



EGCO Employee Development Programs

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Long Term Target



Effectively implement the human capital management system reformation



100% of employees who attended the Succession Planning & Development program are considered as successor for management positions



Achieve Employee Engagement result more than **60%** within 2024



Increase the number of female employees in Junior Management positions by at least **50%** within 2025



Increase the number of female employees in Management positions by at least **30%** within 2025



Increase the number of female employees in revenue-generating functions by at least **30%** within 2025



Increase the number of total female employees by at least **30%** within 2025



Share of female employees in science, technology, engineering, and mathematics (STEM) positions with significance contribution to business operations is **50%** within 2025

“EGCO Group supports every level of employees in learning, training, and expertise development to prepare for EGCO Group’s continuous expansion. We create a corporate culture with learning at the core. Learning is an important ground for growth and development, both for the employees and the company. The yearly training and workshops are planned according to the Training Needs analysis, performance assessment results, the company’s policies and strategies, and related laws and regulations.”

Performance Management Training Series: Learning & Development

Performance Management Training Series: Learning & Development *Summary*

Description of the Program	Program Objective & Business Benefits	Quantitative Impact of Business Benefits	% of FTEs Participating in the Program
<p>The Performance Management Training Series is an interactive program designed to enhance leadership competencies, specifically Result Driven and Deliver Future Capability, among line managers and officers in human resources management, comprising of three courses:</p> <p>1. Human Resources Performance Management helps enhance the Result Driven competency to provide line managers with better understanding of process of performance management which includes setting KPI that aligns with the organization’s key missions and establishing the framework and procedures for effective communications between line managers and team members to build team mutual accountability and to enhance team performance.</p> <p>2. Individual Development Plan (IDP) is for employees of all levels to understand the roles and responsibilities of both line managers and subordinates in the process of crafting and executing IDP, including to understand the importance of competency model in IDP setting to develop their own capability for current jobs or career opportunity.</p> <p>3. Coaching, Mentoring & Giving Feedback for Performance focuses on skills for communicating performance feedbacks to improve employees’ capabilities with a favorable working atmosphere and to motivate underperforming employees to meet expectations per the Performance Improvement Plan (PIP).</p>	<p>Objective and benefits for each three courses of the training are to create an environment of employee engagement, motivation, and support. With a focus on practical learning through lectures, case studies, and skill practice sessions, the training series will lead to an increasing of employee satisfaction, less turnover rate which improved overall performance due to the smooth operation and spending less time and resource on recruitment and onboarding.</p>	<ul style="list-style-type: none"> Employee engagement in satisfaction dimension of direct manager increased from 46% in Year 2021 to 67% in 2022. Employee engagement in satisfaction dimension of career opportunities & development increased from 30% in Year 2021 to 69% in 2022. Employee engagement in satisfaction dimension of collaboration increased from 37% in Year 2021 to 43% in 2022. 	<p>1. 9.71% (120 persons) For Human Resources Performance Management</p> <p>2. 15.70% (194 persons) For Individual Development Plan (IDP)</p> <p>3. 7.28% (90 persons) For Coaching, Mentoring & Giving Feedback for Performance</p> <p>32.69% of FTEs for the series: (404 persons)</p>

Performance Management Training Series: Learning & Development *Program Approach*



Training Approach:

- A series of 3 interactive workshops,

Key Objectives:

- Enhancing the competency of Deliver Future Capabilities,
- Improving knowledge and skills for coaching, mentoring, and communicating performance feedbacks as a means to improve employees' performance and build team mutual accountability,
- Understanding the roles and responsibilities of both line managers and subordinates in the process of crafting and executing IDP
- Understanding the importance of competency model in IDP setting

Participants:

- Executive vice presidents (EVP) or executives,
- Vice presidents (VP) or first-level management,
- Senior vice presidents (SVP) or middle management,
- Officers or non-management level.

Participants were varied from 90-194 employees.

Performance Management Training Series: Learning & Development

Quantitative Benefits Calculation

 <p>Employee Engagement Score</p>	<p>Employee engagement in satisfaction dimension of direct manager increased from 46% in Year 2021 to 67% in 2022</p>
 <p>Employee Engagement Score</p>	<p>Employee engagement in satisfaction dimension of career opportunities & development increased from 30% in Year 2021 to 69% in 2022</p>
 <p>Employee Engagement Score</p>	<p>Employee engagement in satisfaction dimension of collaboration increased from 37% in Year 2021 to 43% in 2022.</p>

Basis measurement:

As part of line manager training, the management of subordinate performance is emphasized. To assess performance in this area, the employee engagement survey includes a question about satisfaction with direct managers. Following the implementation of this training series, the score for this question has improved. Additionally, other questions pertaining to direct managers, such as career opportunities and collaboration, have also shown improvement in engagement score.

Penetrant and Magnetic Testing Training Course



Penetrant Testing and Magnetic Testing Training Courses

Summary

Description of the Program	Program Objective & Business Benefits	Quantitative Impact of Business Benefits	% of FTEs Participating in the Program
<p>EGCO Engineering & Service (ESCO) offers its maintenance services to their power plant and industrial plant clients, which encompass various tasks such as equipment inspection. Consequently, ESCO employees who are eligible to conduct the inspection services must successfully complete and acquire a certification from the Penetrant Testing and Magnetic Testing Training Courses (PT, MT). The courses are non-destructive testing programs aimed at equipping maintenance staff with the necessary skills to identify flaws and potential material defects in equipment and machines. The courses cover Inspection Proficiency Levels 1 and 2 and include both classroom lectures and hands-on training sessions. The training covers the principles, techniques, and applications of penetrant and magnetic testing methods. The successful completion of the courses results in a certificate of completion, and the trainees are then deployed onsite to conduct non-destructive inspections. A total of 82 engineers and maintenance workers have completed the training and received the certificate.</p>	<p>ESCO offers maintenance services, preventive inspections, as well as fixes and repairs for power and industrial plants' machinery and equipment. In order to carry out these tasks, ESCO personnel are required to possess valid certificates; otherwise, ESCO cannot offer these services for sale. By ensuring that ESCO employees obtain certificates, the company not only enhances the capabilities of its team, but also enables them to provide comprehensive services, leading to increased revenue.</p>	<p>Revenue generation: The estimated revenue from PT and MT works can be assessed approximately at around 10% - 20% of the total income of ESCO.</p>	<p>6.63% (82 persons)</p>

Penetrant Testing and Magnetic Testing Training Courses

Quantitative Benefits Calculation

 <p>Revenue Generation</p>	<p>Regarding the PT, MT works, the estimated revenue can be assessed approximately at around 10% - 20% of the total income of ESCO.</p>
 <p>Certificate of Authorization</p>	<p>Training on Penetrant Testing and Magnetic Testing based on Inspection Proficiency Levels 1 and 2</p>

Basis for revenue generation calculation:
 In PT, MT works, this training provides more capability to offer more services for sale, also reduce the cost for sub-contract in situation where ESCO personnels do not have a valid certificate.

The estimated revenue can be assessed approximately at around 10% - 20% of the total income of ESCO, as maintenance services, preventive inspections, as well as fixes and repairs for power and industrial plants' machinery and equipment are all embedded in every part of ESCO's work.

