

A photograph of a smiling woman with dark skin and curly hair, wearing a purple t-shirt, sitting outdoors in a lush garden. She is flanked by two young children. The child on the left is a girl with curly hair wearing a bright green t-shirt. The child on the right is a younger child, also smiling, wearing a patterned sarong. The woman's purple shirt has a small circular logo on the left chest. The background is filled with tall green grasses and other foliage. The overall mood is warm and positive.

# Rentokil Initial

**Protecting People  
Enhancing Lives...  
Everywhere**

**Responsible Business  
Report 2018**

# Welcome

**Rentokil Initial is the global leader in commercial Pest Control and Hygiene services, and also offers a wide range of additional services on a country, regional or global basis. The Company is a member of the Dow Jones Sustainability Index and FTSE4Good.**

Welcome to the Rentokil Initial plc Responsible Business Report for 2018.

In 2018, we retained membership of the Dow Jones Sustainability Europe Index of leading companies which we have held continuously since 2005. In addition, we have retained accreditation in the FTSE4Good Index, the Ethibel Sustainability Index Excellence Europe and MSCI ESG (rated as AA) and the Carbon Disclosure Project. We were also ranked by Vigeo EIRIS as one of the top five performers worldwide in the Business Support Services sector;

were included in the Euronext Vigeo index: UK 20 (the 20 most advanced companies in the United Kingdom) and rated Prime C+ by ISS-OEKOM.

Rentokil Initial was honoured to receive The Queen's Award for Enterprise – Innovation in 2018 (following the award for International Trade in 2017) and was 7<sup>th</sup> in the survey of Britain's Best Places to Work by Glassdoor.

This report sets out the details of our responsible business priorities and performance in 2018 as well as our performance over the past five years.

**Cover Image:** In 2018 we established a new partnership with Cool Earth, the climate change charity, to protect c. 1,000 acres of rainforest in Papua New Guinea by creating sustainable livelihoods. In doing so, we prevented the release of carbon through deforestation equivalent to our 2017 emissions total.

## How to use this report

This interactive report is compatible with both desktop computers and tablet or mobile devices. For best results, we recommend using the free software Adobe Reader, or iBooks if viewing on an Apple mobile device. You can navigate around this report from anywhere in the document, as well as selecting specific page and online links.

## Navigation

There are clickable tabs running across the top of the report which you can use to jump to specific sections.

You will also see on the right side of the page there is a mini navigation, with icons.

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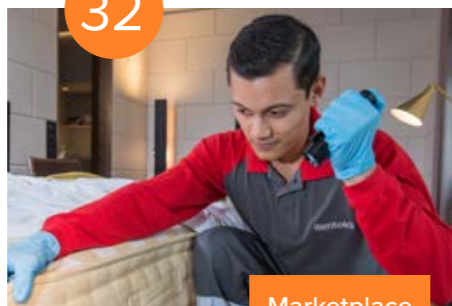
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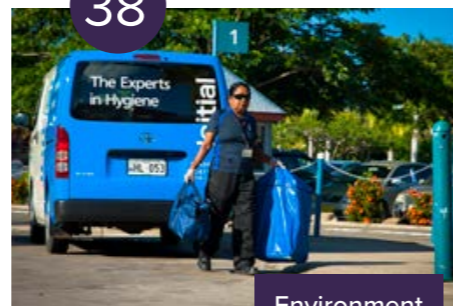
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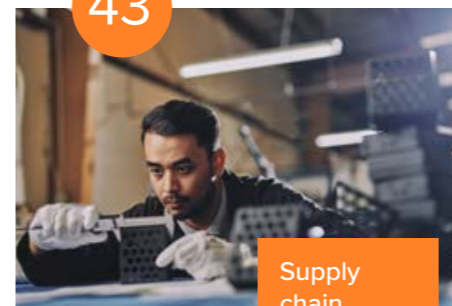
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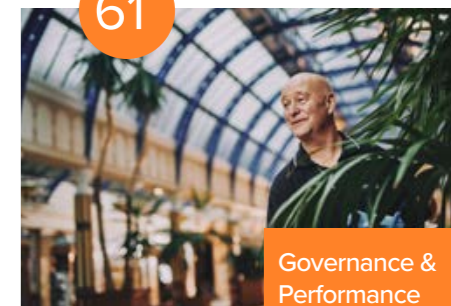
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# Introduction

## Our journey to world-class sustainability continues.

At Rentokil Initial our plan to deliver sustainable, profitable growth is focused on three core aspects – **THE RIGHT PEOPLE** – doing **THE RIGHT THINGS** for customers – in **THE RIGHT WAY** for shareholders and communities. Acting responsibly for our key stakeholders is therefore at the heart of our approach to business.

Over the last five years we were the 3<sup>rd</sup> best performing company in the FTSE 100 for share price and total shareholder return, moving from position 180 in 2013 to around 65 at the end of 2018. We could not have achieved this return for shareholders without getting it right for colleagues and customers – and this journey continues within the framework of our consistent and focused **RIGHT WAY** plan.

[See page 11 for more details](#)

Safety is always the first item on our management agendas – including PLC Board and Executive Leadership Team meetings. There is nothing more important to us than making sure that everyone goes home safe, every day. Over the same five years, we have reduced Lost Time Accidents by 44%.

[See page 19 for more details](#)

Of course, the success of our Company is all about the people. Our innovations, technologies, brands and brilliant M&A capabilities are all really important, but ultimately we are a services company and if we do not continue to engage, enable, train, inspire, recognise and reward our people then, quite simply, we will fail. Our people are our brand and in 2018 we welcomed an additional 5,000 colleagues, taking our global workforce to around 40,000 people across 75 countries, organised into five geographic regions – with c.85% of our colleagues undertaking front-line sales or service roles.

This is absolutely at the heart of our success because if you want to put customers first – as many companies say they want to do – then paradoxically you actually have to put colleagues first. And that is why we kicked off our Employer of Choice programme in 2018.

[See page 23 for more details](#)

The programme covers all aspects from attracting and recruiting the best people, giving them the best training and development programmes (through our industry-leading U+ and technical training), with world-class levels of colleague engagement, reward and recognition, and, perhaps most importantly, the development of our line managers.

In 2018, over 1.2 million items of online training were undertaken, an increase of over 110%, and over 550 pieces of new learning content (videos, courses, etc.) were created covering topics such as sales, safety, technical and operational best practice and compliance.

If we get our Employer of Choice programme right I genuinely believe that it will be transformational for our business and at the heart of our future growth.

In the UK, we have created a company that – according to Glassdoor – was ranked 7<sup>th</sup> in the ‘Best Places to Work’ and 12<sup>th</sup> in the ‘Best Culture and Leadership’ – that’s out of 800,000. At a time of full employment in many cities, I think it sends a huge signal to potential new colleagues, as well as customers and shareholders.



We have made good progress on our way towards building a sustainable future. I’d personally like to thank our colleagues for their commitment in 2018 to serving our customers, supporting each other and helping to enhance our communities.

Andy Ransom  
Chief Executive  
Rentokil Initial plc

Watch our 2018  
Highlights



### Training

# 1.2m

In 2018, over 1.2 million items of online training were undertaken

Read more about our  
commitment to training



## Our innovation and digital programmes are performing strongly.



As a mark of the great progress we have made in innovation we were honoured to receive The Queen's Awards for Enterprise - Innovation in 2018 and our pipeline of innovations and digital technologies remains very strong. This will ensure that we continue to set new standards to meet the needs of our customers and deliver services in a more efficient manner.

[See page 34 for more details](#)

I believe that business has a responsibility to meet the needs of all stakeholders and that includes the communities in which we operate and charities we and our colleagues support. Malaria No More UK is a charity that we have supported since 2011 and to date we have raised over £200,000 for this important cause that has a natural resonance with the Company's aim to protect people from pest-borne disease.

[See page 56 for more details](#)

Equally, in 2018, our colleagues in Asia delivered 345 fun and engaging events in the importance of basic hygiene to over 6,500 people, mainly children.

During the year we reduced our emissions by almost 7% and we are on track to achieve our target of a 20% reduction in emissions by the end of 2020 having achieved a reduction of 16% by the end of 2018.

We also launched an exciting new partnership with Cool Earth, the climate change charity, to support its Wabumari partnership in Papua New Guinea – protecting around 1,000 acres of rainforest and so preventing the release of at least 228,000 tonnes of CO<sub>2</sub> emissions, equivalent to last year's annual carbon footprint. Preventing deforestation is one of the most effective carbon mitigation strategies (see page 57) and Cool Earth now has more rainforest under the 24/7 protection of local people than any other NGO or government.

In early 2019 we launched Rentokil Initial Cares (RIC), an exciting new initiative which uses unclaimed dividends and unclaimed shares to support those charities and communities in the countries in which we operate to protect people and enhance lives. Despite trying our best to contact the relevant shareholders, a small percentage remains unclaimed and these funds will now be put to good use. The fund

operates under a clear governance charter, approved by the Board, and the RIC committee will include an ambassador from a 'front-line' role, which will rotate annually. We expect to donate in the region of £250,000 each year to good causes. I hope that other companies will follow our lead - it's estimated that this could release up to one billion pounds for good causes.

[See page 59 for more details.](#)

At Rentokil Initial, our mission is to protect people and to enhance lives through our services and actions.

In 2018, we have made good progress on our way towards building a sustainable future. I'd personally like to thank our colleagues for their commitment to serving our customers, supporting each other and helping to enhance our communities.

**Andy Ransom**  
Chief Executive  
Rentokil Initial plc



**Making Malaria No More: mosquito nets save lives**

### PestConnect

# +70,000

+70,000 connected pest control devices  
+50m data messages sent or received

Read more about  
Connected Pest Control



### Customer portals

# +140,000

+140,000 customer premises added in 2018  
+4m e-reports to customers, removing the need for paper

Read more about  
myRentokil



### Lumnia LED insect light trap

# +60,000

+60,000 units sold to date  
+60% energy saving for customers

Read more about  
Lumnia



# Protecting people. Enhancing lives.

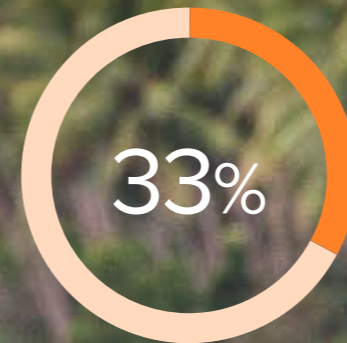
## 6.6%

Reduction in emissions in  
2018, 16% since 2015

2018



250 apprentices and 77 graduates



33% Board members are female



## 140,000

customer premises added to  
myRentokil in 2018

## 1.2m



Learning content views and courses undertaken in 2018



2014

2018

37% improvement in our safety performance LTA since 2014

## 60%

improvement in property  
emissions since 2014

2018

## +6,500

Adults and children in Asia taught about  
the importance of hand hygiene

Read more about  
Better Futures



## c.1,000

Acres of Papua New Guinea  
rainforest were protected in 2018,  
preventing the release of carbon  
through deforestation

Read more about  
Cool Earth



## £202,000

Charitable donations in 2018

Read more about  
our charitable and  
community support



# Highlights of 2018

Protecting  
people.  
Enhancing  
lives.



Read more about  
our diversity initiatives



## Diverse workplace

Our 2018 Gender Pay Report showed a strong performance (-2% mean, 1% median) versus the national median gender pay gap for full-time employees of 8.6% (Office for National Statistics as at October 2018). During the year the number of female senior managers increased to 30%, (27% in 2017 and 24% in 2016) and our talent pipeline of corporate graduates comprised of over 56% women. 33% of Board members are female. We were ranked 32<sup>nd</sup> in the 2018 FTSE 100 Hampton-Alexander Review, up from 46<sup>th</sup> in 2017. In Australia, a new 'Women in Pest Control' initiative was launched, designed to support, share best practice and to encourage new female technicians to join. This is now being rolled out to other countries.

See page 31 for more details

Percentage of female senior managers

# 30%

During the year the percentage of female senior managers increased to 30%, (27% in 2017 and 24% in 2016)



## Developing talent

In our UK business and corporate functions we currently employ over 250 apprentices and 77 graduates. We are now recognised as an approved apprenticeship provider and in 2018 received our first Ofsted Monitoring Inspection. According to the OFSTED monitoring report: "Apprentices attend training sessions in a very well-resourced and vibrant learning centre."

See page 27 for more details

## Protecting people. Enhancing lives.

### Culture of learning

U+, our in-house 'university', delivers online courses, face to face programmes, as well as compliance and induction programmes. In 2018, over 1.2 million items of online training were undertaken, an increase of over 110% (year on year), and over 550 pieces of learning content (videos, courses, etc.) were created covering topics such as sales, safety, technical and operational best practice and compliance. All were developed in-house.

[See page 26 for more details](#)



Pieces of learning content created

# 550

Covering topics such as sales, safety, technical and operational best practice and compliance



### Forefront of innovation

Innovation is in Rentokil's 'DNA' and underpins our brand positioning as 'the experts in pest control'. We continue to bring to market new innovations to meet the needs of our customers. Lumnia – the first range of insect light traps to use LED lighting is highly effective and the standard unit reduces customers' power consumption by up to 61% versus traditional competitor units. c. 60,000 Lumnia units have been sold to date.

[See page 34 for more details](#)

[Read more about  
The Power Centre](#)



### Carbon mitigation

Our new partnership with Cool Earth, the climate change charity, began in 2018 to work alongside rainforest communities to halt deforestation. Around 1,000 acres of Papua New Guinea rainforest were protected in 2018, preventing the release of carbon through deforestation equivalent to the Company's 228,366-tonne footprint in 2017.

[See page 57 for more details](#)



[Read more about  
Cool Earth](#)





**We are proud to work in collaboration with leaders in technology and creativity.**



## Partnership with Google

Google is our partner for apps, cloud storage and analytics. Across the Company we have managers using Chromebooks, we use Gmail as standard and in 2018 colleagues undertook over 350,000 Google hangouts (video calls) – boosting productivity and communications. Google also hosted and participated in our first ‘hackathon’, an event in which small teams of subject matter experts have just a few hours to collaborate and come up with workable solutions to a problem.

Our hackathon focused on digital innovation with teams made up of specialist functions and front-line sales and service colleagues. Teams were encouraged to be innovative and each could choose from: creating a better customer experience, creating a better colleague experience, or improving back office efficiency.

On the day, eight ‘hack’ teams used a combination of Artificial Intelligence, machine learning, voice and image recognition, Internet of Things and data visualisation to create some incredible ‘hacks’. The judging panel included members of the executive team. In 2019 we are developing some of these ideas into real projects.



## The BRIT School

The BRIT School is the UK’s most famous school for the performing and creative arts, free to all students. With its expertise in education, a number of colleagues from Rentokil Initial have stepped forward to provide practical help and guidance about business projects, allowing the school to tap into the wide range of commercial expertise present in the Company. For instance, using our expertise in areas such as training and development, marketing and agile project management to assist the school.

Richard Elliott, Director of Finance, said: “We have all been so grateful for the time which has been so freely and generously given, the advice which has been so clear and relevant, and the practical benefits, which we are seeing from this connection with Rentokil Initial, which we find so stimulating.” In 2019 we are continuing to provide advice and support, and sponsoring the school’s Illuminate event at The O2.

Fiona Whyte Photography

Read more about our partnership with The BRIT School



# Company overview

Rentokil Initial is the global leader in commercial pest control and hygiene services.

## What we do

As well as pest control and hygiene, we offer a range of other services such as interior planting, scenting, brand standards auditing, medical waste disposal, workwear services, property care and insurance, and specialist hygiene services.

## How we do it

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

## Financial performance

Ongoing Revenues in 2018 were £2,455 million at actual exchange rates. c. 90% of revenues are generated outside of the UK.

## Our structure

Five regions: North America, Europe, UK and Rest of World, 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.

## Economic contribution

Operating in 75 countries, Rentokil Initial employed an average of 39,479 colleagues in 2018 (2017: 36,036). During the year, Rentokil Initial paid wages and salaries of £1,043m (2017: £992m) and the total cash tax paid was £45.1m (2017: £40.1m).

## Social contribution

The Company’s two main service brands are Rentokil and Initial. With almost two million customers worldwide, it contributes 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. The Rentokil Initial Pension Scheme is one of the strongest in the FTSE 350 and is fully-funded on an ongoing basis. It is considered to be within the top 5% in terms of accounting funding position, relative to other FTSE 350 and FTSE 100 companies that have defined benefit pension scheme liabilities. In 2018 we announced plans to remove future risk from the scheme by securing its benefits with Pension Insurance Corporation.

## Environmental contribution

Rentokil Initial reduced its energy and fuel derived emissions by 6.6% in 2018 and by 16% since 2015.

Our performance includes accreditation in the Dow Jones Sustainability Europe Index, the Carbon Disclosure Project, the FTSE4Good Index, the Ethibel Sustainability Index Excellence Europe and MSCI ESG (rated as AA). We were ranked by Vigeo EIRIS as one of the top five performers worldwide in the Business Support Services sector and we are included in the Euronext Vigeo index: UK 20 (the 20 most advanced companies in the United Kingdom).

## Our Business Model

Our business model reflects our focus on pest control and hygiene services and the financial model to compound growth through M&A, while retaining five strong regional businesses. 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.

See next page



We operate in 90 of the world’s 100 major cities.

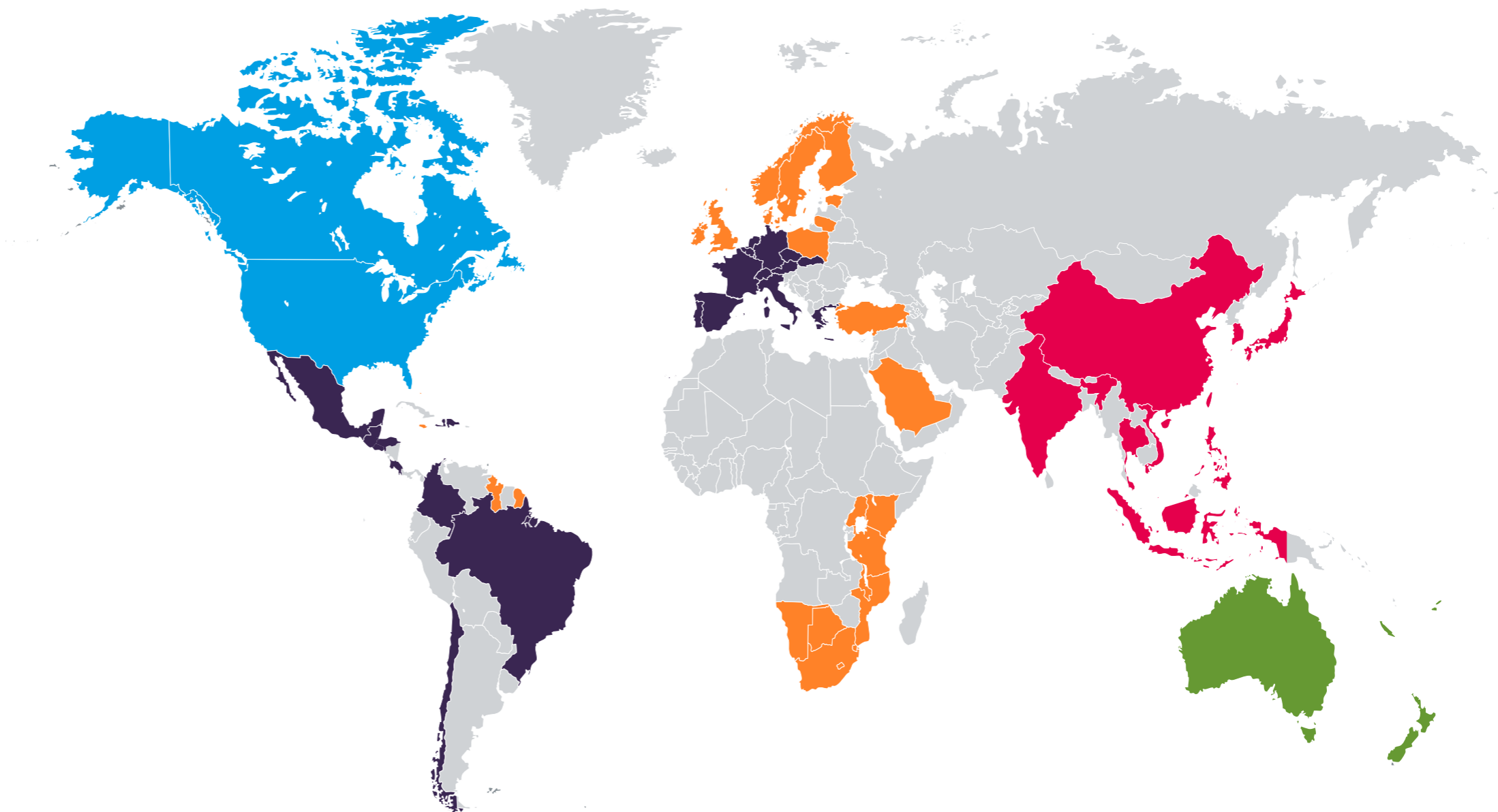


See a summary of our financial results in this infographic





Rentokil Initial operates in 75 countries, covering c.90% of global GDP. We are structured into five geographic regions with country management teams, operating multiple service lines.



North America ■

Rentokil is the third biggest Pest Control company in North America and Rentokil-Steritech is No.1 in Canada. Ambius is the leading supplier of plant services in both countries.

Number of Colleagues	7,850
2018 Revenue	£959.5m
2018 Profit	£131.3m

Europe ■

Our Rentokil brand is the market leading provider of Pest Control in most countries in Europe. Initial provides Workwear and Hygiene services. Ambius provides plants.

Our businesses in Central and South America report into our Europe Region, where they share common languages.

Number of Colleagues	6,780
2018 Revenue	£663.1m
2018 Profit	£126.1m

UK & Rest of the World ■

We are the market-leading provider of Pest Control services in the UK and Ireland and the number two for Hygiene.

The ‘Rest of the World’ category is made up of mainly English-speaking countries who are able to quickly pick up UK best practice. We are a leading provider of Pest Control in South Africa and the Nordics.

Number of Colleagues	6,348
2018 Revenue	£454.8m
2018 Profit	£92.1m

Asia ■

We are the market leading provider of Pest Control and Hygiene services in Asia, operating across 14 countries. We are the number one in India following our JV with PCI.

Number of Colleagues	14,109
2018 Revenue	£220.7m
2018 Profit	£22.3m

Pacific ■

We are the biggest national service provider for Hygiene, Pest and Plants in both Australia and New Zealand. We have clear market leadership in commercial pest control.

Number of Colleagues	2,160
2018 Revenue	£194.9m
2018 Profit	£40.5m

Our five regions are supported by centres of excellence in marketing, innovation, finance, M&A and IT.



# Sustainable goals

For Rentokil Initial, sustainability means helping colleagues to have safe and fulfilling work lives, supporting customers by developing and delivering products and services responsibly, and benefiting the environment by acting in the most effective manner. This table shows examples of the Company’s actions to support sustainability and also identifies how these align with the UN’s Sustainable Development Goals.

Our stakeholders	Our actions	How they assist sustainability	Aligning with the UN's Sustainable Development Goals
Our Customers	Introducing modular Airfresh units	Replace aerosol-based air fresheners in the UK.	Climate Action
	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.	Responsible Consumption and Production
	Nordic Swan and Eco Flower labelling for EcoClear WC and Urinal Fluid products	Less water consumption and more hygienic washrooms.	
	e-reporting for customers and e-billing	Over four million e-reports generated for customers in 2018 removing paper usage.  E-billing has reached 54% in the UK.	
	Lumnia flying insect control	60,000 units sold. Reduces the waste burden by using LED lamps and lowers power usage by up to 61%.	
	Hygiene Connect	Improving handwashing compliance through the use of sensors in the washroom which combine results and present a compliance percentage for users to see on display units.	Good Health and Well-being
	myLearning	Digital learning portal for customers’ own employees, to meet their own regulatory compliance standards, particularly in the food processing sector.	
	Digital PestConnect with Google Cloud Solutions	24/7 monitoring of pest activity. Provides a faster and more efficient response.	
	RapidPro	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.	Life on Land

Our stakeholders	Our actions	How they assist sustainability	Aligning with the UN's Sustainable Development Goals
Our Colleagues	Safety Golden Rules and Safety Leadership Behaviours	Building a safety culture within the Company.	Good Health and Well-being
	Technical training and development of U+ materials	Improving colleagues' technical knowledge through sharing best practice.	Quality Education
	Gender diversity initiative	Developing programmes to improve gender diversity and equality at all levels.	Gender Equality
Other Stakeholders (communities, suppliers)	Introducing route optimisation and engine mapping	Reducing our vehicle emissions and four e-vehicle/hybrid vehicle trials underway.	Climate Action
	Rainforest protection	New partnership with Cool Earth protects c. 1,000 acres mitigating carbon released through deforestation, equivalent to our 2017 carbon footprint.	Climate Action
	Reducing chemical and water usage	Optimising resource utilisation, through our advanced workwear supply management contracts.	Responsible Consumption and Production

Climate action

1,000

New partnership with Cool Earth protects c. 1,000 acres mitigating carbon released through deforestation, equivalent to our 2017 carbon footprint

Read more about Cool Earth

# Independent accreditation

Over the past two years, Rentokil Initial has been recognised across the globe in areas such as service excellence, colleague training and development, workplace culture, international trade and mergers and acquisitions.



# Health and safety

World-class safety performance

0.63

Our Lost Time Accident Rate (0.63 in 2018) has remained below 1.0 since 2014

Find out more about our safety awards



Long-term improvement in safety performance

37%

Our safety performance has improved significantly – by 37% over 5 years

See page 19 for details of our safety performance over time



Significant investment in safety training

+100

During 2018 we produced over 100 safety training videos as part of the new Safety Moments campaign

Watch one of our Safety Moments videos from Malaysia



# Health and safety

Over the following pages you'll find information on performance in 2018, major incidents, awards and recognition, our long-term safety programme and performance, safety leadership behaviours, and training on safety and safe driving, fumigation, and the management of risks associated with blood-borne infections.



Our UK SHE manager receiving a RoSPA Gold Award

### Our approach

Rentokil Initial's health and safety approach comprises Company-wide and country programmes, focusing on operational protocols and actions taken. The primary focus areas are where potential impacts are greatest, including workplace transport, working at height, occupational road risk, fumigation and machinery safety. Underpinning policies are featured on the Rentokil Initial website along with our Health and Safety Policy.

The Company's Safety, Health and Environment (SHE) team includes group, regional and country leaders, reflecting regional cultures, local legislation and operational capabilities. The SHE team establishes Company-wide policies, programmes, learning and development and SHE initiatives. It also reviews businesses through the

'Countries in Focus' programme that targets specific countries or operations with unsatisfactory or deteriorating performance, or that are in the process of integration following acquisition or undergoing reorganisation. In addition, the Company's HR team develops initiatives to address local occupational health needs.

Safety is the first item on the agenda at every Executive Leadership Team and Board meeting.

### Safety performance in 2018

In 2018, our safety standards remained very high. Our Lost Time Accident (LTA) rate continued to perform at world-class levels (<1.0) but increased LTAs in the first half of the year negatively impacted our performance for the full year. We finished the year strongly with our safest ever fourth quarter and although we were not able to recover entirely the ground lost in the first half of the year, our second-half performance was in line with expectation, and all regions except Europe operated at world-class safety levels with LTA rates below 1.0. Working Days Lost (WDL) increased slightly due to increased WDL in Europe (which accounts for about one-third of the Group's total WDLs).

### Major incidents

Regrettably, there were two fatal road traffic incidents in 2018, both involving third parties who were found to be at fault. There was also the tragic death of a colleague in Guatemala who was electrocuted and a colleague in Belgium who was seriously injured while working on a customer's

premises. In India, a technician who sustained spinal injuries as a result of a fall from height in 2017, died after contracting septicaemia as a result of his injuries. We continue to enforce the Driving at Work minimum standards for all colleagues who drive and have developed new training aimed at identifying potential electrical risks. A new site-risk assessment app contains a comprehensive list of hazards and associated risk control measures. The Company is facing one ongoing prosecution in France as a result of a fatal accident in 2013 and received two OSHA citations in the US after a new technician fell from a leaning ladder and sustained two broken arms.

### Awards and recognition

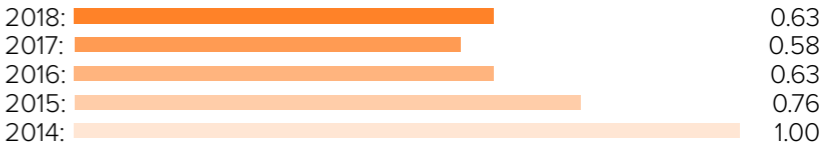
In 2018 our UK business won a Gold Award from the Royal Society for the Prevention of Accidents and Rentokil-PCI in India won the award for Best Company in Facility Management for driving corporate commitment in occupational safety from the International Institute of Security and Safety Management.

Operations whose performances were acknowledged in the Chief Executive's Safety Awards for 2018, included the UK Pest Control (Best Large Business award - with safety metrics at an all-time low), Netherlands Pest Control (Best Small Business with zero Lost Time Accidents in 2018) and the Philippines (Best Small Business with zero Lost Time Accidents for more than three years). Other notable safety performances in Brazil, Chile, South Africa and RI Supplies were also recognised.

### Key Indicators

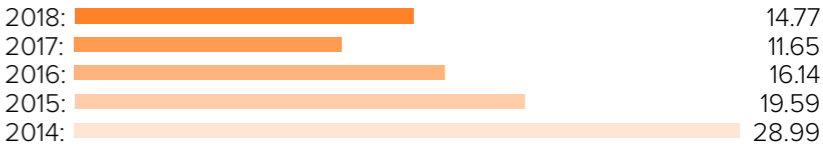
#### Lost Time Accidents (LTAs)

0.63



#### Working Days Lost (WDL)

14.77



LTA is a work-related injury or work-related illness to a colleague resulting in their being absent from work for more than one day/shift.  
WDL rate is the number of working days colleagues could not work because of Lost Time Accidents.



Over 36,000 safety courses were undertaken and videos viewed by colleagues in 2018 on U+, the Company’s online training ‘university’.

### Influencing safe behaviours

In 2018, we continued to deploy our Safety Leadership Behaviours to encourage our operational leaders to display positive leadership behaviour. In addition, we launched a new global ‘Safety Moments’ initiative which encourages colleagues to share their personal safety experiences in order to encourage other colleagues to make the right decisions for their safety.

Over 100 short ‘Safety Moment’ case study videos were produced and shared by colleagues.

The Safety Leadership Behaviours (SLBs) were first deployed in 2017, aimed at managers. They are grouped into six sections: commitment; action oriented; assessing and managing risk; people, training and tools; communication and collaboration; and feedback and accountability. These SLBs set clear management expectations and articulate the positive behaviours which must be practised together with negative behaviours which must be avoided. To support the implementation, a series of short videos were produced involving contributions from over 50 managers around the Company. These showcased some of these managers in action – demonstrating their commitment and explaining how they practice our SLBs.

### Safety training

Supporting SHE capability development, the SHE leadership team produced an extensive portfolio of training courses for better management of health and safety. Available through the Company’s U+ platform with over 100 videos, these courses include: driving at work, vehicle inspection, motorcycle safety, thermal fogging, working with explosive atmospheres, safe working in roof voids, ladder safety, working at height and workplace transport safety. In addition, a global electrical safety campaign was introduced in 2018 following the tragic

death of a colleague in Guatemala who was electrocuted while working on a customer’s premises and a colleague in Belgium who suffered an electric shock.

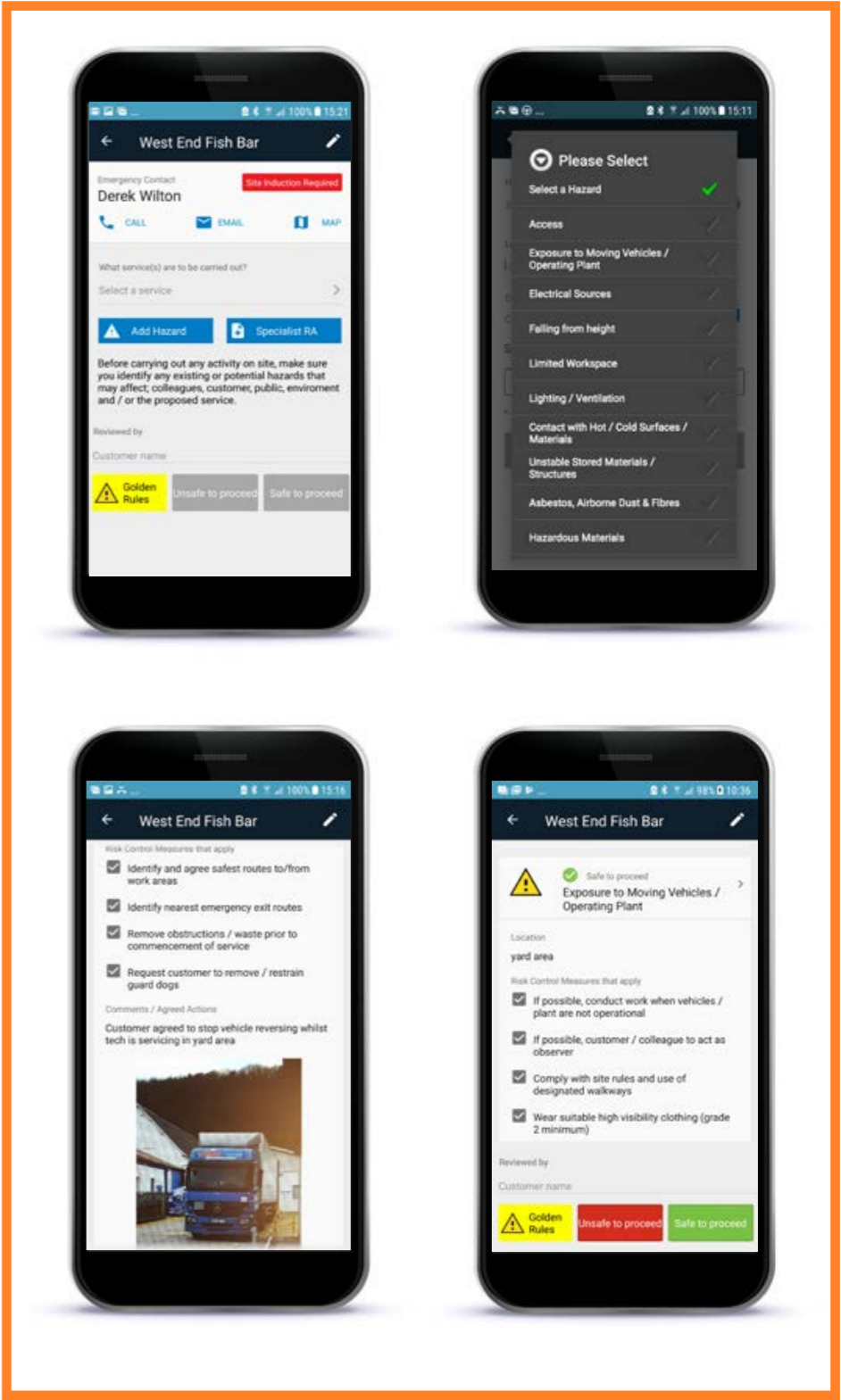
Over 36,000 safety courses were undertaken and videos viewed by colleagues in 2018 on U+, the Company’s online training ‘university’.

### Site Risk Assessment Reporting

The Company has developed in-house a Site Risk Assessment (SRA) smartphone app to enable quick and effective evaluation of risks at our customer sites in order to protect the safety of our front-line colleagues’. It is integrated into our mobile service app ‘ServiceTrak’ as a mandatory checklist

before starting service or completing a sales deal. Benefits include reduced administration time (as an example, over 2,000 paper SRA documents were produced previously each month in Singapore), photographic evidence of hazards and time tagging, with easy access to all colleagues involved with the relevant customer. An SRA Analytic Dashboard enables management to monitor the reporting, in terms of quantity and quality.

The SRA app has already been deployed in Singapore and rollout has commenced in Malaysia, Portugal and Austria and will be extended across the rest of the world during 2019.



## Increasing safety and managing risk.

### Road Safety

As a route-based company with approximately 18,500 vehicles, focusing on safe driving is a key SHE goal and 'Minimum Standards for Driving at Work' have been implemented across the Group. These standards have increased the focus on driver safety and are delivering improved driver and vehicle management. In support of these standards, online learning resources have been developed to support existing local driver training programmes, including:

- **Core Driving at Work e-learning module** – explains the key responsibilities that apply to all colleagues who drive on Company business;
  - **Vehicle Inspection** – a three-part video which highlights the importance of vehicle inspections and demonstrates what items should be checked on a daily, weekly and monthly basis;
  - **Motorcycle Safety** – a video which explains the key responsibilities for any colleague who rides a motorcycle at work and provides a range of best practice tips on how to become a safer rider.
- In addition, in the second half of 2018, the Company introduced:
- **Safe driver pod** – a new technology which disables handheld phone use whilst driving in Europe;
  - **Global pedestrian safety campaign** – (linked to the Golden Rules) to safeguard colleagues working on customer sites; and
  - **'Behind The Wheel' training** – for drivers working in high traffic areas in North America with the risk of high collision rates.

### Managing safe fumigation procedures

In certain countries, fumigation is an important part of the Company's pest control services and the logistics involved in successful treatment can vary widely. For example, in the USA fumigation can require the sealing of shipping or railway containers to enable insects within them to be safely destroyed. These are relatively easy compared to larger structures which require a bit more planning. In the Bahamas in 2018 a 'tent' was made to cover an entire cathedral before carrying out fumigation for termites which were destroying the pews and the organ loft. In the Pacific, brown marmorated stink bugs were found to have stowed away on 20 cargo ships transporting over 3,500 vehicles from Japan to New Zealand and Australia. Stink bugs are a major threat to the agricultural market and the ships required mandatory thermal fogging before they were allowed into port. Rentokil's Australian team undertook six-hour thermal fogging sessions on each vessel, removing the biosecurity threat and enabling the vehicles to be delivered. All countries operate to our global Minimum Standards for Fumigation which all businesses are required to comply with and are regularly audited by the Group technical team.

### Managing risks associated with blood-borne infections

Our Hygiene and Medical businesses operate in environments where technicians could potentially be exposed to risks associated with blood-borne infections such as Hepatitis B in situations where, for example, used hypodermic needles have been thrown into sanitary bins or nappy disposal units.

Mitigation procedures include vaccination programmes, accurate record-keeping and correct working practices (provision of PPE, training etc.). These actions extend beyond current occupational health procedures, but the Company believes safe working practices are essential to prevent exposure to blood-borne infections.

In addition, the UK Hygiene business introduced an operational procedure called 'See it – Stop it' to raise colleague awareness. A powerful video featuring three colleagues, using their own words, demonstrated the personal impact on them and their families of a needle stick injury. Following the release of this video, vaccinations for technicians have steadily increased and PPE kit has also been upgraded, with needle stick resistant trousers now mandatory for all Hygiene technicians as well as needle stick resistant gloves when carrying out work with feminine hygiene bins and nappy units. In branches, heavy-duty aprons and 'grabbers' are used to move the units and bags.

In addition, the 'See it – Stop It' procedure requires the unit to be quarantined if it contains a needle; the customer to be informed about the issue; a replacement unit to be provided; and the customer given information sheets and contact details for a specialist needle removal company.



## Members of the global SHE and Technical team supported the implementation of a new and extensive safety programme across India.

### Due diligence in acquisitions

At the time of an acquisition, due diligence is normally carried out by an existing local operation which oversees the acquired company's approach to health and safety for a period of 100 days after completion. However, the formation of the Rentokil-PCI joint venture led to a sevenfold increase in the size of the Company's pest control operations in India, and a geographical extension of operations way beyond those previously in place. Due diligence was therefore beyond the capabilities of the existing resources.

As a consequence, members of the global SHE and Technical team supported the implementation of a new and extensive safety programme across India. Their activities included conducting training sessions for PCI colleagues in their Mumbai headquarters as well as conducting site visits, both announced and unannounced. Rentokil's health and safety standards were embedded – particularly the procedures around fumigation, driving at work and working at height, including use of the appropriate safety equipment when abseiling on buildings during surveys or service visits. In addition, the global reporting requirements to which local operations were expected to adhere were implemented.

In 2018, Rentokil-PCI won the award for Best Company in Facility Management for driving corporate commitment in occupational safety from the International Institute of Security and Safety Management.

Market leader in India

# 7 times

The Rentokil-PCI joint venture led to a sevenfold increase in the size of the Company's pest control operations in India, and a geographical extension of operations way beyond those previously in place

Learn about Rentokil PCI



# Workplace

Best Places to Work in Britain

## 7<sup>th</sup>

We were 7<sup>th</sup> in the list of 'Britain's Best Places to Work' in 2018 according the jobs website Glassdoor. We were also 12<sup>th</sup> in their listing for 'Workplace Culture and Leadership'. There are over 800,000 companies listed on Glassdoor

[Read our Glassdoor reviews](#)



Items of online learning viewed

## +1.2m

In 2018, over 1.2 million items of online training were undertaken, an increase of over 110% with over 550 pieces of learning content (videos, courses, etc.) created in-house

[Learn about our training and development](#)



Increasing levels of diversity

## 32<sup>nd</sup>

33% of our Board members are female and we were ranked 32<sup>nd</sup> in the FTSE 100 Hampton Alexander Review (2017: 46<sup>th</sup>)

The number of female senior managers increased to 30% in 2018 (2017: 27%, 2016: 24%)

[Diversity in Rentokil Initial](#)



# Workplace

Over the following pages you'll find information on performance in 2018, workplace culture, recruitment and retention. We also provide an in-depth review of our investment in the development of our colleagues around the world and our actions to foster a diverse and inclusive organisation.

## Our approach

Rentokil Initial is committed to best practices and policies in the workplace and to providing equal opportunities for all colleagues. The global HR functional community is responsible for developing Company-wide workplace policies – available to colleagues via the intranet and corporate website. Global policies are evaluated against best practice, while regional and country HR Directors take responsibility for policies falling under local legislation.

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 Workforce Culture model reinforces that proposition and can be viewed on page 13.

The Company is committed to becoming a world-class Employer of Choice, deploying a strategy focused on six objectives, aiming to:

- develop effective and robust succession planning and leading-edge development of the talent pipeline, taking into account the importance of diversity;
- improve overall retention with particular focus on short-term retention through our Focus 365 programme;
- create and deliver, internally and externally, an Employee Value Proposition to attract, recruit, train and retain committed frontline staff;

- improve people data, systems, reporting, insight and processes;
- understand, respond to and offer solutions to changing business needs; and
- create, articulate and embed the Company's reward philosophy.

To support this strategy, an Employer of Choice data dashboard including a suite of HR metrics is submitted by all country operations on a monthly basis to ensure improved business understanding and planning. It focuses on three priorities: recruitment, retention and line manager capability. These metrics cover 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. Targets were established in 2018, with short-term retention identified as a potential for value creation.

Further support for the Employer of Choice strategy involves engagement programmes including the Your Voice Counts biennial global colleague survey and forums for colleague representatives such as the European Works Council. The latter is the longest-standing meeting with colleague representatives and is held every year. It includes delegates from 19 country operations across the European Union, and subjects for discussion include the Company's pan-European performance and future plans as well as corporate responsibility matters. In addition, the Company meets or exceeds, where possible, its obligations regarding dialogue with its country-level Social Partners around the world.

Wherever we operate, colleagues are encouraged to raise any concerns they may have relating to their work. The Company operates a confidential reporting system called Speak Up which allows colleagues to report and discuss their concerns in confidence, either by telephone or by email. Details are set out in the Company's Code of Conduct.

## Performance in 2018

- Short-term retention: good progress in 2018 with improvements in every region for 0-6 month and 6-12 month retention versus 2017
  - Europe: 0-6 month retention 92% (15% point improvement)
  - Asia: 6-12 months retention 95% (17% point improvement)
- Learning content viewed or courses undertaken (U+ online): 1,230,823 (+111% year on year)
- Apprenticeships: 250
- Graduates: 77
- Human Capital Return on Investment (revenue less non-employee expenses, all divided by employee related expenses – essentially the value added achieved by expenditure on employees) was 1.21 in 2018 (1.22 in 2016 and 1.25 in 2017)

## Global gender profile

Board (% of females in post)

33%

Senior managers (% of females in post)

30%

Total workforce (% of females in post)

25%

30% excluding the PCI acquisition

## Gender pay gap 2018

Mean pay gap (0% in 2017)

-2%

Median pay gap (-1% in 2017)

+1%

Read our Gender Pay Gap report 2018



**In 2018, Rentokil Initial was ranked the 7<sup>th</sup> best place to work in Britain and judged 12<sup>th</sup> best overall for workplace culture and leadership.**



**Workplace culture**

In 2018, Rentokil Initial was ranked the 7<sup>th</sup> best place to work in Britain and judged 12<sup>th</sup> best overall for workplace culture and leadership. The awards followed research conducted by professional management body, the Chartered Management Institute, and jobs website, Glassdoor, based on reviews by present and former colleagues.

Being recognised and thanked is a big part of our culture. Branch Managers use our G+ Social Media communities to provide an instant ‘well done’ or ‘great job’, while every region has awards which recognise excellent customer service and a strong contribution to the Company. These include the First Class Awards in the Pacific and President’s Club in North America.

Increasingly, colleagues past and present can give feedback on our culture on websites such as Glassdoor. In 2018 Rentokil Initial’s UK Glassdoor score for Culture and Values was 4 out of 5, well ahead of the average of 3.2.

We also measure our workplace culture through external and internal KPIs and we have created a measurement tool – mapping our colleague engagement survey questions to each of the five culture pillars in our model, to create a score out of 100 that can be tracked over time. In the 2017 survey (the last one conducted), Diverse and Customer Focus were the strongest cultural elements. See our Culture model and index on page 13. This will be measured again in 2019.

**Recruitment and retention**

Rentokil Initial has a culture of long service with 55% of colleagues having worked for the Company for more than five years and 14% having served for more than 20 years (based on responses from the 2017 all-colleague survey). Nevertheless, each year the Company needs to recruit more than 10% of its sales and service headcount.

Focus 365 is our programme to enhance the recruitment and on-boarding processes across each of its regions. To support the programme, a new global careers portal was launched in 2018 featuring videos and a ‘job fit’ tool to improve the quality of candidates and time to hire. In some regions, on-boarding experts were also established. As a result, we have seen significant improvements in the retention of new colleagues at 0-6 months and 6-12 months in 2018. For instance, the Europe region improved 0-6 month retention to 92% (15% point improvement) and Asia improved 6-12 months retention 95% (17% point improvement).

In 2018, colleague retention improved with service colleague retention at 85% (2017: 76%) and sales colleague retention at 82% (2017: 77%).

See our new global careers portal



Top Initial Technician in 2018 in South Africa



Anthony celebrated 44 years of service with Rentokil Initial in Trinidad this year

**Increasingly  
we are  
embracing new  
technologies  
such as video  
and mobile  
apps to deploy  
and deliver  
U+ training.**

## Investing in the development of our colleagues around the world

As part of our ambition to be both a world-class services company and a world-class Employer of Choice, throughout 2018 the Company has continued to focus and invest resources globally in the learning and development of its colleagues. The ability to achieve our mission of protecting people and enhancing lives is reliant on the expertise of our colleagues.

## Agile digital learning to provide training and knowledge at the point of need

A key focus of our learning and development activity is to support and equip our colleagues around the world to develop the skills they needed to outperform in their roles. To enable this, our award-winning digital learning system 'U+', our key platform for supporting the development of our people, has now been made available in 27 languages across all of our business areas.

The use of U+ as our primary learning tool increased significantly during 2018 and it is now an integral part of how we operate our business. The total number of U+ users increased by 6% to over 38,000, with every colleague in the Company having access to this digital learning platform. At the same time, the average number of U+ learning engagements per colleague has more than doubled from 15 in 2017 to 32 in 2018. In total, 1,230,823 pieces of learning content were viewed on U+ during 2018, an increase of 111%.

Increasingly we are embracing new technologies such as video and mobile apps to deploy and deliver U+ training, with more traditional desktop-based learning starting to decline. This ensures that the content remains relevant and engaging and, importantly, enables our front-line sales and service colleagues to access

learning in an agile way at the point of need when working in the field. In 2018, over 376,000 pieces of learning content were viewed as short 'bite-size' videos, an increase of 110% year on year. Likewise, over 196,000 views were delivered via mobile devices, an increase of 31% year on year, and our U+ app has now been launched to all Company mobile devices. We have also rolled out the use of QR codes to track and record classroom training completion and are utilising this in over 11 countries to date.

We create and deploy virtually all of our digital learning content in-house, ensuring we are using our own experts to design training that is relevant, targeted and easy to understand for both our colleagues' and customers' needs. In 2018, we produced and launched 18% more content internally than in 2017 with digital content launched for topics such as GDPR (in 17 languages), customer care, conflicts of interest and new health and safety modules.

## Developing our talent to build our pipeline of future leaders

In 2018, the Company continued to invest in talent management and development in order to ensure we have the leaders we need to deliver our future strategy and ensure continued high performance.

In 2017, we established a number of global and regional talent pools that now comprise over 200 individuals who we believe have the leadership potential to take on significantly bigger roles in the future. Individuals within our talent pools receive intensive and accelerated development designed around their individual needs with the:

- Global Executive Pool comprised of individuals who have the potential to take on the most senior leadership roles in the Group as part of our Executive Leadership Team and/or our Senior Leadership Forum;

- Global Managing Director Pool focused on individuals who have the potential to lead our businesses around the world in key operational and commercial roles; and
- Global Fast Track Pool comprised of individuals currently in more junior management roles who have the potential to be our senior leaders of the future.

We have also supplemented our global talent pools with Regional Talent Pools that support the building of our pipeline of future leaders in our regional businesses. We now have talent programmes in place in the UK, North America, Asia and Europe.



## Career development in Rentokil Initial: a personal perspective







We are committed to creating a diverse and inclusive work environment for all colleagues.

The expertise, facilities and on-site scientific support make The Power Centre the industry’s best training facility in Europe.

To assess the effectiveness of training in the USA there is an Annual Competency Exam as part of the Continuing Education program for Pest Specialists (this is the fourth year this has been in place). All Pest Specialists are expected to sit the exam, regardless of career level. The Annual Competency Exam provides insight in terms of how individual specialists, and districts regard training and also how to recognise potential talent or provide additional support. In addition, the USA has a monthly Continuous Improvement office-based meeting for its 4,000 Specialists. This involves training on a technical topic consisting of an instructional video, a quiz and two accompanying exercises.

The investment in training our technicians is significant. For Rentokil, its Level 3 induction programme for new recruits represents 46 days training in the first year (equivalent to nearly £6,000 of the first year’s salary spent on learning and development, excluding training costs). For existing technicians, seven days are spent each year on learning and development (representing nearly £900 of salary, excluding training costs).

**Engaging digitally with colleagues**  
Communication and engagement with colleagues is increasingly undertaken digitally. The majority of colleagues now use Company smartphones. Mobile technology continues to support development (including the global induction and compliance programme) via U+ and, in 2018, over 350,000 Google Hangouts (video conferences) were undertaken by colleagues – reducing travel costs and gaining efficiencies.

**Fostering a diverse and inclusive culture**  
In order to be recognised as a world-class Employer of Choice our aim is to attract, recruit and retain the best people from the widest possible pool of talent. Therefore, we are committed to creating a diverse and inclusive working environment for all colleagues by, at all times, striving to be an organisation that values everyone’s talents and abilities.

We want our workforce to reflect the diverse nature of the business environment and markets in which we operate and the customers that we serve. As a Company, we strongly believe that a more diverse and inclusive workforce will boost our financial performance, enhance our reputation, support innovation and increase colleague engagement.

To that end, in 2016, the Company reported that it had established a diversity programme to promote and foster greater diversity levels. In 2017 it revised both the Board Diversity Policy and Group Diversity and Inclusion Policy to ensure an even greater focus on this area and to drive the right actions to deliver improvements on diversity and inclusion in all forms.

The Company’s approach is to make sustainable and measurable improvements over time. Having strengthened the focus on diversity throughout 2016 and 2017, there has been further continued progress on its diversity and inclusion agenda during 2018.

**Board and senior management gender diversity**  
Our Board Diversity Policy reaffirms our commitment to meeting and maintaining the recommendations made in the final Davies Review and in the Hampton-Alexander Review on improving gender balance in FTSE leadership, which set a target of 33% female Board representation by 2020. In 2017, we achieved this ahead of schedule with one third of our Board members being female and we maintained the same level of female Board membership during 2018.

Our Board Diversity Policy also sets out our commitment to working only with executive search firms who have signed up to The Enhanced Voluntary Code of Conduct for Executive Search Firms on gender diversity and best practice. All executive search firms retained by the Company during 2018 for Board and ELT appointments have signed up to the enhanced code.

As well as improvements in female representation on our Board, the proportion of women in senior management positions across Rentokil Initial has increased significantly over the last two years and in 2018 reached 30% for the first time.

Our progress on improving female representation in the most senior leadership roles in the Company saw us ranked 32<sup>nd</sup> of all FTSE 100 companies in the 2018 Hampton-Alexander Review, up from 46<sup>th</sup> the previous year. We were also named in 2018 by Equileap as one of the leading 200 employers for gender diversity and equality.

2018 Hampton Alexander Review

32<sup>nd</sup>

We were ranked 32<sup>nd</sup> of all FTSE 100 companies in the 2018 review up from 46<sup>th</sup> the previous year

	2018		2017		2016	
	Total	Female %	Total	Female %	Total	Female %
Board	9	33%	8	38%	8	25%
Executive Leadership Team	10	10%	9	11%	10	10%
Senior management <sup>1</sup>	74	30%	78	27%	76	24%

1 We define senior management as direct reports to the ELT, excluding colleagues in administrative and support roles.



50% of our graduates and 40% of the candidates on our fast-track talent programme are female.

### Ethnic and cultural diversity

The Company continues to consider the findings of the Parker Review and the proposals to increase the ethnic and cultural diversity of UK boards, to ensure each FTSE 100 Board has at least one director from an ethnic minority background by 2021. We have achieved this aspiration ahead of schedule, with 10% of our Board members now being from an ethnic minority background.

Additionally, to ensure we are attracting the best people from the widest possible pool of talent, in the last 12 months we have revitalised our online recruitment channels and put in a number of tools to enable candidates to understand more about our culture and typical job roles. To that end, of those colleagues who have joined our UK-based businesses in 2018 and who chose to disclose their ethnicity, 34% of non-managerial appointments and 33% of managerial appointments identified themselves as of an ethnicity that was not White British.

### Developing and fostering diverse talent

Our improvements in the gender diversity of our senior management population have been underpinned by sustainable actions to develop diverse talent across the organisation.

In late 2018, we launched a mentoring programme for female participants of our global talent programmes to support their career development, with women in the programme being

paired with senior mentors from within and outside Rentokil Initial. Focus on developing female talent has seen the Company achieve a 9% increase in the number of women identified in senior management succession plans.

The Company has also continued to invest in its longer-term pipeline of female talent; for example, the UK and Corporate Graduate Schemes are comprised of over 50% women and its Fast Track talent programme for emerging talent comprises 40% female participants.

This investment is reflected in our track record of developing and promoting women throughout the organisation. For example, in 2018 in our UK business, 44% of appointments to management roles were women. Likewise, female colleagues accounted for 32% of all UK promotions in the last 12 months and 7% of our UK female colleagues were promoted in 2018 compared to 5% of men.

In 2018 we also increased our focus on attracting and recruiting more women into front-line technician roles, holding an inaugural Women in Pest Control event in Australia to get feedback and insights from our female pest technicians. Similar events will be held around the world during 2019.

For several years a global grading and reward structure has been in place, supporting the principles of fairness and equality. This can be evidenced by the absence of a gender gap between

men and women in the UK in 2018 (-2% mean, +1% median) versus the national median gender pay gap for full-time employees of +8.6% (Office for National Statistics as at October 2018).

### Generations at work

Colleagues defined as ‘Millennials’ now form almost as large a proportion (37%) of our overall workforce as colleagues defined as ‘Generation X’ (38%). The proportion of women colleagues is increasing with each generation, and the overall ratio of female employees is expected to increase over time.

To ensure we are seen as an employer of choice for Millennials, we are putting a number of focused actions in place to continue to attract, recruit and retain this growing segment of our workforce.

For example, a number of our front-line, support and management roles now offer increased opportunities for flexible working. The use of internal and external social media platforms for activities such as recruitment and internal communications is also increasing and we have begun to use tools such as video interviewing for selection.

There are a number of programmes in place to support younger colleagues’ development with a continued focus and track record for employing apprenticeships and graduates. The Fast Track talent programme is designed to accelerate the development of junior management colleagues in the early part of their careers. 65% of programme participants were promoted to more senior roles in 2018. Also through ‘U+’, there is significantly increased use of video to support colleagues’ learning and development around the world, with the number of videos viewed more than doubling during the last 12 months, from over 178,000 in 2017 to over 377,000 in 2018.



## In 2018, colleagues in Australia held the first 'Women in Pest Control Workshop'.

### Women in Pest Control

Its goal was to ensure an inclusive work environment was in place, valuing diversity and enabling more female colleagues to be attracted to the business and to be retained long term. Topics covered included recruitment and on-boarding, leadership, workplace arrangements, communication and practical enhancements such as improved workwear for female technicians.

The workshop, attended by ten female pest control technicians, set a goal of tripling the number of attendees for 2019, and a Google+ community was set up to exchange ideas based on the topics discussed and to raise any gender related questions. Similar events will be held around the world during 2019.



# Marketplace

Service levels and customer satisfaction remained high in 2018.

# 117,000

In 2018, 117,000 calls were made to customers to assess satisfaction and our overall Net Promoter Score was strong at +43

Read customer reviews on Trustpilot



Our PestConnect service now has over 70,000 devices in customers' premises.

# +50m

To date, over 50 million data messages have been sent between the units and the online command centre on our robust digital pest control network

Learn more about PestConnect by viewing this video



Lumnia is the first range of commercial insight light traps to use LED lighting

# 61%

As a result, they reduce energy usage by up to 61% in comparison to traditional units. 60,000 units have been installed to date

Learn more about Lumnia in this video



# Marketplace

Over the following pages you'll find information on performance in 2018 in areas such as service and customer satisfaction, and our main focus areas of product Innovation, digital innovation and product stewardship and regulatory compliance.

**Our approach**  
Our primary service categories are in Pest Control and Hygiene services for commercial customers through the Rentokil and Initial brands. Both businesses are global leaders in their respective fields. Some regions offer additional service categories, such as interior plants through the Ambius brand as well as specialist medical and hygiene services. All operations are route-based enabling technology and know-how to be shared, while the point of service remains focused on expertise within that speciality.

A range of customer-related policies determine consistent delivery of service standards. Company-wide policies and training relate also to competition and anti-corruption laws including gifts, bribes and facilitation payments.

Global training programmes are provided to ensure consistent customer service and satisfaction measures. The Company uses its Customer Voice Counts (based on the Net Promoter System) to assess customer satisfaction with its products and services. In 2018 over 117,000 calls were made to customers (2017: 110,000) asking them to score the service they receive on a ten-point scale.

Responsible customer management is developed by each country as appropriate to its market. Rentokil and Initial Medical Services have their quality management systems certified to ISO 9001, as do the Workwear cleanroom processing plants in

France (also certified to ISO 146441-1, meeting pharmaceutical customer requirements). The Company's two UK manufacturing sites – Rentokil Initial Supplies and Dudley Industries – are SEDEX registered, reassuring customers of their ethical and responsible supply chain practices.

The Marketing and Innovation function works alongside country operations to coordinate the development of the Company's service offerings and marketing, building differentiation through Intellectual Property. Programmes are governed through Category Boards consisting of senior operational and functional colleagues, chaired by the Chief Executive. Work is undertaken in-house, as well as partnering with expert organisations including universities.

**Performance in 2018**  
In 2018, Rentokil Initial's State of Service delivery stood at 97.9% (2017: 97.8%), a slight increase on prior year and ahead of the target of over 95%. The Company also measures customer satisfaction through its Customer Voice Counts (CVC) survey with performance reviewed quarterly at all management levels. In 2018, the Customer Voice Counts customer satisfaction score remained high with a Net Promoter Score of over 43.

As an example of the quality of our performance, in 2018, Ambius received a record 27 awards at the prestigious International Plantscape Awards sponsored by American Hort in the USA and won four Leaf Awards of Excellence from Plants@Work in the UK.

Also in the UK, Trustpilot provided customers with an independent forum to review customer service. At the end of 2018, Rentokil and Initial had over 1,400 reviews each and was rated excellent with a score of over 9.0 out of 10.

During 2018, good progress was made to protect the Company's innovations, with:

- 31 national patents granted;
- 13 new international patent applications made; and
- 3 new product patents applied for.

**Innovation to protect people and enhance lives**  
Rentokil Initial's strong pipeline of innovations are being used by customers in much greater numbers. For instance, in the UK in 2018, c.33% of one-off 'job' sales were for recently-launched innovations.

As a mark of its commitment to innovation, the Company was honoured to receive The Queen's Award for Enterprise for Innovation in 2018. This was a source of great pride amongst colleagues, particularly those working on the innovation pipeline, which remains very strong. Since 2015, the Company's capital expenditure on research and development has increased by around 18%.

Product development takes place at The Power Centre and, in addition, the Company's subject matter experts collaborate on digital innovation projects with experts from partners including Google, Alibaba and PA.



Rentokil Pest Control  
Reviews 1,885 • Excellent



Initial Washroom Hygiene  
Reviews 1,666 • Excellent



At the end of 2018, Rentokil and Initial had over 1,500 reviews on Trustpilot each and were rated excellent with a score of over 9.0 out of 10



The Company uses digital technology in an innovative manner to enhance service and reporting transparency for customers.

Examples of The Power Centre team in action:

**Culture room** – over the last five years there has been a dramatic increase in the number of bed bug infestations across the globe. Whereas once it was rare to hear about an infestation, today our technicians in almost every country are working to control bed bug infestations on a daily basis. At The Power Centre, a culture room is available to build our understanding – this is a controlled environment where bed bugs and other blood-feeding pests are able to develop and be analysed.

**Fly room** – small rooms where multiple flies can be released to test the efficiency of products such as our new range of insect light traps, particularly Lumnia. The team tests both Rentokil and competitor products to ensure that the claims we make are genuine and backed up by science.

**Rodent behaviour pens** – four for rats and six for mice, used to monitor rodent behaviour and to create more effective detection tools. CCTV style monitoring is used 24/7 and a combination of heat sensitive cameras and the latest computer software is used to observe and analyse behaviour, including how they act in partition walls; where they run most and what is their population growth rate. The results enable creation of new tools and better information for technicians across the globe, reducing public health threats from rodents.

**Field work** – an important part of the scientific work at The Power Centre is field work, testing new innovations in the real world, and is an essential part of regulatory approval. Field trials include new service solutions for bed bugs, mosquito traps and non-toxic solutions for cockroaches.

**Digital innovation**  
The Company uses digital technology in an innovative manner to improve colleague experience, enhance service and reporting transparency for customers, and to improve operational efficiency. A digital-first mind-set runs across the customer experience from first website contact through to survey, contract, online services and e-billing.

In 2018, overall website traffic grew by 38% year on year, with organic growth increasing 44%. Full-year total traffic has reached almost 21 million sessions, an increase of over 33% year on year.

The Company’s ‘my’ series of customer portals - myRentokil, myInitial (which won a business innovation award in New Zealand), and myAmbius – provide easy customer access to key information such as audit reporting, eBilling, myLearning integration, LiveChat and myAdmin functionality.

- Websites**
- 100+ brand / country sites
  - 21 million sessions in 2018

- Customer reporting portals**
- +140,000 customer premises added in 2018
  - + four million e-reports generated for customers, removing the need for paper
  - c. 25 million pest control products in customers’ premises tracked

- PestConnect**
- +70,000 connected pest control devices
  - +50 million data messages sent or received

- Smartphones and apps**
- +18,000 colleagues now have a smartphone
  - +9,000 using the ServiceTrak field service app

Websites

Brand / country sites

100+

Sessions in 2018

21 million

Customer portals

Customer premises added in 2018

+140,000

E-reports generated for customers removing the need for paper

+4 million

Pest control products in customers’ premises tracked

c.25 million

**Product stewardship and regulatory compliance**  
Safe use of the Company’s products is a major consideration in developing and delivering new and existing services. Training and safety information sheets are available online for each product. Each Rentokil operation has an Authorised Product List (APL), with a Pink Note authorisation being required for any operation that seeks to use a product not on its APL.

**Regulatory focus**  
The Company’s regulatory focus supports new product developments in achieving regulatory approval in the major Pest Control markets and ongoing support for existing professional and consumer rodenticides and insecticides under the European Biocidal Products Regulation.

The Company does not use any substances included on the Stockholm Convention on Persistent Organic Pollutants list. It fully supports removal from use of hazardous chemicals. Its activities focus on urban pest control (rather than use of agricultural pesticides). Urban pest control is highly targeted, minimising contamination of the ecosystem. It uses only registered products, assessed and approved by regulatory authorities for safe use. Where the handwash products manufactured by the Company contain surfactants derived from palm oil or palm kernel oil, all the raw materials are sourced from chemical companies such as BASF and SASOL (through local distributors) with declarations stating the raw materials have been sourced from members of the Roundtable on Sustainable Palm Oil.



# We are now the leading provider of vector control services in North America.

## Protecting people from mosquito-borne diseases

Across the world there is an increasing threat to public health from mosquito-borne diseases such as Zika Virus, West Nile Virus, yellow fever, malaria and dengue fever. These diseases represent massive global costs – Dengue (\$9 billion) and Malaria (\$3 billion) for instance. To help address these threats, in 2018 we established a global centre of excellence for mosquito control. This brought together the Company's experts from around the world to consolidate and share best practice, support the innovation agenda, target new propositions, particularly for public sector contracts, and pursue new control technologies.

The Company's vector control business now has a highly-experienced team of experts following the 2017 acquisition of Vector Disease Control International – North America's leading vector control company providing aerial mosquito control application services for over 20 years operating in over a dozen states. It is the leading aerial application service provider (with aircraft specifically dedicated to mosquito control efforts operating out of four airports) for both adult and larval mosquito control and has the largest fleet of aircraft specifically dedicated to mosquito control efforts. This was followed with the 2018 acquisition of Mosquito Control Services, LLC, one of the leading independent Vector Control companies in the USA, with 10 offices in five USA states. The combined resources means these experts can share their knowledge of a number of different species of mosquitoes and have capabilities including an aerial division.

The Company was called upon to use its Vector Control expertise in 2018, following Hurricane Florence (North Carolina) and Hurricane Michael (Florida). Its specialists undertook mosquito surveillance, identification

and community relations efforts as well as treating 1,200+ miles via truck applications and over 1.5 million acres via aerial applications. These operations not only reduced the irritation of nuisance mosquitoes, but also prevented the increased transmission of disease.

Aerial applications offer several advantages including:

- being the only way to break the mosquito breeding cycle and help reduce the enormous populations of mosquitoes that can surface after a major flood event;
- reaching areas that are too large or extremely difficult to access on the ground – especially after a natural disaster; and
- due to the complicated nature of these applications, the Company is one of the very few to possess the in-house experience and capability to handle aerial larval and adult mosquito control.

### Going the extra mile

Miles treated via truck applications:

# 1,200+

Acres treated via aerial applications:

# 1.5 million

Find out more about VDCI



# Environment

2018 improvement in our carbon efficiency

## 6.6%

We have reduced our carbon emissions by 6.6% in 2018

[Read more on our carbon emission reductions](#)



Long-term improvement in our property energy efficiency

## 60%

We have improved property energy efficiency by 60% since 2014

[See out index of property energy reduction](#)



Waste reduction

## 50,000

In France, 50,000 hygiene dispensers have been returned for refurbishment

[Learn more about our waste management](#)



# Environment

Over the following pages you'll find information on our environmental performance in 2018, as well as initiatives to reduce waste and improve vehicle efficiency.

**Our approach**  
The Company's environmental focus is to use resources more efficiently in order to reduce environmental impacts (including emissions, water and energy consumption). Our principal emissions are derived from vehicle fuel consumption.

Accountability for environmental matters lies with country management teams, since there are differing operational requirements in each country and service category. However, where common practices exist globally – such as vehicle management – accountability for developing environmental responsibility for initiatives lies with the Operational Excellence team.

Responsibility for product development related environmental initiatives lies with category teams within the Marketing & Innovation function and responsibility for supplier related environmental initiatives lies with Group Procurement and Supply Chain.

Policies relating to the environment are Company-wide. Reviewed regularly by the Safety, Health and Environment leadership team, its focus is on establishing local business protocols and approaches relevant to each business. Operations in 11 countries have environmental management systems certified to ISO 14001, representing 9.0% of total revenue.

There were no fines, penalties or settlements reported in 2018 involving the Company in relation to environmental incidents.

**Emissions Targets**  
In 2016, the Board set a five-year emissions target for 2020. This represents a 20% reduction in emissions (derived from property energy and vehicle fuel) from the beginning of 2016 (based on an index of emissions normalised against revenues at constant exchange rates). This followed the successful achievement of the Company's 2011 five-year emissions target for a 10% emissions reduction by 2016. As of the end of 2018, The Company had achieved a reduction of 16% against this target.

Under the 2020 target, 13 country operations (representing over 80% of all the Company's 2018 emissions) have set their own vehicle fuel reduction targets for the period up to 2020. These countries are reporting their vehicle fuel performance quarterly and are sharing initiatives to achieve these targets with others in the Group.

**Dow Jones Sustainability Index and Carbon Disclosure Project**  
The Company has received accreditation and membership of the Dow Jones Sustainability Europe Index of leading companies since 2005. In 2018 it scored 57% for climate strategy (60% percentile) and 59% for operational eco-efficiency (70% percentile). For its submission for the 2018 Carbon Disclosure Project, the Company was ranked in the C performance band.

**Carbon Reduction Commitment**  
The Company's UK operations report property-based emissions via the Carbon Reduction Commitment Efficiency Scheme. This reporting excludes locations registered for Climate Change Agreements. The latest period covered is April 2017 to March 2018 and shows UK carbon emissions of 2,139 tonnes of CO<sub>2</sub>e (2,344 tonnes for 2015-2016).

**Environmental eco-efficiency**  
The Company reports its environmental efficiency eco-performance against the following measures:

- a carbon emissions index;
- Workwear and Hygiene processing plants – eco-efficiency indices for water and energy; and normalised emissions; and
- eco-efficiency indices for property energy and vehicle fuels.

**Emissions 2018**  
The Company reports on tonnes of CO<sub>2</sub>e in its Annual Report and Accounts, using 2018 DEFRA conversion factors for fuels, gases and UK electricity, and International Energy Agency conversion factors for non-UK electricity generation.

We also report on the intensity value of emissions, relating emissions values to activity levels – in this case at constant exchange rates to provide accurate like-for-like performance comparison, removing currency variations. The table above shows the five-year index of intensity values and a 6.6% improvement in 2018.

Absolute values of energy and fuel-derived emissions – tonnes of CO <sub>2</sub> e *					
Type of scope	2018	2017	2016	2015	2014
<b>Total scope 1</b>	170,609	167,893	151,924	146,704	150,246
<b>Total scope 2</b>	16,282	17,513	14,209	15,218	17,028
<b>Total scope 3</b>	42,367	40,449	35,759	34,150	34,320
<b>Total outside scope</b>	3,988	3,627	3,140	2,906	2,792
<b>Total – all scopes &amp; outside scopes</b>	233,246	229,482	205,032	198,979	204,386

Intensity indicator - Index of energy and fuel derived CO<sub>2</sub> emissions at CER

16%

16% reduction in our emissions since 2015. On track to achieve our 20% reduction target by end of 2020



## Performance in 2018

The emissions intensity factor reduced by nearly

7%

Reduction in emissions - 16% reduction in emissions from 2015 against the 2020 target of 20%

16%

Vehicle fuel consumed per £/million of revenue stayed level



See page 57 for details of how we mitigated the release of carbon, equivalent to our 2017 total all scopes emissions



The lessons learned from the UK’s proactive fleet selection are now being rolled out across major operations worldwide.

In 2018, the Company’s absolute greenhouse gas property and fuel derived emissions (excluding those country operations divested into the joint venture) increased by 2%. The following table shows absolute emissions (split by scopes) derived from property energy and vehicle fuels over the past five years (based on data collated from all the countries in which the Company operates – data for the Steritech acquisition was excluded in 2015 as it was in an integration process (as was data in 2018 for UK acquisitions that were subject to CMA investigations).

In addition, Rentokil Initial reports on fugitive gas emissions. A scoping exercise in 2013-14 assessed hydrofluorocarbons (HFCs) leakages from air-conditioning and refrigeration units, confirming HFCs’ leakages represented less than 0.5% of the Company’s total 2012 emissions. Consequently, these were and continue to be considered non-material for reporting.

The use of sulfuryl fluoride has grown to become a more significant contributor to Rentokil Initial’s emissions following growth in fumigation contracts, especially in North American operations. This gas is a substitute for methyl bromide, banned under the Montreal Protocol because of its ozone depleting properties (although its carbon emissions are dramatically lower than sulfuryl fluoride). The gas is used in large fumigation contracts against pests like termites. Consequently, there is year-on-year variability in emissions, based on customer demand and acquisitions of businesses that specialise in structural fumigation. For 2018, absolute emissions derived from the use of sulfuryl fluoride are 363, 399 tonnes (2017: 481,390 tonnes; 2016: 720,322 tonnes; 2015: 612,310 tonnes; and 2014: 850,883 tonnes). The lack of year-on-year

trends demonstrates the variability in customer demand. Studies, such as Barnekow and Thoms, indicate there is no suitable fumigation alternative to sulfuryl fluoride currently approved by regulatory authorities. However, as mentioned in the Marketplace section, the Company’s Innovation team is actively looking into alternatives to sulfuryl fluoride with chemical manufacturers, but with no conclusions as yet.

**Eco-efficiency in Workwear and Hygiene processing plants**  
In 2018, the current Workwear and Hygiene processing plants in France and UK suffered a small reduction in product processed. These plants showed a year-on-year increase in product volume-related emissions of 0.4%. However, this year’s performance is an improvement of 7.2% over that of 2014, achieved through the use of technology and developing responsible behaviour, including collaboration with suppliers in a joint approach to managing energy as well as waste and detergent consumption.

In France, of the total water consumed in the washing processes, c.75% came from ground sources such as boreholes, with the remainder from supplies provided by municipal utilities, whilst in the UK, 100% is sourced from utilities. The water intensity indicator rose by 6.9% in 2018, largely due to product mix changes in France, although since 2014, this indicator has improved by 4.1%.

In 2019, our Workwear business in France will begin a programme to replace tradition factory lighting with LEDs. This will start at the two largest plants and then roll out in 2020.

**Vehicle eco-efficiency through more efficient driving and vehicle fleets**  
With a global vehicle fleet of approximately 18,500 vehicles following 47 acquisitions in 2018 and 41 in 2017, vehicle emissions represented 82% of the Company’s energy-derived emissions in 2018 with this increased from 68% in 2014 being due largely to expansion in the Pest Control and Hygiene businesses, which are route-based and vehicle intensive. Vehicle fuel efficiency declined in 2018 by 0.4%, largely due to the level of acquisitions needing to be integrated in line with Company best practices, with total fuel consumed rising by 9% over 2017 and by 41% since 2014.

The Company has a range of programmes including using vehicle technology and influencing driving behaviour designed to deliver improved vehicle efficiency. These include implementing route optimisation software. In 2018 there was continued focus on improving route optimisation through acquisitions close to existing locations, smarter selling and deployment of new technologies such as the Service+ routing and scheduling system. In France, engine mapping control unit technology has now been deployed to 85% of the fleet to deliver more efficient driving. Across Europe as a whole, nearly 6,000 vehicles have been re-mapped over the last six years resulting in estimated cumulative fuel savings of £1.9 million and CO<sub>2</sub>e savings of nearly 5,000 tonnes.

Textile plants indicators	2018	2017	2016	2015	2014
Kilogrammes of CO <sub>2</sub> emissions per tonne processed	273.08	271.93	263.4	282.7	290.2
Water usage per unit washed – litres used per kilogramme	9.70	9.07	8.56	9.33	10.12

Eco-efficiency Indicator – properties	2018	2017	2016	2015	2014
Index of property energy consumption – thousand KWH per £m turnover at CER	40	59	67	80	100

In 2018 we began to test the use of electric and hybrid vehicles in Norway, the UK, Netherlands and France involving 20 cars and six vans. In 2019, our fleet and SHE functions will establish a process for determining the viability of vehicles (evaluating load-carrying and range – given the average annual mileage is around 20,000), and roll out trials in urban locations, where electric vehicles may be more suitable, and where emissions restrictions dominate.

In the UK, over the last four years, the proactive choice of more efficient vehicles has meant that the amount of CO<sub>2</sub> per km driven has been reduced. Car emissions reduced from 113g per km in 2014 to 101 in 2018 and commercial vehicle emissions from 166g per km in 2014 to 162 in 2017. From 2018, the Company’s core fleet choice list in the UK has been focused to achieve a sub 110 g/km list with continued focus and aim on further reduction to deliver business benefit and lower benefit in kind tax payments for colleagues. Whilst it remains ‘class leading’ on its UK leasing partner’s benchmark peer group, this target will need to be reviewed given vehicle manufacturers are now having to follow new vehicle legislative emissions testing measures which went live from

September 2018 and are likely to lead to increased emissions levels being quoted.

The lessons learned from the UK’s proactive fleet selection are now being rolled out across major operations worldwide, although account needs to be taken in each operation of specific vehicle needs, such as payload requirements and geographical considerations.

**Delivering property eco-efficiencies**  
Over the last three years, the Company has consolidated its property portfolio through co-location, resulting in enhanced property energy efficiency, improving by 60% since 2014. In addition, improvements in operational geographic density have been achieved through focusing its acquisition strategy on businesses operating in the same areas, enabling further co-location. This programme continued across the Company in 2018 with particular emphasis on integrating the newly-acquired businesses.

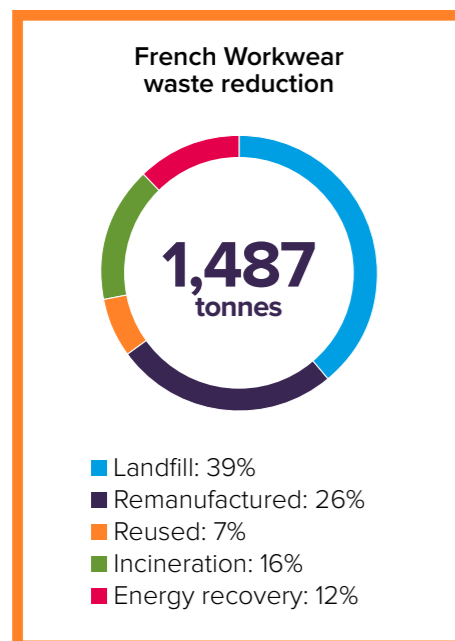
**The Company's environmental focus is to use resources more efficiently in order to reduce environmental impacts.**

## Initiatives to reduce our environmental impacts

### Waste management

In addition to improving energy and water consumption efficiencies in the Workwear plants in France, there is also a focus on waste management.

In the French Workwear plants, there is a rigorous waste separation programme. Ordinary industrial waste and reformed textile waste represents 72% of total waste, 71% of which is remanufactured, and the rest sent to landfill. This waste represents around 1.7% of total textiles product processed during the year. Other waste streams include cardboard, paper and clothes hangers (100% of which are reused or remanufactured), wooden pallets, plastics, lamps and ink cartridges. Some ordinary industrial waste and reformed textile waste are also sent for incineration and/or used for energy recovery (depending upon facilities at individual plants). Below shows the percentage of waste by each destination, and the overall waste volumes, based on data from a selection of French Workwear plants, with total waste being 1,487 tonnes.



## Waste reduction

In another waste management initiative in France and Italy, action is being taken to substantially reduce the metal and plastic waste burden within the Hygiene washroom businesses. This involves establishing facilities to refurbish dispensers rather than buy new units.

In the French Hygiene business, four processing centres have been set up in Lyons, Nantes, Nice and Paris. Currently, nearly 50,000 returned dispensers are being refurbished a year. On average about 51% of dispensers are suitable for refurbishment. The refurbished dispensers are worth around 1.5 million Euros and with the cost of refurbishment being less than 500,000 Euros, not only does this process avoid putting returned dispensers into landfill but also represents a sound commercial investment. In addition, the business has commenced refurbishing white towel rolls, dying them blue. Again, this will reduce waste being created and be commercially viable.

In Italy, nearly 14,000 dispensers were refurbished in 2018.



## Earth Day – how to fix the plastic problem

In North America, Ambius is one of the biggest providers of tropical plants for use internally in landscaping as well as enhancing workspaces with plants.

However, it recognised that it – and the horticultural industry – faced a challenge to meet the 2018 Earth Day theme to “End plastic pollution”. Most of the hundreds of thousands of plants the business purchases every year are grown in plastic pots. These are often made of recycled materials, and these pots are often capable of being recycled or reused. Because they are lighter weight than terracotta, they are lighter to ship, leading to a relative energy consumption reduction. As such, there are environmental benefits in the use of these small plastic pots.

It identified several actions to reduce the quantities of plastic pots used. First is to ensure the plants used start in a good condition. This requires collaboration; including ensuring the grower provides healthy plants with strong roots. Second is to nurture the plants through their life to ensure longer-term survival. The result of both these actions is less replacement plants, and consequently fewer plastic pots needed. In addition, it is working with the manufacturers of pots used decoratively in offices. The challenge in using these pots is that they may become obsolete as office décor trends change. These manufacturers are adopting a 'cradle to grave' approach to ensure a fully traceable lifecycle through multiple generations of reuse and recycling of the pot's components.



### Reduced product and operational environmental impacts

Lumnia and on-site servicing, both mentioned in the Marketplace section, offer significant reductions in environmental impacts. Lumnia offers customers reductions of up to 60% in energy consumed. On-site servicing reduces the water required in cleansing feminine hygiene units but also reduces the payload for vehicles, leading to reduced fuel consumption.

The Company's Eco-Label accredited range of soaps and washroom equipment is designed to ensure customers have environmentally-accredited products delivering reduced environmental impacts. It has received Ecolabel accreditation

for its Eco-Clear urinals solution that combines a water management device and patented urinal sleeve that contains bio-enzymes penetrating uric acid, salt and scale, preventing build-ups and eliminating foul odours. The specially designed water manager enables up to 90% water saving without affecting urinal hygiene levels.

In UK operations, electronic invoicing began to be rolled out during 2016, achieving 54% of all invoices by the end of 2018 (40% in 2017). Also, launched in 2017, in New Zealand and Australia, myPA allows paperless administration for sales colleagues. In France, e-billing reached 20% at the end of 2018 (1.2% in January 2017).

## Protecting water supplies in Cape Town.

In various parts of the world water shortages are becoming a threat. This was the case in the Western Cape region of South Africa at the start of 2018 when it faced its worst drought for 100 years. Cape Town residents and businesses were facing the real threat of 'Day Zero' – the date when the city would officially run out of water.

The Company's operations took a close look at their processes to see how they could save water in their operations, as well as advising customers of what actions they could take. Ambius started harvesting rainwater to water warehouse plants,

and provided moisture meters to avoid unnecessary watering. In addition, a special compound was added to soil to improve water retention by up to 60%. Initial had already reduced its water consumption through the introduction of On-Site Servicing of feminine hygiene units. But in addition, it recommended customers to use foam or gel instead of soap, use an eco-cap in urinals to neutralise uric acid, and use No Flush Spray to eliminate odour – both to reduce the frequency of flushing.

For the welfare of colleagues, the Cape Town office set up a water crisis task team to keep their office open, recognising that the absence of running water would be a very serious health and safety concern. Fortunately rainfall later in 2018 meant 'Day Zero' has been delayed but it has not been eliminated.



### Water retention

# 60%

Improvement in water retention in our plant warehouses after adding a water retaining compound to the soil

Read more about Initial's  
solutions to conserve  
water in Cape Town



# Supply chain

Core compliance training

23,000

During 2018 over 23,000 Core Corporate Compliance training courses were completed across the group

Read our Modern Slavery statement for 2018



Local Suppliers

2,500

We have approximately 2,500 local suppliers across the world, managed by local teams

Read our Supplier Code of Conducts



Working very closely with a manufacturer to meet Modern Slavery standards

400

In Asia, during 2018 we arranged for lockers to be installed so that over 400 passports could be handed back to foreign workers

Learn about our work in Asia to address Modern Slavery



# Supply chain

Over the following pages you’ll find information on our supply chain management approach, classification of critical suppliers and our commitment to deliver sustainable products.

### Our approach

The three key elements of Rentokil Initial’s Supply Chain Management are product quality, service delivery and delivered cost. These are delivered through the robust implementation of the following governance procedures:

- **Rentokil Initial Supplier Standard** – which specifies the standards of product quality, factory governance and delivery performance as well as adherence to environmental, social and governance standards;
- **Procurement Policy** – setting minimum mandatory standards for procurement globally with best-practice guidelines with standard templates for supplier contracts; and
- **Warehouse Management and Inventory Control** – covering minimum mandatory standards and best-practice guidelines for the receipt, storage and despatch of products, from technicians’ vans to national warehouses.

The Supplier Standard covers all Company-wide procurement managed by the Group Procurement team and has been phased in by local operations. There are also supply chain related policies, including the Anti-Corruption, Dignity at Work and Human Rights policies.

In addition, an external Supplier Code has been developed to align the standards of suppliers with the Company’s Code of Conduct. The Supplier Code outlines the standards and controls expected from all suppliers of goods and services to the global Group and which are audited against.

All contracts and agreements for the supply of goods and services by both individuals and companies will include a clause requiring compliance with the Supplier Code from March 2019. This is in addition to the specific clauses that relate to bribery and corruption and modern slavery included in all supply chain contracts.

In all sourcing decisions, compliance with the Company’s standards for corporate social responsibility is used as a go/no-go gate rather than as weighting factor for decision-making. Suppliers that do not conform to required standards during the pre-selection evaluation are eliminated from the tender process. If an area of non-compliance is discovered at an existing supplier, they are given the opportunity to address and resolve the issue, with our support where required. The Company has published its second Modern Slavery Statement [rentokil-initial.com/responsible-delivery/modern-slavery-statement](https://rentokil-initial.com/responsible-delivery/modern-slavery-statement) in accordance with the requirements of the UK’s Modern Slavery Act 2015. This statement covers policies, contractual practices and due diligence processes undertaken in its supply chain management.

Supply chain expenditure covers capital investment (rental equipment) and consumables. It is managed through the Group Procurement team in the three strategic categories of Pest Control, Hygiene, and Protect & Enhance. The latter includes the global Ambius business, Textiles in France and UK Property Care. Smaller purchases are managed at a local level.

There are four main routes for product supply:

- **Unique Hardware and Equipment** – including Hygiene products such as feminine hygiene units and soap dispensers, and Pest Control products such as Insect Light Traps and tamper-

resistant bait boxes. The Company sets the design and specification, validated by the Global Science Centre to ensure compliance with international regulations. Suppliers are regularly audited by approved Factory Auditors against the Supplier Standard;

- **Branded Equipment** – sourced from world standard reputable manufacturers, e.g. Dyson hand dryers and Bayer/BASF pesticides. These suppliers are audited on an ad hoc basis when quality issues arise;

- **Consumables such as paper, soap and pest control chemicals** – including unique products which have been developed for use only in the Company’s equipment and generic products which are sold across the industry. All products are tightly monitored, and supplier audits are conducted to ensure compliance with international regulations, quality standards and performance specifications; and
- **Textile products** – split into products for Initial Textiles in France and standard products for Hygiene (linen towel rolls and mats). These products are often sourced from developing world countries. A high degree of compliance auditing by internal and external auditors ensures adherence to ethical standards.



**Our major external suppliers are classified into three groups on a risk-based approach.**

Key corporate responsibility risk areas lie with the procurement of textiles from low-cost countries, the compliance of electrical equipment to global standards and the application of chemicals in the Pest Control business. Opportunities exist to drive sustainable practices and improvements through supplier partnerships and robust in-house operating procedures.

The Group Procurement and Supply Chain team is responsible for direct and indirect Group procurement, product quality and service delivery, and in-house manufacturing facilities. Training, including environmental, social and governance matters, is developed through U+ and rolled out across the Company. During 2018 over 23,000 Core Corporate Compliance training courses were completed across the group. Performance appraisals for the Quality Managers include criteria such as lower quality defects, and the global consumer complaints system (targeting outstanding complaints to be followed up within a week).

### Classification to focus on Critical Suppliers

The Group Procurement team reviews annual global spend for major businesses and tracks supplier numbers by category and spend. There are two in-house factories in the UK which manufacture hardware and consumables products for the global business and an in-house workwear company which supplies garments to France. These internal suppliers provide c.2.4% by value of the direct products to the Company.

Direct external suppliers are classified into three groups, on a risk-based approach:

- **Critical suppliers** – defined as those supplying unique products to multiple Company markets which have a long lead-time to substitution if required. There are 36 suppliers identified as Critical, which account for 15% of the direct spend across all categories. 21 of these are in the Hygiene category as suppliers of bespoke Initial-branded products that have a long lead-time for substitution to multiple countries across the Group. There are nine critical suppliers in the Pest Control category who supply bespoke Rentokil-branded products such as Lumnia Insect Light Traps;
- **Major local suppliers** – specific to individual countries but represent a significant proportion of each country's category spend and have been identified as preferred country suppliers. There are 85 major local suppliers who account for 39% of the direct spend; and
- **Minor local suppliers** – used on an ad hoc basis, often at a customer's specific request. This category includes over 2,600 suppliers but makes up only 16% of the direct spend.

The area of procurement identified as most at risk across the Company is the purchase of flat linen from suppliers in Pakistan, Bangladesh and India. This represents 0.7% of total direct spend of the Group. The majority of the purchases in these countries are from suppliers with global accreditations such as the Business Social Compliance Initiative (BSCI).



### In-house factories in the UK

2

These factories manufacture hardware and consumable products for the global business

Read more about  
Dudley Industries



**All critical suppliers who manufacture Rentokil-branded unique products are audited on the four-year cycle.**

## Supplier audits

Detailed audits of critical suppliers are conducted by the European Quality Manager, against the Company's Supplier Standard. This includes all potential new suppliers' manufacturing sites, and subsequent existing suppliers. Audit frequency is risk-based, considering the criticality of the product, the risk profile of the country of manufacture and the previous audit results, and varies from a one to four-year audit cycle. Suppliers receive a Corrective Action Plan within two days of the audit and must return an initial response within two weeks. Major non-compliances require immediate correction, and updates on other actions are followed up at the appropriate times with photographic evidence of actions taken, or revisits carried out if required.

Major local suppliers are audited by regional Quality Managers (trained by the Global Product Quality Manager). These audits are carried out against the Supplier Standard. Non-critical major suppliers are reviewed using the audit questionnaire but without a site visit unless required in specific circumstances.

### Pest Control products

The major spend in Pest Control is on rodenticides, insecticides and various preparations used to control the multiple varieties of pest encountered around the world. Most of these are branded chemical preparations that are manufactured by global chemical supply companies such as BASF and Bayer. The Rentokil Initial Supplies (RIS) factory in the UK manufactures specialised rodenticides and other preparations which provide a competitive edge over the market, for example the new RapidPro rodenticide.

This category includes the procurement of hardware and equipment such as rodent bait boxes, electronic light traps and bird protection devices. These are designed and developed by the Company's Marketing and Innovation team and sourced externally from specialised suppliers or manufactured in-house where this offers a competitive advantage.

All critical suppliers who manufacture Rentokil-branded unique products are audited on the four-year cycle. The global chemical companies who supply their own brand of preparations are not included in the audit cycle as they have their own highly stringent management and control systems and are subject to a high level of scrutiny in their own right. If an issue regarding product quality, service delivery or non-compliance is raised, a specific audit would be conducted at the factory involved.

## Hygiene products

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

In the Hygiene category, there are 21 critical suppliers who have been audited by a Product Quality Manager, or will be in 2019. These are mostly medium-sized companies who are manufacturing bespoke products to Rentokil Initial specifications for the Company.



Hygiene critical suppliers who have been audited

21

These are mostly medium-sized companies who are manufacturing bespoke products to Rentokil Initial specifications for the Company

The majority of products supplied to the Ambius business are locally grown plants and locally manufactured pots.

**Protect and Enhance category**  
 The major elements of this category are the Textiles business in France, the global Ambius business and Property Care in the UK. The products purchased for Property Care are mainly local detergents and cleaning materials bought from minor local suppliers.

**Textiles in France**  
 Garments are supplied on a Cut, Make and Trim (CMT) basis through Cawe, the Company's in-house workwear sourcing company. Garments are also sourced from third-party suppliers based in Europe and Asia as Ready Made Goods (RMG), and flat linen is sourced through Cawe on an RMG basis from Asia and North Africa.

Cawe has been certified by Max Havelaar (FLO CERT) since 2007 to Fairtrade standards and is a member of YAMANA - Fibre Citoyenne, which evaluates Cawe every year to ensure commitment towards increasing sustainability. Audits are carried out on the Cawe subcontractors either by the Workwear Quality Manager, or by an independent third party - WethicA (linked to ACTE). All major Cawe suppliers have been audited at least once and are visited at least once per year by the Workwear Quality Manager and the Cawe Production Manager.

**Ambius**

The majority of products supplied to the Ambius business are locally grown plants and locally manufactured pots which are seen as low risk and classified as major local or tactical/ minor local suppliers. Some specialist plants are sourced from Asia and Latin America, and although this is a minor spend, as there is little visibility of working practices in these supply chains, the distributor will be audited in 2019. One major local supplier in the US sources plant pots from their own factory in China, which is scheduled to be audited in March 2019.

The only critical supplier in this category is a US supplier of ambient scenting products which has been audited three times in four years and found to operate to a high standard.



[Read more about Ambius](#)


Hardware and equipment are validated to ensure compliance with local regulations such as the CE mark.

**Delivering safe products**  
Sustainability risks for critical suppliers are identified and managed by the Global Product Quality Manager, whilst risks for major local suppliers are identified and managed by local Quality Managers and the country procurement team.

The Power Centre validates chemicals used in pesticides and fragrances to ensure they meet public regulations for all markets, such as REACH in Europe. Hardware and equipment are validated to ensure compliance with local regulations such as the CE mark for products sold in Europe and the RoHS directive, which includes the verification of second and third-tier sources of components.

The product specifications set by the Marketing and Innovations team take account explicitly of regulatory issues and responsible business practices. Where legacy products do not conform to the latest European regulations they are redesigned or reformulated to ensure compliance.

**Sustainable products**  
In Hygiene, handwash liquids and foams are manufactured in-house, enabling a wider range to be produced, and ensuring full compliance with EU regulations, with full safety assessment and preservative efficacy data. Production is to the Good Manufacturing Practice Standard specified for food processing and cosmetics manufacture and HACCP standards. The range is eco-certified, carrying Nordic Swan and Eco Flower labelling (except antibacterial soaps, because of their ingredients). Rentokil Initial Supplies is certified under ISO 9001 along with its sister manufacturing company, Dudley Industries. Both businesses are subject to audit under the Supplier Standard.



Manufacturing certification

ISO 9001

Rentokil Initial Supplies and Dudley Industries are both certified to ISO 9001 standards





## Taking action on our supply chain audit findings.

### Addressing Modern Slavery

The Company's supplier auditing is very rigorous in identifying potential issues relating to Modern Slavery. 2018 audits have highlighted two symptoms of Modern Slavery within the Company's Supply Chain.

In Chinese factories many employees come from other regions and live in factory accommodation. These workers are allowed to avoid paying social insurance at their workplace provided they pay it in their home region. However, most employers do not check employees are paying in their own region. The Company expects employers to have a duty of care to ensure employees are not left vulnerable with a lack of insurance.

Following audits in China, the Company's suppliers are now carrying out such checks, and during these checks, have identified some individuals that were not paying their social insurance locally.

The second issue related to a Malaysia manufacturer based in Kedah. The last audit revealed the manufacturer was in possession of foreign workers' passports as employers in Malaysia are responsible for any foreign worker who absconds. The manufacturer said the workers had nowhere safe to keep their passports, which was found to be the case. The manufacturer demonstrated that passports were given back when there was a request, such as to travel home for a funeral. However, passport retention is a well-known symptom of Modern Slavery, and is not acceptable to the Company.

The Company's auditors worked very closely with the manufacturer to find a solution, and as a result, in late August, the manufacturer handed back over 400 passports to its foreign workers. Its management appreciated the significance of this moment, and celebrated it with a total plant closure for a day for all 700 employees. The manufacturer knew that without the Company's auditors, this would never have happened.

These findings and actions taken to resolve them are shared with all our suppliers during audits, to improve their own audit protocol by including checks into similar issues.

Passports returned

# 400

Management appreciated the significance of the returning of the 400 passports, and celebrated it with a total plant closure for a day for all 700 employees



# Charitable & community support

Better Futures

## 20,000

Our community health education programme in Asia has supported over 20,000 people

[Learn more about Better Futures](#)



Malaria No More UK

## £200,000

We have supported this charity for six years, raising £200,000 in that time

[Learn more about Malaria No More UK](#)



Cool Earth

## 1,000

Around 1,000 acres of rainforest were protected in 2018, preventing the release of carbon through deforestation

[Learn more about Cool Earth](#)



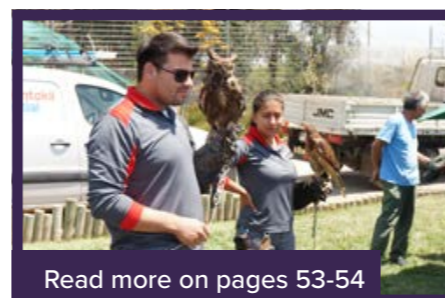
# Charitable & community support

Rentokil Initial focuses on developing strong local businesses supported by global know-how, and its approach to community relations reflects this structure. We recognise the importance to colleagues of community involvement and to other stakeholders. Colleagues are enthusiastic supporters of local and national charities, and we strive to build on this enthusiasm.

## Our social and community activities are in three areas



Local community support and investment at a country or region level (mostly small amounts but more significant amounts are likely to combine financial and business support with volunteering and value in kind donations).



Read more on pages 53-54



Global community initiatives providing long-term support for specific charities including Better Futures, the Company's community health programme.



Read more on pages 55-57



Response to national disasters supporting affected communities, where colleagues live.



Read more on page 58



The Company's Community Policy covers all operations, but the choice of where to commit financial and colleagues' support is determined locally, often with colleagues' participation. Community activity is monitored (with an approval process for additional funds), has clear rules and policies and results are communicated across the Company.





Local charities supported in 2018 reflect the passion of colleagues to support these causes.

**Local community support**  
Rentokil Initial’s Helping Hands scheme matches colleagues’ charitable fundraising, with a coordination team, and an intranet for colleagues where information can be found.

The Company’s charitable cash donations (including Helping Hands) amounted to £202,000 in 2018 (2017: £213,000). Additional to this cash amount are value in kind donations and provision of management time, which are not included, as well as those donations made through colleagues’ own efforts.

Local charities supported in 2018 reflect the passion of colleagues to support these causes including, Dreams Come True, British Heart Foundation, National Autistic Society, Leukaemia Foundation, Marsden Hospital, Parkinson’s UK, Macmillan Cancer Support, Create, Wellbeing of Women, Princess Alice Hospice, 1<sup>st</sup> Claygate Scout Group, Wakefield Hospice, St Catherine’s Hospice and Rays of Sunshine.

Colleagues participated in Save the Children Christmas Jumper Day, raising £175.18 for the charity, doubled by Helping Hands. They also held a ‘Bake Off’ in the office inviting participants to bring in their signature sweet dishes.

Michelle Doherty abseiled down an 80m drop on the Orbit building in the Olympic Park to raise £600 for Rays of Sunshine Children’s Charity.

18 colleagues took part in ‘Ignite the Night – London Autism Night Walk 2018’. Together they completed the 10km night walk around Central London.

Jordan Simpson participated in the UK Charity All Stars Ice Hockey tournament in Sheffield. He raised £500 for Dreams Come True, a charity which helps disabled and dying children.

In Australia, Claudia Guevara invited her whole team to participate in ‘The World’s Greatest Shave’ raising AUS \$12,000.



‘The World’s Greatest Shave’



Entertainment events in Chile



‘Ignite the Night – London Autism Night Walk 2018



Triathlon in Holland



UK Charity All Stars Ice Hockey tournament



Making and distributing food in North America





**Selected partner schools will continue to receive donations of free sanitary towels for 12 months, along with hygiene unit services, hand sanitisers and quarterly ablution hygiene treatments.**

## Addressing period poverty

In July every year, colleagues across South Africa donate 67 minutes of their time - one minute for every year of Mandela's public service – to go out into their local communities and make a difference. In 2018, the 100th anniversary of Mandela's birth, colleagues took a focused approach to their donations.

Following a UNESCO report that 10% of girls miss their schooling during their periods because they don't have access to feminine hygiene products, they launched 'Hygiene Angels: Keeping Girls in School'. On Mandela Day, colleagues visited partner schools in the Cape, Gauteng and Kwazulu Natal to donate sanitary pads and give menstrual hygiene talks to female pupils addressing the fear and anxiety many of them have.

Selected partner schools will continue to receive donations of free sanitary towels for 12 months, along with hygiene unit services, hand sanitisers and quarterly ablution hygiene treatments.

In the UK, Scotland became the first country in the world to make free sanitary products available to all pupils and students. Initial responded by creating small vending dispensers which can be mounted inside a toilet cubicle giving women access to free sanitary products in private.



## Supporting local communities

In the UK, the Company supported SocialBox.biz which redistributes old laptops to vulnerable populations in an effort to avoid their having to live in social and digital exclusion. The Company donated old computers, laptops and mobile phones to this charity. The laptops will be provided to the homeless, the elderly, refugees and other vulnerable people to enable them to search for jobs, connect with friends and family and conduct other essential services such as shopping or applying for benefits.

Our UK community outreach programme supported a number of local sports teams, individuals and events in 2018. Eighteen different projects were supported in a variety of ways, from providing horse equipment for a charity sponsored horse ride, to goal-posts for a junior football team and bibs for a canoe club. These included:

- The Great Adventure by Hesteryri Horses (an eight-week ride from John O'Groats to Lands End)
- Rylands Sharks rugby team from Warrington
- Arniston Rangers junior football team in Midlothian
- Merrow Village Bowls Club in Guildford
- Kemnay Community Project – a village outside Aberdeen; we provided support for their clean-up of a large granite landmark which had sadly been defaced by vandals
- Tamworth Phoenix American football team in Staffordshire
- St Margaretsbury FC in Hertfordshire
- Runcorn ABC Boxing Club in Cheshire
- Oldbury United FC
- Bude Town FC
- Morganians RFC

Our North American colleagues also took part in a number of initiatives making and distributing food, sponsoring local charitable events including schools and sports teams and participating in wellness events. Over the holiday season, colleagues in Reading, Pennsylvania donated gifts and clothes to meet the needs of 60 families via the Salvation Army's Angel Tree Program. They also collected canned food to help other local families in need. In Charlotte, North Carolina, over 50 colleagues volunteered to buy supplies, make and pack sandwiches to feed the homeless and disadvantaged in their neighbourhood. On the day they produced nearly 700 sandwiches in less than four hours, ready for distribution to the needy.

In Chile, colleagues participated in several entertainment events organised for 180 disadvantaged children and in Portugal, we provided free pest control to a charitable food redistribution centre on the outskirts of Lisbon.

In Holland, Rentokil was a Platinum Sponsor of the 34<sup>th</sup> triathlon in Woerden and 36 Dutch colleagues competed in 12 teams, raising a total of €4,816 for KWF Kankerbestijding (the Dutch Cancer Society).

In Trinidad and Tobago, five Rentokil Initial 'Women Warriors' completed the Scotiabank Women Against Breast Cancer 5K run. Later on in the year, three ladies took part in the RBC Race for Kids to help raise funds for the Caribbean Children's Cancer Fund.



Global Handwashing Day takes place on 15<sup>th</sup> October every year to motivate people around the world to improve their handwashing habits.

**Global Handwashing Day**  
Global Handwashing Day takes place on 15<sup>th</sup> October every year to motivate people around the world to improve their handwashing habits, demonstrating how soap and water can provide an effective and affordable way to prevent diseases.

In 2018, Initial Hygiene commissioned research with the theme ‘Clean hands – a recipe for health’, aimed to highlight the importance of making handwashing a part of every meal. The research involved taking swabs from 14 families across Malaysia, France, the UK, South Africa, and Spain, with results recorded twice a day, before breakfast and dinner. Families were swabbed for two days using their normal handwashing routine, and two days using a robust step-by-step routine provided by Initial. The experiment also showed that the average child’s hands are host to high levels of bacteria prior to washing before breakfast and overall, the children’s hands were found to be home to 46% more bacteria than the adults. The report reinforced the need to use good hygiene practices, such as washing hands before every meal, from a young age.

On Global Handwashing Day, colleagues in India participated in 37 events in branches, schools and communities right across the country, including five schools and a visit to the children in the Godhamedu Slum in Chennai. In Barbados and Trinidad, colleagues gave presentations and distributed posters and activity sheets to 13 schools, making learning about hand-washing fun. Ten schools in Jamaica used Initial’s Hand Hygiene posters to educate their children. In South Africa, supplier donations of 4,500 sanitary pads, 100 litres of soap and 20,000 sheets of paper were despatched to branches across the country so that they could be delivered to 15 local schools on the day, along with demonstrations and fun activities for 3,800 students.



Global Handwashing Day

37

In India, colleagues participated in 37 events in branches, schools and communities right across the country, including five schools and a visit to the children in the Godhamedu Slum in Chennai

Find out why hand hygiene is important





Colleagues have raised over £200,000 for Malaria No More UK

malaria NO MORE united kingdom

**Malaria No More UK**  
The Company has actively supported the charity Malaria No More UK (MNM) for six years, raising over £200,000 to date. Colleagues have come up with many ideas to raise funds including bike rides, arduous runs, mountain climbs, bungee jumps, race nights and cake-bakes.

Fundraising initiatives during 2018 included a team of 14 UK account managers undertaking the Three Peaks Challenge and raising £4,600, a runner in the London Marathon raising £700, and Head Office colleagues wearing orange for World Malaria Day, raising over £300. On 29 September, across the world, colleagues played pool for 24 hours to raise money for Malaria No More UK.

Since 2010 Malaria No More UK has helped inspire funding of over £4 billion for the global malaria campaign. It considers malaria prevention is one of the best buys in public health, returning £36 to society for every £1 invested.

“Malaria No More UK is extremely privileged to have benefited from the partnership with Rentokil Initial since 2011, a period during which the business and colleagues have generated £200,000 to help deliver our shared vision – a world in which no one dies from this preventable and treatable disease. Rentokil Initial’s support over eight years has and continues to be central to our work to inspire global commitment and global action towards ending malaria in this generation – every £1 donated is multiplied by unlocking hundreds of pounds in investment into the malaria fight.

“Highlights during the partnership have included:

- In 2018 we helped convene the Malaria Summit which delivered commitments of \$4.1 billion USD from governments, the private sector and philanthropists to invest in mosquito nets, treatment and R&D;
- Commonwealth citizens account for six out of ten malaria cases globally, and the Malaria Summit led to a commitment from 53 Commonwealth leaders to halve malaria by 2023, potentially preventing 350 million cases and saving 650,000 lives;
- A global awareness campaign ‘Malaria Must Die’ that reached 1.3 billion people; and
- The UK Government – the world’s second largest donor towards tackling malaria – investing up to £500 million per annum.

“Above all, this is a period that has seen many hundreds of thousands of lives saved from malaria – between 2010 and 2017, estimated deaths globally dropped by 28%.

“We are at a critical point if we are to end malaria in our lifetimes, and Malaria No More UK is proud to be working with Rentokil Initial to help achieve this goal.”

James Whiting  
CEO  
Malaria No More UK



Hiking the Three Peaks to raise money for Malaria No More UK



Adam McIntyre ran the New York City marathon for Malaria No More UK



Poolathon to raise money for Malaria No More UK



See how we supported Malaria No More UK in 2018







**Better Futures is Rentokil Initial’s community health initiative. Since 2013, over 20,000 children and adults in Asia have received hand hygiene and health education.**



**Better Futures**  
Better Futures is Rentokil Initial’s community health education initiative. The programme was launched in 2013 and has developed tailored education modules to deliver health and safety education, mostly in Asia. Since launching, some 20,476 people have participated in the education events supported by volunteer colleagues from local branches. In 2018, Better Futures delivered over 200 events to both children and adults through 345 volunteers.

In India, Better Futures ran education events at schools and branches, across the different states. In 2018 some 1,690 children benefited directly with messages about the importance of good hygiene which, crucially, is then often shared with friends and family. Better Futures was also active in Malaysia and Indonesia where 2,392 children were educated along with 90 teachers.

In the Philippines, we have undertaken a community education programme where we ‘Adopt-a-School’ locally and work with them to raise awareness about the importance of good hygiene practices and sanitation. The programme has successfully educated an estimated 5,000 students from grades 7 to 12, including talks with girls about menstrual hygiene shared by Rentokil Initial’s expert microbiologist. The Company is currently partnered with Manila’s Araullo High School with 5,000 students.

As dengue fever continues to spread and with children under 14 at particular risk, a Dengue Awareness Campaign was also undertaken in 2018 which included educational talks by our expert entomologist, sharing useful tips on how to prevent and eliminate mosquito breeding ground and the symptoms to look out for.



**Supporting public hygiene at times of national crisis**

The world was shocked by the devastation caused in Kerala, India when monsoon rainfall in the state was two and a half times higher than usual, resulting in heavy flooding and severe landslides. It was the worst flooding in 100 years. Many lost their homes and their belongings when local low-lying areas were flooded and 1.25 million people found shelter in over 5,000 rescue camps.

Forty two colleagues lost their homes and possessions. We funded homes, electronics, food, clothes and support to help rebuild their lives. This was supported locally our Better Futures team.

**Protecting the victims of earthquakes**  
On Lombok island, Indonesia, four serious earthquakes resulted in over 500 deaths and caused over 350,000 people to flee their homes. Many of these people were housed in tents and makeshift structures on open fields in the area.

The refugees were given basic provisions and shelter, but they had no protection from pests such as mosquitoes and flies which carry an increased risk of spreading diseases, so Rentokil technicians joined forces with other volunteers from ASPPHAMI (the Indonesian Pest Control Companies Association) to carry out thermal fogging and spraying around refugee camps.





A new charitable programme called Rentokil Initial Cares with an innovative funding approach.

**Rentokil Initial Cares**  
 We have recently begun to use unclaimed dividends to support good causes that are in line with the Company's mission of protecting people and enhancing lives, such as Cool Earth.

Under the Company's Articles of Association, after a period of 12 and 6 years respectively, shares and dividends that have not been claimed may be returned to the Company. Our view is that these should be put to good causes.

We have therefore established Rentokil Initial Cares (RIC) as the overall fund for the Company, which operates under a governance charter, approved by the Board.

Rentokil Initial Cares is a new initiative for good causes aimed at:

- bringing our existing charitable activities under one umbrella;
- increasing the scope and profile of those activities; and
- ensuring a truly international approach and best-fit with our core values and businesses.

The CEO chairs the RIC committee, which meets twice a year and coordinates all funding – from matched giving to large-scale disaster relief. The committee will include an RIC Ambassador from a 'front-line' role, which will rotate annually. RIC will have a fund of c. £250,000 each year.

"Using unclaimed dividends to address climate change is a beautifully simple idea and it is typical that Rentokil Initial thought of it first. A smart company, who are showing great leadership to deliver a global impact.

"Cool Earth and its community partners are on the front line of the fight against rainforest destruction, which must be a priority if we're to prevent cataclysmic climate change.

"Thanks to Rentokil's ingenuity, the funding from unclaimed dividends will ensure some of the world's most endangered forests are kept standing. I hope that where Rentokil leads other responsible companies will follow."

RT Hon Frank Field MP  
 Co-founder of Cool Earth

Annual fund amount

£250,000

RIC will have a fund of c.£250,000 each year to be put towards causes that are in line with the Company's mission of protecting people

Read the Rentokil Initial Cares press release



## The BRIT School is the UK's foremost school for the performing and creative arts.

### The BRIT School

The BRIT School is the UK's foremost school for the performing and creative arts, sponsored by the British Record Industry Trust, which is where the 'BRIT' name comes from. The school has 1,300 students aged from 14 – 19, and the great majority of its income comes from a government grant, which is calculated on the same basis as for all other schools and has fallen significantly in recent years. Despite substantial changes to its operations and educational offer to save costs, and the generosity of the BRIT Trust, the school has needed to look at ways of generating commercial income.

With its expertise in education, a number of colleagues from Rentokil Initial have stepped forward to provide practical help and guidance about business projects, allowing the school to tap into the wide range of commercial expertise present in the Company. For instance, we provided advice on how to participate in new training opportunities, advice on keeping projects on track using Agile techniques, support on proposition development and marketing (and joining a selection panel when they were tendering for new websites), and weekly progress-reporting via Google Hangout sessions. When the school received a proposition from an Asian organisation, the Company's Head of M&A was able to advise on what to look for and be careful of in a deal.

"We have all been so grateful for the time which has been so freely and generously given, the advice which has been so clear and relevant, and the practical benefits, which we are seeing from this connection which we find so stimulating," said Richard Elliott, Director of Finance at The BRIT School.



We have all been so grateful for the time which has been so freely and generously given, the advice which has been so clear and relevant, and the practical benefits, which we are seeing from this connection which we find so stimulating.

Richard Elliott  
Director of Finance  
The BRIT School

# Governance & performance

Rentokil Initial’s strong pedigree in overall governance was demonstrated by being ranked 17<sup>th</sup> of all FTSE 100 companies in the Institute of Director’s Good Governance Index (2017).

## Our approach

Rentokil Initial’s strong pedigree in overall governance was demonstrated by being ranked 17<sup>th</sup> of all FTSE 100 companies in the Institute of Director’s Good Governance Index (2017). This governance approach covers its responsible business practices. The Chief Executive has Board responsibility for corporate responsibility, and the Executive Leadership Team has authority to introduce responsible approaches and review performance (in particular, health and safety, and vehicle fuel eco-efficiency). The Board reviews these matters regularly and all areas at least annually. The Senior Leadership Forum of 25 senior executives meets in person at least three times per year and monthly by telephone to address key issues and ensure alignment of responsible business practices to the business plan.

Rentokil Initial’s governance model identifies the roles of the Board, 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 corporate responsibility issues, with appropriate detailed investigation by Internal Audit.

Safety, Health and Environment performance is reported to each meeting of the Board through the Company Secretary, with a specific environmental review annually. Its remit includes developing Health and Safety standards with appropriate colleague training, reviewing performance and initiating remedial activity in under-performing businesses. The Company does not permit political

lobbying on its behalf by colleagues, although participation in submissions to governments by 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.

## Policy framework

Rentokil Initial has a robust policy framework covering:

- Anti-corruption and bribery
- Health and safety
- Environmental management
- People matters
- Human rights
- Modern Slavery
- Relationships with customers and suppliers
- Community involvement
- External affairs and political lobbying

These are available on the Company’s website [rentokil-initial.com/responsible-delivery/policies](https://rentokil-initial.com/responsible-delivery/policies).

They are reviewed regularly to ensure they meet current good practice and legislative needs.

The cornerstone of this policy framework is the Code of Conduct which is regularly reviewed. Available to colleagues in local languages and on the intranet, it articulates the standards expected from colleagues. A Code of Conduct training programme includes annual refreshers for existing colleagues and helps to support new colleagues to understand expected standards.

Where a new procedure is being adopted, as was the case when the Company used some of its unclaimed dividends as a fund for the partnership with Cool Earth, then reference will be made to one of the Board Committees to ensure the procedure meets the Company’s standards.

There is also an annual Letter of Assurance process, 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.

Rentokil Initial’s statement on its approach for the avoidance of Modern Slavery is also published on its website [rentokil-initial.com/responsible-delivery/modern-slavery-statement](https://rentokil-initial.com/responsible-delivery/modern-slavery-statement). This covers its Global Procurement operations and major local suppliers. Also on the website are details about its gender pay gaps for UK colleagues.

In 2018, Rentokil Initial retained its membership of the Dow Jones Sustainability Europe Index for the twelfth year, and also retained membership of STOXX ESG Leaders Index and FTSE4Good. These indices are of importance to the Company because they inform its current issues and provide a comparison of its performance in this area against other business services companies.

## Adhering to the policies

Adherence to these policies is monitored partly through the Company’s Internal Audit team, including the review of the Code of Conduct implementation.

Also, it operates Speak Up – a confidential reporting system allowing colleagues to raise concerns, available worldwide, with an international phone number and email address. Response to any call or email from a colleague is managed by Internal Audit as an independent resource. A regular report on all concerns is provided to the Company’s Audit Committee. There were 23 control incidents reported in 2018 (17 in 2017). The majority of such reports tend to be workplace related incidents. All were investigated and satisfactorily resolved, with initial referrers being advised of outcomes. On an ongoing basis we continue to focus on improving awareness of the Speak Up contact email and number through HR communications in our operational units and via our Internal Audit work.

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

- Competition law.
- Bribery and anti-corruption
- Code of Conduct
- Modern slavery
- Securing Information and Protecting Privacy

Our human rights policy outlines the human rights principles that reinforce colleagues’ expected behaviours. It acknowledges its responsibility to respect human rights, acting with due diligence to avoid infringing on human rights. There were no human rights violations reported in 2018.

Anti-Bribery and Corruption policy and controls are addressed within the Code of Conduct and a separate Anti-Bribery policy, and these are reinforced by mandatory training; reviews and supplier audits, tracking registers, and Speak Up. Over 23,000 Core Corporate Compliance courses were completed by colleagues in the business in 2018. There were no fines, penalties or settlements for corruption reported in 2018.

There were no incidents reported in 2018 of human rights violations involving the Company. We received two OSHA citations for safety breaches in North America following a fall from a ladder that injured a colleague.



The Company takes a rigorous approach in its due diligence practices in its acquisitions.

Regrettably, we experienced a small number of serious incidents in 2018. Colleagues were involved in two fatal road traffic incidents, both involving third parties who were at fault, and two serious electrocution incidents. A colleague in Guatemala tragically died and a colleague in Belgium was seriously injured while working at customers’ premises. There was also a serious fire at our regional office in Singapore in December and in India a technician, who sustained spinal injuries during a fall from height in 2017, died after contracting septicaemia in hospital. We continue to enforce the Driving at Work minimum standards for all colleagues who drive and have developed new Golden Rule training covering potential electrical risks as well as a new Site Risk Assessment app to identify hazards and recommend relevant risk control measures.

Operational policy procedures strengthen formal compliance. An example is Rentokil’s ‘Pink Note’ system, explicitly prohibiting or mandating activities relating to the use of chemical products, detailing the risks and relevant operational issues.

In addition, changes in the Company’s Management Incentive Scheme (to be approved at the Company’s AGM in 2019) will further reinforce compliance with our non-financial objectives. These changes involve introducing criteria based on the Company’s corporate responsibility indicators, such as a 5% incentive weighting on environment performance based on the average reduction in our energy intensity index over a three-year period.

During the year, EU General Data Protection Regulation (GDPR) and data privacy training was rolled out online using U+ to 10,000 employees in 23 countries alongside videos and guidance documents being made available in 17 languages.

**Responsible approach to due diligence**  
The Company takes a rigorous approach in its due diligence practices in its acquisitions.

Before purchases are finalised, the merger and acquisitions team reviews the business to be acquired to assess its ability to meet the standards of Rentokil Initial’s policies and practices. If it is felt that the acquired business will not meet these standards, then the decision on whether or not to proceed will depend upon a view of the acquired management’s ability to change its practices. In at least one case, an acquisition was abandoned because the acquired management was not considered to have the ability to adapt its existing policies and practices.

Once the acquisition has occurred, the internal audit teams will make several visits – at least 30 days after acquisition and then 100 days after acquisition to ensure the Company’s policies and practices are being integrated within the new acquisition. If the acquisition is sufficiently large, as was the case with PCI in India (referred to in the Health and Safety section) then specialists from outside the country will be brought on board to support the existing country management and the newly acquired management in the integration of the new business to meet the Company’s standards.

**Performance and remuneration**  
Across the Company, many colleagues have personal development goals in areas such as training, retention, safety, sustainable product launches and supply chain management. However, for the first time, the Remuneration Committee has added three corporate responsibility elements to the range of measures over the three-year performance period for the 2019 Performance Share Plan award:

- Strategic measures**
- Employee Retention - based on our average sales and service colleague retention – 5%
  - Customer Satisfaction - based on our average Customer Voice Counts (a Net Promoter Score) – 5%

- Environment improvements - based on the average reduction in our CO<sub>2</sub> emissions index – 5%

2018 targets	Progress in 2018	Targets for 2019
For Community, £200,000 cumulative donations to Malaria No More UK (MNM) by the end of 2018, and 2,000 adults and children taught in 2018 under Better Futures.	Good progress. We reached the £200,000 landmark for MNM and taught over 4,000 people through Better Futures.	£235,000 cumulative donations to Malaria No More UK (MNM) by the end of 2019 and 2,500 adults and children taught in 2019 through Better Futures. New Community investment fund.
In Workplace, more than 500,000 courses undertaken, videos and content views on U+ in 2018.	Good progress. Over one million courses undertaken, videos and content views in 2018.	More than one million courses undertaken; videos and content views on U+ in 2019 and launch a new programme to enhance diversity. We will undertake a major confidential survey of all colleagues to assess engagement and enablement.  We will undertake a development programme to enhance line manager capability.
In Service, deliver a State of Service above 95%.	Good progress. We delivered services levels of 97.9%.	Deliver a State of Service above 95%. Continue to measure Net Promoter Scores across the business and maintain a strong pipeline of innovations. We will build our expertise in vector control.
In Environment, by the end of 2020, a reduction of 20% in the intensity rate of emissions, compared with the 2015 year end.	Good progress. 16% reduction achieved as at the end of 2018.	By the end of 2020, a reduction of 20% in the intensity rate of emissions, compared with the 2015 year end. Protect c. 1,000 acres of rainforest as part of our carbon mitigation plans.
In Health and Safety, a 7% reduction in both Lost Time Accident rate and Working Days Lost rate in 2018.	Did not achieve. While we maintain very high standards of safety and had our safest ever Q4, there was a decline in performance year on year.	8% reduction in Lost Time Accident rate and an 11% reduction in Working Days Lost rate compared with 2018.

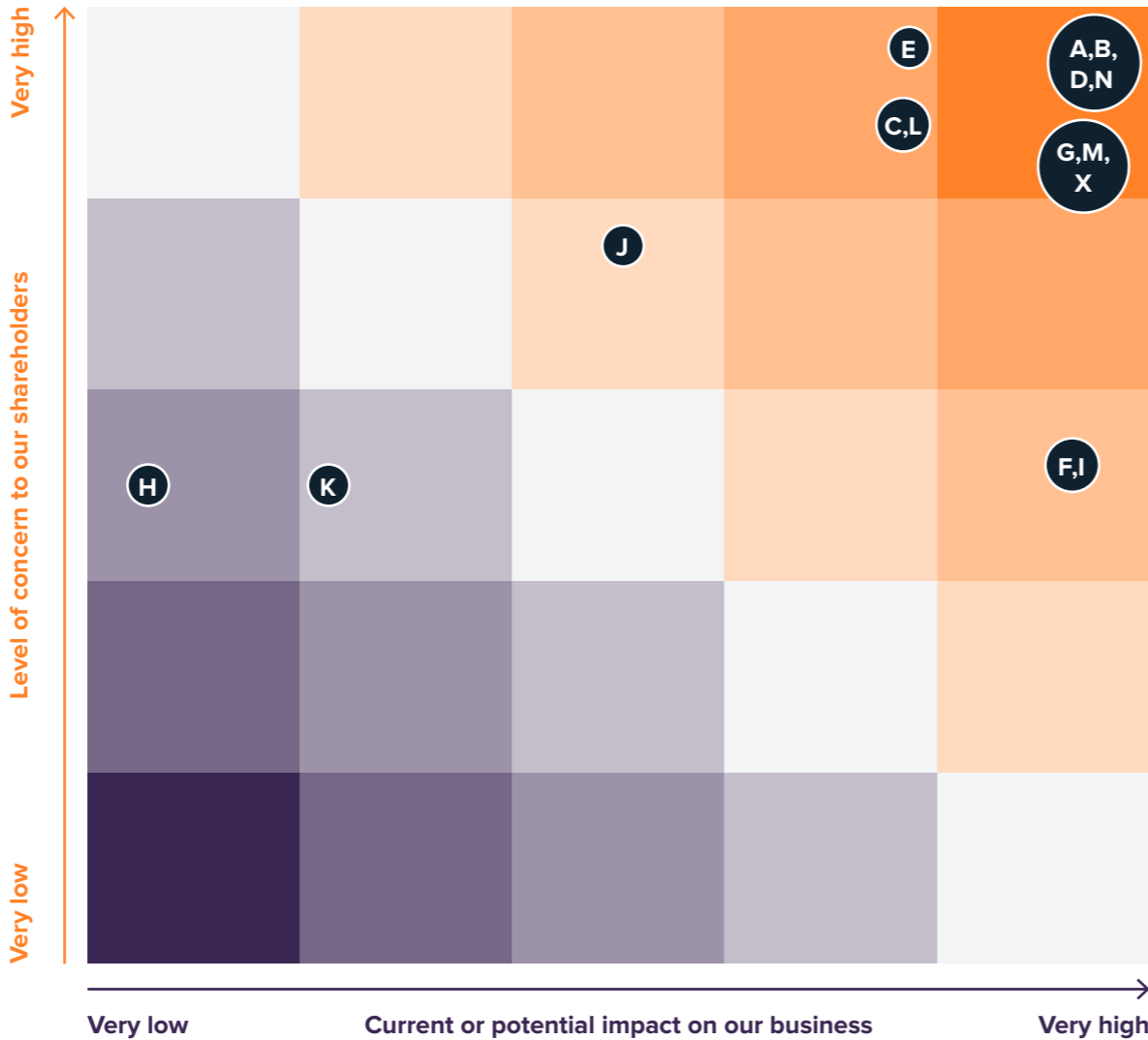
# Our stakeholders and materiality.

				Other business relationships				
Key stakeholders	Colleagues	Customers	Shareholders	Suppliers	General public	Government & regulators	Communities & charities	Industry bodies
Overview	We employ some 39,500 colleagues and managers in 75 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. Sustainable investment funds.	Our suppliers range from global major suppliers of key products and consumables, through to local suppliers to local branches. Items supplied include baits, technology, paper, soaps and waste disposal units.	The general public interact 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. CDC in USA).	We respect the communities in which we operate and employ people, but we also accept a wider responsibility to key communities around the world.	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 undertaken by Korn Ferry Hay Group, 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). In 2018 we undertook capital markets days in London and New York.	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 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. Members of the CBI.	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.	We support key industry bodies e.g. the Global Food Safety Initiative and partner with the BRC Global Standards, and many country pest control associations incl. UK and North America.
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.	Supplier management and prompt payment. Modern slavery performance.	Information and education on pest control, Vector Control and hygiene standards.	Public and product safety. Environment. Training and investment in R&D.	Community investment. Volunteering. Disaster support.	Expertise. Innovation and product stewardship.
Measurement	KPIs for Colleagues, Customers and Shareholders can be found on page 28 of the Annual Report.			Measures include the results of our supplier audits which are published in our Modern Slavery Statement, web traffic, number of product registrations and patents, monies raised for good causes and outcomes of indices e.g. Dow Jones Sustainability Index.				
Examples of initiatives in 2018	Employer of Choice. Training, line manager training, diversity, short-term retention.	Service, innovation and digital leadership. Environmental and product stewardship.	M&A. Policies, governance, environmental and social performance.	Response to supplier audits including actions in Malaysia and China.	Eco-friendly products - Lumnia, PestConnect, and refurbishment of plastic products.	Apprenticeships, graduates and training. Vector Control activities. Implementation of GDPR guidelines.	Local and global community and charity activities. Response to natural disasters.	Support for GFSI and BRC partnership. Product stewardship and innovation.
	See page 23	See page 32	See page 38	See page 50	See page 34	See page 26	See page 51	See page 36

The Company considers the materiality of its impacts on stakeholders.

**Materiality**  
The Company considers the materiality of its impacts on stakeholders 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 related questions in Your Voice Counts; and reviewing questions received from socially responsible investment third parties.

The chart below shows the areas of greatest potential importance to stakeholders.



Stakeholders	Impacts
Colleagues	Health and safety (A)
	Talent development (B)
	Colleague engagement (C)
Customers	Service delivery (D)
	Product stewardship (E)
	Increased digitalisation of customer service (X)
	Product innovation (F)
Suppliers	Responsible sourcing of production items (G)
	Local sourcing (H)
Other	Resource management (energy, materials and water) (I)
	Climate change management (J)
	Colleague volunteering (K)
	Community investment (L)
	Codes of conduct, including Speak Up (M)
	Bribery and anti-corruption (N)

The Board reviews key non-financial performance indicators. These are published annually.

**Medium-Term Performance**  
The Board reviews key performance indicators. These are published annually, in the Annual Report and in this Report. Performance against these indicators is reviewed at Executive Board and operational and functional areas. Our performance tables can be viewed below.

Colleague KPIs					
Indicators	2018	2017	2016	2015	2014
‘Your Voice Counts’ colleague engagement survey response rate	On a two-yearly cycle	87%	On a two-yearly cycle	83%	Moved to a two-yearly cycle
Colleague enablement		78%		73%	
Colleague engagement		77%		74%	
Sales colleague retention*	82%	77%	79%	77%	73%
Service colleague retention*	85%	76%	84%	82%	82%

\*Note: Colleague retention in 2018 and 2017 are weighted average of the Company's Employer of Choice data for the five Regions.

Customer Data					
Indicators	2018	2017	2016	2015	2014
State of Service	98%	98%	98%	97%	97%
Customer Voice Counts	43	44	42.4	38	33
Customer Retention	85.9%	85.7%	84%	85.2%	84.2%

Health and Safety					
Indicators	2018	2017	2016	2015	2014
Lost Time Accidents	0.63	0.58	0.63	0.76	1.00
Working Days Lost	14.77	11.65	16.14	19.59	28.99

Community donations					
Indicators	2018	2017	2016	2015	2014
Community donations £000s	202	213	171	128	77

Mandatory energy reporting – 000s kWh	
Total energy consumed	2018
Vehicle fuel	631,192
Property energy	162,633
Total kWh	793,825
of which % energy consumed in UK	10.2%

Operational efficiency					
Indicators	2018	2017	2016	2015	2014
Property energy consumption - thousand kWh per £m turnover at CER	66.031	98.183	111.192	132.819	166.140
Vehicle energy consumption - thousand litres per £m turnover at CER	25.551	25.442	25.061	26.694	25.749
Textiles plants - energy consumption - KWH of energy per kilogramme processed	1.421	1.410	1.353	1.437	1.464

Mandatory emissions reporting – tonnes CO2e

Type of scope	Total emissions (tonnes CO <sub>2</sub> e )				
	Energy derived				
	2018	2017	2016	2015	2014
Direct GHG emissions (relating to the combustion of fuel and the operation of any facility)	215,588	210,587	189,822	182,650	186,054
Indirect GHG emissions (through the purchase of electricity, heat, steam or cooling)	17,658	18,595	15,211	18,595	18,595

Type of scope	Total emissions (tonnes CO <sub>2</sub> e )				
	Fumigation derived				
	2018	2017	2016	2015	2014
Direct GHG emissions (relating to the combustion of fuel and the operation of any facility)	363,339	481,390	720,322	612,310	850,884
Indirect GHG emissions (through the purchase of electricity, heat, steam or cooling)	0	0	0	0	0

Environmental impacts – intensity values

Eco efficiency indicators	2018	2017	2016	2015	2014
Index of energy and fuel-derived CO <sub>2</sub> emissions at CER	80.42	86.13	86.94	96.26	100.00
Textile plants - kilogrammes of CO <sub>2</sub> emissions per tonne processed	273.08	271.93	263.4	282.7	290.2
Textile plants - water usage per unit washed – litres used per kilogramme	9.70	9.07	8.56	9.33	10.12

Absolute values of energy and fuel-derived emissions – tonnes of CO2e \*

Type of scope	2018	2017	2016	2015	2014
Total scope 1	170,609	167,893	151,924	146,704	150,246
Total scope 2	16,282	17,513	14,209	15,218	17,028
Total scope 3	42,367	40,449	35,759	34,150	34,320
Total outside scope	3,988	3,627	3,140	2,906	2,792
Total – all scopes and outside scopes	233,246	229,482	205,032	198,979	204,386

# Protecting People Enhancing Lives... Everywhere

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