

PROTECTING PEOPLE. ENHANCING LIVES. PRESERVING OUR PLANET.

CELEBRATING A CENTURY OF SERVICE



CONTENTS

01.

Introduction	01
Review of 2025: 100 Years of Service	02
Protecting People	03
Enhancing Lives	04
Preserving Our Planet	05
Our Global Operations	06
Our Operating Model	07
Accreditation & Memberships	08
Celebrating 100 years of Rentokil	09



03.

Environment	21
Our Approach	22
Our Plan	23
Sustainable Solutions	24
Sustainable Workplace	25
Sustainable Operations	25
Moving to a Lower-Emissions Fleet	26
Our Progress in 2025	27
Chief Executive's Environment Awards	28

04.

Service & Innovation	29
Our Approach	30
Leading in Innovation & Digital	31
Product Stewardship & Regulatory Compliance	34
Partnering	34

05.

Communities & Charities	35
Living our Values	36
Celebrating 100 years of Rentokil	37
Supporting Regional & Global Initiatives	39
Malaria No More	39
Street League	40
Cool Earth	41
The Daintree	42
Anne Frank Centre	43

06.

Supply Chain	44
Supplier Management	45
Our Supplier Code	46
Supplier Audits	47
Procurement and Supply Chain Training	47



07.

Governance	48
Our Approach	49
Our Stakeholders	50
Materiality	53
Policy Framework	54
Data Security & Privacy	55

08.

Frameworks	56
Task Force on Climate-Related Financial Disclosures	56
Alignment With the UN Sustainable Development Goals	56
Sustainability Accounting Standards Board	58

09.

KPIs	60
Customers	60
Colleagues	60
Environment	61

How to use this report

Please use the tabs at the top of each page to move between sections.

🏠 Refer to this icon to return to the table of contents.

→ Click this icon for further reading

🔗 Click this icon for online content

Other reports and website

🔗 Click here to see our Annual Report

🔗 Click here to go to our website

Cover picture: Colleagues in Brunei partnered with Green Brunei for the R100 Years Celebration x SHE Day 2025, where they planted 100 trees.

REVIEW OF 2025

100 YEARS OF SERVICE

This year we celebrate 100 years of Rentokil. Over the past century the business has grown from humble beginnings into the global leader in pest control. As Rentokil Initial has progressed, there has been a growing commitment to ensure we are a responsible and sustainable business.

2025 stands as a year of significant progress, demonstrating the power of embedding our core mission – **Protecting People, Enhancing Lives** and **Preserving our Planet** – into our global operations. We continue to deliver measurable results in areas such as safety, training, service, innovation and sustainability that solidify our position as a responsible business.

This year we have continued to ensure colleagues have safe and fulfilling work lives, supporting customers by delivering first-class services, doing so more responsibly, with the clear aim of benefiting society and the environment by acting in the most responsible and effective manner.

Our five-year target was to reduce emissions intensity by 20% which we achieved in 2025.

Our mission of **Protecting People** starts with our commitment to safety and the services we provide to customers from the people at home to the largest multi-national food and pharmaceutical producers. It is encouraging to see another year of world-class safety performance, setting new records and exceeding our targets. Health and safety remains our first priority.



Enhancing Lives is reflected in our vibrant culture, career development and community impact. This year's Your Voice Counts survey confirmed strong engagement, enablement and intent to stay scores, proving our commitment to being a world-class Employer of Choice. We also continue to outperform global norms for equal opportunities.

Crucially, to mark our centenary, our colleagues rallied to support over 180 charities and communities, far exceeding our initial goal of 100. This collective action highlights the deep sense of purpose shared across our organisation.

Preserving our Planet saw further execution of our environment transition plan. Through the continued rollout of sustainable innovations – such as our new EcoCatch™ external fly and wasp control solutions – and the addition of 884 lower-emission vehicles, we are actively decarbonising our operations.

In 2020, we set our five-year targets and have achieved the following:

- We targeted 20% reduction in emissions intensity; we have achieved 21.8%
- We targeted 10% of our European and UK fleet were ultra-low emission vehicles; we have achieved 12.5%

It is an honour to be appointed as Chief Executive of Rentokil Initial. I admire the Company's commitment to its colleagues and customers, its focus on innovation, and the dedication of its people. There is an exciting opportunity ahead to build upon these strong foundations and create value for all stakeholders.

Mike Duffy
CEO, Rentokil Initial plc



CELEBRATING 100 YEARS OF RENTOKIL

Colleagues around the world celebrated Rentokil's 100th birthday and supported over 180 charities and communities.

Rentokil

100 YEARS

PROTECTING PEOPLE

WE PROTECT PEOPLE FROM THE DANGERS OF PEST-BORNE DISEASES AND THE RISKS OF POOR HYGIENE.

0.28

2025 Lost Time Accident*
rate remained at world-class
standards (2024: 0.29)

5.65

2025 Working Days Lost**
rate remained at world-class
standards (2024: 6.25)

98.4%

State of Service

600,000

PestConnect devices in customers' premises
(100,000 added in 2025)

60.6

Net Promoter Score

*LTA: The Lost Time Accident rate is calculated as the number of lost time accidents (injuries and illnesses) per 100,000 hours worked.

**WDL: The Working Days Lost 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.



ENHANCING LIVES

WE ENHANCE LIVES WITH SERVICES THAT PROTECT THE HEALTH AND WELLBEING OF PEOPLE AND THE REPUTATION OF OUR CUSTOMERS.

137

Apprentices in Rentokil Initial

767

Apprentices have already gained distinctions to date

5%

Of all customer service apprenticeships in England

2.2m+

Activities were completed within U+ in 2025
→ For more information about Colleagues & Culture, go to page 11

87.4%

Colleague retention rate in 2025 (2024: 86.3%)



PRESERVING OUR PLANET

WE PROTECT THE PLANET BY DEVELOPING MORE SUSTAINABLE SOLUTIONS AND WAYS OF OPERATING.

21.8%

Improvement in carbon emissions per \$m of Revenue (2025 target 20%)

12.5%

Of UK & Europe fleet are ultra-low emission vehicles (2025 target 10%)

19.4%

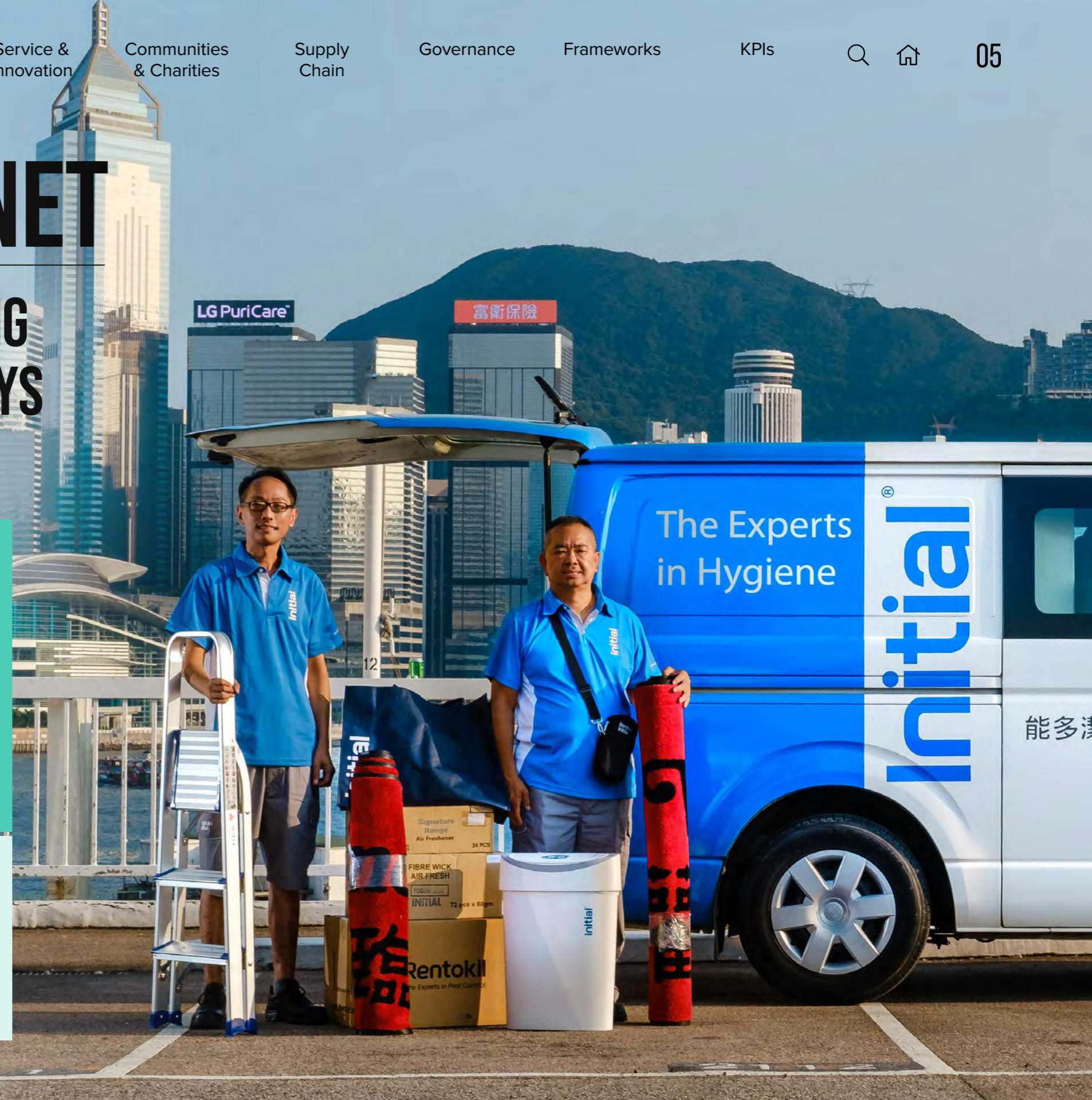
Decrease in emissions from fumigant usage since peak in 2022

2,141

Low-emission hybrid vehicles in our global fleet (2024: 1,718)
→ For more information about Environment, go to page 21

1,479

Ultra-low emission vehicles in our global fleet (2024: 1,018)



OUR GLOBAL OPERATIONS

After a century of service, we continue to build a higher-quality company for the next 100 years with investments in engaged colleagues, satisfied customers, leading brands, emerging technology and innovative products. We provide essential services which protect people from the dangers of pest-borne disease and the risks of poor hygiene.

OUR VISION

To be the most loved and respected services business on the planet.

OUR MISSION

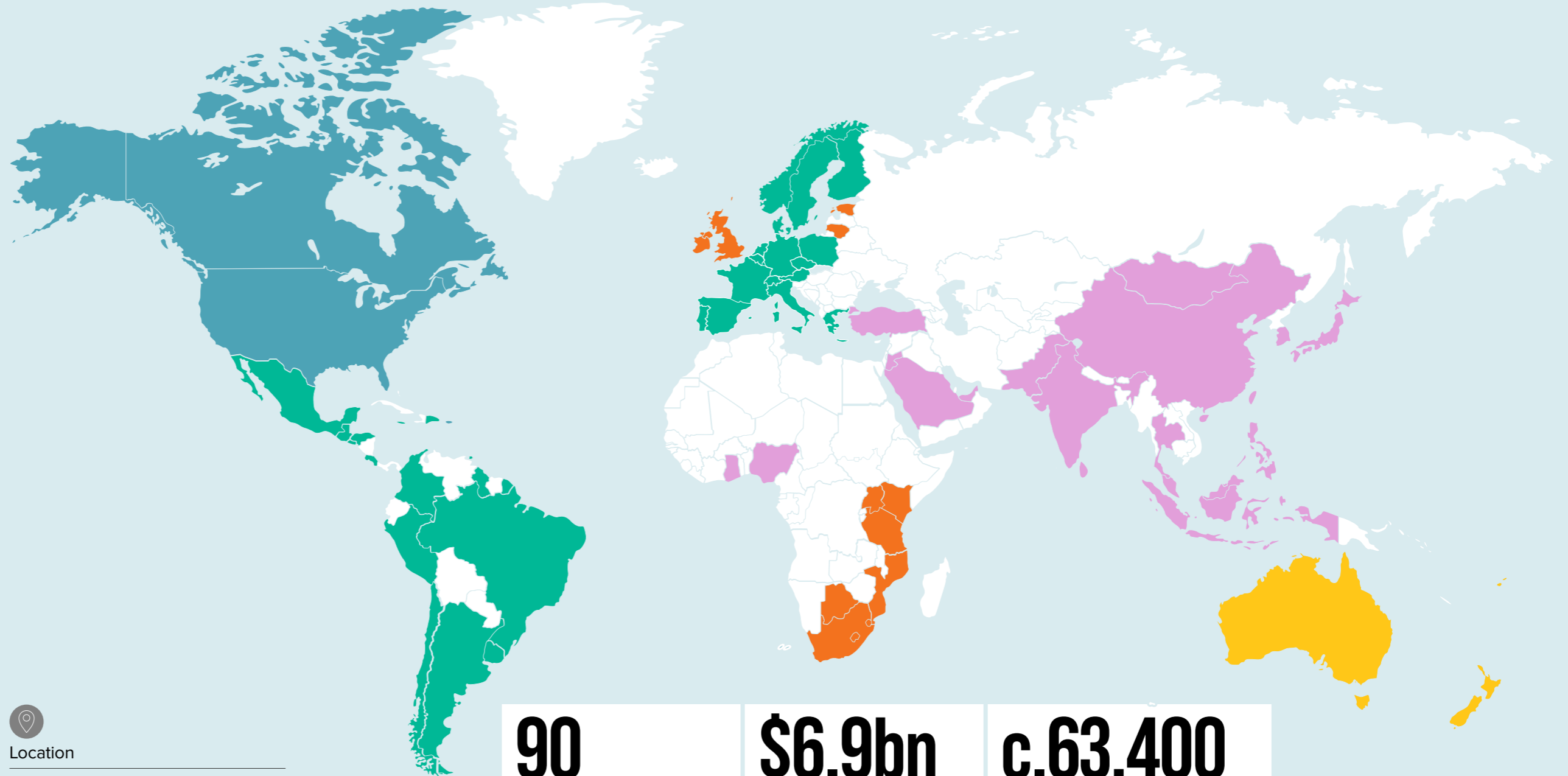
Our mission defines what we do and how we serve our stakeholders

- + Protecting People
- + Enhancing Lives
- + Preserving our Planet

OUR VALUES

We have a one-team mentality with a common purpose and set of values, focused on delivering a great customer experience.

- + Service
- + Relationships
- + Teamwork
- + Responsibility



Location

- North America
- Europe (including Latin America)
- Pacific
- Asia & MENAT
- UK & Sub-Saharan Africa

90

Countries in which we operate

\$6.9bn

Revenue growth of 3.8% (at CER)

c.63,400

Colleagues employed (2024: 68,500)

OUR OPERATING MODEL

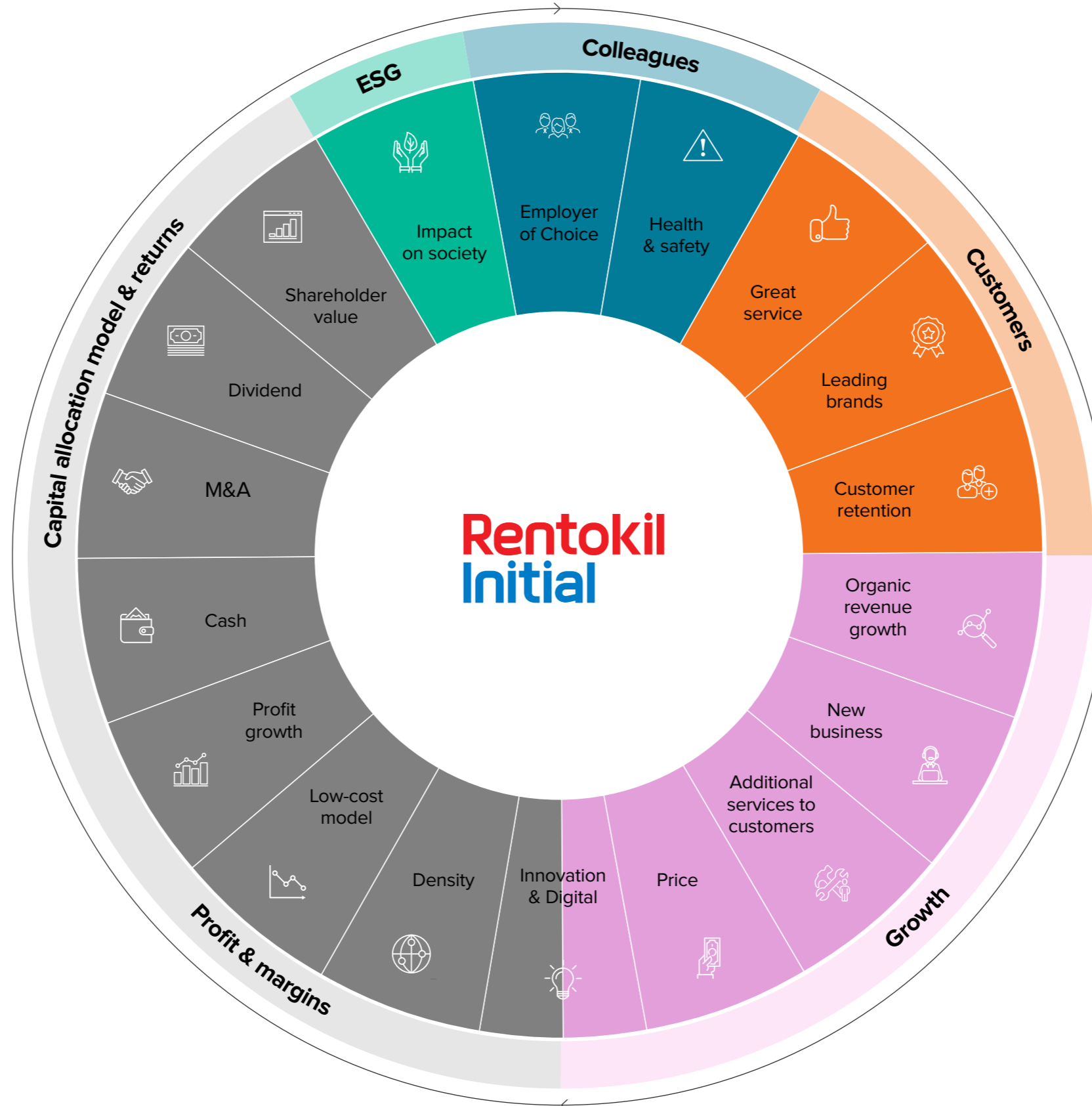
Within our business model, each element is related to the others and measured regularly at Group, business, region, country and branch level. By focusing on executing our model, we create long-term value for colleagues, customers, shareholders and society.

Our colleagues are at the heart of our business, as we continue to deliver our Purpose of Protecting People, Enhancing Lives and Preserving our Planet.

By getting it right for our people, we create the right environment for our colleagues to deliver a high-quality service to our customers. This in turn allows us to retain more customers, to whom we sell additional services – ultimately creating shareholder value.

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

Our multi-local approach features single management teams operating in our countries. 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, marketing and brand alignment, and measurement of customer satisfaction.



OUR 2025 SUMMARY

20+

Years of environmental reporting

10

Years of LTA rate below 1
→ Read more on page 15

2.2m

Training sessions undertaken on U+

19.4%

Decrease in emissions from fumigant usage since peak in 2022

87.4%

Colleague retention rate (2024: 86.3%)

3,620

Lower-emission vehicles in fleet (2024: 2,736)

21.8%

Reduction in emissions intensity (vs 20% five-year target)

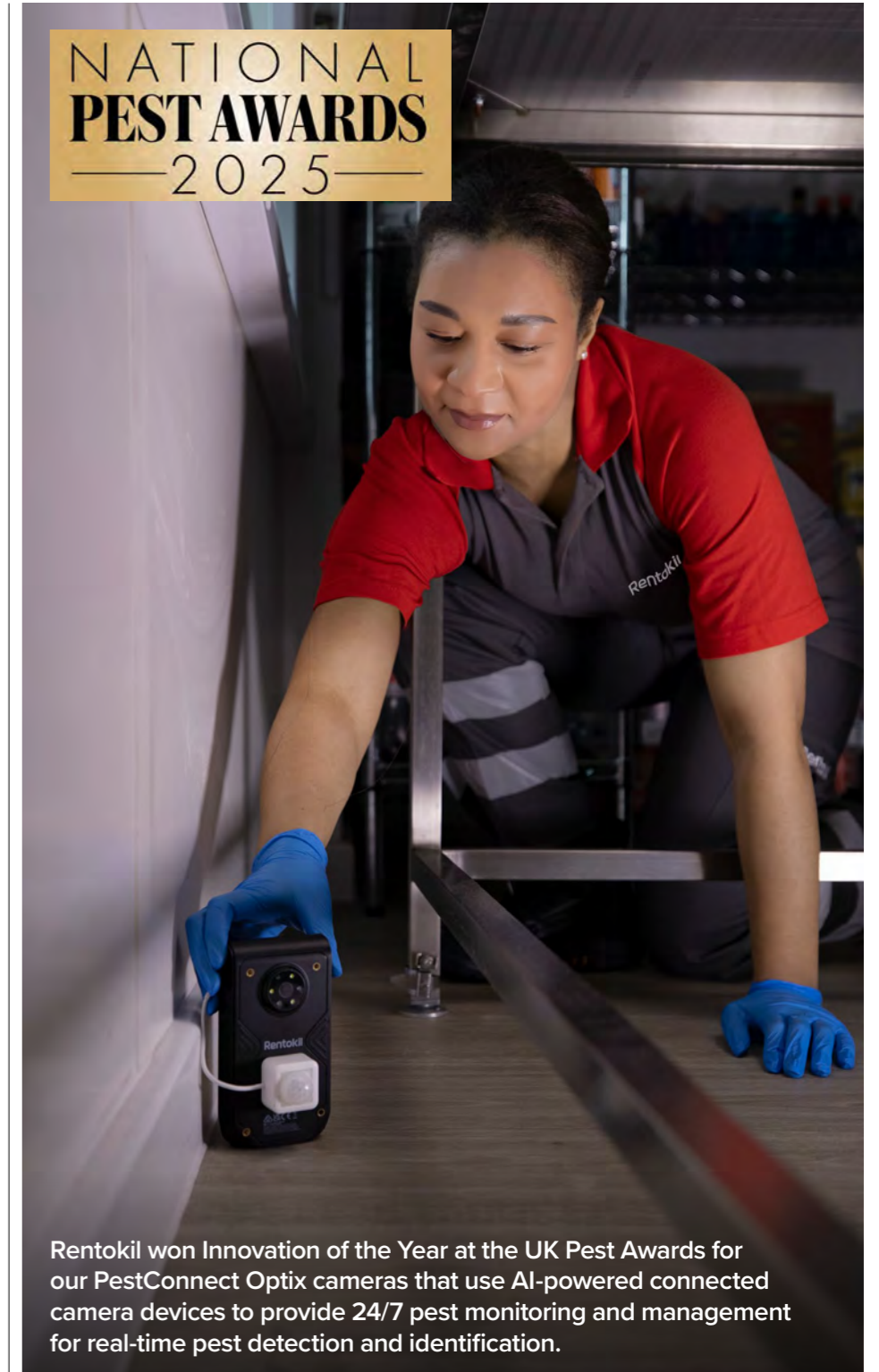
ACCREDITATION & MEMBERSHIPS

This year the Company received independent assurance of our sustainability performance through participation in the S&P Global Corporate Sustainability Assessment (CSA) and was again included in the Dow Jones Sustainability Europe Index and invited to join the Dow Jones Sustainability World Index.

We were pleased to note that our percentile ranking for companies in our sector has remained consistent at 92% (2024: 96%). Based on our performance, we again qualified for inclusion in S&P Global's Sustainability Yearbook 2025.

Rentokil Initial is an ongoing member of the FTSE4Good Index. As of 31 December 2025, the Company was ESG rated as 'AA' by MSCI and as Low Risk, Strong Management by Sustainalytics. Across the Group, 18 countries and c.26% of branches have environmental management systems certified to ISO 14001.

In addition, we continued to make progress with our footprint of EcoVadis accreditation, particularly across Europe.



Rentokil won Innovation of the Year at the UK Pest Awards for our PestConnect Optix cameras that use AI-powered connected camera devices to provide 24/7 pest monitoring and management for real-time pest detection and identification.

CELEBRATING 100 YEARS OF RENTOKIL

Rentokil's centenary year has been a remarkable milestone – an opportunity to reflect on our history but also celebrate the extraordinary commitment, generosity and passion of our colleagues.

We focused the celebrations on giving back and connecting our Rentokil family, and the response was phenomenal. Our initial target was to support at least 100 charities and communities globally, but thanks to colleagues' enthusiasm we ultimately supported more than 180 worldwide, far exceeding our target. These charities covered a wide range of causes, with particular emphasis on Health, Hospice and Cancer Support, and Children, Youth and Education.

→ See page 37 for more information

Colleagues across the globe engaged with their local communities, delivering environmental initiatives such as litter picks, tree planting and river restoration. Colleagues also came together at more than 100 local events during the year, with many teams forming the number 100 – captured by drones – as a powerful symbol of Rentokil's people and passion.

180+

Charities supported worldwide





COLLEAGUES & CULTURE

2025 Overview	12
Our Approach	13
Health & Safety	14
Long-Term Focus on Safety	15
Chief Executive's Health & Safety Awards	16
Recruitment	17
Colleague Engagement	17
Training & Development	18
Committed to Colleague Health & Wellbeing	19
Inclusive Culture	20
AI	20



IN SHORT:

0.28

- + Record safety performance in 2025 with Lost Time Accident rate of 0.28.

87.4%

- + The Employer of Choice programme continues to make good progress with further improvements in colleague retention to 87.4%.

1,600

- + Strong recruitment practices with over 1,600 people recruited through the Company's own Career+ app in 2025.
- + Colleague engagement and enablement remains strong according to a confidential survey.

2.2m

- + Extensive training undertaken in 2025 with 2.2m sessions on the Company's U+ system.

99%

- + The Company supports young people with high-quality apprenticeship programmes with a 99% success rate.

2025 OVERVIEW

SAFETY

0.28

Lost Time Accident rate per 100,000 hours worked.
Target for 2025: 0.28

TRAINING

2.2m

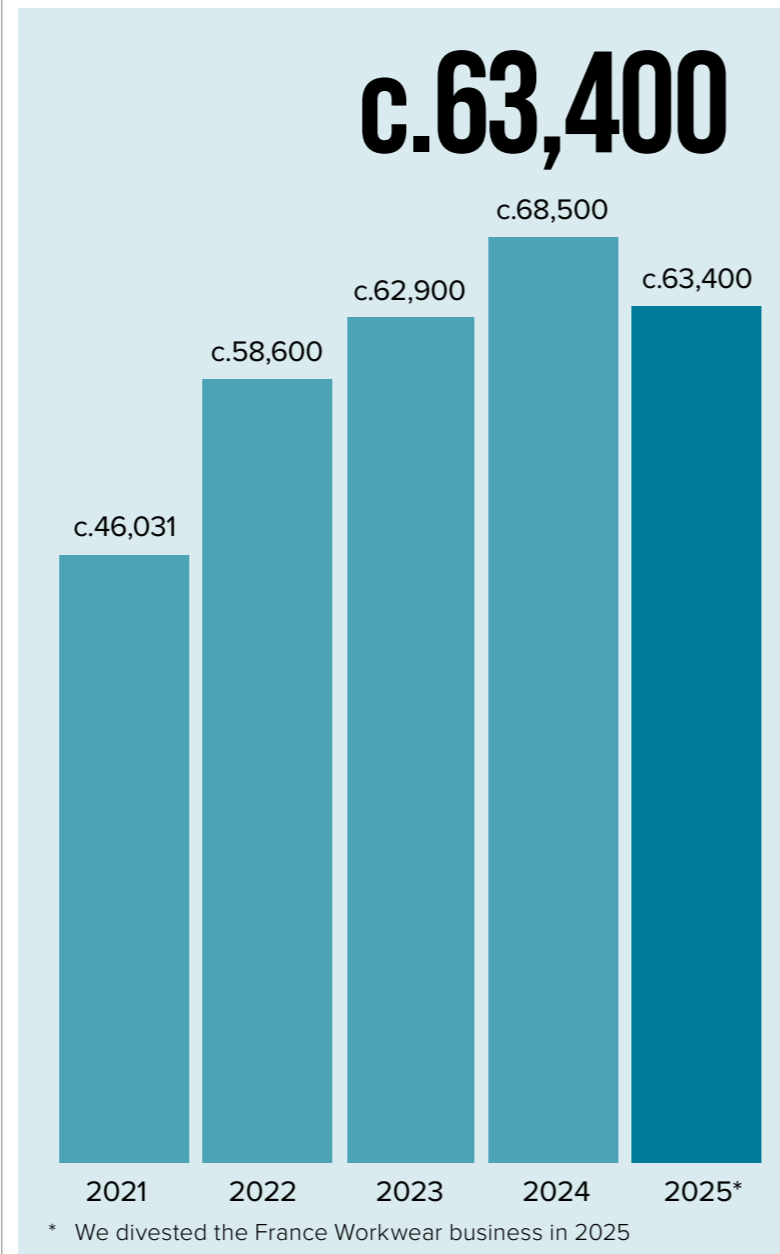
Training sessions on U+

99%

Success rate of the apprentices who have completed their end-point assessment to date, with 767 out of the 888 apprentices achieving distinction.

→ Read more about our approach to Health & Safety on page 14

NUMBER OF COLLEAGUES



OUR APPROACH

Rentokil Initial is focused on being a responsible employer. Safety always comes first, together with a commitment to ensure our colleagues are engaged, able to enjoy a long-term career and supported in an environment which is underpinned by our values and culture.

We strive to be an organisation that values everyone’s talents and provides equal opportunities and our colleagues agree, with an 81% favourable rating for Belonging & Inclusion in the 2025 Your Voice Counts (YVC) survey; 3% points above global norms.

We recruit, appoint and promote based on merit. We have clear guidance in our Code of Conduct to ensure we maintain the highest standards of behaviour. What is expected from colleagues and what colleagues can expect from the Company is set out in our Employee Value Proposition.

To support our strategy, an Employer of Choice data dashboard includes a suite of HR metrics and targets – measured each month by all country and regional operations. These include retention (including sales and service), time to hire, gender profile, numbers of colleagues versus budget and absenteeism. These are standing agenda items and reviewed regularly by the Board, Executive Leadership Team and regional management teams.

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).

→ [Read more on page 57](#)

Globally, all aspects of employee management are overseen by our HR team and Health & Safety is overseen by the Safety, Health and Environment team.



EMPLOYER OF CHOICE STRATEGY:

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



PERSONAL DEVELOPMENT

The Company is committed to personal and career development in line with our Code of Conduct, policy framework and commitment to supporting colleagues develop a long-term career with the Company. Managers are encouraged to provide regular feedback and recognition to their team members. Colleagues recognise this is a strength of Rentokil, with an 83% favourable response in respect of Review & Recognition in the 2025 YVC survey.

Annually, a formal development review process is undertaken by every manager for every colleague, which is tracked by the HR function:

- Goals are set, competencies are discussed and development opportunities agreed
- Monthly check-ins on key activities
- Promotions are undertaken throughout the year with new goals set
- Formal review of goals at end of the year
- Ratings are agreed and aligned with bonus
- New goals are agreed for the year ahead

Personal development goals linked to ESG areas, such as safety, sustainable product deployment and supply chain management, remain a key focus for employees. We actively encourage all colleagues to contribute ideas and initiatives to improve sustainability across the business.

OUR VALUES

We have a one-team mentality with a common purpose and set of values, focused on delivering a great customer experience.



Service



Relationships



Teamwork



Responsibility



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 (H&S) will always be our first priority and there is no compromise on this.

Safety is the first item on every management team agenda – always. This includes the Board and Executive Leadership Team (ELT) meetings. Rentokil Initial’s Health & Safety approach comprises Company-wide and national programmes, focusing on operational protocols and actions taken to reduce risk.

The primary focus areas are where potential impacts are greatest, including driving at work, working at height, fumigation, working in areas of high voltage and machinery safety.

In 2025, the driving campaign ‘Winter is Coming’ focused on ‘Preparation, Plan Ahead and Keep Your Distance’, reminding colleagues about the importance of ensuring all vehicles and equipment are prepared for winter.

Our underpinning policies are featured on the Rentokil Initial website, along with our Health & Safety Policy. All safety policies are overseen by our Chief Procurement and Sustainability Officer, a member of the ELT.

The Company’s Safety, Health and Environment (SHE) team includes Group, regional and country leaders, reflecting regional cultures, local legislation and operational capabilities.

Safety is one of our primary ESG risks and is managed by a dedicated SHE team with consistent policies and measures across the Company. We continued to operate with our robust policies and processes, including H&S Policy Statement, H&S Management Standard, H&S Operational Standards, H&S Guidance Documents and Regional/Country H&S Management Systems. In 2025, the SHE leadership team made greater use of data collected across the reporting platforms to develop initiatives to further reduce accidents and their impact.

This year, we have maintained our first-class level of colleague safety – reducing both the frequency of accidents and the severity, with a Lost Time Accident rate of 0.28 (target: 0.28), and we have further improved Working Days Lost rate to 5.65 (target: 6.03). This performance was driven by our ongoing focus on safety, robust management standards and commitment to best practices. Our award-winning SHE Golden Rules represent the Company’s most significant global safety initiative, mandatory for all colleagues. These rules clearly and unambiguously define the essential knowledge and actions required to prevent serious harm. There were no work-related colleague fatalities in 2025 (2024: one fatality).

→ See page 60 for our Health & Safety KPIs




0.28
Lost Time Accident rate (2024: 0.29)

5.65
Working Days Lost rate (2024: 6.25)



LONG-TERM FOCUS ON SAFETY

2008: LTA*: 2.06 WDL**: 50.84

2009-2011	2012-2013	2014-2017	2017-2021	2022-2023	2024-2025
<p>MINIMUM STANDARDS FOR WORKING AT HEIGHT</p> <p>2009-2010</p> <ul style="list-style-type: none"> Minimum standards for working at height SHE leadership team established <p>2010-2011</p> <ul style="list-style-type: none"> Minimum standards for core processes (e.g. incident management) SHE goals incorporated in PDRs for operations 	<p>CHIEF EXECUTIVE SHE AWARDS FIRST INTRODUCED</p> <p>2011-2012</p> <ul style="list-style-type: none"> SHE Health-Check audits launched 'In Focus' initiatives first introduced New safety training introduced <p>2012-2013</p> <ul style="list-style-type: none"> Programme to improve workplace transport safety Chief Executive SHE Awards first introduced <p>2013-2014</p> <ul style="list-style-type: none"> Improved site-risk assessment process and tools launched Improved working practices for roof void work 	<p>LTA RATE <1 FOR THE FIRST TIME</p> <p>2014-2015</p> <ul style="list-style-type: none"> Golden Rules implemented Innovative online training tools launched Minimum standards for fumigation <p>2015-2016</p> <ul style="list-style-type: none"> Driving at work standards implemented Focus on improved near-miss reporting 'In Focus' initiatives extended <p>2016-2017</p> <ul style="list-style-type: none"> Safety Leadership Behaviours launched Digital tools rolled out, including Site Risk Assessment app 	<p>ELECTRICITY GOLDEN RULES AND HIGH VOLTAGE POLICY</p>  <p>2017-2018</p> <ul style="list-style-type: none"> Safety Moments initiative launched Training to identify potential electrical risks <p>2018-2021</p> <ul style="list-style-type: none"> Electricity Golden Rules and High Voltage policy Increased fumigation governance Global launch of Disinfection services Reviewing all Group SHE policies in 2021, consolidating information and creating an H&S Policy Framework 	<p>ENHANCED ROAD SAFETY TRAINING</p> <p>2022</p> <ul style="list-style-type: none"> Alignment of Terminix policies with Rentokil Initial, including the provision of new safety boots and bee suits for Terminix colleagues ahead of the insect-stinging season <p>2023</p> <ul style="list-style-type: none"> Rolled out global safety incident management platform, which is now being fully used across all regions Developed enhanced training on road safety 	<p>RECORD SAFETY PERFORMANCE</p> <p>2024</p> <ul style="list-style-type: none"> New E-driving safety programme launched <p>2025</p> <ul style="list-style-type: none"> In the UK we were awarded the RoSPA Gold Medal, recognising the achievement of eight consecutive gold awards
					<p>2025 LTA: 0.28</p> <p>2025 WDL: 5.65</p>

* LTA: The Lost Time Accident rate is calculated as the number of lost time accidents (injuries and illnesses) per 100,000 hours worked.

** WDL: The Working Days Lost 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.

CHIEF EXECUTIVE'S HEALTH & SAFETY AWARDS

SAFETY

We recognise that engaging colleagues and sharing best practices across our operations is an important part of maintaining our world-class Health & Safety standards. Our Chief Executive Awards recognise the highest levels of excellence and achievement.



Most Improved H&S Performance
Large country/business (>500 FTEs)

WINNER: NORTH AMERICA

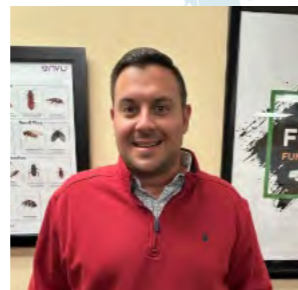
Rentokil North America achieved one of the strongest safety performance years in its history by further integrating health and safety into everyday operations and leadership routines. These achievements represent five consecutive years of measurable progress, culminating in an approximate 76% reduction in both LTA rate and WDL rate since 2016.



H&S Champion – Colleague Award

WINNER: US, JORDAN WARD

Jordan Ward, Branch Manager of the Orlando US Pest branch, proved to be an exceptional Health and Safety Champion by transforming his team's telematics programme into a daily safety leadership practice focused on safe-driving behaviours. His consistent, hands-on leadership seamlessly embedded safety into routine meetings and everyday operations, measurably reducing vehicle collisions at his branch.



Most Improved H&S Performance
Medium-sized business (101 – 500 FTEs)

WINNER: QATAR

By combining proactive leadership, through regular safety tours and rigorous maintenance, with 100% training compliance and their ongoing ISO 45001 certification, the Qatar team achieved zero lost time accidents (LTAs) and zero working days lost (WDL).



Most Improved H&S Performance
Smaller Country/business (<100 FTEs)

WINNER: DOMINICAN REPUBLIC

The Dominican Republic team demonstrated an exceptional commitment to building a strong organisational safety culture. Their targeted risk mitigation strategy centred on leading indicators, such as SRA completion, safety tours, targeted awareness campaigns and comprehensive technical training sessions. This resulted in zero lost time accidents (LTAs) and zero working days lost (WDL) in 2025.



H&S Initiative of the Year Award

WINNER: ITALY PEST CONTROL

The Italy Pest Control team improved operational safety by implementing innovative solutions for two high-risk activities: to address the dangers of confined space in silos, they introduced an advanced rescue kit that allows a single rescuer to safely and quickly lift and lower an injured operator with minimal physical effort; and the team also introduced an ergonomic Electric Stair Climber that allows colleagues to safely transport heavy heaters up and down stairs, reducing manual handling risks.

RECRUITMENT

Our Career+ app, now live in 29 countries, is the global platform for colleagues to apply for, refer or share our career opportunities easily across their social networks.

In 2025, Career+ was upgraded – this was not a simple refresh but a complex global migration that resulted in a scale up:

- We successfully migrated colleagues and training records from over 25,000 users on the old platform
- We have now successfully invited 38,000 colleagues to the new, refreshed platform
- We deployed a new Career+ app to over 27,000 eligible work devices around the world, making access seamless

Our Career+ app is the global platform for colleagues to apply for, refer or share our career opportunities easily across their social networks. In 2025, total users reduced, as the content became more targeted, but the conversion rate from applicant to recruitment improved. Over 1,600 people were recruited through Career+ in 2025.

1m

Visits to our careers portal in 2025



PROVIDING OPPORTUNITIES FOR YOUNG PEOPLE

Rentokil Initial was first accepted as an employer provider on the Register of Apprenticeship Training Providers, now known as the APAR, in March 2017.

Our apprentice training is delivered in the field via field trainers and assessors, online through U+ and in the classroom using qualified trainers. Of the apprentices who have completed their end of programme assessment, there has been a 99% success rate, with 767 out of the 888 apprentices achieving distinction. In 2025, Rentokil Initial accounted for circa 5% of the Customer Service Apprenticeships in England.

We currently have 137 apprentices working towards achieving the Level 2 Customer Service Apprenticeship standard for customer service practitioners.

At present, 11% of the pest control frontline workforce in England are apprentices doing their Level 2 Customer Service Practitioner apprenticeship.

41% of the pest control frontline workforce in England have completed their Level 2 Customer Service Practitioner apprenticeship.

In 2025, three apprentices sat the Level 3 Team Leader/Supervisor Apprenticeship End Point Assessment and all passed, with one achieving a distinction.

To date over 150 colleagues who have completed their apprenticeship have been promoted into new roles including field biologist, sales, team leader, local operations manager, key account manager and specialist roles.

In 2025 we retained our Ofsted 'Good' grading and achieved 'Outstanding' in the Behaviour and Attitudes category.

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 an opportunity to give confidential feedback on workplace culture, leadership, customer focus, development and line manager performance.

'Your Voice Counts' survey

Results from this year's survey showed we are significantly ahead in a number of key areas in comparison to the global norm, and only slightly ahead in others:

Belonging & Inclusion: There is an equal opportunity for all colleagues (irrespective of gender, race, religion, age, nationality, etc) to have a successful career at this company = 85% +8ppts

Enablement: My job makes good use of my skills and abilities = 84% +1ppts

Leadership & Direction: Change is handled effectively in this company = 66% +5ppts

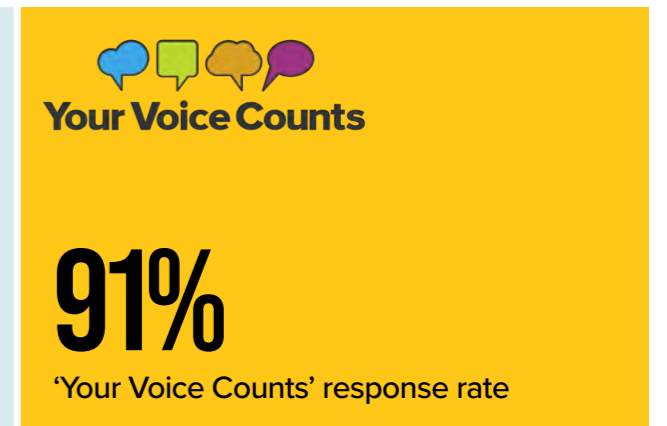
Growth & Development: I receive the training and development I need to do my current job well = 80% +1ppt

Belonging & Inclusion: This company understands and appreciates differences among colleagues (e.g. gender, race, religion, age, nationality, etc) = 86% +1ppt

In September 2025, we undertook our bi-annual all-colleague census survey which provided valid and robust data from which to draw conclusions.

With an excellent overall response rate of 91% (14% above all-company average), we maintained high levels of colleague engagement (79% – 2ppts below the Global Company Norm) and colleague enablement (84% – 4ppts ahead of the Global Company Norm).

Manager scores have largely plateaued in 2025, holding steady after consistent year-on-year improvements since 2015. Strengths remain in health and safety (88%) and trust in senior management (83%). Over 13,000 actions are underway due to the survey.



TRAINING & DEVELOPMENT

A key focus of our training and development activity is to support and equip our colleagues around the world with the knowledge and skills they need to perform in their roles and to deliver the best possible service to our customers.

We provide a career development pathway and encourage internal promotion.

We provide extensive technical training for colleagues, based on a combination of hands-on experience, agile digital learning and traditional classroom-delivered training: for example, in their first year, a Level One Technician in the UK will receive 200 hours of field training and 40-hours of classroom training (based on an eight-hour day and £30,000 salary); a Level Two Technician will receive ten hours of U+ training and 32 hours of classroom training.

In 2025, we introduced DeepL, a tool to translate training materials into 40+ languages, eliminating per-translation costs and accelerating multilingual content delivery. Core compliance training was also reviewed and updated in line with policy reviews and SOX compliance reporting.

During the year, we supported learning festivals and a leadership programme, and delivered LRIW, HR upskilling workshops, and global talent pools.

Our award-winning learning platform U+ is our key digital platform for facilitating the development of our people. U+ provides content across all regions. Usage in 2025 exceeded 2.2 million training sessions and over 540 new training items were created.

Europe Learning Festival and Culture Programme: 1,500+ registrations for live sessions during the festival with over 700 individuals trained. 150 European leaders gathered in Malaga from across 19 countries to define the actions necessary to become a Unified Europe to launch the culture programme, with 100% positive feedback.

EUROPE CX ACADEMY

In Europe, the ongoing focus on careers and development continued with career and learning festivals running in every market and the launch of the Europe CX Academy.

The Europe CX Academy is a multilevel framework to develop customer colleagues as part of the Europe CX Programme. The academy focuses on developing key skills to build excellent customer service including Think Like a Customer, Golden Rules of Customer Service and being Customer Care role models.

FUTURE LEADERS

Rentokil Initial continues to invest in talent management and the development of our team to ensure we have the leaders we need to deliver our future strategy.

We continue with our very successful Talent Pool Programme. Individuals within our talent pools receive intensive and accelerated development, designed around their individual needs and career aspirations.

Leading the RI Way: Over 700 attendees in 2025 and 1,500 training hours delivered.

Technical training for colleagues

2,000+

Technical training days were delivered in the UK in 2025

200hrs

A Level One Technician in the UK will receive 200 hours of field training and 40 hours of classroom training



THE RI AMBASSADOR PROGRAMME

In 2025, we continued to develop our Rentokil Initial Ambassador programme in the Asia MENAT region, a key initiative aimed at elevating customer service excellence, which continued to make progress.

351,388

Asia RI Ambassador programme still driving 5-star reviews: 351,388 received in 2025



COMMITTED TO COLLEAGUE HEALTH AND WELLBEING

Our enhanced colleague wellbeing objectives are to support colleagues' wellbeing holistically and at times of personal crisis. Providing wellbeing resources and support, including for mental health, for colleagues to help them focus on improving their overall wellbeing.

WELLBEING CENTRE

Specific support for mental health

COLLEAGUE SUPPORT

Mental health first aiders

WORLD MENTAL HEALTH DAY

R U OK? day awareness events

CYCLE TO WORK SCHEME

Saves up to 47% on a bicycle purchase

FINANCIAL HEALTH

Webinars with HSBC

Our online wellbeing centre focuses on four key areas of Move (physical wellbeing), Munch (healthy eating), Money (financial planning and budgeting), and Mind (mental health). 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 47% on a new bicycle.

Many of our office-based employees have the opportunity for hybrid working. We provide a comprehensive policy which covers the key requirements of hybrid working including that colleagues must take adequate breaks as per the Working Time Regulations of 1998.

Our Chief Executive is responsible for all ESG operational matters, including social aspects including health and wellbeing of colleagues. Our Group HR Director has specific operational responsibility for overseeing workplace mental health. Our country leaders are passionate about colleague wellbeing across the organisation. Both the regional and functional Managing Directors and local country leadership are the key drivers behind improving mental health and resilience in the workplace. They drive this through both HR and their leadership teams.

EMPLOYEE ASSISTANCE AND SUPPORT

Colleagues also have access to a confidential, specialist 24/7 helpline that offers expert guidance covering a range of areas. Designed to provide support to all colleagues, situations such as dealing with periods of intense change, relationship issues and even substance abuse can be discussed; colleagues can also receive counselling to help tackle problems related to stress. The service is delivered by a team of qualified psychologists and social workers, backed up by a team of trained mental health first aiders. This programme also offers advice for managers when dealing with mental health issues.

24/7

Colleagues have access to a confidential, specialist helpline



We run initiatives and specific awareness campaigns to help and support our colleagues maintain their wellbeing and mental health.

For instance:

- We have partnered with HSBC to provide financial wellbeing webinars on various topics such as pensions, investments, savings and first-time buyers
- We track reasons for absence, with personal concerns (family issues, divorce, financial) accounting for the majority of mental health related reasons
- In the UK we have introduced a workplace adjustment document – which has been created to capture any mental health diagnosis, workplace adjustments and support process, and ask colleagues to complete this with their line manager on a voluntary basis and review and update accordingly. The record is strictly confidential

SPEAK UP PROCESS

Changes in legislation, particularly in Europe (EU Whistleblowing Directive) highlighted that our current Speak Up Process required updating. As a result, a third-party tool, Safecall, was implemented in 2025 which went live in January 2026.

Safecall manages the reporting, logging and tracking of Speak Ups into one central repository with multiple local language capabilities. However, Rentokil Initial colleagues will retain all investigative work and management of the allegations.

INCLUSIVE CULTURE

Rentokil Initial is an inclusive organisation by its nature, operating in 90 countries. We strive to create an environment where everyone's view is heard, everyone's contribution matters and everyone has equal opportunities to succeed.

Our workplace strategy places great emphasis on everyone, regardless of gender identity, race, colour, nationality, age, sexual orientation or physical ability, being able to reach the highest levels based on merit.

As required by section 414C of the Companies Act 2006, our diversity data for 2025 is as follows:

- 13,666 (21.6%) of colleagues were female and 49,722 (78.4%) male
- 48 (32%) of our senior leaders were female and 103 (68%) male
- 68 (28.7%) of our senior leaders (incl. subsidiary directors) were female and 169 (71.3%) male
- 36% (or 4) of our Board Directors were female and (55% or 6) were male (with 9% or 1 not specified/prefer not to say)

In the US, we have introduced our first Colleague Resource Groups to increase colleague engagement and provide a space where our colleagues can gather and grow as a community. Eight groups have been introduced which represent our colleagues' diverse cultures, ethnicities, backgrounds, interests and orientations.

GENDER GAP REPORT

Rentokil Initial has had a global grading and reward structure in place for several years, which upholds the principles of fairness and equity, and we are committed to ensuring that men and women are paid and rewarded on the same basis for doing equivalent jobs. This can be evidenced by there being no material gender pay gap recorded for hourly pay when viewed as a whole or by quartile. We continue to have no material gender pay gap between men and women, with a median of -2.0% and a mean of -4.7%, which is significantly better than the UK average for 'all employees' of +12.8%, reported by the Office for National Statistics.

In accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, we are required to publish this information every year.

[🔗 Click here to see our Gender Pay Gap Report](#)

COLLEAGUES, CUSTOMERS AND AI

Core AI integration

Rentokil Initial is actively integrating AI, particularly Gemini AI, into its operations with regular enhancements. This strategic adoption aims to enhance efficiency and effectiveness across the business.

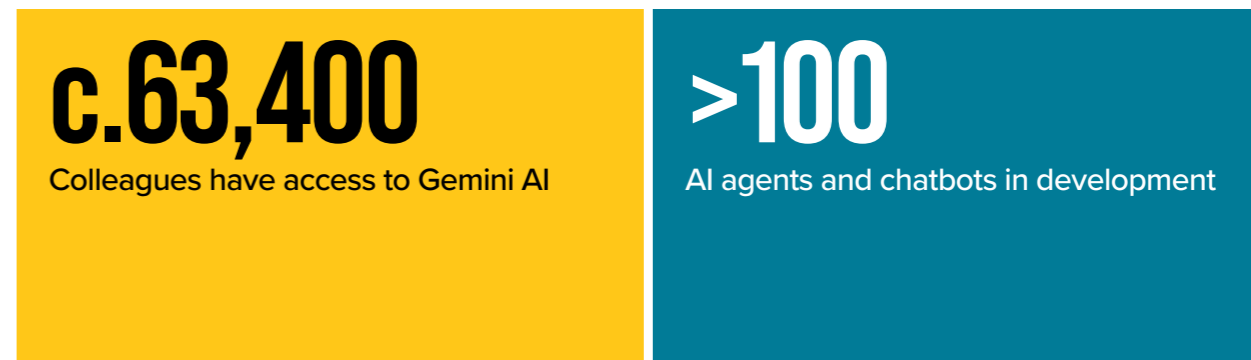
We launched Google Gemini AI as an integrated tool within email and documents, and as a standalone app to enable further efficiencies. By the end of 2025, colleagues worldwide had access to Gemini AI, demonstrating a strong commitment to digital transformation, with North America the largest user region.

Outcomes-driven AI agents and chatbots

We have also developed and begun to roll out a proprietary AI Portal to create Company-specific AI agents. This provides a single, secure repository of multiple industry-standard Large Language Models (LLMs), allowing colleagues to choose the right model for different tasks.

AI chatbots and agents

To date, around 100 AI agents and chatbots are in development across areas such as technician training, HR queries, IT support, national accounts support, sales entry, brand compliance, SOX and cash allocation.



ENVIRONMENT

Our Approach	22
Our Plan	23
Sustainable Solutions	24
Sustainable Workplace	25
Sustainable Operations	25
Moving to a Lower-Emissions Fleet	26
Our Progress in 2025	27
Chief Executive's Environment Awards	28



IN SHORT:

3,620

- + By the end of 2025, our transition strategy has introduced 3,620 lower-emission vehicles, or approximately 10% of our global fleet.

21.8%

- + We reduced our five-year emissions intensity by 21.8% (vs target of 20%).

12.5%

- + In the UK and Europe, we reached 12.5% of our fleet as ULEVs (emit under 100 grams of CO₂ per km driven), ahead of our 2025 target of 10%.

2,459 tonnes

- + Renewable electricity contracts – UK, Italy, Germany, Greece, Portugal, Spain, Netherlands, Australia, New Zealand and India – reducing our carbon footprint by 2,459 tonnes in 2025.

19.4%

- + Fumigation emissions equivalent reduced by 19.4% since 2022.

OUR APPROACH

At Rentokil Initial, we remain steadfast in our commitment to helping our customers to achieve their sustainability goals and driving transformative change across our industry. In 2025, we continued to leverage our collective expertise to:

- Drive meaningful progress across our operations
- Innovate sustainably
- Foster a culture of sustainability
- Reduce, reuse and recycle
- Partner to protect the planet

LEADERSHIP AND ACCOUNTABILITY

Environmental priorities are embedded in our decision-making at the highest levels of the business. At meetings of the Group Executive Leadership Team (ELT) and the Group Leadership Forum (GLF), Safety, Health and Environment is the first item on the agenda. Regular performance reporting tracks vehicle emissions intensity and fuel efficiency across our 20 largest operations, enabling year-on-year benchmarking, and reviewed regularly by both the ELT and GLF to inform strategic oversight and action.

To support delivery of our environmental plan, we have established Company-wide working groups to drive progress in key focus areas, including:

- **Global Sustainability Mobility Forum:** A bi-annual forum that brings together colleagues from across the business to share best practices, provide updates on electric vehicle readiness and coordinate the deployment of more sustainable products and solutions.
- **Sustainability Forum for Plastics:** This group is dedicated to reducing virgin plastic use across the Group. Through collaboration with internal teams and suppliers, it seeks to drive meaningful reductions in plastic consumption and contribute to broader industry change.

GOVERNANCE AND REPORTING

Our Chief Executive holds Board-level accountability for responsible business practices, supported operationally by our Chief Sustainability and Procurement Officer. Together, they engage with key stakeholders to drive the delivery of our environmental ambitions. Regional and Country Managing Directors are responsible for executing our plans at a local level.

We are committed to transparency and accountability through reporting aligned with the Task Force on Climate-related Financial Disclosures (TCFD) and the Sustainable Accounting Standards Board (SASB) framework. We also maintain independent accreditations, including the Dow Jones Sustainability Index (DJSI) and the Carbon Disclosure Project (CDP), and we align our activities with the United Nations Sustainable Development Goals (SDGs).

Rentokil Initial has published emissions data for the past 20 years.



20

Years of published emissions data

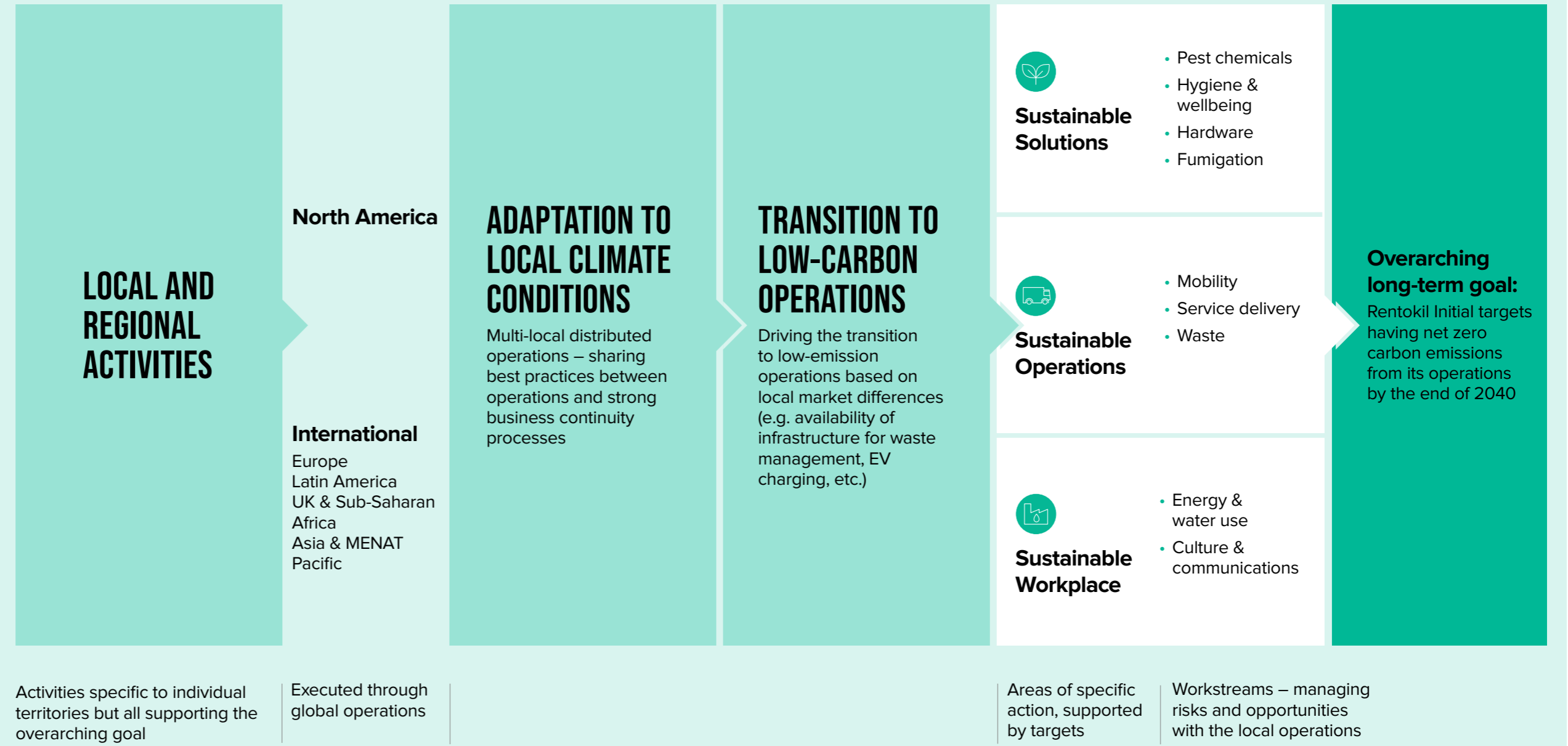
OUR PLAN

Our environment plan, delivered through our country operations, continues to drive meaningful progress across three core pillars: Sustainable Solutions, Sustainable Operations and Sustainable Workplace.

These pillars are supported by targeted workstreams, each aligned to defined actions and measurable short to medium-term targets. This structured framework enables us to embed sustainability across every part of our business while responding to the distinct challenges and opportunities of the regions we serve.

Key elements of our transition plan are already well underway and are delivering measurable progress against our environmental objectives. These include the rollout of our ultra-low and lower-emission vehicle fleet, an important step in reducing transport-related emissions, and the continued transition towards renewable energy across our property portfolio. Together, these initiatives demonstrate our commitment to operational excellence and innovation in sustainability.

OUR TRANSITION PLAN



SUSTAINABLE SOLUTIONS

We are committed to minimising the use of chemicals in pest control by leveraging integrated pest management (IPM) practices, digital connected solutions and sustainable devices. Wherever possible, we use more sustainable alternatives such as heat treatments.

All products used across our operations are selected from our authorised product list. Before any pest control activity is undertaken, a site-specific risk assessment is completed to identify the most appropriate and effective response. Where appropriate, we prioritise alternative integrated pest management (IPM) approaches, including proofing and enhanced housekeeping measures. We follow local regulations, and we adhere to the standards outlined by the Campaign for Responsible Rodenticide Use.

Product innovation is central to supporting customers' sustainability objectives. Our remote monitoring system, PestConnect, now has 600,000 devices in customers' premises, enhancing environmental performance by reducing chemical use and the number of technician visits required.

The FlexiArmour range was expanded to offer innovative, durable rodent-proofing solutions. The Eradico rodent bait stations are manufactured using recycled polymer. In flying insect control, the Lumnia LED fly control range remains a highly effective and energy-efficient service, offering energy savings of up to 79% compared to traditional systems.

A key launch in 2025 was EcoCatch, a new, more sustainable external fly control solution. EcoCatch was shown to catch 60% more flies than the market-leading trap in controlled tests, and its sustainability commitment is evident, with over 30% of each unit made from recycled plastic. This was followed by EcoCatch Wasp. The traps have been developed and designed in-house by our technical team. The unique design is discreet, highly effective and more sustainable.

600,000

PestConnect devices in customers' premises

Our Signature AirFlow Scent air freshening line, introduced in 2024, features hardware made from 70% post-consumer recycled plastic (material made from household or industrial waste) and reduces volatile organic compounds by up to 70% compared with aerosol equivalents.

We continue to focus on reducing the environmental impact of paper, soaps and plastics. The ambitious target of achieving over 90% compliance for hygiene paper products with recognised environmental standards (FSC, EU Ecolabel or Blauder Angel) has been exceeded, with 96% compliance reported as of 2025.

We remain committed to responsible palm oil sourcing, with the target of ensuring at least 90% of the palm oil used is sourced from Roundtable on Sustainable Palm Oil approved supply chains.

In 2025, we continued to evaluate options to deliver more sustainable fumigation activities, driven by the Replace-Reduce-Recapture initiatives. We are prioritising non-chemical methods such as heat treatments, which has made good progress, notably in France, where a centre of excellence has been established to support the rest of the business. Elsewhere we have introduced initiatives to enhance gas monitoring to optimise fumigant use and eliminate waste.

The overall quantity of fumigation gas used has increased slightly in 2025 by c.1%, this being in part due to increased regulatory export requirements in various European and Asian markets. Where initiatives and alternative treatments have been used, there has been good progress, with 5% reduction in the US. Emissions equivalent from sulfuryl fluoride (SF) in 2025 has reduced by 19.4% from the peak use in 2022 following the Terminix acquisition.

Our supply strategy is focused on sustainability, and on ensuring that our suppliers share our values and commitments to high ESG standards. In 2025, we have enhanced our supplier management system, integrating ESG and sustainability questionnaires to ensure suppliers disclose all relevant information. During the year, these questionnaires were updated and enhanced, taking into account the latest regulatory requirements such as the Deforestation Regulation.

We are continuing to work with transport and logistics suppliers to reduce the environmental footprint of our supply chain. In 2025, our sustainability team continued a project to analyse the Product Carbon Footprint (PCF) value of our major spend items. Through collaboration with key suppliers we have now been able to estimate the total PCF for items supplied through our central supply chain in Europe. The next step is to set reduction targets and widen scope outside of central supply. In total, 767 PCFs have been received from suppliers, as well as further detailed documents on lifecycle reports and steps suppliers are taking to reduce their environmental impact.



SUSTAINABLE WORKPLACE

Our strategy to reduce emissions from purchased electricity in properties is progressing with a focus on transitioning to renewable energy and tariffs in owned buildings. Renewable electricity contracts are in place in the UK, Italy, Germany, Greece, Portugal, Spain, Netherlands, Australia, New Zealand and India. This contributed to a reduction in our carbon footprint by 2,459 tonnes in 2025.

Energy efficiency initiatives are ongoing, including the installation of LED lighting, solar panels and motion-sensor systems across facilities. Furthermore, a programme of Sustainability Ambassadors in France, which promotes best practices at the local branch level, is planned for extension to other markets in 2026.

→ See KPIs on page 62

The Company recognises that achieving our net zero target depends on colleague engagement. New sustainability-focused training modules were added to the U+ platform in late 2024 and are being integrated into induction training across all regions. A new Sustainability Hub has been created to provide colleagues with access to sustainability data, marketing materials and an AI agent responding to questions.

34%

Since 2021, our property energy efficiency (thousand kWh per £m revenue) has improved by 34%

SUSTAINABLE OPERATIONS

Implementation of our mobility strategy has continued in 2025 as we aim to reduce our mobility-related CO₂e. Measures included optimising vehicle size, selecting vehicles with the lowest CO₂e emissions, using route-planning tools and expanding telematics to encourage efficient driving. The fleet now includes a variety of sustainable mobility options, such as electric vehicles, hybrids and electric motorbikes.

By the end of 2025, this transition strategy saw a positive result with 3,620 LEVs, or approximately 10% of our global fleet. In the UK and Europe, we now have 1,053 ULEVs, or 12.5% of the fleet, surpassing the 2025 target of 10%.

However, challenges remain due to limited development of the electric charging infrastructure and the limited availability of large ULEVs suitable for operational needs. We are responding with a dynamic, country-by-country transition strategy, which includes extending the operating life of certain vehicles or acquiring secondary-market vehicles to avoid manufacturing CO₂e.

Since 2019, our vehicle fuel efficiency ('000 litres per £m revenue) has improved by 14.5%.

→ See KPIs on page 62

14.5%

Since 2019, our vehicle fuel efficiency ('000 litres per £m revenue) has improved by 14.5%



We are committed to the responsible sourcing of products and services and to the safe, sustainable management of waste. Our aim is to operate to the highest possible standards, taking into account the local infrastructure available in each country.

Waste collected through our Washroom Services represents a significant portion of the total waste we manage in countries where these services are offered. In certain cases, such as the disposal of medical or feminine hygiene waste, regulations require incineration for health and safety reasons. Where regulations permit, strategies are actively implemented to enhance sustainability, such as a partnership in India that enables the recycling and remanufacturing of residual ash from lower-temperature incineration.

Significant progress in reducing plastic packaging was demonstrated in the Netherlands' Ambius business, which eliminated plastic wrap for caged deliveries and replaced it with reusable branded covers – an initiative planned for rollout to other European markets in 2026.

In France, the business launched a programme to train colleagues on waste separation and has established three workshops with dedicated employees to refurbish products. This successful development will lead to the launch of a Second Life Programme across other European markets in 2026. In the Netherlands, for instance, the business has refurbished over 10,000 rodent control units.

CASE STUDY: MOVING TO A LOWER EMISSIONS FLEET

We are committed to minimising vehicle emissions and improving the sustainability of our fleet through the following measures:

- Optimising vehicle size and type
- Selecting vehicles with the lowest CO₂e emissions
- Using route-planning tools
- Implementing telematics to encourage more efficient driving practices
- Reviewing vehicle retention and seeking to extend lifecycle
- Expanding sustainable mobility options

Our fleet now includes a variety of more sustainable mobility solutions, such as:

- Electric vehicles and plug-in hybrids
- Non-plug-in hybrids, e-motorbikes, hybrid motorbikes and e-trikes
- Use of public transport where feasible

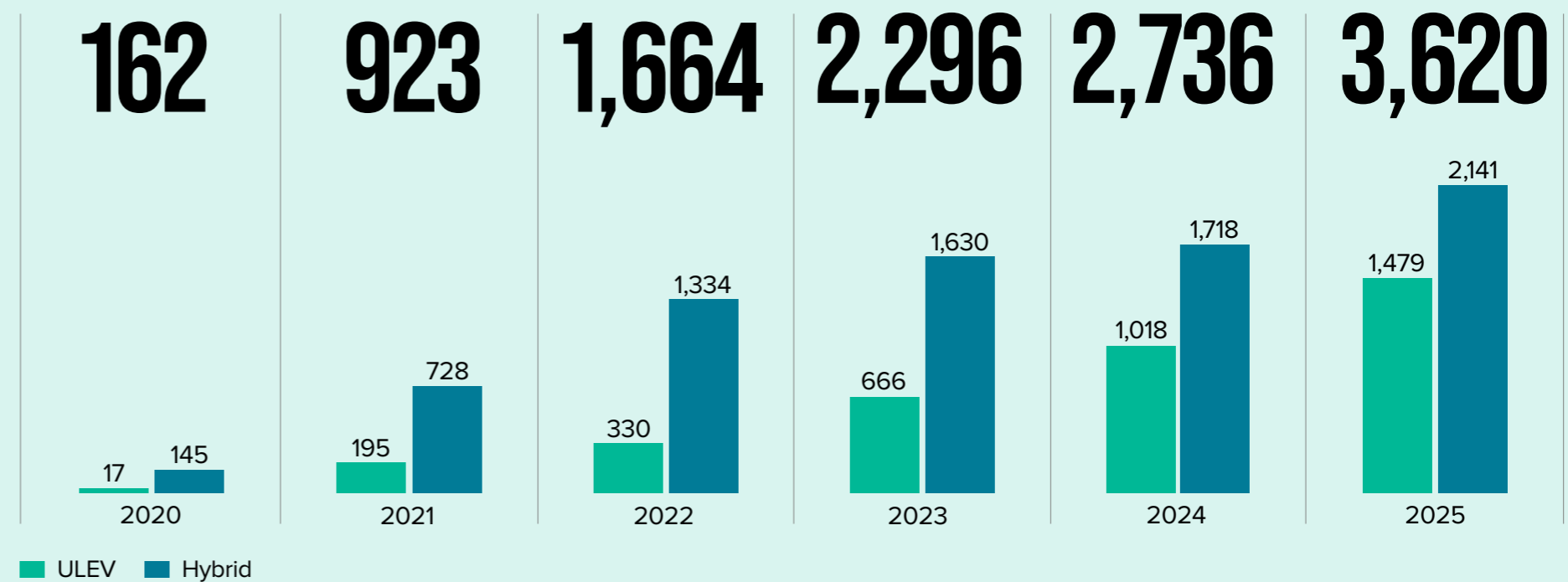
During 2025, we continued to make progress in transitioning our fleet while recognising the practical challenges that remain. Ultra-low emission vehicles (ULEVs) now represent 12.5% of our UK and European fleet. However, the pace of transition continues to be constrained in some markets by limited public charging infrastructure, the restricted availability of large ULEVs suitable for our operational requirements and shorter battery ranges for commercial vans (typically 100 – 130 miles compared with approximately 300 miles for passenger vehicles). In addition, many drivers lack access to off-street parking, limiting opportunities for overnight charging.

To address these constraints and reduce fleet-related emissions in the interim, we have expanded initiatives to extend the service life of existing vehicles, helping to reduce manufacturing-related emissions. We have also increased the use of second-hand vehicles where appropriate, supporting a more circular approach to fleet management. Alongside this, telematics is now operational in 17 markets, enabling improved route planning, safer driving behaviours and reduced fuel consumption while supporting ongoing emissions reduction.

12.5%
of vehicles in the UK and Europe are ULEVs



Growth of lower-emission vehicles (LEV)



ULEVs are plug-in electric vehicles – less than 75 grams of CO₂ per km driven.

Hybrids are non-plug hybrid electric vehicles, classed as LEVs – under 100 grams so all are classed as LEVs.

All ULEVs and hybrids – under 100 grams so all are classed as LEVs.

OUR PROGRESS IN 2025

During the year, we continued to make encouraging progress against our ambitious environmental plan, with a range of initiatives and programmes designed to reduce our environmental footprint across the business.

In 2025, the Company grew total revenue by 3.8%. We acquired 36 businesses which added \$63 million of annualised revenue. At the same time, we generated 381,219 tonnes of CO₂e from energy and fuel; this is a year-on-year decrease of 3,956 tonnes.

We also generated 1,241,065 tonnes of emissions providing customers with fumigation services that utilise sulfuryl fluoride; this is consistent with 2024.

Our absolute emissions in 2025 were 381,219 (2024: 385,175), representing an intensity reduction of 21.8% since 2019. This performance exceeds our 20% target.

Significant progress has been delivered through our environmental workstreams, which drive targeted action across priority areas. Key highlights include the continued rollout of our ultra-low emission fleet, the further transition of our properties to renewable electricity and initiatives to reduce the use of sulfuryl fluoride. These efforts demonstrate the momentum and commitment behind our sustainability strategy, ensuring that business growth remains aligned with our environmental objectives.

OUR TRANSITION TO NET ZERO

2020-21

FIRST RENEWABLE ENERGY CONTRACTS INTRODUCED

2020

- Net zero by 2040 target established
- New emissions intensity target – 20% reduction by 2025

2021

- Transition plans underway in countries
- First renewable energy contracts introduced
- 52 bolt-on acquisitions with £146.6m revenues

2022-2023

15% REDUCTION IN OUR EMISSIONS INTENSITY INDEX

2022

- Emissions intensity reduced by 12%
- Fleet transition in UK and Europe; more sustainable fumigation service trials underway
- Acquisition of Terminix with c.\$2bn revenues and 52 bolt-on acquisitions
- No change to net zero target

2023

- 15% reduction in our emissions intensity index
- c.8% of Europe and UK fleet is ULEV
- Emissions from fumigation reduced by 15%

2024

RENEWABLE ENERGY CONTRACTS NOW IN PLACE IN 5 COUNTRIES

2024

- Emissions intensity reduced by 18%
- Emissions from fumigation reduced by 5% and by 21% over two years
- 36 bolt-on acquisitions with £140m revenues

2025

2025 TARGETS ACHIEVED

2025

- **Target achieved: Exceeded our 20% reduction target in our emissions intensity index**
- **Target achieved: c.12.5% of Europe and UK fleet is ULEV**
- Emissions from fumigation reduced by 19% compared to 2022
- 36 bolt-on acquisitions with \$63m revenues
- Renewable energy contracts now in place in 10 countries

CHIEF EXECUTIVE'S ENVIRONMENT AWARDS

ENVIRONMENT



Most Improved Environment Performance

Smaller country/business (<100 FTEs)

WINNER: COSTA RICA

By implementing a new Resource Use Policy, the team achieved a 28% reduction in water consumption, a 6% reduction in fuel usage and a reduction in chemical use by replacing manual and motorised chemical sprayers with electric pumps. The team also extended their colleague engagement efforts and collected 150kg of waste during a volunteer day at Guacalillo Beach, and subsequently the country's Ecological Blue Flag award recognising their commitment to fighting climate change and protecting natural resources.



Environment Initiative of the Year Award

WINNER: UK INITIAL WASHROOM HYGIENE & INITIAL MEDICAL SERVICES

UK Initial Washroom & Hygiene teams worked together to bring waste collection in-house to drive efficiencies and route waste directly to energy from waste facilities. Through this collaboration, the team delivered a combined annual saving of £508,000, while eliminating 155,000 driving miles per year and reducing annual CO₂ emissions by 123 tonnes, advancing their goal of zero waste to landfill.



Most Improved Environment Performance

Large country/business (>500 FTEs)

WINNER: ITALY

Rentokil Initial Italy achieved significant environmental strides by integrating their established E-Volution project with a new Home-Work Commute Plan. The team used 100% certified green electricity and recycled 97% of operational waste. The team also refurbished approximately 25,000 hygiene and pest control devices, and successfully transitioned all local supplier packaging to 100% Forest Stewardship Council (FSC) certification.



Environment Champion – Colleague Award

WINNER: LEA WINTER, GERMANY

Lea Winter single-handedly transformed Rentokil Initial Germany's energy footprint by successfully migrating 100% of their non-renewable electricity contracts to a single green energy contract with the third-party energy provider. Lea's leadership in navigating a complex, deregulated energy market streamlined contract management, converting all branches to green energy to achieve a 100% green electricity share by January 2026, saving €54,000 for the business.



Most Improved Environment Performance

Medium-sized business (101 – 500 FTEs)

WINNER: INDIA HYGIENE

The India Hygiene team demonstrated exceptional leadership in environmental sustainability, including a 22% reduction in fuel consumption, the installation of 100% LED lighting across all properties and a transition to renewable energy for three of their locations. Their comprehensive sustainability efforts also included achieving a new ISO 50001 energy management certification, and winning a prestigious Environment Sustainability Gold Award from the Indian Chamber of Commerce.

SERVICE & INNOVATION

Our Approach	30
Leading in Innovation & Digital	31
Product Stewardship & Regulatory Compliance	34
Partnering	34



IN SHORT:

98.4%

+ State of Service (2024: 98.3%).

4.94/5

+ c.5.7m post-service customer surveys in 2025 with an average rating of 4.94/5.

82.6%

+ Customer retention +50bps to 82.6%.

+2.8BPS

+ Customer satisfaction +2.8bps to 60.6 (NPS).

600,000

+ Connected pest control devices now in use.

OUR APPROACH

Rentokil Initial is a world-leading Pest Control and Hygiene & Wellbeing services company. Our Purpose is to Protect People, Enhance Lives and Preserve our Planet.

We are committed to driving innovation and digital leadership, underpinned by best practice in product stewardship and a strong focus on delivering high-quality, responsible services. By combining global expertise with deep local insight, we aim to provide customers with the best products and solutions while ensuring our operations are safe, efficient and sustainable.

Our programmes are governed by Category Boards, chaired by the Chief Executive and comprising senior operational and functional leaders. Innovation projects are conducted both in-house and in collaboration with external experts, including academic institutions and specialist partners.

Dedicated Innovation Centres support the development, testing and validation of new solutions that prioritise sustainability by incorporating recycled materials, reducing waste and lowering emissions:

THE POWER CENTRE

Focuses on innovation, science, behavioural insights and training

THE TECHNOLOGY CENTRE

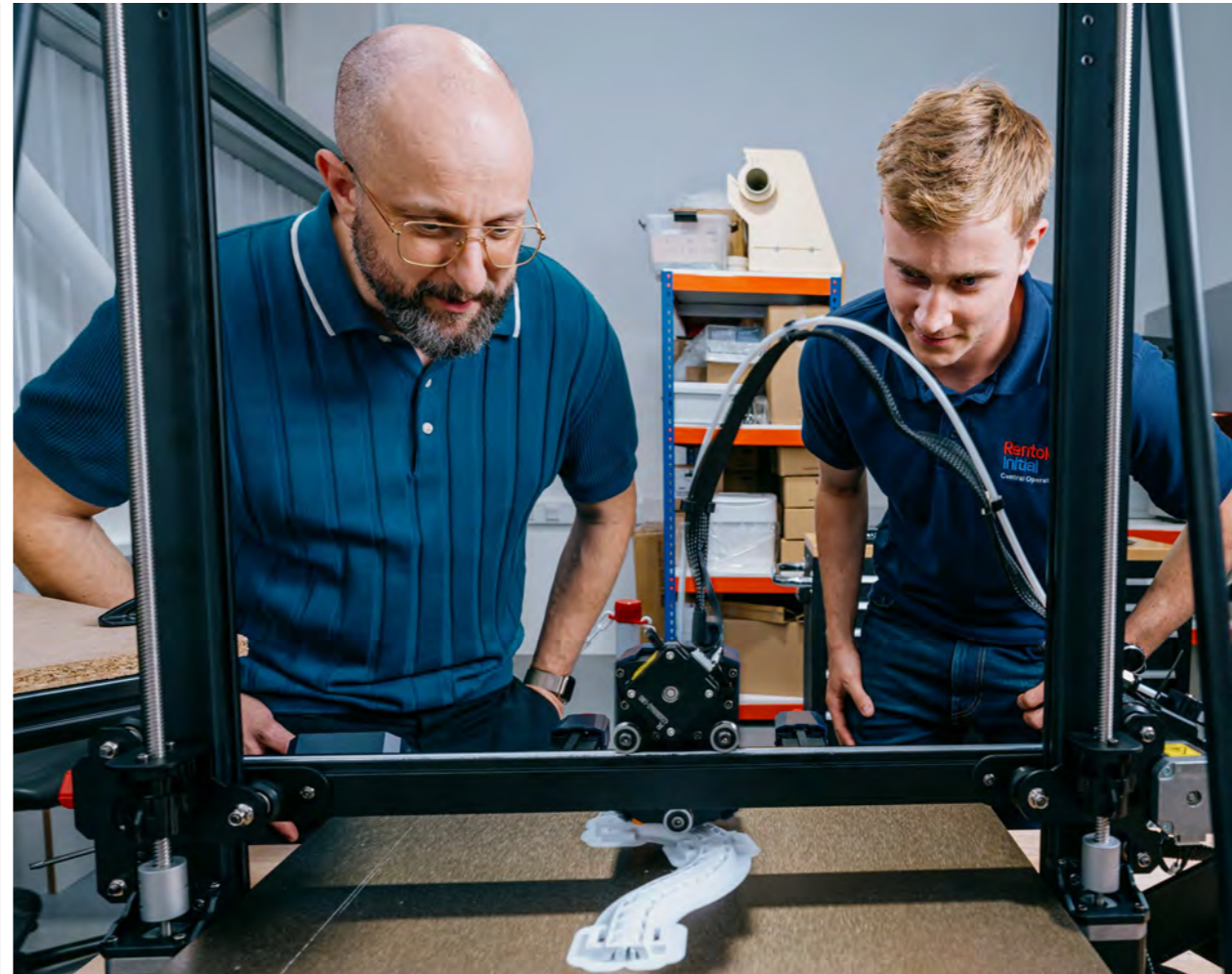
Tests new solutions, hardware functionality and environmental durability

RI SUPPLIES

Dedicated to R&D and delivery of more sustainable consumables

THE RENTOKIL TERMINIX INNOVATION CENTRE

Opened in 2024 in Dallas, this facility specialises in residential pest control, including termites and fumigation



4.94/5

c.5.7m post-service customer surveys in 2025 with an average rating of 4.94/5



POLICIES AND TRAINING

We have a suite of customer-related policies ensuring consistent service standards globally. Company-wide training reinforces compliance with competition and anti-corruption laws, including policies on gifts, bribery and facilitation payments. Countries adapt responsible customer-management approaches to suit local markets.

CERTIFICATIONS AND ACCREDITATIONS

- Our UK manufacturing operation, Rentokil Initial Supplies, is SEDEX-registered, ensuring ethical and responsible supply chain practices
- Our range of connected products maintains ISO 27001 certification for information security, reassuring customers of robust data protection

Through these efforts, we continue to innovate responsibly, set industry standards and deliver value to customers while advancing sustainability and ethical business practices globally.

LEADING IN INNOVATION & DIGITAL

Innovation is an integral part of our culture – finding better ways to solve existing problems whilst also anticipating and solving emerging challenges.

We are proud to maintain an industry-leading track record of delivering cutting-edge innovations and setting new benchmarks for our sector. Our innovation pipeline is focused on developing non-toxic solutions, sustainable products and digital services that align with our customers' needs and environmental commitments.

LUMNIA

The Lumnia range of insect traps sets a new standard in energy-efficient pest control. Powered by LED technology, Lumnia delivers 62% lower carbon emissions than traditional fluorescent units, alongside energy savings of up to 79%. Lumnia represents a key innovation in more sustainable pest management.



ECOCATCH FLIES

Our EcoCatch solution addresses the challenges of outdoor fly control through a reusable, high-performance fly trap. In controlled testing within our specialist fly rooms, EcoCatch demonstrated 60% higher efficacy than market-leading alternatives, capturing significantly more flies within 24 hours. EcoCatch improves control effectiveness while reducing the environmental impact associated with single-use traps.

ECOCATCH WASP

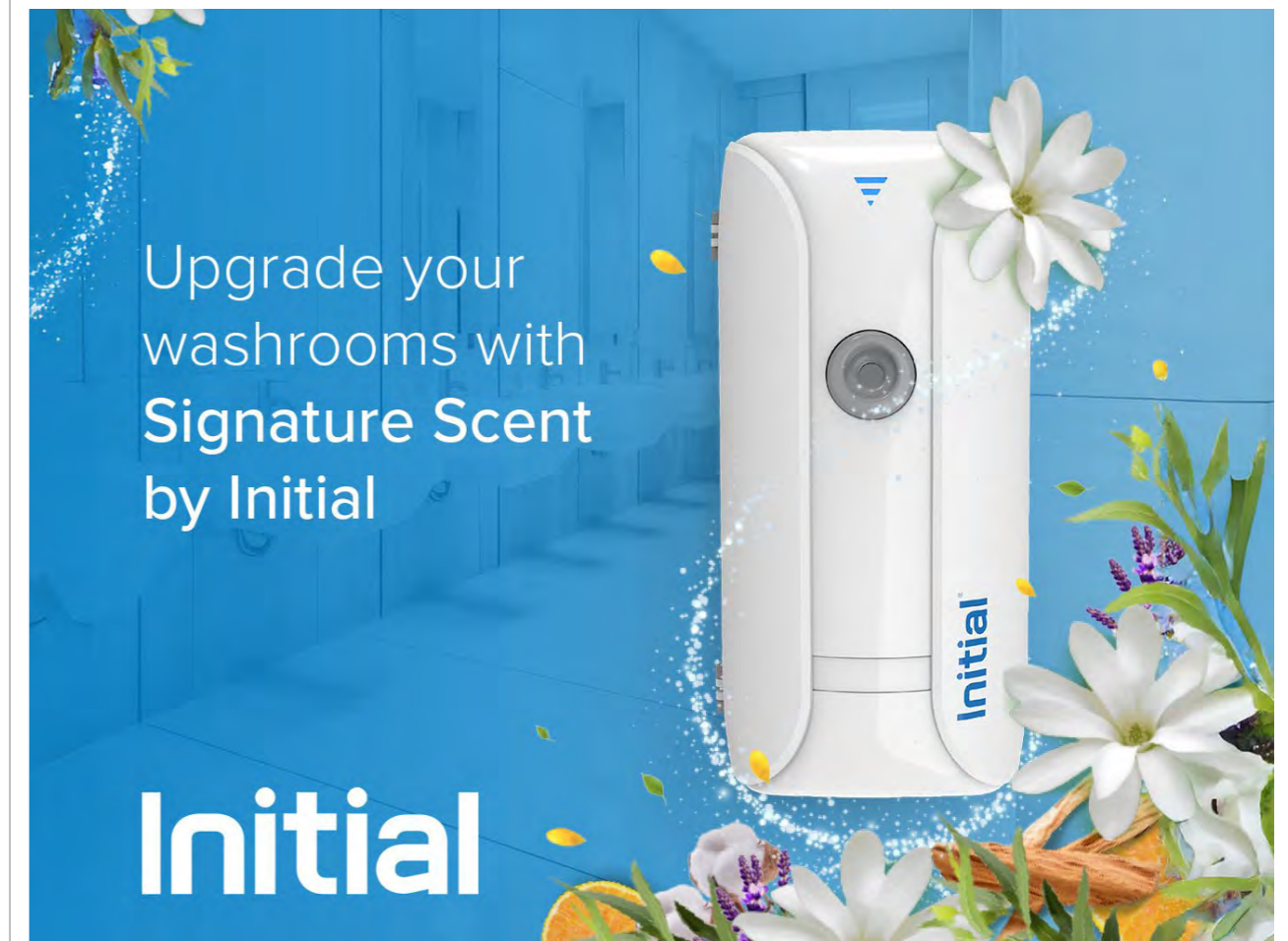
In 2025, we launched EcoCatch Wasp, an advanced and more sustainable wasp control solution designed for exterior environments. These uniquely designed, non-toxic, discreet, highly effective and sustainable wasp catchers are up to 26% more effective at catching wasps than 'traditional dome' wasp pots and they replace conventional single-use products.



SIGNATURE SCENT

Launched in 2023, Signature Scent represents a breakthrough in air-scenting technology. Using patented vibrating mesh technology, the device produces an ultra-fine fragrance mist that lingers longer, reducing the need for multiple devices in medium to large washrooms. Free from aerosols and propellants, Signature Scent aligns with our focus on sustainability while offering a premium customer experience. This innovation is designed to meet customer demands for high-performance, eco-friendly solutions.

These innovations reflect our ongoing commitment to sustainability and customer satisfaction.



LEADING IN INNOVATION & DIGITAL CONTINUED

FREEVEND

In 2024, we launched FreeVend FlexCare, a versatile and innovative dispensing solution for providing free sanitary products in washrooms, including pads, tampons, incontinence pads and boxed items. Designed with hygiene, convenience and adaptability in mind, FreeVend FlexCare features a patent-pending design with adjustable chutes, dual-column dispensing for single or boxed items, and interchangeable information cards to meet a wide range of customer needs. Styled to complement our Signature range, it is constructed from durable, corrosion-resistant steel to ensure long-term reliability.

In 2025, we continued to expand the rollout of FreeVend FlexCare across our operations, supporting customers as awareness of period poverty and dignity increases and helping organisations create more inclusive and supportive washroom environments.



BIRDALERT

BirdAlert is an intelligent bird management system designed to deter birds without causing harm. Using AI-driven species recognition, the system deploys a wide range of tailored deterrent calls specific to different bird species. Operating within a 250-metre radius, BirdAlert varies the sequence and intensity of these calls to reduce the risk of habituation.

The upgraded BirdAlert unit is manufactured from 100% recycled plastic and consumes 60% less power, demonstrating how technological innovation and sustainability can work together to deliver effective, ethical bird control solutions.



FLEXI ARMOUR

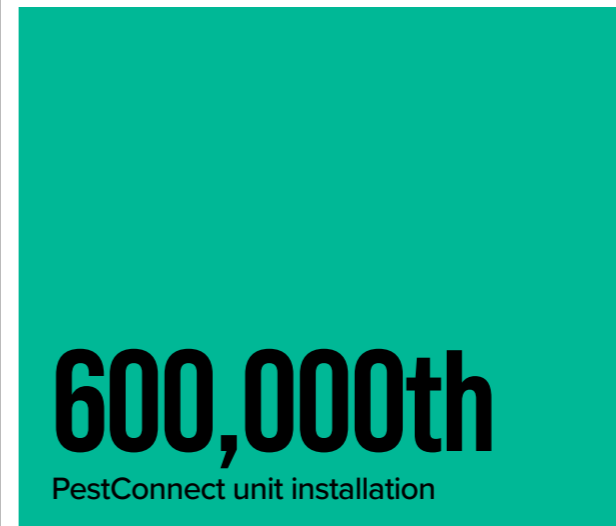
The Flexi Armour range provides a solution for rodent-proofing customer premises. These products are highly versatile, enabling technicians to seal gaps around dock levellers, expansion joints, vents and doors. By preventing rodents from gaining access to buildings, Flexi Armour supports a proactive and non-toxic approach to pest control. This innovation underscores our commitment to prioritising prevention and proofing as key components of sustainable pest management strategies.

PESTCONNECT

More effective and more sustainable rodent control. In 2025, Rentokil reached a significant milestone in its global pest control operations with the installation of its 600,000th PestConnect unit installation at a customer site. This proprietary Internet-of-Things rodent control service is transforming commercial pest management through advanced technology and a data-driven approach.

How it works:

- Digital connected devices continuously monitor for rodent activity and provide immediate control when rodents are detected
- When a device is triggered, an alert is sent, enabling a rapid and targeted response
- Technicians attend customer sites only when necessary, reducing unnecessary visits
- The system supports more sustainable pest control, reducing rodenticide use by up to 60%, and complies with relevant legislation and standards
- PestConnect replaces ad hoc servicing with constant digital monitoring, immediate intervention, and secure online access to data and insights on pest activity



LEADING IN INNOVATION & DIGITAL CONTINUED

PESTCONNECT OPTIX AI

PestConnect Optix is a new, groundbreaking solution that uses artificial intelligence (AI) and camera technology to provide a 24/7/365 early warning system for pest activity. Initially focused on mice and rats, the platform has been designed to support future expansion into other pest categories, including insect monitoring, which remains in the innovation pipeline.

PestConnect Optix deploys strategically positioned, motion-detection cameras to capture images of rodent activity. These images are transmitted to the cloud, where they are analysed by Rentokil's highly accurate, AI-powered rodent detection engine. Using a patented algorithm, the system can identify individual rodents, even in low-light conditions, and automatically generate service call-outs for technicians.

During development and testing, Rentokil analysed over one million rodent images through PestConnect Optix. The service has now begun rolling out in the UK, France, Netherlands, Norway and Belgium. Additional country launches are planned during 2026. The first commercial customers are already benefiting from the solution, with more than 4,000 cameras currently in use.

HOW IT WORKS:

- Strategic placement: Rentokil technicians install wireless pest monitoring cameras in high-risk or hard-to-reach areas, such as server rooms, food processing environments, ceiling voids and underfloor spaces
- Instant detection: Motion-detection cameras capture images triggered by advanced sensors that detect heat signatures, enabling accurate detection even in low-light or challenging environments
- AI analysis: Images are analysed by Rentokil's proprietary AI model, developed using over one million rodent images to ensure high levels of accuracy
- Real-time alerts: Rodents are identified before they enter traps, enabling proactive intervention and minimising potential damage. Customers can view evidence of activity through the myRentokil customer portal
- 24/7/365 monitoring: Continuous monitoring provides insights into pest behaviour, activity patterns and high-risk areas
- Rapid response: Automated alerts and image sharing support faster response times, helping to reduce infestation periods by up to 50%*
- PestConnect Optix is ISO 27001 certified and GDPR compliant

* Based on a comparison of rodent activity duration at customer sites transitioning from non-connected to PestConnect Optix linked locations.

“
PestConnect Optix deploys strategically positioned, motion-detection cameras to capture images of rodent activity.



PRODUCT STEWARDSHIP & REGULATORY COMPLIANCE

The safe use of our products and the responsible delivery of our services remain the Company's highest priority.

Comprehensive training resources and safety information sheets are readily available online for every product, ensuring that both employees and customers are well-informed. We maintain a robust Authorised Product List (APL) to ensure all products meet strict safety, quality and regulatory standards.

Any request to use a product outside the APL is subject to formal authorisation and approval by the Country Technical Manager or Managing Director, reinforcing strong governance and oversight.

Our regulatory focus supports both the development and approval of new products in pest control markets and the continued use of existing professional and consumer rodenticides and insecticides under the European Biocidal Products Regulation. We do not use any substances listed under the Stockholm Convention on Persistent Organic Pollutants and actively support the removal of hazardous chemicals. Our focus on urban pest control ensures that only registered and regulator-approved products are used, supported by rigorous safety assessments to ensure compliance.

DRIVING SUSTAINABILITY IN HYGIENE

Initial Hygiene leads the way in sustainable hygiene and wellbeing by actively reducing packaging waste and plastic use, and by designing solutions that support easier recycling. Initial's soap range, which includes Halal and Vegan options, is certified by the Nordic Swan Ecolabel – one of the world's most stringent environmental certifications. Products bearing this label comply with rigorous environmental standards, reflecting our strong commitment to sustainability and customer wellbeing.

INNOVATION AND COMPLIANCE

Our global innovation centres rigorously assess the chemicals used in pest control and hygiene to ensure they meet regulatory standards, such as the Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH) regulation in Europe. All hardware and equipment are also validated to meet local regulatory standards, such as the CE mark for products sold in Europe and the Restriction of Hazardous Substances Directive.

This validation process extends to confirming the safety and compliance of components across second- and third-tier suppliers. Through these measures, we continue to prioritise safety, sustainability and regulatory excellence, ensuring our products and services meet the highest standards for our customers and the environment.



PARTNERING

We actively partner with international standards bodies, industry groups and trade associations to help raise standards across the pest control and hygiene sectors. These collaborations support customer safety and ensure we maintain industry-leading practices throughout our global operations.

For more than a decade, Rentokil Initial has been a major sponsor of the Global Food Safety Initiative, a forum through which leading food industry organisations share best practices on food safety, including effective pest management. This long-standing partnership reflects our commitment to the highest standards of hygiene and safety within the food sector.

We also collaborate with key trade associations and regulatory bodies to strengthen industry standards. These include the British Pest Control Association (BPCA), the Campaign for Responsible Rodenticide Use (CRRU), the British Association of Chemical Specialties (BACS), the EU Chemicals Trade Association (CEFIC), and the Rodenticide Resistance Action Group, a UK-based advisory group focused on managing rodenticide resistance.

Rentokil has played a pivotal role in establishing UK product stewardship programmes for anticoagulant rodenticides, led by CRRU. These programmes aim to raise standards in rodent control, particularly where rodenticides are widely used by individuals who are not professionally trained pest controllers.

Globally, we are active members of national pest control associations and the Confederation of European Pest Management Associations (CEPA), which brings together associations and companies across 23 European countries.

Through collaboration with stakeholders across the pest management value chain, we help drive consistent, effective and responsible industry practices. These partnerships demonstrate our dedication to leadership, innovation and customer safety across the pest control and hygiene sectors.



COMMUNITIES & CHARITIES

Living our Values	36
Celebrating 100 years of Rentokil	37
Supporting Regional & Global Initiatives	39
Malaria No More	39
Street League	40
Cool Earth	41
The Daintree	42
Anne Frank Centre	43



IN SHORT:

MISSION

- + The Company supports charities in line with its mission of Protecting People, Enhancing Lives and Preserving our Planet.

\$562,000

- + \$562,000 donated to charities in 2025.

MATCHED FUNDING

- + RI Cares programme match funds the monies raised for charities by colleagues.

180+

- + Over 180 charities were supported worldwide to mark Rentokil's centenary.

COMMUNITY

- + Colleagues also support many environment initiatives such as beach and riverbank clean ups, and tree planting.

\$853,000

- + Rentokil Initial is a long-term partner of Malaria No More UK, contributing over \$853,000 in 10+ years of the partnership.

LIVING OUR VALUES

Our approach to charitable and community engagement is aligned with our core social purpose of Protecting People, Enhancing Lives and Preserving our Planet. We also aim to make a meaningful positive impact on the local economy and to support the communities where we operate.

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, either actively donating their time to support local charities, or coming together for specific fundraising activities.

Rentokil Initial Cares (RI Cares) is our global charity and community programme, which supports colleagues' local efforts, alongside national and global initiatives. It supports charities and good causes which have significant impacts in many parts of the world. We continued to support our long-term partnerships to protect lives from malaria, enhance lives through our community health education programme and protect mature rainforests from deforestation in the Pacific and Africa.

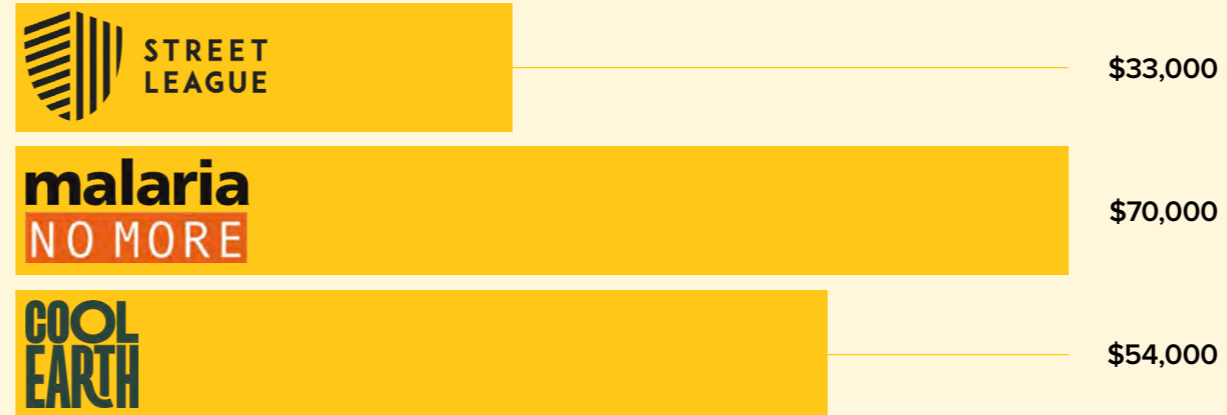
Our RI Cares programme matches colleague fundraising up to £500 for individuals and £1,000 for teams of colleagues.

Each year, we target donations of around \$200,000 and support a wide range of initiatives, in line with our commitment to the UN Sustainable Development Goals (SDGs) 'Partnerships for the Goals' (17) and 'Good Health and Wellbeing' (3).



2025 OVERVIEW

2025 donations



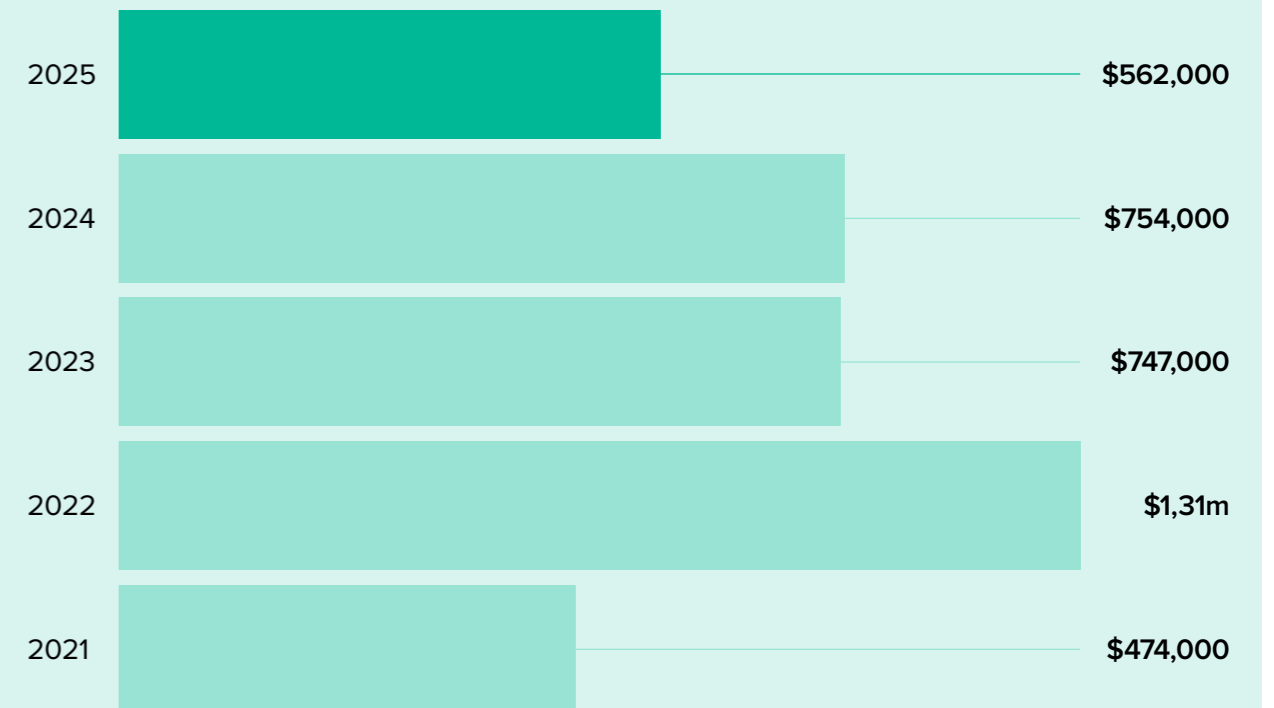
\$853,000+

Contributed to long-term partner, Malaria No More UK, in 10+ years of partnership

\$562,000

Charitable cash donations in 2025

Charitable cash donations (US\$)



Based on 2025 £ to \$ exchange rate of 0.7613



CELEBRATING 100 YEARS OF RENTOKIL

In our centenary year we aimed to support at least 100 charities and communities. Each region participated with charities nominated by colleagues. However, during 2025, we exceeded our target by supporting over 180 charities and communities.

The list shows a strong focus on two major areas:

- Health, Hospice and Cancer Support (Including Alzheimer's/Dementia support groups); and
- Children, Youth and Education (Including organisations such as Great Ormond Street Children's Hospital, Teenage Cancer Trust and various centres for children with special needs).

Other significant categories include:

- Community and Poverty Support, Disability and Special Needs Support, Animal Welfare and Conservation.

Hong Kong

Colleagues volunteered to assist over 40 elderly individuals with brief cognitive assessments and fun interaction.

India

Throughout 2025, our colleagues in India were actively involved in supporting their local communities, with a particular focus on children's welfare and education, environmental conservation, and building greater awareness of health and hygiene. 57 initiatives have touched the lives of 2,055 beneficiaries and also fostered strong internal engagement, with 878 colleagues volunteering their time and effort.



Brazil

In Brazil we supported Lar Do Nenen, a charity which provides temporary shelter, care and support for infants and toddlers, facilitating adoption. Our Ecotec team in Brazil supported Ubuntu Zero 13 and ONG Sem Fronteiras, supporting vulnerable communities with education and training.

Philippines

In collaboration with the University of the Philippines Los Baños, a premier academic and research institution for science and entomology, a team of Rentokil colleagues volunteered to give up their Saturday to carry out a campus-wide mosquito misting operation, helping to make the establishment safer for all the students and staff.



South Africa

In Germiston East, Gauteng, our teams got together at Ekurhuleni Primary School to carry out a full deep clean service and make a grocery donation to support the school's feeding scheme for 2,180 children. And in KZN, colleagues provided a free pest control service and a full deep clean hygiene service along with Initial Hygiene products to St. Giles, an organisation that empowers people with disabilities.



Spain

Senior managers took time out of their regular team meeting to build bicycles and deliver them to foster homes in Barcelona.

Sri Lanka

Colleagues set up a computer lab at Baminiyanwila School in Ambalanthota. This small village school, made up of children mainly from local farming families, will now be able to help students navigate their way through the digital world.



United Arab Emirates

Our team in the UAE spent a morning visiting people at the Senses Charity Centre, an organisation that provides care for special needs children and adults including orphans and abandoned children, offering them rehabilitation and educational support. The team supervised a painting session and shared food, games and laughter, creating moments of genuine connection with all the residents.

United Kingdom

Colleagues from Ambius, Urban Planters, Rentokil Specialist Hygiene, Peter Cox and Rentokil Pest Control volunteered at the Soul Food homelessness charity in Edinburgh. Colleagues carried out a deep clean of the kitchen facilities and undertook building repairs, landscaping, graffiti removal and pest control services.

United States

Across the United States, we supported veteran support organisations and food distribution centres, e.g. Lakeland Vet Center, the Greater Chicago Food Depository and Food for Others. At a senior leadership summit, colleagues got together to make up \$5,000-worth of care kits that were distributed to homeless veterans and we also supported the Odenton Volunteer Fire Company.

CELEBRATING 100 YEARS OF RENTOKIL CONTINUED

There were also many environmental initiatives:

Colleagues in **Brunei** partnered with Green Brunei to plant 100 trees at the Berakas Forest Reserve Recreational Park, a unique 348-hectare coastal and forest environment on the shore of the South China Sea.

24 Rentokil colleagues in **Costa Rica** collected 50 bags of waste from the area around the mouth of the Tárcoles River at Guacalillo Beach.

In the North West of **England**, colleagues got together to clean up the famous Blackpool promenade, collecting 74 bags of waste weighing over 150kg.

In **India**, colleagues met in different locations in the East region to clean up and restore beauty in key public spaces. 300 trees were also planted and eco-friendly pest control treatments were carried out. In Pune, colleagues cleaned up the riverbank in Dehugaon with 34 volunteers, removing over 2,700kg of waste.

In **Italy**, the European HR Leadership team participated in a beach cleanup collecting around 25kg of plastic and waste from the shores of Venice.

In **Singapore**, over 50 colleagues gathered to clean up East Coast Park.



SUPPORTING REGIONAL & GLOBAL INITIATIVES

PROTECTING LIVES FROM MALARIA

Rentokil Initial has been a long-term partner with Malaria No More, contributing over \$853,000 in ten years of the partnership. Advancements in science and innovation – including next-generation bed nets and vaccines – are saving lives, however the number of malaria cases is rising and funding gaps threaten to stall decades of progress, exacerbated by fragile health systems, growing resistance to drugs and insecticides, and the impact of extreme weather and humanitarian crises. With a donation of \$70,000 in 2025 the Company showed its ongoing commitment to the charity and its aim to eradicate malaria in our generation.



SUPPORTING REGIONAL & GLOBAL INITIATIVES CONTINUED

ENHANCING YOUNG LIVES

Rentokil Initial continues to support the work of Street League which uses the power of sport to tackle poverty and give young people the opportunities they need to succeed in life and the workplace. From school to the world of work, we support young people aged 16-30, living in the UK's most disadvantaged communities. In 2025, the Company donated £25,000.



SUPPORTING REGIONAL & GLOBAL INITIATIVES CONTINUED

PROTECTING NATURE

Cool Earth

Since 2018, Rentokil Initial has been supporting climate-change charity Cool Earth in their efforts to protect endangered rainforests. To date, Rentokil Initial has invested over \$500,000, helping Indigenous people in Papua New Guinea, the Congo Basin and the Peruvian Amazon to safeguard their rainforest communities and fight the climate crisis.

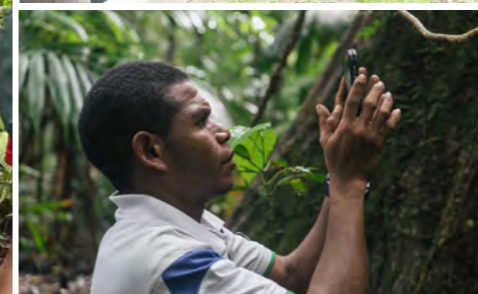
Together, we are supporting 40 locally led projects that protect the rainforest by ensuring those who live there can make an income.

Sustainable businesses, like jewellery making, fish farming, cacao production, weaving and farming, strengthen communities, preserve their culture and create financial security, giving them choices beyond selling their land to survive. Here are some examples:

- The community of Tsutsum, whose primary source of income comes from cocoa, was able to produce 20,000 cocoa seedlings to replace existing cocoa plots and establish new ones
- In Sololo, a forest nursery was established by the community to help with reforestation and address forest loss
- Biomass stoves were purchased for the community in Sololo, allowing faster cooking and a reduction in the amount of firewood needed from the rainforest

The development of Rainforest Labs has given Indigenous communities greater control over their lives, their land and the future of their rainforests by using data and technology.

Cool Earth recognises the significance of the United Nations 2030 Agenda for Sustainable Development, including the 17 Sustainable Development Goals (SDGs) and has closely aligned its programme activities with Rentokil Initial to 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, and alleviating poverty and providing people with access to clean water and sanitation.



SUPPORTING REGIONAL & GLOBAL INITIATIVES CONTINUED

PROTECTING NATURE

The Daintree, Australia

In 2025, Ambius colleagues in Australia were privileged to participate in the final planting of seedlings in part of the world's oldest rainforest, celebrating the conclusion of a project to replant the natural habitat at NightWings Rainforest, a scheme that was conceived a decade ago. Ambius has been actively helping to plant seedlings in the NightWings Rainforest for five years and we were incredibly proud to be there to see the final trees going in the ground, transforming 15 hectares of former sugarcane land back into thriving lowland rainforest. Rainforest Rescue has already purchased another property and the Ambius volunteers are looking forward to starting work on that soon.

Proud sponsor since 2014:

- 25,600 square metres of Daintree restored
- 22,866 trees planted
- 5,800 seedlings funded



SUPPORTING REGIONAL & GLOBAL INITIATIVES CONTINUED

SUPPORTING THE LEGACY OF ANNE FRANK

Ambius was proud to play a key role in a deeply meaningful project — to help the Anne Frank Centre, USA, transport saplings descended from an historic chestnut tree that stood outside Anne Frank’s hiding place in Amsterdam. Anne Frank wrote about her beloved chestnut tree in three separate diary entries in 1944, marking the changing seasons. Although the original chestnut tree fell in 2010, its legacy lives on through the saplings, which have been grown in a nursery near Indianapolis.

Four precious saplings needed to be safely transported to educational institutions across the US (Seton Hill University (PA), Fairmont Junior/High School (MN), Stockton University (NJ), and Carla Olman Peperzak Middle School (WA), and Ambius was able to provide the specialist temperature-controlled transport and careful monitoring needed to ensure each sapling’s safe arrival.



SUPPLY CHAIN

Supplier Management	45
Our Supplier Code	46
Supplier Audits	47
Procurement and Supply Chain Training	47



IN SHORT:

78

+ Major Suppliers.

3,000+

+ Small, Local Suppliers.

5,700

+ During 2025, our colleagues completed 5,700 Core Corporate Compliance training courses (including the Modern Slavery Awareness module) on our U+ online system.

24

+ In 2025, 24 supplier audits were conducted, including eight Critical Suppliers.

+ Group ESG Ecovadis Certification: Silver Medal

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.

78

Major Suppliers

3000+

Small, Local Suppliers



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 spent 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, 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.



This category also 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.



The products used in the performance of these services are an essential but relatively minor component of our operations, making up between 5% and 15% of the service cost, depending on the business category. These products are sourced through our own procurement and supply chain teams from suppliers who are assessed against global ESG standards and audited in person where required by our internal risk assessment.

External suppliers of products to Rentokil are classified as (a) Critical Suppliers (44 in 2025), which represent a high proportion of category spend, supplying unique products to multiple company markets or requiring a long lead time to substitution if required; (b) Major Suppliers (78), with a significant proportion of spend in a single country (over £0.5m) or region and/or suppliers of generic products that can be substituted at short notice; and (c) Small, Local Suppliers (3,000+), representing the majority of suppliers in number, but a lower proportion of the category spend.

In 2025, a European Procurement conference was held in Madrid, Spain. This conference was held to ensure alignment of approach across Group procurement, to share best practice and collaborate and connect across the Group. The conference focused on, among other subjects, regulatory readiness, performance against policy and local challenges together with the use of AI in spend control and contract management systems. The event was attended by Rentokil Initial country management and procurement teams.



SUPPLIER MANAGEMENT CONTINUED

POLICIES

Rentokil Initial is committed to acting in accordance with the law in every country in which it operates, and our duty to respect human rights as an employer and in our supply chain. We operate under a number of robust policies to ensure a high standard of social, governance and ethical compliance, of which the cornerstones are the Code of Conduct and Supplier Code of Conduct.

Rentokil Initial has a zero-tolerance approach towards forced and child labour. Our policies seek to protect all people including our own employees, workers in the value chain, women, children, indigenous people, migrant workers and local communities.

In addition, we maintain policies on human rights, customers, suppliers and rights of employees. Specific policies applicable to modern slavery include:

- Supplier Management Standard
- Dignity at Work & Human Rights
- Inclusion Policy
- Training, Learning & Development

During 2025, our colleagues completed 5,700 Core Corporate Compliance training courses (including the Modern Slavery Awareness module) on our U+ online system.

We encourage all suppliers, employees or other stakeholders to report genuine concerns over malpractice, illegal acts or failures to comply with recognised standards of ethical behaviour that they observe at any point within our global supply chain through our supplier Speak Up programme. Our supplier Speak Up programme is managed and monitored daily by the Group Procurement team.

The following procedures are followed for each reported incident:

- All incidents are reviewed to ensure that full information is obtained on the reported incident
- A summary of the reported incident is forwarded to the Procurement Manager responsible for the supplier(s) for further investigation
- Regular updates are obtained from the Procurement Manager on the actions that are being taken to investigate the incident, the findings of the investigation and the actions being taken, if any
- A register of all Supplier Speak Up reports is maintained, and regular reports are made to the Chief Executive and the Group Risk Committee

For more information on our supply chain management, read our Modern Slavery Statement.



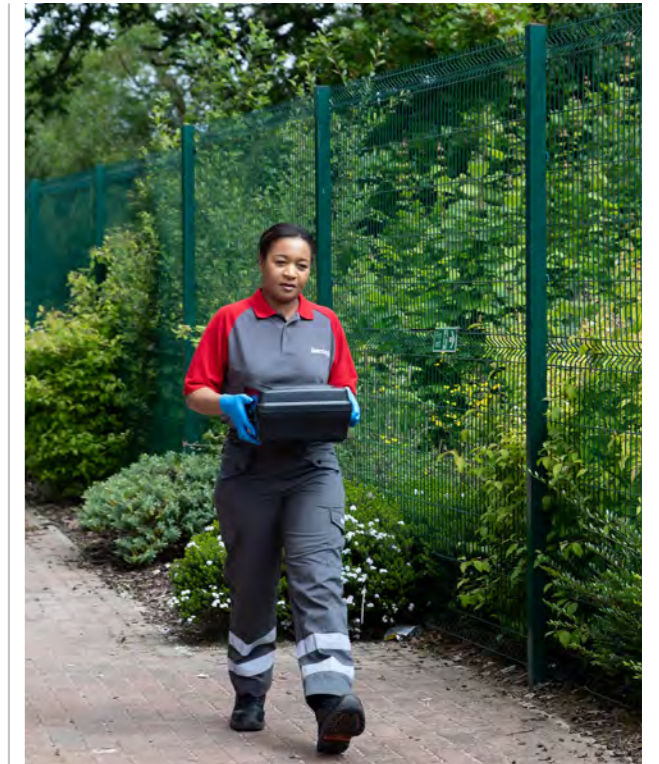
➔ Modern Slavery Statement

OUR SUPPLIER CODE

Rentokil Initial introduced a Supplier Code in 2019 to specify the standards and controls that are expected from all suppliers of goods and services to the Company. All Critical and Major Local suppliers must provide written acknowledgement that they have received the Code and that their business complies with the standards required. All major contracts and agreements for the supply of goods and services by both individuals and companies include a clause requiring compliance with the Supplier Code, in addition to specific clauses in our contracts that relate to bribery and corruption and modern slavery

The Code was reviewed in 2025 to ensure it continues to reflect the Environment, Social and Governance (ESG) standards required of our suppliers. The OneTrust Supplier Questionnaire, which we require to be completed, has been upgraded to include further ESG and sustainability aspects, ensuring we can thoroughly evaluate our suppliers against these standards. The Third Edition of our Supplier Code is available on our website in 19 languages.

In 2025, allied to the expansion of our Sustainability team, we reviewed our Sustainable Sourcing Policy to ensure it captured all regulatory requirements and reflected the ESG standards within our Global Procurement Team. This document further emphasises the social standards required of our suppliers.



➔ Supplier Code

SUPPLIER MANAGEMENT CONTINUED

SUPPLIER SELECTION

In all sourcing decisions, compliance with Rentokil Initial's 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. Suppliers that do not conform to required standards during the pre-selection evaluation are eliminated from the tender process.

If an area of non-compliance is discovered at a 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. The ultimate sanction of not awarding or terminating a contract is implemented when the supplier refuses to work with us to implement the required action.

Commencing in 2025, all bid evaluation processes must include an assessment of each vendor's ESG status in line with our ESG Classification of Suppliers. Comprehensive questionnaires related to key ESG parameters are submitted for evaluation alongside the financial and performance metrics, and preference is given to suppliers who can show evidence of good labour practice.



SUPPLIER AUDITS

Audits of Critical Suppliers are conducted by a Product Quality Manager against the Rentokil Initial Supplier Management Standard, which was updated in 2025 to include more specific detail on ESG factors. In addition to ESG reporting requirements, it specifies the required standards of product quality, regulatory compliance, factory management and delivery performance. The audits start with two sections which focus on ESG and modern slavery: (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 Local and Minor 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 local Product Quality Manager in accordance with the Rentokil Initial Supplier Standard.

In 2025, a total of 24 audits were conducted, including eight Critical Suppliers. These audits are mostly carried out by members of the Global Quality team who have been trained to detect signs of modern slavery and include specific assessment of the risks of human rights in the primary operation and its extended supply chain. Two of the audits in 2025 were carried out by trained auditors from an international customer, witnessed by the Rentokil team.

SUPPLIER SPEAK UP

A separate Supplier Speak Up line is available for suppliers and their employees or other stakeholders to report concerns over malpractice, illegal acts or failures to comply with recognised standards of ethical behaviour that they observe at any point within our global supply chain. There were no reports on the Supplier Speak Up line in 2025 related to supplier malpractice.



🔗 Supplier Code

PROCUREMENT AND SUPPLY CHAIN TRAINING

The following training related to modern slavery was carried out in 2025 across the Company:

1. In February 2025, a live training session covering the Company's 2024 Modern Slavery Statement was held with members of the Global Procurement team who are responsible for sourcing products from around the world. Specific discussions were focused on:
 - a. Potential risk in subcontracting recruitment work
 - b. Review of suppliers of services in the high-risk indirect procurement categories
2. Further training was carried out on the Sustainable Sourcing Policy to elevate the importance of ESG standards within Global Procurement and emphasise the mandatory social standards required of our suppliers
3. Training for suppliers in Modern Slavery Awareness continued in 2025 using our on-line training tools. A further 21 companies completed this training in 2025, making a total of 41 completions by suppliers to Rentokil since launch
4. A new training course covering Environmental, Social and Governance was launched for suppliers in 2024. A total of 252 suppliers have been invited to complete the course as of 2025, of which 19 have completed the training and 11 have started

🔗 **Read our Modern Slavery Statement for further information on www.rentokil-initial.com**

GOVERNANCE

Our Approach	49
Our Stakeholders	50
Materiality	53
Policy Framework	54
Data Security & Privacy	55



IN SHORT:

20 YEARS

+ 20 years as a member of the Dow Jones Sustainability Index.

19 LANGUAGES

+ Our Code of Conduct is published in 19 languages.

AWARDS

- + TIME – World's Best Companies 2025.
- + Financial Times – Best Employers 2026.
- + EcoVadis – Silver Award for the Group.

OUR APPROACH

Our responsible business approach underpins everything we do, with effective governance playing a central role in achieving our objectives, just as it does across all elements of our vision to be a world-class services company.

We ensure our responsible business priorities are part of our overall governance arrangements, the cornerstone of which is the Code of Conduct. This sets out a fundamental commitment to comply with all legal requirements that apply, and to operate with high ethical standards. It operates across the globe and is managed by our HR teams.

Our Chief Executive has Board responsibility for our Environmental, Social and Governance (ESG) matters.

The Board is responsible for the oversight of the long-term climate change strategy for the Group, which includes oversight of climate-related risks, opportunities and impacts. In 2025, the Board held sustainability sessions in July and December. These discussions included the Company's longer-term sustainability approach, progress and priorities, as well as climate risks and opportunities. Risks and opportunities highlighted included new regulations, the move to more sustainable fumigation, fleet transition and the development of more sustainable services. The Board reviews Safety, Health and the Environment at every meeting.

The Board is supported by the Audit Committee, which oversees the structure and effectiveness of the Company's internal controls framework and risk management processes. Management's Group Risk Committee reviews key areas of risk (including safety, people, operations and IT) and monitors the external environment to identify emerging risks. It is also responsible for considering climate change risks.

The Investment Committee oversees investments in acquisitions and expenditure on property assets, as well as risks arising from environmental and climate-related exposures, material disputes and the approval of contracts, escalated in accordance with a defined Group Authority Schedule.

The Executive Leadership Team (ELT) governs the management of responsible business practices and reviews progress and performance against targets and metrics, with particular focus on health, safety and the environment.

The Group Leadership Forum (GLF), a group of approximately 100 senior executives, meets every two months to address key issues and ensure alignment of responsible business activities with the business plan.

Safety, Health and Environment (SHE) are the first items on the agenda at every management meeting, ensuring this area of governance is given the highest priority. The SHE team's remit includes developing Health and Safety standards, delivering appropriate colleague training, reviewing performance and initiating remedial action in underperforming parts of the business.

We have a broad global policy framework, the cornerstone of which is the Code of Conduct (available in 19 local languages and supported by training programmes), which was updated in 2024.

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, Teamwork and Responsibility, and create a culture of integrity within the business. Our Code of Conduct is applicable to all colleagues and operations across the globe and is managed and reviewed by our HR and Legal teams.

OUR GOVERNANCE MODEL

Rentokil Initial has played a leading role in establishing the UK product stewardship programmes for anticoagulant rodenticides, led by CRRU, aimed at improving pest control practices and changing rodent control behaviours in sectors where rodenticides were widely used by non-professional operators.

Rentokil Initial's governance model clearly defines the respective roles of the Board (risk framework and corporate governance), central functions (setting best practice and governance standards) and country and regional teams (delivery within the framework of Group policies and local laws).

The Company's risk management process incorporates consideration of material ESG issues, with detailed oversight by dedicated functions (such as technical and safety teams), alongside periodic monitoring against Group standards and policies by Internal Audit.

The Company does not permit political lobbying on its behalf by colleagues; however, engagement through trade associations to respond to new or evolving regulation is acceptable. In addition, we continue to support the British Pest Control Association (BPCA), the Campaign for Responsible Rodenticide Use (CRRU), the British Association of Chemical Specialties (BACS) and the EU Chemicals Trade Association (CEFIC).

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 identify our key stakeholders as colleagues, customers, shareholders, communities and suppliers. We also recognise the growing impact of the environment on all our stakeholder groups and its increasing relevance to areas of our business operations. We engage regularly with stakeholders through a range of channels to gather their views and inform decision-making, including day-to-day business interactions, face-to-face meetings and engagement on specific issues such as regulation.

	COLLEAGUES	CUSTOMERS
Overview	We employ approximately 63,400 colleagues who operate in 90 countries. Our colleagues are those who are directly employed by us.	Our customers range from global food producers, hotel chains, industrial goods businesses and restaurants to individual residential customers.
Key issues for stakeholder group	<ul style="list-style-type: none"> • Health & Safety • Training and career development • Tools to do the job • Wellbeing • Reward • Culture and values • Line manager coaching and feedback • Community support 	<ul style="list-style-type: none"> • Safety • Expertise and service quality • Innovation • Digital portals • Transparency • Quality assurance and insights • Cost • Regulatory compliance • Sustainability
Why we engage	We rely on the skills, experience and commitment of our people to meet our business goals and place great importance on recruiting the best talent and developing and retaining our colleagues.	In a service industry we succeed or fail by the quality of the service we offer our customers. Understanding their needs supports our product and service development.
Impact/value created	<ul style="list-style-type: none"> • We aim to be a world-class Employer of Choice, providing a safe working environment and development opportunities • Pay and benefits to colleagues • Training and development opportunities • Long-term career opportunities 	<ul style="list-style-type: none"> • Healthier and more hygienic facilities • Regulatory compliance (food safety, Health & Safety, etc.) • Supporting customers' own sustainability targets
Methods of engagement	<ul style="list-style-type: none"> • All colleagues are provided with information on matters of concern to them in their work • U+ training platform • Regular briefing meetings and internal communications to inform colleagues of key factors affecting our business • Engagement events are hosted by individual businesses and leaders, such as conferences, town halls and senior executive updates <p>Other methods include:</p> <ul style="list-style-type: none"> • Your Voice Counts (YVC) colleague survey every two years and periodic pulse surveys • Annual personal development reviews for colleagues and line manager training • The RIGHT WAY magazine published online quarterly • Speak Up ethics hotline – this is now independent of the business and provided by Safecall, a specialist whistleblowing service provider • Works councils, including an EU forum 	<ul style="list-style-type: none"> • Management of ongoing customer relationships • Customer satisfaction surveys (Customer Voice Counts, or CVC) • Participation in industry forums and events, such as the Global Food Safety Initiative and thought leadership • Annual Report and industry-focused publications • Websites • Innovation showcase, e.g. visits to our dedicated research and development facilities • Provision of training for customers' staff
Measurements	<ul style="list-style-type: none"> • 0.28 Lost Time Accident rate in 2025 • 5.65 Working Days Lost rate in 2025 • 32% of our senior leaders were female • c. 5,700 Core Corporate Compliance training courses were completed by colleagues in 2025 	<ul style="list-style-type: none"> • Group State of Service performance remained strong, at 98.4% in 2025 (2024: 98.3%) • Our CVC Net Promoter Score increased by 2.8%, to 60.6. Our category analysis shows that Pest Control is our highest-rated category, with increases in all business categories

OUR STAKEHOLDERS CONTINUED

	SHAREHOLDERS	COMMUNITIES
Overview	Our shareholders range from global investment funds and institutions based primarily in the UK, North America and Europe, to small private investors, who are often current or former employees.	Our communities are those who live in areas where we work, such as residents, businesses, schools and charities, as well as regional and global partnerships that support our broader responsibilities.
Key issues for stakeholder group	<ul style="list-style-type: none"> • Ongoing integration and growth of Terminix • Total Shareholder Return (TSR) • Growth in revenue and profit • Cash flow and returns, e.g. dividends 	<ul style="list-style-type: none"> • Contribution to public health and safe environments • Jobs and investment • Environmental and societal impact • Long-term relationships
Why we engage	Our investors are the owners of the business, and continued access to capital is vital to our long-term performance. We want our investors and investment analysts to have a strong understanding of our business, strategy and performance, and we want to understand their priorities.	We respect the communities in which we operate and employ people, but we also accept a wider responsibility to key communities and environments around the world. We encourage a long-term partnership approach.
Impact/value created	<p>We aim to generate long-term profitable growth to help deliver value for our shareholders.</p> <ul style="list-style-type: none"> • Earnings per share • Compounding model • Dividends • Free cash flow 	<p>We partner with charities and community initiatives in communities where we operate.</p> <ul style="list-style-type: none"> • Tax paid • Charitable donations • Reduction in energy and fuel-derived emissions • Employment of people in local communities
Methods of engagement	<ul style="list-style-type: none"> • Institutional investor meetings • Wholesale distribution channels, such as sell-side research and broker-led conferences • Capital Markets Days • Investor roadshows • Ad hoc meetings with investors on specific topics, such as ESG 	<ul style="list-style-type: none"> • Sponsorship and colleague volunteering • Partnerships with schools, colleges and universities
Measurements	<ul style="list-style-type: none"> • We aim to drive shareholder value through driving higher revenues from our Pest Control and Hygiene & Wellbeing businesses, supported by M&A investment. Our objective is to deliver sustainable profit growth by growing Group revenues • We are a highly cash-generative business and, after dividend and interest payments have been made, we reinvest our cash into the business for future growth through people, technology and M&A 	<ul style="list-style-type: none"> • In 2025 to celebrate our 100th year, we supported 180 organisations • \$562,000 donated to charities in 2025 (excludes donations in kind and product)

OUR STAKEHOLDERS CONTINUED

SUPPLIERS

Overview

Our suppliers range from major manufacturers of key products and consumables to suppliers of indirect goods and services used to support our operations. Products supplied include pest control bait, paper, soaps and waste collection units. In 2025, we continued our work on raising awareness of sustainability across our extended supply chain with enhancements to our Supplier Questionnaires and due diligence processes. We also introduced our Sustainable Procurement Policy to shape our strategy and engagement processes.

Key issues for stakeholder group

- Long-term engagement and innovation
- Pricing
- Continuous improvement approach
- High standards of product quality and service delivery
- ESG matters, including human rights, data protection and modern slavery
- Environmental standards and improvement plans

Why we engage

Our major suppliers must share our corporate standards and values as these strategic partnerships deliver significantly more value to our business and our customers.

Impact/value created

- Optimised supply chain from manufacturer to end customer
- Joint development of bespoke products and service innovations
- Efficient sourcing of proprietary products from global and local suppliers

Methods of engagement

- Suppliers are classified into Critical, Major and Minor Suppliers, to ensure that they are managed at the appropriate level
- Our Supplier Code of Conduct defines the standards and values expected of our suppliers
- The Global Procurement team manages the relationships with Critical Suppliers, including comprehensive audits of their operations
- Local procurement teams manage Major and Minor Suppliers
- Relationships are coordinated through the quarterly Global Procurement Forum to ensure alignment and sharing of best practice

Measurements

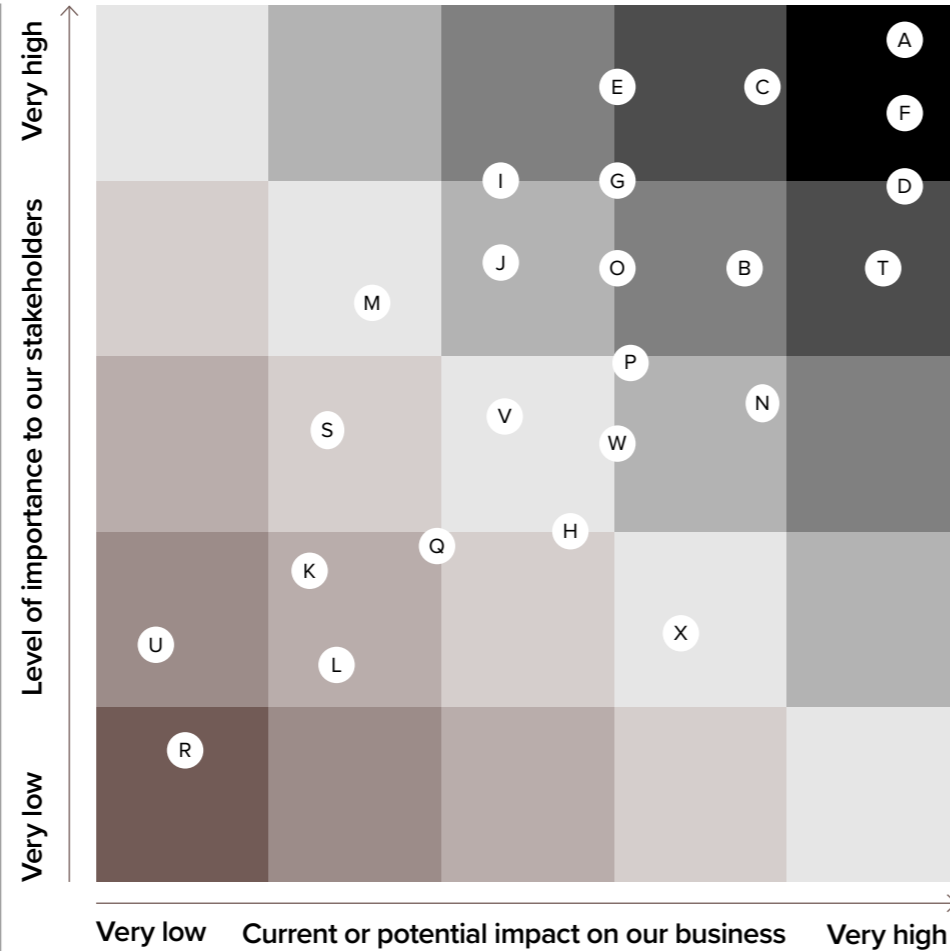
- No human-rights violations were identified in 2025.
- We publish a Modern Slavery Statement each year, which is available on our website.

To ensure we are monitoring and measuring risks, we implemented an Internal Audit of 12 highest-risk modern slavery territories in relation to temporary worker processes and agencies being used to provide these temporary colleagues. Draft findings from the thematic audit discovered three temporary employees in Indonesia that were being asked to work excessive levels of overtime. This arrangement was by mutual consent, but has been stopped due to the increased health and safety risk.

MATERIALITY

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

Since 2019 we have reported the results of our ESG Materiality Assessment. Rentokil Initial undertook its initial ESG Materiality Assessment in 2019 with support from an external expert consultancy and it has subsequently been reviewed internally on an annual basis. This process included analysing questions posed by major customers in contract-tendering processes; reviewing colleagues' responses to corporate responsibility-related questions in our Your Voice Counts colleague survey; and reviewing questions received from socially responsible investment third parties. We continue to review materiality issues annually.



IMPACTS

Colleagues

- Ⓐ Health & Safety
- Ⓑ Colleague training & development
- Ⓒ Colleague engagement
- Ⓓ Employee retention
- Ⓔ Diversity, equality and inclusion

Customers

- Ⓕ Service delivery and customer retention
- Ⓖ Product stewardship
- Ⓗ Digitalisation (efficiency and service differentiation)
- Ⓘ Innovation (product and service)

Supply chain

- Ⓙ Responsible consumption and production
- Ⓚ Local sourcing
- Ⓛ Supplier audits

Environment

- Ⓜ Resource management
- Ⓝ Climate change action
- Ⓞ Sustainable services
- Ⓟ Vehicle fuel efficiency (route management, density, vehicles)
- Ⓠ Waste management

Community

- Ⓡ Colleague volunteering
- Ⓢ Community investment and partnerships

Governance

- Ⓣ Code of Conduct
- Ⓤ Policy influence/trade association
- Ⓥ M&A integration (bolt-ons)
- Ⓡ Cyber security/data privacy
- Ⓧ Brand reputation

In 2024, we collaborated with a specialist consultancy to undertake an ongoing process of understanding our material issues from a financial and impact perspective. The assessment is following a five-step process:

- 1 Identify:** A longlist of ESG topics was compiled based on international standards, frameworks, peer analysis and stakeholder engagement.
- 2 Prioritise:** Topics were prioritised based on their potential impact on the planet, people and Rentokil Initial's business.
- 3 Assess:** Each prioritised topic was assessed for both impact and financial materiality using a 5-point scale (from 'low' to 'very high').
- 4 Validate:** The assessment results have been reviewed and validated.
- 5 Report:** The material ESG topics, along with the assessment results, will be reported in line with new ESG reporting requirements evolving in the regions in which we operate.

POLICY FRAMEWORK

Rentokil Initial has a robust policy framework. Our key policies are available on the Company’s website. 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
- Data protection
- External affairs and political lobbying
- Anti-Corruption Policy

The cornerstone of this policy framework is the Code of Conduct. 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 20 years, with inclusion in the Europe index and the S&P Global Sustainability Yearbook for 2024. The Company has also received independent accreditation from CDP, FTSE4Good, Sustainalytics, EcoVadis and MSCI. 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.

c.5,700 Core Corporate Compliance training courses were completed by colleagues in 2025.

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.

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

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 is completed by all managers throughout the Group. The Audit Committee has Board oversight on our Technical Standards.

Pink Notes cover matters of Company policy (i.e. ‘must do’ or ‘must not do’). They explicitly prohibit or mandate activities in specific areas of higher operational risk and provide clear direction to ensure that risks and requirements are effectively communicated. Pink Notes are applicable to all categories and businesses. Compliance is mandatory for all colleagues, temporary workers and subcontractors at all levels of our businesses.

c.5,700

Corporate Compliance training courses were completed by colleagues in 2025

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 receives a regular report of matters reported via Speak Up. The number of Speak Ups in 2025 was 109, in line with previous year’s figure of 108. The nature of the matters reported remains consistent with previous years, with the majority of Speak Ups relating to routine employee and employment matters.

A Speak Up summary report was also submitted to the Board in December for overview of compliance with the European Whistleblowing Directive and the UK Corporate Governance Code.

The Company has also established a separate Supplier Speak Up line for suppliers and their employees or other stakeholders to report genuine concerns over malpractice, illegal acts or failures to comply with recognised standards of ethical behaviour that they observe at any point within our global supply chain. There were no reports on the Supplier Speak Up line in 2025 related to supplier malpractice.

The following training related to Modern Slavery was carried out recently across the Company:

- The online training module for modern slavery Awareness that had been launched in 2018 by the U+ Training Academy was further extended across the Company in 2024, 1285 colleagues completed the course in 2025, reaching a total of 7,531 completions since the launch in 2018

- Ongoing dialogue within the Executive Leadership Team in 2025 regarding the potential areas of risk of modern slavery occurring during operations requiring the employment of temporary workers

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
- SHE Golden Rules
- Insider trading
- Annual SOX compliance
- SOX cyber security

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.

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.

DATA SECURITY & PRIVACY

We continue to identify, monitor and take steps to mitigate the risk of cyber-attacks against the business. We 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 are undertaken to test our detection and response capability.

We monitor and perform external ratings reviews and benchmarks, where possible, and assess our performance against the National Institute of Standards and Technology (NIST) framework. Our policy framework and processes are certified to ISO 27001 (global) for information security.

We want to do the right thing to ensure that our business and our customers can operate securely and safely. We have implemented a Group Global Data Protection Policy that underpins our 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 incident management.

We have data incident notification guidelines that require attention and escalation at the earliest opportunity to the privacy team. Incidents can be reported directly to the team, via a self-service tool on the business intranet or via the IT reporting route.

Our global approach to data protection is aligned with the principles of key global data protection and privacy laws globally and includes:

- Lawfulness, fairness and transparency
- Purpose limitation
- Data minimisation
- Accuracy
- Storage limitation
- Security, integrity and confidentiality
- Transfers and data sharing

Data protection training has been made available in multiple languages to all colleagues. Completion rates are improving across the Group, and we continue to work to improve engagement, and data protection forms are made part of internal audit reviews of operational business and functional teams (especially HR, marketing and IT). We have a set schedule of annual testing for incident response.

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 incidents 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 incidents as per the requirements of the EU General Data Protection Regulation or as per applicable local legislation.

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 colleagues 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 incidents, 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.

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.



FRAMEWORKS

Task Force on Climate-Related Financial Disclosures	56
Alignment With the UN Sustainable Development Goals	56
Sustainability Accounting Standards Board	58

FRAMEWORKS

For Rentokil Initial, being a responsible and sustainable business is central to **THE RIGHT WAY** plan and supports our Purpose of Protecting People, Enhancing Lives and Preserving our Planet. 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
- Contributing to the local economies and supporting communities where we operate

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 TCFD, and we provide details of where key climate-related information can be found in our Annual Report and Accounts 2025. We continue to implement, embed and track the progress against our plan to achieve our net zero target from our operations.

ALIGNMENT WITH THE UN SUSTAINABLE DEVELOPMENT GOALS

At Rentokil Initial, we align our operations and values with the UN Sustainable Development Goals (SDGs), focusing on key areas where we can make the greatest impact: Colleagues & Culture, Environment, Service & Innovation, and Communities & Charities.

Colleagues & Culture

We are committed to being a world-class Employer of Choice, employing approximately 63,400 colleagues in 90 countries (c.68,500 in 2024).

At the heart of everything we do is our 'One Rentokil Initial' Culture, built on a one-team mentality, a shared purpose and values that prioritise delivering exceptional customer experiences. This culture drives agility and responsiveness, enabling our colleagues to support customers effectively across all businesses. We report on areas such as safety, recruitment, engagement, diversity, training and retention, ensuring that we foster a motivated, skilled and inclusive workforce.

Environment

Our pathway to net zero carbon emissions by 2040 includes clear milestones to address our most material impacts: vehicles, properties and chemical use in fumigation.

Progress includes the transition to a low emissions vehicle (LEV) fleet and the shift to renewable electricity in our properties, reducing both energy emissions and our property footprint. We report on key metrics such as absolute energy and fuel-derived emissions, global and UK energy consumption, waste, transport and distribution, and business air travel, reflecting our commitment to operational sustainability.

Service & Innovation

Customers trust us to deliver high-quality services that safeguard their people, customers and reputations. Innovation is at the core of our business, with The Power Centre serving as our industry-leading hub for science, innovation and training. We have a strong pipeline of projects focused on delivering an enhanced service in a more sustainable way, with most projects developed in-house by our Science and Innovation team or informed by insights from our global businesses. Reporting areas include customer satisfaction, product and service innovation, and leadership in digital technologies, ensuring we consistently exceed expectations and drive positive change in the industry.

Communities & Charities

Through our Rentokil Initial Cares programme, we make meaningful contributions to the local economies and communities where we operate. This programme supports colleagues' efforts locally, alongside national and global initiatives. We report on activities such as partnerships to protect rainforests from deforestation, support for malaria eradication, local charity collaborations aligned with our multi-local operating model, and total charitable contributions, including in-kind donations. These efforts reflect our commitment to creating shared value and supporting communities worldwide.

FRAMEWORKS CONTINUED

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).

COLLEAGUES	CUSTOMERS	COMMUNITIES	SUPPLIERS	UN SDGS
<p>Safety focus – safe operating procedures for colleagues. Road traffic safety rules and training. Enhanced colleague wellbeing strategy. Code of Conduct in 16 languages.</p>	<p>Safer foods and medicines through the provision of pest control services, including in developing nations. Hand, air and surface hygiene for safer places to live/work.</p> <p>Investment in innovation in pest control and hygiene. Better Futures community health initiative in Asia.</p>		<p>Supplier Code of Conduct sets our minimum standards, in conjunction with our supplier management standard.</p>	
<p>Job creation, training and career development. Apprenticeship and graduate schemes. Diversity, equality and inclusion focus. High engagement and retention.</p>	<p>Safe workplaces for employees, customers and users of facilities.</p>	<p>Creating jobs with long-term career prospects in emerging markets, e.g. India, SSA.</p>	<p>Over 3,000 small, local business supplier partnerships. Modern slavery auditing and performance.</p>	
<p>Integrated environment plan with innovations and non-toxic services together with sustainable operations. Ultra-low emission fleet. Sustainable waste disposal. Sustainable workplace. Renewable energy. Route density. Remote monitoring. Net Zero Target transition plan.</p>		<p>Avoidance – reducing carbon emissions through deforestation.</p>	<p>Product development. Reduced packaging. Requirement to comply with environmental standards.</p>	
	<p>Effective partnerships with charitable groups – internationally and locally – to support causes in line with our Purpose. Includes focus on malaria eradication in Africa, hygiene education in Asia and reducing deforestation in the Pacific.</p>		<p>Partnerships with suppliers and scientific community on innovations to enhance public health and wellbeing.</p>	

FRAMEWORKS CONTINUED

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 third 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 2025 Annual Report and this Responsible Business Report. A brief summary and quick links to disclosure on these areas can be found in the following tables.

A. DATA SECURITY

Accounting metric	Reference in Responsible Business Report
Code: SV-PS-230a.1 Description of approach to identifying and addressing data security risks.	<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 is 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>
Code: SV-PS-230a.2 Description of policies and practices relating to collection, usage and retention of customer information.	<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.</p> <p>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 incident management.</p> <p>Our global approach to data protection is aligned with the principles of the EU General Data Protection Regulation.</p>
Code: SV-PS-230a.3 (1) number of data incidents, (2) percentage involving customers’ confidential business information (CBI) or personally identifiable information (PII), (3) number of customers affected.	<p>As per the SASB requirements, a data incident 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 a limited number of minor privacy incidents in 2025, none that have required regulatory involvement.</p>

FRAMEWORKS CONTINUED

B. WORKFORCE DIVERSITY & ENGAGEMENT

Accounting metric	Reference in Responsible Business Report
Code: SV-PS-330a.1 Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees.	Rentokil Initial is a diverse organisation by its nature, operating in 90 countries with more than 40 languages. Some countries have rules that restrict our data collection around workforce diversity. In 2025, across our workforce: <ul style="list-style-type: none"> 13,666 (21.6%) of colleagues were female and 49,722 (78.4%) male; 48 (32%) of our senior leaders were female and 103 (68%) male; 68 (28.7%) of our senior leaders (incl. subsidiary directors) were female and 169 (71.3%) male; 36% (or 4) of our Board Directors were female and (55% (or 6) were male (with 9% or 1 not specified/prefer not to say). <p>We continue to have no material gender pay gap between men and women, with a median of -2.0% and a mean of -4.7%, which is significantly better than the UK average for 'all employees' of +12.8%, reported by the Office for National Statistics.</p>
Code: SV-PS-330a.2 Employee turnover rate.	Colleague retention is measured monthly and presented to the Executive Board as part of the Employer of Choice programme. Retention was 87.4% in 2025.
Code: SV-PS-330a.3 Employee engagement as a percentage.	Employee engagement is at 79%. See chart below.

Colleague turnover	2025	2024	2023	2022	2021
Voluntary (%)	12.6	13.7	15.8	20.5	15.6

Colleague indicators	2025	2024	2023	2022	2021
Survey response rate	91%	Two-year cycle	90%	Two-year cycle	91%
Colleague enablement	84%		84%		83%
Colleague engagement	79%		80%		80%

Measurement is undertaken by a specialist, independent third party. Individual data remains confidential.

C. 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 whilst 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.	There have been no material monetary losses in 2025 as a result of legal proceedings.

D. 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	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.

Number of full-time employees	2025	2024	2023	2022	2021
	63,400	68,500	62,900	58,600	46,031

KPIs

Customers	60
Colleagues	60
Environment	61

KEY PERFORMANCE INDICATORS

Rentokil Initial has published its emissions data for over 20 years and continues to improve the quality and range of its environmental reporting. In this section, we include five-year performance charts across a range of social and environmental indicators.

HEALTH & SAFETY

World-class performance. Significant improvement since 2021.

Indicators	2025	2024	2023	2022	2021
Lost Time Accident rate (LTA)	0.28	0.29	0.31	0.39	0.38
Working Days Lost rate (WDL)	5.65	6.25	7.05	7.90	8.71

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.

CUSTOMERS

Strong state of service and customer satisfaction.

Indicators	2025	2024	2023	2022	2021
State of Service	98.4%	98.3%	97.8%	95.9%	92.9%
Customer Voice Counts	60.6	57.8	50.8	50.9	52.1
Customer Retention	82.6%	82.1%	82.3%	82.4%	85.4%

Customer Voice Counts is a score based on the Net Promoter Score, based on telephone and digital survey channels.

COLLEAGUES

Indicators	2025	2024	2023	2022	2021
Total colleague retention	87.4%	86.3%	84.2%	79.5%	84.4%
Sales colleague retention	82.5%	81.4%	77.4%	76.3%	82.9%
Service colleague retention	87.0%	85.5%	83.3%	77.6%	82.4%
Colleague enablement	84%	Two-year cycle	84%	Two-year cycle	83%
Colleague engagement	79%		80%		80%

KEY PERFORMANCE INDICATORS CONTINUED

ENVIRONMENT

ABSOLUTE VALUES OF ENERGY AND FUEL-DERIVED EMISSIONS

Our absolute emissions figures (tonnes of CO₂e) have remained consistent, despite multiple acquisitions. However, we are pleased to note an ongoing improvement in our intensity ratios.

Type of scope	2025	2024	2023	2022	2021
Total Scope 1	274,988	276,099	274,616	194,259	166,853
Total Scope 2	18,149	19,898	21,133	17,549	15,049
Total Scope 3	74,511	75,010	74,299	52,520	44,726
Total outside scope	16,030	16,711	15,056	7,468	6,886
Total – all scopes & outside scopes (Location-based)	383,678	387,718	385,104	271,796	233,514
Total Scope 2 Market-based emission reduction	2,459	2,543	2,006	1,773	1,295
Total – all scopes & outside scopes (Market-based)	381,219	385,175	383,098	270,023	232,219

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, LPG and aviation fuels.

Scope 2 – emissions derived from the purchase of electricity. This has been split between Location- and Market based to account for those operations switching to green and renewable tariffs. Slight changes to prior year figures are due to updates in the IEA conversion factors.

Scope 3 – includes emissions in relation to our properties and vehicles, Transmission & Distribution (T&D) and Well to Tank (WTT). Slight changes to prior year figures are due to updates in the IEA conversion factors.

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 across nine countries.

In 2025 we divested our France Workwear operations. These emissions have been excluded from our previous years' reporting to ensure like-for-like comparisons.

BUSINESS TRAVEL

In 2025, we continued to report on our business flights, with this being the third year for which we have obtained complete data for all of our six operating regions. We continue to improve our data collection processes and are looking to expand our reporting to include emissions relating to other forms of business travel and accommodation to fully disclose our Scope 3: Category 6 – Business Travel footprint.

Business travel – flights	2025	2024	2023	2022	2021
Tonnes of CO ₂ e emissions (including WTT)	8,217	7,612	7,692	4,059*	1,375

* Data for 2022 and prior years only includes four of our six operating regions. Data for Europe and LATAM was first collected in 2023.

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 highest 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.

This is the fifth year we have collected information for our Transport & Distribution, with emissions data obtained for the logistics in relation to our European central warehouse from two of our suppliers. We continue to look at opportunities to expand on this reporting through the collection of data for other logistics operations as well, in addition to separating data between upstream and downstream services.

Transport & Distribution	2025	2024	2023	2022	2021
Tonnes of CO ₂ e emissions	783	604	538	472	405

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

KEY PERFORMANCE INDICATORS CONTINUED

ENVIRONMENTAL EFFICIENCY METRICS

Rentokil Initial has been publishing emissions data for over 20 years, continually improving the quality and scope of its environmental reporting.

The Company set its first emissions target in 2012, aiming for a 10% reduction in emissions intensity by 2016, which was achieved a year early in 2015. Building on this success, a new five-year target was set using 2015 as the baseline: a 20% reduction in emissions intensity by the end of 2020, which was also achieved ahead of schedule in 2019.

Our reporting includes intensity values for emissions, relating them to activity levels, adjusted for constant exchange rates. This ensures accurate, like-for-like performance comparisons that remove currency fluctuations. These metrics underpin our commitment to transparency and continuous improvement in reducing our environmental footprint.

CARBON EMISSIONS EFFICIENCY INDEX

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). The table below shows our five-year index of intensity values – which have improved by 21.8% over the baseline, exceeding our 20% target.

Emissions eco-efficiency	2025	2024	2023	2022	2021
Index of energy and fuel derived CO ₂ e emissions per \$m of revenue at CER	-21.8%	-17.9%	-15.3%	-12.1%	-9.8%

VEHICLE FUEL ECO-EFFICIENCY

Vehicle emissions represented 92% of the Company’s energy-derived emissions in 2025.

Since 2019, our vehicle fuel efficiency intensity metric has improved by 14.5%, through a continued focus on vehicle efficiency practices across the global fleet. The Company undertakes a range of programmes to support our target of net zero including transitioning to ultra-low emission fleets, reducing mileage through route optimisation tools and building customer density.

Vehicle eco-efficiency	2025	2024	2023	2022	2021
Index of vehicle energy consumption – thousand litres per \$m turnover at CER	85.55	89.52	91.89	92.17	92.37

PROPERTY ENERGY ECO-EFFICIENCY

Over the last few years, the Company has consolidated its property portfolio, resulting in a 34% improvement in property energy efficiency since 2019.

Property eco-efficiency	2025	2024	2023	2022	2021
Index of property energy consumption – thousand kWh per £m turnover at CER	65.96	67.59	77.34	89.33	100.52

KEY PERFORMANCE INDICATORS CONTINUED

FUMIGATION-DERIVED CO₂ EMISSIONS EQUIVALENT

Emissions equivalent from the use of sulfuryl fluoride (SF) were 1,241,065 tonnes in 2025, representing a 19% decrease since 2021.

Tonnes of CO ₂	2025	2024	2023	2022	2021
Emissions	1,241,065	1,224,904	1,293,043	1,540,236*	792,744

* Factoring a full year of Terminix fumigation emissions.

WATER ECO-EFFICIENCY

In 2025, we divested our Workwear plants in France and no longer report their water consumption. Our restated figures for 2025 only cover our continuing UK Hygiene division. We continue to review opportunities to further expand these metrics and have initiated new processes to capture water use data from our North America operations, and will provide full reporting for this from 2026.

Total measured consumption across the US and Canada for 2025 was 102,112,865 litres.

Water eco-efficiency	2025	2024	2023	2022	2021
Kilograms of CO ₂ e emissions per tonne processed	182.79	177.62	215.68	214.25	246.40
Water usage per unit washed – litres used per kilogram	3.07	2.72	3.10	3.06	3.23

These metrics related solely to UK Hygiene division.

WASTE DATA

This is the third year we have reported waste data from our major European operations. In 2025, 83% of our waste was disposed of in a sustainable way.

Country	Non-sustainable	Sustainable
Austria	0%	100%
Belgium	0%	100%
Denmark	5%	95%
Finland	1%	99%
France	11%	89%
Germany	2%	98%
Greece	69%	31%
Italy	3%	97%
Norway	0%	100%
Portugal	85%	15%
Spain	33%	67%
Overall	17%	83%

Where individual countries' non-sustainable percentages are lower, it is due to the limited availability of sustainable waste disposal options in the specific country or higher levels of hygiene and medical waste that must be incinerated.

OPERATIONAL TARGETS

TARGETS FOR 2025

1.
Maintain safety rates at world-class standards (below 1 for LTA and 10 for WDL).

2.
Deliver two million views of training content on U+.

Undertake our next Group-wide colleague census survey.

3.
Maintain State of Service over 95% and a Net Promoter Score above +45 in Pest Control and in Hygiene & Wellbeing.

4.
Extend usage of LEVs and renewable electricity contracts.

5.
Support 100 charities and good causes in 2025, and target donations of \$400,000 through RI Cares as part of Rentokil's 100th anniversary.

PROGRESS IN 2025

▶ This year we delivered another high level of colleague safety and we continue to set very high standards in every region. In 2025, our LTA rate improved by 0.1 to 0.28 (2024: 0.29). WDL also improved, by 9.6%, reducing to 5.65.

▶ We delivered 2.2 million courses on U+ in 2025, and over 540 new training items were developed by our in-house content development team.
Successfully completed our Group-wide colleague census survey.

▶ Group State of Service performance continued to be strong in 2025, 98.4% (2024: 98.3%). Our Net Promoter Score increased by 2.8 points to 60.6.

▶ We continue to make progress in our strategy to reduce mobility emissions and transition our fleet to ultra-low emission vehicles (ULEV) by 2040, while also using low emission vehicles (LEV) as part of our journey towards our net zero target.

By the end of 2025, our fleet included:

- 1,479 ULEV (2024: 1,018); and
- 2,141 Hybrid LEV (2024: 1,718).

In 2025, renewable energy contracts across the Group contributed to a reduction in our carbon footprint of 2,459 tonnes.

▶ In 2025, we donated c.\$562,000 to over 180 charities and good causes. This excludes gifts in kind and product donations.

During the year, we made donations to charities, including:

- \$54,000 to Cool Earth;
- \$33,000 to Street League; and
- \$70,000 to Malaria No More.

TARGETS FOR 2026

▶ **1.**
Maintain safety rates at world-class standards (below 1 for LTA and 10 for WDL).

▶ **2.**
Deliver two million views of training content on U+.

▶ **3.**
Maintain State of Service over 95% and a Net Promoter Score in line with prior year.

▶ **4.**
Extend usage of ULEVs and LEVs and renewable electricity contracts.

▶ **5.**
Maintain our long-term support for malaria eradication and rainforest biodiversity protection.
Target donations of over \$200,000 through RI Cares.



Rentokil Initial plc

Registered Office:
Compass House
Manor Royal
Crawley
West Sussex
RH10 9PY

→ www.rentokil-initial.com

→ www.rentokil-initial.com/responsible-delivery