

2025

Economic and Digital Job Market Outlook



In Collaboration with



Published by



MDECTM



MD MALAYSIA
DIGITAL

MINISTRY OF DIGITAL

LEADING MALAYSIA'S DIGITAL ECONOMY



Scan to discover how
MDEC is empowering
the nation



Tel: +603-8315 3000 | Email: cltc@mdec.com.my | Website: mdec.my
2360 Persiaran APEC, 63000 Cyberjaya, Selangor Darul Ehsan, Malaysia

Published by:



El, Empire Damansara,
No. 2, Jalan PJU 8/8a, Damansara Perdana
47820 Petaling Jaya, Selangor

T : +(603) 7622 0079
E : info@pikom.org.my
W : www.pikom.org.my

In collaboration with:



JobStreet.com Sdn Bhd
Level 16, Menara AIA Cap Square,
No. 10, Jalan Munshi Abdullah,
50100 Kuala Lumpur, Malaysia

W : www.jobstreet.com

ISSN No: 2180-267X
Release date: December, 2025

Disclaimer

This publication contains findings based on data provided by JobStreet.com Sdn Bhd (449122-K) and sourced from other databases such as Payscale, Salary Expert and the Economic Research Institute, with PIKOM collaboratively carrying out the data analysis. Although a professional effort has been made to ensure the accuracy of data analysis and presentation, all information furnished in this publication is provided strictly on an 'as is' and 'as available' basis and is so provided for your information and reference only. With this caution, kindly be informed that this release is not presented to address the circumstances of any particular individual or entity. As such, PIKOM including their sponsors, partners and associates, whether named or unnamed, do not warrant the accuracy or adequacy of the data and findings. Moreover, all parties concerned explicitly disclaim any liability for errors or omissions or inaccuracies pertaining to the contents of this publication. Therefore, the use of data and findings presented in this publication is solely at the user's risk. PIKOM shall in no event be liable for damages, loss or expense including without limitation, direct, incidental, special, or consequential damage or economic loss arising from or in connection with the data and / or findings published in this series. However, professional advice can be sought from the producers of this publication.

Copyright

Copyright © 2025. All rights reserved. No part of this publication may be produced or transmitted in any form or any means, electronic, mechanical, photocopying or otherwise, including recording or the use of any information storage and retrieval system without prior written permission from PIKOM.

FUTURE-PROOF YOUR BUSINESS

Find out how our
signature initiatives
can help your business

We offer over 30 key initiatives for students, graduates, working professionals, career comeback women, Malaysians abroad, high skilled expatriates, employers, and stakeholders in the industry and academia.

What We Offer?



Internship Facilitation

Offer meaningful, industry-relevant internships to train local talent while enjoying **double tax deductions** through the **National Structured Internship Programme (MySIP)** or matching grants via **LiKES**.

» www.ilhamkesuma.gov.my



Seamless Expat Hiring

Simplify your expatriate hiring with **Xpats Gateway** — a one-stop platform connecting you to all relevant approving agencies for a smooth, end-to-end process.

» www.xpatsgateway.com.my



Global Malaysian Talent

Tap into Malaysian professionals with global experience seeking local opportunities to grow their career and contribute back to Malaysia.

» www.myheart.my



Workforce Optimisation

Optimise workforce planning, recruitment, training, and strategy with **MyMahir**, driven by real-time insights and future job trends.

» www.mymahir.my



About Us

We are the strategic think tank of the Ministry of Human Resources (KESUMA) mandated to drive Malaysia's talent strategy towards becoming a dynamic talent hub.



For Enquiries

comms@talentcorp.com.my



CONTENTS

Message by the Chairman of PIKOM	7
Foreword by the PIKOM Research Chair	8
Chapter 1: Economic Review and Outlook in Malaysia	13
Chapter 2: Digital Economy Review and Outlook in Malaysia	33
Salary Tracking Parameters and Methodology	49
Chapter 3: Digital Employment and Salary Trends in Malaysia	61
Chapter 4: Regional Benchmarking of Salaries for Digital Talents	89



Cybersecurity. Realigned.

Simple. Smart. Secure.

AI-Driven Threat Intelligence. End-to-End Defense.

Antarex is a regional cybersecurity provider founded to simplify and strengthen cybersecurity for ISPs, enterprises, and governments across Asia.

Built differently, our solutions are fully developed, engineered, and maintained in house, ensuring total control, transparency, and agility in defending digital infrastructure.

We deliver turnkey SOC capabilities through an integrated ecosystem that combines real time monitoring, intelligent network visibility, and proactive defense. Our proprietary DarkShield technology simplifies complex threat detection into clear, actionable protection — security made simple, smart, and secure.



www.antarexcyber.io
hello@antarexcyber.io

MESSAGE BY THE CHAIRMAN OF PIKOM

Alex Liew

PIKOM's annual Economic and Digital Job Market Outlook is established as a key reference for understanding Malaysia's evolving digital landscape and the opportunities emerging within the technology profession.

Its insights continue to guide digital professionals, business leaders, policymakers and researchers as they navigate an economy shaped by rapid transformation and rising regional competition.

The 2025 edition provides an expanded view of the country's digital performance and the outlook for the talent market, with deeper analysis on salary movements, workforce dynamics and the broader economic environment.

It offers valuable guidance for the public and private sectors to prepare for the next phase of digital growth, especially as emerging technologies reshape the skills and capabilities required for national competitiveness.



PIKOM records its appreciation to Jobstreet by SEEK for its continued contribution of critical labour market data, which remains central to the accuracy and relevance of this report. Appreciation is also extended to Payscale, Salary Expert, the Department of Statistics Malaysia (DOSM), Bank Negara Malaysia (BNM) and other data partners whose inputs have strengthened the evidence base of this publication.

We are grateful for the steadfast support of our strategic partners, the Malaysia Digital Economy Corporation (MDEC) and Talent Corporation Malaysia Berhad (TalentCorp), whose collaboration remains important to PIKOM's broader initiatives.

Sincere thanks are also extended to our advertisers whose commitment enables the continued publication of this report.

Lastly, I wish to acknowledge the work of the PIKOM Research Committee under the leadership of Mr Woon Tai Hai, together with the publication team whose dedication has produced another insightful edition that will assist stakeholders as they respond to the challenges and opportunities of the digital economy.

Thank you.

FOREWORD BY THE PIKOM RESEARCH CHAIR

It is my pleasure and privilege to outline a summary of the chapters in this Economic and Digital Job Market Outlook 2025.

Woon Tai Hai



Economic Outlook

The economic chapter presents a comprehensive review and forward-looking assessment of Malaysia's economy from 2024 to 2026.

The period is shaped by firm domestic fundamentals, resilient household spending and sustained private and public investment across infrastructure, manufacturing and digital services.

Malaysia recorded GDP growth of 5.1% in 2024 and an estimated 4.8% in 2025, supported by strong performance in manufacturing and services driven by rising demand in electrical and electronic products, renewable energy, logistics and tourism.

Malaysia continues to demonstrate adaptability in an environment framed by moderate global growth and geopolitical uncertainty. Regional integration within ASEAN and deeper engagement with global partners reinforce Malaysia's position as a hub for digital trade, green technology and sustainable manufacturing.

Investment inflows into high-technology and sustainability-led industries further strengthen the nation's structural transformation and competitiveness.

The outlook for 2026 points to steady expansion, supported by prudent fiscal management, sound monetary policy and continued digital economy growth. The forecast of 5.0% for 2026 reflects cautious optimism mainly due to external risks including global factors.

Export diversification, rising contributions from micro, small and medium enterprises (MSME) and policy reforms in subsidies and taxation are expected to support momentum while helping manage inflationary pressures.

The chapter offers detailed insights into economic trends, sectoral performance, investment dynamics and policy frameworks that shape Malaysia's growth trajectory, providing a clear view of the nation's evolving economic landscape.

Digital Economic Landscape

Chapter 2 presents a focused review of Malaysia's digital economy from 2024 to 2026. The digital economy contributed 23.4% to GDP in 2024, valued at RM451.3 billion, with growth projected to accelerate to above 8.0% annually over the next two years.

Growth is driven by information and communication technologies (ICT) and eCommerce activities, rising investment in data centres, cloud infrastructure by global technology firms and strong digital trade performance. Digital exports now account for nearly 30% of total national exports.

Malaysia faces persistent challenges including a widening digital talent gap, ongoing brain drain and evolving governance frameworks for responsible artificial intelligence (AI) development under the National AI Office (NAIO).

Supported by national programmes such as the Malaysia Digital Economy Blueprint (MyDIGITAL) and Malaysia Digital, the outlook for 2025 and 2026 anticipates strengthened digital adoption among MSMEs, deeper use of AI and data-driven solutions, and continued progress towards positioning Malaysia as a leading regional digital hub.

The chapter provides comprehensive insights into the composition of the digital economy, investment trends, export performance, workforce developments and policy initiatives shaping Malaysia's digital future.

Digital Labour and Salary Landscape

Malaysia's digital transformation is accelerating the demand for specialised roles including AI engineers, data scientists, cloud architects, cybersecurity experts and digital delivery leads.

Salary patterns reflect this structural shift, with broad increases across job categories. Senior and managerial roles recorded gains of about 10% to 12% in 2025 with upward momentum expected into 2026. Entry-level salaries expanded by around 10%, signalling heightened competition for young talent needed to support digital innovation.

Talent scarcity remains a concern as skilled Malaysian professionals continue to migrate to regional markets, particularly Singapore. Domestic employers are responding with enhanced compensation structures and clearer development pathways.

The national minimum wage increase to RM1,700 has influenced wage structures and encouraged more progressive salary frameworks in the private sector.

Industry-level salary trends show that technology-led sectors such as IT software, electrical and electronics and business process outsourcing continue to lead remuneration benchmarks.

Senior roles can command three to four times the salary of entry-level positions. Financial services, telecommunications and consulting also maintain strong demand across mid-career and junior roles, reflecting the widening digital requirements of the broader economy.

Malaysia's strategic direction under MyDIGITAL supports these developments through innovation hubs, expanded 5G infrastructure and AI development parks.

The alignment of economic policy, investment priorities and labour market transformation continues to shape Malaysia's competitiveness and underpin inclusive digital growth.

The chapter presents an incisive analysis of these findings, offering clear insights for policymakers, businesses and professionals navigating Malaysia's evolving digital and economic environment.

Regional Salary Benchmarking

The regional benchmarking chapter provides detailed salary figures comparing Malaysia to other economies in 2025 for digital talent across Technical, Managerial and C-level roles. Here are the observations of the key salary figures and comparisons by currency denomination:

Salaries in Atlas Currency (Annual, 2025)

- Malaysia is competitive in Managerial and C-level roles, but faces lower Technical salaries compared to higher-paying markets.
- Higher-paying neighbouring or developed economies include Singapore, South Korea, UAE and Australia.

- Exact salary figures are in benchmarking tables, but typically Malaysia's average Technical salaries lag behind these economies while Managerial and C-level salaries are closer.

Salaries in US Dollars (Annual, 2025)

- Currency depreciation of the Malaysian Ringgit widened salary gaps.
- Malaysia's average salaries, especially in Technical roles, are below Thailand, Vietnam, China, and certainly below US, Singapore, UAE and South Korea.
- At the top 10% wage bracket, Malaysian professionals earn substantially less than counterparts in higher-income and regional hubs such as Singapore and South Korea.

Salaries Adjusted by Purchasing Power Parity (PPP)

- PPP adjustments narrow the salary gaps significantly.
- Malaysia's PPP-adjusted salaries exceed those in Japan and Brazil.
- Managerial and C-level positions pay comparatively strongly on a PPP basis, better positioning Malaysia regionally.
- The gap with top-paying countries (US, Singapore, South Korea) is between 1.5 to 1.9 times higher after PPP adjustment.
- Technical roles remain where Malaysia lags behind most peers, indicating a need for investment in competitive remuneration and skills development.

Navigating Current and Future Challenges

Our research highlights several critical challenges that require coordinated responses across sectors:

- ***The brain drain dilemma:*** The outflow of skilled tech professionals is a palpable concern. When comparing average (not just top) tech salaries against a selection of global economies, Malaysia ranks behind regional competitors such as Thailand and Singapore (a perennial favourite). This salary gap, combined with the 'strength' of the Malaysian Ringgit being an 'utmost factor', creates a powerful incentive for talent to seek opportunities abroad.

- ***Competition within Southeast Asia:*** Malaysia's projected overall salary growth is lower than that of Thailand and Singapore. This could impact the region's competitive standing for digital investment and talent. The regional salary benchmarking chapter provides a clear ranking of the respective economies including Malaysia.
- ***Global supply chain and geopolitics:*** Global trade tensions and tariff policies are forcing companies to re-evaluate and diversify their supply chains. For Malaysia, this presents both a risk and an opportunity to attract high-value digital and manufacturing operations.
- ***Is continuing accentuation in salaries a sustainable solution in the long term to our industry labour challenges?***

Strategic Recommendations for Stakeholders

A collaborative approach between government, industry and academia is essential to strengthen Malaysia's digital economy.

For the Government:

- ***Strengthen the economy and currency:*** As PIKOM has advocated, the Government's 'utmost focus' should be on sustainable economic growth. A stronger economy would lead to a more robust currency, which is a key factor in mitigating the brain drain.
- ***Foster industry upgrading:*** Encourage a shift from low-value manufacturing to innovation-driven sectors such as renewable energy, biotechnology and software, which pay more for skilled labour.
- ***Implement supportive fiscal policies:*** Introduce tax rebates for companies investing in ongoing training and reskilling of talent. Consider income-based tax rebates for childcare to help families manage careers and parental responsibilities, aiding talent retention.

For Industry (Short-term and Long-term):

- ***Adopt a targeted compensation strategy:*** Instead of across-the-board raises, strategically invest in premium compensation for critical, hard-to-fill roles such as cybersecurity and AI specialists.
- ***Link wages to productivity:*** Develop clear benchmarks to ensure employees share in efficiency gains. This can be supported by productivity bonuses and tax incentives.
- ***Champion upskilling and retention:*** Treat upskilling as a strategic priority. Invest in technical and digital training to build talent from within, which improves retention and closes skill gaps.
- ***Improve work environments:*** For experienced senior workers, offer hybrid work options that provide the flexibility to balance work and family life, making the company a more attractive place to stay.

For Academia

- ***Bridge the skills mismatch:*** Collaborate closely with the Government and industry to develop curricula that meet real economic needs, particularly in high-demand digital, technical and AI fields.
- ***Promote vocational and technical training:*** Increase investment in vocational training and industry-focused skills to ensure graduates are ready for the jobs of the future.

Malaysia's digital and technology landscape remains dynamic and filled with significant opportunity. The insights presented in this report offer a foundation for stakeholders preparing for the next phase of transformation, guiding the nation towards a competitive and resilient digital future.

On behalf of PIKOM, thank you to all our advertisers who have made this year's report possible.

PUBLICATION TEAM

Woon Tai Hai

Takaful Ikhlas General Berhad

Ong Kian Yew

PIKOM

Nurul Asyiqin Mohd Nasir

PIKOM

R. Ramachandran

Blue Tree Associates

Michael Lai

mjlaikc infoworks

Hawarudin Rasani

mjlaikc infoworks

CHAPTER 1

Economic Review and Outlook in Malaysia 2024 -2026



Malaysia's economy continued to expand through 2024 and 2025, supported by firm domestic fundamentals and a gradually improving external environment. Real Gross Domestic Product (GDP) grew 5.1% in 2024 and is projected by PIKOM to record an estimated 4.8% in 2025, reflecting sustained household spending, solid private investment and steady trade activity.

Domestic demand remained the main pillar of growth as consumption benefited from stable employment while public investment and private-sector capital expenditure advanced in infrastructure, manufacturing and digital services.

The manufacturing and services sectors remained the backbone of economic activity, together contributing more than three-quarters of output. Services expanded with stronger logistics, communications and tourism while manufacturing gained from renewed demand for electrical and electronic goods and rising participation in renewable-energy supply chains.

Agriculture and mining also improved modestly after several years of weather-related volatility, underpinned by better yields and higher commodity prices. These broad-based gains underscored the resilience of Malaysia's diversified economy and its adaptability to shifting global demand.

The external environment continued to shape Malaysia's growth trajectory. The International Monetary Fund (IMF) estimated global growth at 2.8% in 2024, with only a mild recovery expected in 2025 amid uneven post-pandemic adjustments.

The World Bank noted that world trade volumes remained below long-term averages due to subdued demand from advanced economies and ongoing supply-chain realignment. Nevertheless, Asia retained its position as the most dynamic region: the Asian Development Bank (ADB) projected developing Asia to grow by about 4.8%, led by domestic-demand strength in India, Indonesia and the Philippines.

These regional dynamics provided Malaysia with continued export opportunities and investment inflows, particularly from multinational corporations diversifying production across Southeast Asia.

ASEAN remained an anchor for regional stability and integration. The 47th ASEAN Summit hosted in Kuala Lumpur recently reaffirmed the region's commitment to deeper economic cooperation through the Kuala Lumpur Declaration on Digital and Sustainable Growth.

Leaders agreed to accelerate implementation of the ASEAN Digital Economy Framework Agreement (DEFA), strengthen cross-border data governance and enhance renewable energy connectivity. Malaysia's role in advancing these initiatives reinforced its position as a regional hub for digital trade, sustainable manufacturing and logistics.

Bilateral engagement also played a vital part in sustaining confidence. Malaysia deepened cooperation with China, the United States (US), Japan and the European Union (EU) on technology transfer, green-energy projects and industrial upgrading.

These partnerships yielded new investment commitments in high-value manufacturing and infrastructure, complementing domestic policy efforts to enhance productivity and competitiveness. Continued participation in the Regional Comprehensive Economic Partnership (RCEP) and the Indo-Pacific Economic Framework further broadened Malaysia's trade and investment reach.

Despite persistent global risks, ranging from geopolitical tensions and climate disruptions to the slow recovery in advanced-economy demand, Malaysia's economic fundamentals remain sound. A diversified industrial base, prudent macroeconomic management and sustained regional integration provide the foundation for continued expansion.

The experience of 2024 and early 2025 demonstrates that Malaysia's growth path is increasingly anchored on structural resilience and external adaptability, positioning the nation to capitalise on the next phase of regional recovery and global technological transformation.

THE ECONOMY IN 2024 AND 2025

Table 1: Economic Performance 2024 Against 2023 (%)

	2024	2023
Gross Domestic Product (GDP)	5.1	3.6
PRODUCTION		
Services	5.3	5.1
Manufacturing	4.2	0.7
Agriculture	3.1	0.7
Mining & Quarrying	0.9	0.5
Construction	17.5	8.4
CONSUMPTION		
Private Final Consumption Expenditure	5.1	4.7
Gross Fixed Capital Formation	12.0	5.4
Public Final Consumption Expenditure	4.7	3.4
Exports	8.3	-7.9
Imports	8.2	-6.8

Source: DOSM

Malaysia's economy in 2024 and 2025 built upon the solid expansion achieved in the previous year, with growth remaining broad-based across major sectors. The pattern of activity reflected steady domestic demand, rising private investment and gradual improvement in external trade.

Household spending stayed firm, business confidence strengthened and infrastructure projects progressed as planned. Together, these factors provided the foundation for sustained momentum through the two-year period, supported by policy consistency and favourable regional conditions.

As shown in Table 1, the economy expanded across all major components of aggregate demand, underlining balanced recovery.

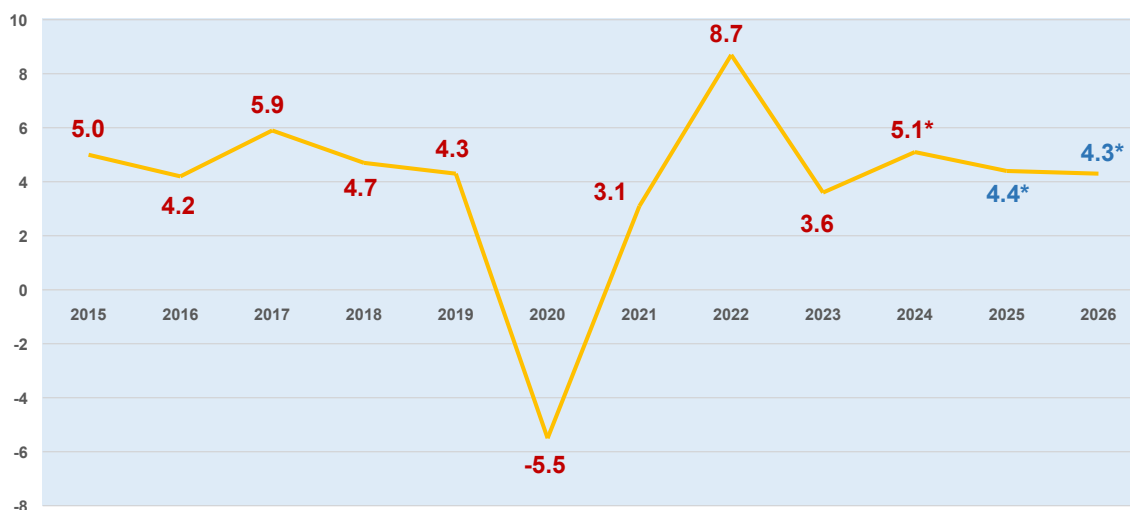
Chart 1 further highlights Malaysia's GDP growth trend, showing an improvement from 3.6% in 2023 to 5.1% in 2024, with growth expected to stabilise at around 4.4% in 2025. The trajectory points to continued resilience supported by diversified sectoral performance and steady domestic fundamentals.

Private consumption rose 5.6% in 2024, supported by stable employment and gradual income growth. Spending on discretionary services increased alongside tourism and retail recovery.

Gross fixed capital formation grew 6.1%, led by machinery and equipment as well as structures related to advanced manufacturing and digital industries. Public investment reinforced momentum through major transport and utilities projects.

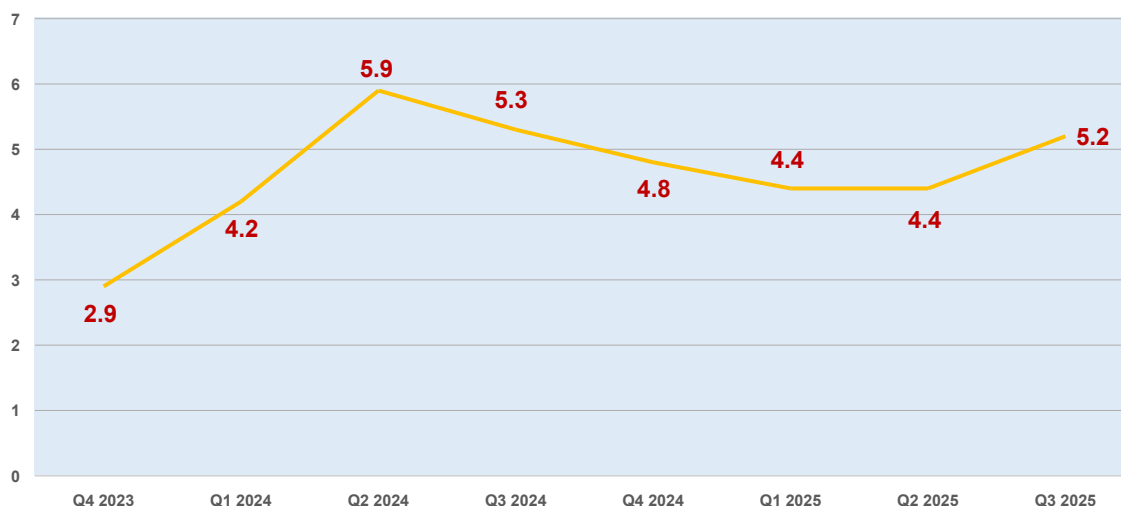
Quarterly movements in **Chart 2** confirm that overall growth remained steady through the first half of 2025, demonstrating the economy's ability to sustain expansion despite external uncertainties.

Under the latest release by the Department of Statistics Malaysia (DOSM), economic growth strengthened in Q3 2025 with GDP expanding by 5.2%. The uptrend signalled improving confidence across key sectors as the economy adjusted to a more favourable global environment.

Chart 1: Malaysia's GDP Growth Rate (%) 2015 - 2026

* Forecast – The 2025 and 2026 forecasts represent the average between the Government's projection of 4.0% – 4.8% and 4.0% – 4.5% respectively

Sources: DOSM, BNM

Chart 2: Malaysia's Quarterly Growth Rate (%) Q4 2023 – Q3 2025

Sources: DOSM, BNM

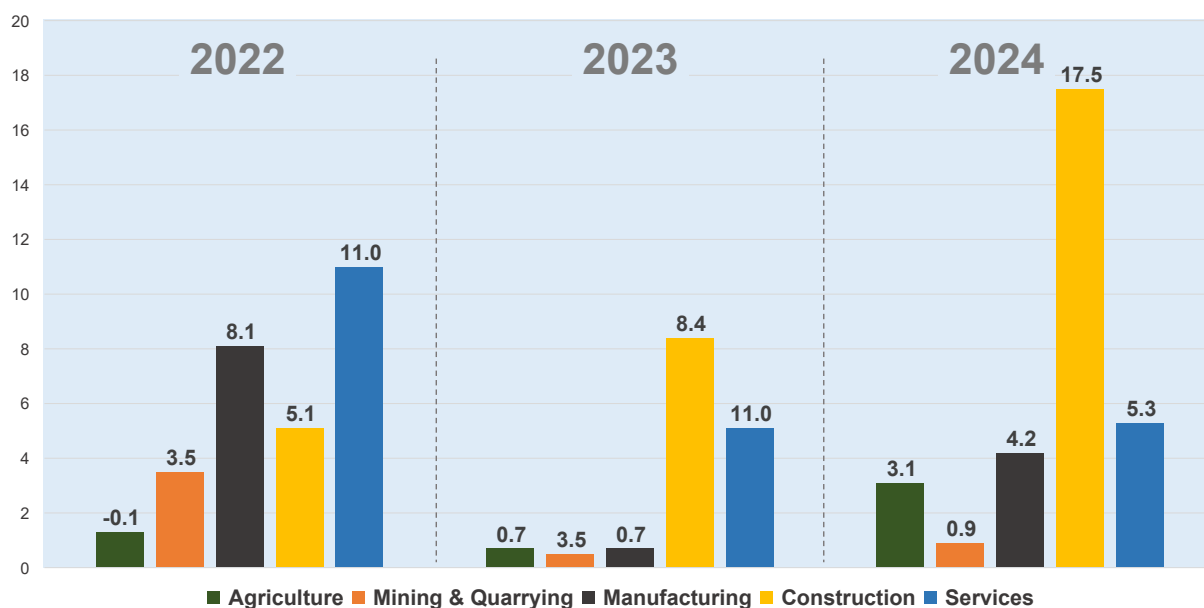
Sectoral Performance

As shown in **Chart 3**, Malaysia's economic growth in 2024 was broad-based with expansion recorded across all major sectors.

The Services Sector grew 5.3% and remained the largest contributor to GDP. Growth was supported by strong performance in wholesale and retail trade, transport and storage, information and communications, and tourism-related activities. Financial and insurance services also expanded, reflecting firmer domestic demand and improved market intermediation.

The Manufacturing Sector recorded 4.2% growth in 2024, a recovery from the 0.7% recorded in 2023, supported by renewed demand for electrical and electronic products, particularly semiconductors and automotive components.

Agriculture grew 3.1% after near stagnation the previous year, aided by favourable weather and higher output in oil palm, paddy and other food crops. Meanwhile, Mining & Quarrying rose modestly by 0.9%, supported by stable crude oil and natural gas production.

Chart 3: Growth Rates of Economic Sectors (%) 2022 – 2024

Source: DOSM

The Construction Sector achieved the strongest improvement, expanding 17.5% in 2024 compared with 8.4% in 2023, sustained by progress in transport infrastructure, housing and industrial developments.

As illustrated in **Chart 4**, quarterly data show that manufacturing momentum is stabilising in 2025, supported by improving global technology cycles and inventory restocking. Steady gains in services and construction also contributed to overall resilience in the first half of the year.

Mining & Quarrying recorded a clear rebound by Q3 2025 after several quarters of contraction. The sector's turnaround was driven by higher crude oil and natural gas output following improved maintenance schedules and stronger regional energy demand.

Growth rose to 10.9% in Q3 2025, marking its strongest expansion in more than a year and providing a lift to overall industrial activity as external conditions became more supportive.

Chart 5 illustrates the relative shares of each sector in 2024, with Services accounting for about 54% of GDP and Manufacturing approximately 23%. The composition reflects a maturing economic structure anchored in diversified, value-added activity. Integration between manufacturing, logistics and

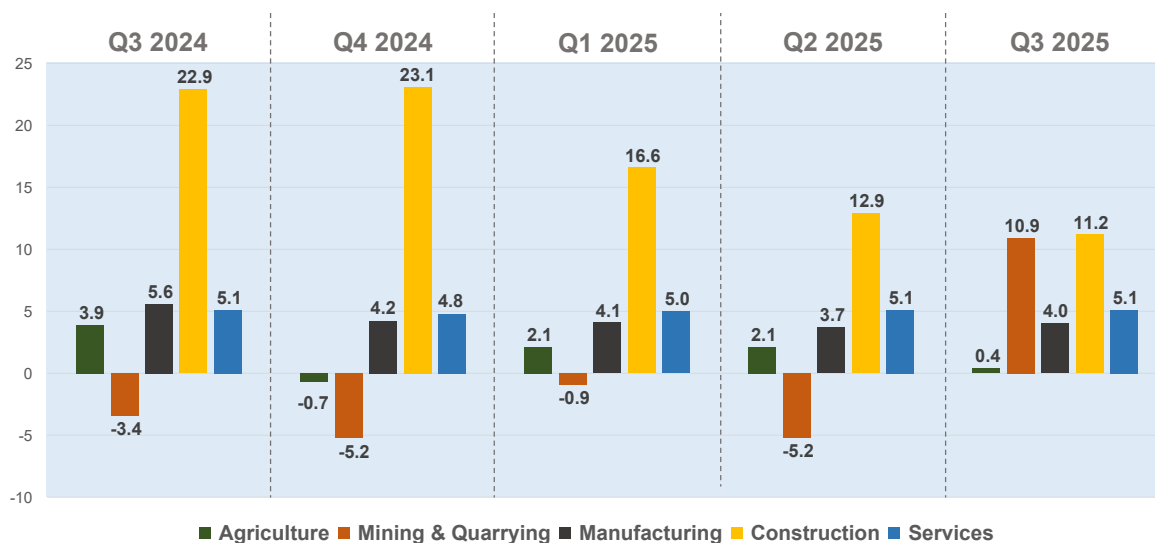
digital services has supported productivity and competitiveness across industries.

The IMF reported firmer trade flows across Asia in 2025 as supply chains stabilised and global demand for technology products recovered. These trends benefited Malaysia's export-oriented sectors, particularly electronics, machinery and transport equipment.

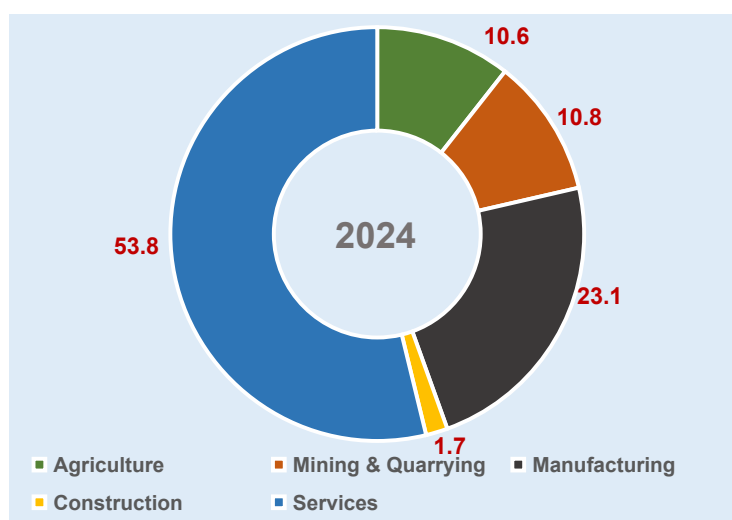
The ADB projected developing Asia to grow moderately with resilient demand from key ASEAN partners. The broad-based expansion across the region helped sustain Malaysia's external trade and manufacturing activity.

The investment environment strengthened further in 2024 and 2025. According to the Malaysian Investment Development Authority (MIDA), approved investments totalled RM329 billion in 2024, about 20% higher than the preceding year.

Roughly 60% of these were channelled into high-technology and sustainable manufacturing, including semiconductors, advanced materials and clean-energy projects. Implementation improved as more projects transitioned from approval to construction and early operation, expanding production capacity and creating new employment opportunities.

Chart 4: Quarterly Growth Rates of Economic Sectors (%) Q3 2024 – Q3 2025

Source: DOSM

Chart 5: Share of Economic Sectors (%) 2024

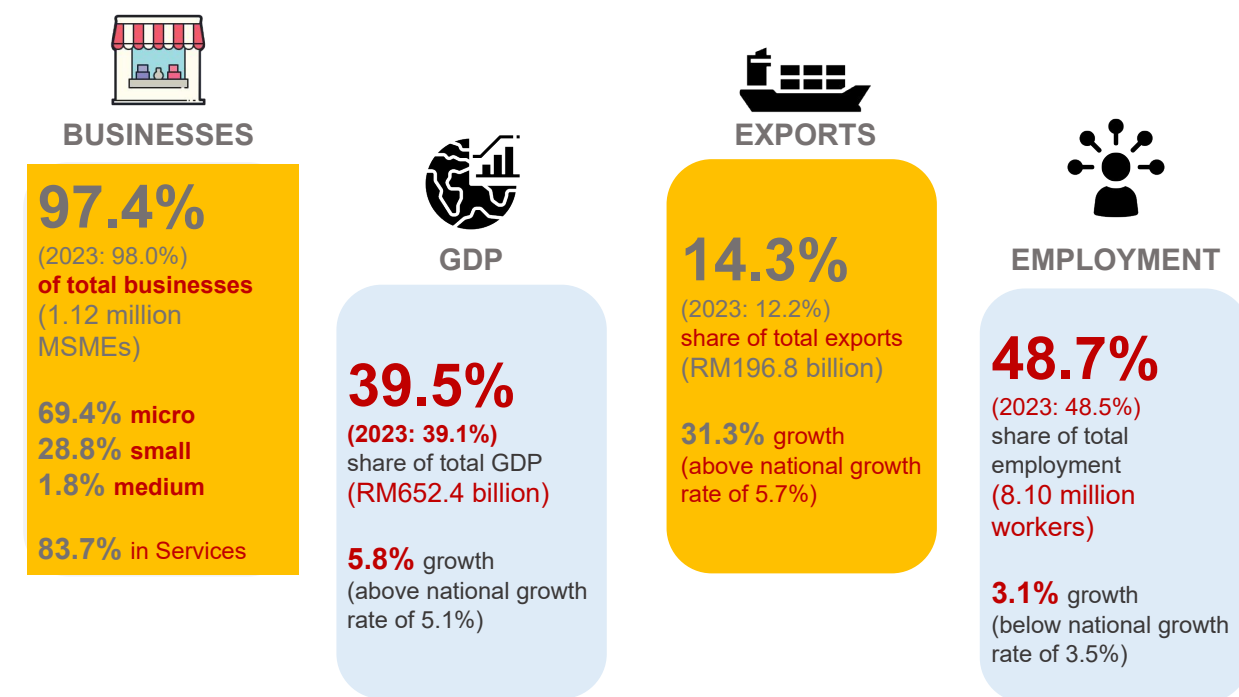
Source: DOSM

Momentum in 2025 remained consistent with conditions observed in 2024. Services are expected to continue as the main growth pillar, supported by tourism, logistics, finance and digital activities.

Manufacturing prospects improved with firmer electronics demand and the commissioning of new capacity linked to supply-chain relocation. Construction will gain from ongoing public-sector

projects while Agriculture, and Mining & Quarrying are likely to remain stable, contingent on weather and commodity-price trends.

Overall, **Charts 1 to 5** collectively illustrate that Malaysia's economic performance through 2024 and 2025 remained resilient, underpinned by diversified sectoral growth, steady investment and adaptive external engagement.

Infographic 1: Economic Performance of MSMEs 2024**MSME Performance**

Micro, small and medium enterprises (MSMEs) remained the backbone of Malaysia's economy, accounting for 97.4% of total business establishments, equivalent to 1.12 million enterprises in 2024. Most MSMEs operated in the Services sector, which represented 83.7% of total MSME establishments, followed by Manufacturing, Agriculture and Construction.

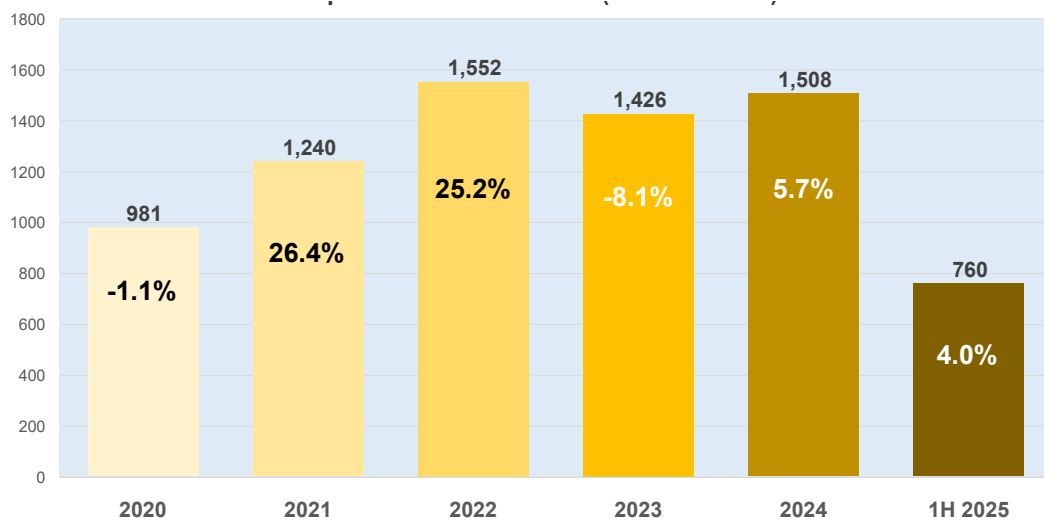
As shown in **Infographic 1**, MSMEs contributed 39.5% to national GDP, amounting to RM652.4 billion, with growth of 5.8% exceeding the national rate of 5.1%. MSME exports expanded strongly by 31.3%, raising their share of total exports to 14.3% compared with 12.2% in 2023.

Employment within the MSME sector also rose, reaching 8.10 million workers or 48.7% of total employment, although growth of 3.1% remained slightly below the national average of 3.5%.

The data underscore the continued importance of MSMEs in sustaining domestic economic activity, strengthening supply chains and contributing to Malaysia's export diversification.

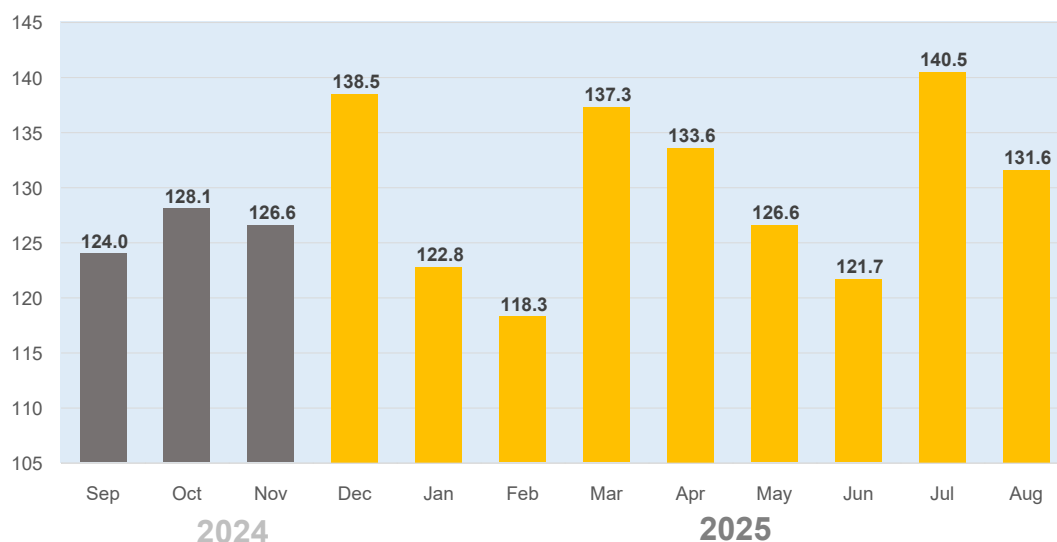
Export Performance

Malaysia's external sector strengthened through 2024 and into the first half of 2025, supported by recovering global demand, resilient commodity prices and expansion in higher-value manufacturing exports. Growth was broad-based, led by electrical and electronic products, petroleum-related goods, and machinery and equipment.

Chart 6: Annual Exports and Growth Rate (RM billion / %) 2020 – 1H 2025

* As compared with 1H 2024

Sources: DOSM, MATRADE

Chart 7: Monthly Exports (RM billion) September 2024 – August 2025

Source: MATRADE

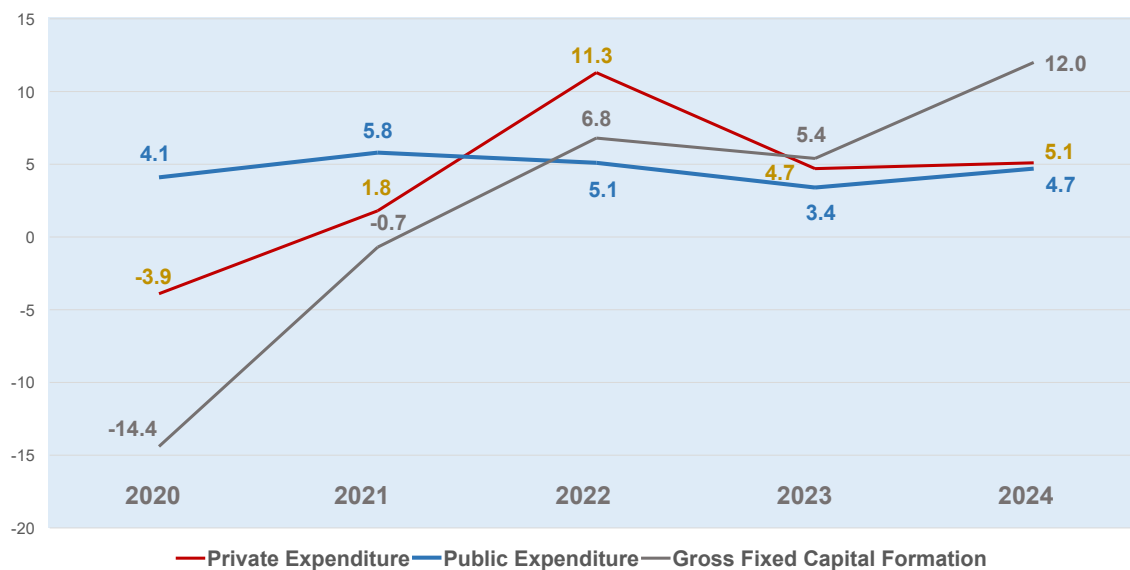
As illustrated in **Chart 6**, total exports rebounded to exceed RM1.5 trillion in 2024, recording a moderate year-on-year increase following the contraction in 2023. The momentum was driven by stronger shipments to key markets such as Singapore, China and the US alongside rising trade within ASEAN.

Chart 7 shows Malaysia's exports' steady improvement from late 2024 through mid-2025. Export values rose from RM124.0 billion in September 2024 to a peak of RM140.5 billion in July 2025, before easing slightly to RM131.6 billion in August 2025.

The upward trajectory reflected sustained external demand recovery across key markets, particularly within Asia, and stabilising global commodity prices.

Overall, export performance in 2024 and 2025 reflected Malaysia's adaptability to shifting global trade patterns, supported by diversification of markets and sustained integration into regional and global value chains.

Chart 8: Growth Rate of Private & Public Consumption Expenditure* and Gross Fixed Capital Formation (%) 2020 - 2024



Source: DOSM

Domestic Demand

Domestic demand remained the primary source of growth in 2024, supported by firm household spending, steady credit conditions and targeted fiscal measures.

As illustrated in **Chart 8**, domestic demand remained the key driver of Malaysia's growth in 2024. Private expenditure grew 5.1%, a slight moderation from 5.4% in 2023, reflecting stable consumption following the post-reopening surge of 11.3% in 2022. Household spending was supported by steady labour market conditions, gradual wage improvements and targeted fiscal assistance to ease cost-of-living pressures.

Public expenditure expanded 4.7%, broadly unchanged from 2023, as the government continued to implement key development and social programmes. Gross fixed capital formation recorded strong growth of 12.0% in 2024, rebounding from 3.4% in 2023, driven by higher capital spending in manufacturing, transport, digital infrastructure and renewable energy projects.

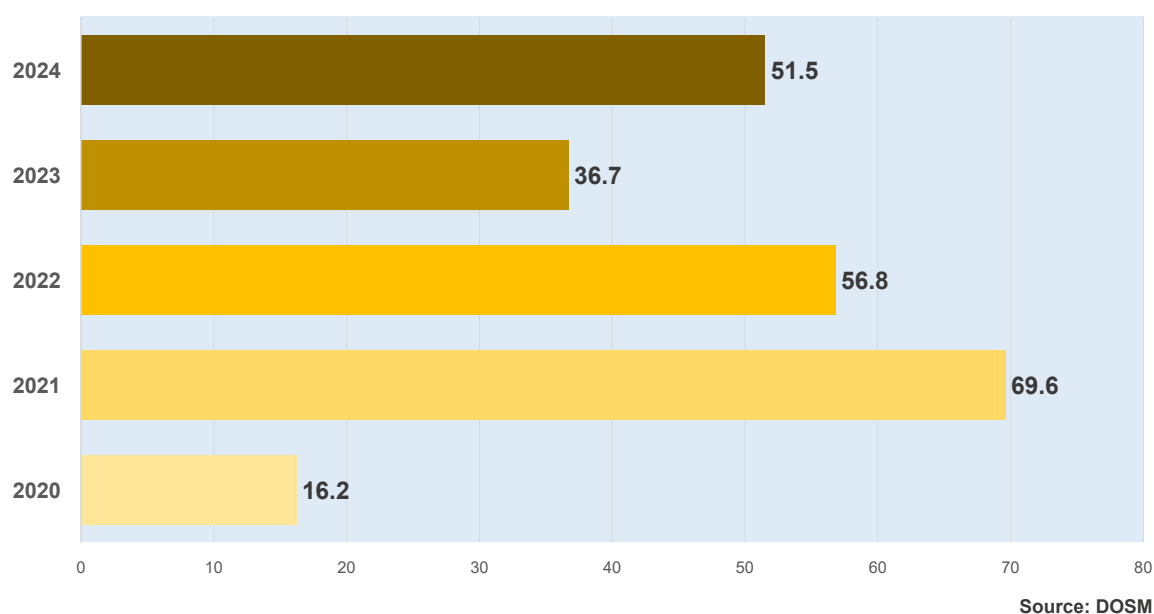
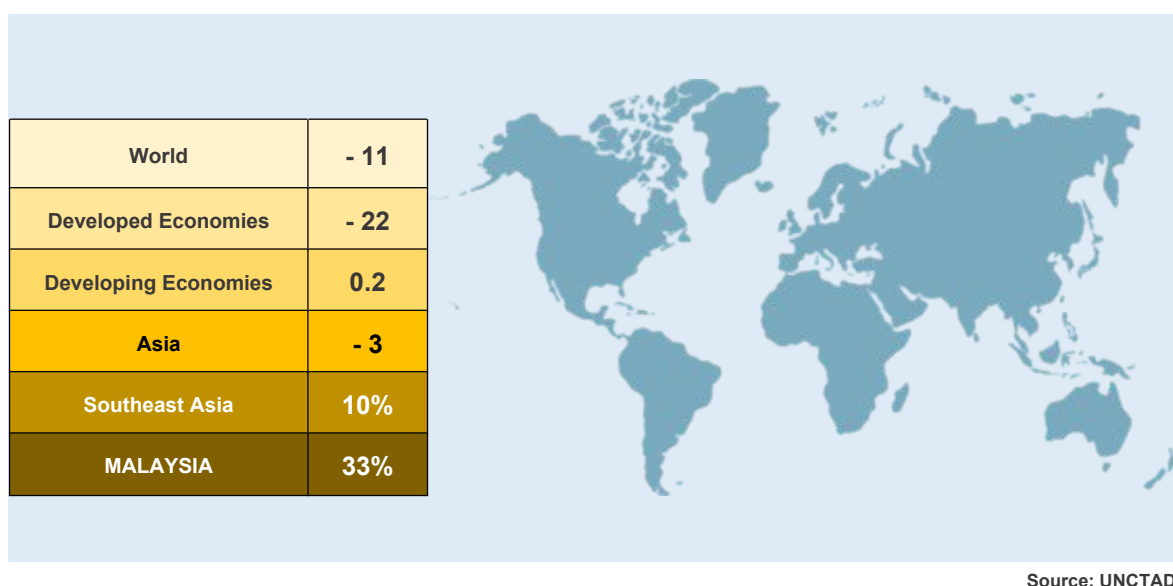
The strength of domestic demand helped offset the slower external sector, sustaining broad-based growth across both goods-producing and services industries.

Foreign Direct Investment (FDI)

Foreign direct investment strengthened in 2024 after moderating in the previous year, reflecting renewed investor confidence in Malaysia's Manufacturing and Services sectors.

Referring to **Chart 9**, Malaysia recorded FDI net inflow of RM51.5 billion in 2024, a sharp increase from RM36.7 billion in 2023, reflecting renewed investor confidence after two years of moderation. The improvement was supported by continued inflows into high-technology manufacturing, renewable energy and digital infrastructure projects.

Manufacturing remained the principal recipient of FDI, accounting for the largest share of inflows, particularly in electrical and electronic products, semiconductors and green technology components. Services also attracted significant investment in logistics, finance and information technology, in line with Malaysia's growing regional hub role.

Chart 9: FDI Net Inflow (RM billion) 2020 - 2024**Infographic 2: Comparison of FDI Growth (%) 2024**

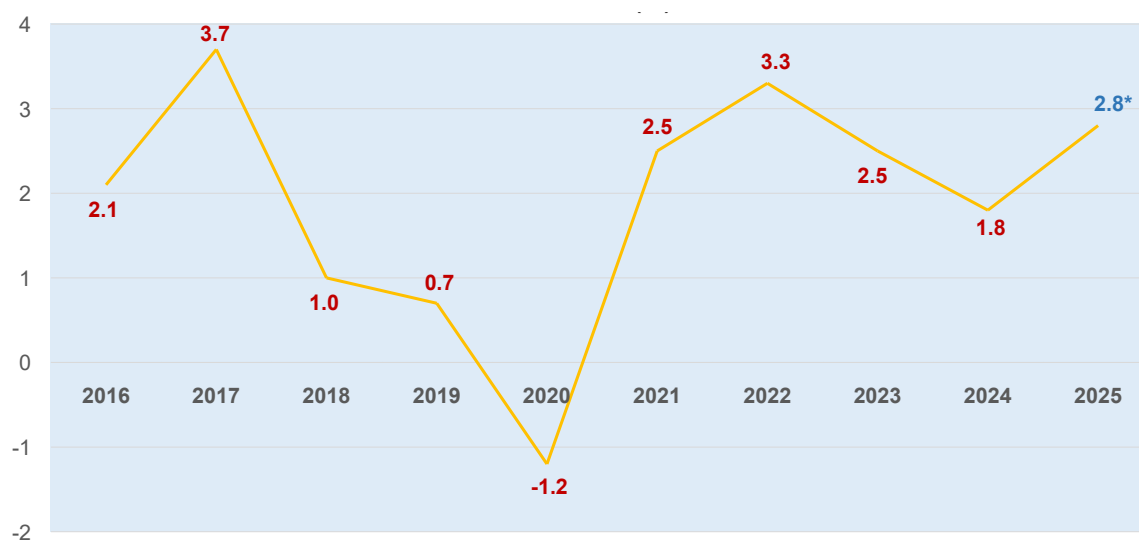
The positive trend was underpinned by policy stability and investment facilitation under national programmes such as the New Industrial Master Plan 2030 (NIMP 2030) and the National Energy Transition Roadmap (NETR), which enhanced Malaysia's appeal as a preferred destination for both green and digital investments.

Malaysia outperformed global and regional trends in attracting investment during 2024, achieving FDI growth of 33% (See **Infographic 2**). Worldwide flows

declined by 11%, with developed economies down 22% and developing economies registering a marginal increase of 0.2%.

Within Asia, investment contracted 3%, although Southeast Asia recorded a positive gain of 10%, reflecting its continued appeal as a centre for manufacturing and digital investment.

Malaysia's strong rebound underscored its growing competitiveness in the region, supported by targeted

Chart 10: Inflation Rate (%) 2016 – 2025

* Forecast – The 2025 forecast represents the average between BNM's projection of 2.0% – 3.5%

Sources: DOSM, BNM

facilitation, investor-friendly reforms and expanding opportunities in green and digital industries. The country's performance positioned it among Southeast Asia's top investment destinations, reinforcing its role as a regional hub for high-value, sustainable growth.

Inflation

Headline inflation in Malaysia moderated significantly, with the annual rate easing to 1.8% in 2024, as outlined in **Chart 10**. Although modest by historical standards, this reflects subdued demand and more stable cost pressures across the economy.

Looking ahead, Bank Negara Malaysia (BNM) projects inflation to average between 2.0% and 3.5% in 2025, taking account potential reforms to fuel subsidies, modest wage adjustments and global cost-shocks.

The modest upward trend arises because base effects lighten, global commodity prices remain volatile and scheduled policy adjustments such as rationalisation of transport fuel subsidies could impart upward pressure.

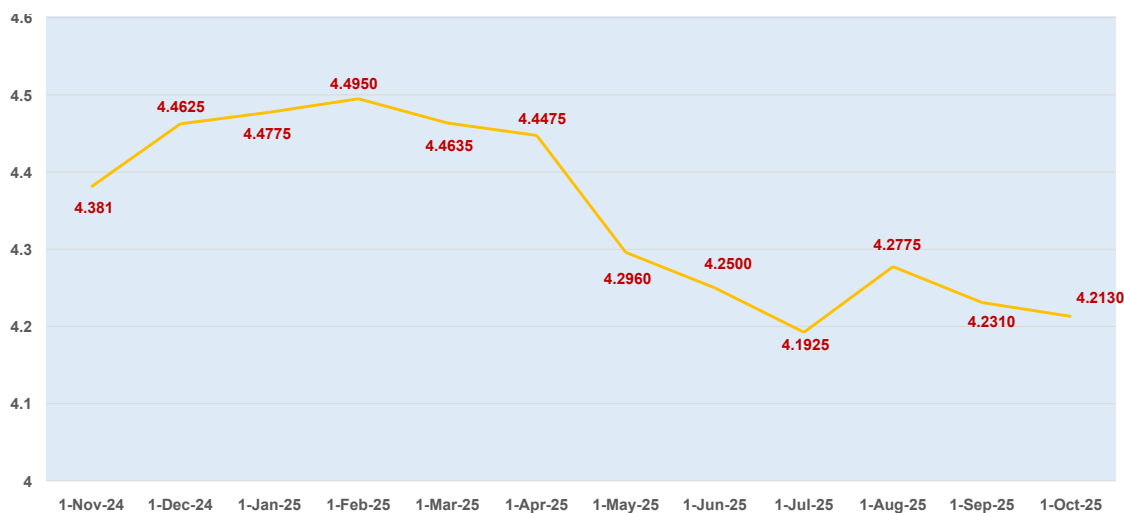
On the drivers front, several factors have supported the lower inflation trajectory. A strengthened ringgit helped ease imported inflation, and government-budgeted subsidies for selected goods and administered prices contained cost pressures.

At the same time, restrained growth in household demand and moderating commodity cost dynamics kept broader inflationary pressures in check.

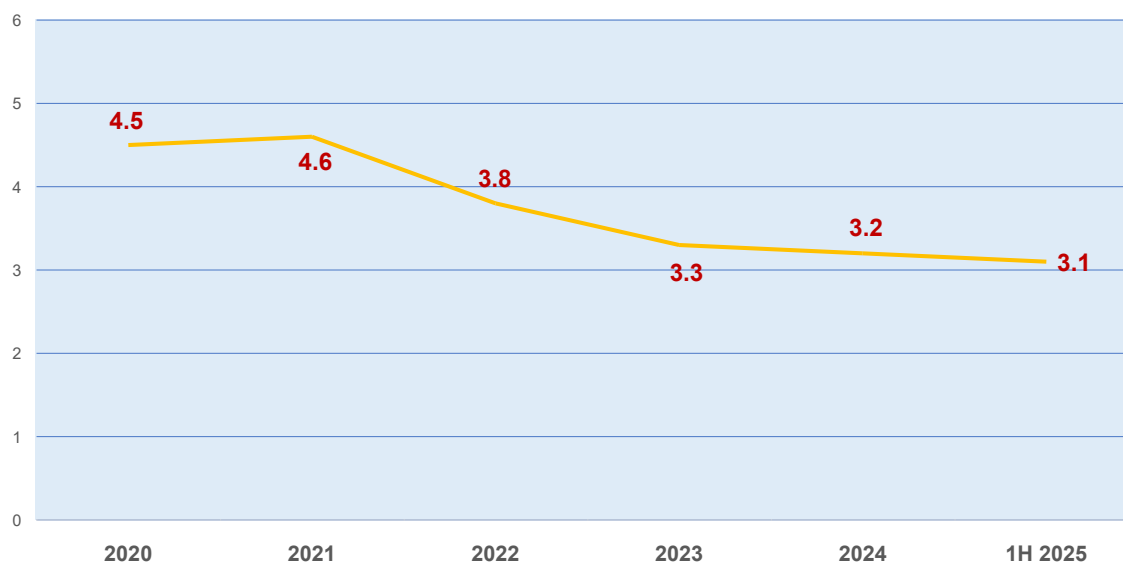
However, upside risks remain. Reforms to subsidy regimes and administered pricing, any sharp reversal in global commodity prices or stronger wage growth could push inflation above the current forecast range. The central bank remains vigilant given these possible pressures while maintaining a policy stance aimed at preserving price stability.

Currency Exchange

After a period of weakness earlier in the cycle, the ringgit regained strength through 2024 into 2025. According to **Chart 11**, the USD/MYR rate moved from around RM4.4950 per US\$1 in early 2025 to about RM4.2130 by October 2025, reflecting an appreciation of around 6%.

Chart 11: Forex (USD-MYR) 1 November 2024 – 1 October 2025

*Exchange rates for the first trading day of the month. Source: BNM

Chart 12: Unemployment Rate (%) 2020 – 1H 2025

Source: DOSM, BNM

Several factors underpinned this improvement. BNM reported a 2.7% overall appreciation of the ringgit against the US dollar in 2024, making it one of the few Asian currencies to strengthen versus the greenback. External conditions such as a weakening US dollar and expectations of US interest-rate cuts helped ease the dollar's strength and supported emerging market currencies.

Domestically, stronger external sector performance, elevated FDI inflows and steady capital flows helped bolster ringgit demand.

Despite the recovery, risks remain. A renewed tightening of US monetary policy, volatile commodity prices or a sharp deterioration in China's growth could exert downward pressure on the ringgit. For the digital job market and investment outlook, the ringgit's resilience helps maintain cost competitiveness for export-oriented sectors and reduces translation risks for foreign investment.

Infographic 3: Employment Statistics 2024 against 2023



Source: DOSM

Employment

Labour market conditions improved further in 2024, supported by steady economic expansion and rising participation across key industries.

Infographic 3 shows that the labour force increased to 17.32 million in 2024 from 17.03 million in 2023 while the number of employed persons rose to 16.79 million. The unemployed population declined to 546,900, reflecting a lower unemployment rate of 3.2%, consistent with the trend shown in **Chart 12**.

The labour force participation rate edged higher to 70.6%, indicating sustained re-entry of workers into the job market, while the outside labour force remained largely stable at 7.22 million.

Employment gains were concentrated in Services and Manufacturing, reflecting continued recovery in domestic demand and steady investment activity. Overall, the data point to a healthier and more inclusive labour market heading into 2025.

FACTORS IMPACTING THE ECONOMY

Malaysia's economy maintained a steady expansion through 2024 and into early 2025, supported by firm domestic demand and sustained private investment. Household spending remained resilient amid stable employment and income growth while infrastructure activity and targeted policy measures continued to underpin confidence.

Globally, growth stayed moderate as inflation pressures eased and financial conditions gradually improved although recovery across regions was uneven. Heightened geopolitical tensions, supply chain adjustments and fluctuations in energy and commodity markets continued to shape trade and investment trends.

The following subsections review the global setting and the key geopolitical and geoeconomic forces influencing Malaysia's outlook for 2025.

Global Economy

Global growth in 2025 is projected to remain moderate, with the IMF forecasting an expansion of 3.3%, slightly below the long-term average of 3.7% recorded between 2000 and 2019. Disinflation has continued across most major economies, allowing some central banks to begin easing policy rates after an extended period of monetary tightening.

The World Bank offers a more cautious outlook, expecting global growth to slow to around 2.3% in 2025 amid higher borrowing costs and persistent trade frictions.

While inflation is largely under control, underlying demand remains uneven, particularly in advanced economies where fiscal support is being scaled back.

Emerging markets are expected to drive a larger share of growth, buoyed by investment in manufacturing diversification and digital infrastructure. Downside risks persist, including potential setbacks in disinflation, renewed volatility in financial markets and disruptions to global supply chains that could constrain trade momentum.

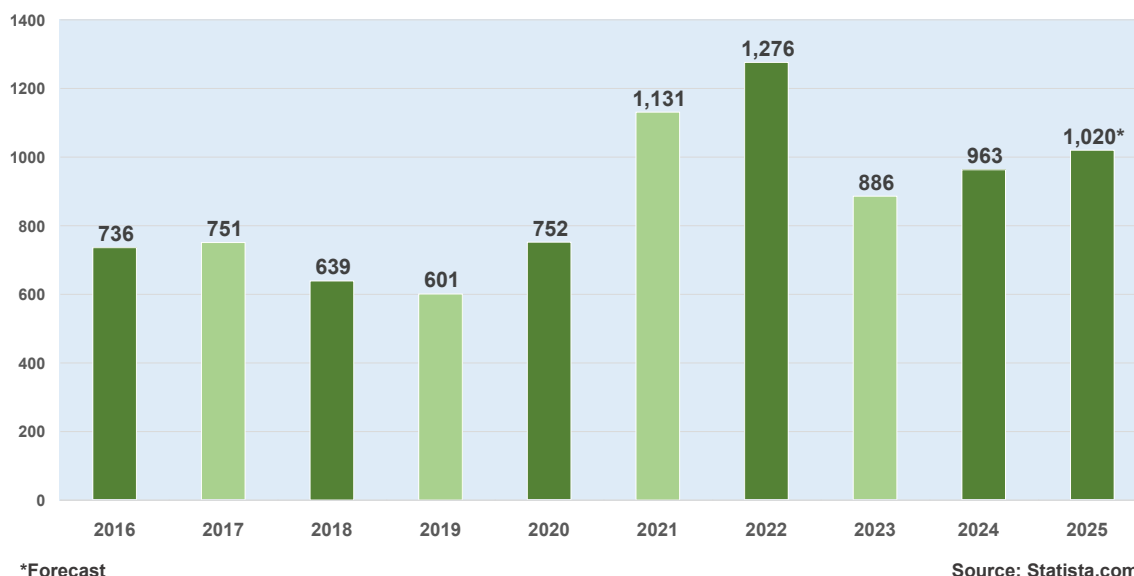
Geopolitical and Geoeconomic Developments

Geopolitical tensions and structural geoeconomic shifts will remain significant for Malaysia's outlook in 2025. Major economies are increasing focus on economic sovereignty and supply-chain resilience, which is reshaping trade flows and investment patterns, according to EY.

ASEAN Wonk views the Indo-Pacific region as becoming a central node of strategic competition and cooperation. Southeast Asia in particular is assuming greater prominence as policymakers accelerate engagement with multiple global partners while seeking to safeguard national interests.

Key geoeconomic risks include tighter trade barriers, fragmentation of global value chains and rising cost pressures in strategic sectors, as highlighted by Wellington Management. These trends could increase production costs and reduce trade volumes, which in turn may affect export-driven growth in Malaysia's electronics and manufacturing clusters.

On the strategic front, heightened geopolitical uncertainty may raise risk premia across markets, weigh on investment flows and raise hedging costs, notes Blackrock Investment Institute. Any escalation in regional hotspots or supply-chain disruptions could affect Malaysia's trade exposure and investor sentiment.

Chart 13: Average Palm Oil Prices (US\$) 2016 - 2025

For Malaysia the challenge lies in navigating between multiple external partners, preserving open trade channels and participating in new regional economic corridors while managing external exposure. Effective policy coherence, adaptable supply-chain strategies and investment in regionalisation will enhance resilience.

Commodity Prices

Commodity trends remained an important influence on Malaysia's external performance through 2024 and into 2025. Palm oil and crude oil, together with their downstream derivatives, continued to account for a substantial share of merchandise exports, estimated at about one-fifth of total export revenue according to data from the Malaysia External Trade Development Corporation (MATRADE).

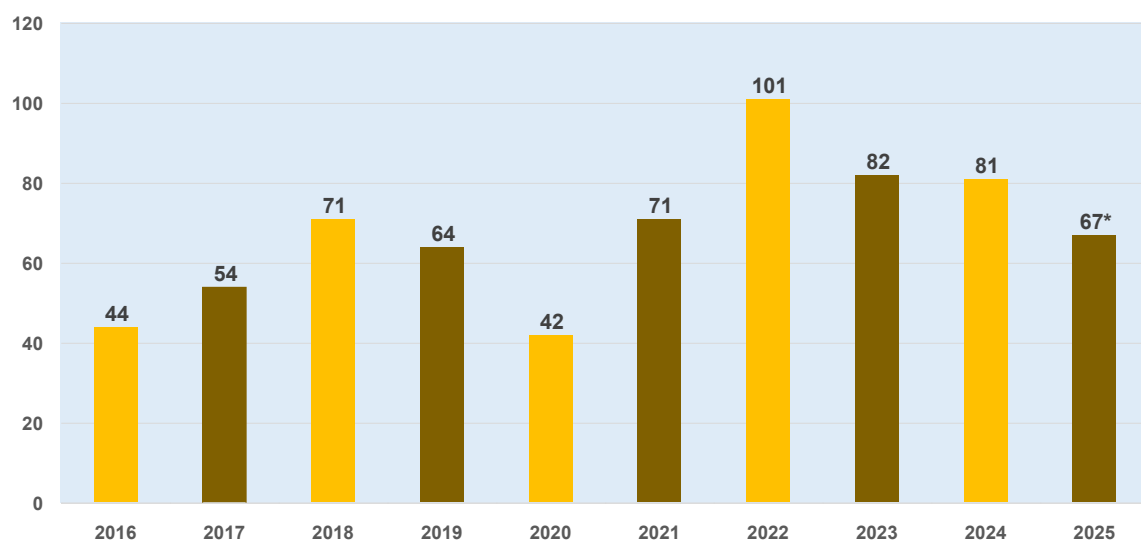
Palm oil prices rose steadily after 2020, reaching a peak of US\$1,276 per tonne in 2022 before moderating to about US\$963 in 2024 and a projected US\$1,020 in 2025 (**Chart 13**).

The relatively high level of prices helped sustain export receipts despite softer demand from key markets. Palm-based products remained a key contributor to the trade surplus, supported by stable production and renewed demand from South and East Asian buyers.

Crude oil prices followed a different trajectory. After reaching an average of US\$101 per barrel in 2022, Brent crude prices declined to around US\$81 in 2024 and is forecast to ease further to US\$67 in 2025 (**Chart 14**).

The moderation reflects easing global demand, higher output from non-OPEC (Organization of the Petroleum Exporting Countries) producers and adjustments in energy consumption patterns. While lower oil prices have reduced export earnings, they also helped contain domestic cost pressures and supported industrial energy needs.

Commodity markets in 2025 are expected to remain volatile amid geopolitical uncertainties and fluctuations in global demand. For Malaysia, stable palm oil prices and manageable energy costs are expected to provide some balance although external earnings will depend on global consumption trends and supply-side adjustments in the year ahead.

Chart 14: Average Crude Oil Prices (Brent) (US\$) 2016 - 2025

*Forecast

Source: Statista.com

Interest Rates

BNM maintained the Overnight Policy Rate (OPR) at 2.75% in September 2025 following a reduction from 3.00% in July. The central bank noted that global growth remains uneven and that domestic conditions warrant a policy stance supportive of sustained economic activity while keeping inflation expectations anchored.

Interest rates play a key role in balancing price stability and economic growth. A lower OPR encourages borrowing and investment by reducing financing costs, which support consumption and business expansion.

Conversely, higher rates help moderate demand and curb inflationary pressure. The current level reflects BNM's assessment that monetary policy remains appropriate to sustain growth momentum while managing inflation risks.

BNM stated that it will continue to monitor evolving domestic and external conditions and will adjust its monetary stance as needed to maintain overall macroeconomic stability.

National Debt

Malaysia's federal government debt reached approximately RM1.3 trillion at end-June 2025, equivalent to 63.9% of GDP, according to the MOF. The broader debt and liability exposure, including guarantee commitments, remains higher and underscores the need for prudent fiscal management.

The statutory ceiling under the Public Finance and Fiscal Responsibility Act 2023 seeks to reduce the debt-to-GDP ratio to below 60% in the medium term. Ongoing fiscal consolidation efforts and moderated new borrowings are central to achieving this target.

High debt-to-GDP ratios constrain fiscal flexibility, increase interest obligations and reduce policy room during economic shocks. As such, maintaining disciplined borrowing and strengthening revenue generation are critical to preserving macroeconomic stability.

PIKOM'S PERSPECTIVES AND ECONOMIC OUTLOOK

Current Economic Landscape

Malaysia's economy enters the final quarter of 2025 with firm momentum and steady resilience. DOSM reported a 5.2% year-on-year expansion in Q3 2025, surpassing market expectations and reinforcing a robust foundation for the full year.

Growth was anchored by private consumption, supported by strong tourism, stable labour conditions and a conducive interest rate environment. Exports continued to recover amid improving global demand while investment in infrastructure and manufacturing sustained overall expansion.

Economic Forecast

For the full year, GDP is expected to grow by an estimated 4.8%, a modest upward revision from earlier forecasts. Domestic demand will remain the key driver, underpinned by resilient consumption and investment.

The fiscal consolidation framework, guided by the Fiscal Responsibility Act, provides greater policy credibility and helps safeguard macroeconomic stability.

Monetary Policy and Currency Outlook

BNM is expected to maintain a measured and data-driven stance. PIKOM anticipates a potential 25 basis point reduction in the OPR in mid-2026 to ease borrowing costs and support liquidity.

The ringgit has appreciated by 5.4% year-to-date to around RM4.23 against the US dollar and may strengthen further towards RM4.00 over the next twelve months, reflecting fiscal prudence, strong investment flows and a stable external position.

Employment and Inflation

The labour market remains healthy, with unemployment steady at 3.0%, its lowest level in a decade. Wage growth and employment gains continue to underpin domestic spending.

However, inflationary pressures are likely to rise moderately following the rationalisation of fuel subsidies, adjustments to utility tariffs and the revised Sales and Service Tax (SST). These developments could soften household consumption, particularly among lower- and middle-income groups.

Structural and Fiscal Reforms

The Government remains committed to fiscal discipline, targeting a deficit reduction from 3.8% of GDP in 2025 to 3.5% in 2026. The gradual rationalisation of subsidies for diesel, eggs and RON95 petrol is expected to free fiscal resources for targeted social assistance such as Sumbangan Tunai Rahmah (STR) and Sumbangan Asas Rahmah (SARA), which help cushion the impact on vulnerable households.

Revenue diversification efforts are also progressing through enhanced SST collections, nationwide e-invoicing implementation and the planned introduction of a carbon tax for selected sectors in 2026.

Investment Momentum

Malaysia continues to attract strong investment flows. Approved investments reached RM190.3 billion in the first half of 2025, sustaining the record set in 2024.

Growth is increasingly anchored in high-value activities, with particular focus on advanced manufacturing, semiconductors and renewable energy. This qualitative shift positions Malaysia favourably within regional supply chains.

Table 2: PIKOM's Projections (% growth)

METRIC	2024	2025 Forecast	2026 Forecast
GDP	5.1	4.8	5.0
Unemployment Rate	3.2	3.0	2.9
Currency (at year end)	4.46	4.20	4.00
Inflation	1.8	2.8	3.0
OPR (by year end)	3.00	2.75	2.50

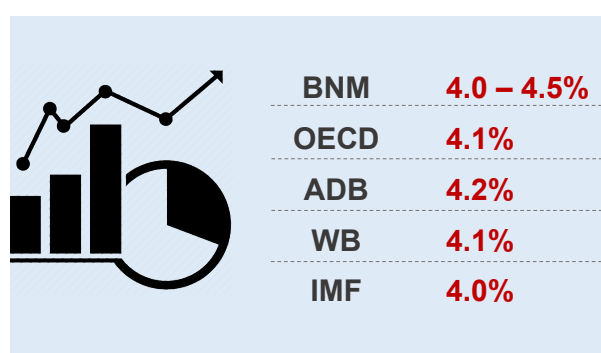
PIKOM's Estimates

The Digital Economy

The digital economy remains a key pillar of national growth, projected to expand by 8–10% in 2025 and to contribute nearly 25% of GDP.

Continued investment in data centres, AI and 5G connectivity under the National Digital Network (JENDELA) is enhancing Malaysia's position as a regional digital hub. Digitalisation initiatives, including e-invoicing and SME digital adoption, are improving efficiency and competitiveness across industries.

Infographic 4: Malaysia Economy Growth Forecast 2026



Opportunities and Risks

Opportunities lie in the continued expansion of tourism, recovery in the global technology cycle and stable commodity prices that support export revenues. Risks, however, stem from potential global economic slowdown, trade policy tensions and rising cost pressures.

The implementation of new US tariffs could weigh on Malaysia's exports while fluctuations in global demand and financial markets may create short-term volatility.

Overall Assessment

PIKOM maintains a cautious yet optimistic outlook for 2025. Malaysia's resilient domestic fundamentals, disciplined fiscal management and expanding digital ecosystem provide a solid foundation for continued growth.

While global uncertainties may affect exports and investment sentiment, steady consumption, proactive monetary measures and structural reforms will help sustain the positive trajectory into 2026.

Drive success with innovative AI, drones and robotics solution

Glocomp is a leading ICT solutions provider in the region, offering a comprehensive range of cutting-edge solutions backed by end-to-end professional services. From in-depth analysis and architecture consulting to seamless implementation, network and system migration, infrastructure optimization and on going support, we drive your success at every step.



Contact us now!

Be part of a dynamic future where innovation and passion drive everything we do. Glocomp is looking for talented individuals ready to make an impact in the ever-evolving ICT industry.

Send your CV to careers@glocomp.net and take the next step in your career with us!



03-7652 1188



www.glocomp.com



info@glocomp.net



[glocompsystems](https://www.linkedin.com/company/glocompsystems)



CHAPTER 2

Digital Economy Review and Outlook in Malaysia 2024 - 2026



Malaysia's digital economy continued to strengthen through 2024, supported by steady expansion across ICT and eCommerce activities. The sector contributed 23.4% to GDP (RM451.3 billion) and recorded growth of 5.1% following the moderation in 2023. Momentum is expected to build over the medium term as domestic digitalisation deepens and external conditions improve.

Key performance highlights

- ICT contributed 13.9% of GDP in 2024 while eCommerce accounted for 9.5%, reflecting a stable composition of the digital economy.
- Growth is projected to strengthen to 8.6% in 2025 and 8.7% in 2026, lifting the sector's GDP share to an estimated 25.4% by 2026 under the Malaysia Digital Economy Blueprint (MyDIGITAL).
- Digital trade remained resilient with a positive balance of RM119.8 billion in 2024. Digital exports represented 29.8% of total national exports.
- Employment in the digital industry rose to 1.25 million persons in 2024, underscoring sustained demand for digital capabilities.

Key developments shaping the landscape

- Major investments in data centres and cloud infrastructure by global firms such as AWS, Microsoft and Google reinforced Malaysia's position as a regional digital hub.
- Geopolitical shifts, including new tariff arrangements with the United States (US), highlighted Malaysia's strategic importance in the semiconductor supply chain.
- Strong investment activity intensified demand for specialised skills although the industry continues to face a persistent talent gap and ongoing brain drain.
- Progress in AI governance advanced through the establishment of the National AI Office (NAIO) and the release of national guidelines on AI governance and ethics.

Malaysia's digital economy remains a central engine of national growth, contributing 23.4% of gross domestic product (GDP) with an estimated value of RM451.3 billion and growing at a steady 5.1% in 2024.

The share of the economy was broadly similar to 2023 since digital activity expanded at the same pace as national GDP in 2024. In contrast, digital economy growth of 3.9% in 2023 had slightly outpaced national growth of 3.6%, which explains why its share did not rise further in 2024 despite a moderately healthy expansion.

Nevertheless, PIKOM's projections indicate that the digital share of GDP is expected to increase to 24.3% in 2025 and 25.4% by 2026, placing Malaysia close to the national aspiration under MyDIGITAL for the digital component to exceed 25% of the national economy.

The Ministry of Digital (MD) continues to lead national efforts to strengthen the digital ecosystem through MyDIGITAL and the Malaysia Digital initiative.

These frameworks provide strategic direction on digital adoption, investment attraction and talent development while reinforcing Malaysia's ambition to build a competitive and resilient digital economy.

PIKOM, as a representative from the private sector, plays a complementary role as a key advocate for the tech industry and contributes insights on market trends, workforce needs and the long-term prospects of digital enterprises.

Several structural forces have shaped the digital economy performance in 2024 and 2025 and are expected to impact on the outlook for the next year:

- Expansion of digital infrastructure and cloud capacity, enabling broader adoption of digital solutions and improving access to advanced technologies.
- Continued implementation of MyDIGITAL and the Malaysia Digital initiative, providing consistent national direction for digitalisation.
- Strengthening of AI capabilities, guided by the NAIIO and supported by national policies focused on skills, innovation and responsible development.
- Rising digital participation among MSMEs and start-ups, driven by wider adoption of eCommerce, digital payments and cloud services.
- Sustained growth in export-oriented digital activities, reinforcing Malaysia's position in regional digital and technology value chains.

Growth has been supported by a strong pipeline of digital-related foreign investments. Large global technology firms have expanded their presence through new cloud regions, data centres and advanced digital infrastructure that enhance Malaysia's position in the region.

The Ministry of Investment, Trade and Industry (MITI) notes that these developments are important to strengthening participation in regional technology value chains and in driving the next phase of digital services growth.

Digital adoption among micro, small and medium enterprises (MSME) continues to rise through programmes under MyDIGITAL and the Malaysia Digital Economy Corporation (MDEC), with wider uptake of eCommerce, digital payments and cloud-based solutions that support productivity improvements and market expansion.

AI adoption has also become more prominent. The establishment of the NAIIO under MD provides structure for developing the nation's next phase of AI capability through skills development, governance and guidance on responsible deployment.

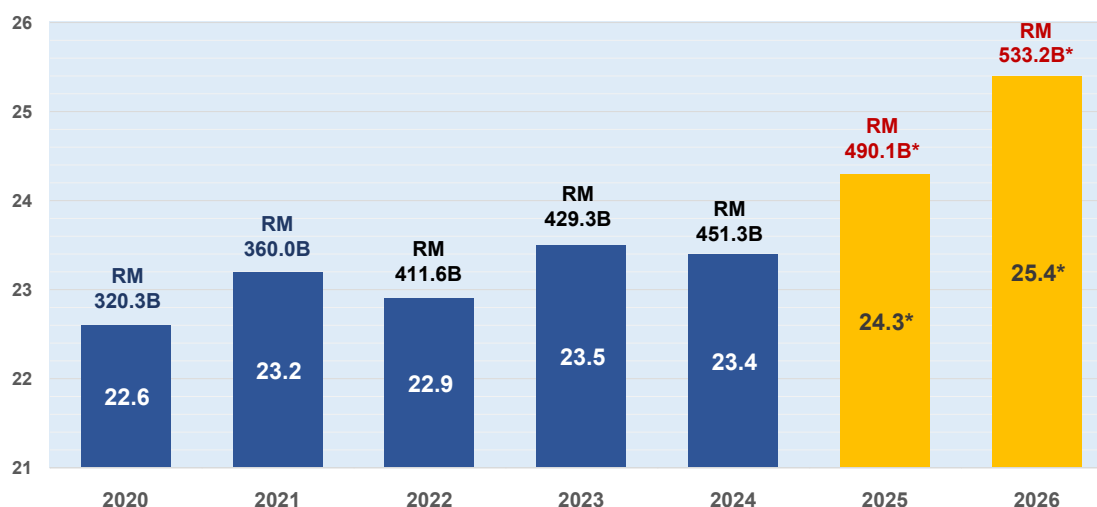
The launch of the National Guidelines on AI Governance and Ethics sets an early foundation for trustworthy AI practices while legislative measures are being prepared to support safe and transparent use of AI technologies.

Expanding digital infrastructure continues to support wider adoption. Investments in fibre networks, cloud systems and hyperscale facilities are reducing barriers to digitalisation and enabling greater use of data-driven technologies across industries.

The next section provides a detailed review of the digital economy and its various components in 2024 following the release of the ICT Satellite Account (ICT-SA) by the Department of Statistics Malaysia (DOSM) in October this year. Some of the charts, tables and infographics presented in this Chapter incorporates PIKOM's projections for 2025 and 2026.

PERFORMANCE OF THE DIGITAL ECONOMY

Chart 1: Share of Digital Economy to National Economy (%) 2020 - 2026

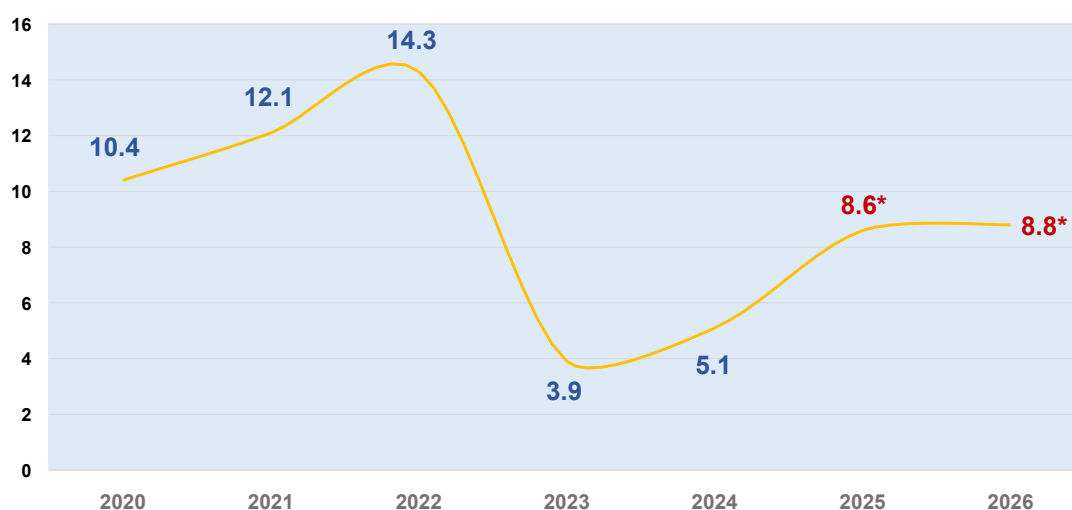


The forecasts for 2025 – 2026 were determined with the following approach: First, we extrapolated the growth of the digital economy using geometric mean as the basis of calculation. Next, we projected the growth of the national economy using confirmed data and forecasts for 2025 and 2026 (BNM). The share of the digital economy is then the size of the digital economy as a proportion of the national economy.

*Forecast

Sources: DOSM & PIKOM Estimates

Chart 2: Growth of Digital Economy (%) 2020 - 2026



*The forecasts for 2025 - 2026 are calculated using the geometric mean.

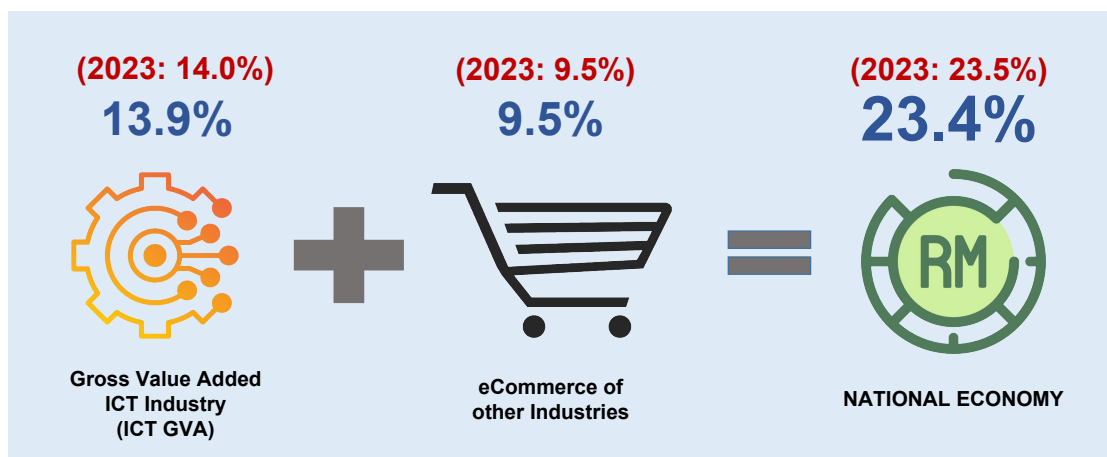
Sources: DOSM & PIKOM Estimates

The digital economy continued to play a substantial role in Malaysia's economic structure in 2024, with its contribution remaining broadly stable while the overall economy expanded at a stronger pace.

As illustrated in **Chart 1**, the digital component is expected to strengthen its position over the next two years, with its share rising steadily as digital activities scale across more industries and as the benefits of recent investments flow through the wider economy.

Growth patterns point to a return to firmer momentum. The digital economy expanded by 5.1% in 2024 after moderating to 3.9% in 2023, a year shaped by the expected rationalisation of digital activity following the exceptional gains recorded during the pandemic era.

Chart 2 highlights this transition clearly, with the improvement in 2024 supported by stronger enterprise digitalisation, higher uptake of cloud-based services and increased participation in platform-driven commerce.

Infographic 1: Contribution of Digital Economy Components to National Economy (%) 2024

Source: DOSM

Forward indicators signal a more resilient outlook. PIKOM estimates growth to rise to 8.6% in 2025 and 8.8% in 2026, reflecting deeper integration of AI and data-led solutions, stronger investment pipelines in cloud and digital infrastructure, and wider adoption of digital tools among MSMEs.

These gains are projected by PIKOM to raise the digital component to 24.3% of national output in 2025 and 25.4% by 2026, as reflected in **Chart 1**.

Overall, the readings from both charts point to a more stable and broad-based phase of digital expansion. Higher levels of enterprise adoption, maturing infrastructure and the early scaling of AI applications are expected to underpin a firmer upward trend through 2025 and 2026, reinforcing the digital economy's role as an important contributor to national growth.

Contribution by Digital Economy Components

(While DOSM refers to ICT, PIKOM prefers 'digital' or 'tech' as the nomenclature to encompass technologies whose functions go beyond information and communication. We liberally use these three references in this section, but they essentially carry a similar meaning.)

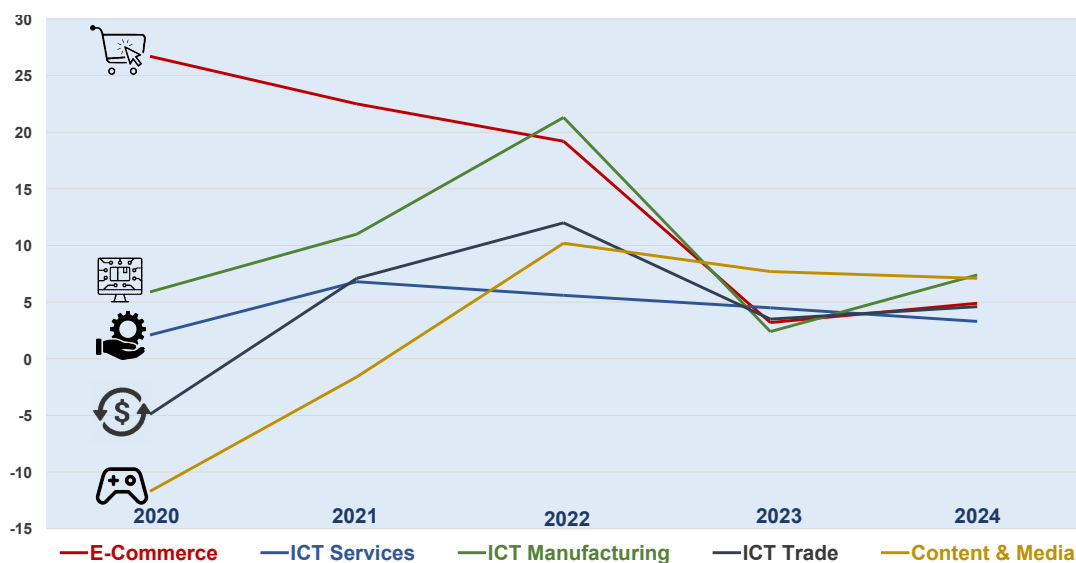
Malaysia's digital economy was supported in 2024 by its two principal components, the ICT industry and eCommerce of other industries.

As reflected in **Infographic 1**, these segments collectively accounted for 23.4% of the national economy with ICT contributing 13.9% and eCommerce 9.5%. The composition reinforces the role of both components in sustaining digital activity across sectors while aligning with the broader pace of economic expansion during the year.

Growth trends across the digital components reveal a picture of stabilisation following the volatility of the pandemic period. Most sub-sectors registered positive outcomes in 2024, maintaining or improving upon the gains recorded the previous year.

As illustrated in **Chart** and **Table 3**, eCommerce led digital expansion with a 4.9% rise after a softer performance in 2023 and posted the highest average annual growth rate (AAGR) of 15.3% for 2020 to 2024. The segment continues to be driven by persistent digital adoption among households and firms.

ICT Manufacturing strengthened with growth of 7.4% in 2024 following the modest increase in 2023, supported by firmer global demand for electrical and electronic products. It registered an AAGR of 9.6% over the five-year period.

Chart & Table 3: GVA Growth of Digital Economy Components (%) 2020 - 2024

	2020	2021	2022	2023	2024	AAGR*
eCommerce	26.7%	22.5%	19.2%	3.2%	4.9	15.3%
ICT Services	2.1%	6.8%	5.6%	4.5%	3.3	4.5%
ICT Manufacturing	5.9%	11.0%	21.3%	2.4%	7.4	9.6%
ICT Trade	-4.9%	7.1%	12.0%	3.5%	4.6	4.5%
Content & Media	-11.7%	-1.6%	10.2%	7.7%	7.1	2.3%

*Average Annual Growth Rate (2020– 2024)

Sources: DOSM & PIKOM Estimates

ICT Services rose by 3.3% in 2024 and registered an AAGR of 4.5% for the period while ICT Trade increased by 4.6% in 2024 with an identical AAGR of 4.5%. Content & Media expanded by 7.1% in 2024 after similar growth in the preceding year although it remained the smallest and slowest-growing component with an AAGR of 2.3%.

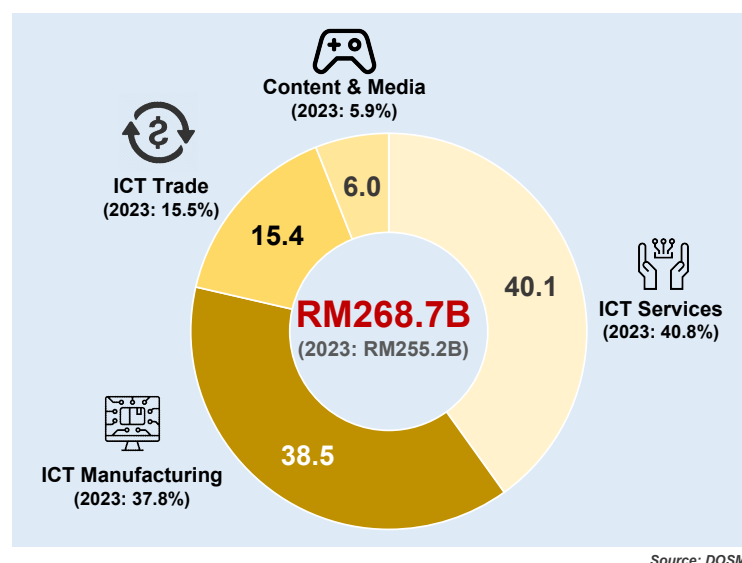
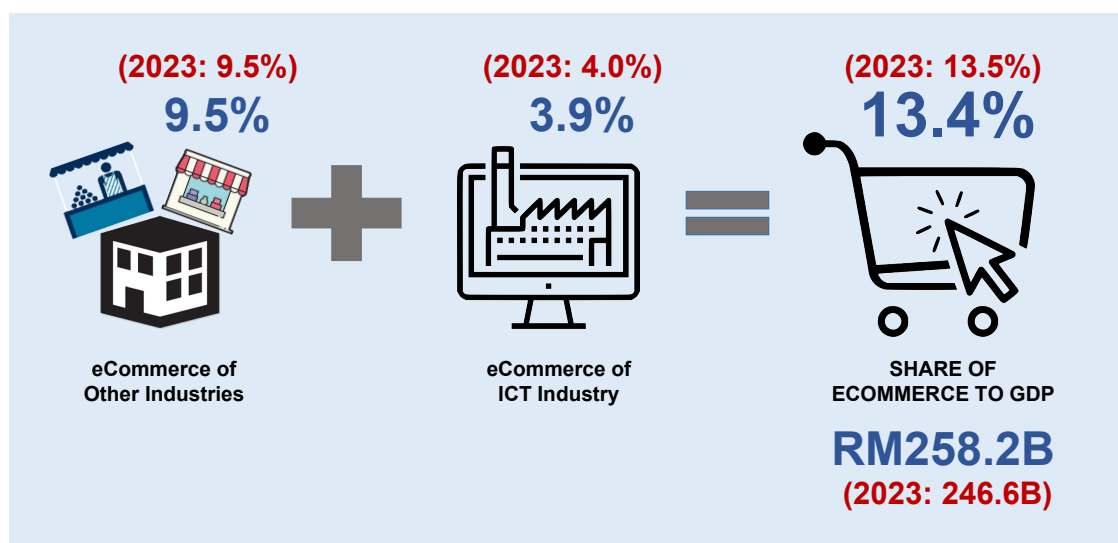
The distribution of ICT gross value added (GVA) further illustrates the structural composition of the digital economy. ICT Services remained the largest contributor in 2024 at 40.1%, followed by ICT Manufacturing at 38.5% as shown in **Chart 4**.

ICT Trade accounted for 15.4% and Content & Media 6.0%. The distribution reflects a services-led digital structure that is supported by Malaysia's strong position in technology-related manufacturing.

Overall, the performance of these components in 2024 indicates a digital sector that has stabilised following several years of sharp fluctuation and remains well placed to grow in tandem with rising digital adoption across the economy.

eCommerce

DOSM defines eCommerce through two main categories: eCommerce of other industries and eCommerce of the ICT industry. The output from ICT industry eCommerce activities is already captured within ICT GVA, which provides a clearer distinction between sectoral contributions.

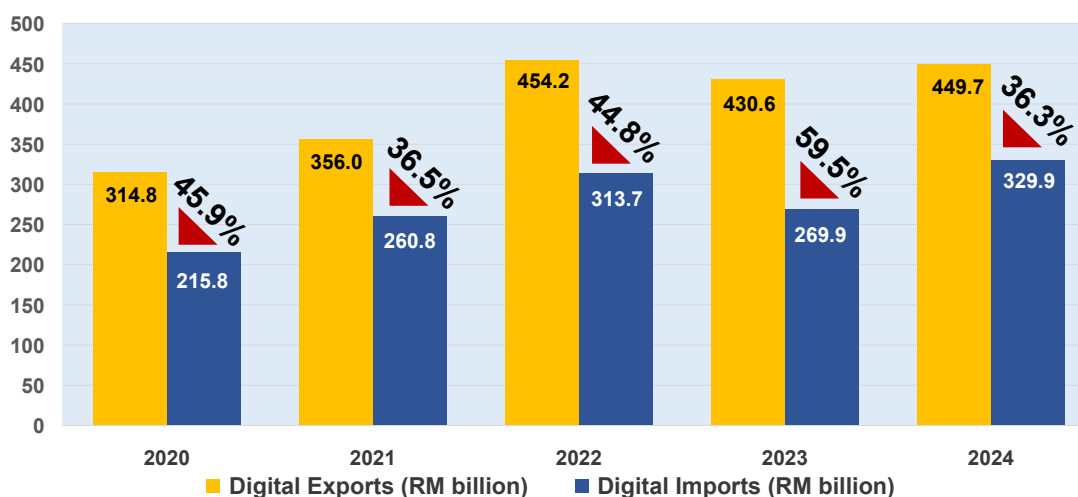
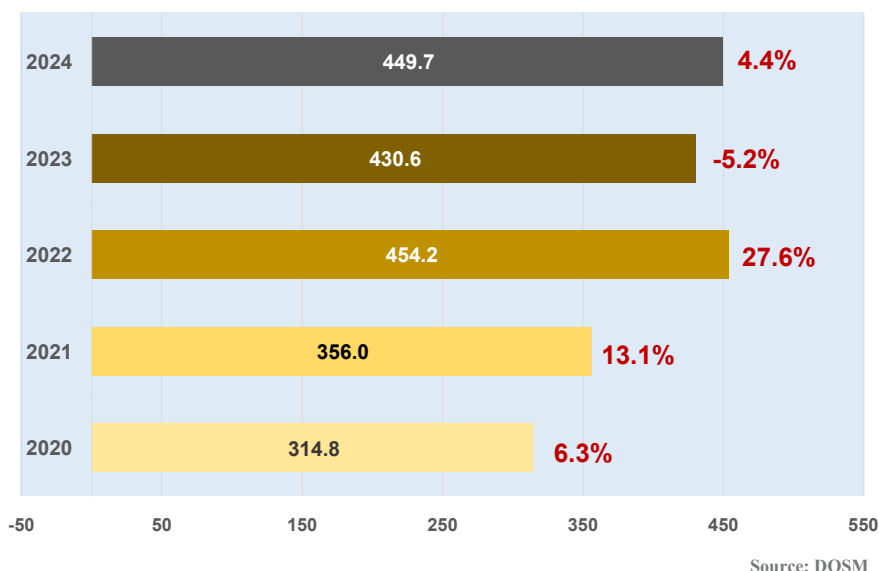
Chart 4: Share of Digital Sub-sectors to ICT GVA (%) 2024**Infographic 2: Share of eCommerce to GDP (%) 2024**

Infographic 2 illustrates the distribution of eCommerce activity across these categories and its contribution to GDP. eCommerce accounted for 13.4% of GDP in 2024, marginally below the 13.5% recorded in 2023.

The contribution from other industries remained stable at 9.5% while eCommerce within the ICT industry eased to 3.9%. Total eCommerce value rose to RM258.2 billion compared with RM246.6 billion in the previous year, signalling sustained digital participation across a broader range of sectors.

Growth was supported by continued expansion in online transactions, stronger integration of digital platforms in retail and services, and improved logistics networks that raised the efficiency of fulfilment and delivery.

Overall momentum in 2024 points to deeper digital adoption among traditional industries, even as growth moderated in line with global market conditions.

Chart 5: Digital Exports Versus Digital Imports (% difference) 2020 - 2024**Chart 6: Growth of Digital Exports (RM Billion) 2020 – 2024**

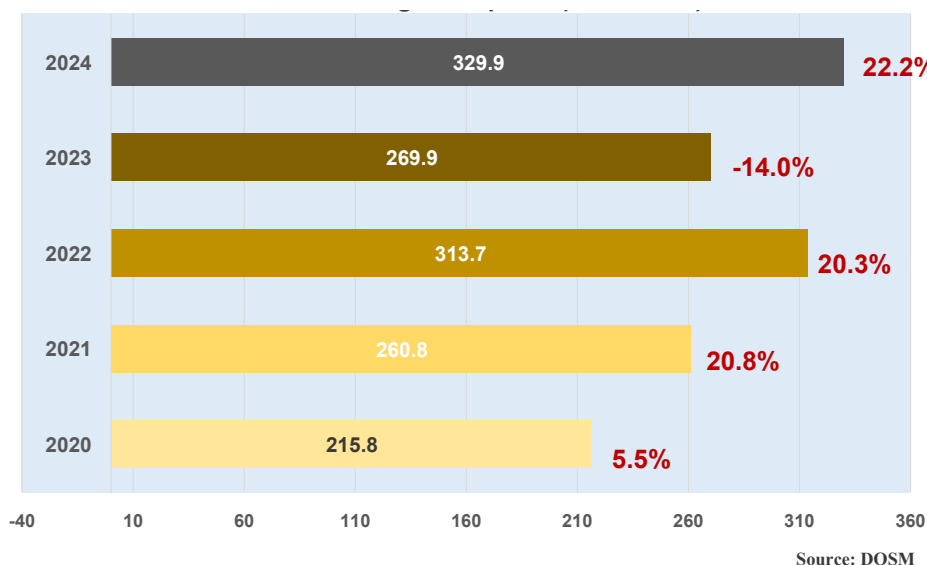
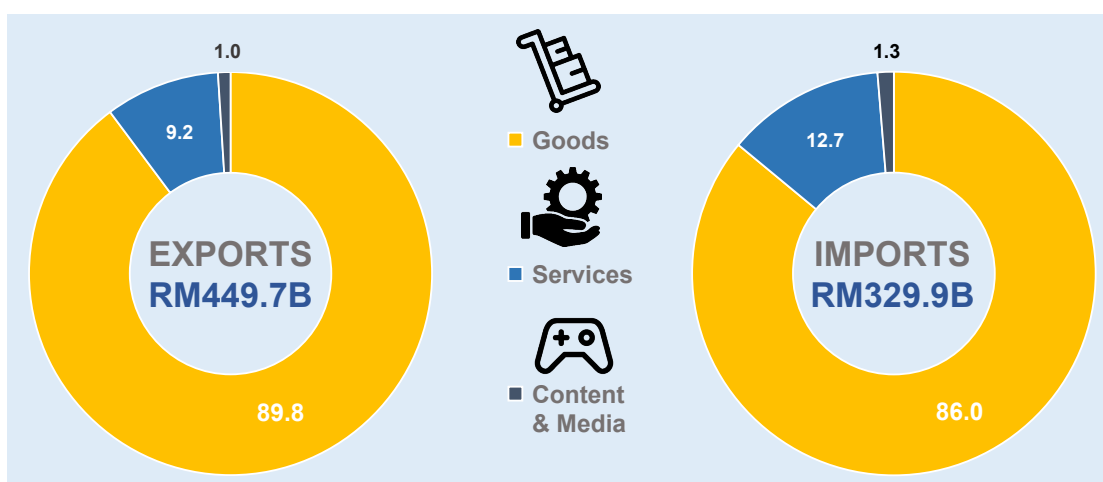
Digital Exports & Imports

Malaysia's digital trade position remained resilient through 2024 despite a more uncertain global environment.

Chart 5 shows that digital exports continued to outpace digital imports, although the margin narrowed compared with earlier years. Digital exports rose to RM449.7 billion while imports reached RM329.9 billion, resulting in a positive digital trade balance of RM119.8 billion. The gap eased to 36.3% in 2024 following wider differentials recorded in 2020 and 2022.

Growth in digital exports progressed at a measured pace. **Chart 6** indicates a recovery in 2024 following a contraction in the previous year. Exports rose by 4.4% to RM449.7 billion after declining by 5.2% in 2023. The rebound, although modest, reflects more stable demand for digital-intensive goods and services after the strong expansions in 2021 and 2022.

Digital imports also expanded in 2024, as shown in **Chart 7**. Imports grew by 22.2% to RM329.9 billion after falling sharply in 2023. Growth was supported by increased demand for digital inputs used in production, larger procurement of cloud and software

Chart 7: Growth of Digital Imports (RM Billion) 2020 - 2024**Chart 8: Exports and Imports of Digital Products by Type (%) 2024**

services and higher content-related imports. The stronger import performance suggests rising digital integration within domestic industries.

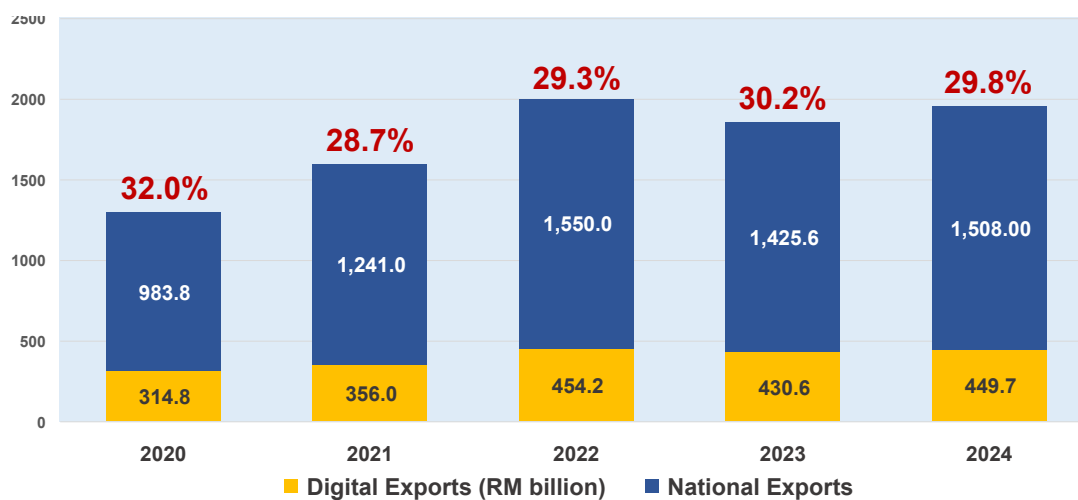
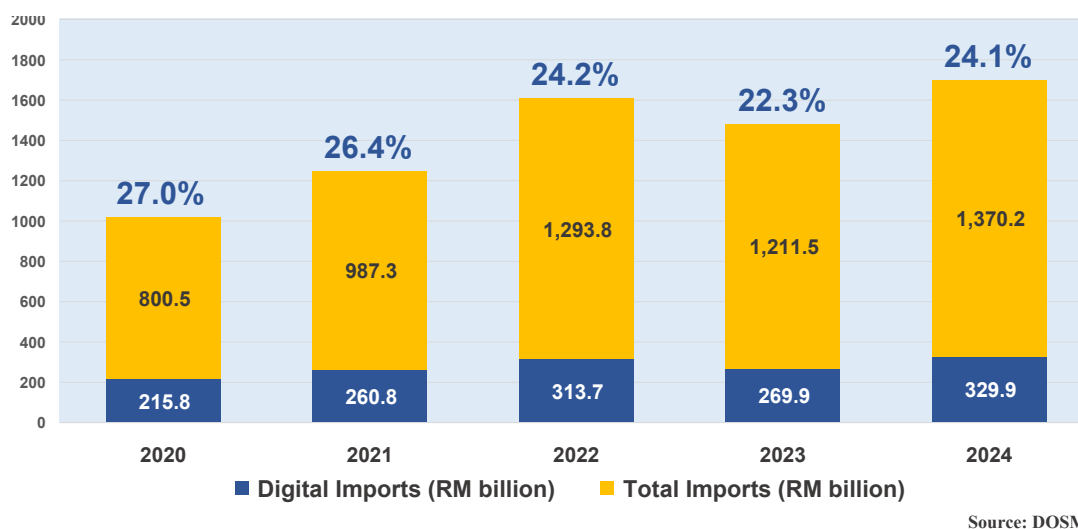
The composition of digital trade in 2024 remained dominated by goods-related transactions. **Chart 8** reveals that goods accounted for 89.8% of digital exports and 86.0% of digital imports. Services formed 9.2% of exports and 12.7% of imports while Content & Media contributed around 1.0% of both flows.

The pattern underscores the continued importance of digitally delivered goods, especially within the manufacturing value chain.

Digital exports continued to account for a significant share of national exports. According to **Chart 9**, digital exports formed 29.8% of total exports in 2024, marginally higher than the 29.3% recorded in 2022 and slightly lower than the 30.2% in 2023.

The share has remained consistently above 28% over the past five years, reflecting Malaysia's strong position in technology-intensive sectors.

Digital imports, likewise, represented an important component of national imports. Referring to **Chart 10**, digital imports accounted for 24.1% of total imports in 2024, broadly similar to the levels recorded in 2021 and 2022.

Chart 9: Share of Digital Exports to National Exports (%) 2020 - 2024**Chart 10: Share of Digital Imports to National Imports (%) 2020 - 2024**

The proportion remained stable over time, driven by sustained investment in digital equipment, software and related services that support domestic production and digitalisation efforts.

Employment in the Tech Industry

Employment in the digital industry continued to expand steadily in 2024. **Chart 11** features the expansion of the workforce to 1.25 million persons, up from 1.24 million previously.

Growth remained moderate at 1.2% following the stronger expansion seen in 2021 and the more subdued rates in 2022 and 2023. The trend reflects ongoing

demand for digital skills across industries as firms accelerated technology adoption and strengthened digital operations.

The distribution of employment across sub-sectors remained broadly unchanged. **Chart 12** indicates that ICT Manufacturing accounted for the largest share at 35.3% followed by ICT Services at 28.9%. Meanwhile, ICT Trade contributed 23.2% while Content & Media represented 12.6% of total digital employment.

The shares were consistent with 2023, signalling stable labour demand patterns across digital-intensive activities. The overall workforce profile points to the continued importance of technical and services-oriented roles in supporting Malaysia's digital economy.

**Chart 11: Employment in Digital Industry (million persons)
& Growth Rate (%) 2020 - 2024**

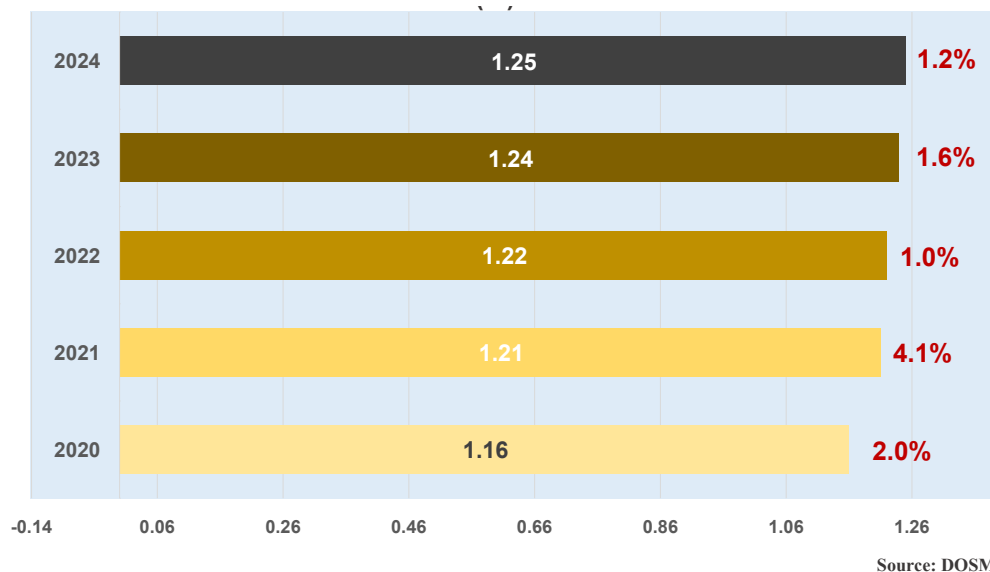
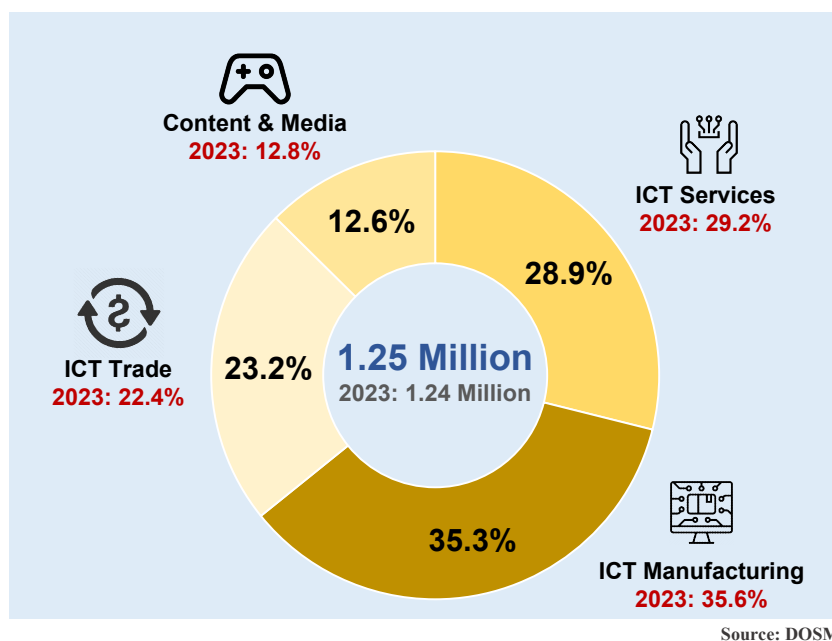


Chart 12: Share of Employment by Digital Sub-Sectors 2024



KEY DEVELOPMENTS IN 2024 - 2025

Large-scale Digital and Data Centre Investments Reshaping the Landscape

Malaysia continued to secure substantial digital investments in 2024 and 2025, reinforcing its position as a regional hub for cloud, AI and data centre services.

MIDA reported that global technology giants including AWS, Microsoft, Google and Oracle have collectively committed around US\$16.9 billion to Malaysian data centre and cloud projects, with further investments in the pipeline.

Knight Frank's 2024 research highlighted Malaysia as one of Southeast Asia's fastest-growing data centre markets, with cumulative commitments from major cloud providers estimated at over US\$23 billion by late 2024.

These flows are anchored in Malaysia's broader MyDIGITAL and Malaysia Digital agenda, which aim to raise the digital economy's contribution to GDP to around 25–26% by mid-decade.

MD and MDEC noted that approved digital investments reached about RM163.6 billion in 2024, with data centres and cloud infrastructure accounting for more than three-quarters of the total.

New investments by Oracle, which announced plans to spend more than US\$6.5 billion on a Malaysian cloud region and AI-related services, further strengthen the ecosystem and are expected to accelerate enterprise adoption of AI and cloud-based solutions.

Trade, Semiconductors and Shifting Geopolitical Dynamics

Geopolitical developments added a new layer of complexity to Malaysia's digital and technology outlook. The US imposed a broad 19% tariff on most Malaysian exports in 2025, but semiconductor and pharmaceutical products remained exempt, reflecting their strategic importance in global supply chains.

During American President Donald Trump's visit to Kuala Lumpur for the ASEAN Summit in October 2025, Malaysia and the US signed a wider trade package under the Agreement on Reciprocal Trade (ART).

Media reports describe this deal as strengthening Malaysia's role as a trusted partner in technology and critical supply chains while maintaining tariff-free access for key sectors such as semiconductors, even as tariffs bite in other product categories.

The arrangement supports Malaysia's ambition to position itself as a major semiconductor and advanced packaging hub alongside ongoing efforts to attract over US\$100 billion of investment across chips, AI infrastructure and renewable energy, according to Reuters.

Talent, Skills and Brain Drain Pressures

Robust investment and digital expansion have intensified demand for skilled workers. MDEC's Digital Talent Snapshot for 2024 reported strong hiring in software development, data analysis and other digital roles across key regions such as Penang, Selangor and Kuala Lumpur.

However, MITI's own digital economy assessments and other surveys underline that employers continue to face shortages of specialised digital talent, with many firms indicating that the current labour market does not fully meet their needs.

Brain drain remains a structural challenge. High-tech companies struggle to fill key positions as experienced professionals move to regional hubs such as Singapore and advanced markets including Australia, often attracted by higher pay and more mature ecosystems.

Recent reporting suggests Malaysia may already have lost close to two million skilled workers over time, prompting renewed calls for competitive career pathways and better retention strategies in the tech sector.

Global consulting and recruitment firms echo these concerns. PwC's Workforce Hopes and Fears surveys and Hays' talent trend reports highlight a widening digital skills gap, rapid growth in AI-related roles and the need for aggressive upskilling to prevent displacement of mid-skill workers as automation and AI scale up.

Employers also report rising wage pressures in niche areas such as data science, cybersecurity and cloud engineering, reflecting intense competition for scarce expertise.

Governance of AI and Emerging Regulatory Architecture

On the policy front, Malaysia has moved swiftly to strengthen AI governance. In September 2024, the Ministry of Science, Technology and Innovation (MOSTI) issued the National Guidelines on AI Governance & Ethics, a voluntary framework outlining seven core principles to guide responsible AI development and deployment in line with international norms.

The guidelines emphasise transparency, fairness, human-centric design, accountability and robust data governance, and are already being referenced by regulators and industry bodies.

In late 2024, Malaysia also launched the NAIIO to coordinate policy, regulation and long-term planning for AI, including work on a dedicated technological action plan to 2030 and potential future legislation.

The office works alongside initiatives under MyDIGITAL and Malaysia Digital, and is expected to play a central role in aligning AI policy with broader economic, competition and consumer-protection objectives as adoption accelerates across sectors.

At the same time, the rapid build-out of data centres and AI infrastructure has raised questions about sustainability, energy use and 'digital colonialism' as global platforms leverage local land, power and incentives.

However, there is growing concern that data centres create relatively few high-quality jobs relative to their resource footprint and must be carefully integrated with renewable energy and environmental planning.

These concerns are beginning to shape policy debates on how to ensure that digital investment translates into broad-based productivity gains, quality employment and inclusive benefits for Malaysian workers and communities.

CONCLUSION

Malaysia's digital economy is poised for firmer and more resilient growth over 2025 and 2026. Expansion will be driven by rising investment in digital infrastructure, broader uptake of AI and data-driven services and wider digital adoption among enterprises, particularly MSMEs.

Policy direction under MyDIGITAL and Malaysia Digital provides a clear framework to support this expansion while emerging regulatory structures aim to ensure responsible and transparent technological deployment.

The outlook remains promising although success will depend on Malaysia's ability to address several structural challenges. Closing the digital talent gap, managing brain drain and ensuring that investment translates into high-quality jobs and productivity gains will be central to sustaining long-term competitiveness.

A balanced approach that supports innovation, strengthens capabilities and promotes inclusive digital participation will be essential for realising the sector's full potential.

HELLO, from IP ServerOne!

Experience warm and personalized managed cloud services at IP ServerOne because "We Host Better".

Our Offerings:

- Cloud Computing
- BaaS & DRaaS
- Private & Hybrid Cloud
- Managed Services
- Colocation

Our Features:

- Accessibility: 24x7 Support by Your Side
- Backup: Always Securing Your Data
- Customization: Your Cloud, Do it Your Way



Discover the IP ServerOne experience today.

www.ipserverone.com

Tel: +603 - 2026 1688 Email: marketing@ipserverone.com

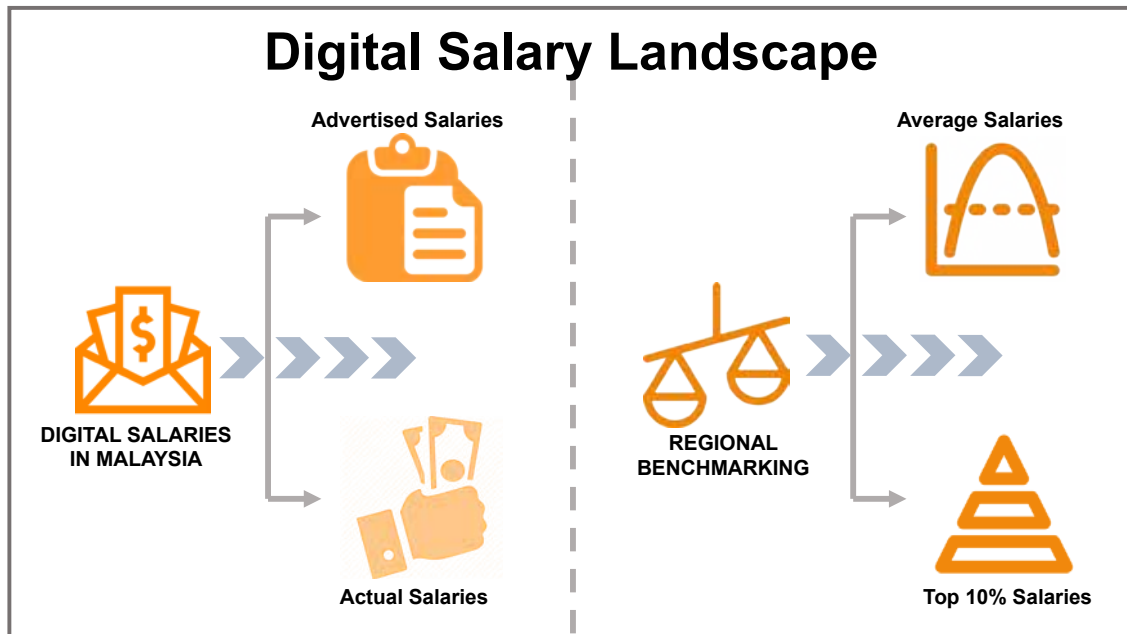


Salary Tracking Parameters and Methodology





ic



Although PIKOM has published this digital salary report for more than 10 years, we continue to evolve and refine our efforts in order to provide the most accurate data and information to our readers.

This year's report explores two aspects of the salary landscape for digital professionals: the first to present the range of salaries in Malaysia and the second to benchmark local salaries against counterparts in other economies.

In the first case, the salary landscape is examined from two perspectives: salaries offered by job recruitment agencies; and actual earned salaries. For the benchmarking exercise, Malaysian salaries are compared against average salaries as well as the top 10% salaries of digital professionals in selected economies.

Methodology

Our salary landscape was premised on data provided by Jobstreet by SEEK for the estimation of advertised average salaries offered by employers. Payscale and Salary Expert were sourced for data on earned average salaries as reported by employees.





Jobstreet by SEEK published minimum and maximum advertised salaries for 38 jobs for 2025. We then re-categorised these records into Entry, Junior Executive, Senior Executive, Manager and Senior Manager levels.

Subsequently, we employed the single exponential smoothing technique of past published data to estimate the salaries of digital professionals by the aforementioned job position levels in 22 industries (**See Table B**). This exercise also yielded information to the top-five paying industries in 2025 along with forecasts for 2026.

Table B: 22 Selected Industries

1	Agriculture / Plantation / Poultry / Fisheries	12	Hotel / Hospitality
2	Automotive / Automotive Ancillary / Vehicle	13	Manufacturing / Production
3	Banking / Financial Services	14	Oil / Gas / Petroleum
4	Call Centre / IT-Enabled Services / BPO	15	Printing / Publishing
5	Computer / Information Technology (Hardware)	16	Property / Real Estate
6	Computer / Information Technology (Software)	17	Science & Technology
7	Construction / Building / Engineering	18	Semiconductor / Wafer Fabrication
8	Consulting (Business & Management)	19	Telecommunication
9	Education	20	Transport / Logistics
10	Electrical & Electronics	21	Utilities / Power
11	Financial Services	22	Retail / Merchandise

Box A: Selection of Digital Aspect

Digital Aspect		No. of Jobs	Digital Aspect		No. of Jobs
	Analytics	5		Programming	5
	System Architecture	2		Quality Assurance	6
	Data	6		Security	2
	Database	2		Systems	2
	Engineering	11		Technical Support	9
	Managerial	11			

Payscale and Salary Expert published earned salaries provided by employees or via surveys and management records.

Data from Salary Expert is used in present average salaries of nine job specifications in cybersecurity and 10 job specifications in AI and data science. These salaries are highlighted separately in a section after the presentation of salaries according to job position levels and according to the 22 industries.

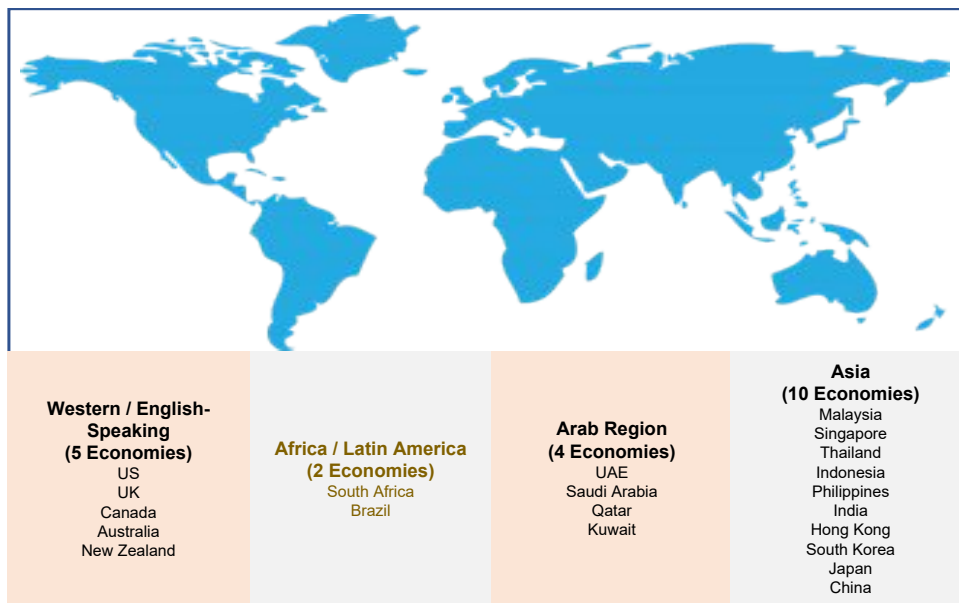
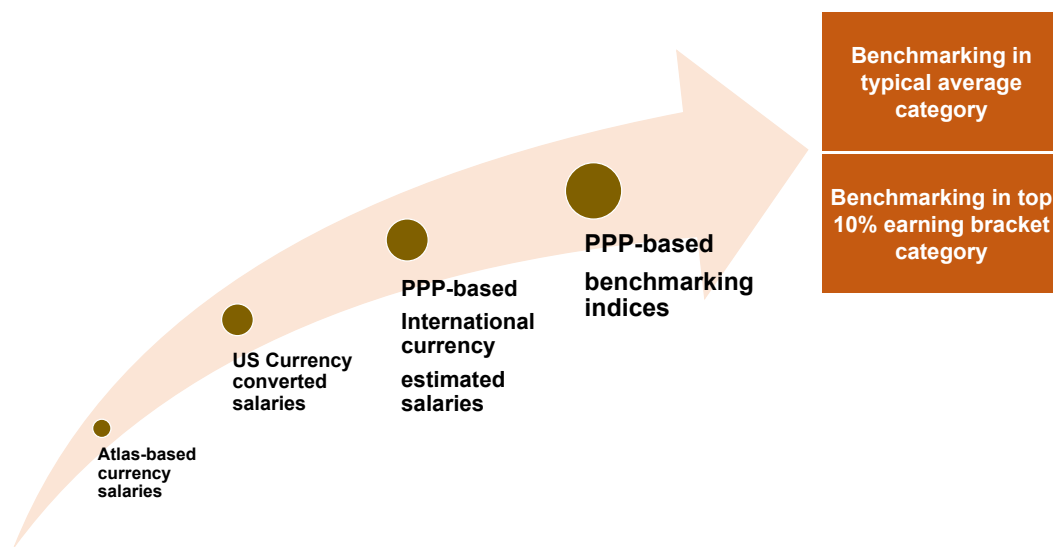
With the Payscale data, we curated salaries from 11 digital areas (**See Box A**), 61 digital jobs (**Box B**), by three position levels (**Box C**) and 21 economies (**Box D**).

Box C provides the segmentation of 61 selected jobs into 34 technical jobs, 18 managerial positions and 9 C-Level positions. **Box E** provides an overview of the analytic framework.

Box B: Selected Digital Jobs

TECHNICAL / OPERATIONAL POSITIONS		
.NET Software Developer / Programmer	Junior Software Engineer	Systems Administrator, Windows Server
Applications Engineer	Network Administrator	Systems Analyst
Business Analyst, IT	Network Engineer	Systems Engineer, IT
Business Intelligence (BI) Analyst	Network Technician	Technical Support Analyst IT
Support Technician Computer / Network / IT	Quality Assurance (QA) Engineer	Technical Support Specialist
Cybersecurity Analyst	Network Security Engineer	Test QA Engineer (Computer Software)
Data Engineer	Software Developer	Data Analyst
Data Scientist	Software Engineer	QA Analyst
Database Administrator (DBA)	Software Engineer / Developer / Programmer	QA Analyst Software
Development Operations (DevOps) Engineer	Solutions Architect	Web Developer
Help Desk Technician	Support Technician, IT	
Java Developer	Systems Administrator, Computer / Network	
MANAGERIAL / TACTICAL POSITIONS		
IT Consultant	Senior Business Analyst	Senior Systems Administrator
IT Manager	Senior Data Scientist	Senior Systems Analyst
Project Manager, IT	Senior DBA	Senior Systems Engineer
QA Manager	Senior Project Manager, IT	Senior Web Developer
Data Manager	Senior Software Engineer	Senior Software Engineer/Developer/Programmer
eCommerce Manager	Senior Solutions Architect	Software QA Manager
C-LEVEL / STRATEGIC POSITIONS		
Director of Analytics	Chief Technology Officer	Chief Executive Officer
IT Director	Chief Information Officer	Chief Information Security Officer
Vice President, IT	Chief Operating Officer	Chief Financial Officer

Box C: Three Levels of Positions

Box D: Selected 21 Economies**Box E: Overview of Analytics Framework**

Payscale publishes salary data in Atlas currencies, which are in turn converted to US dollars (\$USD) and international currency (\$PPP) to take into account purchasing power parity (PPP). For meaningful comparisons or benchmarking across economies, the \$PPP currency is preferred.

Data Challenges

To overcome data gaps and limitations in scope and coverage, we carried out our own estimation procedures. Specifically, we used the single exponential smoothing model to produce forecasts on advertised salaries in Malaysia for 2025 and 2026. Similarly, we relied on earned salary imputation techniques based on known ratios to estimate any missing data for 61 jobs in all job position levels for Malaysia.

Single Exponential Time Series Model

The single exponential time series forecast of an observation at time period t is given by:

$$\hat{z}_t = \alpha(Y_{t-1} - \hat{z}_{t-1}) + \hat{z}_{t-1}$$

where α is a smoothing constant [$0 \leq \alpha \leq 1$]; \hat{z}_t refers to the estimate in period t ; \hat{z}_{t-1} refers to the estimate in previous period ($t-1$); and Y_{t-1} refers to the actual value in the period ($t-1$). We determined the value of best fit for α using Excel.

Pearson Product Moment Correlation

Before imputing values for the missing data in the 22 industries, we made an attempt to examine the correlation values between average salaries in the software industry against other known industries using the Pearson Product Moment Correlation as shown in the formula below:

$$r_{xy} = \frac{N \sum XY - \sum X \sum Y}{\sqrt{[N \sum X^2 - (\sum X)^2][N \sum Y^2 - (\sum Y)^2]}}$$

N = number of pairs of scores

$\sum xy$ = sum of the products of paired scores

$\sum x$ = sum of x scores

$\sum y$ = sum of y scores

$\sum x^2$ = sum of squared x scores

$\sum y^2$ = sum of squared y scores

The correlation matrix that was generated for the 22 industries using the salary data for the period 2010 – 2022 is shown in **Table A**.

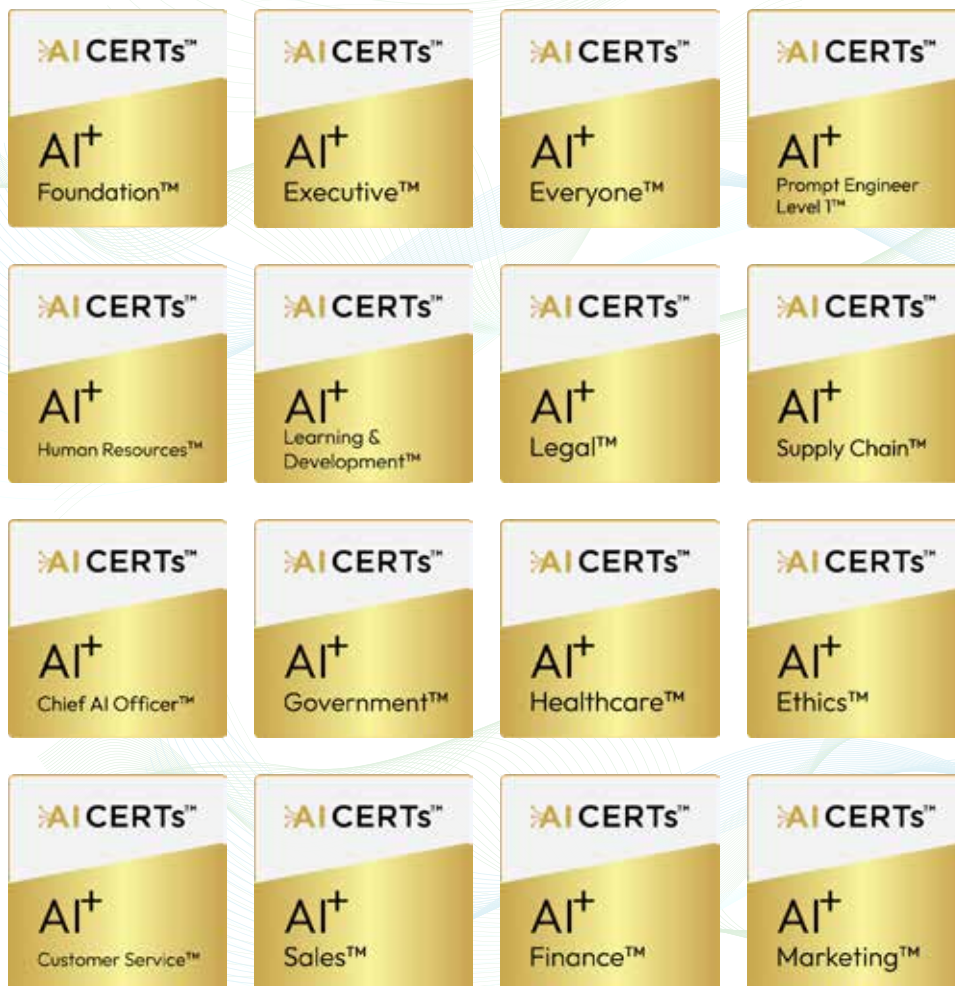
Table A: Correlation Matrix

Industry		V1	V2	V3	V4	V5	V6	V7	V8	V9	V10	V11	V12	V13	V14	V15	V16	V17	V18	V19	V20	V21
Agriculture / Plantation / Aquaculture	V1																					
Automotive / Heavy Industry / Machinery	V2	0.919																				
Banking	V3	0.944	0.953																			
Call Center / IT-Enabled Services / BPO	V4	0.964	0.937	0.988																		
Computer / Information Technology (Hardware)	V5	0.930	0.981	0.947	0.953																	
Computer / Information Technology (Software)	V6	0.775	0.914	0.798	0.805	0.940																
Construction / Building / Engineering	V7	0.931	0.992	0.971	0.965	0.986	0.899															
Consulting (Business/Technical)	V8	0.880	0.976	0.913	0.914	0.989	0.974	0.973														
Education	V9	0.935	0.982	0.940	0.948	0.999	0.944	0.984	0.990													
Electrical & Electronics	V10	0.854	0.822	0.940	0.910	0.785	0.554	0.852	0.726	0.772												
Financial Services/Securities/Insurance	V11	0.954	0.945	0.997	0.994	0.948	0.795	0.966	0.910	0.942	0.930											
Hotel/Restaurant/Food Service/Hospitality	V12	0.886	0.965	0.902	0.913	0.991	0.971	0.965	0.993	0.991	0.708	0.907										
Manufacturing / Production	V13	0.921	0.965	0.925	0.935	0.993	0.948	0.966	0.983	0.993	0.746	0.926	0.988									
Oil / Gas / Petroleum	V14	0.912	0.958	0.979	0.966	0.961	0.854	0.971	0.939	0.952	0.886	0.966	0.927	0.955								
Printing / Publishing	V15	0.709	0.905	0.826	0.811	0.910	0.950	0.906	0.949	0.903	0.643	0.811	0.932	0.899	0.882							
Property / Real Estate	V16	0.859	0.951	0.965	0.945	0.951	0.866	0.967	0.942	0.939	0.868	0.951	0.927	0.937	0.988	0.926						
Science & Technology / Aerospace / Bio Technology	V17	0.953	0.879	0.972	0.969	0.876	0.668	0.903	0.814	0.870	0.958	0.978	0.815	0.854	0.922	0.678	0.886					
Semiconductor / Water Fabrication	V18	0.759	0.934	0.841	0.827	0.939	0.978	0.923	0.973	0.936	0.642	0.827	0.959	0.937	0.901	0.989	0.927	0.703				
Telecommunication	V19	0.855	0.947	0.969	0.949	0.938	0.840	0.967	0.929	0.926	0.893	0.957	0.910	0.911	0.974	0.917	0.993	0.894	0.907			
Transport/Storage/Freight/Shipping	V20	0.901	0.978	0.908	0.917	0.991	0.965	0.976	0.993	0.993	0.724	0.908	0.994	0.986	0.933	0.927	0.928	0.821	0.956	0.913		
Utilities	V21	0.722	0.904	0.788	0.778	0.920	0.988	0.887	0.959	0.919	0.556	0.778	0.955	0.925	0.853	0.973	0.881	0.644	0.991	0.854	0.945	
Wholesale/Retail/Trading	V22	0.740	0.916	0.827	0.815	0.930	0.975	0.907	0.964	0.925	0.621	0.812	0.952	0.934	0.895	0.988	0.923	0.686	0.997	0.898	0.946	0.991



Explore Role-Based AI Certifications Built for Business Leaders and Professionals

Bridge the gap between people, strategy, and technology with AI Professional Certifications.



Contact us today!



info@promeritus.com

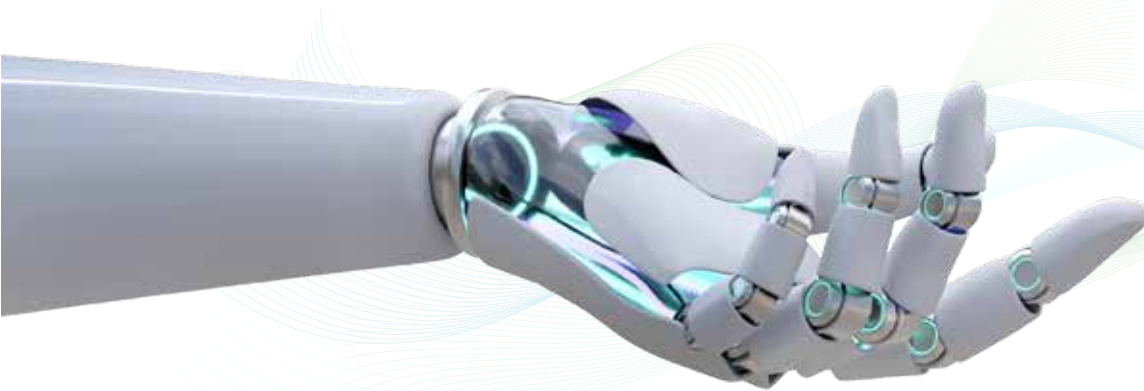


+6017-990 2842



Advance Your **Technical** Expertise with Industry- Driven AI Certifications

Master applied AI technologies and stay ahead
in data, cloud, and cybersecurity innovation.



Contact us today!



info@promeritus.com



+6017-990 2842





CHAPTER 3
**Digital
Employment and
Salary Trends in
Malaysia**



Malaysia's digital labour market remained on a firm footing in 2025 as technology adoption expanded across industries and this trend is set to continue into 2026 as businesses advance their digital transition and accelerate the use of emerging technologies.

Companies continue to invest in cloud infrastructure, data platforms, cybersecurity and artificial intelligence (AI), resulting in demand for digital talent staying strong as corporations increasingly require more specialised competencies to support progressively complex systems.

Employers have intensified recruitment for roles that support software development, data engineering and advanced automation. The market is also shaped by a talent pool that is highly mobile within the region.

Malaysian digital professionals, particularly in AI, data and cloud disciplines, are sought after by employers in neighbouring markets such as Singapore. This outward migration, coupled with limited local supply, has heightened competition among domestic employers and prompted adjustments in hiring practices, benefits and career development structures.

AI adoption is expanding at pace. Businesses are integrating intelligent tools into core operations, sharpening the need for roles that manage and optimise AI-based systems. This development, alongside the continued focus on cloud modernisation and cybersecurity resilience, has been a major influence on recruitment patterns and labour demand heading into 2026.

Evolving Digital Occupations

The digital labour landscape is evolving swiftly as industries adopt more sophisticated technologies. The roles expanding most rapidly are concentrated in AI, cloud engineering, data infrastructure and cybersecurity, with demand rising across both the tech and non-tech sectors.

The emerging roles and expanding specialisations expected to shape Malaysia's digital workforce going forward include:

- AI engineers, to drive the development and deployment of AI models across business operations;
- Machine learning (ML) specialists, including AI trainers and ML engineers who support automated decision systems;
- AI agent specialists and AI workforce managers, reflecting the growing use of intelligent agents in organisational workflows;
- Data scientists and analysts, supporting analytical insights and data-enabled decision-making;
- Data engineers and MLOps specialists, as companies build more advanced data pipelines and model deployment environments;
- Cloud engineers and cloud architects, supporting large-scale cloud migration and infrastructure modernisation;
- Cybersecurity professionals, including roles focused on cloud security, threat management and network resilience;
- Blockchain developers, as interest grows in distributed technologies and digital assets;
- Digital and green-tech specialists, particularly in renewable energy solutions, environmental, social and governance (ESG) analytics and internet-of-things (IoT)-enabled sustainability functions;
- Edge and data-centre engineers, prompted by Malaysia's rapid rise as a data centre hub in Southeast Asia; and
- Digital delivery leads and remote technology specialists, aligned with the expansion of hybrid work arrangements and regional capability centres.

These roles reflect a maturing digital ecosystem in which the corporate sector require deeper technical competencies, especially in AI-driven environments. The continued rise in cloud adoption, increased emphasis on cybersecurity and rapid investment in digital infrastructure are expected to support further growth in these job categories through 2026 and beyond.

Drivers of Rising Salaries

Digital professionals in Malaysia are experiencing healthy wage increases across the board in 2025, with several job categories poised for strong, and in many cases, double-digit salary growth heading into 2026.

The upward trajectory reflects the deepening role of digital technologies in business operations and the sustained demand for specialised skills that support AI, cloud and data-driven environments.

Employers are responding to these pressures by recalibrating compensation structures and offering more competitive packages, particularly for roles requiring advanced technical competencies.

Another catalyst behind this upward movement is the increase of the national minimum wage to RM1,700. Although the policy primarily affects lower-income groups, it has prompted companies to adjust their internal salary frameworks to maintain structural parity. This shift has encouraged a more progressive wage approach within the private sector, resulting in broader adjustments across multiple job levels including early-career digital professionals.

Talent shortages also remain a central force underpinning salary appreciation. The supply of skilled digital professionals has not kept pace with the rapid expansion of AI, cloud computing, data engineering and cybersecurity initiatives across industries.

Companies have intensified their recruitment efforts and enhanced remuneration packages to attract and retain experienced talent. The persistent outflow of Malaysian digital professionals to regional markets such as Singapore has compounded the shortage, as these markets offer more lucrative compensation and a wider range of career pathways.

Industry developments have also contributed to firmer wage pressures. Major investments by global technology companies in cloud and AI infrastructure have accelerated the demand for niche skills.

Businesses integrating AI-based tools now require professionals capable of managing intelligent automation systems, maintaining cloud-native environments and safeguarding digital assets.

These high-value competencies command salary premiums, sustaining upward pressure on wages as employers strengthen their digital foundations in preparation for more advanced transformation initiatives through 2026.

Scope of Coverage

The scope of this report remains consistent with the expanded coverage introduced in recent editions. It includes both salaries advertised by employers and earned salaries reported directly by employees. Advertised salaries are sourced from Jobstreet by SEEK while earned salaries are collated from platforms such as Payscale and Salary Expert to provide a broader view of remuneration levels across the digital workforce.

The report also maintains the dedicated sections on remuneration for cybersecurity, AI and data science professionals. These areas continue to grow in strategic importance due to the accelerated adoption of advanced technologies and the rising demand for specialised digital competencies across industries.

ADVERTISED SALARIES OF DIGITAL JOBS IN MALAYSIA

Table 1: Average Monthly Advertised Salaries of Digital Professionals by Overall and Position Level (RM) 2015 - 2026

Year	Entry Level	Junior Executive	Senior Executive	Manager	Senior Manager	Overall
2015	2,718	3,894	6,483	10,195	17,053	8,114
2016	2,817	4,052	6,727	10,646	18,132	8,484
2017	2,958	4,259	7,057	11,168	19,147	8,908
2018	3,080	4,458	7,469	11,888	20,521	9,262
2019	3,210	4,663	7,865	12,589	21,916	9,614
2020	3,282	4,716	7,841	12,994	22,497	9,825
2021	3,398	4,816	8,020	13,152	22,558	10,064
2022	3,560	5,020	8,289	13,882	23,057	10,321
2023	4,098	6,230	10,096	16,173	25,662	11,756
2024	4,378	6,666	10,783	17,383	27,931	12,601
2025	4,816	7,326	11,861	19,347	30,668	13,798
2026	5,365	8,154	13,212	21,812	34,075	15,288
Projected Rate: 2025-2024* (%)	10.00	9.90	10.00	11.30	9.80	9.50
Projected Rate: 2026-2025* (%)	11.40	11.30	11.39	12.74	11.11	10.81
AAGR: 2015-2025 (%)	7.72	8.81	8.30	8.98	7.98	7.01

* Forecast

Sources: Jobstreet & PIKOM estimates

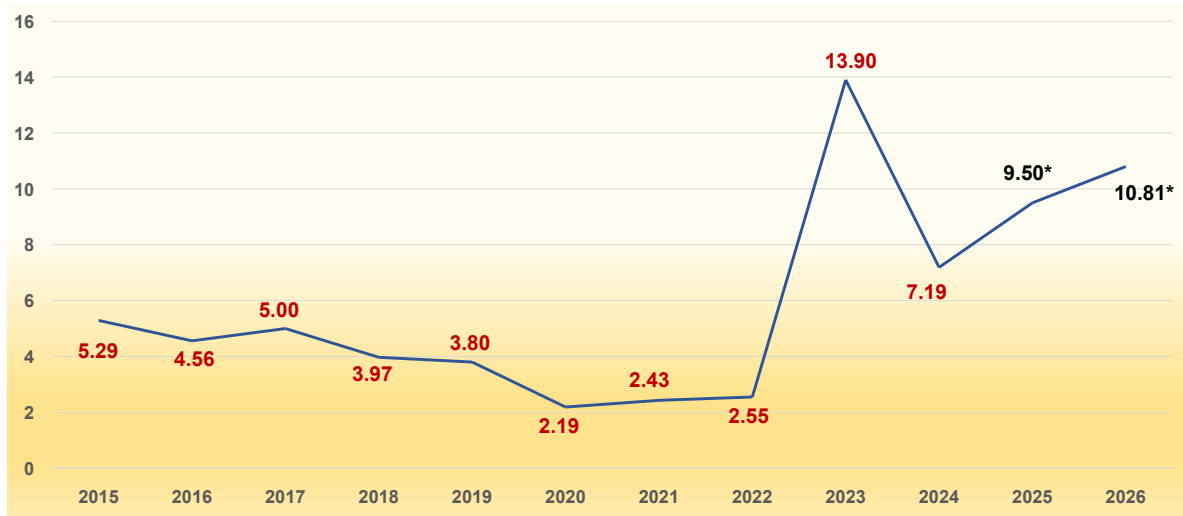
Advertised salaries for digital professionals have risen steadily, reflecting a labour market shaped by stronger technology adoption and firmer demand for specialised skills. The overall structure of wages shows clear upward movement in 2025 and into 2026, with higher job tiers recording particularly strong gains.

As indicated in **Table 1**, remuneration across all position levels is projected to expand further as companies deepen their digital capabilities and compete more actively for talent. The broader pattern shows a sector that has shifted from the sharp wage escalation of 2023 to a more measured, yet still firm pace of salary growth. Wage levels stabilised in 2024 following the earlier surge, before regaining momentum in the outlook period (2025 – 2026).

The trend captured in **Chart 1** illustrates this adjustment, with growth rates set to strengthen again as employers prioritise roles connected to cloud engineering, data functions and AI-related responsibilities.

Salary expansion is evident across the hierarchy, signalling strong demand at both early-career and experienced levels.

**Chart 1: Growth Rates of Overall Average Monthly
Advertised Salaries of Digital Professionals (%) 2015 - 2026**



* Forecast

Sources: Jobstreet & PIKOM estimates

**Table 2: Growth Rates of Advertised Salaries of
Digital Professionals By Position Level (%) 2015 - 2026**

Year	Entry Level	Junior Executive	Senior Executive	Manager	Senior Manager	Overall
2015	5.31	4.71	5.29	6.30	6.20	5.29
2016	3.64	4.06	3.76	4.42	6.33	4.56
2017	5.01	5.11	4.91	4.90	5.60	5.00
2018	4.12	4.67	5.84	6.45	7.18	3.97
2019	4.22	4.60	5.30	5.90	6.80	3.80
2020	2.24	1.14	-0.31	3.22	2.65	2.19
2021	3.53	2.12	2.28	1.22	0.27	2.43
2022	4.77	4.24	3.35	5.55	2.21	2.55
2023	15.11	24.10	21.80	16.50	11.30	13.90
2024	6.83	7.00	6.80	7.48	8.84	7.19
2025*	10.00	9.90	10.00	11.30	9.80	9.50
2026*	11.40	11.30	11.39	12.74	11.11	10.81

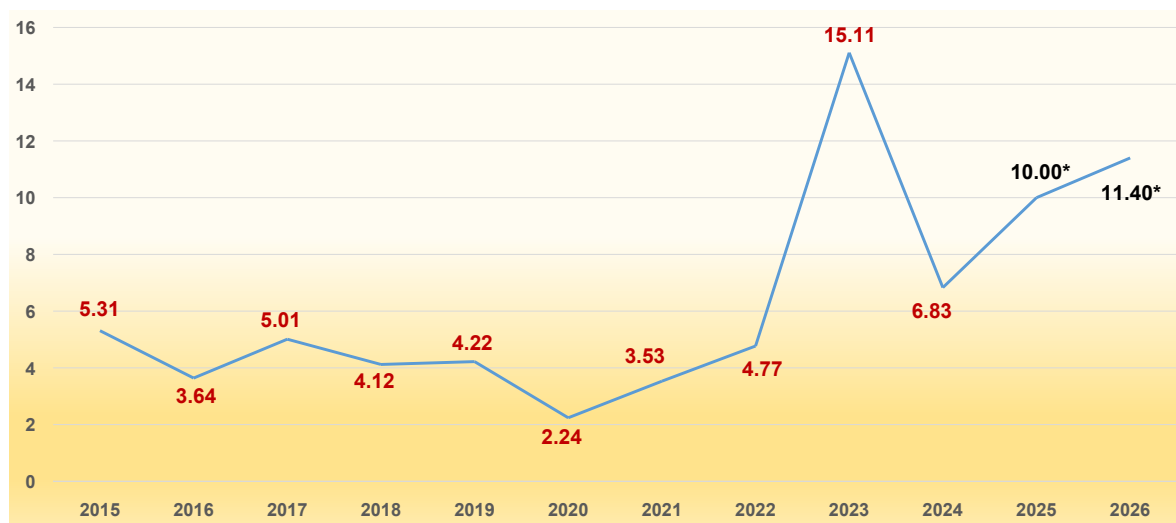
* Forecast

Sources: Jobstreet & PIKOM estimates

Hiring activity remains resilient and the projections in **Table 2** highlight a broadly positive outlook across job categories, with senior roles expected to register faster gains and junior positions also benefitting from sustained recruitment needs.

The overall trajectory points to firmer wage pressures across industries as companies build the talent needed to support more advanced digital environments.

Chart 2: Growth Rates of Average Monthly Advertised Salaries of Entry Level Digital Professionals (%) 2015 - 2026



* Forecast

Sources: Jobstreet & PIKOM estimates

• Entry Level

Entry level salaries for digital professionals are poised for another year of firm expansion in 2025, supported by rising demand for junior technical talent and ongoing adjustments to wage structures across industries.

The projected 10.00% increase reflects a market that remains highly competitive at the foundational tier of digital employment. Much of this momentum stems from earlier adjustments in 2024, when employers recalibrated salary offers following acute labour shortages and the introduction of higher minimum wage benchmarks.

According to **Chart 2**, wage growth at entry level is set to stay on an upward path in 2026, with a further forecast increase of 11.40%. The outlook suggests that employers are preparing for continued talent scarcity and accelerating adoption of data, software and AI-related functions that depend heavily on early-career digital workers.

The progressively higher salary trajectory for both 2025 and 2026 indicates that companies are competing more aggressively to secure younger talent capable of supporting expanded digital operations and future skill pipelines.

• Junior Executive

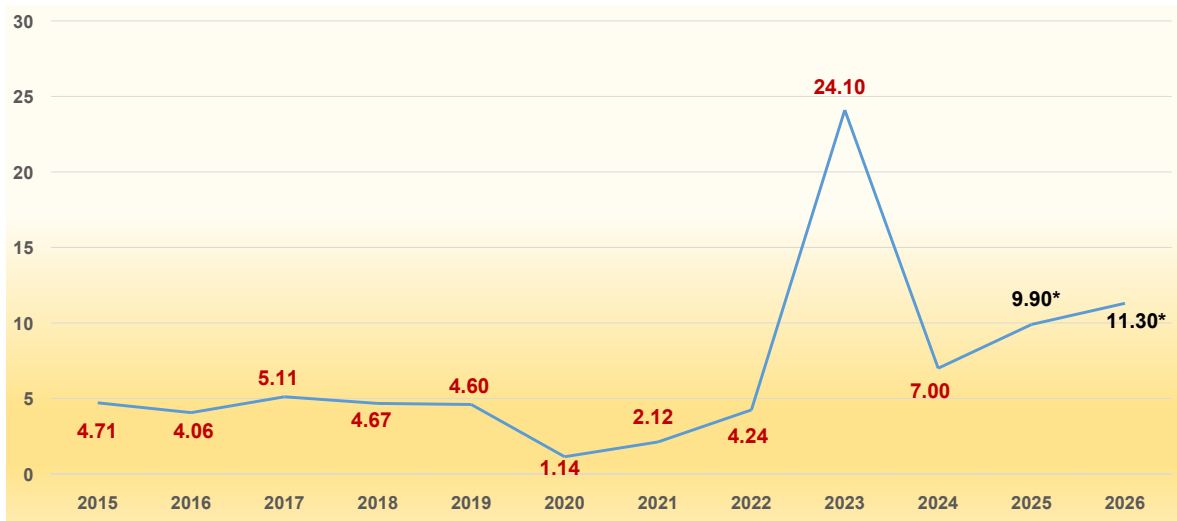
Salary prospects for junior executive digital professionals strengthened in 2025, supported by sustained hiring demand across expanding fields such as software development, cybersecurity and cloud operations.

The 9.90% rise reflects an environment where employers raised compensation to secure talent with one to three years of experience, particularly as these roles form the backbone of digital delivery in most companies. Although the pace of increase moderated from the sharp rebound recorded in 2024, the performance in 2025 still pointed to broad-based wage competitiveness at this level.

As shown in **Chart 3**, momentum is set to build further in 2026 with a projected growth rate of 11.30%. This prospective acceleration suggests that junior roles are becoming more strategically critical as businesses scale AI-driven, automated and data-intensive functions.

Employers are also responding to persistent talent shortages and higher voluntary mobility among early-career workers, both of which are placing sustained upward pressure on remuneration. The two-year trajectory therefore underlines a progressively tightening labour market for junior executive digital positions.

Chart 3: Growth Rates of Average Monthly Advertised Salaries of Junior Executive Digital Professionals (%) 2015 - 2026



* Forecast

Sources: Jobstreet & PIKOM estimates

• Senior Executive

Senior executive salaries registered a firm uplift in 2025, rising by 10.00%. Employers placed greater value on mid-career digital professionals with specialised competencies, especially in areas such as systems architecture, product engineering, cybersecurity oversight and advanced data operations.

Wage adjustments at this tier reflected the industry's need for practitioners who can bridge technical implementation with supervisory responsibilities, particularly as digital adoption matured across more companies.

Growth at this level is projected to remain on a positive trajectory in 2026, with an estimated increase of 11.39%, as indicated in **Chart 4**. Strong demand for domain-specific expertise and leadership-ready talent is expected to persist, driven by expanding investment in AI, automation and cloud-based infrastructure.

Employers are also beginning to recalibrate compensation structures to retain experienced professionals who face rising competition from regional labour markets. Taken together, the outlook for senior executive roles signals continued upward wage movement reinforced by demand that outpaces available supply.

• Manager Level

The salary landscape for manager-level digital professionals showed strong momentum in 2025, recording a growth rate of 11.30%. Much of the uplift stemmed from intensified competition for experienced leaders who can oversee complex digital initiatives, manage multidisciplinary teams and align technical delivery with business priorities.

Many companies advanced major cloud modernisation, AI deployment and data governance programmes during the year, creating heightened demand for managers capable of steering these efforts.

As reflected in **Chart 5**, these roles have become central to ensuring that digital transition strategies are executed effectively and with minimal operational risk.

Attention now turns to 2026, where salary growth for this cohort is projected to rise further to 12.74%. Employers are planning more structured digital expansion including the scaling of AI-enabled functions, broader rollout of automation and deeper integration of data platforms.

Chart 4: Growth Rates of Average Monthly Advertised Salaries of Senior Executive Digital Professionals (%) 2015 - 2026

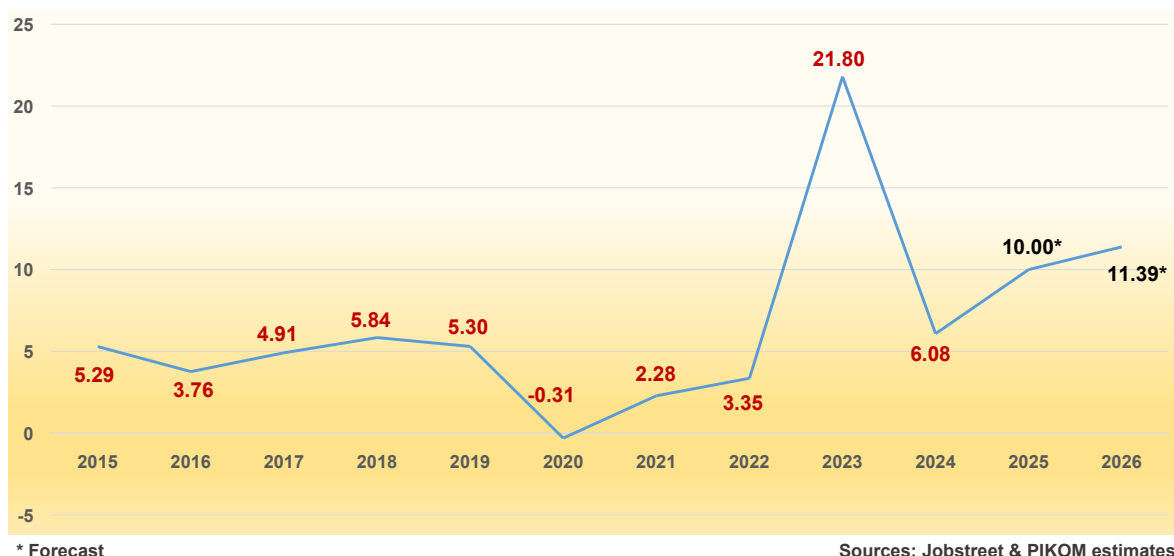
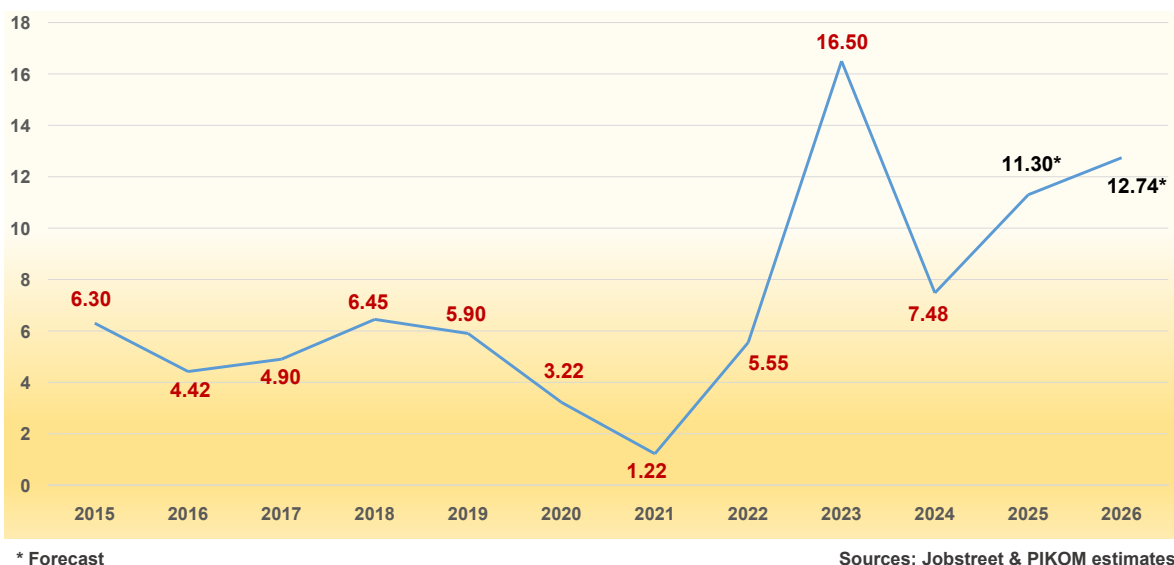


Chart 5: Growth Rates of Average Monthly Advertised Salaries of Manager Level Digital Professionals (%) 2015 - 2026



Such developments will require managers with a blend of technical fluency and strategic oversight. Rising voluntary turnover among mid-senior professionals and competition from regional employers are also expected to influence wage pressures.

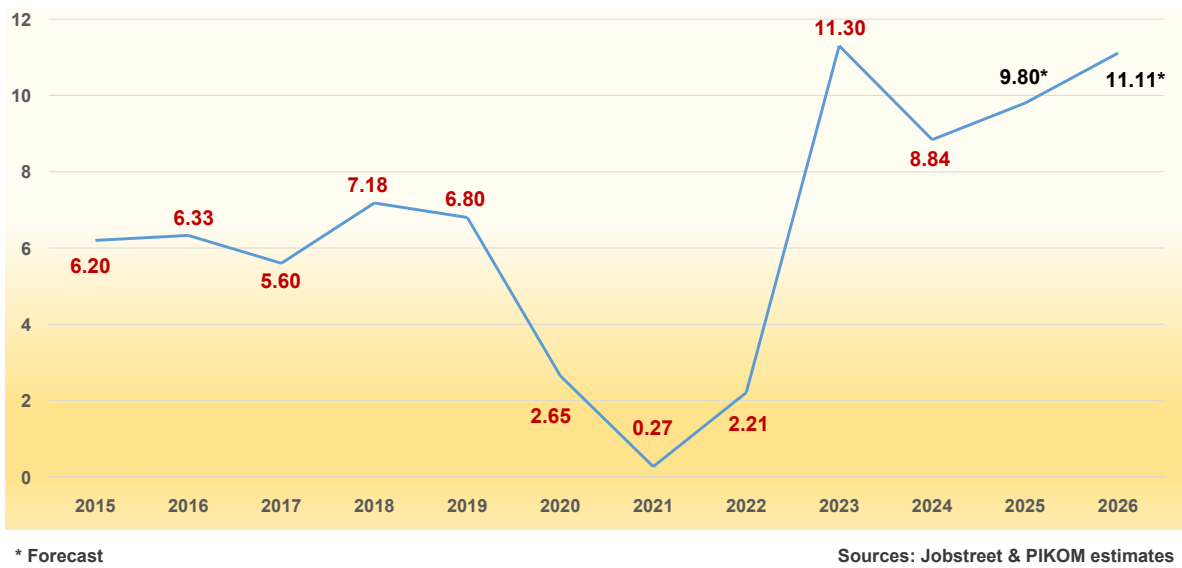
The outlook suggests that remuneration for manager-level digital roles will remain on a firm upward path as corporations prepare for more advanced phases of digital progression.

• Senior Manager

An increasingly complex digital operating environment has reshaped the market for senior managers in 2025. Employers sought leaders capable of overseeing large-scale digital programmes while managing the corporate risks associated with advanced technologies.

Salary adjustments at this level reflected this shift in expectations, with remuneration rising by 9.80% in response to growing reliance on seasoned

Chart 6: Growth Rates of Average Monthly Advertised Salaries of Senior Manager Digital Professionals (%) 2015 - 2026



professionals who could guide technology roadmaps, coordinate cross-functional delivery and provide assurance on business-critical systems.

Forecasts for 2026 point to a stronger uplift of 11.11%, as shown in **Chart 6**. Companies are placing greater weight on leadership with the ability to navigate the expanding adoption of AI-enabled platforms, heightened cybersecurity requirements and the integration of broader data ecosystems.

Competition for senior talent is intensifying as regional employers target Malaysian professionals with established credentials, encouraging local business interests to reassess salary structures to retain capability at the top tier of the digital workforce. The projected trajectory reflects rising strategic demands on senior managers and the continuing shift toward a digitally-intensive business environment.

Salary Differentials Across Position Levels

Salary gaps across job levels widened in 2025 as employers placed higher value on senior digital professionals who bring specialised expertise and stronger leadership capacity.

Companies undertaking large-scale technology upgrades relied more heavily on experienced talent, resulting in sharper distinctions between early-career and upper-tier roles. **Table 3** reflects this shift, with senior managers commanding significantly higher remuneration relative to entry level positions.

The outlook for 2026 points to a similar pattern. Ratios across the hierarchy are set to increase further as firms sharpen their focus on strategic digital capabilities and seek talent with the depth to guide complex initiatives.

The premium attached to mid-senior and leadership roles is expected to remain substantial, reinforcing the competitive advantage held by professionals with advanced domain knowledge and broader managerial responsibilities.

**Table 3: Average Monthly Advertised Salaries
Benchmarked Against Entry Level Salaries (Ratio) 2015 - 2026**

Year	Entry Level	Junior Executive	Senior Executive	Manager	Senior Manager	Overall
2015	1.00	1.43	2.39	3.75	6.27	2.99
2016	1.00	1.44	2.39	3.78	6.44	3.01
2017	1.00	1.44	2.39	3.78	6.47	3.01
2018	1.00	1.45	2.43	3.86	6.66	3.01
2019	1.00	1.45	2.45	3.92	6.83	3.00
2020	1.00	1.44	2.39	3.96	6.85	2.99
2021	1.00	1.42	2.36	3.87	6.64	2.96
2022	1.00	1.41	2.33	3.90	6.48	2.90
2023	1.00	1.52	2.46	3.95	6.26	2.87
2024	1.00	1.52	2.46	3.97	6.38	2.88
2025	1.00	1.52	2.46	4.02	6.37	2.87
2026	1.00	1.52	2.46	4.07	6.35	2.85

* Forecast

Sources: Jobstreet & PIKOM estimates

**Table 4: Average Monthly Advertised Salaries of Digital
Professionals by Industry and Position Level (RM) 2025**

Industry	Entry Level	Junior Executive	Senior Executive	Manager	Senior Manager	Overall
Agricultural / Plantation / Poultry / Fisheries	4,140	6,066	9,846	17,027	29,225	13,421
Automobile / Automotive Ancillary / Vehicle	4,217	6,089	9,759	17,061	27,002	12,510
Banking / Financial Services	4,299	6,385	10,105	17,277	31,760	14,043
Call Center / IT-Enabled Services / BPO	4,282	6,124	9,680	17,388	42,595	15,247
Computer / Information Technology (Hardware)	4,359	6,125	9,754	17,052	40,953	14,842
Computer / Information Technology (Software)	4,387	6,419	10,507	18,584	25,006	15,608
Construction / Building / Engineering	4,285	6,083	9,755	17,036	28,124	13,095
Consulting (Business & Management)	4,269	6,364	10,374	17,254	29,168	14,545
Education	4,176	6,061	9,942	17,324	24,733	12,127
Electrical & Electronics	4,315	6,069	9,886	17,170	42,140	15,713
Financial Services	4,417	6,671	14,141	16,628	34,812	14,354
Hotel / Hospitality	4,020	6,161	9,712	17,308	25,909	12,146
Manufacturing / Production	4,258	6,073	9,806	17,237	28,819	13,200
Oil / Gas / Petroleum	4,160	6,153	10,723	18,005	33,015	14,261
Printing / Publishing	4,451	6,088	9,613	15,877	24,109	11,955
Property / Real Estate	4,289	6,071	9,998	17,229	31,550	13,749
Science & Technology	4,300	6,042	9,639	17,069	32,053	13,833
Semiconductor / Wafer Fabrication	4,320	6,424	10,646	17,167	24,570	12,150
Telecommunication	4,517	6,089	10,123	17,497	28,795	13,472
Transportation / Logistics	4,166	6,068	9,932	17,462	24,787	13,463
Utilities / Power	4,473	6,056	10,176	17,864	21,736	13,150
Retail / Merchandise	4,199	6,043	9,516	17,260	21,561	12,585

Sources: Jobstreet & PIKOM estimates

**Table 5: Benchmarking Advertised Salaries of Digital Professionals
Against Entry Level Position by Industry (Ratio) 2025**

Industry	Entry Level	Junior Executive	Senior Executive	Manager	Senior Manager	Overall
Agricultural / Plantation / Poultry / Fisheries	1.00	1.47	2.38	4.11	7.06	3.24
Automobile / Automotive Ancillary / Vehicle	1.00	1.44	2.31	4.05	6.40	2.97
Banking / Financial Services	1.00	1.49	2.35	4.02	7.39	3.27
Call Center / IT-Enabled Services / BPO	1.00	1.43	2.26	4.06	9.95	3.56
Computer / Information Technology (Hardware)	1.00	1.41	2.24	3.91	9.40	3.41
Computer / Information Technology (Software)	1.00	1.46	2.40	4.24	5.70	3.56
Construction / Building / Engineering	1.00	1.42	2.28	3.98	6.56	3.06
Consulting (Business & Management)	1.00	1.49	2.43	4.04	6.83	3.41
Education	1.00	1.45	2.38	4.15	5.92	2.90
Electrical & Electronics	1.00	1.41	2.29	3.98	9.77	3.64
Financial Services	1.00	1.51	3.20	3.76	7.88	3.25
Hotel / Hospitality	1.00	1.53	2.42	4.31	6.44	3.02
Manufacturing / Production	1.00	1.43	2.30	4.05	6.77	3.10
Oil / Gas / Petroleum	1.00	1.48	2.58	4.33	7.94	3.43
Printing / Publishing	1.00	1.37	2.16	3.57	5.42	2.69
Property / Real Estate	1.00	1.42	2.33	4.02	7.36	3.21
Science & Technology	1.00	1.40	2.24	3.97	7.45	3.22
Semiconductor / Wafer Fabrication	1.00	1.49	2.46	3.97	5.69	2.81
Telecommunication	1.00	1.35	2.24	3.87	6.37	2.98
Transportation / Logistics	1.00	1.46	2.38	4.19	5.95	3.23
Utilities / Power	1.00	1.35	2.27	3.99	4.86	2.94
Retail / Merchandise	1.00	1.44	2.27	4.11	5.13	3.00

Sources: Jobstreet & PIKOM estimates

Advertised Salaries of Digital Jobs by Industry

Industry-level data shows a broad uplift in advertised salaries across Malaysia's digital workforce, with most sectors offering remuneration above the RM10,000 mark.

Table 4 indicates that technology-centred industries such as IT software, electrical & electronics (E&E) and business process outsourcing (BPO) remain among the highest-paying fields, supported by their reliance on specialised technical skills and deeper integration of AI, cloud and data-driven solutions.

Sectors including consulting, IT hardware, telecommunication and financial services also feature prominently due to their extensive digital infrastructure and continued demand for experienced professionals.

Differences in earning power across industries are more evident when comparing higher-tier roles with entry level positions. **Table 5** shows that the widest salary gaps are again found in IT software, E&E and BPO, where senior professionals command between three and four times the salaries of fresh graduates.

These ratios reflect long-standing structural dynamics in digitally-intensive industries where advanced expertise, certifications and supervisory responsibilities significantly elevate remuneration.

At the other end of the spectrum, printing & publishing, education and utilities display much narrower gaps, suggesting more uniform salary structures and less pronounced differentiation across job levels.

Table 6: Overall Average Monthly Advertised Salaries of Digital Professionals by Industry (RM) 2015 - 2025

Industry: Overall	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Y-0-Y 2024- 2025 (%)
Agricultural / Plantation / Poultry / Fisheries	8,231	8,740	9,471	10,269	9,744	9,895	9,576	10,343	10,943	12,295	13,421	9.16
Automobile / Automotive Ancillary / Vehicle	7,527	7,781	8,092	8,399	9,352	8,641	9,449	9,844	10,601	11,332	12,510	10.40
Banking / Financial Services	7,857	8,256	8,696	9,193	10,338	10,610	9,700	10,282	10,979	12,948	14,043	8.46
Call Center / IT-Enabled Services / BPO	8,467	8,817	9,247	9,699	9,871	10,904	9,982	10,465	11,235	13,837	15,247	10.19
Computer / Information Technology (Hardware)	7,841	8,392	8,876	9,376	9,492	9,802	10,763	11,370	12,161	13,292	14,842	11.66
Computer / Information Technology (Software)	7,126	7,316	7,697	8,121	8,191	8,176	11,911	12,549	13,440	14,394	15,608	8.43
Construction / Building / Engineering	6,814	7,262	7,759	8,250	9,372	9,295	9,705	10,414	11,053	12,058	13,095	8.59
Consulting (Business & Management)	7,842	8,016	8,392	8,811	9,348	9,413	11,055	11,626	12,462	13,358	14,545	8.89
Education	6,172	6,569	7,062	7,614	7,712	7,832	9,040	9,748	10,321	11,024	12,127	10.00
Electrical & Electronics	9,194	9,746	10,179	10,623	12,679	12,775	10,093	10,610	11,375	14,266	15,713	10.15
Financial Services	7,826	8,209	8,654	9,172	9,876	10,505	9,512	10,081	10,765	13,071	14,354	9.81
Hotel / Hospitality	6,770	7,199	7,579	7,949	7,899	8,191	9,547	9,987	10,733	11,087	12,146	9.55
Manufacturing / Production	7,546	7,980	8,356	8,759	8,609	8,830	9,876	10,314	11,094	12,064	13,200	9.41
Oil / Gas / Petroleum	8,560	9,145	9,527	9,889	10,742	10,977	10,773	11,217	12,083	12,934	14,261	10.26
Printing / Publishing	5,366	5,523	5,717	5,877	7,595	8,035	9,807	10,245	11,018	11,239	11,955	6.37
Property / Real Estate	6,823	7,490	7,926	8,347	10,180	10,830	10,477	11,120	11,866	12,505	13,749	9.95
Science & Technology	7,911	8,530	9,140	9,803	10,455	10,943	9,035	9,652	10,267	12,888	13,833	7.33
Semiconductor / Wafer Fabrication	6,865	7,117	7,315	7,489	8,326	8,169	9,704	9,993	10,824	11,078	12,150	9.68
Telecommunication	7,412	7,750	8,075	8,405	10,360	11,005	10,278	10,818	11,591	12,581	13,472	7.09
Transportation / Logistics	7,353	7,689	8,083	8,435	8,606	8,587	9,953	10,391	11,179	11,221	13,463	19.98
Utilities / Power	6,023	6,310	6,652	6,862	7,539	7,274	9,960	10,331	11,150	12,031	13,150	9.30
Retail / Merchandise	5,689	6,056	6,228	6,463	7,478	7,539	9,608	10,006	10,778	11,608	12,585	8.42

Sources: Jobstreet & PIKOM estimates

Growth patterns across industries have shifted meaningfully in the latest cycle. **Table 6** highlights notable gains in sectors such as science & technology, BPO and E&E, each recording strong increases as employers expanded recruitment for specialised digital talent.

These sectors benefited from rising investment in cloud-based platforms, embedded automation, cybersecurity enhancements and the scaling of data infrastructures. In contrast, areas such as logistics, printing & publishing, and semiconductor fabrication saw more modest increases due to slower technology adoption, budgetary constraints or restructuring within the respective industries.

Table 7: Average Monthly Advertised Salaries of Entry Level Digital Professionals by Industry (RM) 2015 - 2025

Industry: Overall	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Y-o-Y 2024-2025 (%)
Agricultural / Plantation / Poultry / Fisheries	2,876	2,989	3,078	3,184	3,094	3,104	3,503	3,606	3,733	3,824	4,140	8.26
Automobile / Automotive Ancillary / Vehicle	3,387	3,615	3,955	4,324	3,812	3,742	3,290	3,576	3,612	3,869	4,217	9.01
Banking / Financial Services	3,008	3,130	3,335	3,566	3,651	3,756	3,526	3,755	3,828	3,978	4,299	8.08
Call Center / IT-Enabled Services / BPO	2,660	2,714	2,819	2,928	2,839	3,122	3,377	3,504	3,614	4,032	4,282	6.21
Computer / Information Technology (Hardware)	2,541	2,607	2,697	2,784	2,823	2,841	3,455	3,561	3,684	4,065	4,359	7.23
Computer / Information Technology (Software)	2,861	2,934	3,059	3,189	3,054	3,031	3,545	3,679	3,795	4,083	4,387	7.45
Construction / Building / Engineering	2,722	2,934	3,200	3,472	3,417	3,492	3,305	3,574	3,618	3,994	4,285	7.29
Consulting (Business & Management)	2,742	2,832	2,965	3,094	3,038	3,072	3,395	3,534	3,640	3,981	4,269	7.21
Education	2,602	2,721	2,900	3,081	2,995	3,016	3,168	3,356	3,429	3,916	4,176	6.65
Electrical & Electronics	3,110	3,279	3,552	3,870	3,893	4,040	3,554	3,855	3,898	4,037	4,315	6.90
Financial Services	2,806	2,869	2,946	3,026	3,285	3,402	3,709	3,831	3,960	4,101	4,417	7.70
Hotel / Hospitality	2,362	2,388	2,425	2,461	2,514	2,529	3,318	3,377	3,514	3,727	4,020	7.87
Manufacturing / Production	2,698	2,724	2,776	2,828	2,823	2,811	3,384	3,454	3,589	3,967	4,258	7.34
Oil / Gas / Petroleum	2,681	2,786	2,803	2,828	3,035	3,092	3,320	3,377	3,515	3,898	4,160	6.71
Printing / Publishing	2,310	2,391	2,452	2,497	3,006	3,209	3,917	4,037	4,177	4,321	4,451	3.01
Property / Real Estate	2,358	2,539	2,580	2,626	3,188	3,378	3,415	3,525	3,644	3,980	4,289	7.76
Science & Technology	2,521	2,683	2,806	2,899	3,087	3,178	3,511	3,633	3,752	4,058	4,300	5.97
Semiconductor / Wafer Fabrication	2,759	2,863	2,908	2,968	3,024	3,033	3,513	3,586	3,727	4,081	4,320	5.86
Telecommunication	2,457	2,518	2,613	2,706	3,137	3,332	3,859	4,031	4,145	4,263	4,517	5.97
Transportation / Logistics	2,617	2,642	2,704	2,762	2,749	2,742	3,285	3,361	3,489	3,879	4,166	7.41
Utilities / Power	2,428	2,516	2,807	2,858	2,740	2,749	3,880	4,012	4,145	4,271	4,473	4.75
Retail / Merchandise	2,145	2,218	2,315	2,408	2,554	2,597	3,320	3,455	3,559	3,895	4,199	7.81

Sources: Jobstreet & PIKOM estimates

Some job-level highlights are worth noting. Among entry level positions, **Table 7** points to higher growth in education, BPO and logistics, reflecting increased hiring activity and the widening use of digital systems in service delivery.

Table 8: Average Monthly Advertised Salaries of Junior Executive Digital Professionals by Industry (RM) 2015 - 2025

Industry: Overall	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Y-0-Y 2024- 2025 (%)
Agricultural / Plantation / Poultry / Fisheries	4,268	4,485	4,741	5,008	4,693	4,694	4,517	4,729	4,963	5,473	6,066	10.83
Automobile / Automotive Ancillary / Vehicle	3,994	4,063	4,247	4,434	4,587	4,223	4,530	4,703	4,957	5,511	6,089	10.50
Banking / Financial Services	4,165	4,305	4,537	4,759	5,178	5,170	5,125	5,391	5,644	5,909	6,385	8.06
Call Center / IT-Enabled Services / BPO	3,913	4,027	4,244	4,451	4,268	4,653	4,773	4,988	5,240	5,536	6,124	10.62
Computer / Information Technology (Hardware)	3,421	3,529	3,649	3,762	3,852	3,847	5,034	5,198	5,495	5,545	6,125	10.45
Computer / Information Technology (Software)	3,947	4,074	4,343	4,606	4,303	4,242	5,150	5,424	5,675	5,937	6,419	8.11
Construction / Building / Engineering	3,424	3,494	3,644	3,785	4,369	4,186	4,579	4,780	5,024	5,488	6,083	10.83
Consulting (Business & Management)	4,067	4,246	4,518	4,786	4,631	4,626	5,089	5,369	5,612	5,867	6,364	8.48
Education	3,288	3,434	3,664	3,891	3,857	3,819	4,724	4,998	5,217	5,463	6,061	10.95
Electrical & Electronics	3,582	3,675	3,831	3,989	4,556	4,524	4,950	5,167	5,431	5,483	6,069	10.68
Financial Services	4,165	4,306	4,538	4,760	4,983	5,144	5,456	5,730	6,004	6,291	6,671	6.04
Hotel / Hospitality	3,594	3,810	4,054	4,310	3,856	4,047	4,436	4,670	4,887	5,597	6,161	10.09
Manufacturing / Production	3,464	3,565	3,676	3,778	3,683	3,679	4,652	4,780	5,065	5,479	6,073	10.84
Oil / Gas / Petroleum	3,979	4,182	4,319	4,449	4,604	4,675	5,005	5,174	5,466	5,565	6,153	10.57
Printing / Publishing	3,375	3,521	3,678	3,829	4,389	4,753	4,220	4,431	4,643	5,517	6,088	10.35
Property / Real Estate	3,500	3,810	3,975	4,130	4,836	5,108	4,914	5,161	5,407	5,480	6,071	10.80
Science & Technology	3,907	4,023	4,305	4,588	4,790	4,867	4,703	4,997	5,204	5,425	6,042	11.36
Semiconductor / Wafer Fabrication	4,094	4,297	4,481	4,668	4,586	4,586	5,176	5,371	5,663	5,971	6,424	7.59
Telecommunication	3,984	4,094	4,300	4,501	5,176	5,447	4,865	5,120	5,359	5,506	6,089	10.60
Transportation / Logistics	3,884	3,965	4,166	4,344	4,170	4,146	4,761	4,951	5,214	5,464	6,068	11.04
Utilities / Power	3,603	3,775	4,324	4,495	4,156	4,156	4,563	4,802	5,026	5,480	6,056	10.51
Retail / Merchandise	3,764	4,086	3,949	4,207	4,554	4,602	4,638	4,840	5,088	5,448	6,043	10.94

Sources: Jobstreet & PIKOM estimates

In the junior executive category, **Table 8** shows stronger increases in printing & publishing, hospitality and heavy industry, suggesting renewed digital investment in sectors that had previously lagged.

Senior executives experienced notable growth in printing & publishing, agriculture and retail, as indicated in **Table 9**, which may be linked to greater emphasis on data-driven operations and digital process improvements.

Table 9: Average Monthly Advertised Salaries of Senior Executive Digital Professionals by Industry (RM) 2015 - 2025

Industry: Overall	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Y-o-Y 2024-2025 (%)
Agricultural / Plantation / Poultry / Fisheries	7,803	8,173	8,909	9,754	8,531	8,502	7,181	7,806	7,788	9,057	9,846	8.72
Automobile / Automotive Ancillary / Vehicle	5,550	5,644	5,786	5,933	6,408	5,729	7,510	7,728	8,026	8,923	9,759	9.37
Banking / Financial Services	6,840	7,009	7,344	7,740	8,299	8,279	8,035	8,482	8,645	8,956	10,105	12.82
Call Center / IT-Enabled Services / BPO	6,160	6,423	6,850	7,280	6,790	7,290	7,546	7,985	8,124	9,014	9,680	7.39
Computer / Information Technology (Hardware)	6,038	6,056	6,269	6,544	6,575	6,550	8,095	8,468	8,689	8,877	9,754	9.88
Computer / Information Technology (Software)	6,612	6,672	7,004	7,416	6,989	6,842	8,588	9,041	9,233	9,430	10,507	11.42
Construction / Building / Engineering	5,364	5,553	5,813	6,071	6,941	6,511	7,442	7,812	7,995	8,965	9,755	8.81
Consulting (Business & Management)	6,543	6,751	7,020	7,303	7,407	7,199	8,397	8,707	8,992	9,284	10,374	11.73
Education	4,913	5,127	5,383	5,696	5,692	5,573	7,644	8,061	8,222	9,044	9,942	9.93
Electrical & Electronics	6,095	6,490	6,910	7,375	7,804	7,804	8,101	8,626	8,737	8,921	9,886	10.82
Financial Services	6,938	7,046	7,387	7,798	8,044	8,305	7,665	8,099	8,249	9,083	14,141	55.69
Hotel / Hospitality	6,399	6,723	7,079	7,454	6,905	7,011	7,998	8,362	8,583	8,949	9,712	8.52
Manufacturing / Production	6,446	6,702	7,063	7,432	6,872	6,822	7,865	8,214	8,438	8,976	9,806	9.25
Oil / Gas / Petroleum	8,291	8,744	9,128	9,532	9,620	9,630	7,911	8,240	8,482	9,217	10,723	16.34
Printing / Publishing	4,851	4,896	5,060	5,212	6,348	6,542	6,600	6,877	7,077	9,071	9,613	5.97
Property / Real Estate	6,483	7,017	7,452	7,906	8,938	9,317	7,399	7,858	7,974	9,087	9,998	10.03
Science & Technology	7,600	8,110	8,696	9,388	9,266	9,533	7,921	8,467	8,551	9,098	9,639	5.95
Semiconductor / Wafer Fabrication	6,303	6,414	6,576	6,738	7,070	6,757	8,437	8,667	9,012	9,371	10,646	13.61
Telecommunication	7,361	7,794	8,183	8,616	9,604	10,088	8,390	8,846	9,024	9,206	10,123	9.96
Transportation / Logistics	6,943	7,183	7,559	7,927	7,524	7,352	7,774	8,117	8,340	8,863	9,932	12.07
Utilities / Power	5,525	5,699	5,888	6,093	6,401	5,991	7,497	7,744	8,020	9,123	10,176	11.54
Retail / Merchandise	5,170	5,409	5,605	5,809	6,290	6,199	7,130	7,404	7,638	8,867	9,516	7.32

Sources: Jobstreet & PIKOM estimates

Manager-level data in **Table 10** reveals robust wage expansion in utilities, financial services and banking, driven by ongoing digital upgrades and regulatory compliance requirements.

Meanwhile, **Table 11** shows that senior managers in printing & publishing, utilities and retail recorded some of the highest growth rates, reflecting sector-specific restructuring and the increasing need for experienced leadership in technology-driven initiatives.

Overall, the industry landscape points to firm demand for digital skills across a wide spectrum of sectors, with salary trajectories shaped by the pace of digitalisation, depth of technical integration and intensity of competition for experienced professionals.

Table 10: Average Monthly Advertised Salaries of Manager Level Digital Professionals by Industry (RM) 2015 - 2025

Industry: Overall	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Y-0-Y 2024- 2025 (%)
Agricultural / Plantation / Poultry / Fisheries	10,893	11,523	12,533	13,627	12,714	13,099	11,381	12,349	13,081	15,274	17,026.75	11.48
Automobile / Automotive Ancillary / Vehicle	10,267	10,510	10,832	11,140	12,568	11,696	11,917	12,338	12,916	15,323	17,060.75	11.34
Banking / Financial Services	9,450	9,741	10,096	10,465	12,310	12,553	11,786	12,313	12,919	15,634	17,276.56	10.51
Call Center / IT-Enabled Services / BPO	10,078	10,506	10,988	11,524	11,583	12,997	12,013	12,561	13,182	15,794	17,387.58	10.09
Computer / Information Technology (Hardware)	8,962	9,401	9,954	10,495	10,643	11,074	11,695	12,375	13,025	15,311	17,052.43	11.37
Computer / Information Technology (Software)	9,230	9,407	9,853	10,360	10,412	10,540	15,109	15,876	16,681	17,632	18,583.68	5.40
Construction / Building / Engineering	9,376	9,994	10,696	11,393	12,647	12,819	12,092	13,028	13,776	15,420	17,036.23	10.48
Consulting (Business & Management)	10,444	10,820	11,398	12,016	12,415	12,695	13,385	14,115	14,845	15,602	17,254.35	10.59
Education	8,335	8,858	9,560	10,366	10,221	10,597	11,913	12,929	13,696	15,702	17,323.74	10.33
Electrical & Electronics	13,790	14,495	14,977	15,455	18,708	19,018	12,392	12,922	13,551	15,540	17,170.31	10.49
Financial Services	9,272	9,658	10,075	10,540	11,571	12,363	11,593	12,164	12,777	15,546	16,628.46	6.96
Hotel / Hospitality	8,933	9,479	9,959	10,413	10,287	10,801	12,482	13,027	13,664	15,852	17,307.71	9.18
Manufacturing / Production	9,384	9,944	10,380	10,836	10,589	11,001	12,246	12,759	13,378	15,597	17,237.41	10.52
Oil / Gas / Petroleum	11,574	12,328	12,841	13,317	14,337	14,835	14,649	15,231	15,962	16,728	18,005.07	7.63
Printing / Publishing	6,772	6,903	7,118	7,282	9,460	10,078	12,500	13,009	13,637	14,961	15,876.93	6.12
Property / Real Estate	9,050	9,893	10,484	11,045	13,322	14,354	11,964	12,689	13,364	15,612	17,228.54	10.35
Science & Technology	10,609	11,434	12,233	13,114	13,804	14,686	11,667	12,451	13,133	15,856	17,069.40	7.65
Semiconductor / Wafer Fabrication	8,799	9,042	9,251	9,413	10,540	10,409	12,279	12,592	13,152	15,476	17,166.92	10.93
Telecommunication	9,667	10,001	10,344	10,692	13,273	14,238	13,293	13,924	14,619	15,952	17,497.21	9.69
Transportation / Logistics	9,692	10,127	10,634	11,074	11,214	11,327	13,421	13,988	14,668	15,557	17,461.83	12.24
Utilities / Power	7,713	8,035	8,283	8,512	9,542	9,228	12,110	12,488	13,060	15,915	17,863.66	12.24
Retail / Merchandise	7,217	7,626	7,885	8,115	9,374	9,549	12,134	12,579	13,173	15,610	17,259.90	10.57

Sources: Jobstreet & PIKOM estimates

Manager-level data in **Table 10** reveals robust wage expansion in utilities, financial services and banking, driven by ongoing digital upgrades and regulatory compliance requirements.

Meanwhile, **Table 11** shows that senior managers in printing & publishing, utilities and retail recorded some of the highest growth rates, reflecting sector-specific restructuring and the increasing need for experienced leadership in technology-driven initiatives.

Table 11: Average Monthly Advertised Salaries of Senior Manager Digital Professionals by Industry (RM) 2015 - 2025

Industry: Overall	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Y-o-Y 2024- 2025 (%)
Agricultural / Plantation / Poultry / Fisheries	15,317	16,528	18,096	19,771	20,716	21,081	23,150	25,423	25,681	27,846	29,225.03	4.95
Automobile / Automotive Ancillary / Vehicle	14,437	15,076	15,640	16,163	20,479	18,811	19,690	20,610	21,792	23,035	27,002.04	17.22
Banking / Financial Services	15,820	17,095	18,169	19,436	23,544	24,639	26,526	28,558	29,397	30,262	31,760.45	4.95
Call Center / IT-Enabled Services / BPO	19,523	20,416	21,335	22,312	25,642	28,417	29,944	31,553	33,151	34,809	42,595.49	22.37
Computer / Information Technology (Hardware)	18,242	20,369	21,813	23,294	25,362	26,604	28,519	30,573	31,600	32,662	40,952.57	25.38
Computer / Information Technology (Software)	12,979	13,493	14,226	15,031	16,962	16,958	18,019	19,147	19,958	20,802	25,005.66	20.21
Construction / Building / Engineering	13,184	14,335	15,443	16,530	20,606	20,622	22,499	24,547	24,950	26,424	28,123.63	6.43
Consulting (Business & Management)	15,415	15,429	16,061	16,855	20,317	20,550	21,808	23,143	24,152	27,188	29,168.39	7.28
Education	11,720	12,706	13,803	15,039	16,652	17,053	18,738	20,589	20,786	20,994	24,732.78	17.81
Electrical & Electronics	19,391	20,792	21,624	22,424	30,483	30,594	32,282	34,062	35,742	37,347	42,140.37	12.83
Financial Services	15,950	17,167	18,323	19,732	22,771	24,691	26,654	28,773	29,543	30,335	34,812.42	14.76
Hotel / Hospitality	12,561	13,596	14,380	15,108	16,761	17,385	18,342	19,352	20,308	21,311	25,908.56	21.57
Manufacturing / Production	15,737	16,966	17,887	18,919	20,292	21,103	22,319	23,606	24,714	26,302	28,819.20	9.57
Oil / Gas / Petroleum	16,275	17,683	18,541	19,321	23,363	23,876	25,106	26,399	27,792	29,260	33,015.43	12.83
Printing / Publishing	9,522	9,902	10,277	10,565	15,414	16,214	17,080	17,992	18,909	19,855	24,109.26	21.43
Property / Real Estate	12,726	14,190	15,137	16,025	21,707	23,100	24,815	26,658	27,499	28,365	31,550.49	11.23
Science & Technology	14,918	16,401	17,662	19,028	22,488	23,633	25,532	27,584	28,301	30,000	32,052.87	6.84
Semiconductor / Wafer Fabrication	12,372	12,970	13,357	13,658	17,176	16,747	17,358	17,992	19,203	20,490	24,570.17	19.92
Telecommunication	13,593	14,345	14,935	15,512	21,626	22,909	24,291	25,757	26,901	27,977	28,794.89	2.92
Transportation / Logistics	13,629	14,527	15,354	16,067	18,275	18,229	19,206	20,234	21,263	22,343	24,786.93	10.94
Utilities / Power	10,845	11,525	11,959	12,350	15,550	14,844	15,475	16,134	17,125	18,152	21,736.46	19.75
Retail / Merchandise	10,148	10,939	11,385	11,774	15,275	15,366	16,113	16,896	17,835	18,833	21,561.22	14.48

Sources: Jobstreet & PIKOM estimates

Overall, the industry landscape points to firm demand for digital skills across a wide spectrum of sectors, with salary trajectories shaped by the pace of digitalisation, depth of technical integration and intensity of competition for experienced professionals.

Top-paying Industries for Digital Talents






Industry data reveals clear variations in advertised salaries across the digital workforce, shaped by differing levels of specialisation, corporate needs and the depth of digital integration within each sector.

The overall landscape, shown in **Infographic 1**, continues to be led by IT software, E&E and BPO, reflecting their reliance on advanced digital systems and highly specialised talent. These industries form the upper tier of salary benchmarks and influence patterns across many job levels.

Among senior managers, remuneration is highest in the E&E sector, followed by BPO, IT hardware, financial services and banking, as indicated in **Infographic 2**. These industries depend heavily on experienced leaders capable of guiding complex technology portfolios and ensuring operational resilience in increasingly digital environments.






Manager-level outcomes, depicted in **Infographic 3**, present a slightly different pattern. Software remains the most competitive field for managers while oil & gas, telecommunications, utilities and science & technology also offer strong compensation due to the operational depth and system oversight required at this tier.

Infographic 1: Top Paying Industries for Digital Professionals (Overall) 2025 – Advertised Rates

	Electrical & Electronics	RM15,713
	Computer / Information Technology (Software)	RM15,608
	Contact Centre / IT-enabled Services / BPO	RM15,247
	Computer / Information Technology (Hardware)	RM14,842
	Consulting (Business & Management)	RM14,545






Sources: Jobstreet & PIKOM estimates

Infographic 2: Top Paying Industries for Digital Professionals (Senior Manager) 2025 – Advertised Rates

	Contact Centre / IT-enabled Services / BPO	RM42,595
	Electrical & Electronics	RM42,140
	Computer / Information Technology (Hardware)	RM40,953
	Financial Services	RM34,812
	Oil / Gas / Petroleum	RM33,015






Sources: Jobstreet & PIKOM estimates

Infographic 3: Top Paying Industries for Digital Professionals (Manager) 2025 – Advertised Rates

	Computer / Information Technology (Software)	RM18,584
	Oil / Gas / Petroleum	RM18,005
	Utilities / Power	RM17,864
	Telecommunication	RM17,497
	Transportation / Logistics	RM17,462

Sources: Jobstreet & PIKOM estimates

Infographic 4: Top Paying Industries for Digital Professionals (Senior Executive) 2025 – Advertised Rates

	Financial Services	RM14,141
	Oil / Gas / Petroleum	RM10,723
	Semiconductor / Wafer Fabrication	RM10,646
	Computer / Information Technology (Software)	RM10,507
	Consulting (Business & Management)	RM10,374

Sources: Jobstreet & PIKOM estimates

Infographic 5: Top Paying Industries for Digital Professionals (Junior Executive) 2025 – Advertised Rates

	Financial Services	RM6,671
	Semiconductor / Wafer Fabrication	RM6,424
	Computer / Information Technology (Software)	RM6,419
	Banking	RM6,385
	Consulting (Business & Management)	RM6,364

Sources: Jobstreet & PIKOM estimates

Infographic 6: Top Paying Industries for Digital Professionals (Entry Level) 2025 – Advertised Rates

	Telecommunication	RM4,517
	Utilities / Power	RM4,473
	Printing / Publishing	RM4,451
	Financial Services	RM4,417
	Computer / Information Technology (Software)	RM4,387

Sources: Jobstreet & PIKOM estimates

Mid-career professionals experience another distinct salary distribution. Senior executives earn the highest in software, chip fabrication, consulting, oil & gas and telecommunications, as shown in **Infographic 4**. These sectors typically require deeper technical involvement, hands-on architecture design and system deployment expertise, which elevates salary levels for experienced practitioners.

At the junior executive tier, the financial services sector provides the strongest remuneration, followed by chip manufacturers, software, banking and consulting. **Infographic 5** highlights how these industries prioritise early-career talent for analytics, automation and platform support functions, resulting in competitive salary offers even at the initial professional stage.

Entry level positions display a different pattern once again, with printing & publishing offering the highest starting salaries, followed by utilities, telecommunications, financial services and IT software, as illustrated in **Infographic 6**.

These outcomes often reflect sector-specific recruitment pressures, talent shortages or rapid digital expansion that necessitates stronger hiring pipelines.

Taken together, the six infographics highlight a labour market shaped by both seniority and industry-specific dynamics. While technology-centric sectors consistently lead salary performance, the top-paying industries vary across job levels, underscoring the diverse digital skill requirements and differing corporate priorities that influence remuneration across Malaysia's digital economy.

EARNED SALARIES OF DIGITAL PROFESSIONALS IN MALAYSIA

Earned salaries provided by employees continue to offer a useful comparison against advertised salary data, highlighting the differences between actual take-home remuneration and employer-posted ranges.

The figures compiled from platforms such as Payscale and Salary Expert indicate that earned salaries remain noticeably lower than advertised packages, although the overall structure of industry demand, skills scarcity and role seniority is still clearly reflected in the data.

Tables 12 - 14 show that earnings vary sharply across Technical, Managerial and C-level positions, with the steepest gaps appearing at seniority levels where leadership experience, specialised capability and risk accountability become more critical.

Patterns across the three categories indicate that the wage gap widens significantly as professionals advance to higher tiers, underscoring the market premium attached to skills depth and strategic oversight.

The difference between average and top 10% earners is particularly pronounced in specialised or high-pressure roles, signalling the demand for experienced practitioners who can manage complex digital portfolios.

Technical Roles

Technical positions appear to maintain a wide spread in earnings, with solutions architects cementing their lead as the highest-paid group in this category. **Table 12** shows their average earnings remain well above other technical jobs, reflecting the need for advanced architecture design, integration oversight and system-level decision-making.

Other mid-to-high earning roles such as network security engineers, DevOps engineers and data engineers cluster well below solutions architects, yet still command stronger salaries due to rising cybersecurity demands, cloud maturity and deeper reliance on data operations.

The top 10% earners in technical fields show especially sharp differentials. DevOps engineers, database administrators and data engineers record some of the widest gaps between average and upper-tier salaries, indicating a premium for experience in system reliability, database optimisation and production-grade data pipelines.

Senior data scientists and senior data engineers stand out among experienced practitioners, reflecting the shortage of advanced analytical and engineering talent capable of supporting enterprise-scale AI and machine learning environments.

Managerial Roles

Managerial positions also show strong differentiation in earnings. **Table 13** indicates that solutions architects remain the highest-paid group within this category, with senior project managers for IT and senior database administrators following closely. However, based on the data, salaries for solution architects in both technical and managerial roles are within the same range, perhaps due to the job's diverse and complex functions and responsibilities.

These roles sit at the intersection of technical depth and leadership responsibility, which elevates their market value as businesses expand more complex digital systems. Senior data scientists also rank prominently due to the increasing importance of data governance, model oversight and analytical strategy.

The variation between average and top 10% salaries is particularly notable for data scientists, IT consultants and IT managers, where the top bracket can earn more than twice the average.

Such gaps point to significant differences in experience, industry exposure and project oversight capability. The patterns suggest that employers are prepared to pay significantly more for managerial talent who can provide both strategic direction and hands-on problem-solving in fast-moving digital environments.

Table 12: Average Monthly Salaries Earned by Digital Professionals by TECHNICAL Positions (RM & Ratio) 2025

Technical Positions	Average	Top 10%	Ratio: Top 10% to Ave
.NET Software Developer / Programmer	4,047	7,917	1.96
Applications Engineer	3,768	9,333	2.48
Business Analyst, IT	4,690	11,333	2.42
Business Intelligence (BI) Analyst	4,533	10,167	2.24
Support Technician Computer / Network / IT	2,832	5,167	1.82
Cybersecurity Analyst	3,910	10,083	2.58
Data Engineer	4,818	11,917	2.47
Data Scientist	4,549	11,750	2.58
Database Administrator (DBA)	3,600	9,500	2.64
Development Operations (DevOps) Engineer	5,612	10,750	1.92
Help Desk Technician	3,994	8,917	2.23
Java Developer	5,170	10,000	1.93
Junior Software Engineer	3,016	4,000	1.33
Network Administrator	4,466	6,724	1.51
Network Engineer	4,716	8,083	1.71
Network Technician	4,793	8,417	1.76
Quality Assurance (QA) Engineer	3,436	6,167	1.79
Network Security Engineer	5,470	9,583	1.75
Software Developer	3,860	7,000	1.81
Software Engineer	4,161	8,250	1.98
Software Engineer / Developer / Programmer	3,637	8,917	2.45
Solutions Architect	15,516	25,083	1.62
Support Technician, Information Technology (IT)	2,837	4,833	1.70
System Administrator, Computer / Network	4,247	7,500	1.77
System Administrator, Windows Server	3,621	4,417	1.22
Systems Analyst	4,143	10,250	2.47
Systems Engineer, IT	3,711	7,667	2.07
Technical Support Analyst IT	4,259	6,750	1.58
Technical Support Specialist	4,259	9,833	2.31
Test / Quality Assurance (QA) Engineer (Computer Software)	3,752	7,667	2.04
Data Analyst	3,758	6,917	1.84
Quality Assurance (QA) Analyst	3,649	5,833	1.60
Quality Assurance (QA) Analyst Software	4,156	9,083	2.19
Web Developer	3,370	5,833	1.73
Technical Average	4,422	8,695	1.97
Overall Average	8,001	15,593	1.95

Sources: Payscale & PIKOM estimates

C-Level Roles

The C-level category reflects the steepest salary structures, with the chief executive officer (CEO) remaining the highest-paid position across all digital-related leadership roles. **Table 14** shows that average CEO earnings sit at the top of the hierarchy, with the top 10% commanding significantly higher remuneration.

Earnings for IT directors, directors of analytics, chief operating officers (COO) and chief technology officers (CTO) also remain elevated due to their influence over enterprise-wide technology decisions, operational governance and strategic investment.

Table 13: Average Monthly Salaries Earned by Digital Professionals by MANAGERIAL Positions (RM & Ratio) 2025

Managerial Positions	Average	Top 10%	Ratio: Top 10% to Ave
Information Technology (IT) Consultant	5,006	13,000	2.60
Information Technology (IT) Manager	7,989	17,250	2.16
Project Manager, Information Technology (IT)	8,661	16,500	1.91
Quality Assurance Manager	7,145	12,667	1.77
Data Manager	8,844	17,917	2.03
eCommerce Manager	6,150	11,417	1.86
Senior Business Analyst	8,028	15,667	1.95
Senior Data Scientist	9,912	24,500	2.47
Senior Database Administrator (DBA)	10,469	14,167	1.35
Senior Project Manager, IT	16,458	25,167	1.53
Senior Software Engineer	7,938	14,833	1.87
Senior Solutions Architect	16,851	25,667	1.52
Senior Systems Administrator	7,644	13,802	1.81
Senior Systems Analyst	7,722	10,750	1.39
Senior Systems Engineer	6,070	14,583	2.40
Senior Web Developer	5,057	10,083	1.99
Sr. Software Engineer / Developer / Programmer	8,110	14,917	1.84
Software Quality Assurance (SQA) Manager	6,658	9,404	1.41
Managerial Average	8,595	15,683	1.82
Overall Average	8,001	15,593	1.95

Sources: Payscale & PIKOM estimates

Table 14: Average Monthly Salaries Earned by Digital Professionals by C-LEVEL Positions (RM & Ratio) 2025

C-Level Positions	Average	Top 10%	Ratio: Top 10% to Ave
Director of Analytics	23,500	39,762	1.69
Information Technology (IT) Director	24,036	40,667	1.69
Vice President (VP), Information Technology (IT)	18,166	34,333	1.89
Chief Technology Officer	16,526	41,167	2.49
Chief Information Officer	20,854	40,583	1.95
Chief Operating Officer	18,266	43,917	2.40
Chief Executive Officer	24,229	70,750	2.92
Chief Information Security Officer	15,862	20,583	1.30
Chief Financial Officer	21,540	41,500	1.93
C-Level Average	20,331	41,474	2.04
Overall Average	8,001	15,593	1.95

Sources: Payscale & PIKOM estimates

The range between average and top 10% salaries is widest for CEOs, followed by COOs and CTOs, highlighting the strong emphasis placed on leadership accountability and business performance.

The figures also reflect sustained demand for C-suite professionals who can steer digital strategy, oversee complex transformation agendas and manage risk at scale. The pronounced salary spreads indicate that experience, industry maturity and proven track records continue to shape earning potential at the highest tiers of digital leadership.

SALARY TRENDS IN CYBERSECURITY

Table 15: Average Annual Salaries of Digital Professionals in Cybersecurity (RM) 2023 - 2025

Job Position	Year	Average	1 – 3 Years	>7 Years
CISO	2023	242,325	168,749	303,749
	2024	245,060	170,654	307,178
	2025	249,535	173,770	312,786
Director	2023	213,465	147,996	268,011
	2024	221,338	153,455	277,896
	2025	216,773	150,262	272,114
Cybersecurity Engineer	2023	169,149	119,870	211,158
	2024	173,927	123,256	217,123
	2025	172,798	122,456	215,714
Cybersecurity Manager	2023	158,241	112,140	197,542
	2024	158,810	112,543	198,252
	2025	161,743	114,622	201,914
Cybersecurity Specialist	2023	154,052	109,171	192,312
	2024	154,708	109,636	193,131
	2025	157,536	111,640	196,662
IT Security Analyst	2023	145,838	103,350	182,058
	2024	131,636	93,286	164,329
	2025	126,500	89,646	157,917
Cyber Intelligence Analyst	2023	140,549	99,314	175,599
	2024	152,114	107,486	190,049
	2025	143,708	101,547	179,546
Cyber Incident Handler	2023	136,729	96,895	170,687
	2024	146,300	101,311	178,465
	2025	139,816	99,083	174,540
Cybersecurity Consultant	2023	115,783	84,423	143,234
	2024	123,311	89,912	152,547
	2025	118,421	86,346	146,498

Source: SalaryExpert

Cybersecurity remains an essential pillar of Malaysia's digital ecosystem although the latest figures in **Table 15** show a clear shift in salary patterns for 2025.

The majority of tracked roles record lower average salaries compared with the previous year, signalling a period of adjustment after several years of steady gains in the cybersecurity labour market.

Declines are most evident among operational and mid-level positions. Cyber intelligence analysts register one of the larger reductions, with average annual earnings falling to RM143,708 in 2025.

Cyber incident handlers and cybersecurity consultants also show lower figures while IT security analysts record a further softening to RM126,500. These movements suggest more cautious hiring conditions, increased use of automation for routine security functions and tighter cost controls in companies managing broader budget pressures.

The trend is less pronounced at senior levels. Average earnings for the chief information security officer (CISO) rise to RM249,535 while cybersecurity managers and specialists see modest increases to RM161,743 and RM157,536 respectively.

The resilience in these roles reflects sustained demand for experienced practitioners who can oversee governance, manage high-severity risks and support enterprise-wide resilience. Employers are prepared to retain or improve salary packages where strategic oversight and proven expertise remain critical to operations.

Although 2025 marks a year of moderation for several cybersecurity roles, demand for talent is still supported by rising regulatory expectations, growing exposure to cyber threats and the continued expansion of digital systems across sectors.

The salary adjustments point to a more segmented market, where companies invest selectively in senior leadership positions while taking a more measured approach to mid-tier hiring.

SALARY TRENDS IN AI AND DATA SCIENCE

Table 16: Average Annual Salaries of Digital Professionals in AI and Data Science (RM) 2025

Job Position	Average	1 – 3 Years	>7 Years
Core AI Roles			
AI Engineer	157,600	107,663	190,794
ML Engineer	169,787	119,626	212,302
AI Specialist	157,216	105,440	186,854
Comp Vision / NLP Engineer	194,270	135,880	239,904
Gen AI Roles			
Prompt Engineer	126,700	89,400	158,400
Data Science Roles			
Data Scientist	143,687	101,745	179,636
ML Scientist	179,972	126,803	225,038
Data Modelling Analyst	160,500	96,103	169,291
Data Engineering Roles			
Data Engineer	144,260	102,084	180,236
Data Analytics Engineer	141,481	101,053	176,444

Source: SalaryExpert & PIKOM estimates

AI and data science roles have expanded in both scope and complexity as businesses increase their reliance on advanced analytics, automation and model-driven decision-making.

The shift towards enterprise-level deployment has raised demand for practitioners who can integrate machine learning models into operational systems, manage data pipelines and support the rapid rise of generative AI. Employers place greater value on engineering capability, practical experience and the ability to support end-to-end model lifecycle management.

The job list used in the previous report no longer reflected Malaysia's hiring landscape. Several roles in the 2024 structure overlapped in scope or were positioned too broadly, resulting in limited alignment with current job advertisements.

The emergence of generative AI further widened the gap as new roles appeared in the market with clearer technical and functional distinctions. As such, a streamlined structure was introduced for this year.

Table 16 consolidates the roles into 10 categories across core AI, generative AI, data science and data engineering, excluding two emerging roles that lacked sufficient Malaysian salary data.

The table shows average salaries for core AI roles ranging from RM157,216 for AI specialists to RM194,270 for computer vision or NLP engineers. Senior practitioners with more than seven years of experience recorded substantially higher remuneration, with ML engineers earning RM212,302 and computer vision or NLP engineers reaching RM239,904.

Early-career salaries for these roles remained above RM100,000 for most categories, supported by strong employer demand for foundational AI skills.

Generative AI roles reflected newer market dynamics. Prompt engineers registered an average salary of RM126,700 with senior-level remuneration rising to RM158,400. The role remains among the fastest-growing categories in terms of advertised salaries although market data is still developing.

Data science roles recorded consistent upward movement. Data scientists reported an average annual salary of RM143,687 with senior practitioners receiving RM179,636.

ML scientists earned higher averages at RM179,972 and RM225,038 for senior professionals, highlighting the premium attached to advanced modelling capability. Data modelling analysts also recorded firm figures, reaching RM160,500 on average.

Data engineering roles maintained strong momentum as companies strengthened their data infrastructure. Data engineers recorded an average salary of RM144,260 with senior-level remuneration rising to RM180,236. Data analytics engineers followed closely with an average of RM141,481 and up to RM176,444 for senior practitioners.

Overall, the table illustrates a salary landscape that remains firmly supported by employer demand across all tiers. Higher averages for engineering-led roles point to the growing importance of scalable data and AI systems.

Senior professionals continued to command premium remuneration while junior roles posted meaningful gains in line with increased hiring and clearer entry pathways. Salaries in AI and data science are expected to strengthen further in 2026 as businesses expand their use of generative AI and deepen investment in model operationalisation.

Where Cyber Security Meets Absolute Integrity

PURE-PLAY & INDEPENDENT Cyber Security Experts

LGMS was listed on the ACE Market of Bursa Malaysia on 8 June 2022, becoming the first listed cyber security services company in the country. Marking twenty years of establishment, LGMS continues to lead the cyber security professional services landscape through credibility, independence, and technical excellence.

LGMS is distinguished by pure-play independence and a rigorously impartial approach to cyber security. We emphasise strong cyber security fundamentals and deep technical proficiency. While committed to delivering objective and unbiased cyber security consulting services, we remain unwavering in prioritising clients' best interests and upholding the highest standards of integrity and professionalism.

Gartner®

Earlier this year, LGMS was named as a **Representative Vendor** in the **2025 Gartner® Market Guide for Digital Forensics and Incident Response Retainer Services**.

● Cyber Risk Management & Compliance | ✱ Cyber Risk Prevention | ▲ Cyber Threat & Incident Response





CHAPTER 4

Regional Benchmarking of Salaries for Digital Talents



Malaysia's transition towards a high-income, innovation-led economy continues to be shaped by the availability and mobility of digital talent.

Regional competition for skilled professionals has intensified, prompting greater efforts to understand how local remuneration compares with neighbouring as well as other economies worldwide.

Salary benchmarking is an important indicator of competitiveness, especially as businesses across Asia expand digital adoption and seek experienced talent in fields such as data science, cybersecurity, artificial intelligence (AI), cloud engineering and digital product development.

Malaysia faces persistent outflows of skilled labour, driven partly by more attractive career opportunities in nearby economies, with regional salary differentials amplifying these movements. Digital professionals remain among the most mobile occupational groups because global demand for advanced technology experience encourages cross-border mobility.

As such, benchmarking supports policy decisions and industry planning by identifying relative strengths and gaps in Malaysia's compensation landscape.

This chapter examines regional remuneration using three denomination metrics across the 21 selected economies: Atlas currency, US Dollar and purchasing power parity (PPP)-adjusted salaries. The analysis draws on the benchmarking tables compiled for 2025, covering Technical, Managerial and C-level roles across both average salaries as well as wages in the top 10% bracket.

Why Benchmark?

Benchmarking digital talent salaries offers governments, employers and policymakers a clearer view of their competitive position in a rapidly evolving regional labour market. Accurate cross-economy comparisons support informed decision-making in talent development, workforce planning and investment strategies.

Understanding relative salary levels strengthens a country's ability to attract and retain skilled workers in high-demand digital fields. Competitive remuneration remains one of the strongest determinants of

mobility among technology professionals, particularly in an environment of rising regional demand.

Benchmarking also provides insights into labour cost competitiveness, enabling economies to assess how their compensation structures compare with those of neighbouring digital hubs. The findings can inform national strategies to encourage technology investments and support sectoral growth.

Policy formulation benefits from this analysis, as governments can use benchmarking outcomes

to design incentives, strengthen human capital programmes and calibrate education pathways. Targeted skills development is more effective when aligned with the remuneration dynamics of regional peers.

A broader economic perspective is also gained, as technology wages influence local consumption, innovation activity and long-term productivity. Understanding how salary levels compare helps economies position themselves more strategically when competing for high-value technology firms, foreign direct investments and cross-border digital trade.

Table 1: Average Annual Salaries of Digital Professionals in Atlas Currency by Job Category by Economy 2025

Economy	Atlas Currency	Technical	Managerial	C-Level	Overall
United States	USD	79,588	107,183	161,512	99,818
Canada	CAD\$	72,232	97,505	149,048	91,023
United Kingdom	Pound	35,166	51,410	97,940	49,221
Singapore	SGD	54,417	90,021	203,893	86,977
New Zealand	NZD	74,329	104,863	157,671	95,635
Australia	AUD	81,417	118,707	182,484	107,332
Hong Kong	HK\$	311,431	544,420	1,451,415	547,221
Malaysia	MYR	53,067	103,140	243,972	96,009
Thailand	THB	493,349	1,169,098	2,870,823	1,043,525
Indonesia	IDR	98,057,160	153,426,238	266,630,788	139,267,095
Philippines	PHP	482,234	1,042,850	2,184,696	898,844
Japan	JPY	4,788,721	7,335,008	12,874,930	6,733,131
South Korea	KRW	56,327,531	76,890,608	123,703,408	72,336,028
India	INR	650,848	1,526,961	3,696,439	1,358,723
China	CNY	247,360	330,408	961,093	377,171
UAE	AED	104,622	197,045	523,105	193,638
Qatar	QAR	99,651	175,455	494,181	180,229
Kuwait	KD	7,446	16,980	30,379	13,643
Saudi Arabia	SAR	102,951	179,143	418,600	172,005
South Africa	ZAR	325,719	618,253	1,295,272	555,089
Brazil	R\$	74,233	171,776	490,288	164,401

Sources: Payscale & PIKOM estimates

Benchmarking of Salaries in Atlas Currency

Tables 1 and 2 present the 2025 annual salaries in Atlas currency for average and top-earning digital professionals. The data show clear segmentation by economic maturity. Fully-developed economies continue to register higher overall remuneration although the gap varies across job categories.

Malaysia's position in the Atlas currency comparison demonstrates relative competitiveness in Managerial and C-level roles, where the salary gap with regional peers is narrower. Technical roles remain more challenged, with higher-paying markets such as Singapore, South Korea, the UAE and Australia pulling ahead at both average and top 10% levels.

Table 3 further benchmarks the earnings ratio between top earners and the overall average. A smaller ratio typically signals better alignment in skills and capability across the workforce.

Several advanced economies demonstrate tighter spreads while some emerging economies display wider disparities. Malaysia's ratio in 2025 suggests a balanced distribution of skills although pressure remains from economies where rapid digital sector expansion is creating sharper wage differentiation.

Table 2: Average Annual Salaries of Top 10% Bracket in Atlas Currency by Job Category by Economy 2025

Economy	Atlas Currency	Technical	Managerial	C-Level	Overall
United States	USD	112,017	146,389	246,778	142,042
Canada	CAD\$	97,365	129,167	215,778	124,220
United Kingdom	Pound	52,537	75,722	154,000	74,349
Singapore	SGD	96,615	146,770	353,000	149,242
New Zealand	NZD	100,324	137,778	234,117	131,116
Australia	AUD	117,147	160,278	292,556	155,754
Hong Kong	HK\$	601,026	843,378	2,634,200	970,500
Malaysia	MYR	104,344	188,193	497,683	187,120
Thailand	THB	1,149,836	3,033,100	6,306,761	2,466,411
Indonesia	IDR	221,732,020	479,914,325	746,641,411	375,362,610
Philippines	PHP	1,128,971	2,211,495	6,528,419	2,245,044
Japan	JPY	7,571,363	14,818,060	29,059,980	12,880,184
South Korea	KRW	95,481,814	110,113,089	209,304,416	116,592,738
India	INR	1,418,588	2,833,333	7,888,889	2,824,633
China	CNY	431,390	1,010,470	1,795,993	803,601
UAE	AED	291,776	542,742	1,064,889	479,897
Qatar	QAR	208,750	340,865	1,734,452	472,839
Kuwait	KD	17,377	27,834	71,155	27,896
Saudi Arabia	SAR	258,614	395,135	988,889	406,645
South Africa	ZAR	628,500	992,052	2,333,333	987,310
Brazil	R\$	158,574	328,568	948,263	325,248

Sources: Payscale & PIKOM estimates

Table 3: Ratio of Top% Salaries Against Average Salaries by Economy 2025

Economy	Technical	Managerial	C-Level	Overall
United States	1.41	1.37	1.53	1.42
Canada	1.35	1.32	1.45	1.36
United Kingdom	1.49	1.47	1.57	1.51
Singapore	1.78	1.63	1.73	1.72
New Zealand	1.35	1.31	1.48	1.37
Australia	1.44	1.35	1.60	1.45
Hong Kong	1.93	1.55	1.81	1.77
Malaysia	1.97	1.82	2.04	1.95
Thailand	2.33	2.59	2.20	2.36
Indonesia	2.26	2.55	2.80	2.70
Philippines	2.34	2.12	2.99	2.50
Japan	1.58	2.02	2.26	1.91
South Korea	1.54	1.43	1.69	1.43
India	2.18	1.86	2.13	2.08
China	1.74	3.06	1.87	2.13
UAE	2.79	2.75	2.04	2.48
Qatar	2.17	1.94	3.51	2.62
Kuwait	2.33	1.64	2.43	2.04
Saudi Arabia	2.49	2.21	2.36	2.36
South Africa	1.93	1.60	1.80	1.78
Brazil	2.14	2.03	1.93	1.98

Sources: Payscale & PIKOM estimates

Table 4: Average Annual Salaries of Digital Professionals in USD by Job Category by Economy 2025*

Economy	Technical	Economy	Managerial	Economy	C-Level	Economy	Overall
United States	79,588	United States	107,183	Hong Kong	186,846	United States	99,818
Australia	53,695	Australia	78,287	United States	161,512	Australia	70,786
Canada	52,352	Canada	70,668	Singapore	158,703	Hong Kong	70,446
South Korea	48,326	Hong Kong	70,085	UAE	142,439	South Korea	69,553
United Kingdom	47,356	Singapore	70,069	Qatar	135,764	Singapore	67,700
New Zealand	43,549	United Kingdom	69,232	China	135,107	United Kingdom	66,284
Singapore	42,356	New Zealand	63,649	South Korea	132,255	Canada	65,971
Hong Kong	40,092	Kuwait	55,607	United Kingdom	131,892	New Zealand	58,014
China	34,888	South Korea	55,214	Australia	120,348	China	53,021
Japan	32,296	UAE	53,654	Saudi Arabia	111,627	UAE	52,726
UAE	28,488	Japan	49,469	Canada	108,025	Qatar	49,513
Saudi Arabia	28,140	Qatar	48,202	Kuwait	99,486	Saudi Arabia	45,868
Qatar	27,620	Saudi Arabia	47,771	New Zealand	95,656	Japan	45,410
Kuwait	24,383	China	46,447	Brazil	91,802	Kuwait	44,677
South Africa	18,768	Thailand	36,727	Thailand	90,187	Thailand	32,783
Thailand	15,499	South Africa	35,624	Japan	88,058	South Africa	31,985
Brazil	13,899	Brazil	32,163	South Africa	74,635	Brazil	30,783
Malaysia	12,606	Malaysia	24,500	Malaysia	57,955	Malaysia	22,806
Philippines	8,447	Philippines	18,267	India	43,483	Philippines	15,745
India	7,383	India	17,321	Philippines	38,774	India	15,412
Indonesia	5,970	Indonesia	12,127	Indonesia	17,166	Indonesia	9,457

*Highest to lowest in salaries

Sources: Payscale & PIKOM estimates

Benchmarking of Salaries in US Dollar

Tables 4 and **5** highlight the impact of currency movements on Malaysia's relative position. The weaker Ringgit in 2024–2025 has widened the gap when salaries are compared in US Dollar terms. Malaysia now ranks lower than several regional economies, with the most pronounced gaps seen in Technical roles.

Average salaries in Malaysia are below those in Thailand, Vietnam and China for several job categories, reflecting competitive pressures within the ASEAN region. The differences are more visible in the senior and specialist roles where other economies have raised remuneration to attract cross-border talent and support rapid scaling of digital industries.

The top 10% tier exhibits similar trends. Malaysian professionals at the upper end of the salary range earn substantially below their counterparts in the US, Singapore, the UAE and South Korea while also trailing behind Thailand in both average and top-tier comparisons.

The US Dollar benchmarking underscores the need to address currency-linked competitiveness gaps, particularly in high-skill and high-demand functions.

Table 5: Average Annual Salaries of Top 10% Bracket in USD by Job Category by Economy 2025*

Economy	Technical	Economy	Managerial	Economy	C-Level	Economy	Overall
United States	112,017	UAE	147,785	Qatar	476,498	United States	142,042
UAE	79,449	United States	146,389	Hong Kong	339,110	UAE	130,673
Hong Kong	77,372	China	142,520	UAE	289,963	Qatar	129,901
Australia	77,258	Singapore	114,241	Singapore	274,763	Hong Kong	124,936
Singapore	75,202	Hong Kong	108,571	Saudi Arabia	263,704	Singapore	116,165
South Korea	72,524	Australia	105,703	China	253,314	China	113,301
United Kingdom	70,750	Saudi Arabia	105,369	United States	246,778	Saudi Arabia	108,439
Canada	70,567	United Kingdom	101,972	Kuwait	238,492	Australia	102,720
Saudi Arabia	68,964	Japan	99,936	United Kingdom	207,386	United Kingdom	100,123
China	61,981	Thailand	95,285	Thailand	198,128	Kuwait	91,355
Qatar	60,957	Qatar	93,644	Japan	195,986	Canada	90,031
New Zealand	60,947	Canada	93,616	Australia	195,871	Japan	86,866
Kuwait	56,907	Kuwait	91,152	Brazil	177,553	South Korea	85,287
Japan	51,063	New Zealand	84,375	Canada	156,389	New Zealand	79,908
South Africa	36,215	South Korea	81,981	South Korea	150,300	Thailand	77,483
Thailand	36,122	Brazil	63,226	New Zealand	141,462	Brazil	60,899
Brazil	29,691	South Africa	57,163	South Africa	134,449	South Africa	56,890
Malaysia	24,786	Malaysia	44,704	Malaysia	118,223	Malaysia	44,450
Philippines	19,776	Philippines	38,738	Philippines	116,102	Philippines	39,326
India	16,091	India	32,139	India	96,687	India	32,370
Indonesia	13,840	Indonesia	28,902	Indonesia	48,070	Indonesia	22,981

*Highest to lowest in salaries

Sources: Payscale & PIKOM estimates

Benchmarking of Salaries According to PPP

The PPP-adjusted comparison in **Tables 6** and **7** offers a more balanced view of Malaysia's position. Once differences in cost of living and price levels are accounted for, Malaysia performs more favourably against several developed and emerging economies.

At the overall level, Malaysia's PPP-adjusted salaries in 2025 exceed those in Japan and Brazil and remain above the three lowest-ranked economies in the sample.

Further, the gap with high-paying markets narrows substantially, with salaries in the US, Singapore and South Korea between 1.5 to 1.9 times higher after adjustment, as compared with significantly wider gaps in US Dollar terms.

Table 6: Average Annual Salaries of Digital Professionals in PPP by Job Category by Economy 2025*

Economy	Technical	Economy	Managerial	Economy	C-Level	Economy	Overall
United States	79,588	South Korea	123,841	China	279,876	China	109,834
South Korea	75,017	Thailand	113,737	Thailand	279,290	Singapore	109,543
China	72,033	Singapore	113,377	Hong Kong	260,712	South Korea	107,969
Singapore	68,535	United States	107,183	Singapore	256,792	Thailand	101,520
Canada	62,002	Saudi Arabia	98,268	UAE	234,998	United States	99,818
Australia	57,215	Hong Kong	97,549	Qatar	230,387	Hong Kong	98,051
Saudi Arabia	56,473	China	96,217	Saudi Arabia	229,621	Saudi Arabia	94,353
Hong Kong	55,802	Kuwait	94,334	South Korea	205,304	UAE	86,989
United Kingdom	54,557	UAE	88,520	Brazil	195,958	Qatar	84,023
Japan	51,693	South Africa	86,986	South Africa	186,997	South Africa	78,945
New Zealand	50,053	Canada	83,695	India	178,900	Canada	78,132
Thailand	47,996	Australia	83,420	Malaysia	174,142	United Kingdom	76,406
UAE	47,000	Qatar	81,797	Kuwait	168,772	Kuwait	75,793
Qatar	46,458	United Kingdom	79,800	United States	161,512	Australia	75,427
South Africa	45,814	Japan	79,179	United Kingdom	151,917	Japan	72,682
Kuwait	41,364	India	73,902	Japan	138,981	Malaysia	68,529
Malaysia	37,878	Malaysia	73,618	Australia	128,239	India	65,759
India	31,500	New Zealand	70,615	Canada	127,938	Brazil	65,708
Brazil	29,670	Brazil	68,655	Philippines	113,396	New Zealand	64,401
Philippines	25,030	Philippines	54,129	New Zealand	106,176	Philippines	46,654
Indonesia	20,773	Indonesia	37,114	Indonesia	56,485	Indonesia	29,503

*Highest to lowest in salaries

Sources: Payscale & PIKOM estimates

Malaysia's Managerial and C-level remuneration is comparatively strong on a PPP basis, ranking higher than several advanced economies. Senior leadership roles remain relatively well positioned regionally, a factor that helps retain experienced professionals despite active recruitment from overseas markets.

Technical roles continue to exhibit the widest differences, with Malaysia's PPP-adjusted salaries remaining below most peers. This reinforces the need for longer-term investment in skills, upskilling pathways and competitive remuneration strategies for fast-growing areas of digital expertise.

Table 7: Average Annual Salaries of Top 10% Bracket in PPP by Job Category by Economy 2025*

Economy	Technical	Economy	Managerial	Economy	C-Level	Economy	Overall
Saudi Arabia	141,862	Thailand	295,077	Qatar	808,602	Thailand	239,947
UAE	131,076	China	294,255	Thailand	613,558	China	234,013
China	125,623	UAE	243,819	Saudi Arabia	542,451	Saudi Arabia	223,063
South Korea	123,125	Saudi Arabia	216,750	China	523,003	Qatar	220,438
Singapore	121,681	Singapore	184,849	UAE	478,387	UAE	215,587
United States	112,017	Japan	159,957	Hong Kong	471,994	Singapore	187,962
Thailand	111,863	Qatar	158,912	Singapore	444,584	Hong Kong	173,894
Hong Kong	107,692	Kuwait	154,634	Kuwait	395,305	Kuwait	154,978
Qatar	97,320	Hong Kong	151,116	India	381,807	South Korea	150,348
Kuwait	96,540	United States	146,389	Brazil	379,002	United States	142,042
Canada	83,575	South Korea	141,992	Malaysia	355,234	Japan	139,038
Australia	82,324	India	137,128	Philippines	338,857	India	136,707
Japan	81,731	Malaysia	134,327	Japan	313,694	Malaysia	133,561
United Kingdom	78,531	Brazil	131,322	South Africa	275,450	Brazil	129,995
Malaysia	74,478	South Africa	117,112	South Korea	269,900	South Africa	116,552
South Africa	74,194	Philippines	114,787	United States	246,778	Philippines	116,529
India	68,657	United Kingdom	113,187	United Kingdom	230,194	United Kingdom	111,134
New Zealand	67,558	Australia	112,634	Australia	205,591	Australia	109,455
Brazil	63,379	Canada	110,873	Canada	185,217	Canada	106,627
Philippines	58,599	Indonesia	101,669	Indonesia	158,174	New Zealand	88,293
Indonesia	46,973	New Zealand	92,780	New Zealand	157,655	Indonesia	79,520

*Highest to lowest in salaries

Sources: Payscale & PIKOM estimates

Key Observations for 2025

- Salary competitiveness for Technical roles remains the main challenge, driven by rapid wage escalation in markets such as Singapore, South Korea and Thailand.
- Malaysia performs more strongly at Managerial and C-level, particularly after PPP adjustment, with remuneration that compares favourably with several larger economies.
- The currency effect is a central factor in US Dollar benchmarking and has widened salary gaps with higher-income economies.
- The top 10% tier reflects sharper competition across the region, with Malaysia ranking mid to lower tier for several job categories.
- PPP comparisons indicate that salary purchasing power in Malaysia remains relatively stable, underscoring the importance of evaluating remuneration beyond nominal exchange rates.

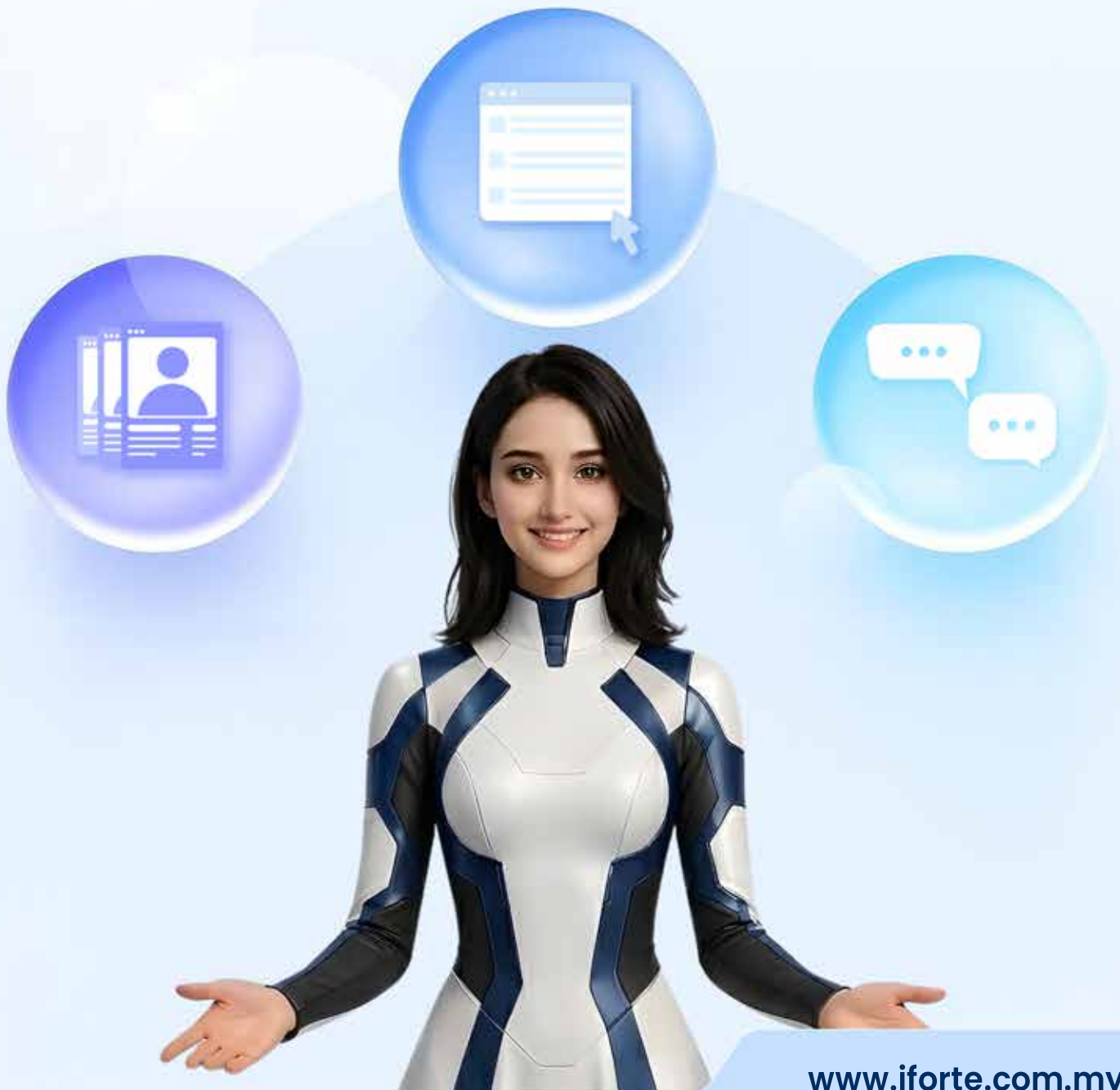


iForte delivers Technology Managed Services, Digital Platforms and AI Solutions

Recognised as a multiple award-winning organisation, iForte supports businesses in strengthening their workforce, optimising operations and accelerating digital transformation.

Our approach blends proven managed services, modern human centric technologies and intelligent automation to give businesses greater efficiency, visibility and control.

From workforce deployment to AI platforms like iVié (iForte Virtual Interactive Experience) and ESGAMConnect, we enable companies to build future ready teams and achieve sustainable growth.





“ If you get the **right** engineer,
you’ve solved 90% of your IT challenges. ”

From China to Malaysia:
Your Gateway to 6 Million IT Professionals.



CK Chong

✉ ckchong@shawnway.cn

Chief Talent Sourcing Advisor
and Seasoned CIO



Truly IT-Audit

A software tool
that performs non-stop
IT-Audit continuously



- IT-Audit is **NOT about interviewing** and **finding-out**
- IT-Audit is about providing you audit-results at **anytime you require**
- Audit-results should **NOT** be based on **tick-boxes** and **subjective judgement**
- You need **tools to accomplish the impossible**
(to conduct IT-Audit manually)

ADDRESS

Amiya Corporation (Japan)

11F, Tornare Nihonbashi-hamacho 3-3-2,
Nihonbashi-hamacho,
Chuo- ku, Tokyo 103-0007 Japan

MALAYSIA CONTACT

Looi KL

(WhatsApp)

+6012 300 1001





Persatuan Industri Komputer Dan Multimedia Malaysia
The National Tech Industry Association of Malaysia

EI, Empire Damansara,
No. 2, Jalan PJU 8/8a, Damansara Perdana
47820 Petaling Jaya, Selangor

T : +(603) 7622 0079

E+ : info@pikom.org.my

W+ : www.pikom.org.my

PIKOM, the National Tech Industry Association of Malaysia, is a not-for-profit organisation. It is the largest association representing information and communications technology (ICT) players in Malaysia. Since its inception in 1986, PIKOM has come of age as the voice of the Tech industry. It has become an ICT referral centre for government and industry players, as well as international organisations. In this regard, PIKOM takes on the responsibility to publish ICT-relevant information in a periodic manner.

Editorial and design services by:
MJLAIKC INFOWORKS | T: 6012 5050 862 | E+: mjlaikc@gmail.com

Printed by: WS Bintang Sdn Bhd | Tel: 603 8948 7244 | E+: wengsing.andy@gmail.com