

Rentokil Initial plc

Board Diversity Policy

This document sets out the policy of Rentokil Initial plc (the “Company”) in respect of the diversity of its board of directors (the “Board”).

BOARD DIVERSITY

The Company believes in diversity and values the benefits that diversity can bring to the Board. Diversity promotes the inclusion of different perspectives and ideas and ensures that Rentokil Initial can attract, recruit and retain the best people from the widest possible pool of talent at all levels of the Company. The promotion of a diverse Board makes prudent business sense, makes for better corporate governance and sets the tone for the Company as a whole.

The Company seeks to maintain a Board comprised of talented and dedicated directors who collectively have a broad and diverse mix of expertise, experience, skills, ways of thinking and backgrounds. The skills and backgrounds represented on the Board should aim to reflect the diverse nature of the business environment and markets in which the Company operates.

BOARD COMPOSITION

The Company is committed to a merit-based approach to Board composition within a diverse and inclusive culture that encourages and values different perspectives and views and does not tolerate any form of bias, discrimination or harassment.

When assessing Board composition or identifying suitable candidates for appointment or re-election to the Board, the Company will consider candidates on merit against objective criteria alongside consideration of the benefits of diversity and the collective needs of the Board. The Company will always seek to appoint the most suitable and qualified candidate for the job and will endeavour to find such candidates from the widest possible pool of talent.

For purposes of Board composition, diversity includes, but is not limited to:

- business experience;
- nationality;
- age;
- gender;
- disability;
- sexual orientation;
- ethnicity;
- way of thinking; and
- social and economic background.

The Board will regularly review its balance and composition to make sure that it maintains the appropriate mix of skills, experience, independence and knowledge to ensure its continued effectiveness.

The Board has committed to the following objectives:

- that the Board comprises at least 40% women by 2028;
- that at least one of the Chair, CEO, CFO or Senior Independent Director is a woman by 2028; and
- that at least one member of the Board is from a minority ethnic background.

APPOINTMENTS TO THE BOARD

The Board will regularly review plans in place for succession for appointments to the Board to ensure the Board remains comprised of talented and qualified individuals with a diverse mix of expertise, experience, skills and backgrounds.

The Company is committed to working only with executive search firms who have signed up to The Enhanced Voluntary Code of Conduct for Executive Search Firms on gender diversity and best practice. Any search firm engaged to assist the Board in identifying candidates for appointment to the Board will be specifically directed to include diverse candidates generally, and multiple women candidates in particular.

FOSTERING A DIVERSE AND INCLUSIVE CULTURE

The Board recognises that some challenges in achieving diversity on the Board and within the Company arise from social contexts with impacts not limited to the Company. As such, Rentokil Initial faces challenges similar to those faced by other organisations in the sectors in which it operates. Nonetheless, the Board is committed to ensuring that all colleagues, regardless of background, have an equal chance of developing their careers within our business.

The Board will support the executive management of the Company in developing and implementing appropriate policies, programmes and initiatives designed to promote diversity at all levels of the organisation and to ensure, amongst other things, that there is a supply of women within the organisation who are qualified and capable of taking up senior leadership positions. The Company will also continue to monitor and report on the ethnic diversity of its senior leadership.

REVIEW, DISCLOSURE AND REPORTING

The Board will ensure that there is appropriate and meaningful disclosure in the Company's Annual Report of:

- the composition and structure of the Board;
- the Board appointment process; and
- the policies and initiatives the Company has in place and the steps it is taking to promote diversity at Board level and across the Company.

The Nomination Committee will review this policy, including its effectiveness, annually and recommend any revisions to the Board for approval.

December 2025