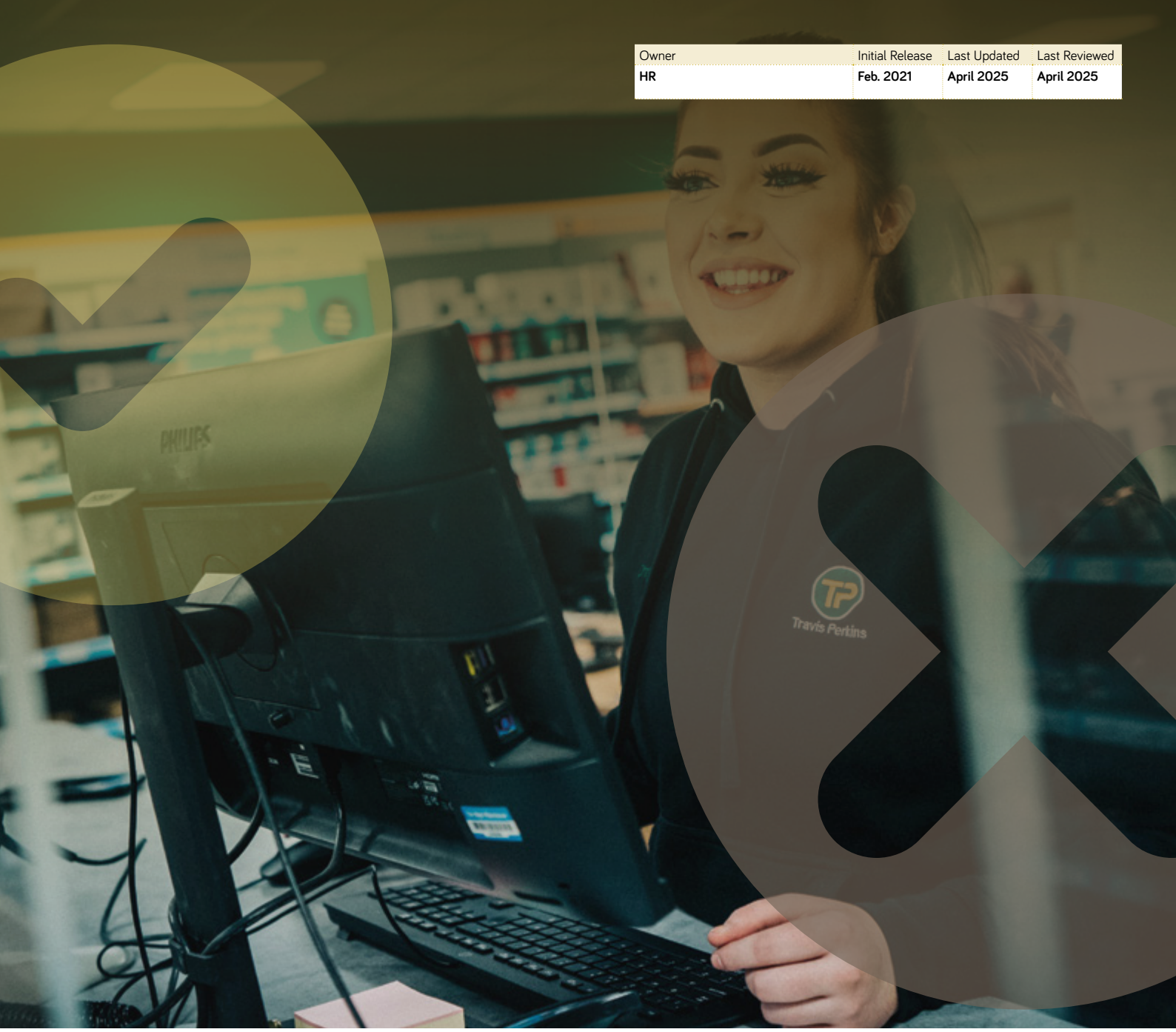




Colleague Voice Policy

At Travis Perkins plc, how we work is as important as what we do.

Owner	Initial Release	Last Updated	Last Reviewed
HR	Feb. 2021	April 2025	April 2025





Colleague Voice Policy

At Travis Perkins plc, how we work is as important as what we do. Our Group Purpose, Strategy and Values underpin the way we work to deliver outstanding service for our customers. That's why we expect colleagues to do the right thing. This means that we have a collective responsibility to engage all colleagues in ongoing conversations, to involve them and create the opportunity to contribute their experience, expertise and ideas to improve the business for our customers, colleagues and shareholders.

→ Executive Summary

What does this policy address?

This policy outlines the importance of colleague voice and engagement to the sustainability of the business by leveraging the knowledge, experience and collective expertise across the Group. This will enable the business to make better decisions and be responsive and agile to the needs of our customers and colleagues.

Through trusted relationships between colleagues and their managers, and a range of other approaches, we create opportunities for everyone's voice to be heard. Our leaders foster great dialogue with our colleagues and create an environment where everyone can speak with authenticity, without fear of consequence. All colleagues accept the responsibility to assess the situation they are in and call it out if they are concerned. We are proud of our culture and values and how we deliver for our customers. Together we continually improve the business, leveraging diversity of thought. All colleagues understand that their contribution is valuable and is key to our business improvement initiatives for our customers and colleagues.

Who does this policy apply to?

The policy is applicable across all Group businesses and covers all colleagues.

Doing the Right Thing

- We have a culture where everyone's views are valued and encouraged.
- We all accept our responsibility to assess the situation and call out any concerns.
- We will seek views and feedback from all colleagues from across the Group.
- We will have effective two way communication channels in place, to talk & listen to our colleagues.
- We will have regular mechanisms in place that colleagues want to engage with.
- We will regularly talk to our colleagues and understand how they are feeling.
- We will draw out meaningful insight from data gathered and build clear action plans for improvement.
- We will prioritise and monitor improvement activity
- We recruit, develop and promote leaders who lead the conversation, talk and listen.
- We develop our leaders to understand and improve engagement and communicate well.
- We will listen effectively and manage challenge well to build a culture and environment that encourages colleagues to speak up, have a view and 'call it out' if they are concerned.
- We will measure leaders on their engagement score, how the results are achieved and the action they take to address colleagues views.

→ This policy will be reviewed annually and we will continue to communicate our performance with our stakeholders.

Approved by the Group Leadership Team

→ What this means for you

All colleagues

✓ DO

- **Do** have a voice, share your ideas, experience and expertise to improve our operations and the experience of our customers and colleagues.
- **Do** share your thoughts, start a conversation, we all have a different perspective and experience the business in different ways.
- **Do** trust your judgement if something doesn't feel right, talk to someone about it and call it out. Speak to your line manager or you can raise your concerns anonymously using the Speak Up Hotline:

✗ DON'T

- **Do not** miss the opportunity to have your say. Your views are central to our collective success.

Speak Up! Hotline 0800 890 011
then key in **833 331 1347**