

Rentokil Initial plc
Corporate Responsibility
Report 2008

**Doing
what's right
for colleagues
and customers**



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To review the Rentokil Initial annual report please click here

For further information about the company's operational activities, please click on the relevant website:

- www.rentokil-initial.com
- www.rentokil.com
- www.initial.com
- www.ambius.com
- www.city-link.co.uk

Welcome to our sixth Corporate Responsibility Report.

Rentokil Initial plc operates in over 50 countries across the world's major economic zones and employs over 78,000 people. Globally, the company is committed to acting responsibly and supporting its customers in their own efforts to develop responsible behaviour.

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Introduction



Alan Brown
CEO
Rentokil Initial plc



I'd like to begin this Introduction by focusing on my colleagues across Rentokil Initial. We are a service business. Our success depends upon them, often working on customer premises without direct supervision, delivering the highest standard of customer service. By meeting, and ideally exceeding, the standards that our customers expect we will deliver the financial performance that our shareholders deserve.

At the heart of the company's new strategic plan is this "colleagues – customers – shareholders" equation. It's not unique to Rentokil Initial but few companies can use it more effectively.

Last Christmas, like several members of the management team, I spent time working in City Link depots, supporting the business at its critical peak season. I saw a team of people working together, motivated to get the job done. Service levels were excellent and the feedback from customers impressive. City Link had its busiest week ever in the run up to Christmas. By maintaining our standards both internally and for customers, we will return City Link to profitability and deliver shareholder value. The equation works.

Our Vision is "to be the best at what we do by doing what's right for colleagues and customers" and in order to deliver this vision we have created a three-year operational plan. Work was carried out in over 100 businesses worldwide with in-depth analysis and planning – examining market characteristics, local competitors and the economic environment for each business. We also took a long, hard look at our operational systems and processes.

The plan is based upon five strategic thrusts:

- Deliver outstanding customer service
- Develop the capability of our organisation and people
- Deliver operational excellence in all our processes and functions
- Operate at lowest possible cost consistent with our service objectives and delivering maximum cash
- Deliver profitable growth through organic actions and bolt-on acquisitions

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As can be seen from these five elements of our strategy, corporate responsibility within Rentokil Initial continues to have a high degree of relevance to our business needs. In 2008 we began by focusing on customer service and operational excellence.

In an otherwise difficult year for the company, good progress has been made in customer service. We have improved levels of customer service across the group and service levels have been restored in those businesses where it had to fallen to unacceptable standards. City Link now operates at close to 99% service levels, while our Pest and Washrooms businesses in the UK and Australia are operating at over 95% and are still improving. I'm determined that we will add value by delivering the highest standard of customer service.

In order to do this we will provide colleagues with a standard operating framework, the best tools to get the job done and help them develop the right skills.

During 2008, the company continued to develop its skills training programmes. These are delivered either in-house by our own training facilitators, or externally through local colleges or specialist training providers. Programmes include numeracy and literacy training, as well as courses to obtain formal vocational qualifications, including Health & Safety, Infection Control, Customer Service, Sales, Cleaning and Support Services, Business Administration, Team Leading and Information Technology.

Initial Facilities Services was one of the first companies to sign up to the UK Government's Skills Pledge and I was pleased to do so for the group as a whole in 2008.

Developing the skills of our colleagues is only one aspect of ensuring that we respect their interests and needs. Across the broad HR agenda we are making progress with the introduction of a new global grading programme, performance and talent management, and the development of a new HR IT management system. This new programme will ensure that everyone in Rentokil Initial is treated fairly and consistently and given the opportunity to improve.

We have also aligned behind a new set of values – service, relationships and teamwork – across the group. These values were identified by colleagues and provide the guiding principles for delivery of the strategic plan.

Throughout this year's Corporate Responsibility Report we have provided practical examples of where our values are linked to business activities, which in turn demonstrate our corporate responsibility.

Finally, in 2008, for the fourth year running, Rentokil Initial was amongst the leading 100 companies in the Business in the Community Corporate Responsibility Index. In addition, I'm pleased to report that we continued to be ranked in the top ten out of the 70 worldwide companies in the Support Services sector of the Dow Jones Sustainability Index – our overall score has continued to improve year on year.

Nevertheless, we recognise that such achievements are only at a point of time. We need continuously to review and improve our performance across all our corporate responsibility activities. Despite progress, we have a long way to go to get to best in class, particularly in areas such as health and safety.

We're at the start of a new plan with clear goals for the benefit of our colleagues, customers and shareholders. I am determined to ensure that it will deliver positive results and that we execute the plan in a fair and responsible manner.

I look forward to updating you on our progress.



Alan Brown
CEO
Rentokil Initial plc

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Doing what's right for colleagues and customers



Andy Ransom

Executive Director, Corporate Development, with board responsibility for Corporate Responsibility



In my first year with Rentokil Initial, I have been very pleased to discover that our colleagues around the world have great commitment to customers as well as to their own teams. What we need to do next is to ensure that in the future we have the systems and processes in place to focus this commitment and expertise for the good of all stakeholders.

Alan Brown has already described some of the initiatives we have put in place to address the challenges we faced at the beginning of the year. These include developing a strategic plan to improve all areas of the company including HR, IT, Finance, but most importantly, Customer Service. However, we have much to do to put our own house in order.

We are spending a significant amount of time and effort to ensure our systems and processes are fit for purpose. A new standard operating framework is under development to ensure the consistency of approach that an international business should maintain. We will simplify, standardise, optimise and automate wherever we can.

The company was built by local people serving local customers through our network of over 1000 branches using local know-how. We intend

to return to this fundamental way of working, but within a standard operating framework and with clearly-communicated success criteria.

At the heart of our approach to corporate responsibility are considerations of what's right for our colleagues and customers, and the vision and values which underpin our company (see page 10). This is not to ignore other stakeholders, but to focus on linking responsible business practice to our day-to-day business activities.

For instance, of great importance to colleagues and customers are the company's sustainability activities which focus on reducing water and energy usage, and improving product stewardship. We are taking action in many areas across our business. To give just a few examples:

- The introduction of energy and water efficient processing equipment in UK Washrooms which will deliver a saving of fresh water usage of 50%
- A trial in Initial Facilities Services to replace waste sacks with 100 per cent biodegradable bags which so far has resulted in 350,000 sacks – equating to more than 19 tonnes of plastic – exchanged for an eco-friendly alternative

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Key Performance Indicators	2008	2007	▲ Improvement ▼ Deterioration
Colleague engagement Improvement in colleague engagement score (surveyed across Rentokil, Ambius, Specialist Hygiene and central functions)	73%	72 %	1%▲
CO₂ emissions Reduction in kilogrammes per employee (on a like-for-like basis)	2,829	2,862	1.1%▲
Water consumption Reduction in litres per kilogramme of textiles washed	13.74	14.40	4.6%▲
Work related accidents Reportable accident / 1,000 FTEs	12.02	13.15	8.6%▲
Health & safety scorecard % business units populating this management system	93%	76%	22.4%▲
<div><div><ul style="list-style-type: none">• Colleague engagement score based upon 9000 people surveyed across Rentokil, Ambius, Specialist Hygiene, Support Services and central functions. Scores are calculated by Hay Group based upon answers to 5 key questions within the annual survey.• CO₂ emissions – calculated as kilogrammes per employee on a like-for-like basis</div><div><ul style="list-style-type: none">• Water consumption – calculated as litres used per kilogramme of textiles washed• Work-related accidents – based on all UK businesses• Scorecard management system – based on % business units populating this system</div></div>			

- The launch by our Initial business in New Zealand of an Eco-Care range of hygiene products and its “Think Green, Live Green” initiative to support World Environment Day
- The review and registration of 400 pest control product substances under the European REACH Directive (a statutory process for the registration, evaluation, authorisation and restriction of chemical usage) ahead of its November 2008 deadline

An example of the way in which we link our values of teamwork, relationships and service to our day to day business activities is that of our Rentokil China team and their work for the Beijing Olympics, described in the case study in the Marketplace section.

I’m pleased to report, improvements have been made across all of our corporate responsibility KPIs, as you can see in the chart above.

Another important programme under development is refreshing our corporate policies and procedures and ensuring that they are properly communicated across the businesses. As part of this process we are re-launching core business principles in a Code of Conduct which

colleagues will be expected to abide by in their daily dealing with other colleagues, customers and all stakeholders. This Code will be fully aligned to the company’s newly developed values and behaviours.

Finally, we have to ensure that the safety of our colleagues and customers is our paramount concern when it comes to our methods of operation. Our health and safety scorecard system is now operating in all divisions. It is enabling us to identify areas for improvement and issues – and to act upon them. However, we intend to place even greater focus on health and safety over the next three years.

We’ll keep you informed of our progress in this vitally important area.

Andy Ransom
Executive Director
Rentokil Initial plc

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Highlights

Third-party recognition provides an objective view of the effectiveness of our corporate responsibility approach. Taking part in award programmes and Corporate Responsibility indices gives us the opportunity to compare our activities against others. Opposite are some of the organisations that recognised our achievements during 2008.



Companies that Count
Ranked in the leading 100
companies



2008 Fleet Safety Forum Awards
UK fleet won the 2008 Safe Vehicle
Award, awarded by Brake

CARBON DISCLOSURE PROJECT

Carbon Disclosure Project
Carbon Disclosure Project listing
for the second time



Learning and Skills Council
Extended relationship through
national contract



Dow Jones Sustainability Index
Ranked in the global top ten in
support services sector



British Safety Council
International Safety Awards won
by Initial Facilities Services and
Initial Building Services



Fibre Citoyenne
First French textiles company to
meet Fibre Citoyenne standards



RoSPA
5 Gold and 11 Silver Awards for
health and safety performance



Investors in People
Retained accreditation



UK Skills Pledge
One of the first companies to
sign up

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Taking action in 2008

1.1%

reduction in CO₂ emissions

250

UK drivers took part in safe and efficient driving courses

606

colleagues took part in training which delivers a formal qualification; over 1500 since 2005

4.6%

reduction in water consumption

94%

colleague engagement survey response rate

700

UK pest control employees took part in financial skills workshops, run in association with the Financial Services Authority

8.6%

improvement in work related accidents per 1,000 FTEs

98.5%

rate of service delivery success in City Link, a substantial improvement

2,300

employees have completed or are in the process of completing an EU competition law interactive training programme

16

RoSPA Awards

93%

of business units reporting health and safety against a standard scorecard

£60,000

raised by City Link employees to support Chase hospice care charity

20

European countries took part in the customer survey by Initial Textiles

400

product substances used in pest control were reviewed and registered under the EU REACH Directive

£142,000

charitable donations by Rentokil Initial

73%

colleague engagement score in Rentokil and Ambius

350,000

sacks – equating to more than 19 tonnes of plastic – exchanged for 100% biodegradable bags in a UK Cleaning trial

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Management approach

Rentokil Initial combines the strengths of a global organisation with the flexibility of local businesses, operating within a divisional structure. It operates over 1000 local branches or depots in over 50 countries.



The company's approach towards corporate responsibility emphasises local action to match the needs of individual businesses, while ensuring compliance with group-wide policies in areas such as health and safety, conduct, environment and product management.

Globally, the Executive Director, Corporate Development, has board responsibility for Corporate Responsibility, whilst the Chief Financial Officer is responsible specifically for procurement matters at Board level. The group's Board of Directors review progress related to corporate responsibility matters at least once a year. The Company Executive Board has executive authority for reviewing all aspects of corporate responsibility, implementing action in the operating divisions and reviewing performance.

Since 1999, a broad range of global policies have been in place, these have been updated at various times since and are available on www.rentokil-initial.com. They cover health and safety, environmental management, people matters, relationships with customers and suppliers and involvement with communities.

In 2007, the company reviewed its training requirements in respect of competition/antitrust law. To reinforce compliance with the law and the required business behaviour, during 2007 and 2008, the company introduced a programme to ensure all managers and employees within sales roles undertook an online training programme that had been developed by Integrity Interactive. This programme has been an important means of underlining a proper understanding of what is appropriate competitive behaviour in an increasingly regulated area. The training has three separate components – EU competition law, antitrust law and global competition principles and practices.

To date, nearly 2,300 employees have completed or are in the process of completing the EU competition law interactive training. Around 600 employees are separately undertaking the antitrust law and global competition principles and practices components. In addition senior managers have attended seminars to further explain the need for compliance with this important area of business conduct. New joiners receive this training as part of their induction.

In 2008, the company revised and updated its Code of Ethics and has published an updated statement of principles, available to colleagues via the company's intranet. To provide easy access to all company policies and procedures for employees, the company has developed an extensive online Company Library which is available via the intranet.

Currently under development is a programme to review all policies, launch an updated Code of Conduct and other policies where required, and to ensure that all colleagues have access to the full suite of policies. This will be fully aligned to the company's new set of values and behaviours.

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Mission, vision
and values

Our mission:

To deliver added value services to our customers in Pest Control, Washrooms, Textiles, Facilities, Plants and Parcels through our network of over 1000 branches

Our vision:

We want to be the best at what we do by doing what's right for our colleagues and customers

Our values:



Service



Relationships



Teamwork

During 2008 Rentokil Initial developed and began to articulate its mission and vision. It also developed values and behaviours by listening to the views of colleagues around the world – these are being aligned to the company's business activities and strategic plan.

Focus groups took place in all divisions and in a variety of locations including Nottingham, Camberley, Harlow and London in the UK, Chicago and Reading, Pennsylvania, in the USA as well as in Hong Kong, Johannesburg, Sydney, Paris, Amsterdam

and Lisbon. Each group consisted of 10-12 colleagues, across a variety of roles, and were conducted in local language. The independent facilitators reported that they had rarely seen such passion for customer service.

The response was very clear and has given the company an important set of guiding principles. Three values and their associated behaviours were identified. The values will be adopted by every business and fully aligned to the performance review and colleague engagement research programmes.

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Company overview

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Rentokil Initial is one of the most diverse support services companies in the world. Its businesses operate in a wide range of markets including textiles and washroom services, pest control, interior plants and artwork, office and retail cleaning, facilities services and parcel delivery. It is a service organisation, predominantly in the business to business sector. The company's services are available in over 50 countries and it employs over 78,000 colleagues. In 2008, annual turnover was £2.4 billion.

The company's mission is to provide added value services to customers. The company adds value by providing industry leading levels of customer service, internal and category insight, the highest standard of professional advice and quality of end-to-end customer relationship management.

Under the corporate umbrella sit several brands representing consistent quality of service in specific market sectors. These include Rentokil (global), Initial (global), Ambius (global), Pink (Australia), JC Ehrlich (USA), Presto-X (USA) and City Link (UK).

In 2008, the company announced its intention to establish category management teams within the pest control and washroom services divisions so that product development and stewardship, marketing, technical and regulatory services can be coordinated globally. This approach will enable transfer of best practice and enhance the leverage of global operations for the benefit of colleagues, customers and shareholders.

The following table shows the company's geographic spread of continuing operations, by turnover and number of employees:

	% of turnover	% of employees
UK	44%	62%
Continental Europe	39%	21%
North America	8%	4%
Asia Pacific	8%	11%
Other	1%	2%

The following table shows the sizes of the company's market sectors in terms of revenues and numbers of employees:

	% of turnover	% of employees
Initial Textiles & Washroom Services	29%	12%
Initial Facilities Services	26%	58%
City Link	16%	8%
Rentokil	15%	9%
Rentokil Initial Asia Pacific	9%	10%
Ambius	5%	3%

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Company overview

The company's divisions and the products and services offered.



Provides a total textiles solution in Continental Europe including work wear, reception wear and other types of specialist garments, and flat linen. It offers a rental service and will collect, repair, clean and return each item in time for the start of business.

Its washroom services provide a full suite of corporate washroom solutions such as auto rolls, air fresheners, female hygiene services and 'no touch' hand dryers.



Designs, installs and services both interior and exterior plant displays, flowers, replica foliage, holiday décor, ambient scenting and wall art for commercial businesses.



Provides a wide range of cleaning and facilities services to organisations of all sizes and in all business sectors. One of the UK's leading contract cleaning companies. Also provides washroom and specialist hygiene services in the UK.



One of the UK's leading providers of express parcel delivery services. Its operations include parcel sorting hubs, which are linked to its local collection and delivery depot network across the UK.



Provides effective and innovative pest control services and products for business and residential customers. Global leader.



Provides pest control, washroom, floormats, IT/office hygiene and tropical plant services. Operates across 16 countries.

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Company locations

These maps show the geographic coverage of each division.



Countries in which we operate:

Austria
Australia
Bahamas
Barbados
Brunei
Belgium
Canada
China
Czech Republic
Denmark
Estonia
Fiji
Finland
France
Germany
Greece
Guadeloupe*
Guyana
Hong Kong
India
Indonesia
Ireland
Italy
Jamaica
Japan
Kenya
Libya
Lithuania
Luxembourg
Malaysia
Martinique*
Mauritius
Netherlands
New Zealand
Norway
Philippines
Poland
Portugal
Réunion*
Singapore
Spain
South Africa
South Korea
Slovakia
Sweden
Switzerland
Taiwan
Tanzania
Thailand
Trinidad & Tobago
United Kingdom
USA
Vietnam
Zambia

*French overseas regions



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Company impacts

Potential corporate responsibility impact areas, with examples of where they may arise.

	Impacts	Examples of possible occurrences
Environment	Waste management	Packaging materials for parcel delivery and office waste from cleaning services
	Energy management	Energy used in offices and service centres
	CO ₂ emissions – process	Laundry plants and greenhouse operations
	CO ₂ emissions – vehicles	Parcel delivery fleet and local service delivery fleet
	Water usage	Laundry plants and green houses
	Toxic materials	Materials used in pest control processes
Workplace	Health & safety	Slips, falls and working at heights in service delivery
	Employee engagement	Mobile employees working away from branches
	Employee skills development	Technical skills for specialist areas and leadership skills for team management
Marketplace	Customer service delivery	Management of service teams operating on customer premises
	Product stewardship	Correct labelling (with instructions) of products used by employees and customers
	Responsible sourcing	Procurement of textiles from the developing world
Community	Integrated community investment	Employee volunteering linked to corporate giving

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Doing what's right for the environment



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Environment

In 2008, Rentokil Initial continued to improve on its environmental performance showing reductions in water usage and CO₂ emissions. The company has improved its performance every year for the last five years.

The company's investment to improve environmental performance benefits both the company and its customers. In Textiles & Washroom services the investment in new processing facilities in Belgium and the UK came fully on stream in 2008. Other initiatives range from Ambius publishing research on the benefits of plants in the workplace to the introduction of biodegradable waste sacks in UK Cleaning, and biodegradable waste care bins in Initial Hygiene, New Zealand.



Approach

Many of the company's businesses provide services on customers' premises which limits the company's overall property environmental impact. As a consequence the environmental focus is on those key areas where the potential effect on the environment is more significant, including:

- Use of energy in laundry and washroom processing plants
- Use of water in laundry plants
- Use of energy by the vehicle fleet
- Chemicals used as part of the services or processes

The company's environment policy is supported by good-practice procedures which are set out in the environment section of the corporate website www.rentokil-initial.com. These procedures set out specific guidance in key environmental impact areas and include checklists, examples and supporting material. The company will be reviewing these procedures in 2009 to ensure that they remain relevant and in tune with the company's operational agenda.



Performance indicators

The company's environmental KPIs focus on energy, and hence CO₂ emissions, for both its processing plants and vehicles, together with water consumption in laundry plants.

Performance area	Key Performance Indicators	▲ Improvement ▼ Deterioration
CO ₂ emissions – on a like-for-like basis	2829 kilogrammes / employee	1.1% ▲
Water consumption	13.74 litres used per kilogramme washed	4.6 % ▲

Note:

- CO₂ emissions – calculated as kilogrammes per employee on a like-for-like basis (year-on-year change)
- Water consumption – calculated as litres used per kilogramme of textiles washed (year-on-year change)

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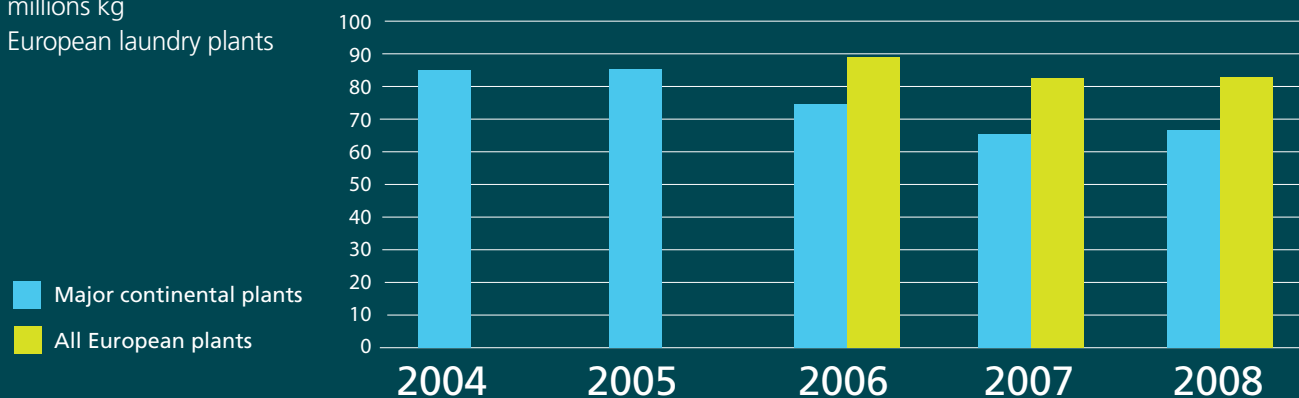
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Environment

Carbon dioxide emissions
millions kg
European laundry plants



Extended CO₂ reporting

In compiling this year's environmental data, the company has moved to an information system that is linked to its accounting system. As a result, the company has improved the quality of collection of energy usage data across the group. For 2008 the total emissions data is based upon operations representing over 96% of the company's colleagues. Extended reporting includes all fuel used by the company's worldwide fleet of vehicles. Throughout the group, 70% of the fuel used in vehicles is diesel, and almost 100% in its UK service vehicle fleet.

CO₂ emissions

On a like-for-like reporting basis, in 2008 Rentokil Initial decreased its emissions per employee from 2,862 to 2,829 kilogrammes – an improvement of 1.1% year-on-year.

The company's total CO₂ emissions were 273 million kilogrammes (equivalent to emissions of 3463 kilogrammes per employee). However, as a result of the extended reporting the 2008 figure includes additional emissions data that has skewed comparisons with the reported 2007 emissions of 264 million kilogrammes. Therefore, to enable stakeholders to assess actual performance, the company has recalculated its CO₂

emissions on a like for like basis, extracting those operations newly included as well as any operations that were included in last year's reporting on the basis of estimates, for which accurate data is now available.

Whilst total CO₂ emissions showed a small overall year-on-year increase, this is the result of an increase in textiles production volumes overall of 3%. As a guide, to take this increase into account, the normalised data of emissions per kg of product washed in 2008 fell by around 2.5% compared with 2007.

CO₂ emissions in European Textiles

Whilst CO₂ emissions data has been collated by the company since 2000, its reporting of the KPI of kilogrammes per employee commenced in 2006. Prior to this, its emissions reporting focused only on the major European businesses, particularly the textiles laundry plants which remain a major source of CO₂ emissions within the group.

The company's textiles processing plants are currently responsible for 32% of the company's CO₂ emissions (2007 – 31%).

The chart above shows the trend since 2006 for all European textiles

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CO₂
emissions

2,829

kilogrammes / employee

1.1% ▲

improvement on a like for like basis

Water
consumption

13.74

litres per kilogram of laundry washed

4.6% ▲

Improvement

plants (including the smaller plants in Austria, Czech Republic and Spain), showing a 7% reduction in emissions (with 2008 emissions being at the same level as 2007).

The chart also shows the trend in emissions of the major European textiles plants (in France, the Netherlands, Germany and Belgium) showing a substantial 22% reduction in emissions since 2004 but an absolute increase of 2% in 2008 as a result of an increase in production.

Excluded from these figures are the new processing plants introduced into Initial Washroom Services in UK. These operate at almost double the emissions efficiency of the older plants in Europe. For future years, the company will incorporate the emissions of these plants in its total emissions data.

Air Travel

In addition to extending operational data collection, the company is beginning to capture business air travel data. At present, data has been captured for the company's head office and UK operational managers – UK colleagues represent over 60% of worldwide employees. The figures for kilometres travelled and related CO₂ emissions are as follows:

	Kilometres travelled	Related CO ₂ kg emissions
2008	7,389,797	870,000
2007	6,791,197	794,165
2006	6,834,932	814,833

Because these figures relate to only a proportion of the company's operations, the CO₂ emissions have not been included in the overall figures quoted above.

Carbon Disclosure Project (CDP)

In 2008, Rentokil Initial completed the CDP 6 submission, obtaining a disclosure percentage of 68% in the CDP Leadership Index (above the sector average). Full details of the submission can be found on www.cdproject.net. As a result, for the first time, the company is reporting carbon emissions against the Green House Gas Protocol scopes.

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* CO2e is an abbreviation of "carbon dioxide equivalent" and is the internationally recognised measure of greenhouse emissions



The chart below shows the company's emissions for scopes 1 and 2, carbon intensity and the total electricity used by its businesses.

	2007	2008
Scope 1 – CO ₂ e emissions – tonnes	223868	246862
Scope 2 – CO ₂ e emissions – tonnes	34838	26229
Totals	258706	273091
Carbon intensity (scopes 1 & 2) per US\$m of turnover	58.59	61.17
MWH of electricity	81018	82989

Water consumption

As with CO₂, previous measurements of water have focused on those of the major European textiles laundry businesses. This was extended in 2006 to incorporate water consumption data from all European laundry plants.

In 2008, the water consumption, based on kilogrammes of laundry washed in all of the company's plants, fell by 4.6% to 13.74 litres (2007 – 14.40 litres). See chart above.

This improvement has been the result of major management initiatives in laundry processing. For instance, a significant factor in this year's improvement is the introduction of the Lokeren plant in Belgium. The Belgian operation achieved a 12.5% year-on-year improvement in average water consumption.

It is also relevant to point out that the new plant introduced into the UK Washrooms business (referred to later in the case study) operates at a far higher level of efficiency for water consumption. For future years, the company will incorporate the water consumption of these plants in its overall water consumption.

Environmental initiatives

Delivering excellent service to customers includes having the right environmental processes in place and providing services that incorporate environmental innovation.

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Initial Facilities Service (IFS), having gained ISO14001 for its operations in 2007, has recently undertaken a full study of all its business centres to calculate the environmental footprint of each building, with the objective of being accredited to the ISO 14064 standard in 2009. This included reviewing the software used to record all environmental data and costs and to ensure that all IFS businesses have the system operational.

In addition, IFS made a formal application to register with Verify. This provides safety, health, environment and quality assessments on behalf of over 30 utilities and nearly 40 of their contracting partners in order to qualify their supply chain through a standard assessment of their management systems and site performance. During 2008, IFS received its Level 2 audit certificate, based on an audit carried out at a major utility company's site in Warrington. The auditor commented that this is an excellent achievement as IFS's scoring was much higher than is normal for this industry.

In the support services sector, delivering excellent service to customers can often require a close partnership with suppliers to ensure that product innovation is encouraged. For example, Initial Hygiene in New

Zealand has worked exclusively with Disbin to produce a range of biodegradable, disposable sanitary and waste care bins. As a result, Initial Hygiene can now offer its customers in New Zealand and Fiji an Eco-Care range of sanitary and waste-care bins that requires no water for washing, no harsh chemicals for cleaning and has a reduced fossil fuel impact at the distribution stage.

Ambius has recognised that its customers would benefit from a greater understanding of the impact of the use of plants in office environments on their staff.

In the UK, the University of Exeter was commissioned by Ambius to examine the psychology of office space, including the means by which plants and art objects can be used to enrich the working lives of people based in these offices. One output of this research was that those individuals who help design their own work space are about 30% less likely to suffer "sick building syndrome" than those whose input is ignored. Similarly this research showed that people who contribute to the design of their own work space perform significantly faster, with no loss of accuracy and are far more content than colleagues denied their say.

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Research carried out in Australian universities has shown that several common species of interior landscape plants have the ability to remove volatile organic compounds such as benzene and hexane, which could act as a pollutant to an office atmosphere. Similar studies have shown that certain plant species are particularly beneficial in reducing CO₂ concentrations – which can induce drowsiness if found in excessive quantities.

To help its customers better understand the impact of research findings such as these, Ambius has introduced a series of White Papers. The first of these, “Plants in Green Buildings”, provides an in-depth perspective of how interior landscaping can be used as part of a recognised green building management system.

This year Rentokil pest control continued to develop a globally aligned approach, including the establishment of a global technical team, covering the four areas that were regarded as being key to the success of the business – fumigation, technical competence, product authorisation and termite control.

Environmental management

The company’s approach to environmental management is through building strong relationships between colleagues, customers and suppliers, and communicating the benefits of sustainability.

For example, in New Zealand, sustainability is considered to be of great importance for the hygiene business. As well as launching the Eco-Care range of hygiene products referred to earlier, Initial launched an internal communication campaign “Think Green, Live Green” as part of its support for the World Environment Day. This campaign encouraged employees to take the step from “thinking green to living green” as part of its commitment to sustainability. The communications programme included both the provision of badges and posters for display throughout the business.

In the UK, the company’s vehicles are managed by a fleet management supplier, Lex. In a series of joint initiatives, Lex and Rentokil Initial’s UK fleet team have introduced schemes such as safe and efficient driving courses for service delivery drivers. Over 250 colleagues took part in this training programme in 2008. In addition, they have jointly reviewed

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the vehicle choice list to focus on lower emission vehicles and launched a series of 10 posters, aimed at company vehicle drivers, intended to help them understand how they can reduce fuel consumption through better driving practices. The poster shown on the left encourages drivers to minimise the use of air conditioning, which can increase fuel consumption by up to 3%.

The company's pest control business in the UK continues to evolve its relationship with the Universities Federation for Animal Welfare (UFAW). It recently participated in the development of a UFAW paper that considers ways of improving control methods used in the UK for the management of rodent infestations. One of the main conclusions in the paper (entitled "Guiding principles in the humane control of rats and mice") is that the world lacks an ideal method for rodent control. However, UFAW recognised the role that new technologies, such as the RADAR unit from Rentokil, can play in improving the animal welfare aspect of control. The business's ongoing involvement with UFAW demonstrates that it is constantly looking for new ways of controlling pest infestations that are effective and at the same time as humane as possible. The RADAR unit, which uses carbon dioxide rather than traditional poisons, is just one example of this approach.

Rentokil has also continued its focus on its Authorised Product List (APL), of which, its listing of Alphachloralose (referred to in the Marketplace section) is a significant part. APLs are now in place for every pest control operating company worldwide. The benefits of this approach include ensuring there is control over the compliance aspects of the use of chemicals, as well as harmonisation of products (including working with suppliers to ensure registration of suitable products in different parts of the world). Now the business is moving on to harmonisation of approaches using the APL products, and the authorisation of equipment usage. The APL approach is now being extended to other businesses in the group.

A significant event in environmental management for the European operations of the group was the requirement to ensure that all chemical products used were registered under the REACH Directive. As the company produces very few of the chemicals it uses, the process involved each relevant business manager contacting their substance suppliers to establish whether the supplier would be pre-registering the substances used within the timeframe.

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350,000 = 19 tonnes

plastic waste sacks replaced with 100% biodegradable bags

The responses were varied and some suppliers had to be educated about REACH before they could respond. The approach ensured that all substances used were either exempt from pre-registration and registration, or that the supplier had plans in hand to register.

The next stage is to keep in regular contact with suppliers to ensure the company's uses for each substance are included in the relevant registration documents and that the registration applications are submitted when required.

In total, over 400 product substances used by the company in its European operations were reviewed and registered.

Reducing Waste

Initial Facilities Services has its own waste management software – ecologic – for use by its customers. This is an integrated software programme that involves a waste audit, waste planning, implementation (including employee communication), tracking and reporting. The results are a continuous improvement process that offers customers cost saving in resources used, savings on waste disposal, “duty of care” management and waste management reporting.

As well as providing this support, IFS has begun to replace plastic waste sacks with 100 per cent biodegradable bags to reduce the impact on landfill sites. The initiative, currently under trial with one major customer, has resulted in 350,000 sacks – equating to more than 19 tonnes of plastic – exchanged for eco-friendly bags that break down within a year rather than hundreds of years required for normal plastic. Effective teamwork between IFS employees and those of its customers ensures waste is segregated to ensure effective waste management. This has already resulted in recycling of 63 per cent of all waste generated from one customer's office complex.

In last year's Report, the company reported upon City Link's introduction in 2006 of a formal recycling system at its sorting hub. This system ensures that all wooden pallets and damaged metal pallets are recycled, with other procedures in place to recycle paper, cardboard and plastic, together with toner cartridges. This has now been extended to both its hubs and its five operational centres, together with its head office in Camberley and its northern regional office. Paper, toner cartridges, wood, redundant cages, IT equipment and aluminium cans are segregated at a number of locations for collection by various companies for re-cycling,

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whilst baling equipment for shrink-wrap material and cardboard are located at the operational centres.

The business's approach to re-cycling has been introduced and developed separately within its two networks (City Link and the acquired Target Express) in the past using a number of suppliers, but arrangements are now in place to develop and co-ordinate a system and control in partnership with one supplier as the two networks become integrated. This will ensure an increase in the overall re-cycling of as many materials as possible and reduce the amount of waste for landfill and on-site collection journeys by various suppliers.

In a different aspect of waste management, City Link's new agreement for temporary labour has resulted in the reduction of paper usage, moving from c. 15,000 paper invoices per annum to 52 electronic invoices. With other consolidation in this area City Link has removed c. 30,000 paper invoices. Clearly, this also has a significant benefit in terms of management time and effectiveness.

Within pest control, the Authorised Products List co-ordination (referred to earlier) has led to a better management of waste. In addition,



by extending the APL to cover equipment, increased environmental improvements have been possible. For example, bait boxes are now made with recyclable components instead of plastic and the design has been improved to enable better modes of transportation.

During 2008, Rentokil Initial developed a new waste awareness programme called "Be a Hero, Waste Zero". This was designed to reduce the waste and environment impacts by changing behaviour amongst our colleagues. Materials have been produced for colleagues to take home as the programme encourages everyone to "waste zero" at home as well as at work or on the road. The programme will be piloted in Initial Washroom Services, Rentokil Pest Control and Ambius in the UK. It is also open to customers, suppliers and other stakeholders to take part. A website has been set up for the sharing of ideas and to download artwork: www.beaherowastezero.com.

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Case study

50% reduction in fresh water usage

In Initial Washroom Services in the UK, the introduction of Revolution continuous roller towel processing equipment and PowerTrans dust mat laundry process equipment has been extended from the original pilot in Birmingham to include its other processing plants in Reading and Glasgow.

The business now has a total of 22 Revolution and 45 PowerTrans processing equipment units. This has doubled its total processing capacity with significant benefits. As a result of incorporating state of the art, microprocessor controlled gas burners in new boilers more natural gas derived energy is converted into steam, resulting in a smaller carbon footprint and lower particle emissions, reducing air pollution.

Similarly, within each item of processing equipment, there are far less moving parts than the existing laundry machinery and where drive is required the motors chosen by the business are of much less horsepower. The net effect of using this equipment is to dramatically reduce the demand for high current supply and to provide a much lower operating demand.

Another benefit of the newly installed range of processing equipment is that it delivers a saving in fresh water usage of 50% against the use of conventional laundry machinery.

The business is continually looking for process improvements, and has already achieved a 6% increase in throughput of the Revolution processing machinery.

In addition, in development, a water recovery and re-use system will be introduced in early 2009. This system serves to recover and re-use 80% of the waste water from the processing machinery, and reducing effluent discharge. The system will also provide an element of heat recovery further reducing gas usage. It will also recover any unused process detergent, for subsequent reuse within the process equipment.



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In 2008, Rentokil Initial undertook a major programme of engaging with colleagues to identify the values and behaviours that are right for the company. The company listened to its colleagues and has begun to align the values. They are integrated within the company's strategic plan which also includes a significant investment in HR, IT, Finance and other functional systems and processes.

Skills development remains of great importance to the company. Since 2005 Rentokil Initial has delivered accredited NVQ or Skills for Life training to over 1,500 employees across a wide range of training requirements. In 2008, individual businesses continued programmes to enhance the skills of employees and took action on feedback from extended colleague engagement surveys. The company underlined its commitment by signing the UK Government's Skills Pledge and National Employment Partnership.

Key Performance Indicators

Results from "Your Voice Counts" colleague engagement survey 2008

▲ Improvement

▼ Deterioration

2008 performance

Overall colleague engagement score	73% ▲
Number of colleagues surveyed to measure colleague engagement	9,225 ▲
Core questions	
"Opportunity to achieve career goals in the company"	+5% ▲
"I get a fair return for what I give to the company"	+6% ▲
"I have the tools and equipment I need to do a high quality job"	+3% ▲
"I believe that action will be taken as a result of this survey"	+1% ▲
"Individuals are treated with respect within the company"	+3% ▲

Approach

As indicated in last year's Report, around 50% of the company's operating expenses are represented by people costs. Ensuring colleagues are committed and motivated is important to the delivery of a quality service to customers.

Rentokil Initial has an all-encompassing Code of Ethics as well as a range of policies, which deal specifically with employees and the people we come into contact with, such as customers and suppliers. All these policies are available to download from www.rentokil-initial.com, including:

- Code of Ethics
- Fundamental Rights of Employees
- Equal Opportunities and Diversity
- Job Security and Wealth Creation
- Code of Employee Remuneration
- Training and Employee Development
- Relationships with Customers and Suppliers

An updated Code of Conduct is under development and will be launched in 2009 as well as a review of all group-wide Workplace policies.

In addition, the company has introduced a new HR strategy to improve the quality of its HR systems and processes and to ensure consistency and fairness across all operating companies. This includes the introduction in 2008 of a global grading and performance management programme across the group. More recently a single HR community has been established bringing the entire HR function into a single unified team working as a business partner to each division and sharing best practice across divisions.

Performance indicators

In 2008 all core colleague engagement scores improved year-on-year (shown above). This survey, carried out amongst 9,225 colleagues (up from 8,265 in 2007) also saw a higher rate of participation to 94% (up from 92% in 2007).

As part of the strategic plan, the company intends to extend the survey to all divisions and all countries of operation. This will begin in 2009.

The company has also set a target of improving the overall colleague engagement score on a like-for-like basis (up from 73% in 2008 and 72% in 2007). In addition it aims to improve sales colleague retention (63% in 2008) and service colleague retention (66% in 2008).

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Workplace initiatives

HR Strategy

In 2008 the company developed a new group-wide HR strategy to build upon the many positive initiatives introduced by the HR teams at a divisional level such as skills development programmes, employee engagement programmes and communications. The new approach introduces a “OneHR” strategy with greater consistency of approach, systems and sharing of best practice across the group. There will also be co-ordinated colleague engagement research presenting a consistent measurement across the group, division, business, branch network and local teams.

Investment in HR is at the heart of the company’s strategic plan to “enhance the capability of the company”. By developing the capability of the organisation and building a strong framework in which everyone will operate, HR will support the company’s vision – “to be the best at what we do by doing what’s right for colleagues and customers”.

As a result, HR professionals across the company are introducing a series of framework initiatives that will benefit employees in every operating company during 2009. These include:

- **Global grading scheme:** this new programme will ensure that everyone in Rentokil Initial will get a grade that is comparable across the company, and is based on a consistently applied evaluation approach.
- **New HR information system:** previously HR information was only held at a local level, which meant that cross divisional HR programmes were often difficult to implement. Now, initially at manager level, a people-management system will be introduced to centrally manage HR information, and, as a result, enable better co-ordination of company-wide initiatives.
- **Consistent talent and performance management process:** the focus of this initiative is to ensure that everyone will have regular Performance & Development Reviews with their line manager, setting clear objectives for the year ahead.

Within the HR strategy, six management competencies have been identified – Deliver Results, Act Commercially, Manage Self, Coach and Develop, Work with Others and Display Leadership – that ensure employees have a shared understanding of the company’s required standards to underpin the values of Service, Relationships and Teamwork. Each competency has been clearly articulated, for example, “Display Leadership” is defined as the ability to inspire others

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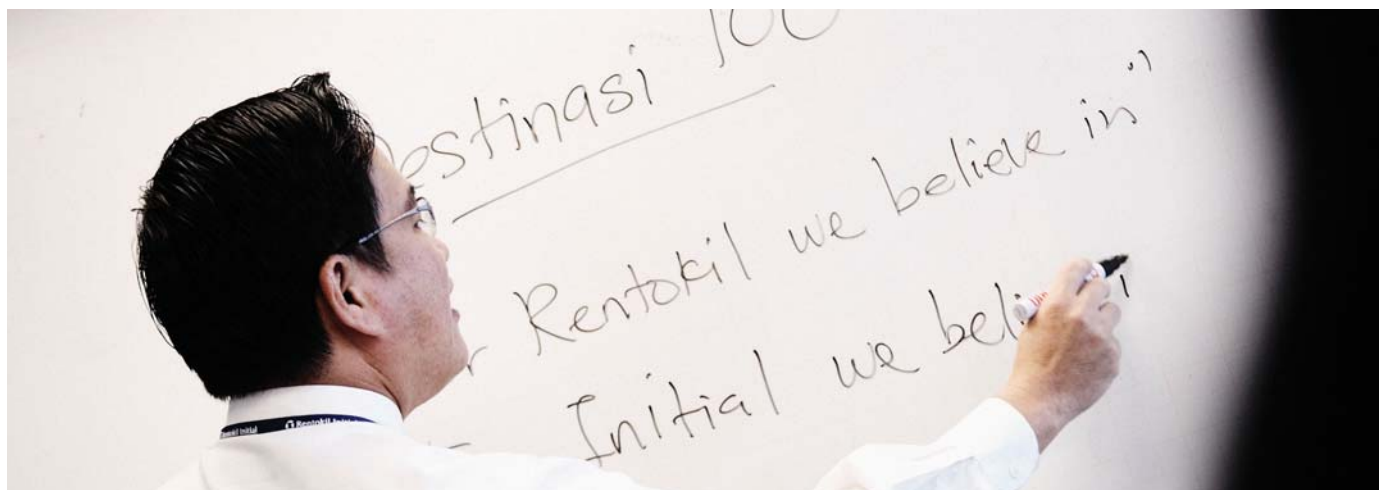
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to achieve Rentokil Initial's objectives and to hold them accountable for high standards of performance. A continual and consistent review process is being implemented that focuses on developing these six core competencies to ensure employees are given the necessary focus, support, motivation and training.

The benefits of these initiatives include:

- A consistent framework for core HR processes
- Central management of HR information for managers
- A fair system for grading and role sizing
- Consistent performance and development reviews
- Effective talent management

The new HR initiatives commenced in late 2008 and the framework will be rolled out throughout 2009 as part of the strategic plan for the company.

Skills training

Rentokil Initial's focus on skills training as key to delivering customer service is exemplified by the company's signing of the UK Government's Skills Pledge by Alan Brown, Chief Executive. The Pledge was proposed in the Leitch report and initiated by the Secretaries of State for Work and Pensions and for Innovation, Universities and Skills.

It represents a voluntary but public commitment by signatory companies to support their employees to develop their own skills and, as a result, to enhance their ability to make a full contribution to the success of their organisation. The Skills Pledge commits employers to ensure that every eligible employee be helped to gain basic skills such as literacy and numeracy and at least a Level 2 NVQ qualification.

Since 2005, Rentokil Initial has delivered accredited training for over 1,500 UK-based employees across a wide range of training requirements including numeracy and literacy skills, customer services and administration.

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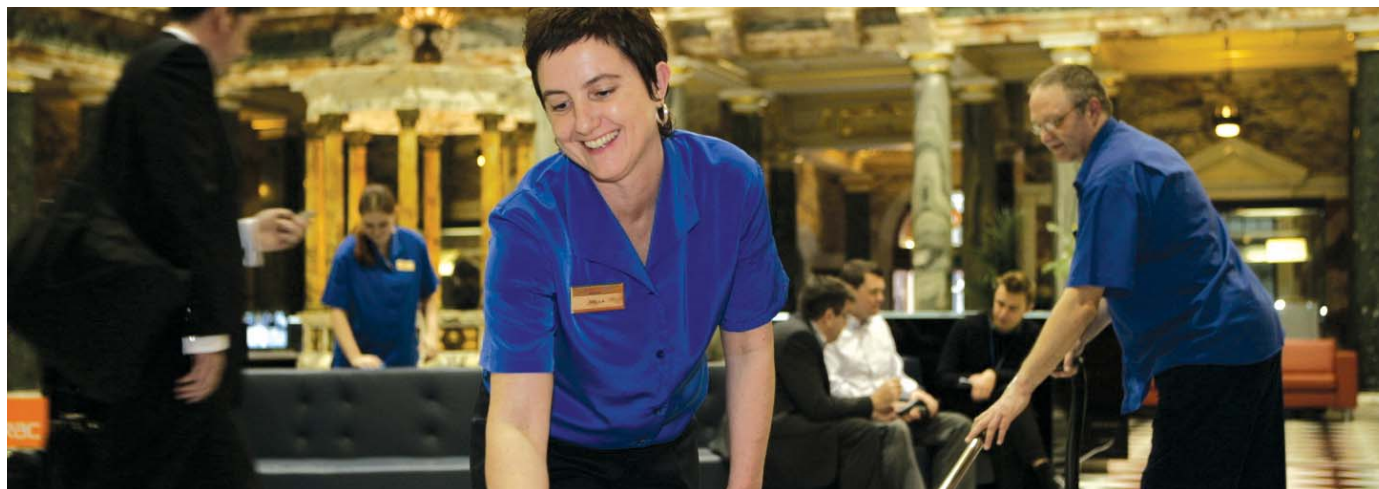
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Initial Facilities Services (IFS) has taken the lead in developing NVQ and Skills for Life training since 2005. It provides its employees with a wide range of training schemes:

- **NVQ Level 2 and Level 3** – covering skills required for customer service, management and hospitality services
- **VRQ Level 2** – covering skills required for health and safety good practices, infection control and equality and diversity
- **Skills For Life** – helping to develop skills amongst the more disadvantaged of its workforce, including literacy and numeracy skills as well as developing English language skills for Speakers of Other Languages (ESOL)

The programme, undertaken in association with the Learning and Skills Council, includes an analysis of training needs for each business area. This analysis also identifies the appropriate skills development and qualification requirements for each of the business areas. Since IFS's workforce comprises a high percentage of low-skilled workers, these training courses have a direct benefit in helping the business to achieve its commercial and service objectives.

An example of this direct benefit is that of the ESOL courses, where the objective is to make it easier for workers in need of support to gain the functional English language skills they need to do their job effectively. This is particularly relevant in ensuring that these employees are able to relate well in matters of customer service, as well as operating in a safe and healthy manner. Not only do these courses benefit the employee in their working life, but they also help them integrate more successfully into society.

These training programmes are part of IFS's overall "Step Ahead" agenda, designed to recognise the full potential within its workforce. The training courses and skill initiatives (including graduate development programmes) are designed to offer all levels of employees the opportunity to achieve new qualifications, and deliver the best levels of customer service.

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Workplace

1,500
employees
gained
accredited
training in
the UK since
2005



In the 12 months between March 2008 and March 2009, 606 employees within the Initial Facilities Services took part in training which delivers a formal qualification. 457 NVQ qualifications and 149 Skills for Life qualifications were trained for and successfully awarded.

The Lancaster Office Cleaning Company, part of Initial Facilities Services that operates almost exclusively in the financial districts of London, also invests in training. In 2008, Lancaster, previous winner of the Kimberley Clark Golden Service Awards for its training programmes, opened its new training academy in Canary Wharf, London (shown above). The academy has specific training environments to cover the range of possible cleaning tasks, such as in hotels, kitchens, offices, washrooms and flooring. For the latter, the academy provides a wide range of flooring types on which students can be trained. It also provides training for the potential hazards that may arise, such as cleaning skills for dealing with blood and bodily fluids and sewage cleaning.

Initial Facilities Services has also supported the Asset Skills' Women & Work programme. 162 cleaners attended workshops which covered customer service, support services, hospitality and team leading. The programme is designed to give learners a better understanding of the

type of competencies needed in more managerial or supervisory roles. It is designed to form a valuable part of their career development, equipping them with the right skills to move into management positions in the future. The Women & Work programme not only raised the skills of those participating, but also acted as a confidence booster and motivator.

In 2008, the IFS cleaning team that works on the BP contract in Hull achieved the distinction of being crowned the best cleaning team in the UK when they won the Team Clean Challenge held by UK Skills, which oversees the World Skills UK framework of competitions. The team was assessed on abilities such as work planning and allocation, training and development, estimating and costing and health and safety, as well as cleaning processes, supervision and monitoring.

Teamwork is an important value for colleagues within Rentokil Initial. However it needs to be developed and encouraged. This is supported by team leadership courses as well as the more traditional skills.

In 2008, IFS employees completed 3,500 team leadership and management training days – up from around 1,500 in 2007. To ensure that these courses are delivered to the highest standard, IFS has worked

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with the Institute of Leadership and Management (ILM) to deliver its industry-leading qualifications as an ILM-approved centre.

From the beginning of 2009, all IFS team leadership workshops will have the ILM's external accreditation. Similarly, as part of the Skills Pledge commitment, UK Pest Control has introduced qualifications for middle managers through the ILM programme.

In the UK's Rentokil pest control business, 150 employees have been identified to participate in the Team Leadership NVQ, as part of the Skills Pledge. The business is also acting to improve the skill levels of its technicians, giving each technician a clear career pathway. New technical training programmes (aligned to the current industry qualifications offered by the British Pest Control Association) were launched in the UK to all front line colleagues. These used recognised industry professionals to help facilitate some of the modules. These training programmes include modules to update local technicians, field biologists and all high dependency team technicians to ensure that all existing technicians have been trained to the same standard.



In addition, during 2008 the UK pest control business opened a new training facility in Hampshire. This is the first of its kind in the UK pest control industry and teaches front line colleagues the practical aspects of pest control in a controlled training environment.

At a worldwide level, the pest control business has focussed on improving the capability and competency of its technicians. This has involved establishing technician competency standards, and has been correlated to the introduction of the Net Promoter Score (NPS), described in greater detail in the Marketplace section. Within the pest control business it was identified that the technician's performance is absolutely key to achieving high NPS scores. The five competency standards comprise: the ability to engage with customers (educating and informing them about pest control matters); technical abilities; approach to health and safety; planning and productivity; and attitude to work. These competency standards have been trialled in the UK, Netherlands and Portugal and are now being rolled out on a global basis. The next steps in developing technician competency include supervisor training for appraisal and assessment of technicians. Similar competency assessment is now being planned for the Sales Surveyors within the business (including the use of psychometric evaluation).

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Financial capability workshops

In 2008, the Rentokil pest control division launched a programme of workshops, supported by the country's Financial Services Authority, which are designed to deliver objective and simple financial advice, and improve overall financial capability, by ensuring employees are aware of a wide range of personal finance management matters.

The scheme was designed to target the entire Rentokil UK workforce, both field based and at the various administration locations around the country. The programme was logistically challenging, delivered to over 700 field-based employees in 56 locations supported by 42 FSA presenters. Generally, it was linked to the monthly meeting cycle within branches and was the first time that they had received presentations from external parties.

The content to a large extent was formatted by the FSA to ensure its impartiality and objectivity. However, each session concluded with information about the existing benefits offered by the company to enhance earnings (such as the pension scheme which generally has had a record of low uptake amongst technicians and field sales employees).

Feedback from employees attending the workshops was excellent with over 92% of the respondents saying that it improved their understanding of money matters and 99% saying they would use FSA resources in the future to help with management of personal finance. Benefits perceived by employees attending the workshops included:

- Provision of sound advice that could benefit employees in their everyday lives
- Increased awareness of the benefits that the company offered such as the pension scheme, employee discount scheme from major retailers and childcare vouchers (the last two being recent benefits introduced to enhance the employee "total package")
- Increased employee recognition of the benefits of working for Rentokil
- Better understanding of the importance of contributing to employee engagement programmes via the annual "Your Voice Counts" survey

This programme will be extended in 2009 across other UK businesses.

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Workplace

Colleague engagement

Colleague engagement has been defined as the extent to which employees are motivated to contribute to organisational success and are willing to apply discretionary effort to accomplishing tasks to the achievement of organisational goals. There are many drivers of colleague engagement including the welcome a new colleague receives, appropriate rewards, supervision and management, having the best tools of the trade, and providing skills training and personal development.

“Your Voice Counts” colleague engagement survey

Last year, the company reported upon the introduction of an employee survey to assess levels of motivation and satisfaction. This programme started in autumn 2006, in the Rentokil and Ambius businesses with 4,171 employees responding to “Your Voice Counts”. The survey continued in Spring and Autumn 2007, with 2,260 and 6,005 respondents respectively.

In 2008, the survey was extended with greater participation, improved response rate and improved results in all five key “engagement” areas. In all, there were 9,225 responses – a 94% response (compared with

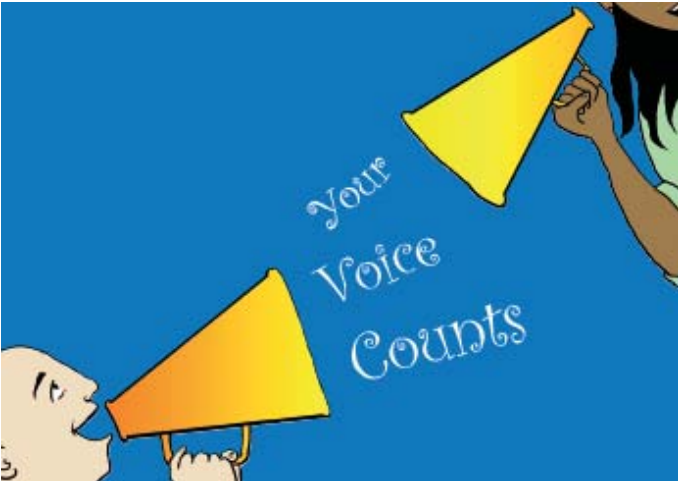
92% in 2007). All core colleague engagement scores improved year-on-year taking the total “colleague engagement score” to 73%.

In terms of employee engagement, there is significant progress in improving over-arching perceptions of the company as a place to work. Business leaders are reported to be more visible to employees and the rating of tools and equipment provided to employees is up. The areas of year-on-year improvement are shown below.

Question	Trend
No significant barriers in my job preventing me doing my best	+5
Visibility of top management at the company	+5
Considering everything, I am satisfied with the company at the present time	+4
The trust and confidence you have in your company	+4
Taking a genuine interest in the well-being of colleagues	+4
Being open and honest in communications to colleagues	+4
Communication between teams/departments	+4

However there were also areas in need of improvement: “emotional attachment to the organisation and the broader mission and purpose”; “clarity of direction”; “acting with a sense of urgency”; and “respect”.

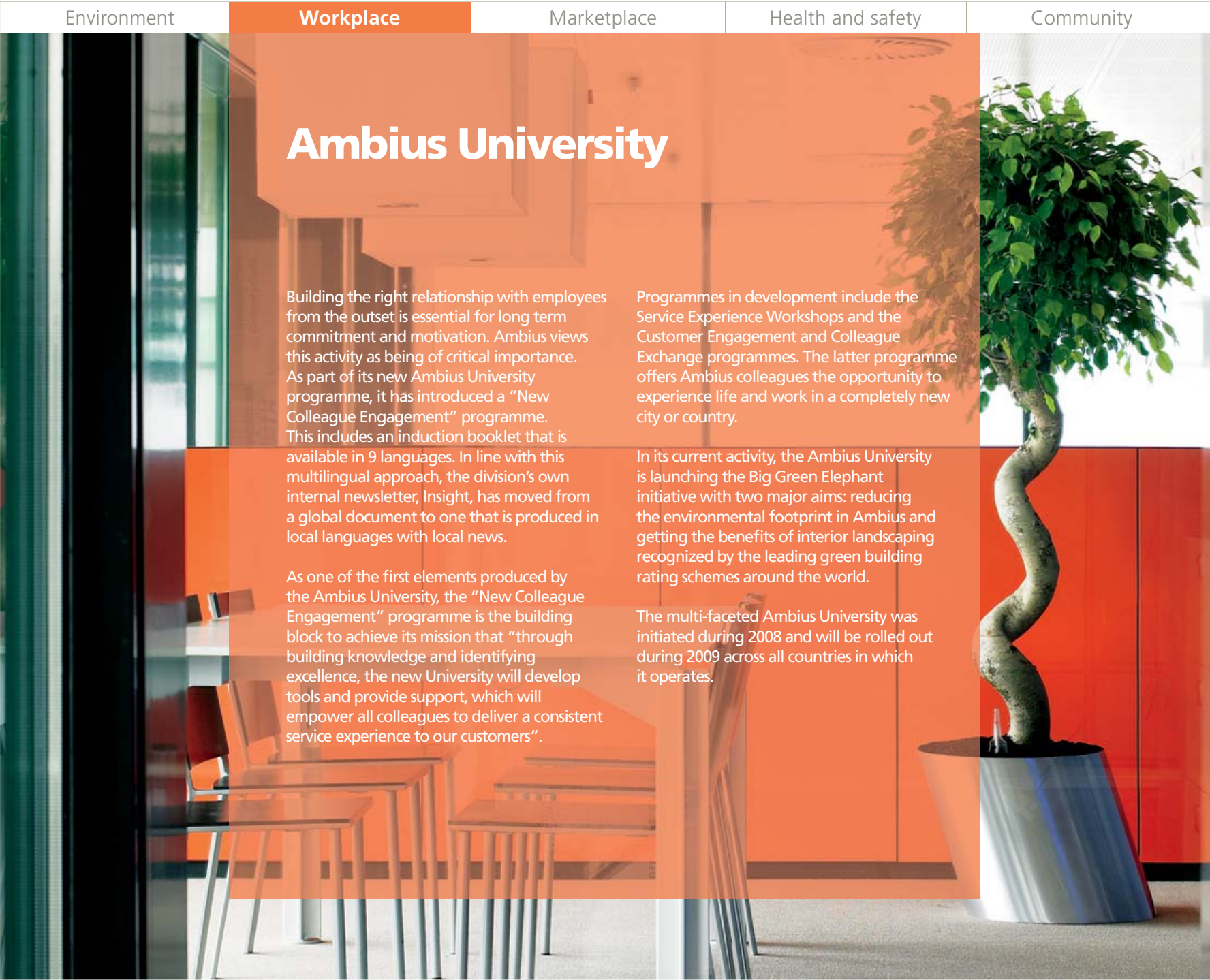
In 2009 the company plans to extend “Your Voice Counts” into all other divisions for the first time. The survey will take place over four weeks in September 2009 with results and action plans at business, function and branch levels in place by year end.



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<h1>Ambius University</h1>				
<p>Building the right relationship with employees from the outset is essential for long term commitment and motivation. Ambius views this activity as being of critical importance. As part of its new Ambius University programme, it has introduced a “New Colleague Engagement” programme. This includes an induction booklet that is available in 9 languages. In line with this multilingual approach, the division’s own internal newsletter, Insight, has moved from a global document to one that is produced in local languages with local news.</p>				
<p>Programmes in development include the Service Experience Workshops and the Customer Engagement and Colleague Exchange programmes. The latter programme offers Ambius colleagues the opportunity to experience life and work in a completely new city or country.</p>				
<p>As one of the first elements produced by the Ambius University, the “New Colleague Engagement” programme is the building block to achieve its mission that “through building knowledge and identifying excellence, the new University will develop tools and provide support, which will empower all colleagues to deliver a consistent service experience to our customers”.</p>				
<p>In its current activity, the Ambius University is launching the Big Green Elephant initiative with two major aims: reducing the environmental footprint in Ambius and getting the benefits of interior landscaping recognized by the leading green building rating schemes around the world.</p>				
<p>The multi-faceted Ambius University was initiated during 2008 and will be rolled out during 2009 across all countries in which it operates.</p>				

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Improving customer service was a significant priority for Rentokil Initial in 2008. As a result, improvements have been made by businesses across the group particularly City Link which has returned to a 98.5% service delivery rate. Rentokil has piloted a standard measurement for customer satisfaction across 20 countries and this is being rolled out across the group.

Other highlights include: achieving Annex 1 listing for the non-anticoagulant rodenticide, Alphachloralose, under the EU's Biocidal Products Directive; delivering a pan-European campaign to educate customers about the spread and risk of bed bugs; becoming the only foreign pest control company selected to provide services for the Beijing Olympics; enhancing customer communications with expanded web services; and extending the global procurement approach.



Approach

Each local business is responsible for developing responsible business relationships with their customers and local suppliers, while working closely together to develop a global procurement approach where appropriate. To support them, Good Practice Guides are available on www.rentokil-initial.com under two sections: **environment** and **people**.

Customer satisfaction is of great importance to the company therefore it has begun to measure customer service and customer satisfaction with KPIs across the group. In 2009 the company will roll out Net Promoter Score as a standard measurement of customer satisfaction.

In addition, interactive training on competitive practices and guidance has been provided to businesses around the world to make sure managers have a thorough and practical understanding of policies on ethical business behaviour towards both customers and suppliers. The guidance helps reinforce standards and allows the company to better measure performance. Associated with this is a formal annual sign off by each business as part of the group's internal controls process.

Performance indicators

As part of the strategic plan the company has introduced group-wide KPIs of customer retention, customer service and customer satisfaction using the Net Promoter Score (NPS) measurement system.

In addition, the company has set targets for its "State of Service" – 95%+ for the group, with 98.5% for City Link and 99%+ for its European Textiles operations.

Marketplace Initiatives

Product stewardship

One of the foremost criteria of the company's customer service approach has been to ensure that its services, often undertaken on our customers' premises, meet every regulatory requirement. This is particularly important in the Rentokil pest control division where it is required to respond to regulatory changes on behalf of customers.

A recent example is the vote in 2008 by the European Commission, which resulted in the company's co-owned non-anticoagulant rodenticide, Alphachloralose, achieving Annex 1 listing under the

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Biocidal Products Directive. This decision was of particular significance since it ensures that this product continues to be available for domestic users, at a time when similar products, based on other compounds, are being closely scrutinised because of their environmental impact and toxicity profile. In some markets domestic use has already been stopped for some classes of compounds due to these concerns.

The result was achieved after six years of extensive efforts by the Rentokil technical team and means that domestic customers continue to have a safe and effective product to tackle rodent infestations.

A similar example of product stewardship, addressing customers' changing needs, was the approach adopted by the Initial Hospital Services team at Mayday Hospital in Croydon, near London.

The team recognised that achieving effective cleaning standards in hospitals in the UK has been a high profile one for several years. One of the challenges is that of the human factor involved in cleaning hospital wards. Even though Initial's mops are colour coded for use in different areas, the company wanted to overcome the issue of dirty water inadvertently being used in different parts of the hospital.

European
Customer
Satisfaction
Survey

2,000

Textiles Service customers
responded in 17 countries

To reduce the likelihood of human error, Initial Hospital Services researched the most innovative cleaning systems available and selected one that offered a microfiber cleaning system. This offers the cleaner pre-impregnated mop pads, 20 of which can be stored on a trolley at a time. After use in one room, the pads are removed from the mop head and replaced with a clean one. The used mop heads are sent to be washed and prepared for future use.

The system offers many benefits. Not only does it significantly reduce the risk of cross contamination, it uses less chemicals and water. Because less water is used, the system reduces the risk of slips as well as reducing cleaner fatigue, because all the materials are available on the trolley.

Similarly, focusing on cutting the risks of infection, Initial Medical Services has introduced two new products. The first, InSafe, is targeted at dental practices, over 50% of which suffer at least one needle "stick" injury a year. InSafe offers comprehensive protection from the beginning of the procedure to the disposal of the needle. The specially designed syringe protects the needle at all times and its partnering sharps container removes needles safely. The second is their new SilverSafe clinical waste unit, which uses a proven antimicrobial silver surface to kill

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nearly 100% of bacteria on contact – reducing the risk of cross infection illnesses such as MRSA. It is also based on the NHS colour coding guidance on waste.

The issue of healthy eating is regularly in the news and none less so for school meals. When it comes to providing healthy meals, one solution is to ask the recipients what healthy food they would enjoy the most. Eden Foodservice (part of Initial Facilities Services) held a national competition for school children to create their own healthy eating recipes. The four winners came from schools in Bristol, Bedfordshire, Kent and Portsmouth. The winning dishes support the company's focus on offering tasty food which is also nutritious. Eden is now featuring these dishes as part of the school meals menus throughout the country.

Encouraging children to eat healthily is, however, only part of the equation. It is equally important to get parents involved – advising their children on nutrition and even giving them the opportunity of selecting meals together. To facilitate this, Eden has introduced an internet site which allows parents to view daily menus and pay for them in advance by card either directly on the web or by phone. More than a quarter of school meals supplied by Eden Foodservice in Kent are now paid for



on line. As a result of this innovative approach, Kent Council and Eden, were announced winners of a local e-Government excellence award.

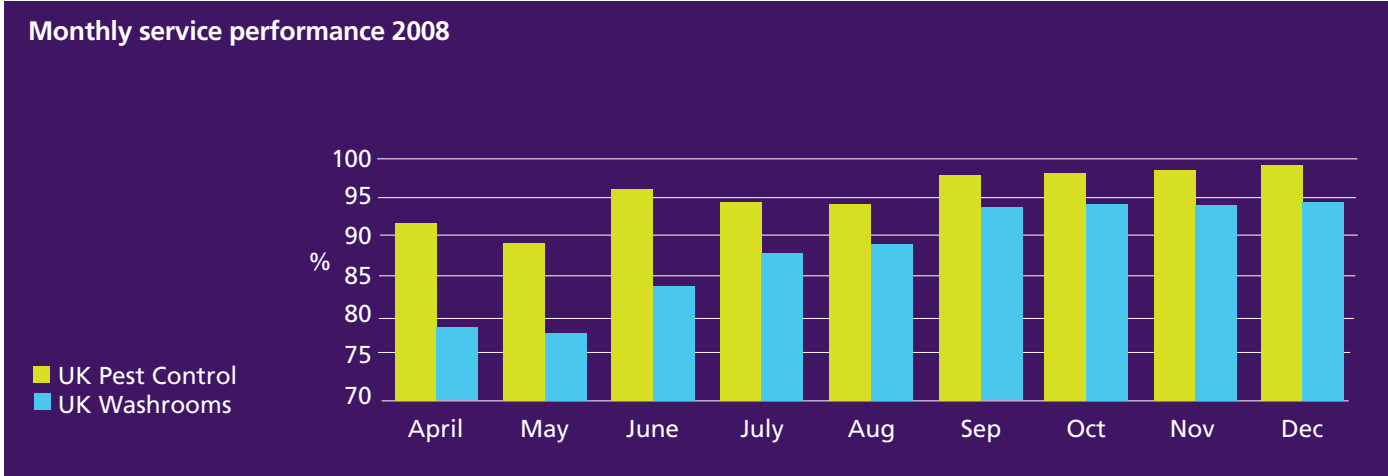
In line with this focus on healthy eating, Eden's sister company, Autograph, operating in the commercial sector, has signed a commitment with the Food Standards Agency to provide nutritious workplace meals. This commitment includes developing new recipes with ingredients lower in fat, salt and sugar, increased training for chefs on healthy cooking techniques and providing customers with more nutritional information.

Both Eden and Autograph provide customers with vending services, and these companies have been migrating to more energy efficient vending machines. The benefit to customers using these machines is significant electricity savings.

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Customer service

Improving customer service was the company's main priority in 2008 as part of its stated 'customer service and operational excellence' agenda. Across the company improvements were made by operating businesses, in particular City Link, Rentokil (UK and Australia) and Initial Washrooms (UK and Australia), where service levels had fallen previously. In the Australian Washrooms business, branded Pink Hygiene Solutions, the state of service has improved dramatically from 62% in Q2 2008 to 92% at the end of the year.

As part of the strategic plan, the company is focusing on service and sales activity in the local branch network, rather than in centralised call centres, to improve local know-how and proximity to customers.

Customer satisfaction

In the last Report, for the first time, we discussed the results of customer satisfaction surveys held by Initial Textiles in France and Ambius, amongst its customers in USA.

The French survey had been undertaken continuously for 20 years. In 2008, this survey was extended to cover all Initial Textiles and Washroom

Services' European operations. The survey, which was answered by over 2,000 customers in 17 countries, provided two key measurements. These were the "Net Promoter Score" which enables the business to accurately predict future growth and the "Customer Satisfaction Index" that shows the company what it is doing right and what it is doing wrong, and what remedial action it can take.

As stated earlier, Net Promoter Score is to be rolled out in 2009 across all businesses to provide a consistent measure of customer satisfaction at branch, country, division and group level. It identifies loyal and unhappy customers and allows the organisation to learn why they are loyal or not, and take appropriate action. It asks one main question "How likely would you be to recommend us?" plus 1 or 2 follow up questions. Customers provide a 0-10 response (0 = unlikely; 10 = very likely). A dissatisfied customer will be contacted within 24 hours. The Rentokil pest control division trialled the scheme in 2008 and demonstrated how the system was able to deliver scores and insight at branch level as well as showing cultural differences.

The Net Promoter Score, together with comments from customers and State of Service and Retention data will provide each division with a

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complete picture of customer satisfaction which can be used to develop action plans and drive improvement.

In addition to its customer satisfaction survey, Ambius undertook a more general survey in the USA, to establish working peoples' views on issues relating to the workplace environment.

Key findings showed that 62% of US workers agreed that they would be more motivated and productive if employers made more of an effort to improve workplace surroundings, and that seven in ten (71%) of the US workers surveyed felt that the environment at work had an enormous or substantial impact on employee happiness & motivation. These findings are now in the process of being shared with customers in a communications campaign.

The company has also been developing a range of more intangible activities. Its online channels continue to be expanded to meet the needs of customers. Development of websites and customer extranets continued throughout 2008. By the end of 2008, following two years of development, over 100 websites were available for customers by brand and local language. The company is also extending its use of customer

extranets. In particular, the Rentokil PestNetOnline system is being rolled out across all parts of the division following positive customer responses.

Procurement

The company continues to ensure that strong relationships are built with suppliers for the benefit of customers and colleagues.

In last year's Report, the company highlighted Initial Textiles in France, whose procurement department (procuring supplies on behalf of all the European Textiles businesses) has a contract requiring suppliers to meet ethical, environmental and labour standards which in turn also supports its customers own responsible business practices. To ensure suppliers meet these standards, it uses WethicA (World Ethical Audits) together with OEKOTEX certification, which details the environmental nature of the textile products. This approach continues to operate and is the building block for ensuring strong supplier relationships.

It was also the platform for the principles behind the company's procurement methodology, ensuring that there is a global approach that can be implemented at a local level with consistent quality, and with a consistency of governance, for example in IT. This approach consists of

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a divisional structure, with divisional leads and lead buyers operating within businesses. There is also a global sourcing capability in Asia Pacific and a small central team.

As well as delivering procurement cost savings, the enhanced global focus on procurement has delivered resource management benefits.

The new supply agreement for the pan-European van fleet was based on a whole-life cost calculation of benefits, including fuel efficiency. An additional benefit of this change is that the City Link vehicles are now supplied factory painted with the City Link yellow (previously they were supplied as white vehicles and repainted).

In a similar manner, the supply agreement for office equipment for the UK includes site audits to establish the optimum printer requirements. The benefit of these audits is a reduction in the number of printers with a move to larger more efficient machines, reducing electricity consumption, as well as improving the use of consumables such as print cartridges.

There has been a consolidation of waste management suppliers into a smaller number of providers, giving the company capability to



manage its waste more effectively. In particular the procurement team is working with City Link's supplier to segregate waste in its depots and hubs to increase volumes recycled.

From the strength of supplier relationships come initiatives that benefit both parties. The company's relationship with its fleet management supplier, Lex, is a good example. The combination of the internal fleet management team and the expertise of the external providers enabled the development of best practice advice to the company's drivers on actions necessary to improve the environmental efficiency of their driving patterns. An example of similar initiatives based on the strength of supplier relationships is that of the combined action of the company's UK Health and Safety team with its insurance provider, Zurich, which resulted in the development of the award winning "Success is No Accident" programme that is described in more detail in the health and safety section.

Teamwork with suppliers or partners can often benefit its customers in a very direct manner. A good example for Initial Facilities Services in the UK is that of gaining rapid security clearance of new employees. For the customers, delays in obtaining documentation can mean delays in having a full complement of operatives on site, and for both the

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customers and Initial Facilities Services there is a legal and security risk if the documentation is not available.

To ensure speedier security clearance, Initial Facilities Services has worked closely with the Criminal Records Bureau, Access Northern Ireland and Disclosure Scotland. If necessary, due to the nature of the premises at which work is to be undertaken, security checks on employees can be undertaken with these bodies, if requested by the customers.

Increased regulations affecting both the suppliers and operating company as the service provider can also build strong working relationships. The EU Biocidal Products Directive has led many of the larger chemical companies to want to work with partners, such as Rentokil, in order to develop formulations of registered products that can be used on a global basis. As well as co-operation on chemical products, this partnership can also evolve into product innovation. One example of this is the co-operation in North America between Rentokil and a global chemical provider in order to develop radio and wireless internet techniques to monitor termite infestations.




Once proven, these techniques will mean Rentokil customers will face less intrusion on their premises, whilst being assured of constant observation of termite activity.

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Bed bugs are back!

Delivering excellent service requires more than punctual delivery. In a support services business, it is also about keeping customers up to date with emerging issues, of which they may have little prior knowledge.

Rentokil has a worldwide perspective of pest trends, which allows it to identify changes that may have significant impacts on its customers. One such development is the increased activity of bed bugs, resulting from more frequent travel and other social changes such as a rise in the purchase of second-hand furniture.

After a 20-year absence, bed bugs are making a significant come back around the world. The company has been observing a significant increase of this pest, particularly as it impacts upon the hotel, travel and hospitality industries. In 2007, Rentokil developed a customer guide for the hospitality industry, creating greater awareness and ability to identify bed bugs.

In 2008, the company organised a customer communications campaign, under the banner of "International Bed Bug Week", involving a series of seminars around Europe. The company arranged for scientists from North America and parts of Europe, as well as its own experts to present the latest information on the pest.

The presentation provoked interesting questions including "does freezing work", "can disease be transmitted", and "can you starve them out by restricting access to guests?" It was also clear from the responses of the seminar participants that although this is a real problem, they would prefer not to talk about it.

By bringing this to the attention of Rentokil's customers such as hotels and airlines, their own customer experience can be addressed. In addition, by having such a campaign, other interested parties can become involved. Rentokil has already been approached with offers of other forms of technological approaches to address what is becoming a significant issue around the world.

Rentokil's technical team has created a bed bug 'tool kit' for its businesses around the world to share best practice in sales, marketing, customer information and technical support. This includes supporting customers such as hotel management with training to develop their own early warning procedures for the identification of increased incidence of bed bugs within their own establishments.

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Helping make the Olympics pest free

For everyone in China, 2008 was the year of the Olympic Games with thousands of visitors and the world's media arriving in Beijing. In order to ensure that the Olympics remained pest free within the facilities as well as in restaurants and hotels, Rentokil built a strong relationship with Government bodies to deliver programmes ahead, during and after the Games.

The joint activities, which started in 2007, included developing a Pest Management Guide for Beijing 2008 Olympic Games - the first technical manual ever produced for a mass event in China; providing training for the Olympic pest control service team; providing a team as part of the Beijing Pest Control Emergency Support Team; and providing information to the local health authorities for release as editorial in the local media.

In the winter of 2007 before the Games and the post-Games winter of 2008, Rentokil in China worked with the Government on a significant cockroach control campaign targeting one million homes and businesses.

In addition, Rentokil was responsible for overseeing the pest control monitoring across the whole of Beijing until September 2008 (a time of year when pests are particularly prevalent). The company also introduced new technologies such as 'wind curtains' pushing jets of air around doorframes to stop flying insects from entering buildings.

The nature of these activities and the scale of the challenges posed by the Games meant that success could only be achieved by both our business as the supplier, and the Beijing authorities as the customer, working as a team in close partnership to achieve the objectives, and support the delivery of a successful Olympic Games.

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Doing what's right for health & safety



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Health and safety

During 2008, health and safety continued to be of the highest importance to the company and a new health and safety operating plan was developed. The company's standard 'scorecard' reporting system was further embedded across every division. In the UK, the 'Success is No Accident' incident management programme continued to be a significant contributor to safety improvements with the RIDDOR reportable rate falling by nearly 9%.









Approach

The company's health and safety approach focuses on colleagues, customers and those individuals who may be affected by the company's operational activities.

As part of the company's new three-year operating plan the businesses have been required to set targets for improvements in lost time accident rates and, overall, the group has committed to publicly report on performance improvements in this area. This has reinforced the message to all managers that health and safety is one of the company's highest priorities.

The company believes that safeguarding the health and safety of colleagues, customers and others with whom it interacts is of paramount importance but it also recognises effective health and safety management plays a key role in achieving sustainable business success.

As part of this overall approach, Rentokil Initial has developed a group health and safety operating plan, setting objectives for continual improvement of health and safety management and performance for the next three years. Part of this plan involves setting targets for Lost Time Accident (LTA) rates as one of the group's KPIs.

Key Performance Indicators	 Improvement  Deterioration 2008 performance	 No prior comparison 2007 performance	2006 Performance
Group LTAR – Number of Lost Time Accidents (injuries and illnesses) /100,000 hours worked	1.78 	N/A	N/A
Group WDLR – Working Days Lost because of Lost Time Accidents /100,000 hours worked	36.05 	N/A	N/A
Group – % of business units populated their Scorecards	93% 	76%	N/A
UK – RIDDOR reportable accident rate / 1,000 FTEs	12.02 8.6% 	13.15 22% 	10.77

This LTA target setting is complemented by the continued embedding of the health and safety scorecard reporting and assurance process, and the development of the UK's "Success Is No Accident" programme into key overseas territories.

The company's approach to health and safety compliance is backed by internal health and safety management requirements to which all businesses are required to conform. These are based on OHSAS 18001. Businesses report on their compliance with these requirements within the global reporting and assurance process (see case study later in this section). The requirements are available on www.rentokil-initial.com.

Performance Indicators

In 2008, Rentokil Initial increased the number of health and safety KPIs to include the group's Lost Time Accident Rate (frequency measure) and the group's Working Days Lost Rate (severity measure). These are in addition to the KPIs already set which focus on the Reporting of Injuries, Diseases and Dangerous Regulations 1995 (RIDDOR) reportable accident rates and the percentage of businesses that have populated their scorecards (shown above).

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As part of the strategic plan, the company has set a new target to reduce the Group's LTA rate from 1.78 in 2008 to no more than 1.62 in 2009. All businesses commenced reporting their lost time accident data in late 2007.

For comparison with prior years' reporting, the company's UK RIDDOR performance is now based on UK RIDDOR rates as opposed to absolute numbers of reportable accidents and the rate calculation takes into account changes to colleague numbers.

The implementation of the "Success Is No Accident" programme significantly improved the effectiveness of the accident reporting processes in the UK businesses and this has led in 2007 to an increased number of accidents being reported. The 2007 RIDDOR rate increased as a result. In 2008 the company's performance improved by 8.6% to 12.02 per 1,000 full-time employees.

Health and Safety Initiatives

Success is No Accident

Rentokil Initial's award-winning "Success is No Accident" programme was introduced into the UK operations in 2007, targeting 62% of group colleagues. This provides an early reporting and management action process that allows all work-related accidents and near misses, including injuries while driving (or being driven) on company business to be managed effectively and lessons learned.

It uses dedicated freephone numbers to encourage all colleagues to report the circumstances of incidents – as well as potential incidents. This triggers automatic e-mails to be sent to the relevant line and health and safety managers. As a result, there can be a prompt and appropriate investigation and root cause analysis of each incident. It enables the UK businesses to capture data for lost time accidents and provide management information to ensure that any operational improvements that will reduce the likelihood of similar incidents recurring in the future are put into effect.

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Health and safety



Feedback can be provided for any customers involved in workplace incidents to advise on the circumstances surrounding individual incidents. The programme helps better analysis of accident trends, identifies root and underlying causes and ensures quick and efficient referrals for physiotherapy or other rehabilitation services.

To ensure consistency and best practice across the group, the intention is to introduce Success is No Accident around the world. The first businesses outside the UK to benefit will be Initial Washroom Solutions in Eire and Textiles and Washrooms in France. Following successful implementation in these operations, the roll out will be prioritised with particular focus given to those operations where the programme can have the most significant impact on controlling and reducing the total cost of risk.

Developing a Culture of Safety First

For health and safety, the importance of teamwork underlies the way in which colleagues can work together to ensure the safety of everyone touched by the company's services. Progress has been made in developing a safety culture over recent years, but there is much more that can be achieved.



The UK is already benefiting from the introduction of the "Success is No Accident" programme and its underlying processes. Recognition of the importance of processes and the commitment needed to place health and safety at the top of everyone's agenda came when the company's UK fleet won the 2008 Safe Vehicle Award at the Fleet Safety Awards, organised by Brake, the road safety charity.

The award was achieved as a result of the company demonstrating the systems and controls that it had put in place to manage driver and vehicle safety, from fit for purpose vehicles to drivers' daily checks and defect reporting through to driver & supervisor training and auditing.

The system was first put in place for Initial Washroom Services and was then introduced into the Initial Medical, Ambius and Specialist Hygiene businesses, and will subsequently encompass the whole commercial UK fleet. The benefit of being rigorous in adhering to best practice standards is illustrated with the reduction of 40% in insurance premiums over three years (October 2006 – September 2008) by Initial Facilities Services. This is the result of the introduction of initiatives such as a safety culture survey, following the introduction of a behavioural safety development programme and a "health and safety champions award" programme. As a result, a healthier and safer environment was created, with the added benefit of reduced operational costs.

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Health and safety



Health and safety awards play a big part in providing an external benchmark for the quality of the company's approach, and demonstrate the importance of employees focusing on health and safety as part of a long-running programme.

City Link achieved three Gold and eleven Silver RoSPA Awards in 2008. The Gold Awards were presented to three of City Link's depots, two of which had received a Silver Award in 2007.

Rentokil Hygiene and Initial Facilities Services (IFS) were also RoSPA Gold Award winners. In addition, IFS was named as a winner of the British Safety Council's International Safety Awards for the second consecutive year. Initial Building Services was also a prize winner in these awards.

Training for Health and Safety

In order to move towards the right safety culture, new safety culture surveys and behavioural safety training were introduced in 2008. These were designed to help improve line managers' perceptions of traditional health and safety management in reducing accident rates.



RoSPA Awards

16

Awards for City Link,
Rentokil Hygiene and
Initial Facilities Services

The programme focused on safety-related goal attainment, changing employees' perceptions of management and removing those barriers to working safely that will help to improve the risk assessment process and controls. Line managers were encouraged to deal effectively with 'non-observable' behaviours, as well as non-trivial, infrequent, non-routine, and new tasks. The managers were trained how to make front-line colleagues think about health and safety, rather than adopting a reactive approach. Time was spent also on helping managers to identify non-behavioural causal factors – such as identifying a deficient risk assessment – as well as focusing on risk assessment so that it can be integrated effectively into current health and safety management arrangements.

Together with the behavioural safety training, the business introduced a Slips, Trips & Falls campaign. These are the causes of 30% of all accidents recorded within IFS.

The surface properties of a floor can have a big impact on the safety of pedestrians and the control of contamination as well as the people who are doing the job of cleaning the surface. The Health and Safety

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Health and safety



Executive (HSE) and Local Authorities acknowledge that proper floor cleaning is a key factor in controlling slips and trips. Recognising the concern of authorities, IFS's Risk Management Team worked closely with the HSE to organise a programme of seminars.

These seminars gave Initial Facilities Services' managers an opportunity to learn more about the importance of floor cleaning, what can be done to prevent slips and trips and contamination control. The message to managers was that good housekeeping is good business – and the seminars helped demonstrate a commitment to reducing incidents in the workplace and placing health and safety at the top of their agendas.

As part of the overall project, IFS's Risk Management Team has purchased 4 Surtronic Duo slip meters to enhance the service it can provide with regards to monitoring the performance of flooring materials. These meters enable the business to assess slip resistance properties of flooring materials prior to a contract being started and so enabling the business to put in place the most suitable safe system of work to clean the floor and leave it in an appropriate condition for use.

On-line Health and safety course

174

Managers participated – all of Rentokil's UK manager base

IFS is also using the meters in a reactive way. Following an accident on a surface the business has cleaned, it will carry out a test on the flooring surface to ascertain what has caused the high level of slip on the floor. The meters have helped the business to provide more data to local teams and customers, and enable a review of cleaning methodology on certain flooring materials at certain sites.

The UK's Rentokil pest control business, has introduced training using an on-line Health & Safety course. This covered all 174 managers. Considering this is the first time that the business has used e-Learning, the managers have responded well to this new approach, and the business will look to expand this initiative in 2009.

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Case study

Environment	Workplace	Marketplace	Health and safety	Community
	<h1>Health and safety reporting and assurance</h1> <p>The global health and safety Scorecard reporting and assurance process was first introduced across the group in 2007. The process is currently the group's primary source of health and safety assurance. It is used to provide assurance as to health and safety management in all businesses. They are required to complete and maintain scorecards, reporting on the processes in place and their compliance with those processes, together with key output measures such as lost time accident frequency and severity rates. They are also required to put in place corrective action plans to correct identified weaknesses or deficiencies.</p> <p>Throughout 2007 and 2008 the process was implemented and embedded in all divisions world-wide. At the outset, it was recognised that it would take time, not only to ensure there was adequate reporting by all businesses, but also to ensure that appropriate actions were taken to address any identified weaknesses or deficiencies.</p> <p>A key achievement in 2008 was that 93% of the group's business units had fully implemented the process and were reporting on the status and implementation</p>			

of their health and safety management systems and performance (compared to 76% in 2007). The remaining 7% are recently acquired businesses. A number of businesses across all divisions continue to report good performance and progress whilst other businesses have corrective action plans in place to remedy identified weaknesses.

In a report on health and safety, made to the Board in August 2008, it was acknowledged that "significant progress has been made in the past 12-18 months to increase the focus on health and safety management with appropriate reporting processes".

Importantly the process has helped to increase the focus on health and safety at all levels and is driving improvements across the group. It has also enabled the group to collect and analyse global accident data for the first time.

In 2009, the group will continue to develop and embed the health and safety reporting process and continue to assess the adequacy of reporting by the business units.

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Environment

Workplace

Marketplace

Health and safety

Community

Doing what's right for the community



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Community

In 2008, Rentokil Initial businesses participated in a wide range of activities as part of their support for local communities around the world. Community investment programmes continued in South Africa where the company supports people impacted by Aids/HIV and in Australia supporting Rainforest Rescue, while the company also played its part in supporting people in China following the Sichuan earthquake.

In addition, two major programmes commenced at a divisional level. Initial Textiles and Washroom Services commenced a programme across Europe with Save the Children as part of the division's support for the UN's Year of Sanitation programme, while the City Link parcels delivery division launched a new programme where all employees participated in fund raising activities to provide support for a UK children's hospice.



Approach

Rentokil Initial's approach to community support and investment is focused locally rather than centrally driven. The selection of which community scheme to support is often identified by employees. Their active participation (rather than inactive donation) is particularly important.

Activities within the community are led by the management of each business (either on a local business or divisional basis). In most instances, the focus is upon those communities where the company operates and where employees live and work.

Performance Indicators

In 2008, Rentokil Initial's charitable donations amounted to £142,000, an increase of 32% on prior year. These donations exclude any assessment of gifts in kind or provision of management time. The company continued to make donations via its matched giving scheme. This has been operational for many years to support employees' own fund raising for charities and voluntary groups. The company intends to update this programme in line with the wider policies review described earlier.

Community Initiatives

Chase Hospice

In 2008, City Link launched a campaign to raise monies for CHASE Hospice Care. Established in 1998, CHASE provides services at Christopher's Children's Hospice as well as a network of community care for life-limited children and their families. To date, the organisation has supported more than 700 families – 24 hours a day, 365 days a year.

City Link believes that it is a cause which touches many hearts and they wanted to do whatever they could to help give the children under CHASE's care the quality of life they believe every child deserves. The fundraising was kick started with a £17,000 donation by employees, customers and suppliers at the company's annual conference. Subsequent activities included a sponsored rugby match, Halloween fancy dress competitions, skydiving and a sponsored cycle ride (pictured above). In total £60,000 was raised by colleagues in City Link.

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Community

Charitable donations

£142,000

32% ▲

Up year on year

The Zenzeleni Trust

Another example of employees' passion to support their communities – in this case to provide support and benefit HIV/Aids infected or affected colleagues – is that of The Zenzeleni Trust established by the company's South African operation.

Its objective is to provide funds for beneficiaries, who may be any employee, or child dependant, or adult dependant of an employee, who requires financial assistance as a direct result of HIV/Aids or an HIV/Aids related illness. In addition, the trust provides financial support to community organisations dealing with HIV/AIDS.

The current membership includes over one third of colleagues across South Africa and the service staff are particularly active. In addition, there are fundraising activities, ranging from sales of shirts for World Aids Day to entering a sponsored team in the Edinburgh marathon. The trust organises "wellness days" for employees, as well as providing affected employees with food and vitamins – employees working voluntarily at one of these days are shown above.



Community rugby

In 2008 a new touch rugby league was set up jointly by the Heart of England NHS Foundation and Initial Hospital Services. Following a meeting in 2007 on how the two partners could work better together, a shared passion for health and Rugby League soon emerged and by May 2008 a Touch Rugby competition was launched involving not only the two organisations but also teams from the local community.

The Clinical Director for Surgery at the Heart of England NHS Foundation commented that the league has brought together hundreds of employees from across the Foundation's four sites to work as teams outside of a healthcare setting. Based on the success of this project both the company and the Trust will be looking at how the project can be expanded in 2009 with more community involvement alongside the hospital teams.

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Community



Rainforest Rescue

The importance of fostering long-standing relationships is demonstrated by the company’s continuing relationship with the Daintree Rainforest Rescue sponsorship programme in Queensland, Australia.

The Australian businesses wanted to develop a programme that had long-term positive environmental benefits and could be linked to the community and its customers. It was also seeking a programme where it felt that its support could make a big difference year after year.

The Rainforest Rescue sponsorship programme involved supporting their “buy back and protect forever” of a 17,500 square metre block of rainforest with a cash donation and a wide range of initiatives, involving customers and employees. Support continues with both corporate giving and initiatives by individual businesses. For example, Ambius has developed a new range of Australian rainforest plants for offer to its customers. All installation fees from customers choosing these plants will be given to Rainforest Rescue to help raise money for the Daintree programme. In addition, Ambius is introducing on-going promotions (including a sales incentive tied into this promotion) to ensure continued support for Daintree throughout the year.

Sichuan earthquake

On the second day after the earthquake disaster, Rentokil Initial’s management team in China responded by allocating important pest control resources that were desperately needed in the disaster zone. The challenges they faced were: firstly, obtaining a substantial volume of equipment and insecticide; and then secondly getting these materials shipped to the disaster zone whilst the road transport infrastructure remained very fragile.

The company’s employees in Beijing worked around the clock to liaise with the supply chain network and logistics operators to ensure the materials were received by the local government within extremely tight schedules. The Beijing-based team was able to provide all the pest control equipment requested by the Chinese Ministry of Health – amounting to over 50,000 unit of handheld and knapsack sprayers – within 3 weeks.

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Community



Local community support

The Children’s Centre with specialist speech, language & communication education provision at Churchill Gardens Community Primary School in London has been provided with new sports kit for all the teams in the school (pupils showing off their new sports kits are shown above). A letter received from two of the year six pupils said: “We hope we have shown how much we appreciate the kits and that you are the newest member of our school family, because we are not just a school – we are a FAMILY!!!”

For the third year running, City Link, on behalf of Marie Curie, coordinated the distribution and delivery of over 4000 thousand Mini Pots of Care to schools and groups around the UK free of charge. Marie Curie Cancer Care is giving Key Stage 1 and 2 children the chance to get their hands dirty by planting and growing their own daffodils with its national school’s fundraising activity.

Marie Curie support

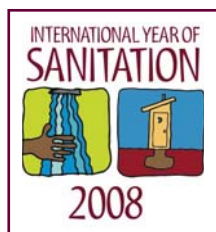
4,000

packages distributed by City Link to UK schools and groups

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Case study



* The Water Supply and Sanitation Collaborative Council (WSSCC) is a global multi-stakeholder partnership organisation.



Supporting the UN International Year of Sanitation.

This year, for the first time, the company has undertaken a community activity on a pan-European scale. Initial Textiles and Washroom services has launched a major campaign on sanitation in conjunction with the United Nations Nations' WSSCC*. The objective is to create greater awareness of global sanitation issues amongst business communities and with the general public.

The campaign – "Hands on Hygiene" – has been developed to support the UN's International Year of Sanitation, which is attempting to highlight the conditions faced by a third of the world's population who have no access to clean water, soap or basic sanitation. The poor hygiene that results is the cause of millions of deaths, particularly amongst young children, from diseases such as cholera and diarrhoea.

As part of the campaign, the business has entered into a longer term partnership with international charity Save the Children to provide local communities in Africa with

sanitation facilities as well as providing educational programmes to teach young children about hand hygiene.

The business's employees are also playing their part, by fund raising to support the Save the Children's projects that help improve sanitation facilities in developing countries.

In particular, Initial employees around the world will also support the Hands on Hygiene programme during 2009 by visiting schools to give talks about the importance of hand washing.

More information about this programme and the activities in 2009 can be found at www.initialsanitation.com.



Save the Children

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Making progress

This table reviews those key Corporate Responsibility challenges we believe we are facing and for which we will be taking group wide actions. In addition to these challenges and actions there will be others addressed at divisional and country levels.

Area	Identified long term challenges	Action planned for 2008	Progress in 2008	Focus for 2009
Health & safety	Effective health and safety management across the group	Ensure our Scorecard system achieves over 95% implementation Set improvement targets and objectives for health and safety management Undertake H&S audits to assess the accuracy and reliability of data compilation for scorecard reporting purposes	Achieved 93% (all businesses except companies acquired more recently) Targets and objectives in place as part of the scorecard system In progress	Reduce the group's Lost Time Accident Rate from 1.8 in 2008 to no more than 1.62 in 2009 Extend usage and reliability of the Scorecard system
	Extend our safety culture globally	Commence implementations of Success is No Accident on a global basis	Commenced Q4 2008 and continues through 2009	Execute H&S three-year plan including use of KPI measurement in all divisions
	Improve risk management and encourage UK businesses to take greater responsibility for managing health and safety	Reintroduce our loss-control incentive programme in UK	Reinstated in 2008	Continues to operate for 2009
Environment	To reduce our CO ₂ emissions	Gather information on the current vehicle fleet Develop procurement procedures to deliver fuel efficiency and ensure emissions are reduced	Current vehicle fleet information in the process of being developed Procurement procedures have led to a list of fuel efficient vehicles for the UK, together with communication to drivers on emission reduction actions	Analyse European Textiles processing plant efficiency (source of 32% of the company's CO ₂ emissions) and identify long term opportunities for processing efficiency
	Product management	Ensure our list of authorised pest control products is operating effectively on a global basis	Authorised pest control products now operating globally	Maintain and improve product management through the introduction of global category management
Marketplace	To ensure customer service delivery meets customer expectations	Introduce customer service measures as a means of identifying areas requiring improvement	Introduced pilot of Net Promoter Score and State of Service measurements	Extend customer satisfaction measures across the group (including Net Promoter Score) – along with company wide targets
	To have procurement activities with consistent quality, and consistency of governance	Implement the new global procurement approach across all divisions, with the global sourcing capability in Asia Pacific and a small central team	Global procurement approach being implemented in its entirety during 2009	UK procurement is now centrally co-ordinated as an initial stage of this development
Workplace	Developing colleague engagement in mobile operations	Continue annual colleague surveys Continue linking management bonus in Rentokil and Ambius to survey scores and implementation of actions	Surveys continued for Ambius and Rentokil with increased participation Bonuses continue to have survey scores as part of their success criteria	Extend colleague engagement survey to all divisions Introduce action plans in every business to improve key scores
Governance	Enhance the understanding of ethical behaviours across the company	Roll out the Integrity Interactive training related to the revised Code of Ethics to all managers	Training rolled out across all relevant management teams	Launch an updated Code of Conduct and review existing policies

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Commentary

All aspects of responsible business are important. Some become even more so in an economic downturn. When times are tough, it would be easy to think that this investment should take a back seat. I am very encouraged to learn through this report, of the efforts Rentokil Initial is making to support employees, to take action on water and energy usage and to maintain community investment.

Upskilling employees to compete in a global economy, reducing the carbon footprint and supporting local communities mirror the challenge we set for all our members this year. The breadth of your interventions from supporting children's hospices to HIV and AIDS and your commitment to influencing your supply chain is an excellent demonstration of mobilizing business for good. I am impressed both with the clarity of message and the rigorous measurement which underpins all your activities.



Business in the

Community

Stephen Howard
Managing Director
Business in the Community

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Feedback

If you have any comments or questions about our activities, please write to:

Paul Griffiths
Company Secretary
Rentokil Initial plc
2 City Place
Beehive Ring Road
Gatwick Airport
RH6 0HA

Environment	Workplace	Marketplace	Health and safety	Community
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In this report we have described how the company’s vision and values link to the corporate responsibility approaches we are establishing across the company. We have also described how our individual businesses have made progress, particularly in customer service and colleague engagement, but clearly there is much more to achieve.

As we implement the company’s three-year plan we will constantly consider our corporate responsibility impacts and how these should be addressed to ensure we have responsible and sustainable practices throughout our organisation. An immediate priority is to ensure we have the right policies in place including our refreshed Code of Conduct which will be launched in 2009.

I hope you have found our Corporate Responsibility Report informative and would welcome your views on this or our approach to corporate responsibility in general.



Andy Ransom
Executive Director, Corporate Development, with board responsibility for Corporate Responsibility

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