

Development of our colleagues

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



Agile digital learning

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

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

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

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

Launch of virtual classroom

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

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

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

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

Developing our talent pipeline of future leaders

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

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

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

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

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

Employment and development opportunities for young people

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

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

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

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

Attracting and recruiting the people we need

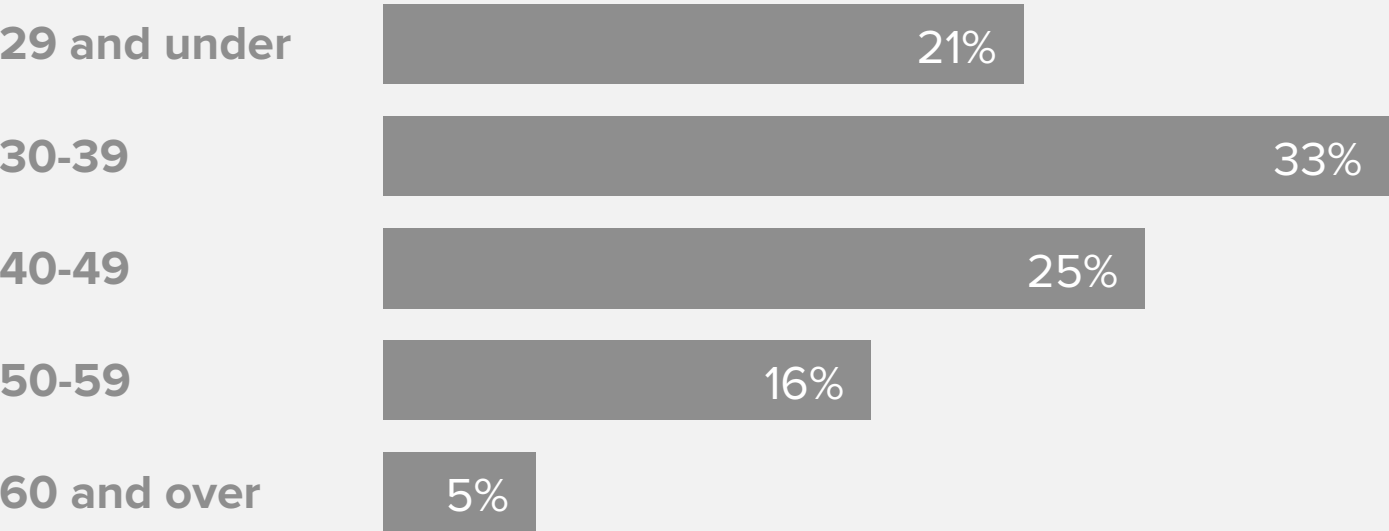
Throughout 2020, we have seen our employer brand continue to improve, with the number of unique visitors globally to our careers site increasing by 49% on a rolling 12-month basis. Our conversion rate (the % of unique visitors to the site who apply for a role with us) is now at 27% (best in class is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

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

Generations at work

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

Global colleagues by age group



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