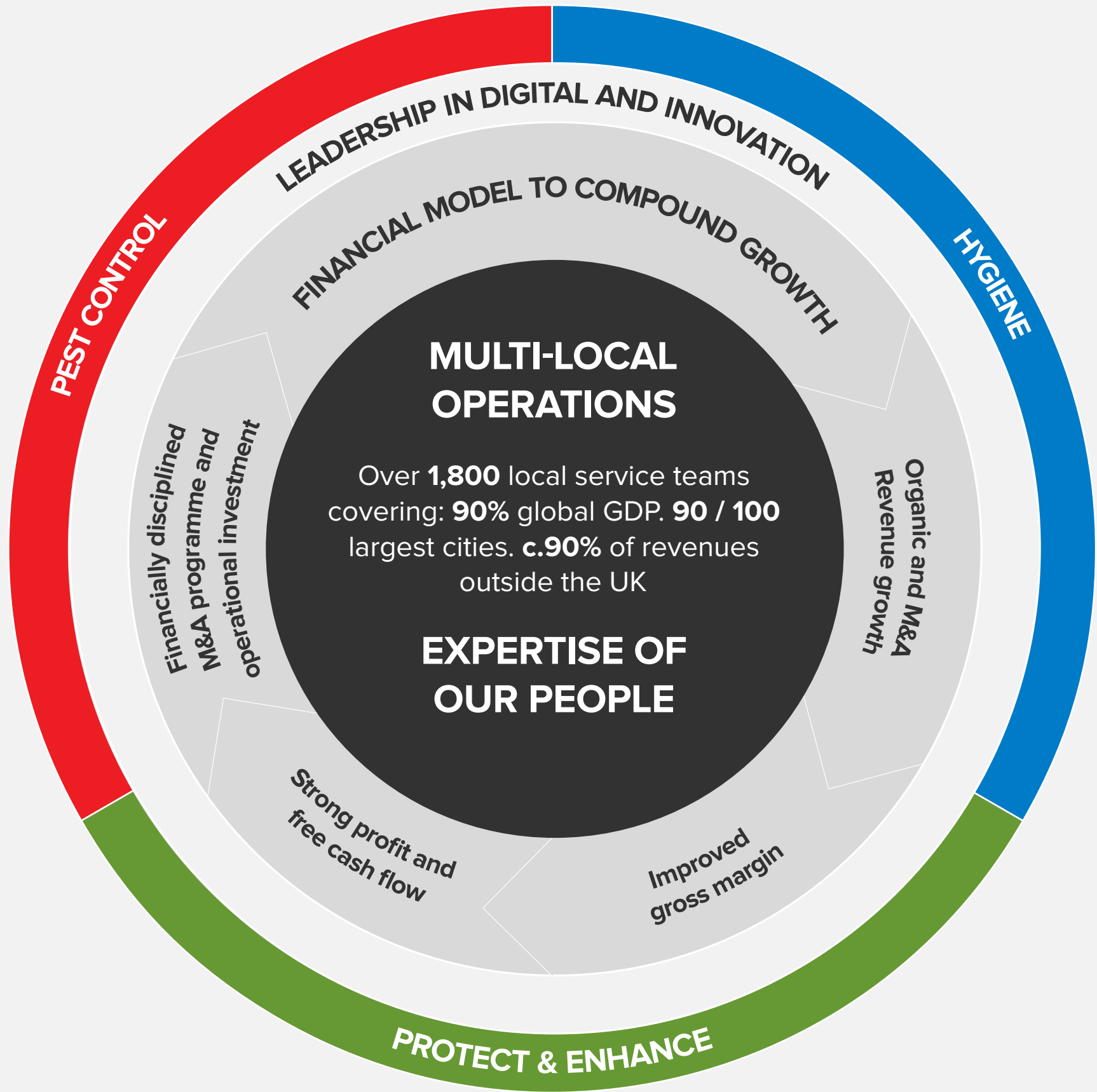
 [Read more on the following page](#)

## THE **RIGHT WAY** plan

Transparent medium-term guidance

### MARKET-LEADING BUSINESSES

|                              |                                                         |
|------------------------------|---------------------------------------------------------|
| <b>PEST CONTROL</b>          | Differentiated IRR<br><b>13% 15%</b><br>Growth Emerging |
| <b>HYGIENE</b>               | Differentiated IRR<br><b>15%-20%</b><br>Growth          |
| <b>PROTECT &amp; ENHANCE</b> | Differentiated IRR<br><b>20%</b><br>Growth              |

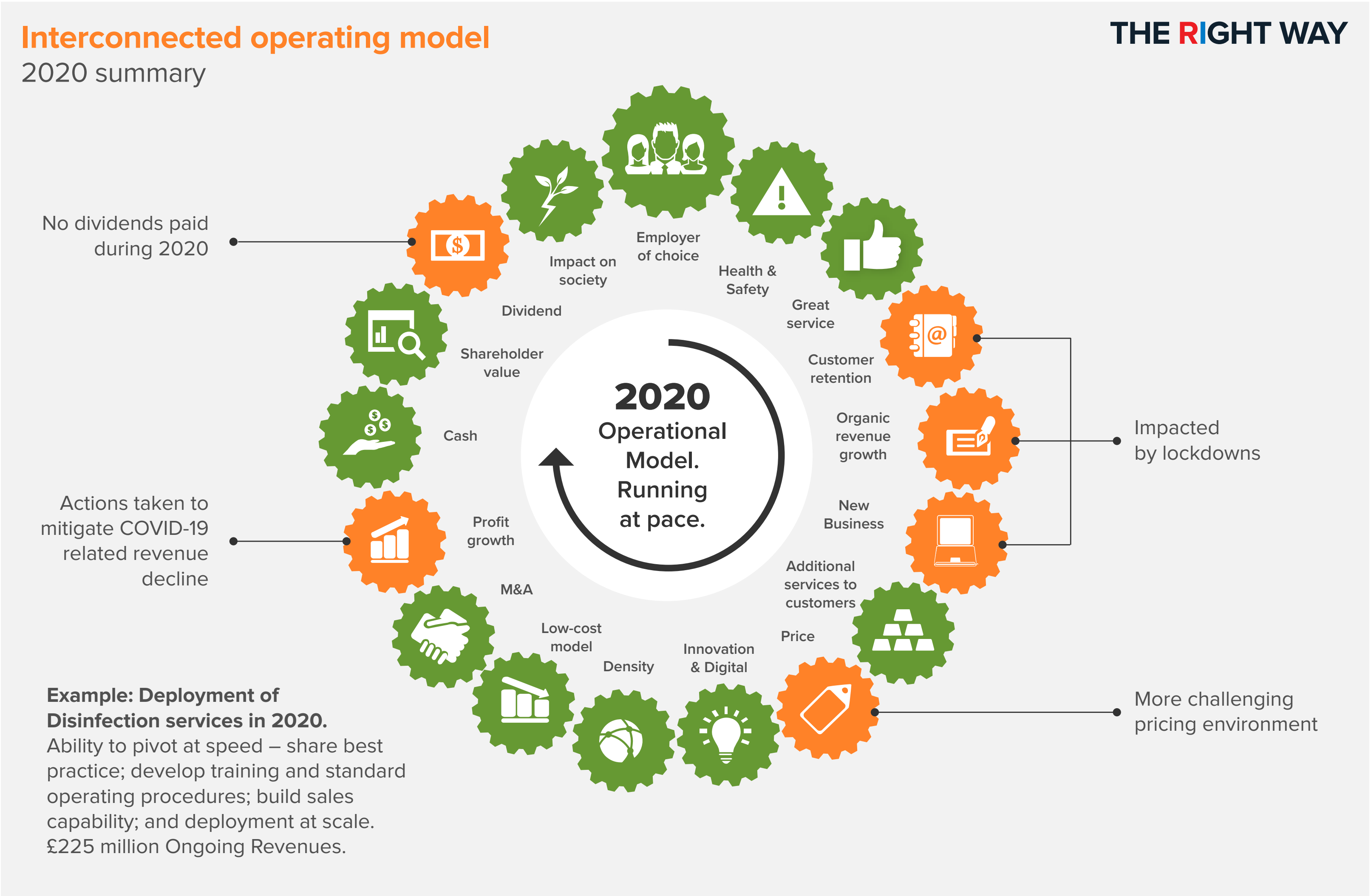


Operating model – our ‘machine’

The most important element of our operating model is our people: They are the essential driver of our success as we continue to protect public health and ensure safe working environments around the world. By getting it right for our people, we provide a better service, retain more customers, sell additional services and ultimately create shareholder value.

Our decentralised model has single-country management teams leading integrated, multi-local and multi-service operations with combined back office functions underpinned by shared systems and processes, such as route optimisation and measurement of customer satisfaction. This model allows us to adapt to the needs of customers and markets around the world more flexibly, and proved its value during the COVID-19 pandemic when market dynamics and public health responses varied rapidly and widely within and between countries.

We refer internally to our model as our ‘machine’. Each of the cogs are interrelated and measured consistently at Group, business, country and branch level. Our success is driven by focused, consistent execution. We are proud that, despite the disruptions of 2020, we could continue to succeed due to our model’s resilience and our colleagues’ unwavering commitment and dedication to our customers around the world.



Culture: Enabling success during the pandemic

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 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’re 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.

COMMERCIAL

We employ 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, recruit and retain the best people from the widest possible pool of talent.

DOWN TO EARTH

We don’t like big egos. People who succeed with us are friendly, comfortable in their own skin, straightforward, constantly seeking to improve, with ideas and experiences, and 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 digital technologies that help create new products and make us more efficient.

Governance

# Corporate governance.

Our policies & governance framework.

INSIDE THIS SECTION

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Our Responsible Business approach is integral to everything we do, and effective governance is central to achieving our objectives here as in all other elements of our vision of becoming a world-class service company. Our strong governance policies and practices, under the umbrella of our Code of Conduct, underpin the achievements outlined in other parts of this Report, whether winning awards for excellence in health and safety, for diversity and inclusion, for setting standards in our supply chain or for our market-leading attractiveness as an employer of choice. It is also recognised in our strong scores in leading indices such as the Dow Jones Sustainability Index (DJSI).

The Chief Executive has Board responsibility for our environmental, social and governance (ESG) approach, and the Executive Leadership Team governs the introduction of responsible business approaches as well as reviewing progress and performance against our targets and metrics, particularly in relation to health, safety and the environment.

The Board reviews specific areas of the responsible business agenda at every meeting and considers all areas at least annually. It operates in compliance with the UK Corporate Governance Code and to the highest corporate governance standards. Since 2019, the normal governance calendar includes a dedicated session as part of the annual strategy review, specifically

in relation to environmental performance and strategy. The Audit Committee considers the structure and effectiveness of the Company’s internal controls framework and risk management processes, with management’s Group Risk Committee reviewing key areas of risk (including safety, people, operations, IT etc) and also monitors the external environment to identify emerging risks. The Board also considers regular reports on workforce engagement, culture, and engagement with key stakeholder groups, which have been identified as Colleagues, Customers, Shareholders, Communities (including the Environment) and Suppliers.

The Senior Leadership Forum (the 26 most senior executives across the business) normally meets in

person at least three times per year and monthly by video conference, to address key issues and ensure alignment of responsible business activities to the business plan. Health and safety is always the first agenda item in all Board and senior management meetings, to ensure governance of this area is accorded the highest priority. Second on the agenda is the Employer of Choice strategy and in 2020 we added Environment as the standing third item on every agenda – ensuring key ESG priorities are given significant focus. The Investment Committee manages investments in acquisitions and expenditure on property assets, as well as risks from environmental exposures, material disputes and approval of contracts, escalated in accordance with a defined Group Authority Schedule.

## Governance model

Rentokil Initial’s governance model identifies the respective roles of the Board (risk framework and corporate governance), functions (determining best practice and governance) and country and regional teams (delivery within the framework of policies and local laws). The Company’s risk management process includes consideration of material ESG issues, with appropriate detailed management by dedicated functions (for example, technical and safety teams), together with monitoring against Group standards and policies on a periodic basis by Internal Audit.

An update on Safety, Health and Environment (SHE) performance is provided to the Board as the first agenda item at each meeting, with a detailed environmental performance review at least annually. The award-winning SHE team’s remit includes developing Health and Safety standards with appropriate colleague training, reviewing performance and initiating remedial activity in under-performing parts of any business.



The Company does not permit political lobbying on its behalf by colleagues, although responding to new regulations through trade associations is acceptable. The Company has membership of trade associations around the world, but does not employ any public affairs consultancy as a means of influencing political decision making.



|                                              |    |                 |
|----------------------------------------------|----|-----------------|
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# Our stakeholders

We engage with stakeholders regularly in different ways to gather their opinions and inform our decision making. This includes contact during business activities, face-to-face meetings and engagement on specific issues, such as regulation. Five key stakeholder groups have been identified: Colleagues, Customers, Shareholders, Communities (including the Environment) and Suppliers.

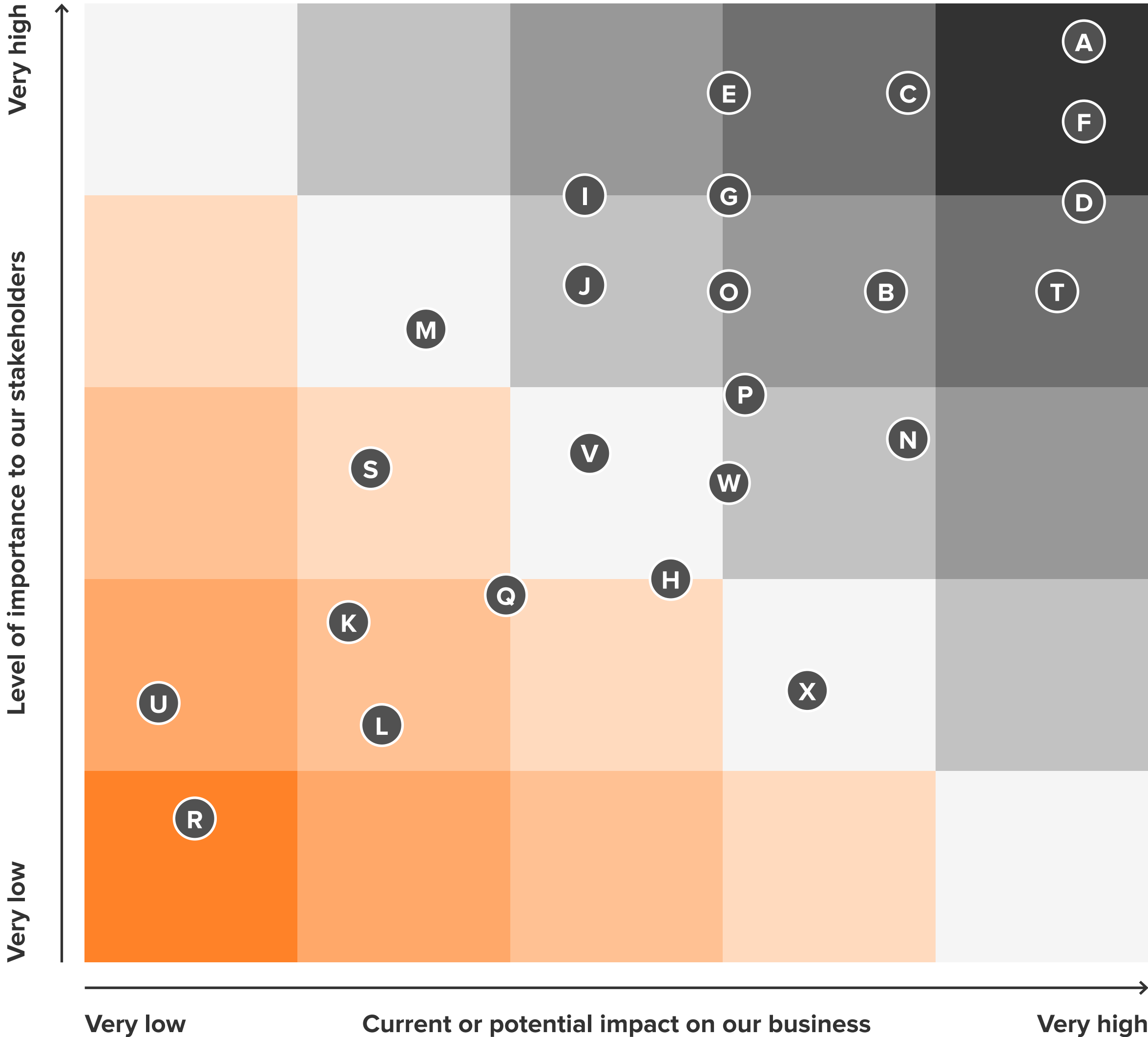
| Key stakeholders        | Colleagues                                                                                                                                                                                                                                                          | Customers                                                                                                                                                                                                                                                               | Shareholders                                                                                                                                                                                        | Communities & charities                                                                                                                                                                                                                                                               | Suppliers                                                                                                                                                                                                                                                                  | General public                                                                                                                                                                                                                                                                   | Governments & regulators                                                                                                                                                                                                                              | Industry bodies                                                                                                                                                                                                                                                                                                         |
|-------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Overview                | We employ some 44,500 colleagues and managers in 83 countries. We operate a clear and consistent global grading system.                                                                                                                                             | Our customers range from global food and pharmaceutical producers to national hotel chains or regional industrial goods businesses and local restaurants. Residential customers at home or in shared communal living facilities.                                        | Our investors range from global investment funds to small private investors, often former employees, as well as sustainable investment funds.                                                       | We respect the communities in which we operate and employ people, but we also accept a wider responsibility to key communities around the world.                                                                                                                                      | Our suppliers range from global major suppliers of key products and consumables, through to local suppliers to local branches. Items supplied range from baits, technology, paper, soaps and waste disposal.                                                               | The general public interacts with our brands and businesses, often as customers of our own customers ranging from children in the schools through to workers in modern office buildings.                                                                                         | We operate in multiple regulatory and legal systems across the globe. Some national and local governments are also customers. We work with public health and regulatory bodies (e.g. Centres for Disease Control in the USA).                         | We represent our industries within trade bodies and bodies where we can bring our expertise such as in global food safety.                                                                                                                                                                                              |
| Stakeholder engagement  | Key to colleague engagement is the local line manager and the Company trains managers and provides tools to enable communication and recognition. According to our latest survey of all colleagues, colleague engagement is at world-class High Performance levels. | Customer engagement is delivered through the local service technician building a long-term relationship. We are leading in the development and deployment of new digital tools to provide customers with high levels of transparency and access to service information. | Shareholder engagement is undertaken through regular communication (face to face, written, presentations, conferences, Annual Report, quarterly reporting and IR section of the corporate website). | We support many local charities matching the funds raised by colleagues' own efforts. Key partners are Malaria No More UK and Cool Earth, and our own Better Futures community health programme in Asia. Members of the management community provide advice and support to charities. | Supplier engagement is delivered through our dedicated supply chain teams – local and global. Dedicated approaches are taken depending upon whether the supplier is a major global, regional or local supplier. All suppliers must adhere to the Supplier Code of Conduct. | Engagement with the general public is generally online through the Company's >100 websites which provide information on pests and prevention methods. The Company also provides community information at times of public health crisis (e.g. part of vector control programmes). | We engage with Government departments and regulatory bodies to ensure that all of our products meet or exceed the appropriate regulatory standards (e.g. EU biocidal regulations), while our workplace policies meet or exceed national requirements. | We support key industry bodies e.g. the Global Food Safety Initiative and partner with the British Retail Consortium Global Standards, and many country pest control associations including the UK and North America. Members of the Confederation of British Industry and Members of the CBI Climate Change Committee. |
| Areas of interest       | Safety. Training and career development. Tools to do the job. Wellbeing. Reward. Culture and Values. Community support.                                                                                                                                             | Safety and product stewardship. Service levels. Innovation. Digital transparency and alignment with customers' own systems. Environmental stewardship.                                                                                                                  | Value creation. M&A. Leadership. Reputation. Corporate governance. Diversity. ESG.                                                                                                                  | Community investment, volunteering, disaster support.                                                                                                                                                                                                                                 | Supplier management and prompt payment. Modern slavery performance.                                                                                                                                                                                                        | Information and education on pest control, vector control and hygiene standards. Environmental performance.                                                                                                                                                                      | Public and product safety. Environment. Training and investment in R&D.                                                                                                                                                                               | Expertise. Innovation and product stewardship.                                                                                                                                                                                                                                                                          |
| Examples of initiatives | Employer of Choice. Line manager training. Retention. Diversity, equality and inclusion training.                                                                                                                                                                   | Service, innovation and digital leadership. Environmental and Product stewardship.                                                                                                                                                                                      | M&A. Policies, governance, environmental and social performance. Gender Pay Gap Report. Shareholder consultations and disclosure.                                                                   | Local and global community and charity activities. Response to natural disasters.                                                                                                                                                                                                     | Response to supplier audits including actions. Supplier standard and code of conduct.                                                                                                                                                                                      | Eco-friendly products – e.g. Lumnia, PestConnect, and refurbishment of plastic products.                                                                                                                                                                                         | Apprenticeships, graduates and training. vector control activities. Implementation of GDPR guidelines.                                                                                                                                                | Support for GFSI and BRC partnership. Product stewardship and innovation.                                                                                                                                                                                                                                               |

Governance

# Materiality

The Company considers the materiality of its Responsible Business impacts and the importance of each impact to the business as a whole. This process includes analysing questions posed by major customers in contract tendering processes; reviewing colleagues’ responses to corporate responsibility related questions in our Your Voice Counts employee survey; and reviewing questions received from socially responsible investment third parties.

Our materiality matrix was reviewed in light of the divestment of major workwear facilities in European countries (excluding France), and the increasing digitalisation of the business operations. The chart showing the priorities of greatest potential importance to our stakeholders is shown to the right.



# Policy framework

Rentokil Initial has a robust policy framework.

For each area of Responsible Business practice, the Company has a framework of policies including:

- Health and safety
- Environmental management
- People matters
- Human Rights
- Modern Slavery
- Supplier Code
- Relationships with customers and suppliers
- Community involvement
- External affairs and political lobbying

Our key policies are available on the Company’s website:

 **Responsible delivery policies**

They are reviewed periodically to ensure they meet current best practice and legislative needs.

The cornerstone of this policy framework is the Code of Conduct, which is available both on our website and intranet and published in multiple languages. It articulates a commitment not just to comply with all applicable legal requirements but also with high standards of professional conduct. It outlines responsibilities to colleagues, customers, suppliers and communities as well as to the Company. It highlights our determination to embed our values of Service, Relationships and Teamwork and a culture of integrity across the Company. A Code of Conduct training programme helps to support new colleagues and includes regular refresher programmes for existing colleagues.

We also operate an annual Letter of Assurance process, which is required to be signed by all senior management to confirm they comply personally with key corporate policies and the Code of Conduct, and that the colleagues for whom they are responsible are aware of and understand what is required of them. Details must be provided on any areas of non-compliance or uncertainty. The process is monitored by the Company’s Group General Counsel, with a review of the process and a report being provided to the Company’s Audit Committee each year and followed up with the Company’s Internal Audit function.

In 2020, Rentokil Initial retained its membership of the Dow Jones Sustainability Index Europe for the 14<sup>th</sup> successive year, and also retained membership of STOXX ESG Leaders Index, CDP and FTSE4Good. These indices are of importance to the Company because they enable us to benchmark our performance in this area against other business services companies, as well as reinforcing the importance of the elements assessed.

## Modern Slavery

Rentokil Initial’s statement on its approach for the avoidance of Modern Slavery is published on its website. This covers its Global Procurement operations and major local suppliers:

 **Modern Slavery Statement**

## Gender pay gap

We continue to have no material gender pay gap between men and women. The Company publishes its Gender Pay Reports for UK colleagues online:

 **Gender Pay Gap Report**

| Rentokil Initial gender pay gap | 2020  | 2019  | 2018  | 2017  |
|---------------------------------|-------|-------|-------|-------|
| RI hourly pay mean (average)    | -11%  | -6%   | -2%   | 0%    |
| RI hourly pay median            | -3%   | -2%   | 1%    | -2%   |
| UK average                      | 15.5% | 17.3% | 17.8% | 18.4% |

+15.5%

2020 UK average gender pay gap

-11%

Hourly pay mean average in Rentokil Initial

## Adhering to policies

Adherence to our policy framework is monitored through a number of methods, including tracking completion of mandatory training modules (including the Code of Conduct) on our U+ platform, through monitoring of key targets and KPIs and through the Company’s Internal Audit team.

The Audit Committee also receives regular reports of matters reported via Speak Up, our internal whistleblowing process, as well as reports on the effectiveness of internal controls and any control failures. The number of Speak Ups in 2020 was 45. This is a decrease from previous years (2019: 65). The nature of the matters reported remains consistent with previous years. All Speak Ups are investigated and the majority of these relate to routine employee and employment matters.

The effectiveness of the Speak Up process is validated during our internal audit process, including asking a randomly selected group of employees in each country whether they are aware of the Speak Up process and whether they know how to raise issues through this route. A negative response would be raised as an audit point.

In order to reinforce policy adherence, mandatory core compliance training for all colleagues is undertaken by online U+ training modules in the following:

- Code of Conduct
- Preventing bribery and corruption
- Preventing anti-competitive practices
- Conflicts of interest
- Securing Information and protecting privacy

Online training modules are also provided on modern slavery, preventing the facilitation of tax evasion and money laundering, data privacy, Human Rights and preventing insider trading, as well as many other topics from safety to HR process adherence.

Rentokil Initial has implemented a Group 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.

## Technical Standards

Our Technical Standards (Pink Notes) are a key part of the governance of our business. In 2020, we strengthened these standards to cover all business categories. We also introduced a training programme on U+ for Pink Note awareness which was translated into 37 languages and is mandatory for all colleagues. The Audit Committee has Board oversight on our technical standards, including fumigation. In 2020, we also introduced a new Pink Note covering Disinfection services, which governed the launch of three levels of COVID-19 Disinfection service in 60 countries in around four weeks.

## Integrity

Rentokil Initial has a range of tools to provide assurance of the integrity with which it operates. The key tools include:

- The Code of Conduct, where new employees are mandated to receive training in it, and levels of training for this and for the other mandatory compliance topics are monitored monthly
- Reporting on internal control breaches, whistleblowing reports and the strength of the internal control framework to the Audit Committee of the Board by the Director of Internal Audit at least three times a year
- Quarterly litigation reporting to the Group Executive and Board, which includes claims assessed not only by monetary value but category of exposure including allegations of fraud, criminal conduct etc
- Supplier Code and activities in the supply chain including Modern Slavery
- Annual Letter of Assurance process (see page 63)

Together, the above tools are considered to constitute a robust framework to deliver high levels of professional integrity across the organisation. However, additional reassurance can also be deduced by the organisation’s reaction in practice to issues where short-term commercial incentives and professional integrity could be perceived to be in conflict.

In recent years, there have been several situations where Rentokil Initial employees instinctively did the right thing in difficult circumstances. For example, a M&A transaction in the Middle East considered a high priority was cancelled at a very advanced stage when potential inappropriate payments by the target business came to light; a customer in Latin America had their contract terminated by Rentokil Initial when they refused to implement the necessary safety steps to ensure our people could operate safely; a supplier in Malaysia returned passports to some of their workers after Rentokil Initial intervened, based on potential modern slavery concerns, and excessive overtime issues were addressed with suppliers in China and Malaysia following audits in 2019; a customer contract in Latin America

was terminated by colleagues after the customer refused to address safety issues at their site; following gaps in record-keeping practice around fumigation which emerged following a regulatory investigation in a branch in Australia, local management proactively revoked their licence to fumigate in several other branches so that full compliance could be assured before successfully reapplying for those licences.

Rentokil Initial 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 and, while never complacent, notes that the above examples provide an additional demonstration of how integrity is delivered and working not only by design but also in practice and in radically different operational environments around the world.

There have been no monetary losses in 2020 as a result of legal proceedings associated with professional integrity.

# Data security & privacy

## Information security

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. During 2020, we moved over 8,500 colleagues to work from home as part of the business continuity response to the global pandemic which included the expansion of existing remote access services and investments in security tools and technology specifically to enhance security for home workers.

We continue to invest in IT security ensuring that the security posture of systems and services is maintained at an appropriate level, and continually monitored and improved.

Penetration testing exercises were undertaken to test our detection and response capability.

An information security awareness programme is helping to reduce security incidents and improve awareness. In 2020, this included phishing simulation exercises (involving over 15,000 colleagues in critical user functions with over 57,000 simulation emails sent in a series of campaigns), workshops

and online training packages. Improvements to our email security capability were also implemented to enable users to identify high risk emails and improve technical resilience to phishing attacks. We also monitor external ratings using the Assessment of Business Cyber Risk framework provided by the US Chamber of Commerce and benchmark our cyber security where possible. We assess our performance against the National Institute of Standards and Technology (NIST) and align our policy framework and processes with ISO 27001 for information security. We want to do the right thing to ensure that our business and our customers can operate securely and safely.

## Data protection

Rentokil Initial has implemented a Group 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 namely:

### Lawfulness, fairness and transparency

As a global business we endeavour to ensure that personal data is processed lawfully, fairly and in a transparent manner that takes into account the rights of individuals as ‘data subjects’, whose personal data we process whether customers, employees or any others. We provide all individuals / data subjects with access to notices in multiple languages to provide transparency about how we manage personal data.

### Purpose limitation

As part of our global compliance programme, we require all businesses to complete records of their processing activities. This requires process owners to have identified a specific purpose for processing that should be communicated in any privacy notices – public ones directed at customers, potential customers, suppliers, etc and those directed at potential employees / existing

employees. Where any records of processing are created, we require an applicable lawful basis for processing, e.g. consent, contract or as otherwise applicable. For the purposes of transparency we have created records for over 75% of the countries we operate in globally and there is ongoing work to complete this data inventory exercise. We currently hold over 2,000 records of processing activities and anticipate that this may increase to 3,000 as the programme develops and matures.

### Data minimisation

We have a network of over 100 local privacy officers / champions globally who supplement our dedicated expert resources and are encouraged to review the personal data processed to ensure we don’t process unnecessary data.

### Accuracy

As a business we recognise that data has limited value if it is inaccurate and not updated. Improvements to our data quality are under regular review.

### Storage limitation

We have a Document and Data Retention Policy which provides clarity on data retention and deletion requirements. Steps are being taken to improve compliance in this area globally in recognition of its importance as a compliance requirement.

### Security, integrity and confidentiality

Our Global Data Protection Policy highlights the importance of applying appropriate security measures and ensuring any third parties we use to process personal data on our behalf apply appropriate security measures.

### Data subject rights and access requests

We are able to manage data subject to requests for access, deletion, ‘do not sell data’, etc via our Onetrust privacy compliance tool and have effectively responded to all the requests received by the privacy team.

### Transfers and data sharing

Any overseas transfers of personal data within group companies is subject to contractual arrangements based on EU approved Standard Model Clauses.

We seek to include appropriate contract terms and controls based on assessments of EU / UK adequacy conditions or otherwise.

### Data breach reporting

We have data breach notification guidelines that require attention and escalation at the earliest opportunity to the privacy team. Breaches can be reported directly to the team, via a self-service tool on the business intranet or via the IT reporting route. It is recognised that measures are required to raise awareness globally of breach management as knowledge / understanding in certain countries is in need of improvement.

### Training and audit

Data protection training has been made available in 38 different languages to all staff. Completion rates do still vary somewhat but this is being pushed to improve engagement. The data protection programme is being reviewed globally by the internal audit team based on the Company’s core principles as aligned with the EU General Data Protection Regulation, and data protection forms part of internal audit reviews of operational business and functional teams (especially HR, marketing and IT).

## Our privacy process lifecycle

We have an ongoing privacy process lifecycle as follows:

- Privacy Impact Assessments
- Creation of Records of Processing – which may require additional Data Protection Impact Assessments and Legitimate Interest Assessments
- Review of Records – ensure appropriate ownership, check details, validate lawful basis, identify risks and provide risk mitigation guidance
- Annual review and maintenance of records
- Review of privacy notices based on updates / changes to processing activities

It must be noted that we are at different stages of maturity and implementation of governance in the countries we operate in. Our baseline is to have a data inventory for all countries, to ensure most employees have completed training and have acknowledged applicable local employee privacy notices. Public facing privacy notices are available globally to the public – although it is acknowledged that additional languages would be beneficial and that routine updates are challenging given the size of the business globally, and the number of new businesses we acquire each year which need to be integrated into our compliance programme.

Data breaches have been captured and managed since 2018 using a privacy compliance tool from Onetrust (the most widely used platform to operationalise privacy, security & data governance). The business manages breaches as per the requirements of the EU General Data Protection Regulation or as per applicable local legislation.

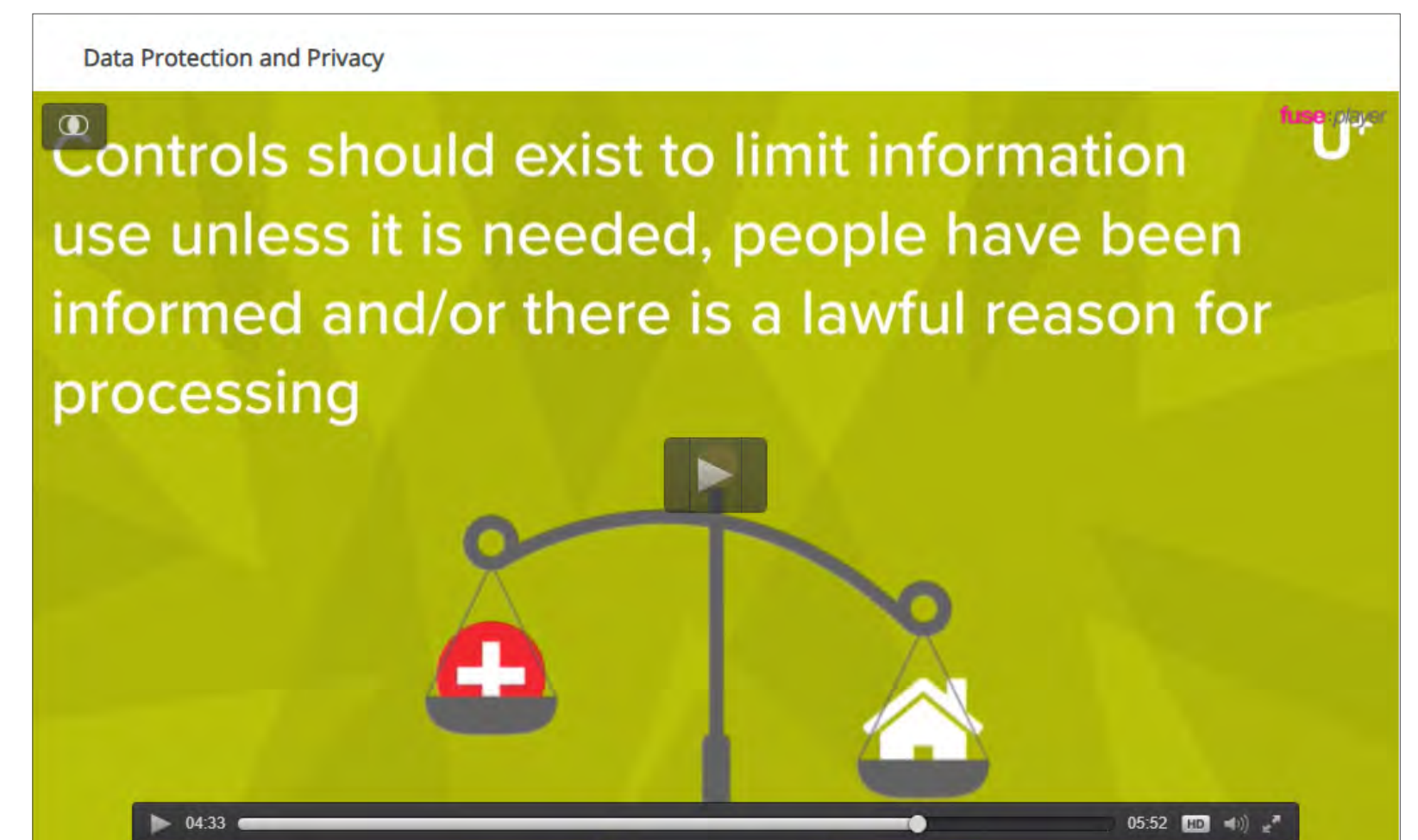
As per the Sustainability Accounting Standards Board requirements a data breach is defined as “the unauthorised movement or disclosure of sensitive information to a party, usually outside the organisation, that is not authorised to have or see the information.”

### 1) Number of data breaches

- There have been limited data breaches within the organisation globally. Only three incidents have been reported to regulators – two in the UK and one in Ireland. These were in relation to different breaches. No further action was taken by the regulators as the businesses satisfied the regulators that appropriate measures and mitigation had been taken
- UK reported breaches: One breach related to an office break-in where ‘old’ laptops without security / passwords had been stolen from the premises. The other breach was related to a system configuration incident where customer details were shared accidentally with some other customers. All impacted customers were notified and errors rectified



- Irish reported breach: This incident related to a misdirected email sent to employees internally – no customer data was involved
- 2) % involving customers’ confidential business information
- 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



# Supplier management

## Overview

The supply of products to our global businesses is managed through the Operations Excellence Team, which includes Supply Chain, Logistics and Group Procurement. The annual spend for all significant suppliers is tracked by category, purchasing business unit and country of manufacture. Suppliers are classified as Critical, Major and Local for the purposes of audit, compliance and management control.

- Critical Suppliers (31 suppliers in 2020, 12% of direct spend) supply unique products to multiple company markets or requiring a long lead time to substitution if required
- Major Suppliers (129 suppliers, 60% of spend) have a significant proportion of spend in a single country (over £0.5 million) or region and / or suppliers of generic products that can be substituted at short notice
- Minor Local Suppliers (c.3,000 suppliers, 21% of spend) – represent the majority of suppliers in number, but a lower proportion of the category spend

The major spend in Rentokil Pest Control is on rodenticides, insect control equipment and other products used to control the multiple varieties of pests encountered around the world. These are mainly sourced through global chemical supply companies who have stringent quality and ethical approaches. Rodenticides are manufactured in the Rentokil Initial Supplies (RIS) factory in Kirkby, UK, and hardware such as bait boxes are manufactured at Dudley Industries, a wholly-owned subsidiary in the UK.

Suppliers are classified as Critical, Major and Local for the purposes of audit, compliance and management control.

We purchase a wide variety of hardware and equipment such as rodent traps, insect light traps and bird protection devices which are typically designed internally and either manufactured in-house or sourced externally from specialist suppliers.

Spend in Initial Hygiene includes washroom equipment such as soap dispensers, feminine hygiene units and consumables such as soap and paper. Most of the Hygiene equipment is designed in-house and manufactured by external suppliers in Europe and Asia under the Initial brand, while metal dispensers are manufactured at Dudley Industries. Liquid consumables for these dispensers are mainly manufactured at the RIS factory, while sourcing of paper products is from certificated suppliers which are optimised by global location.

The Protect & Enhance category includes: (a) Ambius (worldwide) in which plants and pots are sourced locally; (b) Workwear (France) which is supplied through the in-house sourcing company as well as external suppliers; and (c) Property Care (UK) which utilises branded equipment and chemicals purchased locally in relatively small quantities.

## Sustainable suppliers

The Company’s supply strategy is focused on sustainability, and in ensuring that our suppliers share our values and commitments to high Environment, Sustainability and Governance (ESG) standards. Our Supplier Code is available in 17 languages on our website. See link below.

Our Supplier Code

All critical and major local suppliers have received and confirmed their understanding of the Code since its first publication three years ago.

In all sourcing decisions, compliance with Rentokil Initial ESG standards for a responsible and sustainable business approach is used as a go / no-go gate rather than as a weighting factor for decision-making. From 2021, all new suppliers must demonstrate their commitment to Environmental improvements through compliance to global standards such as ISO 14001 or globally accepted environmental accreditations such as Ecovadis or Sedex.

The Company’s supply chain transportation footprint from product suppliers through warehouses to branches, and to end-user technicians and customers is continually reviewed to ensure that the most efficient supply route from supplier to end-customer is employed.

Our strategy is to develop long-standing collaborative relationships with suppliers as strategic partners. We encourage and reward longer-term global and local partnerships, consolidating the sourcing of products wherever possible to maximise the procurement, supply chain and synergies and minimise the environmental footprint. Having a closer relationship with fewer suppliers minimises the potential for non-compliance and provides volume opportunities for preferred suppliers.

Global logistics management plays a key role in building and maintaining a sustainable supply chain.

The Company’s supply chain transportation footprint from product suppliers through warehouses to branches, and to end-user technicians and customers is continually reviewed to ensure that the most efficient supply route from supplier to end-customer is employed. Shipping volumes are consolidated at the optimum location to provide the optimum service level at the lowest cost and environmental impact. Shipments are made directly from the supplier to the country warehouse or branch where volumes allow.

From 2021, the environmental impact of sourcing options is included in the criteria for the evaluation of alternatives for global supply of products.



## Supplier audits

Once the supply relationship has been established, suppliers are audited on a prescribed frequency based on their performance trend and level of risk. The audit cycle is set between one and four years based on the level of perceived risk, including previous audit results, product criticality, supplier reliability, management capability and country of manufacture.

If an area of non-compliance is discovered at a new or existing supplier, they are given the opportunity to address and resolve the issue, with our support where required. It is important that suppliers are made aware of the specific issue and the actions considered necessary to remedy the situation. Where the non-compliance relates to corporate social responsibility, penalising the supplier directly by removing business, or not awarding a contract, is most likely to disadvantage their employees who we are trying to help.

🔗 **Audit procedures include site inspections, interviews with management and employees, and subsequent corrective action plans for suppliers.** 🔗

Audits of critical and major suppliers are conducted by a Product Quality Manager against the Rentokil Initial Supplier Management Standard (reissued in 2019), which specifies the required standards of product quality, regulatory compliance, factory management and delivery performance as well as adherence to environmental, social and governance standards. The audits start with two sections which focus on Responsible Business: (a) within the factory concerned, and (b) through the supply chain into the factory.

Audit procedures include site inspections, interviews with management and employees, and subsequent corrective action plans for suppliers. Suppliers audited receive a Corrective Action Plan within two days of the audit and must return an initial response within two weeks. Updates on actions are requested at appropriate times, and photographs are requested to demonstrate actions taken or revisits are carried out.

Major and minor local suppliers are reviewed using an audit questionnaire and a site audit is carried out where potential issues are highlighted, or the level of risk is perceived to be higher than normal. These local suppliers are audited by the Product Quality Manager in accordance with the Rentokil Initial Supplier Standard.

## Modern slavery

The Global Slavery Index 2018, issued by the Walk Free Foundation, is used to highlight which country operations within the Company carry a higher level of risk of modern slavery or enforced labour. The operations within these countries need to have particularly high levels of scrutiny of subcontracted operations that are not under their direct management.

Products manufactured in India, Malaysia and Indonesia are perceived to have a higher element of risk, from a modern slavery perspective, and are therefore assigned a more frequent audit cycle. It is, however, never forgotten that there are risks of enforced labour and poor treatment of workers in every country. The level of risk in each country of manufacture is assessed against the percentage spend with suppliers in that country.

\* Assessed using the Global Slavery Index 2018, based on estimated victims per 1,000 population.

| RI Region | Regional Revenue % | Country of Manufacture | % Supplier Spend | Estimated Prevalence* | Risk Classification |
|-----------|--------------------|------------------------|------------------|-----------------------|---------------------|
| NA        | 44%                | USA                    | 47.5%            | 1.3                   | Low                 |
|           |                    | Canada                 | 0.4%             | 0.5                   | Low                 |
| Europe    | 23%                | France                 | 7.4%             | 2.0                   | Low                 |
|           |                    | Italy                  | 3.3%             | 2.4                   | Low                 |
|           |                    | Netherlands            | 1.6%             | 1.8                   | Low                 |
|           |                    | Portugal               | 0.9%             | 2.5                   | Low                 |
|           |                    | Other                  | 1.9%             |                       | Low – Med           |
| UKIB      | 10%                | UK                     | 7.4%             | 2.1                   | Low                 |
|           |                    | Ireland                | 0.6%             | 1.7                   | Low                 |
| Asia      | 9%                 | China                  | 5.2%             | 2.8                   | Medium              |
|           |                    | Malaysia               | 2.7%             | 6.9                   | High                |
|           |                    | India                  | 2.6%             | 6.1                   | High                |
|           |                    | Indonesia              | 1.5%             | 4.7                   | High                |
|           |                    | Singapore              | 0.8%             | 3.4                   | Medium              |
|           |                    | Other                  | 2.1%             |                       | Med – High          |
| Pacific   | 6%                 | Australia              | 3.5%             | 0.6                   | Low                 |
|           |                    | New Zealand            | 0.5%             | 0.6                   | Low                 |
| ROW       | 6%                 | Tunisia                | 1.7%             | 2.2                   | Low                 |
|           |                    | South Africa           | 1.2%             | 2.8                   | Medium              |
|           |                    | Other                  | 1.2%             |                       | Medium              |
| LatAm     | 2%                 | Mexico                 | 1.1%             | 2.7                   | Low                 |
|           |                    | Chile                  | 0.8%             | 0.8                   | Low                 |
|           |                    | Dominican Republic     | 0.8%             | 4.0                   | Medium              |
|           |                    | Other                  | 0.6%             |                       | Low                 |
| Global    | N / A              | SC Warehousing         | 1.8%             |                       | Low                 |
|           |                    | Unclassified           | 0.9%             |                       | Low                 |

## Audits during COVID-19

Due to the pandemic in 2020, only three of the 22 physical audits planned for existing suppliers were completed. These audits will recommence as soon as travel restrictions allow. In the interim, in-country third-party auditors are being used to conduct the audits for new suppliers using the RI Supplier Standard where possible.

In response to the COVID-19 crisis, the Company launched the Disinfection services noted elsewhere in this Report, and delivered a significant increase in hand sanitisers, liquid hand soaps and the associated dispenser units to meet the needs of customers. Large quantities of PPE (coveralls, facemasks, filters and gloves) were also purchased to keep our colleagues safe as they provided services to customers in high-risk areas. The suppliers of these PPE products were identified, vetted and contracted in a short space of time, and in some cases, third-party intermediaries were used. While the credentials and protocols of these intermediaries were thoroughly checked, the comprehensive supplier audits could not be carried out. The temporary supply from these companies has now ceased.

Large quantities of PPE (coveralls, facemasks, filters and gloves) were purchased to keep our colleagues safe as they provided services to customers.

## Areas of non-compliance and corrective actions in 2020

Following the two areas of non-compliance in Malaysia and China that were uncovered in 2019 during audits and subsequently resolved, as reported last year, in 2020 there were some minor concerns of excessive overtime above the government's recommended working hours per week. This happens predominantly for the lower wage workers, who use overtime pay to supplement their wages, and could have been exacerbated during the pandemic.

The following actions were taken to reduce the risk:

1. Worker interviews to check that overtime is voluntary, not forced
2. Supplier management to confirm that high levels of overtime is due to temporary workload fluctuations and not the norm
3. Minimum of one rest day per working week reinforced; and
4. Monitoring in subsequent audits when they recommence

These findings and the actions taken to resolve them are shared with other suppliers in the region during audits, in order to improve their own audit protocol by including checks into similar issues.

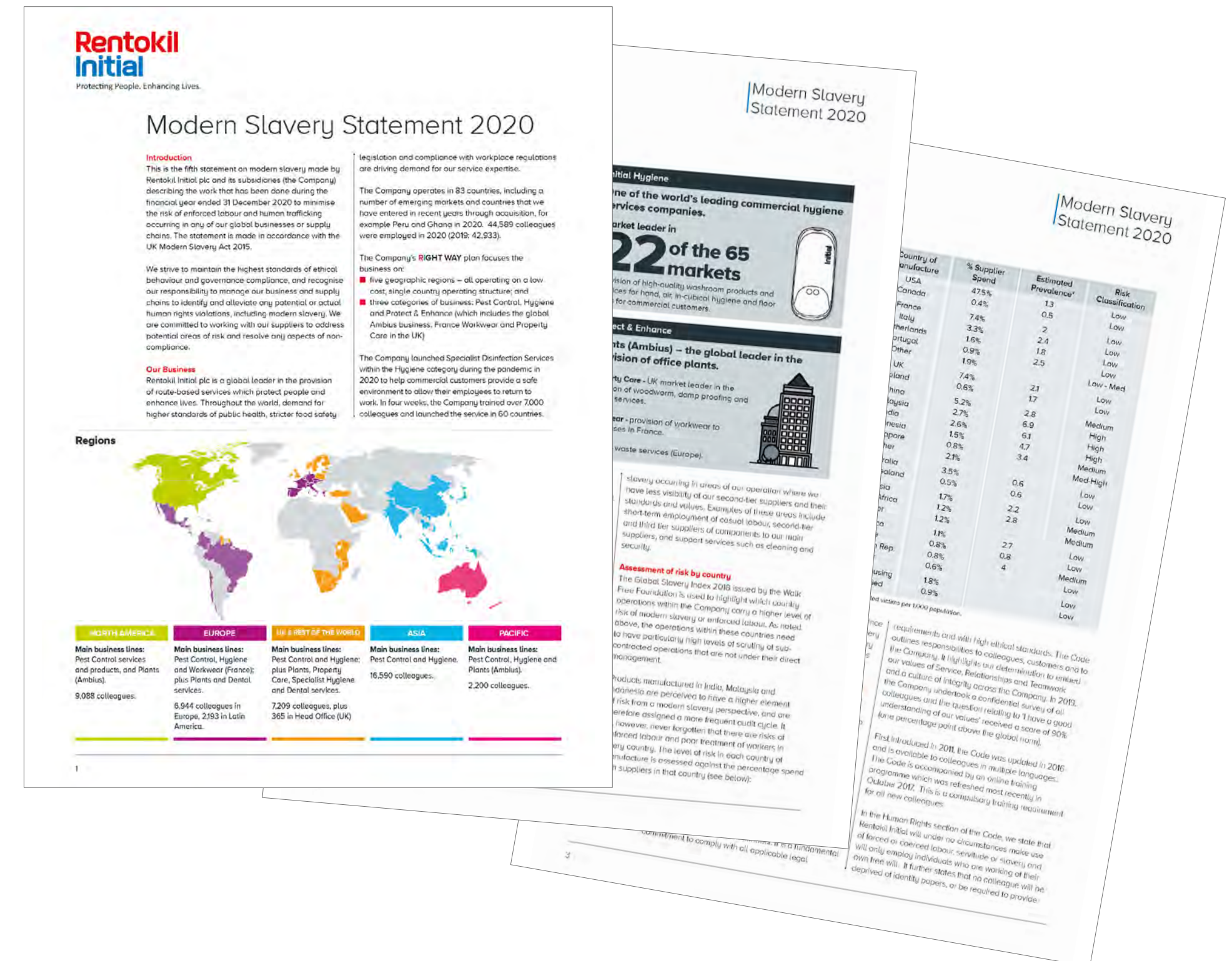
🧠 We recognise the extremely complex nature of modern slavery and we will continue to monitor our operational practices. 🧠

We recognise the extremely complex nature of modern slavery and we will continue to monitor our operational practices. Key actions in 2021 will include:

1. Further investigation into suppliers of services in the high-risk indirect procurement categories such as cleaning, haulage and security to ensure compliance
2. Provision of free training to suppliers using an online training module that is specifically tailored to suppliers to Rentokil Initial
3. Ongoing review and discussion with procurement managers from all major countries during the quarterly global procurement team calls during 2021; and
4. Further roll-out of the online training module across the Company

For full details see our Modern Slavery Statement 2020:

📄 Modern Slavery Statement



How we report

# Reporting our progress against external frameworks.

Supporting stakeholder engagement.

INSIDE THIS SECTION

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

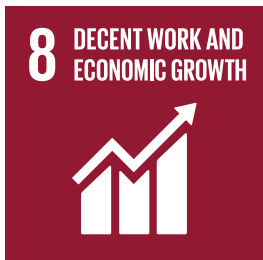
See page 39 for more



### 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



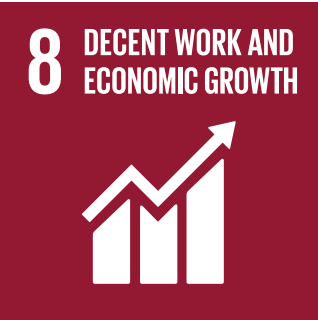
### Communities & charities

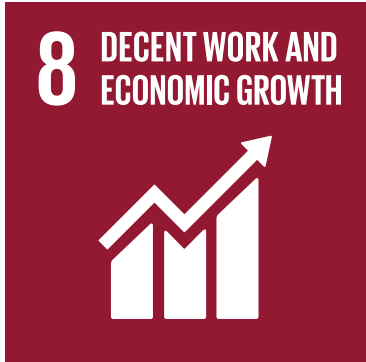
We also aim to make a meaningful contribution to the local economy and to support communities where we operate. Rentokil Initial Cares is our charity and community programme which supports colleagues’ own efforts locally, alongside national and global initiatives. This year, despite the crisis, our values 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.

See page 48 for more



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                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    | <b>Disinfection services – launched in 2020 in 60 countries (in under four weeks) to protect people from COVID-19</b> | Protecting people from COVID-19 by providing preventative disinfection treatments to hospitals, emergency vehicles, public transport, airports, schools, food retailers and offices.                                                                                                                                                                                                                                                               |
|                                                                                     | <b>Expansion of hand soap and sanitiser availability</b>                                                              | 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.                                                                                                                                                     |
|                                                                                     | <b>Launched our Hygiene services in 20 new countries in 2020</b>                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|                                                                                     | <b>Development of an all-new range of Digital Hygiene services</b>                                                    | Improving handwashing compliance through the use of sensors in the washroom and provide reporting on use of consumables to increase efficiency.                                                                                                                                                                                                                                                                                                    |
|                                                                                     | <b>Air hygiene products such as Initial VirusKiller</b>                                                               | 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.                                                                                                                                                                                                                        |
|                                                                                     | <b>Digital PestConnect with Google Cloud Solutions</b>                                                                | 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.                                                                                                                                                                                                     |
|                                                                                     | <b>Safety Golden Rules and Safety Leadership Behaviours</b>                                                           | Building and maintaining a safety culture across the Company. In 2020, we achieved new record levels of safety in terms of LTA and WDL.                                                                                                                                                                                                                                                                                                            |
|                                                                                     | <b>RapidPro</b>                                                                                                       | 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.                                                                                                                                                                                                                                                               |
| Our colleagues & culture                                                            |                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|  | <b>Policy and practices linked to Code of Conduct</b>                                                                 | Our programme continues to deliver high-quality training and career development opportunities.<br><br>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. |
|                                                                                     | <b>Group-wide Diversity, Equality &amp; Inclusion strategy</b>                                                        | 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.                                                                                                     |

| 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.

Strategy

Our climate-related strategy focuses on the operational risks and opportunities that we have identified – and continue to identify, as new climate-related information becomes available from sources such as the UN and OECD – to ensure that we have a resilient operation and supply chain.

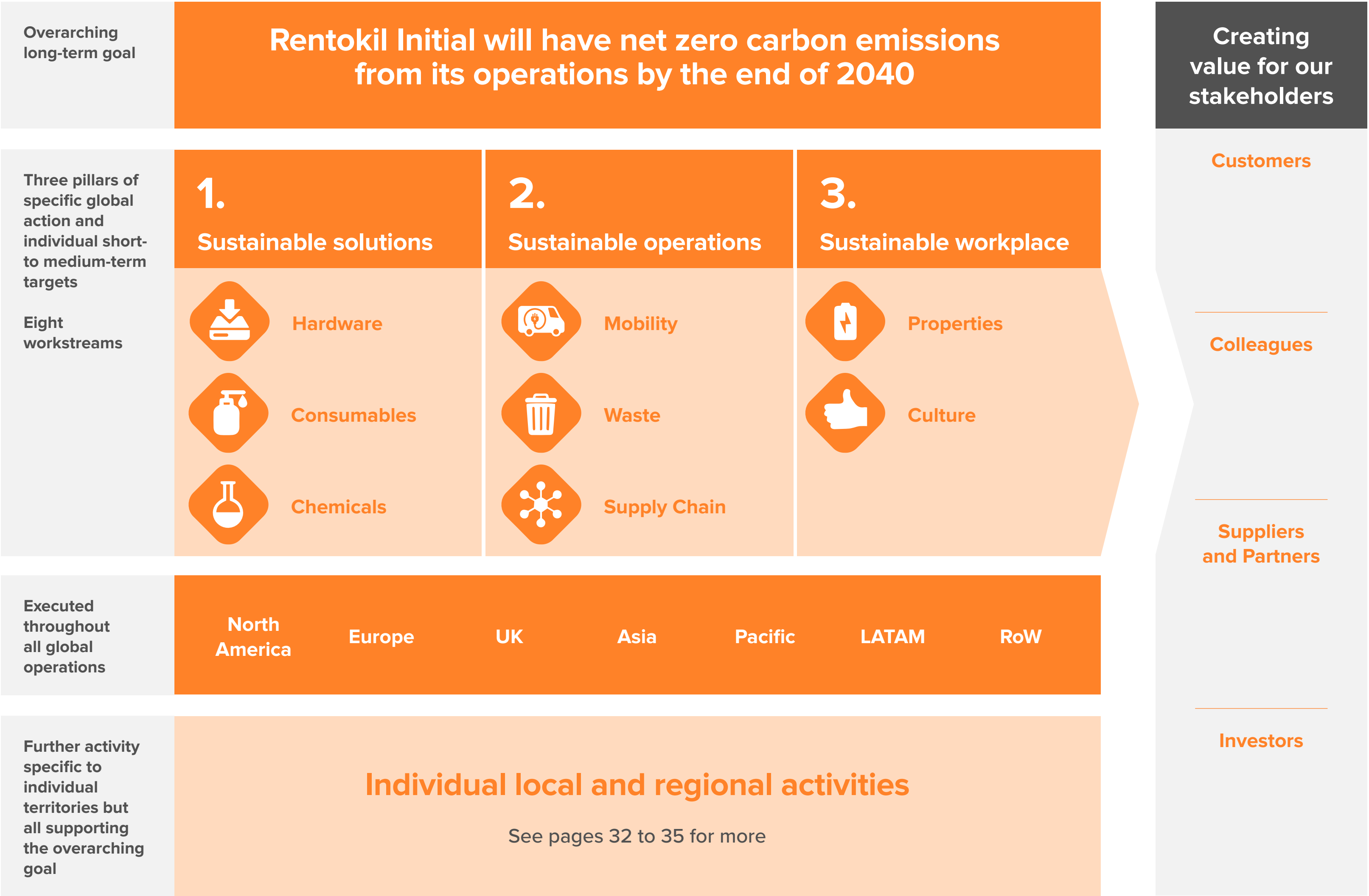
Our strategy is embedded within our operating model as a multi-local, route-based business, delivering services mainly in urban areas. It comprises three broad focus areas and eight specific workstreams.

The main elements of our strategy are:

- 1. **Mobility** – reducing our carbon emissions from vehicles and colleague mobility
- 2. **Properties** – moving to sustainable energy tariffs and property efficiency
- 3. **Chemicals** – moving to non-tox services, including sustainable solutions for fumigation
- 4. **Consumables** – ensuring paper products are only sourced from sustainable suppliers

- 5. **Hardware** – ensuring hardware products are designed for sustainability
- 6. **Waste** – measuring and reducing our waste to zero landfill and incineration
- 7. **Supply Chain** – working with suppliers to minimise their own climate-related impacts
- 8. **Culture** – taking our people on the journey and delivering day to day behaviour changes

Each element has priorities, activities and goals through to 2040, and is delivered through country action plans. Climate change is integrated into strategic decisions from M&A to property portfolio, as well as investment in innovation and product development.



## 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.

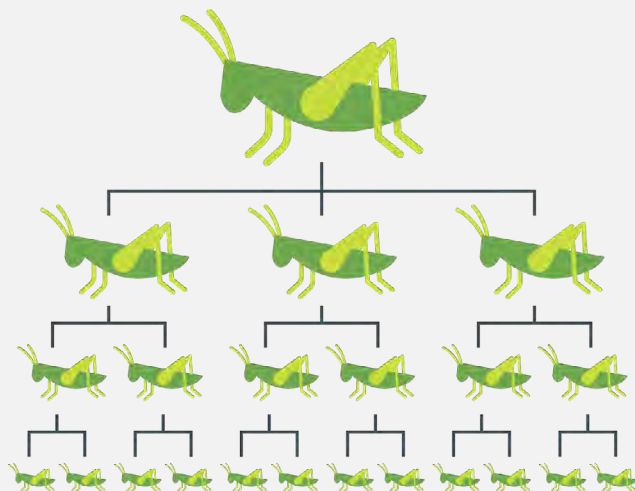
With market-leading positions around the globe, Rentokil Initial can play an important role in helping customers to mitigate the effects of global warming on their businesses and on public health.

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.

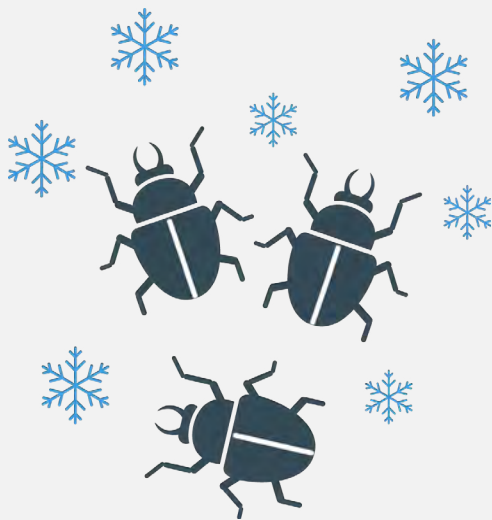
One of the best examples of this impact, also in terms of pest migration as well as survival, is the Asian Tiger Mosquito. The native range of this mosquito has traditionally been throughout the tropics of Southeast Asia, the Pacific and Indian Ocean Islands, north through China and Japan, and west to 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 CO<sub>2</sub> 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.

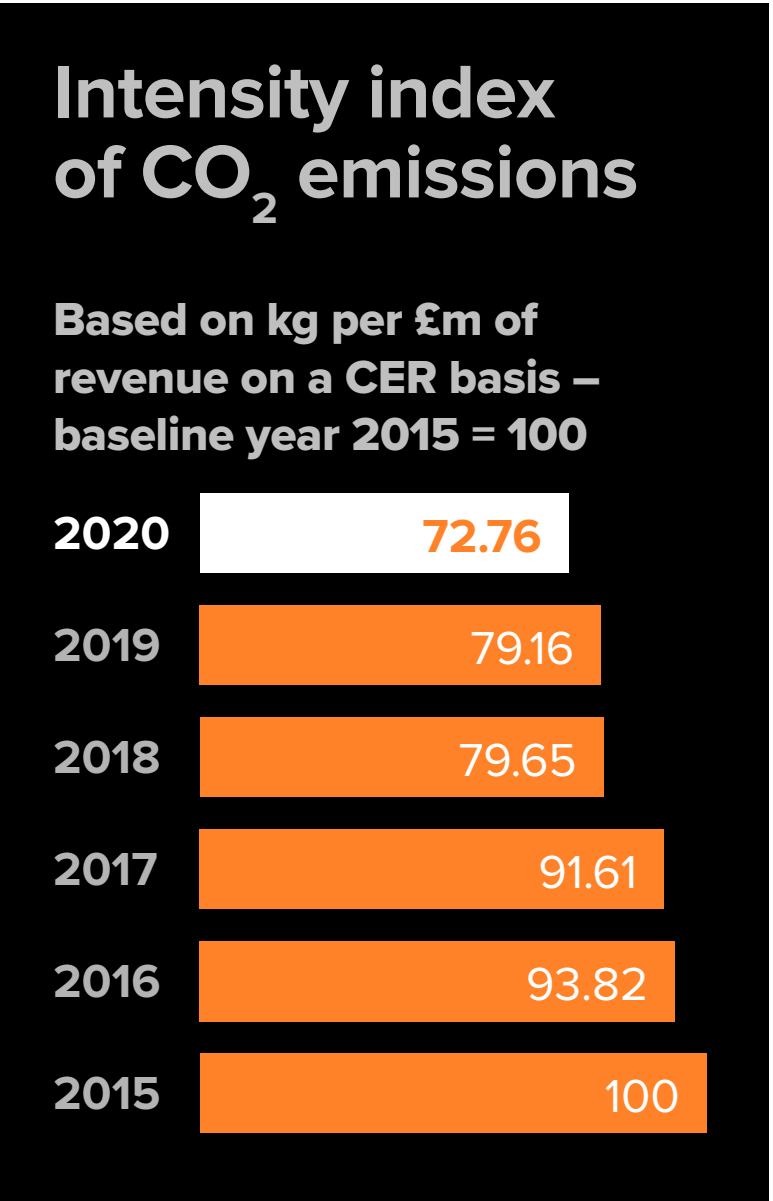
The Company has also begun its journey to net zero carbon emissions from its operations by the end of 2040.

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 CO<sub>2</sub> 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 CO<sub>2</sub>e covering Scope 1, 2 and 3 and our progress against the Index of CO<sub>2</sub> emissions, against which our 20% target is set.



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                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Code: SV-PS-230a.1</b><br><br>Description of approach to identifying and addressing data security risks                                                                                                               | 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.<br><br>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.<br><br>Penetration testing exercises are undertaken to test our detection and response capability.                                                                                                                                                                                                              |
| <b>Code: SV-PS-230a.2</b><br><br>Description of policies and practices relating to collection, usage, and retention of customer information                                                                              | 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.                                                                                                                                                                                                     |
| <b>Code: SV-PS-230a.3</b><br><br>(1) Number of data breaches, (2) percentage involving customers' confidential business information (CBI) or personally identifiable information (PII), (3) number of customers affected | 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.”<br><br>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.<br><br>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.<br><br>No further action was taken by the regulators as the businesses satisfied the regulators that appropriate measures and mitigation had been taken. |

Read more: Data security & privacy

## 2. Workforce diversity & engagement

| Accounting metric                                                                                                                                       | Reference in Responsible Business Report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |          |                       |          |                       |          |       |          |       |          |      |       |     |     |     |     |                                       |     |     |     |     |      |  |  |      |  |      |  |      |  |      |  |  |       |          |       |          |       |          |       |          |       |          |       |   |     |   |     |    |     |    |     |    |     |                      |    |    |    |    |    |     |    |     |    |     |            |     |     |     |     |    |     |    |     |    |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-----------------------|----------|-----------------------|----------|-------|----------|-------|----------|------|-------|-----|-----|-----|-----|---------------------------------------|-----|-----|-----|-----|------|--|--|------|--|------|--|------|--|------|--|--|-------|----------|-------|----------|-------|----------|-------|----------|-------|----------|-------|---|-----|---|-----|----|-----|----|-----|----|-----|----------------------|----|----|----|----|----|-----|----|-----|----|-----|------------|-----|-----|-----|-----|----|-----|----|-----|----|
| <b>Code: SV-PS-330a.1</b><br><br>Percentage of gender and racial / ethnic group representation for (1) executive management and (2) all other employees | Rentokil Initial operates in 83 countries, some of which have rules that restrict our data collection around workforce diversity.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |          |                       |          |                       |          |       |          |       |          |      |       |     |     |     |     |                                       |     |     |     |     |      |  |  |      |  |      |  |      |  |      |  |  |       |          |       |          |       |          |       |          |       |          |       |   |     |   |     |    |     |    |     |    |     |                      |    |    |    |    |    |     |    |     |    |     |            |     |     |     |     |    |     |    |     |    |
|                                                                                                                                                         | We estimate that 11,100 (25%) of colleagues are female and 33,400 (75%) are male.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |          |                       |          |                       |          |       |          |       |          |      |       |     |     |     |     |                                       |     |     |     |     |      |  |  |      |  |      |  |      |  |      |  |  |       |          |       |          |       |          |       |          |       |          |       |   |     |   |     |    |     |    |     |    |     |                      |    |    |    |    |    |     |    |     |    |     |            |     |     |     |     |    |     |    |     |    |
|                                                                                                                                                         | 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%).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |          |                       |          |                       |          |       |          |       |          |      |       |     |     |     |     |                                       |     |     |     |     |      |  |  |      |  |      |  |      |  |      |  |  |       |          |       |          |       |          |       |          |       |          |       |   |     |   |     |    |     |    |     |    |     |                      |    |    |    |    |    |     |    |     |    |     |            |     |     |     |     |    |     |    |     |    |
|                                                                                                                                                         | 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.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |          |                       |          |                       |          |       |          |       |          |      |       |     |     |     |     |                                       |     |     |     |     |      |  |  |      |  |      |  |      |  |      |  |  |       |          |       |          |       |          |       |          |       |          |       |   |     |   |     |    |     |    |     |    |     |                      |    |    |    |    |    |     |    |     |    |     |            |     |     |     |     |    |     |    |     |    |
|                                                                                                                                                         | The most recent Hampton-Alexander Review (February 2021) places the Company 7th for gender diversity for Board and senior leadership in the FTSE 100.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |          |                       |          |                       |          |       |          |       |          |      |       |     |     |     |     |                                       |     |     |     |     |      |  |  |      |  |      |  |      |  |      |  |  |       |          |       |          |       |          |       |          |       |          |       |   |     |   |     |    |     |    |     |    |     |                      |    |    |    |    |    |     |    |     |    |     |            |     |     |     |     |    |     |    |     |    |
|                                                                                                                                                         | <div><div><div><div>Ethnic diversity</div><table><tr><th>Role</th><th colspan="2">White or European</th><th colspan="2">Not White or European</th></tr><tr><th></th><th>2019</th><th>2020</th><th>2019</th><th>2020</th></tr><tr><td>Board</td><td>87%</td><td>87%</td><td>13%</td><td>13%</td></tr><tr><td>Senior leaders (ELT &amp; Direct Reports)</td><td>89%</td><td>79%</td><td>11%</td><td>21%</td></tr></table></div><div>The Company does not have a UK gender pay gap.</div><div><div><div><div></div></div><div>Read more: Gender Pay Gap Report 2020</div></div></div></div><div><div><div><div>Gender diversity</div><table><tr><th colspan="3">2020</th><th colspan="2">2019</th><th colspan="2">2018</th><th colspan="2">2017</th><th colspan="2">2016</th></tr><tr><th></th><th>Total</th><th>% Female</th><th>Total</th><th>% Female</th><th>Total</th><th>% Female</th><th>Total</th><th>% Female</th><th>Total</th><th>% Female</th></tr><tr><td>Board</td><td>8</td><td>50%</td><td>7</td><td>43%</td><td>10</td><td>33%</td><td>10</td><td>33%</td><td>10</td><td>25%</td></tr><tr><td>Executive leadership</td><td>13</td><td>8%</td><td>13</td><td>8%</td><td>10</td><td>10%</td><td>10</td><td>10%</td><td>10</td><td>10%</td></tr><tr><td>Management</td><td>151</td><td>30%</td><td>118</td><td>28%</td><td>74</td><td>30%</td><td>79</td><td>27%</td><td>77</td><td>24%</td></tr></table></div><div><div><div><div></div></div><div>Read more: Diversity, Equality and Inclusion</div></div></div></div></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 |
| 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%      |      |       |     |     |     |     |                                       |     |     |     |     |      |  |  |      |  |      |  |      |  |      |  |  |       |          |       |          |       |          |       |          |       |          |       |   |     |   |     |    |     |    |     |    |     |                      |    |    |    |    |    |     |    |     |    |     |            |     |     |     |     |    |     |    |     |    |

2. Workforce diversity & engagement continued

| Accounting metric                                | Reference in Responsible Business Report                                                                                                                                                                                                                                                                                                 |      |      |      |      |      |
|--------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|------|------|------|
| Code: SV-PS-330a.2                               | 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.                                                                                                                                                                  |      |      |      |      |      |
| 1. Voluntary turnover rate for employees         |                                                                                                                                                                                                                                                                                                                                          | 2020 | 2019 | 2018 | 2017 | 2016 |
| 2. Involuntary turnover rate for employees       | 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                               | Since 2017, Rentokil Initial has undertaken a ‘measure-analyse-act’ cycle over a two-year period. This is supplemented by targeted pulse surveys.                                                                                                                                                                                        |      |      |      |      |      |
| Employee engagement as a percentage              | 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                                                                                                                                                                                                                                                                                                                                                     |
|------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Code: SV-PS-510a.1</b><br><br>Description of approach to ensuring professional integrity                                              | 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.<br><br><a href="#">Read more: Governance</a> |
| <b>Code: SV-PS-510a.2</b><br><br>Total amount of monetary losses as a result of legal proceedings associated with professional integrity | There have been no monetary losses in 2020 as a result of legal proceedings associated with professional integrity.<br><br><a href="#">Read more: Integrity</a>                                                                                                                                                                                                                              |

### 4. Metrics

| Accounting metric                                                                                                          | Reference in Responsible Business Report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |             |               |             |        |             |        |             |        |
|----------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------------|-------------|--------|-------------|--------|-------------|--------|
| <b>Code: SV-PS-000.A</b><br><br>Number of employees by:<br>(1) full-time and part-time,<br>(2) temporary, and (3) contract | <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><b>Number of full-time employees</b></p> <table><tr><td><b>2020</b></td><td><b>44,588</b></td></tr><tr><td><b>2019</b></td><td>42,933</td></tr><tr><td><b>2018</b></td><td>39,480</td></tr><tr><td><b>2017</b></td><td>36,036</td></tr></table> | <b>2020</b> | <b>44,588</b> | <b>2019</b> | 42,933 | <b>2018</b> | 39,480 | <b>2017</b> | 36,036 |
| <b>2020</b>                                                                                                                | <b>44,588</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |             |               |             |        |             |        |             |        |
| <b>2019</b>                                                                                                                | 42,933                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |             |               |             |        |             |        |             |        |
| <b>2018</b>                                                                                                                | 39,480                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |             |               |             |        |             |        |             |        |
| <b>2017</b>                                                                                                                | 36,036                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |             |               |             |        |             |        |             |        |
| <b>Code: SV-PS-000.B</b><br><br>Employee hours worked; percentage billable                                                 | 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.                                                                                                                                                                                                                                                                                                                                                                                            |             |               |             |        |             |        |             |        |

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

 [Reports and policies](#)