



Energy for
generations

Our Behaviours Framework



Respectful
& Supportive



Growing
& Adaptive



Accountable
& Ethical



Proactive



Collaborative

**The
Future
is Actioned
Every
Day**

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Introduction

At ESB, we have always played a vital role in powering Ireland's future. Today, that role is more important than ever. Alongside our long-standing mission of keeping the lights on safely and reliably, we are now working towards an even greater ambition: connecting a clean electric future and achieving Net Zero by 2040.

Achieving this ambition depends not only on what we deliver, but how we work together and with others. Our Values (Courageous, Caring, Driven & Trusted) set the foundation for who we are. We have also identified five priority behaviours (Our Behaviours) which bring those values to life in everyday actions, decisions, and interactions. The behaviours are:

- Accountable and Ethical
- Collaborative
- Growing and Adaptive
- Proactive
- Respectful and Supportive

In Our Behaviours Framework we describe the behaviours that are expected of all ESB people and set out what good looks like across four organisational levels, recognising that responsibility and influence grow as careers progress. While expectations differ by level, the behaviours are cumulative – what matters at senior levels is built on strong, consistent behaviours at team level.



Overview of Our Behaviours Framework

The Our Behaviours Framework defines five priority behavioural competencies that are expected of all our people. These behaviours are observable, measurable, and applicable across all roles and levels. They are designed to support personal growth, team effectiveness, and organisational transformation.

Each behaviour is described across four levels - from Team Member to Senior Leadership - to reflect increasing responsibility and influence.

The levels are cumulative, meaning that as individuals progress, they are expected to demonstrate the behaviours of their level and those below.



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1. Respectful & Supportive

I treat others with dignity, respect and empathy. I create inclusive environments where everyone feels safe, valued, and able to contribute. I support wellbeing, listen actively, and act with care in all my interactions, ensuring safety is always a priority.



Level	Descriptor
Level 1 Team Member	<ul style="list-style-type: none"> • Treats colleagues with respect. • Supports team members and contributes to a positive and inclusive work environment. • Demonstrates empathy and understanding in interactions. • Keeps an open mind – considers ideas and perspectives, even if they are very different to their own. • Makes time to attend to own wellbeing.
Level 2 Team Leader / Supervisor / Specialist	<ul style="list-style-type: none"> • Creates a Respectful & Supportive team culture. • Ensures inclusivity and addresses any issues of disrespect or exclusion in a timely manner. • Listens to the ideas, views and opinions of others, regardless of seniority and helps others to do so. • Makes time to check in regularly and to enquire about team members' wellbeing and development.
Level 3 Middle Manager / Specialist	<ul style="list-style-type: none"> • Leads by example in fostering a respectful and inclusive culture. • Ensures the team feels valued and supported. • Empowers people to speak up for others as well as for themselves. • Supports diversity and inclusion initiatives.
Level 4 Senior Leadership	<ul style="list-style-type: none"> • Shapes an organisational culture of respect and support. • Champions diversity and inclusion at all levels, and ensures policies and practices reflect these values. • Inspires a culture of empathy, trust, and mutual respect. • Builds trust through active listening, making time for people and acting on promises. • Consciously leads inclusively and drives diversity in ways of working . • Promotes a culture that focuses on both physical and psychological safety and wellbeing and acts as a role model in this regard.

2. Growing & Adaptive

I am open to change, curious about new ideas, and committed to lifelong learning. I adapt to new situations, embrace feedback, and continuously develop myself to meet the evolving needs of our customers and our strategy.





Level	Descriptor
Level 1 Team Member	<ul style="list-style-type: none"> • Shows openness to learning and adapting and makes time for personal development and learning. • Seeks out and is receptive to feedback and adapts behaviour accordingly . • Embraces change and is enthusiastic about new challenges; willing to change course to suit changing business requirements. • Demonstrates resilience and flexibility in the face of challenges.
Level 2 Team Leader / Supervisor / Specialist	<ul style="list-style-type: none"> • Supports team members in their growth and development and has regular 1-1 feedback and development conversations. • Values and encourages individual development and continuous learning within the team. • Encourages adaptability, and fosters a learning culture . • Leads by example in embracing change and continuous improvement.
Level 3 Middle Manager / Specialist	<ul style="list-style-type: none"> • Leads confidently and supports teams through change, helping to build perspective and awareness of the reality of change as a constant . • Drives organisational learning and development and supports career growth and development through coaching, training, work shadowing and appropriate delegation. • Promotes a culture of resilience and continuous improvement.
Level 4 Senior Leadership	<ul style="list-style-type: none"> • Leads organisational transformation. • Looks to the external environment to anticipate sustainability, technology, social, competitive and other performance impacts. • Adapts strategy to capitalise on opportunities or address issues. • Champions a culture of lifelong learning and continuous development.

3. Accountable & Ethical

I am clear about what is expected of me in my role and take ownership of my actions and decisions. I act with integrity, openness and honesty, and hold myself and others to high standards. I do the right thing – even when it's difficult. I adhere to policies, procedures and regulations, prioritising safety and always upholding Our Values.



Level	Descriptor
Level 1 Team Member	<ul style="list-style-type: none"> • Demonstrates personal responsibility by applying ESB's values in daily work. • Understands expectations of their role and contributes positively to team and customer outcomes. • Shows attention to detail and accuracy, and demonstrates strong service orientation when working with customers / stakeholders. • Understands and follows policies including Our Code, Safety and Governance policies; focuses on doing the right thing.
Level 2 Team Leader / Supervisor / Specialist	<ul style="list-style-type: none"> • Clarifies what living our values means and models the desired behaviours. • Guides others by setting clear expectations. • Ensures alignment with ESB's values and goals. • Actively promotes and ensures implementation of policies, procedures and regulations. • Promotes safety, inclusion and continuous improvement.
Level 3 Middle Manager / Specialist	<ul style="list-style-type: none"> • Ensures all decisions are guided by doing the right thing by our stakeholders. • Leads through influence and strategic thinking. • Connects team efforts to broader organisational goals. • Stands back and questions which practices and objectives have best impact and support our values; and champions these. • Is decisive and takes ownership and responsibility for decisions. • Balances delivery with care for people and culture.
Level 4 Senior Leadership	<ul style="list-style-type: none"> • Shapes culture and strategy through visible leadership. • Inspires people through leading by example, role modelling ESB values; champions ESB's values at scale. • Anticipates future needs, and makes decisions that balance commercial, social, and environmental priorities. • Ensures understanding of regulatory, shareholder and legal factors in the external environment. Builds networks, inspires others, and leads with integrity and vision.

4. Proactive

I anticipate challenges and opportunities, take initiative, and act with energy and pace. I am solution-focused, forward-thinking, and committed to continuous improvement in how I work and what I deliver. I use data and insights to make courageous and informed decisions and seek sustainable solutions.



Level	Descriptor
Level 1 Team Member	<ul style="list-style-type: none"> • Takes initiative in daily tasks, anticipates challenges and takes ownership of the delivery of results. • Acts with energy and purpose and contributes to team goals with a solution-focused mindset to get things moving. • Shows initiative - Is willing to contribute ideas and make suggestions.
Level 2 Team Leader / Supervisor / Specialist	<ul style="list-style-type: none"> • Supports team members in taking ownership of their work and making informed decisions. • Encourages proactive behaviour in the team, delegating appropriately and supporting team members to develop. • Emphasises a need for conscientiousness and guides others in planning and prioritising/ reprioritising work to ensure work is delivered with energy and pace. • Identifies and addresses potential issues early and drives continuous improvement.
Level 3 Middle Manager / Specialist	<ul style="list-style-type: none"> • Translates broad strategy into clear and measurable objectives and performance goals for the team and individuals to own and be accountable for. • Leads by example in anticipating future challenges and opportunities. • Fosters a culture of innovation, and ensures the team is prepared for change.
Level 4 Senior Leadership	<ul style="list-style-type: none"> • Takes ownership of strategic goals, ensuring delivery is aligned with business objectives and executed with energy and pace . • Leads the organisation in adapting to change, fostering a culture that embraces innovation and continuous improvement. • Acts as a role model by demonstrating initiative, encouraging others to take ownership and act decisively. • Makes courageous, evidence-based decisions and seeks sustainable solutions for the business, its customers, and the planet.

5. Collaborative

I invest time in building and sustaining relationships, working across boundaries and valuing diverse perspectives. I share information, support others, and align my efforts to achieve shared goals and purpose - within teams, across ESB, and with our partners and communities we serve. I connect with others through clear and open communication.



Level	Descriptor
Level 1 Team Member	<ul style="list-style-type: none"> • Works effectively with colleagues, sharing information openly. • Offers assistance and actively supports colleagues in the delivery of work . • Listens respectfully to colleagues and customers and seeks to understand their needs. • Values diverse perspectives and supports team goals. • Responds positively to requests and suggestions.
Level 2 Team Leader / Supervisor / Specialist	<ul style="list-style-type: none"> • Fosters a collaborative team culture, encouraging open communication. • Proactively builds strong relationships within and across teams. • Encourages open sharing of information and ideas within the team and with other teams. • Builds collective understanding and trust and encourages colleagues to help and support each other.
Level 3 Middle Manager / Specialist	<ul style="list-style-type: none"> • Leads cross-functional collaboration, builds strategic partnerships, and ensures effective communication across the organisation. • Promotes a culture of knowledge sharing and collective problem-solving, involving others early to achieve common purpose and goals.
Level 4 Senior Leadership	<ul style="list-style-type: none"> • Shapes a collaborative organisational culture, builds strategic alliances, and drives alignment across business units. • Champions inclusive decision-making and leverages diverse perspectives to achieve strategic goals. • Advocates & connects others into a networked leadership practice. • Manages the expectations of various or opposing stakeholders, sensitively.

Using this framework

Our Behaviours are embedded across how we work at ESB - shaping how we hire, support performance, and develop our people, as well as informing succession planning and future capability building.

They provide a consistent foundation for how expectations are set, how performance is understood, and how growth is supported across the organisation. This ensures that equal importance is placed not only on what we deliver, but how we deliver it.

Beyond our internal processes, these behaviours guide how we work every day - influencing how we build relationships, make decisions, collaborate with partners, and deliver outcomes.

By applying this shared set of behaviours, we create a consistent, values-led way of working that strengthens trust, supports effective collaboration, and enables us to deliver safe, sustainable and high-quality results together.



The background is a gradient of blue, from a deep navy blue on the left to a lighter, vibrant blue on the right. Several thick, flowing ribbons in various shades of blue and green sweep across the lower half of the image. A white, rounded rectangular box with a slight drop shadow is positioned in the lower right quadrant, containing the text.

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