environmental investigation agency

Values & Behaviour Framework

Collaboration

Dictionary definition

"The action of working with someone to produce or create something." (Oxford Dictionary)

What this means in practice at EIA UK

At EIA UK, collaboration means working across teams, and with external partners, funders, governments and the communities we work alongside, to achieve shared conservation and campaign outcomes. It means sharing information, credit and expertise freely and genuinely valuing perspectives that differ from your own — whether that's a colleague in Finance, a campaigner in the field or a partner NGO overseas.

Questions to help reflect on this value

- How have you worked with people in another team, or an external partner, to get something done this year?
- Can you give an example of sharing information, credit or resources, rather than working in isolation?
- How do you respond when someone challenges your view or brings a different perspective?

Behaviours at each level

Ratings use the same 0-3 scale as the annual and mid-year reviews. Not every behaviour will apply to every role — use the examples closest to your own work and stakeholders (internal colleagues, external partners, donors or the communities and campaigns we work with).

0 – Unacceptable	1 – Developing	2 – Met	3 – Exceeded/Role Model 2-Met for Senior Leaders
• Works in isolation and rarely shares information or updates with colleagues • Excludes relevant people from decisions that affect their work • Dismisses or ignores input from other teams or partner organisations • Takes individual credit for shared work	• Shares information when asked, but doesn't proactively reach out • Works well within their own team, but rarely connects across teams or externally • Can be defensive when receiving feedback or a different view • Needs prompting to involve others in decisions	• Proactively shares relevant information, updates and resources with colleagues and partners • Builds effective working relationships across teams and with external stakeholders (donors, partner NGOs, government contacts) • Seeks and values input from people with different expertise before finalising decisions • Gives credit to others and acknowledges collective effort	• Actively builds bridges between teams or organisations that wouldn't otherwise collaborate, unlocking better outcomes • Is sought out by colleagues and partners because of their openness and reliability • Creates space for quieter or less senior colleagues to contribute • Role-models collaborative behaviour and helps others work together more effectively

Values & Behaviour Framework

Courage

Dictionary definition

"The ability to do something that frightens one; strength in the face of difficulty or risk." (Oxford Dictionary)

What this means in practice at EIA UK

At EIA UK, courage means speaking up, raising concerns and standing behind evidence-led positions even when they are unpopular, difficult or carry personal or organisational risk. It shows up in holding ourselves and others to account, campaigning on difficult issues, and being willing to challenge upwards as well as downwards.

Questions to help reflect on this value

- Describe a time you raised a concern or gave feedback that was difficult to say.
- How do you respond when you believe a decision or action isn't right, even if it's unpopular?
- Have you had to defend an evidence-based position under pressure? What happened?

Behaviours at each level

Ratings use the same 0-3 scale as the annual and mid-year review. Not every behaviour will apply to every role — use the examples closest to your own work and stakeholders (internal colleagues, external partners, donors or the communities and campaigns we work with).

0 – Unacceptable	1 – Developing	2 – Met	3 – Exceeded/Role Model 2-Met for Senior Leaders
• Avoids raising concerns even when something is clearly wrong • Stays silent to avoid conflict and lets mistakes go unaddressed • Blames others rather than taking responsibility • Avoids difficult conversations, even when they're part of the role	• Will raise a concern if directly asked, but rarely does so unprompted • Uncomfortable disagreeing with more senior colleagues • Needs support to prepare for or have difficult conversations • Acknowledges mistakes when pointed out, but doesn't proactively flag them	• Speaks up when something is not right, even if it's uncomfortable to do so • Gives honest, direct feedback constructively • Takes responsibility for mistakes and works to put things right • Is willing to challenge decisions, including from senior colleagues or partners, when the evidence supports it	• Creates a culture where others feel safe to speak up too • Takes on difficult or high-risk pieces of work that others avoid • Challenges poor practice wherever it occurs, including with external partners, donors or media • Holds firm on evidence-led positions under sustained pressure

Change

Dictionary definition

"To make or become different; the process of becoming different." (Oxford Dictionary)

What this means in practice at EIA UK

At EIA UK, change means responding constructively to shifting priorities, ways of working and other factors in the external environments . The funding, campaigns, regulatory and policy landscapes move quickly in our sector. It means contributing ideas for improvement and helping colleagues to adapt rather than simply enduring change when it happens.

Questions to help reflect on this value

- Tell me about a recent change in your role, team or ways of working — how did you respond?
- Have you suggested or led an improvement to a process, campaign approach or system?
- How do you help others adjust when something changes?

Behaviours at each level

Ratings use the same 0-3 scale as the annual and mid-year review. Not every behaviour will apply to every role — use the examples closest to your own work and stakeholders (internal colleagues, external partners, donors or the communities and campaigns we work with).

0 – Unacceptable	1 – Developing	2 – Met	3 – Exceeded/Role Model 2-Met for Senior Leaders
• Resists or complains about change without offering alternatives • Continues with old ways of working after a change has been agreed • Unaware of, or indifferent to, the impact of change on colleagues • Places unnecessary pressure on the team during periods of change	• Accepts change when required, but needs support to adjust • Rarely proposes improvements unprompted • Can lose focus or become overly anxious, when priorities shift • Adapts at their own pace rather than the team's	• Adapts well to changing priorities and new ways of working • Proposes practical ideas for improving how we work • Supports colleagues through change with a positive, solutions-focused attitude • Seeks others' views and priorities when initiating change that affects them	• Actively anticipates and prepares for change before it's required • Leads or champions improvements with a benefit beyond their own team • Helps the organisation stay resilient and future-focused • Brings colleagues and partners with them through periods of significant change

Document control

Version	Date	Author	Reason for amendment
0.1	July 2026	Sharonne Baiden(HR)	Initial draft for Manager Forum discussion, SMT review and Comms check
0.2	September 2026	Sharonne Baiden(HR)	Minor adjustments made for publishing