

SUSTAINABILITY REPORT 2023



Everyone deserves a safe place to live, work, and play.

OUR CONTINUED FOCUS

“Our focus on sustainable growth, innovation, and efficiency is not only a testament to our values but also a reflection of our dedication to creating a positive impact on our Team Members, our customers, and communities in which we operate.”

Jerry Gahlhoff Jr.
President & CEO



Dear Shareholders, Customers, Team Members, and Stakeholders,

I am pleased to present our annual sustainability report, outlining our commitment to responsible business practices, employee engagement, inclusivity, health and safety, communities, and environmental stewardship.

As we navigate through a rapidly changing world, we regularly assess the business environment, as well as our own strengths and opportunities, and have aligned around key strategic objectives that will help us to drive continued success at Rollins.

People First: We promote a people first mindset that prioritizes the well-being and development of the individual, as well as our collective team, in all aspects of our business. To provide our customers with the best customer experience, we must focus on cultivating our position as the employer of choice in our industry. This means not only investing in competitive wages and benefits, but also providing tools, training and development opportunities that drive a high level of employee engagement.

Customer Loyalty: We focus on creating the best customer experience that will enable a loyal customer base and in turn reduce the amount of turnover across our customer base. This starts with our people and the interactions they have with our customers. By focusing on this key objective, we expect it to enable growth that will outpace our market trajectory.

Growth Mindset: A growth mindset helps us consider ways to improve and best position our business. Our focus here is to identify changes that may present both risks and opportunities to our business. We focus on evaluating changes in the markets we compete in, as well as across other industries to identify changing dynamics impacting our people and customers which may in turn impact our position in the markets where we compete.

Operational Efficiency: As a complement to our growth mindset, our dedication to continuous improvement and operational efficiency is another key tenet of our strategy and culture. We approach our operations from the perspective that everything we do can be improved upon. We are constantly striving to improve our service levels by optimizing our business model and modernizing our business.

We believe that our alignment around these key strategic areas will enable us to grow faster than our market, position our business for the future, and deliver value for all stakeholders, including our customers, our Team Members, our communities, and our shareholders.

As always, thank you for your continued support and trust in Rollins. Together we can build a better world for our customers, Team Members, and communities.

Sincerely,

A handwritten signature in black ink, appearing to read "Jerry Gahlhoff Jr.", is positioned above the printed name.

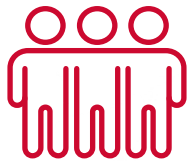
Jerry Gahlhoff Jr.
President & CEO



2023 AT A GLANCE

About us:

Rollins is a premier global consumer and commercial services company headquartered in Atlanta, GA. Through our family of leading brands, we provide essential pest and wildlife control services and protection against termite damage,



EMPLOYEES



COMPANY-OWNED AND
FRANCHISED LOCATIONS



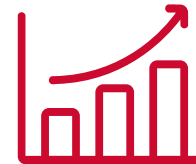
BILLION IN REVENUE



MILLION CUSTOMERS SERVED



COUNTRIES SERVED



TOTAL REVENUE
GROWTH (OVER 2022)



SUSTAINABILITY

AT A GLANCE



Top Workplace

in USA (2023)
in Atlanta (2023: 7th consecutive year)



83%

engagement score*



425K+

safety training courses completed



\$1M+

raised for United Way of
Greater Atlanta



45%

year-over-year increase
in hybrid vehicles

*The score is based on January 2024 responses to the survey sent to U.S. and Canada Team Members excluding Fox Pest Control (acquired in 2023). The survey gauges how employees feel about job satisfaction, organizational commitment and alignment with the Company's values.





TABLE OF CONTENTS

CEO Letter	3
Rollins At A Glance	4
Sustainability At A Glance	5
Governance	7
People	13
Safety	25
Environment	30
Community	37

GOVERNANCE



**At Rollins,
governance serves
as the foundation
upon which all
our sustainability
efforts are built.**

We believe that strong governance practices are essential to transparency, accountability, and ethical conduct across all levels of our organization. By prioritizing good governance, we aim to foster a culture of integrity and excellence that guides our decision-making processes and enables us to work in alignment with our strategic objectives.

Board Leadership Structure

The Rollins' Board of Directors (the "Board") oversees the management of our business strategies, risks, and opportunities. The Board, through the roles of the Audit Committee, Human Capital Management and Compensation Committee, and Nominating and Corporate Governance Committee, has set high standards for our Team Members, customers, stakeholders, officers, and directors.

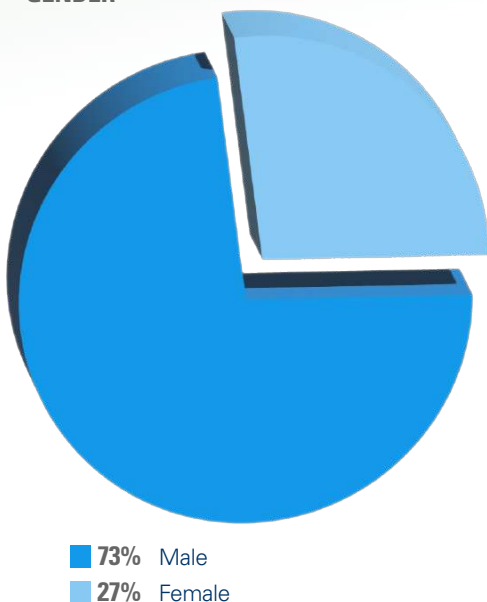
The Board is led by the Executive Chairman of the Board with each of the Board committees being led by a Committee Chairperson. As of January 2023, **Gary W. Rollins** began serving as the Executive Chairman of the Board, and **Jerry E. Gahlhoff, Jr.** began serving as President and Chief Executive Officer of the Company. The separation of the Executive Chairman and Chief Executive Officer roles allows the Chief Executive Officer to focus his time and energy on operating and managing the Company while leveraging the experience and perspectives of the Executive Chairman.

To drive a high performing Board, the Company has elected **Louise S. Sams** as Lead Independent Director who is responsible for identifying issues for the Board to consider and properly address with all directors being heard.

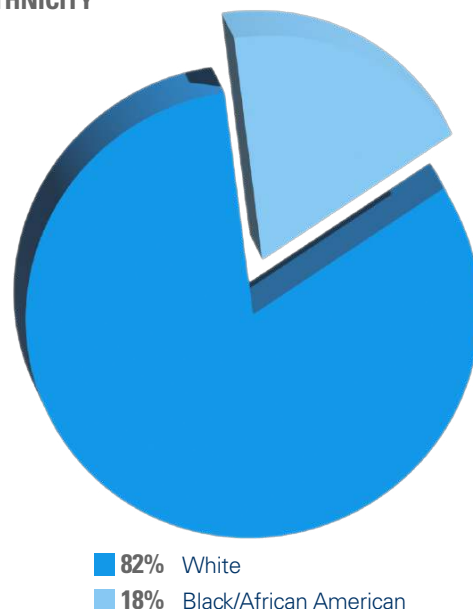
Board Demographics*

11 members:

GENDER



ETHNICITY



*As of 4/24/2024

Role of the Board

The Company's business affairs are managed under the direction of the Board, which is currently comprised of eleven members. The Board oversees the Company's Chief Executive Officer and other senior management in the competent and ethical operation of the Company so that the long-term interests of the shareholders are being served. In conducting this oversight responsibility, the Board receives regular reports from the Chief Executive Officer and other members of the Company's senior management team.

The specific responsibilities of the Executive Chairman of the Board, Chief Executive Officer (CEO) and Lead Independent Director are outlined in the table below.

Executive Chairman of the Board:

- Sets the agendas for Board meetings in consultation with the CEO, Corporate Secretary, and other members of the Board.
- Presides over all Board meetings and the Annual Meeting of Shareholders.
- Sees that all orders and resolutions of the Board are carried into effect.

Chief Executive Officer:

- Sets the operational leadership and strategic direction of the Company.
- Sets the day-to-day leadership and oversees the Company's performance.

All three committees of the Board (Nominating and Corporate Governance Committee, Human Capital Management and Compensation Committee, and Audit Committee) play a role in oversight of environmental, social and governance matters, specifically overall sustainability, human capital, and cyber security.

[illegible]

Oversight of Cyber Security Risk Management

Cyber security has become a particularly acute area of risk for companies of all sizes and in all industries, including our Company. While management is primarily responsible for our cyber security program and managing our cyber security risks, including our procedures and day-to-day operations, our Audit Committee supports the Board with oversight responsibility of our cyber security risks. The Company has security incident response policies and procedures for identifying, assessing, and managing material risks arising from cyber security incidents, including those arising from third-party service providers. The Audit Committee monitors the cyber security risk management and cyber control functions, including external security audits, and receives periodic updates from experienced senior management knowledgeable about assessing and managing cyber risks, including, as appropriate, updates on the prevention, detection, mitigation, and remediation of cyber incidents. The Audit Committee also receives regular quarterly reports from our Chief Information Security Officer and reviews our information technology and cyber security risk profile. Cyber security incidents that significantly impact the confidentiality, integrity, or availability of Company data or the reliability of the Company system or network are reported to the Audit Committee.

Further, our privacy compliance and digital risk management initiatives focus on the threats and

risks to enterprise information and the underlying information technology systems processing such information as part of the implementation of business processes. We have also implemented policies and procedures for the assessment, identification, and management of material risks from cyber security threats, including internal training, system controls, and monitoring and audit processes to protect the Company from internal and external vulnerabilities and to comply with consumer privacy laws in the areas in which we operate. Further, we limit retention of certain data, encrypt certain data and otherwise protect information to comply with consumer privacy laws in the areas in which we operate.

The Company also has a cross-functional group of representatives from several departments that comprise the Cyber Security and Privacy Committee, which meets and discusses information at least quarterly related to cyber security and privacy compliance at the Company, including training, policies, and trends. We also use commercially available third parties including vendors, cyber security protection systems, software, tools, and monitoring to provide security for processing, transmission and storage of protected information and data. The systems currently used for transmission and approval of payment card transactions, and the technology utilized in payment cards themselves, all of which can put payment card data at risk, meet standards set by the payment card industry.

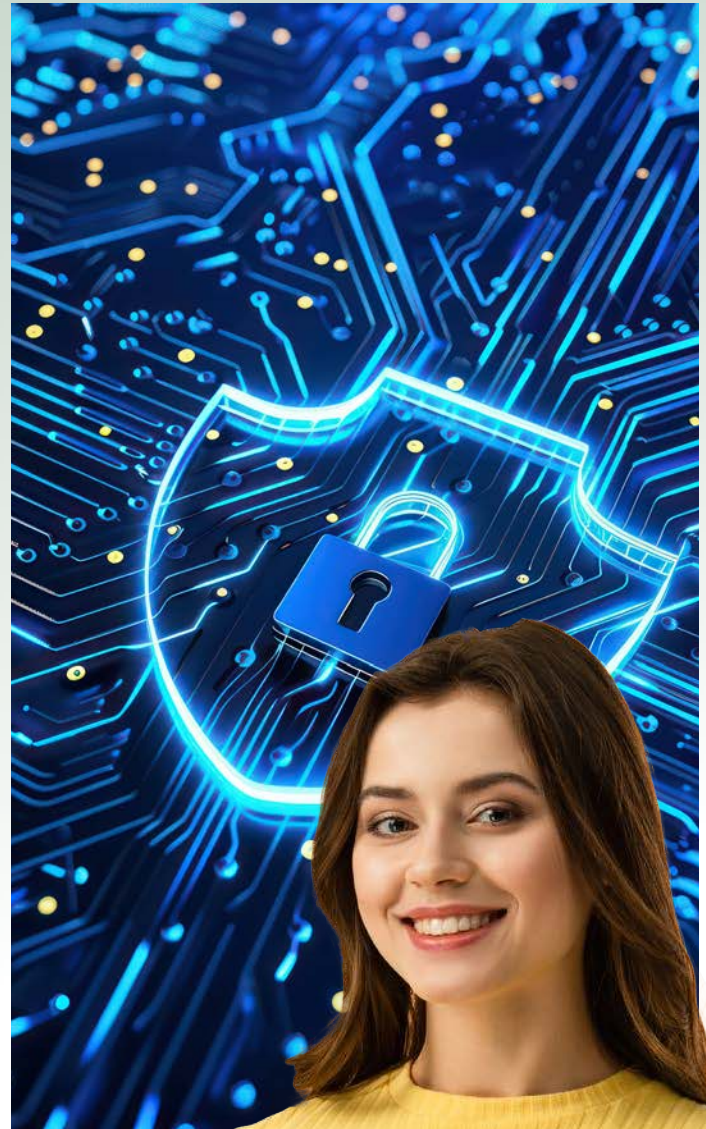
The Company has a global cyber security training program that requires all Team Members with access to Company networks to participate in regular and mandatory training on how to be aware of, and help defend against, cyber security risks.

The Company regularly tests the efficacy of its training efforts as well as its systems to assess vulnerabilities to cyber security risks, including tabletop incident response exercises. We regularly review our privacy policies to confirm compliance with all applicable data privacy regulations.

Code of Business Conduct and Ethics

The Company has adopted a Code of Business Conduct and Ethics applicable to all Team Members. The adoption and availability of this code demonstrates how we are committed to operating with integrity and upholding high ethical standards. It promotes transparency and responsible decision making, helping the Company maintain trust and sustain long-term success.

Additionally, we have adopted a Code of Business Conduct and Ethics for Directors and Executive Officers and Related Party Transactions to address these unique roles and responsibilities within the Company. This code provides additional guidance and standards tailored to their positions, emphasizing the importance of their leadership in upholding ethical conduct and maintaining the Company's reputation. Both codes of business conduct are available at www.rollins.com under Governance Documents.





Cultivating Success for our People

Our Team Members are critical to delivering an outstanding customer experience, and we aim to provide our team with best-in-class training and development opportunities. We operate the 27,000 square foot Rollins Learning Center training facility located in Atlanta, GA, which is a distance-learning and global broadcast facility with simulated environments and classrooms for training. The Rollins Learning Center offers on-demand training sessions that Team Members can access from anywhere in the world, produced at our on-site, state-of-the-art broadcast studio.



Our comprehensive programs contribute to our position as an employer of choice and have earned us recognition from Training Magazine as being among the Top 125 U.S. Training Companies 17 times in the past 21 years. We were also recognized by the Top Workplaces program as a top workplace on both a national and local level. This marks the seventh consecutive year of recognition in Atlanta.



Team Member Recruitment

Attracting the right talent starts with inclusive hiring practices. Therefore, we understand the value of a welcoming and inclusive environment throughout all stages of our hiring process, starting with our career website careers.rollins.com/rollins. We take a fair and objective approach to candidate evaluation processes, structured interviews, and assessment tools.



careers.rollins.com/rollins

Brand Spotlight: MissQuito



Founded in 2021 and led by Natasha Oldham who brings over a decade of Rollins experience, MissQuito emphasizes inclusion. An independent mosquito service brand, MissQuito strives to foster a welcoming and diverse workplace. To foster recruitment of female Team Members, including students and stay-at-home parents, MissQuito has established a flexible working environment that resonates strongly with its client base—most of whom are female. This approach cultivates a secure atmosphere for customers and staff alike, bolstering a community-centric ethos within the brand.

MissQuito's commitment to supporting women translates to their community involvement, dedicating time and resources to support local girls' sports, schools, and women's shelters. As the brand grows, with the recent launch of franchises in Cleveland, OH, West Covina, CA and more underway, MissQuito is committed to providing exceptional care and protection to customers and the things that they value most – family, community, and the environment.



803

Active U.S. Veterans

4.9% of U.S. workforce*

*Based on active U.S. Team Members as of 12/31/2023 excluding Fox Pest Control



Spotlight:

Veterans Recruitment

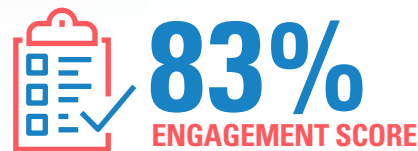
Rollins is proud to connect U.S. veterans to meaningful work, creating opportunities for former service members to care for themselves and their families. Over the past two years, we have increased our decade-long focus on recruiting Veterans through a partnership with RecruitMilitary, which connects employers to military job seekers. RecruitMilitary offers support services including contingency recruiting, career fairs, a job board, employer branding, and a military-centric publication, Search & Employ® magazine. Founded in 1998 by a Marine Corps Veteran, RecruitMilitary offers career services free of charge to the military community. Our partnership with RecruitMilitary gives all of our brands access to military hiring events across the country throughout the year.

Team Member Engagement

We continuously monitor Team Member engagement and customer loyalty through surveys, feedback sessions, and open forums to understand their perspectives, gather insights and address their needs. We conduct an Annual Engagement Survey, for which we collected over 10,091 responses from our Team Members this year, representing 59.3% of our U.S. and Canada workforce (excluding Fox Pest Control) as of January 2024 when our survey was sent.

A people first approach requires that we understand what is most important to our Team Members. One important way we give our Team Members an opportunity to share their perspective is through **Your Voice Matters** sessions. These sessions are conducted annually at the majority of our locations to dive deeper and gain further clarity on experiences reported in the Employee Engagement Survey. We gather feedback from every Team Member on: What are we doing well? What do we need to do better? How can we (senior leadership) help?

The information we gather helps us to develop action plans that address the top priorities shared by our Team Members. We believe these sessions are well received and have helped us gain more clarity about our Team Members' perspectives.



HIGHLIGHTS

Company Pride



Team Members who are proud to work for Rollins.

Autonomy



Team Members who believe that there is independence and the ability to self-govern as it relates to how they perform their jobs.

Employee Onboarding



Team Members who believe that Rollins provides proper onboarding for new hires.

* The score is based on responses to the survey sent to U.S. and Canada Team Members in January 2024 excluding Fox Pest Control. Our engagement score helps us in determining how our Team Members feel about their work and the Company, as we seek feedback on job satisfaction, organizational commitment, and alignment with the Company's values.

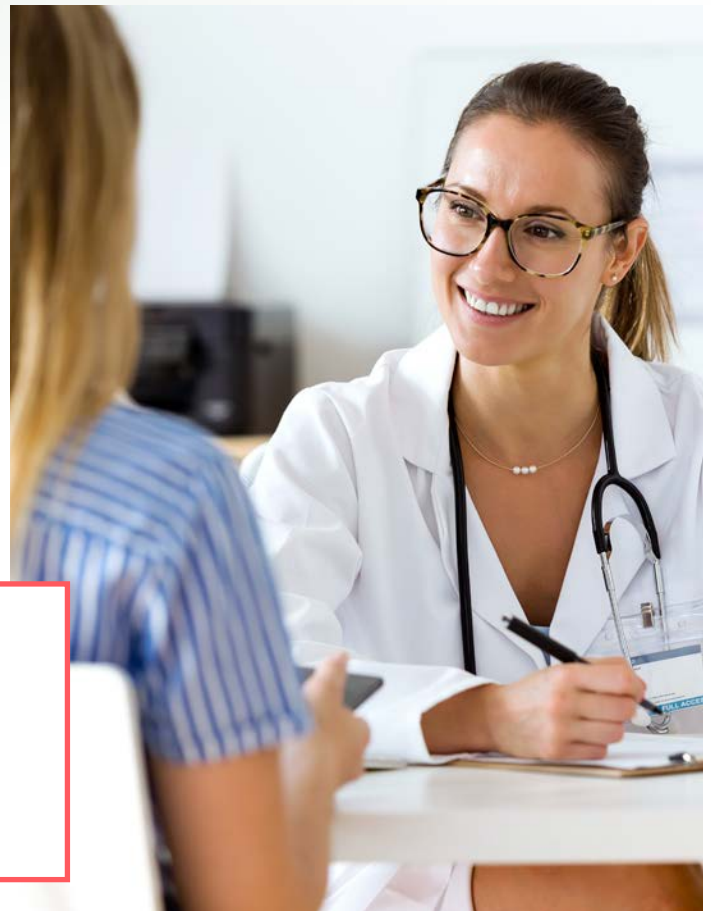
Supporting Our Team Members

We are committed to the health and safety of our Team Members, customers and communities where we work, live and play. Rollins undertakes a variety of efforts to support the health and well-being of our Team Members, including their physical and mental health. This includes investing in competitive compensation and benefits while also providing the culture, tools, training and development opportunities to make working at Rollins an enjoyable and rewarding experience. Adapting to feedback provided by our Team Members about the needs of themselves and their families, in 2023, we increased our investment in mental health and wellness services that are offered at no cost. Other benefits include our Employee Stock Purchase Program (ESPP), personal finance education and advisory services, assistance programs to help with managing personal and work-life challenges, family support programs, and educational assistance. We invest in our Team Members, and our Team Members invest back in Rollins. Approximately 25% of our Team Members are shareholders of Rollins through our equity, 401(k), and/or employee stock purchase programs.



Enhanced Medical Benefit: Everside Health Partnership

In 2022, we formed a partnership with Everside Health to build an on-site medical clinic at our Rollins Support Center in Atlanta. That clinic provides no-cost primary care to Rollins team members who participate in one of our medical plans in the state of Georgia. Everside provides these services either virtually or through the existing nationwide network of Everside Health clinics for all our Team Members participating in one of our insurance plans in the U.S. This is an enhanced medical benefit, provided at no cost to Team Members.



everside
HEALTH™

Leadership Development

Each Rollins brand cultivates its own leadership development programs that support its values and culture while considering the best practices of all Rollins brands. Our leaders are trained on the fundamentals of people leadership, business acumen, sales excellence, and technical expertise. Having the right leaders at all levels of our organization is critical to our current and future success. This includes establishing effective succession planning to support our business growth plans. While each of our brands

In providing career development and growth opportunities, we provide clear paths for career progression and professional development.

is focused on developing operational leadership capabilities that are brand-specific, Rollins is focused on developing overall leadership capabilities through our Region Manager Development Program (RMDP). The RMDP is a comprehensive leadership development program for mid-level leaders across the organization who lead multiple business units or departments and those preparing to lead at that level. The 12-month program offers a blended learning approach that includes facilitator-led training, executive and peer mentoring, immersive field learning experiences, 360-degree assessments, a six-month executive coaching engagement, and supported individualized development plans. Since the program was established in 2018, we have graduated a total of 85 senior leaders in five different RMDP classes with continued successes.

Team Member Spotlight:

LINDSEY GONSIOR

Lindsey Gonsior's trajectory at Orkin is a testament to her resilience and innovative spirit. A dynamic presence in the pest control industry, Lindsey transitioned from the trucking sector, drawn to Rollins' culture of inclusivity and growth opportunities. Starting in Minneapolis, she quickly saw value in the Company's comprehensive training program, which catered to diverse learning styles through relationship building and technical skill development. Her rapid ascent to branch manager reflects her ability to adapt and flourish under pressure. Lindsey has since overseen branches in Des Moines, IA and Kansas City, MO, moving across Orkin's service areas.

Her proactive stance on women's growth within this traditionally male-dominated field led her to co-found the Women's Impact Network (formerly Women of Orkin Pest), a reciprocal mentorship program that encourages collaborative support and learning. She enjoys connecting and learning from Team Members across the Rollins family and participates in the PRIDE Employee Resource Group.

Lindsey, a self-proclaimed "driver and daredevil" continues to be a force for change, bringing bold new ideas to pest control, creating an inclusive environment, and nurturing her team's potential.



"I'm proud to continue moving the needle forward, being part of the change and sustaining that change in our culture."



PURDUE GLOBAL™

Partnership with Purdue Global

Our ongoing partnership with Purdue Global allows our Team Members to earn undergraduate and/or graduate degrees. This is in addition to our Tuition Reimbursement Program, and it allows eligible Team Members to pursue an undergraduate degree from Purdue Global at no cost.

15 Team Members graduated in 2023

33 Team Members graduated since program inception in 2020

122 Team Members enrolled since program inception in 2020

Team Member Spotlight: AMBER JIMERSON

A former deputy sheriff, Amber Jimerson pivoted her passion for forensic problem solving from law enforcement to cyber security at Rollins. After starting her Rollins career as a mail associate, Amber proactively made relationships and connections across the Company, identifying mentors that would support her goal of joining the IT department. She joined Women in Technology (WIT), an external program aimed at helping single mothers build technology and IT skills. For six months, Amber, mom of three, focused Saturdays on the pursuit of her education. After graduating from WIT, Amber became a cyber security analyst in the IT department at Rollins. With the support of her department leaders, she applied to and received full funding to attend Purdue Global to pursue a bachelor's degree in cyber security. Amber continues to take classes online on top of her work and is expected to graduate in 2025. Amber credits the support she received from her Team Members as integral to her success, as well as her own passion and drive to advance in cyber security.



"I'm a problem solver – if a challenging threat is identified, I know I'll get to the bottom of it. I love working with Team Members across the globe to understand and solve their challenges."



O. Wayne Rollins Scholarship for Team Member Families

We continue to offer our O. Wayne Rollins Scholarship to the children of eligible Team Members to help pay for college or trade school costs. We grant fifteen \$3,000 scholarships per year for four years (approximately \$180,000 per year) to help our Team Members foster continued education for their family members.

Workplace Inclusion

We prioritize and cultivate a diverse, equitable and inclusive workplace that results in higher levels of satisfaction and engagement, stronger staff retention, higher productivity, and a heightened sense of belonging. Our mission is to foster a culture of inclusion where all individuals feel respected and are treated fairly with an equitable opportunity to excel.

Our Workplace Inclusion (WPI) mission to build an inclusive workplace has continued under the guidance of our Executive Sponsor and Inclusion Advisory Council which is made up of Team Members from Rollins brands across the U.S. In January 2022, we hired a Director of WPI. The Director's primary role is to implement the WPI Strategic Plan (the "Plan") which was approved by the Executive Leadership Team in April 2022. The Plan includes 5 Strategic Focus

Areas to be implemented across all brands: Training & Education, Talent Acquisition & Career Development, Policies & Programs, Communication, and Employee Resource Groups.

85%

INCLUSION SCORE*

The total inclusion score measures the overall level of inclusivity, the extent to which Team Members feel respected, valued, and given equal opportunities to participate and contribute to the organization's goals and activities. The score is a composite of questions related to belonging, psychological wellbeing, safety, recognition, and management support of professional development.

*Score based on responses to the Employee Engagement survey sent to our U.S. and Canada Team Members excluding Fox Pest Control in January 2024.

Our Workplace Inclusion Strategy

As we strive to create a more inclusive and equitable workplace that harnesses the benefits of a diverse workforce around better decision making, innovation, and overall success, we remain focused on our four strategic pillars for Workplace Inclusion.

WORKPLACE INCLUSION STRATEGIC PILLARS



Workplace Inclusion Task Forces

We have a proactive approach to addressing workplace inclusion through employee-led task forces that focus on each of our 5 Strategic Focus Areas. Each task force focuses on specific goals and implements strategies to drive positive change.

- **Training & Education:** Implement a curriculum of diversity training that is inclusive of both required and elective training opportunities.
- **Talent Acquisition & Career Development:** Confirm talent acquisition and career development practices consistently provide equal opportunity and strive to close representation gaps at all levels.
- **Policies & Programs:** Review and evaluate current policies and processes across all brands to be more consistent and more inclusive.
- **Communication:** Develop compelling messaging and opportunities for dialogue that promote transparency and encourage Team Members to see the importance of Workplace Inclusion.
- **Employee Resource Groups:** Create inclusive, Team Member-led groups for all that aim to foster a diverse, inclusive workplace aligned with the inclusion strategy.

Employee Resource Groups (ERGs)

Our ERGs, led by Rollins Team Members, are inclusive to all and represent our employee population. Each ERG provides a platform for Team Members to connect, collaborate, and advocate for their shared interests and experiences. These groups promote inclusivity, provide networking opportunities, and contribute to a sense of belonging among Team Members. We have established five ERGs with additional ERGs in development.

- **R-Collective:** Strives to improve Company culture and Team Member engagement and retention through multigenerational networking.
- **Women+ Resource Community:** Provides a resource for women+ at any career level to achieve their goals and celebrate their accomplishments resulting in an enhanced work experience at Rollins.
- **Women's Impact Network (WIN):** Increases communication between the women of Orkin by providing opportunities for professional development, mentoring, and networking.
- **PRIDE:** Provides a network that supports the professional development of LGBTQ+ Team Members and allies, promotes recruitment and retention, and builds community.
- **P.E.A.C.E.:** Promoting Equality, Acceptance and Cultural Empowerment through networking, team building, and allyship to foster an inclusive and respectful environment that celebrates the diverse cultures represented within the workforce.

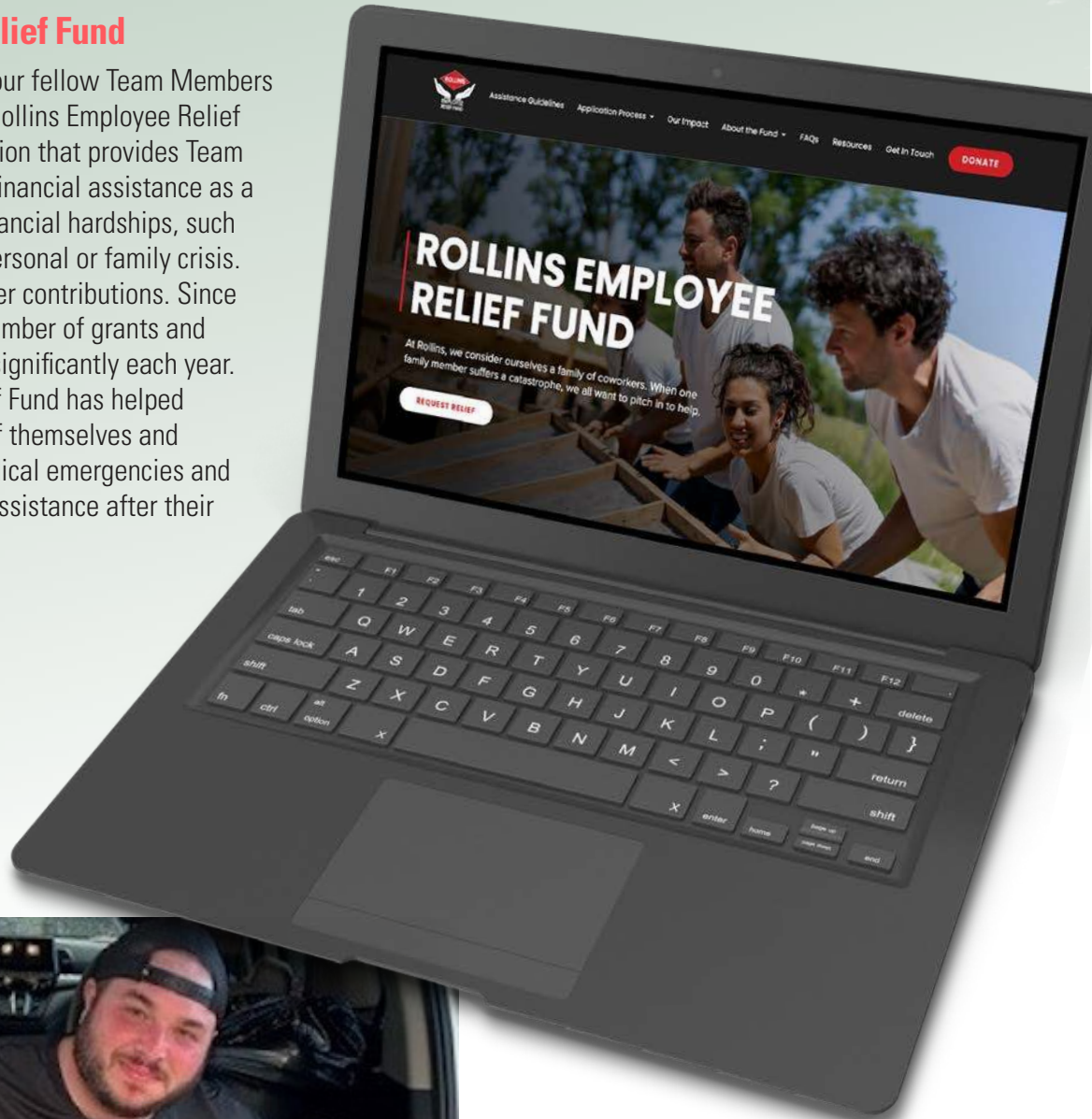


Rollins Employee Relief Fund

Rollins believes in helping our fellow Team Members during times of crisis. The Rollins Employee Relief Fund is a non-profit foundation that provides Team Members with emergency financial assistance as a support through unusual financial hardships, such as a natural disaster or a personal or family crisis. It is funded by Team Member contributions. Since its inception in 2014, the number of grants and dollars granted has grown significantly each year. The Rollins Employee Relief Fund has helped Team Members take care of themselves and family members during medical emergencies and provided needed financial assistance after their homes were damaged.

71

**GRANTS AWARDED IN
2023**



Team Member Spotlight: MALA WILLIAMS

Mala Williams' impressive journey with Orkin U.S. spans over two decades since immigrating to the U.S. from Trinidad & Tobago. Starting as a termite inspector in February 2000, Mala developed a versatile skill set and transitioned through pivotal roles, including office manager and national accounts auditor, culminating in her current role as the Managing Director of National Accounts. She has overseen multiple departments, earning the trust of her team and clients by leveraging her field experience to advocate for both the internal and external customers.

With a heartfelt dedication to the Company's evolving culture, Mala has been instrumental in fostering an environment that values multiculturalism, spearheading the PEACE (Promoting Equality, Acceptance, and Cultural Empowerment) ERG along with other women in leadership within Rollins and championing inclusion as an integral part of the company's ethos. Her leadership is not only admired for securing significant business but also for her personal resilience and commitment to supporting others to grow and evolve their careers across Rollins' brands.



Mala points to Orkin's commitment to caring for each other in times of need as a core reason for her loyalty to the Company, a practice formalized in the Rollins Employee Relief Fund. Mala's story is a testament to the power of inclusive practices and Orkin's recognition and nurturing of talent.

Leadership Representation

In 2021, we established a baseline for leadership representation in two categories: women and People of Color. These are areas where our leaders are focused on helping us align with service and industry benchmarks. We will continue to monitor changes in these categories.

Women in Leadership	Total: 18.53% (Executive through line leader)	Improvement since 2021 4.63%
People of Color in Leadership	Total: 24.28% (Executive through line leader)	Improvement since 2021 2.79%

Representation metrics are based on U.S. Team Members as of 12/31/2023 excluding Fox Pest Control.

Workplace Inclusion All Year Long

Celebrating diversity is an important endeavor that promotes inclusivity, understanding, and respect for people from all walks of life. Rather than limiting it to specific events or designated months, we have made recognizing inclusion a year-round commitment. Along with ongoing communications and conversations, we have embraced and honored inclusion throughout the year by highlighting and profiling our Team Members during cultural events. Additionally, key initiatives are underway to implement inclusive leadership training for all people leaders. Starting with our Executive Leadership Team and cascading to all people leaders in North America, the focus of our training is on bias and emotional intelligence. As we continue our journey, we will focus on multiple priorities.

- **Employee Engagement:** Involve Team Members at all levels in the Workplace Inclusion process. Seek feedback and input from the workforce and

encourage open dialogue about diversity and inclusion.

- **Celebrating Diversity:** Recognize and celebrate the diversity within the organization. Highlight the achievements and contributions of Team Members from various backgrounds and experiences.
- **Customized Inclusion Training:** Develop inclusion training that is tailored to the specific needs and challenges faced by leaders. Different departments or roles may require different approaches to understanding and fostering inclusivity.
- **Task Force Recommendations:** Actively implement recommendations from the task forces, which are likely to be informed by a diverse range of perspectives. Prioritize initiatives that address systemic biases, barriers to inclusion, and create an equitable work environment.



For a full list of cultural events & holidays, visit rollinsworkplaceinclusion.com.

SAFETY

We motivate our Team Members to be leaders in safety by continuously evaluating and improving our safety performance, implementing best practices and regulations, and encouraging safety excellence in everything we do. We closely monitor safety performance and are expanding our tracking mechanisms to support compliance. Additionally, we are constantly reviewing and refining safety policies and procedures for efficiency and relevance. For example, throughout 2023 we made considerable progress with respect to the implementation and adoption of our driver safety application. The application monitors driving behaviors once a vehicle is in motion, detecting positive and negative driving maneuvers related to acceleration, braking, distractions, and speed. We are pleased that in 2023, our average driver safety score continues to show improvement.



We continue our work to increase safety awareness and training, while recognizing and rewarding drivers and Team Members that exemplify safety leadership.

Our Safety Culture

Our philosophy of making safety personal remains constant and is an intentional choice to motivate Team Members to take ownership over their own safety, as well as the safety of their colleagues, customers, and communities. We train and encourage Team Members to prevent, identify, and mitigate workplace hazards and to feel empowered in creating a safe working environment. Our Team Members act under three core principles.



Be Prepared: Understand the “why,” anticipate potential risks, and take proactive measures to mitigate them.



Be a Coach: Lead by example in promoting a culture of safety through encouragement and empowerment.



Be Accountable: Hold ourselves accountable to a higher standard and take responsibility for our actions to solve problems and mitigate risk.

Safety Governance

Our safety governance structure helps our Company prioritize measures to progressively reduce motor vehicle collision and injury-related risk. We have established an ongoing process that requires commitment, communication, and collaboration at all levels of the organization. Our structure is designed to support effectiveness and alignment with our organization’s goals and objectives.

In 2023, Rollins updated its safety program under new leadership. Safety is now led by the Vice President of Operational Services. This shift means that the safety team reports directly into business leaders and more directly aligns to brand needs. It also means that safety and fleet are handled in tandem, supporting alignment in fleet procedures and safety protocols. This is part of our broader safety strategy to provide holistic support for brands across the organization.



SAFETY GOVERNANCE

Executive Safety Council

Monitors manager accountability systems and approves safety investment decisions and strategy.

Brand Safety Councils

Creates opportunities to learn, share, and standardize safety best practices across the Company.

Quarterly Business Review

Evaluates safety performance and documents opportunities and actions for improvement.

Safety Continuous Improvement

Focuses on prevention of top incident causes, promotes Stop Work authority related to safety, and supports consistent training.

First-in-Class Safety Training

Safety training plays a critical role in helping Team Members “Be Prepared” and feel confident in their role in promoting safety at Rollins. Our service professionals working in the field go through virtual trainings as well as ride-along sessions to customer job sites to learn from Team Members in action. Service professionals learn product safety, home safety, ladder safety, fall protection, and other trainings specific to the services offered by the brand.

Our safety training is crucial for preventing injuries and fostering safe driving habits. We offer ongoing training and educational opportunities covering equipment use, handling hazardous materials, and emergency response procedures. Our defensive driving strategies are designed to prevent accidents by teaching drivers to keep a safe distance, be aware at intersections, look out for possible dangers, and predict the actions of other drivers.



We continuously assess and identify improvement opportunities within our training systems. An enhanced New Hire Driver Training & Onboarding will launch in 2024, providing expanded support for new drivers. The updated training will include a mix of virtual training and observation ride-along sessions to learn from more experienced Team Members. The training program will also provide enhanced metrics for managers to track, report, and monitor progress of new hires and provide them with dedicated support and coaching in their critical first few months on the job.



Team Member Spotlight: **MARK BRETZ**

Mark Bretz has seen a lot in his 30-year career at Rollins' brands. Starting at Western Pest Services and moving to Waltham Pest Services and Orkin U.S., Mark used his field experience to inform his leadership style. Mark's experience ranges from field sales and sales leadership roles to managing multiple regions, including shepherding Western's Manhattan operation through the aftermath of 9/11. Rollins leadership saw value in his ability to bridge the needs of the field with operational decision making and transitioned him to the Rollins Home Office.

Since then, Mark has been promoted to Vice President of Operational Support where he leads both the Fleet and Safety teams. Combining fleet and safety under one leader was a strategic move. With one of the largest U.S. class 1 and class 2 vehicle fleets, Rollins faces safety concerns around their service professionals driving in the field and believes a combined approach is the best way to protect Team Members and communities. Mark continues to improve programs within Rollins to support the field teams. He also supports the broader industry, having served on multiple boards within the National Pest Management Association (NPMA).



"Safety is about culture. You need managers who care, feel compassion for, and focus on the well-being of their Team Members. "

Fleet Safety Technology

Serving over 2.8 million customers with more than 16,000 vehicles, we leverage technology to monitor and improve driving behavior. Our technology investments aim to support and empower Team Members to be safe at the job site and at home.

Driver Safety Mobile App: We rolled out an application that constantly measures driving behaviors and reports on how safe or unsafe the actions are using an industry approved FICO Safe Driving Score. Team Members get defensive driver training and real-time feedback to self-correct. The scores are monitored by branch managers who can intervene and provide coaching tools when needed and continuously review driver scores and licenses. Our managers have found this to be a valuable tool to help our drivers be safe.

This tool has also allowed us to celebrate and recognize Team Members with outstanding safety performance. Brands have implemented unique **Driver Recognition Programs** to motivate and reward drivers for their safe choices and to continue integrating safety culture within and beyond the workplace.

Vehicle Safety Systems: Our fleet team works proactively with suppliers to confirm our vehicles are outfitted with the latest collision prevention technology to protect our Team Members, customers, and communities. This includes features like lane departure alerts, road sign assist, dynamic radar cruise control, and automatic high beams. Confirming our vehicles have integrated safety features helps make safety automatic for our drivers.



ENVIRONMENT

Our Integrated Pest Management (IPM) Approach

At the core of our pest control strategy lies the IPM methodology, a holistic approach aimed at minimizing environmental impact while effectively managing pest populations. This method is predicated on key principles that guide our actions: accurate pest identification to support targeted treatment, consistent monitoring and comprehensive inspections. These principles allow us to assess and adapt strategies, with the preference for non-chemical measures whenever possible. When chemical interventions are necessary, we utilize precise application methods to limit unnecessary exposure.



Advancements and Achievements

This year, we have continued integrating cutting-edge technologies and practices to enhance the effectiveness and sustainability of our pest management efforts. Brand highlights include:

- **Northwest Exterminating** - Expansion of remote pest monitoring systems, reducing reliance on rodenticides and improving response efficiency to pest activities.
- **MissQuito** - Continued innovation of non-toxic, botanical-based pest control products, protecting the well-being of families and pets while maintaining environmental integrity.
- **Orkin Canada** - Integration of CO2 and heat-based fumigation for food products where possible.
- **Orkin UK & Canada** - Use of falconry as a natural method to control pest bird populations, aligning with our ethos of utilizing nature-based solutions.



Brand Spotlight: Northwest Exterminating

Northwest's mission is centered on enhancing the living and working environments within the communities it serves by using innovative pest control and home solutions. The Company's green initiatives include the NorPest Green® Pest Control program, which utilizes natural products derived from flowers, plants, and other earth elements. This program specifically targets household pests such as ants, spiders, roaches, mice, centipedes, and millipedes.

Additionally, Northwest employs the In2Care® System within its mosquito reduction program, an innovative approach that diminishes mosquito populations early in their lifecycle while preserving beneficial insects and pollinators. The Company also offers termite control services featuring the Sentricon® Always Active bait station, recognized as a leading product for termite management, capable of eliminating entire subterranean termite colonies without harsh chemicals.

Established in 1951 and renowned for its commitment to customer needs, Northwest has emerged as a leader in pest control services across the Southeast. Its team of highly trained professionals aims to deliver thorough and careful service, upholding Northwest's standard of excellence in managing pests, termites, and mosquitoes.



GreenPro Certification

We are proud of our GreenPro certified services as offerings within our family of brands. This certification is endorsed by the NPMA. This distinction is a testament to our commitment to safe and sustainable pest management practices and is awarded to services that meet stringent standards set by regulatory and environmental advocacy groups. Service professionals administering GreenPro services prioritize the use of reduced-impact pesticides and innovative, non-chemical strategies before exploring chemical applications, to consider the well-being of the ecosystems we operate in.



Only QualityPro accredited companies, that voluntarily adhere to standards exceeding any state or federal requirements, can offer GreenPro services. GreenPro customers receive documentation needed to submit for an IPM policy and earn credits toward the U.S.



Green Building Council's (USGBC) LEED certification for their facility. GreenPro certified services minimize pesticide exposure to humans, nontarget animals, and the environment by:

- Focusing on IPM strategies
- Providing and documenting a comprehensive pest inspection, monitoring services, and follow-up to confirm efficacy
- Regularly communicating with clients about pest infestations and prevention
- Requiring GreenPro training for all company Team Members who sell or perform GreenPro services

Product Selection

Although we are not a manufacturer of pest control products, we apply diligence in assessing potential products used by our service professionals based on our 3E's – Efficiency, Effectiveness, and Environmental impact. These attributes align with our IPM approach to use products in targeted application after exhausting alternative strategies. We continually assess new and innovative products that help keep the environments of our customers and communities safe and healthy. When reviewing a new product offering, we analyze the product compared to our current offerings to assess the following attributes:

- **Efficiency** - Can we apply less product to the environment to achieve the same results for our customers?
- **Effectiveness** - Will the treatment be successful without reapplication or with longer intervals between applications?
- **Environmental Impact** - Does the product have a reduced impact on humans, beneficial insects (including pollinators), wildlife, and the local ecosystem?

The GreenPro certification is recognized by these and other prominent organizations across the United States and Canada.



Brand Spotlight: Clark Pest Control

Clark Pest Control (Clark), based in Central California, has been working with its regulatory agency and a local university to support continuous improvement in IPM. In 2023, Clark was awarded an Alliance Grant from the California Department of Pesticide Regulation to study a pheromone adjuvant with the University of California Riverside. This collaboration combines their expertise in pest management, entomology, and public and environmental health. Drawing on Rollins' 3E's, the grant is focused on applying effective, low impact treatments, monitoring results, and working with the university to assess impact. The initial results support more effective pest management based on targeted seasonal applications and show reduced runoff in waterways. Clark has been sharing their findings with others in the industry, through a recent industry summit and technical article.



Advancements in Routing Efficiency

In 2023, we maintained our progress made around routing efficiency. Our focused efforts on optimizing service visits and vehicle routes have yielded results in operational efficiency, customer satisfaction, and environmental impact reduction.

Our Team Members serve customers at their homes and workplaces, driving scheduled routes to perform pest control services. By leveraging advanced technology and data analytics, we are using a more streamlined approach to organizing service visits. This optimization effort is aimed at not only enhancing service delivery but also at minimizing our carbon footprint through reduced drive times and distances. These updates also improve Team Member satisfaction due to reduced travel times and more efficient daily schedules.

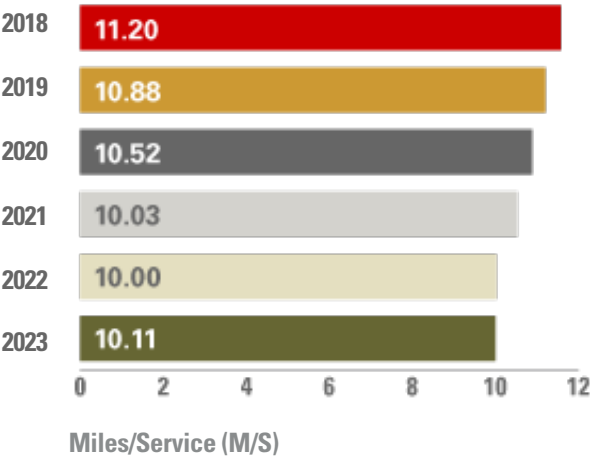
Looking ahead, we are committed to continuing our pursuit of routing efficiency and maintaining the progress made to date. Our goal is to further refine these processes, leveraging new technologies and insights driving even greater efficiencies and

sustainability outcomes. By doing so, we aim to set new standards for operational excellence and environmental responsibility within the industry.

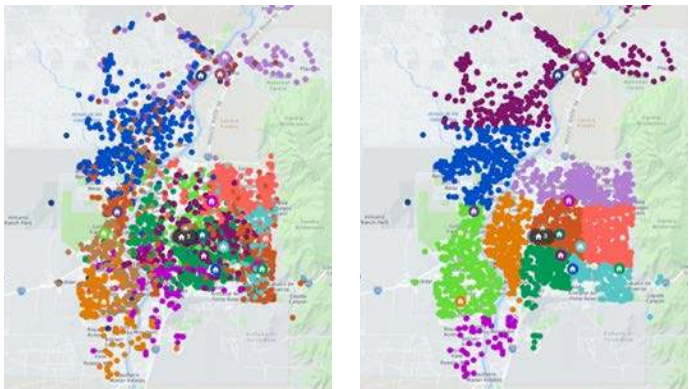
Fleet Transformation and Environmental Stewardship

With one of the largest class 1 and class 2 vehicle fleets in the U.S., we continue to move towards more fuel-efficient and hybrid vehicles. Recognizing the environmental impact of our operations, we increased the number of hybrid vehicles within our fleet by over 45% in 2023 compared to 2022. Brands with high numbers of hybrid and electric vehicles installed charging infrastructure at their offices. This transition not only underscores our commitment to sustainability but also positions us as a leader in green fleet practices, as recognized by BMW Group's Top 50 Green Fleets List.

ORKIN U.S. – MILES DRIVEN PER SERVICE (M/S)



BEFORE AFTER



Routing & Scheduling technology enables territory planning to optimize route density and minimize drive time.

Facilities: A Focus on Energy Efficiency

Our approach to enhancing facility sustainability focuses on energy conservation and minimizing our physical footprint. Through initiatives such as LED lighting and modernizing HVAC systems, we are working to reduce energy consumption across our operations. These measures not only contribute to our environmental efforts but also create healthier and more productive work environments.

Innovations in Field Equipment

In the field, our focus has been on adopting and implementing technology that lessens our reliance on natural resources and improves operational efficiency. Advancements include:

- Increased adoption of battery-operated equipment, which not only reduces emissions but also decreases noise pollution and physical strain on our service professionals.

- The use of LED light traps in pest management, which offer substantial energy savings and environmental benefits over traditional methods. In 2023, Rollins purchased over 15,275 LED light traps across our domestic family of brands, equating to a savings of over 125,000 fluorescent bulbs over the next 3 years.



Manufacturer Packaging

We are actively collaborating with our suppliers to create more sustainable packaging options. Through an ongoing program with one supplier, we have been replacing single-use plastic bottles with 30-gallon bulk containers. In 2023, we purchased over 300 new bulk containers for our brands. With bulk containers, service professionals can refill and reuse smaller service containers in the field. The bulk containers are collected and returned to the manufacturer for refill. We continue to expand this program by working with our manufacturers to provide similar bulk packaging alternatives for additional products.



COMMUNITY

Community Involvement

We are a family of brands that upholds service – to our Team Members, customers, and communities – as a cornerstone. While each of our diverse brands has their own culture of service, we are firmly united in our commitment to engage with our local communities.

We offer Team Members the opportunity to participate in various community outreach programs. Our brands are working closely with their local communities to create an impact through outreach, volunteerism, and donations. Our overarching goal is to create a significant impact in local communities over an extended period of time. We believe everyone deserves a safe place to live, work, and play.



**CREATING AN
IMPACT THROUGH
OUTREACH,
VOLUNTEERISM,
& DONATIONS**



A Northwest Exterminating customer did not have wheelchair access to her garden. The branch volunteered to build her a ramp, once again allowing her to enjoy her garden.



ROLLINS SUPPORT CENTER COMMUNITY SPOTLIGHTS

United Way of Greater Atlanta

Since 1985, we have partnered with the United Way of Greater Atlanta through Team Member and Company-matching funds, helping make Rollins a community leader for many years. Rollins ranked #8 in the top 25 corporate contributors in 2023 compared to ranking #7 and #9 in 2022 and 2021, respectively. Rollins is proud to be #5 in corporate contributors to United Way's Child Well-Being Mission Fund for 2023. Along with personal contributions from Team Members, the Company hosts rallies, golf tournaments, contests, and a silent auction to raise funds. Rollins has contributed approximately \$1 million annually for each of the past 4 years.

\$1M+ Donated in 2023

100+ Metro Atlanta organizations were beneficiaries



R-Collective

In 2023, our R-Collective ERG, focused on multigenerational networking, partnered with Lifesouth Community Blood Centers in support of a colleague's personal connection. Catelyn Anderson, Customer Service Supervisor, was diagnosed with blood cancer in 2020 and has been in remission for two years. Though unable to donate blood herself, she is honored to contribute to this important cause through the coordination of blood drives.



2023 **27**
Donors
81
Units of Blood



Catelyn Anderson

Grove Park Foundation

We have a two-year partnership with the Grove Park Foundation (the "Foundation") to help serve our Atlanta community. The partnership allows our Team Members to volunteer and support the Foundation, which is committed to neighborhood revitalization, education programs, and job training that improves the quality of life in the Grove Park neighborhood, a predominantly African American community. Our support helps fund both a volunteer coordinator for the Foundation and community service events hosted for the citizens of Grove Park. Team Members from our Atlanta family of brands participate in volunteer opportunities in the Grove Park neighborhood throughout the year.



Light Up Grove Park: Rollins Support Center is the original corporate partner of the Light Up Grove Park event, a Christmas home decoration event that serves to bring neighbors of Grove Park together with lights, holiday, and cheer. Each year, Rollins Team Members clean up the fall leaves and debris of five Grove Park legacy homeowners and then place (and later take down) Christmas lights and decorations.

2023

\$128K

Donated over 2 years

100+

Volunteer hours

14

Volunteer events



MLK Day of Service: Rollins Support Center Team Members teamed up with other local businesses and Grove Park neighbors to clean up a stretch of waterway in the Grove Park area. We removed over 2.5 tons of garbage through this effort.



ROLLINS BRANDS COMMUNITY SPOTLIGHTS

Orkin: OrkinServes

Our Orkin brand demonstrates its culture of service through its OrkinServes program, which is designed to help take care of communities through volunteer opportunities. In 2022, OrkinServes introduced five new Division Advocates to serve as a voice for volunteering within their divisions across the U.S. and Canada.

In 2023, Orkin held its fourth annual Mosquitoes Don't Deserve a Drop Campaign with the American Red Cross®, an initiative aiming to bring awareness to the importance of maintaining the country's blood supply and protecting people against the public health threats of mosquitos. In conjunction with the Top Mosquito Cities List, Orkin hosted five blood drives across the country in Los Angeles, Atlanta, Chicago, Washington D.C., and Dallas. Additionally, for every new mosquito control service sold from May 27 to June 30, Orkin donated \$25 to the American Red Cross, up to \$250,000, while also inviting customers, Team Members, family, and friends to donate blood.

2023: 2,500 volunteer hours

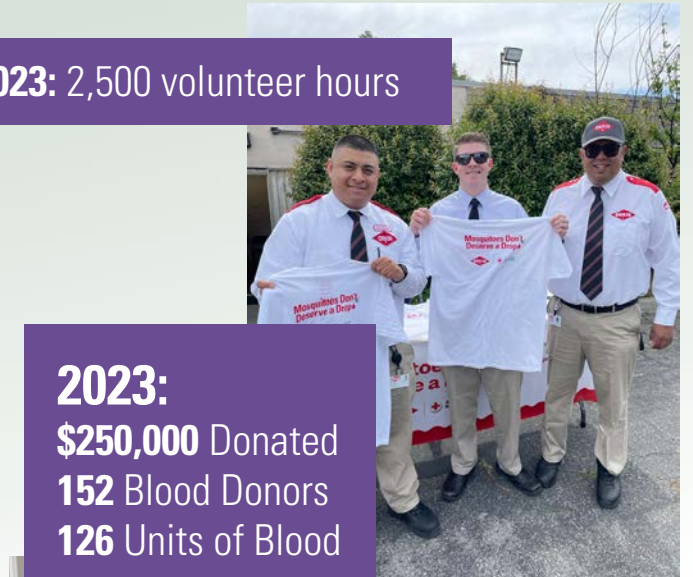
2023:
\$250,000 Donated
152 Blood Donors
126 Units of Blood

"We are proud to support the American Red Cross and are grateful to our Team Members and customers for their life-saving contributions."

Patrick Chrzanowski, Orkin President



ORKIN SERVES



Orkin Canada

Orkin Canada continually strives to find ways to create a positive and lasting impact in local communities. As part of their ongoing commitment, Team Members collected school supplies, planted trees, and volunteered with multiple community organizations in 2023. To boost their efforts, Orkin Canada partners with community organizations like Easter Seals, Canada's largest local provider of programs, services, issues-leadership, and development for the disability community. 2023 marked the eighth year Orkin sponsored the Orkin Blades, a team of employees, friends, and family who competed in the Brad May Hockey Celebrity Classic. The event raised over \$400,000 for Easter Seals, which was the most successful year to date.



CANADA™

C♥RES

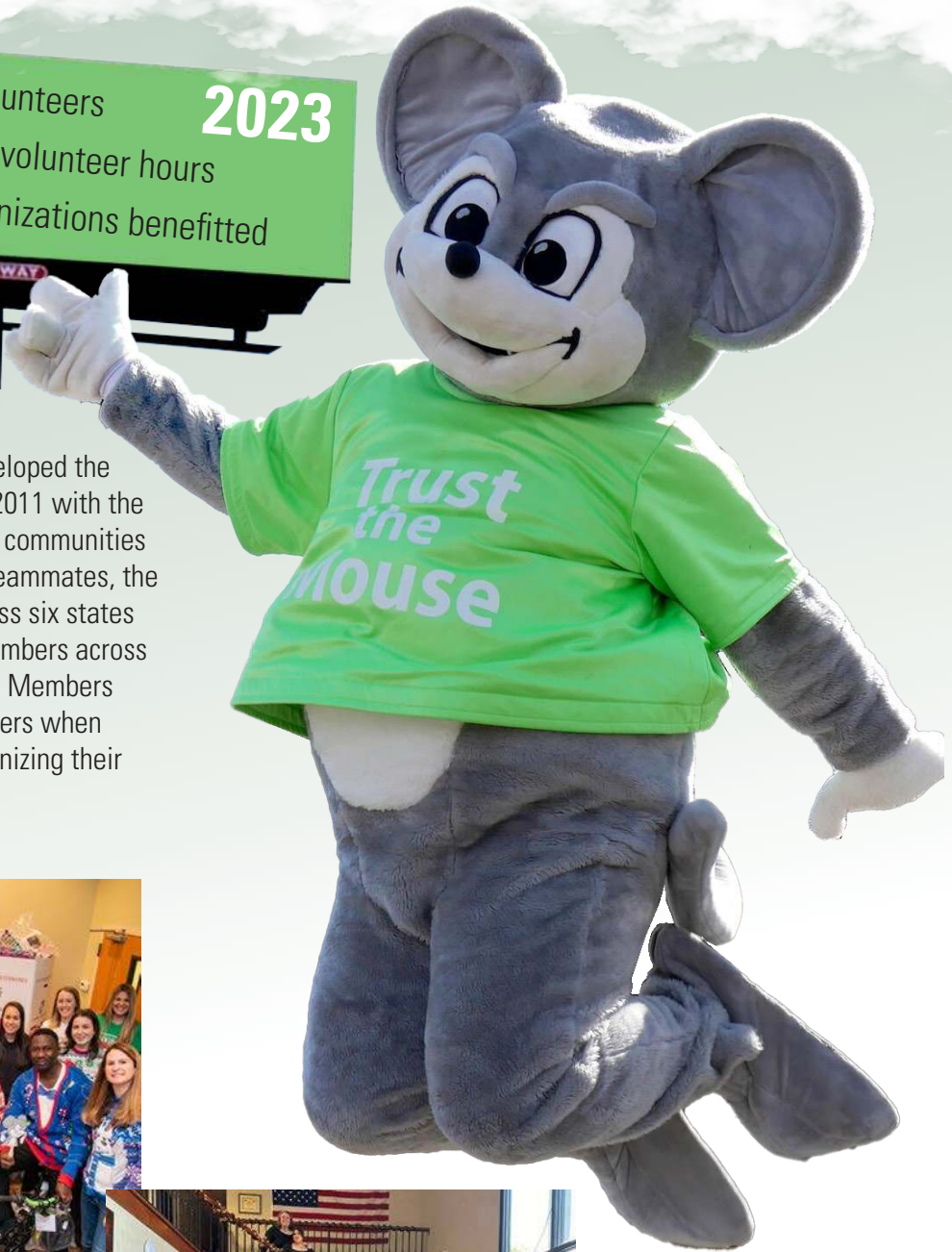


At Orkin Canada, we believe that giving back to the communities we service everyday is absolutely essential.



Northwest Exterminating

The Northwest Exterminating brand developed the Northwest Good Deed Team ("GDT") in 2011 with the focus of being active and involved in the communities where they serve. Led by two full-time teammates, the GDT works with local organizations across six states and is supported by over 1,000 Team Members across Northwest. Northwest encourages Team Members to help customers and community members when they see a need, documenting and recognizing their contributions through a brand-wide app.



Team Members Completed 5,000+ "Acts of Kindness"

Western Pest Services

Western Pest Services is particularly focused on supporting children and families in their communities. In 2023, they set aside time during a sales meeting to collect greatly needed supplies for CHILD, Inc., a Wilmington, DE based organization providing programming for children and families. They collected and donated hygiene items and supported programs, including counseling services for children and families, foster care homes, and Delaware's only shelter for abused and neglected children.



Western: Serving Their Community Since 1928

HomeTeam: Servant Heart Good Works Program

With HomeTeam's Servant Heart Good Works Program in its second year, the team is actively engaging in community initiatives, offering support and resources to uplift those in need. They participated in food drives, blood drives, clothing drives, and school supplies drives. They also held fundraising events for animal shelters and children's causes and encouraged random acts of kindness from Team Members.



2023: \$25K raised, 800+ volunteer hours

Fox Pest Control

Fox Pest Control is the newest in the Rollins family of brands and like our other brands is committed to making a positive impact in the communities where they operate. In 2023, 19 of Fox branches and 12 home office departments chose a non-profit organization to work with to make a difference in the community. Fox Team Members have given their time to lend a hand to a variety of causes, from books to blankets to birthday cakes.



2023: \$38K raised, 950 volunteer hours

