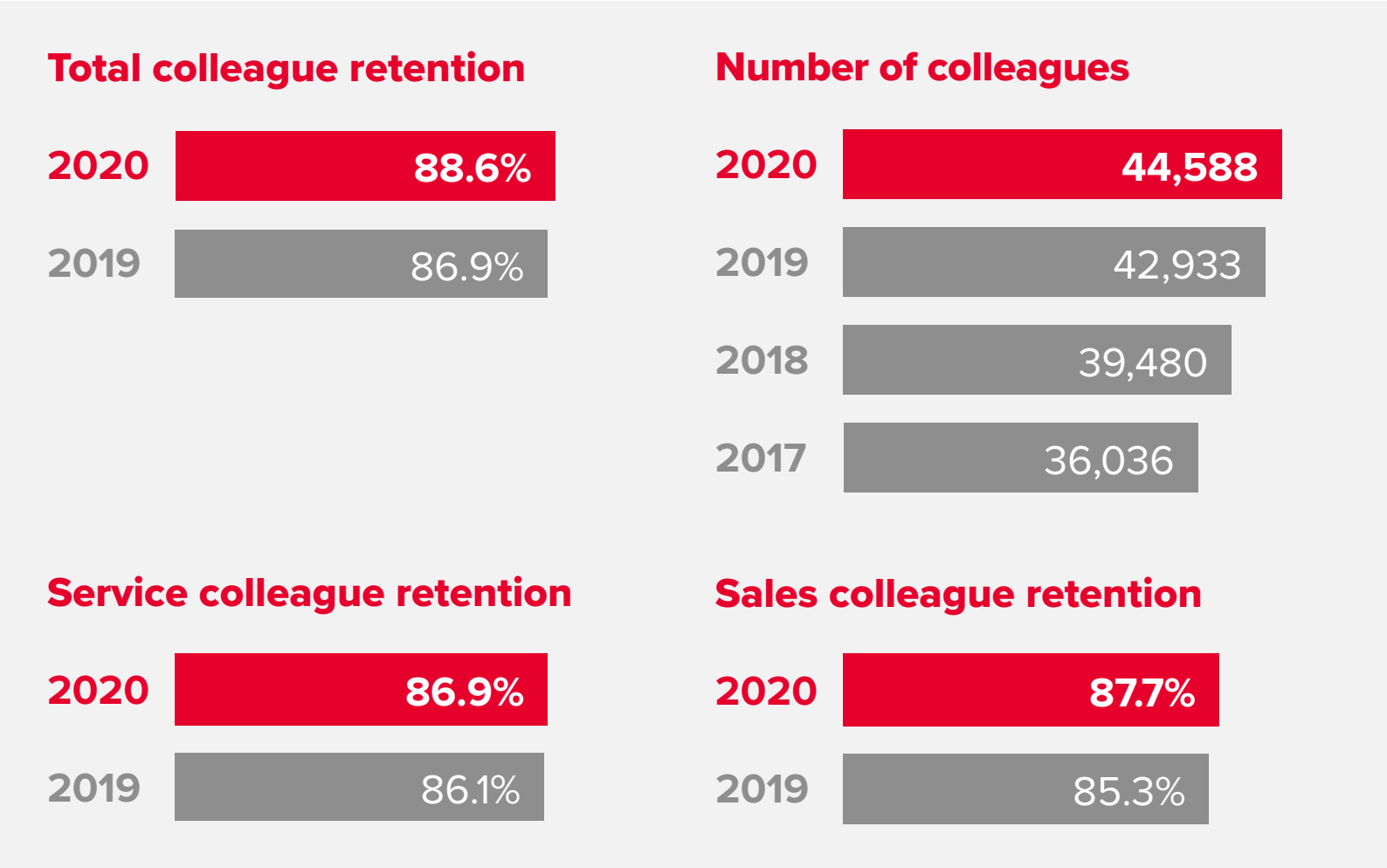


Our culture

Underpinning everything we do is our ‘One Rentokil Initial’ culture. We have a one-team mentality with a common purpose and set of values, focused on delivering a great customer experience.

Culture of long service – retaining colleagues

Our programme to increase colleague retention continues with a focus on line manager capability, induction and coaching. This has contributed to a significant improvement in the retention of colleagues in 2020.



Our Purpose

Protecting People. Enhancing Lives.

Our Values

SERVICE

We are passionate about delivering excellent service to every customer.

RELATIONSHIPS

We value long lasting relationships with our colleagues and customers.

TEAMWORK

Our business is all about great teamwork – getting it right for our colleagues and customers.

Our Culture

CUSTOMER FOCUSED

Firstly, we are a service company. We strive to meet our customers' needs and our people go the extra mile to do so. We work hard to support our customers and each other. When things go wrong, we put them right, fast.

COMMERCIAL

We employ and incentivise smart people to help the Company grow by making good decisions that benefit our customers. We constantly seek out new opportunities for growth and ways to work more effectively.

DIVERSE

We want our workforce to reflect the diverse customers we serve. We value everyone's talents and abilities and strive to attract and retain the best people from the widest possible pool of talent.

DOWN TO EARTH

We do not like big egos. People who succeed with us are friendly, comfortable in their own skin, straightforward, seek to improve, with practical ideas and experiences, and they acknowledge the contribution of others.

INNOVATIVE

We use the latest advancements to build an innovation pipeline that sets us apart from the competition. We embrace technologies that help create new products and make us more efficient.

Colleagues					
Indicators	2019	2018	2017	2016	2015
Survey response rate	90%	Two year cycle	87%	Two year cycle	83%
Colleague enablement	79%		78%		74%
Colleague engagement	79%		77%		73%

Colleague engagement

Rentokil Initial undertakes a census survey of colleagues every two years of colleague engagement and colleague enablement, delivered through an independent third party to ensure confidentiality, as well as targeted pulse surveys. We are pleased that participation rates remain high.

In 2019, the Company scored 79% for both Colleague Engagement and Colleague Enablement – 4% above High Performing norms. Colleague engagement has improved by six percentage points since 2015.

During 2020, we conducted a series of pulse surveys to assess whether colleagues felt safe, productive, and sufficiently supported by their managers and systems to enable them to effectively fulfil their roles during the crisis, receiving a c.90% positive response.

External perspective

In line with best practice, we also report third party analysis from the global recruitment site Glassdoor. On 31 December 2020, our ‘Company Overall’ rating was 4.1 (out of 5) and significantly ahead of the Glassdoor average of 3.5 (out of 5).

Rentokil Initial was 18th in the Glassdoor 2020 Best Companies to Work For survey.



Supporting wellbeing & mental health

As part of our commitment to be a world-class Employer of Choice, we know that for colleagues to perform at their best they must have overall wellbeing – both physical and mental. We support and help our colleagues to maintain wellbeing through a number of initiatives and specific awareness campaigns during the year.

An enhanced colleague wellbeing strategy will launch in 2021 with the aims of:

- Creating a wellbeing plan to support colleagues’ wellbeing more holistically, rather than intervening when there is an issue
- Creating clarity on what the role of the Company, manager and colleague is, in maintaining or improving wellbeing
- Holistic, wide-ranging support for colleague wellbeing across the wellbeing spectrum; and
- Providing resources and a wellbeing plan template for colleagues to help them focus on improving their overall wellbeing

Our overall focus areas are Move (physical wellbeing), Munch (healthy eating), Money (financial planning and budgeting) and Mind (mental health).

Information is available to colleagues from our online Wellbeing Centre. As an example, under the Mind section, content is available under themes such as Reduce Stress & Anxiety, Better Sleep and Mindfulness. Under the Move section we include videos that range from full body workouts to yoga, barre and stretching. Colleagues can also apply to the Cycle to Work scheme, and save up to 42% on a new bicycle.

24 / 7 helpline

Available to colleagues is a confidential 24 / 7 helpline to offer expert guidance on everyday matters, through to more serious problems, including health and wellbeing. Whether feeling upset, worried or stressed, this is a free, confidential and impartial service offering guidance, information or support and counselling.

Mental health first aiders

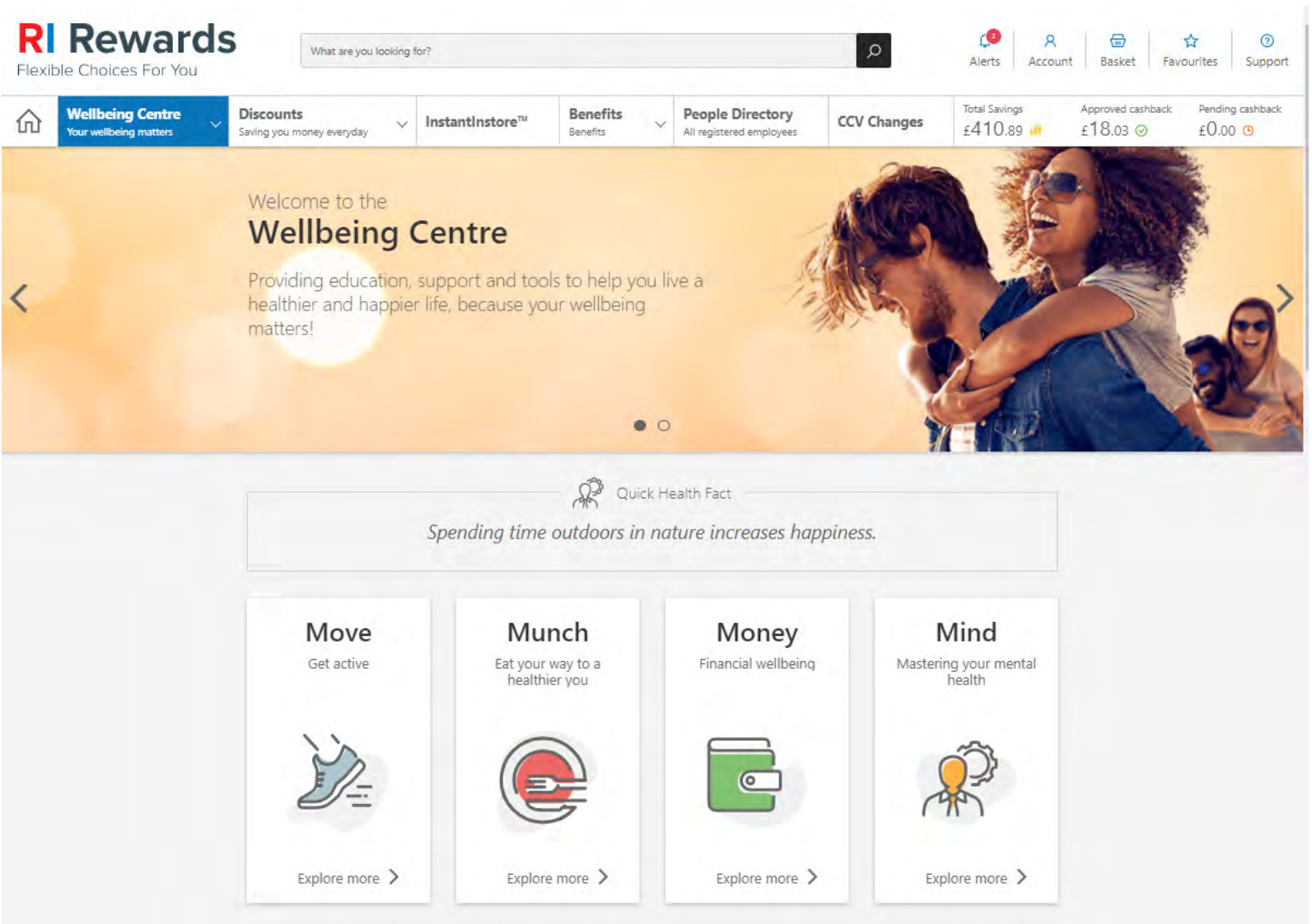
We have appointed our first mental health first aiders.

U+ training content

At the height of the crisis, our content development team produced two videos on how to manage your mental health and physical wellbeing during the pandemic. These were translated into multiple languages.

Hybrid and flexible working

In 2020, we moved 8,500 colleagues to home working and have since introduced a hybrid working model where it is operationally possible. Feedback from colleagues has been very positive, for example, reducing time spent commuting. The Company also allows flexible working where possible operationally e.g. Hygiene service colleagues may adopt work schedules taking account of school holidays, as appropriate to them.



Campaigns

World Mental Health Week

During Mental Health Awareness Week many colleagues got involved in initiatives including ‘Healthy Body Image’, looking at the impact it has on us and our colleagues, how it affects our self-esteem and emotional resilience, and what steps we can take to help ourselves and our friends at work.

We also sponsored a special video promoting awareness of Mental Health that was screened simultaneously in Piccadilly Circus, London and Times Square, New York that included messages from: Kristen Bell, Hugh Bonneville, Matthew Broderick, Michael Bublé, Stephen Fry, Chris Hadfield, Ed Harris, Christina Hendricks, Regina King, Captain Tom Moore and Sir Andy Murray.

 [Link to the video](#)

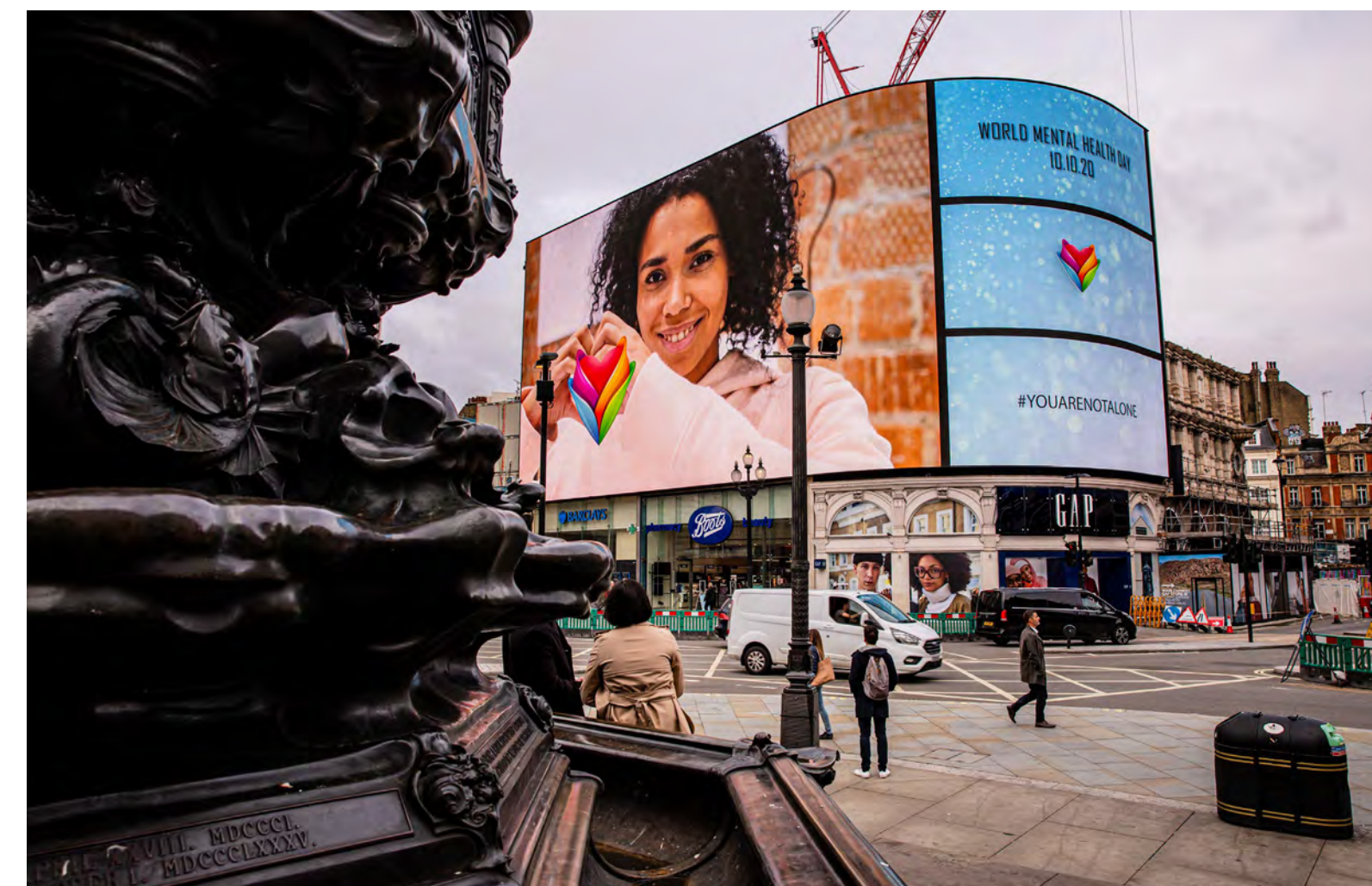


International Stress Awareness Day

This also coincided with the UK's National Stress Management Day, when our colleagues at our Head Office were able to take time out of their working day to undertake craft events; and at the Power Centre, our Research and Development facility, it was Yoga time – both relaxing and physically beneficial.

Being safe online

We launched a range of initiatives to help our colleagues to be safe online.



Case study: Protecting our colleagues & businesses during the pandemic

Despite major disruption from the COVID-19 crisis, we have delivered growth in revenue, profit and cash in 2020. This is thanks to immense collaboration from all our colleagues to protect our business.

We are particularly proud of the way our people worked together to ensure we could continue to serve our customers throughout the pandemic, including sharing information about how to establish essential service status quickly, and learning how to most effectively navigate the crisis.

The collective sacrifices of our people enabled us to protect our financial stability. Temporary pay waivers put in place in Q2 for 5,080 of our managers expired at the end of June and by 30 September, virtually all colleagues had returned to work. In return, we have taken action to protect our colleagues, implementing the financial measures described above and protecting those (primarily in Africa and Asia) who did not have access to government or state support by setting up a Colleague Support Fund.

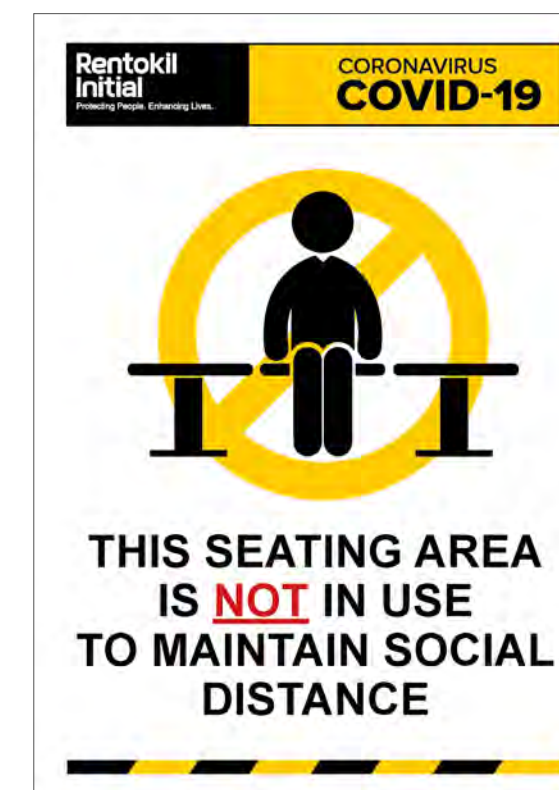
Donations included personal contributions from Non-Executive Directors and senior management, including our CEO, who donated the remaining 65% of his Q2 salary (after his earlier 35% pay waiver) into the fund.

While the financial performance against the original full year annual bonus targets for revenue, profit and cash were all met and would have resulted in a bonus pay out above threshold for the CEO of £729,982, given the impact of the COVID-19 crisis on colleagues, customers and shareholders, and in agreement with the Board, the CEO proposed that he receive no annual bonus for 2020. Similarly, the CFO also volunteered to receive no bonus in relation to the period since his appointment.

For the 8,500 colleagues working from home, the Company operated a 'click and collect' system so that the correct IT, desk seating etc could be taken from the office and used at home. Ahead of the reopening of our offices the Company undertook thorough risk assessments.

Despite the widespread use of PPE and new operating procedures, we also achieved another record safety performance in 2020, with a 26% improvement in Lost Time Accidents and a 23% improvement in Working Days Lost from the already world-class levels of the previous year.

Through this period of uncertainty, our colleagues were at the forefront of our communications and they were kept fully informed on the decisions we made. This also included engaging with our works councils and representatives from Europe and parts of Asia (representing almost 14,000 colleagues or c.30% of total headcount).



Recommended hand hygiene steps to prevent the spread of viruses

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

