



ROLLINS



2021

SUSTAINABILITY REPORT

Everyone Deserves a Safe Place to Live, Work and Play

Rollins, Inc. is an international 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, rodents and insects to more than two million residential and commercial customers from more than 800 company-owned and franchised locations in more than 70 countries. Over the course of our lengthy operating history, we have garnered a reputation for providing great customer service. The contracted and recurring nature of our services provide us with visibility into a significant portion of our future earnings. In 1964, brothers O. Wayne and John Rollins acquired Orkin Exterminating Company and in 1965, we changed our name from Rollins Broadcasting, Inc. to Rollins, Inc. Three years later, in 1968, Rollins began trading on the New York Stock Exchange under the symbol "ROL." Since then, we have grown into a premier consumer and commercial services business with numerous industry leading brands, including the world renowned Orkin, as well as HomeTeam Pest Defense, Clark Pest Control, Western Pest Services, Critter Control Wildlife, Northwest Pest Control and others. We operate under one reportable segment which contains our three business lines:

- ◆ **RESIDENTIAL:** Pest control services protecting residential properties from common pests, including rodents, insects and wildlife
- ◆ **COMMERCIAL:** Workplace pest control solutions for customers across diverse end markets such as healthcare, foodservice and logistics
- ◆ **TERMITE:** Traditional and baiting termite protection services and ancillary services for both residential and commercial customers

COVID-19 RESPONSE

HEALTH AND SAFETY DURING COVID-19

At Rollins, we have an unwavering commitment to keeping our employees and customers safe. We responded quickly to the impact of COVID-19 on our businesses, employees and customers. New stringent safety protocols were promptly developed and today remain a priority as we continue to face employee health risk from the virus. As a result of working safely through the pandemic, we have also benefited from the trust we have built with our customers. Rollins has provided our technicians and other employees who interact with customers with disposable personal protective equipment (PPE), including masks, gloves, shoe covers and protective outerwear. This is an ongoing investment we continue to make in order to keep our employees and customers safe.

We believe these measures will provide our team with the help and support they need while protecting their health and the safety of those around them. During fiscal year 2021, as a result of the COVID-19 pandemic, we continued to execute our pre-established business continuity plans including our pandemic "SAFE Workplace" procedures to maintain compliance with state and local jurisdictions. We continue to limit traffic in and out of our locations. Management also regularly updates our employees and customers on COVID-19 developments in a consistent and timely manner which includes contact information for our Employee Assistance Program. By allowing our office employees to work from home, we have found benefits like our call center hitting top ten historic highs in sales days.

OUR CONTINUED MISSION

A MESSAGE FROM OUR PRESIDENT



We have a “Winning Tradition” grounded in our responsibility to always make our employees, customers and communities a priority in everything we do. This is why our business is committed to ensuring sustainability to protect our Rollins team, the people we serve and the environments where we live, work and play.

— JERRY GAHLHOFF JR.

Rollins has strong core values and devoted people that have helped to build a powerful history for our company that continues to thrive in the present and future. Over the past two years, as the world faced challenging times brought on by the COVID-19 pandemic, we never wavered in our commitment to our employees, customers and investors. We quickly learned that although some businesses slowed down or in some cases, temporarily halted operations, Rollins and its brands were essential to every community. It was critical that we helped our customers continue to protect their homes and businesses as they managed through uncertain times. We never stopped providing our services and much needed peace of mind,

as many people were adjusting to new ways of living and working.

Although operating our business brought on new challenges daily, we continued to remain focused on driving innovation and finding more sustainable ways of working. Therefore, I am proud to share with you our efforts to reduce carbon emissions, refocus on Workplace Inclusion, drive a culture of safety and overall, increase our environmental protection partnerships. We still have a long road ahead to drive greater sustainability in our operations, however, I'm confident in our ability to remain dedicated to working responsibly every day and in every way.

ROLLINS AT A GLANCE



70+

Total Countries Served



16,000+

Employees



24

Consecutive Years
of Improved Revenues



12+%

Total Revenue Growth
(2021 over 2020)

SUSTAINABILITY MISSION

As Rollins looks to the future, sustainability, stewardship and shareholder engagement are at the core of our business. We constantly strive to uphold our values in sustainability while making innovations to improve our service programs through new technologies and processes. As a company, our family of brands remains committed to providing our customers, employees and shareholders with long-term sustainability, while remaining transparent in our efforts of doing so.

At Rollins, we are committed to sustaining:



OUR ENVIRONMENT



OUR PEOPLE & COMMUNITIES



OUR BUSINESS

SUSTAINABILITY SPOTLIGHT:



OUR ENVIRONMENT

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2021 SUSTAINABILITY AT A GLANCE



181,000+

Estimated Technician
Drive Time Hours Saved

5,750,000+

Carbon Emission Miles Saved
in 2021 Due to Routing &
Scheduling Program

#17

as Recognized by *Automotive Fleet's*
2021 List of Top 50 Green Fleets



7,400+

Gallons of Oil Saved

78,500+

Kilowatts of Energy Saved

300+

Trees Saved

62

Cubic Yards of
Landfill Space Saved

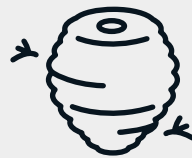


136,000+

Gallons of Water Conserved

17

Number of Honeybee
Colonies Relocated



#27

in *Training Magazine's* Recognition
of Top 100 Best in Class Employee
Training and Development

13,000

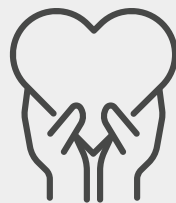
Hours Spent Completing a
Combined 115,000 Annual
Safety Training Courses

1,000+

People Who Attended
Awareness Sessions for the
Workplace Inclusion Strategy

\$1,200,000

Dollars Raised for United
Way of Greater Atlanta



480

Volunteer Community
Service Hours Completed



7%

of Workforce Made
Up By Veterans

CARBON EMISSION REDUCTION



2021 ORKIN'S U.S. ANNUAL SAVINGS COMPARED TO 2020:

5,750,000+

Estimated Miles

4.7%

Reduction in Average
Miles Per Service

181,000+

Estimated Technician
Driving Hours

ORKIN'S U.S. ROUTING & SCHEDULING INITIATIVE HAS SAVED SINCE 2017:

34,500,000+

Estimated Miles

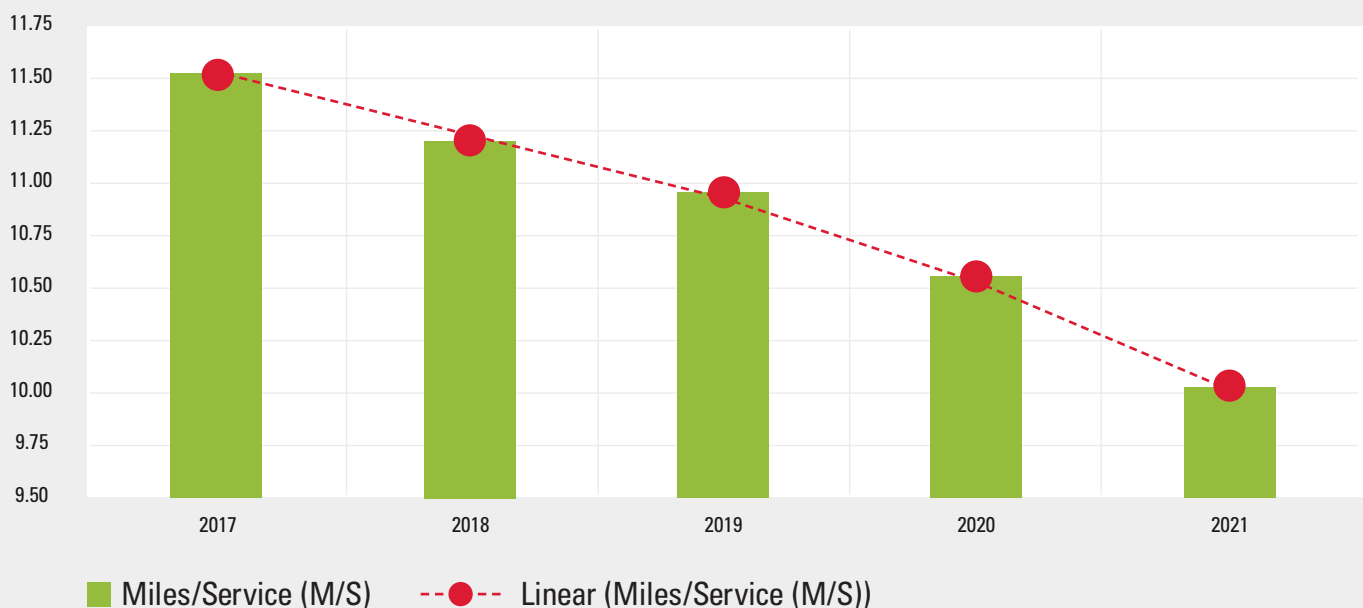
\$7,500,000+

Estimated Variable
Fleet Savings

1,150,000

Estimated
Driving Hours

ORKIN U.S. - MILES PER SERVICE (M/S)



ENVIRONMENTAL SAVINGS



RECYCLING

April 2021 – March 2022

235+ TONS

of resources saved.



Greenhouse Gas

750

MTCO2E* Net Greenhouse Gas Reduction

*Metric Ton of Carbon Dioxide Equivalent

= 85,100

Gallons of Gasoline



Electricity

1,050,000

KW-hours of Electricity



Landfill Airspace

825

Cubic Yards



Energy

3,580,000+

BTU* Net Energy Reduction

*British Thermal Units



Timber

2,800+

Mature Trees



Fresh Water

1,650,000

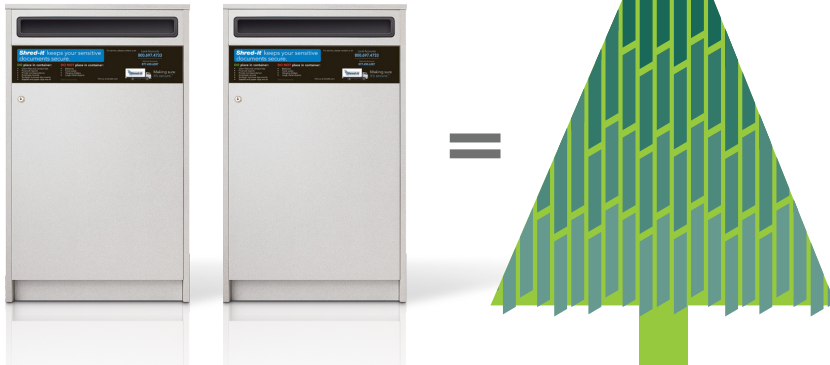
Gallons of Water

ENERGY FROM WASTE (EFW)

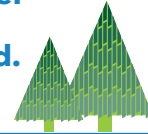


THE SHRED-IT® RECYCLING PROCESS

For every two consoles shredded and recycled, one tree is saved.



Each year, Shred-it® customers with a regularly-scheduled service receive a certificate detailing the number of trees they saved.



Shred-it

1

Confidential documents are dropped into a secure, locked console.

2

On a scheduled basis, consoles are emptied and all confidential documents are destroyed.

3

A certificate of destruction is issued to each customer.

4

Shredded paper is transported to a paper mill for recycling.

5

Pulp is made as the fibers of the shredded paper are separated.

6

The pulp is put through a screening process that filters out impurities and prepares it for the removal of printing ink.

7

The newly recycled pulp is mixed with fresh pulp to manufacture new paper products.



TOTALS



7,400+

Gallons of
Oil Saved



78,500+

Kilowatts of
Energy Saved



300+

Trees Saved



136,500+

Gallons of
Water Saved



60+

Cubic Yards of
Landfill Space Saved

GREEN SERVICES



ORKIN CANADA

Our GreenPro-certified Pest Management Program is committed to providing customers with reduced risk, comprehensive and effective pest control services.



It is achieved by focusing on integrated pest management strategies such as habitat modification, exclusion, removal of food and water sources, sanitation and structural repairs.

NORTHWEST EXTERMINATING

NorPest Green is a quarterly pest control program performed only by the highest-trained professionals using high-quality, non-toxic products derived from botanicals. Technicians customize a plan based on the customer's needs to keep their families and pets protected and their homes healthy.



Through Green Mosquito Control, our licensed technicians use products derived from flowers and bacteria and apply them only to areas needed, reducing adult mosquito populations as well as mosquito larvae.

WALTHAM PEST SERVICES

The Waltham Pest Services GreenSuite™ for home provides effective, year-round protection from the most common home invading pests in the most responsible way possible.

Our GreenSuite™ for home pest control services will:

- ◆ Use green products that are safer around pets and people
- ◆ Implement as many Integrated Pest Management (IPM) strategies as possible which reduce the overall need for products and pesticides



- ◆ Provide education that makes homes less attractive to pests
- ◆ Constantly innovate and use new green products so that pests never build up a resistance and our strategies are always effective

URBAN BEEKEEPING



Bee colonies can easily cohabitate with humans, and even flourish in urban areas as long as they have an abundance of water, floral resources and a temperate climate. Over the last few years, Orkin Canada has partnered with Aveole, the Urban Beekeepers, to host its very own beehive on the roof of the Burnaby office in British Columbia. There are two current hives at the Greater Toronto Area call center in

Mississauga and at the Burnaby, British Columbia location. Currently, Orkin Canada is in the process of installing hives at the branches in Calgary, Alberta, Halifax and Nova Scotia. These experiences have not only provided a positive impact on our local pollinator populations but have also served as a training opportunity in beekeeping for our staff, local communities and online followers.

At the end of each season, small jars of Orkin honey are distributed to both employees and to long-term customers as a thank you.



HOW WE DO IT:

As a leading pest control organization, Orkin Canada stands behind our Pollinator Policy to ensure all staff working in the field are equipped with the necessary training and optimal approaches to protect pollinators.

Due diligence is shown by correctly identifying the insect species, inspecting the location to assess the risk to human health and determining the appropriate treatment plan, if required.

Since many people have allergies to, or phobias of, bees, wasps and hornets, it is our responsibility to provide solutions which address human health risks, while also educating our clients on the benefits of pollinators. We always ensure all options (which may involve relocating the hive) have been exhausted before any treatments are provided.

HONEYBEE RELOCATION



While we strive to become the best service company in the world, we also want to provide our customers with the convenience of ridding their homes and businesses of harmful insects. However, discovering a honeybee hive doesn't mean we have to resort to the extermination of an entire colony. In fact, there are some significant benefits to relocating it, and giving the bees a new life, where they

continue to provide honey and pollinate. For example, one of our brands, Northwest, has begun this ever-important process of honeybee relocation, and Rollins has adopted this initiative to learn the best techniques for removal, relocation and preservation of beehives. Our professionals have joined local beekeepers' associations to build relationships with local beekeepers and gain knowledge.

In 2021, Northwest relocated 17 Honeybee colonies.

WHY ARE BEES SO IMPORTANT?

Pollinators are responsible for the pollination of more than 130 varieties of fruit and vegetables — that is over a third of the food we eat!

North America boasts close to 4,000 native species of bees, which are essential to the survival of the plants that anchor our natural ecosystems. Without native bees, most of our flowering trees, plants and shrubs will eventually disappear. Countless species of animals, from tiny birds to giant grizzly bears depend upon these plants for food and shelter.

Bee colonies can easily cohabitate with humans and even flourish in urban areas. They require an environment that offers an abundance of water and floral resources and a temperate climate. Sharing the city with honeybees is simple, easy and natural.



Technicians carefully removing bees from the hive structure with a "Bee Vacuum." The honeycomb is gently removed and placed into a bin for relocation.

FALCONRY SERVICES



In the United Kingdom, our Van Vynck Environmental and Safeguard Pest Control brands offer falconry services to control nuisance bird activity, such as feral pigeons and gulls. Exposing the nuisance bird to trained birds of prey over an extended period of time persuades them to relocate and associate the site as an area of danger.



WHY IT'S IMPORTANT

Feral pigeons can be very damaging to buildings and their occupants. The fouling from a feral pigeon is very corrosive and unsightly. It harbors and sustains infestations of flying and biting insects and mites and poses serious health risks such as respiratory and intestinal infections caused by bacteria and fungal spores.





OUR APPROACH

Successful bird control requires an approach aimed more toward a management of the problem rather than an attempt at eradication. We start by surveying the location to produce a report detailing all relevant information. From there, we provide tailored recommendations that offer the most effective solution to the problem.

ENVIRONMENTALLY FRIENDLY

Using nature to control nature is an environmentally friendly and cost-effective approach. No chemicals are used and there is no noise or disturbance. Instead, our handlers use the presence of our birds of prey and our techniques to drive the pests away.

INTRODUCING BILL THE FALCON

Our falcon, Bill, is looked after by Ross Hicking at Safeguard. It is Bill's job to scare away the gulls and feral pigeons for our client at The St. Botolph Building. This method is highly effective, environmentally friendly and no harm is done to the other birds. Well done, Bill!



Bill the falcon

BED BUG K-9 INSPECTION UNITS



ORKIN U.S.

At Orkin, we continue to research and implement innovative, scientific pest management techniques to help protect your business. That's why we have a team of trained K-9s ready to spot bed bug infestations.

Orkin's bed bug detection dogs join our team of PhD entomologists and sanitarians to provide an extra set of eyes and a keen sense of smell to help "spot" any bed bug problems.

ORKIN CANADA

Bed bug detection dogs have a level of detection accuracy that far surpasses conventional detection methods. Our K-9

Inspection Team is faster and more reliable than any of the other methods. Their amazingly sensitive noses make them the ideal bed bug detection tool. Our bed bug dogs have been specially trained to detect bed bugs with amazing accuracy. They recognize the scent of live bed bugs and their eggs. They can differentiate between live and dead bugs and between bed bugs debris they leave behind.

Our K-9 Inspection Team dogs receive between 800 and 1,000 hours of training before ever meeting their handler. The K-9 and the handler are then paired together and train as a team for another 40+ hours. At the end of the course, a Certified Master Trainer verifies that each K-9 team is capable of discriminating bed bug scents and issues certification. Once in the field, our K-9 teams are tested every quarter and re-certified every year.

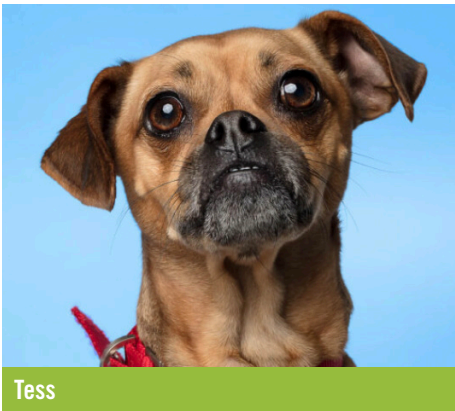
WESTERN PEST SERVICES

Our team of highly trained K-9s can sniff out bed bugs with impressive accuracy. Our bed bug K-9 team offers faster, more accurate detection and can lead to lower treatment costs by detecting bed bugs early on before a major infestation occurs.

As expert hidiers, bed bugs are notoriously hard to detect. Luckily, their aggregate pheromone odors are not hidden to animals with sensitive noses, like dogs. Bed bug issues can be discovered quickly and accurately by the help of man's best friend. The Western K-9 Bed Bug Detection Services are based on scientific research principles, allowing our dogs and handlers to deliver 90 to 95 percent effectiveness — the highest level validated — in detecting bed bugs at the time of inspection.



Oliver



Tess



Nico



Fidget

FUN FACTS ABOUT OUR DOGS:



Can detect just one bed bug or bed bug egg



Can inspect up to 125 rooms per day



Our handlers have extensive field experience working with and managing K-9 behavior under real-life working conditions and in many different environments



All were rescued from kill shelters

WORKPLACE INCLUSION



Ruby Swann, Director of Workplace Inclusion,
Rollins, Inc.



Workplace Inclusion

To enhance Rollins' ability to carry out its mission, the Executive Steering Committee (ESC) continues to make

Workplace Inclusion a priority for all employees, managers and executives. Rollins' Workplace Inclusion strategy is based on a commitment from managers, supervisors and employees at the individual, group and organizational levels. Our goal is for all employees to support the Workplace Inclusion strategic plan and its objectives. Rollins is committed to be an employer of choice. Pursuing this commitment will require being open to new ways of thinking about fostering a workplace focused on diversity and inclusion.

We developed a five-year phase implementation roadmap. The five phases are 1) equip senior leaders, 2) equip the advisory council, initiative champions, co-promoters, and other people leaders, 3) conduct an internal audit, 4) develop and implement the strategic plan, 5) monitor and evaluate the plan.

A large part of our work in 2021 was completing phases two and three, which included awareness sessions for the leaders and conducting an internal assessment.

The assessment data was gathered through multiple employee surveys, brainstorming sessions and listening sessions. In the 4th quarter of 2021, we analyzed the data and started developing the strategic plan proposal.

Our executive leaders recognized the amount of time and effort devoted to the initiative and made a commitment to continue the progress. In June of 2021, Rollins made the decision to create a full-time leadership position that will focus on implementing the strategic plan. This was a tremendous demonstration of the company's support of diversity, equity and inclusion.

"As we finalize the strategic plan and begin implementation, our journey will continue. Even though we have made some initial progress, all research indicates that an effective culture change process takes years to see significant improvement — hence we call this a 'journey.' I have every reason to believe that our efforts will result in building a stronger culture and a better experience for all Rollins employees."

— Ruby Swann, Director of Workplace Inclusion, Rollins, Inc.

DIVERSITY, EQUITY AND INCLUSION



OUR VISION STATEMENT

To have a culture where all individuals feel respected, included and are treated fairly, with an equitable opportunity to excel.

2021 ACCOMPLISHMENTS

- ◆ The executive leadership team approved a full-time management level position that will spearhead the Workplace Inclusion strategic plan.
- ◆ Conducted awareness sessions for more than 1,000 people leaders.
- ◆ Conducted listening sessions with a sampling of non-management employees, which helped launch a dedicated inclusion website that will feature resources, news and company updates.
- ◆ MissQuito, which is Rollins' first U.S. based company led by a black woman, began servicing in 2021.
- ◆ Formed a taskforce to focus on education and recognition of the cultural diversity that exists in the Rollins workforce.
- ◆ Launched a cultural calendar to highlight diverse events and to spotlight our current employees.
- ◆ Created a website dedicated to Workplace Inclusion that will allow us to keep employees up to date.

2022 GOALS

- ◆ Implement strategic plan, monitor and evaluate
- ◆ **Make progress in our five strategic focus areas:**



Training & Education



Talent Acquisition &
Career Development



Policies & Programs



Communication



Employee Resource
Group (ERG)

IMPLEMENTATION ROADMAP



PHASE 1

Equip Senior Leaders



PHASE 2

**Equip Advisory Council,
Champions, Co-Promoters,
Subject Matter Experts**



PHASE 3

**Gather Data & Internal
Analysis**

WE ARE HERE



PHASE 4

**Create the Workplace
Inclusion Strategic Plan**



PHASE 5

**Implement,
Monitor & Evaluate**



HUMAN CAPITAL

We believe one of the largest contributors to our company's success is the quality of our people. Attracting, developing and retaining high-quality talent is the primary objective of our human capital management. The development and retention of high-quality talent leads to a better customer experience and better customer retention. We develop and engage our people through our best-in-class training at all levels of our organization.

As of December 31, 2021, the company had 16,482 employees. Approximately 14,800 of our employees were located in the United States, with approximately 13,700 employees at U.S. branch offices. Of the U.S. employees, less than 2% are represented by a labor union or covered by a collective bargaining agreement.

ROLLINS' COMMITMENT TO WORKPLACE INCLUSION



MISSION

To create organizational change focusing on Workplace Inclusion for all.

GUIDING PRINCIPLES



Strive for excellence



We do the right thing, always



Relationships matter



Be candid, honest and open



Make service your mission



George Tuggle & Kim Youngpeter

STRATEGIC PILLARS

BUILDING CULTURE & CAPABILITY

A workplace that has a healthy environment where backgrounds, perspectives and experiences are valued.

DEVELOPING OUR TALENT

A workforce that is built on a diverse talent pipeline with development programs and provides impactful associate engagement.

GROWING THE BUSINESS

A marketplace where we ensure diversity in suppliers, marketing efforts and product services to clients.

ENHANCING OUR BRAND

Being a good corporate citizen; where we demonstrate our social responsibility through community leadership and volunteerism.

VETERAN HIRING INITIATIVE



The character displayed by members of our armed forces make for a winning formula, which we hope to embrace in each part of our company. We strive to find those who have served our country and are looking to maintain the same culture of discipline, professionalism, dedication and family.

Our goal is to have veterans make up 10% of our workforce by 2023. We have committed to hiring an additional 2,000 veterans in the next five years.

- ◆ As of December 2021, veterans make up 7% of our workforce.



“Our industry has a noble purpose — we protect people’s health and property, we have a very disciplined approach to what we do, and that is a great match for someone transitioning out of the military.”

— **Quentin W. C. Misenheimer,**

VP of Human Resources, Rollins, Inc. and Former U.S. Army Captain



JOINING FORCES



EDUCATION



The O. Wayne Rollins Scholarship is available to the children of eligible employees and helps pay for college or trade school costs.

Fifteen scholarships are available each year:

- ◆ Up to four consecutive years for a college/university
- ◆ Up to two consecutive years for a trade school

“Life is like a relay race. Do the best you can while you have the baton.”

— **O. Wayne Rollins**, Co-founder, Rollins, Inc.



As part of Rollins’ ongoing commitment to employee education and development, we are proud of our partnership with Purdue Global to earn undergraduate and/or graduate degrees. This is in addition to our Tuition Reimbursement Program, and it will allow eligible employees to pursue an undergraduate degree from Purdue Global at no cost.

"Purdue Global offers a plethora of degree, professional development and certificate programs in various key fields from the prestigious Purdue University system. I find that their instructors and support staff resources understand the real-life challenges of finding work-life balance and help keep you on track. One of the benefits that stood out for me was the flexibility that the program provides with options and schedules – this is key for someone like me who has a full-time job and family responsibilities. For these and many more reasons, I will choose Purdue Global for my continued education in the future and would recommend anyone else to consider them."

— **Jonathan Smith**, Systems Engineer, Rollins, Inc.

"I am grateful to Rollins for the opportunity to continue my education. Rollins took away all of my excuses. I earned my Bachelor of Science in Business Administration, magna cum laude in June 2021. I immediately started to pursue a MBA and I am expected to finish in June 2023. I have been able to apply learnings from particular courses that resulted in real savings to the company, including a \$2M reduction in cost in 2021. The company is continuing to benefit from those cost savings."

— **Kelly Solomon**, Director, IT Services, Rollins, Inc.

CULTURE OF SAFETY



SAFETY MISSION

Make Safety Personal to positively engage our employees in prevention, identify and mitigate workplace hazards and empower safe work behavior.

CORE PRINCIPLES



BE Prepared



BE a Coach



BE Accountable



The Rollins Learning Center was recently honored with a 2021 Training Top 100 Award, placing 27th overall and receiving an Outstanding Training Initiative award. This is the fourth year in a row *Training Magazine* has recognized Rollins Learning with the prestigious honor and the 16th overall win for Rollins. *Training Magazine* recognizes organizations across industries that provide best-in-class employee training and development. In 2021, the Rollins family of brands spent 13,000 hours completing a combined 115,000 annual safety training courses.

EXAMPLES OF 2021 BRANCH-LEVEL SAFETY PRIORITIES

COACHING

- ◆ Mentor Driver Engagement
- ◆ Mentor Initiative
- ◆ Follow Behind Observations

TRAINING

- ◆ Hours or # of Training Courses Completed
- ◆ Ongoing Training

SAFETY MEETINGS

- ◆ Documented Branch Safety Committee Meetings
- ◆ Safety Toolbox Talks, Alerts and Communications

INCIDENT REVIEW

- ◆ Collisions and Injuries
- ◆ Complete High Value Learning Event Review

SAFETY ROADMAP



PHASE 1

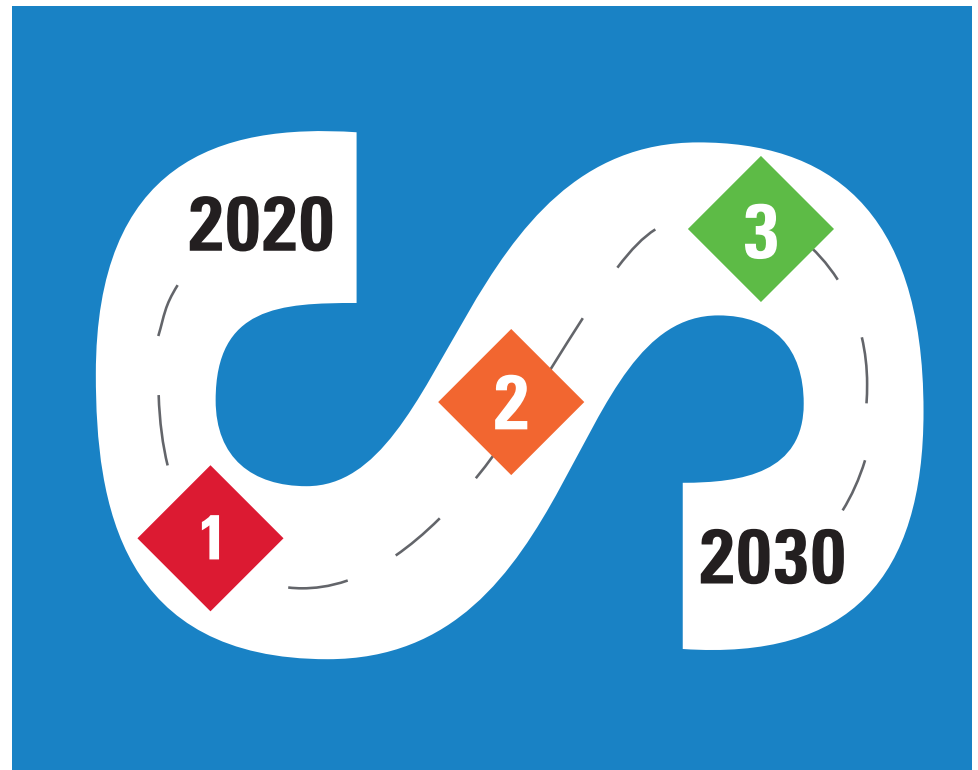
- ◆ Cadence & Compliance
- ◆ Driver Coach Technology

PHASE 2

- ◆ Leading Safety Measures
- ◆ Prevention and Mobility

PHASE 3

- ◆ Predictive Analytics
- ◆ Wearable Solutions



2021 SAFETY AND HEALTH INITIATIVES



Worksite/Hazard Analysis

- ◆ Evaluation
- ◆ Incident Reviews
- ◆ Vendor Qualifications



Leadership and Employee Involvement

- ◆ Executive Safety Committee
- ◆ Safety Council
- ◆ Safety and Risk Focus Process



Hazard Prevention and Controls

- ◆ Policies
- ◆ Driver Coach Technology
- ◆ Communications



Training

- ◆ OSHA
- ◆ Defensive Driving
- ◆ New Hire Orientation

PRIORITIZING DRIVER SAFETY WITH MENTOR



Mentor is a phone app that measures driving performance on a scale of 100–850, similar to a FICO Score. Mentor aligns with phase one of our safety roadmap, supports our company's positive employee relations strategy and has been successfully rolled out to our entire fleet.

- 1. Managers can evaluate and engage in positive discussions to recognize or reinforce safe driving behaviors.**
- 2. Drivers can quickly assess and self-correct poor driving habits and view driver peer scores to make for a competitive and fun experience.**
- 3. Mentor also consolidates driver training, violation monitoring, manager coaching and vehicle fitness into a single easy-to-use solution.**

"We take pride in the Rollins Learning Center, which provides in-person and digital learning for our employees across the country and the world. Like all organizations, COVID-19 prompted an acceleration of our virtual learning capabilities, and we are appreciative of all the hard work the Rollins Learning Center team did to help quickly shift. Their drive and dedication to serve our employees with minimal disruption were key factors in our success last year."

— **Quentin Misenheimer**, VP of Human Resources, Rollins, Inc.

VOLUNTEERISM



We offer employees the opportunity to participate in various community outreach programs and believe that this commitment helps the company to meet its goals of attracting, developing and retaining quality employees. Our overarching goal is to create a significant impact in local communities over an extended period.

2021

276

Individual Donors

\$680,000

Employee Dollars Raised
(across all drive events)

\$1,216,000

Total Dollars Raised



CAMPAIGN FOR UNITED WAY OF GREATER ATLANTA

Over the last 40 years, we have partnered with the United Way of Greater Atlanta through employee and company-matching funds, helping make Rollins a community leader for many years. Along with personal contributions from employees, the company hosts rallies, contests and a silent auction to raise funds. Rollins has continued to increase its contributions in 2021 to a total of \$1.2 million, which totals \$21 million in donations over the past 40 years.

2021

2,700

Individual Donors

197

Grants

\$209,000

Granted

\$274,200

Employee Donations



ROLLINS EMPLOYEE RELIEF FUND (RERF)

Life can be difficult sometimes, as it often brings personal tragedy or hardship. At Rollins, we consider ourselves a family of coworkers. And when a family member suffers a catastrophe, we all want to pitch in to help. It's been part of our culture for decades. This is why we developed the Rollins Employee Relief Fund.

The Rollins Employee Relief Fund is a 501(c)(3) non-profit. Anyone, employees and non-employees alike, can make donations. The contributions are purely voluntary, and employees can make a one-time contribution or set up ongoing payroll deductions. The Rollins Employee Relief Fund is separate from the company, and it receives contributions from U.S.-based Rollins brands and employees.

In 2021, the RERF was able to help employees affected by the COVID-19 pandemic, as well as a large number of employees affected by Hurricane Ida.



Orkin employees help gather and deliver supplies to the Gulf Coast after Hurricane Ida

HURRICANE IDA

Branches throughout the South Central Division mobilized quickly in the days following Hurricane Ida. The Category 4 storm made landfall in Louisiana on Sunday, Aug. 29, and churned inland, bringing catastrophic winds, heavy rainfall, flooding and tornadoes along the Gulf Coast.

Thankfully, all our employees in the area were safe, yet they did need assistance. Through the Rollins' Employee Relief Fund, we granted 137 emergency grants to impacted employees within the first week following the hurricane to enable employees to address their personal essential

needs. Shortly after, another seven employees who endured significant hardships received full grants to address their more significant needs.

Additionally, our Orkin South Central division, led by Leland Morris, quickly initiated a preparedness and mitigation plan to assist our team members. This included immediate procurement of much needed supplies for our employees and their families, such as generators, fuel, portable air conditioners, fans, water and other essential emergency provisions that were not readily accessible to them locally.

“Our team members in adjacent areas that were fortunate to avoid the brunt of Ida’s force, volunteered their time and energy, often after work hours, to load these supplies into box trucks and drive them to those most in need. For weeks, they continued to shuttle fuel to these employees to keep their generators up and running. This was a total team effort and we are tremendously proud of their care, compassion and commitment to one another. In fact, we’re so pleased with their effort, that we plan to expand and formalize this program in other areas of the country so that we can rapidly respond in case of a natural disaster or emergency.”

— **Jerry Gahlhoff**, President & COO, Rollins, Inc.



Rollins United is an employee-led community outreach program for Atlanta-based employees. Since its launch in 2019, Rollins United has partnered with the Grove Park Foundation to provide meaningful volunteer events that directly serve Atlanta's Grove Park residents and their community. Additionally, employees are encouraged to log personal service hours so that Rollins can develop a better understanding of the initiatives in which employees are passionate.

2021 ACCOMPLISHMENTS:

Rollins employees donated 480 hours of volunteer service. Company-organized opportunities within Grove Park made up 65% of these hours.

Over 90 Rollins employees participated in at least one Rollins United service opportunity. More than 100 employees gave to donation drives benefitting veterans, victims of domestic violence and Grove Park Elementary students.

Rollins United partnered with Bee Downtown to bring two active beehives onto Rollins' home office campus. When asked about the impact the artwork and beehives will make in the Grove Park community, Henry Culverson, art instructor at John Lewis Invictus Academy, commented, "It's so important for the students to see that they are part of this neighborhood in a positive way. The feel seen and energized from the project, and it is helping to normalize being recognized by their neighbors."





PARTNERSHIP WITH GROVE PARK FOUNDATION

Our partnership with Grove Park Foundation in Atlanta aims to help support neighborhood growth and revitalization. The partnership will allow local Rollins employees to volunteer and support the foundation's initiatives. Grove Park Foundation is dedicated to revitalizing the Grove Park neighborhood and improving quality of life by working with local partners, leaders and residents to create a healthy, equitable and vibrant community.

Representatives from Rollins' Atlanta family of brands can participate in volunteer opportunities in the Grove Park neighborhood. The various outdoor projects include building garden boxes, cleaning yards and decorating homes during the winter holiday season.



ORKIN PARTNERS WITH THE AMERICAN RED CROSS



Orkin partnered with the American Red Cross for a second year, coinciding with our Donating Blood Should Be Voluntary™ Campaign. This campaign promotes mosquito service while bringing awareness to the Red Cross, as they are still facing a real blood shortage threat. Orkin donated \$120,000 to coincide with our 120th Anniversary this year. The check was presented by Orkin President, Freeman Elliott, to Red Cross Vice President of Development, Mike Ryan. “It’s a great partnership we have with the American Red Cross,” said Elliott. “It allows us to support their initiative of bringing awareness to their blood shortage and also contribute to our communities during mosquito season. “Within the partnership, employees virtually pledged and donated blood at their local blood bank through the Red Cross “SleevesUp”

Campaign. As of September 2021, 80 employees pledged to donate and many of them posted about their experience on social media to share with others. On June 7, we held our first Red Cross blood drive at the Rollins home office. Thanks to the individuals who participated, the Red Cross was able to collect 12 units that will potentially assist up to 36 patients. Orkin also partnered with two influencers who helped to promote the American Red Cross and Orkin’s mosquito service. Both went to their local blood bank to donate blood and shared their experience with more than 250,000 followers. In return for these efforts, the local Atlanta chapter of the American Red Cross recognized Orkin with its Good Neighbor Award. This award is given to companies that make significant humanitarian contributions in support of the Red Cross.

FIGHT THE BITE



During the pandemic, many vital services, such as Canadian Blood Services couldn’t operate necessary blood drives, which led to a shortage in supplies and blood donations. The Orkin Canada family wanted to do their part to help Canadian Blood Services, and as a result the Fight the Bite to Save A Life campaign was created. During the 2021 Campaign, Orkin Canada pledged to donate \$50 for every residential mosquito job completed from May 1 to August 31. With the help of marketing, social media and a partnership with Canadian Blood Services, the Orkin Canada team ensured customers were made aware of the campaign. By the end of the campaign, Orkin Canada raised \$10,000 to donate to the Canadian Blood Services.



NEW BOARD OF DIRECTORS



DONALD P. CARSON

President of RFA Management Company, LLC

President of Nevada Oversight, Inc. and GWR PTC, LLC

Non-Independent Member of the Board of Directors

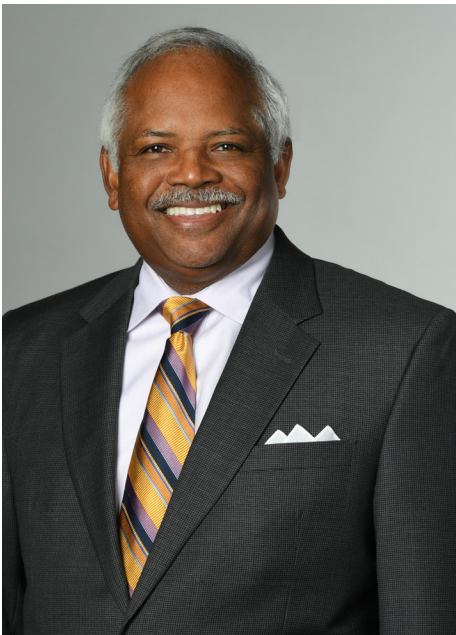
Donald P. Carson has served as a Director of Rollins, Inc. since 2021. Mr. Carson brings extensive financial and strategic experience to our board of directors. Mr. Carson is the founder of Don Carson Associates, LLC, and co-founder of The Ansley Capital Group, LLC, Ansley Securities, LLC and Cardez Hospitality Group, LLC. He has served as President of RFA Management Company, LLC, an Atlanta-based family office, from 2003-2013 and 2019 to the present. Mr. Carson has also held the role of President of Nevada Oversight, Inc. since 2019 and President of GWR PTC, LLC since 2020, all of which are Nevada private trust companies. Mr. Carson worked for many years in the investment and commercial banking industry, primarily for Wachovia Bank, N.A. from 1977–1997. During this time, he was head of the international banking and investment banking businesses. After leaving Wachovia, Mr. Carson became a Partner of Paradigm Capital from 1998–1999 and later co-founded Ansley Securities, LLC. Mr. Carson currently serves as a Director of LOR, Inc. and Rollins Holding Company, Inc., roles he has held since 2003. He also currently serves as a trustee of Beloit College, and Board Chair for Black Mountain College Museum + Arts Center. He is a Director of Catheter Precision, LLC, and a trustee of The Cook and Bynum Fund, a publicly traded mutual fund. Mr. Carson appears on numerous recordings for Telarc and Deutsche Grammophon with Atlanta Symphony Orchestra Chorus. Four of these recordings have earned Grammys. Mr. Carson is also a trustee of The Gary W. Rollins Foundation. Mr. Carson received a Bachelor of Arts degree in Music Composition from Beloit College, American Graduate School of Global Management, and a Master of Business Administration in Finance from the University of Chicago.

**JERRY GAHLHOFF JR.**

President and Chief Operating Officer of Rollins, Inc.

Non-Independent Member of the Board of Directors

Jerry Gahlhoff Jr. has served as a Director of Rollins, Inc. since 2021. Mr. Gahlhoff has extensive knowledge of the company's business and industry having served in various roles of increasing responsibility at the company for over 22 years. Mr. Gahlhoff currently serves as the President and Chief Operating Officer of the company, roles he has held since August 2020. Prior to that, Mr. Gahlhoff served as President of the company's specialty brands and Vice President of Human Resources from 2016 to 2020, and as a Division President from 2011 to 2016. Mr. Gahlhoff joined the company as part of the HomeTeam acquisition in 2008. Mr. Gahlhoff received a Master of Science in Entomology from the University of Florida.

**GREGORY B. MORRISON**

Former Senior Vice President and Corporate Chief Information Officer of Cox Enterprises, Inc.

Independent Member of the Board of Directors

Member of the Human Capital Management and Compensation Committee

Gregory B. Morrison has served as a Director of Rollins, Inc since 2021. He is the former Senior Vice President and Corporate Chief Information Officer for Cox Enterprises, Inc., a role he held from February 2002 until his retirement in January 2020. Prior to his role at Cox, Mr. Morrison served as Executive Vice President and Chief Operating Officer of RealEstate.com in 2000 and held various information and technology leadership roles at Prudential Financial. Mr. Cox has extensive knowledge and expertise with large-scale business transformations and technology deployments. Mr. Morrison was named among the industry's top performing CIOs who have shown unparalleled leadership to drive innovation and transformation in businesses. Mr. Morrison was a commissioned officer in the U.S. Army from 1982 to 1989. Mr. Morrison received a Bachelor of Science in Mathematics and Physics from South Carolina State University, and a Master of Science in Industrial Engineering from Northwestern University. Mr. Morrison also serves on the board of directors of Veritex Holdings and IEWC Global Solutions, roles he has held since 2016 and 2020, respectively.

GOVERNANCE INITIATIVES



- ◆ Increased diversity on our board of directors as currently represented by 4 out of our 10 directors.
- ◆ Established human capital management and compensation committee that is now responsible for assisting the board of directors in fulfilling its oversight responsibilities with respect to the company's executive compensation program and human capital management, including diversity and inclusion.
- ◆ Audit committee continued to focus on the company's risk management program, including oversight of cybersecurity risks, incidents and any other risks and incidents relevant to our information technology systems controls and security.
- ◆ Reevaluated and strengthened our internal controls over financial reporting, including improved processes, procedures and supporting documentation for our financial statements.
- ◆ Strengthened commitment to high standards of corporate governance and ethical conduct as outlined in our Corporate Governance Guidelines and Code of Business Conduct, which are both reviewed and updated annually and available on our website www.rollins.com under "Governance Documents."

THANK YOU

For questions, please reach out to Julie Bimmerman:

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