

How we report

Reporting our progress against external frameworks.

Supporting stakeholder engagement.














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Reporting & accreditation

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

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

Aligned with the UN Sustainable Development Goals

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

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

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

Areas of priority in our operational model

Service & innovation

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

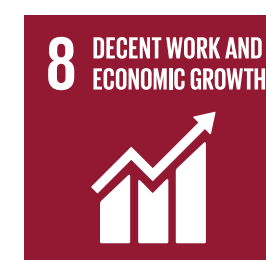
See page 39 for more



Our colleagues & culture

Underpinning everything we do is our 'One Rentokil Initial' Culture. We have a one team mentality with a common purpose and set of values, focused on delivering a great customer experience. Our culture and business model enabled the Company to be agile and responsive to the challenges that COVID-19 presented this year. Our colleagues worked tirelessly in support of our customers across our businesses. Areas that we report on include: Safety, recruitment, engagement, diversity, colleague training and retention.

See page 12 for more



Environment

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

See page 27 for more




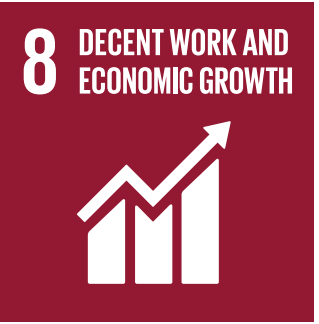


Communities & charities


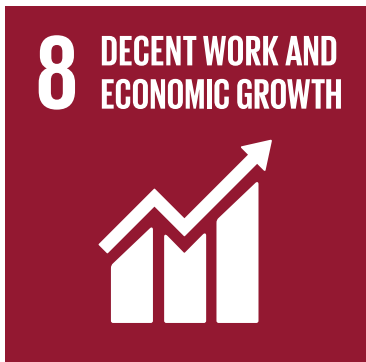
We also aim to make a meaningful contribution to the local economy and to support communities where we operate. Rentokil Initial Cares is our charity and community programme which supports colleagues' own efforts locally, alongside national and global initiatives. This year, despite the crisis, our values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



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Stakeholders and examples of how they align

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

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

Environment	Examples of our actions	How they assist sustainability
	<p>Commencing transition of our fleet to an ultra-low emissions fleet – an important part of our journey to net zero</p>	<p>Reducing fuel derived emissions.</p>
	<p>Using route optimisation and engine control unit mapping in our vehicles to improve fuel efficiency</p>	<p>Reducing our vehicle emissions.</p>
	<p>Commencing transition to renewable property electricity</p>	<p>Reducing property energy emissions.</p>
	<p>Commencing a new programme to identify alternative chemicals for use in public health fumigation services</p>	<p>Reduce level of absolute emissions derived from use of fumigants.</p>
	<p>Nordic Swan and Eco Flower labelling for hand wash liquids and foams</p>	<p>Eco-certified production to GMP (Good Manufacturing Practice standard for food processing and cosmetics manufacture) and HACCP standards.</p>
	<p>Nordic Swan and Eco Flower labelling for EcoClear WC & Urinal Fluid products</p>	<p>Reducing water consumption while ensuring more hygienic washrooms.</p>
	<p>e-reporting for customers and e-billing</p>	<p>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).</p>
	<p>Lumnia flying insect control</p>	<p>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.</p>
	<p>Reducing chemical usage through digital roll out</p>	<p>150,000 PestConnect remote monitoring units now in customers’ premises providing 24 / 7 remote monitoring – reducing emissions and levels of chemicals required.</p>
Communities & charities		
	<p>Rainforest protection</p>	<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>
	<p>Malaria eradication</p>	<p>For nine years Rentokil Initial has partnered with the charity Malaria No More UK to support its work of Malaria eradication.</p> <p>The Company partnered with the Zero Malaria and Malaria Must Die campaigns.</p>

Task Force on Climate-related Financial Disclosures

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

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

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

Net zero

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

20%

Target energy efficiency improvement by 2025

Governance

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

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

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

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

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

During the year, it was agreed that the Group’s Executive Leadership Team (ELT) and Senior Leadership Forum (SLF) meetings will have Environment as the third item on every agenda (following Safety and People). The vehicle emissions intensity for the 20 largest operations have been presented to the ELT and SLF monthly. This tracks the vehicle fuel efficiency performance for each country against the prior year, per thousand litres of fuel used, per million of revenue in local currency.

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

Climate-related risk management

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

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

There are two broad areas of climate-related risk:

1. Extreme local weather conditions

Operational disruption due to extreme local weather conditions

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

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

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

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

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

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

2. Legislation and changing regulatory and stakeholder expectations

Environmental Legislation and Changing Expectations of Customers and Society

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

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

Mobility

Risks

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

Mitigation / action plan

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

Use of chemicals in pest control

Risks

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

Mitigation / action plan

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

Climate-related opportunities

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

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

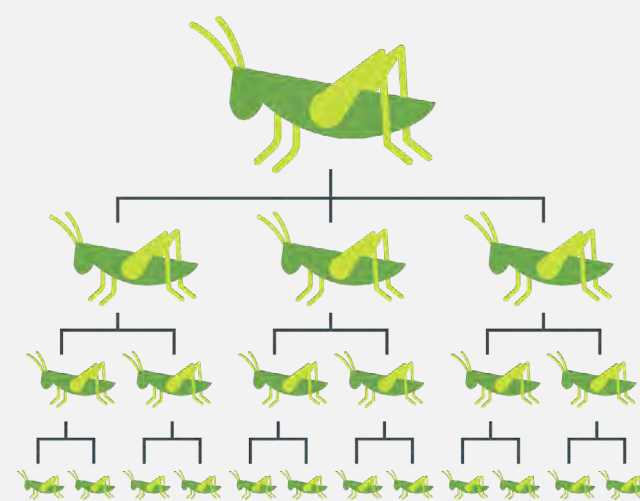
With market-leading positions around the globe, Rentokil Initial can play an important role in helping customers to mitigate the effects of global warming on their businesses and on public health.

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

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

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

How does climate change affect pests?



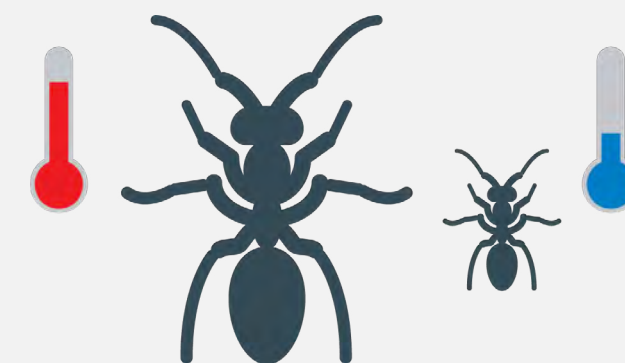
Insects experience additional generations



Higher survival rates during winter months



Poleward spread of pests towards cooler climates



Some insects grow bigger in warmer temperatures



Impact of attacks on crops and people is worsened

Metrics and targets



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

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

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

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

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

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

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

Our current Scope 3 reporting includes emissions in relation to our properties and vehicles – Transmission & Distribution (T&D) and Well to Tank (WTT). We are currently planning to enhance our data capture around Scope 3 emissions, in particular business travel and our supply chain.

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

Intensity index of CO₂ emissions

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

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

See pages 36 and 37 for our Environmental reporting performance data

Sustainability Accounting Standards Board

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

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

- Data Security
- Workforce Diversity and Engagement
- Professional Integrity


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

1. Data security

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

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

2. Workforce diversity & engagement

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

2. Workforce diversity & engagement continued

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

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



3. Professional integrity

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

4. Metrics

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

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

[Reports and policies](#)