EGCO Employee Development Programs

May 2025

EGCO Employee Development Program

At EGCO Group, employee development is a strategic priority aimed at nurturing talent, enhancing capabilities, and fostering a growth-oriented culture. The company adopts a comprehensive approach, combining both internal and external learning methods to ensure employees receive the right opportunities for skill enhancement and career progression

Learning and Development Process

- Organizational Context: Understanding EGCO's evolving business environment to develop a learning strategy to support both organizational goals and future capabilities needed to drive sustainable growth

- Identifying Learning Needs: EGCO Group conducts regular assessments to identify skill needs for its employee in all organizational level to uncover skill gaps and development opportunities.

- Planning Learning and Development: Once skill needs or gaps are identified, EGCO Group designs tailored Leadership and Development programs aligned with business objectives and employee aspirations.

- Implementation: EGCO Group employs diverse learning methods, including coaching, mentorship, classroom training, e-learning platforms, on-the-job training, and encouraging participation in teams and networks.

- Evaluation: To ensure continuous improvement and effectiveness, EGCO Group rigorously evaluates its employee development programs by measuring employee performance outcomes and overall business impact.

Example of Internal and External Learning Methods

EGCO Group supports continuous employee development through a combination of **internal and external learning methods**, aimed at strengthening leadership capabilities, technical skills, and knowledge sharing across all levels.

Coaching and Mentorship
EGCO Group offers both internal and external learning methods to support employee development, including coaching and mentorship programs. For example, EGCO Group conducted the "Coaching, Mentoring & Giving Feedback for Performance" training, aimed at enhancing leadership capabilities and providing personalized guidance to employees. Additionally, the "Individual Development Plan (IDP)" course helped employees develop skills for career growth. These initiatives foster career development, improve performance, and drive higher engagement within the organization

Teams and Networks
EGCO Group supports Employee Resource Groups (ERGs) that encourage collaboration and knowledge sharing across all employees. A notable example is the Power Plant Management and PPA (Power Purchase Agreement) sharing session conducted in February and March 2025 by Power Plant Management Division, which helps both new and experienced employees deepen their understanding of power plants and energy contract management. In 2025, knowledge sharing session on Project Finance was also conducted for employees in related project finance functions in Asset Management, Law, and Business Development Divisions. Employees are also encouraged to participate in professional networks and industry events to stay informed about current trends and exchange insights with peers across the sector.

Leadership Development Program

3-Course Leadership Series

Summary

Description of the Program	Program Objective & Business Benefits	Quantitative Impact of Business Benefits	Participants	Learning Methods
In 2024, EGCO Group conducted 3-Course Leadership Series for employees in position SVP, EVP, VP, AVP and officer levels as part of the Annual Development Plan 2024. The aim of the training series is to enhance leadership skills to lead self and team. The leadership series include: • Situational Leadership Modernized for SVP & EVP employees • 6 Critical Practices for Leading a Team for VP employees • Leading Self through Organizing at Work for officer to AVP employees	The objective of the leadership series Situational Leadership Modernized and The 6 Critical Practices for Leading a Team is for SVP, EVP, and VP employees to create appropriate leadership styles for managing teams by building capabilities of team and improving communication, feedback, and engagement. The Leading Self through Organizing at Work program allows officer to AVP level employees to develop skills to organize at work, manage emotions, and critical thinking and problem solving by creating growth mindset for personal success and developing self-management.	• **Improvement in employee turnover** for executive and middle management level. • In 2024, executives and middle management level turnover was decreased to zero persons (100% reduction). • Result of satisfaction of direct manager as measured in Leadership Dimension in 2024 Engagement Survey is 81.1%	Number of participants: • 16 SVP & EVP level employees in Situational Leadership Modernized (first cohort) • 64 VP level employees in 6 Critical Practices for Leading a Team • 114 officer & AVP level employees in Leading Self through Organizing at Work	• Blended learning method which includes pre-assessment/pre-work, interactive workshop, assignment, group coaching, group sharing, community of practices

3-Course Leadership Series

Photos from workshop

Cultural Education

EGCO Human Rights Due Diligence Workshop

Summary

Description of the Program	Program Objective & Business Benefits	Quantitative Impact of Business Benefits	Participants	Learning Methods
The EGCO Human Rights Due Diligence 2025 workshop focuses on assessing human rights risks related to EGCO's own operations, subsidiaries, and joint ventures across the world. It aims to equip participants with the knowledge to identify, prevent, mitigate, and account for potential human rights impacts across EGCO's activities. The workshop includes an overview of current human rights trends and real-life case studies to help employees recognize and address human rights issues within their operational contexts. In addition, EGCO Group provides technical support to suppliers to improve their capacity and ESG performance, focusing on fair labor practices, the prohibition of child labor, and ensuring living wages. These initiatives help align suppliers with EGCO's commitment to ethical and sustainable business practices.	The objective of the program is to equip participants with the skills to assess and manage human rights risks, reinforcing EGCO's commitment to corporate responsibility and sustainability. Anticipated outcomes include improved ESG performance, a reduction in human rights-related grievances, and enhanced compliance with international standards.	• In 2024-2025, reported zero human rights violation cases, reinforcing human rights into corporate culture.	• 59 participants (Full time employee) who attended Human Rights Workshop online & onsite • 100+ suppliers and contractors who attended Supplier Day 2024	• Interactive workshop designed to strengthen participants' capacity to address human rights issues • Facilitates knowledge exchange and collaboration among business units across global operations

EGCO Human Rights Due Diligence Workshop

Photos from workshop & Supplier Day

Retirement Transition Program

Transition Program for Retiring Employees

Summary

Description of the Program	Program Objective & Business Benefits	Quantitative Impact of Business Benefits	Participants	Learning Methods
In 2024, EGCO Group conducted a knowledge sharing session as part of the Transition Program for Retiring Employees through sharing information and resources for retirement, which includes: • Provident fund for retirement • Social security Insurance for retirement • Retirement savings account under EGAT Saving and Credit Cooperative Limited • List of retirement benefits for employees retiring in 2024	The objective of the transition program is to equip retiring employees with knowledge and understanding on the retirement benefits provided by EGCO Group. The program also facilitates a smooth process for employees transitioning into retirement by providing resources on retirement savings through provident fund, social security insurance, and savings account provided under EGAT. In 2025, the program will incorporate topics on health & mental well-being and past-time hobbies.	• Support financial savings and pre-retirement planning for employees who are about to retire. • 5 employees who have opened retirement savings account under EGAT Saving and Credit Cooperative Limited.	• 9 participants (Full time employee who are about to retire).	• Organized knowledge sharing session to provide knowledge to employees who are about to retire.

Employee and Contractual Employee Training Program

ESCO DCS System

Summary

Description of the Program	Program Objective & Business Benefits	Quantitative Impact of Business Benefits	Participants	Learning Methods
In 2024, EGCO Engineering & Service Company Limited (ESCO) conducted knowledge sharing on DCS System as part of a series program for training employees working on O&M services. The DCS System is a system for controlling and monitoring the power plant production process. The topics of the program includes: • DCS system operation and configuration • Program usage and development • DCS controller inspection and system analysis • Loop diagram and DCS termination list reading	DCS System knowledge sharing is a part of a series of training program for O&M tasks. The objective of the DCS System knowledge sharing is to improve employee's competency, work efficiency for servicing clients, and develop innovative skills. Employees are also expected to apply the knowledge gained from the training to accurately implement the O&M in accordance with the client company's requirements.	• **Competency gained** of employees and contracted employees from the DCS System knowledge sharing supports more efficient O&M performance. • **Revenue gained** by achieving Equivalent Availability above 98.5%, company would earn a performance bonus of up to 5% of the annual operation period fee.	• 9 participants for DCS System Knowledge Sharing (ESCO employees including contractual employees in shift operation, maintenance, and safety positions).	• Conducted training through 4-day comprehensive training and hands-on practical sessions.

Digital Transition Program

Cyber Threats & Cyber Security Awareness Training

Summary

Description of the Program	Program Objective & Business Benefits	Quantitative Impact of Business Benefits	Participants	Learning Methods
The Cyber Threats & Cyber Security Awareness Training aims to educate participants on current cybersecurity threats, including social engineering, phishing, malware, online privacy, and AI security. It features real-life case studies to highlight actual cybersecurity incidents, along with an exploration of the evolution of AI and its implications on security, particularly with emerging technologies like Generative AI. The program also covers the risks of impersonation through deepfakes to raise awareness and enhance participants' understanding of these evolving threats. The Cyber Threats & Cyber Security Awareness Training is conducted twice a year and delivered across EGCO Group's employees, contractual consultants, and vendors.	The objective of the program is to raise awareness of cybersecurity threats, teach participants how to prevent scams like phishing and social engineering, and secure mobile and IoT devices. It also covers the implications of Generative AI and demonstrates hacking techniques to highlight vulnerabilities. The program is expected to reduce cyber risks, protect sensitive data, enhance organizational resilience, boost employee confidence in handling cybersecurity challenges, and foster a security-aware culture.	• **Competency gained** as measured through pre-test and post-test. Training participants pre-test and post-test average score increased from 11.8 to 14.0 out of 16 points indicating higher understanding cybersecurity awareness after training conducted. • The pre-test and post-test questionnaire was used to assess the level of cyber security understanding (e.g. phishing mail, setting password, malware, AI, etc.) after attending the cyber security awareness training.	• Approximately 199 participants (Full time employee contractual consultants, and vendors).	• In-depth lectures on cybersecurity topics, covering key concepts, trends, and best practices. • Engaging interactive discussions. • Live demonstrations of hacking cases. • Quizzes and Q&A sessions.

Microsoft Copilot for Microsoft 365 Program

Summary

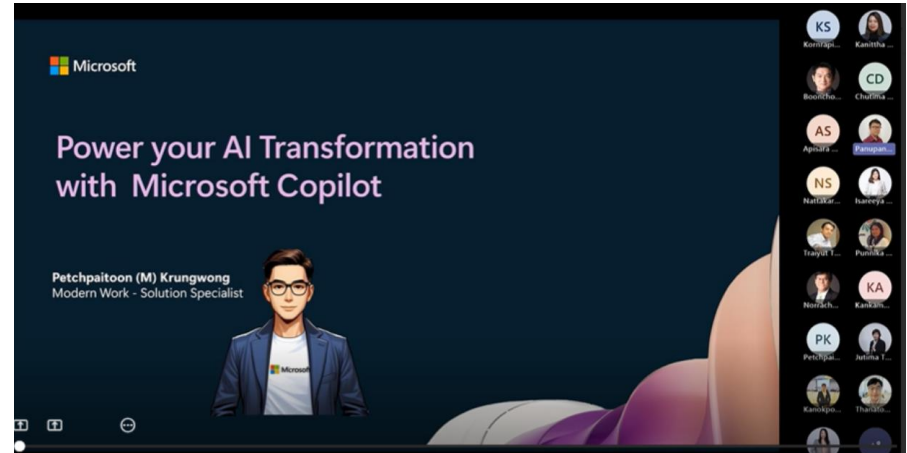| Description of the Program	Program Objective & Business Benefits	Quantitative Impact of Business Benefits	Participants	Learning Methods
The Microsoft Copilot for Microsoft 365 program is a comprehensive initiative aimed at integrating and deploying Microsoft's AI-powered assistant, Copilot, into an organization's operations. The program is designed to help users harness Copilot to boost productivity, streamline workflows, and enhance content creation across Microsoft 365 applications. It provides guidance on technical readiness, user adoption, and continuous optimization.	The objective of the program is to integrate and deploy Microsoft Copilot within an organization, equipping users with the skills and knowledge to effectively utilize the AI-powered assistant to enhance their daily work. By optimizing the Microsoft 365 environment, it delivers significant business benefits, including improving work efficiency and productivity for different roles in organization.	• **Improved efficiency** from reduced time to implement task. Training participants reported an average rating of 3.27 out of 5 when asked about whether Microsoft Copilot reduced the time to implement task. • Training participants reported an average rating of 3.4 out of 5 when asked about whether Microsoft Copilot helps improve work efficiency.	• 60 participants (Full time employee contractual consultants, and vendors).	• Training on using Microsoft Copilot and effective prompt setting. • Providing guidelines for maximizing the effective use of AI tools.

Digital Transition Program

Photos from training