

# SUSTAINABILITY REPORT

## PEOPLE (Cont'd)

### Hiring, Diversity and Talent Development (Cont'd)

The Group's workforce comprises full-time employees, with no seasonal or part-time workers. As of the reporting period, no persons with disabilities were employed. The detailed breakdown of our new hires in FY2025 is as listed below:

#### New Hires breakdown by Gender, Age Group, and Nationality

New Hires	FY2025		FY2024		FY2023	
	Count	%	Count	%	Count	%
<b>By Gender</b>						
Male	192	56%	249	79%	302	82%
Female	153	44%	67	21%	66	18%
<b>Total (By Gender)</b>	345	100%	316	100%	368	100%
<b>By Age Group</b>	<b>Count</b>	<b>%</b>	<b>Count</b>	<b>%</b>	<b>Count</b>	<b>%</b>
<30	239	69%	241	76%	276	75%
30-50	95	28%	73	23%	86	23%
>50	11	3%	2	1%	6	2%
<b>Total (By Age Group)</b>	345	100%	316	100%	368	100%
<b>By Nationality</b>	<b>Count</b>	<b>%</b>	<b>Count</b>	<b>%</b>	<b>Count</b>	<b>%</b>
Local <sup>(1)</sup>	304	88%	315	100%	339	92%
Foreign	41	12%	1	0%	29	8%
<b>Total (By Nationality)</b>	345	100%	316	100%	368	100%

Note:

<sup>(1)</sup> Local as defined by Greatech, refers to Malaysians.

At Greatech, we are committed to fostering inclusive growth within the communities where we operate. Through our "Locals First" initiative, we prioritise the recruitment of local talent to strengthen community integration, support local economic development and build a workforce that is closely connected to local markets, cultures and societal needs. This approach enhances workforce stability while reinforcing our role as a responsible corporate citizen in the communities we serve.

Employee Category by Nationality	Nationality					
	FY2025		FY2024		FY2023	
	Local <sup>(1)</sup>	Foreign	Local <sup>(1)</sup>	Foreign	Local <sup>(1)</sup>	Foreign
Senior Management <sup>(2)</sup>	2	0	3	0	3	0
Middle Management	77	14	66	1	55	1
Executive	895	103	894	1	780	1
Non-Executive	530	142	522	45	560	45
Grand Total	1,504	259	1,485	47	1,398	47
<b>Percentage (%)</b>	85%	15%	97%	3%	97%	3%

Notes:

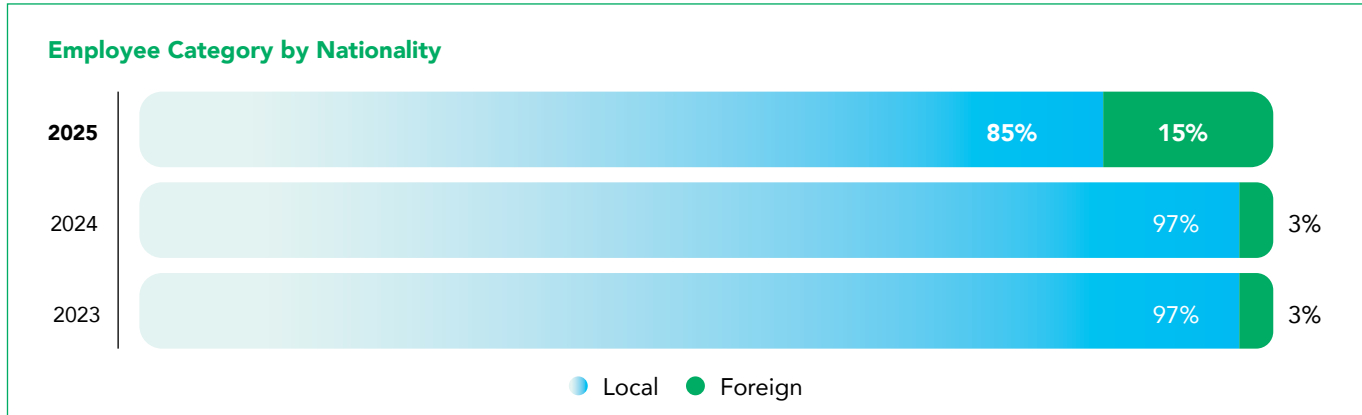
<sup>(1)</sup> Local as defined by Greatech, refers to Malaysians.

<sup>(2)</sup> Senior Management as defined by Greatech, refers to C-Suite.

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## PEOPLE (Cont'd)

### New Hires breakdown by Gender, Age Group, and Nationality (Cont'd)



### Utilisation of Contractors and Temporary Staff

In FY2025, temporary staff and contractors represented approximately 0.1% of the Group's total workforce. Greatech maintains a low reliance on non-permanent labour as part of its employment practices to support workforce stability, continuity of skills and consistent quality of operations.

Employment Type	FY2025	FY2024	FY2023
Contracted/Temporary Staff	0.1%	0.1%	0.1%

### Compensation and Benefits

Greatech provides a comprehensive and competitive suite of employee benefits aligned with applicable labour and employment laws, as well as prevailing market practices in the jurisdictions in which we operate. The benefits provided include statutory social security contributions, paid leave entitlements, insurance coverage and other employee welfare benefits. Where appropriate, the Group extends benefits beyond statutory minimum requirements to support employee well-being, financial security and long-term workforce stability.

The Group's remuneration framework is designed to ensure fair, competitive and transparent compensation. Compensation levels are benchmarked against market data and are set at or above legally mandated minimum wage thresholds in all operating locations. Remuneration decisions take into account job scope, skills, experience, performance and local market conditions, ensuring consistency and alignment with business needs.

Greatech is committed to pay equity and non-discriminatory remuneration practices. Compensation decisions are made without regard to gender or other personal characteristic and are based on objective, role-related criteria. The HR team conducts periodic internal reviews and external market benchmarking to identify and address potential pay gaps to support equitable remuneration outcomes across the Group.

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## PEOPLE (Cont'd)

### Compensation and Benefits (Cont'd)

The key benefits that Greatech offers include:

Types of Benefits	Description
<b>Leaves</b>	Annual Leave, Medical/Sick Leave, Maternity Leave, Compassionate Leave, Paternity Leave
<b>Allowances</b>	Outstation Allowance, Oversea Allowance
<b>Medical</b>	Dental, Optical and Healthcare, Foreign Worker Hospitalisation & Surgical Insurance ("SKHPPA")
<b>Insurance</b>	Travel Insurance, Employee Group Hospitalisation and Surgical Insurance
<b>Service Award</b>	Recognising employee contributions and career milestones at 5-year intervals
<b>Others</b>	Greatech Education Assistance Programme, Private rooms for lactation and prayers, Fitness Center, Share Option Plan, Share Grant Plan

Employee benefits across the Group are structured in accordance with local legal requirements and prevailing market practices in each jurisdiction. All full-time employees receive benefits that meet or exceed statutory obligations, including minimum wage requirements, social security contributions and mandated employee protections. The Group maintains full compliance with applicable labour and employment regulations in all countries of operation.

The Group makes regular employer contributions to statutory provident, pension and social security schemes, supporting employees' financial security and long-term retirement outcomes. These benefits are reviewed periodically to ensure continued regulatory compliance and alignment with market benchmarks.

Beyond statutory benefits, Greatech promotes employee engagement, health and well-being through workplace initiatives that encourage active lifestyles, teamwork and social interaction. Employee-led sports and recreational groups are supported across several operating locations, with selected activities receiving financial sponsorship from the Group.



Futsal Fun Kick Cup 2025



Basketball Competition 2025



Bowl & Bond 2025



During Great Care Day, the Group organised various health screening activities, blood donations and health talks for local communities and employees. Special benefits were also extended to senior citizens, including complimentary eye examinations with reading glasses and free health checks.

# SUSTAINABILITY REPORT

## PEOPLE (Cont'd)

### Equal Pay and Non-Discrimination

Equal pay for equal work remains a material issue in the Malaysian manufacturing sector, where wage disparities across gender and ethnicity are still observed. At Greatech, we uphold the principle of fair and equitable remuneration and strictly comply with the Employment Act 1955 and other relevant labour legislation.

The Group implements remuneration practices designed to prevent discrimination and promote pay equity. We conduct annual salary benchmarking and market surveys to identify, monitor and address any potential wage gaps. Compensation decisions are based on objective criteria, including job scope, responsibilities, qualifications, experience and performance, irrespective of gender, race or other personal characteristics.

Our remuneration philosophy is founded on the principle of "equal pay for equal work", applying a standardised salary structure and performance-based framework consistently across comparable roles.

While we maintain internal pay parity through rigorous policy application, we are enhancing our data analytics capabilities to ensure more granular reporting, including the precise calculation and disclosure of the ratio of basic salary and total remuneration between women and men across all employee categories. No employees are covered by collective bargaining agreements.

As part of the annual performance and remuneration review process, salary adjustments are made where necessary to ensure internal equity and external market competitiveness. Our commitment to equal pay extends beyond regulatory compliance and reflects a core element of our corporate values and governance culture.

### Parental Leave and Employment Continuity

The Group recognises the importance of supporting employees during key life events. In FY2025, 100% of employees were eligible for parental leave benefits in accordance with statutory requirements.

During the year, 24 female employees and 78 male employees utilised paid maternity and paternity leave, respectively. The return-to-work rate following parental leave was 100% for both female and male employees, demonstrating our supportive workplace practices and commitment to employee retention and work-life balance.

Number of employees who:	FY2025		FY2024		FY2023	
	Male	Female	Male	Female	Male	Female
are entitled to parental leave	736	441	516	94	398	65
took parental leave	78	24	67	11	59	12
are still taking parental leave as at 31 December	0	12	2	2	0	3
are due to return to work after taking parental leave as at 31 December	78	12	65	9	59	9
resigned after parental leave ended	0	0	0	0	0	0
returned to work in the reporting period after parental leave ended	78	12	65	9	59	9
returned to work after parental leave ended who were still employed 12 months after their return to work	52	10	54	11	31	2
Return to work rate (%) <sup>(1)</sup>	100%	100%	100%	100%	100%	100%
Retention Rate (%) <sup>(2)</sup>	78%	91%	92%	92%	94%	100%

#### Notes:

<sup>(1)</sup> Return to work rate = Total number of employees that returned to work after parental leave ended divide by total number of employees due to return to work after taking parental leave.

<sup>(2)</sup> Retention rate = Total number of employees retained 12 months after returning to work following a period of parental leave divide by total number of employees returning from parental leave in the prior reporting period.

# SUSTAINABILITY REPORT

## PEOPLE (Cont'd)

### Employee Performance Appraisals and Career Development

The Group recognises that systematic performance management and career development are critical to building workforce capability and long-term organisational resilience. Greatech implements a structured annual performance appraisal and career development process for all eligible employees, which assesses individual performance against defined objectives, identifies skill and development needs and supports succession planning and internal mobility.

Performance evaluation from the review process are used to inform training plans, career progression pathways and talent development initiatives, ensuring alignment between individual growth and the Group's strategic and operational priorities.

In FY2025, 100% of eligible employees completed their annual performance and career development reviews.

	FY2025
Eligible employee who completed performance and career development reviews	100%

### Employee Turnover and Retention

In FY2025, a total of 420 employees resigned, resulting in an overall employee turnover rate<sup>(1)</sup> of 24%, compared to 15% in FY2024. The increase was primarily driven by a tightening labour market, particularly for engineering and technical roles, which remains a competitive challenge within the manufacturing and automation sectors.

In response, the Group continuously monitors market-based wage benchmarks and industry trends to ensure remuneration remains competitive. We also regularly review and enhance our human resource policies and programmes, with a strong focus on workplace culture, career development pathways, mentoring initiatives and fostering an open, collaborative work environment.

The Group conducts exit interviews with departing employees to systematically capture feedback on employment experience and key drivers of attrition. Insights gathered are analysed by the HR teams and used to inform targeted retention initiatives and policy enhancements.



# SUSTAINABILITY REPORT

## PEOPLE (Cont'd)

### Employee Turnover and Retention (Cont'd)

#### Employee Turnover by Gender, Age Group, Nationality and Employee Category for FY2025

Employee Turnover <sup>(4)</sup>	FY2025		FY2024		FY2023	
	Count	%	Count	%	Count	%
<b>By Gender</b>						
Male	339	81%	187	82%	147	84%
Female	81	19%	42	18%	29	16%
<b>By Age Group</b>						
<30	240	57%	170	74%	122	69%
30-50	145	35%	56	25%	47	27%
>50	35	8%	3	1%	7	4%
<b>By Nationality</b>						
Local <sup>(2)</sup>	291	69%	228	100%	167	95%
Foreign	129	31%	1	0%	9	5%
<b>By Employee Category</b>						
Senior Management <sup>(3)</sup>	1	0%	0	0%	0	0%
Middle Management	13	3%	11	5%	7	4%
Executive	232	55%	123	54%	102	58%
Non-Executive	174	42%	95	41%	67	38%
<b>Overall</b>	<b>420</b>	<b>100%</b>	<b>229</b>	<b>100%</b>	<b>176</b>	<b>100%</b>

#### Notes:

- <sup>(1)</sup> Employee turnover rate is calculated based on total number of employees who left voluntarily or due to dismissal, retirement, or death in service, over the total number of employees at the end of reporting period.
- <sup>(2)</sup> Local as defined by Greatech, refers to Malaysians.
- <sup>(3)</sup> Senior Management as defined by Greatech, refers to C-Suite.
- <sup>(4)</sup> Employee turnover is defined as exits from employment during the reporting period. The turnover data excludes internal transfers, promotions but includes cases such as the re-designation of an Executive Director to a Non-Independent Non-Executive Director, where the individual retired from executive employment but continued to serve on the Board.

### Employee Engagement

Employee engagement is a strategic priority at Greatech and is integral to building a resilient, inclusive and high-performing workforce. We are committed to fostering a positive and supportive work environment through open communication, collaboration and continuous two-way feedback across all levels of the organisation, ensuring that employee perspectives are heard, respected and meaningfully addressed.

During periods of organisational change, we maintain open dialogue with employees and provide a minimum notice period of four weeks for significant operational changes. In regions with specific national labour laws such as Ireland and Slovakia, we strictly comply with statutory notice periods and consultation agreements mandated by local legislation. These provisions are integrated into our formal HRA policies and agreements where applicable.

# SUSTAINABILITY REPORT

## PEOPLE (Cont'd)

### Employee Engagement (Cont'd)

Employee engagement is supported through structured initiatives including team-building activities, employee recognition programmes, well-being initiatives and regular internal communication platforms. A core engagement mechanism is the Group's annual, anonymous Employee Satisfaction Survey, which provides employees with a formal and confidential channel to share feedback on workplace culture, leadership effectiveness, engagement drivers and areas for improvement.

The Employee Satisfaction Survey is currently conducted for the Group's Malaysia operations. To enable consistency and trend analysis, survey questions are maintained year-on-year. Survey results are reviewed by functional management and the Board, and are used to identify engagement strengths, emerging risks and priority focus areas. Targeted follow-up actions including town halls, focus group discussions and management engagement sessions, are conducted to address lower-scoring areas and qualitative feedback.

In FY2025, 1,376 out of 1,525 employees in Malaysia participated in the Employee Satisfaction Survey, representing a response rate of 90%. The overall employee satisfaction score was 77%, compared to 79% in FY2024. These results continue to inform our engagement priorities and improvement initiatives within the Malaysia operations.

Through sustained focus on inclusion, recognition, employee well-being and professional development, we aim to strengthen employee engagement, enhance retention and support long-term organisational performance.

### Training and Development

Greatech recognises that continuous learning and skills development are critical to addressing industry-wide skills gaps and supporting the Group's long-term competitiveness. Accordingly, we view investment in employee education and development as a strategic priority and a key enabler of workforce resilience, innovation and operational excellence.

The Group provides structured training and development programmes covering technical, operational, commercial and leadership competencies. These include formal training programmes, mentorship and coaching, leadership development initiatives, recognition and career development resources. Employees are encouraged to participate in regular performance and development discussions, as well as relevant external training programmes, workshops and conferences, to enhance their capabilities and remain current with evolving industry and technological trends.

To monitor the effectiveness of our human capital investment, the Group tracks training hours and training expenditure, benchmarking performance against internal targets and relevant external references. Our internal target is to provide an average of at least 36 training hours per employee per year, supporting continuous skills upgrading across all employee categories.

In FY2025, the Group delivered a comprehensive suite of training and development programmes to both new and existing employees. Total training investment amounted to RM0.94 million (FY2024: RM0.46 million). During the year, a total of 67,099 training hours were delivered through 830 training sessions (FY2024: 846 sessions) across 288 training courses (FY2024: 246 courses).

The average training hours per employee in FY2025 were approximately 38 hours, primarily due to a smaller intake of young engineering graduates, who typically undergo more intensive structured training. Notwithstanding this, the Group continued to deliver targeted training aligned with role requirements, operational priorities and strategic needs.

# SUSTAINABILITY REPORT

## PEOPLE (Cont'd)

### Training and Development (Cont'd)

The table below showcases the breakdown of Greatech's total and average training hours:

Number of total and average training hours/days participated by employees	FY2025	FY2024	FY2023
Total training hours	67,099	75,928	68,331

#### Total training hours by employee category: -

Senior Management	89	113	94
Middle Management	4,923	3,628	1,993
Executive	47,584	53,059	58,104
Non-Executive	14,503	19,128	8,140
<b>Average training hours per employee:</b>	<b>38</b>	<b>50</b>	<b>47</b>

#### Total training hours by gender: -

Male	57,550	66,564	57,571
Female	9,549	9,364	10,760

#### Average training hours by employee category: -

Senior Management	44	38	31
Middle Management	54	54	36
Executive	48	59	74
Non-Executive	22	34	13

To respond to the development needs of our people and to develop their behavioural and technical skills, the following training and development programmes were among those carried out in FY2025:

- o Robotic Training and Programming Practise
- o Understanding Environmental, Health & Safety and Other Requirements
- o Lean Manufacturing
- o Programmable Logic Control & Human-machine Interface Training
- o Basic GD&T
- o Chemical Handling, Chemical Spill Management and PPE Management
- o Failure Mode and Effect Analysis
- o Corruption Risk Management
- o Leadership Training
- o Talent Identification and Succession Planning
- o ISO14971:2019 Risk Management File & DFMEA
- o Design for Six Sigma - DMADV Approach
- o Enhanced COI Framework
- o Computer Systems Validation, Data Integrity & CSV SOP Requirements

# SUSTAINABILITY REPORT

## PEOPLE (Cont'd)

### Training and Development (Cont'd)



We are proud that our training efforts have been recognised and that we were awarded the 2<sup>nd</sup> runner up under the category of Young Graduates in Private Limited Company/ Public sector organised by Talent Corporation Malaysia Berhad, an agency under Ministry of Human Resources in FY2025.

Awarded **2<sup>nd</sup> Runner-Up** in the Young Graduates category by **Talent Corporation Malaysia Berhad (FY2025)**, recognising the Group's training efforts.