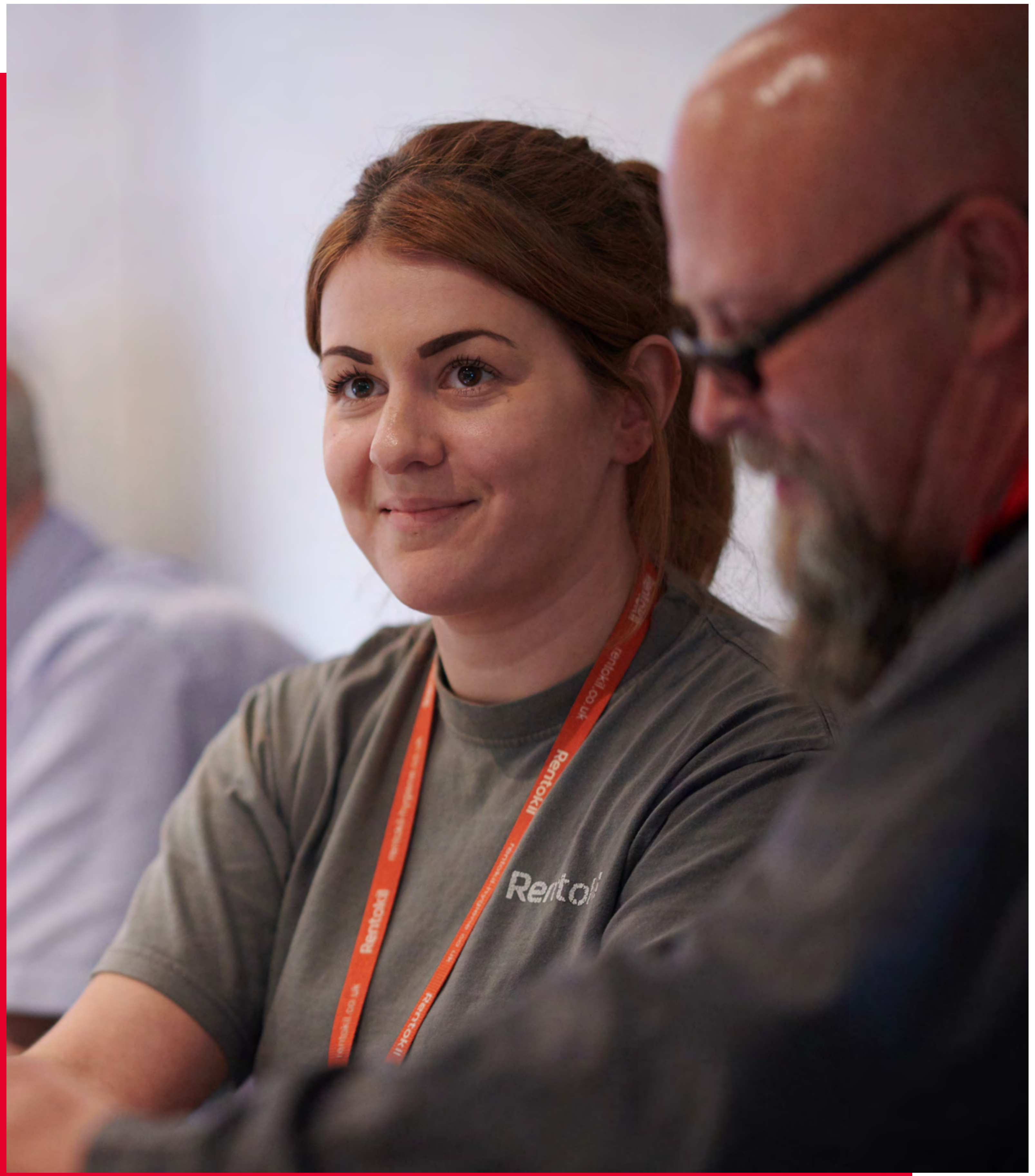
Our approach

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



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

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

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

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

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

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

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

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

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

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

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