Global People Resilience Study 2026

Malaysia

Workforce Resilience Profile

Financial preparedness is Malaysia's clearest opportunity to strengthen resilience. Physical health is a strong force behind it.

Malaysia - Workforce Resilience Profile

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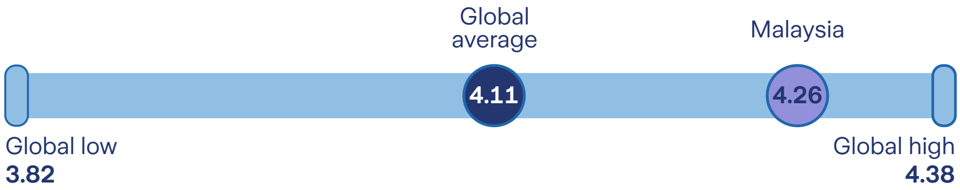
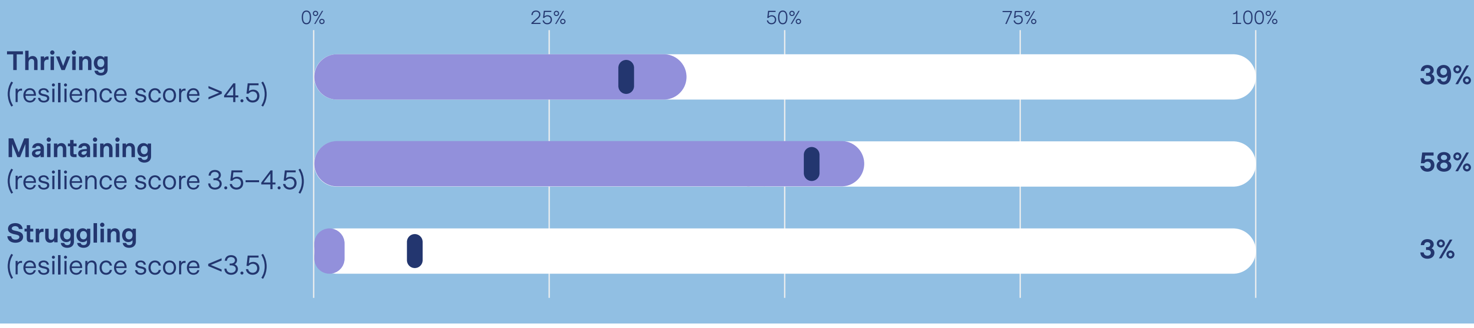
Overall resilience

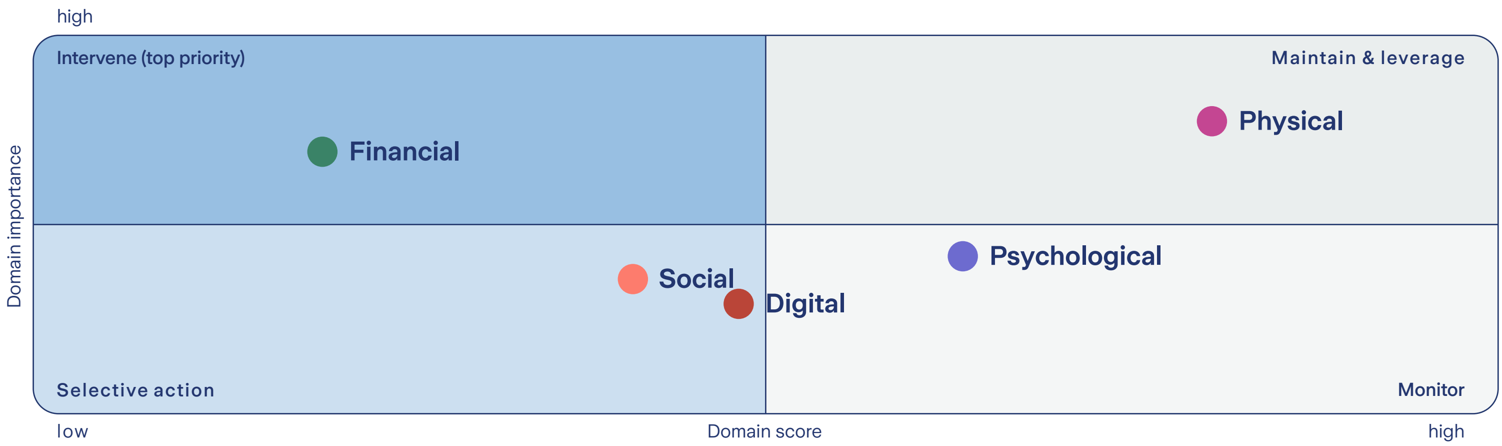


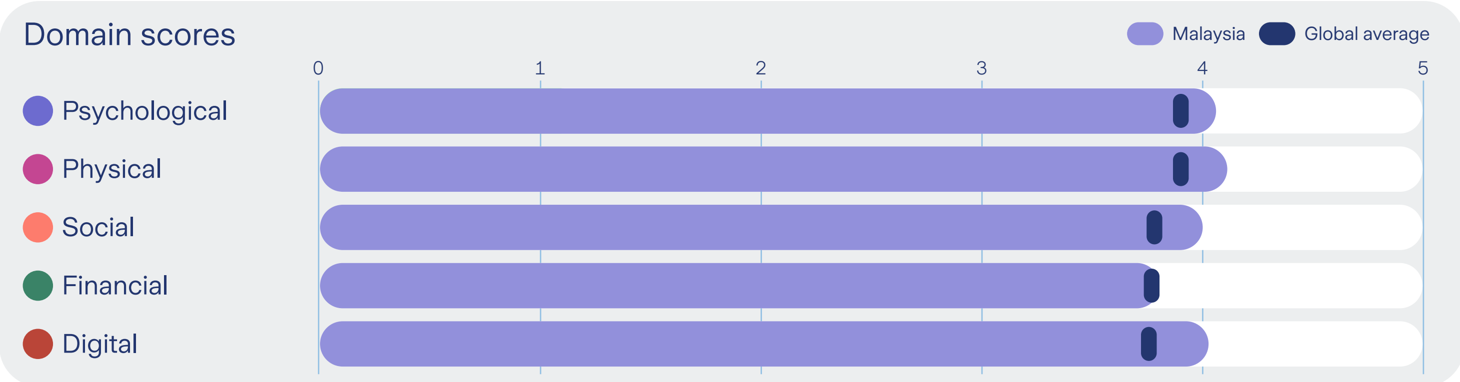
Split by resilience band

Share of workers in each band.



What drives resilience — and where to act





What this means for businesses and leaders

Resilience pays off at work.

82% of highly resilient employees (score >4.5) report good or excellent performance, compared to just 33% of those with low resilience (score <3.5).

Financial is the clearest opportunity.

It scores lowest of all domains and is one of the strongest drivers for overall resilience.

Physical is a strong force.

It is the strongest driver of overall resilience and also scores highest of all domains.

Benchmark: pooled 16-country average. Importance: each domain's weighted contribution to resilience. Bands: Thriving above 4.5, Maintaining 3.5–4.5, Struggling below 3.5.

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How's Malaysia looking?

Age is the sharpest demographic divide

Young adults aged 18 to 34 score 4.30, against 4.07 for those aged 50 and over.

Highest scoring items

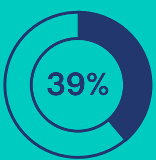
Drive to learn new skills and confidence reaching goals score highest.

Lowest scoring items

Savings buffer and confidence in insurance meeting needs score lowest.

Four emerging catalysts of resilience

Financial resilience

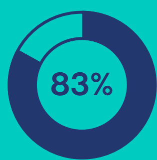


do not have a savings buffer (vs. 49% globally)

Digital fluency

use generative AI daily (vs. 32% globally)

Caregiving



of workers are caregivers (vs. 63% globally)

Sleep

report poor sleep quality (vs. 17% globally)

Forward, into action

Our recommendations for businesses and leaders in Malaysia

Build financial preparedness first.

Prioritize short-term savings support and access to insurance cover to help workers recover financially.

Don’t let physical health slide.

Keep rest, nutrition and energy support on the agenda.

Target the age gap directly.

Resilience starts slipping in mid-life. Target this group, rather than using a one-size-fits-all approach.