

October 2026

Elevating Selangor's Potential as a Global Talent Powerhouse

Connecting high-value investment to Selangor's talent advantage.



Initiative by Randstad Malaysia and Invest Selangor.



partner for talent.

executive summary.

the Selangor advantage.

Selangor stands as Malaysia's uncontested economic powerhouse. Capturing 26.5% of national GDP with a robust 6.3% YoY economic expansion, the state provides corporations and direct investors with an ideal blend of industrial maturity, digital infrastructure, and talent density. As global supply chains realign towards Southeast Asia, workforce quality and technical capability have surpassed tax incentives as the primary driver of location selection.

Co-developed by Randstad Malaysia and Invest Selangor, this report details the state's talent supply ecosystem, sectoral demand, upskilling agility and curated salary benchmarks to support multinational workforce planning. Grounded in primary data from Invest Selangor, Rancangan Selangor Kedua, PERKESO, DOSM, MIDA, MOE, Randstad's 2026 research publications and frontline intelligence from Randstad recruitment consultants, this report provides a comprehensive diagnostic of Selangor's workforce landscape.

26.5% Malaysia's GDP share
MYR 460.1 billion GDP,
along with economic engine of +6.3% growth
(Source: DOSM, 2025 vs 2024)

3.85 million workforce
Rancangan Selangor Kedua
(Source: RS2, 2026)



47% talent proactively upskill
whilst 17% embrace agile contract roles
(Source: Randstad, 2026)



78.0% labour force participation rate
Higher vs national average of 70.9%
(Source: DOSM, Q1 2026)



Source: Invest Selangor, Randstad Workmonitor report, Randstad Employer Branding Report (REBR), Randstad Market Outlook & Salary Guide report, PERKESO, Social Security Organization (SOCSCO), Department of Statistics Malaysia (DOSM), Ministry of Education (MOE), Ministry of Higher Education (MOHE), QS Top Universities, Knight Frank (KF), Rancangan Selangor Kedua (RS2).

Elevating Selangor's Potential as a Global Talent Powerhouse.



a world-class ecosystem for global business.

Selangor is the undisputed industrial and commercial heartbeat of Malaysia. With 26.5% national GDP contribution, 2.9 million of active workforce *(Source: PERKESO)*, 60,328 annual graduates *(Source: MoE)*, 27M sq ft of infrastructure of purpose-office space *(Source: KF)* and more than 3,710 acres of Managed Industrial Parks (MIP), Selangor offers an unmatched environment to scale high-value operations. Selangor also housed the highest number of in-migrants at 97,600 people from across Malaysia, reflecting its strong economic appeal *(Source: DOSM, 2024)*.

When global enterprises evaluate expansion across Southeast Asia, location selection extends far beyond tax incentives and physical real estate. Instead, it centres on talent depth, technical proficiency, and long-term economic stability.

Selangor, known as "The Golden State of Malaysia", stands as the primary regional growth engine.

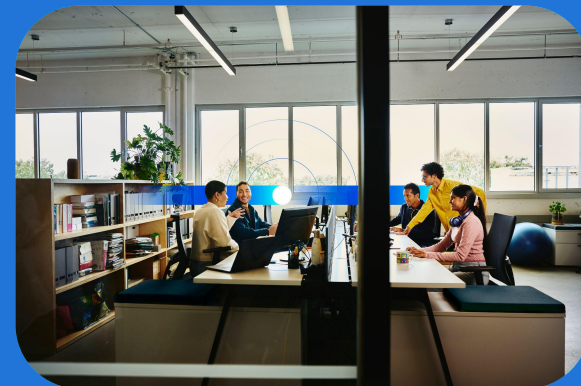
As global supply chains diversify and capital flows reallocate towards resilient Asian markets, Selangor combines world-class multimodal logistics with a high-value talent ecosystem tailored for advanced manufacturing, Global Business Services (GBS), and digital technologies.

Selangor is the undisputed industrial and commercial heartbeat of Malaysia. In 2024, the state set a national benchmark by securing USD 25 billion in approved investments, representing over one-quarter of Malaysia's total approved capital flows with 58% driven by a vibrant, high-value services sector. Selangor also recorded USD 65.8 billion in total annual exports, making it the third-largest export contributor in the nation *(Source: PwC)*.

The state's competitive edge is amplified by multimodal infrastructure, including Port Klang (ranked among the Top 10 Container Ports in the World) and dual international airport access via Kuala Lumpur International Airport (KLIA) and Sultan Abdul Aziz Shah Airport (Subang Airport), alongside mega infrastructure projects such as LRT3 and the East Coast Rail Link (ECRL). With near 100% 5G network coverage, high-capacity fibre connectivity, and extensive expressways, Selangor offers seamless access to major Asian commercial hubs within 3 to 8 flight hours.

At the core of Selangor's economic success is its talent pipeline. The state hosts almost 3.85 million strong skilled workforce - the largest concentration of professional talent in Malaysia.

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3.85 million

Active workforce were recorded in 2025

(Source: Rancangan Selangor Kedua, 2026)

47,689

jobseekers *(Source: PERKESO, 2025)*



Source: Invest Selangor, Randstad Workmonitor report, Randstad Employer Branding Report (REBR), Randstad Market Outlook & Salary Guide report, PERKESO, Social Security Organization (SOCSO), Department of Statistics Malaysia (DOSM), Ministry of Education (MOE), Ministry of Higher Education (MOHE), QS Top Universities, Knight Frank (KF), Rancangan Selangor Kedua (RS2).

where investment ready to land.

Selangor's talent ecosystem is supported by modern real estate infrastructure. The state features 23 competitive industrial parks, including modern Managed Industrial Parks (MIPs) like Elmina Business Park (EBP), COMPASS @ Kota Seri Langat, NCT Smart Industrial Park (NSIP), and Green Industrial Park (GRIP). MIPs provide secure, managed environments with dedicated park managers, fast-tracked approvals, and integrated utilities.

For the service and technology sectors, Selangor offers Grade-A office stock across prime hubs like Petaling Jaya, Damansara Uptown, Bandar Sunway, and Cyberjaya. These hubs offer competitive occupancy costs (often 20% to 30% lower than central Kuala Lumpur) while keeping teams connected to low-latency hyperscale data centre infrastructure housing global tech leaders like Google, Microsoft, NTT, and AWS.

Invest Selangor priority clusters

Electrical, Electronics (E&E) and Machinery & Equipment (M&E)

USD 2billion approved investment (2024); 12.3% national E&E share.

Driven by catalytic projects such as the IC Design Parks in Puchong and Cyberjaya for front-end chip design.

Active talent supply: 79,531, Vacancies: 7,717 placement in manufacturing .

Transportation (Aerospace, Automotive and Rail)

Selangor accounts for 68% of Malaysia's aerospace industry such as Airbus Malaysia, UMW Aerospace, ExecuJet MRO & Smooth Route.

Hosts 55% of national automotive suppliers and 38% of vehicle manufacturers such as Chery, Perodua, Tan Chong & Volvo.

Home to major national transit networks including KTM, LRT, MRT and ECRL.

Life Sciences*

Offers access to Malaysia's clinical trial ecosystem that is growing.

The access is backed by robust clinical research ecosystem, along with the Ministry of Health's (MOH's) Institute for Clinical Research (ICR) in Shah Alam and the Clinical Research Centre network with 6 public hospitals.

The state's strategic location, robust infrastructure, and strong logistics connectivity has been instrumental in giant Life Sciences companies such as Texchem & Duopharma.

Global Business Services (GBS) & Digital Technology

Selangor captured 12% (USD 5billion) of Malaysia's USD 41billion digital FDI in 2024.

This is backed by supporting ecosystem of around 40% of office space being Malaysia Digital (MD) certified, in Selangor.

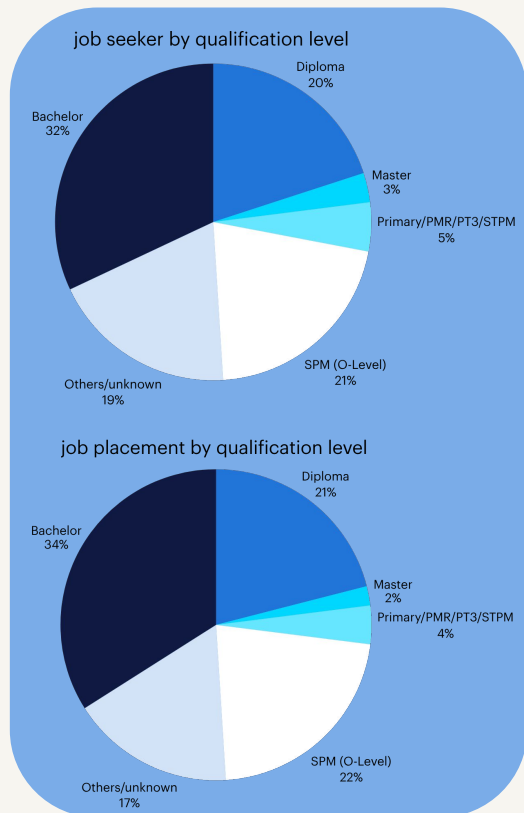
Hosts 40+ data centers, with majority located in Cyberjaya and Sepang.



Source: Invest Selangor, Randstad Workmonitor report, Randstad Employer Branding Report (REBR), Randstad Market Outlook & Salary Guide report, PERKESO, Social Security Organization (SOCO), Department of Statistics Malaysia (DOSM), Ministry of Education (MOE), Ministry of Higher Education (MOHE), QS Top Universities, Knight Frank (KF), <https://theedgemalaysia.com/node/801501>.

*Note: Life Sciences sector encompasses all investments related to MedTech and pharmaceutical manufacturing.

premier academic engine fueling high-value enterprise growth.



Selangor hosts over 180 higher learning institutions (IHLS), including top-tier institutions such as Universiti Malaya (UM), Universiti Putra Malaysia (UPM), Universiti Kebangsaan Malaysia (UKM), Taylor's University, Sunway University, International Islamic University Malaysia (IIUM), Multimedia University (MMU), Universiti Tenaga Nasional (UNITEN) and Universiti Teknologi MARA (UiTM). This dense academic network delivers over 60,000 annual graduates (representing 26.9% of national output) into a total pool of 1.8 million tertiary-educated professionals, achieving a graduate labor force participation rate of 88.3% (Source: DOSM & MOHE).

Globally top-ranked public universities:

- **Universiti Malaya (UM):** Ranked 1st in Malaysia and 15th in Asia, leading research in global sustainable energy and advanced technologies.
- **Universiti Putra Malaysia (UPM):** Ranked 22nd in Asia, excelling across 11 research clusters including biotechnology, agri-food, and engineering.
- **Universiti Kebangsaan Malaysia (UKM):** Ranked 24th in Asia, holding over 260 granted patents and leads research in energy, digital tech, and advanced medicine.

Established private universities:

- **Taylor's University:** Ranked 1st private university in Southeast Asia and 27th in Asia, with 24 patents across advanced technologies.
- **Sunway University:** Among the leading private universities in ASEAN, driving research in environmental sustainability and healthcare
- **Unisel:** Formerly known as Universiti Industri Selangor, established as part of the Selangor government initiative in driving vocational and industry focused courses.
- **Nottingham University:** A direct branch of University of Nottingham UK (ranked 97th globally), with degrees of UK qualifications.
- **Monash University:** Operates as a campus for Monash Australia (ranked 31st globally). Leading in global performance for Pharmaceutical Sciences, Engineering and Education.



Source: Invest Selangor, Randstad Workmonitor report, Randstad Employer Branding Report (REBR), Randstad Market Outlook & Salary Guide report, PERKESO, Social Security Organization (SOCO), Department of Statistics Malaysia (DOSM), Ministry of Education (MOE), Ministry of Higher Education (MOHE), QS Top Universities, University websites, Knight Frank (KF).

jobseekers preferences driving fuel towards growth sectors.

Official 2025 PERKESO registration data reveals that at least 55.2% of active job seekers in Selangor hold higher education credentials, led by 39.4% Bachelor's Degree holders and 24.6% Diploma holders. Successful job placement metrics further reinforce the state's transition towards a knowledge-driven economy. In 2025, placements were dominated by high-value professional categories, including 26.3% Professionals, 17.5% Technicians and Associate Professionals, and 11.4% Managers (*Source: PERKESO*).

High-Demand Discipline Clusters:

According to PERKESO statistics, the active job seekers in Selangor are heavily concentrated in three key preferred areas:

1. **Health, Logistics, Social & Services:** Represents **17%** of total job seekers, fueling areas of wholesale & retail trade, food service activities, transportation, education and more.
2. **Manufacturing, Construction, Property & Utilities:** Makes up **16%** of job seekers, covering interest in areas such as real estate, manufacturing, electricity and water supply.
3. **Professional, Scientific & ICT:** Contribute to **15%** of job seekers which offer scientific and technical services, and mainly in the area of information & communication.
4. **Admin, Finance & Corporate:** With **11%** of job seekers offering and with experience in public administration, financial services and administrative, corporate & support services
5. The remaining **41%** are of (however not limited to) arts, entertainment, agriculture, and mining & quarrying and others.

Selangor also offers over 1,400 Technical and Vocational Education and Training (TVET) courses across more than 240 government and private training institutions. Leading courses includes Food & Culinary (9%), Management & Administration (8%), Electrics & Electronics (7%), Automotive (6%) along with other courses in Information Technology, Manufacturing and Welding (*Source: MyTVET*).

future-proof workforces: agility, upskilling, and flexible deployment.

Proactive self-upskilling culture.

Workforce scarcity in specialized domains requires talent upskilling agility. Research from the Randstad Malaysia 2026 Job Market Outlook & Salary Guide and 2026 Workmonitor reports reveals that local professionals actively take charge of their career development:

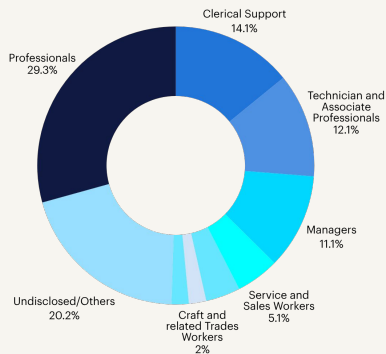
- **47%** of local talent upskill in their free time as a proactive measure to future-proof their careers.
- **51%** of employees use AI tools (e.g., ChatGPT, Gemini) for self-directed learning, while 78% leverage generative AI for workplace content creation.
- Separately, **84%** of Malaysian professionals feel confident in their literacy and ability to adopt new technology and AI tools.

L&D opportunities have become an essential element of the Employee Value Proposition (EVP). Randstad's research in 2025 shows that 45% of total professionals would reject a job offer if the company does not provide structured learning and development opportunities. Conversely, 57% of employees would consider leaving their employer if their manager failed to support their skill development.

Malaysian workforce upskilling preferences.

Primary Learning Channel	
On-the-job training	60%
Formal corporate training programmes	54%
AI tools & platforms	51%
Online learning platforms	47%
Social media learning channels	32%

job placement by qualification level



Flexible contracting as a strategic deployment solution.

To manage skills scarcity during corporate setups, system migrations, or new facility rollouts, global firms in Selangor are deploying flexible contingent workforce models:

- **Accelerated time-to-market:** Contract staffing allows businesses to deploy specialized engineering, IT, and finance specialists for project-based demands without adding permanent headcount overheads.
- **Shift in talent mindset:** 17% of jobseekers in Malaysia actively prefer contract roles, a trend led by Gen Z professionals seeking diverse project exposure and senior talent pursuing consultancy engagements.
- **Execution-level deployment:** Contracting is widely utilized across Shared Services (PTP - Procure-to-Pay, OTC - Order-to-Cash, RTR - Record-to-Report), IT Support (Level 1-3), Software Engineering, and Data Centre Construction.

competitive remuneration for high-value operations.

Technology & digital infrastructure		
Role	Experience (Est. Years)	Basic Monthly Salary (MYR)
Chief Technology Officer (CTO)	15+	40,000 - 70,000
Head of Data	12+	30,000 - 50,000
Cybersecurity Director / CISO	12+	35,000 - 60,000
Enterprise Architect	8 - 12	18,000 - 35,000
Cloud / DevOps Engineer	4 - 8	8,000 - 18,000
Software Engineer	4 - 8	7,000 - 14,000
Data Engineer / Data Scientist	3 - 7	12,000 - 25,000

Global Business Services (GBS) & Shared Services		
Role	Experience (Years)	Basic Monthly Salary (MYR)
Shared Service Centre (SSC) Director	15+	30,000 - 50,000+
Process Lead (PTP/OTC/RTR)	15+	17,000 - 35,000
Head of FP&A	12+	23,000 - 40,000
RTR Senior Manager	10 - 15	15,000 - 22,000
OTC Specialist	5 - 10	5,000 - 9,000
Treasury Specialist	5 - 10	8,000 - 12,000

Engineering & Advanced Manufacturing		
Role	Experience (Years)	Basic Monthly Salary (MYR)
Plant / Operations Director	10+	25,000 - 40,000
Automation Engineering Manager	8 - 12	13,000 - 20,000
Design Manager	10 - 15	12,000 - 18,000
Process Engineer	2 - 5	5,500 - 9,000
ESG Manager	7 - 15	10,000 - 18,000
Quality Assurance Engineer	1 - 3	3,500 - 5,500

Construction, Property & Data Center Infrastructure		
Role	Experience (Years)	Basic Monthly Salary (MYR)
Data Centre Project Director	20+	20,000 - 40,000
BIM Manager	10+	7,000 - 15,000
Civil Engineer	0 - 7	3,000 - 7,000
Electrical Engineer	0 - 7	3,000 - 7,000

Corporate HR, Legal & Commercial		
Role	Experience (Years)	Basic Monthly Salary (MYR)
Chief Human Resources Officer (CHRO)	20+	35,000 - 50,000
Head of Rewards / C&B Director	15+	25,000 - 35,000
Head of Legal	15+	20,000 - 30,000
Regional Legal Counsel	+7	12,000 - 18,000
National Key Account Manager	8+	18,000 - 23,000



winning the talent war by building high-retention workplaces.

Core drivers of employer choice



Attracting high-value talent requires aligning corporate EVPs with workforce preferences. Findings from the Randstad Employer Brand Research (REBR) 2026 show that competitive salary and benefits are the most important and clearly prioritised factor of employer of choice in Malaysia (71%), standing ahead of all other factors.

Retention risks and primary triggers for attrition



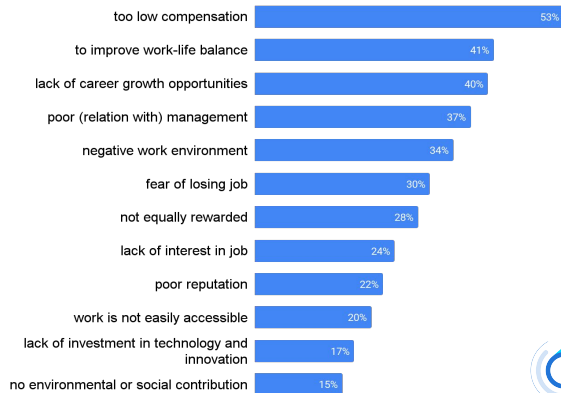
While pay attracts talent, retention depends on the broader employee experience. According to the Randstad Workmonitor 2026, work-life balance (49%) is the primary reason talent remain with their current employer, outranking core salary (29%) and job security (12%). Despite economic volatility, 47% quit a job incompatible with their personal life.

The role of managers as trust architects



In a volatile economic landscape, direct managers serve as the foundation of employee retention. 79% of talent report a strong relationship with their direct manager, and 73% feel more connected to their manager than to the organisation as a whole. Organizations that empower managers as "trust architects", providing regular check-ins, transparent career paths, and flexible working options, achieve significantly higher retention rates.

reasons for leaving current job



Main reason talent would choose to stay at their current job.



What's next for Malaysian talent?

"Ultimately, today's professionals are choosing roles that offer continuous upskilling, personal well-being, and genuine purpose and impact over traditional long-term tenure.

This pursuit of self-defined success is exactly why fractional and contract roles are thriving. These models offer incomparable flexibility, allowing talent to build diverse "portfolio careers" across multiple organizations rather than climbing a single, outdated corporate ladder."

Jonathan sia
head of contracting
randstad malaysia

start your business potential here today.

Selangor presents an unparalleled destination for Foreign (FDI) & Domestic Direct Investment (DDI) and business expansions through its robust talent ecosystem and industry-aligned workforce development infrastructure. Home to Malaysia's largest Technical and Vocational Education and Training (TVET) ecosystem - boasting over 1,400 active courses across 240+ institutions, alongside a massive pool of 1.8 million tertiary-educated professionals and 67,000+ annual university graduates, the state offers investors immediate access to a highly skilled talent pipeline tailored to critical high-value sectors.

Selangor's economic scale, modern logistics, digital readiness, and progressive state policies - such as SPEED Selangor (reducing development approvals to a maximum of 30 days), Selangor Soft-Landing, Selangor Career Outreach Programme (SCOUT) (bridging graduates with career opportunities), Selangor Lab Partnership Program (SLPP) (connecting industries & leading research institutions) and Managed Industrial Parks (MIP) - provide an ideal operational framework for foreign direct investment. However, realizing the full return on investment depends on securing, developing, and retaining high-value talent.

As the world's leading talent company, Randstad Malaysia acts as a strategic talent partner for businesses expanding in Selangor. By combining local market intelligence with executive search, specialized recruitment, and agile contingent workforce contracting, Randstad enables organizations to build resilient, high-performing teams aligned with Selangor's economic transformation.

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SELANGOR
THE GOLDEN STATE OF MALAYSIA



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your thoughts.

let's start a conversation

Our research has many insightful, but complex insights so we'd love the opportunity to walk you through this document, share our thoughts and answer any questions you might have.



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