



Winning Together  
Winning Right

SPEAK UP  
REPORT 2023



# WINNING TOGETHER, WINNING RIGHT

AT ROLLS-ROYCE WE ARE NOT ONLY JUDGED BY WHAT WE DO, BUT ALSO HOW WE DO IT. SO, NO MATTER WHERE WE ARE IN THE WORLD, LIVING OUR VALUES AND BEHAVIOURS MATTERS.

LIVING OUR VALUES AND BEHAVIOURS AS WE DELIVER OUR WINNING TOGETHER PROGRAMME IS IMPERATIVE.

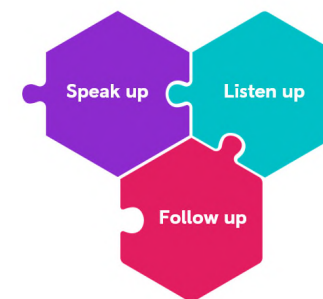
Winning Together, our boldest-ever transformation, is well underway to create a thriving business we can be proud of.

Whilst we're Winning Together, we need to make sure we're also Winning Right. This includes treating each other with dignity and respect as we work together as One Rolls-Royce to achieve our Winning Together programme.

Our Values and Behaviours are central to who we are and how we operate. Having an open culture where our people aren't afraid to challenge the way we do things or call out behaviours that go against our Values and Behaviours, builds trust and confidence both inside and outside the company. It also encourages people to come forward with new ideas and innovation. All of which are key in helping us deliver our Winning Together programme. This is why speaking up and raising concerns is such an important part of who we are as a company.

If anyone has any concerns about someone or something not living up to our Values and Behaviours, then I and my Executive Team colleagues encourage you to speak up using one of the four channels available to you, so we can ensure that when we're Winning Together, we're also Winning Right. You will be supported, and we have a zero-tolerance policy against retaliation for anyone who speaks up.

**Mark Gregory**  
General Counsel



# SPEAK UP NUMBERS

Colleagues from around the world Speak Up through the Speak Up Line, our LEA network and Ethics and Compliance Officers

## 2023 Group level statistics (compared to 2022)

IF IN DOUBT  
FIND OUT

449

(354)

You did just that, flagging 449 concerns.

FOCUS ON THE CONCERN  
NOT WHO RAISED IT

58

(52)

Resolving an issue is our priority, even if the person raises it anonymously. In 2023, 58% of concerns were raised anonymously.

RESOLVING  
YOUR CONCERN

44

(42)

44% of the concerns raised were found to be true or partially true.

MAIN REASON FOR  
SPEAKING UP

38

(36)

38% of concerns raised were inappropriate behaviours in the workplace.

QUICKER  
RESOLUTION

43

(50)

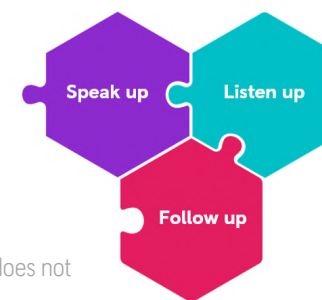
We aim to conclude all investigations within 60 days but strive to conclude in as short a timescale as possible. In 2023, the average number of days to close a concern was 43 days.

REACHING  
RESOLUTIONS

52

(51)

In 2023, 52% of concerns were closed within 30 days\*.



\* This only includes the time taken to investigate a concern and does not include any disciplinary action.

# WORKING TOGETHER TO WIN RIGHT

NO MATTER WHERE WE ARE IN THE WORLD, LIVING OUR VALUES AND BEHAVIOURS MATTERS. WE RELY ON COLLEAGUES TO REPORT WRONGDOING, BUT THERE IS SUPPORT FOR THOSE WHO TAKE ACCOUNTABILITY

We encourage anyone at Rolls-Royce to Speak Up when we see someone or something not living up to our Values and Behaviours. In 2023 we formally investigated [195 incidents](#) of bullying, harassment, discrimination or inappropriate behaviour, defined within the Working Together section of Our Code.

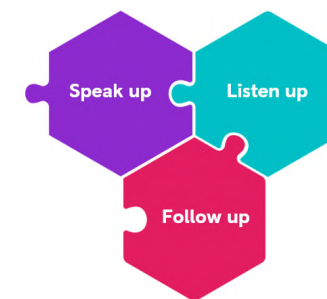
We will always investigate any concern where we have enough information to be able to do so and in 2023 [132 employees](#) left Rolls-Royce for reasons related to breaches of Our Code.

Many countries now have, or are planning, legislation guaranteeing whistleblower protection to encourage more employees to come forward with evidence of wrongdoing on numerous issues including, financial services, product safety, compliance, protection of the environment and data privacy and to ensure the confidentiality of the reporter and protect them from retaliation for speaking up. Rolls-Royce has a zero-tolerance approach to retaliation for speaking up and has robust procedures in place to manage our Speak Up programme and ensure we meet the requirements of existing and new whistleblowing legislation.

We encourage anyone to Speak Up when they have a concern and assure you that you will be supported in doing so.

Over the next few slides are some examples of colleagues taking accountability and speaking up about their concerns and actions that were taken as a result. Why not take the opportunity to talk about these examples with your team.

**Imogen Noons**  
Chief Counsel Ethics, Compliance and People



# WE OPERATE SAFELY



## When things get too much

An employee phoned their manager and told them that the work-related stress and anxiety they were feeling had got too much and that they would not be able to come into work. The employee was not sleeping or functioning properly and knew they needed some help.

The employee was really worried about speaking up about their struggles in case it put them at risk of losing their job and the negative impact this would then have on their family.

It can sometimes be really difficult to speak up, but it is so important that in these situations we ask for help when we need it.

After the employee spoke to their manager, the manager instantly provided reassurance and support to the employee and told them that their health was a priority. The employee received support from a range of sources both internally from the company and externally (doctor and counsellor) and successfully returned to work after 8 weeks with the support they received. None of the things that were worrying the employee about speaking up happened.

The employee said it was one of the hardest work-related phone calls they had to make, but afterwards they wished they had done it sooner. It took real courage for them to speak up about their struggles, but it was the right thing to do to ensure their wellbeing was supported and allowed them to be at their best again at work.

## It's our collective responsibility

To create a working environment that supports employee wellbeing, with an aspiration towards zero work-related ill health, accidents or harm to people.

# WE ARE TRUSTED TO DELIVER EXCELLENCE



## Time to stop

An employee reported to their People Partner that they were experiencing bullying, intimidating and disrespectful behaviour of their manager. They were worried about retaliation, but after talking to colleagues who had been in the office for longer than them, they realised these behaviours were being accepted and everyone in the team was worried about raising it.

An investigation was launched by the People team and extensive interviews were held with various employees. From these interviews the concern raised was found to be substantiated. The behaviour had not been addressed previously for fear of retaliation from the manager and so the poor behaviours had become the norm.

Following the investigation, the manager received a formal sanction under our disciplinary process and was demoted and removed from the area. A formal monitoring period was also put in place with the manager to demonstrate improvements were being made to their behaviour. Ongoing support was also provided to the team who had been impacted by this situation.

The employee did the right thing in speaking up about this issue and we will always investigate where we have sufficient information to be able to do so. We need to speak up if we see someone or something that is not in line with our values and behaviours and will be protected from any retaliation for speaking up.

## Take action

We take action and speak up when we experience or observe bullying, harassment or inappropriate behaviour of any kind by anyone.

# WE ACT WITH INTEGRITY



## Social media – think before you post

An employee spoke up using the Speak Up Line to raise a concern about comments made by another Rolls-Royce employee in a thread on a popular social media platform. It was alleged that the comments were offensive and not in accordance with our values and behaviours. A copy of the thread and comments made was provided.

In this situation the Rolls-Royce employee had done the right thing by speaking up as it enabled an investigation to be carried out by the HR team and the employee's manager.

In conversation with the employee who made the comments, it was clear that the individual had not meant to cause offence and they had not thought through the impact of what they had said.

On this occasion formal disciplinary action was not warranted and the employee was counselled about the use of social media and the policy guidelines, including the fact that the employee had indicated Rolls-Royce as their employer on the social media platform. The employee immediately removed their post from the platform and apologised.

We need to speak up if we see someone or something that is not in line with our values and behaviours. Even where an employee's social media account is not linked to Rolls-Royce, not demonstrating our values and behaviours will still reflect badly on individuals and our company.

## Take accountability

It's important that our employees understand our policies, as these not only protect the company but also the individual.

# HOW DO I SPEAK UP?

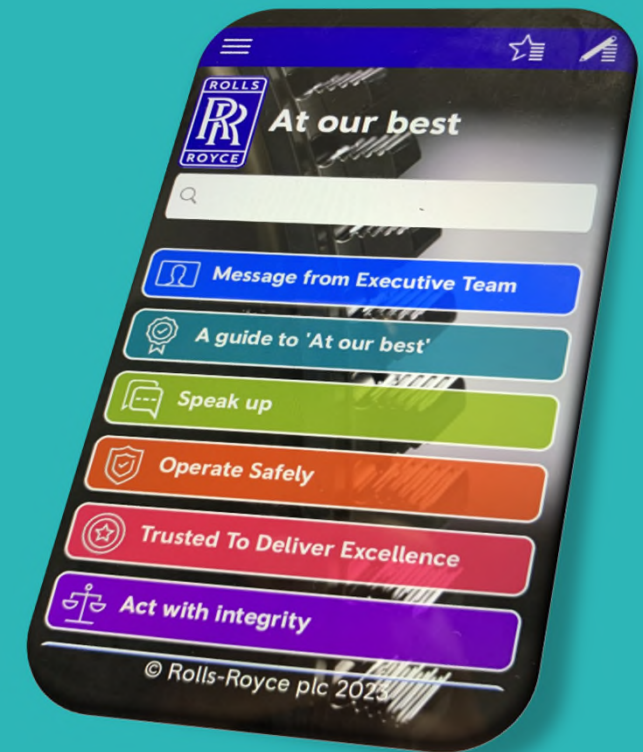
TO MAKE SURE A MATTER IS RESOLVED AS APPROPRIATELY AND AS QUICKLY AS POSSIBLE, IT'S IMPORTANT THAT YOU KNOW YOUR OPTIONS WHEN SOMEONE OR SOMETHING ISN'T LIVING OUR VALUES AND BEHAVIOURS.

You could speak to a Leader.

You could speak to the relevant Subject Matter Expert (SME) or employee representative. Our digital Code can help identify who the right SME is.

You could contact a Local Ethics Adviser (LEA), who can support you by listening to the issues in confidence and escalating the concern if necessary.

If none of these options are right, contact the Speak Up Line by logging onto [www.rrspeakupline.com](http://www.rrspeakupline.com). Then complete the online details or call one of the country-specific numbers provided. The line is available 24 hours a day, seven days a week.



## IN THE PALM OF YOUR HAND WHEN YOU NEED IT

Our Code is digital, and it is at your fingertips. It's there to support you in having a conversation about something you don't feel is right.

Download the latest version of our **Code of Conduct** on the App Store or Google Play.





# THERE WHEN YOU NEED IT

OUR SPEAK UP LINE GIVES YOU THE ABILITY TO SPEAK UP WITH CONFIDENCE ON SERIOUS ISSUES THAT ARE NOT IN LINE WITH OUR VALUES AND BEHAVIOURS.

HOWEVER, SOME ISSUES RAISED TO US LAST YEAR CAN BE RESOLVED LOCALLY.

CONCERN	WHERE TO GET HELP LOCALLY
Inquiry regarding Rolls-Royce facility pipe burst, causing water to be shut off and no working restrooms available.	Speak to a leader, on-site HS&E representative, or Group Property regarding temporary resources.
Concern that an employee is using Rolls-Royce facilities to store personal belongings.	Speak to your leader or employee's leader.
Inquiry regarding an employee who is sharing inappropriate photos on personal cell phone while at work.	Speak to your leader or your People Partner.
Concern employee is using Rolls-Royce electric vehicle charging station for personal use (during and after normal work hours)	Speak to your leader or Group Property.

## OUR VALUES



We are **trusted to deliver excellence.**



We **act with integrity.**



We **operate safely.**

## OUR BEHAVIOURS

We embrace **Agility.**

We are **Bold.**

We pursue **Collaboration.**

We seek **Simplicity.**

