

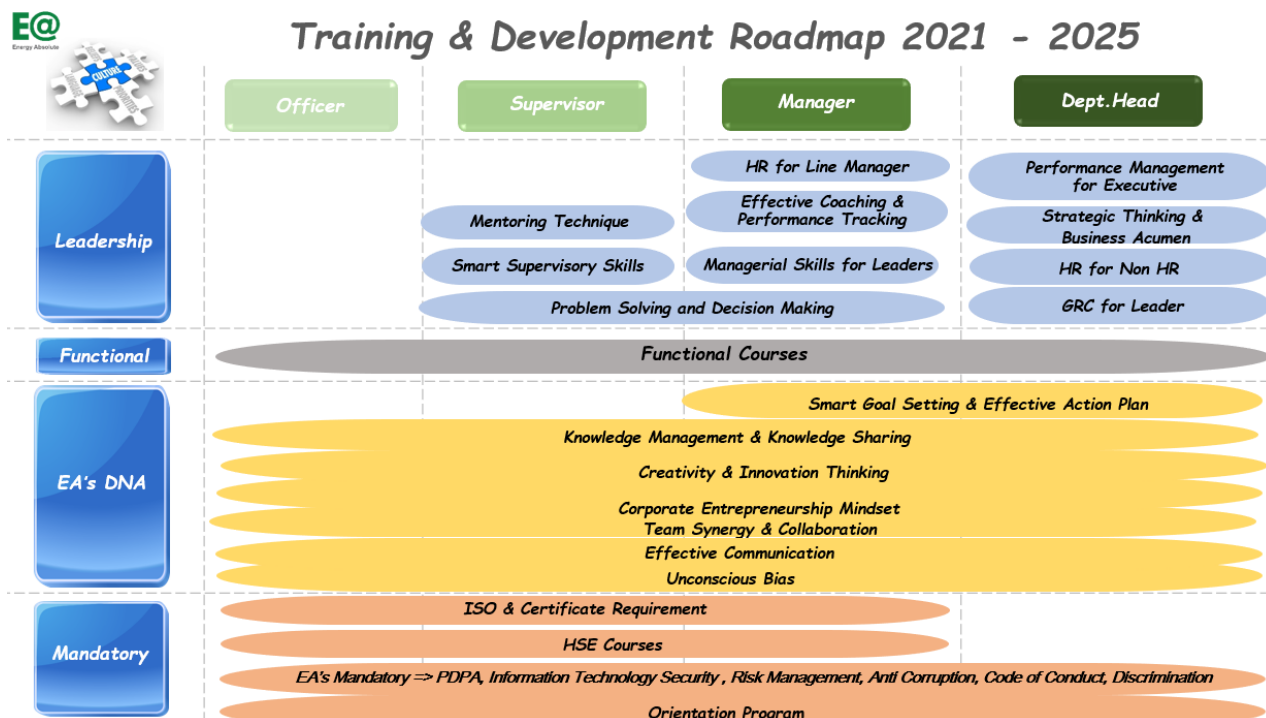


Energy Absolute Public Company Limited

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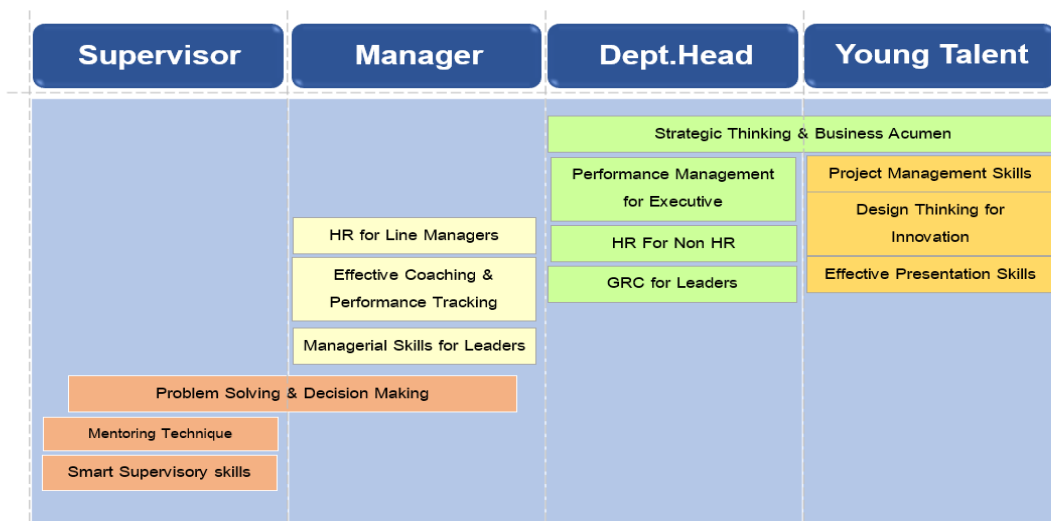
EA Training & Development Roadmap 2021 – 2025



EA Leadership & Talent Development Roadmap 2021 – 2025



Leadership & Talent Development Roadmap 2021 - 2025





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EA Group Learning & Development Program

Leadership Capability Development for Employee Engagement and Retention

Energy Absolute Public Company Limited places great importance on developing leadership capabilities at all levels, as the Company believes that leaders play a critical role in shaping employee experience, fostering Employee Engagement, driving Talent Retention, and building a sustainable organizational culture. Under the Company's Human Development Framework, a series of leadership and people management development programs has been designed specifically for managers and supervisors, as follows:

EA's employees training program	Manager Learning Program (MLP)	HR for Non-HR	Transition Preparation for Pre- Retirement Employees
Description of program	A 2-day, 1-night management development program designed to strengthen leadership capabilities and effective team management skills. Key topics covered include: • Roles, responsibilities, and accountabilities of managers • Leadership and	A program designed for managers and supervisors outside the Human Resources function, aimed at enhancing their understanding of people management in a fair and legally compliant manner. Key topics covered include: • Labour laws that supervisors should be aware of	The "Transition Preparation for Pre-Retirement Employees" is a self-learning program designed to support employees approaching retirement. The course covers key topics including financial planning, mental well-being, healthcare, social adjustment, and personal purpose



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	change management • Professionalism and ethics in management • Open Communication • Coaching, mentoring, and task delegation • Decision-making and problem-solving • DISC profiling for enhanced team management effectiveness • Self-assessment and leadership development planning	• Employer-employee relations management • Disciplinary action and lawful termination procedures • The role of supervisors as People Managers • Recruitment and selection • Performance Management • Training and Development • Employee Engagement • Career Development	after retirement. Delivered via the organization's E-learning platform, the course allows employees to engage at their own pace while reflecting on life after corporate employment. The program is available to employees aged 55 and above, as well as those voluntarily exiting the workforce, to ease their transition and preserve knowledge continuity within the organization.
Objective/ business benefit of the program	This program elevates managers' people management skills, enabling them to build stronger relationships with their teams, communicate organizational goals with clarity, and foster an open	This program enables managers and supervisors to manage their people more effectively, reduce labour-related risks, ensure fairness in team management, and enhance the overall employee	This program aims to uphold the organization's values of respect, care, and inclusion by supporting a dignified, well-prepared transition for retiring employees. Through this, the company



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	and participative work environment.	experience.	reinforces a culture of empathy and long-term employee engagement even beyond the active working years. Key benefits include: • Strengthening the emotional and cultural bond between employees and the organization. • Enhancing positive employer branding by demonstrating care for all stages of the employee lifecycle. • Preserving institutional knowledge through optional mentorship activities prior to exit. • Reducing anxiety and uncertainty among employees
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			approaching retirement, fostering a sense of security and trust. The program aligns with the organization's commitment to cultural education by nurturing a workplace environment where transitions are handled with mindfulness and mutual respect.
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Quantitative impact of business benefits (monetary or non- monetary)	• Employee Engagement Score has increased compared to the previous year from 48% to 49% • Employee Turnover Rate decreased from 27.09% to 20.53%	• Supervisors demonstrate improved ability to provide Feedback and support Employee Development • In 2025, EA recorded zero labour complaints and employee relations cases, reflecting the effectiveness of the company's employee relations management and grievance mechanisms in proactively addressing workplace concerns.	Reduction in transitional stress reported by participants, supporting smoother off boarding and lower exit-related conflicts. The average retirement readiness assessment score increased from 80% before the program to 90% after completion.
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Program Coverage	Training and development coverage includes full-time, part-time, and temporary employees under the Company's control. In addition, selected third-party workers (e.g. outsourced and subcontracted personnel) are included where the Company has operational oversight.		
% of FTEs participating in the program	75%	61%	82% of eligible employees (aged 55+)

Impact & Results

The continuous implementation of leadership development programs has resulted in enhanced People Management capabilities among managers and supervisors, enabling them to more effectively manage performance, communicate with their teams, and develop their employees.

Key outcomes reflected through human resource indicators include:

- Employee Engagement Score has increased compared to the previous year
- Employee Turnover Rate has declined
- Supervisors demonstrate improved ability to provide Feedback and support Employee Development
- Reduction in labour relations issues and internal complaints within the organization
- Increased readiness of personnel to grow into future leadership roles

The Company monitors the effectiveness of its programs through Employee Engagement Surveys, Turnover Analysis, Leadership Assessments, and departmental performance results, in order to continuously refine its leadership development process and support the sustainable growth of the organization.



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The Company believes that leaders play a critical role in creating a positive employee experience. As such, the development of leadership skills – encompassing performance management, communication, coaching, and team engagement – through the Manager Learning Program (MLP), HR for Non-HR, and Supervisory Skills programs has enabled managers and supervisors to manage their people more effectively.

In addition to the above outcomes, the Company further strengthens organizational performance and employee engagement through initiatives that promote an inclusive workplace culture.

The Company places strong emphasis on fostering an inclusive and diverse workplace through cross-cultural education. As part of the employee development initiatives, the Company provides cross-cultural training, including during onboarding and through ongoing learning programs, to enhance employees' ability to work collaboratively with colleagues from diverse cultural backgrounds, including Chinese, Taiwanese, and Myanmar nationalities. The Company promotes mutual respect, cultural understanding, and inclusive behaviors to ensure effective collaboration across multicultural teams.

This approach reflects the Company's commitment to diversity, equity, and inclusion (DEI), and supports the development of a workplace culture where differences are respected, and all employees feel valued and empowered to contribute to organizational success.

Findings from Employee Engagement Surveys and Workforce Metrics monitoring indicate the following outcomes:

- **Employee Engagement Score increased from 48% to 49%**
- **Employee Turnover Rate decreased from 27.09% to 20.53%**
- **The number of labour complaints and Employee Relations cases decreased to 0.**



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- **Employees reported higher satisfaction with their supervisors and internal team communication**

These results demonstrate that investment in leadership development strengthens management capabilities in people management, fosters a positive work environment, enhances employee engagement, and supports the long-term sustainable growth of the organization.

Cultural education Program

Cross-Cultural Communication



Energy Absolute, Energy for the Future

บริษัท พลังงานบริสุทธิ์ จำกัด (มหาชน)
Energy Absolute PCL

Cultural education Program

Corporate Culture & Core Values / Diversity, Equity & Inclusion (DEI)



Energy Absolute, Energy for the Future

บริษัท พลังงานบริสุทธิ์ จำกัด (มหาชน)
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Cultural education Program



Sustainability Culture



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