

Welcome to our Corporate Responsibility Report 2010



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Hello Bonjour Hola Hej こんにちは
Cześć Guten tag 你好 Halo Ahoj
Tere Hei Olá Ciao 안녕하세요

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Rentokil Initial plc operates in more than 50 countries across the world's major economic zones and employs over 66,000 colleagues. The group is committed to acting responsibly with all its stakeholders and supporting its customers in their own efforts to develop responsible behaviour. The scope of this report includes data and activities from all local markets.

Stakeholders

Key stakeholders for this report include customers, colleagues, suppliers, the investment community and those third parties who are interested in the non-financial aspects of the company's performance in 2010. We communicate with our colleague stakeholders on a wide range of issues. We have a formal engagement process with employees and on their behalf with the European Works Council. We aim to communicate our corporate responsibility performance with openness and transparency, so that our stakeholders understand the progress we're making.

Rentokil
Initial

www.rentokil-initial.com

Rentokil

www.rentokil.com

Initial

www.initial.com

 **City Link**

www.city-link.co.uk

 **ambius**

www.ambius.com

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33,364

colleagues took part
in Your Voice Counts
engagement survey

8%

increase on last year

Non-Financial Performance Indicators (Part 1)	2008	2009	2010
CO ₂ emissions	134	119	108
Water consumption	14	13	12
Colleague engagement	n/a	70%	70%
Colleague enablement	n/a	68%	68%
<div> <div>CO₂ emissions – calculated as tonnes per £m turnover on a company wide basis</div> <div>are calculated by Hay Group based upon answers to questions within the annual survey</div> </div> <div> <div>Water consumption – calculated as litres used per kilogramme of product processed in all European plants</div> <div>Colleague enablement score based upon all surveyed across the company. Scores are calculated by Hay Group based upon answers to questions within the annual survey.</div> </div> <div> <div>Colleague engagement score based upon all surveyed across the company. Scores</div> </div>			

Introduction

Alan Brown CEO

2010 was a year of tough economic pressures and significant change across the company but this did not mean we stepped back from our determination to act responsibly. In fact, as you'll see throughout this report we have improved our non-financial KPIs in many areas, whilst at the same time managing cost and improving the company's profitability.

Increasingly, despite our different divisions, countries and cultures in which we operate, we are acting as one to enhance our colleague and customer experience.

We have a new global Code of Conduct that was launched across all divisions during 2010. This provides colleagues with clear statements of what is expected of them in their behaviour towards other colleagues and external stakeholders, and also what they can expect from the company.

Our shared values – Service, Relationships and Teamwork – are integrated into this Code. Our values have high levels of recognition amongst colleagues and are aligned to a wide range of activities. For instance, our Initial Facilities division is running its STAR programme (Service, Teamwork and Relationships) to embed our values on large Facility Management sites where multi-discipline teams need to work closely together to achieve service excellence. This three-module training programme is delivered by the management team with

support from the division's Learning Academy team.

In 2010 we undertook our second group wide Your Voice Counts colleague engagement survey. 33,364 colleagues took part – an 8% increase year on year – and 1,500 managers received dedicated reports to review with their teams and set clear actions. Our aim is to move the company into high performing levels of engagement and enablement, consistently across the company.

The commitment of colleagues across the group is second to none. During 2010, our businesses were impacted by exceptional circumstances. The UK suffered from historic levels of snow yet our City Link drivers delivered vital specialist meals for cancer patients, drugs to care homes as well as materials vital to engineering companies or retailers. Flooding in Australia,

hurricanes in Fiji, and the 2011 earthquakes in New Zealand and Japan, all generated a terrific response from colleagues. Equally in countries in which we do not operate such as Haiti and Pakistan, colleagues took part or raised funds to help the relief efforts. I'm proud to report that our colleagues regularly go that extra mile.

Expertise is also consistent throughout our business units whether it's through our people or processes. In our marketplace activities, as well as maintaining high levels of customer service, we have underlined our expertise through innovation in both the back office and product stewardship. City Link has developed innovative applications to enhance security and route optimisation which will enhance the customer experience in 2011, while our in-house IT team has developed Maximise, an

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Non-Financial Performance Indicators (Part 2)	2008	2009	2010		
Sales colleague retention	54.6%	63.5%	64%	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	State of Service is the total number of service visits performed divided by the total number of visits due
Service colleague retention	74.2%	74.4%	75.9%	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.
Customer satisfaction	n/a	n/a	19%	Customer satisfaction is measured using the Net Promoter System, represents the net balance of those customers promoting our service compared with those neutral or not promoting	
State of Service	88.5%	98.1%	97%		
Number of Lost Time Accidents	1.82	1.53	1.72		

online application, which allows our sales people to increase their cross-selling activities. The system uses Google Maps and Google Streetview in an innovative way to give a salesperson all the information they need to increase the effectiveness of their day.

The role our experts play in meeting customer needs is an essential part of our business model, and providing the right level of effective training is a critical factor in the success of this model. We have delivered significant amounts of training over the last two years. Rentokil, Ambius and Initial Facilities have all developed their own learning 'academies' which develop the skills and expertise of colleagues.

As I commented last year, one of my areas of particular focus is health & safety. We are in the process of implementing

extensive health & safety programmes across all our divisions with focus on five business units where current performance does not meet our expectations. These include City Link and Textiles & Hygiene Benelux which have individual operational improvement plans in place. The combination of management focus, new KPIs and targets, a policy framework and the sharing of best practice from other parts of the group generate improvements, but I am mindful that we need to maintain our utmost attention on this task to ensure that we are able to reduce incidents.

Our environmental performance continues to improve across the group. We have measured and published environment data for ten years and shown consistent improvement. As you'll see in the Environmental section of this report, in 2010 we maintained our

focus on improving CO₂ emissions, improving water usage in our processing plants, enhancing our environmental management initiatives and increasing our focus on waste management.

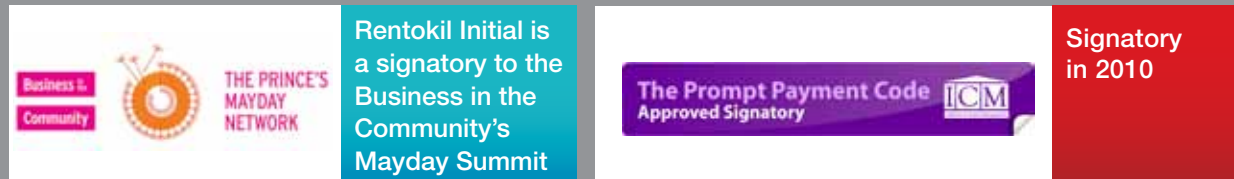
In 2010, for the sixth successive year, Rentokil Initial was amongst the leading 100 companies in the Business in the Community Corporate Responsibility Index, published in the UK and Australia. In addition, we continued to be ranked in the top ten of over 60 global companies in the Support Services sector of the Dow Jones Sustainability Index. We also participate in the Carbon Disclosure Project.

Such recognition is important, but our ongoing success is only achievable with a strong organisational culture and the commitment of our colleagues. The bedrock of this culture comes through our values and is guided

by our Code of Conduct. With these in place, we can ensure we continuously review and improve our performance across all our corporate responsibility activities. Our main impact areas are identified in our Key Performance Indicators which are measured consistently across the group.

While some people may judge what we do as 'the basics', for those people, companies and organisations who rely on us, we provide 'the essentials' to allow them to focus on what they do best. In delivering the promises behind our 'experts in the essentials' essence, we are committed to acting responsibly.

Alan Brown
CEO, Rentokil Initial plc

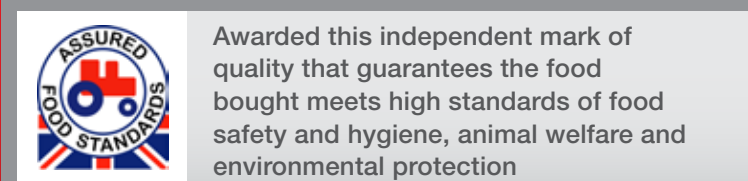
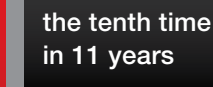
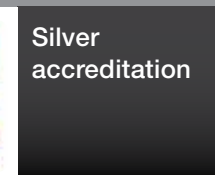
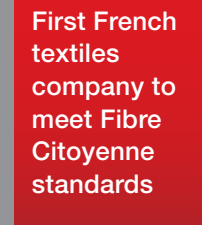
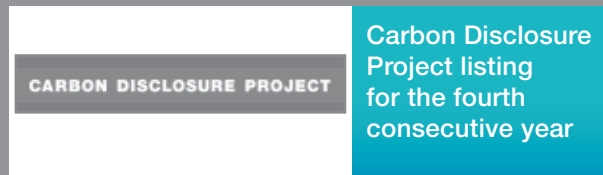
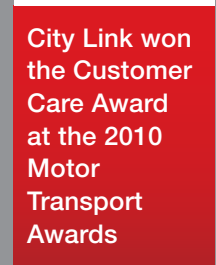
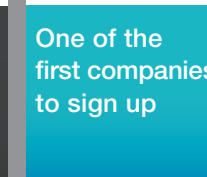
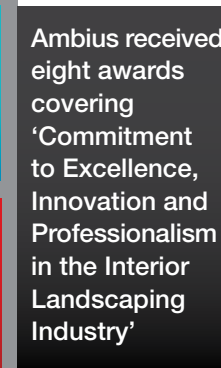
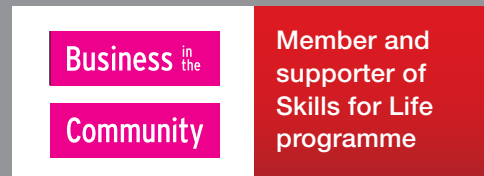
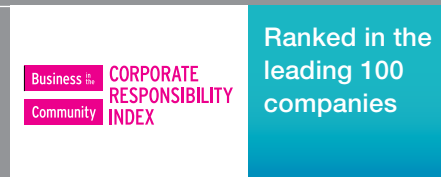


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Highlights

Taking part in award programmes and corporate responsibility indices gives us the opportunity to compare our activities against others. Here are some of the organisations that recognised our achievements during 2010:



3,853

days of training
across Initial
Facilities in 2010

97%

state of service
performance
vs 2010 target
of 95%

21,600

square metres of Daintree
rainforest protected in
Australia due to donations
from colleagues

69%

24

colleague
response rate
in second
company wide
Your Voice
Counts survey

language
versions of
the company's
Code of
Conduct
pocket guide

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9.4%

reduction in
CO₂ emissions

8%

reduction in water
consumption

96

4

87

RoSPA Gold
Awards

79%

Taking Action in 2010

Here is a snapshot of some of the
activities we undertook in 2010:

82%

recycling rate by Initial
Facilities on behalf of its client
Aviva (74% in 2009) based
on waste generated of 3,915
tonnes (4,904 tonnes in 2009)

stock-keeping
units used by
Rentokil's USA
operations –
down from 308
in 2009; 1,547
in 2008; and
2,286 in 2007

6,000

drivers introduced to
Drive Smart which aims to
reduce accidents and fuel
consumption

15%

reduction in lost time
accidents caused by
manual handling in
Rentokil in 2010

64%

supervisors
and managers
and four
graduates
attended the
endorsed
Institute of
Leadership &
Management
programme

of colleagues
said they
had a 'good
understanding
of our
values' in the
colleague
survey
undertaken
in September
2010

£130,000

charitable cash
donations by
Rentokil Initial

85

70%

colleague
engagement
score across
Rentokil Initial

sales colleague
retention rate
in 2010, up
from 54.6%
in 2008

4,000

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

acres of
Peruvian
rainforest
protected through a
contribution to
Cool Earth by
Ambius

174

managers in Rentokil
UK took part in
an online Health &
Safety course

451

colleagues who trained
and received a National
Vocational qualification
in 2010, an increase of
8% on 2009

2,600

fewer miles driven per day by HGV
vehicles as a result of City Link's
launch of regional hubs which equates
to around 340 litres of fuel per day

**Code of
conduct**



Governance
Policies, procedures
and management
review



Training
Competition &
Anti-Trust; Bribery
& Corruption;
Health & Safety

Ensuring compliance:

- Internal control self-assessment
- Speak Up

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Corporate Responsibility: Our Approach

In delivering our products and services, Rentokil Initial seeks to act responsibly. We operate globally with many local businesses, which are set within a divisional structure. This approach provides for global strength with local response that is flexible to local market needs and conditions. Overall the group operates over 1,000 local branches or depots in more than 50 countries. The divisions are responsible for consistent approaches within all their local businesses, setting and implementing strategic direction appropriate to their business, which includes setting corporate responsibility standards within these businesses.

The group'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 & safety, conduct, environment and product management.

Globally, the Chief Executive has board responsibility for corporate responsibility. The group's Board of Directors review progress related to general corporate responsibility matters at least once a year, although specific items, eg health & safety, are subject to more regular reporting.

The Company Executive Board (CEB) has executive authority for reviewing all aspects of corporate responsibility, implementing action in the divisions and reviewing group and divisional performance.

Key Performance Indicators are outlined in each of the main sections of this report and published annually – this year for the first time we are including three year trend information.

1,000+
local branches

50+
countries



2010 saw the pan-divisional, worldwide launch of the Code of Conduct

Governance

We have a robust framework of policies. During 2009, the group undertook a major overhaul of all group policies culminating in the development of a new Code of Conduct. 2010 saw the pan-divisional, worldwide launch of the Code of Conduct, accompanied by a Management Guide. Also produced was a pocket guide, to be used by our front line colleagues, available in 24 languages.

The policies and the Code of Conduct are available on www.rentokil-intial.com, as well as internally via the group's new intranet. They cover health & safety, environmental management, people matters, relationships with customers and suppliers and involvement with communities. The Code of Conduct embraces the Code

of Ethics which was introduced in 2008. The Code of Conduct builds upon the broad range of policies which have been in place across the group since 1999.

Also produced was a pocket guide, to be used by our front line colleagues, available in 24 languages



Adherence to these Codes is ensured through two means. The first is an Internal Control Self Assessment System, distributed via the Company Secretariat. The head of each business is required to sign this off, and it is reviewed

and monitored by the group's Internal Audit function. The second is the group's Speak Up system, which is a confidential reporting process allowing colleagues to raise any concerns.

The system is available to colleagues at all locations worldwide, and includes international freephone numbers. Response to any call from a colleague is addressed first by an independent external service, offering local language dialogue, and then subsequently through a process that is managed by the Internal Audit function as an independent resource internally. This function reports to the group's audit committee with any concerns that are unable to be addressed adequately by local line management. In 2010, there were 31 'control incidents' reported (30 in 2009), 13 of which came via the Speak Up

system, and the remainder from management or an external party. Two of these 31 were referred to the Audit Committee, and these have been investigated and satisfactorily resolved, with the initial referees being advised of the outcomes.

In addition, we have established a Safety Health and Environment committee, which reports on a regular basis to the Board through the Company Secretary.

Developments in corporate responsibility are reviewed as part of the discussions that occur at the group's European Works Council. This forum comprises colleague representatives from all European businesses, including trade union representatives for those businesses where collective bargaining agreements are in place.

For 2011, the plan is to undertake a regular, annual refresher assessment of relevant colleagues

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Training

In the specific area of responsible behaviour regarding competition and anti-trust law, training of managers and sales specialists has continued since 2007. The training reinforces compliance with the law and the required business behaviour. It comprises an online training programme, developed for the group by Integrity Interactive. It covers three elements – EU competition law, anti-trust law and global competition principles and practices. To date, over 4,000 colleagues have completed this training and it is part of induction training for new colleagues joining the relevant functional areas. Over 1,200 colleagues enrolled in 2010. For 2011, the

plan is to undertake a regular, annual refresher assessment of relevant colleagues. Just over 2,100 colleagues have been identified who will undergo this annual review. They include sales professionals, branch managers and more senior colleagues. Also included are colleagues that may be involved in responding to anti-trust investigations, such as receptionists or door keepers who may be expected to respond if official investigators seek to enter the group's buildings.

In addition to the planned refresher course, a new course about issues relating to bribery and anti-corruption is in the process of being introduced. To minimise opportunities for bribery in the supply chain – an area of considerable risk for many companies – the procurement team took the step in early autumn 2010 to produce contract templates with anti-bribery and corruption clauses. These are in the process of being introduced across the company's worldwide supplier base.

4,000

the amount of colleagues who have completed training

1,200

the amount of colleagues who have enrolled for training in 2010

79%

of colleagues said they had a 'good understanding of our values' in the colleague survey undertaken in September 2010

Embedding values is not an instantaneous process, but it is well underway



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Mission, Vision and Values

The work initiated during 2009 to develop and articulate Rentokil Initial's mission, vision, values and behaviours (aligned to the group's business activities and strategic plan) continued during 2010.

The focus of this has been to develop activities to ensure that the values and behaviours are embedded through the business so that our responsible culture builds over time. These were undertaken by the Human Resources and Operational Management teams – the following five key actions have been undertaken:

- The values are an integral part of the Performance Development Review programme and Your Voice Counts colleague survey
- Divisional newsletters use the values as the means of reinforcing the importance of the standard of the group's and the colleagues' appropriate behaviour – internally and externally
- Recognition schemes have been developed by Divisions in alignment with the values to ensure they are reinforced at all levels
- Training programmes have been developed which reinforce the values
- A new intranet has been developed which reinforces the values and provides tools to promote them.

Vision

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

Mission

To deliver added value services in pest control, washrooms, hygiene, textiles, facilities, plants and parcels through our local network of over 1,000 branches

Values

Service

We are passionate about delivering excellent service to every customer

Relationships

We value long lasting relationships with our colleagues and customers

Teamwork

We work together with our colleagues to deliver great results



Rentokil Initial: What we do

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Overview of Our Operations

Rentokil Initial is an international support services group. Its businesses operate in a wide range of markets including textiles and hygiene services (previously described as washroom services), pest control, interior plants and artwork, office and retail cleaning, facilities services and parcel delivery. It is a service organisation which operates almost entirely in the business-to-business sector. The group's services are available in over 50 countries and it comprises over 66,000 colleagues. In 2010, annual turnover was around £2.5bn (actual exchange rates).

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

Under the corporate umbrella there are several brands representing consistent quality of service in specific market sectors

Market sectors, by percentage of turnover and colleagues

	% of turnover	% of colleagues
Initial Textile & Hygiene Services	33.1%	15%
Initial Facilities	21.7%	53%
City Link	13.1%	7%
Rentokil	20%	12%
Rentokil Initial Asia Pacific	7.5%	10%
Ambius	4.6%	3%

Initial

Textiles | **Hygiene**

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

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

Initial

Facilities

Provides fully integrated facilities management to government and commercial sector organisations of all sizes. It has comprehensive service capabilities in catering, cleaning, security, building mechanical and electrical engineering, statutory compliance and hygiene services. It focuses on long term customer partnering relationships.

Rentokil

Rentokil is the global leader in pest control. It provides effective and innovative pest control services and products for business and residential customers.

ambius

Operating across the world, it designs, installs and services both interior and exterior plant displays, flowers, replica foliage, holiday décor, ambient scenting and wall art for commercial businesses.

City Link

One of the UK's leading providers of express parcel delivery services. Its operations include a parcel sorting hub and regional hubs, linked to local delivery and collection depots across the UK.

Rentokil
Initial
Asia Pacific

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

Countries in which we work:

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

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Geographic spread, by percentage of turnover and colleagues*

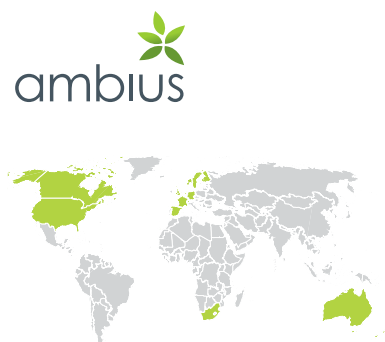
	% of turnover	% of colleagues
UK	40.4%	58.8%
Continental Europe	41.7%	24.5%
North America	8.9%	4.8%
Asia Pacific	7.5%	10.0%
Other	1.5%	1.9%

*Continuing operations

Company Locations

Since 2008, the group has established category management teams within the pest control and washroom services divisions so that product development and stewardship, marketing, technical and regulatory services can be co-ordinated globally. This approach enables transfer of best practice and enhances the leverage of our global operations for the benefit of colleagues, customers and shareholders.

A similar category management approach has also been adopted for the group's procurement, sales and marketing teams.



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Potential Corporate Responsibility Impact Areas

This table shows our impact areas, by the various corporate responsibility elements, and provides examples of how these impacts may arise.

CR Area	Impacts	Examples of Possible Occurrences
Environment	Waste management	Packaging materials for parcel delivery; office waste from cleaning services and hazardous waste
	Energy management	Energy used in offices, vehicle fleets, processing plants and service centres
	CO ₂ emissions – process	Laundry plants and greenhouse operations
	CO ₂ 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	Health & safety	Road traffic accidents, falls on same level, falls from height and manual handling injuries
	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
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, and application of the correct amounts required for the task in hand
	Responsible sourcing	Procurement of textiles from the developing world
Community	Integrated community activity	Community investment and employee volunteering linked to corporate giving

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Our Approach

CO₂ Reporting

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Environment



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Environment

In 2010, Rentokil Initial continued to improve on its environmental performance showing reductions in water usage by 8% and CO₂ emissions by 9.4%.

The group continues to seek innovative solutions to benefit both itself 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.

The group'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 textile processing plants

Our Approach

Much of the group'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 green houses
- Use of energy by our vehicle fleet
- Chemicals used as part of our services or processes.

Key Performance Indicators

Performance area	KPI	
CO ₂ emissions – group wide	108 tonnes/£m turnover	9.4%
Water consumption – European textile plants	12 litres used per kilogramme washed	8%
CO ₂ emissions – calculated as kilogrammes per £m turnover on total group basis (year on year change)		Water consumption – calculated as litres used per kilogramme of product processed in all European plants (year-on-year change)
Better Level Worse		

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

In 2010 we established a Safety Health and Environment committee, covering our worldwide operations. However, much of our environmental management has the dual benefit of improving our environmental impacts and being commercially viable. As a consequence, our initiatives in this area are led by our operational management. Their focus is to improve our environmental impacts:

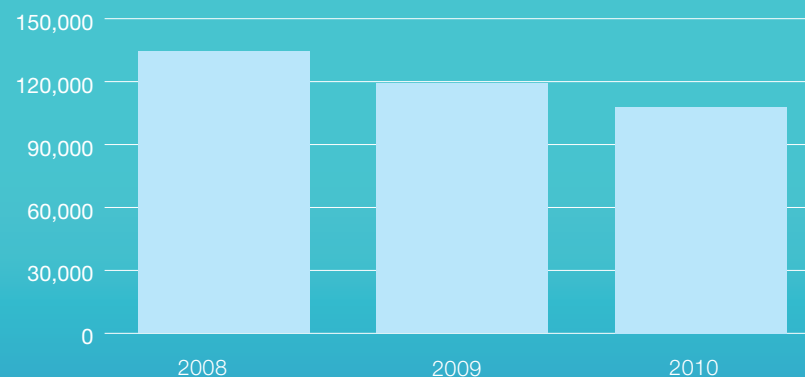
- Within the premises and process plants in each division
- Within our customers' premises (including assisting them in their own waste recycling)

- In the vehicle fleet utilisation in each division
- In the stewardship of our products used by our customers and installed by our colleagues.

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Normalised GHG emissions per £m turnover



CO₂ emissions and energy consumption

	2008	2009	2010
Total emissions (tonnes)	323.765	301.509	269.415
Emissions (tonnes per £m turnover on a total company basis)	134	119	108
Energy consumption, from property usage (million kWh)	594.7	569.1	488.7
Energy consumption, from vehicle usage (million litres)	73.2	65.8	59.9

CO₂ Reporting

The company continues its use of an environmental data information system linked to its accounting system in order to compile its energy and emissions data. This has improved the quality of collection of energy usage data across the group. In 2010 the commitment to providing this data has increased significantly, and our total emissions data is based upon operations representing nearly 99% of the company's colleagues.

However, increased scrutiny in this year's reporting has led to the need to review prior year's submissions from operations. Consequently, there are areas where we are seeking to improve data quality. We regard this to be a subject for ongoing review. Our 2010 data is reported on a

consistent basis with the data for 2009 and 2008.

As with last year, our principal emissions KPI is normalised CO₂ emissions, based on tonnes per £m of turnover. This is in line with the reporting for the UK's Carbon Reduction Commitment Energy Efficiency Scheme and with the Carbon Disclosure Project. The trend of our normalised emissions over the past three years is shown above.

In addition, we update our emissions conversion factors, in line with the latest guidance from DEFRA (dated September 2010), which includes all forms of greenhouse gases (GHG) in the conversion factors. This resulted in revised figures for 2009 and 2008. However, we have not taken the step of including Scope 3 emissions in the conversion

factors used. Scope 3 emissions represent the indirect GHG created during the production of the energy used. Our decision in this respect is because of the worldwide nature of our activities, for which these UK derived Scope 3 factors may not be totally realistic.

Emissions reporting includes all fuel used by the worldwide fleet of vehicles. Throughout the group, 69% of the fuel used in vehicles is diesel (in line with that for 2009), and 97% in its UK service vehicle fleet (95% in 2009).

Emissions reporting includes all fuel used by the worldwide fleet of vehicles

69%

of the fuel used in vehicles is diesel

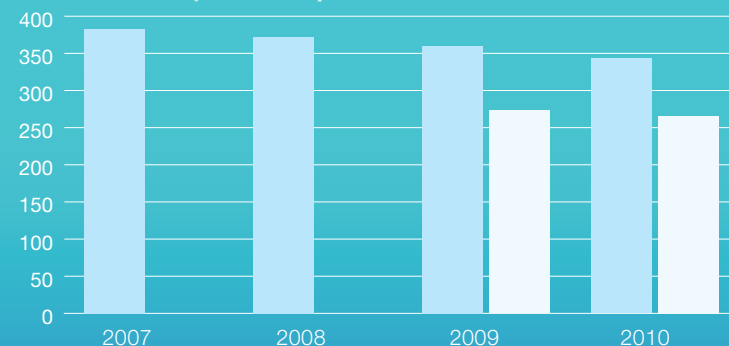


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Kilogrammes of CO₂ emissions per tonne of product processed – UK & continental European plants

All continental plants UK plants



Reporting Scope 1 and Scope 2 emissions

	Description of emissions	2009 – tonnes of CO ₂ e	2010 – tonnes of CO ₂ e
Scope 1	Emissions derived directly as a result of energy combustion eg vehicle fuel and natural gas	256,587	227,898
Scope 2	Emissions derived as a result of energy consumed through indirect combustion ie electricity generated by third parties	44,922	41,517

CO₂ Emissions and Energy Consumption

In 2010 Rentokil Initial decreased its emissions per £m turnover by 9.4% year-on-year (11.3% in 2009). Rentokil Initial's total CO₂ emissions were 269,415 tonnes compared with 301,509 tonnes in 2009, reported on a total company basis. These, together with its energy consumption used in properties and vehicle fleets, are shown on page 16.

The improvements in property energy usage should be considered from the perspective that the group has been reviewing its property portfolio – for example, City Link's property estate has reduced from 97 depots at the beginning of 2009 to 84 at the end of 2009 and to 75 at the end of 2010. Similarly, the vehicle fuel consumption should be considered in the

light of the increasing use of higher fuel efficiency vehicles and the use of GPS systems to improve route planning, and hence fuel efficiency.

269,415
tonnes of CO₂

9.4% ↓
reduction in emissions
per £m turnover

Improvements in property energy usage should be considered from the perspective that the group has been reviewing its property portfolio

CO₂ Emissions

European Textiles Processing Plants

CO₂ emissions data has been collated by the group since 2000 for its major European textiles operations, with the data for all European textiles plants being reported since 2006. This focus is because the textiles processing plants are the major source of CO₂ emissions within the group in terms of property and process based emissions. They are currently responsible for 66% of the group's CO₂ property and process emissions (2009 – 65%) and just over 32% for all sources of Scope 1 and 2 emissions (2009 – 40%).

In line with the approach for normalised reporting for the group as a whole, emissions from European textiles processing plants are reported in terms of kilogrammes of CO₂ emissions

per tonne of laundry processed. This normalised measure is similar to that used for the water consumption of these plants.

The chart above left shows the trend since 2007 for continental European textiles processing plants (the larger plants in Belgium, France, Germany and the Netherlands, and the smaller plants in Austria, Czech Republic and Spain – the latter was sold during 2010), showing 4.7% reduction in emissions (2009 – 3.1% reduction).

In addition, the chart shows the normalised emissions generated by the processing plants of Initial Hygiene in UK. Investment in 2008 of new roller towel processing plants meant that these plants are considerably more energy efficient compared with their older continental counterparts – about 33% better in terms of KWH of energy consumed per tonne

266

kilogrammes of CO₂
per tonne of textiles

2.5%

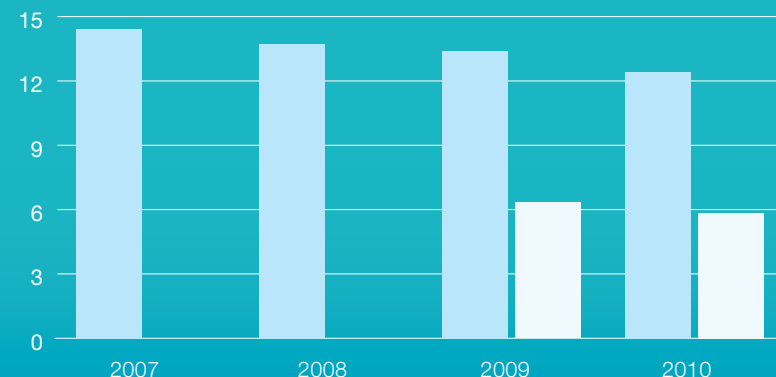
improvement
year-on-year

Find a page



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

All continental plants
UK plants



of textiles processed (2009 – 30%). Because of the efficiency differences, emissions from these plants have been incorporated as a separate column on the chart. The efficiency advantage is offset somewhat because of the higher emissions derived from UK generated electricity. Nevertheless, the emissions from UK plants were 266 kilogrammes of CO₂ emissions per tonne of textiles processed (compared with 273 kilogrammes in 2009) – 2.5% improvement year-on-year.

Investment in 2008 of new roller towel processing plants meant that these plants are considerably more energy efficient compared with their older continental counterparts

Air Travel

In addition to property and vehicle energy consumption and emissions, we capture business air travel data for the group's head office and UK operational managers – UK colleagues represent nearly 60% of worldwide colleagues. The figures for kilometres travelled and related CO₂ emissions are provided by our UK travel management supplier and are as follows:

UK operations	Kilometres travelled	Related CO ₂ tonnes emissions
2010	5,310,299	656
2009	6,053,487	725
2008	7,389,797	870
2007	6,791,197	794
2006	6,834,932	815

Carbon Disclosure Project

In 2010, for the fourth consecutive year, Rentokil Initial completed the Carbon Disclosure Project (CDP) submission, obtaining a disclosure percentage of 61% in the CDP Leadership Index (above the sector average) and amongst the top 20 companies in the industrial sector. Full details of the submission can be found on www.cdproject.net. The chart on the previous page shows our reporting to CDP in 2009, and our intended reporting in 2010 for Scope 1 and Scope 2 emissions.

The group does not report upon Scope 3 emissions (those derived from activities external to our processes, but related to our operations eg emissions derived from waste), with the exception of air travel, which is reported upon in a limited manner.

Water Consumption

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

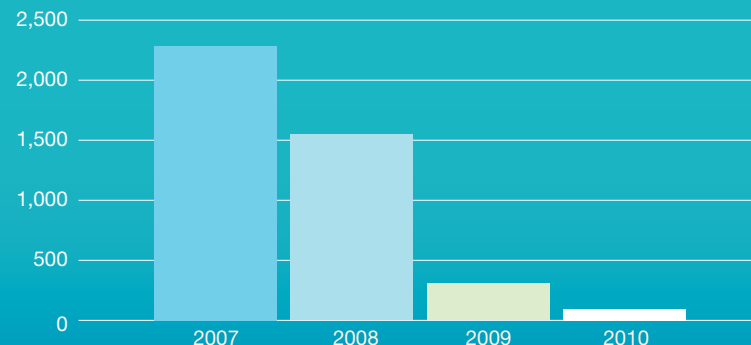
In 2010, the water consumption, based on kilogrammes of laundry washed in all the company's European processing plants, fell by 12% to 12 litres (2009 – 13 litres). The chart above shows the trend in water consumption for both our continental plants and the plants in the UK.

This improvement has been the result of major management initiatives across all of our European laundry processing. As can be seen, the plant in the

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Reducing risk: Authorised Product List (example: USA operations)



UK Hygiene business performs at roughly twice the efficiency of the older European plant, benefiting from newer Revolution processing equipment. Its performance was 5.85 litres per kilogram of laundry washed for 2010 (6.32 for 2009).

The other business where limited amounts of water are consumed as part of the operational process is Ambius. However, with two exceptions, plants supplied to clients are shipped ready planted from third party nurseries and typically spend no more than five days in an Ambius depot. The two exceptions are Ambius's operations in Australia and New Zealand, where the division owns its own greenhouses, because quarantine regulations restrict plant importing. However, Ambius's plants installed on customers' premises are

maintained regularly, using customers' water. It has been estimated that the current Ambius plant portfolio consumes about two million litres of water per week whilst on clients' premises.

12

litres per kilogrammes
of laundry

8%

reduction

Environmental Activities

Environmental Management

In 2010, for the fifth consecutive year, Rentokil Initial was amongst the leading 100 companies in the Business in the Community (BitC) Corporate Responsibility Index. 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 (DJSI). Both BitC and DJSI include environmental questions in their assessment. In addition, we 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 and Initial Medical Services are

certified to ISO 14001 for their environmental management systems. For Medical Services, this is particularly appropriate given it deals with medical and other waste that may be contaminated with human fluids, and which require subsequent incineration. Ambius is now in the process of achieving this accreditation.

In previous reports, we have described Rentokil's Authorised Product List (APL). The control of active ingredients by implementing an APL is an important environmental issue for Rentokil – as is ensuring the correct dosage of these products. Initially work on APL was focused on its USA operations, where its APL has been reduced from 2,286 SKUs (stock-keeping units) in 2007, 1,547 in 2008, 308 in 2009 and 96 in 2010. The benefit of

Rentokil provides active support to the Campaign for Responsible Rodenticide Use

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this approach, linked to the division's significant investment in upgrading the professional training for its technicians, means it can deliver on its service promise of 'the best product to address the need'. This approach ensures that its pest control procedures ensure unacceptable toxic products are not used, compliance aspects of the use of chemicals are controlled and excessive dosage (with the risk of leaving residue which may damage other species) avoided.

The experience gained in the USA is now being applied across the world, with 175 insecticides currently being used across Europe, with the intention of reducing this number substantially. The selection of 'which bait is best' is made by management at the company's European Technology Centre,

who ensure a rigorous evaluation procedure is in place that will meet the demands of its most diligent customers. To strengthen adherence to the APL approach, access to non-APL items is removed from the business's intranet ordering screens and personal catalogues.

The benefits of adopting the APL approach are both environmental and commercial. The latter derives from the ability to assure major customers that their pest control procedures meet international legislative requirements, as well as the ability to drive cost savings through improved economies of scale.

As well as managing their own operations, the company works with other organisations to ensure pest control related environmental impacts are mitigated. The UK business

is actively involved with the Universities Federation for Animal Welfare (UFAW), constantly looking for new ways of controlling pest infestations that are effective and, at the same time, as humane as possible. Recently a leaflet has been devised to advise members of the public about humane approaches when looking to buy DIY pest control products.

Similarly it provides 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. CRRU promotes Wildlife Aware, a training course for qualified pest control technicians working in rural situations for both private and public sector employers, as a means of ensuring that pest control procedures focus on the



In 2011 the company will move to a cloud computing based application to manage the 'Procure to Pay' process



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target pests rather than affecting other wildlife, such as birds of prey that may eat the target pests. The campaign continues to gain influence and CRRU has just signed up its 200th member.

In addition, it has an active involvement with RRAC (the Rodenticide Resistant Action Committee). This organisation works on the premise that it is more sustainable to apply smaller quantities of higher toxic materials than to apply larger quantities of lower toxic materials whose large volumes are likely to leave behind a resistant population of the target pests. Its approach mirrors that of the APL approach and focuses on the need for the industry to address issues of responsible product usage and professional training of technicians. RRAC is currently funding research using genetic markers to monitor the spread of

resistance around a 'resistance hotspot' for both rats and mice.

In 2009, Ambius adopted a long term plan to reduce its carbon footprint, by first measuring its carbon footprint in its UK, North American and Pacific regions. This was enhanced in 2010 to include its continental European and South African businesses. This footprint covers emission derived from energy consumption in its properties, transport and travel and emissions from carbon embedded in its paper use and generated from waste. In 2010 it has set targets to reduce energy consumption from its vehicle fleet by 10–15% and from its properties by a broadly similar amount. A more detailed description of Ambius's work in this area is featured in the Case Study at the end of the Environment section.

Environmental Initiatives

Green IT

Over the past few years, there has been a significant focus on improving the quality of the group's IT systems and applications being supported by them. The challenge was that previously there was a myriad of back office operations, with little standardisation or consistency.

As well as using improvements and standardisation in IT systems to deliver cost savings and service quality improvements, the changes introduced have led to improvements in energy management – as a result, reducing CO₂ emissions.

The group has moved from 'server rooms' for each business to four data centres covering all worldwide operations. The move to server virtualisation resulted

in a reduction of 80–90% of the original server population and associated reduction on energy consumed to power and cool the servers.

Further developments are in process as the company increases its use of 'cloud' computing. In 2009, Ambius acted as the trial division and took particular advantage of Google Apps. Use of Apps for calendar management, mail, instant messaging and video was found to greatly improve the productivity of the Ambius operations, reducing the use of paper and travel as a consequence. As a result of this trial, the group agreed to move its systems to Google. The first of these developments was the roll out in 2010 of Google Apps to colleagues in every division. In 2011 the company will move to a cloud computing

4



data centres covering
all worldwide operations

80–90%



reduction of the original
server population

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based application to manage the 'Procure to Pay' process. The result is the reduced need for technology to be in place in divisions' branch networks. As an example, City Link was able to remove 27 servers as a result of the move to Google Mail. Similar moves are expected as the IT systems move to virtualised desktops, improving the utilisation of branch printers, which will again reduce energy consumption.

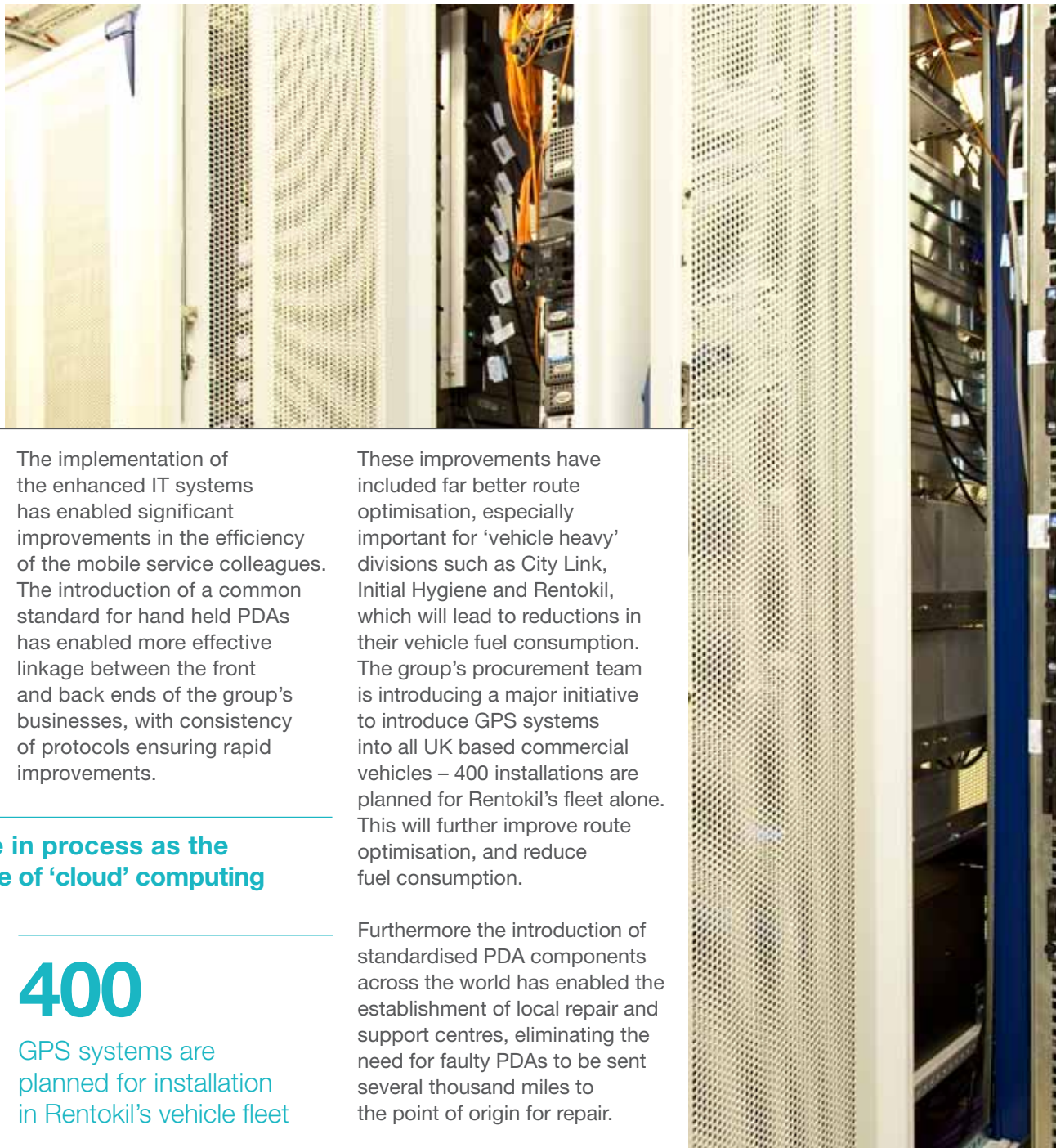
Further developments are in process as the company increases its use of 'cloud' computing

27

servers removed at
City Link as result of
the move to Google Mail

400

GPS systems are
planned for installation
in Rentokil's vehicle fleet



These improvements have included far better route optimisation, especially important for 'vehicle heavy' divisions such as City Link, Initial Hygiene and Rentokil, which will lead to reductions in their vehicle fuel consumption. The group's procurement team is introducing a major initiative to introduce GPS systems into all UK based commercial vehicles – 400 installations are planned for Rentokil's fleet alone. This will further improve route optimisation, and reduce fuel consumption.

Furthermore the introduction of standardised PDA components across the world has enabled the establishment of local repair and support centres, eliminating the need for faulty PDAs to be sent several thousand miles to the point of origin for repair.



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Vehicle Fuel Consumption

The group'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 continues. There is continued use of the poster series, rolled out across all the UK operations, aimed at company vehicle drivers, intended to help them understand how they can reduce fuel consumption through better driving practices. The UK operations have changed their vehicle fuel card supplier, from one that only offers a purchase facility to one that combines this facility with vehicle consumption data reporting, enabling management to focus to a greater degree on both efficient driving and fuel consumption.

In addition, the UK operations introduced Drive Smart, covering all its 6,000 drivers. Directed at reducing accidents, it has also had the benefit of reducing fuel consumption – more details about Drive Smart are to be found in the Health & Safety section. This achievement of lower emissions has been reinforced by the safe and efficient driving courses for van drivers, which also help achieve better fuel consumption.



In 2010 City Link opened a network of regional hubs rather than relying on a single centrally based hub. This has reduced around 2,600 miles driven per day by its HGV lorries. This equates to around 340 litres of fuel per day.

Process Improvement

Initial Textiles and Hygiene has been at the forefront of our environmental initiatives over the past ten years. Nevertheless, this division continues with initiatives to deliver operational efficiencies. As an example, Initial Germany undertook a comprehensive energy saving initiative in all its process plants during 2009, with a series of energy audits by an external partner. Actions being implemented during 2010 included optimisation of energy use (through use of frequency controls to optimise control of exhaust air) and optimisation of washing processes (including waste water recycling), resulting in reduced water consumption, and optimised use of machinery and equipment leading to less energy consumption. Overall, savings in gas consumption and water consumption of the order

Fewer HGV Lorries

340 

litres of fuel saved per day

2,600 

miles/day reduction

of 26% are expected as a result of this initiative.

Even more significant savings have been achieved during the planning of the new mat processing plant in Stockholm. For this plant, criteria set by the Nordic Ecolabel Swan were of high significance. This resulted in the establishment of a steam-free laundry which can be operated completely without the conventional energy intensive steam heating of machinery. The new machinery introduced into this processing plant resulted in savings in energy consumption of more than 65%.

The division has also been reviewing its distribution network and introduced a single European warehouse hub for the hardware and consumables used in the hygiene business. This takes all supplies of these stock keeping

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Initial Germany

26%

savings in water and
gas consumption
expected

New Stockholm mat processing plant

65%

energy savings

units (SKUs) from its worldwide suppliers and then sends bulk quantities to country-based centres that break them down into branch consignments. Not only are there cost savings for the business, but also there are energy savings within the distribution network.

Initial Facilities has been introducing process improvements to reduce water usage. It is installing Envirofresh water systems in all of the washrooms in its buildings and investing in more easyReach systems to further reduce the amount of water used by its window cleaning businesses.

At a group level, a focus of the procurement team has been on the rationalisation of product ranges, with the aim of reducing the SKUs. As well as offering

the opportunity for cost savings, this approach has environmental benefits. These include less product distribution from the supply base to the operational user, and less waste of redundant SKUs.

Customers' Environmental Impacts

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

Ambius Pacific continues as a member of Green Building Councils in the UK, USA, South Africa, Australia and New Zealand. The business helps support the green building movement through offering

a range of interior plantscaping products and services to assist developers achieve some of their Indoor Environment Quality sustainability goals. As a result of the work undertaken by Ambius in Australia and New Zealand, the Green Building Councils in these countries award points towards green star ratings for indoor plant installations. Similar developments are likely in the Green Building Councils in USA, where 'proof' data has been submitted, and in the UK, where the data is being evaluated by BREEAM (Building Research Establishment Environmental Assessment Method).

Ambius continues with its support and sponsorship of university studies about the impact of plants and well being. In the Pacific, it continues to support research on the relationship

between indoor air quality and plants at the University of Technology Sydney. Its research findings indicate plants can improve indoor air quality, cleaning the air of volatile organic compounds (VOCs).

Ambius continues with its support and sponsorship of university studies about the impact of plants and well being



In 2009 PRISM received an award of nearly €300,000 to carry out further research into the benefits of enriching work places with plants

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In the UK, the business undertook research with University of Exeter, as a result of which it established PRISM (Psychological Research into Identity and Space Management), a commercial joint venture between Ambius and the university. Its studies have included understanding the benefits to elderly people in care homes of being able to choose the decorative items in their rooms, such as plants.

In 2009 PRISM received an award of nearly €300,000 to carry out further research into the benefits of enriching work places with plants. The first stage of this research was a longitudinal study of four separate floors of the offices of a financial services company in the Netherlands. This is nearing completion, and its qualitative

findings show that the benefits of enriching the office environment, with both plants and pieces of art, include higher motivation and greater teamwork. This study, including quantitative findings relating to productivity and quality of work, will be published during 2011. The second phase of the research, in the offices of a very large professional services partnership in the UK, is now underway.

The benefits of enriching the office environment, with both plants and pieces of art, include higher motivation and greater teamwork

Reducing Waste

Waste management is an area where data is not centrally collated. 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.

Ambius is active in its waste management, especially so in the UK and the Netherlands, where its waste management partners enable the streaming





Less than

1,000 

sheets of paper a
year consumed by
Ambius colleagues

**There has been
considerable benefit
in reducing the
generation of
waste as a result
of increased use
of IT applications**

of waste. In addition, there has been considerable benefit in reducing the generation of waste as a result of increased use of IT applications in the UK (particularly the use of hand held PDAs by Ambius service colleagues). Estimates of office paper consumption per employee are approximately 10,000–20,000 sheets a year (and possibly double that in certain sectors such as finance). Through increased use of IT applications, Ambius's UK offices are consuming less than 1,000 sheets a year – less than 10% of the average.

1

waste management
supplier for City Link –
reduced from 28

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 2010 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. In addition, the number of waste management suppliers has been reduced from 28 to one, enabling easier waste monitoring and more effective invoicing. 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.

Rentokil always strive to reduce their impact on the environment. The Mouse Monitor Unit or MMU (a non-toxic 24/7 monitoring system that detects mouse activity using infra-red sensor technology) and Entotherm heat treatment (a chemical-free process that effectively eliminates insect pests such as bed bugs and cockroaches) are innovative examples of this commitment.

14

Rentokil service
centres had their waste
licences upgraded

Rentokil is further demonstrating their environmental commitment by working towards gaining ISO 14001 Environmental Management Systems accreditation. To help achieve this, a clear, structured waste management process was implemented throughout 2010.

14 service centres had their waste licences upgraded to include eight European Waste Codes (four of which fall under the hazardous category) used by Rentokil Pest Control.

Each waste transfer station was given set colour codes for specific hazardous and non-hazardous waste. This system runs through every element from waste bags to bins and labelling, making it very user friendly. For example 'green' is allocated to non-hazardous waste which could be recycled, whilst 'orange'

**Printing stations
have been set up
to automatically
print double sided
in black and white**



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signifies hazardous, pesticide contaminated packaging which requires special segregation and disposal.

Rentokil works closely with sister divisions (Initial Hygiene and Initial Medical) and waste management and recycling service Go4Greener to complete the recycling and waste disposal. In the annual audit from the British Pest Control Association (BPCA) the auditor commented in his final report: 'I was very pleased to see that the company has been exceptionally diligent in ensuring a customer focused service, especially with the regards to the management of waste. This shall hopefully form a benchmark in the industry'.

Whilst Initial Facilities operates almost exclusively on customer premises it recognises the need to improve recycling rates in its

buildings. It has a programme in hand to improve recycling in its buildings to 95% by 2012. The programme includes improved waste stations in the offices, ensuring all paper is recycled through effective colleague communication and by requiring its national waste contractor to take all the dry mixed recyclables to recycling plants.



The latter was in place in 2010 and has significantly increased the recycling rates. In addition it aims to reduce paper usage by removing all stand-alone printers and installing central printing stations, which have been set up to automatically print double sided in black and white. The colleague communications programme also encourages them to only print when it is essential.

However, in terms of waste management, Initial Facilities main 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 full and independent audit of all waste streams at the client's site; waste planning to identify potential recyclable elements and

to assess the best option for the disposal of any non-recyclable materials; implementation (including segregation systems and recycling containers where required, together with employee training and promotional material to ensure staff buy-in); and tracking and reporting using WasteNet, which provides details of the amounts of waste, recycling rates and financial information. The results are a continuous improvement process that offers customers cost saving in resources used, savings on waste disposal, and 'duty of care' management.

An example of how Initial Facilities works with its clients is that of its work with Aviva. In 2008, Initial Facilities presented a 'Zero Waste to Landfill' document to Aviva detailing methods that could be adopted across the UK to eliminate the need to

In 2008, Initial Facilities presented a 'Zero Waste to Landfill' document to Aviva

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send waste to landfill, including recommending the use of Material Recycling Facilities (MRFs). All waste produced by Aviva offices in Norwich is processed through a MRF. The waste recycled includes confidential paper, plastic, metal cans, cardboard and glass. This approach resulted in reduced amounts of waste being sent to landfill in 2010. The intention is that the programme's next phase will be to take this residual waste to 'waste to energy'. Initial Facilities 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.

In addition to these specific customer waste management programmes, Initial Facilities has

established a Chemical Working Party (CWP) to continually review the chemicals used in terms of how they impact on the business's operations, the human impact of COSHH and on the environment. The CWP is working very closely with the division's key supplier to introduce a 'sustainable' range of cleaning products that will continue to significantly reduce its own and customers' carbon footprint. By the end of 2010, moving over to the new concentrated smart dose systems resulted in a reduction of emissions of 30–40% in this operational area as well as a significant reduction in product used and waste generated. Linked to the use of these systems, Initial Facilities is the only major UK company in its sector to move away from cotton mops wherever possible towards an innovative product using recycled material.

The result of these initiatives has been a significant increase in the focus on waste recycling. Out of a total of 1,745 tonnes of waste (1,810 tonnes in 2009) generated by City Link in 2010, 34% was recycled (17% in 2009), with the remainder being sent to landfill. This level is being steadily improved upon, with increased use of DMR (Dry Mixed Recycling) across its operations.

Rentokil Specialist Hygiene's services include the specialist disinfection of areas contaminated with human body fluids, eg dirty protests in prisons – as a consequence, only 2% of its waste is recycled with 70% being incinerated. They have introduced a scheme to recycle batteries recovered from equipment installed on customers' premises.



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Netherlands Initial Textiles and Hygiene processing plants

75% 

of garments with defects are repaired or recycled

Initial Facilities waste recovery services on behalf of its client, Aviva, as mentioned previously, resulted in an increased recycling rate of 82% (74% in 2009) based on waste generated of 3,915 tonnes (4,904 tonnes in 2009). In Initial Textiles and Hygiene processing plants in the Netherlands and Germany, these operations achieved recycling rates of 30% and 31%, based on waste generated of 1,649 and 1,204 tonnes respectively. For these plants, the recycling rates do not take account of the very high reuse of textiles – in the Netherlands, 75% of the garments with defects are repaired, rather than going into the waste streams.

Initial Facilities took over the management of the waste collection service for London Underground in May. Before starting the contract, they

identified that up to 93% of station waste could be recycled as it contained mainly newspapers, coffee cups, drinks bottles etc. Initial Facilities removed the separate waste stream collections and introduced dry mixed recycling with the cleaners collecting the waste in a single bag. The waste was then collected by our contractor and taken to a MRF where the waste is segregated and recycled. Through this process, Initial Facilities has been able to maintain higher recycling rates on behalf of London Underground than previously – up from around 60% at the contract start to an average of 75%.

In New Zealand, the hygiene business had previously used a wet system for sterilising and odour control in sanitary units. This system proved to be very

damaging to the service vehicles causing rust and corrosion to the body work and chassis, which was not a viable option for the business.

In late 2009 the business developed a dry waste system to replace the wet waste by the use of proven natural oils (lemon grass and tea tree). This replacement system was implemented in 2010 and contributed substantial savings in portable water, approximately 700,000 litres per year. This also contributed to less waste water being disposed of from each sanitary unit, with over half of this waste having previously gone in to the sewer system and the balance removed to landfill at a weighted cost. The dry system is beneficial from a waste management perspective since it contains no hazardous chemicals, is non-corrosive to

buildings, vehicles, or wash room fittings and is 99% biodegradable in landfill, with a low eco toxicity.

Additional benefits to the business include improved fuel economy of the service fleet, as a result of the removal of 170 kilogrammes of water and the removal of additional weight from the sanitary unit aids in the ongoing reduction of muscle strain.

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Source of emissions	2009 % of total
Building energy	35
Travel – distribution fuel	38
Travel – air and cars	7
Waste	20

Case Study

- Detailed carbon footprint programme – including Scope 3 emissions
- Energy audits delivering significant savings
- Segmentation of customers on 'green' attributes.

Sustainably Green: The Ambius Sustainability Programme

Commencing in 2009, Ambius undertook a programme to establish its complete carbon footprint. Given the smaller scale of its operational coverage, its approach was somewhat different to that adopted for the group as a whole. The boundaries of its footprint included building energy, fuel for its vehicle fleet and public transport, including air travel, plus fuel used by employees on company business in their own vehicles (largely in the USA), together with emissions generated from waste disposal and those generated in the production and distribution of the paper it purchased.

The first year saw the measurement of greenhouse gas emissions from its UK, North America and Pacific regions. This was enhanced in 2010 to cover its continental Europe and South Africa operations. The measurement covers its Scope 1 (direct), Scope 2 (indirect) and Scope 3 (waste, paper and air travel) emission sources. As a result of this programme, it was able to identify its complete emissions, totalling 20,894 tonnes in 2009, across a range of sources.

It also undertook energy audits in two of its UK premises. These audits resulted in a series of actions identified, including installing advanced heating controls, relocating de-stratification controls, and changes to lighting and heating equipment, as well as addressing incorrect metering. In one of

these premises, these actions resulted in savings of 40% of the previous energy costs.

As a result of understanding its carbon footprint, Ambius has adopted a long term plan to reduce its carbon footprint. This includes targets to reduce vehicle fleet fuel consumption and building energy consumption by 10–15%.

Target of

10–15% ↓

reduction of vehicle
fleet fuel consumption
and building energy
consumption

'Ambius is proud to be a Planet Positive company and helping our customers to meet their own CR commitments.'

Jeff Mariola
Managing Director
Ambius

Find a page



Case Study

The savings made will be reinvested into the division's environmental programme, with the aim of ensuring that it is a sustainable green business. Actions already in place include:

- Greater use of digital technology
- Reviewing alternative vehicles and fuel sources
- Reuse of plants (where possible or if not either donated to schools or composted)
- Moving to low carbon footprint plant containers
- Involving suppliers to achieve a green supply chain.

In addition to the environmental initiatives, the division has made a contribution to Cool Earth, protecting 85 acres of Peruvian rainforest. This contribution to rainforest protection is something that resonates closely with the business's aims.

Further to the calculation of its carbon footprint, Ambius has undertaken research amongst its colleagues to establish their awareness and concern for environmental improvement, identifying seven different colleague segments, including those described as Positive Greens and Waste Watchers. This segmentation is intended to work in conjunction with the customer research undertaken – described in the Marketplace

section. This approach will be reinforced with incentives for colleagues related to improved energy consumption in buildings or vehicles.

As a result of actions such as these, UK operations of Ambius have been certified a Planet Positive business, an international standard in carbon measurement, reduction and investment.



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Our Approach

HR Strategy

Talent Development

Values

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Case Study

Workplace

The effectiveness of our colleague management is reviewed regularly by the main board, which focuses on four colleague KPIs related to the workplace

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Workplace

In 2010, the group's implementation of its people strategy continued, with all its programmes showing benefits. In addition the Your Voice Counts colleague engagement survey has been completed for the second year on a global basis. The results are showing the benefit of the efforts put into the people strategy and the work undertaken on values and behaviours.

Developing colleagues' skills has been of paramount importance to the group, and work is proceeding to develop group wide approaches.

Initial Facilities 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 2010, the Learning and Development team delivered 3,852 days of training across the businesses. Under the Train to Gain initiative, 451 colleagues achieved an NVQ, an increase on the previous year's 419.

Our Approach

As a people focused service organisation, ensuring colleagues are skilled, committed and motivated is an important factor to ensure service quality for customers. Effective utilisation of these colleagues' skills is a key business driver for the ongoing success of the company.

In 2010, the company launched its Code of Conduct, together with guidance for managers on the company's expectations of the standards of behaviour expected of colleagues and their managers. For all colleagues, a simplified version of the Code was presented in the form of a z-card. This was produced in 24 languages, and distributed to all 66,000 employees. This Code incorporates the group's Code of Ethics, and builds on a range of policies relating specifically to colleagues and the people with

Key Performance Indicators

	2008	2009	2010
Colleague engagement score	n/a	70%	70%
Colleague enablement score	n/a	68%	68%
Sales colleague retention	54.6%	63.5%	64%
Service colleague retention	74.2%	74.4%	75.9%

whom we come into contact. All these policies are available to download from www.rentokil-initial.com, including:

- Code of Conduct
- 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.

Many of these group wide workplace policies were the subject of a review in 2009 to ensure they met the latest legislative standards and represented best practice for our industry.

The company's HR strategy continued in 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 has been established to bring all members of the HR function into a single unified team, with divisional HR directors beginning to take responsibility to ensure best practice is shared across divisions.



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More than

99%

of management jobs have been evaluated, graded and colleagues advised

Colleague enablement at

68%

for two years this has remained 1% above Hay Group's Global Industry norm

Workplace Initiatives

HR Strategy

During 2010, the HR strategy has been developed and progressed over and beyond the traditional HR themes. The HR team has been enhanced across all divisions, enabling improved review and identification of relevant HR priorities. In terms of core strategic programmes, the following activities have been completed:

Compensation and Benefits

The HR team has completed the global grading programme. Over 99% of management jobs have been evaluated, graded and colleagues advised. In 2010, the new grading structure has been rolled out across the group front line colleagues.

Performance Management

The online Performance Development Review (PDR) process is operational across the group, and is linked into Learning & Development programmes, as appropriate. In addition, sales incentives schemes are being reviewed – at this stage in Rentokil and Hygiene – linked to performance management, ensuring consistency of approach across all of the group and the sharing of best practice.

HR Information System

The company's global HR database for management grades has been further developed in 2010 and evaluation has taken place to identify a common system for all employees. This comprises HR and payroll systems, and it is expected that a global HR system for all grades across the group will be piloted in 2011.

Engagement

The Your Voice Counts colleague engagement survey was completed for its second successive year on a group wide basis (more details later in this section).

Colleague engagement scores were first reported in 2009, when Your Voice Counts commenced as a global survey of colleagues' views. The colleague engagement score is reasonably stable, but the survey response rate is particularly pleasing. At 70% the colleague engagement score is in line with Hay Group's Global Industry norm.

In 2010 we have added colleague enablement as a KPI. This measures colleagues' perceptions of their ability to do their job (job fit) and tools available. At 68% for two years this has remained 1% above Hay

Group's Global Industry norm. The sales colleague retention and service colleague retention levels have improved from 54.6% and 74.2% respectively in 2008 when they were first reported. In 2010 this continued to improve to 64% and 76% respectively.

Learning & Development

The programmes initiated in 2009 continued in 2010, with in-house development programmes for the management population. More details about the Living Leadership programme, the Executive Development Programme and Coaching Skills programmes are provided under the Talent Development section. In addition, the development of Academies on an integrated basis across the divisions is being evaluated, following the successful establishment of the Rentokil Academy for

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both technicians and sales professionals in Rentokil – the latter enabling more consistent training of sales approaches. Similarly, the group has introduced a Supply Chain Academy, developed by Accenture, for all procurement teams, as a platform underpinning the group's procurement strategy.

Resourcing

Whilst in 2009 this was an area that remained 'work in progress', this has seen significant development in 2010. Various profiling techniques have been evaluated, and Hogan profiling was selected as the basis for resourcing assessment evaluation. It has been trialled in Rentokil and will be rolled out across the rest of the group in 2011.

The changes made in 2010 within the global HR team have enabled

greater co-ordination and sharing of knowledge and best practice across all HR managers in the group. The HR team's focus in 2011 will be to develop more common approaches, utilising external knowledge, with greater focus on change management. More projects will be run by divisional HR Directors, acting on behalf of the global HR team. In addition, there will be greater focus on developing consistent resourcing approaches, and developing the Academy format across all divisions.

The HR team's focus in 2011 will be to develop more common approaches, utilising external knowledge, with greater focus on change management

Talent Development

Additional emphasis has been placed on reviewing the development of talent within the group. The review covered both recruitment and development approaches and considered both today's and future needs. Colleagues considered included both the group's senior 450 managers, and those middle managers with high potential. A talent card was developed and completed for each senior manager and implemented as part of the PDR process.

The key actions emerging as a result of this review include:

- Coaching and Leadership programmes
- Establishing a more consistent approach to senior recruitment



Rentokil Initial: Our values in action

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79%

had a good understanding
of the company's values

Our Values



- Introducing an integrated development framework for middle and senior management
- Ensuring all vacancies are placed on the intranet
- Greater planning and discussion of internal moves.

This talent programme includes coaching skills development for the senior management team, an Executive Development programme for those senior managers identified as having high potential (based on the talent card assessment) and a Living Leadership programme for branch managers – both the programmes are of ten months duration. The programmes build upon the key competencies that were identified in 2007, including that of emotional intelligence, seen as a key element in the leadership framework. Of particular importance is the

use of Action Learning Set methodology in the Living Leadership programmes, using personal case studies as part of the individual's development. These Action Learning sets are led by senior managers to ensure sharing of practical experience.

Future focus includes developing middle management capability, strengthening sales and marketing capability and developing a greater focus on innovation

The challenges of running such a Talent Development programmes include group wide co-ordination, and the challenges of the numbers involved. Consequently, whilst the programmes are typically developed and lead by the Talent team, they can involve divisional resources. Examples include in

Asia Pacific, where leadership development programmes have been held on two occasions for the senior regional management. The second two day programme focused on emotional and social intelligence, leadership style and impact and coaching and developing others. The team of Asia Pacific MDs reflected on their own leadership style based on 360° assessment. As well as developing leadership skills, the MDs worked to build strong connections and trust with each other, sharing their experiences about addressing the common challenges they faced. A series of pod casts were developed and distributed to the Asia Pacific team post workshops.

Areas for future focus include developing middle management capability, strengthening sales and marketing capability and developing a greater focus on innovation.

Values

Our 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 and in 2010 a programme to align and integrate the values into all business activities continued. Understanding of the values is measured by Your Voice Counts and 79% had a good understanding of the company's values.

Communications channels were modernised in 2010, such as the introduction of a new intranet, which featured the values and case studies; videos were produced featuring colleagues who live the values; and training courses have been developed featuring modules around Service, Relationships and Teamwork. The company-wide Performance

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City Link colleagues by age

Age category	%
Under 20	2%
20 – 30	28%
31 – 40	25%
41 – 50	26%
51 – 60	14%
60+	4%



Development Review competencies are also built on the values and behaviours.

Colleague Benefits

At a time of recessionary pressure, being able to offer colleagues additional benefits can deliver a significant impact on their net incomes. One such benefit was introduced in 2010 for the group's UK colleagues. The REWARDS scheme enables those participating to achieve discounts at major retailers throughout the UK. As examples, major supermarkets offer 5% discount in purchases, whilst electrical retailers offer 10% discount. There are cash back offers, and money off offers for purchases of items such as tickets for leisure parks. In total over 3,000 retailers and leisure centres participate in the scheme, which is run for the group by one of the largest

employee benefits companies in the UK.

In addition to discounts, the scheme can be used for price comparisons – one colleague wrote: 'I achieved over £300 discount for my laser eye surgery, by using the REWARDS scheme for price comparison'. As a result of examples such as this, the scheme will introduce a much simpler price comparison facility in 2011.

Nearly 30% of colleagues entitled to join the scheme have done so in 2010, and it is expected this number will rise in 2011. City Link colleagues are not included in the scheme as they have already had their own scheme in place for some time. Expansion of the scheme to the Irish Republic and Australia is being considered, as the scheme also operates in these countries.

Colleague Profile

As part of developing the colleague engagement approach, it helps to understand the profile of our colleagues. This is particularly relevant at a division or business level, and we do not record this information at a group level. However, as an example, City Link records the profile of its colleagues on the basis of length of service, age of colleagues and ethnic origin.

3,000

retailers and leisure centres participate in the REWARDS scheme

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Your Voice Counts performance	2010 Group wide performance comparison vs General Industry norm
Number of colleagues surveyed to measure colleague engagement and participation rate	33,364  69% (8% improvement year-on-year)
Colleague engagement score	70% 
Colleague enablement score	68%  Better  Level  Worse 



Your Voice Counts

In 2010 the group completed the Your Voice Counts colleague engagement survey on a worldwide basis for the second consecutive year. The experience gained from the first worldwide survey demonstrated that ongoing involvement and feedback from colleagues contributes to the success of each business. Your Voice Counts started in 2006 with Ambius and Rentokil undertaking divisionally based colleague engagement surveys. Hay Group has been the survey co-ordinator since that time and helps ensure the survey's confidentiality and objectivity.

During 2010, the findings of the 2009 survey have been reviewed at all levels of the group, to ensure the feedback from colleagues is acted upon in a proactive manner. Increasingly, divisions, such as Rentokil, are seeking to

include objectives related to the Your Voice Counts results within their Directors' objectives for their Performance Development Programme (PDR).

The survey was distributed in local languages (38 in all), inviting all colleagues to participate, except those in Initial Facilities, where, because of the nature of the colleague workforce, the survey was undertaken on a sample basis (although the number of Initial Facilities colleagues responding increased significantly). 33,364 colleagues responded, an 8% increase on 2009, and this represented a 69% response rate.

The survey comprised 35 standard questions, focusing on colleague engagement and colleague enablement, and were categorised by reference to the group's three values. Colleague engagement represents pride

and commitment and 'going the extra mile' and covers aspects such as colleagues' advocacy, motivation and loyalty. Colleague enablement represents the perception of having a good job role with supportive conditions and measures the extent to which colleagues feel their role and work environment allows them to perform at their best.

Engagement and Enablement

The group's engagement score of 70% places it on a par with Hay Group's Global Industry norm, and above its Service Industry norm. There is a relatively long service culture, with 67% of colleagues expressing an intention to stay more than five years (2009 – 69%). Our enablement score of 68% is 1% above the Global Industry norm and on par with the Hay Group's High Performance Companies' norm.

Taking Action

The confidential survey takes place in September of every year, and the results have been produced in 1,497 reports for managers to enable communication and action plans to be developed at business, function and branch levels. Actions initiated at the beginning of 2010, based on 2009's survey, included the reinforcement of greater focus on coaching and feedback, and developing multiple local action plans to address local issues. It is pleasing to see the results for these management skills improving in 2010 as a result of the added focus.















In addition, colleagues' response to specific management actions can be seen through the Your Voice Counts results, as is the case for Rentokil in the UK, Ireland and the Baltics. During

A summary of the response to those questions which are most relevant to the company's corporate responsibility agenda is shown here

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Better  **Level**  **Worse** 

Your Voice Counts 2010	2010 Performance comparison vs Global Industry norm	2010 vs 2009 Performance comparison vs the favourable trend
I know what is expected of me in my job	+4 	+1 
Finding better ways to meet customer needs is a high priority	n/a 	-1 
Company places high priority on health & safety	+2 	+2 
Poor performance is not accepted where I work	+20 	+2 
Colleagues are treated with respect	+1 	+2 
Company is open and honest in its communications with colleagues	0 	+2 
I have the tools and equipment I need to do my job well	+3 	+1 

2010, as part of a management turnaround activity, the business' management focused on developing colleagues and improving the quality of internal communications. The business scored +8 and +6 respectively for these elements, compared with the 2009 score – this was in contrast to scores overall of 0 and +1 for the Rentokil division as a whole.

In order to make Your Voice Counts even more valuable as a management tool, several initiatives are planned for the 2011 survey. These include introducing a Net Promoter Score for colleagues, so that integrated measures of colleague and customer relationships can be provided. In addition, a new Line Manager Index will be trialled to help pinpoint development needs, as well as identify questions that are most actionable for line managers.

Key strengths against the Global Industry norm include:

- Setting high standards for performance
- Training
- Productive working environment
- Long term service
- Opportunity to feedback views.

On the other hand, key weaknesses against the norm include:

- Opportunities to learn and develop
- Reward
- Giving clear/regular feedback.

+20

Setting high standards for performance

+8

Training

+5

Long term service

+5

Opportunity to feedback views

+5

Productive working environment

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Your Voice Counts 2010	2010 Performance comparison vs global industry norm	2010 vs 2009 Performance comparison vs the favourable trend
Colleagues are treated with respect	+1 ○	+2 ○
I receive praise and recognition when I do a good job	-3 ○	+2 ○
Better ○ Level ○ Worse ○		



Recognition

One question area within Your Voice Counts that has come under more focus is that of respect and recognition of colleagues – both have shown improvements and are now in line with Service Industry norms and Respect is in line with the High Performing company norm.

Acknowledging the importance of showing respect and recognition for colleagues in developing performance and motivation, a major colleague research project is underway to ensure that recognition and respect programmes across the group are relevant for colleagues and best practice is consistently applied.

According to Your Voice Counts the company sets high standards of informal recognition. It also

has a wide range of formal recognition programmes in place. For instance, the SPIRIT awards in Rentokil and Initial Hygiene New Zealand's SHINE awards. Thank you cards are also used in many parts of the company.

Pictures of Success

Pink Australia decided to recognise its top achievers differently at this year's annual conference. Prior to the event, each winner was professionally photographed and a giant sized 'Wall of Fame' was created to launch the conference. All 96 individuals were supported by an inspiring quote from their Business Managers. At the end of the conference, the achievers were allowed to take their photos home to share with friends and family. Both team and individual winners' photos will also be displayed in the branch for everyone to see.

In 2011 the company plans to listen to the views of colleagues through focus groups on the subject of recognition and create a recognition framework for Rentokil Initial.

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 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 group's Chief Executive participated as a member of the National Employment Partnership. This

involved discussion 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.

In 2010, the company maintained its commitment to skills development. Initial Facilities takes the lead on many initiatives, largely because of its very large workforce. It is fundamental to Initial Facilities success that its learning culture allows supportive development. Its Step Ahead agenda is committed to 'Developing People and Improving Performance' and this is delivered through its Learning Academy which works in line with the corporate values.

This Learning Academy has three main areas of focus to support colleagues – management development; skills development;

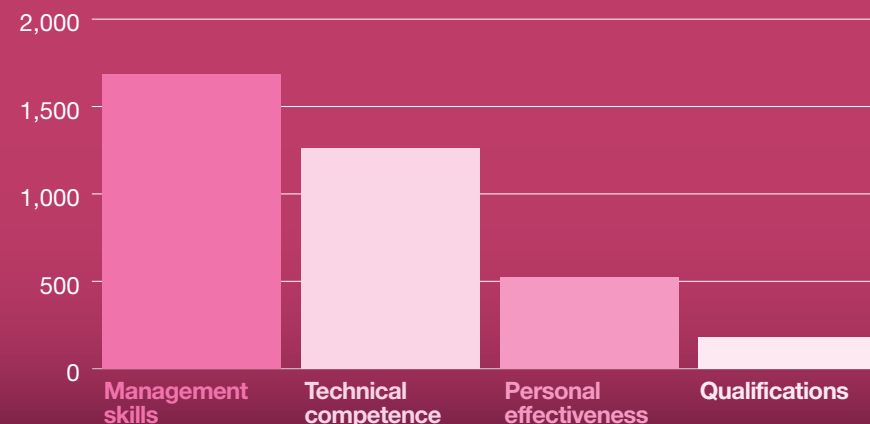
3,852

days of training delivered
by Initial Facilities' Learning
& Development team

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Initial Facilities learning and development – training figures 2010



and talent management. For these areas, the Academy uses a range of formal and informal tools, including onsite and distance learning; technology based learning eg webinar; and e-learning mechanisms. Examples of these programmes include the delivery of externally endorsed programmes designed to meet specific skill needs – both technical and management eg ILM (Institute of Leadership and Management), BIFM (British Institute of Facilities Management) and BICSc (British Institute of Cleaning Science) training and joint learning projects with clients such as with Aviva, a programme to up-skill and reward employees. Initial Facilities is running its STAR programme to embed our values on large FM sites where multi-discipline teams need to work closely together to achieve service excellence. This

programme is delivered by the management team with support from the Academy team.

The Step Ahead agenda has also introduced some key projects with increased access to learning for colleagues on remote sites. Examples include a food hygiene qualification with delivery via a workbook and coaching and written assessment to fit with the hours of part-time workers, delivered at their workplace.

The consistency and quality of the learning and development activity is rigorously monitored, evaluated and accredited by a number of external assessors and internal standard operating procedures. As a result, the company has achieved numerous awards, standards and accreditations with which we can demonstrate the real value of our learning culture.

Most recently, Initial Facilities have successfully passed an independent audit by the British Institute of Cleaning Science (BICSc). The audit includes verification of safe practice.

Working with the Finance Department, Initial Facilities successfully achieved re-accreditation with ACCA for ACCA Approved Employer Status at Silver level, enabling ACCA colleagues to achieve CPD training through internal training. Initial Facilities will apply for Platinum in 2011.

In addition to these programmes, Initial Facilities provided a range of government funded qualification programmes delivered in association with the Learning and Skills Council (LSC). The government framework for these courses ended in July 2010 but Initial

Facilities is partnering with the newly formed Skills Funding Agency to continue qualifications under the new framework. This will be via third party providers.

The relationship with the LSC was initiated by Initial Facilities in 2005, and was extended across all the group's UK businesses. This has involved delivering accredited training for colleagues 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 2010 covered a wide range of topic areas. Ofsted described the overall effectiveness of the provision

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87

supervisors and managers attended Initial Facilities' endorsed Institute of Leadership and Management programme

as '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.

Under the LSC scheme, Initial Facilities colleagues are provided 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)

451

colleagues undertook NVQ qualifications



- VRQ Level 2 – covering skills required for health & 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 2010, 87 supervisors and managers and four graduates attended Initial Facilities endorsed Institute of Leadership and Management programme to enable them to progress their careers with a structured programme of learning and projects.



In 2010, the Initial Facilities Learning and Development team delivered 3,852 days of training across the businesses, covering management skills, technical competency, personal effectiveness and qualifications. 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. Initial Facilities participates in a number of these councils to play an active part in the development of initiatives to boost this skills area.

Mostly recently, Initial Facilities have been asked to be part of the Asset Skills Virtual

Academy designed to support training in the industry in a different way. This initiative includes pilot programmes for apprenticeships; online funding database; identification of funding opportunities; and a student forum.

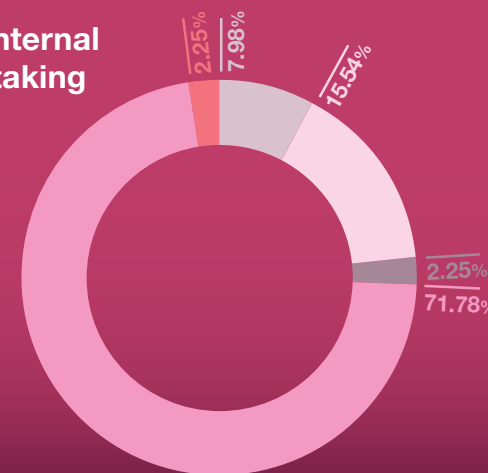
Initial Facilities continues to work on the Asset Skills 'Women and Work' project, an initiative to help women across nine sectors secure better training to fulfil their potential. Over a three year period this scheme aims to give up to 15,000 women across the sector the chance to train for a new job 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, such as Initial Facilities, which has trained more than 300 women during the three year programme.

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Diversity split of internal colleagues undertaking learning for 2010

Asian/Asian British
Black/Black British
Mixed
White
Other (0.2%)
Not known



Initial Facilities 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. In 2010 additional programmes have been added to this project including Recruitment Compliance and Health & Safety.

Initial Facilities continues to work on the Asset Skills 'Women and Work' project, an initiative to help women across nine sectors secure better training to fulfil their potential

Initial Facilities were awarded Scottish winners and UK runners up for Asset Skills Team Challenge for a Cleaning Services team based in Scotland. The team, called 'Ann's Angels', also won the Supervisor award as one of 87 teams that competed in this competition nationally.

Lancaster Cleaning operates almost exclusively in the financial districts of London with large on site contracts. It is particularly noteworthy because of its 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 4,000 staff. To support the local community, Lancaster's Training Academy also provides help to local groups. Lancaster has recently won an award for the work they have completed retraining

the long term unemployed. They have successfully recruited some of these individuals into the Initial Facilities business. Initial Facilities have also run a similar project with an organisation called Working Links based in North East England with approximately 40 candidates. Increasingly, because of the variety of businesses operating within the group in the UK, the work on funded training has been co-ordinated at a group level.

To ensure it retains its position as a pro-active and responsive industry leader, the company is working towards implementing learning programmes against the newly developed Qualification Credit Framework (QCF). This will allow it to;

- Translate qualifications into the European Qualifications Framework (EQF) which will promote mobility between

countries and to facilitate lifelong learning

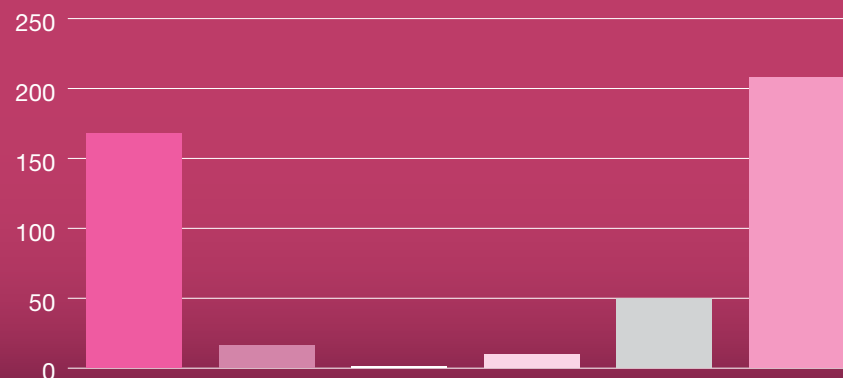
- Recognise smaller elements of learning and enable colleagues to build individual qualifications step by step
- Offer accredited learning that responds to colleagues' needs, industry standards and customer requirements
- Shift the focus away from 'learning inputs' to 'learning outcomes'
- Underline the commitment to commercial success by leading the way on re-skilling and up-skilling colleagues to their optimum capability
- Reinforce the core values: Service, Relationships and Teamwork.

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Vocational split between qualifications for 2010

Business Admin
Manufacturing Technologies
Health, Public Service & Care
Information Technology
Skills for Life
Cleaning & Support Services



In 2010 more than 87% of 451 colleagues undertaking NVQ qualifications have successfully completed and achieved a recognised qualification, with the average length of stay on programme for a Level 2 qualification being nine months. 92.6% of these colleagues undertook an NVQ Level 2 in 2010, with 3.7% undertaking a Level 3. The graph above shows the vocational split between qualifications for 2010.

Ambius University has established a 'Learn Center', in conjunction with learn.com

Focus on skills development continues in Ambius. Its University has established a 'Learn Center', in conjunction with learn.com. The programme offers web-based or virtual

training as part of Ambius's learning strategy, linked to its business strategy.

The result is a standardised learning system for its colleagues, focusing on developing horticultural and sales expertise. It has established Learn Centers for each European country in the home language, and links to the individual user's development plan as agreed with his or her manager. In addition, the programme offers a social networking capability for the users, enabling colleagues to share knowledge, distribute resources and information, as well as benefiting from chat rooms and forums.

This programme builds on Ambius's approach, reported upon last year, in which its University developed and

introduced a pilot programme, 'Discovery', providing a four-week introductory training programme for service colleagues as well as developing and maintaining its colleague engagement system and customer engagement workshop programme.

This pilot programme has now been rolled out across the division and all of these programmes are delivered in up to nine local languages.



The team at the University is also responsible for managing Ambius's research projects at several universities, enabling the latest research findings to be integrated into sales and service approaches as soon as they are available.

Like Ambius, Rentokil has developed its own learning and development approach – the Rentokil Academy. Because of its success, the group is using its approach to implement Academies across all the divisions. Details of the approaches adopted by the Rentokil Academy are featured in the case study on the following pages.

The latest research findings at Ambius University are integrated into sales and service approaches

Find a page



Case Study

- Integrating technical approaches with training programmes
- Aiming at achieving and maintaining skills higher than industry norms
- Training aligned to the business's strategic agenda.

The Rentokil Academy

Rentokil has been developing its technical approach, moving the business from a perception of 'professional killers' to that of 'managing pest risks' through integrated pest management. To deliver against this plan requires a combination of actions – ensuring that Authorised Product Lists are in place, based on 'which is the best bait', and 'what is the correct dosage'; consistent innovation to ensure products and services are seen to be world leading; and ensuring both the service teams and the sales teams are qualified to meet the exacting standards of integrated pest management.

The last factor emphasises the important role the Academy plays in developing the skills and expertise of sales, service and support colleagues to levels higher than industry norms,

reinforcing the 'experts in pest control' claim. Its objectives are to:

- Raise the standards of pest management knowledge
- Design and develop protocols for training, assessment, and validation of competencies
- Develop and provide continuous professional development
- Enable identification of, and assistance for, those colleagues underperforming against the division's standards
- Enable natural networking to facilitate best practice transfer, creativity and problem solving.

The Academy has a global reach and its plans are aligned to the division's strategic agenda. One of its key challenges has

been to identify best practice, and then share this practice on a worldwide basis. The fact it has been successful in meeting this challenge is due to the high degree of willingness of operations across the division to participate and collaborate. This is largely due to the fact that behaving in a truly global manner helps to build trust at a local operation level, not only with colleagues, but also with customers. Key factors in achieving this participation have been the establishment of learning and development operational champions in each region, ensuring skilled trainers deliver key training programmes with nominated front-line colleagues who have 'knowledge transfer' skills.



'The commitment and energy of our colleagues around the world, to help build our development programmes, along with their visible leadership in supporting the effective delivery have been a defining characteristic of the great progress we have made in the Academy this year.'

Steve Langhorn

Divisional Managing Director, Rentokil

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Case Study

The business benefits of the Academy are considered to have been significant. In the first instance, it has addressed the division's key strategic capability agenda with high levels of take-up across the division. Experience in the field of the training outcomes confirms that the Academy's training is meeting the critical business imperatives, with standards of global consistency.

Particularly relevant is the way in which the division is leading the industry to new professional standards. In the service arena, the Academy has set competence standards for its technicians, by specifying the critical knowledge, skills and experience required for each of the four levels of competence that have been identified. This form of consistent competence

setting does not exist elsewhere in the pest control industry. As a result of the high standards of work undertaken in this area by the Academy, its management is supporting CEPA (the European Pest Control Trade Body) which is now working with CEN (the European Committee for Standardisation) to develop a professional standard for pest control technicians. Whilst this task may take some years, it is indicative of the quality of work undertaken in the Academy.

As a result of setting the competence standards, technical performance assessments have to be taken by technicians, resulting in a skills gap analysis. These assessments take place during a quarterly field visit. This includes coaching by the manager involved.

All of the UK's 600 technicians completed the technical performance assessment in 2009, and the greater majority of the 6,000 technicians worldwide completed them by the end of 2010. It is now part of induction training for newly recruited colleagues. In addition, a similar sales performance assessment is now largely in place for surveyors on a worldwide basis.



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Our Approach

Customer Management

Product Stewardship
& Innovation

Customer Initiatives

Supply Chain
Management

Supply Chain
Initiatives

Case Study

Marketplace



Above Target

97% ↑

the group's state of service rate

Find a page



Key Performance Indicators

	2008	2009	2010
State of Service	88.5%	98.1%	97%
Customer retention	81.0%	80.8%	83.9%
Customer satisfaction net balance	n/a	n/a	19%

State of Service is the total number of service visits performed divided by the total number of visits due

Customer retention is the reciprocal of (annual terminations plus reductions) divided by the opening portfolio

Customer satisfaction is measured using the Net Promoter System, represents the net balance of those customers promoting our service compared with those neutral or not promoting

Marketplace

Improved standards of customer service have been a key priority for Rentokil Initial in 2010.

Our standardised measures of customer satisfaction indicate these improvements have been achieved by businesses across the group particularly City Link. The group's state of service rate stabilised at 97.2% in 2010, compared with a 95% target. Considerable progress has been made over the last two years, when the rate was 88.5%.

Other highlights include supporting customers by providing products and services that contribute to their own sustainability programmes; delivering product stewardship programmes that address both the needs of the customers and minimises impact on the environment.

Our Approach

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

Policies on service performance, gifts, bribes and facilitation payments are covered within the Code of Conduct, and training relating to required behaviour in respect of competition and anti-trust law is also provided. Both the Code and the training have been already referred to under the section entitled 'Corporate Responsibility: Our Approach'.

These help 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 by each business head as part of the group's internal controls process.

Achieving improvements in customer satisfaction is critical to the group's long term success. Since 2008, the company has had standard measures of customer service and customer satisfaction in place. The Net Promoter Score was introduced as a standard group wide measure of customer satisfaction in 2009, although it took some-time to be fully embedded across all divisions. This is now called 'Customer Voice Counts' or 'CVC'. This 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 group expanded this monitoring from country level to include branch level objectives. It reports publicly on the CVC measure for the first time. Other KPIs include State of Service and customer retention levels.



In 2010 Eden achieved Silver accreditation for the Food for Life catering mark, which recognises greater use of fresh, seasonal and local ingredients



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Customer Management

Rentokil Initial is structured on a divisional basis to enable each business to focus at a local level on the specific needs of their customers and markets. Within each division, there is a high degree of focus on customer management processes, sometimes to an externally accredited standard. Both Rentokil's and Initial Facilities' quality management systems are certified to ISO 9001 – the latter covering its operations in facilities services, catering services and project management.

Eden Services (part of Initial Facilities) is one of the largest school catering services providers across the country. In this market, there is a need to work closely with the local authorities, over and above the

requirements of their quality management system. In 2009 it worked in partnership with Croydon Council to achieve the Bronze accreditation for the Food for Life catering mark. This was based on the quality of the menus it provided for 96 primary and special schools within the Croydon area. In 2010, this achievement was bettered when it gained the Silver accreditation. The accreditation recognises greater use of fresh, seasonal and local ingredients. It focuses on menus having high levels of organic and fair-trade food, chickens and eggs that are Freedom Food or free range and sustainable fish. The accreditation included a detailed auditing process by the scheme's organisers, the Soil Association. Eden is the first catering company to have achieved this level of recognition for a group contract.

Several businesses undertake customer satisfaction surveys and market research studies to ensure they have comprehensive feedback on their customers' views and preferences. In previous years, Initial Textiles and Hygiene's European operations has surveyed around 2,000 customers across its 17 country operations. This approach has been standardised and rolled out across the group using the Customer Voice Counts system.

Nevertheless, there are often requirements to understand specific customers' issues. A case in point is the customer research that Ambius has undertaken into its customer preferences, especially relating to 'green' services. The actions arising from this research are described later in this section.

120

websites available for customers by brand and in their local language

In order to provide information sources for customers, the group makes extensive use of online channels. Development of websites and customer extranets has continued since 2008

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Similarly, Rentokil undertook mystery shopper research, focusing on its branches' effectiveness at answering incoming enquiries on time, and their effectiveness of providing satisfactory responses to the customer scenarios posed during each call. The outcome of this research has been fed back to service management and is being incorporated into service delivery training.

Equally, it is essential to have in place effective communications with customers, both for emergencies and for information sourcing. Rentokil operates an emergency response team to act in the event that a serious incident arises. This team handles enquiries such as possible ingestion of pest control products, but also handles major incidents such as the ingesting of toxic products by members of

the public. In the case of the latter event, Rentokil's International Fumigation Manager will attend the scene of the incident and support the emergency services and local authorities.

In order to provide information sources for customers, the group makes extensive use of online channels. Development of websites and customer extranets has continued since 2008. By the end of 2010, there are over 120 websites available for customers by brand and in their local language. These are in addition to the customers' specific service delivery websites, such as PestNetOnline, described in the case study at the end of this section.

In addition to our information provision, our customers expect our businesses to be proactive in anticipating future developments.


Last year's report described the work undertaken across the group with the EU's REACH chemical usage and approval regulations as well as the highly specific work undertaken by Rentokil relating to the EU Biocidal Products Directive. Work with the EU on this directive resulted in 2008 and 2009 in the regulatory approval of its co-owned non-anticoagulant rodenticide, Alphachloralose, and the product registration under the Directive for its RADAR (mouse unit) application. Both were first in their field, and their success illustrates how a co-ordinated approach to regulatory matters can benefit both customers and the business. Rentokil's RADAR has now been approved for use by the USA regulatory authorities.

Product Stewardship

Innovation in Rentokil

As mentioned earlier, a key criterion of our customer service approach is to ensure that the company's services, often undertaken on our customers' premises, meet every regulatory requirement. For Rentokil, this is particularly important and much of this work is undertaken at Rentokil's European Technology Centre.

This centre is also responsible for innovation in its pest control approach, developing new products and services. One product, Entotherm, introduced in 2010 has already been awarded a Best Innovation in the Private Sector award as part of the Best Business Awards 2010. Entotherm is a new chemical-free pest control process, developed as a result of three



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Entotherm, introduced in 2010 has already been awarded a Best Innovation in the Private Sector award as part of the Best Business Awards 2010

years of research and extensive collaboration between Rentokil and Revival Environmental. The treatment eliminates insects, mould and pathogens through the application of dry heat and is free of chemicals. The process kills every lifecycle stage of an insect, from eggs to larvae, to fully-grown creatures, making it a more efficient way to treat infestations, eliminating the need for repetition that is usually required with conventional treatments. The heat treatment is a revolutionary approach in helping to tackle bed bugs and cockroaches, both insects that are growing in prominence in food factories and high occupancy premises, such as hotels.

The centre also continues its work in the testing of electronic fly killers. It has made its test results public in an effort to raise the standards of testing methods

across the industry – and as a result ensure the customers receive the best electronic fly killer for their requirements.

Similar innovative approaches include the development of Contained Atmosphere Technology (CAT), using high concentrations of nitrogen and carbon dioxide to kill insects. The business has devised a way of building gas impervious containment bubbles to provide bespoke fumigation services. It is the only business to have progressed registration of these gases under 98/8/EC directive (Biocidal Products Directive), and as such, from 2011, will be the first authorised to offer these services under the directive.

The centre's focus on innovation continues in other areas where the business is observing the development of new pests,

as the business responds to customer needs moving from pest destruction to risk management and prevention. This involves an integrated pest management (IPM) approach, led by site surveys, and resulting in methods to exclude the pests as well as eradicate them. This necessitates having higher qualified technicians and surveyors, which is a driving force behind the development of the Rentokil Academy, referred to in the Workplace section.

The IPM approach involves four phases – Exclude, Restrict, Destroy and Monitor. One innovation that supports this approach is the Mouse Monitor Unit, which is wireless enabled, and allows customers and Rentokil technicians to identify the amounts of pests in premises and their routes. This enables the technician to determine the

means of excluding them from the premises, restricting the availability of pest attractions, such as food, shelter or warmth, and then destroy, using the right amount of bait, rather than excessive amounts based on a lack of knowledge of the pest population in question.

Innovation in Initial Hygiene

Innovation is being progressed in other divisions. Initial Textiles and Hygiene has introduced Eco Soaps, a range of environmentally friendly and low allergy soaps, meeting the strict ecological and performance requirements of the Nordic Swann Council and EU Eco-Label. The soaps possess high standards of biodegradability, limit the use of dangerous substances, and utilise recycled packaging wherever possible. They do not contain any harmful ingredients, use fewer preservatives than

VanCam offers customers a totally secure solution from point of collection to point of delivery

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normal products and are hypoallergenic making them ideal for sensitive skin.

Innovation in City Link

City Link has been actively developing innovation in a number of areas to set new standards of service, security and safety.

My City Link

The My City Link 'radar' provides customers with an instant online snapshot of the status of all of their consignments that are due for delivery. Customers can drill down into a map view to get real time status updates for individual deliveries. Customers can also access standard reports and produce customised reports which can be viewed on screen or downloaded for further analysis.

Route Optimisation and Nexus

This provides current live locations for all vehicles. Route

optimisation provides an ETA for all collections and deliveries due by round and warns if any are late. This is set for launch in 2011 making having to stay in to wait for a package a thing of the past.

Nexus provides a centralised view of all consignments for Operations and Customer Care, providing easy access to data such as real time customer signatures and delivery information. The system also allows City Link to take and view photos of front doors as proof of delivery to reassure customers.

VanCam

This offers customers a totally secure solution from point of collection to point of delivery. With four cameras continually recording and storing 30 days of data, evidence for insurance claims and road accidents can easily be accessed. This is also an effective preventative measure

against attacks on drivers or vehicles. Having already undertaken a pilot, the business is planning to conduct an extended trial with cameras on 50 vans and eventually plans to roll them out across its entire fleet.

City Link has been actively developing innovation in a number of areas to set new standards of service, security and safety

Eteligencia

Linked to this need for greater security for customers is the introduction of Eteligencia, a tool that analyses data on all auction sites such as eBay. It enables the identification of the sale of products that were either believed missing or stolen from a specific location and highlights significant traders selling products already managed by City Link on behalf of its customers.



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At the click of a mouse Maximise displays all the Rentokil Initial customers in a given postcode, along with relevant details



Innovation in Systems and Processes

During 2010 the company completed the high level design phase for most components of the process programmes within its Programme Olympic initiative. We also commenced five pilot studies across the UK Pest and Hygiene operations. These studies will benefit our customers both directly and indirectly.

Advantage

The Advantage system is a computer-based application that will change the way that Pest Control and Hygiene services are sold by Rentokil Initial. It is based on a tablet PC and uses a bespoke software system. It is currently on trial in one area of the UK pest business, but will be rolled out in the UK in 2011, with the UK Hygiene business following close behind.

It will benefit our customers by enabling our sales colleagues to carry out better surveys, offer risk-based pricing and streamline order processing.

Atlas Bids and Tenders

The Atlas system is an online application that enhances our ability to track and respond to bid and tender opportunities. It includes a calendar that records all present and future bids as well as a comprehensive database of all the documentation required to put together winning bid documents. The Atlas system is already operational in Australia and in the UK Pest Control and Hygiene businesses. We have also agreed a group wide set of best practice guidelines for managing bids and tenders opportunities. Whilst this system will be of great benefit to the business, customers will

gain from more professional approaches to their tender requests, and from ensuring that each proposal is comprehensive in its content.

Maximise

Maximise is an online application, developed by our own internal IT team, that allows our sales people to increase their cross-selling activities. The system uses Google Maps and Google Streetview in an innovative way to give a salesperson all the information they need to be able to increase the effectiveness of their selling day.

At the click of a mouse the application displays all the Rentokil Initial customers in a given postcode, along with relevant details such as company name, address, contact details, commercial history and more. Maximise is being rolled out in 2011. Customers will benefit by being able to access the full portfolio of Rentokil Initial services whenever and wherever they require them.

Customer Account Management

We have trialled and introduced a new, more robust and effective account management process. All accounts are assigned an 'owner' who will review our service and relationship on an agreed frequency, using a standard set of documentation. We measure the before and after Customer Voice Counts score of

Ma**imise**



One of these eight awards was for its work for the Royal Caribbean cruise liner, the Oasis of the Seas



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the account decision makers and have recorded an increase of 19 points on average, meaning that our customers are directly benefiting from higher levels of customer service through more effective account management. In addition, from a business perspective, in up to 40% of cases we identify new sales opportunities.

Complaints Management

Our new Complaints Management System allows us to record every complaint received by the business, pass the details on to our front line management for investigation and resolution, capture the root cause and provide analysis of trends and causes. It ties in directly with ICABS, our management system, to ensure that all of the data is stored centrally and is easily accessible by all managers. The system

has been introduced into our UK Pest business and the UK Hygiene business, where it has helped to cut the number of complaints received in half in just over five months. We anticipate this new system will benefit customers by ensuring speedier resolution to their complaints, and by reducing the numbers of complaints through the system highlighting operational issues that we need to address.

Customer Initiatives

As a business-to-business service supplier, the group can play an important role in helping its customers meet and improve upon their own corporate responsibility standards. Increasingly our businesses are receiving requests for quotations from customers that include requests for information about our own CR approaches.

A key issue in demonstrating the importance that the group puts upon the quality of its customer service is the range of customer related awards that it wins. Eden's Food for Life Service Mark has already been referred to. In addition, Rentokil UK was short listed for the Field Service Award at the National Customer Service Awards, and Rentokil Singapore was honoured for partnership excellence by Baxter Healthcare SA, for providing quality service and customer satisfaction – one of 25 suppliers honoured by Baxter. City Link won the Customer Care Award at the 2010 Motor Transport Awards and Ambius received eight awards covering 'commitment to excellence, innovation and professionalism in the interior landscaping industry' at the 18th PIA Interior Plantscape Hall of Fame in California.

One of these eight awards was for its work for the Royal Caribbean cruise liner, the Oasis of the Seas. This project demonstrated Ambius's application of the group's three values – Service, Teamwork and Relationships. It required Ambius's team to be prepared to board the vessel following a cruise and install live plants and trees in an open-air atrium – Central Park – that is as long as a football field.



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30%

pupils opting for
school meals

Eden has
undertaken a
range of healthy
eating initiatives
to support the
uptake of meals
within schools

Recognised in the awards as being the most outstanding overall project in 2010, Ambius was requested to undertake a similar task for the line's sister ship, Allure of the Seas. Both projects were completed satisfactorily and on time, enabling the liners to return to their cruising schedules.

As well as providing quality service to a business's direct customers, it is also relevant to consider the customer's customers. Eden Foodservice has been particularly effective in its support for education authorities in Portsmouth. The City Council has been active with its Healthy Living Groups to educate pupils and parents about healthy eating habits. To support these actions, Eden has undertaken a range of initiatives to support the uptake of meals within schools and encourage healthy eating

amongst more than 13,000 pupils with a range of tasty, appealing and nutritious options. As a result of these initiatives there was an average increase of 3% during the 2009/2010 school year, with more than 30% of pupils opting for school meals.

In a similar manner, Calmic Hygiene (Initial Hygiene Indonesia) worked closely with its customers from different industrial sectors (such as airports, government offices, banks, entertainment, retail businesses and schools), in a feminine hygiene educational campaign designed to alter and shape the market perceptions of the taboos associated with feminine care products. The programme was structured to show consumers the importance of feminine hygiene and involved giving information on how to dispose of sanitary napkins

properly, and how to avoid cross contamination in female toilets, both at offices and in public areas.

Initial New Zealand has continued its 'Hands on Hygiene' campaign. Last year, it provided its customers with a series of labels intended for use on customers' own premises, which gained overwhelmingly positive response from customers such as property managing agents and facilities managers in government ministries.



This year, this activity continued in partnership with the New Zealand Food Safety Authority, including promoting 'Lunchbox Day' outside New Zealand's parliament buildings, targeted at primary school children being taught the importance of hand hygiene before and after lunch.

Initial has been developing service propositions for its European textiles businesses that are more closely linked to its customer segments, of which three have been identified, ranging from necessity, peace of mind and mitigating risk. In particular, the research for these propositions highlighted the gaps between buyers' functional approach to garments and the end-users' emotional needs. The service propositions are currently under trial in the Netherlands, Germany and Italy together with three Asia Pacific

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Customer segmentation within Rentokil has identified the importance of delivering quality service information to major customers



countries. This segmentation builds on its proactive approach towards sustainability – its website includes a section entitled ‘Sustainability and Innovation’, covering its range of activities – from vehicle utilisation and processing approaches to recycling. It also features a separate section entitled ‘Eco friendly solutions’, which describes the range of products that customers can select to achieve more environmentally friendly performance.

Ambius’s customer research referred to earlier has led to a similar customer segmentation approach – in this case for customers that express their preference for a more environmentally friendly service. For these customers, special standards of procedure have been introduced ensuring the use of peat free mediums, plants with lower water requirements and

bio-degradable plant containers. Whilst initially small numbers of customers are requesting this specialist service, it is anticipated that there will be growth in this segment, especially amongst the business’s major customers.

Ambius’s customer research has led to a similar customer segmentation approach for customers that express their preference for a more environmentally friendly service

Customer segmentation within Rentokil has identified the importance of delivering quality service information to major customers, and this is the subject of the Case Study at the end of this section.

Supply Chain Management

Our procurement activities can link strongly to this regulatory management approach. In both Rentokil and Ambius, the technical departments play strong roles in specifying both the products to be used, and their constituent ingredients, based on their knowledge of regulatory and technical matters. The work undertaken by the Rentokil technical teams covers both pest control products and products used in the Hygiene business such as the fragrances used in washrooms for odour control, as well as in appliances for use in office receptions etc, where exposure to certain constituents may cause damage to the health of individuals with respiratory or allergic conditions. The procurement departments in these businesses follow the

internal specifiers’ lead in their choice of products.

In other businesses, where we consider suppliers of certain product categories to represent a high risk, we adopt higher levels of supplier involvement to address key issues. An example is that of the Textiles business. One product category considered to be of a potentially high risk supply category is that of textiles purchased for use in our textiles rental and laundry business. Some of the product supplied in this supply chain can be sourced 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 supply of textile material for garments and auto roll towels. Its supplier contract requires suppliers to meet ethical, environmental

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Initial Textiles in France uses ACTE together with Oekotex certification, which details the environmental nature of the textile products

and labour standards. To ensure suppliers meet these standards, it uses ACTE (formerly known as 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.

As can be seen from the previous examples, the objectives of

such business-led procurement activities are to ensure that procurement needs of the local businesses are met with products that are safe, meeting regulatory requirements, and where sourced from suppliers that may be located in the developing world, maintain acceptable standards of responsible behaviour.

Where procurement is undertaken on behalf of all the group's businesses, the group's procurement department aims to achieve acceptable purchasing decisions, whilst taking into account corporate responsibility issues. This is the case with the use of whole-life costing when considering the purchase of vehicles for the company's fleet. This ensures 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. The supply agreement for the pan-European van fleet includes criteria based on a whole-life cost calculation of benefits.

Similarly, the supply agreement for office equipment for the UK includes site audits to establish the optimum printer requirements. These have led to 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. These achievements have been built upon as part of the Green IT initiative discussed in the environment section, which is addressing such issues on a group wide basis.



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98%

of fabrics purchased had Oekotex certificates, guaranteeing non toxicity and no harmful substances

To ensure a consistent approach for UK supplier management, the procurement team has signed the UK government's Prompt Payment Code. Signatories to this code undertake to pay suppliers on time, within the terms agreed at the outset of the contract, give clear guidance to suppliers on payment procedures, ensuring there is a system for dealing with complaints and disputes; and encourage good practice by requesting lead suppliers encourage adoption of the code through their own supply chains.

The procurement team has also been active in supporting the development of product innovation – they were instrumental in the development of the Eco Soap range mentioned earlier. To enable them to be proactive in supporting innovative product development, an Asia sourcing hub has been

established. This is managed by local nationals, who are fluent in the business culture of the region. Suppliers are being evaluated that can deliver both cost effective and innovative technology for use by businesses such as Initial Hygiene.

The procurement team has signed the UK government's Prompt Payment Code



Supply Chain Initiatives

The approach adopted by the procurement department of Initial Textiles in France in its textiles purchase was discussed earlier in this section. In 2010, the business extended the coverage provided by ACTE (the external procurement assessor), so that

not only Middle and Far Eastern plants (including Madagascar) were evaluated, but also supplier plants in Tunisia and Morocco. As a result over 95% of suppliers have signed the business's Code of Conduct (based on ILO conventions), and more than 90% of purchases have declarations of traceability of production. In 2010, 98% of fabrics purchased had Oekotex certificates, guaranteeing non-toxicity and no harmful substances.

To ensure a consistency of approach across all procurement offices, the company has introduced a single unified procurement function (with the exception of Textiles). As part of this approach, it has also introduced a Supply Chain Academy, developed by Accenture. The Supply Chain Academy courses are available in six languages. Courses include

topics such as 'Sustainability in Suppliers' and 'Procurement Best Practices'. Over 200 courses have been completed by members of the department.

In the UK, the company has supply relations with a large number of small or medium sized (SME) companies. For instance, in Eden, our school catering business unit, we use a number of SME suppliers to support our initiative to purchase from local suppliers for perishable produce. The business's management team met with Prince Charles at Clarence House in 2010 to be thanked for supporting the local Welsh farming community, as Eden buy a significant volume of Welsh lamb for Anglesey school meals. Elsewhere in our Initial Facilities business we use a number of small local window cleaning contractors to support our geographic service delivery.

‘With examples such as PestNetOnline and RADAR, Rentokil continues to innovate to improve what’s in the toolbox of our technicians and our service effectiveness for customers.’

Stewart Power

Strategy & Marketing Director, Rentokil Pest Control



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Case Study

- Enabling customers to monitor their service
- Reducing customers’ own administration
- Helping customers improve their own industry compliance performance.

PestNetOnline

Empowering customers

Increasingly the company’s businesses are utilising web-based tools to improve the quality of information provided to their customers. Rentokil has been extremely active in developing its online information service – PestNetOnline – as a means of enabling its customers to monitor the services they are receiving.

PestNetOnline enables improved reporting and monitoring for organisations, whether they have multiple locations like Capper & Co, or one major location such as Coppice Alupack.

Capper supplies nearly 500 SPAR grocery stores in Wales and South East England. A Rentokil customer of over eight years’ standing, before the advent of PestNetOnline it found the tracking and auditing of the pest control service was

a slow and time-consuming process, with monitoring visits requiring logbooks in each store as well as a central record. Now, PestNetOnline delivers an online reporting and monitoring tool with information about all of the sites on a single web page. It uses a traffic light system to give recommendations for the priority status of each site, and a customised reporting function which can schedule in reports as and when they are needed by Capper. As Capper continues its growth, it aims to further integrate the service into its maintenance strategy, creating an intranet between all stores. This will give store managers access to the system, allowing them to monitor more closely the work done on their own sites.

Coppice Alupack is one of the chief food packaging suppliers in the UK, working for many premium brand food retailers

and wholesalers, as well smaller food outlets. It operates from a site measuring 11,200 square metres. A key issue for Coppice is achieving favourable ratings from the BRC (British Retail Consortium) and AIB accreditations – two of the most influential governing boards for the food industry, and their ratings are used by food retailers and wholesalers in selecting their suppliers.

Although the customer was already scoring highly in the BRC and AIB accreditation, it wanted to secure further competitive advantage through achieving the highest marks in proactive pest management. PestNetOnline offered the opportunity for Coppice Alupack to improve its overall productivity as well as its scoring, since the system was easily accessed by visiting inspectors from these governing bodies, as well as by potential

customers. In addition, the system is used in conjunction with Rentokil’s RADAR Units, which use infrared technology to detect rodent activity and CO₂ to dispose of them. Coppice Alupack believes this decision will further improve its AIB rating, as it helps eradicate the need for placing bait in the factory.

The system provides customers with information about past and future service dates as well as details of infestations by areas within their locations, enabling them to better manage potential risks. In 2010, Pest Connect (offering radio monitoring of pests) has been introduced, and can be linked to PestNetOnline, further enhancing services to customers. The system has been rolled out across the business’s operations, and RADAR has now gained the relevant regulatory approval and is available to customers in USA.

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Our Approach

Initiatives

**Developing a Culture
of Safety First**

**Training for Health
& Safety**

Case Study

Health & safety

Rentokil Initial at main board level has focused on one health & safety KPI which is the company's Lost Time Accident Rate (LTA)

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Health & Safety

The health & safety of colleagues, customers and other people with whom we come into contact with during our operations is of the highest priority to us. We want to develop a high performance health & safety culture. This requires management focus, a policy framework, common processes, engaged and capable colleagues at every level, reported KPIs and best practice initiatives shared across the group. All are underway.

To date the company has focused on one health & safety KPI which is the company's Lost Time Accident Rate (LTA). This is a frequency measure and is reported annually. To improve the focus on this area and on absence management, the group's Working Days Lost Rate (WDL), which is a severity measure, is to be formally implemented as a group wide KPI from 2011 onwards.

Our Approach

During 2010, as part of the group's health & safety operating plan, a new health & safety policy was communicated across the group. Bi-annual divisional Safety, Health and Environment performance reviews have been integrated into the CEO's business review process.

As part of the group's three-year operating plan, the company's business units report to the main board on the health & safety performance and each has set targets. The group has committed to report publicly on its performance in this area. This public commitment together with the fact that health & safety is a regular item on the board's agenda, reinforce the message from the chief executive to all managers that health & safety is the group's highest priority.

Key Performance Indicators

	2008	2009	2010
Number of Lost Time Accidents (injuries and illnesses)/100,000 hours worked – group LTA	1.82	1.53	1.72
Working Days Lost because of Lost Time Accidents/100,000 hours worked – group WDL	n/a	39.66	45.63

The group's Safety Health and Environment (SHE) Committee co-ordinates and drives the group's SHE agenda and is focused on developing policies and implementing practical solutions to improve SHE performance. It also undertook a SHE 'Competent Person' survey to evaluate SHE resource provision at operational levels and the results have been reviewed with each division to improve the effectiveness and efficiency of each operation's SHE functions during 2010.

The group's approach to health & safety compliance is backed by internal health & 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 as its own health & safety management system). The company actively shares best

practice, for instance, in rolling out the 'Success is No Accident' programme.

The health & safety scorecard reporting and assurance process which had previously been a health & safety KPI is no longer used for reporting and assessment at board and executive level. However, it is still being used in operations as a measurement tool. It is likely to be replaced with a Branch SHE Health eCheck system in 2011 which will enable the proactive measurement of health & safety management and performance at both branch and business unit level. A pilot is running currently in six business units.

Rentokil Initial at main board level has focused on one health & safety KPI which is the company's Lost Time Accident Rate (LTA). This is a frequency

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Group 12 monthly moving average



measure, and is reported in the group's Annual Report. In addition, we measure the group's Working Days Lost Rate (WDL), which is a severity measure. To improve the focus on this area and on absence management, the WDL rate is to be formally implemented as a group wide KPI from 2011 onwards. In 2010 the group identified 21 priority businesses targeted for improvements and Lost Time Accidents (LTA) performance improved significantly in 10 of the 21 priority businesses. For 2011, the company will focus on five key business units to ensure that targeted interventions are carried out which should drive performance improvements. These five units accounted for 52% of the total LTAs and WDL in 2010. As a result, the group LTA and WDL rate increased by 12.5% and 13% respectively in

2010. The five business units include City Link and Textiles and Hygiene Benelux.

The 12 monthly moving average data of the LTA and WDL KPIs are shown in more detail above. Within these overall figures, LTA rates improved between December 2009 and December 2010 in City Link, Pest Control, Ambius and the Pacific region. The Pacific region improvement is due largely to greatly improved performance in Pink Hygiene in Australia, with a reduction of 22.5% following the introduction of Safe Work Week, which had extensive branch involvement. However, LTA rates declined in Textiles and Hygiene, Initial Facilities and Asia.

In 2010 LTA rates improved in City Link, Pest Control, Ambius and the Pacific region

Regrettably we have to report fatalities. A Belgian Textiles and Hygiene service driver was involved in a head-on collision with a vehicle driving on the wrong side of the road. The driver of the other vehicle was fatally injured. Our service driver was not injured and was found not at fault. In South Africa, one of our Pest Control Technicians was involved in a vehicle accident on a public road outside work hours. Four passengers (not colleagues in the business) were seriously injured in the accident and, sadly, our colleague who was driving was fatally injured.

For all accidents, we conduct full investigations and implement appropriate corrective actions to ensure that lessons are learned. The group is committed to ensuring that lessons are learned following all health & safety incidents.

In addition, Ambius was prosecuted for failing to comply with legislation as a result of an accident in 2008 where an employee received burns to his eye and skin after contact with sap from a Euphorbia tree. The fine, including costs, was approximately £16,000. The business has confirmed that it has taken appropriate actions to prevent a recurrence and a SHE management review was undertaken to assess the adequacy and effectiveness of the business unit's health & safety management system.

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As well as reporting against targets, the group is also accessing external health & safety data to enable sector comparisons

Initiatives

As stated earlier, in 2010 the group identified 21 priority businesses. All of these businesses are receiving extra focus from the relevant divisional SHE manager, and each MD of the business formally agrees action plans and measures of success.

Working Days Lost rates increased year on year in all divisions, except City Link, and for approximately 15% year on year for the group as a whole. This matter is receiving close management attention and a group wide target has been set for 2011. A number of initiatives are underway, including:

- Regular SHE reviews with priority business units to identify the underlying reasons for high WDL rates

- A standardised incident investigation process to ensure that the underlying and root causes of all incidents are identified and analysed
- Analysis of LTA/WDL data and Your Voice Counts colleague engagement scores to identify any correlation between increased absence rates and unsatisfactory colleague engagement scores
- Analysis of general sickness absence rates, where available, and LTA/WDL rates to identify any correlation between high LTA/WDL rates and high sickness absence rates.

As noted earlier, to improve the focus on this area, the WDL rate is to be formally implemented as a group wide KPI from 2011 onwards.

As well as reporting against targets, the group is also accessing external health & safety data to enable sector comparisons, where such data is available. This is in place for comparison against six similar companies and also regional data provided by authorities in countries such as Spain and Australia. Use of such data helps to inform the group of the adequacy of its own targets and performance.

All 21 priority businesses identified are receiving extra focus from the relevant divisional SHE manager, and each MD of the business formally agrees action plans and measures of success

In addition to the targeted interventions outlined above which will drive LTA/WDL performance improvements, a number of other initiatives are underway which will improve health & safety management and build health & safety capability across the group. These include:

- Development of training tools and resources which will increase the health & safety awareness of front line colleagues and managers. These tools/resources will include a Group SHE Induction video and short task/risk based videos for working at height, manual handling and falls on the same level. These videos, which will be made available via the internet and in DVD format, will help to ensure consistency and can be integrated into existing training programmes to support the delivery of local training

In 2010 Initial Facilities introduced a bespoke working at height course to its programme of courses

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- SHE leadership coaching workshops to be run for all directors/senior managers in Initial Facilities and the Pacific region. This may be extended to other divisions in H2 2011

- A standardised incident investigation process will be implemented which will strengthen and improve existing investigation processes and ensure that the underlying and root causes of all incidents are identified and the 'right' lessons are learned. In addition, the group will extend the implementation of the 'Success is No Accident' incident management system to other overseas business units including Benelux and Germany Textiles and Hygiene

- Implementation of a Branch SHE Health-Check system which will enable the proactive

measurement of health & safety management and performance at branch and business unit level and provide improved assurance at all levels in the organisation

- Implementation of a standardised contractor assessment process in the UK and Australia. This new process will ensure that contractors are assessed to determine their health & safety competence before they can be approved to work for or on behalf of Rentokil Initial.

Initial Facilities was awarded the British Safety Council's International Health & Safety Awards for the fourth consecutive year

Developing a Culture of Safety First

Achieving improvements in health & safety relies on an effective management system in place (with commitment at all levels of management), together with each of our colleagues taking responsibility for their own health & safety and for that of others (amplified by the group identifying teamwork as one of its three main values). An important aspect is how our colleagues believe the group is taking a genuine interest in their well being. For the second successive year, the Your Voice Counts survey included a specific question about colleagues' perceptions about the group's priority on health & safety. The table on the following page shows the colleagues' response, both for 2010, which was 76% favourable, and the

City Link in Birmingham recently won its second successive International Safety Award from the British Safety Council

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Your Voice Counts 2010	2010 Group wide performance comparison vs Global Industry	2010 vs 2009 Group wide performance comparison vs the favourable
Company places high priority on health & safety	+2	+2
<p>Better Level Worse </p>		



comparison with both the Global Industry norm and the 2009 favourable response.

City Link was very keen to encourage colleagues to recognise and report hazards. It recognised that while colleagues had reported accidents during 2009, they had failed to report any 'near misses'. In 2010, it introduced the 'Don't Look Away' campaign, with the aim of raising awareness of potential hazards, and to ensure they are 'sorted and reported'. The campaign includes information on how to spot hazards; a reporting process available in every City Link location; an opportunity to win a monthly prize; and during the first three months of the campaign, a donation of £1 to Make-A-Wish for every hazard reported. Since its launch in April 2010 1,990 hazards have been recorded and actions taken to remove the risks.

The focus on colleagues' well being is very evident in the group's South African business, which continues with its 'well being days'. The first in 2009 was for colleagues in the KwaZulu-Natal region. In 2010, with the help of colleagues who are HIV/AIDS Champions, this year's event was held in Western Cape. The activities available included Health Risk Assessment and HIV/AIDS counselling and testing, together with advice on TB, diet, nutrition, fitness, as well as the more personal and social activities and support such as financial planning, massage therapy, fitness work-outs and dance demonstrations. Colleagues also received advice about the role and responsibilities of the HIV/AIDS Champions.

Of course, another perspective is provided by the external health & safety awards gained in this

area. Our South African business was awarded a Platinum Star 4 certificate of achievement by Services SETA (the services sector educational and training authority) acknowledging that the business has developed and implemented a results oriented health and wellness promotion initiative.

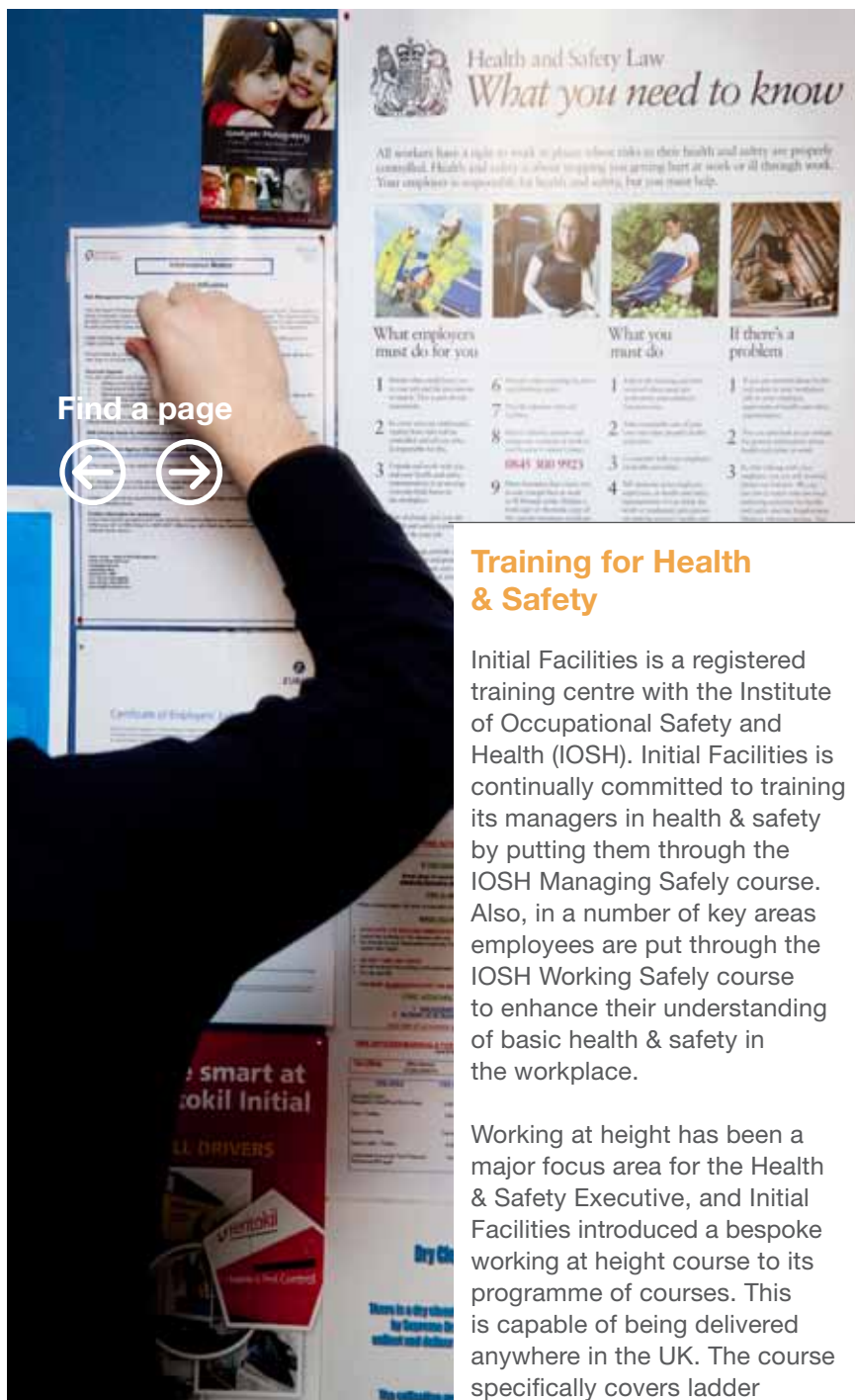
Rentokil won the UK's Royal Society for the Prevention of Accidents (RoSPA) Gold Award for the tenth year



Rentokil won the UK's Royal Society for the Prevention of Accidents (RoSPA) Gold Award for the tenth year.

City Link in Birmingham recently won its second successive International Safety Award from the British Safety Council. City Link continued its impressive list of safety achievements with a Gold RoSPA Award for the company. In addition, its Coventry Hub achieved OHSAS 18001 accreditation.

Rentokil Specialist Hygiene and Initial Services were also RoSPA Gold Award winners – in both cases, for the fourth successive year. In addition, Initial Facilities was awarded the British Safety Council's International Health & Safety Awards for the fourth consecutive year.



City Link has introduced 'Safety Zone', an online health & safety induction course, backed up with posters and videos



Training for Health & Safety

Initial Facilities is a registered training centre with the Institute of Occupational Safety and Health (IOSH). Initial Facilities is continually committed to training its managers in health & 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 & safety in the workplace.

Working at height has been a major focus area for the Health & Safety Executive, and Initial Facilities 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 is fully aligned to the group's working at height policies and safe working instructions which were introduced in 2010.

City Link has introduced 'Safety Zone', an online health & safety induction course, backed up with posters and videos. The business can identify centrally the numbers of colleagues that have taken the course, the pass rate by location, and lessons still requiring to be taken. Over a third of colleagues have taken the course since its introduction in September.

In Rentokil, having already introduced training using an online Health & Safety Course for its UK business, which covered all 174 managers, the division is extending its health & safety training, focusing on reducing

and controlling key health & safety risks, as well as improving organisational and people capability. Due to this focus on its top health & safety risk, manual handling, Rentokil reduced lost time accidents caused by manual handling by 15%, compared to the previous year.

Within Initial Catering e-learning packages have been evaluated for front line colleagues

The work of the Rentokil Academy is integral to this development. A health & safety module has been introduced into the technician's performance assessment training materials and this is now available on the Academy website. In addition, a suite of 15 modules

covering key safety, health and environment aspects has also been developed – this is incorporated into the Health & Safety Foundation (Induction) training package which covers the first 42 days of a new technician's work. This will be launched in early 2011. An 'ATEX Awareness' training package has been developed to help achieve a baseline understanding across all colleagues of the dangers and risks associated with working in explosive atmospheres. This represents a new growth opportunity allowing the division to safely offer pest control services in areas containing explosive atmospheres. In addition, bespoke safety training videos (covering key safety risks) are being produced, designed to improve operational capability and support the division's global competence framework initiative and induction processes.

**In Asia Pacific,
a SHE workshop
was held to train
and enhance
competency of all
key business units**

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Ambius revitalised its safety, health and environmental strategy at the beginning of 2010. Specific measures were implemented during the year to increase focus on leadership, colleague engagement and the management of key health & safety risks, all of which set the foundations for continued improvement and a sustainable future. These measures included the introduction of a health & safety review process enabling the division's senior management to review and benchmark their health & safety performance against key health & safety aspects, together with the creation of a Working Group to identify solutions and opportunities for improvement within Ambius's materials handling processes.

In Asia Pacific, a SHE workshop was held to build the capability of the SHE function by training and enhancing the competency of all key business units' SHE Managers/Co-ordinators. The theme was 'SHE starts with me'. The workshop was organised in a practical format which included working sessions and the following topics were discussed and established in the course of the three days:

- Building a common understanding of the role of a SHE-competent person
- Recognising the importance of SHE to our businesses
- Group SHE safe work procedures and implementation strategies

- Incidence investigation training, including root cause analyses
- Risk assessment training (a refresher) and group exercises
- SHE inspection and audit training
- Good practices by Group SHE and Asia business units.

As a result of the workshop SHE workgroups were established, and a business unit SHE Award Scheme was developed for launch in 2011.



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'With a large mobile workforce, driving is a significant area of potential risk. This initiative is proactively helping to reduce this risk for our UK colleagues. Its success leads us to consider how we may expand it worldwide.'

Paul Griffiths

Company Secretary and Chair, SHE committee



Case Study

- Integrating health & safety with driver risk management
- Identifying 'at risk' drivers
- Reducing frequency and cost of claims.

Drive Smart – a Proactive Safety Culture

The Drive Smart initiative is an integral part of our standard driver risk management process in the UK.

From a health & safety perspective, it is recognised that driving on company business is one of the major areas of risk, and that to reduce this area of risk requires a safer driving culture. The group's motor insurers, Zurich, undertook a fleet safety gap analysis, following which the Drive Smart project commenced. It incorporated a driver safety team with representatives from Fleet Management, Safety Health & Environment and Risk Management.

Interactive Driving Systems (IDS) was selected as our partner to provide Drive Smart – an online driver risk management platform

– to help identify and control fleet risks, with the aim of achieving a 'crash free culture'. The system is currently being applied to all UK drivers (circa 6,000) to help minimise our risk of fatalities and damage; comply with our legal requirement for safety, transport and corporate liability; control and manage our vehicle accidents and maintenance costs; and enhance our brand reputation through a proactive safety culture.

Drive Smart proactively identifies 'at risk' drivers and provides a range of targeted and effective interventions to be carried out by line managers and the Fleet Management Team utilising online educational models such as 'One More Second' and 'RoadSKILLS'.

The system is currently being upgraded so that each driver will have a risk rating index,

which adjusts automatically when new information on a driver is entered into the system. Accidental damage data from the group's fleet service provider is downloaded each month, enabling drivers whose risk rating is deteriorating to be identified and appropriate steps taken to resolve the causes of the decline.

Drive Smart communication is now provided monthly to line managers. The Drive Smart Team is raising awareness amongst our van drivers through a series of commercial driver road shows. Other external training courses are being planned to enable a variety of options to be offered to businesses, assisting them in their management and improvement of driver and fleet safety.

In the USA, a similar web-based programme called Alert Driving is used for company drivers.

Results indicate that the project has been successful. The programme commenced in early 2009, and since that time, there has been an 8% reduction in average third party claims cost per vehicle and a 21% reduction in the third party claims frequency per vehicle. By the end of February 2011, 92% of the company's UK drivers had completed the licence checking mandates. 80% of drivers have also completed the three online modules. 100% completion at any point in time is difficult because of the impact of driver churn.

The effectiveness of Drive Smart will be further enhanced with the introduction of GPS systems into all the UK fleet (described earlier in the Environment section) which will provide enhanced information on drivers considered to be 'at risk'.

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Our Approach

Community Initiatives

Case Study

Community



Help for Heroes Barnardos St. Dunstan's
 Wheelpower Children with Leukemia
 Sport Relief British Red Cross Whizz-Kidz
 Epilepsy Action Meningitis Trust Demelza
 Down's Syndrome Association Oxfam
 Greenfingers Breast Cancer Research

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Community

In 2010, 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, to support individuals impacted by HIV/AIDS; in Australia, to support Rainforest Rescue; and in Europe, to support organisations in the developing world, as well as local charities.

Our Approach

In 2010, Rentokil Initial's charitable donations amounted to £130,000 (£150,000 in 2009). 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 group's matched giving scheme (but not the employees own fundraising).

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

The first is charitable cash donations, which tends to be made at a group 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 group's community support and investment is focused locally or divisionally rather than centrally driven. The selection of which community scheme to support is often in

conjunction with colleagues. 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.

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.

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Motutapu Restoration Trust

Just offshore of Auckland, New Zealand, is Motutapu, or 'Sacred Island'. The island is linked by causeway to the Hauraki Gulf Marine Park. The local Ambius branch is supporting the Motutapu Restoration Trust to help restore the natural and cultural landscapes of this island. The business is making donations to the island's Nursery Project, helping to grow plants to be used in the restoration work, and colleagues are volunteering to work on the island, including helping to protect, maintain and interpret the cultural landscape, handed down by Maoris and early settlers.



In Australia, Ambius continues to support the Rainforest Rescue project with its cause related marketing scheme (the overall project is described in more detail later in the case study).

Make-A-Wish Foundation

City Link continues its support to the Make-A-Wish Foundation UK, the leading wish granting charity. It linked donations to the charity to business activities such as 'Don't Look Away', described in the Health & Safety section. Its colleagues are also active in organising their own fundraising events, with a target of £50,000 to be raised during 2010. Their fundraising included participating in a sandcastle building competition in Woolacombe in Devon (raising just under £1,000), a ten strong team completing a climb of Snowdon (raising around £2,500), organising a duck race

close to City Link's head office (raising just over £600) and the business's IT team compiling a team of 40 to complete the Three Peaks Challenge (raising around £20,000).

Supporting Medical Treatment, Libya

As a result of Rentokil's work in Libya, including tackling bubonic plague in Tobruk in 2009, the division observed the medical problems the country faces at first hand. These included the large number of injuries from road traffic accidents which lead to fatalities due to poor trauma capability in the hospitals. As a result, the division funded a Chevening scholarship (organised by the British Council) for a Tobruk surgeon. This enabled him to study for a MSc in trauma in Liverpool, which will ensure that on his return he is better able to handle trauma injuries in the Tobruk hospital.



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Providing support in Haiti: the NPMA delegation that surveyed the pest conditions in hospitals and tent cities in Port-au-Prince



One Foundation

The catering units of Initial Facilities has been actively supporting the One Foundation. They do so by selling bottles of One Water in their restaurants and canteens. Profits from these sales go towards helping the One Foundation, a charity dedicated to bringing clean water to children, families and communities in Africa. It does so by installing PlayPumps in villages. PlayPumps are playground equipment used in local schools, which have a dual purpose. As children play on the roundabouts, these pump water from deep underground into local storage tanks. This means that the villages have an adequate supply of quality drinking water, but also the children have time to go to school, rather than walking several miles to collect water. The first PlayPump supported

by Initial Catering has been installed in Mberenga FP School in Malawi, which has 720 pupils.

720

pupils benefiting from a PlayPump in Mberenga FP school in Malawi

Pest Control in Haiti

Rentokil's North American Vice President recently visited Haiti as part of a National Pest Management Association (NPMA) delegation, with the objective of experiencing at first hand the devastation resulting from the January 2010 earthquake. He described the experience of the pest situation in the medical facilities and tent cities as 'unimaginable'. As a result of the visit, the

business, together with other NPMA members, plans to work with the Haitian government, hospital administrators and local pest control companies to treat medical facilities on a case-by-case basis as each is experiencing different challenges. The business will use its resources to minimise entry points for pests, purchase products designed to prevent pest infestations in buildings, and train Haitian pest control workers so they can properly perform pest control operations.

Rentokil will use its resources to minimise entry points for pests, purchase products designed to prevent pest infestations in buildings, and train Haitian pest control workers

Thusanang Development Centre

In South Africa, much of the community focus has been on supporting employees and their relatives who have been afflicted by HIV/AIDS. Rentokil Initial continues its support for the Thusanang Development Centre, which it helped start up 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 families' ability to work and survive.

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 a child or adult dependent on a colleague, and

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The toilet twinning sanitation project helps in a variety of ways such as providing better sanitation and hygiene for thousands of families

requiring financial assistance as a direct result of HIV/AIDS or an HIV/AIDS related illness. Support activities are organised by HIV/AIDS Champions who are located in every operation in the business. In addition their role includes organising fundraising, and the Western Cape champions recently held an annual ball with support from suppliers and the business itself. The evening raised nearly £1,000 for the Trust. Events such as these are being arranged all over the business's locations in South Africa, and new Trustees are being appointed to ensure the Trust can continue its activities on a larger scale.

The South African business is also active in other community aspects. The business continues to provide educational sponsorship to a young boy who lives in a children's home

for abused and abandoned children in the Western Cape. To gain money to help his grandmother with a hobby she was interested in, he recently participated in a TV advert designed to attract World Cup supporters to the country. As may be expected, his participation in this project distracted him from his educational work, and representatives of the business met with him to remind him he needed to take ownership of his own responsibilities. This mentoring has been of help, and he has recently shown improvements in his educational achievements.

Similar work with people suffering from HIV is being undertaken by our Fiji business. It has recently supported the Fiji Network for People Living with HIV – or FJN+.

In Australia, the businesses have a continuing relationship with rainforest conservation – their work is described in more detail in the case study at the end of this section.

World Toilet Day 2010

To celebrate World Toilet Day 2010, and as part of our ongoing commitment to raise hygiene standards, the group's head office has 'twinning' 15 toilet cubicles with 15 new toilet latrines in the developing world. A joint initiative by Tearfund and Cord, the toilet twinning sanitation project helps in a variety of ways such as providing better sanitation and hygiene for thousands of families, through projects to supply clean water and portable toilets. As can be seen from previous examples, this initiative aligns with many of the other community projects

supported by our colleagues across the world which focus on improving sanitation and access to clean drinking water.



Save the Children

As an example, Initial Textiles and Hygiene Services has a long-standing relationship with Save the Children helping to improve sanitation facilities in the developing world as well as promoting a world-wide education campaign called Mission Clean Hands.

Special Care Baby Unit – Eastbourne

In its Christmas Raffle, the Head Office raised £6,000 for charity. This has paid for a specially heated cot for the Special Care Baby Unit in Eastbourne Hospital; for 100 vulnerable children in the



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The Gotong Royong programme targets high potential mosquito breeding grounds and rat infested areas

Haywards Heath area to have specialist counselling sessions; and for three families of six with a child with cancer or leukaemia to be taken to the Malcolm Sargent House in Prestwick for a week's accommodation with specialist care for the children, including day trips and entertainment for the children.

Public Awareness Campaign in Malaysia

Deadly diseases such as dengue and leptospirosis are now a major threat to global public health, with WHO numbers revealing a doubling of such outbreaks in the last decade. In Malaysia alone, there were 32,688 dengue cases with 103 deaths, and 30,455 leptospirosis cases with 95 deaths from January to August 2010. This proliferation has raised public concerns about community health & safety.

To address this trend, Rentokil Initial Malaysia has launched a public awareness campaign on the importance of maintaining cleanliness of public areas, and reducing mosquito and rat breeding. As part of good corporate responsibility, it has also started a cleaning campaign together with all of its Rentokil and Initial divisions, with the aim of supporting local communities through 'Gotong Royong', a community effort to foster team spirit in keeping communities safe from such diseases.

The Gotong Royong programme targets high potential mosquito breeding grounds and rat infested areas, with the cleaning activities centred on collecting and trashing all rubbish found in public areas, and fogging of known mosquito breeding grounds. To date, five states have already implemented their

Gotong Royong activities with other states planning their roll-outs soon.

Mount Merapi, Indonesia

Mount Merapi in Yogyakarta, Indonesia, erupted on 30 October 2010 causing heavy rain, ash and sand to be displaced across villages and communities within a 30km radius. Within the devastated area, Colleagues worried about the impact of the eruption, especially hot lava and dust on their families, homes and office. Colleagues living closer to the volcano evacuated their families to safety, staying temporarily in the homes of their relatives in areas such as Sragen, Semarang, Wates, Cilacap and Surabaya.

Despite their personal impact, Yogyakarta Colleagues helped to solicit financial help from

all branches to help residents directly affected by the Mount Merapi fallout. Donations were collected in the form of cash and goods such as clothing, blankets and other necessities, and delivered directly to the refugee villages of Candi and Hargobinangun on 18 November 2010.

The Ascott Heritage, Singapore

Rentokil Singapore conducted an awareness programme on bedbugs for more than 100 employees of The Ascott Heritage. The programme was designed to equip employees with a comprehensive knowledge of bedbugs and emergency responses to infestations, as well as provide recommendations in managing and preventing bedbug infestations.

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Through this well-respected programme, Ascott employees now have a better understanding of the biology and habits of bedbugs, their lifecycle, detection and inspection, ways to prevent and control infestations, and awareness of other similar biting and non-biting insects.

City Link Delivers for Young Ryan

A teenager who spent five years in and out of hospital as he bravely battled cancer collected 200 chocolate boxes for young patients on the Children's Ward as a thank you to the staff. Ryan's mother Michelle, who works at City Link, brought Ryan's quest to collect as many selection boxes as possible to the attention of her senior managers within the Coventry Depot and the company instantly

agreed to offer their support. Other businesses also came on board including Tesco, Coca Cola and Mars, helping Ryan to collect a total of 200 boxes. He delivered them with the help of a City Link van to children on the ward.

National Family Week

City Link got the UK's National Family Week off to a flying start with the delivery of over 3,000 fundraising packs across the UK. The company distributed free of charge all the official promotional material to schools, charities and other 'not for profit' organisations holding a range of fun family engaging events during the course of the week. It was the second year running the company has supported the week which aims to bring families closer together.

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Case Study

- Collective approach across all divisions
- Long term activity
- Linking colleagues, customers and the community.

Rainforest Biodiversity Projects in Australia and Indonesia

Rainforests are widely recognised as important habitats – supporting half of the species of life on Earth – but perhaps when there are such habitats on your door step, individuals recognise the issues more strongly.

Since 2006, the group's Australian operations have been proactively supporting rainforests through regular, divisional corporate giving programmes.

Ambius, Pink Hygiene and Rentokil Pest Control divisions of the group in Australia have individually and collectively supported the work of Rainforest Rescue with corporate contributions and other fund-raising programmes. These include colleague fundraising as well as Ambius's cause related marketing scheme based on a special Australian rainforest range.

Since the Australian businesses began these programmes of support in 2006, they have collectively contributed \$AUD108,000 (nearly £70,000) to Rainforest Rescue's Daintree 'Buy Back and Protect Forever Project', which purchases rainforest properties of high conservation value in the Daintree Rainforest in North Queensland. These are then protected in perpetuity.

These contributions have helped Rainforest Rescue purchase five properties in the Daintree rainforest for lifetime conservation. This equates to 21,600 square metres of Daintree rainforest, which holds an estimated 1,530 tonnes of carbon dioxide. These protected properties also provide habitat for 122 threatened species of plants and animals, such as the endangered Cassowary.



'This five year long programme has been a win-win. We have helped conserve the rainforest – something that is important for Australia – and we have been able to gain the strong commitment and involvement of our colleagues and our customers to this important programme.'

Xuemei Bennink-Bai

Divisional Managing Director, Asia Pacific

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Case Study

This year, in addition to the ongoing corporate giving programme, the Australian businesses are introducing for the first time a new Workplace Giving programme. Colleagues will be able to choose to support either a local rainforest programme eg the Daintree rainforest buy back project, or a new global project which helps protect the orangutan habitat in Sumatra, Indonesia. By supporting these projects, colleagues will become 'Cassowary friends' or 'Orangutan friends'. Colleagues will be able to choose to voluntarily contribute to these projects directly out of their pay, before tax, with various levels of giving.

The Rainforest Rescue Sumatran Orangutan Habitat programme is new for the Australian

businesses. In its own right it is meeting an important need, with estimates that only approximately 6,600 critically endangered Sumatran orangutans are left in the wild. Their numbers are thought to have declined by 91% since 1900 and most of that decline has been in the last few decades.



Historically, these animals were once found all over Asia, from northern India to southern China and further south to the Indonesian island of Java. Nowadays, orangutans are only found on the islands of Borneo and Sumatra.

The colleagues' Workplace Giving programme has been introduced, with an initial 'Love a Ranga' day at the Sydney head office, with Rainforest Rescue representatives presenting details on their orangutan habitat projects. The Ambius division will be first to kick off the programme, as part of their 'Sustainably Green' Programme, with office managers in each branch becoming 'champions' of the programme, and receiving Orangutan Habitat programme t-shirts and packs of information, which they can then present to colleagues at meetings.



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Making Progress in 2010

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

CR Area	Action Planned for 2010	Progress in 2010
Health & Safety	Continued focus on LTA – at both group and local levels – and increase focus on Working Days Lost (WDL) because of Lost Time Accidents (LTA) at local levels	Unsatisfactory LTA performance in some five business units meant the target was not attained WDL introduced as a KPI across all businesses
	Reduced emphasis on Scorecard system as the focus on LTA and WDL improves	Scorecard no longer used for reporting and assessment. However, it is still being used in operations as a measurement tool
	Continue roll out of 'Success is No Accident' across key operations	'Success is No Accident' programme has been extended to key businesses in Australia, New Zealand and North America. Also the Drive Smart initiative has been introduced across all UK operations
	Continue with operation of our loss-control incentive programme at UK level	No longer in place – focus instead on operational activities such as Drive Smart
Environment	Extend benchmark comparison of energy efficiency across all divisions as a means of driving the energy efficiency and reduction in CO ₂ emissions	Not implemented in 2010 – focus instead has been on providing support to businesses to achieve energy efficient practices – such as greater use of IT and GPS technology
	Continue the development of category management, including its focus on product stewardship	Continued and individuals given responsibility for sales and marketing areas globally
Marketplace	Extend customer satisfaction measures (including CVC score) to branch level and add competitive analysis	Extended around the group and embedded within the monthly performance reviews
	Review opportunities for greater procurement co-ordination on a group wide basis on key supply categories	Introduced procurement category managers and Asia sourcing hub
Workplace	Ensure Your Voice Counts is an annual activity Build the quality of management action plans as a result of survey responses and feedback	Delivered and participation increased 1,497 reports and presentations delivered
Governance	Communicate Code of Conduct and new policies and formulate training programmes to ensure they are embedded	Produced in 24 languages, delivered to colleagues and available online

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Our Focus for 2011

The following table shows those key corporate responsibility challenges described in the previous table and identifies our area of focus in 2011 for each of these challenges.

CR Area	Identified Long Term Challenges	Focus for 2011
Health & Safety	Effective health & safety management across the group	Greater management focus throughout 2011 to address deficient performance in 2010, and to achieve targets, especially within the five business units Scorecard will be replaced with a Branch SHE Health Check system in 2011
	Extend our safety culture globally	Continued development of 'Success is No Accident' in the new countries including France Textiles Consideration of extending Drive Smart outside UK
	Improve risk management and encourage UK businesses to take greater responsibility for managing health & safety	Continue to develop and implement initiatives and ensure safety is closely aligned with risk management at a business level
Environment	Reduce our CO ₂ emissions	Benchmark comparison will be developed in 2011 for introduction in 2011/2012
	Product management	Focus ongoing to improve sales effectiveness, and ensure customers' needs are identified and met
Marketplace	Ensure customer service delivery meets customer expectations	Launch customer promises to support customer care agenda
	Procurement activities with consistent quality and consistency of governance	Launch centralised procurement
Workplace	Developing colleague engagement in mobile operations	Maintain high participation rate and improve engagement in City Link
Governance	Enhance the understanding of ethical behaviours across the company	Ongoing focus to ensure Code of Conduct is embedded across all divisions

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

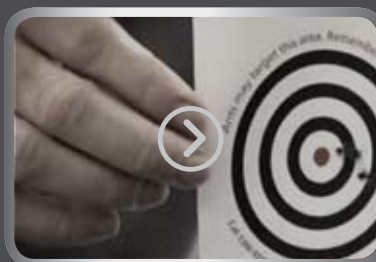
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Inside view



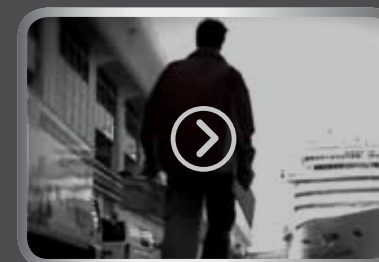
Pest control market expertise in the UK



Latest technology and team commitment in Australia



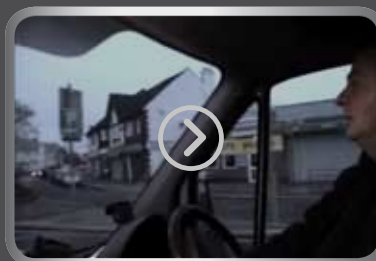
Going that extra mile in USA pest control



Customer commitment in Malaysia and Hong Kong



Providing specialist hygiene services



Commitment to safety in medical services



Serving up great teamwork in UK catering



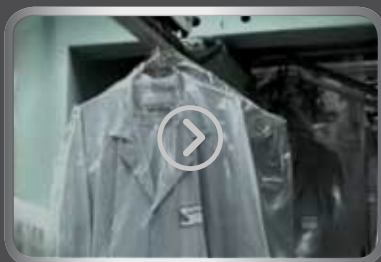
Coloured-coded training in cleaning services

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

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Inside view



Inside our textile laundry operations



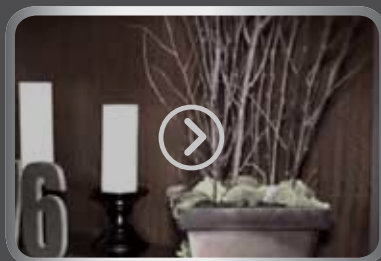
Service and relationships are key in Denmark washroom services



Washroom hygiene matters in Asia



Turning Australian washrooms Pink



The personal touch counts in Ambius USA



Importance of teamwork in City Link



Supporting each other and Rainforest Rescue in Ambius Australia



Rentokil Initial: Our values in action



Find a page



Commentary

Rentokil Initial has spent another year working towards its commitment to becoming a responsible business and actively measuring many non financial KPIs. Robust governance and board level involvement is vital if we are to achieve a sustainable future for people and planet. It is encouraging to see them making long-term, worldwide commitment to embedding good practice by launching a global code of conduct. The report shows Rentokil Initial's achievements across an increasingly broad range

of areas. As a company with such a vast global reach and footprint stakeholders will have increasing demanding expectations about how it manages this in the future and we are pleased they are working with a number of organisations including Business in the Community to do this.

Stephen Howard

Chief Executive
Business in the Community

Business in the

Community

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**If you have any comments
or questions about our
activities please write to us,
or send us an email:**

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Feedback

In this report we have described how the group's vision and values link to the corporate responsibility approaches we are establishing across the group. 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 group'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. A continuing priority is to ensure our Code of Conduct, together with our revised corporate policies are communicated and embedded throughout the group.

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.

Alan Brown

Chief Executive, with
board responsibility for
corporate responsibility

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