



WINNING TOGETHER BY SPEAKING UP

LIVING OUR BEHAVIOURS TO BECOME A HIGH-PERFORMING, COMPETITIVE, RESILIENT AND GROWING ROLLS-ROYCE.

SPEAK UP REPORT 2024



WINNING TOGETHER BY SPEAKING UP



Speaking up has a vital role in continuing to help us become a high-performing, competitive, resilient and growing Rolls-Royce. It isn't just our strategy that will get us there, but also our people and your voice.

Speaking up isn't just about raising concerns, although that's really important. It's also about sharing ideas, challenging the status quo, and flagging risks before they become problems. One question in a team meeting, feedback on a new process, or a better way to deliver to our customers – your voice matters.

When we create a culture where speaking up is safe and encouraged, we unlock innovation. We reduce blind spots. And we make better decisions together. Some of our best improvements started because someone had the courage to ask, "Is there a better way?" That mindset, that ownership is what fuels resilience.

Please speak Up. Ask the question. Share the insight. Raise the red flag. Your voice could be what sparks the next breakthrough or prevents the next set back.

Progress isn't just about what we do, it's about how we think, how we listen and lead from every level.

Thank you for making your voice count.

Mark Gregory
General Counsel

"When we create a culture where speaking up is safe and encouraged, we unlock innovation. We reduce blind spots. And we make better decisions together."

SPEAK UP IN NUMBERS

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



2024 Group level statistics (compared to 2023)

IF IN DOUBT
FIND OUT



You did just that, flagging **431** concerns.

FOCUS ON THE CONCERN
NOT WHO RAISED IT



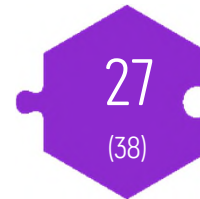
Resolving an issue is our priority, even if the person raises it anonymously. In 2024, **55%** of concerns were raised anonymously.

RESOLVING YOUR
CONCERN



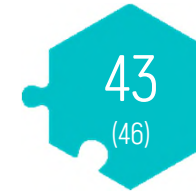
46% of the concerns raised were found to be true or partially true.

MAIN REASON FOR
SPEAKING UP



27% of concerns raised were inappropriate behaviours in the workplace.

QUICKER
RESOLUTION

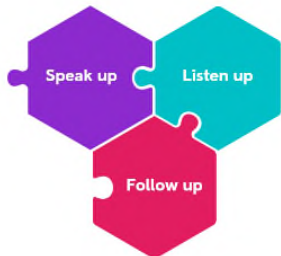


We aim to conclude all investigations within 60 days but strive to conclude in as short a timescale as possible. In 2024, the average number of days to close a concern was **43 days**.

REACHING
RESOLUTIONS



In 2024, **56%** of concerns were closed within 30 days*.



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



AT THE HEART OF OUR CULTURE



Speaking up is one of the most powerful ways we live our behaviours every single day.

Whether it's sharing a new idea, challenging a decision or raising a concern – respectfully and constructively speaking up helps us all put safety first, do the right thing, keep it simple and make a difference.

This is especially important for our leaders. It's our job to create an environment where people feel heard, where feedback is welcome, and where every single one of our colleagues can be at our best.

Whether it's a safety issue, an ethical concern or a way to work better together, start by saying it. Because when we speak up, we'll move forward and we are showing others that it's okay to do the same.

Let's keep making Rolls-Royce a company where every voice matters.

Sarah Armstrong
Chief People Officer





PUTTING SAFETY FIRST BY SPEAKING UP



Safety matters to every one of us. Not just our safety policies and procedures, but the courage and responsibility we each have to speak up when something doesn't feel right.

Whether you're in an operational area or in an office, you see things that others may not. If something seems unsafe, uncertain or is not in line with our behaviours, Our Code or Group Policies, we need to hear about it.

Speaking up isn't about pointing fingers. It's about protecting each other, your team, our customers, the public and your loved ones. One voice can prevent an injury. One comment can stop a disaster. One question could save a life.

Simple concerns raised early help us avoid potentially serious incidents. We will all be aware of examples of what can happen when people stay silent, because they were unsure, afraid or thought it wasn't their place.

Let me be clear: it is your place. We should all be speaking up on things that we think do not look right. In fact, being aware of a safety concern and not raising it may be treated as a disciplinary matter. As a member of your Executive Team, I promise that when you speak up, we will listen. You'll be supported and not judged.

Safety is everyone's responsibility. And it starts with a voice – your voice.

So, speak up, ask the question, make the phone call, raise your hand. Because when it comes to safety, silence is never the safer choice.

Simon Burr
Group Director of Engineering, Technology and Safety



The information in this document is proprietary and confidential to Rolls-Royce and is available to authorised recipients only – copying and onward distribution is prohibited other than for the purpose for which it was made available.

