



DO THE RIGHT THING BY SPEAKING UP

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

SPEAK UP REPORT 2025



DO THE RIGHT THING BY SPEAKING UP



Speaking up is essential to our continued success as a company. Our ability to compete, innovate, and grow is not only determined by our clear strategy, but by the willingness of every individual to use their voice.

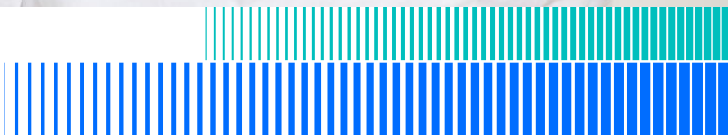
When you speak up whether to share an idea, raise a concern, or challenge the way things are done, you help us identify opportunities, uncover risks, and drive improvements across every part of our business.

At Rolls-Royce, we are committed to fostering a culture where everyone feels safe and supported to speak up. Raising a concern or asking a question when something does not feel right is not only encouraged but is also an important part of how we protect our people, our values and our business.

Your contribution matters. Speaking up helps us to do the right thing, and I am grateful to everyone who has the courage to do so.

Thank you for your commitment to making Rolls-Royce stronger.

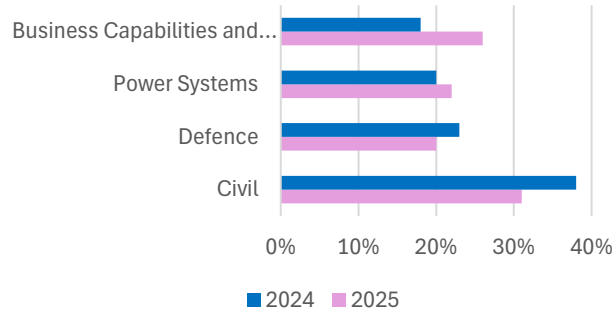
Imogen Noons
Chief Compliance Officer



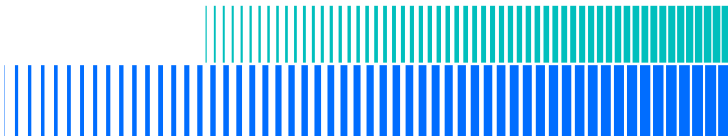
SPEAK UP PROGRAMME OVERVIEW 2025



- **Increased reporting:** 569 cases received in 2025 (up from 431 in 2024).
- **Positive engagement:** higher case volume reflects growing employee confidence in raising concerns.
- **Business area breakdown:** percentage of total cases raised:



- **Outcomes:**
 - 41% cases opened and closed in 2025 were investigated.
 - 54% cases opened and closed in 2025 were not investigated (main reason due to insufficient information).
 - 5% cases closed outcome pending (e.g., under investigation via a different, formal company process).
- **Anonymity:** overall anonymity rate rose to 59% (54% in 2024) versus our benchmark of 55%.
- **Top issues:** “Working Together Behaviours” remains top reported category.
- **Speak Up rate:** 1.79 cases per 100 employees – above external benchmark but in line with our target range (0.8 – 1.8).



SPEAK UP IN NUMBERS

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



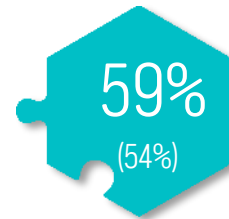
2025 Group level statistics (compared to 2024)

IF IN DOUBT
FIND OUT



You did just that, flagging **569** concerns.

FOCUS ON THE CONCERN
NOT WHO RAISED IT



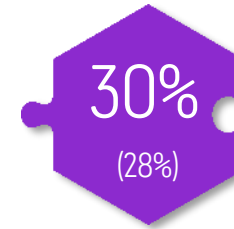
Resolving an issue is our priority, even if the person raises it anonymously. In 2025, **59%** of concerns were raised anonymously.

RESOLVING YOUR
CONCERN



50% of the concerns raised were found to be true or partially true.

MAIN REASON FOR
SPEAKING UP



30% of concerns raised were inappropriate behaviours in the workplace.

QUICKER
RESOLUTION

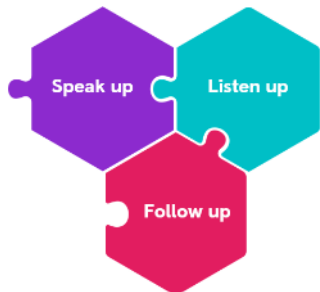


We aim to conclude all investigations within 60 days but strive to conclude in as short a timescale as possible. In 2025, the average number of days to close a concern was **42 days**.

REACHING
RESOLUTIONS



In 2025, **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.

NAVIGATING OUR SPEAK UP CHANNELS – WHEN AND HOW TO USE THEM



Dawn Wood (Ethics and Compliance Engagement and Training Manager) and Kathryn Kimpton (Group Speak Up Lead) take a look at our different Speak Up channels and when it may be appropriate to use each one.

Dawn: Speak Up is such an important topic. A starting point is making sure our colleagues know they have multiple options and there is no “one size fits all.” We often say, ‘your first place to go with a concern should be a leader’, but we’re very deliberate that it’s **a** leader, not necessarily your line manager. Can you explain more about that?

Kathryn: Of course. Sometimes a concern might relate to your direct line manager, or you just feel awkward to raise your concern with them. In that case you can approach another leader within your area or any leader that you feel comfortable talking to. The main thing is, any leader should take accountability and deal with the concern you bring to them. You don’t have to feel stuck, just because of reporting lines.

Dawn: Beyond leaders, we have Subject Matter Experts or SMEs. For people who might not be familiar with that Speak Up channel, when might it be best to go straight to an SME?

Kathryn: That depends on the nature of your concern. If it’s about product safety, a product safety expert is the go to. It’s your People Partner for people related issues and for quality concerns you would reach out to someone in the quality team. Every concern has a logical expert connected to it, so you don’t have to figure things out alone. If you’re not sure which SME to approach, each section of Our Code and each Group Policy has a contacts section, which will help direct you to a suitable contact.

Dawn: Now let’s cover our Local Ethics Advisers or LEAs. They’re a unique part of our Speak Up community.”

Kathryn: That’s right. We’ve got a dedicated resource of over 100 LEAs worldwide. They’re colleagues who have a day job but also volunteer to support our Speak Up programme by being a contact for colleagues to raise questions or discuss concerns with. You don’t have to go the LEA in your own business area; any LEA can help you.

Dawn: What can people expect when going to an LEA.

Kathryn: LEAs are there to listen and direct you to the right place. An LEA won’t resolve your issue themselves. Their main job is to signpost you and help you get expert advice. Importantly, if you prefer to remain anonymous, an LEA can protect your identity when they input your concern to the Ethics and Compliance team.

Dawn: And we’ve made it easy to find an LEA, right?

Kathryn: Yes, you just need to go to Workday and search ‘Local Ethics Advisers’ and you’ll get a current list you can use to find an LEA to talk to. And remember, it doesn’t have to be the LEA from your business area. You can talk to any of our LEAs.



A leader



A Subject Matter Expert (SME)



A Local Ethics Adviser (LEA)



Speak Up Line

NAVIGATING OUR SPEAK UP CHANNELS – WHEN AND HOW TO USE THEM



Dawn: Moving on, let's discuss the Speak Up Line, which is a confidential reporting system. Can you run us through how it works?

Kathryn: Absolutely. Although most questions and concerns can be easily and promptly resolved by discussing them with your leader, the Speak Up Line is there to provide an additional channel in case you feel uncomfortable asking questions or expressing concerns through one of our other Speak Up channels. The Speak Up Line is managed by Navex, an independent company. You can submit your concern online or by phone, whichever you prefer. If you submit your concern online this allows you to describe the situation in your own words. You can also speak to a Navex adviser via the phone and in these instances, the Navex adviser will type up your concern and submit the report.

Dawn: What happens after someone submits a concern?

Kathryn: Once your concern is raised, it remains on the Navex reporting system. Only a very limited number of the Rolls-Royce Ethics and Compliance team (the Speak Up team) has access to these reports. All information you provide is treated confidentially. The Speak Up team will review every case individually and will ask for key details such as, what happened, when, where and who's involved. Depending on the nature of your concern, the Speak Up team may need to seek assistance from a subject matter expert to help answer the question or look into the concern. Also, if you advise that you've raised your concern locally and it's being addressed via another process such as a grievance process, then we won't generally launch another investigation, unless it's clear that nothing has been done locally. In that case we make sure the right people are involved to address your concern.

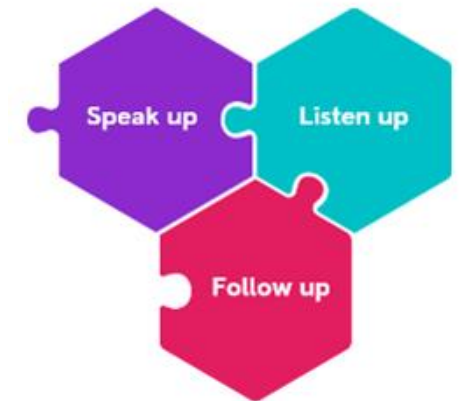
Dawn: And if someone wants to stay anonymous?

Kathryn: That's absolutely possible via the Speak Up Line. It's up to you whether to share your name or remain anonymous. We encourage you to provide your name if you feel comfortable, as this allows us to better understand your concern and conduct a more robust investigation. We can assure you that whether you provide your name or not, your confidentiality will be maintained at all times. When you submit your concern, the Speak Up team will still see your case and will connect with the relevant subject matter expert. You will be given a unique key and asked to create a password. It's critical that you keep these safe and take accountability to keep engaged with your case by regularly logging back into the system to see if the Speak Up team has contacted you either to ask for more information to be able to investigate your concern or to provide you feedback on the progress of your case. If you have raised your concern anonymously, the Speak Up Line is the only way the Speak Up team can contact you to obtain all of the necessary information to ensure your concern is fairly investigated. If you have provided your name, then the Speak Up Team encourages the relevant investigator to contact you directly to ensure your issue is fully understood before conducting the investigation.

Dawn: Let's touch on feedback. What can people expect at the end of the process?

Kathryn: We always provide feedback, but there are limits. If you raise a concern for someone else we can't share every detail of the case due to confidentiality. Similarly, if you are raising the concern for yourself, but someone else is involved, we won't disclose outcomes affecting the other person directly. But we do always close the loop with you and explain as much as we're permitted about the case.

Dawn: Thanks Kathryn. And most importantly, it's all about making sure our colleagues know where to go, and that there is always support if they need to speak up.



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 BEHAVIOURS.



You could speak to a Leader



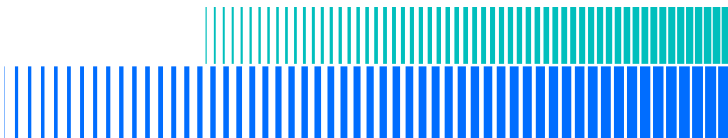
You could speak to the relevant Subject Matter Expert (SME) or employee representative. Our digital code can help identify who the right SME is



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



If none of these options are appropriate, contact the Speak Up Line (24/7) at www.rrspeakupline.com



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** on the App Store or Google Play.

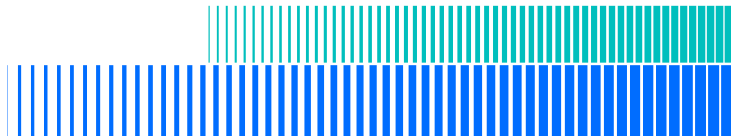


SPEAK UP PROGRAMME – IMPROVEMENT INITIATIVES



A number of improvement initiatives are underway including:

- Review and update of global Speak Up process and procedures to ensure consistency in approach;
- Project underway with Product Safety and Quality Teams to ensure alignment in colleague reporting approaches and process;
- Review of current Speak Up provider and other providers to ensure the Group is achieving optimal effectiveness;
- Review of follow-up accountability process to ensure leaders within the business have oversight of cases, relevant to their business area;
- Review and update of reporting categories to improve ability to report on specific topics;
- Speak Up process refresh sessions to subject matter experts.





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