



Protecting People.
Enhancing Lives.
Preserving our Planet.

OUR GENDER PAY REPORT 2023



SERVICE



RELATIONSHIPS



TEAMWORK



RESPONSIBILITY

INTRODUCTION



AT RENTOKIL INITIAL, OUR BUSINESS OPERATES IN **90 COUNTRIES** WITH **62,900 COLLEAGUES**. WE SEE CREATING A DIVERSE AND INCLUSIVE BUSINESS AS CORE TO ACHIEVING OUR BUSINESS OBJECTIVES AND AS SOMETHING THAT UNDERPINS OUR GLOBAL VALUES OF **SERVICE, RELATIONSHIPS, TEAMWORK AND RESPONSIBILITY**.

Our ambition is to be a world-class employer of choice, who 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, they 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 commitment is demonstrated in:

- The progress we're making in fostering a more inclusive culture, as reflected in our world-class Diversity, Equality and Inclusion (DE&I) scores in our global employee survey;

- The steps we're taking to continually improve the diversity of our senior management teams and the individuals in our global succession plans;
- The ongoing work to develop and support our leaders around the world to demonstrate the behaviours and actions required to achieve our diversity and inclusion goals.

You can read more about these and other areas of progress on our diversity, equality and inclusion (DE&I) agenda throughout this report. We also see gender pay as central to our DE&I objectives and this report shows our UK gender pay performance for 2023 along with our progress since 2017 for Rentokil Initial overall and our entities with over 250 employees, Rentokil Initial 1927 and Rentokil Initial UK.

Our gender pay gap overall has remained consistent with recent years, with a median of -8.6% and a mean of -10%. This compares to the UK average of 14.3%, reported by the Office for National Statistics.

While these are encouraging results overall, and we continue to make progress across many areas of DE&I, 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 globally and improving the proportion of females in senior management roles.

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

WORLD CLASS DE&I SCORES FROM OUR COLLEAGUES



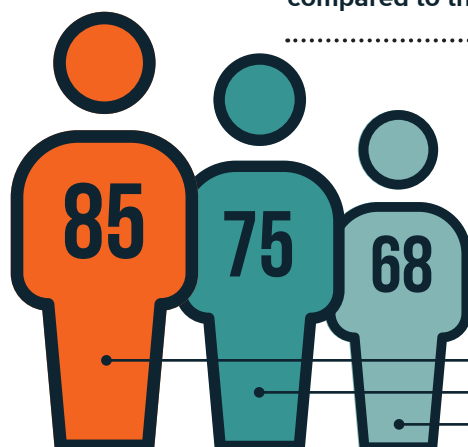
The **Diversity, Equality & Inclusion (DE&I)** results in our most recent Your Voice Counts colleague survey was our 2nd highest scoring area overall, improving by +1% versus the previous 2021 survey and +6% higher than the global norm benchmark, which includes data from over 450 companies and 18 million respondents globally.

In virtually every part of the business our DE&I employee survey results have improved versus the previous survey.

Diversity, Equality and Inclusion Your Voice Counts Results by Sub Region



Additionally 85% of our colleagues scored favourably on the question “There is an equal opportunity for all colleagues (irrespective of gender, race, religion, age, nationality, etc) to have a successful career at this company”. This was +17% compared to the Global Norm and **+10% compared to the High Performing Norm benchmark.**



% Favourable 2023

THERE IS AN EQUAL OPPORTUNITY FOR ALL COLLEAGUES
(IRRESPECTIVE OF GENDER, RACE, RELIGION, AGE,
NATIONALITY, ETC) TO HAVE A SUCCESSFUL CAREER AT
THIS COMPANY

RENTOKIL INITIAL
GLOBAL HP NORM
GLOBAL NORM

BUILDING A MORE INCLUSIVE GLOBAL CULTURE



WE HAVE ALSO CONTINUED TO MAKE PROGRESS THROUGHOUT OUR GLOBAL BUSINESS IN FOSTERING AND SUPPORTING DIVERSITY AND AN INCLUSIVE CULTURE.

In our most recent Your Voice Counts employee survey, engagement scores are similar between men and women across most of our regions.

	EUROPE		GROUP FUNCTIONS		LATIN AMERICA & CARIBBEAN		NORTH AMERICA		PACIFIC		ASIA & MENAT		UKIB & SSA	
	F	M	F	M	F	M	F	M	F	M	F	M	F	M
F/M PROPORTION	33%	67%	39%	61%	28%	72%	23%	77%	44%	56%	15%	85%	33%	67%
ENGAGEMENT SCORE	69	68	81	76	78	80	77	76	77	77	81	90	72	72

In Europe, North America and our Group Functions engagement levels were higher for female colleagues versus male colleagues.

There was no material difference between engagement levels for female colleagues versus male colleagues in virtually all of the other regions.

The only region where male colleagues had materially higher engagement levels compared to female colleagues was Asia & MENAT (Middle East, Northern Africa & Turkey) where our workforce demographics are different and we have a greater proportion of male employees. However, both male and female colleagues in Asia score very highly on engagement.

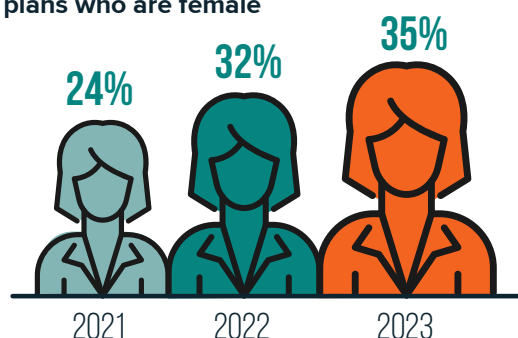
DEVELOPING OUR PIPELINE OF FEMALE TALENT

IN THE LAST 12 MONTHS WE HAVE MADE PROGRESS IN THE GENDER BALANCE OF OUR GLOBAL WORKFORCE, BUT WE RECOGNISE THERE IS STILL MORE WE CAN DO AND WITH THAT IN MIND WE CONTINUE TO FOCUS ON IMPROVING THE PIPELINE OF WOMEN IN OUR SUCCESSION PLANS.

Female successors have increased in both regional roles (3% increase from 2022) and functional roles (4% increase from 2022). 35% of colleagues in our leadership/critical role succession plans are female. In our Pacific business, this has increased to 48% through a focused plan to develop female talent in this region. Additionally, our global talent pools, that we use to develop our future pipeline of leaders, is comprised of 36% female colleagues.

We have increased the number of female colleagues in our global succession plans by **46%** between 2021 and 2023, demonstrating our increasing ability to develop and retain key female talent.

% Colleagues in succession plans who are female



WORKING TOWARDS BECOMING AN EMPLOYER OF CHOICE FOR WOMEN



AROUND THE WORLD, WE HAVE CONTINUED TO PUT IN PLACE INITIATIVES AND ACTIONS TO ENSURE WE CAN ATTRACT, RECRUIT, ENGAGE AND RETAIN A GREATER NUMBER OF FEMALE COLLEAGUES. EXAMPLES OF SOME OF THESE ACTIVITIES INCLUDE:



■ Continuing our focus on attracting and retaining more females in technician roles through targeted initiatives such as “Women in Pest Control” to increase our proportion of females in the wider workforce. Campaigns in countries such as France, Australia, UK, Netherlands, Italy, Singapore and Belgium have been successful with an increase in female pest control technicians in those markets.



■ We continue to offer increased flexible working patterns for our technicians, allowing colleagues to work at times that suit their lifestyles and family commitments.

In our Group Functions hybrid working options are available for all employees and in our UK business 90% of our workforce has opted in to a flexible working arrangement.



■ In Australia, we provide free period products for all offices as part of our Washroom Dignity campaign.

We have also been externally accredited in this market by being endorsed as an employer for all women by Work 180.

YOU CAN READ MORE ABOUT OUR WIDER DIVERSITY, EQUALITY AND INCLUSION ACTIVITIES AND PROGRESS IN OUR RESPONSIBLE BUSINESS REPORT 2023. WWW.RENTOKIL-INITIAL.COM



OUR GENDER PAY RESULTS 2023:

RENTOKIL INITIAL OVERALL



OUR OVERALL GENDER PAY PROGRESS

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

	2023	2022	2021	2020	2019
HOURLY PAY MEAN (AVERAGE)	-10.0%	-9.5%	-8.0%	-11.2%	-6.0%
HOURLY PAY MEDIAN	-8.6%	-5.3%	-3.5%	-3.2%	-2.1%
BONUS MEAN (AVERAGE)*	21.9% / -6.3%	-0.2%	0.2%	18.9%	8.5%
BONUS MEDIAN	-4.5%	1.4%	22.1%	4.8%	-4.6%
UK AVERAGE**	14.3%	14.9%	15.4%	15.5%	17.3%

*The change in the bonus mean from 2022 to 2023 is due mainly to the required exercising of long term incentive awards by a small number of senior leaders. If the impact of these are removed the bonus average for 2023 is -6.3%.

**As reported by the Office for National Statistics

PROPORTION OF EMPLOYEES RECEIVING A BONUS

2023		2022		2021		2020		2019	
F	M	F	M	F	M	F	M	F	M
98%	98%	88%	91%	93%	93%	85%	87%	83%	87%

The increase in the proportion of both male and female colleagues receiving a bonus in 2023 is due to recognition vouchers given to all UK employees on "Employee Appreciation Day" as well as a cost of living bonus being awarded to colleagues who would otherwise not be eligible to participate in a company performance or bonus plan.

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 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	2023			2022			2021			2020		
	% F	% M	HOURLY PAY GAP	% F	% M	HOURLY PAY GAP	% F	% M	HOURLY PAY GAP	% F	% M	HOURLY PAY GAP
LOWER	24.2%	75.8%	0.1%	24.7%	75.3%	-0.3%	25.4%	74.6%	-0.3%	29.9%	70.1%	-0.3%
LOWER MIDDLE	26.3%	73.7%	0.1%	28.8%	71.2%	0.4%	29.3%	70.7%	0.3%	25.4%	74.6%	0.0%
UPPER MIDDLE	33.5%	66.5%	-0.8%	27.1%	72.9%	0.1%	27.3%	72.7%	-0.5%	25.4%	74.6%	-1.1%
UPPER	33.6%	66.4%	-1.7%	34.7%	65.3%	0.9%	33.6%	66.4%	-0.6%	34.4%	65.6%	-5.9%

OUR GENDER PAY RESULTS 2023:

RENTOKIL INITIAL UK LTD



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

OUR OVERALL GENDER PAY PROGRESS

	2023	2022	2021	2020	2019
HOURLY PAY MEAN (AVERAGE)	-9.0%	-8.9%	-7.2%	-10.6%	-3.1%
HOURLY PAY MEDIAN	-5.7%	-3.0%	-1.3%	-0.4%	0.7%
BONUS MEAN (AVERAGE)	-14.2%	-20.7%	-24.3%	15.0%	1.2%
BONUS MEDIAN	-8.4%	5.8%	31.9%	4.5%	-1.1%

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. In addition women are, on average, receiving higher bonus payments due to a higher proportion being in management roles and therefore receiving incentives such as annual bonus and share awards.

As of 1st January 2024, the senior leadership team of our UK business is 46% female* which significantly exceeds the 35% of women in senior leadership roles in the FTSE 100 as reported in the 2023 FTSE Women Leaders Review.

*per the definition of ELT direct reports as set out in the FTSE Women Leaders Review

PROPORTION OF EMPLOYEES RECEIVING A BONUS

2023		2022		2021		2020		2019	
F	M	F	M	F	M	F	M	F	M
99%	98%	94%	94%	95%	94%	85%	88%	89%	90%

PERCENTAGE OF MALE AND FEMALE COLLEAGUES IN EACH PAY QUARTILE

QUARTILE	2023			2022			2021			2020		
	% F	% M	HOURLY PAY GAP	% F	% M	HOURLY PAY GAP	% F	% M	HOURLY PAY GAP	% F	% M	HOURLY PAY GAP
LOWER	22.0%	78.0%	-0.3%	24.9%	75.1%	0.0%	26.0%	74.0%	-0.1%	40.8%	59.2%	-1.0%
LOWER MIDDLE	28.1%	71.9%	-0.1%	29.3%	70.7%	-2.5%	29.9%	70.1%	-1.0%	43.7%	56.3%	0.0%
UPPER MIDDLE	28.1%	71.9%	-1.4%	24.6%	75.4%	-0.5%	24.7%	75.3%	-0.3%	22.5%	77.5%	-1.0%
UPPER	35.2%	64.8%	-0.7%	34.3%	65.7%	-4.9%	33.0%	67.0%	-5.8%	25.0%	75.0%	-12.0%

OUR GENDER PAY RESULTS 2023:

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.

Across our head office functions 38% of our colleagues are female. IT is the largest of these functions, comprising 28% of our total functional colleagues and historically has comprised of a lower number of women compared to other disciplines such as HR, Finance and Marketing. We have put a strong focus on increasing the number of women in functions that have lower female representation, resulting in the proportion of women in IT increasing from 20% to 26% in the last 12 months.

We have also put an increased focus on growing the number of women in senior roles* across all of our head office functions by both recruiting and developing new female talent. As a result of this focus, of all the women holding senior leadership roles in our head office, 50% were promoted or externally hired within the last 12 months.

*per the definition of ELT direct reports as set out in the FTSE Women Leaders Review

OUR OVERALL GENDER PAY PROGRESS

	2023	2022	2021	2020	2019
HOURLY PAY MEAN (AVERAGE)	12.1%	14.2%	19.7%	14.5%	21.7%
HOURLY PAY MEDIAN	16.7%	21.4%	20.7%	17.1%	24.3%
BONUS MEAN (AVERAGE)	23.6%	3.4%	35.9%	35.4%	26.9%
BONUS MEDIAN**	74.3%/55.9%/35.1%	20.7%	24.6%	30.9%	26.0%

**The increase in bonus median in 2023 to 74.3% is due to recognition vouchers being given to all UK employees on "Employee Appreciation Day". If the impact of this is removed the median reduces to 55.9%. This is still higher than historical levels due to a cost of living bonus being awarded to colleagues not otherwise eligible to participate in a company performance or bonus plan. If the impact of this is also removed the median reduces to 35.1%.

PROPORTION OF EMPLOYEES RECEIVING A BONUS

2023		2022		2021		2020		2019	
F	M	F	M	F	M	F	M	F	M
96%	97%	56%	71%	77%	88%	83%	87%	48%	71%

PERCENTAGE OF MALE AND FEMALE COLLEAGUES IN EACH PAY QUARTILE

QUARTILE	2023			2022			2021			2020		
	% F	% M	HOURLY PAY GAP	% F	% M	HOURLY PAY GAP	% F	% M	HOURLY PAY GAP	% F	% M	HOURLY PAY GAP
LOWER	45.7%	54.3%	4.0%	45.5%	54.5%	-0.7%	59.5%	40.5%	1.1%	40.8%	59.2%	0.7%
LOWER MIDDLE	48.3%	51.7%	1.1%	49.5%	50.5%	-0.1%	53.8%	46.2%	2.7%	43.7%	56.3%	2.4%
UPPER MIDDLE	40.5%	59.5%	2.7%	27.7%	72.3%	3.6%	23.7%	76.3%	2.5%	22.5%	77.5%	2.3%
UPPER	23.3%	76.7%	-25.3%	26.7%	73.3%	-14.0%	28.3%	71.7%	6.0%	25.0%	75.0%	-4.4%