

FUTURE OF WORK LEADERS FORUM

Shaping the Next Phase of Work, **together**

**Embracing New Ways Of Working
– ESBs Smart Working Approach**

11 April 2024



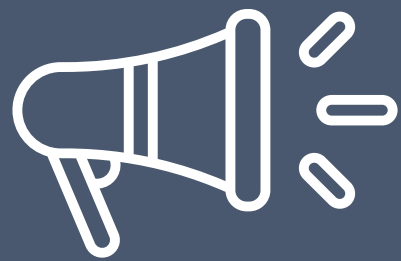
Energy for
generations



Today's Agenda

1. Introduction and Welcome
2. Case Study & Discussion: **Embracing New Ways Of Working – ESBs Smart Working Approach**
3. Q & A
4. Close & After Hours





Future of Work Leaders Forum: Next Events

22 April 2024, 1 – 2pm	Future of Work Masterclass - “Digital Wellness and Getting unstuck in the Digital Era ” with Amy Blankson	Online, Zoom	Future of Work Members plus Guests
14 & 15 May 2024	The HR Congress World Summit	In Person, Alfundega Congress Center, Porto	Future of Work Members (Discounted tickets)
21 May 2024	The Future of Work Unplugged - Practical Solutions for AI in HR and for the changing world of work	In Person, LinkedIn Offices, Dublin (sponsored by Brightwater.ie)	Future of Work Members
6 June 2024	Member Case Study Call TBC	Online, Zoom	Future of Work Members

- In person Event with **Josh Bersin** – July, exact date TBC
- For more information and the full 2024 programme of events contact Fiona.Farrell@workmatters.ie

Embracing New Ways of Working – ESBs Smart Working Approach

Samantha Breen, Strategic Change & Culture Manager, ESB
Colette Connolly, Change Manager, ESB

Smart Working

Future of Work Leaders Forum

April 11th 2024



Energy for generations

Meet the Team



Sam Breen
Strategic Change & Culture
Manager



Colette Connolly
Change Manager

Agenda



15 Minutes

Our Smart Working Journey

What Did We Achieve?

What Did We Learn?

What's Next?

Smart Working at ESB

CONTEXT

ESB is harnessing Smart Working to deliver better business outcomes (across attraction, retention, productivity, performance, well-being and inclusivity) by enhancing autonomy and leveraging flexible and digital ways of working.

Keeping all the best aspects of our ESB culture, Smart Working empowers us to reimagine our workplaces, embrace digital technologies, and deploy innovative working models to deliver Net Zero by 2040.

VISION STATEMENT

We continue to **trust** and **empower** each other to connect and collaborate as employees and teams, *in-person, on-site and virtually*, to deliver our **Net Zero** Strategy.

We will continue to deliver across all three dimensions of Smart Working



Where Did We Start, And What Did We Do?

2022



Our Learning Year

We tried, learned, and adapted to develop our best ways of working and discovered **4 key takeaways**:

1. **Strong culture of trust**
2. **Ability to attract and retain (EVP)**
3. **Relationships and connections**
4. **A solid foundation for a hybrid working model** had been laid

2023



Aims and Objectives

1. **Talent Attraction and Retention**
2. **People Experience**
3. **Support** for managers and employees
4. Create a **trust-based and flexible work model** (Driving our employee engagement score from 7.1 in 2022 to 8.0 by 2025)
5. **Progress** the conversation
6. Manage **potential risks**
7. **Retain ESB's position** as one of Ireland's thought leaders in ways of working

Areas of Focus

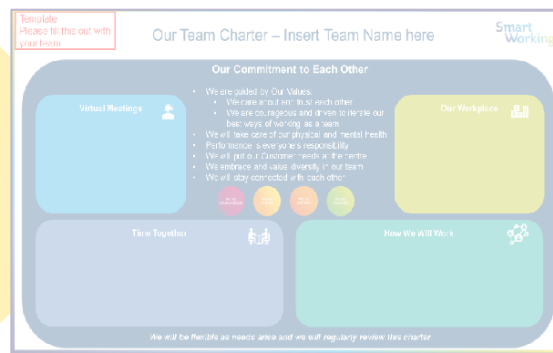
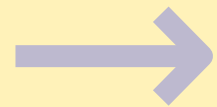
4 Areas of focus for 2023:

1. Enhanced focus on **in-person connection** and anchor days
2. Improving the experience of those **new to role/ESB, and early career**
3. Emphasis on **connection** with our colleagues and our purpose to strengthen our **culture**
4. Increased **supports for Managers** in leading Smart Working



What Did We Do, and Why?

2022



Data-Led Decision Making

Comms Campaign

Summer

- 2 Competitions
- 112 Competition entries
- 8,400+ views
- 37 Posts

Smart Working SharePoint Site

- 3 New Sections
- 11 News Articles
- 15 Updated Pages
- 32 Updated Slide Packs
- 1 Updated FAQ

Manager Supports

Working: Manager Playbook

People Manager Webinars

Courageous Conversations Digital Training

In-Person Manager Conferences

Employee Feedback

SW Pulse Survey

- 1800+ Responses
- 4500+ Comments analysed for sentiment

Smart Working Pulse Survey

May 2023

This survey provides the Smart Working team with a "pulse check" on the Smart Working experience of people in ESB

Key Enabler: ESB's Digital Accelerator

DATA ANALYTICS FOR ESB
IT enabling insights for a brighter future



Say hello to digital and data



Say hello to collaboration

Tight knit teams talk about their digital ways of working!

Should we use Teams more, not email?

This could be a 'Thread' in the Teams group!

How might our filing work better?

Let's 'share early' & use SharePoint not OneDrive

Go 'Full Teams Ahead' this September!

ESB Talks Video Series

Below you will find a collection of videos, including some really inspirational 'ESB Talks' featuring the personal journeys of our colleagues. These videos really bring to life the benefit of taking the time to create a development plan and are well worth a watch.

The Why and How of Development Plans

This video, delivered by [\[Name\]](#), explains what a development plan is and why it matters.

[Add a caption](#)

Engineering and Major Projects

Hear all about [\[Name\]](#)'s career journey from living in Afghanistan to becoming a senior manager in ESB.

Creating Your Own Story

This short video, delivered by [\[Name\]](#), explains why having a personal brand matters!

[Add a caption](#)

Generation and Trading

Watch to find out how [\[Name\]](#) progressed in his career to his current role as Station Manager in Ardnacrusha.

Say hello to learning

In this video, delivered by [\[Name\]](#), we discuss objective setting and development plans matters!

[Add a caption](#)

ESB Networks

Find out about [\[Name\]](#)'s development from doing an internship in ESB, to becoming a Professional Engineer.

Say hello to data

Learn how to use data in ways that work for you, and how to become data-driven

Collaboration Spotlight Series

Below you will find a collection of videos, featuring the wonderful ways by which some of your colleagues collaborate with their teams. These videos really bring to life the benefits of digital collaboration and being more efficient.

Using One Note to Collaborate

This video, delivered by [\[Name\]](#), explains how his team uses One Note on the go to collaborate!

[Add a description](#)

[Add a description](#)

Collaborating with Huddle Boards

Hear all about how [\[Name\]](#) and her team leverage huddle boards to track task progress

[Add a description](#)

[Add a description](#)

Using MS Teams as a Forum

Find out about how [\[Name\]](#) and his team use an MS Teams channel as a forum for people to ask questions

[Add a description](#)

[Add a description](#)



How to use GenAI at ESB

What is Generative AI?

Generative AI is the ability of a computer program to **create brand-new, completely original variations of content** (including text, images, video, music and speech). Generative AI (GenAI) can analyse, improve or alter existing content, and it can **create new data elements and models of real-world objects**, such as buildings, parts or materials.

While AI has been around for decades, the arrival of ChatGPT (a GenAI application) in November 2022 has democratised access to this technology and created the potential to transform the way virtually all enterprises compete and do work.

Copilot Web Chat Week

Prepare for lift off with Copilot Web Chat!

How to get started 🌟

[Add a description](#)

[Add a description](#)

✔ The Do's and Don'ts ✖

[Add a description](#)

ESB's GenAI Guidelines 📄

[Add a description](#)

So, What Did We Achieve?



Talent and Acquisition Results

1

38,136
Applications

97.7%
Overall Retention

6%
New Hire attrition



New Joiners in 2023!

June 2023 Pulse Survey Results

80%

of Pulse Survey participants agree that **“Smart Working positively influences their decision to stay with ESB”**



82%

of Pulse Survey participants are meeting the **“at least weekly” in-person attendance** expectation.



Smart Working Experience Ratings (1-5)



Team Experience
4.1 average



Personal Experience
4.2 average



People Manager Experience
4.1 average

Because it wasn't mandated it makes me feel I have the trust of ESB and therefore I WANT to come into the office more and basically the trust makes me want to work harder out of my own appreciation of that trust.

*I genuinely believe I work more effectively and efficiently after Smart Working than before and one of my direct reports commented that they **would not leave for €20K more!***

because of the flexibility and efficiency that home working brings I feel more inclined to stay working at ESB when I could be retired.

*Our team is geographically dispersed and **without MS Teams/Smart Working I would struggle to have any team members if they had to be based in Dublin.***

*Smart Working in ESB has genuinely changed my life for the better. **I am significantly less stressed and happier.** The work life balance which it affords me as a single parent is so important to me and I never would have believed it was possible.*

***Promotional opportunities** have opened up to people now that the constraint of location has been minimised.*



4,500+ Comments


Employee Voice Survey Results (2022-2023)



We're Trusted  Value


7.5

↑ +0.3 improvement

We're Caring  Value

7.4

↑ +0.4 improvement

We're Driven  Value

7.3

↑ +0.3 improvement

We're Courageous  Value

7.1

↑ +0.3 improvement

Employee
Engagement

+0.4

Autonomy

+0.2

+0.4

Organisational
Support

+0.2

Mental
Wellbeing

What Challenges Did We Face?



Operating in the Unknown



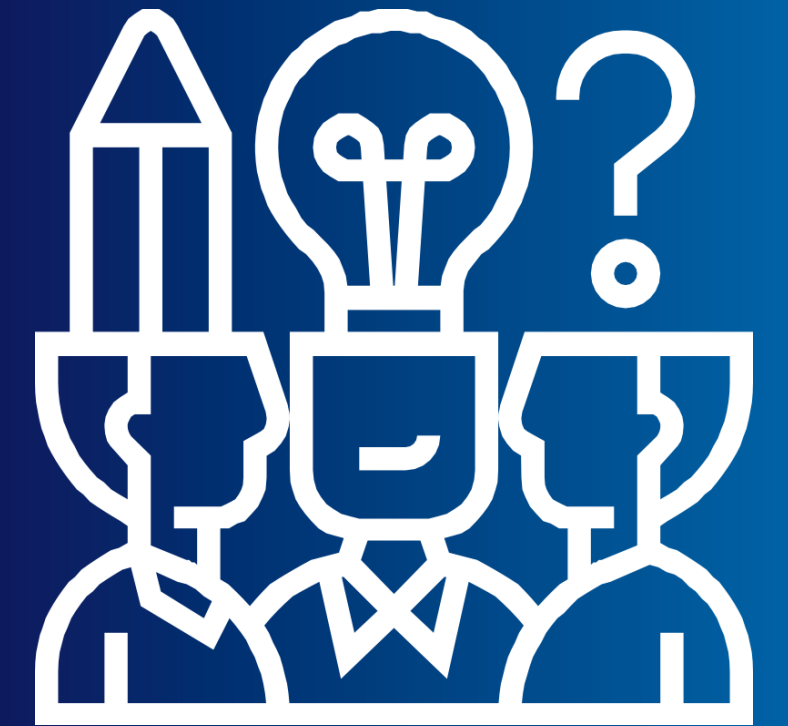
External Noise



Implementing Anchor Days



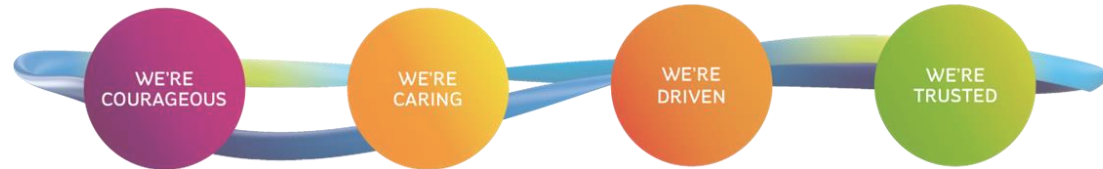
Manager Empowerment



What Have We Learned?

1

Focus on what is right for ESB,
not what others are doing



2

Embed agile
leadership



3

Employee-
centricity is
key



4

We do
not operate
in a vacuum



What's Next?



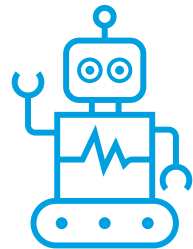
1. Listening Tours and Feedback



2. Shift Focus from ***Place and Space*** to ***How*** work gets done



3. Focus on Team Effectiveness



4. Planning for the Future of Work

Net Zero 2040 & Our Culture Framework

OUR ROLE

PURPOSE

At ESB, we're driven to make a difference. Delivering a brighter future; creating and connecting sustainable, reliable, affordable energy; and supporting the customers and communities we serve to achieve net zero.

Our Culture

Proud of our past, shaping our tomorrow - Together

"We work together to deliver on our purpose, creating an inclusive and values-based culture where everyone can be themselves and play their part. We act with integrity and bring energy and pace to what we do daily, innovating and collaborating to meet the challenges and the opportunities ahead."

Our Culture framework sets out the five priority behaviours

grounded in our values that we will further strengthen to ensure we have a values-based and inclusive culture



Smart
Working

Thank you



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