



Great Place To Work®

The New Business as Usual:

Lessons From The Best Workplaces™
in Malaysia





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Managing Director

Great Place To Work® ASEAN and ANZ

A Message from the Managing Director

As Managing Director, Great Place To Work® ASEAN and ANZ, I am thrilled to welcome Malaysia into the global Best Workplaces™ network. This country is entering a bold new chapter of growth and ambition, proving itself as a rising key player in Southeast Asia's economy and talent landscape, not just a domestic market.

It is within this incredibly dynamic context that we have chosen to unveil the first Best Workplaces list and the inaugural insights report drawn from nearly 95,500 Malaysian voices represented across small, medium, and large organisations.

From technology and hospitality to construction, finance, manufacturing, and professional services, these companies represent the backbone of Malaysia's economy and the ambition of its workforce. Using the Great Place To Work Trust Index™ Survey, we measure how employees experience leadership, pride, and camaraderie across every level, role, and background.

Great Place To Work has gathered global best practices in people, leadership, and culture over nearly three decades. Now, we bring that global experience, with the local nuance of a team that has been operating in Southeast Asia for over a decade, to help Malaysia build workplaces that compete, innovate, and grow through whatever comes next.

This report is a guide to Malaysia's top workplaces, from trust in leadership to well-being, AI-driven innovation to enterprise agility. By recognizing these 20 organizations, we hope to set a clear benchmark for what great truly looks like and inspire more Malaysian companies to make culture the strategic priority it deserves to be.

The global authority on workplace culture

About Great Place To Work, Certification™ and Best Workplaces™ Lists

For over 30 years, Great Place To Work's Certification, Best Workplaces Lists, and global benchmarks have set the industry standard—built on annually updated data from more than 20 million employees across 170 countries.

We are the global authority on workplace culture, providing leaders and organisations with the recognition and tools needed to build a thriving workforce and drive strong employee engagement that ultimately improves the bottom line.

Our employee sentiment data is collected directly and confidentially from employees, enabling employers to leverage workplace culture insights to achieve tangible business results and a clear return on investment by enhancing the employee experience.



Certification is based on the results of our confidential Trust Index employee survey. Companies who meet the required Trust Index score are Certified™ 'great' for 12 months.

01

Certification & Lists

Our recognition is the most coveted and respected in the world for elevating employer brands to attract and retain the right people.

02

Platform & Data

Our proprietary methodology and survey platform enables organisations to truly capture, analyze, and understand the experience of all employees.

03

Research & Insights

Our tenable research empowers organisations to build cultures that retain talent and unlock the potential of every employee.

04

Resources & Community

Our experienced culture experts, data-driven content, and For All Community connect the boldest leaders, ideas, and innovations in employee experience.

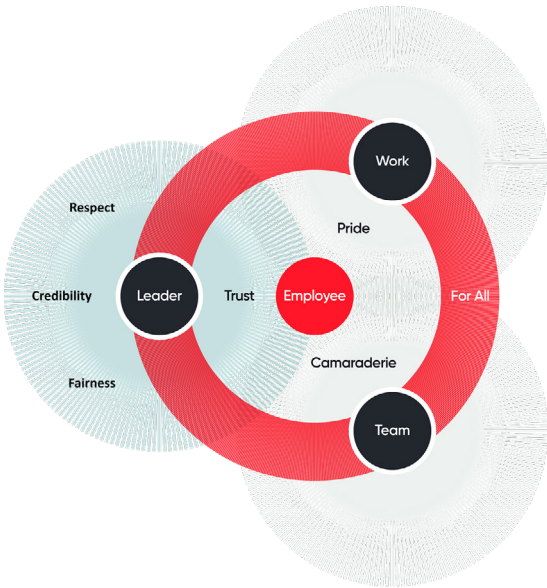
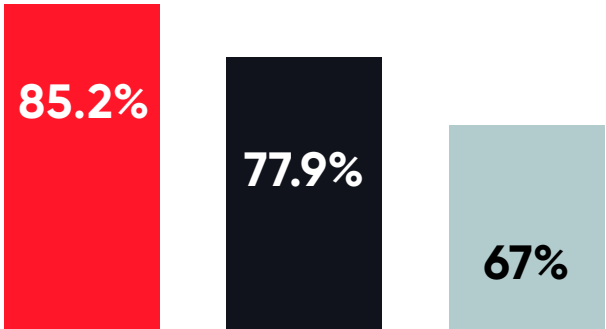


Introduction

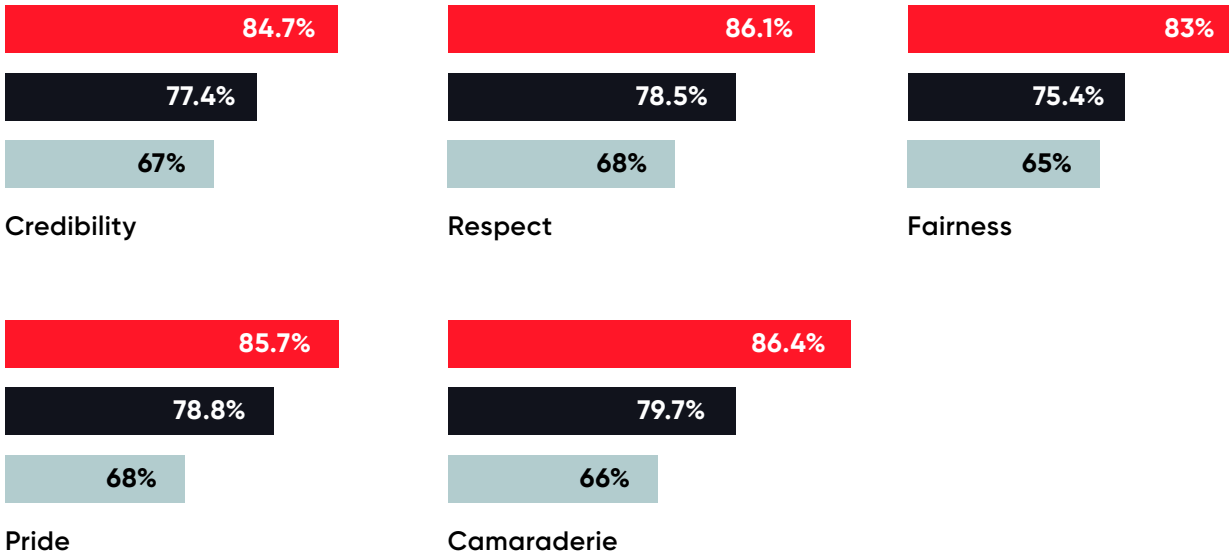
The findings in this report reflect the voices of nearly 95,500 Malaysian employees across industries, company sizes, and roles at every level. Their experiences are measured through the Trust Index™, which looks at five dimensions that define how a workplace is experienced from the ground up: **Respect, Credibility, Fairness, Pride, and Camaraderie.**

Trust Index

- MY Best Workplaces
- MY Certified Companies
- Typical SEA Companies



5 Key Dimensions



Thirty years of global workplace data has shown us that trust is at the center of every great workplace. In high-trust cultures, teams collaborate more openly, innovation flows more freely, and people feel the psychological safety and dignity to grow. Leaders communicate with transparency, recognition feels fair and meaningful, and cooperation across teams is actively encouraged.

Organizations that invest in trust building see stronger innovation, higher revenue per employee, and lower turnover, outcomes that matter in any economic climate, and especially in this one.

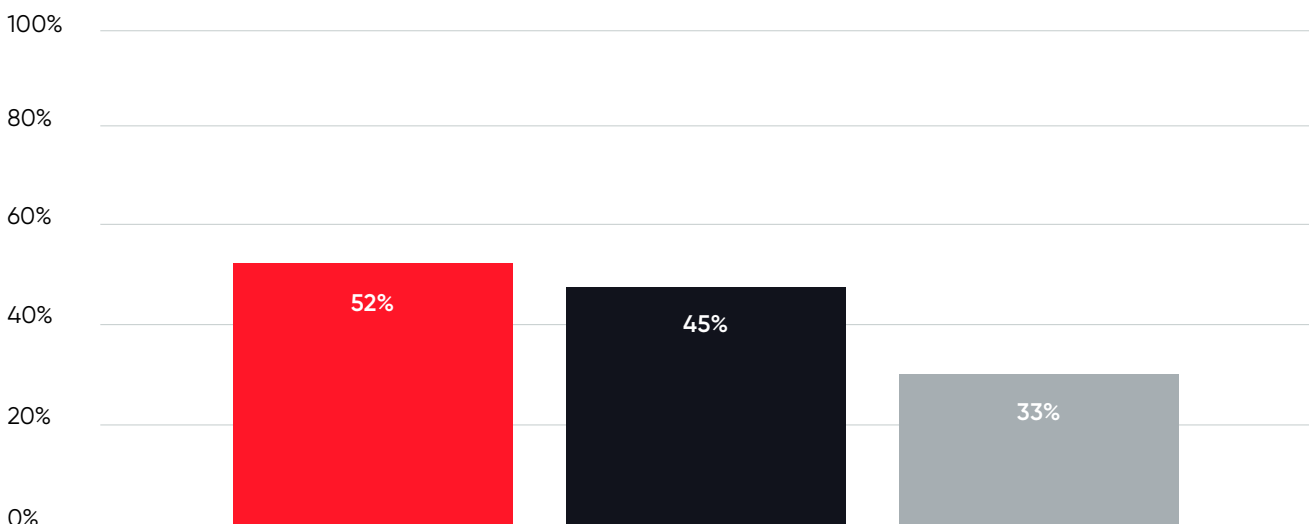
Our Malaysia data also points to what fuels retention and advocacy. When people find meaning in their work and feel real camaraderie, they stay longer. When leaders are experienced as credible role models, employees become ambassadors, recommending their workplace to family and friends without being asked.

What builds trust, though, isn't one-size-fits-all.

- **Large companies** need approachable leaders who celebrate experimentation and consistently match words with actions.
- **Medium companies** benefit most from collaborative leaders who listen, follow through, and make recognition feel real.
- **Small companies** are anchored by pride, job security, a sense of belonging, and confidence that promotions are fair.

Percentage of Employees with Great Deal of Trust in their Leadership

● MY Best Workplaces ● MY Certified Companies ● Typical SEA Companies



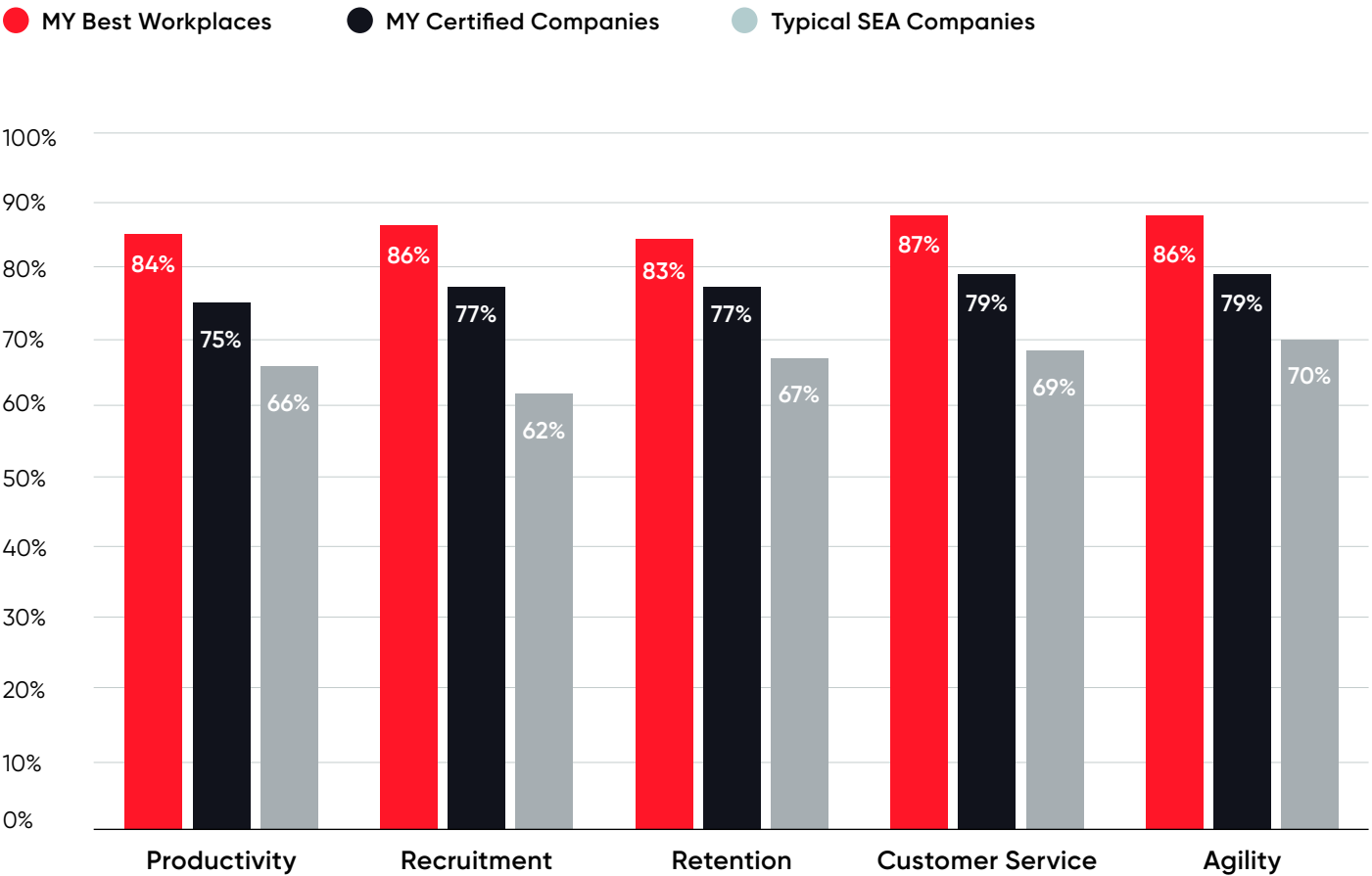
More than half of employees at this year's Best Workplaces in Malaysia say they have a "great deal" of confidence in their leaders, compared with just one in three in typical Southeast Asian companies (response options range from "great deal" to "very little or none").

Data at a glance

Malaysia's Best Workplaces outperform typical SEA workplaces by ~20% across key organizational metrics

Key Takeaway: Investing in becoming a Best Workplace is a strategic business decision that strengthens the talent pipeline, reduces turnover, and accelerates innovation and performance.

Certified organizations have employees who advocate more for their business





2026 Malaysia Insights

Making **Well-Being** Business as Usual

Employee well-being has become a business imperative in Malaysia. Studies point to rising pressure, burnout and psychosocial risk 74% of employees cite pressure to meet targets, 51.9% report burnout¹, and 88% experience stress at least a few times a month².

Over the past two years, psychosocial risk has risen to 40% while psychological safety has slipped to 66% with Gen Z and Millennials, entry-level employees, and women feeling the strain most³.

Beyond the human toll, the business cost is also significant. Mental health challenges are conservatively estimated to cost Malaysia's economy RM14.5 billion through lost productivity, absenteeism, and turnover⁴.

Forward-thinking companies know that well-being goes far beyond physical health. They embrace a holistic approach, actively supporting five key aspects⁵:

01

Mental and emotional support

Working in an environment that builds and sustains positive mental energy

02

Sense of purpose

Experiencing a sense of fulfilment, meaning and progress at work

03

Personal support

Working in an atmosphere that feels safe and respectful, particularly in the amount of flexibility, control and support provided in accomplishing goals

04

Financial health

Believing work is fairly compensated and supports financial security and freedom of choice

05

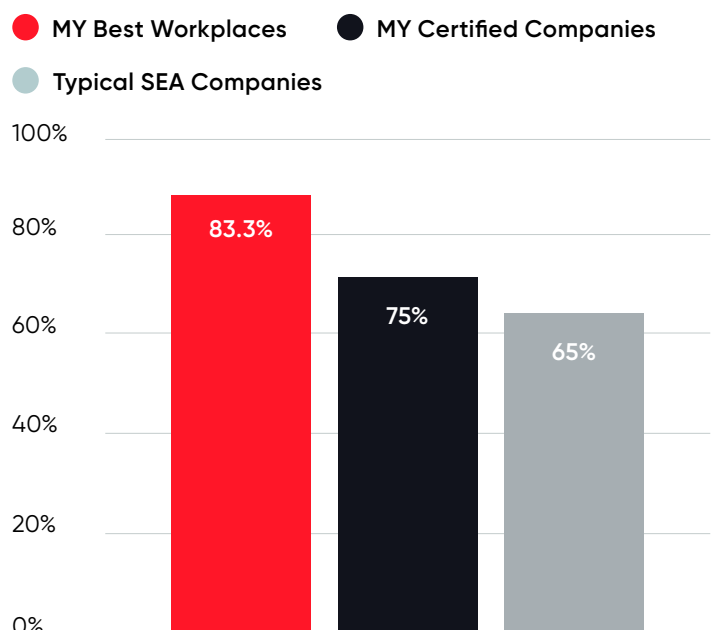
Meaningful connections

An environment characterized by authentic and caring relationships between employees

Over four in five employees in Best Workplaces report positive well-being, compared with three in four in Certified companies and fewer than two in three in typical Southeast Asian workplaces.

Across the five dimensions, financial health stands out as the toughest challenge, and the biggest differentiator, showing the lowest positive scores and the widest gap between Best Workplaces and Certified companies (77% vs 67%).

In a period of economic uncertainty and cost-of-living pressure, that gap matters.

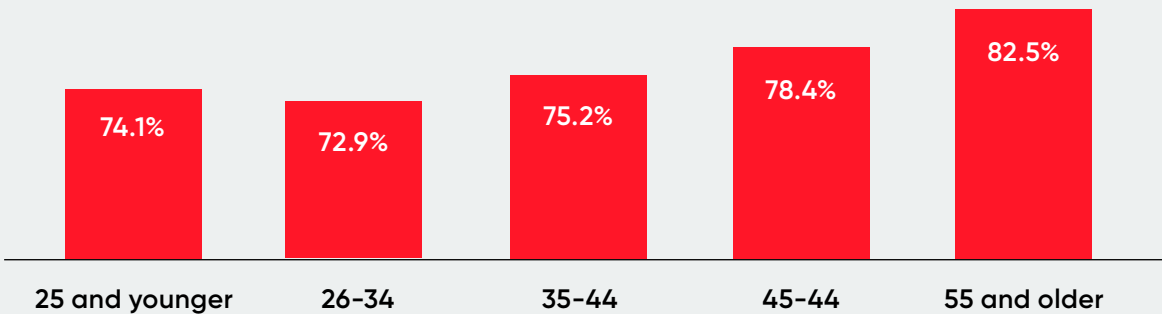


At risk segments

By age

Malaysian workplace well-being data follows a clear life-stage curve. Employees aged 26–34 report the lowest overall well-being, then scores climb steadily and peak from 55 onwards. That dip is likely where career acceleration collides with growing personal and financial commitments and tends to ease as people gain stability and confidence.

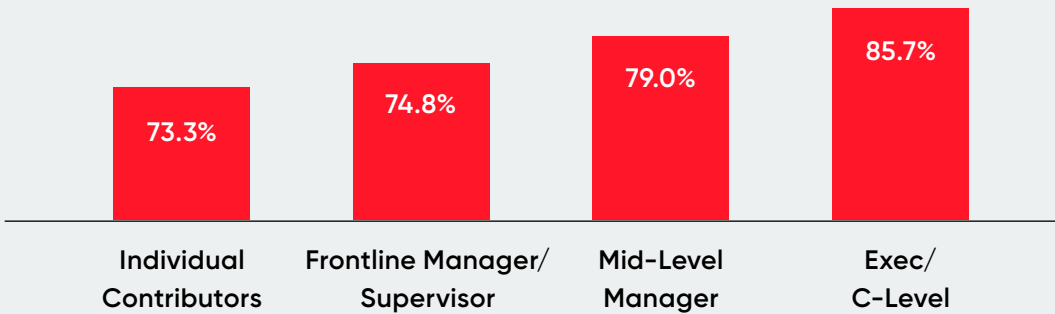
Make purpose personal by connecting roles to impact, inviting real input, and recognizing contributions in ways that matter, and strengthen financial confidence through transparent pay ranges, clearer progression pathways, and benefits designed for life-stage needs.



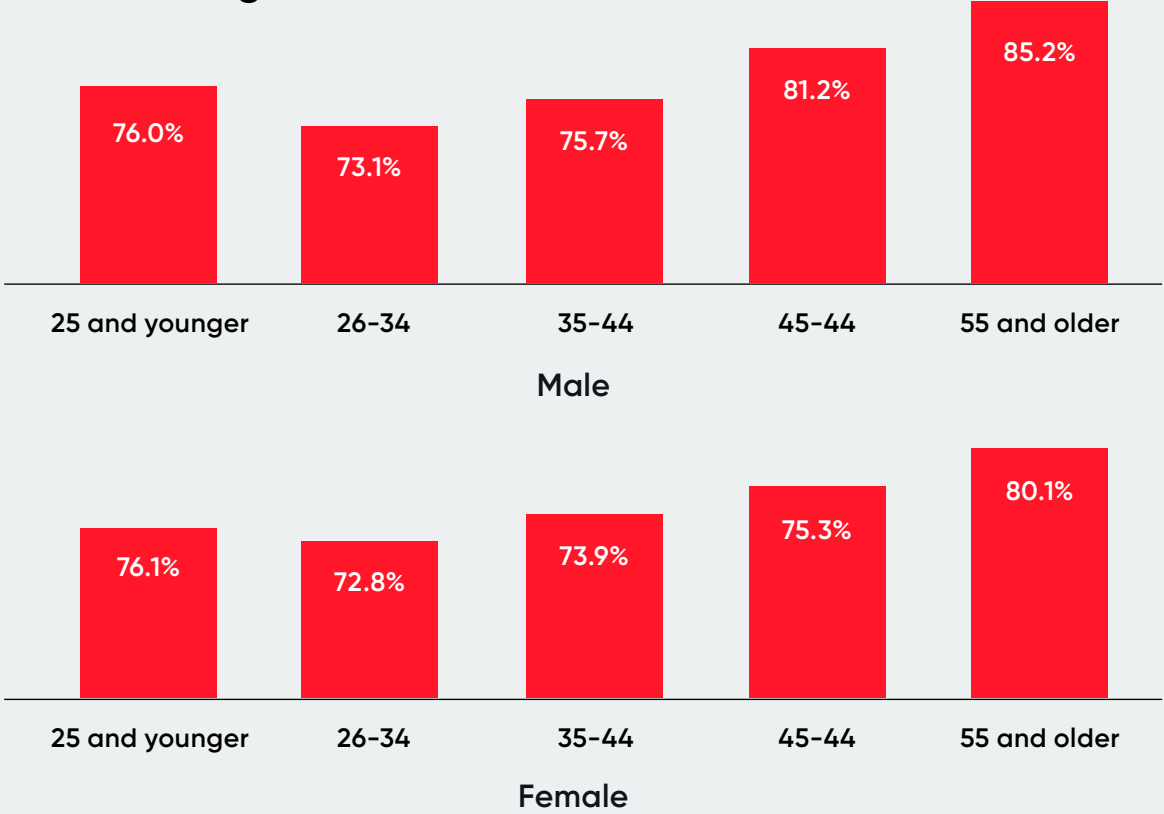
By level

The data indicates that well-being tends to improve as people move up the ladder, but there’s only a small jump when someone first becomes a manager, as they tend to face a lot of pressure without much control. Senior leaders therefore need to really understand what life is like for frontline staff and managers, and act on what they hear.

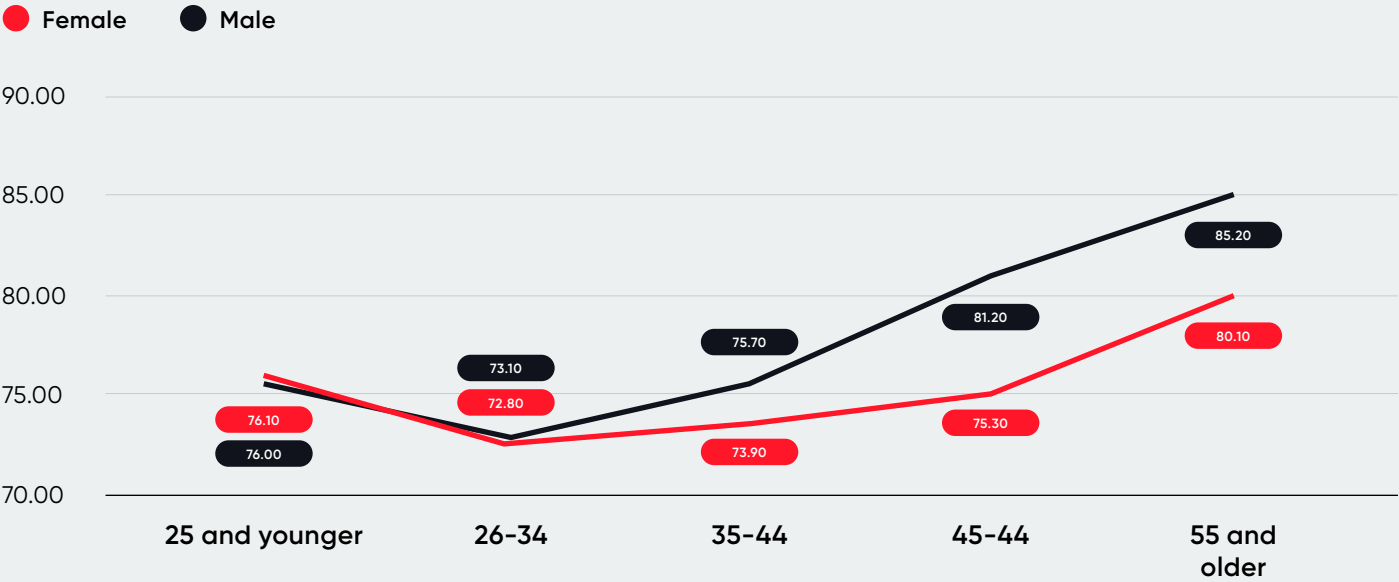
Give frontline managers a fair chance to succeed by keeping their team sizes manageable, making sure they have time and tools to coach, and giving them enough autonomy to fix local problems. Combine this with regular check-ins and simple pulse surveys so issues are spotted early and progress keeps moving.



By Gender and Age



Gender Dynamics in Malaysia



While our data shows that well-being follows a similar pattern for men and women in Malaysian workplaces up to around age 35. After that, men’s well-being rises faster, widening the gap, most noticeably for employees aged 45–54⁶.

The difference is largely explained by stronger male scores in psychological and emotional wellness and more positive perceptions of fair pay, while mid-career women remain less confident about both psychosocial risk and pay equity.

Why it matters

Employees with high well-being are 3.4 times more likely to stay with their company.

- Employees under 35 are 2.6 times more likely to stay when they experience a culture where people care for one another.
- In workplaces strong in psychological and emotional health, employees are 19 times more likely to stay.

None of the companies with low well-being achieved high discretionary effort, showing that extra effort rarely appears when people are depleted.

- Individually, employees with low well-being are about 5 times more likely than peers with high well-being to report low willingness to put in extra effort.

How the Best Workplaces in Malaysia Drive Employee Well-Being

Employee well-being in Malaysia is evolving into something more like a system built on employee voice and intentional work design. The Best Workplaces understand that sustainable performance depends on how consistently organizations listen, respond, and shape work around real human needs.

Hilti Malaysia and &amhoud show two different paths to well-being cultures that are hardwired into leadership behaviors, everyday routines, and how work gets done.



How the Best Workplaces in Malaysia Drive Employee Well-Being



Hilti Malaysia

Listening in Action: Well-being at Hilti Malaysia

Hilti Malaysia, provider of tools, technology, software, and services for the professional construction industry, shows what it looks like when employee feedback leads to real change.

Through its annual Global Employee Opinion Survey and regular leadership reviews, four in five employees say the company takes action on feedback, with recent changes including a higher health screening allowance and cross-functional projects to reduce friction and improve collaboration.

Support is also tailored to everyday life. Hilti offers leave and benefits that reflect different life stages, alongside practical health measures such as a 24/7 employee assistance program, ergonomic workstations, and employee-led activities that build connection and support well-being.

Managers are equipped to make well-being part of daily team life. Leaders complete targeted development programs, and internal culture champions help teams build simple, repeatable habits of care, openness, and support.



How the Best Workplaces in Malaysia Drive Employee Well-Being



&samhoud

Wholebeing by Design
at &samhoud

At &samhoud, well-being is redefined as “wholebeing” which supports the physical, mental, emotional, and spiritual energy people need to do their best work.

The premise is simple: when work is designed around real human needs, people thrive and so does performance.

A cornerstone is coaching for the whole person. Every individual is paired with a People Leader who partners on development goals, performance reflection and personal well-being. Support shows up in regular Weekstarts and Learning Days that deepen craft and strengthen connection.

With MBTI certified colleagues, the team also shapes meeting formats, using things like pre-reads and written inputs so introverts can process and contribute, while balancing big picture thinkers with detail driven planners in team composition. The office architecture combines collaborative zones with quiet areas for deep focus.

Structural signals reinforce the message. A four day work week (with no loss of pay) protects time for family, hobbies and recovery and has delivered clear outcomes in their Great Place To Work data. High stress dropped from 68.4% to 18.8%, excellent health rose from 5.3% to 31.2%, and excellent focus and efficiency climbed from 5.3% to 43.8%.



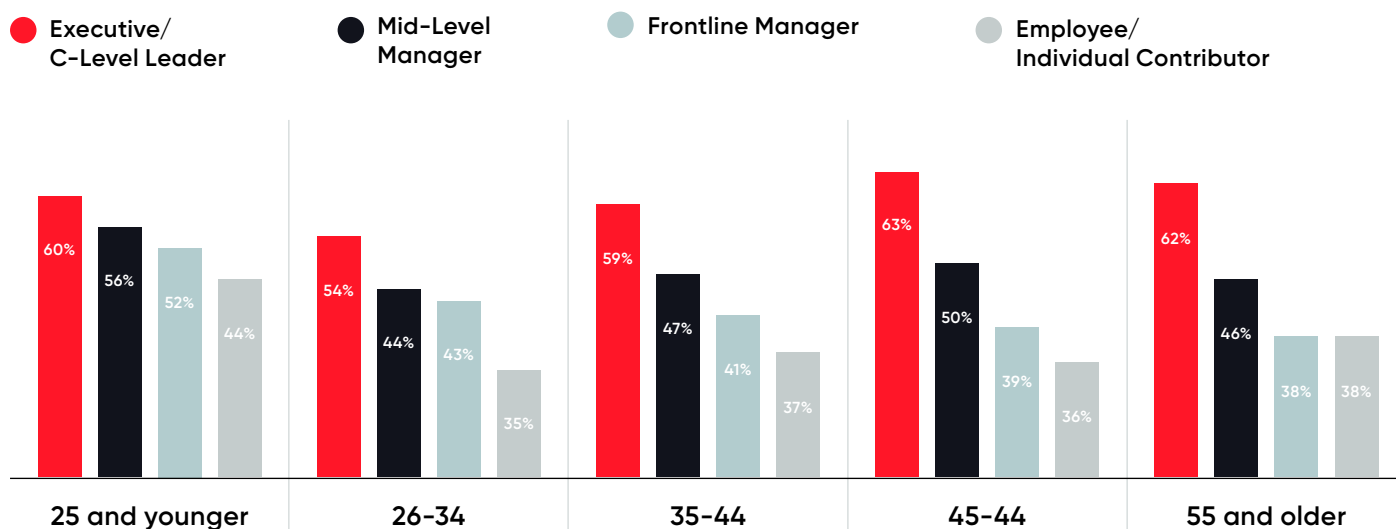
Empowering Innovation in an **AI-Driven Economy**

Innovation and AI are fast becoming part of how Malaysian organizations run and compete, but many employees are still early in their adoption journey. 33% of respondents use AI at work, an 11% increase from 2024⁷. At the same time, attitudes are cautiously optimistic: almost half of Malaysian workers believe AI will increase their job satisfaction, even as a significant share remain unsure about how it will affect their roles.

For employers, this mix of low hands-on usage and growing expectations is a signal to act. Rather than assuming AI is already embedded, leaders need to invest in clear communication, practical training, and inclusive experimentation so that employees can see how AI supports their work rather than replaces it. Done well, this helps Malaysian businesses capture the benefits of innovation while building confidence and trust in how AI is introduced and used day to day.

Trust Index scores are 34% higher where employees report “a lot” of innovation opportunities, compared with only “a few.” And where innovation opportunities are high, 89% of employees say management genuinely seeks and responds to suggestions and celebrates new ways of doing things.

Meaningful opportunities to innovate By age and job level



Only 37% of individual contributors say they have a lot of opportunities to innovate, but that climbs steadily with seniority, reaching 59% among executives and C-level leaders.

The same pattern shows up across age groups, with one important exception. Employees and mid-level managers tend to dip in the 26–34 band and then rebound, but frontline managers trend the other way. Their access to innovation opportunities declines from the youngest to the oldest age group.

Closing the gap, especially for experienced frontline leaders, unlocks practical problem-solving where value is created every day.

Why it matters

Compared with companies where employees have “a lot” of innovation opportunities, those with only “a few” opportunities are:

43%

less likely to look forward
to coming to work

42%

less likely to find special
meaning in their work

40%

less likely to want to stay
with the company

How the Best Workplaces in Malaysia Enable Innovation By All

As AI becomes embedded in daily work, what sets the Best Workplaces apart is how intentionally they equip everyone to participate through strong values, experimentation, and psychologically safe environments.

By pairing AI capability with practical structures, organizations are enabling employees to question, test ideas, and improve how work gets done.



How the Best Workplaces in Malaysia Enable Innovation By All



Experian

Innovation by All
at Experian

Experian, a global data and technology company, asks every employee to look for better ways of working.

Guided by The Experian Way (Innovate to Grow), innovation is treated as part of everyone's role, not a separate function. The EmPower program gives people practical tools – including Lean, Kaizen, and Design Thinking – so they can spot issues, test improvements, and show clear results in their own teams.

Company-wide Global Hackathons help keep that momentum going. After open learning sessions on GenAI and market trends, cross-functional teams have a week to develop ideas, with the strongest concepts moving into production. In FY25 alone, Experian ran 82 learning events, with around 13,600 participants across the business.

Malaysia has become one of the most active hubs in this work. A month-long GenAI Tech Series 2.0 showcased real use cases, sparked ideas across different functions, and included a university hackathon to build hands-on GenAI skills and confidence.

Experian has also redesigned performance management in response to employee feedback. A global HR project team, including representatives from Malaysia, ran an intensive three-day sprint to rethink the process. As part of this, the company rolled out its AI coach, Nadia – trained on Experian's goals and leadership frameworks – so employees can set stretching, SMART goals that stay aligned with company strategy.



How the Best Workplaces in Malaysia Enable Innovation By All



Novartis Malaysia

Psychological Safety Powers
Innovation at Novartis Malaysia

Leaders and managers at Novartis Malaysia make
psychological safety practical and tangible.

They coach rather than control, build “speak your mind” segments into team forums, and reinforce SpeakUp channels so people can challenge assumptions without fear.

Anchored in the core value of Curiosity, employees are encouraged to experiment safely, receive real feedback, and pursue stretch opportunities that accelerate growth. Leaders model this by sharing their own learning moments, inviting teams to test ideas, and ensuring feedback is constructive and future-focused-.

To enable confident, responsible AI use, Novartis Malaysia introduced the Human Agility for AI Mastery program. Employees experiment with prompts, learn to craft, save, and reuse prompt templates for varied business scenarios, and see real use cases demonstrated live.

Together, these initiatives widen participation and establish a repeatable innovation cadence, powering multiple improvements and initiatives across the company.

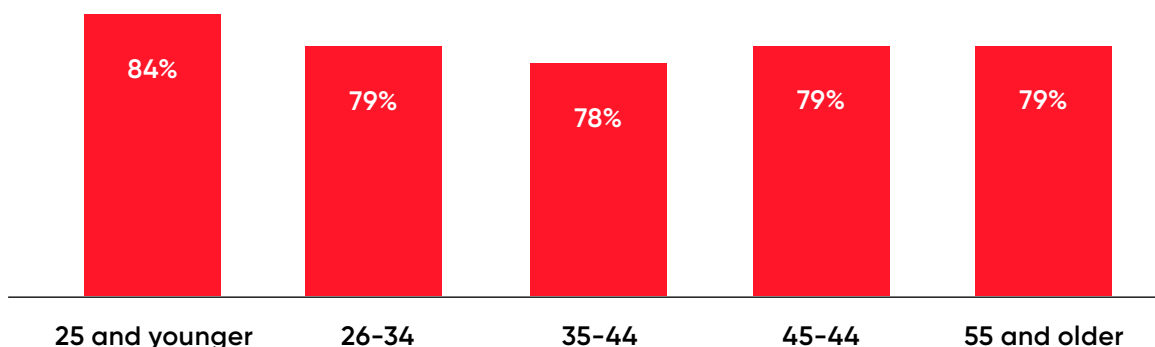


Building **Enterprise Agility** by Design

As Malaysia's workplaces navigate an ever-shifting market, technology and customer expectations, agility is emerging as a critical everyday muscle. Clear, frequent and two-way communication flows help employees understand the "why" behind change, stay aligned on priorities.

In Malaysia, management keeping employees informed of changes, and providing training and development support, saw a 74% higher response in people adapting quickly to changes needed for their organization's success.

By age band

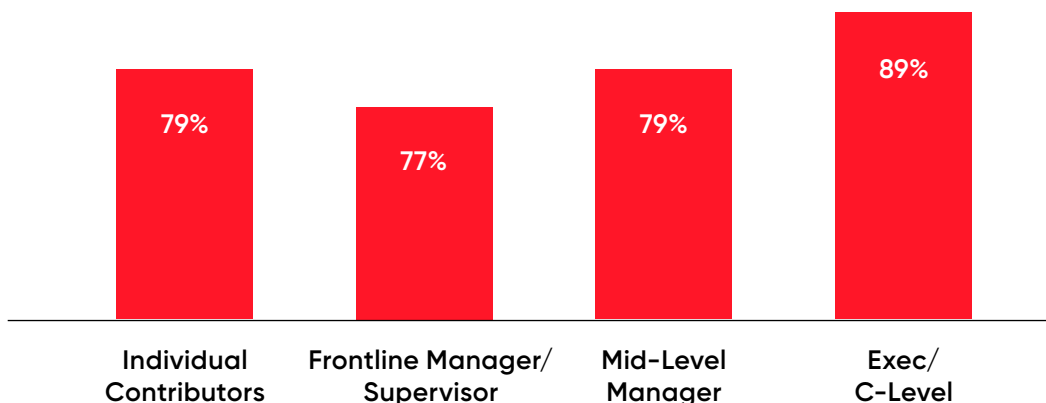


Based on our data, employee experiences of support, communication and ability to keep pace with organizational changes are at its peak among employees at or below 25 years. This agility sentiment softens in midcareer and stabilises later (78%-79%).

Decline is often driven by gaps in employee experiences around communication. Only 77%-78% in the middle bands report being kept informed about important issues and changes, compared with 84% among both ≤ 25 and ≥ 55 employees.

The pattern suggests that midcareer employees, often already balancing expanded responsibilities at work and at home, need clearer context, more robust explanation of the "why," and timely development pathways to stay change ready.

By job level



Leaders at the top are much more likely to feel informed and supported through change, around nine in ten C-level leaders say they're kept in the loop, compared with about three in four individual contributors.

Training and the ability to keep up with change follow the same pattern, and frontline and mid-level managers feel the squeeze most, with about one in four saying people struggle to keep pace. One factor that makes an impact is cooperation. When teams work well across boundaries, employees report a 62% increase in their ability to adapt to change.

People who report strong agility experiences are 6.5 times more likely to say they have "a lot" of meaningful innovation opportunities (52% vs 8%). Basically, agility is what turns good ideas into real outcomes, faster.

How the Best Workplaces in Malaysia Engineer Agility into Everyday Work

The Best Workplaces build agility directly into how work runs day to day. They invest in leadership and training that makes experimentation feel safe, strengthens collaboration, and speeds up feedback, so teams can test, learn, and adjust quickly when priorities shift.



How the Best Workplaces in Malaysia Engineer Agility into Everyday Work



Micron Technology

Building Agility at Micron:
How Leaders, Managers, and
Employees Move Fast Together

Micron Technology builds its agility muscle through leader routines, manager capabilities, and employee enablers, so people respond to change with clarity rather than resistance.

Leaders make agility a learnable skill via The 4 Stages of Psychological Safety workshop to equip teams to raise issues, learn fast, and challenge constructively. They consistently explain the “why” behind decisions and changes, to reduce ambiguity and decision latency. Managers are enabled through Micron Leadership Accelerated pathway to build skills for supporting performance, coaching, and cross-team execution. This trains managers to adjust priorities and mobilize people quickly when conditions shift.

Agility also reaches the front line through Micron Voice (comprising focus groups, AMAs, lifecycle and pulse listening) to surface friction points early and shorten the voice-to-action loop.

Career agility is reinforced through a robust mentoring network (with an FY25 global goal for 100% of its leaders completing a Mentor Skill Development Workshop) and the creation of a new individual contributor level that gives people non-managerial paths to grow and be deployed where their expertise is most needed.



How the Best Workplaces in Malaysia Engineer Agility into Everyday Work



Allianz Group

The Allianz Operating System
Behind Fast, Confident Change

At Allianz Group, agility is anchored in the Allianz Mindset (Curiosity, Flexibility, Resilience, We-mentality) and People Attributes (Customer & Market Excellence, Entrepreneurship, Collaborative Leadership, Trust).

Together they set expectations for adapting to ambiguity and collaborating across boundaries.

Believing that business agility is a cornerstone of its strategy to sharpen customer focus, enhance operational productivity, and raise employee satisfaction, Allianz is also investing at Group level to help operating entities evolve into lean, agile enterprises.

Concurrently, its Group Agile Transformation Office (G-ATO) supplies blueprints, playbooks and local ATOs to redesign operating models and clarify accountabilities. A full transformation in one operating entity cut hierarchical layers from 7 to 3, reduced management committees by 30%, time-to-market by 80%, and improved efficiency by 15%.

Allianz equips leaders through its groupwide #lead program and annually renewed Leadership Passport, to promote ongoing development in adaptive behaviours, communication, and coaching under pressure. Likewise, it treats skills as a strategic hedge against uncertainty, with global targets for learning hours, and an emphasis on future skills (e.g. digital, data and AI).

In addition, short-term Mini Mobility assignments and mutual mentoring across generations accelerate knowledge flow, greater collaboration and redeployment when priorities change.



Welcome To The *New Business As Usual*

What most sets 2026 Malaysia's Best Workplaces apart is consistency. Leaders keep promises, listen and respond, create felt fairness, and recognize effort every day. And the advantage lasts when organizations treat culture as a system, pairing innovation and AI for everyone, well-being by design, and a clear operating rhythm for agility.

The Five Top Practices To Take From Malaysia's Best Workplaces



Close the say/do gap by making decisions and trade-offs transparent, tracking promises to closure, and keeping leaders accessible.



Unlock inclusive innovation and AI confidence by protecting problem-solving time, widening decision latitude, and providing role-specific AI support so more people can test, learn, and ship improvements safely.



Treat well-being as business strategy, starting with financial wellness by making pay ranges and progression clearer and tuning benefits to life stage, especially for younger, early-career employees.



Build an operating system for agility with strong communication, the right capabilities, and steady cadence, so managers can translate strategy into near-term priorities and teams can keep pace with change.



Measure what matters and celebrate progress by using the Trust Index™ alongside leading indicators and sharing results openly to build momentum and accountability.

Does your workplace have what it takes to be **Great?**

Best Workplaces

Small Category



1

AbbVie Sdn Bhd

4

NEXT Ventures

2

HEMMERSBACH

5

Rooftop Energy

3

&samhoud Asia

Best Workplaces

Medium Category



1

Cisco

6

Hilti Malaysia

2

Experian

7

Mastercard Malaysia

3

IGT Solutions
Private Limited

8

MetLife

4

The Laryngeal Mask
Company (M) Sdn. Bhd. @
Teleflex Kulim

9

Novartis Corporation
(Malaysia) Sdn Bhd

5

Alcon

10

Schneider Electric

Best Workplaces

Large Category



1

Hilton

4

ALLIANZ Group

2

Micron Technology

5

Marriott International

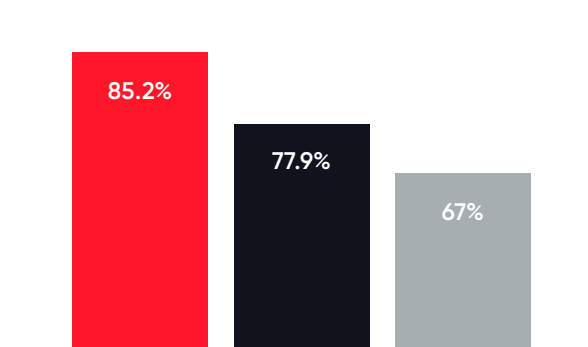
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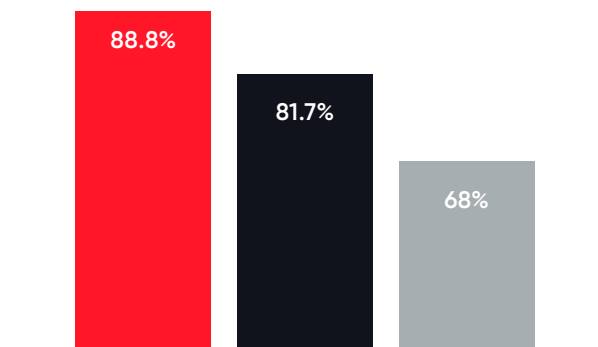
2026 Best Workplaces in Malaysia™ *Scorecard*

● MY Best Workplaces ● MY Certified Companies ● Typical SEA Companies

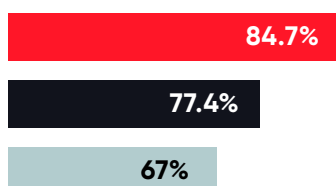
Trust Index



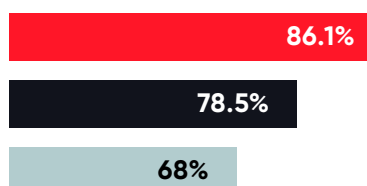
Great Place To Work Statement



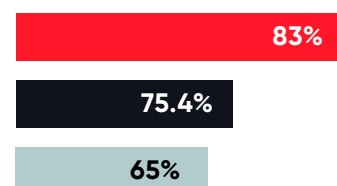
5 Key Dimensions



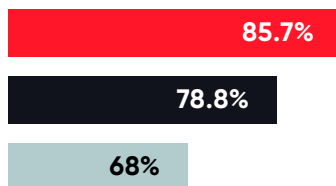
Credibility



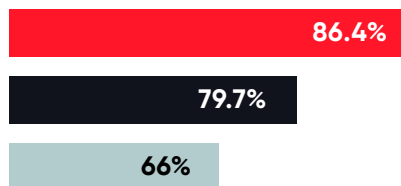
Respect



Fairness

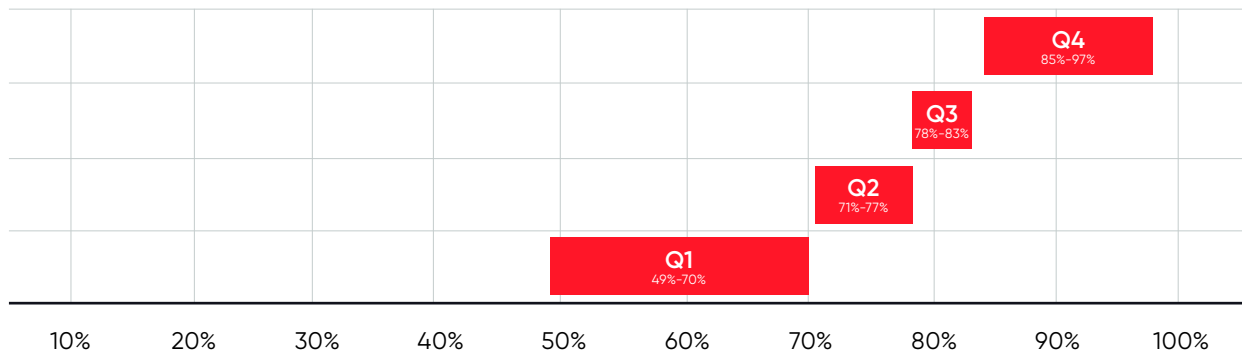


Pride

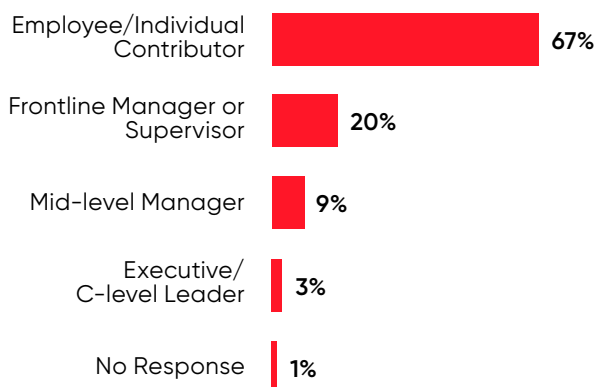


Camaraderie

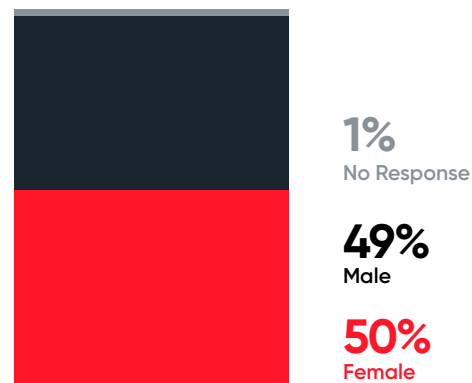
Trust Index Scores across Malaysia Companies in the 2026 Survey Cycle



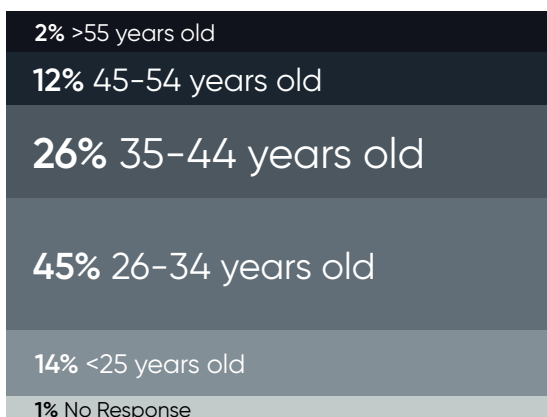
Respondents by Job Level



Respondents by Gender



Respondents by Age



Respondents by Tenure



The Certification™ Process



Step 01

Launching Your Survey

The first thing we'll have you do is set up the Trust Index™ survey that uses a 1-5 truth scale to assess your employees' experiences at your company. This survey can run within a period of 2 weeks upon launching via Emprising.

Fact: Our survey takes less than 20 minutes to go through, and yields real-time results upon completion!



Step 02

Answer the Culture Brief™

When your employees are done assessing their current workplace culture, we'll have your representative answer the Culture Brief™. This is a questionnaire that gathers crucial information about your company for our reference.



Step 03

Receive Your Certification Badge™ and Profile™

If the results of your survey reach our global threshold*, you'll be awarded our trademarked Certification Badge™, officially marking your organization as a great place to work.

This is complemented by a Certification Profile™ on our website which displays your top statements* and select information from your Culture Brief.

Fact: The Certification Badge™ is a globally recognized icon, and can be used royalty-free for a period of 12 months!

*Top Statements: Each survey question is called a "statement." Your "Top Statements" thus refer to the top-scoring facets of your workplace culture.

Use Great Place To Work® to Shape Your Employee Experience

Trying to build your employee experience?

Understand more about your employee experience using Great Place To Work's proprietary model developed from over 30 years of research.

With a Great Place To Work subscription, you'll have access to:

Pulse surveys.

Get immediate feedback while navigating changes.

One-on-one coaching.

Meet with our culture coach team to unpack your data and identify personalized action items for your leadership team.

Insights from leading workplaces.

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