

## Our Gender Pay Gap Report For 2021





# Forward

At Rentokil Initial, our ambition is to become a world-class employer of choice, which is able to attract, recruit and retain the best people from the widest possible pool of talent. We want our workforce to reflect the diverse nature of the business environment and markets in which we operate and the customers and communities that we serve.

We believe that by doing what's right for our colleagues, we will in turn deliver a brilliant service for our customers, and ultimately create shareholder value. This is at the heart of our **RIGHT WAY** plan.

Creating a diverse and gender balanced workforce is part of putting this plan into action. At Rentokil Initial we value diversity and inclusion and are committed to treating all colleagues with fairness, dignity and respect. This is shown in our world class Diversity, Equality and Inclusion (DE&I) scores, measured as part of our Global Employee Survey, through which:

- 87% of colleagues said the company "appreciates diversity", which is +8% above the global norm,
- 86% stated they were "treated with respect as an individual", which is +4% above global benchmark norms, and finally
- 85% of colleagues told us they believe 'there are Equal Opportunities for all colleagues' within RI. This question was scored the highest above external global norms by our colleagues globally, at +17% above benchmark.

Whilst we are very pleased with the progress we have made on our DE&I journey, we continue to build on this by developing our leaders to foster and support an inclusive culture. In 2021, the Company rolled out a global diversity, equality and inclusion upskilling programme for all middle and senior management across the group, which we have received very strong feedback on and have seen quantifiable change in our leaders behaviours.

This report shows our UK gender pay performance for 2021 along with our progress since 2017 for Rentokil initial overall and our entities with over 250 employees, Rentokil Initial 1927 and Rentokil Initial UK. We continue to have no material gender pay gap between men and women, with a median of -4% and a mean -8%, which is significantly better than the UK average of 15.4%, reported by the Office for National Statistics.

While these are encouraging results overall, and we continue to make good progress in building our female representation in senior management roles, with female colleagues remaining stable from last year at 30% of roles, we remain focused on making Rentokil Initial an even more diverse and inclusive place to work, in line with our RIGHT WAY plan. Our key areas of focus continue to be increasing the number of female frontline technicians and improving the proportion of females in senior manager roles in our head office functions

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



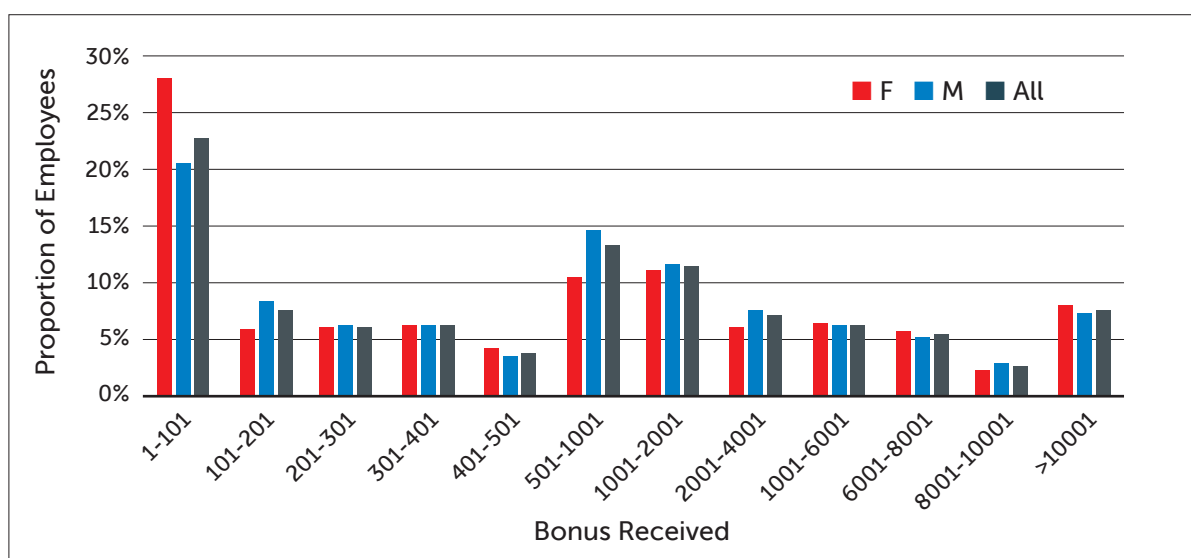
# Our Gender Pay Gap Report

## Our overall Gender Pay Progress at Rentokil Initial

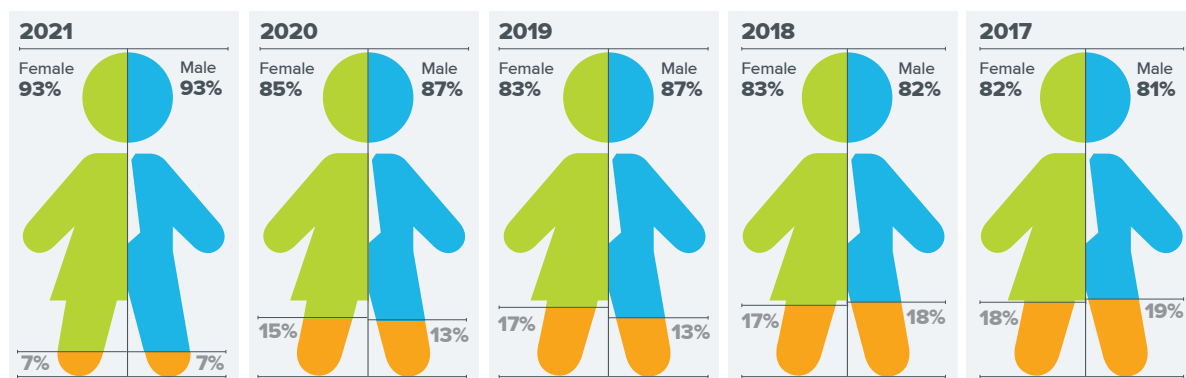
The table below shows the hourly pay and bonus comparisons. The negative results mean that women are paid more than men.

	2021	2020	2019	2018	2017
Hourly pay mean (average)	-8%	-11%	-6%	-2%	0%
Hourly pay median	-4%	-3%	-2%	1%	-2%
UK average	15.4%	15.5%	17.3%	17.8%	18.4%
Bonus mean (average)	0.2%	19%	9%	37%	23%
Bonus median	22%	5%	5%	10%	8%

The difference between the bonus mean and median outcomes in the table above is mainly due to our regular use of small recognition awards, which can be used to convert into experiences or vouchers, with just under half of employees receiving bonus totaling less than £500 during the reported period. We have a larger proportion of females than males receiving a recognition award, as shown in the graph below, which is causing the difference in the median bonus received. However, the average is more comparable because we have a higher proportion of total females in management grade roles than males, which balances out the higher prevalence of recognition awards.



## Proportion of employees receiving a bonus





## Fair reward structures

Rentokil Initial has had a global grading and reward structure in place for several years, which supports the principles of fairness and equity, and as a result we are confident that men and women are paid and rewarded similarly for doing equivalent jobs across our UK business. This can be evidenced by there being no material gender pay gap recorded for hourly pay when viewed as a whole or by quartile.

Quartile	2021			2020			2019			2018			2017		
	F	M	Gap	F	M	Gap	F	M	Gap	F	M	Gap	F	M	Gap
Q1	34%	66%	-1%	34%	66%	-6%	31%	69%	-3%	32%	68%	8%	30%	70%	8%
Q2	27%	73%	-1%	25%	75%	-1%	24%	76%	0%	22%	78%	1%	25%	75%	0%
Q3	29%	71%	0%	29%	71%	0%	27%	73%	1%	29%	71%	0%	24%	76%	1%
Q4	25%	75%	0%	30%	70%	0%	30%	70%	0%	26%	74%	0%	30%	70%	0%

## What actions have we been taking?

Rentokil Initial is committed to addressing diversity and inclusion; we are approaching this in a number of ways including:

- In 2021, we upskilled approximately 1,000 leaders globally through our global diversity, equality and inclusion upskilling programme. With 89% of direct reports to those leaders that have been through the programme, reporting seeing positive behaviour change since their leader participated.
- Building our employer value proposition to encourage females to join and build a long term career at Rentokil Initial.
- Building female representation in our front-line operations roles that will create a pipeline of women for middle and senior manager roles in the future.
- Monitoring and reporting the diversity split throughout the organisation through our Employer of Choice Scorecard.
- Launching a female mentoring programme for our global talent to support their career development.
- Ensuring our Talent Pools contain more women with our aim for them to be split 50:50.

## How successful have our actions been?

- We continue to make progress on female representation in senior management roles, with female colleagues now making up 30% of roles.
- We are also building a strong pipeline of talented women with the potential to progress to senior leadership positions in the organisation and to that end we have made significant progress on the gender diversity of our succession plans in 2021, with women now comprising 41% of our named successors for senior leadership roles (up from 31% in 2020 and 26% in 2019).
- We have also been making excellent progress appointing female external hires into senior leadership roles within our business, with 44% of all appointments in 2021 being women.
- Further down the organisation, 25% of successors for leadership roles in our regional businesses and corporate functions are now women, ensuring we are able to promote female talent throughout the business and not just into our more senior roles.



## Areas of focus

- Our female successors for leadership roles in our regional businesses and corporate functions is now 29%, which is down from 38% of roles in 2020, due to successes in the appointment of some of those female successors into more senior roles, so a key area of focus is rebuilding our talent pipeline to improve this ratio.
- Continue our focus on attracting and retaining more females in front line technician roles through targeted initiatives such as “Women in RI” and “Women in Pest Control” to build our proportion of females in the wider workforce.
- In 2022, our global diversity, equality and inclusion upskilling programme that was delivered to all middle and senior management across the world in 2021, will be rolled out further down the organisation.
- Continue to make improvements in Rentokil Initial 1927, which employs our head office functions. We are building our employer value proposition to encourage more females to work for Rentokil Initial and are looking to develop our key female talent across all functional disciplines.

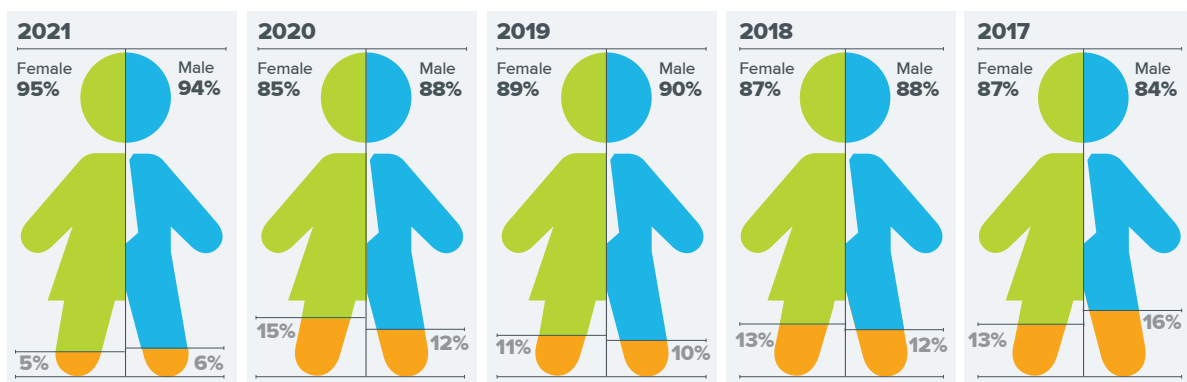
## Rentokil Initial UK Ltd

Rentokil Initial UK is our main employer in the UK providing pest control, washroom hygiene and plant services and interior landscaping. The table below shows the hourly pay and bonus comparisons. The negative results mean that women are paid more than men.

	2021	2020	2019	2018	2017
Hourly pay mean (average)	-7%	-11%	-3%	-2%	0%
Hourly pay median	-1%	0%	1%	3%	2%
Bonus mean (average)	-24%	15%	1%	-2%	4%
Bonus median	32%	4%	-1%	3%	11%

The difference between the bonus mean and median outcomes is due to our regular use of small recognition awards, which they can use to convert to experiences or vouchers. Women, on average, receiving a higher bonus is due to a higher proportion of the female population receiving incentives such as annual bonus and share awards.

## Proportion of employees receiving a bonus







## Percentage of males and females in each pay quartile

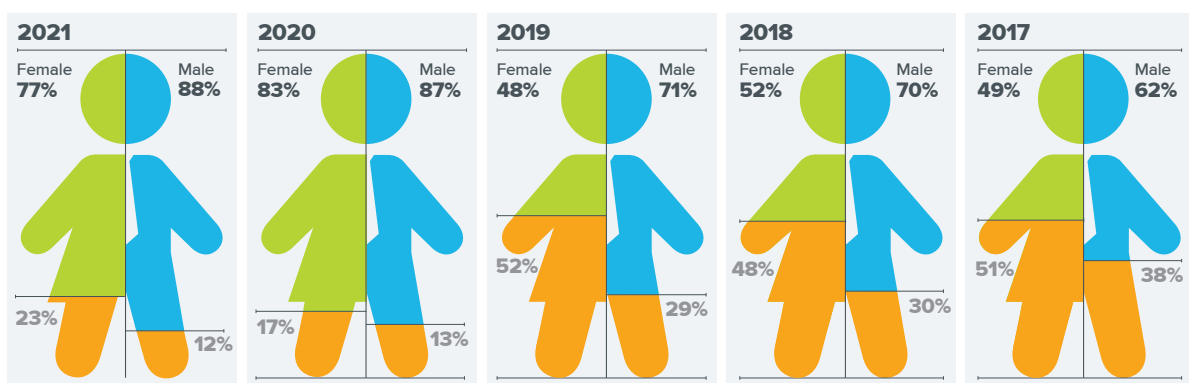
Quartile	2021			2020			2019			2018			2017		
	F	M	Gap	F	M	Gap	F	M	Gap	F	M	Gap	F	M	Gap
Q1	33%	67%	-6%	34%	66%	-12%	31%	69%	-1%	29%	71%	-6%	28%	72%	2%
Q2	25%	75%	0%	23%	77%	-1%	24%	76%	-1%	22%	78%	0%	22%	78%	-1%
Q3	30%	70%	-1%	26%	74%	0%	27%	73%	0%	29%	71%	1%	29%	71%	1%
Q4	26%	74%	0%	31%	69%	-1%	30%	70%	-1%	29%	71%	0%	27%	73%	-1%

## Rentokil Initial 1927 plc

Colleagues working for this company are employed in our head office functions such as Finance 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. The table below shows the hourly pay and bonus comparisons.

	2021	2020	2019	2018	2017
Hourly pay mean (average)	20%	15%	22%	18%	26%
Hourly pay median	21%	17%	24%	26%	18%
Bonus mean (average)	36%	35%	27%	60%	40%
Bonus median	25%	31%	26%	28%	23%

## Proportion of employees receiving a bonus



## Percentage of males and females in each pay quartile

Quartile	2021			2020			2019			2018			2017		
	F	M	Gap	F	M	Gap	F	M	Gap	F	M	Gap	F	M	Gap
Q1	28%	72%	6%	25%	75%	-4%	25%	75%	-4%	21%	79%	12%	21%	79%	4%
Q2	24%	76%	3%	23%	77%	2%	28%	72%	3%	25%	75%	4%	32%	68%	2%
Q3	54%	46%	3%	44%	56%	2%	51%	49%	1%	49%	51%	4%	49%	51%	-2%
Q4	60%	40%	1%	41%	59%	1%	49%	51%	-4%	48%	52%	4%	46%	54%	-3%