

Our Gender Pay Gap Report For 2022





Forward

At Rentokil Initial, our ambition is to be 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 we 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 the 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. We have continued to see the benefits of the changes in our leaders' behaviours from the global diversity, equality and inclusion upskilling programme that was rolled out to all middle and senior management across the group in 2021 and 2022. We are continuing to roll this programme out further down the organisation in 2023.

This report shows our UK gender pay performance for 2022 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 -5% and a mean of -9%, which is significantly better than the UK average of 14.9%, reported by the Office for National Statistics.

While these are encouraging results overall, and we continue to make progress in building our female representation in senior management 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 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



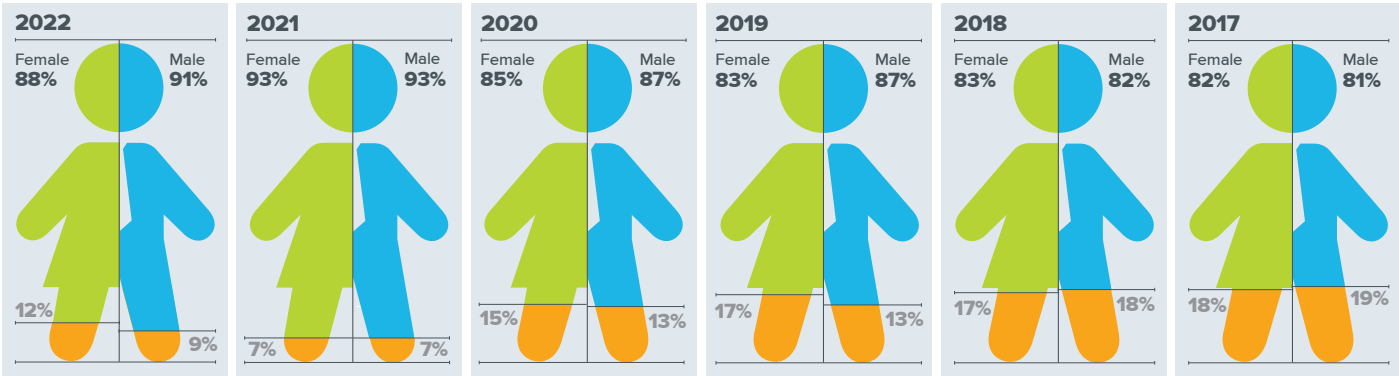
Our Gender Pay Gap Report

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.

	2022	2021	2020	2019	2018	2017
Hourly pay mean (average)	-9%	-8%	-11%	-6%	-2%	0%
Hourly pay median	-5%	-4%	-3%	-2%	1%	-2%
UK average	14.9%	15.4%	15.5%	17.3%	17.8%	18.4%
Bonus mean (average)	-0.2%	0.2%	19%	9%	37%	23%
Bonus median	1%	22%	5%	5%	10%	8%

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 on the same basis 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	2022			2021			2020		
	F	M	Gap	F	M	Gap	F	M	Gap
Q1	35%	65%	1%	34%	66%	-1%	34%	66%	-6%
Q2	27%	73%	0%	27%	73%	-1%	25%	75%	-1%
Q3	29%	71%	0%	29%	71%	0%	29%	71%	0%
Q4	25%	75%	0%	25%	75%	0%	30%	70%	0%

What actions have we been taking?

Rentokil Initial continues to be committed to addressing diversity and inclusion; we are continuing to approach this in a number of ways including:

- Tracking the impact of upskilling our senior and middle management leaders globally through our global diversity, equality and inclusion upskilling programme which was delivered in 2021 and 2022 and is due to roll out further down the organisation in 2023.



- Building our employer value proposition to encourage females to join and build a long term career at Rentokil Initial.
- Ensuring our graduate and apprentice program intake is balanced and representative.
- Building female representation in our front-line operational 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 and extending our network of career coaches across the business.
- 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 good progress on female representation in senior management roles. In 2022 we increased the gender diversity of our senior leadership teams in 5 of our 7 regions with a 29% representation globally.
- Our pipeline of talented women continues to strengthen with 37% of the Senior Global Talent Pool being female, which is our highest since the initiative was introduced in 2017.
- Female successors feature more strongly this year than last demonstrating our increasing ability to develop and retain key female talent. Female successors have increased in both Regional (7% increase on 2021) and Functional (12% increase on 2021) roles. 33% of those on our leadership/critical role succession plans are female.
- We trained 71 employees to be career coaches in 2022 with plans to expand this initiative throughout 2023. The coaches will be able to offer our colleagues a fresh perspective, signpost them to relevant development and career tools and encourage them to set goals to support their career aspirations and development. Of the 71 coaches 46 are female ensuring women are able to hear from other women in relation to their career development and progression.
- Of the corporate centre graduates hired in 2022, half of them were female and they were hired into the previously male dominated functions of IT and Marketing & Innovation.
- In the Equity Index 2022-23, produced by Lead 5050, a cross-industry body that uses official data on average salaries, bonuses, and pay at every level to give in-depth insight into gender equality, Rentokil Initial was ranked 9th in the FTSE 100.

Areas of focus

We are continuing to work on the key areas put in place last year. These include:

- Continuing to work on increasing female representation in our senior roles. 26% of our Global Leadership Forum (GLF) are women, an increase of 4% from 2021, however we would like to continue to grow this number, thus the focus on increasing the number of female colleagues on our talent programmes.
- Continuing our focus on attracting and retaining more females in 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.
- Linked to the above point, and building on our targeted attraction and career development campaigns, we have invited our female colleagues to talk about what it is like to work at Rentokil Initial, offering advice, support and insight to current and future colleagues.
- Continuing to offer more flexible working patterns for our technicians, allowing colleagues to work at times that suit their lifestyles and family commitments. We already offer flexible and annualised contracts in some locations, and plan to further expand the use of these to attract a more diverse workforce.



- Continuing 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 retain our key female talent across all functional disciplines with interventions such as a new menopause policy, international women's day events and increased part-time opportunities.

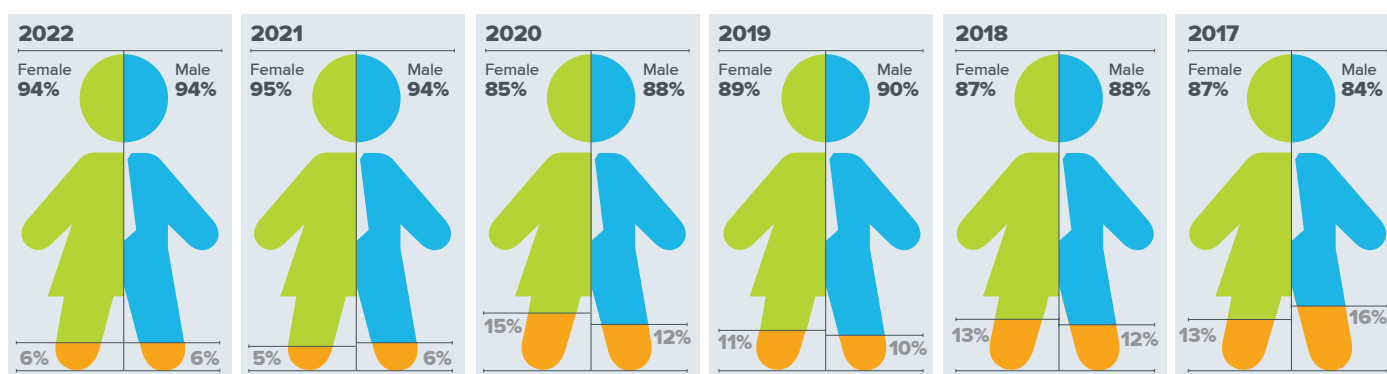
Rentokil Initial UK Ltd

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

	2022	2021	2020	2019	2018	2017
Hourly pay mean (average)	-9%	-7%	-11%	-3%	-2%	0%
Hourly pay median	-3%	-1%	0%	1%	3%	2%
Bonus mean (average)	-21%	-24%	15%	1%	-2%	4%
Bonus median*	6%	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 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 small value awards. In addition women are, on average, receiving a higher bonus due to a higher proportion being in management roles and therefore 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	2022			2021			2020		
	F	M	Gap	F	M	Gap	F	M	Gap
Q1	34.3%	65.7%	-5%	33%	67%	-6%	34%	66%	-12%
Q2	24.6%	75.4%	0%	25%	75%	0%	23%	77%	-1%
Q3	29.3%	70.7%	-3%	30%	70%	-1%	26%	74%	0%
Q4	24.9%	75.1%	0%	26%	74%	0%	31%	69%	-1%

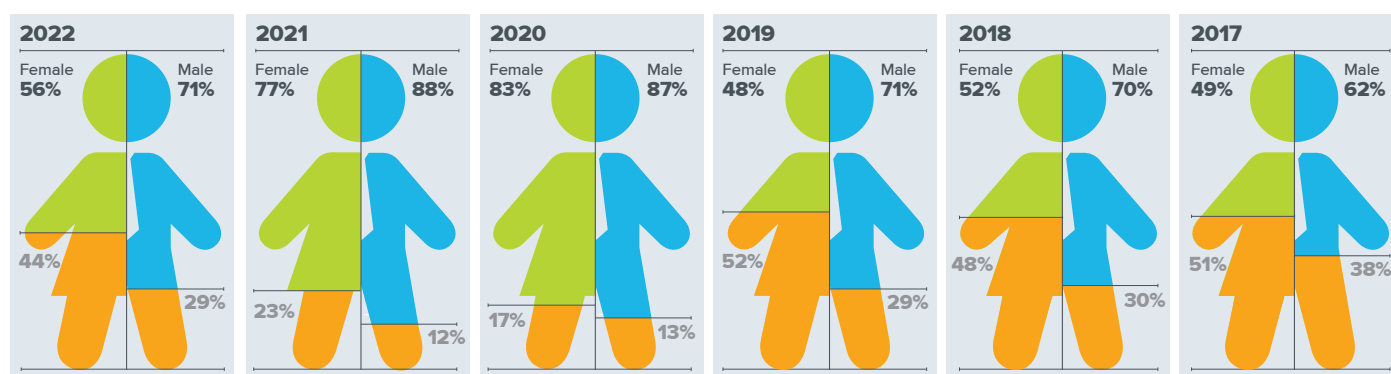


Rentokil Initial 1927 plc

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.

	2022	2021	2020	2019	2018	2017
Hourly pay mean (average)	14%	20%	15%	22%	18%	26%
Hourly pay median	21%	21%	17%	24%	26%	18%
Bonus mean (average)	3%	36%	35%	27%	60%	40%
Bonus median*	21%	25%	31%	26%	28%	23%

Proportion of employees receiving a bonus



Percentage of males and females in each pay quartile

Quartile	2022			2021			2020		
	F	M	Gap	F	M	Gap	F	M	Gap
Q1	26.7%	73.3%	-14%	28%	72%	6%	25%	75%	-4%
Q2	27.7%	72.3%	4%	24%	76%	3%	23%	77%	2%
Q3	49.5%	50.5%	0%	54%	46%	3%	44%	56%	2%
Q4	45.5%	54.5%	-1%	60%	40%	1%	41%	59%	1%