

Development of our Colleagues

As part of our ambition to be both a world-class services company and a world-class employer of choice, throughout 2019 the Company has continued to invest significant focus and resources globally in the learning and development of our colleagues.

Agile digital learning to provide training and knowledge at the point of need

A key focus of our learning and development activity is to support and equip our employees around the world to develop the knowledge and skills they need to outperform in their roles. To enable this, our award-winning digital learning system “U+” is our key platform for supporting the development of our people. U+ is truly global in its reach and usage, with content available in up to 27 languages and the platform being widely used across all regions. The biggest users of U+ are our front-line colleagues, who account for 86% of all users, supporting our strategy to provide training and knowledge to colleagues at the point of need.

The use of U+ as our primary learning tool has again increased significantly during 2019 and it continues to be an integral part of how we operate our business. The total number of U+ users in Rentokil Initial increased during the last 12 months by 5% to over 40,000, with every employee in the company having access to the platform. Across the same period, the average number of U+ learning engagements per colleague during 2019 has increased by 40% to 45 (up from an average of 32 in 2018 and 15 in 2017). In total, 1,823,446 pieces of learning content were viewed on U+ during 2019, a year-on-year increase of 41%.

We have continued to make the shift away from more traditional desktop-based e-learning and now make extensive use of new technologies such as video and mobile to deploy and deliver U+ content. This ensures that training content remains relevant and engaging for our workforce and importantly enables our front-line colleagues to access learning in an agile way when working in the field and servicing our customers.

To that end, in 2019 over 614,000 pieces of learning content were viewed as short “bite-size” videos, an increase of 63% on 2018. Likewise in 2019, 32% of online training sessions were delivered via mobile devices, up from 27% in 2018, and our U+ app is available on all company mobile devices. We have also continued to use QR codes to track and record classroom training completion and are utilising this technology to record training participation around the world.

We create and deploy virtually all of our digital learning content in house, ensuring we are using our own experts to design training that is relevant and targeted. In 2019, we produced and launched 20% more content than in 2018 with new digital courses rolled out for topics including health & safety, sales management, new product launches and mental health awareness.

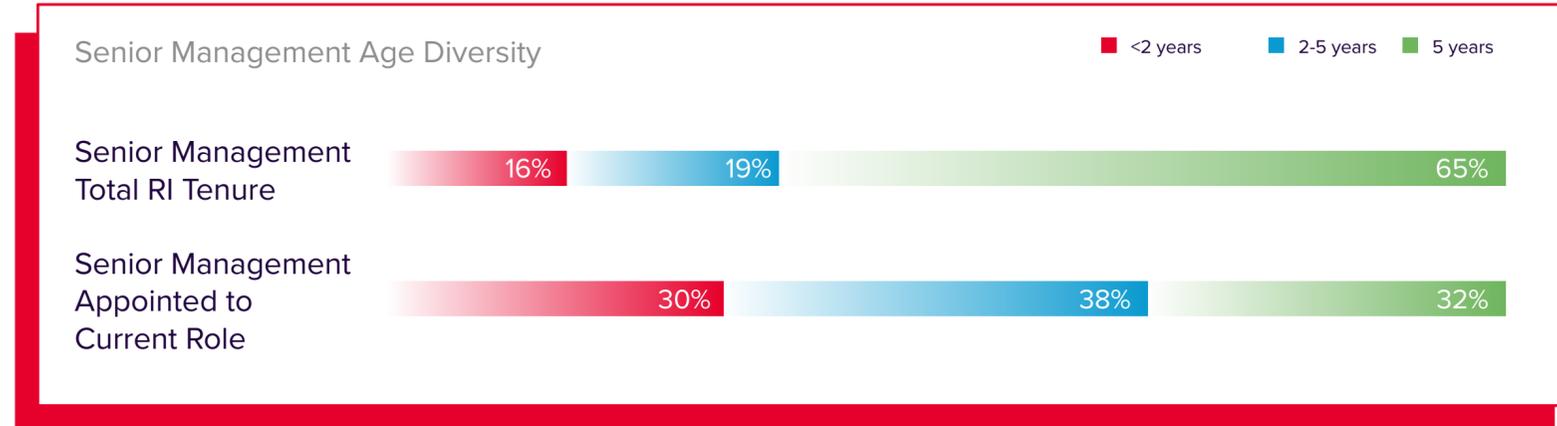


Developing our talent to build our pipeline of future leaders

In 2019, the Company has continued to invest in talent management and development in order to ensure we have the leaders we need to deliver our future strategy and ensure continued high performance.

Our philosophy and approach to developing and promoting talent is, where possible, to promote from within. This is particularly key for our operational leadership roles, where we believe having leaders who have strong knowledge and deep experience of our business, customers and colleagues brings us competitive advantage. When necessary, we supplement our internal development and promotion activity with key external hires to bring in new expertise and innovation, create diversity and raise the bar on our internal capability.

As a result, we have an experienced and established management team in place across the Group, with 84% of senior managers having been with the company for at least 2 years and around two-thirds of this group having at least five years tenure. Over the last 2 years, our management team has been supplemented and refreshed with a number of internal appointments and external hires to both promote our talent and bring in new skills and experiences. Of our current senior management team, 30% have been appointed to their current role in the last two years and 53% of these have been external hires.



Since 2017, we have run a number of global and regional talent pools, which are now made up of around 300 individuals who we believe have the potential and capability to take on significantly bigger roles with us in the future. Individuals within our talent pools receive intensive and accelerated development designed around their individual needs:

- The Global Executive Pool is comprised of individuals who have the potential to take on the most senior leadership roles in the Group as part of our Executive Leadership Team and/or our Senior Leadership Forum;
- The Global Senior Leader Pool is focused on individuals who have the potential to lead our businesses around the world in key operational and commercial roles;
- The Global Fast Track Pool is comprised of individuals currently in more junior management roles who have the potential to be our senior leaders of the future.

- We have also supplemented our global talent pools with Regional Talent Pools that support the building of our pipeline of future leaders in our regional businesses. We now have talent programmes in place in the UK, North America, Asia and Europe.

Our investment in talent development is showing strong returns, both for individuals and the Company overall, with 93% of the participants in our global talent pools having been promoted to more senior roles since 2017. In 2019, the retention of colleagues in our global talent pools was 100%.

As a result, our overall executive succession picture has continued to improve over the last 12 months with now 84% of ELT and SLF roles having a named near term internal successor (up from 76% in 2018). Compared to 2018, 35% of our ELT and SLF roles have an improved succession plan and the number of near term successors for key roles has increased by 36%.

Improving colleague retention by investing in line management

Our analysis of employee survey and exit interview data has demonstrated a strong correlation between engagement levels and the relationship our colleagues have with their immediate line manager. Therefore, and as part of the activity we have underway to support our ambition to be a world-class Employer of Choice and to help improve retention and build engagement, we delivered the Rentokil Initial Line Manager training programme to over 600 managers across 37 countries.

The programme develops line managers’ skills and capability in areas such as coaching, giving feedback, communication and recognition – areas that our analysis showed were important drivers of colleague retention and engagement. Participants receive ongoing coaching and support from our internal coaching network to embed the learnings they have taken from the programme.

The results from the Line Manager programme have been excellent, with demonstrable improvements in engagement levels. Our 2019 “Your Voice Counts” colleague engagement survey showed that Engagement levels of the teams whose managers undertook the training improved by double the average improvement across the Company. Furthermore, Enablement levels and “Line Manager Index” scores (a set of ten survey questions that specifically measures the relationship between colleagues and their immediate manager) for this group improved by five times the average Company increase.



In Asia, our Right Way Leadership Programme has been deployed to managers in China, India, Malaysia and Singapore to build capability and skills in areas such as leading change and coaching

Graduates and Apprenticeships

The Company has a long track record of recruiting, developing and promoting graduates and apprentices across the organisation in order to support individuals' careers and build our future pipeline of leadership and specialist talent.

In our UK business and Corporate functions we currently employ over 400 apprentices. We are now recognised as an approved apprenticeship provider and in 2019 our UK apprenticeship scheme was rated as "Good" following our first full OFSTED inspection. These inspections were introduced by Ofsted in 2017 as a way to monitor the progress and quality of apprenticeship training being provided by new apprenticeship providers. We received positive feedback from Ofsted on a number of areas, including the quality of our trainers and assessors, the governance and standards surrounding our programme and the quality of learning resources we provide through our U+ platform.

Alongside our apprenticeship programmes, we have continued to invest in the recruitment and development of graduates. We currently employ 295 graduates in our UK Graduate Scheme and in 2019 continued with our Rentokil Accelerated Management Programme (RAMP) in North America to recruit and develop both new graduates and former military personnel for

operational leadership positions.

In 2018, we relaunched our Group Corporate Graduate Scheme with a focus on recruiting and developing graduates trainees for specific STEM-related functional skill-sets that we know will be important for our future success, such as digital, innovation and finance. The 2-year scheme has been a great success so far, with the graduates who joined us in 2018 completing placements across our Corporate functions throughout 2019. The colleague retention rate for the new scheme is currently 100% and in 2020 we will be working with the current graduates to transition them into roles within their functional specialisms while commencing recruitment of a new cohort for the next scheme starting in September.

Continued colleague development across the world

In 2019, we have continued to deliver our global leadership and management development curriculum to ensure colleagues and managers at all levels have the capability to lead high performing teams.

Our Commercial Leadership programme is designed to help colleagues build an improved understanding of the financial and commercial levers that drive business performance. In 2019 this programme was delivered across our Global Talent Pools to over 60 leaders in the UK, Asia and North America.

The Managing High Performance curriculum involves a series of interactive virtual workshops and online content available globally to help leaders hold effective

performance coaching, goal setting and development conversations with their teams to both increase engagement and deliver business results. This curriculum is available to leaders in 16 languages and is rolled out across the Company aligned to our annual performance management process.

In addition to our global programmes, we have a number of programmes in place in our regional businesses to support local capability and development needs, for example:

- In North America, our Leadership University is now well-established and provides managers with the key skills they need to lead high performing teams and the District Development Programme uses existing leaders to provide peer-to-peer coaching to District Managers to improve team performance.
- In Europe, our Aspire programme each year focuses on the development of 25 high-potential colleagues to prepare them for transitioning to leadership roles. The number of colleagues participating in Aspire has increased by 38% compared to 2018.
- In the UK our Love Programme is an extensive curriculum of digital, classroom and on-the-job training to develop and embed world-class customer service skills.
- In Asia, our Right Way Leadership Programme has been deployed to managers in China, India, Malaysia and Singapore to build capability and skills in areas such as leading change and coaching. Also in Asia, our Functional and Technical Excellence programmes have been instrumental in building our capability across the region in sales, service and customer care.