



*Gallup is committed to bringing the voice of the employee to the decision-making table as we help global leaders solve their most pressing problems. In this report, we feature annual findings from the world's largest ongoing study of the employee experience. We examine how employees feel about their work and their lives, an important predictor of organizational resilience and performance.*

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# Table of Contents

- From the CEO ..... 4
- The Engagement Slump Continues ..... 5
- The Shrinking Perk of Being a Manager ..... 7
- The Future of Jobs ..... 10
- Managing the Emotional Workplace ..... 13
- Global Insights ..... 16
- Regional Insights
  - United States and Canada ..... 25
  - Latin America and the Caribbean ..... 31
  - Europe ..... 37
  - Post-Soviet Eurasia ..... 43
  - Middle East and North Africa ..... 49
  - Sub-Saharan Africa ..... 55
  - East Asia ..... 61
  - South Asia ..... 67
  - Southeast Asia ..... 73
  - Australia and New Zealand ..... 79
- Appendix 1: Country/Territory by Region Data ..... 85
- Appendix 2: Methodology ..... 245
- Appendix 3: Support Information ..... 247

# From the CEO

The technology works. Large language models can draft legal contracts, write code and synthesize research at speeds no human team can match.

But those gains are not showing up in the bottom line.

A recent MIT study found that despite roughly \$40 billion in enterprise investment, 95% of organizations have seen zero measurable impact on profits.<sup>1</sup> An NBER survey of nearly 6,000 global executives reports that 89% see no effect on labor productivity. In Gallup's own data, only 12% of employees in AI-implemented organizations strongly agree that AI has transformed how work gets done in their organization.

So, if the technology isn't the problem, what is?

Gallup's data points to an answer the corporate world has largely ignored: the manager. In organizations investing in AI, the strongest predictor of employee adoption, aside from technical integration, is whether their direct manager actively champions it. Even the most sophisticated neural network cannot overcome an indifferent team leader.

OpenAI would likely agree. In its 2025 enterprise report, the company states: "The primary constraints for organizations are no longer model performance or tooling, but rather organizational readiness and implementation."

The relationship between realized technological gains and great management is not new. A decade ago, researchers at Stanford, Harvard Business School and MIT found that differences in management practices accounted for about 30% of the variation in total factor productivity, the most common measure of the impact of technology on productivity.<sup>2</sup>

For decades, organizations worldwide have struggled to manage people effectively. Now, the financial stakes are far higher. Winning the AI revolution will depend not just on the technology you deploy but also on how well you lead the people using it. This report establishes a global baseline for management effectiveness in the AI era.



**Jon Clifton**

Gallup CEO

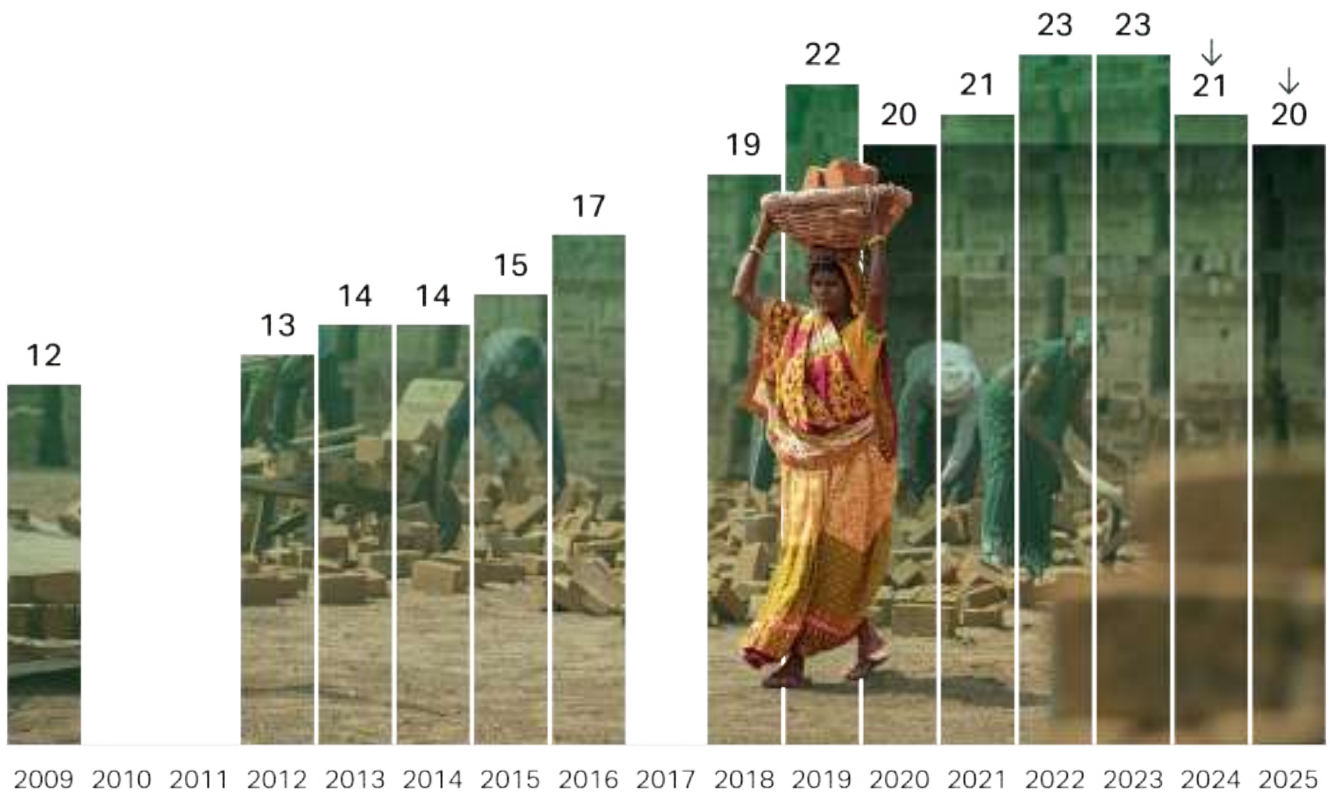


## The Engagement Slump Continues

In 2025, global employee engagement declined for a second year to its lowest level since 2020.

### Global Engagement

% Engaged



Note: Engagement data were not collected in 2010, 2011 or 2017.

**The world's employee engagement has dropped to 20% from its peak in 2022 of 23%, with a margin of error of less than  $\pm 0.1$  pct. pt.**

Despite the recent downturn, employee engagement is eight percentage points higher than it was in Gallup's first measurement in 2009 and five points higher than it was a decade ago. Each percentage point accounts for approximately 21 million employees working for organizations. For millions of workers, the workplace has improved.

That said, recent years are a cause for concern. This is the first time global engagement has dropped for two consecutive years. The largest drop was in South Asia (-5 points). No region of the world increased engagement in the past year.

**Last year, low engagement cost the world economy approximately \$10 trillion in lost productivity, or 9% of GDP.**

Engagement measures the psychological attachment workers have to their work, their team and their employer. Gallup meta-analyses over the years have consistently shown a strong relationship between employee engagement and business-unit productivity, including profitability and sales.

**While engagement occurs at the team level, employees who are not engaged or actively disengaged lead to less profitable organizations, which, in turn, translates into lower economic growth.**

**AI improves personal worker productivity, but macro-level benefits remain elusive.**

Among U.S. workers in organizations that have implemented AI, 65% say that AI has had a "somewhat" or "extremely" positive impact on their productivity (7% say "somewhat" or "extremely" negative). At the same time, only 12% strongly agree that AI has transformed how work gets done in their organization.

Surveys of leaders reinforce the same disconnect between individual productivity gains and organizational outcomes that employees report. A recent NBER survey<sup>3</sup> of executives in the U.S., U.K., Germany and Australia found that while AI use is widespread in corporations, 89% of leaders report no impact of AI on their company's labor productivity in the past three years. However, they expect AI will boost productivity by 1.4% over the next three years.

One way of thinking about employee engagement is as a measure of *readiness for change*. AI is a major disruption; organizations with engaged employees tend to navigate disruptions more successfully. In the age of AI, productivity gains will depend in part on how effectively individual workers use these tools. Disengagement will erode those gains, and active disengagement could create serious security risks.

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1 Challapally, A., Pease, C., Raskar, R., & Chari, P. (2025, July). *The GenAI divide: State of AI in business 2025*. MIT Project NANDA.

2 Bloom, N., Sadun, R., & Van Reenen, J. (2016). *Management as a technology?* National Bureau of Economic Research. <https://doi.org/10.3386/w22327>

3 Yotzov, I., Barrero, J. M., Bloom, N., Bunn, P., Davis, S. J., Foster, K. M., Jalca, A., Meyer, B. H., Mizen, P., Navarrete, M. A., Smietanka, P., Thwaites, G., & Wang, B. Z. (2026). *Firm data on AI* (NBER Working Paper No. 34836). National Bureau of Economic Research. <https://doi.org/10.3386/w34836>

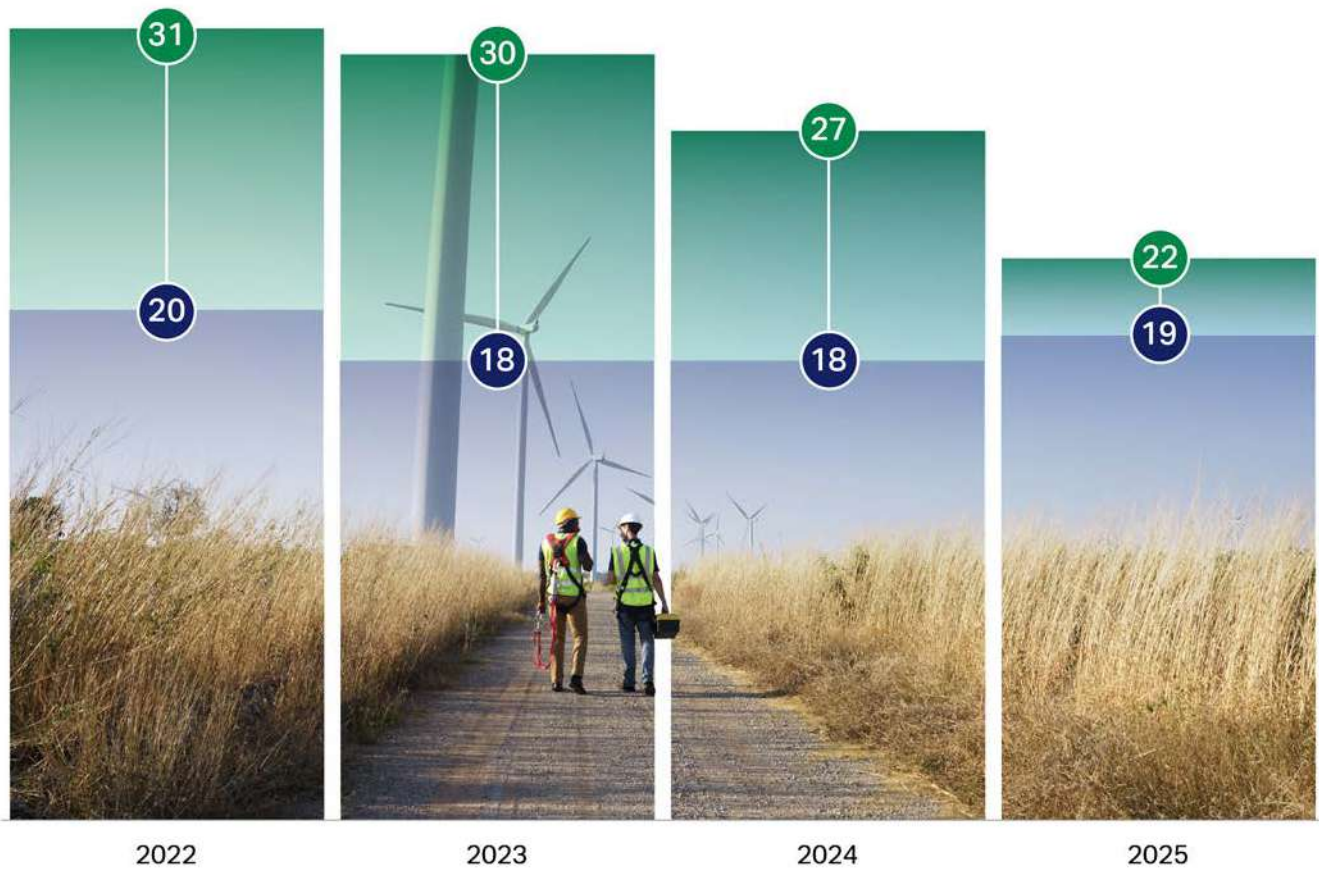
## The Shrinking Perk of Being a Manager

Lower engagement among managers accounts for most of the recent downturn in employee engagement.

### Global Engagement by Role

% Engaged

● Manager ● Non-manager



**Since 2022, manager engagement has dropped by nine points.**

Individual contributor engagement also declined but has had a slight rebound. The largest year-over-year drop in manager engagement occurred between 2024 and 2025, when it declined by five points from 27% to 22%. In short, managers used to enjoy an “engagement premium” at work, but they are increasingly only as engaged as those they lead.

**South Asia’s decline in manager engagement suggests organizational flattening may be a factor.**

In 2025, South Asia (primarily India) experienced an *eight-point decline* in manager engagement, the largest decline of any region. At the same time, the percentage of managers in South Asia also declined, suggesting that employers are cutting management roles.

Some evidence suggests that in 2025, India’s IT sector saw a substantial slowdown in hiring, along with cuts to mid-level and senior roles, possibly driven in part by AI adoption.<sup>4</sup> With fewer managers in place, team sizes are likely to grow. **A recent Gallup study** of U.S. managers and team size found that manager engagement declines with larger spans of control, though manager talent and training can offset this effect.

**Declining manager engagement is by no means inevitable.**

Organizations of all sizes can achieve high levels of manager engagement.

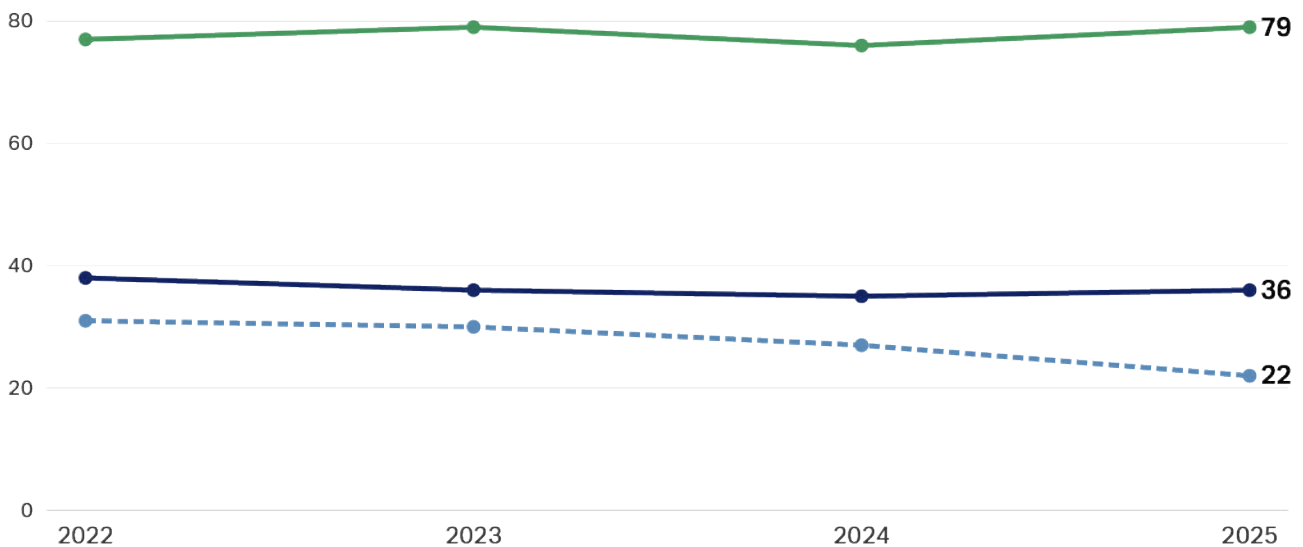
**In 2025, Gallup found that within best-practice organizations, 79% of managers were engaged at work — nearly quadruple the global average.**

These world-class workplaces span all regions and industries, prioritizing employee engagement as part of their long-term business strategy.

**Manager Engagement (2022-2025)**

% Engaged

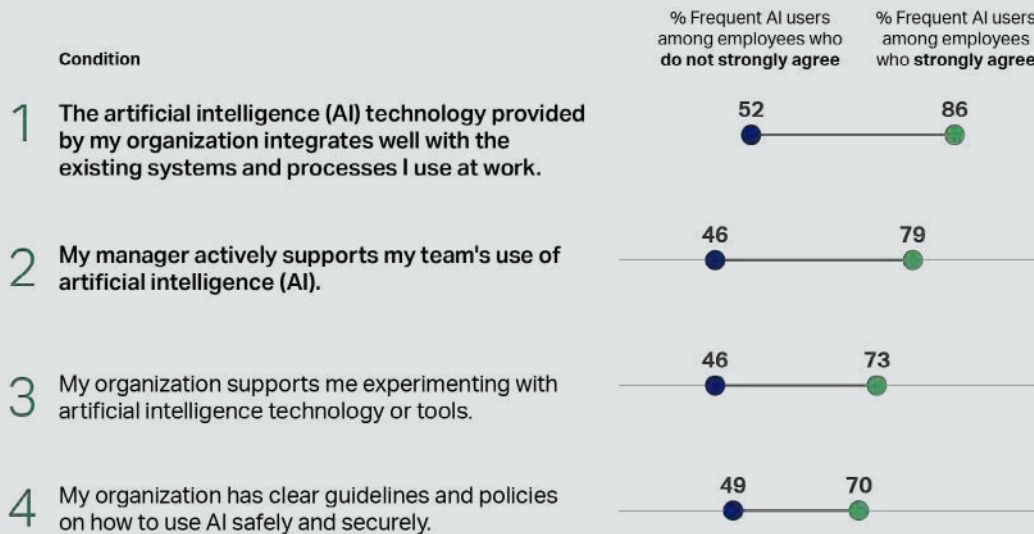
● Best-practice organizations ● U.S. ● Global



4 Top IT firms add just 17 staff in nine months, hiring nearly freezes. (2026, January 17). *The Economic Times*. <https://economictimes.indiatimes.com/jobs/hr-policies-trends/top-it-firms-add-just-17-staff-in-nine-months-hiring-nearly-freezes/articleshow/126606856.cms>

## Managers play a critical role in meaningful AI adoption.

Based on Gallup's Q1 2026 U.S. workforce survey, the top two drivers of frequent AI use within organizations are *AI integration with existing systems and manager-led AI adoption*.



Source: Q1 2026 U.S. data

Gallup also finds that managers are key to employees' perceptions of AI value. Within U.S. organizations that are investing in AI technology, employees who strongly agree that their manager actively supports their team's use of AI are:

- ✓ **8.7 times as likely** to strongly agree that the *AI has transformed how work gets done in their organization*
- ✓ **7.4 times as likely** to strongly agree that *AI gives them more opportunities to do what they do best every day*

Despite these clear benefits, many employees report a lack of active support from their managers. Less than a third of U.S. employees in organizations that have begun implementing AI technologies strongly agree their manager actively supports their team's use of the technology. A Gallup study in Germany found similarly low support: 21% of employees in organizations that use AI said their manager actively supports their team's use of AI.

## AI could boost global employee engagement by improving management practices at scale.

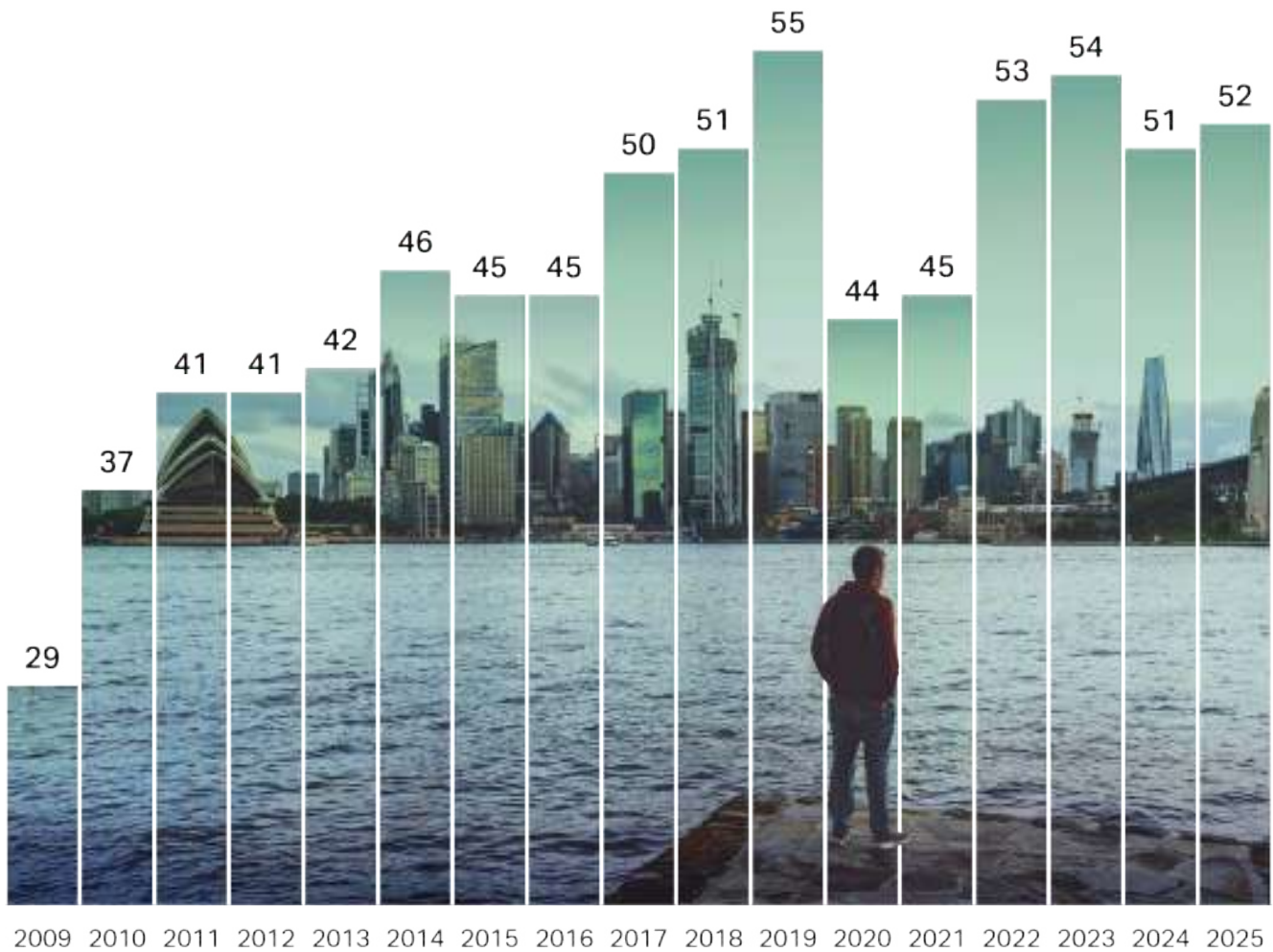
Effective people management is a skill. But few managers have natural management talent, and many have not received the training they need to successfully coach teams and individuals toward high performance. AI tools have the potential to provide real-time, personalized manager advice grounded in the best management science. Such capabilities could be a game-changer for the world's workplace.

## The Future of Jobs

Global employee perceptions of the job market improved in 2025, though still below their 2019 peak.

### Global Perception of Job Market

% Employees who say it is a good time to find a job



Global employee perceptions of the job market improved in 2025, following a decline the previous year.

As the global economy recovered from the pandemic in 2022, so did job market optimism. In 2023, the percentage of employees who said it was "a good time" to find a job almost tied its 2019 record of 55%.

The last two years, however, have seen job market perceptions lower than at the start of the recovery in 2022. In 2025, job market perceptions improved by one percentage point from the previous year to 52%, with a margin of error of  $\pm 0.1$  percentage point.

**The 2025 increase in job market optimism came entirely from non-remote-capable, fully on-site workers (+2 points).**

Job market optimism dropped for fully remote workers (-5 points) and remote-capable, fully on-site workers (-14), while optimism remained flat among hybrid workers. The drop in optimism among remote-capable workers could be due to possible declines in remote job opportunities caused by changes in employer policies or the automation of knowledge work.<sup>5</sup>



In 2025, job market optimism fell sharply in the Australia/New Zealand (-12 points) and the United States/Canada (-10) regions.

Post-pandemic Australia/New Zealand has typically had the best job market in the world, based on employee perceptions. Last year, they fell to second place behind Southeast Asia.

**The United States/Canada region, however, is now second-to-last in regional job market rankings. Since 2019, this region has fallen 23 points, from 70% to 47%.**

U.S. business media reported on a "no hire, no fire" job climate for most of 2025; more recent revisions to official jobs numbers found that the U.S. added 181,000 jobs last year, compared with 1.5 million the year before.<sup>6</sup> Gallup's U.S. employee job market survey tracks official jobs data closely.

**When employees feel they have a choice in their work, they are nearly 50% more likely to say it's a good time to find a job.**

In partnership with PERSOL and the Wellbeing for Planet Earth Foundation,<sup>7</sup> Gallup has found that when employees feel they have a lot of choice in the work they can do, they are more optimistic about the job market. This holds across every region of the world. As technologies like AI reshape the world of work, upskilling will likely be an essential part of employee hope for the future.

5 2025: The year the frontier firm is born. *Work trend index annual report*. (2025). Microsoft. [https://assets-c4akfrf5b4d3f4b7.z01.azurefd.net/assets/2025/04/2025\\_Work\\_Trend\\_Index\\_Annual\\_Report\\_680aaa7fe52dd.pdf](https://assets-c4akfrf5b4d3f4b7.z01.azurefd.net/assets/2025/04/2025_Work_Trend_Index_Annual_Report_680aaa7fe52dd.pdf)

6 Chen, T-P. (2026, February 11). Healthcare work propels U.S. to strongest job growth in more than a year. *The Wall Street Journal*. <https://www.wsj.com/economy/jobs/january-jobs-report-unemployment-b703b0e3?>

7 PERSOL, a global HR and workforce solutions company based in Japan, and the Wellbeing for Planet Earth Foundation, a nonprofit dedicated to advancing wellbeing research, partnered with Gallup to study the relationship between work and wellbeing worldwide.

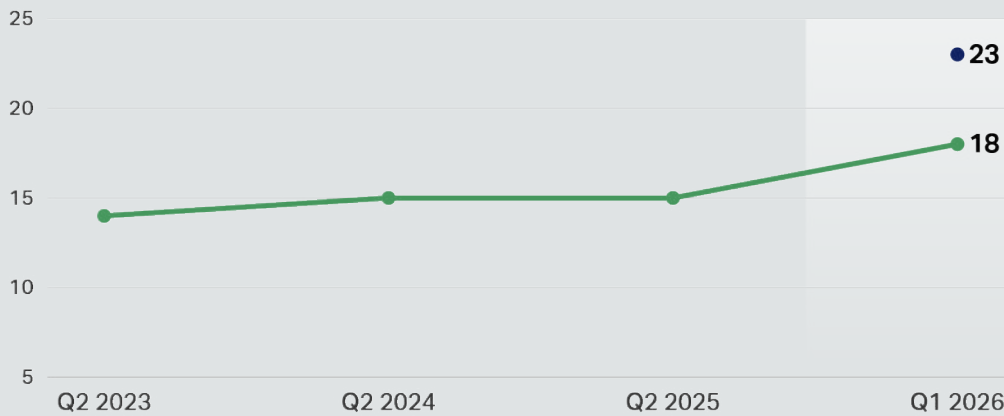
**U.S. data show concerns about AI-related job losses are rising.**

In Q1 of 2026, 18% of U.S. employees said it was "very" or "somewhat" likely their job would be eliminated in the next five years due to technological innovations, such as automation or artificial intelligence. In organizations where AI has been implemented, that figure rises to 23%. In some industries, such as finance (32%), insurance (32%) and technology (31%), it is much higher. A separate Gallup survey in Germany found that 19% of German employees in organizations that use AI said it was very or somewhat likely that their job would be eliminated in five years due to automation or AI.

**Perceived Likelihood Job Will Be Eliminated in Next 5 Years Due to Technological Innovations**

% Very likely + somewhat likely

● All U.S. employees ● Employees in AI-implemented orgs (Q1 2026)



**Large U.S. employers are more likely to reduce their workforce after implementing AI; smaller employers are more likely to expand their workforce.**

In Q1 of 2026, Gallup asked U.S. employees if their employer was expanding or reducing the size of their workforce. Among employees in organizations where AI has been implemented, those who worked in large organizations (10,000+ employees) were more likely to say their employer was reducing their workforce (33%) than expanding (30%). However, those working in smaller organizations, for example, 5,000-10,000 employees, were more likely to say their employer was expanding (38%) vs. reducing (23%) their workforce.

Organizations that have begun implementing AI are more likely to change the size of their workforce — either by expanding or reducing headcount — than those that have not adopted AI. While AI is reconfiguring organizations, the effects so far on employment are not uniformly negative.

## Managing the Emotional Workplace

In 2025, global employee wellbeing improved for the first time in three years.

### Global Life Evaluation

% Thriving



After a five-year run of consistent improvement in employee wellbeing (2018-2022), global thriving peaked in 2022 and then started to decline.

In 2025, employee thriving increased by one point, from 33% to 34%. Half of the world regions saw a rise in thriving, with Latin America and the Caribbean (+2 points) and Europe (+2) experiencing the largest increases.

Gallup's life evaluation measure combines how respondents feel about their current life and how they expect their life to be in five years (see [Appendix 3: Support Information](#)).

The percentage of employees who report experiencing a lot of stress, anger or sadness the previous day remains above pre-pandemic levels.

Daily negative emotions among workers increased worldwide during the pandemic. Although they have declined from their peaks, negative emotions remain elevated compared to before 2020, suggesting either lasting psychological impacts or a new, more challenging status quo.

**Wellbeing increases when employees see their work as intrinsically rewarding and good for others.**

New analysis of Gallup data, collected in partnership with the Wellbeing for Planet Earth Foundation and PERSOL, shows that when employees enjoy their work, feel it improves others' lives and believe they have choices in what they do, they report stronger wellbeing and higher workplace engagement.



Leaders have higher life evaluations but worse days than those they lead.

In psychology, wellbeing can be measured by examining the *reflective self* or the *experiencing self*. How people think about their lives does not always match how they experience them day to day.

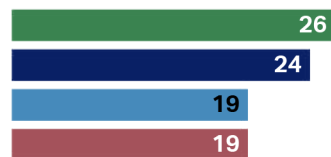
**When comparing leaders, managers, project managers and individual contributors, higher levels of leadership report higher levels of engagement and wellbeing. At the same time, compared with individual contributors, leaders are substantially more likely to report experiencing a lot of stress (+7 points), anger (+12), sadness (+11) and loneliness (+10) the previous day.**

### Employee Engagement, Wellbeing and Negative Daily Emotions by Leadership Level

● Leaders ● Managers ● Project managers ● Individual contributors

#### Employee Engagement

% Engaged



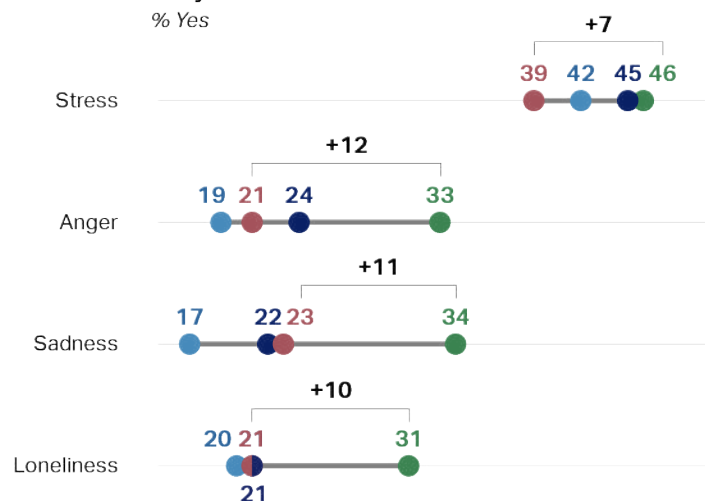
#### Life Evaluation

% Thriving



#### Daily Emotions

% Yes



Leadership also offers little upside in terms of positive emotions: Leaders are less likely than individual contributors to say they smiled or laughed a lot the previous day and less likely than managers to report experiencing enjoyment. Although leadership can give individuals a greater sense of voice, agency and status, it can also mean greater social distance and the responsibility for making painful choices that affect many people's lives.

### Engagement reduces the emotional burden of leading others and significantly boosts thriving.

Gallup finds that when managers (including leaders) are engaged, they report experiencing all negative emotions at lower rates than individual contributors. They are also *14 points more likely* to be thriving in their overall life than the average leader.

When it comes to the AI revolution, recent Gallup research in the U.S. points to two factors that leaders can focus on to improve AI adoption and support the engagement and wellbeing of their workforces: taking steps to thoughtfully integrate AI into current systems and processes, and helping their managers to actively support their team's use of AI.

# Global Insights

United States and Canada

Sub-Saharan Africa

Latin America and the Caribbean

East Asia

Europe

South Asia

Post-Soviet Eurasia

Southeast Asia

Middle East and North Africa

Australia and New Zealand

# Global Summary

Boxed numbers indicate the percentage-point change from 2024 to 2025.

## Employee Engagement

ENGAGED

**20%**  -1

NOT ENGAGED

**64%**  2

ACTIVELY DISENGAGED

**16%**  -1

---

## Life Evaluation

THRIVING

**34%**  1

STRUGGLING

**56%**  -2

SUFFERING

**9%**  0

## Daily Emotions

Emotions experienced during a lot of the previous day

STRESS

**40%**  0

ANGER

**22%**  1

SADNESS

**23%**  0

LONELINESS

**22%**  0

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## Job Market

JOB CLIMATE

Good time to find a job

**52%**  1

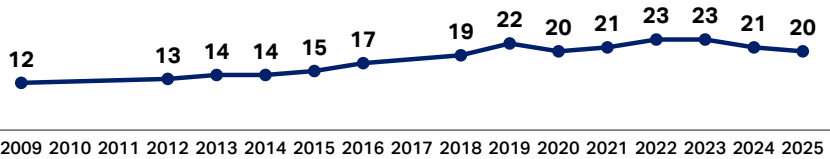
## Employee Engagement

Gallup Q<sup>12</sup> items; see “Appendix 3: Support Information” for item wording.

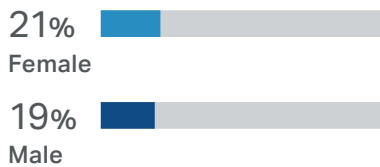
ENGAGED 20%      NOT ENGAGED 64%      ACTIVELY DISENGAGED 16%

% ENGAGED

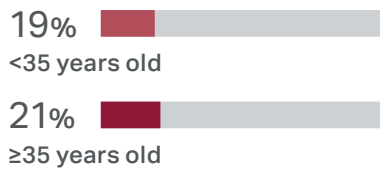
Global  
**20%**



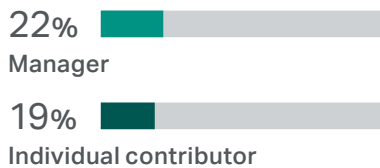
### Gender



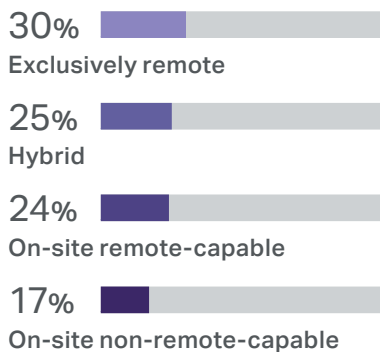
### Age



### Job Level



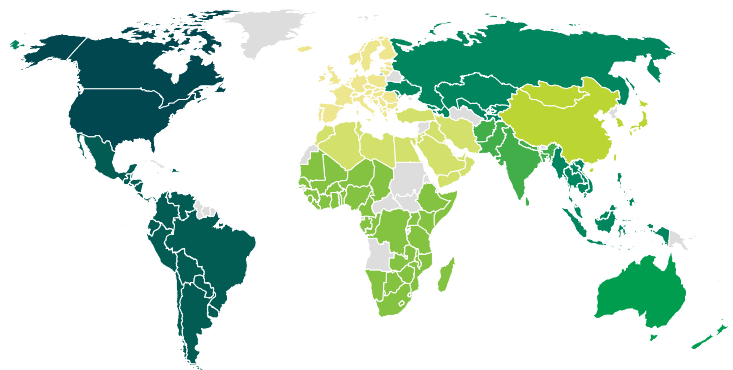
### Work Location



### Regional Ranking

% Engaged

Rank	Region	% Engaged	Change
1	United States and Canada	31	0
2	Latin America and the Caribbean	30	-1
3	Southeast Asia	25	-1
4	Post-Soviet Eurasia	25	-1
5	Australia and New Zealand	21	-2
6	South Asia	21	-5
7	Sub-Saharan Africa	19	0
8	East Asia	18	0
9	Middle East and North Africa	14	0
10	Europe	12	-1



## Life Evaluation

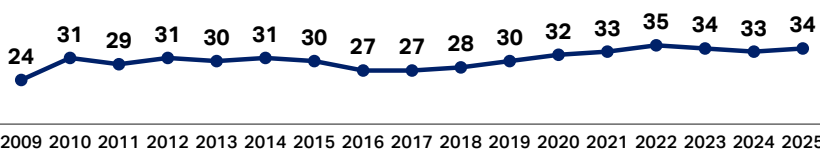
Please imagine a ladder with steps numbered from zero at the bottom to 10 at the top. Suppose we say that the top of the ladder represents the best possible life for you, and the bottom of the ladder represents the worst possible life for you. On which step of the ladder would you say you personally feel you stand at this time? (0-10)

Just your best guess, on which step do you think you will stand in the future, say about five years from now? (0-10)

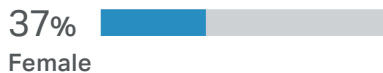
THRIVING	STRUGGLING	SUFFERING
34%	56%	9%

% THRIVING

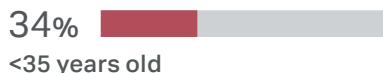
Global  
**34%**



### Gender



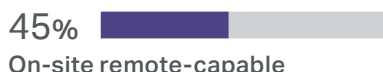
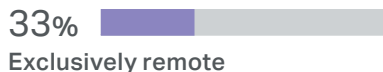
### Age



### Job Level



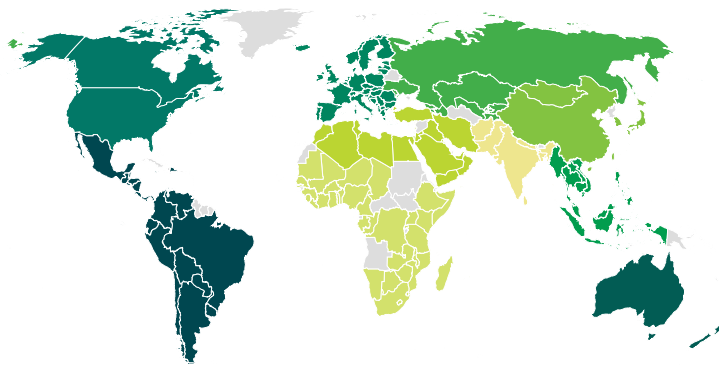
### Work Location



### Regional Ranking

% Thriving

1	Latin America and the Caribbean	56	2
2	Australia and New Zealand	55	-1
3	United States and Canada	51	-1
4	Europe	49	2
5	Southeast Asia	36	0
6	Post-Soviet Eurasia	34	1
7	East Asia	32	-2
8	Middle East and North Africa	26	1
9	Sub-Saharan Africa	18	0
10	South Asia	16	1

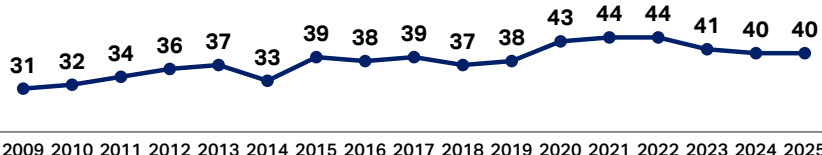


## Daily Stress

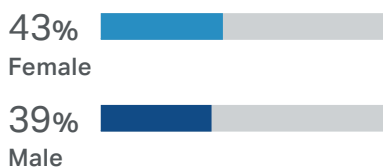
Did you experience the following feelings A LOT OF THE DAY yesterday? How about stress?

% YES

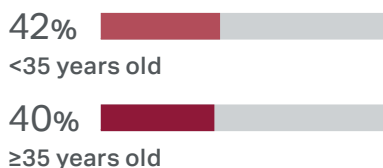
Global  
**40%**



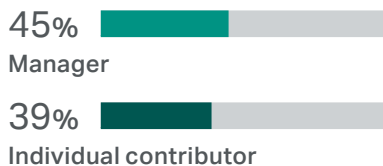
### Gender



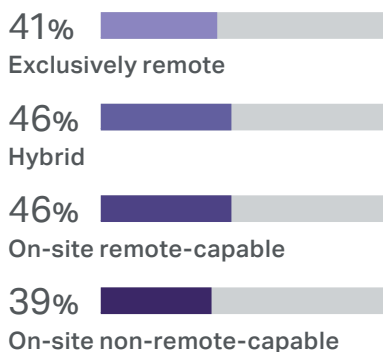
### Age



### Job Level

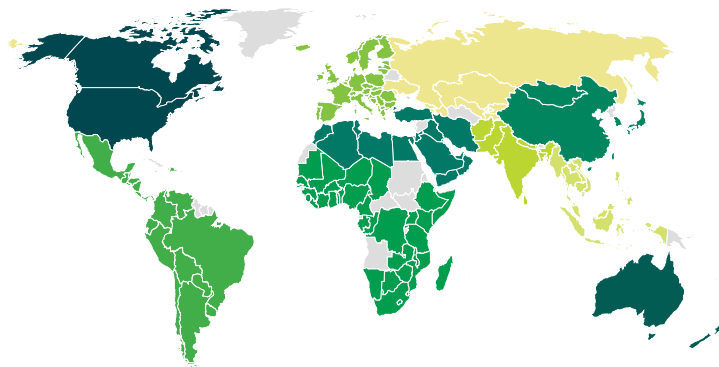


### Work Location



### Regional Ranking

Rank	Region	% Yes	Change
1	United States and Canada	50	0
2	Australia and New Zealand	49	0
3	Middle East and North Africa	48	0
4	East Asia	46	-2
5	Sub-Saharan Africa	46	-1
6	Latin America and the Caribbean	43	0
7	Europe	39	1
8	South Asia	30	-1
9	Southeast Asia	25	0
10	Post-Soviet Eurasia	21	0

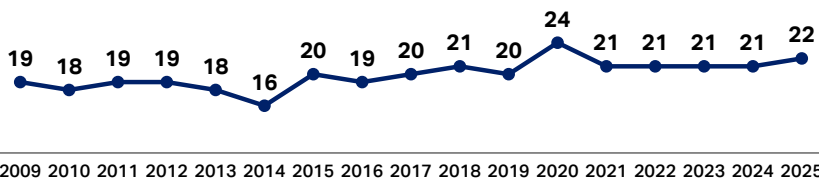


## Daily Anger

Did you experience the following feelings A LOT OF THE DAY yesterday? How about anger?

% YES

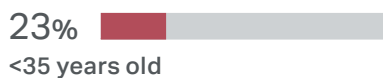
Global  
**22%**



### Gender



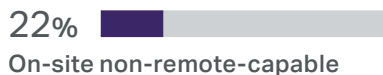
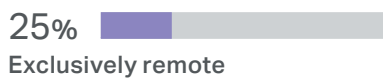
### Age



### Job Level



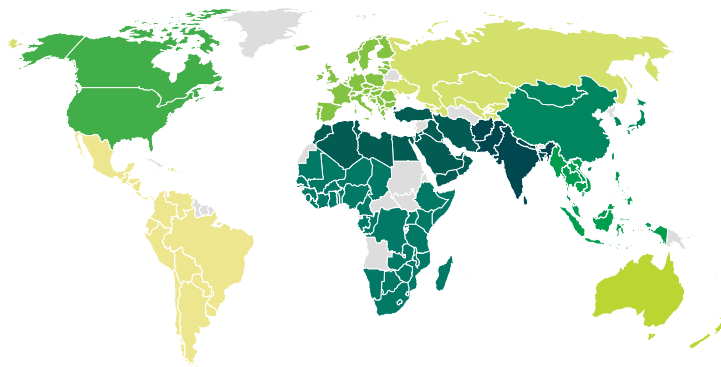
### Work Location



### Regional Ranking

% Yes

1	South Asia	31	-3
2	Middle East and North Africa	30	-1
3	Sub-Saharan Africa	25	-1
4	East Asia	20	3
5	Southeast Asia	19	0
6	United States and Canada	18	1
7	Europe	15	1
8	Australia and New Zealand	14	-1
9	Post-Soviet Eurasia	14	-1
10	Latin America and the Caribbean	14	0

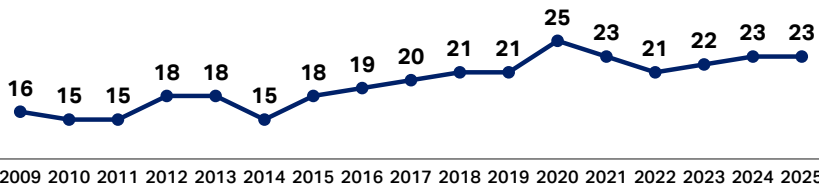


## Daily Sadness

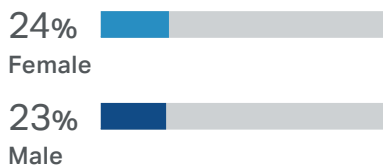
Did you experience the following feelings A LOT OF THE DAY yesterday? How about sadness?

% YES

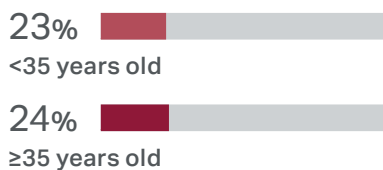
Global  
**23%**



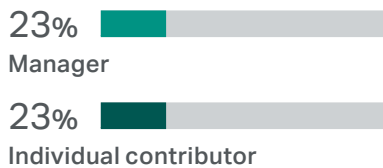
### Gender



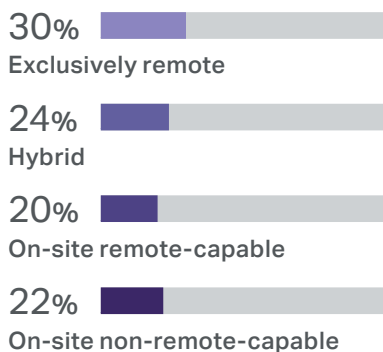
### Age



### Job Level

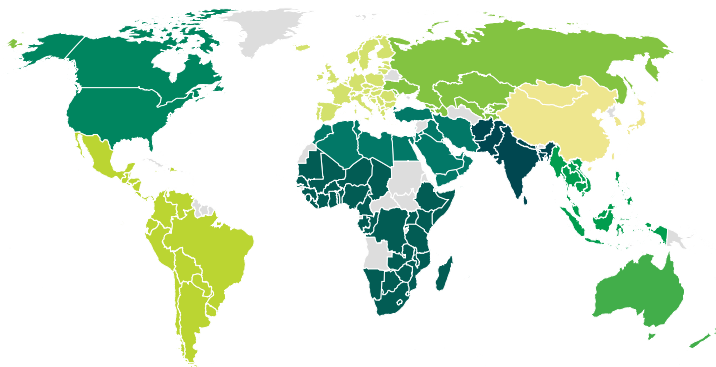


### Work Location



### Regional Ranking

Rank	Region	% Yes	Change
1	South Asia	36	-3
2	Sub-Saharan Africa	28	-1
3	Middle East and North Africa	26	0
4	United States and Canada	22	0
5	Southeast Asia	21	-1
6	Australia and New Zealand	21	1
7	Post-Soviet Eurasia	19	-1
8	Latin America and the Caribbean	18	-1
9	Europe	17	0
10	East Asia	17	3

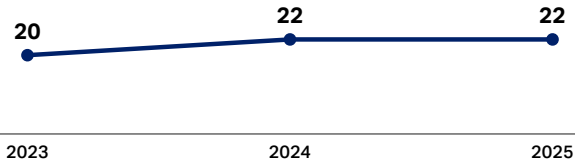


## Daily Loneliness

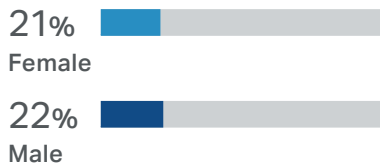
Did you experience the following feelings A LOT OF THE DAY yesterday? How about loneliness?

% YES

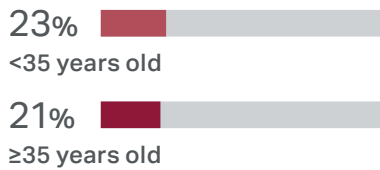
Global  
**22%**



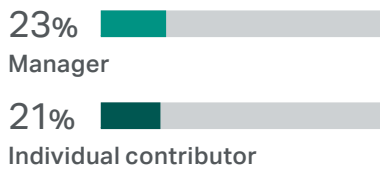
### Gender



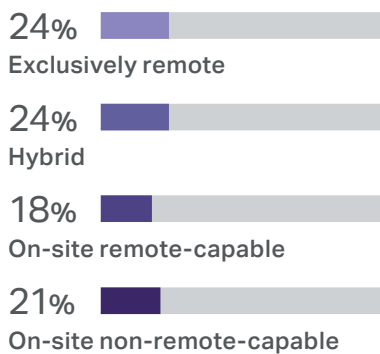
### Age



### Job Level

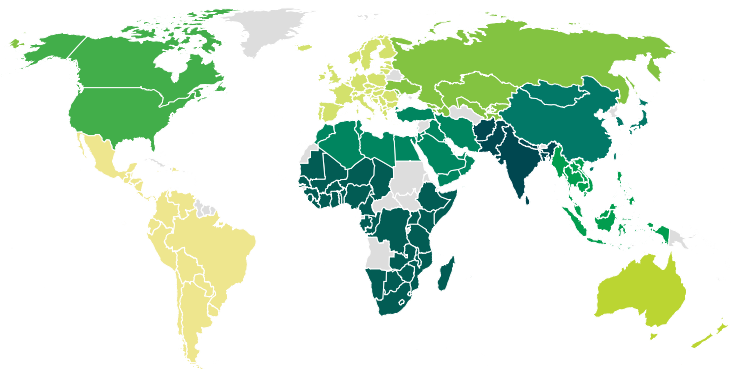


### Work Location



### Regional Ranking

Rank	Region	% Yes
1	South Asia	28
2	Sub-Saharan Africa	28
3	East Asia	23
4	Middle East and North Africa	22
5	Southeast Asia	19
6	United States and Canada	19
7	Post-Soviet Eurasia	16
8	Australia and New Zealand	14
9	Europe	13
10	Latin America and the Caribbean	12

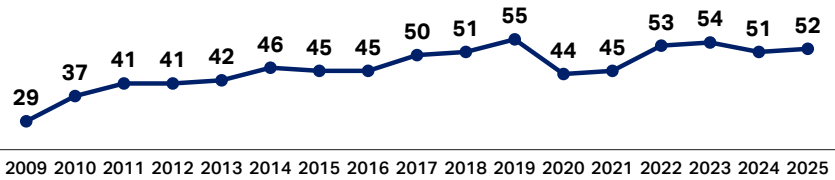


## Job Climate

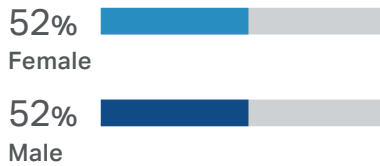
Thinking about the job situation in the city or area where you live today, would you say that it is now a good time or a bad time to find a job?

% GOOD TIME

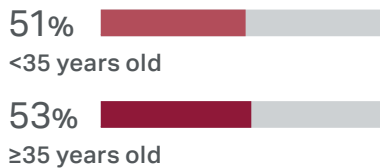
Global  
**52%**



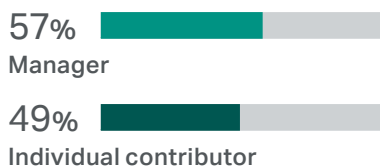
### Gender



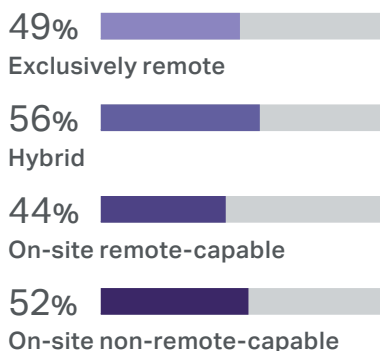
### Age



### Job Level



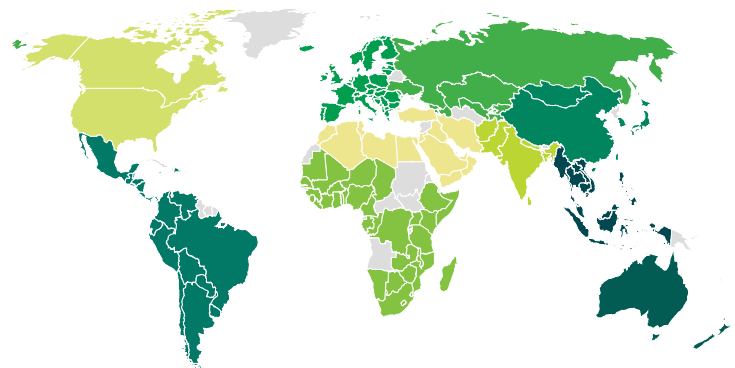
### Work Location



### Regional Ranking

% Good Time

Rank	Region	% Good Time	Change
1	Southeast Asia	64	1
2	Australia and New Zealand	60	-12
3	Latin America and the Caribbean	60	2
4	East Asia	58	7
5	Europe	57	0
6	Post-Soviet Eurasia	57	4
7	Sub-Saharan Africa	50	1
8	South Asia	48	-2
9	United States and Canada	47	-10
10	Middle East and North Africa	36	2



# United States and Canada

Canada, United States



## REGIONAL SUMMARY

☐ Boxed numbers indicate the percentage-point change of the average from 2022, 2023 and 2024 with the average from 2023, 2024 and 2025. Loneliness percentage-point change data are not shown as there are not sufficient three-year rolling average data at the regional level.

### Employee Engagement

ENGAGED  
**31%** ☐ 0

NOT ENGAGED  
**52%** ☐ 0

ACTIVELY DISENGAGED  
**17%** ☐ 0

### Life Evaluation

THRIVING  
**51%** ☐ -1

STRUGGLING  
**45%** ☐ 1

SUFFERING  
**4%** ☐ 0

### Daily Emotions

Emotions experienced during a lot of the previous day

STRESS  
**50%** ☐ 0

ANGER  
**18%** ☐ 1

SADNESS  
**22%** ☐ 0

LONELINESS  
**19%**

### Job Market

JOB CLIMATE  
Good time to find a job  
**47%** ☐ -10

## TOP TAKEAWAYS

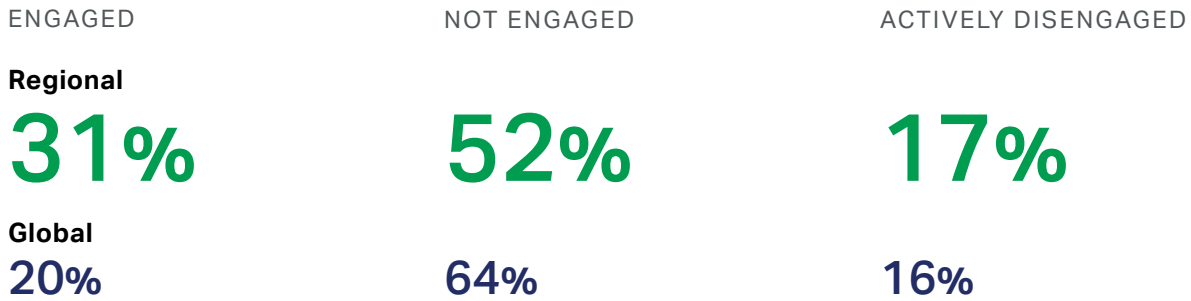
- 1 Engagement remains among the highest globally (31%), holding steady year over year.
- 2 Job market confidence declined sharply, falling below the global average to 47%, making it the second-lowest region.
- 3 Daily stress remains elevated, and loneliness increased, with 50% reporting stress and loneliness rising to 19%.

Discover more global and regional insights on the state of the global workplace at Gallup.com.



## Employee Engagement

Based on Gallup Q<sup>12</sup> items; see "Appendix 3: Support Information" for item wording.

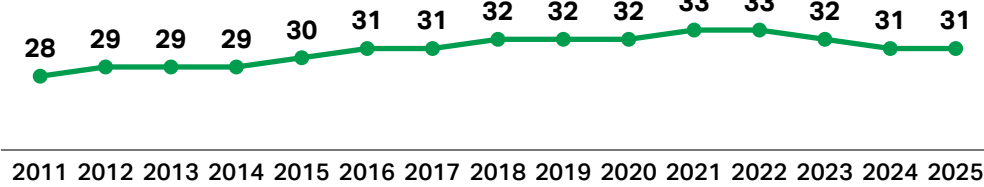


### Engaged

% ENGAGED

**Regional**

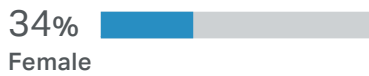
**31%**



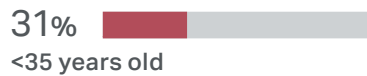
**Global**

**20%**

**Gender**



**Age**



**Job Level**





## Life Evaluation

Please imagine a ladder with steps numbered from zero at the bottom to 10 at the top. Suppose we say that the top of the ladder represents the best possible life for you, and the bottom of the ladder represents the worst possible life for you.

On which step of the ladder would you say you personally feel you stand at this time? (0-10)

Just your best guess, on which step do you think you will stand in the future, say about five years from now? (0-10)

THRIVING

STRUGGLING

SUFFERING

**Regional**

**51%**

**45%**

**4%**

**Global**

**34%**

**56%**

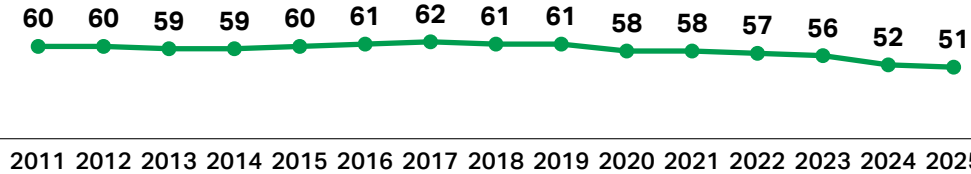
**9%**

## Thriving

% THRIVING

**Regional**

**51%**



**Global**

**34%**

**Gender**



**Age**



**Job Level**





## Daily Stress

Did you experience the following feelings A LOT OF THE DAY yesterday? How about stress?

% YES

Regional

**50%**



2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 2024 2025

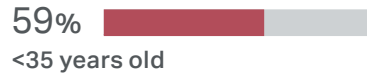
Global

**40%**

Gender



Age



Job Level



## Daily Anger

Did you experience the following feelings A LOT OF THE DAY yesterday? How about anger?

% YES

Regional

**18%**



2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 2024 2025

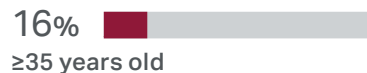
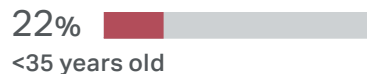
Global

**22%**

Gender



Age



Job Level





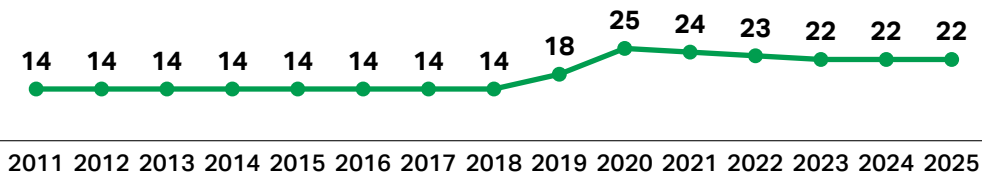
## Daily Sadness

Did you experience the following feelings A LOT OF THE DAY yesterday? How about sadness?

% YES

### Regional

22%



### Global

23%

#### Gender



#### Age



#### Job Level



## Daily Loneliness

Did you experience the following feelings A LOT OF THE DAY yesterday? How about loneliness?

% YES

### Regional

19%

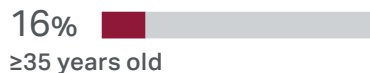
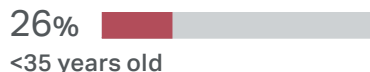
### Global

22%

#### Gender



#### Age



#### Job Level





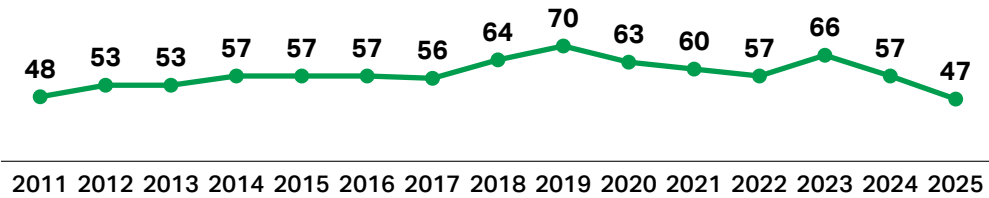
## Job Climate

Thinking about the job situation in the city or area where you live today, would you say that it is now a good time or a bad time to find a job?

% GOOD TIME

Regional

**47%**



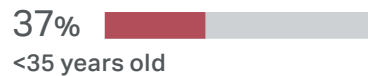
Global

**52%**

**Gender**



**Age**



**Job Level**



# Latin America and the Caribbean

Argentina, Belize, Bolivia, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Trinidad & Tobago, Uruguay, Venezuela



## REGIONAL SUMMARY

☐ Boxed numbers indicate the percentage-point change of the average from 2022, 2023 and 2024 with the average from 2023, 2024 and 2025. Loneliness percentage-point change data are not shown as there are not sufficient three-year rolling average data at the regional level.

### Employee Engagement

ENGAGED

**30%** ☐ -1

NOT ENGAGED

**59%** ☐ 1

ACTIVELY DISENGAGED

**11%** ☐ 0

### Life Evaluation

THRIVING

**56%** ☐ 2

STRUGGLING

**42%** ☐ -2

SUFFERING

**2%** ☐ 0

### Daily Emotions

Emotions experienced during a lot of the previous day

STRESS

**43%** ☐ 0

ANGER

**14%** ☐ 0

SADNESS

**18%** ☐ -1

LONELINESS

**12%**

### Job Market

JOB CLIMATE

Good time to find a job

**60%** ☐ 2

## TOP TAKEAWAYS

- 1 Thriving ranks among the highest globally, increasing to 56%.
- 2 Loneliness dropped sharply and is now among the lowest worldwide (12%).
- 3 Job market optimism strengthened, reaching 60% — tied for the second-highest job climate rating.

Discover more global and regional insights on the state of the global workplace at [Gallup.com](https://www.gallup.com).



## Employee Engagement

Based on Gallup Q<sup>12</sup> items; see "Appendix 3: Support Information" for item wording.

ENGAGED

NOT ENGAGED

ACTIVELY DISENGAGED

Regional

**30%**

**59%**

**11%**

Global

**20%**

**64%**

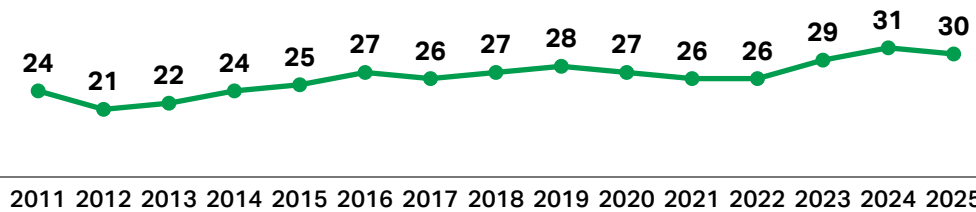
**16%**

### Engaged

% ENGAGED

Regional

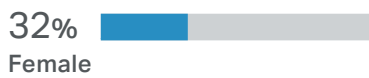
**30%**



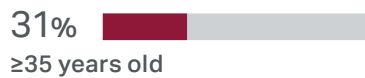
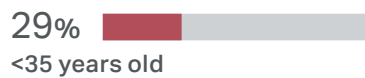
Global

**20%**

Gender



Age



Job Level





## Life Evaluation

Please imagine a ladder with steps numbered from zero at the bottom to 10 at the top. Suppose we say that the top of the ladder represents the best possible life for you, and the bottom of the ladder represents the worst possible life for you.

On which step of the ladder would you say you personally feel you stand at this time? (0-10)

Just your best guess, on which step do you think you will stand in the future, say about five years from now? (0-10)

THRIVING

STRUGGLING

SUFFERING

**Regional**

**56%**

**42%**

**2%**

**Global**

**34%**

**56%**

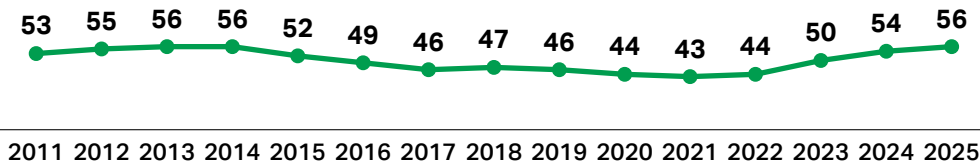
**9%**

## Thriving

% THRIVING

**Regional**

**56%**



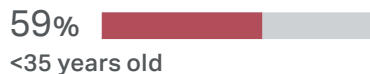
**Global**

**34%**

**Gender**



**Age**



**Job Level**





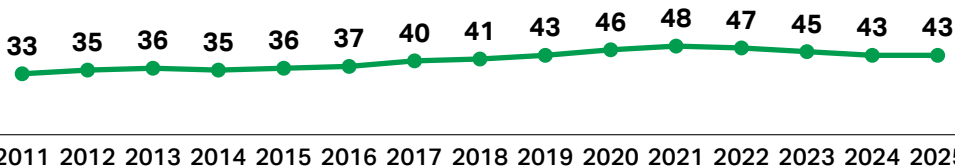
## Daily Stress

Did you experience the following feelings A LOT OF THE DAY yesterday? How about stress?

% YES

### Regional

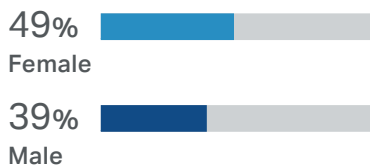
43%



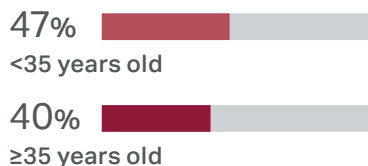
### Global

40%

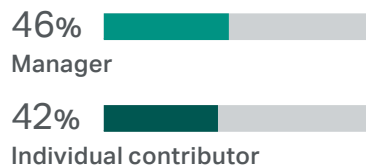
#### Gender



#### Age



#### Job Level



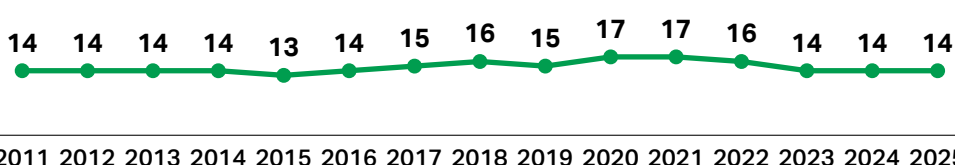
## Daily Anger

Did you experience the following feelings A LOT OF THE DAY yesterday? How about anger?

% YES

### Regional

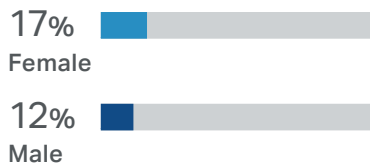
14%



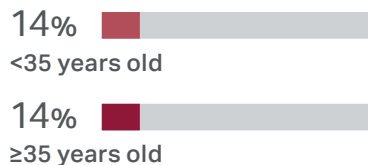
### Global

22%

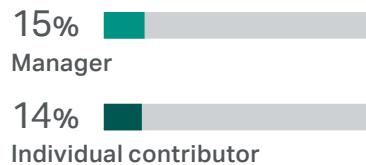
#### Gender



#### Age



#### Job Level





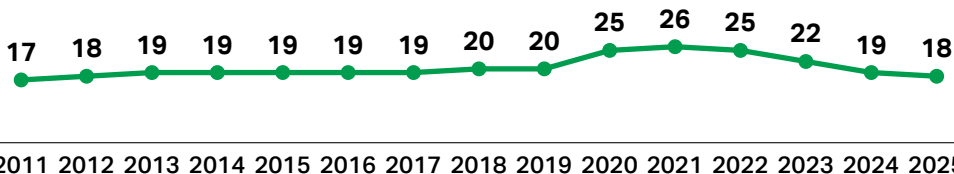
## Daily Sadness

Did you experience the following feelings A LOT OF THE DAY yesterday? How about sadness?

% YES

### Regional

18%



### Global

23%

#### Gender



#### Age



#### Job Level



## Daily Loneliness

Did you experience the following feelings A LOT OF THE DAY yesterday? How about loneliness?

% YES

### Regional

12%

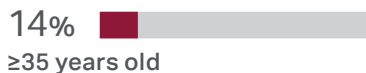
### Global

22%

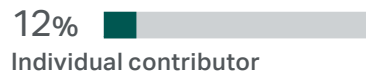
#### Gender



#### Age



#### Job Level





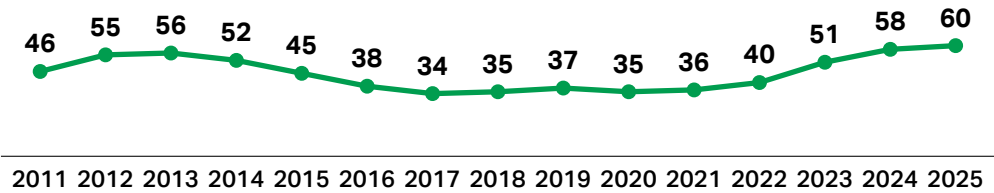
## Job Climate

Thinking about the job situation in the city or area where you live today, would you say that it is now a good time or a bad time to find a job?

% GOOD TIME

Regional

**60%**



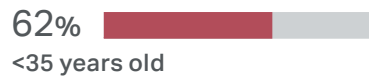
Global

**52%**

**Gender**



**Age**



**Job Level**



# Europe

Albania, Austria, Belgium, Bosnia and Herzegovina, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Kosovo, Latvia, Lithuania, Luxembourg, Malta, Montenegro, Netherlands, North Macedonia, Northern Cyprus (Territory of Republic of Cyprus), Norway, Poland, Portugal, Romania, Serbia, Slovakia, Slovenia, Spain, Sweden, Switzerland, United Kingdom



## REGIONAL SUMMARY

☐ Boxed numbers indicate the percentage-point change of the average from 2022, 2023 and 2024 with the average from 2023, 2024 and 2025. Loneliness percentage-point change data are not shown as there are not sufficient three-year rolling average data at the regional level.

### Employee Engagement

ENGAGED

**12%** ☐ -1

NOT ENGAGED

**73%** ☐ 0

ACTIVELY DISENGAGED

**15%** ☐ 0

### Life Evaluation

THRIVING

**49%** ☐ 2

STRUGGLING

**48%** ☐ 0

SUFFERING

**4%** ☐ -1

### Daily Emotions

Emotions experienced during a lot of the previous day

STRESS

**39%** ☐ 1

ANGER

**15%** ☐ 1

SADNESS

**17%** ☐ 0

LONELINESS

**13%**

### Job Market

JOB CLIMATE

Good time to find a job

**57%** ☐ 0

## TOP TAKEAWAYS

- 1 Europe continues to report the lowest engagement globally (12%).
- 2 Life evaluation improved modestly, with thriving rising to 49%.
- 3 Daily stress and anger remain below global averages.

Discover more global and regional insights on the state of the global workplace at [Gallup.com](https://www.gallup.com).



## Employee Engagement

Based on Gallup Q12 items; see "Appendix 3: Support Information" for item wording.

ENGAGED

NOT ENGAGED

ACTIVELY DISENGAGED

**Regional**

**12%**

**73%**

**15%**

**Global**

**20%**

**64%**

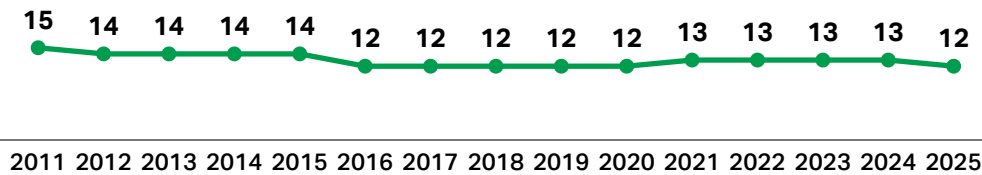
**16%**

## Engaged

% ENGAGED

**Regional**

**12%**



**Global**

**20%**

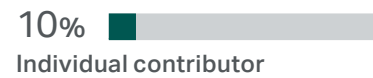
**Gender**



**Age**



**Job Level**





## Life Evaluation

Please imagine a ladder with steps numbered from zero at the bottom to 10 at the top. Suppose we say that the top of the ladder represents the best possible life for you, and the bottom of the ladder represents the worst possible life for you.

On which step of the ladder would you say you personally feel you stand at this time? (0-10)

Just your best guess, on which step do you think you will stand in the future, say about five years from now? (0-10)

THRIVING

STRUGGLING

SUFFERING

**Regional**

**49%**

**48%**

**4%**

**Global**

**34%**

**56%**

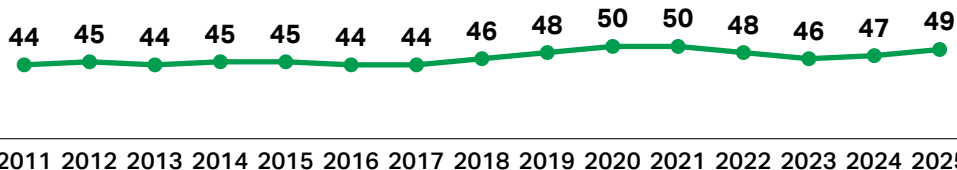
**9%**

## Thriving

% THRIVING

**Regional**

**49%**



**Global**

**34%**

**Gender**



**Age**



**Job Level**





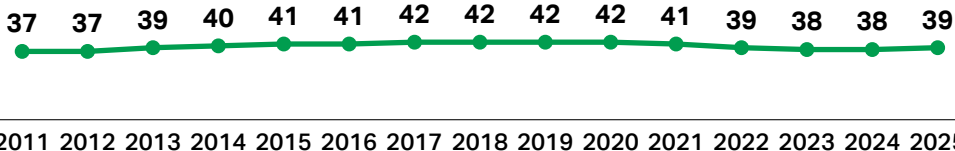
## Daily Stress

Did you experience the following feelings A LOT OF THE DAY yesterday? How about stress?

% YES

### Regional

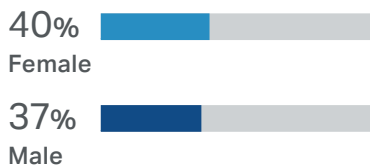
39%



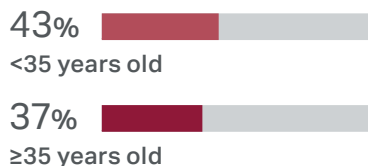
### Global

40%

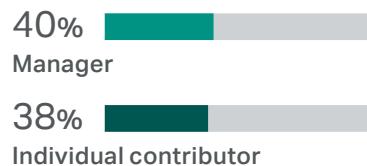
#### Gender



#### Age



#### Job Level



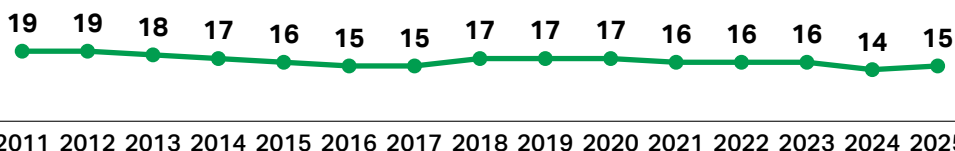
## Daily Anger

Did you experience the following feelings A LOT OF THE DAY yesterday? How about anger?

% YES

### Regional

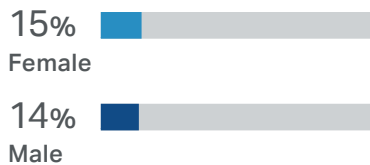
15%



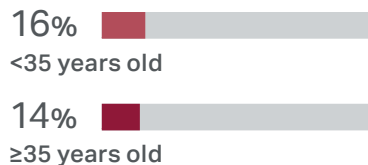
### Global

22%

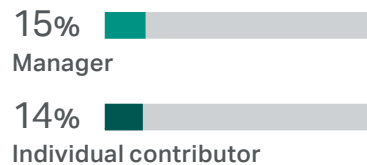
#### Gender



#### Age



#### Job Level





## Daily Sadness

Did you experience the following feelings A LOT OF THE DAY yesterday? How about sadness?

% YES

### Regional

17%

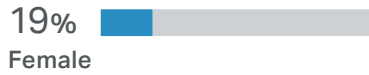


2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 2024 2025

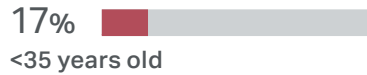
### Global

23%

#### Gender



#### Age



#### Job Level



## Daily Loneliness

Did you experience the following feelings A LOT OF THE DAY yesterday? How about loneliness?

% YES

### Regional

13%

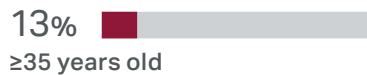
### Global

22%

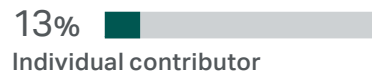
#### Gender



#### Age



#### Job Level





## Job Climate

Thinking about the job situation in the city or area where you live today, would you say that it is now a good time or a bad time to find a job?

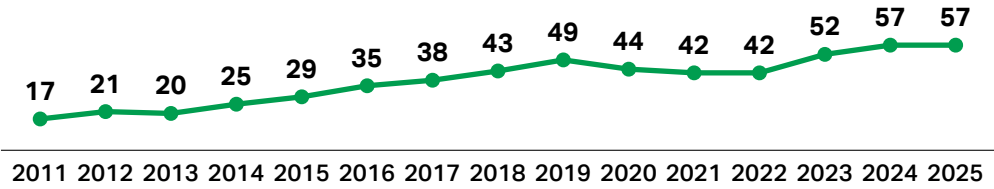
% GOOD TIME

Regional

**57%**

Global

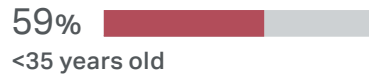
**52%**



### Gender



### Age



### Job Level



# Post-Soviet Eurasia

Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Republic of Moldova, Russian Federation, Tajikistan, Ukraine, Uzbekistan



## REGIONAL SUMMARY

☐ Boxed numbers indicate the percentage-point change of the average from 2022, 2023 and 2024 with the average from 2023, 2024 and 2025. Loneliness percentage-point change data are not shown as there are not sufficient three-year rolling average data at the regional level.

### Employee Engagement

ENGAGED

**25%** ☐ -1

NOT ENGAGED

**60%** ☐ 0

ACTIVELY DISENGAGED

**15%** ☐ 0

### Life Evaluation

THRIVING

**34%** ☐ 1

STRUGGLING

**57%** ☐ -2

SUFFERING

**9%** ☐ 1

### Daily Emotions

Emotions experienced during a lot of the previous day

STRESS

**21%** ☐ 0

ANGER

**14%** ☐ -1

SADNESS

**19%** ☐ -1

LONELINESS

**16%**

### Job Market

JOB CLIMATE

Good time to find a job

**57%** ☐ 4

## TOP TAKEAWAYS

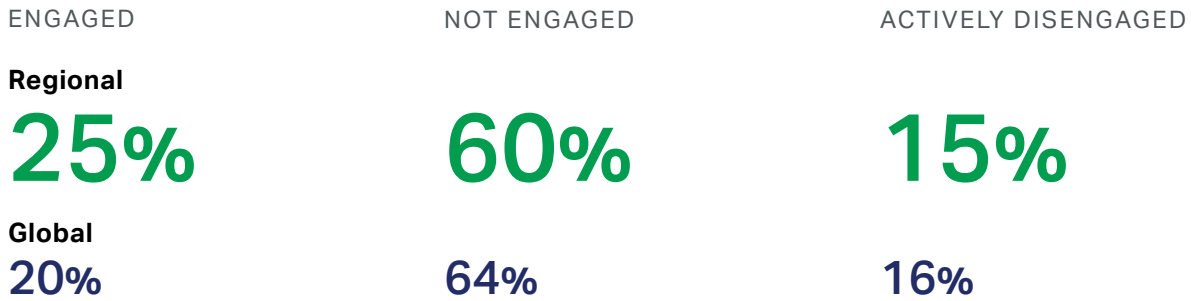
- 1 Daily stress remains the lowest of any region globally (21%).
- 2 Engagement exceeds the global average, despite a slight year-over-year dip.
- 3 Job market confidence improved, rising to 57%.

Discover more global and regional insights on the state of the global workplace at Gallup.com.



## Employee Engagement

Based on Gallup Q<sup>12</sup> items; see "Appendix 3: Support Information" for item wording.



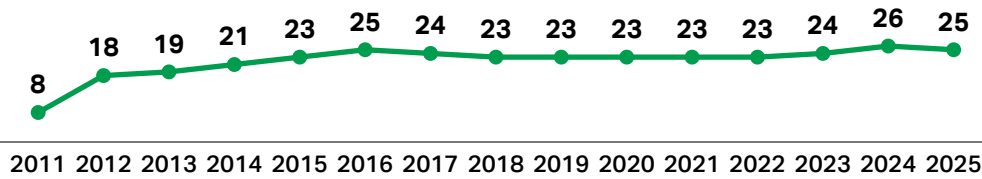
### Engaged

% ENGAGED

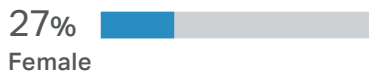
**Regional**

**25%**

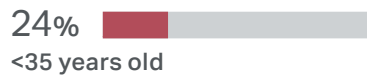
**Global**  
**20%**



**Gender**



**Age**



**Job Level**





## Life Evaluation

Please imagine a ladder with steps numbered from zero at the bottom to 10 at the top. Suppose we say that the top of the ladder represents the best possible life for you, and the bottom of the ladder represents the worst possible life for you.

On which step of the ladder would you say you personally feel you stand at this time? (0-10)

Just your best guess, on which step do you think you will stand in the future, say about five years from now? (0-10)

THRIVING

STRUGGLING

SUFFERING

**Regional**

**34%**

**57%**

**9%**

**Global**

**34%**

**56%**

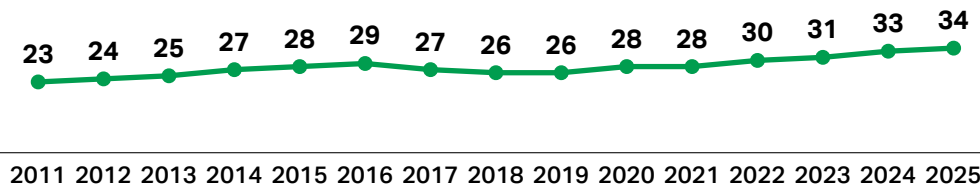
**9%**

## Thriving

% THRIVING

**Regional**

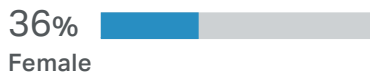
**34%**



**Global**

**34%**

**Gender**



**Age**



**Job Level**





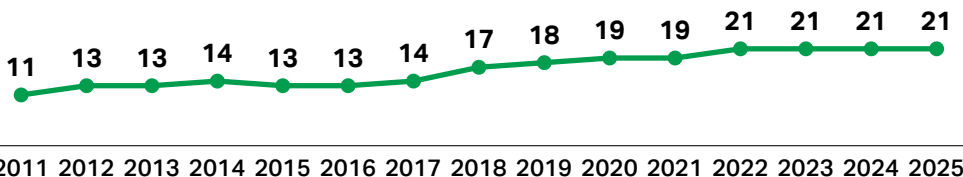
## Daily Stress

Did you experience the following feelings A LOT OF THE DAY yesterday? How about stress?

% YES

### Regional

21%



### Global

40%

#### Gender



#### Age



#### Job Level



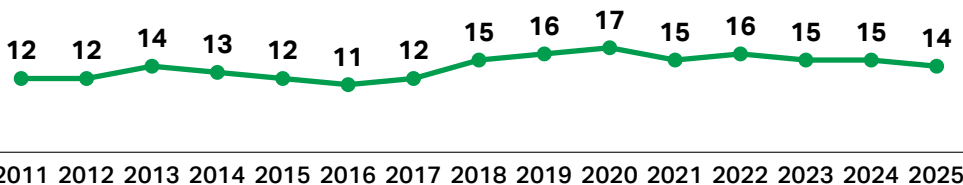
## Daily Anger

Did you experience the following feelings A LOT OF THE DAY yesterday? How about anger?

% YES

### Regional

14%



### Global

22%

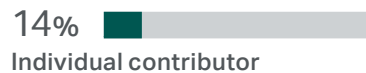
#### Gender



#### Age



#### Job Level





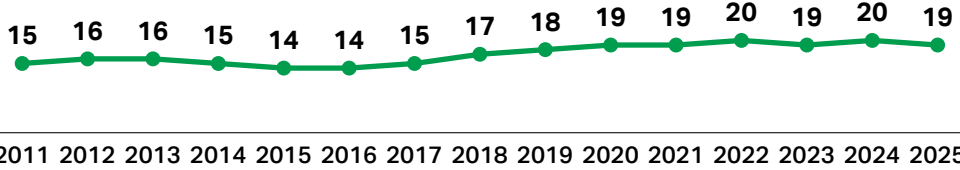
## Daily Sadness

Did you experience the following feelings A LOT OF THE DAY yesterday? How about sadness?

% YES

### Regional

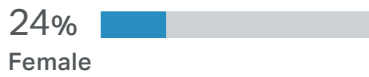
19%



### Global

23%

### Gender



### Age



### Job Level



## Daily Loneliness

Did you experience the following feelings A LOT OF THE DAY yesterday? How about loneliness?

% YES

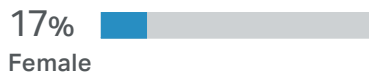
### Regional

16%

### Global

22%

### Gender



### Age



### Job Level





## Job Climate

Thinking about the job situation in the city or area where you live today, would you say that it is now a good time or a bad time to find a job?

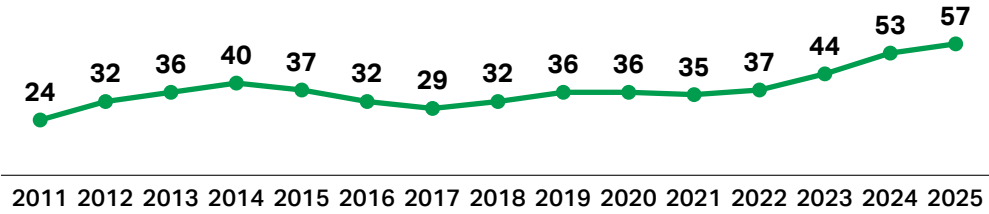
% GOOD TIME

Regional

**57%**

Global

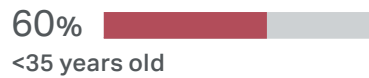
**52%**



Gender



Age

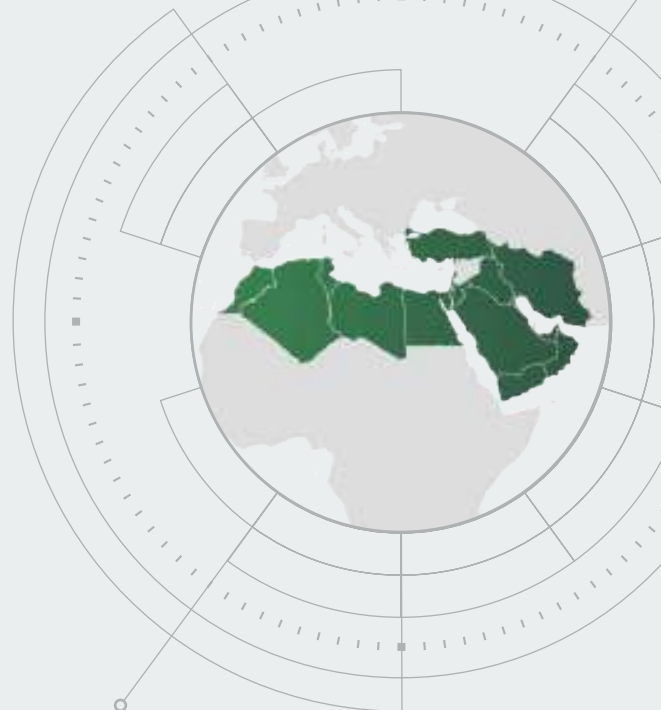


Job Level



# Middle East and North Africa

Algeria, Bahrain, Egypt, Iran, Iraq, Israel, Jordan, Kuwait, Lebanon, Libya, Morocco, Oman, Saudi Arabia, State of Palestine, Tunisia, Türkiye, United Arab Emirates, Yemen



## REGIONAL SUMMARY

☐ Boxed numbers indicate the percentage-point change of the average from 2022, 2023 and 2024 with the average from 2023, 2024 and 2025. Loneliness percentage-point change data are not shown as there are not sufficient three-year rolling average data at the regional level.

### Employee Engagement

ENGAGED

**14%** ☐ 0

NOT ENGAGED

**61%** ☐ -1

ACTIVELY DISENGAGED

**25%** ☐ 1

### Life Evaluation

THRIVING

**26%** ☐ 1

STRUGGLING

**61%** ☐ 0

SUFFERING

**13%** ☐ -1

### Daily Emotions

Emotions experienced during a lot of the previous day

STRESS

**48%** ☐ 0

ANGER

**30%** ☐ -1

SADNESS

**26%** ☐ 0

LONELINESS

**22%**

### Job Market

JOB CLIMATE

Good time to find a job

**36%** ☐ 2

## TOP TAKEAWAYS

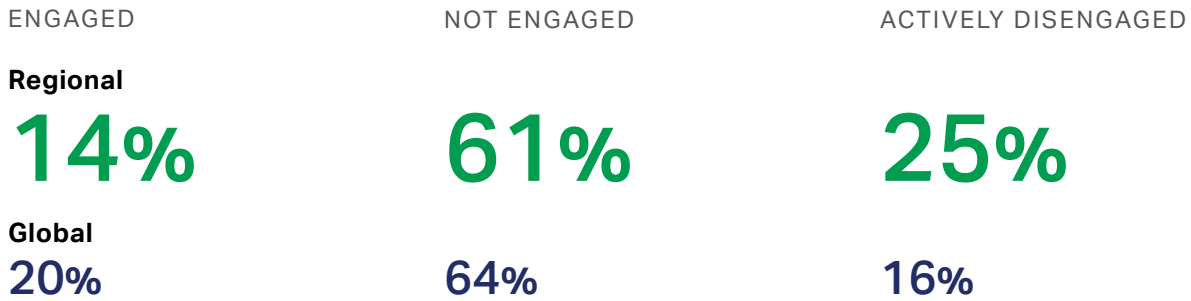
- 1 Engagement remains among the lowest globally (14%), ranked second to last.
- 2 Daily anger continues to rank among the highest worldwide (30%).
- 3 Job market perceptions remain the weakest globally, with only 36% saying it is a good time to find a job.

Discover more global and regional insights on the state of the global workplace at Gallup.com.



## Employee Engagement

Based on Gallup Q<sup>12</sup> items; see "Appendix 3: Support Information" for item wording.

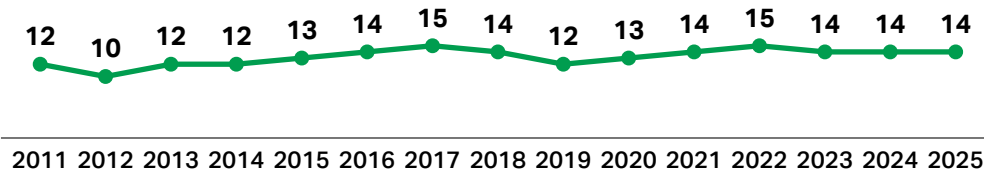


### Engaged

% ENGAGED

**Regional**

**14%**



**Global**

**20%**

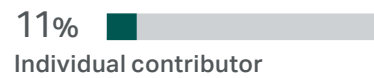
**Gender**



**Age**



**Job Level**





## Life Evaluation

Please imagine a ladder with steps numbered from zero at the bottom to 10 at the top. Suppose we say that the top of the ladder represents the best possible life for you, and the bottom of the ladder represents the worst possible life for you.

On which step of the ladder would you say you personally feel you stand at this time? (0-10)

Just your best guess, on which step do you think you will stand in the future, say about five years from now? (0-10)

THRIVING

STRUGGLING

SUFFERING

Regional

26%

61%

13%

Global

34%

56%

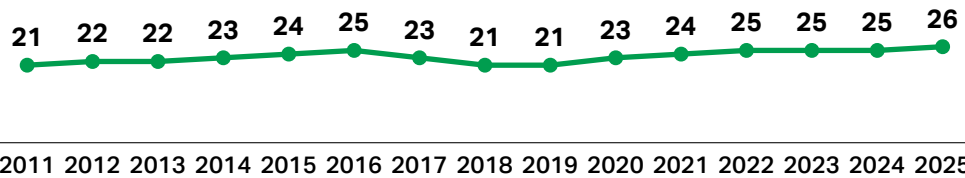
9%

## Thriving

% THRIVING

Regional

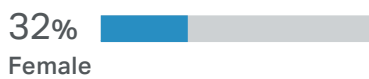
26%



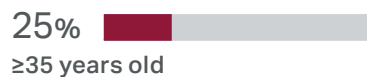
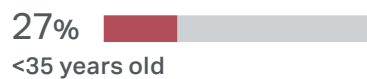
Global

34%

Gender



Age



Job Level





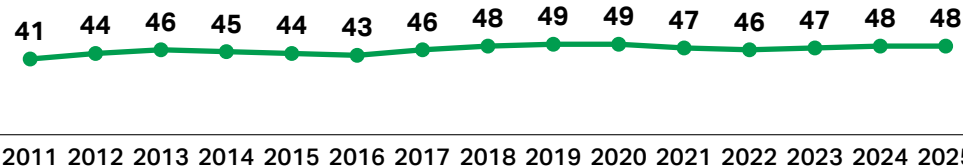
## Daily Stress

Did you experience the following feelings A LOT OF THE DAY yesterday? How about stress?

% YES

### Regional

**48%**



### Global

**40%**

#### Gender



#### Age



#### Job Level



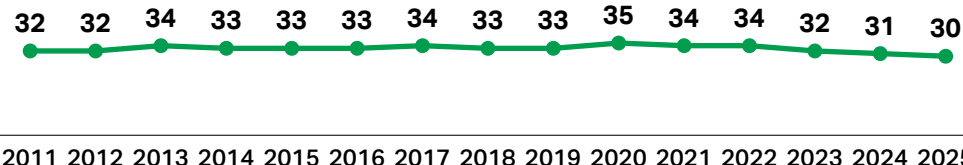
## Daily Anger

Did you experience the following feelings A LOT OF THE DAY yesterday? How about anger?

% YES

### Regional

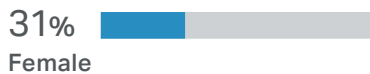
**30%**



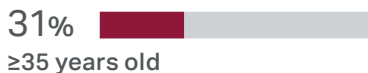
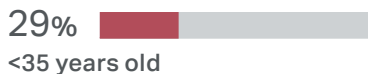
### Global

**22%**

#### Gender



#### Age



#### Job Level





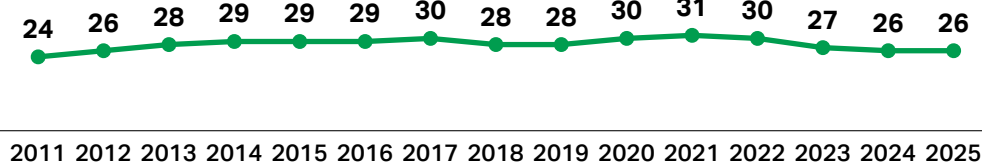
## Daily Sadness

Did you experience the following feelings A LOT OF THE DAY yesterday? How about sadness?

% YES

Regional

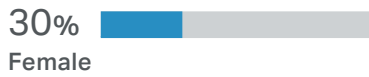
26%



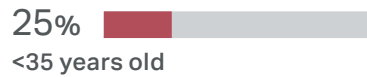
Global

23%

Gender



Age



Job Level



## Daily Loneliness

Did you experience the following feelings A LOT OF THE DAY yesterday? How about loneliness?

% YES

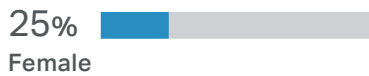
Regional

22%

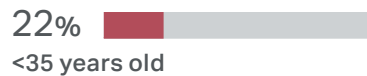
Global

22%

Gender



Age



Job Level





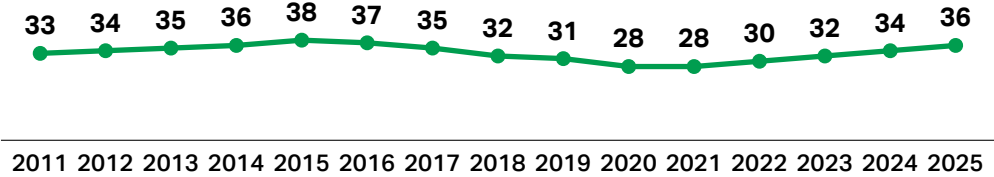
## Job Climate

Thinking about the job situation in the city or area where you live today, would you say that it is now a good time or a bad time to find a job?

% GOOD TIME

Regional

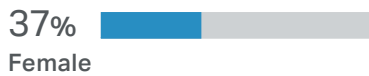
**36%**



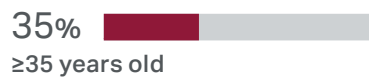
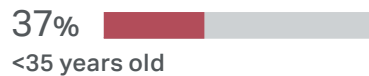
Global

**52%**

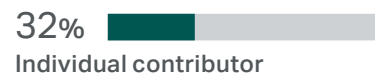
**Gender**



**Age**



**Job Level**



# Sub-Saharan Africa

Benin, Botswana, Burkina Faso, Cameroon, Chad, Comoros, Côte d'Ivoire, Democratic Republic of the Congo, Eswatini, Ethiopia, Gabon, Gambia, Ghana, Guinea, Kenya, Lesotho, Liberia, Madagascar, Malawi, Mali, Mauritania, Mauritius, Mozambique, Namibia, Niger, Nigeria, Republic of the Congo, Rwanda, Senegal, Sierra Leone, Somalia, South Africa, Tanzania, Togo, Uganda, Zambia, Zimbabwe



## REGIONAL SUMMARY

Boxed numbers indicate the percentage-point change of the average from 2022, 2023 and 2024 with the average from 2023, 2024 and 2025. Loneliness percentage-point change data are not shown as there are not sufficient three-year rolling average data at the regional level.

### Employee Engagement

ENGAGED  
**19%**

NOT ENGAGED  
**63%**

ACTIVELY DISENGAGED  
**18%**

### Life Evaluation

THRIVING  
**18%**

STRUGGLING  
**73%**

SUFFERING  
**9%**

### Daily Emotions

Emotions experienced during a lot of the previous day

STRESS  
**46%**

ANGER  
**25%**

SADNESS  
**28%**

LONELINESS  
**28%**

### Job Market

JOB CLIMATE  
Good time to find a job  
**50%**

## TOP TAKEAWAYS

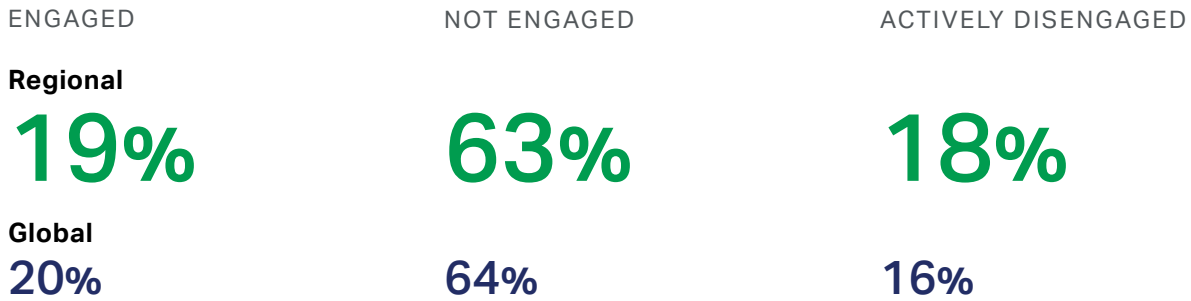
- 1 Thriving remains among the lowest globally (18%).
- 2 Loneliness remains among the highest worldwide, with 28% reporting daily loneliness.
- 3 Emotional strain remains elevated, though stress, anger and sadness edged slightly downward year over year.

Discover more global and regional insights on the state of the global workplace at Gallup.com.



## Employee Engagement

Based on Gallup Q12 items; see "Appendix 3: Support Information" for item wording.

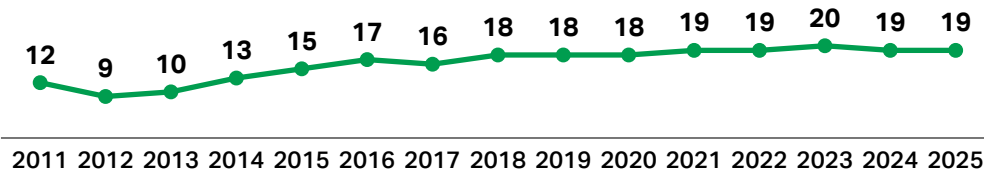


### Engaged

% ENGAGED

**Regional**

**19%**



**Global**

**20%**

**Gender**



**Age**



**Job Level**





## Life Evaluation

Please imagine a ladder with steps numbered from zero at the bottom to 10 at the top. Suppose we say that the top of the ladder represents the best possible life for you, and the bottom of the ladder represents the worst possible life for you.

On which step of the ladder would you say you personally feel you stand at this time? (0-10)

Just your best guess, on which step do you think you will stand in the future, say about five years from now? (0-10)

THRIVING

STRUGGLING

SUFFERING

Regional

18%

73%

9%

Global

34%

56%

9%

## Thriving

% THRIVING

Regional

18%



Global

34%

2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 2024 2025

Gender



Age



Job Level





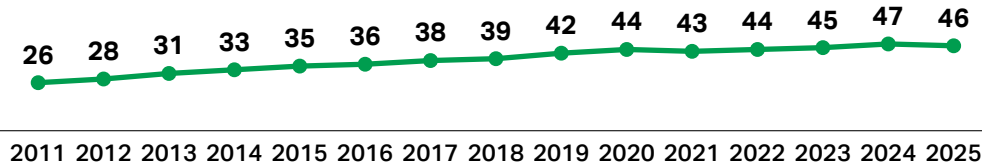
## Daily Stress

Did you experience the following feelings A LOT OF THE DAY yesterday? How about stress?

% YES

Regional

46%



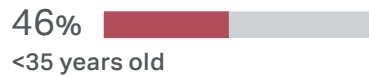
Global

40%

Gender



Age



Job Level



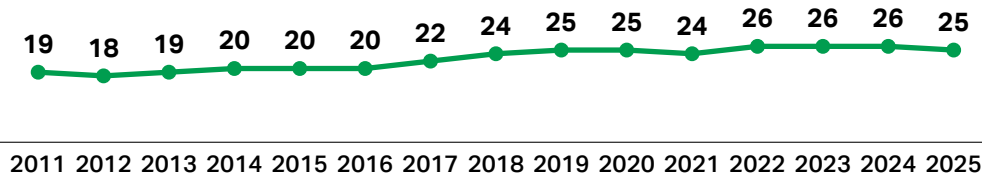
## Daily Anger

Did you experience the following feelings A LOT OF THE DAY yesterday? How about anger?

% YES

Regional

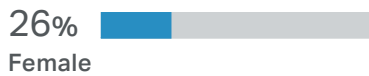
25%



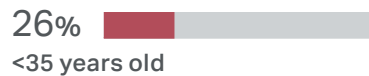
Global

22%

Gender



Age



Job Level





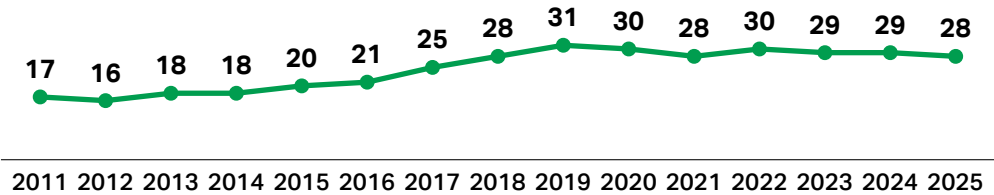
## Daily Sadness

Did you experience the following feelings A LOT OF THE DAY yesterday? How about sadness?

% YES

Regional

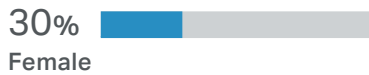
**28%**



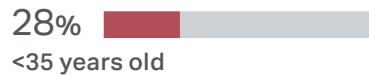
Global

**23%**

**Gender**



**Age**



**Job Level**



## Daily Loneliness

Did you experience the following feelings A LOT OF THE DAY yesterday? How about loneliness?

% YES

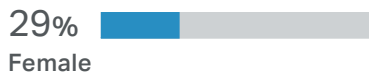
Regional

**28%**

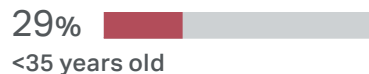
Global

**22%**

**Gender**



**Age**



**Job Level**





## Job Climate

Thinking about the job situation in the city or area where you live today, would you say that it is now a good time or a bad time to find a job?

% GOOD TIME

Regional

**50%**



2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 2024 2025

Global

**52%**

**Gender**



Female



Male

**Age**



<35 years old



≥35 years old

**Job Level**



Manager



Individual contributor

# East Asia

China, Hong Kong (S.A.R. of China), Japan, Mongolia, South Korea, Taiwan (Province of China)



## REGIONAL SUMMARY

☐ Boxed numbers indicate the percentage-point change of the average from 2022, 2023 and 2024 with the average from 2023, 2024 and 2025. Loneliness percentage-point change data are not shown as there are not sufficient three-year rolling average data at the regional level.

### Employee Engagement

ENGAGED

**18%** ☐ 0

NOT ENGAGED

**66%** ☐ 1

ACTIVELY DISENGAGED

**16%** ☐ -1

### Life Evaluation

THRIVING

**32%** ☐ -2

STRUGGLING

**62%** ☐ 2

SUFFERING

**6%** ☐ 0

### Daily Emotions

Emotions experienced during a lot of the previous day

STRESS

**46%** ☐ -2

ANGER

**20%** ☐ 3

SADNESS

**17%** ☐ 3

LONELINESS

**23%**

### Job Market

JOB CLIMATE

Good time to find a job

**58%** ☐ 7

## TOP TAKEAWAYS

- 1 Loneliness now ranks among the highest globally (23%).
- 2 Thriving sits below the global average, declining to 32%.
- 3 Job market confidence improved significantly, rising to 58% — showing the highest gains for any region.

Discover more global and regional insights on the state of the global workplace at [Gallup.com](https://www.gallup.com).



## Employee Engagement

Based on Gallup Q12 items; see "Appendix 3: Support Information" for item wording.

ENGAGED

NOT ENGAGED

ACTIVELY DISENGAGED

Regional

18%

66%

16%

Global

20%

64%

16%

### Engaged

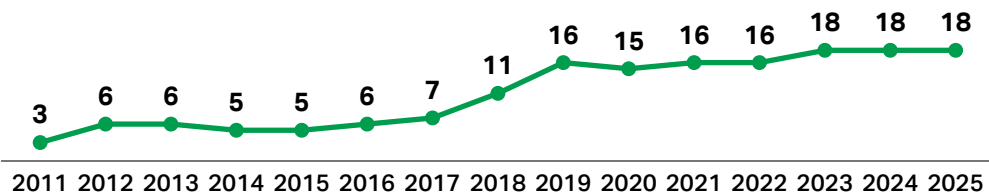
% ENGAGED

Regional

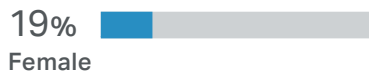
18%

Global

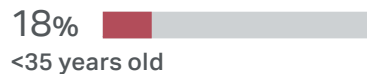
20%



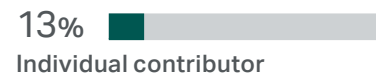
Gender



Age



Job Level





## Life Evaluation

Please imagine a ladder with steps numbered from zero at the bottom to 10 at the top. Suppose we say that the top of the ladder represents the best possible life for you, and the bottom of the ladder represents the worst possible life for you.

On which step of the ladder would you say you personally feel you stand at this time? (0-10)

Just your best guess, on which step do you think you will stand in the future, say about five years from now? (0-10)

THRIVING

STRUGGLING

SUFFERING

Regional

32%

62%

6%

Global

34%

56%

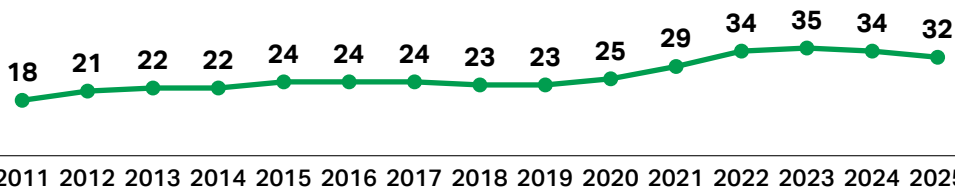
9%

## Thriving

% THRIVING

Regional

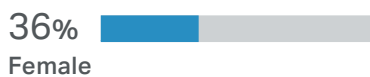
32%



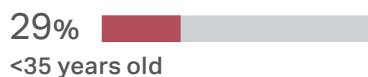
Global

34%

Gender



Age



Job Level





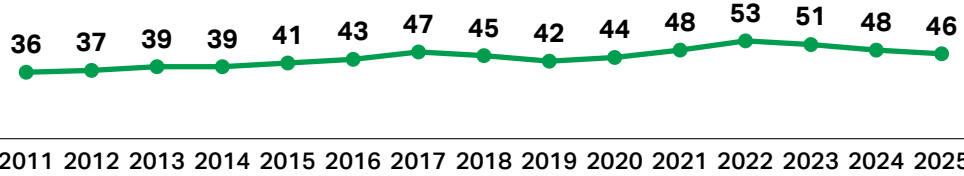
## Daily Stress

Did you experience the following feelings A LOT OF THE DAY yesterday? How about stress?

% YES

Regional

46%



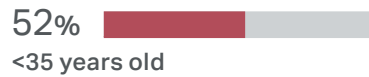
Global

40%

Gender



Age



Job Level



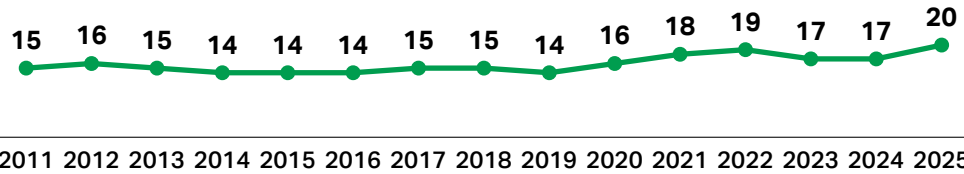
## Daily Anger

Did you experience the following feelings A LOT OF THE DAY yesterday? How about anger?

% YES

Regional

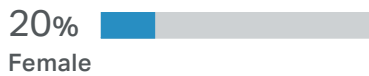
20%



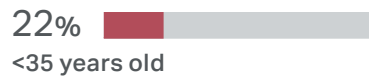
Global

22%

Gender



Age



Job Level





## Daily Sadness

Did you experience the following feelings A LOT OF THE DAY yesterday? How about sadness?

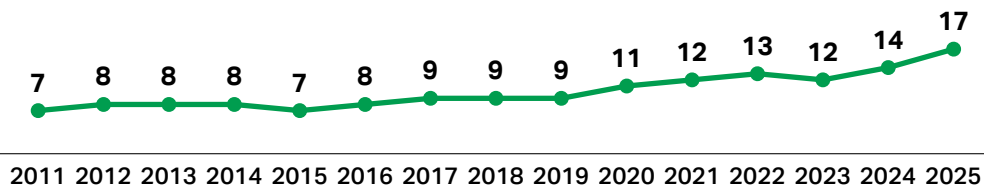
% YES

### Regional

17%

### Global

23%



### Gender



### Age



### Job Level



## Daily Loneliness

Did you experience the following feelings A LOT OF THE DAY yesterday? How about loneliness?

% YES

### Regional

23%

### Global

22%

### Gender



### Age



### Job Level





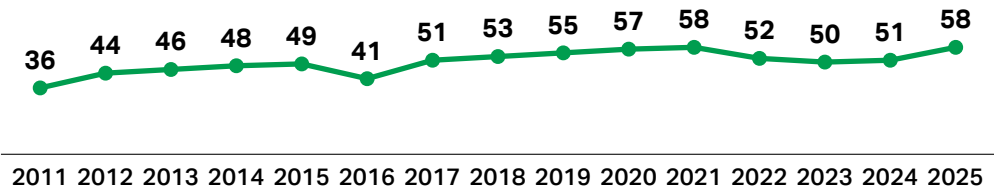
## Job Climate

Thinking about the job situation in the city or area where you live today, would you say that it is now a good time or a bad time to find a job?

% GOOD TIME

Regional

**58%**



Global

**52%**

Gender



Age

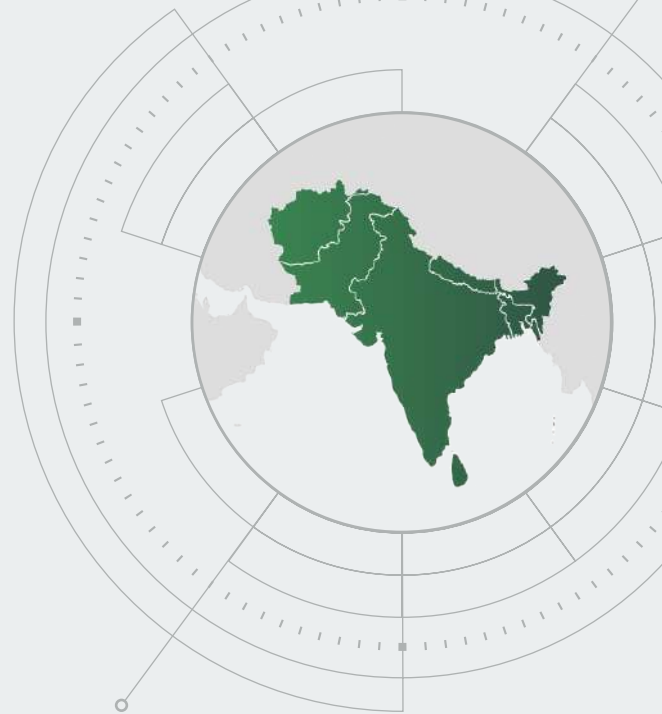


Job Level



# South Asia

Afghanistan, Bangladesh, India, Nepal, Pakistan, Sri Lanka



## REGIONAL SUMMARY

☐ Boxed numbers indicate the percentage-point change of the average from 2022, 2023 and 2024 with the average from 2023, 2024 and 2025. Loneliness percentage-point change data are not shown as there are not sufficient three-year rolling average data at the regional level.

### Employee Engagement

ENGAGED

**21%** ☐ -5

NOT ENGAGED

**59%** ☐ 6

ACTIVELY DISENGAGED

**20%** ☐ 0

### Life Evaluation

THRIVING

**16%** ☐ 1

STRUGGLING

**62%** ☐ -1

SUFFERING

**22%** ☐ 1

### Daily Emotions

Emotions experienced during a lot of the previous day

STRESS

**30%** ☐ -1

ANGER

**31%** ☐ -3

SADNESS

**36%** ☐ -3

LONELINESS

**28%**

### Job Market

JOB CLIMATE

Good time to find a job

**48%** ☐ -2

## TOP TAKEAWAYS

- 1 Thriving remains the lowest of any region globally (16%).
- 2 Daily sadness continues to rank highest worldwide (36%), despite a slight decline.
- 3 Engagement fell sharply year over year, dropping to 21%.

Discover more global and regional insights on the state of the global workplace at [Gallup.com](https://www.gallup.com).



## Employee Engagement

Based on Gallup Q12 items; see "Appendix 3: Support Information" for item wording.

ENGAGED

NOT ENGAGED

ACTIVELY DISENGAGED

Regional

21%

59%

20%

Global

20%

64%

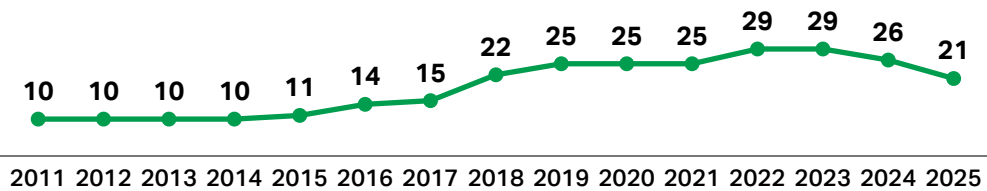
16%

### Engaged

% ENGAGED

Regional

21%



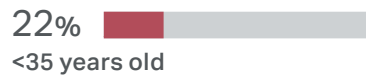
Global

20%

Gender



Age



Job Level





## Life Evaluation

Please imagine a ladder with steps numbered from zero at the bottom to 10 at the top. Suppose we say that the top of the ladder represents the best possible life for you, and the bottom of the ladder represents the worst possible life for you.

On which step of the ladder would you say you personally feel you stand at this time? (0-10)

Just your best guess, on which step do you think you will stand in the future, say about five years from now? (0-10)

THRIVING

STRUGGLING

SUFFERING

Regional

16%

62%

22%

Global

34%

56%

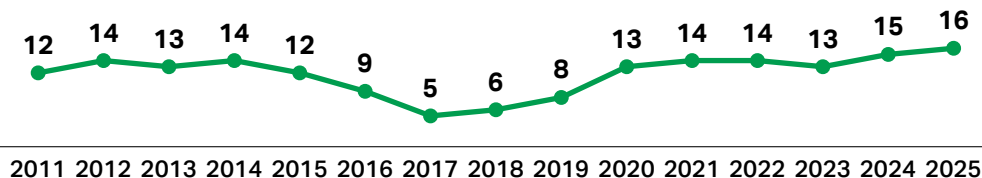
9%

## Thriving

% THRIVING

Regional

16%



Global

34%

Gender

16%

Female

Age

16%

<35 years old

Job Level

18%

Manager

16%

Male

15%

≥35 years old

14%

Individual contributor



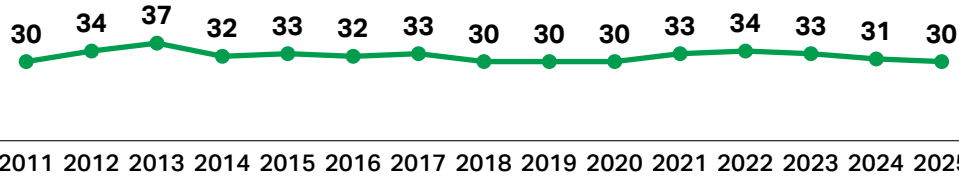
## Daily Stress

Did you experience the following feelings A LOT OF THE DAY yesterday? How about stress?

% YES

Regional

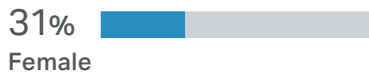
30%



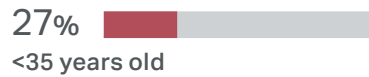
Global

40%

Gender



Age



Job Level



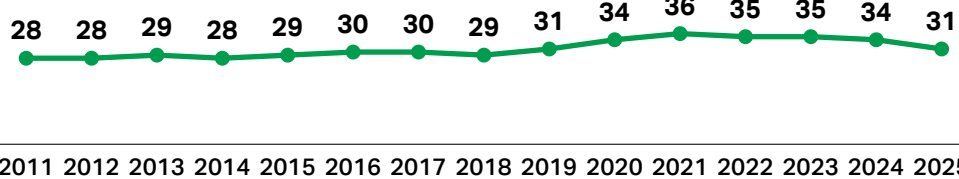
## Daily Anger

Did you experience the following feelings A LOT OF THE DAY yesterday? How about anger?

% YES

Regional

31%



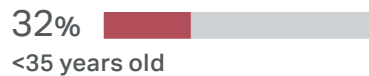
Global

22%

Gender



Age



Job Level





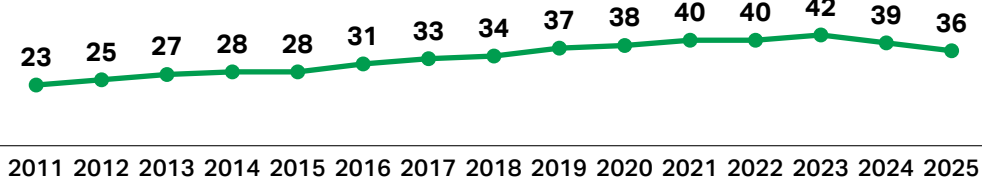
## Daily Sadness

Did you experience the following feelings A LOT OF THE DAY yesterday? How about sadness?

% YES

Regional

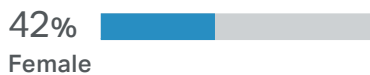
36%



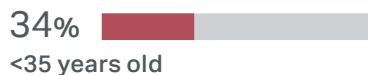
Global

23%

Gender



Age



Job Level



## Daily Loneliness

Did you experience the following feelings A LOT OF THE DAY yesterday? How about loneliness?

% YES

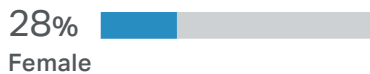
Regional

28%

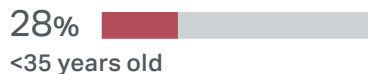
Global

22%

Gender



Age



Job Level





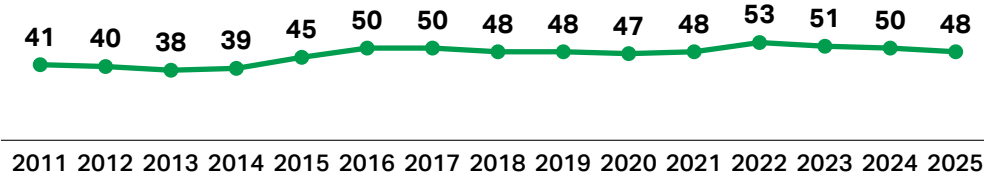
## Job Climate

Thinking about the job situation in the city or area where you live today, would you say that it is now a good time or a bad time to find a job?

% GOOD TIME

Regional

**48%**



Global

**52%**

**Gender**



**Age**



**Job Level**



# Southeast Asia

Cambodia, Indonesia, Laos, Malaysia, Myanmar, Philippines, Singapore, Thailand, Vietnam



## REGIONAL SUMMARY

☐ Boxed numbers indicate the percentage-point change of the average from 2022, 2023 and 2024 with the average from 2023, 2024 and 2025. Loneliness percentage-point change data are not shown as there are not sufficient three-year rolling average data at the regional level.

### Employee Engagement

ENGAGED

**25%** ☐ -1

NOT ENGAGED

**67%** ☐ 0

ACTIVELY DISENGAGED

**8%** ☐ 0

### Life Evaluation

THRIVING

**36%** ☐ 0

STRUGGLING

**59%** ☐ -1

SUFFERING

**5%** ☐ 0

### Daily Emotions

Emotions experienced during a lot of the previous day

STRESS

**25%** ☐ 0

ANGER

**19%** ☐ 0

SADNESS

**21%** ☐ -1

LONELINESS

**19%**

### Job Market

JOB CLIMATE

Good time to find a job

**64%** ☐ 1

## TOP TAKEAWAYS

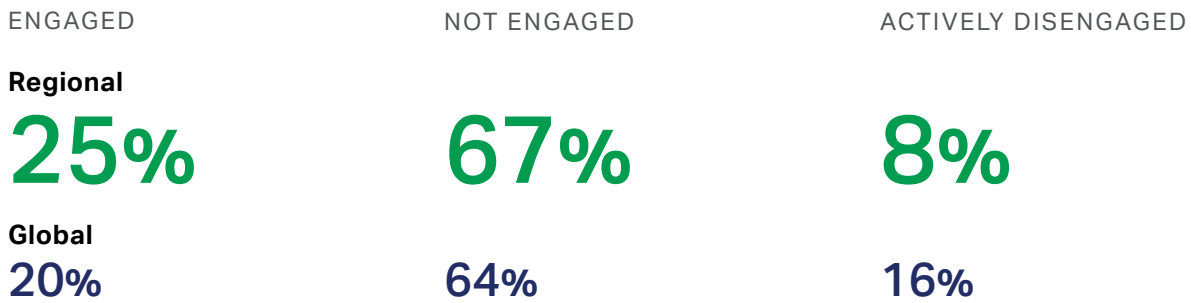
- 1 Job market confidence ranks among the highest globally (64%).
- 2 Daily stress remains among the lowest worldwide (25%).
- 3 Engagement remains above the global average, holding steady at 25%.

*Discover more global and regional insights on the state of the global workplace at Gallup.com.*



## Employee Engagement

Based on Gallup Q<sup>12</sup> items; see "Appendix 3: Support Information" for item wording.

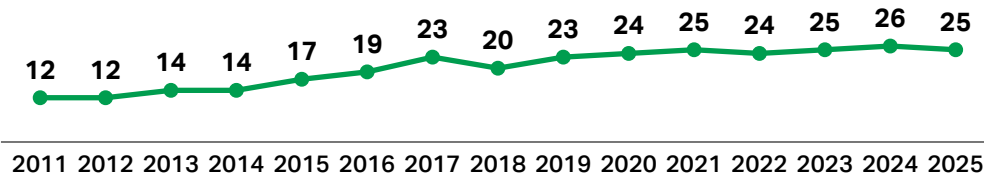


### Engaged

% ENGAGED

**Regional**

**25%**



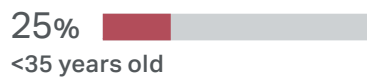
**Global**

**20%**

**Gender**



**Age**



**Job Level**





## Life Evaluation

Please imagine a ladder with steps numbered from zero at the bottom to 10 at the top. Suppose we say that the top of the ladder represents the best possible life for you, and the bottom of the ladder represents the worst possible life for you.

On which step of the ladder would you say you personally feel you stand at this time? (0-10)

Just your best guess, on which step do you think you will stand in the future, say about five years from now? (0-10)

THRIVING

STRUGGLING

SUFFERING

**Regional**

**36%**

**59%**

**5%**

**Global**

**34%**

**56%**

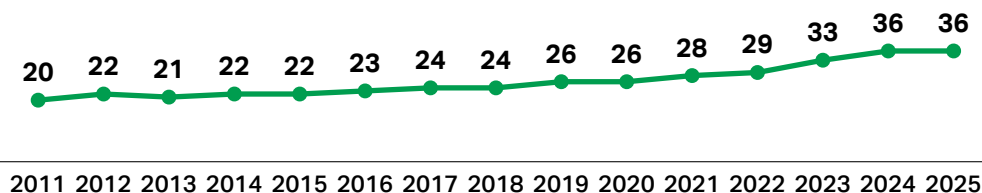
**9%**

## Thriving

% THRIVING

**Regional**

**36%**



**Global**

**34%**

**Gender**



**Age**



**Job Level**





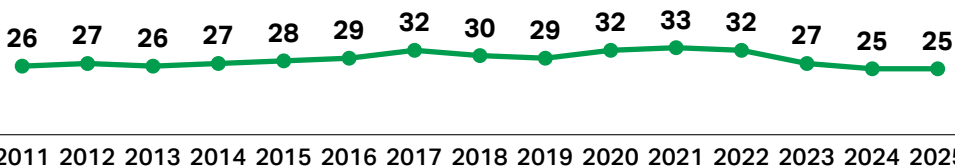
## Daily Stress

Did you experience the following feelings A LOT OF THE DAY yesterday? How about stress?

% YES

Regional

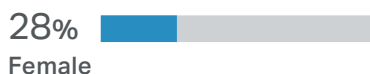
25%



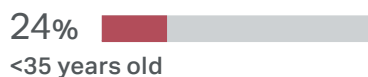
Global

40%

Gender



Age



Job Level



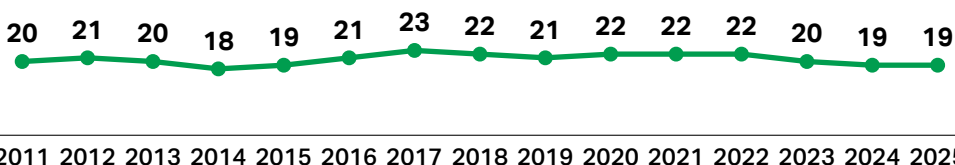
## Daily Anger

Did you experience the following feelings A LOT OF THE DAY yesterday? How about anger?

% YES

Regional

19%



Global

22%

Gender



Age



Job Level





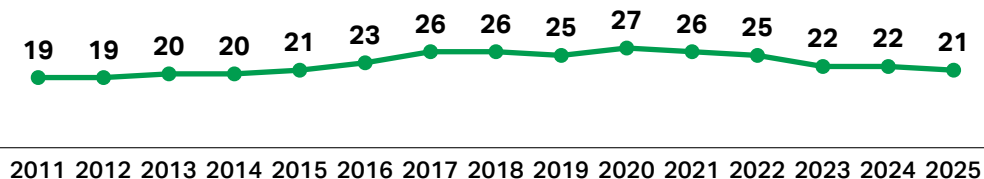
## Daily Sadness

Did you experience the following feelings A LOT OF THE DAY yesterday? How about sadness?

% YES

Regional

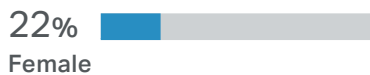
21%



Global

23%

Gender



Age



Job Level



## Daily Loneliness

Did you experience the following feelings A LOT OF THE DAY yesterday? How about loneliness?

% YES

Regional

19%

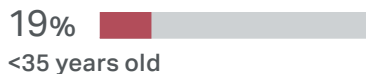
Global

22%

Gender



Age



Job Level





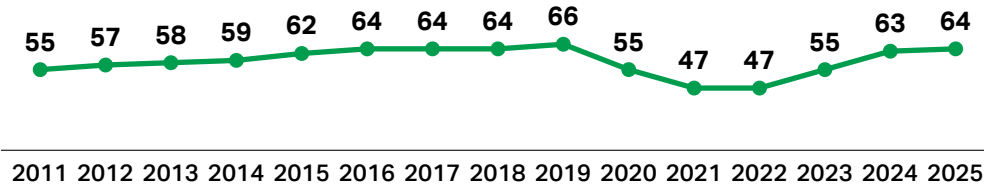
## Job Climate

Thinking about the job situation in the city or area where you live today, would you say that it is now a good time or a bad time to find a job?

% GOOD TIME

Regional

**64%**



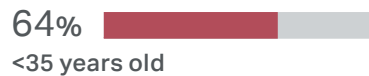
Global

**52%**

**Gender**



**Age**



**Job Level**



# Australia and New Zealand

Australia, New Zealand



## REGIONAL SUMMARY

☐ Boxed numbers indicate the percentage-point change of the average from 2022, 2023 and 2024 with the average from 2023, 2024 and 2025. Loneliness percentage-point change data are not shown as there are not sufficient three-year rolling average data at the regional level.

### Employee Engagement

ENGAGED  
**21%** ☐ -2

NOT ENGAGED  
**66%** ☐ 1

ACTIVELY DISENGAGED  
**13%** ☐ 1

### Life Evaluation

THRIVING  
**55%** ☐ -1

STRUGGLING  
**42%** ☐ 1

SUFFERING  
**3%** ☐ 0

### Daily Emotions

Emotions experienced during a lot of the previous day

STRESS  
**49%** ☐ 0

ANGER  
**14%** ☐ -1

SADNESS  
**21%** ☐ 1

LONELINESS  
**14%**

### Job Market

JOB CLIMATE  
 Good time to find a job  
**60%** ☐ -12

## TOP TAKEAWAYS

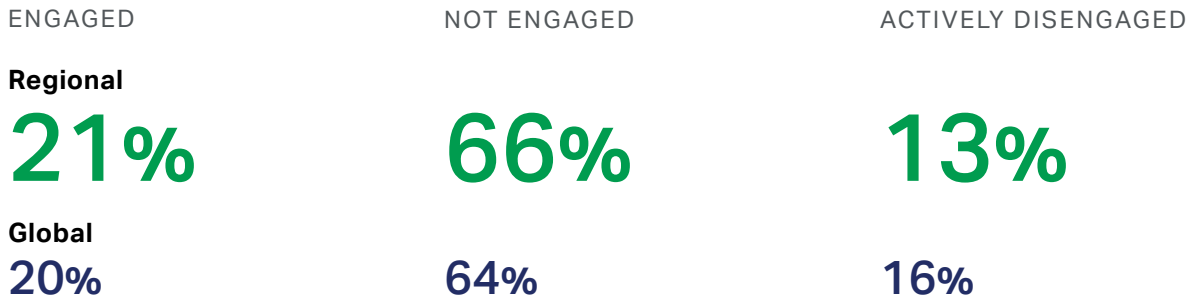
- 1 Thriving remains among the highest globally (55%), despite a slight decline.
- 2 Job market optimism dropped sharply year over year, falling to 60%, though still the second-highest globally.
- 3 Engagement declined modestly, now aligning with the global average (21%).

Discover more global and regional insights on the state of the global workplace at [Gallup.com](https://www.gallup.com).



## Employee Engagement

Based on Gallup Q12 items; see "Appendix 3: Support Information" for item wording.

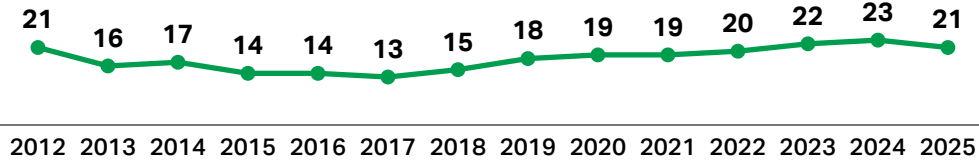


### Engaged

% ENGAGED

**Regional**

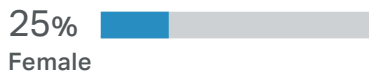
**21%**



**Global**

**20%**

#### Gender



#### Age



#### Job Level





## Life Evaluation

Please imagine a ladder with steps numbered from zero at the bottom to 10 at the top. Suppose we say that the top of the ladder represents the best possible life for you, and the bottom of the ladder represents the worst possible life for you.

On which step of the ladder would you say you personally feel you stand at this time? (0-10)

Just your best guess, on which step do you think you will stand in the future, say about five years from now? (0-10)

THRIVING

STRUGGLING

SUFFERING

**Regional**

**55%**

**42%**

**3%**

**Global**

**34%**

**56%**

**9%**

## Thriving

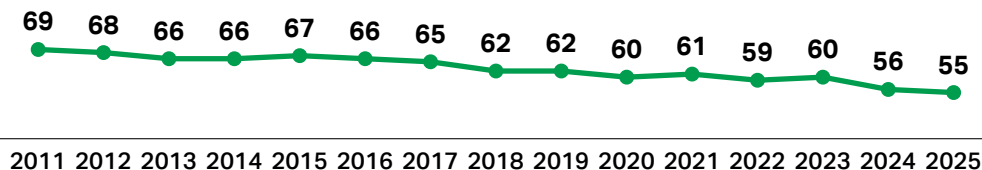
% THRIVING

**Regional**

**55%**

**Global**

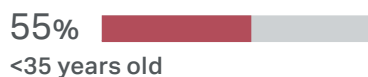
**34%**



**Gender**



**Age**



**Job Level**





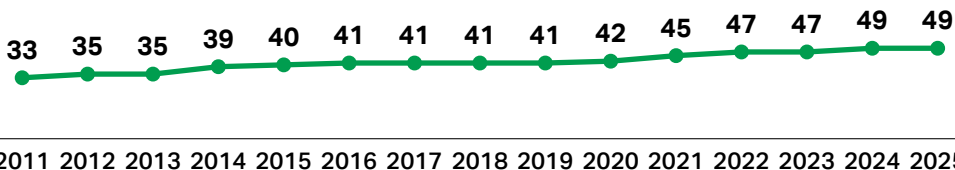
## Daily Stress

Did you experience the following feelings A LOT OF THE DAY yesterday? How about stress?

% YES

### Regional

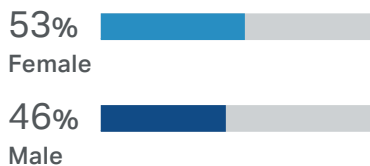
49%



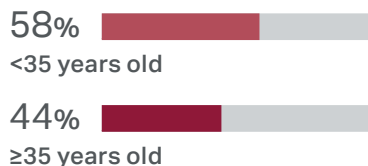
### Global

40%

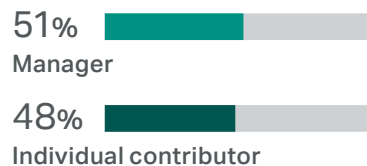
#### Gender



#### Age



#### Job Level



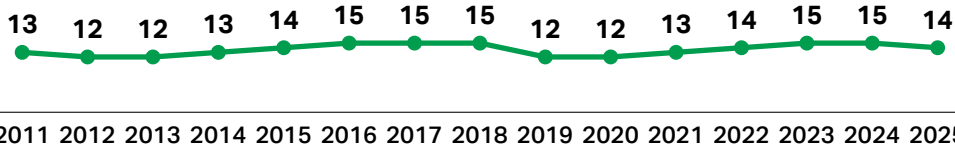
## Daily Anger

Did you experience the following feelings A LOT OF THE DAY yesterday? How about anger?

% YES

### Regional

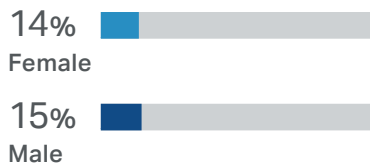
14%



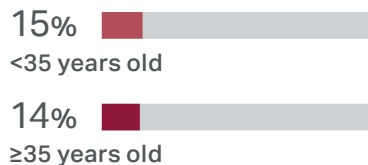
### Global

22%

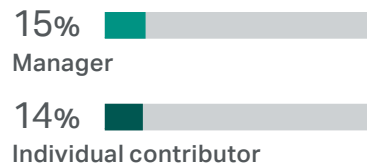
#### Gender



#### Age



#### Job Level





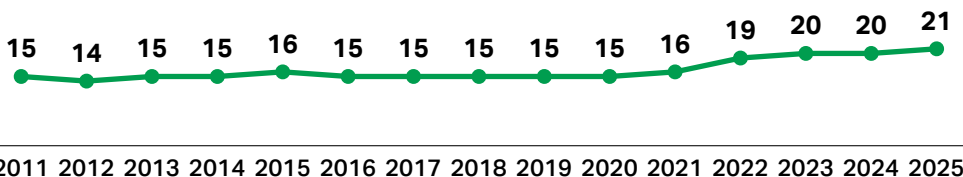
## Daily Sadness

Did you experience the following feelings A LOT OF THE DAY yesterday? How about sadness?

% YES

### Regional

21%



### Global

23%

#### Gender



#### Age



#### Job Level



## Daily Loneliness

Did you experience the following feelings A LOT OF THE DAY yesterday? How about loneliness?

% YES

### Regional

14%

### Global

22%

#### Gender



#### Age



#### Job Level





## Job Climate

Thinking about the job situation in the city or area where you live today, would you say that it is now a good time or a bad time to find a job?

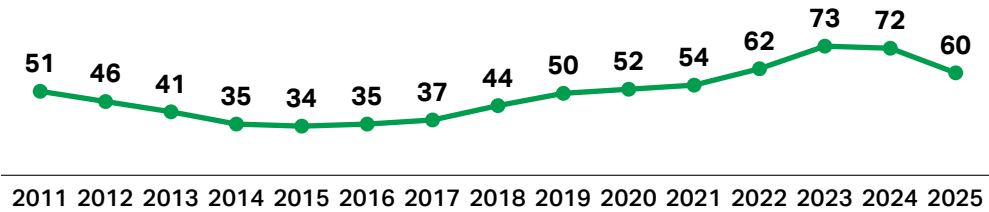
% GOOD TIME

Regional

**60%**

Global

**52%**



### Gender



### Age



### Job Level



# Appendix 1: Country/Territory by Region Data

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Country-specific findings in “Appendix 1: Country/Territory by Region Data” are based on data aggregated from three years of polling. For example, data reported for 2025 are aggregated from 2023, 2024 and 2025. Years with missing data indicate either an insufficient n Size or that results were not collected in a survey year. Loneliness data prior to 2025 are not shown as there are not sufficient three-year rolling average data at the country level. To view full item wording, see [Appendix 3: Support Information](#).

United States and Canada

Sub-Saharan Africa

Latin America and the Caribbean

East Asia

Europe

South Asia

Post-Soviet Eurasia

Southeast Asia

Middle East and North Africa

Australia and New Zealand



**COUNTRY/TERRITORY TREND LINES FOR**

# United States and Canada

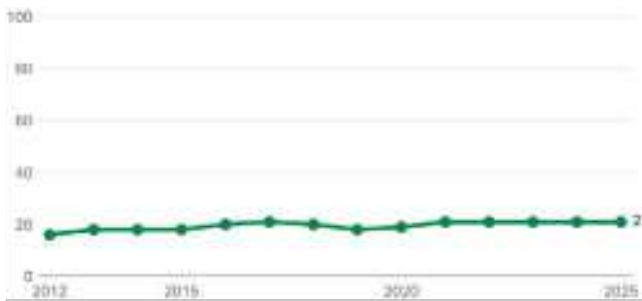
Canada..... 87

United States..... 88

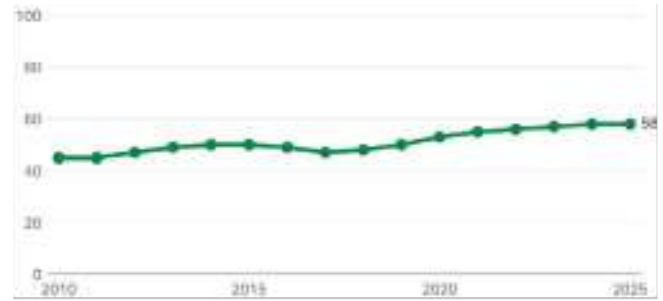


## Canada

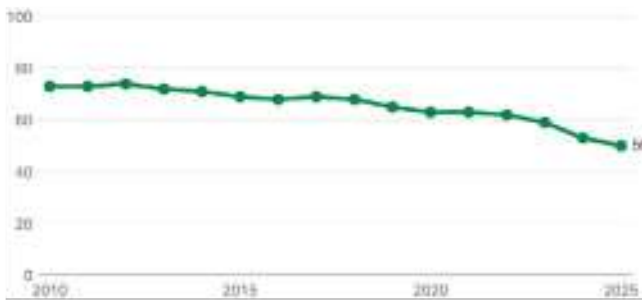
% Engaged



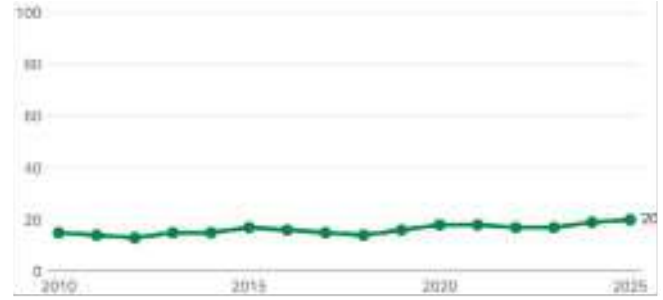
% Yes, daily stress



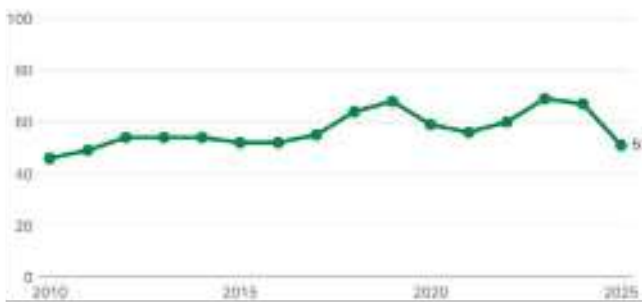
% Thriving



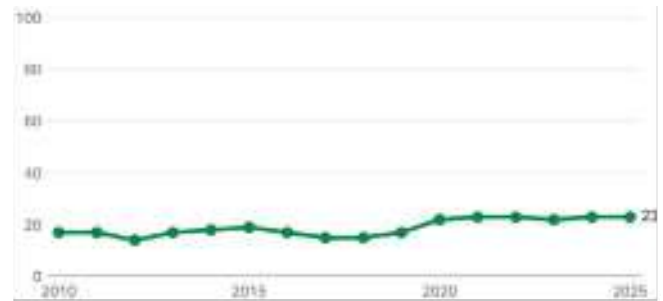
% Yes, daily anger



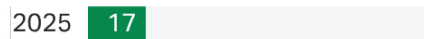
% Good time to find a job



% Yes, daily sadness



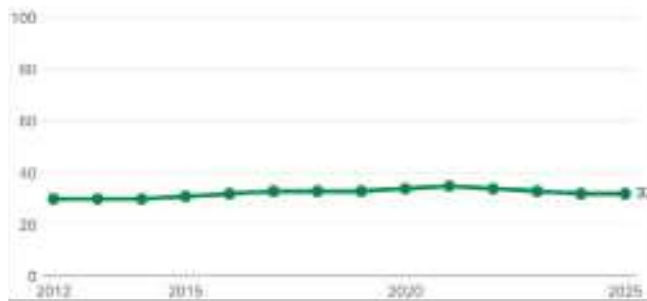
% Yes, daily loneliness



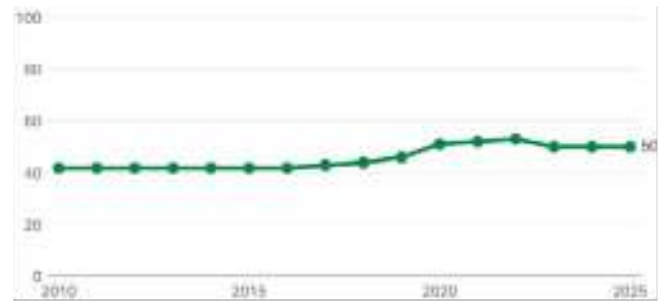


## United States

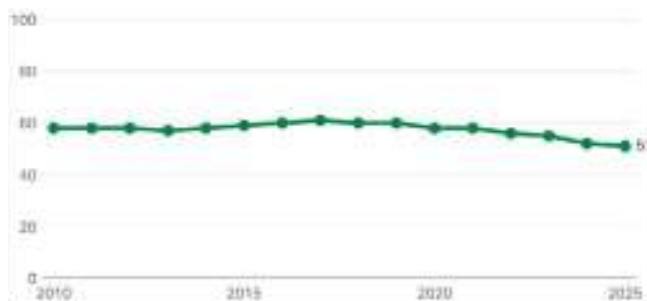
% Engaged



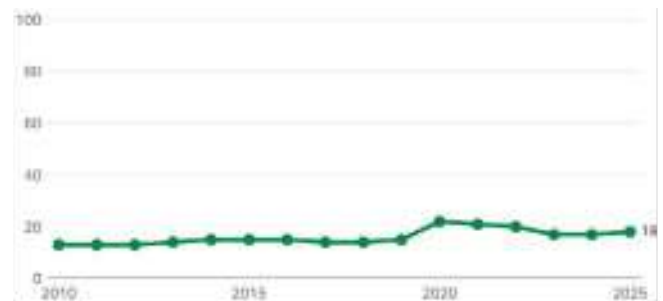
% Yes, daily stress



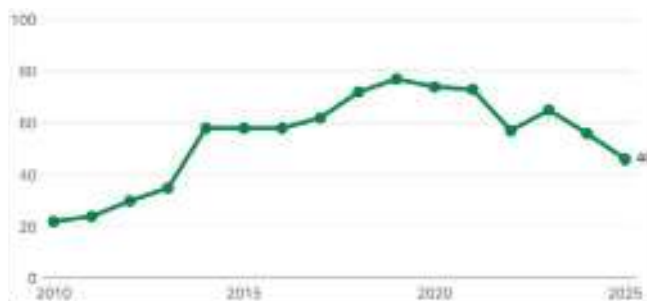
% Thriving



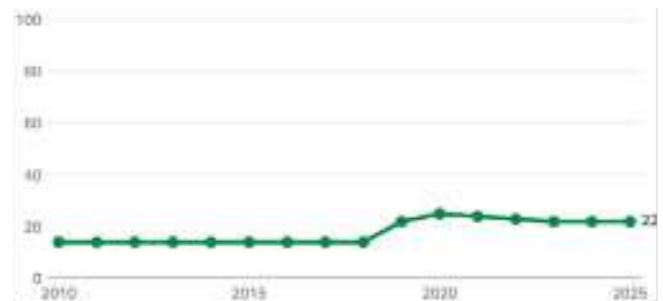
% Yes, daily anger



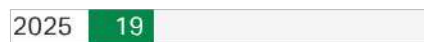
% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness





COUNTRY/TERRITORY TREND LINES FOR

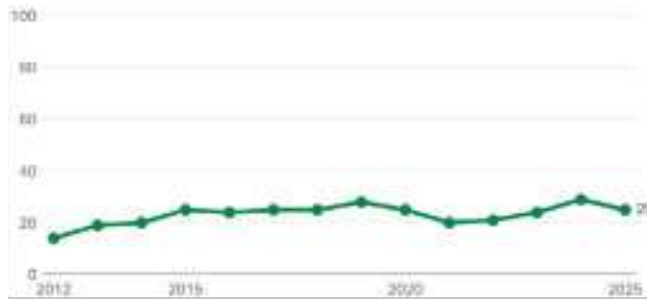
# Latin America and the Caribbean

Argentina .....	90	Honduras.....	101
Belize .....	91	Jamaica.....	102
Bolivia.....	92	Mexico .....	103
Brazil .....	93	Nicaragua .....	104
Chile .....	94	Panama .....	105
Colombia.....	95	Paraguay .....	106
Costa Rica.....	96	Peru.....	107
Dominican Republic .....	97	Trinidad & Tobago .....	108
Ecuador .....	98	Uruguay.....	109
El Salvador .....	99	Venezuela .....	110
Guatemala.....	100		

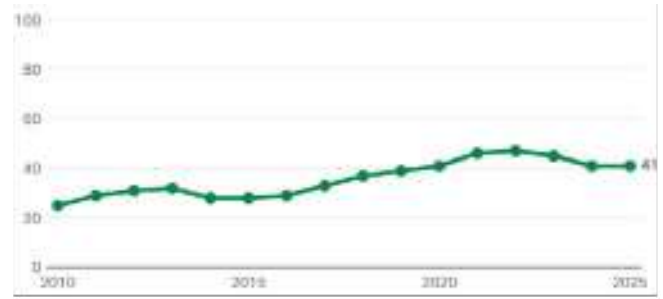


## Argentina

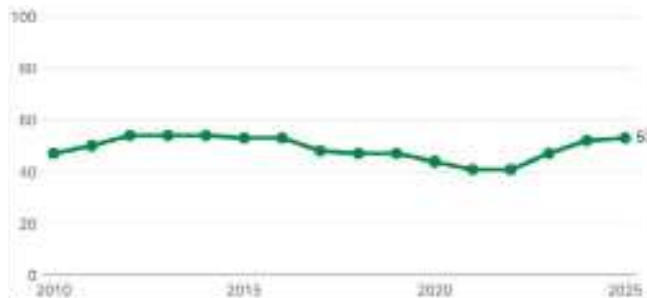
% Engaged



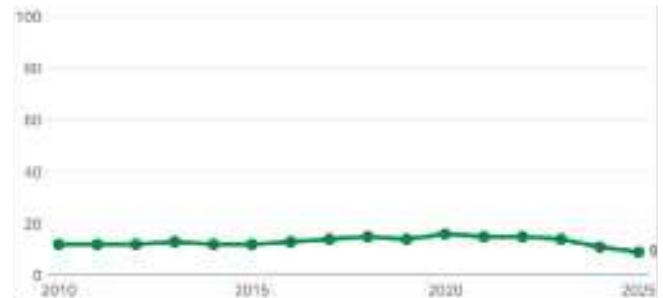
% Yes, daily stress



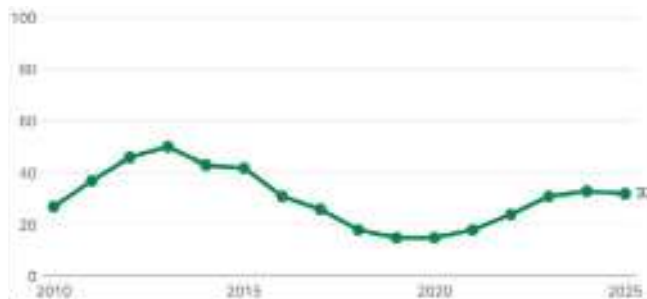
% Thriving



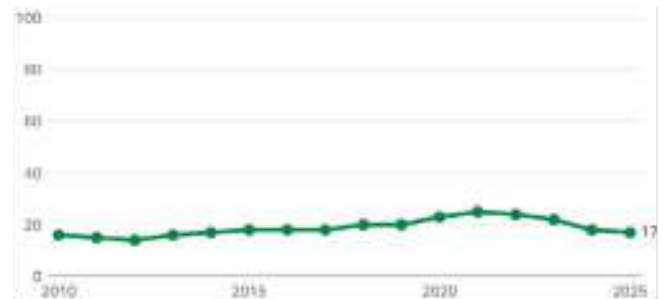
% Yes, daily anger



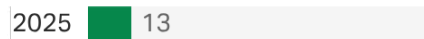
% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

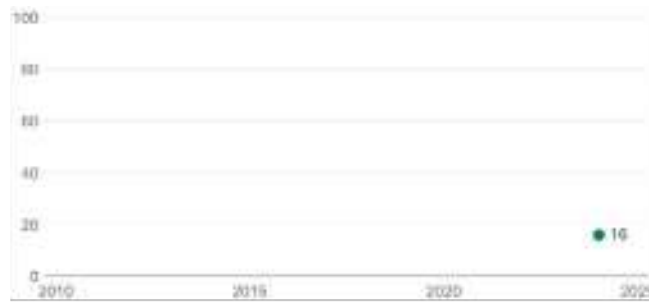




## Belize

Item-level data for Belize are not shown, with the exception of anger, due to insufficient n Size or data not being collected in a survey year.

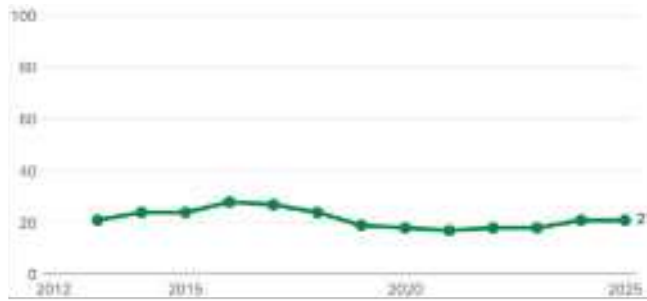
% Yes, daily anger



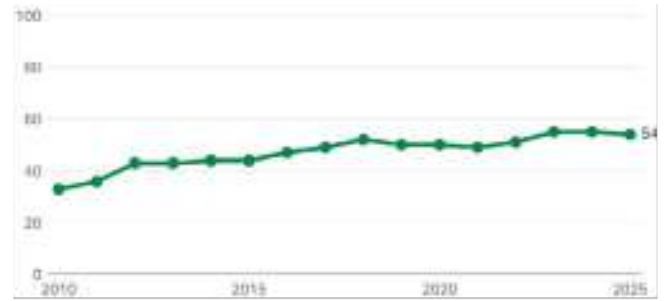


## Bolivia

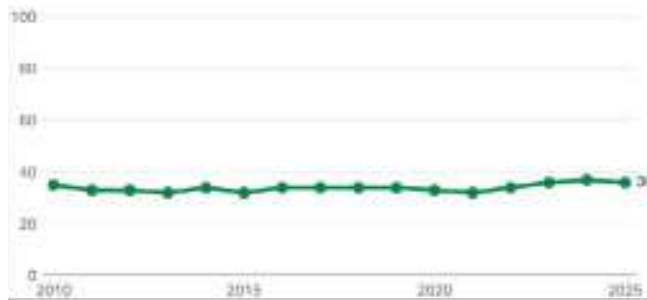
% Engaged



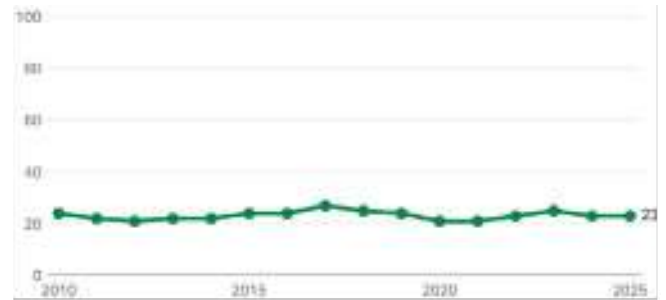
% Yes, daily stress



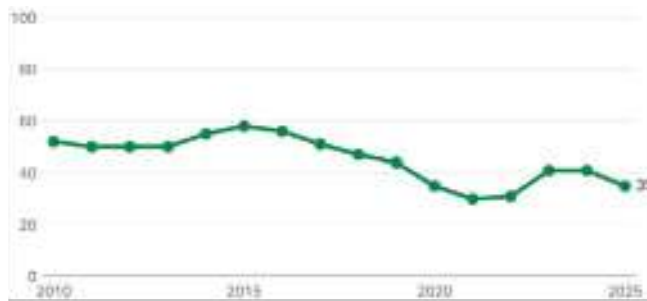
% Thriving



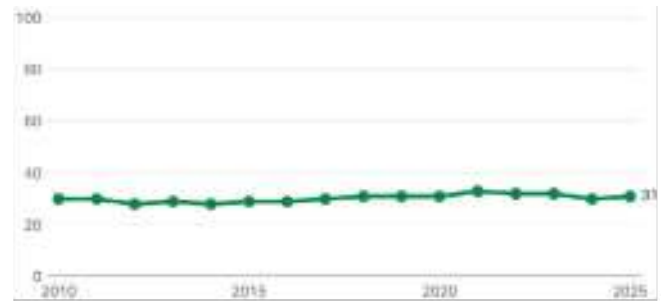
% Yes, daily anger



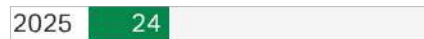
% Good time to find a job



% Yes, daily sadness



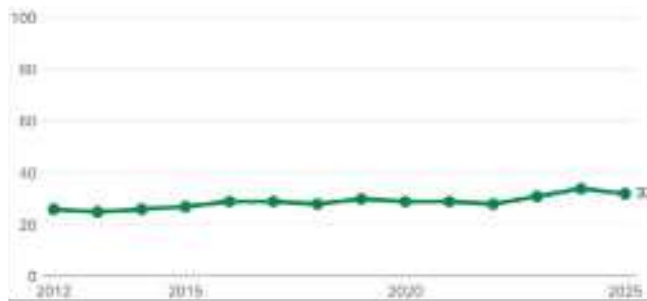
% Yes, daily loneliness



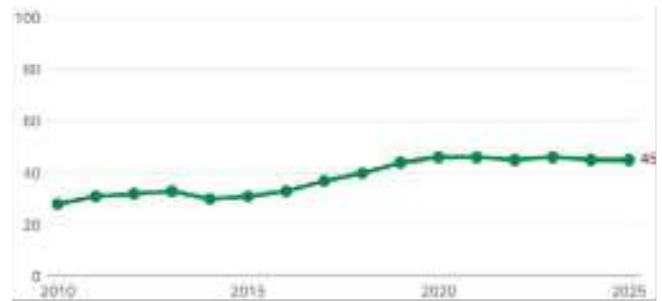


# Brazil

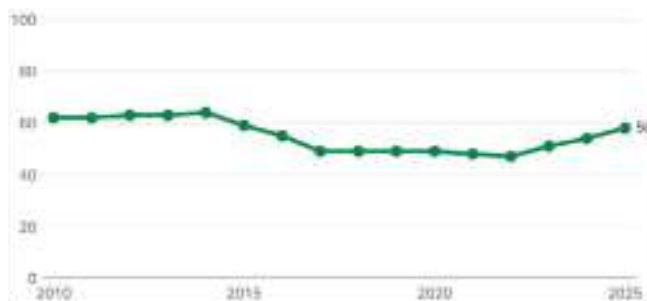
% Engaged



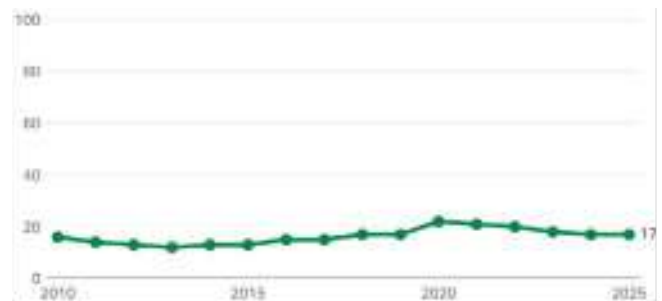
% Yes, daily stress



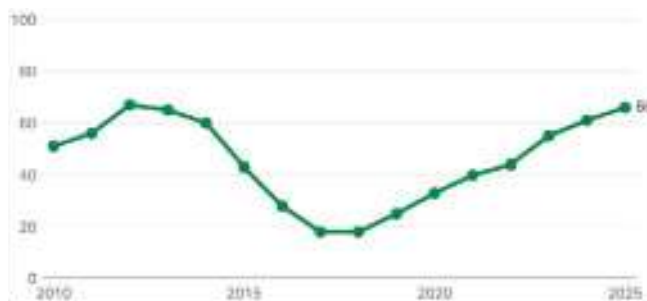
% Thriving



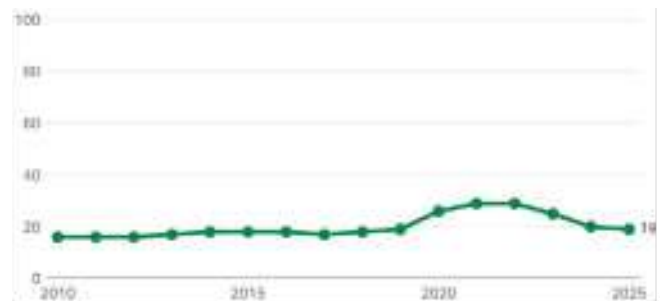
% Yes, daily anger



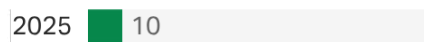
% Good time to find a job



% Yes, daily sadness



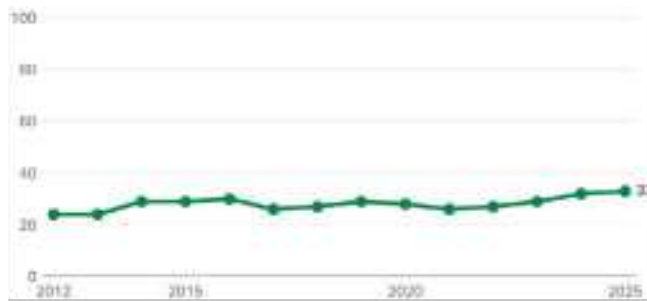
% Yes, daily loneliness



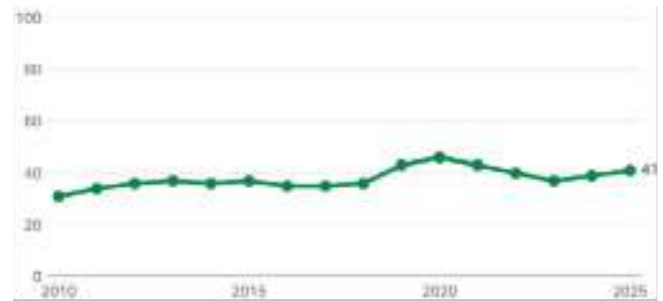


# Chile

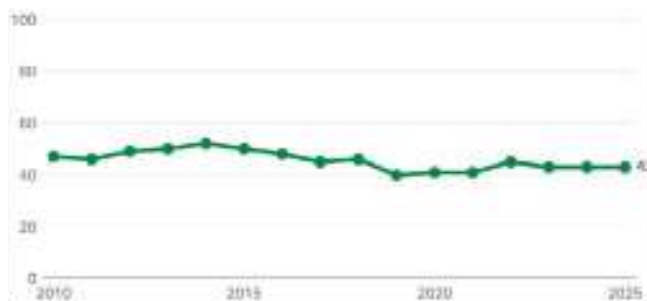
% Engaged



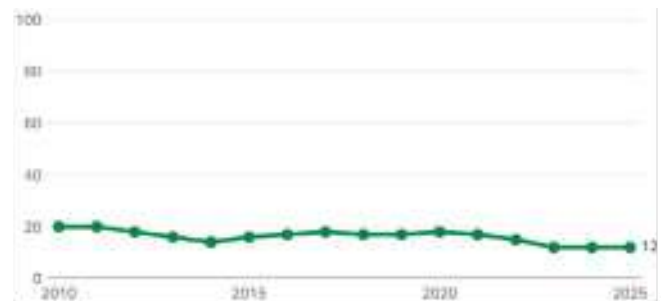
% Yes, daily stress



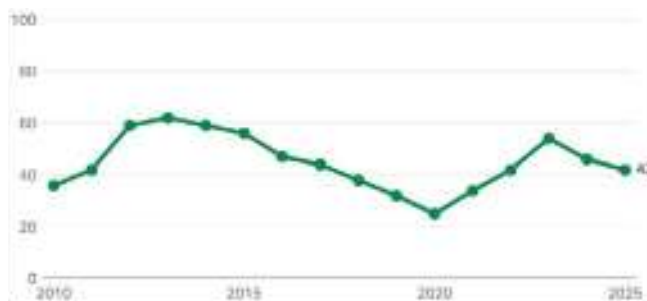
% Thriving



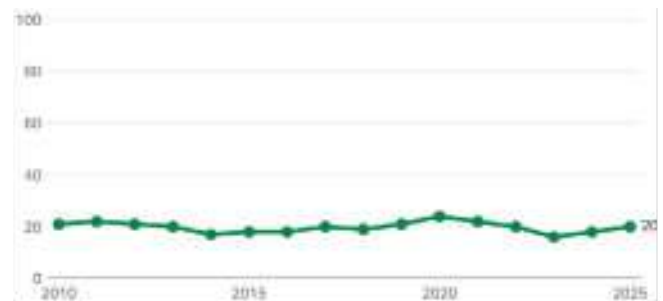
% Yes, daily anger



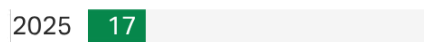
% Good time to find a job



% Yes, daily sadness



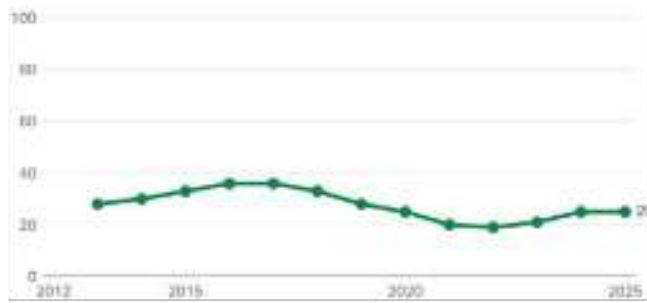
% Yes, daily loneliness



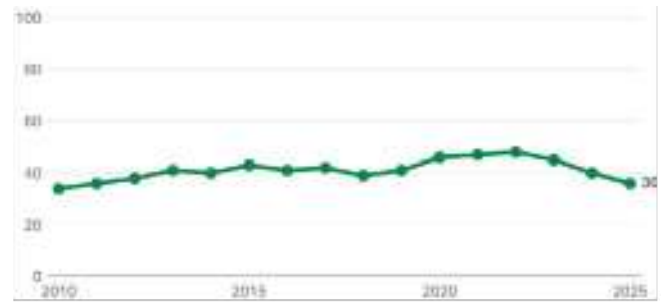


## Colombia

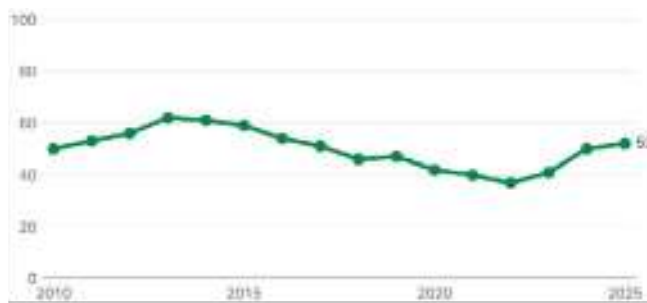
% Engaged



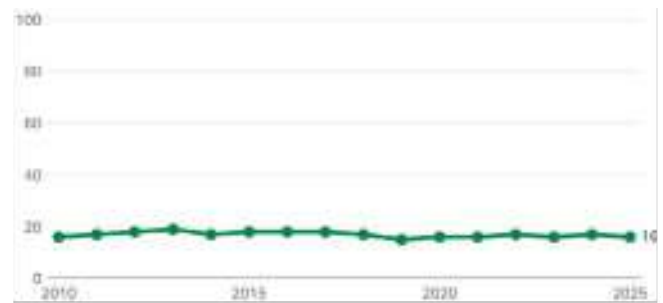
% Yes, daily stress



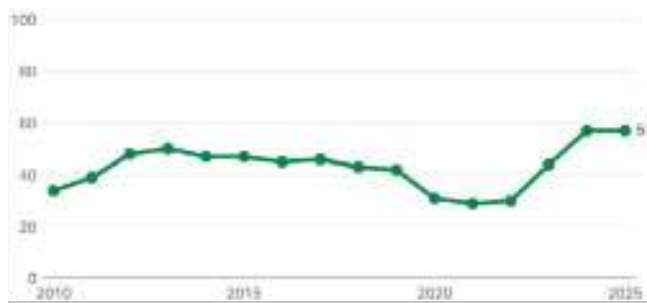
% Thriving



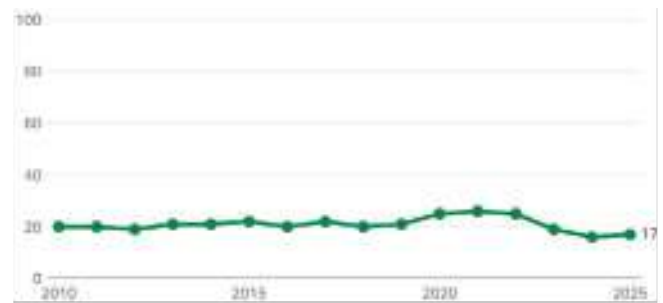
% Yes, daily anger



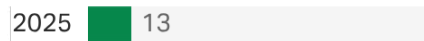
% Good time to find a job



% Yes, daily sadness



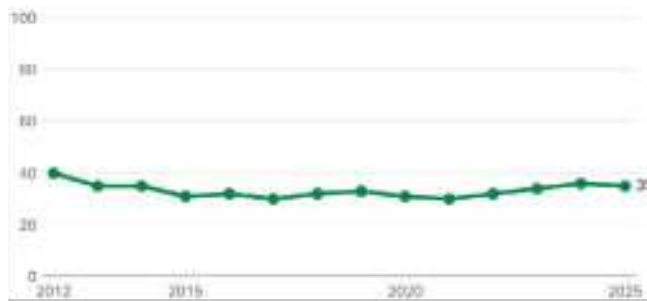
% Yes, daily loneliness



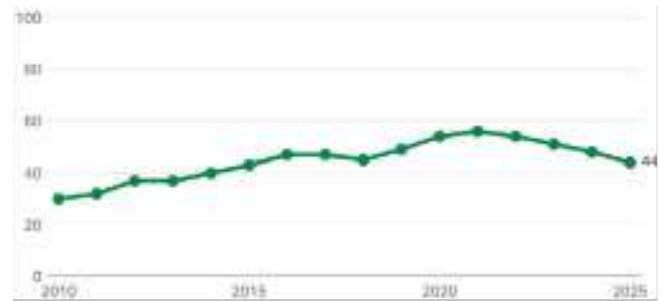


## Costa Rica

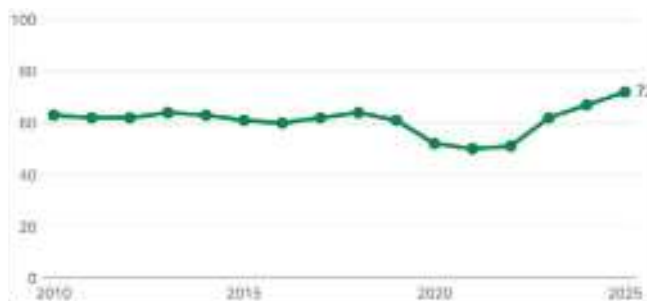
% Engaged



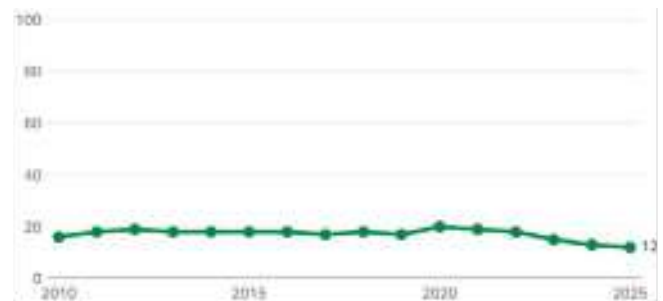
% Yes, daily stress



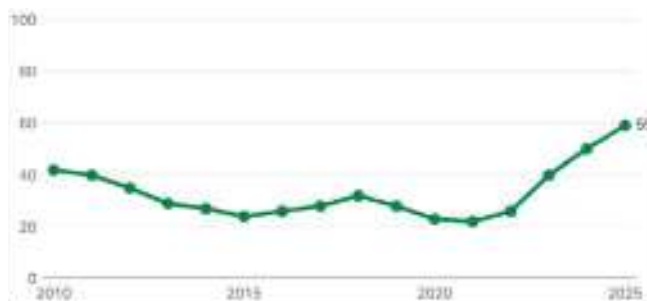
% Thriving



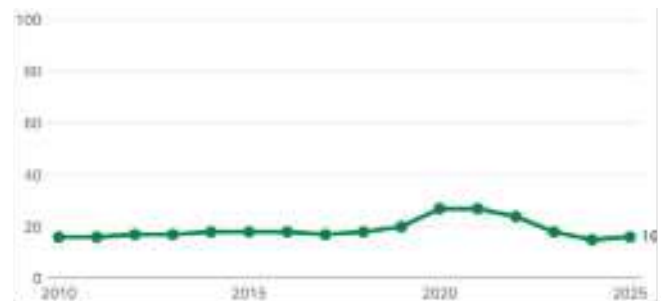
% Yes, daily anger



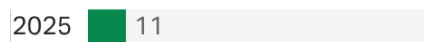
% Good time to find a job



% Yes, daily sadness



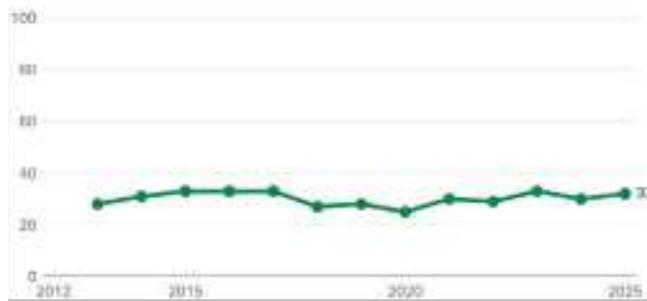
% Yes, daily loneliness



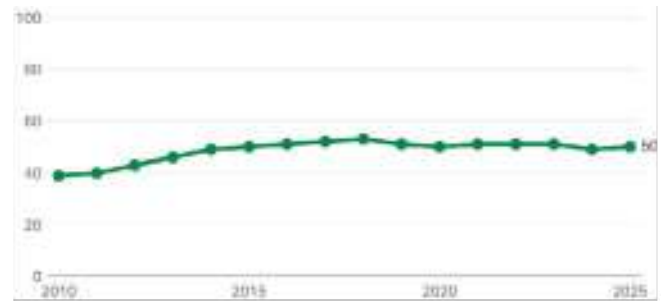


## Dominican Republic

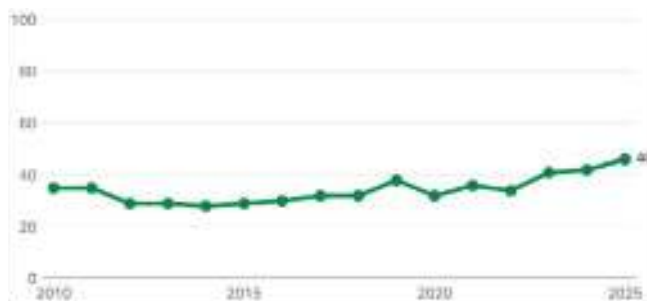
% Engaged



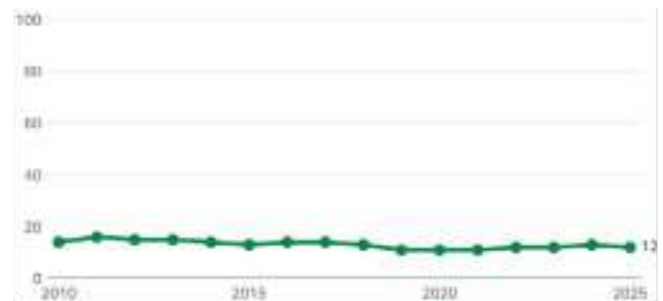
% Yes, daily stress



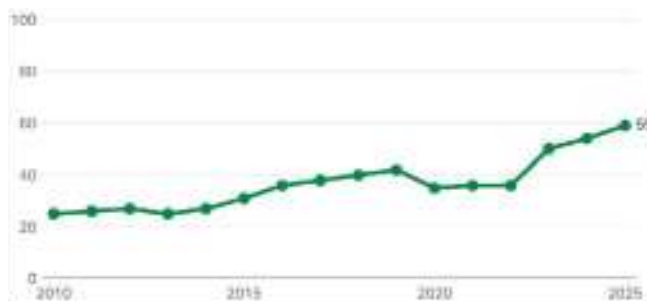
% Thriving



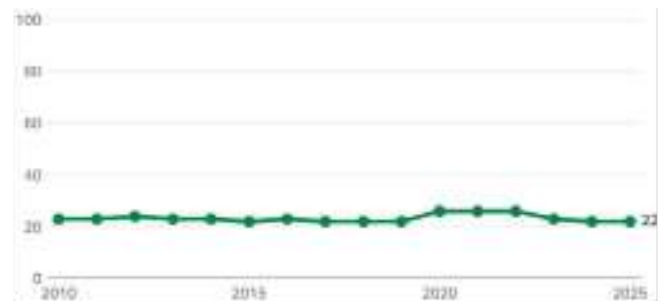
% Yes, daily anger



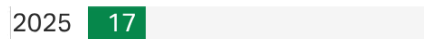
% Good time to find a job



% Yes, daily sadness



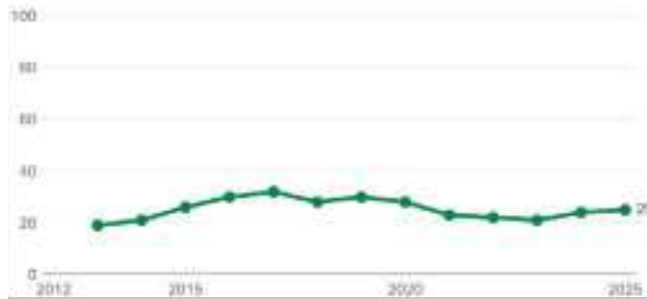
% Yes, daily loneliness



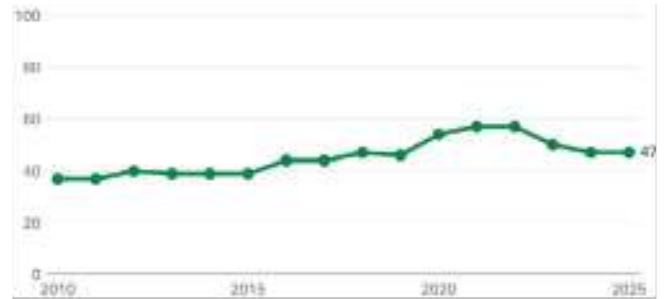


## Ecuador

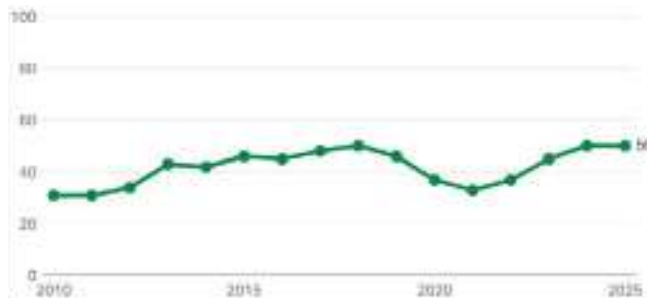
% Engaged



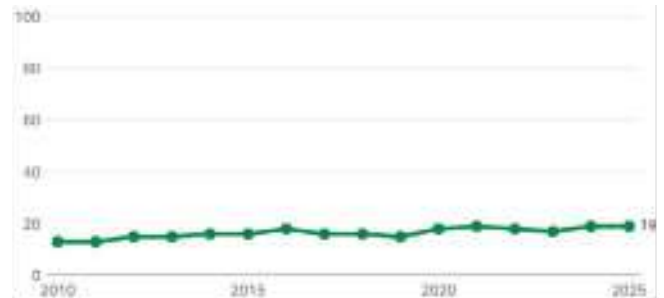
% Yes, daily stress



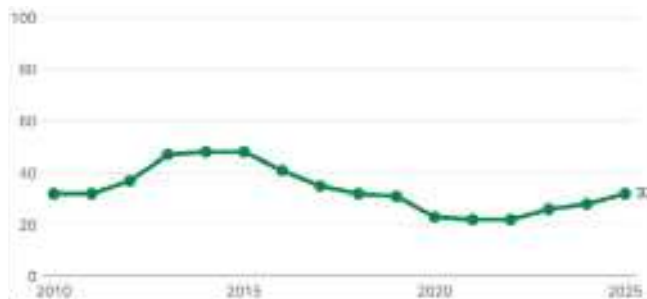
% Thriving



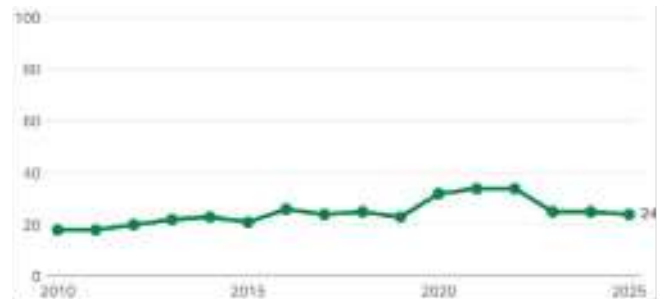
% Yes, daily anger



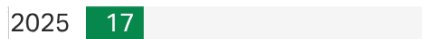
% Good time to find a job



% Yes, daily sadness



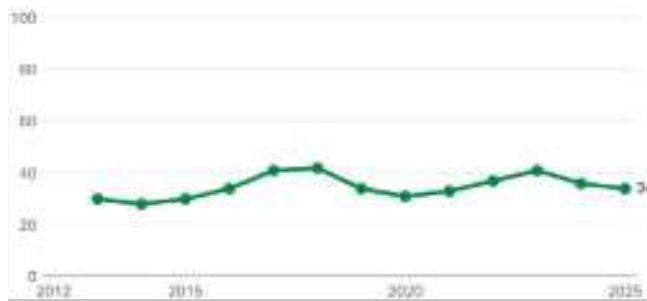
% Yes, daily loneliness



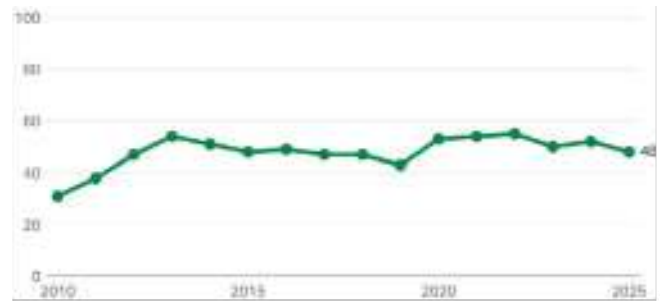


## El Salvador

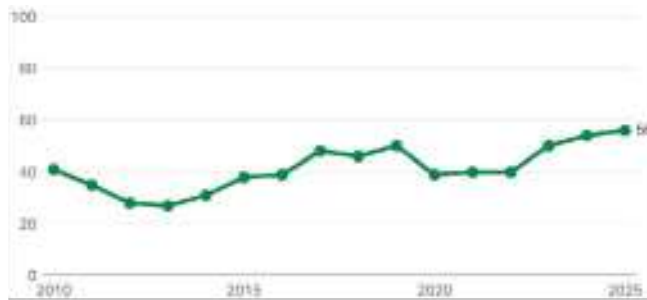
% Engaged



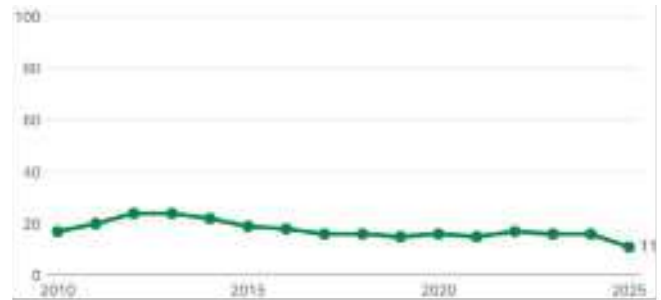
% Yes, daily stress



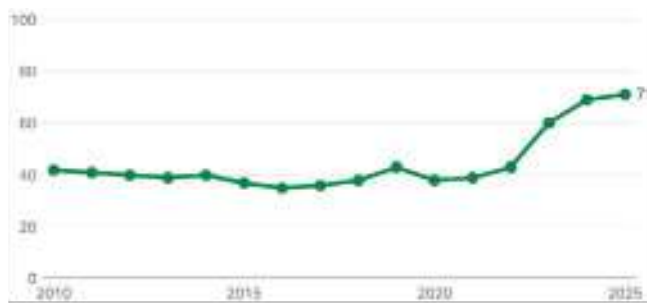
% Thriving



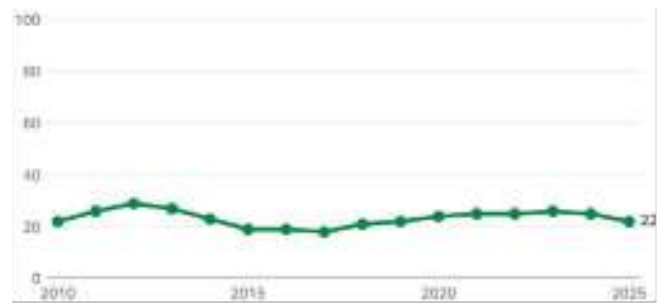
% Yes, daily anger



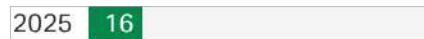
% Good time to find a job



% Yes, daily sadness



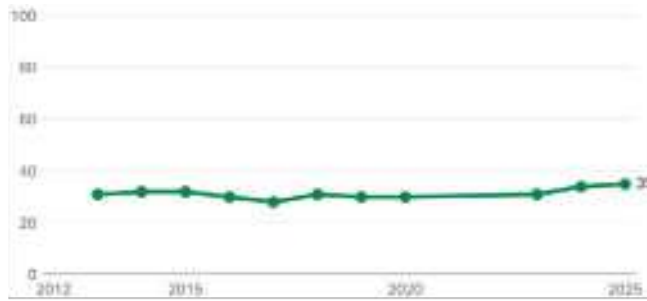
% Yes, daily loneliness



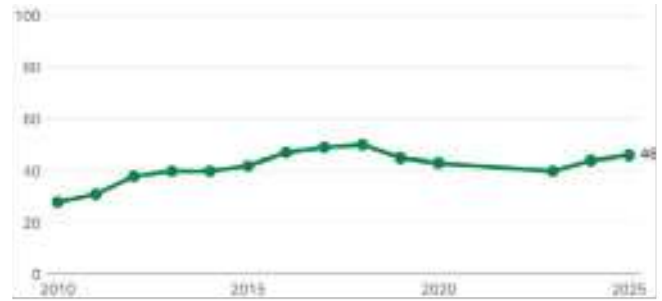


## Guatemala

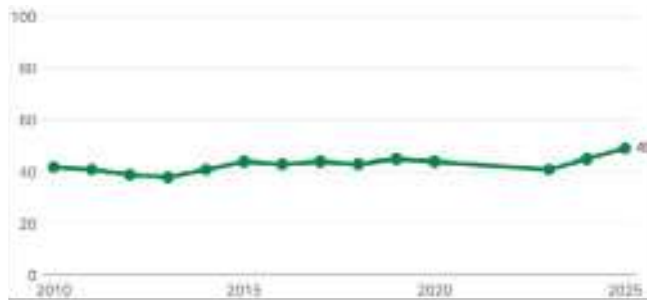
% Engaged



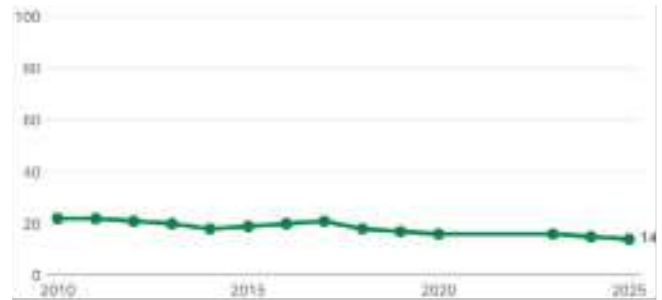
% Yes, daily stress



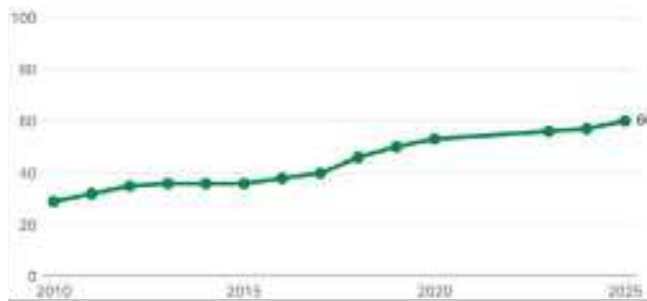
% Thriving



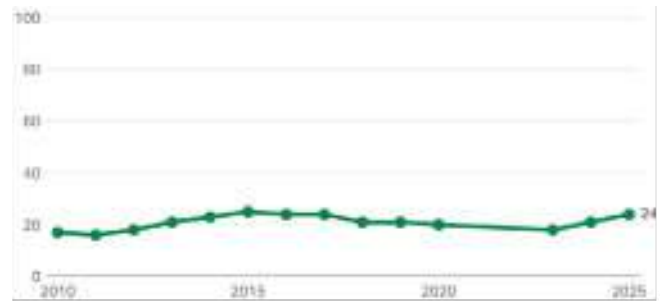
% Yes, daily anger



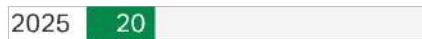
% Good time to find a job



% Yes, daily sadness



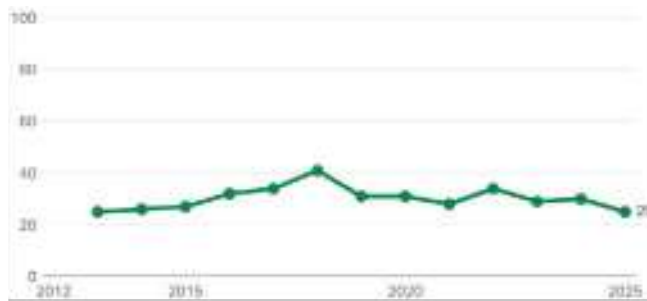
% Yes, daily loneliness



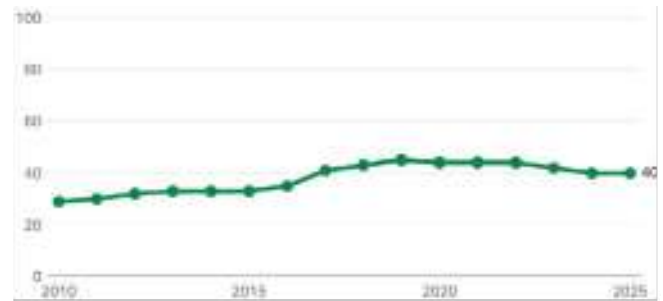


## Honduras

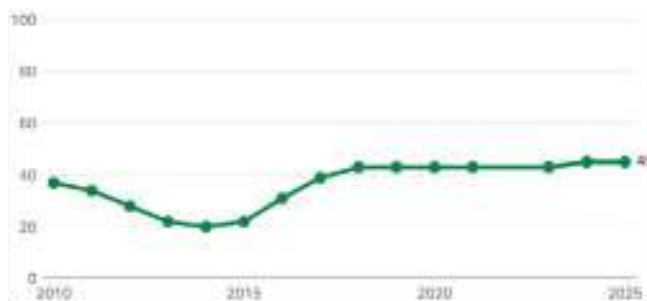
% Engaged



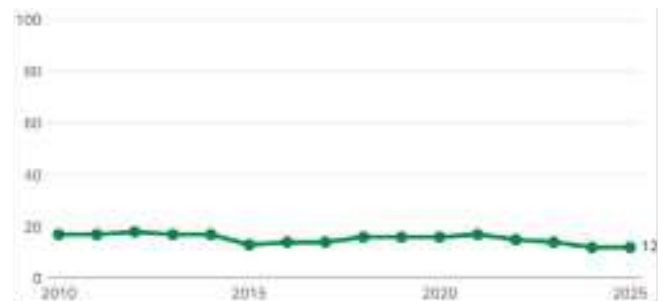
% Yes, daily stress



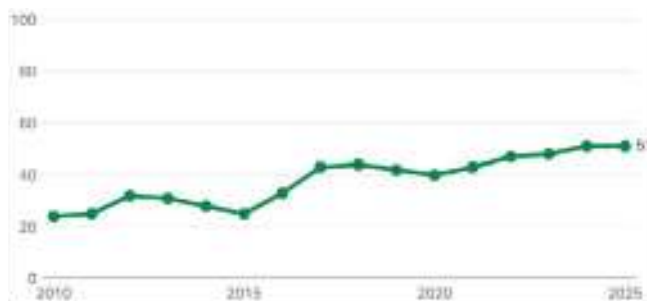
% Thriving



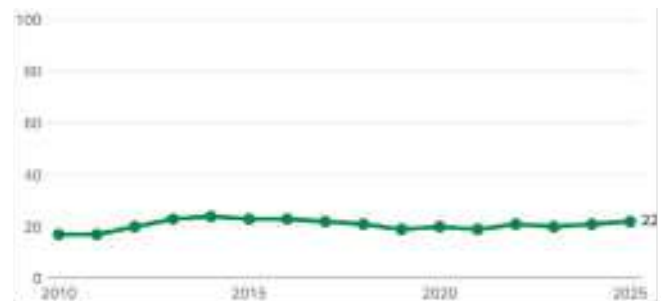
% Yes, daily anger



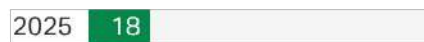
% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness





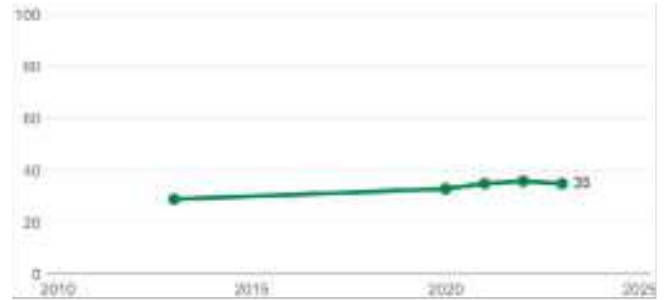
## Jamaica

2025 item-level data for Jamaica are not shown due to insufficient n Size.

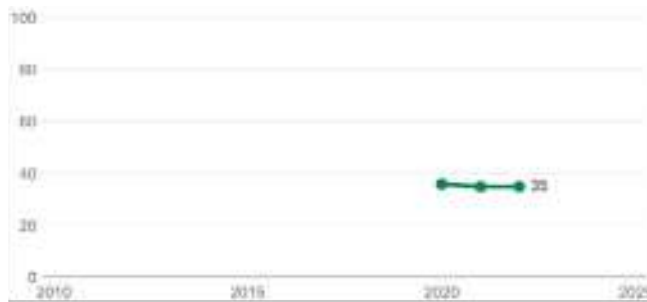
% Engaged



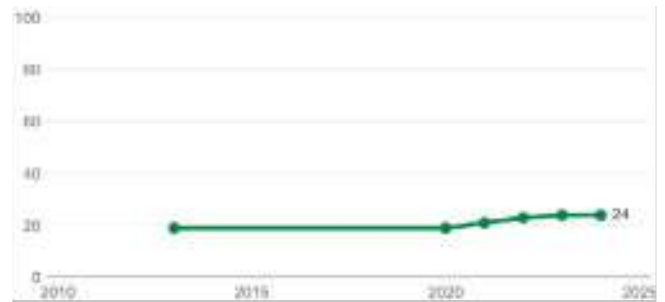
% Yes, daily stress



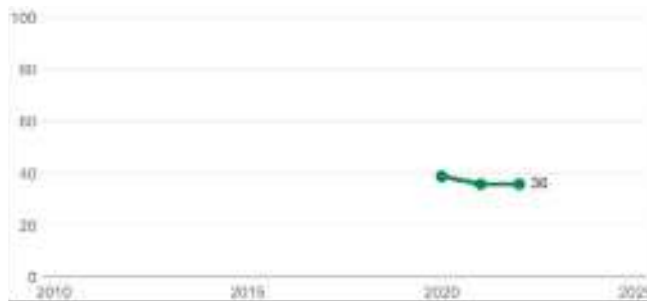
% Thriving



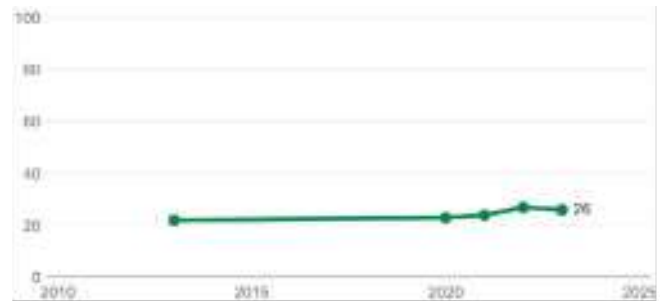
% Yes, daily anger



% Good time to find a job



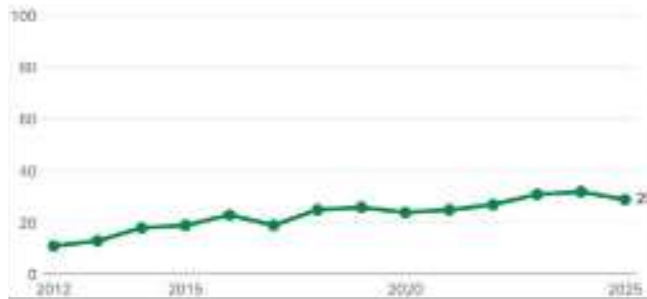
% Yes, daily sadness



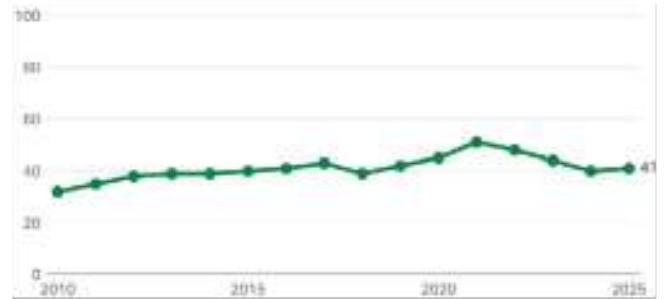


## Mexico

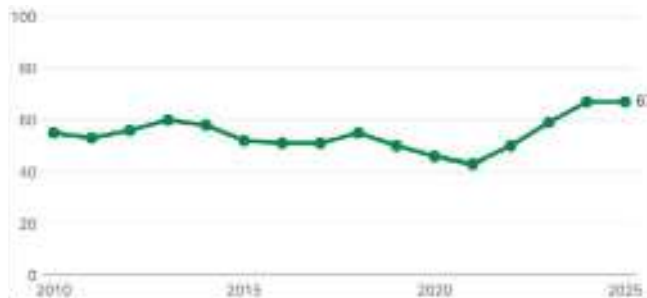
% Engaged



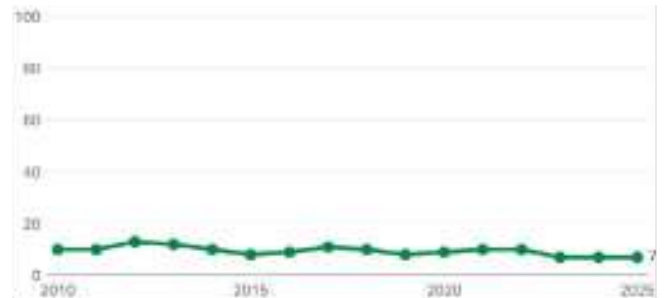
% Yes, daily stress



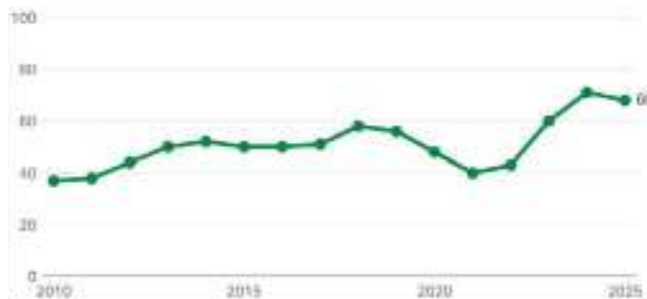
% Thriving



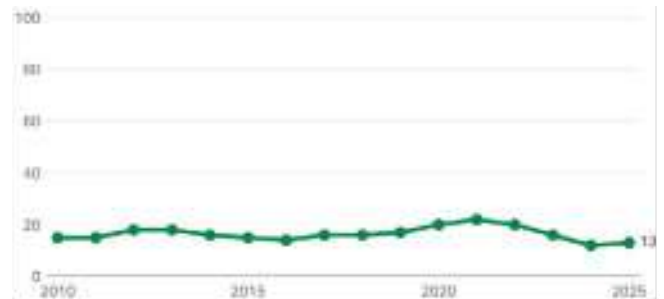
% Yes, daily anger



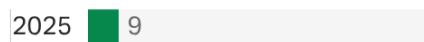
% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness





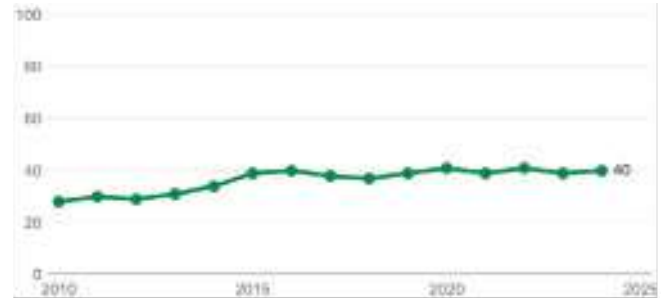
## Nicaragua

2025 item-level data for Nicaragua are not shown due to insufficient n Size.

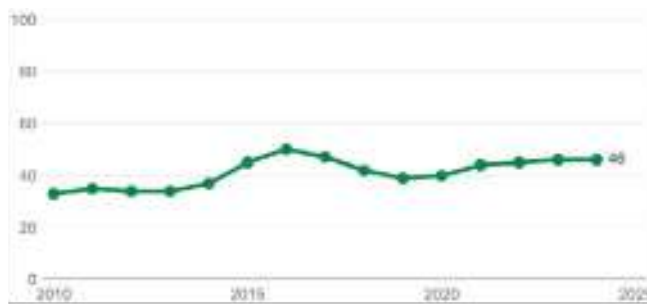
% Engaged



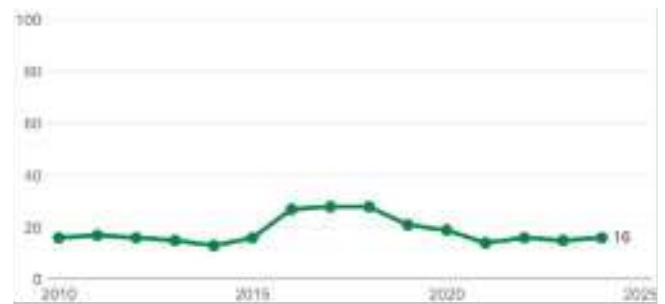
% Yes, daily stress



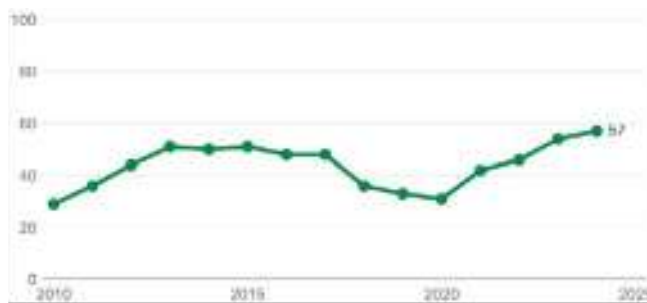
% Thriving



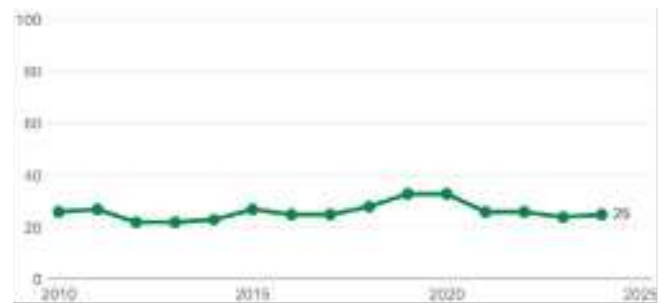
% Yes, daily anger



% Good time to find a job



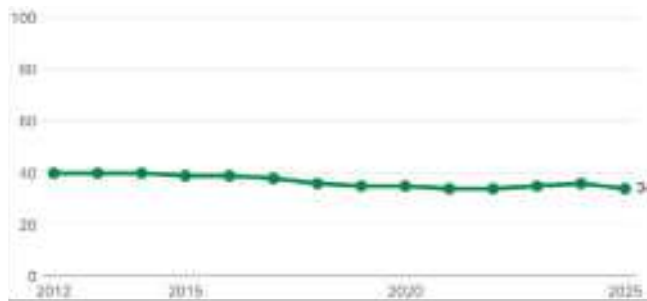
% Yes, daily sadness



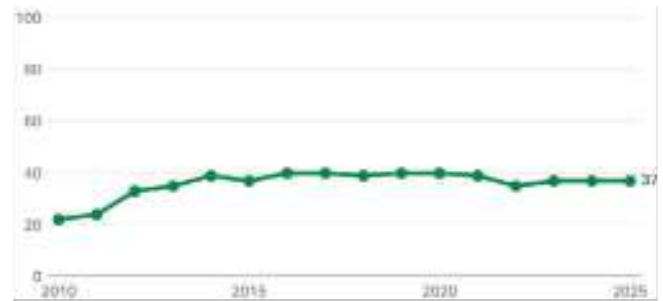


## Panama

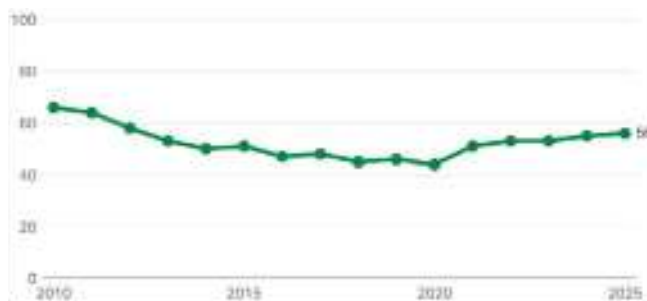
% Engaged



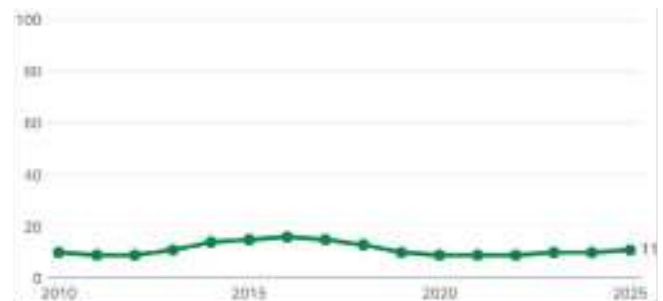
% Yes, daily stress



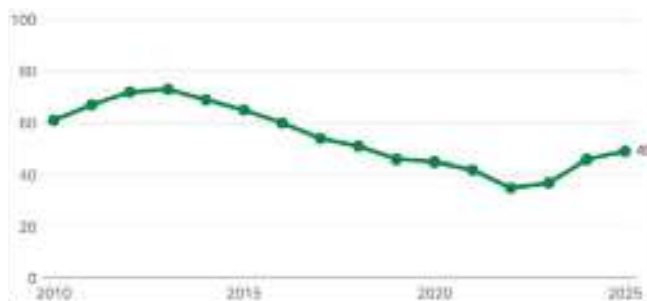
% Thriving



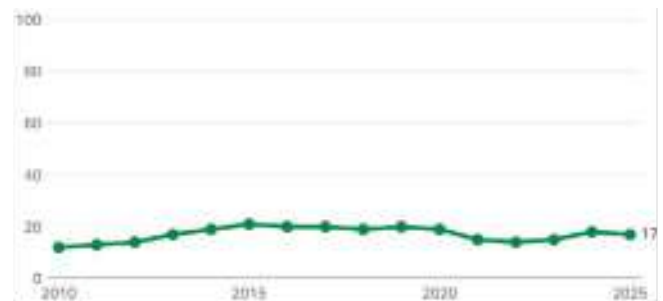
% Yes, daily anger



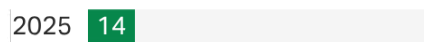
% Good time to find a job



% Yes, daily sadness



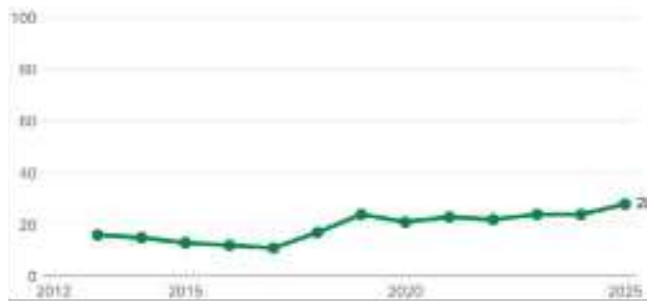
% Yes, daily loneliness



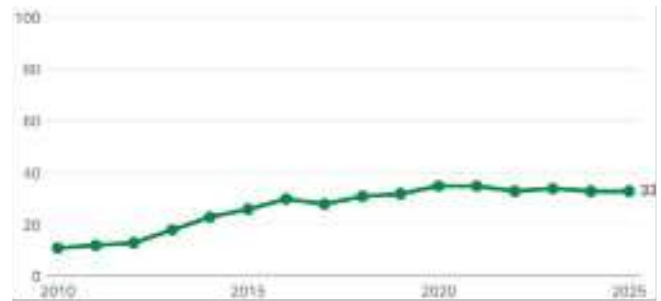


## Paraguay

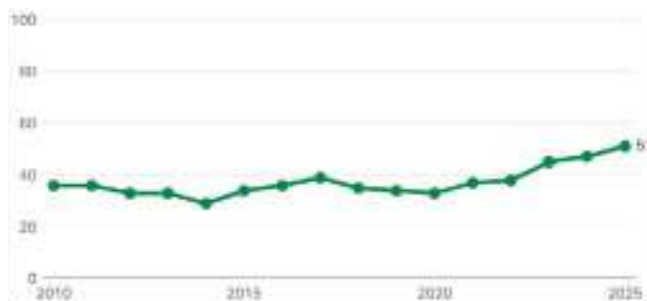
% Engaged



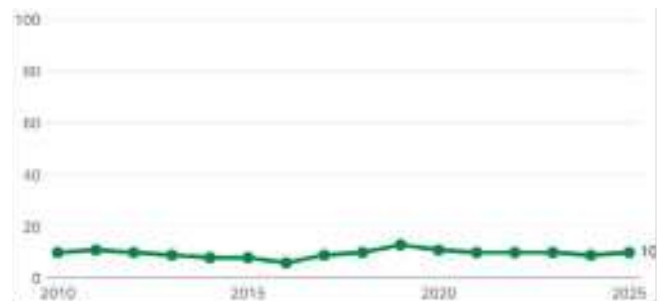
% Yes, daily stress



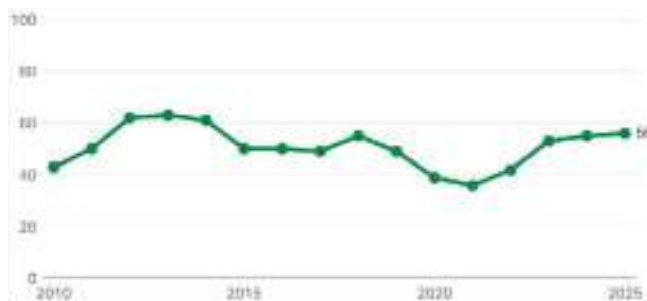
% Thriving



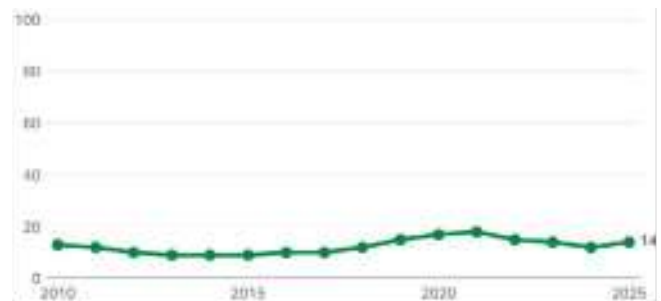
% Yes, daily anger



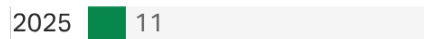
% Good time to find a job



% Yes, daily sadness



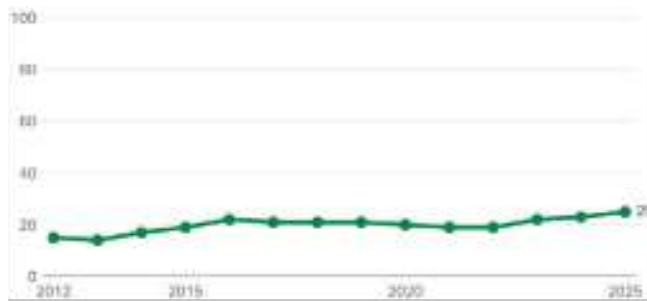
% Yes, daily loneliness



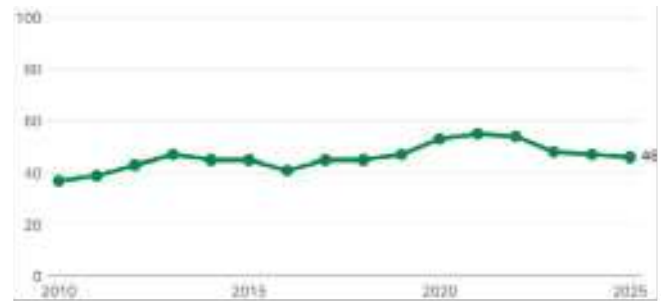


## Peru

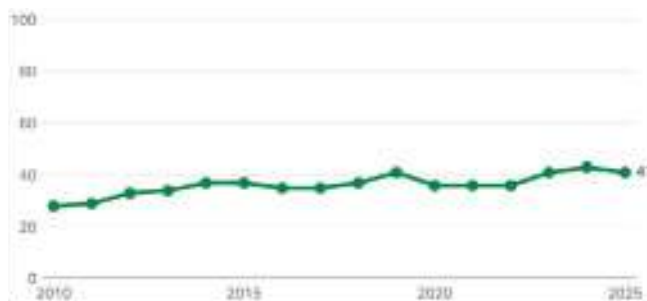
% Engaged



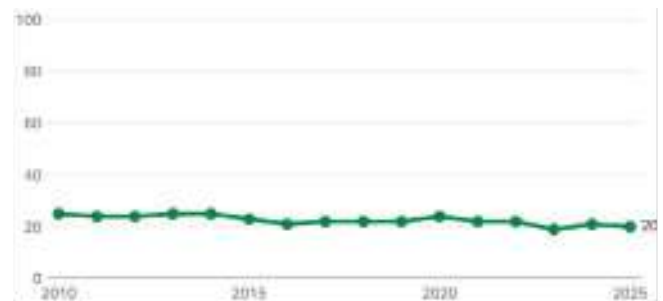
% Yes, daily stress



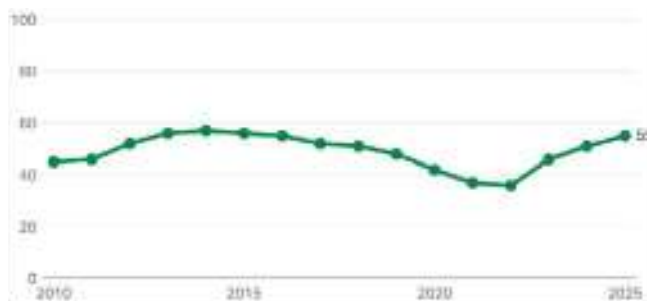
% Thriving



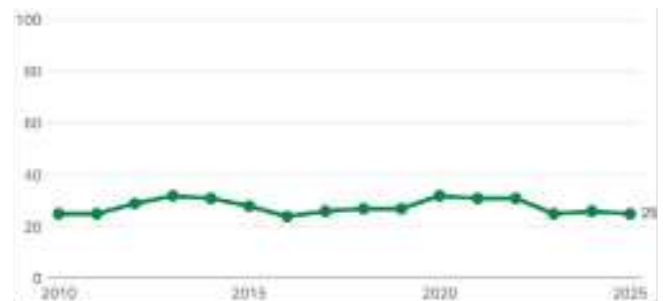
% Yes, daily anger



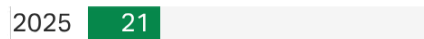
% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness





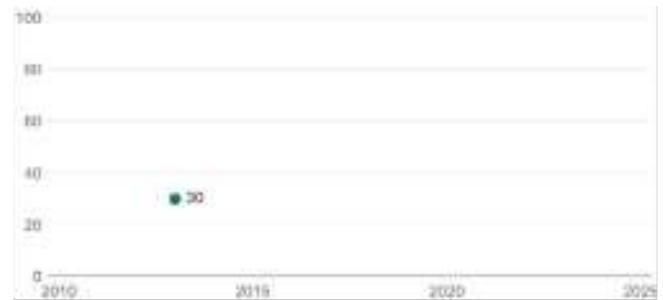
## Trinidad & Tobago

Item-level data for engagement and loneliness for Trinidad & Tobago are not shown due to insufficient n Size or data not being collected in a survey year.

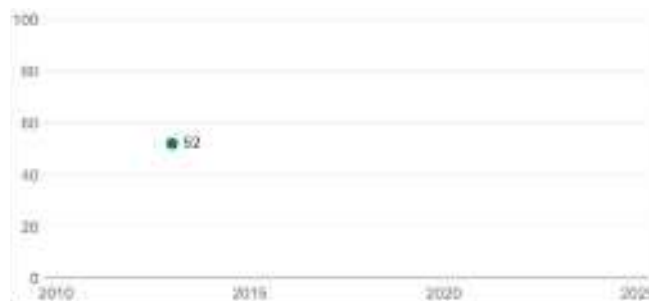
% Thriving



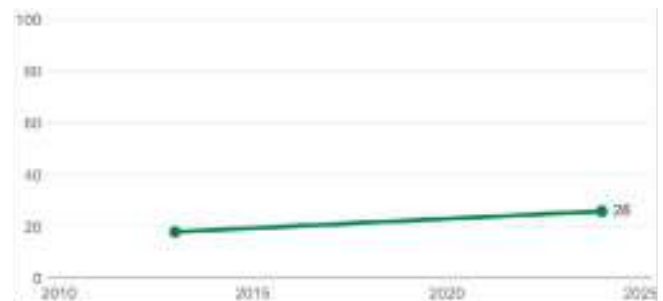
% Yes, daily stress



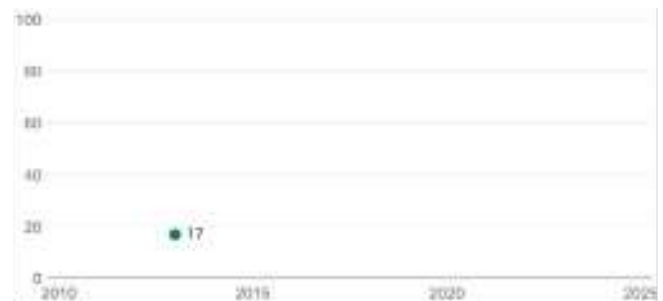
% Good time to find a job



% Yes, daily anger



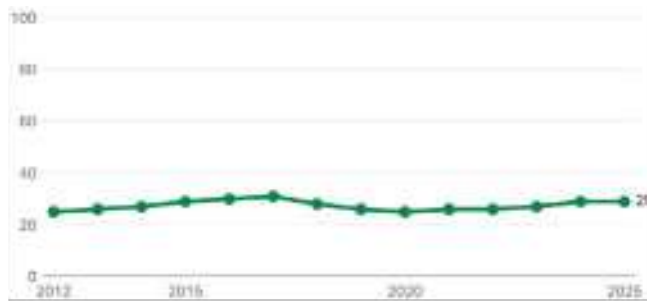
% Yes, daily sadness



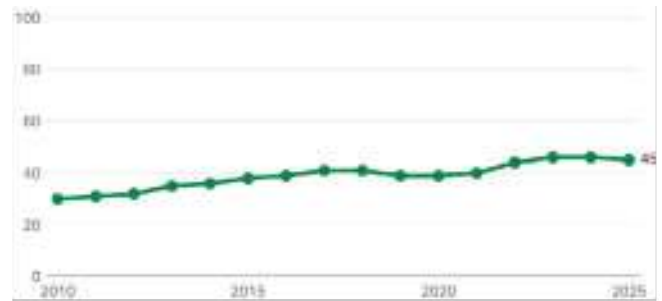


# Uruguay

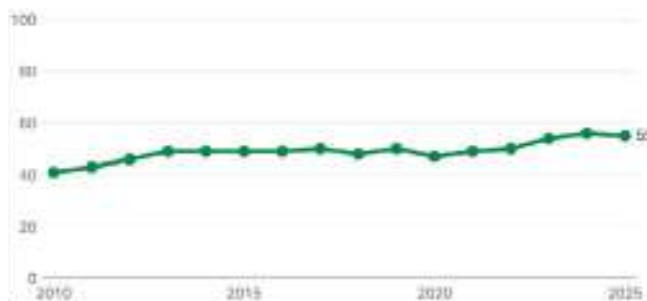
% Engaged



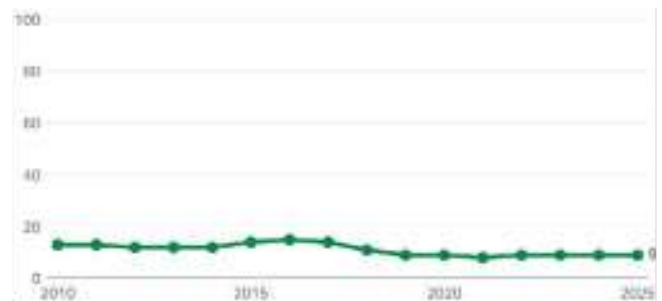
% Yes, daily stress



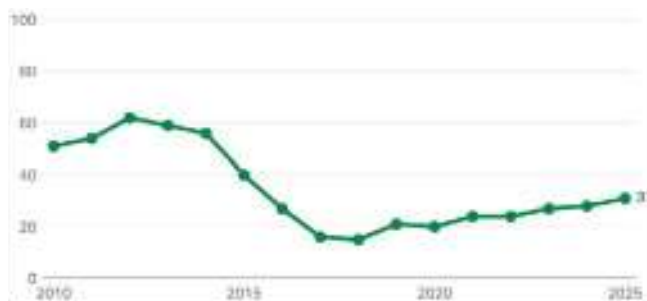
% Thriving



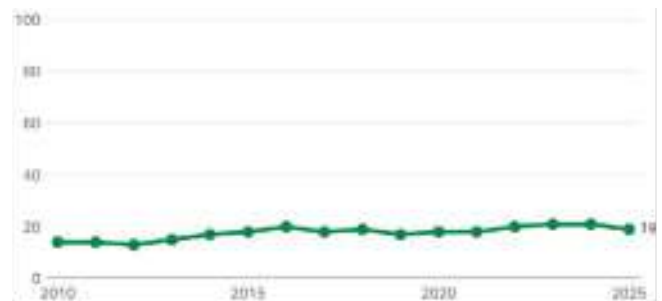
% Yes, daily anger



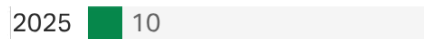
% Good time to find a job



% Yes, daily sadness



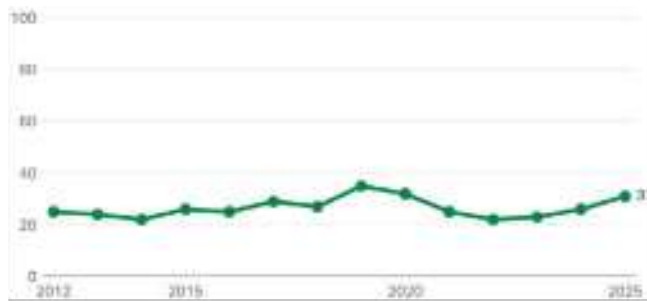
% Yes, daily loneliness



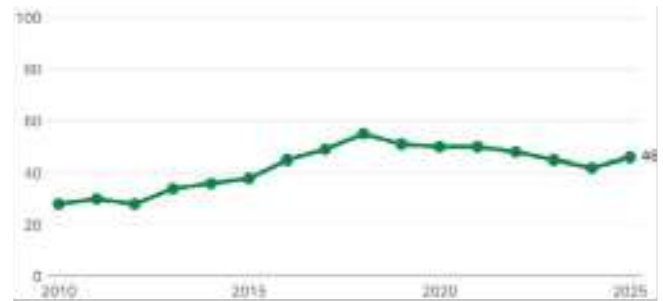


## Venezuela

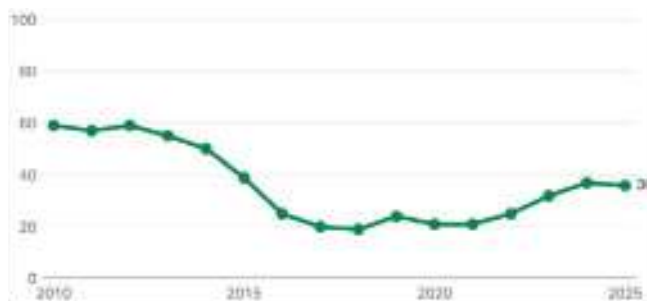
% Engaged



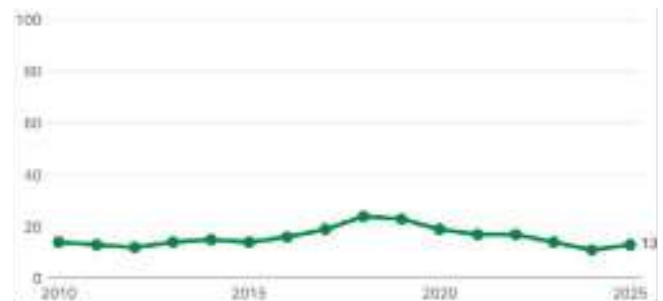
% Yes, daily stress



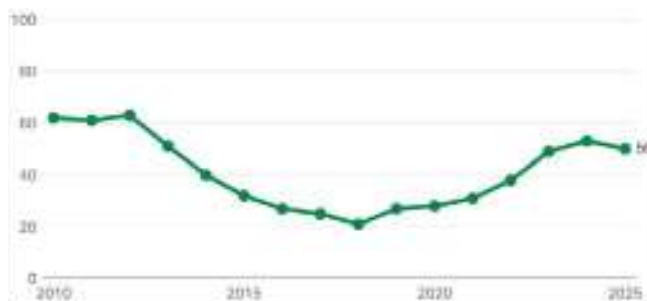
% Thriving



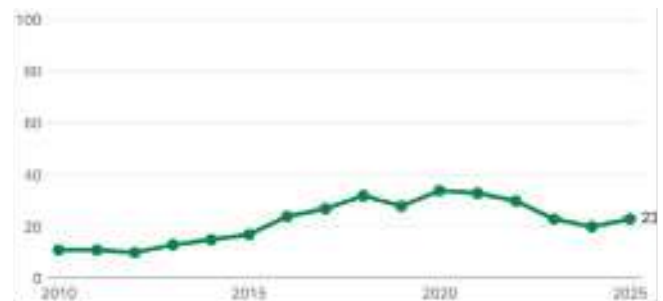
% Yes, daily anger



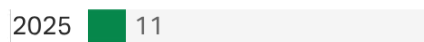
% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness





## COUNTRY/TERRITORY TREND LINES FOR

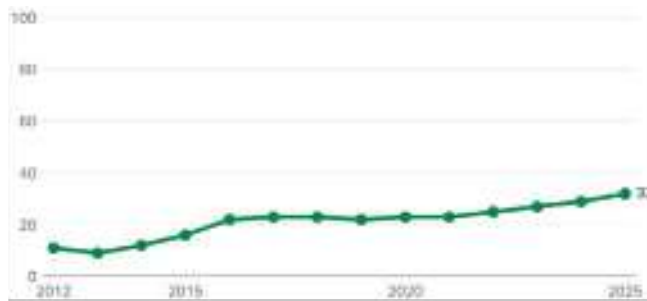
# Europe

Albania .....	112	Lithuania .....	132
Austria .....	113	Luxembourg.....	133
Belgium .....	114	Malta .....	134
Bosnia and Herzegovina .....	115	Montenegro.....	135
Bulgaria .....	116	Netherlands.....	136
Croatia .....	117	North Macedonia.....	137
Cyprus .....	118	Northern Cyprus (Territory of Republic of Cyprus).....	138
Czech Republic.....	119	Norway.....	139
Denmark .....	120	Poland .....	140
Estonia.....	121	Portugal.....	141
Finland .....	122	Romania.....	142
France.....	123	Serbia .....	143
Germany .....	124	Slovakia.....	144
Greece .....	125	Slovenia.....	145
Hungary.....	126	Spain.....	146
Iceland .....	127	Sweden .....	147
Ireland .....	128	Switzerland .....	148
Italy .....	129	United Kingdom .....	149
Kosovo.....	130		
Latvia .....	131		

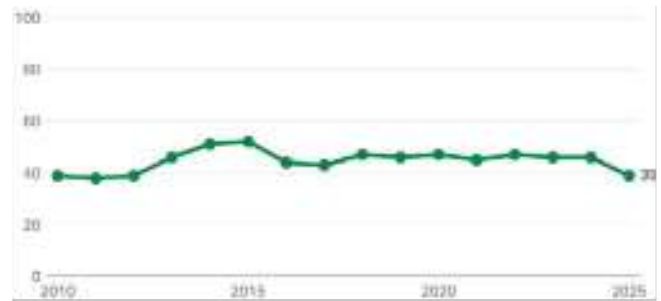


# Albania

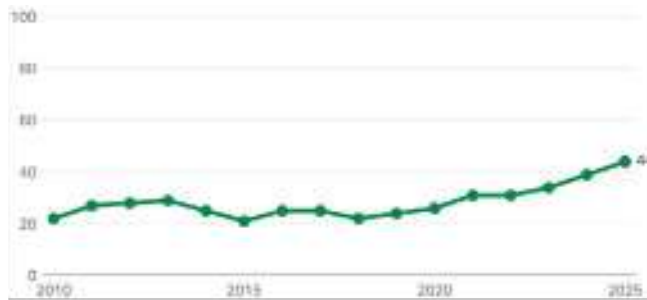
% Engaged



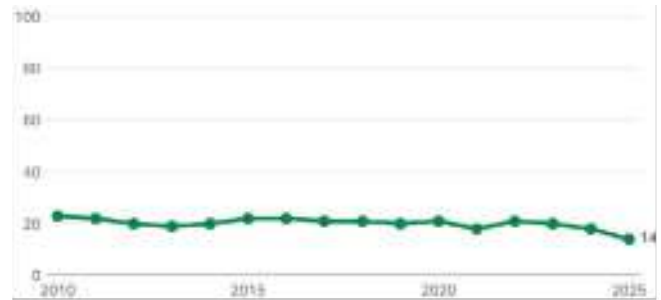
% Yes, daily stress



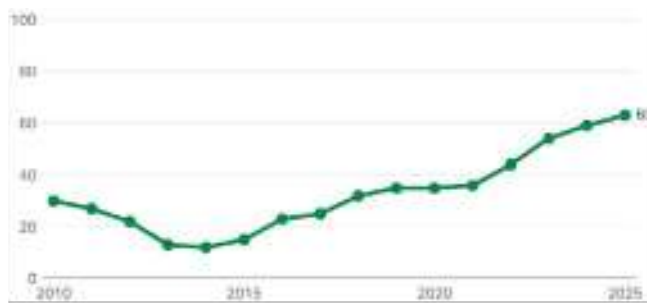
% Thriving



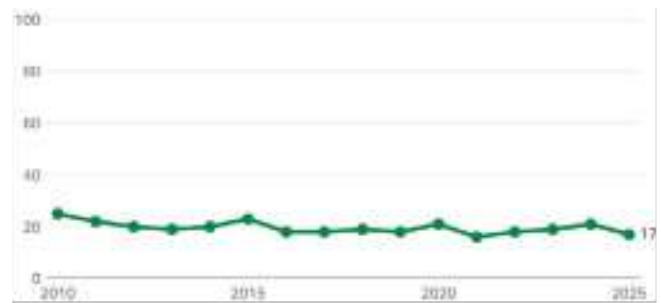
% Yes, daily anger



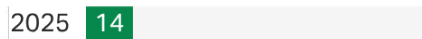
% Good time to find a job



% Yes, daily sadness



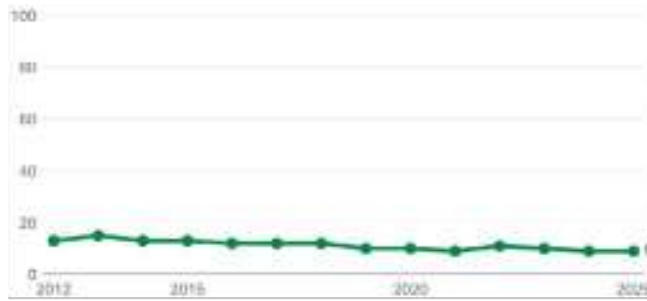
% Yes, daily loneliness



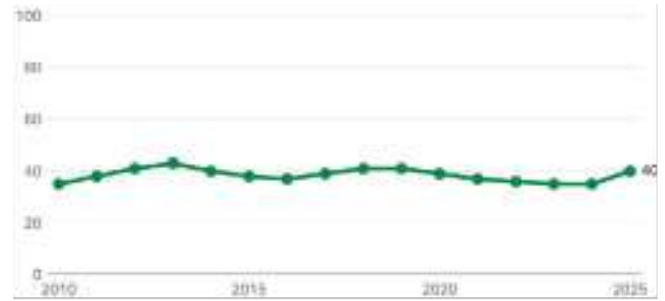


## Austria

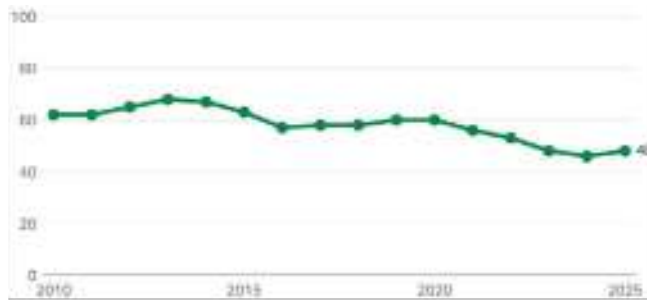
% Engaged



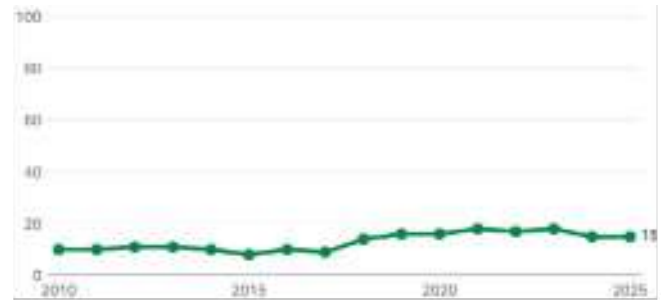
% Yes, daily stress



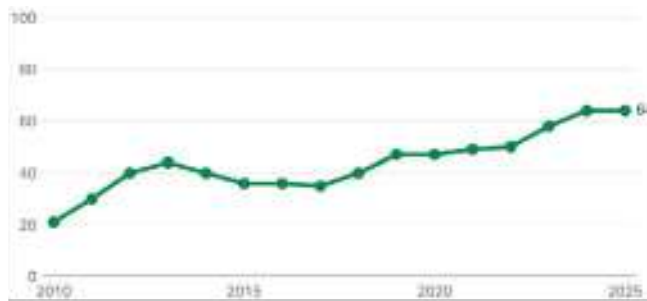
% Thriving



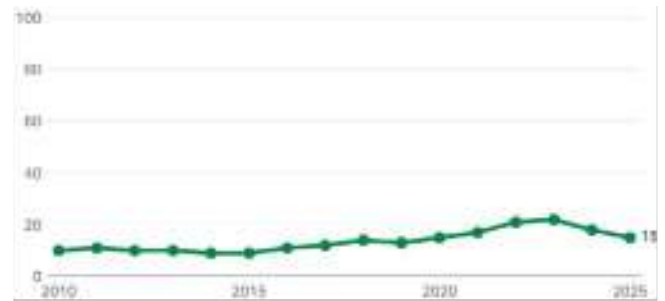
% Yes, daily anger



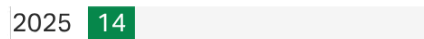
% Good time to find a job



% Yes, daily sadness



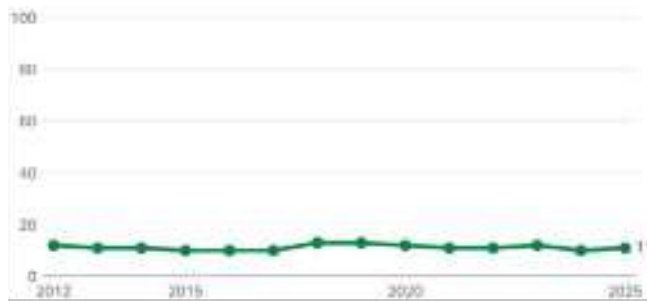
% Yes, daily loneliness



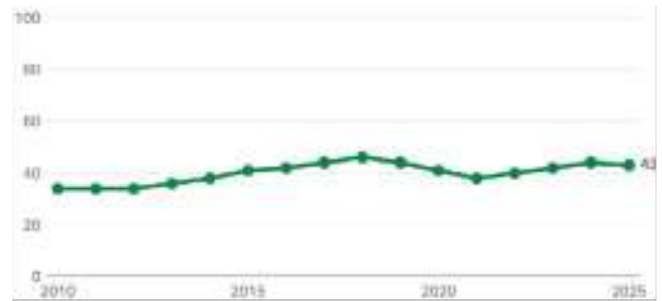


# Belgium

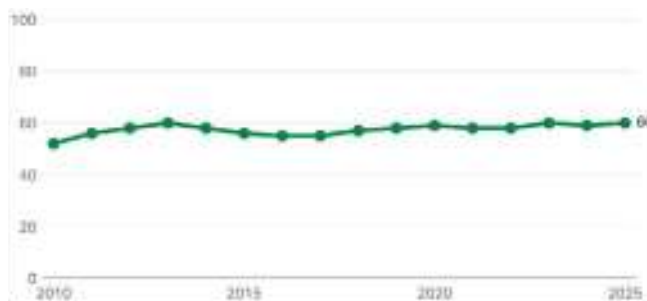
% Engaged



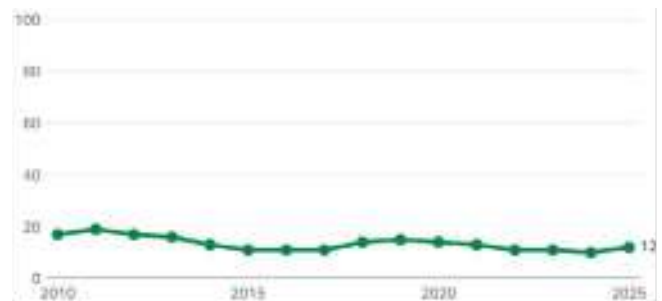
% Yes, daily stress



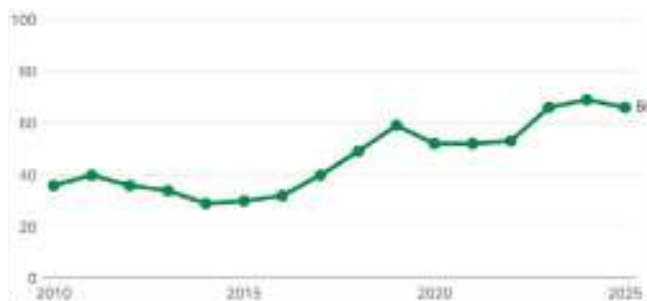
% Thriving



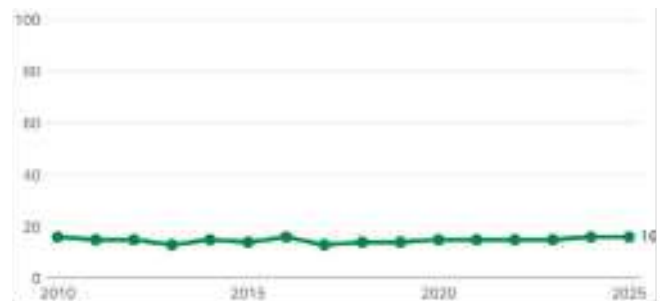
% Yes, daily anger



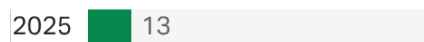
% Good time to find a job



% Yes, daily sadness



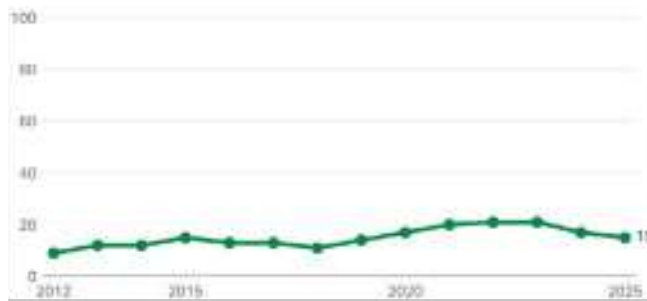
% Yes, daily loneliness



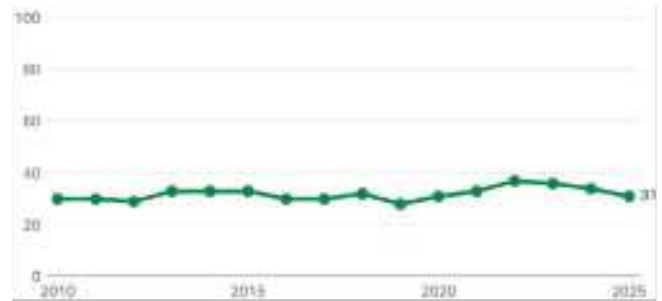


## Bosnia and Herzegovina

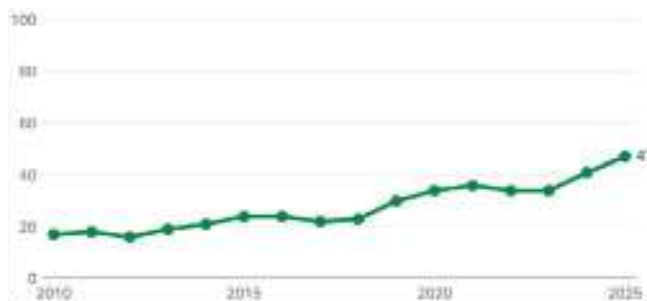
% Engaged



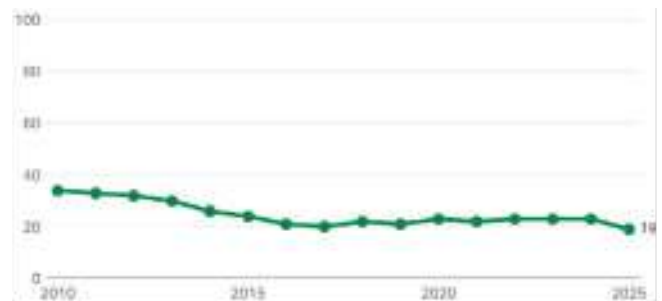
% Yes, daily stress



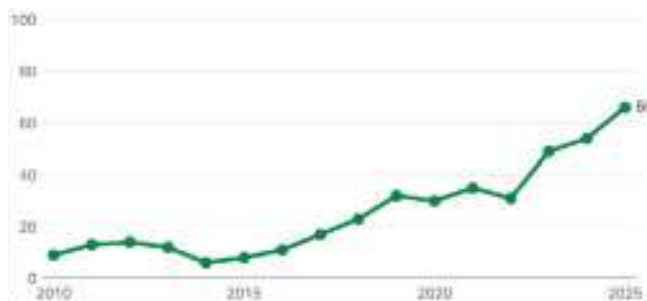
% Thriving



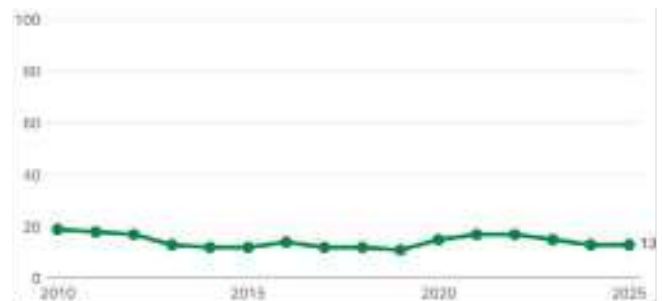
% Yes, daily anger



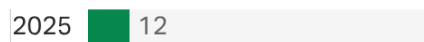
% Good time to find a job



% Yes, daily sadness



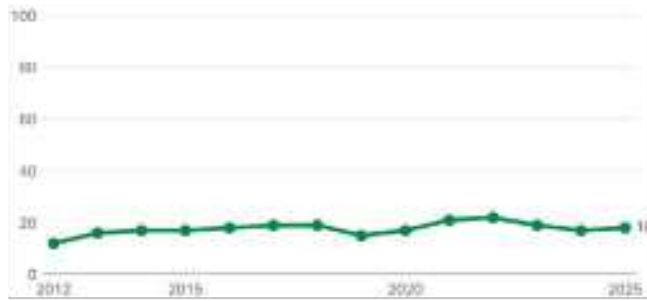
% Yes, daily loneliness



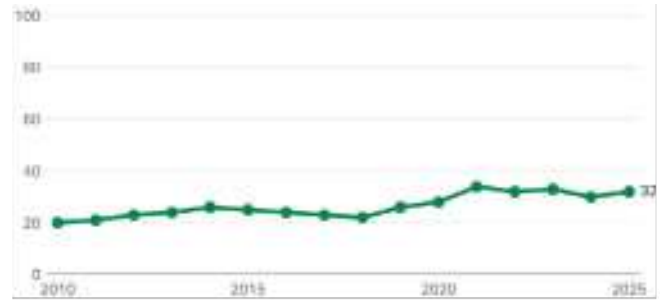


# Bulgaria

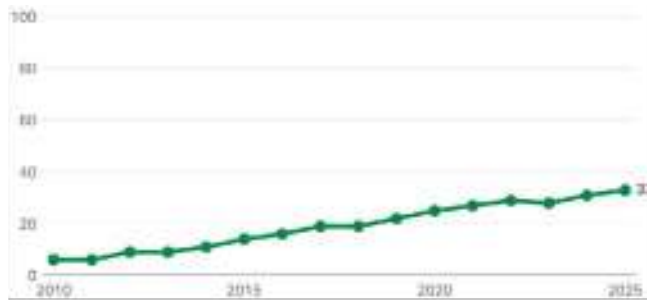
% Engaged



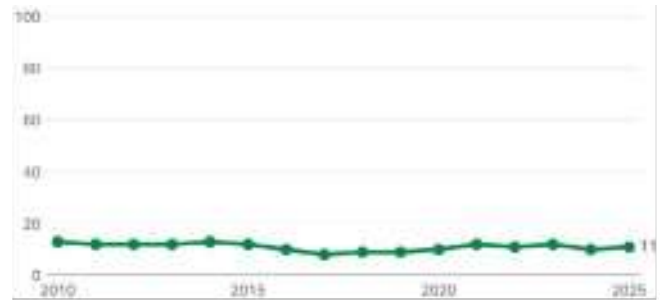
% Yes, daily stress



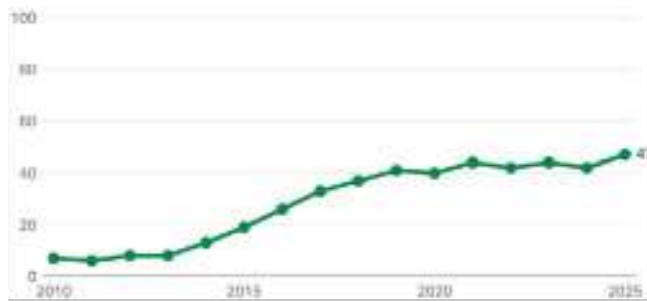
% Thriving



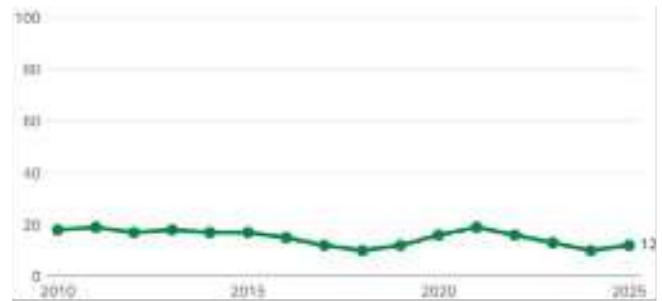
% Yes, daily anger



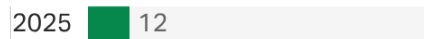
% Good time to find a job



% Yes, daily sadness



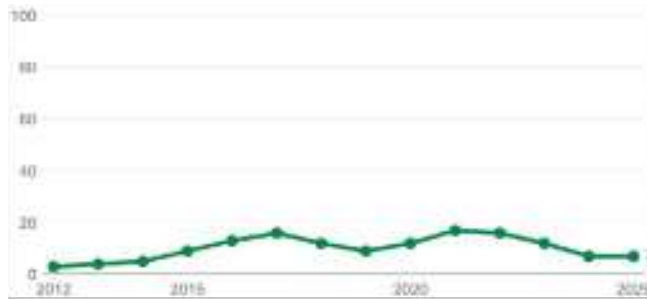
% Yes, daily loneliness



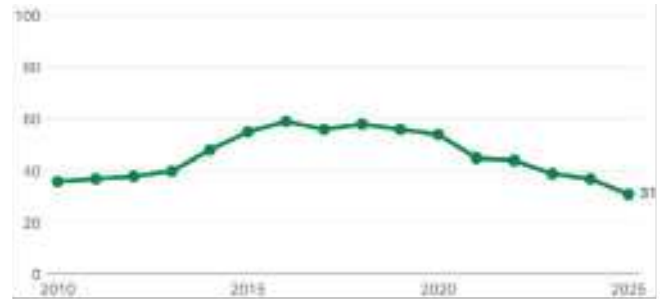


## Croatia

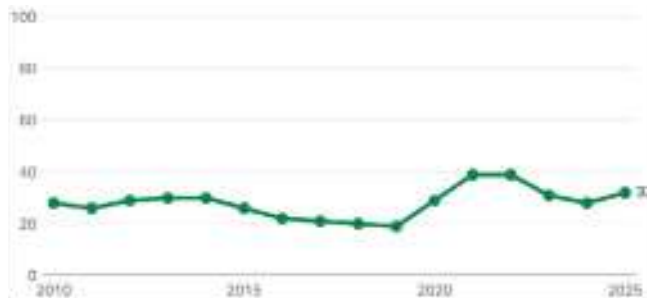
% Engaged



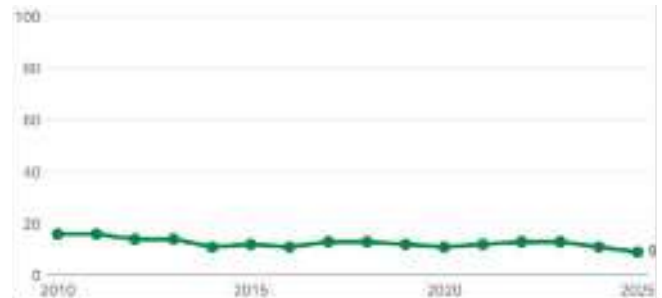
% Yes, daily stress



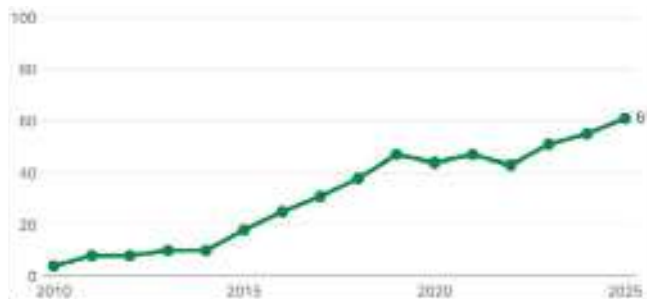
% Thriving



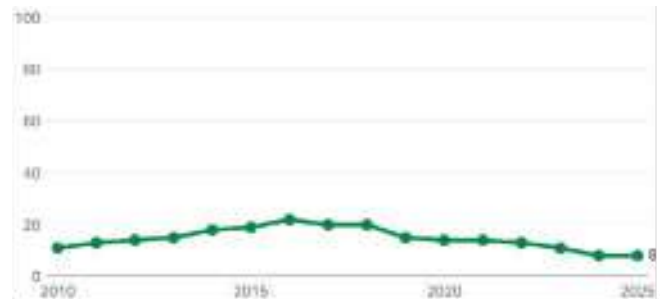
% Yes, daily anger



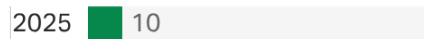
% Good time to find a job



% Yes, daily sadness



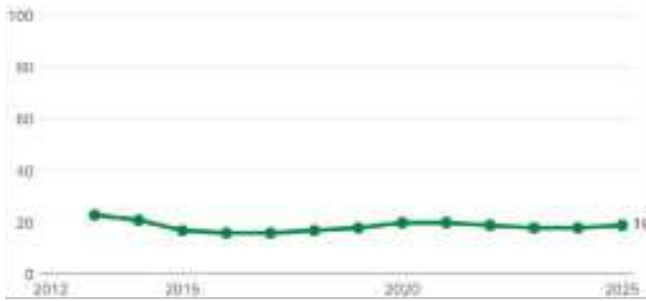
% Yes, daily loneliness



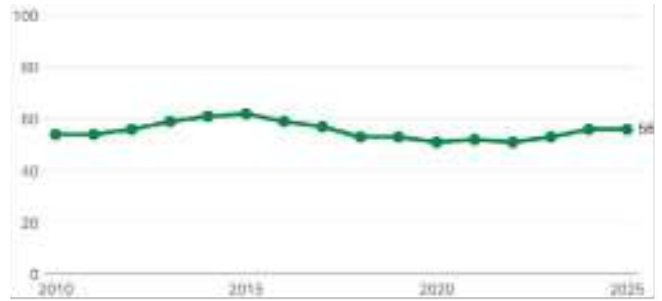


# Cyprus

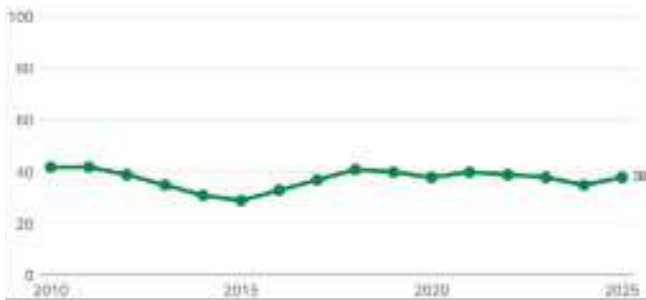
% Engaged



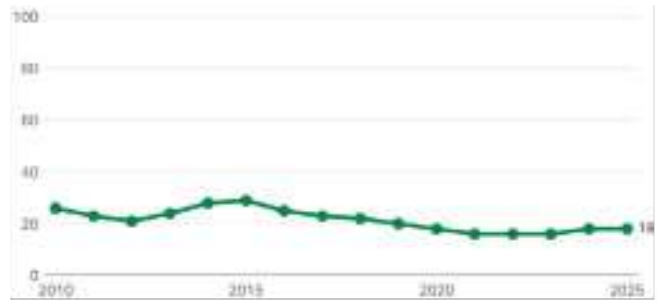
% Yes, daily stress



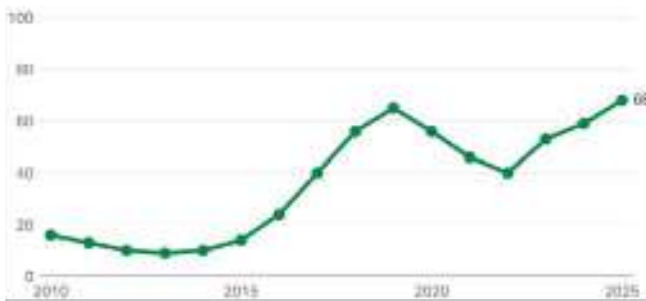
% Thriving



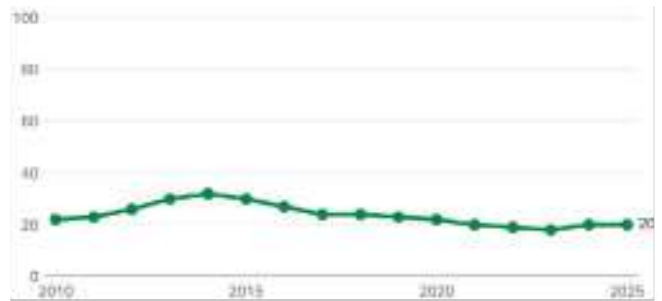
% Yes, daily anger



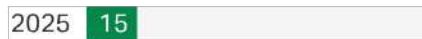
% Good time to find a job



% Yes, daily sadness



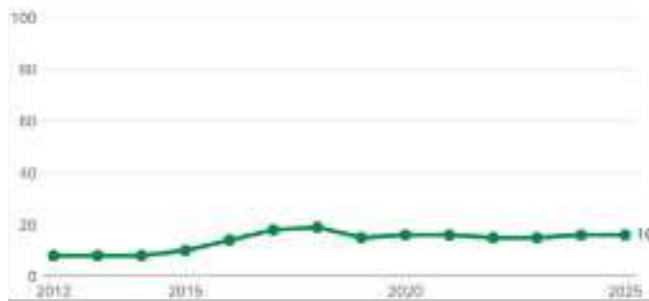
% Yes, daily loneliness



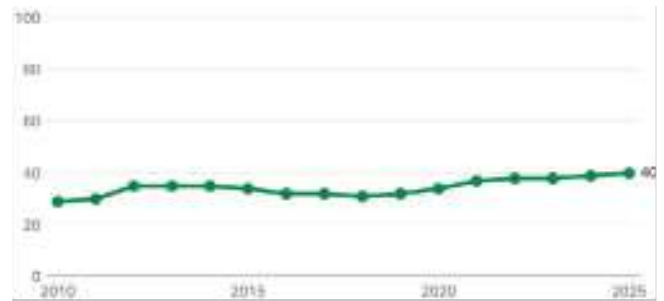


## Czech Republic

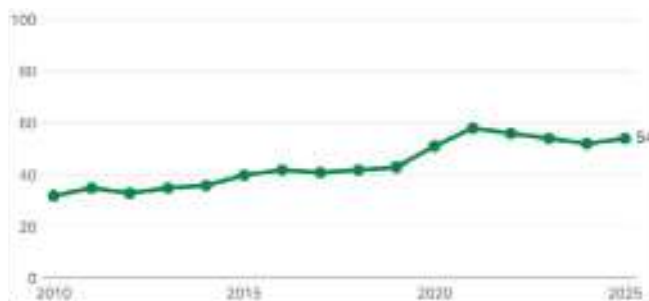
% Engaged



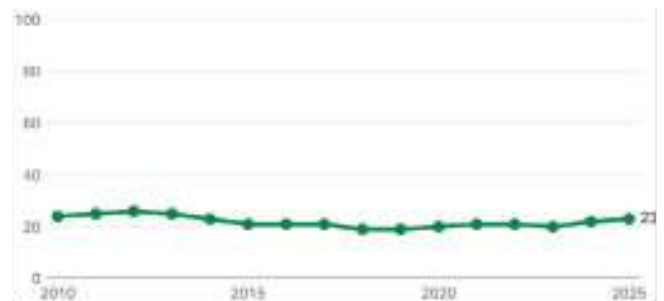
% Yes, daily stress



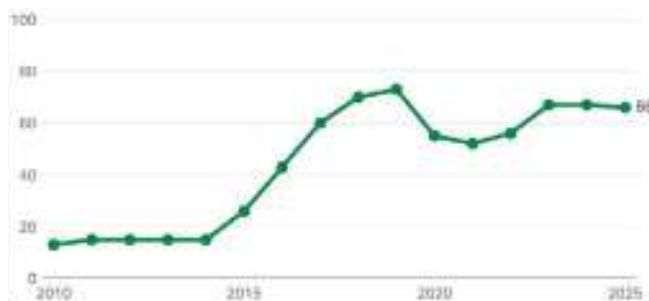
% Thriving



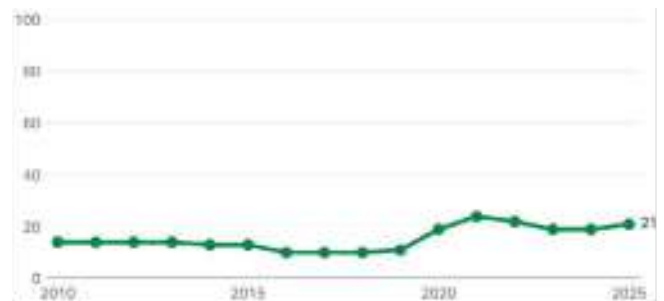
% Yes, daily anger



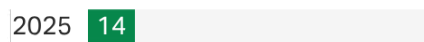
% Good time to find a job



% Yes, daily sadness



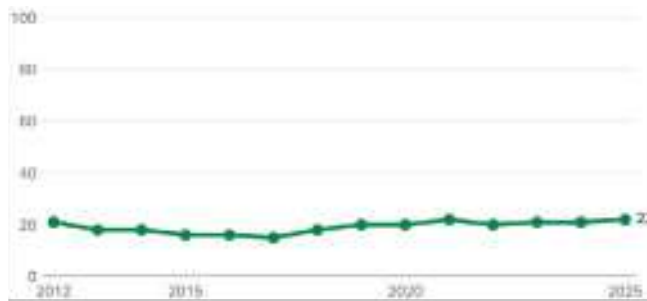
% Yes, daily loneliness



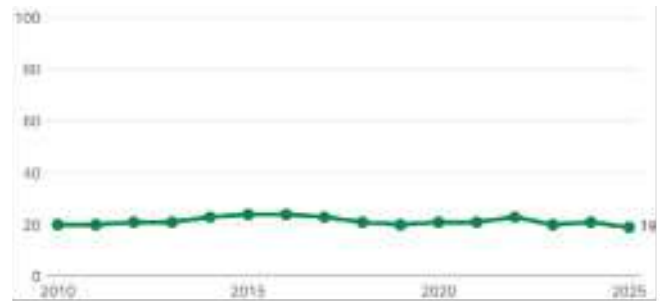


## Denmark

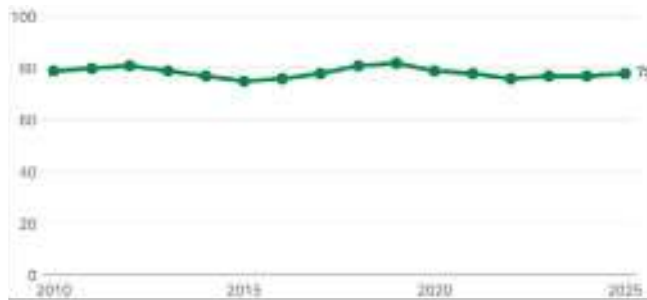
% Engaged



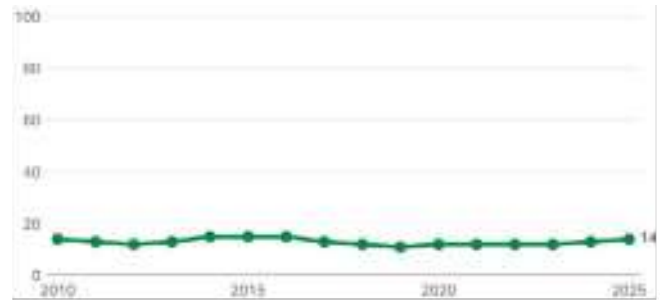
% Yes, daily stress



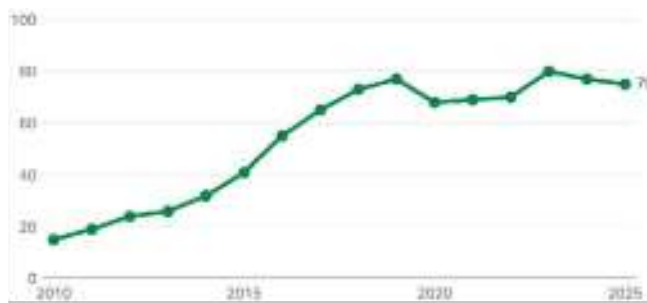
% Thriving



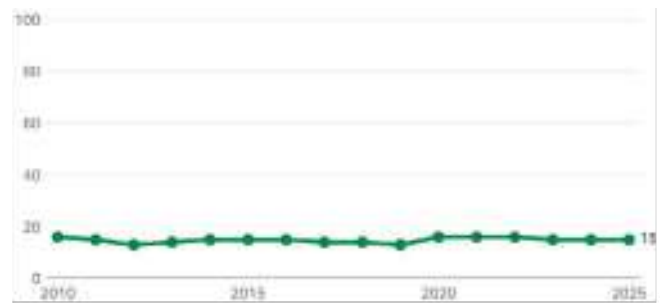
% Yes, daily anger



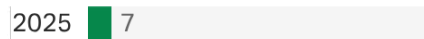
% Good time to find a job



% Yes, daily sadness



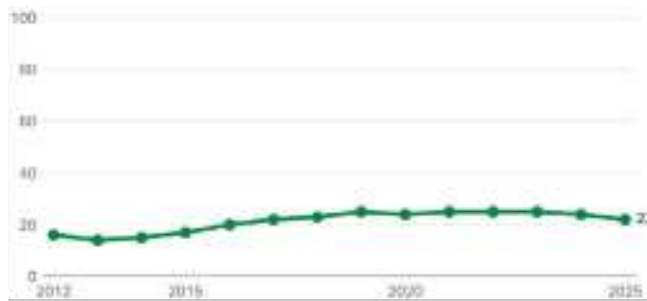
% Yes, daily loneliness



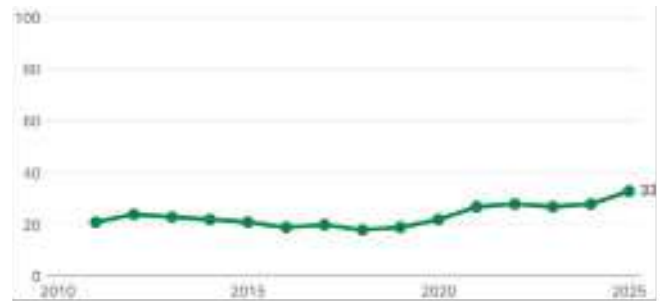


## Estonia

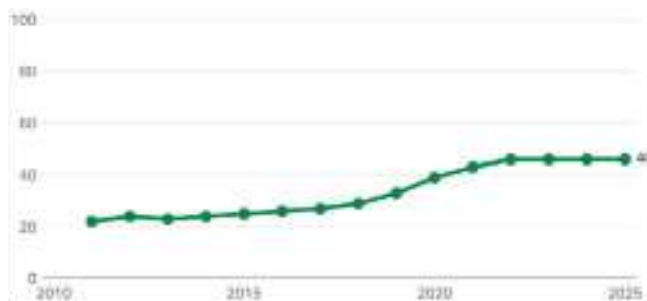
% Engaged



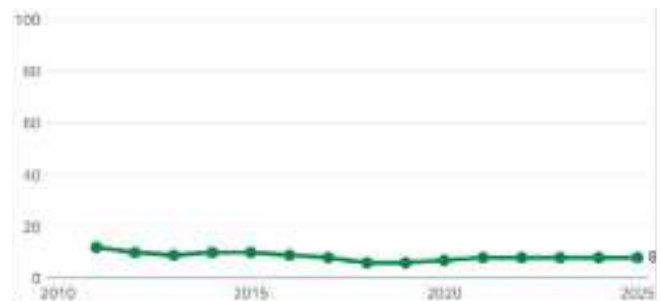
% Yes, daily stress



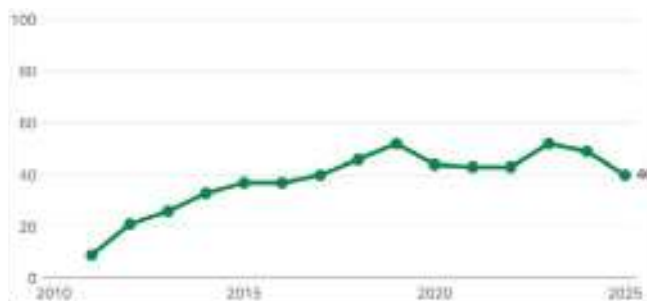
% Thriving



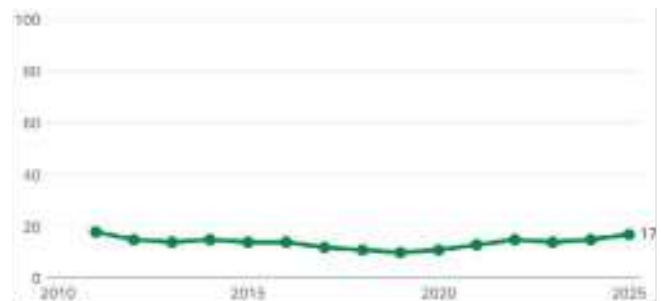
% Yes, daily anger



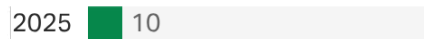
% Good time to find a job



% Yes, daily sadness



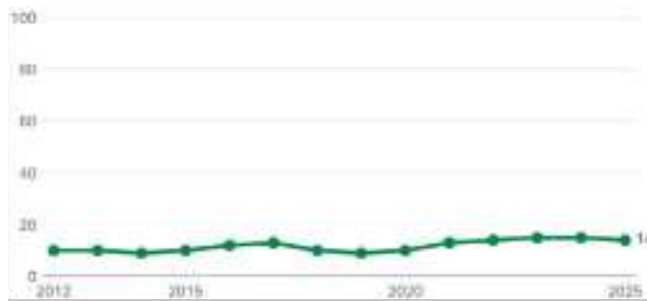
% Yes, daily loneliness



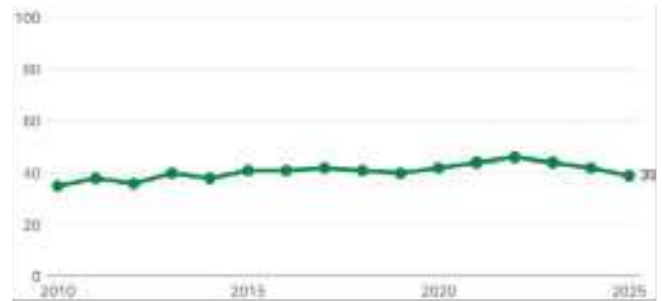


# Finland

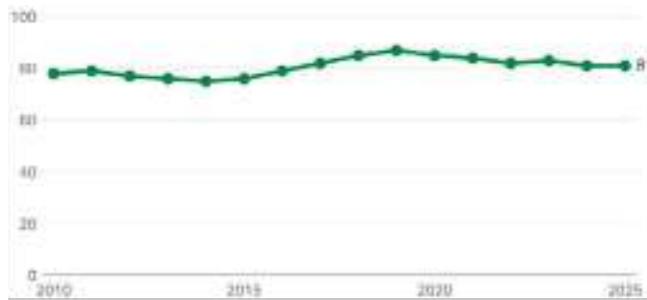
% Engaged



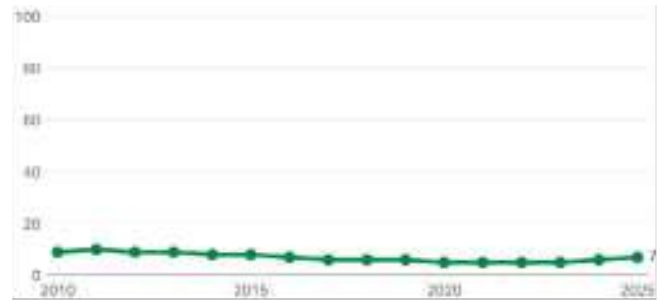
% Yes, daily stress



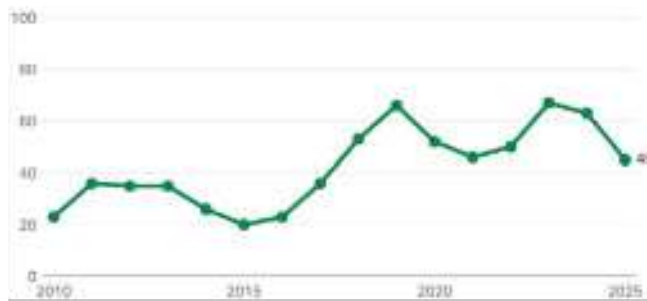
% Thriving



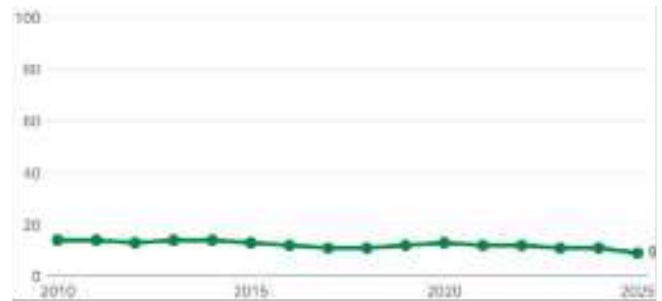
% Yes, daily anger



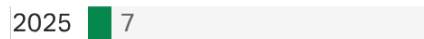
% Good time to find a job



% Yes, daily sadness



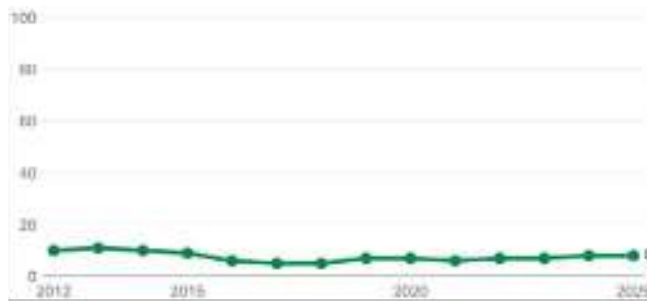
% Yes, daily loneliness



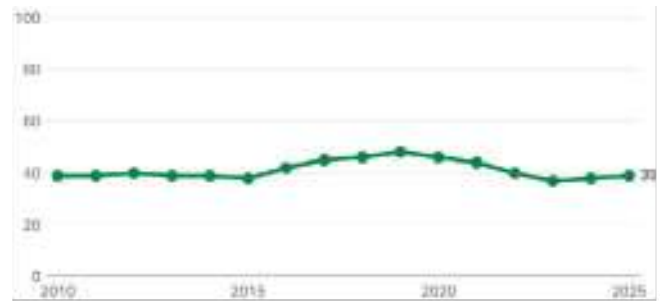


## France

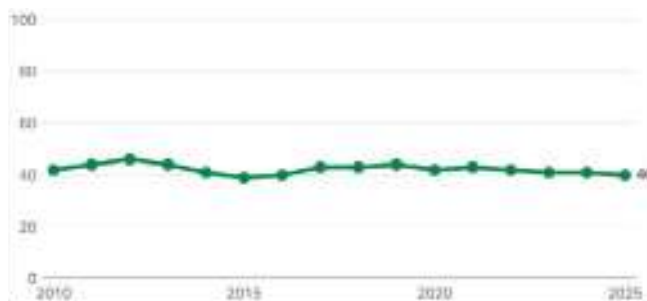
% Engaged



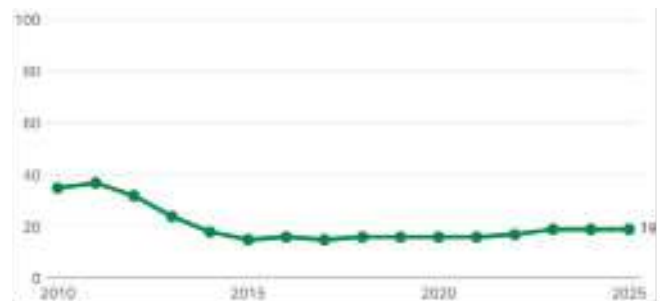
% Yes, daily stress



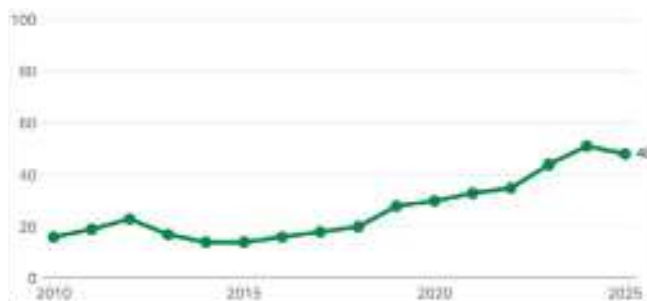
% Thriving



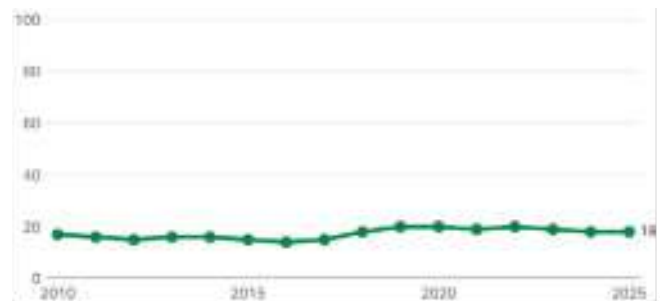
% Yes, daily anger



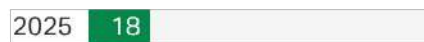
% Good time to find a job



% Yes, daily sadness



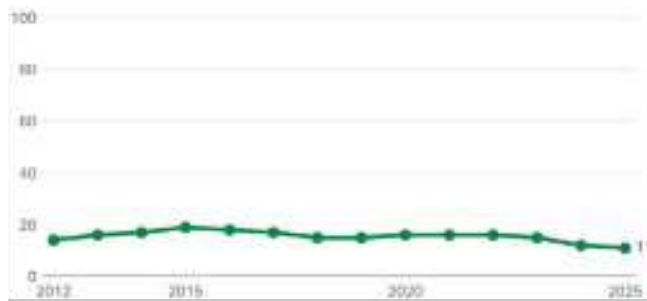
% Yes, daily loneliness



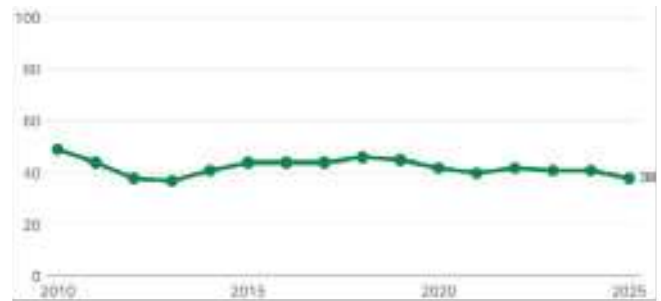


## Germany

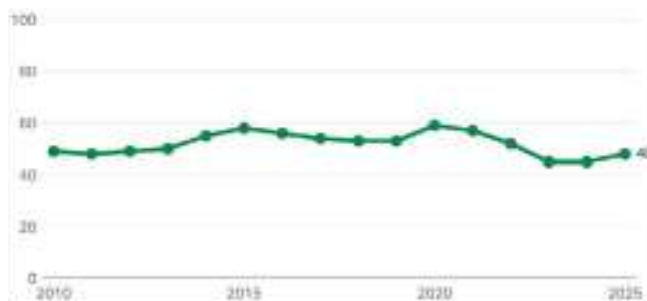
% Engaged



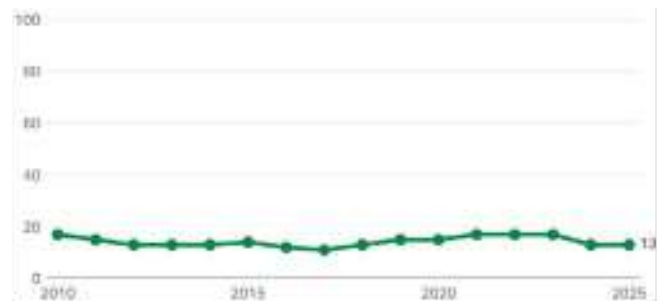
% Yes, daily stress



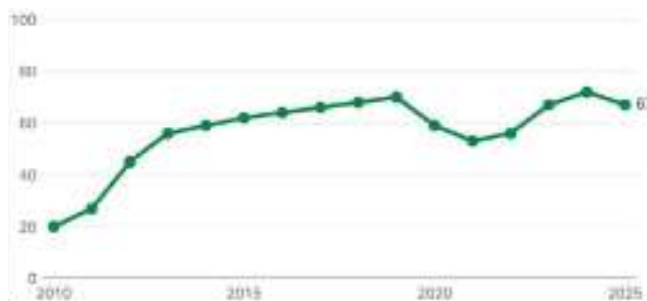
% Thriving



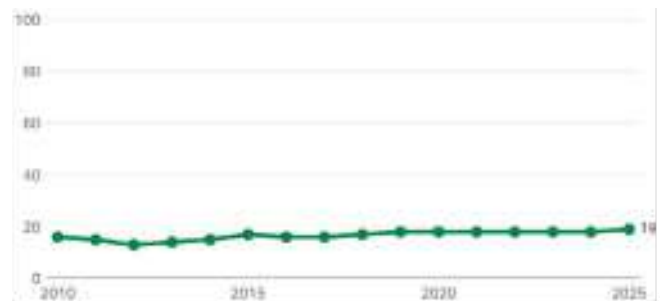
% Yes, daily anger



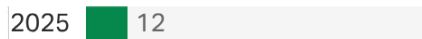
% Good time to find a job



% Yes, daily sadness



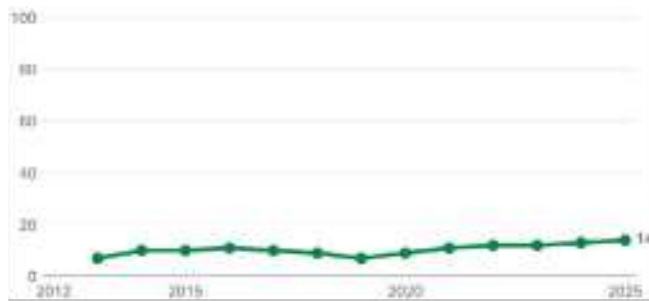
% Yes, daily loneliness



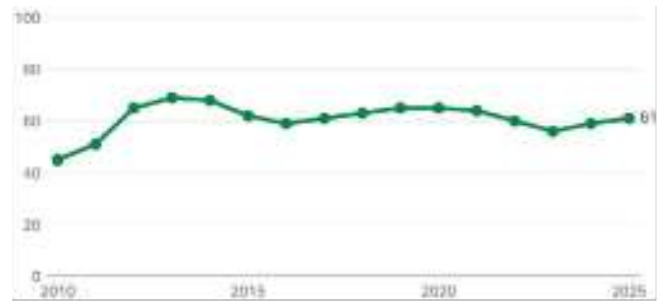


## Greece

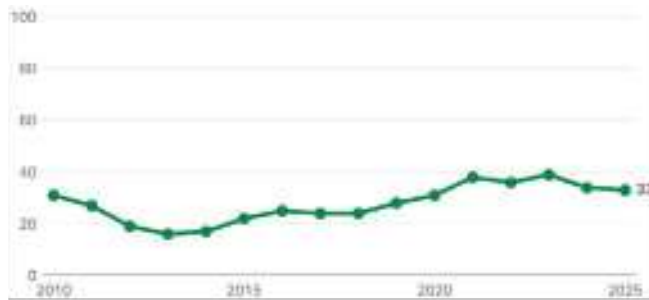
% Engaged



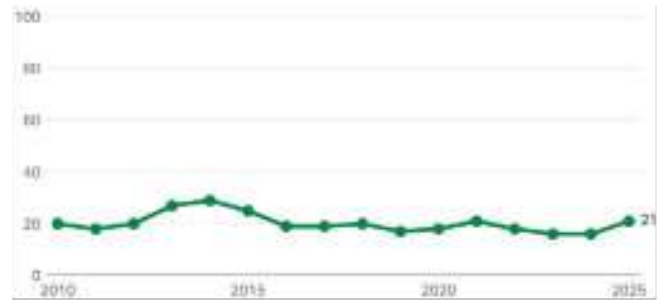
% Yes, daily stress



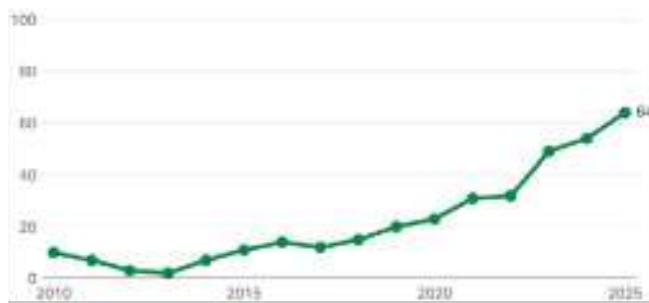
% Thriving



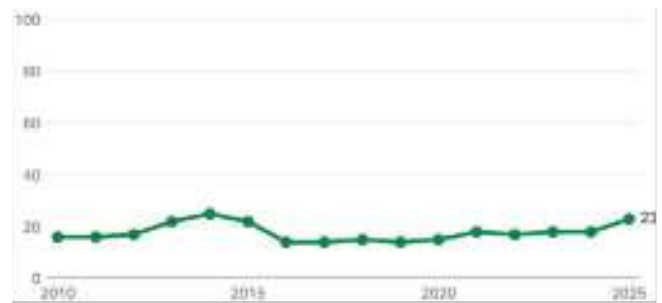
% Yes, daily anger



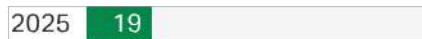
% Good time to find a job



% Yes, daily sadness



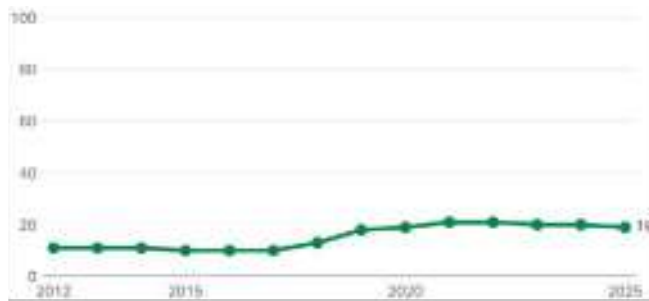
% Yes, daily loneliness



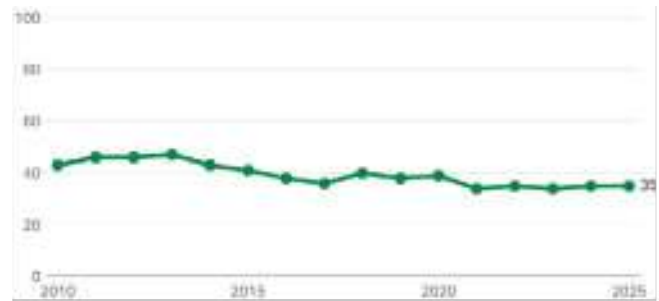


# Hungary

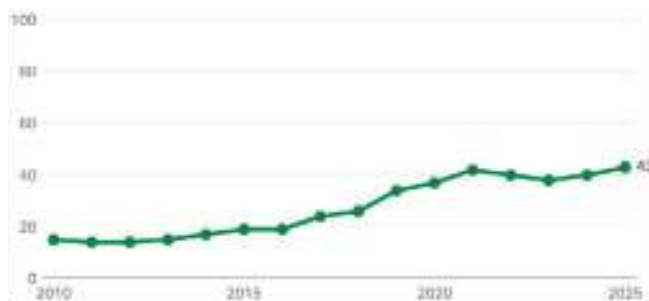
% Engaged



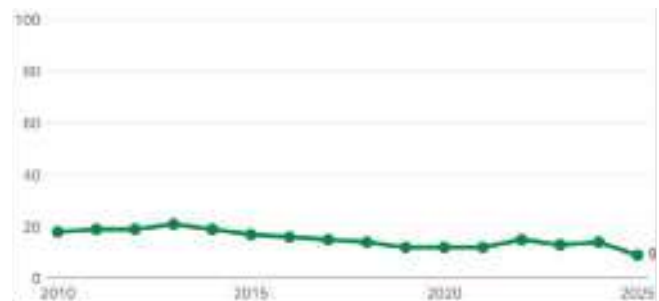
% Yes, daily stress



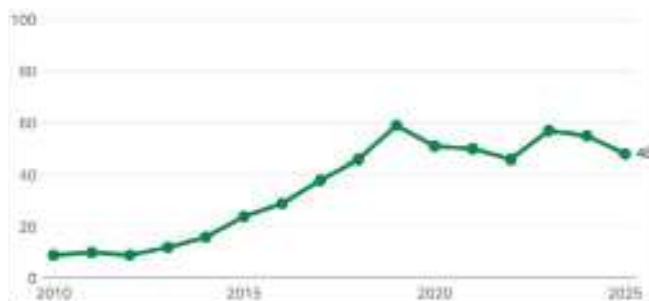
% Thriving



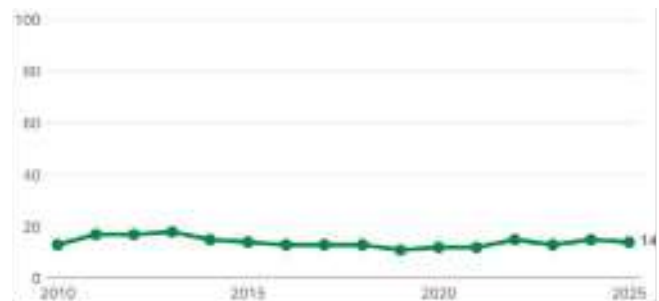
% Yes, daily anger



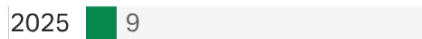
% Good time to find a job



% Yes, daily sadness



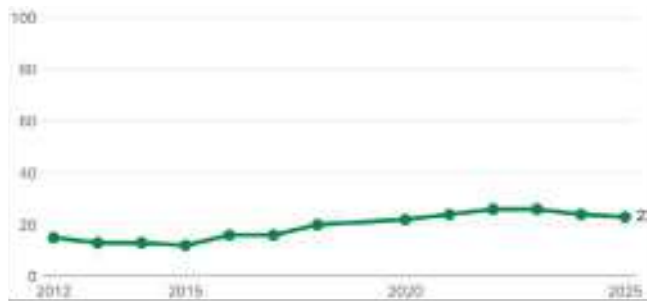
% Yes, daily loneliness



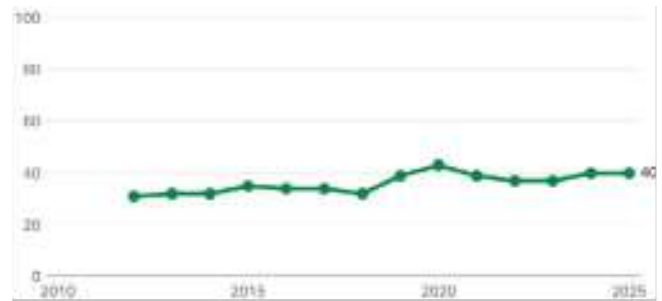


# Iceland

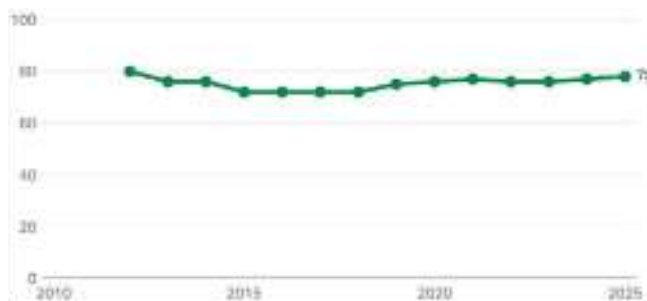
% Engaged



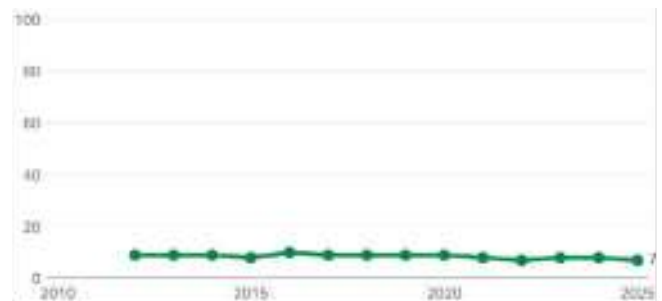
% Yes, daily stress



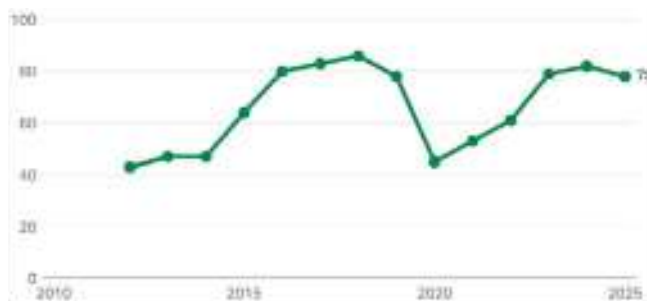
% Thriving



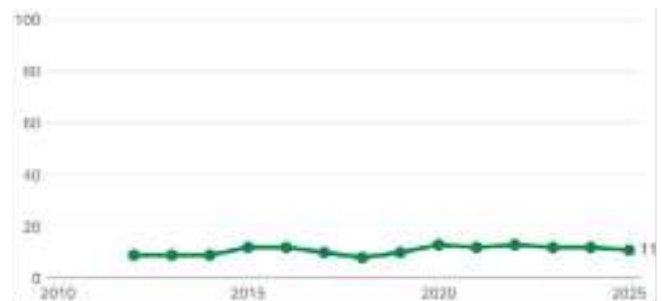
% Yes, daily anger



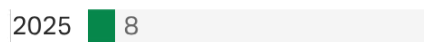
% Good time to find a job



% Yes, daily sadness



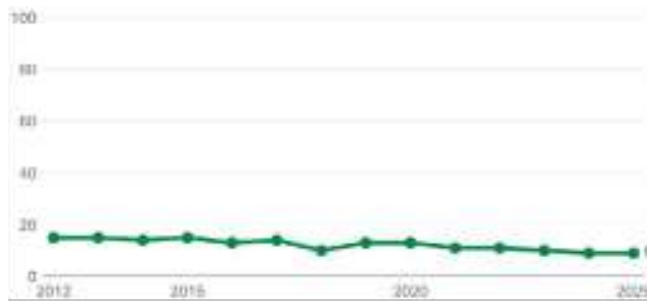
% Yes, daily loneliness



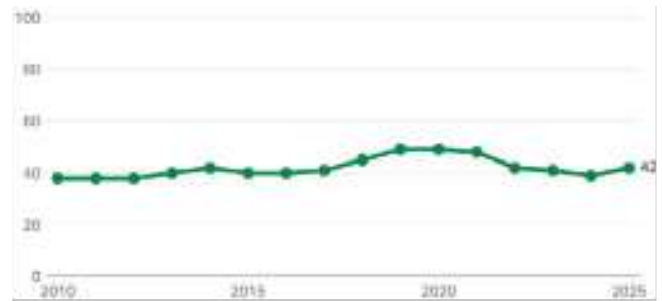


## Ireland

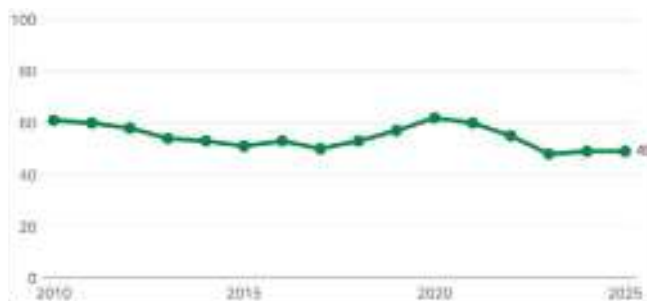
% Engaged



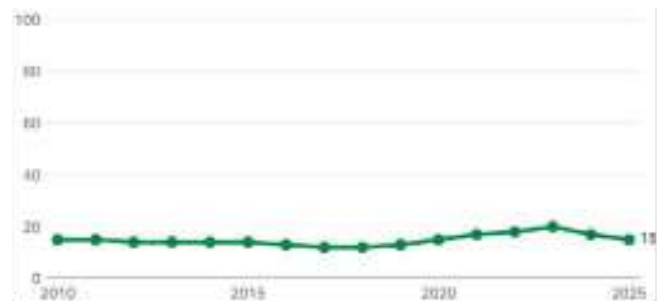
% Yes, daily stress



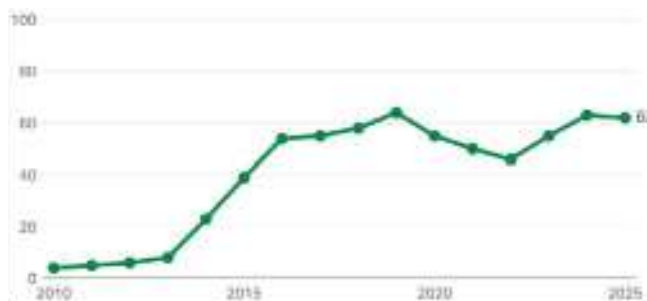
% Thriving



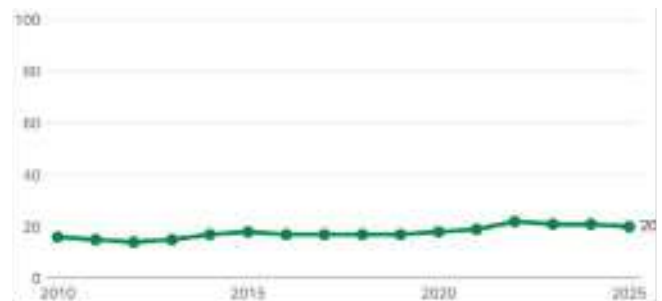
% Yes, daily anger



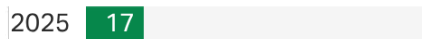
% Good time to find a job



% Yes, daily sadness



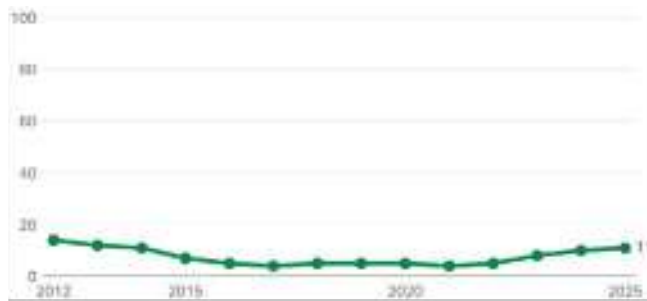
% Yes, daily loneliness



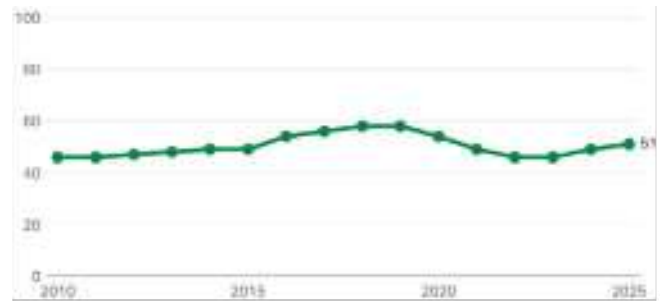


# Italy

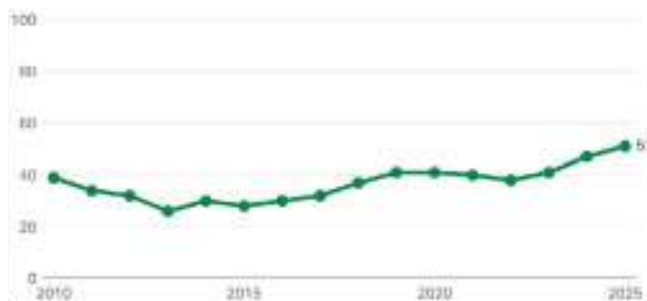
% Engaged



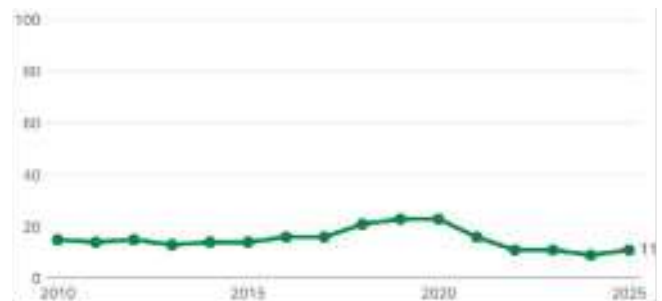
% Yes, daily stress



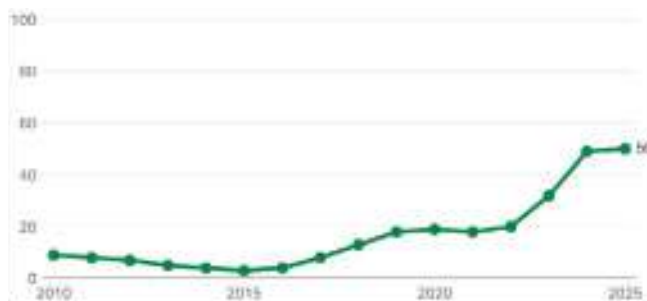
% Thriving



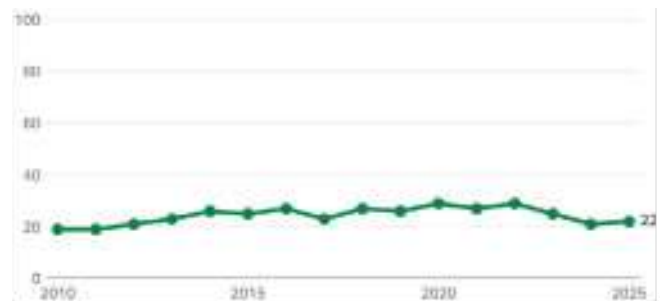
% Yes, daily anger



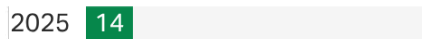
% Good time to find a job



% Yes, daily sadness



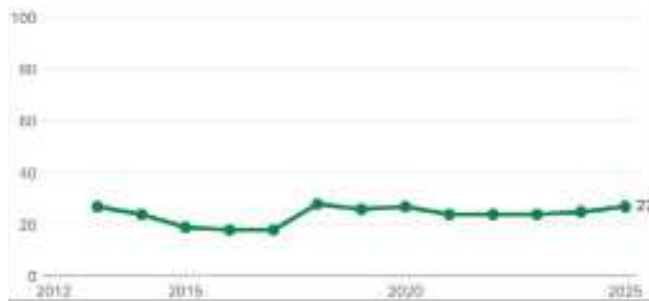
% Yes, daily loneliness



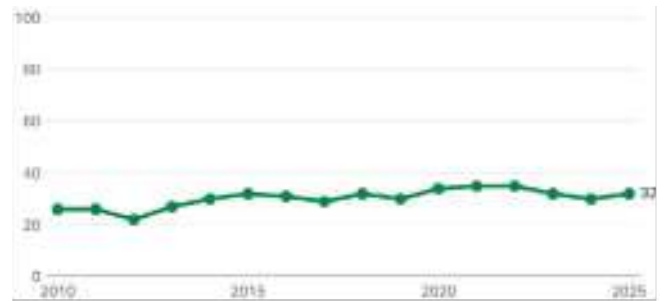


## Kosovo

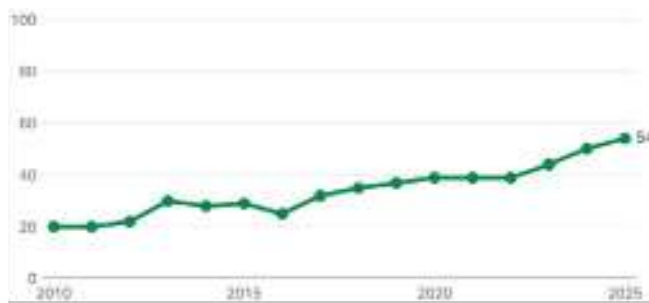
% Engaged



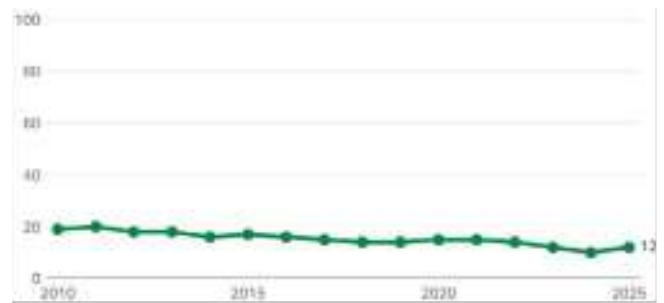
% Yes, daily stress



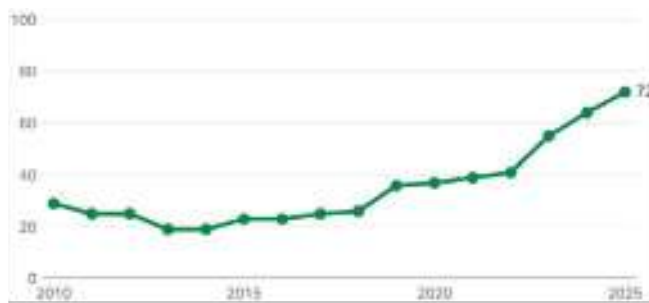
% Thriving



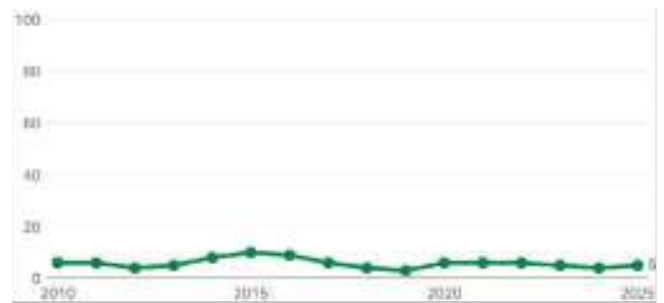
% Yes, daily anger



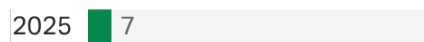
% Good time to find a job



% Yes, daily sadness



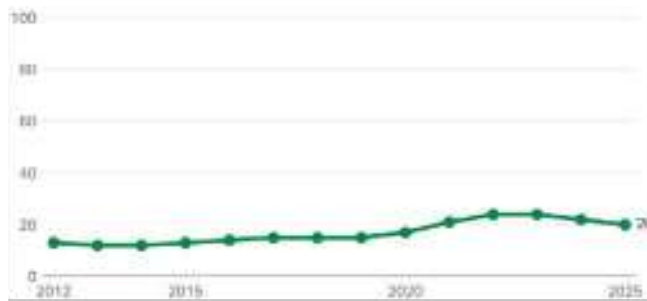
% Yes, daily loneliness



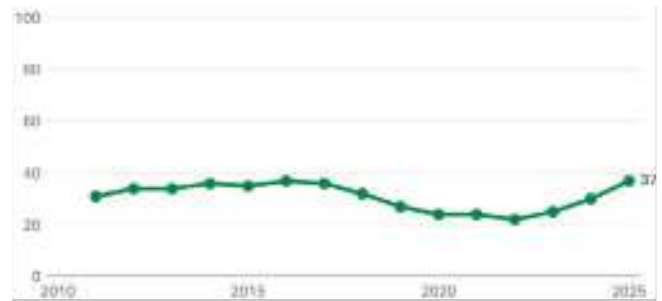


# Latvia

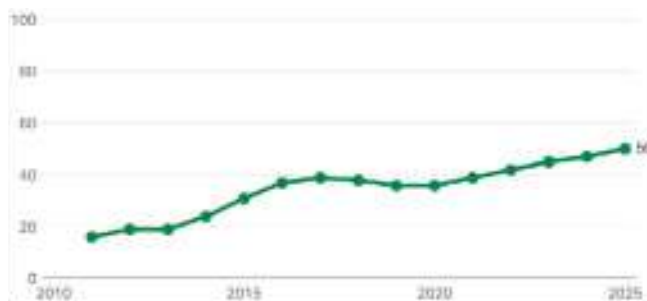
% Engaged



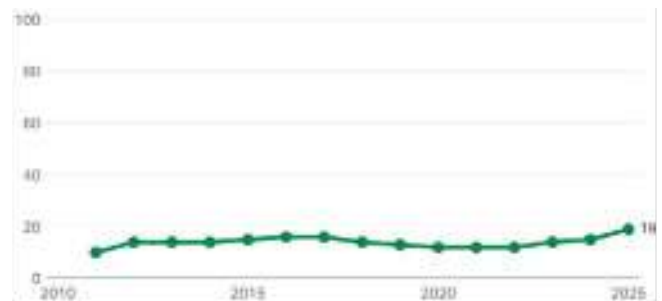
% Yes, daily stress



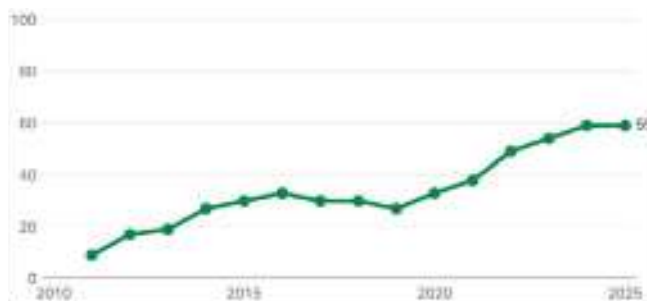
% Thriving



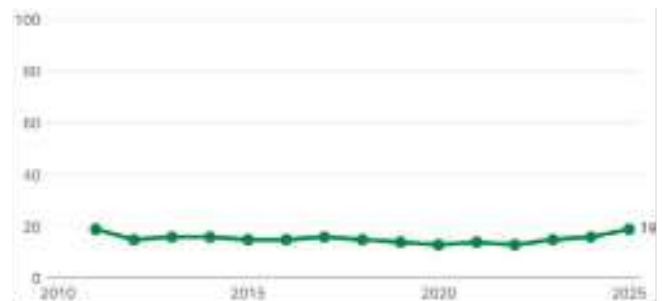
% Yes, daily anger



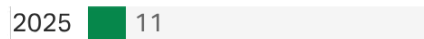
% Good time to find a job



% Yes, daily sadness



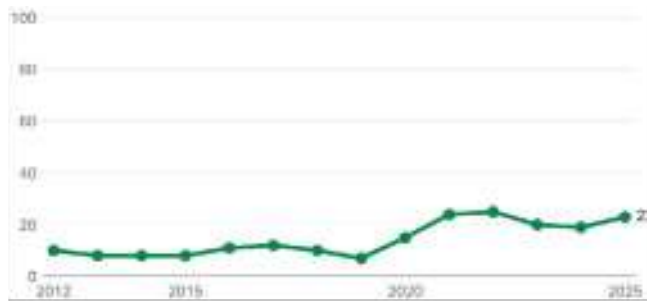
% Yes, daily loneliness



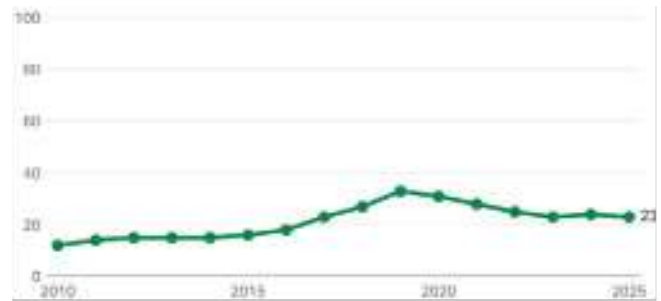


# Lithuania

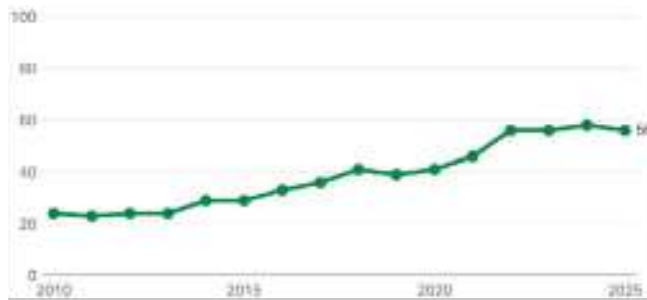
% Engaged



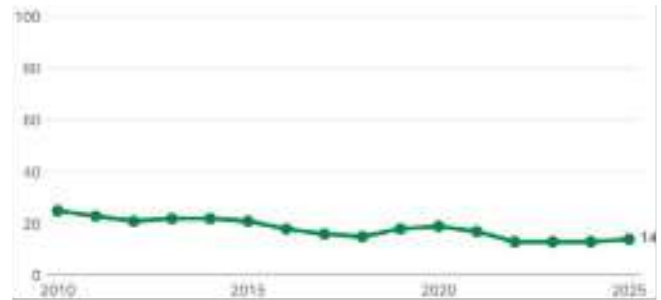
% Yes, daily stress



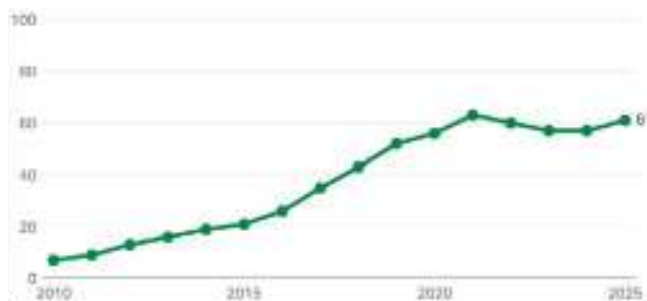
% Thriving



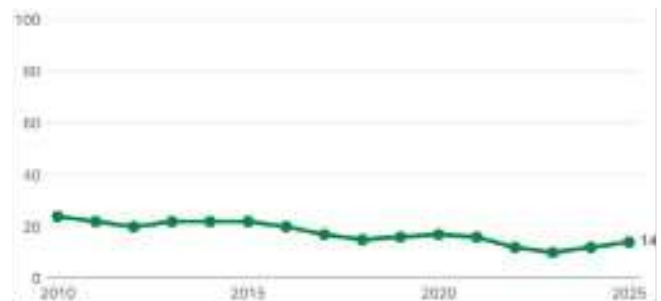
% Yes, daily anger



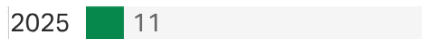
% Good time to find a job



% Yes, daily sadness



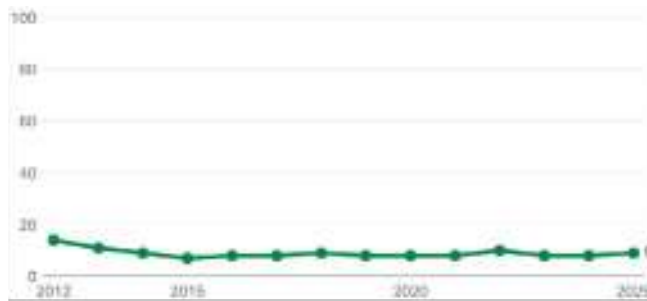
% Yes, daily loneliness



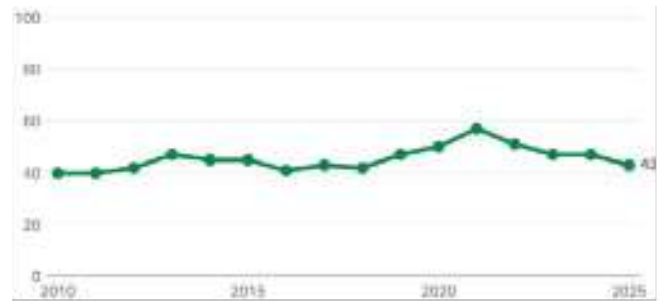


## Luxembourg

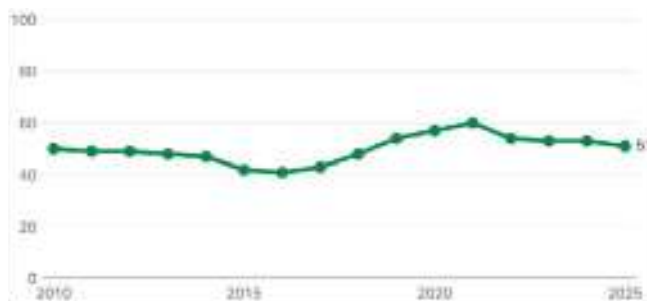
% Engaged



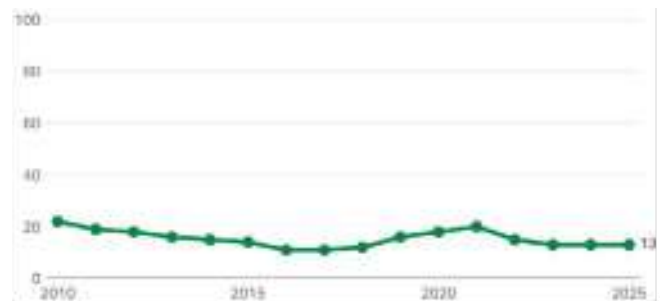
% Yes, daily stress



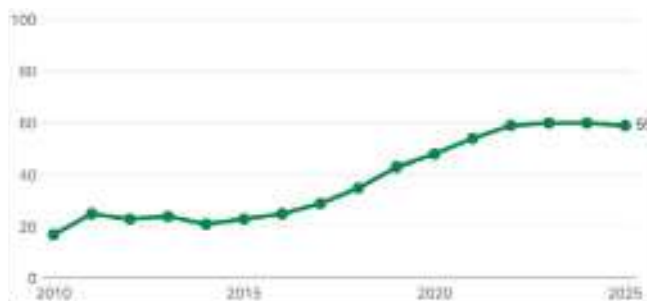
% Thriving



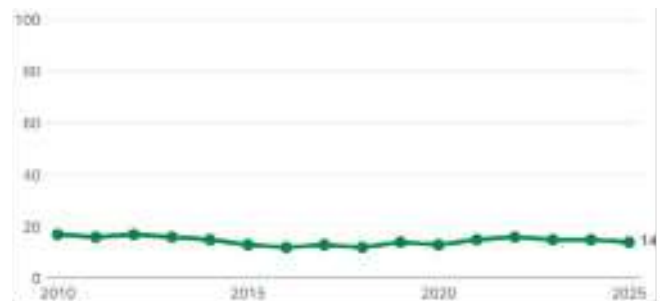
% Yes, daily anger



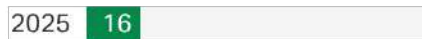
% Good time to find a job



% Yes, daily sadness



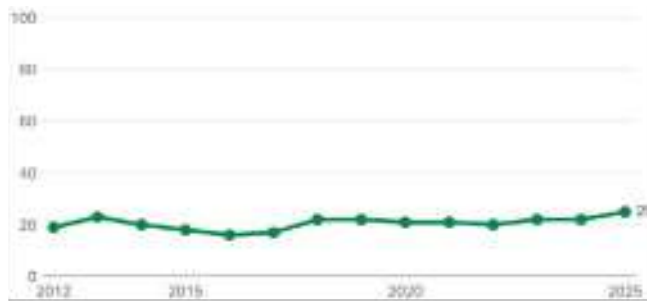
% Yes, daily loneliness



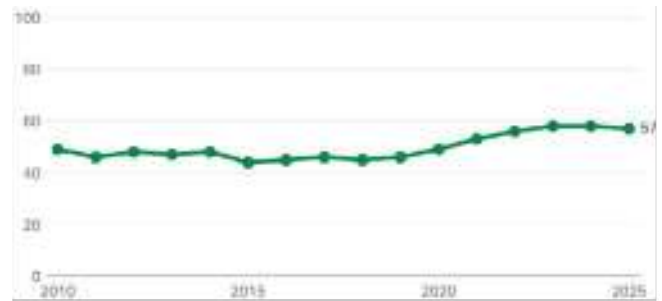


# Malta

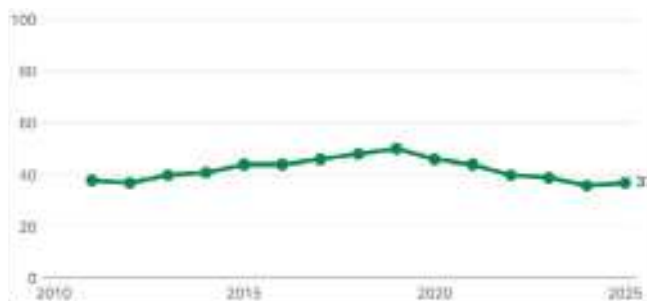
% Engaged



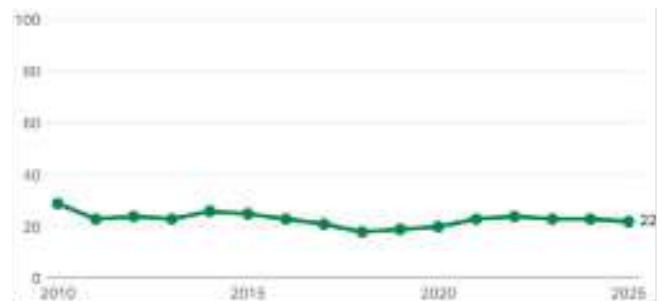
% Yes, daily stress



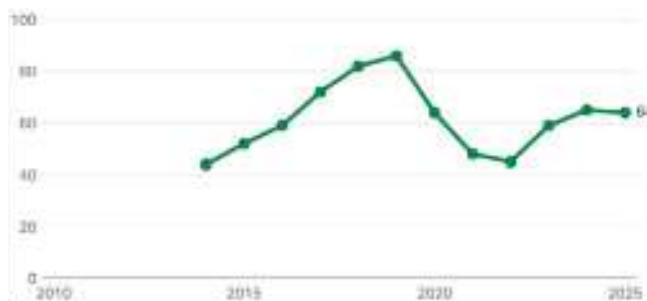
% Thriving



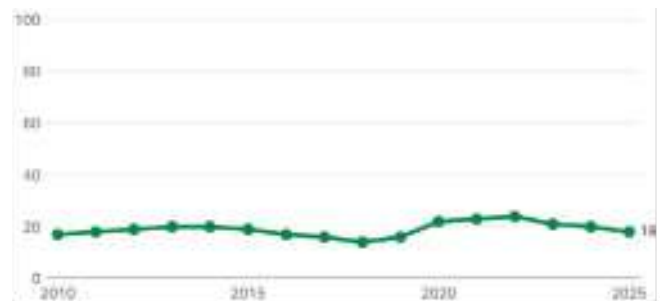
% Yes, daily anger



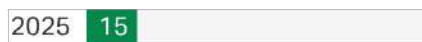
% Good time to find a job



% Yes, daily sadness



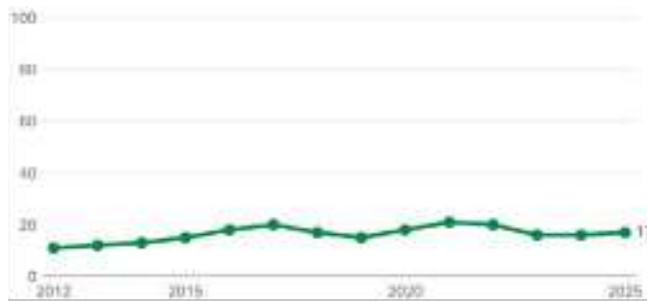
% Yes, daily loneliness



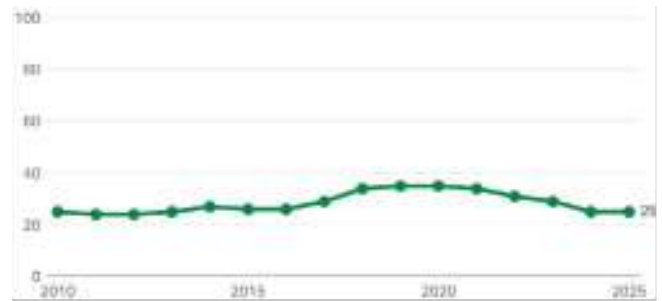


# Montenegro

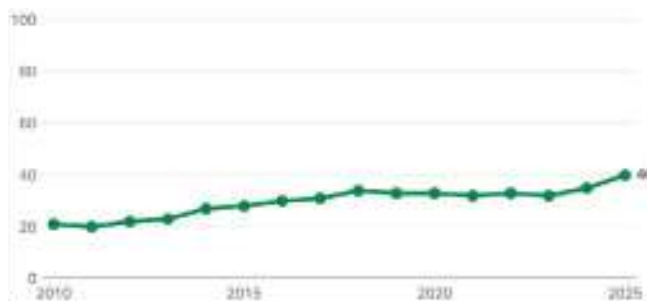
% Engaged



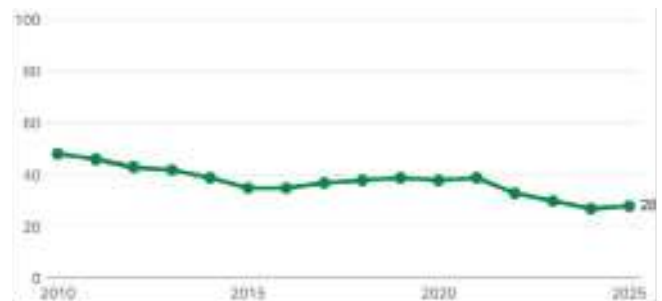
% Yes, daily stress



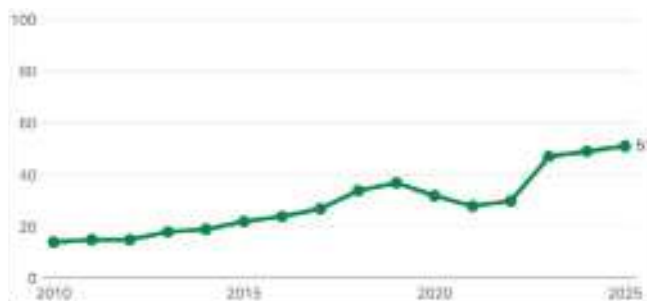
% Thriving



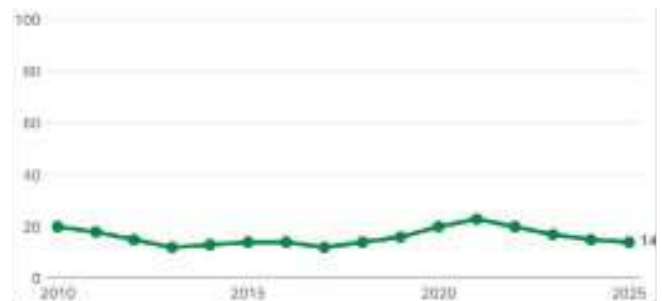
% Yes, daily anger



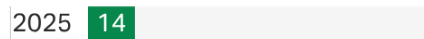
% Good time to find a job



% Yes, daily sadness



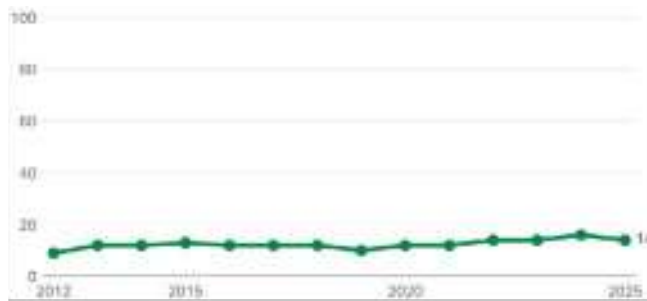
% Yes, daily loneliness



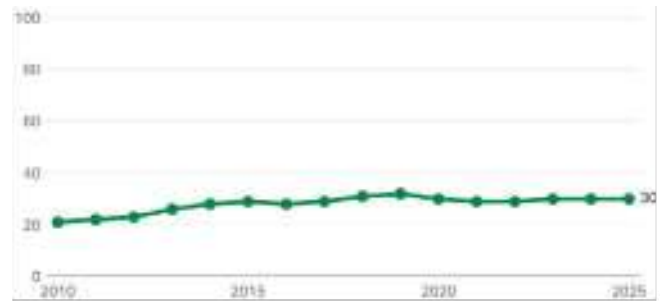


# Netherlands

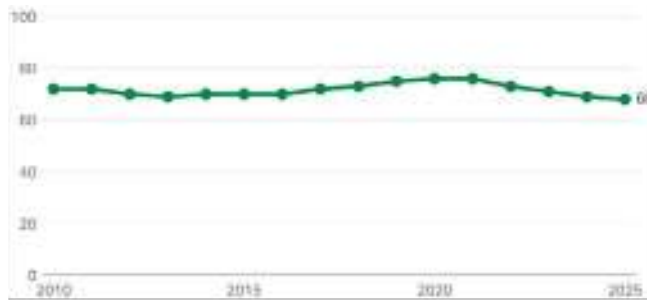
% Engaged



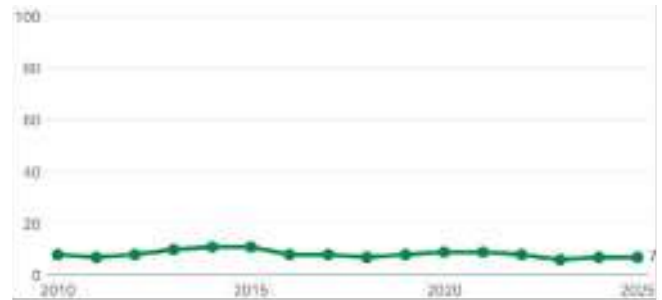
% Yes, daily stress



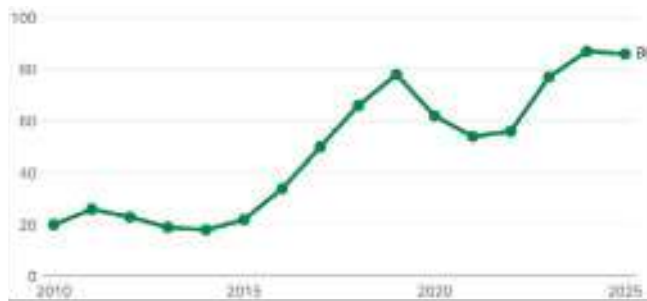
% Thriving



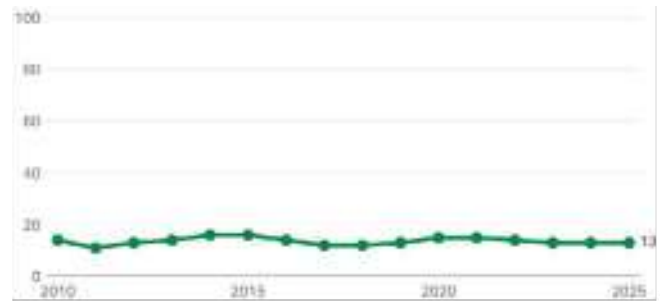
% Yes, daily anger



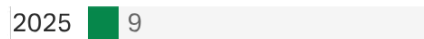
% Good time to find a job



% Yes, daily sadness



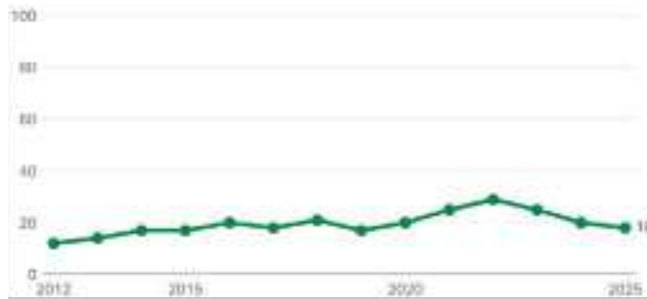
% Yes, daily loneliness



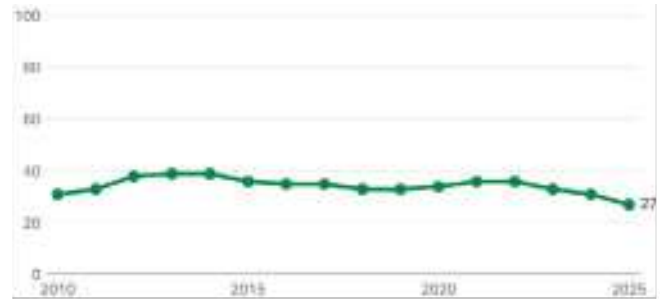


## North Macedonia

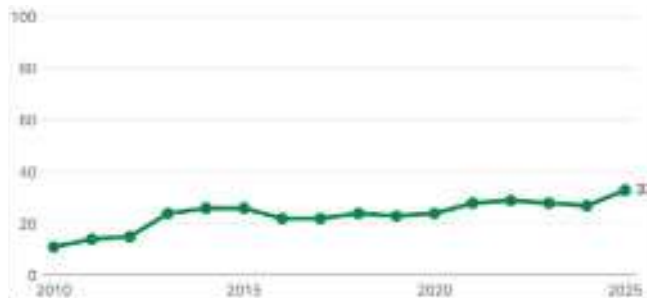
% Engaged



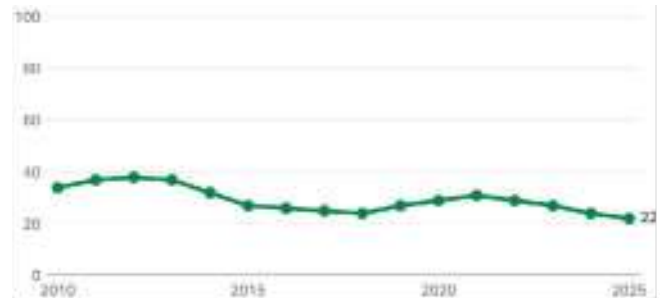
% Yes, daily stress



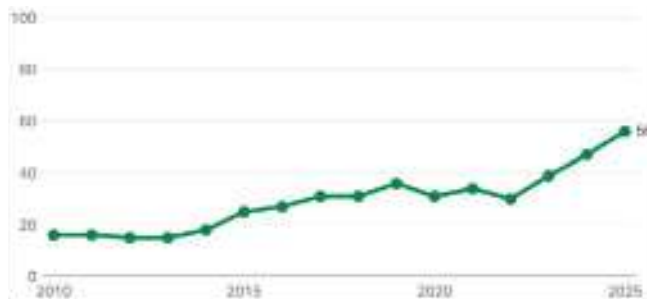
% Thriving



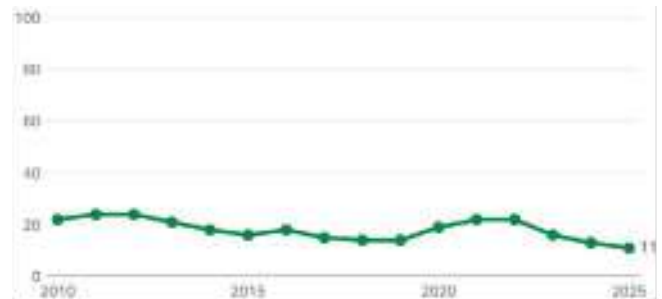
% Yes, daily anger



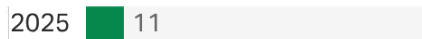
% Good time to find a job



% Yes, daily sadness



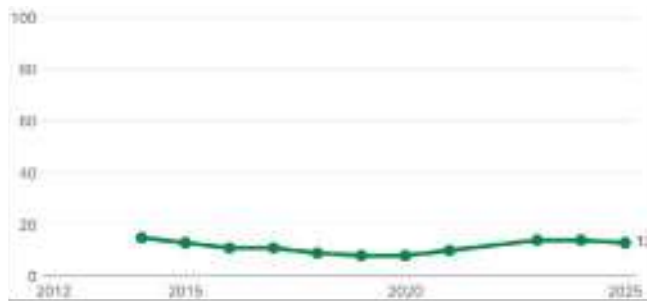
% Yes, daily loneliness



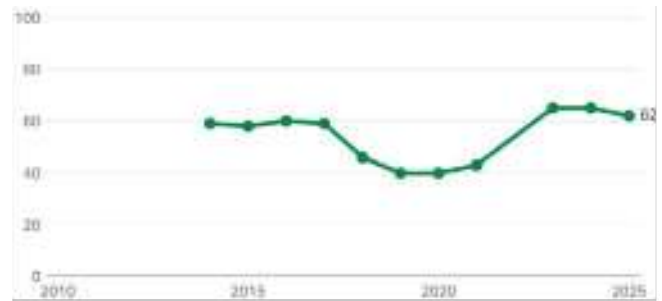


## Northern Cyprus (Territory of Republic of Cyprus)

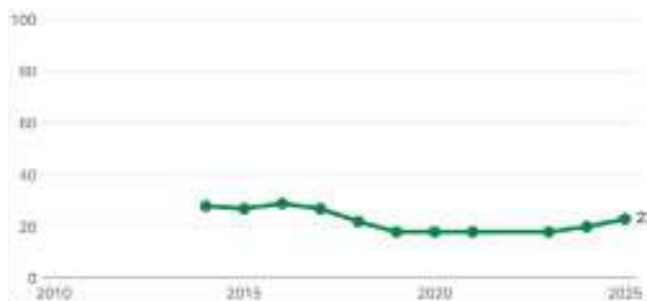
% Engaged



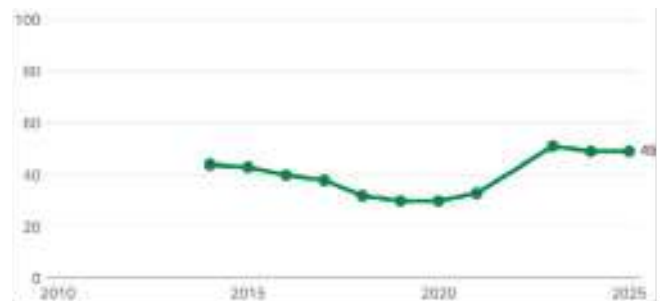
% Yes, daily stress



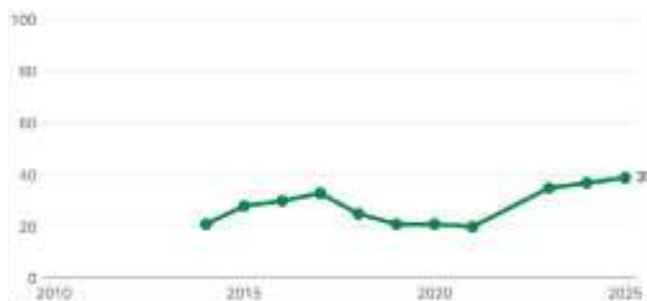
% Thriving



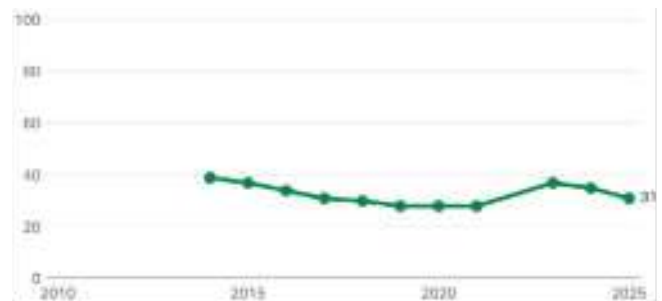
% Yes, daily anger



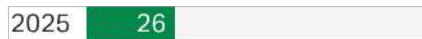
% Good time to find a job



% Yes, daily sadness



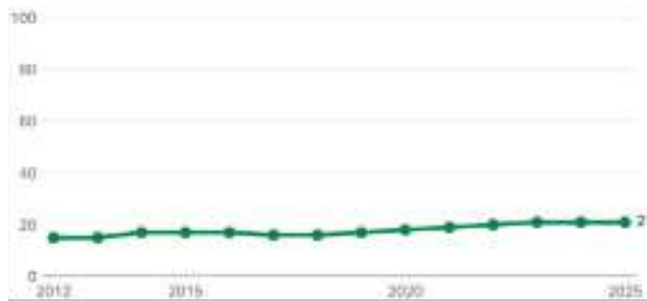
% Yes, daily loneliness



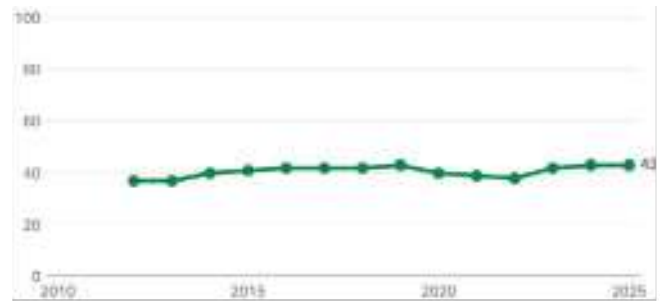


## Norway

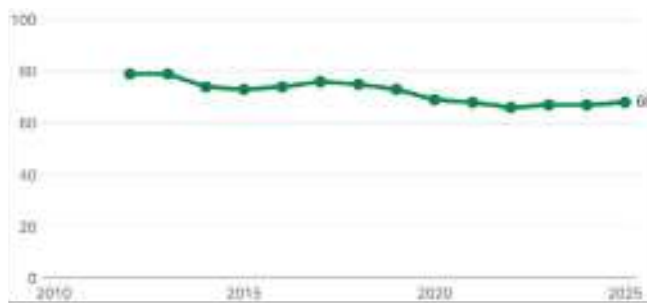
% Engaged



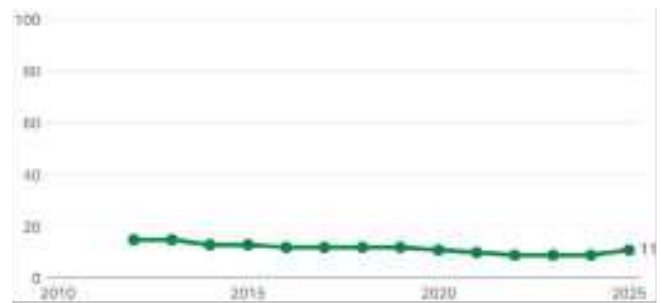
% Yes, daily stress



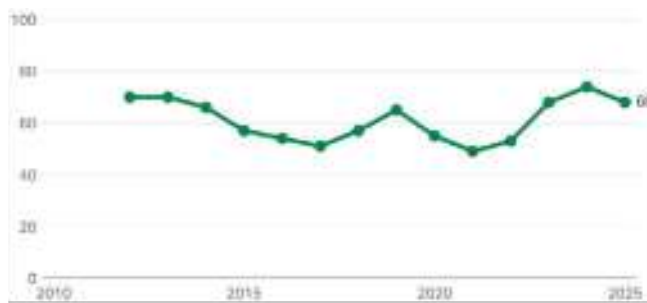
% Thriving



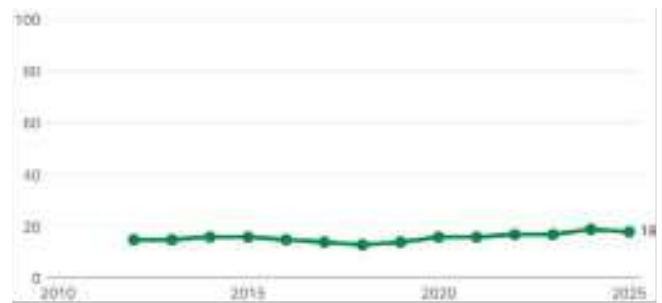
% Yes, daily anger



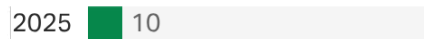
% Good time to find a job



% Yes, daily sadness



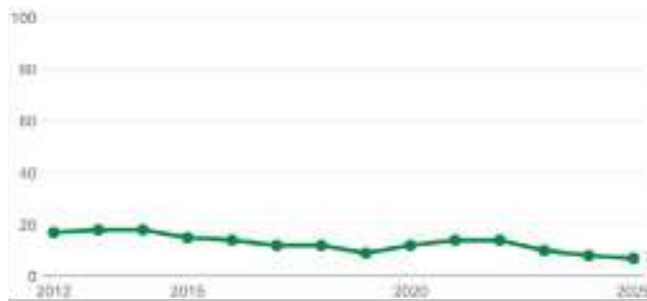
% Yes, daily loneliness



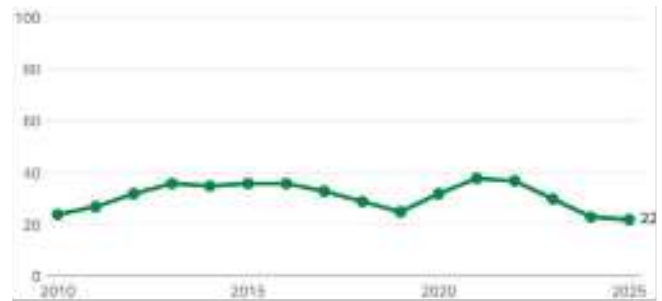


# Poland

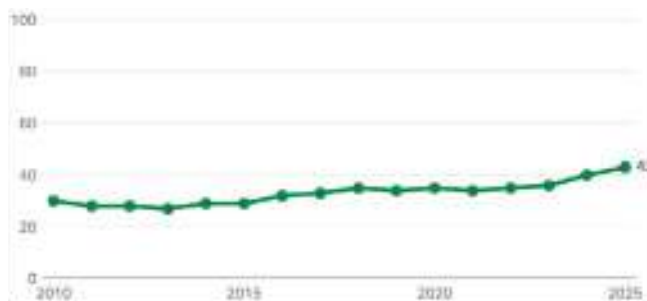
% Engaged



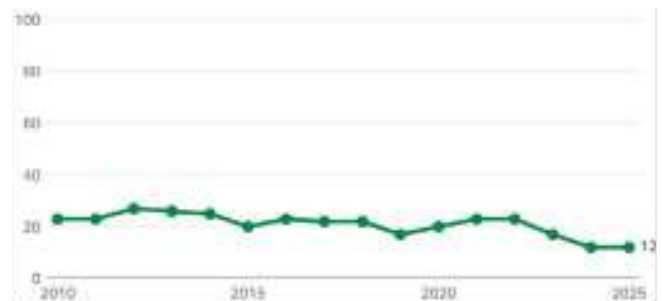
% Yes, daily stress



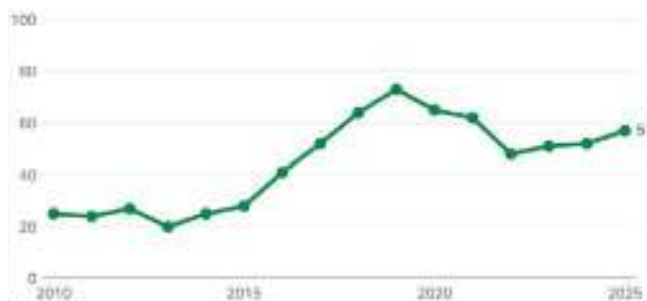
% Thriving



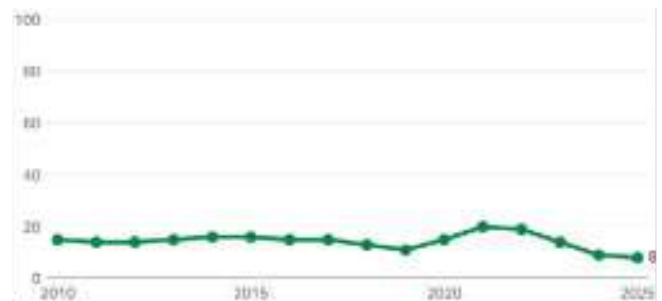
% Yes, daily anger



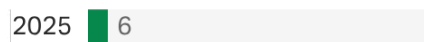
% Good time to find a job



% Yes, daily sadness



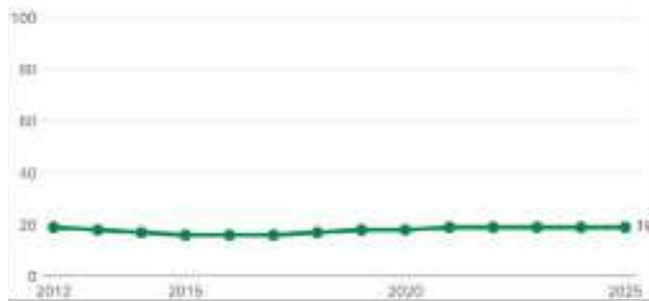
% Yes, daily loneliness



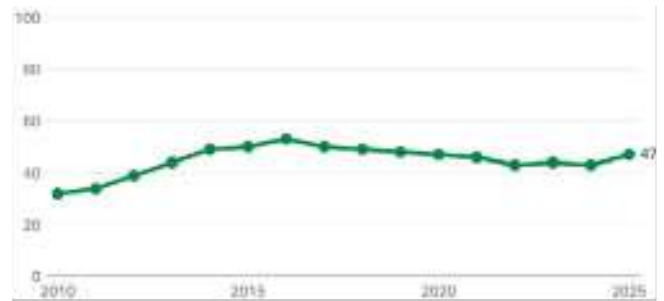


# Portugal

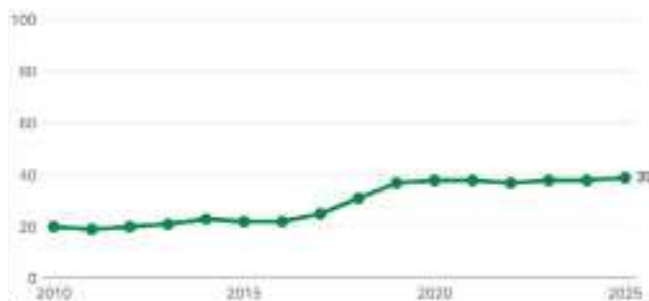
% Engaged



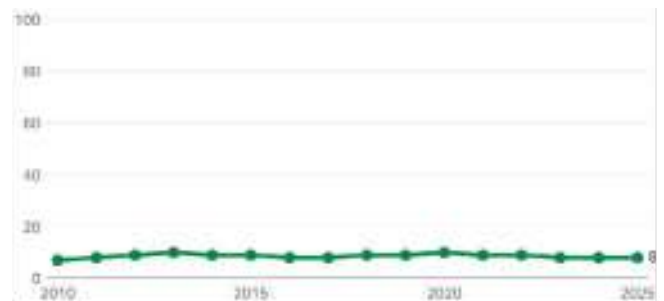
% Yes, daily stress



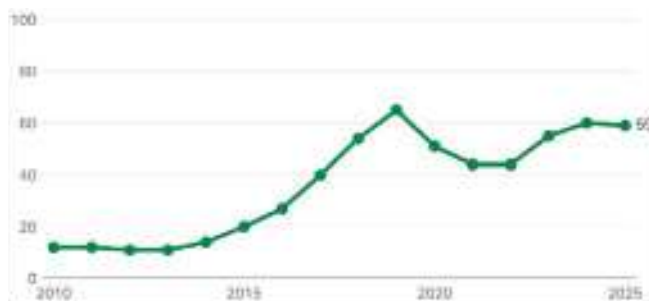
% Thriving



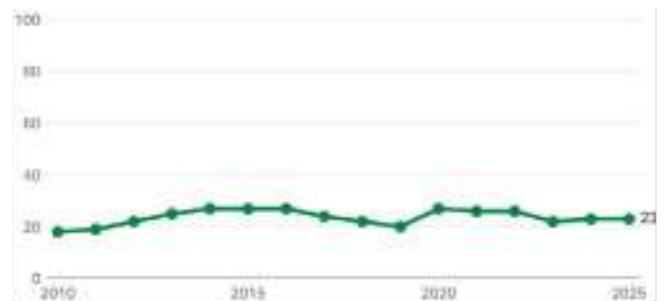
% Yes, daily anger



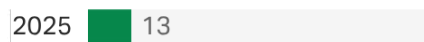
% Good time to find a job



% Yes, daily sadness



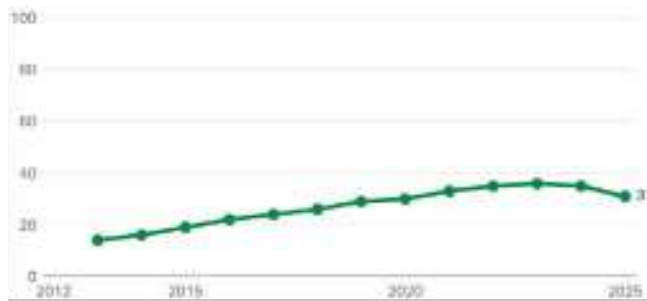
% Yes, daily loneliness



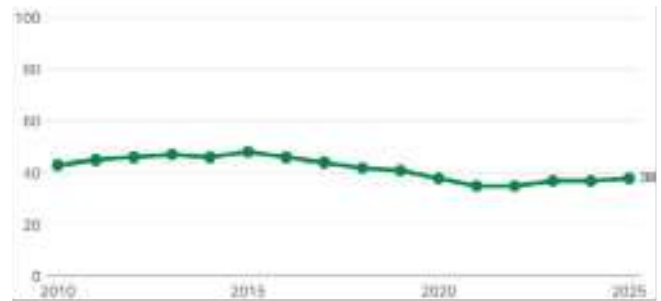


## Romania

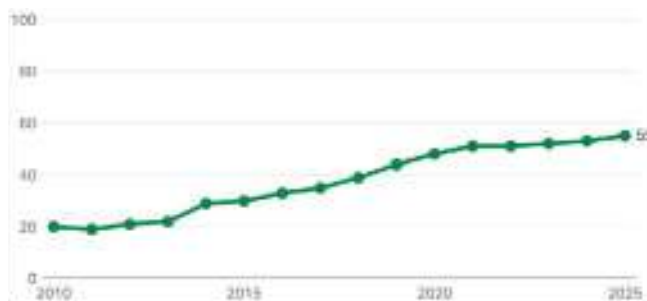
% Engaged



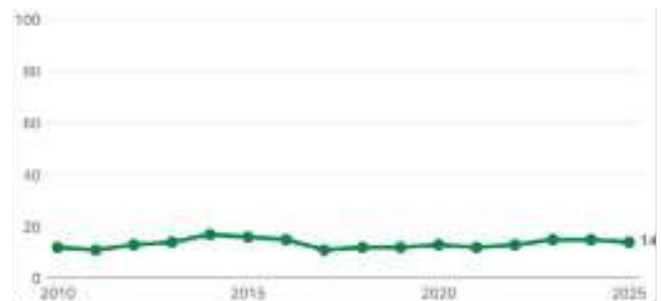
% Yes, daily stress



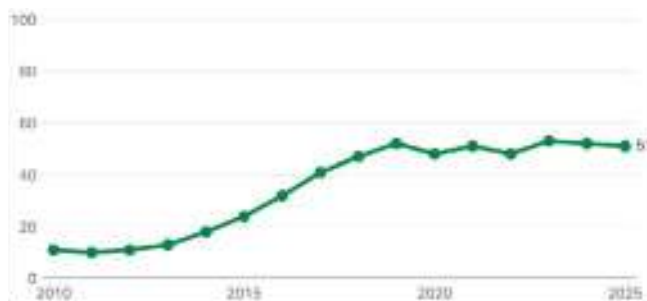
% Thriving



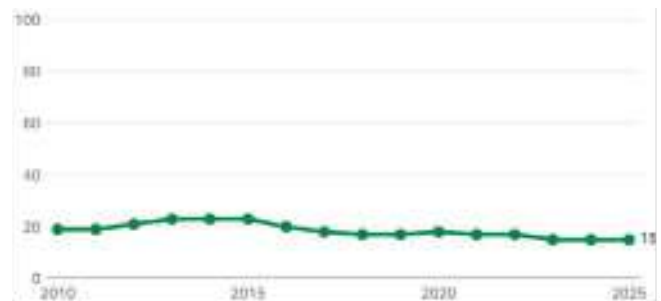
% Yes, daily anger



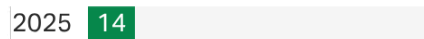
% Good time to find a job



% Yes, daily sadness



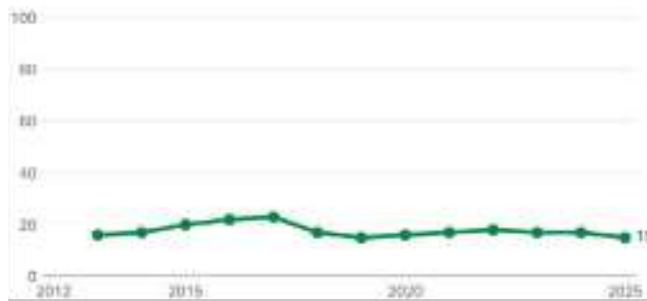
% Yes, daily loneliness



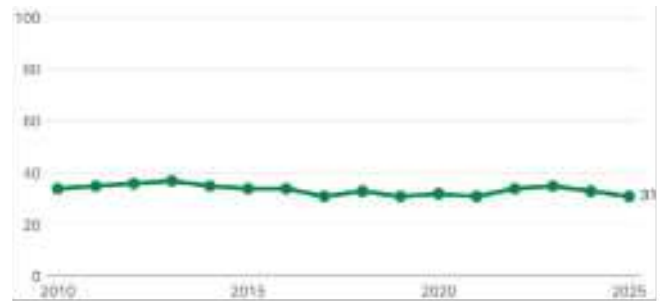


## Serbia

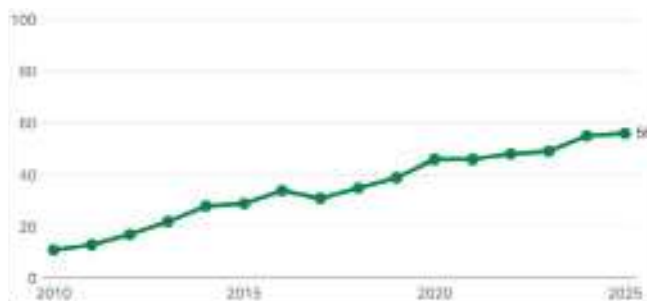
% Engaged



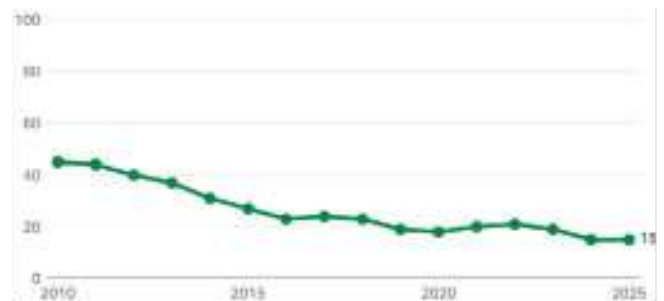
% Yes, daily stress



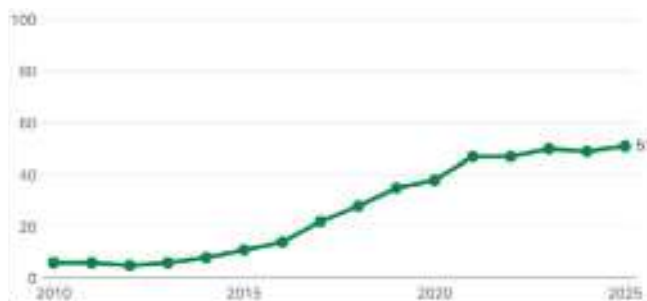
% Thriving



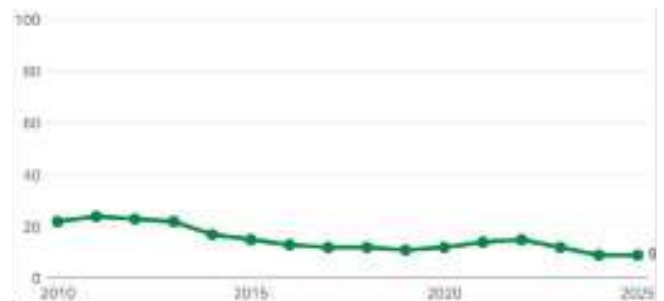
% Yes, daily anger



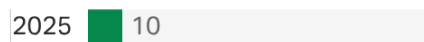
% Good time to find a job



% Yes, daily sadness



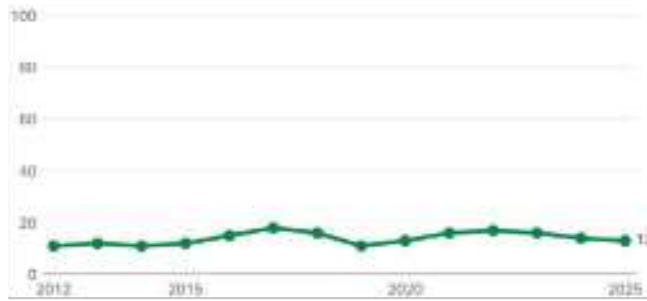
% Yes, daily loneliness



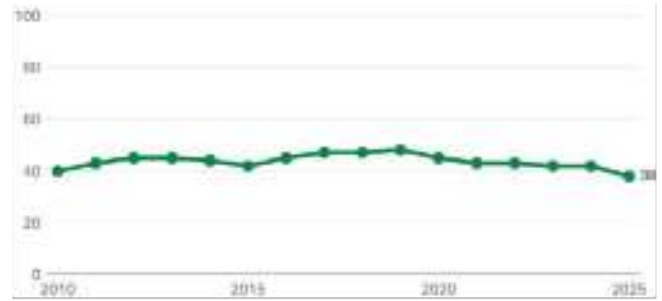


## Slovakia

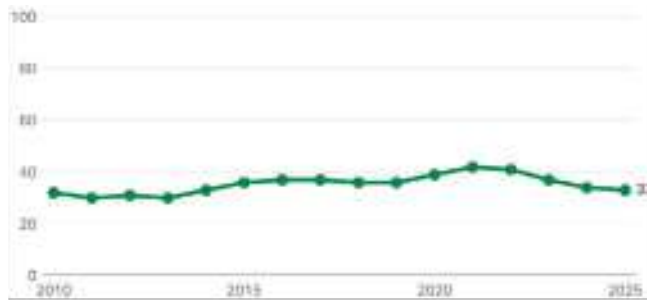
% Engaged



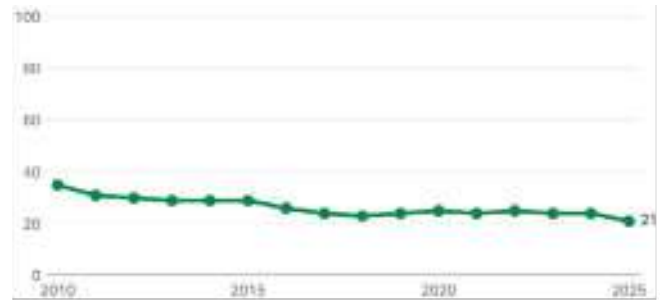
% Yes, daily stress



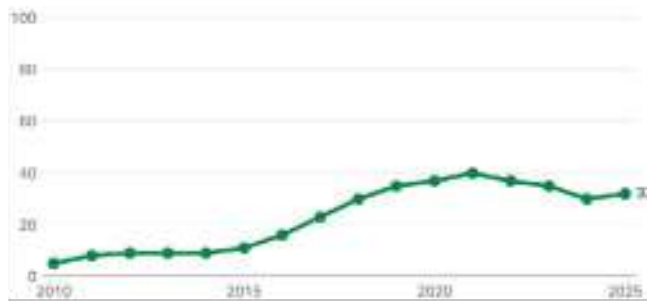
% Thriving



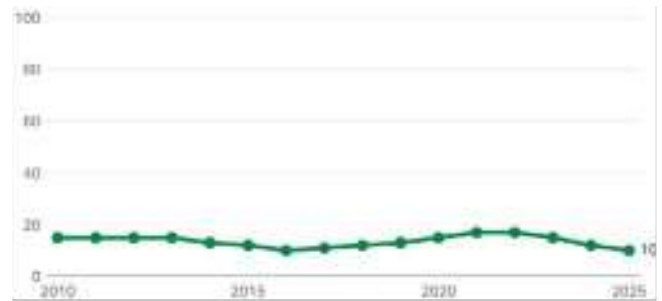
% Yes, daily anger



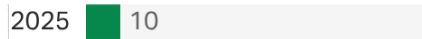
% Good time to find a job



% Yes, daily sadness



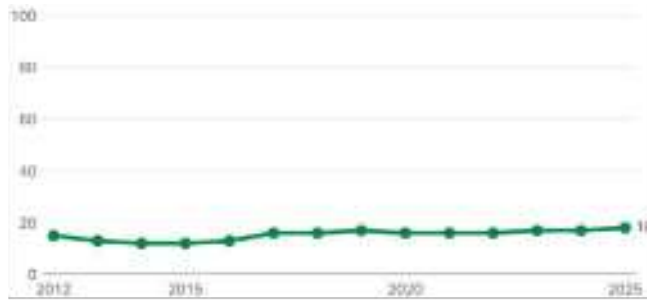
% Yes, daily loneliness



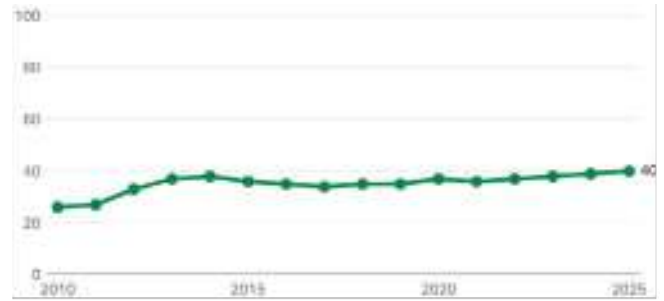


# Slovenia

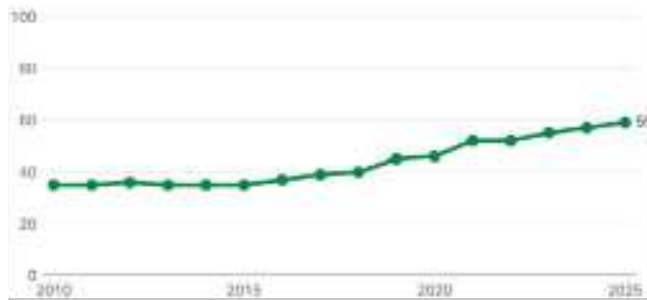
% Engaged



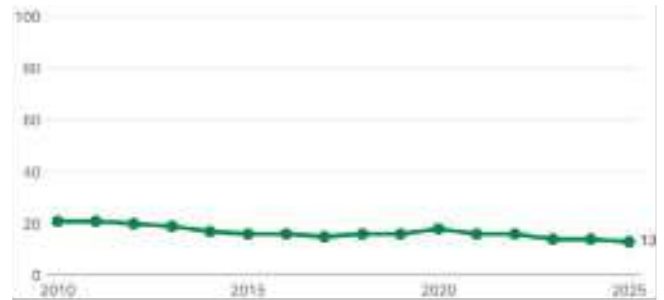
% Yes, daily stress



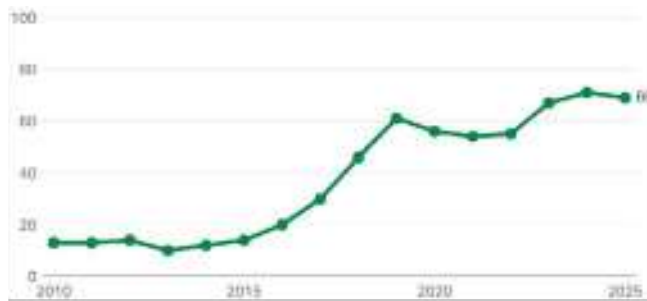
% Thriving



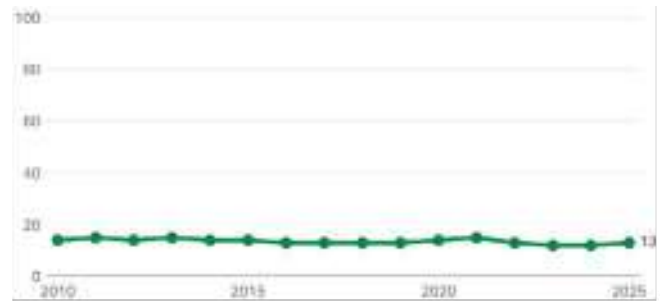
% Yes, daily anger



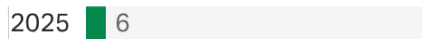
% Good time to find a job



% Yes, daily sadness



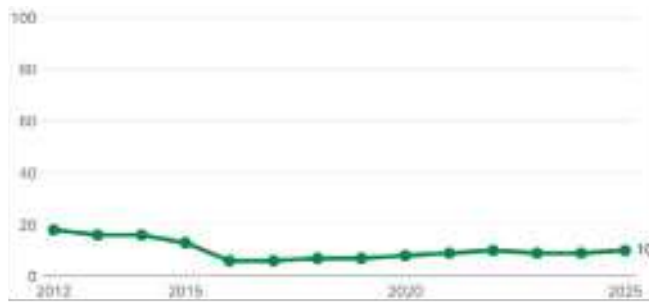
% Yes, daily loneliness



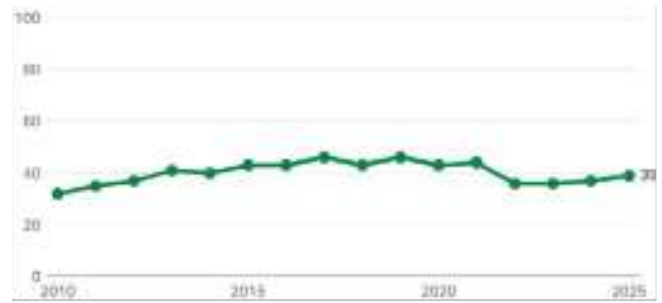


# Spain

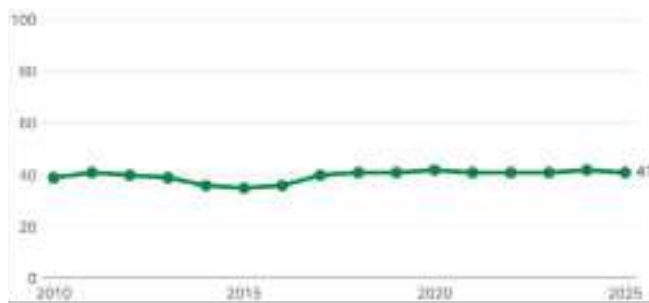
% Engaged



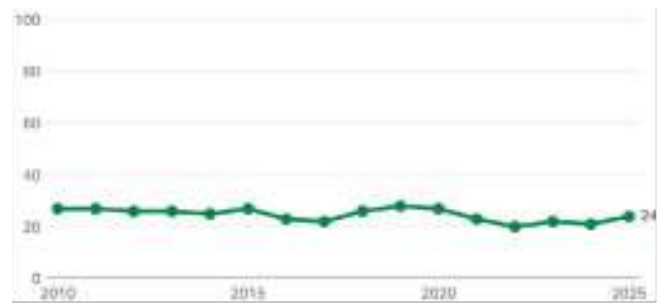
% Yes, daily stress



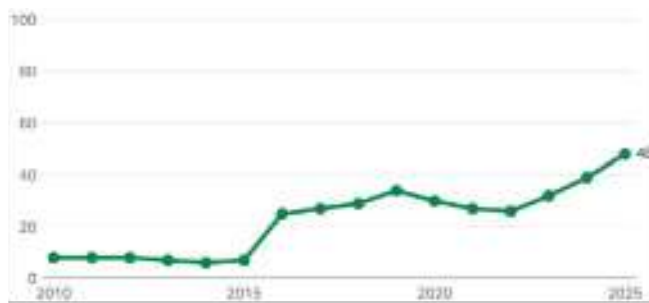
% Thriving



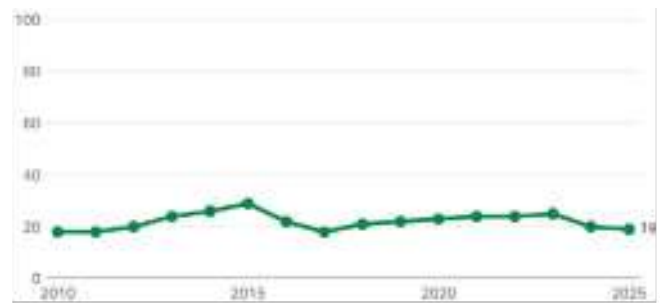
% Yes, daily anger



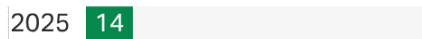
% Good time to find a job



% Yes, daily sadness



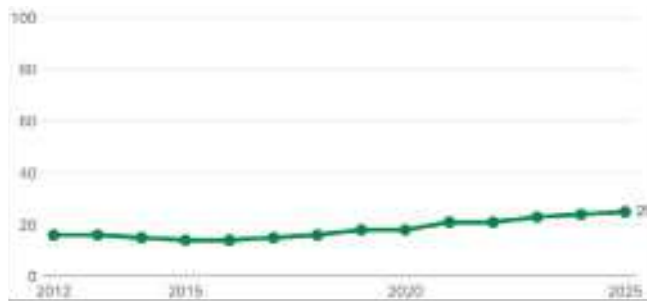
% Yes, daily loneliness



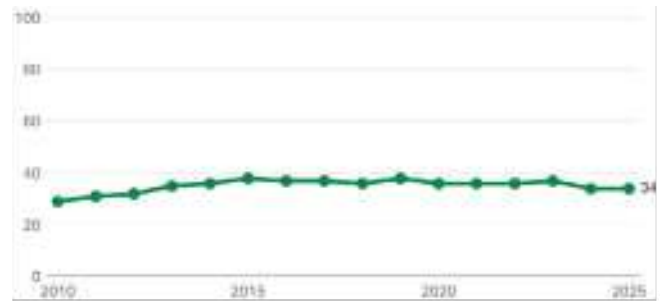


## Sweden

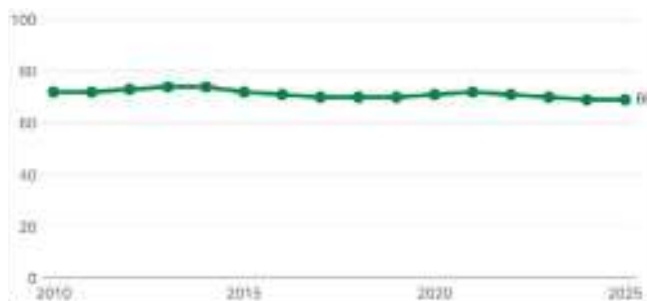
% Engaged



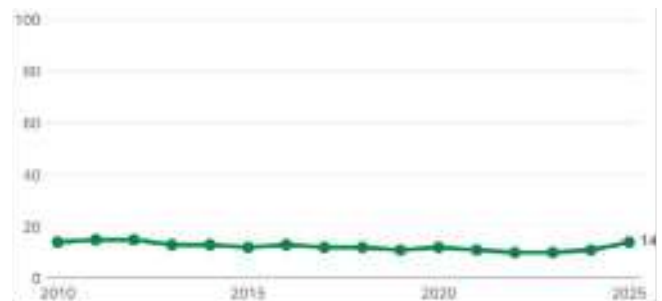
% Yes, daily stress



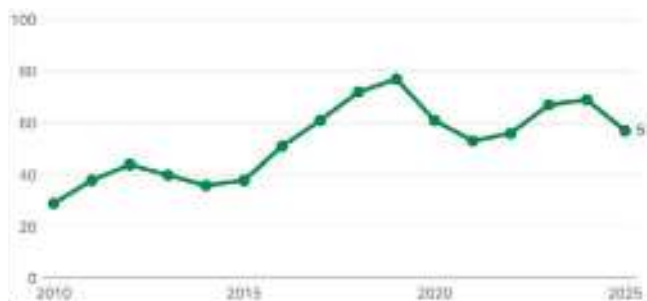
% Thriving



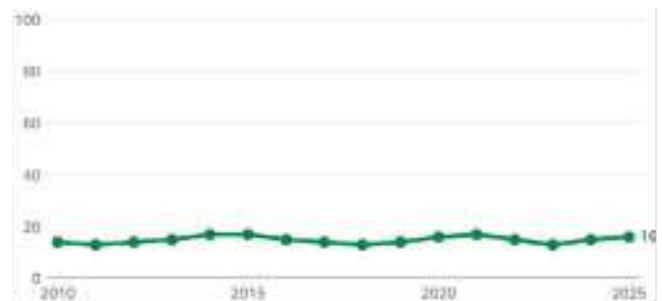
% Yes, daily anger



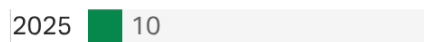
% Good time to find a job



% Yes, daily sadness



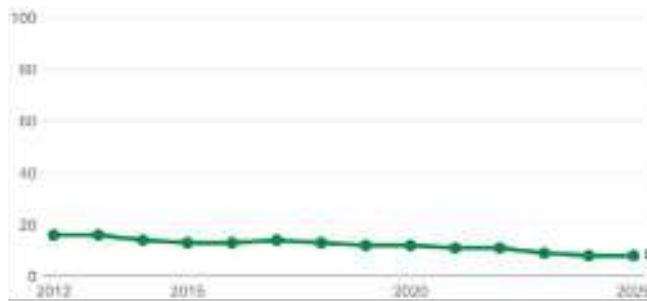
% Yes, daily loneliness



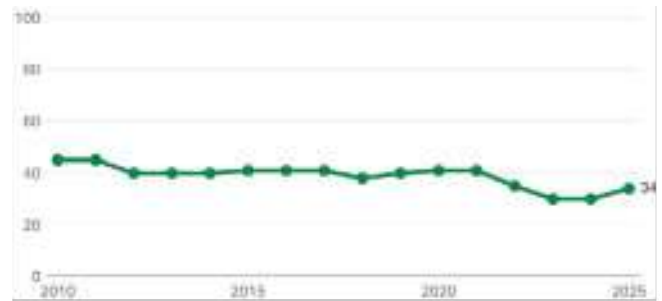


## Switzerland

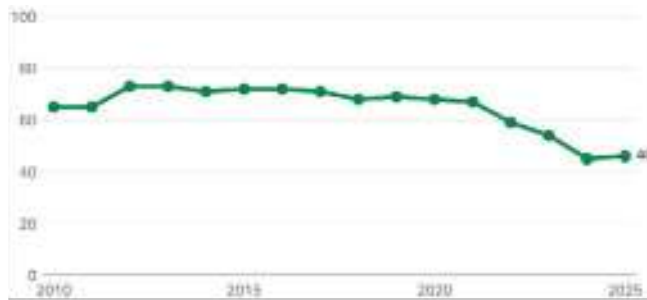
% Engaged



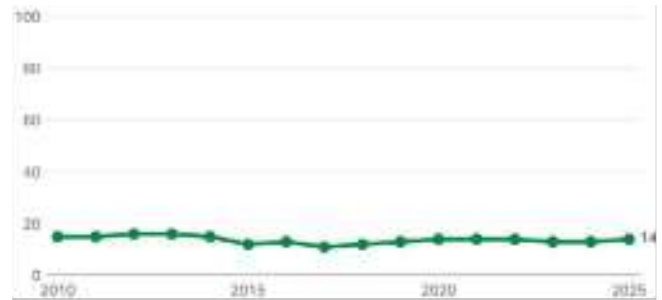
% Yes, daily stress



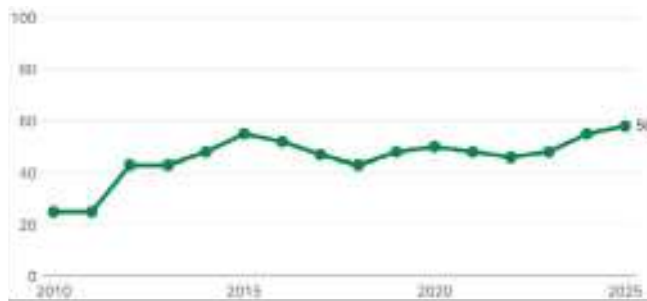
% Thriving



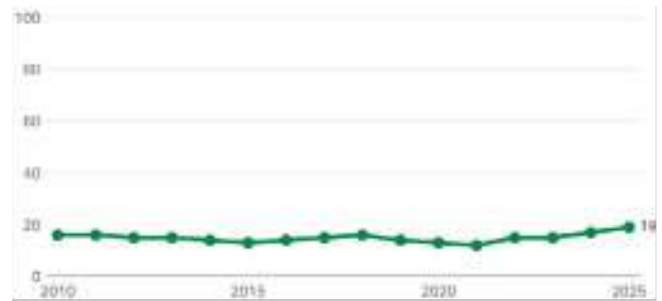
% Yes, daily anger



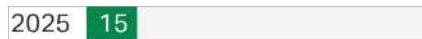
% Good time to find a job



% Yes, daily sadness



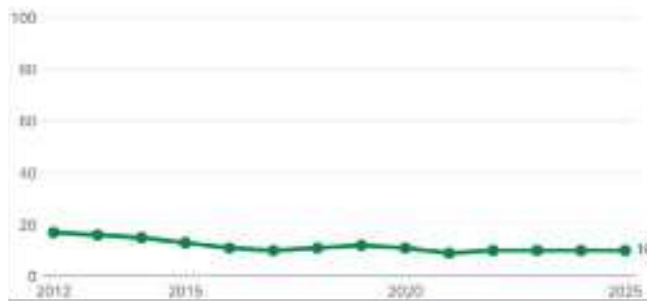
% Yes, daily loneliness



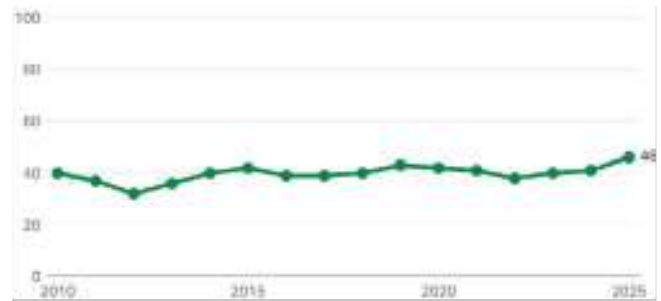


## United Kingdom

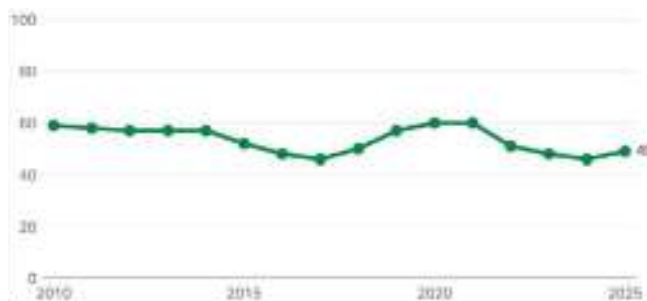
% Engaged



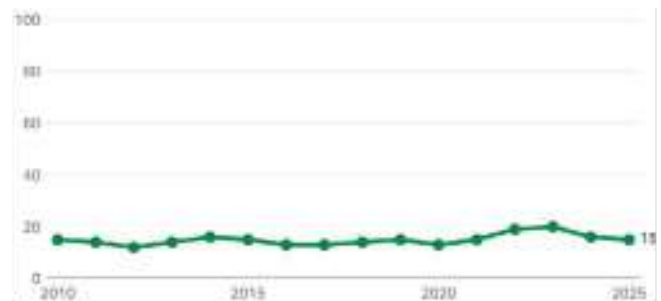
% Yes, daily stress



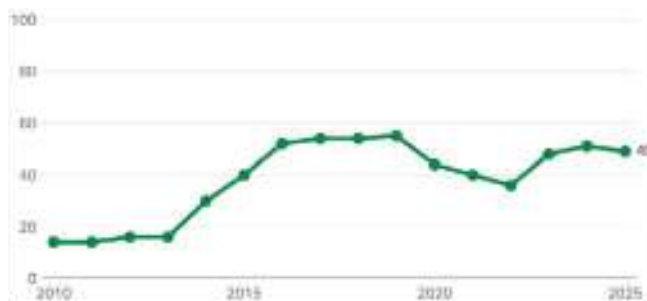
% Thriving



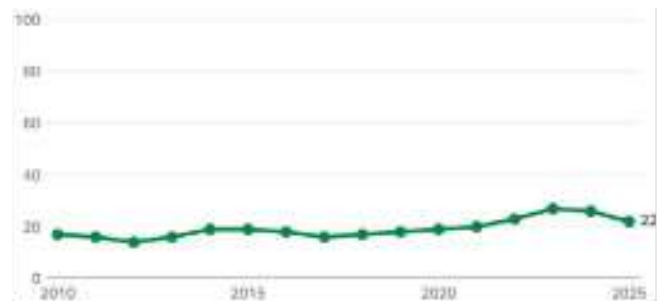
% Yes, daily anger



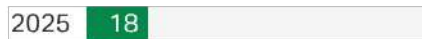
% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness





COUNTRY/TERRITORY TREND LINES FOR

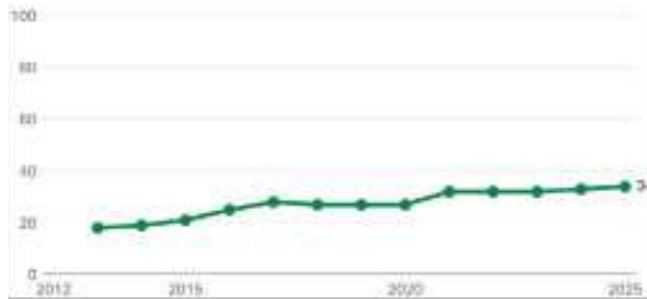
# Post-Soviet Eurasia

Armenia .....	151	Republic of Moldova.....	156
Azerbaijan.....	152	Russian Federation .....	157
Georgia .....	153	Tajikistan.....	158
Kazakhstan.....	154	Ukraine.....	159
Kyrgyzstan .....	155	Uzbekistan .....	160

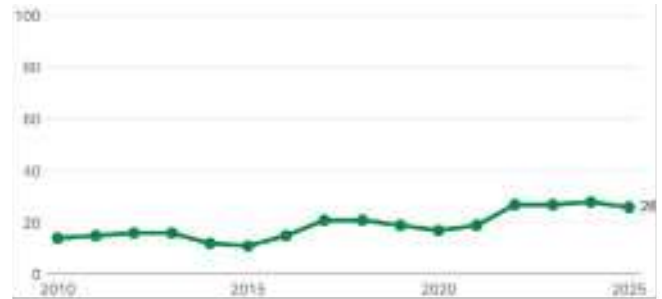


## Armenia

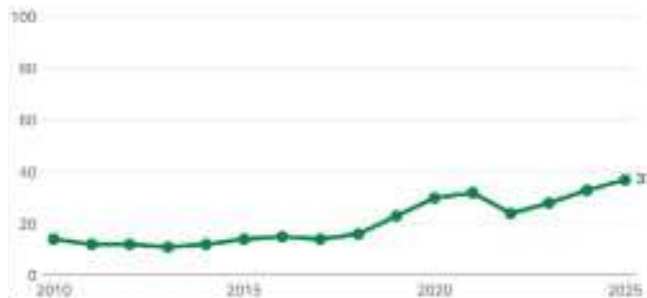
% Engaged



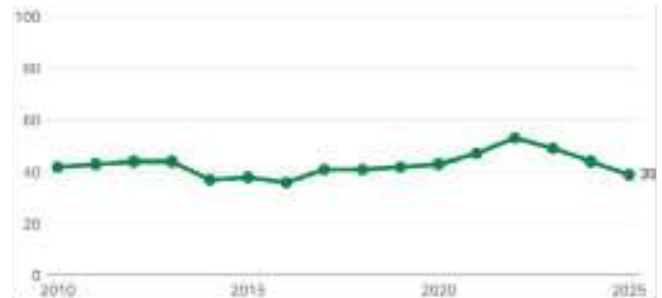
% Yes, daily stress



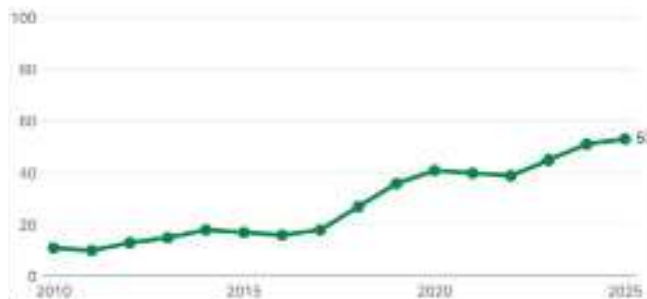
% Thriving



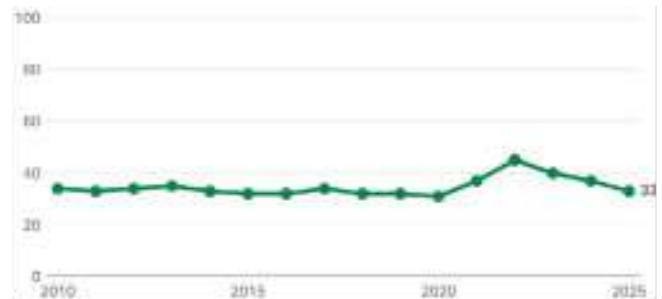
% Yes, daily anger



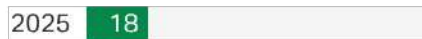
% Good time to find a job



% Yes, daily sadness



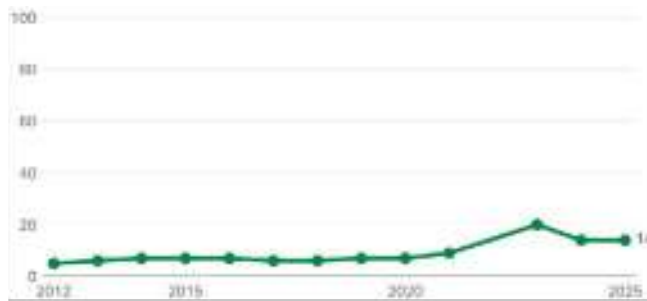
% Yes, daily loneliness



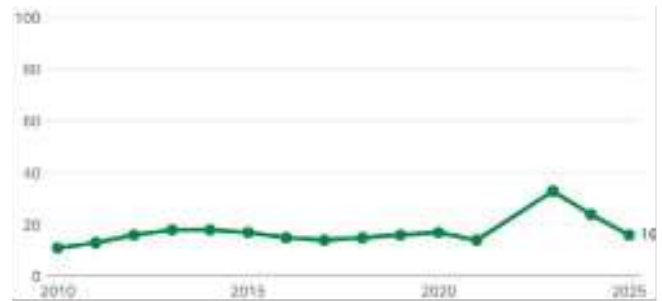


## Azerbaijan

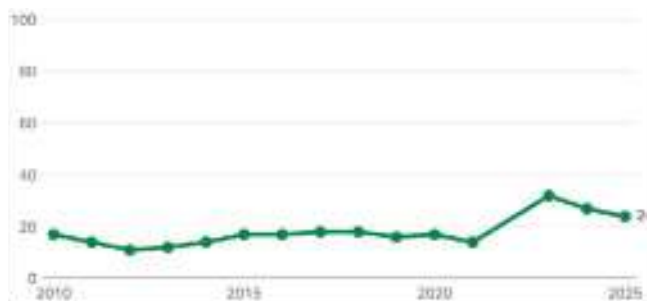
% Engaged



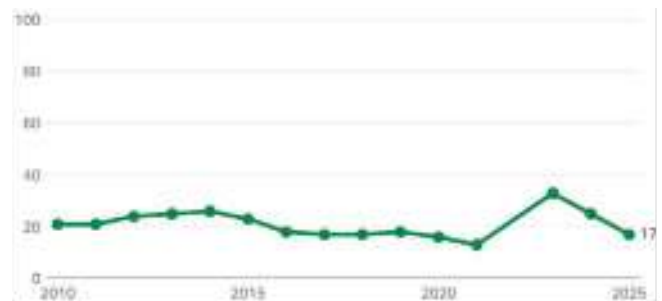
% Yes, daily stress



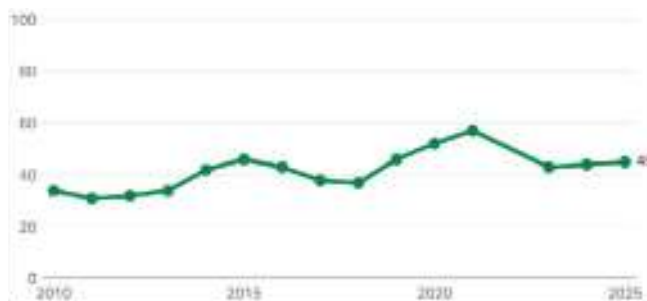
% Thriving



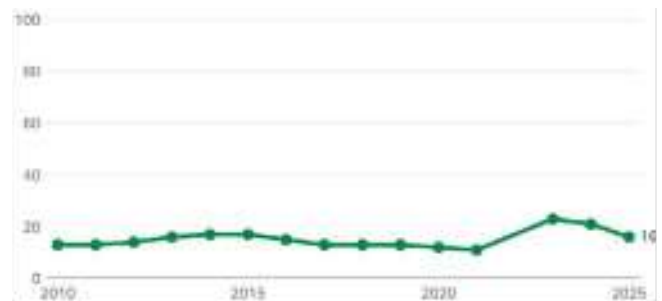
% Yes, daily anger



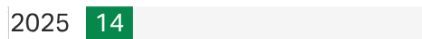
% Good time to find a job



% Yes, daily sadness



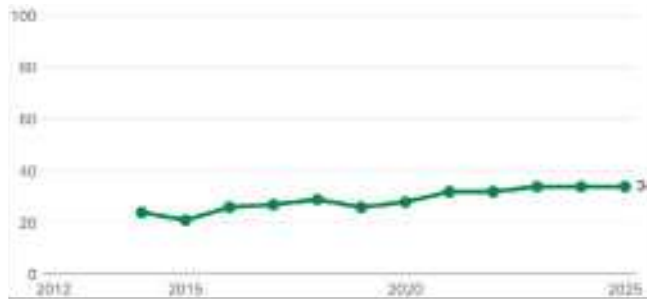
% Yes, daily loneliness



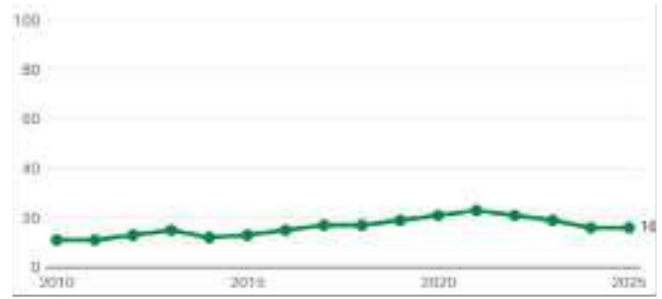


## Georgia

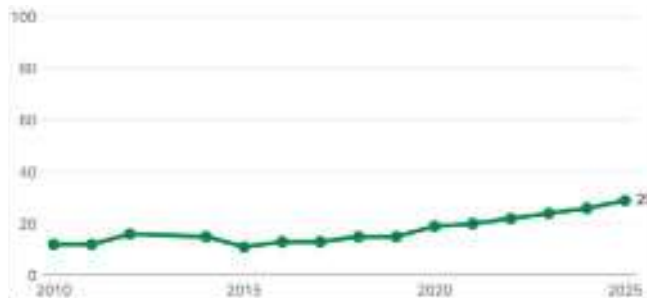
% Engaged



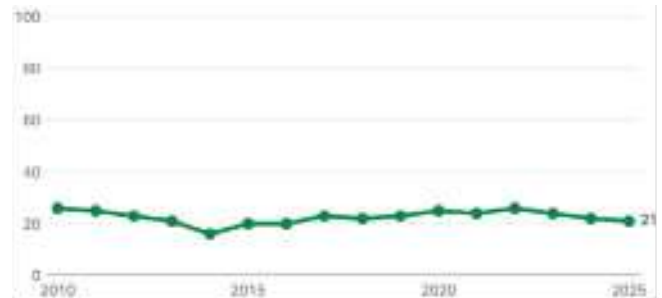
% Yes, daily stress



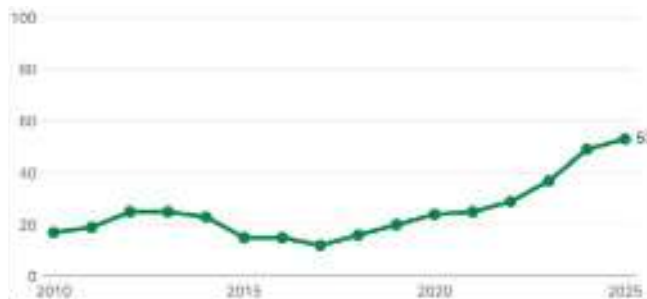
% Thriving



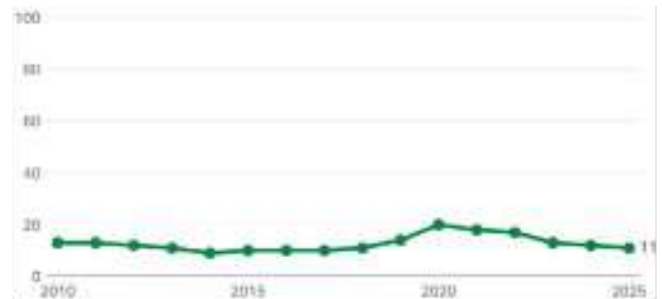
% Yes, daily anger



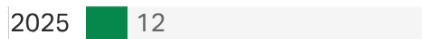
% Good time to find a job



% Yes, daily sadness



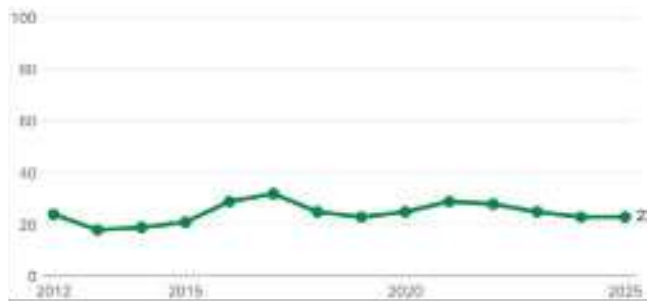
% Yes, daily loneliness



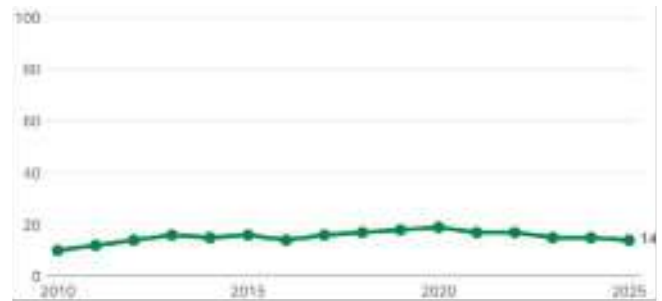


## Kazakhstan

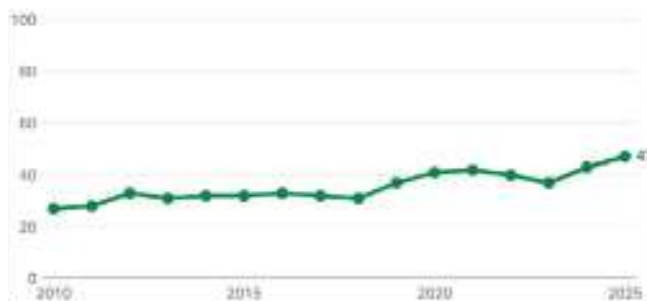
% Engaged



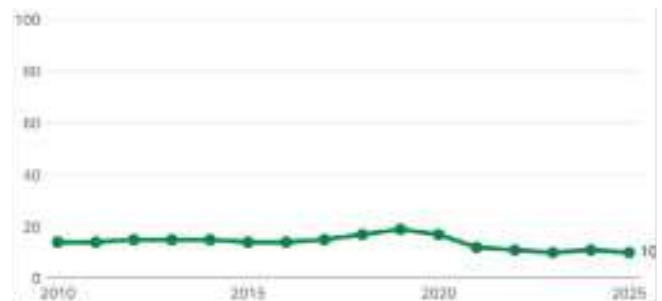
% Yes, daily stress



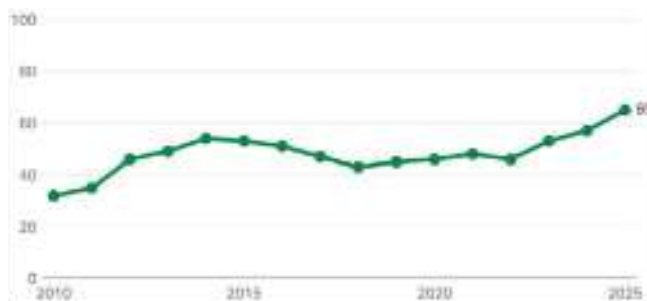
% Thriving



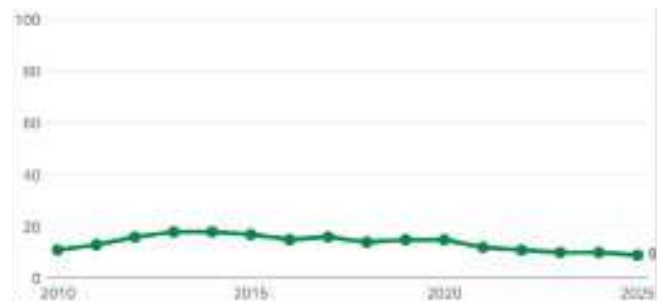
% Yes, daily anger



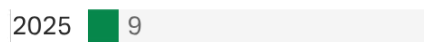
% Good time to find a job



% Yes, daily sadness



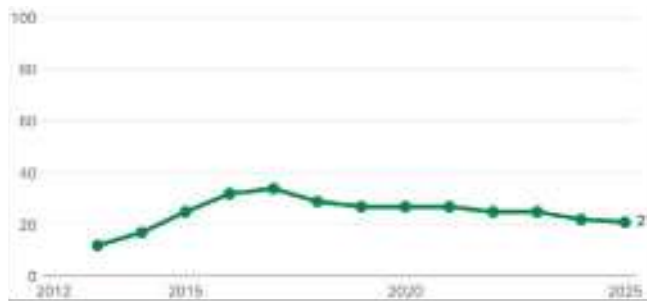
% Yes, daily loneliness



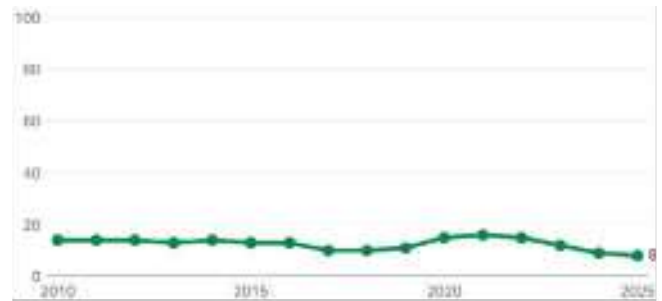


# Kyrgyzstan

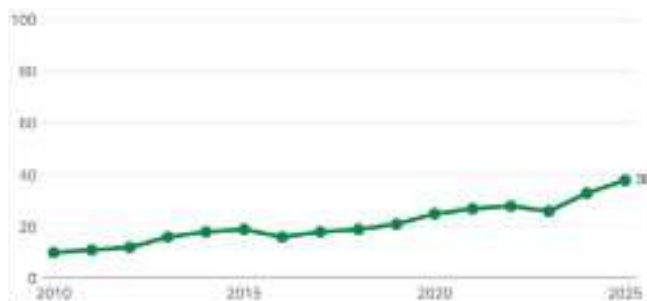
% Engaged



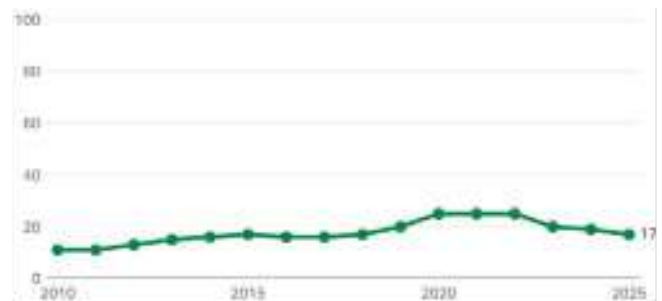
% Yes, daily stress



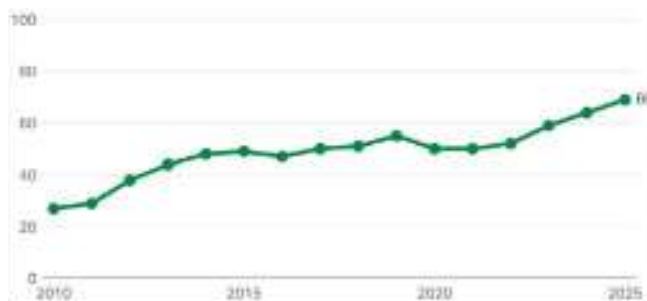
% Thriving



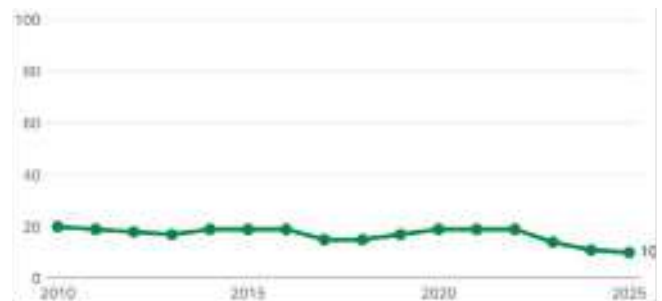
% Yes, daily anger



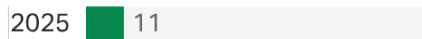
% Good time to find a job



% Yes, daily sadness



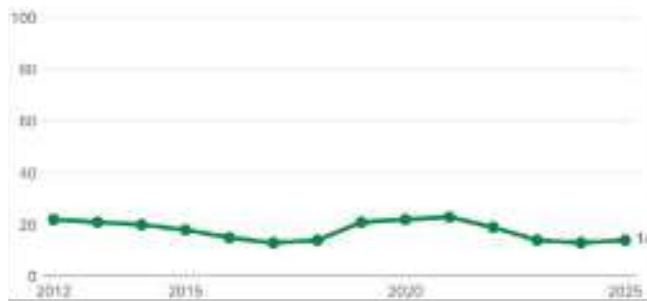
% Yes, daily loneliness



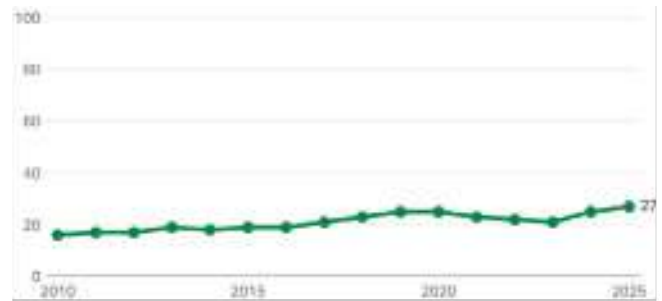


## Republic of Moldova

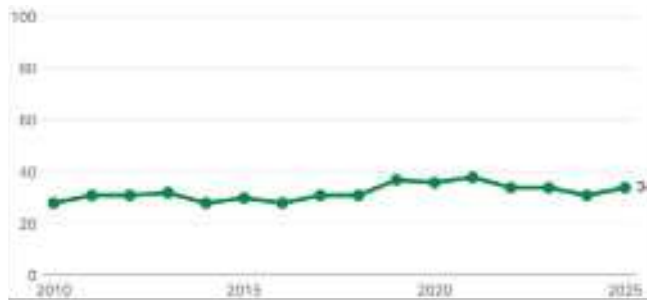
% Engaged



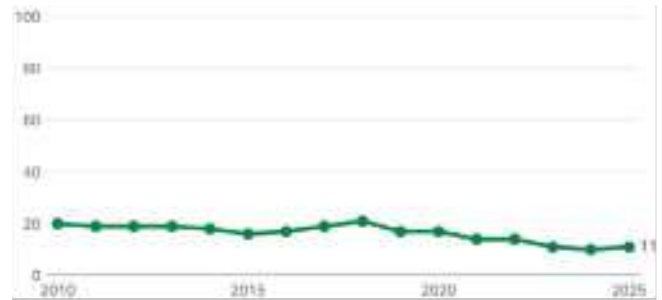
% Yes, daily stress



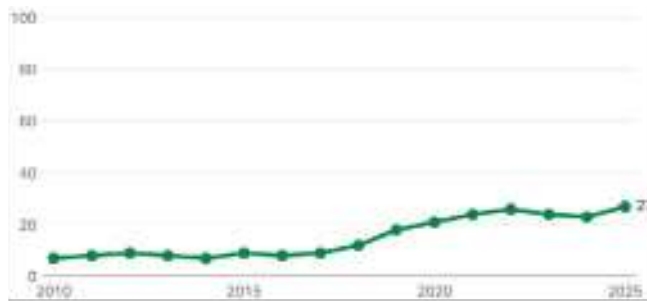
% Thriving



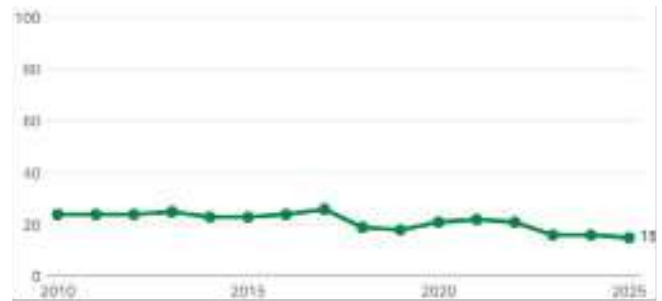
% Yes, daily anger



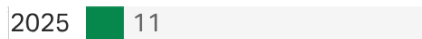
% Good time to find a job



% Yes, daily sadness



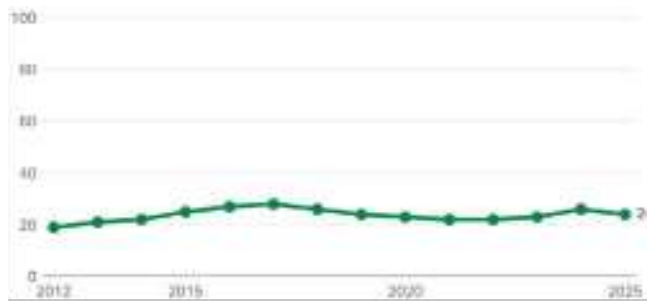
% Yes, daily loneliness



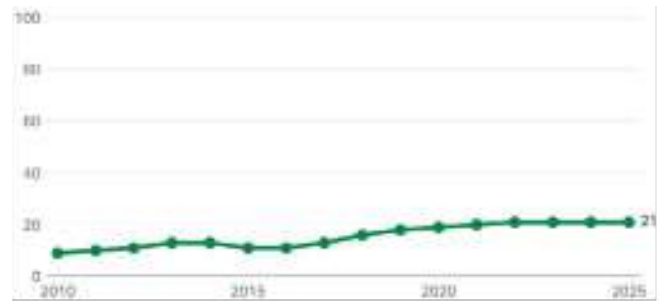


## Russian Federation

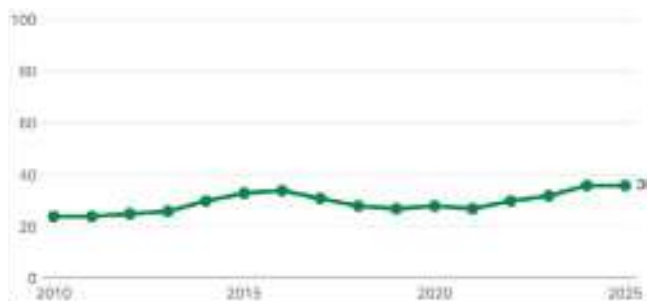
% Engaged



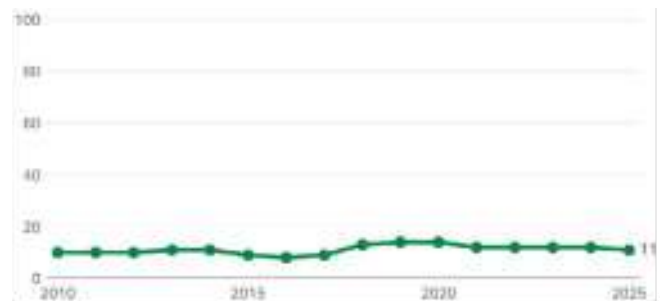
% Yes, daily stress



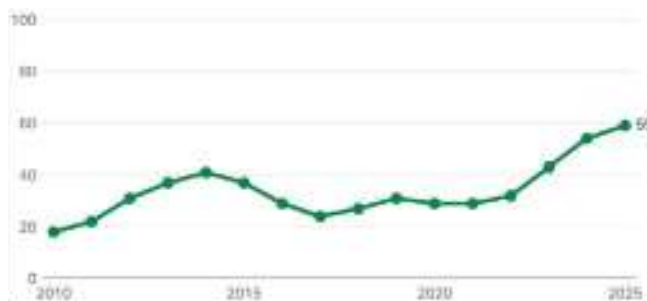
% Thriving



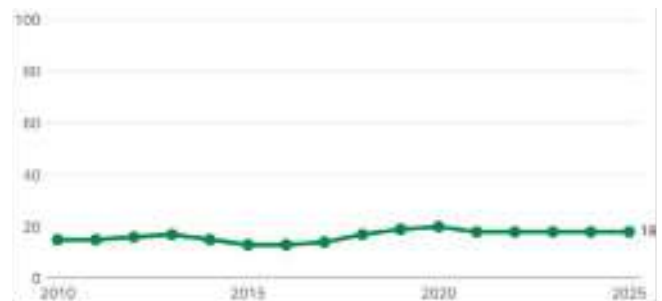
% Yes, daily anger



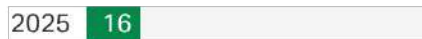
% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness





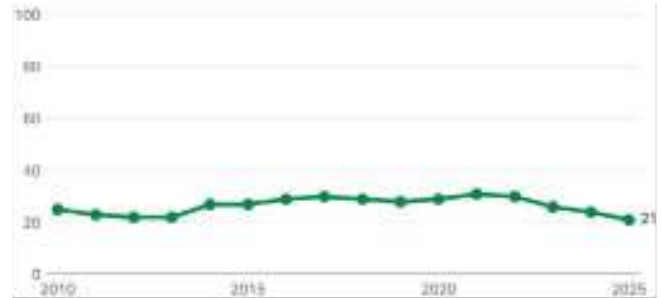
## Tajikistan

Engagement data for Tajikistan was not surveyed in 2025.

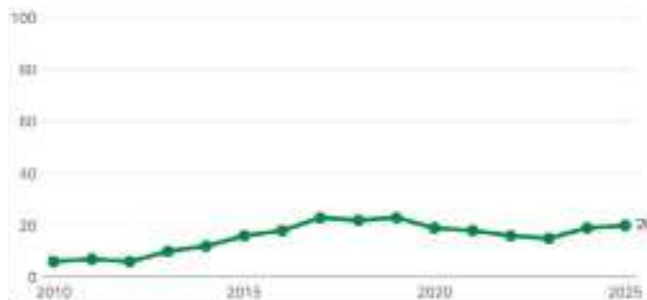
% Engaged



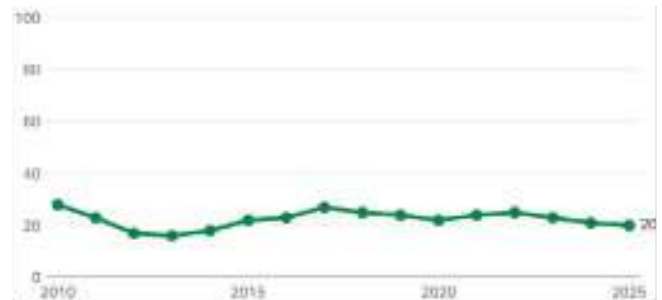
% Yes, daily stress



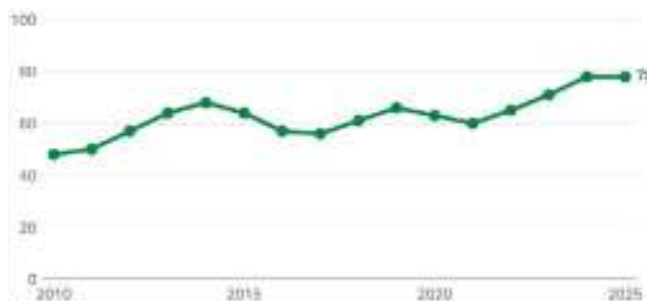
% Thriving



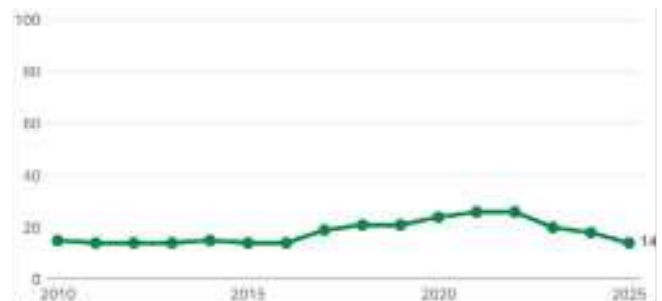
% Yes, daily anger



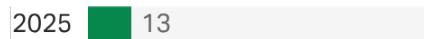
% Good time to find a job



% Yes, daily sadness



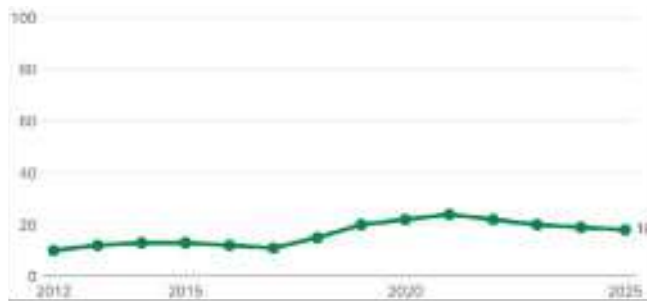
% Yes, daily loneliness



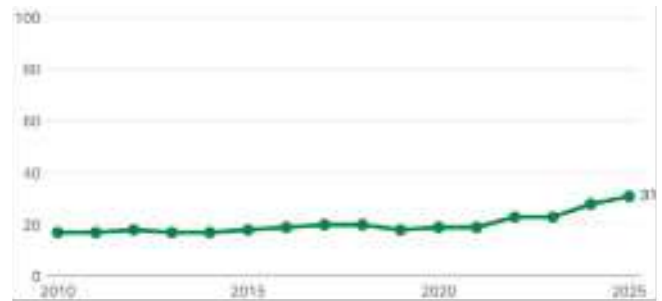


# Ukraine

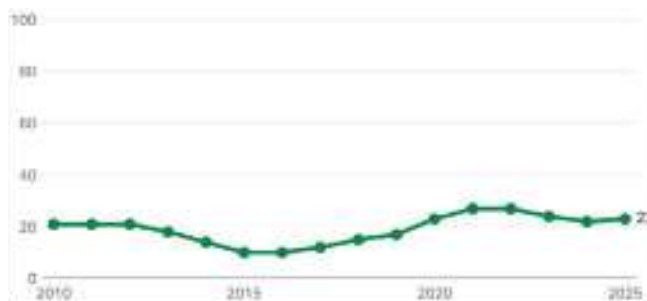
% Engaged



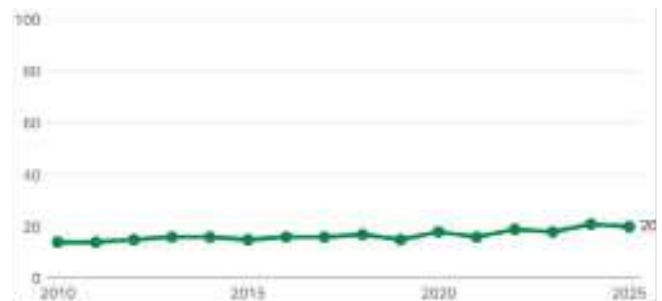
% Yes, daily stress



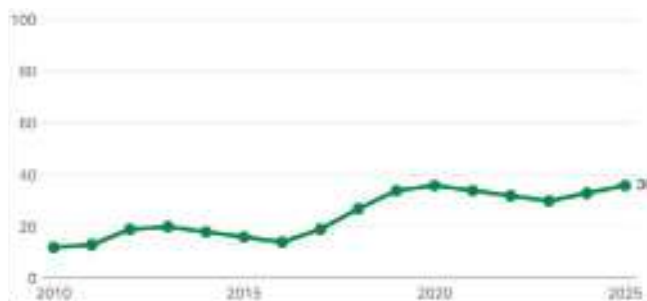
% Thriving



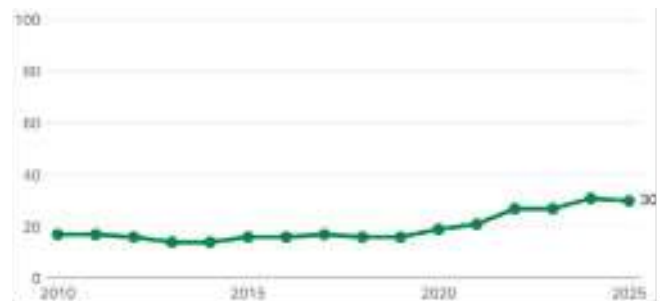
% Yes, daily anger



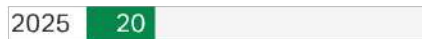
% Good time to find a job



% Yes, daily sadness



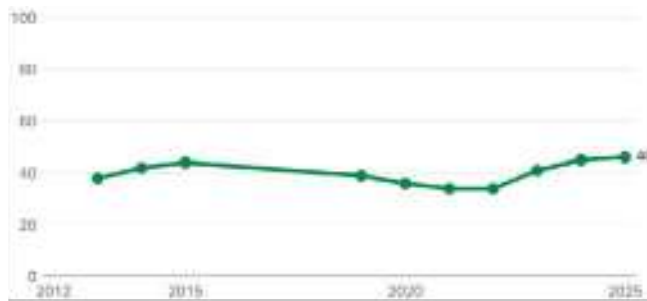
% Yes, daily loneliness



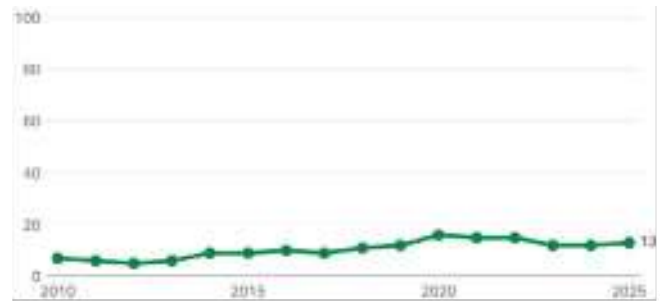


## Uzbekistan

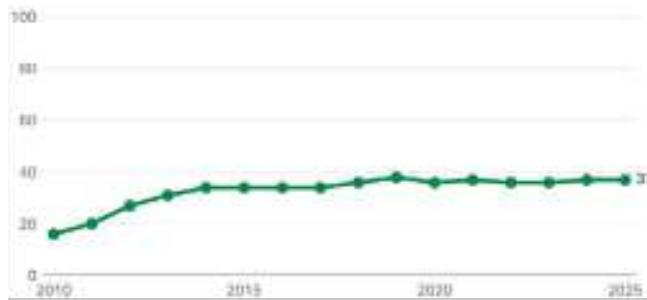
% Engaged



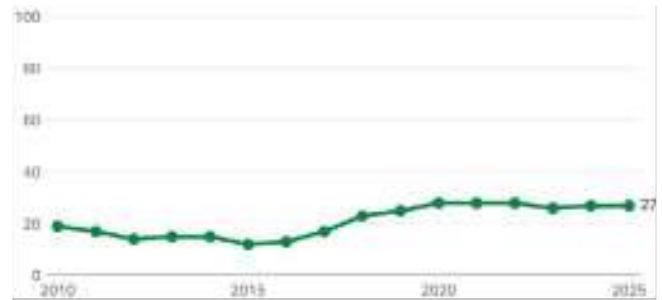
% Yes, daily stress



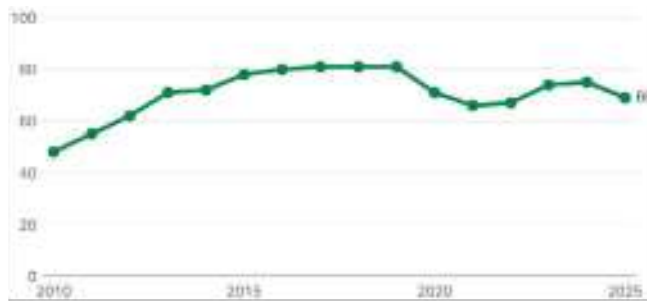
% Thriving



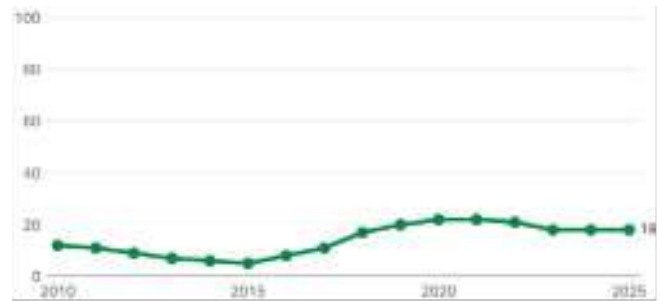
% Yes, daily anger



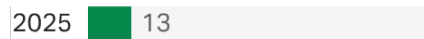
% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness





COUNTRY/TERRITORY TREND LINES FOR

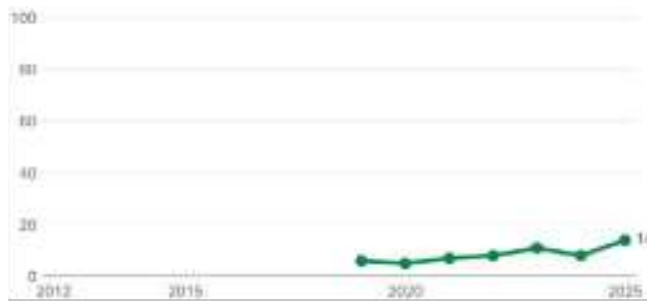
# Middle East and North Africa

Algeria .....	162	Libya .....	171
Bahrain.....	163	Morocco .....	172
Egypt.....	164	Oman .....	173
Iran.....	165	Saudi Arabia.....	174
Iraq.....	166	State of Palestine .....	175
Israel.....	167	Tunisia .....	176
Jordan .....	168	Türkiye .....	177
Kuwait.....	169	United Arab Emirates.....	178
Lebanon.....	170	Yemen.....	179

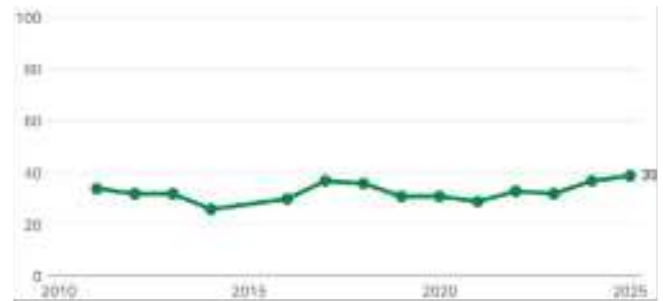


# Algeria

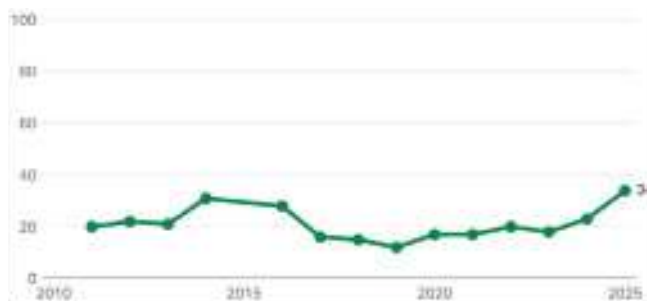
% Engaged



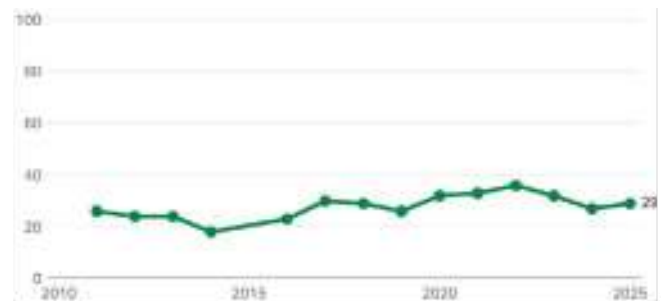
% Yes, daily stress



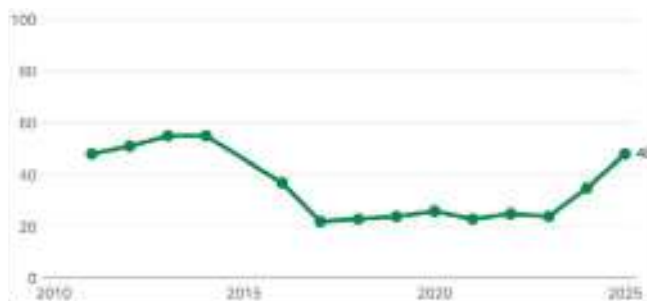
% Thriving



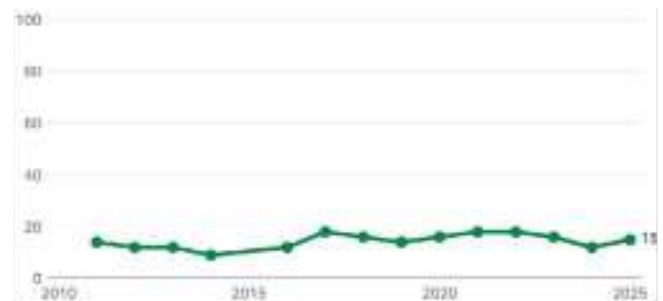
% Yes, daily anger



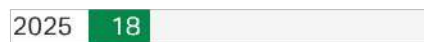
% Good time to find a job



% Yes, daily sadness



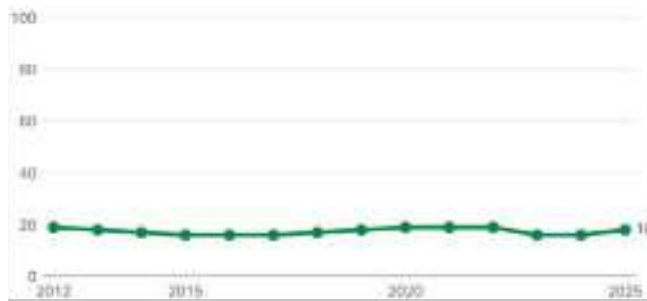
% Yes, daily loneliness



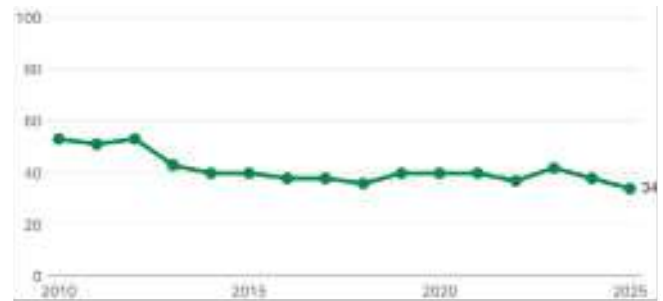


## Bahrain

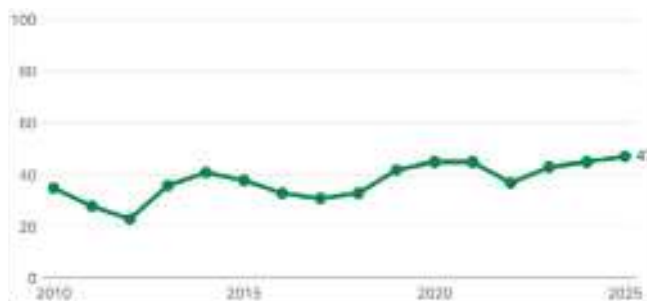
% Engaged



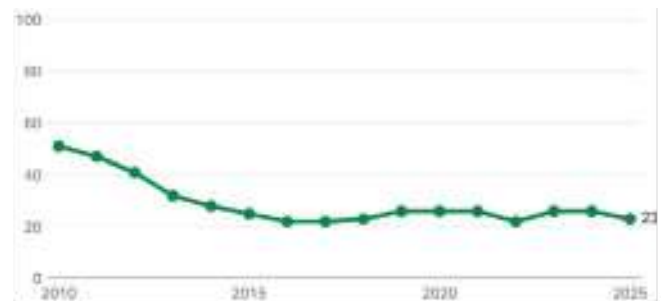
% Yes, daily stress



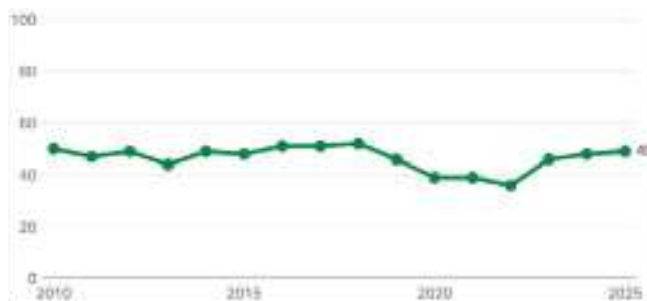
% Thriving



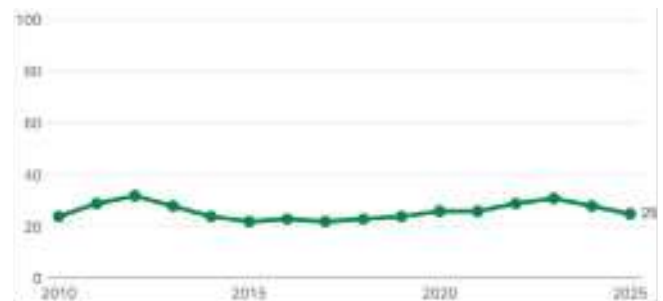
% Yes, daily anger



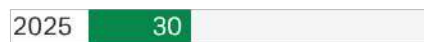
% Good time to find a job



% Yes, daily sadness



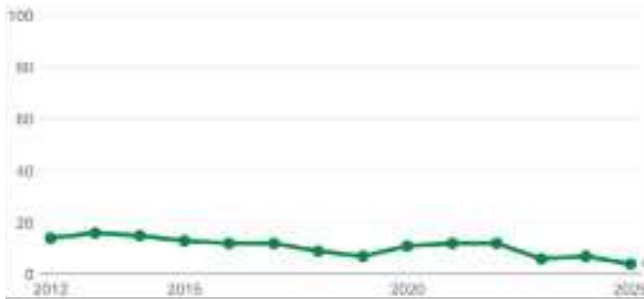
% Yes, daily loneliness



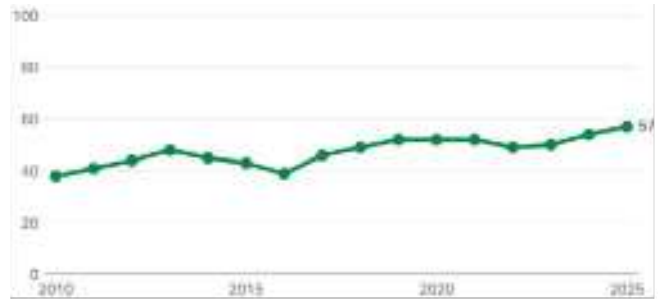


# Egypt

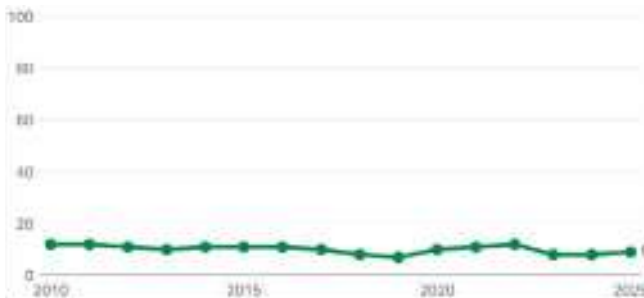
% Engaged



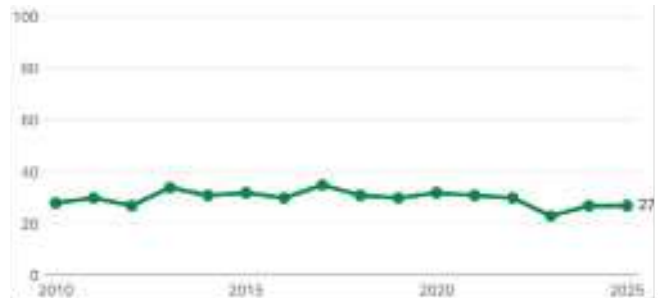
% Yes, daily stress



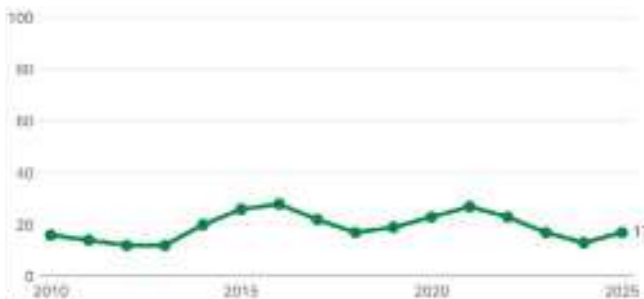
% Thriving



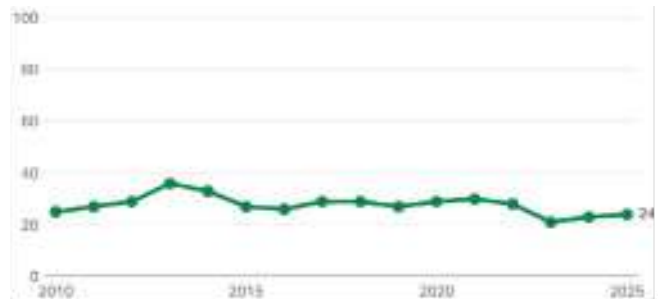
% Yes, daily anger



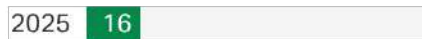
% Good time to find a job



% Yes, daily sadness



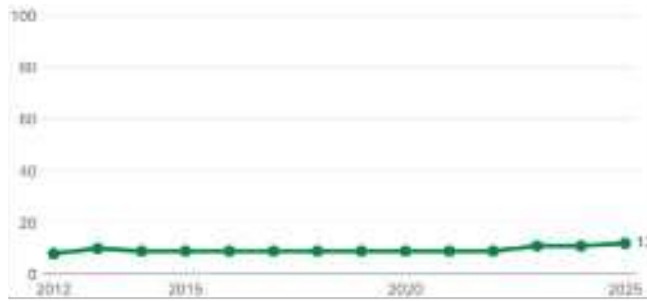
% Yes, daily loneliness



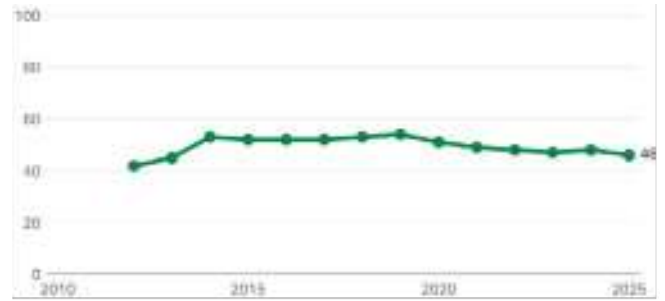


# Iran

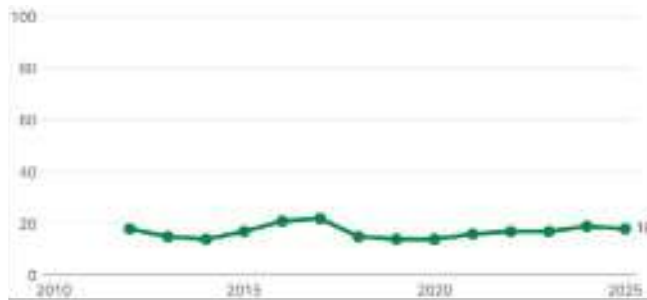
% Engaged



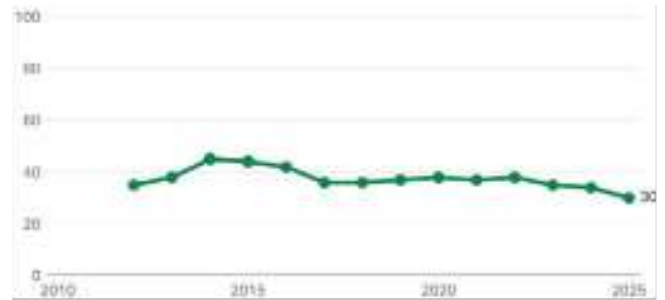
% Yes, daily stress



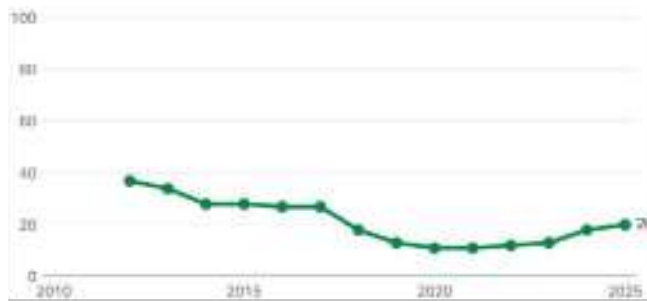
% Thriving



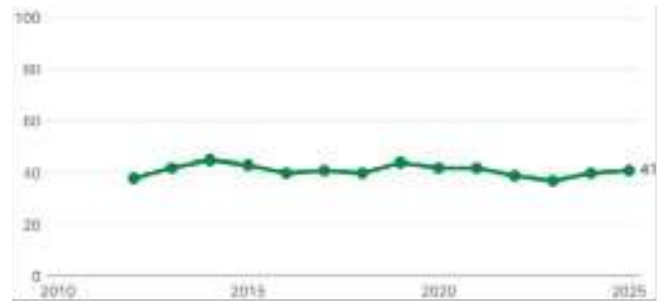
% Yes, daily anger



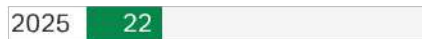
% Good time to find a job



% Yes, daily sadness



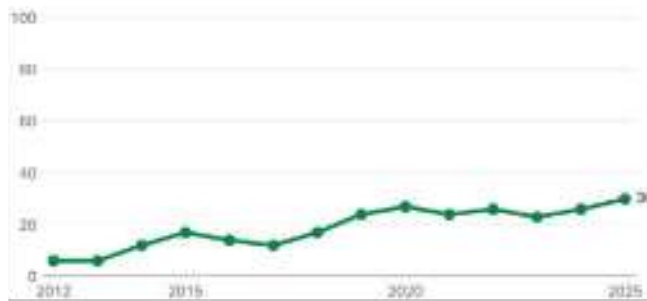
% Yes, daily loneliness



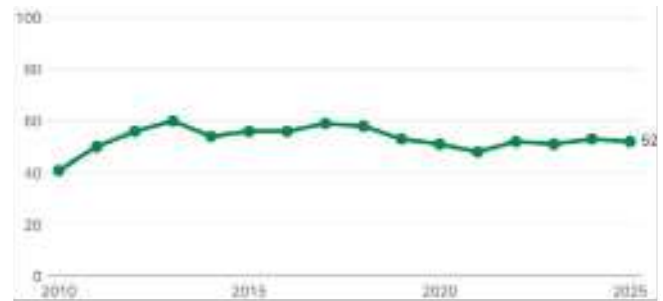


# Iraq

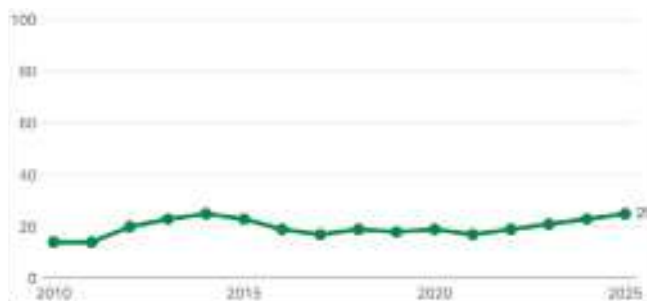
% Engaged



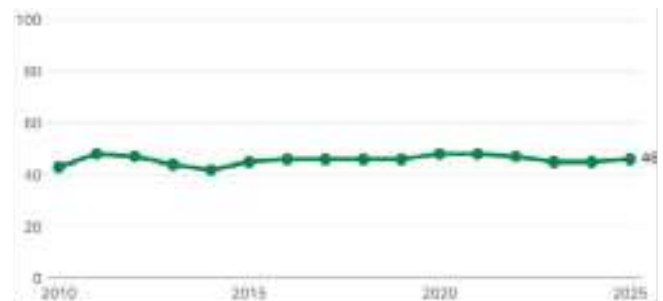
% Yes, daily stress



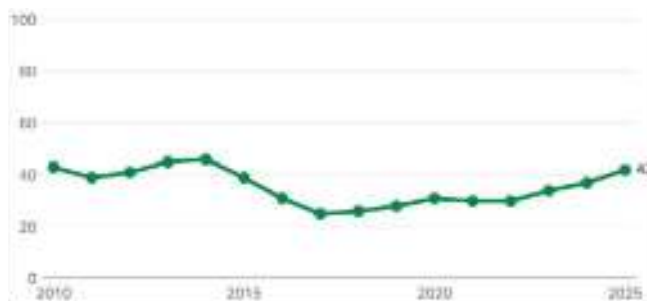
% Thriving



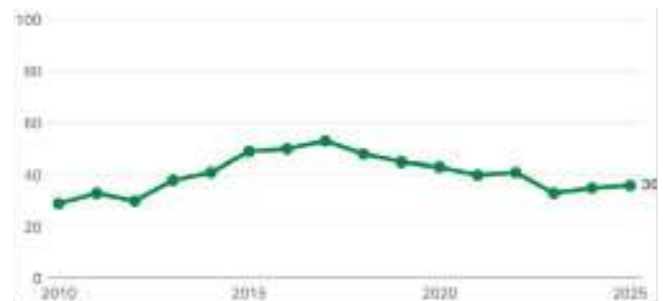
% Yes, daily anger



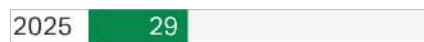
% Good time to find a job



% Yes, daily sadness



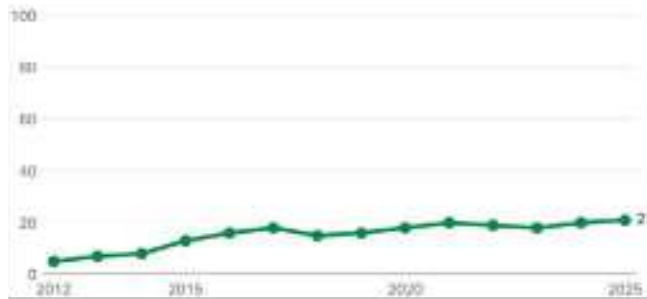
% Yes, daily loneliness



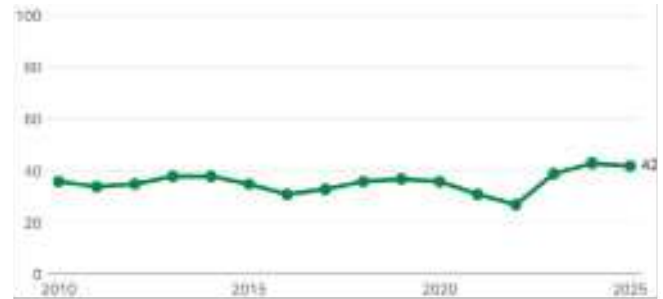


# Israel

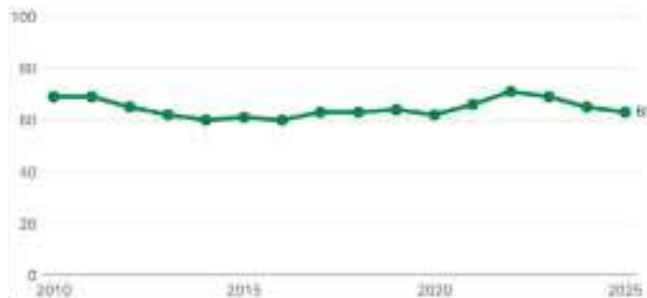
% Engaged



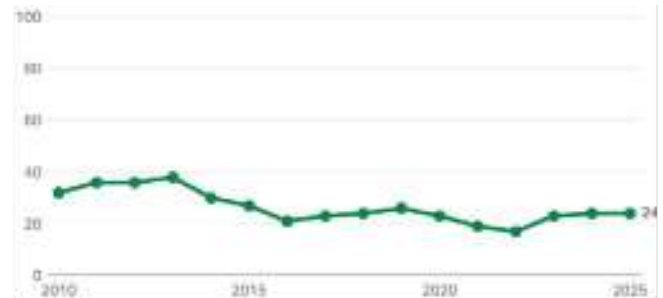
% Yes, daily stress



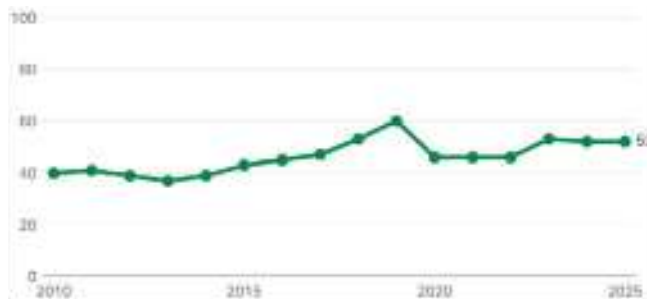
% Thriving



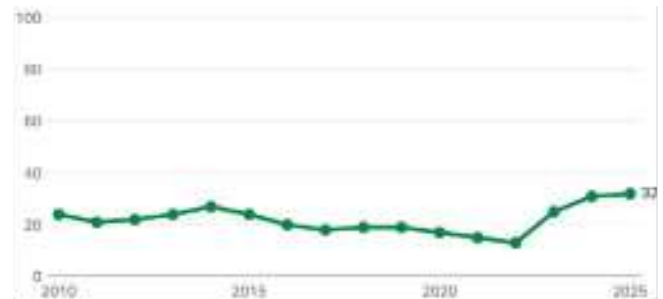
% Yes, daily anger



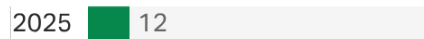
% Good time to find a job



% Yes, daily sadness



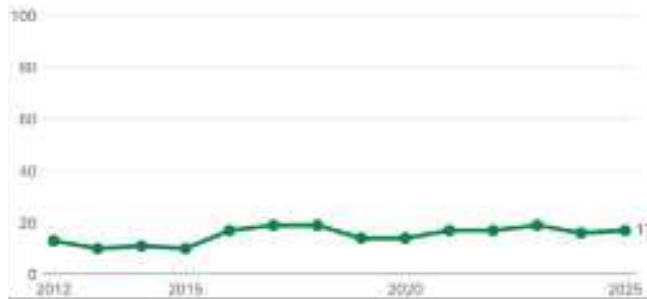
% Yes, daily loneliness



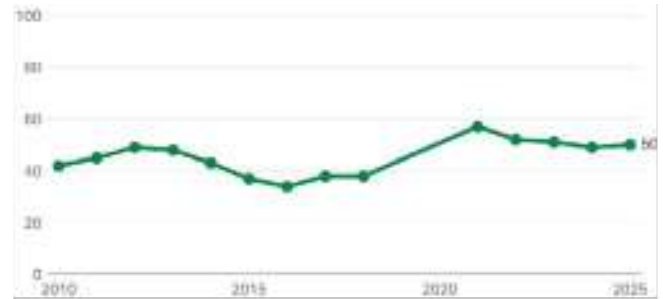


## Jordan

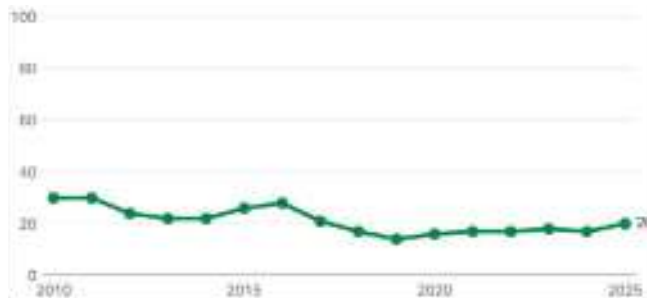
% Engaged



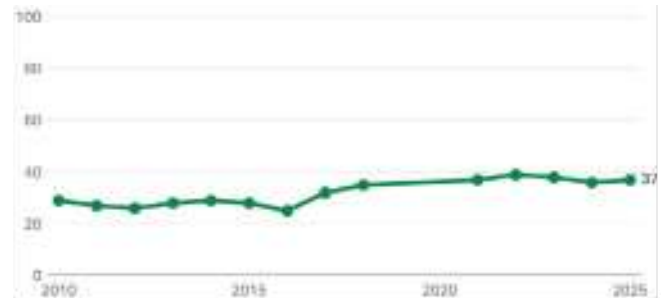
% Yes, daily stress



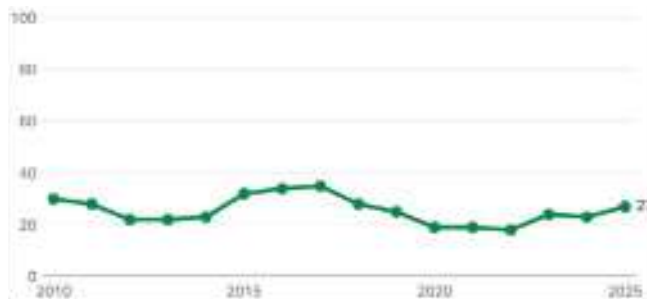
% Thriving



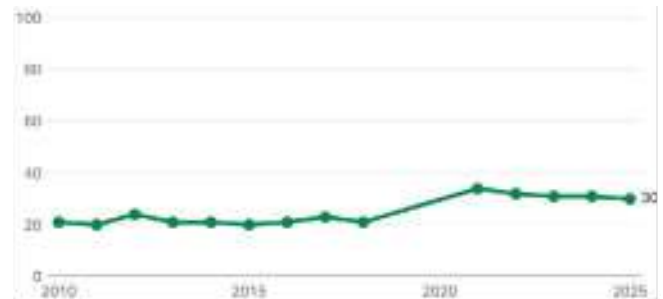
% Yes, daily anger



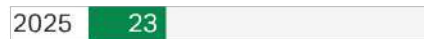
% Good time to find a job



% Yes, daily sadness



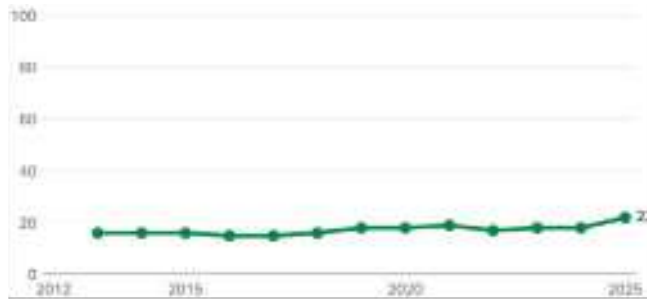
% Yes, daily loneliness



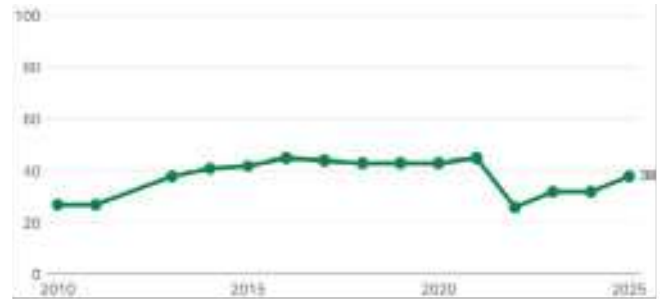


## Kuwait

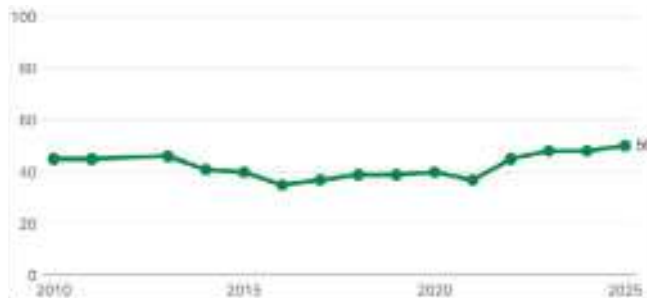
% Engaged



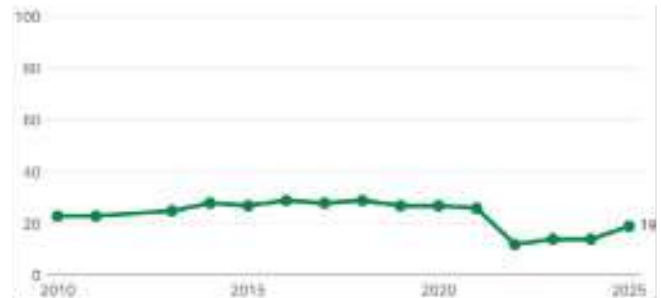
% Yes, daily stress



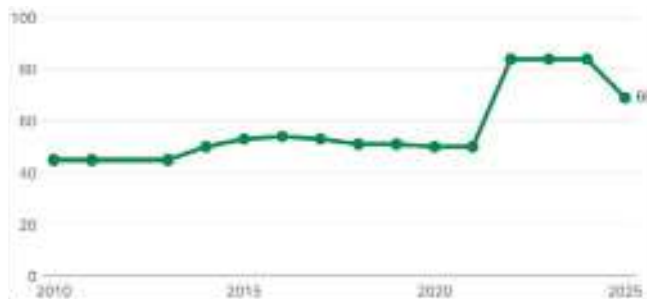
% Thriving



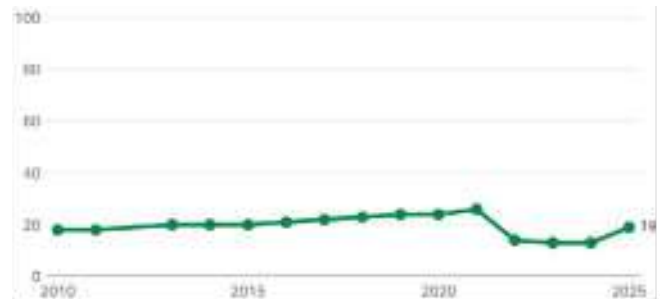
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



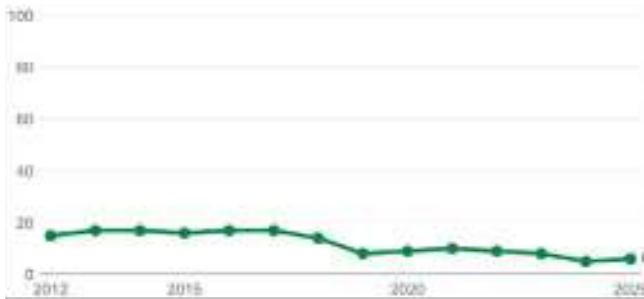
% Yes, daily loneliness



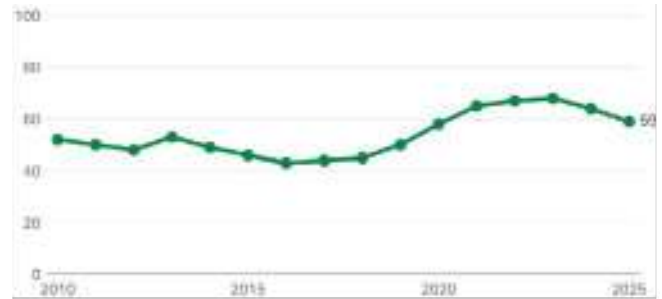


## Lebanon

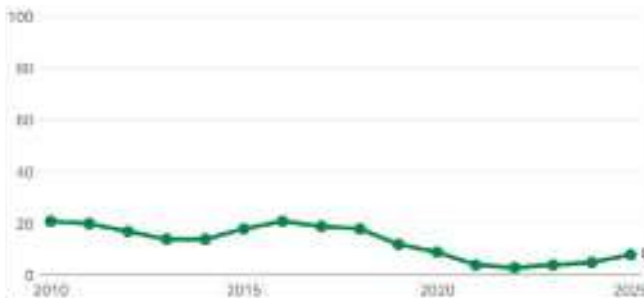
% Engaged



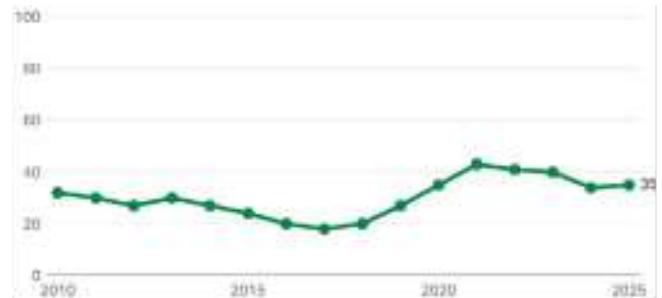
% Yes, daily stress



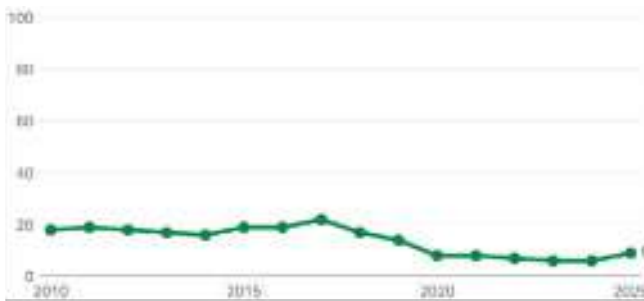
% Thriving



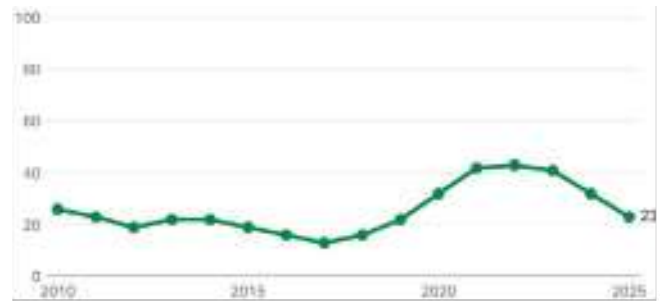
% Yes, daily anger



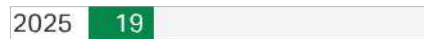
% Good time to find a job



% Yes, daily sadness



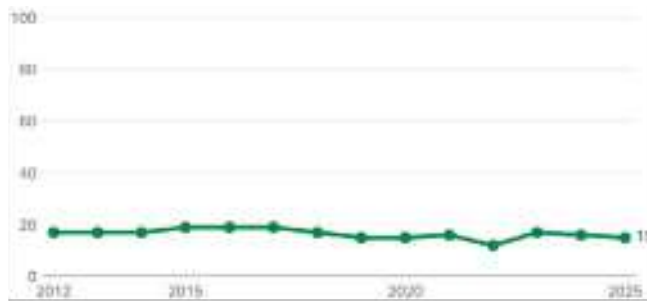
% Yes, daily loneliness



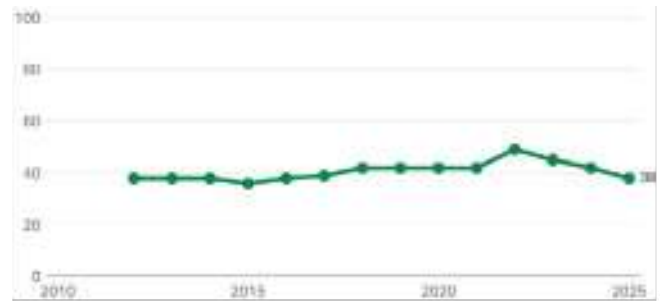


# Libya

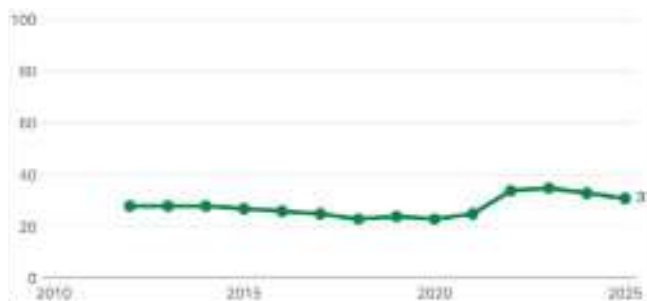
% Engaged



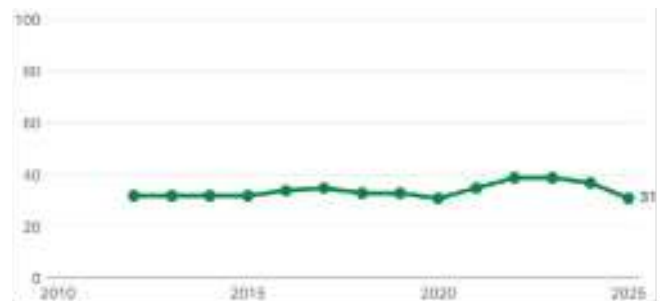
% Yes, daily stress



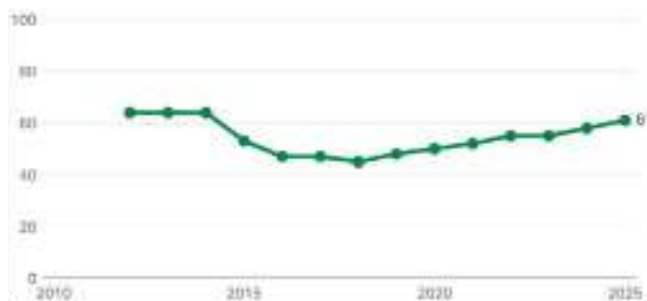
% Thriving



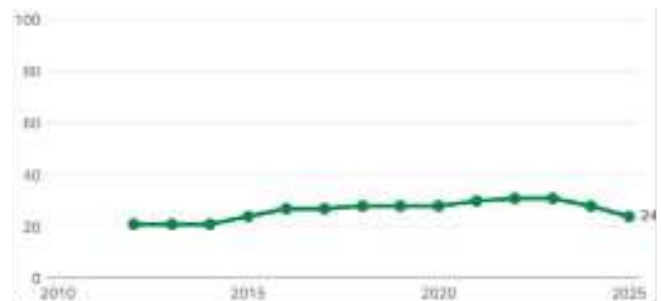
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



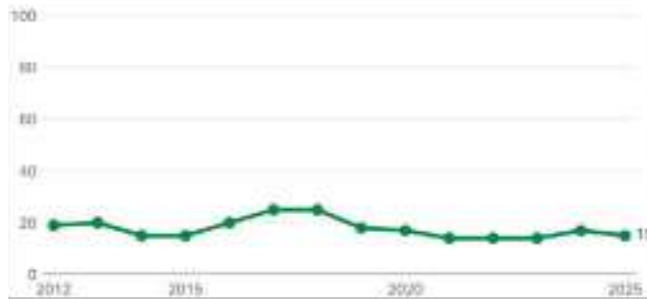
% Yes, daily loneliness



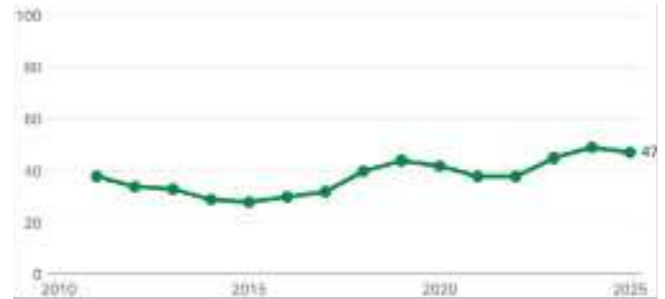


## Morocco

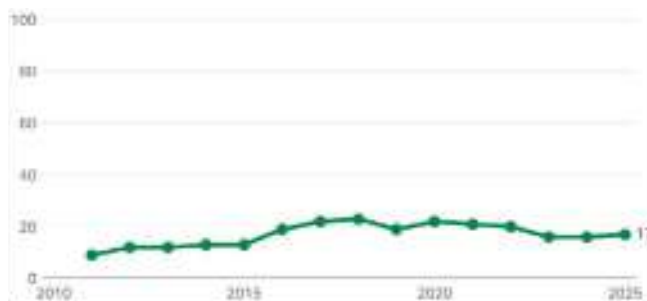
% Engaged



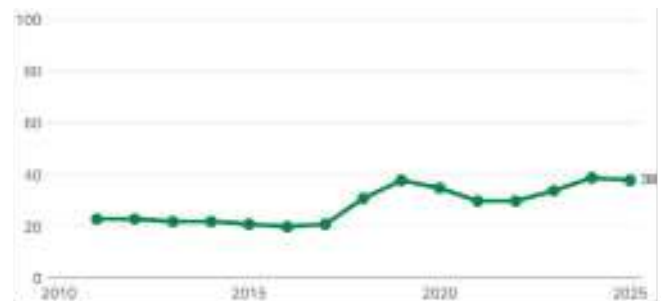
% Yes, daily stress



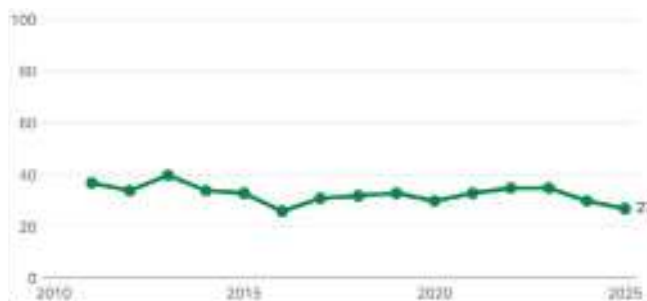
% Thriving



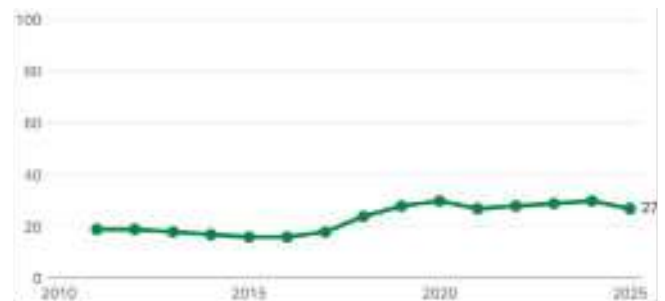
% Yes, daily anger



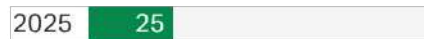
% Good time to find a job



% Yes, daily sadness



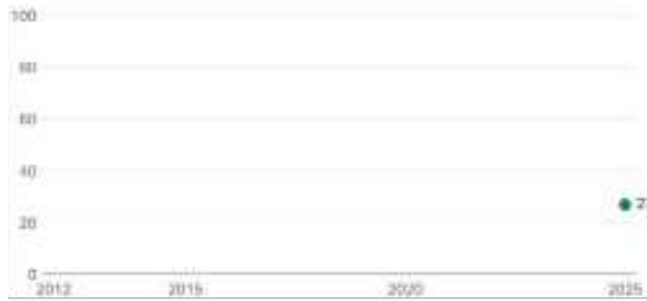
% Yes, daily loneliness



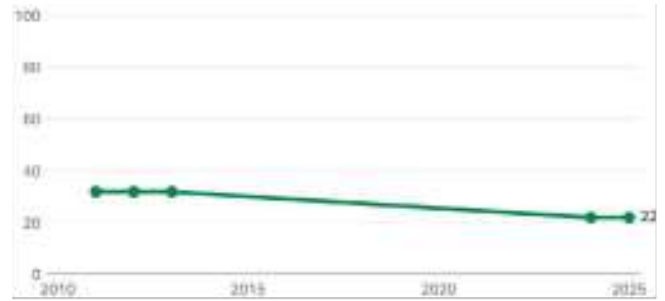


# Oman

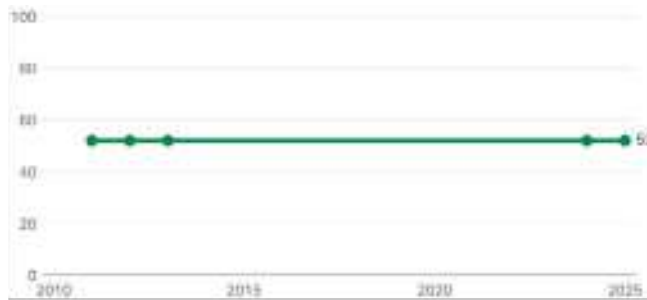
% Engaged



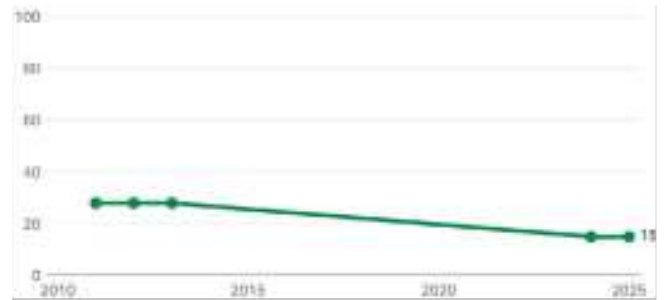
% Yes, daily stress



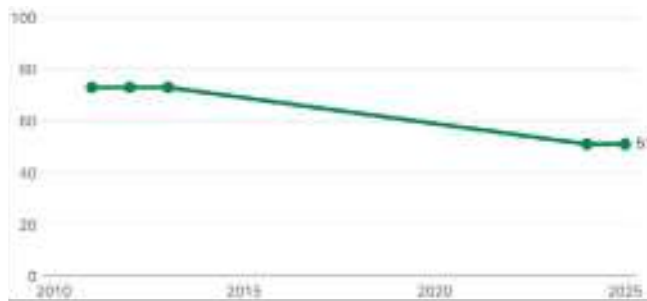
% Thriving



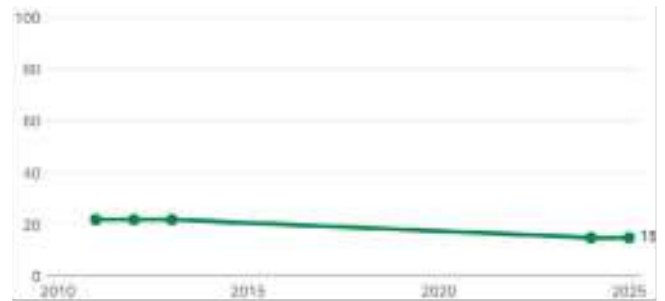
% Yes, daily anger



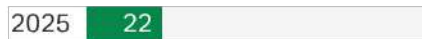
% Good time to find a job



% Yes, daily sadness



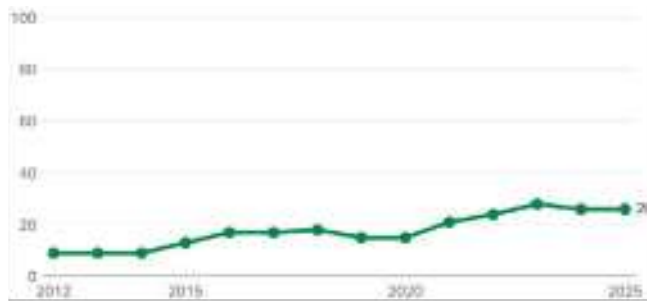
% Yes, daily loneliness



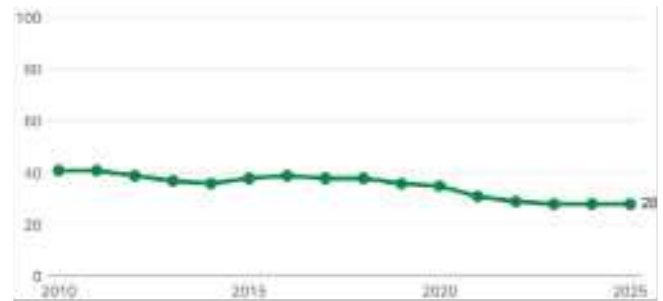


## Saudi Arabia

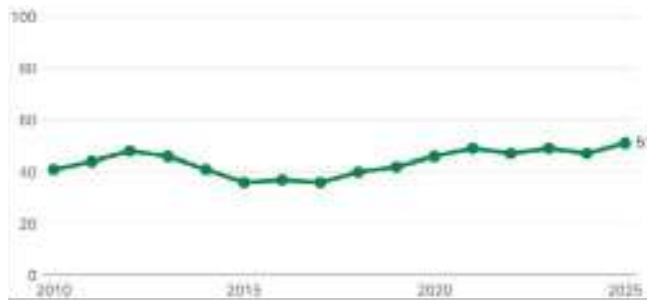
% Engaged



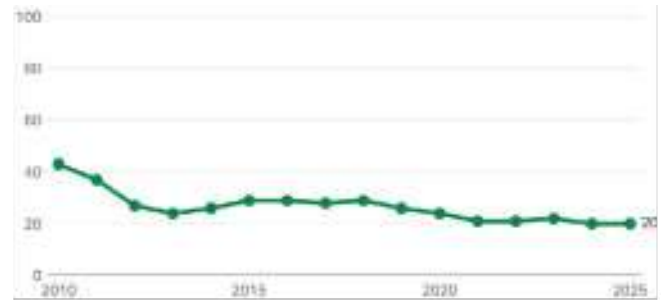
% Yes, daily stress



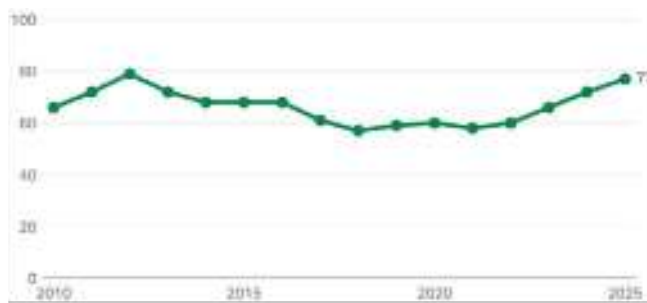
% Thriving



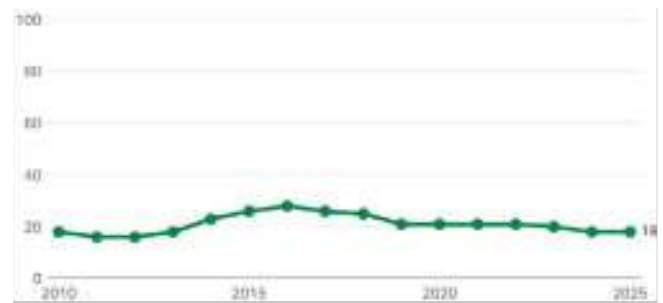
% Yes, daily anger



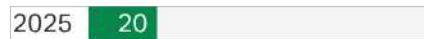
% Good time to find a job



% Yes, daily sadness



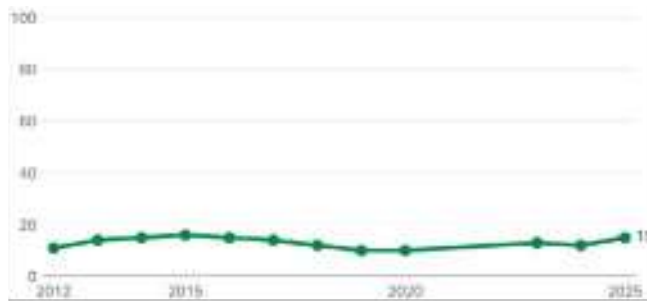
% Yes, daily loneliness



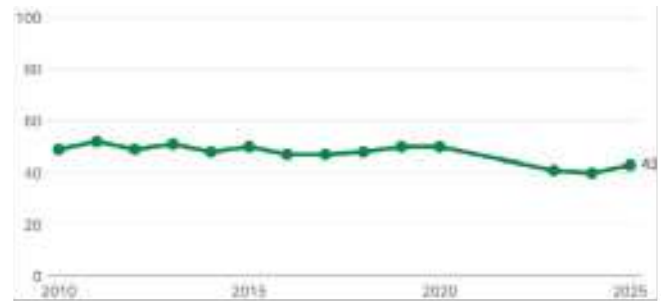


## State of Palestine

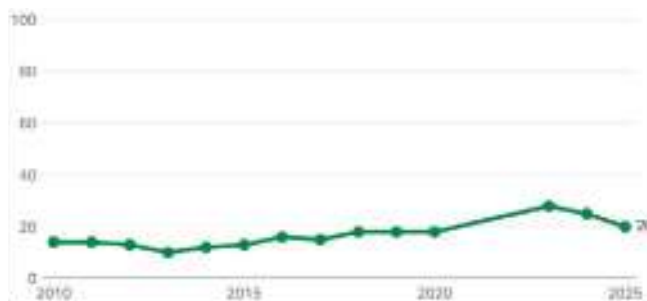
% Engaged



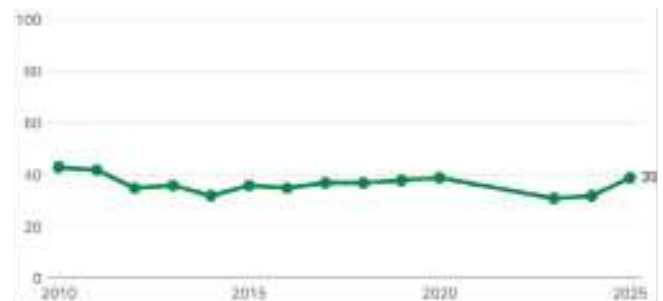
% Yes, daily stress



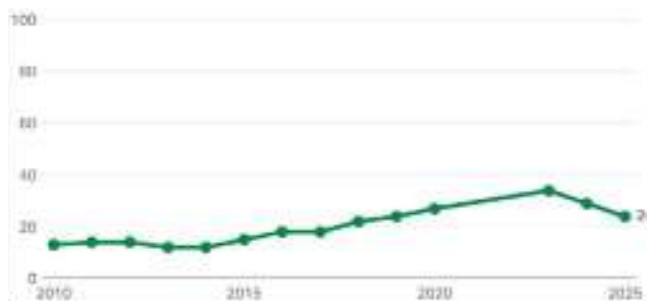
% Thriving



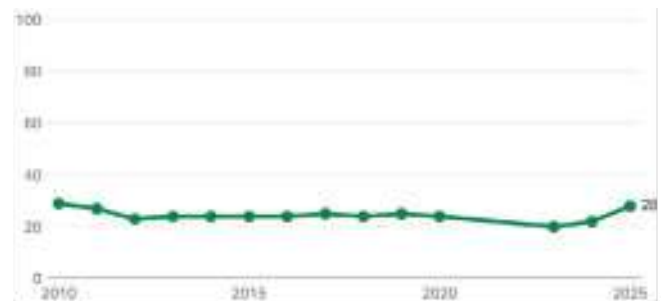
% Yes, daily anger



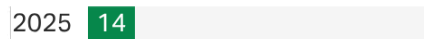
% Good time to find a job



% Yes, daily sadness



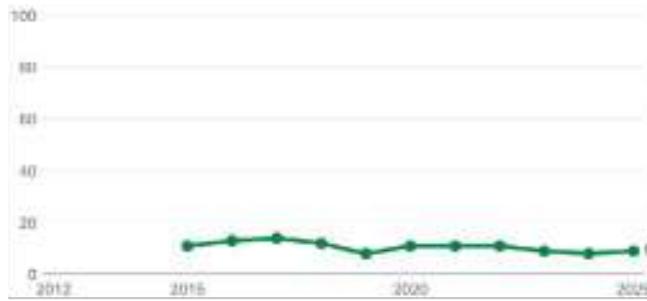
% Yes, daily loneliness



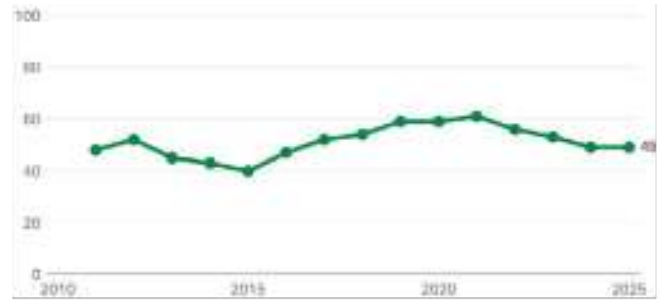


# Tunisia

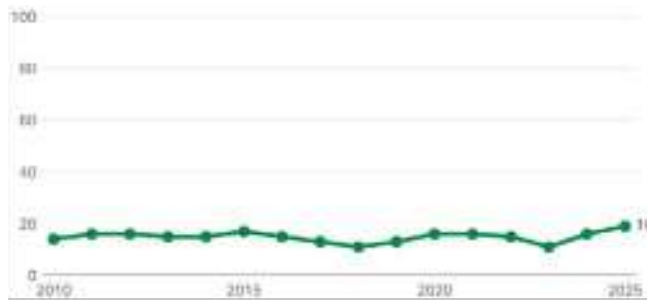
% Engaged



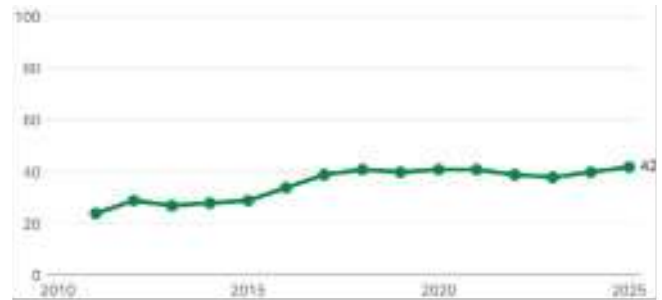
% Yes, daily stress



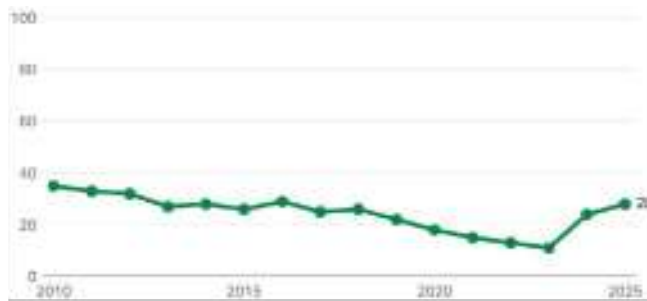
% Thriving



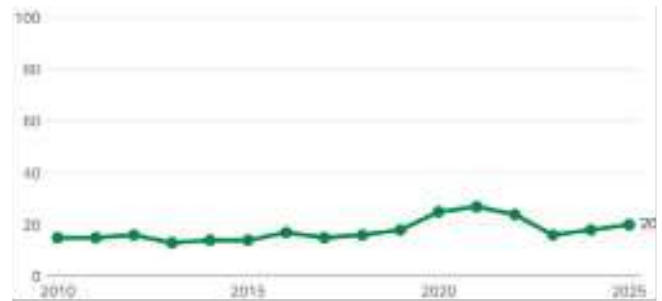
% Yes, daily anger



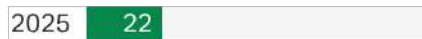
% Good time to find a job



% Yes, daily sadness



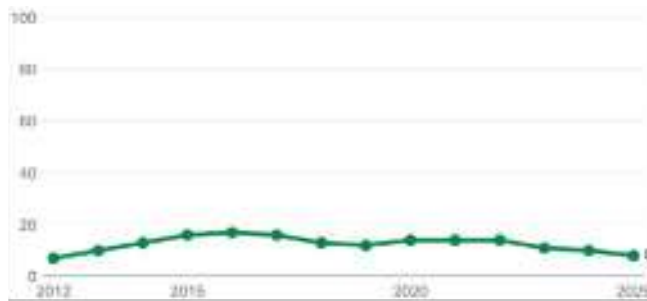
% Yes, daily loneliness



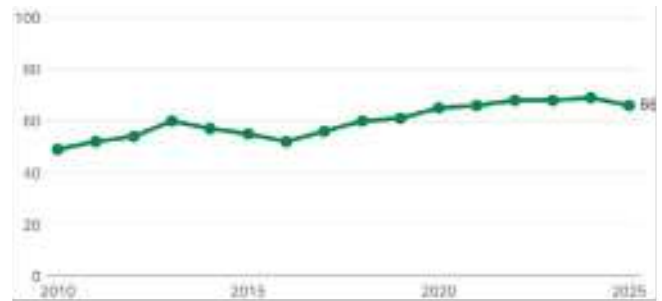


# Türkiye

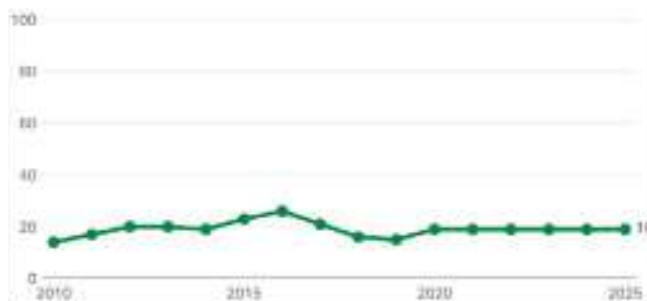
% Engaged



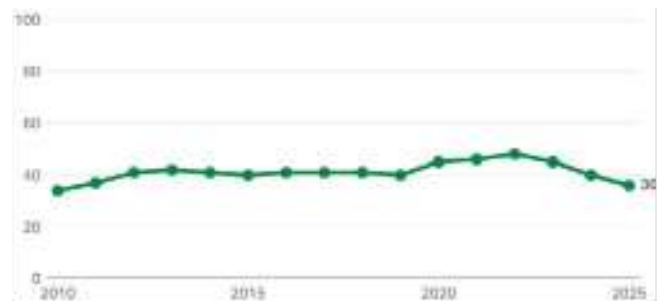
% Yes, daily stress



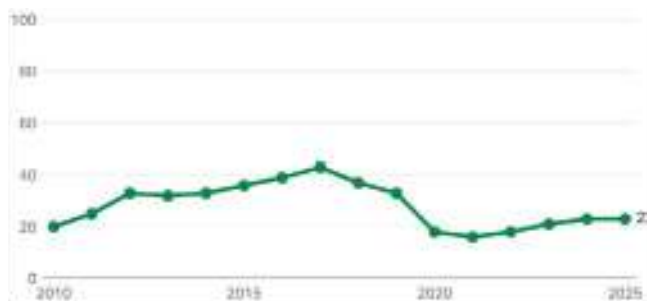
% Thriving



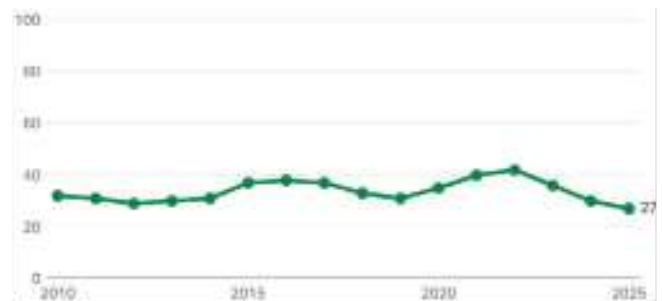
% Yes, daily anger



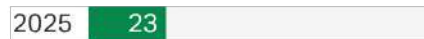
% Good time to find a job



% Yes, daily sadness



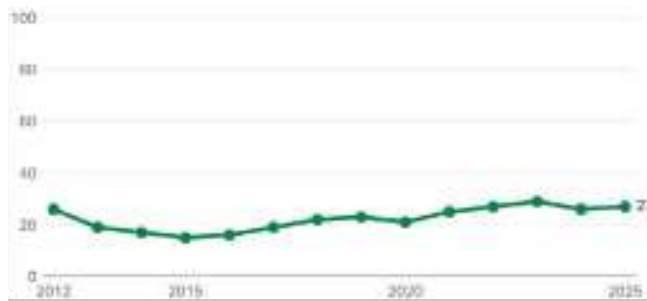
% Yes, daily loneliness



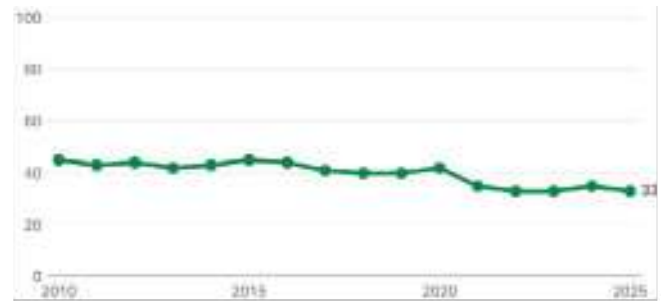


## United Arab Emirates

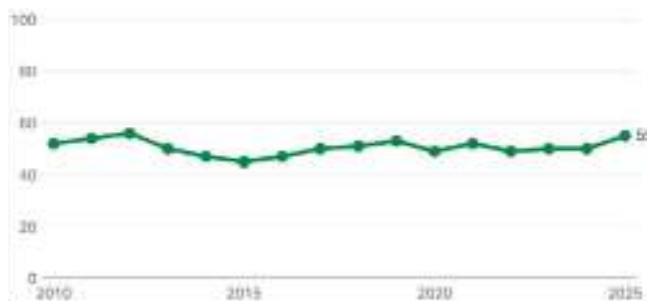
% Engaged



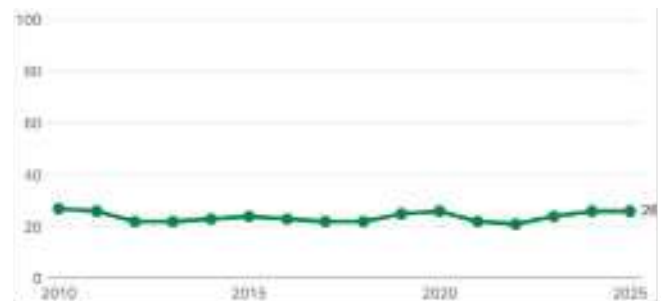
% Yes, daily stress



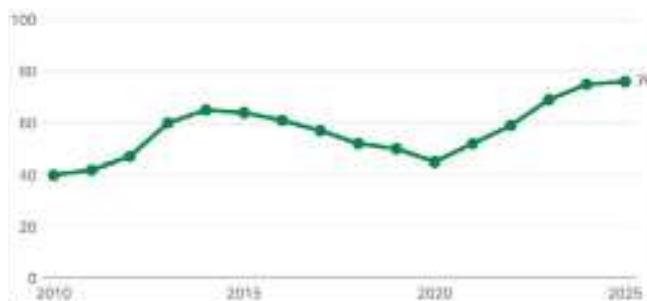
% Thriving



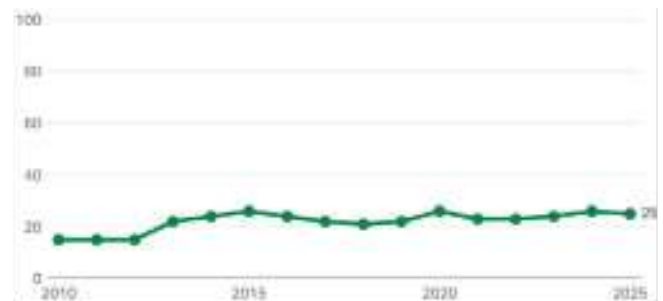
% Yes, daily anger



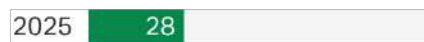
% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness





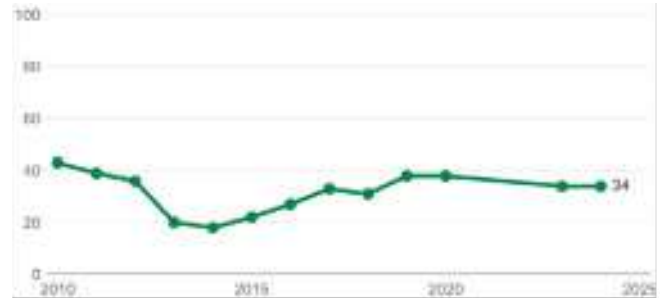
## Yemen

2025 item-level data for Yemen are not shown due to insufficient n Size.

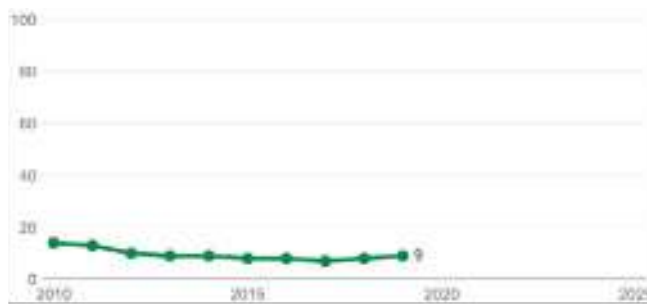
% Engaged



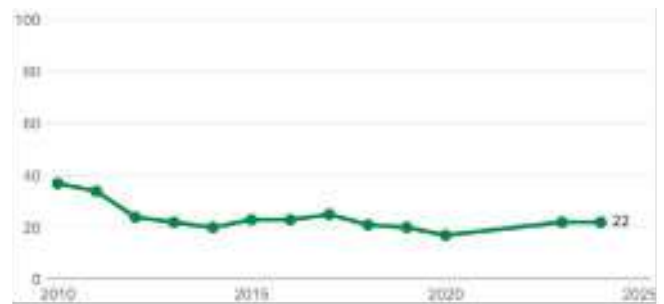
% Yes, daily stress



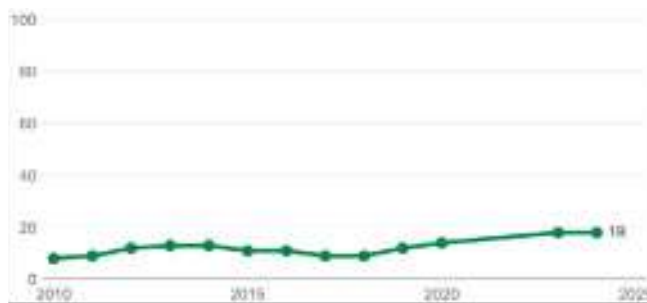
% Thriving



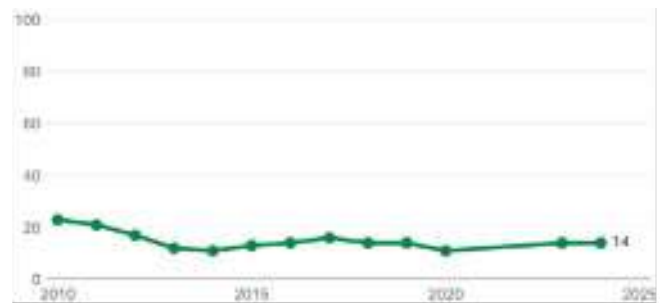
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness





## COUNTRY/TERRITORY TREND LINES FOR

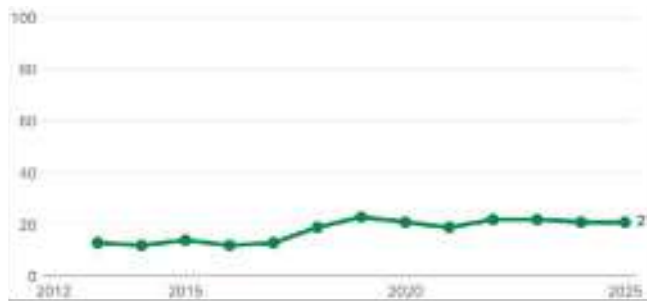
# Sub-Saharan Africa

Benin.....	181	Mali .....	200
Botswana .....	182	Mauritania.....	201
Burkina Faso .....	183	Mauritius.....	202
Cameroon.....	184	Mozambique .....	203
Chad .....	185	Namibia .....	204
Comoros .....	186	Niger.....	205
Côte d'Ivoire.....	187	Nigeria .....	206
Democratic Republic of the Congo .....	188	Republic of the Congo.....	207
Eswatini .....	189	Rwanda .....	208
Ethiopia .....	190	Senegal .....	209
Gabon.....	191	Sierra Leone.....	210
Gambia.....	192	Somalia .....	211
Ghana.....	193	South Africa.....	212
Guinea .....	194	Tanzania.....	213
Kenya .....	195	Togo .....	214
Lesotho .....	196	Uganda.....	215
Liberia.....	197	Zambia .....	216
Madagascar .....	198	Zimbabwe .....	217
Malawi.....	199		

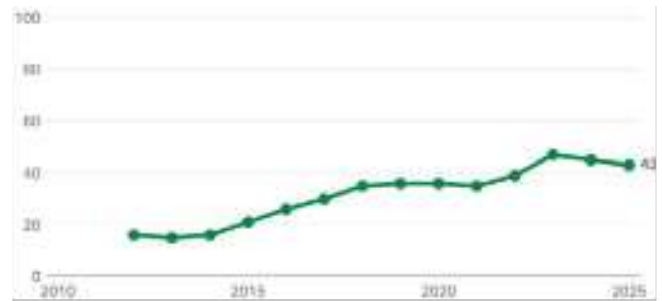


# Benin

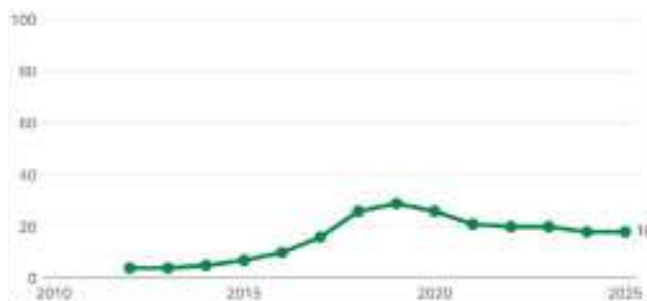
% Engaged



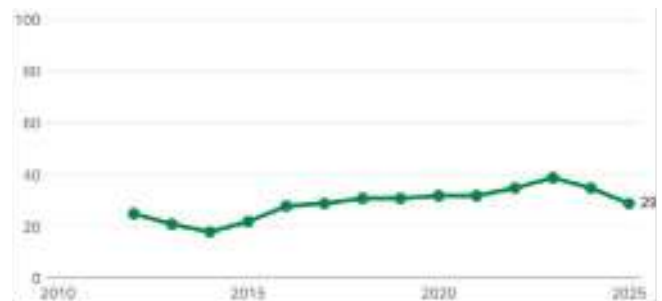
% Yes, daily stress



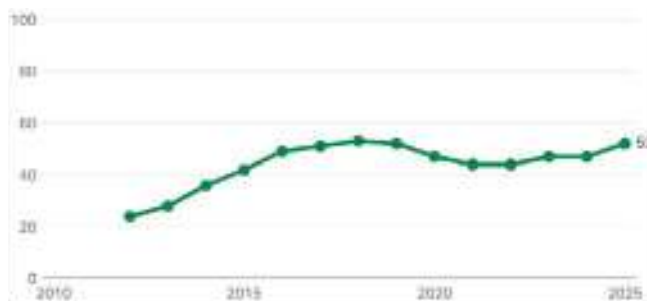
% Thriving



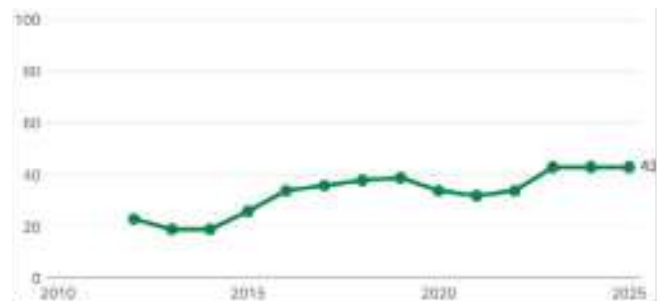
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



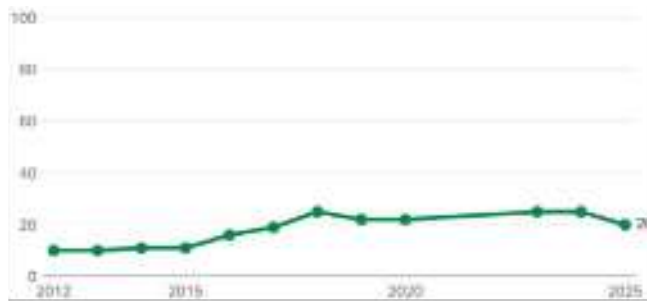
% Yes, daily loneliness



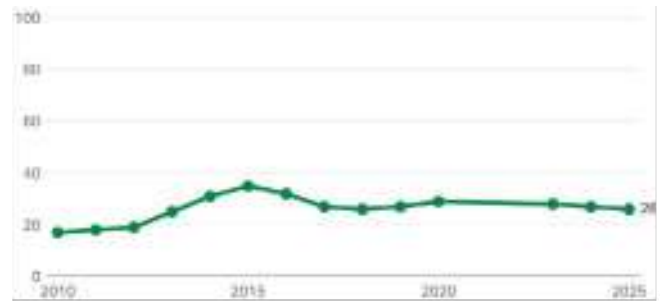


## Botswana

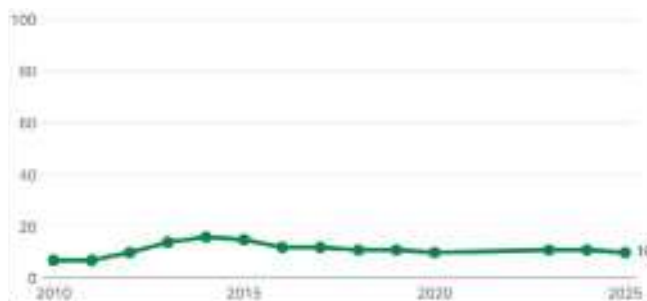
% Engaged



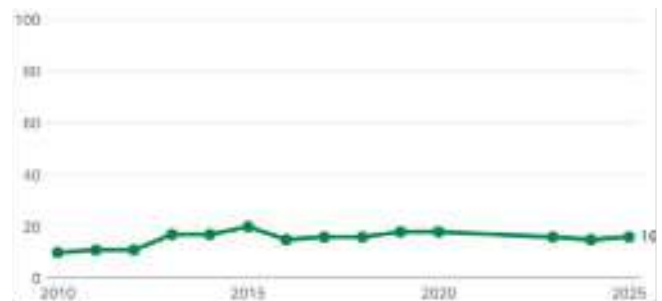
% Yes, daily stress



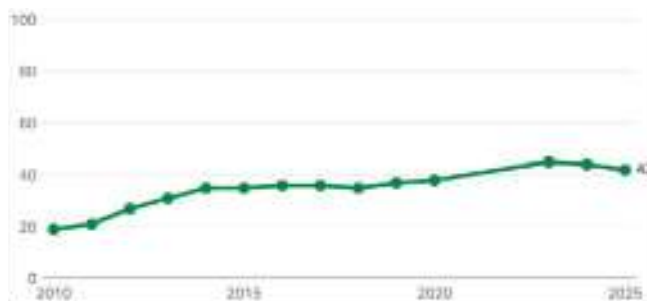
% Thriving



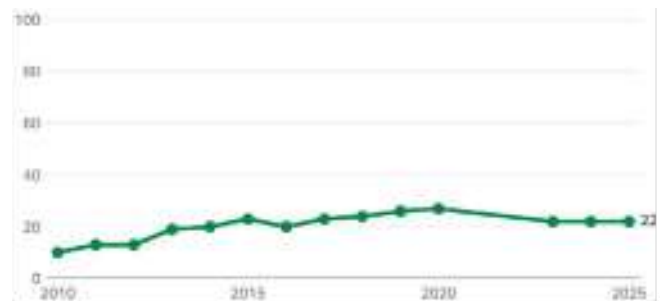
% Yes, daily anger



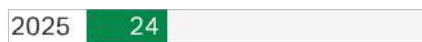
% Good time to find a job



% Yes, daily sadness



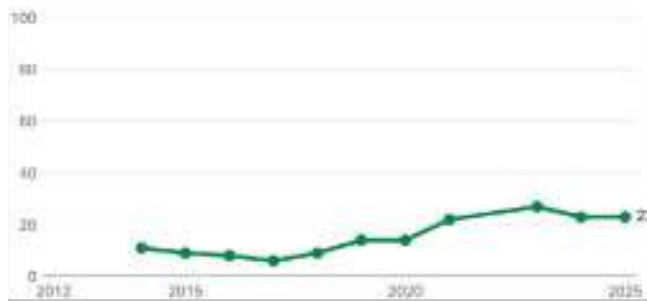
% Yes, daily loneliness



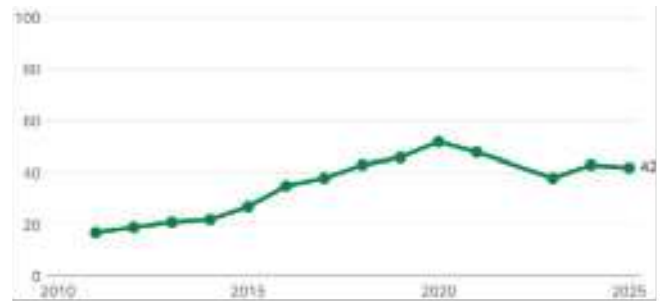


## Burkina Faso

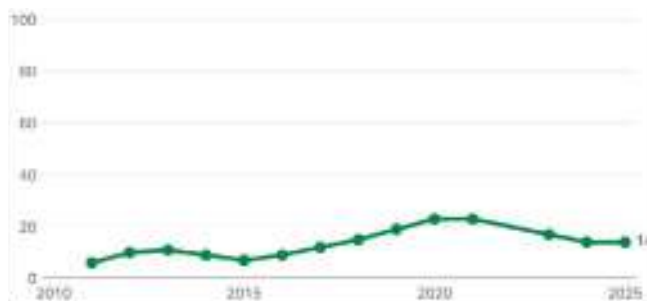
% Engaged



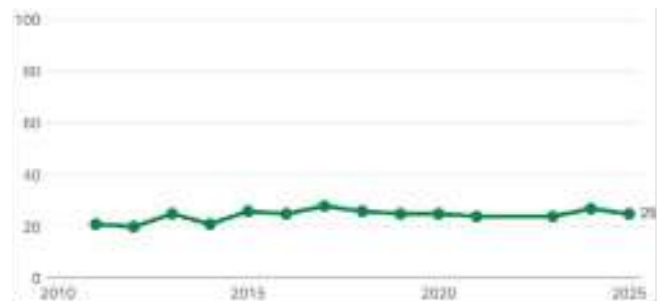
% Yes, daily stress



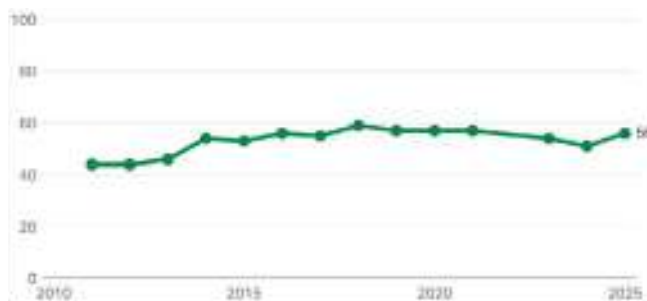
% Thriving



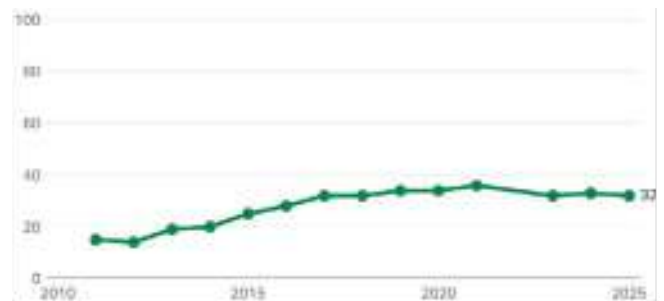
% Yes, daily anger



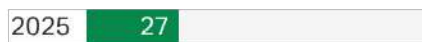
% Good time to find a job



% Yes, daily sadness



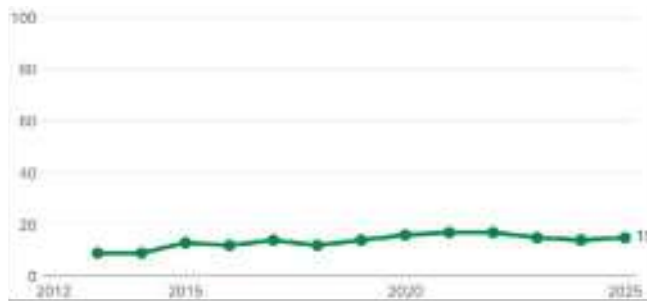
% Yes, daily loneliness



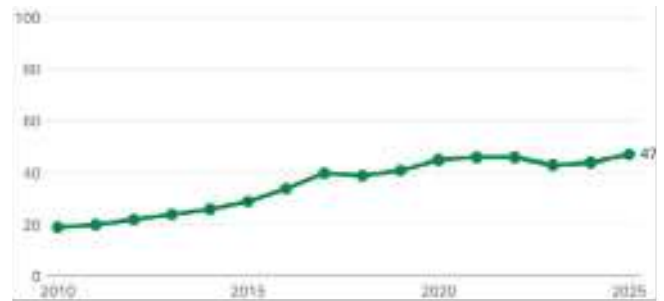


## Cameroon

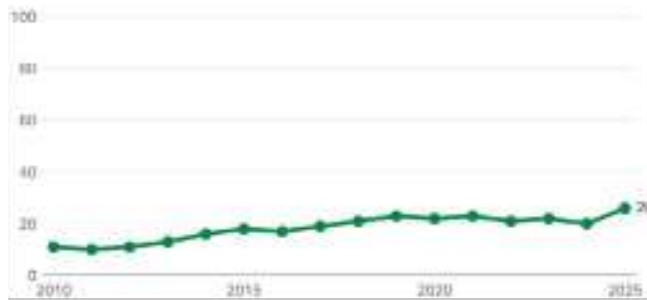
% Engaged



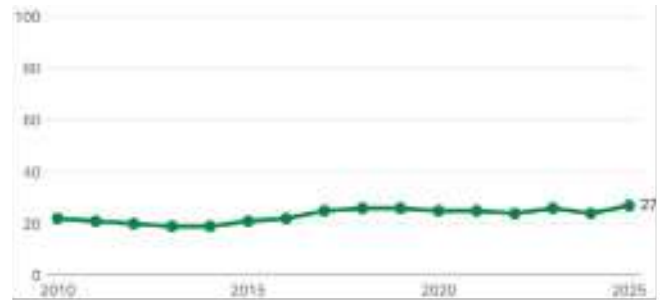
% Yes, daily stress



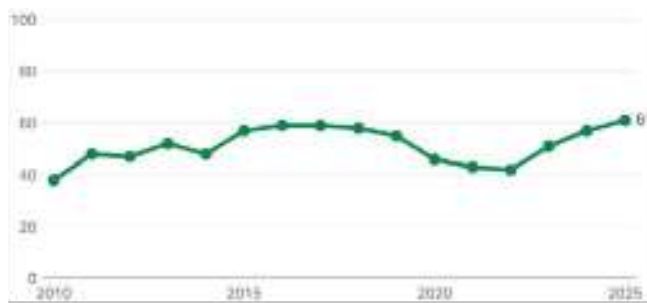
% Thriving



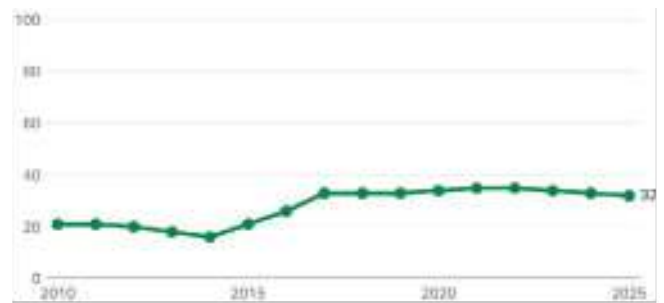
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



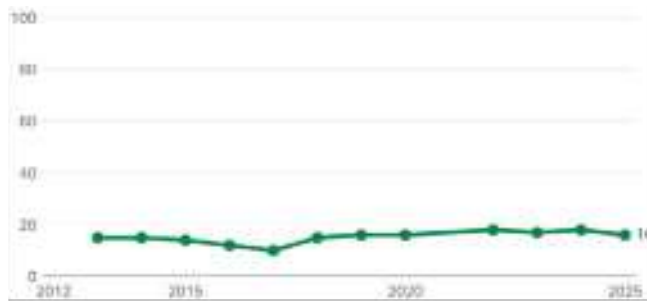
% Yes, daily loneliness



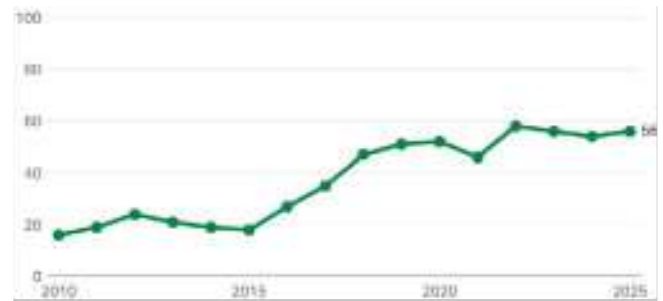


# Chad

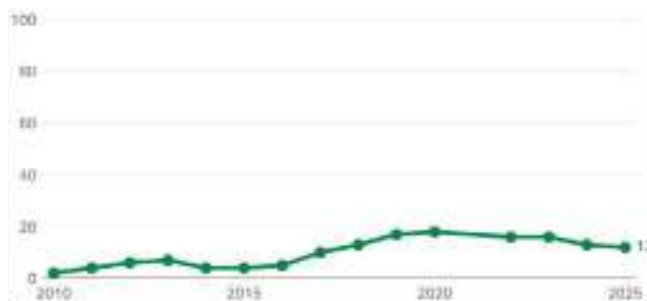
% Engaged



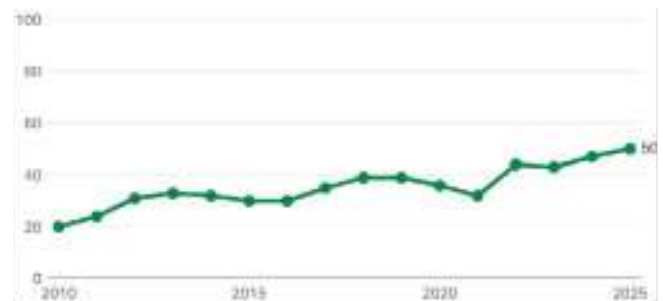
% Yes, daily stress



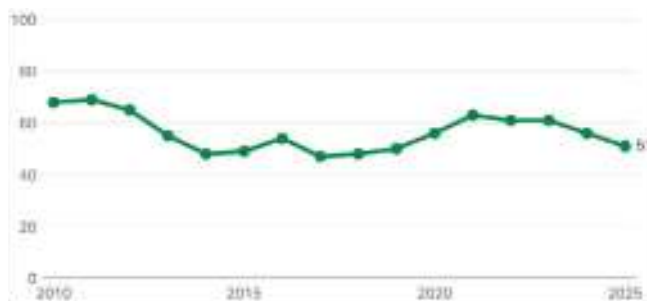
% Thriving



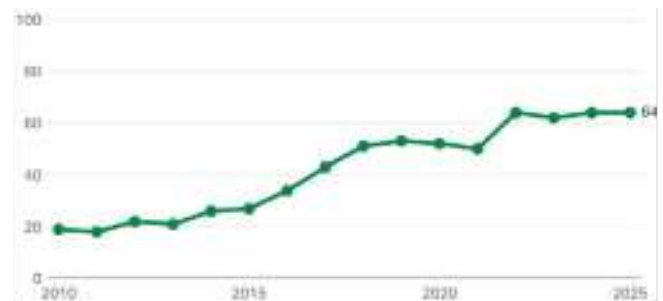
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



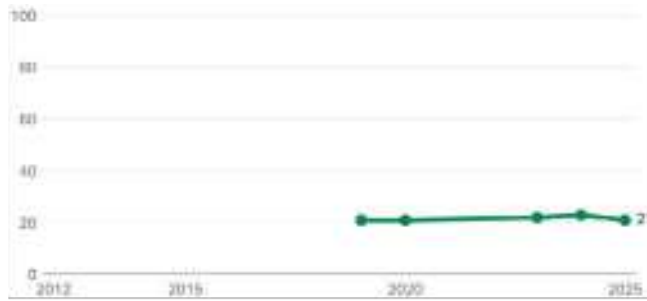
% Yes, daily loneliness



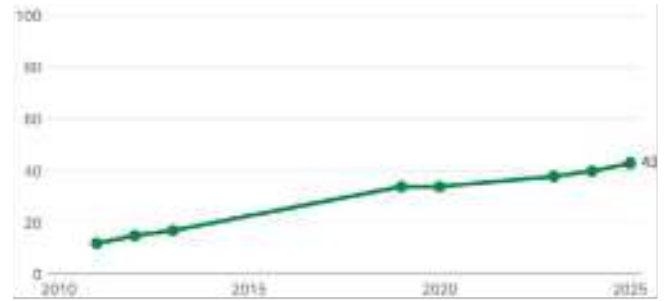


## Comoros

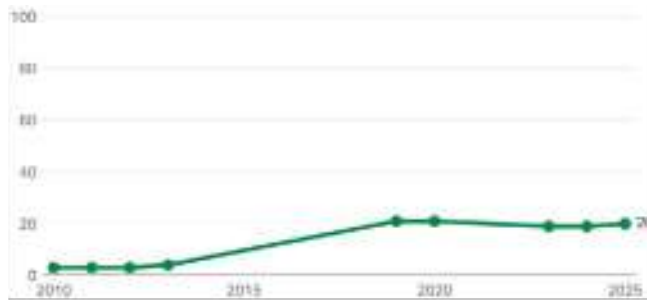
% Engaged



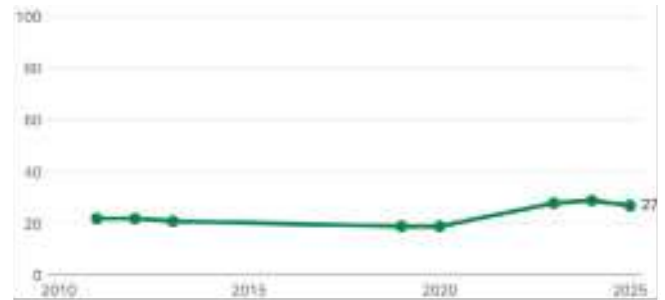
% Yes, daily stress



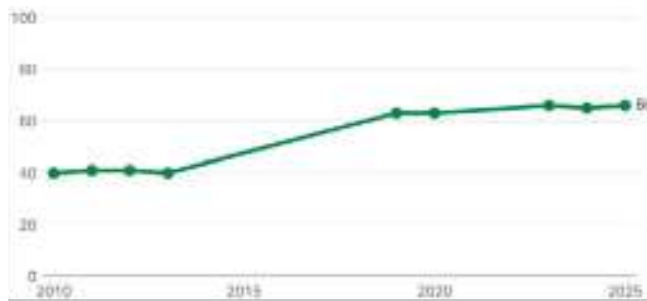
% Thriving



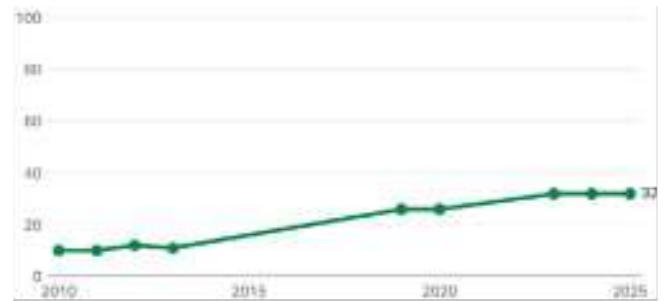
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



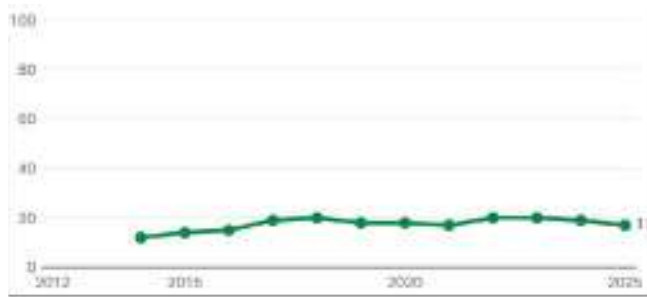
% Yes, daily loneliness



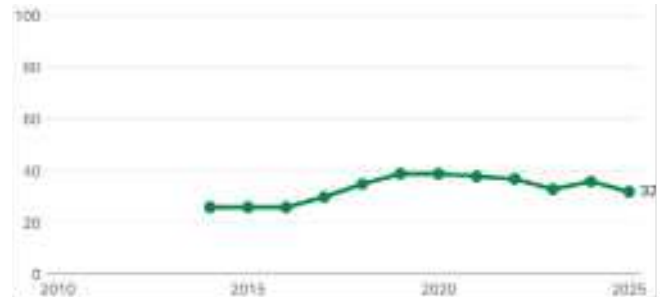


## Côte d'Ivoire

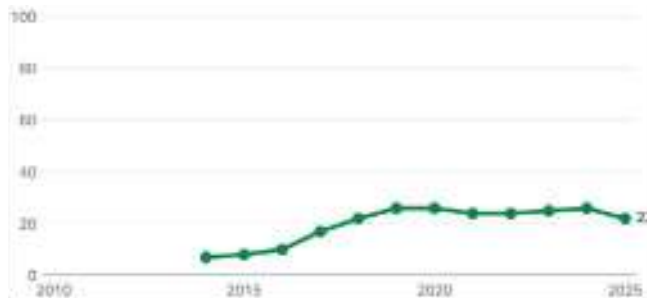
% Engaged



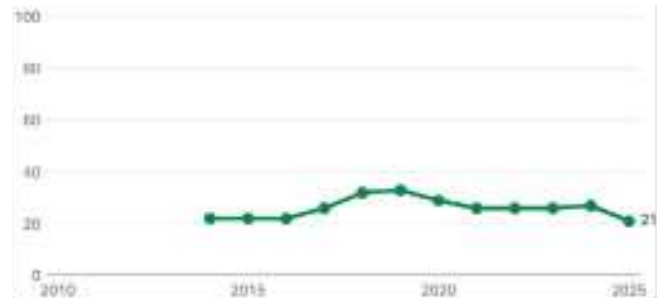
% Yes, daily stress



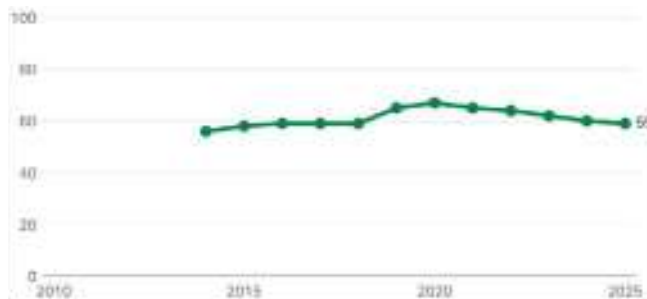
% Thriving



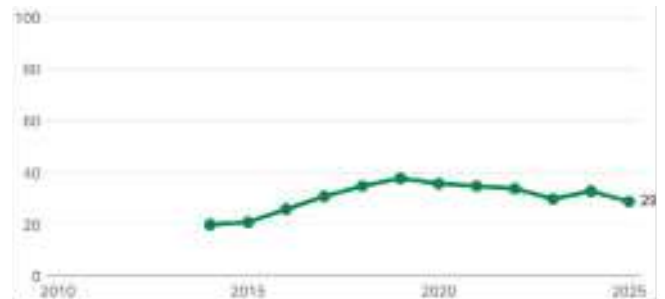
% Yes, daily anger



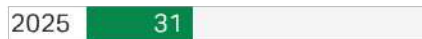
% Good time to find a job



% Yes, daily sadness



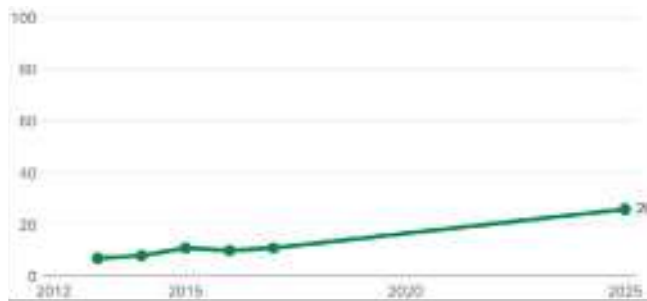
% Yes, daily loneliness



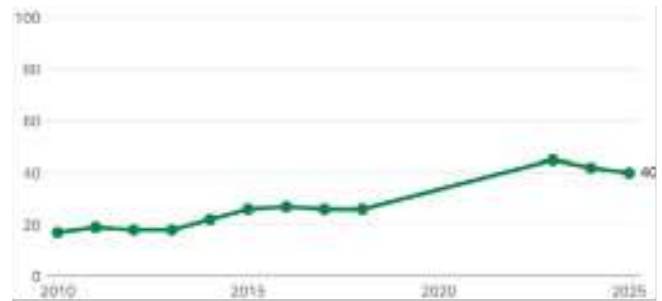


## Democratic Republic of the Congo

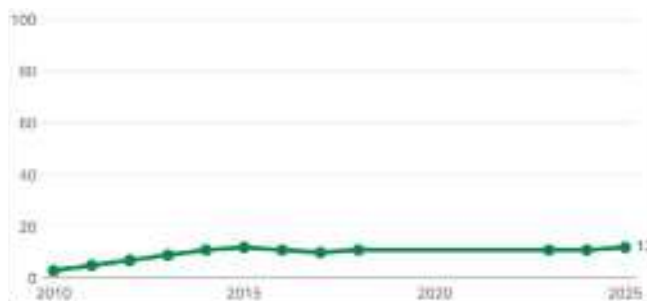
% Engaged



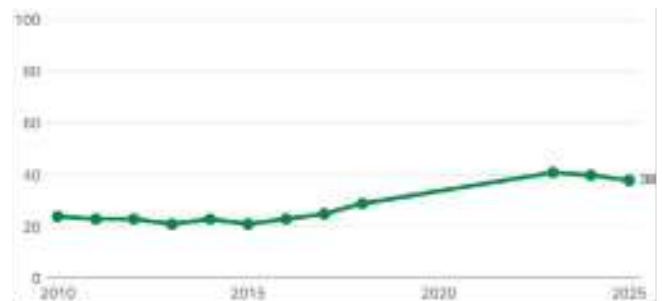
% Yes, daily stress



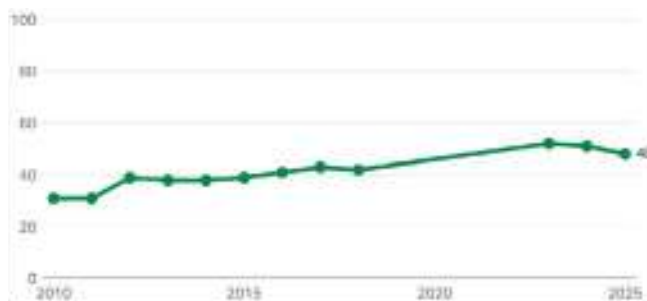
% Thriving



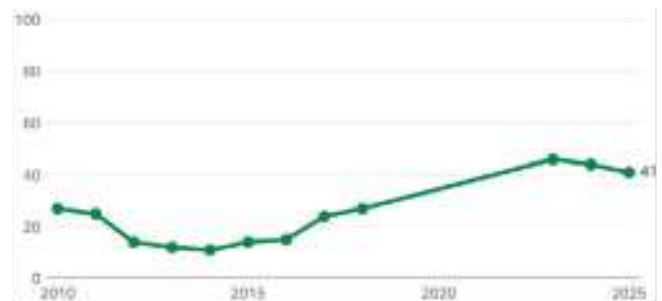
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



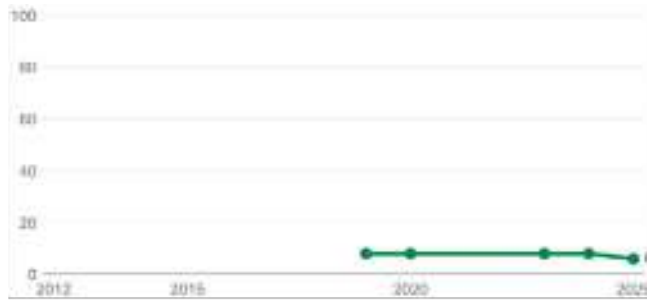
% Yes, daily loneliness



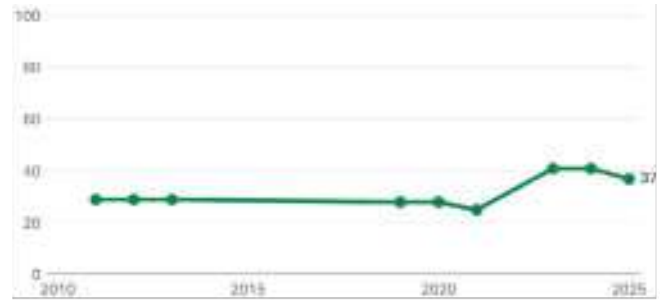


## Eswatini

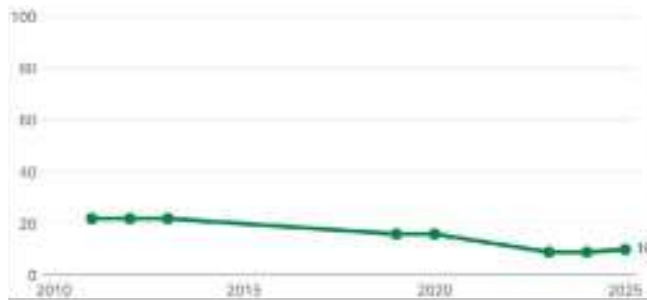
% Engaged



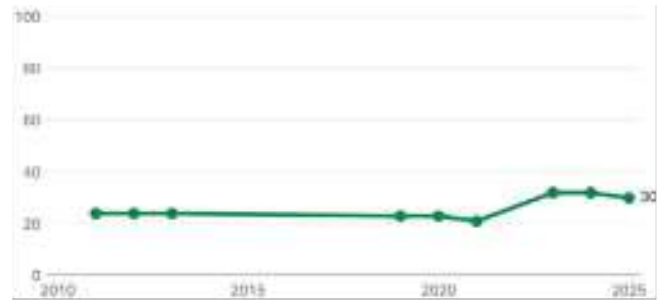
% Yes, daily stress



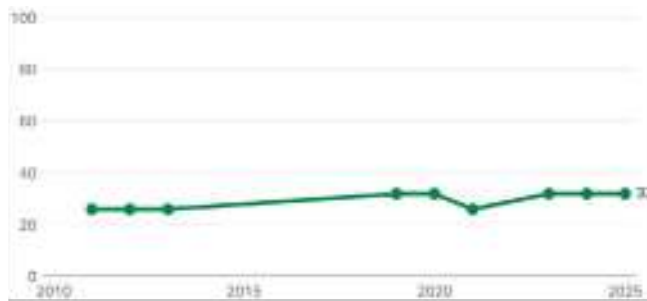
% Thriving



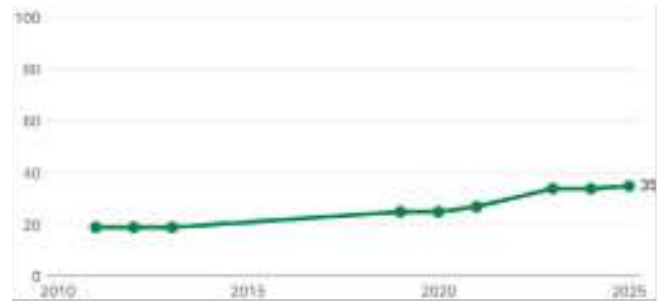
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



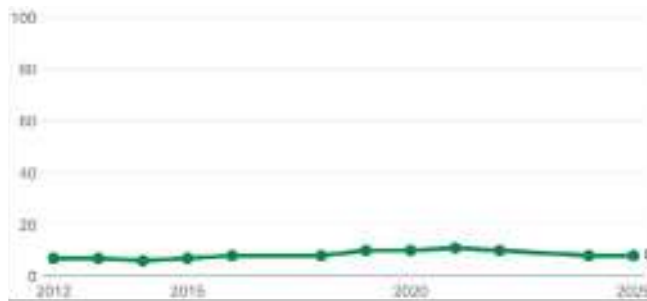
% Yes, daily loneliness



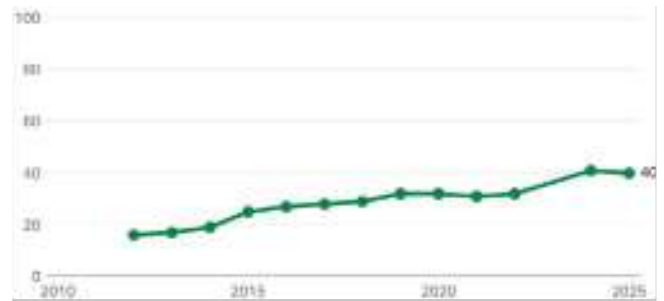


# Ethiopia

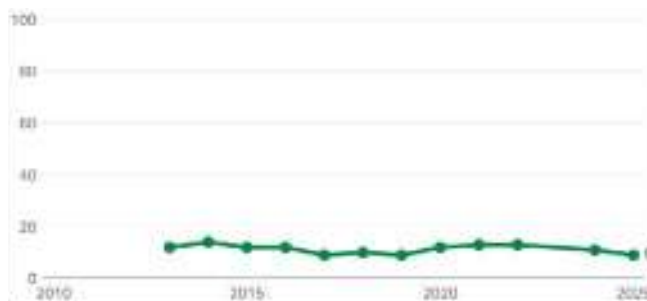
% Engaged



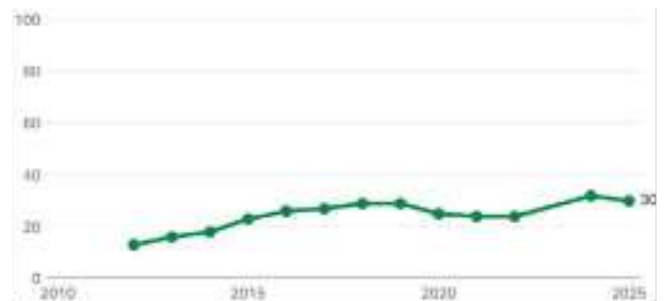
% Yes, daily stress



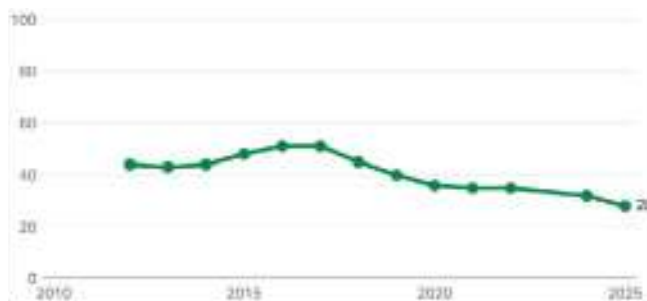
% Thriving



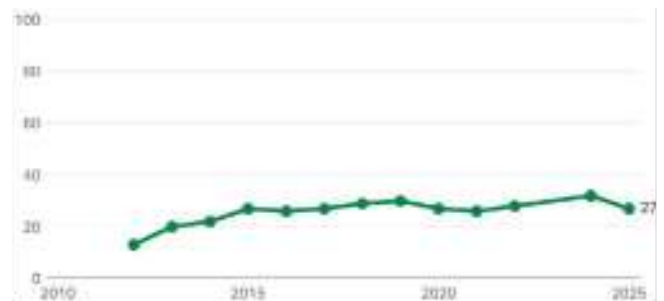
% Yes, daily anger



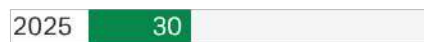
% Good time to find a job



% Yes, daily sadness



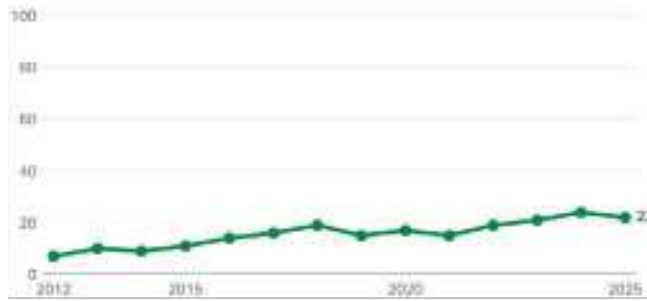
% Yes, daily loneliness



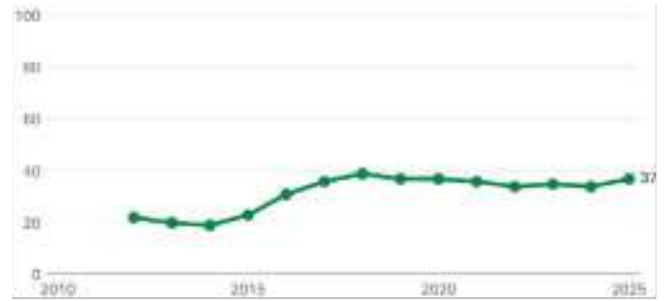


# Gabon

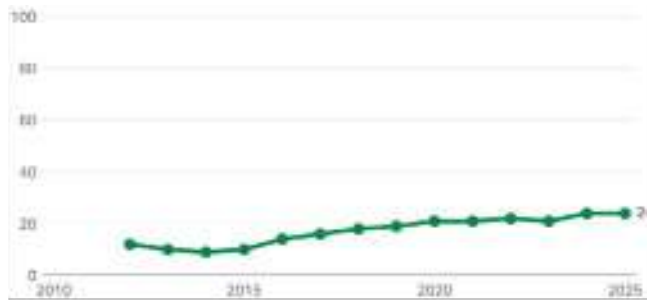
% Engaged



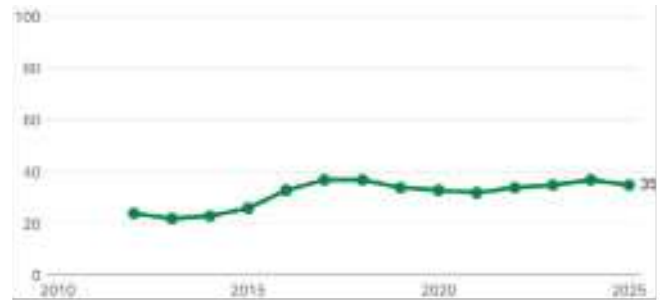
% Yes, daily stress



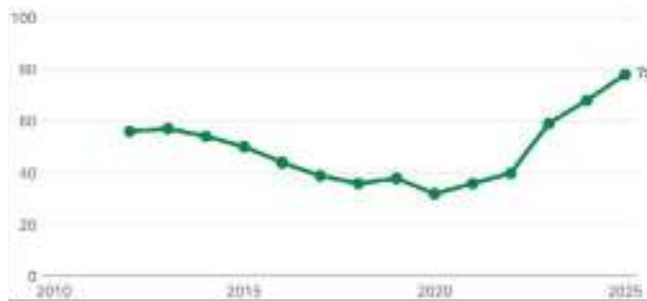
% Thriving



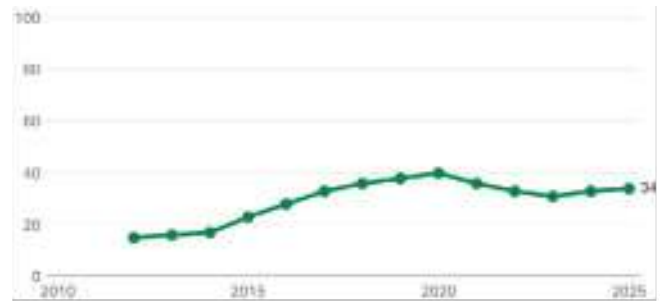
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



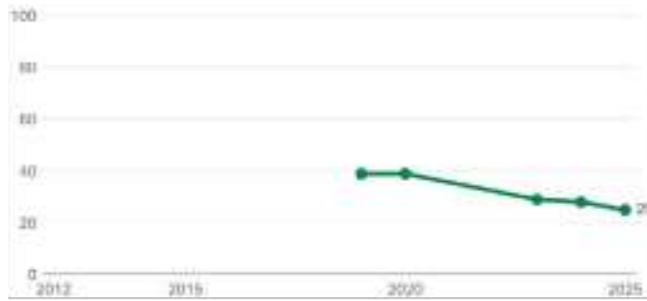
% Yes, daily loneliness



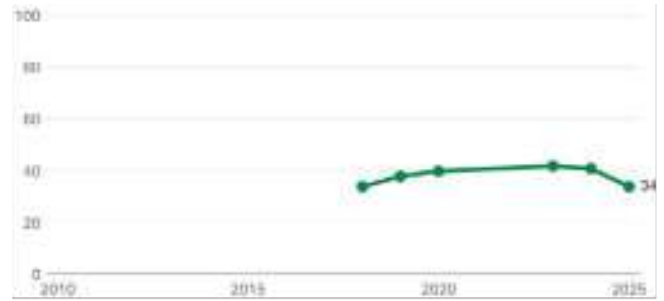


## Gambia

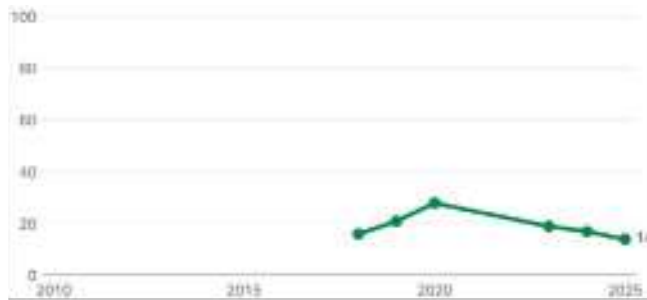
% Engaged



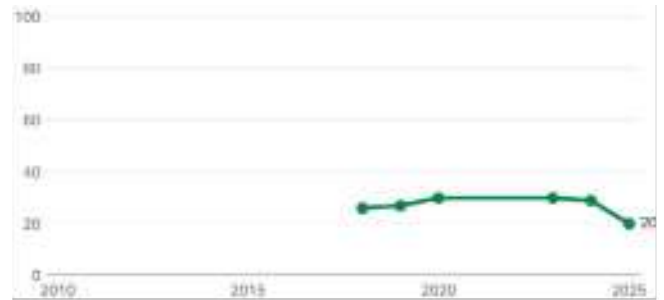
% Yes, daily stress



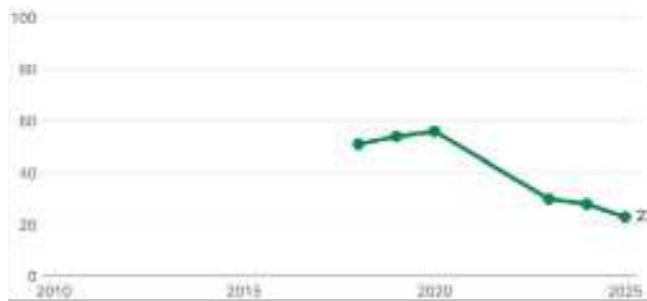
% Thriving



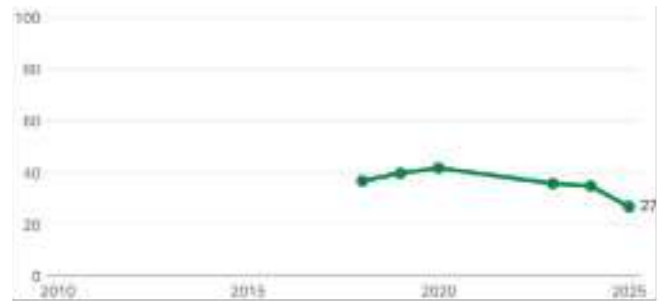
% Yes, daily anger



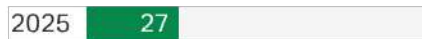
% Good time to find a job



% Yes, daily sadness



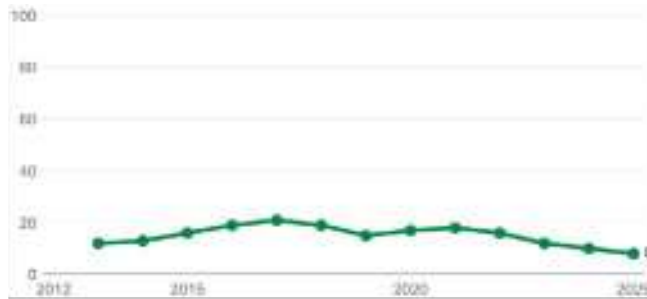
% Yes, daily loneliness



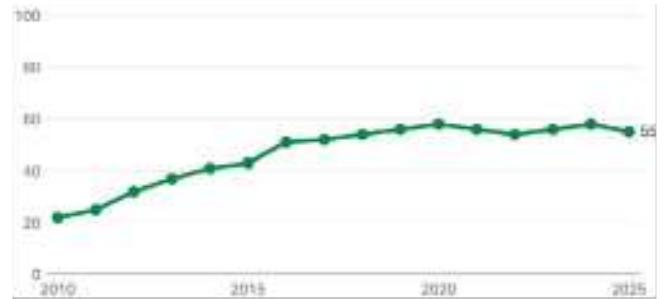


## Ghana

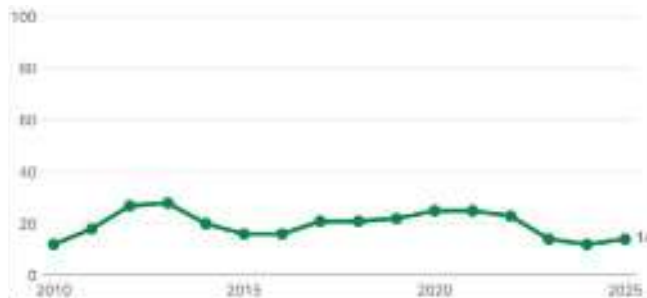
% Engaged



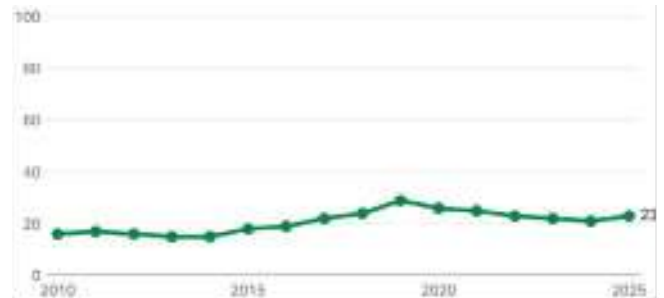
% Yes, daily stress



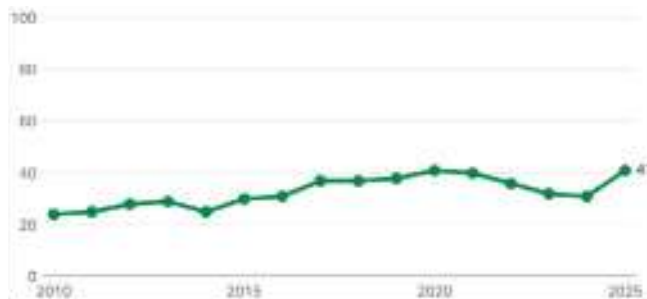
% Thriving



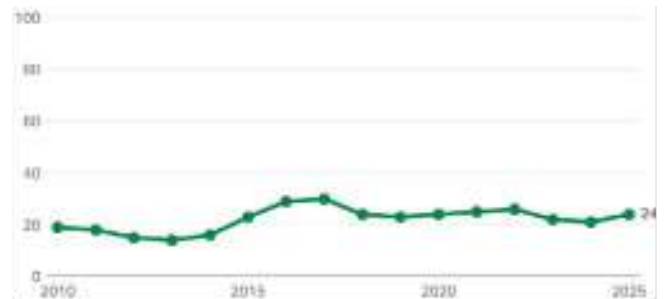
% Yes, daily anger



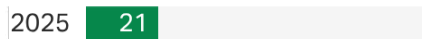
% Good time to find a job



% Yes, daily sadness



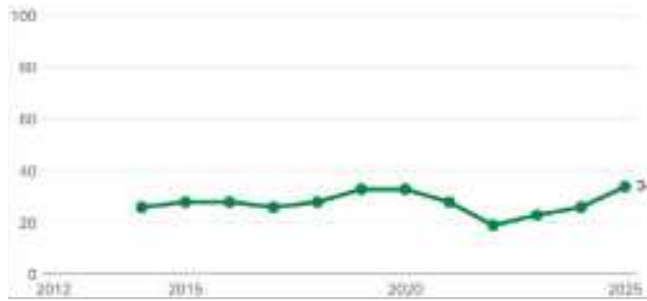
% Yes, daily loneliness



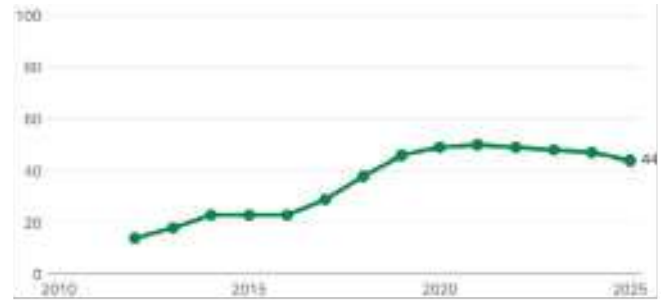


## Guinea

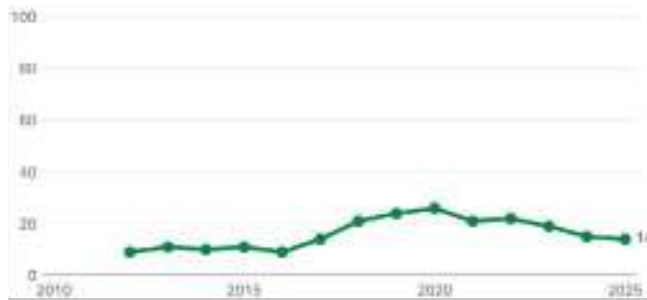
% Engaged



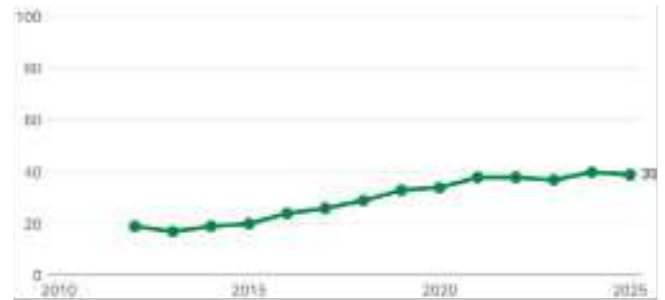
% Yes, daily stress



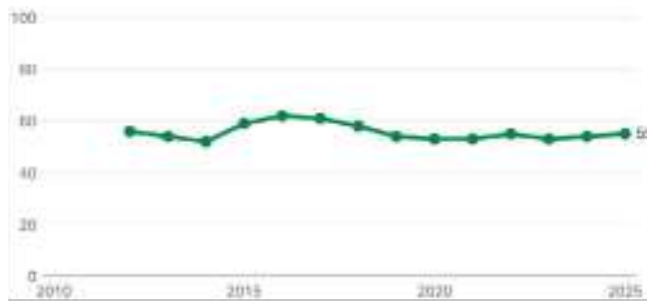
% Thriving



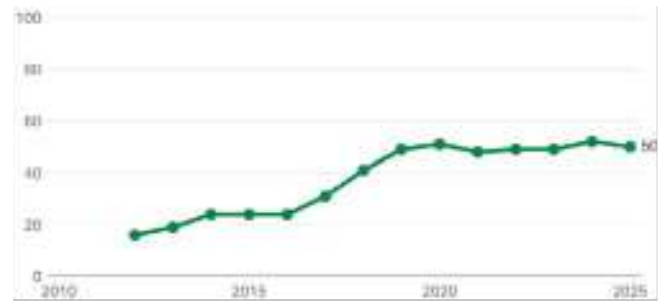
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



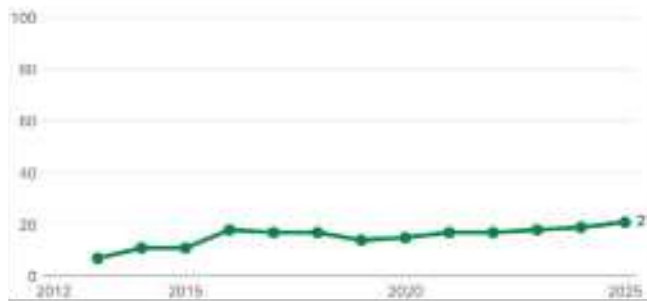
% Yes, daily loneliness



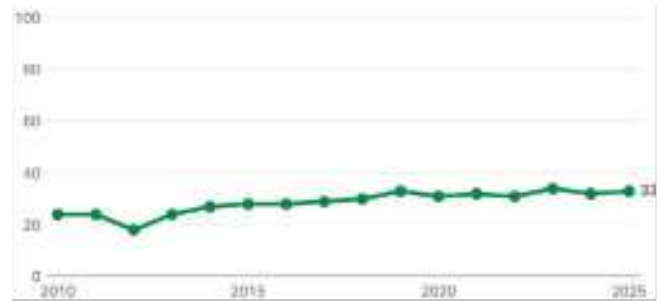


# Kenya

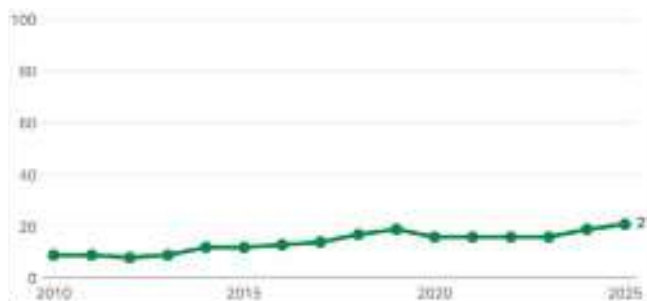
% Engaged



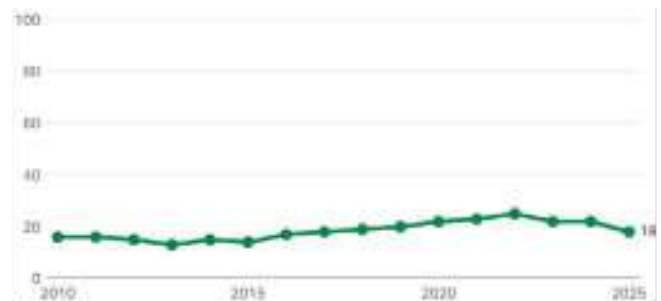
% Yes, daily stress



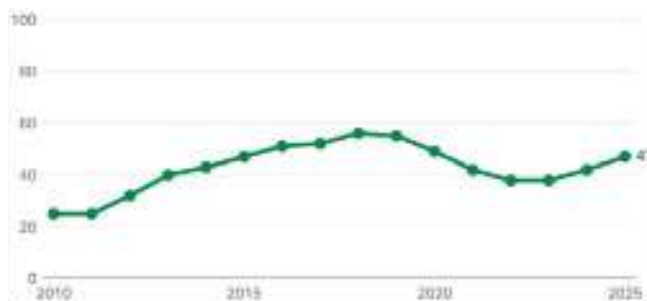
% Thriving



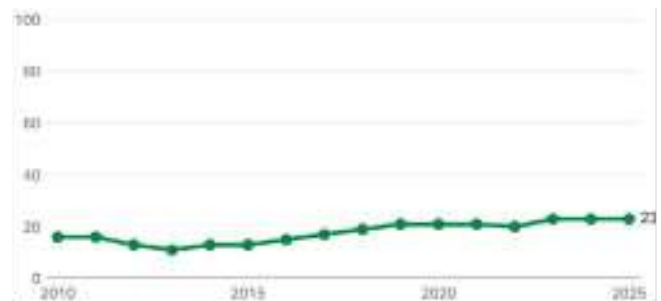
% Yes, daily anger



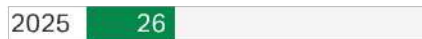
% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness





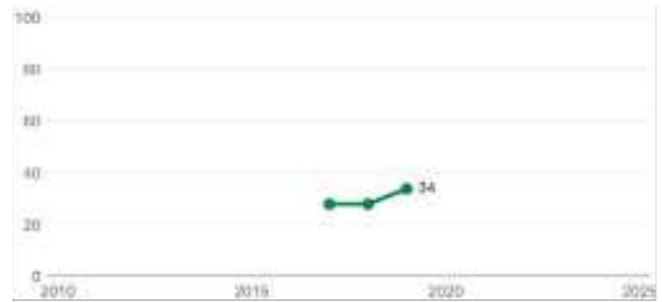
## Lesotho

Item-level data for engagement and loneliness for Lesotho are not shown due to insufficient n Size or data not being collected in a survey year.

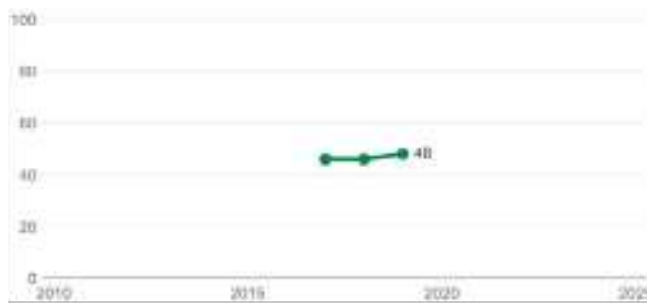
% Thriving



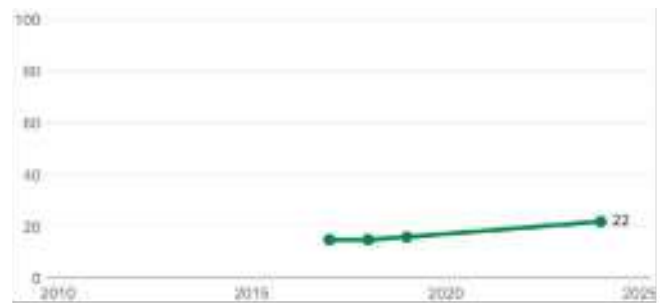
% Yes, daily stress



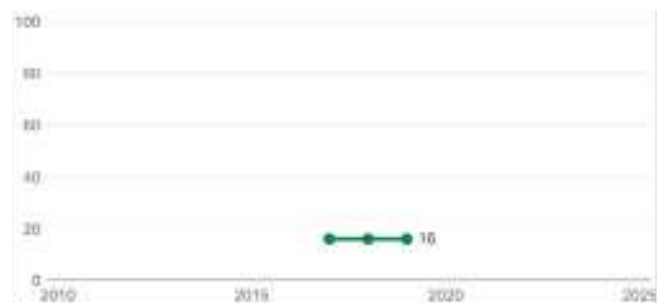
% Good time to find a job



% Yes, daily anger



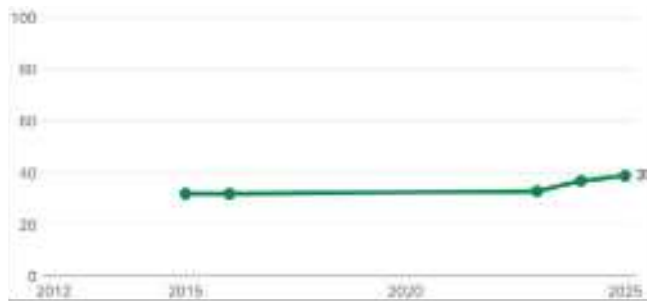
% Yes, daily sadness



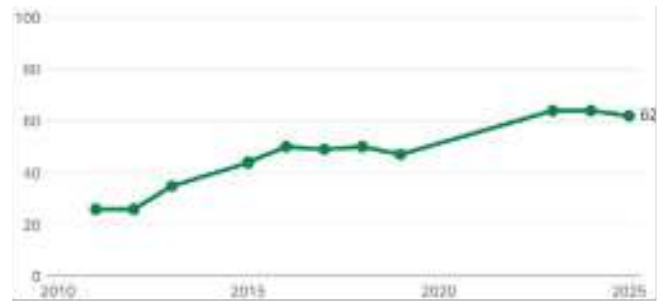


# Liberia

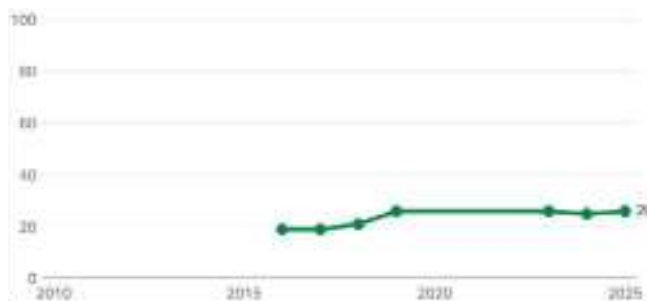
% Engaged



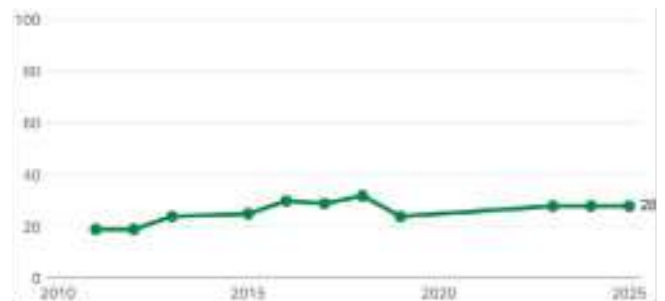
% Yes, daily stress



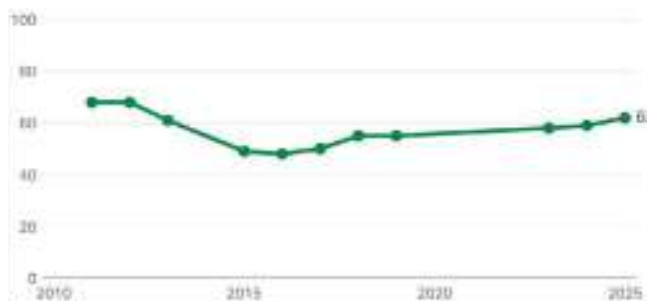
% Thriving



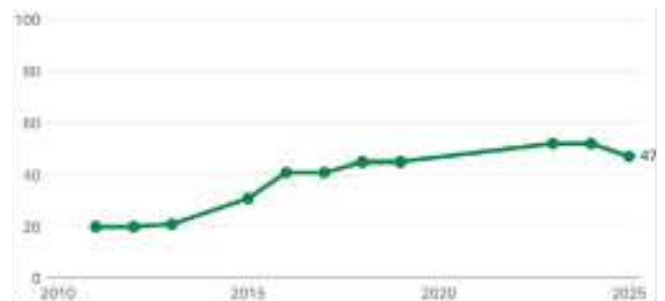
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



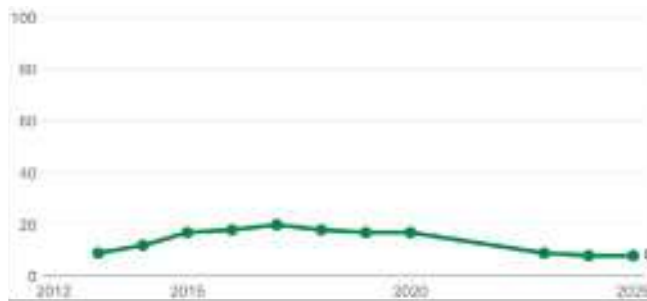
% Yes, daily loneliness



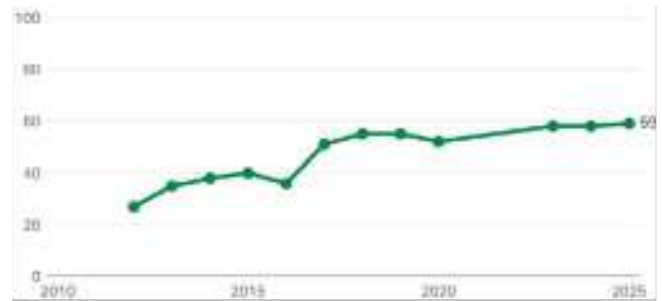


# Madagascar

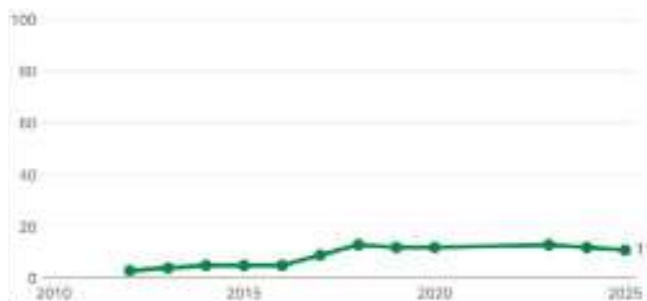
% Engaged



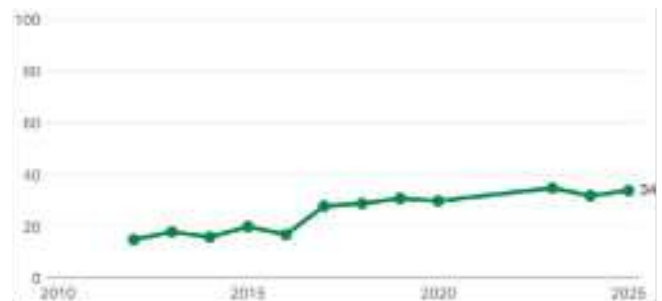
% Yes, daily stress



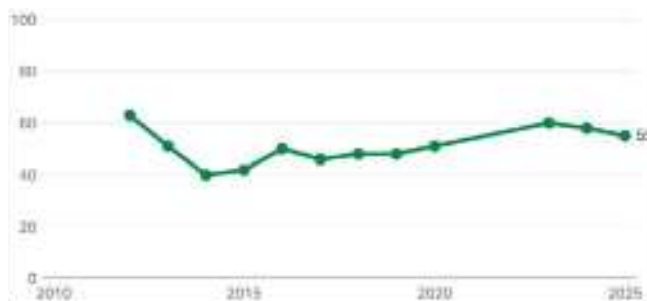
% Thriving



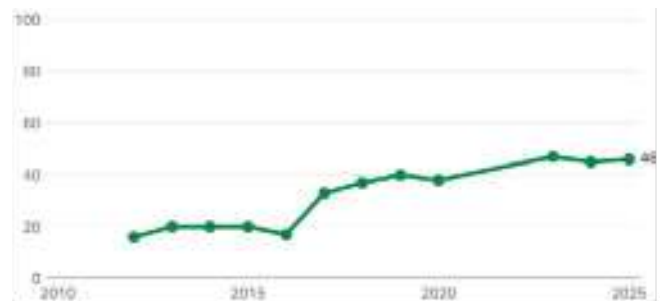
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



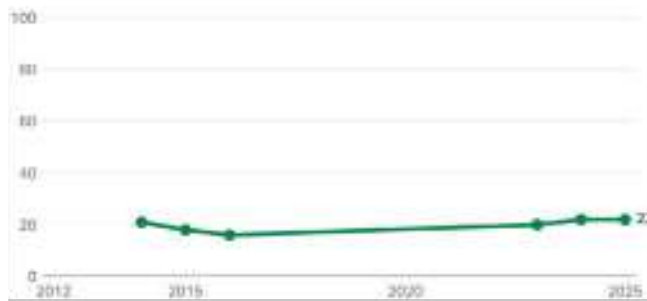
% Yes, daily loneliness



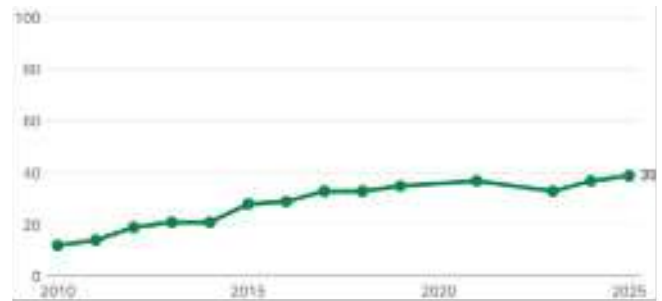


# Malawi

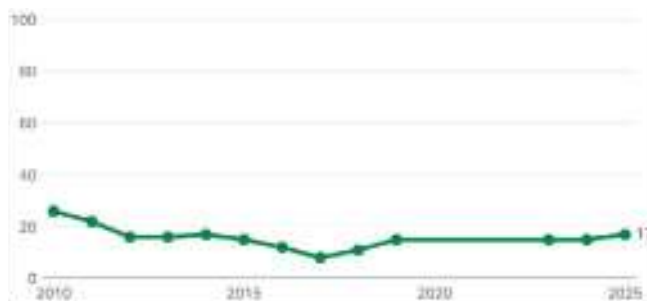
% Engaged



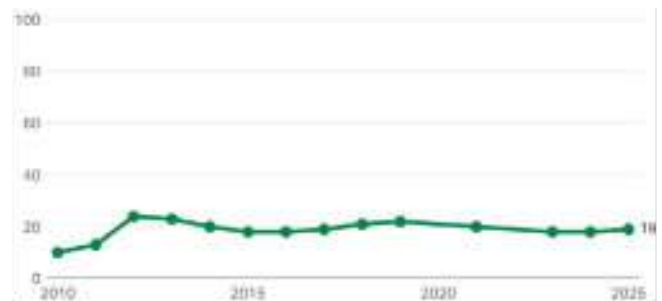
% Yes, daily stress



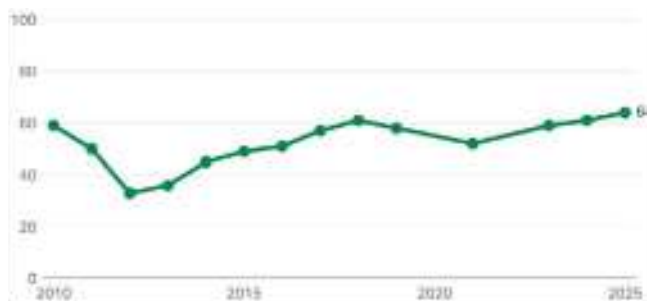
% Thriving



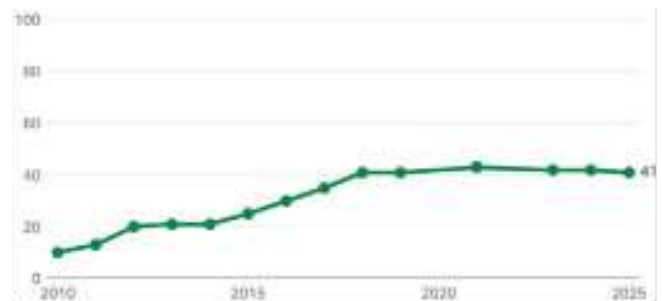
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



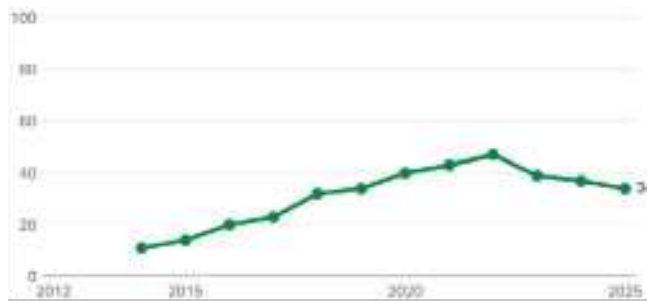
% Yes, daily loneliness



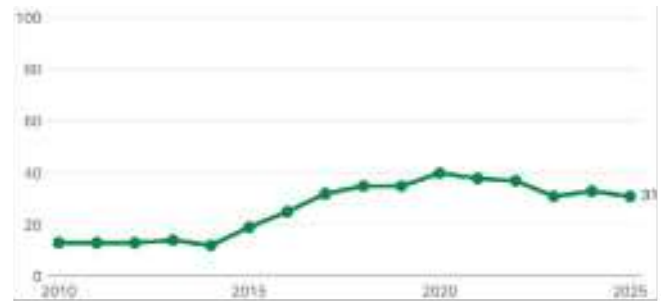


# Mali

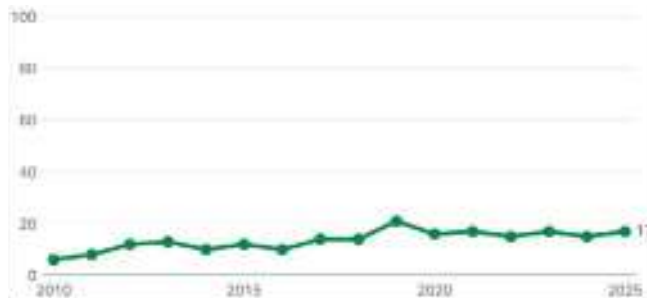
% Engaged



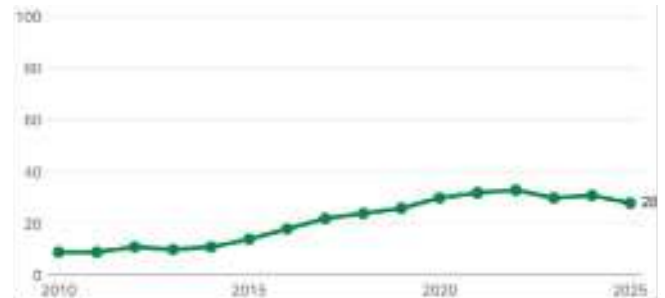
% Yes, daily stress



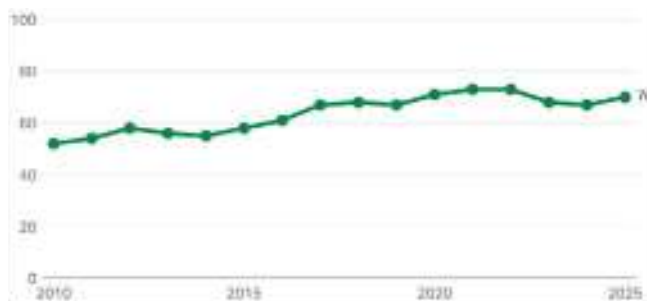
% Thriving



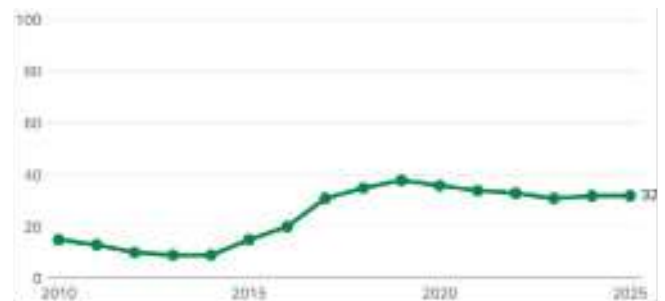
% Yes, daily anger



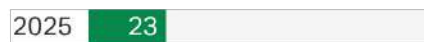
% Good time to find a job



% Yes, daily sadness



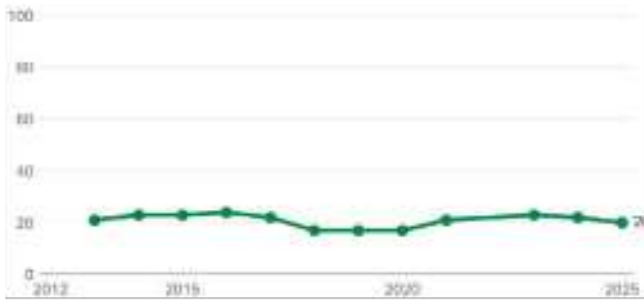
% Yes, daily loneliness



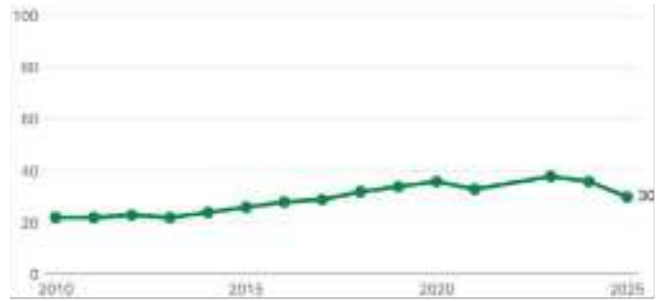


## Mauritania

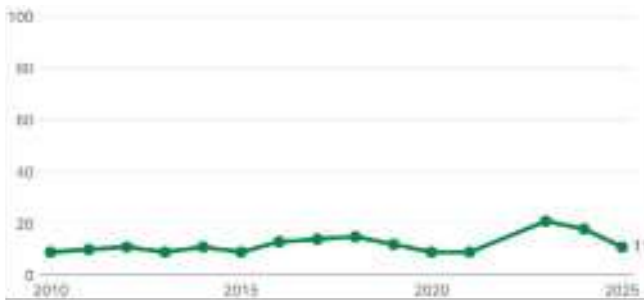
% Engaged



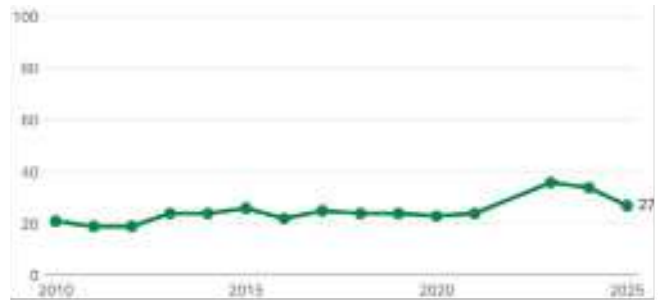
% Yes, daily stress



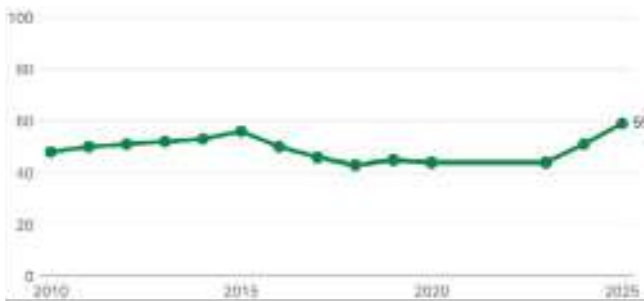
% Thriving



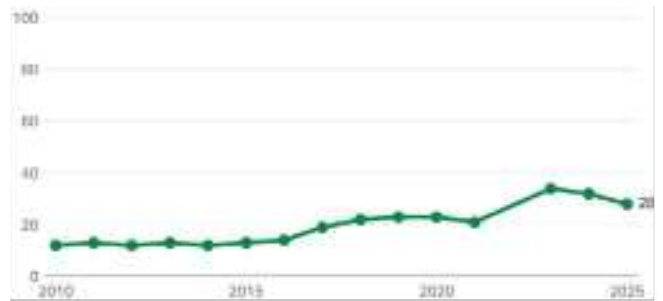
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



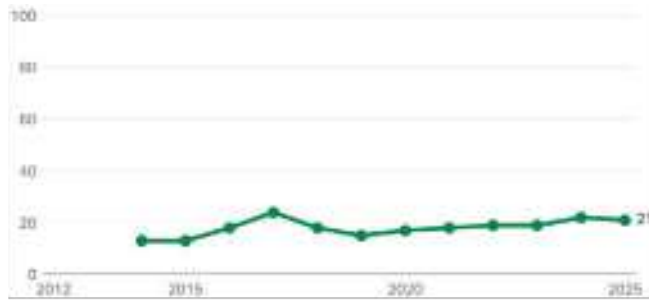
% Yes, daily loneliness



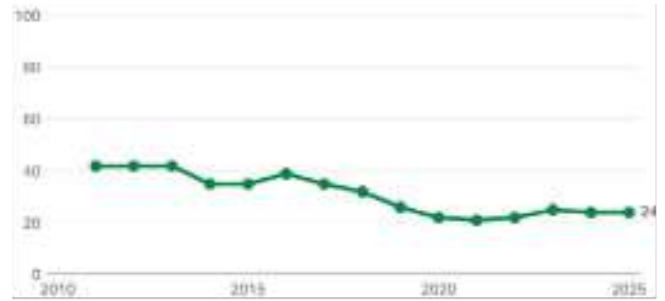


## Mauritius

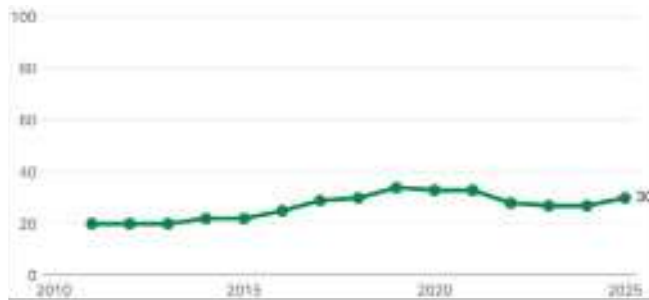
% Engaged



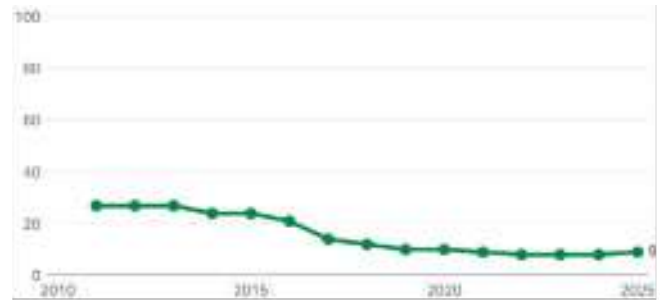
% Yes, daily stress



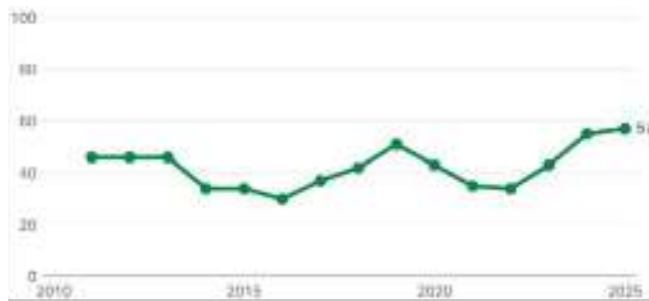
% Thriving



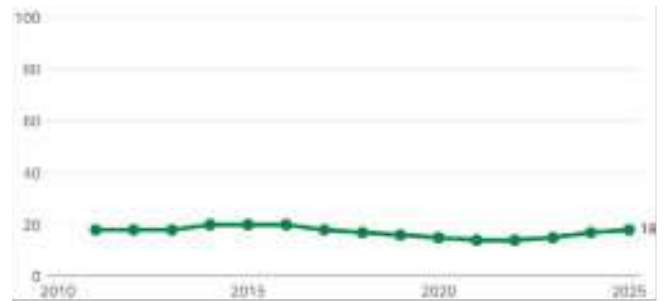
% Yes, daily anger



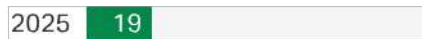
% Good time to find a job



% Yes, daily sadness



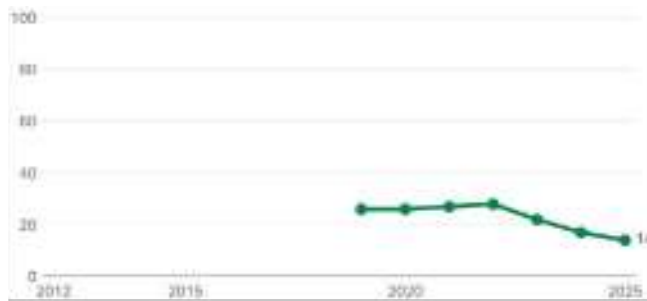
% Yes, daily loneliness



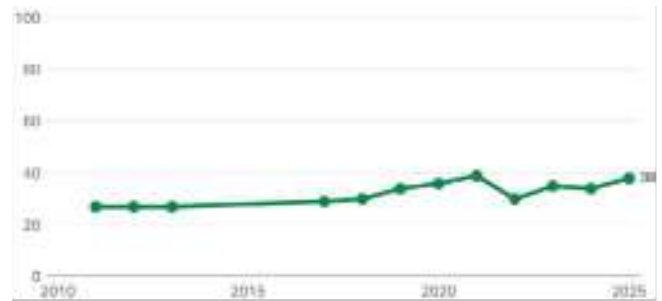


## Mozambique

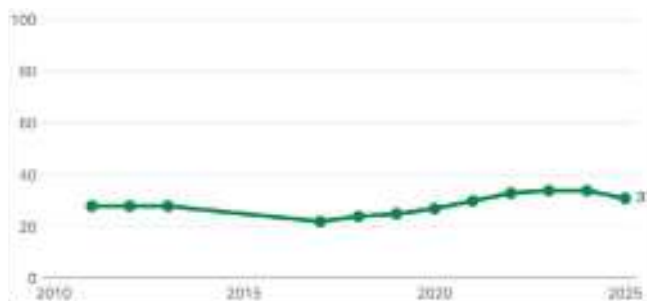
% Engaged



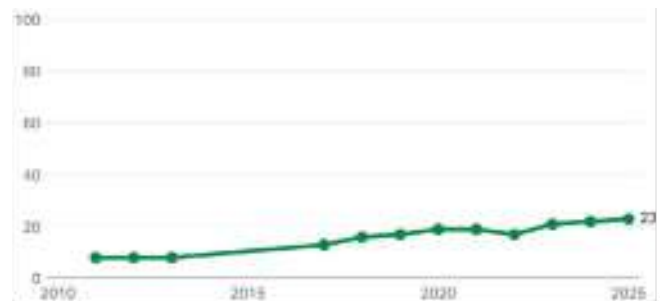
% Yes, daily stress



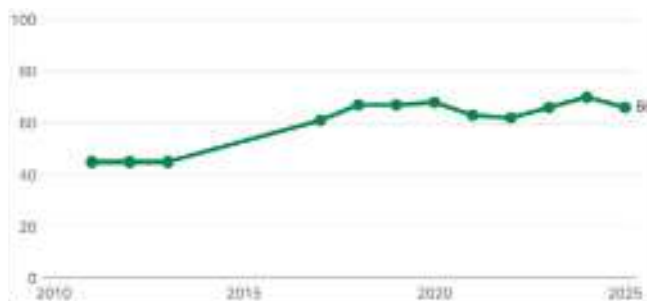
% Thriving



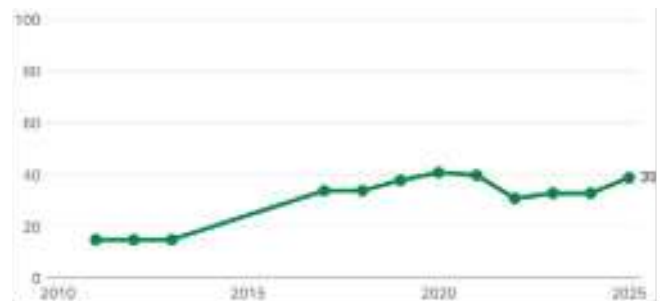
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



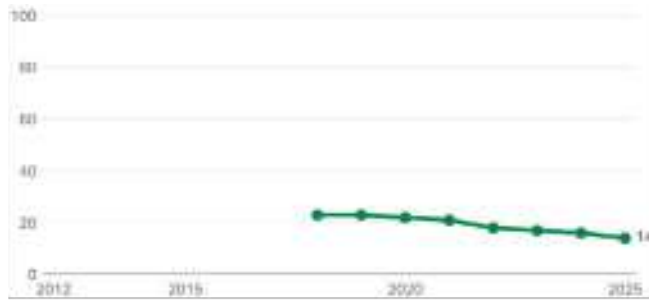
% Yes, daily loneliness



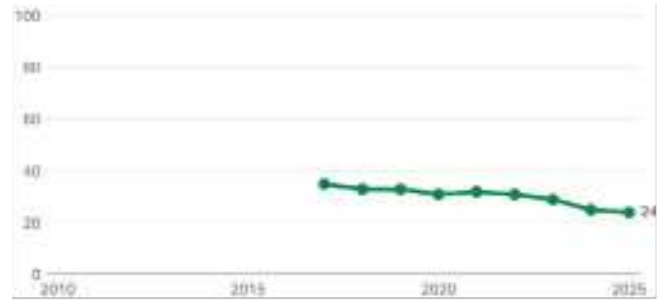


## Namibia

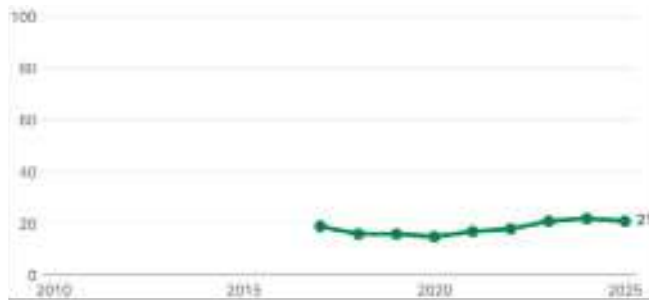
% Engaged



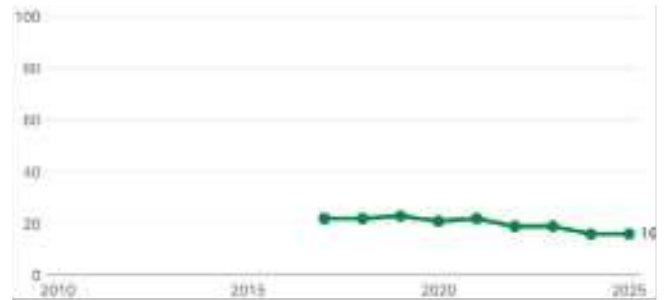
% Yes, daily stress



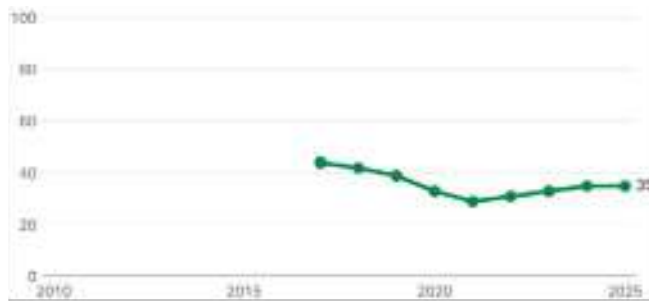
% Thriving



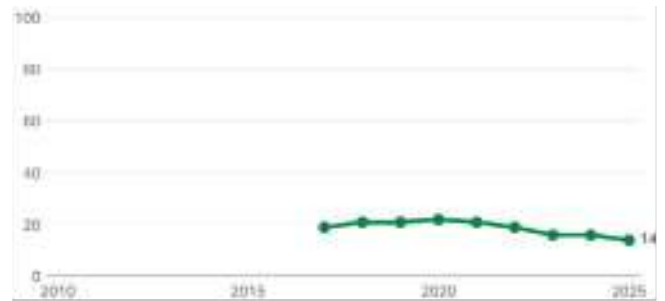
% Yes, daily anger



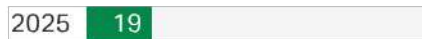
% Good time to find a job



% Yes, daily sadness



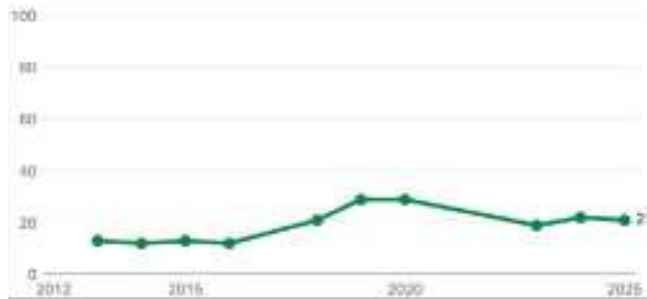
% Yes, daily loneliness



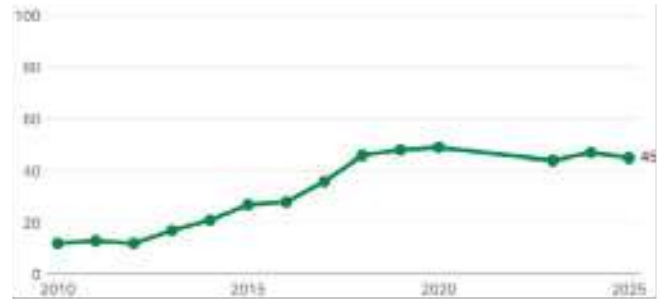


# Niger

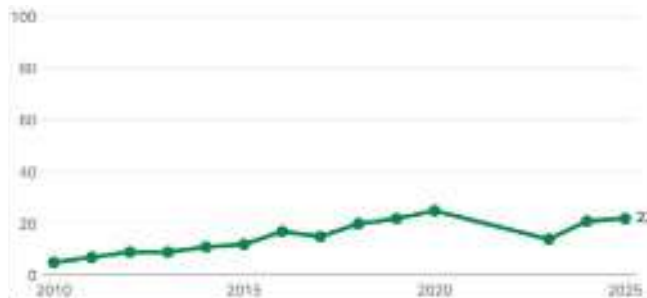
% Engaged



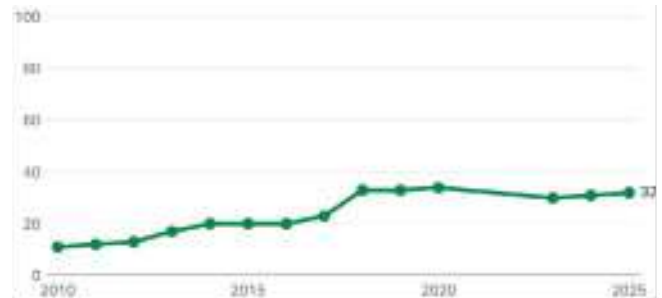
% Yes, daily stress



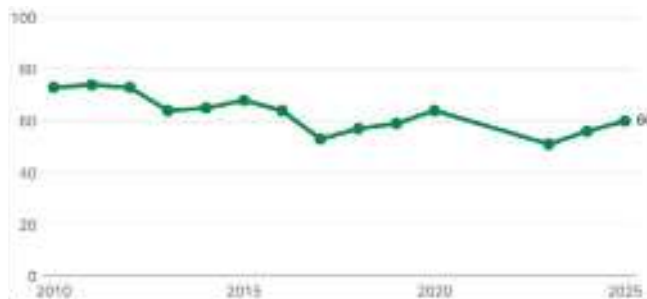
% Thriving



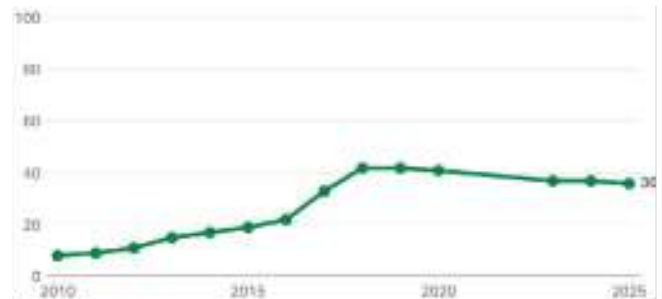
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



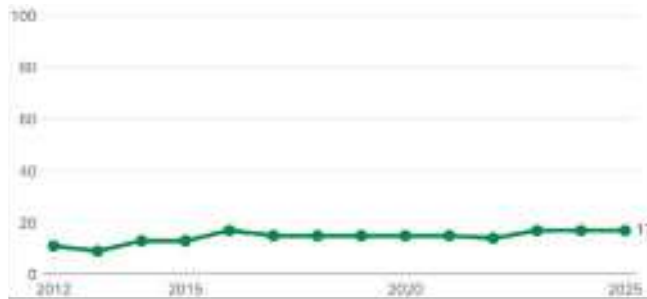
% Yes, daily loneliness



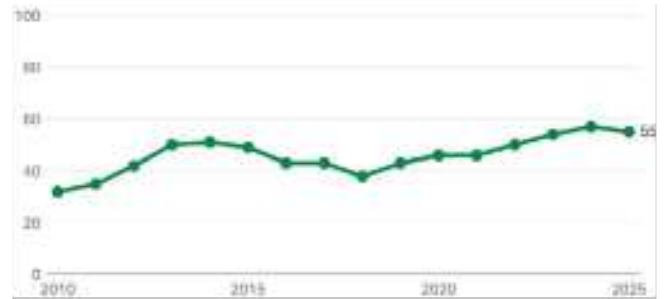


# Nigeria

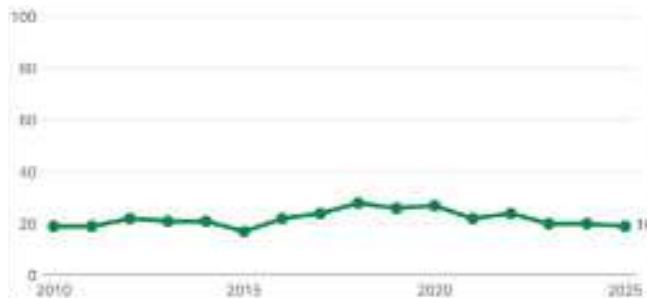
% Engaged



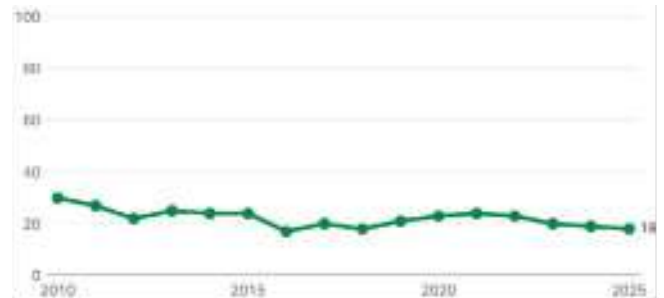
% Yes, daily stress



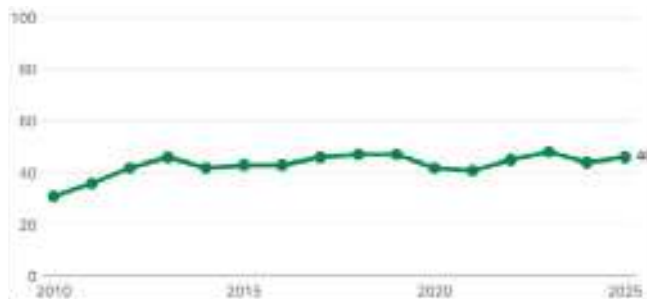
% Thriving



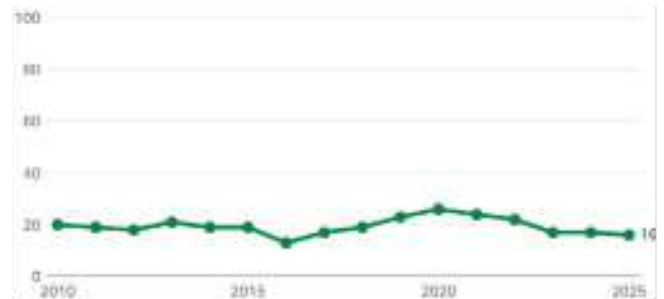
% Yes, daily anger



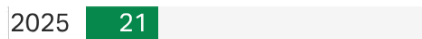
% Good time to find a job



% Yes, daily sadness



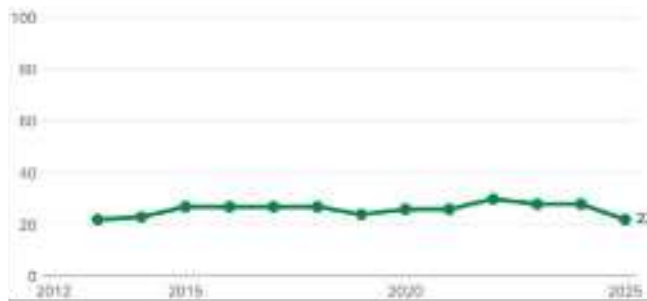
% Yes, daily loneliness



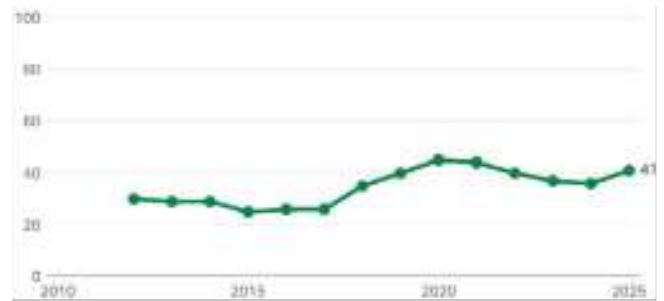


## Republic of the Congo

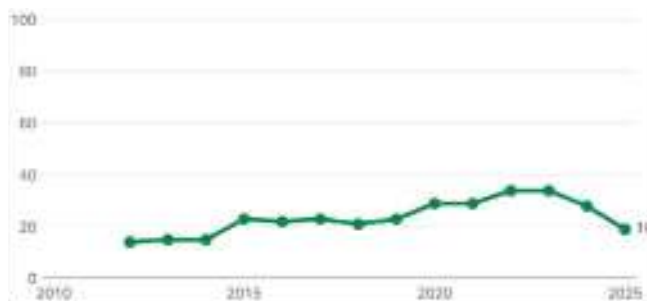
% Engaged



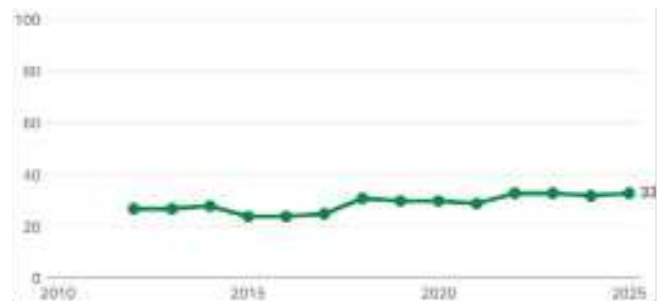
% Yes, daily stress



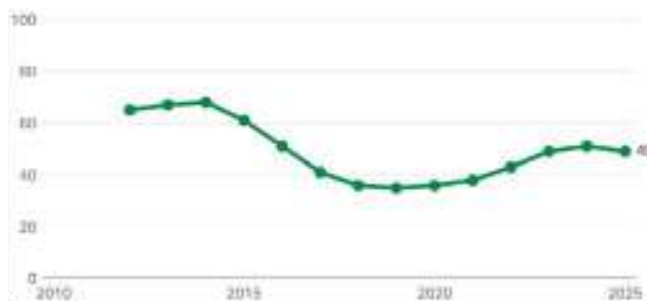
% Thriving



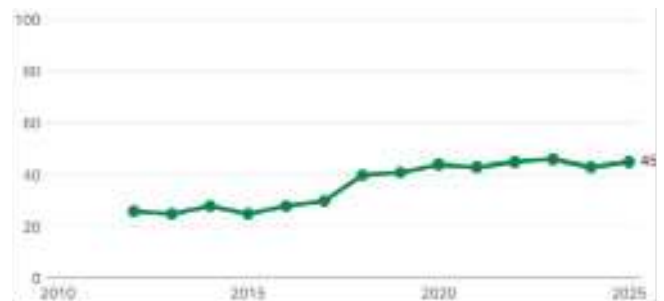
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



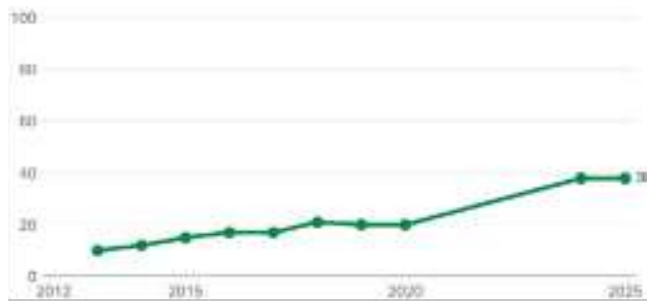
% Yes, daily loneliness



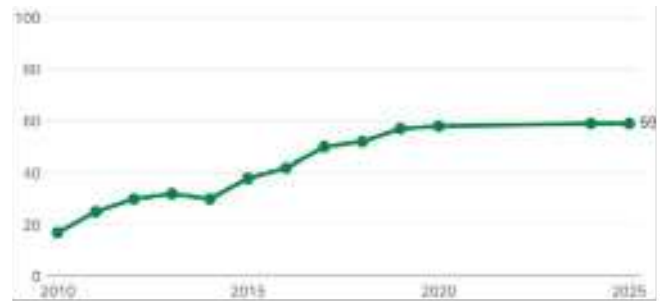


# Rwanda

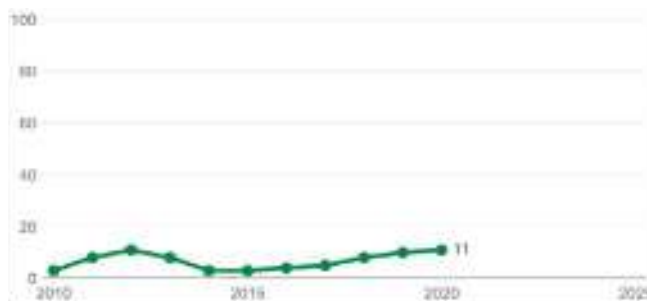
% Engaged



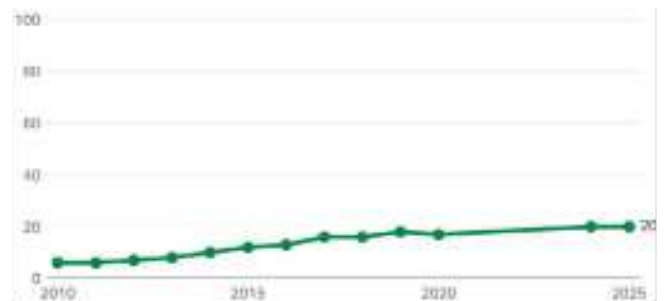
% Yes, daily stress



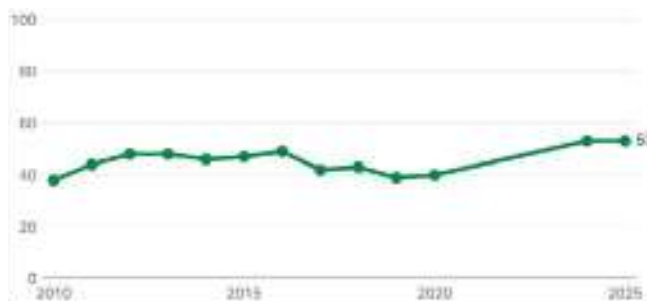
% Thriving



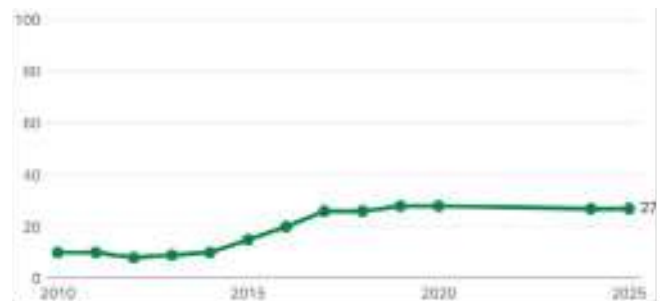
% Yes, daily anger



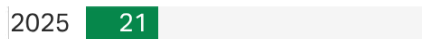
% Good time to find a job



% Yes, daily sadness



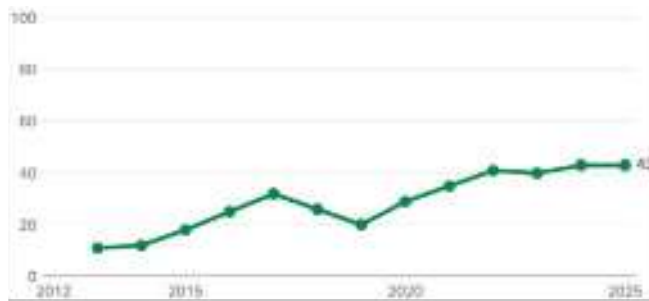
% Yes, daily loneliness



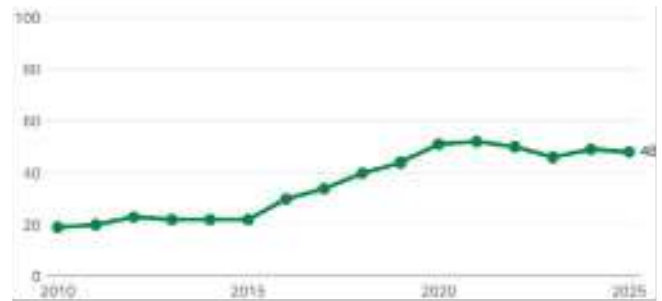


# Senegal

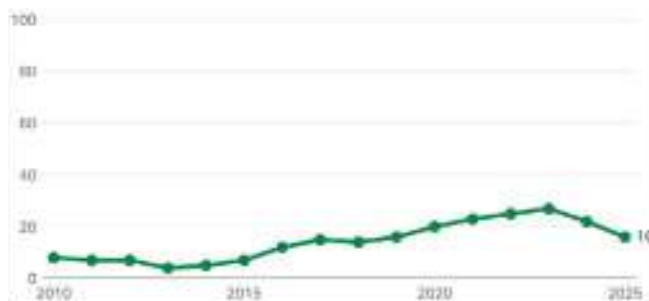
% Engaged



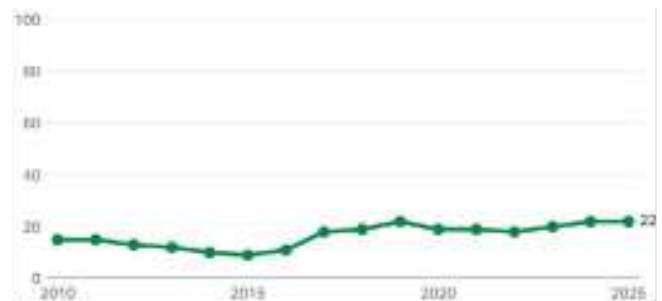
% Yes, daily stress



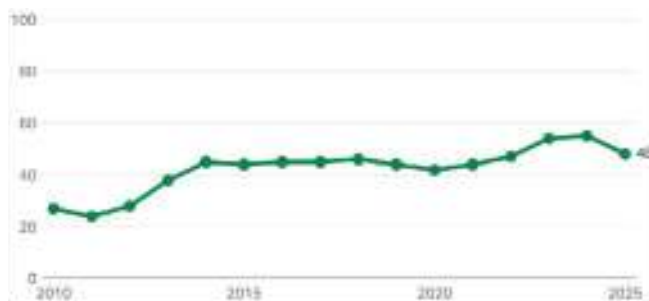
% Thriving



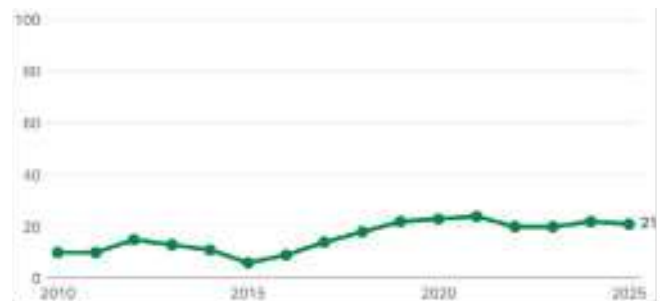
% Yes, daily anger



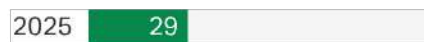
% Good time to find a job



% Yes, daily sadness



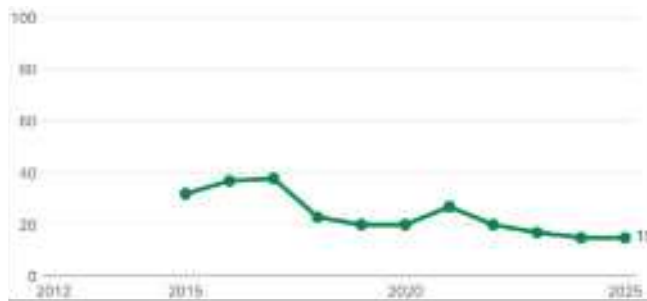
% Yes, daily loneliness



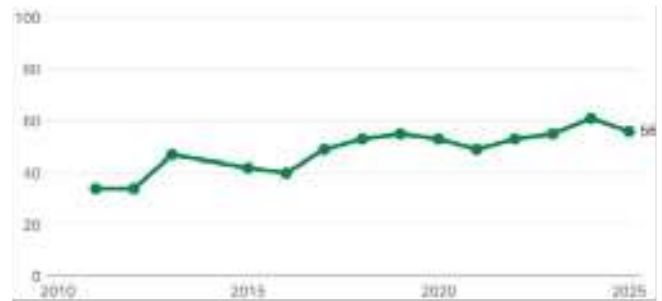


## Sierra Leone

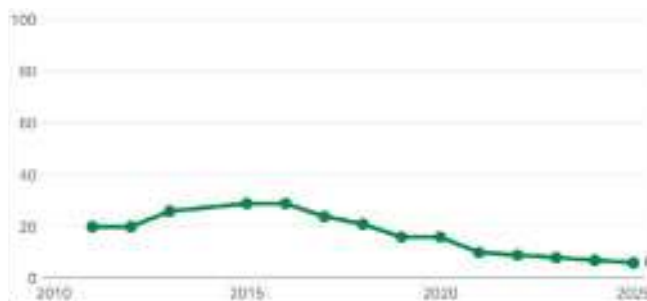
% Engaged



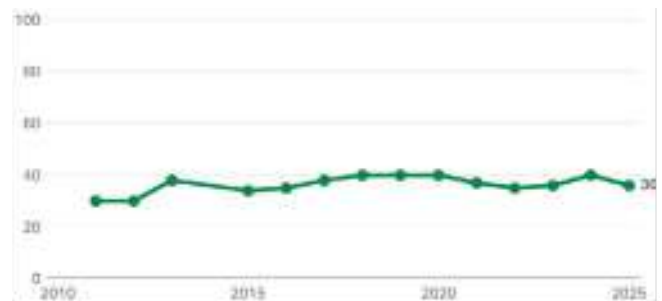
% Yes, daily stress



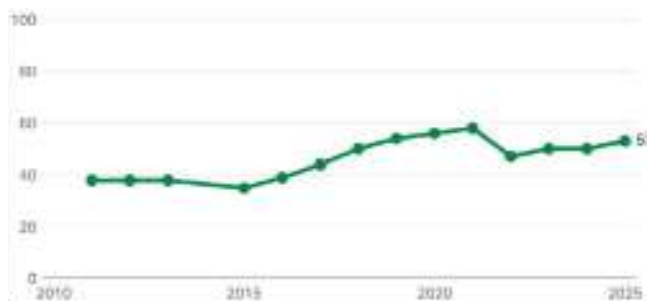
% Thriving



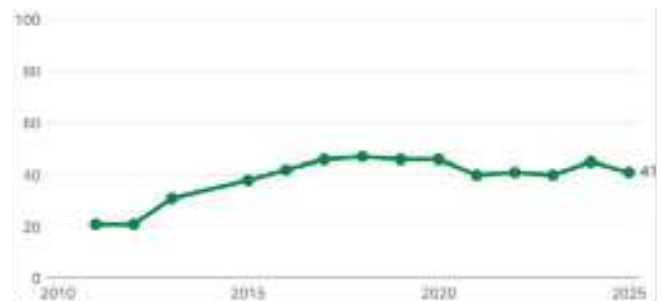
% Yes, daily anger



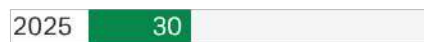
% Good time to find a job



% Yes, daily sadness



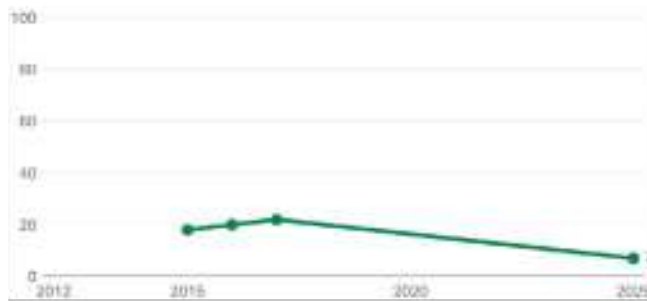
% Yes, daily loneliness



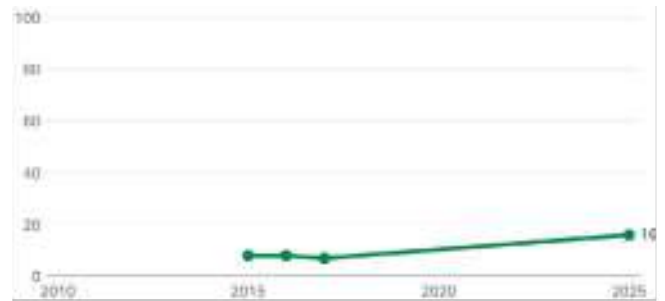


## Somalia

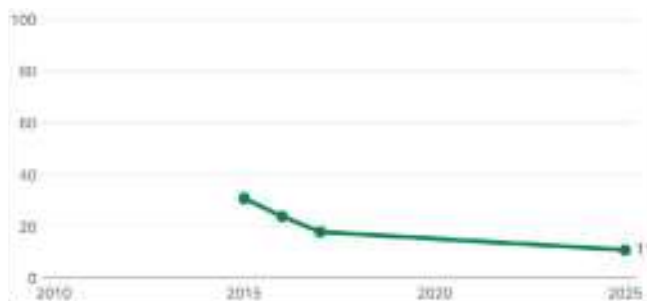
% Engaged



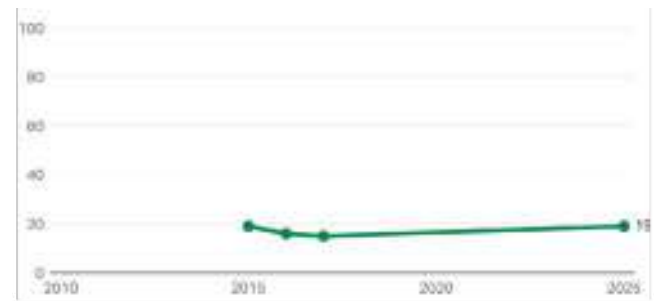
% Yes, daily stress



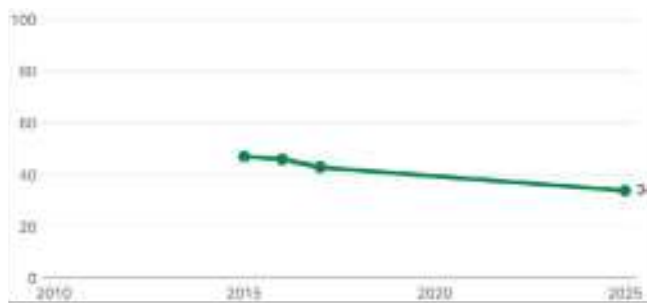
% Thriving



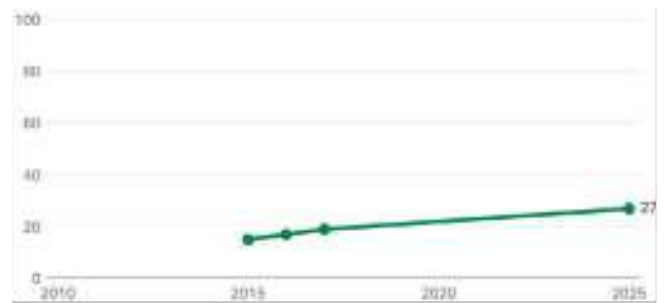
% Yes, daily anger



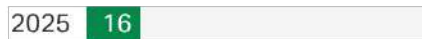
% Good time to find a job



% Yes, daily sadness



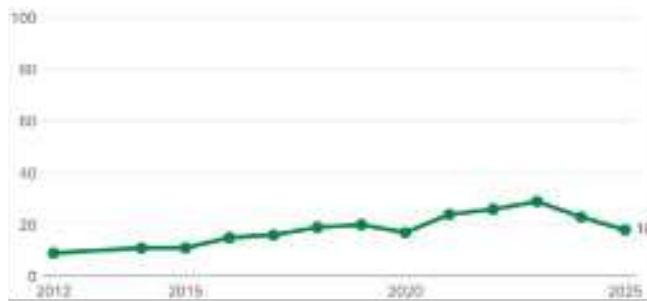
% Yes, daily loneliness



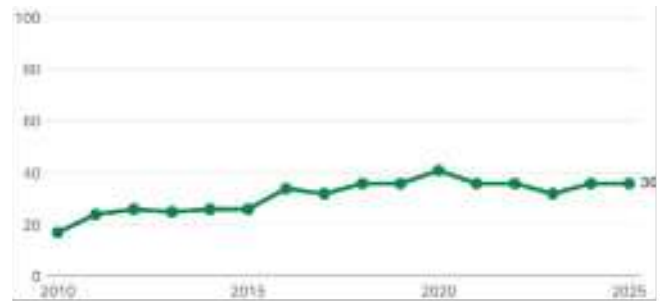


## South Africa

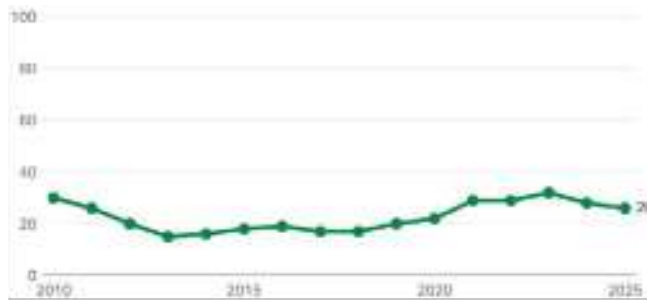
% Engaged



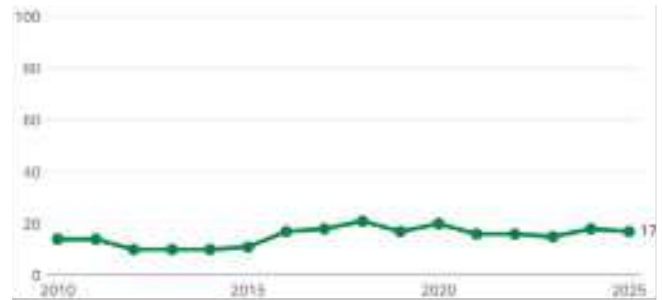
% Yes, daily stress



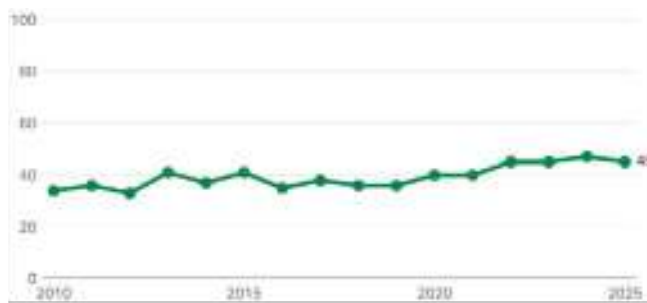
% Thriving



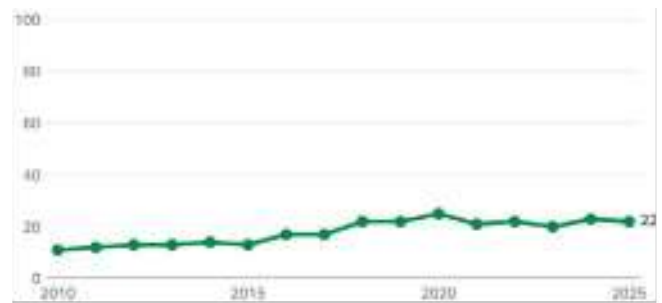
% Yes, daily anger



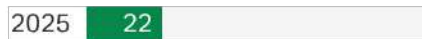
% Good time to find a job



% Yes, daily sadness



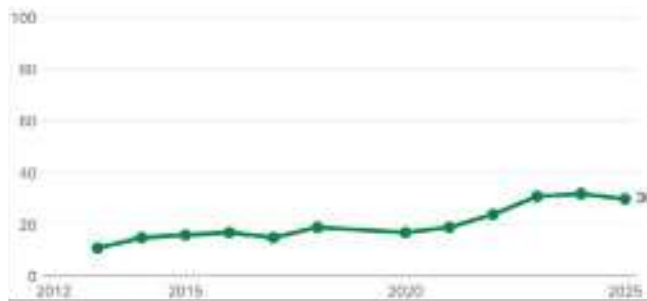
% Yes, daily loneliness



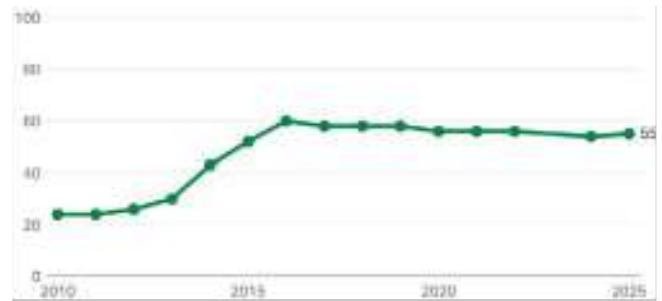


## Tanzania

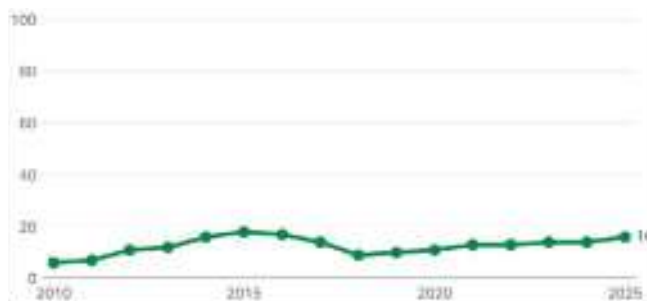
% Engaged



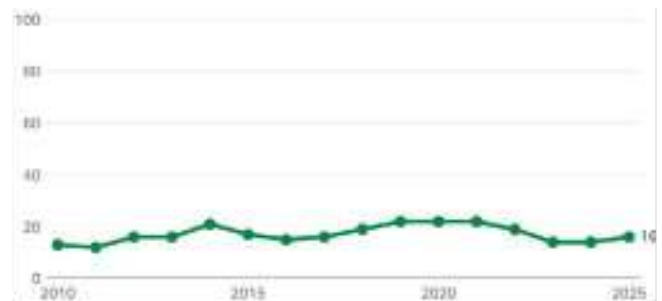
% Yes, daily stress



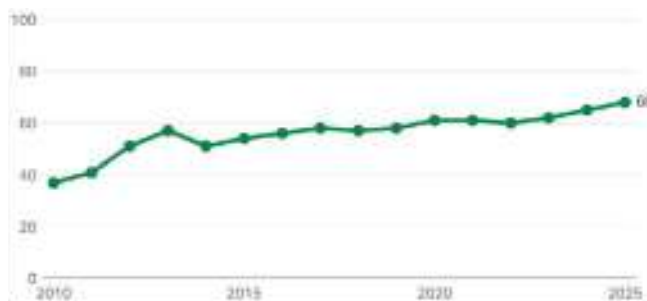
% Thriving



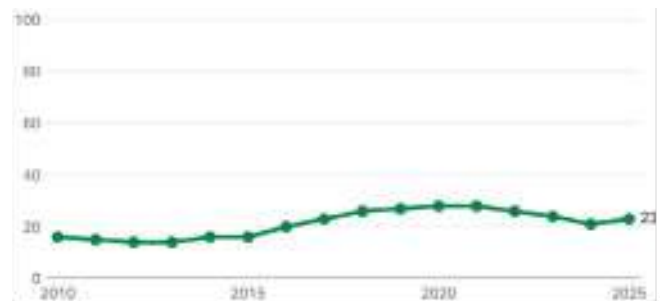
% Yes, daily anger



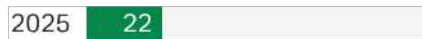
% Good time to find a job



% Yes, daily sadness



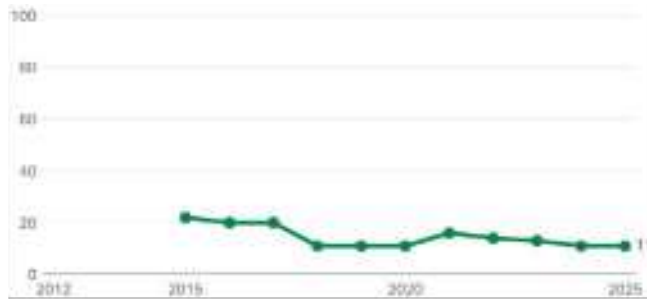
% Yes, daily loneliness



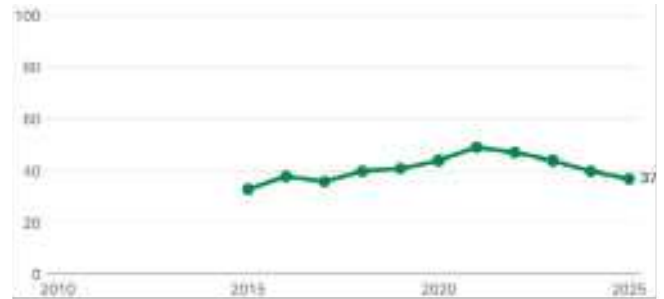


# Togo

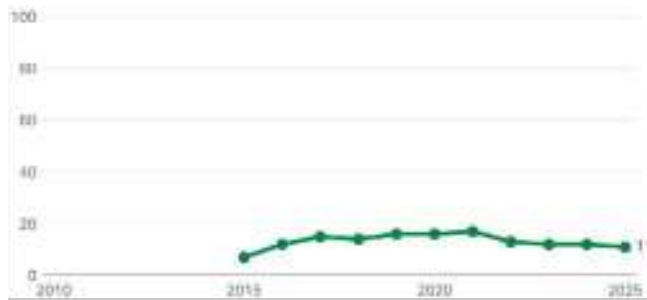
% Engaged



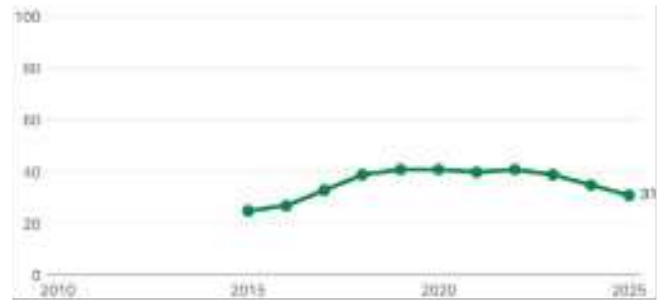
% Yes, daily stress



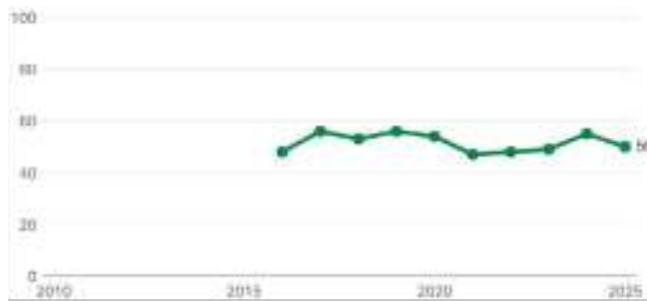
% Thriving



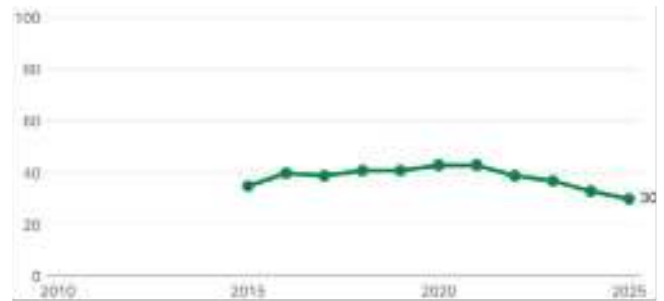
% Yes, daily anger



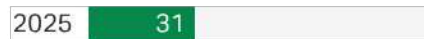
% Good time to find a job



% Yes, daily sadness



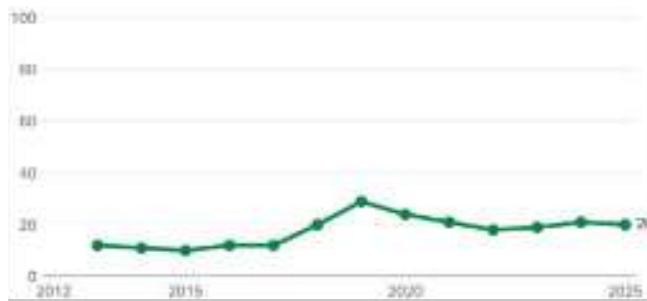
% Yes, daily loneliness



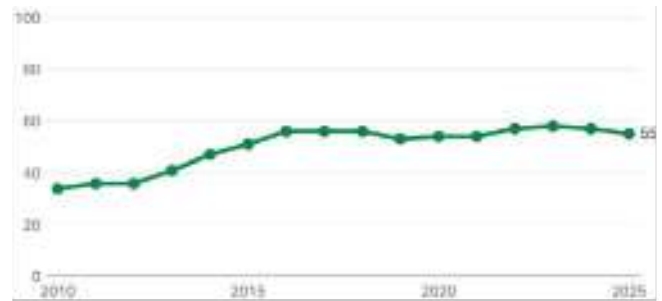


## Uganda

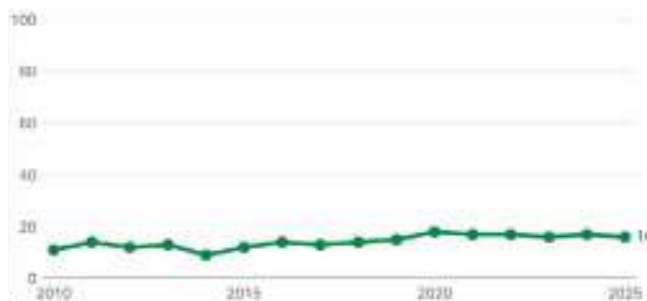
% Engaged



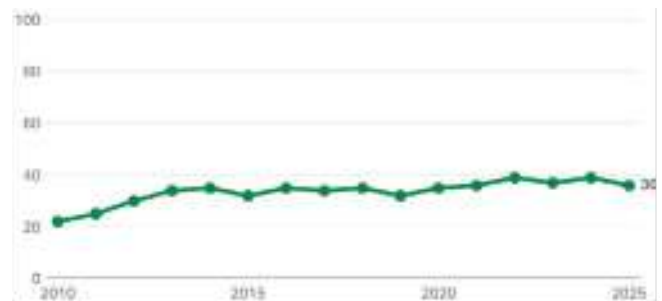
% Yes, daily stress



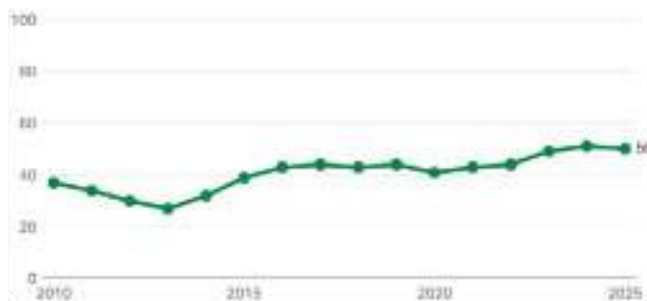
% Thriving



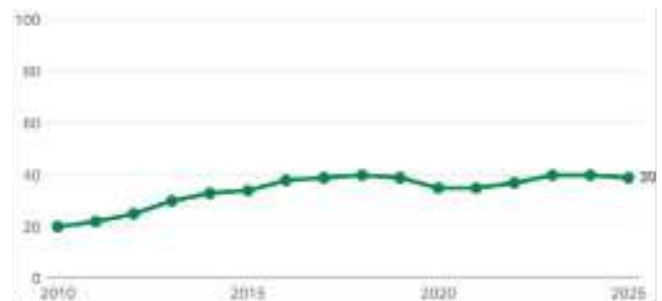
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



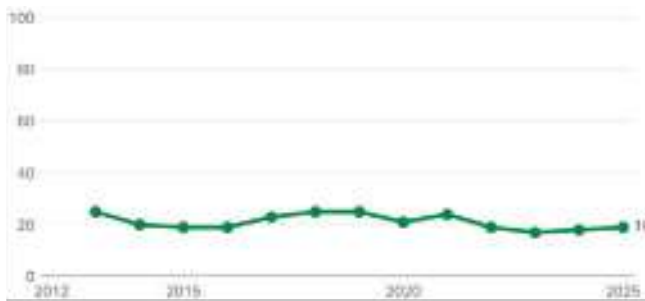
% Yes, daily loneliness



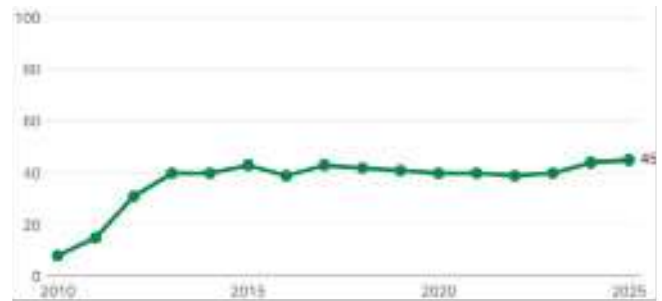


## Zambia

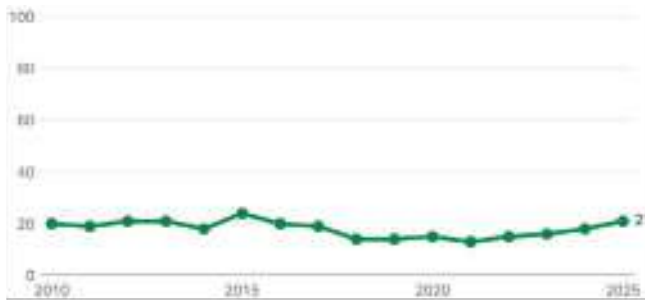
% Engaged



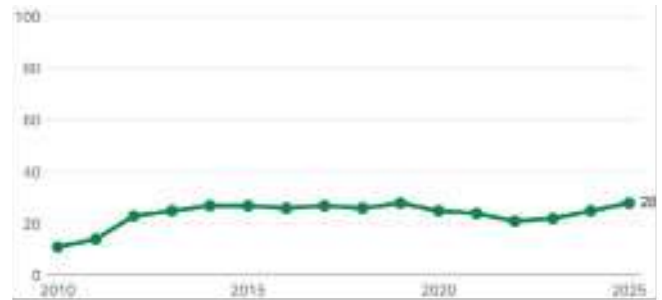
% Yes, daily stress



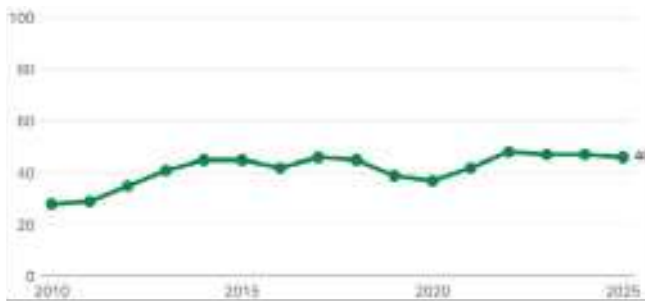
% Thriving



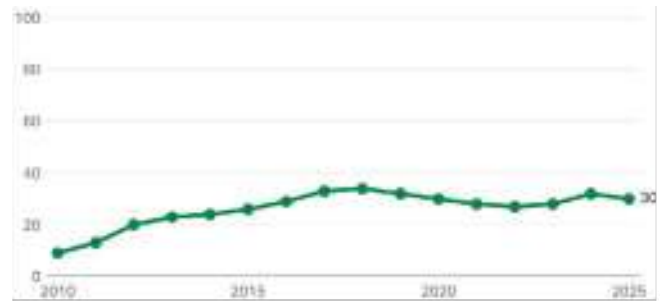
% Yes, daily anger



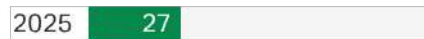
% Good time to find a job



% Yes, daily sadness



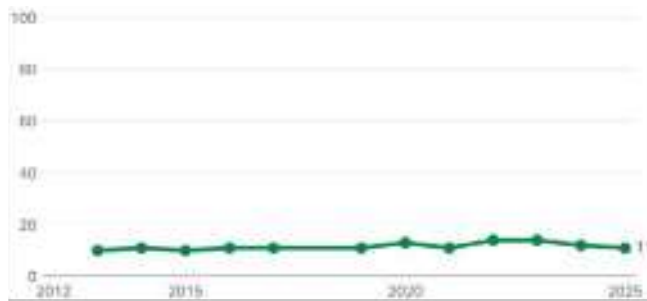
% Yes, daily loneliness



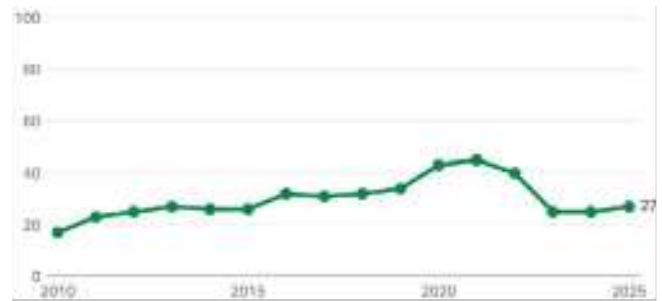


## Zimbabwe

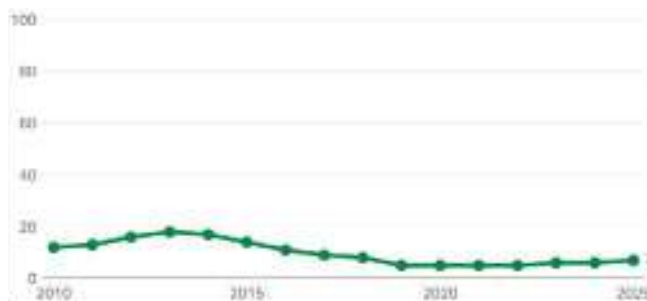
% Engaged



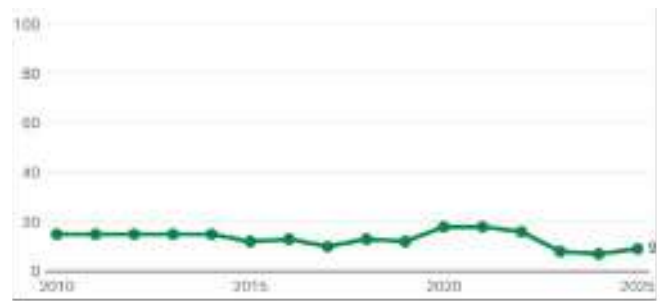
% Yes, daily stress



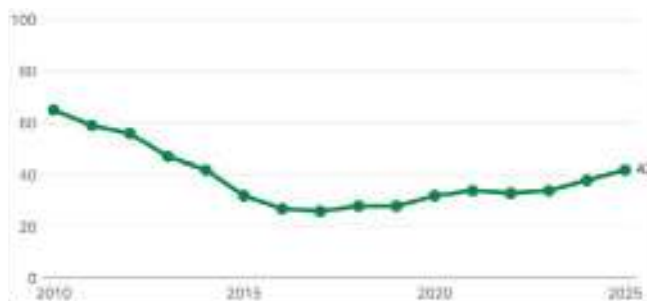
% Thriving



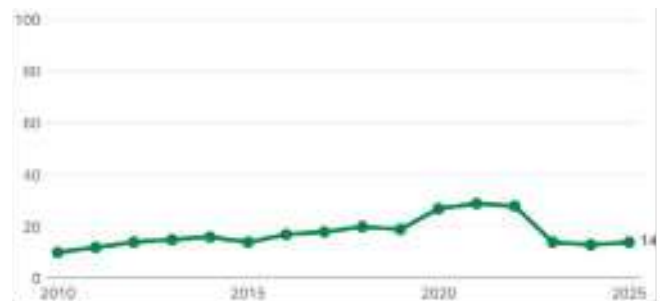
% Yes, daily anger



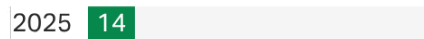
% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness





COUNTRY/TERRITORY TREND LINES FOR

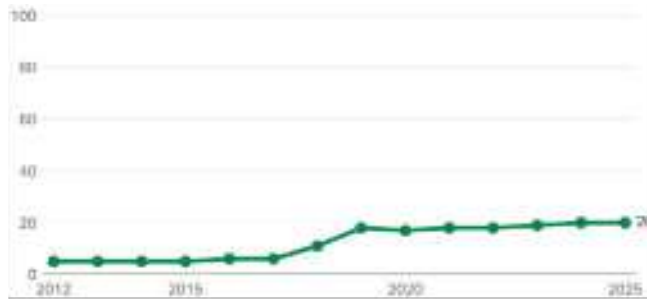
# East Asia

China.....	219	Mongolia.....	222
Hong Kong (S.A.R. of China) .....	220	South Korea.....	223
Japan.....	221	Taiwan (Province of China).....	224

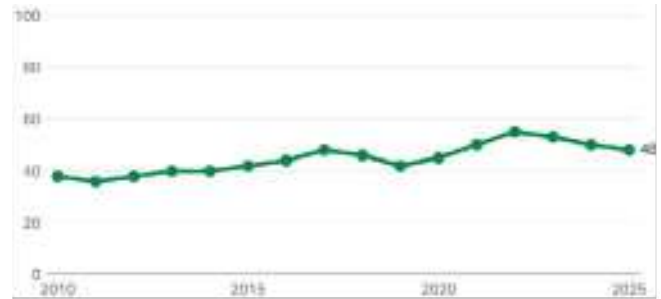


# China

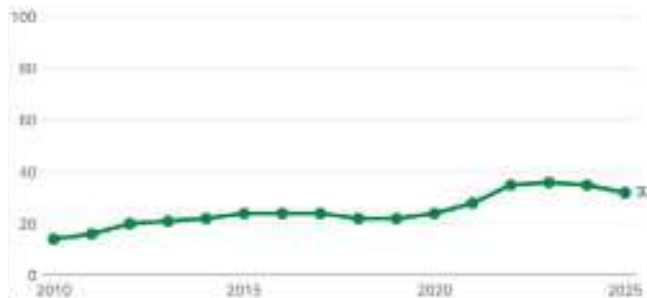
% Engaged



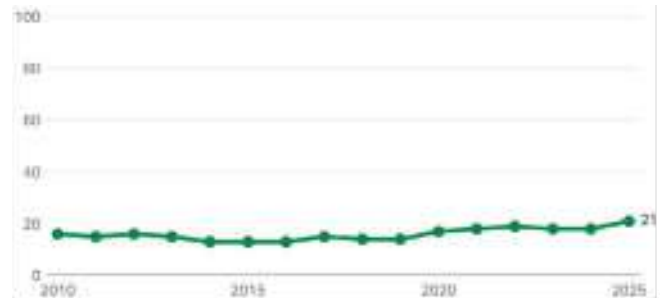
% Yes, daily stress



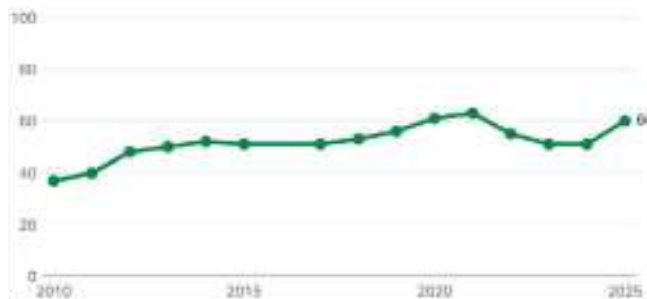
% Thriving



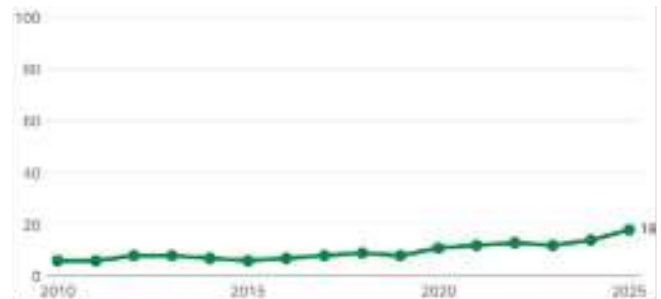
% Yes, daily anger



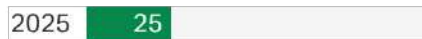
% Good time to find a job



% Yes, daily sadness



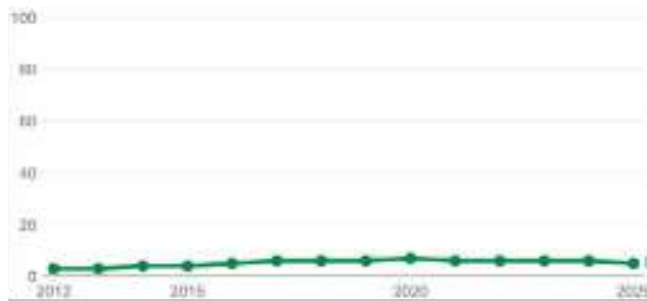
% Yes, daily loneliness



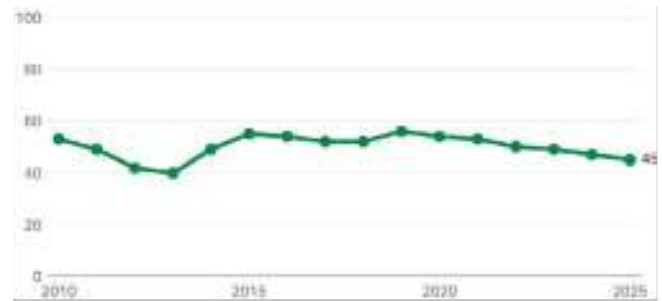


## Hong Kong (S.A.R. of China)

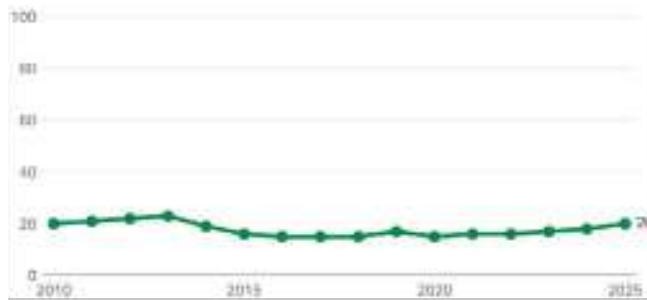
% Engaged



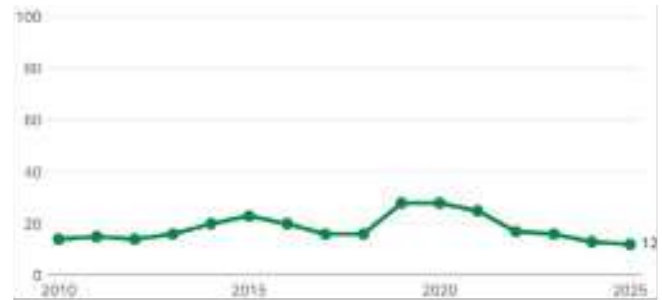
% Yes, daily stress



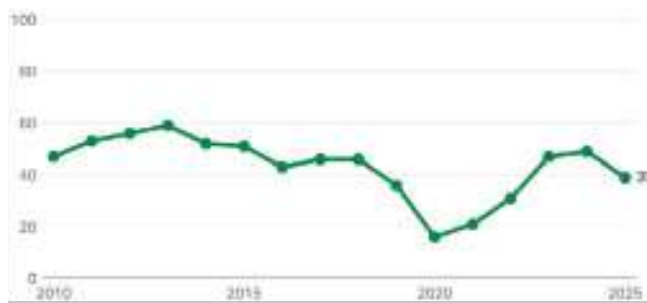
% Thriving



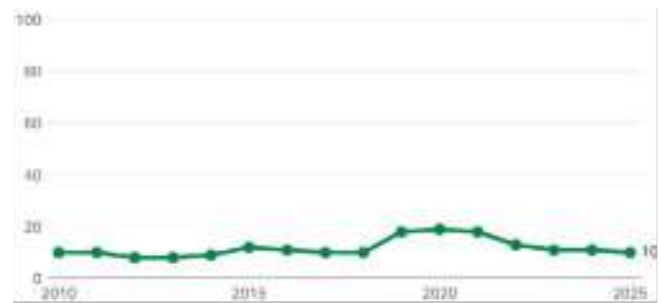
% Yes, daily anger



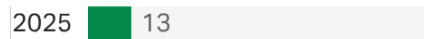
% Good time to find a job



% Yes, daily sadness



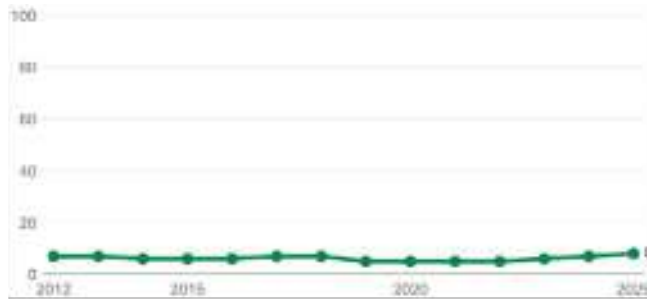
% Yes, daily loneliness



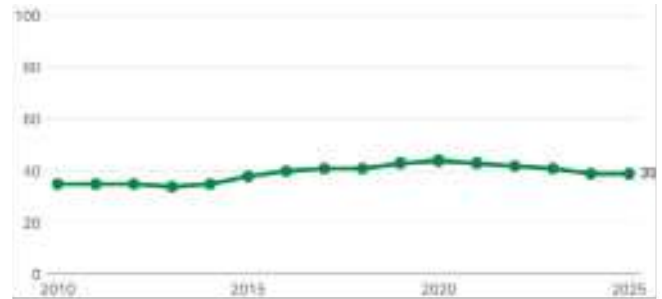


# Japan

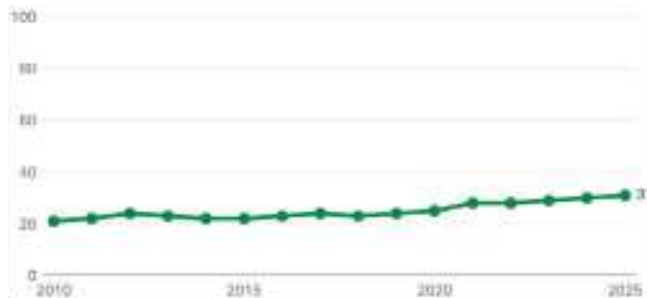
% Engaged



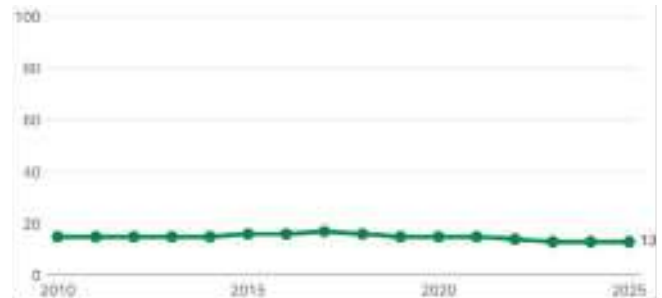
% Yes, daily stress



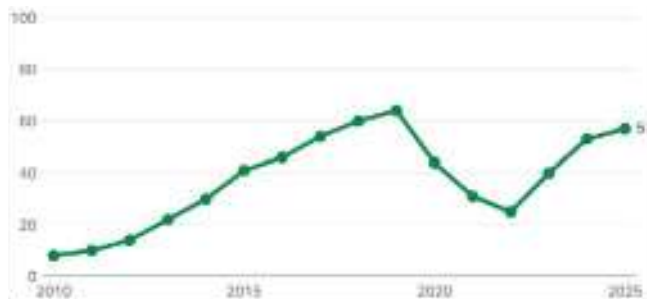
% Thriving



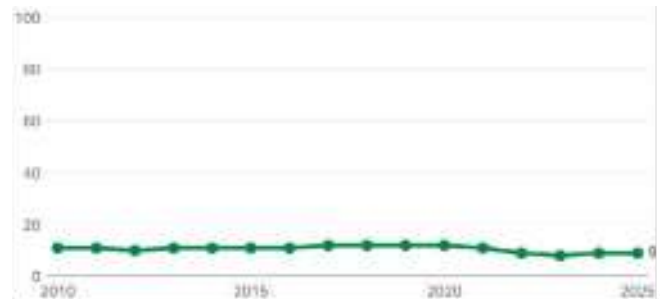
% Yes, daily anger



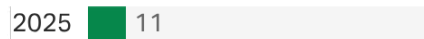
% Good time to find a job



% Yes, daily sadness



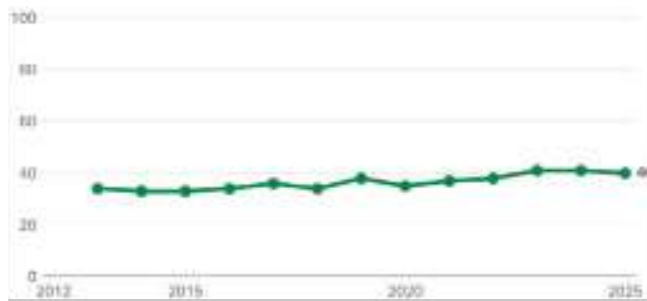
% Yes, daily loneliness



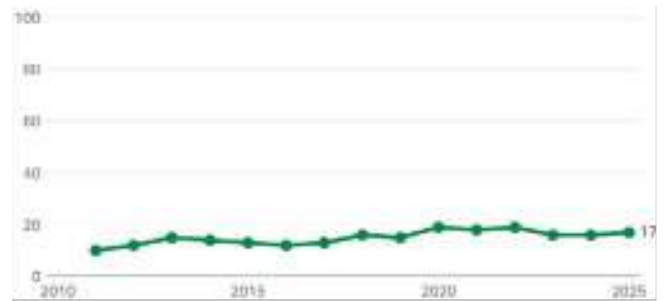


# Mongolia

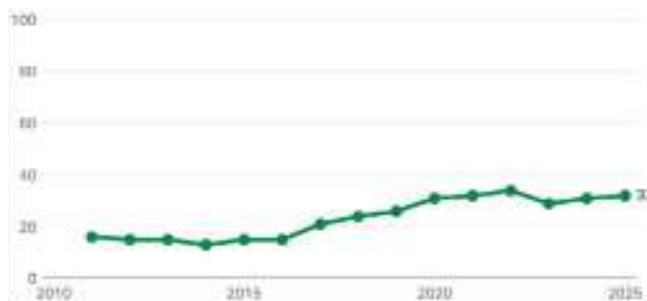
% Engaged



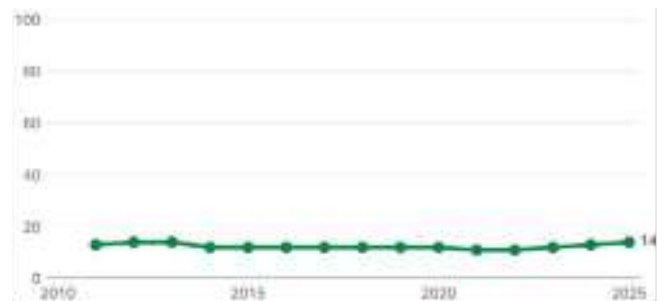
% Yes, daily stress



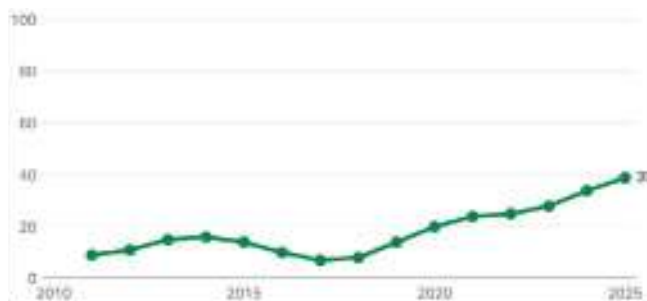
% Thriving



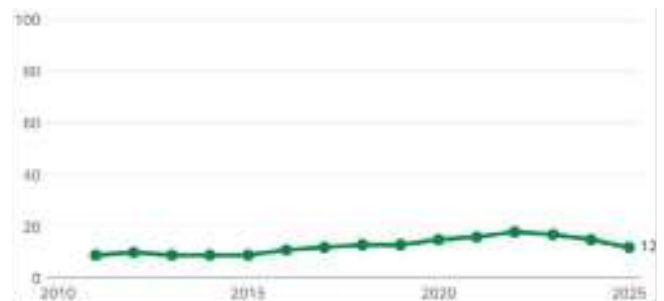
% Yes, daily anger



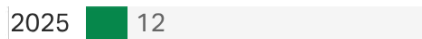
% Good time to find a job



% Yes, daily sadness



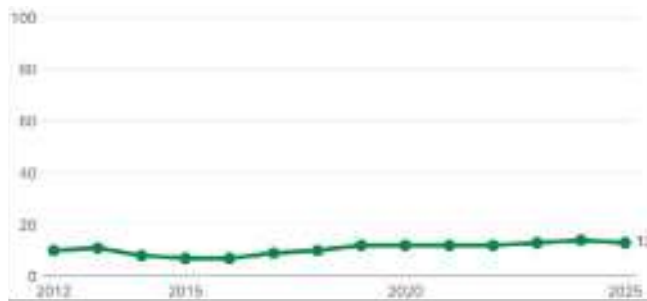
% Yes, daily loneliness



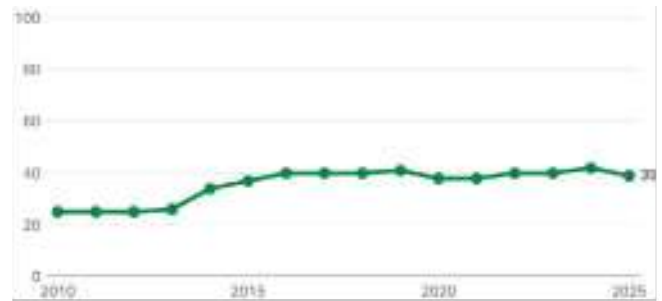


## South Korea

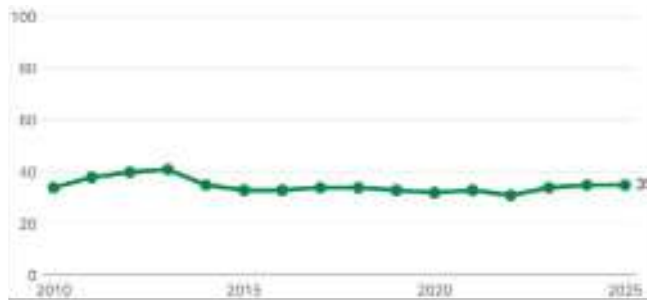
% Engaged



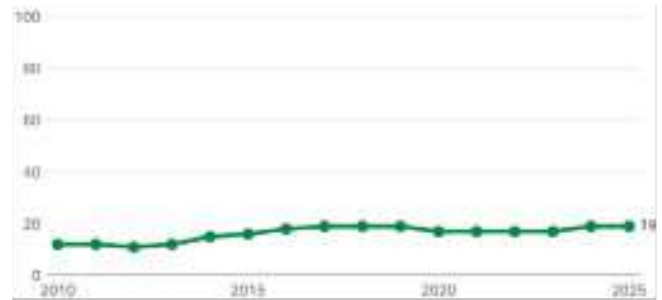
% Yes, daily stress



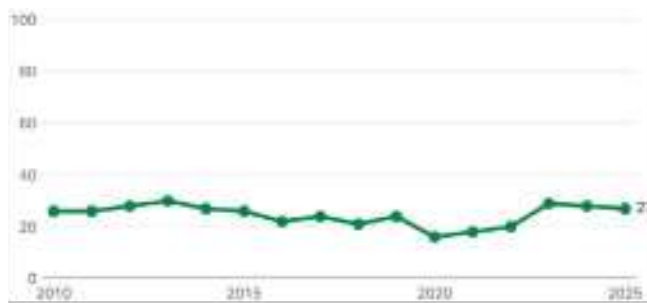
% Thriving



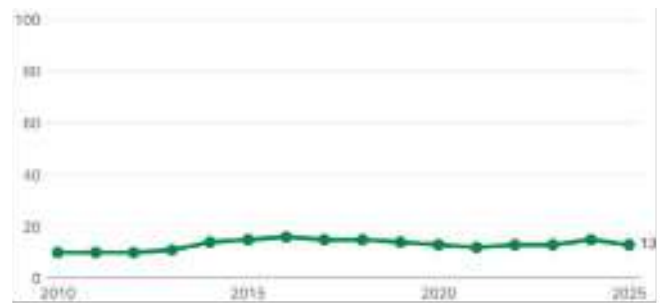
% Yes, daily anger



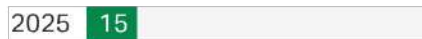
% Good time to find a job



% Yes, daily sadness



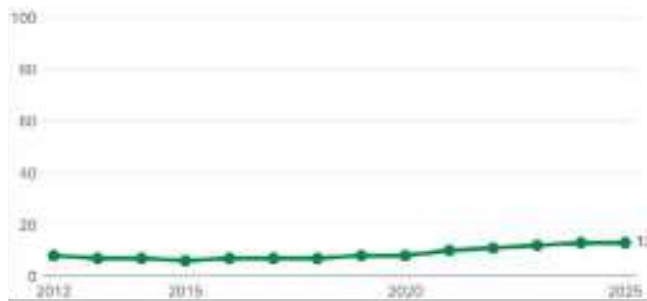
% Yes, daily loneliness



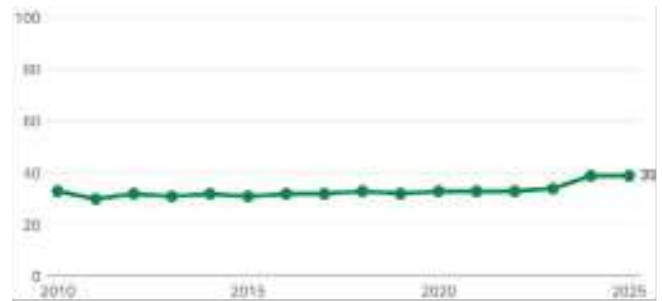


## Taiwan (Province of China)

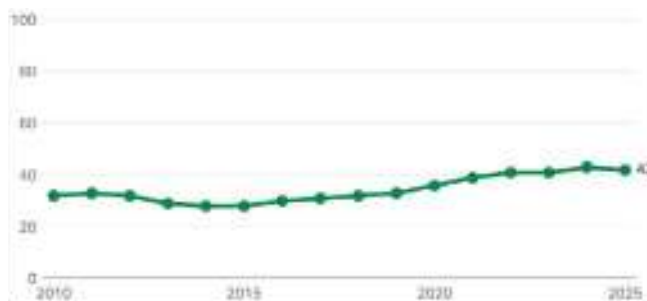
% Engaged



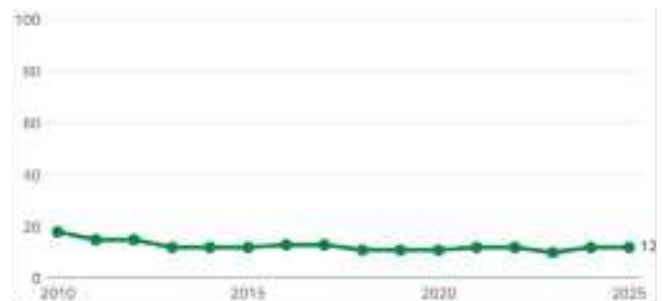
% Yes, daily stress



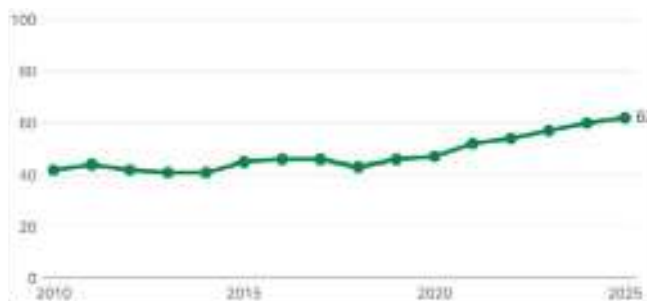
% Thriving



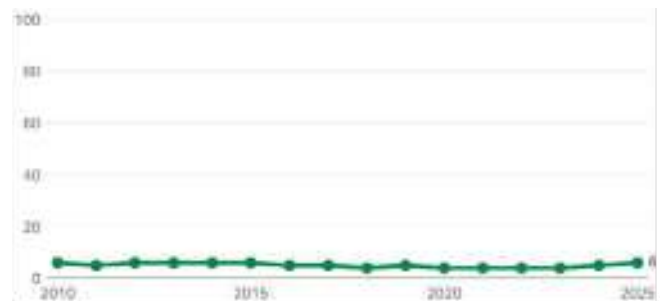
% Yes, daily anger



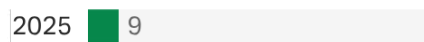
% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness





COUNTRY/TERRITORY TREND LINES FOR

# South Asia

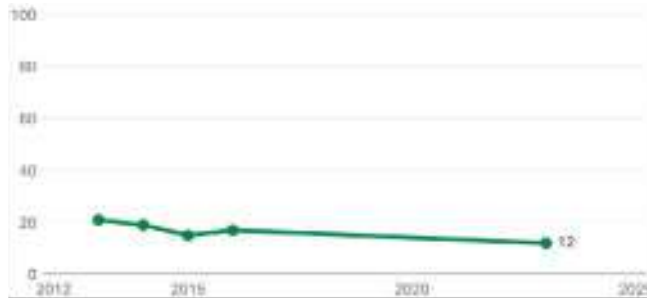
Afghanistan .....	226	Nepal.....	229
Bangladesh .....	227	Pakistan.....	230
India.....	228	Sri Lanka.....	231



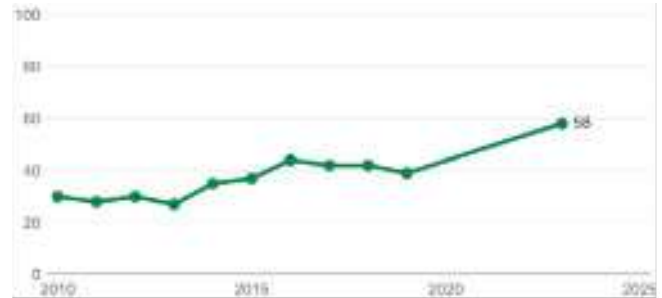
# Afghanistan

2025 item-level data for Afghanistan are not shown due to insufficient n Size.

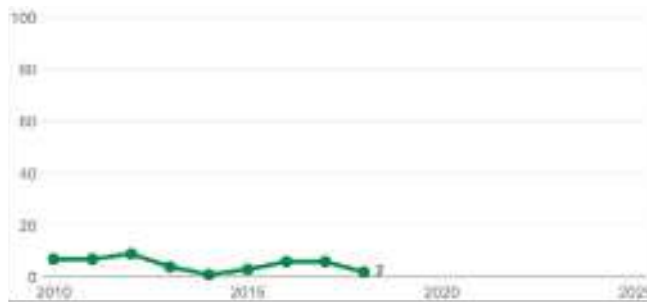
% Engaged



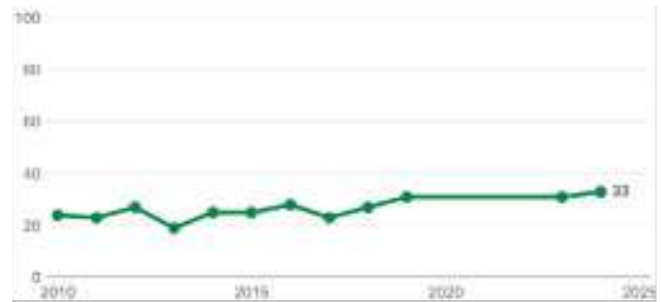
% Yes, daily stress



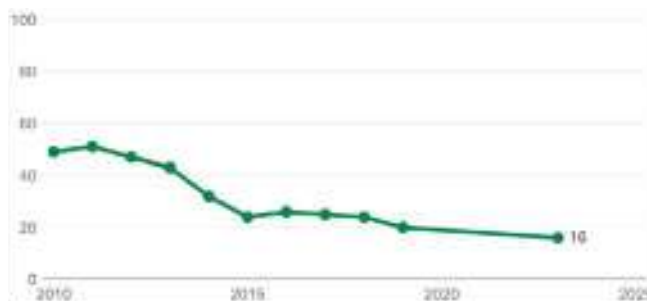
% Thriving



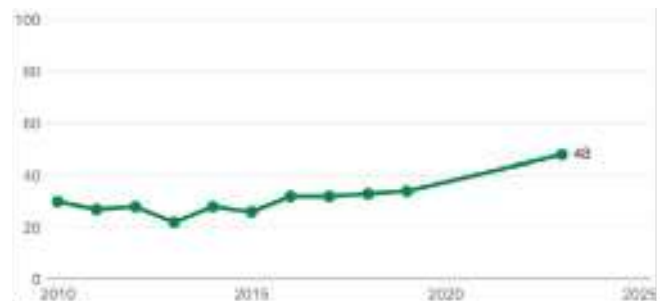
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness

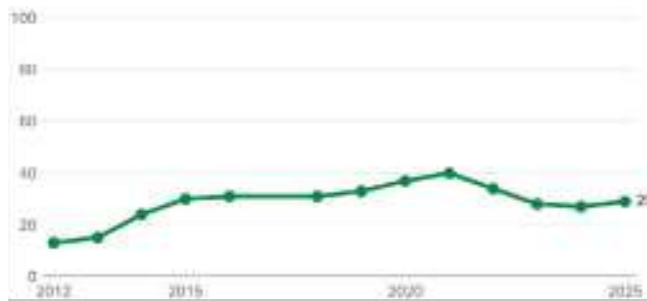


% Yes, daily loneliness

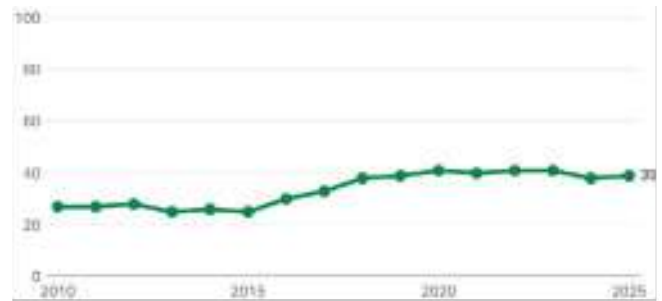


# Bangladesh

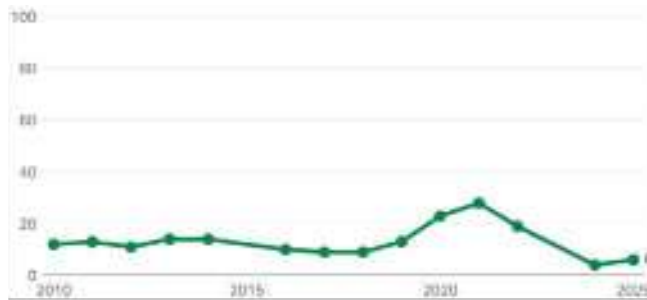
% Engaged



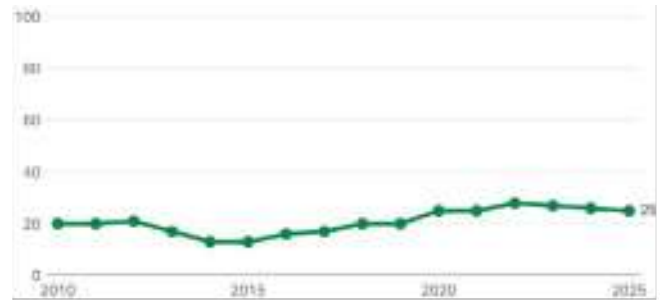
% Yes, daily stress



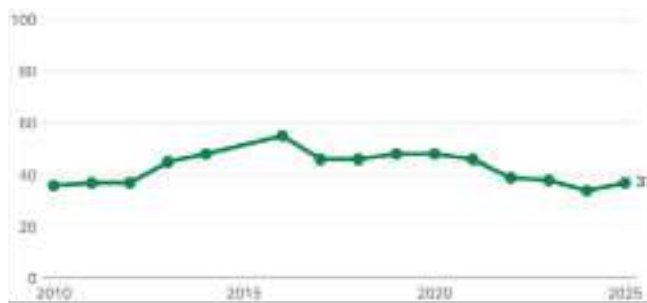
% Thriving



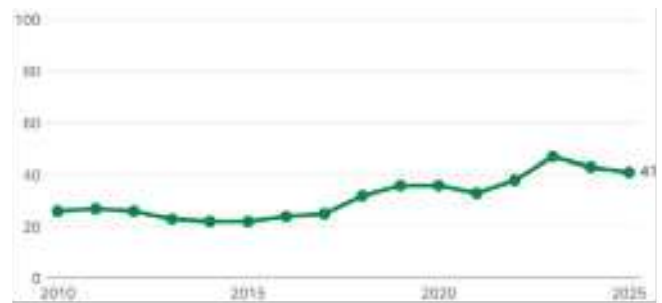
% Yes, daily anger



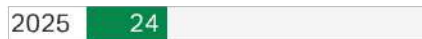
% Good time to find a job



% Yes, daily sadness



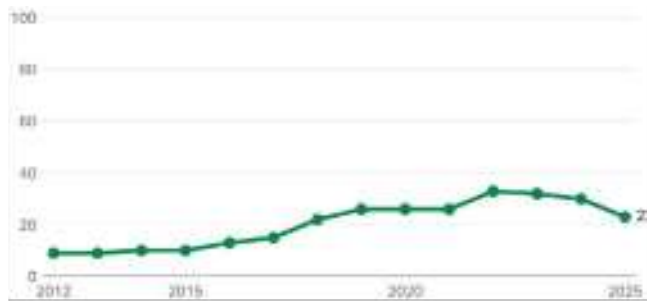
% Yes, daily loneliness



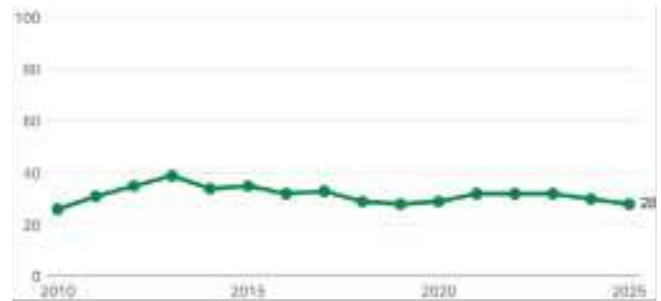


# India

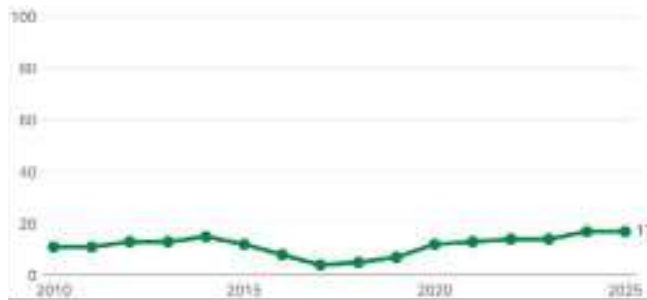
% Engaged



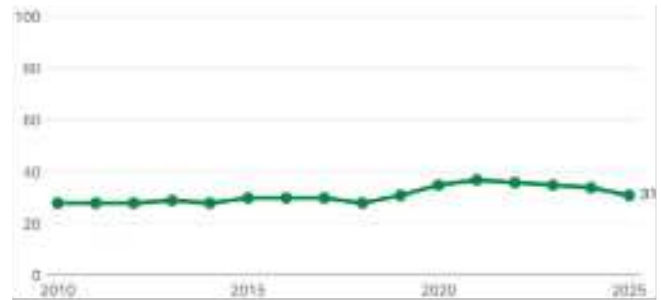
% Yes, daily stress



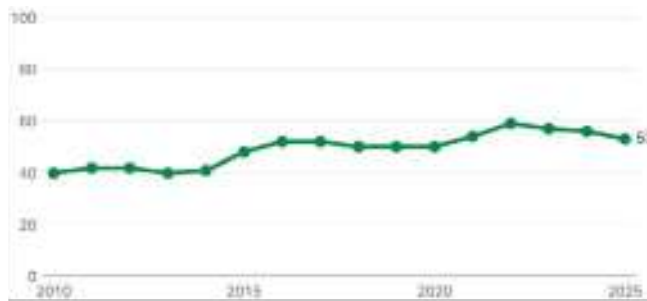
% Thriving



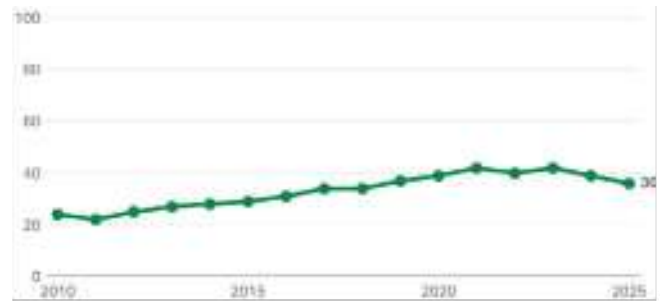
% Yes, daily anger



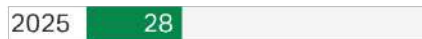
% Good time to find a job



% Yes, daily sadness



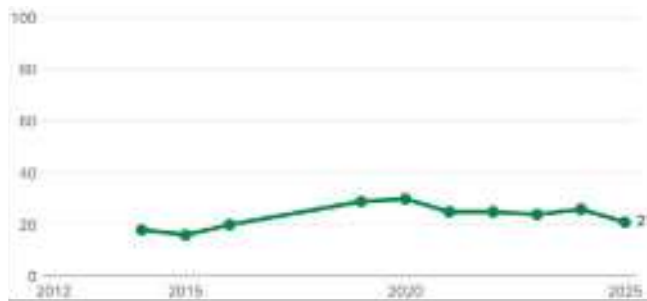
% Yes, daily loneliness



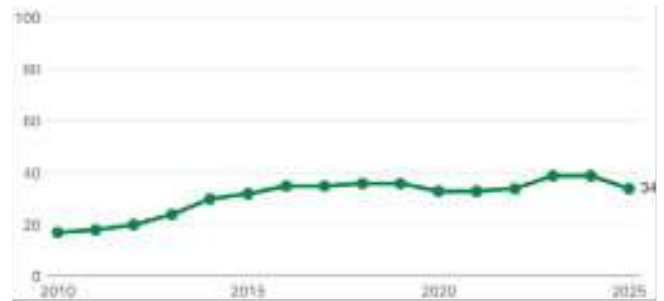


# Nepal

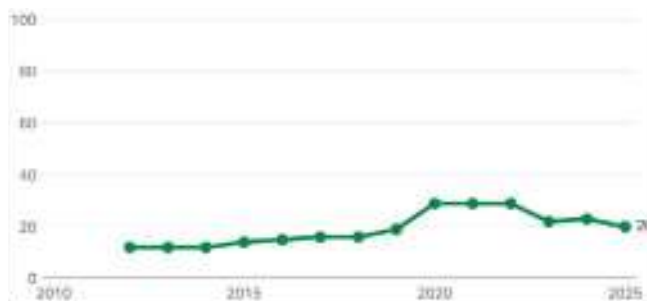
% Engaged



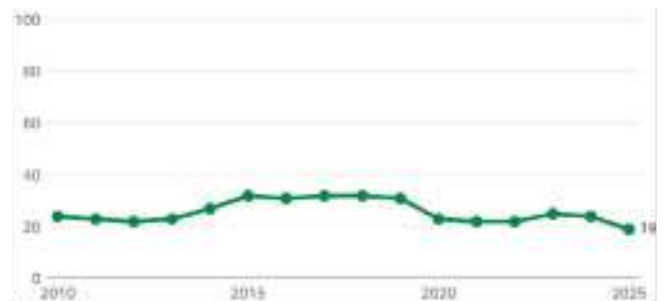
% Yes, daily stress



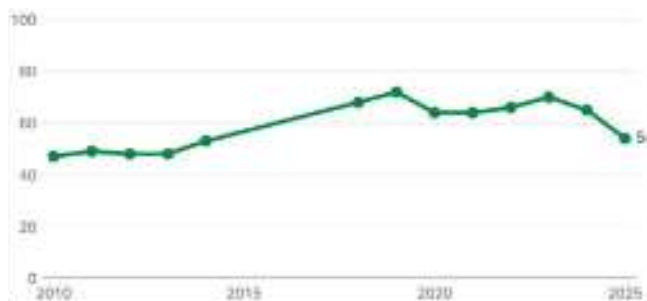
% Thriving



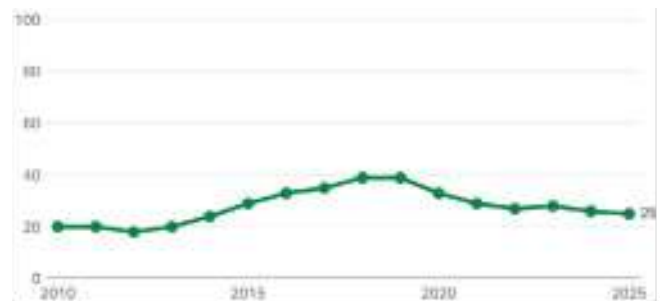
% Yes, daily anger



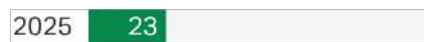
% Good time to find a job



% Yes, daily sadness



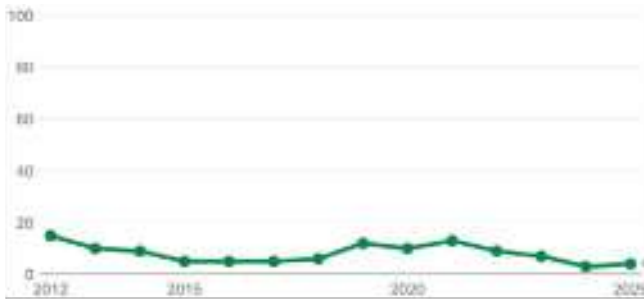
% Yes, daily loneliness



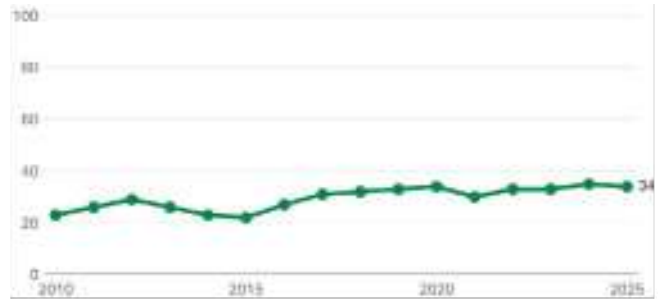


## Pakistan

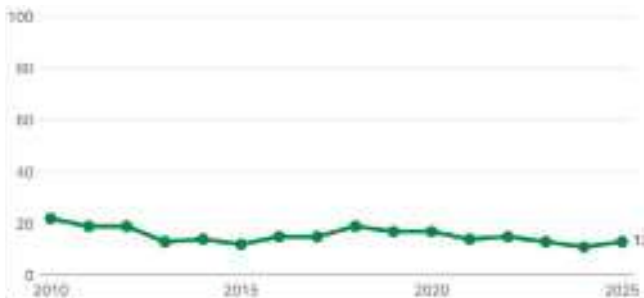
% Engaged



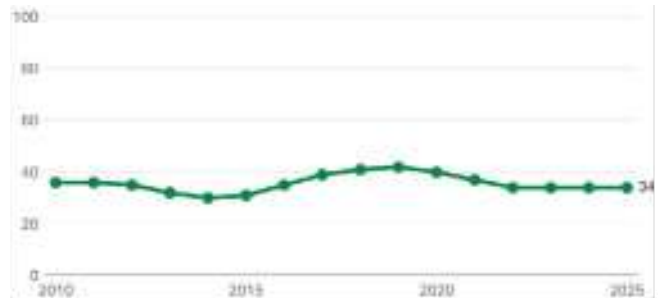
% Yes, daily stress



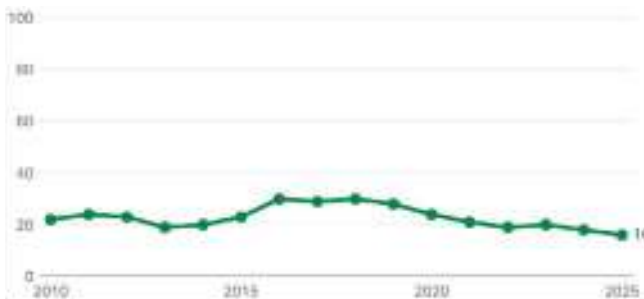
% Thriving



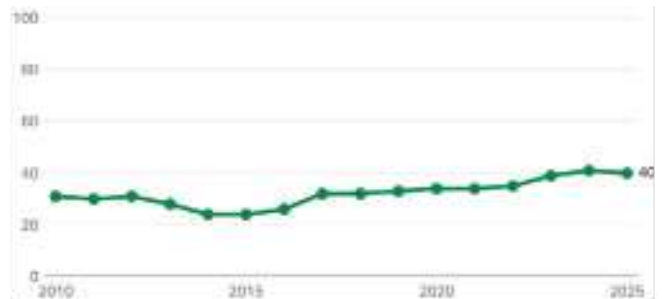
% Yes, daily anger



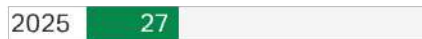
% Good time to find a job



% Yes, daily sadness



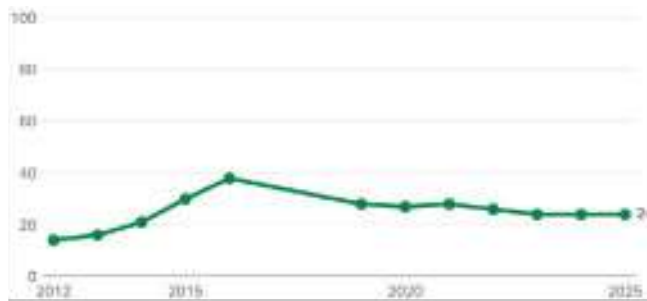
% Yes, daily loneliness



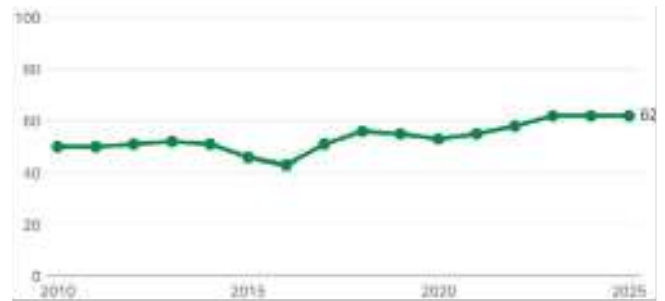


## Sri Lanka

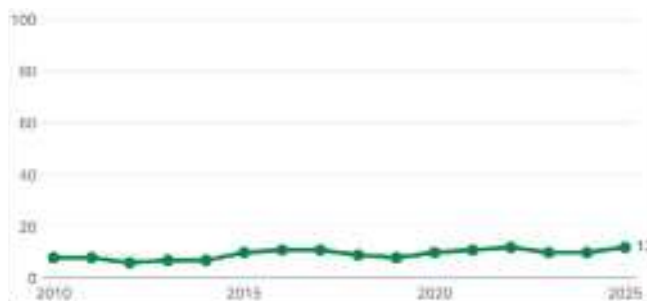
% Engaged



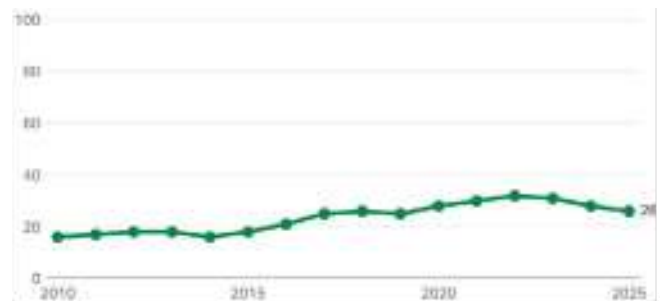
% Yes, daily stress



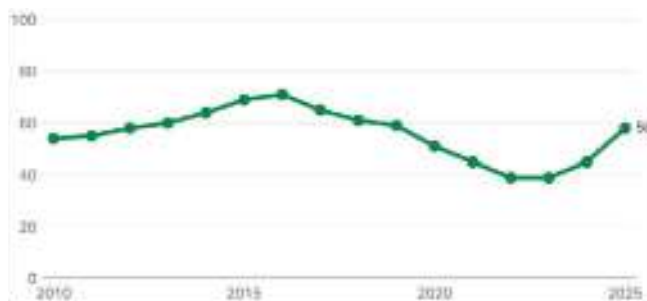
% Thriving



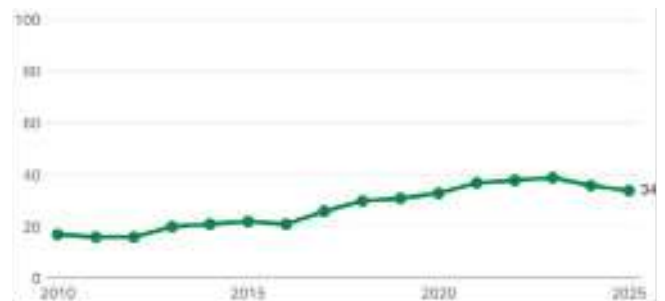
% Yes, daily anger



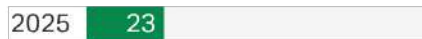
% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness





COUNTRY/TERRITORY TREND LINES FOR

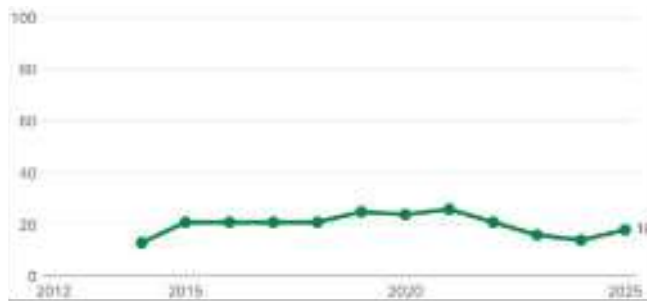
# Southeast Asia

Cambodia .....	233	Philippines .....	238
Indonesia .....	234	Singapore .....	239
Laos .....	235	Thailand .....	240
Malaysia .....	236	Vietnam .....	241
Myanmar .....	237		

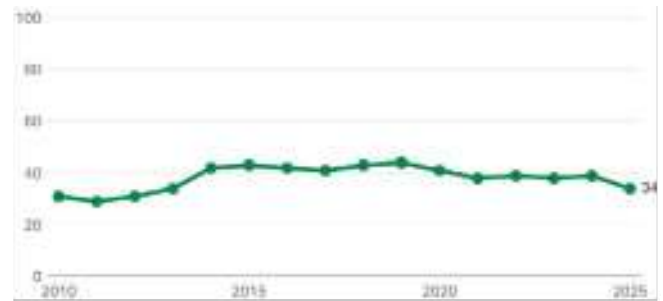


## Cambodia

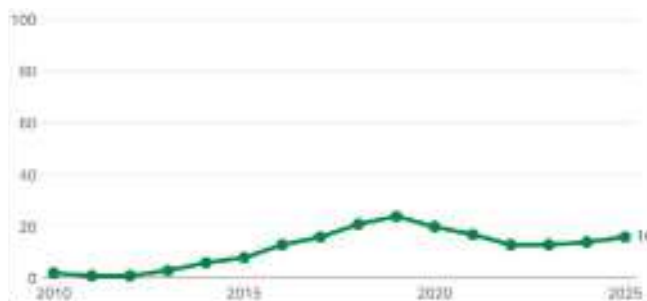
% Engaged



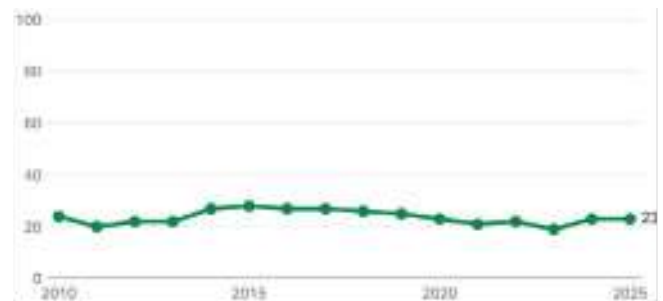
% Yes, daily stress



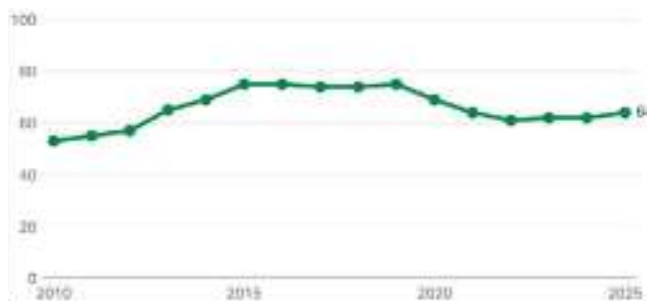
% Thriving



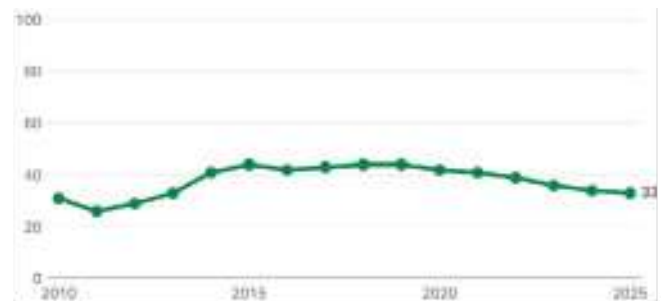
% Yes, daily anger



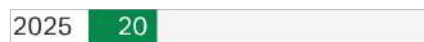
% Good time to find a job



% Yes, daily sadness



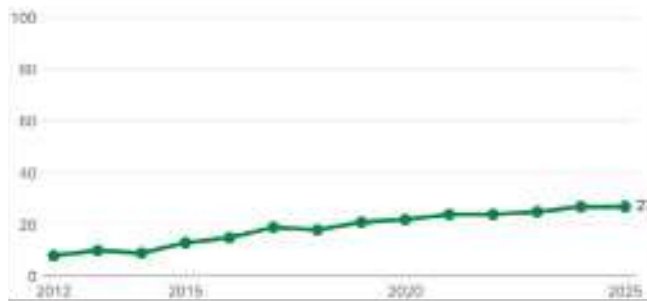
% Yes, daily loneliness



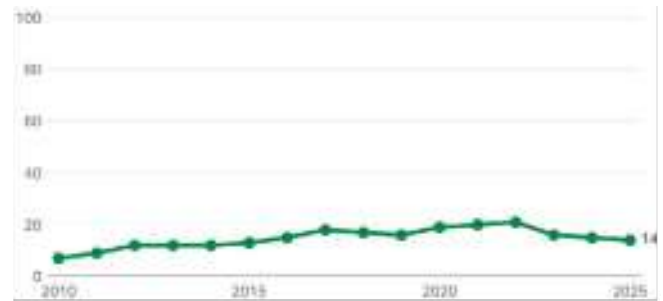


## Indonesia

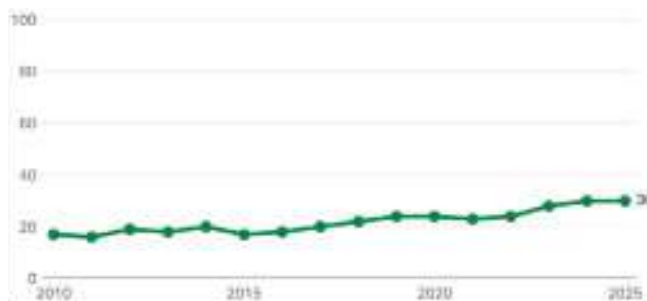
% Engaged



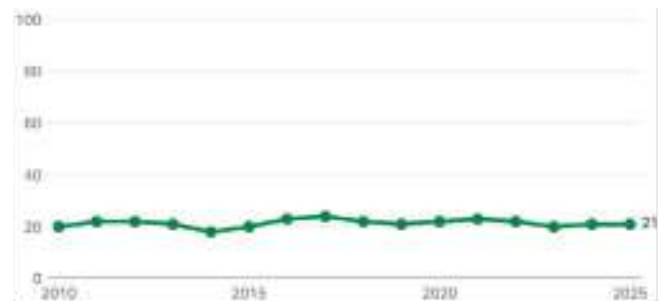
% Yes, daily stress



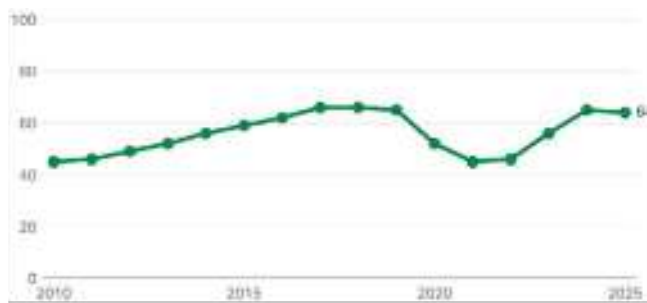
% Thriving



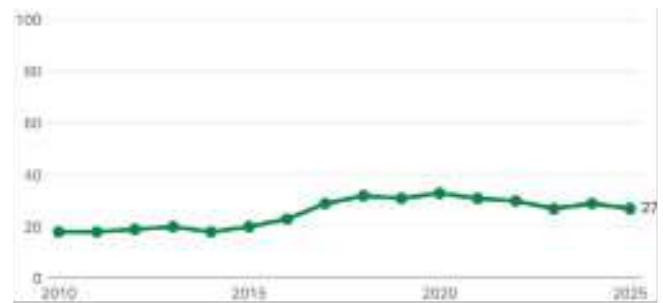
% Yes, daily anger



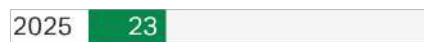
% Good time to find a job



% Yes, daily sadness



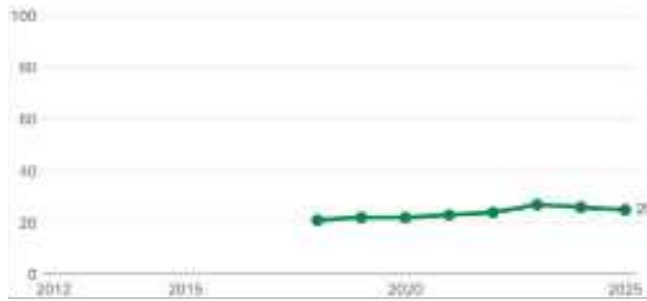
% Yes, daily loneliness



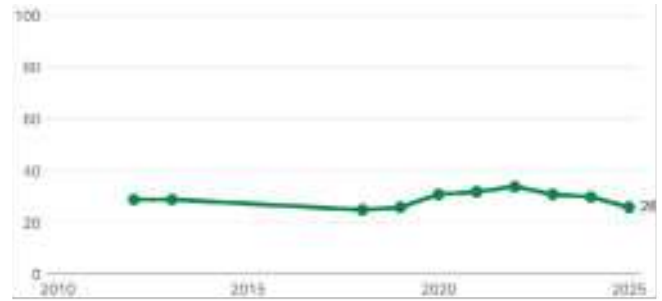


# Laos

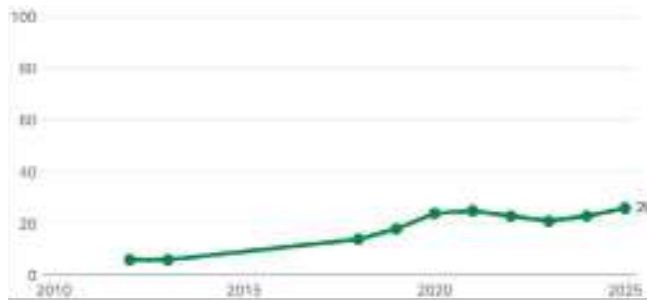
% Engaged



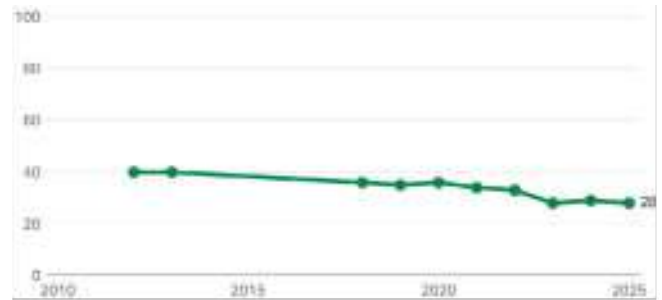
% Yes, daily stress



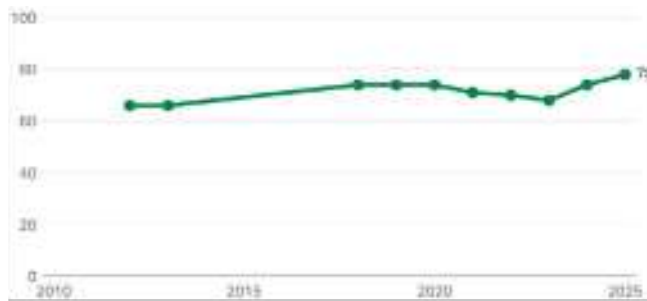
% Thriving



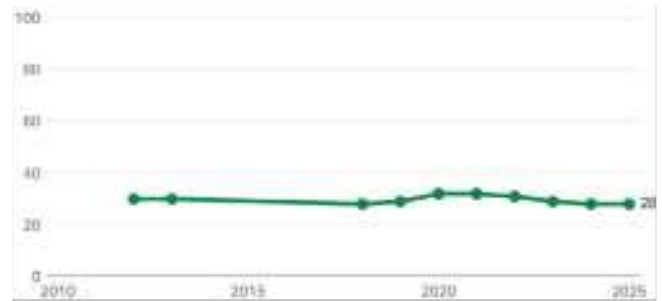
% Yes, daily anger



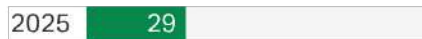
% Good time to find a job



% Yes, daily sadness



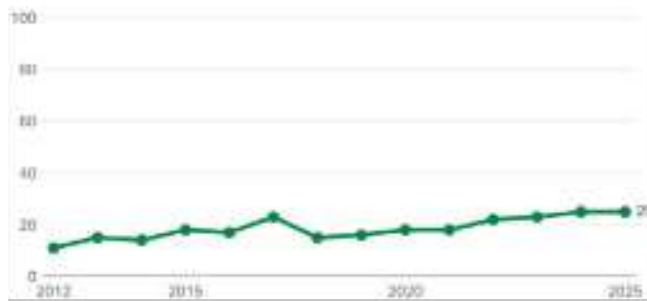
% Yes, daily loneliness



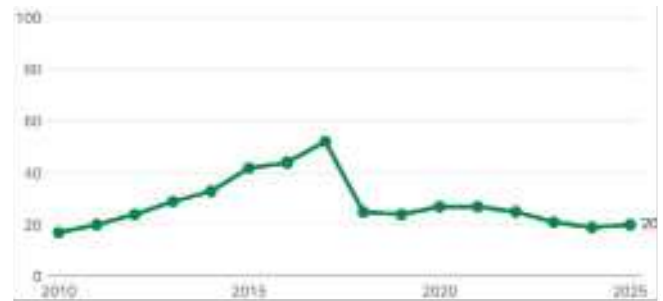


## Malaysia

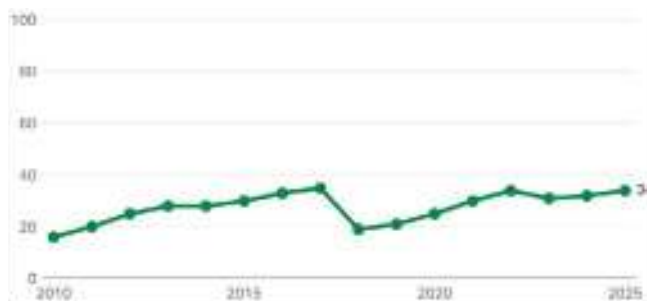
% Engaged



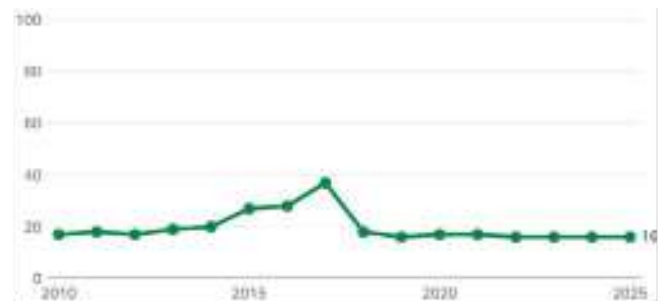
% Yes, daily stress



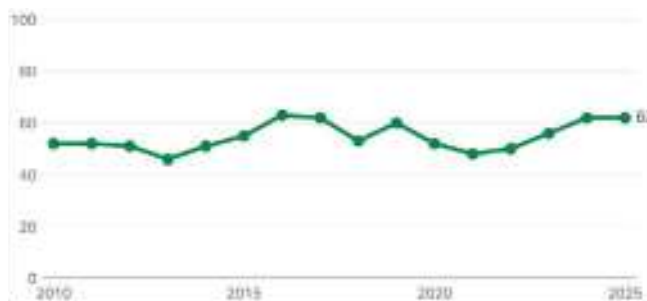
% Thriving



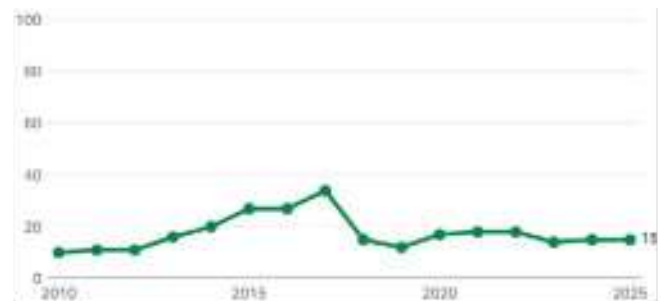
% Yes, daily anger



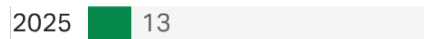
% Good time to find a job



% Yes, daily sadness



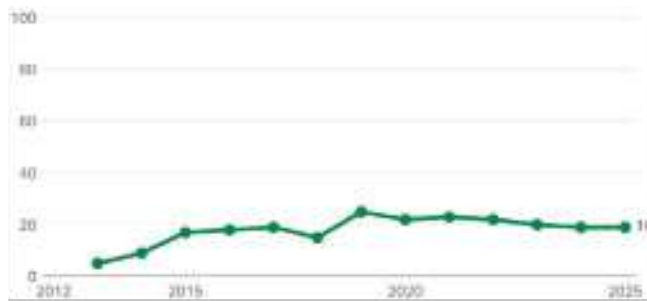
% Yes, daily loneliness



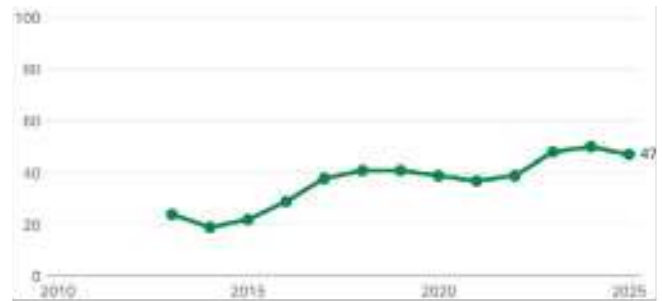


# Myanmar

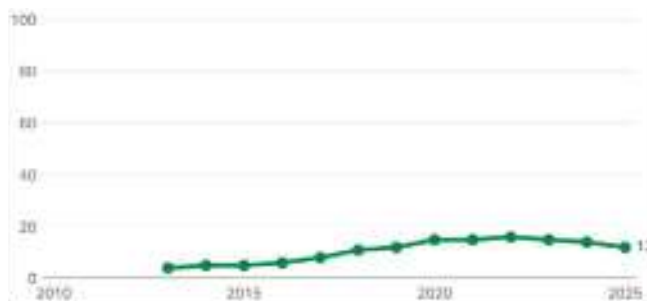
% Engaged



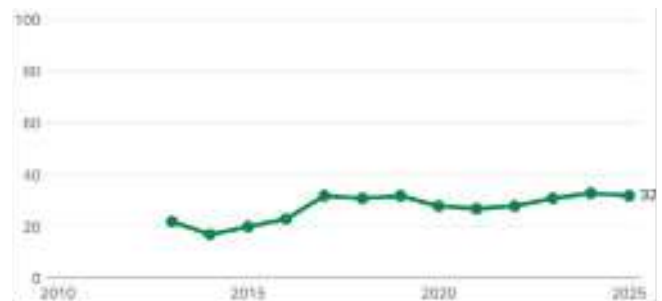
% Yes, daily stress



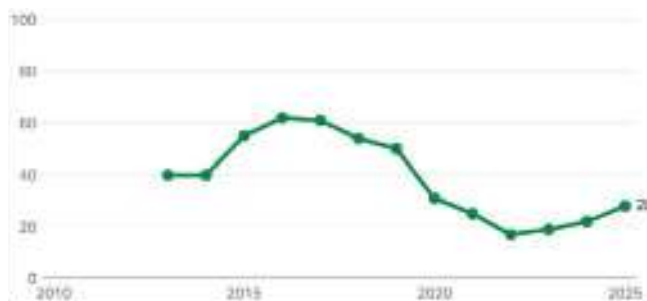
% Thriving



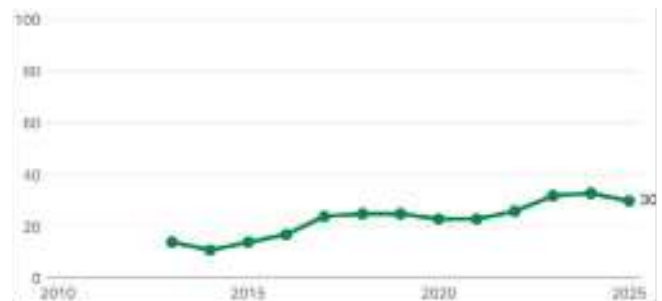
% Yes, daily anger



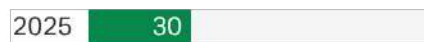
% Good time to find a job



% Yes, daily sadness



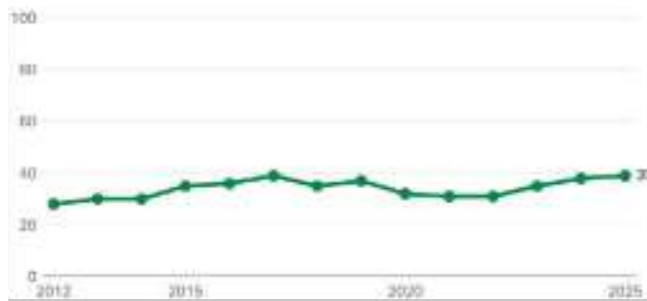
% Yes, daily loneliness



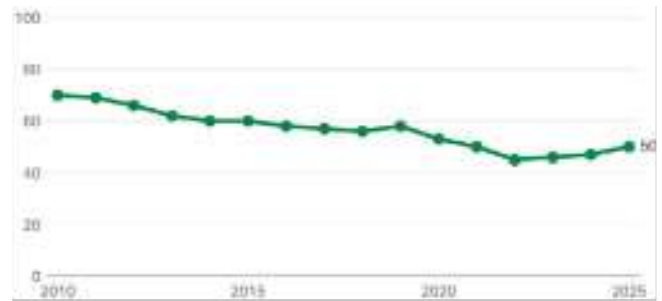


# Philippines

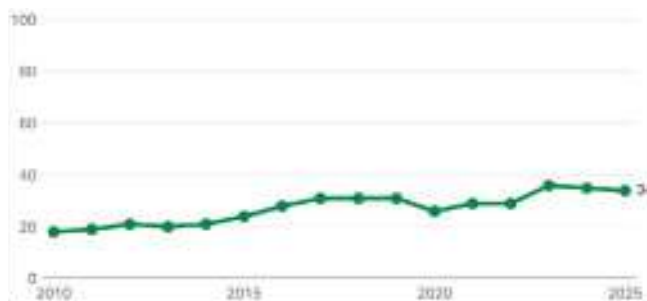
% Engaged



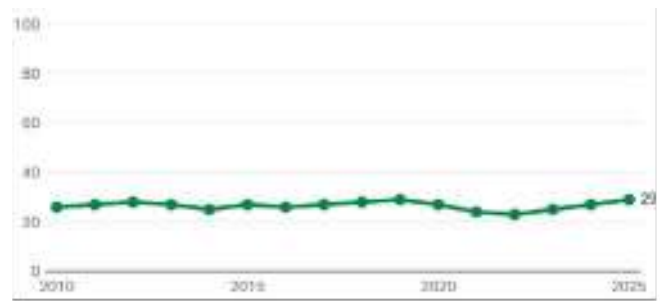
% Yes, daily stress



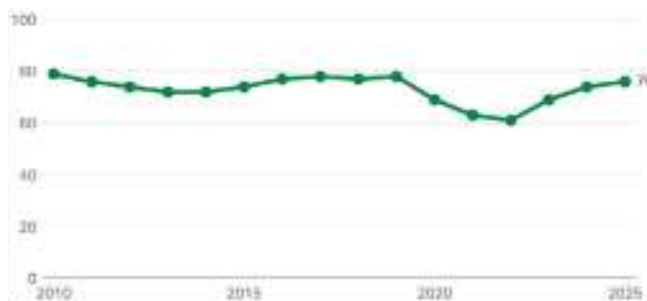
% Thriving



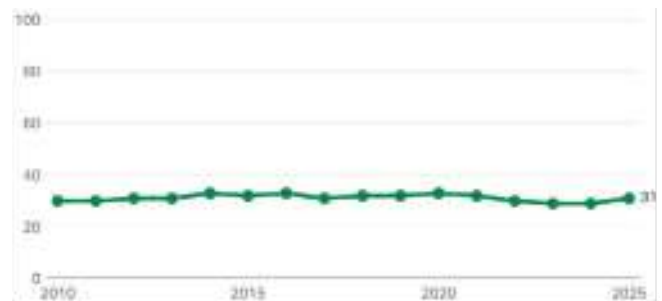
% Yes, daily anger



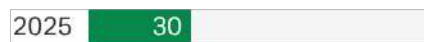
% Good time to find a job



% Yes, daily sadness



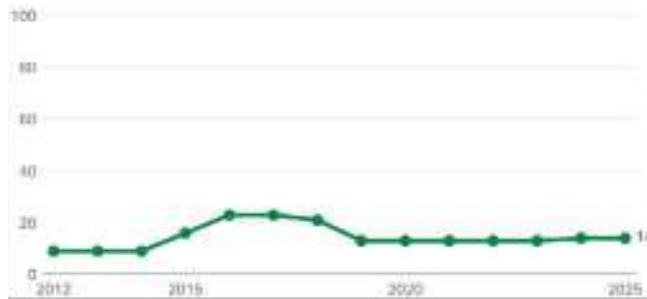
% Yes, daily loneliness



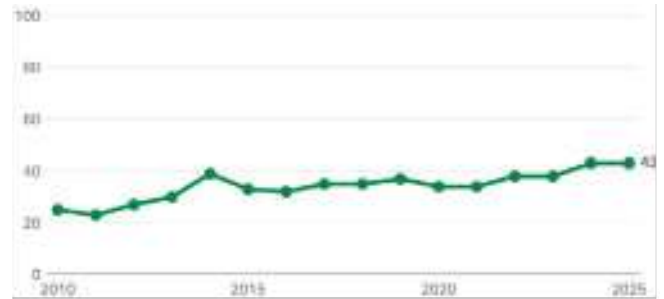


# Singapore

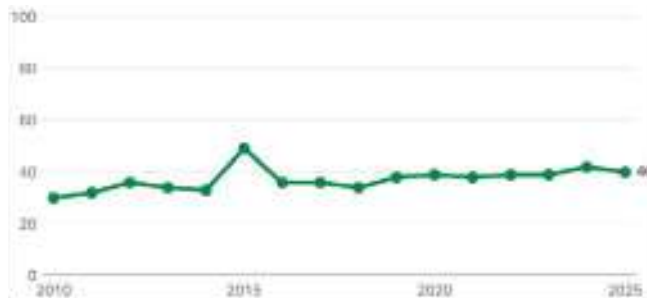
% Engaged



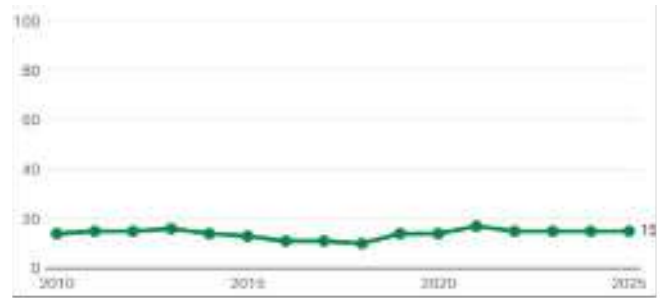
% Yes, daily stress



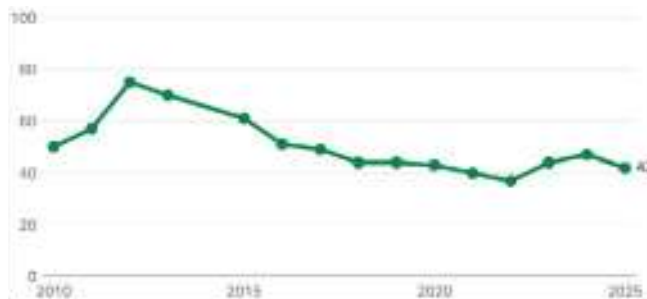
% Thriving



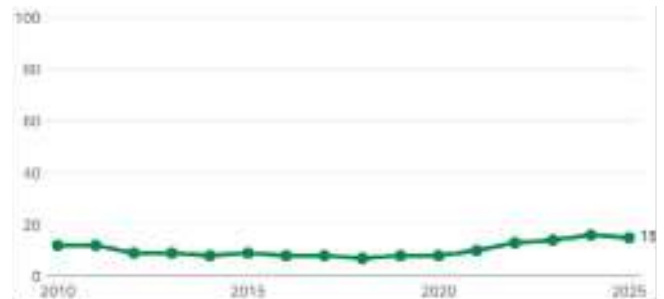
% Yes, daily anger



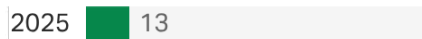
% Good time to find a job



% Yes, daily sadness



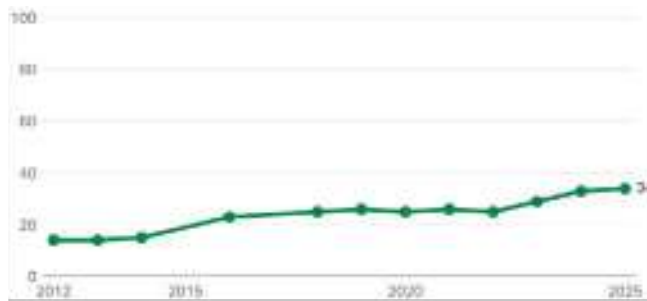
% Yes, daily loneliness



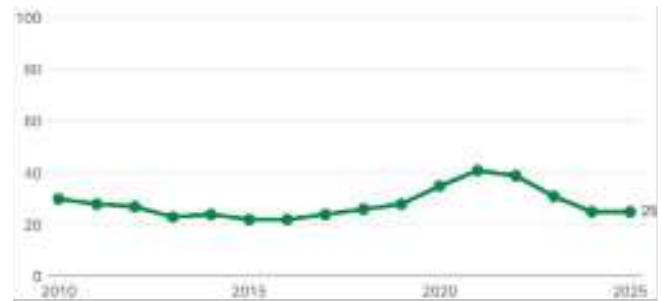


# Thailand

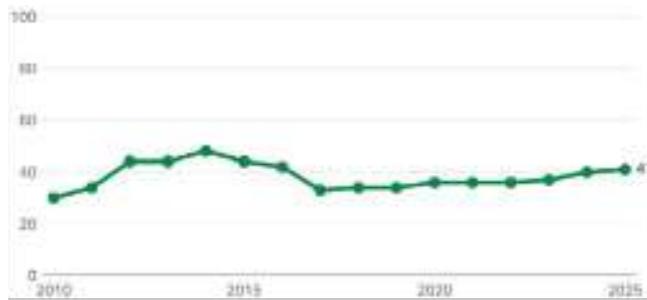
% Engaged



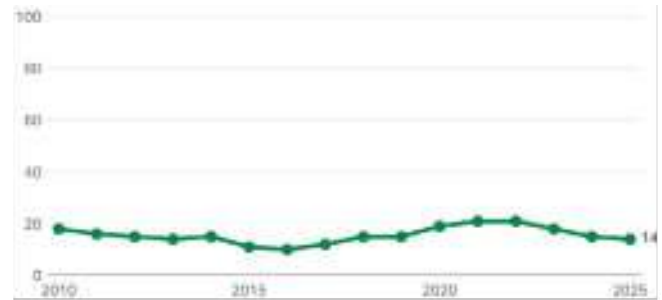
% Yes, daily stress



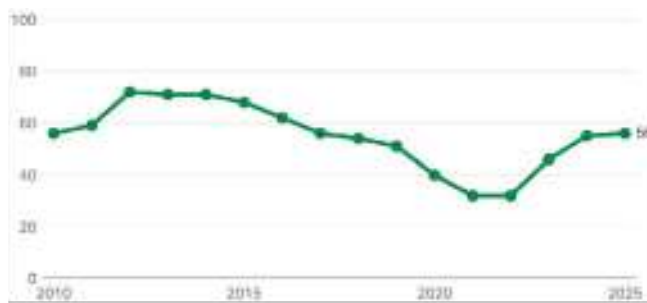
% Thriving



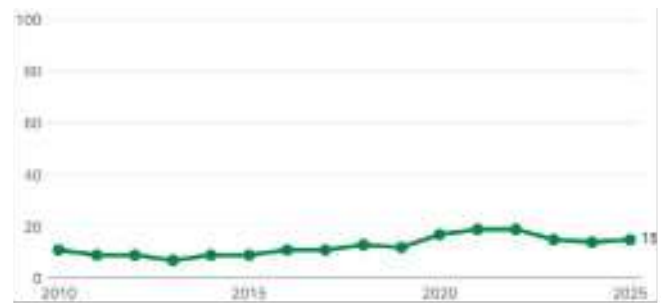
% Yes, daily anger



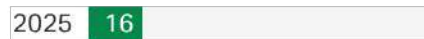
% Good time to find a job



% Yes, daily sadness



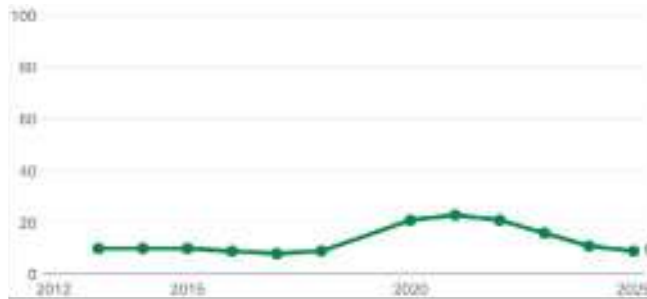
% Yes, daily loneliness



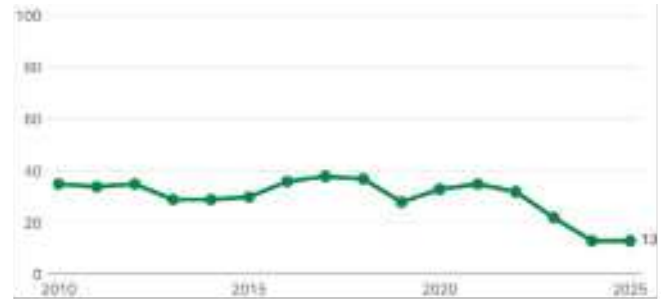


## Vietnam

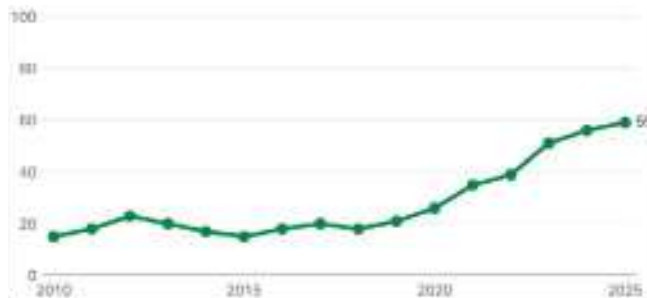
% Engaged



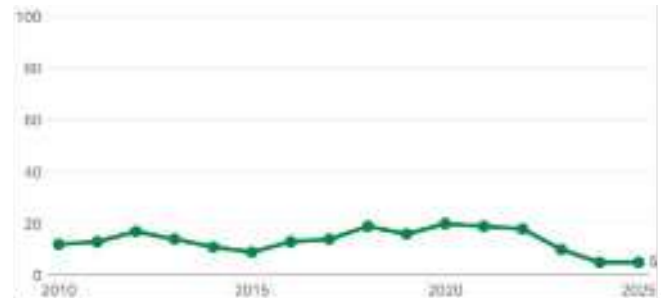
% Yes, daily stress



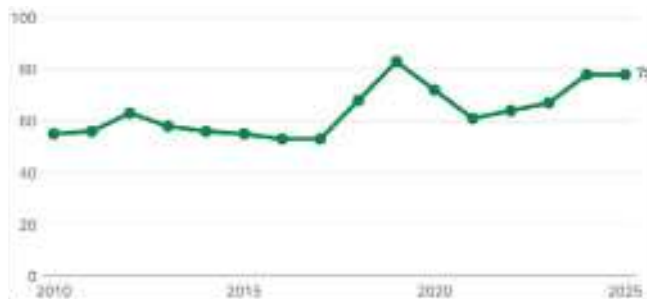
% Thriving



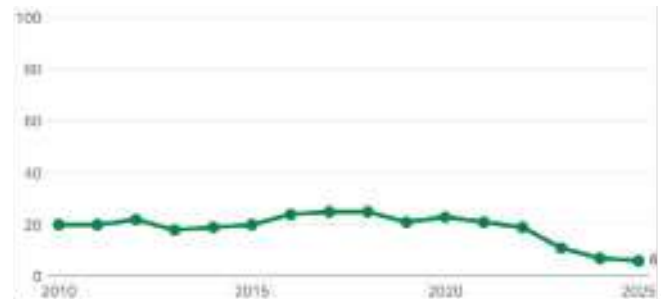
% Yes, daily anger



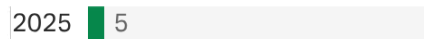
% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness





COUNTRY/TERRITORY TREND LINES FOR

# Australia and New Zealand

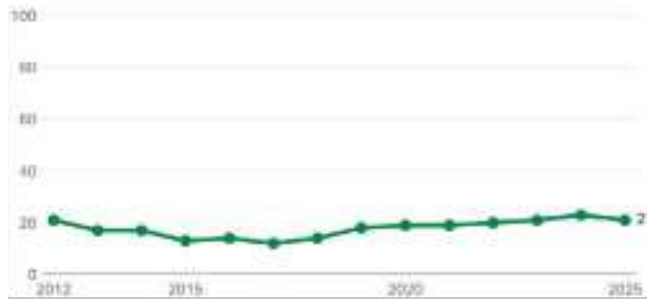
Australia .....243

New Zealand .....244

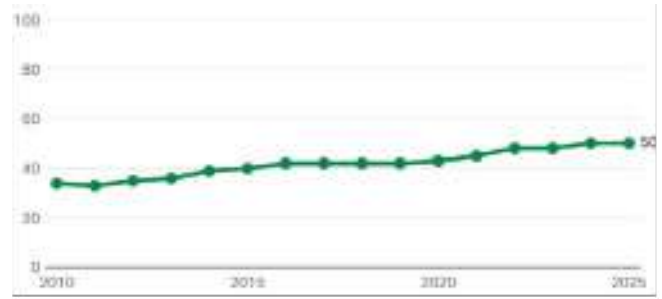


## Australia

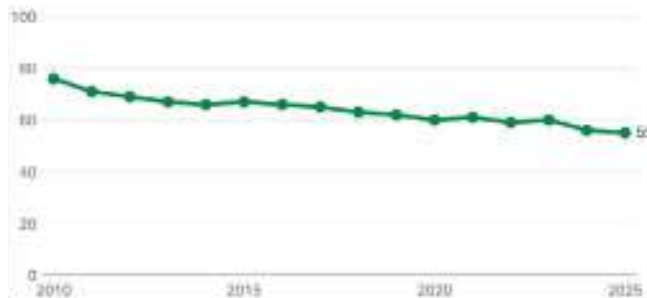
% Engaged



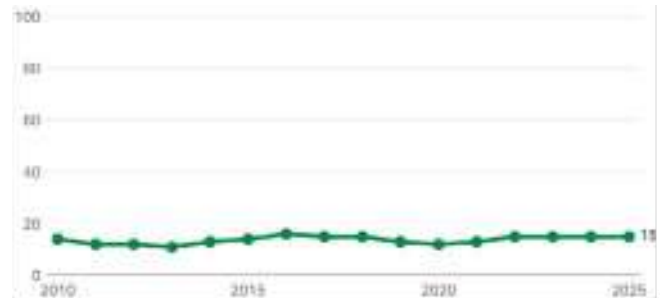
% Yes, daily stress



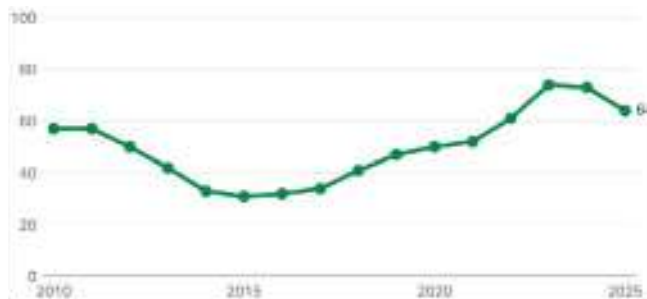
% Thriving



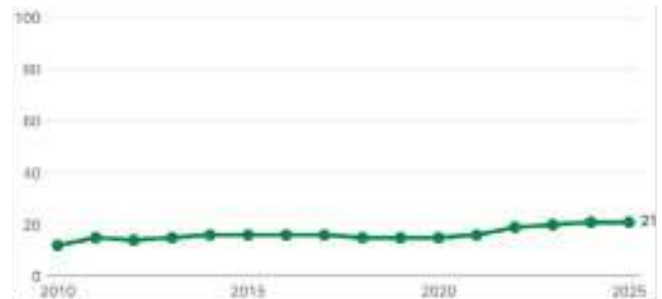
% Yes, daily anger



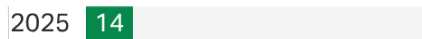
% Good time to find a job



% Yes, daily sadness



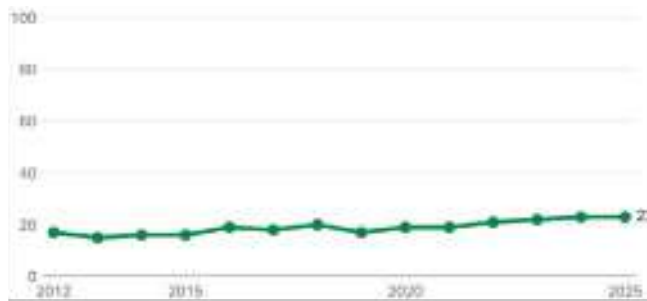
% Yes, daily loneliness



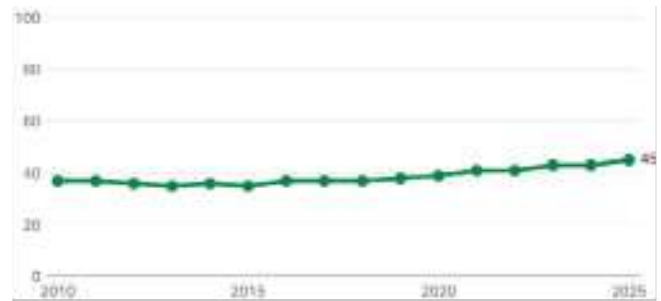


## New Zealand

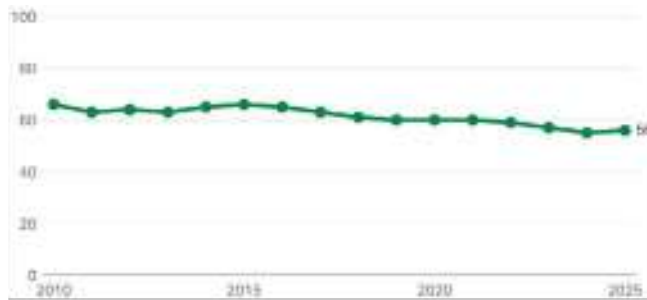
% Engaged



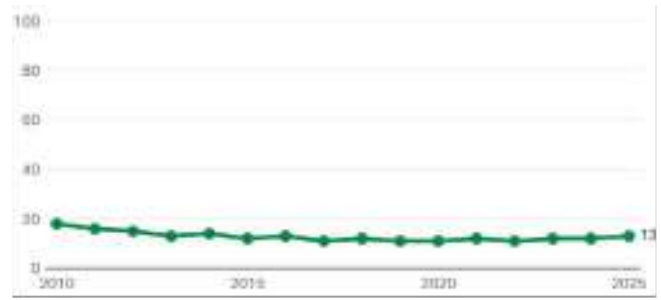
% Yes, daily stress



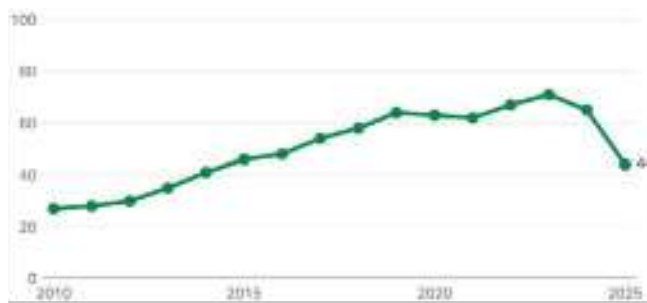
% Thriving



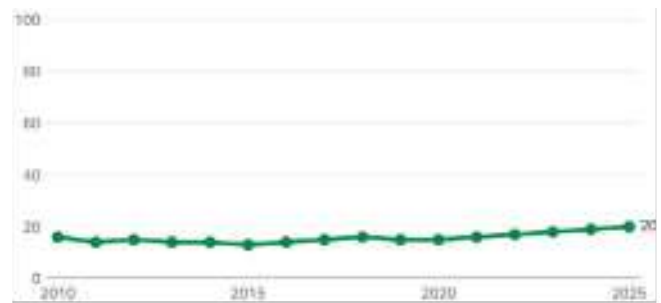
% Yes, daily anger



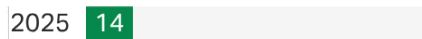
% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness



# Appendix 2: Methodology

## State of the Global Workplace Report

The primary data in this report come from the Gallup World Poll, through which Gallup has conducted surveys of the world's adult population, using randomly selected samples, since 2005. The survey is typically administered annually face to face or by telephone, covering more than 160 countries and areas since its inception. In addition to the World Poll data, Gallup collected extensive random samples of working populations in the United States (via web survey); these samples were added to the dataset for this report. 2024 data for China were collected using an opt-in web self-administered mode (computer-aided web interviewing, or CAWI) over two administrations of the survey during the course of the year. The total number of global respondents included in the full trend of data for this report (2009 through 2025) is 5,754,327 (2,616,488 employed respondents); for the 2025 data, the total is 263,810 (141,444 employed) respondents. 2025 data included in this report were obtained from January to December 2025.

The target population of the World Poll is the entire civilian, noninstitutionalized, aged-15-and-older population. Gallup's data in this report reflect the responses of adults aged 15 and older who were employed for any number of hours by an employer.

With rare exceptions, all samples are probability-based and nationally representative. Gallup uses data weighting to:

- minimize bias in survey-based estimates
- ensure samples are nationally representative for each country or area
- correct for unequal selection probability, nonresponse and overlap of landline and mobile phone users when using mobile phone and landline frames

Gallup also weights its final samples to match the national demographics of each country or area.

For global and regional<sup>1</sup> percentage-point change, the data are rounded before calculating the difference between time periods to stay consistent with the trendlines shown by item. In 2025, Gallup began to report regional data based on data aggregated from three years of polling. Regional data reported prior to 2025 were based on that region's annual average.

Country-specific findings in "Appendix 1: Country/Territory by Region Data" are based on data aggregated from three years of polling. Percentage-point changes for countries and areas indicate the differences in percentage points when comparing the country's average from 2022, 2023 and 2024 with the average from 2023, 2024 and 2025, with several countries' data obtained in the early months of the following year and reported as part of the current year's results. When shown, change data may sum to +/- 1 pct. pt. due to rounding. Engaged, not engaged and actively disengaged percentages, as well as thriving, struggling and suffering percentages, may not sum to 100% due to rounding.

Global and regional engagement data were not collected in 2010 or 2011; therefore the 2011 data point counts only 2009; the 2012 data point counts only 2012; the 2013 data point counts 2012 and 2013; and the 2014 data point counts all three years: 2012, 2013 and 2014. Engagement data were also not collected in 2017.

<sup>1</sup> In the 2021 and 2022 *State of the Global Workplace* reports, Gallup reported results for the Commonwealth of Independent States. Beginning in the 2023 report, that region is named Post-Soviet Eurasia.

Gallup typically surveys 1,000 individuals in each country or area using a standard set of core questions translated into the respective country's major languages. In some countries, Gallup collects oversamples in major cities or areas of special interest. In a small number of countries, the sample size is fewer than 1,000 individuals. In this report, Gallup does not provide data (three-year aggregate) for any region or country with an aggregate n size of fewer than 300. However, results from countries or areas with a sample of any size during the 2025 World Poll collection year are included in regional and global results.

For results based on the total sample of employed adults globally, the margin of sampling error ranged from  $\pm 0.05$  percentage points to  $\pm 0.08$  percentage points at the 95% confidence level. For results based on the total sample of employed adults in each region, the margin of sampling error ranged from  $\pm 0.26$  percentage points to  $\pm 2.37$  percentage points at the 95% confidence level. For results based on the total sample of employed adults in each country, the margin of sampling error ranged from  $\pm 0.25$  percentage points to  $\pm 7.07$  percentage points at the 95% confidence level. All reported margins of sampling error include computed design effects for weighting.

Gallup is entirely responsible for the management, design and control of the Gallup World Poll. For more than 80 years, Gallup has been committed to the principle that accurately collecting and disseminating the opinions and aspirations of people around the globe is vital to understanding our world. Gallup's mission is to provide information in an objective, reliable and scientifically grounded manner.

Gallup is not associated with any political orientation, party or advocacy group and does not accept partisan entities as clients. Any individual, institution or governmental agency may access the Gallup World Poll regardless of nationality. The identities of clients and all surveyed respondents remain confidential.

The World Poll monitors the issues that matter most to societies worldwide, such as personal safety, food and shelter, employment, wellbeing and confidence in national institutions. In addition to conducting our core polls, organizations worldwide turn to Gallup to conduct custom surveys using our rigorous research standards and scientifically proven methodologies to help them solve their most pressing problems.

# Appendix 3: Support Information

## Employee Engagement

Employee engagement reflects the involvement and enthusiasm of employees in their work and workplace. Employees can become engaged when their basic needs are met, and they have a chance to contribute, a sense of belonging, and opportunities to learn and grow.

Gallup categorizes employees as engaged, not engaged or actively disengaged.

- **Engaged employees are thriving at work.** They are highly involved in and enthusiastic about their work and workplace. They are psychological “owners,” drive performance and innovation, and move the organization forward.
- **Not engaged employees are quietly quitting.** They are psychologically unattached to their work and company. Because their engagement needs are not being fully met, they are putting time but not energy or passion into their work.
- **Actively disengaged employees are loudly quitting.** They aren't just unhappy at work. They are resentful that their needs are not being met and are acting out their unhappiness. Every day, these workers potentially undermine what their engaged coworkers accomplish.

### Measuring Employee Engagement

To determine the percentage of engaged, not engaged and actively disengaged employees, Gallup uses a proprietary formula founded on extensive research about how the engagement elements, as measured by the Gallup Q<sup>12</sup>, relate to various workplace outcomes. For this reason, employee engagement is a much higher bar than merely satisfaction or metrics that combine “strongly agree” and “agree” responses into a “percent favorable” engagement index.

The current standard is to ask each employee to rate the Q<sup>12</sup> statements using six response options, from 5 = strongly agree to 1 = strongly disagree, and the sixth response option — don't know/does not apply — is unscored. Gallup's proprietary formula does not require perfect agreement with all Q<sup>12</sup> elements for employees to be classified as engaged.

### Gallup Q<sup>12</sup> Items

- Q01.** I know what is expected of me at work.
- Q02.** I have the materials and equipment I need to do my work right.
- Q03.** At work, I have the opportunity to do what I do best every day.
- Q04.** In the last seven days, I have received recognition or praise for doing good work.
- Q05.** My supervisor, or someone at work, seems to care about me as a person.
- Q06.** There is someone at work who encourages my development.
- Q07.** At work, my opinions seem to count.
- Q08.** The mission or purpose of my company makes me feel my job is important.
- Q09.** My associates or fellow employees are committed to doing quality work.
- Q10.** I have a best friend at work.
- Q11.** In the last six months, someone at work has talked to me about my progress.
- Q12.** This last year, I have had opportunities at work to learn and grow.

See the [Employee Engagement Workplace Indicators webpage](#) to learn more about employee engagement worldwide.

## Life Evaluation

Gallup's Life Evaluation Index, which is included as part of the standard set of core questions on the Gallup World Poll, measures respondents' perceptions of where they stand now and in the future.

Building on the Cantril Self-Anchoring Striving Scale,<sup>2</sup> Gallup measures life satisfaction by quantifying the difference between the best possible life and the worst possible life using a simple two-part question. Gallup asks respondents to place the status of their current and future lives on a "ladder" scale with steps numbered from zero to 10, where zero indicates the worst possible life and 10 the best possible life.

### Two-Part Life Evaluation Question

*Please imagine a ladder with steps numbered from zero at the bottom to 10 at the top. Suppose we say that the top of the ladder represents the best possible life for you, and the bottom of the ladder represents the worst possible life for you.*

*On which step of the ladder would you say you personally feel you stand at this time? (0-10)*

*Just your best guess, on which step do you think you will stand in the future, say about five years from now? (0-10)*

### Thriving, Struggling and Suffering

Gallup classifies respondents into one of three categories of wellbeing — thriving, struggling or suffering — and determines the percentage of respondents in each category.

Individuals who rate their current life at a "7" or higher AND their future life at an "8" or higher are "thriving." Individuals are "suffering" if they rate their current AND future lives at "4" or below. All other individuals are "struggling."

**Thriving:** These respondents have positive views of their present life situation (7 or higher rating on best life present) and have positive views of the next five years (8 or higher rating on best life future). They report significantly fewer health problems and less worry, stress, sadness, loneliness, depression and anger. They report more hope, happiness, energy, interest and respect.

**Struggling:** These respondents struggle in their present life situation and have uncertain or negative views about their future. They report more daily stress and worry about money than thriving respondents do.

**Suffering:** These respondents report that their lives are miserable (4 and below rating on best life present) and have negative views of the next five years (4 and below on best life future). They are more likely to report that they lack the basics of food and shelter and more likely to have physical pain and a lot of stress, worry, sadness and anger. They have less access to health insurance and care and more than double the disease burden compared with thriving respondents.

## Daily Negative Emotions

Gallup annually surveys around the world to determine people's day-to-day experiences of emotions by asking if they experienced certain feelings during a lot of the previous day. This report focuses on the emotional experiences of employed adults.

For details on employees' daily feelings of stress, worry, anger, loneliness and sadness, as well as other wellbeing-related topics, view the [Employee Wellbeing Workplace Indicators webpage](#).

For information on the emotions of all adults globally, please see our most recent [Gallup Global Emotions report](#).

<sup>2</sup> Cantril, H. (1965). *The pattern of human concerns*. Rutgers University Press. The Cantril Self-Anchoring Striving Scale (ladder scale) was originated by pioneering social researcher Hadley Cantril in his 1965 book *The Pattern of Human Concerns*. George Gallup included the measure in his 1977 classic volume *Human Needs and Satisfaction: A Global Survey*, and it has been tracked in Gallup's World Poll since 2005.

## Job Market

As leaders seek to attract and retain talent, understanding more about employee perceptions of the job climate and why employees choose to join or leave an organization is critical. Employers can evaluate how these topics relate to their own organizational culture to create strategies for attracting top talent and keeping their star employees from being wooed away.

Learn more about Gallup's research on employee retention and attraction topics, as well as employee perceptions of their current job climate, on the [Employee Retention & Attraction Workplace Indicators webpage](#).

## Age, Gender, Management Level and Work Location

Global and regional data are cut by age, gender and management level to provide additional insights into the reported data. Global data are also cut by work location, which is only provided for those employees working full time (30 hours or more per week).

## Gallup's Global Indicators

Gallup's global indicators of workplace performance and societal health track progress on what matters most in workplaces and to societies at large.

Visit Gallup's [Global Indicators webpage](#) for the latest indicators on employee engagement, wellbeing and daily negative emotions, employee retention and the job market, and other workplace topics to help leaders more effectively engage, manage and retain star employees.

[Sign up on Gallup.com](#) to receive updates when Gallup publishes new indicators.

## Calculating the Cost of Not Engaged and Actively Disengaged Employees

Gallup estimates the annual cost of "not engaged" and "actively disengaged" employees in a three-step process. First, Gallup applies a proprietary formula to the Q<sup>12</sup> survey results to calculate the percentage of engaged, not engaged and actively disengaged employees. Assigning employees into these three categories is based on historical data from Gallup's global employee database — guided by the relationship between a composite of the Q<sup>12</sup> engagement elements and performance outcomes. Gallup and industry experts in academia have published numerous technical studies, including many iterations of meta-analysis, substantiating the relationship between employee engagement and a variety of performance outcomes (Judge et al., 2001; Harter et al., 2002; Harrison et al., 2006; Whitman et al., 2010; Harter et al., 2010; Edmons, 2012; Mackay et al., 2017; Harter et al., 2020a-2020b). These published meta-analytic estimates are combined to estimate the true score correlation of employee engagement and productivity.

Next, widely used published statistical guides (standard utility analysis methods) are used to estimate economic value (Hunter & Schmidt, 1983; Casio, 1996).

Standard utility analysis estimates include three general inputs:

- 1) the predictive relationship between employee engagement and productivity
- 2) the standard deviation of the economic value of productivity
- 3) the standard score increase in the independent variable (in this case, the standard score increase in employee engagement if not engaged and actively disengaged workers were to become engaged)

The standard deviation of the percent increase in output is conservatively estimated (the standard deviation as a percentage of mean output across moderate job skill levels — less skilled to semi-skilled). Each country's Gross Domestic Product (GDP) is divided by the total number of workers who work for an organization to yield an estimated per person worth of goods or services per worker. Applying standard utility analysis methods, Gallup researchers calculate the percentage increase in output per worker attributable to not engaged or actively disengaged workers becoming engaged (Hunter & Schmidt, 1996). The percent increase in output is a function of the relationship between engagement and productivity and the assumed increase in standard score units in engagement. This percentage increase in output per worker, applied against the average per person GDP output figure, results in a per person gain which, multiplied by the number of workers, results in the overall estimate. These estimates are calculated for each country where data are available and then summed across countries.

Multiple methods of estimating the economic value of lost productivity have resulted in similar figures in the past two decades. These cost estimates do not add together the economic value of separate worker outcomes that are related to the engagement of workers, including safety, turnover, theft and healthcare costs. Individual outcomes such as these have overlapping cost impacts — some are included in GDP and some, such as opportunity costs, are not. Therefore, the cost estimates should be considered conservative.

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