

EGCO Employee Engagement Survey

June 2025

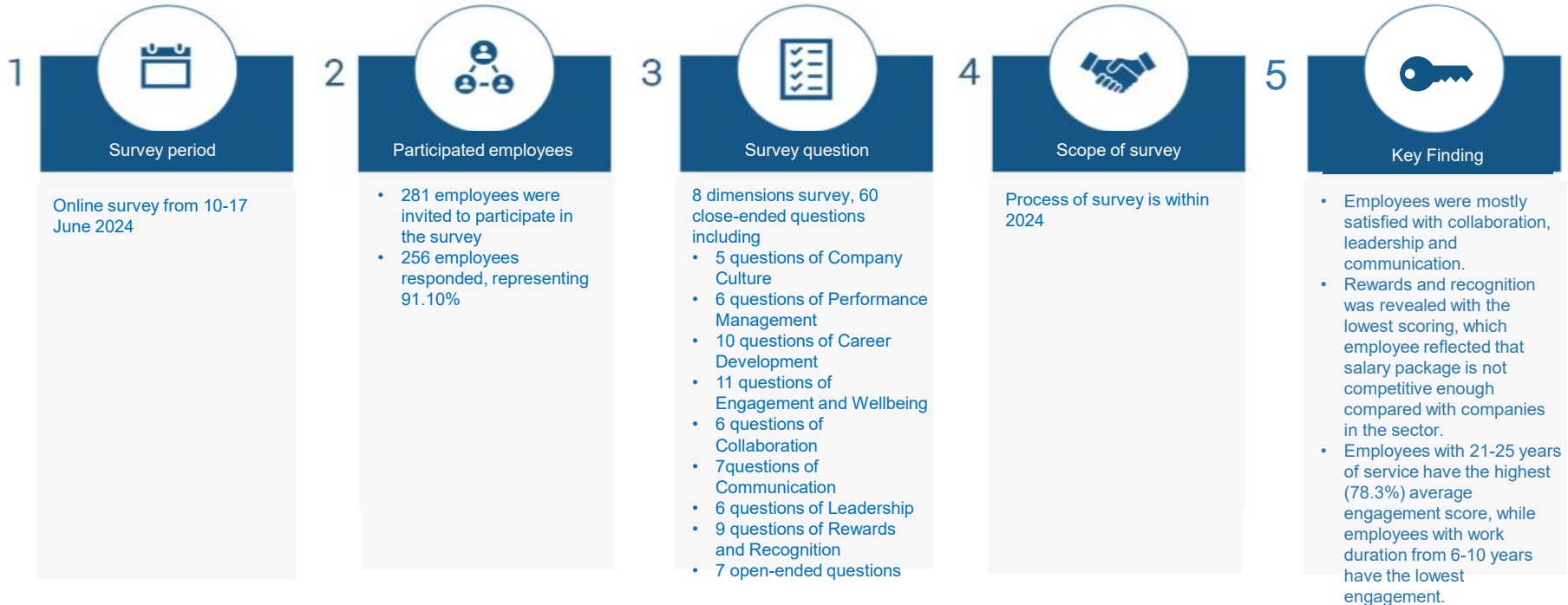


Introduction

- In 2024, EGCO engaged Baker Tilly Consulting Services, an external organization, to carry out a survey focused on employee engagement. The objective was to assess the level of individual employee engagement and examine various factors associated with the employee experience within EGCO. The survey comprised tailored questions that delved into 8 dimensions, including Company Culture, Performance Management System, Career Development, Engagement and Wellbeing, Collaboration, Leadership, Rewards and Recognition, and Communication. These specific areas were chosen to gain insights into the mentioned aspects and their impact on employee engagement outcomes within the organization.
- By addressing these diverse areas, the results could then be used to identify areas for improvement and develop strategies to enhance employee engagement and satisfaction.

Executive Summary

256 of EGCO Group employees (91.10% percent) participated in the survey. The survey consists of 67 questions, 60 close-ended questions and 7 open-ended questions which included the four aspects of job satisfaction, purpose, happiness, and stress.



Executive Summary

EGCO Employee Engagement Survey Methodology: Engagement Measurement Questions

Level of employee engagement with the organization can show through the 8 dimensions including;

- **Company Culture:** Employees feel that they are part of the company and perception of job satisfaction (culture and way of working)
- **Performance Management:** Perception of fairness and equality in employee's performance
- **Career development:** Employees realize their opportunities of career growth and purpose to dedicate to complete assignment.
- **Engagement and Wellbeing:** Focusing on relationship in the organization and employee's happiness and stress
- **Collaboration:** Perceptions on collaboration within teams, across teams, and other offices both locally and internationally
- **Communication:** Good communication within the organization to improve teamwork and motivate employees
- **Leadership:** Employee's opinion on leadership within the organization
- **Rewards and recognition:** Employees' contentment on incentives

The survey was analyzed in various aspects to identify that engagement survey results through grouping of results (average score), with aspects are as follow:

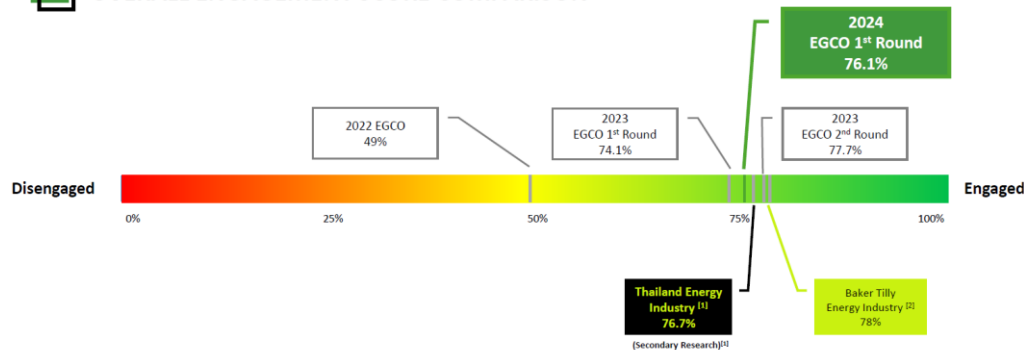
- Dimension
- Department
- Generation
- Age
- Gender
- Position level
- Year of services

Executive Summary

EGCO Employee Engagement Result Summary



OVERALL ENGAGEMENT SCORE COMPARISON



EGCO's engagement score is nearly comparable to the overall industry average in Thailand (based on secondary research) but is slightly lower than the Baker Tilly Energy Industry score.

Limitation: EGCO's The engagement scores from 2022 were obtained using a different methodology.

Remarks:

1. The Thailand Energy Industry Score is based on secondary research, incorporating scores from public records (2022-2023) of 25 companies ranked among the Top Energy Public Companies in Thailand with a market capitalization greater than 10,000 MB. Companies included are PTT, PTTEP, GULF, OR, TOP, GPSC, EA, RATCH, BGRIM, BCP, BANPU, BPP, TTW, IRPC, CKP, THPP, GUINKUL, BCPQ, WHAUP, PTG, ACE, SGP, BAFS and SSP.
2. Baker Tilly Energy Industry score is based on 5 companies during 2023-2024

According to the survey results, EGCO Group employee engagement result in 2024 is 76.10 %, which represents a slight decrease of approximately 1.6 % from the previous year. Moreover, when compared with the industry average, EGCO Group score is near the Thailand Energy Industry.

Executive Summary

2024 EGCO Employee Engagement Result Summary

Examples of aspects addresses in employee surveys:

Job satisfaction

- The organizational culture is cohesive, like a family, with a sense of brotherhood and sisterhood, empathy, mutual support, unity, and dependence on one another, always ready to provide assistance.
- There are challenging goals are set for each department, with cross-functional work being carried out.

Purpose

- Organization to deliver feedback for employees to point out where employees can further develop.
- Organization considers to expand into other businesses for company growth
- Organization to build confidence in the promotion system to encourage employees to dedicate themselves to their work.

Happiness

- Boost morale to create a working atmosphere where everyone can work together smoothly.
- Leader who provides opportunities, offers support, and is always open to listening.
- There are frequent non-work-related activities to relieve stress and help employees get to know each other better.

Stress

- Currently, employees who perform well often receive more tasks. The process of warning and managing employees who perform below standard is crucial.
- Increasing “Work From Anywhere” days doesn't require employees to come into the office, aiming to reduce fatigue from commuting and ensuring employees have adequate rest time.

