

Environment

Workplace

Marketplace

Health and safety

Community



Rentokil Initial plc
Corporate Responsibility
Report 2009

**Working together,
responsibly**



Environment

Workplace

Marketplace

Health and safety

Community



Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57

Welcome to our 2009 Corporate Responsibility Report. Rentokil Initial plc operates in over 50 countries across the world's major economic zones and employs over 68,000 people. The company is committed to acting responsibly and supporting its customers in their own efforts to develop responsible behaviour.

Quick Links

To review the Rentokil Initial Annual Report, please **click here**

For further information about the company's operational activities, please click on the relevant logo below.



Rentokil Initial 'Inside View'

Short films are featured throughout this report which show colleague experiences in the workplace and marketplace - key areas of corporate responsibility for Rentokil Initial.



Whenever you see this icon click on it to view a short film



Environment

Workplace

Marketplace

Health and safety

Community

Introduction



Alan Brown
CEO
Rentokil Initial plc

Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57

In 2009 Rentokil Initial delivered on its promises. We provided our customers with high standards of service; returned City Link to profitability in Q4; turned around performance of the UK Pest Control and Washrooms businesses; and produced excellent cash and cost management performances. We have again shown that when the company focuses on a matter, it can act decisively and successfully for the benefit of all stakeholders.

Despite this good progress in 2009 there remains much for us to achieve. In particular, we have major programmes in place to improve the company's back office systems and processes, and we are laying the foundations for delivering sustainable profitable growth.

Our colleagues identified the values of Service, Relationships and Teamwork in late 2008. This year we have actively communicated the values through a variety of channels. These values are also aligned into our processes and, for instance, help drive the competencies within our performance development review programme. As a result, the importance of our values based behaviour is becoming readily apparent to our colleagues. We have also articulated our vision 'to be the best at what we do by doing what's right for colleagues and customers' and as such it can be seen that corporate responsibility plays an integral role within our overall business strategy.

In September 2009, every division took part in the "Your Voice Counts" colleague engagement survey. We received over 30,000 responses, representing a participation rate of over 60%, which given this is the first time we have undertaken a company-wide survey, is a very encouraging level. Some parts of the company achieved response rates of over 90% which is a remarkable commitment by our colleagues. I'm determined that the commitment shown by colleagues is matched by action taken by managers. We will make this survey an annual event in the company's calendar providing a formal opportunity to listen and act.

In the marketplace we have achieved enhanced levels of customer service across the group including in those businesses where customer service had previously fallen to unacceptable standards. Our colleagues have taken their role in this very much to heart as can be seen in some of the cameo portraits and videos featured in this report. These are examples of colleagues going that extra mile to deliver excellent service to our customers.

Product stewardship is an important part of our overall service delivery. A notable achievement during 2009 was Rentokil's success in becoming the first company in Europe to achieve a product registration under the EU Biocidal Products Directive for its RADAR (mouse unit) application. It took five years to achieve. Now we can market a world-leading product, developed by Rentokil, across Europe.

As part of our focus on customer service, it is important to give all our colleagues the skills they require to fulfil their roles to the standards required. This is within a company-wide framework, based on our "OneHR" strategy to deliver greater consistency of approach, systems and sharing of best practice across the group. Our focus continues on the enhancement of our colleagues' skills, and



Environment

Workplace

Marketplace

Health and safety

Community

Introduction

Non Financial:

Key Performance Indicators	2008	2009
CO ₂ emissions	134.16	116.04
Water consumption	13.02	12.74
Colleague engagement score	n/a	71%
State of Service	88.5%	98.1%
Sales colleague retention	54.6%	63.5%
Service colleague retention	74.2%	74.4%
Number of Lost Time Accidents	1.82	1.53

- CO₂ emissions – calculated as tonnes per £m turnover on a company wide basis.
- Water consumption – calculated as litres used per kilogramme of product processed in all European plants.
- Colleague engagement score based upon all surveyed across the company. Scores are calculated by Hay Group based upon answers to questions within the annual survey. In prior years, only Rentokil and Ambius colleagues were surveyed.
- State of Service is the total number of service visits performed divided by the total number of visits due.
- Sales colleague retention is the reciprocal of total sales heads leaving in the year as a percentage of the sales head count at the beginning of the year.
- Service colleague retention is the reciprocal of total service heads leaving in the year as a percentage of the service head count at the beginning of the year.
- Number of Lost Time Accidents – based on work-related injury or illness to a colleague which results in them being absent from work for one day/shift or more per 100,000 hours worked across the company.

Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57

providing the right framework within which their learning and development can prosper. We continue our commitment to the UK Government's Skills Pledge, and, as you'll see in the workplace section, our operating divisions have a range of vehicles for delivering the skills and personal development programmes appropriate for the colleagues working within each division.

As an example, our pest control business in the UK and Ireland has developed a new assessment and training programme based on five core skills development courses. These include aspects such as knowledge of pests as well as issues such as handling customer interactions in the most effective manner. All of the UK business's 600 technicians have been through the technical performance assessment.

One of my areas of particular focus is health and safety. There is no higher priority than the health and safety of both our colleagues and members of the public, and it is with considerable regret that I have to report three fatalities – two colleagues and one member of the public – during 2009. Each has been thoroughly investigated. Overall, our management of health and safety has shown considerable

improvements, but I am mindful that we need to maintain our utmost attention on this task.

I am also pleased our environmental performance continues to improve. Our focus in this area is on improving operating efficiency (to meet our strategic thrust of delivering operational excellence). This not only results in improved operating costs, but also delivers improvements in our environmental impacts (in terms of emissions, water consumption, waste management and product stewardship).

Finally, in 2009, for the fifth year running, Rentokil Initial was amongst the leading 100 companies in the Business in the Community Corporate Responsibility Index, published in the UK and Australia. 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 and participated in the Carbon Disclosure Project.

Nevertheless, we recognise that these achievements are only effective if they are part of a process to continuously review and improve our performance across all our corporate responsibility activities.

Our aim is to achieve a best in class position in our main impact areas (as identified by our Key Performance Indicators, shown above), but we recognise that there is still some way to go before we can make this assertion.

I am determined to ensure that our corporate responsibility activities are integrated into our overall strategy, so that we can continue working responsibly together, with all of our stakeholders.

I look forward to updating you on our progress.



Alan Brown

CEO

Rentokil Initial plc

Highlights

Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57

Business in the Community AWARDS 2009

Ranked in the leading 100 companies



Ranked in the global top ten in support services sector



5 Gold Awards and 1 Silver Award for health and safety performance



International safety award for the third consecutive year for IFS



Retained accreditation



Carbon Disclosure Project listing for the third time



First French textiles company to meet Fibre Citoyenne standards



One of the first companies to sign up



Extended relationship through national contract with the Learning & Skills Council

Business in the Community

Member and supporter of Skills for Life programme



Rentokil Initial is a signatory to the Business in the Community's Mayday Network



THE PRINCE'S MAY DAY NETWORK



Awarded this independent mark of quality that guarantees the food we're buying comes from farms and food companies that meet high standards of food safety and hygiene, animal welfare and environmental protection

Taking part in award programmes and Corporate Responsibility indices gives us the opportunity to compare our activities against others. Above are some of the organisations that have recognised our achievements.

Environment

Workplace

Marketplace

Health and safety

Community

Taking action in 2009

Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57

1st

company in Europe to achieve a product registration under the EU Biocidal Products Directive

1st

joint project with Save the Children (as part of "Hands on Hygiene") launched in 2009 located in a school in Ivory Coast

13.5%

reduction in CO₂ emissions

4.9%

reduction in water consumption

30%

increase in annual waste recovery by Nissan car plant in Sunderland following a ground-breaking waste picking facility, developed and operated in partnership with Initial Industrial Services (IIS) and Northumbria Recycling Ltd

6

RoSPA Awards, 5 of which were gold

63%

colleague response rate in first company wide "Your Voice Counts" survey

3,000

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

63.5%

sales colleague retention rate in 2009, up from 54.6% in 2008

347

products in the USA pest control stock keeping unit list – reduced from 2,286 in 2007 following the introduction of an authorised product list for the division

30,581

colleagues responded in the Your Voice Counts survey

4,661

days of training across Initial facilities Services in 2009, an increase of 55% on 2008

71%

colleague engagement score across Rentokil Initial

79%

of colleagues said they had a 'good understanding of our values' in the colleague survey undertaken in September 2009

600

UK pest control technicians have been through a new technical performance assessment

£150,000

charitable cash donations by Rentokil Initial

419

colleagues who trained and received a National Vocational qualification in 2009, an increase of 25% on 2008

98.1%

state of service performance vs 88.5% in 2008

Environment

Workplace

Marketplace

Health and safety

Community

Management approach



Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57

Rentokil Initial combines the strengths of a global organisation with the flexibility of local businesses, operating within a divisional structure. These divisions are responsible for setting and implementing strategic direction appropriate to their business. Overall the company operates over 1000 local branches or depots in more than 50 countries.

The company's approach towards corporate responsibility emphasises 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 Chief Executive has board responsibility for Corporate Responsibility (this was changed from the Executive Director, Corporate Development following the latter's change of responsibilities during the year). However, the Chief Financial Officer is responsible specifically for procurement matters at executive board level. The group's Board of Directors reviews 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 divisions and reviewing performance. Individual members of this Board take operational responsibility for the various corporate responsibility elements.

In 2009 the company undertook a major overhaul of all group policies including the development of a new Code of Conduct. The Corporate Responsibility policies are available on www.rentokil-intial.com and the group's intranet. They cover health and safety, environmental management, people matters, relationships with customers and suppliers and involvement with communities, as well as a new Code of Conduct and a Code of Ethics – the latter

was in place in 2008. This builds on a broad range of policies which have been in place across the group since 1999.

The company has continued with training its managers and sales specialists in respect of competition/antitrust law. This commenced in 2007 to reinforce compliance with the law and required business behaviour. It involves an online training programme that was been developed by external specialists, Integrity Interactive, and comprises three separate components – EU competition law, antitrust law and global competition principles and practices. To date, almost 3,000 employees have completed this training and it is now part of the induction process for new recruits in the relevant functional areas.

Mission, vision and values

Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57

The work initiated during 2008 to develop and articulate Rentokil Initial's mission, vision, values and behaviours (aligned to the company's business activities and strategic plan) continued during 2009.

The focus of this has been to develop activities to ensure that the values and behaviours are embedded through the business. Many of these activities have fallen under the aegis of the Human Resources and operational management teams. As an example, the values have now been built into the Performance Development Review programme and "Your Voice Counts" colleague survey. As a result, management appraisals include a review of the way in which the individuals concerned have been delivering the company's values in a proactive manner. In addition, each of the divisional internal newsletters has used the values (and their graphical representation) as the means of reinforcing the message about the way in which the company wishes its employees to behave – both internally and externally.

Embedding values is not an instantaneous process, but we are confident that it is well underway. 79% of colleagues said they had a 'good understanding of our values' in the colleague survey undertaken in September 2009.



Inside view
Our Values in Action

Our Mission

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

Our Vision

To deliver added value services in pest control, washrooms, textiles, facilities, hygiene, plants and parcels through our local network of over 1000 branches

Our Values



service · relationships · teamwork

Take a look at how these values are reflected in the actions of our colleagues in the examples described on the following two pages.

Values in action

Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57




Australia
Dean Stensholm,
Nursery Supervisor in
Alstonville

"A nursery can be a tough job: cold in winter and sweltering in the sub-tropical summer temperatures" explained Dean Stensholm, Nursery Supervisor in Alstonville. He and his team of eight colleagues grow and dispatch indoor plants all over Australia, which can be challenging.

"A truck from the nursery to Perth will take up to four days to get there," said Dean. "So plants must be packed well. This involves a hectic spray regime that has to coincide within a time frame with the arrival at quarantine. Every plant requires an application of five chemicals to meet local authority regulations." Great teamwork ensures the plants arrive in prime condition and meet local regulations.




USA
Derek Connors,
Pest control
Technician in
Fort Meyers

Great service and teamwork sometimes means thinking of others before yourself. Derek Connors, a pest control Technician in Fort Meyers, is strongly committed to sharing knowledge to help his colleagues develop. When the call came last summer to lead and teach a team working in a hospital, he was a willing volunteer, despite becoming a father one week earlier.

His District Manager, Marc Bibbey, explained: "We're a small team – just four technicians, two of whom were quite new when we had a customer with problems. The customer had five hospital sites, and an ant problem – in 100 degree heat. Derek volunteered to lead the treatment – not just to make up the team, but also to show the other guys what to do and how to do it."




UK
Charlie Owen,
Driver in Chester

Charlie Owen, a City Link driver based at the Chester depot, recognises building relationships can take service to an excellent level. When he delivered a Christmas parcel which was clearly a child's bicycle, he recognised a problem when the customer opened her front door with her child beside her.

He asked the customer if the garage was open, then having signed the paperwork, hid the parcel from view while the little girl left for school. He then took the parcel to the garage to hide it away.

"We always get to hear the negative feedback, but rarely the positive, as people expect the service we promise," said Depot Manager, Jon Ashcroft. "The consignee described Charlie as a wonderful and thoughtful driver."

Values in action

Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57



Singapore
Amirudeen Sulaiman,
Service supervisor
in Singapore

Running a busy restaurant the last thing you want is a drainage problem creating a serious hygiene risk, jeopardising your meal service. This happened in a seafood restaurant, in a big Singapore shopping centre. It has a great seafood reputation and has its food hygiene certification programmes licensed by the government.

Waste water flooded the restaurant. The manager was worried it was a clogged pipe, requiring closure of the restaurant and asked the shopping centre's management for help. They suggested Initial Hygiene, and although not a customer, they responded immediately.

"When the team arrived they realised the situation wasn't quite so serious" explained Jaya Seelan, Customer Development Manager. "Within five minutes they saw it was a blocked filter which they quickly cleared. There were a lot of relieved faces when the waste water flushed back into the drainage system, rather than out into the centre's common area!"



South Africa
William Mokoena,
Service Team Leader
in Rustenburg

Impala Platinum Mines is Initial Washrooms' biggest South African client. In July 2009 there was a serious accident at the mine, when nine miners died. The whole community was affected. A memorial service was arranged at the Royal Bafokeng Sports Palace stadium, with 30,000 people expected. Impala Mines contacted Initial one day before. A manager inspected the stadium and realised a major clean-up operation was required, as hygiene facilities were in a poor state.

Colleagues completed their working day at 3pm, and then worked at the stadium until 9pm. Some drove 400km to help that evening, whilst others drove from Pretoria the following day, starting work at 6am. Colleagues manned toilets and kept facilities clean all day, for all 30,000 visitors.

"Impala Mines was grateful for the fantastic job done... at such short notice, and for the dedication shown by the Initial staff," said Nikki Wetzler from Impala Platinum Mines.

Environment

Workplace

Marketplace

Health and safety

Community

Company overview

Geographic spread, by turnover and number of employees:

Geographic area – continuing operations	% of turnover	% of employees
UK	43%	58%
Continental Europe	40%	24%
North America	8%	5%
Asia Pacific	7%	11%
Other	2%	2%

Market sectors in terms of revenues and numbers of employees:

	% of turnover	% of employees
Initial Textile & Washroom Services	32%	14%
Initial Facilities Services	25%	53%
City Link	15%	9%
Rentokil	16%	10%
Rentokil Initial Asia Pacific	8%	11%
Ambius	4%	3%

Rentokil Initial is an international support services company. 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, almost entirely in the business to business sector. The company's services are available in over 50 countries and it comprises over 68,000 colleagues. In 2009, annual turnover was £2.53billion (actual exchange rates).

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 (hygiene services in Australia), JC Ehrlich (pest control in USA), Presto-X (pest control in USA), Calmic (hygiene services in Indonesia, Japan and Korea) 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 could be coordinated globally. This approach will enable transfer of best practice and enhance the leverage of our global operations for the benefit of colleagues, customers and shareholders.



Inside view
Rentokil Initial: What we do

Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57

Company overview

Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57

Company operating divisions



Provides a total textiles solution across Europe including work wear, reception wear and other types of specialist garments, and flat linen.

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



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 specialist hygiene services in the UK.



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



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



Provides premium express delivery services in the UK. Its operations include national and regional hubs, linked to local delivery and collection depots across the UK.



Provides pest control, washroom, floor hygiene, workplace hygiene and tropical plant services.

Operates in 16 countries under a number of brands including Rentokil, Initial, Calmic, Ambius and Pink.

Company overview

Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57

Company locations



Countries in which we operate:

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

Environment

Workplace

Marketplace

Health and safety

Community

Company overview

[Introduction 2](#)
[Highlights 4](#)
[Taking action in 2009 5](#)
[Management approach 6](#)
[Mission, vision and values 7](#)
[Values in action 8](#)
[Company overview 10](#)
[Environment 14](#)
[Workplace 23](#)
[Marketplace 33](#)
[Health and safety 40](#)
[Community 46](#)
[Making progress in 2009 52](#)
[Inside view 53](#)
[Commentary 55](#)
[Feedback 56](#)
[Index 57](#)

Corporate responsibility impact areas

CR Area

Impacts

Examples of possible occurrences

Environment

Waste management

Packaging materials for parcel delivery; office waste from cleaning services and hazardous waste from human fluids and toxic materials

Energy management

Energy used in office, vehicle fleets, processing plants and service centres

CO₂ emissions – process

Laundry plants and greenhouse operations

CO₂ emissions – vehicles

Parcel delivery and local service delivery fleet

Water usage

Laundry plants and greenhouses

Toxic materials

Materials used in pest control processes and fragrances in washrooms

Workplace

Employee engagement

Mobile employees working away from branches

Employee skills development

Basic skills for service operatives, technical skills for specialist areas and leadership skills for team management

Health & safety

Health & safety

Road traffic accidents, slips, falls and working at height

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 activity

Community investment and employee volunteering linked to corporate giving



Environment

Workplace

Marketplace

Health and safety

Community



In the Environment

Working together, responsibly

Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57



Environment

Workplace

Marketplace

Health and safety

Community

Environment

Key Performance Indicators

		Improvement 
CO ₂ emissions – on a total company basis	116.04 tonnes/£m turnover	13.5% 
Water consumption	12.37 litres used per kilogramme of product processed in all European plants	4.9 % 

2008 323,330
2009 293,574
Total emissions tonnes

Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57

In 2009, 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 six years.

The company continues to seek innovative solutions to benefit both the company and its customers with improved environmental performance benefits. Our focus remains on our carbon emissions and water consumption, but there is increased focus on our environmental management, and our businesses are taking initiatives to reduce waste generated and to increase recycling opportunities – with the commercial result of both reduced costs, and in some cases, new revenue streams.

Management Approach

Much of the company's service delivery is on customers' premises. The consequence is that our overall property environmental impact is relatively limited. Nevertheless, we are active in those key areas where our potential environmental impact is of greater significance, including:

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

The company's environment policy is set out in the environment section of the corporate website www.rentokil-initial.com.

Performance Indicators

The company's environmental KPIs focus on energy, and hence CO₂ emissions, for its global operations, covering properties (including processing plants) and vehicle fleet, together with water consumption in laundry plants (see above).

CO₂ Reporting

In compiling this year's environmental data, the company has continued its use of an information system linked to its accounting system. This has continued the improvement of the quality of collection of energy usage data across the group. In 2009 the commitment to providing this data has increased significantly, and our total emissions data is based upon operations representing almost 100% of the company's operations. Whilst our 2008 report covered about 90% of our operations, we have been able this year to upgrade our previous 2008 data, so it is now consistent with that of 2009.

In addition, for this year, we have modified the normalised reporting of CO₂ emissions. Previously this was based on kilogrammes per employee. This has been changed to tonnes per £million of turnover, so that it is in line with the proposed Carbon Reduction Commitment Energy Efficiency Scheme (CRC) that is being introduced by the UK government from April 2010, and with the normalised measures used in the Carbon Disclosure Project (CDP).

In addition, we have updated our emissions conversion factors, in line with the latest guidance from DEFRA which includes all forms of greenhouse



Environment

Workplace

Marketplace

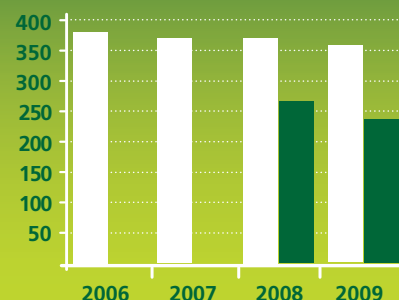
Health and safety

Community

Environment

Kilogrammes of CO₂ emissions per tonne of product processed – UK & continental European plants

- All continental European processing plants
- UK processing plants



Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57

gases in the factor (previously only CO₂ in its own right was included). This has resulted in revised figures for 2008.

Emissions reporting includes all fuel used by the company's worldwide fleet of vehicles. Throughout the group, 72% of the fuel used in vehicles is diesel, and 96% in its UK service vehicle fleet.

CO₂ Emissions

In 2009 Rentokil Initial's total CO₂ emissions were 293,574 tonnes compared with 323,330 tonnes in 2008, reported on a total company basis. In the previous years, the data had not covered 100% of the operations – for example, the 2007 data had covered about 82% of operations.

In 2009 Rentokil Initial decreased its emissions per £m turnover from 130.39 tonnes in 2008 and 116.04 tonnes in 2009 – an improvement of 13.5% year-on-year.

CO₂ Emissions in European Textiles

CO₂ emissions data has been collated by the company since 2000 for its major European textiles operations, with the data for all European textiles plants being reported since 2006. This focus is due to

	2008	2009
Total emissions tonnes	323,330	293,574
Emissions in tonnes per £m turnover on a total company basis	134.16	116.04

the textiles laundry plants being the major source of CO₂ emissions within the group in terms of property and process based emissions. They are currently responsible for 65% of the company's CO₂ property and process emissions (2008 – 63%) – and just over 40% for all sources of emissions.

In line with the approach for normalised reporting for the company as a whole, from this year, we are reporting emissions from European Textiles processing plants in terms of kilogrammes of CO₂ emissions per tonne of laundry processed. This normalised measure is the same as has been used since inception for the water consumption of these plants.

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

(including the smaller plants in Austria, Czech Republic and Spain), showing just under 5% reduction in emissions (with 2008 emissions showing on the same level as in 2007).

Improved performance in UK Washrooms

New roller towel processing plants were introduced into Initial Washroom Services in the UK in 2008, and their emissions have been incorporated into the total emissions for continental European and UK textile plants on the chart. These plants are considerably more energy efficient both compared with their older continental counterparts – about 30% better in terms of KWH of energy consumed per tonne of textiles processed. This advantage is offset somewhat because of the higher emissions derived from UK generated electricity. Nevertheless, the emissions from IWS's UK plants were 0.24 tonnes of CO₂ emissions per tonne of textiles processed (compared with 0.26 tonnes in 2008) – nearly an 8% improvement year on year.



Inside view
Textiles laundry plants

Environment

Workplace

Marketplace

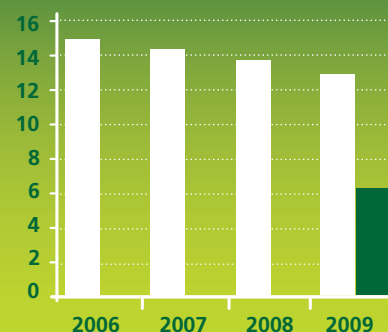
Health and safety

Community

Environment

Water consumed
litres per kilogram of textiles
processed – continental European
and UK processing plants

■ All continental European
processing plants
■ UK processing plants



Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57

Air Travel

We capture business air travel data 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 tonnes emissions
2009	6,053,487	725
2008	7,389,797	870
2007	6,791,197	794
2006	6,834,932	815

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.

However, we are starting to collate air travel data on a wider basis. Based on estimates from our Belgian, German and French operations, colleagues in these operations travelled about 2.5 million kilometres, and generated about 260 tonnes of emissions from these flights.

Carbon Disclosure Project

In 2009, Rentokil Initial completed the Carbon Disclosure Project 6 (CDP) submission, obtaining an above sector average disclosure percentage 68% in the CDP Leadership Index. Full details of the submission can be found on www.cdproject.net.

Water Consumption

As with CO₂, we report measurements of water consumption in all our continental European textile processing plants. In addition, for the first time, we are reporting water consumption for the new UK processing plants, which were opened in 2008.

In 2009, the water consumption, based on kilograms of laundry washed in all the company's European processing plants, fell by 5.0% to 12.37 litres (2008 – 13.02 litres). The chart below shows the trend in water consumption for both our continental European plants and the new plants in the UK.

This improvement has been the result of major management initiatives in our European laundry processing. The new plants introduced into the UK washrooms business operate at a far higher level of efficiency for water consumption – performing

roughly at twice the efficiency of the older European plant. Its performance indicator of litres per kilogram of laundry washed was 6.32 for 2009.

Environmental Activities

Environmental Management

In 2009, for the fourth year running, Rentokil Initial was amongst the leading 100 companies in the Business in the Community Corporate Responsibility Index. In addition, 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 and participated in the Carbon Disclosure Project. The company is also a signatory to the Business in the Community's Mayday Summit, committing to delivering carbon emissions reductions across its worldwide operations.

Both Initial Facilities Services and Initial Medical Services are certified to ISO 14001 for their environmental management systems. For Medical Services, this is the first year in which it has achieved ISO14001, but it is particularly appropriate for this business given the fact that it deals with medical and other waste that may be contaminated with human fluids, and which will require subsequent

Environment

Workplace

Marketplace

Health and safety

Community

Environment

CO₂ emissions

116.04 13.5% 

tonnes of CO₂ emissions
per £m turnover

improvement on a
like for like basis

Water consumption

12.37 5% 

litres per kilogram of
laundry washed

improvement

Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57

incineration. Ambius is now in the process of achieving this accreditation.

An important environmental issue for Rentokil is its control of the active ingredients included in the products it uses which is facilitated by its Authorised Product List (APL) procedure. Establishing APLs ensures that there is control over the compliance aspects of the use of chemicals in its rodenticide, as well as harmonisation of products (including working with suppliers to ensure registration of suitable products in different parts of the world). By the end of 2009 APLs were in place for every Rentokil operating company worldwide.

In the USA, the number of individual stock keeping units (SKUs) in its APL reduced from 2,286 in 2007 to 1,547 in 2008 and stood at 347 as at September 2009. This controlled approach has now been further extended by the removal of access to non-APL items from the business's internet ordering screens and personal catalogues. This ensures greater control over the use of materials in pest control applications, optimising the environmental impacts.

As well as managing their own operations, the company considers it is important to work with other

organisations to ensure that environmental impacts are mitigated. In this respect, the company's business in the UK continues its strong involvement with the Universities Federation for Animal Welfare (UFAW). This relationship 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.

In a similar manner, Rentokil continues to provide active support to CRRU (the Campaign for Responsible Rodenticide Use), whose objectives are to ensure responsible and effective rodent pest control, minimising the impact of such applications on wildlife. To support this objective, CRRU has launched Wildlife Aware, a training course for qualified pest control technicians working in rural situations for both private and public sector employers.

Ambius decided to take a broad approach to its environmental impacts, and has calculated its carbon footprint for its worldwide operations. This footprint covers emission derived from energy consumption, transport operations and emissions from carbon embedded in its paper use and waste generated. This business is now considering how best to apply its knowledge into its everyday business processes.

Environmental Initiatives

Even though there has always been a focus on environmental initiatives, within Initial Textiles and Washrooms, initiatives continue in order to deliver operational efficiencies. As an example, Initial Germany started a comprehensive energy saving initiative in all its process plants during 2009. Several energy audits have been made, and the actions will be implemented in the course of 2010. This includes optimisation of energy use in general, optimisation of washing processes, resulting in reduction of water consumption, and optimisation of machinery and equipment, resulting in less energy use.

Similarly, Rentokil Initial's approach in the UK towards greener vehicles continues. The vehicle choice list was refocused in 2009 to concentrate on lower emission vehicles, and this is continuing. The poster series, launched last year, aimed at company vehicle drivers, intended to help them understand how they can reduce fuel consumption through better driving practices, has been rolled out across all the UK operations. This lower emission approach is reinforced by the safe and efficient driving courses for van drivers, which deliver techniques to achieve better fuel consumption, and safer driving.



Environment

Workplace

Marketplace

Health and safety

Community

Environment



The Green Building Council of Australia awards two points towards green star ratings for indoor plant installations.

Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57

As well as having management procedures in place, many Rentokil Initial businesses are introducing environmental initiatives that reduce their own impacts, as well as those of their customers.

Ambius Pacific is a member of both the Green Building Council of Australia and the New Zealand Green Building Council and supports the green building movement through a range of interior plantscaping products and services that can help developers achieve some of their Indoor Environment Quality sustainability goals. At one time, designers and architects were specifying 'no plants' for minimalist commercial fit outs. Now as a result of the work undertaken by Ambius, the Green Building Council of Australia awards two points towards green star ratings for indoor plant installations.

One of the reasons why there has been this change in attitude is the work undertaken in universities on the benefits of indoor plants. Ambius Pacific has been supporting research at the University of Technology Sydney, on the relationship between indoor air quality and plants. The latest round of research indicates that any plants can improve indoor air quality (and that the size of the pot or plant does not matter, provided

they are 200mm or larger). This is significant because the indoor air environment is more polluted than the air outside, as it contains pollutants brought in from outside – mainly fossil fuel pollutants – as well as picking up the indoor pollutants. The research shows that having just one 200mm pot plant in the office space will clean the air of volatile organic compounds (VOCs) within 24 hours. VOC are emitted by almost all indoor objects and finishes – from plastics in computers, televisions, from most paints and from most carpets – and tiny bacteria living in the potting mix have been found to "eat up" the compounds. Another example is that of PRISM (Psychological Research into Identity and Space Management), a commercial joint venture between Ambius and the University of Exeter in the UK. This has just been awarded nearly three hundred thousand Euros to carry out further research into the benefits of enriching work places with plants.

One example is its study on the benefits to elderly people in care homes of being able to choose the decorative items in their rooms, such as plants. The study found residents healthier, happier and more satisfied with their lives after being empowered to influence their surroundings.

Looking at the internal embedding of environmental actions, Ambius has developed its Sustainably Green internal brand for its sustainability initiative. The project has three primary objectives: making Ambius's operations more sustainable, making the most of the marketing opportunities that arise and getting interior plants explicitly recognised in more green building rating systems. The carbon footprinting already referred to was the start of this initiative, and it is being carried through in waste management, as well as ensuring that every training programme and operating procedure includes an environmental element. But to ensure that this type of initiative is seen by colleagues as a strong company wide commitment requires a demonstration of leadership. In this case, Ambius's North America-based Managing Director has communicated internally that he has changed his V8 Jaguar for a Smart Car. As he said, "The road to carbon neutrality for me meant trading in my less energy efficient Jaguar for one of the greenest rides around."



Inside view
Ambius plant nursery in Australia

Environment

Workplace

Marketplace

Health and safety

Community

Environment

“The road to carbon neutrality for me meant trading in my less energy efficient Jaguar for one of the greenest rides around.”

Jeff Mariola, Managing Director, Ambius (right)



Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57

Reducing Waste

Waste management is an area where previously we have not centrally collated data. Nevertheless, there are many of our businesses with proactive waste management procedures – both for themselves and for their customers. At an individual business level, there were several examples of our businesses taking initiatives that directly related to their operational environments. The extent to which they are recycling their waste depends very much on the nature of their activities – and hence the nature of the waste produced

City Link undertook a review of its waste streams with the objectives of minimising impacts upon the environment and achieving commercially viable waste handling solutions at a time when it was anticipated that the rate of waste generated by City Link would continue to multiply. Its waste streams consist of wood, plastic, cardboard, paper, scrap metal, IT consumables and general waste. Actions taken in 2009 included addressing waste reduction in wooden pallets, introducing procedures to reuse, recycle or recover pallets. Similarly, plastic is being recycled with balers introduced throughout the network. The commercial impacts for the business

includes reducing the number of waste container “empties” so providing an efficient, cost effective waste handling and management system, as well as creating revenue streams from the recycling of waste such as plastic and IT consumables.

Similar initiatives are in place in Rentokil Initial Supplies (which manufactures and repairs appliances used by its sister businesses on customer premises). The Supplies business recycles plastic, cardboard and polyethylene. The plastic sanitary bins are granulated and baled by ELSA, exported to China via the Transfrontier shipment of waste regulations and recycled into waste bins or drainage pipework. During 2008 46 tonnes of sanitary bins were recycled in this manner.

For Rentokil, one issue in waste management is how to recover bait boxes that have included toxic rodenticide compounds. Previously, because these compounds are categorised as hazardous waste, the plastic bait boxes in which they were contained had to be sent for incineration because they may have been contaminated. Now the business has introduced disposable plastic inserts – bait box corner inserts – that keep the box clean. As a result the bait

boxes themselves can now be reused, representing a considerable saving in material usage and a reduction in the costs of waste disposal.

Initial Facilities Services (IFS) operates almost exclusively on customer premises, so for this business, the focus is upon supporting its customers in their own waste management. To support them it offers 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.



Environment

Workplace

Marketplace

Health and safety

Community

Environment



City Link

1,810

tonnes of waste
generated by in 2009

17%

recycled

Rentokil Pest Control

412

tonnes of waste
generated by in 2009

32%

recycled

Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57

As part of its support for customers' cleaning services, it has begun to replace 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.

An example of how IFS works with its clients is that of its work with Aviva (previously known as Norwich Union). IFS presented a Zero Waste to Landfill document to Aviva in October 2008 detailing methods that could be adopted across the UK to eliminate the need to send waste to landfill. This recommended the use of Material Recycling Facilities (MRF's). All waste produced by Aviva offices in Norwich is processed through a MRF resulting in only 15% of waste sent to landfill in 2009. The next phase will be to take this residual waste to "waste to energy" which will result in approximately 2% of waste to landfill in this area. IFS produces location league tables to foster competitive recycling across the Aviva Estate. Location Champions have been encouraged to work within their location to create

ideas and participate in local recycling initiatives and competitions.

On a larger scale, Initial Industrial Services, part of Initial Facilities Services, provides its customer, Nissan, with a complete suite of waste management and recycling services as well as a range of cleaning and associated services. The example of an innovative solution developed in partnership with Nissan is given in our case study.

The result of these initiatives has been a significant increase in the focus on waste recycling. Out of a total of 1,810 tonnes of waste generated by City Link in 2009, 17% was recycled, with the remainder being sent to landfill. This level is being steadily improved upon. The nature of Rentokil Specialist Hygiene Services require high levels of incineration. As a consequence, only 1% of its waste is recycled with 79% being incinerated. Rentokil Pest Control generated 412 tonnes of waste, of which 32% was recycled, and IFS's waste recovery services on behalf of its client, Aviva, as mentioned above, resulted in a recycling rate of 74% based on waste generated of 4,904 tonnes.

As a group wide initiative, at the beginning of 2009, we launched our "Be a Hero Waste Zero" programme. This programme included posters for use in office, as well as a range of stickers for use on waste receptacles and around the office space. There was also a series of leaflets and newsletters, providing ideas for waste reduction and recycling, as well as a website www.beaherowastezero.com for colleagues to use to share waste reduction ideas. The programme was wide ranging in its approach, covering ways of reducing waste at home, at work and on the road – and included ways to reduce energy as well as other resources. The programme literature was produced deliberately without branding. This meant that all the company's brands could use it easily. But in addition, the literature was made available to the company's customers, who could download the literature and use it unbranded in their own businesses if they wished.



Case study

Nissan and Initial Industrial Services 30% increase in recyclable waste recovery

Nissan is recovering greater levels of waste materials at its car production plant in Sunderland as a result of a ground-breaking waste picking facility, developed and operated in partnership with Initial Industrial Services (IIS) and Northumbria Recycling Ltd. This initiative has increased annual waste recovery of recyclable materials by 30 per cent and reduced waste disposal cost by as much as £70,000 per year.

The Sunderland plant is responsible for the manufacture of Nissan's Qashqai, Micra and Note ranges. Together with its facilities management partner, IIS, a recycling production facility was installed as part of an ongoing waste management programme.

The facility is managed by IIS, and includes a dedicated picking line, believed to be one of only two in operation in the UK, where waste is fed overhead and separated manually by operators. As the waste goes through the picking process individual items are grouped together and then recycled including cardboard, paper, correx sheets (polypropylene protection board), plastic bottles, plastic film, polystyrene, scrap glass screens, timber and ferrous material. In addition to the increased levels of recycling and reduced costs, additional revenue has been generated from the sale of the associated scrap, whilst new waste streams have been identified that should lead to greater recycling results in the future.

Nissan's Contract Controller, John Bearby, commented: "We are thrilled with the results that have been achieved to date and the hard work that has been put in by our waste management partners. The initiative complies with Nissan's Green 2010 Program, our global campaign to reduce manufacturing emissions by 7% by 2010, and the facility is believed to be unique in the UK motor industry."

IIS's objective is to work closely with customers, such as Nissan, to provide efficient and ethical waste management and recycling solutions. As a result, it contributes to the sustainability of their businesses and provides a service that has significant environmental benefits.



Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57

Environment

Workplace

Marketplace

Health and safety

Community



In the Workplace

Working together, responsibly

Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57



Environment

Workplace

Marketplace

Health and safety

Community

Workplace

Key Performance Indicators	2008 performance	2009 performance
Colleague engagement score	n/a	71%
Colleague engagement survey response rate	n/a	63%
Sales colleague retention	54.6%	63.5%
Service colleague retention	74.2%	74.4%



Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57

In 2009, the company continued implementation of its OneHR strategy and introduced the Your Voice Counts colleague engagement survey on a global, pan division basis, for the first time. In addition, the company built on the work undertaken last year on values and behaviours to embed these at every level in the organisation.

Skills development of colleagues remains of great importance to the company. In 2009, Rentokil developed its Academy, whilst Ambius has built upon its University – both focusing on developing skills within their service, sales and administration teams.

Initial Facilities Services has continued its work in developing the skills of its service delivery teams, including offering accredited National Vocational Qualification or Skills for Life training. In 2009, the Learning and Development team delivered 4661 days of training across the businesses, an increase of 55% on the previous year. Under the Train to Gain initiative, 419 employees achieved an NVQ, an increase of 25% on the previous year.

Management Approach

Ensuring colleagues are skilled, committed and motivated is important to the delivery of a quality service to customers. Indeed, since around 50% of the company's operating expenses are represented by people costs, effective utilisation of these colleagues' skills is a key business driver for the ongoing success of the company.

At the end of 2009, the company approved its Code of Conduct, which gives guidance on the company's expectations of the standards of behaviour expected of a colleague and his or her managers. This builds upon an all-encompassing Code of Ethics, together with 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.

As well as the approval of the Code of Conduct, during the 2009 the company undertook a review of its group-wide Workplace policies to ensure they met the latest legislative standards and represented best practice for our industry.

The company's HR strategy continued its roll out to improve the quality of its HR systems and processes, as well as ensuring consistency and fairness across all operating companies, with a global grading and performance management programme across the group. The single HR functional community was

Workplace

"The OneHR strategy is to deliver greater consistency of approach, systems and sharing best practice across the group."

Martin Sawkins, Group HR Director



Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57

established to bring all members of the HR function into a single unified team, with individuals taking responsibilities as centres of excellence to ensure best practice is shared across divisions.

The table on page 24 shows the colleague-based KPIs related to the workplace. These were first reported in the company's 2008 Annual Report and they are intended to be one of a set of key benchmark by which the company's performance can be measured.

Workplace Initiatives

HR Strategy

In 2008 the company introduced a new group-wide OneHR strategy delivers greater consistency of approach, systems and sharing best practice across the group, ensuring that the HR function supports the company's vision – "to be the best at what we do by doing what's right for colleagues and customers". OneHR involves a three-year programme with the core strategies focusing on:

- Compensation and benefits
- Performance management
- HR information system
- Communication and engagement
- Talent management
- Learning and development
- Resourcing.

During 2009, the following activities have been completed:

Compensation and benefits – the HR team is in the final stages of completing the global grading programme. Over 99% of management jobs have been evaluated, graded and colleagues advised. In addition, during 2009, management and selected HR team members have developed the company's global reward plan scheme for 2010. This includes the development of the reward timetable, the group bonus plans and front line incentives guidelines, ensuring consistency of approach across all of the company and the sharing of best practice.

Performance management – a new online Performance Development Review (PDR) process was rolled out to ensure comprehensive and consistent practices with all managers throughout the company. Supporting this roll out, a "HR Briefing Pack" has been produced for HR Managers. This incorporates documents such the Performance Management guidelines, and the Competency Development Guide.

HR information system – HR.net, the global HR database for management grades, was rolled out in 2009 with details of all management grade colleagues included. It will provide managers globally with self service access to their own and their team's employment data (work level 3+).

Communication and engagement – "Your Voice Counts" is our colleague engagement survey, and in September 2009, for the first time, it was undertaken group-wide. There are more details later in this section.

Learning & development – key 2009 initiatives included the launch of the Living Leadership – a 10-month programme in UK Pest Control to support the turnaround and raise capability across middle managers – the key group for managing the change. We also launched an Executive Development Programme (EDP) for the individuals with high potential (in work Level 4) identified in the Talent Review. Ten managers from across European and UK

Environment

Workplace

Marketplace

Health and safety

Community

Workplace



79%
of colleagues
say they have
“a good understanding
of our values”

Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57

based businesses are part of a team who are participating in their own development and as part of it are coaching people and teams on the Living Leadership programme in UK Pest Control. Coaching Skills programmes were piloted very successfully in City Link where the senior operations team are spearheading the change in leadership style. Several leaders across the company are benefiting from coaching on an individual basis and within the divisions there are also a number of successful programmes for developing the basic management skills at supervisory and second line management level. All programmes are rooted in our vision and use the values and competency framework as their basis.

Resourcing – whilst this is an area that remains “work in progress”, most vacancies are now placed on the company’s online resources and there is now a common approach towards senior recruitment.

In addition, within the global HR team, individuals with experience of these core strategies have been identified as centres of excellence, so that knowledge and best practice can be shared across all HR managers in the company on a global basis, irrespective of divisional responsibilities.

Values

The values (service, relationships and teamwork) and their associated behaviours were launched in conjunction with the launch of the strategic plan at the beginning of 2009. The company understood that it was essential that colleagues around the world understand what the values and behaviours mean – both for them and their business. This task was the responsibility of senior management teams in each business. They did so by ensuring a structured approach enabling colleagues in team meetings to discuss the values and making them relevant to their own local circumstances. This was backed up through a variety of channels including newsletters, posters and pocket cards. In addition, every management conference held by businesses around the world featured values and associated behaviours on the agenda. Induction for new recruits was modified to incorporate the development of an understanding of the required values and behaviours associated with the new recruits’ jobs.

But perhaps as important as these communications channels was the introduction of the values and behaviours into performance evaluation and recognition programmes. The company wide Performance Development Review (PDR) process is

built on the values and behaviours (and bonuses are structured around evaluation received in the PDR). At local business levels, recognition awards have been restructured to place the values and behaviours at their heart, with examples such as the STAR (service, teamwork and relationships) awards in Pink Australia and Rentokil, and Initial Hygiene New Zealand’s SHINE awards.

The company recognises that changing behaviour is a lengthy process, and it’s clear that whilst some businesses have adopted the values and behaviours in an embracing manner, for others there is still some way to go. But all are committed to ensuring that the behavioural change occurs, is embedded within every business and fully aligned to its business activities and strategic plan. See the examples of Values in Action at the beginning of this report.



Inside view
Importance of Teamwork in City Link



Inside view
Rentokil in the USA

Environment

Workplace

Marketplace

Health and safety

Community

Workplace

YVC 2009 Highlights

	Favourable %	Neutral %	Unfavourable %
I feel proud to work for the company	74	20	6
The company is customer focused	74	17	9
Finding better ways to meet customer needs is a high priority	78	16	6
Company places high priority on health and safety	75	15	10
Colleagues know what is expected of them	89	8	3
Poor performance is not accepted	74	17	9
Colleagues are treated with respect	72	16	12

30,581

colleagues surveyed
to measure colleague
engagement
63% participation rate

Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57

Colleague Engagement

Effective colleague engagement is essential to ensure colleagues are motivated to contribute to the success of their business and to achieve its goals.

There are many means by which colleagues can be engaged in an embracing manner. One example is the welcome a new colleague receives. Ambius has taken up this challenge as part of its Ambius University programme (described in more detail later in this section). It has developed a system for ensuring that new colleagues feel fully engaged. This system is now in its second year, and incorporates a welcome pack (available in nine languages) that covers the values and behaviours as well as the range of services and details of relevant contacts within the company. But the system identifies that engagement is also the responsibility of other colleagues in the workplace. Comments from some of Ambius's new colleagues, include those that have said that they have never experienced a comparable introduction to a new job, or have been made to feel so welcome, suggesting that all Ambius colleagues recognise that teamwork starts from day one of a new job.

Your Voice Counts

In 2009 Rentokil Initial launched the "Your Voice Counts" colleague engagement survey across every division for the first time. The company recognises that the ongoing process of involvement and feedback from colleagues contributes to the success of each business. Since 2006, Ambius and Rentokil have achieved this feedback through their colleague engagement surveys – "Your Voice Counts" – undertaken by Hay Group to ensure confidentiality and objectivity.

Following the success of these surveys – and the way in which local managers used the feedback to introduce positive action – the company decided in 2009 to extend this survey on a global basis. All colleagues were invited to participate, except for those in Initial Facilities Services, where, because of the nature of the colleague workforce, the survey was undertaken on a sample basis. Over 30,000 colleagues responded – a 63% response rate, which rises to 84% if those sampled from IFS are excluded. Thirty standard questions were asked, focusing on colleague engagement, colleague enablement and the three company values. Colleague engagement covers aspects such as colleagues' pride, advocacy, motivation and loyalty. Enablement measures

the extent to which colleagues feel their role and work environment allows them to perform at their best. A summary of the response to some of these questions, most relevant to the company's corporate responsibility agenda, is shown right.

The company's engagement score of 71% places it on a par with Hay Group's General Industry (GI) norm, and above its Service Industry norm. There is a relatively long service culture, with 69% of colleagues expressing an intention to stay more than five years. Our enablement score of 68% is 1% above the GI norm and on par with the Hay Group's High Performance Companies' norm.

"Your Voice Counts" Performance

30,581 colleagues surveyed to measure colleague engagement, 63% participation rate

2009 company wide performance

Comparison vs. General Industry Norm:
Better ▲
Level ↔
Worse ▼

Colleague engagement score **71%** ↔

Colleague enablement score **68%** ▲



Environment

Workplace

Marketplace

Health and safety

Community

Workplace



Training

4,661

In 2009, the IFS Learning and Development team delivered 4,661 days of training across the businesses

55% 

an increase of 55% on the previous year

Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57

Our experience from the Rentokil and Ambius surveys is that over time as colleagues gained confidence in the value of the surveys, there are increasing participation rates year on year, and in future years, we will report only on comparative company wide data.

In late 2009 and early 2010, the results of the survey were summarised at different levels of the company to enable action plans to be developed at business, function and branch levels. Actions will take place across the company including the reinforcement of learning and development activities, greater focus on coaching and communications, and the undertaking of multiple local action plans to address local results.

Skills Development

Rentokil Initial has long had a focus on skills training as critical to delivering customer service, as well as to underpinning its role as a major employer. In June 2008, it was one of the first companies in the UK to sign the UK government's Skills Pledge, initiated by the then Secretaries of State for Work and Pensions and for Innovation, Universities and Skills.

In February 2009, in line with the company's Skill Pledge commitment, the company's Chief

Executive participated as a member of the National Employment Partnership. This involved discussions to identify what more could be done collectively to help people through the downturn in the economy and to develop the right skills for the upturn.

The Learning and Development team in Initial Facilities Services (IFS) is committed to developing people and improving performance in order to meet the Skills Pledge Plan. This is done through:

- The provision of a range of courses via the internally delivered programme, the Step Ahead Agenda, available to managers and supervisors across IFS
- The delivery of externally endorsed programmes designed to meet specific skill needs, both technical and management e.g. ILM (Institute of Leadership and Management) and BICSc (British Institute of Cleaning Science) training
- The provision of a range of Government funded qualification programmes delivered across the Rentokil Initial businesses. Much of this commitment stems from Initial Facilities Services' relationship with the Learning and Skills Council (LSC).

As part of this relationship with the LSC, initiated in 2005, the business has delivered accredited training for UK-based employees as part of Train to Gain across a wide range of training requirements including numeracy and literacy skills, customer services and administration. Because the LSC is a government body, there is a requirement upon all training providers to be assessed by Ofsted, the UK education regulator. Its report on its assessment in 2009 covered a wide range of topic areas. Ofsted said that the overall effectiveness of the provision is satisfactory. It also stated that the "recently formed quality improvement group is starting to impact on the arrangements to monitor the quality of the provision". Key strengths included a good development of work skills and personal; effectiveness. A copy of this independent assessment can be found on the Ofsted website.



Inside view
Washroom services in Denmark

Environment

Workplace

Marketplace

Health and safety

Community

Workplace



NVQ

419

IFS employees
achieved an NVQ

25%

increase on the
previous year

Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57

Under the LSC scheme, Initial Facilities Services (IFS) provides its employees with a wide range of training schemes:

- **NVQ Level 2 and Level 3** – covering skills required for cleaning and support services, customer services, business administration, team leading, multi skilled hospitality and itq (information technology qualification).
- **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 our workforce, including literacy and numeracy skills as well as developing English language skills for Speakers of Other Languages (ESOL)

In addition, in 2009, 110 supervisors and managers attended its endorsed Institute of Leadership and Management programme which gives them the opportunity to progress their careers.

To ensure there is an action plan produced in line with the Skills Pledge, the business has established a Learning Champions network. This has focused on building awareness and understanding of the business's commitment. Initiatives include producing an IFS Skills Pledge for Managers to sign; creating internal case studies of successful learners training to NVQ & Skills for Life; and engaging with senior management to promote the Skills Pledge.

The Learning and Development team have also been working with Asset Skills, the Sector Skills Council for facilities management, housing, property, planning, cleaning and parking. Sector Skills Councils are employer led and Government licensed organisations established to improve the skills of the UK workforce. IFS participates in a number of these councils to play an active part in the development of initiatives to boost this skills area.

Performance

Under the Train to Gain initiative, 419 IFS employees achieved an NVQ, an increase of 25% on the previous year.

Performance

In 2009, the IFS Learning and Development team delivered 4,661 days of training across the businesses, an increase of 55% on the previous year.

Workplace

175

Long-term unemployed trained by Lancaster Cleaning



Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57

In 2009, one of Asset Skills' projects was the "Women and Work" project, an initiative to help women across nine sectors secure better training to fulfil their potential. Over a two year period this scheme aims to give up to 10,000 women across the sector the chance to train for a new job or progress within their company into higher skilled, better paid jobs. The project is being delivered by the Sector Skills Councils in conjunction with employers.

Initial Facilities Services participated in this matched funding project to provide women in the business with further development opportunities. This gave more women access to courses, for example, First Line Manager, in order to develop them for potential promotion in the future.

IFS and its colleagues have received several awards in 2009 for the quality of its service – which always comes back to the quality of its training. Initial Integrated services won the BIFM award for its service at the new Johnson and Johnson Medical services headquarters and Lancaster Cleaning Company was one of the three finalists in the Employer of the Year category of the London ESF Awards 2009.

Lancaster Cleaning operates almost exclusively in the financial districts of London and is particularly noteworthy because of its training Academy. This offers relevant, purposeful training to its diverse and constantly changing workforce of cleaning operatives and managers to support the individual needs of approximately 4000 staff. In addition, to support the local community, the Lancaster's Training Academy provides help to local groups.

Rentokil Pest Control has also introduced an Academy for its training programmes, although given the different nature of its work and operations, this is very different to that of Lancaster. Its Academy is a virtually based co-ordinated skills development and assessment programme which underpins the business's 'Experts in Pest Control' positioning. It is designed to drive consistent high performance across its three worldwide operational functions – service, sales and administration.

Performance

As part of this work, in three month period in 2009, the Lancaster Training Academy successfully trained approximately 175 long-term unemployed. Both they and the business have benefited. Lancaster has made 45 of them full-time employees and has a bank of a further 26 trained operatives who are waiting to be given full-time positions when available.



Inside view Training academy at Lancaster Cleaning

Environment

Workplace

Marketplace

Health and safety

Community

Workplace



600

UK Pest Control business's technicians have been through the technical performance assessment

6,000

Rentokil technicians worldwide will have been through the technical performance assessment by the end of 2010

Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57

In the service arena, the faculty is setting competence standards for all Rentokil technicians, by specifying the critical knowledge, skills and experience required for each of the 4 levels of competence that have been identified. This form of consistent competence setting does not exist elsewhere in the pest control industry.

With these competence standards set, technical performance assessments are made of technicians, resulting in a skills gap analysis. These assessments take place during a quarterly field visit. This includes coaching by the manager involved, which has received very good feedback from technicians because of the sharing of best practices and learning opportunities.

As a result of the work undertaken in the UK and Ireland, five skills development courses focused on continuous professional development have been established. These include aspects such as knowledge of pests as well as issues such as handling customer interactions in the most effective manner.

To ensure that newly recruited technicians achieve the same performance levels, these standards of competence have been built into a more rigorous

technician induction training programme. A new technician is expected to achieve a standard level of knowledge about pests within the first six weeks, based on classroom and field training. For subsequent levels, the training focus is on specific pests and customer needs associated with specialist sectors, such as those of hospitals and the food industry. It also involves developing more in-depth technical knowledge of pests, such as their life cycle, so that technicians will be able to deal with the more unusual customer circumstances. All training is validated externally by recognised institutions such as the Institute of Public Health, thereby ensuring greater professionalism in the industry. Ambius has adopted a different approach with its Ambius University (described in more detail in the following case study).



Inside view
Rentokil in Malaysia and Hong Kong

Performance

In 2009 Rentokil undertook a global programme to design and implement a Technical Performance Assessment programme. All of the UK Pest Control business's 600 technicians have been through the technical performance assessment, and the plan is that this approach will be extended across all of Rentokil's 6,000 technicians worldwide by the end of 2010.

Case study

Ambius University

Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57

Ambius established its Ambius University in 2007. Whilst 2009 has seen the development and introduction of several new programmes, its focus remains on supporting the strategic commercial objectives of Ambius by developing programmes that will contribute to profit growth, customer retention and increasing its capabilities through training and education.

The University now has its own board and leadership, to complement the initial steering committee, which now becomes advisory. This will result in quicker implementation of programmes that meet the needs of its colleagues.

During 2009, the University has developed and implemented six major programmes, including communication relating to the business's values and principles as well as Ambius University News, which is published in nine languages for its colleagues worldwide.

The University also leads on the business's work with other universities, such as the Prism project at the University of Exeter (referred to in the environment section) and is responsible for developing its sustainability programme, undertaking carbon foot printing across its operations.

It is also responsible for developing and maintaining its new colleague engagement system. It is now developing a customer engagement workshop programme for all its colleagues, intended to ensure that customer service is maintained and improved to levels that will deliver enhanced customer satisfaction, loyalty and retention, and ultimately, sales. Like all its other activities, the workshop programme has been developed in all nine languages, and is being implemented through selected trainers and facilitators to deliver the programmes.

Programmes planned for 2010 include developing a Sustainability Green Action Plan, intended to significantly reduce carbon emissions, combined with introducing services and products that will deliver greener approaches for Ambius's customers. Further work will occur to communicate the results of the Prism research project, starting with a programme for Ambius colleagues, with tiered training at four levels of complexity, which can ultimately lead to these colleagues being able to offer customers sophisticated consultancy in this area.

In addition, a pilot programme, "Discovery" (which has been running the USA), will be adopted for all country operations. It is a highly effective four-week introductory training programme for service colleagues that cover technical matters, horticulture, health & safety and customer service. Lastly, through the University, Ambius colleagues will be introduced to a new way of identifying customer segmentation, so that service delivery and product offering can be adapted to meet the needs of these customer segments.



Environment

Workplace

Marketplace

Health and safety

Community

Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57



In the Marketplace

Working together, responsibly

Environment

Workplace

Marketplace

Health and safety

Community

Marketplace

Key Performance Indicators	2008 performance	2009 performance
State of service performance	88.5%	98.1%
Customer retention	81.0%	79.6%
Introduction of customer satisfaction measurement	n/a	Launched across all divisions



Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57

Customer service remained a priority for Rentokil Initial in 2009. Following last year's introduction of a standard customer satisfaction measurement, improvements have occurred group-wide, with City Link returning to over 99% on time delivery.

The Group's state of service rate rose from 88.5% (2008) to 98.1% (2009). Other highlights include the first ever product registration under the EU's Biocidal Products Directive; supporting customers with products and services contributing to their sustainability programmes; delivering product stewardship programmes addressing customers' needs and minimising environmental impact.

Management Approach

Each business is responsible for developing responsible business relationships with their customers and local suppliers, while working closely together, with a global procurement approach where appropriate. To support them, group policies are available on the corporate website and intranet.

Customer satisfaction is of the highest importance to the company, and monitoring it is an essential management task. In 2008, the company introduced standard measures of customer service and customer satisfaction and rolled out the Net Promoter Score as a standard group wide measure of customer satisfaction in 2009.

The provision to our businesses worldwide of interactive training and guidance on competitive practices has been continued. This training, together with the development of a Code of Conduct in late 2009, will help to ensure our managers have a thorough and practical understanding of policies on ethical business behaviour towards both customers and suppliers. These two activities are reinforced by a formal annual sign off of compliance in these areas by each business head as part of the group's internal controls process. From the beginning of the year, the company

introduced group-wide KPIs of customer service, customer retention and customer satisfaction using the Net Promoter Score (NPS) measurement system.

NPS identifies loyal and unhappy customers and allows businesses 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 one or two follow up questions. Customers provide a 0 – 10 response (0 = unlikely; 10 = very likely). A dissatisfied customer will be contacted within 24 hours. In 2010 the company plans to expand this monitoring from country level to include branch level objectives.

Our Processes

Rentokil Initial is structured around six operating divisions to enable them to focus on their customers and specific market needs at a local level. Within each division, there is a high degree of focus on customer management processes. Both Rentokil's and Initial Facilities Services' quality management systems are certified to ISO 9001 – the latter covers its operations in facilities services, catering services and project management.

Eden Services, part of Initial Facilities Services, is one of the largest school catering services providers across

Environment

Workplace

Marketplace

Health and safety

Community

Marketplace



**Food for life
catering mark**

96

for Schools in Croydon, England



Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57

the country. In this market, there is a need to work closely with the local authorities, over and above the requirements of a quality management system.

In 2009, Eden, working in partnership with Croydon Council, received the Food for Life catering mark for 96 primary and special schools within the Croydon area. The business achieved the bronze accreditation, which recognises greater use of fresh, seasonal, local and organic ingredients, high welfare meat and sustainable fish. The accreditation included a detailed auditing process. The Food for Life catering mark is a Soil Association accreditation scheme to help leading caterers provide fresh, additive-free and responsible food to their customers.

In addition to management processes, several of businesses undertake customer satisfaction surveys to ensure they have comprehensive feedback on their customers' views and preferences. As an example, Initial Textiles and Washrooms European operations surveyed over 2,000 customers in 17 countries in 2008 (this built upon its French operation's continuous experience over 20 years of customer surveying). Similar surveys of customers have been undertaken in Ambius' North American operations. This approach has been standardised and rolled out across the group using the Net Promoter Score system.

For some of our businesses, it is important to provide our customers reassurance if a serious incident arises. All such incidents are managed on a co-ordinated basis through Rentokil's emergency response team. This team handles enquiries such as possible ingestion of pest control products, but also handles major incidents. Examples of the latter in the past year include agricultural workers committing suicide, by ingesting a product, normally only used by professional technicians. Its highly toxic nature meant that Rentokil's International Fumigation Manager attended the scene of both incidents and supported the local authorities.

Having effective communications in place for customers is an important part of our customer approach. In this respect, there is extensive use of online channels. Development of websites and customer extranets continued throughout 2008 and 2009. By the end of 2009, there were over 110 websites available for customers by brand and in local language.

Online information about service delivery can be an especially important part of involving customers in the services they need. A good example of this is Rentokil's PestNetOnline system. This provides large

multi-locational customers with information about past and future service dates as well as details of infestations by areas within the customer's locations, enabling them to better manage their potential risks. In 2009, PestNetOnline was rolled out to across a range of countries.

But often our customers expect our businesses not just to communicate current activities, but also to be proactive in anticipating future developments. One example is that of the increased regulatory activity emanating from the EU. The REACH regulations affected the company as well as many other different organisations and industry sectors. However one area of regulation that is particularly relevant to Rentokil is the EU Biocidal Products Directive. The case study at the end of this section gives an insight into the company's approach to regulatory matters, and how a successful and co-ordinated approach can benefit both customers and the business.



Inside view
Pink Hygiene in Australia



Inside view
Rentokil Pest Control in Australia



Environment

Workplace

Marketplace

Health and safety

Community

Marketplace



In 2009 Rentokil was the first company to achieve product registration under the EU biocidal Products directors

Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57

Our procurement activities combine local activity to meet the needs of the local businesses together with coordinated national and international contracts. However, it is the company's policy to ensure that strong relationships are built with all suppliers for the benefit of customers and colleagues.

Where we consider supply categories to represent a high risk, we adopt higher levels of supplier involvement to address key issues. For other categories, we adopt normal commercial procedures.

One example of a high risk supply category is that of textiles purchased for use in our textiles rental and laundry business. Much of the supply chain emanates from a few countries known to be on "countries to watch" list compiled by organisations such as Amnesty. For this category, the procurement department of Initial Textiles in France procures supplies on behalf of all the European Textiles businesses. Its supplier contract requires suppliers to meet ethical, environmental and labour standards. 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 is the building block for ensuring

strong supplier relationships and also supports its customers' own need for responsible business practices within their supply chain. Another category where the relationship with suppliers is at a higher level is in the fragrances supply category. These fragrances are used in washrooms, for odour control, as well as in appliances for use in office receptions, etc. In order to provide a safe level of exposure to fragrances used in various applicators, suppliers are expected to adhere to guidelines that were developed in conjunction with the company's toxicological consultants. These guidelines specify constituents that are appropriate for use in areas of short-term exposure and for those for use in areas of continual or long-term exposure. They also specify those components that should not be used under any circumstances.

Where procurement categories cover all the company's businesses, the group's procurement department sets guidelines to which each business will be required to adhere. One such example is the use of whole-life costing when considering the purchase of vehicles for the company's fleet. One benefit of this approach is that it ensures that environmental factors, such as energy consumption and CO₂ emissions, are taken into account when

deciding upon vehicles to be included in the list of vehicles available for selection. An example of this approach was the supply agreement for the pan-European van fleet which was based on a whole-life cost calculation of benefits.

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.

Marketplace Initiatives

Product Stewardship

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

Much of this work is undertaken at Rentokil's European Technology Centre. As well as addressing



Environment

Workplace

Marketplace

Health and safety

Community

Marketplace



Ambius Australia has launched a new range of Australian rainforest plants that have been selected for their abilities to survive well in an indoor environment.

Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57

regulatory issues such as the EU Biocidal Products Directive – discussed later in the case study – the Centre also develops new products. Increasingly these are focusing on minimising the potential impact of pesticides. One example is the mouse monitoring unit, which provides detection, monitoring and quick response to the real level of threats, so that laying excessive amounts of pesticide can be avoided. Similar development is on fumigation technologies, focusing on phasing out chemical ozone depleters.

The centre also undertakes comparative evaluation of products and appliances. As an example, the business's fly killers are tested against those of competitors to ensure that its products are the most effective available in the industry (measured by half life – i.e. time taken to eradicate 50% of the flies in the test). Similar tests are undertaken on bed bug treatments. In this case they are tested not only to achieve the most efficacious treatment, but also to achieve the least impact on human beings, such as irritation caused by the active ingredients.

But having the most effective product is one task, whilst ensuring the right level of skills to apply is another. The Centre is working to set standard competences for technicians (across all forms of pest control) on a world-wide basis. Currently, this form

of certification does not exist within the pest control industry and the business is intent on setting the standards on a global basis.

Customer Initiatives

Keeping customers informed about how our services can help them reach their own corporate responsibility targets is very important.

Initial Washrooms has been proactive in this area. Its website includes a section entitled "Sustainability and Innovation", covering the range of activities – from vehicle utilisation and processing approaches to recycling. It also features a separate document (entitled "Be Greener with Initial") which describes the range of products that customers can select to achieve more environmentally friendly performance. These include a 100% natural system for air purification, complete urinal solution systems that save up to 90% of water consumption and eco-friendly kitchen and washroom cleaning products that only contain 100% biodegradable ingredients.

In a similar manner, to highlight the issue of indoor air quality (and linked to the business's support for Rainforest Rescue, described later under the community section) Ambius Australia has launched

a new range of Australian rainforest plants that have been selected for their abilities to survive well in an indoor environment.

To address an increasing demand from customers for educational material relating to hand hygiene, especially with the recent outbreak of swine flu, Initial New Zealand developed a series of labels as part of its "Hands on Hygiene" global campaign. These labels were intended for use by customers in their own premises, but before launching them, the New Zealand team tested a variety of adhesive vinyl on painted walls to ensure that there would not be any damage to customers' paintwork in their own washrooms. A variety of customers were asked for feedback before the scheme went into production. The response from the likes of property managing agents and facilities managers in government ministries was overwhelmingly positive, and the scheme has now been launched. Hand washing exercises for schools also took place in Singapore and Indonesia.

Public health is an important customer issue for Rentokil around the world. Dengue fever is particularly virulent in South East Asia. Dengue viruses are transmitted to humans through the bites of

Environment

Workplace

Marketplace

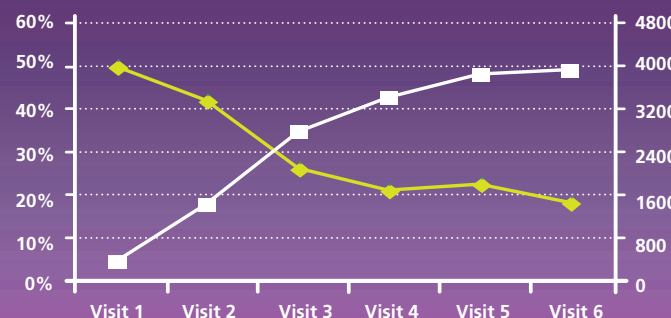
Health and safety

Community

Marketplace

Janzour infestation and rat collection data

■ Number of rats collected
■ Percentage of infestation



Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57

infective female Aedes mosquitoes, and there is currently no vaccine available. To create a more comprehensive control, Rentokil has developed a tailored vector control strategy, which includes an extensive field control program targeted at the various stages of the mosquito life cycle, as well as a state-of-the-art monitoring programme with global positioning system (GPS) based reporting and carrier analysis. However, whilst this adopts some of the latest technology in its control approach, sometimes, in some circumstances, this technology may not be applicable and colleagues use their own ingenuity.

One example is the contract in Libya to improve public health through the control of the rat population. Our team is operating without the benefit of street addresses or postcodes, which makes the logistical process of locating and subsequently monitoring 150,000 bait boxes placed around the cities of Tripoli, Misratah and Benghazi much more difficult than elsewhere. To overcome this, the local team developed a practical solution using their PDAs linked to Google Earth, colour coding the units and allowing them to move from unit to unit quickly and effectively.

Furthermore, there was no information about rodenticide resistance levels in Libya, therefore the company is working with the University of Reading and collecting DNA samples of specimens for analysis at the university.

The ability to use the right approach and local practical solutions is delivering a great result for the improvement of public health.

The head of the vector and parasite section of the Centre for Infectious Disease control in Tripoli visited the Janzour area of Tripoli where the business was undertaking treatments. He had received very positive feedback from the public in terms of the impact achieved on their everyday lives – there had been huge problems with rats before and now far fewer are found, as can be seen in the chart above. As part of the project, the approach involved providing a comprehensive training programme for the local recruited field force. This included an intensive 12 week English language course – in addition, the software used for the monitoring database has a dual language capability. The business has also been working with national and local government to address issues such as appropriate pest control legislation, waste management and

environmental health inspections, as well as supporting a public campaign to raise awareness about the risks posed by rats and related activities such as fly tipping.

In 2009 the Rentokil team in Libya faced an even more deadly challenge – to support the local community in Tobruk following an outbreak of Bubonic Plague. At the request of the Government, the team became part of an emergency response team with the involvement of the UN and the WHO. As well as dealing with the outbreak, the team also had to take preventive action to ensure the safety of the individual team members against landmines and other ordinance still in place from World War 2 and local conflicts. Two videos showing the Libya team in action can be viewed on www.rentokil-initial.com.



Inside view
Supporting public health in Libya



Inside view
Supporting the Tobuk community after an outbreak of Bubonic Plague

Case study

Leading the way with regulatory approval

Regulatory decisions in the area of product stewardship can affect both those products that are bought as well as those that are manufactured. Increasingly regulators are trying to limit the numbers of products available to ensure more effective control over their distribution and use.

One such example is that of the EU Biocidal Products Directive, tabled originally 20 years ago. The Directive is a key factor in determining the future development of the pest control supply industry, and one estimate is that about 25% of active ingredients will be controlled eventually by 5 suppliers as a result of the Directive. At the outset of the approval process, about 1700 active ingredients were notified, and 50% of them have been since discontinued. The focus is upon safeguarding both customers and the environment – without regulatory approval both active ingredients and products are eradicated.

Achieving approval for active ingredients and the products in which they are used involves a lengthy process of evaluation with the EU Directorate. In 2008, the company gained approval after six years of extensive effort for its co-owned non-anticoagulant rodenticide, Alphachloralose, achieving Annex 1 listing under the Biocidal Products Directive.

In 2009, the company was the first in Europe to achieve a product registration under the Directive for its RADAR (mouse unit) application. RADAR stands for Rodent Activated Detection And Riddance. This was after five years of effort. Product registration is a far more complicated evaluation than that for active ingredients because it also requires products to be risk assessed

From a customer perspective, this product registration is highly significant because it permits RADAR to be sold and used anywhere within the EU. This ensures that customers can continue to have an effective product to tackle rodent infestations, safe in the knowledge that it has been tested to the most stringent standards.



Inside view
Using RADAR in Rentokil (UK)

Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57

Environment

Workplace

Marketplace

Health and safety

Community



In Health and safety

Working together, responsibly

Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57



Environment

Workplace

Marketplace

Health and safety

Community

Health and safety

Key Performance Indicators	2008 performance	2009 performance Improvement 	2009 Target achieved 
Number of Lost Time Accidents (injuries and illnesses) / 100,000 hours worked (LTA)	1.82	1.53 	1.60 
Working Days Lost because of Lost Time Accidents / 100,000 hours worked (WDL)	39.26	39.68 	n/a
Group – % of business units populated their Scorecards	93% 	95% 	n/a

Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57

Health and safety is a regular item on the company's board agenda, with regular updates on performance against set targets. Lost time accident rates continue to improve, both year on year and against target. As part of the company's health and safety operating plan, a new health and safety policy statement was developed and communicated.

The 'Success is No Accident' programme (originally introduced to the UK businesses) has been extended to key businesses across the world, following its achievements in the UK both from the perspective of colleagues and commercially.

Management 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. In 2009 a SHE Board was established to co-ordinate activities across the group.

As part of the company's three-year operating plan, the businesses report to the main board on their lost time accident rate (LTA) and each has set targets related to this KPI. The company committed in its 2008 annual report to publicly report on performance improvements in this area. This public commitment and the fact that health and safety is a regular item featuring on the board's agenda, has acted as a reinforcement to the message from the chief executive to all managers that health and safety is one of the company's highest priorities.

Not only is safeguarding the health and safety of colleagues, customers and others with whom it interacts of paramount importance for the well-being of these individuals (as well as the reputation of the company) but the company also recognises effective health and safety management plays a key role in achieving sustainable business success.

In 2009, building on its group health and safety three year operating plan (which set objectives for continual improvement of health and safety management and performance) a new health and safety policy statement was prepared and circulated to all businesses. This policy statement is available on the corporate website. It focuses on the need for every business to provide health and safety leadership, direction and support. In common with the group's drive to use a more standard approach to business processes, the group is developing more standard and measurable approaches to critical elements of workplace health and safety such as working at height and conducting risk assessments.

In addition to the monitoring via KPIs, the company has taken the decision to roll out into key international businesses the "Success Is No Accident" programme, which originated in the UK and has been a very successful tool to focus management on health and safety and its associated costs. This programme is described in more detail in the case study at the end of this section. As a result of this decision, the health and safety scorecard reporting and assurance process has been used to a lesser degree in the management of health and safety.

Environment

Workplace

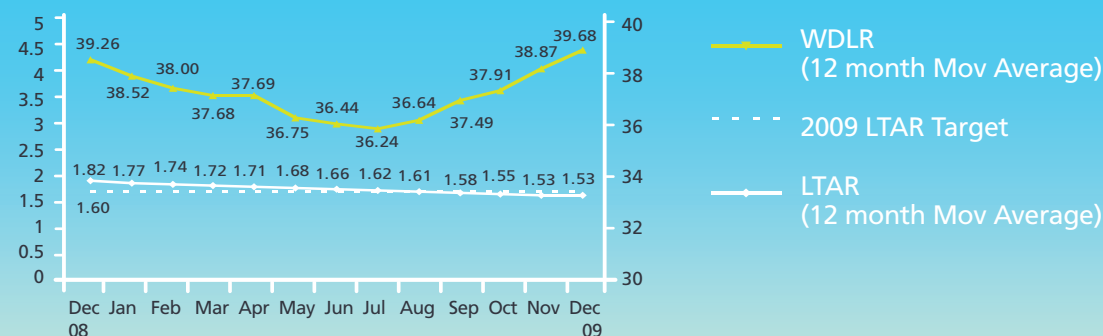
Marketplace

Health and safety

Community

Health and safety

12 monthly moving average for Lost Time Accident Rate and Working Days Lost Rate



Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57

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 around OHSAS 18001 (which itself has been adopted by Initial Facilities Services adopted as its own health and safety management system).

Rentokil Initial at board level focuses on one health and safety KPI which is the company's Lost Time Accident Rate (LTA). This is a frequency measure, and is reported in the company's Annual Report. In addition, we measure the group's Working Days Lost Rate (WDL), which is a severity measure. Our annualised performance against these two KPIs is shown in the KPIs on the previous page. 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 (for the UK only) – and the percentage of businesses that have populated their scorecards (shown above).

The 12 monthly moving average data of the LTA and WDL KPIs are shown in more detail above. LTA performance improved significantly in 2009 with European Textiles & Washrooms, Rentokil, Initial

Facilities Services, Asia and the group all achieving and exceeding their 2009 LTA rate targets.

In addition, the company has identified the 21 priority businesses that accounted for approximately 75% of the total lost time accidents and working days lost across the group in 2008. These businesses have been included in the group and divisional health and safety plans and were targeted for improvements in 2009. As a result, LTA performance improved significantly in 2009 in the majority of the priority businesses with 17 of the 21 businesses achieving their 2009 LTA rate targets. The four businesses outside of their targets are receiving extra attention from the company and divisional health and safety functions.

For the first time in several years, we have to regrettably report fatalities. A Rentokil technician in Germany died after falling from height, from a cage elevated using a forklift, and a Rentokil service supervisor in Indonesia died in a road traffic accident after being struck by a third party. A member of the public died as a result of a road traffic accident in France. For all accidents, we have conducted full investigations.

Initiatives

Developing a Culture of Safety First

Achieving improvements in health and safety relies on having both an effective management system in place that has the commitment of all levels of management, and also each of our colleagues taking responsibility for their own health and safety and for that of others. In this respect, the company identifies the importance of teamwork as one of its three main values. An important aspect is how our colleagues believe the company is taking a genuine interest in their well being.

This focus on well being is very evident in the company's South African business, which held its first well-being day for colleagues in the KwaZulu-Natal region. The day started with a moving message on the experience of living with HIV/AIDS. It continued with voluntary HIV/AIDS counselling and testing, health risk assessments, including TB Screening, and Body Mass Index (BMI) measurements, as well as more relaxing sports activities and aromatherapist and Mayakari treatments.



Environment

Workplace

Marketplace

Health and safety

Community

Health and safety



79%
of colleagues say
“This company places a
high priority in health
and safety”

Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57

With the company's three year health and safety operating plan in place, the Your Voice Counts global survey in 2009 included a specific question

“This company places a high priority in health and safety”

% favourable and points above or below Hay Group's General Industry Norm 2009 survey

Rentokil	81% (+9)
----------	-----------------

Ambius	76% (+4)
--------	-----------------

Rentokil Initial (group-wide)	79% (+3)
-------------------------------	-----------------

about colleagues' perceptions about the company's priority on health and safety. The table above shows colleagues' responses, and reflects the higher positioning for Rentokil and Ambius based on the previous three years' surveying on a question similar to this new one.

Of course, an alternative perspective is provided by the external health and safety awards gained in this area. Rentokil won a Royal Society for the Prevention

of Accidents “RoSPA” Gold Award in the UK for the ninth out of 10 successive years.

City Link continued its impressive list of safety achievements with two Gold Awards in the 2009 RoSPA Awards for the company and it also won a Silver Award for its Coventry Hub. These results were particularly pleasing given the changes that the company has undergone and the challenges it has faced since 2007.

Rentokil Specialist Hygiene and Initial Facilities Services (IFS) were also RoSPA Gold Award winners. In addition, IFS was named a winner of the British Safety Council's International Health & Safety Awards for the third consecutive year.

The company continues to raise awareness about the importance of health and safety. For instance, in 2009, City Link launched ‘Play it Safe’, a bingo-style interactive game which introduces health and safety training on an interactive and competitive basis with maximum participation by all. Similarly, in Asia, the company produced health and safety cards to raise awareness of the importance of reporting accidents.

Training for Health and Safety

Initial Facilities Services is a registered training centre with the Institute of Occupational Safety and Health (IOSH). IFS is continually committed to training its managers in health and safety by putting them through the IOSH Managing Safely course. Also, in a number of key areas employees are put through the IOSH Working Safely course to enhance their understanding of basic health and safety in the workplace. Both of these courses are delivered in house. There has been a significant improvement in health and safety practice over the last four years which can be indirectly related back to the amount of training being completed in these areas.

The IFS risk management two-day in-house accident investigation training programme was revamped in 2009. The training is targeted at those that have management responsibility. Candidates are trained to identify what evidence is crucial to the investigation, interviewing techniques, root-cause analysis and identifying sound corrective actions to prevent re-occurrence. This training has given managers a better understanding of what accident investigation is all about and has delivered significant improvements in this area.

Health and safety

5 Gold Awards

City Link
City Link – Wednesbury hub
Initial Facilities Services
Rentokil Specialist Hygiene
Rentokil Pest Control

1 Silver Award

City Link Coventry hub



Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57

Working at height has been a major focus area for the Health and Safety Executive, and in 2009 IFS introduced a bespoke working at height course to its programme of courses. This is capable of being delivered anywhere in the UK. The course specifically covers ladder use, step ladders, inspections and harnesses and all colleagues in the window cleaning businesses have completed the course.

In order to achieve the development of the right safety culture within Initial Facilities Services, safety culture surveys and behavioural safety training was rolled out in 2009. These were designed to help improve line managers' perceptions of traditional health and safety management and also to enhance their ability to influence others.

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 risk assessment to enable effective integration 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 course focused on the basic causes of such accidents and how they can be prevented. This was complemented with the purchase of Surtronic Duo slip meters to enable the business to assess slip resistance properties of flooring materials prior to a contract starting. This enables the most suitable safe system of work to clean the floor to be put in place at the contract outset. These meters are also used following an accident, to ascertain whether or not the accident was a direct result of the cleaning or other external factors. As a result, the business is able to provide relevant data to third parties such as insurers, enforcing bodies, and customers.

Within Initial Catering, e-learning packages have been evaluated for front-line colleagues. These cover the basic food hygiene course and a need for a refresher at regular intervals. Colleagues complete these in the workplace using a portable computer which enables them to be trained whilst they work. The initial trials

have now been completed and an evaluation of how successful the project has been is currently being compiled for review.

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 addition, Initial Facilities Services was also awarded the Safe Contractor Award and the CHAS (Contractors Health & Safety Scheme) for the division. These demonstrate that that IFS maintains high levels of health and safety management within its operations.



Inside view
Rentokil Specialist Hygiene:
Dedicated equipment to manage
challenging circumstances



Inside view
Initial Medical Services:
Great importance on health and safety

Case study

Success is No Accident

The company's "Success Is No Accident" programme was first put into operation in the UK. Its implementation significantly improved the effectiveness of the accident reporting processes and also led to a significant reduction in the Reporting of Injuries, Diseases and Dangerous Regulations 1995 (RIDDOR) reportable accident rate, as can be seen from the table below, which shows an improvement in performance in 2009 of 2.5%, following the 2008 improvement of 8.6%.

The "Success is No Accident" programme was introduced into the UK in 2007, covering around 60% of colleagues". It won an industry award in its first year of operation. The programme 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.

UK – RIDDOR reportable accident rate / 1,000 FTEs

2007 Performance	2008 performance	Improvement ↑ 2009 performance
13.15	12.02	11.72
	8.6% ↑	2.5% ↑

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.

Feedback can be provided for any customers involved in workplace incidents to advise on the circumstances surrounding individual incidents.

As importantly, 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. The company recognises that rehabilitation is highly important from the individual's perspective, but as importantly it is cost-effective from the company's perspective. The rehabilitation part of the programme has substantially reduced the number of days lost as well as generally improving employee relations and morale. To be successful, such a programme requires strong support of management, as well as substantial up-front investment in expertise and systems, even before taking into account the in-house time spent creating the necessary infrastructure.

Also it requires specialist external advice and support. In the UK, the company utilises the support of UNUM that provides its group income protection plan for its colleagues. As a result, the company has access to a specialist rehabilitation services team that advises on absence management; how best to support a colleague with a disability or a stress related illness; how to develop a graduated return to work plan for these colleagues; as well as how to suggest alternative work for those colleagues that cannot return to their original role.

Due to the success of this scheme in the UK, and to ensure consistency and best practice across the group, the company is in the process of introducing "Success is No Accident" around the world. The first businesses outside the UK to benefit were in Eire, Australia and New Zealand. Following successful implementation in these operations, the roll out will be prioritised.

Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57

Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57



In the Community

**Working together,
responsibly**



Community



Charitable Donations

£150,000

5.6% 

up year on year

Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57

In 2009, Rentokil Initial businesses participated in a wide range of community activities, covering charitable donations, community support and community investment. All divisions were active in their communities. Significant community investment programmes occurred in South Africa, related to supporting individuals impacted by Aids/HIV, in Australia supporting Rainforest Rescue, and across those European countries where Initial Textiles and Washrooms Services operate, with a sanitation programme linked to Save the Children.

Management Approach

Rentokil Initial's approach to the community consists of three separate strategies.

The first is charitable cash donations, which tends to be made at a central or divisional level. These donations can be linked to matched-giving to support employees' own locally based fund raising for charities and voluntary groups.

The second is community support, which tends to be a combination of value in kind donations, often linked to employee volunteering activities, which may in themselves relate to fund raising, with possible matched giving. This support tends to be undertaken at a country level.

The third relates to community investment. This approach tends to be determined at a country or divisional level, and is likely to be a combination of financial support, operational or marketing support (such as cause-related marketing) and employee volunteering.

The company's community support and investment is focused locally or divisionally rather than centrally

driven. The selection of which community scheme to support is often selected by employees. Their active participation is particularly important.

Individual community activities are led by the management of each business (either on a local business or divisional basis). In most instances, the selection of which community activity should be supported is based upon those communities where the local business operates and where employees live and work.

Performance Indicators

In 2009, Rentokil Initial's charitable donations amounted to £150,000 (£142,000 in 2008). This amount excludes any assessment of the value of activities that include value in kind donations or provision of management time. It does include donations made as part of the company's matched giving scheme (but not the employees own fundraising).

Community



City Link raised

£700

for four lifejackets for volunteer lifeboat

Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57

Initiatives

The following represent the highlights of the community initiatives undertaken in each division. There are many others. These may be relatively small activities, but whose impact can be quite large for those members of the community that are beneficiaries.

Ambius

In Auckland, New Zealand the Ambius branch is a supporter of the Starship Children's Hospital, the only specialist paediatric hospital in the country. Its support is by way of supplying and maintaining plants, which help create a soothing, restful atmosphere for the children who are the patients and their families visiting them.

In Australia, Ambius has created a cause related marketing scheme to support the Rainforest Rescue (itself described in more detail later under the Asia Pacific division). The scheme is based on a new Australian rainforest range of plants. When customers choose to rent any of these plants, Ambius makes a contribution towards Rainforest Rescue to help protect the unique Daintree area in North Queensland.

City Link

City Link's community work is often locally focused. One example is that of its Norwich depot, which bought four new life jackets for the Palling Volunteer Rescue Service Appeal, at a cost of £700 (equivalent to about a year's worth of the service's own street collections). This is a lifeboat service which has served this coastal resort in Norfolk for almost 160 years. The donation was made following a request by an employee who has been a local lifeboat volunteer in Sea Palling for more than two years.

In an example of value in kind donations, the business was supporter of the leading wish granting charity, Make-A-Wish Foundation UK, throughout 2009 and in particular it came to their rescue during the Royal Mail postal strike. It delivered all of its special wish packs to wish children which would otherwise have gone via the Royal Mail. The packs are vital to each wish as they contain an itinerary for the wish day or holiday, maps, tickets and anything else the child needs for his or her wish. The postage of these packs costs Make-A-Wish several thousand pounds each year.

Similar support was provided by the business to the UK's first ever "National Family Week", which

held the world's biggest picnic in May. The business distributed all the official promotional goods free of charge across the width and breadth of the country.

In an example of employee-led fundraising, a charity rugby match in aid of the Pancreatic Cancer Research Fund was organised by one of City Link's senior executives, who plays for Alcester Rugby club. The match between Team City Link and the Alcester XV featured rugby legends such as former England International Dean Richards MBE and ex-Gloucester prop Andy Deacon. The match raised nearly £2,000 for the charity in memory of one of City Link's colleagues who had died from the disease in 2008.

Initial Textiles and Washroom Services

For this division, its focus was on its support for Save the Children, which is described in detail in the case study at the end of this section.

Initial Facilities Services

Lancaster Cleaning, through its Academy, works with Tomorrow's People, whose objective is to support the long-term unemployed of London, offering practical training solutions and support to those who until now, have thought they were unable to get employment. Over a period of three months,

Environment

Workplace

Marketplace

Health and safety

Community

Community



Rentokil is providing excellent support to the Green school project in India

Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57

its Academy has successfully trained approximately 175 long-term unemployed and provided suitable employment within Lancaster Cleaning contracts across the City and Canary Wharf to 45 of them. As a result of the strength of the relationship, Tomorrow's People nominated Lancaster for the Employer of the Year category of the London European Social Fund (ESF) Awards 2009, where it was awarded a runner-up position from a total of 75 entries.

Rentokil

JC Ehrlich, the North American business, has made commitments of donations amounting to about \$30,000 over the next few years to around eight local charities. This is in addition to the business's local sponsorship of children's sports teams. In addition, the division's marketing team participated in the Give and Gain Day (Business in the Community's annual employee volunteering event). By organising (and contributing) for a dress down day, they raised over £200 to support Millpond Primary School with the provision of an outdoor reading area and vegetable garden.

Asia Pacific, Africa and the Middle East

Rentokil in India is providing expert support to the Green School project. This project aims to engage school children in a greener and cleaner environment. The project involves schools forming teams for projects targeting energy efficiency, water efficiency, greenhouse keeping and integrated pest management.

Each team comprises both students and experts from the field. Rentokil's support involves guiding school children in their projects on topics such as integrated pest management and helping in the implementation of initiatives to make areas pest-free.

In addition, the business is organising pest awareness programmes – called the Pest Detective – for school children in India. The children are shown symptoms of pest existence. On judging the pests with the symptoms shown, the children are rewarded with the UNO cards – a card game played with a specially printed deck.

In South Africa, much of its community focus has been on supporting employees and their relatives who have been afflicted by HIV/AIDS.

One of its first community activities was to support the starting up of the Thusanang Development Centre by providing a 2.1 acre property on a free of charge basis. This centre's beneficiaries belong to the large community of squatters in Olivienhoutbosch, where HIV/AIDS affect the ability of families to work and survive. The activities at the centre include agriculture (growing spinach, breeding chickens for the community and preparing compost from Ambius waste), a kitchen feeding scheme, computer literacy training, and training for manicures and facials, together with an employment recruitment drive.

From the community investment in Thusanang, evolved the Zenzeleni Trust. This is a colleague-based initiative, whose objective is to provide funds for beneficiaries, who may be any colleague, or child or adult dependant of a colleague, requiring financial assistance as a direct result of HIV/AIDS or an HIV/AIDS related illness. Membership amounts to over one third of the business's colleagues, who contribute monthly to the Trust, but all the colleagues support its fundraising activities. These events are organised by HIV/AIDS Champions who are located in every operation in the business, and whose role (in addition to organising fundraising) is to liaise with any colleagues that need support.

Community



17,500m²
Australian rainforest protected

Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57

The South African business is also active in other community aspects. The business recently agreed to provide educational sponsorship to a young boy who lives in a children's home for abused and abandoned children in the Western Cape. This sponsorship covers school fees, books and uniform etc for a high school he is attending.

To ensure the business' community activities are aligned to how business is developing in South Africa, the business has appointed a manager to be responsible for reporting on and arranging activities to continue its Corporate Social Investment.

In Australia, the businesses have a continuing relationship with the Daintree Rainforest Rescue Sponsorship Programme in Queensland, Australia. Their programme is designed to have long-term positive environmental benefits and could be linked to the community and its customers. It started with 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, customer communications and cause related initiatives (such as the Ambius range of rainforest plants referred to earlier), as well as employee volunteering.

Case study

Mission Clean Hands



Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57

In 2008, Initial Textiles and Washroom Services division launched a major campaign on sanitation across Europe in conjunction with the United Nations' Water Supply and Sanitation Collaborative Council (WSSCC). The "Hands on Hygiene" campaign was developed to support the UN's International Year of Sanitation.

As part of the campaign, the business has entered into a longer term partnership with international charity Save the Children. The first joint project in 2009 was in located in a school in the Ivory Coast. Most schools in this country suffer from lack of sanitary facilities, often because of conflicts which have left them damaged or destroyed. The four month project, at a school in Abengourou (already rehabilitated by Save the Children), resulted in the school being provided with one new functional latrine with six cabins for girls and boys, one new water point and one new point for hand washing. In addition the school received supplies of soap and a Hygiene Committee was established to ensure children learn about hygienic behaviour and develop new habits.

In 2009, in an initiative covering all its worldwide businesses, the division wanted to bring the program home to 8–11 year old school children in a more effective manner. It launched "Mission Clean Hands" – a web site aimed at providing education on bacteria and the importance of hand washing in a fun but serious way – www.missioncleanhands.com.

Save the Children was very supportive of this initiative, and every business received relevant support from the division, including the web site in seven local languages, templates for collateral such as a poster, door hanger and sticker, a press release in English for local translation, and a direct contact with its local office of Save the Children to review appropriate co-operation in the rollout.

In New Zealand, as part of its "Mission Clean Hands" programme, the business sponsored 30 schools with around 10,000 students. These schools received hand sanitisers, posters promoting Mission Clean Hands, and also competitions (covering essay, poster art and colouring-in) all themed around hand hygiene and Mission Clean Hands. Winning students received iPods. This programme was linked to the start of Foodsafe Week, and the programme was launched by New Zealand's Food Safety Minister.

The business continued its "Mission Cleans Hands" programme in support of the annual Global Handwashing Day (15th October, 2009), and local colleagues actively undertook fund raising activities for Save the Children around this day.



Environment

Workplace

Marketplace

Health and safety

Community

Making progress in 2009

Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57

Area

Health and safety

Identified long term challenges

Effective health and safety management across the group

2009 challenges

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

Progress in 2009

Achieved and exceeded this target

Reduced usage of this mechanism as we introduced common data systems for the management of LTAR and WDLR performance indicators

Focus for 2010

Continued focus on LTA – at both group and local levels – and increase focus on Working Days Lost (WDL) because of Lost Time Accidents at local levels

Reduced emphasis on Scorecard system as the focus on LTA and WDL improves

Extend our safety culture globally

Implement H&S three-year plan including use of KPI measurement in all divisions

KPI measures in place and "Success is No Accident" being rolled out into key operations

Continue roll out of "Success is No Accident" across key operations

Improve risk management and encourage UK businesses to take greater responsibility for managing health and safety

Our loss-control incentive programme operates in UK

Continues to operate for 2009

Continue with operation at UK level

Environment

To reduce our CO₂ emissions

Analyse European Textiles processing plant efficiency (source of 32% of the company's CO₂ emissions) and identify long term opportunities for introducing processing efficiency

Comparison with UK washrooms processing plants has established potential improvement areas.

Analysis ongoing

Extend benchmark comparison of energy efficiency across all divisions as a means of driving the energy efficiency and reduction in CO₂ emissions

Product management

Maintain and improve product management through the introduction of global category management

Global category management introduced for key business areas e.g. Rentokil's focus on Authorised Product Lists as the means of ensuring consistency of a quality approach

Continue the development of category management, including its focus on product stewardship

Marketplace

Ensure customer service delivery meets customer expectations

Extend customer satisfaction measures across the group (including Net Promoter score) – along with company wide targets

Net Promoter Score and State of Service measurements implemented across the company to country level

Extend to branch level and add competitive analysis.

Procurement activities with consistent quality, and consistency of governance

UK procurement to be centrally co-ordinated as an initial stage of procurement development

UK procurement is now centrally co-ordinated

Review opportunities for greater procurement co-ordination on a group wide basis on key supply categories

Workplace

Developing colleague engagement in mobile operations

Extend colleague engagement survey to all divisions

Introduce action plans in every business to improve key scores

Company wide "Your Voice Counts" achieved in 2009

Introduce action plans being introduced in every business to address issues arising

Ensure "Your Voice Counts" is an annual activity

Build the quality of management action plans as a result of survey responses and feedback

Governance

Enhance the understanding of ethical behaviours across the company

Introduce Code of Conduct and review existing policies

Code of Conduct developed and policies reviewed

Communicate new policies and formulate training programmes to ensure they are embedded



Inside view

Short films showing colleague experiences in the workplace and marketplace – key areas of corporate responsibility for Rentokil Initial.

Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

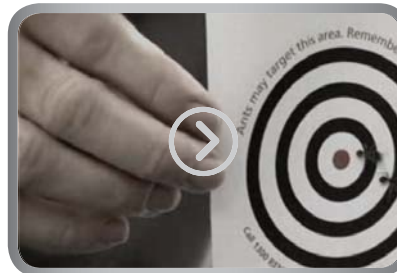
Commentary 55

Feedback 56

Index 57



Inside view: Pest control market expertise in the UK



Inside view: Latest technology and team commitment in Australia



Inside view: Going that extra mile in USA pest control



Inside view: Customer commitment in Malaysia and Hong Kong



Inside view: Providing specialist hygiene services



Inside view: Commitment to safety in medical services



Inside view: Serving up great teamwork in UK catering



Inside view: Coloured-coded training in cleaning services

Inside view

Short films showing colleague experiences in the workplace and marketplace – key areas of corporate responsibility for Rentokil Initial.
(Continued)

Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52


Inside view 53

Commentary 55


Feedback 56

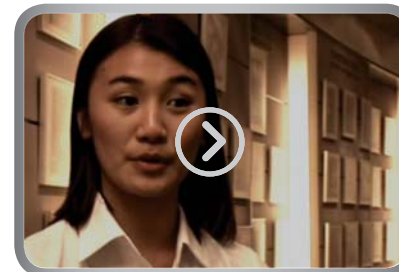
Index 57




 **Inside view :** Inside our textile laundry operations



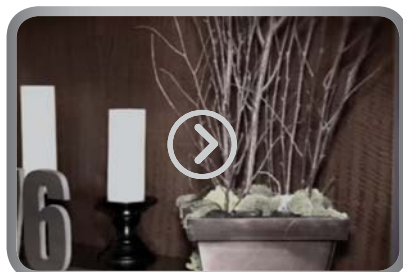
 **Inside view:** Service and relationships are key in Denmark washroom services




 **Inside view:** Washroom hygiene matters in Asia




 **Inside view:** Turning Australian washrooms Pink




 **Inside view:** The personal touch counts in Ambius USA




 **Inside view:** Importance of teamwork in City Link



 **Inside view:** Supporting each other and Rainforest Rescue in Ambius Australia



 **Inside view:** Rentokil Initial: Our values in action

Environment

Workplace

Marketplace

Health and safety

Community

Commentary



Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57

Rentokil Initial is to be commended for its strong commitment to responsible business practice, especially given the challenges posed by the recent economic downturn. The company has continued to focus on integrating core values into overall business strategy as well as into day-to-day behaviours, and with 68,000 employees in over 50 countries this is a significant undertaking.

The report highlights the company's dedication to upskilling employees, reducing carbon emissions, water consumption and waste, supporting local communities and improving impacts of their products and services. The breadth of initiatives in these areas are impressive.

It is encouraging to learn that such efforts are providing real business benefits, from enhanced levels of customer service to improved product stewardship and stakeholder relationships. Rentokil Initial has set itself some important objectives and I look forward to reading about progress against targets in next year's report.



Stephen Howard
Managing Director
Business in the Community

Business in the

Community

Environment

Workplace

Marketplace

Health and safety

Community

Feedback



Alan Brown
CEO
Rentokil Initial plc

Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57

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 continue to implement the company's strategic 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 our Code of Conduct, together with our revised corporate policies are communicated and embedded through the company during 2010.

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.

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

Paul Griffiths
Company Secretary
Rentokil Initial plc
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Environment

Workplace

Marketplace

Health and safety

Community

Index

Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57

A

Accident investigation training programme	43
Air travel	17
Alphachloralose	39
Ambius	3, 10, 11, 18, 19, 24, 27, 28, 31, 32, 35, 37, 43, 48, 49
Ambius Sustainability Green Action Plan	32
Ambius University	27, 31, 32
Annex 1 listing	39
Asia Pacific	10, 11, 12, 42, 43, 48, 49
Asset Skills	29, 30
Australia	3, 8, 10, 12, 19, 26, 35, 37, 45, 47, 48, 50
Authorised Product List	5, 18, 52
Aviva	21

B

Be a Hero Waste Zero	21
Behavioural safety training	44
BICSc (British Institute of Cleaning Science)	28
Biodegradable ingredients	37
Body Mass Index (BMI)	42
British Safety Council	4, 43
Bubonic Plague	38
Business in the Community	3, 4, 17, 49, 55

C

Campaign for Responsible Rodenticide Use (CRRU)	18
Carbon Disclosure Project	3, 4, 15, 17
Carbon Reduction Commitment	
Energy Efficiency Scheme	15
Category management	10, 52
Charitable cash donations	5, 47
CHAS (Contractors Health & Safety Scheme)	44
City Link	2, 8, 10, 11, 20, 21, 26, 34, 43, 48
CO ₂ emissions	3, 5, 13, 15 -18, 32, 36, 52, 55
Code of Conduct	6, 24, 34, 52, 56
Code of Ethics	6, 24

Colleagues	2, 3, 5, 7, 24, 25, 27, 32, 45, 49, 52, 56
Colleague engagement score	3, 24, 27
Commentary	55
Communication and engagement	25
Community	1, 4, 13, 17, 46 - 51
Community investment	13, 47, 49
Community support	47
Companies that Count	4
Company Executive Board	6
Company locations	12
Company overview	10
Compensation and benefits	25
Corporate responsibility impact areas	13
Corporate Responsibility Index	3, 17
Croydon Council	35
Customer extranets	35
Customer retention	32, 34
Customer satisfaction	32, 34, 35, 52
Customer service	2, 10, 13, 28, 29, 32, 34, 36, 52, 56

Environment

Workplace

Marketplace

Health and safety

Community

Index

Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57

D

Daintree	48, 50
DEFRA	15
Dengue fever	37
Discovery	32
Dow Jones Sustainability Index (DJSI)	3, 4, 17

E

Eden Services	34, 35
Employer of the Year category of the London ESF Awards 2009	30, 49
Energy management	13
Environment	1, 6, 13, 14 - 22, 27, 32, 34, 37, 39, 49, 52
Environmental management	6, 15, 17
Equal Opportunities and Diversity	24
Ethical behaviours	52
EU Biocidal Products Directive	2, 5, 35, 36, 37, 39
EU competition law interactive training programme	5, 6
European Technology Centre	36
European Textiles Processing Plants	16, 52

F

Facilities Services	10, 11, 17, 21, 24, 27, 28, 29, 30, 34, 42, 43, 44, 48
Fatalities	3, 42
Feedback	56
Fibre Citoyenne	4
Fleet	16, 36

G

Give and Gain Day	49
Global Handwashing Day	51
Green Building Council of Australia	19
Green School project	49

H

Hands on Hygiene	5, 37, 51
Hay Group	3, 27, 43
Health and safety	1, 3, 4, 6, 13, 27, 29, 40 - 45, 52
Health and safety scorecard reporting	41
Highlights	4
High risk supply category	36
HIV/Aids	42, 49
HR information system	25
HR strategy	2, 24, 25

Environment

Workplace

Marketplace

Health and safety

Community

Index

Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57

I	
Institute of Leadership and Management (ILM)	28
Indoor air quality	19, 37
Initial	1, 2, 3, 4, 5, 6, 7, 9, 10, 11, 15, 16, 17, 22 24, 26, 27, 28, 29, 30, 34, 35, 36, 37, 42 43, 44, 45, 47, 48, 51
Initial Catering	44
Initial Facilities Services	10, 20, 24, 27, 28, 29, 30 34, 42, 43, 44, 48
Initial Industrial Services	5, 21, 22
Initial Medical Services	17, 44, 53
Initial Textiles and Washrooms	11, 15 -18, 35, 36, 47, 48, 51
Institute of Occupational Safety and Health (IOSH)	43
Integrity Interactive	6
Interactive training and guidance on competitive practices	34
Introduction	2
Investors in People	4
ISO 9001	34
ISO14001	17
Ivory Coast	5, 51

J	
JC Ehrlich	10, 49
Job Security and Wealth Creation	24

K	
Key Performance Indicators	3, 15, 24, 34, 41
KwaZulu-Natal	42

L	
Lancaster Cleaning	30, 48, 49
Lancaster Training Academy	30
Learning and Development	24, 25, 28, 29
Learning and Skills Council	4, 28
Libya	38
Lost Time Accident Rate (LTA)	3, 41, 42, 52

M	
Make-A-Wish Foundation	48
Making progress in 2009	52
Management approach	6
Marketplace	1, 13, 33, 36, 52
Matched giving	47
Mayday Summit	4, 17
Mission Clean Hands	51
Mission, vision and values	7
Mosquitoes	38

N	
National Employment Partnership	28
National Family Week	48
National Vocational Qualification (NVQ)	5, 24, 29
Net Promoter Score (NPS)	34, 35, 52
New Zealand	12, 19, 26, 37, 48, 51
New Zealand Green Building Council	19
Nissan	5, 21, 22
Northumbria Recycling Ltd	5, 22
Numeracy and literacy	28

Environment

Workplace

Marketplace

Health and safety

Community

Index

Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57

O

OEKOTEX certification	36
Office and retail cleaning	10
Ofsted	28
Olivienhoutbosch	49
OneHR	2, 24, 25

P

Palling Volunteer Rescue Service	48
Pancreatic Cancer Research Fund	48
Parcel delivery	10, 11, 13
Performance management	24, 25
Pest control	2, 3, 5, 7, 8, 10, 11, 13, 18, 25 26, 31, 35, 36, 37, 38, 39, 44
PestNetOnline	35
Pink	10, 26, 54
Play it Safe	43
Presto-X	10
PRISM (Psychological Research into Identity and Space Management)	19
Procurement	6, 13, 34, 36, 52
Product management	52
Product stewardship	2, 3, 13, 34, 36, 39

R

RADAR	2, 39
Rainforest Rescue	37, 47, 48, 50
REACH regulations	35
Red Tractor	4
Relationships with Customers and Suppliers	24
Rentokil	1, 2, 3, 4, 5, 6, 7, 10, 11, 15, 16, 17 18, 20, 21, 24, 26, 28, 30, 31, 34, 35 36, 37, 38, 42, 43, 44, 47, 49, 52
Rentokil Academy	24, 30
Rentokil Initial	3, 10, 16, 18, 19, 20, 27
Rentokil Initial Supplies	20
Rentokil Specialist Hygiene	21, 43, 44
Resourcing	25, 26
RoSPA	4, 5, 43

Environment

Workplace

Marketplace

Health and safety

Community

Index

Introduction 2

Highlights 4

Taking action in 2009 5

Management approach 6

Mission, vision and values 7

Values in action 8

Company overview 10

Environment 14

Workplace 23

Marketplace 33

Health and safety 40

Community 46

Making progress in 2009 52

Inside view 53

Commentary 55

Feedback 56

Index 57

S

Safe Contractor Award	44
Safety culture	44, 52
Sales colleague retention	3, 24
Save the Children	5, 47, 48, 51
Service colleague retention	3, 24
SHINE awards	26
Skills development	3, 24, 28, 30, 31
Skills For Life	4, 24, 29
Skills Pledge	3, 4, 28, 29
Slips, Trips & Falls	44
Smart Car	19
South Africa	9, 42, 47, 49, 50
Specialist rehabilitation services	45
STAR (service, teamwork and relationships) awards	26
Starship Children's Hospital	48
State of Service	3, 5, 52
Success is No Accident	41, 45, 52
Sustainability and Innovation	37
Swine flu	37

T

Taking action in 2009	5
TB Screening	42
Textiles and Washroom Services	10, 11, 48, 51
Thusanang	49
Tomorrow's People	48, 49
Train to Gain initiative	24, 28, 29
Training and Employee Development	24

U

United Nations' Water Supply and Sanitation Collaborative Council (WSSCC)	51
Universities Federation for Animal Welfare (UFAW)	18
University of Exeter	19, 32
University of Reading	38
UNUM	45

V

Values	2, 5, 7, 24, 26, 27, 32, 42, 56
Values in action	8, 26
VOC	19
VRQ	29

W

Washrooms	2, 9, 17, 35, 37, 42, 45, 47
Waste management	13, 20
Water consumption	3, 5, 13, 15, 16, 17, 18, 37
Well being	41, 42
WethicA (World Ethical Audits)	36
WHO	38
Wildlife Aware	18
Workforce Development Awards 2009	30
Working at height	41, 44
Working Days Lost because of Lost Time Accidents (WDL)	41, 42
Workplace	1, 13, 23 - 32, 52

Y

Your Voice Counts	2, 5, 7, 24, 25, 27, 43, 52
-------------------	-----------------------------

Z

Zenzeleni Trust	49
Zero Waste to Landfill	21