



BETTER HEALTH, BETTER PERFORMANCE

Our plan to power colleague health, wellbeing, transformation and business performance

OUR GOAL

Better health, better performance

Rolls-Royce recognises the link between employee health and business performance and sees this as a valid and valued investment of time, effort and cost.

A healthy, resilient workforce is engaged, productive and high performing. Workers are able to absorb pressure and thrive in a constantly evolving work environment, creating top line growth through innovation, productivity, and focused execution. Colleagues have the freedom to speak up when something is wrong or at risk - it's at the heart of our global Occupational Health Service and HSE management systems, as well as our behaviours – *putting safety first*.

A healthy by design and controlled work environment minimises or eliminates harmful exposures thereby reducing liability and costs associated with occupational disease and directly impacting on our safety risk, performance, total reportable injury rates and high-potential incidents.

Where health and human factors considerations are incorporated at the design stage, it is possible to create work environments that support the work, worker and workplace and inspire enhanced collaboration, innovation and performance.

Easy to access and evidence-based support services both prevent ill health - particularly Mental Health and Musculo-skeletal related, but where there are clinical symptoms or conditions – our evidenced based, best in class services are activated early to achieve active rehabilitation and support back to work activities quickly and safely across the colleague life cycle and career journey.

“By designing healthy and supportive workplaces, we reduce harmful exposures, reinforce our commitment to mental and physical wellbeing, and uphold the standards that ensure we consistently put safety first”

Sarah Armstrong, Chief People Officer





CONTEXT

Better health, better performance

MENTAL HEALTH AND PERFORMANCE

The safety case

It is hypothesised that high levels of support reflecting care in the organization about employee well-being will lead to more positive safety behaviour in the workforce.

Reviewing evidence based research - Mearns et al. (2003), found a significant relationship between health promotion and surveillance activities on offshore installations and low levels of lost-time injury rates.

The possible reasons for this association were investigated in a further study (Mearns and Hope, 2005), which found evidence to suggest that employees' perceptions of organizational support for their health and well-being led to increased organizational commitment and lower levels of unsafe behaviour.

Research examining the exchange relationship between organizations and employees has shown a reciprocal relationship, with organizations that demonstrate high levels of investment and commitment in their workforce benefiting from enhanced levels of employee job performance.



SPOTLIGHT: THE UK BURDEN OF MENTAL HEALTH



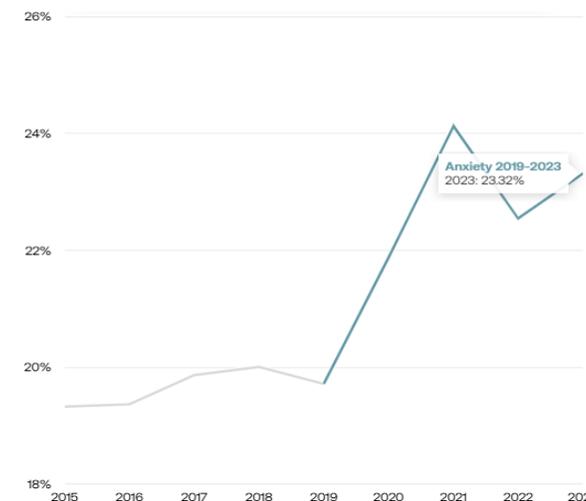
What we know about mental health:

- **One in five (20.2%) adults in England had a Common mental health condition (CMHC),** with prevalence higher in women (24.2%) than men (15.4%).
- **Young people were more likely to have a CMHC than older people.** Among 16 to 24 year olds, CMHC prevalence rose from 17.5% in 2007 and 18.9% in 2014, to 25.8% in 2023/4.
- **Prevalence of severe CMHC symptoms has also increased:** 11.6% of 16 to 64 year olds scored 18 or more on the CIS-R in 2023/4, compared with 9.3% in 2014.
- **Regional disparities in CMHCs were evident,** with people in the East Midlands (24.6%) and North East (24.6%) and more likely to have a CMHC than those in the South East (16.3%) and South West (18.7%). **In addition, 13.9% of adults in Derby & Derbyshire reported a mental health problem in 2023.**
- In the NHS, wait times for first assessment appointment can be up to 50 days, and wait times for first appointment to second treatment can be up to 174 days in the regions we are based.

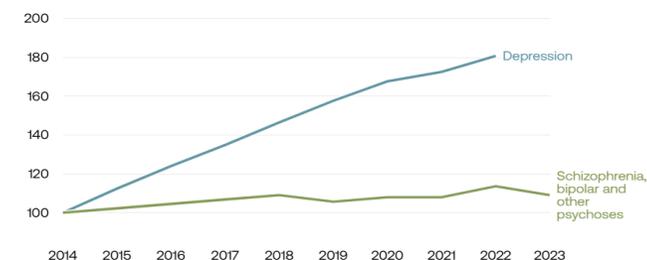
Therefore there are tactical opportunities to;

- **Delve deeper into the areas for hotspots across our operation.**
- **Promote early access for MSK intervention (physio) and expand self referral to address short duration absence.**
- **Develop pathways for earlier triage and commencement of interventions to reduce duration of MH episodes.**

UK working-age population reporting “poor anxiety” has grown significantly



Depression rates in England have risen sharply, while rates of major psychiatric disorders have remained relatively stable





OUR APPROACH - HEALTH

Better health, better performance

OUR APPROACH TO HEALTH

Taking care of our people to create a high-performing, competitive, resilient and growing Rolls-Royce.



Protect

Help us all avoid physical, mental or workplace health issues. Enabling our people leaders to lead healthy high-performing teams.

- **Put safety first** to prevent physical and mental harm and mitigate consequences – a safe, healthy and well workforce.
- **Take care of the whole person** – physical, mental safety, health and wellbeing. Enabling our LiveWell programme on sites globally.
- **Coach and develop leaders** to understand their role in promoting a healthy high-performance culture as part of our Leadership Expectations.

Support

Advise, recommend, assure, and oversee health processes, services, systems, and approaches.

- **Keep it simple** to provide easy access to the support our people need, when they need it (Occupational Health, EAP and more).
- **Assurance, governance and expert partnership** to deliver global health standards, evidence-based services and consistent reporting.
- **Targeted early intervention** to improve health outcomes and reduce commercial impact.

Perform

Embed health and wellbeing as a core part of our high-performance culture - the way we work and win together.

- **Do the right thing** in health to be a progressive FTSE 10 employer. Enabling Rolls-Royce to proactively mitigate and manage health risks.
- **Optimise the way we lead and do business** to consider total worker safety – people, product and process safety, health and wellbeing.
- **Make a difference - a measurable impact** on the performance of our people and business.

Occupational Health | Wellbeing | Mental Health | Musculoskeletal | Occupational Hygiene

Underpinned by...

Our new Leadership Expectations: Perform (run our organisation) and Transform (change our organisation) to win together.

Living our behaviours: We put safety first, do the right thing, keep it simple and make a difference.

HEALTH, MENTAL HEALTH AND PERFORMANCE



Colleague physical and mental health is a key component of each of our 4 pillars of transformation and our winning together behaviours.

Human Capital and total worker safety (physical and mental health, psychological health and safety and wellbeing) embeds how we feel at work, captures hearts and minds and builds on that recognition that we recognise people as a valuable asset, and take mental safety as seriously as physical safety - assessing areas of potential harm through robust risk assessment and provide colleagues and managers with the right resources at the right time.

Empowered Leadership

- Amplifying mental health leadership training
- Psychosocial risk assessment – how we design work
- V&V of highest health risk controls

Strategy , purpose, focus and alignment

- Considering Mental safety on a par as physical safety
- Early accessible resources and targeted support for carers/ND/gender health across the colleague life cycle
- Applying “health by design” principle to our manufacturing and engineering operations

Performance culture

- Mindset based boxset learning, with tools to promote good brain health
- Peer support initiative for early detection , signposting and support
- Targeted hotspot support to absence/TRI/high risk hazards & processes
- Embed ergonomics in virtual manufacturing engineering

Pace, intensity and agility

- People leader and colleague MH support tools, resources and services
- Supporting engineering at design stage on MSK, Ergonomic and chemical hazard management
- Focus on high absence areas and strengthen colleague pathways for MH and MSK

Connecting the dots... We use data from service MI and colleague surveys, external and internal insights, psychosocial risk assessments, sickness absence – tactical and targeted interventions where the business needs it most. We will innovate additional interventions to enhance recovery and support performance for the highest reasons for ill health sickness absence- all underpinned by a move from support and restore to prevention and driving health by design and health as safety. This informs our tactical 2025 plan deliverables.....



OUR APPROACH - WELLBEING

Better health, better performance

WELLBEING MATTERS



Research shows that positive workplace wellbeing is a key enabler to success, resulting in:

- Higher productivity
- Greater loyalty
- Higher discretionary effort
- Improved focus and decision-making
- Improved safety
- Increased resilience



- Lower attrition
- Reduced absenteeism
- Reduced human error

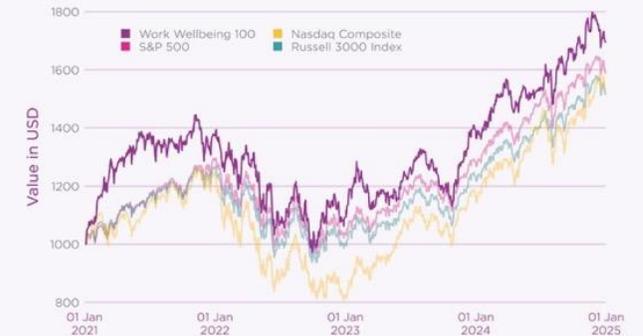


When we have clear expectations, supportive leadership, meaningful work, and a safe environment, we think better, decide better, collaborate better and deliver better. When those conditions slip, our performance slips with them.



Workplace Wellbeing and Firm Performance

Companies with higher employee wellbeing scores outperform their counterparts in multiple measures of firm performance, including on the stock market.



Source: Source: De Neve, J-E, Kaats, M., Ward, G. (2024). Workplace Wellbeing and Firm Performance. University of Oxford Wellbeing Research Centre Working Paper 2304. doi.org/10.5287/ora-bpkbjayvk



Improve workplace wellbeing, and we build a positive workplace culture, enabling improved business performance.

OUR APPROACH TO WELLBEING



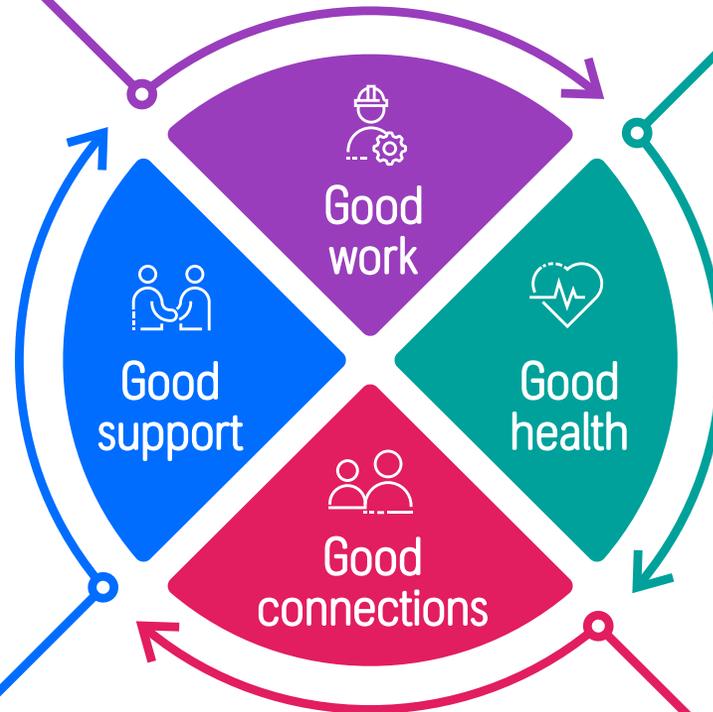
Four drivers of workplace wellbeing sharpen our focus, contributing directly to performance, safety and cultural strength. Together these drivers form a framework for transforming one-off fixes into lasting, organisation-wide wellbeing excellence, aligned to our People Deal.

Good work

- Safe, ergonomic environments and reliable tools that reduce friction.
- Role clarity, autonomy and meaningful tasks that drive motivation and ownership.
- Supportive leadership marked by two-way communication, trust and consistent role-modelling.

Good support

- Continuous learning and development. opportunities that foster autonomy and achievement.
- Clear sense of meaning and purpose by linking individual roles to broader goals.
- Work-life flow enabled by flexible arrangements and respect for personal boundaries.



Good health

- Energy management through balanced nutrition, hydration and stress coping.
- Rest and recovery via regular breaks, quality sleep and mental downtime.
- Mental fitness built on the ability to flex under pressure, using personal and organisational resources to adapt and thrive.

Good connections

- Belonging through authenticity and respect for individual differences.
- Strong relationships and community engagement that offer mutual support and collaboration.
- Trust and genuine appreciation that fuel engagement, creativity and financial confidence.

OUR APPROACH TO WELLBEING

Empowering everyone to invest in their wellbeing is how they will achieve the clarity, confidence and energy to perform at their best, every day, in every role because it is the outcome of how we lead, how we operate and the daily experiences we create.

Wellbeing strengthens safety, reduces human error, improves focus and decision-making, increases resilience and helps us retain and motivate the people we need to deliver our long-term goals. Creating a high performance, positive wellbeing environment is a shared responsibility:

- The organisation provides the systems, tools and support that enable sustainable performance.
- Leaders' show appreciation and consistently role-model positive behaviours to reinforce simplicity, focus and autonomy.
- Teams think about the impact they have on others, build strong relationships and prioritise to improve work life flow.
- Individuals take personal ownership of their energy, mindset and growth.

Wellbeing is an investment in ourselves and our colleagues. It's an investment in our success, an investment in our future. Giving every one of us the power to thrive, every day.

Our LiveWell wellness programme is our global, evidence-based approach that supports these goals. Our accreditation scheme helps our workplaces understand where they are today, and how they can make tangible improvements to support our people. The accreditation programmes span across four levels from Bronze through to Platinum and is for our people, by our people. It enables our global workplaces to tailor their approach to the requirements of their workplace and employees. This creates autonomy and flexibility in workplace wellness approaches, supporting improved engagement and participation in wellbeing initiatives.

To date, we have 67 sites accredited and 20 starting their journey. In 2025 51 sites have moved up a level in their scores. 5% of sites are platinum, 15% gold, 37% are silver and 21% bronze.



OUR APPROACH TO WELLBEING

Creating a working environment where we can all be at our best



Healthy Workplace

We create:



Workplaces where we can all be at our best



A culture where health and wellbeing matter



Healthy Body

We help each other to:



Eat well and build a healthy relationship with food



Increase physical activity levels



Healthy Mind

We help each other to:



Take care of our mental wellbeing



Look after our financial wellbeing



Make healthy behaviour changes



Leadership Support



Leaders who visibly support and engage with LiveWell activities

Our Community



Inclusivity of everyone and supporting our local community

Insights and Goals



Data that supports our workplace to set wellbeing goals



LiveWell in numbers

Our LiveWell framework spans **88 workplaces globally** across **21 countries** and over **100 resources** including toolbox talks, engagement activities, posters, nudges and resources.

Case study: Madrid Silver



It is very important to us that conversations about health and wellbeing flow in all directions. That's why our Senior Leadership is actively involved in the process:

1. Our All Hands Meetings (4 in a year) are an excellent opportunity to have conversations about health and well-being.
2. A survey is launched prior to the meeting for testing ideas, impressions, comments and proposal coming from the employees
3. Our 'Breakfast with MD' initiative reflects the leadership's dedication to promoting well-being and fostering open communication within the company.

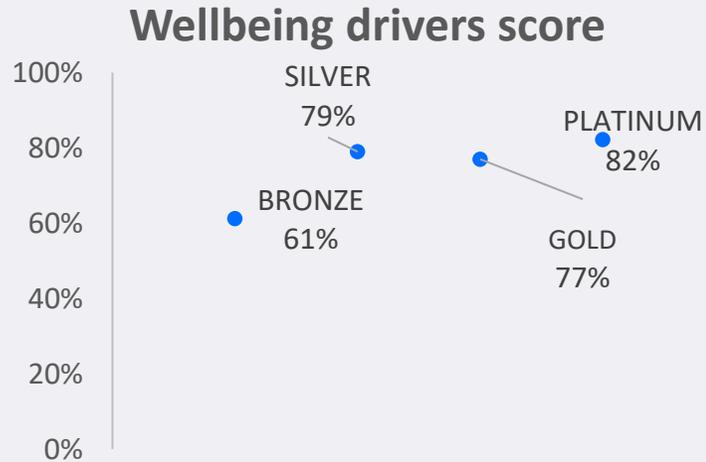
MEASURING THE IMPACT OF OUR LIVEWELL PROGRAMME



Based on our annual people survey data questions that align with the drivers of wellbeing, we can correlate that sites with higher accreditation levels have stronger wellbeing outcomes

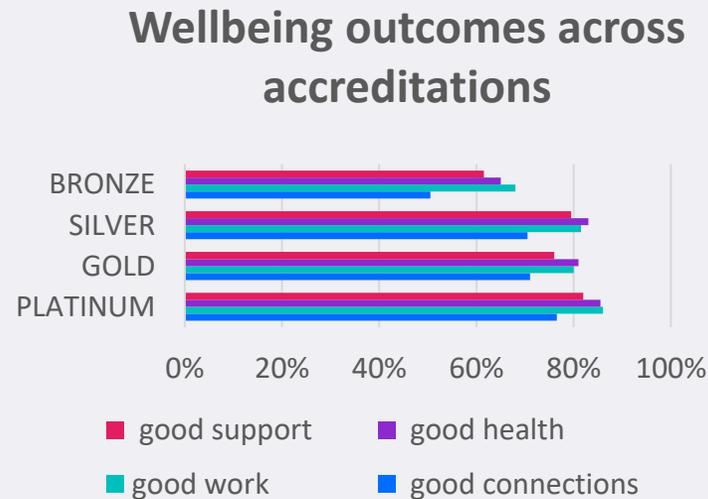
Platinum = highest results

Higher accreditation levels are associated with stronger wellbeing outcomes.



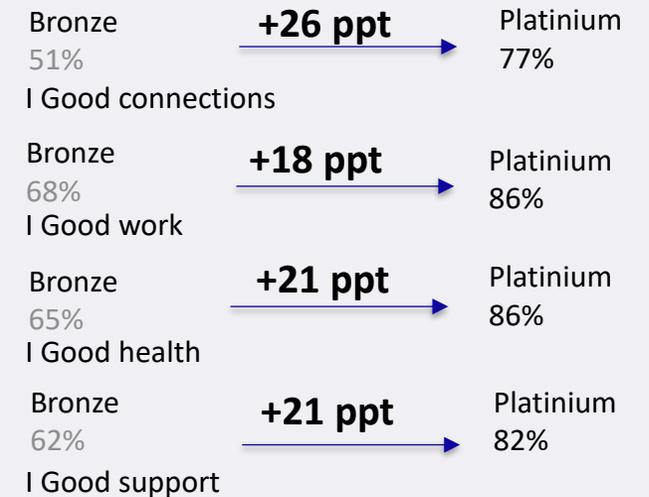
Best results in Platinum

Platinum sites consistently outperform Bronze across all wellbeing drivers.



Biggest gap

The largest differentiator is Good Connections, especially recognition and voice.





OUR APPROACH – MENTAL HEALTH

Better health, better performance

OUR APPROACH TO MENTAL HEALTH

Mental health as safety – our governance and principles

We take a holistic and systemic approach to mental health ensuring the safety and effectiveness of our initiatives through evidence-based interventions. We recognise the connection between work and mental health across different colleague groups, including early careers and apprenticeships, progression, and flexible working. Understanding our brains as a tool for safety is fundamental, as mental health directly impacts our safety at work. We provide tools and resources to support mental, physical and financial wellbeing through our internal wellbeing site and run events year-round

A main Board director has responsibility for HS&E and the CEO and Board receives regular reports on progress. A Board Safety and Ethics Committee oversees the operation of all HS&E, Product Safety and Security policies, practices and procedures for the Group. Our HSE Mental health remains a key focus and it is identified as a risk on our local and enterprise level HSE risk profiles, with regular reporting to the Executive Team on related absence trends, support service uptake and return to work rates following interventions.

Leaders play a critical role in managing and supporting good mental health at work and we make mental health training a requirement for our leadership roles. Our global mental health champion network, a group of trained volunteers offering guidance and support, grew by 18% to 450 champions across 8 countries. We continue to expand this network, sharing new training, best practices and providing new toolkits to help champions and leaders connect colleagues with support resources.

We recognise that fair pay, financial security, strong leadership support and psychologically safe workplaces free from harm are critical to colleague mental health. Our global mandatory learning programme includes training on psychological safety, equipping people leaders to create environments where teams feel safe, supported and able to perform at their best. This year, we strengthened our focus further, with our Chief Medical Officer leading a global safety moment on the link between psychological safety and mental health.



OUR APPROACH TO MENTAL HEALTH



Mental health as safety – our colleague voice and partnerships

Our ambition is to create inclusive and supportive working environments where people can talk freely and opening about wellbeing including mental health and are confident in seeking any support they need.

In addition to consulting with workers through our mental health champion network community of practices, we regularly attend employee forums - where we have worked collaboratively on refining mental health pathways and workplace assessments for neurodiversity for colleagues in the UK, partnered to deploy 2 pilots of a mental health peer support programme and gather feedback on promoting earlier access to our mental health support services.

Launched in September 2025, the Rolls Royce **Employee Voice Network** strengthens the business by amplifying every colleague's perspective. It drives **belonging, psychological safety, and high performance** by ensuring people are heard, valued, and see action from their feedback. - impacting on our physical and mental health and wellbeing. When colleagues feel safe to speak up and connected to meaningful work, they show up as their best selves - and that's when performance thrives.

We also meet with our UK and German works councils and our trades unions in the UK - where we have been engaging around the topics of stress risk assessment and neurodiversity support. We also consult with workers through our employee survey "*Our voices*", where we asked specific questions around Mental health and wellbeing and the association with other measures of engagement and belonging, such as do our managers care about individual colleague health and wellbeing, how our colleague feel about their wellbeing at work and how engaged and supported our workers feel.

In response to colleague feedback and Emerging Talent insights, we have acted on two employee-led priorities. We have launched a dedicated project with Early Years to better support apprentices and graduates to thrive at work. To reach colleagues across Rolls-Royce, we also piloted and are now continuing our internal Mental Health podcast, hearing from our people and speaking directly to our people.

Rolls Royce is dedicated to integrating ISO 45003 principles, ensuring the prevention of work-related injury and ill-health, and promoting positive mental health throughout the workplace. In 2024, we also conducted a gap analysis with external specialists against the ISO 45003 standard for psychological health and safety and information from this will help to shape our future work in managing workplace mental health risks.

With this in mind, we have reviewed & assessed all current mental health related training, updated & enhanced our mental health Engine Room page and commissioned a new global psychosocial risk assessment tool, having piloted this across a number of sites in 2025, with a target of 7 assessments assessed across our global sites.

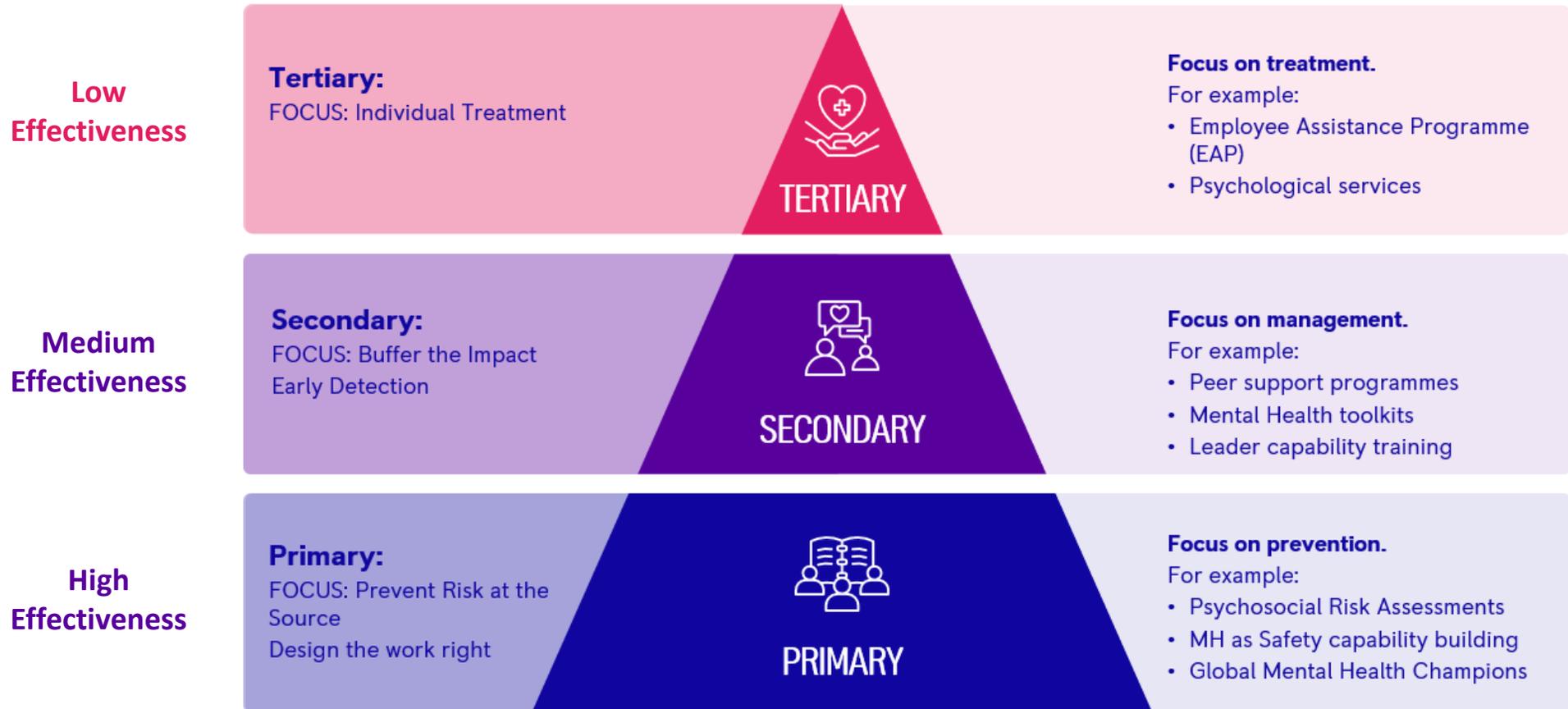
In addition to this, we have worked with the colleague listening team to apply an evidence-informed workplace wellbeing criteria to the Our Voices survey. This gave us an additional layer of information and evidence on colleague sentiment around health and wellbeing, which we plan to refine over the coming quarter with a deeper dive into the data.

Our 2025 plan for Mental Health included:

- **Implementation of a new MH Peer Support Program**
- **Targeted proactive, preventative support to specific groups of colleagues eg apprentices, carers, neurodiversity**
- **Introduction of more accessible evidence-based resources for colleagues and managers**
- **Strengthening governance across mental health initiatives and support services**
- **Improving stress and MH risk assessments through a new psychosocial risk assessment tool**

OUR APPROACH TO MENTAL HEALTH

Hierarchy of Psychosocial Controls



TAKING CARE OF OUR MENTAL HEALTH

Preventing mental injury and harm at work to enable us all to be at our best.



TAKING CARE OF OUR MENTAL HEALTH



Preventing mental injury and harm at work to enable us all to be at our best.



Our approach works as a system to position mental health and reduce risk through prevention, capability and early support.



MH as safety for leaders

Learning builds leadership capability to manage mental health like any other safety risk. In 2025.

692 leaders have completed in the UK

Mental Health Foundations

Learning for everyone creates a shared baseline of knowledge and language across the organisation.

609 employees have completed

Mental Health Box Set

On demand tools to build every day mental fitness, supporting the brain through change and tools on stress management.

Peer support Programme

Pilot - Provides an early, human safety net alongside formal support pathways.

Psych Risk Assessment

Psychosocial risk assessments identify hazards and drives prevention through work design and controls. Pilots commenced in UK.

Mental health champions

Global champions run engagement activities, promote resources and help normalise everyday conversations and prevention.

450 GMHCs in **8** countries elevated with new training

Mental Health podcast

Created by our people for our people, building shared ownership & accountability as mental health maturity grows within Rolls-Royce.

1000+ listeners per episode



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