

Rentokil Initial

Protecting People.
Enhancing Lives.
Preserving our Planet.

OUR GENDER PAY REPORT 2025



SERVICE



RELATIONSHIPS



TEAMWORK



RESPONSIBILITY

INTRODUCTION



FOUNDED IN 1925, RENTOKIL IS CELEBRATING ITS 100TH ANNIVERSARY IN 2025. AS THE WORLD'S LARGEST AND MOST RECOGNISED PEST CONTROL PROVIDER, WE PIONEERED MODERN PEST CONTROL AND NOW OPERATE ACROSS **89 COUNTRIES** WITH TENS OF THOUSANDS OF DEDICATED EXPERTS PROTECTING PUBLIC HEALTH AND PRIVATE LIVELIHOODS FROM A RANGE OF PESTS, INCLUDING RODENTS, COCKROACHES, MOTHS, BED BUGS, AND TERMITES. THROUGH THIS GROWTH, AND THE EXPANSION OF OUR OTHER BUSINESSES, RENTOKIL INITIAL NOW HAS **63,400 EMPLOYEES** ACROSS THE GLOBE DELIVERING THE QUALITY SERVICE THAT OUR CUSTOMERS HAVE COME TO EXPECT EVERY DAY.

We are dedicated to being a world-class employer of choice, creating an inclusive environment where all colleagues can reach their full potential, based purely on merit. This is core to our success and underpins our global values of service, relationships, teamwork, and responsibility.

We are committed to attracting, recruiting, and retaining top talent from the widest possible pool. We believe that a workforce reflecting the diversity of our markets, business environments, customers, and communities is the most effective way to achieve this. This commitment is key to our **RIGHT WAY** plan: when we do the right thing by our colleagues, they, in turn, deliver exceptional service to

our customers, which ultimately creates shareholder value.

We are focused on enhancing the diversity of our senior management teams and the individuals within our global succession plans. Our ongoing efforts are dedicated to developing and supporting our global leaders, making sure they exhibit the essential behaviours required to reach our goals as an employer of choice.

Gender pay remains central to our inclusion objectives and this report shows our UK gender pay performance for 2025, along with our progress over the last five years for Rentokil Initial overall and our entities with over 250 employees, which are Rentokil Initial 1927 and Rentokil Initial UK.

Our 2025 gender pay gap data remains consistent with recent years, with our female colleagues paid slightly more than their male counterparts. Our median pay gap for 2025 is -2.0% and our mean pay gap is -4.7%. This contrasts significantly with the UK national average of +12.8%, as reported by the Office for National Statistics (ONS), which means that, on average, men earn 12.8% more than their female colleagues nationally compared to Rentokil Initial where women on average earn 4.7% more than their male counterparts.

While these are encouraging results overall, and we continue to make progress across many areas of inclusion, we remain focused on making Rentokil Initial an even more diverse and inclusive place to work.

We confirm that the information provided in this report is accurate and in line with mandatory requirements.



Andy Ransom
CEO
Rentokil Initial plc



Vanessa Evans
Group HR Director
Rentokil Initial plc

WHAT IS GENDER PAY GAP REPORTING?



In line with the Gender Pay Gap Regulations, we report on Gender Pay statistics for our entities that employ 250 colleagues or more. We also voluntarily report our overall total for all employees based in the UK. The statistics that are included in the report are:

Gender Pay Gap

This compares the difference in the hourly rate of pay between men and women. The data is based on the April 2025 payroll and includes all elements of pay such as, base salary, allowances, bonus, share awards and recognition awards.

Gender Bonus Gap

This compares the difference between any bonus payments received in the 12 months prior to April 2025 and includes all types of incentives such as commission, share awards, recognition awards, annual bonuses. It compares the full amount paid to an individual and is not adjusted for the number of hours worked or if someone joined during the 12-month period.

Proportion of men and women receiving bonuses

This compares the percentage of men and women who have received a bonus and includes all types of incentives such as commission, share awards, recognition awards, annual bonuses.

Proportion of men and women in each quartile of hourly pay

This compares the percentage of men and women in each quartile when their hourly pay is ranked from highest to lowest. We also voluntarily include the gender pay gap by quartile.

HOW THIS IS CALCULATED

Quartiles

These are calculated by ranking the pay of all colleagues from lowest to highest and then splitting into four equally sized groups.

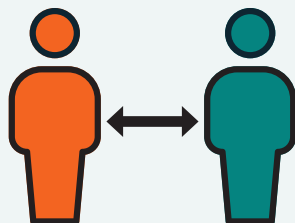
Mean

To calculate the mean pay gap we take the average pay of all our male colleagues and compare it to the average pay of all our female colleagues.

Median

If we lined all our male and female colleagues in two rows, from highest paid to lowest paid the person in the middle is the median. The median pay gap is the difference between the middle male and middle female colleague.

WHAT IS THE DIFFERENCE BETWEEN GENDER PAY AND EQUAL PAY?



Gender Pay Gap

This calculates the overall difference between the average earnings of men and women within a workforce. It does not account for differences in job roles, qualifications or experience. This comparison is broader and looks at the average earnings of all employees i.e it may be comparing the earnings of a female Technician to a male Branch Manager.



Equal pay

It is a legal requirement for men and women who have the same skills, experience and level of performance to receive equal compensation for performing the same or substantially similar role. This comparison is narrower and compares employees doing the same role i.e. it will compare the earnings of a female Technician to a male Technician.



BECOMING AN EMPLOYER OF CHOICE FOR WOMEN

IN 2025, WE CONTINUED TO DEVELOP THE INITIATIVES THAT WE HAVE PUT IN PLACE OVER THE YEARS TO ENABLE US TO ATTRACT, RECRUIT, ENGAGE AND RETAIN A GREATER NUMBER OF FEMALE COLLEAGUES.

The recruiting for skills trial, which launched in 2024, has proved successful at widening the talent pool available to us. This initiative removes the barrier of requiring prior experience and qualifications to be considered for roles such as a Technician, and instead looks at an individual's personality, strengths, abilities (their soft and hard skills) and their ability to learn a new skill. Prospective candidates have been really engaged with this new style of recruitment, preferring it to the traditional approach. It has also increased our female hires, with the Pacific hiring women into **74%** of their Hygiene technician vacancies.

We have also enhanced our career content to combat "job shock," which contributes to new starters leaving early. We now provide realistic insight into working at RI through tools such as **"day in the life"** images and videos. This demystifies our roles and has been successful, notably increasing female applicants by **290%** in targeted campaigns across Spain, Belux, and Germany.

In 2025, we undertook our **Your Voice Counts** (YVC) survey, which is our global, confidential survey, which provides every colleague with the chance to give feedback on workplace culture, leadership, customer focus, development, and line manager performance. We maintained our strong long-term commitment to and focus on colleague engagement (which has increased from 73% in 2015 to 79% in 2025) and colleague enablement (which has increased from 73% in 2015 to 84% in 2025) and which is 4 percentage points ahead of the Global Company Norm. Colleagues also scored highly for equal opportunities in Rentokil Initial and that 'the company understands and appreciates differences among colleagues (gender, race, religion, age, etc)' with colleagues placing the company 7 percentage points above the Global Company Norm. Different aspects of safety - a key risk - were also measured, such as being the number one priority of managers and being able to prioritise safety over service, both also scoring above the Global Company Norms.

COLLEAGUES SCORED HIGHLY FOR EQUAL OPPORTUNITIES IN RENTOKIL INITIAL AND THAT 'THE COMPANY UNDERSTANDS AND APPRECIATES DIFFERENCES AMONG COLLEAGUES (GENDER, RACE, RELIGION, AGE, ETC)' WITH COLLEAGUES PLACING THE COMPANY 7 PERCENTAGE POINTS ABOVE THE GLOBAL COMPANY NORM.





DEVELOPING OUR PIPELINE OF FEMALE TALENT

THE GROUP CONTINUES TO FOCUS ON ENHANCING THE DIVERSITY OF OUR SENIOR MANAGEMENT AND OUR VARIOUS INITIATIVES HAVE RESULTED IN THE PROPORTION OF SENIOR ROLES IN THE BUSINESS HELD BY WOMEN INCREASING TO **31%** IN 2025 FROM **28%** IN 2024.

We continue to invest in a variety of initiatives to support and develop our female talent, with the aim of increasing the diversity in our talent pools that feed our leadership roles and in our wider leadership communities.



Graduate Scheme: is designed to attract and retain graduates, with a focus on providing comprehensive training and career development opportunities.



Fast Track Programme: our program is designed to develop high potential talent into leadership roles and in 2025, 46% of our delegates are female.



Flexible Working: we offer a flexible work environment and continue to work on ways to offer more flexibility and autonomy to employees.



Employee Referral Programme: Employees are encouraged to refer candidates, and those who recommend successful candidates receive a bonus. This encourages people to apply for roles in our organisation that wouldn't otherwise.



Mentoring and Coaching: we operate a network of 150 diverse global career coaches made up of colleagues spread across our organisation. They support our colleagues with career conversations that help them understand what they need to do to develop in their career and the opportunities available to them.

THESE INITIATIVES HAVE CONTRIBUTED TO THE FOLLOWING SUCCESSSES:

- ▶ **56%** of our top senior management roles have a female successor, which gives us the pipeline we need to continue to increase the number of women in senior roles.
- ▶ Our YVC survey reported that **85%** of colleagues believed there is an equal opportunity for all colleagues (irrespective of gender, race, religion, age, nationality, etc) to have a successful career at this company, which is 15 percentage points above the global norm.

OUR GENDER PAY RESULTS 2025

RENTOKIL INITIAL OVERALL



The table below shows our hourly pay and bonus comparisons over the last 5 years. A minus (-) result means that women are paid more than their male counterparts.

	2025 OVERALL	2024	2023	2022	2021	2020
UK HOURLY PAY AVERAGE FROM OFFICE NATIONAL STATISTICS (ONS)	12.8%	13.1%	14.3%	14.9%	15.4%	15.5%
HOURLY PAY MEAN (AVERAGE)	-4.7%	-7.1%	-10.0%	-9.5%	-8.0%	-11.2%
HOURLY PAY MEDIAN	-2.0%	-3.6%	-8.6%	-5.3%	-3.5%	-3.2%
BONUS MEAN (AVERAGE)	18.9%	16.0%	21.9%	-0.2%	0.2%	18.9%
BONUS MEDIAN	-2.4%	-6.6%	-4.5%	1.4%	22.1%	4.8%
PROPORTION OF EMPLOYEES RECEIVING BONUS						
FEMALE	86%	92%	98%	88%	93%	85%
MALE	86%	91%	98%	91%	93%	87%

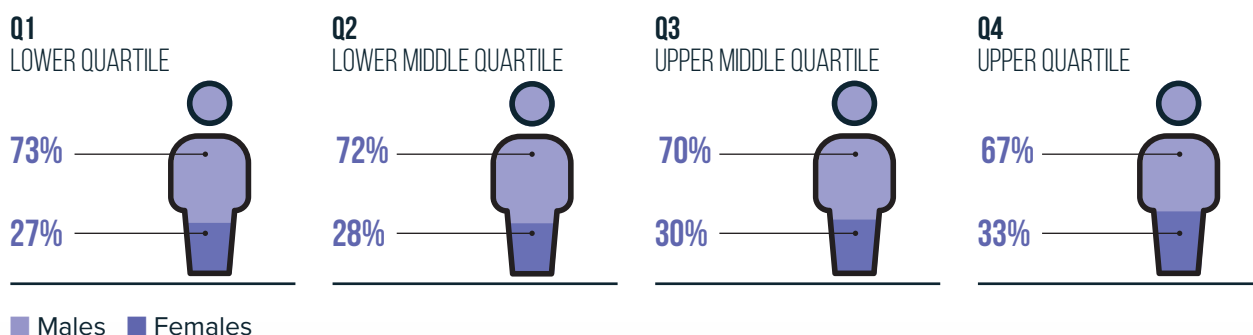
Pay Gaps

The gap between male and female pay reduced further in 2025, improving our overall gender pay gap result, as there is now less difference between the pay for males and females than in prior years. Our results continue to be significantly better than the UK average provided by the Office for National Statistics.

Bonus Gaps

We continue to see a large difference between our mean and median, this is mainly due to the required exercising of long term incentive awards by a small number of our senior leaders.

Percentage of Male and Female Colleagues in each pay quartile



OUR GENDER PAY RESULTS 2025

RENTOKIL INITIAL 1927 PLC



Colleagues working for this company are employed in our head office functions such as Finance, HR and IT. The smaller population of this entity means that the statistics are more prone to fluctuations compared to Rentokil Initial UK and Rentokil Initial as a whole.

		2025	2024	2023	2022	2021
HOURLY PAY MEAN (AVERAGE)		11.9%	14.7%	12.1%	14.2%	19.7%
HOURLY PAY MEDIAN		15.6%	17.1%	16.7%	21.4%	20.7%
BONUS MEAN (AVERAGE)		27.7%	-11.0%	23.6%	3.4%	35.9%
BONUS MEDIAN		8.3%	30.6%	74.3%	20.7%	24.6%
PROPORTION OF EMPLOYEES RECEIVING BONUS	FEMALE	66%	90%	96%	56%	77%
	MALE	73%	92%	97%	71%	89%

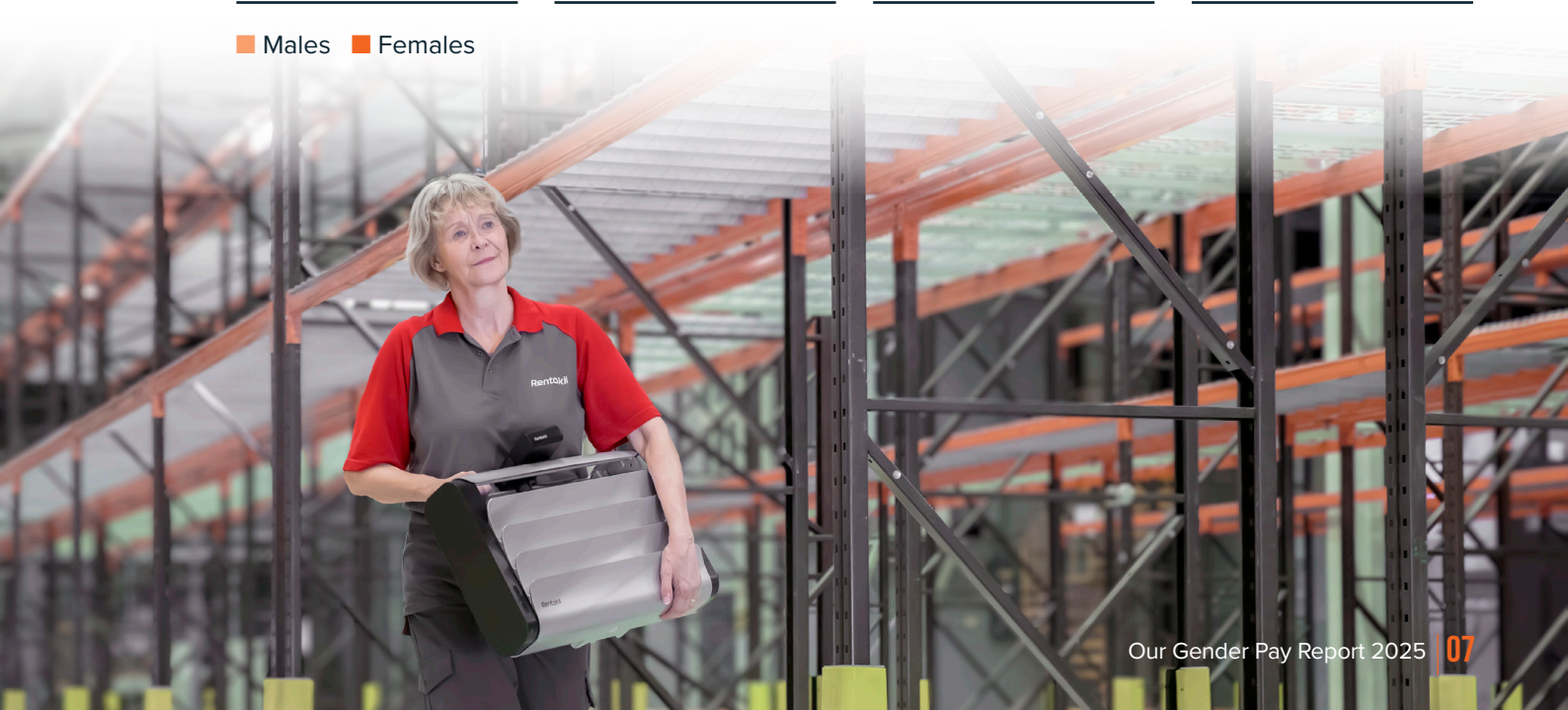
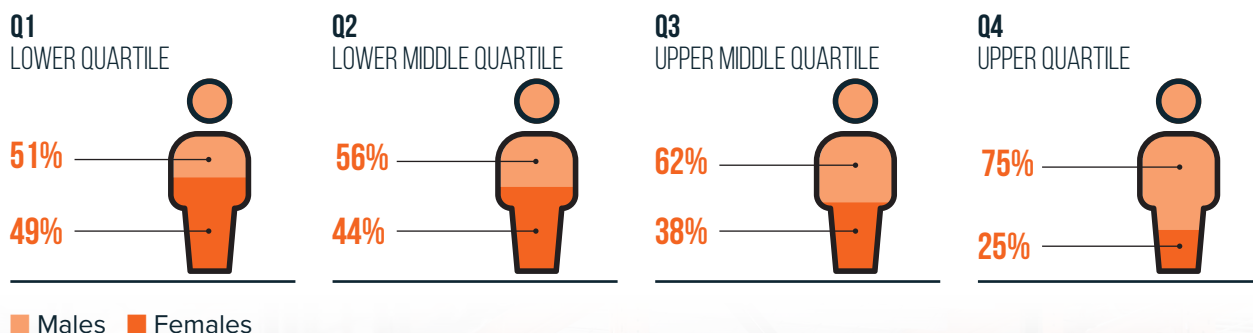
Pay Gaps

The mean and median have both improved compared to last year's results, however men are still earning more than women, due to there being more men than women in the most senior roles. The initiatives that we have been undertaking, detailed earlier in the report to increase the number of women in senior roles, has continued to drive the improvements we have seen over the last 5 years, however there is clearly still further work to be done in this area.

Bonus Gaps

The large reduction in bonus median pay gap is not expected to be maintained going forwards, as it is due to a lower payout level of annual bonus than is normal. The average is much higher than the median due to a small number of exercises of long term incentive awards by senior leaders.

Percentage of Male and Female Colleagues in each pay quartile



OUR GENDER PAY RESULTS 2025

RENTOKIL INITIAL UK LTD



This is our main employer in the UK providing pest control, washroom hygiene and interior landscaping.

		2025	2024	2023	2022	2021
HOURLY PAY MEAN (AVERAGE)		-4.8%	-7.3%	-9.0%	-8.9%	-7.2%
HOURLY PAY MEDIAN		-2.5%	-2.0%	-5.7%	-3.0%	-1.3%
BONUS MEAN (AVERAGE)		-12.4%	2.6%	-14.2%	-20.7%	-24.3%
BONUS MEDIAN		-5.6%	-5.9%	-8.4%	5.8%	31.9%
PROPORTION OF EMPLOYEES RECEIVING BONUS	FEMALE	93%	95%	98%	94%	95%
	MALE	94%	93%	99%	94%	94%

Pay Gaps

These results highlight that we have a similar distribution of females and males across the different levels in our organisation, with females being paid slightly more due to a higher proportion of females in management roles than males.

Bonus Gaps

The difference between the bonus mean and median outcomes is as a result of our regular use of small recognition awards, which can be converted into experiences or vouchers. This reduces the median, as roles that are not otherwise eligible for an incentive plan, are receiving these smaller value awards.

The bonus mean has reverted to historical norms due to a reduction in the number of exercises of long-term incentive awards.

Percentage of Male and Female Colleagues in each pay quartile

