

**Protecting People.
Enhancing Lives.
Preserving our Planet.**

Responsible Business Report 2023

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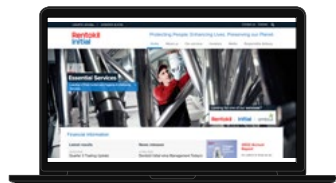
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Other reports and website

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Front cover: For five years, we have supported the protection of rainforests in the Pacific, Africa and Latin America – vital carbon sinks and home to an abundance of wildlife.

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INTRODUCTION

We are the global leaders in Pest Control and Hygiene & Wellbeing services.

For Rentokil Initial, being a responsible and sustainable business means helping colleagues to have safe and fulfilling work lives, supporting customers by developing and delivering products and services responsibly, and benefiting society and the environment by acting in the most responsible, effective manner.

In 2023 we further improved our safety performance, made very good progress on colleague training and retention, and continued our journey towards net zero by the end of 2040, as shown on the right. This is testament to the quality of our 62,900 colleagues.

In our all-colleague survey, more than eight out of ten colleagues agreed that the Company is making the right decisions to ensure we operate as an environmentally friendly business and that we deliver products and services responsibly and sustainably.

The business case for being a responsible organisation is clear – we will attract and retain more people; have more satisfied customers who stay with us longer; and operate more efficiently and effectively with a strong policy framework and transparent targets. We accept our responsibilities and deliver them with a commercial and operational focus.

I would like to take this opportunity to thank our colleagues for their contribution to our company and our customers. I am incredibly proud of their tireless commitment and high standards.



ANDY RANSOM
Chief Executive

OUR 2023 HIGHLIGHTS

10%

Increase in renewable energy usage

8%

Point improvement in Terminix service colleague retention since deal completion

16%

Reduction in emissions from fumigant usage

42%

Improvement in property energy efficiency since 2019

86%

Increase in ultra-low emission vehicles in our fleet

96%

Of hygiene paper products hold a recognised environmental accreditation

16%

Carbon efficiency achieved towards our target of 20% by end of 2025

c.80%

Of waste from our European operations was disposed of via sustainable means

PROTECTING PEOPLE

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



Rodent pest control
356,000

PestConnect devices in
customers' premises

[Read more on page 47](#)

+23%
increase in
2023



0.31

2023 Lost Time Accident
rate remaining at world-class
standards (2022: 0.39)

7.05

2023 Working Days Lost
rate remaining at world-class
standards (2022: 7.90)

ENHANCING LIVES

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

1.96m 117

Activities were completed within U+ in 2023

Apprentices have already gained promotion

Number of
apprentices
240

Apprentices working towards achieving the Level 2 Customer Service Apprenticeship standard

[Read more on page 15](#)

Rentokil has
c.5% of all
customer service
apprenticeships in
England

PRESERVING OUR PLANET

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

16%

Improvement in carbon
emissions per £m of revenue
since 2019

16%

Decrease in emissions from
fumigant usage in 2023

42%

Improvement in property
energy efficiency since 2019

5

Countries with certified
renewable energy
contracts

Ultra-low
emission
vehicles
683

[Read more on page 41](#)

c.8% of UK and
Europe fleet are
ULEV*, on track
to target of 10%
by 2025

* Ultra-low
emission
vehicles.

ABOUT US

DEDICATED PEOPLE



RESILIENT
OPERATIONS



GROWTH MARKETS

90

Countries in which
we operate

£5.4bn

Revenue growth
of 45.8%
year on year

c.62,900

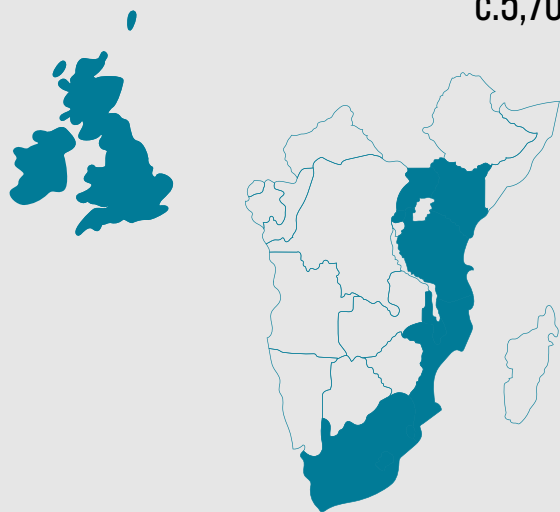
Colleagues we
employ

NORTH AMERICA



Revenue
£3,314m
Number of
colleagues
c.22,000

UK & SUB- SAHARAN AFRICA



Revenue
£394m
Number of
colleagues
c.5,700

PACIFIC



Revenue
£261m
Number of
colleagues
c.2,700

EUROPE (INCLUDING LATIN AMERICA)



Revenue
£1,078m
Number of
colleagues
c.13,000

ASIA & MENAT



Revenue
£357m
Number of
colleagues
c.19,600

Note: Revenue excludes central costs.

OUR OPERATING MODEL

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.

Our Employer of Choice programme is designed to attract, recruit and retain the best people from the widest possible pool of talent. We do this through high-quality recruitment, ongoing engagement, world-class training, and in line with our values of Service, Relationships, Teamwork and Responsibility.

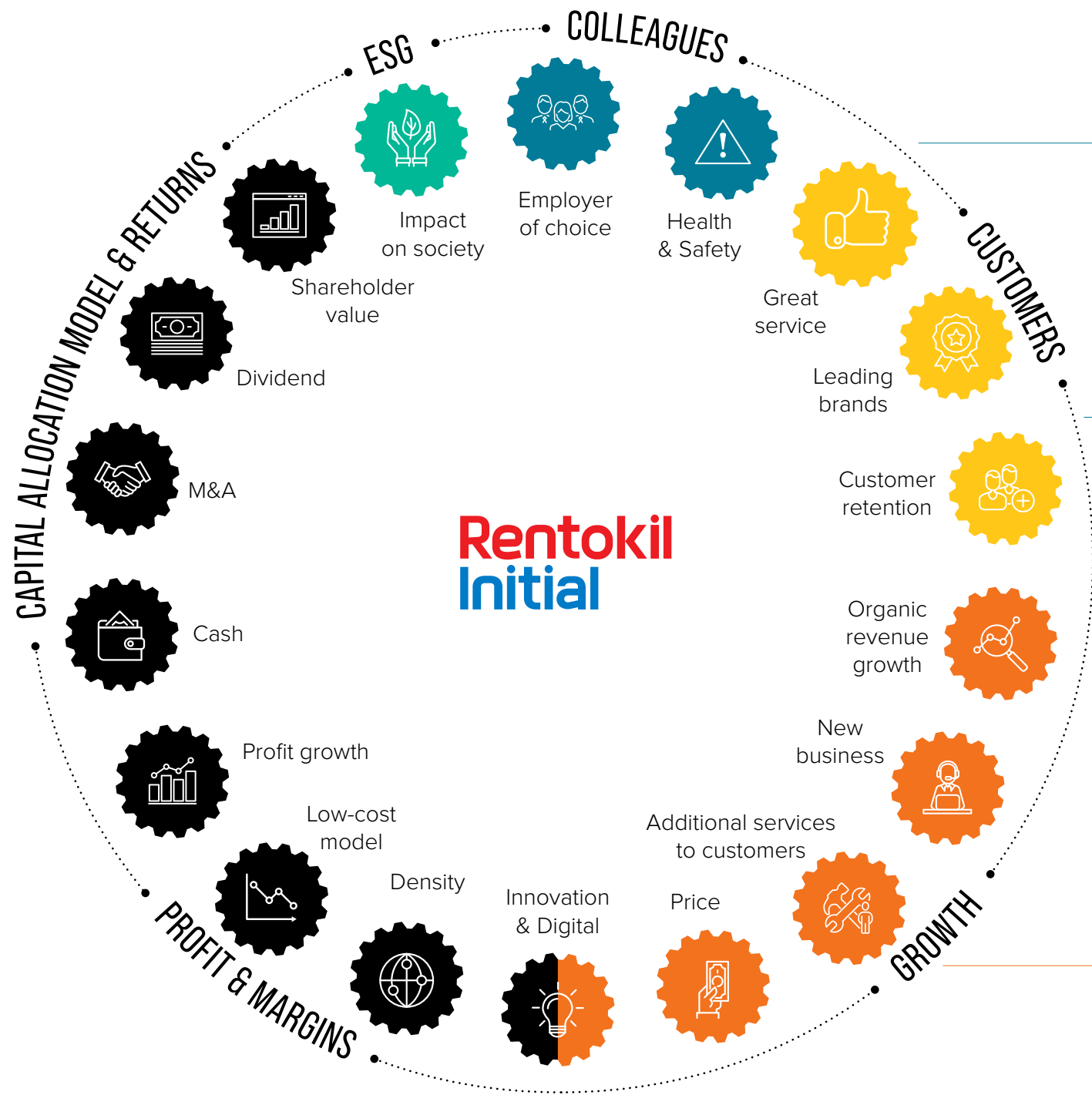
By getting it right for our people, we create the right environment for our colleagues to deliver a high-quality service to our customers. This in turn allows us to retain more customers, to whom we sell additional services – ultimately creating shareholder value.

Thanks to our colleagues’ unwavering commitment and dedication to our customers, our operating model continues to create value for all stakeholders. Each part of the model is related to the others and measured consistently at Group, business, country and branch level.

Our businesses are grouped into five geographical regions, with local-market operations.

See page 6

Our multi-local approach features single management teams operating in the 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.



2023

Number of colleagues
c.62,900

Lost Time Accidents
0.31

Customer retention
82.3%

Innovation pipeline
of products
75+

ACCREDITATION & MEMBERSHIPS

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

Although there were significant changes to the CSA scoring methodology this year, we were pleased to note that our percentile ranking for companies in our sector has remained consistent (2023: 96%, 2022: 95%). Based on our performance, we again qualified for inclusion in S&P Global's Sustainability Yearbook 2023, one of only nine companies out of the 131 that were assessed globally from our sector.

We were particularly pleased with our score in Occupational Health & Safety, which rose by five percentage points as well as our Labour Practise Indicators, which increased by three percentage points in comparison to sector benchmarks.

Rentokil Initial is an ongoing member of the FTSE4Good Index. As of 31 December 2023, the Company was ESG rated as 'AA' by MSCI and as Low Risk, Strong Management by Sustainalytics.

Across the Group, 13 locations have environmental management systems certified to ISO 14001, covering c.23% (2022: 14%) of total revenue in 2023.

In addition, we continued to make progress with our footprint of EcoVadis accreditation, particularly across Europe. We now have 14 operations as well as the overall Group accredited.

Our CSA percentile

96%

(2022: 95%)



FTSE4Good



CEO of the Year
Andy Ransom



Member of
**Dow Jones
Sustainability Indices**
Powered by the S&P Global CSA



Best Global Expansion
Rentokil Initial

COLLEAGUES & CULTURE

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1.96m
Number of completed U+ sessions

150
Pieces of new training developed
in 2023

240+
Apprentices in the UK



2023 OVERVIEW

We are committed to being a world-class Employer of Choice and employ c.62,900 colleagues in 90 countries.


SAFETY

Lost Time Accident (LTA) per 100,000 hours worked

0.31

Our LTA rate has been under 1 for nine years



 Read more about our approach to Health & Safety on page 12

DIVERSITY

Number of female colleagues

14,640


48,291 (77%) male colleagues



Female Board members

33%

(2022: 33%)

 Read more about our approach to Diversity, Equality & Inclusion on page 19

TRAINING AND DEVELOPMENT

Number of completed U+ courses

1.96m

Pieces of new training developed in-house


c.150

c.2,000

leaders completed 'Being a Brilliant Boss' programme in Asia

Percentage of colleagues in our senior leaders succession plans who are female

33%

 Read more about our approach to training & development on page 18

TALENT RECRUITMENT

22,000+

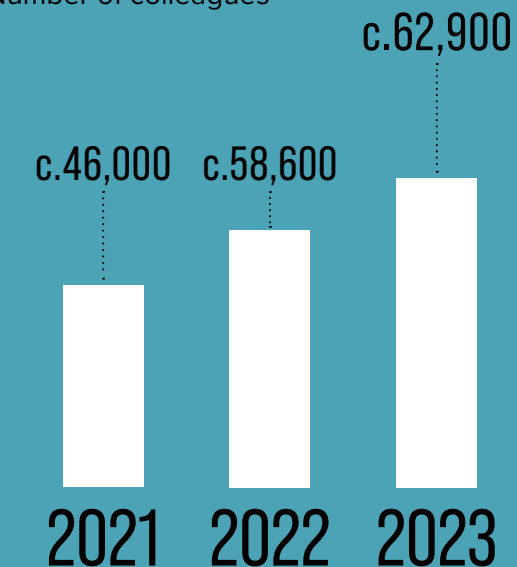
Job applications received via the Careers+ app




Percentage of internal promotions for new senior leader positions rather than external hires

69%

Number of colleagues



 Read more about our approach to recruitment on page 15

OUR APPROACH

As a responsible employer, safety always comes first as well as a commitment to ensure our colleagues are engaged, able to enjoy a long-term career, and are supported in an environment which is underpinned by our Values of Service, Relationships, Teamwork and Responsibility

Our values were reviewed as part of our acquisition of Terminix in 2022 to ensure a culture that is representative of the larger organisation. Everything we do is underpinned by our 'One Rentokil Initial' culture. We have a one-team mentality with a common purpose and set of values, focused on delivering a great customer experience.

We are committed to creating a diverse and inclusive working environment for all colleagues, which reflects the diverse nature of our business environment and markets. We strive to be an organisation that values everyone's talents, encourages diversity and provides equal opportunities.

We recruit, appoint and promote based on merit, and 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.

From our most recent Fast Track Global Talent Pool, which finished in 2023, 64% of participants have been promoted and 36% of participants are female – the highest number of females we have had in the Fast Track cohort since the programme began in 2017.

Colleague retention rate for 2023

84.2%

(2022: 79.6%)

We employ

c.62,900

(2022: 58,600)

OUR EMPLOYER OF CHOICE STRATEGY:

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

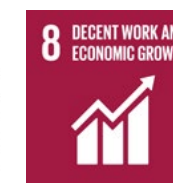
To support this strategy, an Employer of Choice data dashboard includes a suite of HR metrics and targets – measured each month by all country and regional operations. These include: retention (including sales and service), time to hire, gender profile, numbers of colleagues versus budget and absenteeism.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

During the year, all regions improved their colleague retention rates. Rentokil Initial colleague retention was 84.2% (2022: 79.6%).

Across the Company, colleagues have personal development goals including in areas such as safety, retention, sustainable product launches and supply chain management, in addition to operational or other business performance objectives.

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).

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



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.

Lost Time Accidents (LTA) rate

0.31


(2022: 0.39)

Working Days Lost (WDL) rate

7.05

(2022: 7.90)

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. 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.

 **See page 33**

The Company’s Safety, Health and Environment (SHE) team includes Group, regional and country leaders, reflecting regional cultures, local legislation, and operational capabilities. The SHE team establishes Company-wide policies, programmes, learning and development and SHE initiatives.



MySHE
Safety Incident Reporting System



2023 HEALTH & SAFETY INITIATIVES

This year 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.

Throughout 2023 our teams in North America have been working to implement best-of-breed policies and practices from the combined Rentokil Terminix organisation, which are also being used elsewhere in the Group. We have continued to implement our Pink Note compliance across the Group, including Terminix, with around 42,000 operational colleagues trained on Pink Note Awareness.

The key policies and initiatives implemented to integrate Terminix and Rentokil this year included:

- Deployed a common standard associated with slip-resistant footwear
- Implemented an aligned safety training calendar and transitioned the content to our U+ training platform, including the following training programmes:
 - respirator safety
 - ladder safety
 - heat-stress prevention
 - stinging insect safety
 - fall-protection
- Aligned new-hire safety training into the onboarding process
- Established aligned work at heights and fall-protection standards (including for subcontracted fumigation providers)
- Centralised incident-reporting hotline and post-incident response actions

- Established a common standard and reporting line to report Major Incidents
- Deployed Site Risk Assessment (SRA) process across legacy Terminix commercial business
- Supported and aligned safety elements within the Code of Conduct

In 2023, we completed c.10 million site risk assessments and also focused on enhancing our driver safety training and telematic initiatives — extending this into Pacific, Latin America and Europe. In 2023 we had no work-related colleague fatalities, but regrettably we had one road traffic fatality involving a third party.

To continue to reinforce road and driver safety, we spent time this year relaunching our mandatory Leading with Safety training course with increased content on road and driver.

In the fourth quarter of 2023 we rolled out our new MySHE Safety Incident Management Platform, which is now used across all regions. The new platform allows for easier access to report an incident or near miss, more efficient and effective incident reporting and investigation processes, enhanced data reporting and dashboarding, as well as more language capabilities. In 2024 we will add an audit and inspections module, as well as other agile enhancements to the platform.

 **See page 67 for our Health & Safety KPIs**



LONG-TERM FOCUS ON SAFETY



▶ 2008
LTA*: 2.06
WDL**: 50.84

▶ 2014
LTA: <1

▶ 2023
LTA: 0.31
WDL: 7.05

2009	2010	2011	2012	2013	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	
Minimum standards for working at height 2009-2010 <ul style="list-style-type: none">Minimum standards for working at heightSHE leadership team established 2010-2011 <ul style="list-style-type: none">Minimum standards for core processes (e.g. incident management)SHE goals incorporated in PDRs for operations			Chief Executive SHE Awards first introduced 2011-2012 <ul style="list-style-type: none">SHE Health-Check audits launched‘In Focus’ initiatives first introducedMSOT/iLead first introduced 2012-2013 <ul style="list-style-type: none">Programme to improve workplace transport safetyChief Executive SHE Awards first introduced 2013-2014 <ul style="list-style-type: none">Improved site-risk assessment process and tools launchedImproved working practices for roof void work			LTA rate <1 for the first time 2014-2015 <ul style="list-style-type: none">Golden Rules implementedInnovative online training tools launchedMinimum standards for fumigation 2015-2016 <ul style="list-style-type: none">Driving at work standards implementedFocus on improved near-miss reporting‘In Focus’ initiatives extended 2016-2017 <ul style="list-style-type: none">Safety Leadership Behaviours launchedDigital tools rolled out, including Site Risk Assessment app				Electricity Golden rules and High Voltage policy 2017-2018 <ul style="list-style-type: none">Safety Moments initiative launchedTraining to identify potential electrical risks 2018-2021 <ul style="list-style-type: none">Electricity Golden Rules and High Voltage policyIncreased fumigation governanceGlobal launch of Disinfection servicesReviewing all Group Safety, Health, and Environment (SHE) policies in 2021, consolidating information and creating a H&S Policy Framework				LTA rate of <1 for eight years 2022 <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		New global safety incident platform 2023 <ul style="list-style-type: none">Rolled out global safety incident management platform, which is now being fully used across all regionsDeveloped enhanced training on road safetyIn the UK we were awarded the ROSPA Gold Medal, recognising the achievement of consecutive Gold Awards <div><p>* LTA: The Lost Time Accident rate is calculated as the number of lost time accidents (injuries and illnesses) per 100,000 hours worked.</p><p>** 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.</p></div>

CHIEF EXECUTIVE'S HEALTH & SAFETY AWARDS

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 in a
Large Country/Business
[>500 FTEs]

WINNER: INDIA

Record performance — reducing LTA rate* by 31% and WDL rate** by 23%.



MOST IMPROVED
H&S Performance in a
Medium-sized Business
[101 – 500 FTEs]:

WINNER: VIETNAM

Safety recognition programmes have resulted in 0 LTAs and 0 WDLs since 2019.



MOST IMPROVED
H&S Performance in a
Smaller Country/Business
[<100 FTEs]:

WINNER: ARGENTINA

Significant improvement on their safety performance, particularly when providing in-transit fumigation services on ships.



**BEST H&S INITIATIVE
OF THE YEAR**

WINNER: PORTUGAL

The SHE team collaborated with operations, IT and procurement to create a QR code that gives colleagues access to all key Health & Safety information via their mobile phone.



**H&S CHAMPION -
COLLEAGUE AWARD**

**WINNER: JIM
GLINIEWICZ**

District manager – North Carolina, Jim Gliniewicz is passionate about safety and his team achieved 0 LTAs in 2023.

* LTA: Lost Time Accidents rate.
** WDL: Working Days Lost rate.

RECRUITMENT

Despite the labour market pressures in some areas, our recruitment systems and processes continued to perform very well in 2023. Our Career+ app – which allows colleagues to apply, refer or share our career opportunities across their own social networks – delivered 22,000 job applications. This year we launched Career+ in Terminix.

PROVIDING OPPORTUNITIES FOR YOUNG PEOPLE

The Company has a long track record of recruiting, developing and promoting graduates and apprentices across the organisation and supports each individual's career to build our future pipeline of leadership and specialist talent. During 2023 we have continued to provide employment and development opportunities to young people.

For example, in the UK, we currently employ 247 apprentices (240 working towards Level 2 Customer Service, seven working towards Level 3 Team Leader). Our apprentices work across a range of roles, allowing them to develop specialist skills. This year 46% of our apprentices gained a level of functional skills in mathematics, English, or both. 117 have already gained promotion into other roles, demonstrating the real-life impact these programmes have on the careers of young people.

This year Rentokil accounted for c.5% of the customer service apprenticeships in England.

We are also proud to say that out of 550 entries, Rentokil has also been placed within the top 30 apprenticeship employers in England as part of the 'Top 100 Apprenticeship Employer Awards' run annually by the Department for Education and the Education and Skills Funding Agency. The award recognises our commitment to creating new apprenticeships, the diversity of our apprentices and the number of apprentices who successfully achieve their apprenticeships.

247

Apprentices are currently employed by the business



c.5%

Of the customer service apprentices in England are employed by Rentokil

46%

Of our apprentices gained a level of functional skills in mathematics, English, or both

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 of our colleagues an opportunity to give confidential feedback on workplace culture, leadership, customer focus, development, and line manager performance. In September 2023, we undertook our bi-annual all-colleague census survey, including Terminix colleagues for the first time.

‘Your Voice Counts’ response rate

90%

STRONG ENGAGEMENT

With a high response rate of 90% (10% above all-company average), we maintained high levels of colleague engagement (79% – in line with Global Company Norm) and colleague enablement (83% – five points ahead of the Global Company Norm).

Strong improvements were made with 84% (2% increase from 2021) colleagues agreeing that their manager communicates openly and honestly and 75% (2% increase from 2021) agreeing that their manager coaches them in their development.

Over 3,000 senior leaders and local managers received a dedicated report to engage their teams with comparisons to the global and country norms, and survey-on-survey trend.

Our reward strategy is designed to provide colleagues with opportunities to earn a total remuneration package that is appropriate to motivate and retain them. In the UK, for instance, this begins by paying the National Minimum Wage (under 23s) and the National Living Wage (over 23s). This is then built upon by incentives and RI Rewards which offers colleagues benefits such as saving at supermarkets, children’s clothing, utilities, and entertainment. This strategy was developed in consultation with colleagues and aligns with our performance-based culture.



RESULTS FROM THIS YEAR’S SURVEY SHOW WE ARE SIGNIFICANTLY AHEAD IN A NUMBER OF KEY AREAS IN COMPARISON TO THE GLOBAL NORM, INCLUDING:

Equal opportunity	Equal opportunity for all colleagues (irrespective of gender, race, religion, age, nationality, etc.) to have a successful career at Rentokil	▶ +17%
Understanding differences	Rentokil understands and appreciates differences among colleagues (e.g. gender, race, religion, age and nationality, etc.)	▶ +11%
Skills and abilities	Job makes good use of my skills and abilities	▶ +9%
Safety	Ability to prioritise safety over state of service or customers’ demands	▶ +8%
Tools and equipment	I have the tools and equipment I need to do my job well	▶ +7%

HEALTH & WELLBEING

WELLBEING STRATEGY

Our enhanced colleague wellbeing strategy aims to:

- Create a wellbeing plan to support colleagues' wellbeing more holistically, rather than intervening when there is an issue;
- Create clarity on what the role of the Company, manager and colleague is, in maintaining or improving wellbeing;
- Provide holistic, wide-ranging support for colleague wellbeing across the wellbeing spectrum; and
- Provide resources and a wellbeing plan template for colleagues to help them focus on improving their overall wellbeing.

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

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 42% on a new bicycle.

Working from home: Many of our office-based employees have the opportunity for hybrid working and 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.



EMPLOYEE ASSISTANCE

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.



Financial health

Webinars with HSBC

Wellbeing centre

Specific content on mental health and wellbeing

Support

Mental health first aiders

World Mental Health Day

R U OK day awareness events

Cycle to Work scheme

Saves up to 42% on a bicycle purchase

TRAINING & DEVELOPMENT

A key focus of our learning 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 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 would 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.

AGILE DIGITAL LEARNING

Our award-winning digital learning platform U+ is our key digital platform for facilitating the development of our people. U+ provides content across all regions. Almost all colleagues have access to U+ with the biggest users being our frontline colleagues, who account for 88% of all users. Active usage of the system has increased since to 64% in 2023 meaning we averaged over 33,000 active users over 2023, a 37% increase year on year. Colleagues access the system for both mandatory onboarding as well as regular upskilling.

Our new Terminix colleagues have also benefited from the system since early 2023.

In 2023 we produced over 150 pieces of digital training with 1.96 million pieces of training having been completed by colleagues across the organisation — equating to an average of five pieces of training completed per colleague per month.



OUR PIPELINE OF 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.

Over the last year, our senior (WL4+) management team has been supplemented and refreshed with a number of appointments. Of those who have been appointed to their current role in the last year, 69% have been internal appointments.

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. From our most recent Fast Track Global Talent Pool, which finished in 2023, 64% of participants have been promoted and 36% of participants are female which is the highest number of females we have had in the Fast Track cohort since the programme began in 2017.

Our overall executive succession picture has maintained its high level of successors over the last 12 months with 71% of the Executive Leadership Team (ELT) and 87% of the Group Leadership Forum having a near-term successor. Female successors feature more strongly this year than last, demonstrating our increasing ability to develop and retain key female talent.



LINE MANAGEMENT CAPABILITY

In 2023 we have continued to run our two leadership and management courses, Leading the RI Way (LRIW) and Being a Brilliant Boss.

Launched in 2021, LRIW is tied to our six Leadership Competencies and is a blended programme which offers a range of resources, including live facilitated learning sessions, to enable managers to further develop their skills and competencies in key areas. Through 2023 we have enhanced the programme by adding an interactive platform to encourage social engagement and experience sharing where leaders can talk to each other for tips and advice.

Being a Brilliant Boss continued to be successful, particularly in Asia where almost 2,000 leaders completed it in 2023, resulting in Asia achieving the highest Line Manager Index scores of all the regional surveys. When surveyed, 100% of leaders who participated in Being and Brilliant Boss were satisfied with both the content and its applicability to their role.

We have trained 71 colleagues to be 'Career Coaches'. In 2024 we are looking to expand the reach of the Coaches, by targeting specific populations allowing us to focus on their development and careers. The Coaches will continue to offer a fresh perspective, signpost the colleague to relevant development and career tools, and encourage them to set goals to support their career aspirations and development.

DIVERSITY, EQUALITY & INCLUSION

Rentokil Initial is a diverse organisation by its nature, operating in 90 countries. We strive to ensure our local businesses reflect the countries, markets and communities in which they operate, and create an environment where everyone’s view is heard, everyone’s contribution matters, and everyone has equal opportunities to succeed.

33%

Female Board members

We continue to ensure that Diversity, Equality and Inclusion (DE&I) remains a key priority across the Company and have a long-standing commitment to DE&I with a Board Diversity Policy and a Group Diversity, Inclusion and Equality Policy to ensure our continued focus on this area and drive the right actions to deliver improvements.

In 2023 we reviewed and updated our Group DE&I policy and shared that with colleagues across the organisation as part of a policy refresh. The policy outlines the Company’s commitment to ensuring we create a working environment where everyone can feel safe, contribute, develop, be rewarded for the value they bring and enjoy long and fulfilling careers with our organisation. All HR policies are the responsibility of our HR department.

We have focused extensively on developing talented women in Rentokil Initial as part of our global talent pool. Identifying high-potential women and ensuring we develop them through the talent programmes on offer. From our most recent Fast Track Global Talent Pool which finished in 2023, 36% of participants are female which is the highest number of females we have had in the fast track cohort since the programme began in 2017. 33% of colleagues in our senior leaders’ succession plans are female (an increase of 3% in our regions and by 4% in our functions). 25% of our senior leaders (Executive Leadership Team and their direct reports) are female (2022: 29%).

DIVERSITY

In the most recent update to the Parker Review, published in March 2023, Rentokil Initial was named as one of the companies to have met, and exceeded, the recommendation for the Board of each FTSE 100 listed company to have at least one ethnically diverse director. As of December 2023 we are pleased to report we have two ethnically diverse Board Directors, one female and one male.

Our workplace strategy places even greater emphasis on wider diversity, where everyone regardless of gender identity, race, colour, nationality, age, sexual orientation, physical ability, or background, can reach the highest levels based on merit.

Gender Diversity	2023		2022	
	Total	% Female	Total	% Female
Board	9	33%	9	33%
Executive Leadership	12	16.6%	12	16.6%
Management (senior leaders)	140	25%	157	29%

Ethnic Diversity	White		Not White	
	2023	2022	2023	2022
Board	78%	78%	22%	22%
Senior Leaders (ELT and direct reports)	84.5%	72%	15.5%	18%

NEW TARGET

This year has seen several changes to requirements around diversity at senior level. Considering the new Listing Rules requirements on diversity-related reporting and the recommendations set out in the FTSE Women Leaders Review (the successive phase of the Hampton-Alexander Review), the Nomination Committee recommended that the Board update its diversity targets.

The Company has undertaken extensive work on identification of ethnicity within this population and despite barriers in some of our jurisdictions where requests for ethnicity cannot be made, we have collected, through self-identification, our senior leaders’ ethnicity status. This has allowed the Company to set a target of having a 20% ethnically diverse senior leadership team by 2027.

GENDER GAP REPORT

Rentokil Initial has had a global grading and reward structure in place for several years, which supports 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 -8.6% and a mean of -10%, which is significantly better than the UK average of 14.3%, reported by the Office for National Statistics.

➔ [Click here to see our Gender Gap report](#)



COMMUNITIES & CHARITIES

Living our Values	21
Supporting Local Communities	22
2023 Matched Giving	24
Supporting Regional & Global Initiatives	25
Protecting Nature	27
Response to Natural Disasters	29

£569,000

Charitable cash donations

32,500+

Participants in Better Futures
educational events since 2013

£2.3m

Donated over last five years



LIVING OUR VALUES

We support and help our colleagues maintain their health and wellbeing through a number of initiatives and specific awareness campaigns.

The value of donations and matched funding delivered over the last five years

£2.3m

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 fund-raising activities in support of national programmes.

Rentokil Initial Cares (RI Cares) is our global charity and community programme which supports colleagues’ own local efforts, alongside national and global initiatives. We have a clear focus on supporting those charitable and community organisations that align with our social purpose of Protecting People, Enhancing Lives and Preserving our Planet.

RI Cares operates under a governance charter, approved by the Board. This innovative programme was launched in 2019 and uses the Company’s unclaimed shares and dividends to support our partner charities with a network of local ambassadors coordinating and championing the programme. The multi-local nature of our community work aligns with the multi-local nature of our operating model.



The Company’s RI Cares committee meets twice a year and coordinates funding – from matched giving to large-scale disaster relief. Each year, we target donations of around £250,000 and support a wide range of initiatives, in line with our commitment to the UN Sustainable Development Goal (SDG) ‘Partnerships for the Goals’ (17) and ‘Good Health and Wellbeing’ (3). The value of donations and matched funding delivered over the last five years was £2.3 million.

In 2023, we continued to support our long-term partnerships to protect lives from malaria, enhance lives through our community health education programme and to protect mature rainforests from deforestation. During the year we made substantial donations to charities in line with our Purpose: £25,000 to the UNICEF Turkey/Syria earthquake appeal; £22,000 to both Malaria No More and St Jude’s Children’s Cancer Research Hospital in Memphis, \$70,000 to Feeding America and \$30,000 to Second Harvest in Canada.

This excludes the provision of value-in-kind and management time which were significant in 2023, and colleague-generated donations and efforts. It also excludes product donations, worth over £500,000 in 2023. Our Community Involvement Policy sets out our principles for positive engagement.

Charitable Cash Donations

2023	£569,000
2022	£998,000
2021	£361,000
2020	£184,000
2019	£206,000



TARGETS FOR 2023: DELIVERED

Support our local communities and continue to support and encourage colleagues’ own efforts through matched funding.
2023: £569,000 donated.

Continue to build on our long-term partnerships to preserve rainforests and biodiversity.
2023: Maintained our investment in Cool Earth’s projects to support rainforest communities in Papua New Guinea, the Congo and Peru. Continued to support the Daintree Rainforest in Australia.

Donate at least £250,000 to charities and community causes.
2023: Donations totalled £569,000 including c.£200,000 from RI Cares.

Support at times of crisis through RI Cares.
2023: Rentokil Initial donated £25,000 to the UNICEF Turkey/Syria earthquake appeal, while also supporting colleagues caught up in natural disasters.

SUPPORTING LOCAL COMMUNITIES

In 2023, colleagues undertook a wide range of local activities to support their communities and local charities. Here are just a few examples.

Number of people Ambius Benelux has made clean drinking water available to

1,122

UK

‘**Giving Back Crawley**’ provides hot food and lunches every day to around 80 homeless people and families who have no access to cooking facilities in Crawley, the location of our global head office. Our Corporate Graduates spent a day helping to clear out and decorate a large unused room which can now be used as an additional food storage area.

Rowfant Trail, a 100-acre ancient woodland situated about five miles away from the Company’s head office in Crawley, relies on volunteers to look after the site. Our marketing team spent a day wood chipping, laying down pathways, building fencing and protecting new trees.

Christmas is a special time for the **Smiling Families** charity, based in Solihull, which each year arranges for Santa and his elves to visit hospices, community centres and, in particular, sick children who are unable to leave home. When Santa’s visits this year were put in doubt because fundraising had been hit due to the cost-of-living crisis, Smiling Families wrote to Rentokil Initial who agreed to make a donation to cover these costs. As a result the charity was able to visit 95 families and hospices, bringing Christmas cheer to those who were unable to get out of their sickbeds.

Families and hospices visited by **Smiling Families** over Christmas

95



AFRICA

In South Africa, colleagues celebrated **Mandela Day** by helping local communities to deal with the fear of local outbreaks of cholera. Colleagues across the country went to shopping malls to hand out free hand sanitisers.

Colleagues in Ghana transformed the coastal highway by **planting coconut trees**, enhancing the beauty of the beach and providing a refuge from the scorching sun.

CARIBBEAN

In Trinidad and Tobago, colleagues answered the national call from the **True Voluntary Blood Donation Drive** and have been regularly visiting the Sangre Grande Blood Donation Centre at the Sangre Grande Hospital to donate blood and raise awareness about the importance of donating blood.



NETHERLANDS

Thanks to its partnership with Netherlands-based charity, **Made Blue Foundation**, Ambius Benelux makes as much drinking water available in developing countries as the business uses annually for watering customers’ interior plants – on average that’s about 75 litres per planter. Over the course of its long-standing partnership with Made Blue, Ambius Benelux has made clean drinking water available to 1,122 people (81,873,100 litres) in developing countries, reduced 573 tonnes of CO₂ emissions, prevented 819 tonnes of plastic waste, and preserved 12,281 trees.



TURKEY

Colleagues made a significant impact by collecting plastic waste throughout Istanbul.

INDIA

Colleagues in India got together to help the local municipal services collect and recycle all the **litter found at Aksa Beach**, the closest beach to our Mumbai branch.

SUPPORTING LOCAL COMMUNITIES CONTINUED



FIRST ANNIVERSARY CELEBRATIONS FOR TERMINIX

On 12 October, Rentokil Terminix marked its one-year merger anniversary with its first-ever Spirit Day. The theme was teamwork and football and across North America, branches and virtual teams joined in the celebration, reflecting on a legendary year of unified strength and industry leadership.

The event was also about giving back to the communities where colleagues live and work, so the event marked the start of a month-long food drive. The North American team's generous gift of \$50,000 was matched, dollar-for-dollar, by the RI Group, making a total of \$70,000 to Feeding America and \$30,000 to Second Harvest in Canada. Colleagues donated cans and other non-perishable foods to local charities.



Number of colleagues helping clean up 25 neighbourhoods

500

UAE

UAE colleagues embarked on a recycling journey, starting with old computers; and they've introduced a **'Plastic-Free Day'** every Wednesday, urging the use of reusable food containers and utensils.

ITALY

In Italy, in partnership with **Legambiente**, a national environmental charity, colleagues participated in two events to raise awareness of sustainability and responsibility picking up litter on the beach near Rome and clearing a public park in Milan.



AMERICA

Colleagues in our SOLitude Lake Management business are very active and enthusiastic volunteers in their local communities and, for the last five years, they've come together to observe a 'Heart and SOL Day' by cleaning up rubbish on nature reserves, beaches, and neighbourhoods; restoring ponds, assembling food donations, painting buildings, and many other activities. This year over 500 colleagues from 40 offices partnered with various organisations, including Gladiolus Food Pantry, ECHO Global Farm, Keep Lee County Beautiful, Great Smokey Mountains National Park, and Friends of Whitehall Park, to clean up 25 neighbourhoods.



LEBANON

World Environment Day was celebrated by transitioning to reusable tote bags made from recycled Boecker uniforms and textiles, significantly reducing our reliance on single-use plastic packaging. Colleagues also planted trees in the 'RB loves Beirut' Garden.

2023 MATCHED GIVING

RI Cares supported colleagues' own fund-raising efforts in 2023. Here are some examples:

Diane Battye joined 8,000 'trekkers' in eight locations around the UK to complete 26 miles across the Derbyshire Peak District. She was one of 848 walkers in the Trek26 Peak District section, raising £745 for the **Alzheimer's Society**. RI Cares made a donation of £500 to supplement Diane's efforts

£745



Louise Harris completed the London Landmarks half marathon and raised £690 for **Alzheimer's Research UK** – this was supplemented by an additional £500 from RI Cares.

£690



Rudi Stegen took part in the Lucas Ride in Belgium, cycling 345 kms in one day and raising €636 for the **Lucas Project**, an initiative to support children living in extreme poverty. He successfully claimed an additional £500 from RI Cares for the charity.

€636

Steven Willis joined a small team to complete 1,000,000 steps in 24 hours to raise £9,378 for **Isabel Hospice** in Hertfordshire. On the day, Steve clocked up 65,000 steps (about 32 miles), raising £150, which was matched by RI Cares.

£9,378

Hannah Plush ran the TCS London Marathon with her sister and her Dad, raising £6,907.87 for a local **hospice** based in Essex – Hannah added £500 to this total via matched funding for Farleigh Hospice.

£6,907



Swimming twice a week for 12 weeks, Ann McKenzie-Ayling completed 29 miles in the water to support **WaterAid's Swim Marathon**. The £230 she raised was doubled by RI Cares.

£230

Matt Britt completed the Great North Run 2023, 'the world's biggest and best half marathon', raising £525 for **Prostate Cancer UK**. Through matched giving an additional £500 was donated to the charity.

£525



Natalie Charman completed the Great North Run 2023, the biggest annual half-marathon event in the world, joining 60,000 runners from Newcastle to South Shields. Natalie raised £4,000 for **Bowel Cancer UK**. She successfully claimed an additional £500 for the charity from RI Cares.

£4,000

Kenneth More completed the 2023 Ford RideLondon-Essex 100-mile challenge in seven hours, 30 minutes. Kenneth started cycling during the pandemic and was looking for a challenge, so in 2023 he signed up for the world's greatest cycling festival. Kenneth chose to raise money for **Prostate Cancer UK** as a friend was undergoing treatment. His £1,573 was boosted by a £500 donation from RI Cares.

£1,573



At their summer barbecue, colleagues held a grand draw to raise £3,060 for **Macmillan Cancer Support** and in December, Crawley Open House was supported by colleagues who donated around 50 crates' worth of new items ranging from socks, hats and scarves to toiletries, snack foods and even dog biscuits to enable the charity to create around 300 gift bags for distribution to local people in need. RI Cares pledged to donate £2.50 for every gift donated and easily reached the target of 200, triggering a donation of £500 from RI Cares, along with an additional £233 direct colleague donations.

£3,060



SUPPORTING REGIONAL & GLOBAL INITIATIVES

In addition to our local charity and community support, Rentokil Initial supports regional or global initiatives to provide better hygiene in Asia and protect biodiversity in line with our mission to protect people, enhance lives and preserve our planet.

Number of children and adults who have participated in Better Future educational events since 2013

32,500+

BETTER FUTURES

Better Futures is one of Rentokil Initial's key long-term community initiatives. The programme delivers basic health education, focusing on the importance of good hygiene practices, predominantly in India. Launched in 2013, over 32,500 children and adults have participated in Better Future educational events, often supported by volunteer colleagues from local branches. Better Futures is funded by RI Cares. Better Futures works in three areas:

- **Communities** – Works in slum communities with underprivileged children and adults, helping them to develop better hygienic habits.
- **Schools** – Works with children in schools, educating them in hand hygiene, water hygiene, personal hygiene, personal safety and road safety.
- **Charities/NGOs** – NGOs that run local orphanages, helping the vulnerable children much in need.

The Better Futures programme currently has the following education modules with others in development, including Environmental Sustainability:

- Hand Hygiene (child and adult versions)
- Water Hygiene (child and adult versions)
- Good Habits to Avoid Flu (child and adult versions)
- Road Safety (child version)
- Personal Safety (child version)



Better Futures: toilet hygiene awareness in Tumkur

The toilet hygiene awareness initiative was carried out at a toilet construction site in the Tumkur district in Karnataka with the objective of training the children on toilet hygiene. The teachers and students were grateful for the initiative supported by Better Futures, giving them access to basic hygiene. There was a brief inaugural ceremony followed by a talk on how to use the toilet facilities and how to maintain them. An external hand-washing station was also part of the construction. 110 school children will benefit from the new facilities. Six months after the initiative we asked key facilitators what impact they felt the initiative had created.

“

Having toilet facilities and handwashing facilities is still just a dream in many rural areas in India, but here the easy access to hygiene facilities has reduced absenteeism in schools, especially among girls. The hand-washing facilities and support have created a greater awareness and children have started using them, especially after using the washroom.



SUPPORTING REGIONAL & GLOBAL INITIATIVES CONTINUED



Better Futures: school event in Lucknow

The St. Daniel School in Lucknow, India, has been educating poor children from local communities since 1998 and the children currently at the school were delighted to receive a visit from our Better Futures team. The children learnt more about hand hygiene and were also taught how to protect themselves from flu. They particularly enjoyed games they played to reinforce what was being taught. 227 children and five teachers took part in the initiative. Nine months after the initiative we asked key facilitators what impact they felt the initiative had created.

“

Our underprivileged schools are deprived of basic hygiene and children valued the hand-washing cards – teachers were also trained to remind children about how the importance of washing their hands frequently and correctly. Children are routinely exposed to various ailments where they live and now understand why it's important to take hand hygiene seriously.



Better Futures: NGO event at Desire Society, Bangalore

Better Futures carried out a hygiene programme at Desire Society, Bangalore. Desire Society works for the children with HIV or those children whose parents have died or are not able to fend for them due to HIV/AIDS. Twenty-two children and four adults were educated in the ways of proper hygiene – they particularly enjoyed learning about hand hygiene, how to protect themselves against catching flu, and they very much enjoyed the demonstration and practising how to correctly wash their hands. Overall, It was a positive experience for the children. Six months after the initiative we asked key facilitators what impact they felt the initiative had created.

“

For children with HIV, hand washing is a must. Now the children know more about how to wash their hands properly and more about how to protect themselves from flu.



MALARIA NO MORE

RI has been a long-term partner with Malaria No More, contributing over £500,000 in the first ten years of the partnership. Our colleagues have taken part in a number of fundraising activities for the charity and in 2023 Rentokil donated £22,180 in recognition of colleagues participating in our Your Voice Counts colleague survey.

UK colleagues in Compass House raised £300 for Malaria No More by taking part in a 58-mile cycle challenge to cover the distance from Compass House to the new technical centre in Waterlooville. Cycling in 15-minute slots, they covered 304 miles, totally smashing their original target.

malaria
NO MORE
united kingdom

PROTECTING NATURE

Rentokil Initial is committed to protecting and enhancing nature through the development of more sustainable products and services, the long-term support of charities which protect nature, and by supporting the actions of colleagues locally. More information on our sustainable products and services can be found on page 46 and the activities of our colleagues are outlined here. Last year we expanded our core mission statement to include Preserving our Planet to underline the importance of biodiversity to colleagues and the Company.

COOL EARTH

Since 2018 we have partnered with climate-change charity, Cool Earth, and have supporting their efforts to protect endangered rainforests. To date, Rentokil Initial has invested £339,956 (2023: £60,000) in supporting Indigenous peoples and local communities in Papua New Guinea, the Congo and the Peruvian Amazon to protect rainforests and fight the climate crisis.

Cool Earth works directly with rainforest communities to provide sustainable livelihoods, helping Indigenous communities to thrive, removing their need to sell trees to loggers to pay for things like healthcare for their children.

We are supporting 56 projects in the Amazon Basin, the Congo Basin and the Papua New Guinea rainforest. Here are some examples:



Rentokil Initial has invested in Cool Earth

£339,956



AMAZON

When rainforests burn, local communities are the ones to feel the heat

As climate change fuels more wildfires, Indigenous communities in the Amazon suffer devastating impacts and are forced to flee. With Rentokil Initial's funding, Cool Earth is working with CARE (Asháninka del Río Ene) to address the devastating wildfires. Funding is used to help communities leverage traditional knowledge to actively protect ancestral lands from uncontrolled fires and catastrophic carbon release. This Early Warning System project will provide fire alerts and prevention tools to over 10,000 Asháninka across 19 rainforest villages.

Number of rainforest villages the Early Warning System project will protect

19

PROTECTING NATURE CONTINUED

NEW GUINEA

Water tanks aid health and forest protection

Rentokil Initial plays a pivotal role as a key supporter, championing the Water, Sanitation, and Hygiene project (WaSH). This initiative holds significant importance for communities in Papua New Guinea (PNG), particularly in Milne Bay, where a majority lacks access to improved water supplies, leading to prevalent waterborne diseases. Rentokil's support means that today, 200 individuals benefit from water tanks and toilet pots, ensuring safe water access right at their doorstep.

Our funding is also helping to introduce a Community Forest Nursery to empower community-led conservation and address forest loss threats.

Number of individuals benefiting from water tanks and toilet pots, ensuring safe water access right at their doorstep.

200



CAMEROON

Protecting the forest through organic farming

Rentokil Initial has been supporting communities in Cameroon since 2020 in their efforts to protect the rainforest. The livelihoods of these communities depend on protecting the forests, but with limited access to alternative employment opportunities, cultivating crops becomes essential for meeting their basic needs and supporting their families. 105 family organic farms are now established on previously-used land. By rejuvenating old farms, communities can sustainably grow and sell crops like tomatoes without resorting to forest clearing. Investments have also been made to improve cassava production with new processing machines, increasing income. The results are overwhelmingly positive. Families gain sustainable livelihoods, and communities take grassroots conservation action, which all leads to the forest standing strong.

Cool Earth recognises the significance of the United Nations 2030 Agenda for Sustainable Development, including the 17 Sustainable Development Goals (SDG) 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, as well as alleviating poverty and providing people with access to clean water and sanitation.

INDONESIA

Tree planting in West Java

30 colleagues planted 800 trees in collaboration with the Wanadri Organisation and West Java Conservation Trust Fund, completing their pledge to plant 1,000 trees. Colleagues also learned how to measure the carbon absorbed by trees, spurring them on to commit to future projects that contribute to preserving our planet.



PROTECTING NATURE CONTINUED



AUSTRALIA

Rainforest restoration and rescue

Ambius has proudly supported the restoration of the Daintree Rainforest since 2006, helping Rainforest Rescue, a not-for-profit organisation, to protect over 2.56 hectares of Daintree lowland, preserving this iconic, unique Australian ecosystem for future generations. In 2023, eight colleagues from Ambius and Initial Hygiene joined 132 volunteers in the largest community tree-planting weekend at the Nightwings rainforest to plant over 3,500 trees.

Ambius has also been one of the biggest contributors to the tree-planting initiative by the funding of seedlings – providing an additional 1,200 plants in 2023.



Plants contributed by Ambius
in 2023

1,200



RESPONSE TO NATURAL DISASTERS

In 2023, Rentokil Initial Cares continued to support colleagues and communities at times of crisis.

EARTHQUAKE IN TURKEY

In February, a magnitude 7.8 earthquake struck the Turkish-Syrian border region. The quake was one of the deadliest in Turkey's history. The homes of 14 Rentokil Boecker colleagues were affected.

Rentokil Initial donated £25,000 to UNICEF's appeal to help children and families affected by the earthquake and colleagues in the United Arab Emirates participated in the Emirates Red Crescent campaign, called Bridges of Good, in support of rescue efforts in Syria and Turkey, collecting dozens of boxes of blankets, clothes and non-perishable food to be distributed.

FLOODING IN CHILE

Severe rainfall was recorded in the south-central area of Chile in August and the subsequent flooding impacted some of our colleagues. Our team at the Curico branch worked together to reinstate affected homes by removing mud and water, making heaters available to accelerate the drying process and delivering mattresses and other essential items. Three colleagues received financial support of around \$700.

FIRE IN MALAWI

A colleague in Malawi lost all possessions in a fire accident that happened at her home. Colleagues appealed for help and £5,000 was donated from the RI Cares emergency fund to help our colleague find shelter and rebuild her life.



SUPPLY CHAIN

Supplier Management &
Human Rights 31
Q&A with our Chief Procurement
and Sustainability Officer 33

47
Critical Suppliers (13.5% of spend)

194
Major Suppliers (59.2% of spend)

2,905
Local Suppliers (19.14% of spend)



SUPPLIER MANAGEMENT & HUMAN RIGHTS

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.

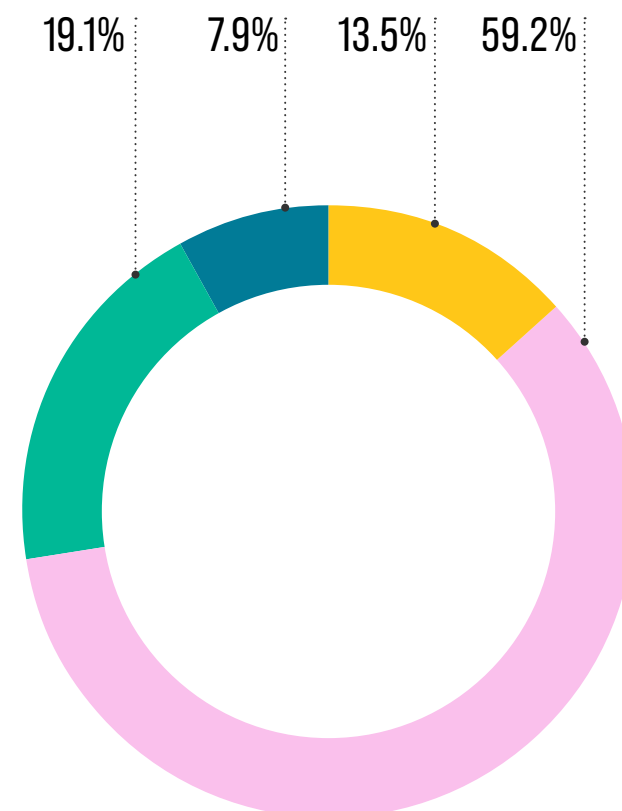
The major spend in Rentokil Pest Control is on rodenticides, insect control equipment and other products used to control the multiple varieties of pests encountered around the world. These are mainly sourced through global chemical supply companies who have stringent quality and ethical approaches. Rodenticides 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 spend 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 in Europe and Asia under the Initial brand, 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.

Workwear France is a stand-alone category, which is supplied through, Cawe, an in-house sourcing company as well as external suppliers.

The annual spend for all significant suppliers



Key

- Critical Suppliers
- Major Suppliers
- Minor Local Suppliers
- Logistics and Internal

The annual spend for all significant suppliers is tracked by category, purchasing business unit and country of manufacture. Suppliers are classified as Critical, Major and Local for the purposes of audit, compliance and management control.

- **Critical Suppliers** (47 suppliers in 2023, 13.5% of spend) represent a high proportion of category spend, supplying unique products to multiple company markets or requiring a long lead time
- **Major Suppliers** (194 suppliers, 59.2% of spend) have a significant proportion of spend in a single country or region and/or suppliers of generic products that can be substituted at short notice
- **Minor Local Suppliers** (c.2,905 suppliers, 19.1% of spend) – represent the majority of suppliers in number, but a lower proportion of the category spend
- **Logistics and Internal** (23 suppliers, 7.9% of spend)

DUE DILIGENCE PROCESSES IN RELATION TO SUPPLIER MANAGEMENT

In all sourcing decisions, compliance with Rentokil Initial 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 new or existing 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. Penalising the supplier directly by removing business, or not awarding a contract, is most likely to disadvantage their employees who we are trying to help.

➤ Supplier Code of Conduct

SUPPLIER MANAGEMENT & HUMAN RIGHTS CONTINUED

OUR SUPPLIER CODE

The Company's supply strategy is focused on sustainability, and in ensuring that our suppliers share our values and commitments to high Environment, Social and Governance (ESG) standards. Rentokil Initial has recently integrated sustainability requirements into its supplier contracts for all new suppliers and on a rolling basis with existing suppliers. Although 2023 saw the initial stages of the roll-out, several of our suppliers are already operating under the new contracts. In line with this we have also updated our Supplier Code of Conduct, with a particular focus on social compliance within the extended supply chain. So far 95% of our current critical suppliers have committed to this enhanced code. Our Supplier Code includes sections on: quality of products or services, zero tolerance of tax evasion, and protecting personal data. Our Supplier Code is available in 19 languages on our website.



SUSTAINABLE SUPPLIERS

Our strategy is to develop long-standing collaborative relationships with suppliers as strategic partners. We encourage and reward longer-term global and local partnerships, consolidating the sourcing of products wherever possible to maximise the procurement, supply chain and synergies and minimise the environmental footprint. Having a closer relationship with fewer suppliers minimises the potential for non-compliance and provides volume opportunities for preferred suppliers.

Global logistics management plays a key role in building and maintaining a sustainable supply chain.

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 optimum 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.

As of 2021, the environmental impact of sourcing options is included in the criteria for the evaluation of alternatives for global supply of products.

➤ **Supplier Code of Conduct**

HUMAN RIGHTS IN THE VALUE CHAIN

Rentokil Initial is committed to acting in accordance with the law in every country in which it operates, as well as 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.

➤ **Code of Conduct**

➤ **Supplier Code of Conduct**

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
- Diversity, Equity and Inclusion Policy
- Training, Learning & Development

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 Report.

➤ **Modern Slavery Statement report**

Q&A WITH OUR CHIEF PROCUREMENT AND SUSTAINABILITY OFFICER

Q What areas of responsible business do you oversee?

In my role I oversee a broad range of areas that fall into the category of responsible business. To be a responsible business we must ensure high standards are embedded across our global operations. In particular, responsibility for the extended supply chain, safety, and the environment are fundamental areas of my focus. This is underpinned with technical governance that includes the practices and policies covering any unusual or high-risk operations or activities we tackle across our business.

Q What areas of operational progress are you most pleased with in 2023?

I'm delighted to say we, once again, achieved outstanding safety scores in 2023. We've also made great progress this year with ensuring Rentokil and Terminix teams are operating to the same high safety standards. For example, we've now implemented our Pink Note technical compliance process across Terminix, to align with processes that have been operating in Rentokil for many years. I've also noted a heightened awareness and real drive to implement our environmental agenda across the business, from senior management through to colleagues on the ground. After a number of years building our environmental strategy, and with regional environmental plans in place, this is fantastic to see.



BRIAN WEBB

Chief Procurement and Sustainability Officer

Q Rentokil Initial has a reputation for world-class Health & Safety standards – what do you think are the key initiatives driving such high scores?

We're proud of our world-class Health & Safety results, particularly following our year of transition as we've been working to integrate our Rentokil and Terminix teams. We maintain our excellent safety results because of our deep-seated desire to ensure everyone 'goes home safe' – the fundamental belief is held by every colleague in the business, from the CEO to the frontline supervisors, and is supported by well-embedded, robust policies and processes, and a comprehensive training regime in each country.

As an example, in Europe this year we relaunched the Management Safety Operational Tours. These tours are undertaken by local managers, at least once a month, to ensure managers understand the local working environments their colleagues encounter daily, and to enable managers to react to any safety concerns.

Across the Group, management teams ensure we pay attention to the areas where we face our biggest challenges and, for safety, this is road traffic accidents. This year we've relaunched our mandatory safety training course, available to all colleagues, with an enhanced focus of road and driver safety. We're also rolling out telematic devices across the business to give us more insight into driver behaviour and safety.

“

To be a responsible business we must ensure that high standards are embedded across our global operations.

Q&A WITH OUR CHIEF PROCUREMENT AND SUSTAINABILITY OFFICER CONTINUED

Q What progress on environmental innovations has Rentokil Initial made this year?

Our dedicated research and development teams have made good progress this year. Our new innovation centre in Dallas will be focused on residential pest control, termite, vector control and sustainable fumigation. Current projects include finding an integrated management solution for mosquitoes, as well as continuing to develop more sustainable approaches to pest control.

We have made good progress on reducing emissions related to our fumigation services. This has included a transition to use heat treatments as the first option, the use of space fillers to reduce the amount of fumigant needed, as well as tighter controls on chemical dosages. These controls are now possible with new, more sophisticated technologies. Rentokil is also working to explore alternative chemicals to sulfuryl fluoride which has dramatically reduced the emissions created where this has been deployed. We have already undertaken a number of successful trials and the product is being rolled out by country as we receive regulatory approval.

Q Rentokil Initial has committed to switch 10% of their UK and European fleet to ULEVs (ultra-low emissions vehicles) by 2025 – how is this going?

I am proud to say that we are well on track to meet this target, with 8% of the UK and European Fleet operating using ULEVs at the end of 2023. We are also looking ahead and developing comprehensive strategies for rolling out ULEVs across our wider fleet, tracking what suitable vehicles are available on the market and which regions have the correct infrastructure. Where ULEVs are already in use we are also carefully analysing the data from telematics devices to inform our approach on how to best integrate ULEVs across our operations, without compromising our excellent service capabilities and productivity within the operating business.

Q You have recently integrated sustainability requirements into the supplier contracts with all new suppliers and existing suppliers, on a rolling basis, required to sign up – what progress has been made with this?

We have had our Supplier Code in place for over five years now, which all new and existing suppliers are required to sign up to. In recent years, we have focused more specifically on our suppliers' approach to the environment, and I am delighted to say that 95% of our Critical Suppliers have independent environmental accreditations in place, or their own internal metrics and targets for environmental improvements.

We are now also updating our Supplier Code of Conduct to reflect an increased regulatory focus on social compliance and governance within the extended supply chain, in compliance with imminent Environmental, Social and Governance (ESG) reporting requirements. In order to ensure the high standards set by our contracts and Code of Conduct are maintained, we conduct regular audits which now include this enhanced ESG criteria. We are also working on a system which will automatically highlight when a supplier's accreditation is due to expire, allowing us to proactively engage with the supplier to ensure they remain compliant.

Q What do you see as some of the key areas of focus for 2024?

Whilst continuing to make progress with our existing initiatives, in 2024 we intend to increase our focus on social compliance as part of our supplier governance programme, as well as the key ESG elements required for compliance with the Corporate Sustainability Reporting Directive, and SEC regulations in North America.

95%

Of our Critical Suppliers have independent environmental accreditations in place

ENVIRONMENT

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16%

Reduction in emissions from fumigation in 2023

16%

Reduction in our emissions intensity index over five years

c.8%

Of Europe and UK fleet is ULEV



OUR APPROACH

At Rentokil Initial we are committed to helping our customers deliver on their own sustainability goals and to drive change across our industry.

That's why we're committed to mobilising our people and collective expertise to:

- Drive positive change across our operations and deliver on our goal of achieving net zero emissions by the end of 2040
- Make a difference through innovation; to deliver our services and design new innovations with sustainability firmly in mind
- Live, breathe and act sustainably; to look at all aspects of our operations, workplaces and supply chain, working with our people to build a culture of sustainability, proactively taking measures to reduce our emissions
- Reduce, reuse, recycle; to measure and reduce the waste we generate as a business to zero landfill and incineration, while increasing the use of recycled materials in our products and across our operations (except for conversion to electricity generation or other beneficial reuse)
- Partnering to preserve the planet; to build long-term partnerships that support greater biodiversity and positively benefit the environment for future generations

We continue to engage our people and partners with our sustainability plan and goals to ensure successful implementation. In our 2023 Company-wide Your Voice Counts survey, 83% of colleagues agreed that the Company is making the right decisions to ensure we operate as an environmentally-friendly business, and 84% agreed that the Company delivers products and services responsibly and sustainably.

83%

Of colleagues agreed that the Company is making the right decisions to ensure we operate as an environmentally-friendly business (source: 2023 all-colleague survey)

Across the Company, many colleagues have personal development goals linked to ESG areas such as safety, sustainable product deployment and supply chain management. Colleagues are encouraged to get involved and contribute their ideas to improve our sustainability.



We continue to engage our people and partners with our sustainability plan and goals to ensure successful implementation.

Our regions have developed and implemented their own tailored-sustainability initiatives in line with our overall net zero target. The Chief Executive's monthly performance reviews with each region includes progress against their sustainability plans.

The Group's Executive Leadership Team (ELT) and Group Leadership Forum (GLF) meetings have Environment as the third item on the agenda (following Safety and People). The vehicle emissions intensity for our 20 largest operations are regularly presented to the ELT and GLF. This tracks the vehicle fuel efficiency performance for each country against the prior year, per thousand litres of fuel used, per million of revenue normalised to GBP. This metric is included as part of our Performance Share Plan (PSP) as a target incentive for senior executives and managers.

To support the implementation of our environment plan we have established Company-wide working parties to focus on key areas, including:


- **Global Sustainability Mobility Forum** – meets bi-annually, with colleagues around the world sharing case studies of best practice, providing updates on electric vehicle readiness and product deployment strategies; and
- **Sustainability Forum for Plastics** – a Company-wide team working to develop and implement plans to reduce the usage of virgin-plastic products throughout our business, it shares ideas and knowledge both internally and with suppliers to encourage them to reduce their own plastic consumption.

The Chief Executive has Board accountability for responsible business delivery, as well as engagement with our wider stakeholder groups, with operational support from the Chief Sustainability and Procurement Officer.

Our stakeholders support our environmental ambitions, and we are committed to achieving net zero emissions from our operations by the end of 2040. Action on climate change is key to embed our Purpose of Protecting People, Enhancing Lives and Preserving our Planet.

We continue to report against the Task Force on Climate-related Financial Disclosures (TCFD) and Sustainable Accounting Standards Board (SASB) frameworks as well as independent accreditations such as the Dow Jones Sustainability Index (DJSI) and Carbon Disclosure Project (CDP). We also align our activities with the UN Sustainable Development Goals (SDGs).



 **Environmental-efficiency metrics**
see page 42

 **Absolute emissions and waste data**
see page 68

OUR PLAN

Rentokil Initial has published its emissions data for 19 years and continues to improve the quality and range of its environmental reporting. The Company first set an emissions target in 2012 of a 10% reduction in our emissions intensity index by 2016, which was achieved in 2015. Then using 2015 data as the baseline it set a five-year emissions target to achieve a 20% reduction in this intensity index by the end of 2020, which we achieved a year early.

In 2020 the Company set a new five-year intensity target and the long-term goal to be at net zero by the end of 2040. To achieve this, a new environment plan was developed, based on three pillars (Sustainable Solutions, Sustainable Operations and Sustainable Workplace) and eight workstreams, with specific actions and individual short to medium-term targets.

Key elements of the transition plan are underway including our transition to an ultra-low emission fleet, and the reduction in our energy emissions by moving to renewable property energy.

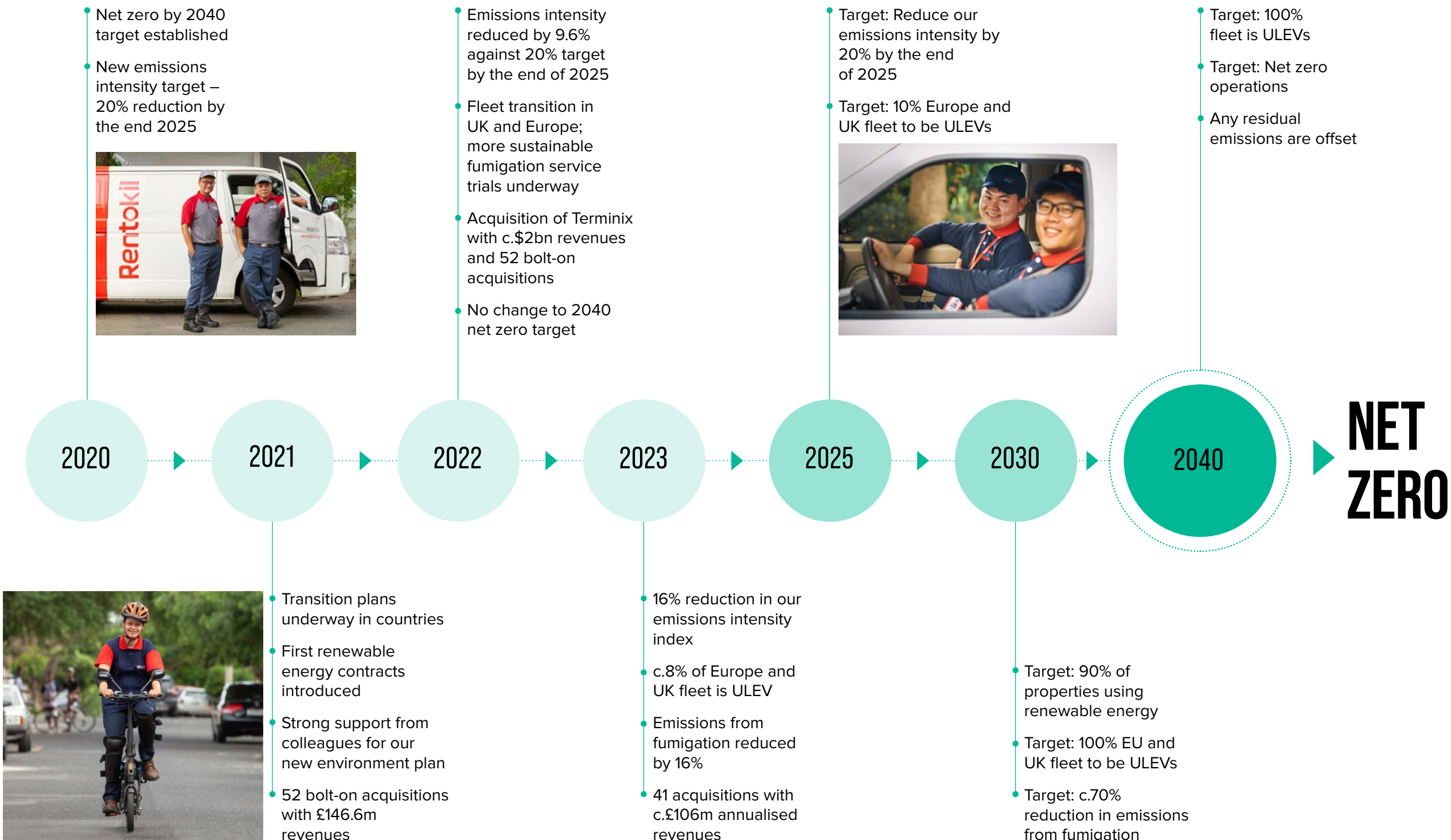


OUR TRANSITION TO NET ZERO

Net zero emissions from our operations by the end of 2040 remains our core long-term environmental commitment.

This includes several milestones, such as the transition to an ultra-low emission fleet, and the reduction in our energy emissions through the transition to renewable electricity in our properties. Our pathway to net zero includes our target to reduce our emissions from the use of sulfuryl fluoride (used in fumigation), which is a significant contributor to Rentokil Initial's environmental footprint.

We believe that this goal is bold and stretching, given we operate in 90 countries, including many emerging markets, as well as continuing organic growth and acquisitions. Over the past three years we have acquired over 140 bolt-on acquisitions and the strategic acquisition of Terminix.



OUR PROGRESS IN 2023

In 2023, we continued to make progress against our ambitious environmental plan, with a range of initiatives and programmes across the business.

Our absolute emissions in 2023 were 407,286 tonnes of CO₂e, up from 293,755 tonnes in 2022 when factoring in the emissions data for Terminix from October 2022, when acquired by Rentokil Initial. Based on Terminix's full-year 2022 data, the combined emissions would total 400,505 compared to 409,201 for 2023. This would represent a year on year increase of 2.2%.

By the end of 2023, our emissions intensity (tonnes of emissions per £m revenue) – improved by 16.2% over the past five years.

There is a high level of focus and energy behind this programme, with the continuing deployment of activities across our eight workstreams:



1. CHEMICALS

- Around the world, several of our operations provide customers with fumigation services that use sulfuryl fluoride (SF) as the fumigant. This is broadly split into two parts:
 - **Biosecurity** – quarantine fumigation of items such as machinery which is being shipped internationally. The use of SF is specified as a treatment by some destination countries to prevent the spread of invasive pests, ensuring the biosecurity of the country of entry and is an essential service to support international trade.
 - **Buildings** – the treatment of buildings in Europe, the USA, Caribbean and Pacific regions for termites to prevent structural damage, or for the control of pests in food processing facilities, such as mills, to prevent the damage and contamination of foodstuffs.
- This represents a significant factor in our transition to net zero, contributing 1,293,043 tonnes of CO₂e in 2023 (2022: 1,540,236 – factoring in a full year of Terminix).
- Regional reduction pathways are underway across the Group, targeting a 70% reduction in emissions from fumigations by 2030.
- Globally, there was a 16% decrease in fumigant usage in 2023. The decrease this year was due to fluctuations in customer demand, as well as greater progress on our reduction strategies.
- We continue to pilot and introduce innovative methods to minimise the use of SF. This has included a transition to adopting heat treatments as the first method where possible, as well as tighter controls on the amount of fumigant used through more sophisticated tools to monitor levels throughout the treatment. These work in conjunction with our existing utilisation of industrial balloons to minimise the spaces that do not require treatment, in turn reducing the amount of fumigant required.
- Rentokil has also been working to explore alternative chemicals to sulfuryl fluoride and has undertaken a number of successful trials.



2. CONSUMABLES

- Our goal is for all Hygiene paper products to hold recognised environmental accreditations (FSC for virgin fibre, EU Flower or equivalent for recycled) by 2025. Having set a target of over 90% by the end of 2022, and achieved it, we have now reached c.96%.
- We are also focused on working with suppliers to reach 90% of the palm oil used in our products or services to be sourced from Roundtable on Sustainable Palm Oil (RSPO) approved supply chains. We are pleased to confirm that this was reached in 2023.
- Our washroom soap range is now Ecolabel, Halal and Vegan certified to meet the varying needs of customers.

c.96%

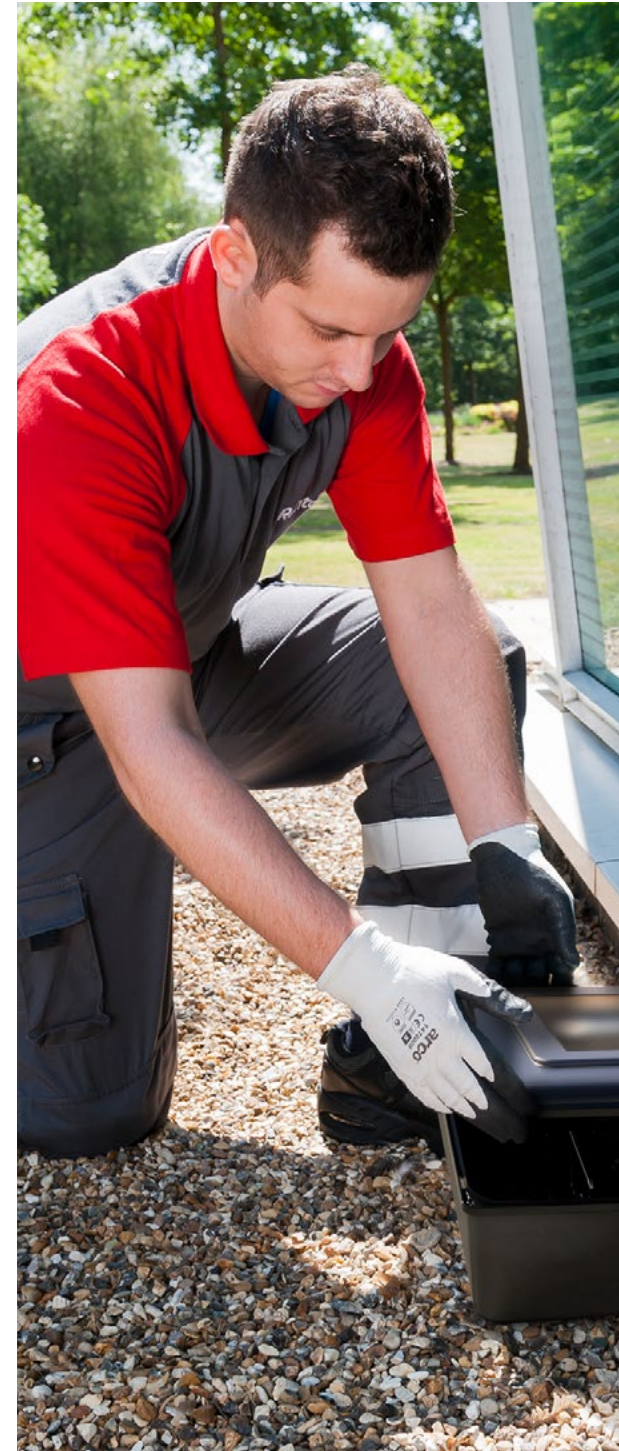
Of our Hygiene paper products holding recognised environmental accreditations

OUR PROGRESS IN 2023 CONTINUED



3. HARDWARE

- Our industry-leading centre for science and innovation, The Power Centre, has 100% of projects within the innovation pipeline classified as sustainable, non-toxic or digital. In 2024 a new innovation centre will be opened in the US, focused on residential pest control, termite, vector control and sustainable fumigation. The centre will bring together a range of expertise from entomologists, vector scientists, fumigation chemists and residential product owners.
- All of our rodent bait stations are now produced from recycled polymer, including Eradico, our new global bait station that can be used with different types of solutions, including our connected products.
- In 2024, we will launch Radar X, a new rodent trap featuring reduced packaging and recyclable components, and BirdAlert 2.0, a sustainable solution which uses the audible calls of different species to scare away nuisance birds. We will also launch EcoCatch, a new fly control solution, the most sustainably focused solution created for exterior fly control in the market.



4. WASTE

- Rentokil Initial is committed to reducing the environmental impact from waste and is continuing to make steps in this area towards our goal of 100% of waste material to be reused, recycled or repurposed in line with our environment plan.
- Our strategy spans multiple regions with varying recycling opportunities and in the US, for example, we are working with a new waste management vendor with increased visibility on waste disposal best practices and reporting practices.
- In 2023, c.80% of waste from our European operations was disposed of via sustainable means, in line with the European Waste Codes.
- We continued to explore new, more sustainable ways of disposing of Hygiene and Medical waste.
- We continue our programme of Hygiene dispenser refurbishment in Europe, with the addition of insect light trap refurbishment in Italy.



5. SUPPLY CHAIN

- As at the end of 2023, c.95% of critical suppliers had obtained environmental accreditation such as EcoVadis or our own environmental accreditation, in line with our updated Supplier Code.
- To achieve our entry bronze level, suppliers must measure their carbon footprint and have an action plan to reduce their impact.
- We are continuing to work with transport and logistics suppliers to reduce the environmental footprint of our supply chain.
- In all sourcing decisions, compliance with Rentokil Initial ESG 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. The environmental impact of sourcing options is included in the criteria for the evaluation of alternatives for global supply of products.

See pages 30 to 33

100%

Of our innovation pipeline projects are sustainable, non-toxic or digital



OUR PROGRESS IN 2023 CONTINUED



6. MOBILITY

- Our goal is to have a 100% ultra-low emission vehicle (ULEV) fleet by 2040.
- The number of ultra-low emissions vehicles (ULEVs) across our global fleet has risen 86% in 2023, from 368 to 683 vehicles. We also had 1,484 hybrid vehicles at the end 2023.
- We remain on track to achieve our target of 10% ULEVs in our UK and Europe fleets by the end of 2025, with c.8% of ULEVs in the fleets at the end of 2023.
- We continue to implement a range of fuel efficiency measures across our fleet, through increasing numbers of ULEVs and greater use of telematics. Since 2019, our vehicle fuel efficiency has improved by 6%.

See page 43

- In response to the growing need for accessible charging infrastructure, we have launched a UK pilot for home EV chargers which will be further reviewed in 2024.
- We have also had a 30% increase in new electric tricycles for our service fleet in Uruguay.
- We continue to leverage telematic technology to measure and track mileage and fuel consumption to support improved route planning. Telematics are also helping us identify vehicle idling time with a training and awareness programme in place to educate drivers.
- Rentokil Initial is a member of EV100 – a global initiative bringing together companies committed to accelerating the transition to electric vehicles.

EV 100 | °C

86%

Increase in ultra-low emissions vehicles in our fleet year on year



7. PROPERTIES

- Our target is for 90% of our properties globally to be using renewable energy by 2030, supporting a more sustainable workplace. We're also prioritising opportunities to drive further efficiencies, such as through the installation of LED light bulbs.
- Renewable energy was used for the first time in our operations in India.
- Renewable energy contracts in the UK, Italy, the Pacific region and India have reduced our carbon footprint by 1,915 tonnes in 2023.
- Over the last five years, the Company has consolidated its property portfolio through co-location, resulting in a 42% improvement in property energy efficiency since 2019.



8. CULTURE

- In 2023 questions around our environment activities were included in the Your Voice Counts all-colleague survey, giving us a better understanding of the views of our colleagues on our commitments and efforts towards our climate targets. These questions found that, among our colleagues, 83% agreed that the Company is making the right decisions to ensure we operate as an environmentally-friendly business.

Environmental-efficiency metrics
see page 43

Absolute emissions and waste data
see page 68

2023 ENVIRONMENTAL AWARDS

We recognise that engaging colleagues and sharing best practices across our operations is an important part of the journey to implement our Environmental Plan. We celebrate success through our dedicated Chief Executive's Environmental Awards to recognise positive achievements.



MOST IMPROVED

Environment Performance
in a Large Country /
Business' (>500 FTEs):

WINNER: INDONESIA

Indonesia is our winner for a second year in succession having implemented several new sustainability initiatives including recycling plastics, paper and metal.



MOST IMPROVED

Environment Performance
in a Medium-sized Country /
Business' (101 – 500 FTEs)

WINNER: CHINA

China supported environmental improvements including the adoption of hybrid vehicles, green alternatives to toxic chemicals and the e-waste programme to recycle electronic devices.



ENVIRONMENT INITIATIVE OF THE YEAR

**WINNER: RIS &
DUDLEY INDUSTRIES**

The team at RIS and Dudley Industries achieved the goal of zero waste to landfill across both facilities.



MOST IMPROVED

Environment Performance
in a Smaller Country /
Business' (<100 FTE):

WINNER: BAHAMAS

Their comprehensive sulfuryl fluoride reduction programme led to a decreased use of the gas by c.41% while fumigation revenue increased by c.38%.



ENVIRONMENT CHAMPION – COLLEAGUE AWARD

**WINNER: JUMESHA
PRABHU, INDIA**

Jumesha successfully completed a number of impactful projects including the conversion of 75 premises to green energy, 1,119 lights replaced with LED and 4% reduction in electricity usage at India's head office.

ENVIRONMENTAL EFFICIENCY METRICS

Rentokil Initial has published its emissions data for 19 years and continues to improve the quality and range of its environmental reporting.

In 2012, the Company pledged a 10% reduction in our emissions intensity index by 2016, which we achieved in 2015. Using 2015 data as a baseline, we then pledged to reduce our intensity index by a further 20% by the end of 2020, which, again, was achieved a year early.

In addition to our absolute emissions data, please see page 68, since 2012 we have reported our environmental efficiency in emissions, vehicles, properties and water.

We report on the intensity values at constant exchange rates to provide an accurate like-for-like performance comparison, removing currency variations.

The Company reports against the following areas:

- 1. Carbon Emissions Efficiency Index
- 2. Eco-efficiency Index for Vehicle Fuel
- 3. Eco-efficiency Index for Property Energy
- 4. Eco-efficiency Index of water in Workwear

1. CARBON EMISSIONS EFFICIENCY INDEX

The table below shows our five-year index of intensity values – which have improved by 16.2% over five years.

The index of CO₂ emissions is calculated as an index of tonnes of CO₂e (market-based) per £m revenue on a constant exchange rate (CER) basis, providing an accurate like-for-like performance comparison.

Emissions eco-efficiency	2023	2022	2021	2020	2019
Index of energy and fuel derived CO ₂ e emissions at CER per £m of revenue	83.85	88.03	90.87	92.04	100.00

2. VEHICLE FUEL ECO-EFFICIENCY

Vehicle emissions represented 88.2% of the Company’s energy-derived emissions in 2023 and vehicle fuel efficiency has improved by 6% since 2019, through a continued focus on vehicle-efficiency practices across the global fleet.

The Company undertakes a range of programmes to support our goal of net zero including transitioning to ultra-low emission fleets, reducing mileage through route optimisation tools and building customer density.

Vehicle eco-efficiency	2023	2022	2021	2020	2019
Index of vehicle energy consumption – thousand litres per £m turnover at CER	94.03	83.23	94.76	96.02	100.00

For absolute emissions and waste data, please see Environment Metrics on pages 67 to 70

3. PROPERTY ENERGY ECO-EFFICIENCY

Over the last few years, the Company has consolidated its property portfolio through co-location, resulting in a 41.9% improvement in property energy efficiency since 2019 as we continue to co-locate acquired properties.

Property eco-efficiency	2023	2022	2021	2020	2019
Index of property energy consumption – thousand kWh per £m turnover at CER	58.14	74.19	81.39	80.66	100.00

4. WATER ECO-EFFICIENCY

In 2023, our Workwear plants in France saw an increase in their water efficiency - improving by 6% (9.9 litres/kg in 2023, down from 10.5 in 2022). Responsible practices at our French Workwear plants, include: management of water and energy consumption through a renewal of machinery and the use of more efficient laundering at lower

temperatures and control of wastewater sent to the treatment plant.

Our UK Hygiene plants have also demonstrated significant progress on their emissions intensity – improving 11% (189.8 kg/CO₂e per tonne in 2023, down from 214.3 in 2022).

Water eco-efficiency	2023	2022	2021	2020	2019
Kilograms of CO ₂ emissions per tonne processed	261.10	276.56	286.03	272.65	271.71
Water usage per unit washed – litres used per kilogram	9.22	9.68	10.20	9.90	9.54

SERVICE & INNOVATION

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Q&A with our Group Innovation & Product Development Director	50

97.8%

State of Service (2022: 95.9%)

50.8

Customer satisfaction – Strong
Net Promoter Score (2022: 50.9)

75+

Innovation projects – sustainable,
non-toxic or digital



OUR APPROACH

Rentokil Initial is the world's leading Pest Control and Hygiene & Wellbeing services company – our Purpose is to Protect People, Enhance Lives and Preserve our Planet.

We are highly committed to leadership in innovation and digital, as well as best practice in product stewardship; along with policies to provide a high-quality and responsible services for our customers, combining global expertise with local insight and execution. This is an integral part of our culture, not only to provide our customers with the best products and services possible, but also to ensure our operations are conducted using safe, efficient and more sustainable methods.

Programmes are governed through Category Boards consisting of senior operational and functional colleagues, chaired by the Chief Executive. Work is undertaken in-house, as well as partnering with expert organisations, including universities.

We have dedicated innovation centres for our teams to develop, test and validate our innovation projects:

- **The Power Centre** – innovation, science behavioural and training
- **The Technology Centre** – tests new solutions, hardware functionality and environmental durability
- **The Rentokil Terminix Innovation Centre** – our new residential pest control facility, opening in 2024 in Dallas, will focus on termites, vector control and fumigation.

ISO 45001

Accreditation obtained in our facilities in 13 countries



A range of customer-related policies determine consistent delivery of service standards. Company-wide policies and training also relate to competition and anti-corruption laws, including gifts, bribery and facilitation payments. Responsible customer-management approaches are developed by each country as appropriate to each market.

As of 2023, facilities in 13 countries worldwide have obtained ISO 45001 accreditation.

Rentokil and Initial Medical Services have their quality management systems certified to ISO 9001, as do the Workwear cleanroom processing plants in France (also certified to ISO 146441-1, meeting pharmaceutical customer requirements).

The Company's UK manufacturing operation – Rentokil Initial Supplies – is SEDEX registered, reassuring customers of its ethical and responsible supply chain practices. Our range of connected products maintain ISO 27001 for information security.

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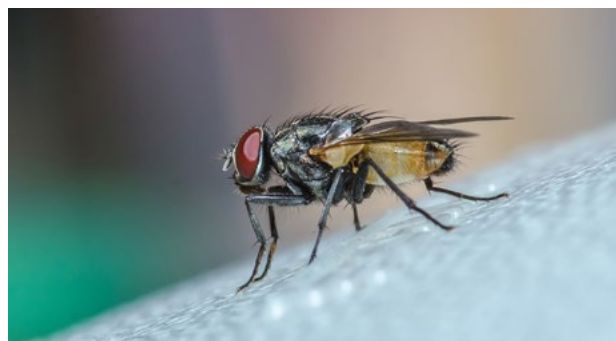
Work is undertaken in-house, as well as partnering with expert organisations, including universities.



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 have an industry-leading track record of delivering best-in-class innovations and setting new standards for the industry. Our innovation pipeline of 75+ projects is focused on developing non-toxic solutions, more sustainable products, and digital services.



SUSTAINABLE

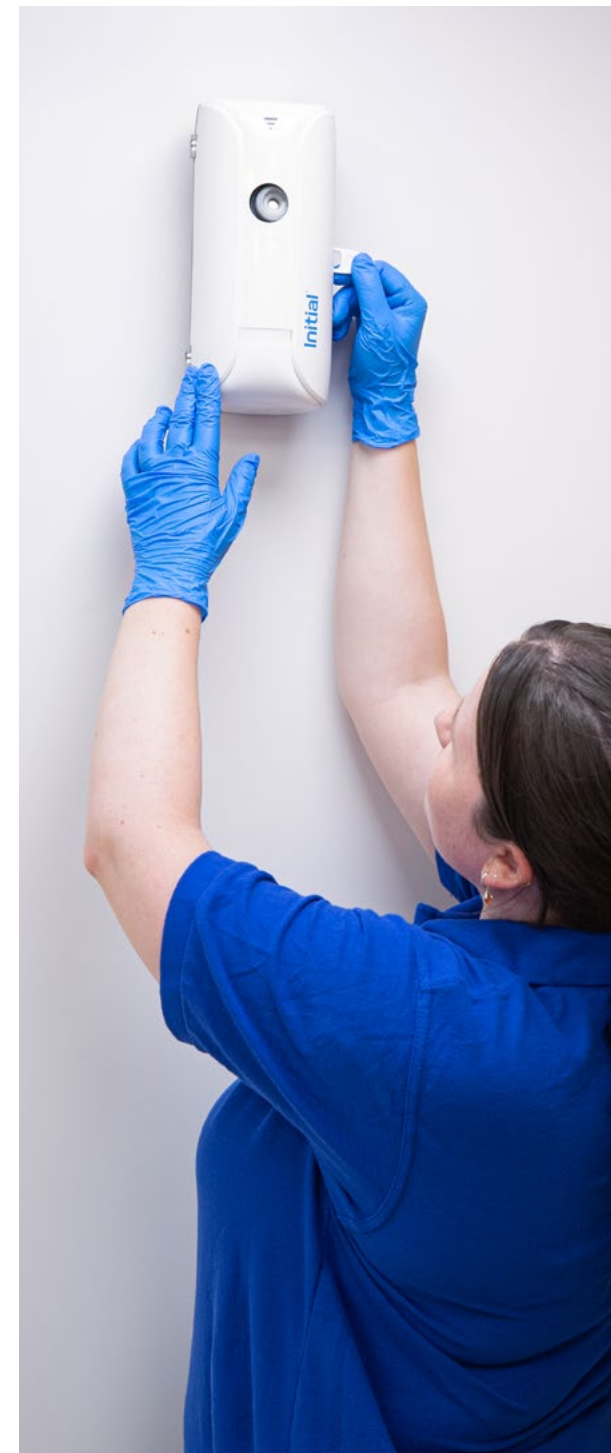
Through our innovation centres we continue to plan, test and deploy new, more sustainable products and solutions to address customer needs. Our focus is on producing new hardware products that use recycled materials, reduce waste or set new standards for emissions reduction.

Lumnia

Lumnia is the world's first range of insect traps to use the lowest-powered lamp on the market (LED light) to attract and control flying insects hygienically. It's been certified to have 62% lower carbon emissions than traditional fluorescent bulbs and provides energy savings of up to 79%. To date, approximately 445,000 Lumnia units have been installed, resulting in energy and carbon emissions reductions for our customers.

EcoCatch

Rentokil's new external fly control solution is a reusable, highly effective external fly trap. When tested in our specialist fly rooms, EcoCatch caught 60% more flies in 24 hours than the current market-leading products, making it a very effective solution for use in outside areas in hospitality, hotel and pub gardens and terraces as well as external bin and waste areas.



Signature Scent

In 2023, we launched Signature Scent – our newly developed air-scenting dispenser offers aerosol and propellant-free fragrance. Signature Scent uses patented vibrating mesh technology to create an ultra-fine fragrance mist that remains in the air for a long period of time and is ideal for medium to large washrooms, removing the need to install multiple devices.

445,000

Lumnia units installed to date

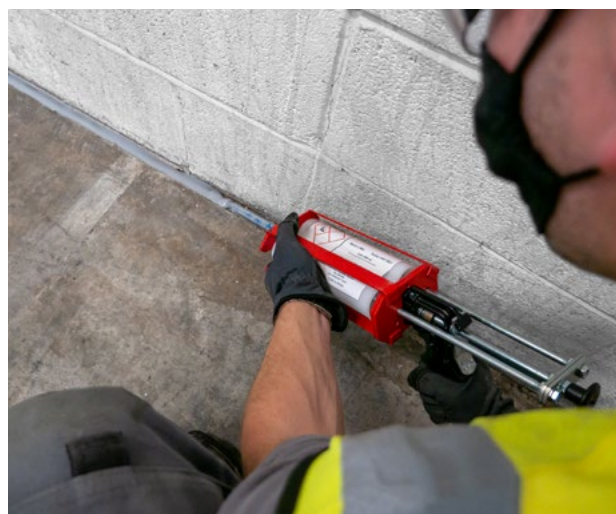
LEADING IN INNOVATION & DIGITAL CONTINUED

NON-TOXIC

As part of an integrated pest management process, before any treatment is considered, we survey the premises and consider barrier options that might solve the pest problem such as proofing and exclusion materials under doors or in gaps next to pipes. We have a range of non-toxic solutions available:

Flexi Armour

Flexi Armour is our rodent-proofing barrier product line, which enables our technicians to select the best option from a range of products to seal gaps around dock levellers, expansion joints, vents and doors, preventing rodents from gaining access to customer premises.



BirdAlert

Rentokil's innovative bird management service includes an intelligent bird scarer that's been designed to deter birds without harm and is controlled and monitored remotely via an app. BirdAlert has an intelligent built-in system that recognises different bird species and identifies the best scare 'call' to deploy from a broad range. It can detect birds inside a radius of 250 metres and can alternate the order and intensity of the scare 'calls' to deter birds from returning. Our new upgraded unit uses 60% less power and is made from 100% recycled plastic.

DIGITAL

Rentokil Initial uses digital technology to improve the colleague experience, enhance services and reporting transparency for customers, and improve operational efficiency. Colleagues are enabled with smartphone technology and a wide range of apps to improve efficiency.

PestConnect

This is our digital intelligent connected pest management system, providing 24/7 effective monitoring and control of rodent pests, saving customers time and money in dealing with costly infestations. Our innovative system uses highly-targeted treatments. As of 2023, we had c.356,000 units installed in customer facilities (2022: c.290,000).

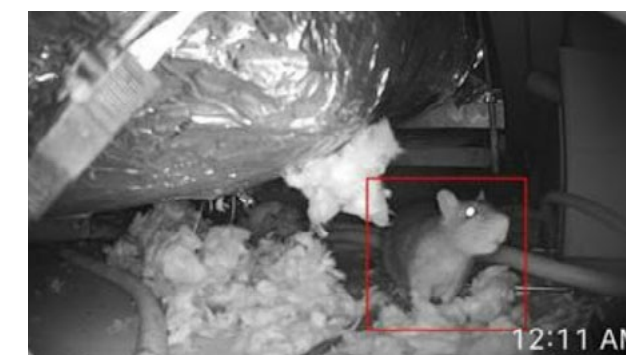
Our proprietary RADAR unit is at the heart of the PestConnect system. It uses CO₂ instead of traditional baits and will discreetly capture and hygienically contain the rodent, reducing the risks of contamination.

Digital Cameras

In 2023 we initiated a series of trials using micro-digital cameras and AI to identify rodents and provide images via our customer portal, myRentokil.

c.356,000

PestConnect units installed (2022: c.290,000)



60%

Reduction in power use for our new BirdAlert unit

PRODUCT STEWARDSHIP & REGULATORY COMPLIANCE

The safe use of our products and delivery of our services is the Company's most important objective. Training and safety information sheets are available online for each product.

We have an Authorised Product List (APL), with a Pink Note authorisation being required for any operation that seeks to use a product not on its APL. Products on the APL must be approved for use by the Country Technical Manager or Managing Director.

Our regulatory focus supports new product developments in achieving regulatory approval in our Pest Control markets, and ongoing support for existing professional and consumer rodenticides and insecticides under the European Biocidal Products Regulation.

The Company does not use any substances on the Stockholm Convention on Persistent Organic Pollutants list and fully supports the removal of the use of hazardous chemicals. Our activities are mainly focused on urban pest control and we only use registered products, assessed and approved by regulatory authorities for safe use.

“
Initial Hygiene is driving leadership in sustainable hygiene and wellbeing.



Initial Hygiene is driving leadership in sustainable hygiene and wellbeing, committed to actively reducing packaging waste and plastic use, as well as designing solutions for easier recycling. Initial's soap range includes Halal and Vegan versions and has been awarded the Nordic Swan Ecolabel accreditation.

The Nordic Swan Ecolabel environmental labelling scheme certifies that a product or service complies with the requirements for the label. As one of the world's toughest environmental certifications, the Nordic Swan Ecolabel is only awarded to products and services meeting ambitious environmental requirements.

Our global innovation centres validate chemicals used in pest control and hygiene to ensure they meet appropriate regulations, such as the registration, evaluation, authorisation and restriction of chemicals (REACH) in Europe. Hardware and equipment are validated to ensure compliance with local regulations such as the CE mark for products sold in Europe and the Restriction of Hazardous Substances directive, which includes the verification of second- and third-tier sources of components.



PARTNERING

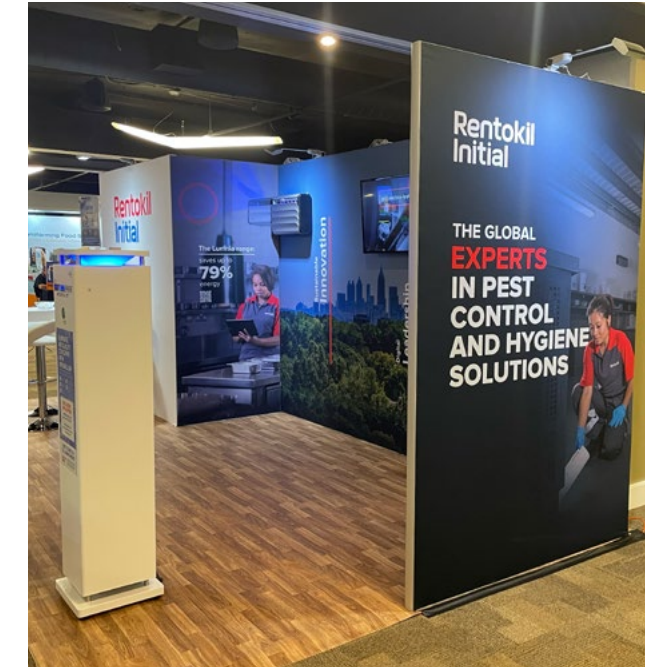
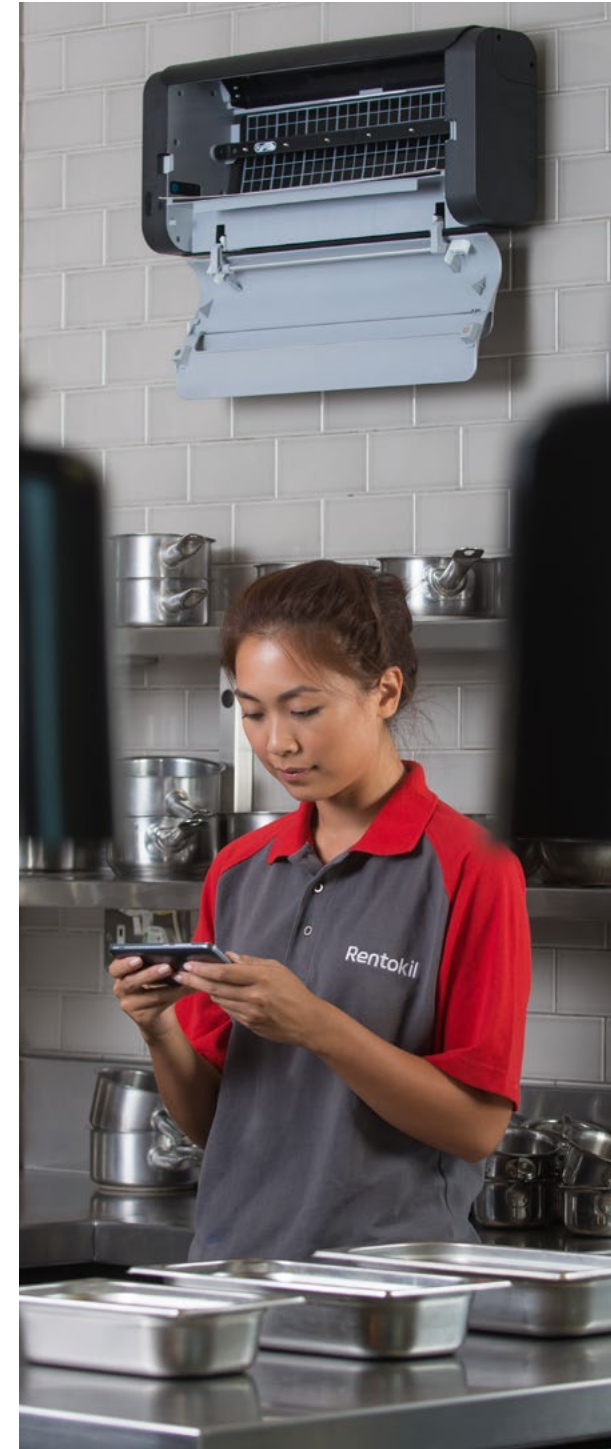
We continue to partner with renowned international standard bodies and customer industry groups to elevate standards of pest control and hygiene, reinforcing customer safety and upholding industry-leading practices.

For nine years, Rentokil Initial has been a major sponsor of the Global Food Safety Initiative (GFSI), where food industry companies meet to share best practice on food safety, including pest control.

In addition, we continue to support trade associations including the British Pest Control Association (BPCA), the Campaign for Responsible Rodenticide Use (CRRU), British Association of Chemical Specialties (BACS) and the EU Chemicals Trade Association (CEFIC) and Rodenticide Resistance Action Group, a UK-based group of experts advising on rodenticide resistance.

Rentokil has played a leading role in the set-up of UK product stewardship programmes for anticoagulant rodenticides (led by CRRU), to enhance standards for rodent control, particularly where widespread use of rodenticide occurs by users who are not professionally trained pest controllers.

Around the world, we are active members of national pest control associations as well as the Confederation of European Pest Management Associations, which unites national associations and companies along the whole pest management supply chain in 23 European countries.



9 years

Rentokil Initial has been a major sponsor of the Global Food Safety Initiative

Q&A WITH OUR GROUP INNOVATION & PRODUCT DEVELOPMENT DIRECTOR



Q Why is innovation so core to the Group?

Our innovations set us apart as industry leaders. We thrive on relentlessly pushing boundaries, redefining what's possible for our customers and the planet. It's not merely transactional – it's about connecting deeply with our customers to understand their evolving needs, and then focusing on making that shared vision a reality. This is reflected throughout our pipeline, where sustainable breakthrough with zero compromise on performance is our goal.

Q What will be the focus of your new innovation centre in the US?

This is such an exciting time for us, and I'm filled with immense pride seeing our vision come to fruition. The Rentokil Terminix Innovation Centre, which will open in 2024, will be the world's first research facility dedicated to understanding residential pests and cutting edge control. It will aim to set new benchmarks in termite management, vector control and fumigation. The key to its success, like all our innovation centres, will be our people – industry-leading scientists, engineers, field biologists, and technicians, who all live and breathe innovation in everything they do.

“

We have over 75 projects in our innovation pipeline.

Q How does Rentokil approach and manage innovation?

Currently we have over 75 projects in our innovation pipeline, with projects taking anything from nine months to more than three years from inception to market launch, depending on the complexity of the challenge we're aiming to solve. Our innovation can be split into two distinct categories: Disruptive Innovation and Core Optimisation.

Disruptive Innovation focuses on solving emerging problems in unprecedented ways. It's about challenging existing norms and pioneering revolutionary solutions. By thinking outside the box, we can uncover entirely new markets, products and services. This allows us to drive growth, stay ahead of the curve and maintain our competitive edge.

Core Optimisation focuses on refining and enhancing our existing products, processes and services to realise immediate benefits. It enables us to streamline operations, improve efficiency and maximise the value we deliver to our customers. This agility is critical to ensure we are always meeting the evolving needs of our customers.

Together, they form a powerful combination that fuels our sustainable growth.

Q How do you filter the projects to focus on?

We start out with the most meaningful problems we are trying to solve, based on deep insight from our customers and colleagues. We adopt a “Mission Possible” mindset, drawing from cutting-edge academic and behavioural research and our technical expertise, to marry the problem with a potential solution. Nothing is too daring or unconventional; every idea, no matter how ‘out there’, is welcome.

We then funnel this blue-sky stage by scoring each idea against the key metrics our innovation must deliver against: organic growth, unique customer satisfaction and sustainability, to select the most impactful opportunities to prioritise.

This is followed by translating our customer requirements into a clear technical brief which guides our development process. We hold ourselves accountable to this through rigorous laboratory and real-world field testing throughout the development process, to ensure all our products and services deliver to the highest standards of performance, efficacy and durability.

“

It's about connecting deeply with our customers to understand their evolving needs.



GOVERNANCE

Our Approach
Our Stakeholders
Materiality
Policy Framework
Data Security & Privacy

52
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Our Responsible Business approach is integral to everything we do, and effective governance is central to achieving our objectives.

16

Number of years as a member of the Dow Jones Sustainability Index

90

Local privacy officers / champions globally

ISO 27001

Our processes are certified for information security



OUR APPROACH

Our Responsible Business approach is integral to everything we do, and effective governance is central to achieving our objectives, as in all other elements of our vision of becoming a world-class services company.

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

The Board reviews specific areas of responsible business (safety and people) at every meeting. It operates in compliance with the UK Corporate Governance Code and to the highest corporate governance standards. Since 2019, the normal governance calendar includes a dedicated environmental session. The Board also reviews workforce culture and engagement. In 2023, the Board held separate sustainability and climate sessions and discussed the Company's longer-term sustainability approach, progress and priorities. Areas discussed include the move to more sustainable fumigation and fleet transition, and the development of more sustainable services for customers.

The Audit Committee considers the structure and effectiveness of the Company's internal controls framework and risk management processes, with management's Group Risk Committee reviewing key areas of risk (including safety, people, operations, IT, etc.) and monitors the external environment to identify emerging risks.

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

Our Executive Leadership Team (ELT) governs the introduction of responsible business practices as well as reviewing progress and performance against our targets and metrics, particularly in relation to health, safety and the environment.

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

Safety, Health and Environment (SHE) start every management meeting, to ensure governance of this area is accorded the highest priority. The SHE team's remit includes developing Health & Safety standards with appropriate colleague training, reviewing performance and initiating remedial activity in underperforming parts of any business.

Second on the agenda is Employer of Choice and, since 2020 in line with our net zero commitment, Environment has been the third item on every agenda – ensuring key ESG and climate-related priorities are given significant focus allowing us to maintain and further our ambition to be a responsible business.

We have a broad global policy framework, the cornerstone of which is the Code of Conduct (available in 16 local languages and supported by training programmes), which was updated in 2023.

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.

➤ **Code of Conduct**

OUR GOVERNANCE MODEL

Rentokil Initial's governance model identifies the respective roles of the Board (risk framework and corporate governance), functions (determining best practice and governance) and country and regional teams (delivery within the framework of policies and local laws).

➤ **Please see our Governance Framework on page 105 of Rentokil Initial's Annual Report and Accounts**

The Company's risk management process includes consideration of material ESG issues, with appropriate detailed management by dedicated functions (for example, technical and safety teams), together with monitoring against Group standards and policies on a periodic basis by Internal Audit.

The Company does not permit political lobbying on its behalf by colleagues, although responding to new regulations through trade associations is acceptable. Examples of trade associations include the Global Food Safety Initiative (GFSI), where food industry companies meet to share best practice on food safety, including pest control.

In addition, we continue to support the British Pest Control Association (BPCA), The Campaign for Responsible Rodenticide Use (CRRU), British Association of Chemical Specialties (BACS) and the EU Chemicals Trade Association (CEFIC). Rentokil has played a leading role in the set-up of the UK product stewardship programmes for anticoagulant rodenticides (led by CRRU), to change pest control behaviour for rodent control in the sectors where widespread use of rodenticide occurred by users who were not professional pest controllers.

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.



Health & Safety is the first item on every management agenda.



We ensure our responsible business priorities are part of our overall governance arrangements, the cornerstone of which is the Code of Conduct.

OUR STAKEHOLDERS

We engage with stakeholders regularly in different ways to gather their opinions and inform our decision making. This includes contact during business activities, face-to-face meetings and engagement on specific issues, such as regulation.



COLLEAGUES

Overview

We employ approximately 62,900 colleagues who operate in 90 countries. Our colleagues are those who are directly employed by us.

Key issues for stakeholder group

- Health & Safety
- Training and career development
- Tools to do the job
- Wellbeing
- Reward
- Culture and values
- Line manager coaching and feedback
- Community support

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.

Impact/value created

- 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

Methods of engagement

- 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
- Other methods include:
 - 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
 - Works councils, including an EU forum

Measurements

We measure our impact by monitoring recruitment and retention levels, diversity, the results of YVC surveys, performance ratings, the amount of new U+ online training content made available and online learning views, and the talent pipeline of graduate schemes and apprenticeships. Within our Performance Share Plan scheme, colleague retention is a key metric (see page 67). We also monitor external ratings, such as Glassdoor.



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.



OUR STAKEHOLDERS
CONTINUED

Overview



CUSTOMERS

Our customers range from global food producers, hotel chains, industrial goods businesses and restaurants to individual residential customers.



SHAREHOLDERS

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.

Key issues for stakeholder group

- Safety
- Expertise and service quality
- Innovation
- Digital portals

- Transparency
- Quality assurance and insights
- Cost
- Regulatory compliance
- Sustainability

- Integration of Terminix
- Total Shareholder Return (TSR)
- Growth in revenue and profit
- Cash flow and returns, e.g. dividends

- Brand and market leadership
- Innovation and digital differentiation
- Consistent execution of our strategy
- ESG performance and reporting

Why we engage

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.

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.

Impact/value created

- Healthier and more hygienic facilities
- Regulatory compliance (food safety, Health & Safety, etc.)
- Supporting customers’ own sustainability targets

- We aim to generate long-term profitable growth to help deliver value for our shareholders.
- Earnings per share

- Compounding model
- Dividends
- Free cash flow

Methods of engagement

- 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

- Institutional investor meetings
- Wholesale distribution channels, such as sell side research and broker-led conferences
- Capital Markets Days
- Investor roadshows
- Adhoc meetings with investors on specific topics, such as ESG

- Annual General Meeting
- Correspondence with retail shareholders
- Annual Report and Form 20-F
- Corporate website
- Results presentations
- Our Responsible Business Report

Measurements

We measure our impact by monitoring our net gain and portfolio development, operating margin and density, and opportunity pipeline.

We also monitor customer satisfaction and external ratings and measurements, such as Trustpilot. Within our Performance Share Plan scheme, CVC is a key metric (see page 67).

We measure our impact by monitoring our share price and TSR, gathering feedback at investor meetings and reviewing analyst notes.



OUR STAKEHOLDERS
CONTINUED

Overview



COMMUNITIES

Our communities are those who live in areas where we work, such as local residents, businesses, schools and charities, as well as regional and global partnerships that support our broader responsibilities.



SUPPLIERS

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.

Key issues for stakeholder group

- Contribution to public health and safe environments
- Jobs and investment

- Environmental and societal impact
- Long-term relationships

- 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

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.

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

- We partner with charities and community initiatives in communities where we operate
- Tax paid

- Charitable donations
- Reduction in energy and fuel-derived emissions
- Employment of people in local communities

- 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

- Sponsorship and colleague volunteering
- Partnerships with schools, colleges and universities

- 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

We monitor our impact by measuring the amount of charitable cash donations made each year, our inclusion in ESG indices and our ranking with independent organisations such as the Dow Jones Sustainability Index and Sustainalytics.

Within our Performance Share Plan scheme, vehicle fuel intensity is a key metric (see page 68). More information can be found on our responsible business priorities with regard to the environment on pages 35 to 43, and communities on pages 20 to 29.

We monitor our impact by measuring:

- Monthly On-Time and In-Full delivery metrics
- Delivery lead times and quality complaints

- Annual revenue development, product innovations and pricing management
- Supplier audit scores and ESG accreditations
- Suppliers completing our in-house training on modern slavery awareness



MATERIALITY

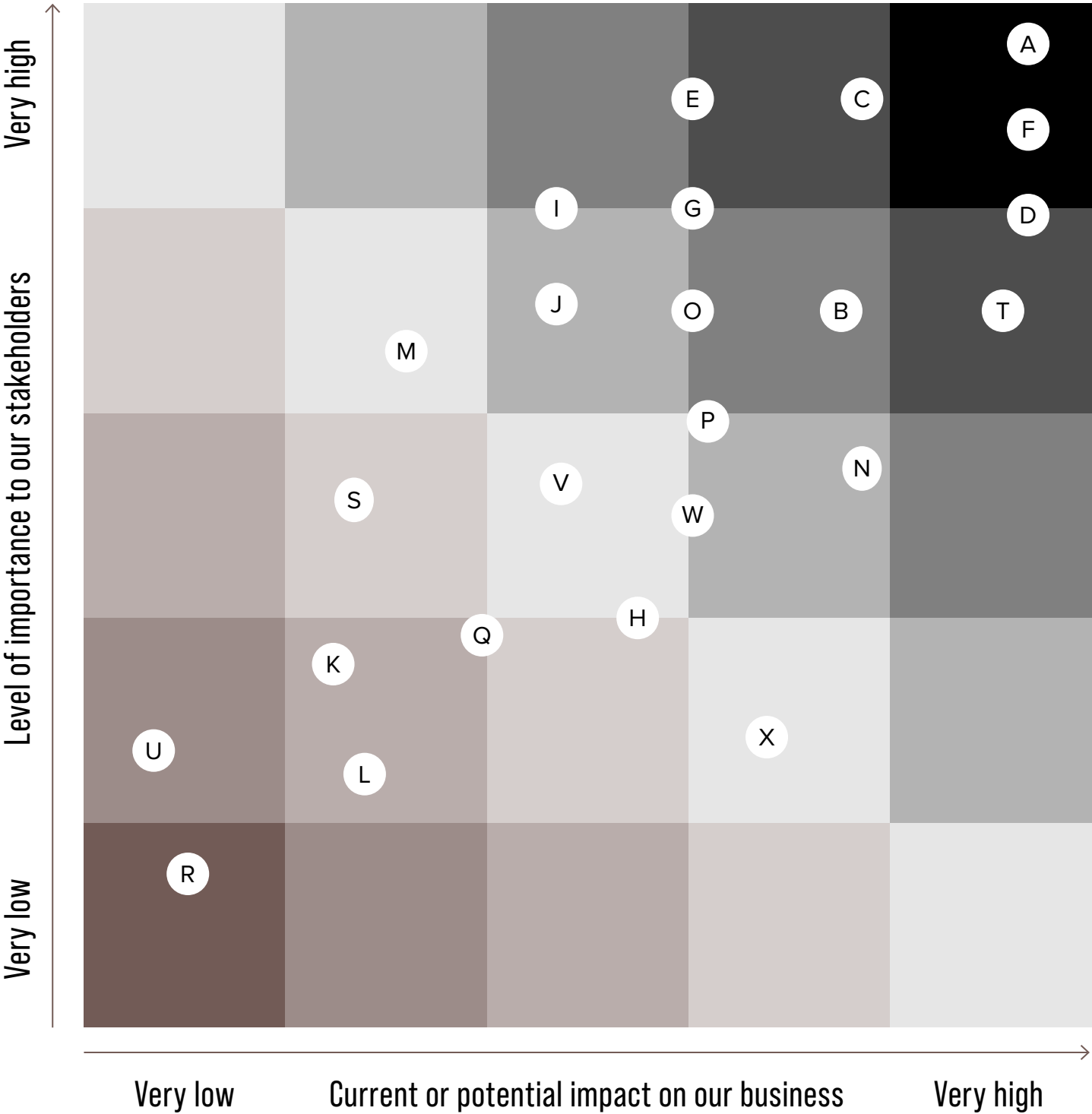
The Company considers the materiality of its Responsible Business impacts and the importance of each impact to the business.

This process includes analysing questions posed by major customers in contract-tendering processes; reviewing colleagues’ responses to corporate responsibility related questions in our Your Voice Counts employee survey; and reviewing questions received from socially responsible investment third parties.

Rentokil Initial undertook its initial ESG Materiality Assessment in 2019 with support from an external expert consultancy and has subsequently been reviewed internally on an annual basis.

DOUBLE MATERIALITY

This year, in preparation for compliance with the Corporate Sustainability Reporting Directive (CSRD), we engaged an external specialist consultancy and began the process of an in-depth Double Materiality Assessment against the ESRS topics and sub-topics.



IMPACTS

- Colleagues
 - A Health & Safety
 - B Colleague training & development
 - C Colleague engagement
 - D Employee retention
 - E Diversity, equality and inclusion
- Customers
 - F Service delivery and customer retention
 - G Product stewardship
 - H Digitalisation (efficiency and service differentiation)
 - I Innovation (product and service)
- Supply chain
 - J Responsible consumption and production
 - K Local sourcing
 - L Supplier audits
- Environment
 - M Resource management
 - N Climate change action
 - O Sustainable services
 - P Vehicle fuel efficiency (route management, density, vehicles)
 - Q Waste management
- Community
 - R Colleague volunteering
 - S Community investment and partnerships
- Governance
 - T Code of Conduct
 - U Policy influence/trade association
 - V M&A integration (bolt-ons)
 - W Cyber security/data privacy
 - X Brand reputation



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 16 years, with inclusion in the Europe index and the S&P Global Sustainability Yearbook for 2023. The Company has also received independent accreditation from CDP, FTSE4Good, Sustainalytics, EcoVadis, Moody’s ESG 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.

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 Reports for UK colleagues online.

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 also receives regular reports of matters reported via Speak Up, our internal whistleblowing process, as well as reports on the effectiveness of internal controls and any control failures. The number of Speak Ups in 2023 were 89 (2022: 70).

The nature of the matters reported remains consistent with previous years and relates to employee and employment matters, and all are investigated thoroughly. The increase reported is due to an increase in the number of colleagues, with the ratio of calls to 1,000 colleagues remaining constant at 1.4.

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. We received one report on our Supplier Speak Up line, which was the escalation of a missed payment to a supplier. This was sent to regional management and swiftly resolved.

The effectiveness of the Speak Up process is validated during our internal audit process, including asking a randomly selected group of employees in each country whether they

are aware of the Speak Up process and whether they know how to raise issues through this route. A negative response would be raised as an audit point.

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.

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
- 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.

- Code of Conduct
- Modern Slavery Statement Report
- Gender Pay Report

POLICY FRAMEWORK CONTINUED

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.

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 breaches, 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.

For example:

- An M&A transaction in the Middle East considered a high priority was cancelled at a very advanced stage when potential inappropriate payments by the target business came to light
- A customer in Latin America had their contract terminated by Rentokil Initial when they refused to implement the necessary safety steps to ensure our people could operate safely
- A supplier in Malaysia returned passports to some of their workers after Rentokil Initial intervened, based on potential modern slavery concerns
- Excessive overtime issues were addressed with suppliers in China and Malaysia following audits in 2019

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.

There were no material losses relating to legal proceedings in 2023.



➤ Code of Conduct



➤ Supplier Code of Conduct

DATA SECURITY & PRIVACY

We continue to identify, monitor and mitigate the risk of cyber-attacks against the business.

INFORMATION SECURITY

We continue to invest in IT security ensuring that the security posture of systems and services is maintained at an appropriate level, and continually monitored and improved.

With many of our colleagues working from home throughout 2023, we worked to expand and maintain the security tools and technology to ensure secure remote access. Our data protection systems are rooted in our Acceptable Use and Global Information Security policies, which are mandatory for all employees.

Penetration testing exercises were also undertaken to test our detection and response capability.

An information security awareness programme is helping to reduce security incidents and improve awareness. We also monitor external ratings using the Assessment of Business Cyber Risk framework provided by the US Chamber of Commerce and benchmark our cyber security where possible. We assess our performance against the National Institute of Standards and Technology (NIST) and our policy framework and processes are certified to ISO 27001 (global) for information security. In addition, we completed SOX operational effectiveness phase 1 and phase 2 spanning around 280 IT controls. We want to do the right thing to ensure that our business and our customers can operate securely and safely.

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. 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 breach management.



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:**
As a global business we endeavour to ensure that personal data is processed lawfully, fairly and in a transparent manner that considers the rights of individuals as ‘data subjects’, whose personal data we process whether customers, employees or any others. We provide all individuals/data subjects with access to notices in multiple languages to provide transparency about how we manage personal data.
- **Purpose limitation:**
As part of our global compliance programme, we require all businesses to complete records of their processing activities. This requires process owners to have identified a specific purpose for processing that should be communicated in any privacy notices – public ones directed at customers, potential customers, suppliers, etc and those directed at potential employees/existing employees. Where any records of processing are created, we require an applicable lawful basis for processing, e.g. consent, contract or as otherwise applicable.
- **Data minimisation:**
We have a network of over 90 local privacy officers/champions globally who supplement our dedicated expert resources and are encouraged to review the personal data processed to ensure we don’t process unnecessary data.
- **Accuracy:**
As a business we recognise that data has limited value if it is inaccurate and not updated. Improvements to our data quality are under regular review.

- **Storage limitation:**
We have a Document and Data Retention Policy which provides clarity on data retention and deletion requirements. Steps are being taken to improve compliance in this area globally in recognition of its importance as a compliance requirement.
- **Security, integrity and confidentiality:**
Our Global Data Protection Policy highlights the importance of applying appropriate security measures and ensuring any third parties we use to process personal data on our behalf apply appropriate security measures.
- **Data subject rights and access requests:**
We can manage data subject to requests for access, deletion, ‘do not sell data’, etc via our Onetrust privacy compliance tool and have effectively responded to all the requests received by the privacy team.
- **Transfers and data sharing:**
Any overseas transfers of personal data within Group companies are subject to contractual arrangements based on EU approved Standard Model Clauses or the equivalent in other countries. We seek to include appropriate contract terms and controls based on assessments of EU/UK adequacy conditions or otherwise.

ISO 27001

Certification for our policy framework and processes

90

Local data privacy champions

DATA SECURITY & PRIVACY CONTINUED

DATA BREACH REPORTING

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

TRAINING AND AUDIT

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 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.

OUR PRIVACY PROCESS LIFECYCLE

We have an ongoing privacy process lifecycle as follows:

Privacy Impact Assessments

Creation of Records of Processing – which may require additional Data Protection Impact Assessments and Legitimate Interest Assessments

Review of Records – ensure appropriate ownership, check details, validate lawful basis, identify risks and provide risk mitigation guidance

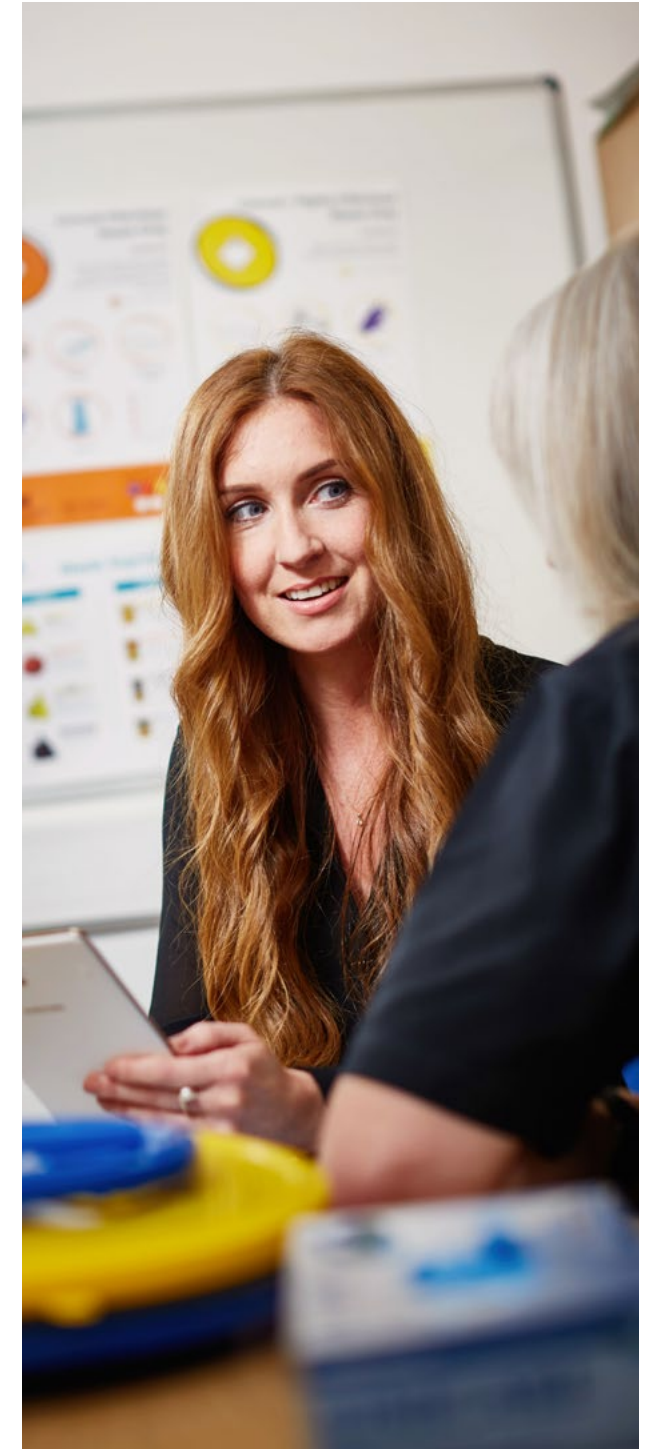
Annual review and maintenance of records

Review of privacy notices based on updates/changes to processing activities

It must be noted that we are at different stages of maturity and implementation of governance in the countries we operate in. Our baseline is to have a data inventory for all countries, to ensure most employees have completed training and have acknowledged applicable local employee privacy notices and have processes in place for managing data subject rights requests.

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 breaches 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 breaches as per the requirements of the EU General Data Protection Regulation or as per applicable local legislation. There have been a limited number of minor privacy incidents in 2023, none that have required regulatory involvement.





ESG FRAMEWORKS

Alignment with the UN Sustainable Development Goals
Task Force on Climate-related Financial Disclosures
Sustainability Accounting Standards Board

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In this section you can find out more about how we align with the UN Sustainable Development Goals, links to our Task Force on Climate-related Financial Disclosures (TCFD) Report and our reporting against the Sustainability Accounting Standards Board’s (SASB) industry-specific sustainability accounting standards.



ALIGNMENT WITH THE UN SUSTAINABLE DEVELOPMENT GOALS

Our sustainable approach is aligned to the areas of priority in our operating model and to the priorities of our key stakeholders.

STAKEHOLDERS AND ALIGNMENT

 SUPPLIERS	 COLLEAGUES	 CUSTOMERS	 COMMUNITIES	UN SDGs
Supplier Code of Conduct sets our minimum standards, in conjunction with our supplier management standard.	Safety focus – safe operating procedures for colleagues. Road traffic safety rules and training. Enhanced colleague wellbeing strategy. Code of Conduct in 16 languages.	Safer foods and medicines through the provision of pest control services, including developing nations. Hand, air and surface hygiene for safer places to live/work. Investment in innovation in pest control and hygiene. Better Futures community health initiative in Asia.		
Over 2,500 small business supplier partnerships. Modern slavery auditing and performance.	Job creation, training and career development. Apprenticeship and graduate schemes. Diversity, equality and inclusion focus. High engagement and retention.	Safe workplaces for employees, customers and users of facilities.	Creating jobs with long-term career prospects in emerging markets, e.g. India, SSA.	
Product development. Reduced packaging. Requirement to comply with environmental standards.	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 transition plan.		Working with local communities in tropical rainforest to avoid deforestation and reducing carbon emissions.	
Partnerships with suppliers and scientific community on innovations to enhance public health and wellbeing.	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.			



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 opportunities, 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 in this table we provide details of where key climate-related information can be found in our Annual Report and Accounts 2023.

Please see references for evidence on each of the 11 areas of TCFD reporting.

TCFD INDEX

Climate-related Governance

Describe the Board’s oversight of climate-related risks and opportunities.

ANNUAL REPORT & ACCOUNTS 2023

- TCFD, page 76
- Risk Management, pages 88 and 92
- Governance, page 108
- Audit Committee Report, page 120

Describe management’s role in assessing and managing climate-related risks and opportunities.

- TCFD, page 76
- Our Strategic Priorities, page 19

Climate-related Strategy

Describe the climate-related risks and opportunities the organisation has identified.

- TCFD, pages 78 and 79

Describe the impact of climate-related risks and opportunities on the organisation’s businesses, strategy and financial planning.

- TCFD, pages 78 and 79
- Audit Committee Report, page 120

Describe the resilience of the organisation’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.

- TCFD, pages 77 and 79

Climate-related Risk management

Processes for identifying and assessing climate-related risks.

- TCFD, pages 76 and 77
- Risk Management, pages 87 and 88

Processes for managing climate-related risks.

- TCFD, pages 76 and 77
- Risk Management, pages 91 and 92
- Audit Committee Report, page 120

Processing for identifying, assessing and managing climate-related risks are integrated into the organisation’s overall risk management.

- TCFD, pages page 74
- Risk Management, pages 88, 91 and 92

Climate-related Metrics and Targets

Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.

- TCFD, page 81

Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse GHG emissions and the related risks.

- TCFD, page 81

Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.

- TCFD, page 81

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.

The SASB has developed a set of 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.

We have disclosed information on each of these areas in both our 2023 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.

1. DATA SECURITY

Accounting metric	Reference in Responsible Business Report
<p>Code: SV-PS-230a.1</p> <p>Description of approach to identifying and addressing data security risks.</p>	<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 are maintained at an appropriate level and security posture is continually monitored an improved.</p> <p>Penetration testing exercises are undertaken to test our detection and response capability.</p>
<p>Code: SV-PS-230a.2</p> <p>Description of policies and practices relating to collection, usage and retention of customer information.</p>	<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. 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 breach management. Our global approach to data protection is aligned with the principles of the EU General Data Protection Regulation.</p>
<p>Code: SV-PS-230a.3</p> <p>(1) Number of data breaches, (2) percentage involving customers' confidential business information (CBI) or personally identifiable information (PII), (3) number of customers affected.</p>	<p>As per the SASB requirements, a data breach 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 2023, none that have required regulatory involvement.</p>





SUSTAINABILITY ACCOUNTING STANDARDS BOARD CONTINUED

2. 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.	<p>Rentokil Initial is a diverse organisation by its nature, operating in 90 countries and with more than 40 languages.</p> <p>In 2023:</p> <ul style="list-style-type: none">• 14,640 (23.3%) of colleagues were female and 48,291 (76.7%) male;• 35 (25%) of our senior leaders were female and 105 (75%) male;• 52 (25%) of our senior leaders (inc. subsidiary directors) were female and 157 (75%) male;• 3 (33.3%) of our Board directors were female and 6 (66.6%) male;• From our most recent Fast Track Global Talent Pool which started in 2023, 10 (45%) of participants are female, the highest number we have had in the Fast Track cohort;• In line with The Parker Review we have set a target to improve our ethnic diversity and reach 20% of our senior leadership team being from a minority background by the end of 2027 (2023: 15.5%)*;• We continue to have no material gender pay gap between men and women in the UK. <p>* Some countries have rules that restrict our data collection around workforce diversity.</p>
Code: SV-PS-330a.2 Voluntary turnover rate for employees. Involuntary turnover rate for employees.	<p>Colleague retention is measured monthly and presented to the Executive Board as part of the Employer of Choice programme. Retention was 84.2% in 2023. Colleague engagement was measured in 2023 as part of an all-colleague survey and stood at 79% (2021: 80%).</p>
Code: SV-PS-330a.3 Employee engagement as a percentage.	

3. PROFESSIONAL INTEGRITY

Accounting metric	Reference in Responsible Business Report
Code: SV-PS-510a.1 Description of approach to ensuring professional integrity.	<p>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.</p>
Code: SV-PS-510a.2 Total amount of monetary losses as a result of legal proceedings associated with professional integrity.	<p>There were no material losses relating to legal proceedings in 2023.</p>

4. 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.	<p>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.</p> <p>In 2023 we employed 62,900 colleagues (2022: 58,600). We do not break this down by temporary/contractors.</p>
Code: SV-PS-000.B Employee hours worked; percentage billable.	<p>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.</p>

 Further information, please see pages 9 to 19, Colleagues & Culture

 For further information, please see page 58, Integrity



ESG KPIs

ESG Performance Indicators	67
ESG Operational Targets	71
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Rentokil Initial has published its emissions data for 19 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.



ESG PERFORMANCE INDICATORS



HEALTH & SAFETY

World-class performance. Significant improvement since 2019.

Indicators	2023	2022	2021	2020	2019
Lost Time Accident rate (LTA)	0.31	0.39	0.38	0.39	0.53
Working Days Lost rate (WDL)	7.05	7.90	8.71	8.46	10.99

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	2023	2022	2021	2020	2019
State of Service	97.8%	95.9%	92.9%	89.4%	97.2%
Customer Voice Counts	50.8	50.9	52.1	40.8	46.4
Customer Retention	82.3%	82.4%	85.4%	84.5%	86.2%

Customer Voice Counts is based on the Net Promoter Score, based on telephone and digital survey channels. Prior year numbers have been restated primarily to include the Terminix acquisition, as well as to align all regions on consistent definitions and calculations.



COLLEAGUES

Colleague retention: All regions delivered improvement in 2023.

Indicators	2023	2022	2021	2020	2019
Total colleague retention*	84.2%	79.5%	84.4%	88.6%	86.9%
Sales colleague retention	77.4%	76.2%	82.9%	87.7%	85.3%
Service colleague retention	83.3%	77.5%	82.4%	86.9%	86.1%
Colleague enablement	83%	Two-year cycle	83%	Two-year cycle	83%
Colleague engagement	79%		80%		81%

* Colleague Retention measured as part of the Employer of Choice programme, 12-month annualised basis. Prior year numbers have been restated primarily to include the Terminix acquisition, as well as to align all regions on consistent definitions and calculations.



COMMUNITIES

£569,000 donated to charities and communities in 2023. The Company also donated hand sanitiser to charities and communities worth £490,000 during the year.

Indicators	2023	2022	2021	2020	2019
Community	569	998	361	184	206

➤ Also see, [Annual Report & Accounts 2023, Key Performance Indicators, page 22](#)

ESG PERFORMANCE INDICATORS CONTINUED



ENVIRONMENT

1. Carbon emissions efficiency index

Our five-year index of intensity values has improved by 16.2%.

	2023	2022	2021	2020	2019
Index of energy and fuel derived CO ₂ e emissions at CER per £m of revenue	83.8	88.0	90.9	92.0	100.0

The index of CO₂e emissions is calculated as an index of tonnes of CO₂e (Market-based) per £m revenue on a constant exchange rate (CER) basis, providing an accurate like-for-like performance comparison, removing the variables of currency, divestments, and acquisitions.

2. Absolute values of energy and fuel derived emissions

Our absolute emissions figures (tonnes of CO₂e) have increased in 2023 following the significant acquisition of Terminix and ongoing bolt-on acquisition programme. Factoring a full year of Terminix emissions in 2022 however, the absolute increase is just 2.2% (Location-based).

Type of scope	2023	2022	2021	2020	2019
Total scope 1	294,006	213,354	184,438	170,655	176,599
Total scope 2	21,614	18,060	15,670	15,672	17,380
Total scope 3	78,122	56,302	48,281	43,265	44,091
Total outside scope	15,459	7,776	7,298	5,787	5,122
Total – all scopes & outside scopes (Location-based)	409,201	295,492	255,687	235,379	243,192
Total scope 2 Market-based emission reduction	(1,915)	(1,737)	(1,297)	0	0
Total – all scopes & outside scopes (Market-based)	407,286	293,755	254,390	235,379	243,192

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 are 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 in the UK, Italy, Australia and New Zealand.

Absolute emissions in 2023 from scope 1 were 294,006 tonnes CO₂e with the UK constituting 6% (2022: 9%) and the emissions from scope 2 were 21,614 tonnes CO₂e with the UK constituting 4% (2022: 5%).

ESG PERFORMANCE
INDICATORS CONTINUED



ENVIRONMENT CONTINUED

3. Business Travel

In 2023 we have continued to report on our business flights, with this being the first year we have collected 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

Tonnes of CO₂e emissions
(inc WTT)

2023

2022

2021

2020

2019

7,692

4,059*

1,375

2,446

9,002

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

4. 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 third year we have collected information for our transport and 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 and Distribution

Tonnes of CO₂e emissions

2023

2022

2021

2020

538

472

405

777

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

5. Fumigation-derived CO₂ emissions

Emissions from the use of sulfuryl fluoride (SF) were 1,293,043 tonnes in 2023 representing a 16% decrease year on year.

Tonnes of CO₂

2023

2022

2021

2020

2019

Emissions

1,293,043

1,540,236*

792,744

814,700

548,449

* Factoring a full year of Terminix fumigation emissions.

ESG PERFORMANCE
INDICATORS CONTINUED



ENVIRONMENT CONTINUED

6. Waste data

This is the third year we have reported waste data from our major European operations. In 2023, 78% of our waste was disposed of in a sustainable way.

Country	Non-sustainable	Sustainable
Austria	0%	100%
Belgium	0%	100%
Denmark	20%	80%
Finland	5%	95%
France (exc. Workwear)	13%	87%
Germany	0%	100%
Greece	65%	35%
Italy	6%	94%
Netherlands	11%	89%
Norway	3%	97%
Poland	50%	50%
Portugal	79%	21%
Spain	49%	51%
Switzerland	0%	100%
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.

In addition, we also report waste data for our French Workwear business.

Workwear Waste	2023	2022	2021	2020	2019
Recycling	61%	62%	53%	32%	24%
Recovery – Energy	24%	23%	29%	26%	30%
Landfill	6%	7%	14%	24%	30%
Incineration	8%	8%	4%	1%	16%
Total (tonnes)	452	453	2,076	1,232	1,899



ESG OPERATIONAL TARGETS

TARGETS FOR 2023

- 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 a Company-wide confidential survey of all colleagues to assess levels of engagement, enablement, and line manager capabilities.
- 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 ULEVs and renewable electricity contracts.

Make further progress towards our 20% emissions efficiency target by 2025 and net zero by 2040.
- 5

Maintain our long-term support for malaria eradication and rainforest biodiversity protection.

Target donation of over £250,000 through RI Cares in 2023.



PROGRESS IN 2023

- We delivered a world-class safety standard of 0.31 LTA rate.

Working Days Lost rate of 7.05 delivered – remains at world-class levels and our best-ever year.
- We delivered 1.96m courses on U+ in 2023, and over 150 new training courses were developed by our in-house content development team.

We undertook Your Voice Counts (YVC), a global, confidential survey, which provides every colleague with the chance to give feedback on workplace culture, leadership, customer focus, development, and line manager performance.
- State of Service rose to 97.8% from 95.9% in 2022.

High Net Promoter Score (Customer Voice Counts) in Pest Control of +54.9 and in Hygiene & Wellbeing +49.3.
- We now have 683 ULEVs and 1,484 hybrid vehicles at the end 2023. This includes c.8% of our UK and Europe fleet as ULEVs as we make good progress towards our target to achieve 10% ULEV fleet by 2025. Five countries now operate renewable energy contracts.

We continue to make progress on our target of a 20% emissions efficiency reduction by 2025, and our longer-term objective of net zero by 2040.
- £569,000 was donated to charity and community causes in 2023.

More than 39,500 children and adults have participated in educational events over the past ten years through Better Futures.

TARGETS FOR 2024

- 1

Maintain safety rates at world-class standards (below 1 for LTA and 10 for WDL).
- 2

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GLOSSARY

A

AI	Artificial Intelligence
APL	Authorised Product List

B

BREEAM	The world’s leading sustainability assessment method for master planning projects, infrastructure and buildings
BRC	British Retail Consortium

D

DE&I	Diversity, Equality and Inclusion
------	-----------------------------------

E

Eco-Label	This certification means that our soaps don’t contain microplastics, come in recyclable packaging and have a smaller carbon footprint
ELT	Executive Leadership Team
ESG	Environment, Social and Governance

G

GDPR	General Data Protection Regulation
GFSI	Global Food Safety Initiative
GHG	Greenhouse gas
GLF	Group Leadership Forum
GMP	Good Manufacturing Practice

H

HACCP	Hazard Analysis and Critical Control Point
HR	Human Resources

I

ICE	Internal Combustion Engines
-----	-----------------------------

K

KPIs	Key Performance Indicators
------	----------------------------

L

LTA	Lost Time Accidents rate
-----	--------------------------

M

M&A	Mergers and Acquisitions
M&I	Marketing and Innovation
MNM	Malaria No More

N

NGO	Non-governmental organisation
-----	-------------------------------

O

OIFR	Occupational Illness Frequency Rate
------	-------------------------------------

P

PCR	Post Consumer Recycled
Pink Notes	Technical standards that explicitly prohibit or mandate activities in specific areas of higher operational risk
Planet Mark	Planet Mark is a sustainability certification for every type of organisation and for real estate
PPE	Personal protection equipment

S

SASB	Sustainable Accounting Standards Board
SDG	UN Sustainable Development Goal
SHE	Safety, Health and Environment
SF	Sulfuryl fluoride

T

TCFD	Task Force on Climate-related Financial Disclosures
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U

ULEV	Ultra Low Emissions Vehicle
UVC	Ultraviolet-C

W

WDL	Working Days Lost rate
-----	------------------------



Rentokil Initial

Rentokil Initial plc

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

Rentokil
Initial

PROGRAM TANAM 1.000 POHON

KAWASAN KONSERVASI TAMAN BURU MASIGIT KAREUMBI

21 DESEMBER 2023

ROAD TO
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CARBON
2040

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