

Rentokil
Initial

Protecting People. Enhancing Lives.

Delivering our purpose
with impact.

Responsible Business Report 2020

80%

of infectious
diseases are
transmitted
through hands.

Sanitise now

Stop the spread
of coronavirus.

Initial



Inside this report



2

Message from the CEO



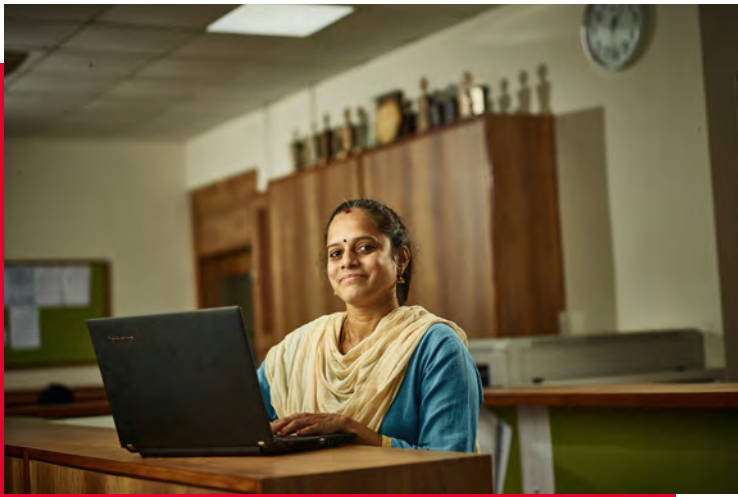
3

Introduction



8

COVID-19 response



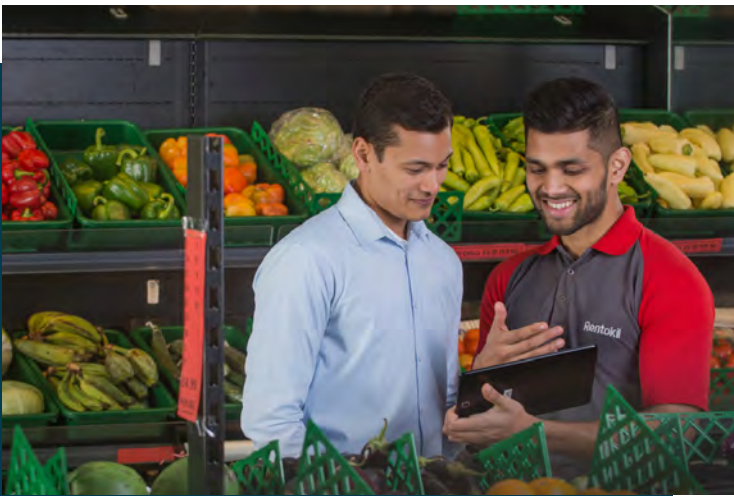
12

Our colleagues & culture



27

Environment



39

Service & innovation



48

Communities & charities



59

Governance



71

How we report



86

Performance & KPIs

How to use this document

Please navigate by clicking between chapters with the « » double arrows.

Please use the < > single arrows to move between pages and the ⌂ home button to return to the start.

Message from the CEO

Welcome to the Rentokil Initial 2020 Responsible Business Report



2020 was a year when, as a Company, we once again proved our commitment to being a responsible business. The delivery of our purpose – to Protect People and Enhance Lives – was never more important.

Clearly, there was much change: 8,500 colleagues moved to remote working; Hygiene became one of the world's most important categories; and in just four weeks Disinfection services were launched across 60 countries.

But it was also a year when our operational model continued to run consistently and effectively: We delivered record levels of colleague safety, training and retention; our leadership in innovation and digital was vital to supporting customers; and, having recognised at an early stage that we faced a crisis, we acted with agility and pace.

It may well also prove to be a watershed year for Rentokil Initial, when our commitments to the environment and achieving net zero carbon emissions, and to diversity, equality and inclusion, were deployed in plans and targets that will further enhance the Company over the coming years.

As the crisis deepened, our key services were authorised as 'essential' allowing our technicians in Pest Control, Hygiene, Medical and Disinfection services to continue to serve customers, including supermarkets, hospitals, food producers and pharmaceuticals.

In keeping with our purpose, we dramatically expanded our specialist Disinfection services – developing and deploying safe operating processes and bespoke training. By the end of March 2020, 7,000 colleagues were trained.

Tragically, three colleagues died as a result of COVID-19 during 2020.

We protected jobs and our liquidity by making a collective sacrifice – over 5,000 colleagues accepted pay waivers, our managers and leaders supported the suspension of bonus payments and the Company's LTIP scheme, and no dividends were paid to shareholders in 2020. Everyone made a contribution.

Finally, on behalf of the Board, I would like to pay tribute and sincerely thank our colleagues. Their commitment and sacrifice ensured that Rentokil Initial was able to exit the Crisis phase, and is now into the Recovery phase and exploring strategic opportunities.

We will continue to act responsibly and create value for all of our stakeholders.

🌀 **Our commitment to acting responsibly was integral to our response to the challenges we faced this year and the key actions we took to address these.** 🌀

Our commitment to acting responsibly was integral to our response to the challenges we faced this year and the key actions we took to address these. Through the difficult times, we ensured the decisions taken were right for our colleagues, customers, shareholders and communities.

We moved colleagues to home working and obtained the necessary PPE for our frontline technicians; we also implemented strict protocols enabling colleagues to serve our customers during the crisis, safely. Our responsibility to colleague safety will always be our first priority.

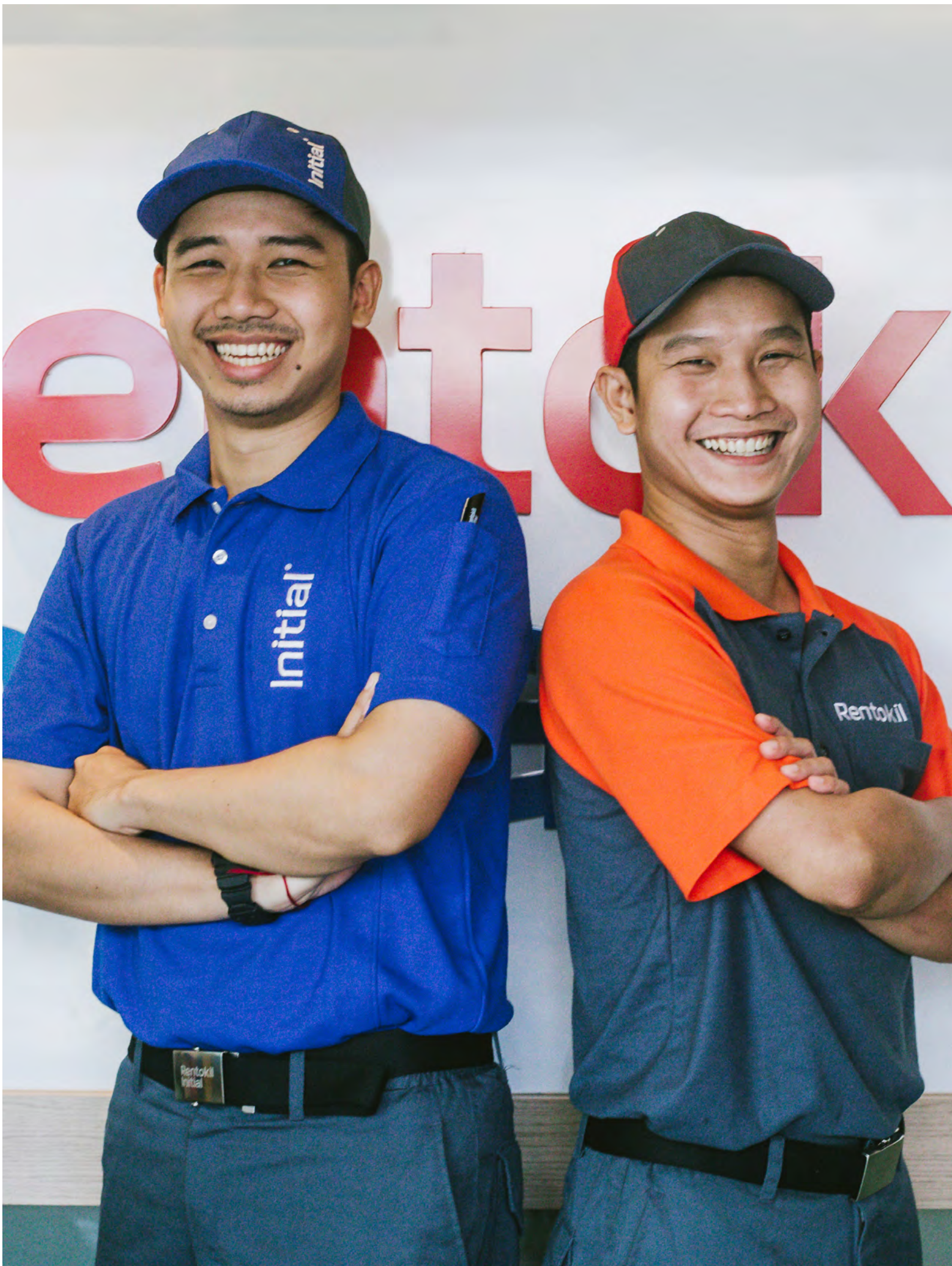
Andy Ransom
CEO

Rentokil Initial is the global leader in commercial Pest Control and Hygiene services. Our purpose is to Protect People and to Enhance Lives.

Our structure

Our operating businesses: North America, Europe, UK and Rest of World, Latin America (reported through the Europe region), 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.

The Company operates in 83 countries, covering c.90% of global GDP. We are structured into geographic regions with country management teams, operating multiple service lines. These are supported by centres of excellence in marketing, innovation, finance, M&A, legal, HR and IT.



What we do

In 2020, Pest Control and Hygiene services accounted for 88% of Ongoing Revenues. The Company’s two main service brands are Rentokil and Initial.

Social contribution

With almost two million customers worldwide, we contribute 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.

Environmental contribution

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

Financial performance

Ongoing Revenues in 2020 were £2,846 million at constant exchange rates. c.90% of revenues are generated outside of the UK.

Economic contribution

Paid wages and salaries

2020	£1,135m
2019	£1,142m
2018	£1,022m
2017	£992m

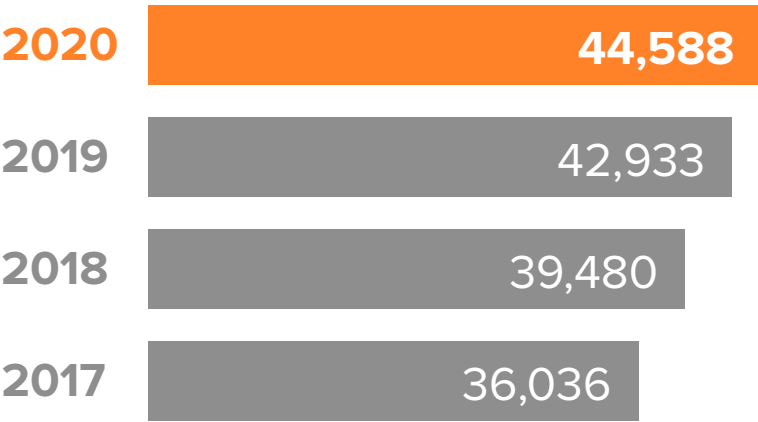
Total cash tax paid

2020	£64.4m
2019	£43.2m
2018	£45.1m
2017	£40.1m

Social security payments in 2020 were **£128.8m** (2019: **£129.4m**)

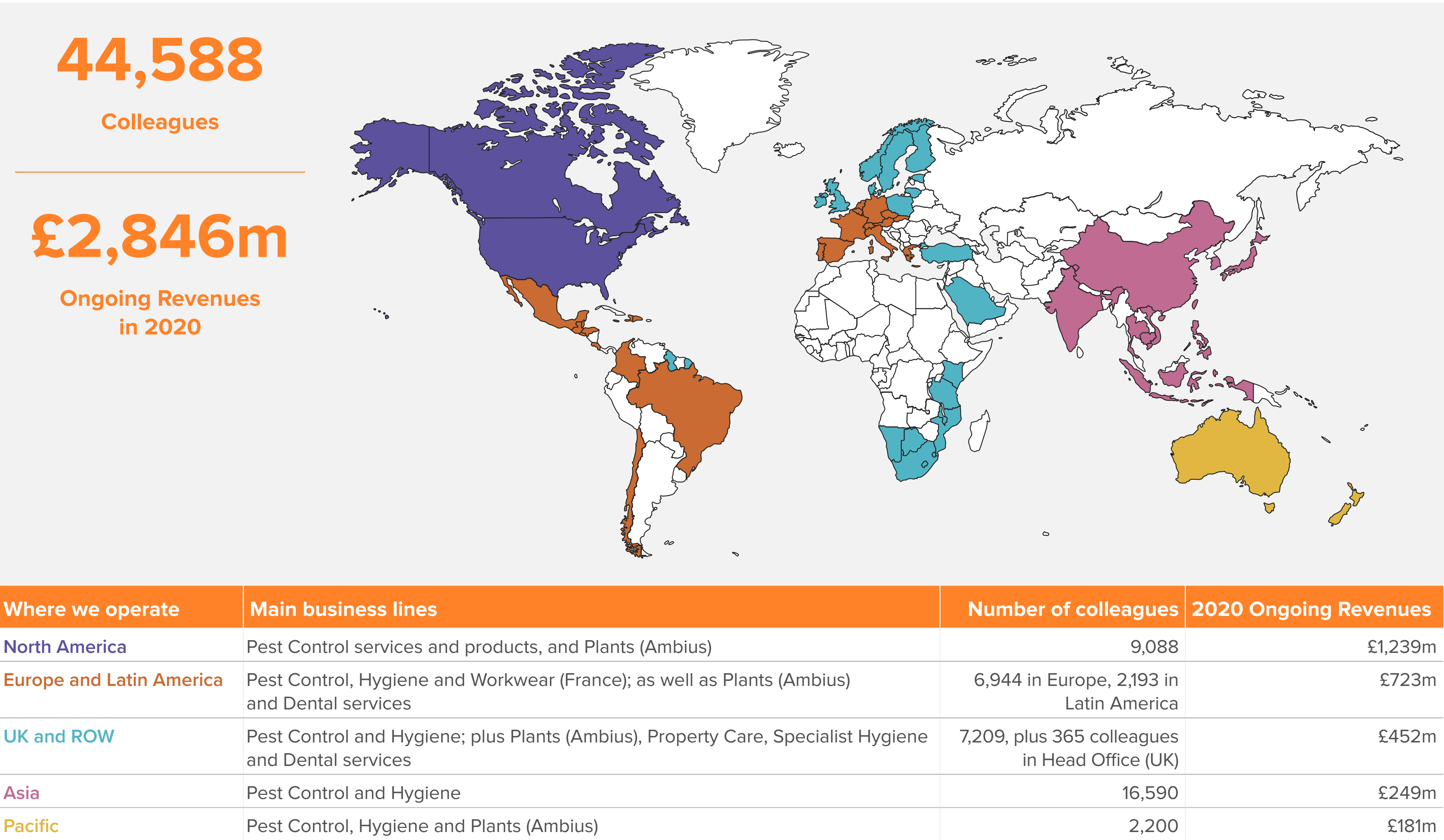
Rentokil Initial is a people-focused service organisation. Increasingly, our operations are utilising digital technologies to enhance the services that we provide to make us more effective and efficient. Rentokil Initial is as much a ‘multi-local’ as ‘multi-national’ with a presence in over 90 of the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

Number of colleagues



Number of colleagues – 2020 breakdown

- 33,174**
Processing and service delivery
- 5,272**
Sales and marketing
- 6,142**
Administration




Our plan and operating model

THE **RIGHT WAY** plan reflects our focus on Pest Control and Hygiene services and our financial model to compound growth through M&A, while retaining five strong regional businesses.

We have a clear and simple geographic model in which our businesses are grouped into five strong regions. Operating in 83 countries, c.90% of our revenues are derived outside of the UK. 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.

Our plan is delivered through our interconnected operating model.

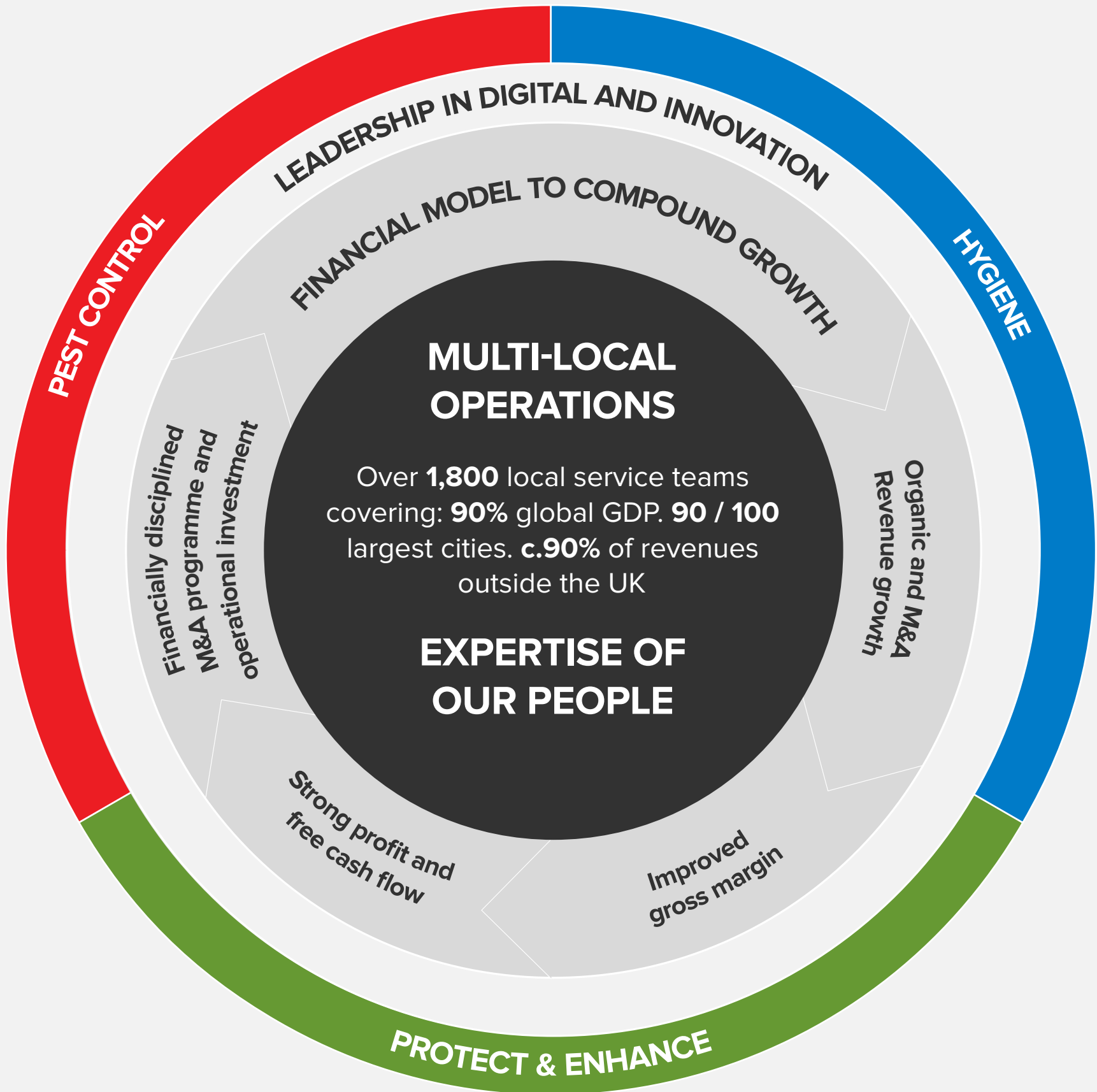
 [Read more on the following page](#)

THE **RIGHT WAY** plan

Transparent medium-term guidance

MARKET-LEADING BUSINESSES

PEST CONTROL	Differentiated IRR 13% 15% Growth Emerging
HYGIENE	Differentiated IRR 15%-20% Growth
PROTECT & ENHANCE	Differentiated IRR 20% Growth

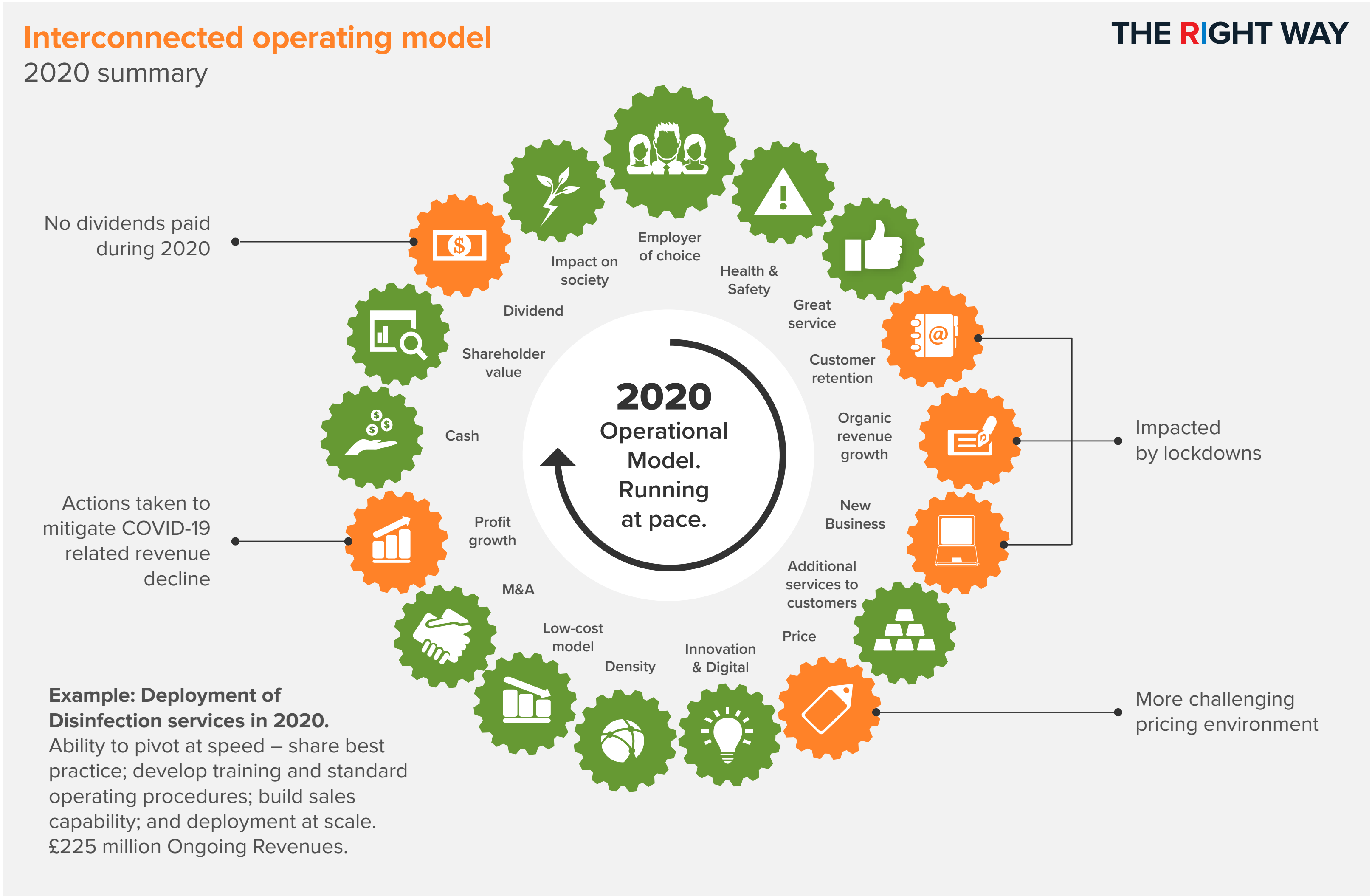


Operating model – our ‘machine’

The most important element of our operating model is our people: They are the essential driver of our success as we continue to protect public health and ensure safe working environments around the world. By getting it right for our people, we provide a better service, retain more customers, sell additional services and ultimately create shareholder value.

Our decentralised model has single-country management teams leading integrated, multi-local and multi-service operations with combined back office functions underpinned by shared systems and processes, such as route optimisation and measurement of customer satisfaction. This model allows us to adapt to the needs of customers and markets around the world more flexibly, and proved its value during the COVID-19 pandemic when market dynamics and public health responses varied rapidly and widely within and between countries.

We refer internally to our model as our ‘machine’. Each of the cogs are interrelated and measured consistently at Group, business, country and branch level. Our success is driven by focused, consistent execution. We are proud that, despite the disruptions of 2020, we could continue to succeed due to our model’s resilience and our colleagues’ unwavering commitment and dedication to our customers around the world.



Culture: Enabling success during the pandemic

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


OUR PURPOSE

Protecting People. Enhancing Lives.

OUR VALUES


SERVICE

We are passionate about delivering excellent service to every customer.




RELATIONSHIPS


We value long-lasting relationships with our colleagues and customers.




TEAMWORK

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







OUR CULTURE

CUSTOMER FOCUSED

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

COMMERCIAL

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

DIVERSE

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

DOWN TO EARTH

We don’t like big egos. People who succeed with us are friendly, comfortable in their own skin, straightforward, constantly seeking to improve, with ideas and experiences, and acknowledge the contribution of others.

INNOVATIVE

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

COVID-19 response

Executing our response to the pandemic.

Crisis, recovery and strategic opportunities phase.

INSIDE THIS SECTION

Crisis phase	9
Recovery phase	10
Strategic Opportunities phase	11



Our response

An outstanding response from our organisation

Our approach to managing the COVID-19 crisis in 2020 was to address the challenge through three phases: 1. the Crisis phase; 2. the Recovery phase; and 3. the Strategic Opportunities phase.

Crisis phase

April 2020

Our most difficult month, with Ongoing Revenues falling by just over 12%.

2

Extended Executive Leadership Team meetings held each week to manage the crisis and maximise opportunities.

Essential services

Essential service status secured for our key businesses.

+£100m

Cost savings secured and c.£400m of cash preservation measures, suspending our M&A and dividend programmes.

250

Colleagues contracted COVID-19.

3

Sadly, 3 colleagues passed away in 2020 due to COVID-19.

28,000

Days lost due to lockdowns / self-isolation by frontline colleagues.



Collective group sacrifice to protect colleagues, people and support our financial stability

We took decisive actions, moving 8,500 back-office colleagues to home working and implemented strict protocols and additional PPE for frontline technicians.

Around 40% of colleagues undertook pay waivers, suspension of bonus payments and the Company's LTIP scheme, international employee support schemes and temporary lay-offs.

Colleague support fund

We recognised that COVID-19 created many challenges for our colleagues and their families, so a Colleague Support Fund was established. Funds from Rentokil Initial Cares, our charitable fund, together with a voluntary salary waiver by the Chief Executive of 65% of his Q2 salary (having already waived 35% as part of the Company's response to the pandemic), and from salary or director's fee waivers by several of the Board and a number of senior managers, were used to support colleagues, principally in South Africa and Asia.

Recovery phase



7,000

In less than a month, we trained and equipped around 7,000 colleagues to carry out Disinfection services across 60 countries – protecting customers' staff and their own customers.

Rentokil Initial



A hygienic place of work is a safe place of work

An app to track the health and location of colleagues was developed in-house and deployed

Returning our colleagues to work by the end of Q3

The temporary pay waivers put in place in Q2 for 5,080 of our managers ended at the end of June and by 30 September, virtually all colleagues had returned to work.

£600m

In the second half of 2020, the Company was able to repay the £600m borrowed under the Bank of England's Covid Corporate Financing Facility.

276

Local events held in 2020
#sharethelove



Demonstrating our values and commitment to the communities we serve

We held 276 local events in 2020 to publicly thank health and other public sector workers, donating, amongst other things, Disinfection services to emergency services, pest control treatments to care homes and sanitiser packages to hospital staff.



17x

During 2020 we increased the supply of hand soaps and sanitisers – particularly of no-touch dispensers – to meet demand from customers, which was 17x the level of 2019.

Strategic Opportunities phase

Long-term change in attitudes towards the importance of hygiene

The COVID-19 crisis has generated a long-term change in attitudes towards the importance of hygiene, bringing an increased focus on hand, surface and air hygiene, as well as tighter regulation, higher standards and increased usage of hygiene products and services around the world.



Rising and sustained demand for Hygiene products

We continue to innovate and launch new products to meet increasing hygiene needs, particularly no-touch and digital products as well as hand, air and surface hygiene solutions.

20

New Hygiene markets

We accelerated our expansion of Hygiene services to meet customer needs, launching in 20 new countries in 2020, including Latin America, EMEA (Belgium, Germany, Jordan, the Netherlands, Poland, Sweden, Switzerland, Saudi Arabia, Turkey and the UAE) and the USA.



Expanding our digital range

Post-pandemic, we expect customers to require more digital services, which can provide remote monitoring and greater insights and reporting as well as offering a more sustainable solution.

The pandemic will provide a potential springboard for increased digital Hygiene services.



Strength of our brands

We expect 'trust' to be a big social theme following the pandemic and our investment in training, innovation, and digital; and our responsible business practices will continue to set the Company apart.

“ In an extraordinary year, we have continued to deliver record levels of colleague safety, training and retention, and our leadership in innovation and digital has contributed to our underlying success in Pest Control and Hygiene.

On behalf of the Board, I would like to thank all of our colleagues for their outstanding response this year. It is their commitment and sacrifice that has ensured that Rentokil Initial moved quickly from the Crisis phase to Recovery, and is now able to explore fully the opportunities presented to us in a post-vaccine world. ”

Andy Ransom
CEO

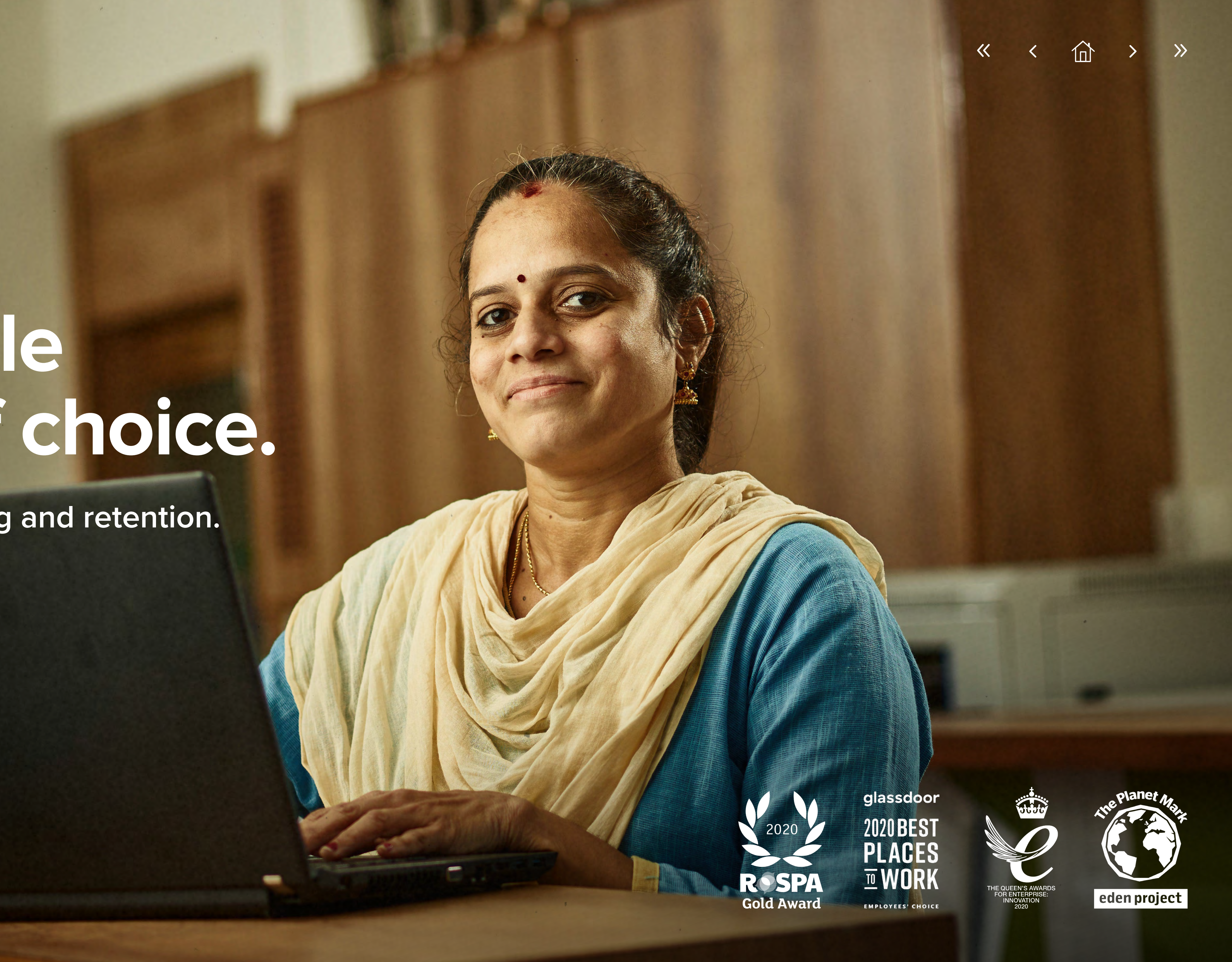
Our colleagues & culture

A responsible employer of choice.

Record levels of safety, training and retention.

INSIDE THIS SECTION

Our approach	13
Performance in 2020	14
Health & Safety	15
Diversity, equality & inclusion	19
Development of our colleagues	21
Our culture	23
Supporting wellbeing & mental health	24
Case study: Protecting our colleagues & businesses during the pandemic	26



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



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

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

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

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

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

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

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

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

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

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

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

Performance in 2020

During 2020, our focus on colleague safety and our Employer of Choice programme ensured that we were able to support colleagues throughout the global pandemic. Everyone played a part during the crisis with our values of Service, Relationships and in particular Teamwork coming to the fore. We delivered record levels of safety and continued to make very good progress against our Employer of Choice metrics.

Improvement in Lost Time Accidents rate

26%

In addition, our Working Days Lost rate improved by 23% in 2020 to 8.46 (2019: 10.99). 2020 was our safest ever year.

Total full-time headcount

44,500

44,500 colleagues in 83 countries (2019: 42,933, 2018: 39,480). Estimated 25% or 11,147 are female.

Board diversity

50%

50% of Board members are female (2019: 43%).

Senior leadership diversity

30%

30% of senior leaders are female (2019: 28%).

Colleague retention rate

88.6%

Our colleague retention rate for 2020 was 88.6% up 1.7% (2019: 86.9%), on a rolling 12-month basis.

New online training content launched

c.650

In 2020, our in-house team developed c.650 pieces of new learning content. Online learning: 77% increase in views of items on U+ to 3.2m (2019: 1.8m).

Graduates and apprentices

680

Our talent pipeline had over 330 graduates and over 350 apprentices in 2020.

Glassdoor Company rating

4.1

In 2020 our rating on Glassdoor was 4.1 out of 5 (average score 3.5). Best Places to Work 2020 – 18th overall.

There is nothing more important in Rentokil Initial than ensuring that ‘Everyone Goes Home Safe’ at the end of their working day. Our colleagues, our families and our customers rely on this commitment. Health and safety will always be our priority and there is no compromise on this. Our colleagues are at the heart of THE **RIGHT WAY** plan and health and safety is embedded in this.

Our management team has made safety the first item on the agenda at every meeting – this includes the Board, Executive Leadership Team and Senior Leadership Forum meetings.

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, working in areas of high voltage and machinery safety. Our 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, including both physical and mental wellbeing.

One of our key initiatives in 2020 was the launch of our Disinfection services during the second quarter. This was led by the Global SHE team and included:

- Training of 7,000 colleagues across 60 countries
- Introducing harmonised protocols globally including:
 - risk assessments
 - standard operating procedures
 - training including e-learning modules
- Minimum PPE and equipment specifications were developed and implemented

All countries were authorised centrally under our Pink Note process (for new services).

CEO Safety Awards 2020

Best safety performance in a large business – France

-62%

LTA rate from 1.17 to 0.45, a reduction of 62%

-79%

WDL rate from 40.0 to 8.3, a reduction of 79%

Results were driven by a massive focus on Safety Management in the Workwear division, including ergonomic work assessments, ride-alongs and Line Manager training.

Best safety performance in a medium-sized business – Chile

-64%

LTA rate reduced by 64% achieved since 2017 from 1.49 to 0.53

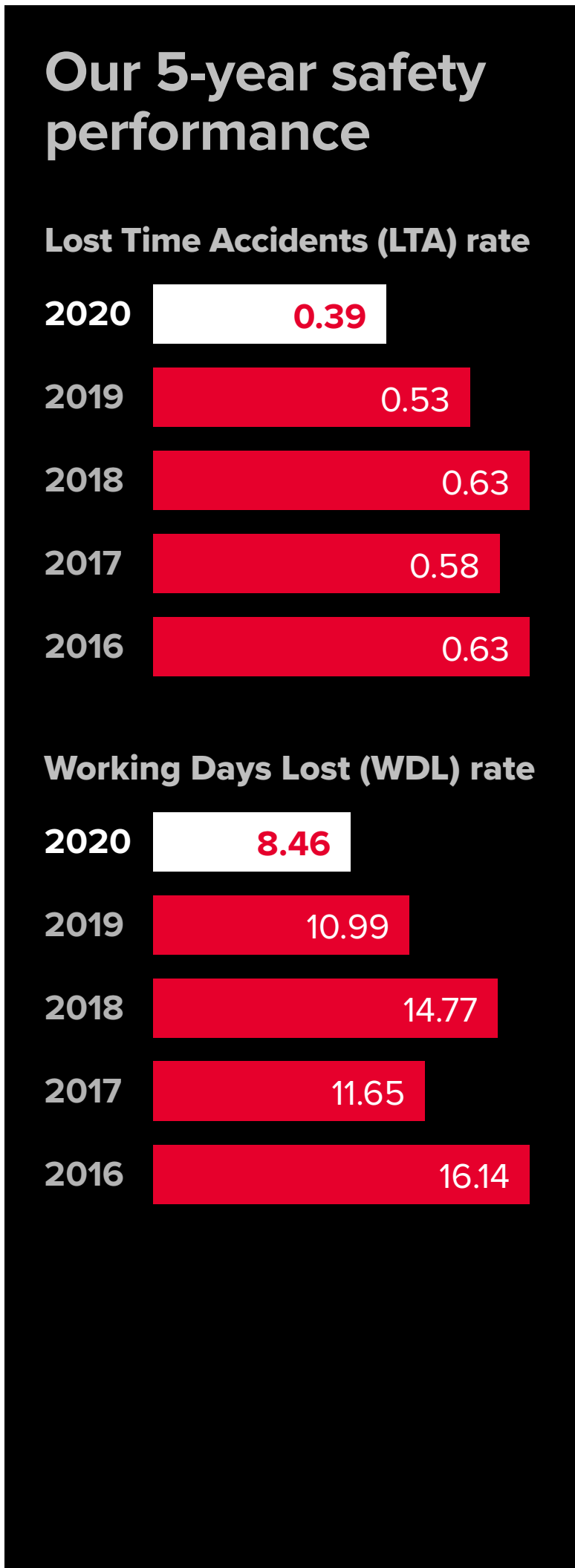
-93%

WDL rate reduced by 93% since 2017, from 41.45 to 2.74

For outstanding progress in the last three years in developing the SHE culture within the business and in the integration with their own colleagues and with each of the acquisitions it has had (eight new acquisitions in six years).



Performance in 2020



Although 2020 has been an incredibly challenging year for everyone, the safety performance targets we set at the end of last year have been achieved, delivering another record-breaking performance on safety. Every one of our regions achieved LTA World Class (<1) safety figures and WDL performance improved further, this has been delivered through a continued focus on our safety standards and our colleagues have worked tirelessly in support of our clients across our businesses.

Our Lost Time Accidents (LTA) rate improved by 26% and Working Days Lost (WDL) rate improved by 23% year-on-year.

The LTA rate is calculated as the number of Lost Time Accidents (injuries and illnesses) per 100,000 hours worked. The LTA rate includes employees only and does not include contractors as they make up a very small percentage of our workforce.

The WDL rate is calculated as the number of working days that colleagues could not work because of Lost Time Accidents (injuries and illnesses) per 100,000 hours worked.

We do not track Occupational Illness Frequency Rate (OIFR) separately, therefore this is included in the LTA rate.

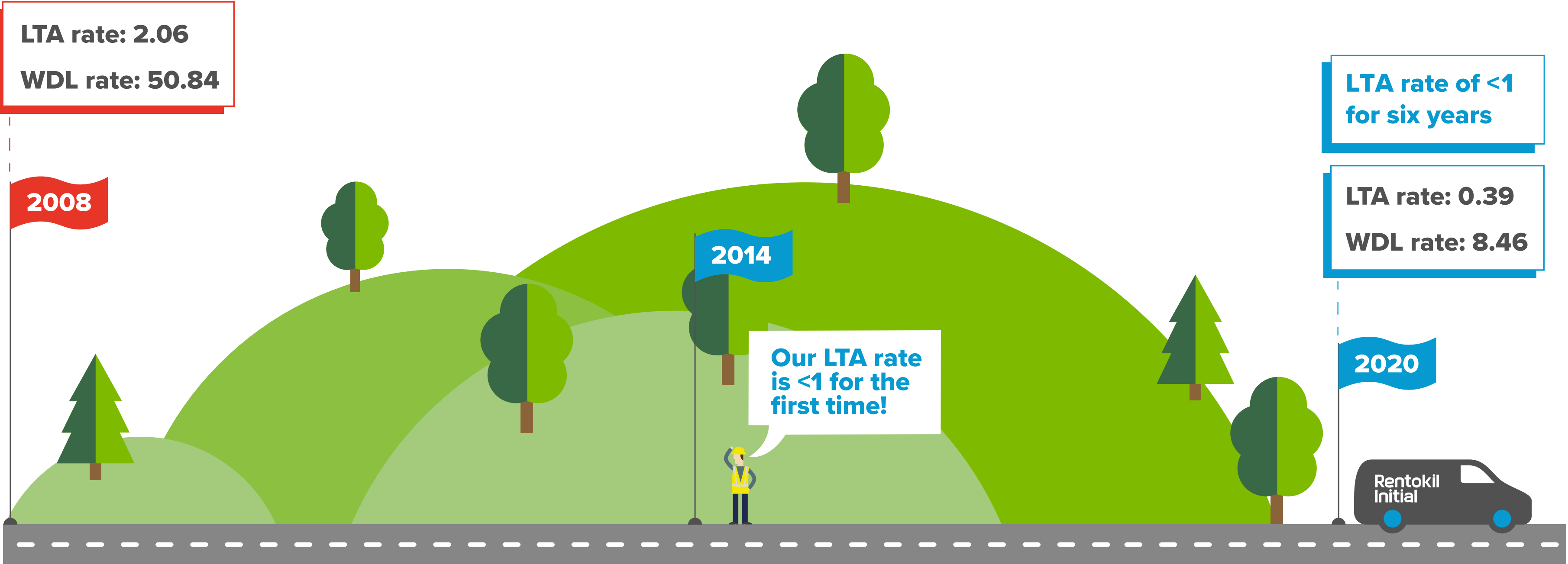


Long-term focus on safety

The Company’s health and safety performance has shown a long-term improvement in Lost Time Accidents (LTA) and Working Days Lost (WDL).

Since 2014, when our LTA rate fell below 1 for the first time, we have continued to enhance our safety performance – our LTA rate has improved by over 61%, and our WDL rate has improved by nearly 70%.

As we look ahead to 2021 and beyond, our strategy will be to continue to focus on ensuring that ‘Everyone Goes Home Safe’ with our key objective being to maintain the World Class safety standards we have achieved for LTA in all our regions, and to further improve our WDL rates to meet the same World Class standards in every business.



+61%

LTA rate improvement since 2014

+70%

WDL rate improvement since 2014

Initiatives launched along the way

Safety built into core values	Minimum standards for working at height	Minimum standards for core processes (e.g. incident management)	SHE Health-Check audits launched	Programme to improve workplace transport safety	Improved site risk assessment process and tools launched	Golden Rules implemented	Driving at work standards implemented	Safety Leadership Behaviours launched	Safety Moments Initiative launched	Electricity Golden rules & High Voltage policy
Global LTA and WDL metrics introduced	SHE leadership team established	SHE goals incorporated in PDRs for operations	“In Focus” initiatives first introduced	CEO SHE Awards first introduced	Improved working practices for roof void work	Innovative online training tools launched	Focus on improved near miss reporting	Digital tools rolled out including Site Risk Assessment app	Training to identify potential electrical risks	Increased fumigation governance
			MSOT/iLead first introduced			Minimum standards for fumigation	“In Focus” initiatives extended			Global launch of Disinfection services

Safety in action

In 2020, our approach to safety was dominated by our response to COVID-19, but we continued building on and embedding our existing safety initiatives and programmes across our businesses.

- 1. **Fumigation:** Further strengthening of fumigation governance through the introduction of a new audit process which is aligned to the audit process operated by Corporate Internal Audit. Requires annual country, branch and field audits conducted by National Fumigation Managers and Country SHE Managers
- 2. **Origami:** We extended deployment of our global incident management system. All 80+ countries now reporting incidents in real-time (instead of via monthly submissions). Real-time reporting extended to Asia, Latam and ROW countries in 2020. We have also extended the use of the tool to enable online H&S audits to be carried out, starting in the Pacific region with their SHE Health-Check audits

- 3. **SHE capability model:** Our SHE strategy and approach continue to help deliver significant improvements in our SHE performance and capability and our “SHE Capability Model” continues to provide all leadership teams with a clear and consistent approach to measuring SHE capability against a range of key SHE criteria. The outcome of these assessments enables our Country Leadership teams to understand their current SHE capability level of their business(es), and determine future plans, considering both global and local needs, which is particularly beneficial in an emerging market
- 4. **Safety training:** Supporting SHE capability development, the SHE leadership team has 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, workplace transport

safety and situational awareness training covering areas of High Voltage

5. **Site Risk Assessment reporting:** Our Site Risk Assessment (SRA) smartphone app, to enable quick and effective risk assessment reporting to ensure that our colleagues’ health and safety is protected when working on customer sites. It is integrated to already existing sales and smartphone applications as a mandatory completion before starting service or completing a sales deal. By the end of 2020, this will be live in over 15 countries and gives additional benefits of reduced administration time (paper SRA documents were produced previously each month); capturing and recording of 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

Major incidents

There were no health and safety prosecutions pending or fines imposed on the Company in 2020. Regrettably, there was one fatal road traffic incident this year. One of our pest control technician colleagues sustained fatal chest and head injuries when the motorcycle he was riding collided with a heavy trailer truck. Following a police investigation, the third party was found to be at fault.

We continue to enforce the Driving at Work policy for all colleagues who drive.

These minimum standards cover:

Safe driver – including “SHE Golden Rules for driving” as a key requirement.

Safe vehicle – laying out minimum global standards for all vehicles.

Safe journey – covering work schedules and route planning to ensure these allow for foreseeable weather and traffic conditions.

The Driving at Work policy has several specific e-learning modules and videos to reinforce our approach to driving safely at work and support existing local driver training programmes:

- **A 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



Diversity, equality & inclusion

As a Company, we strongly believe that creating a diverse and inclusive workforce which reflects the business environment in which we operate will increase colleague engagement, support innovation, enhance our reputation and boost our financial performance. Therefore Diversity, Equality and Inclusion (DE&I) remains a key priority across the Company.

Having increased our focus on diversity in recent years, we are making progress in several areas, which included being named by Management Today in 2019 as Britain’s Most Admired Company for Diversity and Inclusion.

Our aim is to foster a place to work where diversity, inclusion and equality in all forms and at all levels are actively promoted and encouraged.

Diversity of our Board

In 2020, we reviewed both our Board Diversity Policy and Group Diversity, Equality and Inclusion Policy (as we do annually) to ensure continued focus on this area and drive the right actions to deliver improvements. Since 2017, we have taken several steps to improve the diversity of our Board which has resulted in:

- In 2020, the Rentokil Initial Plc Board is 50% female (up from 43% in 2019, 33% in 2018 and 25% in 2017). The steps we have taken to improve the gender diversity of our Board resulted in us being placed 7th in the 2021 Hampton Alexander Report (up from 9th in 2020) in the FTSE 100 for the gender diversity of our Board and senior leadership. On Board gender diversity we are =3rd

- Similarly, in the most recent update to the Parker Review, published in February 2020, Rentokil Initial was named as one of the companies to have already met the recommendation for the board of each FTSE 100 listed company to have at least one ethnically diverse director by 2021

We believe that creating a more diverse and inclusive culture must be led from the top and therefore, we are pleased with the progress made in improving the diversity of our Board. Our Board Diversity Policy sets out our aim to continually monitor and improve diversity across the organisation, and this will continue to be a key focus of the Board going forward.

Gender diversity

	2020*		2019*		2018*		2017*		2016*	
	Total	% Female	Total	% Female	Total	% Female	Total	% Female	Total	% Female
Board	8	50%	7	43%	10	33%	10	33%	10	25%
Executive leadership	13	8%	13	8%	10	10%	10	10%	10	10%
Management**	151	30%	118	28%	74	30%	79	27%	77	24%

* As of 31 December of each year.
** For 2016-18 we define senior management as direct reports to the Executive leadership, excluding colleagues in administrative and support roles. From 2019 onwards we have expanded our definition of senior leaders to include all management direct reports to the Executive leadership, excluding secretarial roles.

Diversity, equality and inclusion across our Company


As well as improving the diversity of our Board, over the last few years we have taken a number of steps to improve diversity and inclusion levels throughout Rentokil Initial and have made significant progress across our business. For example:

- Our senior leadership team (defined as direct reports to the Executive Leadership Team, excluding administrative staff),

as of 31 December 2020 is 30% female (up from 28% in 2019 and 24% in 2016)

- We have focused extensively on developing talented women in Rentokil Initial and in 2019, launched our RI Women’s Mentoring Programme, aimed at supporting the career development of talented women across the business. As a result, 38% of the individuals in our 2020 regional succession plans are now women (up from 35% in 2019)
- In 2020, we again reported that we have no gender pay gap in our UK-based business

- 96% of global colleagues stated in our 2019 Your Voice Counts employee survey that they do not feel that we preclude men and women from having equal opportunities to succeed in Rentokil Initial, and we will report this again in 2021 when our next survey is undertaken as well as our first dedicated DE&I survey of our global management population

 Our Gender Pay Gap Report for 2020



Ethnic diversity in leadership roles

While gender is one aspect of diversity, we have begun to increase our focus on other areas of diversity. Monitoring and improving the ethnic diversity of our senior leadership is an important aspect of this and in 2020, 21% of our senior leaders are defined or self-identify as people of colour (up from 20% in 2019).

We believe we still have more to do, and this will be a key focus for us moving forward. We will continue to monitor our progress and will report on both the gender and ethnic diversity of our senior leadership regularly. We can also report that 39% of the participants in our current global talent pools, who chose to disclose their ethnicity, are defined as being of an ethnicity that is not White or European, building us a growing pipeline of future leaders from ethnically diverse backgrounds.

Ethnic diversity

Role	White or European		Not White or European	
	2020	2019	2020	2019
Board	87%	87%	13%	13%
Senior leaders (ELT & Direct Reports)	79%	89%	21%	11%

Strengthening our focus on DE&I

While we are proud of the progress we have made to date in creating a more diverse and inclusive business, we still believe that there is much more we can do. Moving forward into 2021 our intention is to significantly increase our diversity, equality and inclusion (DE&I) activity to enable us to begin to establish real leadership in this space. Over 1,000 leaders and managers will undertake DE&I training in 2021-22.

1. Ensuring strong and passionate executive leadership and sponsorship of our DE&I activity remains in place within each region and function across the Company, so that our senior managers are leading from the front on creating a truly diverse and inclusive organisation
2. Improving our DE&I data and reporting and using this data to make effective decisions and to set meaningful and stretching targets to ensure future progress

Five-point plan to achieve our 2024 vision



3. An ongoing range of actions to build colleague engagement and commitment with education and discussion on DE&I from the top of the organisation, to the frontline. This will include global DE&I training and education programmes and continued reinforcement of zero tolerance of all forms of explicit and implicit discrimination
 4. Significant activity to expand the recruitment, development and promotion of diverse groups and ensure our resource pools, prospective candidates and internal talent reflect the communities and markets in which we operate
 5. A specific focus on developing our leaders to be more skilled and assured in addressing diversity and inclusion issues so that they can confidently champion and lead our DE&I agenda
- While our progress to date on DE&I represents a good start and shows what is possible, we believe that from 2021 onwards we have a significant opportunity to build an organisation where everyone with skill, imagination and determination, whatever their gender, race, colour, nationality, age, sexual orientation, physical ability or background, can reach the highest level and achieve their full potential based on merit alone.

Development of our colleagues

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



Agile digital learning

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

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

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

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

Launch of virtual classroom

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

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

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

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

Developing our talent pipeline of future leaders

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

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

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

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

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

Employment and development opportunities for young people

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

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

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

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

Attracting and recruiting the people we need

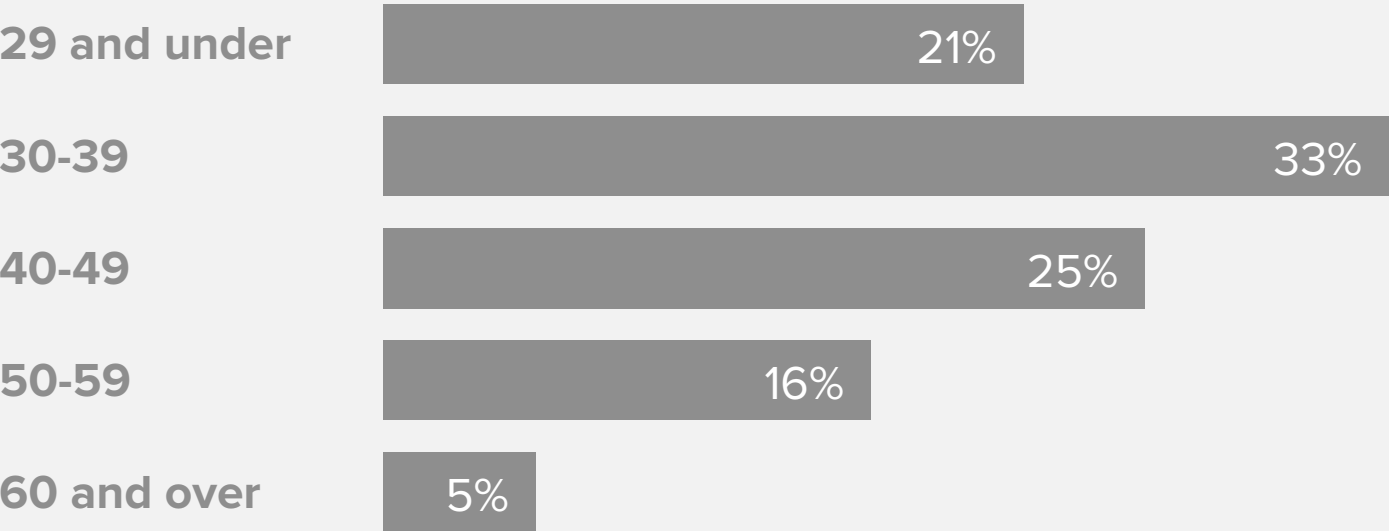
Throughout 2020, we have seen our employer brand continue to improve, with the number of unique visitors globally to our careers site increasing by 49% on a rolling 12-month basis. Our conversion rate (the % of unique visitors to the site who apply for a role with us) is now at 27% (best in class is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

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

Generations at work

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

Global colleagues by age group



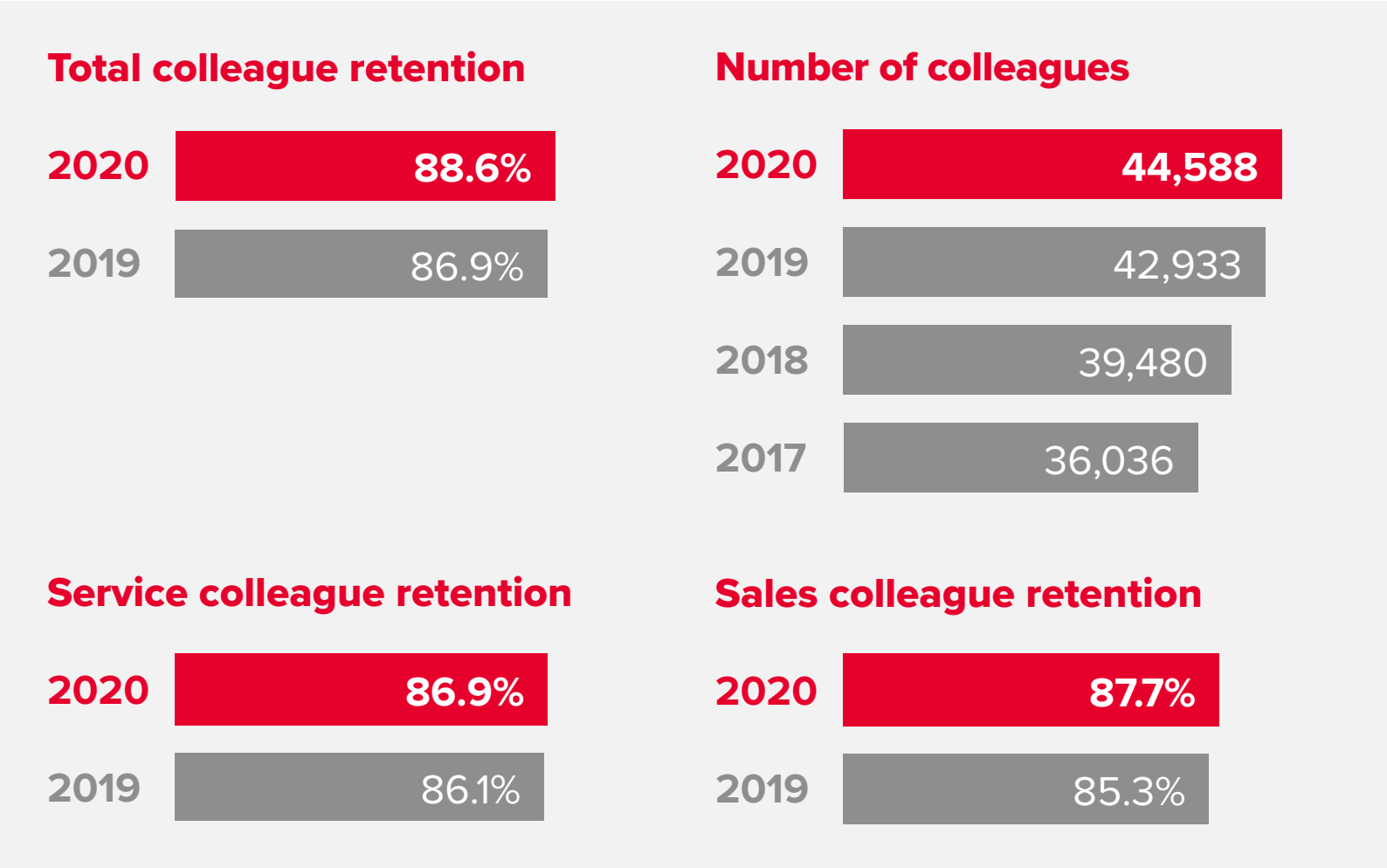
Data source: Census survey of all colleagues, September 2019.

Our culture

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

Culture of long service – retaining colleagues

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



Our Purpose

Protecting People. Enhancing Lives.

Our Values

SERVICE

We are passionate about delivering excellent service to every customer.

RELATIONSHIPS

We value long lasting relationships with our colleagues and customers.

TEAMWORK

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

Our Culture

CUSTOMER FOCUSED

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

COMMERCIAL

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

DIVERSE

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

DOWN TO EARTH

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

INNOVATIVE

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

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

Colleague engagement

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

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

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

External perspective

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

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



Supporting wellbeing & mental health

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

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

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

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

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

24 / 7 helpline

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

Mental health first aiders

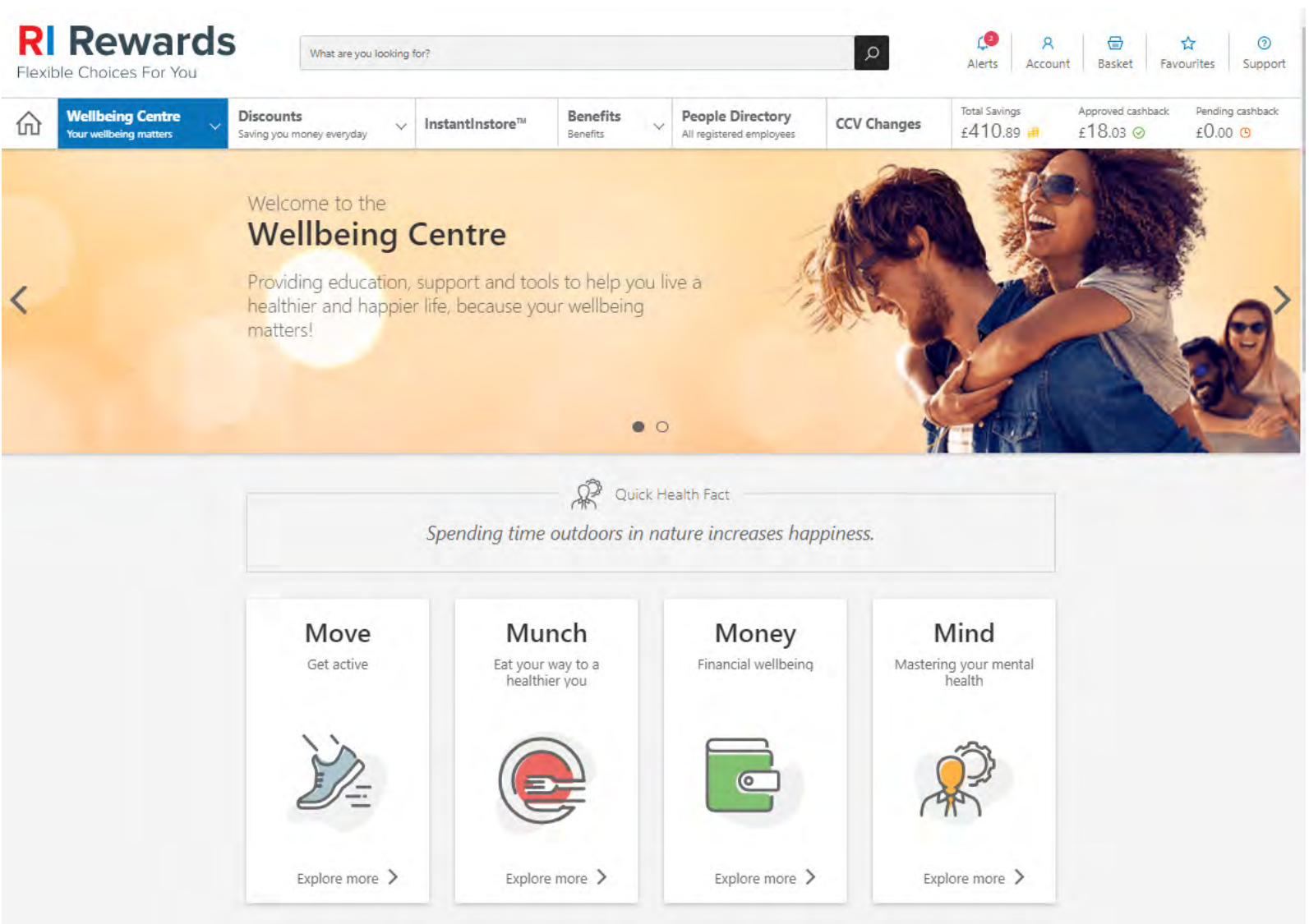
We have appointed our first mental health first aiders.

U+ training content

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

Hybrid and flexible working

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




Campaigns

World Mental Health Week

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

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

 [Link to the video](#)

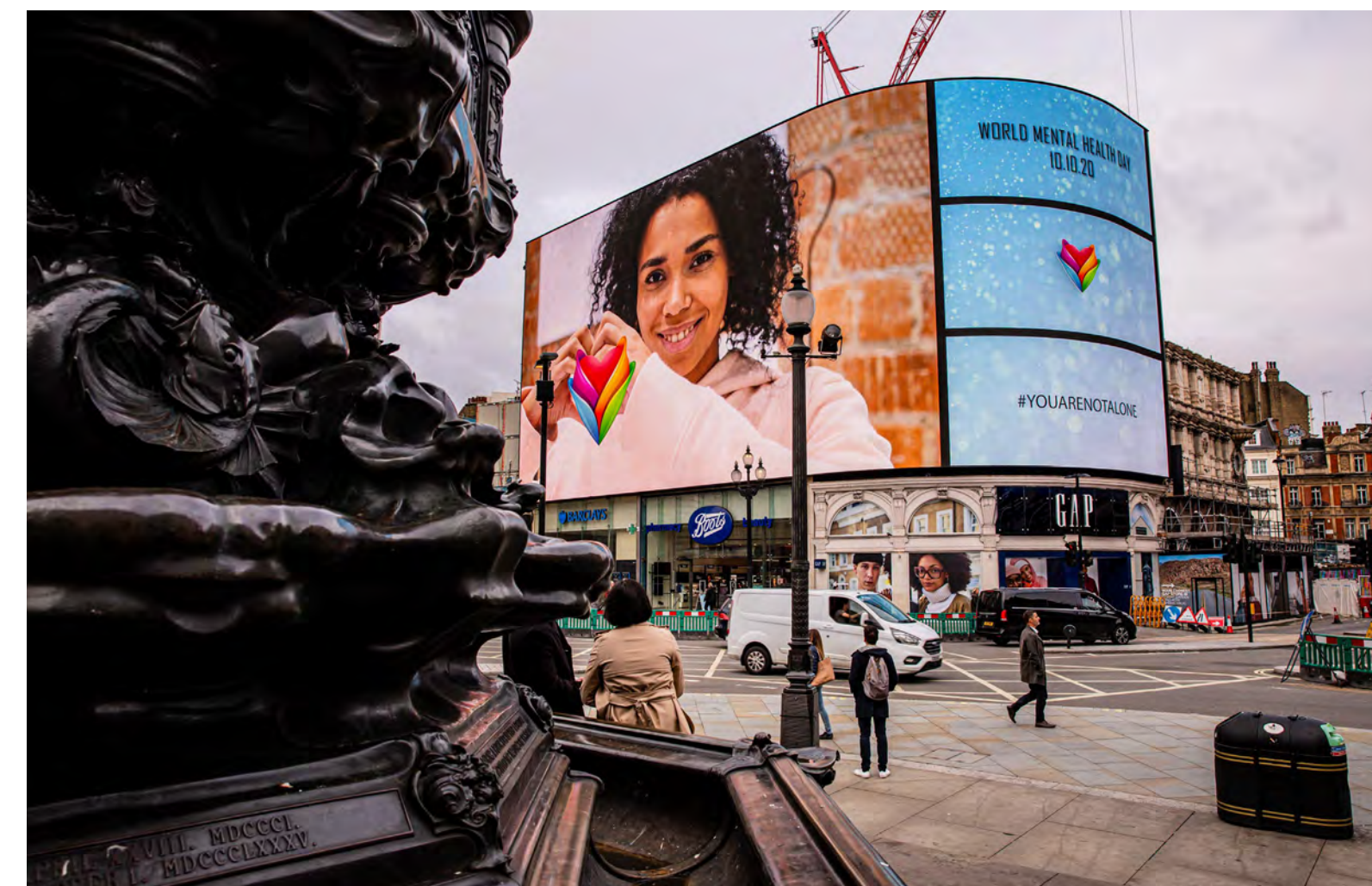


International Stress Awareness Day

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

Being safe online

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



Case study: Protecting our colleagues & businesses during the pandemic

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

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

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

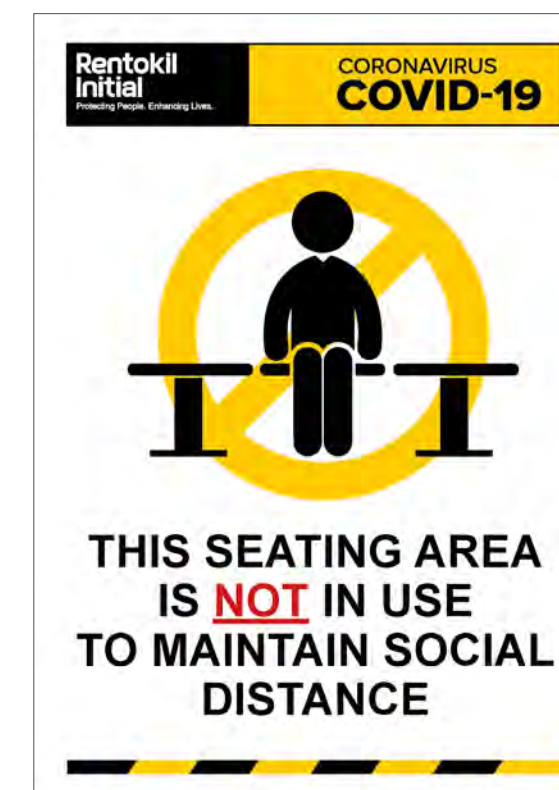
Donations included personal contributions from Non-Executive Directors and senior management, including our CEO, who donated the remaining 65% of his Q2 salary (after his earlier 35% pay waiver) into the fund.

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

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

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

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



Recommended hand hygiene steps to prevent the spread of viruses

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



Environment

Our environment plan and pathway to net zero.

Delivering net zero emissions by 2040.

INSIDE THIS SECTION

Our approach	28
Our environment plan	29
Pathway to net zero	31
Taking action across our local operations	32
Environmental targets & performance	36
Accreditation & memberships	38



Our approach

We believe that our ambition for environmental leadership and our plan to deliver net zero carbon emissions by the end of 2040 is not only the right thing to do, but it is also the right thing for the Company as it creates a higher quality, more efficient and differentiated business. Action on climate change also aligns closely to our purpose of Protecting People and Enhancing Lives.

We have developed a business-wide operational approach to environmental sustainability. A new environment plan has been developed, which will be delivered through our country operations. This is built on three pillars: Sustainable Solutions, Sustainable Operations and Sustainable Workplace:

Sustainable solutions

- Our focus here is to provide customers with a range of market-leading services – not only for their ability to protect people from pests or enhance lives through better hygiene, but which also set new standards for sustainability

Find out more about our non-tox, sustainable products, remote monitoring and digital services, as well as product stewardship and regulatory compliance, in the Service and Innovation section

Sustainable operations

- Our focus here is to deliver higher quality and more efficient operations which reduce our impact on the environment. Key areas include the transition to an ultra-low emission vehicle fleet, working with our product and chemical suppliers and reducing waste

This is the main focus for this Environment section.

Sustainable workplace

- Our focus here is to provide colleagues with sustainable workplaces which use renewable energy and encourage colleagues to play their part in a being more sustainable at work and at home

This is covered in part in this Environment report, with further information about our culture in the Colleagues and Culture section

Within these three broad areas are eight specialist workstreams, but key to our success are the local action plans being undertaken across our Group.

From this strategy comes our pathway to net zero carbon emissions from our operations by the end of 2040. Key elements of the plan include our transition to an ultra-low emission fleet, which has already commenced, and the reduction in our energy emissions through the transition to renewable property energy. Included in our pathway to net zero is not only our approach to reduce emissions from our properties and fleet but also the emissions from our use of sulfuryl fluoride, which has grown to become a more significant contributor to Rentokil Initial’s environmental impacts following growth in fumigation.

Other initiatives, for example, actions to reduce our waste to zero are underway. Our Pacific region has implemented a regional action plan for battery and aerosol recycling, already resulting in 40 tonnes of batteries and other waste recycled to date, and so diverted from landfill sites across the Pacific.

Executive compensation is linked to sustainability, with the 2019 and 2020 Performance Share Plan awards having 5% of the payment subject to environmental improvement, based on vehicle emissions intensity. Other ESG criteria includes colleague retention (5%) and customer satisfaction (5%).

Our approach is underpinned by a robust commitment to stakeholder engagement – for instance, ensuring that our colleagues are involved, informed and given the opportunity to put forward their own ideas. We have also introduced the Chief Executive’s Environmental Awards in 2020 to recognise both colleagues and best practices in developing local operational sustainable activities and creative environmental solutions.

During the year, it was agreed that the Group’s Executive Leadership Team (ELT) and Senior Leadership Forum (SLF) meetings will have Environment as the third item on every agenda (following Safety and Employer of Choice). The vehicle emissions intensity for the 20 largest operations have been presented to the ELT and SLF monthly.

This tracks the vehicle fuel efficiency performance for each country against the prior year, per thousand litres of fuel used, per million of revenue in local currency.

The CEO has Board accountability for responsible business delivery, as well as engagement with our wider stakeholder groups. The Company’s Environment Steering Committee includes relevant ELT members and functional specialists. Countries have environment steering groups and ‘green teams’ to support the execution of local projects. Green ambassadors are also in place locally.

Local focus – role of ambassadors:

- Recommend sustainable operational improvements and engagement opportunities to inform green team decision making
- Collaborate in the development and review of environmental colleague engagement campaigns with SHE, colleague communications and engagement, and fellow green ambassadors

- Cascade and reinforce environmental goals and sustainability guiding principles with materials provided to local colleagues
- Encourage and identify local storytelling ‘Eco-tales’ and spotlight stories to foster environmental related colleague recognition opportunities
- Implement and support green team-led environmental initiatives at a local level

Enhanced reporting

This year, in addition to our independent accreditations such as the Dow Jones Sustainability Index, we have initiated reporting against the Task Force on Climate-related Financial Disclosures (TCFD) and Sustainable Accounting Standards Board (SASB) frameworks. We also align our activities with the UN Sustainable Development Goals (SDGs).

Find out more in the How we report section

Our environment plan

Our new, overarching environment plan was approved by the Board in 2020. This will be delivered through our country operations and is built around three core pillars: Sustainable Solutions, Sustainable Operations and Sustainable Workplace, with eight workstreams to provide specialist support and share best practice.

Sustainable solutions

- Workstreams**
 - Hardware**
Ensuring hardware products are designed for sustainability.
 - Consumables**
Ensuring paper products are only sourced from sustainable suppliers.
 - Chemicals**
Moving to non-tox services, including finding an alternative to sulfuryl fluoride, a GHG used in fumigation services.

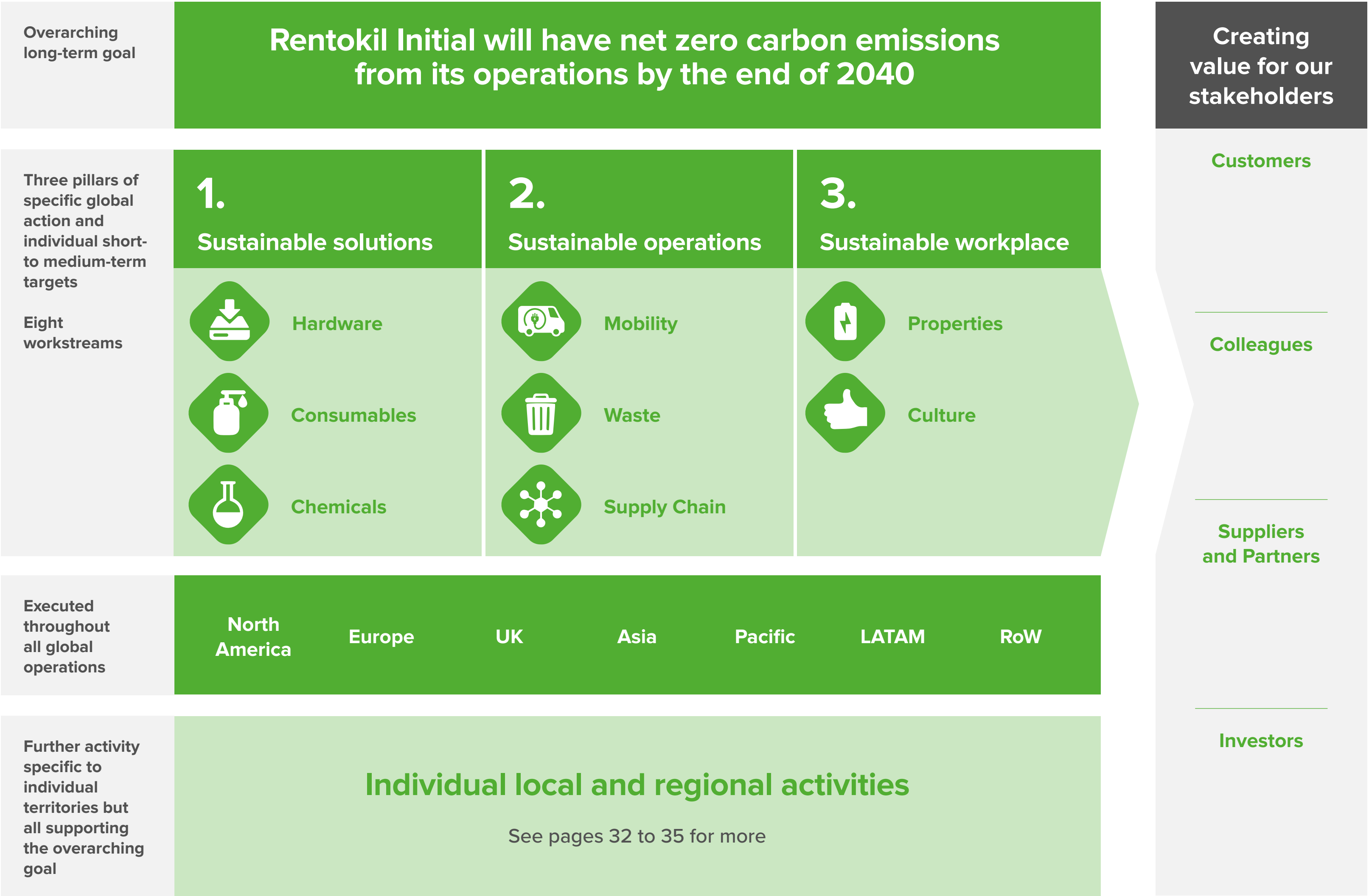
Sustainable operations

- Workstreams**
 - Colleague Mobility**
Reducing our carbon emissions from vehicles.
 - Waste**
Measuring and reducing our waste to zero landfill and incineration.
 - Supply Chain**
Working with suppliers to minimise their own climate-related impacts and those of our products.

Sustainable workplace

- Workstreams**
 - Properties**
Moving to sustainable energy tariffs and property efficiency.
 - Culture**
Taking our people on the journey and delivering day-to-day behaviour change.

Summary of our environment plan



Examples of activities in our workstreams



Hardware

1. Leading our industries with the most environmentally friendly range of products and services, supporting our customers' own environmental ambitions
2. 'Cradle to grave' analysis of all new products
3. Introducing new products made from recycled materials



Consumables

4. Ensuring that paper products have come from sustainable sources
5. Changing the types of chemicals we use for fumigation to more environmentally friendly alternatives



Chemicals

6. Reducing and eventually removing the use of pesticides and insecticides



Waste

7. Reducing to zero the waste we send to landfill or incineration
8. Reducing packaging: Move to 100% reusable or recyclable
9. Reducing our use of plastic, for example reducing the thickness of our FHU bags
10. Reducing the levels of waste batteries – examine options for reuse, recharge
11. Increasing product refurbishment and reuse



Mobility

12. Transitioning to a low emission (EV) fleet
13. Reducing mileage – utilising route planning tools and building customer density
14. Examining how the use of digital tools can reduce our vehicle mileage / emissions



Supply Chain

15. Ensuring our product formulations use palm oil extracts that are only from sustainable sources, eventually removing all use of palm oil
16. Working with suppliers to ensure that they have sustainability plans and minimising the environmental impact of our products



Properties

17. Introducing green energy tariffs for our owned buildings
18. Prioritising property energy efficiency savings opportunities, e.g. installing LED lighting



Culture

19. Reducing the use of flights and business travel
20. Ensuring our colleagues are involved, informed and given the opportunity to put forward their own ideas



Pathway to net zero

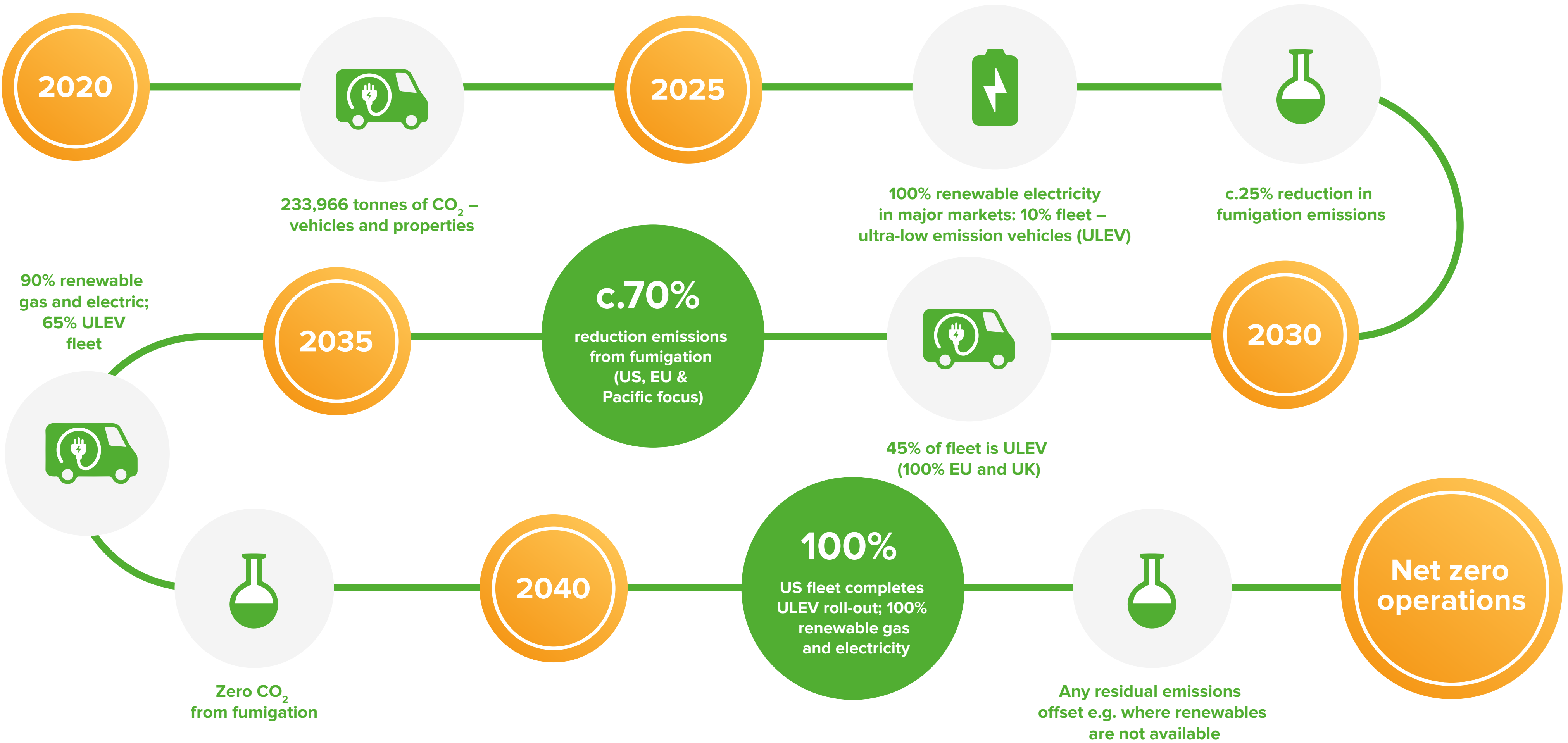
From our overarching environment plan comes our pathway to net zero carbon emissions.

Approved by the Board in 2020, our long-term commitment is to reach net zero from our operations by the end of 2040. This includes several milestones, such as the transition to an ultra-low emission fleet, which has already commenced, and the reduction in our energy emissions through the transition to renewable property electricity. Also included is our ambition to find a more sustainable alternative to the use of sulfuryl fluoride in biosecurity and termite-related treatments.

We believe that this goal is bold and stretching, given we operate in 83 countries, including many emerging markets. But, we believe this will unlock a new level of energy and innovation as we seek to differentiate the Company as a leader in environmental sustainability.

We continue to analyse our markets and develop our plans locally, and in 2021 we plan to enhance our data collection and introduce a new Group-wide system. We will update our plan annually to reflect our progress and latest market insight.

Pathway to net zero



Taking action across our local operations

While 2020 was, of course, a year dominated by the impact and our response to the pandemic, with our priority of keeping colleagues safe, our environmental agenda continued to make progress as our countries began to develop and implement their plans. Across the business there is a high level of focus and energy behind this programme.

Here are some examples of our initiatives in 2020 – focused on fleet, properties, waste, fumigation, biodiversity and culture.

Colleague mobility

As a route-based operating Company, with c.19,000 vehicles in our global fleet, colleague mobility is a material source of our carbon emissions. Our goal is to have a 100% ultra-low emission vehicle fleet by 2040.

During 2020, we developed a detailed analysis using our local market intelligence to track each country’s readiness to deploy an ultra-low emission vehicle fleet.

This included suitable electric vehicle (EV) fleet availability, pricing, charging network and risks in our operations, such as the introduction of city or country-based charging or restrictions:

- **Paris** – bans diesel engines from 2024, petrol by 2030
- **Norway** – bans internal combustion engines (ICE) by 2025
- **UK** – final sales of ICE from 2035
- **Iceland, Sweden, Netherlands, Denmark and Ireland** – 2030 ICE ban

Taking action

- Across the Group we have taken our first steps to introduce EVs, including in five major markets. We have also created our fleet policy framework. Rentokil Initial is a member of EV100 – a global initiative bringing together companies committed to accelerating the transition to electric vehicles
- Vehicle fuel efficiency improved by 5.1% in 2020

See Environmental Targets and Performance

Extract from ultra-low vehicle fleet analysis by country

Country	Vehicle	Term Months	BEV vs ICE	RAG Status
	LCV Small / Medium	48	£160	
	Car	54	£108	
	LCV Large	48	£56	
	Car	48	£49	
	LCV Small / Medium	48	£47	
	Car	48	£47	
	Car	36	£29	
	Car	48	£22	
	Car	48	£10	
	Car	48	£4	
	Car	48	£15	
	Car	120	£18	
	Car	120	£18	
	LCV Large	48	£30	
	Car	48	£43	
	Car	48	£58	
	LCV Small / Medium	48	£62	
	Car	48	£64	
	Car	48	£65	
	LCV Small / Medium	48	£65	
	LCV Small / Medium	54	£81	
	Car	48	£82	
	LCV Small / Medium	48	£83	
	LCV Small / Medium	48	£88	
	LCV Large	48	£88	
	LCV Large	48	£96	
	LCV Small / Medium	48	£103	

Note: List of countries has been removed to protect confidentiality. LCV = Light Commercial Vehicle.

- **UK:** Detailed analysis of our fleet using telematics data – shows customer routes and daily mileage. We will target those routes with less than 50 miles initially for the introduction of EVs. In early 2021, with a new car list available, 34% of new vehicles were EV. Telematics also delivers analyses of idling time which has allowed the Company to introduce a new training and awareness programme

Over the last five years the UK business has significantly improved its fleet carbon efficiency with the introduction of newer vehicles and improved operational efficiency. In UK Pest Control, there has been a 13g reduction in CO₂ per km driven – between 2015 and 2020. In UK Hygiene there has been a 33g per km driven improvement with the introduction of our On-Site Service operational model being a particular driver of this success

- **China:** 189 electric bikes ordered for colleagues to service small food and beverage customers in city locations
- **Netherlands:** Electric vehicle trial in Amsterdam with a combination of three-wheel and four-wheel tuk tuks. Also underway in Uruguay

- **North America:** Delivery of first, fully electric vehicles and activities to reduce the weight of existing vehicles. 20 electric vehicles and installation of Level Two home charging stations. 100+ hybrid vehicles in addition. Aim to replace 500+ vehicles in 2021 with more fuel-efficient models, including EV and hybrid, subject to pilots and meeting our analysis criteria
- **France:** Pilots of EV and CNG with ten distribution vehicles in four branches to test different types of routes and environments
- **Brazil:** In 2020 we implemented a programme to move 100% of our vehicles to biofuel consumption (Ethanol) by the end of 2021. Currently around 65% have been converted, reducing emissions by over 70%

Properties

Rentokil Initial has around 1,000 properties in its 83 countries ranging from local branches and warehouses to office locations. Over the last five years, the Company has consolidated its property portfolio, with property energy efficiency improving by 61% since 2016. Across the Group we are moving paper-based processes online. Our goal is for all major markets to be supplied with renewable energy for electricity by 2025.

Taking action

- **Australia and France:** Analysis of our building portfolio undertaken and have begun to introduce energy efficient lighting. In Australia, as an example 35 properties were analysed for lighting sources – and a plan developed to move away from fluorescent lighting to lower energy options
- **UK:** Working with EDF to move to renewable energy for electricity (see certificate)

- **Hong Kong:** We have Wastewi\$e certification from the Environmental Campaign Committee (ECC) which verified a 68% waste paper reduction (see certificate). Measures recommended by ECC have been implemented in RI premises
- **Global:** In 2020 we introduced several schemes to reduce paper usage, including Adobe Sign which has already accounted for over 4,000 documents such as contracts being signed electronically (c.20,000 pieces of paper saved). In France, we have introduced e-billing with up to 27% replacement of paper to date
- **New global HQ:** Opening summer 2021 – the use of solar panels, energy efficient lighting and EV charging points have been specified



Waste

Our ambition is for 100% of waste material to be reused, recycled or repurposed for energy by 2035, and in 2020 the Company began to implement actions at a country level with multiple local activities. At the same time, we put in place plans to improve waste measurement across our major markets.

Taking action

• **North America:** Our largest business, accounting for 44% of revenues in 2020, has appointed a single waste management company covering all owned buildings to provide a unified, scalable solution with full waste reporting and insight. Currently, c.30% of locations have begun to be serviced with 62.78 tonnes of waste diverted to be recycled to date. The business has also formalised the opportunity to recycle UV bulbs and batteries through the ‘Recycle Right’ programme

In North America we have also begun to partner with suppliers to provide solutions to reduce plastics sent to landfill, beginning with the recycling of polyzone plastic containers (used to contain Pest Control treatments)

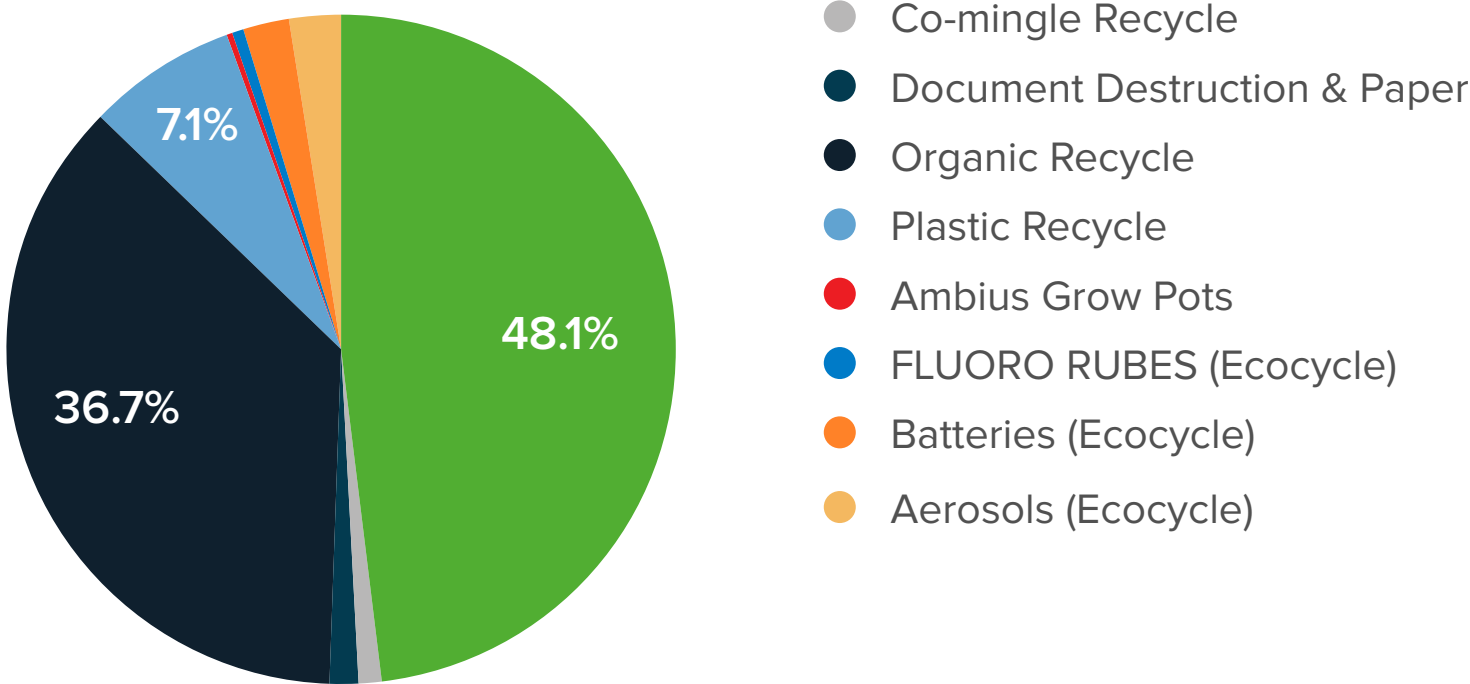
In 2020, 15 district offices participated in this programme and 37 drums were purchased, used and eventually returned to be refilled. Each drum holds 4,300 plastic containers. In 2021, we will widen this concept to other products and with other suppliers

- **Australia:** All plants from Ambius that have been replaced were donated to local schools and care homes
- **Europe:** Accounting for 25% of revenues, our Europe region measures and reports all waste against EU Waste Codes. The level of recycling varies by country, reflecting the availability of recycling facilities in each country
- **France and Italy:** Action has been 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. Over the last three years, over 150,000 units in France and Italy have been refurbished
- **Global:** Ambius has introduced the use of ‘eco pebbles’ as soil covering in pots, made from 80% recycled material

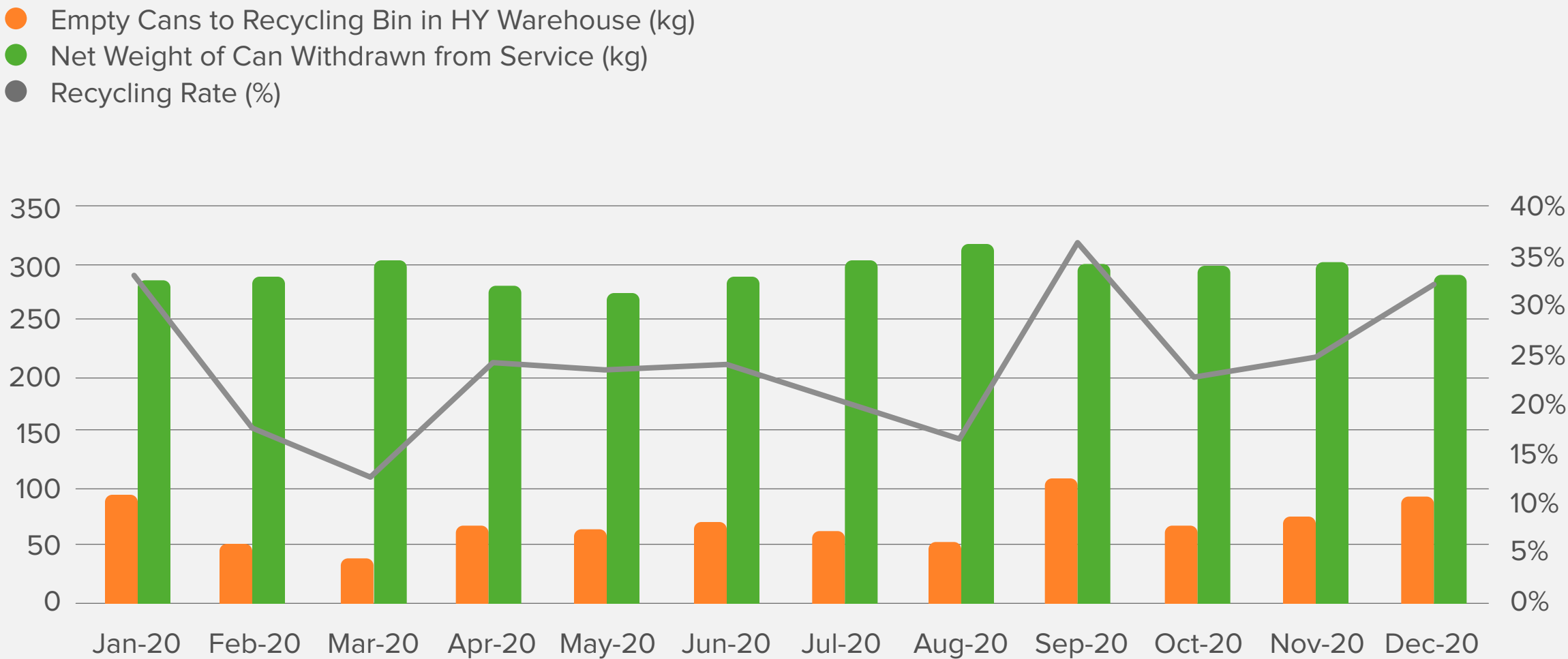
- **Global:** Following suggestions by technicians, we have analysed the packaging that new Pest Control and Hygiene hardware products are supplied in and have begun to work with suppliers to reduce packaging and the use of plastics
- **Australia:** In 2020 we began a waste reduction pilot using a biological technology capable of treating various waste streams, such as nappy and sanitary waste, into organic, reusable waste – while achieving c.70% reduction in waste to landfill. The system uses bacteria which are produced from naturally occurring isolated strains to break down and convert the waste
- **Pacific:** Diversion from landfill in 2020 increased in both absolute and relative terms, driven by the launch of the Recycling Hubs across all branches which promoted the various recycling initiatives. These included aerosol and battery recycling programmes (with over 40 tonnes of batteries and other hazardous waste diverted from landfill in 2020). See chart
- **France:** Our business has been focused on waste recycling, reuse and recovery for several years. In 2020 the level of recycling reached 31%, up from 19% in 2017

- **Hong Kong:** As part of our Wastewi\$e programme, we began recycling air freshener cans – with a branch-by-branch recycling programme delivering rates of up to 37% achieved in the first few months. Total recycling weight was 848kg. See chart

Pacific – 2020 diversion split




Country example: Hong Kong



Protecting biodiversity

Rentokil Initial is a proud supporter and partner of the UK climate change charity, Cool Earth, protecting vital rainforests in Papua New Guinea, Mozambique and Cameroon.

Now in its third year, our partnership is protecting rainforests – one of the most effective actions to tackle climate breakdown. Rainforests store carbon, regulate water cycles, and protect millions of species of plants and animals.

 [Read our full partnership report by Cool Earth here](#)



The Chief Executive's Environmental Awards 2020

Engaging colleagues and sharing best practices across our operations is an important part of our plan. Across the Company, colleagues are encouraged to put forward their own ideas and suggestions (for example, colleagues in Germany submitted 56 ideas in 2020). We also celebrate success and in 2020, launched our dedicated Chief Executive's Environmental Awards to recognise positive achievements:

Environmental Initiative of the Year

- **UK Hygiene** – which diverted 2,600 tonnes of washroom waste from landfill to Waste-to-Energy in 2020

Environment Champion: Country Award

- **Rentokil North America** – made excellent progress in the reduction in fuel and of its CO₂ footprint by moving to hybrid vehicles and lighter vehicles. Their annual consumption reduced by 210,000 gallons

Environment Champion: Colleague Award

- **Rune Tangen, Service Manager** – the driving force in changing our car fleet in Norway to be ultra-low emission ahead of the ICE vehicle ban from 2025. 11% of vehicles were moved to fully electric in year one, removing 144 metric tonnes of CO₂

Case study: Italy

Colleagues in Italy are making meaningful changes to the way they work as they focus on reducing CO₂ emissions, energy consumption and waste.

Colleagues have put forward many branch initiatives that have led to actions, such as:

- All light bulbs used are now LED
- All paper towels and cotton roller towels are recycled
- All office provisions (e.g. chairs, pens, glasses) are made from sustainable materials
- All detergents (e.g. for dishwashers) are biodegradable
- Soap purchased from local suppliers does not contain palm oil
- All electricity is supplied from renewable sources
- All printers only use recycled paper
- Water dispensers have been installed to encourage colleagues to cut back on using disposable plastic bottles
- Trials to move to Ultra-Low Emission Vehicles are already running in Milan and Bergamo with electric charge points installed

As of December 2020, Rentokil Initial Italia S.p.A. became ISO 14001 certified.

Environmental targets & performance

Environmental targets

In addition to our new net zero carbon emissions commitment, in 2020 the Board set a new target to reduce our emissions intensity index by a further 20% by the end of 2025 (using 2019 data as the baseline). We report our emissions intensity values, related to revenue at constant exchange rates, as an index. In 2020, this improved over the prior year by 8.1%.

Our previous emissions target was to achieve a 20% reduction in the emissions intensity index by the end of 2020, based on a 2015 baseline. By the end of 2020, we had achieved a 27.2% improvement.

The Company reports its environmental efficiency eco-performance – data is provided over a five-year period – against the following areas:

- Carbon Emissions Efficiency Index
- Absolute emissions
- Eco-efficiency indices for property energy and vehicle fuels
- Workwear and Hygiene processing plants – eco-efficiency indices for water and energy; and normalised emissions
- Waste reduction

As part of our net zero plan, we have also illustrated how we aim to achieve this over 20 years, including the roll out to 100% ultra-low emission vehicles and the use of renewable property energy.

Our goal is to achieve 100% of waste material being reused, recycled or repurposed for energy by 2035.

UN Climate Change Conference of the Parties (COP26)

As part of the COP26 Business Leaders Event that took place in June 2020 Rentokil initial made a range of commitments to:

1. Make our organisation a net zero GHG Emissions business by end 2040
2. Make our Board accountable for GHG emissions and aware of the risks to our Company and the planet
3. Commit to buying 100% renewable electricity from our UK supplier by 2025
4. Promote biodiversity
5. Commit to measure and publish the results of our work

Environmental performance

Carbon Emissions Efficiency Index

In 2020 our carbon efficiency improved by 8.1%.

Emissions have been calculated in line with the GHG Protocol Corporate Reporting Standard, and the Company reports CO₂e using the UK Government’s 2020 conversion factors for fuels, gases and UK electricity, and the International Energy Agency (IEA) 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 an accurate like-for-like performance comparison, removing currency variations.

The following table shows our five-year index of intensity values – which have improved by 22.5% over five years and an 8.1% improvement in 2020 versus the prior year.

	2020	2019	2018	2017	2016
Index of energy and fuel derived CO ₂ e emissions at CER per £m of revenue	77.55	84.37	84.89	97.64	100

Absolute emissions

During 2020, the Company’s absolute energy and fuel-derived emissions decreased by 2.3% reflecting changes in service mix (the introduction in 2020 of emergency Disinfection services in particular), acquired businesses and customer site closures during lockdowns. Ongoing Revenues increased by 6.3% during the year.

Over the period from 1 January 2016, shown in our all-scope chart, the Company has acquired 201 companies, including 23 businesses during 2020.

The following table shows absolute emissions (split by scope) 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).

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

Type of scope	2020	2019	2018	2017	2016
Total Scope 1	169,755	173,140	160,024	164,745	149,597
Total Scope 2	15,390	17,031	16,282	17,513	14,209
Total Scope 3	43,052	43,548	40,255	39,905	35,309
Total outside scope	5,769	5,768	5,238	5,084	4,519
Total – all scopes and outside scopes	233,966	239,487	221,799	227,247	203,634

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

Since 2018, we have also reported our energy consumption, and the UK operations’ percentage. In 2020, global energy consumption was 788,158 MWh (2019: 810,361) with UK consumption representing just under 12% of global emissions.

As discussed earlier, one of our eight workstreams is to look at the chemicals we use within our operations and we continue to work with suppliers to identify alternative fumigants and seek country registrations. Absolute emissions derived from the use of sulfuryl fluoride (a fumigant) were 605,442 tonnes in 2020 (2019: 548,449 tonnes, 2018: 363,339 tonnes; 2017: 481,390 tonnes). The year-on-year differences reflect the variability in customer demand (biosecurity protection for international trade) and acquisitions.

Our commitment is to be at net zero carbon emissions from our operations by the end of 2040.

Vehicle eco-efficiency

Vehicle fuel efficiency has improved by 10.9% since 2016 and we made good progress in 2020 with a 5.1% improvement, largely due to an increased number of larger single-site contracts due to COVID-19 Disinfection services, as well as a continued focus on vehicle efficiency practices across the global fleet.

Vehicle emissions represented 85% of the Company’s energy derived emissions in 2020. The Company estimates its fleet to be c.19,000 vehicles.

The Company undertakes a range of programmes to support our goal of net zero including transitioning to ultra-low emission fleets, reducing mileage through route optimisation tools and building customer density.

Eco-efficiency indicator – vehicles	2020	2019	2018	2017	2016
Index of vehicle energy consumption – thousand litres per £m turnover at CER	89.1	94.2	94.2	100.3	100

Eco-efficiency indicator – properties	2020	2019	2018	2017	2016
Index of property energy consumption – thousand kWh per £m turnover at CER	38.8	49.1	53.2	86.6	100

Property eco-efficiency

Over the last five years, the Company has consolidated its property portfolio through co-location, resulting in a 61% improvement in property energy efficiency since 2016.

In 2020, this strong progress continued with a further improvement of 9% year-on-year largely due to increased working from home due to COVID-19 restrictions. 8,500 colleagues were moved to home working in 2020.

In addition to improvements in operational geographic density – a key focus for the Company – our acquisition strategy enables further co-location.

Eco-efficiency in workwear and linen hand towels

In 2020, the workwear processing plants in France and the roller towel operations increased their product volume-related emissions by 2.9%, mainly due to reduced volumes of product processed due to COVID-19 lockdowns in France. In 2020, Ongoing Revenues in France Workwear declined by 10.4% with customer facilities in temporary lockdown, reducing demand for flat linen and garments for laundry.

Workwear indicators	2020	2019	2018	2017	2016
Kilograms of CO ₂ emissions per tonne processed	272.65	271.71	267.92	266.80	256.9
Water usage per unit washed – litres used per kilogram	9.90	9.54	9.70	9.07	8.56

Workwear waste	2020	2019	2018	2017	2016
Recycling*	32%	24%	33%	45%	47%
Recovery – Energy	26%	30%	12%	9%	7%
Landfill	24%	30%	39%	23%	36%
Incineration	18%	16%	16%	23%	10%
TOTAL (tonnes)	1,232	1,899	1,487	1,685	1,474

* Includes Re-use.

Responsible practices at our French workwear plants, include:

- The reduction of water and energy consumption through a constant renewal of machines and the use of more efficient laundry at lower temperatures
- Control of wastewater sent to the treatment plant – reducing the levels of bleach used in washing with neutral pH
- c.90% of used clothes from the workwear rental and maintenance business have experienced a second life, transformed into acoustic and thermal insulating materials for the building and automotive industries, using an ISO-certified partner



Accreditation & memberships

The Company has received accreditation and membership of the Dow Jones Sustainability Europe Index of leading companies since 2005. In 2020 it scored 76% for climate strategy (84 percentile) and 65% for operational eco-efficiency (82 percentile). Based on our performance, we qualified for inclusion in S&P’s SAM Sustainability Yearbook 2021, as a Yearbook Member. This means our sustainability performance is within the top 15% of our industry and that our score advanced most from 2019 to 2020, compared to our industry peers.

For its submission to the 2020 Carbon Disclosure Project index, the Company was ranked in the D performance band, prior to announcing the Company’s new Environment strategy, plan and commitments.

Rentokil Initial is a member of the FTSE4Good Index. OpenCorporation places the Company 10th out of 568 companies for ESG, covering a broad analysis focused on areas such as workplace, social responsibility, finance, diversity, governance and environment.

Vigeo Eiris ranks Rentokil Initial 1st out of 99 companies in Business Services. As at 31 December 2020, the Company was ESG rated as ‘AA’ by MSCI, as Prime by ISS ESG (with a decile rank of 1 indicating a high relative ESG performance) and as ‘low risk’ for ESG by Sustainalytics.

Environmental certification: 21 of our business operations have environmental management systems certified to ISO 14001, representing around 13% of Group revenue in 2020.

Eco-Label: 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. We have also received Eco-Label accreditation for our Eco-Clear urinals solution that combines a water management device and patented urinal sleeve, and 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.

PlanetMark: After five years of working closely with experts in the LED industry, Lumnia is the world’s first range of fly control traps to use patented LED lighting technology rather than traditional fluorescent tubes.

As well as external certification from PlanetMark last year for demonstrating 62% lower carbon emissions and removing mercury from the waste stream, we received The Queen’s Award for Enterprise: Innovation for the development of this sustainable product.



Service & Innovation

Leaders in innovation and digital.

Trusted brands at a time of crisis.

INSIDE THIS SECTION

Our approach	40
Performance in 2020	41
Leaders in innovation	42
Product stewardship & regulatory compliance	47



Our approach

Rentokil Initial is the world’s leading commercial Pest Control and Hygiene services company – with a purpose of Protecting People and Enhancing Lives.

Our approach to responsible customer management combines global expertise with local insight and execution. To achieve this, we are highly committed to leadership in innovation and digital, best practice product stewardship, and policies to provide a high-quality and responsible service for our customers. Our culture remains key to our success – by getting it right for colleagues, they will get it right for our customers.

During 2020, our expertise ensured we were able to support customers with essential hand, air and surface Hygiene services – installing record levels of dispensers for soaps and sanitisers – and showed our agility to launch emergency Disinfection services in 60 countries, helping customers to protect their people and their businesses.

The Marketing and Innovation function works alongside country operations to coordinate the development of the Company’s service offering 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.

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 and PA.

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.

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.

President’s Award

Rentokil has been acknowledged by the President of Ireland for their exceptional work done during the pandemic for its delivery of vital services to the Mater Hospital, in accordance with Government guidelines, to ensure that the ongoing safety and comfort of frontline healthcare staff and patients was maintained.

As part of the services provided by the Company, Rentokil Initial’s expert technicians carried out monthly inspections across the hospital campus to monitor and prevent any pest-related incidents.



“We would like to thank Rentokil Initial for the work it has continued to provide to the Mater Hospital during the COVID-19 pandemic. It has been a difficult period for everyone, but through their work, they have helped to ensure the ongoing safety and comfort of our healthcare staff and patients.”

Nuala King
Director of Mission at the Mater Misericordiae University Hospital

Performance in 2020

During 2020, our expertise in Pest Control and Hygiene ensured we were able to provide essential services to customers during the pandemic. In particular with vital hand, air and surface Hygiene services. We installed record levels of dispensers for soaps and sanitisers. We also launched new air care services, such as VirusKiller™ with 99.9999% effectiveness.

State of Service

89.4%

(2019: 97.2%)
Reflecting temporary premises closures during the pandemic

Trustpilot score

5★

5 stars for Rentokil and Initial in the UK from over 4,000 reviews each

After service surveys

2.6m

2.6m customer surveys undertaken (post service visit) in 2020 with an average score of 4.8 out of 5, in both Pest Control and Hygiene



Web traffic

↑20%

Web traffic increased by almost 20%, with a 60% increase to Initial websites

Internet of Things units in the field

+150,000

Over 150,000 PestConnect units in customers' premises (2019: 80,000)

PestConnect data usage

9m

9m messages sent or received each day on average during 2020

Innovation pipeline

80%

80% of our innovation pipeline is non-tox or sustainable

Hand hygiene

17x

Soap and sanitiser provided to customers in 2020 vs 2019

Customer satisfaction (NPS)

↑0.6points

0.6 points improvement in NPS (Q4 2020 vs. Q4 2019).

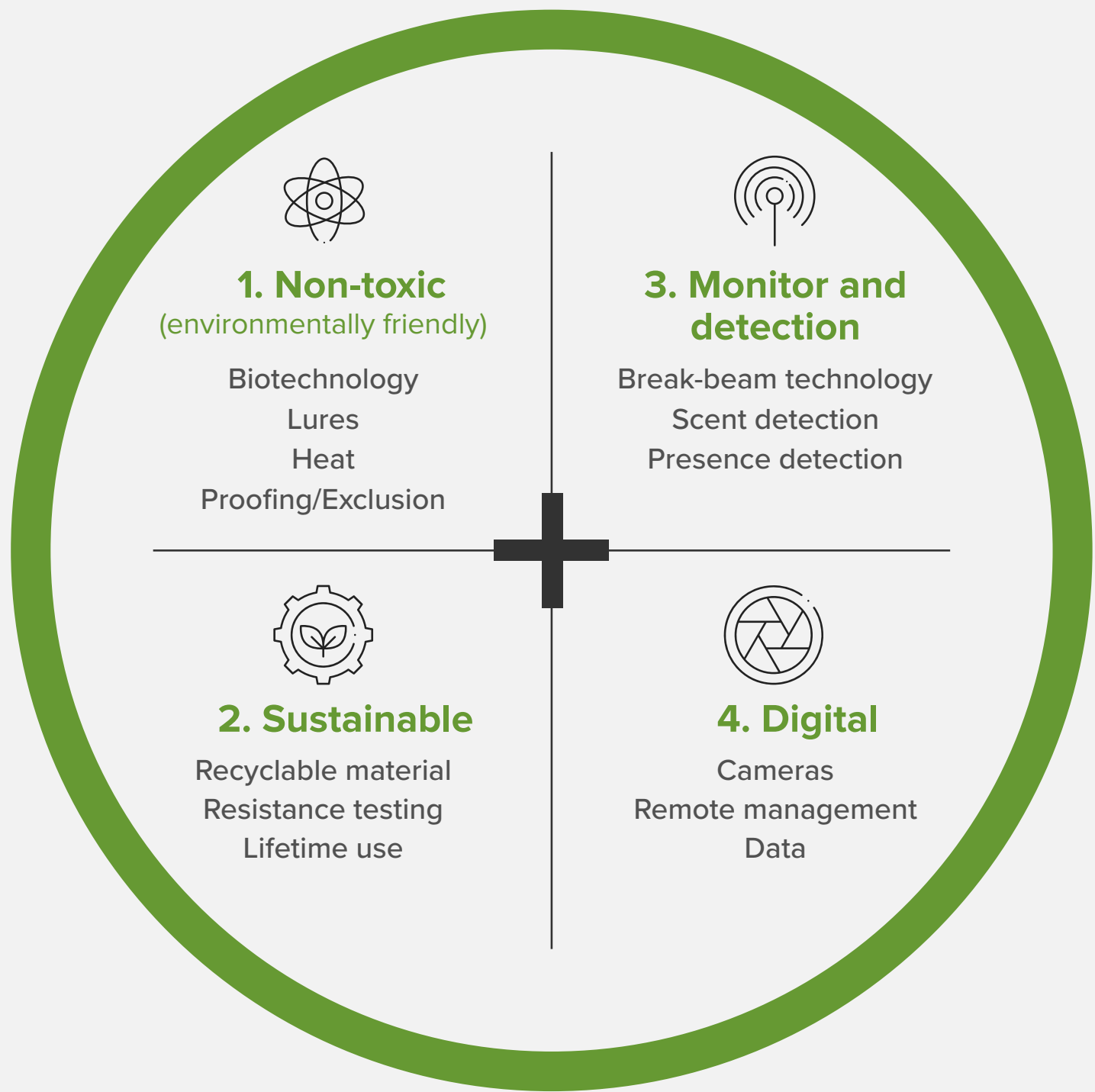
The Company was formed by an innovation to control Deathwatch Beetle in the 1920s and ever since, we have continued to innovate to meet customer needs. Around 50% of our innovation projects have been generated in-house, either by our Science and Innovation team or as a result of insights gained from our businesses around the world. Around 80% of our innovation pipeline is now either non-toxic or sustainable.

Innovation is a core component of our success and embedded within our cultural DNA. We encourage and empower all our colleagues to innovate with the desire to improve customer service. We deploy innovation consistently, targeted at key pest sectors and with potential for new non-toxic and sustainable solutions, which are increasingly becoming an important source of differentiation.

Recent new product innovations include Dual AutoGate Connect, Riddance Connect, Rodent Ceiling Trap (a ceiling solution for rodent control in gaps above ceilings and which provides indicator alerts to a capture) and our Multi-Mouse Trap product – a monitoring sensor that can be attached to several live catch products for real-time reporting, allowing for early technician support.

Our core innovation categories in Pest Control are stored product infestation (SPI), rodents, birds, crawling and flying insects. Rodent control accounts for c.\$2 billion of the global Pest Control market and continues to grow at c.4% p.a. (source: Allied Analytics).

Our focus areas in Pest Control



1. Non-toxic
In commercial pest control, the use of chemicals is not our first thought. Before any treatment is considered we survey the premises and consider barriers, such as proofing and exclusion materials under doors or in gaps next to pipes that might solve the pest problem. We then have a range of non-tox or sustainable solutions.

Entotherm heat treatment is a chemical-free method of pest control that is effective through the targeted application of heat against most types of pest insects, such as bed bugs, cockroaches and wood boring insects. It eliminates all life stages of insects (egg, larva and adult) in just one treatment minimising any disruption.

It is also suitable for use against moulds and pathogens. This product has eliminated the use of chemicals in these treatments.

In 2020, in Europe, we have run information webinars aimed at the agricultural community to promote the benefits of Rentokil’s non-tox biological fly control solution. Flies are a problem for farmers because they not only transmit disease, but they can also cause milk production to decrease. Rentokil’s innovative Biofly solution uses parasitic wasps that feed on flies to offer a chemical-free, highly effective solution. The same Biofly solution has also been used successfully to help zoos remove problem fly populations.

“The future is digital and data driven, which leads to more targeted propositions based on customers’ exact needs; a revolution that is already happening in Pest Control. The future is also diverse and I’m a huge champion of Women in STEM.”

Lizi Jenkins
Group Innovation Director

2. Sustainable

Our focus is on producing new hardware products that use recycled materials, reduce waste or set new standards for emissions reduction.

After five years of working closely with experts in the LED industry, Lumnia is the world's first range of fly control traps to use patented LED lighting technology rather than traditional fluorescent tubes.

As well as external certification from PlanetMark last year for demonstrating 62% lower carbon emissions and removing mercury from the waste stream, we received The Queen's Award for Enterprise: Innovation for the development of this sustainable product.

Lumnia uses LED light to attract and control flying insects hygienically – eliminating the risks of contamination. It is suitable for a diverse range of internal environments – both large and small – with the added benefit of a reduction in energy usage versus traditional electronic fly killers. Our products include Lumnia Standard (for offices, shops, food retailers), Lumnia Ultimate (using second-generation lamps for high-dependency customers), Lumnia Colour and Lumnia Slim.

To date, over 168,000 units have been installed, delivering significant cost and emissions reductions for our customers.

Eradico, is an innovative, single-solution, technology-enabled rodent bait box that addresses 57 different needs and market requirements. It replaces more than 30 different units, made from different materials.

In 2020, after three years of development, we undertook final testing and trials in 22 countries of Eradico, which is our first hardware product made from recycled polymer. Eradico will launch for 2021. A connected version of the system, called RADAR X, a next generation connected mouse riddance unit, will also be launched in 2021.

3. Monitor and detection

RADAR and AutoGate rodent control units use break-beam technology to identify the presence of a target species, and alerts the technician via the online Command Centre, that a particular unit has been activated.

PestID, an image-based smartphone app, identifies a pest from a photo taken by one of our technicians. Once identified, PestID will recommend the best tools to control the pest, plus important information such as operational safety reminders.

The 'powerhouse' of our innovation programme is The Power Centre. Opened in 2017, this industry-leading facility is home to one of the largest collections of pest insects in Europe, including one of the biggest colonies of Pharaoh ants. More than 30 different species are maintained including German cockroaches, bed bugs, Indian Meal Moths, Australian Spider beetles, Mediterranean Flour Moths, Mealworm beetles, mosquitos and fruit flies. We are the only company in the UK certified to keep termites.

4. Digital

Rentokil Initial uses digital technology to improve the colleague experience, enhance services and reporting transparency for customers, and improve operational efficiency. Our workforce is enabled with smartphone technology and a wide range of apps to improve efficiency.

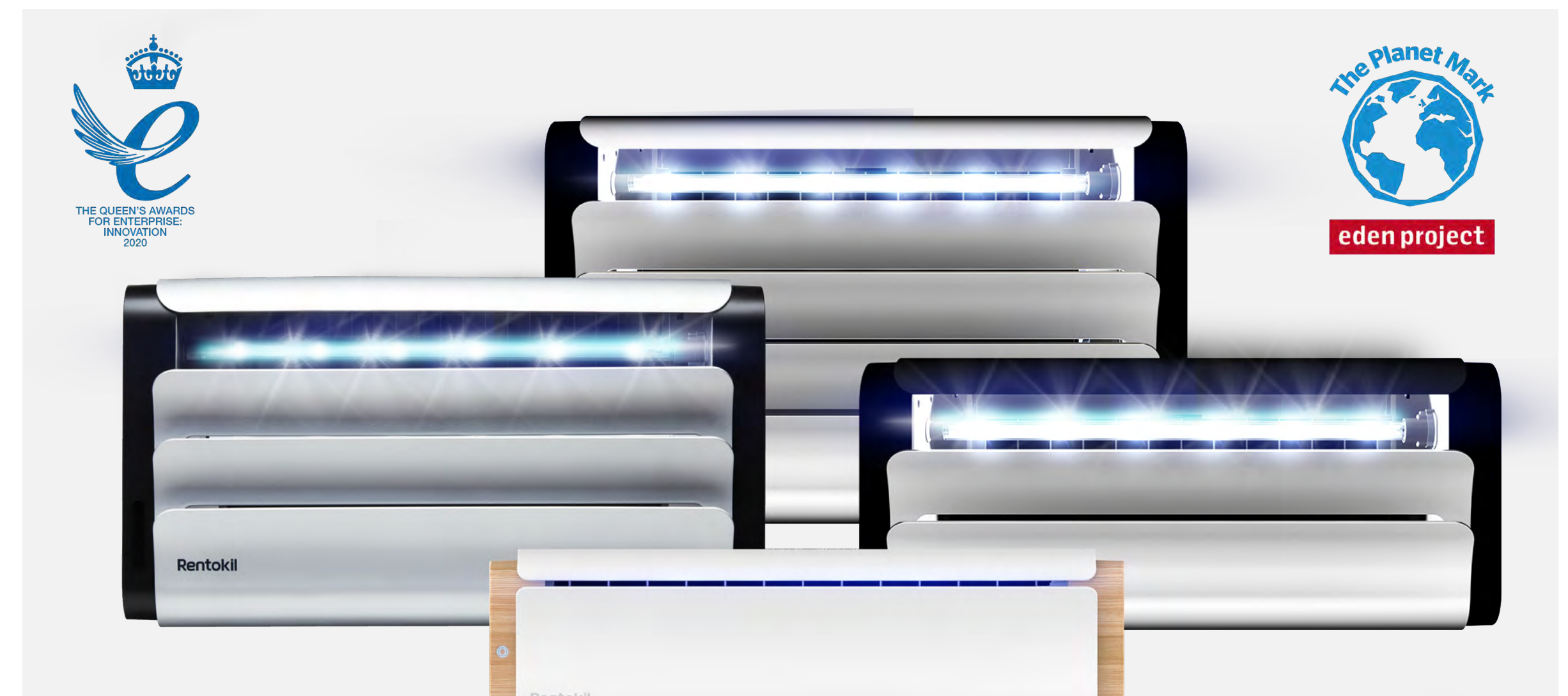
For instance, ServiceTrak is our field service app. Over 7 million service visits were completed on ServiceTrak in Hygiene during 2020 and c.4.8 million customer signatures were captured on completed visits. At the start of the pandemic, we quickly added a photograph function to include as proof of service with 2.4 million

proof of service reports sent digitally to our customers. Also introduced in 2020, was a new digital customer satisfaction survey. 2.6 million responses were received as a result of service visits, with an average score of 4.8 out of 5 for both Pest Control and Hygiene.

In 2020, we launched our first Rentokil website 'chat bot' in the UK to make us more effective, handle enquiries faster and reduce the 'hassle factor' for customers and prospects.

People contact us via our websites for a variety of reasons, but the majority of contracts are sales enquiries. Since launch, 99.7% of enquires to the chat bot have come from new customers, approximately two thirds of which are from residential customers and with just under half of all chats conducted outside working hours. The chat bot is reducing the volume and duration of calls to our Contact Centre, freeing up time for our sales colleagues to focus on other activities.

As a global business which increasingly uses digital technology, we endeavour to ensure that personal data is processed lawfully, fairly and in a transparent manner that takes into account the rights of individuals whose personal data we process whether customers, employees or any others. For full details on our approach to Information Security and Data Protection and Privacy, please see the Governance Section: Data Security.





Case study: Internet of Things Pest Control

Rentokil has developed and rolled out the world's leading digital pest control platform, providing an unmatched level of monitoring, reporting and insight for our customers who face the risk of increased fines and censure, without effective pest management and reporting.

PestConnect is the world's most advanced digital system for pest control and the 'world's smartest mousetrap'. It provides our customers with a completely remote pest detection solution and full traceability. We have seen increased demand for the product in 2020 as customers (including hospitals such as London's Nightingale Hospital, which was specially constructed to support all NHS London hospitals in the event of a surge in COVID-19) have sought to minimise physical on-site interactions with service providers and prevent the spread of COVID-19.

This year also saw our largest commercial contract to date with Tesco, for whom we have installed tens of thousands of PestConnect units across the majority of its UK estate. Since launch in 2016, we have installed over 150,000 PestConnect units across 7,684

customer locations in 26 countries. In addition, 12,000 frontline colleagues in 25 countries now have access to our PestConnect floorplan app to manage PestConnect at scale across customer sites.

We continue to develop and expand our product range, and in 2020 we launched our newest unit, Multi-Mouse Riddance. We will add to our growing range in 2021 with the launch of additional new products for rodents, crawling insects, birds and flies.

Our contract with Rentokil is the world's largest contract for connected technology and surely marks the tipping point for digital pest control. For us, as an organisation, data is gold and we need to know at all times what is going on and why, as it is this knowledge that helps us do pest control better.

Tony O'Donovan
Head of Pest Control, Tesco UK

myRentokil, our online customer portal provides secure 24 / 7 access to real time information that provides easy access to documentation required for pest control, including reviewing service recommendations and responding to audits. Currently, 1.1 million customer sites and 95% of our commercial customers use myRentokil in 44 countries.

The Command Centre is our central information hub containing data compiled from over 50 countries with 7 billion records, populated with historic and current data to track pest trends and identify emerging risks. 9 million messages were sent or received across our digital pest control network every day in 2020, recorded on the central Command Centre and stored on the Google Cloud Platform.

Our focus areas in Hygiene

Our innovation programme is focused on meeting customer needs inside and outside the washroom, and on digital services. In 2020, we also focused on supporting customers to limit the spread of COVID-19 through Disinfection services.

Washrooms are high-risk areas for COVID-19 and other viruses – they are small spaces, with smooth surfaces and high levels of traffic. ‘No touch’ washrooms are the most effective way to avoid cross-contamination, particularly within cubicle settings. Toilet paper dispensers that seal away paper until use, ‘no touch’ feminine hygiene units and toilet seat cleaners all prevent cross-contamination.

Our Signature range of washroom products have antimicrobial surfaces, which help reduce cross-contamination. Outside the washroom the availability of no touch soap and sanitiser dispensers are also vitally important, while air sterilisers provide an ongoing method of removing potentially harmful viruses from the air.

“Unlike traditional air purification systems, the VirusKiller™ UVC technology provides a photochemical deconstruction of the RNA and DNA of micro-organisms, deactivating their reproductive processes so that the Coronavirus can no longer spread.”

Dr Colm Moore
Area Technical Manager UK, Ireland and the Baltics,
Rentokil Initial

Rapid Hygiene

Our Rapid Digital Hygiene washroom solutions record key statistical data, which can be analysed to reveal patterns, trends and associations relating to product and human behaviours, helping customers become more efficient and sustainable, and able to provide the best possible user experience.

Rapid Foam – a revolutionary, connected, touch-free soap dispenser, Rapid Foam reduces the amount of soap used by up to 90% and its associated plastic waste by up to 96%.

Rapid Water – a touch-free, smart tap that can reduce water consumption by up to 2L per hand wash while offering risk-reduction features for the safety of users.

Example: The introduction of our smart technology at a male toilet in a hotel and office complex, resulted in a 68% reduction in water used when a smart toilet and urinal cleaning system was installed, and 150,000 litres of water saved per year when concussive taps were replaced with low-flow smart taps that automatically cut off to reduce run times by 70%.



Rapid Flush – specifically designed for toilets and urinals to improve odour, reduce limescale and improve the customer experience in high-use commercial washrooms.

Air Purification

Unlike traditional air purifiers that simply trap airborne particles and microbes, VirusKiller™ technology uses a series of carbon and HEPA filters and patented ultraviolet-C (UVC) lamps to trap and kill 99.9999% of airborne viruses, bacteria and fungi.

The lamps are surrounded by a mesh of chromed nano titanium dioxide tube filters that are polished with activated carbon. The emitted UV light reacts with the mesh, and in a process called ‘photocatalytic oxidation’ produces hydroxyl radicals, which act as a disinfectant and break down the organic molecules.

This all-in-one solution effectively filters dirty air, neutralises toxic air and decontaminates sick air. Different sized units are offered to a wide range of sectors, from offices to education and healthcare, hospitality and leisure venues, and it is hoped that this technology will play an important role in the ongoing COVID-19 recovery, helping businesses and public facilities minimise the risk of airborne transmission when they are allowed to resume normal operations.



Case study: Hygiene Disinfection services

We are proud of the way our teams across the world pivoted at great speed, to launch emergency Disinfection services for our customers in over 60 countries at the start of the pandemic. From food retailers to pharmaceuticals, public transport and e-commerce companies – we played our part by protecting our customers and employees.

Our emergency Disinfection service uses a range of innovative applications to suit every part of a building, to help ensure that every area is disinfected as quickly and effectively as possible, including:

- UV Disinfection
- Disinfection Mist Blowing Space Treatment
- Electrostatic Disinfection

All services are supported by standard operating procedures and the use of PPE, and are carried out by fully trained technicians. As experts in hygiene, we have developed specific Standard Operating Procedures to ensure maximum service efficacy and consistent global standards.

These include, for example, a 19-stage donning sequence for PPE and removal of all waste from sites in line with guidance set out by public health authorities, in order to prevent cross contamination.

In France, our business provided COVID-19 preventative Disinfection services to RATP (public transport providers in Paris), an existing Pest Control customer that manages a fleet of buses, trams and Metro trains.

A dedicated team of 80 technicians and four managers disinfected 250 trams every week and 4,700 buses every night, seven days a week and by the end of 2020, they had carried out over one million preventative disinfection treatments.

Rentokil Initial was also appointed the official hygiene partner of the Saracens Rugby Club, believed to be a first in UK sport, for the restart of their 2019-2020 campaign.

“As a club, caring for our people is at the heart of everything we do and the safety of our players, staff and supporters is of paramount importance to us. Our partnership with Rentokil Initial, a globally recognised brand, provides the venue with an ability to create an environment within which our players and staff are safe, secure and protected at all times.”

Richard Gregg,
Saracens Operations Director

Product stewardship & regulatory compliance

Safe use of our products is a major consideration in developing and delivering new and existing services. Training and safety information sheets are available online for each product. We have 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.

Our 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 the removal of the 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 hand wash products manufactured by the Company contain surfactants derived from palm oil, all the raw

materials are sourced from chemical companies such as BASF and SASOL (through local distributors), with declarations stating that the raw materials have been sourced from members of the Roundtable on Sustainable Palm Oil.

Our customers expect that we produce high-quality soaps that respect the environment, that don't use harsh chemicals and use sustainable sources. We have developed a new soap range to address rising customer needs and worldwide trends with more contemporary and defined scientific claims. In the process of refining our line, it gave us the opportunity to improve the existing formulas for an enhanced customer experience. We achieved Ecolabel and Nordic Swan Ecolabel accreditations with our advanced formulas, and vegan and halal claims for our Sensitive Foam variant.

Partnering

We continue to partner with the British Retail Consortium (BRC) Global Standards, involving collaboration and development of initiatives including the creation and adoption of new products, services, industry best practice and standards – to help customers mitigate risks in the food industry, including product recalls.

A survey of US food companies found that 58% had suffered some form of product recall, of which biological contamination (including pest infestation) and foreign matter (including body parts of pests) are two of the main causes.

For five years, Rentokil Initial has also been a major sponsor of the Global Food Safety Initiative (GFSI),

where food industry companies can meet to share best practice on food safety, including pest control.

In addition, we continue to support trade associations including the British Pest Control Association (BPCA), The Campaign for Responsible Rodenticide Use (CRRU), British Association of Chemical Specialties (BACS) and the EU Chemicals Trade Association (CEFIC). Rentokil has played a leading role in the set-up of the UK product stewardship programmes for anticoagulant rodenticides (led by CRRU), to change pest control behaviour for rodent control in the sectors where widespread use of rodenticide occurred by users who were not professional pest controllers.



Delivering safe products

The Power Centre (our global science 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 is validated to ensure compliance to local regulations such as the CE mark for products sold in Europe and the Restriction of Hazardous Substances directive, which includes the verification of second and third-tier sources of components.

The product specifications set by the Marketing and Innovations team take explicit account 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.

Sourcing alternative fumigation treatments

Our strategy to move to sustainable solutions for customers includes paper products that are only sourced from sustainable suppliers, new hardware products that are designed for sustainability and the introduction of non-tox services, including finding an alternative fumigation chemical to sulfuryl fluoride (SF).

Around the world, several of our operations provide customers with fumigation services that use SF as the fumigant. This is broadly split into two parts:

- Firstly, quarantine fumigation of items such as machinery which is being shipped internationally. The use of SF is specified as a treatment by some destination countries to prevent the spread of invasive pests, ensuring the biosecurity of the country of entry and is an essential service to support international trade
- Secondly, is the treatment of buildings in Europe, the USA, Caribbean and Pacific regions, which can be for the treatment of termites in domestic buildings to prevent structural damage, or for the control of pests in food processing facilities, such as mills, to prevent the damage and contamination of foodstuffs

The Company is currently working with suppliers on solutions that, subject to country registrations, will provide more sustainable treatment solutions across the Group by 2035.

Communities & charities

Supporting communities and charities.

Donating our Hygiene expertise to protect people.

INSIDE THIS SECTION

Our approach	49
Global community partnerships	50
Local community support & investment	53
Response to national disasters	58



Our approach

Rentokil Initial Cares (RI Cares) is our global charity and community programme which supports colleagues' own efforts locally, alongside national and global initiatives. We have a clear focus on supporting those charitable organisations that align with our social purpose of Protecting People and Enhancing Lives.



As a people-led service company, the engagement of our people is vital to our business success and, from their feedback, we know that colleagues are highly engaged by their involvement in our community activities. Underlining this, in 2020, for our #sharethelove programme we targeted 100 events around the world – in fact delivering 276 events with the support of around 2,500 colleagues. This is also why we run a popular matched funding scheme to potentially double the funds raised by colleagues for causes close to their hearts, of up to £1,000 per activity.

We aim to create long-term partnerships. We support charities and good causes which have a significant impact in many parts of the world, from protecting families from the threat of Malaria in Africa, reducing deforestation in the Pacific, and providing community health and hygiene education in Asia.

RI Cares operates under a governance charter, approved by the Board.

This innovative programme was launched in mid-2019 and uses the Company's unclaimed shares and dividends, to support our partner charities with a network of local ambassadors coordinating and championing the programme. The multi-local nature of our community work aligns with the multi-local nature of our business model.

- Andy Ransom, CEO of Rentokil Initial, chairs the Charity Committee which meets twice a year and coordinates all funding – from matched giving to large-scale disaster relief
- The Committee includes ambassadors from each of our regional businesses. The ambassadors meet monthly by video call to share ideas and best practices
- Each year, we aim to donate around £250,000 and support a wide range of initiatives in line with our commitment to the UN Sustainable Development Goal (SDG) 17 'Partnerships for the Goals'. Our work with charities such as Cool Earth and Malaria No More also aligns with the broader SDGs
- Extensive communication to colleagues with regular communication with the Board on activities



How do we assess the value of our community work?

- **Employee volunteering during paid working hours:** Supporting colleague engagement – over 7,000 hours committed by colleagues in 2020
- **In-kind giving of product or services donations:** Our #sharethelove and Global Handwashing Day programmes collectively delivered over 300 events with dispensers for hand soap and hand sanitiser, pest control treatments and COVID-19 Disinfection services donated
- **Management overheads:** During 2020, we estimate that more than 10 days of management time was used to support these programmes
- **Value of donations:** Reflecting local matched funding and donations in line with our social purpose – £184,000 in 2020, c.£1 million since 2016
- **Long-term improvement in colleague engagement:** Measured every two years and with engagement now above the world-class High Performance norm. In line with our long-term community investment, we have seen engagement increase from 73% in 2015 to 79% in 2019. The next Group-wide census survey takes place in 2021

Targets for 2021

1.

Deliver our largest-ever single charitable fundraising event to raise donations for Malaria No More involving more than 1,000 colleagues from around our global operations to raise at least £150,000.

2.

Donate up to £250,000 from RI Cares to local good causes in line with our purpose of Protecting People and Enhancing Lives, and multi-local operating model.

3.

Build on our long-term partnership to prevent deforestation and support biodiversity.

Global community partnerships



In 2020, we continued our long-term partnerships to protect lives from Malaria, enhance lives through our community health education programme and to protect mature rainforests in the Pacific.


Eradicating Malaria

For the past nine years, Rentokil Initial has supported Malaria No More UK (MNM), raising around £250,000 to date to help the charity in its mission to fight the deadly global disease, Malaria.

In 2020, we continued to raise funds (although restricted due to the pandemic), used our IT expertise to help the charity to adopt new back-office technologies, and planned for the 10th anniversary of our partnership with a series of global events with a target of raising an additional £150,000 in 2021. Our partnership with MNM supports the UN SDGs Good Health and Wellbeing (3) and Partnerships for the Goals (17).

Malaria Must Die campaign

We were partners to the 2020 campaign 'Malaria Must Die', fronted by David Beckham, with the aim of ensuring that commitments made to fund the eradication of Malaria around the world are kept. Colleagues around the world added their voices to thousands of others, to demand that leaders listened and took action to end this completely preventable and treatable disease.

 Malaria Must Die campaign



£250k

Funds raised in the past 9 years in support of MNM

£150k

Target funds to be raised in 2021 in support of MNM



Hygiene education in Asia

Rentokil Initial’s Better Futures community health initiative was first launched in 2013 and continues to develop projects to deliver basic health and safety education across Asia, including India, Malaysia and Indonesia.

Since its launch, more than 27,000 people have participated in these education events supported by volunteer colleagues from local branches.

In 2020, Better Futures arranged a series of virtual events to maintain the important hand hygiene message during the pandemic lockdowns. In India, 865 people benefited from the delivery of education and training modules, with schoolchildren particularly enjoying the revamped animated videos.



Role	2015 to 2020
# Children taught	+15,500
# Adults taught	+12,300
	Over 27,800
# Events / modules taught	+440
# Teachers trained	+440
# Volunteers supporting events	+1,000

Protecting rainforests

Since 2018, Rentokil Initial has been in partnership with Cool Earth, the climate change charity which works alongside rainforest communities to halt deforestation. It sets up community-led partnerships, which aim to help villages in the frontline of rainforest destruction to build sustainable livelihoods, so that local people benefit more from keeping the forest standing, than clearing it.

During 2020, we continued to support projects in Papua New Guinea and have also taken our first steps in Cameroon and Mozambique.

Through the Company's partnership with Cool Earth, around 1,700 acres of rainforest in Papua New Guinea, Cameroon and Mozambique alone will be protected, preventing the release of CO₂ from deforestation, equivalent to our global carbon footprint from vehicles and properties.

The programme in Papua New Guinea is also part of the UK's flagship dedication to The Queen's Commonwealth Canopy – a prestigious global initiative of forest protection and ecological conservation.



Examples of support:

- In Papua New Guinea, the community had great success with the water, sanitation and hygiene programme activities. Three community members received training to build long-drop toilets and flood-resistant waste systems, and we have also provided much-valued clean water tanks which support community health
- There have also been encouraging results from agroforestry programme activities in Cameroon. Up to 5,000 additional cocoa and fruit trees have been added to Rentokil Initial-funded nurseries. During community interviews, 157 households within the supported communities indicated no further need for using forests for farmland expansion



- The beekeeping programme in Cameroon has also had successes in 2020, with 53 new members from the supported communities receiving follow up training on bee farming. Out of 214 beehives installed, a total of 145 have fully colonised and are awaiting the first harvesting of honey

This year, Cool Earth also launched a crisis Rainforest Resilience Fund to help local partners and community members during the Coronavirus pandemic, when the cost of goods increased significantly. To ensure that 100% of the Rainforest Resilience Fund went directly to families in need, RI Cares underwrote the operational costs for this appeal. In 2020, we made donations to the value of £62,846 (2019: £54,000) to Cool Earth.


United Nations 2030 Agenda for Sustainable Development

Cool Earth recognises the significance of the United Nations 2030 Agenda for Sustainable Development, including the 17 Sustainable Development Goals (Global Goals) and has closely aligned its programme activities with 11 of these goals and their targets.

Cool Earth is working with Rentokil Initial to invest in the practical realisation of high-level, ambitious SDGs at a local scale with its partners.

The SDG programme makes a significant contribution to Climate Action (13) through the emissions reduction achieved by rainforest protection, as well as Alleviating Poverty and providing people with access to Clean Water and Sanitation.

A full report is available here:

 [Cool Earth X Rentokil Initial 2019/20 review](#)

Supporting the Daintree Rainforest

In addition to our work with Cool Earth, the Company has a long-term partnership in Australia with Rainforest Rescue's Daintree Buy Back and Protect Forever Project. Started in 2006, Ambius is a Silver Sponsor. Over the last two years colleagues have helped to plant 1,200 trees to regenerate damaged parts of the rainforest.

By supporting Cool Earth's approach – working with local communities in the rainforests – Rentokil Initial is ensuring local voices are at the forefront of all conservation decisions. Smart investment in sustainable livelihoods in Papua New Guinea, Mozambique and Cameroon is enabling communities to help themselves and plan for the future. Increased resilience and improved capacity help to ensure that local peoples' carbon-rich rainforest is kept standing strong.

Matthew Owen
Director, Cool Earth

Local community support & investment

RI Cares supports local communities across our multi-local business. Each region has an ambassador who coordinates the fund to match colleagues' efforts locally, and to commit financial support to those local charities which Protect People and Enhance Lives, in line with the Company's social purpose. Community activity is coordinated, monitored and reported (with an approval process for funding) through the RI Cares committee, has clear rules and policies, and results are communicated across the Company.

Our largest ever donations in-kind campaign: #sharethelove

On 12 May 2020, we launched a multi-local initiative called #sharethelove with the target of creating 100 local community events around the world – donating Disinfection and Hygiene services to healthcare workers, emergency service facilities, care homes and many other organisations – to say thank you for their service during the pandemic.

The programme enabled our colleagues to thank their local organisations in a globally coordinated way under the #sharethelove banner, reflecting our purpose of Protecting People and Enhancing Lives.

Even in the toughest of times, we were determined to demonstrate our values and our commitment to our global communities. We received an outstanding response from our colleagues and delivered a total of 276 events in 38 countries, supporting over 8,000 people in the communities – far exceeding our initial expectations. Around 1,650 colleagues were involved, each giving around four hours of support in total.

The primary impact of the programme on local communities was immediate support at a time of crisis, where funding and resources were limited. Examples of what we delivered include: Free Disinfection services to selected care homes and emergency service facilities; 'hygiene hampers' (soaps and sanitisers) to local healthcare facilities; free pest control treatments to medical facilities and day care centres for the elderly; and donations of hand soaps and sanitisers to local emergency workers.



#sharethelove

Local examples of support:

- **Portugal** – we donated Disinfection services to two hotels in Lisbon, which, while closed for business, have been supporting hospitals, doctors and nurses involved in fighting the pandemic
- **Italy** – we donated Disinfection and deep clean services to Dynamo Camp, a recreational therapy camp – and the first of its kind in Italy – that hosts children who are sick, in therapy, or recovering in a post-hospitalisation period
- **Chile** – our teams performed specialised Disinfection services in critical locations in the community, including a recreation room for children of the workers of the Roberto del Río hospital, and in the premises of a Foundation called Fundación Santa Clara in Santiago, that supports children with HIV
- **Sweden** – our colleagues helped to produce protective equipment for medical staff
- **North America** – colleagues took part in over 80 events to say thank you to their ‘hometown heroes’
- **China** – colleagues donated Disinfection services and hand sanitiser to nursing homes and emergency workers
- **Thailand** – colleagues donated disinfection treatments in places of worship and temporary dormitories for medical workers
- **South Africa** – colleagues donated a range of Pest Control and Hygiene services to children’s homes and care centres
- **Saudi Arabia** – colleagues provided pest control and Hygiene services to care organisations
- **Belgium** – colleagues provided hand sanitisers to Moeders voor Moeders – a charity which helps mothers in need



Global Handwashing Day

The importance of hand washing was, of course, one of the biggest messages given by governments around the world in 2020. Therefore, Global Handwashing Day, an annual event in October to raise awareness of the importance of good hand hygiene, was given extra importance in 2020 with colleagues participating in over 25 events around the world. Around 150 colleagues were involved, each giving around four hours of support.

Local examples of our support:

- **Brazil** – colleagues marked Global Handwashing Day at the Jose Eduardo Cavichos House, an incredible charity that supports children with cancer. The team demonstrated the correct steps on how to wash hands and spent time with the children playing some fun activities. They also donated and installed soap dispensers and a no touch dispenser stand with hand sanitiser in the main entrance

- **Uruguay** – our teams prepared a fun, educational game called Anna's Hands, where two colleagues dressed up as giant 'hands' to teach the children at the Early Childhood Care Centers in Montevideo how to properly wash their hands
- **Bahamas** – we created an educational video which was seen by 300 children across the Bahamas at Boost Academy / St Anne's School and used by the Ministry of Education
- **Vietnam** – we visited two schools to provide an educational session about the increased importance of good hand hygiene. Each child received a kit which included hand sanitiser, a zip lock folder and an activities book
- **Hong Kong** – colleagues volunteered to partner with the charity Habitat for Humanity, to provide complimentary pest control services for the elderly in Chai Wan and Tseung Wan, and donated over 500 bottles of hand sanitiser. We also donated 500 hygiene kits for people in need from the charity

- **Portugal** – we supported the Gil Foundation, which fosters the wellbeing of children – providing training on the importance of hand hygiene and donations of hand sanitiser
- **Turkey** – we supported eight schools with donations of hand sanitiser dispensers, hand soap, posters and activity sheets
- **South Africa** – colleagues ran educational sessions with schools and engaged with patrons of a shopping centre; hands, bags and mobile phones were swabbed to see how clean they really were
- **India** – we conducted a drawing and painting competition for our colleagues' children with the theme 'Coronavirus and Handwashing', with over 130 entries
- **Jordan** – we visited the Mada International Academy in Amman, where we gave a training course on hand hygiene to 20 students all aged six years old, and donated hand gel



Other local community initiatives in 2020

Partnering with Liverpool FC

As part of Global Handwashing Day, colleagues came up with a ‘premier league’ idea to donate spare alcohol hand rub (70% alcohol ‘sanitiser’) to charities. Step forward Liverpool Football Club and the community relations team at the LFC Foundation. With great contacts with charities throughout the local area including the North Liverpool Foodbank, the club was able to arrange much-needed deliveries.

☺ Thank you to Rentokil Initial for the donation of several pallets of bottles of hand sanitiser. The LFC Foundation and Red Neighbours teams will distribute the sanitiser to community groups, schools and participants on our programmes across North Liverpool and beyond. It will help those who receive it to stay safe and especially fitting that it will start to be distributed on Global Handwashing Day. ☺☺

Matt Parish
Head of Foundation, Liverpool FC



Supporting The Brit School

As part of our ongoing support, we provided £10,000 to The Brit School, a UK charity to whom we also provided mentoring support as part of developmental training initiatives. We also sponsored their Community Arts students’ online Christmas production – streaming a bespoke Christmas show to primary school children and other vulnerable people in the community during lockdown.

£10k

Funds donated to
The Brit School



A helping hand in Asia

In Indonesia, colleagues created and sold special RI Cares T-shirts with 100% of the profits going to a local care home for people with disabilities due to industrial accidents. Over 500 T-shirts were sold and, with RI Cares matched giving, over £2,000 was donated to the charity.

In support of colleagues' interest in local communities, direct donations were also made to the Princess Sirindhorn Craniofacial Centre in Vietnam, the Jing Chuan Child Safety Foundation in Taiwan, the Angels Orphanage and Kritigyata Trust in India and the Pusat Ehsan Learning Centre in Brunei.



Donations to support our colleagues' own efforts

Other matched funding donations have been made to charities, reflecting the passion of colleagues, including: Save the Children, Oxfam, Alzheimer's Society, Macmillan Cancer Support and the Royal Marsden Hospital. Our Community Involvement Policy sets out our principles for positive engagement.

Total charitable cash donations:

2020	£184,000
2019	£206,000
2018	£202,000
2017	£213,000
2016	£171,000

This excludes the provision of value in-kind and management time which were significant in 2020, and colleague-generated donations and efforts.

Response to national disasters

Over the last ten years, the Company has supported many local communities at times of crisis, including the earthquakes in New Zealand and Indonesia; flooding in northern Thailand; the devastation caused in Kerala, India, from monsoon flooding; the widespread devastation across Fiji from Cyclone Winston; and the more recent hurricanes in the USA and Caribbean. During 2020, the Company made a donation from RI Cares to the Beirut Emergency Appeal.

At the start of 2020, Australia suffered some of the worst bushfires on record. We were extremely proud of those colleagues who are reserve firefighters and who volunteered to support their communities. We provided payment of unlimited Special Leave when they were called upon to assist during the emergency.



Governance

Corporate governance.

Our policies & governance framework.

INSIDE THIS SECTION

Our approach	60
Our stakeholders	61
Materiality	62
Policy framework	63
Data security & privacy	65
Supplier management	67



Our Responsible Business approach is integral to everything we do, and effective governance is central to achieving our objectives here as in all other elements of our vision of becoming a world-class service company. Our strong governance policies and practices, under the umbrella of our Code of Conduct, underpin the achievements outlined in other parts of this Report, whether winning awards for excellence in health and safety, for diversity and inclusion, for setting standards in our supply chain or for our market-leading attractiveness as an employer of choice. It is also recognised in our strong scores in leading indices such as the Dow Jones Sustainability Index (DJSI).

The Chief Executive has Board responsibility for our environmental, social and governance (ESG) approach, and the Executive Leadership Team governs the introduction of responsible business approaches as well as reviewing progress and performance against our targets and metrics, particularly in relation to health, safety and the environment.

The Board reviews specific areas of the responsible business agenda at every meeting and considers all areas at least annually. It operates in compliance with the UK Corporate Governance Code and to the highest corporate governance standards. Since 2019, the normal governance calendar includes a dedicated session as part of the annual strategy review, specifically

in relation to environmental performance and strategy. The Audit Committee considers the structure and effectiveness of the Company’s internal controls framework and risk management processes, with management’s Group Risk Committee reviewing key areas of risk (including safety, people, operations, IT etc) and also monitors the external environment to identify emerging risks. The Board also considers regular reports on workforce engagement, culture, and engagement with key stakeholder groups, which have been identified as Colleagues, Customers, Shareholders, Communities (including the Environment) and Suppliers.

The Senior Leadership Forum (the 26 most senior executives across the business) normally meets in

person at least three times per year and monthly by video conference, to address key issues and ensure alignment of responsible business activities to the business plan. Health and safety is always the first agenda item in all Board and senior management meetings, to ensure governance of this area is accorded the highest priority. Second on the agenda is the Employer of Choice strategy and in 2020 we added Environment as the standing third item on every agenda – ensuring key ESG priorities are given significant focus. The Investment Committee manages investments in acquisitions and expenditure on property assets, as well as risks from environmental exposures, material disputes and approval of contracts, escalated in accordance with a defined Group Authority Schedule.

Governance model

Rentokil Initial’s governance model identifies the respective roles of the Board (risk framework and corporate governance), 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 ESG issues, with appropriate detailed management by dedicated functions (for example, technical and safety teams), together with monitoring against Group standards and policies on a periodic basis by Internal Audit.

An update on Safety, Health and Environment (SHE) performance is provided to the Board as the first agenda item at each meeting, with a detailed environmental performance review at least annually. The award-winning SHE team’s remit includes developing Health and Safety standards with appropriate colleague training, reviewing performance and initiating remedial activity in under-performing parts of any business.



The Company does not permit political lobbying on its behalf by colleagues, although responding to new regulations through 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.



2		Code of Conduct
Contents		
Message from the Chief Executive	03	
■ Introduction	04	
Why do we have a Code of Conduct?	05	
How to use the Code of Conduct	05	
Our Mission, Vision and Values	05	
■ Looking after people	06	
Health and Safety	07	
Equality and Fairness	08	
Human Rights	09	
Protecting Personal Information	10	
■ Doing business ethically	11	
Bribery and Corruption	12	
Competition and Antitrust	13	
Accurate Reporting, Accounts and Records	14	
■ Respecting the world in which we work	15	
Environment	16	
Community, Charitable and Political Activity	17	
■ Protecting our organisation	18	
Contracts	19	
Company Assets and Confidential Information	20	
Food and Money Laundering	21	
External Communications	22	
■ Maintaining personal integrity	23	
Conflicts of Interest	24	
Gifts and Hospitality	25	
Insider Trading	26	
■ General guidance	27	
Resolving Ethical Dilemmas	28	
Seeking Advice and Reporting Concerns	28	

Our stakeholders

We engage with stakeholders regularly in different ways to gather their opinions and inform our decision making. This includes contact during business activities, face-to-face meetings and engagement on specific issues, such as regulation. Five key stakeholder groups have been identified: Colleagues, Customers, Shareholders, Communities (including the Environment) and Suppliers.

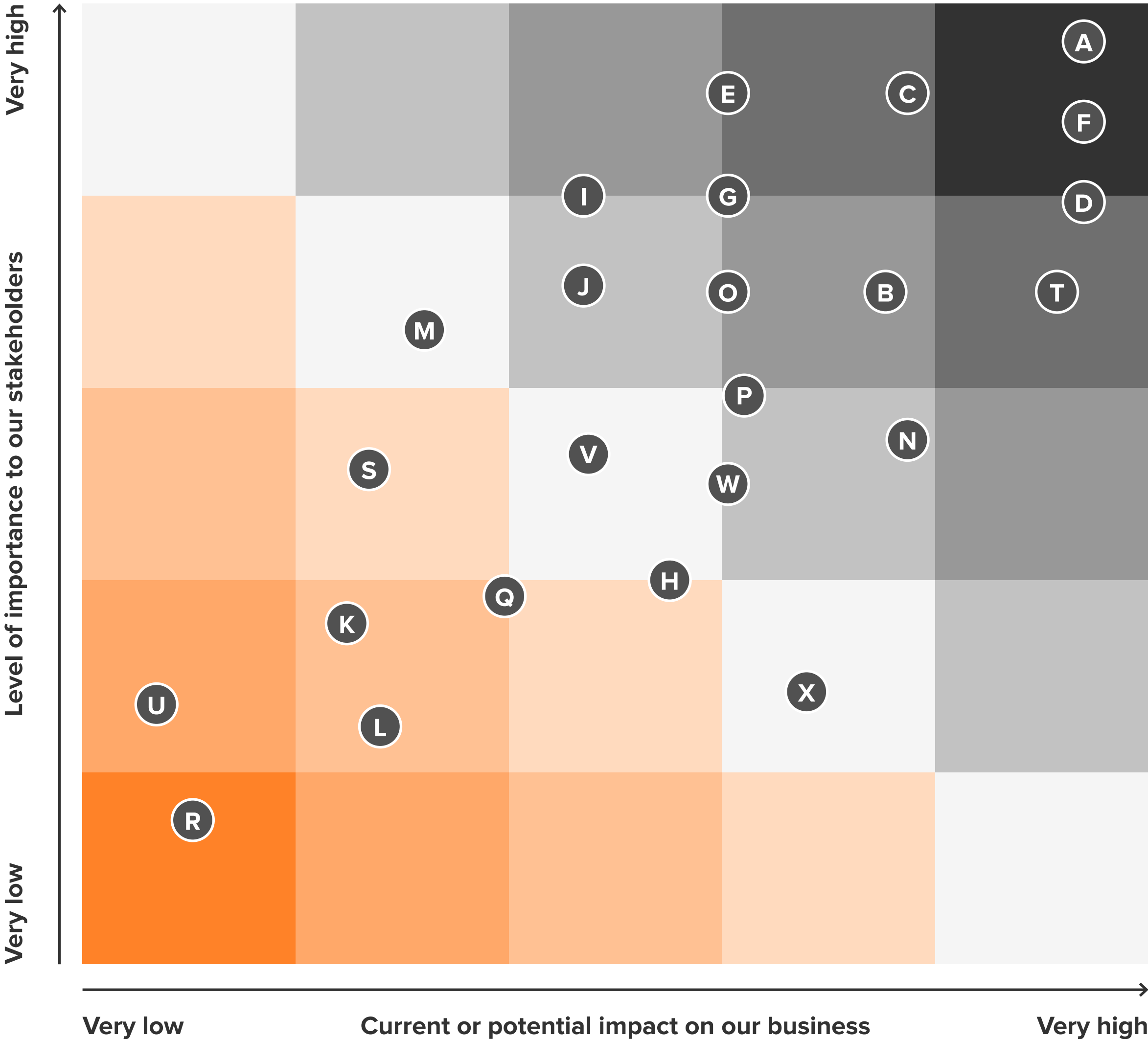
Key stakeholders	Colleagues	Customers	Shareholders	Communities & charities	Suppliers	General public	Governments & regulators	Industry bodies
Overview	We employ some 44,500 colleagues and managers in 83 countries. We operate a clear and consistent global grading system.	Our customers range from global 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, as well as sustainable investment funds.	We respect the communities in which we operate and employ people, but we also accept a wider responsibility to key communities around the world.	Our suppliers range from global major suppliers of key products and consumables, through to local suppliers to local branches. Items supplied range from baits, technology, paper, soaps and waste disposal.	The general public interacts 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. Centres for Disease Control in the USA).	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, 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 and IR section of the corporate website).	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.	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 Supplier 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.	We support key industry bodies e.g. the Global Food Safety Initiative and partner with the British Retail Consortium Global Standards, and many country pest control associations including the UK and North America. Members of the Confederation of British Industry and Members of the CBI Climate Change Committee.
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. Corporate governance. Diversity. ESG.	Community investment, volunteering, disaster support.	Supplier management and prompt payment. Modern slavery performance.	Information and education on pest control, vector control and hygiene standards. Environmental performance.	Public and product safety. Environment. Training and investment in R&D.	Expertise. Innovation and product stewardship.
Examples of initiatives	Employer of Choice. Line manager training. Retention. Diversity, equality and inclusion training.	Service, innovation and digital leadership. Environmental and Product stewardship.	M&A. Policies, governance, environmental and social performance. Gender Pay Gap Report. Shareholder consultations and disclosure.	Local and global community and charity activities. Response to natural disasters.	Response to supplier audits including actions. Supplier standard and code of conduct.	Eco-friendly products – e.g. Lumnia, PestConnect, and refurbishment of plastic products.	Apprenticeships, graduates and training. vector control activities. Implementation of GDPR guidelines.	Support for GFSI and BRC partnership. Product stewardship and innovation.

Governance

Materiality

The Company considers the materiality of its Responsible Business impacts 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 corporate responsibility related questions in our Your Voice Counts employee survey; and reviewing questions received from socially responsible investment third parties.

Our materiality matrix was reviewed in light of the divestment of major workwear facilities in European countries (excluding France), and the increasing digitalisation of the business operations. The chart showing the priorities of greatest potential importance to our stakeholders is shown to the right.



Stakeholders	Impacts
Colleagues	Health and safety (A)
	Colleague training & development (B)
	Colleague engagement (C)
	Employee retention (D)
	Diversity, equality and inclusion (E)
Customers	Service delivery and Customer Retention (F)
	Product stewardship (G)
	Digitalisation (efficiency and service differentiation) (H)
	Innovation (product and service) (I)
Supply chain	Responsible consumption and production (J)
	Local sourcing (K)
	Supplier Audits (L)
Environment	Resource management (M)
	Climate change action (N)
	Sustainable services (O)
	Route management (density, vehicles) (P)
Community	Waste management (Q)
	Colleague volunteering (R)
	Community investment and partnerships (S)
Governance	Code of conduct (T)
	Policy Influence / Trade Association (U)
	M&A Integration (bolt-ons) (V)
	Cyber Security / Data Privacy (W)
	Brand Reputation (X)


Policy framework

Rentokil Initial has a robust policy framework.

For each area of Responsible Business practice, the Company has a framework of policies including:

- Health and safety
- Environmental management
- People matters
- Human Rights
- Modern Slavery
- Supplier Code
- Relationships with customers and suppliers
- Community involvement
- External affairs and political lobbying

Our key policies are available on the Company’s website:

 **Responsible delivery policies**

They are reviewed periodically to ensure they meet current best practice and legislative needs.


The cornerstone of this policy framework is the Code of Conduct, which is available both on our website and intranet and published in multiple languages. It articulates a commitment not just to comply with all applicable legal requirements but also with high standards of professional conduct. It outlines responsibilities to colleagues, customers, suppliers and communities as well as to the Company. It highlights our determination to embed our values of Service, Relationships and Teamwork and a culture of integrity across the Company. A Code of Conduct training programme helps to support new colleagues and includes regular refresher programmes for existing colleagues.

We also operate an annual Letter of Assurance process, which is 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. Details must be provided on any areas of non-compliance or uncertainty. The process is monitored by the Company’s Group General Counsel, with a review of the process and a report being provided to the Company’s Audit Committee each year and followed up with the Company’s Internal Audit function.

In 2020, Rentokil Initial retained its membership of the Dow Jones Sustainability Index Europe for the 14th successive year, and also retained membership of STOXX ESG Leaders Index, CDP and FTSE4Good. These indices are of importance to the Company because they enable us to benchmark our performance in this area against other business services companies, as well as reinforcing the importance of the elements assessed.


Modern Slavery

Rentokil Initial’s statement on its approach for the avoidance of Modern Slavery is published on its website. This covers its Global Procurement operations and major local suppliers:

 **Modern Slavery Statement**

Gender pay gap

We continue to have no material gender pay gap between men and women. The Company publishes its Gender Pay Reports for UK colleagues online:

 **Gender Pay Gap Report**

Rentokil Initial gender pay gap	2020	2019	2018	2017
RI hourly pay mean (average)	-11%	-6%	-2%	0%
RI hourly pay median	-3%	-2%	1%	-2%
UK average	15.5%	17.3%	17.8%	18.4%

+15.5%

2020 UK average gender pay gap

-11%

Hourly pay mean average in Rentokil Initial

Adhering to policies

Adherence to our policy framework is monitored through a number of methods, including tracking completion of mandatory training modules (including the Code of Conduct) on our U+ platform, through monitoring of key targets and KPIs and through the Company’s Internal Audit team.

The Audit Committee also receives regular reports of matters reported via Speak Up, our internal whistleblowing process, as well as reports on the effectiveness of internal controls and any control failures. The number of Speak Ups in 2020 was 45. This is a decrease from previous years (2019: 65). The nature of the matters reported remains consistent with previous years. All Speak Ups are investigated and the majority of these relate to routine employee and employment matters.

The effectiveness of the Speak Up process is validated during our internal audit process, including asking a randomly selected group of employees in each country whether they are aware of the Speak Up process and whether they know how to raise issues through this route. A negative response would be raised as an audit point.

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

- Code of Conduct
- Preventing bribery and corruption
- Preventing anti-competitive practices
- Conflicts of interest
- Securing Information and protecting privacy

Online training modules are also provided on modern slavery, preventing the facilitation of tax evasion and money laundering, data privacy, Human Rights and preventing insider trading, as well as many other topics from safety to HR process adherence.

Rentokil Initial has implemented a Group Global Data Protection Policy that underpins its approach to data protection. This states the principles all businesses globally are expected to apply in data processing operational controls.

Technical Standards

Our Technical Standards (Pink Notes) are a key part of the governance of our business. In 2020, we strengthened these standards to cover all business categories. We also introduced a training programme on U+ for Pink Note awareness which was translated into 37 languages and is mandatory for all colleagues. The Audit Committee has Board oversight on our technical standards, including fumigation. In 2020, we also introduced a new Pink Note covering Disinfection services, which governed the launch of three levels of COVID-19 Disinfection service in 60 countries in around four weeks.

Integrity

Rentokil Initial has a range of tools to provide assurance of the integrity with which it operates. The key tools include:

- The Code of Conduct, where new employees are mandated to receive training in it, and levels of training for this and for the other mandatory compliance topics are monitored monthly
- Reporting on internal control breaches, whistleblowing reports and the strength of the internal control framework to the Audit Committee of the Board by the Director of Internal Audit at least three times a year
- Quarterly litigation reporting to the Group Executive and Board, which includes claims assessed not only by monetary value but category of exposure including allegations of fraud, criminal conduct etc
- Supplier Code and activities in the supply chain including Modern Slavery
- Annual Letter of Assurance process (see page 63)

Together, the above tools are considered to constitute a robust framework to deliver high levels of professional integrity across the organisation. However, additional reassurance can also be deduced by the organisation’s reaction in practice to issues where short-term commercial incentives and professional integrity could be perceived to be in conflict.

In recent years, there have been several situations where Rentokil Initial employees instinctively did the right thing in difficult circumstances. For example, a M&A transaction in the Middle East considered a high priority was cancelled at a very advanced stage when potential inappropriate payments by the target business came to light; a customer in Latin America had their contract terminated by Rentokil Initial when they refused to implement the necessary safety steps to ensure our people could operate safely; a supplier in Malaysia returned passports to some of their workers after Rentokil Initial intervened, based on potential modern slavery concerns, and excessive overtime issues were addressed with suppliers in China and Malaysia following audits in 2019; a customer contract in Latin America

was terminated by colleagues after the customer refused to address safety issues at their site; following gaps in record-keeping practice around fumigation which emerged following a regulatory investigation in a branch in Australia, local management proactively revoked their licence to fumigate in several other branches so that full compliance could be assured before successfully reapplying for those licences.

Rentokil Initial continues to focus on ensuring the framework and tools are in place and operating robustly to deliver the target level of professional services while operating with the utmost professional integrity and, while never complacent, notes that the above examples provide an additional demonstration of how integrity is delivered and working not only by design but also in practice and in radically different operational environments around the world.

There have been no monetary losses in 2020 as a result of legal proceedings associated with professional integrity.

Data security & privacy

Information security

Like all organisations, the scale and complexity of cyber-attacks against the business continues to increase and we continue to identify, monitor and mitigate the risk this presents. During 2020, we moved over 8,500 colleagues to work from home as part of the business continuity response to the global pandemic which included the expansion of existing remote access services and investments in security tools and technology specifically to enhance security for home workers.

We continue to invest in IT security ensuring that the security posture of systems and services is maintained at an appropriate level, and continually monitored and improved.

Penetration testing exercises were undertaken to test our detection and response capability.

An information security awareness programme is helping to reduce security incidents and improve awareness. In 2020, this included phishing simulation exercises (involving over 15,000 colleagues in critical user functions with over 57,000 simulation emails sent in a series of campaigns), workshops

and online training packages. Improvements to our email security capability were also implemented to enable users to identify high risk emails and improve technical resilience to phishing attacks. We also monitor external ratings using the Assessment of Business Cyber Risk framework provided by the US Chamber of Commerce and benchmark our cyber security where possible. We assess our performance against the National Institute of Standards and Technology (NIST) and align our policy framework and processes with ISO 27001 for information security. We want to do the right thing to ensure that our business and our customers can operate securely and safely.

Data protection

Rentokil Initial has implemented a Group Global Data Protection Policy that underpins its approach to data protection. This states the principles all businesses globally are expected to apply in data processing operational controls. The business globally requires use of a data protection tool provided by Onetrust to manage records of data processing, privacy impact assessments, data subject

rights, consent management, cookie management and breach management.

Our global approach to data protection is aligned with the principles of the EU General Data Protection Regulation namely:

Lawfulness, fairness and transparency

As a global business we endeavour to ensure that personal data is processed lawfully, fairly and in a transparent manner that takes into account the rights of individuals as ‘data subjects’, whose personal data we process whether customers, employees or any others. We provide all individuals / data subjects with access to notices in multiple languages to provide transparency about how we manage personal data.

Purpose limitation

As part of our global compliance programme, we require all businesses to complete records of their processing activities. This requires process owners to have identified a specific purpose for processing that should be communicated in any privacy notices – public ones directed at customers, potential customers, suppliers, etc and those directed at potential employees / existing

employees. Where any records of processing are created, we require an applicable lawful basis for processing, e.g. consent, contract or as otherwise applicable. For the purposes of transparency we have created records for over 75% of the countries we operate in globally and there is ongoing work to complete this data inventory exercise. We currently hold over 2,000 records of processing activities and anticipate that this may increase to 3,000 as the programme develops and matures.

Data minimisation

We have a network of over 100 local privacy officers / champions globally who supplement our dedicated expert resources and are encouraged to review the personal data processed to ensure we don’t process unnecessary data.

Accuracy

As a business we recognise that data has limited value if it is inaccurate and not updated. Improvements to our data quality are under regular review.

Storage limitation

We have a Document and Data Retention Policy which provides clarity on data retention and deletion requirements. Steps are being taken to improve compliance in this area globally in recognition of its importance as a compliance requirement.

Security, integrity and confidentiality

Our Global Data Protection Policy highlights the importance of applying appropriate security measures and ensuring any third parties we use to process personal data on our behalf apply appropriate security measures.

Data subject rights and access requests

We are able to manage data subject to requests for access, deletion, ‘do not sell data’, etc via our Onetrust privacy compliance tool and have effectively responded to all the requests received by the privacy team.

Transfers and data sharing

Any overseas transfers of personal data within group companies is subject to contractual arrangements based on EU approved Standard Model Clauses.

We seek to include appropriate contract terms and controls based on assessments of EU / UK adequacy conditions or otherwise.

Data breach reporting

We have data breach notification guidelines that require attention and escalation at the earliest opportunity to the privacy team. Breaches can be reported directly to the team, via a self-service tool on the business intranet or via the IT reporting route. It is recognised that measures are required to raise awareness globally of breach management as knowledge / understanding in certain countries is in need of improvement.

Training and audit

Data protection training has been made available in 38 different languages to all staff. Completion rates do still vary somewhat but this is being pushed to improve engagement. The data protection programme is being reviewed globally by the internal audit team based on the Company’s core principles as aligned with the EU General Data Protection Regulation, and data protection forms part of internal audit reviews of operational business and functional teams (especially HR, marketing and IT).

Our privacy process lifecycle

We have an ongoing privacy process lifecycle as follows:

- Privacy Impact Assessments
- Creation of Records of Processing – which may require additional Data Protection Impact Assessments and Legitimate Interest Assessments
- Review of Records – ensure appropriate ownership, check details, validate lawful basis, identify risks and provide risk mitigation guidance
- Annual review and maintenance of records
- Review of privacy notices based on updates / changes to processing activities

It must be noted that we are at different stages of maturity and implementation of governance in the countries we operate in. Our baseline is to have a data inventory for all countries, to ensure most employees have completed training and have acknowledged applicable local employee privacy notices. Public facing privacy notices are available globally to the public – although it is acknowledged that additional languages would be beneficial and that routine updates are challenging given the size of the business globally, and the number of new businesses we acquire each year which need to be integrated into our compliance programme.

Data breaches have been captured and managed since 2018 using a privacy compliance tool from Onetrust (the most widely used platform to operationalise privacy, security & data governance). The business manages breaches as per the requirements of the EU General Data Protection Regulation or as per applicable local legislation.

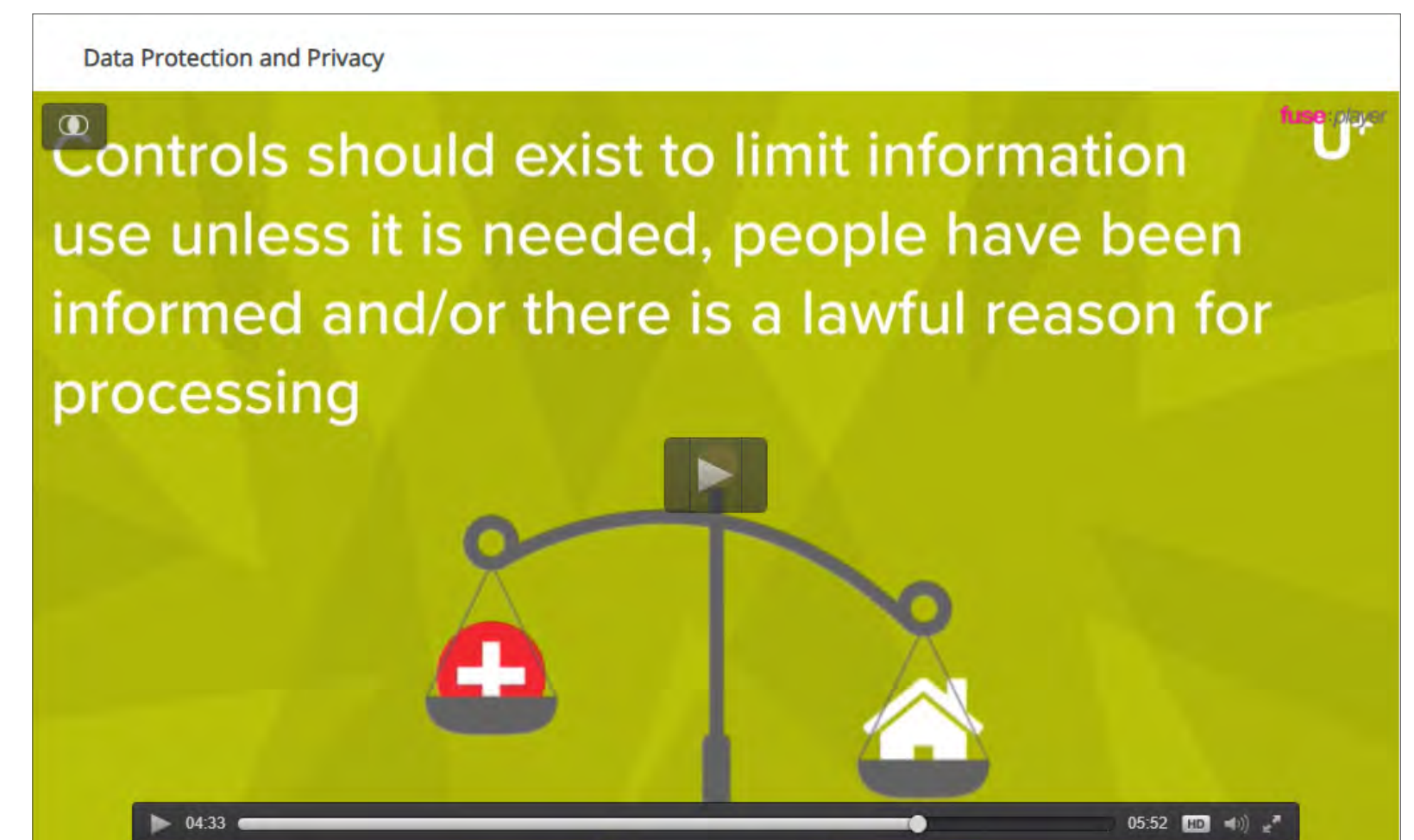
As per the Sustainability Accounting Standards Board requirements a data breach is defined as “the unauthorised movement or disclosure of sensitive information to a party, usually outside the organisation, that is not authorised to have or see the information.”

1) Number of data breaches

- There have been limited data breaches within the organisation globally. Only three incidents have been reported to regulators – two in the UK and one in Ireland. These were in relation to different breaches. No further action was taken by the regulators as the businesses satisfied the regulators that appropriate measures and mitigation had been taken
- UK reported breaches: One breach related to an office break-in where ‘old’ laptops without security / passwords had been stolen from the premises. The other breach was related to a system configuration incident where customer details were shared accidentally with some other customers. All impacted customers were notified and errors rectified



- Irish reported breach: This incident related to a misdirected email sent to employees internally – no customer data was involved
- 2) % involving customers’ confidential business information
- Two out of three reported breaches involved customer data. All impacted customers were identified – less than 1,000 – they were notified and corrective action taken



Supplier management

Overview

The supply of products to our global businesses is managed through the Operations Excellence Team, which includes Supply Chain, Logistics and Group Procurement. The annual spend for all significant suppliers is tracked by category, purchasing business unit and country of manufacture. Suppliers are classified as Critical, Major and Local for the purposes of audit, compliance and management control.

- Critical Suppliers (31 suppliers in 2020, 12% of direct spend) supply unique products to multiple company markets or requiring a long lead time to substitution if required
- Major Suppliers (129 suppliers, 60% of spend) have a significant proportion of spend in a single country (over £0.5 million) or region and / or suppliers of generic products that can be substituted at short notice
- Minor Local Suppliers (c.3,000 suppliers, 21% of spend) – represent the majority of suppliers in number, but a lower proportion of the category spend

The major spend in Rentokil Pest Control is on rodenticides, insect control equipment and other products used to control the multiple varieties of pests encountered around the world. These are mainly sourced through global chemical supply companies who have stringent quality and ethical approaches. Rodenticides are manufactured in the Rentokil Initial Supplies (RIS) factory in Kirkby, UK, and hardware such as bait boxes are manufactured at Dudley Industries, a wholly-owned subsidiary in the UK.

Suppliers are classified as Critical, Major and Local for the purposes of audit, compliance and management control.

We purchase a wide variety of hardware and equipment such as rodent traps, insect light traps and bird protection devices which are typically designed internally and either manufactured in-house or sourced externally from specialist suppliers.

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

The Protect & Enhance category includes: (a) Ambius (worldwide) in which plants and pots are sourced locally; (b) Workwear (France) which is supplied through the in-house sourcing company as well as external suppliers; and (c) Property Care (UK) which utilises branded equipment and chemicals purchased locally in relatively small quantities.

Sustainable suppliers

The Company’s supply strategy is focused on sustainability, and in ensuring that our suppliers share our values and commitments to high Environment, Sustainability and Governance (ESG) standards. Our Supplier Code is available in 17 languages on our website. See link below.

Our Supplier Code

All critical and major local suppliers have received and confirmed their understanding of the Code since its first publication three years ago.

In all sourcing decisions, compliance with Rentokil Initial ESG standards for a responsible and sustainable business approach is used as a go / no-go gate rather than as a weighting factor for decision-making. From 2021, all new suppliers must demonstrate their commitment to Environmental improvements through compliance to global standards such as ISO 14001 or globally accepted environmental accreditations such as Ecovadis or Sedex.

The Company’s supply chain transportation footprint from product suppliers through warehouses to branches, and to end-user technicians and customers is continually reviewed to ensure that the most efficient supply route from supplier to end-customer is employed.

Our strategy is to develop long-standing collaborative relationships with suppliers as strategic partners. We encourage and reward longer-term global and local partnerships, consolidating the sourcing of products wherever possible to maximise the procurement, supply chain and synergies and minimise the environmental footprint. Having a closer relationship with fewer suppliers minimises the potential for non-compliance and provides volume opportunities for preferred suppliers.

Global logistics management plays a key role in building and maintaining a sustainable supply chain.

The Company’s supply chain transportation footprint from product suppliers through warehouses to branches, and to end-user technicians and customers is continually reviewed to ensure that the most efficient supply route from supplier to end-customer is employed. Shipping volumes are consolidated at the optimum location to provide the optimum service level at the lowest cost and environmental impact. Shipments are made directly from the supplier to the country warehouse or branch where volumes allow.

From 2021, the environmental impact of sourcing options is included in the criteria for the evaluation of alternatives for global supply of products.



Supplier audits

Once the supply relationship has been established, suppliers are audited on a prescribed frequency based on their performance trend and level of risk. The audit cycle is set between one and four years based on the level of perceived risk, including previous audit results, product criticality, supplier reliability, management capability and country of manufacture.

If an area of non-compliance is discovered at a new or existing supplier, they are given the opportunity to address and resolve the issue, with our support where required. It is important that suppliers are made aware of the specific issue and the actions considered necessary to remedy the situation. Where the non-compliance relates to corporate social responsibility, penalising the supplier directly by removing business, or not awarding a contract, is most likely to disadvantage their employees who we are trying to help.

🔗 **Audit procedures include site inspections, interviews with management and employees, and subsequent corrective action plans for suppliers.** 🔗

Audits of critical and major suppliers are conducted by a Product Quality Manager against the Rentokil Initial Supplier Management Standard (reissued in 2019), which specifies the required standards of product quality, regulatory compliance, factory management and delivery performance as well as adherence to environmental, social and governance standards. The audits start with two sections which focus on Responsible Business: (a) within the factory concerned, and (b) through the supply chain into the factory.

Audit procedures include site inspections, interviews with management and employees, and subsequent corrective action plans for suppliers. Suppliers audited receive a Corrective Action Plan within two days of the audit and must return an initial response within two weeks. Updates on actions are requested at appropriate times, and photographs are requested to demonstrate actions taken or revisits are carried out.

Major and minor local suppliers are reviewed using an audit questionnaire and a site audit is carried out where potential issues are highlighted, or the level of risk is perceived to be higher than normal. These local suppliers are audited by the Product Quality Manager in accordance with the Rentokil Initial Supplier Standard.

Modern slavery

The Global Slavery Index 2018, issued by the Walk Free Foundation, is used to highlight which country operations within the Company carry a higher level of risk of modern slavery or enforced labour. The operations within these countries need to have particularly high levels of scrutiny of subcontracted operations that are not under their direct management.

Products manufactured in India, Malaysia and Indonesia are perceived to have a higher element of risk, from a modern slavery perspective, and are therefore assigned a more frequent audit cycle. It is, however, never forgotten that there are risks of enforced labour and poor treatment of workers in every country. The level of risk in each country of manufacture is assessed against the percentage spend with suppliers in that country.

* Assessed using the Global Slavery Index 2018, based on estimated victims per 1,000 population.

RI Region	Regional Revenue %	Country of Manufacture	% Supplier Spend	Estimated Prevalence*	Risk Classification
NA	44%	USA	47.5%	1.3	Low
		Canada	0.4%	0.5	Low
Europe	23%	France	7.4%	2.0	Low
		Italy	3.3%	2.4	Low
		Netherlands	1.6%	1.8	Low
		Portugal	0.9%	2.5	Low
		Other	1.9%		Low – Med
UKIB	10%	UK	7.4%	2.1	Low
		Ireland	0.6%	1.7	Low
Asia	9%	China	5.2%	2.8	Medium
		Malaysia	2.7%	6.9	High
		India	2.6%	6.1	High
		Indonesia	1.5%	4.7	High
		Singapore	0.8%	3.4	Medium
		Other	2.1%		Med – High
Pacific	6%	Australia	3.5%	0.6	Low
		New Zealand	0.5%	0.6	Low
ROW	6%	Tunisia	1.7%	2.2	Low
		South Africa	1.2%	2.8	Medium
		Other	1.2%		Medium
LatAm	2%	Mexico	1.1%	2.7	Low
		Chile	0.8%	0.8	Low
		Dominican Republic	0.8%	4.0	Medium
		Other	0.6%		Low
Global	N / A	SC Warehousing	1.8%		Low
		Unclassified	0.9%		Low

Audits during COVID-19

Due to the pandemic in 2020, only three of the 22 physical audits planned for existing suppliers were completed. These audits will recommence as soon as travel restrictions allow. In the interim, in-country third-party auditors are being used to conduct the audits for new suppliers using the RI Supplier Standard where possible.

In response to the COVID-19 crisis, the Company launched the Disinfection services noted elsewhere in this Report, and delivered a significant increase in hand sanitisers, liquid hand soaps and the associated dispenser units to meet the needs of customers. Large quantities of PPE (coveralls, facemasks, filters and gloves) were also purchased to keep our colleagues safe as they provided services to customers in high-risk areas. The suppliers of these PPE products were identified, vetted and contracted in a short space of time, and in some cases, third-party intermediaries were used. While the credentials and protocols of these intermediaries were thoroughly checked, the comprehensive supplier audits could not be carried out. The temporary supply from these companies has now ceased.

🧼 **Large quantities of PPE (coveralls, facemasks, filters and gloves) were purchased to keep our colleagues safe as they provided services to customers.** 🧤

Following the two areas of non-compliance in Malaysia and China that were uncovered in 2019 during audits and subsequently resolved, as reported last year, in 2020 there were some minor concerns of excessive overtime above the government's recommended working hours per week. This happens predominantly for the lower wage workers, who use overtime pay to supplement their wages, and could have been exacerbated during the pandemic.

The following actions were taken to reduce the risk:

1. Worker interviews to check that overtime is voluntary, not forced
2. Supplier management to confirm that high levels of overtime is due to temporary workload fluctuations and not the norm
3. Minimum of one rest day per working week reinforced; and
4. Monitoring in subsequent audits when they recommence

These findings and the actions taken to resolve them are shared with other suppliers in the region during audits, in order to improve their own audit protocol by including checks into similar issues.

We recognise the extremely complex nature of modern slavery and we will continue to monitor our operational practices. Key actions in 2021 will include:

1. Further investigation into suppliers of services in the high-risk indirect procurement categories such as cleaning, haulage and security to ensure compliance
2. Provision of free training to suppliers using an online training module that is specifically tailored to suppliers to Rentokil Initial
3. Ongoing review and discussion with procurement managers from all major countries during the quarterly global procurement team calls during 2021; and
4. Further roll-out of the online training module across the Company

For full details see our Modern Slavery Statement 2020:

Modern Slavery Statement



☞ We recognise the extremely complex nature of modern slavery and we will continue to monitor our operational practices. ☞

How we report

Reporting our progress against external frameworks.

Supporting stakeholder engagement.









INSIDE THIS SECTION

Reporting & accreditation	72
Aligned with the UN Sustainable Development Goals	73
Task Force on Climate-related Financial Disclosures	77
Sustainability Accounting Standards Board	82



Reporting & accreditation

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

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

Aligned with the UN Sustainable Development Goals

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

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

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

Areas of priority in our operational model

Service & innovation

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

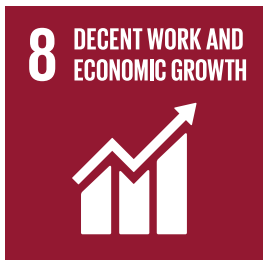
See page 39 for more



Our colleagues & culture

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

See page 12 for more



Environment

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

See page 27 for more




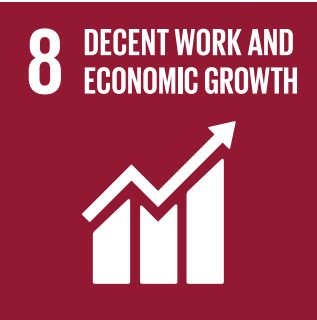


Communities & charities


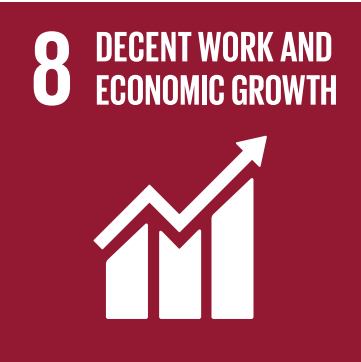
We also aim to make a meaningful contribution to the local economy and to support communities where we operate. Rentokil Initial Cares is our charity and community programme which supports colleagues’ own efforts locally, alongside national and global initiatives. This year, despite the crisis, our values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

See page 48 for more



Stakeholders and examples of how they align

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

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

Task Force on Climate-related Financial Disclosures

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

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

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

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

20%
Target energy efficiency improvement by 2025

Governance

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

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

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

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

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

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

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

Strategy

Our climate-related strategy focuses on the operational risks and opportunities that we have identified – and continue to identify, as new climate-related information becomes available from sources such as the UN and OECD – to ensure that we have a resilient operation and supply chain.

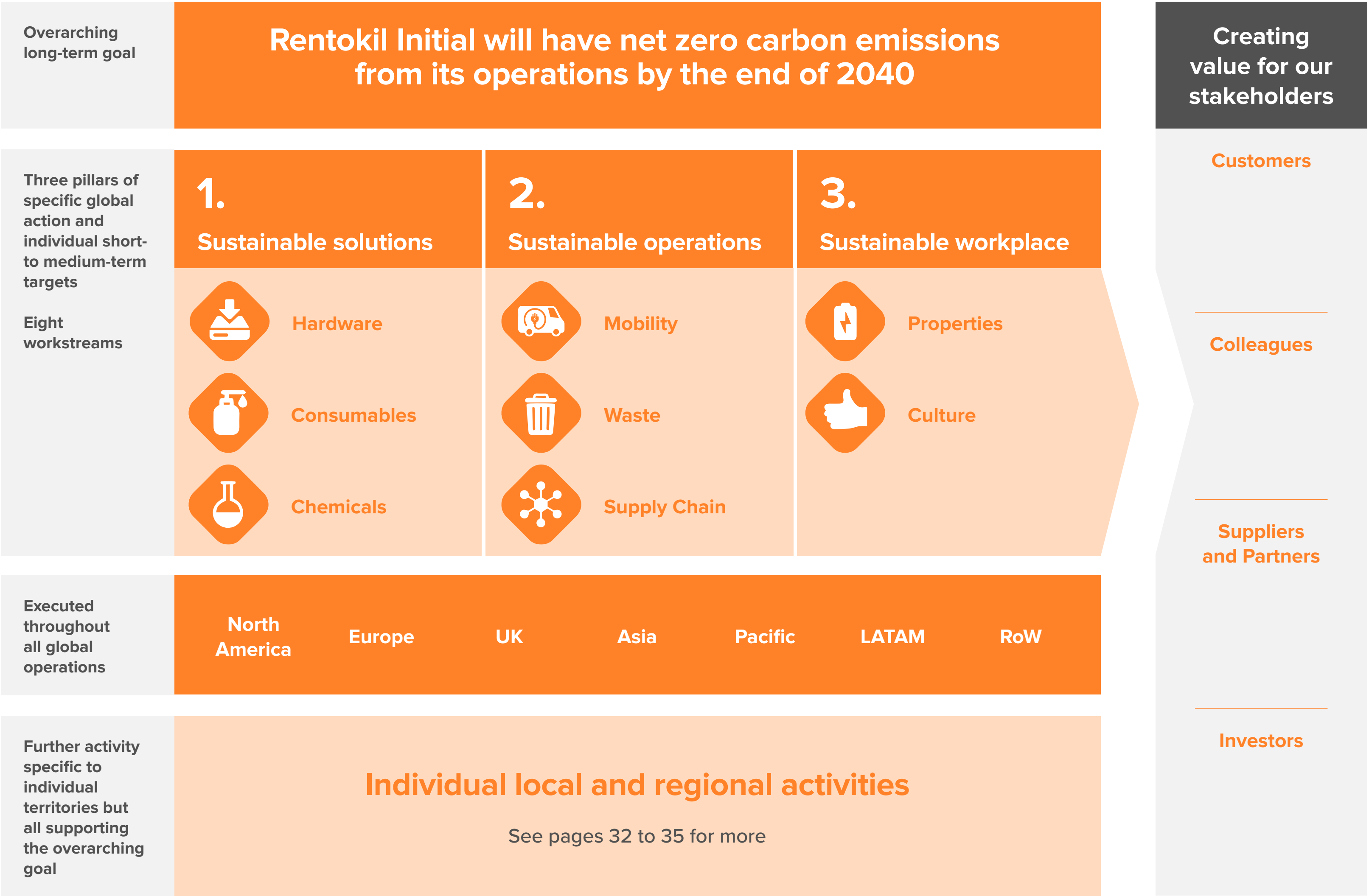
Our strategy is embedded within our operating model as a multi-local, route-based business, delivering services mainly in urban areas. It comprises three broad focus areas and eight specific workstreams.

The main elements of our strategy are:

- 1. **Mobility** – reducing our carbon emissions from vehicles and colleague mobility
- 2. **Properties** – moving to sustainable energy tariffs and property efficiency
- 3. **Chemicals** – moving to non-tox services, including sustainable solutions for fumigation
- 4. **Consumables** – ensuring paper products are only sourced from sustainable suppliers

- 5. **Hardware** – ensuring hardware products are designed for sustainability
- 6. **Waste** – measuring and reducing our waste to zero landfill and incineration
- 7. **Supply Chain** – working with suppliers to minimise their own climate-related impacts
- 8. **Culture** – taking our people on the journey and delivering day to day behaviour changes

Each element has priorities, activities and goals through to 2040, and is delivered through country action plans. Climate change is integrated into strategic decisions from M&A to property portfolio, as well as investment in innovation and product development.



Climate-related risk management

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

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

There are two broad areas of climate-related risk:

1. Extreme local weather conditions

Operational disruption due to extreme local weather conditions

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

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

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

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

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

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

2. Legislation and changing regulatory and stakeholder expectations

Environmental Legislation and Changing Expectations of Customers and Society

When considering our new Environment Action Plan, we also identified associated risks. The following examples relate to colleague mobility and the use of chemicals in pest control:

Mobility Risks

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

Mitigation / action plan

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

Use of chemicals in pest control Risks

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

Mitigation / action plan

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

Climate-related opportunities

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

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

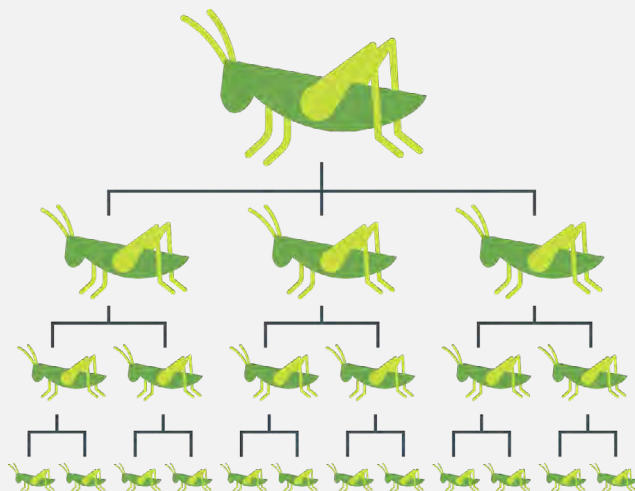
With market-leading positions around the globe, Rentokil Initial can play an important role in helping customers to mitigate the effects of global warming on their businesses and on public health.

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

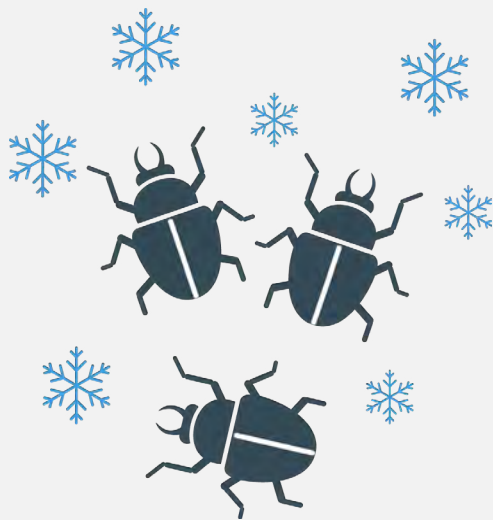
One of the best examples of this impact, also in terms of pest migration as well as survival, is the Asian Tiger Mosquito. The native range of this mosquito has traditionally been throughout the tropics of Southeast Asia, the Pacific and Indian Ocean Islands, north through China and Japan, and west to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

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


How does climate change affect pests?




Insects experience additional generations




Higher survival rates during winter months



Poleward spread of pests towards cooler climates



Some insects grow bigger in warmer temperatures



Impact of attacks on crops and people is worsened

Metrics and targets



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

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

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

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

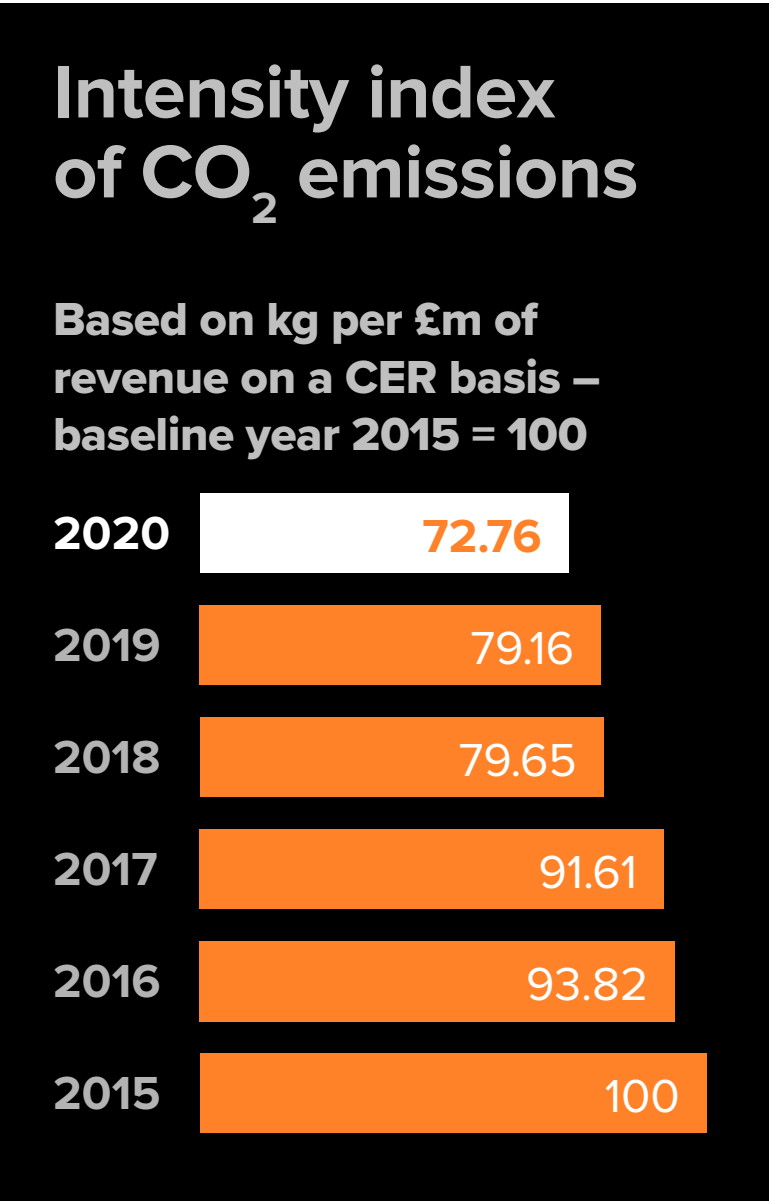
The Company has also begun its journey to net zero carbon emissions from its operations by the end of 2040.

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

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

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

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



See pages 36 and 37 for our Environmental reporting performance data

Sustainability Accounting Standards Board

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

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

- Data Security
- Workforce Diversity and Engagement
- Professional Integrity


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

1. Data security

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

Read more: Data security & privacy

2. Workforce diversity & engagement

Accounting metric	Reference in Responsible Business Report																																																																											
Code: SV-PS-330a.1																																																																												
Percentage of gender and racial / ethnic group representation for (1) executive management and (2) all other employees	<p>Rentokil Initial operates in 83 countries, some of which have rules that restrict our data collection around workforce diversity.</p> <p>We estimate that 11,100 (25%) of colleagues are female and 33,400 (75%) are male.</p> <p>Currently, 30% of our senior leaders (Executive Leadership Team and their direct reports) are women, up from 28% in 2019, and 38% of the people in our regional succession plans are women (2019: 35%). Also, in a 2020 survey of our senior leaders, when asked to define or self-identify their ethnicity, 21% responded that they were not of White or European ethnicity (2019: 19%).</p> <p>We have an equal number of male and female Board Directors. In 2020, we were named in the Parker Review report as one of the FTSE 100 companies to have already met the recommendation to have at least one Board member from an ethnic minority background by 2021, which we achieved in 2017.</p> <p>The most recent Hampton-Alexander Review (February 2021) places the Company 7th for gender diversity for Board and senior leadership in the FTSE 100.</p> <div><div>Ethnic diversity<table><tr><th>Role</th><th colspan="2">White or European</th><th colspan="2">Not White or European</th></tr><tr><th></th><th>2019</th><th>2020</th><th>2019</th><th>2020</th></tr><tr><td>Board</td><td>87%</td><td>87%</td><td>13%</td><td>13%</td></tr><tr><td>Senior leaders (ELT & Direct Reports)</td><td>89%</td><td>79%</td><td>11%</td><td>21%</td></tr></table></div><div>The Company does not have a UK gender pay gap.</div><div><div> Read more: Gender Pay Gap Report 2020</div></div></div> <div><div>Gender diversity<table><tr><th colspan="3">2020</th><th colspan="2">2019</th><th colspan="2">2018</th><th colspan="2">2017</th><th colspan="2">2016</th></tr><tr><th></th><th>Total</th><th>% Female</th><th>Total</th><th>% Female</th><th>Total</th><th>% Female</th><th>Total</th><th>% Female</th><th>Total</th><th>% Female</th></tr><tr><td>Board</td><td>8</td><td>50%</td><td>7</td><td>43%</td><td>10</td><td>33%</td><td>10</td><td>33%</td><td>10</td><td>25%</td></tr><tr><td>Executive leadership</td><td>13</td><td>8%</td><td>13</td><td>8%</td><td>10</td><td>10%</td><td>10</td><td>10%</td><td>10</td><td>10%</td></tr><tr><td>Management</td><td>151</td><td>30%</td><td>118</td><td>28%</td><td>74</td><td>30%</td><td>79</td><td>27%</td><td>77</td><td>24%</td></tr></table></div><div><div>Read more: Diversity, Equality and Inclusion</div></div></div>	Role	White or European		Not White or European			2019	2020	2019	2020	Board	87%	87%	13%	13%	Senior leaders (ELT & Direct Reports)	89%	79%	11%	21%	2020			2019		2018		2017		2016			Total	% Female	Total	% Female	Total	% Female	Total	% Female	Total	% Female	Board	8	50%	7	43%	10	33%	10	33%	10	25%	Executive leadership	13	8%	13	8%	10	10%	10	10%	10	10%	Management	151	30%	118	28%	74	30%	79	27%	77	24%
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Executive leadership	13	8%	13	8%	10	10%	10	10%	10	10%																																																																		
Management	151	30%	118	28%	74	30%	79	27%	77	24%																																																																		

2. Workforce diversity & engagement continued

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

Read more: Colleague engagement & retention




3. Professional integrity

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

4. Metrics

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

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

 [Reports and policies](#)

Performance & KPIs

Our long-term performance indicators.

Our performance over five years.

INSIDE THIS SECTION

Performance indicators	87
Operational targets	91



Performance indicators

Health and Safety

26% improvement in LTA, 23% improvement in WDL.

Health and Safety					
Indicators	2020	2019	2018	2017	2016
Lost Time Accidents rate (LTA)	0.39	0.53	0.63	0.58	0.63
Working Days Lost rate (WDL)	8.46	10.99	14.77	11.65	16.14

The LTA rate is calculated as the number of lost time accidents (injuries and illnesses) per 100,000 hours worked.
The WDL rate is calculated as the number of working days that colleagues could not work because of lost time accidents (injuries and illnesses) per 100,000 hours worked.

Colleagues

1.7% improvement in colleague retention.

Colleagues					
Indicators	2020	2019	2018	2017	2016
Total colleague retention*	88.6%	86.9%	86.9%	83.2%	N / A
Sales colleague retention	87.7%	85.3%	82.1%	77.3%	78.2%
Service colleague retention	86.9%	86.1%	85.1%	76.0%	84.8%
Colleague enablement	79% (90% response rate)		78% (87% response rate)		74%
Colleague engagement	79% (90% response rate)		77% (87% response rate)		73%

* Measured as part of the Employer of Choice programme, 12-month annualised basis.

Customers

State of Service reduction reflects customer premises lockdown during the pandemic.

Customers					
Indicators	2020	2019	2018	2017	2016
State of Service	89.4%	97.2%	97.9%	97.8%	97.7%
Customer Voice Counts	45.5	44.5	43.0	44.0	37.6
Customer Retention	84.5%	86.2%	85.9%	85.7%	85.8%

Environmental

Carbon emissions efficiency index improved by 8.1% year on year and has improved by 22.5% over five years.

Environmental (CER per £m of revenue)					
Eco-efficiency indicators	2020	2019	2018	2017	2016
Index of energy & fuel derived CO ₂ emissions	77.55	84.37	84.89	97.64	100

Absolute values of energy and fuel-derived emissions – tonnes of CO ₂ e					
Type of scope	2020	2019	2018	2017	2016
Total Scope 1	169,755	173,140	160,024	164,745	149,597
Total Scope 2	15,390	17,031	16,282	17,513	14,209
Total Scope 3	43,052	43,548	40,255	39,905	35,309
Total outside scope	5,769	5,768	5,238	5,084	4,519
Total – all scopes & outside scope	233,966	239,487	221,799	227,247	203,634

Index of CO₂ emissions – calculated as an index of kilograms per £m revenue on a constant exchange rate (CER) basis, providing an accurate like-for-like performance comparison, removing the variables of currency and divestments and acquisitions. The baseline year for this index is 2016.

Environmental

continued

Total energy consumed (Global)				
‘000s kWh	2020	2019	2018	
Vehicle fuel	658,704	656,475	601,957	
Property energy	129,454	153,886	153,499	
Total	788,158	810,361	755,456	
% of which energy consumed in UK	11%	10%	10%	

Our total energy consumption is calculated using electricity purchased (kWh) and fuel volumes converted to kWh using the UK Government GHG Conversion Factors for Company Reporting.

Workwear					
Emissions and water usage	2020	2019	2018	2017	2016
Kilograms of CO ₂ emissions per tonne processed	272.65	271.71	267.92	266.80	256.9
Water usage per unit washed – litres per kg	9.90	9.54	9.70	9.07	8.56

Workwear					
Destination of Waste	2020	2019	2018	2017	2016
Recycling	32%	24%	33%	45%	47%
Recovery – Energy	26%	30%	12%	9%	7%
Landfill	24%	30%	39%	23%	36%
Incineration	18%	16%	16%	23%	10%
TOTAL (tonnes)	1,232	1,899	1,487	1,685	1,474

Environmental continued

Energy derived (Tonnes of CO ₂ e)					
Source of emissions	2020	2019	2018	2017	2016
Direct GHG emissions*	217,332	221,069	204,163	208,321	188,420
Indirect GHG emissions**	16,633	18,419	17,637	18,926	15,214

* Relating to the combustion of fuel and the operation of any facility.
** Through the purchase of electricity, heat, steam or cooling.

Fumigation derived (Tonnes of CO ₂ e)				
Source of emissions	2020	2019	2018	2017
Direct GHG emissions	605,442	548,449	363,339	481,390
Indirect GHG emissions	0	0	0	0

Communities

Does not include donations in-kind which was the main focus for 2020 and increased significantly.

Communities (£'000)					
Indicators	2020	2019	2018	2017	2016
Community donations	184	206	202	213	171

Operational targets

2020 Targets	Progress in 2020	Targets for 2021
Deliver improvements in LTA and WDL of at least 5%.	We delivered our safest year with Lost Time Accidents down by 26% and a 23% reduction in Working Days Lost rate – despite 7,000 colleagues using full PPE & respirators.	Maintain safety rates at world class standards (below 1 for LTA).
Deliver over 1.5 million views of digital training content. Create over 500 new pieces of training content. Continue to foster a diverse and inclusive culture.	<p>c.3.2 million courses were undertaken on our digital learning platform, U+. c.550 new pieces of content were produced.</p> <p>In 2020 we developed a new phase in our Diversity, Equality and Inclusion programme (DE&I), focused on ethnicity and social mobility. We set out our 2024 vision: To build an organisation where everyone with skill, imagination and determination, whatever their gender, race, colour, nationality, age, sexual orientation, physical ability or background, can reach the highest level based on merit alone.</p>	<p>Deliver 3 million views of training content on U+ and create over 500 pieces of new training content.</p> <p>Roll out the next phase in our DE&I programme focused on ethnicity with training for 1,000 leaders and managers in 2021 and 2022, and an in-depth colleague listening programme with a response rate of over 75%.</p>
Deliver a State of Service above 95%. Deliver over 100,000 Net Promoter Score calls to customers to measure customer satisfaction and maintain a strong pipeline of innovations. Launch digital Hygiene services. Build vector control capability and scale.	At 89.4% (2019: 97.2%), our State of Service was impacted by the lockdown of customer premises; NPS improved by 0.6 points and we continued to roll out our pipeline of innovations. 2.6 million after-service surveys in pest control and hygiene resulted in a score of 4.8 / 5. Strong progress in digital pest control with over 9 million digital records on our pest control command centre every day. We promoted our vector control credentials in a series of customer webinars.	State of Service to over 90% (subject to lockdowns), maintain improvement in customer satisfaction and drive usage of digital services. Launch digital Hygiene services. Launch Eradico for customers (a new global bait box made from recycled polymers and is 100% recyclable).
Launch our programme of eight environment workstreams and develop new carbon targets to take the business towards net zero. Protect c.850 acres of rainforest with Cool Earth.	<p>Our workstreams were launched and country plans developed.</p> <p>We exceeded our environment target (27.2% reduction over five years 2016-20), launched our new plan for a 20% reduction to 2025 and our 2040 net zero target. Continued to protect mature rainforest through and avoid carbon emissions through our work with Cool Earth.</p>	Communicate our environment plan and goals externally. Extend usage of electric vehicles, put in place extended reporting of waste and establish CEO Environment Awards. Please see the Environment section for emissions efficiency and net zero targets.
Establish RI Cares ambassadors in every Region. Take the cumulative total number of adults and children supported by Better Futures to over 29,000.	Our ambassadors were established in every region and our largest ever donations in-kind event took place. Better Futures provided virtual hygiene education given the local lockdowns.	Undertake our largest single fundraising event with over 1,500 colleagues raising at least £150,000 for Malaria No More UK. Target to donate £250,000 p.a. through RI Cares.

Rentokil Initial

Protecting People. Enhancing Lives.

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