



2025 IMPACT REPORT



OUR TEAMMATES



OUR OPERATIONS



OUR GOVERNANCE

HEROIC IMPACT. **ESSENTIAL TOGETHER.** BE REMARKABLE



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SECTION

01

INTRODUCTION

A MESSAGE FROM OUR CEO



Dear Stakeholders,

At Rollins we protect people, property, and peace of mind. Every day, our teammates deliver essential pest control services that, at the end of the day, help our customers live better and safer lives. This work, and how we do it, defines our impact.

Our impact starts with our people. Highly-skilled, trained and engaged teammates are at the core of our success. By investing in their safety, development, and well-being, we strengthen our culture and ensure we can deliver consistent, high-quality services across our business and have a heroic impact for our customers.

How we operate matters just as much. Innovation, continuous improvement and identifying ways to go the extra mile for our customers guide our decisions across more than 60 brands worldwide. Through training, technology, and data-driven decisions, we work to protect our teammates, customers, communities, and the environment.

Strong governance supports all of this. Disciplined oversight and ethical decision-making help ensure accountability, transparency and sound risk management, and positions Rollins for long-term value creation.

This 2025 Impact Report shows how our People, Operations, and Governance come together to support sustainable growth. It reflects our commitment to doing business responsibly and staying true to the values that have guided Rollins for decades.

Thank you to our teammates, franchisees, customers, and partners for your continued trust. Together, we are building a stronger Rollins today and for the future.

Sincerely,

A handwritten signature in black ink, reading "Jerry E. Gahlhoff, Jr.".

Jerry E. Gahlhoff, Jr.

President and Chief Executive Officer



ROLLINS®

ABOUT ROLLINS

Rollins, Inc. is a global industry leader, providing essential pest and wildlife control services and protection through our subsidiaries and franchises. Our more than 60 brands, primarily based in the U.S., including Orkin, Critter Control and Saela deliver exceptional services to commercial and residential customers in the United States, Canada, Australia, Europe, Asia, Central and South America, the Caribbean, the Middle East, and Africa.

2025 ROLLINS AT A GLANCE

21k+

Teammates United
by a Shared Purpose

2.8M+

Customers Protected
Worldwide

55

Countries
Served

\$3.8B

in Revenue

800+

Company-Owned &
Franchised Locations

BRAND SPOTLIGHTS

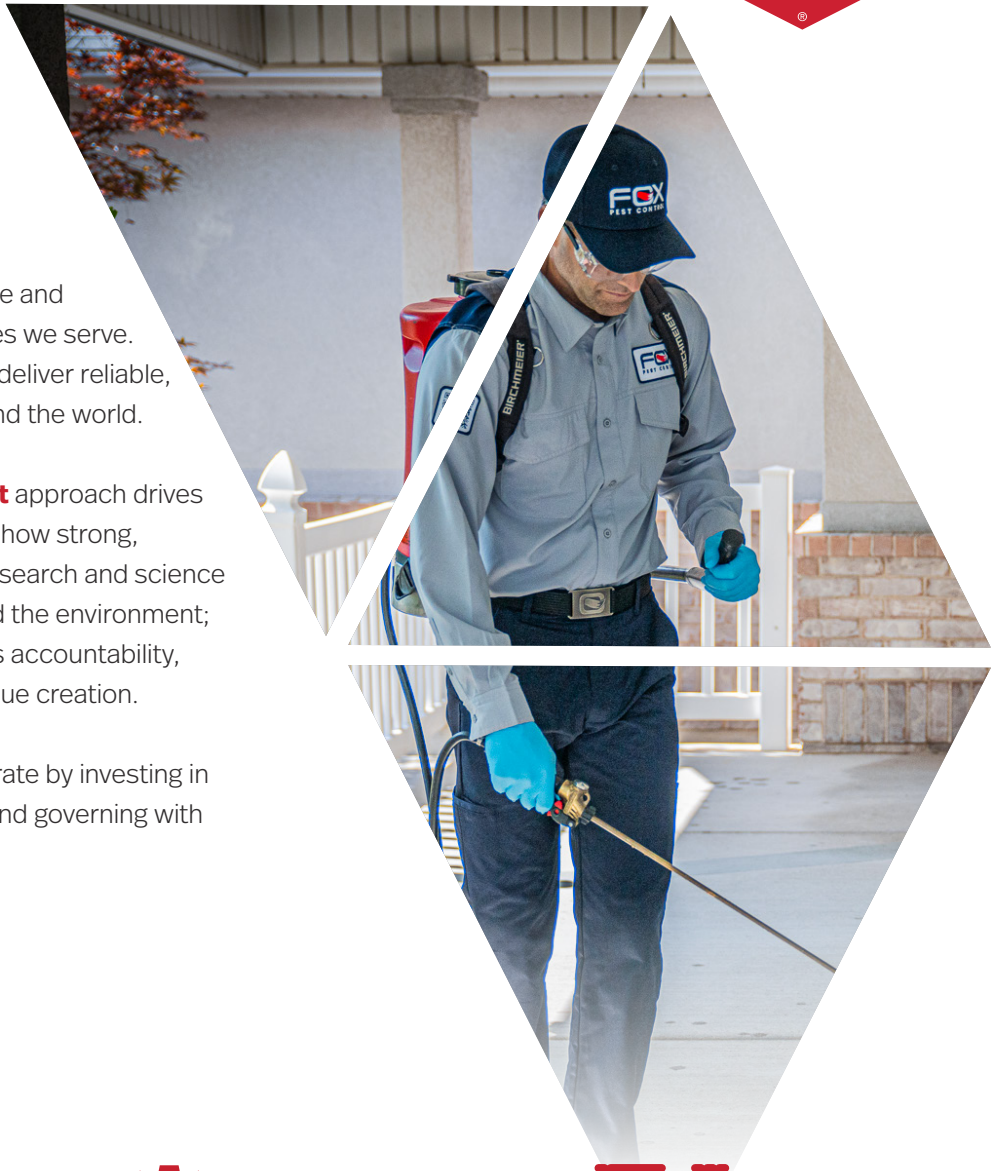


OUR FOCUSED IMPACT

At Rollins, our impact starts with our people and extends to the customers and communities we serve. We rely on skilled, engaged teammates to deliver reliable, science-based pest control services around the world.

This report highlights how our **People First** approach drives engagement, inclusion, and development; how strong, **operations** and innovation grounded in research and science help protect customers, communities, and the environment; and how disciplined **governance** supports accountability, ethical decision-making, and long-term value creation.

Together, these pillars reflect how we operate by investing in our teammates, delivering with purpose, and governing with integrity to support sustainable growth.



OUR TEAMMATES

- How we attract, engage, and develop a skilled, inclusive global workforce
- Investments in teammate safety, well-being, and leadership development
- Programs that strengthen engagement and retention, and build community



OUR OPERATIONS

- How safety drives operational excellence and risk reduction
- Innovation and training that enable consistent, high-quality service
- Practices that protect customers, communities, and the environment



OUR GOVERNANCE

- Oversight frameworks that promote accountability and ethical decision-making
- How our Board and leadership drive our long-term strategy and manage risk and compliance.
- Governance practices that support human rights and cybersecurity.



SECTION

02

OUR TEAMMATES





AT-A- GLANCE

OUR WORKFORCE

19,000

US-based teammates

2,000

International teammates



ANNUAL TEAMMATE ENGAGEMENT SURVEY:

Each year, Rollins invites teammates to share feedback about their workplace experience through our annual engagement survey.

86%	Overall Engagement
84%	Workplace Inclusion
87%	Health + Safety
85%	Servant Leadership
86%	Positive Peer Culture
83%	Continuous Improvement
82%	Leadership + Talent
86%	Engagement + Retention



PEOPLE FIRST

Our teammates are the foundation of our success. We prioritize their safety, well-being, and growth because their expertise and commitment enable us to deliver exceptional service every day. Attracting and retaining top talent remains central to our strategy, and our People First approach focuses on creating a consistent and inclusive teammate experience across our business.

We work to foster a culture where every teammate feels respected, supported, and empowered to do their best work. This culture strengthens engagement and retention, builds trusted relationships with customers, and supports our commitment to building the world's leading service brands through continued investment in our people.



TEAMMATE RECRUITMENT

Attracting the right talent begins with inclusive and equitable hiring practices. We focus on creating a positive experience at every stage of the recruitment process, starting with an accessible career site. Our hiring approach emphasizes fairness and objectivity through structured interviews and assessment tools designed to support consistent, skills-based decision making.



TEAMMATE ENGAGEMENT

We actively listen to our teammates to understand what is working and where we can continue to improve. Engagement is measured and informed through multiple listening channels, including surveys, town halls, and listening sessions. Our annual Engagement Survey provides valuable insights into teammate experiences and helps guide actions to strengthen connection, trust, and engagement across the organization.



BENEFITS

We are committed to offering competitive compensation and benefits that support the diverse needs of our teammates and their families. Rollins provides access to retirement savings programs, health and insurance benefits, and employee stock purchase opportunities, along with resources that support financial education, personal well-being, family needs, and continued learning for U.S. teammates. Together, these offerings are designed to support both professional fulfillment and overall quality of life.



WORKPLACE INCLUSION

We are committed to fostering an inclusive workplace where every teammate feels valued, respected, and empowered. Our Workplace Inclusion (WPI) efforts focus on building connection, strengthening engagement, and supporting equitable opportunities across our organization.

Guided by our Executive Sponsor and Inclusion Advisory Council, our inclusion strategy is implemented across brands through five focus areas: Training & Education, Talent Acquisition & Career Development, Policies & Programs, Communication, and Employee Resource Groups (ERGs). These efforts help reinforce a culture of belonging and support a positive teammate experience.



LEADERSHIP
DEVELOPMENT

Developing strong leaders is essential to our long-term success. While our brands focus on building operational leadership capabilities, Rollins invests in enterprise-wide leadership development through the Region Manager Development Program (RMDP). This 12-month program supports mid-level leaders through a blended learning experience that includes facilitated training, mentoring, immersive field experiences, assessments, and executive coaching. Since its launch, the program has helped develop leaders prepare to create high performing teams, think strategically, manage complexity, and drive continued growth across the organization.

The Co-Lab: A Rollins Leadership Development Experience

Launched in 2025, The Co-Lab was created as a reimagined leadership development experience designed to strengthen Rollins’ pipeline of leaders and reinforce a culture of Servant Leadership--leading through service, trust and humility. Built to bring leaders together across brands and functions, the program is a multi-phase experience combining immersive in-person workshops with ongoing peer learning to build community, refine leadership skills, and promote continuous development. Throughout its execution, The Co-Lab has focused on equipping leaders to spend more time developing themselves and their teams. It has created environments where teammates can learn, collaborate, and grow, while fostering stronger coaching practices and a shared commitment to investing in people as a driver of long-term business success.



PARTNERING
FOR EDUCATION

We support our teammates’ long-term growth by expanding access to education and career development opportunities. Through our partnership with Purdue Global, eligible teammates can pursue undergraduate and graduate degrees at no cost. This program helps teammates build new skills, advance their careers, and invest in their futures--while strengthening our workforce and leadership pipeline.

In 2025:

22

Teammates
graduated

43

Teammates
enrolled

Since 2020:

88

Teammates
graduated

171

Teammates
enrolled



2025 O. WAYNE
ROLLINS
SCHOLARSHIP

The O. Wayne Rollins Scholarship recognizes academic promise among the children of Rollins teammates. The program awards up to \$3,000 per recipient, per year, to support college costs. In 2025, 20 students representing families across our brands received scholarship for their hard work, character and commitment to learning.

EMPLOYEE RESOURCE GROUPS

Our ERGs, led by Rollins teammates and open to all, create opportunities for connection, collaboration, and shared learning. These groups support professional development, cultural awareness, and community engagement, while strengthening connection across our workforce.

OUR ERGS INCLUDE:



R Collective, focused on multigenerational connection and engagement



Women+ Resource Community, supporting women+ at all career stages



Women's Impact Network (WIN), fostering mentorship and development at Orkin



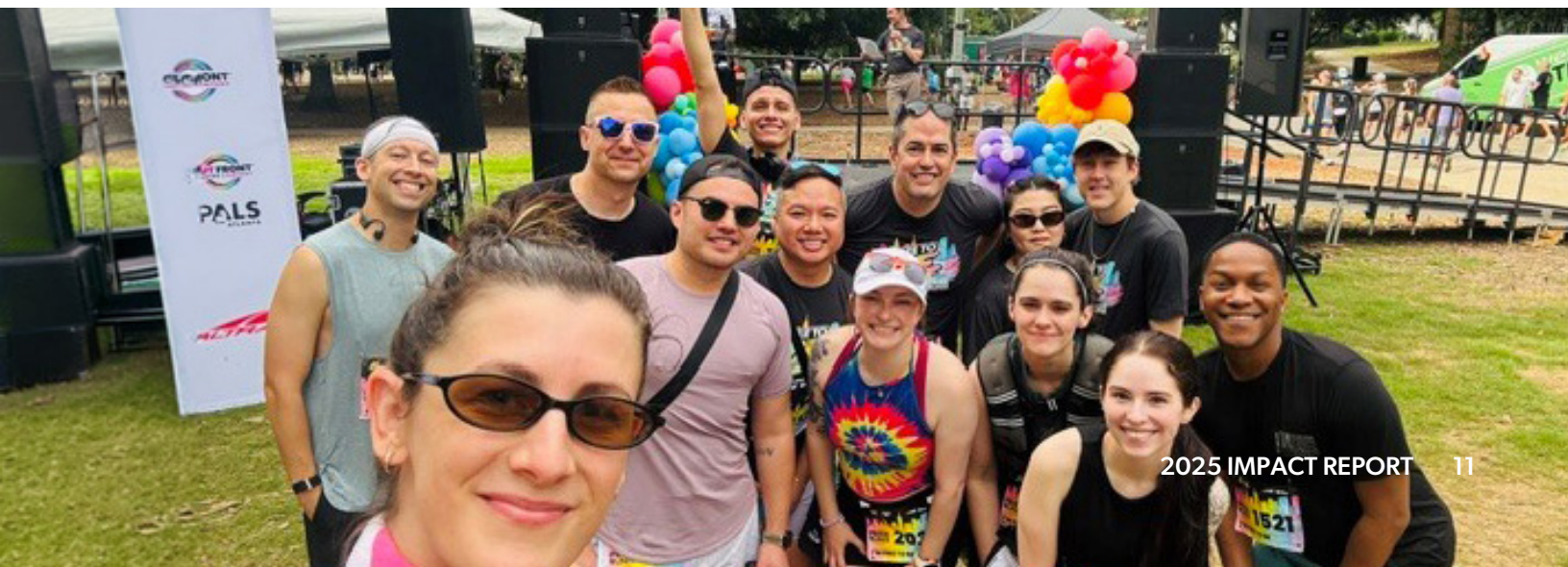
PRIDE, supporting LGBTQ+ teammates and allies



P.E.A.C.E., promoting equality, cultural empowerment, and allyship



Mission First, supporting veterans, military affiliated teammates, and allies through connection, advocacy, and shared experience





VETERANS RECRUITMENT

Rollins has a long-standing commitment to helping U.S. veterans pursue meaningful career opportunities that support long-term growth and financial stability. Through our partnership with RecruitMilitary™, we provide access to military hiring events, targeted recruiting resources, and a broad candidate network that helps veterans translate their skills into successful careers across our brands.



INCLUSIVE LEADERSHIP TRAINING

In 2025, we expanded our inclusive leadership training beyond people leaders to reach a broader set of teammates across the organization. The training focuses on practical, everyday behaviors that support respect, fairness, and belonging. To increase accessibility, we introduced a “training in a box” model, bite sized, actionable modules designed to be easily integrated into team meetings. These modules help reinforce inclusive practices and strengthen culture at all levels of the organization.



ROLLINS EMPLOYEE RELIEF FUND

The Rollins Employee Relief Fund (RERF) supports teammates facing unexpected hardship, including natural disasters and personal crises. Supported through teammate contributions, RERF provides financial assistance to eligible teammates when it is needed most. As part of our broader commitment to supporting teammates and communities, the RERF reflects how we care for our people in times of need by helping teammates navigate financial challenges and access short-term support during critical moments.



1,000

Active U.S. Veterans,

5%

of U.S. teammates*



EXPANDED

Training Access

Organization-wide
in 2025



60 +

RERF grants
awarded in 2025

COMMUNITY

At Rollins, service to our teammates, customers, and communities is foundational to our purpose. Across our brands, teams support local communities through volunteerism, outreach, and charitable giving, focused where it matters most.

Through our charitable arm, **Rollins Gives**, our mission is to serve our teammates and community through local engagement and volunteerism with a focus on Science & Education and Health & Wellness.

Our community efforts focus on strengthening community well-being, including access to green spaces and expanding education and advancing STEM learning opportunities.

- **Health & Wellness** – strengthening community well being, including access to food and green spaces
- **Science & Education** – expanding access to education and advancing STEM learning



UNITED WAY OF GREATER ATLANTA

Rollins came together in a powerful way during the 2025 Rollins Gives Campaign, transforming shared purpose into meaningful action across the Support Center and beyond.

Through generosity, collaboration and a commitment to supporting one another, this year's campaign delivered record-breaking results. The campaign raised an extraordinary \$1,287,168, demonstrating the strength of collective giving across the organization.

In 2025, these efforts contributed to broader community impact, helping expand access to stable housing and financial support programs that strengthen long-term outcomes for individuals and families.

Beyond financial contributions, Rollins Gives brings this commitment to life through year-round engagement. Teammates participate in rallies, fundraisers, and volunteer events that support United Way and other community partners—extending our impact and strengthening the communities where we live and work.

OUR BRANDS IN THE COMMUNITY



OrkinServes is Orkin's teammate volunteer program dedicated to supporting the communities where we live, work and play. Whether responding to disasters, organizing food drives, or giving time to local organizations, teammates continue to make a meaningful impact.

In 2025, OrkinServes hosted nearly 285 volunteer events, 4,275 volunteers, and almost 6,290 service hours.



Northwest's Good Deeds program is the heart of the Northwest team in action. Teammates are encouraged to share their passions and ideas to support local communities, giving Northwest the opportunity to serve together on region-wide initiatives like Toys for Tots to local initiatives like food bank donations.

In 2025 11,901 Northwest volunteers served over 19,222 hours, with 112 organizations benefitting from Northwest's Good Deeds program.



HomeTeam's culture is grounded in giving back and leading with service. Together, HomeTeam shapes their communities into places where goodness prevails.

In 2025, HomeTeam raised almost \$20,000 for their **Servant Heart** program, and volunteers served more than 1,000 hours.



Clark Cares was founded on the idea that community grows when people come together to serve and focuses on helping build communities where everyone has a safe place to work and live. Clark teammates serve as ambassadors at the branches and are dedicated to fostering a culture of caring inside the company and community.

In 2025 Clark Cares volunteered 340 hours and donated \$11,400 to important causes.



Fox believes leadership means serving others, not just within the company, but in the communities they call home. **FoxGiving** is the company's annual tradition of serving in these communities with intention and care, giving each branch and Fox home office department the opportunity to support causes that matter to them locally.

In 2025, Fox donated almost \$39,000 and more than 355 volunteers served over 1,155 hours.



SECTION

03

OUR OPERATIONS



AT-A- GLANCE

465k

Safety Training
Courses Completed by
Teammates

18k

Owned/leased vehicles

40%

Year-over-year Increase
in Hybrid Vehicles

SUSTAINABILITY IN OUR OPERATIONS

SAFETY

Safety is foundational to how we operate at Rollins, and we aim to instill this value in every teammate across our brands. We focus on building a culture of ownership where safety is embedded in daily decisions and reinforced through clear standards, ongoing training, and continuous evaluation.

In 2025, we continued to enhance our approach to driver safety by expanding the use of real-time monitoring technologies. These tools provide visibility into driving behaviors such as speed, braking, acceleration, enabling targeted coaching and supporting measurable improvements in overall performance. We emphasize safe work practices - both on the road and in the field - with new teammates from day one, and we continued to strengthen our onboarding programs to reflect that.

Through regular review, cross-functional collaboration, and continuous refinement, we work to reduce incidents and maintain alignment with evolving safety standards.





INVESTING IN TRAINING & TEAMMATE SUCCESS

Preparing teammates to work safely starts with practical, hands-on learning. Our training approach combines virtual instruction with field-based experience, allowing service professionals to build confidence alongside experienced teammates while applying safety principles in real-world environments.

Training covers a wide range of topics from equipment use and materials handling to working at heights and defensive driving equipping teammates to manage risk effectively. Beyond technical content, we emphasize building a mindset where safety is proactive, not reactive.

Enabling teammates to work safety everyday is supported with practical, hands-on learning.



REDUCING RISK ON THE ROAD: FLEET SAFETY

With a fleet of nearly 18,000 vehicles supporting daily service delivery, safe driving is a critical priority. Technology plays a key role, providing real time insights that help teammates adjust behaviors and reduce risk both on and off the job.

These tools also support recognition programs that highlight teammates who consistently demonstrate strong safety practices, reinforcing accountability and encouraging a culture where safe performance is both expected and celebrated.



SAFETY GOVERNANCE: OVERSIGHT AND ACCOUNTABILITY

Our safety approach is reinforced through a structured governance model that supports oversight, accountability, and continuous improvement:

- Enterprise leadership forums guide safety strategy, review investment priorities, and reinforce accountability across the organization
- Brand level councils provide opportunities to share best practices and standardize approaches to safety across teams
- Regular performance reviews evaluate outcomes, identify trends, and define targeted actions for improvement
- Continuous improvement processes focus on preventing common incidents, reinforcing stop work authority, and strengthening training consistency



SAFETYSIX

In 2025 we rolled out our SafetySIX program, which is designed to establish common language and goals across the Rollins enterprise. We continue to work toward improving safety metrics by focusing on our three most common causes of collisions and three most common types of injuries. These efforts led to measurable improvements in driver safety.

Additionally, we've continued to run targeted training programs for new teammates, focusing on both driver safety and general safety onboarding.

THE SIX FOCUS AREAS



THE ROLE OF INTEGRATED PEST MANAGEMENT

Pest management plays an important role in protecting the places people live, work, and rely on every day. Through our Family of Brands we combine technical expertise, proactive monitoring and thoughtful treatment strategies to help customers achieve long-term pest protection with confidence. Rollins delivers services designed to help our customers preserve their property, supporting the stability of food systems, and contributing to healthier environments.

Our Integrated Pest Management approach combines expert service, thoughtful product selection, and continuous innovation. By bringing these elements together, we deliver reliable pest management solutions that are effective across residential and commercial settings.



PROFESSIONAL STANDARDS & TECHNICAL EXPERTISE

Delivering safe, consistent service at scale requires technical skill and strong professional standards, ongoing training, and disciplined compliance. Rollins upholds rigorous regulatory requirements around certification, licensing, and continuous education. We go above and beyond this and leverage our expertise to deliver exceptional service.

Rollins supports this through internal training systems and structured training programs with safety, technical and compliance related learning. This approach demonstrates a strong commitment and investment in building teammate expertise.

Industry and regulatory certification verifies competency in proper handling of materials to safely protect public health and the environment. Ongoing education helps teammates remain current with evolving technologies, regulatory requirements and best practices, strengthening both compliance and service capability across diverse and highly regulated customer environments. Our teams are subject to both internal Quality Assurance reviews and external inspections that support consistent adherence to safety, compliance, and operational excellence.

INNOVATION IN SERVICE DELIVERY

Delivering effective pest management while reducing environmental impact requires continuous innovation. At Rollins, we evaluate and adopt new products, technologies, equipment and treatment approaches that improve service outcomes while supporting more efficient operations.

In our mosquito management services, we are integrating solutions that reduce reliance on repeated chemical applications while improving results for customers. For example, the use of mosquito traps to supplement traditional spraying helps interrupt the insect lifecycle at the larval stage, reducing populations more effectively over time.

These innovations improve application accuracy and help reduce off-target exposure, benefiting both customers and surrounding environments.

Product selection remains a critical part of our approach. We continue to evaluate alternative solutions, including botanical-based treatments, that offer effective pest control with reduced environmental impact.

Together, these innovations reflect how we continue to evolve our operations—balancing performance, customer expectations, and environmental responsibility to deliver safe, and service.



PRODUCT SELECTION AND APPROACH

Disciplined product selection, and accountability for our work in the field are key to supporting sustainability in our operations. At Rollins, programs such as our Orkin Green and Orkin Element (commercial service green offering) initiatives are designed to help teams prioritize lower impact solutions without compromising service quality.

The program is built on a tiered approach to product selection, where treatments are categorized based on their environmental profile and prioritized. Technicians begin with lower impact options and adjust to moderate impact products only when necessary (e.g. low impact products have failed effectiveness) to achieve effective results. These moderate impact options are still less impactful to the environment that should be than conventional products, which are not allowed for use under these programs. This tiered approach helps limit the use of higher impact materials while maintaining consistent service outcomes.

Clear operating guidelines and product selection reinforce this model. When customers are enrolled in service programs, treatments start with reduced impact products, with escalation to alternative solutions only when needed. This step-by-step process is tracked and documented, ensuring visibility into treatment decisions and reinforcing accountability in the field.

Technology further supports this approach. Field systems capture technician observations and treatment outcomes, enabling ongoing review by supervisors and helping teams monitor effectiveness, identify patterns, and refine treatment strategies over time. These insights support more targeted interventions and reduce the likelihood of unnecessary applications.

Together, these practices reflect how Rollins integrates sustainability into day to day operations—

prioritizing responsible product use, enabling data-informed decision making, and delivering effective pest management through a disciplined, solutions-based approach.

OUR SUSTAINABILITY CERTIFICATIONS



We offer GreenPro certified services, which are endorsed by the National Pest Management Association. GreenPro certification reflects our dedication to safe and sustainable pest management practices that meet rigorous standards set by national regulatory and environmental advocacy organizations. GreenPro services prioritize innovative, non-chemical strategies and reduced-impact pesticides.



We also are QualityPro-accredited, which means we voluntarily adhere to comprehensive standards exceeding state and federal requirements. Only QualityPro companies are qualified to provide GreenPro services.



We are proud to offer NPMA Pro certification to our pest management professionals who complete rigorous training and demonstrate expertise in IPM, safety and environmental stewardship.



SECTION

04

OUR GOVERNANCE



OUR APPROACH TO GOVERNANCE

Strong governance is essential to how Rollins operates and to creating long-term value. Our approach centers on clear oversight, ethical decision making, and disciplined risk management—promoting accountability across the organization and supporting growth.

BOARD LEADERSHIP STRUCTURE

The Rollins Board of Directors provides strategic oversight of the Company's direction, performance, and risk profile. This work is supported through standing committees including Audit, Human Capital Management and Compensation, and Nominating and Corporate Governance. [Link to the committees/charters on Rollins.com: Corporate Governance - Rollins, Inc. (ROL)].

The Board is led by Executive Chairman of the Board with each of the Board committees being led by a Committee Chairperson. Jerry E. Gahlhoff, Jr. serves as President and CEO of the Company.



OVERSIGHT OF SUSTAINABILITY

Sustainability considerations are integrated into business planning through a governance model that connects executive leadership with Board oversight. The Chief Legal Officer sponsors the Company's sustainability efforts and works with a cross-functional team to guide priorities, track initiatives, and assess emerging issues. The Nominating and Corporate Governance Committee receives periodic updates on progress and key developments, helping directors stay informed of matters that may affect the Company's long-term strategy and performance.



HUMAN CAPITAL OVERSIGHT

Oversight of human capital is a responsibility of the Human Capital Management and Compensation Committee. The Committee reviews workforce strategy, including areas such as safety, workplace inclusion, talent development, and teammate benefits.

Regular engagement between the Board and management creates opportunities to discuss the Company's evolving priorities, performance and risk landscape. This exchange of perspectives strengthens governance and supports responsible stewardship of the business.

CYBERSECURITY & DATA PROTECTION

Cybersecurity risk management is led by senior management, with the Chief Information Security Officer providing oversight of the Company's cybersecurity program and reporting regularly to the Audit Committee.

The Audit Committee oversees cybersecurity risk on behalf of the Board, while a cross-functional Cybersecurity and Privacy Committee supports ongoing risk assessment, policy development, and teammate awareness efforts. Continuous monitoring, testing, and training help strengthen the Company's cyber resilience.



ETHICS & BUSINESS CONDUCT

A strong ethical foundation supports all aspects of our governance approach. Rollins maintains a Code of Business Conduct and Ethics that applies to all teammates, reinforcing expectations around integrity, transparency, and responsible decision making.

An additional Code applies to Directors and Executive Officers, supporting accountability at the leadership level. Together, these frameworks help build trust, guide behavior, and support sustainable business practices. [Link to governance documents on Rollins.com: Governance Documents - Rollins, Inc. (ROL)].

