



# MYANMAR — HR SURVEY — 2025



**CCI FRANCE MYANMAR**

FRENCH MYANMAR CHAMBER OF COMMERCE & INDUSTRY



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# INTRODUCTION



Myanmar, one of the nations in Southeast Asia, has a population estimated at 51.3 million in 2025. Among them, the employment-to-population ratio; indicating the share of working-age individuals who are employed, is approximately 58%. This workforce is a key strength for the country. However, Myanmar continues to face serious challenges. Political instability, conflict, and recurring natural disasters have slowed economic growth and limited job creation. These difficulties have led to job losses, reduced incomes, and the termination of many employment contracts. Workers are also struggling with inflation and rising prices, which have significantly reduced their purchasing power.

Employers operating in Myanmar should carefully assess their practices to ensure they provide good and enabling workplace to their employees. They should especially ensure that they monitor and adjust their wages practices and foster social dialogue with workers' representatives. This will help them demonstrate how they implement the recommendations made by the International Labour Conference to the employers in the resolution adopted on 5 June 2025 (see paragraph 2 (b)).<sup>1</sup>

Beyond these immediate issues, Myanmar's labor market has long-term structural challenges. These include low levels of education and skills development, a shortage of qualified workers, and limited job opportunities. Frequent regulatory changes and ongoing political uncertainty have further created a difficult environment for businesses. As a result, many skilled workers are leaving the country in search of better opportunities abroad, adding to the "brain drain" and making it harder for employers to fill critical roles. For HR leaders, this means the competition for talent is intensifying, and retaining skilled employees will increasingly depend on strong internal policies, professional development, and a sense of stability within organizations.

The Myanmar HR Survey 2025 examines how organizations are adapting their human resource strategies in this environment. It provides insights into headcount trends, salary structures, allowances such as cost of living (COLA), benefits, training budgets used in 2024 & 2025. More than a benchmarking exercise, the survey serves as a barometer of how companies are protecting employee welfare, sustaining business operations, and addressing challenges linked to productivity and engagement.

<sup>1</sup> International Labour Conference, Resolution concerning the measures recommended by the Governing Body under article 33 of the ILO Constitution on the subject of Myanmar, 5 June 2025.





The survey was launched on March 6, 2025, by CCI France Myanmar (FMCCI) in collaboration with Yever. By the closing date of July 4, 2025, a total of 326 responses were received. After data validation and cleaning, we decided to incorporate only 141 qualified responses that were fully validated by the respondents/contributors. To ensure consistency with past surveys, the core questionnaire remained the same, while improvements were made to the data collection process. This edition also expands coverage of the financial services sector.

One key observation is the decline in valid participation compared to the 2024 survey; down by 57%. This decrease is linked to several factors: the closure of companies that had participated previously, a new qualifying question that required HR professionals to have direct access to payroll data, and hesitation from some participants unfamiliar with the updated system. The ongoing economic crisis may also have discouraged some companies from joining, especially those not conducting salary reviews in 2024. Beyond the numbers, this shift reflects the wider pressures facing organizations in Myanmar, where many are focused on short-term survival rather than long-term workforce planning.

Despite these challenges, the Myanmar HR Survey 2025 remains the country's most comprehensive and reliable compensation benchmarking study. It provides detailed data on salary levels across positions and industries, giving companies an essential tool to benchmark pay and benefits against market standards. The survey also acts as a diagnostic tool, highlighting how the economic and political climate of 2024 affected different sectors and roles.

By comparing year-on-year changes, the survey goes beyond raw data to show how the labor market is evolving. It helps businesses identify patterns, anticipate future trends, and plan strategies in a highly uncertain environment. Companies that learn from these insights will be better equipped not just to navigate today's challenges but also to build a stronger foundation for growth in the years ahead.

Overall, the Myanmar HR Survey 2025 is an indispensable resource for organizations seeking to understand workforce dynamics in Myanmar. The report presents detailed salary ranges (minimum, maximum, median, and average) by position and sector, along with consolidated figures for cross-sector comparison. Used alongside other research, this report serves as a reliable benchmark and strategic guide for HR professionals, business leaders, and decision-makers navigating Myanmar's complex labor market.





# METHODOLOGY

The Myanmar HR Survey 2025 is the seventh consecutive edition of this benchmark study, building upon the foundation established by its predecessor published in August 2024. This year, the data collection initiative was launched in May 2025, with invitations extended to professionals across Myanmar. The collection period spanned nearly nine weeks, from May 6 to July 4, 2025. Respondents were asked to complete the survey online, submitting their responses anonymously and in Myanmar Kyat (MMK). The survey applied the official Central Bank of Myanmar exchange rate of 1 USD = 2,100 MMK.

A comprehensive user guide was provided to all participants to support accurate reporting. The questionnaire covered a wide range of areas, including industry classification, organizational headcount and gender distribution, company size, employee levels, compensation and benefits structures, training program investments, salary ranges (minimum, maximum, and average), annual bonuses, sales commissions, allowances, and salary increase percentages for the previous year. Anonymity was strictly maintained, as the survey did not request personal details or confidential company information.

Following the collection phase, the dataset underwent a rigorous, multi-stage validation process to ensure accuracy and reliability. Each entry was carefully reviewed and cross-checked. For example, one respondent reported 159% in the male gender ratio in employee gender distribution, which clearly reflected a misinterpretation of the question's scale. Outliers of this nature were systematically identified and excluded from the final dataset. This consistent and principled approach to data cleansing ensured that the results are robust, credible, and of the highest quality; providing a reliable foundation for the insights presented in this report.

The curated data was subsequently analyzed to identify key market trends and patterns, which are presented throughout the report via detailed graphs and interpretive commentary. In the spirit of transparency, the sample size used for each analysis is always stated, as this parameter is critical for understanding the confidence interval and the extrapolation potential of the findings. Providing detailed explanations was considered important wherever possible.

However, it is crucial not to overestimate conclusions when the sample sizes are small, typically under 30 responses, as the sample size inherently limits interpretation, regardless of data quality. The survey results are organized alphabetically by industry, with each job category and level listed. To enhance clarity and relevance, certain positions or levels that were not applicable within specific sectors were omitted.

Moreover, due to the small sample size (fewer than five respondents) in the Media and Entertainment sector, the data for this sector has been consolidated under the Services category.

It is important to note that this survey focuses exclusively on base salaries for roles based in Myanmar under local contracts, applicable to both Myanmar nationals and foreign expatriates. For any inquiries regarding the survey, methodology and its results, please contact us at [contact@ccifrance-myanmar.org](mailto:contact@ccifrance-myanmar.org).



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