

PROTECTING
PEOPLE

ENHANCING
LIVES

PUTTING OUR
PURPOSE INTO ACTION

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Welcome to our 2021 Responsible Business Report.

The theme of this year’s report is Protecting People, Enhancing Lives – our purpose which is delivered through the hard work and commitment of our colleagues around the world each day.

Over the following pages you will find out more about how we are putting our purpose into action – focused on our people and safety, innovation and digital, supporting our communities, and the first year on our journey to net zero by 2040.

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How to use this report

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.

To improve the accessibility of our reporting, we have included a full glossary on page 81.

About our 2021 reporting suite

The Rentokil Initial Responsible Business Report is part of a suite of reporting sources, including:

- 📌 Annual Report 2021 including TCFD Report
- 📌 Modern Slavery Statement
- 📌 Gender Pay Gap Report
- 📌 Cool Earth progress report

Please visit www.rentokil-initial.com for further information.

Rentokil Initial plc

We provide Pest Control and Hygiene & Wellbeing services in 88 countries through 46,000 colleagues. The Company is UK headquartered and listed on the FTSE 100.

Q&A WITH THE CHIEF EXECUTIVE – Andy Ransom, Rentokil Initial plc

Putting our
purpose
into action.

For Rentokil Initial, being a responsible and sustainable business means helping colleagues to have safe and fulfilling work lives, supporting customers by developing and delivering products and services responsibly, and benefiting society and the environment by acting in the most responsibly effective manner.

“Rentokil Initial is committed to being a world-class Employer of Choice – attracting, training and retaining great people from the widest possible pool of talent.”

Andy Ransom
Chief Executive



Safety and people start every management meeting in Rentokil Initial so how would you sum the progress in 2021?

This year we delivered a very high level of colleague safety with a Lost Time Accident rate of 0.38 and Working Days Lost rate of 8.71 – both at world class standards and this was reflected in the company receiving a Gold Award from the Royal Society for the Prevention of Accidents.

Training colleagues, so that they are able to build their career with us and deliver a better performance for customers, is very important and our in-house ‘university’ U+ created over 500 pieces of training content in the year and colleagues participated in over 4.3m pieces of training online.

Rentokil Initial is committed to being a world-class Employer of Choice – attracting, training and retaining great people from the widest possible pool of talent. In 2021, the Company deployed a global diversity, equality and inclusion upskilling initiative to 1,000 managers and leaders. The programme featured two elements: ‘Include’ where sessions focused on how to foster an inclusive environment, and ‘Decide’ which focused on bias and how to mitigate it. Feedback has been very positive, and this upskilling programme will roll out further in 2022.

Listening to colleagues is also part of our culture and in 2021 our Your Voice Counts survey was completed by a record 91% of colleagues.

Scores were compared to the pre-pandemic 2019 survey and showed improvements across many themes including: Strategic direction (+4%); Collaboration (+3%); Line Manager Index (+3%); and Diversity, Equality and Inclusion (+3%) – the equal opportunities question was scored by colleagues at 10% points above the global High-Performance norm of leading companies.



A year ago you announced the Company’s ambition and plan to achieve net zero carbon emissions by 2040. How did year one go?

We made good operational progress in 2021 as we began to implement our plan. Our eight workstreams are underway and our country teams have developed and begun to execute their plans. We have a multi-local operating model, and our environmental ambitions will be delivered through the same multi-local approach. Just to give one example, the availability of ultra-low emission vehicles is different by market, but from our market-by-market analysis we can see progress being made over the last 12 months in the supply chain, which overall gives us more confidence in the delivery of the vehicle-based element of our 2040 target.

The most important aspect in 2021 was to engage our colleagues with our plan and goals – we know that when we do that, we are more successful at whatever plan we may be implementing – and so I was particularly pleased to see the response in our all-colleague survey that 85% of colleagues agreed with the question ‘The Company is making the right decisions to ensure we operate sustainably’ with just 3% disagreeing.

Q&A WITH THE CHIEF EXECUTIVE continued

Q. You are on the Board of two charities – do colleagues also actively support charities in Rentokil Initial?


It's a great pleasure to support Street League – helping young people in the UK through the power of sport to build the essential skills they need to achieve their potential – and Malaria No More UK, helping young people in Africa to avoid the deadly threat of malaria. I find it hugely rewarding to actively support charities and I know colleagues across the Rentokil Initial world do too. That's why we set up Rentokil Initial Cares, using unclaimed dividends to match those monies raised by colleagues and support charities in line with our purpose of protecting people and enhancing lives. In 2021, around 2,000 colleagues participated in a virtual team race to raise funds for malaria eradication – it was our largest ever charity event and the response from colleagues was outstanding.

I'd like to take this opportunity to thank all Rentokil Initial colleagues who supported their communities and charities in 2021.



Andy Ransom, Chief Executive



 [Read about our charitable contributions on page 41](#)



 [In 2019, 2020 and 2021 Rentokil Initial won a RoSPA Gold Award – read more on safety on page 12](#)

Our purpose.

Our purpose is to protect people and enhance lives.

We protect people from the dangers of pest-borne disease and the risks of poor hygiene.

We enhance lives with services that protect the health and wellbeing of people and the reputation of our customers' brands.

Rising standards of public health, stricter food safety legislation and the need to comply with workplace safety regulations are driving demand for our service expertise.



Celebrating our 10-year partnership with Malaria No More UK

 [Read more on page 43](#)

ABOUT US

Rentokil Initial is
the global leader in
commercial Pest Control
and Hygiene services.

WHAT WE DO AND WHERE WE OPERATE

Rentokil Initial is a global leader in the provision of route-based services that protect people and enhance lives. We operate in 88 countries around the world, and in more than 90 of the world's 100 leading cities – from Los Angeles to Amsterdam, and Singapore to Auckland. We operate global businesses in Pest Control and Hygiene & Wellbeing.

c.46,000

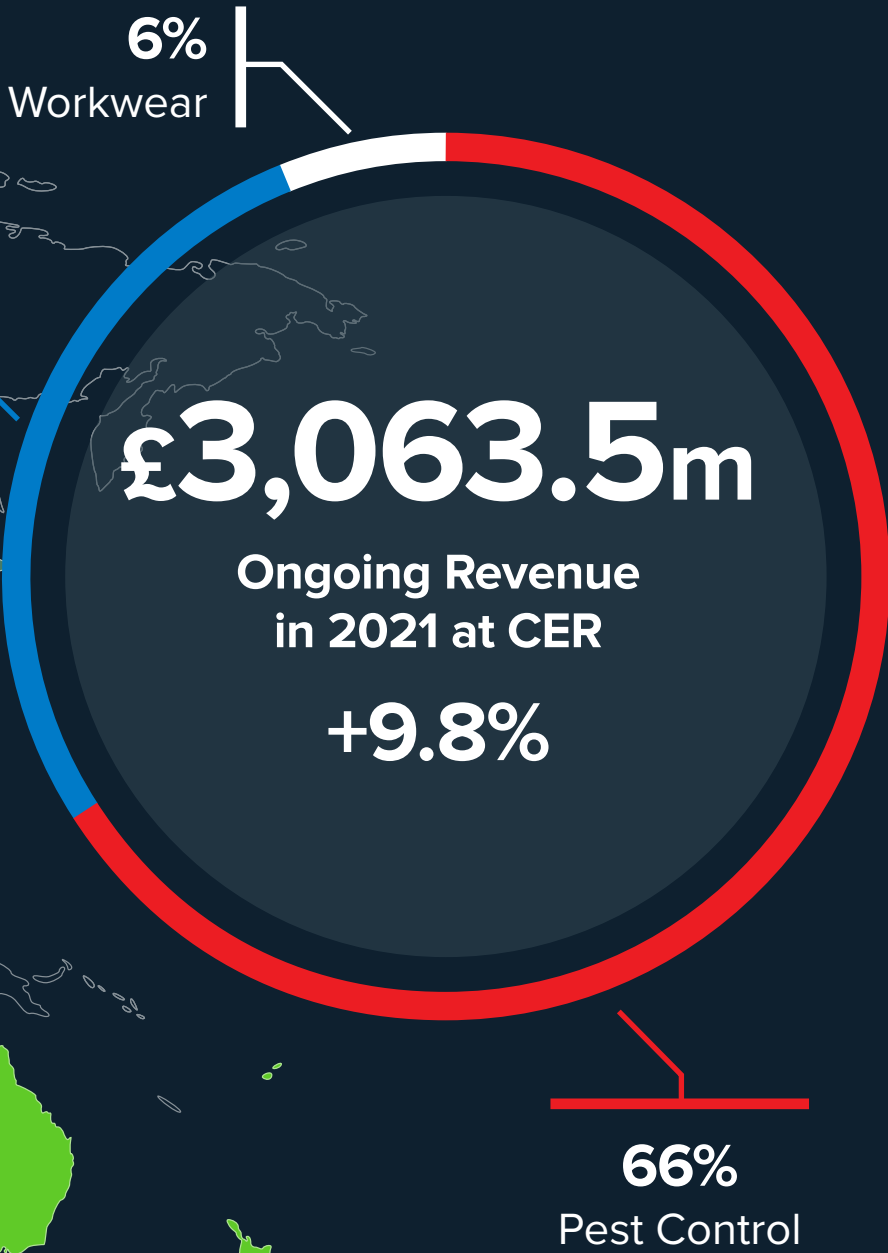
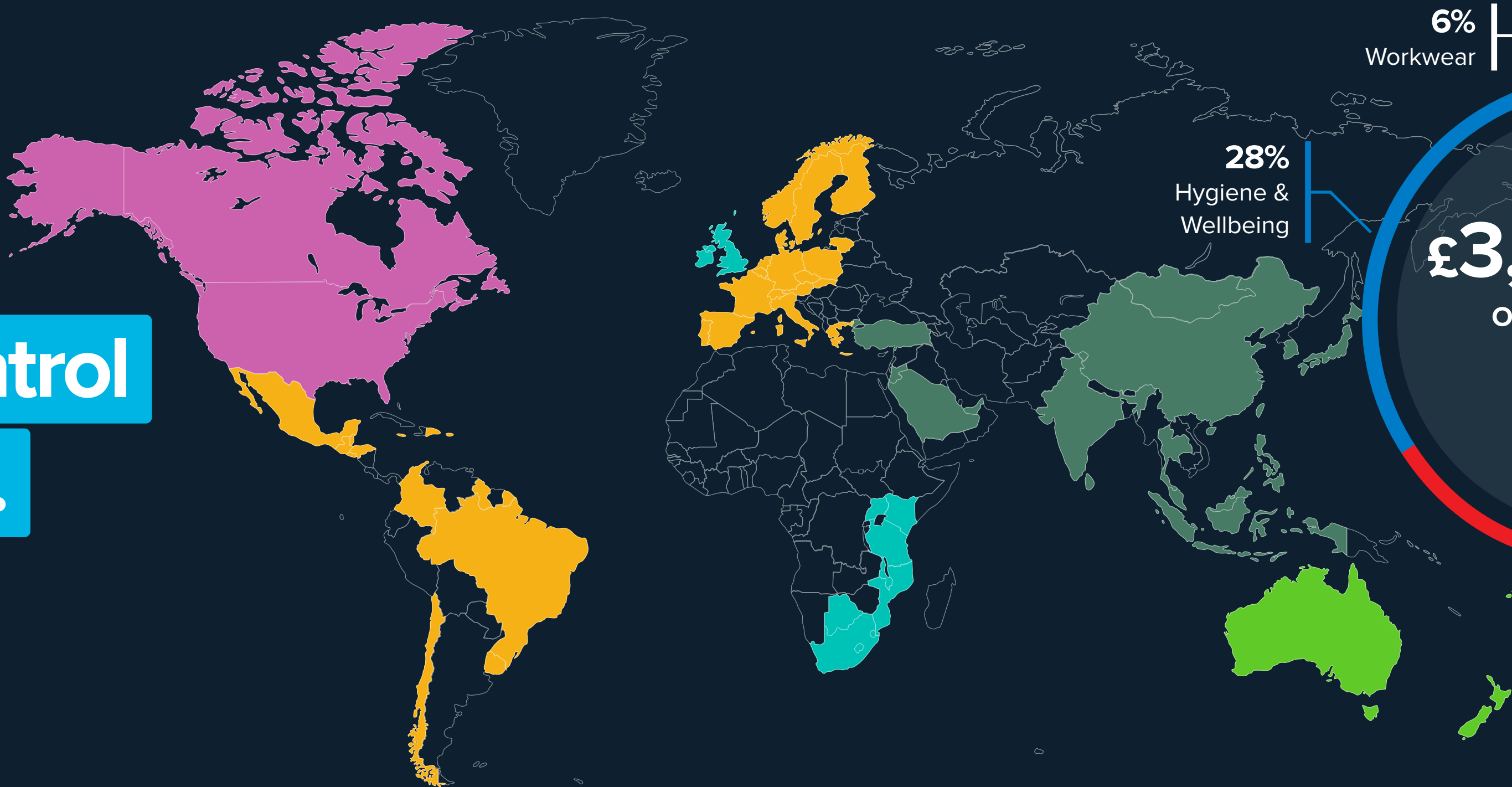
Number of colleagues in 2021

REGIONAL STRUCTURE

- NORTH AMERICA
- EUROPE (INC. LATIN AMERICA)
- UK & SUB-SAHARAN AFRICA
- ASIA & MENAT
- PACIFIC

BUSINESS STRUCTURE

- PEST CONTROL
- HYGIENE & WELLBEING
- WORKWEAR



Economic contribution

NUMBER OF COLLEAGUES

2021	46,031
2020	44,588
2019	42,933
2018	39,480
2017	36,036

PAID WAGES AND SALARIES

2021	£1,224.8m
2020	£1,135m
2019	£1,142m
2018	£1,022m
2017	£992m

TOTAL CASH TAX PAID

2021	£68.9m
2020	£64.4m
2019	£43.2m
2018	£45.1m
2017	£40.1m

OUR OPERATING MODEL

Our people are at the heart of our business, as we continue to protect public health and ensure safe working environments around the world. We help our people to provide a better service; this retains more customers, to whom we sell additional services, to ultimately create shareholder value.

Thanks to our colleagues' unwavering commitment and dedication to our customers around the world, our operating model continues to create value for all stakeholders. Each part of the model is related to the others and measured consistently at Group, business, country and branch level. By focusing on consistently executing our model, we continue to succeed.

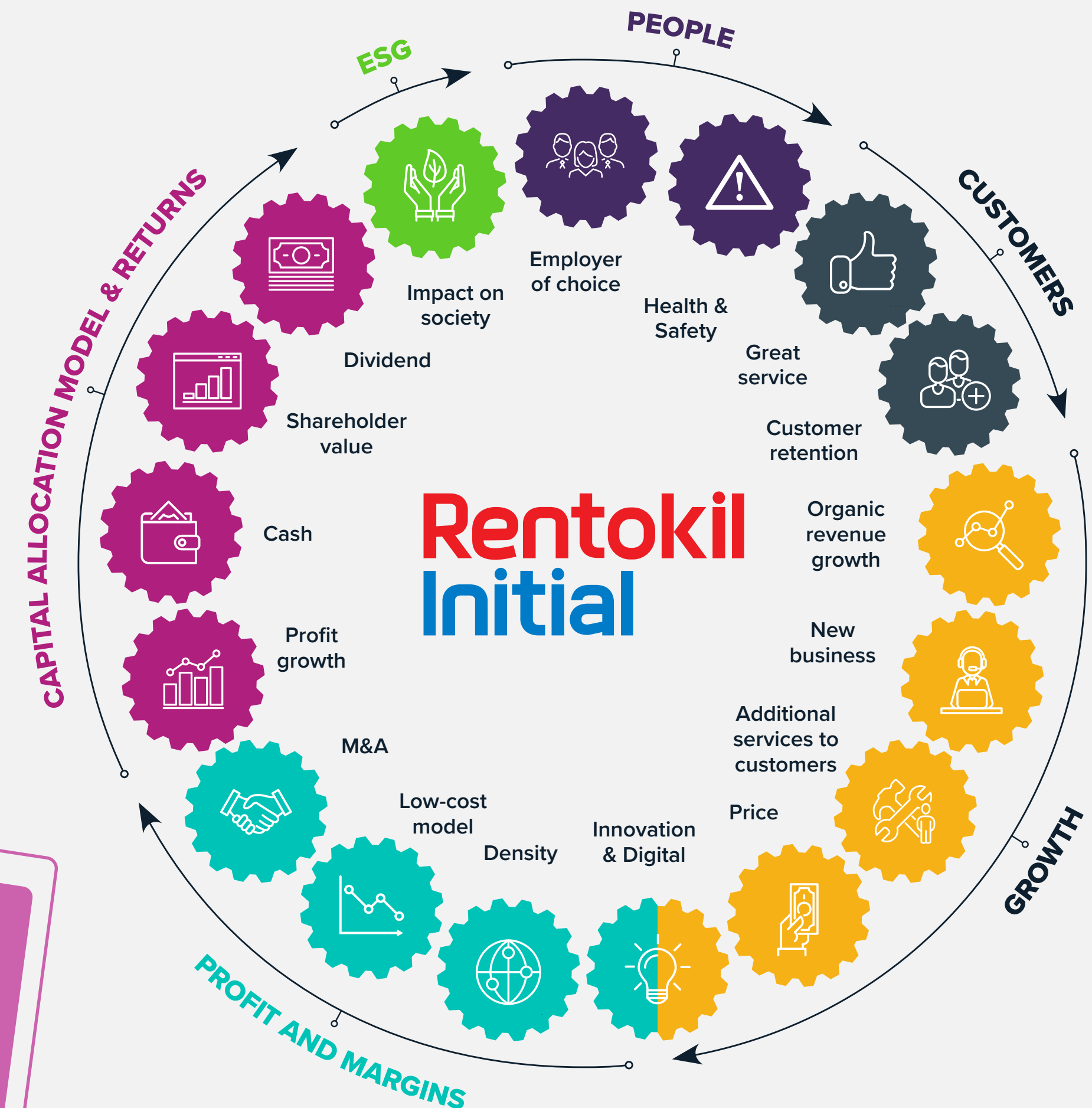
Due to our decentralised geographic approach – our businesses are grouped into five strong regions, with local-market operations – our business model also provides a natural resilience to fluctuations in market dynamics in these individual markets, as well as geopolitical and trade risks.

This decentralised approach features single-country management teams operating in 88 countries (with 90% of our revenues derived from outside of the UK). Each country team leads integrated, multi-local and multi-service operations, using combined back-office functions underpinned by shared systems and processes, such as route optimisation and measurement of customer satisfaction.

Thanks to our colleagues' unwavering commitment and dedication to our customers around the world, our operating model continues to create value for all stakeholders.

88

Our teams operate
in 88 countries



HIGHLIGHTS FROM 2021



Colleagues & culture

📄 See pages
7 to 19

Health & Safety

0.38

Lost Time Accident rate in 2021
(0.39 in 2020)

Training

500+

Pieces of training content created in-house
in 2021. Record U+ usage of 4.3m content
views for the year (3.2m in 2020)

Board diversity

37.5%

Of Board members are female; 25% of
Rentokil Initial's Board is ethnically diverse

Talent pipeline

68,900

Applications through the Careers Portal,
up 52% on 2020. 12,200 vacancies filled;
330+ graduates in 2021



Environment

📄 See pages
20 to 31

Carbon efficiency

25%

Improvement in carbon emissions
per £m of revenue since 2017

Carbon efficiency

14.9%

Carbon emissions per £m of revenue since
2019, target on track for 20% by 2025

Waste reduction

10 tonnes

Of waste packaging removed

Recycling

+200,000

Hygiene units refurbished in France
and Italy over four years



Service & innovation

📄 See pages
32 to 39

Customer satisfaction

45.1

Our Group-wide net promoter score of
customer satisfaction – up by 7.1 on prior year

Trustpilot score

12,000

5-star Trustpilot reviews
for Rentokil and Initial

Website visitors

15.4%

Increase in Pest market enquiries
in 2021 compared to 2020 and
up 4.5% on total sessions

PestConnect

87,000

Units installed in 2021, a 58% increase



Communities & charities

📄 See pages
40 to 53

Charitable donations

£361,000

(2020: £184,000) excludes donations in kind

Community events

£200,000

Race to Kigali; 2,000 colleagues raised over
£200,000 for Malaria No More UK

Pandemic support

£2.5m

Value donation of PPE to hospitals in India

Malaria No More donations

£500,000

Raised by colleagues and the Company
for Malaria No More UK in ten years

COLLEAGUES & CULTURE

Record levels
of safety and
training in 2021.

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OUR APPROACH

We are committed to being a world-class Employer of Choice.

Safety always comes first and we aim to attract, recruit and retain the best people from the widest possible pool of talent.

We employ c.46,000 colleagues in 88 markets – increasing from c.44,500 in 2020. Over four years we have increased our headcount by around 10,000 colleagues. 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 is characterised as customer focused, commercial, diverse, down to earth and innovative.

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 to short-term retention levels in sales and service
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. During the year colleague retention remained in the mid 80% range.

4.3m

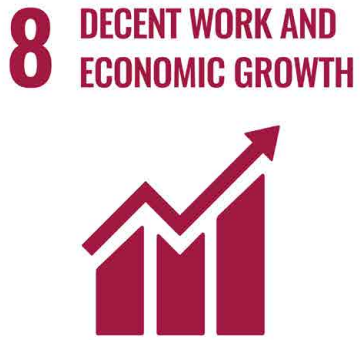
Training content views
on U+ in 2021 (2020: 3.2m)

10,000

Increase in headcount
since 2017

Across the Company, 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.

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).



📄 See SDGs on page 67



HR: Human Resources

2021 AT A GLANCE

Delivering on our values of Service, Relationships and Teamwork.

During 2021, our focus on colleague safety and our Employer of Choice programme ensured that we were able to support colleagues through the continuing global pandemic. Everyone played a part during the crisis with our values of Service, Relationships and, in particular, Teamwork coming to the fore. In 2021, we undertook our global census survey of all colleagues, Your Voice Counts, with particularly strong scores from colleagues about the Company's strategic direction, commitment to safety, line manager capability and response to the pandemic.

0.38

RECORD SAFETY

0.38 lost time accidents per 100,000 hours worked

37.5%

BOARD DIVERSITY

37.5% of Board members are female (2020: 50%)

+680

GRADUATES AND APPRENTICES

+330 graduates, +350 apprentices and our first Kickstart scheme joiners

80%*

COLLEAGUE ENGAGEMENT

(2019: 81%)

29%

SENIOR LEADERSHIP DIVERSITY

29% of senior leaders are female (2020: 30%)

4.0 out of 5

GLASSDOOR COMPANY RATING

4.0 rating on Glassdoor out of 5

83%*

COLLEAGUE ENABLEMENT

(2019: 83%)

+500

TRAINING & DEVELOPMENT

+500 pieces of new training developed by our in-house team – 4.3m content views (2020: 3.2m)

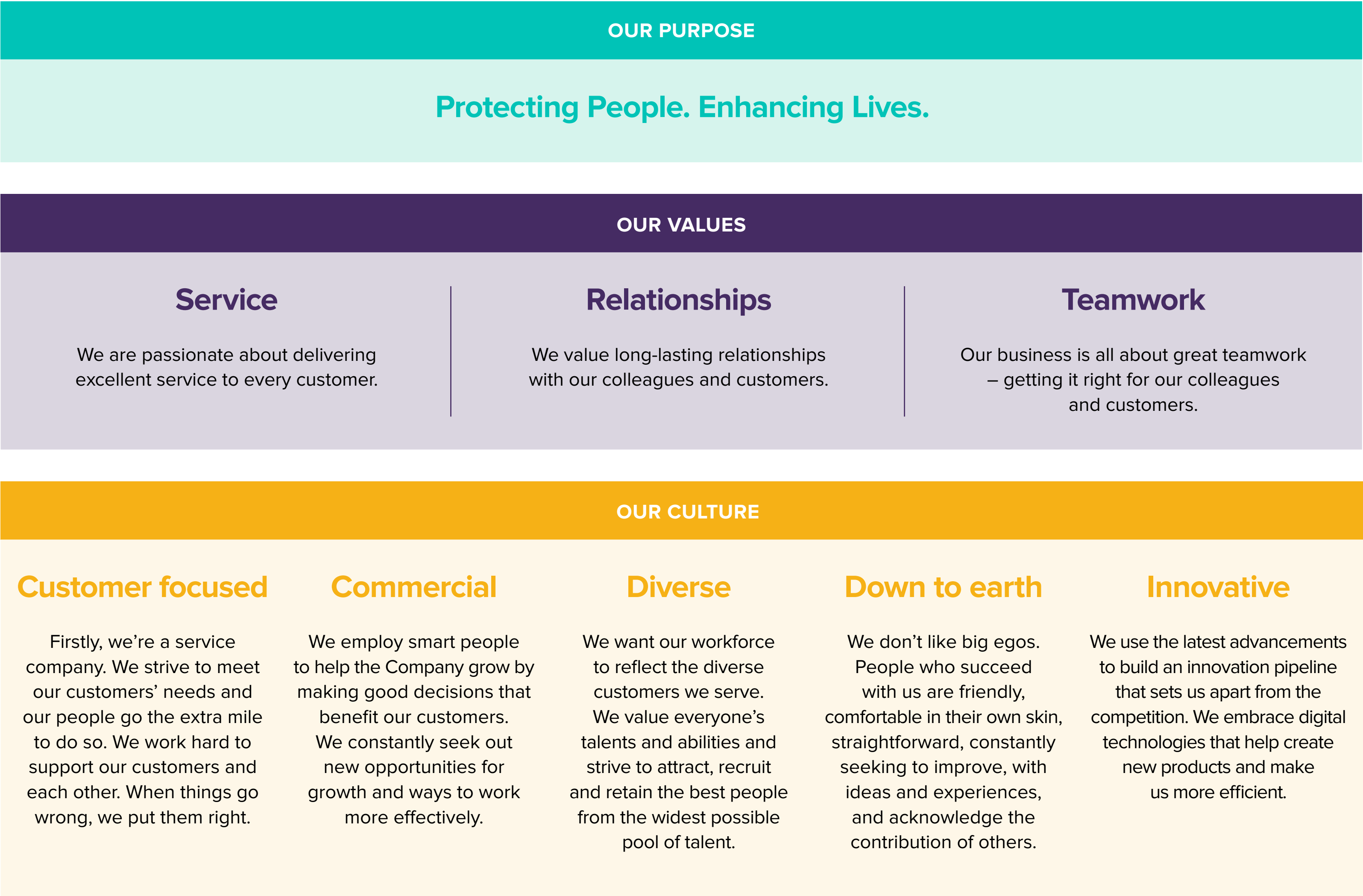


* Slightly revised questions in 2021 to be more focused on intent to stay, colleague satisfaction and authority.

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.

Our culture model



OUR CULTURE continued

MEASURING OUR CULTURE

Our culture is characterised as customer focused, commercial, diverse, down to earth and innovative. We measure our culture in two ways. Firstly, using analysis of our internal ‘Your Voice Counts’ colleague survey results, mapped to each of these five core culture themes, and secondly using external independent sources, such as our ratings on the employer reputation website Glassdoor.

Despite the global pandemic, the scores for each of the 2021 culture survey five themes remain strong – all within the 80% to 90% score range (see right). The strongest cultural characteristic is Diverse with a score of 86%.

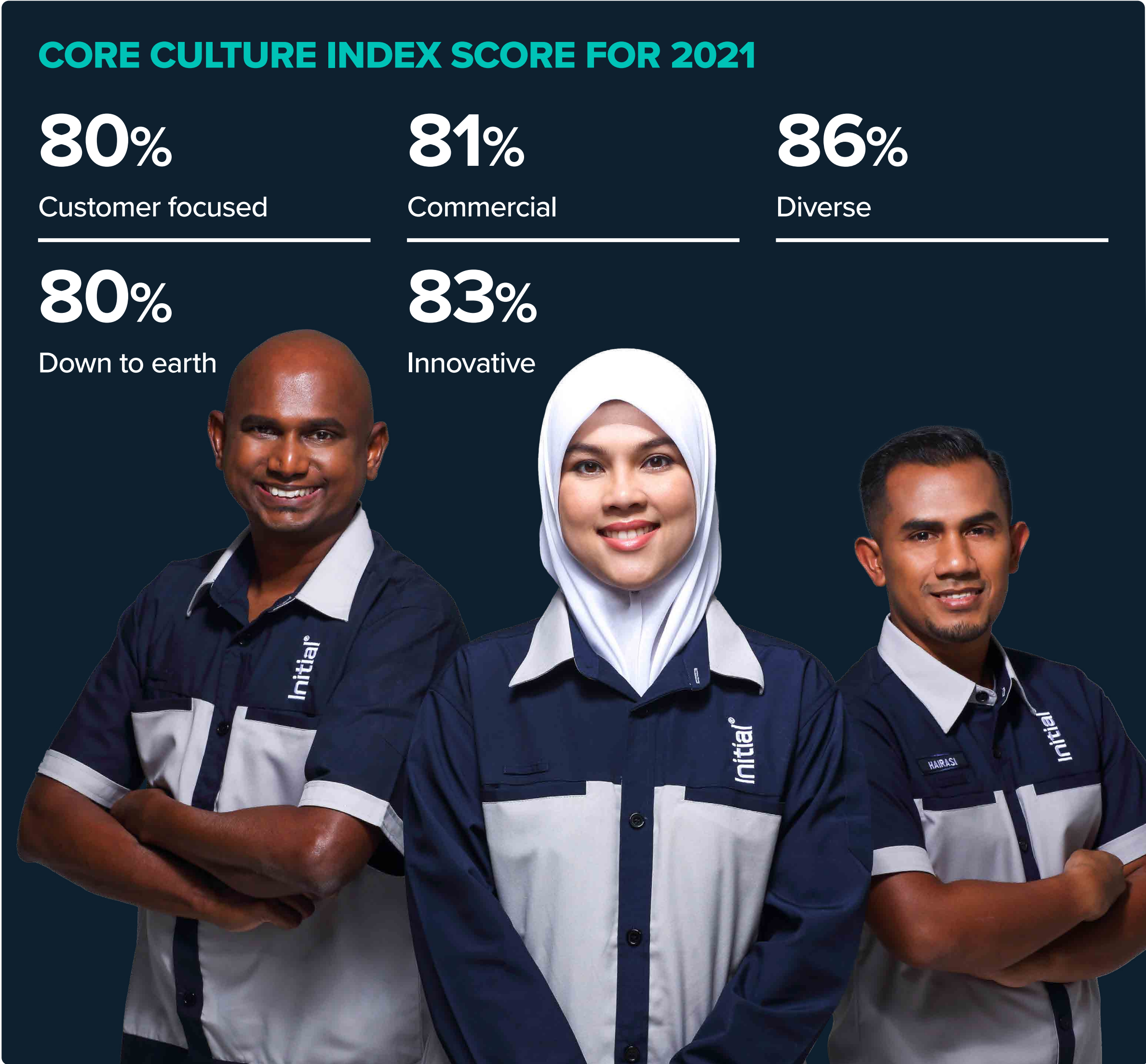
In addition, we create a Core Culture Index based on the questions below, to provide survey on survey trend:

- There are good opportunities for me to learn and develop at this company
- This company cares about the health and wellbeing of colleagues
- I have trust and confidence in this company’s senior management team
- This company understands and appreciates differences among employees
- I feel proud to work at this company
- I am treated with respect as an individual
- This company is innovative in developing new products and services

- This company has a clear sense of direction
- I have trust and confidence in my manager
- I have a good understanding of our company’s values
- I would recommend this company to others as a good place to work
- As a company we are open to new ideas and new ways of doing things
- This company is making the right decisions to ensure we operate as a sustainable, environmentally friendly business

The overall Core Culture Index score for 2021 was 81% (+1% versus 2019 and +2% versus 2017) showing encouraging survey-on-survey improvements.

In line with best practice, we also report third-party analysis from the global employer reputation website Glassdoor. On 31 December 2021, our ‘Company Overall’ rating was 4.0 (out of 5).



HEALTH & SAFETY

There is nothing more important in Rentokil Initial than ensuring that ‘Everyone Goes Home Safe’ at the end of their working day.

Our colleagues, their families and our customers rely on this commitment. Health & 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 and Executive Leadership Team 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 & 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.

In 2021, we continued to deliver very high levels of colleague safety performance. Since 2008 our safety performance has improved consistently from a Lost Time Accident rate of 2.06 per 100,000 hours worked to 0.38 in 2021.

There were no health and safety prosecutions pending or fines imposed on the Company in 2021.

Our key health & safety initiatives in 2021 included:

1. Reviewing all Group Safety, Health, and Environment (SHE) policies in 2021, consolidating information and creating a H&S Policy Framework, including:

- H&S Policy statement
- H&S Management Standard
- H&S Operational Standards
- H&S Guidance documents
- Regional/Country H&S Management systems

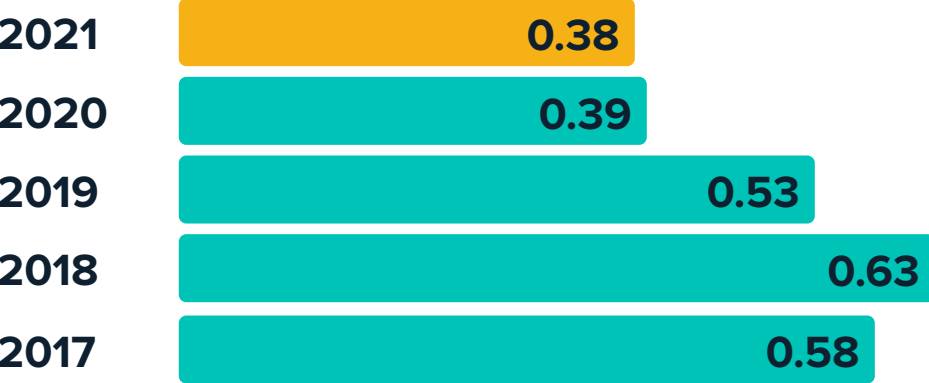
Rentokil Initial has made significant improvements in managing health & safety over the last ten years. During this time, policies and standards have been developed, as well as guidance documents. As part of our continuous improvement cycle in 2021, Rentokil Initial undertook a comprehensive review of all core group health & safety policies, standards, and requirements. All existing policy requirements have been integrated into four core standards, simplifying the documents for the end users, and separating the mandatory policies and standards from guidance documents. Our Health & Safety Policy Statements describe our commitment to ensuring everyone goes home safe at the end of their working day. Our mandatory health & safety management standards are consistent with ISO 45001 and form the basis for the development and implementation of management systems at the country level. Our operational health & safety standards address specific areas where it is important that activities are carried out consistently across all our businesses. Health & Safety Guidance documents provide all our businesses with guidance on the effective implementation of Rentokil Initial standards and procedures. Regional/Country Health & Safety Management systems include the mandatory Rentokil Health & Safety Management and Operational Standards as well as local policies and standards to ensure compliance with local legislation.

2. Site risk assessment app: now live or being rolled out in over 35 countries, with another 15 planned for 2022.

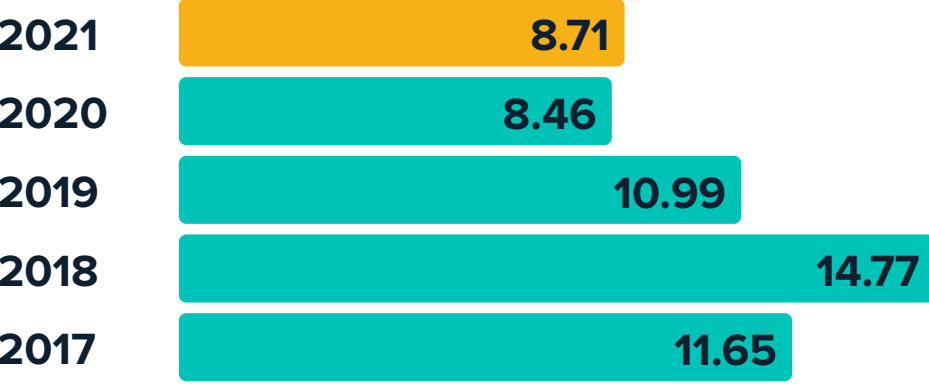
Rentokil Initial has a duty to protect the health and safety of all colleagues and provide a safe working environment in our workplace. As a service company working in many different industries and sectors, our workplace is very often our customers' sites.

Site risk assessments (SRA) are extremely important because our customer sites and activities vary significantly, and colleagues can be exposed to different hazards and conditions which require site specific control measures. SRAs enable us to plan our service work correctly and empower service colleagues to decide if it’s ‘safe to proceed’ with their service.

LOST TIME ACCIDENTS (LTA) RATE



WORKING DAYS LOST (WDL) RATE



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.

HEALTH & SAFETY continued

Our former SRA processes were predominantly paper based; the SRA app is being deployed to deliver significant efficiencies, effectiveness and digitalise our SRA processes. The new digital SRA tool is integrated into our sales and services processes allowing sales colleagues to identify potential hazards during the very first visit and allowing our technicians to come prepared with the required PPEs and tools/equipment and safely execute the service at our customer site. In 2021, a site risk assessment was completed at 81% of all customer visits (target was 80%) from Pest Control technicians in countries where the SRA has been rolled out.

3. Golden Rules: Comprehensive review of our Golden Rules, updating them and incorporating learning from incidents and best practices

Our behaviour based Golden Rules are integrated into our operational control processes, including risk assessment and standard operating procedures, training, equipment provision and supervision. The Golden Rules are available in 40 different languages to support with our communication engagement with colleagues. 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.



- LTA:** Lost Time Accidents
- OIFR:** Occupational Illness Frequency Rate
- PPE:** Personal Protection Equipment
- SHE:** Safety, Health and Environment
- SRA:** Site Risk Assessment
- WDL:** Working Days Lost

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

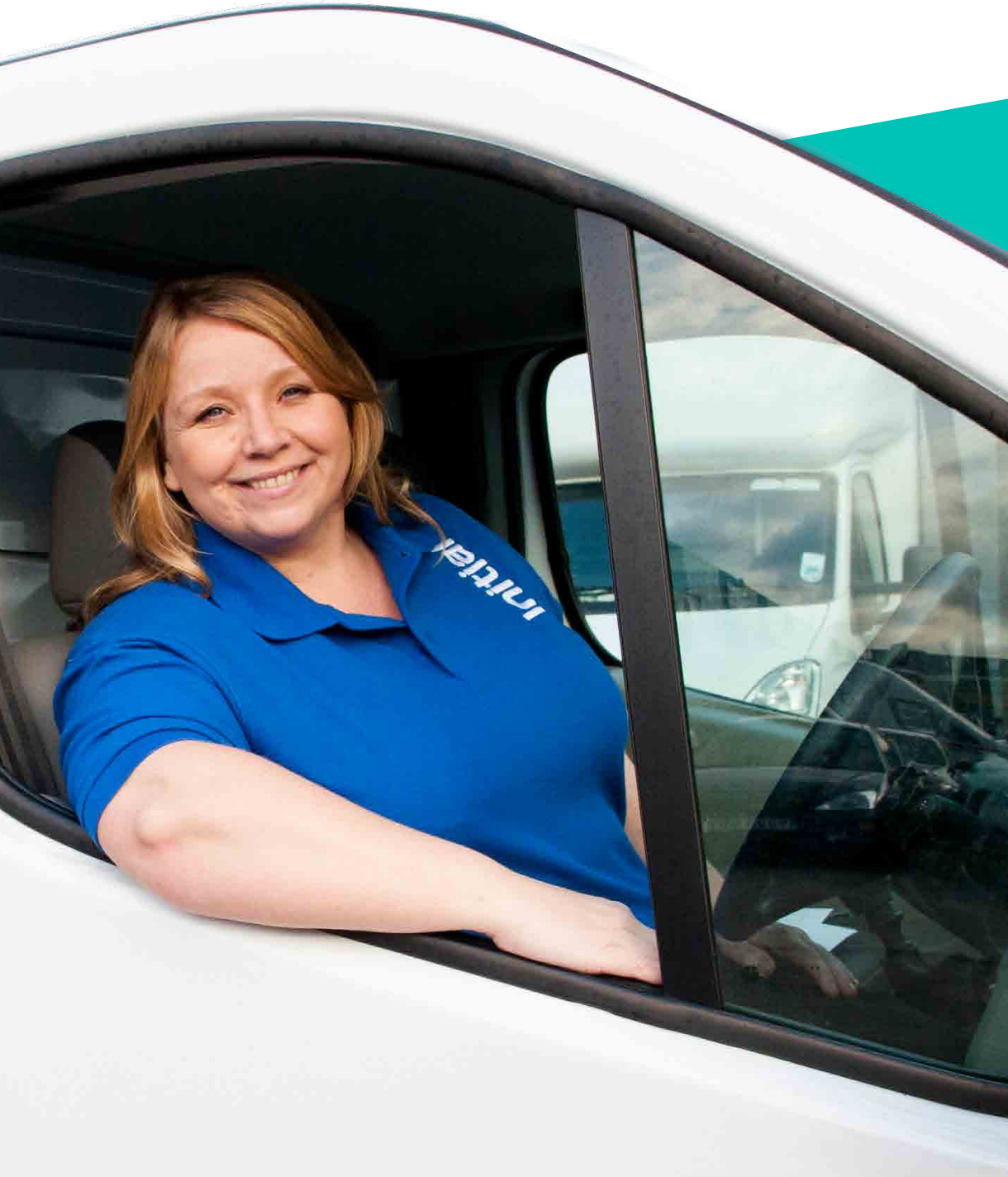
These minimum standards cover:

- ✓ **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



Chief Executive Safety Awards 2021

BEST SAFETY PERFORMANCE IN A LARGE BUSINESS: INDONESIA

- ✓ **LTA rate of 0.05 and a WDL rate of 0.08 for the second year in a row**

Strong safety leadership was shown across the country combined with excellent implementation of key safety initiatives like Site Risk Assessments, Driver Safety Programme and a strong control of fumigation activities.

BEST SAFETY PERFORMANCE IN MEDIUM-SIZED BUSINESS: CHINA

- ✓ **Long period of 0 LTAs and 0 WDLs**

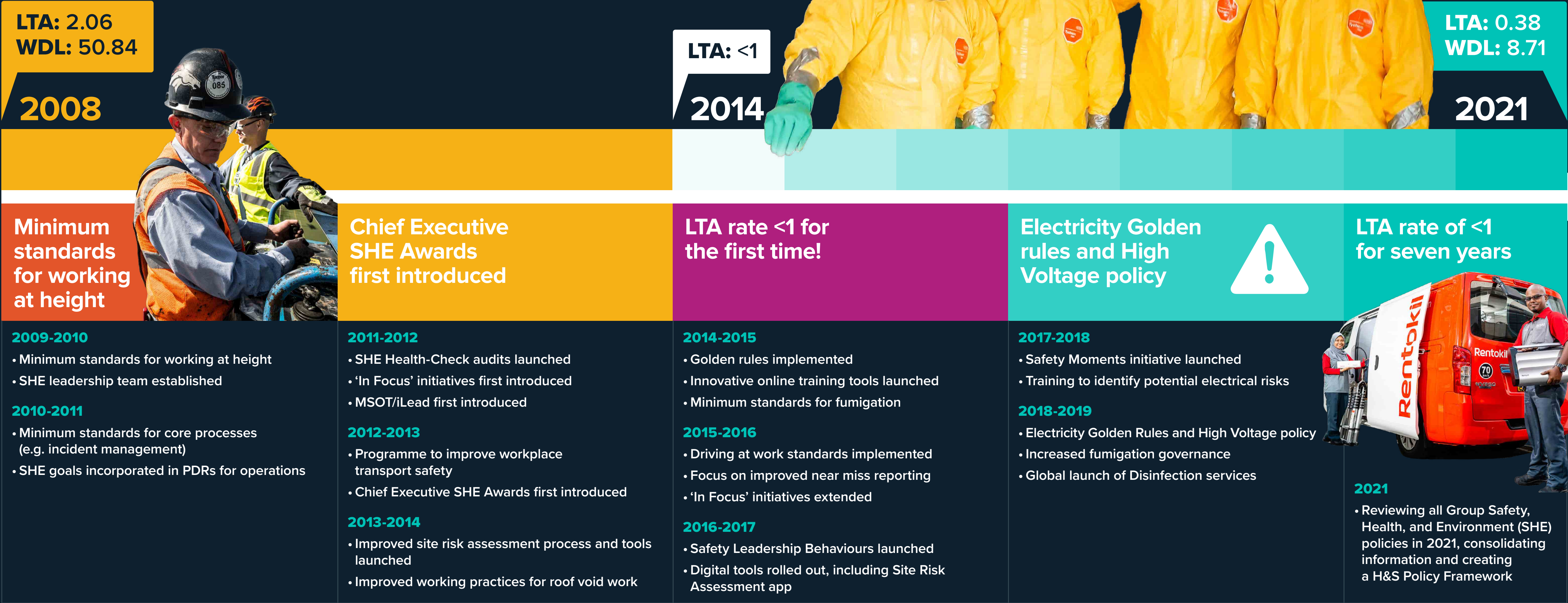
A very strong safety management system actively uses leading indicators to drive China’s SHE performance. Senior management lead safety by example; a near-miss reporting programme identifies risks and hazards; and a thorough Safety Training Programme is focused on high-risk activities.

HEALTH AND SAFETY CHAMPION: COLLEAGUE AWARD

Thomas Simecek from RI North America Pest Control is the driving force behind the dramatically improved SHE culture in his team. His Region 6 Safety Captain program has increased colleague involvement; his ‘Good Catch’ near-miss reporting program has been implemented and Thomas’s weekly safety messages strengthen the safety message.

HEALTH & SAFETY continued

Long-term focus on safety.



DIVERSITY, EQUALITY & INCLUSION

Rentokil Initial is a diverse organisation by its nature, operating in 88 countries with more than 40 languages. We strive to ensure that our local businesses reflect the countries, markets and communities in which they operate and to create an environment where everyone’s view is heard, everyone’s contribution matters, and everyone has equal opportunities to succeed.

A key strategic aim of Rentokil Initial is to be a world-class employer of choice, able 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.

As a Company, we strongly believe that a more diverse and inclusive workforce will boost our financial performance, enhance our reputation, support innovation and increase colleague engagement. Therefore, we will continue to ensure that Diversity, Equality and Inclusion (DE&I) remains a key priority across the Company.

We have a longstanding commitment to DE&I and, to that end, in 2017 we revised both our Board Diversity Policy and Group Diversity, Inclusion and Equality Policy to ensure our continued focus on this area and drive the right actions to deliver improvements. Both of these policies are reviewed and, where necessary, updated annually.

Having strengthened our focus on DE&I in recent years, we are pleased to report that the actions we are taking are making a tangible impact in ensuring we are fostering a place to work where diversity, inclusion and equality in all forms, and at all levels, is actively promoted and encouraged.

Our new workplace strategy, through to 2024, places even greater emphasis on wider diversity, where everyone regardless of gender identity, race, colour, nationality, age, sexual orientation, physical ability, or background, can reach the highest levels based on merit.

In 2021, we reviewed both our Board Diversity Policy and Group Diversity, Equality and Inclusion Policy to ensure continued focus on this area and drive the right actions to deliver improvements.

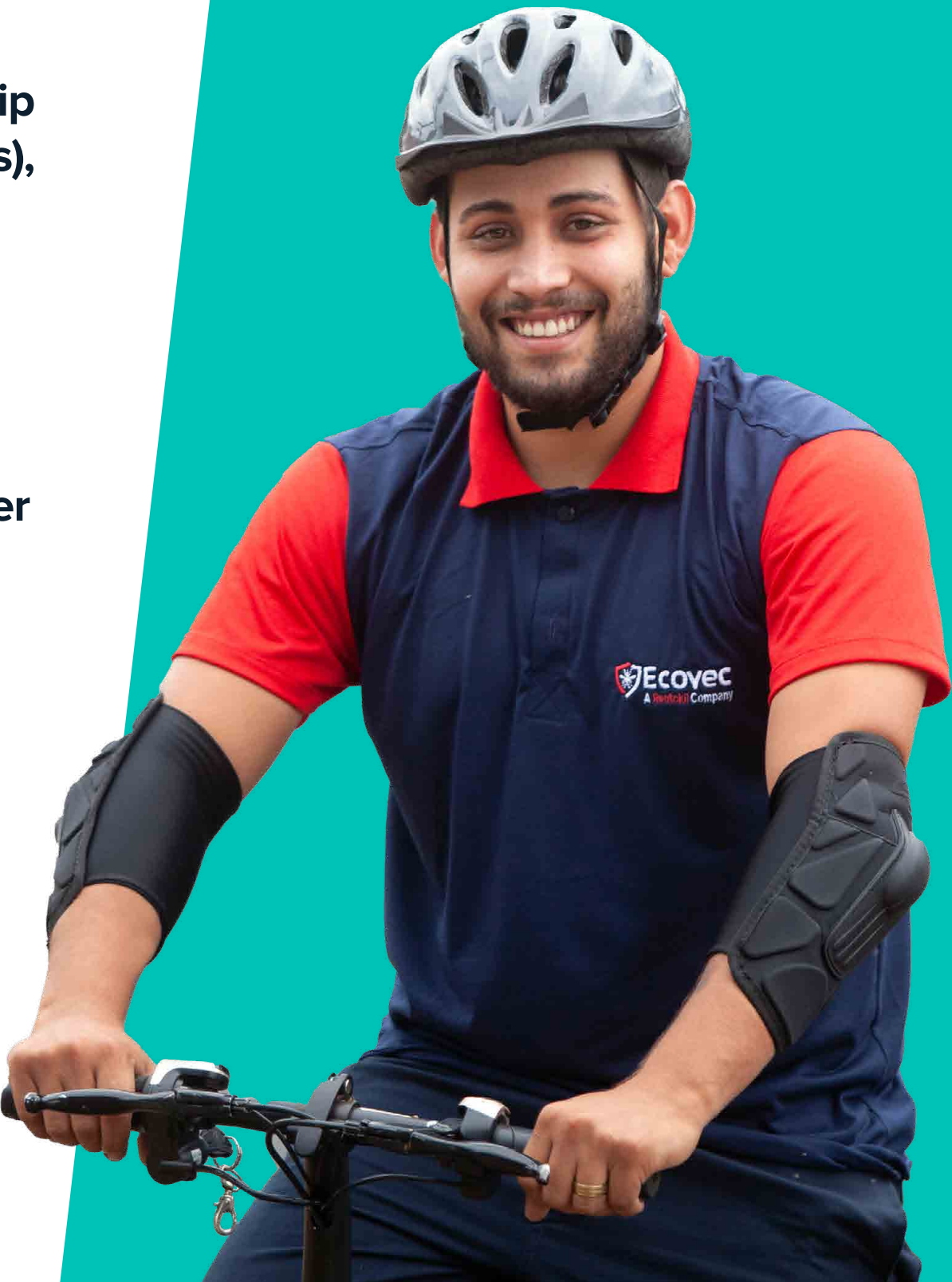
- ✓ **The Company was 7th in the 2021 Hampton Alexander Report (9th in 2020) in the FTSE 100 for the gender diversity of our Board and senior leadership. In 2021, the Rentokil Initial Plc Board was 37.5% female (50% in 2020, 43% in 2019, 33% in 2018 and 25% in 2017). We were placed 44th in the 2022 FTSE Women Leaders Review (FTSE 100)**
- ✓ **Similarly, in the most recent update to the Parker Review, 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. Currently 25% of Rentokil Initial’s Board is ethnically diverse**

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.

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 colleagues), as of 31 December 2021 is 30% female**
- ✓ **We have focused extensively on developing talented women in Rentokil Initial and in 2021 held an event specifically for the women in our talent pool to meet and network with a member of our Board, under the existing RI Women’s Mentoring Programme**
- ✓ **In 2021, we again reported that we have no gender pay gap in our UK-based business**

A key strategic aim of Rentokil Initial is to be a world-class employer of choice, able to attract, recruit, and retain the best people from the widest possible pool of talent.



DE&I: Diversity, Equality and Inclusion

DIVERSITY, EQUALITY & INCLUSION continued

GENDER PAY GAP REPORT

In April 2021, we continued to report no material gender pay gap between men and women, with a median of -3% and a mean -11%, which is significantly better than the UK average of 15.5% reported by the Office for National Statistics.

🖱️ [Our reports are available here](#)

LEADERSHIP ETHNIC DIVERSITY

While gender is one aspect of diversity, we have also 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 2021, 20% of our senior leaders are defined or self-identify as people of colour, which is consistent with last year.

We believe we still have more to do, and this will be a key focus for us moving forward. We have already begun to take action to this end, for example:

- In June 2021, we reviewed and updated our Group Diversity, Inclusion & Equality Policy to further strengthen our focus on equality.

🖱️ [This policy can be found here](#)

- The RI Careers portal has been reviewed and updated to ensure it accurately reflects the diversity of our workforce, supporting our aim to attract candidates from the widest possible pool of talent
- We have increased communications on diversity and equality to all employees from the executive leadership team and have executive board-led Town Halls and listening events throughout 2021 to hear views from employees directly

DEVELOPING OUR LEADERS

In 2021, the Company rolled out a global diversity, equality and inclusion programme for all middle and senior management across the world. The programme consists of two separate, four-week modules that all leaders participate in: Include and Decide. The Include module supports leaders in learning how to foster inclusive environments in their team and the Decide module equips leaders to learn about bias and how to mitigate it.

By the end of 2021, 1,000 leaders globally had participated in the programme and this rollout will be extended in 2022. Initial feedback has been very positive, with 89% of direct reports to those leaders that have been through the pilot, reporting seeing positive behaviour change since their leader participated in the programme.

2021 DIVERSITY SURVEY

In addition to the new upskilling programme, the Company's first diversity survey was carried out amongst 1,800 managers during the year. Key questions above the High-Performance (HP) company norm included:

- My manager treats all colleagues fairly, regardless of their backgrounds: 11% above the HP Norm
- I am given opportunities to grow and develop in my current role: 8% above the HP Norm
- I feel like I really belong at this company: 6% above the HP Norm
- My opinions matter: 4% above the HP Norm
- I am treated with respect as an individual: on the HP Norm at 91%

AGE, SOCIAL MOBILITY, AND FAIRNESS

- Across most questions, scores were higher by age. The average score for under 30s was 75% Favourable vs 87% Favourable for colleagues in their 50s
- Whether colleagues had been to university or not, there were very similar scores for the questions around 'opportunities to grow and develop in my current role' and 'equal opportunities'. The average of all questions for those with or without a university education was just 1%
- 97% of colleagues responded favourably or neutrally to the question 'my manager treats all colleagues fairly, regardless of their backgrounds'

GENDER DIVERSITY

	2021* %		2020* %		2019* %		2018* %		2017* %	
	Total	Female	Total	Female	Total	Female	Total	Female	Total	Female
Board	8	37.5%	8	50%	7	43%	10	33%	10	33%
Executive leadership	12	8%	13	8%	13	8%	10	10%	10	10%
Management**	119	29%	151	30%	118	28%	74	30%	79	27%

* 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.

ETHNIC DIVERSITY

	2021	2020	2021	2020
	White		Not White	
Board	75%	87%	25%	13%
Senior leaders (ELT & direct reports)	80%	79%	20%	21%

?

ELT: Executive Leadership Team

TRAINING & DEVELOPMENT

Nurturing expertise.

As part of our ambition to be both a world-class services company and a world-class employer of choice, throughout 2021 the Company has continued to invest significant focus and resources globally in the learning and development of our colleagues.

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.

+500

Items of training content
developed in 2021

4.3m

Number of online training
content views in 2021

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 27% of all content views in 2021 being delivered via a mobile device, supporting our strategy to provide training and knowledge to colleagues at the point of need. The majority 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 2021, our team produced over 500 pieces of digital training content covering topics such as health and safety, customer care, mental health and wellness and our DE&I agenda. We are continually working to ensure that our training content remains relevant and engaging for our workforce and, importantly, enables our front-line colleagues to access learning in an agile way when working in the field and servicing customers.

As a result, our usage of U+ in 2021 accelerated markedly with 4.3 million total content views (3.2 million in 2020, a 34% increase). This equates to an average of 107 content views per colleague throughout 2021, up from 79 views per colleague in 2020 (an increase of 26%) with each colleague completing a U+ training course on average every two working days during 2021.

The most viewed items were the 'Pink Note Awareness Training' on health and safety and our company's 'Code of Conduct'. Our 'Pink Note Awareness Training' governs activities relating to technical processes including, for example, the use of chemical products, or conducting services on aircraft. These are prohibited unless approved in line with the Pink Notes, which detail the risks and relevant operational issues, set out the internal approvals required before proceeding, and link to more detailed operational procedures for carrying out the activities themselves.



DEVELOPING MANAGER CAPABILITY

In 2021, we further built on our successful implementation of virtual classrooms in 2020 to launch a virtual leadership development programme across the globe called Leading the RI Way (LRIW). This programme was aimed at our line managers and was tied to our six leadership competencies, with 458 leaders attending at least one of the programme's modules. Feedback from colleagues who have attended the programme has been extremely positive with over 90% of courses scoring 100% on the question 'I would recommend this course to others'.

TALENT PIPELINE OF FUTURE LEADERS

In 2021, the Company 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. This is particularly key for our operational leadership roles, where we believe having leaders who have strong knowledge and deep experience of our business, customers and colleagues brings us a competitive advantage. Where necessary, we supplement our internal development and promotion activity with key external hires to bring in new expertise and innovation, create diversity and raise the bar on our internal capability.

TRAINING & DEVELOPMENT continued

As a result, we have an experienced and established management team in place across the Group, with 79% of senior managers having been in their 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 those who have been appointed to their current role in the last two years, 40% of these have been internal appointments.

Since 2017, we have run several global and regional talent pools, which are now made up of around 350 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 82% of the participants in our global talent pools prior to 2021 having been promoted to more senior roles since 2017. Our 2021 talent pools already have a promotion rate of 48% despite participants only having been in the programme for less than a year.

As a result, our overall executive succession picture has maintained its high level of successors over the last 12 months with 91% of ELT and SLF roles now having a named near-term internal successor (94% in 2020 and 84% in 2019). 62% of the individuals named in our 2021 succession plans are participants in one of our global or regional talent pools.

OPPORTUNITIES FOR YOUNG PEOPLE

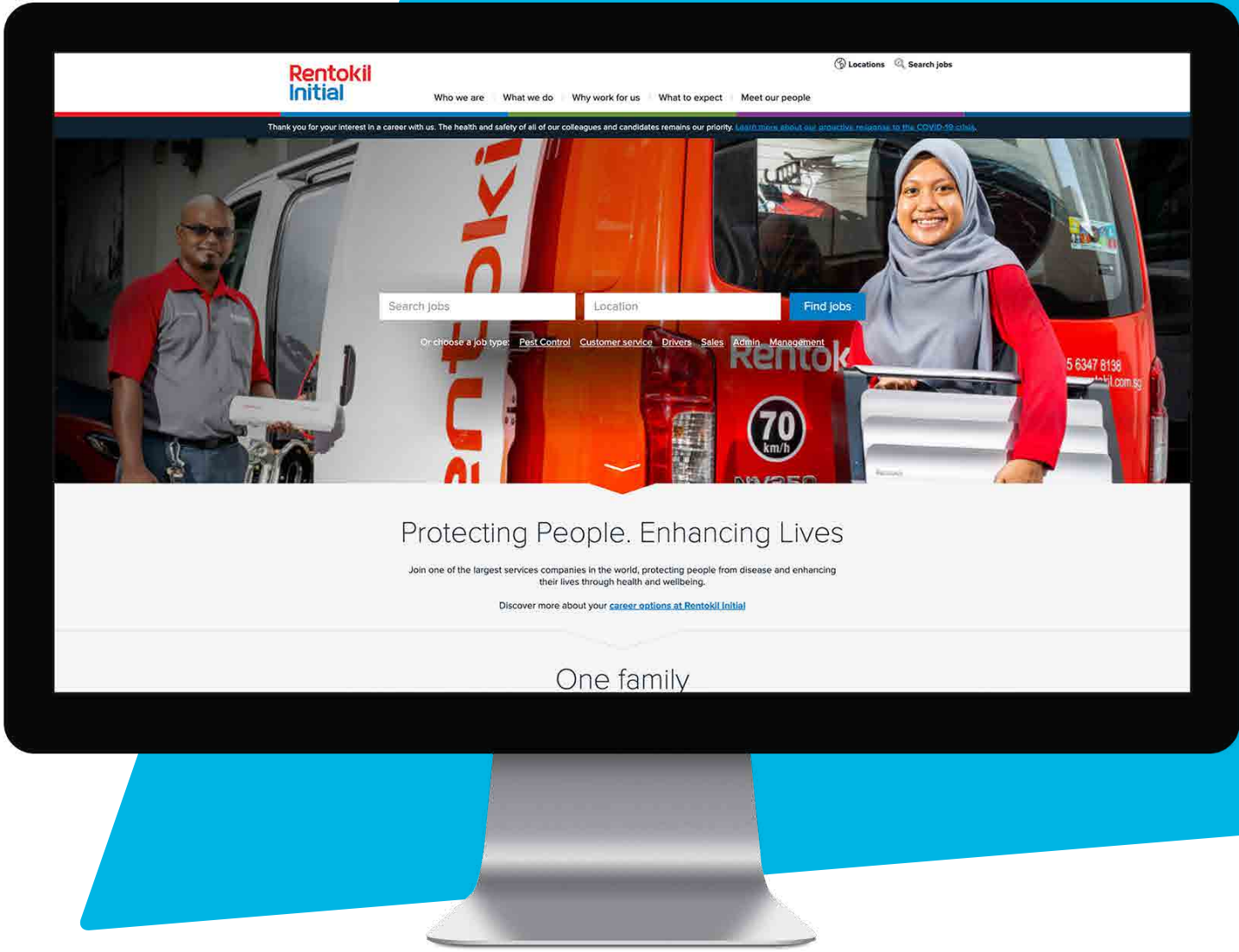
The Company has a long track record of recruiting, developing and promoting graduates and apprentices across the organisation to support their careers and build our future pipeline of leadership and specialist talent.

During 2021, we 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 which continues to be a success.

Our Group Corporate Graduate Scheme focuses 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. Our latest graduate intake started in September 2021, 44% of which are ethnically diverse and 66% are female.

We supported the UK Government’s Kickstart scheme – for 16-24 year olds on universal credit – in 2021 with our first recruits.



ATTRACTING TALENTED PEOPLE

A key element of our ambition to be a world-class employer of choice is our ability to attract and recruit the right people, where and when we need them.

Career+ is our new job alert and referral platform where we communicate our career opportunities across the Company and beyond by enabling our colleagues to refer and share our vacancies easily across their own networks and via social media or apply for the roles directly. In 2021, as we began to roll this out, we have hired nearly 500 people and generated 15,000 applications from 64,000 job shares.

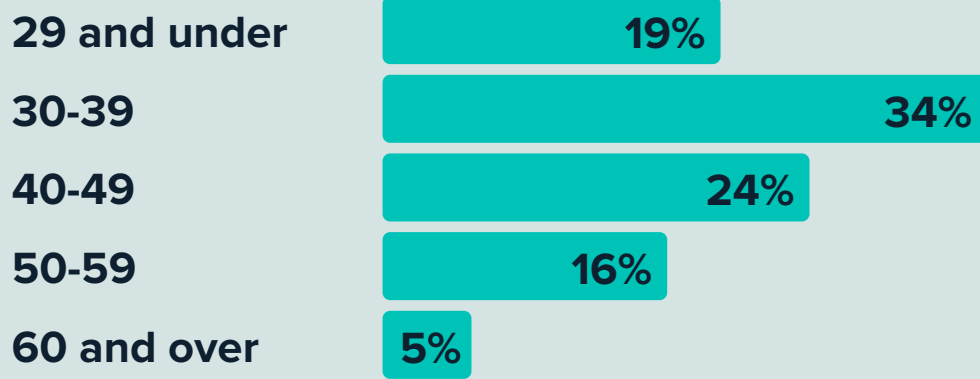
Our dedicated Careers Portal is the place to go for details of our latest vacancies and provides details of what people joining Rentokil Initial can expect from the Company and its culture.

Visit our Careers Portal at <https://careers.rentokil-initial.com/>

Generations at work.

Colleagues aged under 40 years now represent over half 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 2021.



ELT: Executive Leadership Team
SLF: Senior Leadership Form, replaced as of 1 January 2022 with the Group Leadership Forum

COLLEAGUE ENGAGEMENT

COLLEAGUE ENGAGEMENT

Listening to the opinions of our colleagues will always be an important part of our culture. Our ‘Your Voice Counts’ survey provides all our colleagues a confidential opportunity to give feedback on workplace culture, leadership, customer focus, development, and line manager performance.

With a record high response rate of 91%, we maintained high levels of colleague engagement (80%) and colleague enablement (83%) and 25 of the 43 questions saw improvement in their scores over pre-pandemic 2019 levels.

Strong improvements were made with colleagues feeling informed about news concerning the Company and the Company’s overall direction (both up 4% versus 2019). We were particularly proud to note that our scores for equal opportunities scored 10% higher than the global High-Performance norm of leading companies. Areas of focus moving forward include career opportunities and greater coaching by managers.

Over 3,000 senior leaders and local managers received a dedicated report to engage their teams with comparisons to the global and country norms, and survey-on-survey trend.

Significant improvements survey-on-survey include the following:

- Company has clear sense of direction: +4%
- My manger keeps me informed: +4%
- Tools and equipment to do my job: +4%
- Collaboration: +3%
- Line Manager Index: +3%
- Treated with respect as an individual: +3%

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.

COLLEAGUES					
Indicators	2021	2020	2019	2018	2017
Survey response rate	91%	Two-year cycle	90%	Two-year cycle	87%
Colleague enablement	83%*		83%*		78%
Colleague engagement	80%*		81%*		77%

* Slightly revised questions in 2021 to be more focused on intent to stay, colleague satisfaction and authority. 2019 recalculated for consistency.

SUPPORTING WELLBEING & MENTAL HEALTH

We support and help our colleagues to maintain health and wellbeing through a number of initiatives and specific awareness campaigns. An enhanced colleague wellbeing strategy has been launched 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 and 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

Colleagues also have access to 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.

We have appointed and trained mental health first aiders.

COLLEAGUE SUPPORT FUND

We recognised that COVID-19 created many challenges for our colleagues and their families, so a Colleague Support Fund of c.£450,000 was established. Funds from Rentokil Initial Cares, our charitable fund, together with a voluntary salary waiver by the Chief Executive of 65% of his 2020 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 across 2020, were used to support colleagues. In 2021, this assistance was continued with £200,000 having been spent to address the hardships our colleagues faced as a result of the ongoing pandemic, principally in South Africa, India, Indonesia, and Vietnam.

ENVIRONMENT

Delivering net zero
carbon emissions
by 2040.

INSIDE THIS SECTION

Our approach	21
Accreditations & certification	23
Our environment plan	24
Transition to net zero	26
Environmental metrics & targets	29

OUR APPROACH

Our journey to net zero emissions is not only the right thing to do for society, but it is also the right thing for our business.

All of our stakeholders support our environmental ambitions, and we are committed to achieving net zero emissions from our operations by the end of 2040. 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. Our environment plan was developed in 2020 and is being delivered through our country operations. This is built on three pillars: Sustainable Solutions, Sustainable Operations and Sustainable Workplace. Within these three broad areas are eight specialist workstreams, but key to our success are the local action plans being undertaken across our Group.

This strategy steers our pathway to net zero carbon emissions from our operations by the end of 2040. Key elements of the transition plan are underway including our transition to an ultra-low emission fleet, and the reduction in our energy emissions by moving to renewable property energy.

In addition, our pathway to net zero includes a review of 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. More sustainable alternative treatments are actively being piloted and investigated.

Several other initiatives are also underway, for example, taking actions to reduce our waste to zero. Our Pacific region has implemented a regional action plan for battery and aerosol recycling, resulting in 40 tonnes of batteries and other waste recycled to date, and diverted from landfill sites across the Pacific. This follows on from the success of our European battery recycling initiative that now sees 50% of all batteries in the region recycled.

To support the implementation of our plan we have created working parties around some of the key areas, including:

- ✔ **Global Sustainability Mobility Forum** – meets bi-annually, with colleagues around the world sharing case studies of best practice, providing updates on electric vehicle readiness and product deployment strategies; and

- ✔ **Sustainability Forum for Plastics** – a Company-wide team working to develop and implement plans to reduce the usage of virgin plastic products throughout our business, it shares ideas and knowledge both internally and with suppliers to encourage them to reduce their own plastic consumption

Executive compensation is linked to sustainability, and as with the 2019 and 2020 Performance Share Plan awards, 2021 also had 5% of the payment subject to environmental improvement, based on Vehicle Fuel 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.

The Company has an established policy 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.

?

TCFD: Task Force on Climate-related Financial Disclosures

SASB: Sustainable Accounting Standards Board

SDG: UN Sustainable Development Goal

ESG: Environment, Social and Governance

The Chief Executive has Board accountability for responsible business delivery, as well as engagement with our wider stakeholder groups. The Company’s Environment Action Plan Coordinating Group includes relevant ELT members and functional specialists.

This year, in addition to our independent accreditations such as the Dow Jones Sustainability Index, we have again reported 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).



13 CLIMATE ACTION

25%

Improvement in carbon emissions efficiency since 2017

📄 See page 29

* Replaced by the Group Leadership Forum, as of 1 January 2022.

OUR APPROACH continued

Our plan is underpinned by a robust commitment to stakeholder engagement which will ensure, in particular, that our colleagues are involved, informed, and given the opportunity to put forward their own ideas. For the first time in 2021 questions around our environment activities were included in the Your Voice Counts all-colleague survey, giving us a better understanding of the views of our colleagues on our commitments and efforts towards our climate targets. These questions found that, after the first year of executing our plan, among our colleagues:

- ✓ **85% agreed that the Company delivers products and services responsibly and sustainably***
- ✓ **85% agreed that the Company is making the right decisions to ensure we operate as an environmentally friendly business***
- ✓ **78% agreed the Company is committed to reducing carbon emissions from its operations***

This year, Rentokil Initial commissioned an external specialist to conduct a Physical Climate Risk Assessment. The study covered the New York and Los Angeles Metropolitan Statistical Areas (MSAs), as well as specific reviews of each of the 33 facility locations located within them. This study analysed both the physical climate risks, and the scenario analysis, projected changes in climate variables assessed to help inform strategic plans. The physical risk survey was conducted across 16 climate risk areas. Further details can be found in the Company's Task Force on Climate-related Financial Disclosures (TCFD) report, which can be found on pages 58 to 65 of the Annual Report.

* With just 3% disagreeing.

The Chief Executive's Environmental Awards 2021.

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. We also celebrate success and have launched our dedicated Chief Executive's Environmental Awards to recognise positive achievements:

ENVIRONMENT CHAMPION: COLLEAGUE AWARD

✓ Laura Krell, MD of our Uruguay business

Promoting an environmental culture for over 25 years, Laura has supported the development of a bioremediation product, now used in more than 5,000 homes; sustainable integrated pest management is promoted throughout the business; and Laura has also created a multidisciplinary non-profit organisation dedicated to building awareness in schools about water and energy efficiencies and diseases transmitted by pests.

ENVIRONMENT CHAMPION: COUNTRY AWARD

✓ Rentokil Singapore

Along with its own excellent record of good environmental management, it is actively encouraging its customers to choose more environmentally friendly solutions. Sales of the In2Care environmentally friendly mosquito trap increased by 73% and Rat Riddance by 224% compared to 2020.



ENVIRONMENTAL INITIATIVE OF THE YEAR

✓ Netherlands Pest Control

Is actively reducing its CO₂ footprint by transforming its fleet to electric. All options for new mobility are being considered including electric bicycles, mopeds and pedestrian alternatives.

ACCREDITATIONS & CERTIFICATION

ACCREDITATION & MEMBERSHIPS

This year the Company has received accreditation and membership of the Dow Jones Sustainability Europe Index and World Index and scored 75% for climate strategy (86 percentile) and 72% for operational eco-efficiency (82 percentile). Based on our performance, we qualified for inclusion in S&P Global's Sustainability Yearbook 2022, as a Yearbook Member. Of the 7,500 companies assessed in the 2021 Corporate Sustainability Assessment (CSA), only 716 companies with top scores made it into the Yearbook this year.

For its submission to the 2021 Carbon Disclosure Project index, the Company improved its position from 2020 to be ranked C this year. Rentokil Initial is an ongoing member of the FTSE4Good Index. OpenCorporation placed the Company tenth in their 100 leading companies listing. Vigeo Eiris ranked Rentokil Initial third out of 103 companies in Business Services and 66th in the overall assessment of all 4,963 companies. As of 31 December 2021, 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 maintained) and as 'low risk' for ESG by Sustainalytics.

Environmental certification:

24 of our business operations have environmental management systems certified to ISO 14001, representing around 13.5% of Group revenue in 2021.



Eco-Label:

The Company's Eco-Label range of soaps and washroom equipment is designed to ensure customers have environmentally accredited products, delivering reduced environmental impacts. We also have 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.

Planet Mark:

In 2020 Lumnia, the world's first range of fly control traps to use patented LED lighting technology rather than traditional fluorescent tubes, received certification from Planet Mark. The certification confirmed that the product uses 62% lower carbon emissions as well as removing mercury from the waste stream. We also received The Queen's Award for Enterprise: Innovation for the development of this sustainable product.



Eco-Label: This certification means that our soaps don't contain microplastics, come in recyclable packaging and have a smaller carbon footprint.

Planet Mark: Planet Mark is a sustainability certification for every type of organisation and for real estate.

Member of
Dow Jones
Sustainability Indices
Powered by the S&P Global CSA



FTSE4Good

MSCI
ESG RATINGS



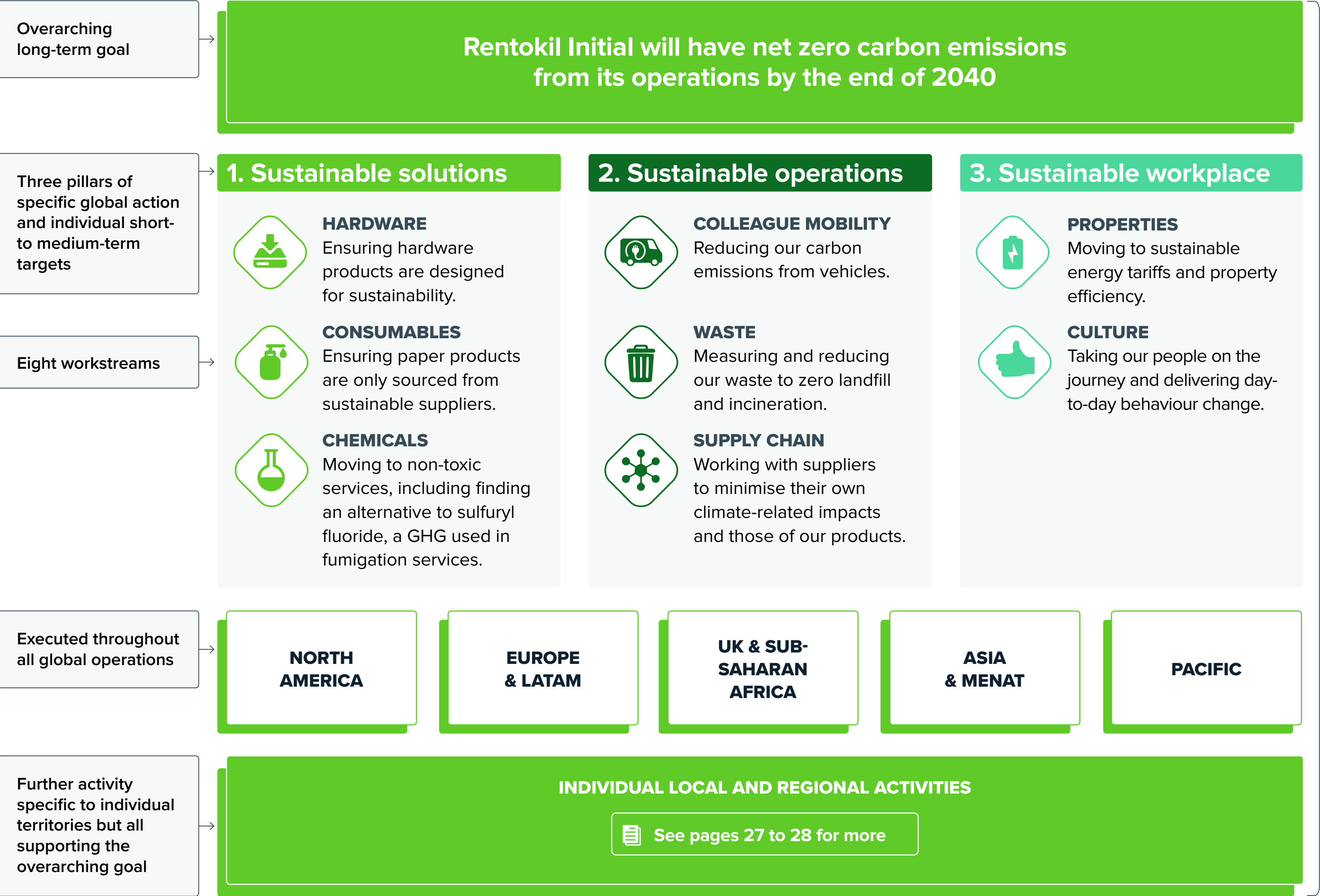
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OUR ENVIRONMENT PLAN

Summary of our environment plan.

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



Creating value for our stakeholders:

- ▶ Customers
- ▶ Colleagues
- ▶ Suppliers and partners
- ▶ Shareholders
- ▶ Communities

OUR ENVIRONMENT PLAN continued

Examples of activities in our 8 workstreams.



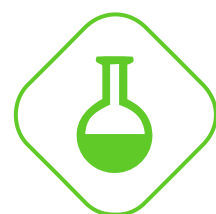
HARDWARE

- Leading our industries with the most environmentally friendly range of products and services, supporting our customers' own environmental ambitions
- Introducing new products made from recycled materials



CONSUMABLES

- Ensuring that paper products have come from sustainable sources
- Changing the types of chemicals we use to more environmentally friendly alternatives



CHEMICALS

- Reducing and eventually removing the use of pesticides and insecticides
- New, more sustainable fumigation solutions



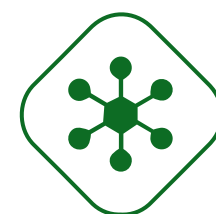
WASTE

- Reducing to zero the waste we send to landfill or incineration
- Reducing packaging: Move to 100% reusable or recyclable



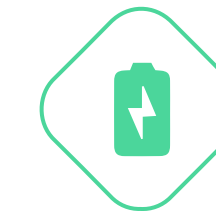
COLLEAGUE MOBILITY

- Transitioning to a low emission (EV) fleet
- Reducing mileage – utilising route planning tools and building customer density



SUPPLY CHAIN

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



PROPERTIES

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



CULTURE

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

TRANSITION TO NET ZERO

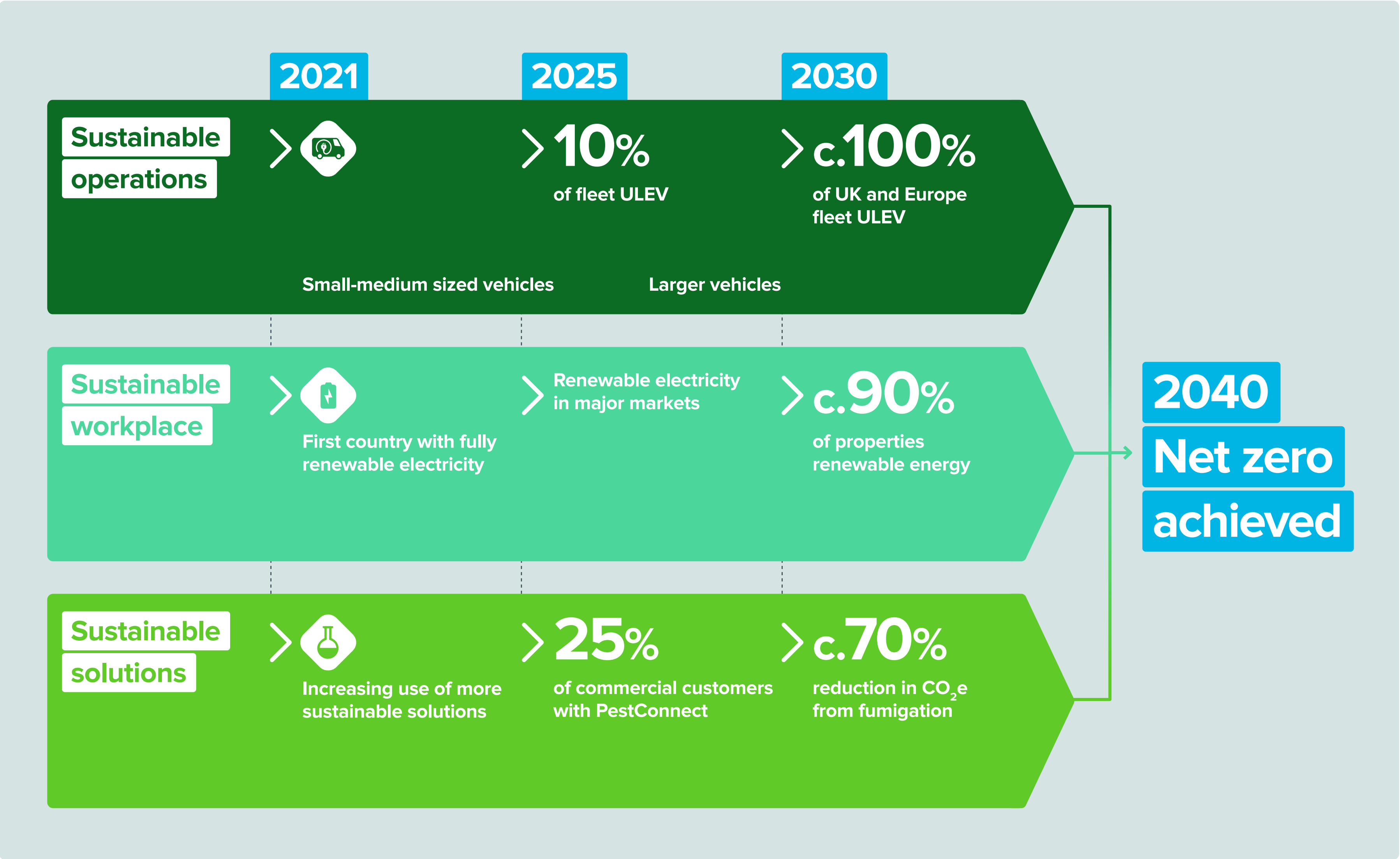
From our overarching environment plan comes our pathway to net zero carbon emissions.

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 electricity in our properties. 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 88 countries, including many emerging markets. But we have seen a new level of energy and innovation across the world as we strive to be a leader in environmental sustainability.

We continue to analyse our markets and develop our plans locally, in 2021 we enhanced our data collection through the roll-out of a new Group-wide system. We update our plan annually to reflect our progress and latest market insight.

? **ULEV: Ultra Low Emissions Vehicle**



TRANSITION TO NET ZERO continued

Progress on our transition to net zero.

Whilst 2021 continued to be influenced by the impact of the pandemic, with our priority of keeping colleagues safe, our environmental agenda continued to make progress as countries continued to develop and implement their plans. Across the business there is a high level of focus and energy behind this programme.

Rentokil Initial is a member of EV100 – a global initiative bringing together companies committed to accelerating the transition to electric vehicles.



Here are some examples of initiatives and performance in 2021 against our transition plan to net zero.



COLLEAGUE MOBILITY

As a route-based operating company, colleague mobility is a material source of our carbon emissions.

- ✓ Our goal is to have a 100% ultra-low emission vehicle (ULEV) fleet by 2040
- ✓ We have set an initial goal of transitioning 10% of our fleet to ULEVs by 2025

As part of this approach, we undertook a number of pilots in 2020 and this year commenced our transition plan with 177 ULEVs in our fleet of electric vehicles. This transition will accelerate in 2022 and we will be capturing the emissions associated with our ULEV fleet to include in our reporting going forward.

Vehicle fuel efficiency has improved by 16.6% over five years.

We continue to monitor changes in local regulations regarding the emissions of vehicles:

- **Paris:** Banning diesel engines from 2024, petrol by 2030
- **Norway:** Banning internal combustion engines (ICE) by 2025
- **UK:** Final sales of ICEs from 2030, hybrids from 2035
- **Sweden, Netherlands, Denmark & Ireland:** 2030 ICE ban

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 and this includes monthly updates across our key 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.

Taking action

- **UK:** Detailed analysis of our fleet using telematics data – shows customer routes and daily mileage. We have targeted 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. Between 2017 and 2021 there has been a 5.3% reduction in average CO₂ emissions of vehicles across our UK fleet.



PROPERTY ENERGY

Rentokil Initial has around 1,000 properties in its 88 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 58%. Across the Group we are also moving paper-based processes online.

In 2021, three countries operated green or renewable electricity provision tariffs that meet GHG standards and have certified lower emissions factors – Italy, Australia and the UK.

+16.6%

Vehicle fuel efficiency has improved by 16.6% over 5 years.

Taking action

- **Italy:** Installation of LED lights, as well as motion sensors, has reduced the electricity consumption from lighting by 47%, saving 27 tonnes of CO₂e a year. Italy has moved to 100% renewable contracts
- **Pacific:** Regional offices in Australia have now switched to 100% renewable contracts
- **India and South Africa** are conducting discussions with energy suppliers as to the availability of renewable energy supply. Although opportunities are limited, some regional locations have been able to transition. Continuing short-term focus will be on reducing energy consumption in these countries, as well as investigating on-site options (e.g. solar)
- **North America:** As the second largest source of our energy consumption (24%), moving to renewable sources here is a priority. A consultant has been appointed to identify opportunities to switch to renewable energy sources. The information gathered will be used to develop a short to mid-term plan (2022 to 2025)



ICE: Internal Combustion Engines

TRANSITION TO NET ZERO continued

Progress on our transition to net zero continued



WASTE

Rentokil Initial is committed to reducing the environmental impact from waste and is continuing to make steps in this area towards our goal of 100% of waste material to be reused, recycled or repurposed for energy by 2035. At the same time, we have put in place plans to improve waste measurement across our major markets.

Taking action

- **Europe:** 70% of European waste disposal is now taking place via sustainable routes. Work towards increasing our rate of recycling is progressing positively in all markets
- **Belgium:** 100% of Belgian waste disposal takes place through sustainable means
- **France:** In 2021, 570 tonnes of textiles have been diverted from landfill and recycled into thermic sound insulation
- **Italy:** 100% of cottons rolls are now sold at the end of their life to be reused and act as raw material for a company producing rags
- **North America:** 63% of country waste is now being captured, with 12% (214 tonnes) being recycled. Efforts to reduce waste is limited by the number of disposal options available, with many locations having the options of two bins, landfill or recycling. 36% of sites now have recycling bins and we are looking to increase that number in 2022

- **Pacific:** Recycling volumes have increased by 43% (24 tonnes), with 52% of batteries being recycled. Significant growth in our hygiene and medical sectors present a challenge, as both have limited disposal options compared to regular waste. Enquiries around sustainable options are taking place, with the ability to take better measurements being set up for 2022.

 Please see page 31 in the environmental metrics and targets section for a breakdown by country of our segregated waste performance.

570 tonnes

Of textiles in France have been diverted from landfill and recycled into thermic sound insulation



ENVIRONMENTAL METRICS & TARGETS

Environmental performance in 2021.

OUR METRICS AND TARGETS

For over 15 years, we have published our emissions data and we continue to improve the quality of our environmental reporting. To this end we will be introducing a new technology platform in 2022 to capture the wide range of safety, health and environmental data.

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, which we achieved a year early.

In addition, as our data capture becomes more robust, we have included emissions from aviation fuel used in large-scale vector control aircraft in the USA. Our emissions are derived from the use of energy in our properties and vehicles, and through the use of chemicals in fumigation projects.

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 emissions per tonne of product processed
- Waste reduction in our French Workwear plants

📄 See pages 30 and 31

BUILDING ON OUR CURRENT REPORTING

This year we have started a programme to expand our data collection around our value chain (Scope 3) including waste, business travel and our European logistics. This will be further improved in 2022 with the introduction of a new technology platform, to capture a wide range of safety, health and environmental data. This year we have also extended our reporting as part of our approach to measuring our performance against our net zero plan.

This new reporting includes:

- European waste
- Business flight travel
- Transport and Distribution emissions
- Ultra-low emission vehicles across our fleet
- Renewable property energy

CARBON EMISSIONS EFFICIENCY INDEX

Our five-year index of intensity values has improved by 25% over five years (see below).

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 of the end of 2021 this index had reduced by 14.4% and, once the impact of our renewable contracts is included, this equates to a 14.9% reduction, since 2019.

Emissions have been calculated in line with the GHG Protocol Corporate Reporting Standard, and the absolute values of tonnes of CO₂e is calculated using the UK Government’s 2021 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.

ABSOLUTE EMISSIONS

Our absolute emissions figures have increased in 2021 reflecting the 52 acquisitions made this year, which has contributed to an increase in fuel usage. In addition, as our data capture becomes more robust, we have included emissions from aviation fuel used in large-scale vector control aircraft in the USA.

14.9%

Efficiency improvement as at the end of 2021, against our target of 20% by 2025

The table below shows our five-year index of intensity values – which have improved by 25% over five years.

The table on the following page 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).

	2021	2020	2019	2018	2017
Index of energy and fuel derived CO ₂ e emissions at CER per £m of revenue	75.05	75.36	87.75	87.04	100

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

ENVIRONMENTAL METRICS & TARGETS continued

ABSOLUTE VALUES OF ENERGY AND FUEL-DERIVED EMISSIONS – tonnes of CO₂e

Type of scope	2021	2020	2019	2018	2017
Total Scope 1	184,438	170,655	176,599	160,024	164,745
Total Scope 2	15,622	15,581	17,289	16,282	17,513
Total Scope 3	48,289	43,262	44,094	40,255	39,905
Total outside scope	7,299	5,787	5,122	5,238	5,084
Total – all scopes and outside scope	255,648	235,285	243,104	221,799	227,247
Total Scope 2 market-based emission reduction	(1,292)	0	0	0	0
Total – all scopes and outside scopes (once market-based emissions deducted)	254,356	235,285	243,104	221,799	227,247

Scope 1 – emissions from our vehicles and the operation of our facilities, with the majority of emissions derived from the use of petrol and diesel across our fleet, with a small amount of gas, fuel oil and LPG. For the first time Scope 1 also includes emissions from aviation fuel used in large-scale vector control aircraft in North America (covering 2019 – 2021).

Scope 2 – emissions are derived from the purchase of electricity, reported using location-based emission factors. For the first time we are able to include reductions from our first renewable energy electricity contracts.

Scope 3 – Transmission & Distribution (T&D) and Well to Tank (WTT).
Total outside Scope – biogenic emissions.
Total – all scopes and outside scopes – consolidation of all the above scopes with no emissions deducted for renewables, to allow for direct comparisons across the five years.

Market-based emissions (deductions) – emissions deducted under the renewable electricity contracts we have implemented in the UK, Italy and Australia.

TOTAL ENERGY (MWh)

ENERGY 2021

ENERGY 2020

ENERGY 2019

Source of energy	Group	UK & offshore	Group	UK & offshore	Group	UK & offshore
Scope 1 – energy consumed from combustion of fuel or the operation of a facility	811,963	77,601	744,402	82,350	760,926	81,524
Scope 2 – energy consumed resulting from the purchase of electricity	47,236	5,377	47,366	4,194	51,522	4,438
Total	859,199	82,978	791,768	86,544	812,448	85,962

Total energy – includes all activities for which the Company is responsible, as detailed in Scope 1 and 2. The energy consumption is calculated using electricity purchased (kWh) and fuel volumes converted to kWh using the UK Government GHG Conversion Factors for Company Reporting, presented in MWh.

UK AND GLOBAL ENERGY CONSUMPTION

In 2021, UK emissions accounted for 23,822 tonnes of CO₂ (2020:25,056) representing 9.3% of global emissions. Global energy consumption was 859,199 MWh with the UK representing 9.7%.

FUMIGATION

In 2021, we have continued to invest in finding alternatives for the chemicals used in fumigations, as well as preventing them from getting into the environment post treatment, whilst ensuring quality of service is maintained. Several key sites were identified to conduct trials in 2021, with regional reduction paths agreed across the Company. These changes are dependent upon local regulations regarding fumigation treatments, and we shall continue to work with local authorities in this area. We have committed to a 70% reduction by 2030. Absolute emissions derived from the use of sulfuryl fluoride (a fumigant) were 792,744 tonnes in 2021 (2020: 814,670 tonnes*, 2019: 548,449 tonnes, 2018: 363,339 tonnes; 2017: 481,390 tonnes).

ECO-EFFICIENCY INDICATOR – VEHICLES

	2021	2020	2019	2018	2017
Index of vehicle energy consumption – thousand litres per £m turnover at CER	83.4	84.2	94.4	93.9	100

VEHICLE ECO-EFFICIENCY

Vehicle fuel efficiency has improved by 16.6% since 2017, through a continued focus on vehicle efficiency practices across the global fleet.

Vehicle emissions represented 85% of the Company’s energy derived emissions in 2021.

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.

PROPERTY ECO-EFFICIENCY

Over the last few years, the Company has consolidated its property portfolio through co-location, resulting in a 58% improvement in property energy efficiency since 2017.

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

ECO-EFFICIENCY INDICATOR – PROPERTIES

	2021	2020	2019	2018	2017
Index of property energy consumption – thousand kWh per £m turnover at CER	42.1	41.5	55.1	60.6	100

* The increase in the previously reported figure for 2020 was the result of an acquisition where its usage had not been included.

ENVIRONMENTAL METRICS & TARGETScontinued

WORKWEAR ECO-EFFICIENCY

In 2021, several Workwear plants in France saw an overall increase in the volumes of products processed, as well as a change in product mix during 2021. This change in product mix required higher energy and water consumption in the washing process for certain products processed.

Responsible practices at our French Workwear plants, include:

- Management 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.96% 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

DEVELOPING OUR REPORTING

Throughout 2021 we have worked to gather greater detail from our suppliers as part of our continuing journey to understand the impact of our supply chain. This has initially focused on our European waste, business travel, and transport and distribution. In 2022, we will look to expand these areas further.

EUROPEAN WASTE DATA

This year we have included data from a number of our major European operations, having collected waste data against recognised European waste codes. In 2021, 70% of our waste was disposed of in a sustainable way. Where individual countries' non-sustainable percentages are lower, it is due to the limited availability of sustainable waste disposal options in the specific country (see chart, right).

BUSINESS TRAVEL

2021 is the first year we have collected data on our business flights, with data collected from 2019 for four of our five regions. In 2022, we shall work to capture data for our remaining region with the aim to include this in our journey to expand our supply chain reporting.

Our flights across the Group for both 2021 and 2020 are considerably down on 2019 as a result of reduced business travel during the COVID-19 pandemic. We intend to use the lessons learnt from working using greater technology through the restrictions, to continue to limit air travel where practical, through the use of cloud platforms and virtual meetings.

TRANSPORT & DISTRIBUTION

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. This is the first year we have collected information for our transport and distribution, with emissions data obtained for the logistics in relation to our European central warehouse from two of our suppliers. In 2022, we will look to expand on this information through the collection of data for our UK logistics operations as well.

This data was provided by our transport and distribution suppliers, who calculated the emissions figures internally using Handbook Emission Factors for Road Transport (HBEFA) conversion factors.

WORKWEAR INDICATORS	2021	2020	2019	2018	2017
Kilograms of CO ₂ emissions per tonne processed	286.03	272.65	271.71	267.82	266.80
Water usage per unit washed – litres used per kilogram	10.20	9.90	9.54	9.70	9.07

WORKWEAR WASTE	2021	2020	2019	2018	2017
Recycling*	53%	32%	24%	33%	45%
Recovery – Energy	29%	26%	30%	12%	9%
Landfill	14%	24%	30%	39%	23%
Incineration	4%	1%	16%	16%	23%
TOTAL (tonnes)	2,076	1,232	1,899	1,487	1,685

Country	WASTE DISPOSAL	
	Non-sustainable	Sustainable
Belgium	0%	100%
France (exc. Workwear)	21%	79%
Germany (exc. Medentex)	3%	97%
Italy	8%	92%
Netherlands (exc. Medentex)	3%	97%
Portugal	74%	26%
Spain	61%	39%
Medentex (dental waste)	0%	100%
Overall split	30%	70%

BUSINESS TRAVEL – FLIGHTS	2021	2020	2019
Tonnes of CO ₂ emissions (inc WTT)	1,375	2,446	9,002

TRANSPORT AND DISTRIBUTION	2021	2020
Tonnes of CO ₂ emissions	405	777

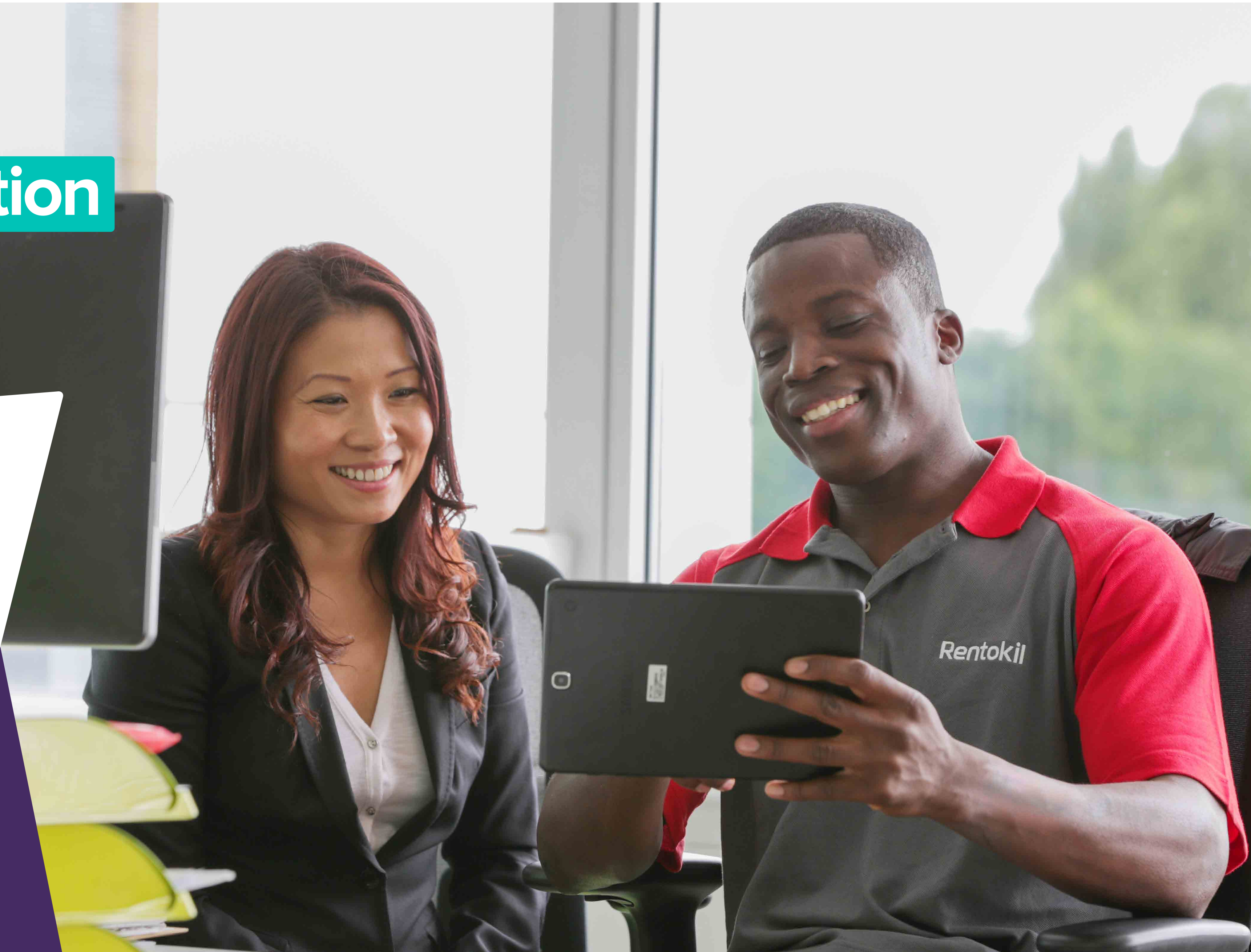


SERVICE & INNOVATION

Leaders in innovation and digital.

INSIDE THIS SECTION

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OUR APPROACH

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

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, combining global expertise with local insight and execution.

During the pandemic, our expertise ensured that we were able to continue to support customers with essential hand, air and surface Hygiene services – installing record levels of dispensers for soaps and hand sanitisers, helping customers to protect their people and their businesses.

The Marketing & 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, with additional collaborative partnerships with experts including Google and PA. In 2021 we also opened our new Technology Centre, built to a high sustainability specification, creating a hub for our teams to develop, test, and validate our innovation projects.

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.



SEDEX

Rentokil Initial Supplies and Dudley Industries are SEDEX registered

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. In 2021, we achieved ISO 27001 for information security in our range of connected products.



3 GOOD HEALTH AND WELL-BEING



PERFORMANCE IN 2021

Delivering high levels of customer satisfaction.

2021 has seen Rentokil Initial continue to build and innovate upon our expertise in critical Pest Control and Hygiene & Wellbeing services, helping businesses re-emerging from the pandemic.

📄 Sustainable innovation, see page 36

📄 Product stewardship, see page 38

+45.1

CUSTOMER SATISFACTION

Our Group Net Promoter Score for 2021 is 45.1 which is up +7.1 versus prior year

12,000

TRUSTPILOT REVIEWS

5-star Trustpilot reviews for Rentokil and Initial

4.8/5

AFTER SERVICE SURVEYS

Around 950,000 customer satisfaction surveys were undertaken (post service visit) using our ServiceTrak app with an average score of 4.8 out of 5, in both Pest Control and Hygiene

87,000

INTERNET OF THINGS UNITS IN THE FIELD

87,000 units installed in 2021, a 58% increase

+15.4%

WEB TRAFFIC INCREASE

15.4% increase in Pest market web enquiries in 2021 compared to 2020 and up 4.5% on total sessions

15m

PESTCONNECT DATA USAGE

15m messages sent or received each day on our connected devices network, on average during 2021



LEADING IN INNOVATION & DIGITAL

Innovation is an integral part of our culture. New projects are mainly generated in-house, either by our Science & Innovation team or as a result of insights gained from our businesses around the world. Our partners engage with our scientific and technical teams to turn ideas into new and exciting solutions to meet customer needs now and in the future.

We have an established system in place to enable colleagues from across the business to approach our Marketing & Innovation (M&I) team with innovative concept ideas. The M&I team then works alongside these colleagues to help bring promising proposals to life. Currently, we have a pipeline of around 50 projects in process – all are sustainable, non-toxic or digital.

Our core innovation categories in Pest Control include rodents as well as 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). This year, we submitted a new rodenticide formulation for approval, containing 50% reduced active ingredient.

Our new Technology Centre will be a hub for our teams to develop, test and validate our innovation projects.

This would substantially reduce the environmental exposure to the main chemical used in rodent control, which remains a significant part of the Pest Control business. We have also identified, by working with a large customer in the UK, how PestConnect can reduce the use of rodenticide bait by up to 40%.

2021 has seen us launch our new Technology Centre. This facility, which was built to high sustainability standards (achieving a BREEAM excellence rating), will be a hub for our teams to develop, test and validate our innovation projects. Proper testing and validation are required to ensure that all our products do what we say they will do, as well as ensuring safety and compatibility with a number of consumables. A wide range of functions will be tested, including:

- ✓ **Environmental testing:** Temperature, humidity, UV, weathering, etc.
- ✓ **Fit and Function:** Labelling, documentation, service time, tamper resistance, etc.
- ✓ **Correct operations**
- ✓ **Static Chemical Compatibility**
- ✓ **Transport and storage:** Being dropped, impacted or squeezed
- ✓ **Output measurements**

As well as being able to carry out thousands of repetitive tasks, we also have special cabinets that can test the effects of fumes, changes in temperature and UV weathering.

? **M&I:** Marketing and Innovation

Investing in a sustainable future

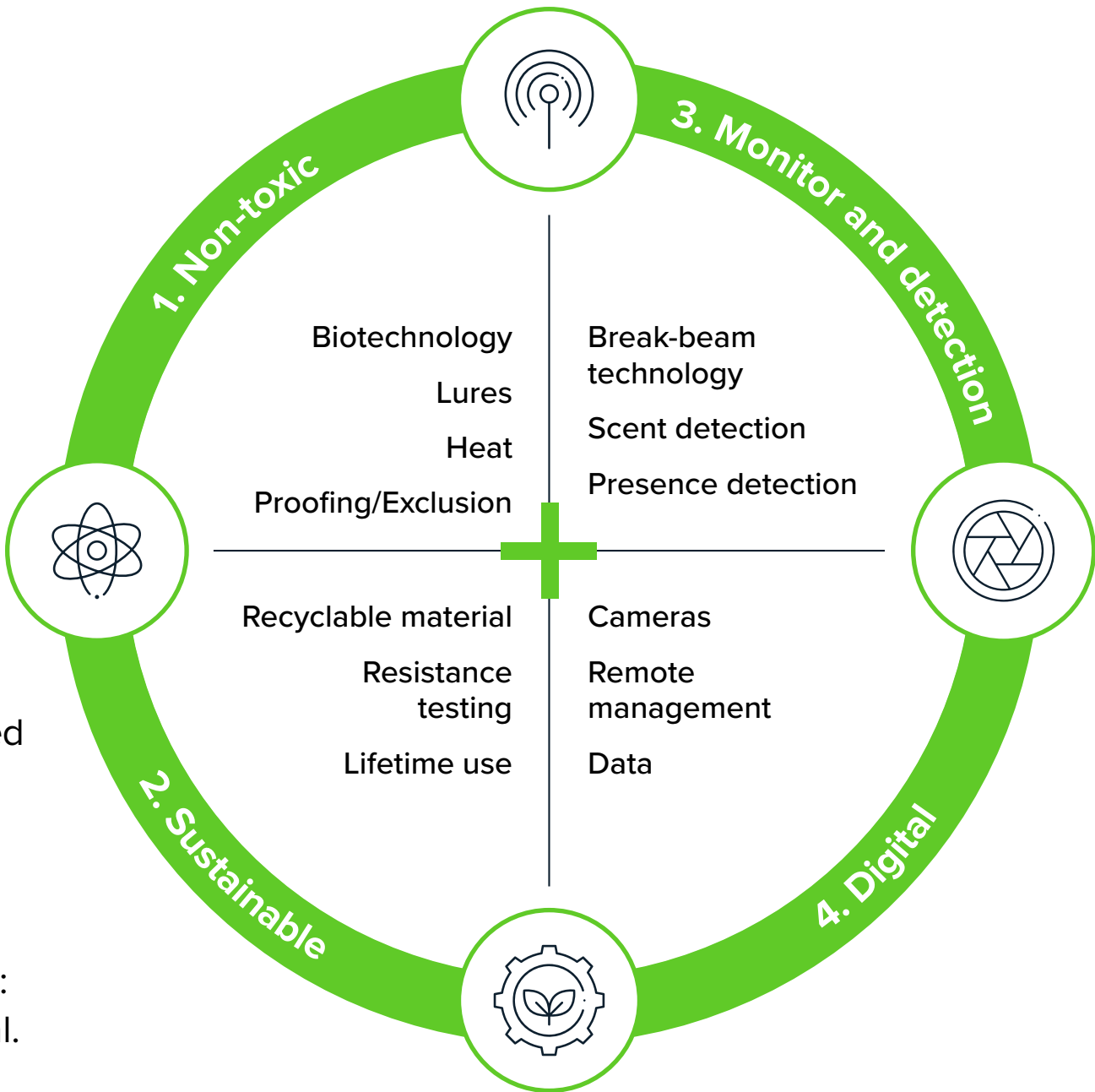
The ‘powerhouse’ of our innovation programme is The Power Centre. Opened in 2017, this industry-leading facility is home to one of the largest collections of pest insects in Europe, including one of the biggest colonies of Pharaoh ants. More than 30 different species are maintained including German cockroaches, bed bugs, Indian meal moths, Australian spider beetles, Mediterranean flour moths, mealworm beetles, mosquitoes and fruit flies. We are the only company in the UK certified to keep termites. At The Power Centre we focus on four main areas: Non-toxic, Monitor and Detection, Sustainable, and Digital.

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-toxic or sustainable solutions, such as the use of heat treatments, rather than traditional chemicals, for the control of bed bugs and insects.

One such product is the Entotherm heat treatment, 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, eliminating the need for chemicals in these treatments.



2021 saw the introduction of a new system to track chemical usage across our operations. It is already in place in 14 countries and currently being implemented in six more. This will enable us to better understand the chemicals we use the most and how best to reduce the most environmentally damaging ones.

Also launched in 2021, Rentokil Intelligent Bird Scaring is an effective, non-toxic device that has been designed to deter birds without harm, 24/7, and can be controlled remotely via a tablet or smartphone app. The device has an intelligent built-in listening system that recognises different bird species and identifies the best scare tool from a broad range of sounds to deter each of them.

? **BREEAM:** BREEAM is the world’s leading sustainability assessment method for masterplanning projects, infrastructure and buildings.

LEADING IN INNOVATION & DIGITAL continued

2. SUSTAINABLE

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

Following the launch of our Sustainability Forum for Plastics in 2020, we have undertaken several projects looking into the use of Post Consumer Recycled (PCR) plastics as an alternative to virgin plastics in a range of our products. To achieve this, we are working alongside some of the UK's leading providers of recycled plastics, as well as investigating our waste streams in other countries where our products are produced. A single tonne of PCR resin prevents 3.4-4.5 tonnes of CO₂ emissions as compared with the virgin plastic alternatives. Our first product using PCR, the Eradico bait box, was finalised in 2020 and launched Company-wide in 2021.

In addition to these projects, the Forum coordinates a variety of other plastic reduction initiatives across the business, looking at ways to reduce plastic content, supporting suppliers to make their own changes, capture our plastic reduction and CO₂ equivalent savings, and sharing ideas and knowledge across our global operations. To date, the forum has successfully conducted initiatives to remove unnecessary plastic packaging, increased the use of recycled alternatives, and re-engineered product packaging to replace plastics with paper and other biodegradable alternatives, among others.

After five years of working closely with experts in the LED industry, Lumnia was launched in 2020 as 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 Planet Mark in 2020 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.

62%

Lumnia LED lamps reduce up to 62% emissions comparing to fluorescent bulb ILT

Lumnia external certifications



 [See our awards and accreditations on page 66](#)



LEADING IN INNOVATION & DIGITAL continued

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. 2021 also saw the launch of the Lumnia Suspended, specifically designed for industrial facilities and providing a much larger catchment area than wall-mounted models.

To date, over 260,000 Lumnia units have been installed across 60+ countries, 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 is our first global hardware product made entirely from recycled polymer, meaning we expect to use 377 tonnes less of virgin plastic each year in the Rentokil Initial supply chain. It replaces more than 30 different units, made from different materials.

After successful trials last year across 22 countries, we were pleased to launch Eradico globally earlier this year. This is our first global hardware product made entirely from recycled polymer.

After successful trials across 22 countries, we were pleased to launch Eradico globally in 2021. This is our first global hardware product made entirely from recycled polymer. This new bait box has met all required legislation and has improved functionality over traditional models, reducing the number of times a technician would be needed to travel out to service it. We were delighted to see Eradico nominated as a finalist for the Plastics Recycling Awards Europe 2021, recognising the innovation in sustainability.

Rentokil Initial is also continuing to work towards our goal of all hygiene paper products holding recognised environmental accreditations (FSC for virgin fibre, EU Flower or equivalent for recycled) by 2025. Having put this policy into place for the EU in 2021, we will look to rolling it out across the Group in 2022. Many paper products already have accreditations, covering effective forest stewardship, energy usage, water consumption, and the environmental impact of chemicals.

3. MONITOR AND DETECTION

RADAR and AutoGate rodent control units use break-beam technology to identify the presence of a target species, and alert technicians via our 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.

PestConnect provides a real-time, early warning system for the monitoring and control of rodents. This digital connected pest management system offers 24/7 effective monitoring and fast control of rodent pests, saving customers time and money dealing with costly infestations.

Our innovative system uses non-toxic and highly targeted treatments that help reduce the rodenticide impact on wildlife. As at the end of 2021, there were more than 235,000 PestConnect units installed in c.13,000 sites across the globe (2020: c.150,000 units). This unit complies with the Campaign for Responsible Rodenticide Use (CRRU) and can enable customers to reduce their use of rodenticide by up to 40%.

In 2021 we also begun to pilot the use of rich media imaging and video with AI analytics for enhanced pest control. This has the potential to revolutionise the way we can monitor and diagnose pest issues by directly tracking rodent activity, uncovering behaviours through data and analytics, giving our technicians knowledge and proof that had simply not been obtainable before.

We have a range of new connected devices in development, including Crawl Connect for crawling insects and Lumnia Connect for flying insects, plus new rodent devices.

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.

Our Site Risk Assessment (SRA) app is being rolled out across the Group – there were 2.2 million SRAs completed in the app in 2021. This has enabled us to completely remove the use of paper in our risk assessment process. Rentokil technicians also have access to our Command Centre, which brings together the data from our ‘Internet of Things’ devices in the field with 22 billion records in the system. Cloud-based data storage and our own visualisation tools ensure that we can support customers with the highest standard of pest control analysis.



We have begun to take the next step in customer management by integrating our myRentokil system data automatically into customers’ own systems. This is now live with 34 customers, with 164,000 work orders successfully automated in 2021.

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.

? AI: Artificial Intelligence
PCR: Post Consumer Recycled

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. 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 have 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 pest control and hygiene 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 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-toxic 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, the treatment of buildings in Europe, the USA, Caribbean and Pacific regions, for 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 reduce our emissions by 70% by 2030.



The Power Centre
validates chemicals
used in pest control
and hygiene.

?

APL: Authorised Product List
BRC: British Retail Consortium
SF: Sulfuryl Fluoride
GFSI: Global Food Safety Initiative

SUSTAINABLE HYGIENE

Case study.

SUSTAINABLE HYGIENE

Our innovation programme is focused on meeting customer needs inside and outside the washroom, and on digital services. In 2021, we focused on continuing to support our customers with hygiene and wellbeing services. We did this through market-leading products and services to keep our customers safe, as well as their customers.

SIGNATURE HYGIENE RANGE

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.

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. For example:

- ✓ **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. 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%



UVC: Ultraviolet-C

- ✓ **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. 11,000 units were installed into customer’s premises in 2021.

* When independently tested against reference bacteria (Klebsiella pneumoniae, Mycobacterium tuberculosis, Staphylococcus aureus subsp. Aureus, Streptococcus pneumoniae, Streptococcus pyogenes, Escherichia coli), the unit was found to kill 99.9999% of bacteria on a single air pass.



In 2021, we focused on continuing to support our customers with hygiene and wellbeing services. We did this through market-leading products and services.

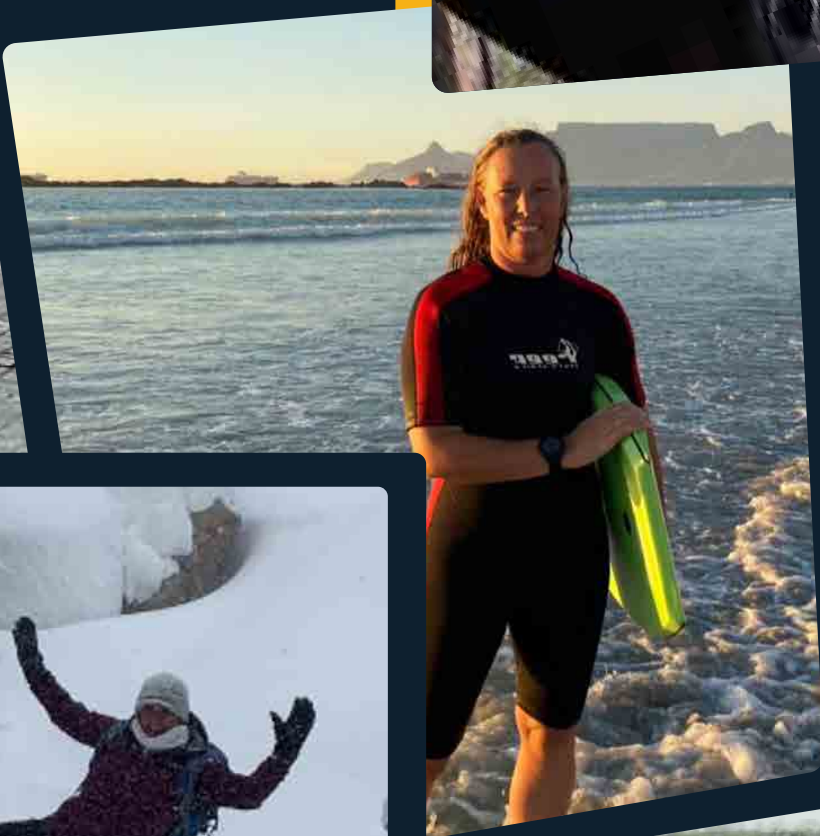


99.9999%*

Our VIRUSKILLER™ is proven to kill 99.9999% of viruses in a single air pass

COMMUNITIES & CHARITIES

Living our values.



Race to Kigali for Malaria No More

2,000

Colleagues took part around the world

£200,000+

Raised by colleagues

INSIDE THIS SECTION

Our approach 41

Global community partnerships 43

Local community support
& investment 47

Response to national disasters 53

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.

In 2021 our Race to Kigali event was supported by over 2,000 colleagues around the world and raised over £200,000. Global Handwashing Day was celebrated in four countries and our Hometown Heroes programme in North America reached almost 4,000 front-line workers. Our matched funding scheme also doubled the funds raised locally by colleagues in support of charities close to their hearts.

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.



Total charitable cash donations:

2021	£361,000
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 2021, and colleague-generated donations and efforts. Our Community Involvement Policy sets out our principles for positive engagement.

Rentokil Initial Cares

£361,000

Donated in 2021 to local good causes



OUR APPROACH continued

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. The Company’s RI Cares committee meets twice a year and coordinates funding – from matched giving to large-scale disaster relief. 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 UK also aligns with the broader SDGs. Updates on community activities are shared regularly to all colleagues and the Board.

HOW DO WE ASSESS THE VALUE OF OUR COMMUNITY WORK?

Employee volunteering during paid working hours:
Supporting colleague engagement – over 8,000 hours committed by colleagues in 2021

- In-kind giving of product or services donations: Our colleagues collectively delivered over 100 events with multiple services donated
- Management overheads: During 2021, we estimate that more than ten 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 – £361,000 in 2021 (£184,000 in 2020), c.£1.3 million since 2016



MNM: Malaria No More UK

Targets for 2021



Achieved

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

The Race to Kigali for MNM raised £212,000 with the support of 2,000 colleagues



Achieved

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.

Donations in 2021 reached £361,000



Achieved

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

We extended our partnership with Cool Earth to support biodiversity by becoming a platinum, founding partner to The Queen’s Green Canopy supporting the planting of trees around the UK. We also extended our partnership to support malaria eradication by sponsoring Draw the Line – a campaign to encourage young people in Africa to call on their country leaders to end malaria within a generation

Targets for 2022

- Deliver a large-scale colleague-led event to raise donations for Malaria No More UK (MNM) involving more than 500 colleagues
- Donate up to £250,000 from RI Cares to local good causes in line with our purpose of Protecting People and Enhancing Lives
- Build on our long-term partnership to prevent deforestation and support biodiversity
- Invest in the local community surrounding the Company's new head office
- Support UNICEF in its vital work to help children and families in Ukraine



GLOBAL COMMUNITY PARTNERSHIPS

In 2021, we continued to support our long-term partnership to protect lives from malaria, enhance lives through our community health education programme and to protect mature rainforests in the Pacific. Our partnerships support the UN SDGs Good Health and Wellbeing (3) and Partnerships for the Goals (17).

“Together we are taking a step closer to making malaria no more in a generation and we are so grateful to everyone who took part in the Race to Kigali – you have inspired us! Thank you for being a great partner in this ambitious and critical work.”

James Whiting
Executive Director,
Malaria No More UK



WORKING TOWARDS THE ERADICATION OF MALARIA

The work of charity Malaria No More UK (MNM) to catalyse and inspire the global partnerships, leadership and financing needed to eradicate malaria within a generation is aligned strongly with both Rentokil Initial’s purpose of Protecting People and Enhancing Lives and with its professional expertise in controlling mosquitoes and preventing the associated spread of diseases like malaria.

Over the last ten years, Rentokil Initial has undertaken multiple colleague-led fundraising events, provided strategic support and advice, undertaken I’m-A-Celebrity style ‘Pestaurant’ challenges, as well as providing IT support with Rentokil’s experts supporting the charity’s move to cloud-based computing just ahead of the global pandemic, thereby enabling successful remote working.

Having raised over £243,000 since the relationship began, the Company set out to celebrate the tenth anniversary in style. Our **‘Race to Kigali’** ran from 15 February to 25 April (the UN’s World Malaria Day), and included 2,000 colleagues (about 5% of our total workforce) who walked, ran, swam, cycled, skied, rock-climbed, dog-walked, horse-rode, canoed, roller-skated and even space hopped their way to cover 9,000 km per team of 20 people – the approximate distance from Rentokil Initial’s head office in the UK to Kigali in Rwanda, the location for the 2021 meeting of the Commonwealth Heads of Government Meeting where (until postponed due to COVID-19) partners were due to issue a rallying call to defeat malaria through a Malaria and NTD Summit.

Clocking up over 850,000 km in ten weeks, colleagues from Australia and New Zealand; Indonesia and Singapore; Africa and the Middle East; France and the UK; Canada and America; and Brazil and Chile, shared their weekly distances and stories. Two Indonesian teams, Turn Back Covid and GoFar, ‘reached’ Kigali in just 23 days with many others close behind.



The PLC Board, led by the Chief Executive, also participated with a team including corporate advisers and Non-Executive Directors.

We also supported MNM’s **‘Draw the Line’** campaign aimed at inspiring young people from across the African continent and around the globe to call on their leaders for action to end malaria within a generation. Our colleagues in Kenya drew much attention from their re-branded vehicles (pictured) featuring the artwork of Nigerian artist Láolú Senbanjo. As a result of the campaign, 40% more young people in Kenya said they knew how to protect themselves better from malaria.

An incredible £212,000 was raised with additional funds from other initiatives, including Your Voice Counts, our global colleague survey, bringing our total 2021 MNM donations to £264,000. This amounts to £500,000 over the last ten years.

Rentokil Initial | **malaria NO MORE**



In 2019 an estimated 409,000 people around the world died from malaria – a preventable disease – the majority being children under five and pregnant women (source: WHO).

GLOBAL COMMUNITY PARTNERSHIPS continued



SUPPORTING BETTER 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 2021, due to the pandemic, the Better Futures team was limited in terms of direct access to local schools, most of which were closed for safety reasons, so the team focused on delivering online modules and developing existing non-governmental organisation (NGO) relationships and community education through colleague engagement to help spread the health awareness messages. Key highlights included a feminine hygiene webinar, a slogan competition, World Water Day, World Health Day and Global Handwashing Day. Colleagues also continued to work closely with Angels Orphanage in Bangalore which is dedicated to the care and nurturing of orphaned or abandoned children. This NGO houses around 60 underprivileged children looking after their daily needs as well as providing the love, safety and family that every child deserves. The organisation also focuses on the mental and psychological wellbeing of each child, providing education and vocational studies to adolescents who wish to pursue a career.

BUILDING AWARENESS ABOUT THE IMPORTANCE OF HAND HYGIENE

Global Handwashing Day is a global advocacy day dedicated to increasing awareness and understanding of the importance of handwashing with soap as an effective and affordable way to prevent diseases and save lives. It has been supported by Rentokil Initial colleagues for many years.

The importance of handwashing continued to be a significant message around the world in 2021 and our colleagues continued to carry the message to children in several countries.

Here are some examples:

- In **Uruguay** colleagues organised a fun, interactive children’s event to promote the importance of hand hygiene. A hand-washing sink was installed next to one of our electric tricycles in the children’s playground area outside the Antel Arena and a group of entertainers demonstrated how handwashing can protect people from bacteria and viruses such as COVID. Special bottles of bubbles with the slogan ‘Clean Hands... Always’ were handed out to reinforce the message.
- In **Brazil** colleagues visited CAJEC (a philanthropic centre for young cancer patients) in São Paulo and Dona Meca (a children’s shelter) in Rio de Janeiro to restock soap and alcohol gel dispensers as well as presenting the children with fun educational activities to teach them about hand hygiene. Colleagues from our Recife - Pernambuco branch also visited the northeast of Brazil to lend their support to GAC, a charity that provides cancer care to disadvantaged children.
- In **Indonesia**, colleagues visited the Bogor RUMAKSA Community, a place for learning and recreation for underprivileged children. As well as teaching the children about the importance of personal hygiene, particularly hand hygiene, colleagues also installed soap dispenser units and handed out hand sanitisers and snacks.



NGO: Non-governmental Organisation

GLOBAL COMMUNITY PARTNERSHIPS continued

- In **India**, with public gatherings being severely limited due to COVID-19, the team focused on creating an online awareness campaign - creating and distributing posters, infographics and videos to spread the hand hygiene message. A country-wide competition for colleagues was also launched to find the best hand hygiene slogan, with the aim of finding a catchy message that could be repeated to families, friends and local communities to keep the message alive. Sixty-seven Rentokil PCI branches across the country participated, and the winning slogan came from the Howrah branch: ‘Wash your hands and fingers to kill any germ that lingers.’

Rentokil Initial is backing local and indigenous people in the rainforests of Papua New Guinea and Cameroon, the custodians of over 42,000 hectares of rainforest, 20,224,222 trees and over 8 million tonnes of carbon stores.

Last year, Cool Earth 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 2021, we made donations to the value of £50,000 (2020: £62,846) to Cool Earth.

PROTECTING RAINFORESTS AND BIODIVERSITY

Rentokil Initial continues to support climate change charity, Cool Earth. Three years of support by colleagues and the Company have seen communities in Papua New Guinea and Cameroon thrive as investment in people-powered conservation helps to protect rainforests and fight the climate crisis.

In **Papua New Guinea**, local projects included the construction of 24 handwashing stations at schools, markets and health centres, giving 2,649 people access to clean, drinking water.

Community awareness sessions were held to make people aware of measures they can take to avoid contracting COVID-19 and what to do if someone falls ill. Thirty-three community volunteers were trained to spread public health messages in their villages, distributing hundreds of leaflets and posters along with masks, gowns, thermometers, alcohol gel and soap.

November saw the beginning of the para biology project with community members starting to gather forest data to present for research into long-term forest health monitoring. Training is also available for community members who want to develop careers in the field of conservation.

In **Cameroon**, community education and control groups reached 267 community members for the first time. These outreach sessions have helped to reduce the number of small-scale illegal timber exploiters from 28 to only eight, and significantly reduced the loss of species such as obeche, mahogany and sapele.

Following a successful two-year programme with the Centre for Community Regeneration & Development Cameroon, and thanks to Rentokil Initial funding, Cool Earth has been able to continue working with communities in the southwest region.

Fifteen new members have joined and been trained by the community rainforest education and control groups, allowing for an increase in monitoring and campaigns against bush burning.

Community partners in Cameroon were also given additional support to mitigate the effects of the COVID-19 pandemic. With emergency response grants, 834 households received food support and health supplies including 5,000 face masks, 500 sanitary pads and 5,000 bottles of hand sanitiser. Free malaria testing and instant treatment was also delivered to 300 children.

With the expansion of project activities to 20 new communities, plans are in place to continue monitoring and supporting work in five pilot communities, as well as an installation of solar energy.



SUSTAINABLE DEVELOPMENT GOALS

13 CLIMATE ACTION



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 (SDG) 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.

Rentokil Initial
Protecting People. Enhancing Lives.

COOL EARTH

Rentokil Initial & Cool Earth Protecting biodiversity

2021 marks the fourth year that Rentokil Initial has supported the climate change charity, Cool Earth, working to protect endangered rainforests.

🖱️ [See our Cool Earth activity and impact timeline](#)

GLOBAL COMMUNITY PARTNERSHIPS *continued*

“Through tackling the need for emergency food, face masks, simple sanitation and medical supplies, we focused on building relationships that are now proving to be the key to supporting people living in rainforests who know how to protect it more than anyone else. Thank you to all at Rentokil Initial for backing collaboration and funding local groups who know what works best in their communities, their neighbourhoods and their rainforest.”

Matthew Owen
Director,
Cool Earth

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** dating back to 2006.

At over 180 million years old, the Daintree Rainforest is the most ancient rainforest in the world; arguably the most unique and biodiverse ecosystem in the world, and home to species found nowhere else on the planet. Deforestation, farming, and climate change has led to forest fragmentation, displacement of wildlife and susceptibility to invasive weeds.

As a Silver Sponsor, Ambius has directly contributed to:

- ✓ Planting 19,466 trees
- ✓ Restoring 25,600 square meters of the Daintree
- ✓ Growing 2,400 seedlings
- ✓ Protecting 8 properties

This year, we took this a step further with five Ambius colleagues joining hundreds of volunteers to take part in a Tree Planting Day. A smoking ceremony and cleansing ritual was carried out by indigenous elders in the Nightwings Rainforest before participants were invited to plant 3,500 specially selected seedlings that will grow into a thriving rainforest.

PLANTING TREES AROUND THE WORLD

In honour of Her Majesty The Queen’s Platinum Jubilee in 2022, Rentokil Initial became a founding platinum supporter of The Queen’s Green Canopy. Across the **UK**, everyone from individuals to Scout and Girlguiding groups, villages, cities, counties, and schools will be encouraged to plant trees from October 2021 when the tree planting season begins, through to the end of the Jubilee year in 2022.

As well as tree planting initiatives, Rentokil Initial will also fund the development of a green skills programme to support young people to improve their chances of finding employment.

Colleagues in **Italy** supported the creation of a woodland in the City of Bergamo, Italy, to commemorate the lives of COVID-19 victims. The memorial woods will be created in the Parco della Trucca next to the Papa Giovanni XXIII, the first Italian hospital involved in the fight against the virus that became a symbol for the first wave of the pandemic. Around 750 trees and shrubs, including 130 fruit trees, 70 forest trees and 90 smaller trees and shrubs, will be planted with the planned completion by 18 March 2022, Italy’s new national day to remember its COVID-19 victims.

Following devastating wildfires across the country, colleagues in **Turkey** are planting hundreds of saplings – the start of a Rentokil Forest. Through the TEMA foundation, colleagues are donating 50 trees every month - a total of 600 this year.

The Rentokil Initial head office in **Uruguay** was gifted one of 95 trees by the British Embassy in celebration of The Queen’s 95th Birthday.



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.

Following #sharethelove, our largest ever donations in-kind campaign in 2020, we continued to offer support to local communities in 2021 – donating Hygiene and Pest Control services to healthcare workers, emergency service facilities, care homes and many other organisations – to say thank you for their service during the pandemic. In addition, we were able to help our local charities and communities, allowing them to continue their vital work.

INDIA

With the news of the Delta variant causing a catastrophic loss of life in India, Rentokil Initial decided to help by shipping £2.5 million worth of PPE kits to the country. The shipment, which included coveralls, face masks, gloves, hand soap, and sanitiser with dispensers, was distributed by Rentokil Initial's Indian subsidiary, Rentokil PCI, to more than 500 hospitals and front-line workers across the country.

“The UK and India have always shared a very close bond and benefited from enduring economic cooperation. The global challenge of the pandemic must be tackled on a united front if we are ultimately going to control the spread of this virus. It's been so inspiring to see Rentokil Initial immediately come forward to supply critical PPE and sanitiser and help the people of India through this unprecedented crisis.”

Lord Bilimoria
CBI President

£2.5m

Worth of PPE kits
shipped to India

500

Rentokil distributed PPE
to 500 hospitals in India



LOCAL COMMUNITY SUPPORT & INVESTMENT continued

AUSTRALIA

Our colleagues in Australia continued to be proud supporters of Ronald McDonald House, a charity that provides accommodation for families when their seriously ill child is undergoing medical treatment. We continued to provide Ambius plants and Initial soap dispensers along with pest control services for several houses. In 2021 we donated goods and services in kind to a total value of AUS\$178,000 including AUS\$5,000 for the charity's 'Dance for sick kids' initiative. The lifetime value of our partnership to date is AUS\$870,000.

SOUTH AFRICA

In South Africa, colleagues from the Linbro branch donated 960 packs of sanitary pads to the Actonville Primary School. The school educates around 1,680 children from nearby Wattville and Daveyton townships, most of whom are unable pay their school fees and rely on being fed by the school. Often the girls are forced to miss school during their menstrual cycle as they cannot afford sanitary pads.



“Your services ensure our Houses are safe and hygienic for the thousands of families who stay with RMHC each year, whilst your Ambius Plants make a huge difference for our families who can enjoy the comforts of home after a long day at the hospital.”

Ronald McDonald House Charities

Lifetime value of partnership

\$870,000

5,438

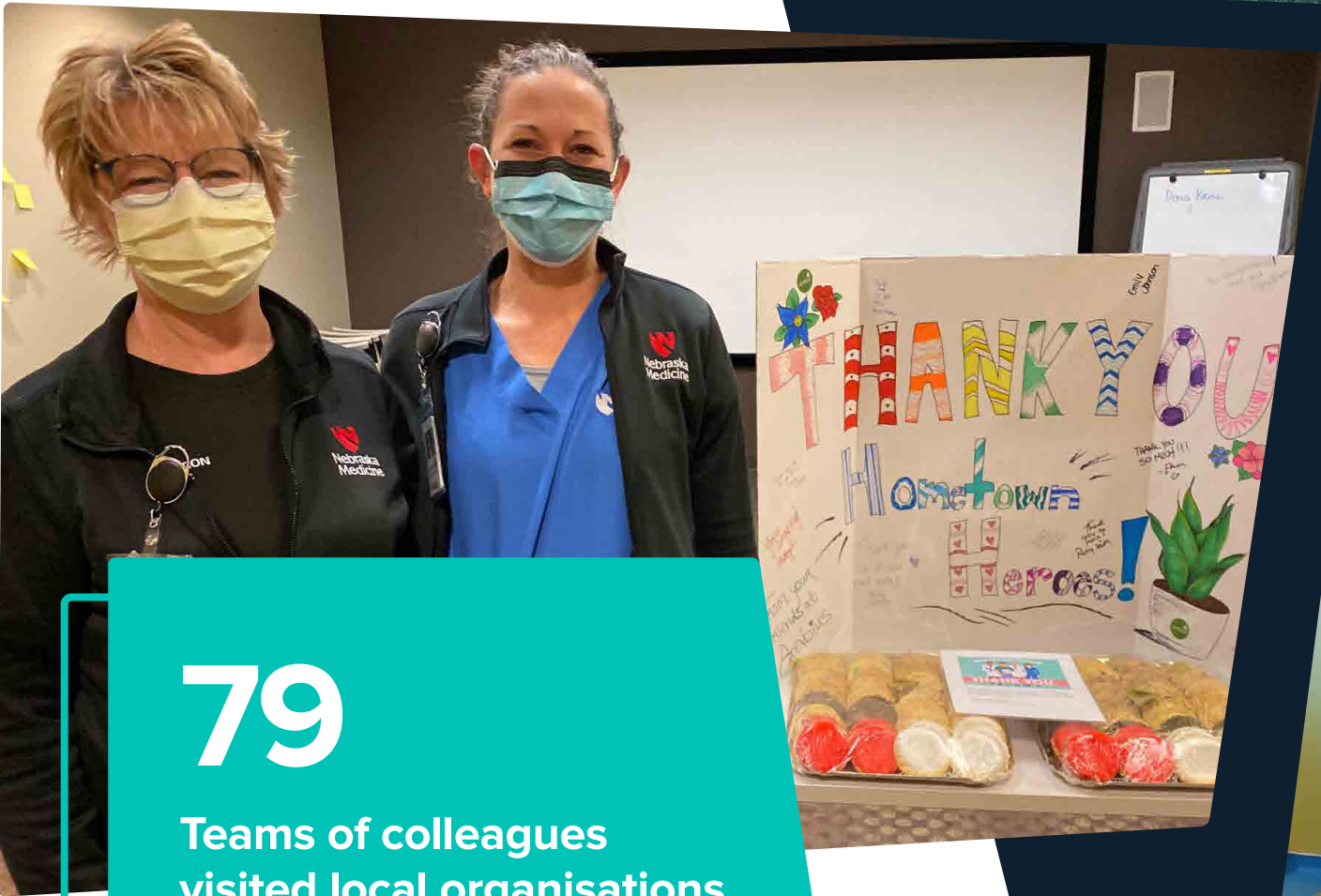
Nights' worth
of accommodation
for families

LOCAL COMMUNITY SUPPORT & INVESTMENT continued

NORTH AMERICA

Across North America, 79 teams of colleagues visited local organisations to say thank you to their ‘Hometown Heroes’ – the frontline workers in 90 schools, healthcare and emergency services that have been supporting communities during the pandemic. 3,712 people benefited from donations of hand sanitiser, food and thank you cards. Rentokil also acknowledged several colleagues that regularly participate in essential, frontline work outside of their work responsibilities:

- Patrick Mefferd is a volunteer firefighter at the Bullard, Texas, Volunteer Fire Department and a district manager at SOLitude
- Curt Zacker is an active member in the Navy Reserve and a district manager at Ehrlich Pest Control.
- Tom Walters is a volunteer firefighter at the Limerick, Pennsylvania, Fire Department and a claims manager at Rentokil
- Walker May is a volunteer firefighter at Pawlet Fire Department in Vermont and a pest specialist at Vermont Pest Control
- Phillip Gigous is a volunteer EMS for the Tomah, Wisconsin Ambulance Service and a pest specialist at Batzner
- Will Stevenson is a volunteer EMS for the Harvard, Massachusetts Ambulance Service and the director of mergers and acquisitions at SOLiTude



3,712
People benefited from donations



79
Teams of colleagues visited local organisations

LOCAL COMMUNITY SUPPORT & INVESTMENT continued

VIETNAM

Our colleagues in Vietnam visited a secondary school outside Ho Chi Minh City to deliver a Hygiene Awareness talk to 60 teachers and the school management team to help them prepare for the school's reopening after a prolonged COVID-19 break. We also provided educational posters to promote effective hand hygiene to prevent the spread of viruses; ten hand sanitiser dispensers were installed, and 50 litres of hand soap and 15 litres of hand sanitiser were donated. Our Ho Chi Minh service team also carried out complimentary disinfection services to over 40 classrooms and functional rooms around the school.

40

Classrooms and functional rooms around the school disinfected



INDONESIA

Rentokil Initial Indonesia donated 50 million rupiah (around £2,500) to support Smilemotion, a charitable initiative that performs cleft lip surgery for underprivileged families. Organised by the Faculty of Dentistry of Padjadjaran University, one of Indonesia's most prestigious places of learning, Smilemotion not only performs the surgeries, but also campaigns for proper treatment for cleft lips.

50m

Rupiah to support Smilemotion donated



MALAYSIA

In Malaysia, Rentokil technicians helped the EDEN Handicap Service Centre in Penang to treat a rodent invasion and carry out sanitations prior to reopening following lockdown. Colleagues also provided disinfection services for the Beautiful Gate Foundation for the Disabled at eight different premises across Malaysia and donated 42 refurbished laptops to support students who had to do their learning online.

42

Refurbished laptops to support students



LOCAL COMMUNITY SUPPORT & INVESTMENT continued

UK

Our UK business supported 16 different community projects, including football, rugby, kickboxing and motorsport clubs.

GERMANY

In Germany we supported the HSG Ahnatal-Calden female handball B-youth team (picture below).



BRAZIL

In Brazil, colleagues across the country collected the ring pulls from drinks cans to donate to the Maurício de Sousa Institute, which converts aluminium can pull tabs into wheelchairs. Thanks to the combined national collection, Rentokil colleague Nildimar Oliveira's grandmother, Mrs Francisca, received a new wheelchair that will greatly improve the quality of her life.



LOCAL COMMUNITY SUPPORT & INVESTMENT continued

Other examples of colleague fundraising:

- In **Australia**, colleagues were determined to participate in September, Australia's leading virtual health and wellness fundraising event to support people living with cerebral palsy. 181 Australian colleagues formed 49 teams and together racked up a massive 41,081,291 steps, raising \$25,549 with an additional \$10,000 contributed by the Company.
- Steven Willis travelled 128 miles along the River Thames in a pedalo! As part of a four-man crew, Steven began his journey at Lechlade-on-Thames and finished three days later at Teddington Lock, raising £5,600 from 175 donations with a further £500 contribution from RI Cares. The event was organised by **Hoddesdon Round Table** as a fun way to raise funds for a Hertford-based charity that supports adults and young people with learning disabilities and mental health issues. The team also managed to get themselves officially listed in the Guinness World Records.
- Rentokil Initial contributed \$5,000 to a fundraising event for **Westpac Rescue Helicopter Service**, supporting colleague Brad Rogers, who abseiled down the face of the McDonald Jones Stadium in Newcastle, Australia, helping him to raise over €12,000 for this critical service.

\$25,549

Raised by our colleagues
in Australia to support people
living with cerebral palsy



\$5,000

Rentokil Initial contributed
\$5,000 to a fundraising
event for Westpac Rescue
Helicopter Service



- **Indonesian** colleagues chose a unique way to support a local charity by creating and selling specially designed T-shirts that included the RI Cares logo with the profits going to the Wisma Cheshire Foundation, a charity located near to the Bali Rentokil Initial office. The charity provides a home for over 30 paraplegic residents, most of whom have been victims of industrial or road accidents. Over 500 T-shirts were sold with 60 million rupiah (including a matched giving donation) being donated to the charity, along with hand soap dispensers and fresh fruit.
- Three colleagues completed the **London Marathon** in 2021: Stuart Offord won a place offered by Cool Earth and raised almost £3,700 for the charity, augmented by £500 from RI Cares; Steven Willis raised £2,000 for Round Table Children's Wish and claimed an additional £500 from RI Cares; and Adam McIntyre raised just under £1,500 for Get Kids Going! plus £500 in matched funding from RI Cares.
- Other **UK charities** supported in 2021 include: Wakefield Hospice, ME Research UK, Meningitis Research Foundation and the Stroke Association.



500+

T-shirts have been
sold in support
of a local charity
in Indonesia

RESPONSE TO NATIONAL DISASTERS

In 2021, we continued to support those colleagues and communities impacted by natural disasters.



JULY

Flooding in Western Europe resulted in hundreds of deaths and thousands of people being evacuated as entire villages were destroyed. Torrential rainfall caused dams to burst and rivers to overflow into towns and streets across western Germany, Belgium, as well as parts of the Netherlands, Switzerland, and northern France. Over 240 people were killed and hundreds more seriously injured when the German residents of North Rhine-Westphalia and Rhineland-Palatinate suffered from flooding that resulted in the largest natural disaster in their history. Our team in Germany responded quickly and set up an internal task force to check that Rentokil Initial colleagues were safe, get an overview of all the damage and set out a plan of action.

SEPTEMBER

Following torrential rains in Chennai, India, the Better Futures team helped the community in the Chemmanchery slum. Our volunteers packaged up essential supplies containing mosquito coils and candles as well as sample sanitisers and delivered them to local people in need.

DECEMBER

In Asia, Super Typhoon Rai and the subsequent flooding impacted on the homes and communities of colleagues in the Philippines and Malaysia. One hundred and twelve colleagues were affected in Malaysia with their homes ravaged by the flood to roof level. Monies have been provided for building repairs and to provide necessities like clean water and food.



Colleague Support Fund

With the outbreak of the COVID-19 pandemic creating many challenges for our colleagues and their families, in 2020 we established a Colleague Support Fund of c.£450,000 to aid those within the Company in countries where government support schemes were insufficient for the severe difficulties they faced.

This was created using funds from RI Cares together with a voluntary salary waiver by the Chief Executive of 65% of his Q2 2020 salary (having already waived 35% as part of the Company's response to the pandemic), together with salary or Director's fee waivers by several of the Board and a number of senior managers.

In 2021, the fund continued to be used to support colleagues, principally in India, Indonesia and Vietnam, taking the total funds committed to around £375,000.

GOVERNANCE

Our policies
& governance
framework.

INSIDE THIS SECTION

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OUR APPROACH

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.

The Code of Conduct sets out a fundamental commitment to comply with all legal requirements that apply, and to operate with high ethical standards.

We ensure our responsible business priorities are part of our overall governance arrangements, the cornerstone of which is the Code of Conduct (available in 16 local languages and supported by training programmes). The Code of Conduct sets out a fundamental commitment to comply with all legal requirements that apply, and to operate with high ethical standards. It outlines responsibilities to colleagues, customers and the business, and highlights our determination to establish our values of service, relationships and teamwork, and a culture of integrity, everywhere within the business.

Our 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 environmental session as part of the annual strategy review.

This year the Board also held separate sessions to discuss and analyse different aspects of our approach to the environment, including a progress update on Rentokil Initial’s journey to net zero against the key milestones in our transition plan.

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 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 Group Leadership Forum (the c.80 most senior executives across the business) meets every two months to address key issues and ensure alignment of responsible business activities to the business plan. Health and safety starts every meeting 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.

OUR 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 & 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.



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.

KEY STAKEHOLDERS	COLLEAGUES	CUSTOMERS	SHAREHOLDERS	COMMUNITIES & CHARITIES	SUPPLIERS	GENERAL PUBLIC	GOVERNMENTS & REGULATORS	INDUSTRY BODIES
Overview	We employ some 46,000 colleagues and managers in 88 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 associations where we can bring our expertise such as in global food safety.
Stakeholder engagement	Key to colleague engagement is the local line manager. The Company trains managers and provides tools to enable communication and recognition. According to our latest survey of all colleagues, 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 in 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, Eradico 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.

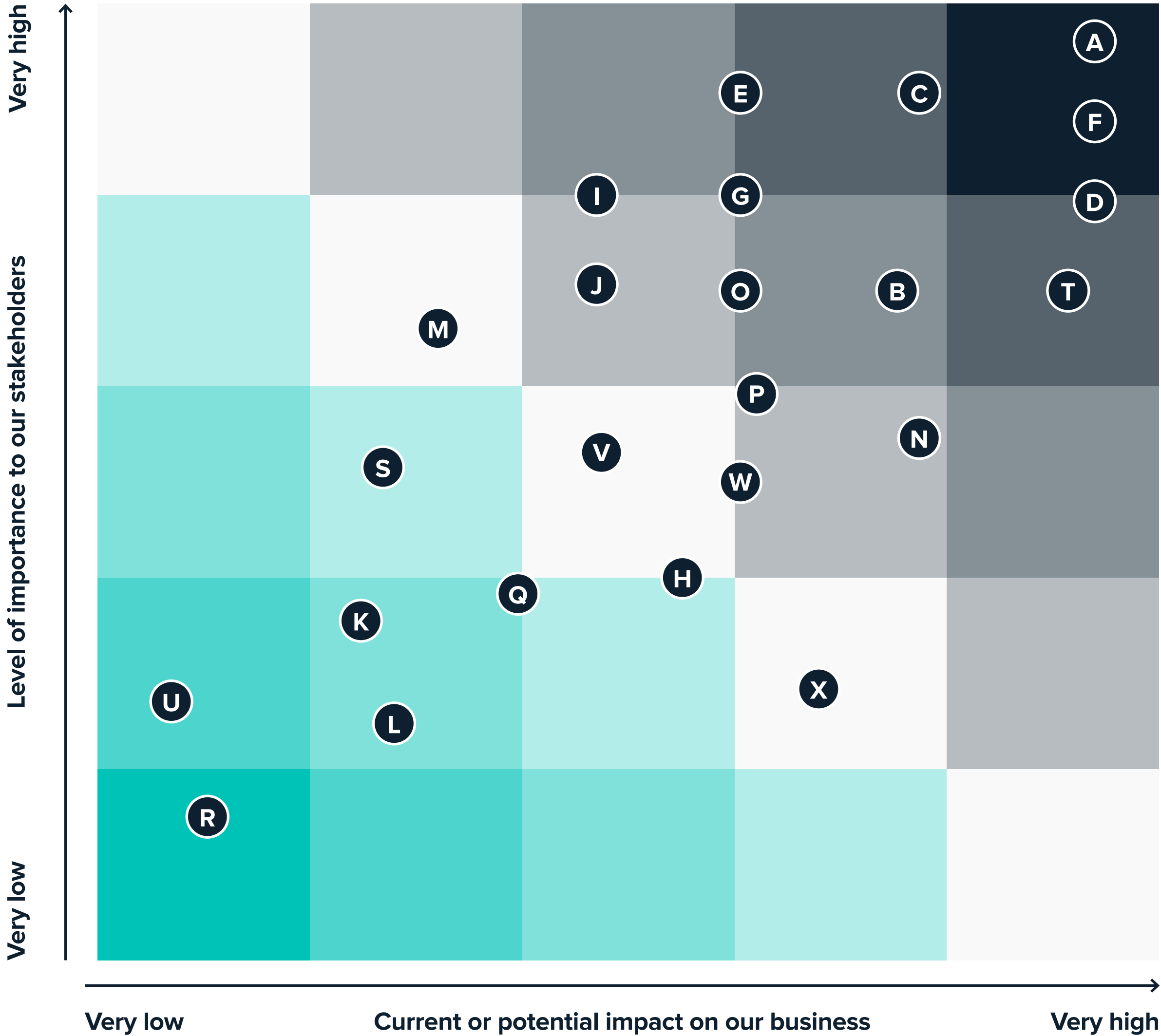


GDPR: General Data Protection Regulation
M&A: Mergers and Acquisitions

MATERIALITY

The Company considers the materiality of its Responsible Business impacts and the importance of each impact to the business. 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.



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) Waste management (Q)
Community	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 & 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.

[Read more: Company 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 16 local 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.

Rentokil Initial has been a member of the Dow Jones Sustainability Index for 15 years, with inclusion in both the World and Europe index this year. The Company has also received independent accreditation from CDP, FTSE4Good, Sustainalytics, ISS ESG, Open Corporation and Vigeo Eiris. These indices are important 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.

[Read more: 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.

[Read more: Gender Pay Gap Report](#)

Rentokil Initial gender pay gap	2021	2020	2019	2018	2017
Hourly pay mean (average)	-8%	-11%	-6%	-2%	0%
Hourly pay median	-4%	-3%	-2%	1%	-2%
UK average	15.4%	15.5%	17.3%	17.8%	18.4%

Rentokil Initial has been
a member of the Dow
Jones Sustainability Index
for 15 years, with inclusion
in both the World and
Europe index this year.

Member of
**Dow Jones
Sustainability Indices**
Powered by the S&P Global CSA

POLICY FRAMEWORK continued

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 2021 was 41 (2020: 40). 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.

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.

37

Technical standards
training programmes
available on U+ available
in 37 languages

TECHNICAL STANDARDS

Our Technical Standards (Pink Notes) are a key part of the governance of our business. We have a training programme available 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.

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

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, an 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; 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 2021 because of legal proceedings associated with professional integrity.



KPIs: Key Performance Indicators

DATA SECURITY & PRIVACY

Like all organisations, we have have seen the scale and complexity of cyber-attacks against the business increase, and we continue to identify, monitor and mitigate the risk this presents. With many of our colleagues working from home throughout 2021, we worked to expand and maintain the security tools and technology to ensure secure remote access.

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 2021, this included phishing simulation exercises over nine separate campaigns to an audience of approximately 13,500 colleagues per simulation, as well as 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. 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 are 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 SECURITY & PRIVACY continued

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.

TRAINING AND AUDIT

Data protection training has been made available in 38 different languages to all colleagues. 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 made 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 and 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.”

NUMBER OF DATA BREACHES IN 2021

There have been a limited number of data breaches within the organisation – four separate incidents have been reported to regulators – one in each of the following countries: UK, Ireland, Italy and South Africa.

Three out of the four reported breaches involved customer data, the final one a single employee's data. In all cases, impacted individuals were identified and corrective actions taken.

No further action was taken by the regulators in relation to any of these instances, since the businesses satisfied the regulators that appropriate measures and mitigation had been taken.

Data protection training has been made available in 38 different languages to all colleagues.



SUPPLIER MANAGEMENT

The supply of products to our global businesses is managed through the Group Procurement team, who review the annual global spend for major businesses and track suppliers by category, country of manufacture and annual spend. The Company has two in-house factories in the UK which manufacture hardware and consumable products for the global business and an in-house Workwear company which supplies garments to the French Workwear business.

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** (38 suppliers in 2021, 12.8% of spend) represent a high proportion of category spend, supplying unique products to multiple company markets or requiring a long lead time
- **Major Suppliers** (163 suppliers, 59.5% 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.2,600 suppliers, 18.5% of spend) – represent the majority of suppliers in number, but a lower proportion of the category spend
- **Logistics and Internal** (21 suppliers, 9.2% of 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. 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.

Procurement spend in the Hygiene & Wellbeing category 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 accredited suppliers which are optimised by global location.

From 2022, this category now includes Ambius (worldwide) in which plants and pots are sourced locally and Property Care (UK) which utilises branded equipment and chemicals purchased locally in relatively small quantities. Workwear France is now a stand-alone category which is supplied through the in-house sourcing company as well as external suppliers.

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

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, Social and Governance (ESG) standards. In 2021 we updated our Supplier Code to expand the remit of the Environmental section, and to include new sections on: quality of products or services, zero tolerance of tax evasion, and protecting personal data. Our Supplier Code is available in 18 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.

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.

[👉 Read more: RI Supplier Code of Conduct](#)

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.

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.

SUPPLIER MANAGEMENT continued

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.

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.

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

MODERN SLAVERY

Assessment of risk by country of manufacture

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. 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.

COUNTRY OF MANUFACTURE	% SUPPLIER SPEND	ESTIMATED PREVALENCE*	RISK CLASSIFICATION
USA	47.8%	1.3	Low
France	8.6%	2.0	Low
UK	7.7%	2.1	Low
China	2.9%	2.8	Medium
Italy	2.5%	2.4	Low
Malaysia	2.5%	6.9	High
Tunisia	2.3%	2.2	Low
Australia	2.3%	0.6	Low
Belgium	1.8%	2.0	Low
South Korea	1.6%	1.9	Low
India	1.6%	6.1	High
Indonesia	1.2%	4.7	High
The Netherlands	1.1%	1.8	Low
Morocco	1.0%	2.4	Low
Singapore	0.9%	3.4	Medium
South Africa	0.8%	2.8	Medium
Spain	0.8%	2.3	Low
Portugal	0.6%	2.5	Low
Poland	0.5%	3.4	Medium
Other Countries	11.2%		

* Estimated victims per 1,000 population, according to the Global Slavery Index 2018.

SUPPLIER MANAGEMENT continued

AUDITS DURING COVID-19

Due to the ongoing pandemic in 2021, we have used third-party auditors to conduct a more limited programme of audits for new suppliers and those in high-risk countries. We continue to conduct our own audits where travel restrictions allow. A total of 11 audits (nine Critical Suppliers) were conducted, with four being done by third-party auditing companies across four countries.

AREAS OF NON-COMPLIANCE AND CORRECTIVE ACTIONS IN 2021

Our audits revealed that most of the suppliers have carried out a lower number of external audits of their second and third-tier suppliers due to the pandemic. A follow up will be performed to redress this with the affected suppliers.

There was one specific non-compliance raised with a supplier of soap dispensers in China who did not have emergency lighting or escape route signage installed in the stairwells of their on-site accommodation. This has now been rectified.

FURTHER STEPS

We recognise the extremely complex nature of modern slavery, and we will continue to monitor our operational practices and have identified the following as key actions for 2022:

- Further investigation into suppliers of services in the high-risk indirect procurement categories such as cleaning, haulage, and security to ensure compliance
- Training for the newly created Group Leadership Forum, which consists of c.80 Country Managers and Senior Leaders from around the world
- Refresher training for the Global Procurement Team.
- Ongoing review and discussion with procurement managers from all major countries during the quarterly team calls during 2022

[Read more: Modern Slavery Statement](#)

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





ESG FRAMEWORKS

Reporting
our progress
against external
frameworks.



INSIDE THIS SECTION

Reporting & accreditation	66
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REPORTING & ACCREDITATION

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

Member of
Dow Jones Sustainability Indices
Powered by the S&P Global CSA



FTSE4Good



CDP
DISCLOSURE INSIGHT ACTION

MSCI
ESG RATINGS

AA

CCC B BB BBB A AA AAA

SUSTAINALYTICS
a Morningstar company

RATED

Corporate ESG
Performance

RATED BY
ISS ESG

Prime



EURONEXT
vigeo eiris
INDICES EUROPE 120



2021



ROSPA
Gold Award



THE QUEEN'S AWARDS
FOR ENTERPRISE:
INNOVATION
2018



THE QUEEN'S AWARDS
FOR ENTERPRISE:
INNOVATION
2020



eden project



EU
Ecolabel
www.ecolabel.eu

Eco-Label: This certification means that our soaps don’t contain microplastics, come in recyclable packaging and have a smaller carbon footprint.

Planet Mark: Planet Mark is a sustainability certification for every type of organisation and for real estate. Awarded to Rentokil Initial in 2020 for Lumnia.

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.

COLLEAGUES & CULTURE

Rentokil Initial is committed to being a world-class Employer of Choice, employing c.46,000 colleagues in 88 countries – an increase from c.44,500 in 2020. 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, and 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.

ENVIRONMENT

Our pathway to net zero carbon emissions from our operations by the end of 2040 includes a number of milestones along the way. Key elements of our plan include our transition to an ultra-low emissions vehicle fleet, which is already underway through the introduction of ULEV’s across our fleet. The reduction in our energy emissions through the transition to renewable property electricity, with a number of countries really introducing these contracts 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, waste, transport and distribution and business air travel.

SERVICE & INNOVATION

Our purpose is to Protect People and Enhance Lives. Customers trust Rentokil Initial to deliver high-quality services that protect their people, 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. Innovation is an integral part of our culture. New projects are mainly developed in-house, either by our Science & Innovation team or as a result of insights gained from our businesses around the world. Other projects are initiated as a collaboration with external partners who bring their own specialised expertise to a project. Currently, we have a pipeline of around 50 projects in process – all are sustainable, non-toxic or digital. Areas that we report on include: Customer satisfaction, product and service innovation, and the Company’s leadership in the use of digital technologies.

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, we saw a record set for our contributions, both from the Company and our colleagues, in support of local communities and causes. 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.

8 DECENT WORK AND ECONOMIC GROWTH



📄 See pages 07 to 19 for more

13 CLIMATE ACTION



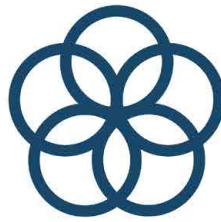
📄 See pages 20 to 31 for more

3 GOOD HEALTH AND WELL-BEING



📄 See pages 32 to 39 for more

17 PARTNERSHIPS FOR THE GOALS



📄 See pages 40 to 53 for more



ALIGNED WITH THE UN SUSTAINABLE DEVELOPMENT GOALS continued

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.		<div>3GOOD HEALTH AND WELL-BEING</div>
Over 3,000 small business supplier partnerships. Modern slavery auditing and performance.	Job creation, training and 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.	<div>8DECENT WORK AND ECONOMIC GROWTH</div>
Product development. Reduced packaging. Requirement to comply with Environmental standards.	Integrated environment plan with innovations and non-toxic 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.	<div>13CLIMATE ACTION</div>
Partnerships with suppliers and the 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 the Pacific.			<div>17PARTNERSHIPS FOR THE GOALS</div>

ALIGNED WITH THE UN SUSTAINABLE DEVELOPMENT GOALScontinued


?

GMP: Good Manufacturing Practice
HACCP: Hazard Analysis and Critical Control Point



COLLEAGUES & CULTURE

<div>8</div> <div>DECENT WORK AND ECONOMIC GROWTH</div> <div></div>	Policy and practices linked to Code of Conduct	Our programme continues to deliver high-quality training and career development opportunities. In 2021, 4.3 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.

ENVIRONMENT

<div>13</div> <div>CLIMATE ACTION</div> <div></div>	EXAMPLES OF OUR ACTIONS	HOW THEY ASSIST SUSTAINABILITY
	Commencing transition of our fleet to an ultra-low emissions fleet – an important part of our journey to net zero	Reducing fuel derived emissions.
	Using route optimisation and engine control unit mapping in our vehicles to improve fuel efficiency	Reducing our vehicle emissions.
	Commencing transition to renewable property electricity	Reducing property energy emissions.
	Commencing a new programme to identify alternative chemicals for use in public health fumigation services	Reduce level of absolute emissions derived from use of fumigants.
	Nordic Swan and Eco Flower labelling for hand wash liquids and foams	Eco-certified production to GMP (Good Manufacturing Practice standard for food processing and cosmetics manufacture) and HACCP standards.
	Nordic Swan and Eco Flower labelling for EcoClear WC and Urinal Fluid products	Reducing water consumption while ensuring more hygienic washrooms.
	e-reporting for customers and e-billing	Removing paper usage – over four million e-reports generated for customers annually through online reporting platforms. In 2021, through AdobeSign, over 100,000 documents such as contracts were e-signed reducing paper usage significantly (c.2.5 million pieces of paper saved).
	Lumnia flying insect control	260,000 Lumnia units sold across 58 countries since 2017. Reduces the waste burden by using LED lamps and lowers power usage/emissions by 62%. Received The Queen’s Award for Enterprise: Innovation in 2020.
	Eradico – the first global hardware product made entirely from recycled polymer	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.
	Reducing chemical usage through digital roll out and non-toxic and sustainable solutions	235,000 PestConnect remote monitoring units now in customers’ premises providing 24/7 remote monitoring – reducing emissions and levels of chemicals required. We have a range of non-toxic or sustainable solutions, such as the use of heat treatments, rather than traditional chemicals.

ALIGNED WITH THE UN SUSTAINABLE DEVELOPMENT GOALS continued

SERVICE & INNOVATION	EXAMPLES OF OUR ACTIONS	HOW THEY ASSIST SUSTAINABILITY
<div><div>3</div><div>GOOD HEALTH AND WELL-BEING</div><div></div></div>	Disinfection services – 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.
	Provision of hand soap, sanitisers and PPE	
	Hygiene services across 60 countries	In 2021, the Company sent PPE worth c.£2.5 million to India to support the COVID-19 relief effort – including coveralls, face masks, gloves, hand soap and sanitiser with dispensers. The PPE was sent to around 500 hospitals across the country.
		Protecting people through our Hygiene services by helping our customers protect their customers with a wide range of high-quality washroom products and services across three areas of hand hygiene, air hygiene and in-cubicle hygiene.
	Development of an all-new range of Digital Hygiene services	Improving handwashing compliance through the use of sensors in the washroom and 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% (see page 39) of viruses on a single air pass. We continue to build on this success with increasing support in various at-risk environments.
	Digital PestConnect with Google Cloud Solutions	24/7 monitoring of pest activity. Provides a faster and more efficient response and reduces chemical usage. In 2021, we continue to roll this service out across more regions and clients, offering a wider range of products to ensure the most efficient operations.
	Safety Golden Rules and Safety Leadership Behaviours	Building and maintaining a safety culture across the Company. In 2021, we maintained our high 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.
COMMUNITIES & CHARITIES		
<div><div>17</div><div>PARTNERSHIPS FOR THE GOALS</div><div></div></div>	Rainforest protection	For four years Rentokil Initial has partnered with the charity Cool Earth, protecting around 850 acres p.a. from deforestation and the associated carbon released and destruction of natural habitats.
	Malaria eradication	Rentokil Initial also partners with Rainforest Rescue in Australia to support their work protecting the Daintree Rainforest. For ten years Rentokil Initial has partnered with the charity Malaria No More UK to support its work to eradicate malaria. The Company partnered with the Zero Malaria and Malaria Must Die campaigns.



TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

The Task Force on Climate-related Financial Disclosures (TCFD) recommendations set an important framework for understanding and analysing climate-related risks, and we are committed to regular, transparent reporting to help communicate and track our progress.

We are pleased to share our disclosures in response to the recommendations of the TCFD, and in this table we provide details of where key climate-related information can be found in our Annual Report and Accounts 2021. One of our main priorities over the past year was to commence the implementation, embedding and tracking of progress against our plan to achieve net zero by the end of 2040.

Please see references for evidence on each of the 11 areas of TCFD reporting.

Additional information on our climate strategy and metrics can be found in this Responsible Business Report, Environment section (Delivering net zero carbon emissions by 2040).

TCFD INDEX		ANNUAL REPORT & ACCOUNTS 2021
Governance	Describe the Board’s oversight of climate-related risks and opportunities.	<div><div></div> Risk Management, page 73</div> <div><div></div> Governance, page 83 and 92</div> <div><div></div> Audit Committee Report, pages 104 and 106</div>
	Describe management’s role in assessing and managing climate-related risks and opportunities.	<div><div></div> Governance, page 92</div> <div><div></div> Audit Committee Report, page 107</div> <div><div></div> Our ‘Big Six’ Challenges, page 21</div>
Strategy	Describe the climate-related risks and opportunities the organisation has identified.	<div><div></div> TCFD, pages 62 to 64</div>
	Describe the impact of climate-related risks and opportunities on the organisation’s businesses, strategy and financial planning.	<div><div></div> TCFD, pages 59 to 64</div> <div><div></div> Risk Management, page 78</div> <div><div></div> Audit Committee Report, page 107</div>
	Describe the resilience of the organisation’s strategy, taking into consideration different climate-related scenarios.	<div><div></div> Strategy, page 59</div> <div><div></div> Executing our strategy, pages 60 to 64</div>
Risk management	Describe the organisation’s processes for identifying and assessing climate-related risks.	<div><div></div> TCFD, pages 62 to 64</div> <div><div></div> Risk Management, page 78</div>
	Describe the organisation’s processes for managing climate-related risks.	<div><div></div> Risk Management, page 78</div> <div><div></div> Governance, page 92</div> <div><div></div> Audit Committee Report, page 106</div> <div><div></div> TCFD, pages 62 to 64</div> <div><div></div> See infographics on pages 59 and 60</div>
	Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organisation’s overall risk management.	<div><div></div> Risk Management, pages 74 and 78</div>
Metrics and targets	Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	<div><div></div> Page 65</div>
	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	<div><div></div> Page 65</div>
	Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	<div><div></div> Page 60</div> <div><div></div> Also see Our ‘Big Six’ Challenges, page 21</div>

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 second 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 each of these areas in both our 2021 Annual Report and 2021 Responsible Business Report. A brief summary and quick links to disclosure on these areas can be found in the following tables.

1. Data security

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

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




SUSTAINABILITY ACCOUNTING STANDARDS BOARDcontinued

2. Workforce diversity & engagement

ACCOUNTING METRIC	REFERENCE IN RESPONSIBLE BUSINESS REPORT																																																							
<p>Code: SV-PS-330a.1</p> <p>Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees</p>	<p>Rentokil Initial is a diverse organisation by its nature, operating in 88 countries and with more than 40 languages. Some countries have rules that restrict our data collection around workforce diversity.</p> <p>Across our workforce, 11,047 (24%) of colleagues are female and 34,984 (76%) are male.</p> <p>Currently, 30% of our senior leaders (work level 3+) are women (2020: 33%), and 40% of the people in our senior leader’s succession plans are women (2020: 38%). We were placed 44th in the first FTSE Women Leaders Review for women on boards and in leadership in the FTSE 100, published in February 2022.</p> <p>37.5% of our Directors are female (2020: 50%) and 25% of Rentokil Initial’s Board members are from an ethnic minority background.</p> <p>In a 2021 survey of our senior leaders, when asked to define or self-identify their ethnicity, 20% responded that they were not of White or European ethnicity (2020: 21%).</p>																																																							
	<div><div>ETHNIC DIVERSITY</div><table><tr><th></th><th>2021</th><th>2020</th><th>2021</th><th>2020</th></tr><tr><th>Role</th><th colspan="2">White or European</th><th colspan="2">Not White or European</th></tr><tr><td>Board</td><td>75%</td><td>87%</td><td>25%</td><td>13%</td></tr><tr><td>Senior leaders (ELT and direct reports)</td><td>80%</td><td>79%</td><td>20%</td><td>21%</td></tr></table><p>The Company does not have a UK gender pay gap.</p><div><div></div><div>Read more: Gender Pay Gap Report</div></div></div>		2021	2020	2021	2020	Role	White or European		Not White or European		Board	75%	87%	25%	13%	Senior leaders (ELT and direct reports)	80%	79%	20%	21%																																			
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	<div><div>GENDER DIVERSITY</div><table><tr><th></th><th colspan="2">2021</th><th colspan="2">2020</th><th colspan="2">2019</th><th colspan="2">2018</th><th colspan="2">2017</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>37.5%</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></tr><tr><td>Executive leadership</td><td>13</td><td>8%</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></tr><tr><td>Management</td><td>119</td><td>30%</td><td>121</td><td>33%</td><td>118</td><td>28%</td><td>74</td><td>30%</td><td>79</td><td>27%</td></tr></table><div><div></div><div>Read more: Diversity, Equality and Inclusion</div></div></div>		2021		2020		2019		2018		2017			Total	% Female	Total	% Female	Total	% Female	Total	% Female	Total	% Female	Board	8	37.5%	8	50%	7	43%	10	33%	10	33%	Executive leadership	13	8%	13	8%	13	8%	10	10%	10	10%	Management	119	30%	121	33%	118	28%	74	30%	79	27%
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SUSTAINABILITY ACCOUNTING STANDARDS BOARD continued

2. Workforce diversity & engagement continued



ACCOUNTING METRIC	REFERENCE IN RESPONSIBLE BUSINESS REPORT																																												
<p>Code: SV-PS-330a.2</p> <p>Voluntary turnover rate for employees</p> <p>Involuntary turnover rate for employees</p> <p>Code: SV-PS-330a.3</p> <p>Employee engagement as a percentage</p>	<p>Colleague retention is measured monthly and presented to the Executive Board as part of the Employer of Choice programme. Retention was 84.4%* in 2021.</p> <table><tr><th colspan="6">COLLEAGUES RETENTION</th></tr><tr><th></th><th>2021</th><th>2020</th><th>2019</th><th>2018</th><th>2017</th></tr><tr><td>Voluntary (%)</td><td>15.6%</td><td>11.4</td><td>13.1</td><td>16.8</td><td>14</td></tr><tr><td>Involuntary (%)</td><td>4.2%</td><td>5.3</td><td>0.9</td><td>0.2</td><td>2.0</td></tr></table> <p>COLLEAGUES</p> <table><tr><th>Indicators</th><th>2021</th><th>2020</th><th>2019</th><th>2018</th><th>2017</th></tr><tr><td>Survey response rate</td><td>91%</td><td rowspan="3">Two-year cycle</td><td>90%</td><td rowspan="3">Two-year cycle</td><td>87%</td></tr><tr><td>Colleague enablement</td><td>83%*</td><td>83%*</td><td>78%</td></tr><tr><td>Colleague engagement</td><td>80%*</td><td>81%*</td><td>77%</td></tr></table> <p>* Slightly revised questions in 2021 to be more focused on intent to stay, colleague satisfaction and authority. 2019 recalculated for consistency.</p> <p>Since 2017, Rentokil Initial has undertaken a ‘measure-analyse-act’ cycle over a two-year period. This is supplemented by targeted pulse surveys. Measurement is undertaken by a specialist, 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 80%.</p> <div><div> Read more: Colleague engagement</div></div>	COLLEAGUES RETENTION							2021	2020	2019	2018	2017	Voluntary (%)	15.6%	11.4	13.1	16.8	14	Involuntary (%)	4.2%	5.3	0.9	0.2	2.0	Indicators	2021	2020	2019	2018	2017	Survey response rate	91%	Two-year cycle	90%	Two-year cycle	87%	Colleague enablement	83%*	83%*	78%	Colleague engagement	80%*	81%*	77%
COLLEAGUES RETENTION																																													
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Involuntary (%)	4.2%	5.3	0.9	0.2	2.0																																								
Indicators	2021	2020	2019	2018	2017																																								
Survey response rate	91%	Two-year cycle	90%	Two-year cycle	87%																																								
Colleague enablement	83%*		83%*		78%																																								
Colleague engagement	80%*		81%*		77%																																								

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




SUSTAINABILITY ACCOUNTING STANDARDS BOARD continued

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.
Code: SV-PS-510a.2 Total amount of monetary losses as a result of legal proceedings associated with professional integrity	<div> Read more: Governance</div> <div> Read more: Integrity</div>

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	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.												
Code: SV-PS-000.B Employee hours worked; percentage billable	<table><tr><th colspan="2">Number of full-time employees</th></tr><tr><td>2021</td><td>46,031</td></tr><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>36,035</td></tr></table> <p>This metric does not apply to our operating model. Colleagues do not work against billable hours. We agree with our customers a service contract with a detailed monthly contract or one-off job price.</p> <p>To learn more about our responsible business practices and metrics, please visit:</p> <div> Reports and policies</div>	Number of full-time employees		2021	46,031	2020	44,588	2019	42,933	2018	39,480	2017	36,035
Number of full-time employees													
2021	46,031												
2020	44,588												
2019	42,933												
2018	39,480												
2017	36,035												



PERFORMANCE & KPIs

Our long-term
performance
indicators.

INSIDE THIS SECTION

Performance indicators	77
Operational targets	80
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PERFORMANCE INDICATORS

Health & Safety

2.6% improvement in LTA, WDL remains at world-class performance levels.

HEALTH & SAFETY					
Indicators	2021	2020	2019	2018	2017
Lost Time Accident rate (LTA)	0.38	0.39	0.53	0.63	0.58
Working Days Lost rate (WDL)	8.71	8.46	10.99	14.77	11.65

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

Total colleague retention remained solid in 2021 at 84.4%, although 4.2% lower than prior year.

COLLEAGUES					
Indicators	2021	2020	2019	2018	2017
Total colleague retention*	84.4%	88.6%	86.9%	86.9%	83.2%
Sales colleague retention	82.9%	87.7%	85.3%	82.1%	77.3%
Service colleague retention	82.4%	86.9%	86.1%	85.1%	76.0%
Colleague enablement*	83%		83%		78%
Colleague engagement*	80%		81%		77%

* Retention measured as part of the Employer of Choice programme, 12-month annualised basis. 2020-21 engagement and enablement featured slighted revised question set.

Customers

State of Service rose by 3.5% points to 92.9% in 2021.

CUSTOMERS					
Indicators	2021	2020	2019	2018	2017
State of Service	92.9%	89.4%	97.2%	97.9%	97.8%
Customer Voice Counts	45.1*	38.0**	44.5	43.0	44.0
Customer Retention	85.3%	84.5%	86.2%	85.9%	85.7%

* Based on telephone and digital survey channels.
** Based on telephone and digital surveys (used for the first time during the pandemic).



PERFORMANCE INDICATORS continued

Environmental

Carbon emissions efficiency index has improved by 24.95% over five years.

CARBON EFFICIENCY (PER £M OF REVENUE AT CER)					
Eco-efficiency indicators	2021	2020	2019	2018	2017
Index of CO ₂ emissions	75.05	75.36	87.75	87.04	100

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 2017.

ABSOLUTE VALUES OF ENERGY AND FUEL-DERIVED EMISSIONS – tonnes of CO ₂ e					
Type of scope	2021	2020	2019	2018	2017
Total Scope 1	184,438	170,655	176,599	160,024	164,745
Total Scope 2	15,622	15,581	17,289	16,604	17,638
Total Scope 3	48,289	43,262	44,094	40,270	39,916
Total outside scope	7,299	5,787	5,122	5,238	5,084
Total – all scopes and outside scope	255,648	235,285	243,104	222,136	227,383
Total Scope 2 market-based emission reduction	-1,292	0	0	0	0
Total – all scopes and outside scopes (Once market-based emissions deducted)	254,356	235,285	243,104	222,136	227,383

Emissions have been calculated in line with the GHG Protocol Corporate Reporting Standard, and the absolute values of tonnes of CO₂e is calculated using the UK Government’s 2021 conversion factors for fuels, gases and UK electricity, and the International Energy Agency (IEA) conversion factors for non-UK electricity generation.

Communities

£361,000 charitable donations, with £200,000 raised by 2,000 colleagues in the Race to Kigali for Malaria No More UK.

COMMUNITIES (£'000)					
Indicators	2021	2020	2019	2018	2017
Community donations	361	184	206	202	213

PERFORMANCE INDICATORS continued

UK and Global Energy Consumption

UK accounts for c10% of global energy consumption.

UK and Global Energy Consumption						
Total energy (MWh)	Energy 2021		Energy 2020		Energy 2019	
Source of energy	Group	UK & offshore	Group	UK & offshore	Group	UK & offshore
Scope 1 – energy consumed from combustion of fuel or the operation of a facility	811,963	77,601	744,402	82,350	760,926	81,524
Scope 2 – energy consumed resulting from the purchase of electricity	47,236	5,377	47,366	4,194	51,522	4,438
Total	859,199	82,978	791,768	86,544	812,448	85,962
% of which energy consumed in UK	10%		11%		11%	

Total energy – includes all activities for which the Company is responsible, as detailed in Scope 1 and 2. The energy consumption is calculated using electricity purchased (kWh) and fuel volumes converted to kWh using the UK Government GHG Conversion Factors for Company Reporting, presented in MWh.

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	2021	2020	2019	2018	2017
Kilograms of CO ₂ emissions per tonne processed	286.03	272.65	271.71	267.82	266.80
Water usage per unit washed – litres per kg	10.20	9.90	9.54	9.70	9.07

WORKWEAR WASTE

Destination of waste	2021	2020	2019	2018	2017
Recycling	53%	32%	24%	33%	45%
Recovery – Energy	29%	26%	30%	12%	9%
Landfill	14%	24%	30%	39%	23%
Incineration	4%	18%	16%	16%	23%
TOTAL (tonnes)	2,076	1,232	1,899	1,487	1,685

FUMIGATION DERIVED (tonnes of CO₂e)

Source of emissions	2021	2020	2019	2018	2017
Direct GHG emissions	792,744	814,700*	548,449	363,339	481,390
Indirect GHG emissions	0	0	0	0	0

* Updated in 2021 to include subcontractor data from an acquisition unavailable at the time of reporting.



OPERATIONAL TARGETS

2021 TARGETS	PROGRESS IN 2021	TARGETS FOR 2022
Maintain safety rates at world-class standards (below 1 for LTA).	We delivered our safest year with Lost Time Accidents down by 2.6% to 0.38. Working Days Lost rate – 8.71. Whilst this is marginally behind our ambitious target, it remains at world-class levels.	Maintain safety rates at world class standards (below 1 for LTA).
Deliver three million views of training content on U+ and create over 500 pieces of new training content. 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%.	c.4.3 million courses were undertaken on our digital learning platform, U+. c.500 new pieces of content were produced. In 2021, the Company deployed a global diversity, equality and inclusion upskilling initiative to 1,000 managers and leaders. The programme featured two elements: ‘Include’ where sessions focused on how to foster an inclusive environment, and ‘Decide’ which focused on bias and how to mitigate it. Feedback has been very positive, and this upskilling programme will roll out further in 2022.	Deliver three million views of training content on U+ and create over 500 pieces of new training content. Roll out the next phase in our DE&I upskilling programme to 1,000 leaders and managers in 2022.
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 which is 100% recyclable).	State of Service rose by 3.5% points to 92.9%. In 2021 (2020: 89.4%), with all regions reporting higher scores on the prior year. This reflects the return to more regular service provision across our key categories and regions as restrictions eased. Eradico was launched globally – our new fully recyclable, single-solution rodent control unit which addresses 57 different needs and market requirements. The digital Hygiene products passed Wi-Fi security and CE approval for Europe. Eight Digital Hygiene products will now be aligning to the PestConnect-based technology infrastructure in 2022.	State of Service to over 90%.
Communicate our environment plan and goals. Extend usage of electric vehicles, put in place extended reporting of waste and establish Chief Executive Environment Awards. Please see the Environment section for emissions efficiency and net zero targets.	Increase in the deployment of ULEVs (Ultra Low Emission Vehicles) following pilot schemes to test the effectiveness of ULEVs across the Group, as well as improvements in our monitoring of waste data. We continue to make progress on our target of a 20% emissions reduction by 2025, and our longer-term objective of net zero by 2040. Chief Executive Environmental Awards introduced. See the Environment section for 2021 winners. We continued to protect mature rainforest and avoid carbon emissions through our work with Cool Earth.	Extend usage of ULEVs and renewable electricity contracts. Make further progress towards our 20% efficiency target by 2025 and net zero by 2040.
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.	£361,000 in charitable donations across 2021, with over £200,000 raised by our colleagues for our ‘Race to Kigali’ event in support of Malaria No More UK. Better Futures continued its work to support health and hygiene across Asia by directly supporting two orphanages, among other initiatives.	Maintain our long-term support for malaria eradication and rainforest biodiversity protection. Target donation of over £250,000 through RI Cares in 2022.

GLOSSARY

A

AI

Artificial Intelligence

APL

Authorised Product List

B

BREEAM

BREEAM is the world’s leading sustainability assessment method for master planning projects, infrastructure and buildings.

BRC

British Retail Consortium

D

DE&I

Diversity, Equality and Inclusion

E

Eco-Label

This certification means that our soaps don’t contain microplastics, come in recyclable packaging and have a smaller carbon footprint.

ELT

Executive Leadership Team

ESG

Environment, Social and Governance

G

GDPR

General Data Protection Regulation

GFSI

Global Food Safety Initiative

GHG

Greenhouse gas

GLF

Group Leadership Forum

GMP

Good Manufacturing Practice

H

HACCP

Hazard Analysis and Critical Control Point

HR

Human Resources

I

ICE

Internal Combustion Engines

K

KPIs

Key Performance Indicators

L

LTA

Lost Time Accidents

M

M&A

Mergers and Acquisitions

M&I

Marketing and Innovation

MNM

Malaria No More

N

NGO

Non-governmental organisation

O

OIFR

Occupational Illness Frequency Rate

P

PCR

Post Consumer Recycled

Planet Mark

Planet Mark is a sustainability certification for every type of organisation and for real estate.

PPE

Personal protection equipment

S

SASB

Sustainable Accounting Standards Board

SDG

UN Sustainable Development Goal

SHE

Safety, Health and Environment

SF

Sulfuryl fluoride

SRA

Site Risk Assessment

T

TCFD

Task Force on Climate-related Financial Disclosures

U

ULEV

Ultra Low Emissions Vehicle

UVC

Ultraviolet-C

W

WDL

Working Days Lost

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