GALLUP®

State of the Global Workplace

The Human Side of the AI Revolution

2026 REPORT



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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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.[1] 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.[2]

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

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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.

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The world's employee engagement has dropped to 20% from its peak in 2022 of 23%, with a margin of error of less than ±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[3] 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.

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

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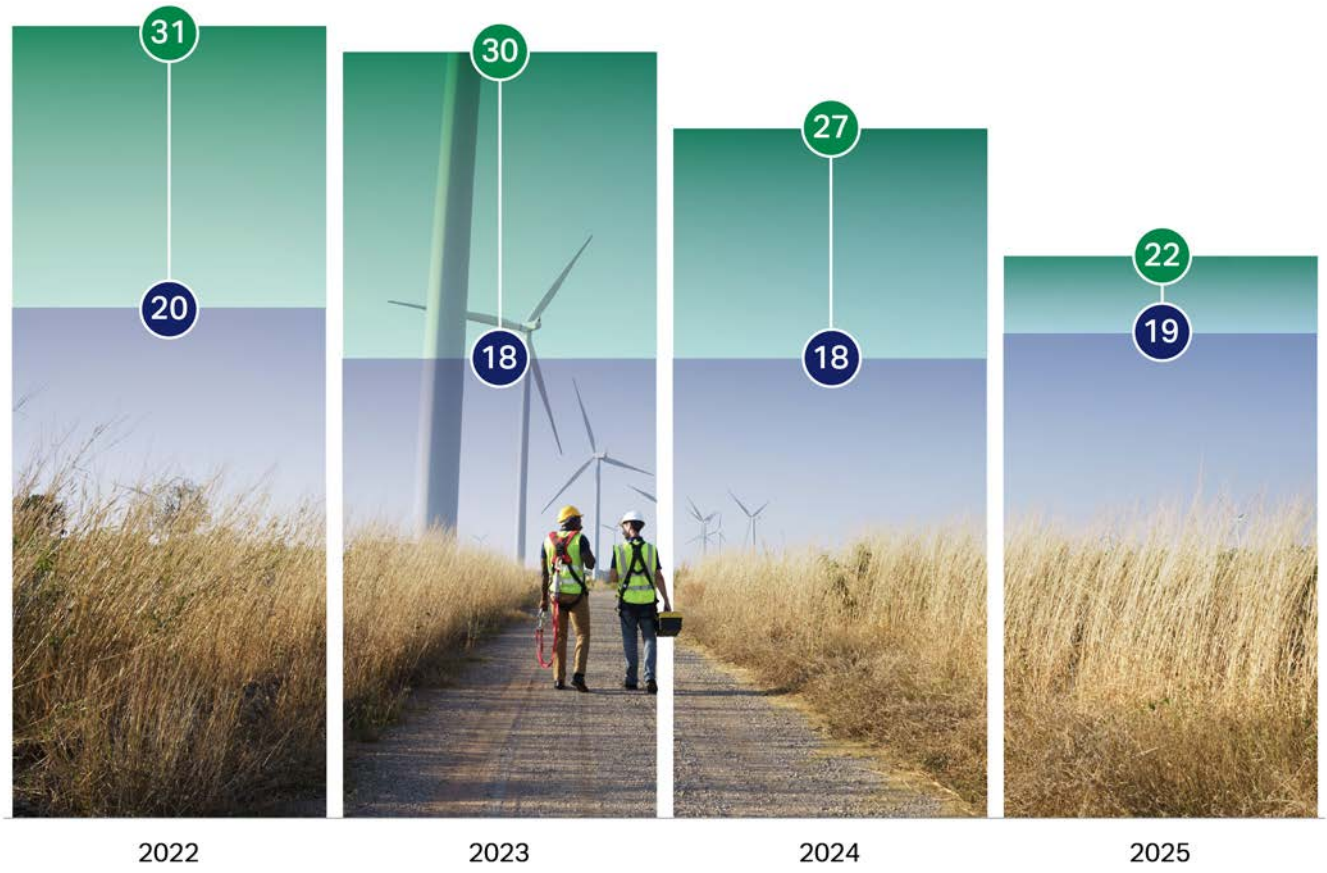
The Shrinking Perk of Being a Manager

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

Global Engagement by Role

% Engaged

● Manager ● Non-manager



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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.[4] 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.

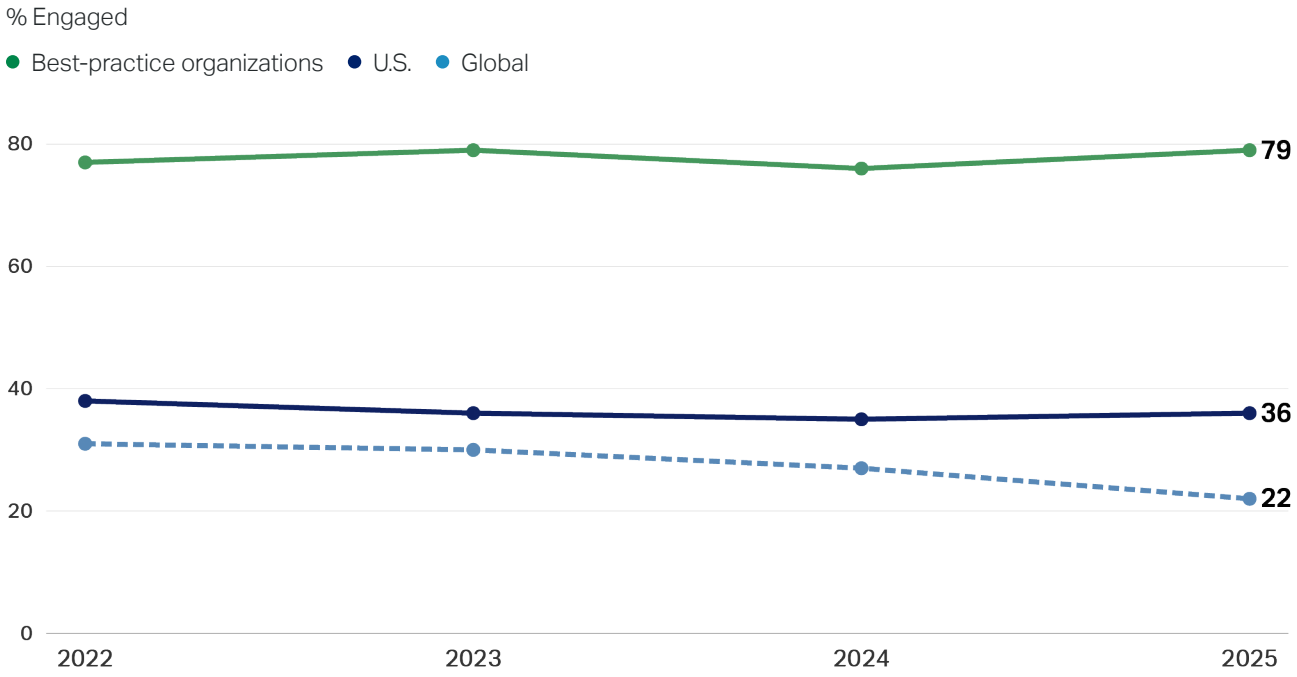
Declining manager engagement is by no means inevitable.

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)

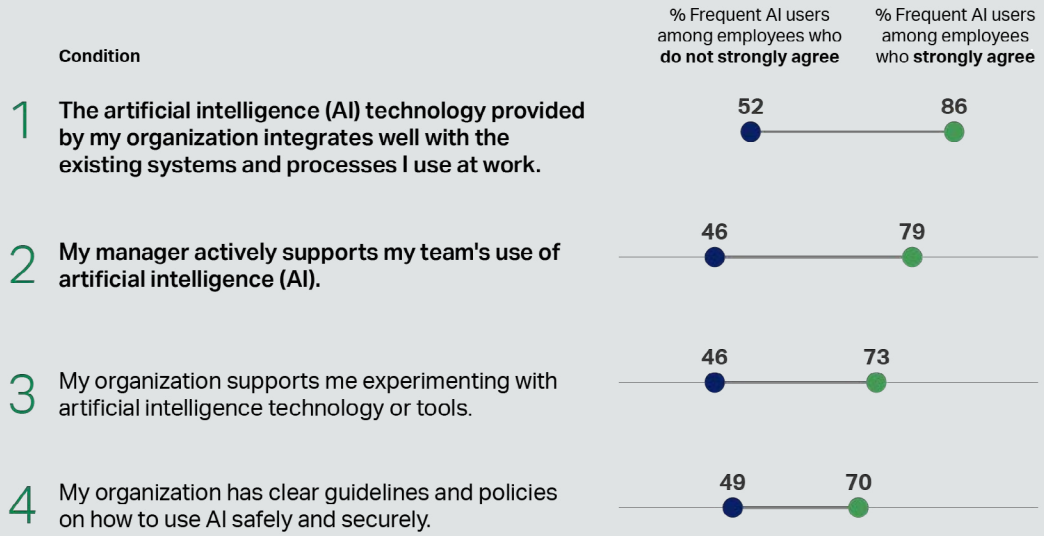


4 Top IT firms add just 17 staff in nine months, hiring nearly freezes. (2026, January 17). *The Economic Times*. https://economictimes.indiatimes.com/jobs/hr-policies-trends/top-it-firms-add-just-17-staff-in-nine-months-hiring-nearly-freezes/articleshow/126606856.cms

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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.

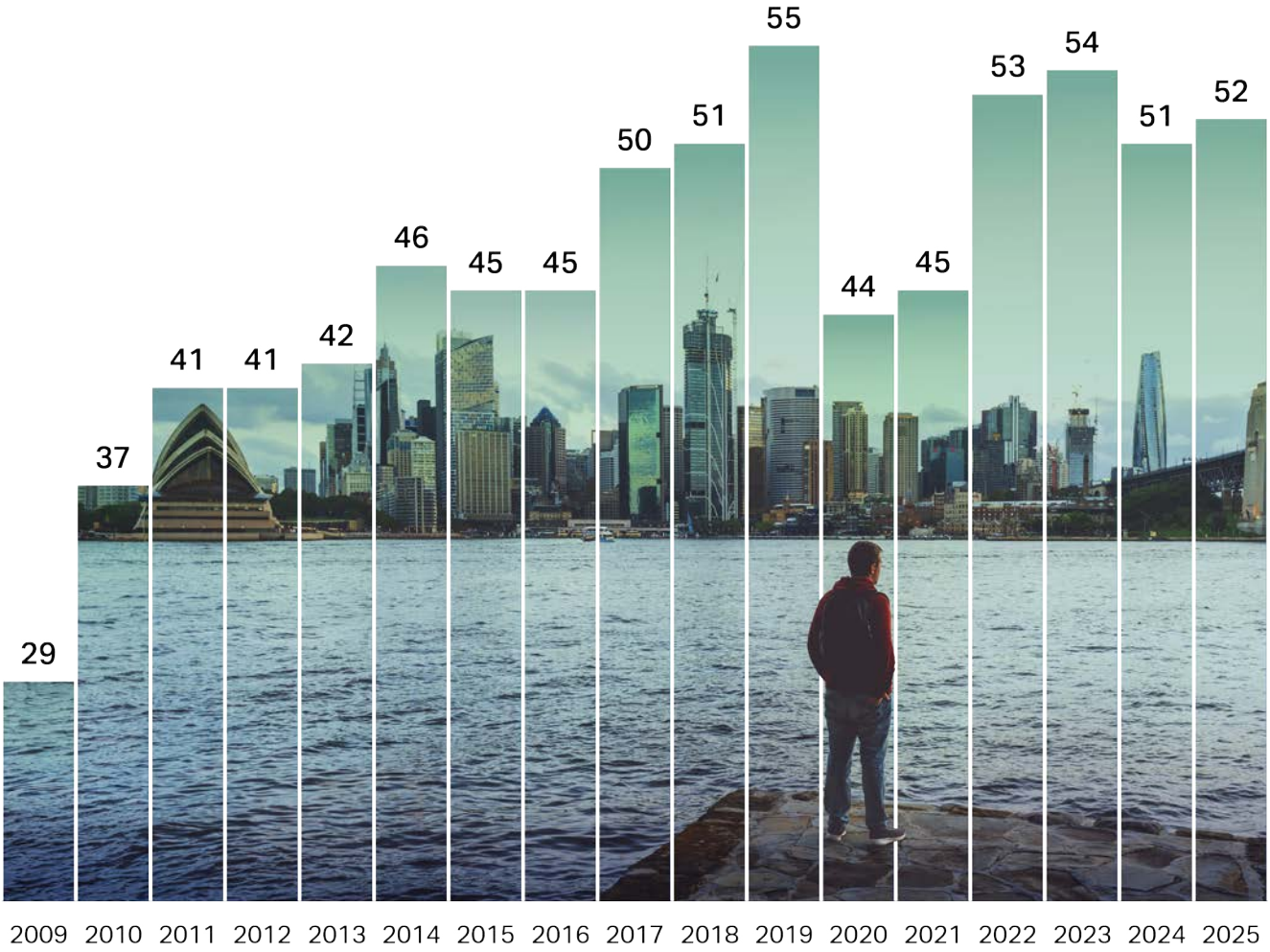
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The Future of Jobs

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



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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 ±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.[5]



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.[6] 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,[7] 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

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.

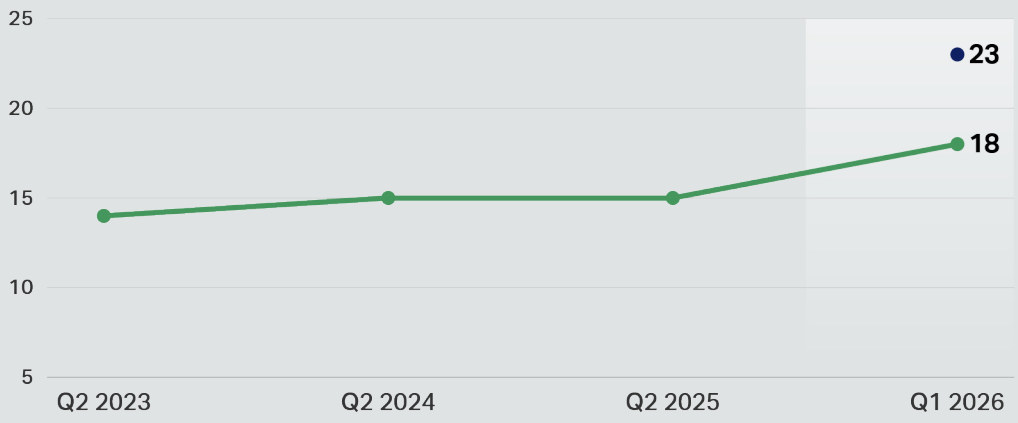
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U.S. data show concerns about AI-related job losses are rising.

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



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.

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Managing the Emotional Workplace

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

Global Life Evaluation

% Thriving



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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.



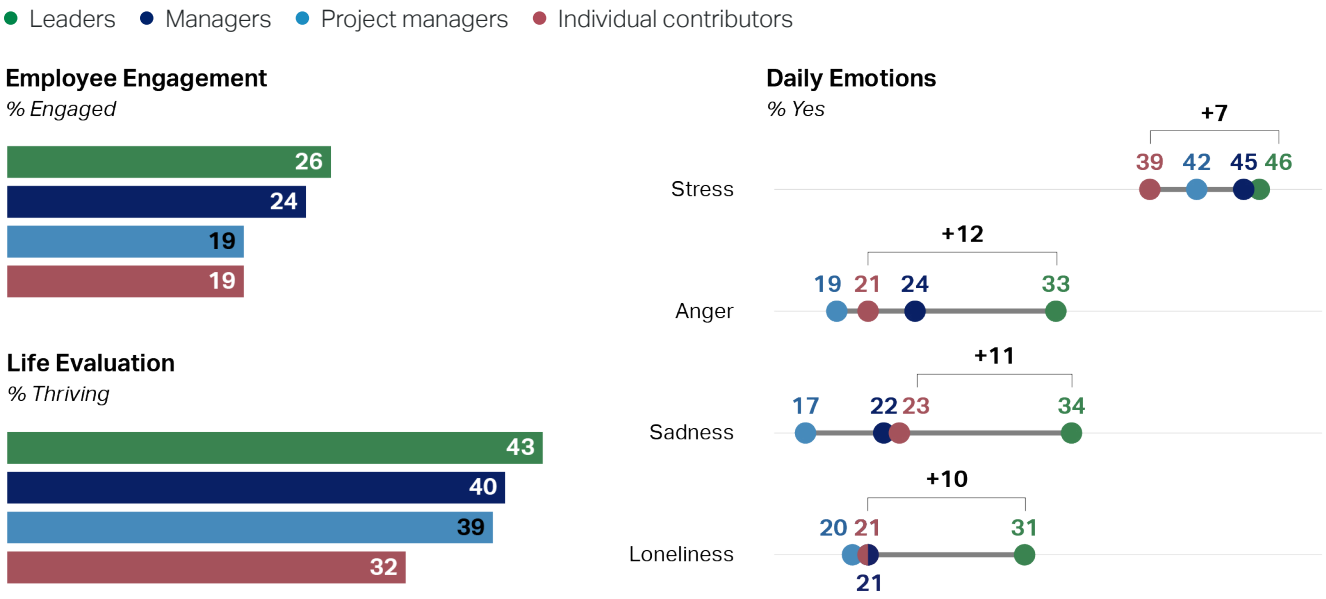
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Leaders have higher life evaluations but worse days than those they lead.

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



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.

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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

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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

Job Market

JOB CLIMATE

Good time to find a job

52% 1

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Employee Engagement

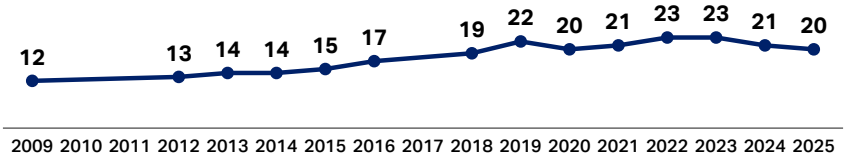
Gallup Q¹² items; see "Appendix 3: Support Information" for item wording.

ENGAGED	NOT ENGAGED	ACTIVELY DISENGAGED
20%	64%	16%

% ENGAGED

Global

20%



Gender

21% Female

19% Male

Age

19% <35 years old

21% ≥35 years old

Job Level

22% Manager

19% Individual contributor

Work Location

30% Exclusively remote

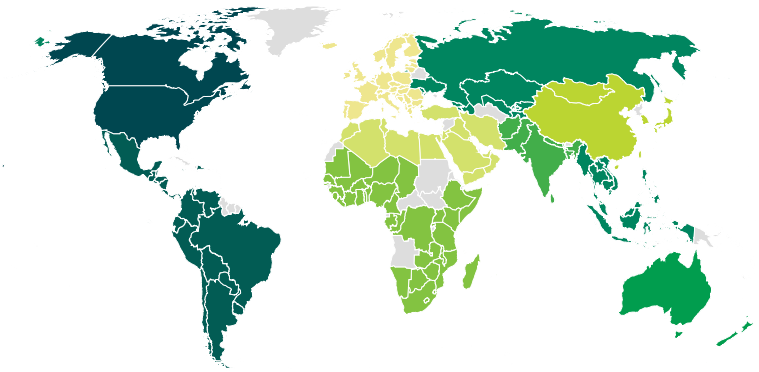
25% Hybrid

24% On-site remote-capable

17% On-site non-remote-capable

Regional Ranking

		% Engaged	
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



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Life Evaluation

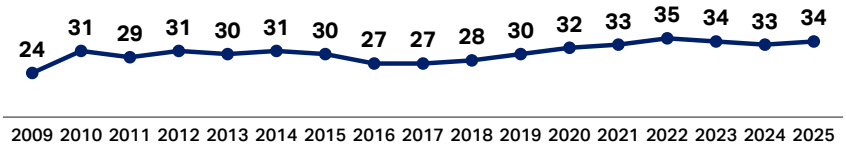
Please imagine a ladder with steps numbered from zero at the bottom to 10 at the top. Suppose we say that the top of the ladder represents the best possible life for you, and the bottom of the ladder represents the worst possible life for you. On which step of the ladder would you say you personally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

37% Female

33% Male

Age

34% <35 years old

35% ≥35 years old

Job Level

40% Manager

32% Individual contributor

Work Location

33% Exclusively remote

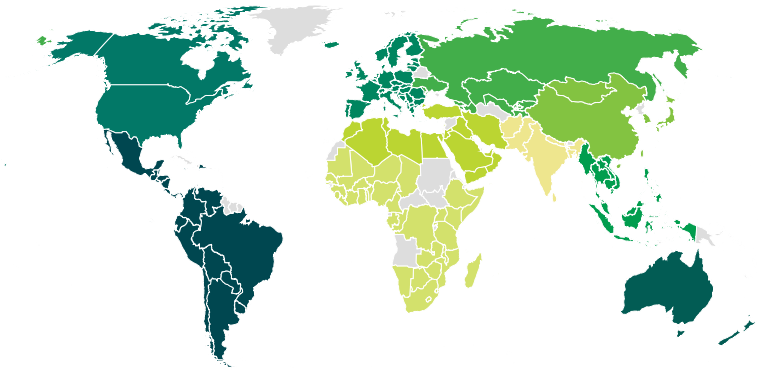
45% Hybrid

45% On-site remote-capable

32% On-site non-remote-capable

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



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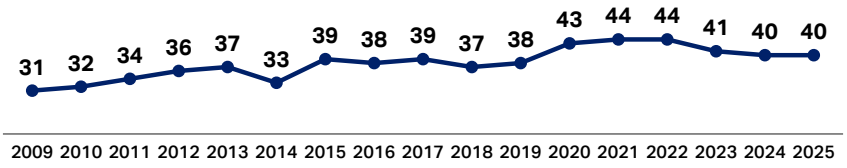
Daily Stress

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

% YES

Global

40%



Gender

43% Female

39% Male

Age

42% <35 years old

40% ≥35 years old

Job Level

45% Manager

39% Individual contributor

Work Location

41% Exclusively remote

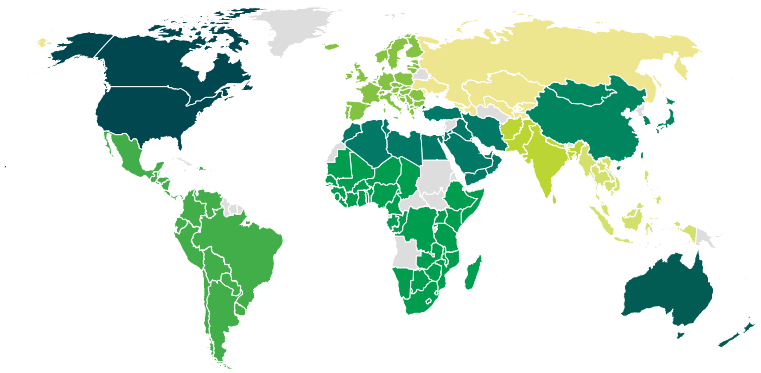
46% Hybrid

46% On-site remote-capable

39% On-site non-remote-capable

Regional Ranking

		% Yes	
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



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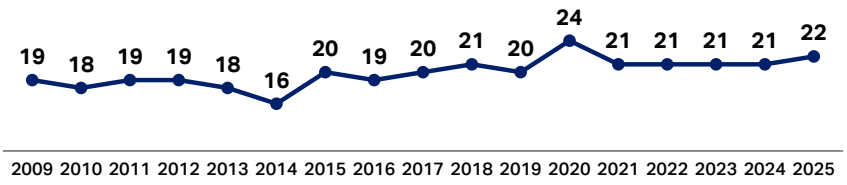
Daily Anger

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

% YES

Global

22%



Gender

22% Female

22% Male

Age

23% <35 years old

22% ≥35 years old

Job Level

25% Manager

21% Individual contributor

Work Location

25% Exclusively remote

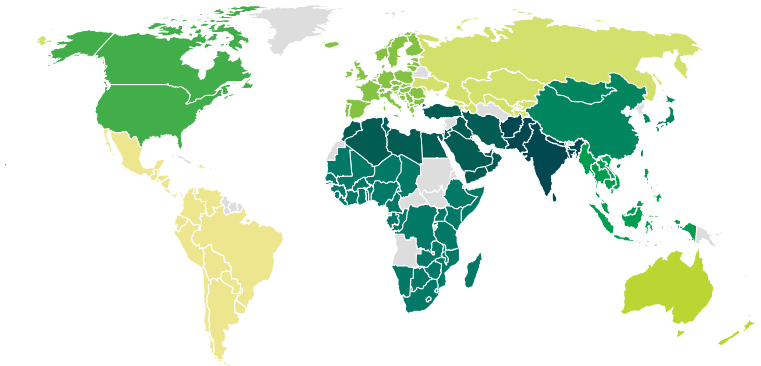
23% Hybrid

22% On-site remote-capable

22% On-site non-remote-capable

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



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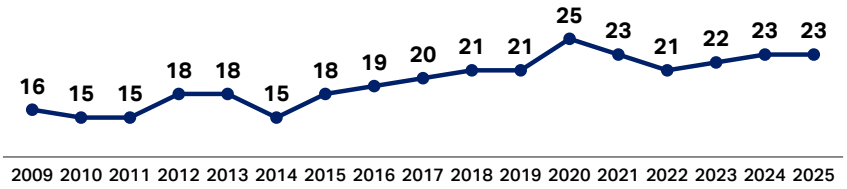
Daily Sadness

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

% YES

Global

23%



Gender

24% Female

23% Male

Age

23% <35 years old

24% ≥35 years old

Job Level

23% Manager

23% Individual contributor

Work Location

30% Exclusively remote

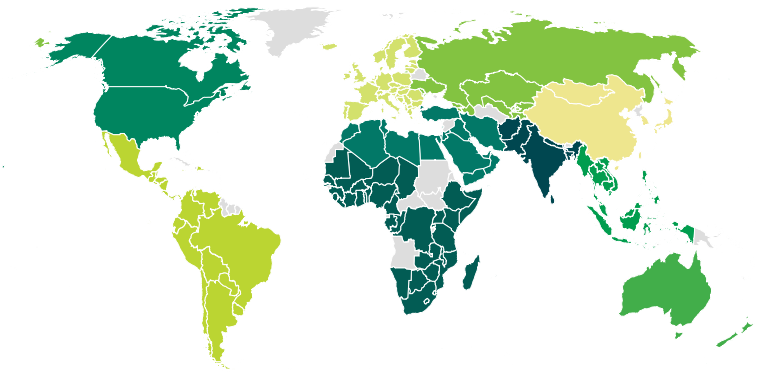
24% Hybrid

20% On-site remote-capable

22% On-site non-remote-capable

Regional Ranking

		% Yes	
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



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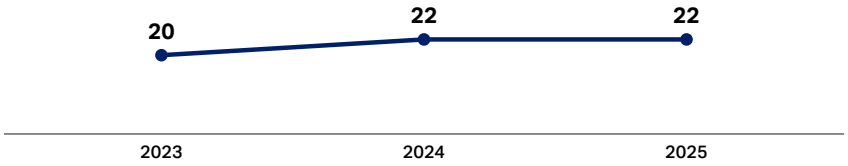
Daily Loneliness

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

% YES

Global

22%



Gender

21% Female

22% Male

Age

23% <35 years old

21% ≥35 years old

Job Level

23% Manager

21% Individual contributor

Work Location

24% Exclusively remote

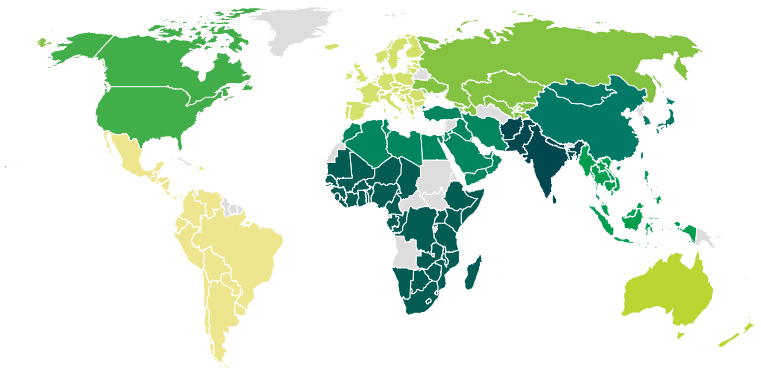
24% Hybrid

18% On-site remote-capable

21% On-site non-remote-capable

Regional Ranking

		% 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



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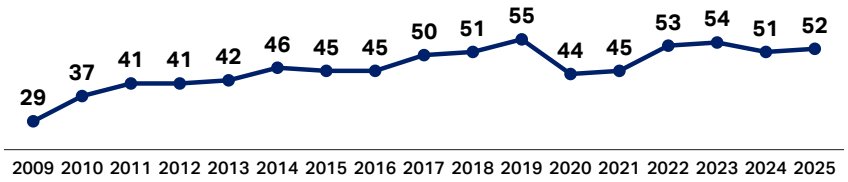
Job Climate

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

52% Female

52% Male

Age

51% <35 years old

53% ≥35 years old

Job Level

57% Manager

49% Individual contributor

Work Location

49% Exclusively remote

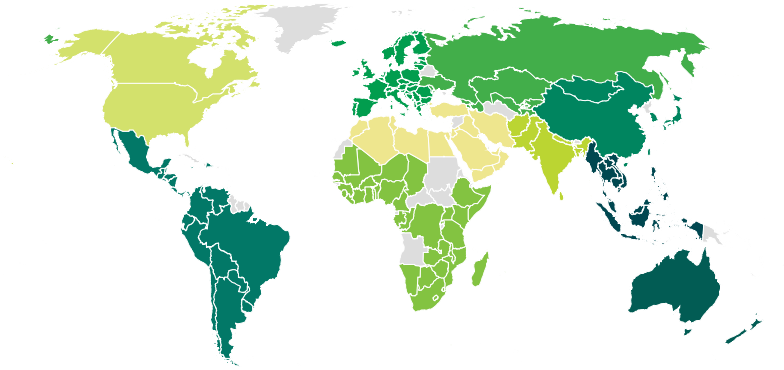
56% Hybrid

44% On-site remote-capable

52% On-site non-remote-capable

Regional Ranking

		% Good Time	
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



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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

See Country/Territory Trend Lines

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.

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Employee Engagement

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

ENGAGED	NOT ENGAGED	ACTIVELY DISENGAGED
Regional		
31%	52%	17%
Global		
20%	64%	16%

Engaged

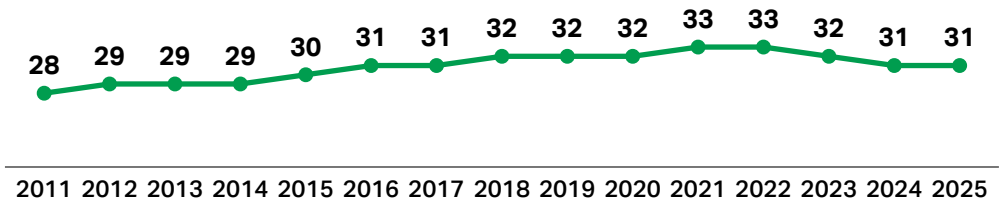
% ENGAGED

Regional

31%

Global

20%



Gender

34% Female

29% Male

Age

31% <35 years old

31% ≥35 years old

Job Level

34% Manager

30% Individual contributor

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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

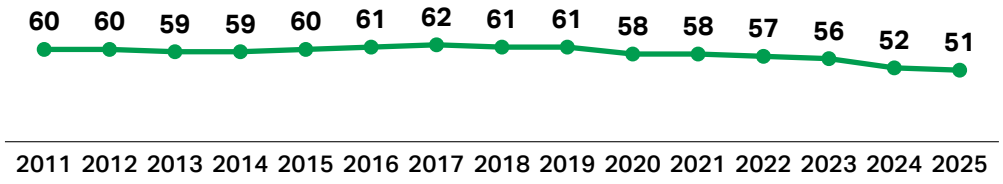
% THRIVING

Regional

51%

Global

34%



Gender

50% Female

52% Male

Age

47% <35 years old

53% ≥35 years old

Job Level

58% Manager

48% Individual contributor

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Daily Stress

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

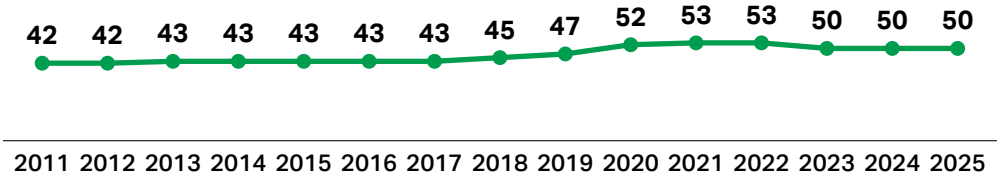
% YES

Regional

50%

Global

40%



Gender

55% Female

45% Male

Age

59% <35 years old

46% ≥35 years old

Job Level

53% Manager

50% Individual contributor

Daily Anger

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

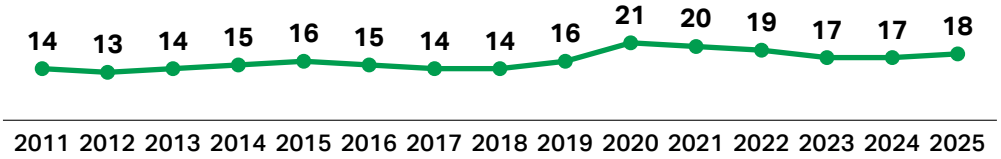
% YES

Regional

18%

Global

22%



Gender

19% Female

17% Male

Age

22% <35 years old

16% ≥35 years old

Job Level

18% Manager

18% Individual contributor

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Daily Sadness

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

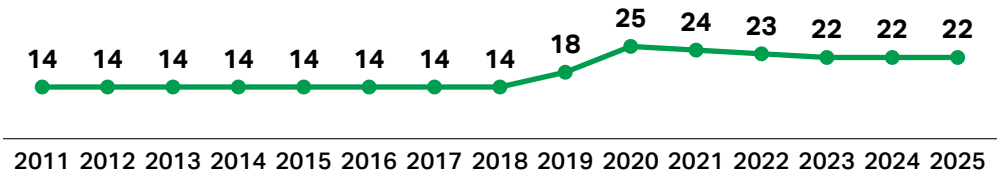
% YES

Regional

22%

Global

23%



Gender

25% Female

19% Male

Age

28% <35 years old

20% ≥35 years old

Job Level

20% Manager

23% Individual contributor

Daily Loneliness

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

% YES

Regional

19%

Global

22%

Gender

20% Female

18% Male

Age

26% <35 years old

16% ≥35 years old

Job Level

16% Manager

20% Individual contributor

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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?

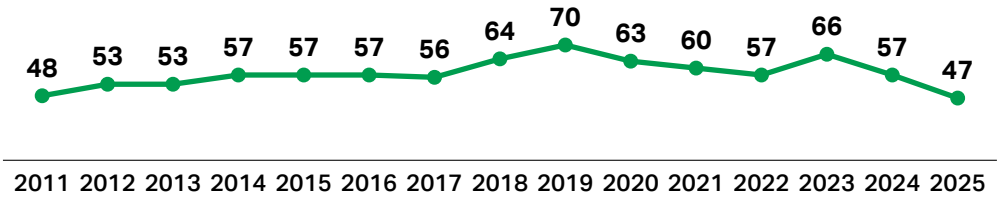
% GOOD TIME

Regional

47%

Global

52%



Gender

44% Female

49% Male

Age

37% <35 years old

51% ≥35 years old

Job Level

49% Manager

46% Individual contributor

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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

See Country/Territory Trend Lines

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.

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Employee Engagement

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

ENGAGED	NOT ENGAGED	ACTIVELY DISENGAGED
Regional		
30%	59%	11%
Global		
20%	64%	16%

Engaged

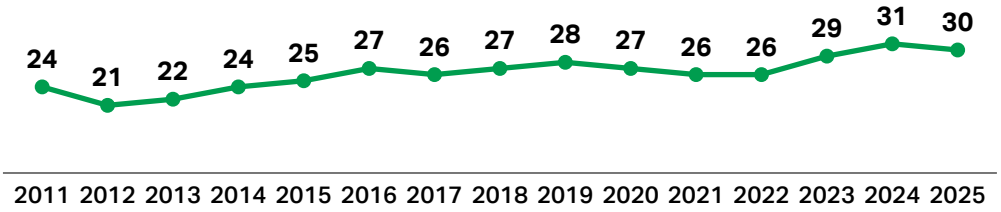
% ENGAGED

Regional

30%

Global

20%



Gender

32% Female

28% Male

Age

29% <35 years old

31% ≥35 years old

Job Level

38% Manager

27% Individual contributor

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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

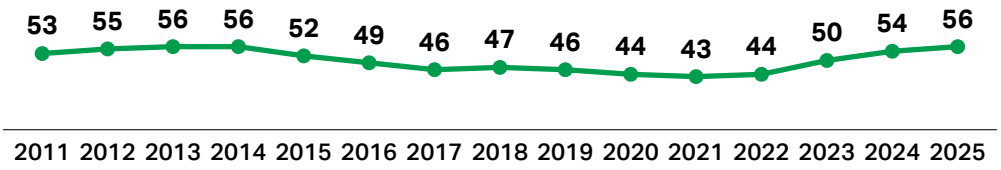
% THRIVING

Regional

56%

Global

34%



Gender

59% Female

54% Male

Age

59% <35 years old

53% ≥35 years old

Job Level

59% Manager

55% Individual contributor

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Daily Stress

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

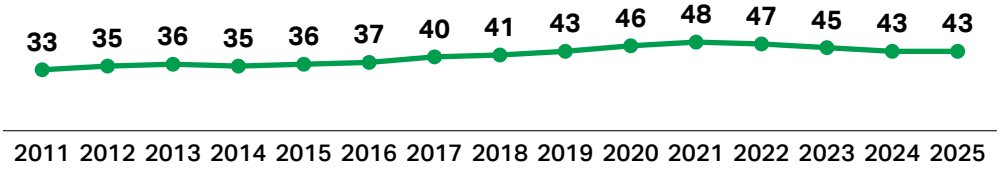
% YES

Regional

43%

Global

40%



Gender

49% Female

39% Male

Age

47% <35 years old

40% ≥35 years old

Job Level

46% Manager

42% Individual contributor

Daily Anger

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

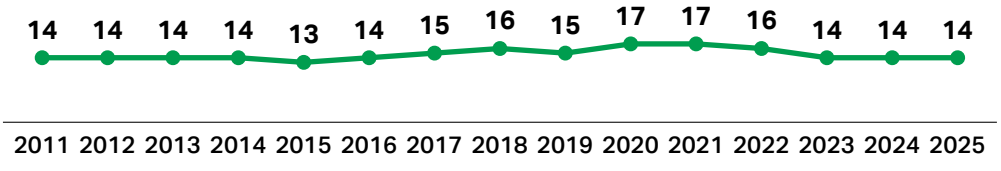
% YES

Regional

14%

Global

22%



Gender

17% Female

12% Male

Age

14% <35 years old

14% ≥35 years old

Job Level

15% Manager

14% Individual contributor

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Daily Sadness

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

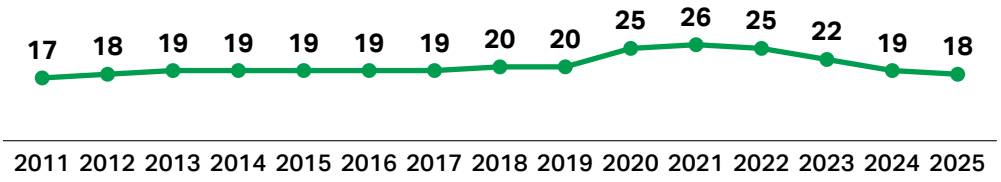
% YES

Regional

18%

Global

23%



Gender

22% Female

15% Male

Age

16% <35 years old

21% ≥35 years old

Job Level

20% Manager

18% Individual contributor

Daily Loneliness

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

% YES

Regional

12%

Global

22%

Gender

13% Female

11% Male

Age

10% <35 years old

14% ≥35 years old

Job Level

12% Manager

12% Individual contributor

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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?

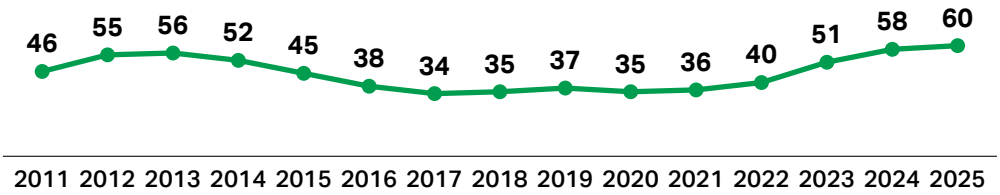
% GOOD TIME

Regional

60%

Global

52%



Gender

56% Female

62% Male

Age

62% <35 years old

57% ≥35 years old

Job Level

61% Manager

59% Individual contributor

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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

See Country/Territory Trend Lines

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.

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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

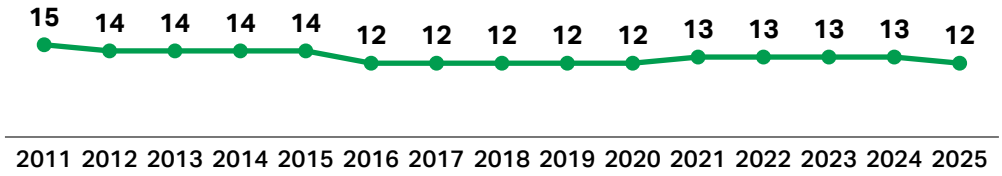
% ENGAGED

Regional

12%

Global

20%



Gender

13% Female

12% Male

Age

12% <35 years old

12% ≥35 years old

Job Level

16% Manager

10% Individual contributor

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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

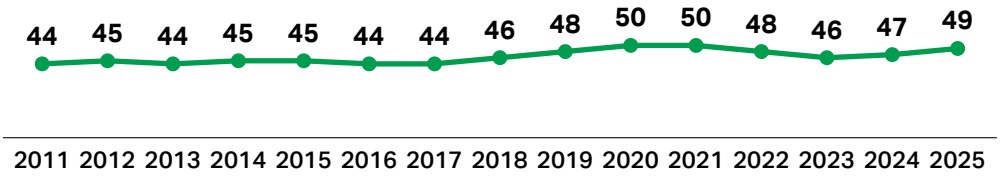
% THRIVING

Regional

49%

Global

34%



Gender

49% Female

49% Male

Age

53% <35 years old

47% ≥35 years old

Job Level

53% Manager

46% Individual contributor

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Daily Stress

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

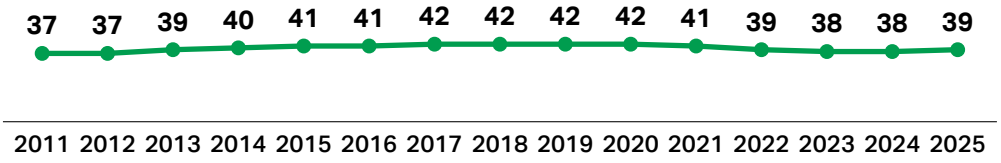
% YES

Regional

39%

Global

40%



Gender

40% Female

37% Male

Age

43% <35 years old

37% ≥35 years old

Job Level

40% Manager

38% Individual contributor

Daily Anger

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

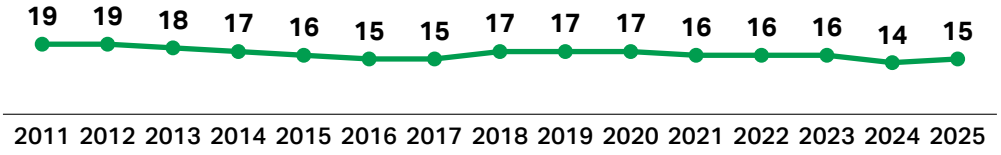
% YES

Regional

15%

Global

22%



Gender

15% Female

14% Male

Age

16% <35 years old

14% ≥35 years old

Job Level

15% Manager

14% Individual contributor

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Daily Sadness

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

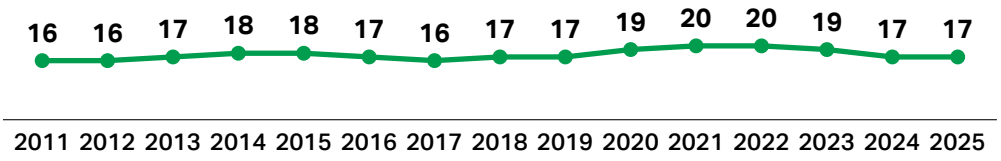
% YES

Regional

17%

Global

23%



Gender

19% Female

16% Male

Age

17% <35 years old

17% ≥35 years old

Job Level

17% Manager

18% Individual contributor

Daily Loneliness

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

% YES

Regional

13%

Global

22%

Gender

13% Female

13% Male

Age

14% <35 years old

13% ≥35 years old

Job Level

13% Manager

13% Individual contributor

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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?

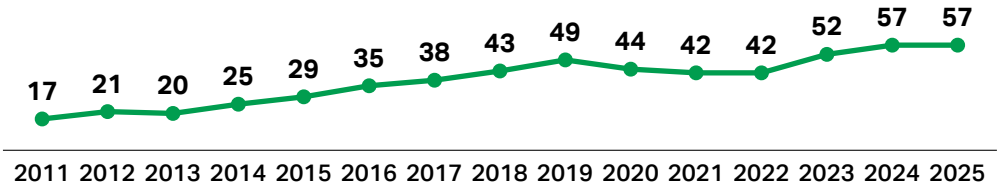
% GOOD TIME

Regional

57%

Global

52%



Gender

56% Female

57% Male

Age

59% <35 years old

56% ≥35 years old

Job Level

59% Manager

56% Individual contributor

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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

See Country/Territory Trend Lines

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%.

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Employee Engagement

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

ENGAGED	NOT ENGAGED	ACTIVELY DISENGAGED
Regional		
25%	60%	15%
Global		
20%	64%	16%

Engaged

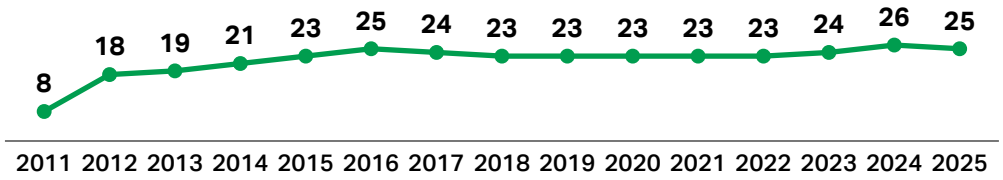
% ENGAGED

Regional

25%

Global

20%



Gender

27% Female

23% Male

Age

24% <35 years old

25% ≥35 years old

Job Level

31% Manager

22% Individual contributor

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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

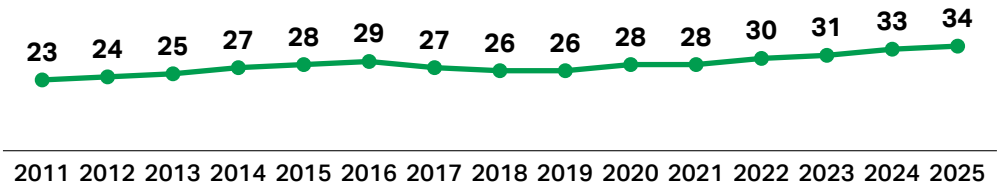
% THRIVING

Regional

34%

Global

34%



Gender

36% Female

33% Male

Age

39% <35 years old

32% ≥35 years old

Job Level

42% Manager

31% Individual contributor

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Daily Stress

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

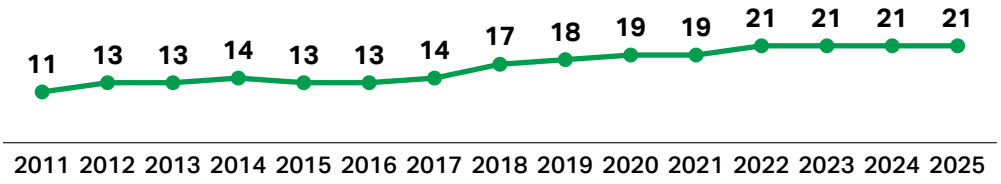
% YES

Regional

21%

Global

40%



Gender

25% Female

18% Male

Age

26% <35 years old

18% ≥35 years old

Job Level

23% Manager

20% Individual contributor

Daily Anger

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

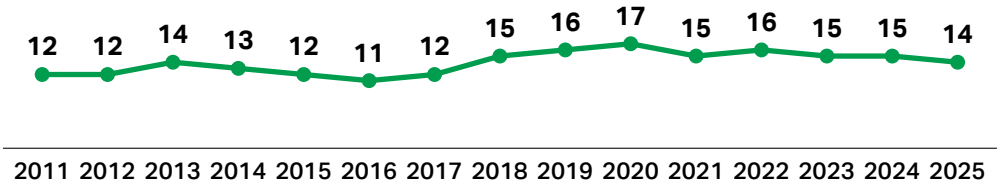
% YES

Regional

14%

Global

22%



Gender

15% Female

13% Male

Age

16% <35 years old

13% ≥35 years old

Job Level

14% Manager

14% Individual contributor

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Daily Sadness

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

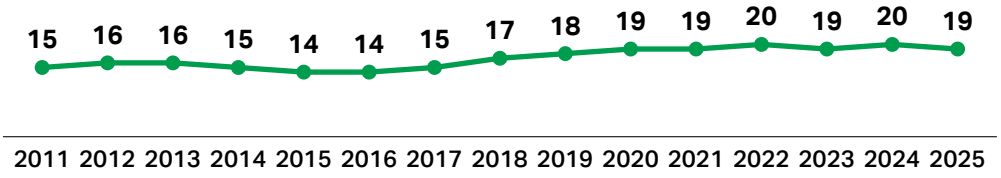
% YES

Regional

19%

Global

23%



Gender

24% Female

15% Male

Age

16% <35 years old

21% ≥35 years old

Job Level

18% Manager

20% Individual contributor

Daily Loneliness

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

% YES

Regional

16%

Global

22%

Gender

17% Female

15% Male

Age

14% <35 years old

16% ≥35 years old

Job Level

13% Manager

17% Individual contributor

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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?

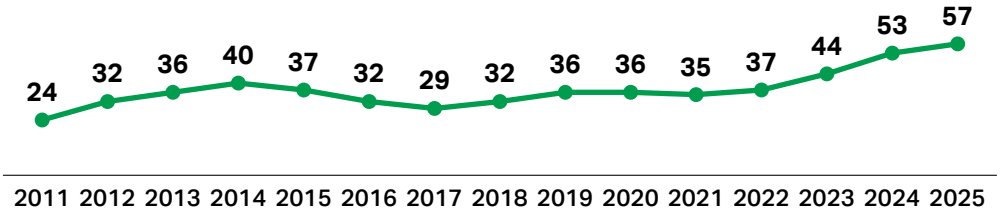
% GOOD TIME

Regional

57%

Global

52%



Gender

57% Female

56% Male

Age

60% <35 years old

55% ≥35 years old

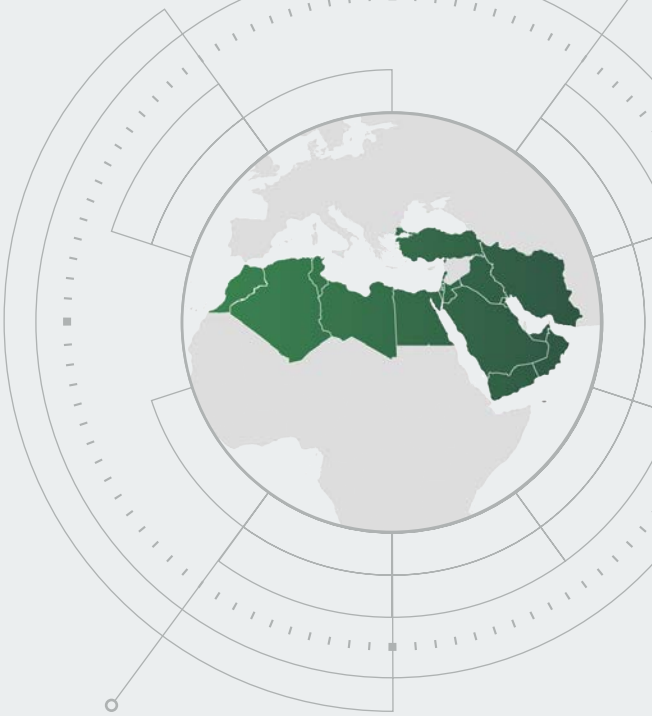
Job Level

59% Manager

55% Individual contributor

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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

See Country/Territory Trend Lines

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.

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Employee Engagement

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

ENGAGED	NOT ENGAGED	ACTIVELY DISENGAGED
Regional		
14%	61%	25%
Global		
20%	64%	16%

Engaged

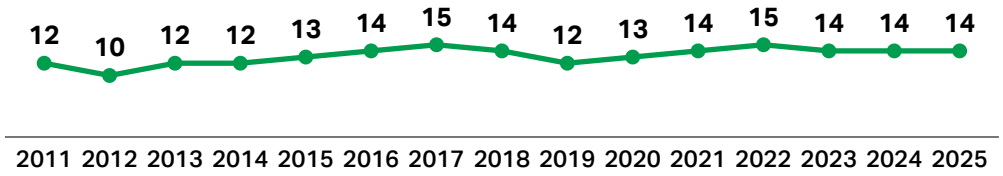
% ENGAGED

Regional

14%

Global

20%



Gender

15% Female

14% Male

Age

14% <35 years old

14% ≥35 years old

Job Level

23% Manager

11% Individual contributor

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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

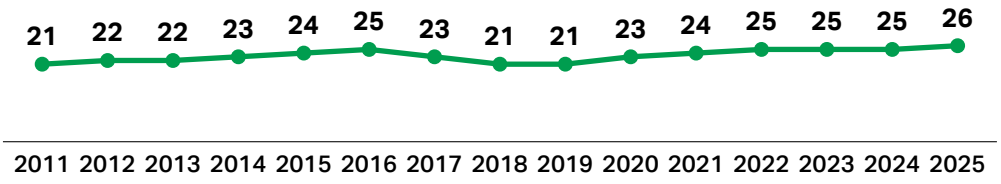
% THRIVING

Regional

26%

Global

34%



Gender

32% Female

24% Male

Age

27% <35 years old

25% ≥35 years old

Job Level

36% Manager

22% Individual contributor

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Daily Stress

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

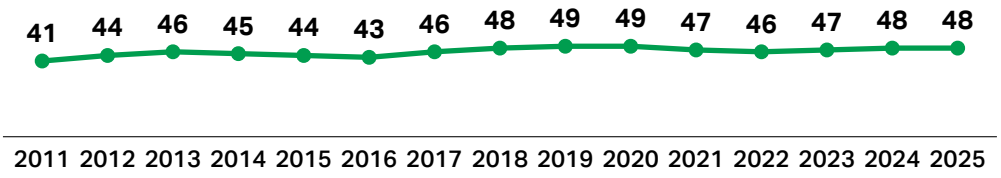
% YES

Regional

48%

Global

40%



Gender

52% Female

47% Male

Age

44% <35 years old

53% ≥35 years old

Job Level

46% Manager

49% Individual contributor

Daily Anger

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

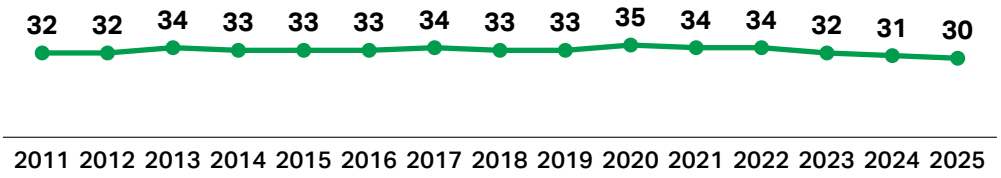
% YES

Regional

30%

Global

22%



Gender

31% Female

29% Male

Age

29% <35 years old

31% ≥35 years old

Job Level

29% Manager

30% Individual contributor

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Daily Sadness

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

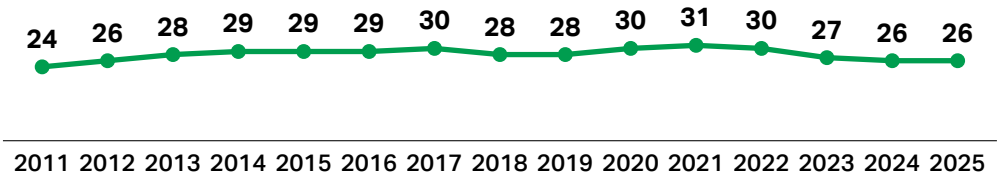
% YES

Regional

26%

Global

23%



Gender

30% Female

25% Male

Age

25% <35 years old

28% ≥35 years old

Job Level

26% Manager

26% Individual contributor

Daily Loneliness

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

% YES

Regional

22%

Global

22%

Gender

25% Female

21% Male

Age

22% <35 years old

21% ≥35 years old

Job Level

22% Manager

21% Individual contributor

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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?

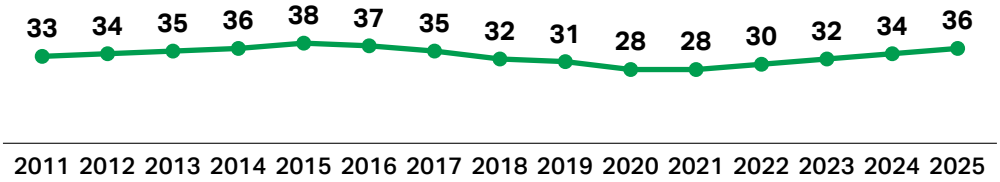
% GOOD TIME

Regional

36%

Global

52%



Gender

37% Female

36% Male

Age

37% <35 years old

35% ≥35 years old

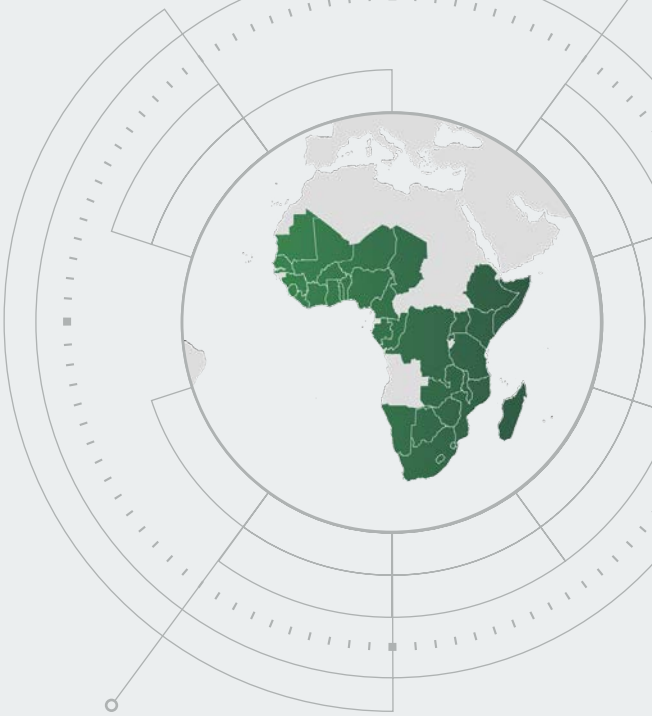
Job Level

46% Manager

32% Individual contributor

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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% 0

NOT ENGAGED
63% 1

ACTIVELY DISENGAGED
18% 0

Life Evaluation

THRIVING
18% 0

STRUGGLING
73% 1

SUFFERING
9% -1

Daily Emotions

Emotions experienced during a lot of the previous day

STRESS
46% -1

ANGER
25% -1

SADNESS
28% -1

LONELINESS
28%

Job Market

JOB CLIMATE
Good time to find a job
50% 1

See Country/Territory Trend Lines

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.

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Employee Engagement

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

ENGAGED	NOT ENGAGED	ACTIVELY DISENGAGED
Regional		
19%	63%	18%
Global		
20%	64%	16%

Engaged

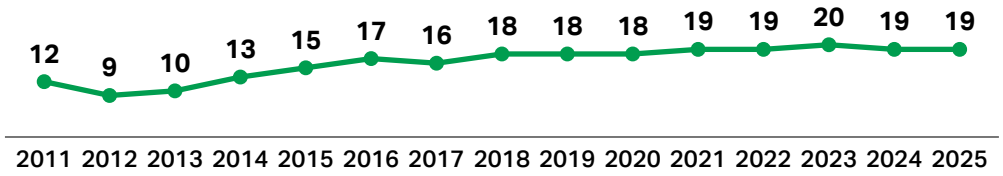
% ENGAGED

Regional

19%

Global

20%



Gender

17% Female

21% Male

Age

19% <35 years old

20% ≥35 years old

Job Level

24% Manager

17% Individual contributor

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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

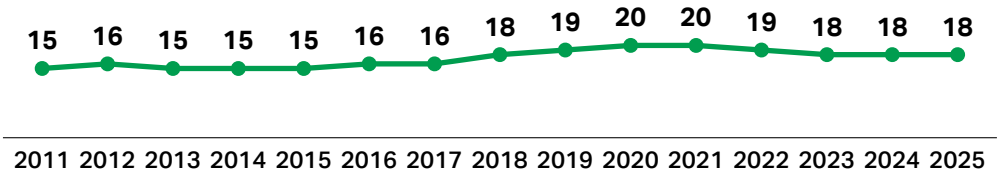
% THRIVING

Regional

18%

Global

34%



Gender

18% Female

18% Male

Age

17% <35 years old

19% ≥35 years old

Job Level

21% Manager

16% Individual contributor

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Daily Stress

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

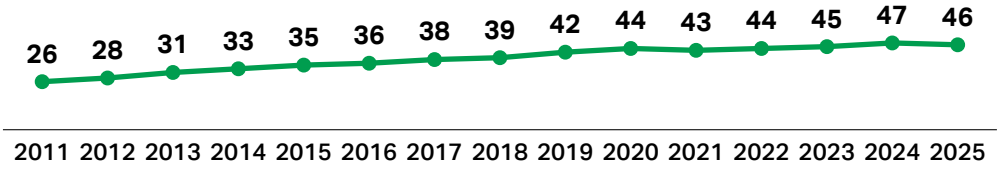
% YES

Regional

46%

Global

40%



Gender

47% Female

46% Male

Age

46% <35 years old

47% ≥35 years old

Job Level

46% Manager

47% Individual contributor

Daily Anger

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

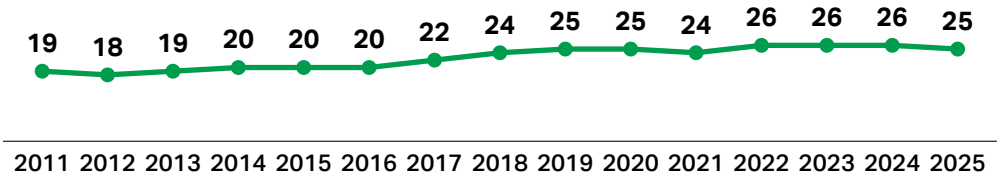
% YES

Regional

25%

Global

22%



Gender

26% Female

23% Male

Age

26% <35 years old

23% ≥35 years old

Job Level

25% Manager

24% Individual contributor

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Daily Sadness

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

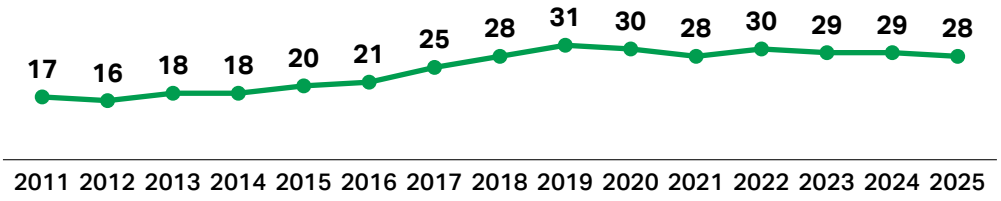
% YES

Regional

28%

Global

23%



Gender

30% Female

27% Male

Age

28% <35 years old

28% ≥35 years old

Job Level

29% Manager

27% Individual contributor

Daily Loneliness

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

% YES

Regional

28%

Global

22%

Gender

29% Female

27% Male

Age

29% <35 years old

26% ≥35 years old

Job Level

29% Manager

27% Individual contributor

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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?

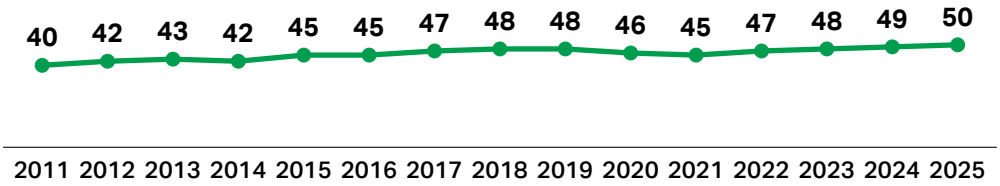
% GOOD TIME

Regional

50%

Global

52%



Gender

50% Female

49% Male

Age

52% <35 years old

46% ≥35 years old

Job Level

54% Manager

47% Individual contributor

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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

See Country/Territory Trend Lines

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.

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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

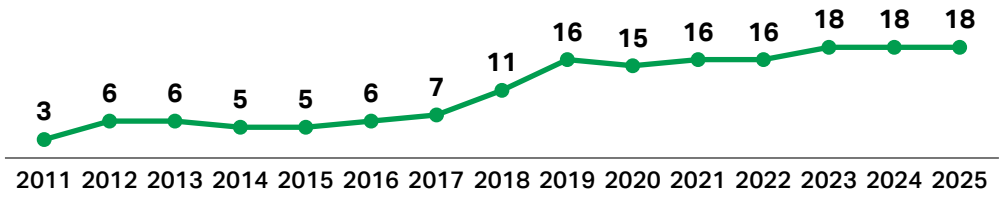
% ENGAGED

Regional

18%

Global

20%



Gender

19% Female

17% Male

Age

18% <35 years old

18% ≥35 years old

Job Level

24% Manager

13% Individual contributor

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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

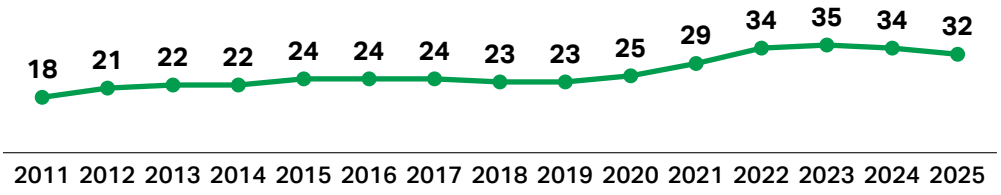
% THRIVING

Regional

32%

Global

34%



Gender

36% Female

29% Male

Age

29% <35 years old

34% ≥35 years old

Job Level

40% Manager

26% Individual contributor

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Daily Stress

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

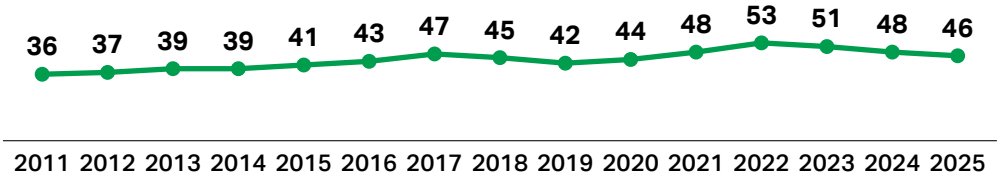
% YES

Regional

46%

Global

40%



Gender

43% Female

49% Male

Age

52% <35 years old

44% ≥35 years old

Job Level

47% Manager

45% Individual contributor

Daily Anger

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

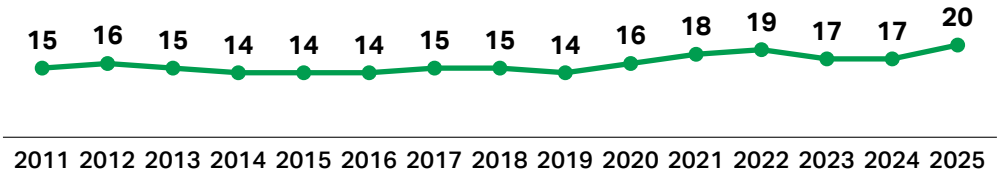
% YES

Regional

20%

Global

22%



Gender

20% Female

20% Male

Age

22% <35 years old

19% ≥35 years old

Job Level

22% Manager

18% Individual contributor

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Daily Sadness

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

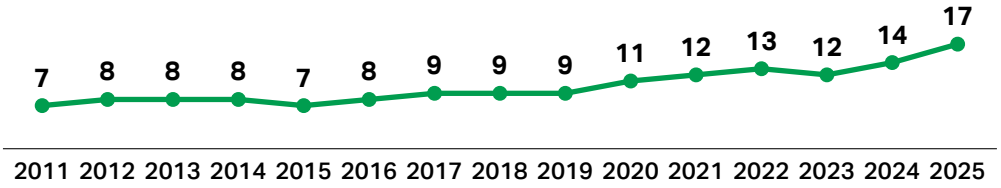
% YES

Regional

17%

Global

23%



Gender

16% Female

18% Male

Age

19% <35 years old

16% ≥35 years old

Job Level

18% Manager

15% Individual contributor

Daily Loneliness

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

% YES

Regional

23%

Global

22%

Gender

19% Female

25% Male

Age

27% <35 years old

21% ≥35 years old

Job Level

23% Manager

22% Individual contributor

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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?

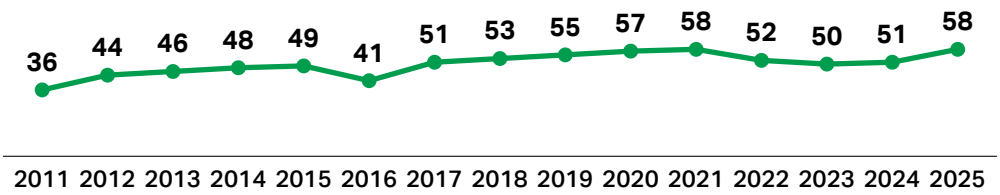
% GOOD TIME

Regional

58%

Global

52%



Gender

60% Female

56% Male

Age

56% <35 years old

59% ≥35 years old

Job Level

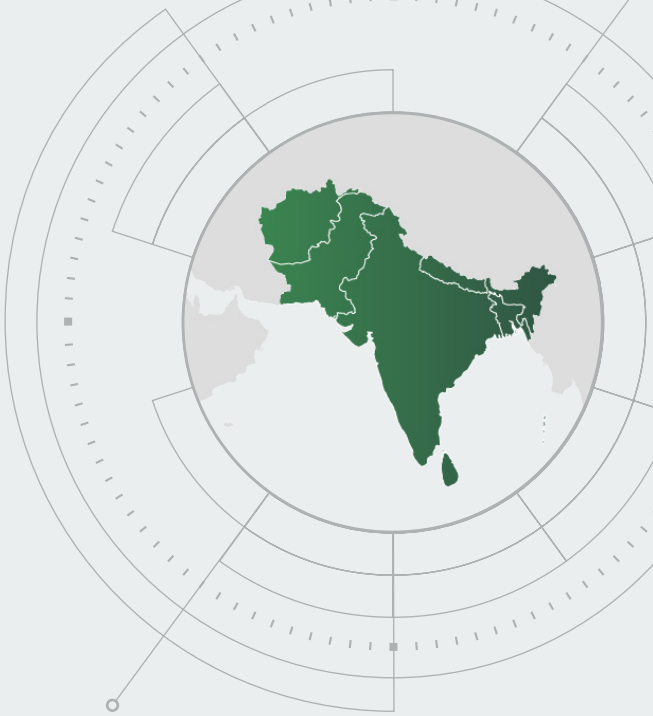
61% Manager

54% Individual contributor

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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

See Country/Territory Trend Lines

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.

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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

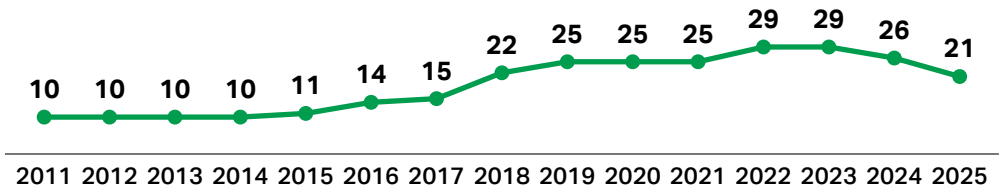
% ENGAGED

Regional

21%

Global

20%



Gender

22% Female

20% Male

Age

22% <35 years old

19% ≥35 years old

Job Level

29% Manager

17% Individual contributor

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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

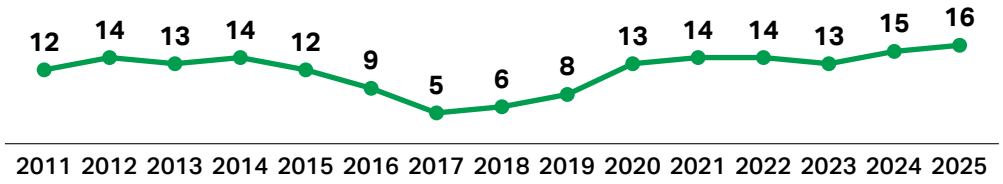
% THRIVING

Regional

16%

Global

34%



Gender

16% Female

16% Male

Age

16% <35 years old

15% ≥35 years old

Job Level

18% Manager

14% Individual contributor

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Daily Stress

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

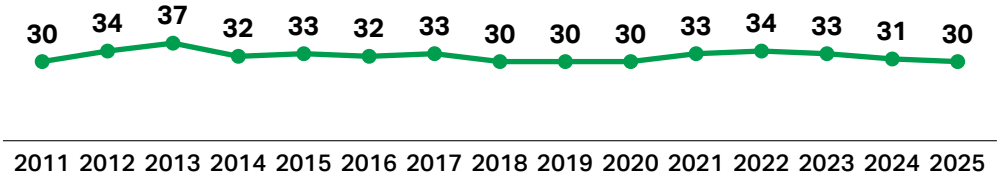
% YES

Regional

30%

Global

40%



Gender

31% Female

29% Male

Age

27% <35 years old

33% ≥35 years old

Job Level

31% Manager

30% Individual contributor

Daily Anger

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

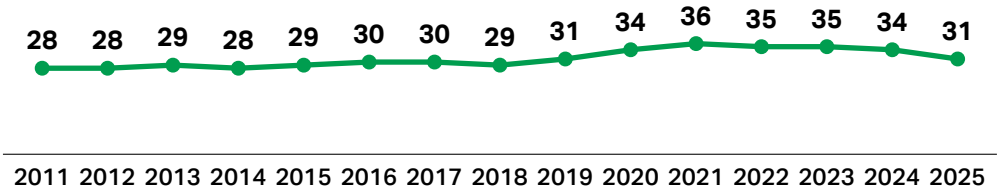
% YES

Regional

31%

Global

22%



Gender

34% Female

30% Male

Age

32% <35 years old

31% ≥35 years old

Job Level

35% Manager

29% Individual contributor

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Daily Sadness

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

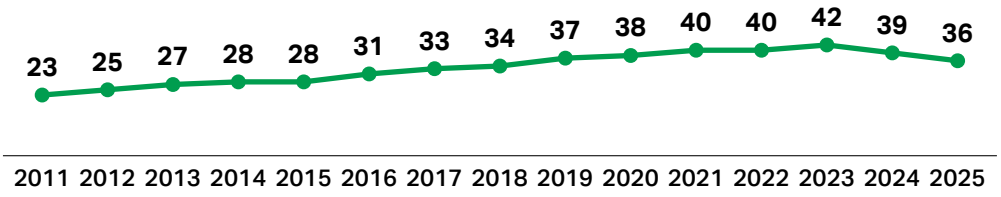
% YES

Regional

36%

Global

23%



Gender

42% Female

34% Male

Age

34% <35 years old

39% ≥35 years old

Job Level

41% Manager

34% Individual contributor

Daily Loneliness

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

% YES

Regional

28%

Global

22%

Gender

28% Female

28% Male

Age

28% <35 years old

28% ≥35 years old

Job Level

31% Manager

27% Individual contributor

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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?

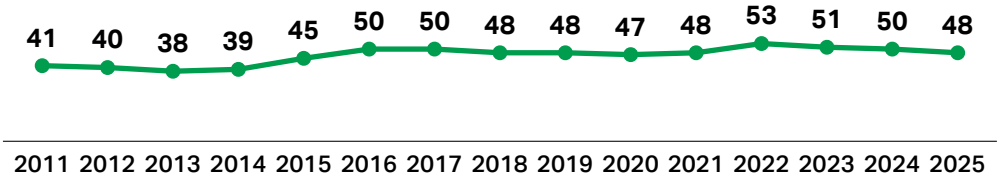
% GOOD TIME

Regional

48%

Global

52%



Gender

51% Female

47% Male

Age

48% <35 years old

48% ≥35 years old

Job Level

58% Manager

43% Individual contributor

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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

See Country/Territory Trend Lines

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.

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Employee Engagement

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

ENGAGED	NOT ENGAGED	ACTIVELY DISENGAGED
Regional		
25%	67%	8%
Global		
20%	64%	16%

Engaged

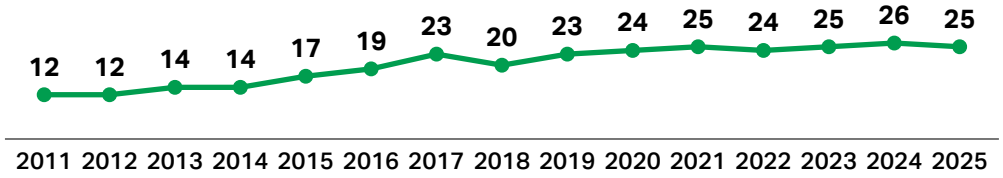
% ENGAGED

Regional

25%

Global

20%



Gender

22% Female

28% Male

Age

25% <35 years old

26% ≥35 years old

Job Level

34% Manager

22% Individual contributor

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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

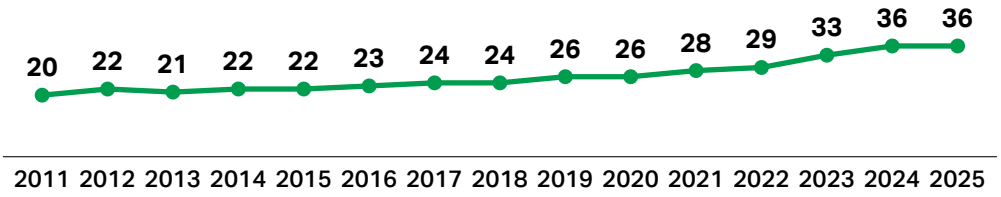
% THRIVING

Regional

36%

Global

34%



Gender

42% Female

32% Male

Age

39% <35 years old

34% ≥35 years old

Job Level

37% Manager

36% Individual contributor

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Daily Stress

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

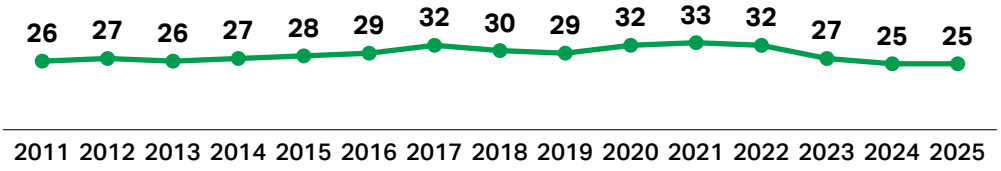
% YES

Regional

25%

Global

40%



Gender

28% Female

23% Male

Age

24% <35 years old

26% ≥35 years old

Job Level

30% Manager

23% Individual contributor

Daily Anger

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

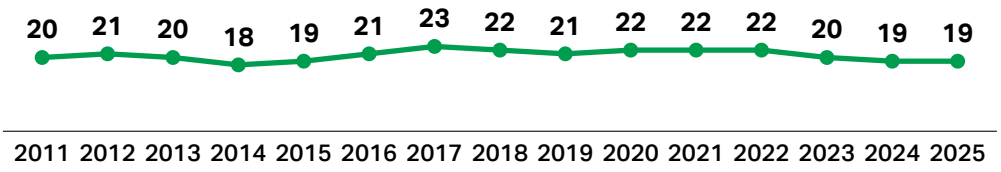
% YES

Regional

19%

Global

22%



Gender

22% Female

16% Male

Age

19% <35 years old

19% ≥35 years old

Job Level

24% Manager

17% Individual contributor

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Daily Sadness

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

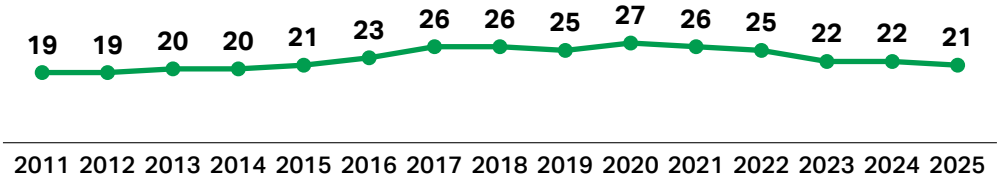
% YES

Regional

21%

Global

23%



Gender

22% Female

21% Male

Age

19% <35 years old

24% ≥35 years old

Job Level

25% Manager

20% Individual contributor

Daily Loneliness

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

% YES

Regional

19%

Global

22%

Gender

19% Female

19% Male

Age

19% <35 years old

19% ≥35 years old

Job Level

23% Manager

18% Individual contributor

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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?

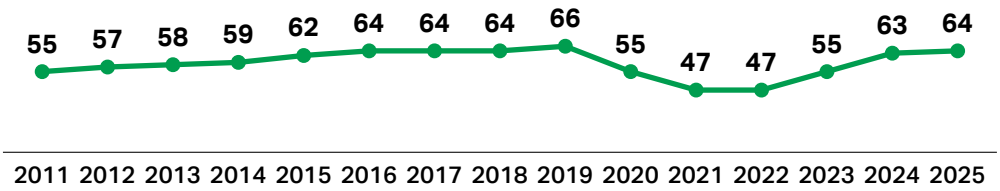
% GOOD TIME

Regional

64%

Global

52%



Gender

65% Female

63% Male

Age

64% <35 years old

64% ≥35 years old

Job Level

64% Manager

64% Individual contributor

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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

See Country/Territory Trend Lines

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%).

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Employee Engagement

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

	ENGAGED	NOT ENGAGED	ACTIVELY DISENGAGED
Regional	21%	66%	13%
Global	20%	64%	16%

Engaged

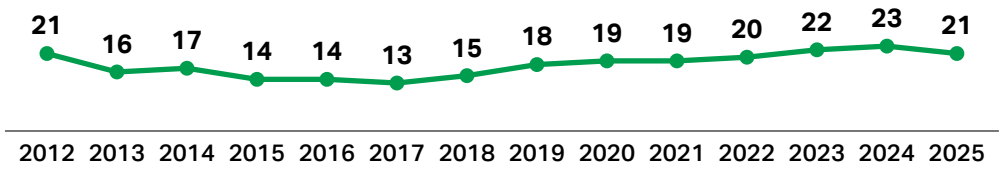
% ENGAGED

Regional

21%

Global

20%



Gender

25% Female

18% Male

Age

19% <35 years old

23% ≥35 years old

Job Level

27% Manager

17% Individual contributor

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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

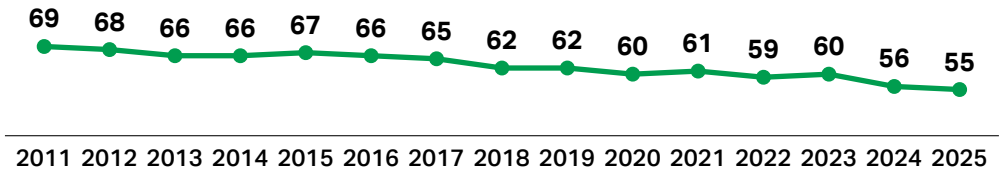
% THRIVING

Regional

55%

Global

34%



Gender

59% Female

52% Male

Age

55% <35 years old

55% ≥35 years old

Job Level

59% Manager

53% Individual contributor

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Daily Stress

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

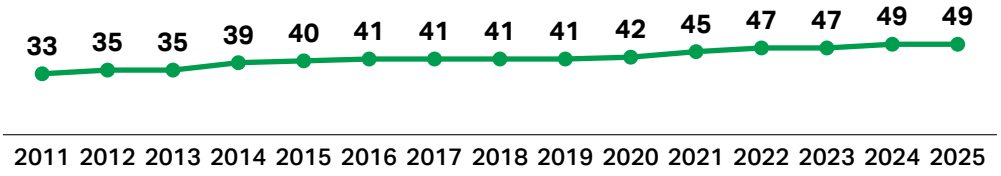
% YES

Regional

49%

Global

40%



Gender

53% Female

46% Male

Age

58% <35 years old

44% ≥35 years old

Job Level

51% Manager

48% Individual contributor

Daily Anger

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

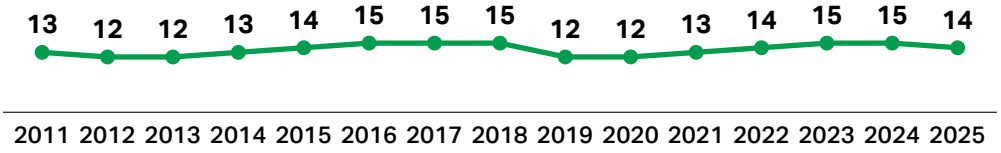
% YES

Regional

14%

Global

22%



Gender

14% Female

15% Male

Age

15% <35 years old

14% ≥35 years old

Job Level

15% Manager

14% Individual contributor

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Daily Sadness

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

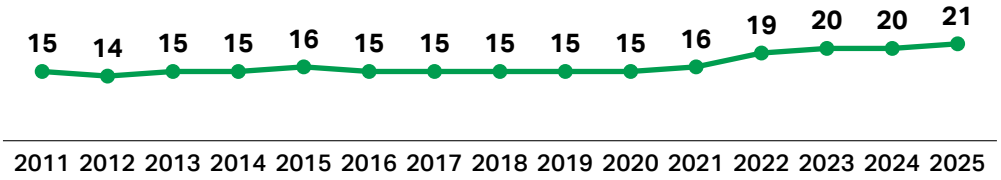
% YES

Regional

21%

Global

23%



Gender

24% Female

19% Male

Age

24% <35 years old

19% ≥35 years old

Job Level

19% Manager

23% Individual contributor

Daily Loneliness

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

% YES

Regional

14%

Global

22%

Gender

13% Female

15% Male

Age

17% <35 years old

13% ≥35 years old

Job Level

11% Manager

16% Individual contributor

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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?

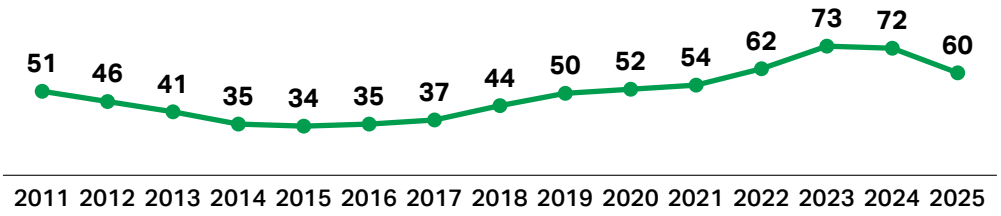
% GOOD TIME

Regional

60%

Global

52%



Gender

58% Female

62% Male

Age

61% <35 years old

60% ≥35 years old

Job Level

62% Manager

59% Individual contributor

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Appendix 1: Country/Territory by Region Data

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

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COUNTRY/TERRITORY TREND LINES FOR

United States and Canada

Canada..... 87

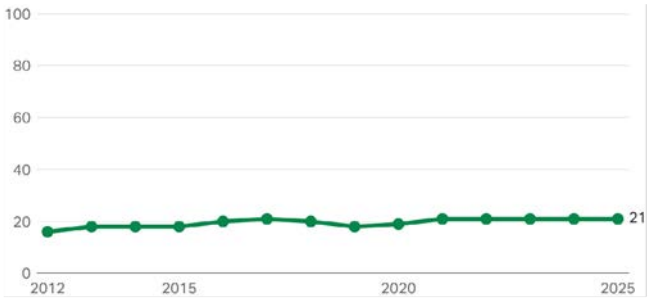
United States..... 88

Back to region

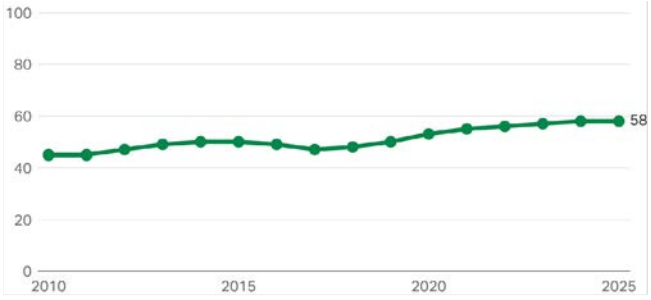
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Canada

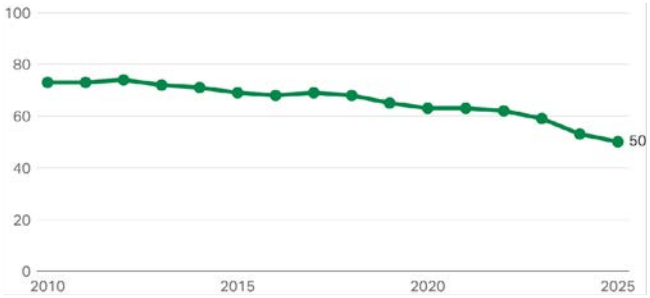
% Engaged



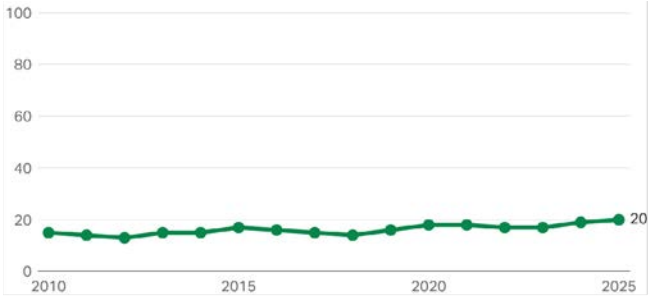
% Yes, daily stress



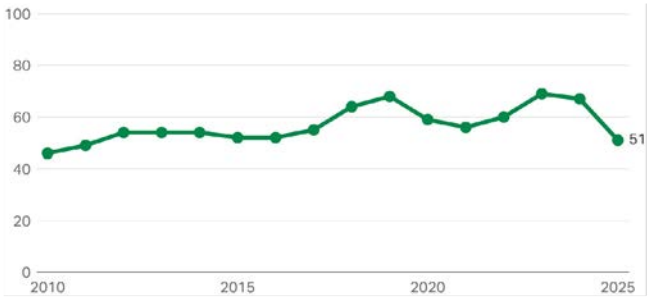
% Thriving



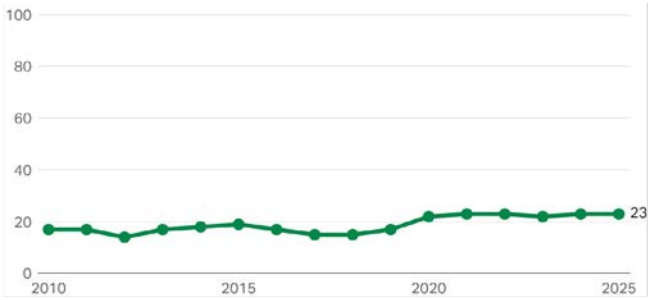
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



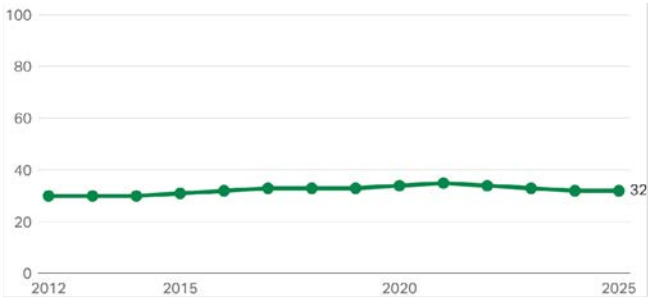
% Yes, daily loneliness



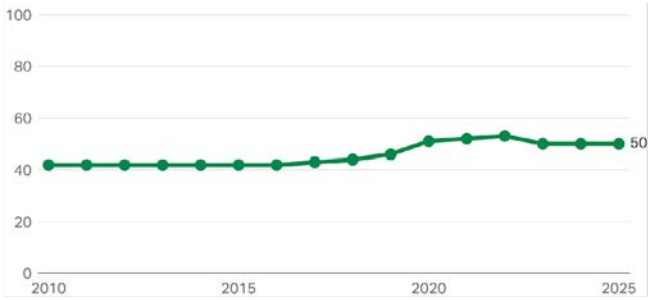
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United States

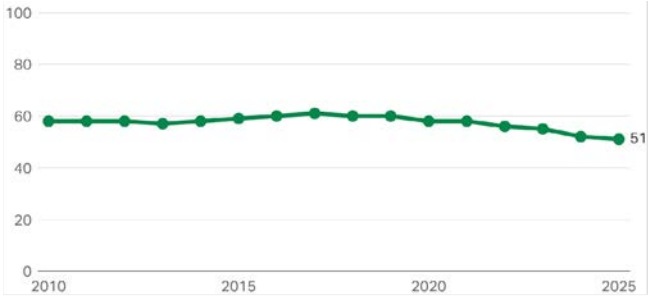
% Engaged



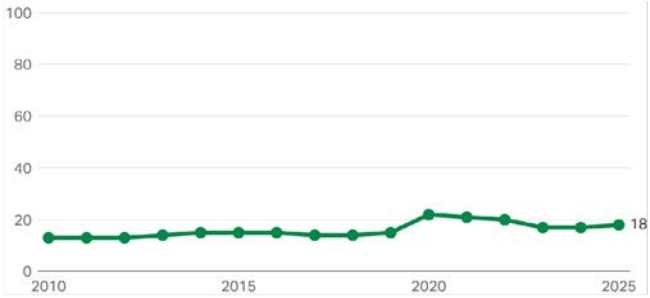
% Yes, daily stress



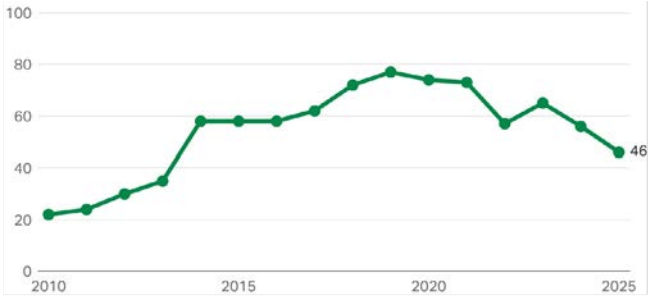
% Thriving



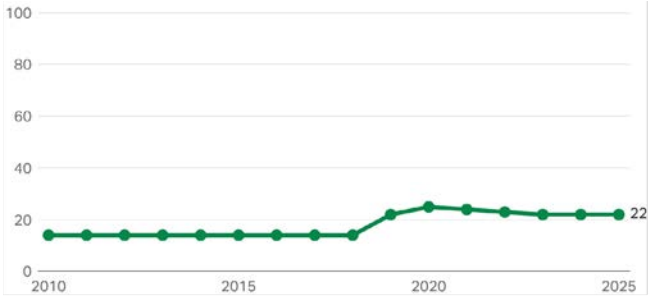
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness



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COUNTRY/TERRITORY TREND LINES FOR

Latin America and the Caribbean

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

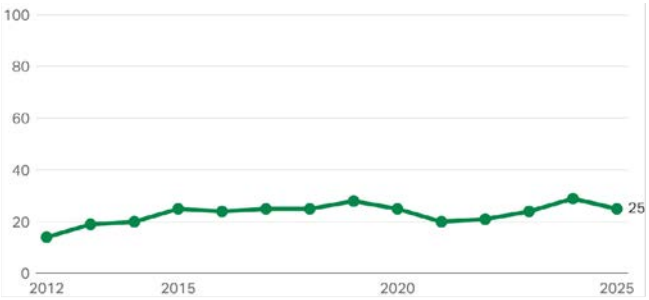
Back to region

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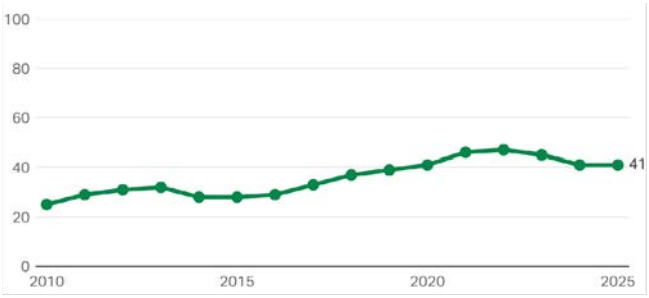


Argentina

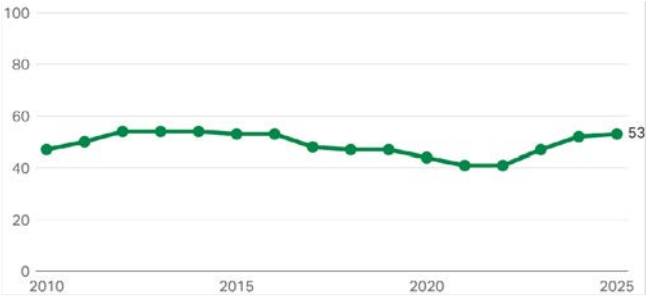
% Engaged



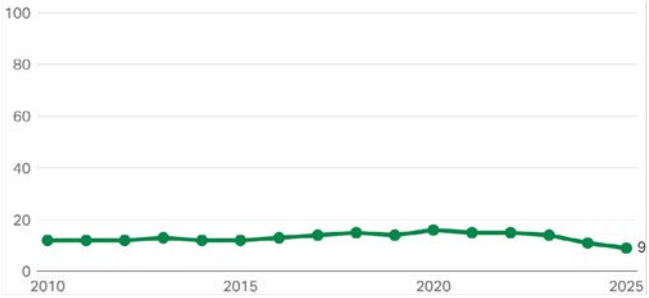
% Yes, daily stress



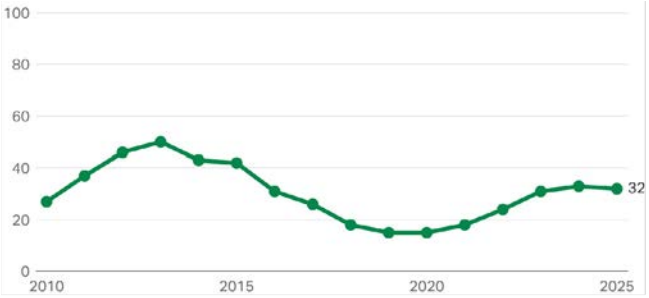
% Thriving



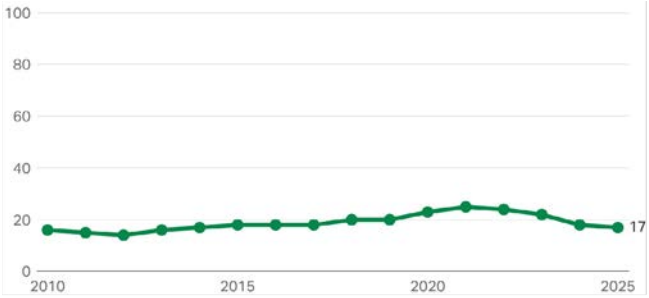
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness



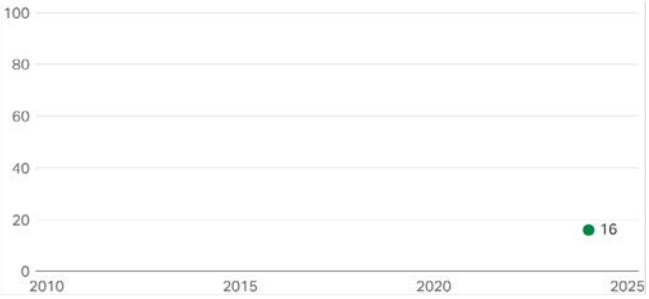
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Belize

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

% Yes, daily anger

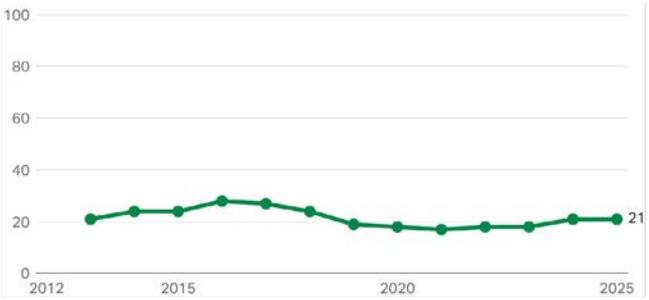


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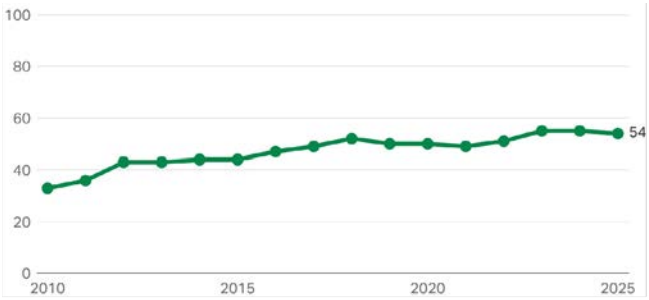


Bolivia

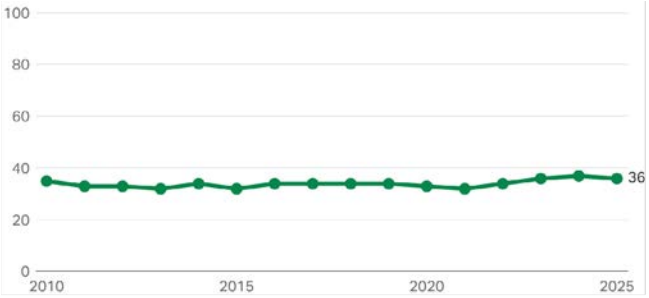
% Engaged



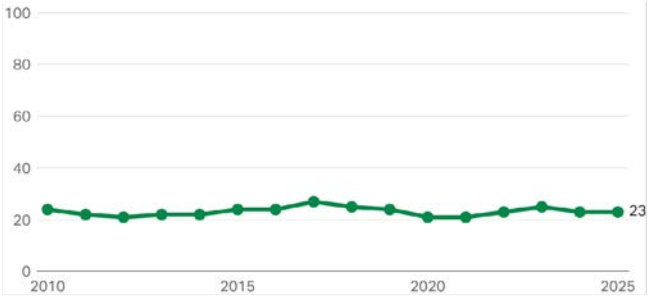
% Yes, daily stress



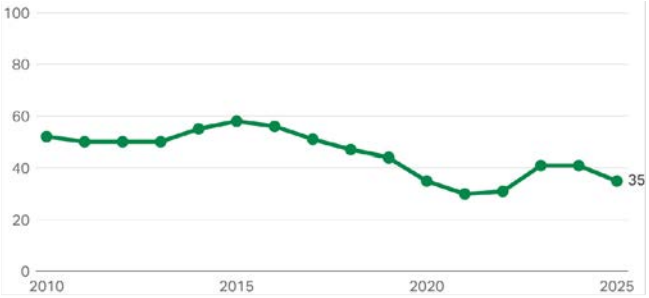
% Thriving



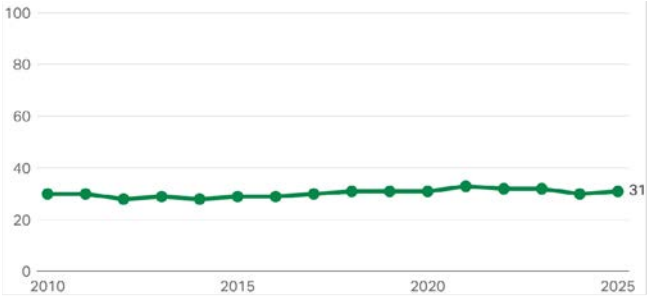
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

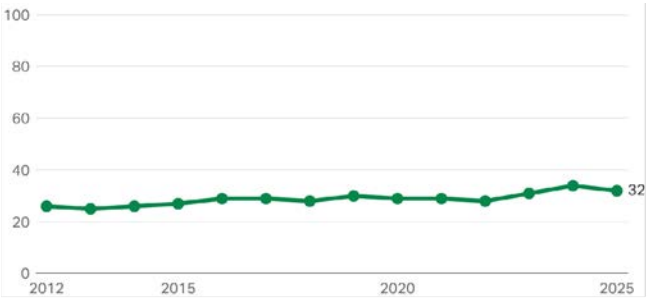


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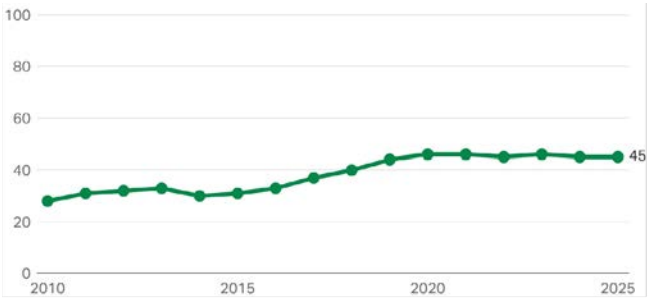


Brazil

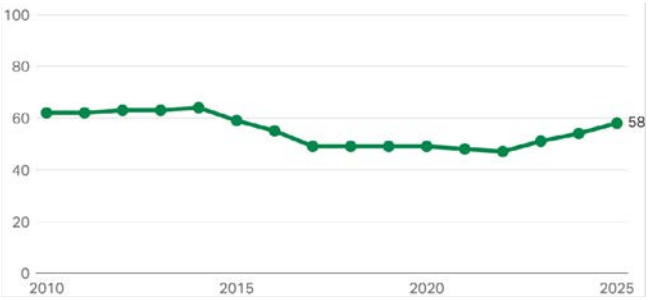
% Engaged



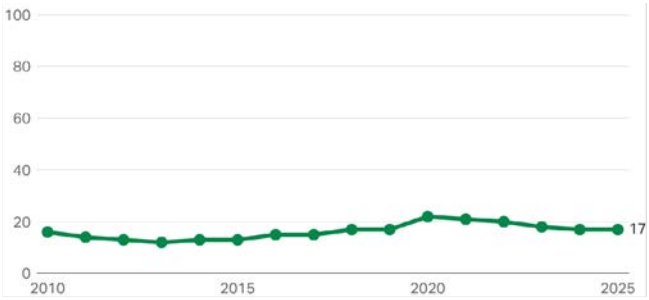
% Yes, daily stress



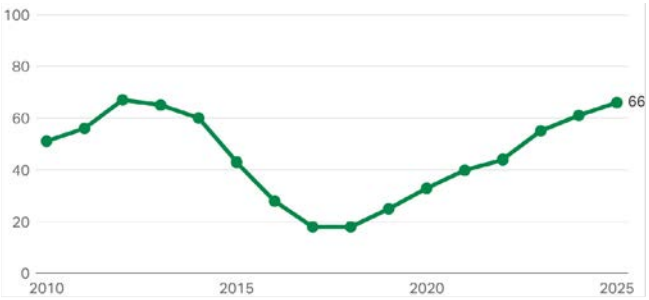
% Thriving



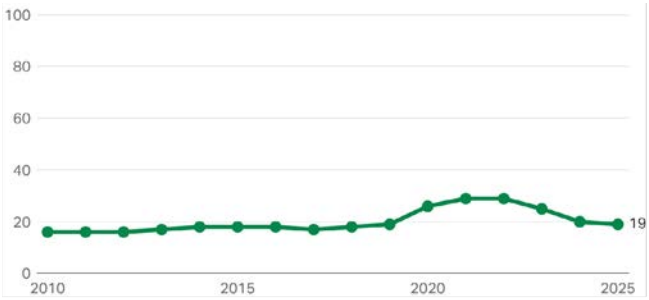
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

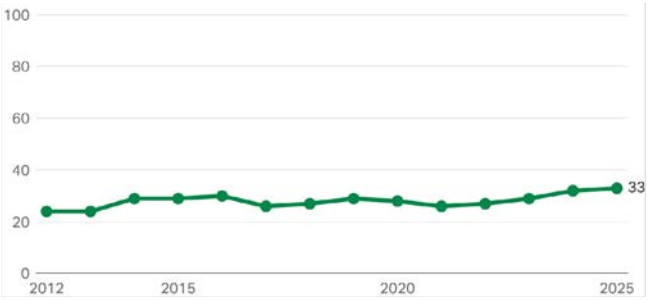


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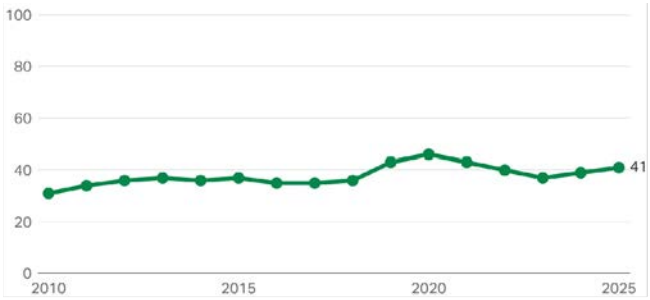


Chile

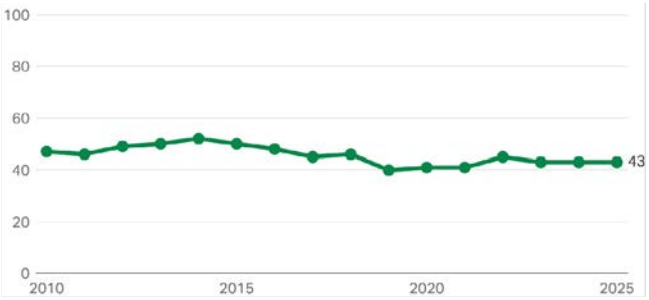
% Engaged



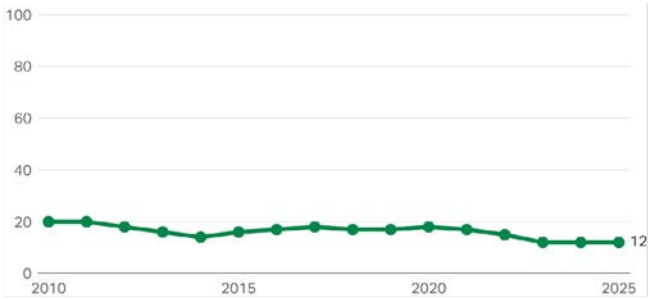
% Yes, daily stress



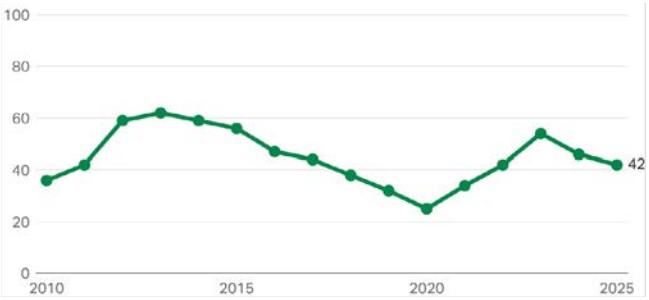
% Thriving



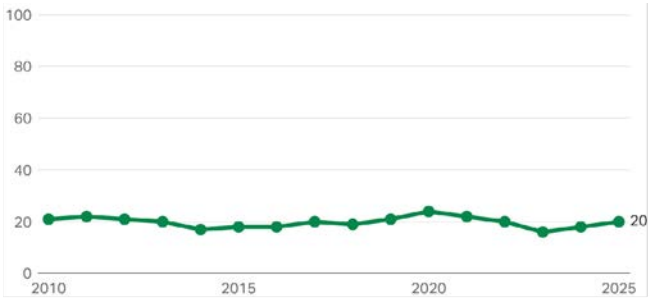
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

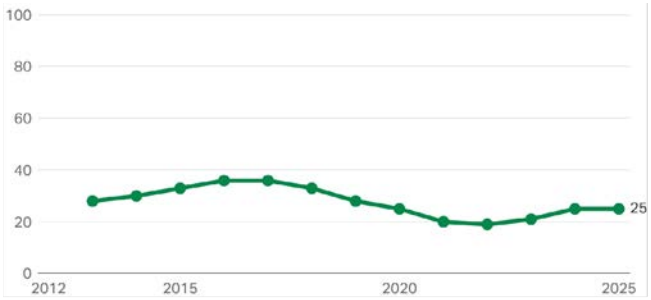


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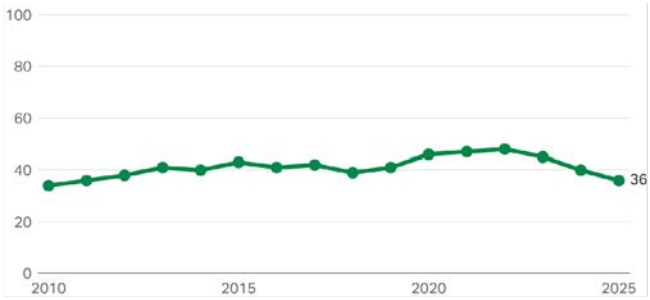


Colombia

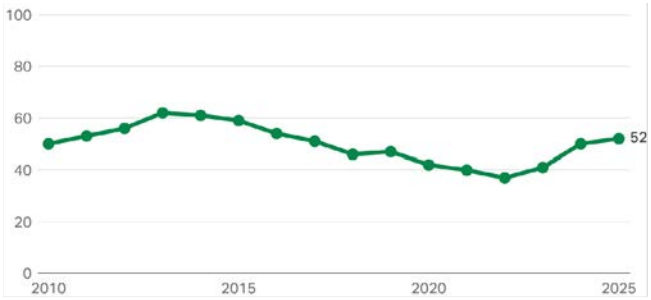
% Engaged



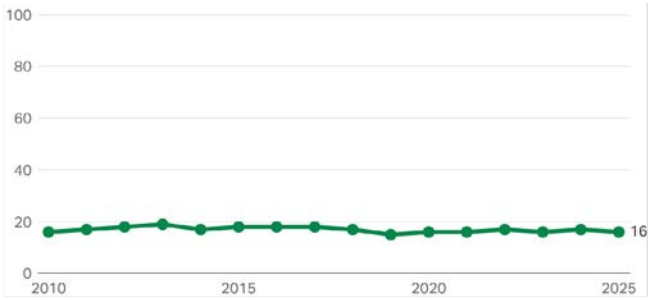
% Yes, daily stress



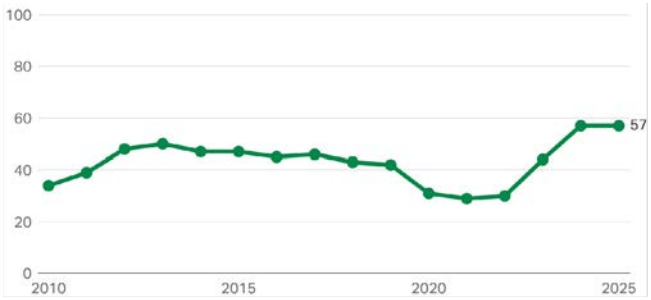
% Thriving



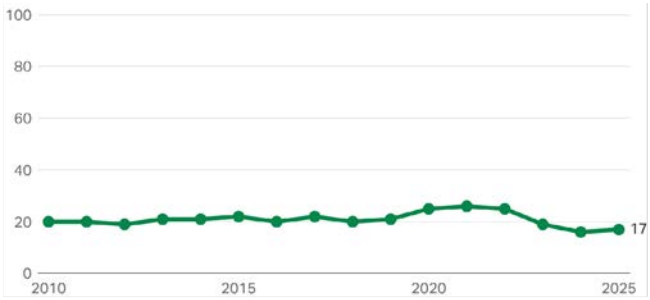
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

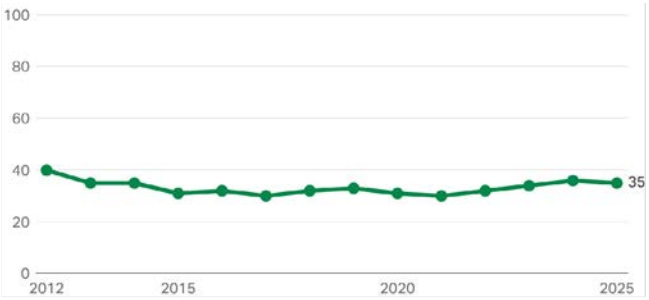


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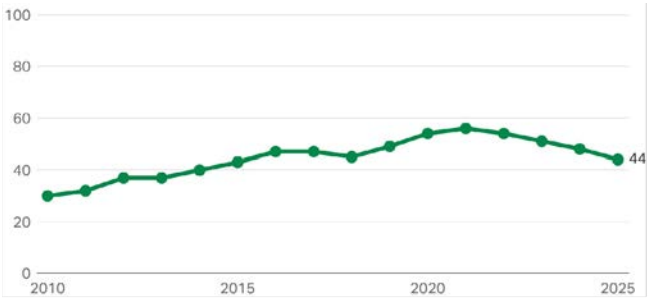


Costa Rica

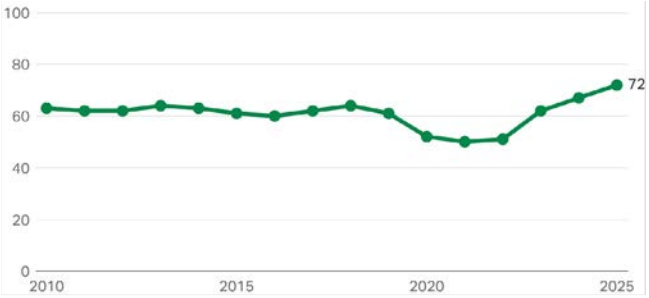
% Engaged



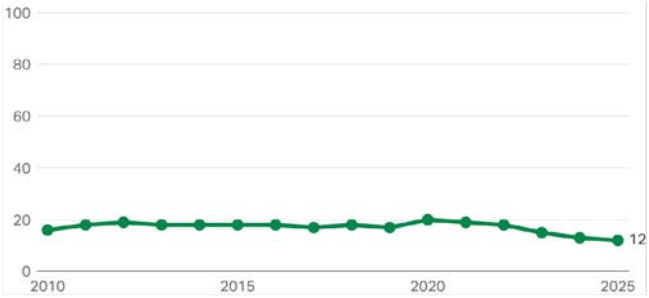
% Yes, daily stress



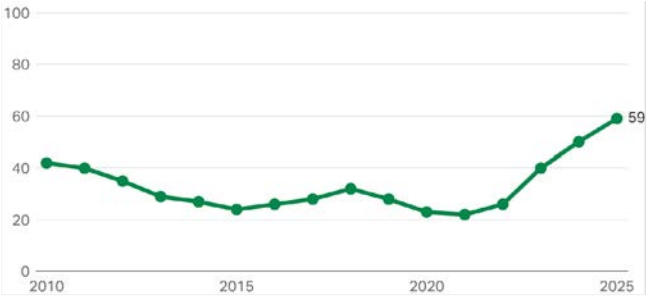
% Thriving



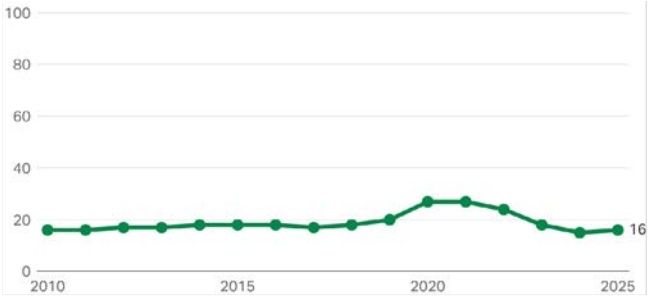
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

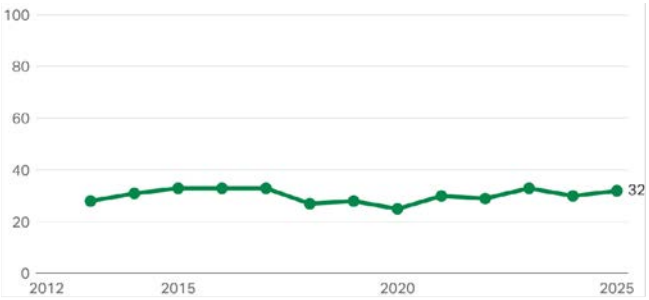


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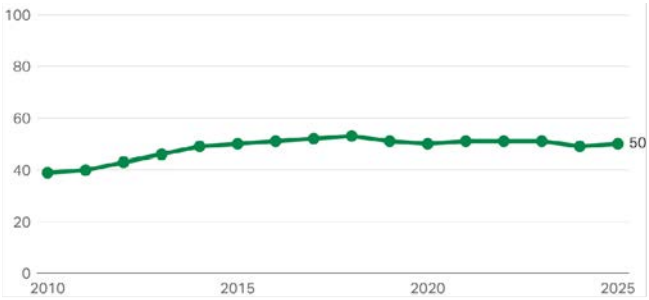


Dominican Republic

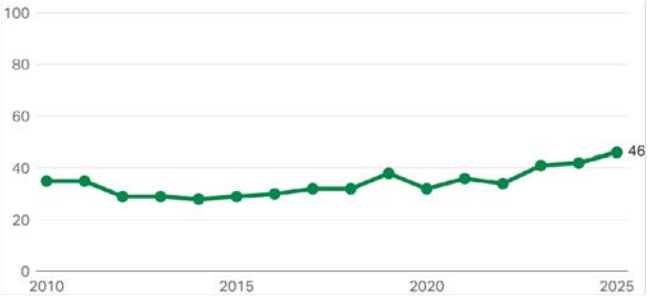
% Engaged



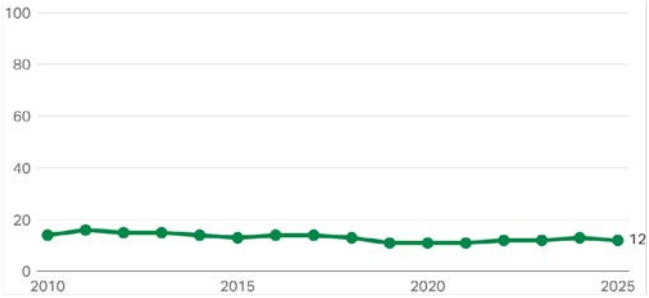
% Yes, daily stress



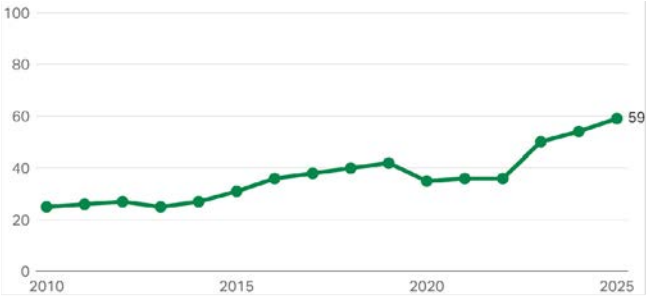
% Thriving



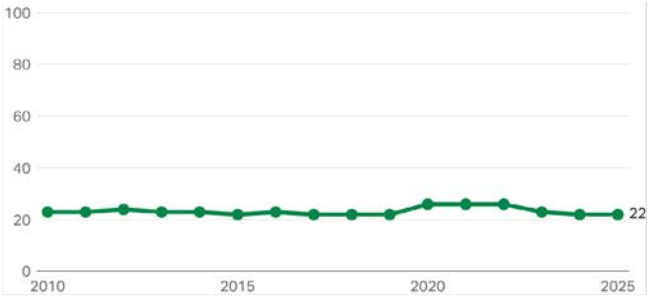
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

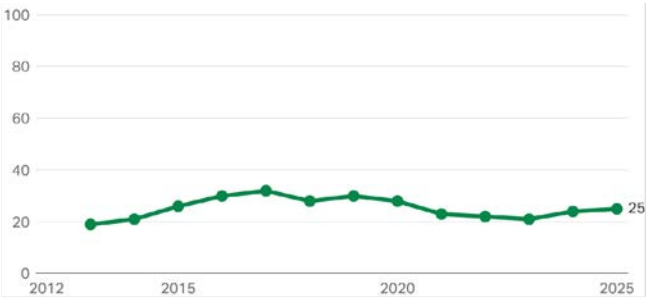


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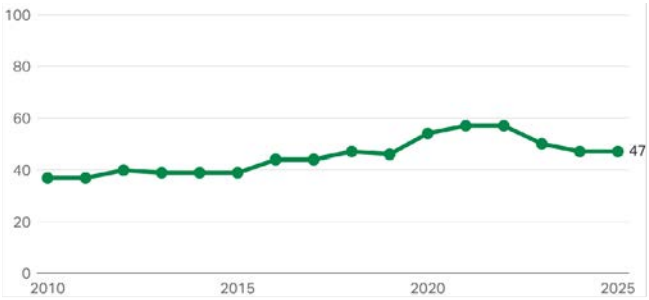


Ecuador

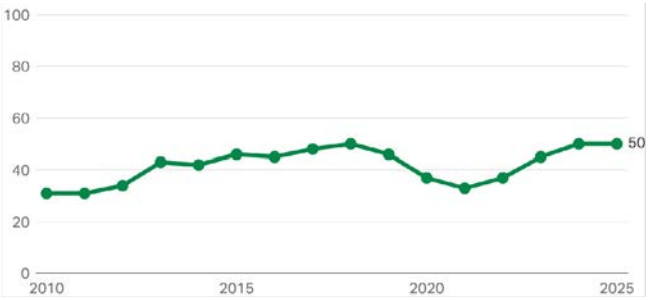
% Engaged



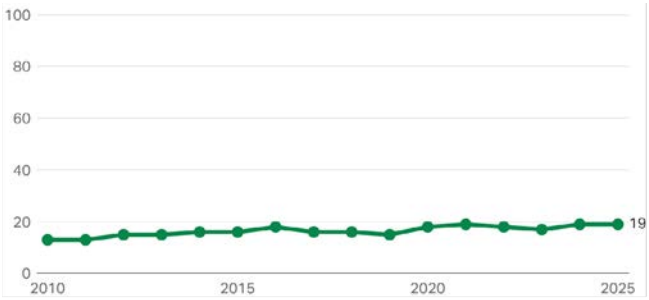
% Yes, daily stress



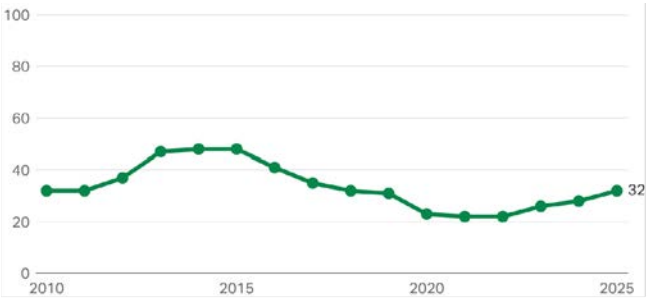
% Thriving



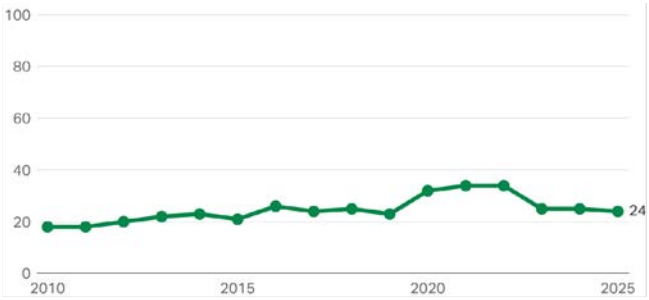
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

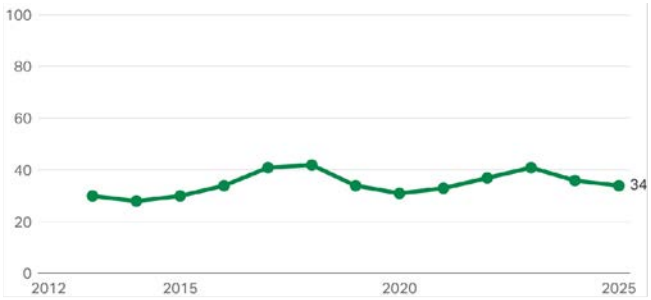


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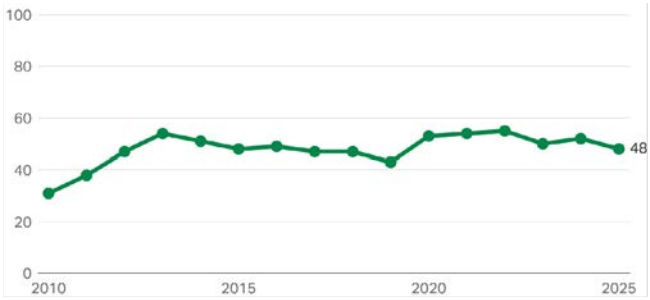


El Salvador

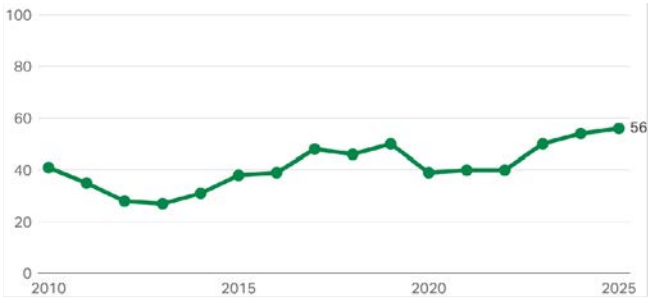
% Engaged



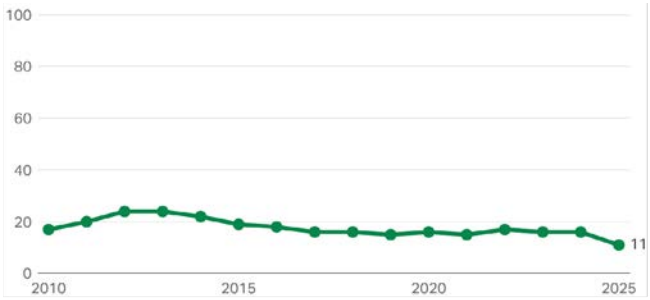
% Yes, daily stress



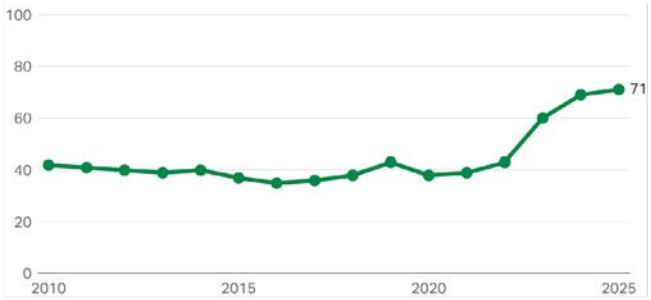
% Thriving



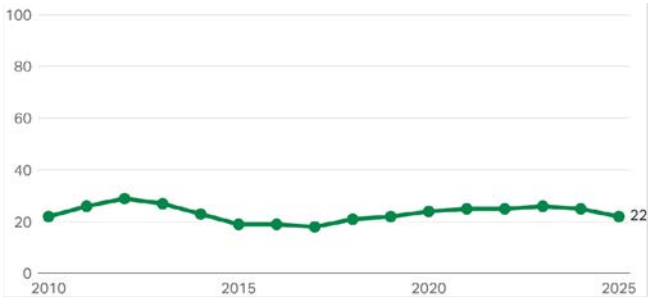
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

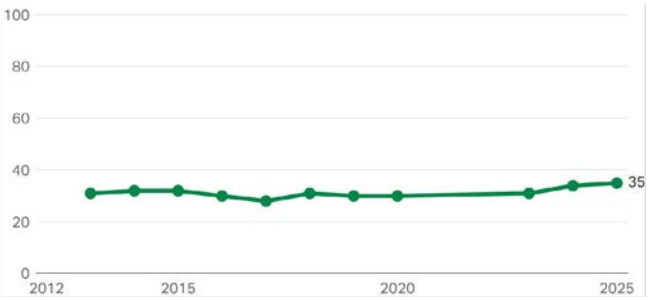


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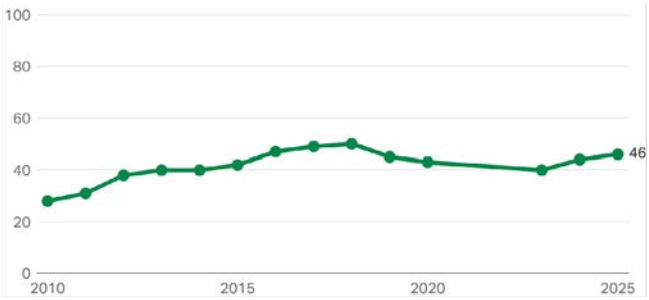


Guatemala

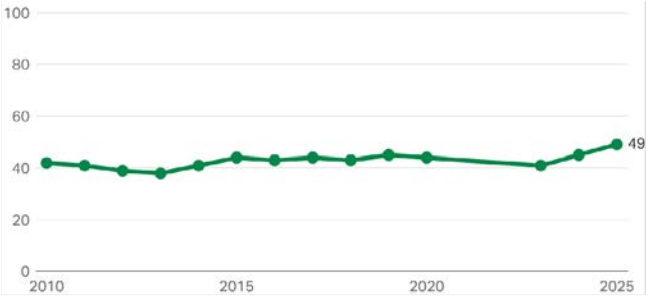
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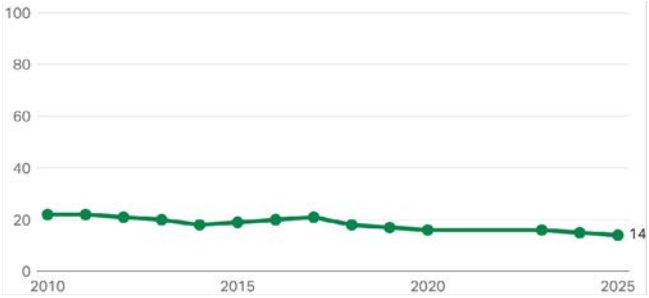
% Yes, daily stress



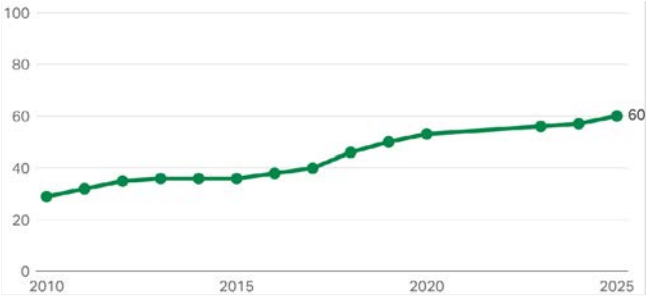
% Thriving



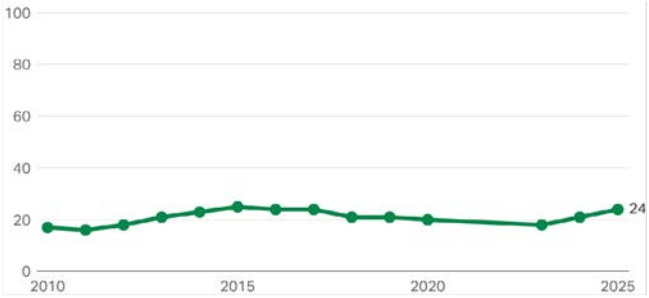
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

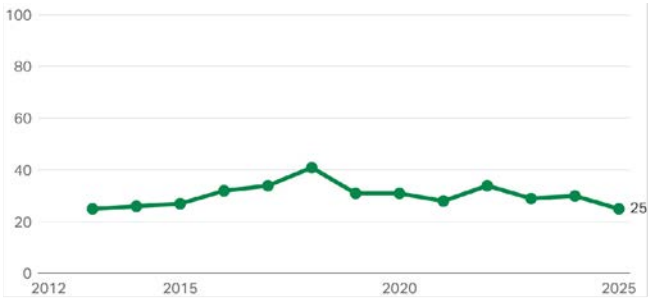


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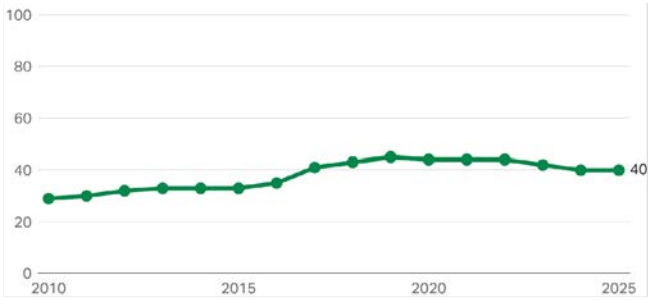


Honduras

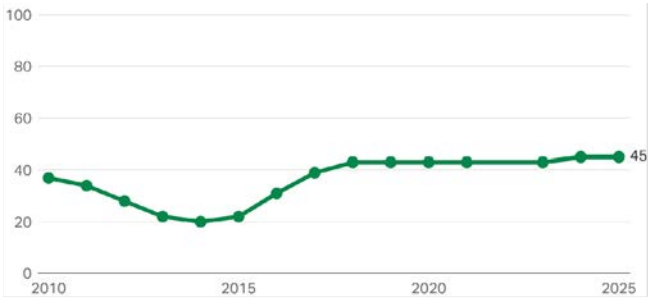
% Engaged



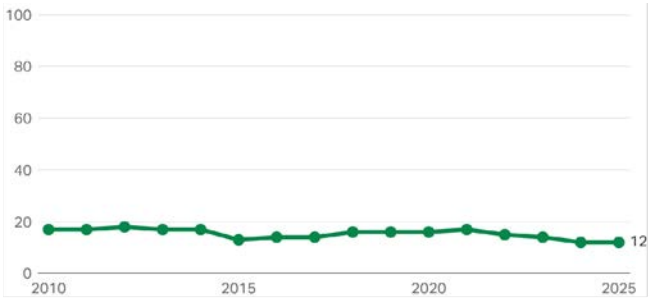
% Yes, daily stress



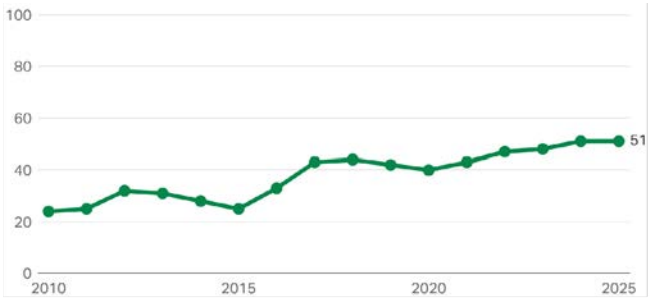
% Thriving



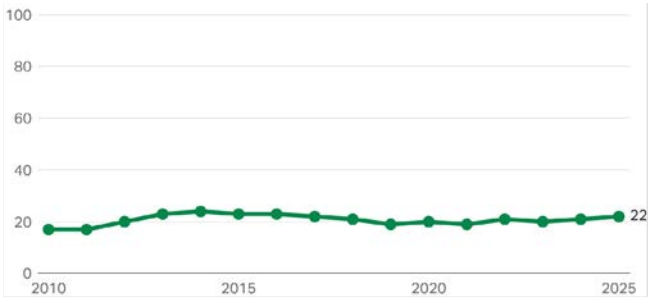
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness



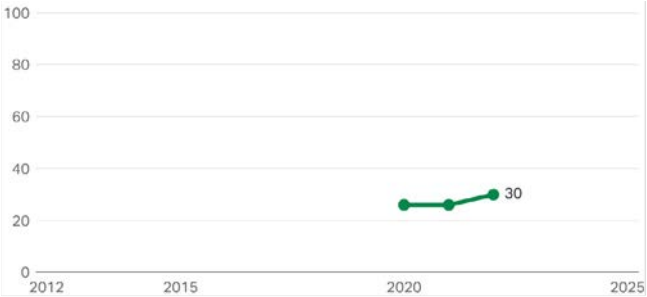
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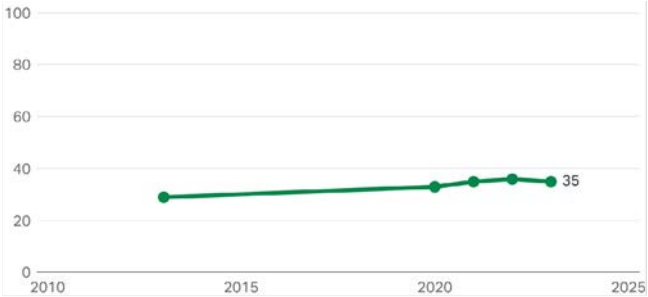
Jamaica

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

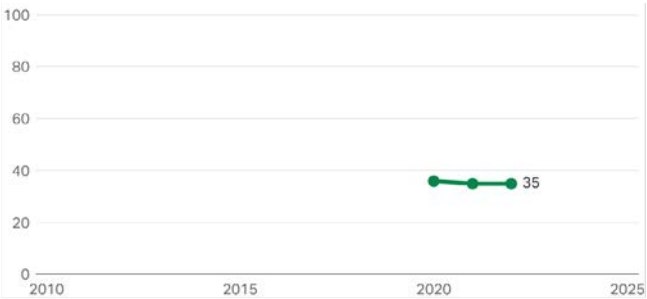
% Engaged



% Yes, daily stress



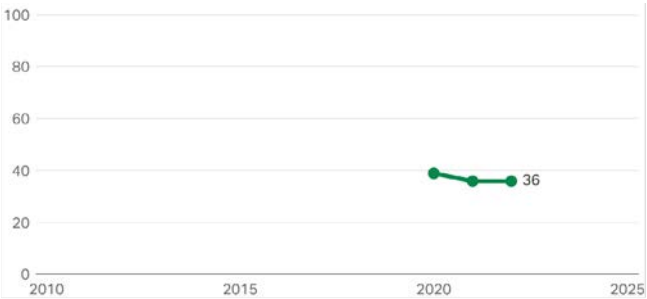
% Thriving



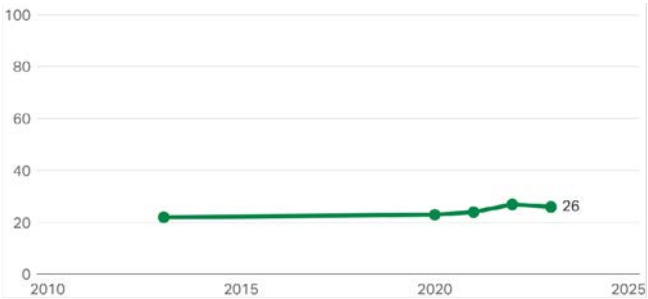
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness

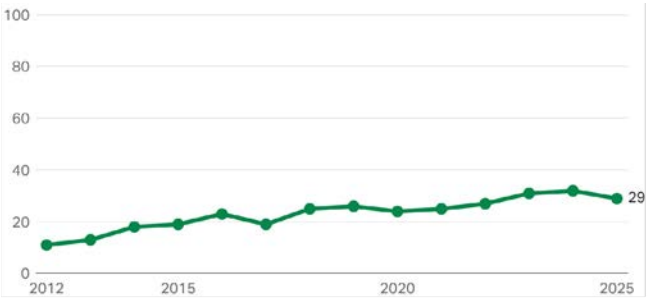


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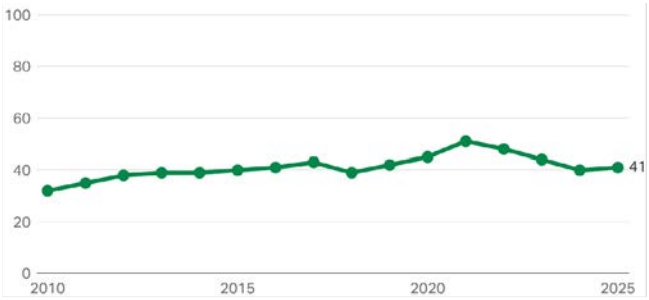


Mexico

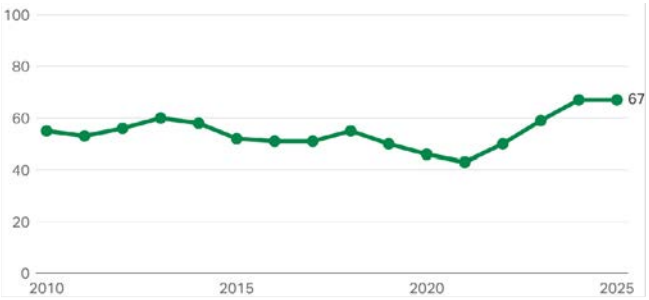
% Engaged



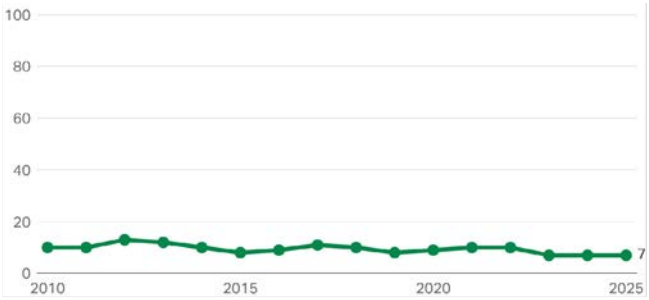
% Yes, daily stress



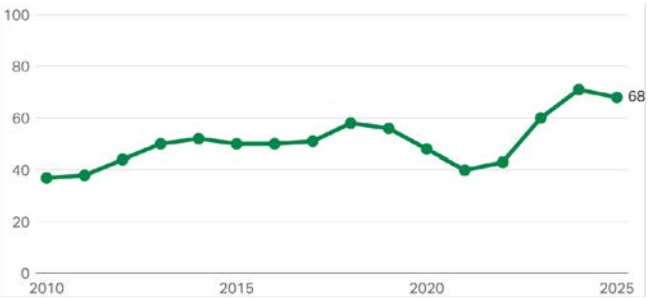
% Thriving



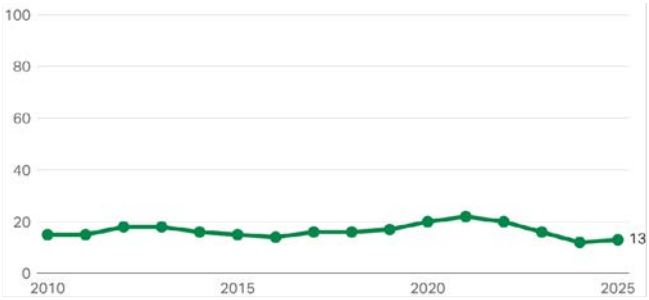
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

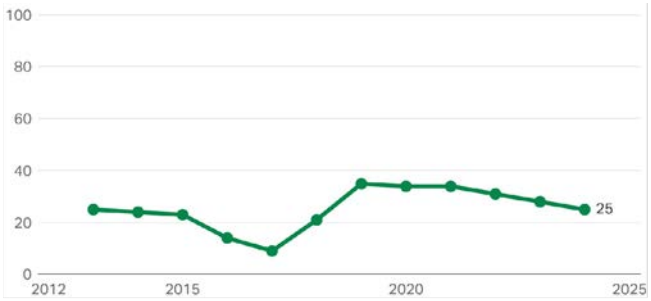


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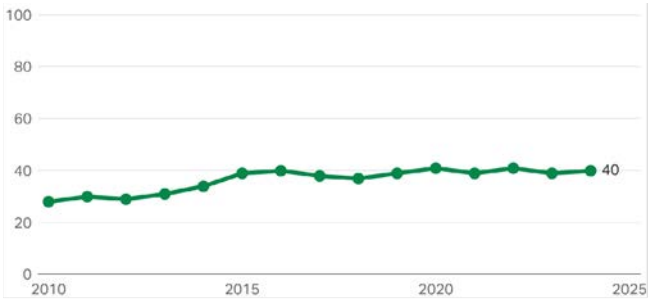
Nicaragua

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

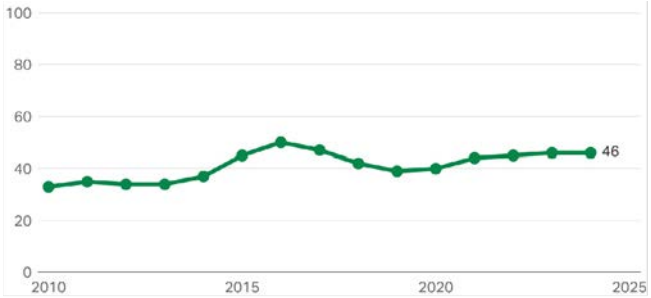
% Engaged



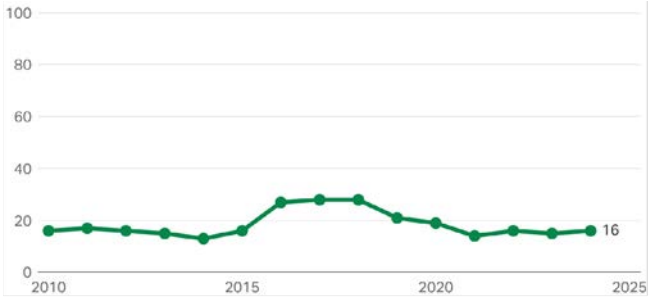
% Yes, daily stress



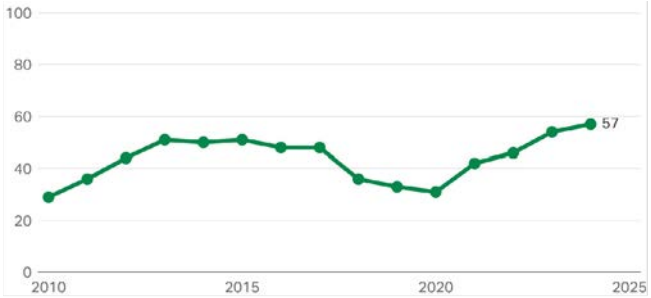
% Thriving



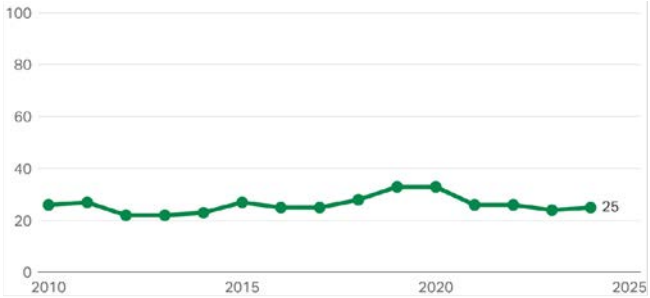
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness

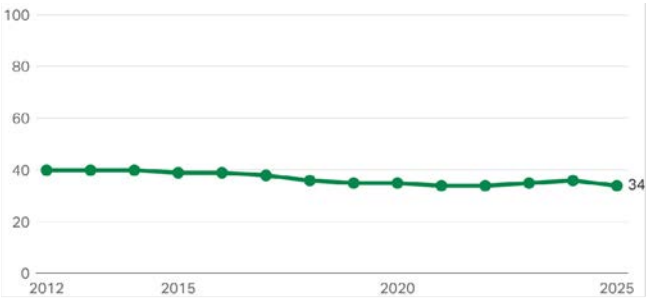


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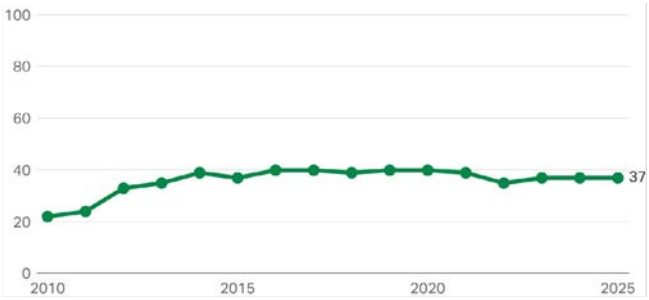


Panama

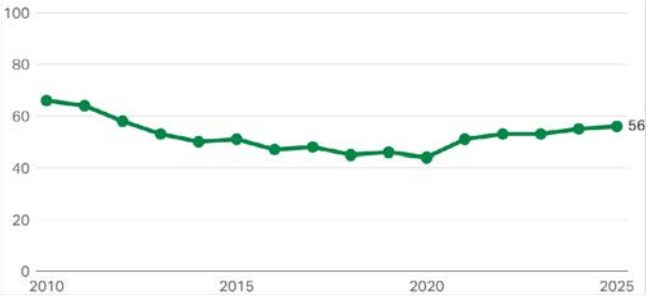
% Engaged



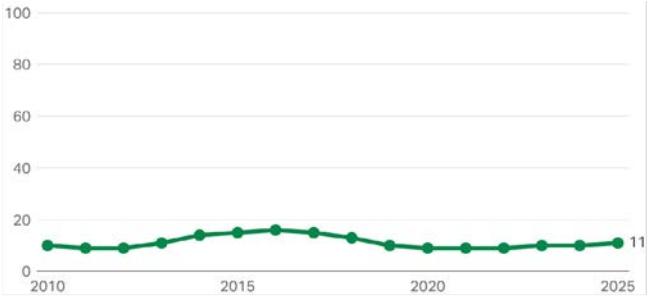
% Yes, daily stress



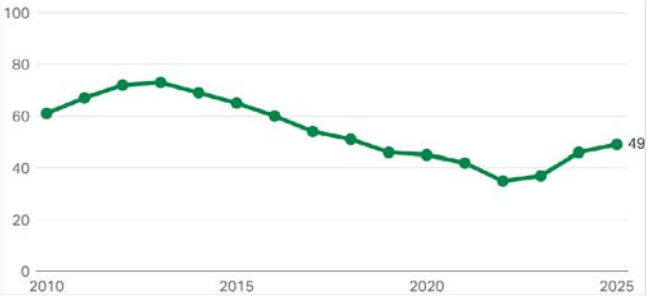
% Thriving



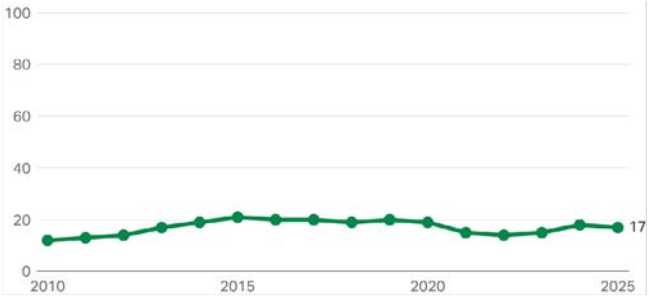
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

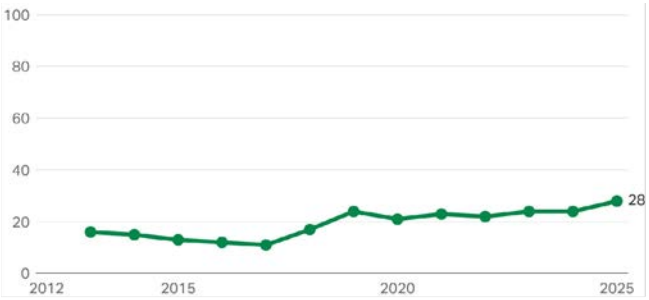


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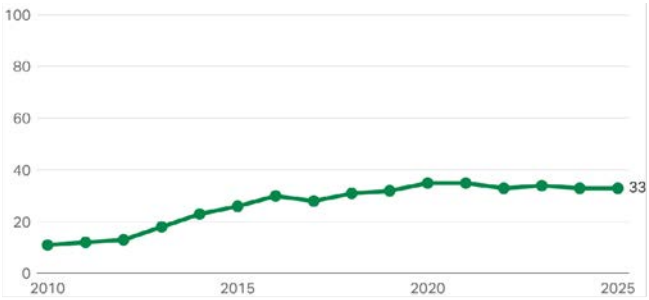


Paraguay

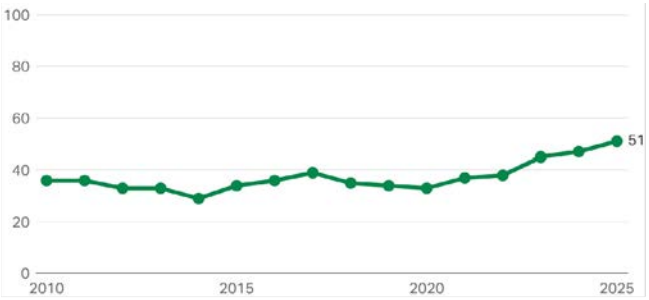
% Engaged



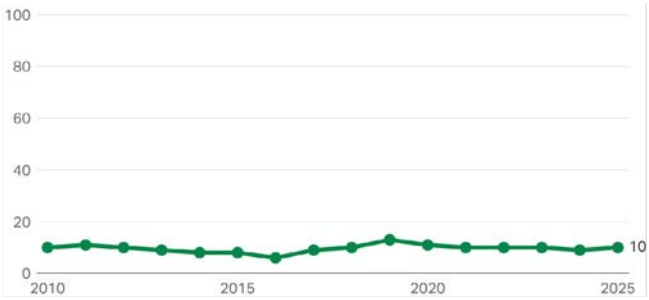
% Yes, daily stress



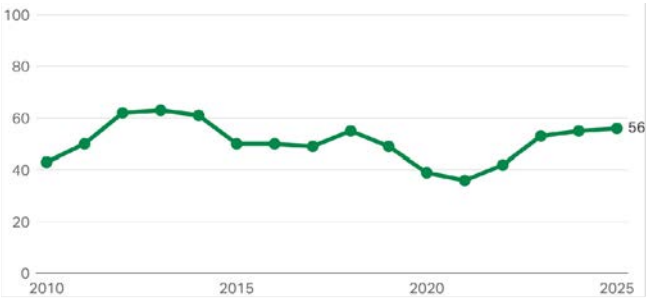
% Thriving



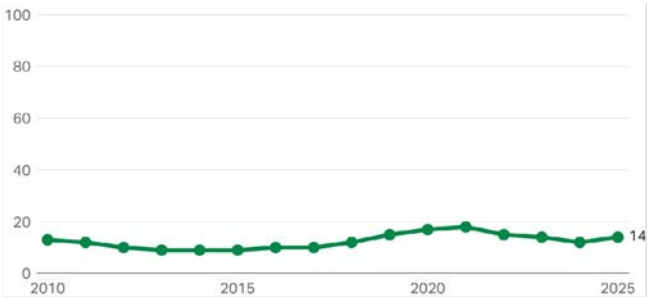
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

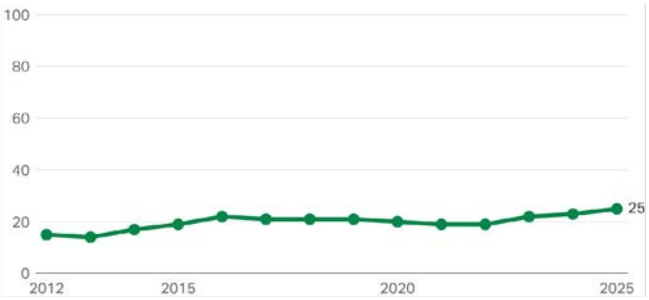


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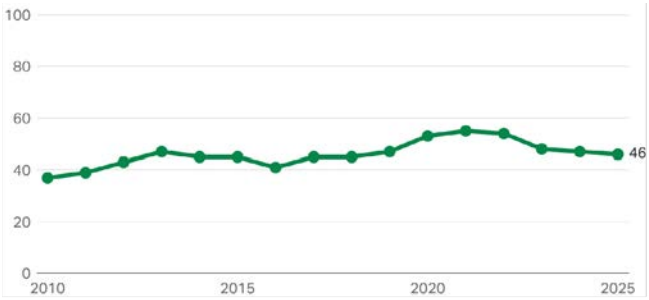


Peru

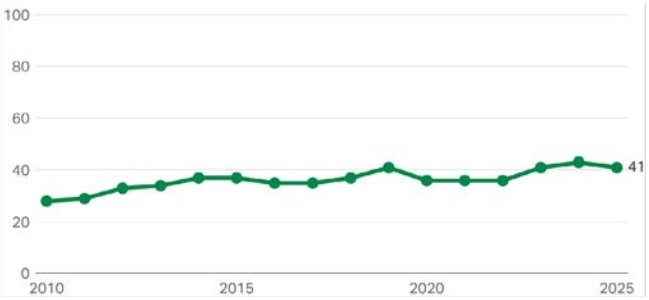
% Engaged



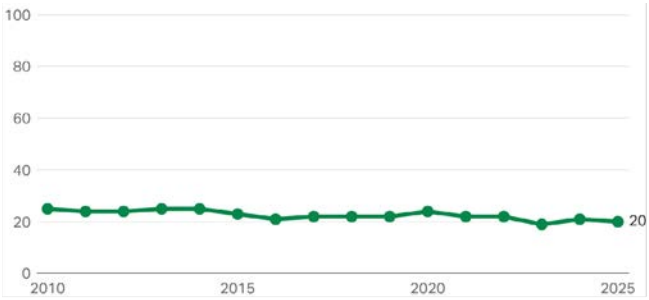
% Yes, daily stress



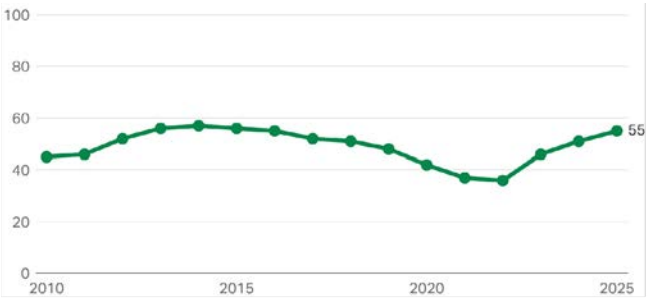
% Thriving



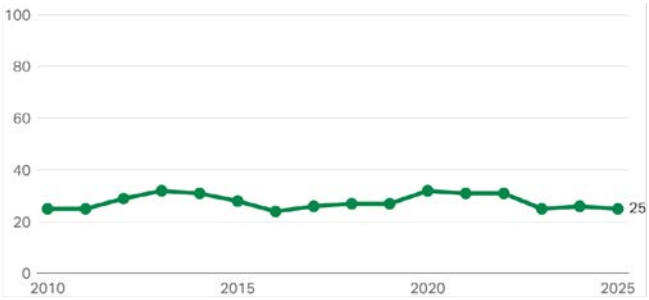
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness



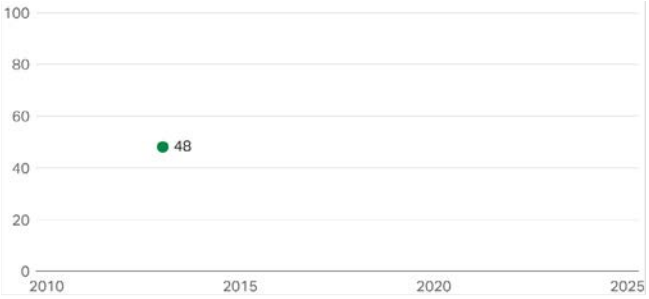
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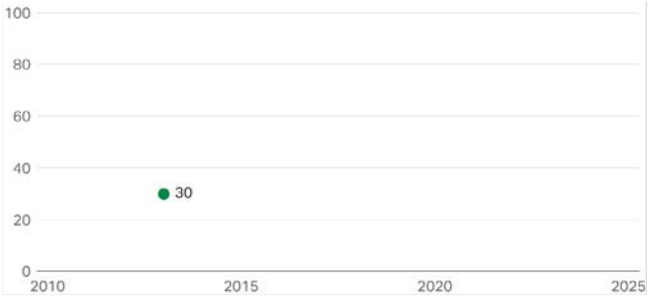
Trinidad & Tobago

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

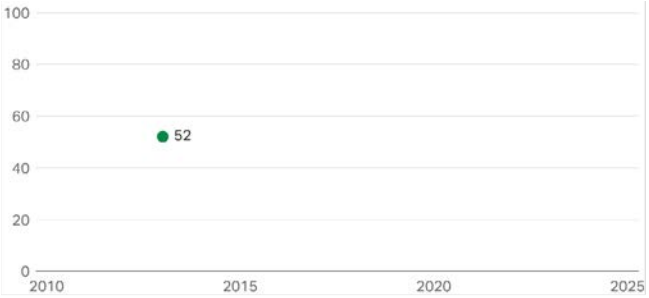
% Thriving



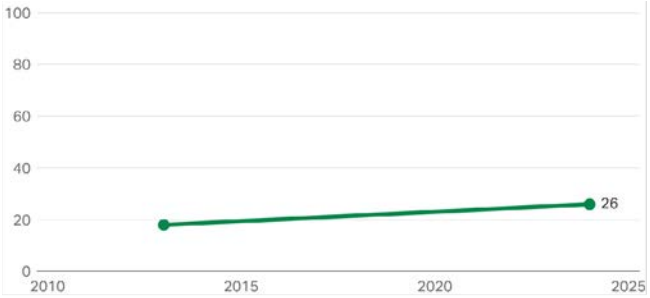
% Yes, daily stress



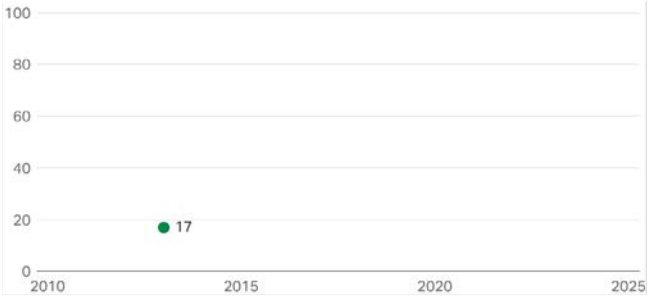
% Good time to find a job



% Yes, daily anger



% Yes, daily sadness

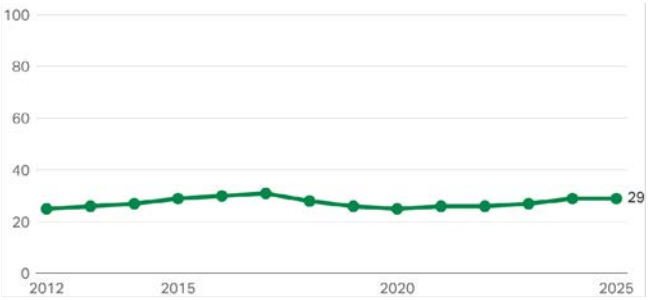


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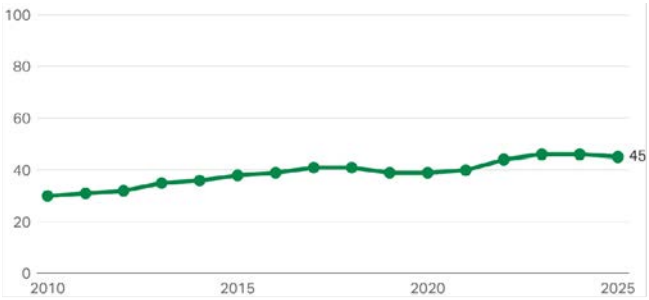


Uruguay

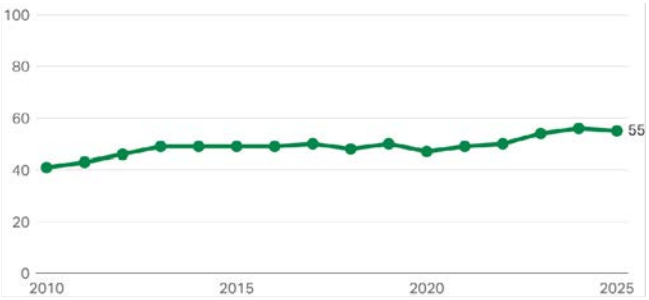
% Engaged



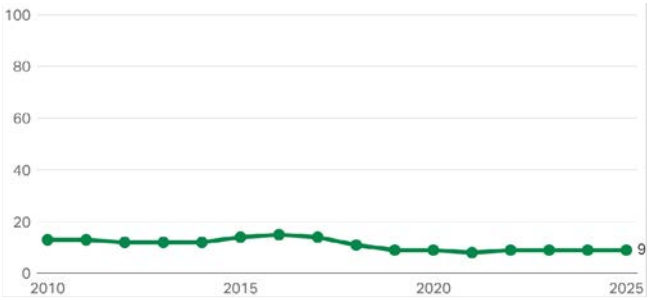
% Yes, daily stress



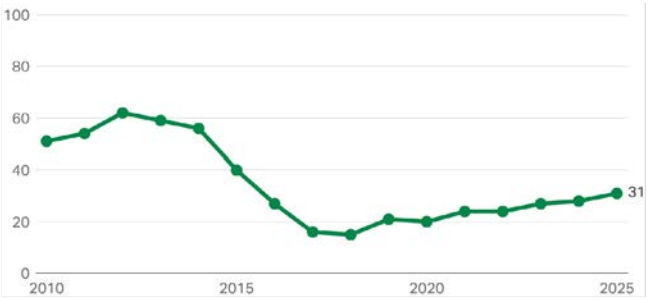
% Thriving



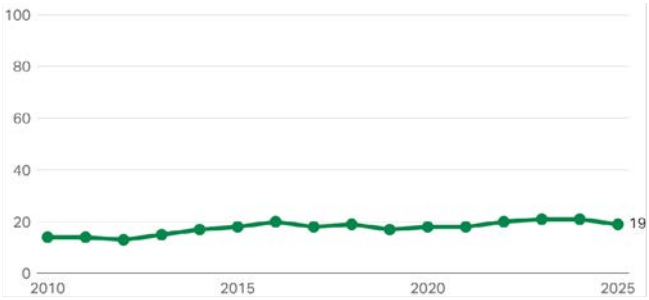
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

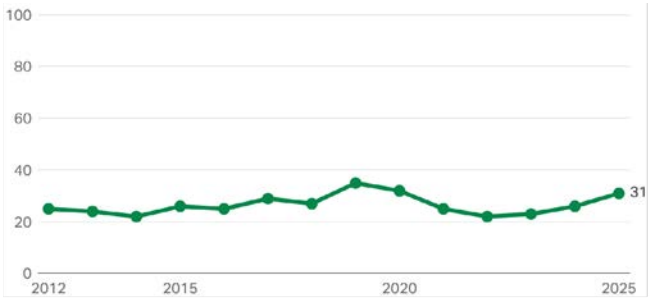


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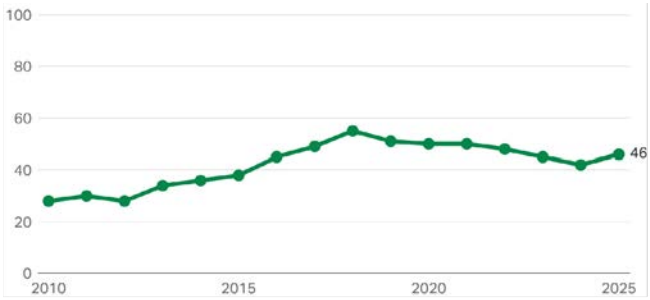


Venezuela

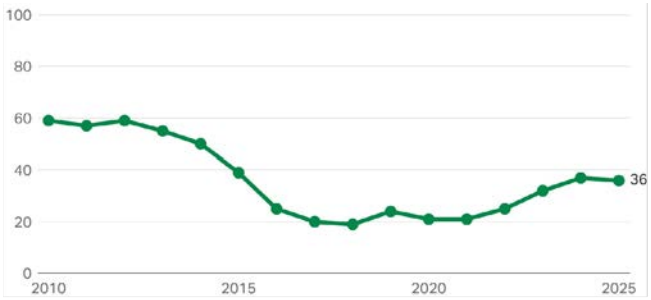
% Engaged



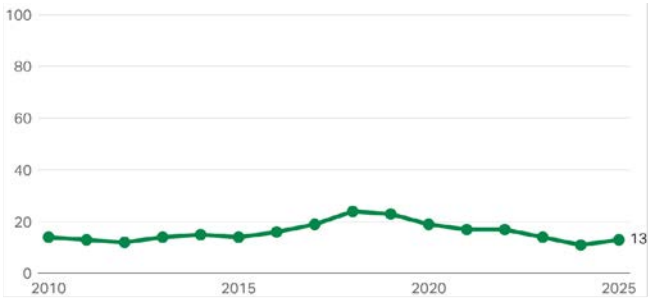
% Yes, daily stress



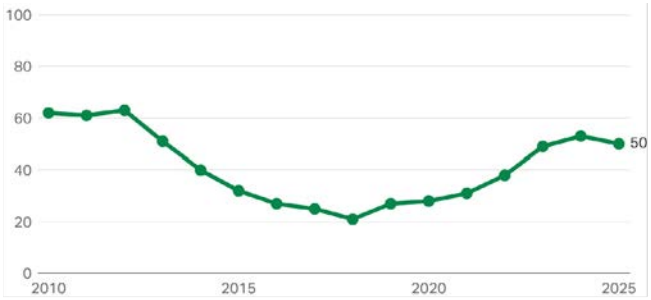
% Thriving



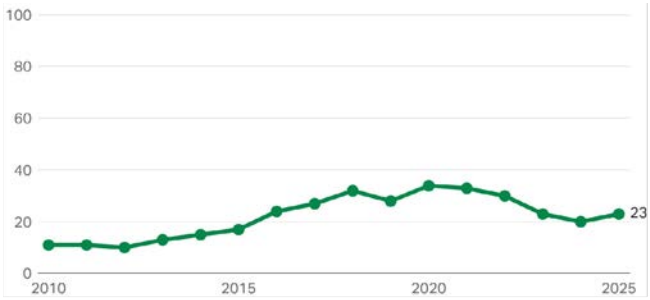
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness



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COUNTRY/TERRITORY TREND LINES FOR

Europe

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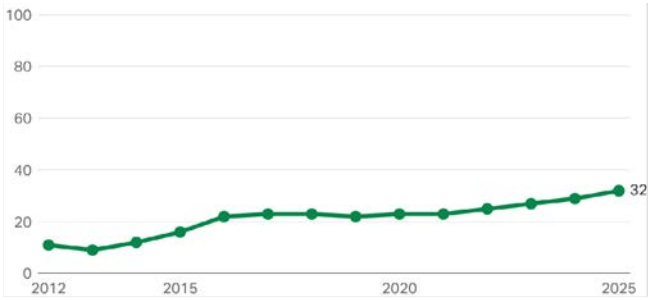
Back to region

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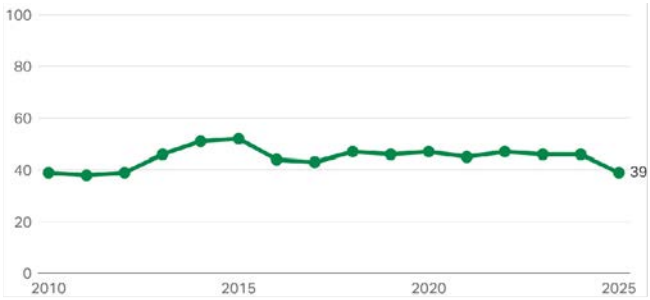


Albania

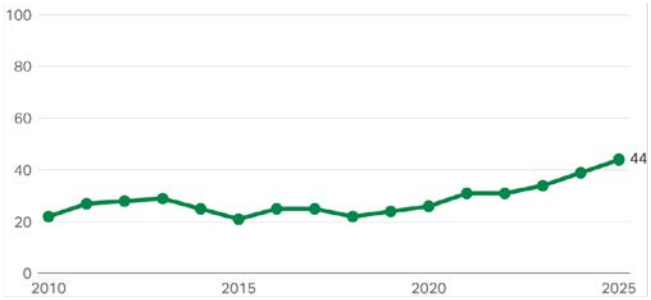
% Engaged



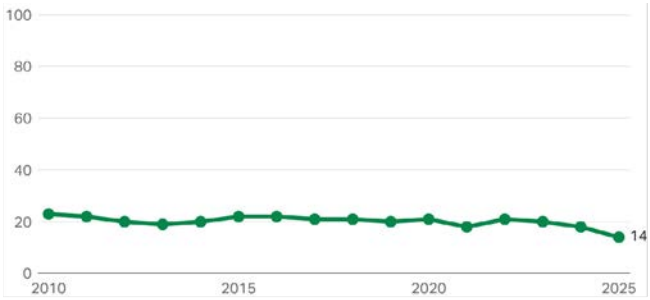
% Yes, daily stress



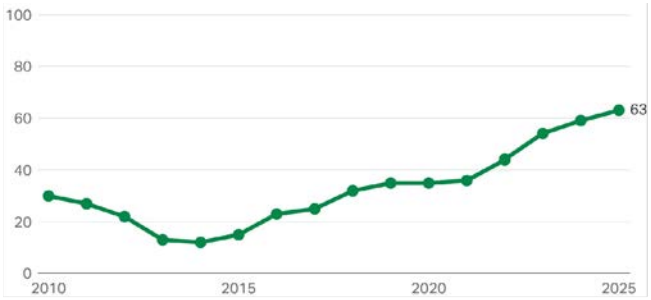
% Thriving



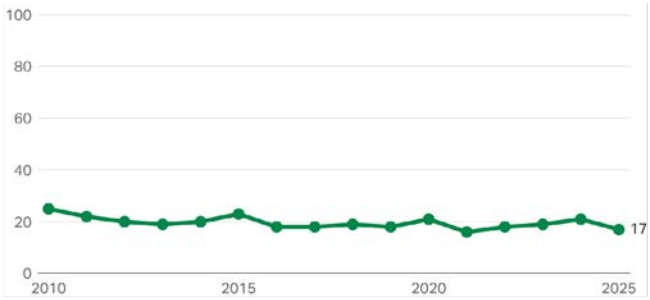
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

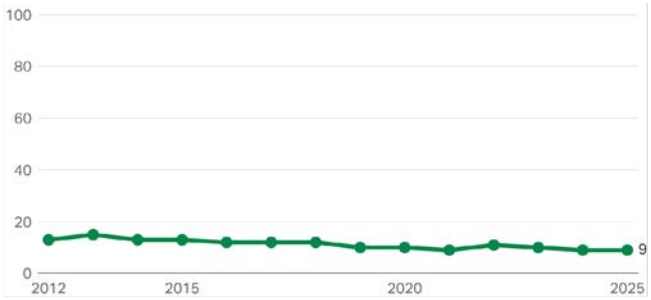


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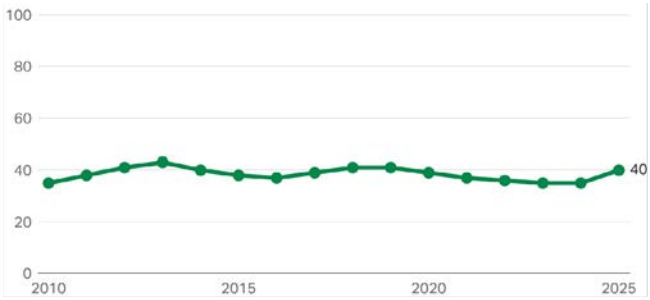


Austria

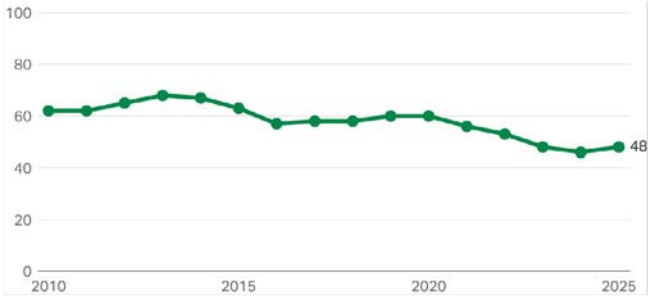
% Engaged



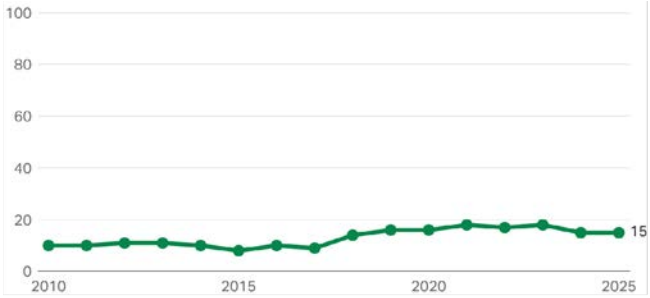
% Yes, daily stress



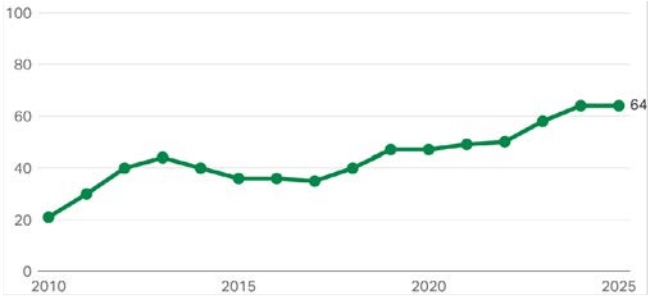
% Thriving



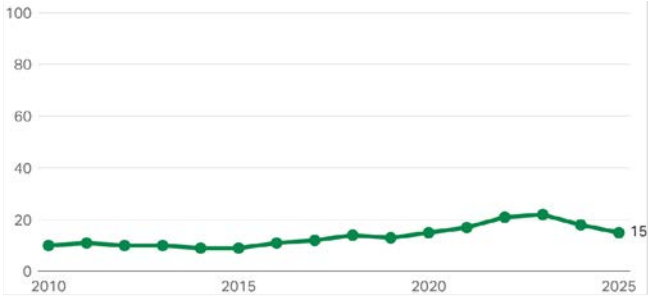
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



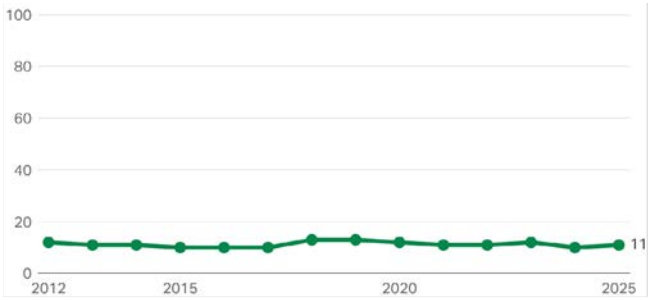
% Yes, daily loneliness



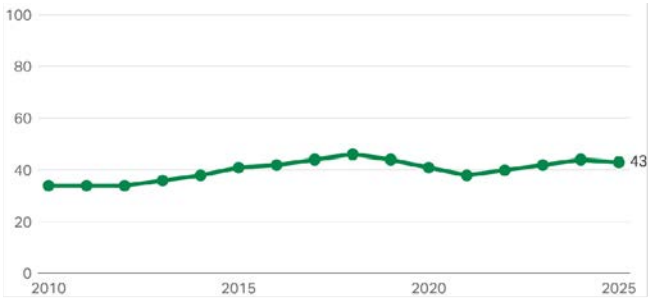
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Belgium

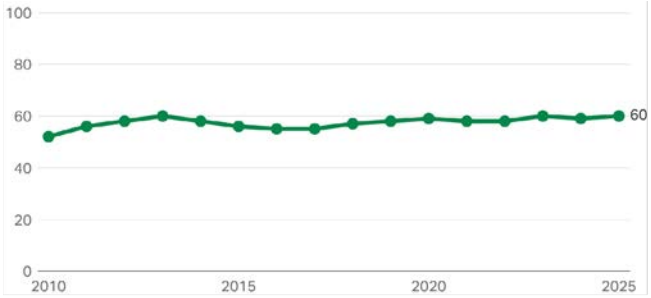
% Engaged



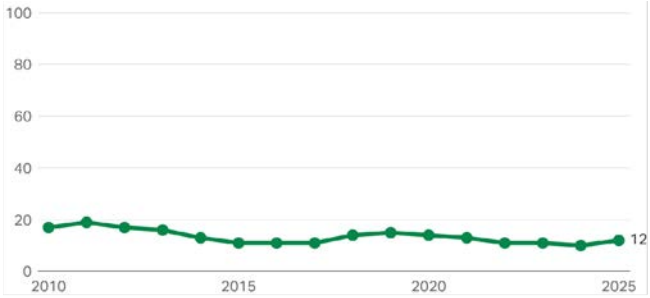
% Yes, daily stress



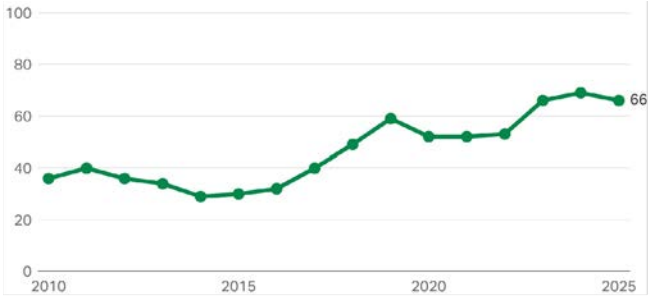
% Thriving



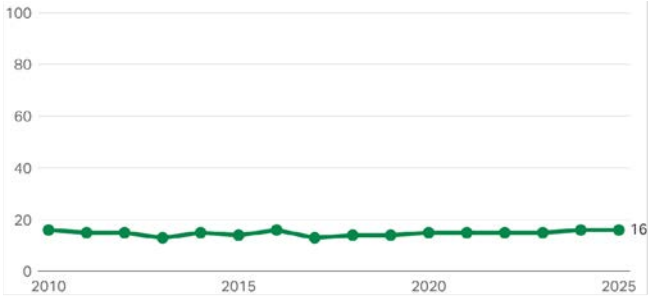
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

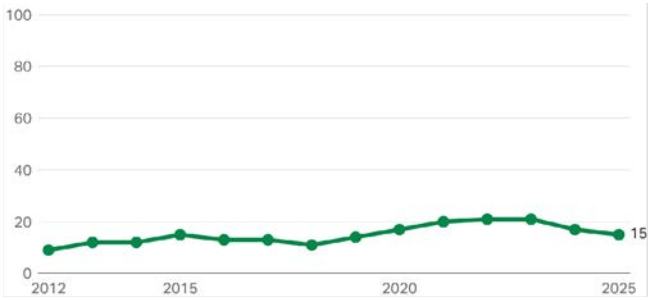


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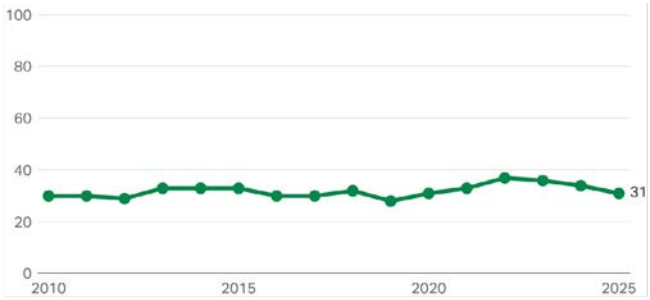


Bosnia and Herzegovina

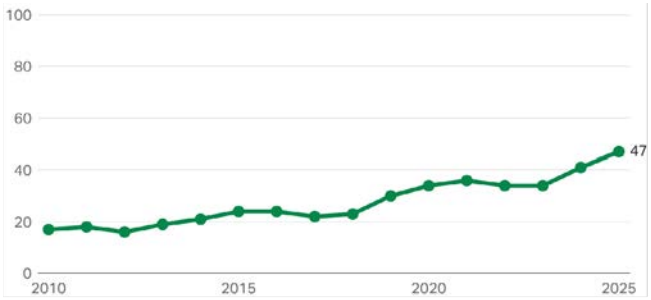
% Engaged



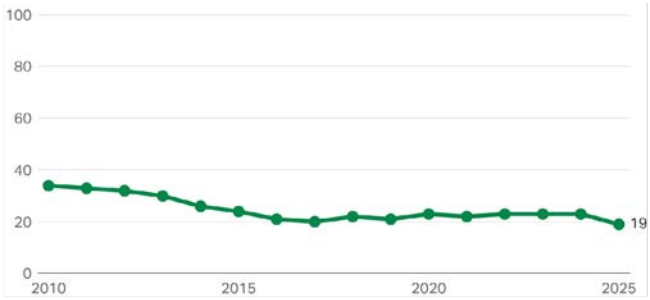
% Yes, daily stress



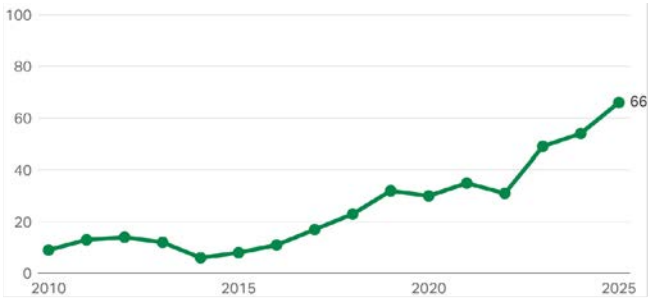
% Thriving



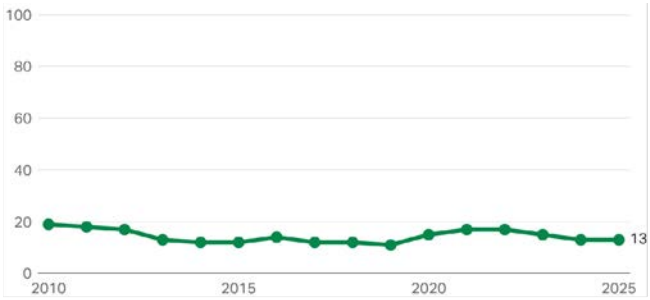
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



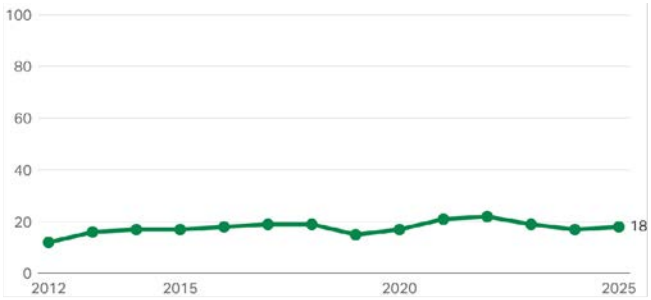
% Yes, daily loneliness



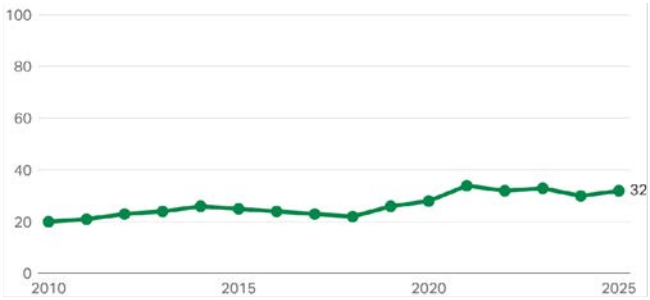
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Bulgaria

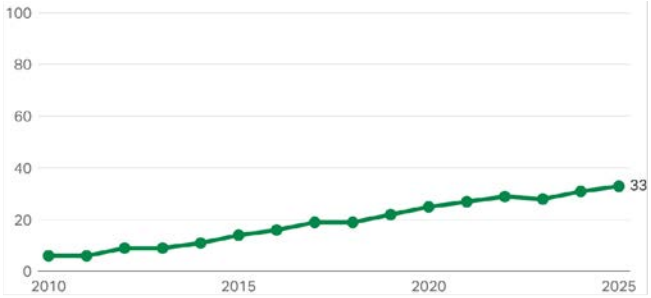
% Engaged



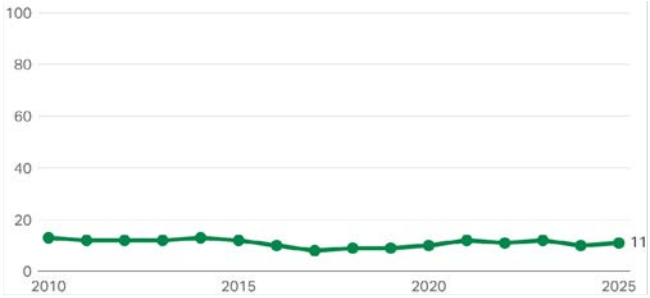
% Yes, daily stress



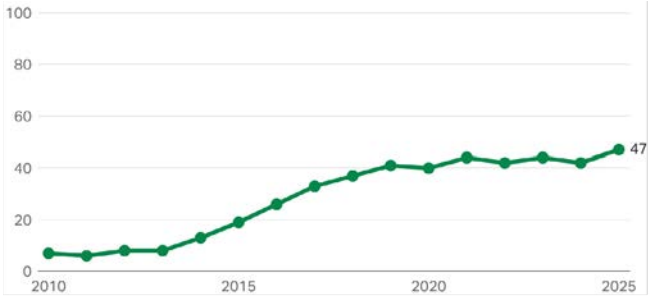
% Thriving



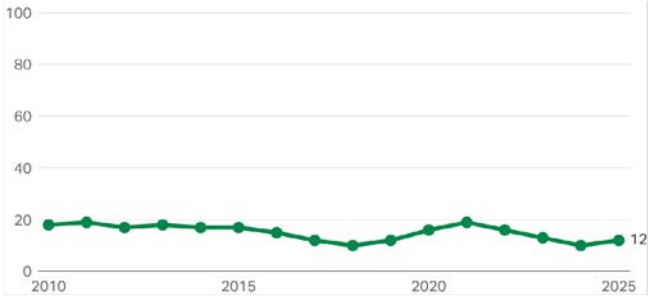
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

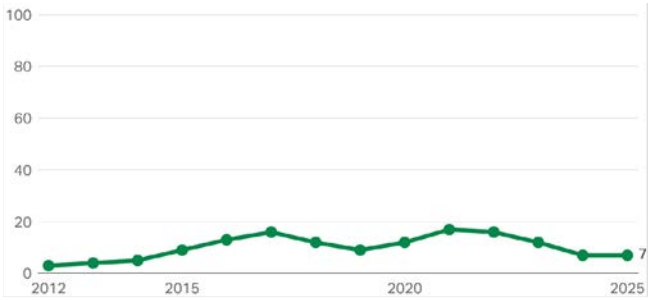


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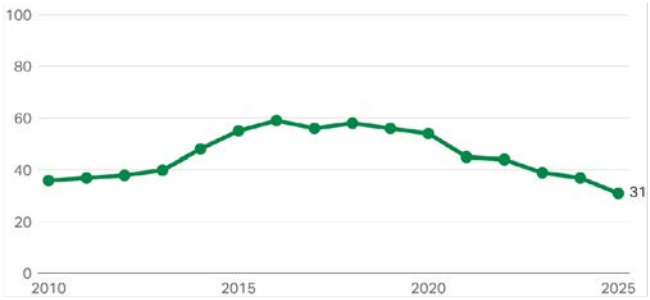


Croatia

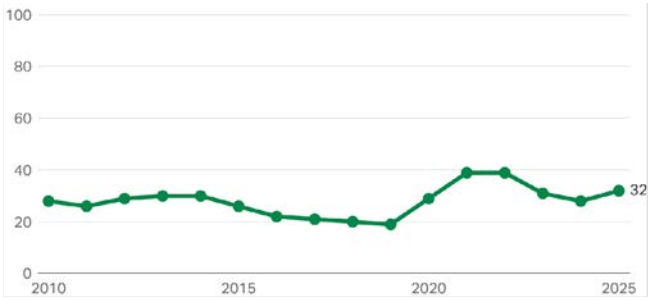
% Engaged



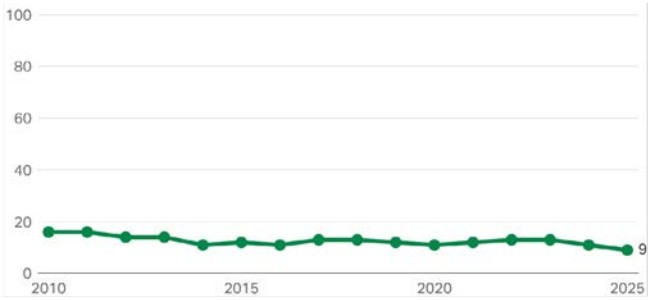
% Yes, daily stress



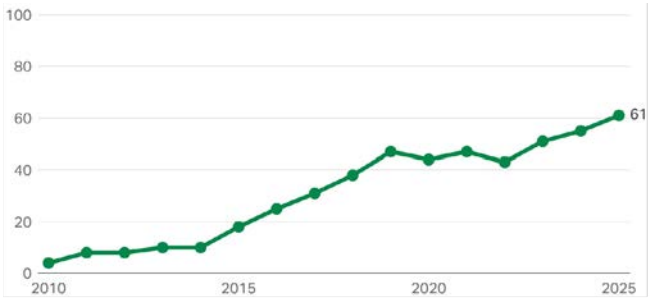
% Thriving



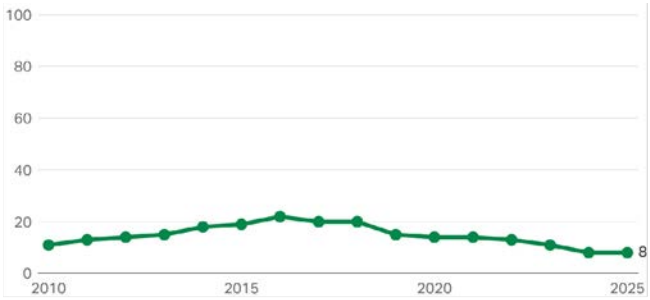
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

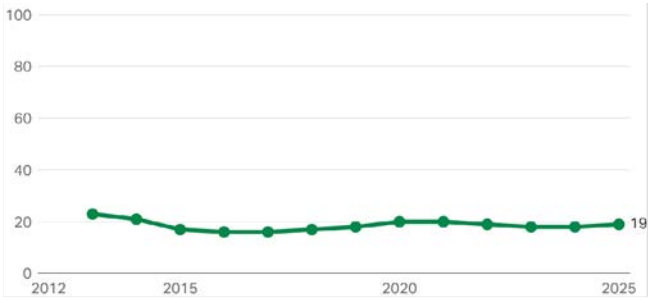


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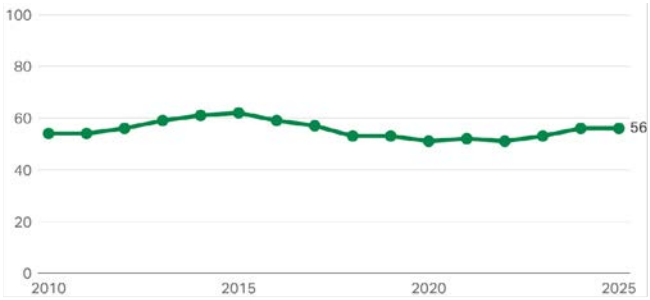


Cyprus

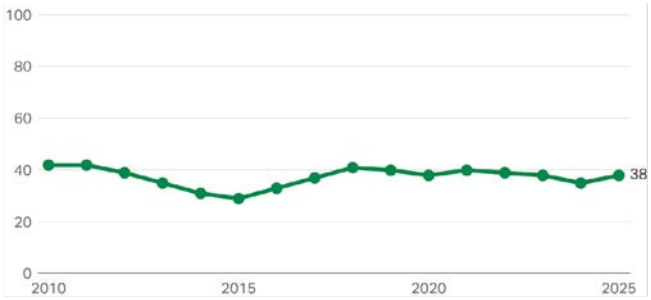
% Engaged



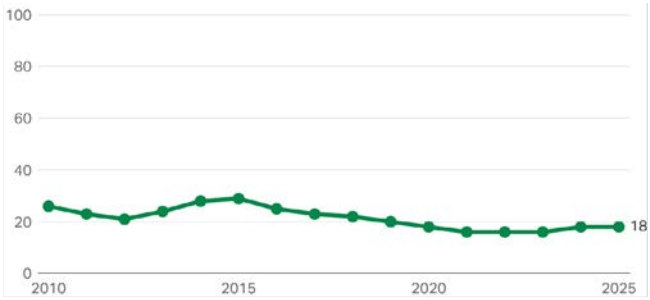
% Yes, daily stress



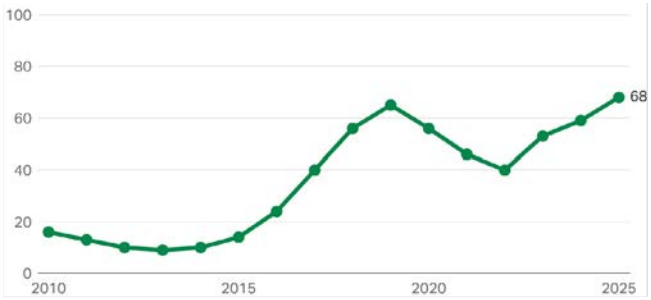
% Thriving



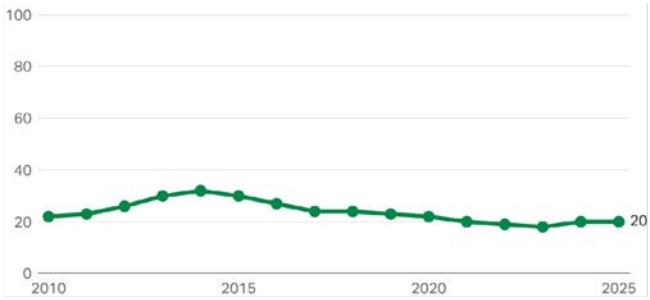
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

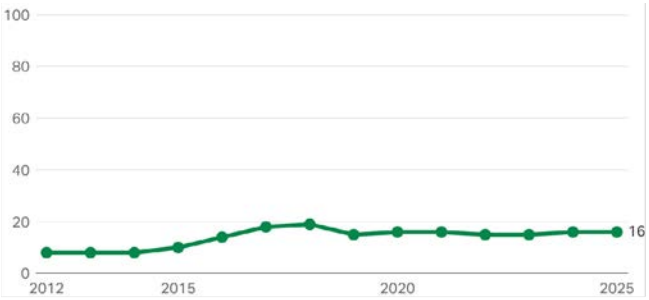


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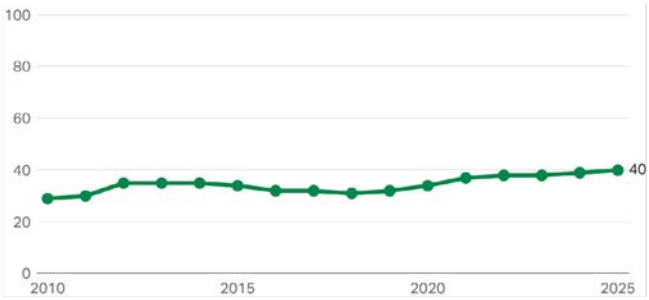


Czech Republic

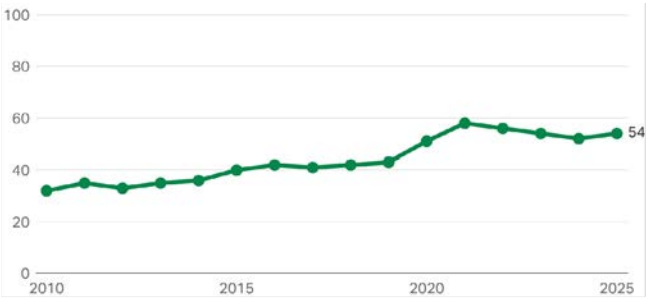
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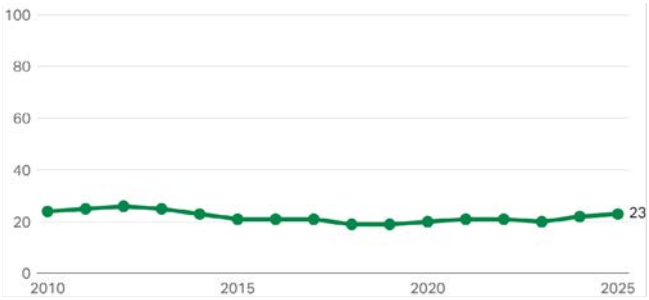
% Yes, daily stress



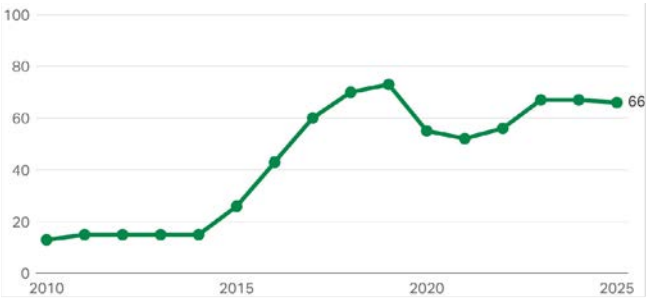
% Thriving



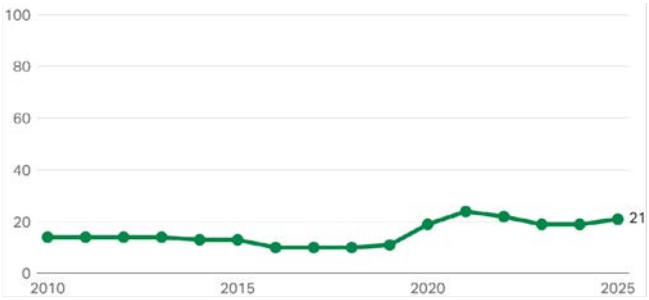
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



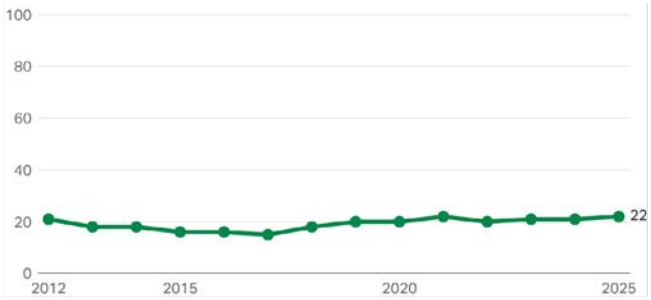
% Yes, daily loneliness



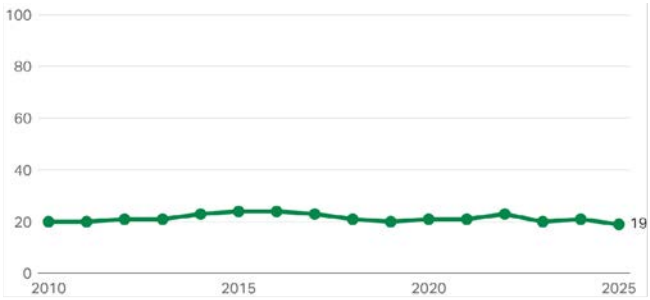
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Denmark

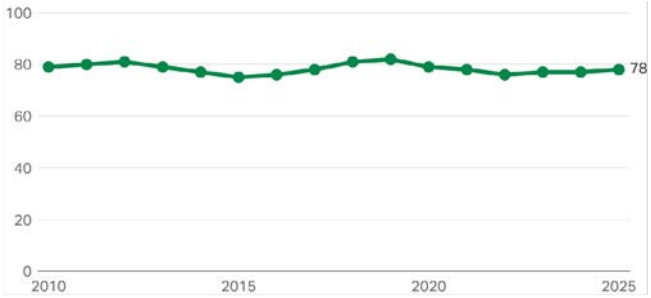
% Engaged



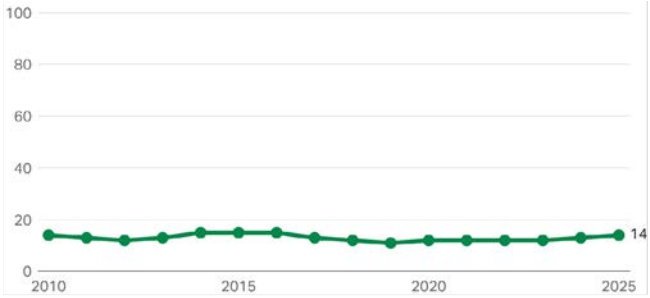
% Yes, daily stress



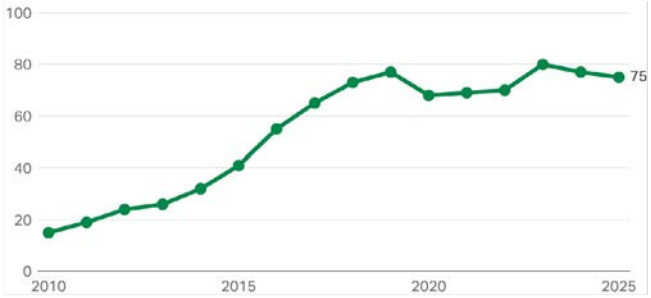
% Thriving



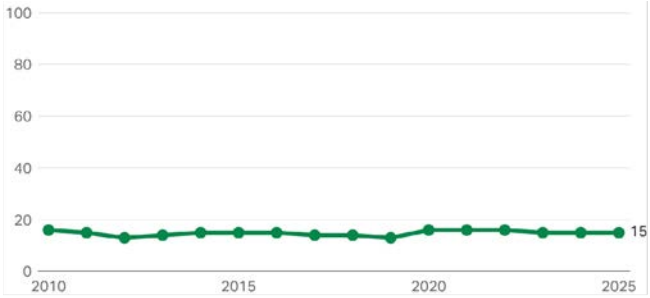
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



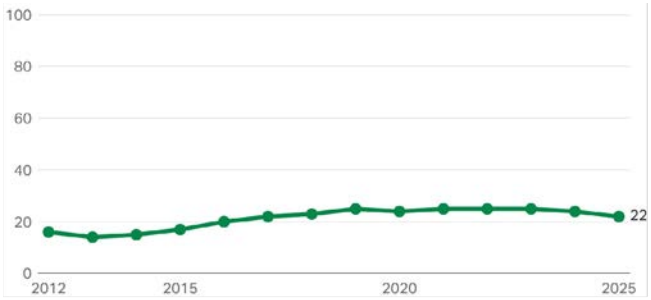
% Yes, daily loneliness



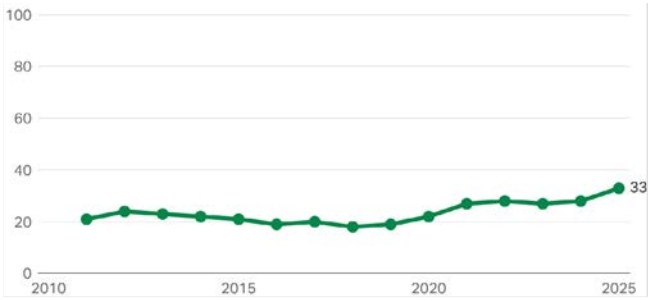
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Estonia

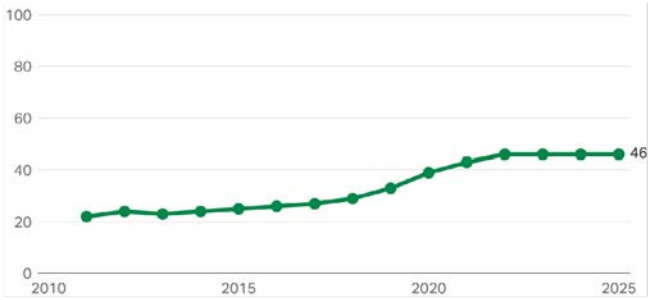
% Engaged



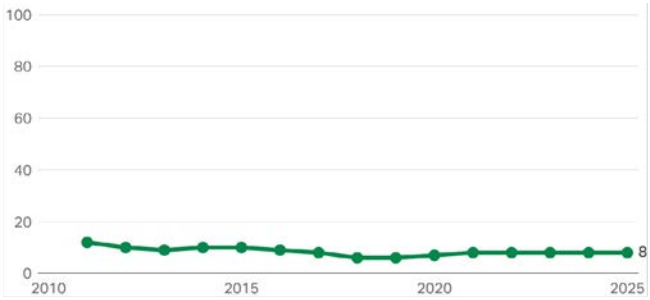
% Yes, daily stress



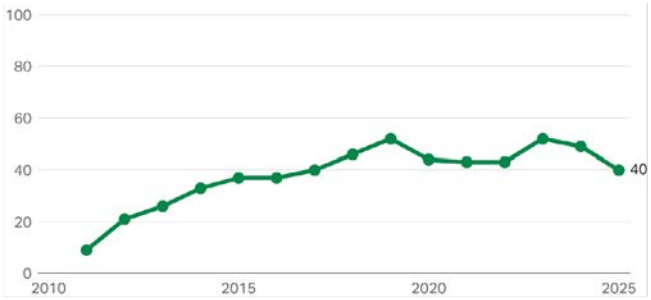
% Thriving



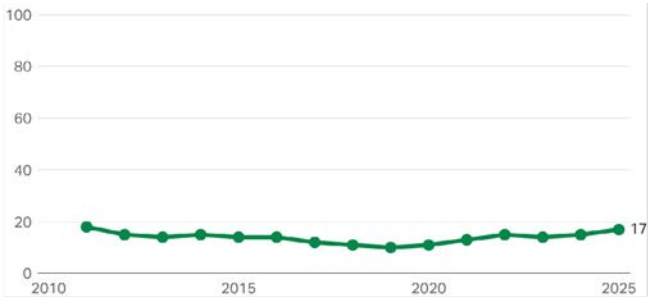
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

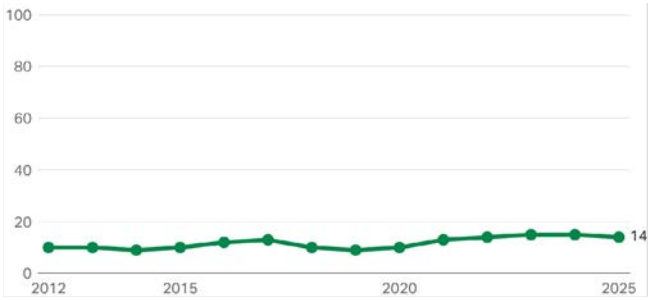


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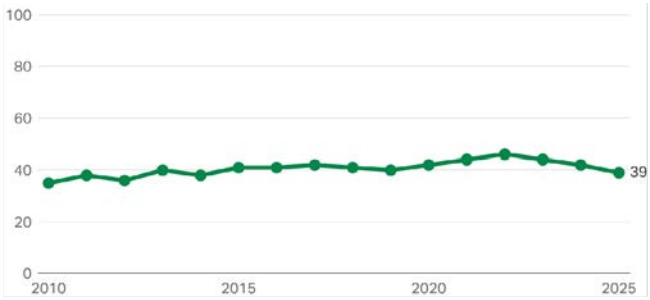


Finland

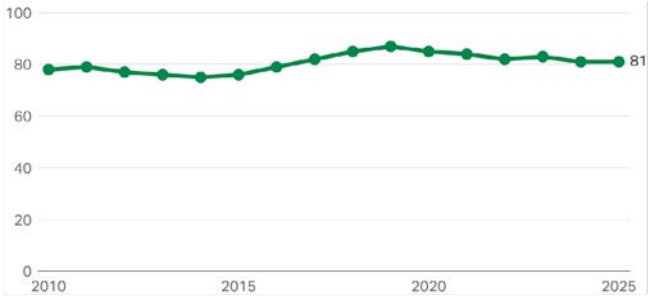
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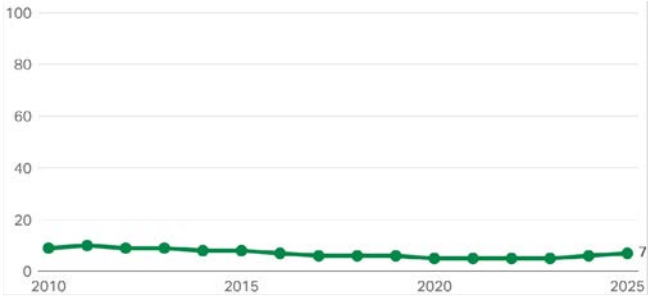
% Yes, daily stress



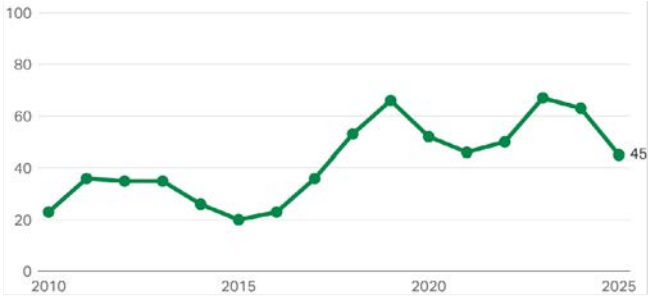
% Thriving



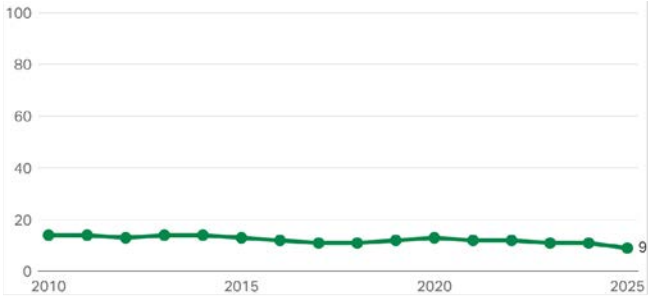
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

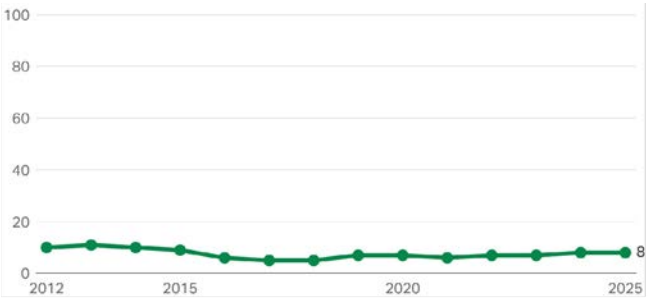


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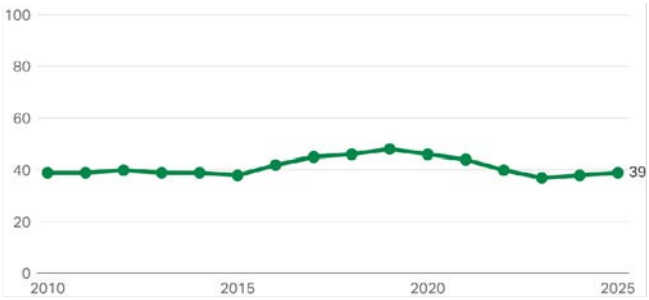


France

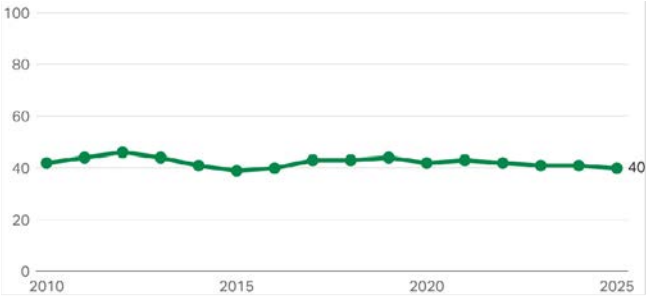
% Engaged



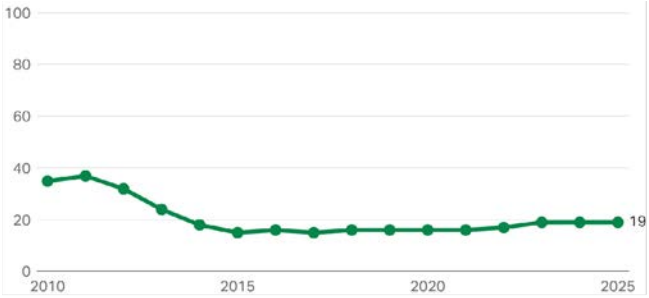
% Yes, daily stress



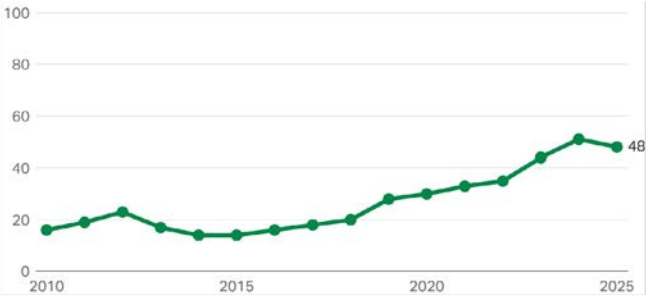
% Thriving



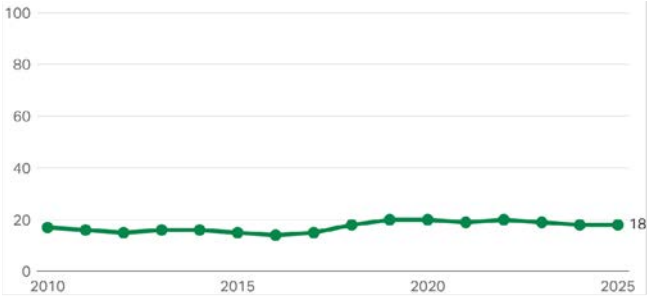
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

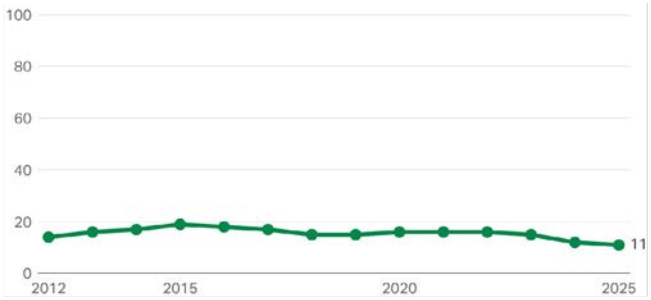


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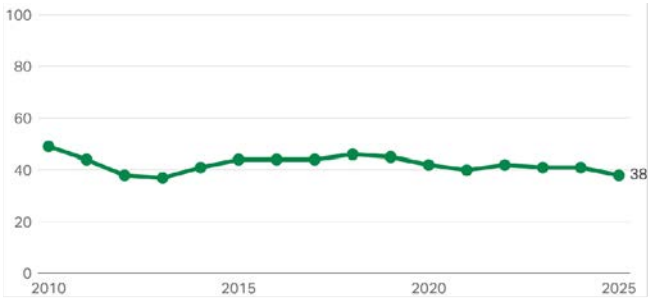


Germany

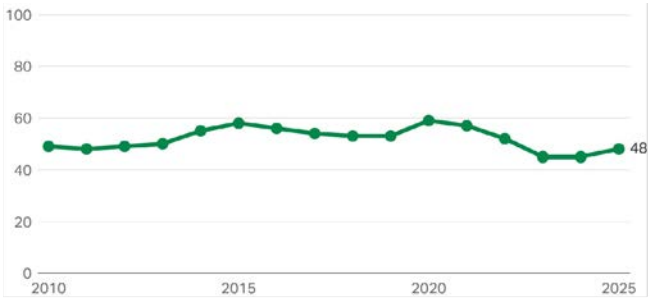
% Engaged



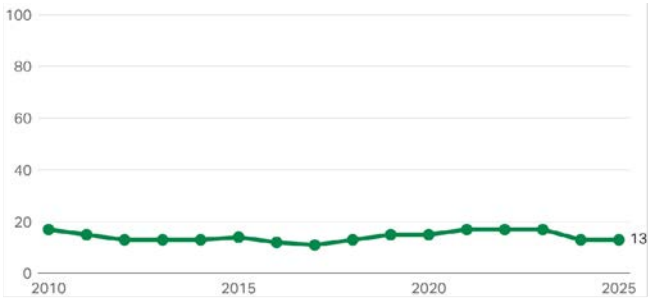
% Yes, daily stress



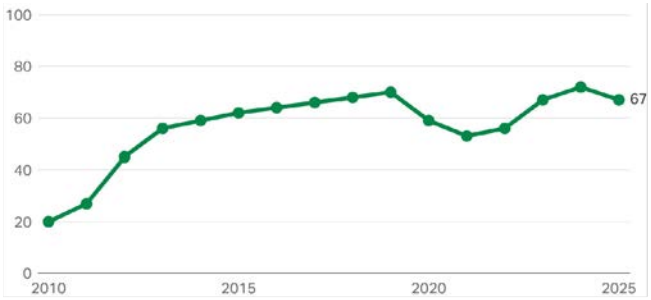
% Thriving



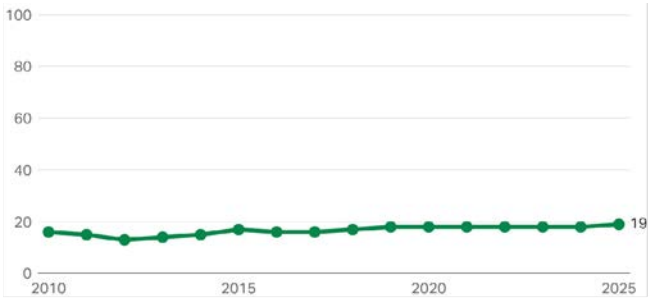
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

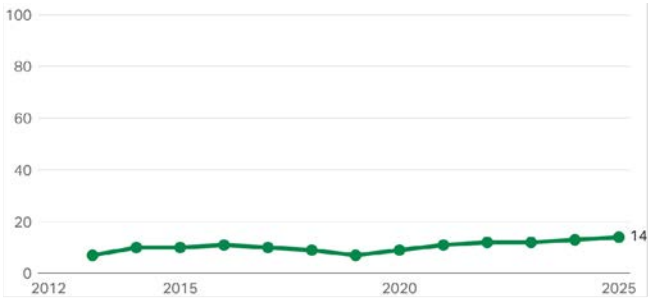


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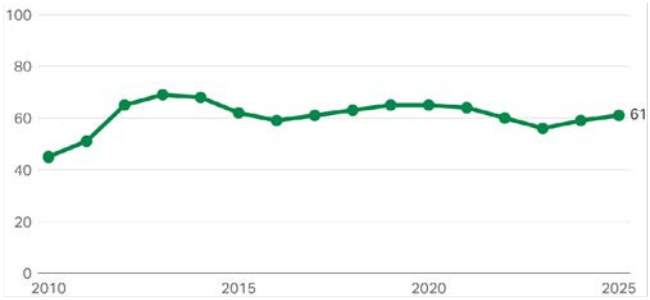


Greece

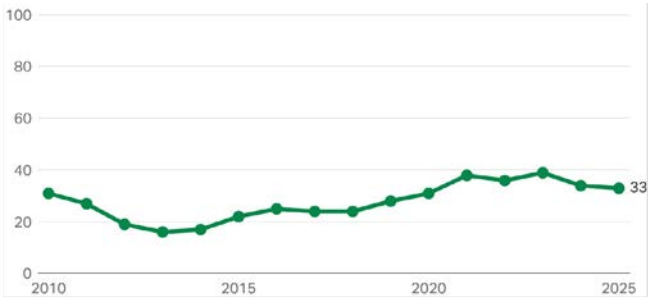
% Engaged



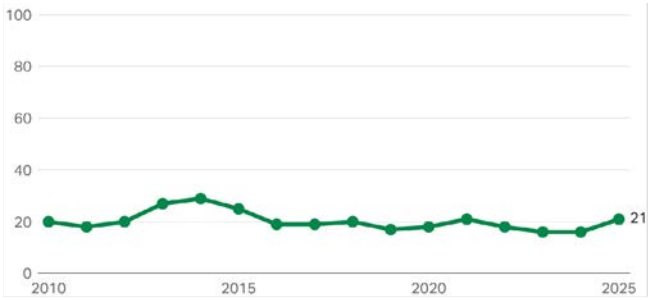
% Yes, daily stress



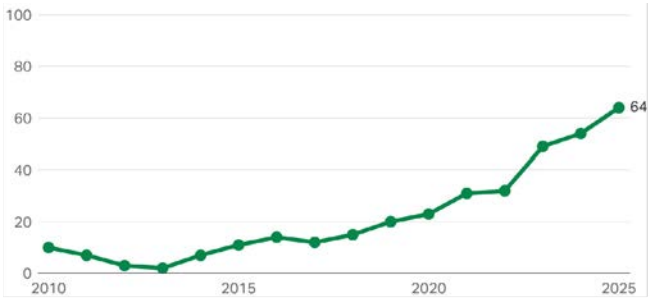
% Thriving



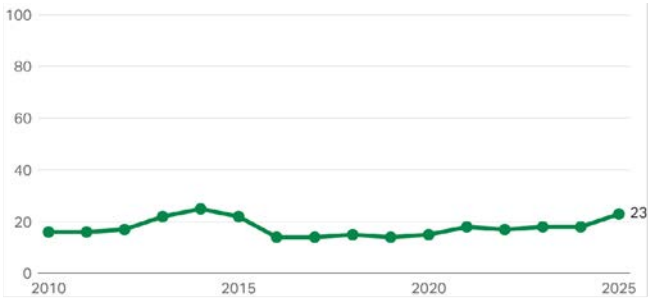
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

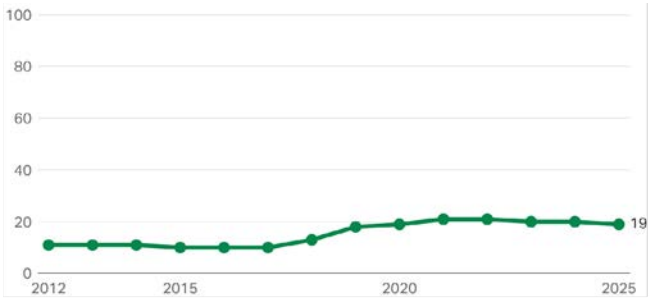


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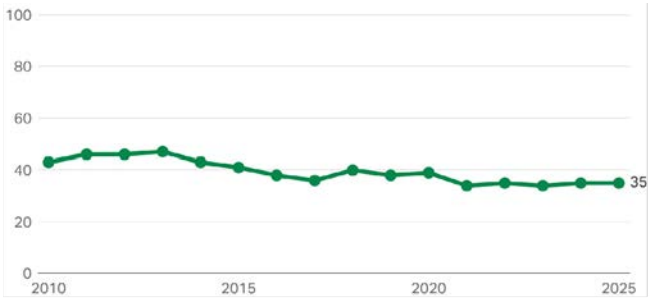


Hungary

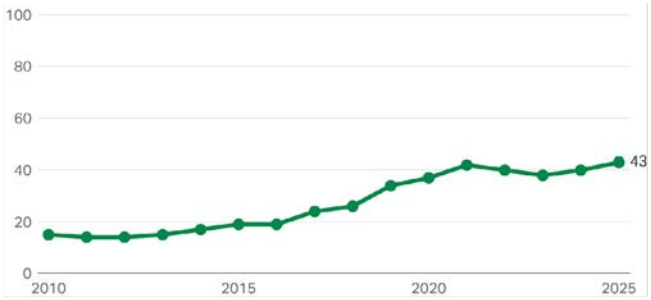
% Engaged



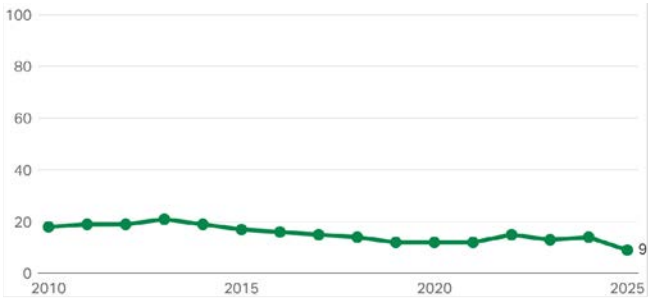
% Yes, daily stress



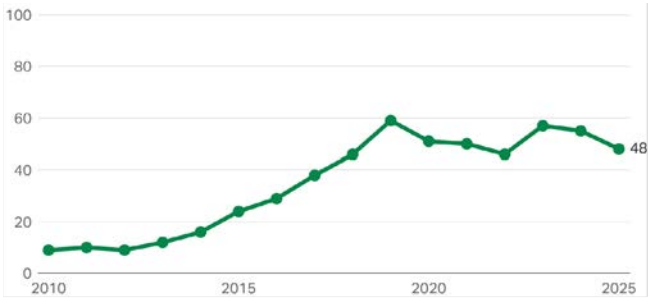
% Thriving



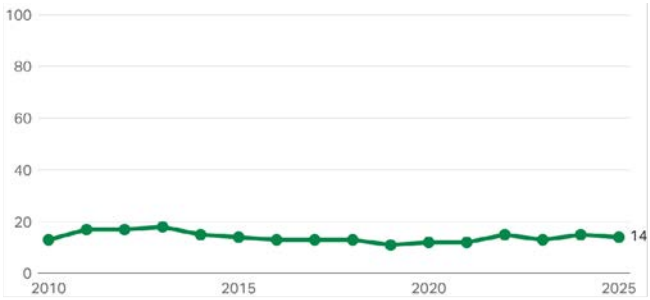
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

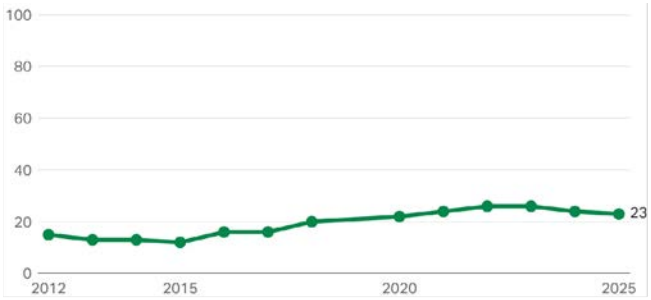


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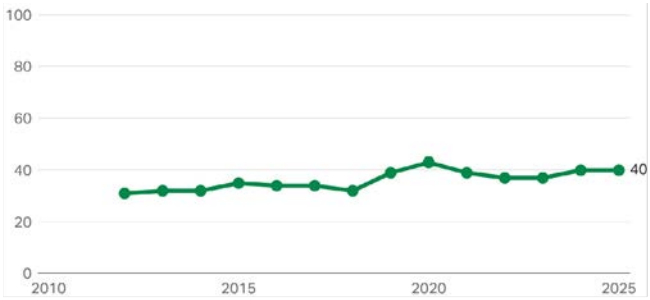


Iceland

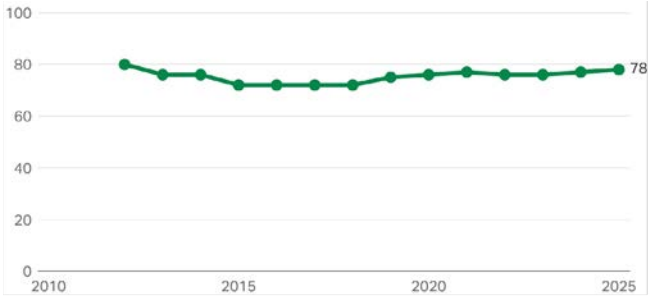
% Engaged



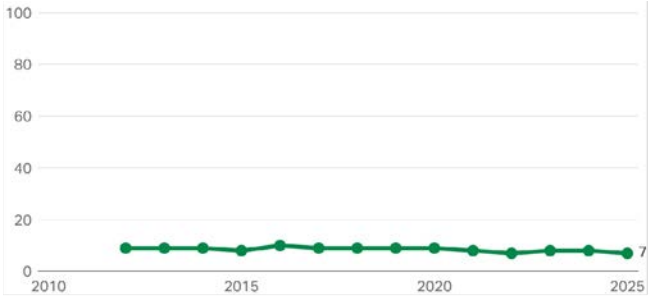
% Yes, daily stress



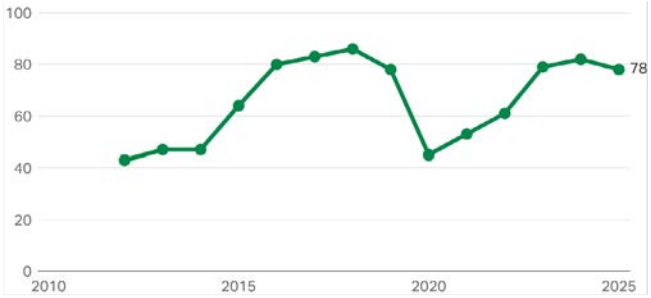
% Thriving



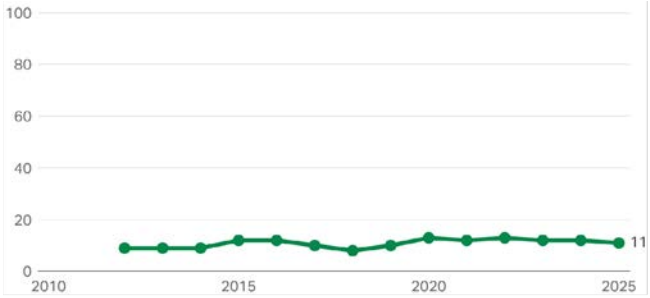
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

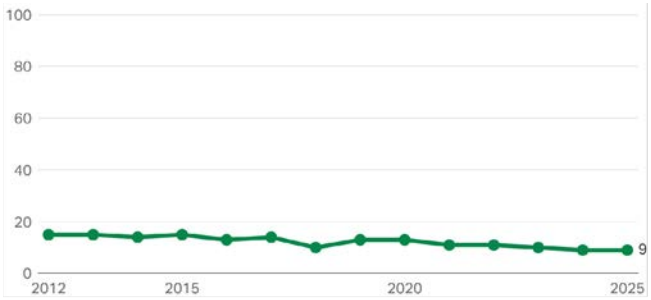


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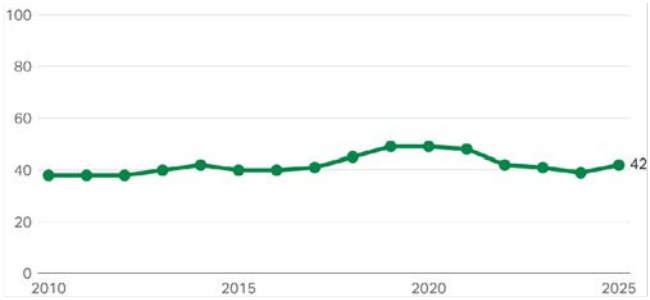


Ireland

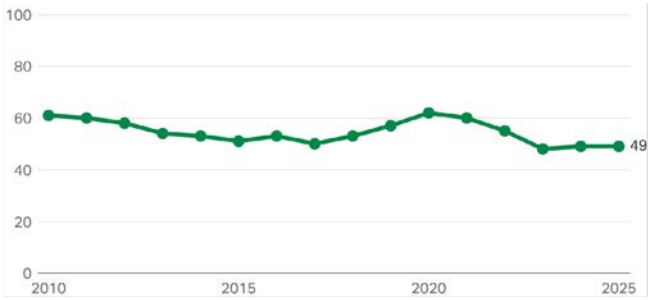
% Engaged



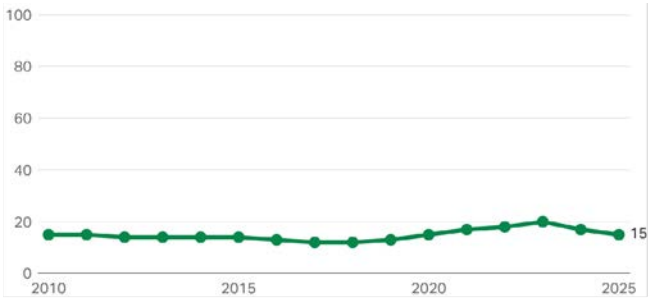
% Yes, daily stress



% Thriving



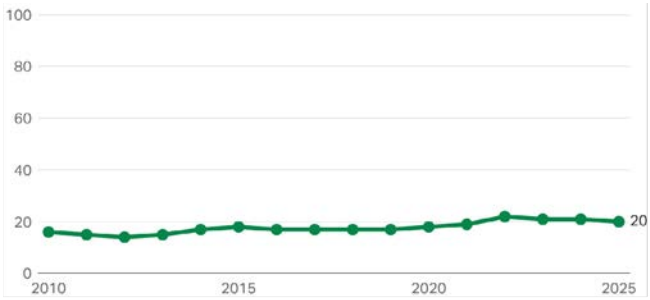
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

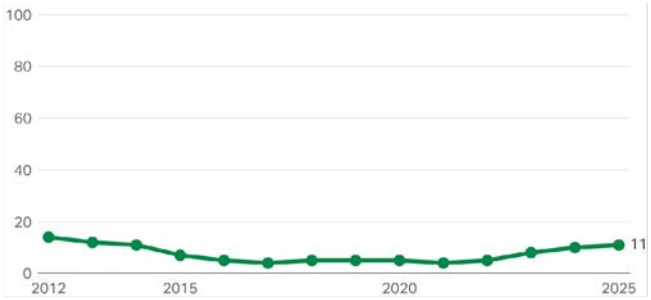


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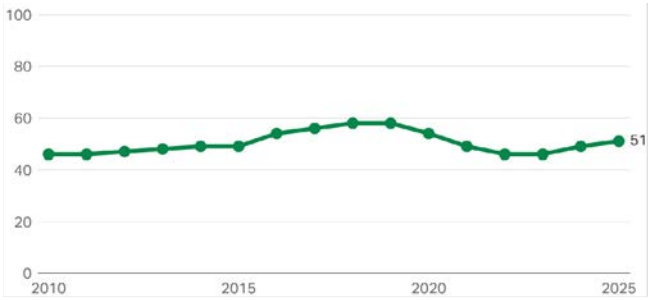


Italy

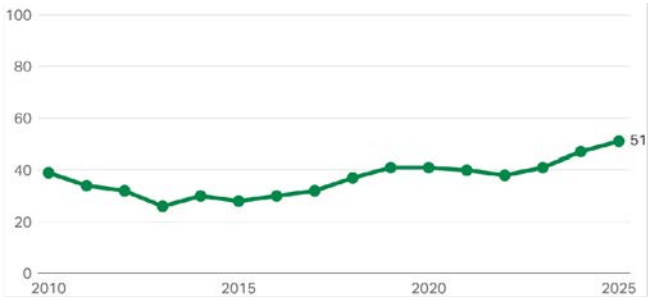
% Engaged



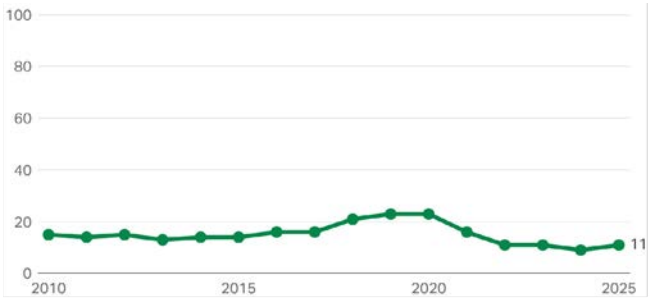
% Yes, daily stress



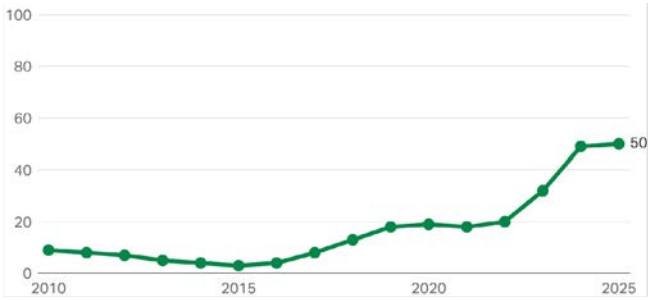
% Thriving



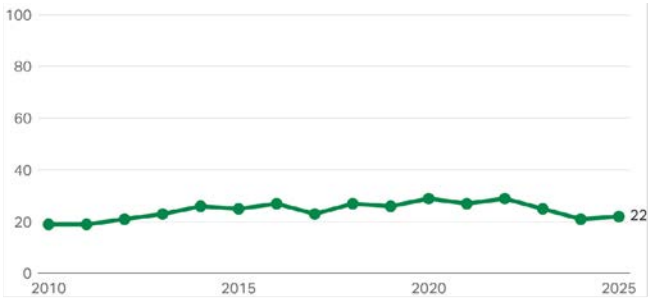
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



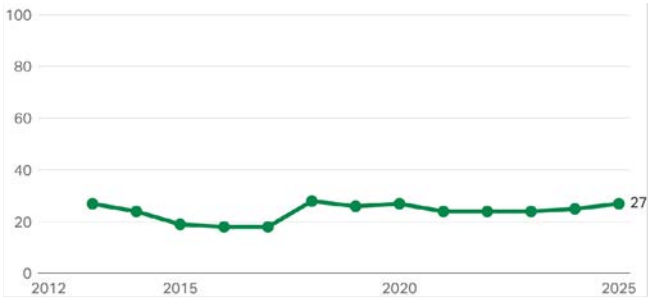
% Yes, daily loneliness



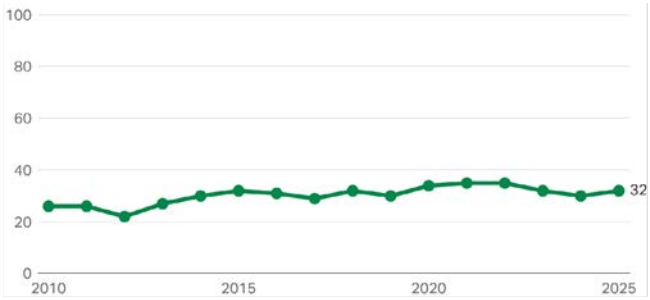
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Kosovo

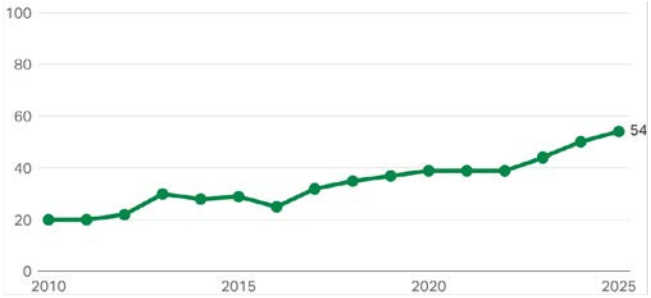
% Engaged



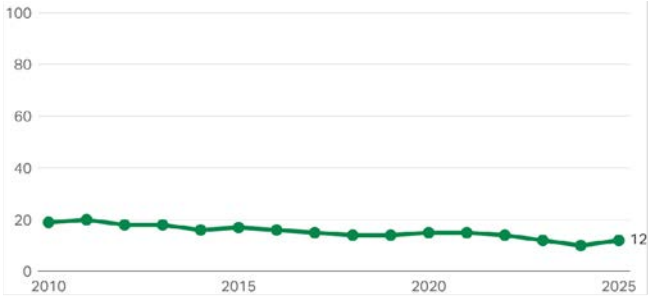
% Yes, daily stress



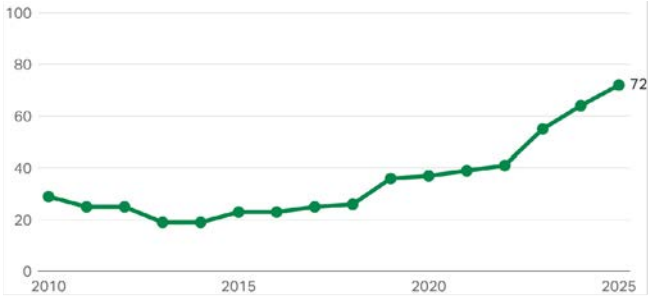
% Thriving



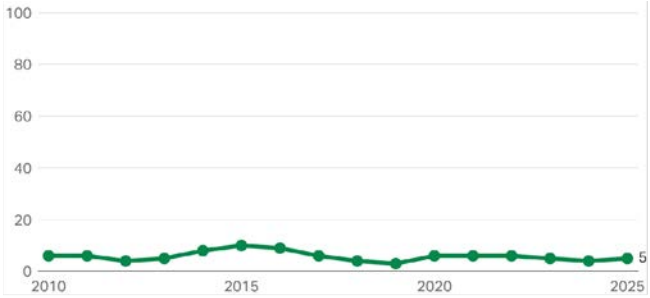
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

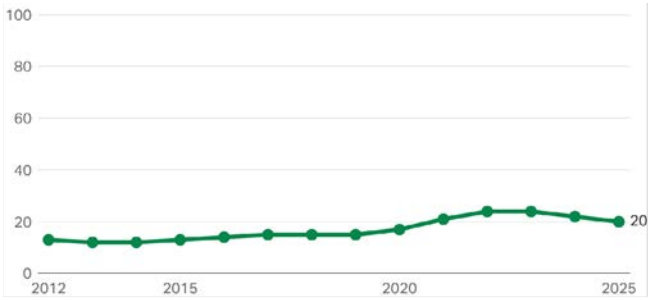


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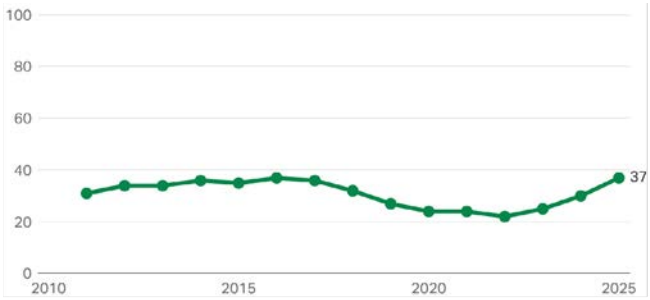


Latvia

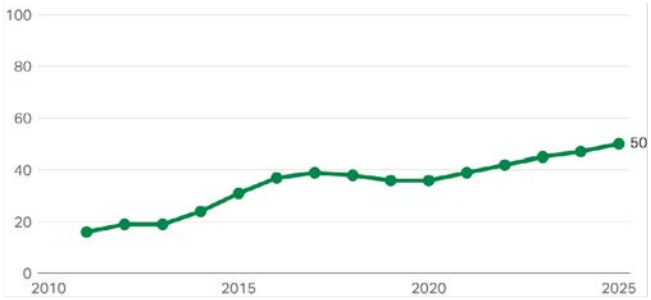
% Engaged



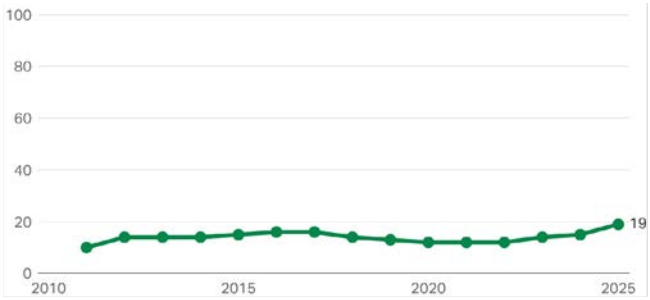
% Yes, daily stress



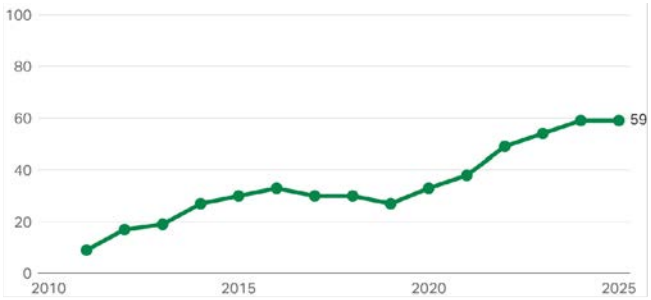
% Thriving



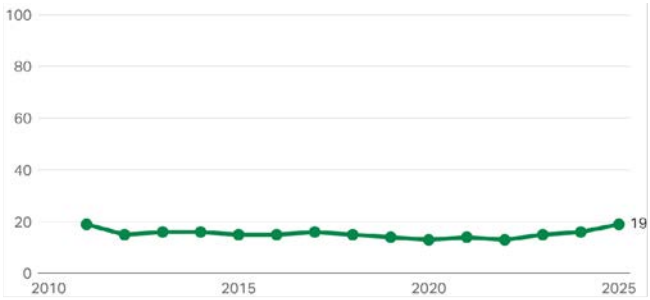
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



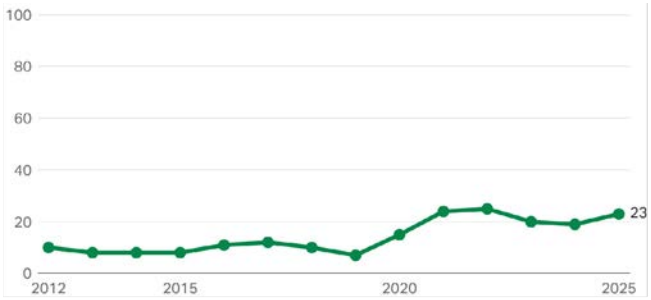
% Yes, daily loneliness



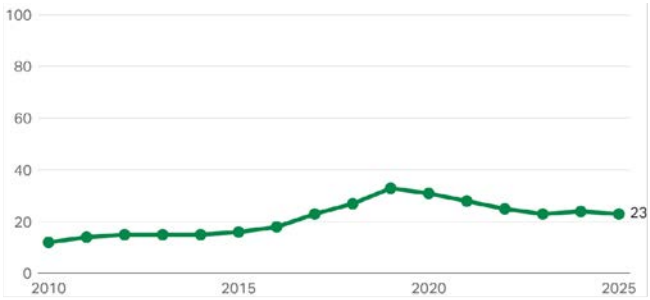
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Lithuania

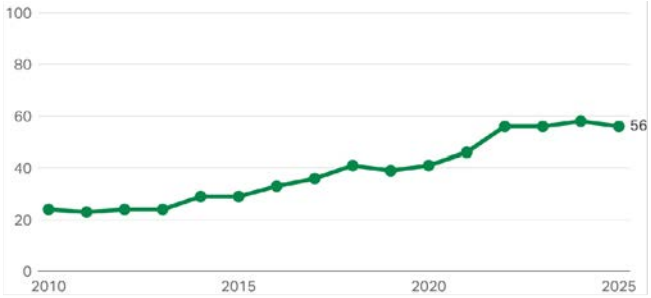
% Engaged



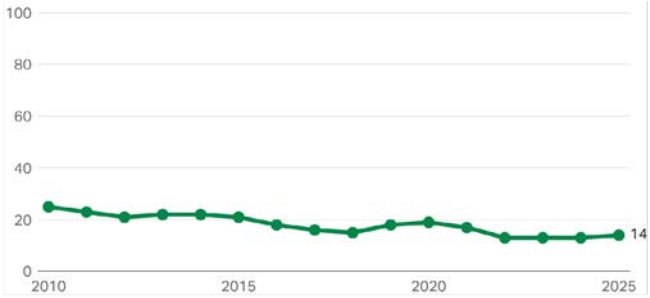
% Yes, daily stress



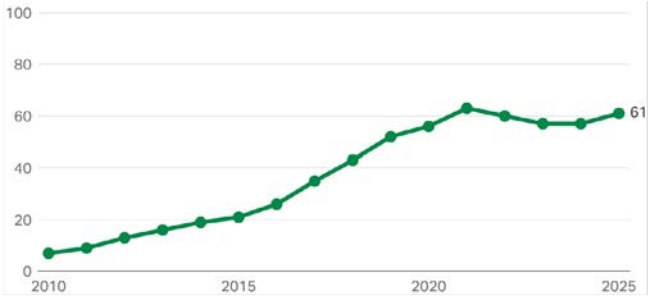
% Thriving



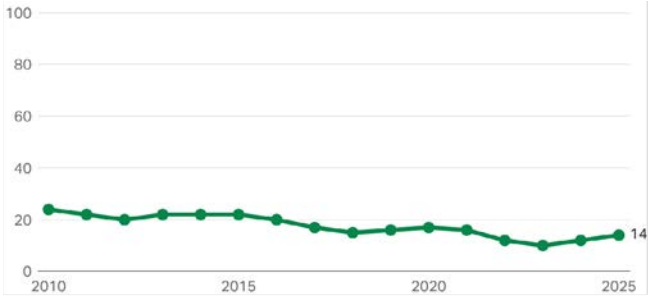
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

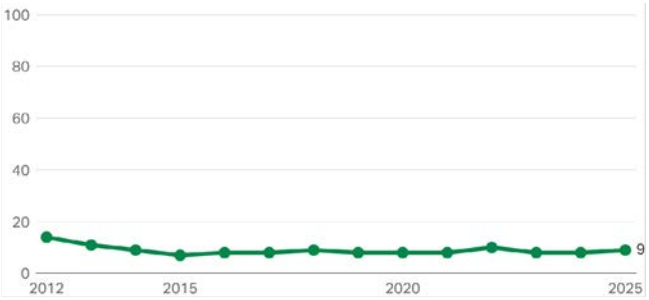


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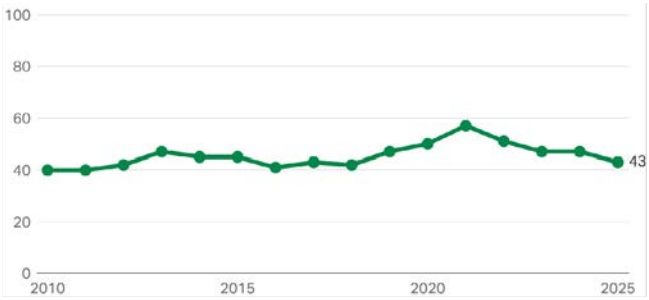


Luxembourg

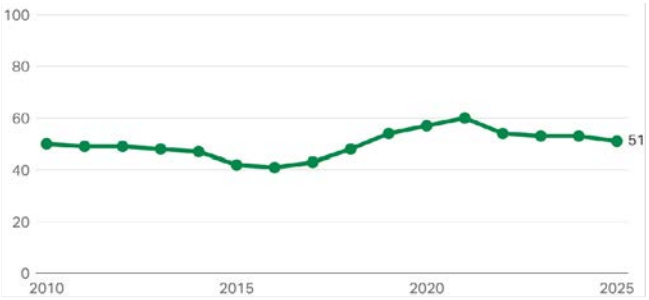
% Engaged



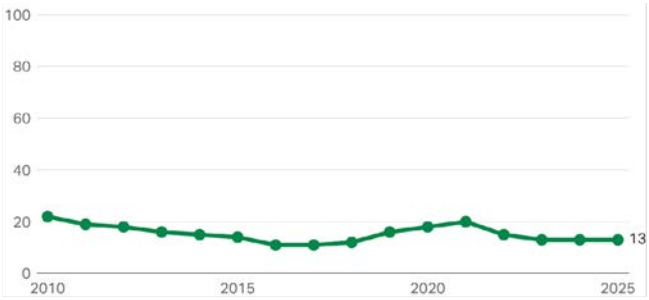
% Yes, daily stress



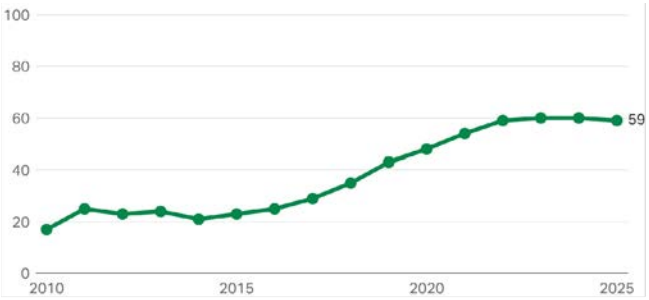
% Thriving



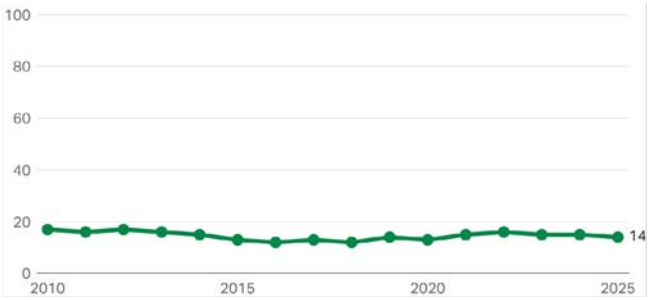
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

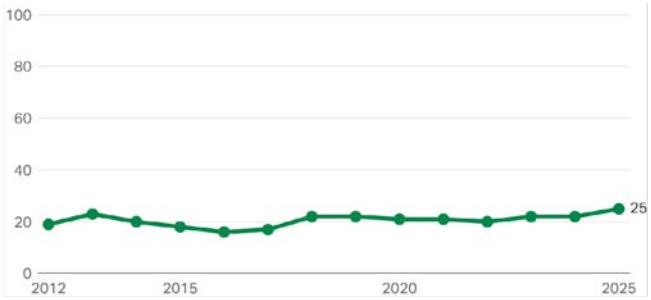


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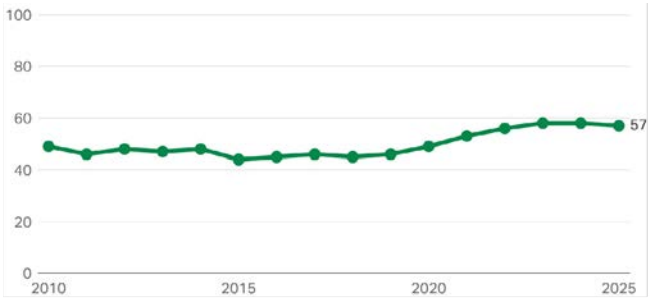


Malta

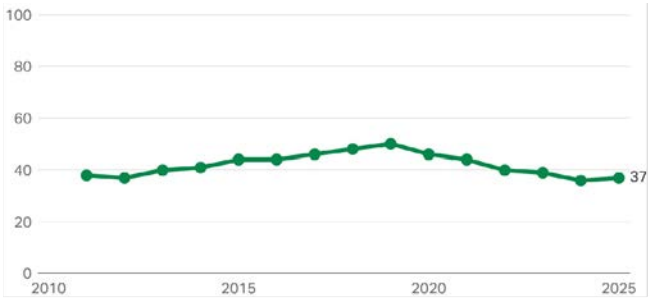
% Engaged



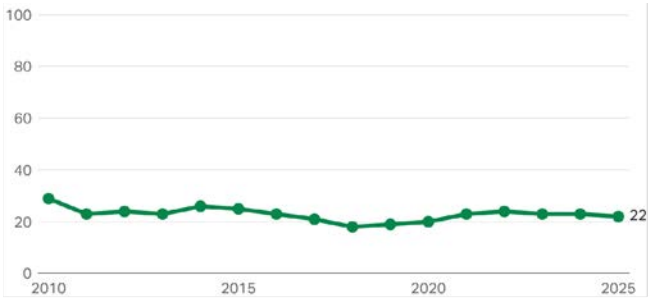
% Yes, daily stress



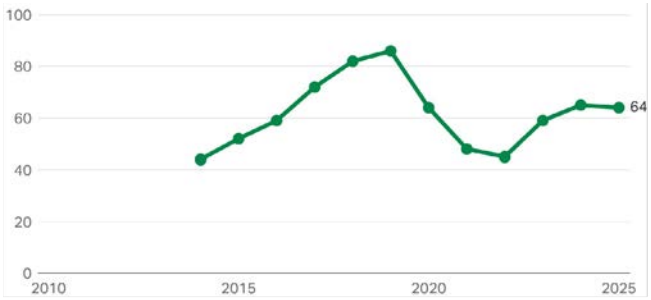
% Thriving



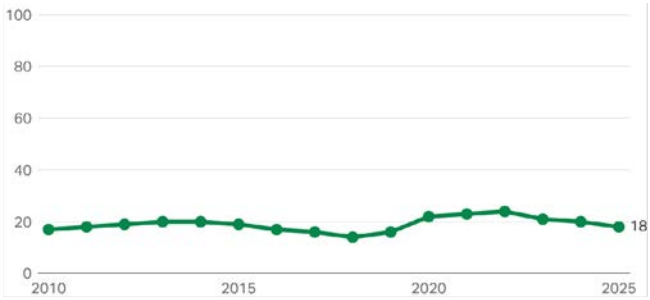
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

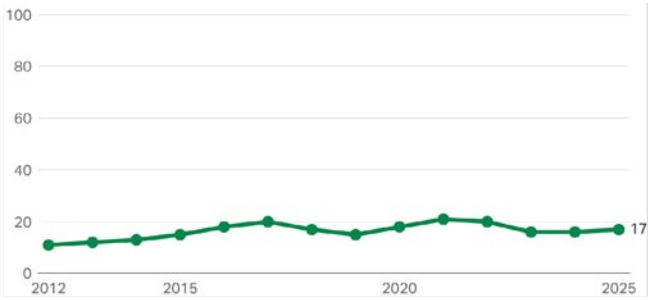


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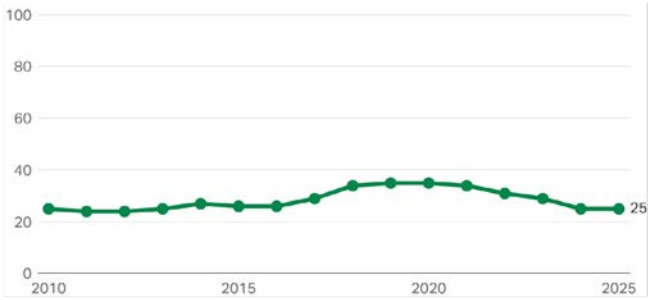


Montenegro

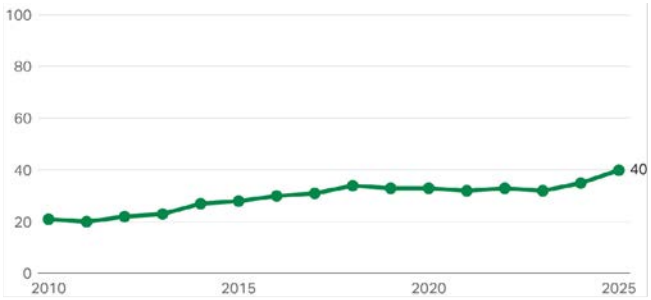
% Engaged



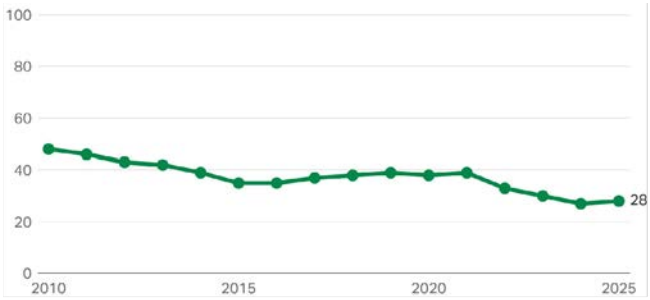
% Yes, daily stress



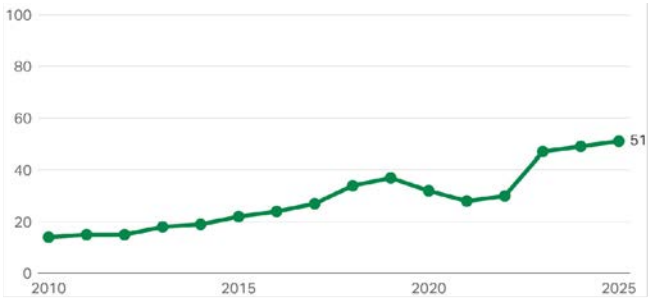
% Thriving



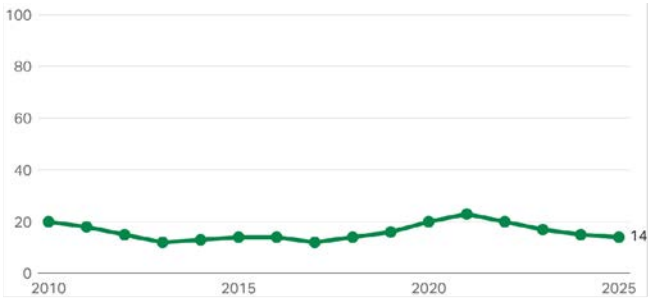
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



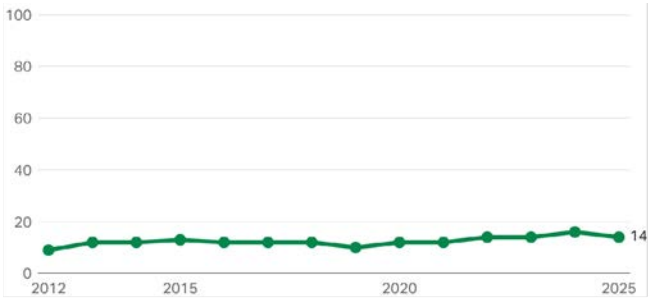
% Yes, daily loneliness



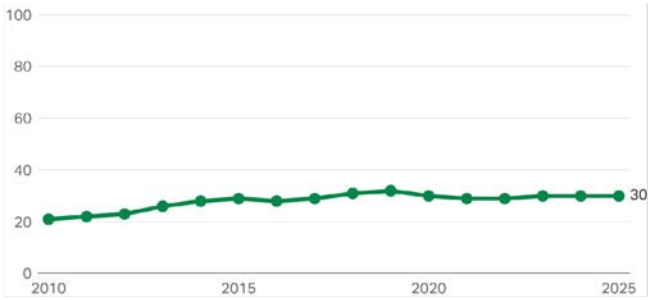
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Netherlands

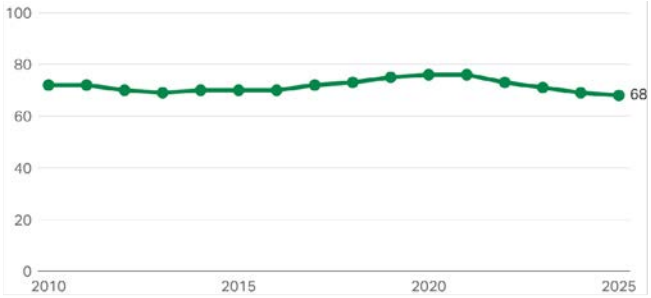
% Engaged



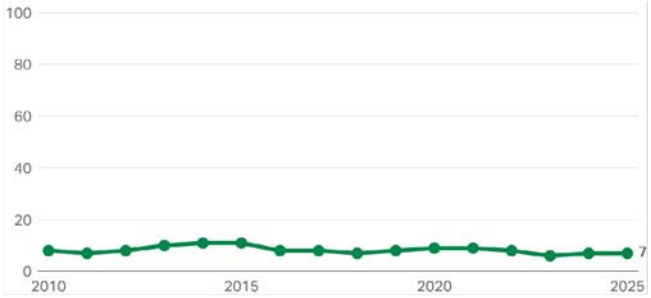
% Yes, daily stress



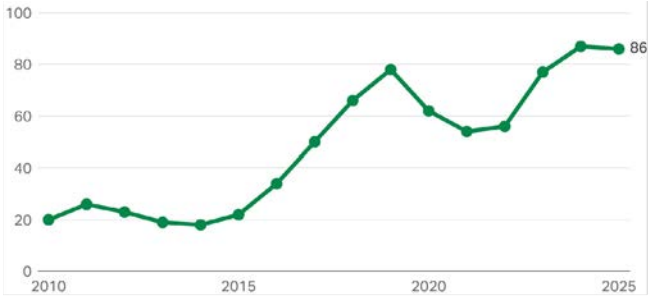
% Thriving



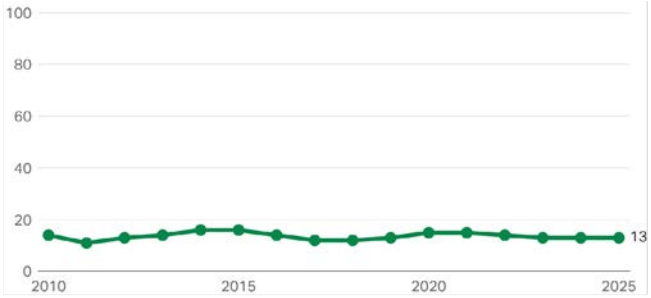
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



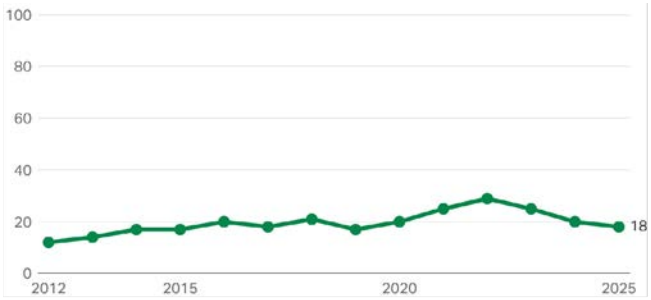
% Yes, daily loneliness



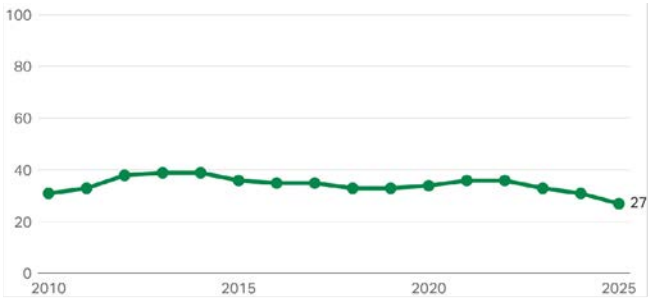
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North Macedonia

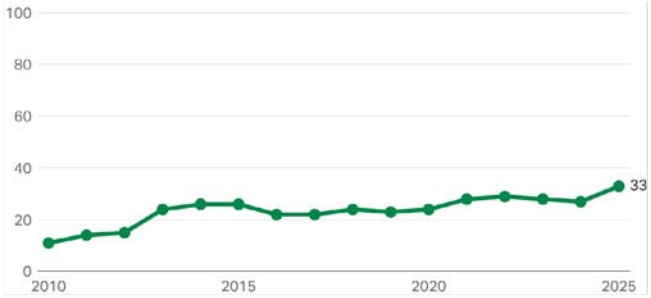
% Engaged



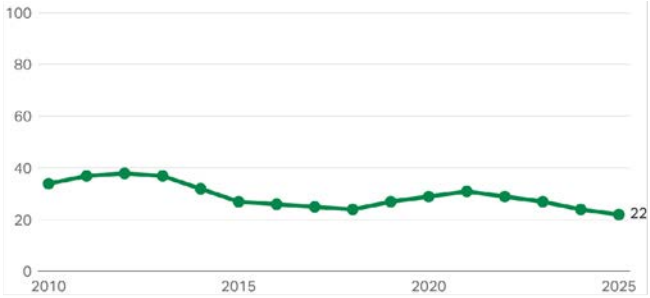
% Yes, daily stress



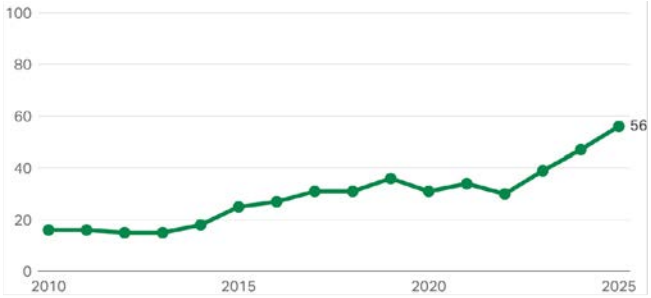
% Thriving



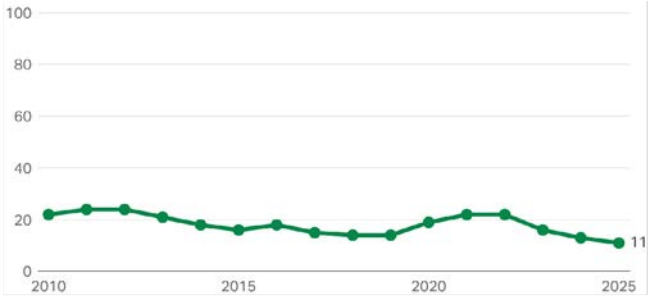
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



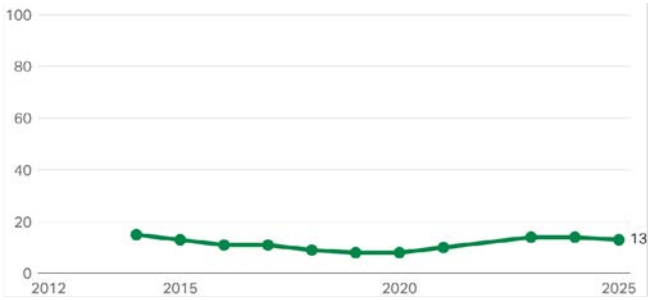
% Yes, daily loneliness



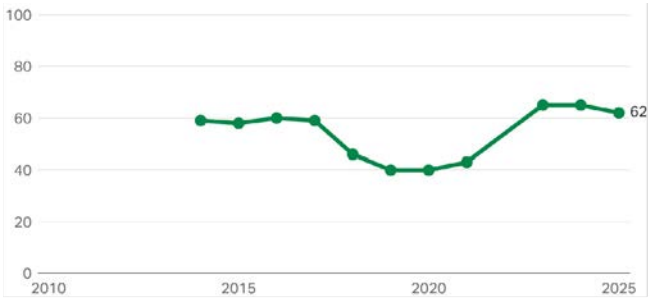
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Northern Cyprus (Territory of Republic of Cyprus)

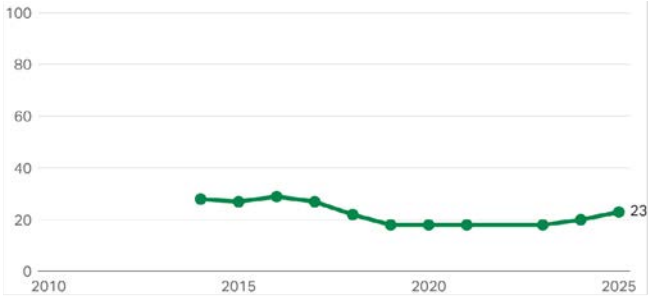
% Engaged



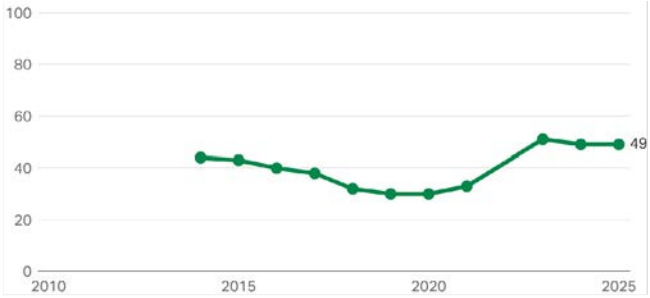
% Yes, daily stress



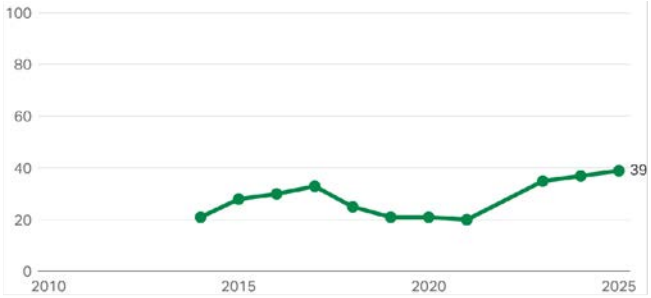
% Thriving



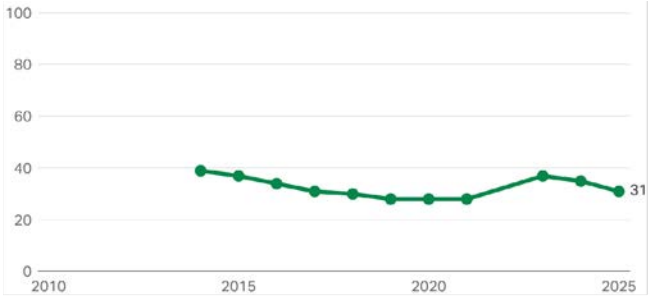
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

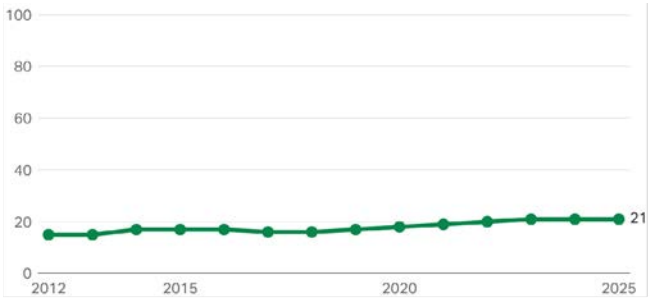


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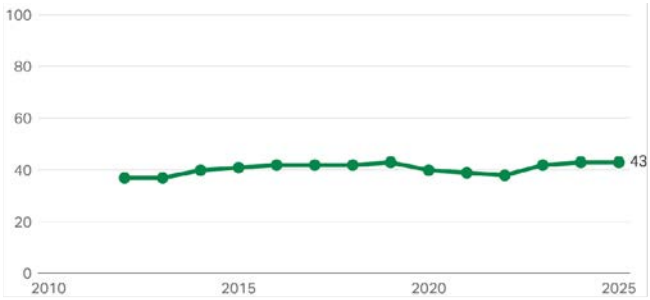


Norway

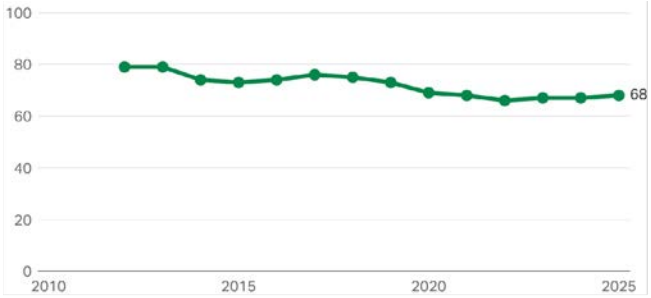
% Engaged



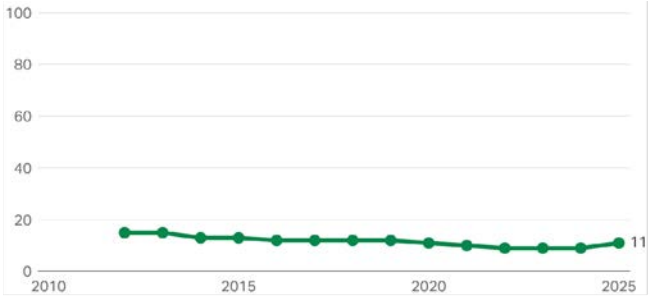
% Yes, daily stress



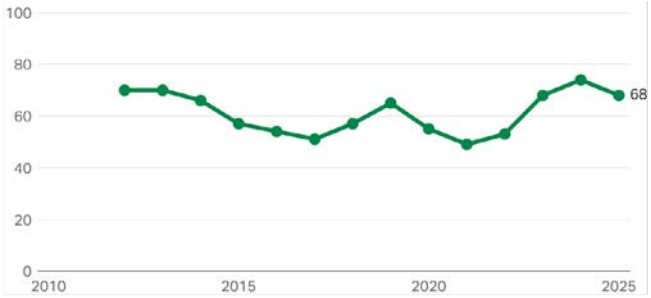
% Thriving



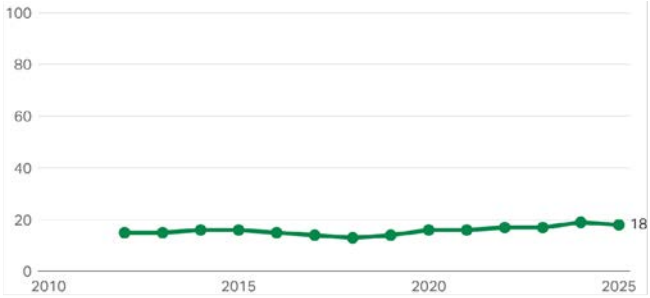
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

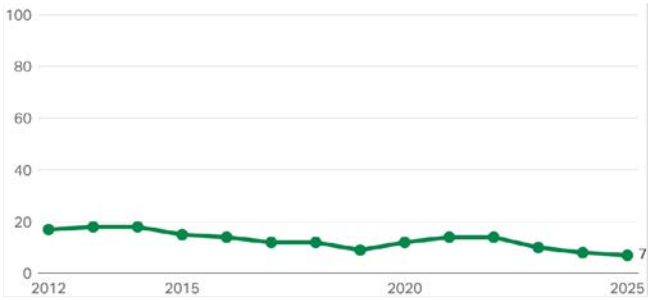


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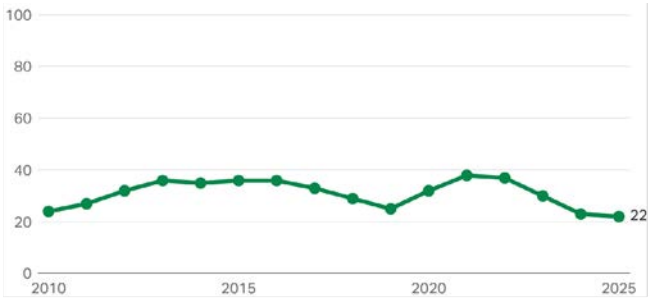


Poland

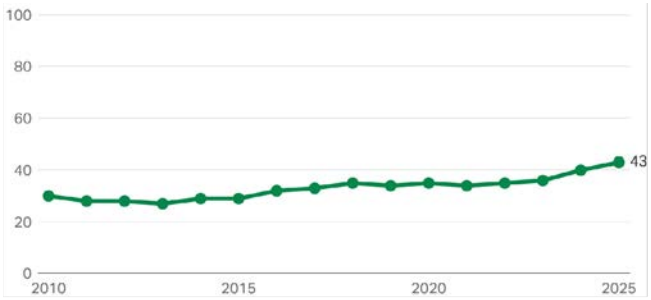
% Engaged



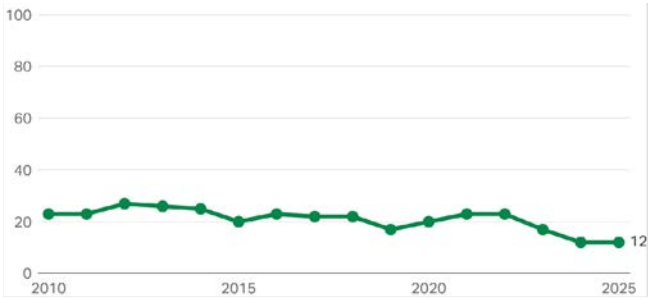
% Yes, daily stress



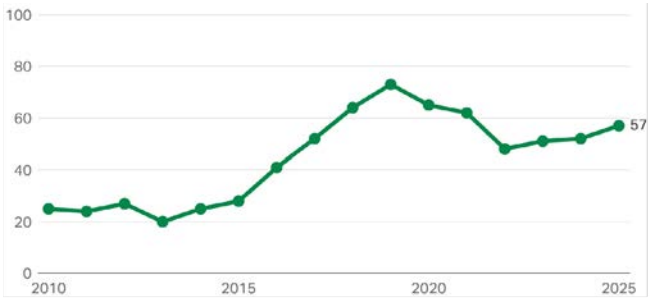
% Thriving



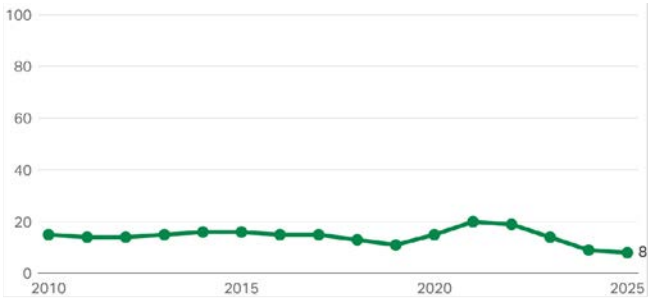
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

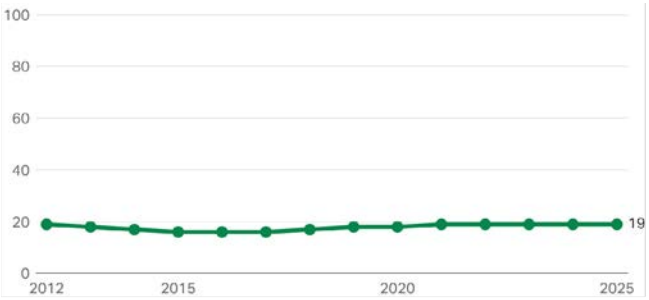


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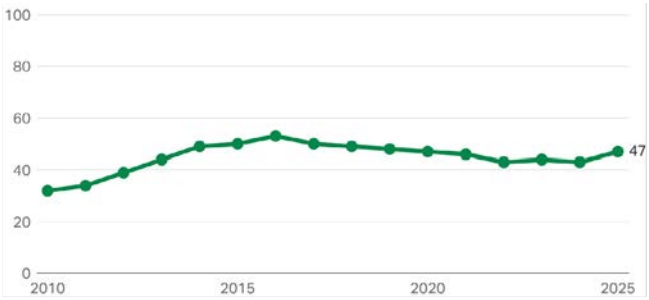


Portugal

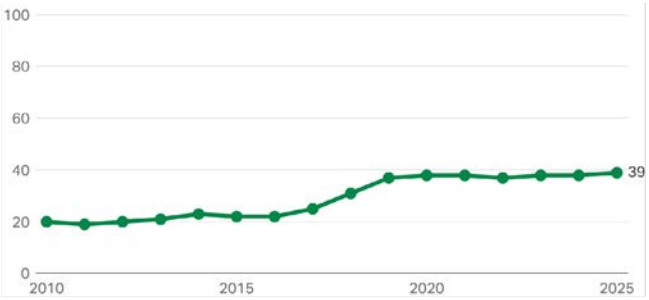
% Engaged



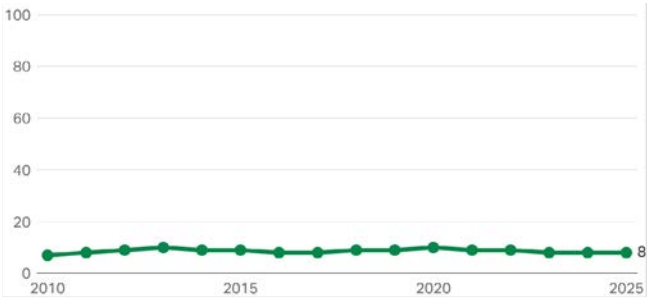
% Yes, daily stress



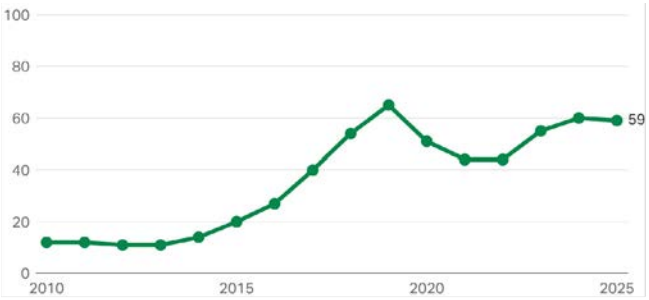
% Thriving



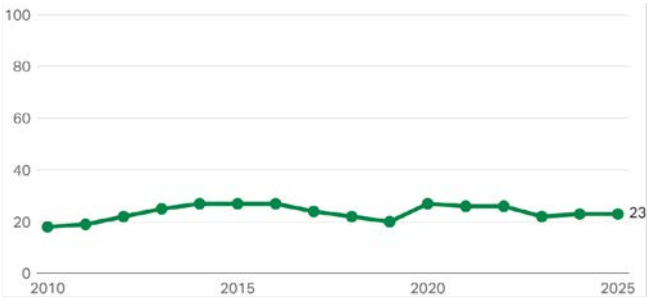
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

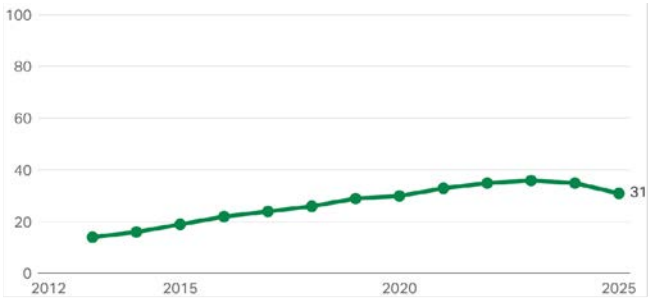


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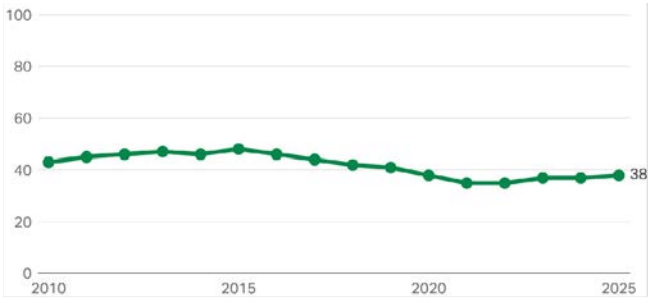


Romania

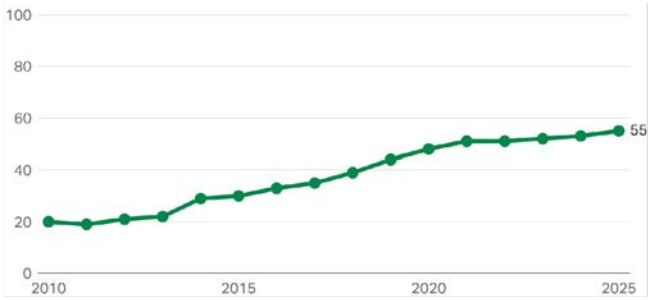
% Engaged



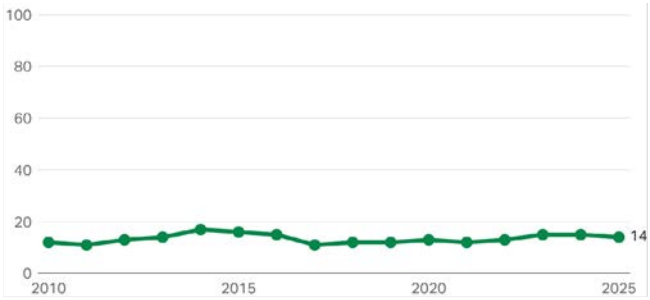
% Yes, daily stress



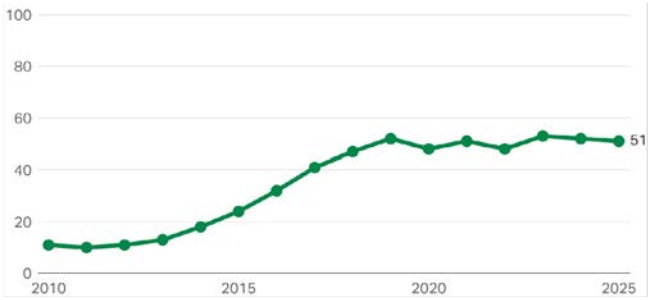
% Thriving



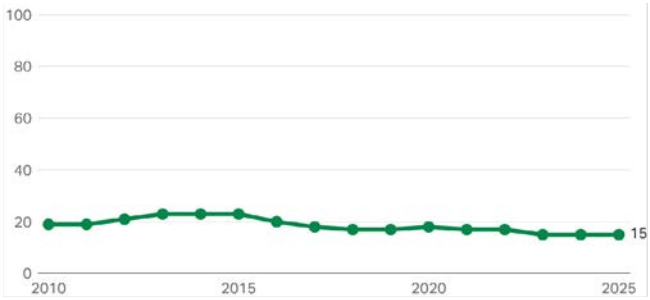
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

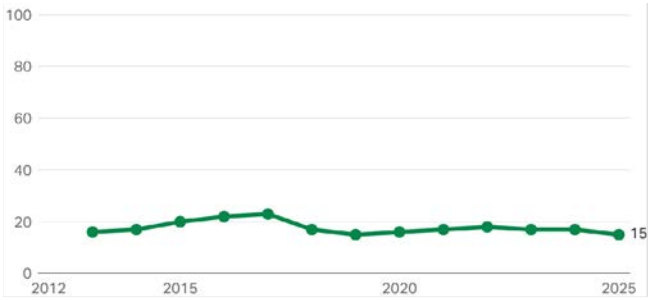


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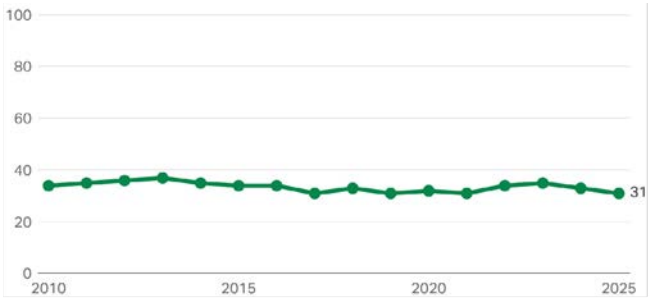


Serbia

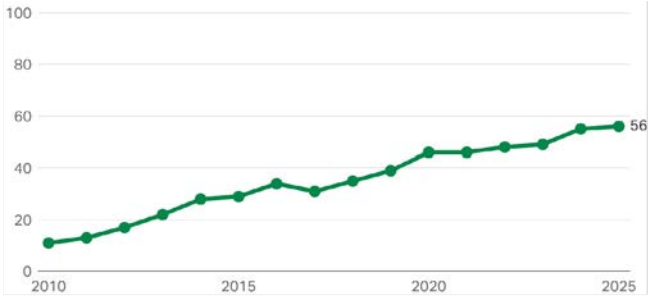
% Engaged



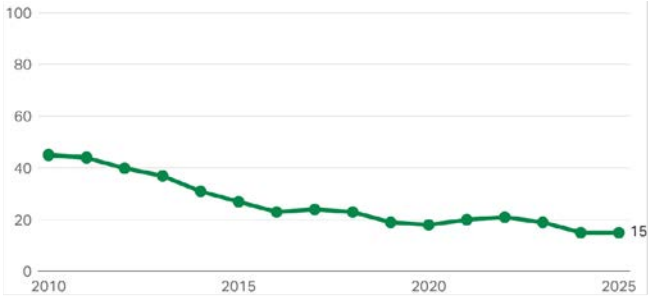
% Yes, daily stress



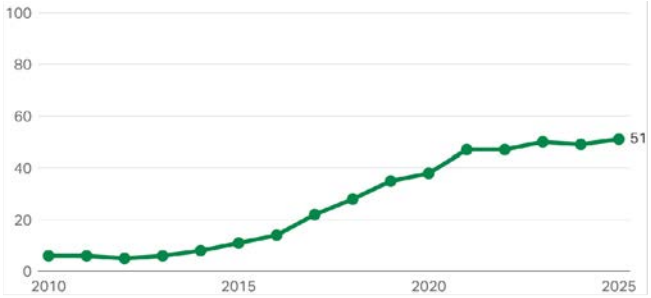
% Thriving



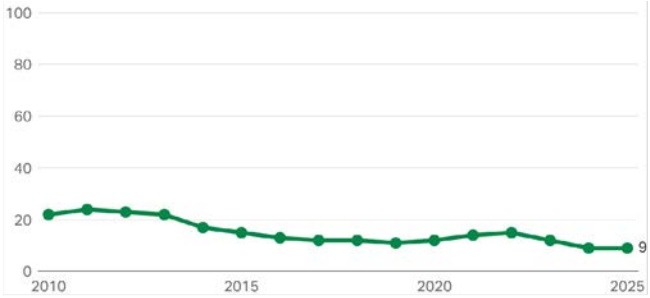
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



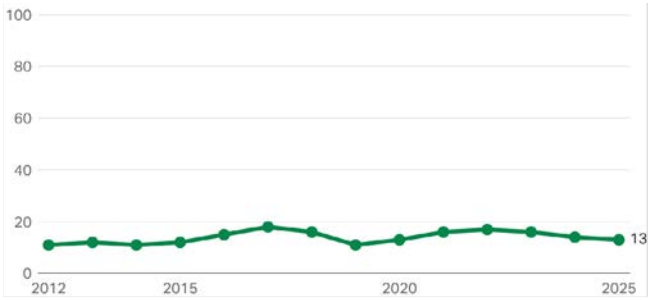
% Yes, daily loneliness



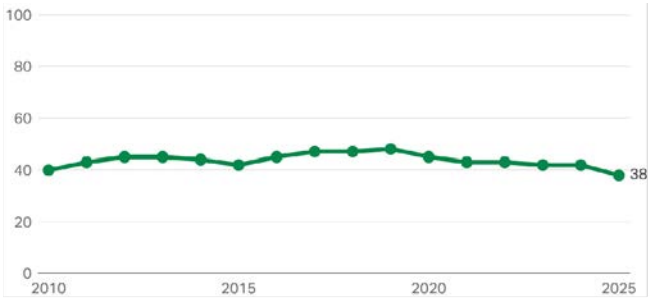
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Slovakia

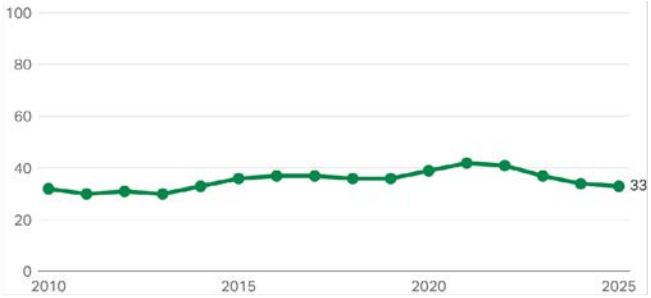
% Engaged



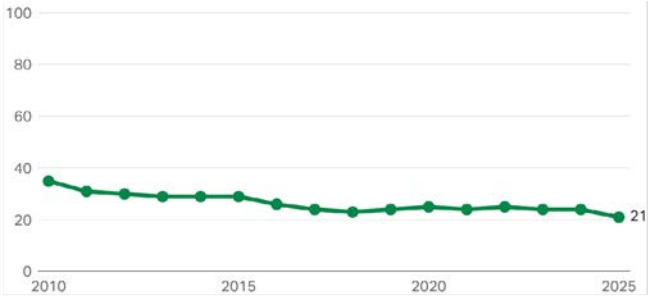
% Yes, daily stress



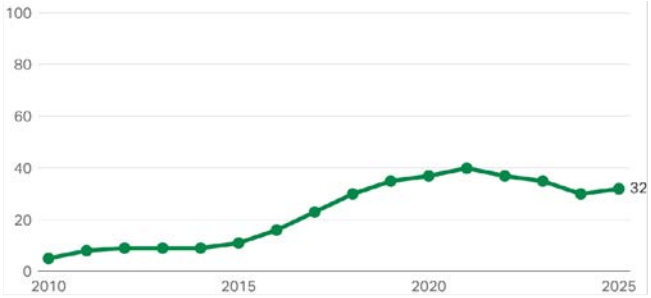
% Thriving



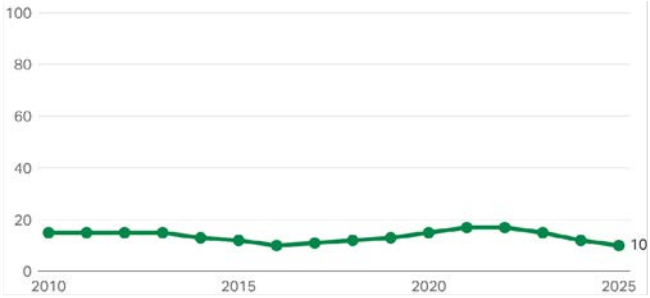
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

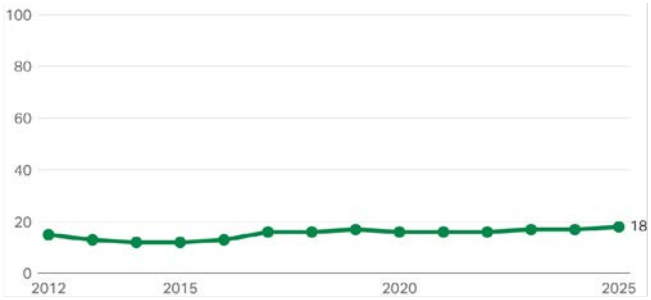


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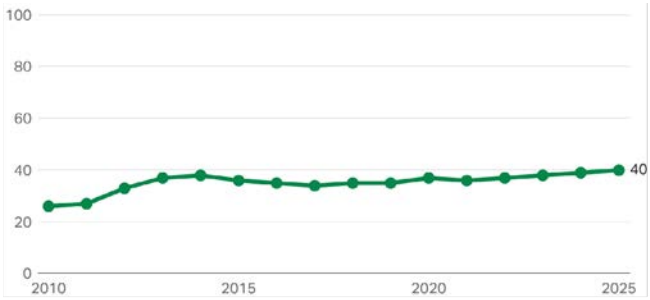


Slovenia

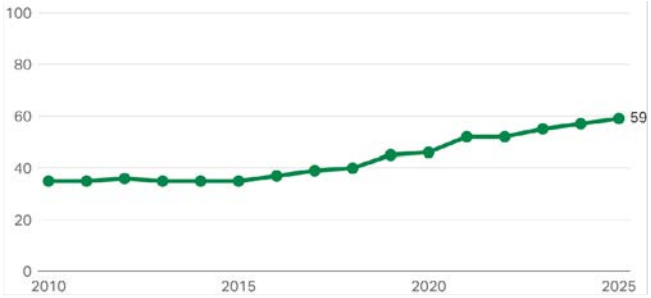
% Engaged



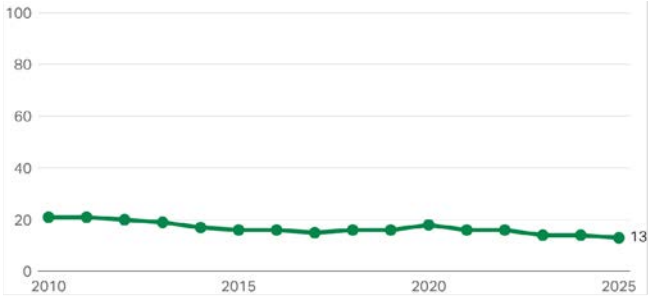
% Yes, daily stress



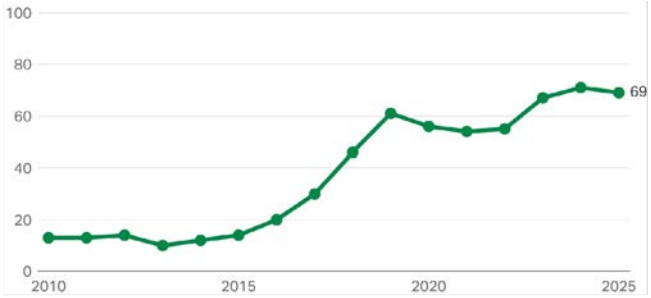
% Thriving



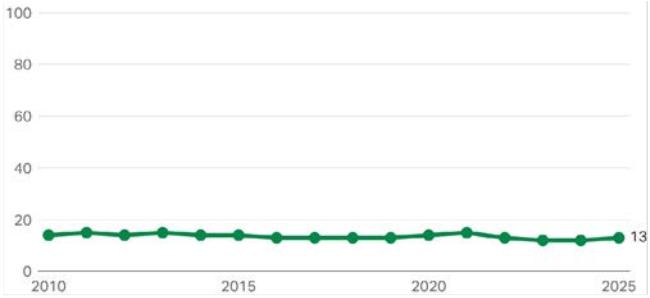
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

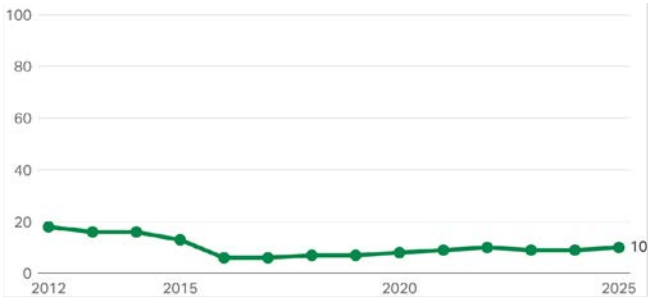


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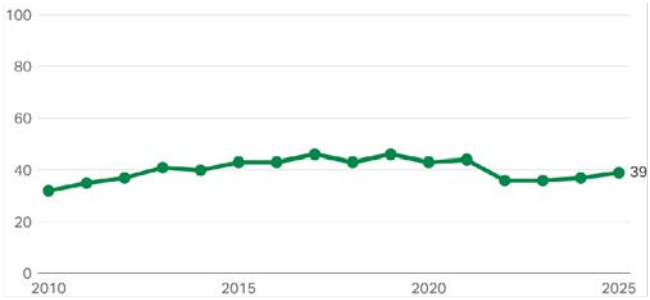


Spain

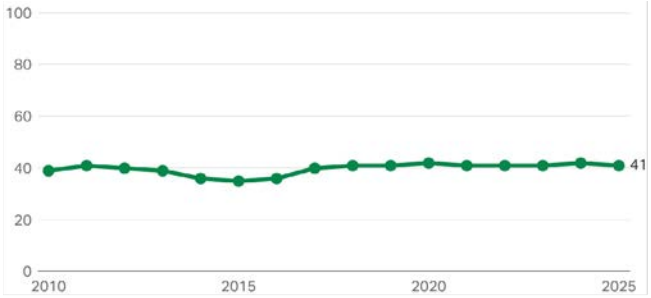
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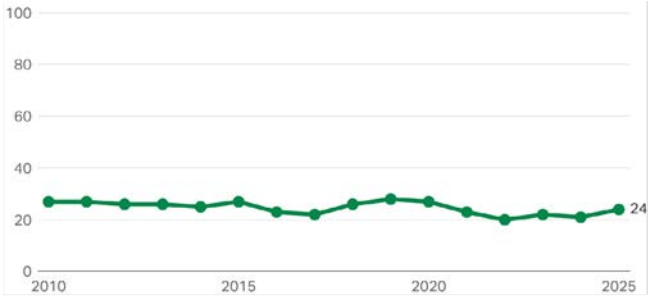
% Yes, daily stress



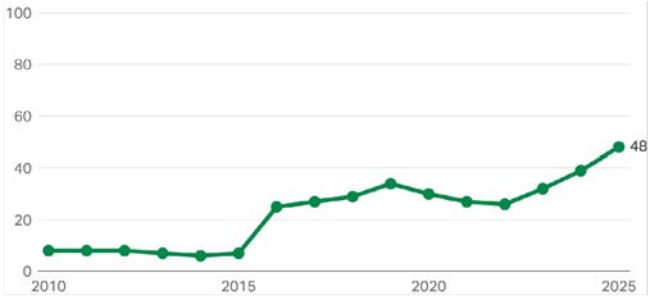
% Thriving



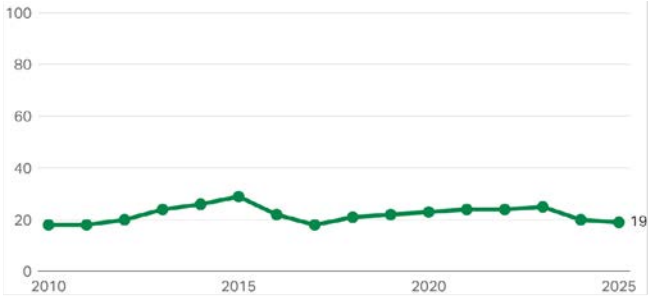
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

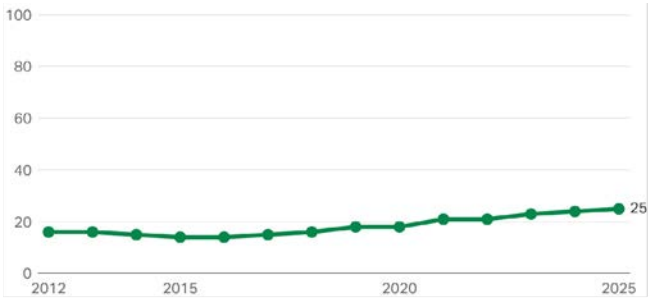


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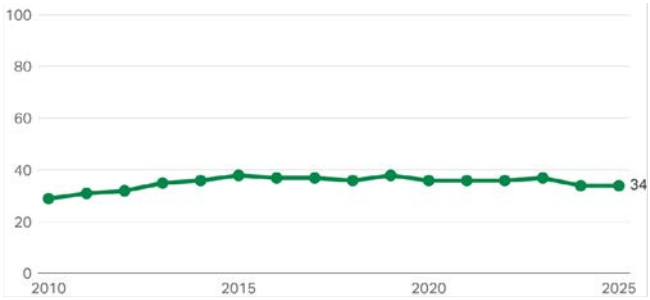


Sweden

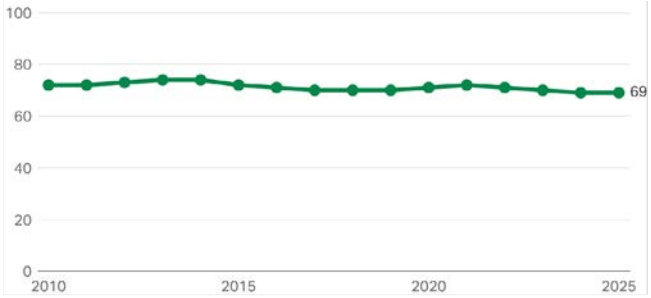
% Engaged



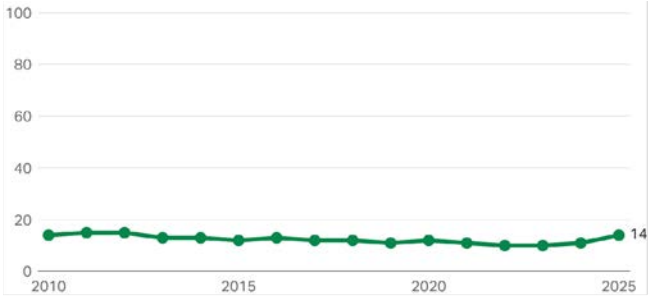
% Yes, daily stress



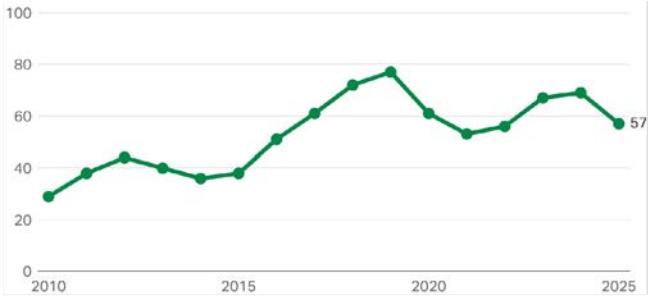
% Thriving



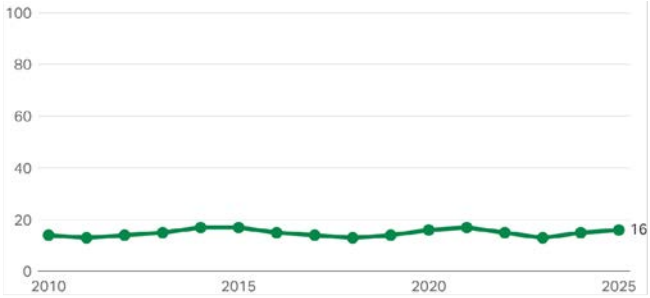
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



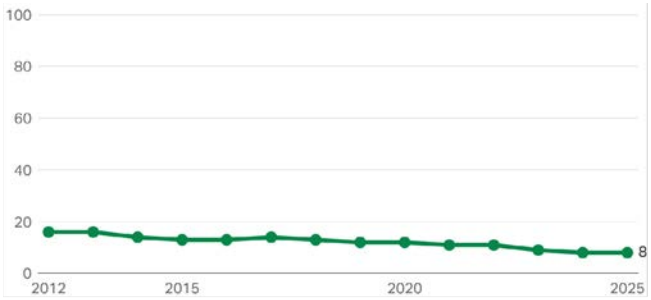
% Yes, daily loneliness



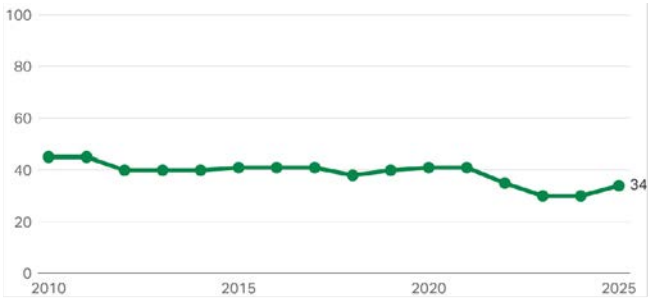
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Switzerland

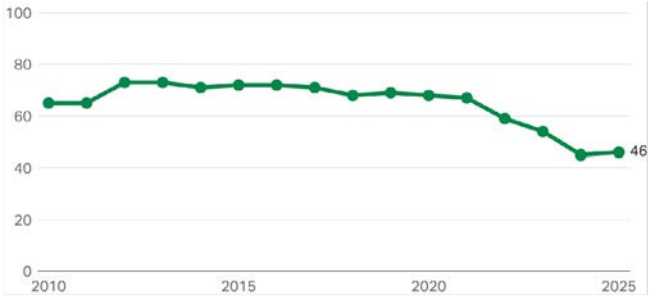
% Engaged



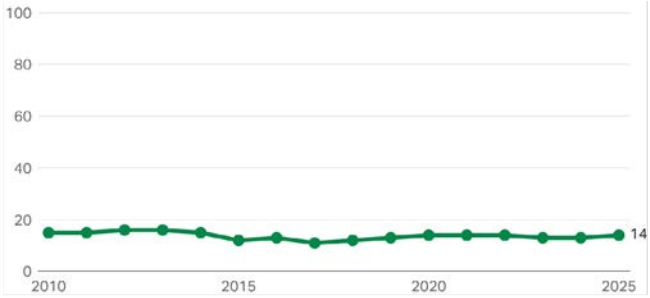
% Yes, daily stress



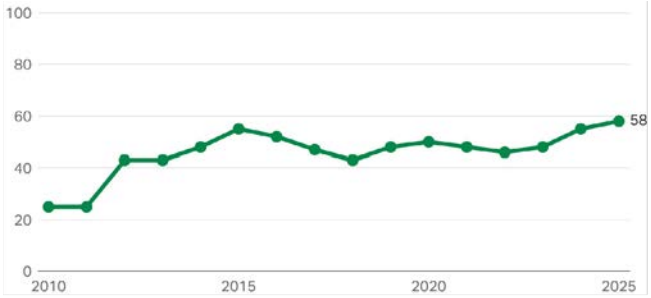
% Thriving



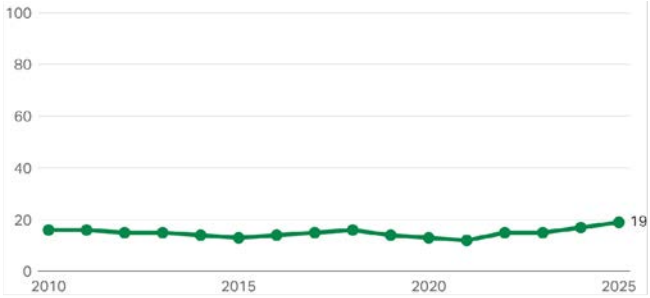
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



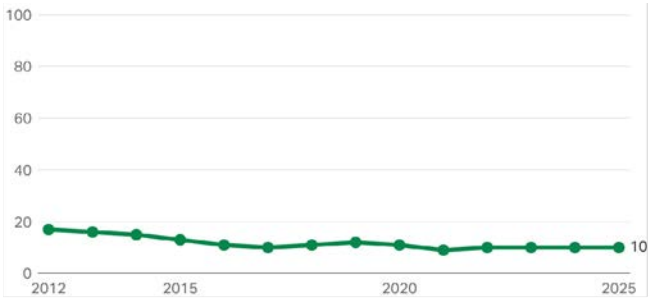
% Yes, daily loneliness



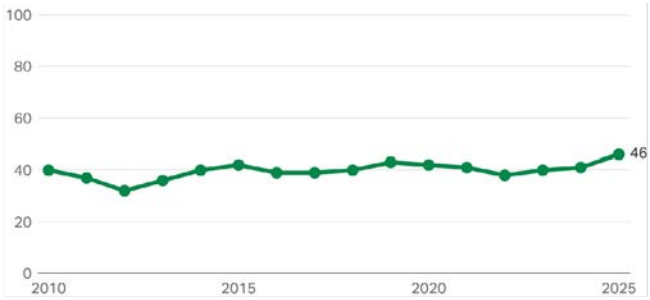
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United Kingdom

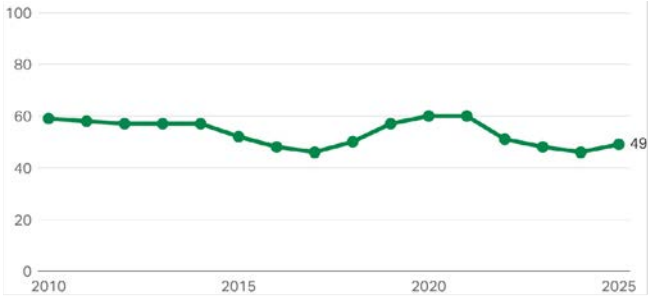
% Engaged



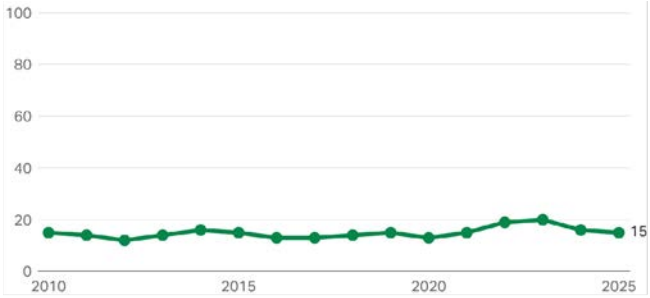
% Yes, daily stress



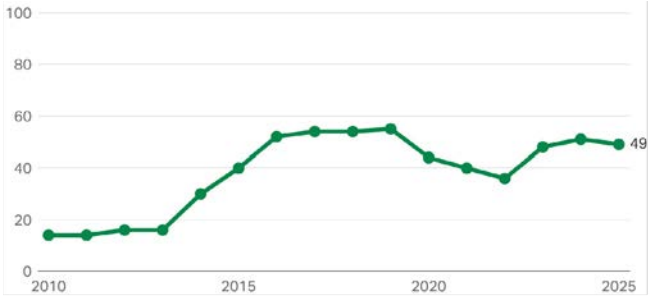
% Thriving



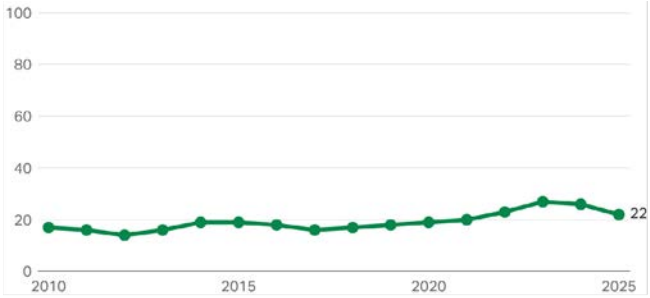
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness



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Post-Soviet Eurasia

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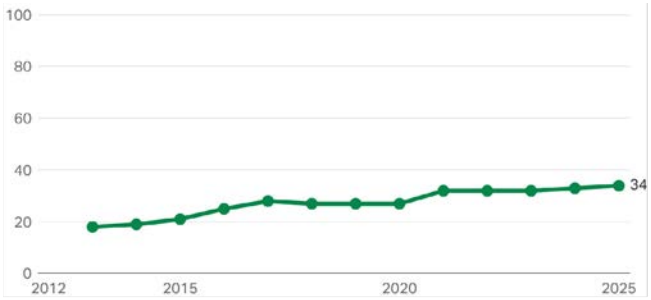
Back to region

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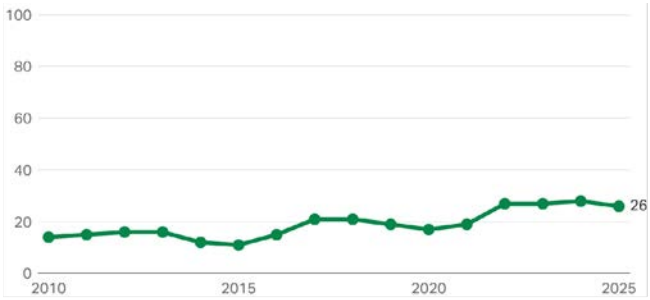


Armenia

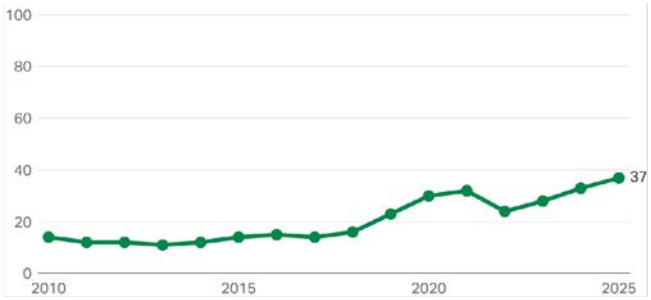
% Engaged



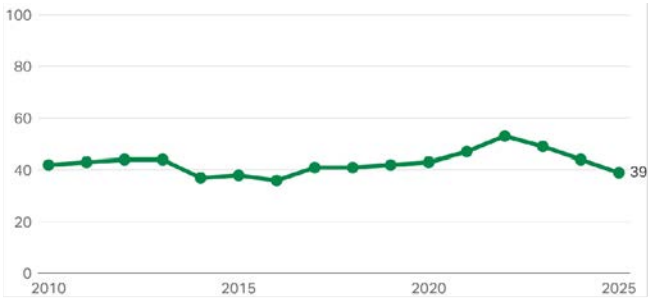
% Yes, daily stress



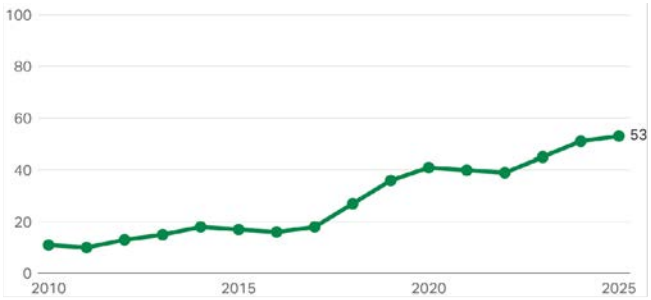
% Thriving



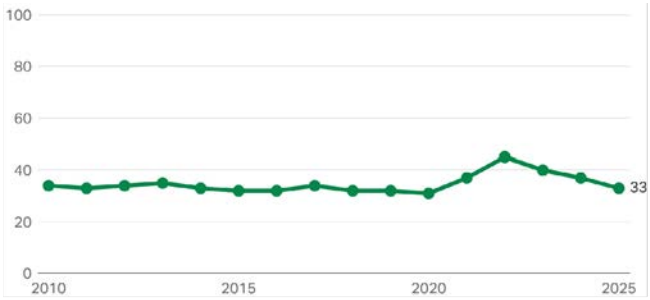
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

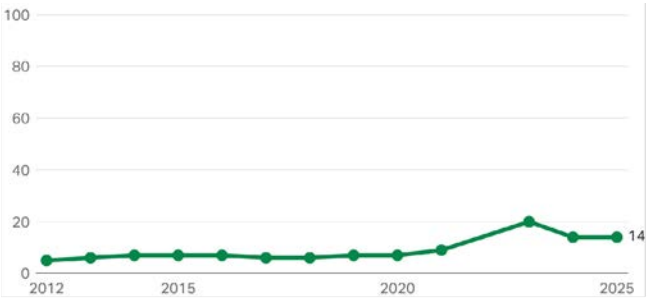


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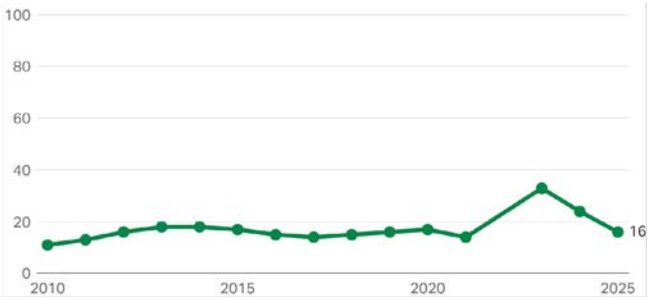


Azerbaijan

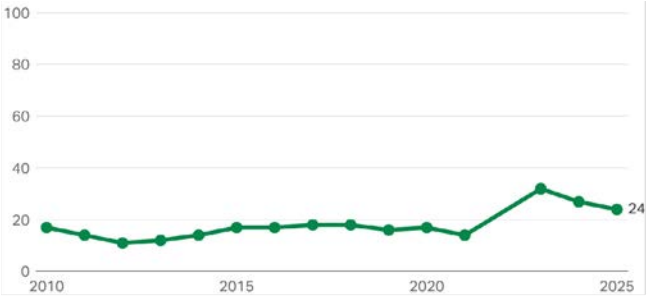
% Engaged



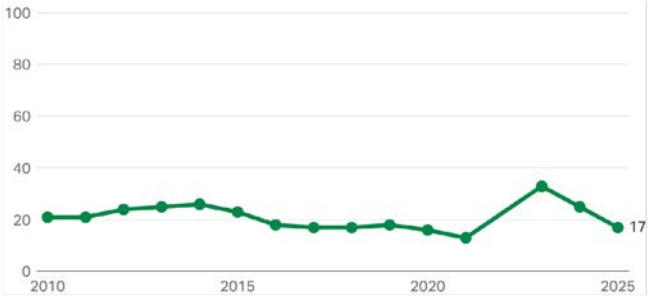
% Yes, daily stress



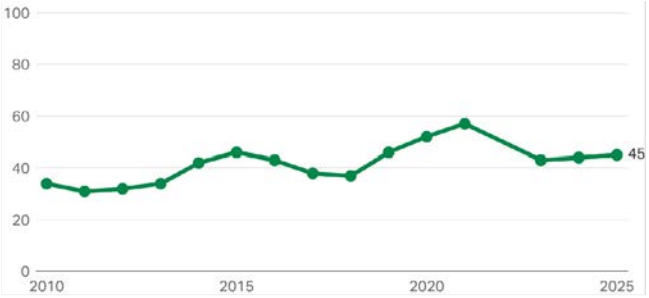
% Thriving



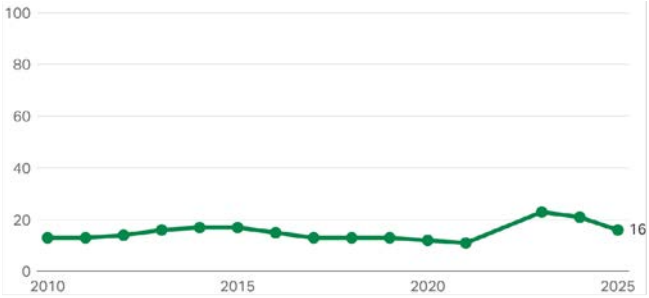
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

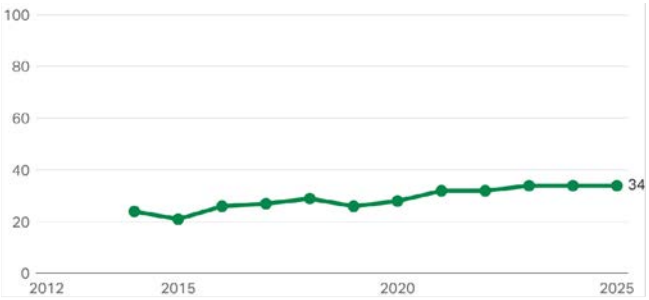


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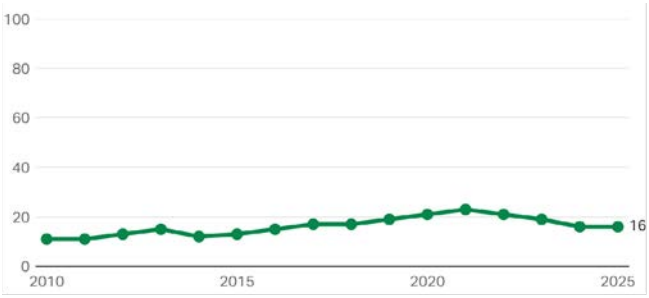


Georgia

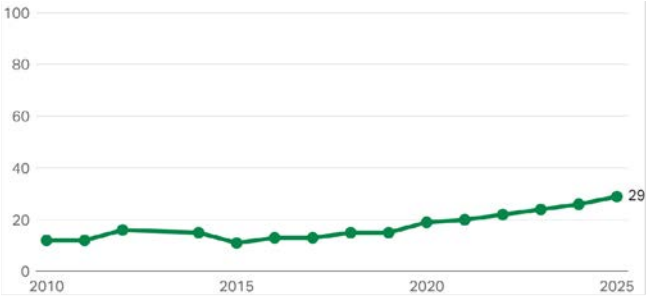
% Engaged



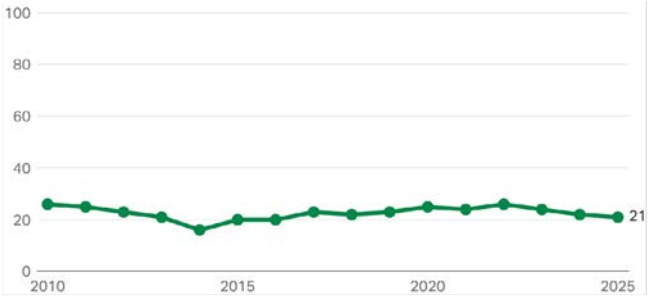
% Yes, daily stress



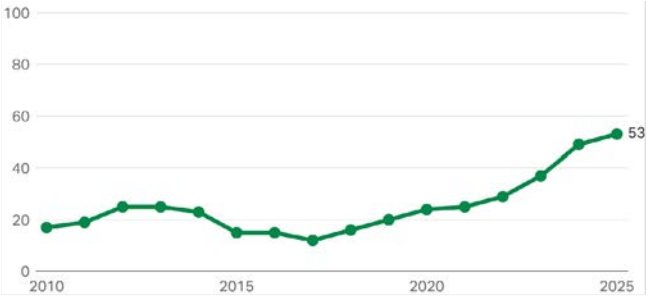
% Thriving



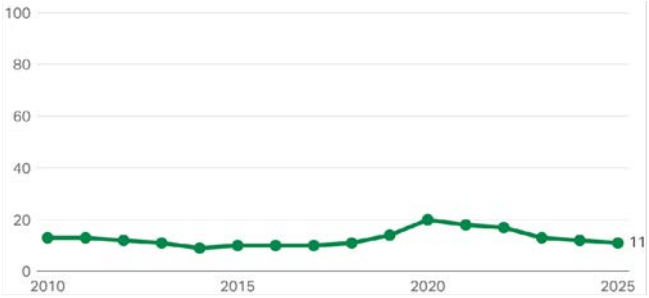
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

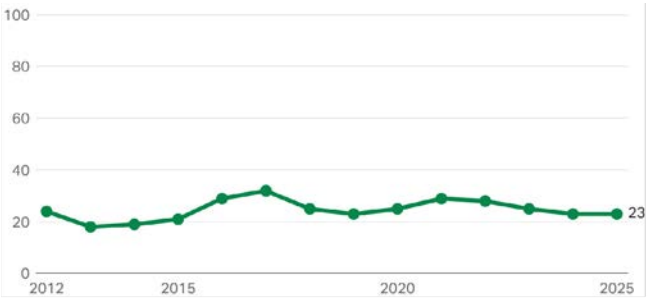


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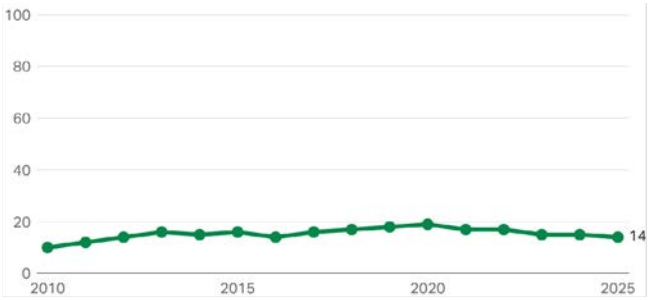


Kazakhstan

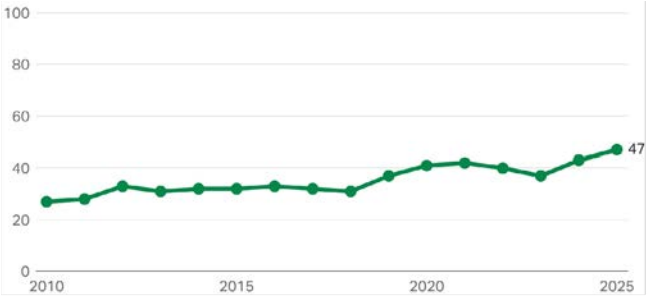
% Engaged



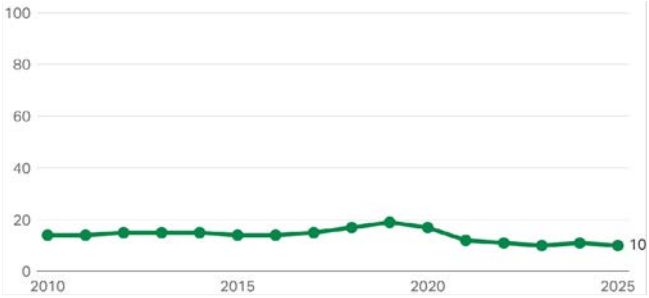
% Yes, daily stress



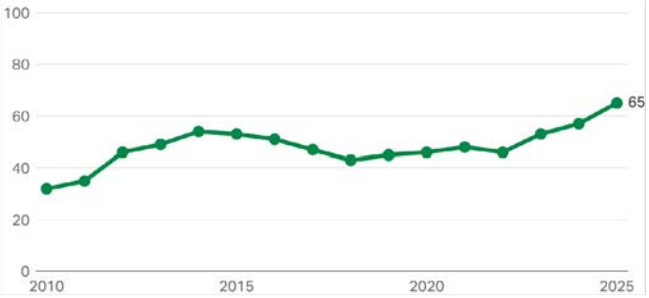
% Thriving



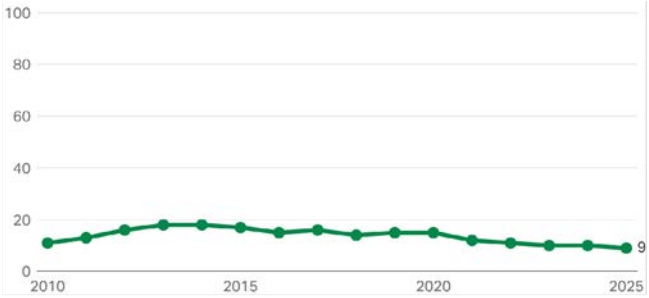
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

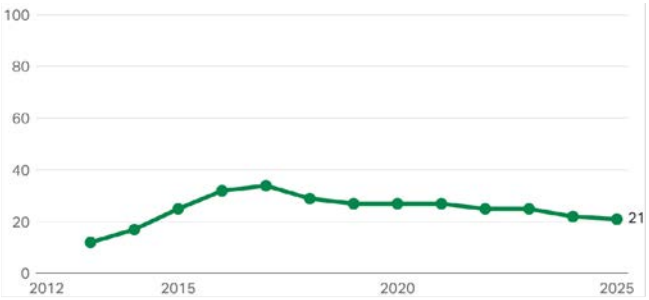


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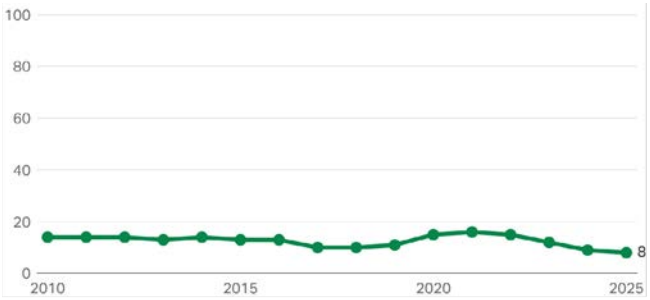


Kyrgyzstan

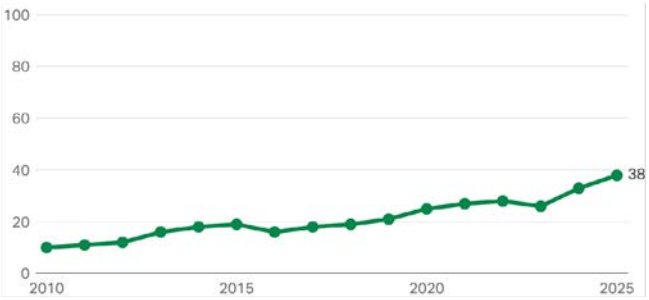
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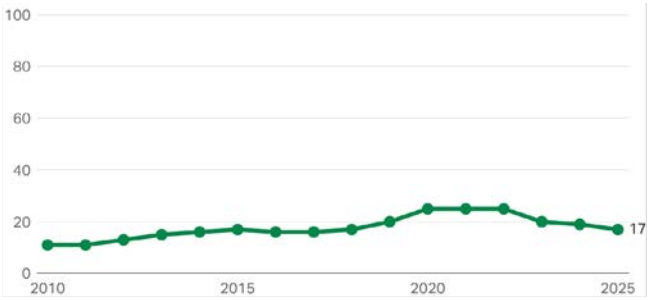
% Yes, daily stress



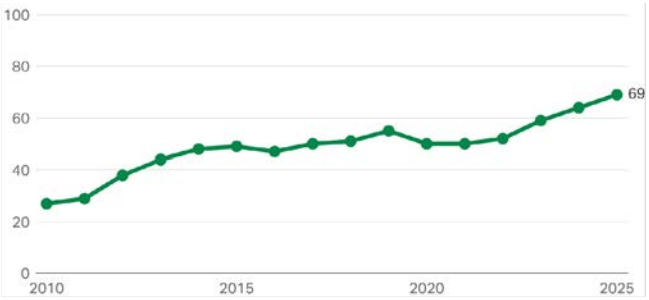
% Thriving



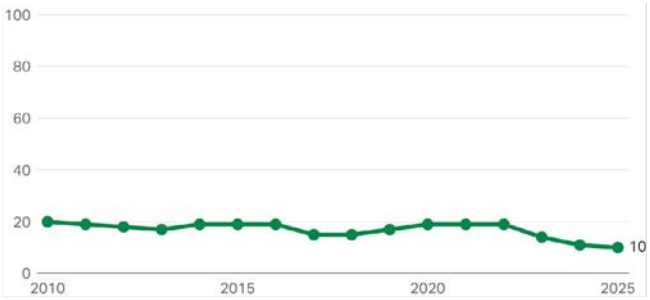
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

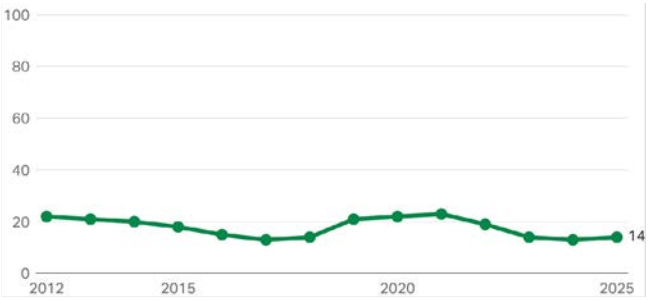


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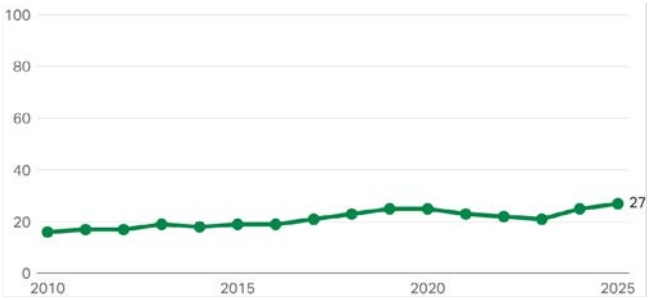


Republic of Moldova

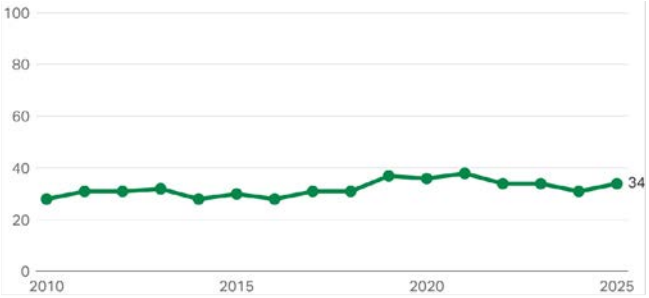
% Engaged



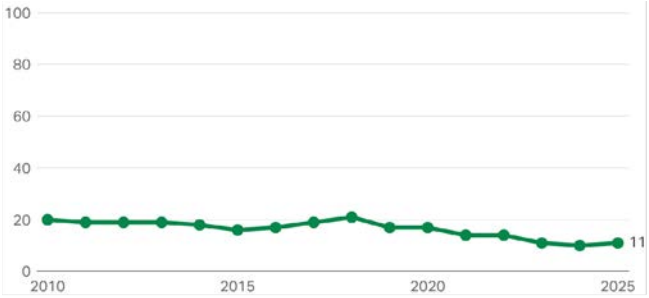
% Yes, daily stress



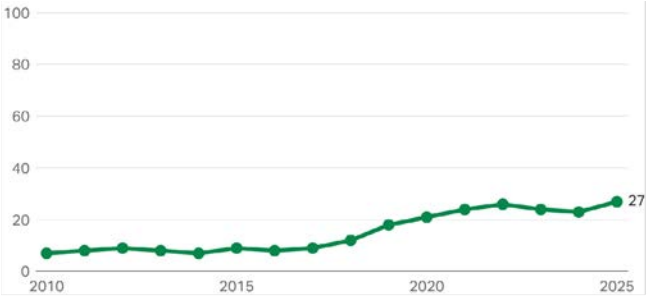
% Thriving



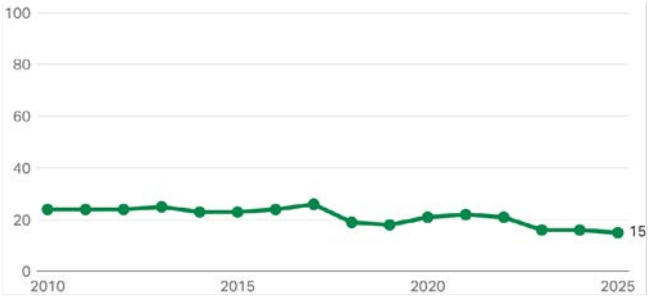
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

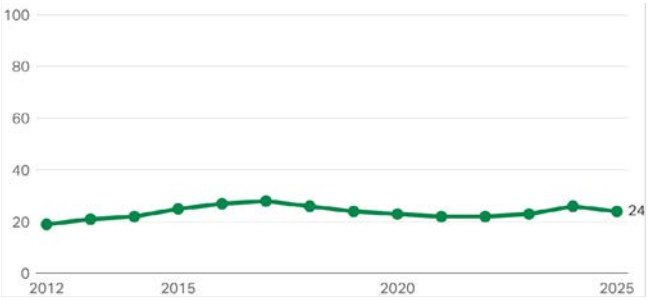


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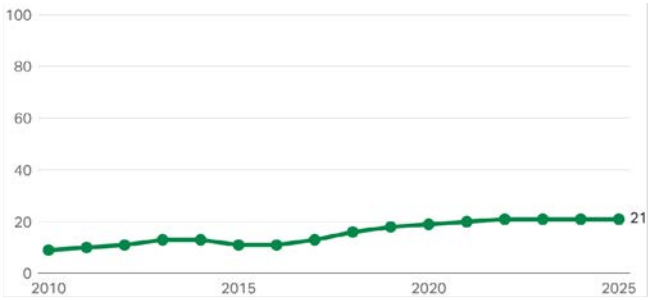


Russian Federation

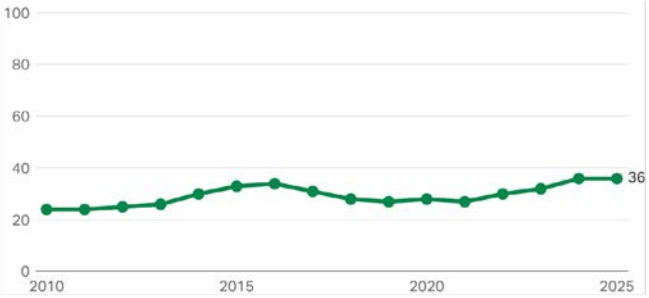
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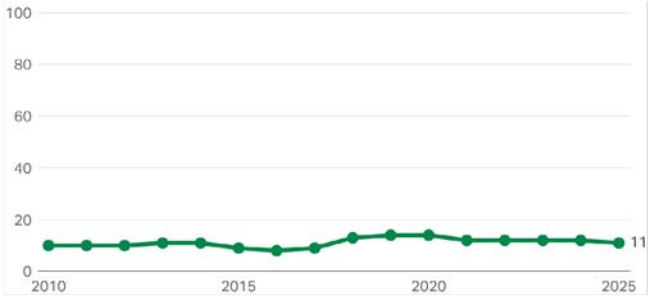
% Yes, daily stress



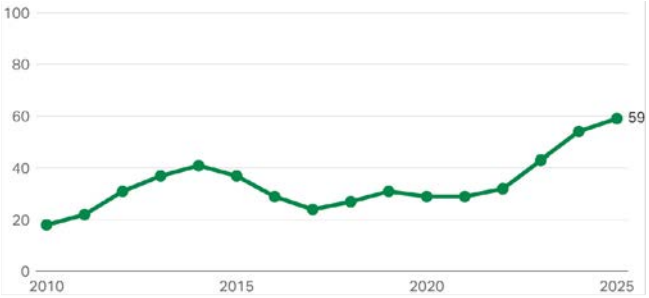
% Thriving



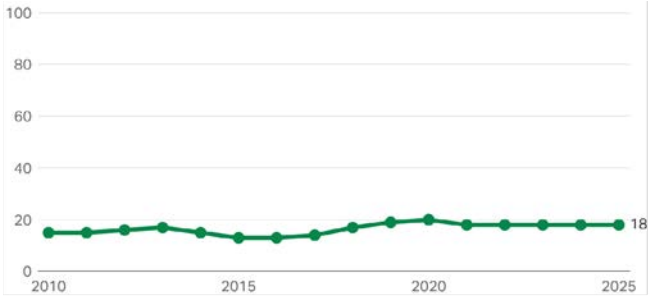
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness



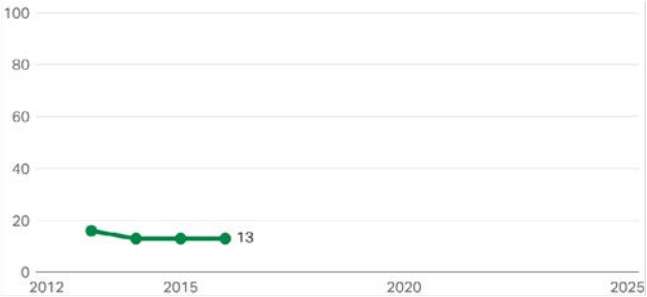
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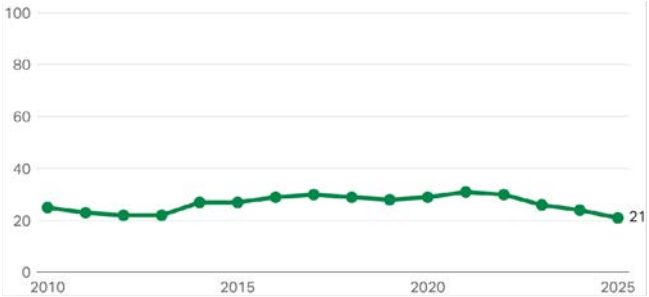
Tajikistan

Engagement data for Tajikistan was not surveyed in 2025.

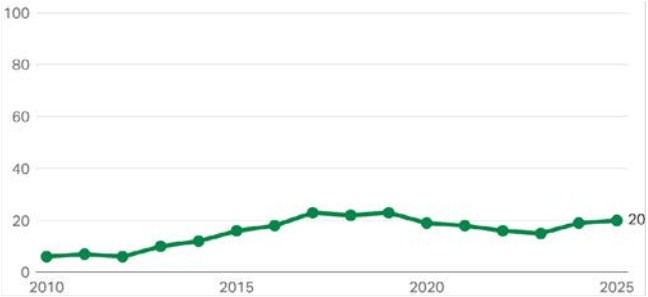
% Engaged



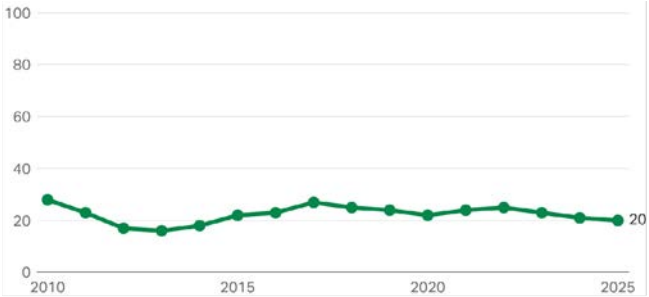
% Yes, daily stress



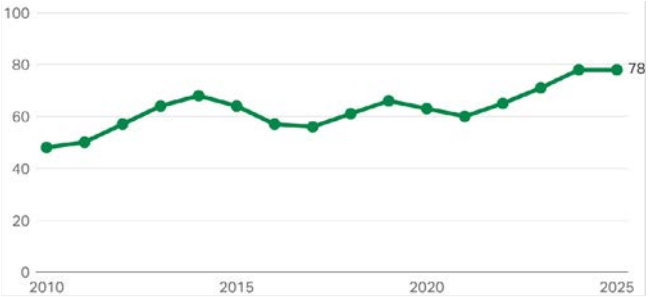
% Thriving



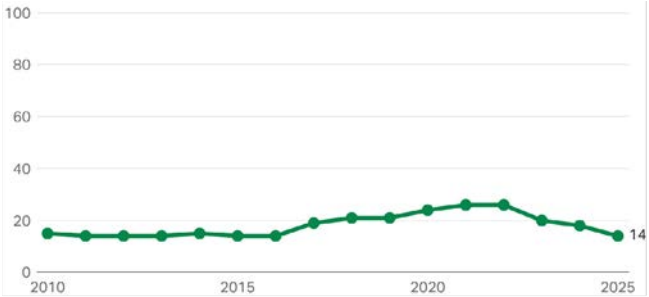
% Yes, daily anger



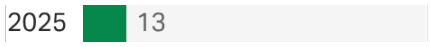
% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

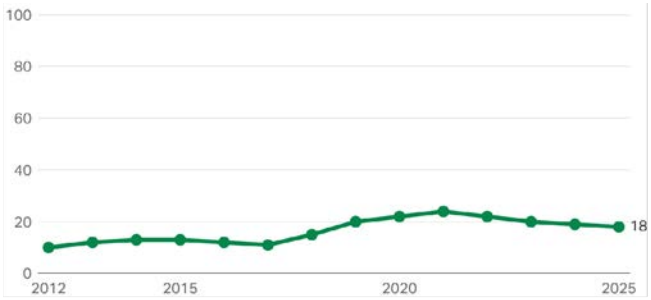


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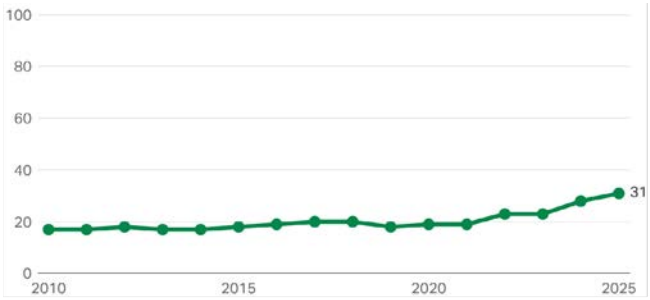


Ukraine

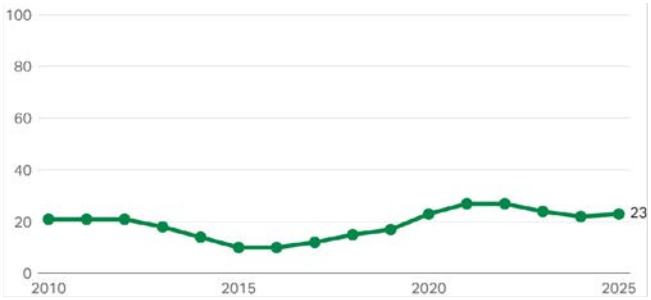
% Engaged



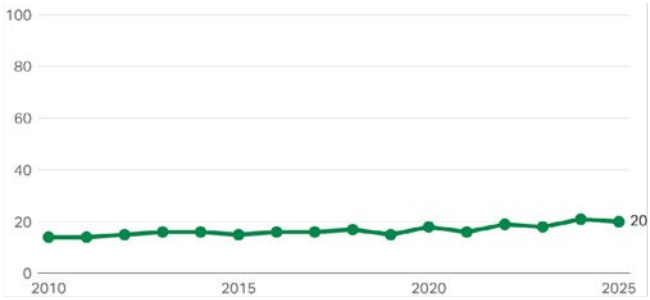
% Yes, daily stress



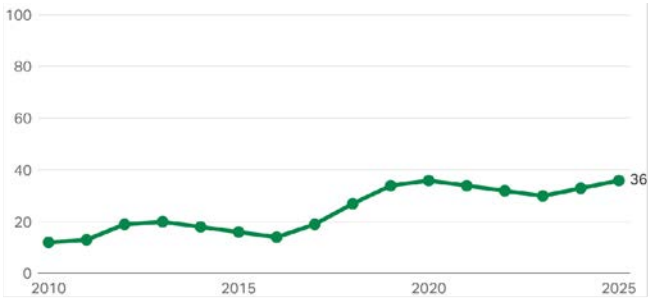
% Thriving



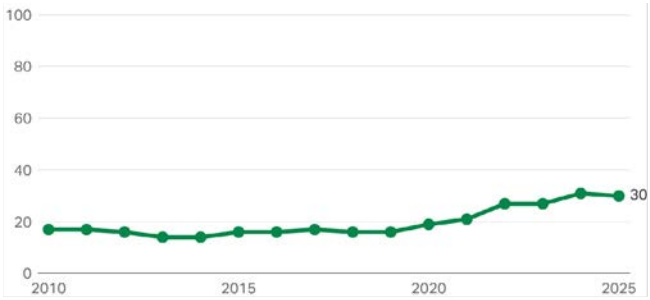
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

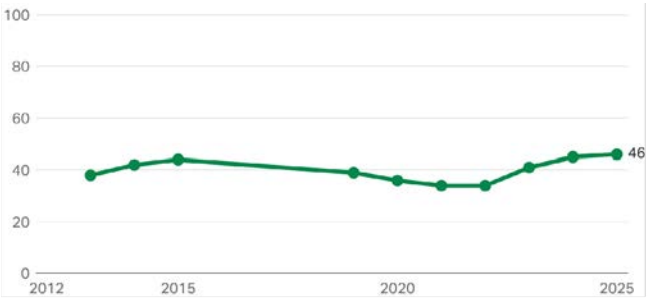


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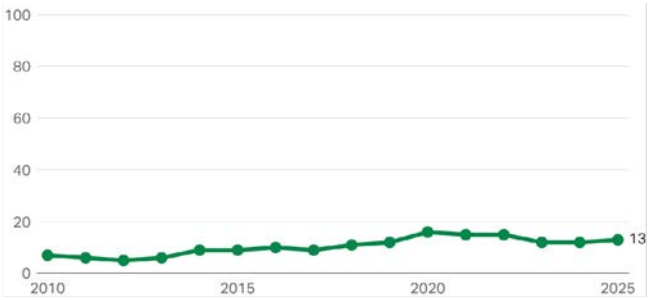


Uzbekistan

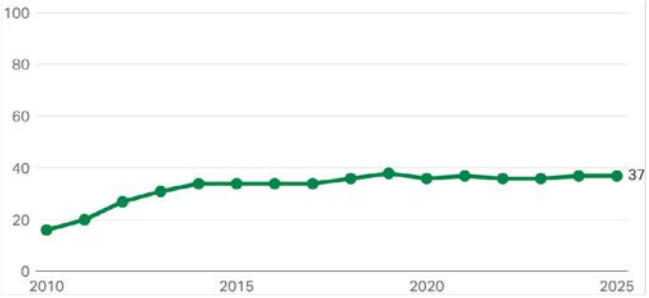
% Engaged



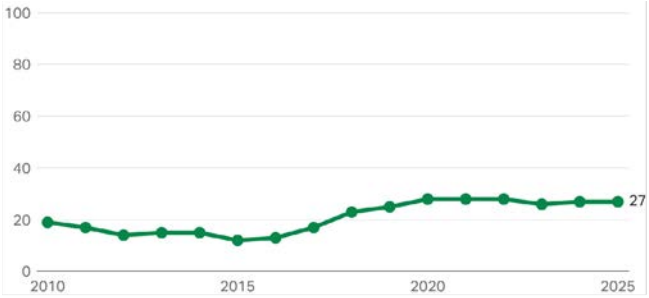
% Yes, daily stress



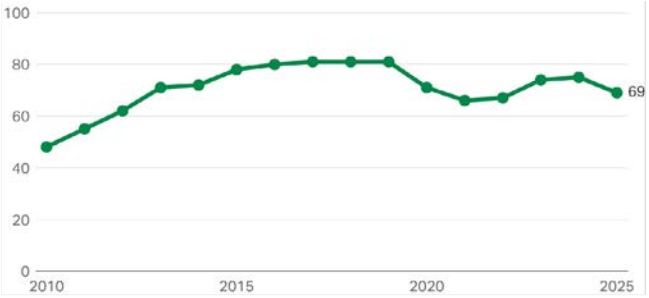
% Thriving



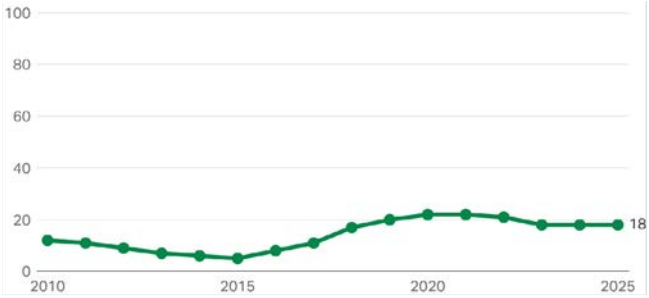
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness



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COUNTRY/TERRITORY TREND LINES FOR

Middle East and North Africa

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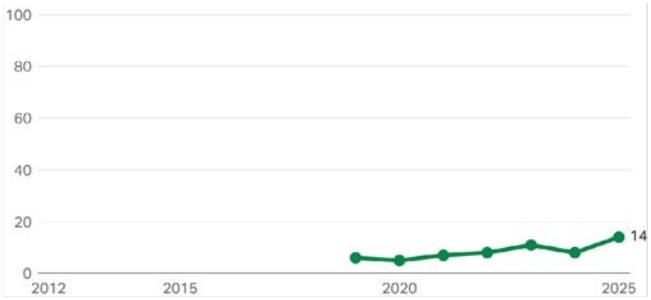
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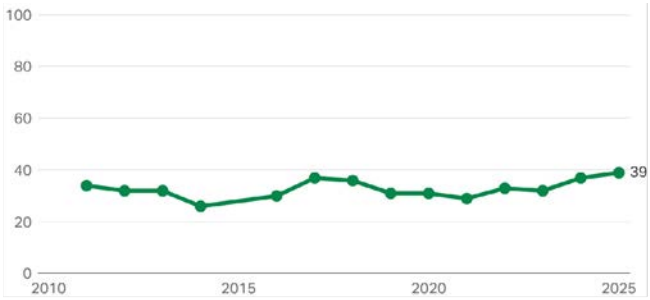


Algeria

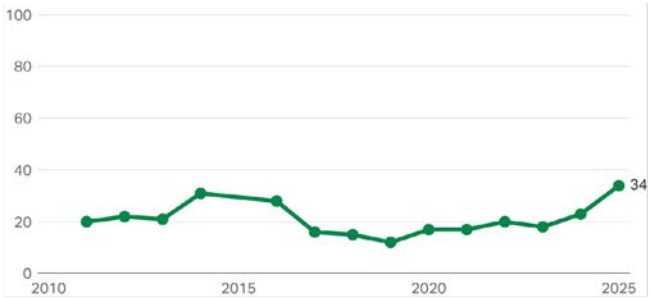
% Engaged



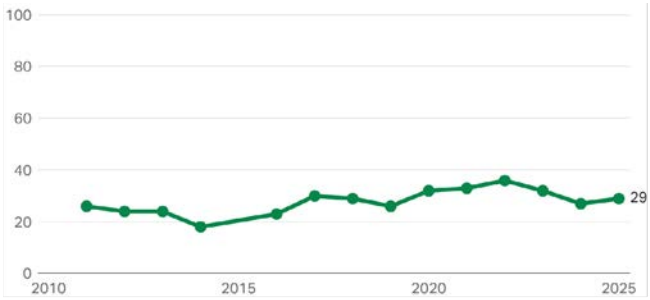
% Yes, daily stress



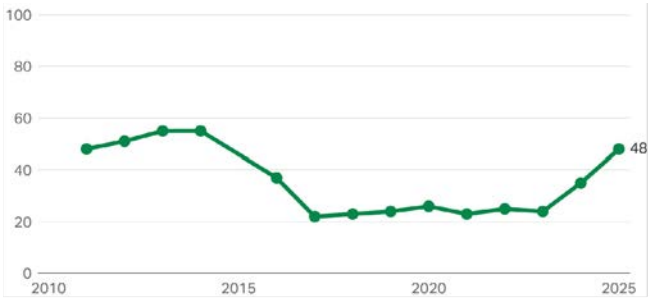
% Thriving



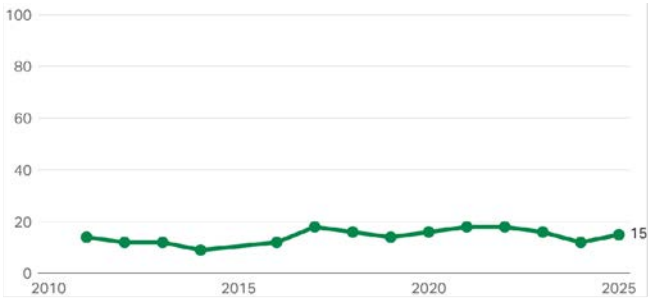
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

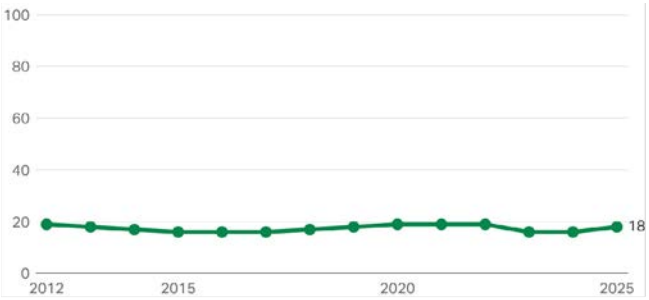


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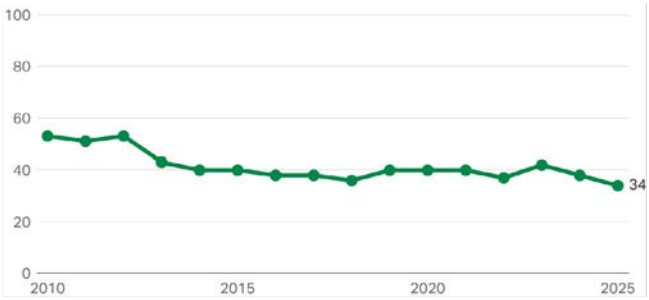


Bahrain

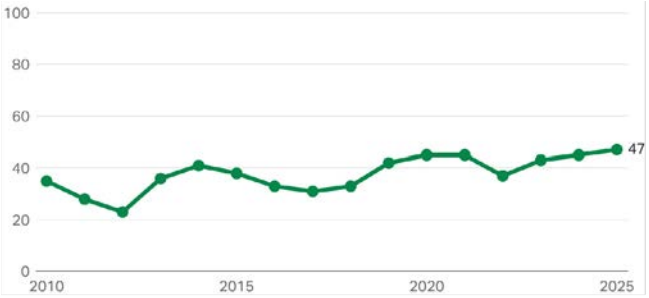
% Engaged



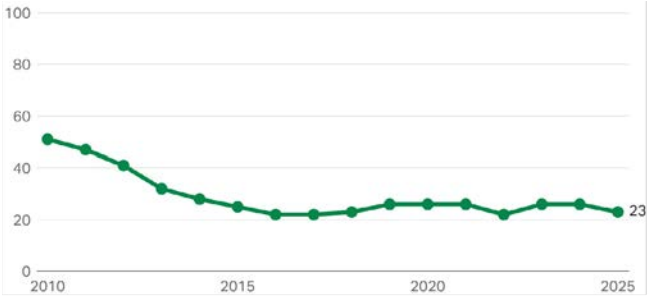
% Yes, daily stress



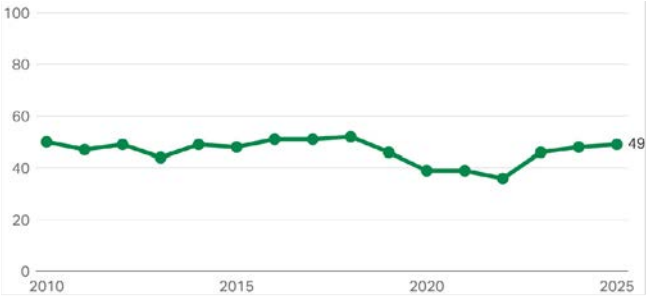
% Thriving



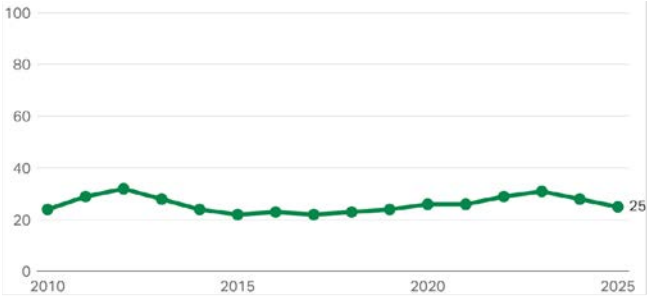
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

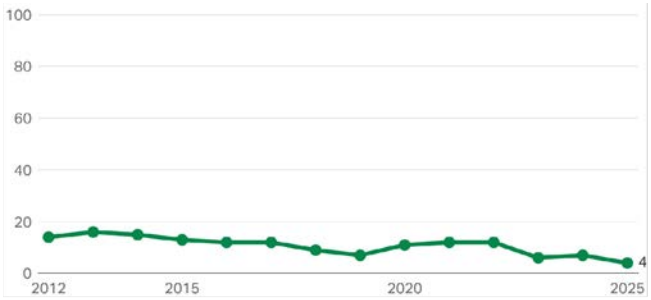


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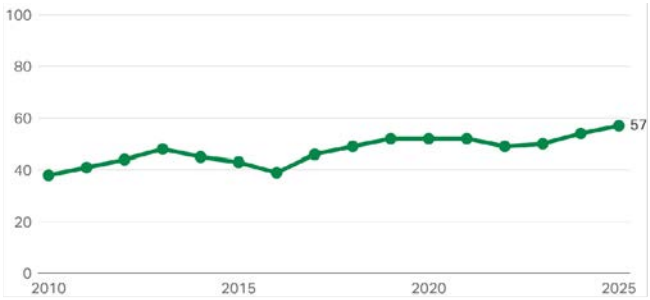


Egypt

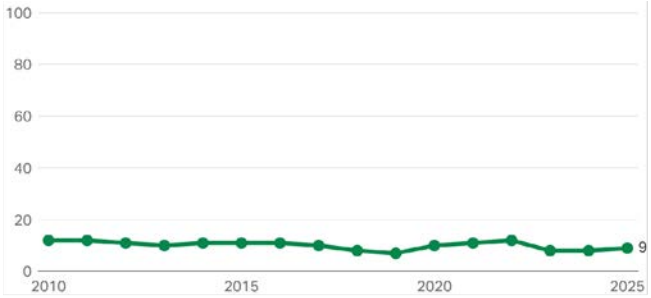
% Engaged



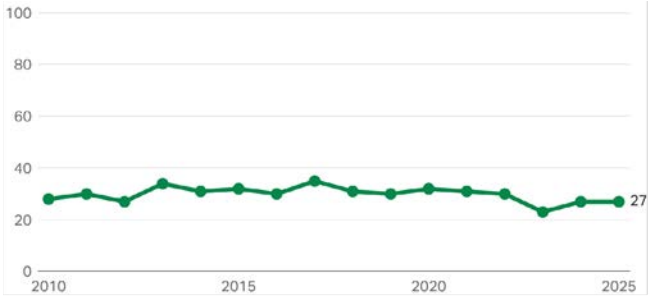
% Yes, daily stress



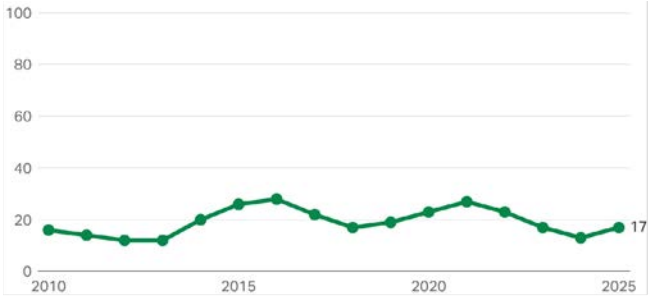
% Thriving



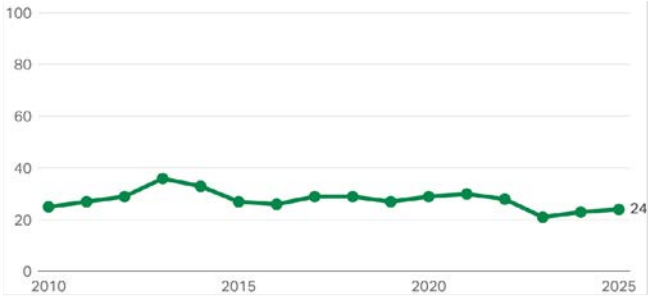
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

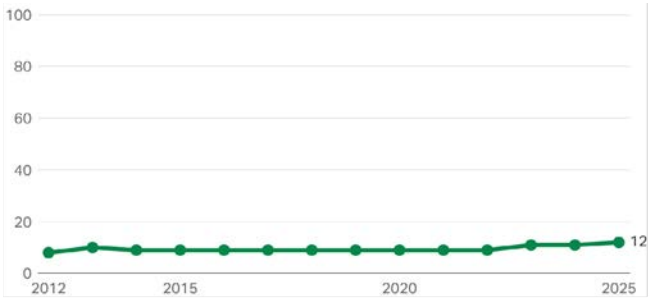


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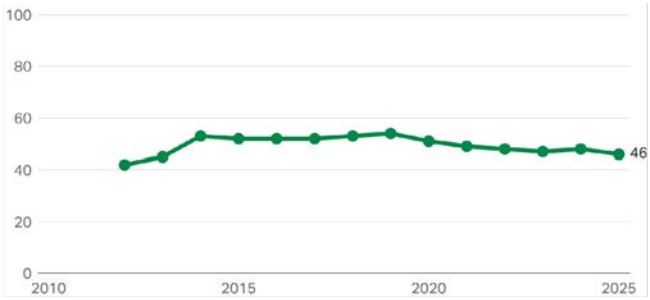


Iran

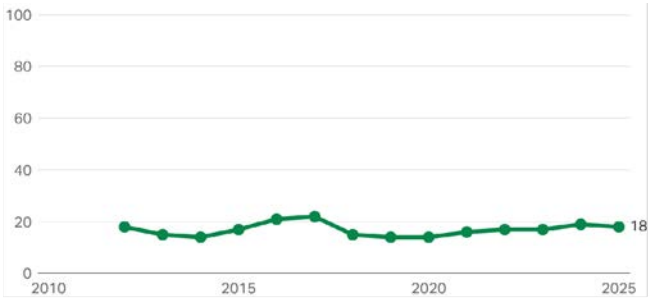
% Engaged



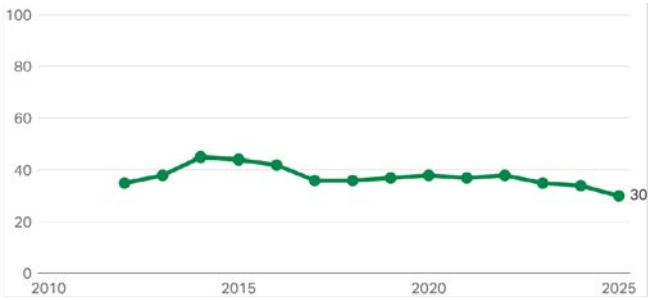
% Yes, daily stress



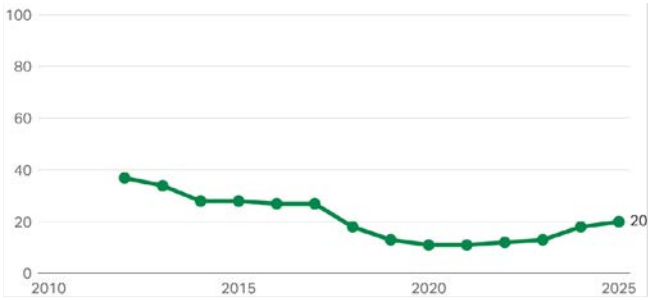
% Thriving



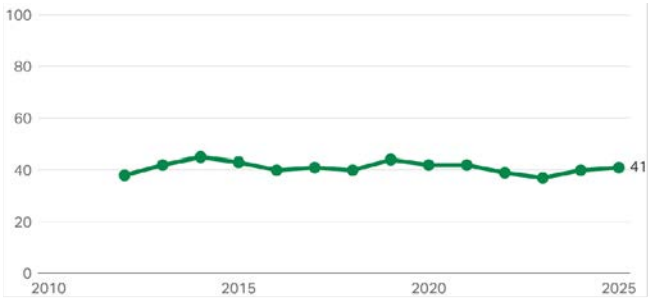
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

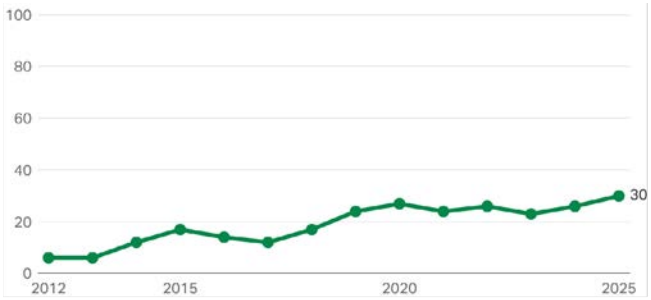


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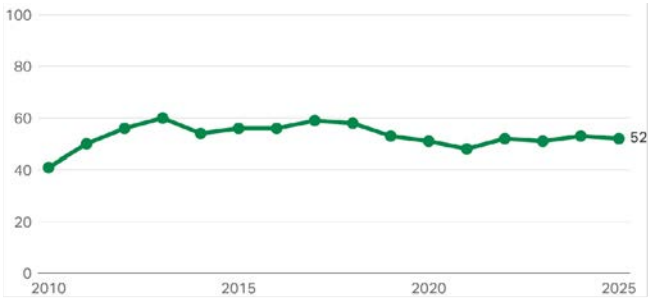


Iraq

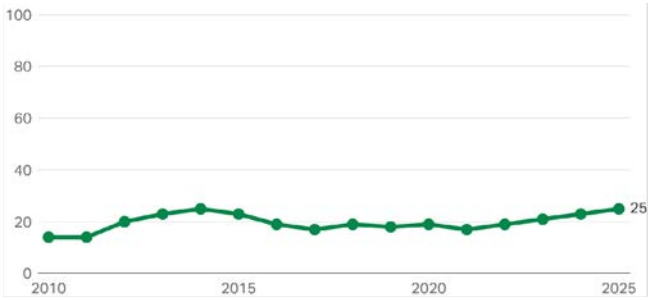
% Engaged



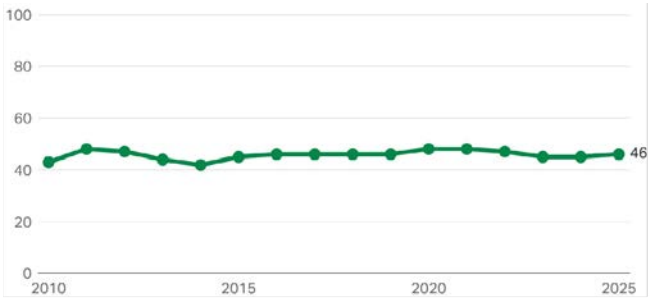
% Yes, daily stress



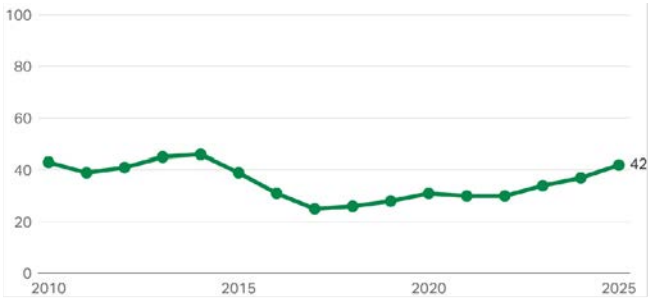
% Thriving



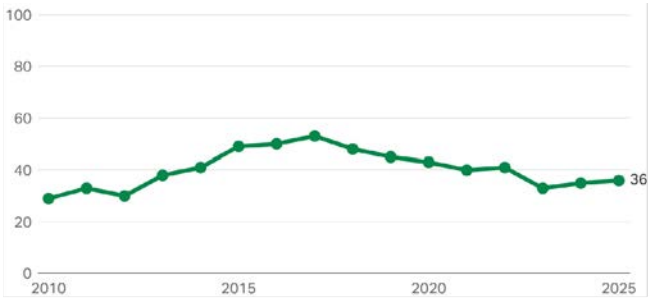
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

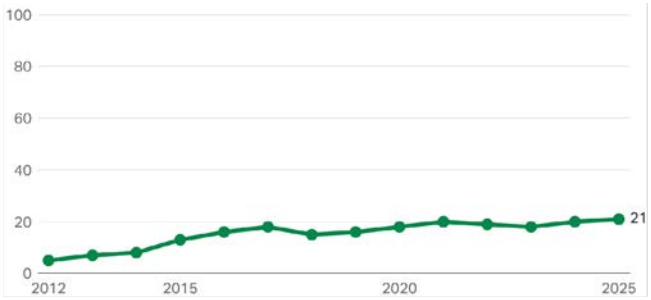


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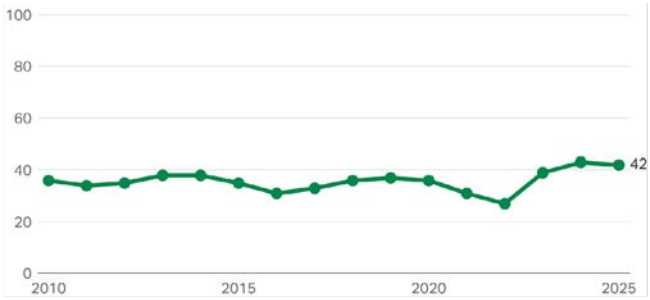


Israel

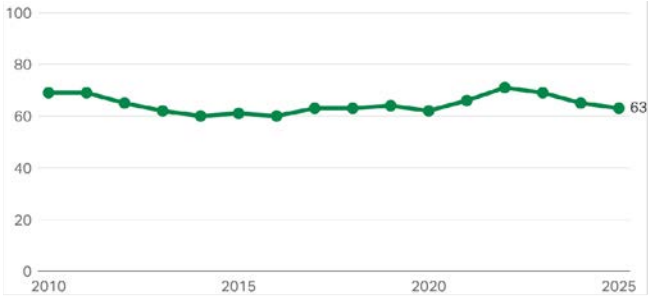
% Engaged



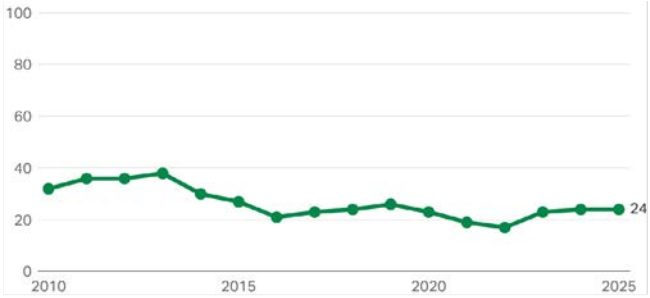
% Yes, daily stress



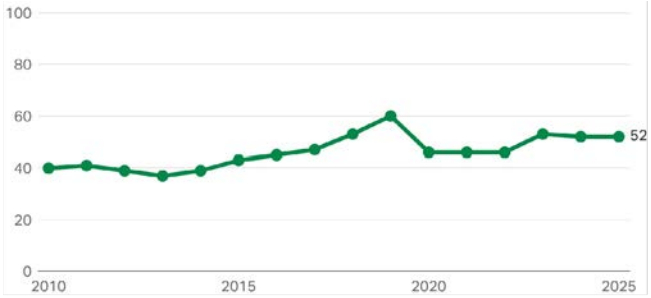
% Thriving



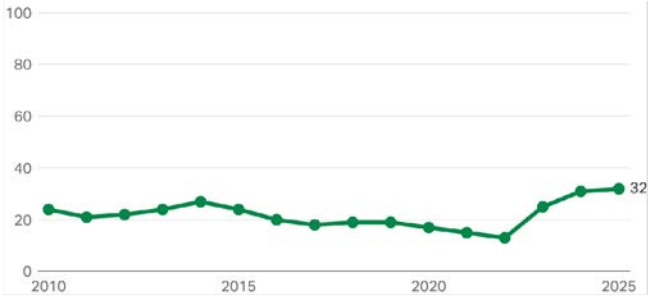
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

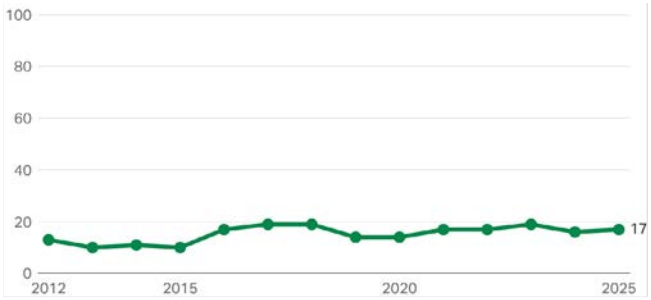


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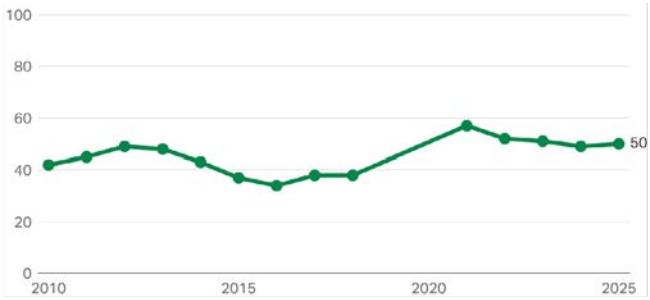


Jordan

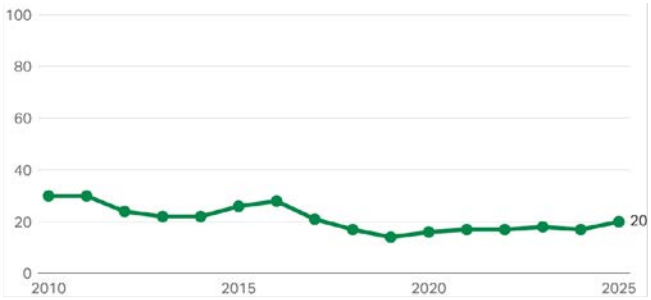
% Engaged



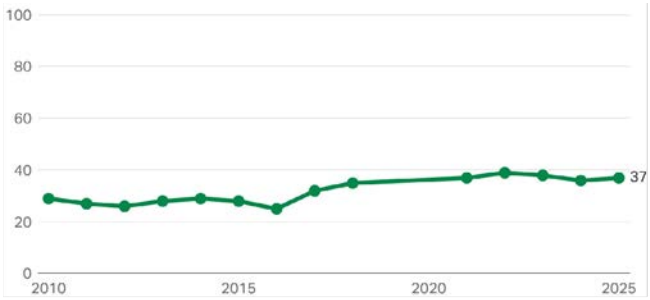
% Yes, daily stress



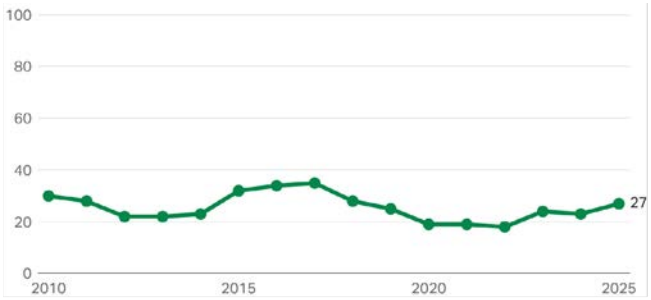
% Thriving



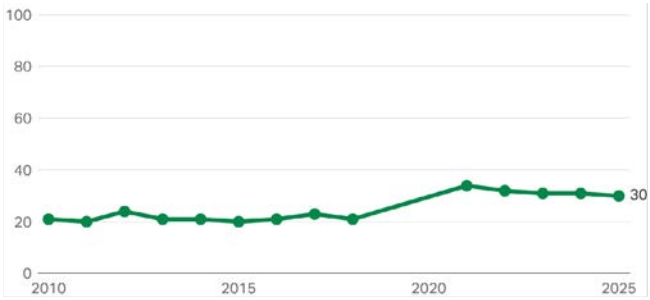
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

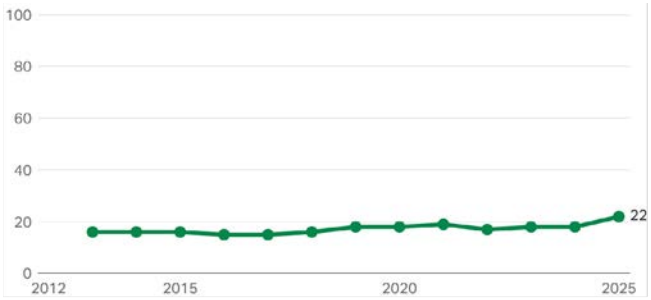


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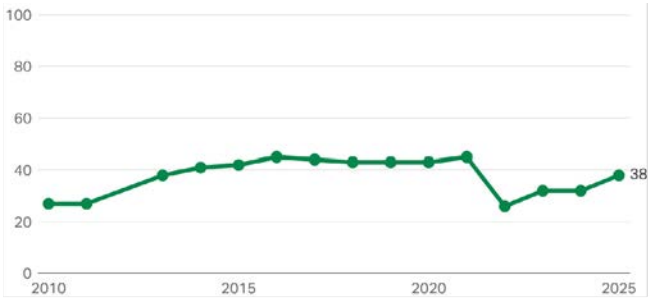


Kuwait

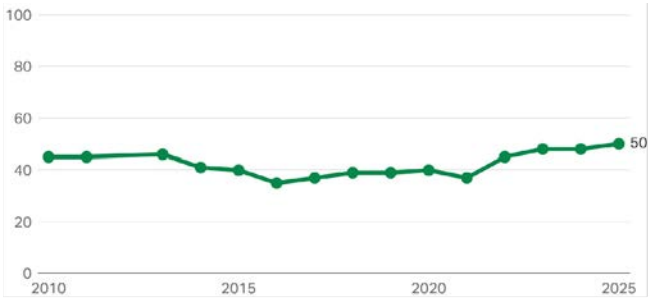
% Engaged



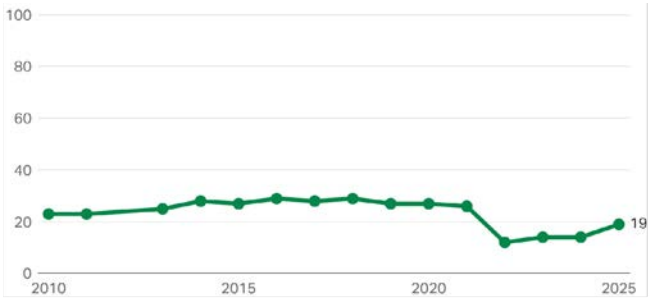
% Yes, daily stress



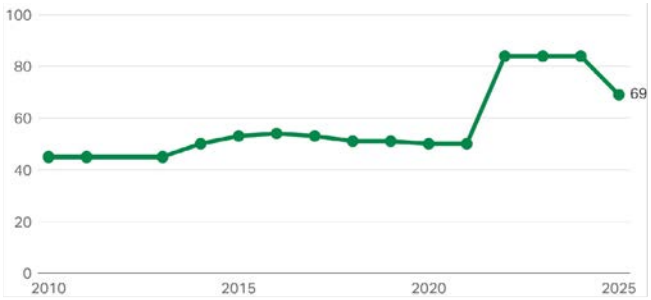
% Thriving



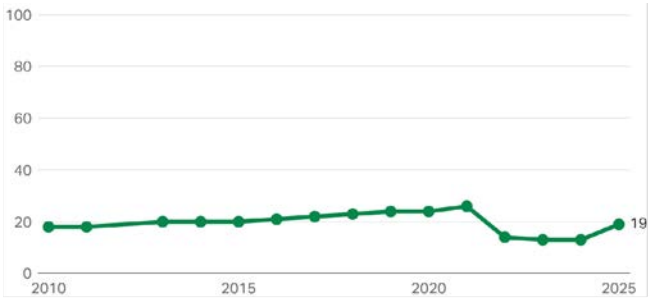
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

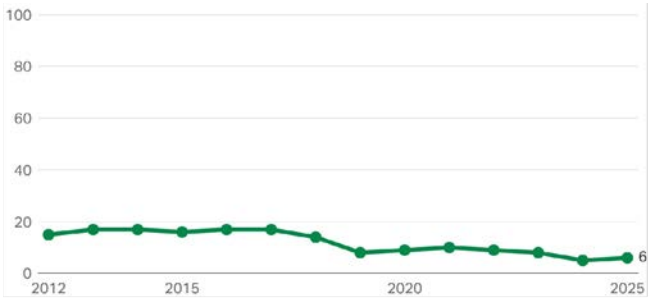


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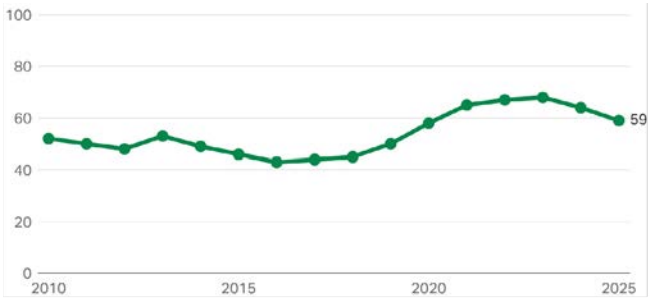


Lebanon

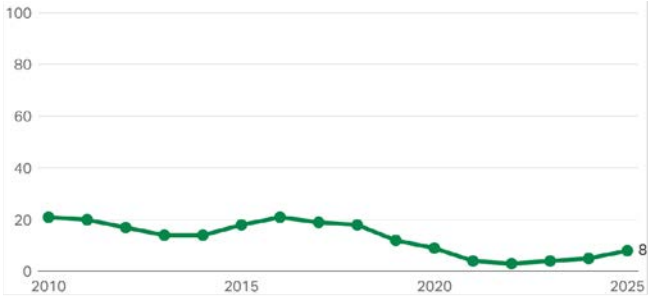
% Engaged



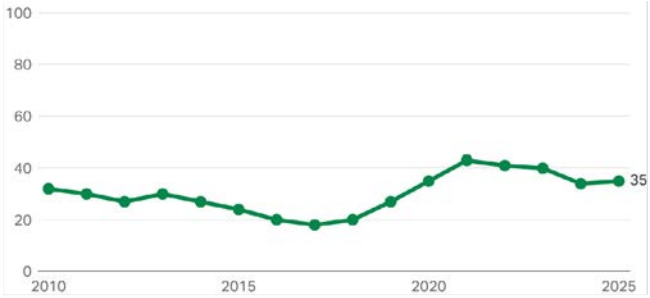
% Yes, daily stress



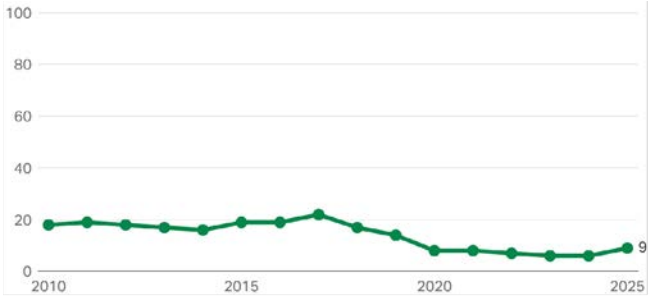
% Thriving



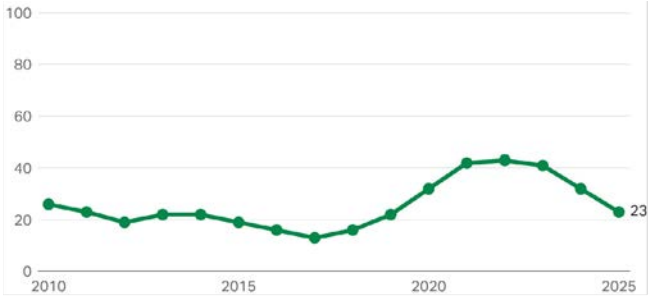
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

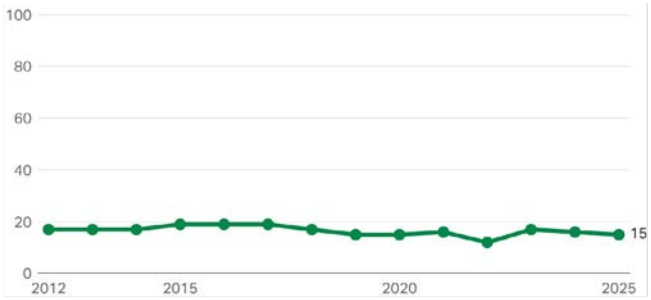


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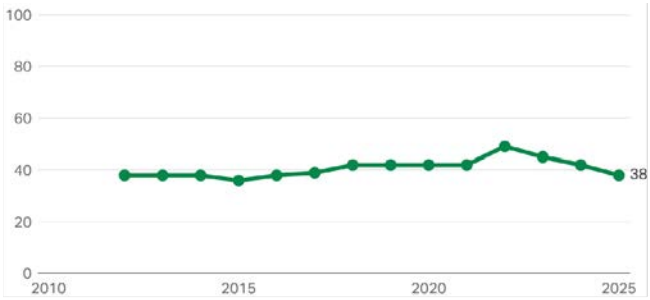


Libya

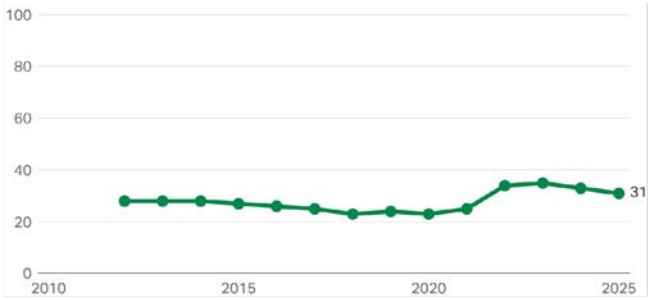
% Engaged



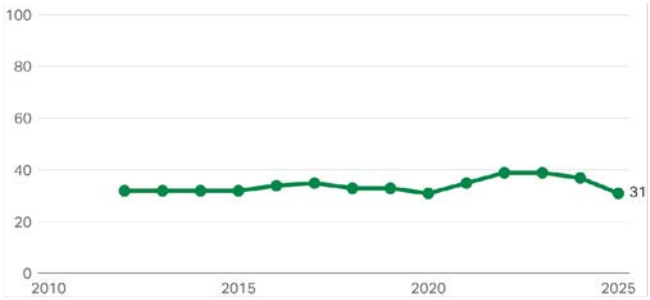
% Yes, daily stress



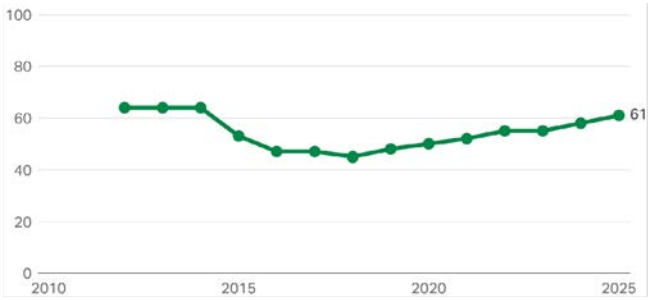
% Thriving



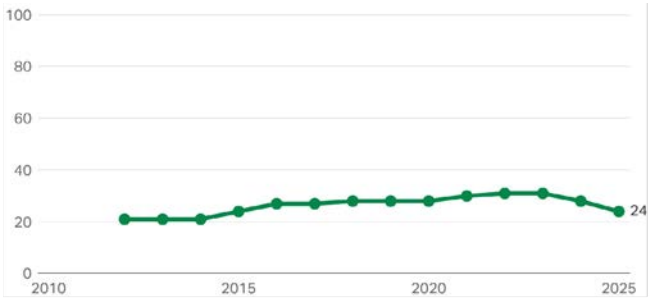
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

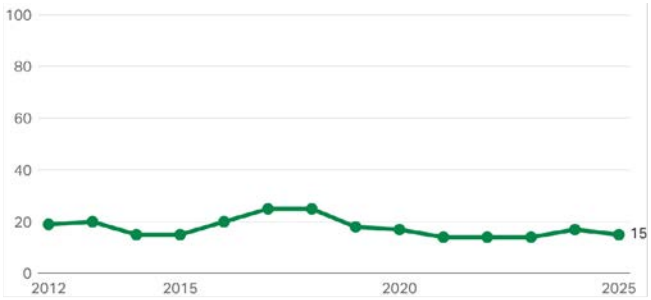


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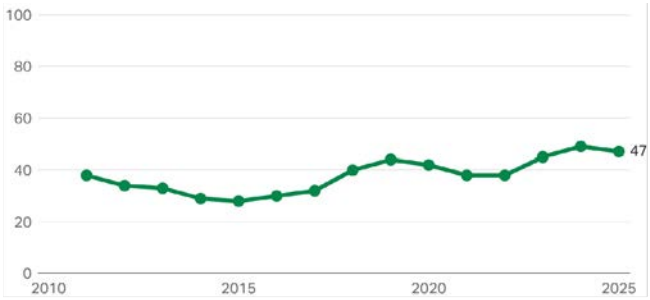


Morocco

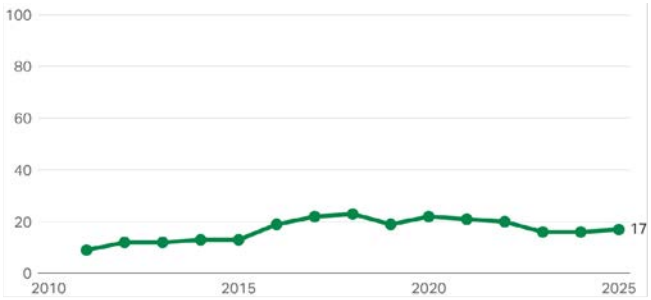
% Engaged



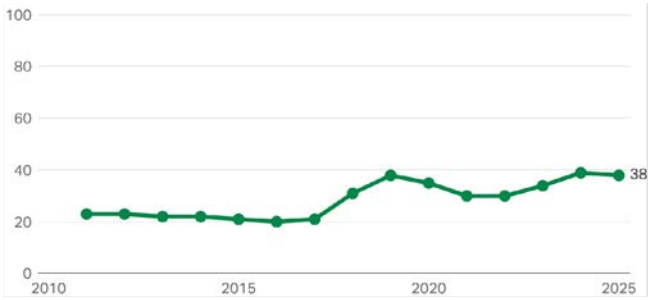
% Yes, daily stress



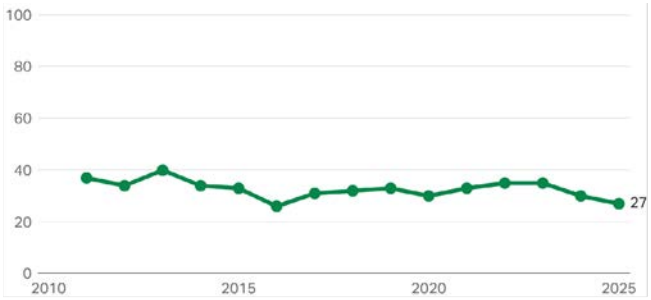
% Thriving



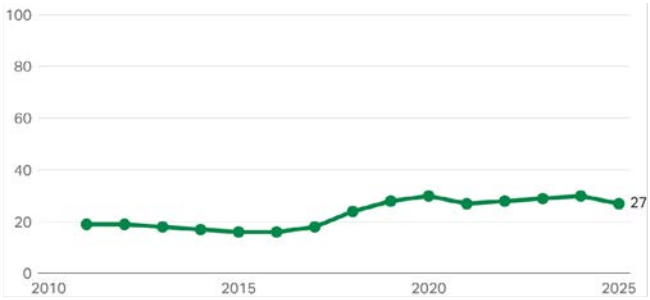
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

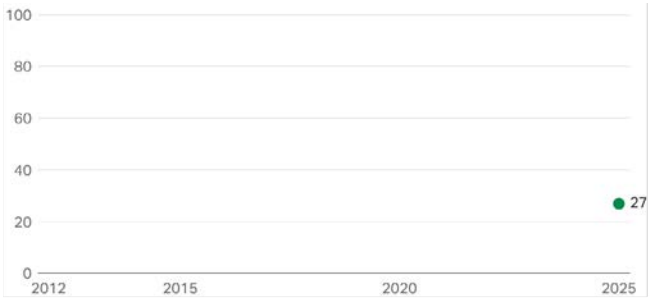


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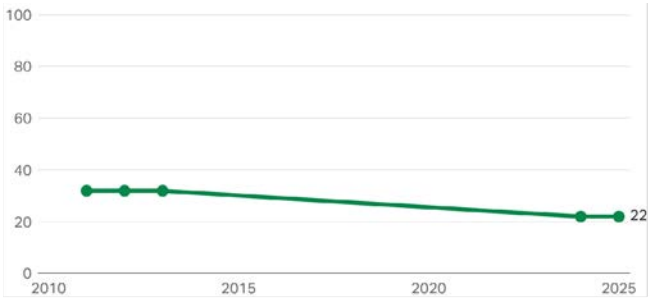


Oman

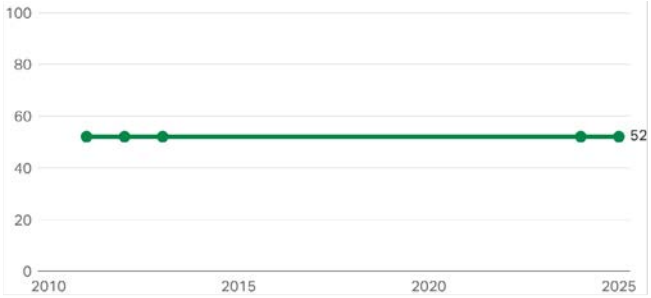
% Engaged



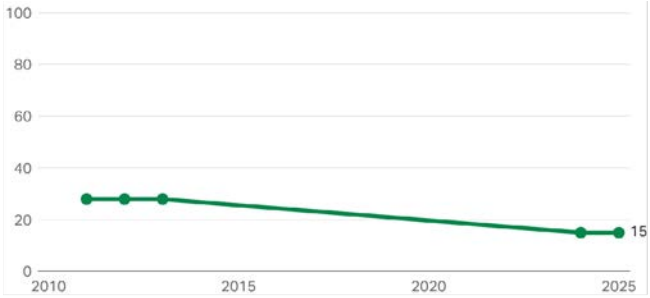
% Yes, daily stress



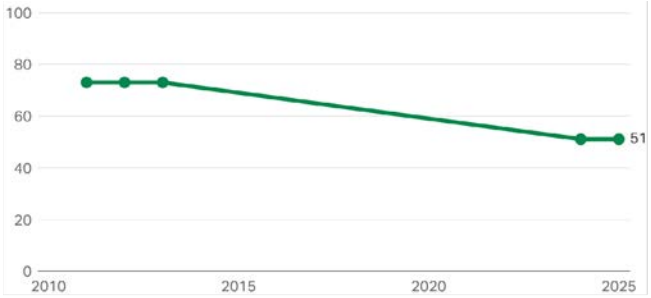
% Thriving



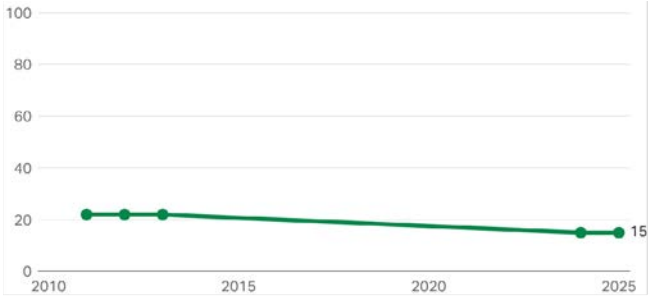
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

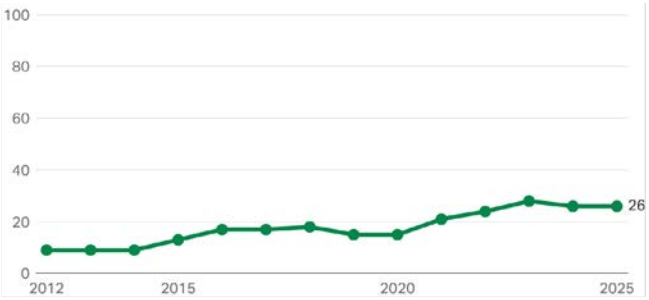


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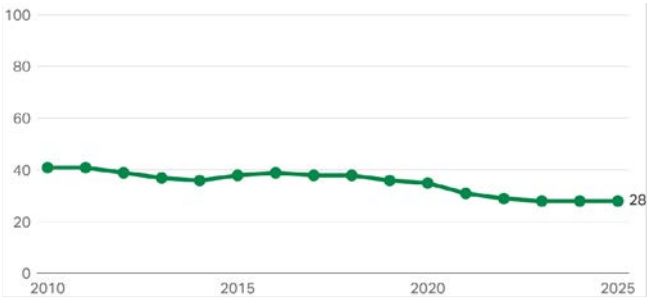


Saudi Arabia

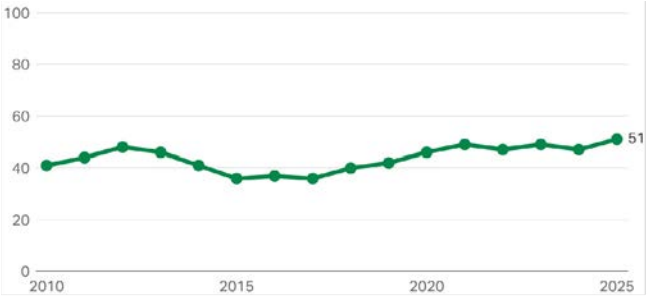
% Engaged



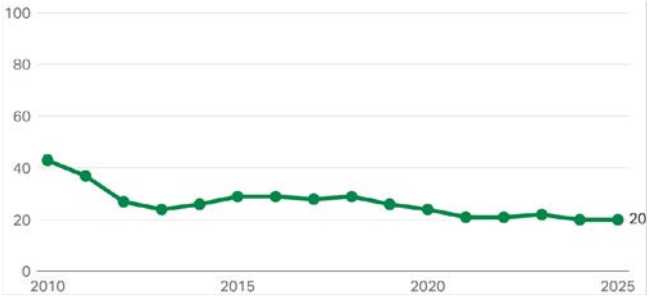
% Yes, daily stress



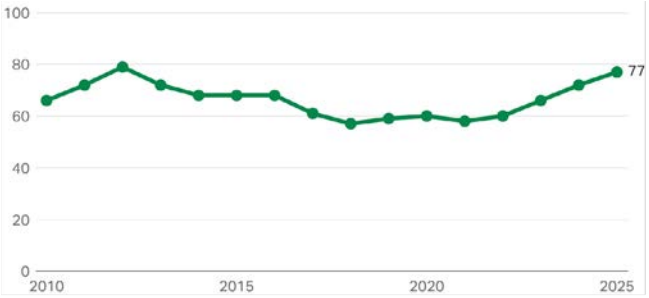
% Thriving



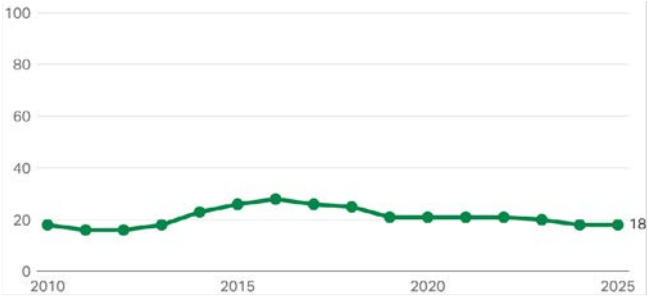
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

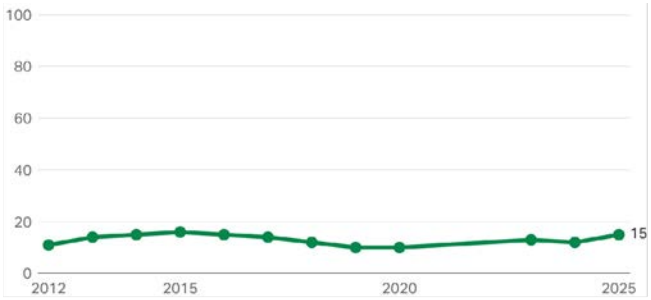


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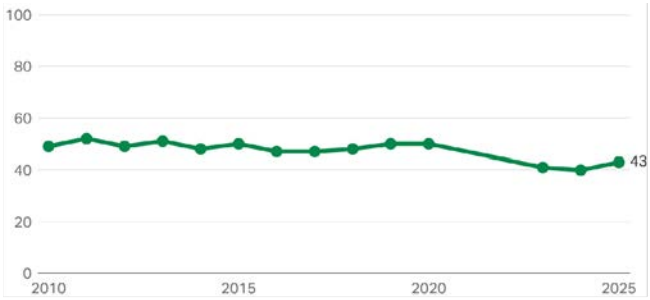


State of Palestine

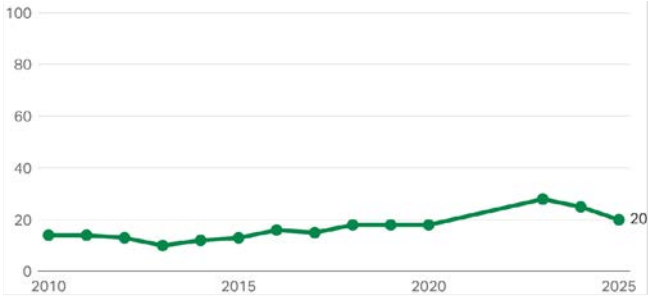
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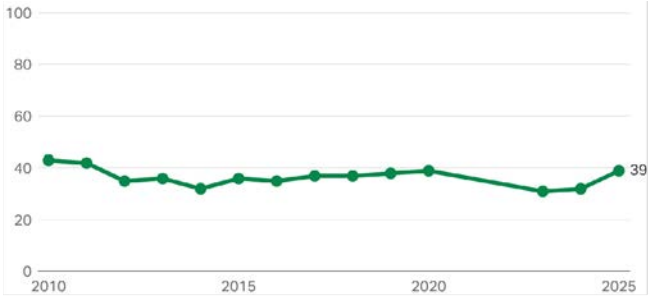
% Yes, daily stress



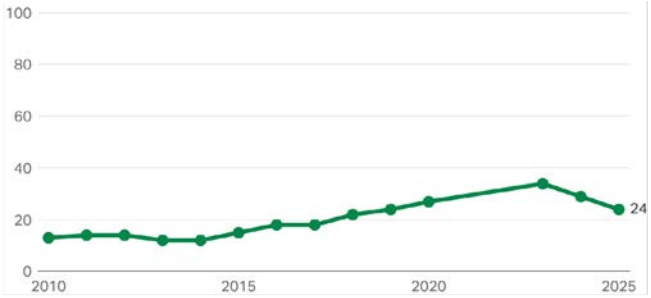
% Thriving



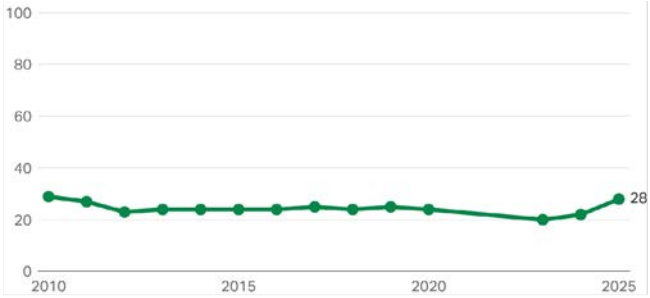
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

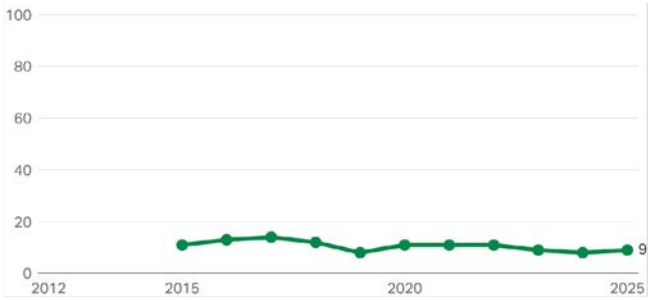


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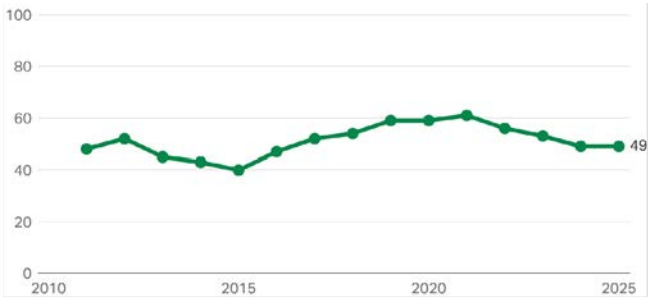


Tunisia

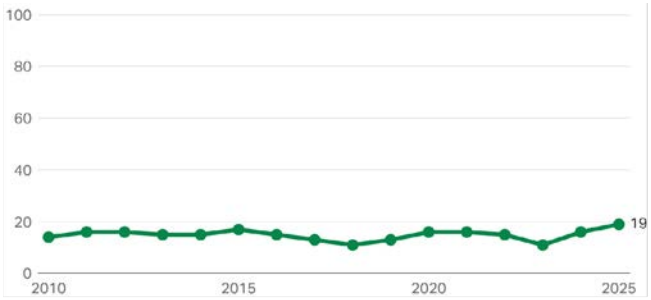
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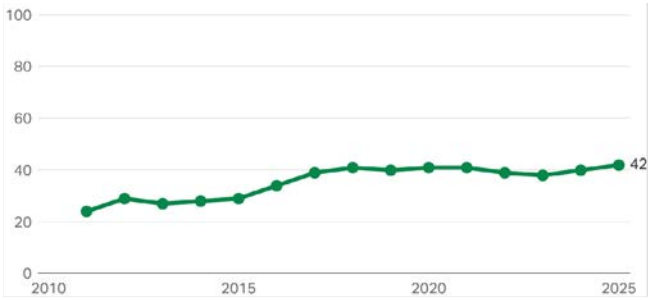
% Yes, daily stress



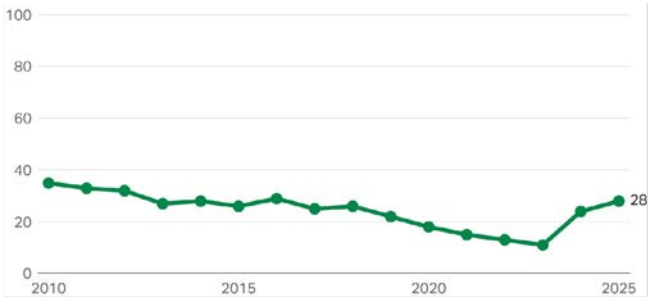
% Thriving



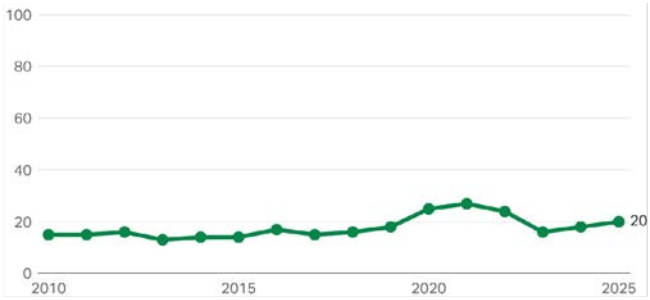
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

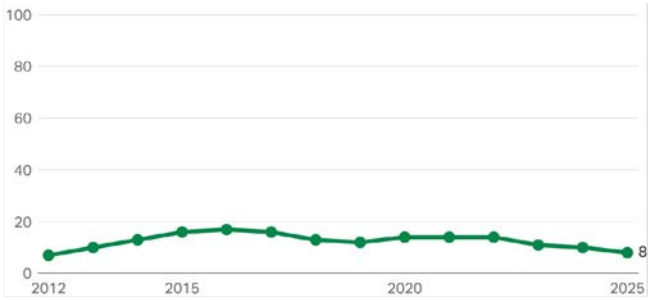


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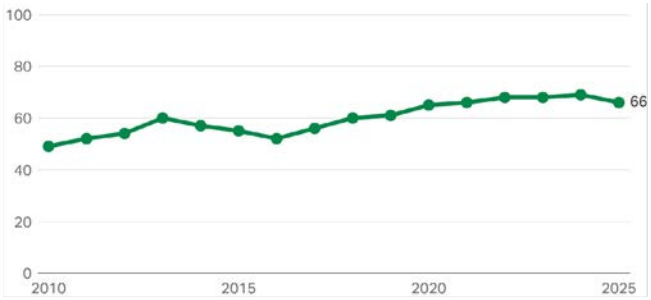


Türkiye

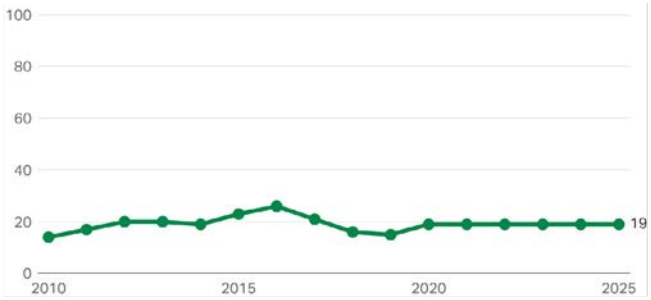
% Engaged



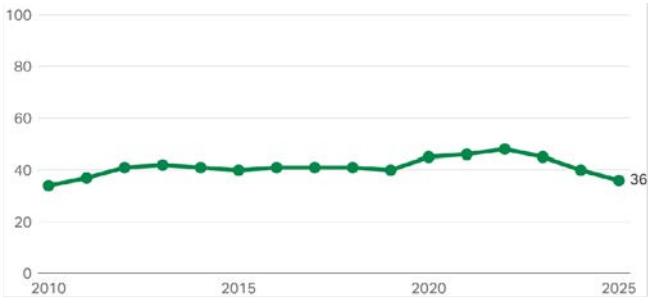
% Yes, daily stress



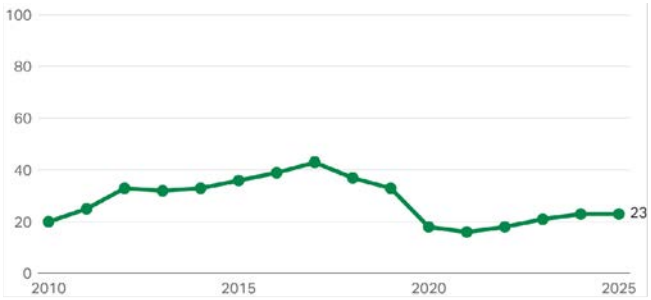
% Thriving



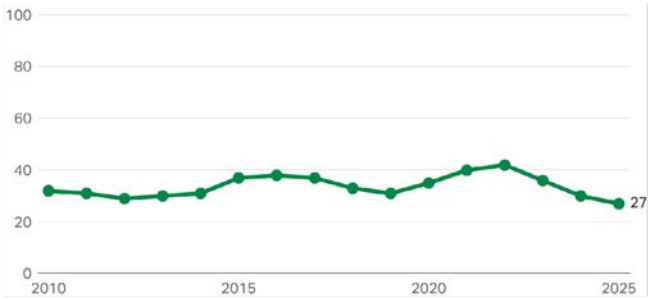
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

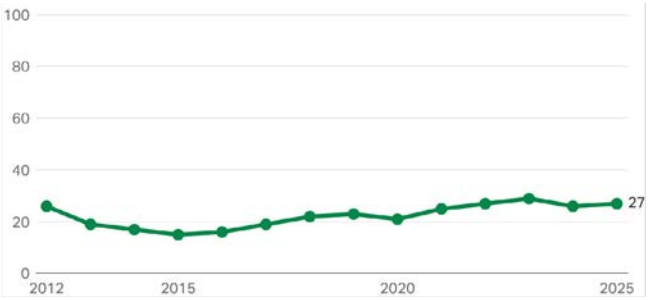


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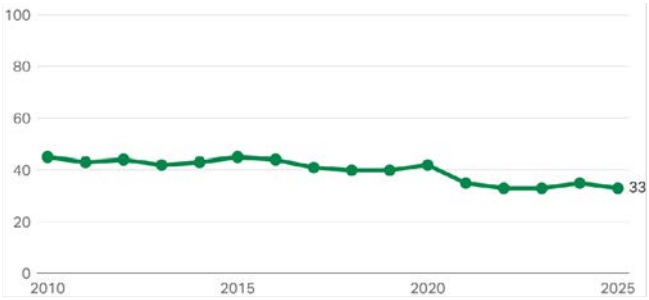


United Arab Emirates

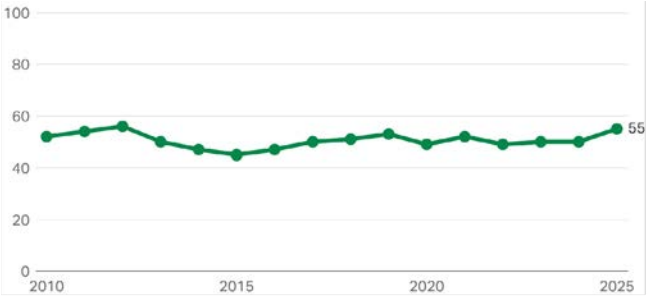
% Engaged



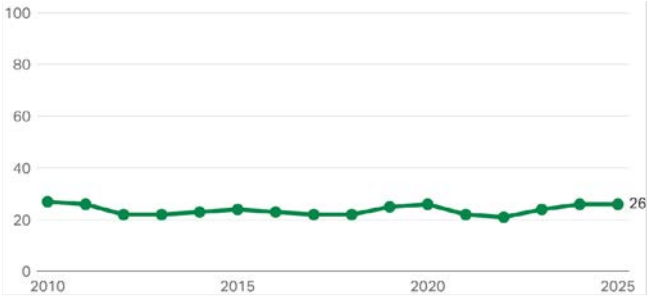
% Yes, daily stress



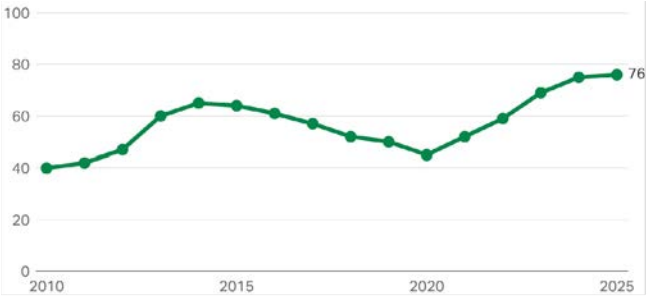
% Thriving



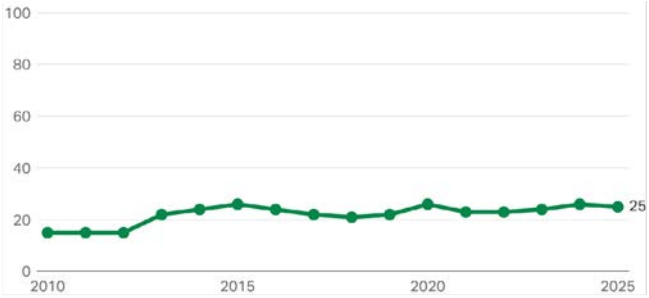
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness



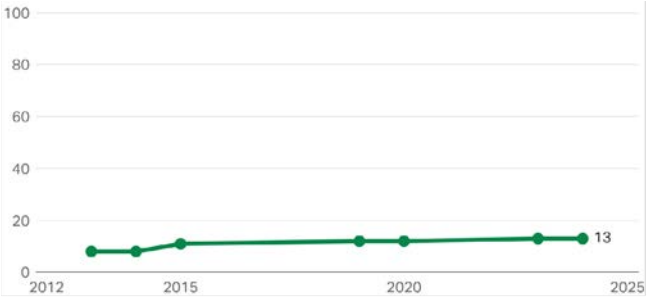
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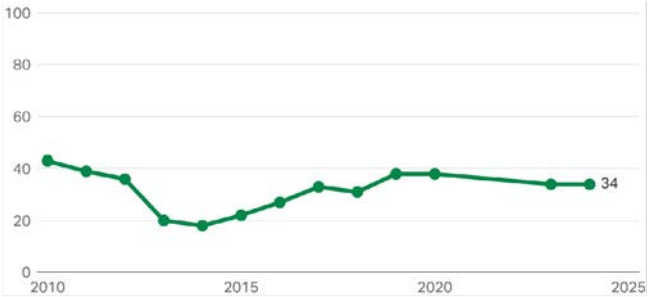
Yemen

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

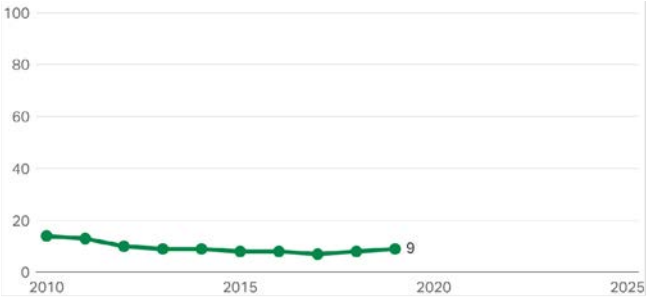
% Engaged



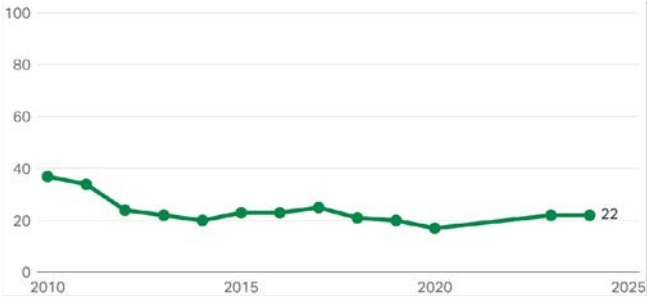
% Yes, daily stress



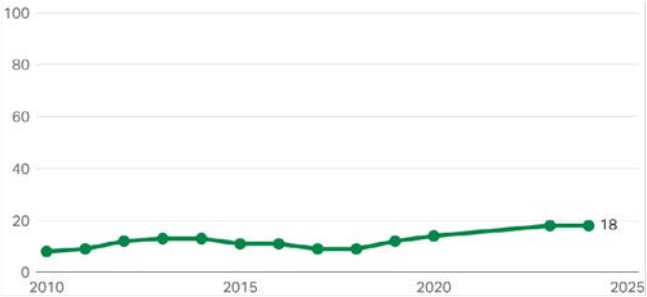
% Thriving



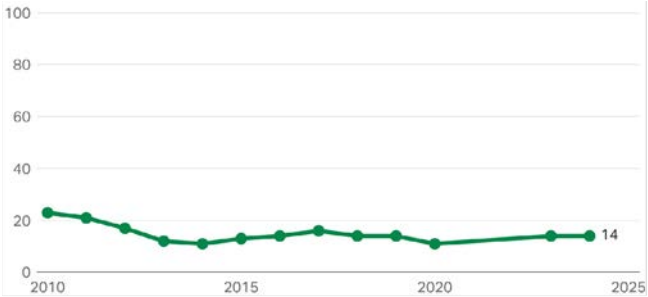
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



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COUNTRY/TERRITORY TREND LINES FOR

Sub-Saharan Africa

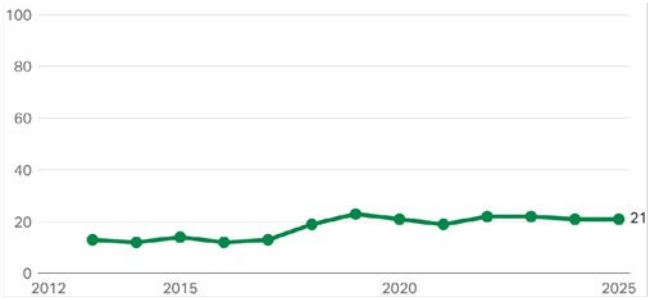
Benin 181
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Liberia 197
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Sierra Leone 210
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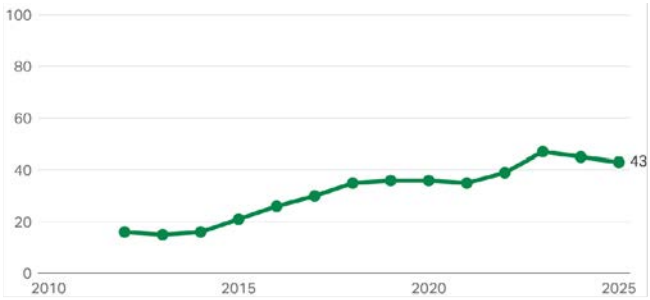
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Benin

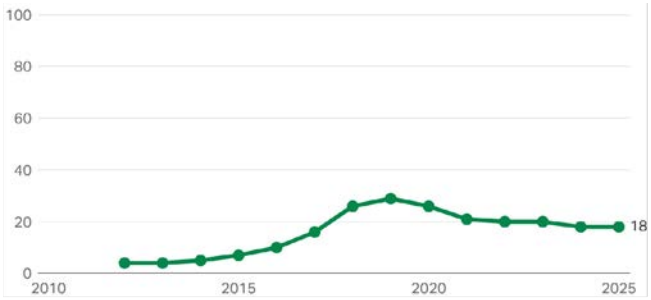
% Engaged



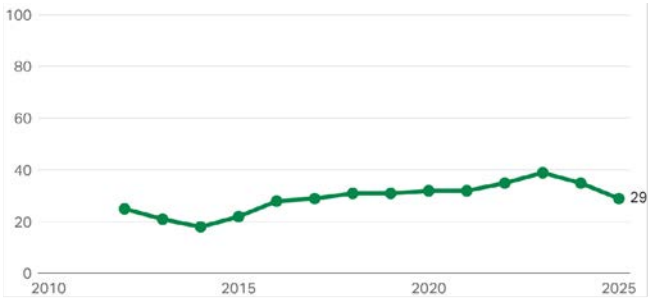
% Yes, daily stress



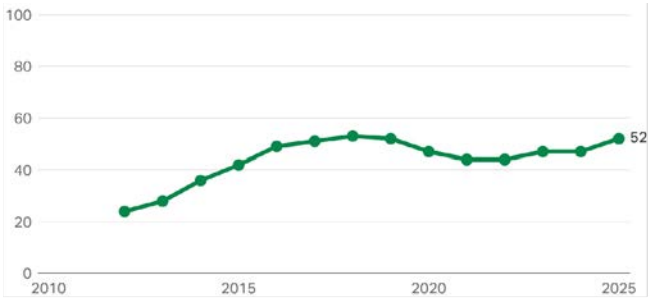
% Thriving



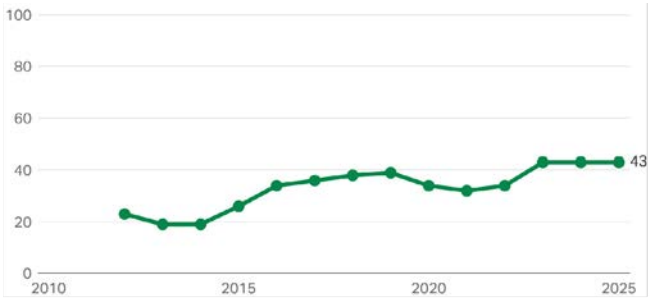
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



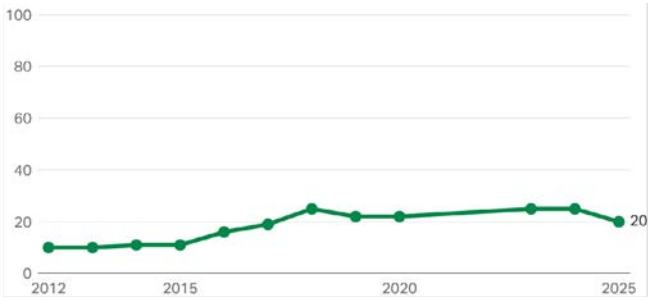
% Yes, daily loneliness



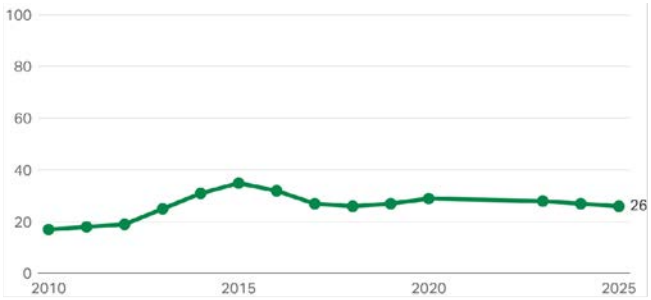
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Botswana

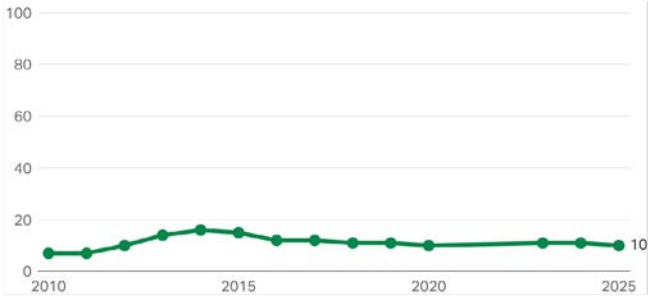
% Engaged



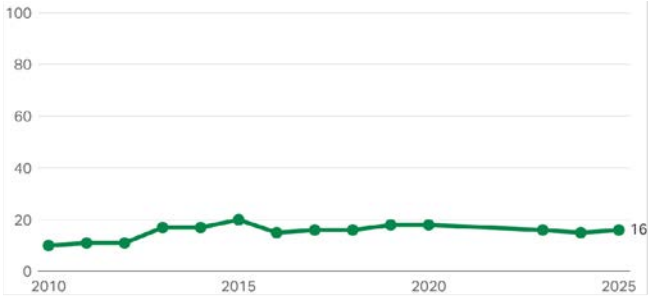
% Yes, daily stress



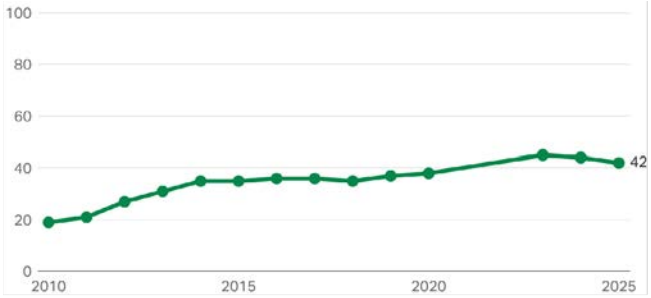
% Thriving



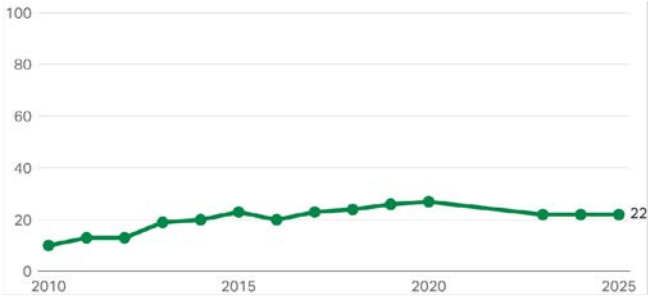
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



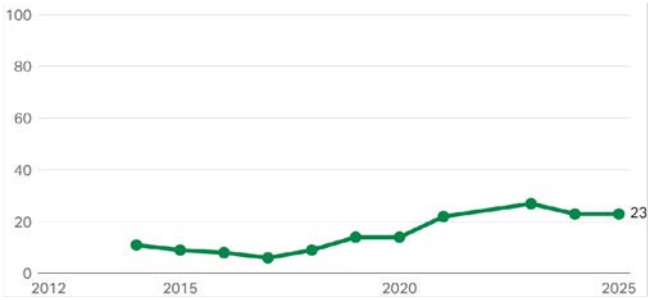
% Yes, daily loneliness



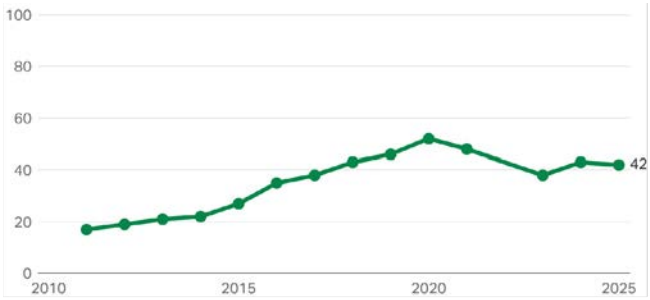
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Burkina Faso

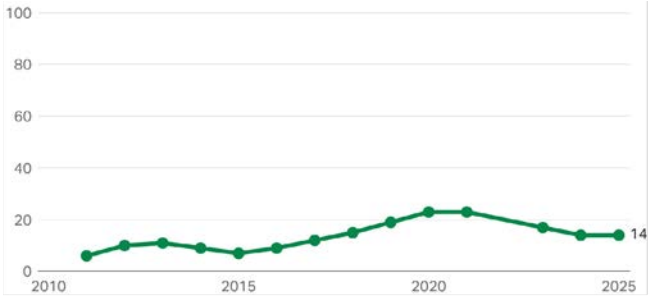
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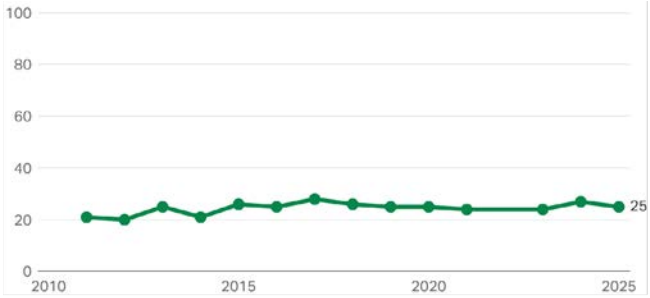
% Yes, daily stress



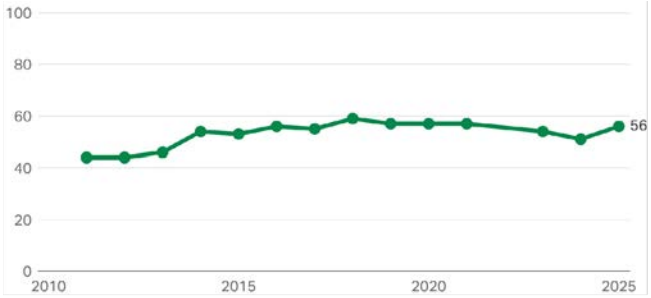
% Thriving



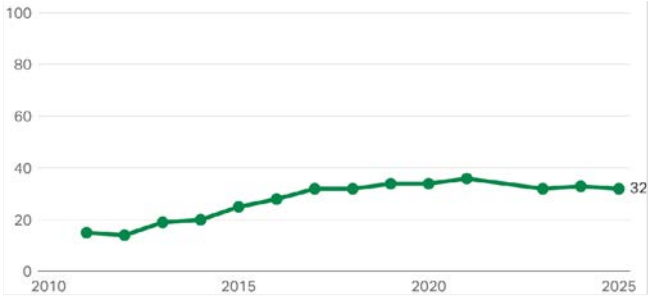
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



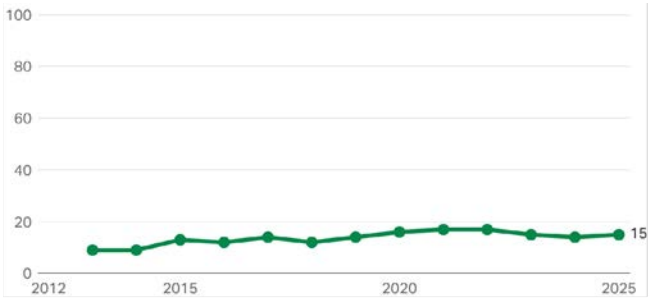
% Yes, daily loneliness



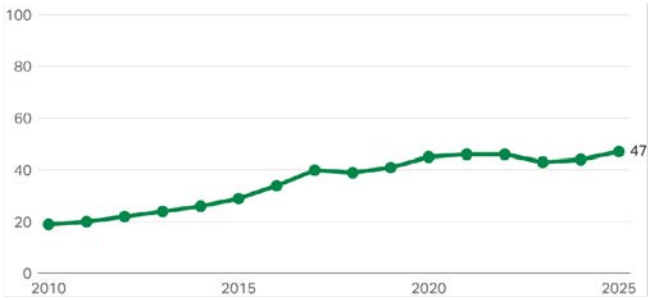
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Cameroon

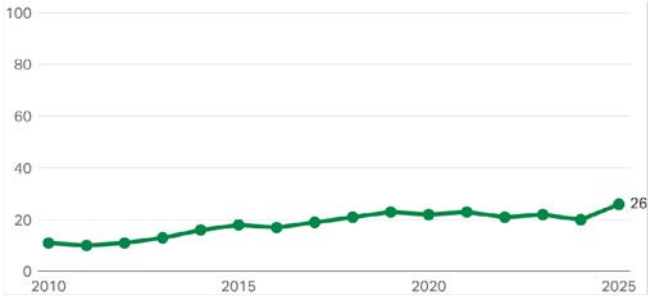
% Engaged



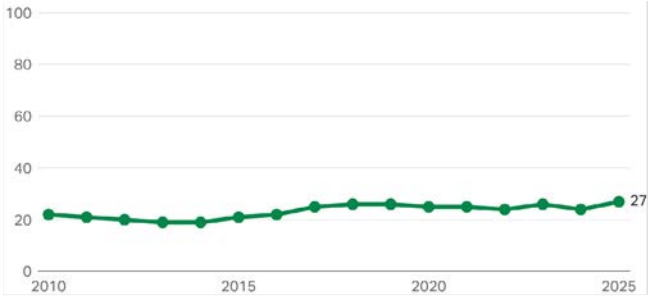
% Yes, daily stress



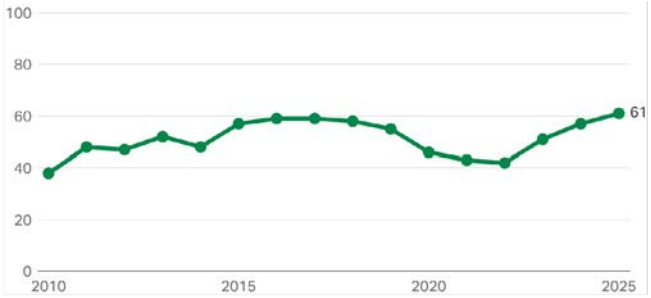
% Thriving



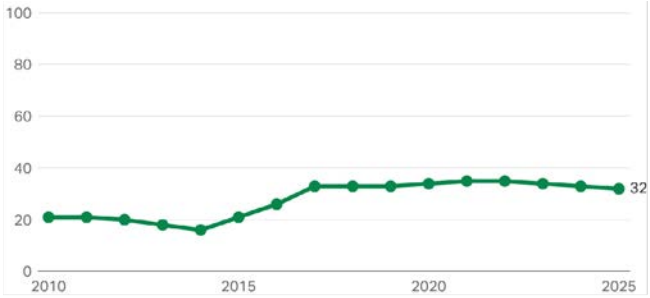
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



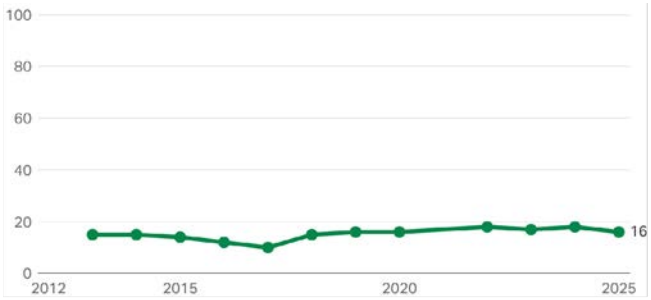
% Yes, daily loneliness



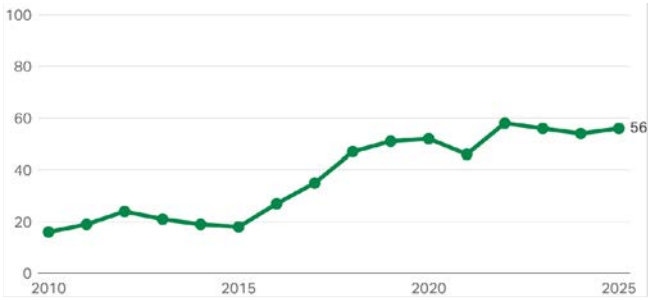
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Chad

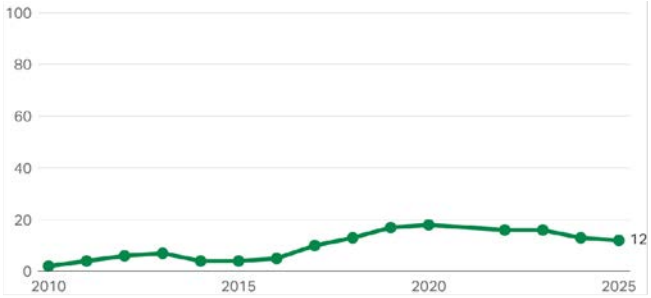
% Engaged



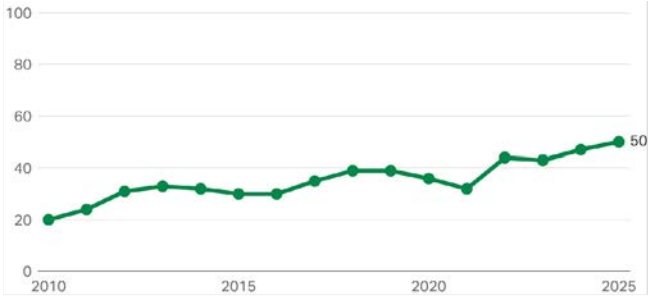
% Yes, daily stress



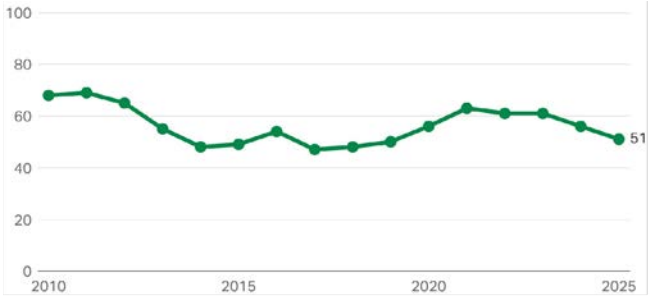
% Thriving



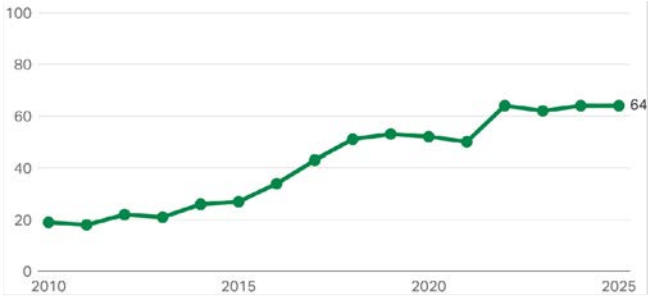
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

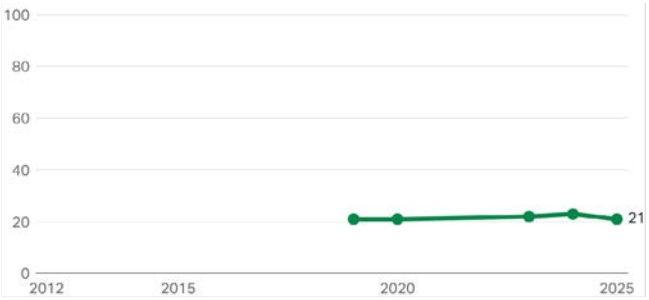


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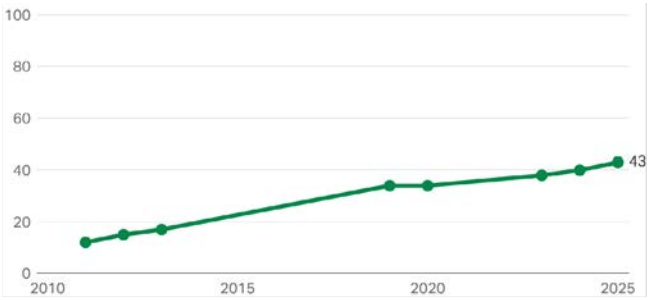


Comoros

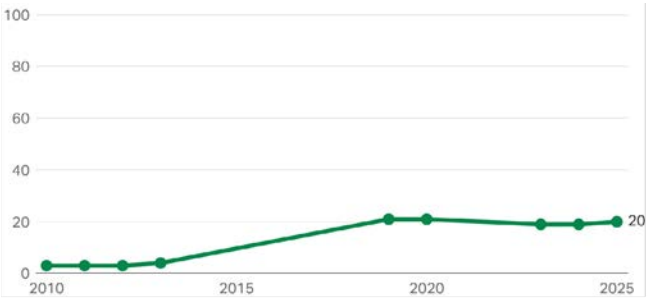
% Engaged



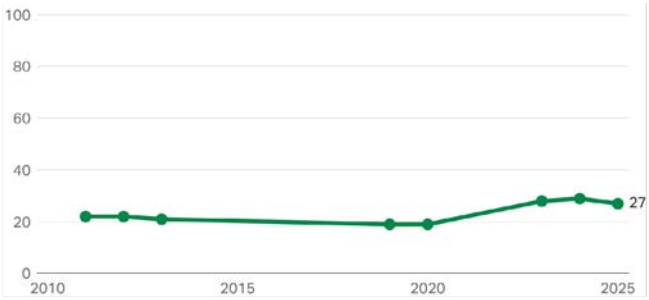
% Yes, daily stress



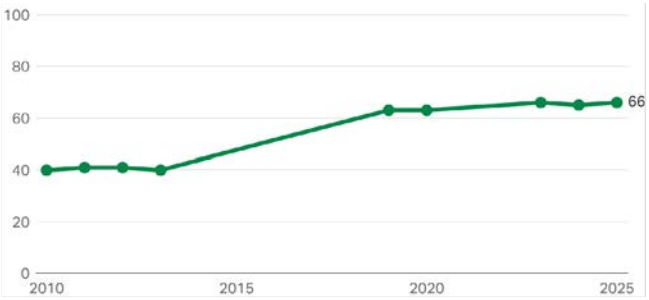
% Thriving



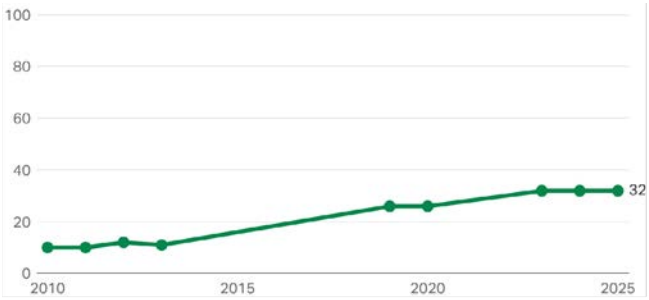
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



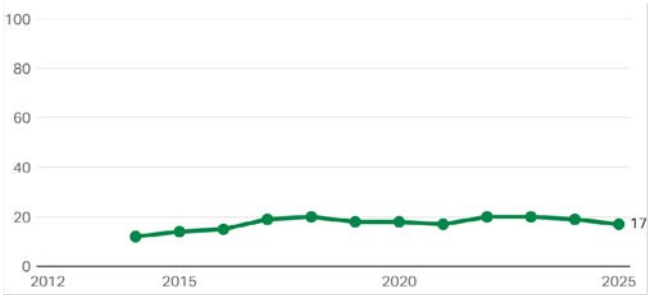
% Yes, daily loneliness



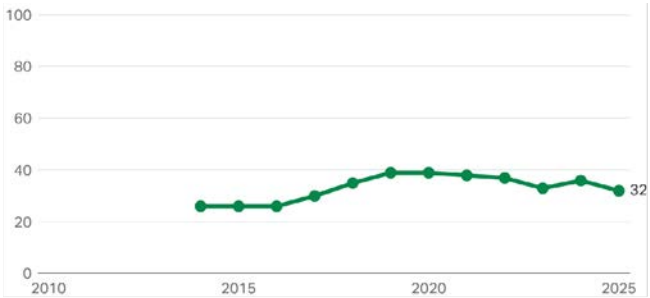
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Côte d'Ivoire

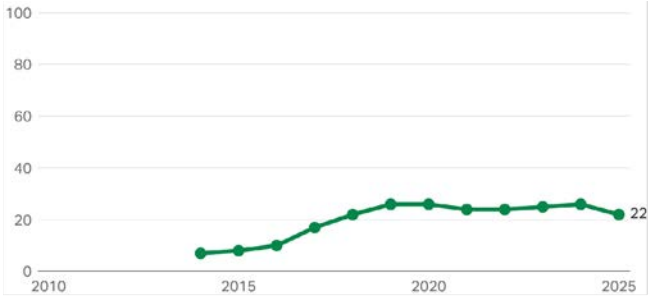
% Engaged



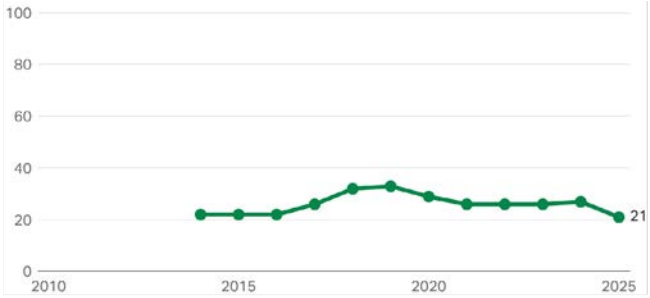
% Yes, daily stress



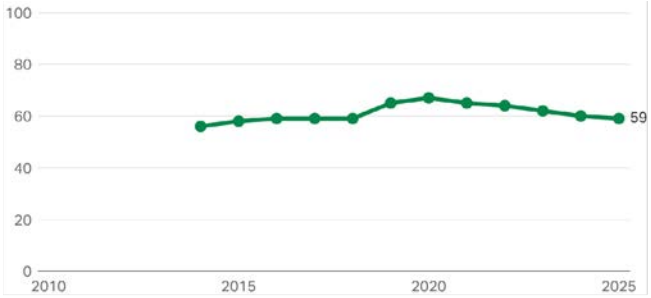
% Thriving



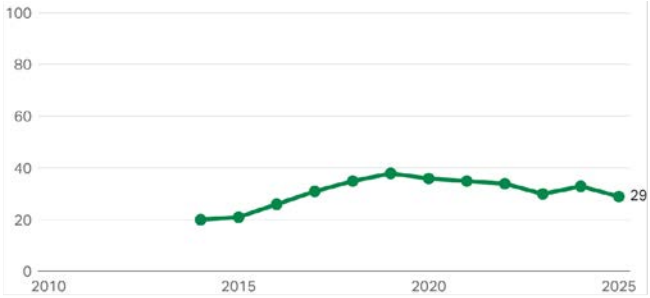
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



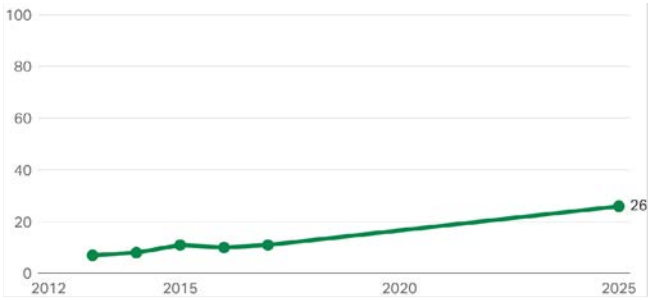
% Yes, daily loneliness



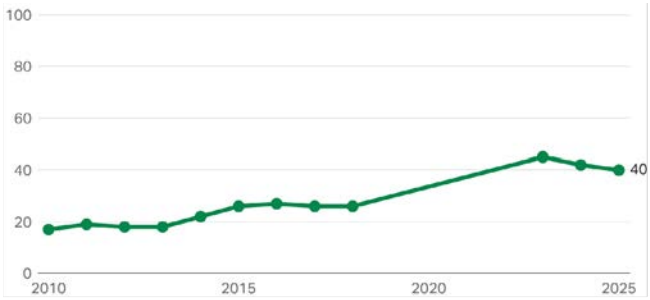
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Democratic Republic of the Congo

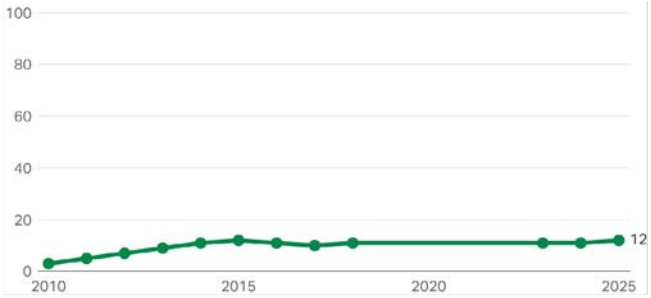
% Engaged



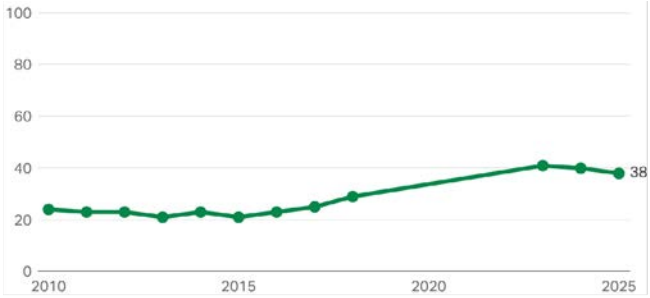
% Yes, daily stress



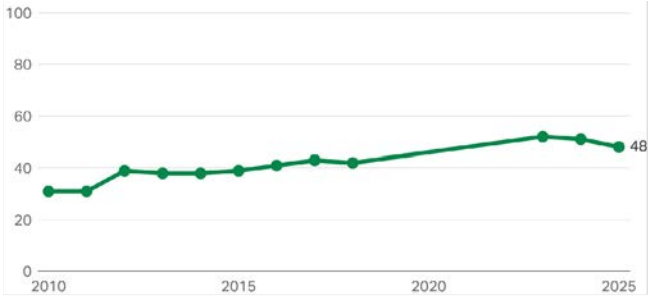
% Thriving



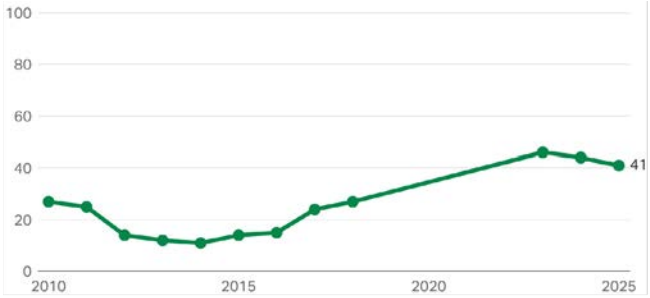
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



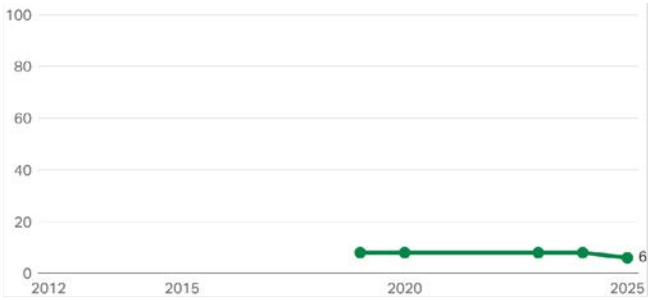
% Yes, daily loneliness



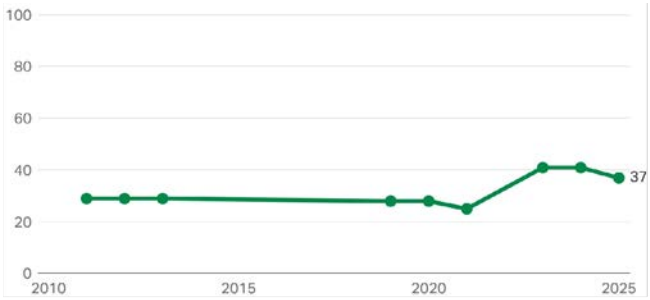
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Eswatini

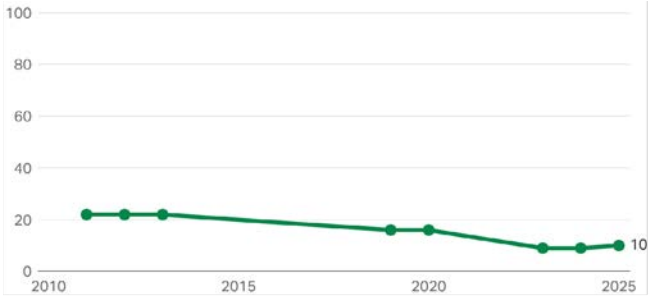
% Engaged



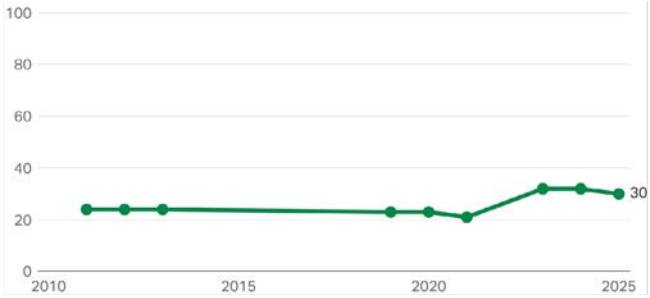
% Yes, daily stress



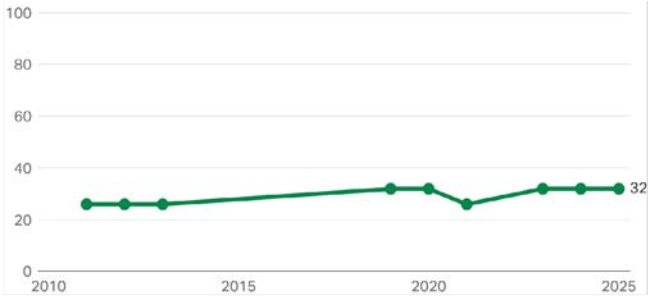
% Thriving



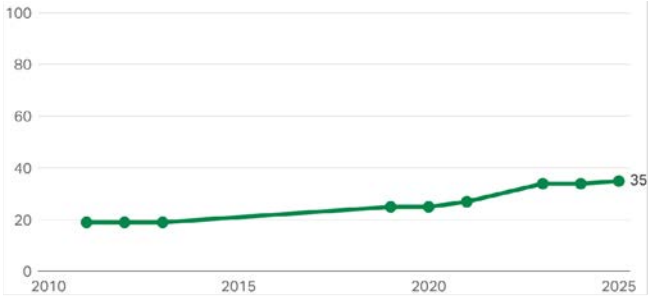
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



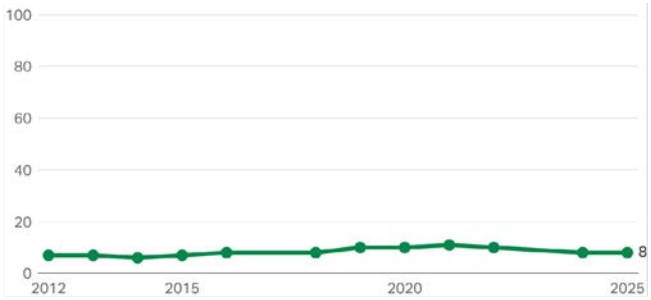
% Yes, daily loneliness



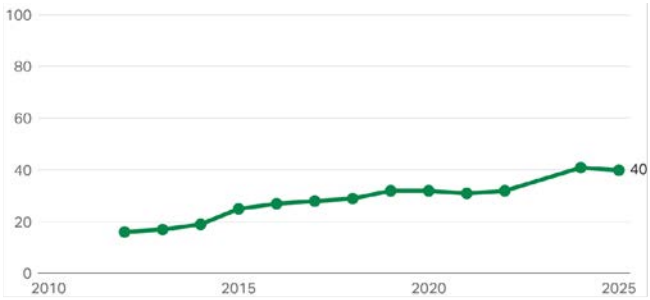
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Ethiopia

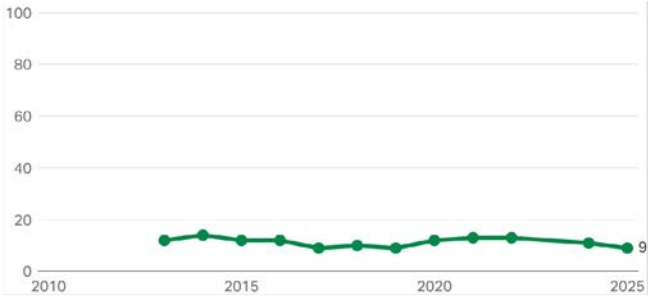
% Engaged



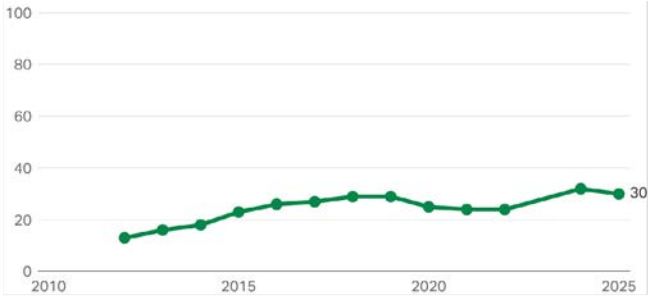
% Yes, daily stress



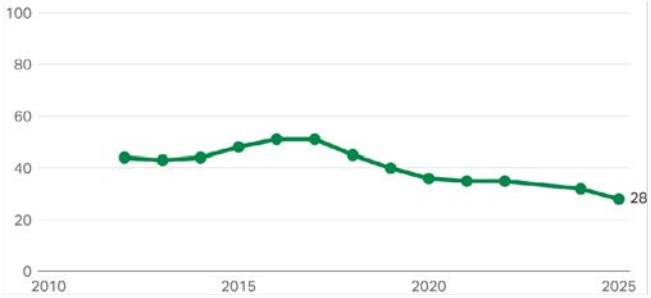
% Thriving



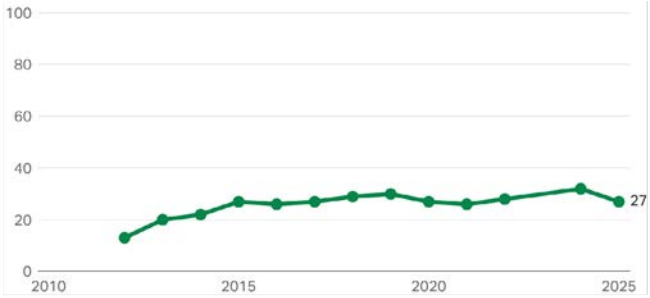
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



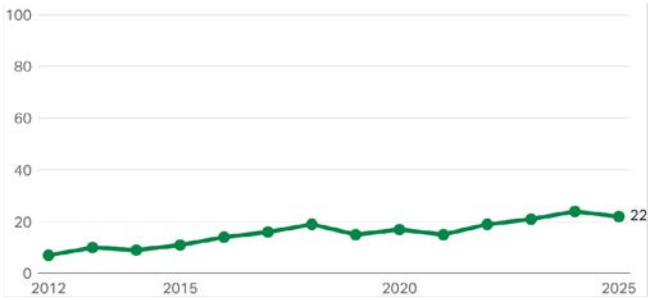
% Yes, daily loneliness



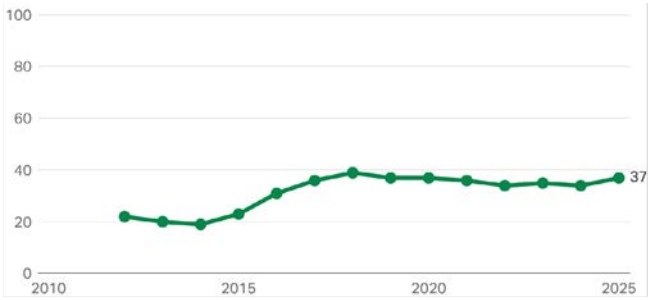
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Gabon

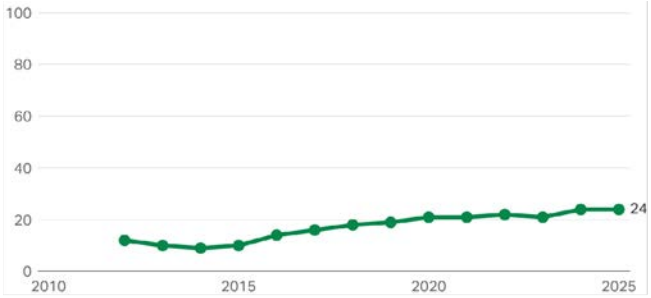
% Engaged



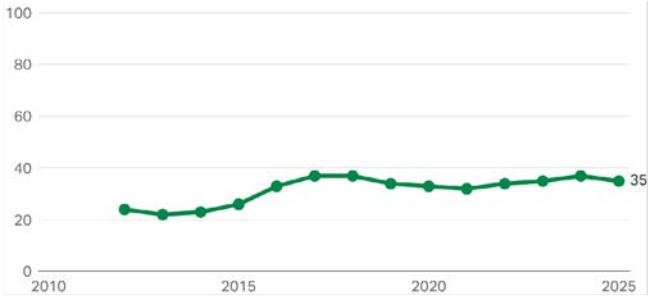
% Yes, daily stress



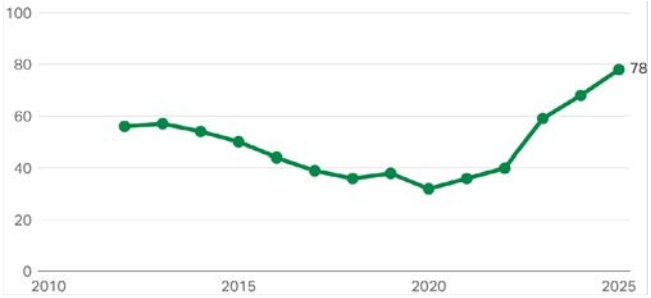
% Thriving



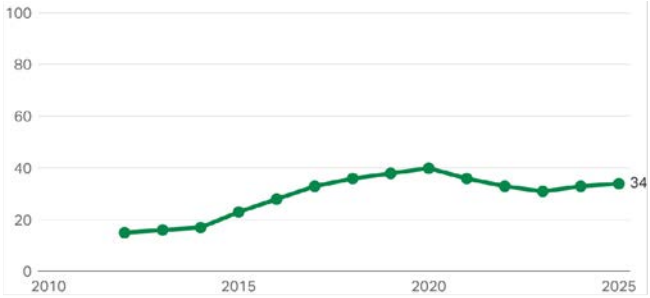
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

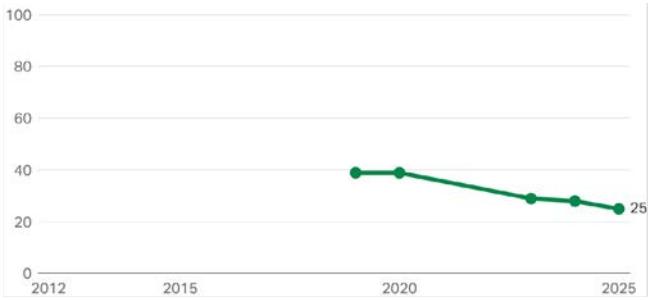


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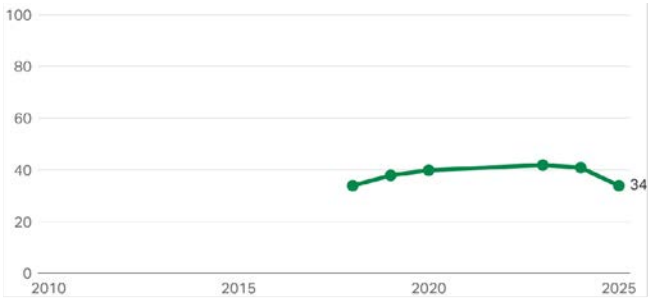


Gambia

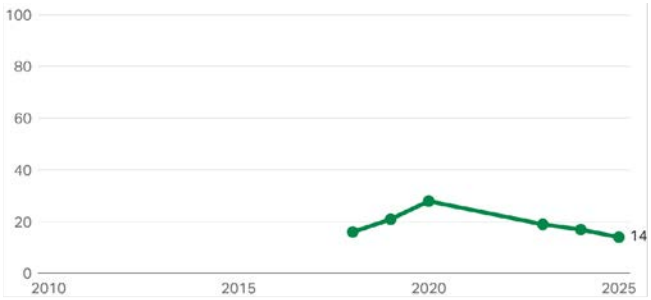
% Engaged



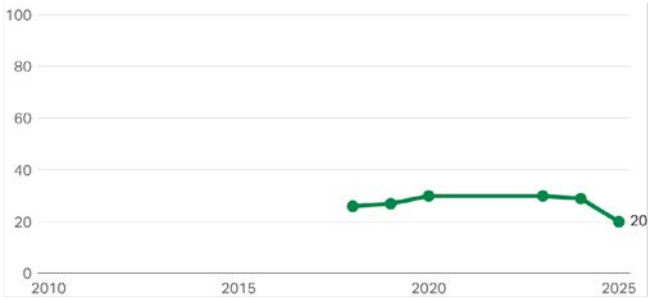
% Yes, daily stress



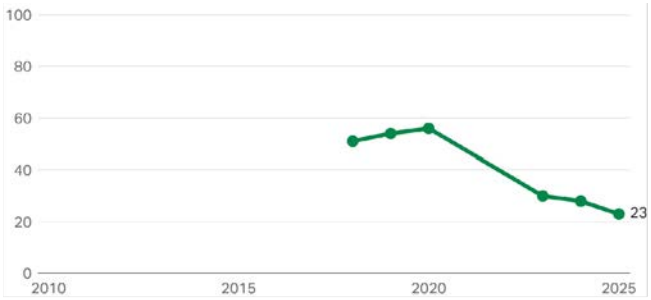
% Thriving



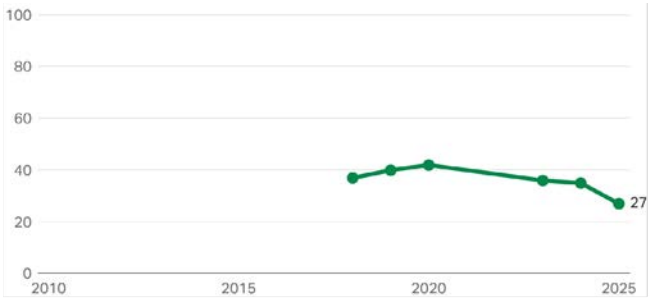
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



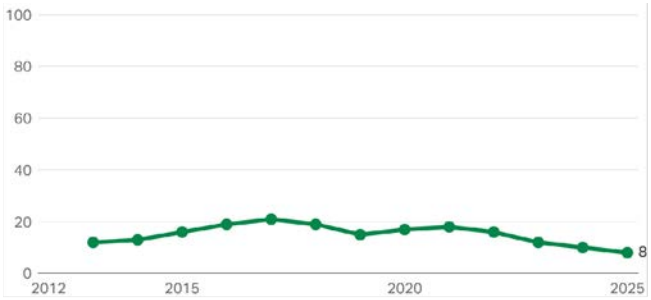
% Yes, daily loneliness



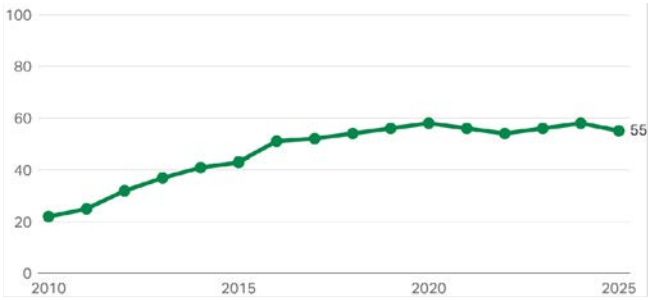
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Ghana

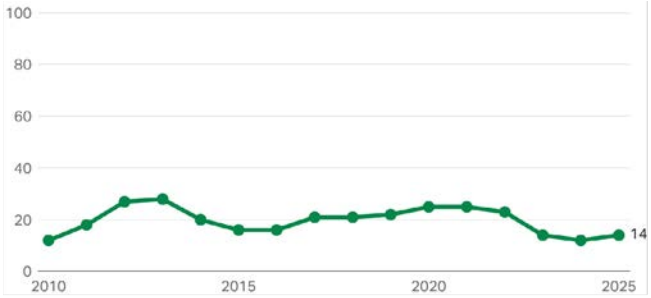
% Engaged



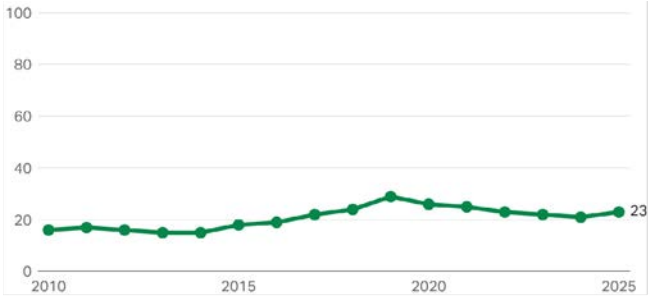
% Yes, daily stress



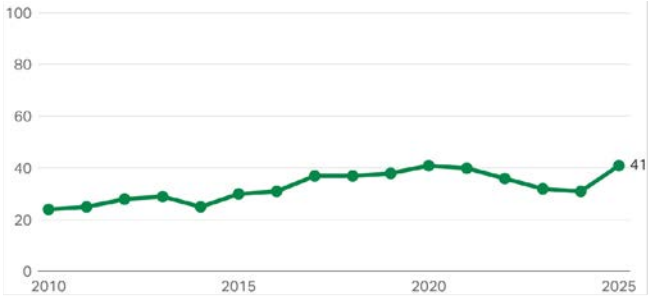
% Thriving



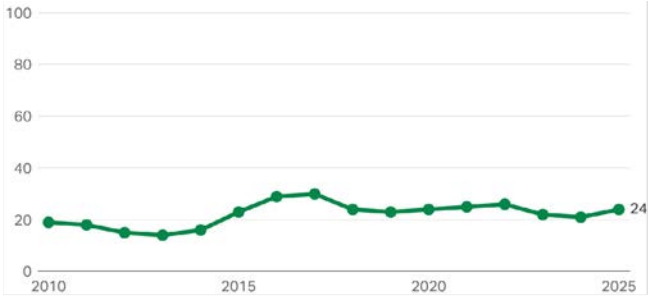
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



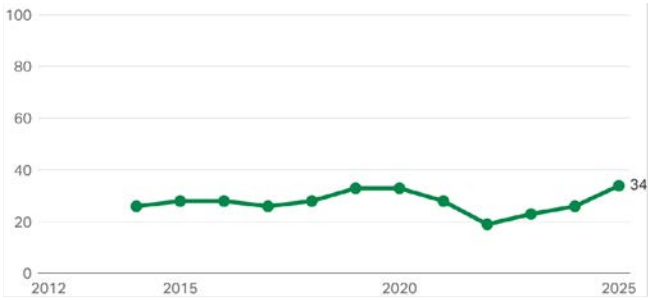
% Yes, daily loneliness



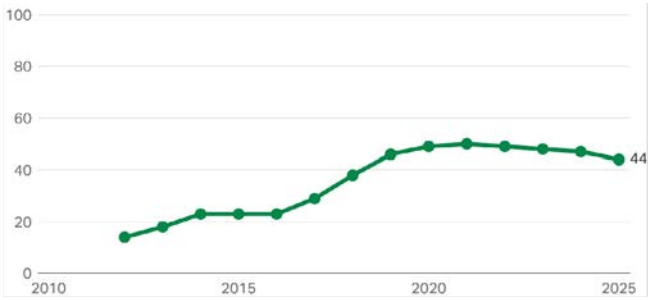
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Guinea

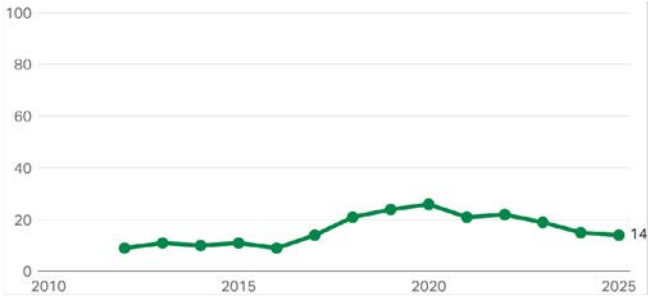
% Engaged



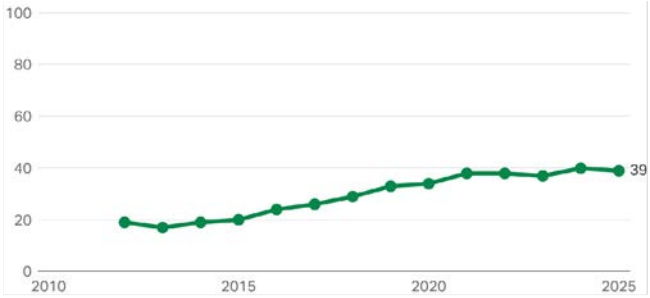
% Yes, daily stress



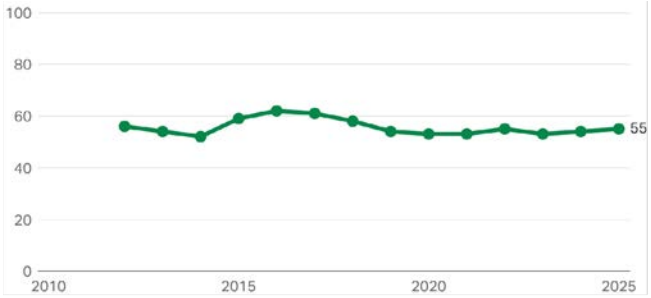
% Thriving



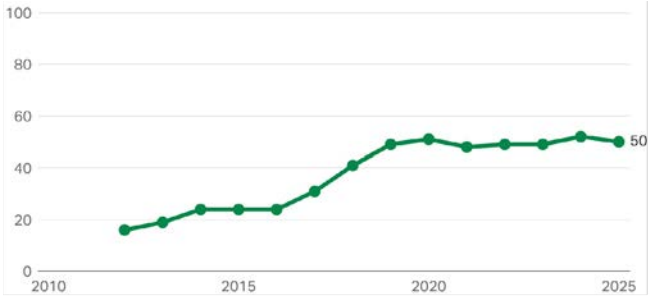
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



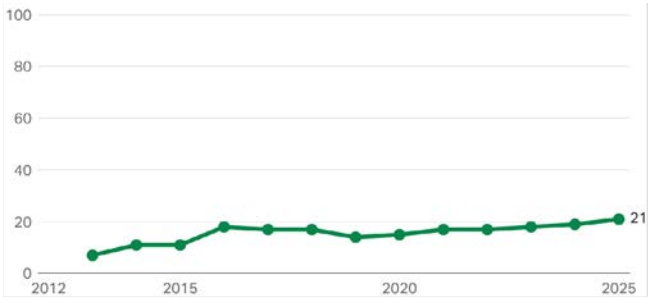
% Yes, daily loneliness



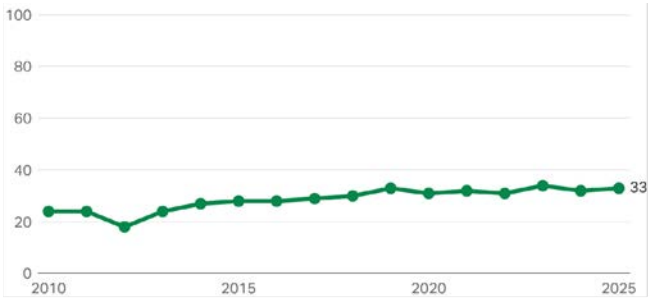
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Kenya

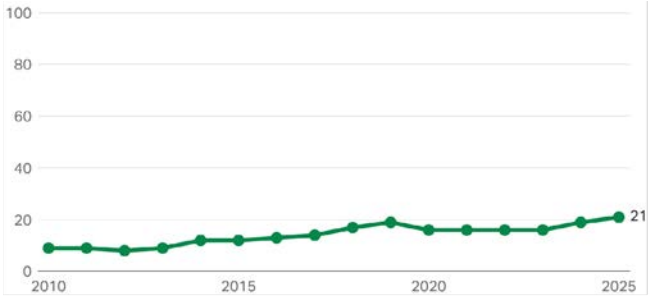
% Engaged



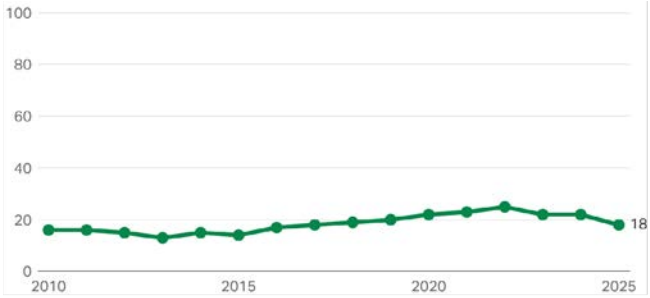
% Yes, daily stress



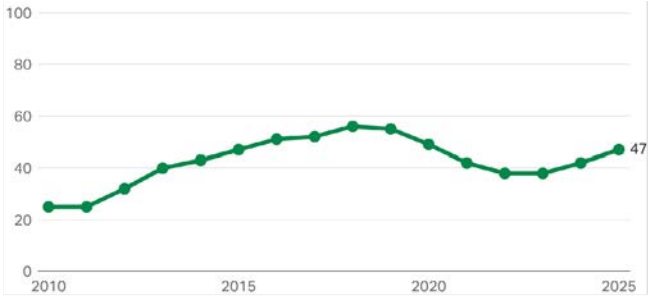
% Thriving



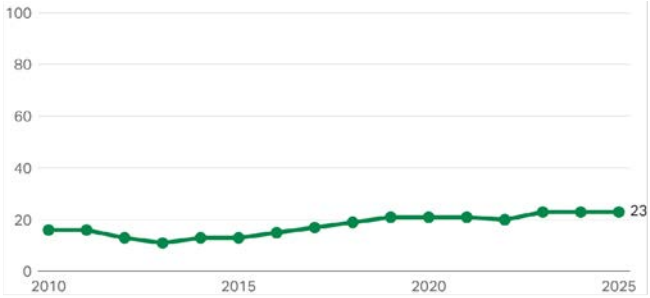
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

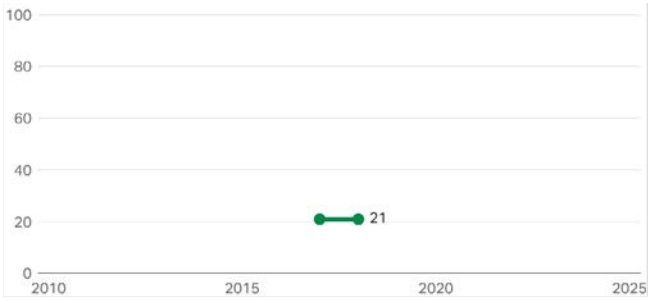


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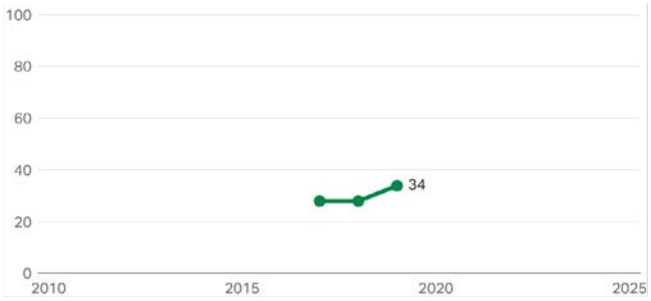
Lesotho

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

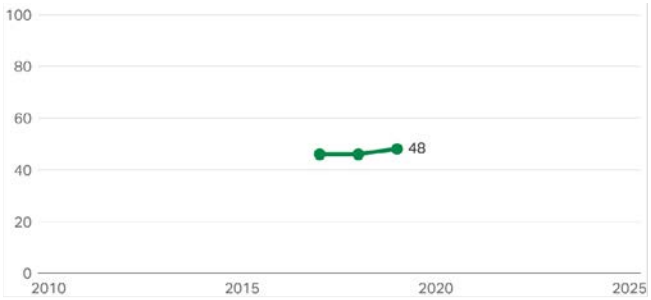
% Thriving



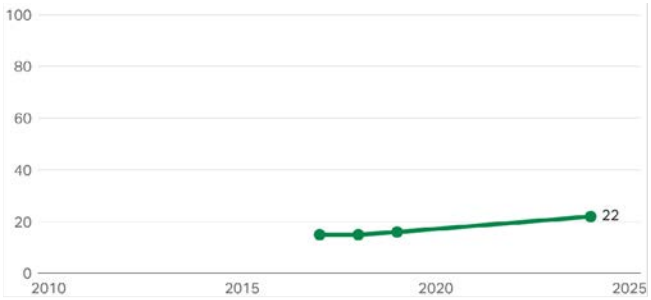
% Yes, daily stress



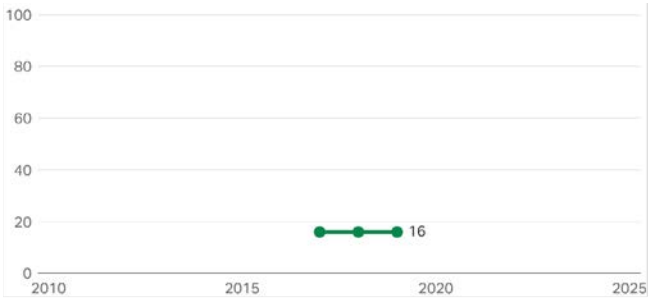
% Good time to find a job



% Yes, daily anger



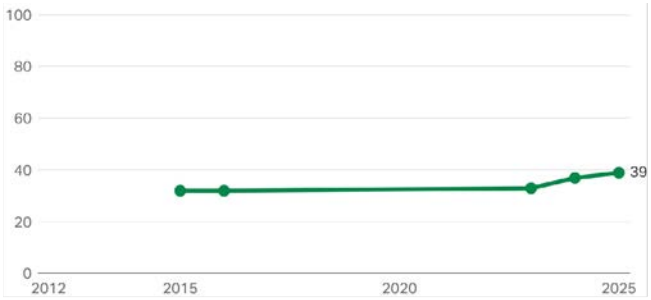
% Yes, daily sadness



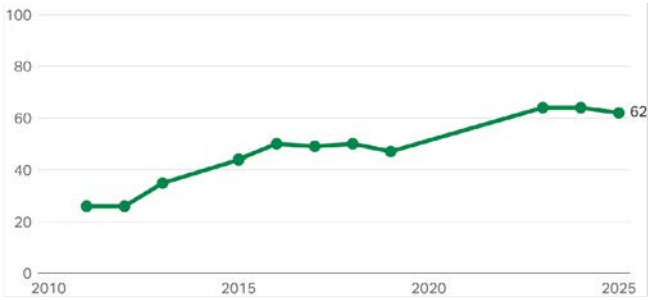
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Liberia

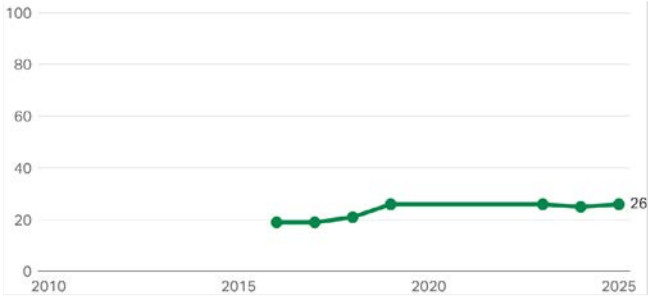
% Engaged



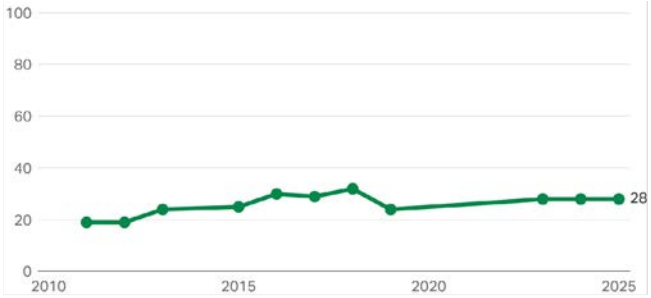
% Yes, daily stress



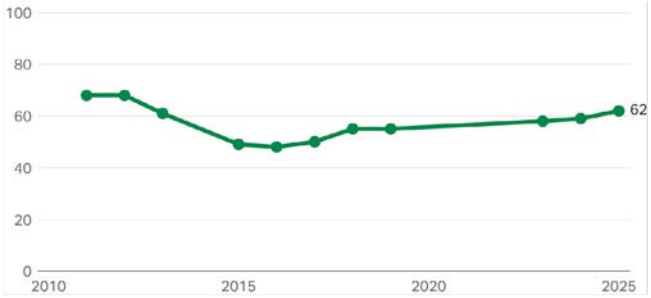
% Thriving



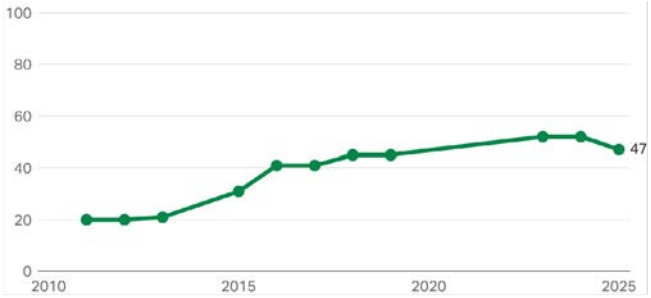
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



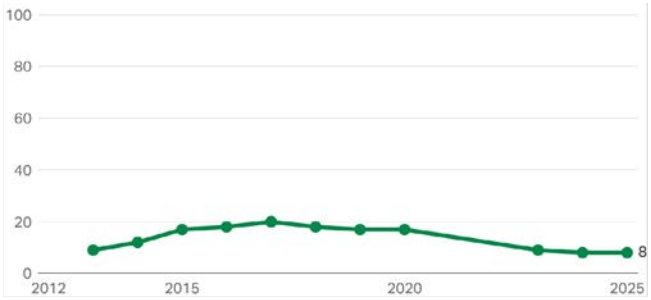
% Yes, daily loneliness



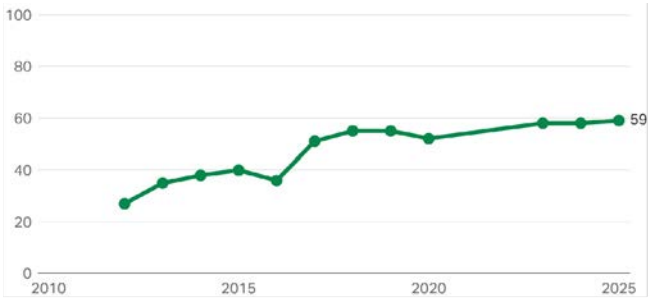
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Madagascar

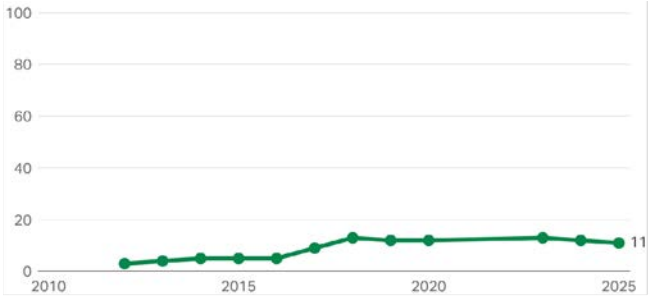
% Engaged



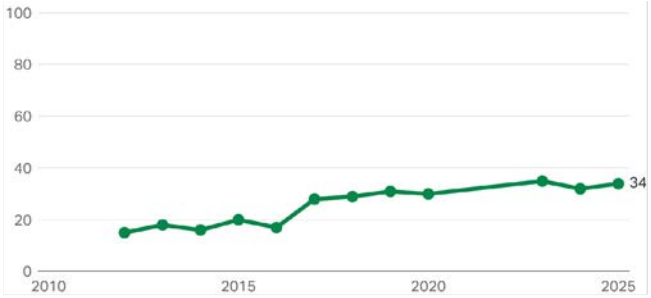
% Yes, daily stress



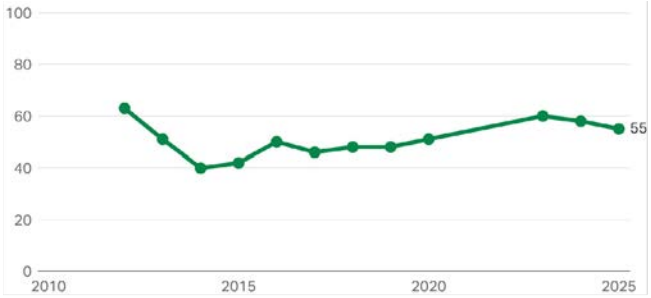
% Thriving



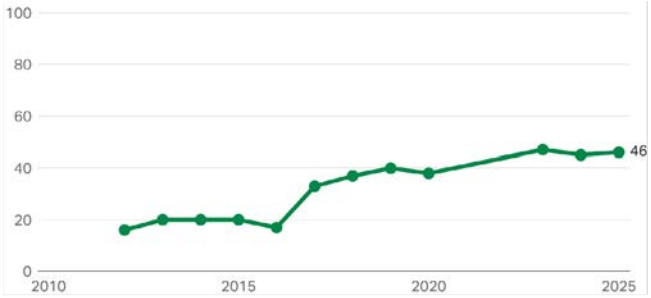
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



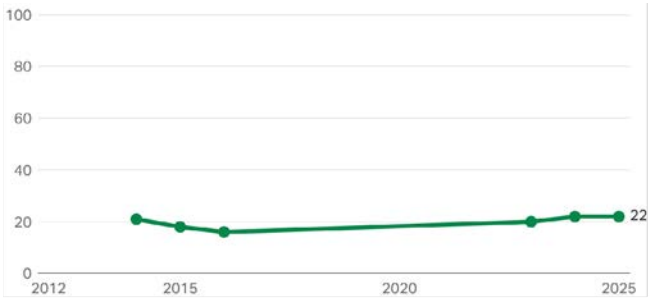
% Yes, daily loneliness



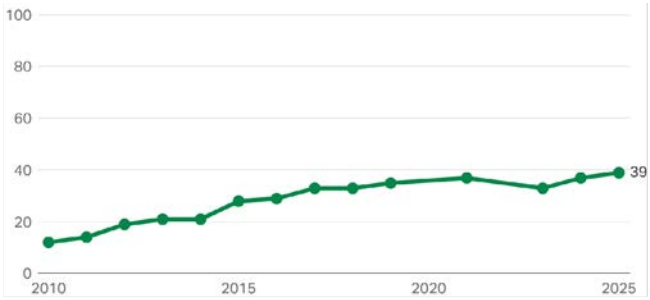
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Malawi

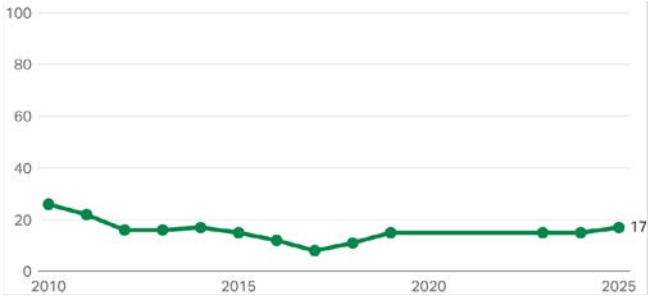
% Engaged



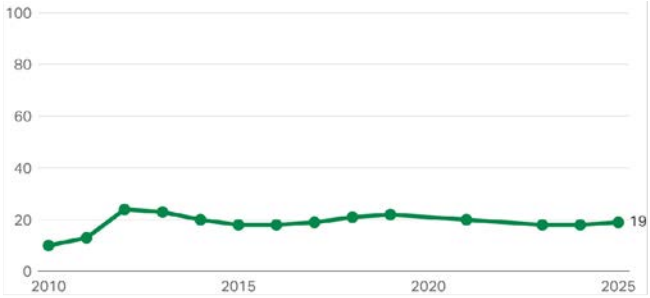
% Yes, daily stress



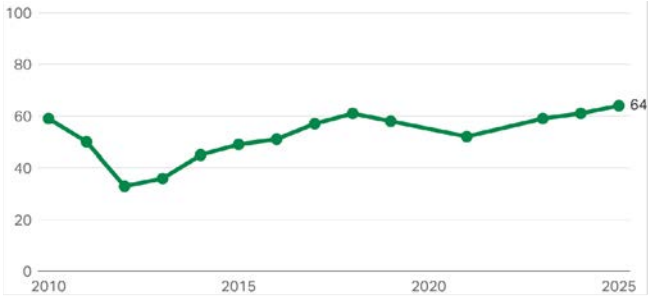
% Thriving



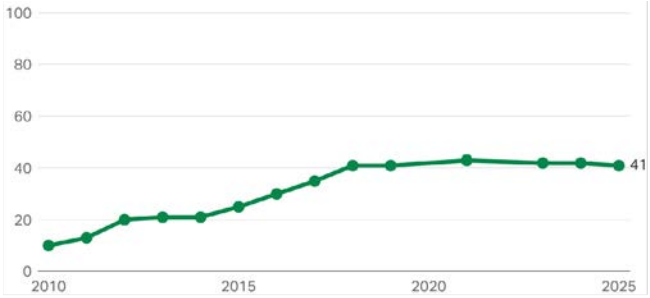
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



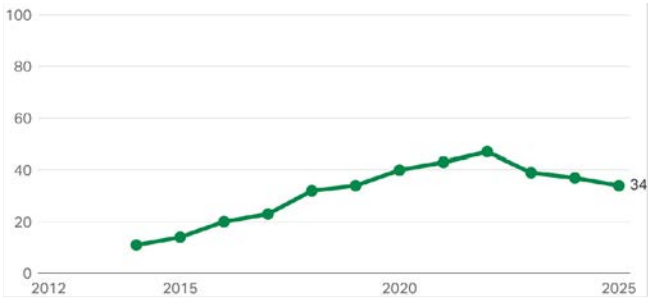
% Yes, daily loneliness



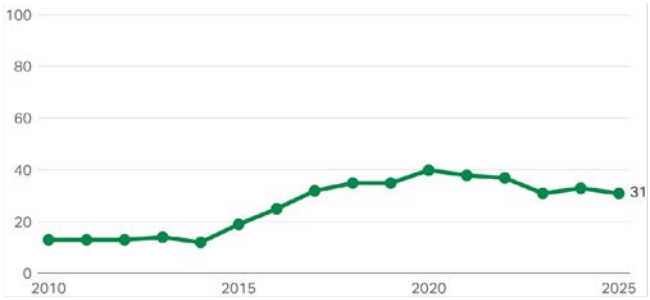
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Mali

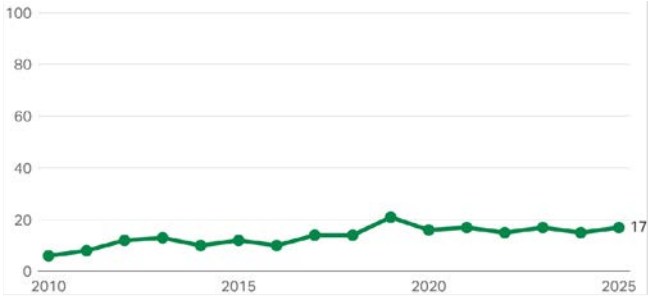
% Engaged



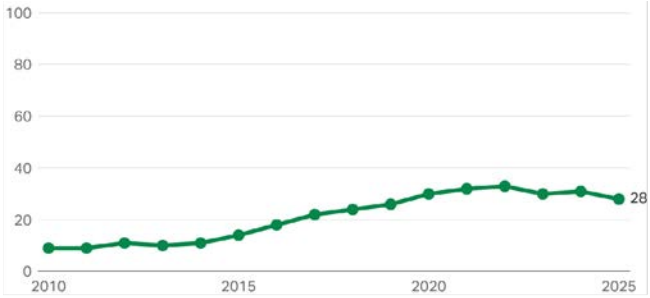
% Yes, daily stress



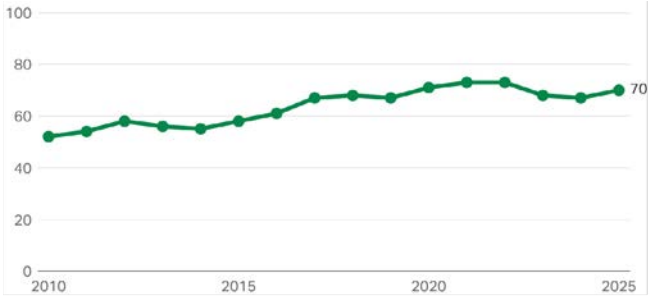
% Thriving



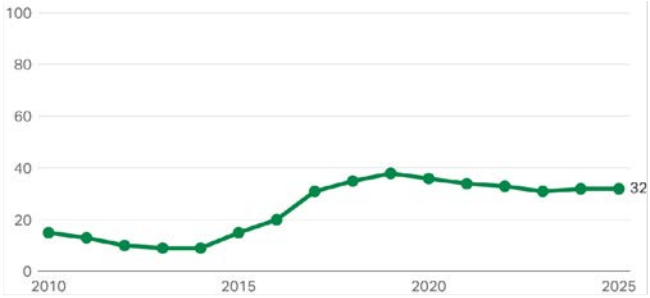
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



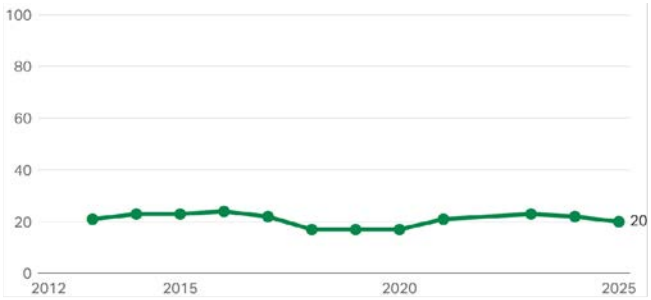
% Yes, daily loneliness



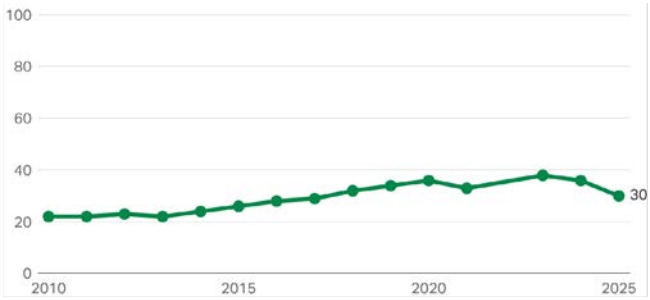
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Mauritania

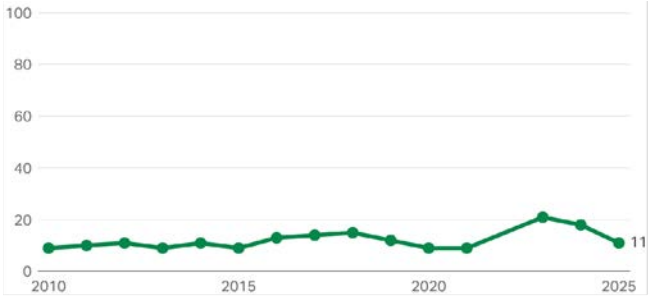
% Engaged



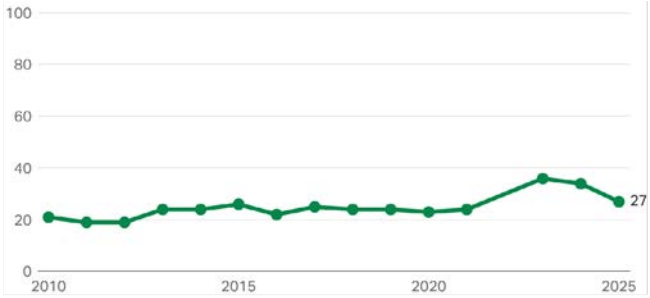
% Yes, daily stress



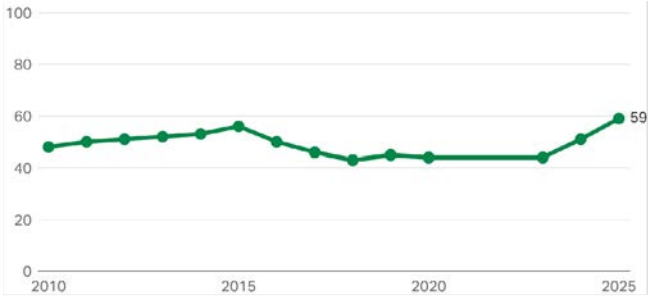
% Thriving



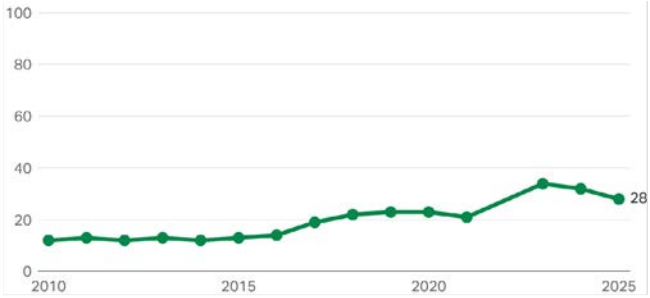
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



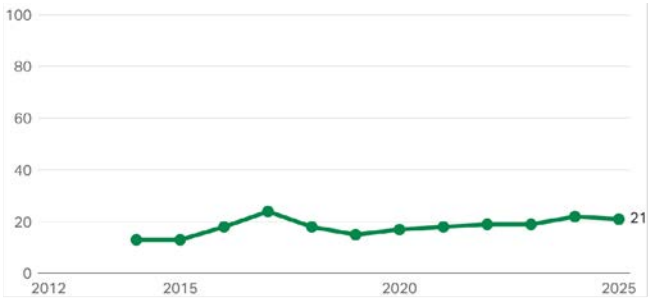
% Yes, daily loneliness



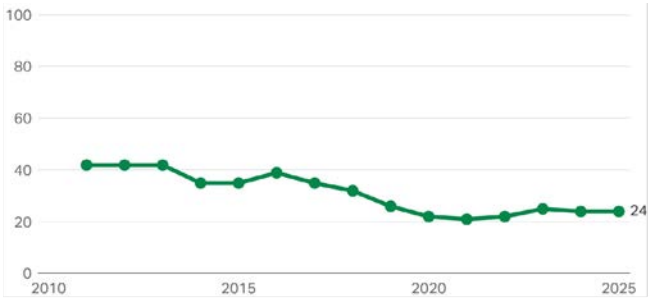
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Mauritius

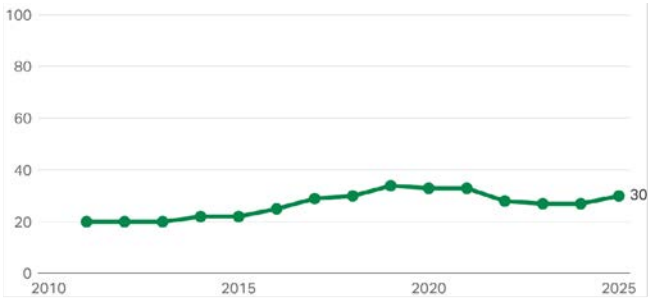
% Engaged



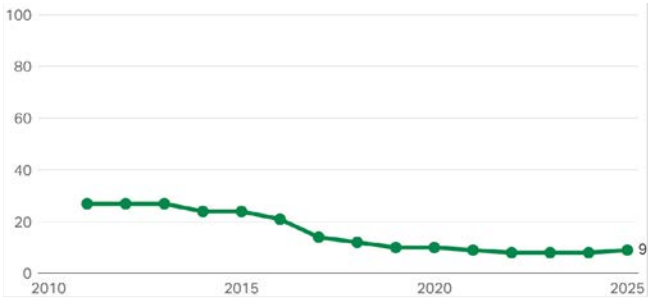
% Yes, daily stress



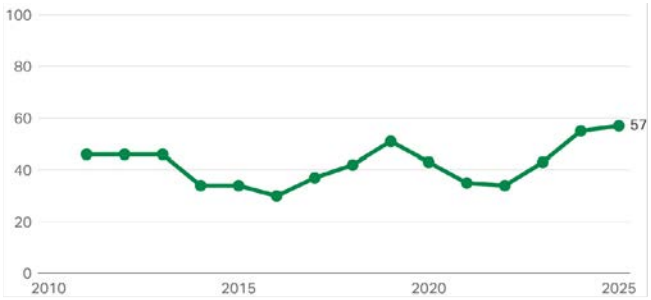
% Thriving



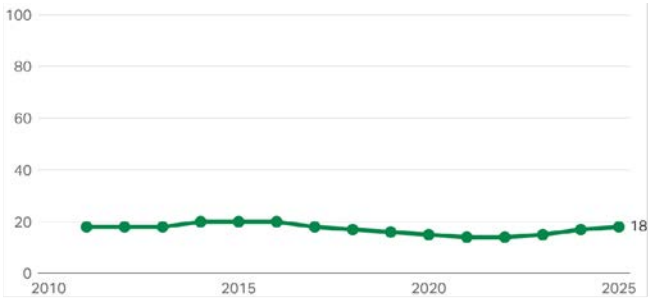
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



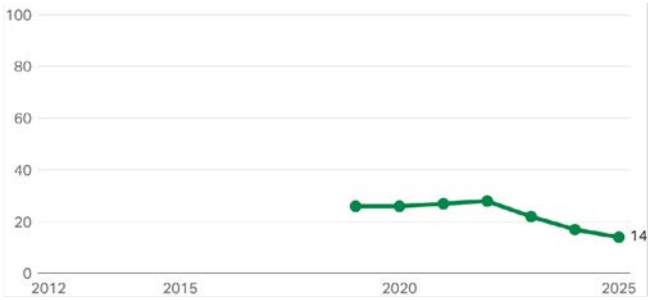
% Yes, daily loneliness



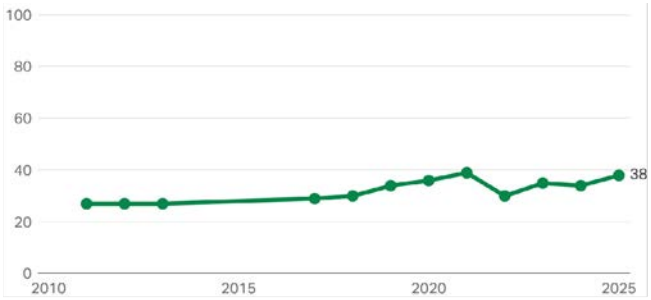
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Mozambique

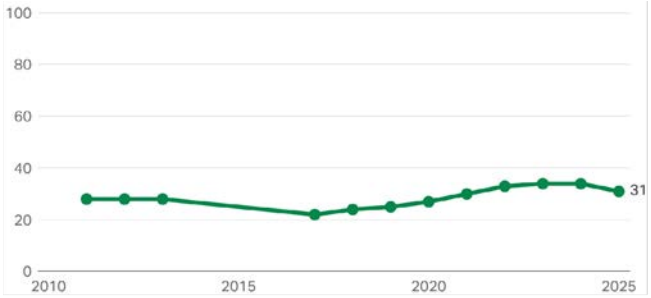
% Engaged



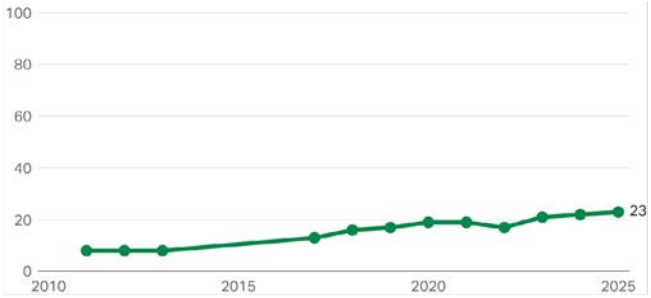
% Yes, daily stress



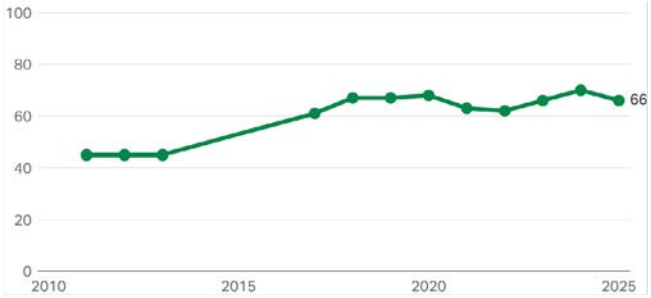
% Thriving



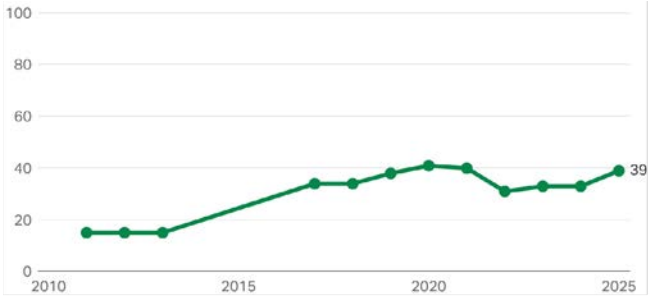
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



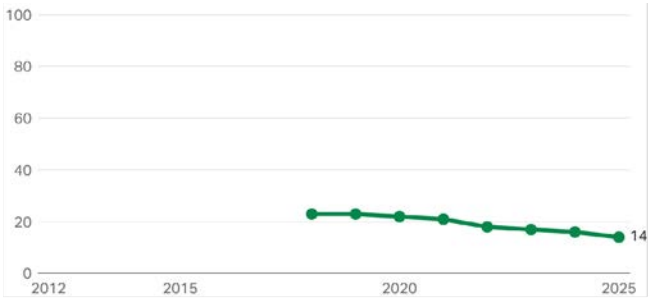
% Yes, daily loneliness



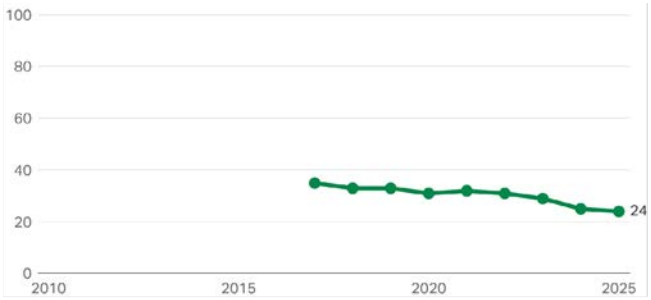
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Namibia

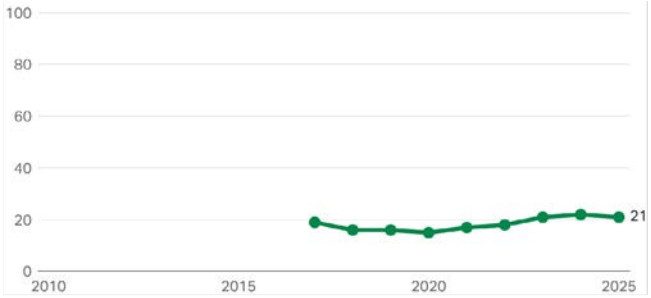
% Engaged



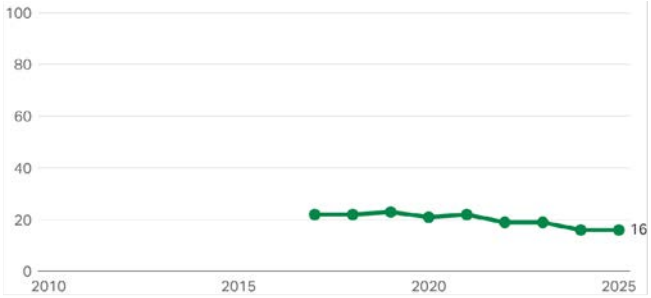
% Yes, daily stress



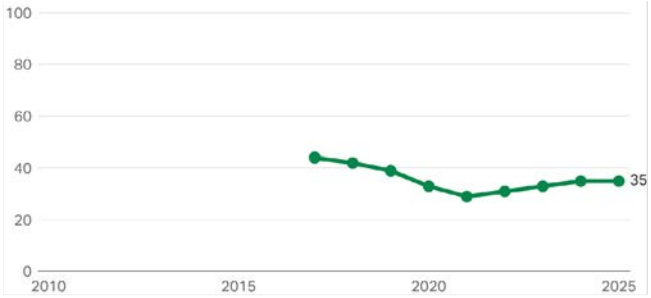
% Thriving



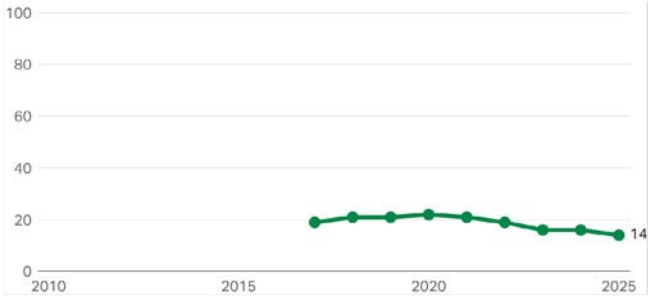
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



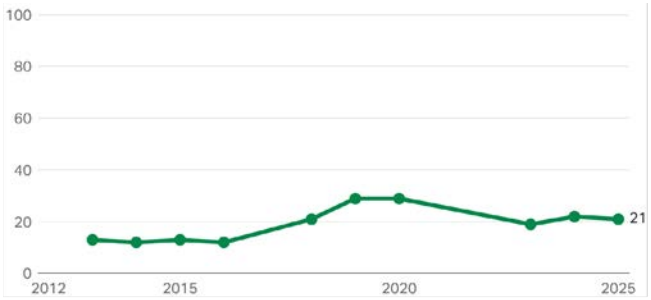
% Yes, daily loneliness



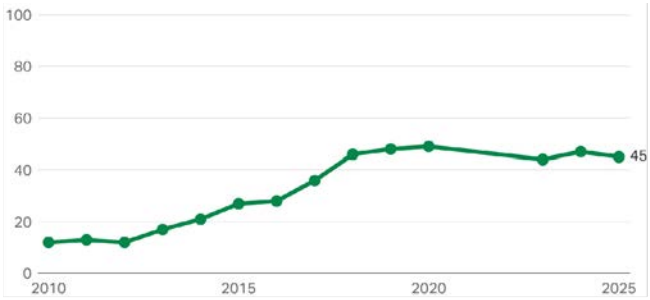
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Niger

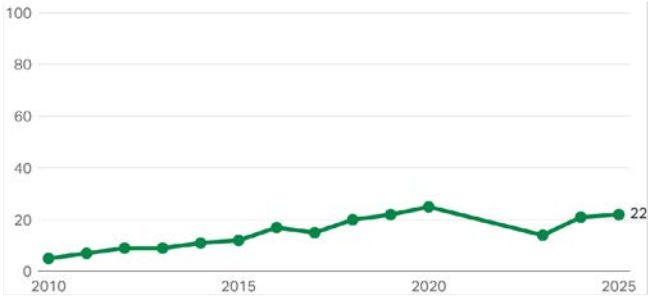
% Engaged



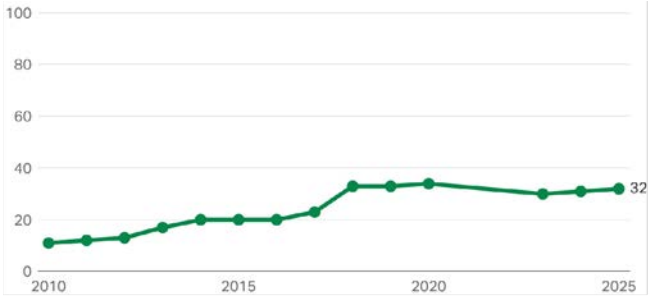
% Yes, daily stress



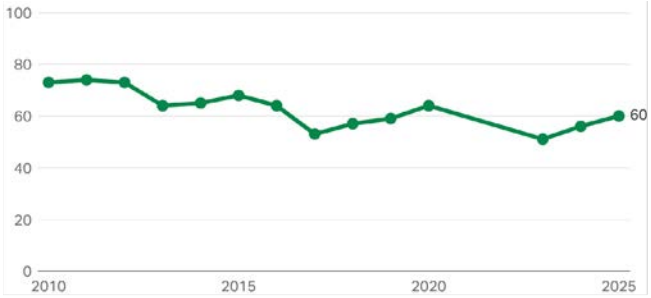
% Thriving



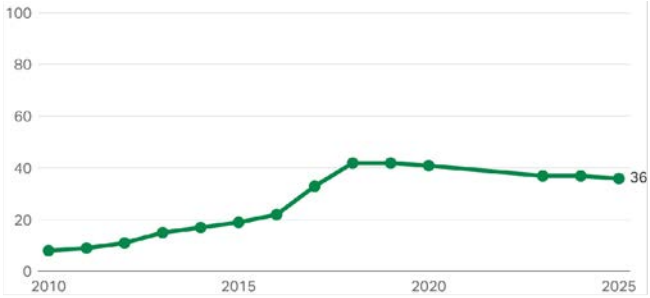
% Yes, daily anger



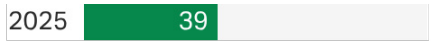
% Good time to find a job



% Yes, daily sadness



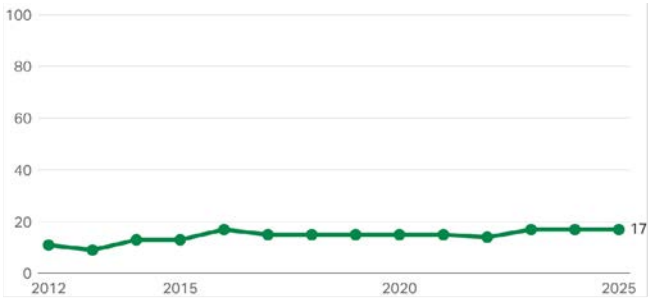
% Yes, daily loneliness



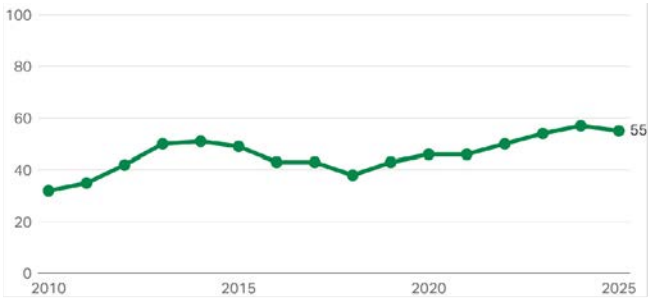
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Nigeria

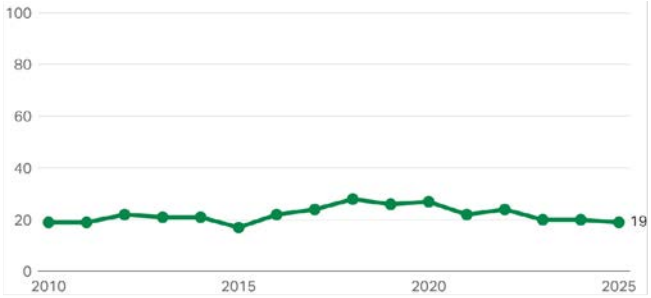
% Engaged



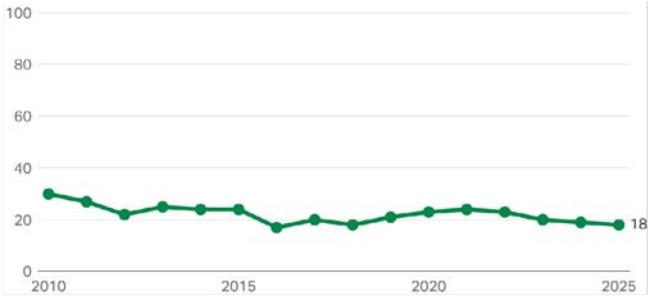
% Yes, daily stress



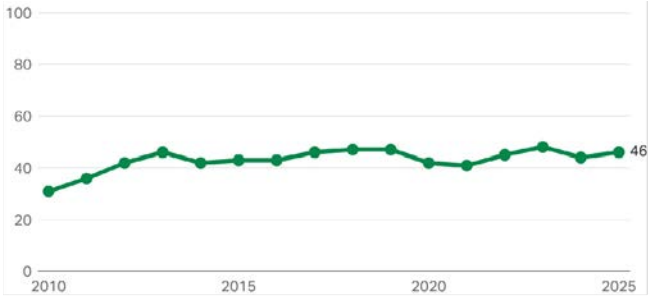
% Thriving



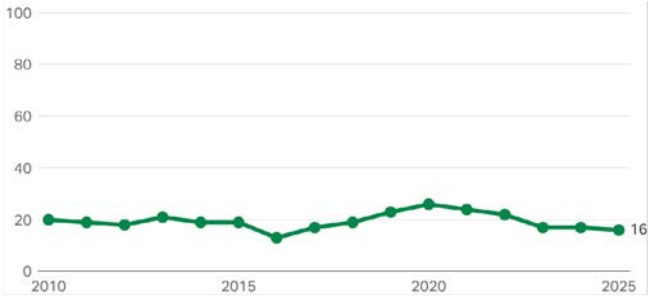
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



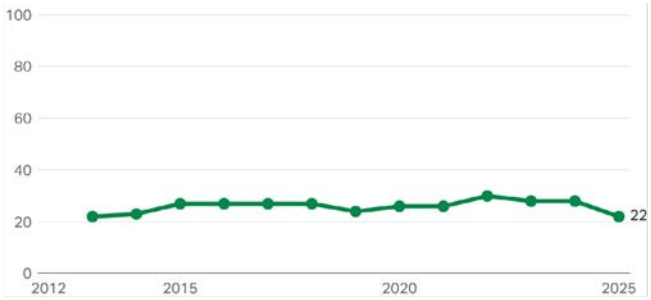
% Yes, daily loneliness



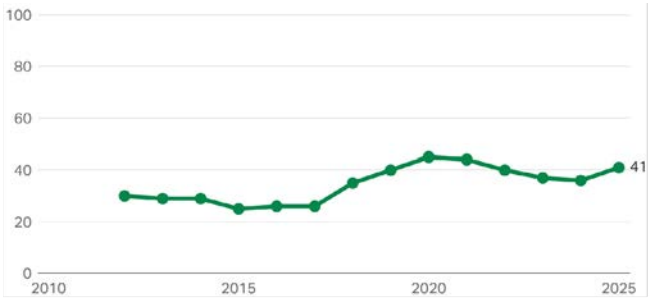
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Republic of the Congo

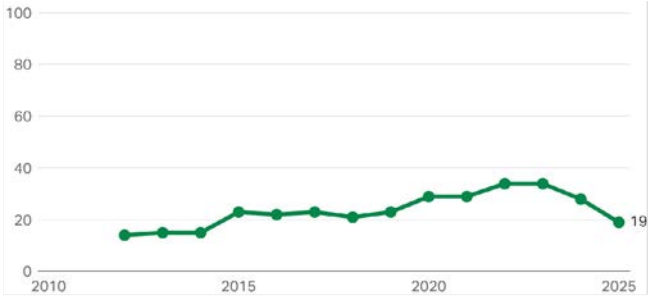
% Engaged



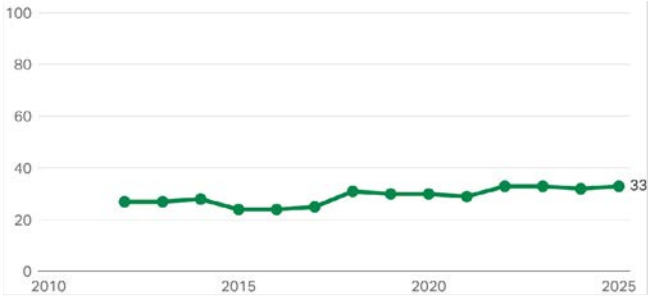
% Yes, daily stress



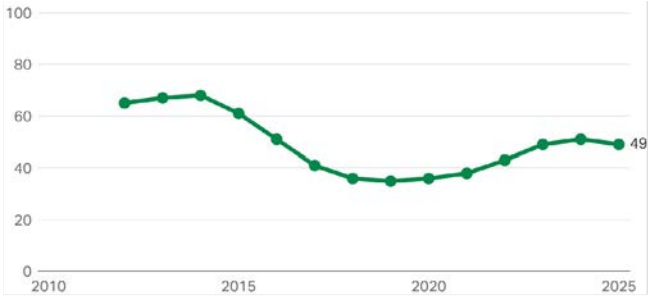
% Thriving



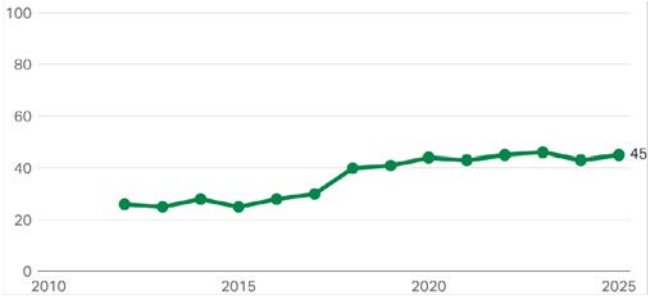
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



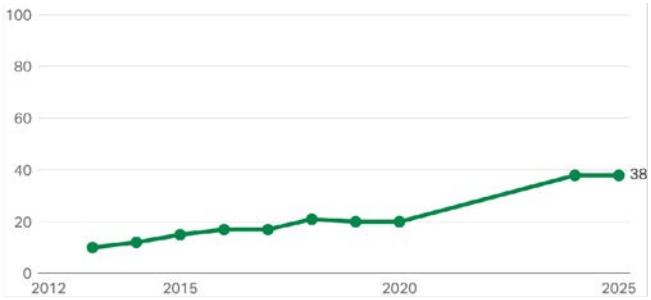
% Yes, daily loneliness



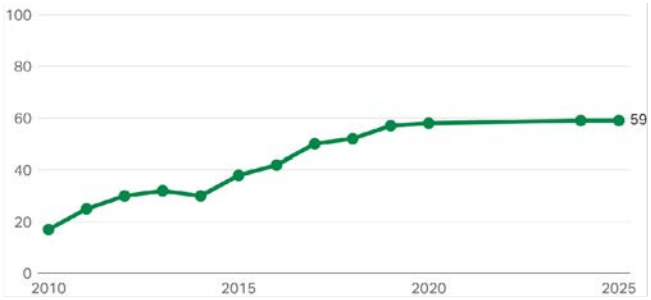
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Rwanda

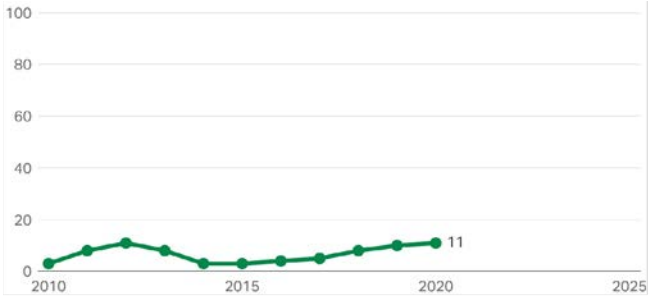
% Engaged



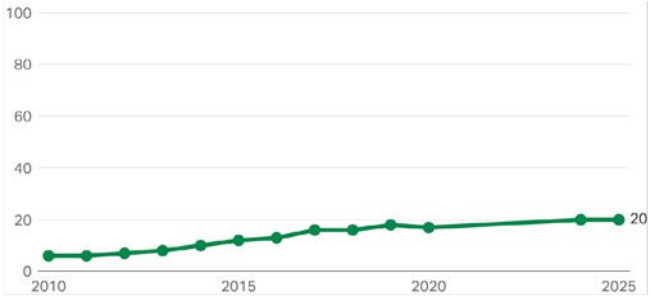
% Yes, daily stress



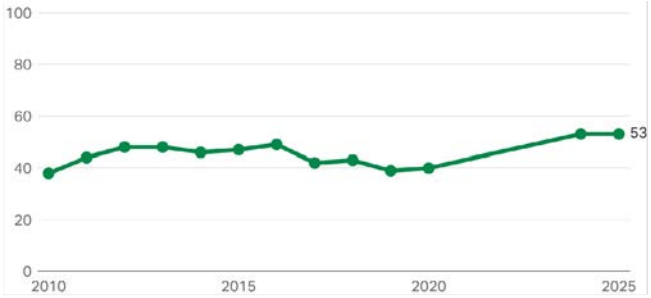
% Thriving



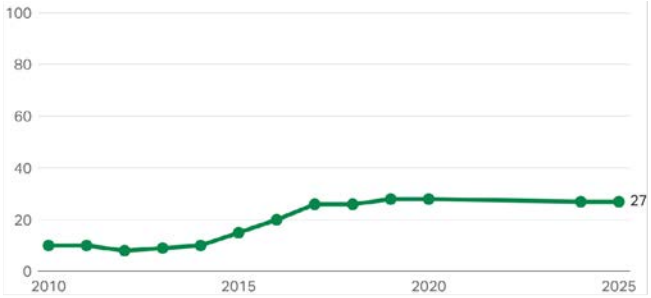
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



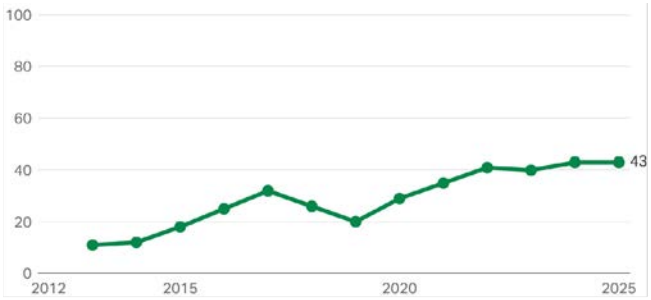
% Yes, daily loneliness



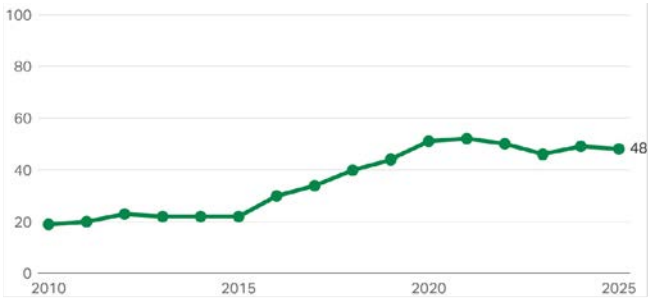
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Senegal

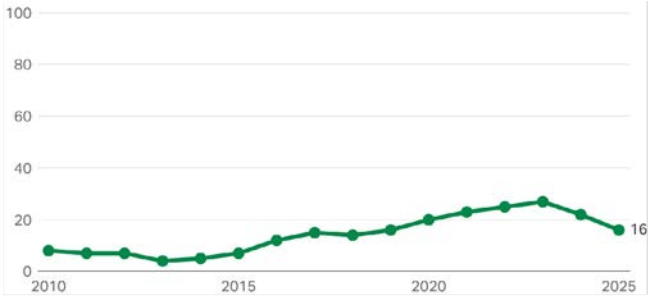
% Engaged



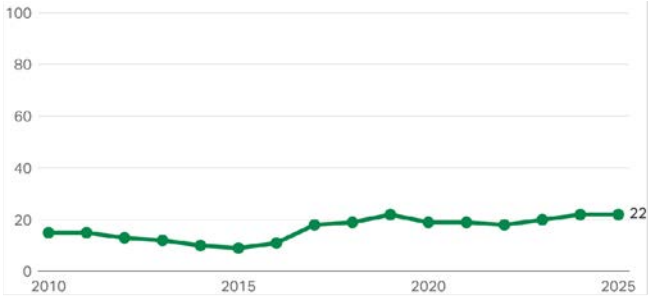
% Yes, daily stress



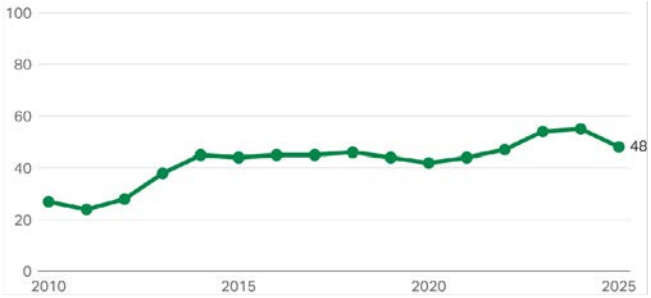
% Thriving



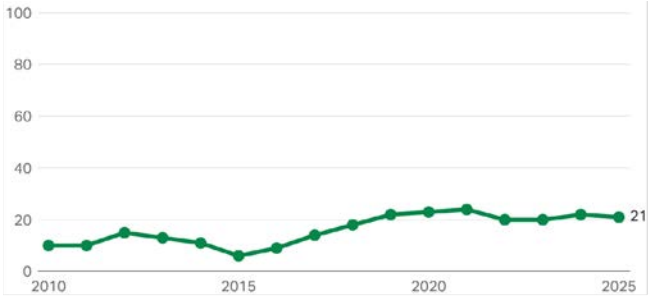
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



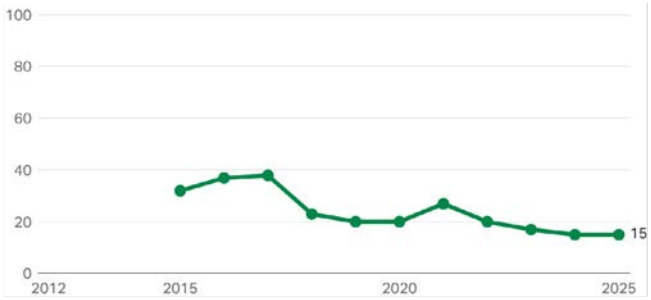
% Yes, daily loneliness



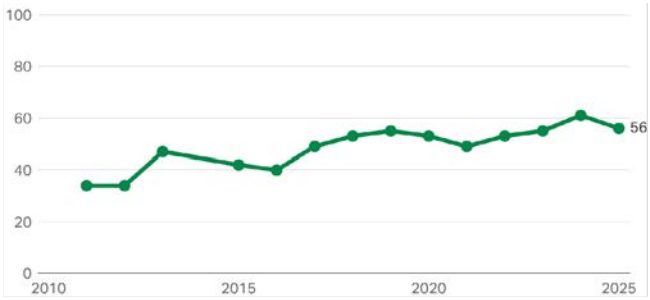
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Sierra Leone

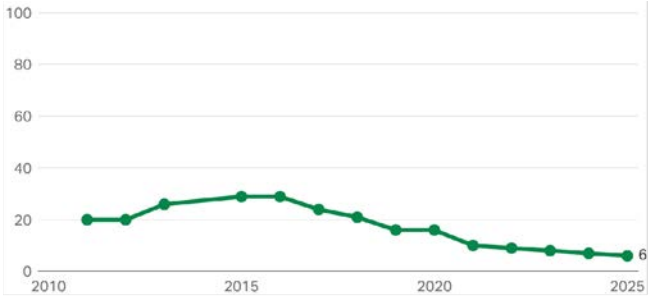
% Engaged



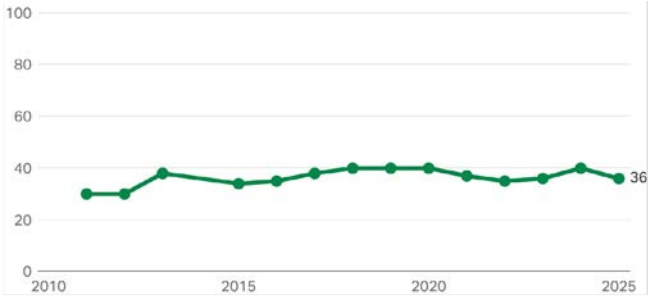
% Yes, daily stress



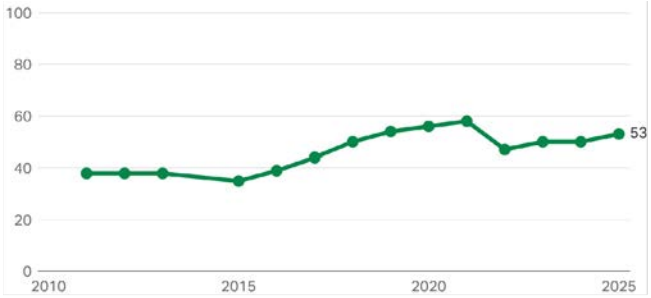
% Thriving



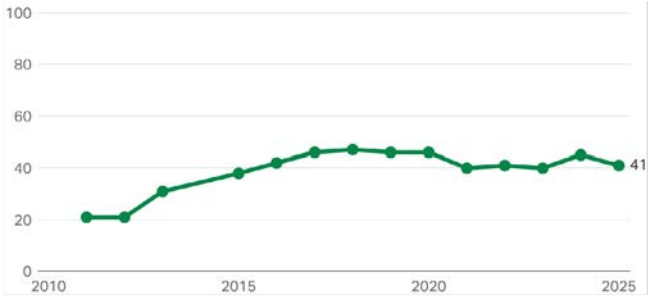
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



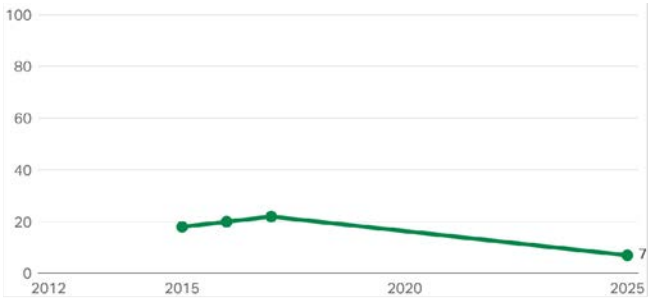
% Yes, daily loneliness



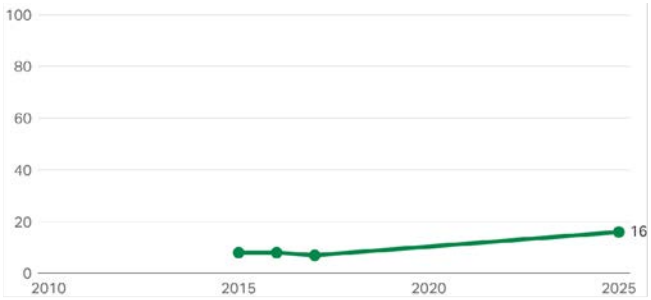
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Somalia

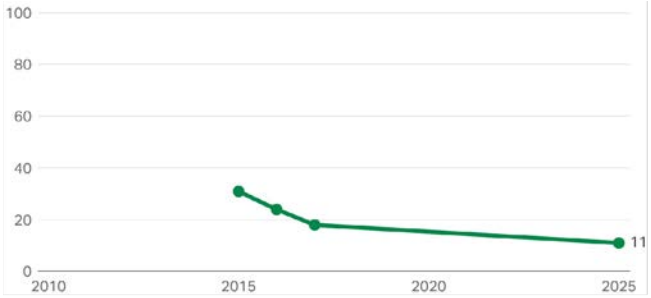
% Engaged



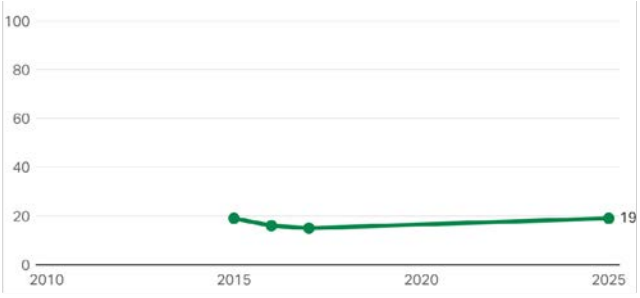
% Yes, daily stress



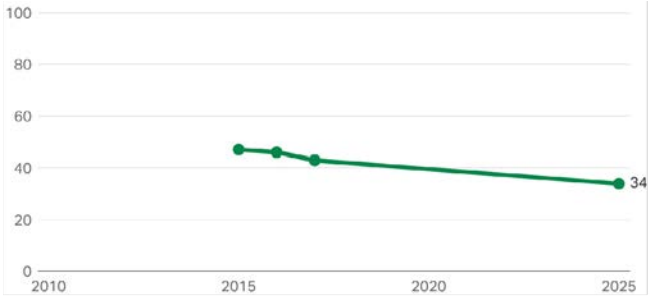
% Thriving



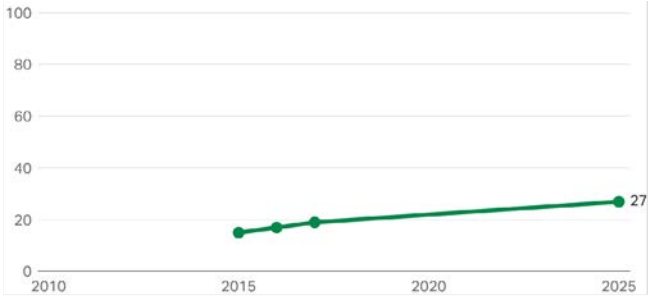
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



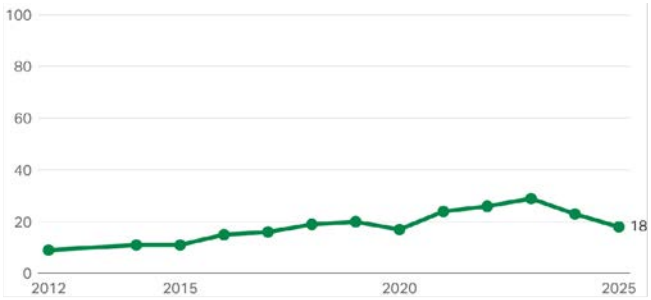
% Yes, daily loneliness



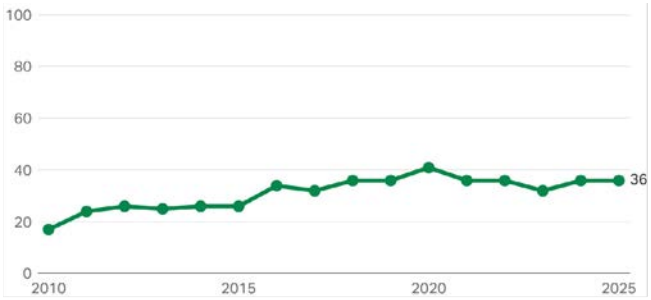
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South Africa

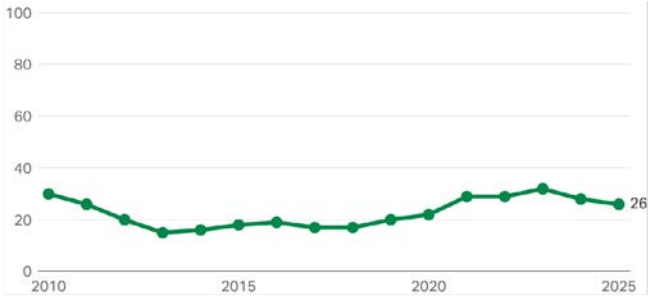
% Engaged



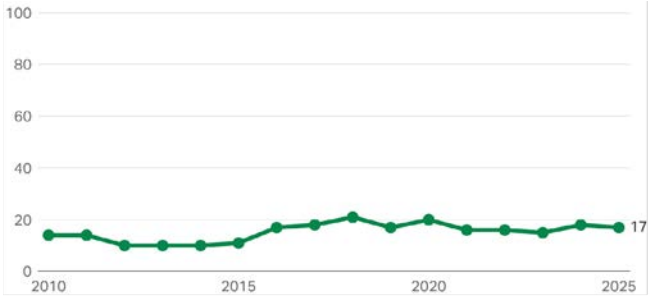
% Yes, daily stress



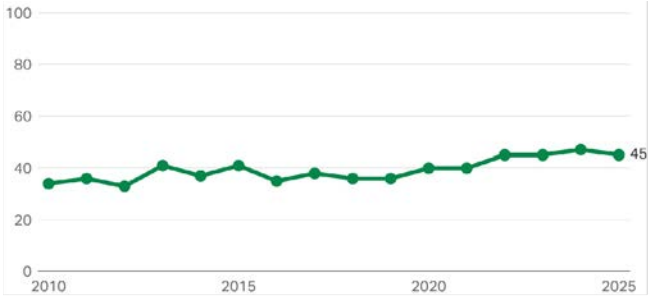
% Thriving



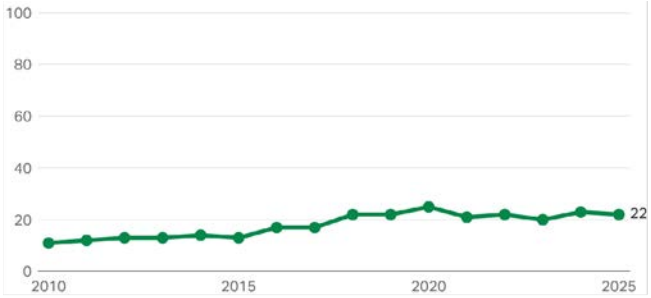
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



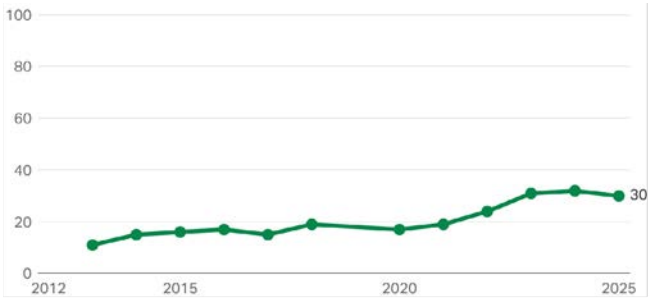
% Yes, daily loneliness



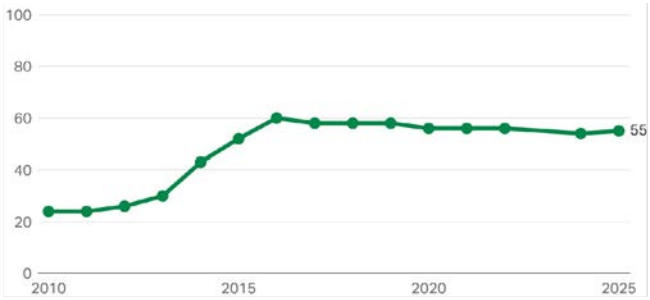
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Tanzania

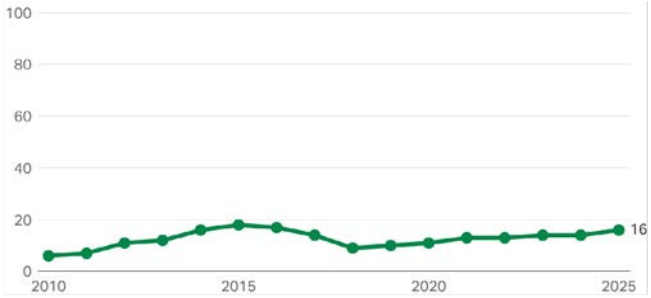
% Engaged



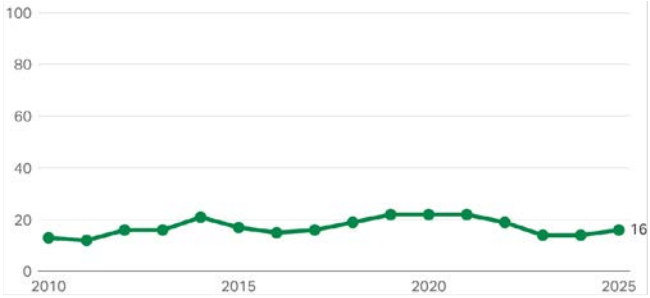
% Yes, daily stress



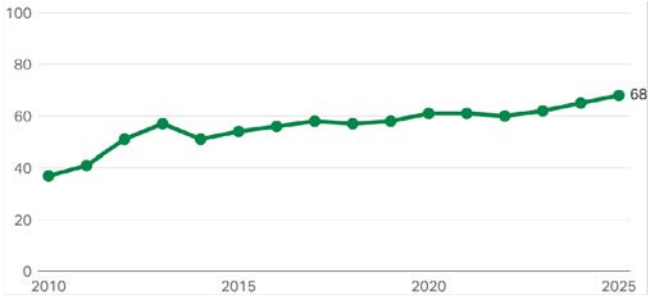
% Thriving



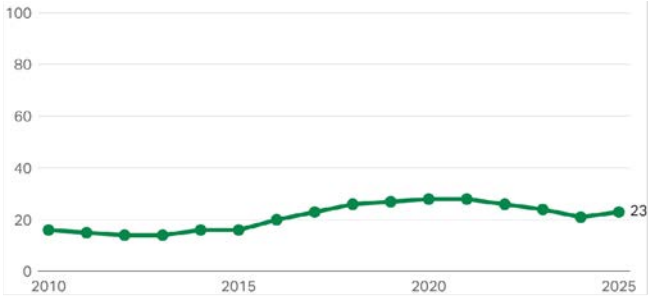
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



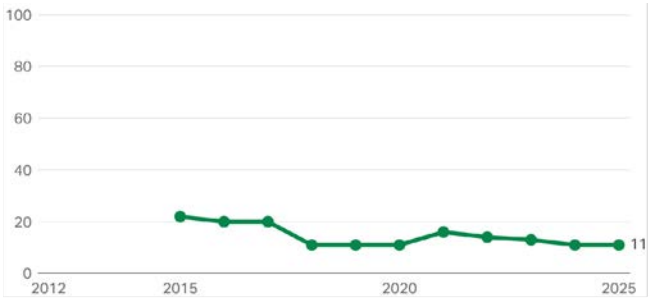
% Yes, daily loneliness



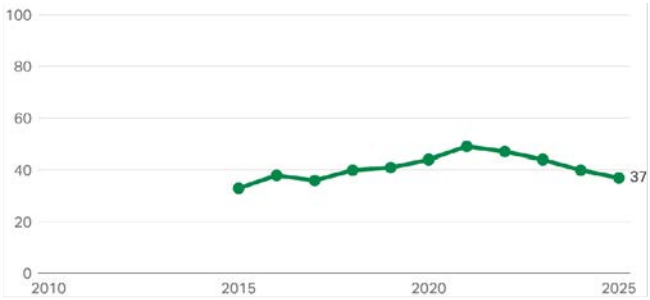
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Togo

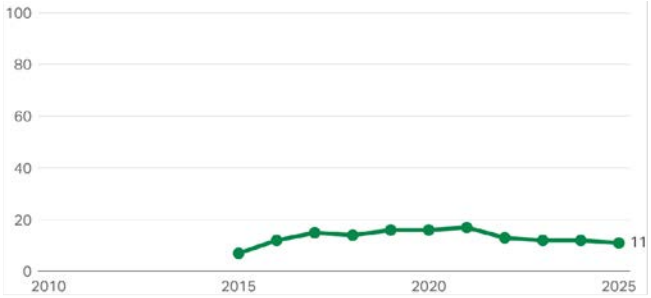
% Engaged



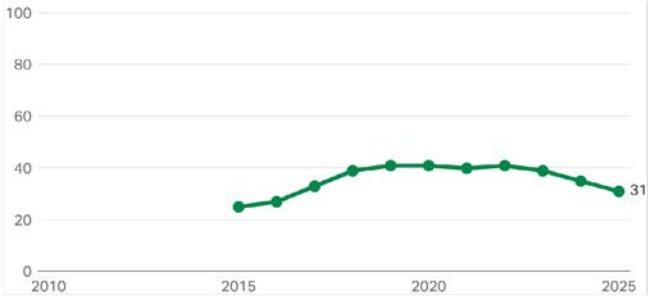
% Yes, daily stress



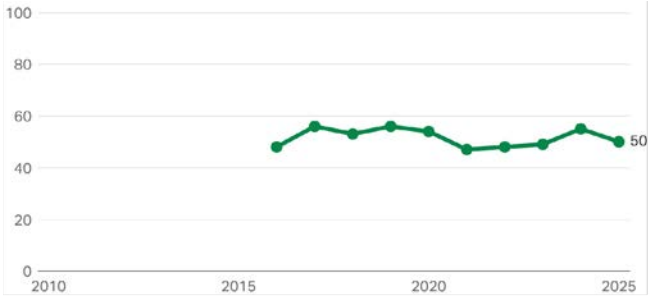
% Thriving



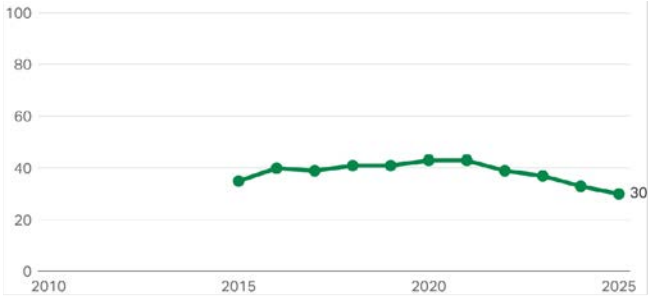
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



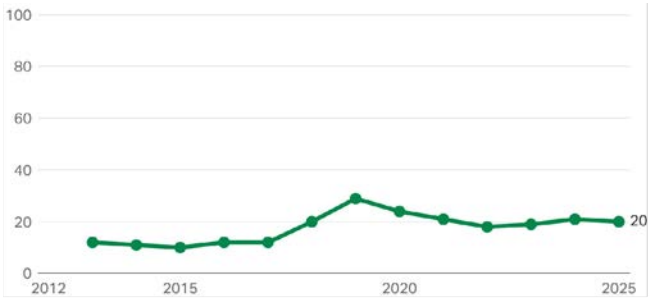
% Yes, daily loneliness



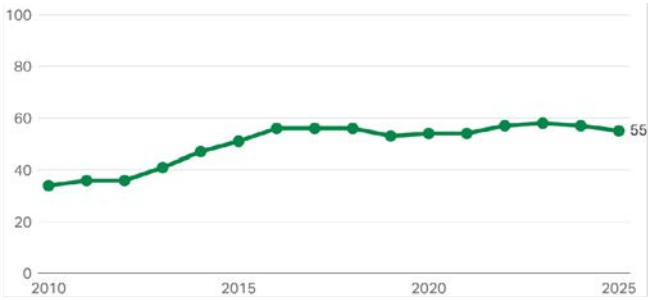
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Uganda

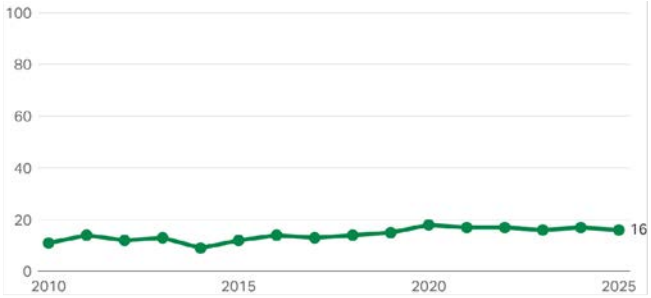
% Engaged



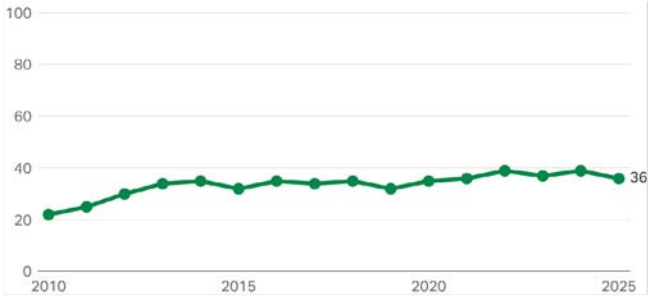
% Yes, daily stress



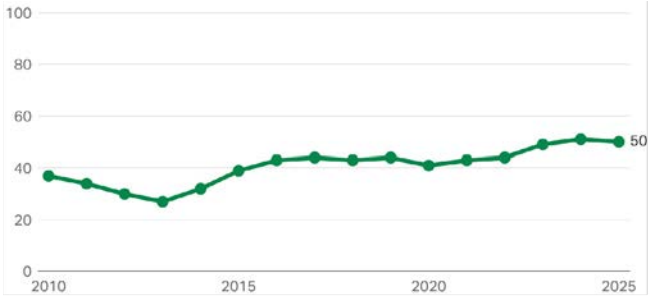
% Thriving



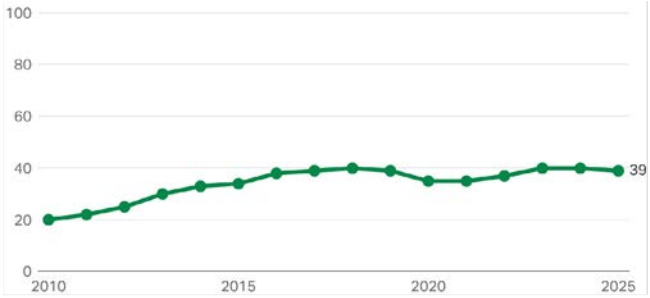
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



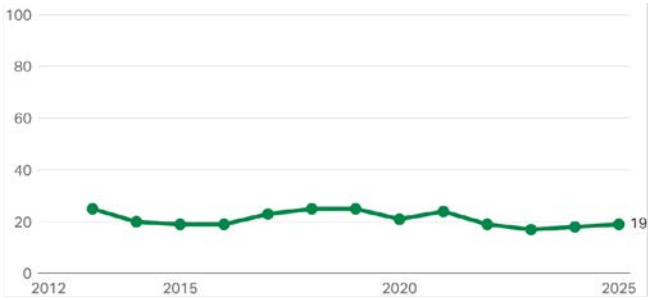
% Yes, daily loneliness



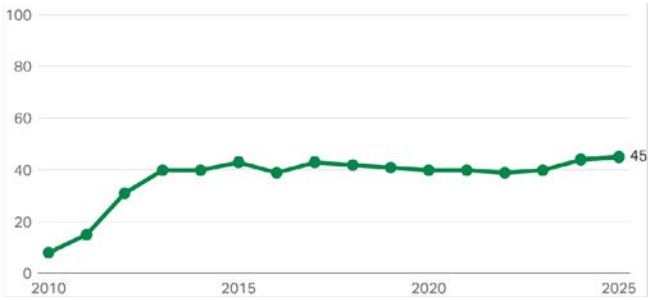
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Zambia

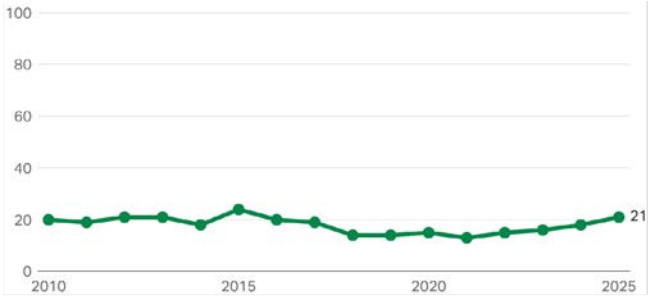
% Engaged



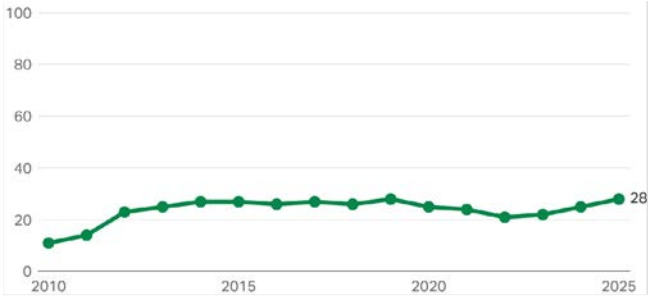
% Yes, daily stress



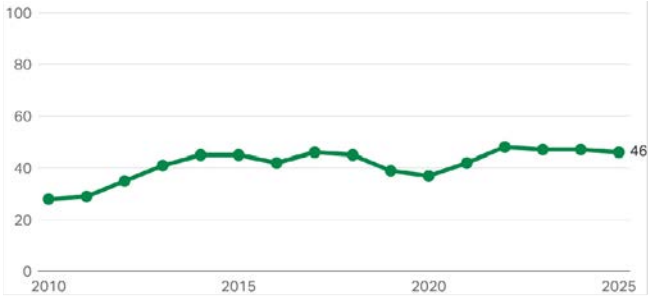
% Thriving



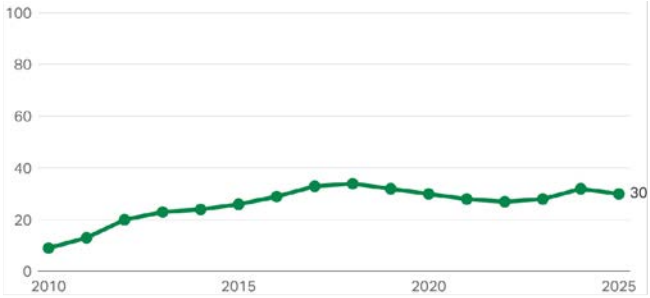
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

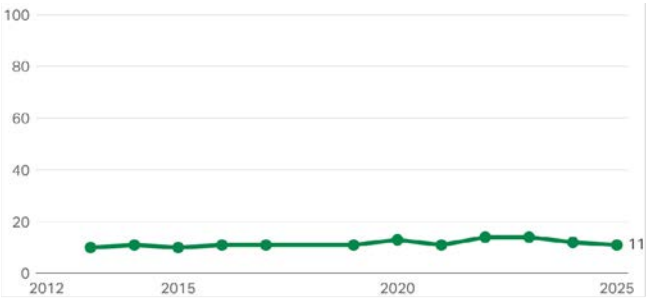


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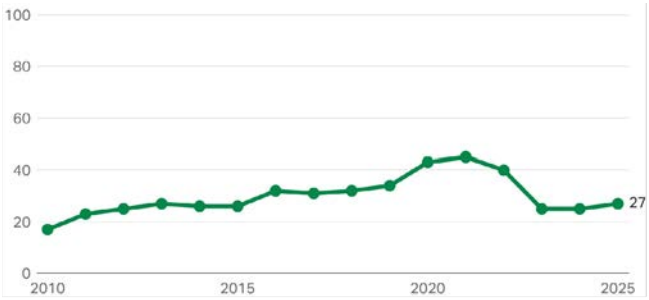


Zimbabwe

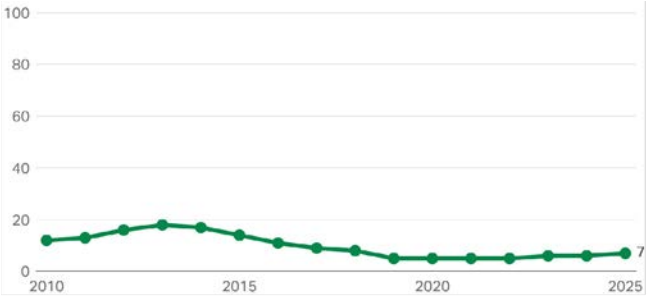
% Engaged



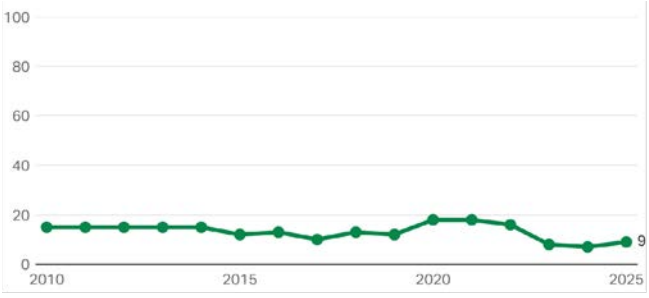
% Yes, daily stress



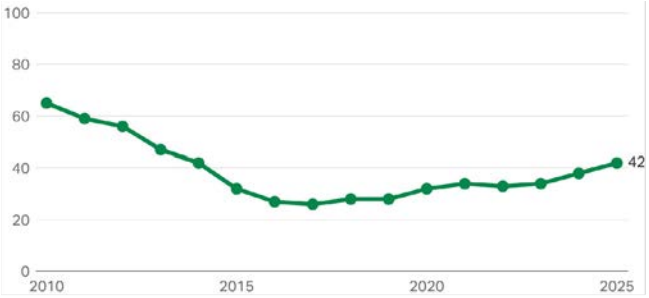
% Thriving



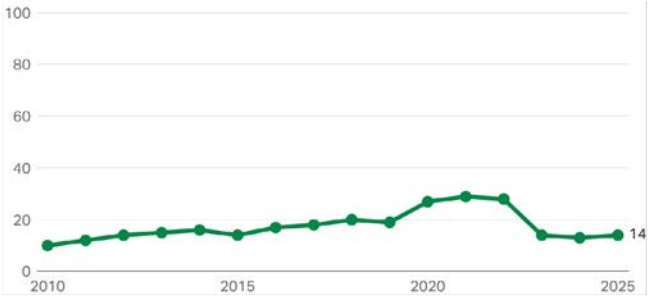
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness



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COUNTRY/TERRITORY TREND LINES FOR

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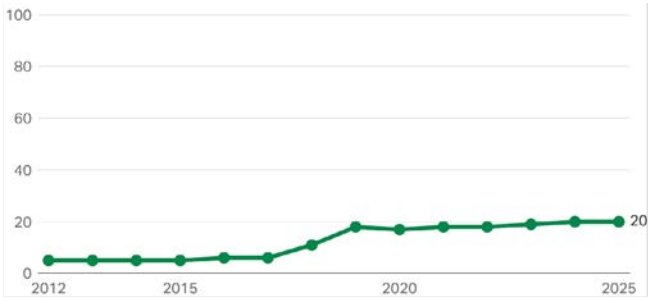
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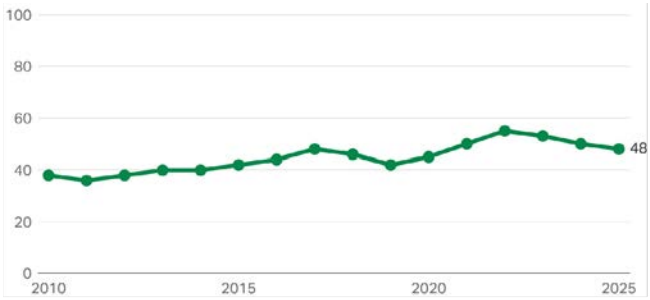


China

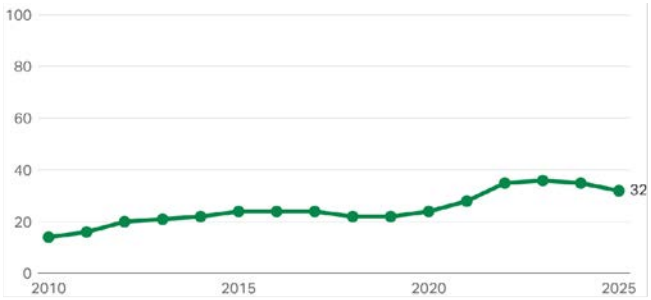
% Engaged



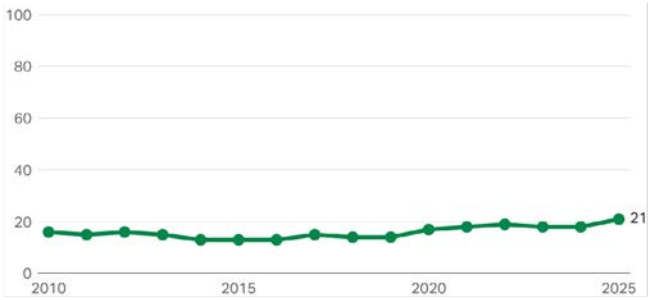
% Yes, daily stress



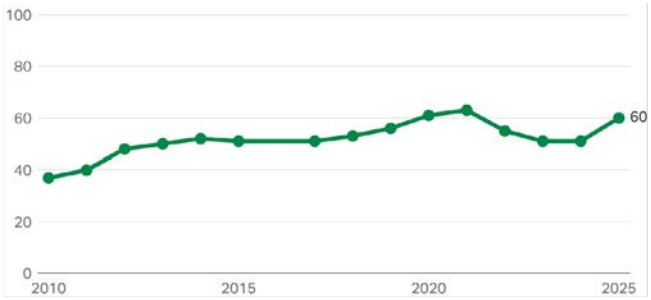
% Thriving



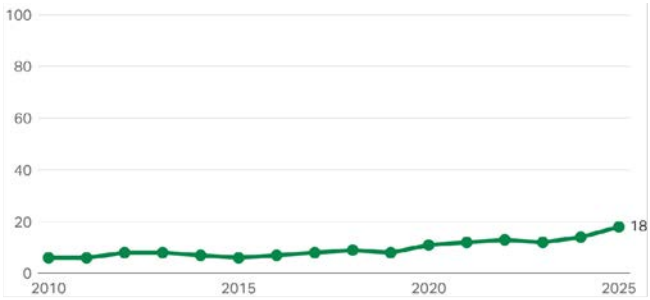
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

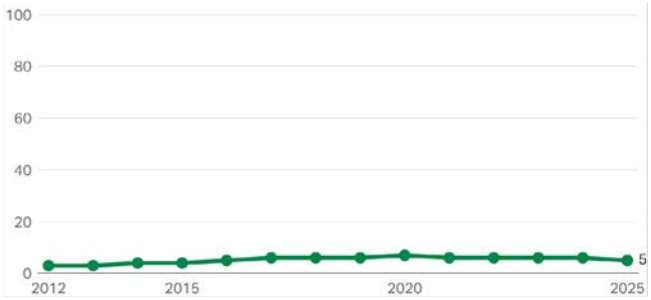


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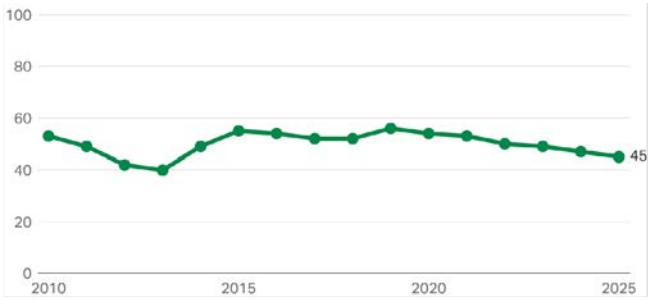


Hong Kong (S.A.R. of China)

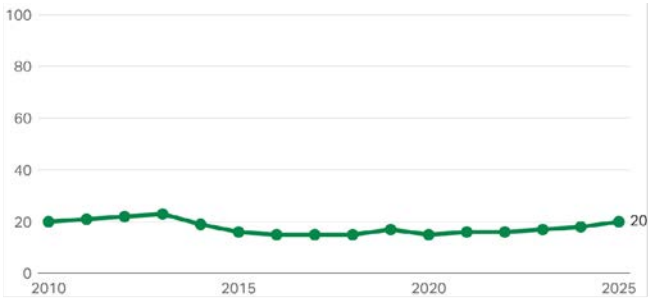
% Engaged



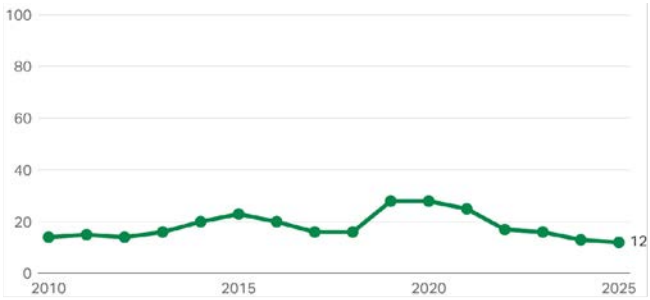
% Yes, daily stress



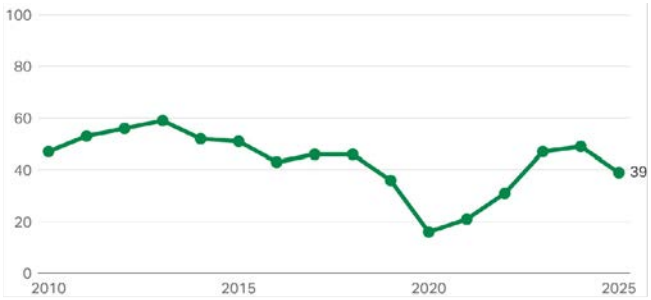
% Thriving



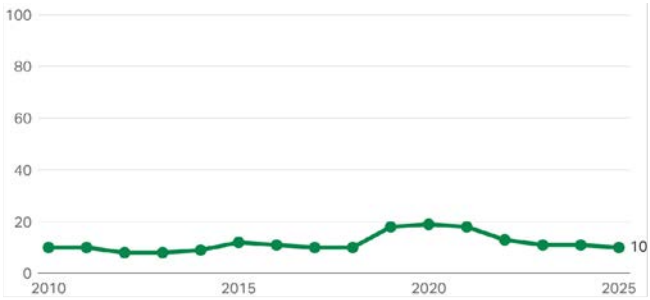
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

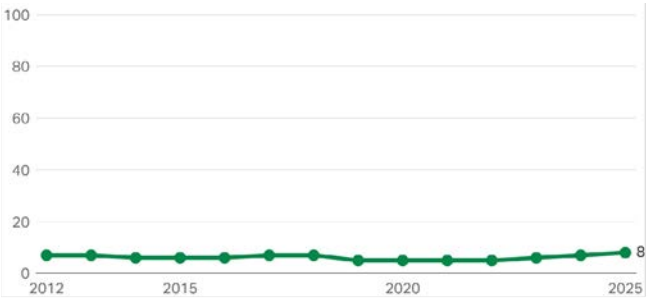


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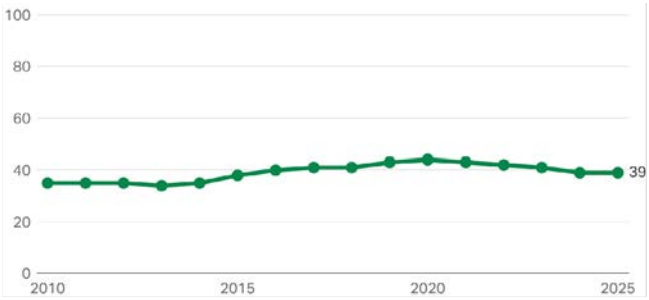


Japan

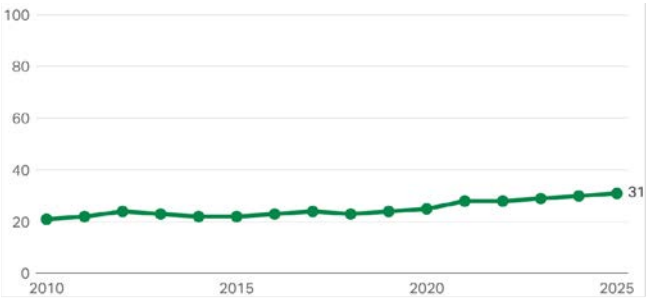
% Engaged



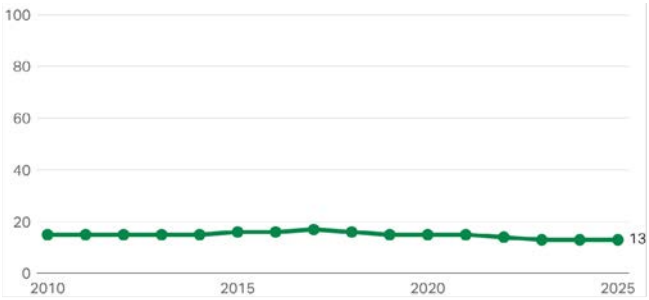
% Yes, daily stress



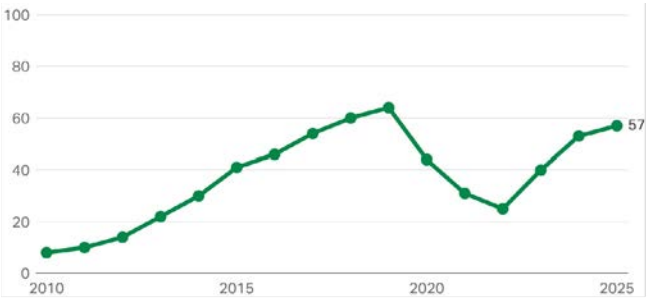
% Thriving



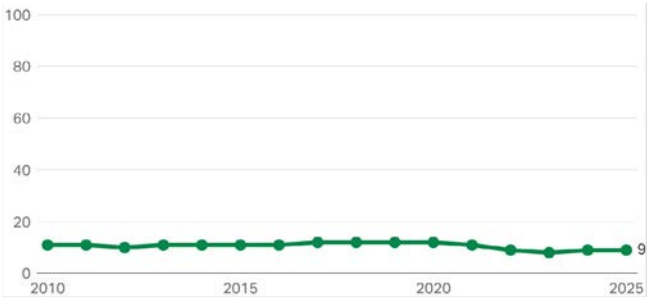
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

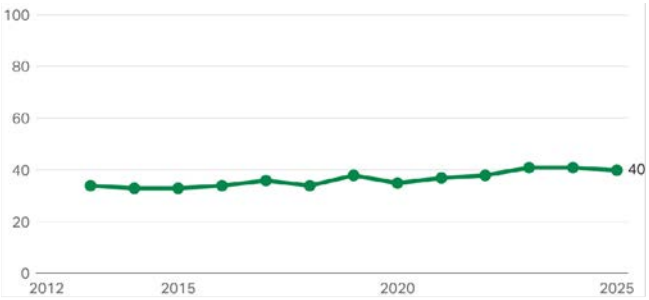


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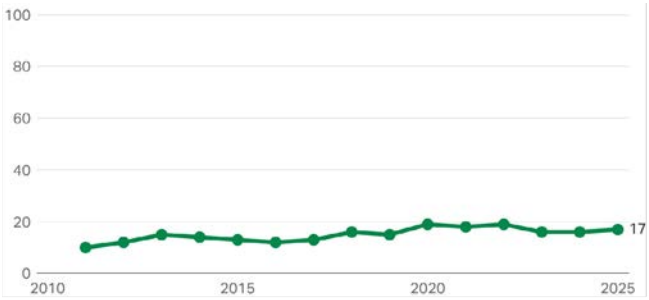


Mongolia

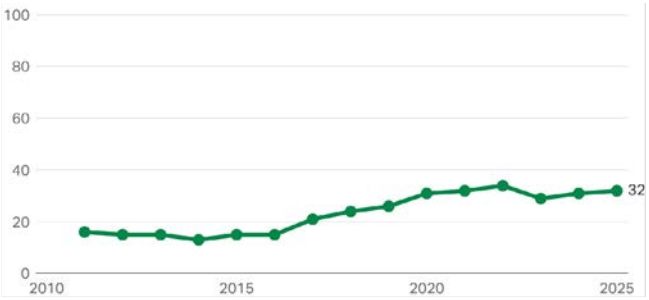
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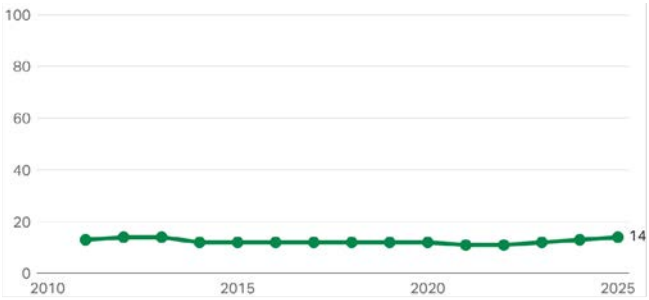
% Yes, daily stress



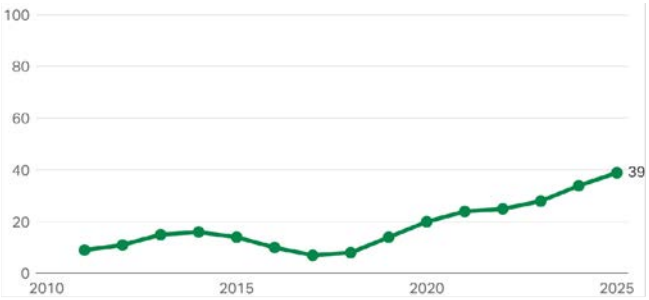
% Thriving



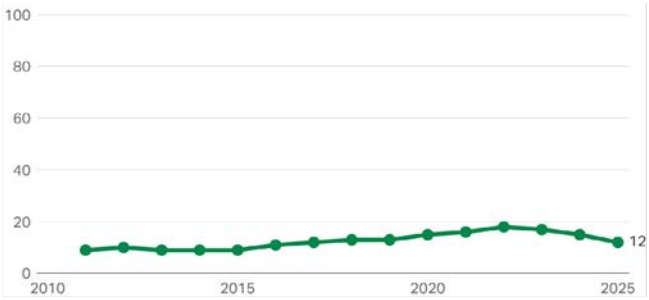
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

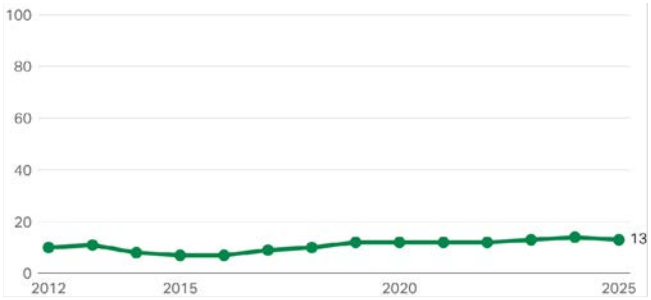


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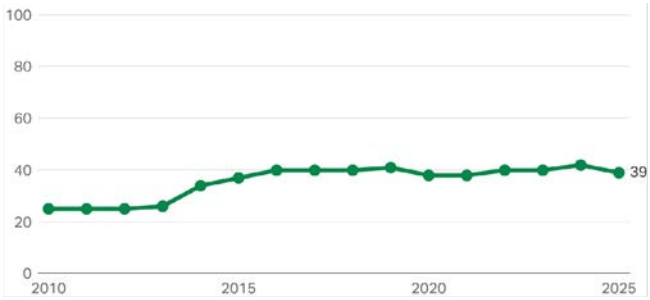


South Korea

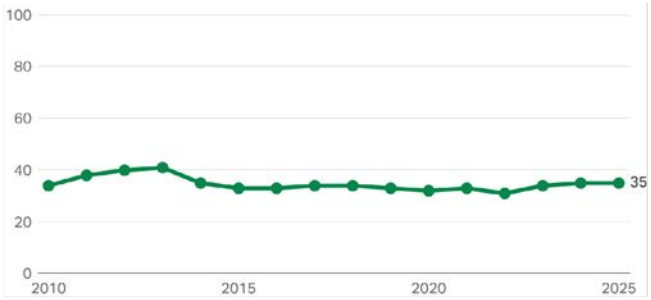
% Engaged



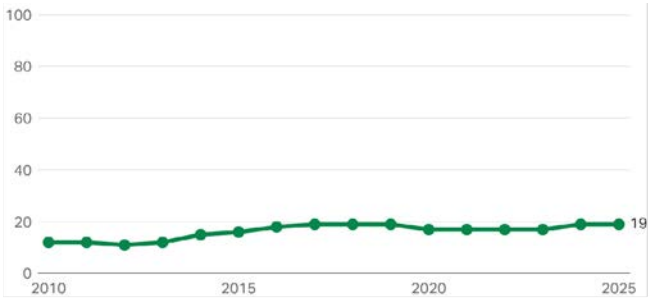
% Yes, daily stress



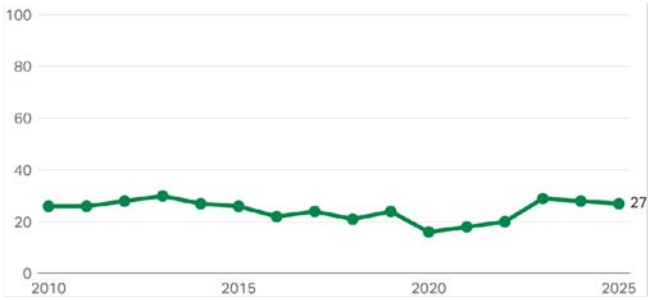
% Thriving



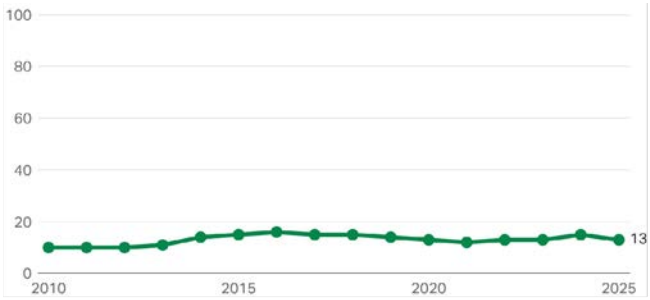
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

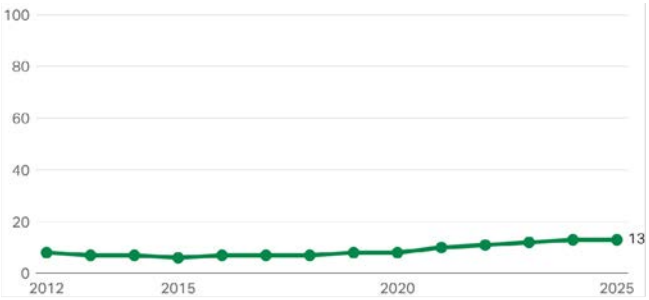


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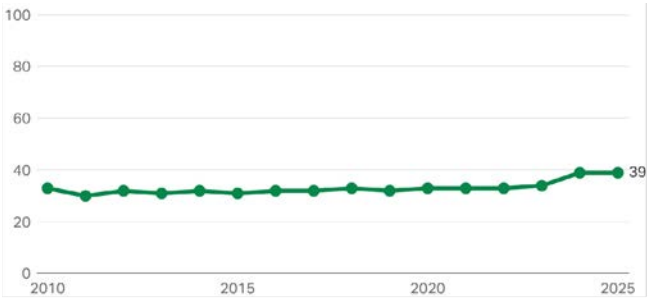


Taiwan (Province of China)

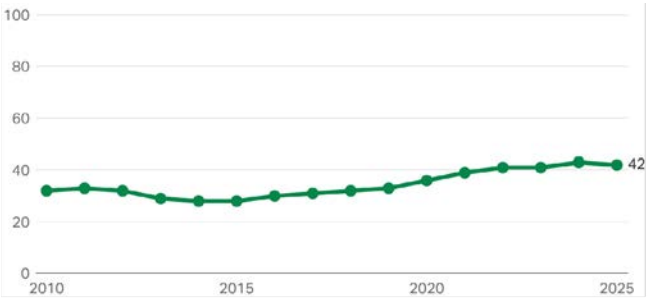
% Engaged



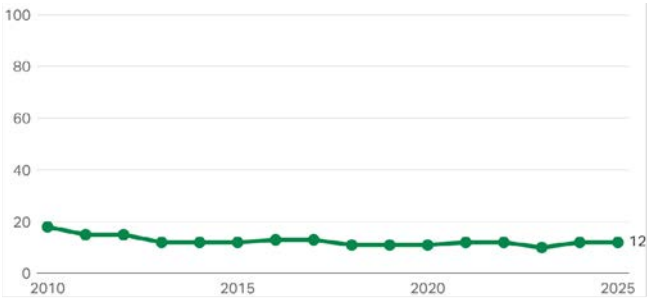
% Yes, daily stress



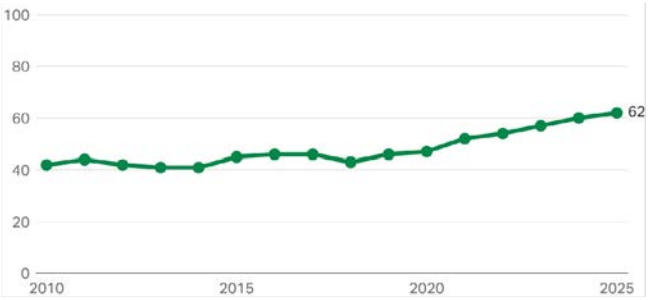
% Thriving



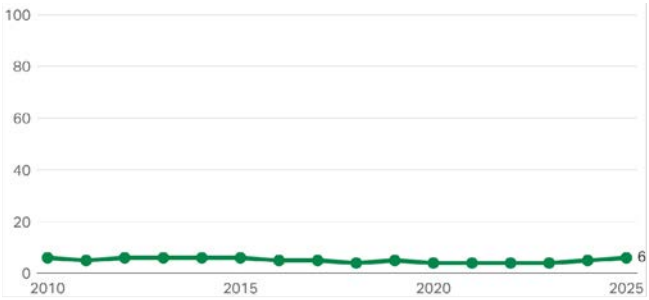
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness



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COUNTRY/TERRITORY TREND LINES FOR

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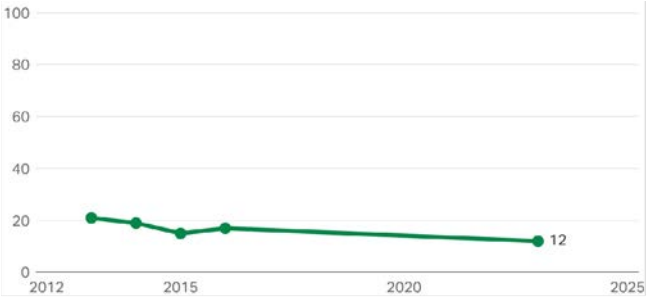
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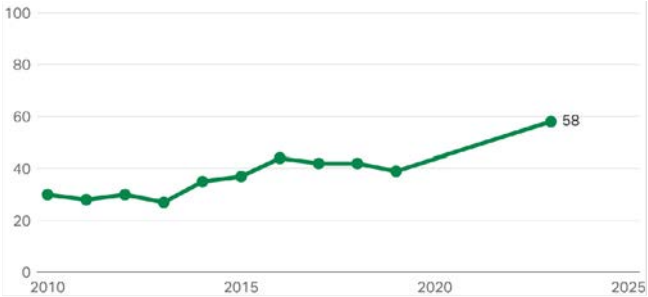
Afghanistan

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

% Engaged



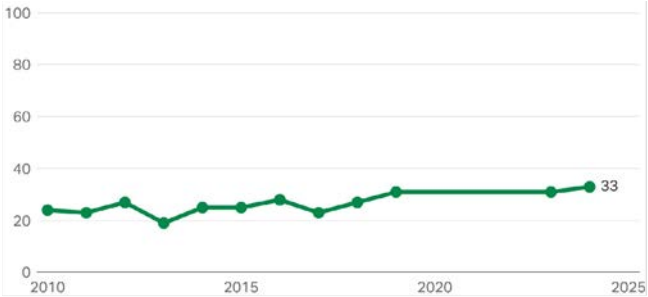
% Yes, daily stress



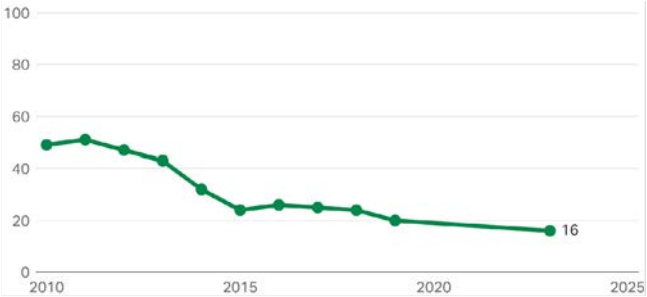
% Thriving



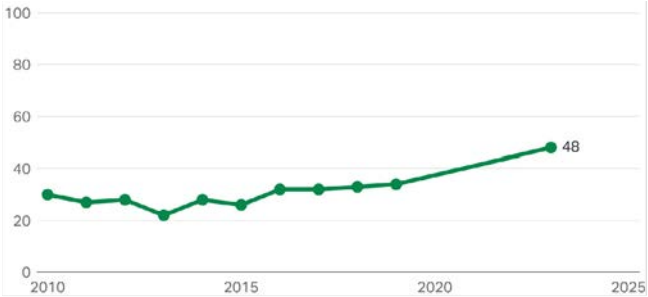
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



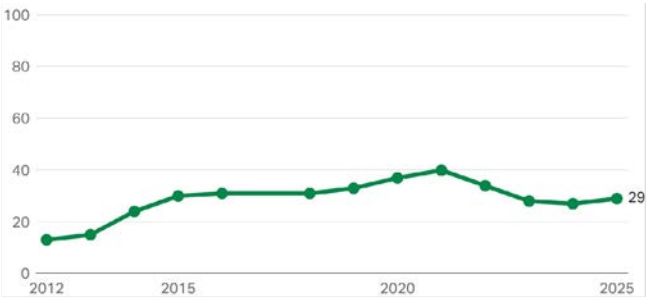
% Yes, daily loneliness

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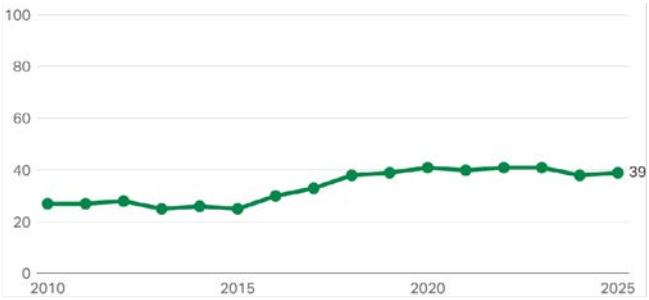


Bangladesh

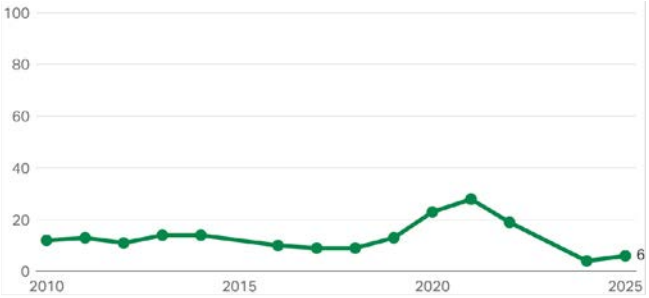
% Engaged



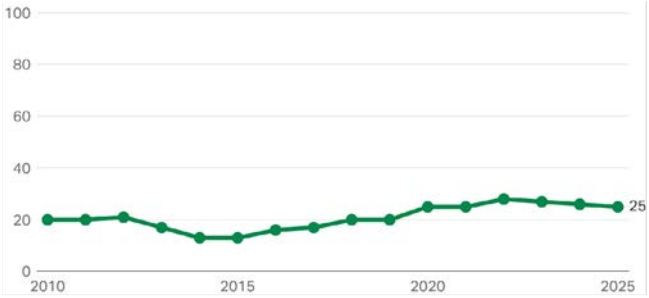
% Yes, daily stress



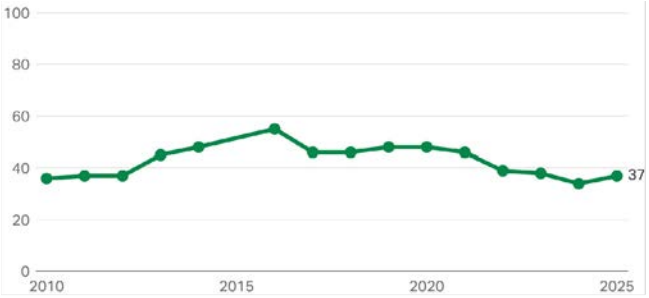
% Thriving



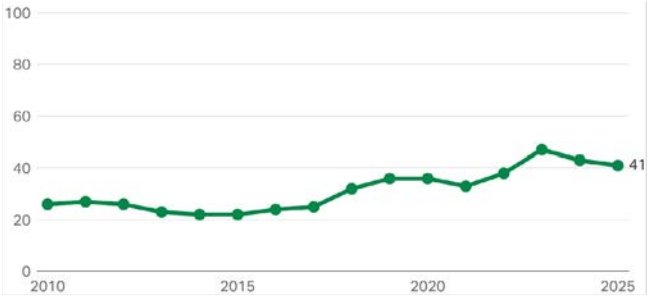
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

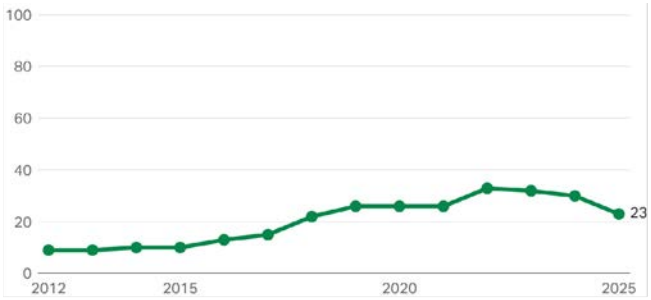


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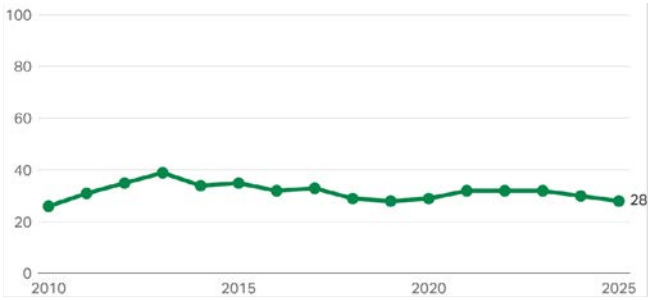


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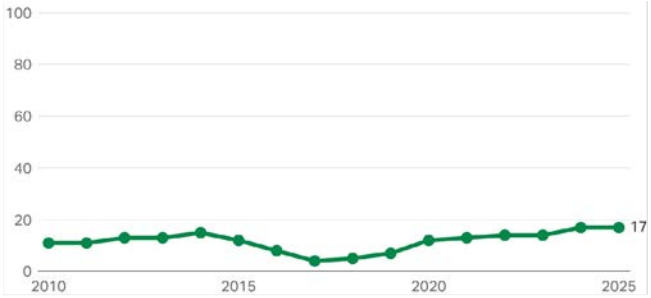
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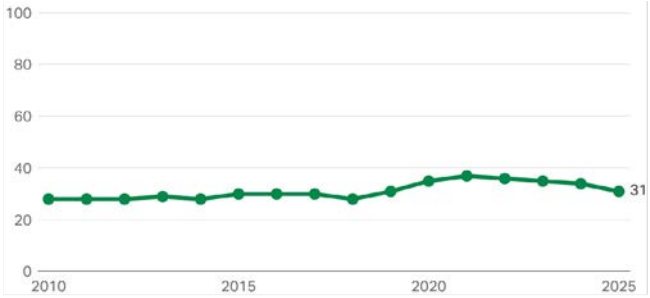
% Yes, daily stress



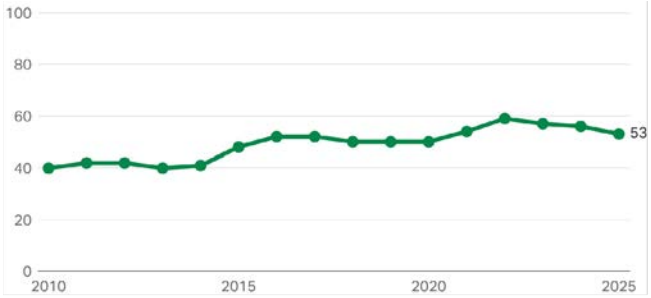
% Thriving



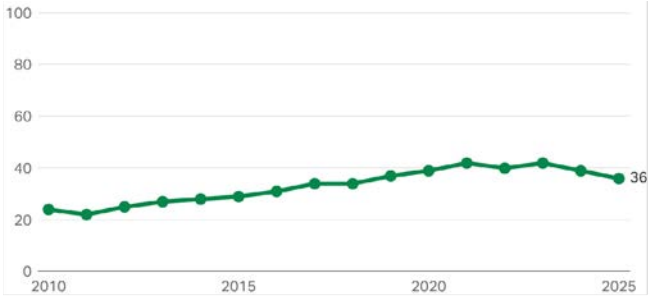
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

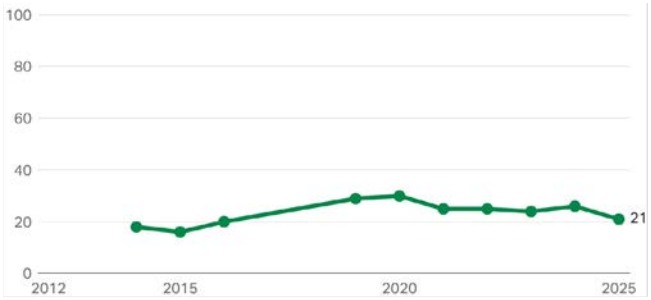


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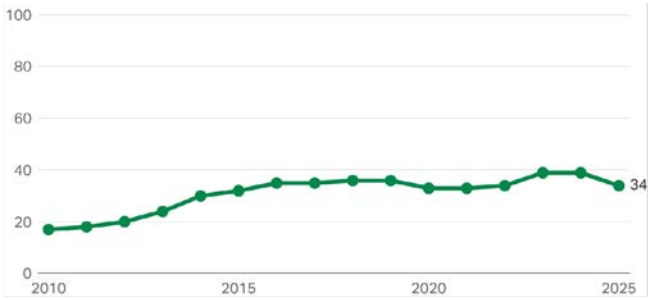


Nepal

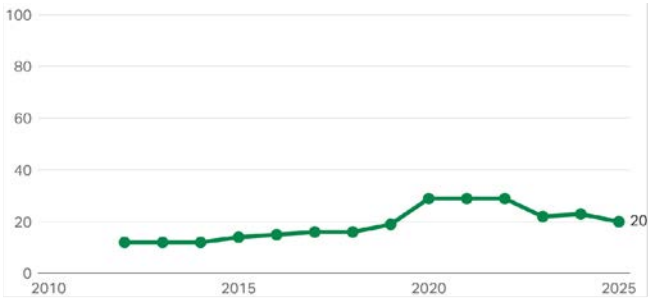
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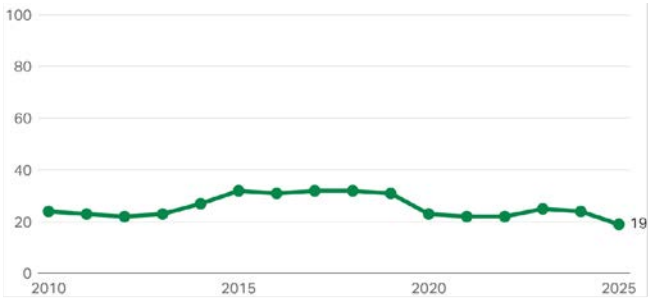
% Yes, daily stress



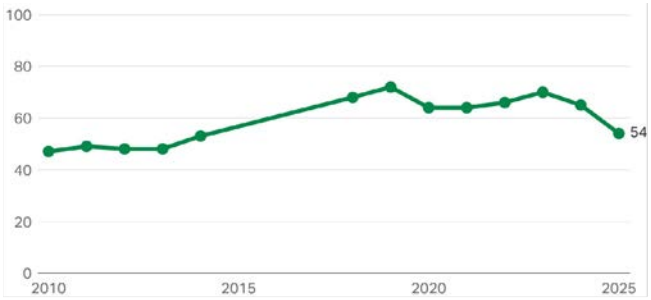
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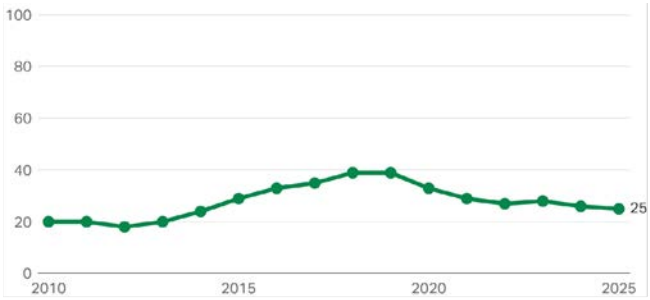
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

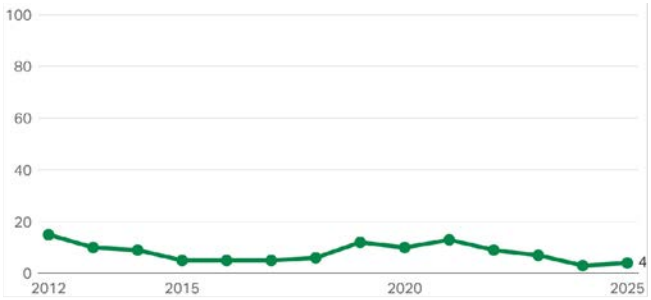


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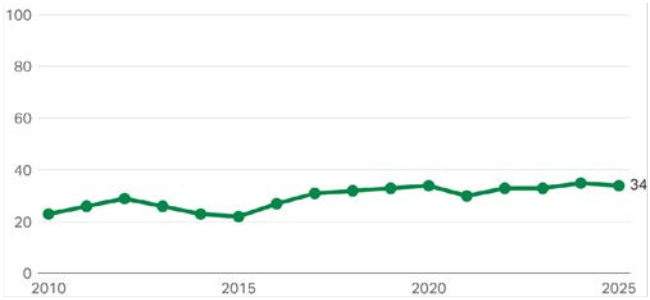


Pakistan

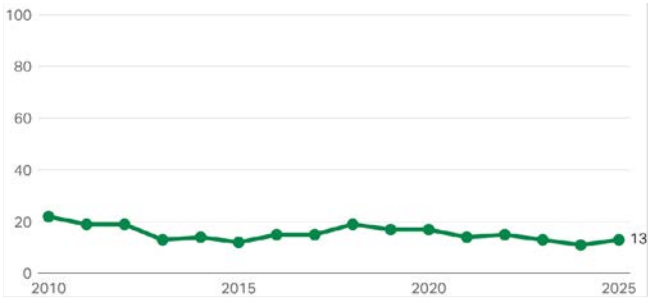
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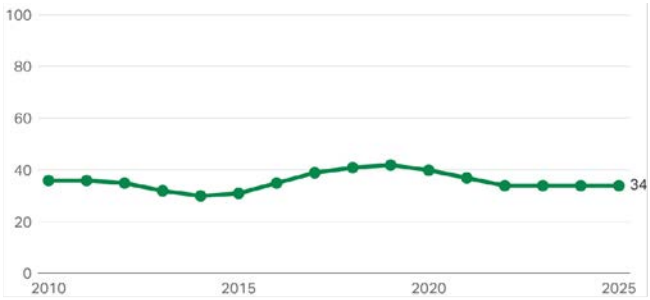
% Yes, daily stress



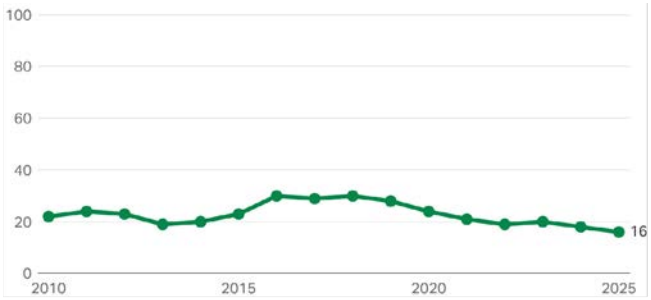
% Thriving



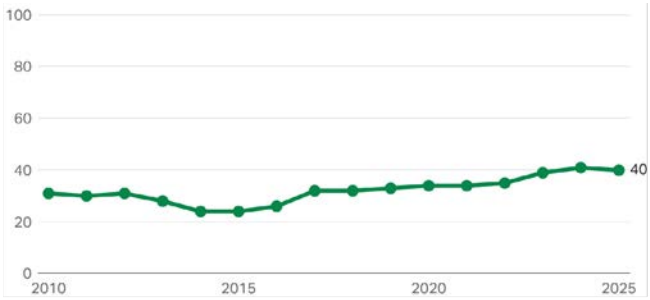
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

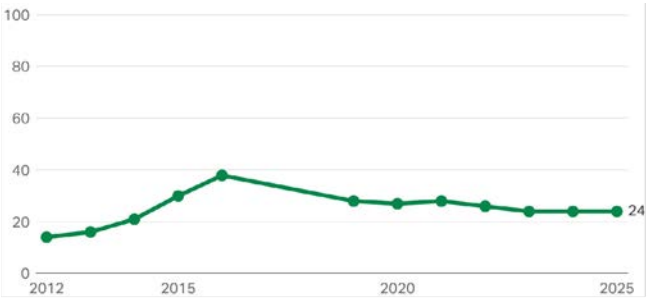


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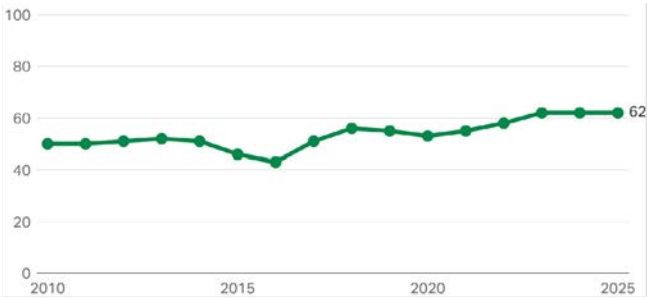


Sri Lanka

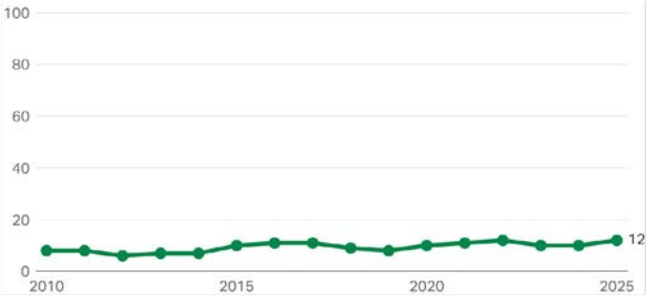
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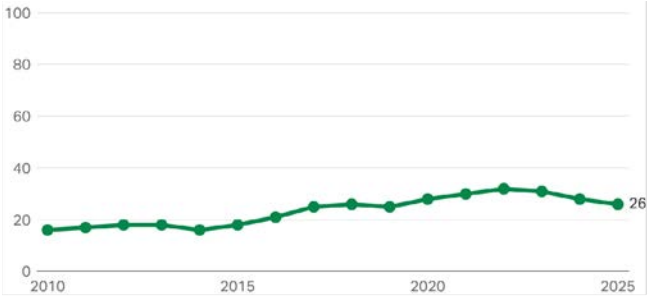
% Yes, daily stress



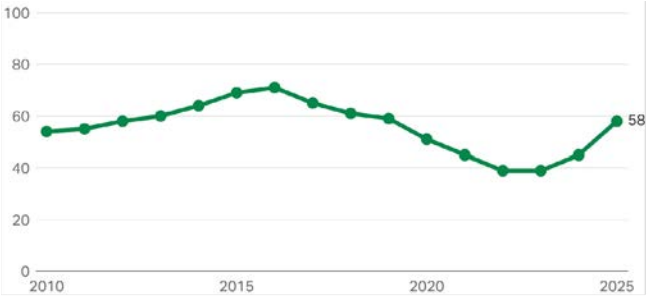
% Thriving



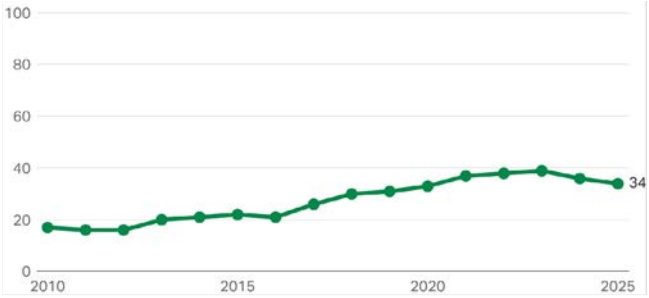
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness



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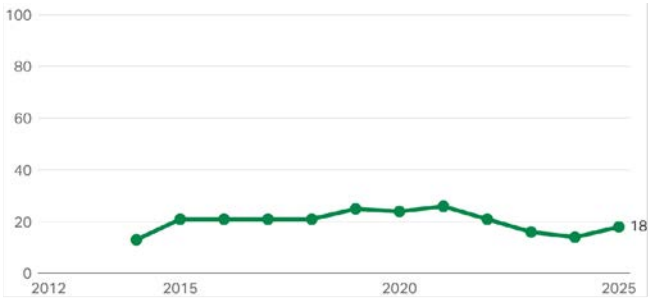
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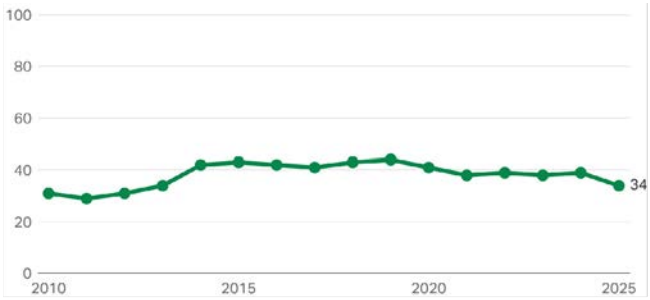


Cambodia

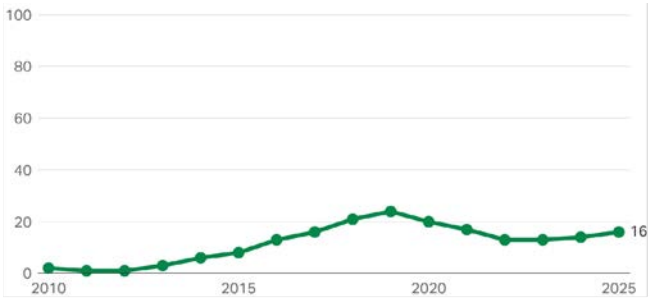
% Engaged



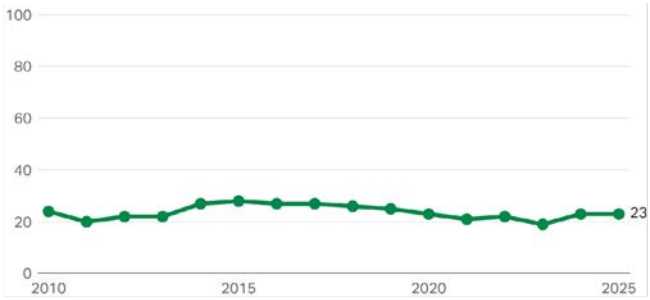
% Yes, daily stress



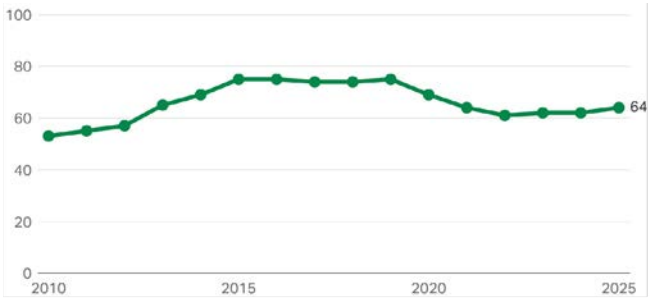
% Thriving



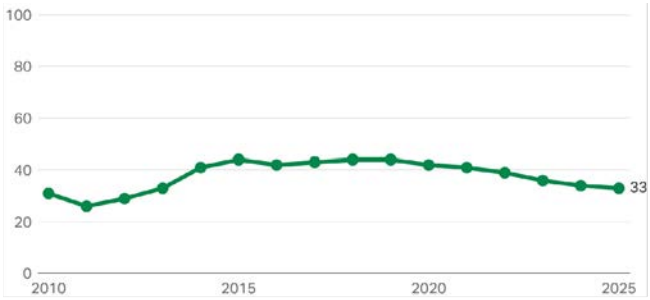
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

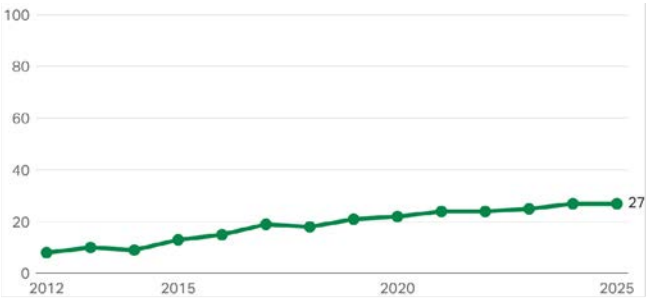


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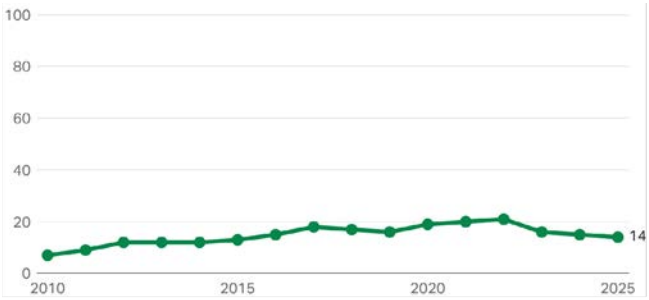


Indonesia

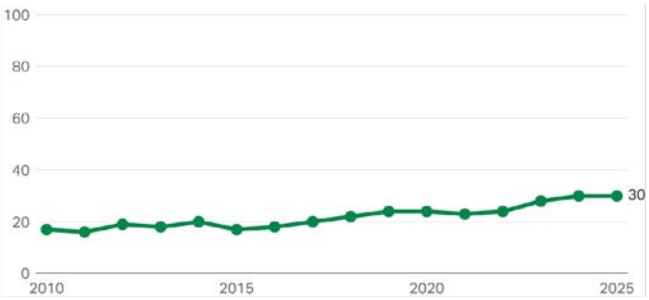
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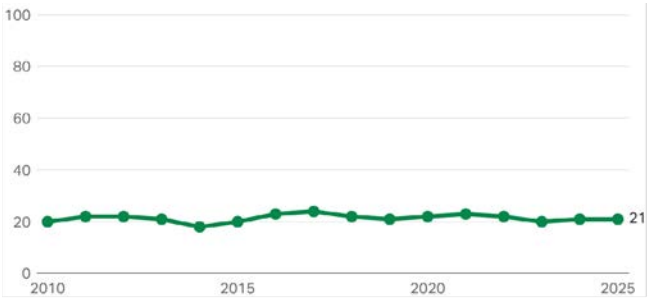
% Yes, daily stress



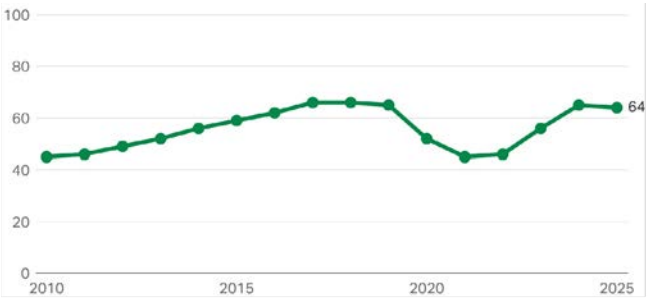
% Thriving



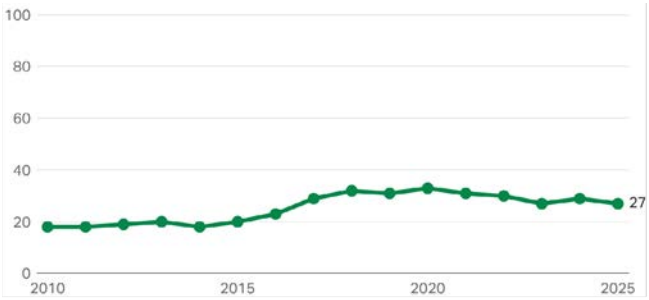
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

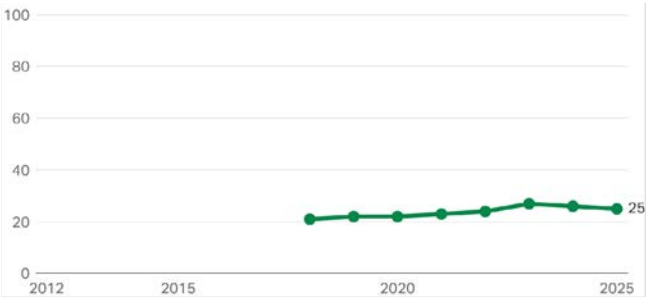


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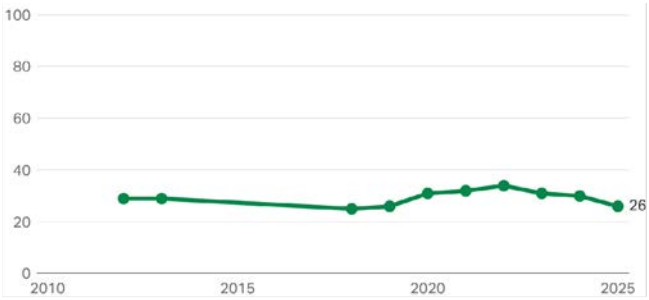


Laos

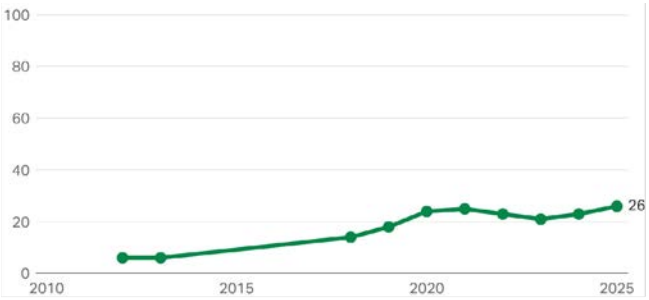
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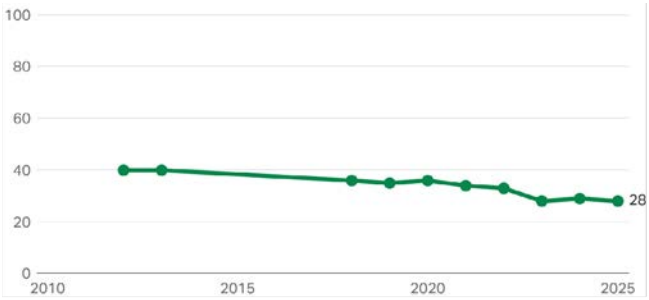
% Yes, daily stress



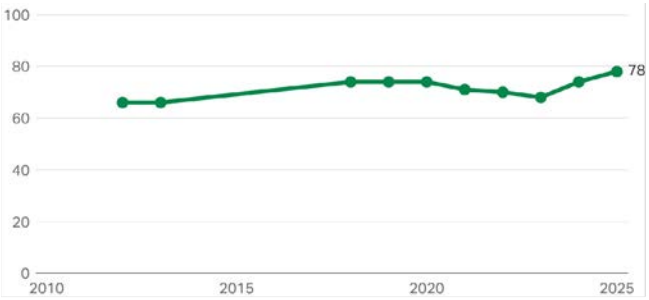
% Thriving



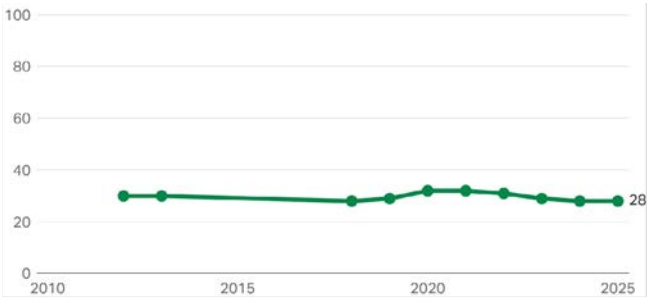
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

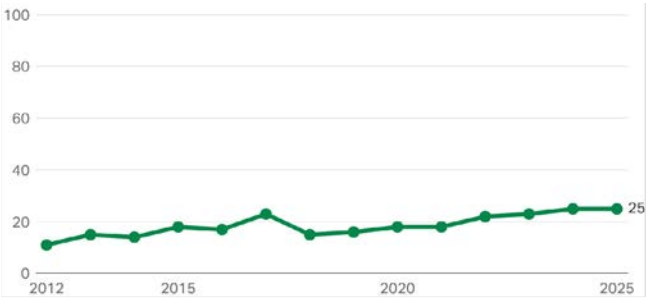


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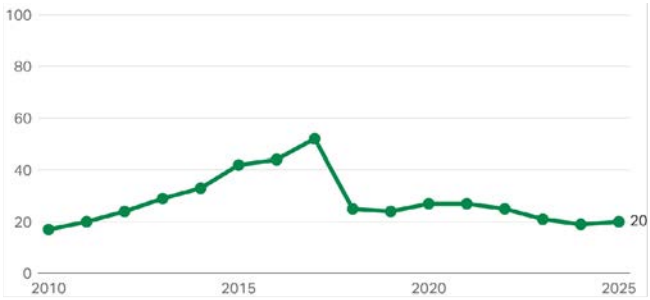


Malaysia

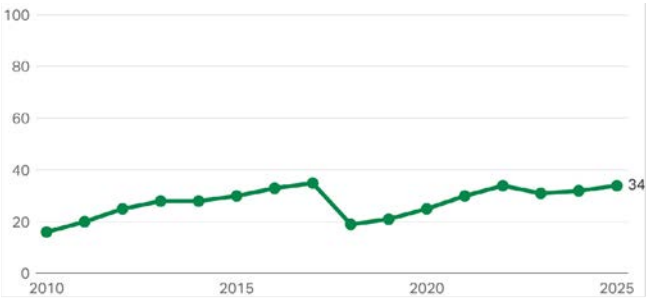
% Engaged



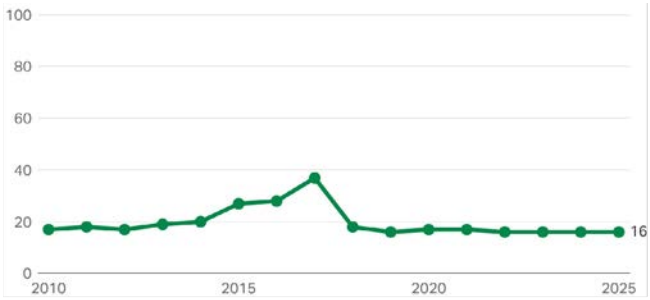
% Yes, daily stress



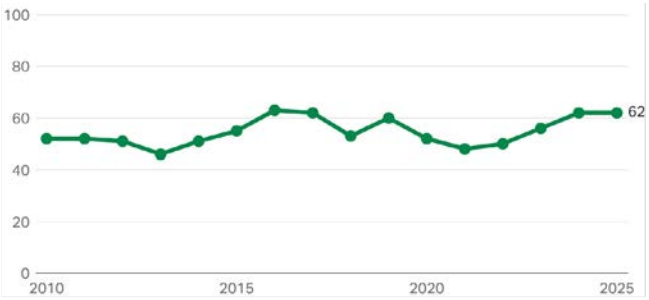
% Thriving



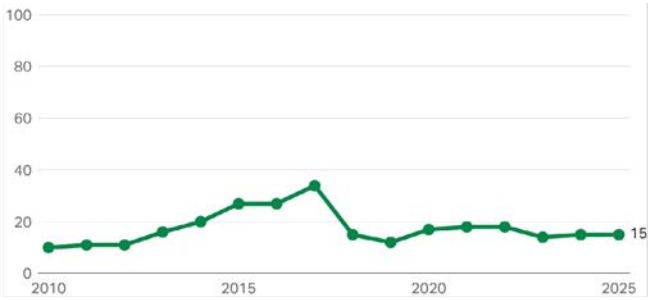
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

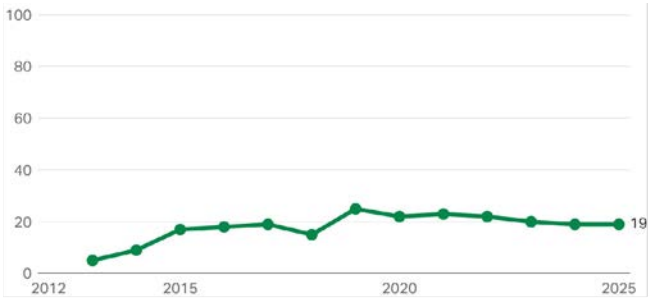


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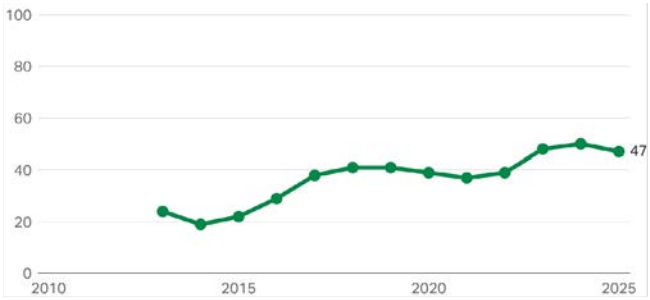


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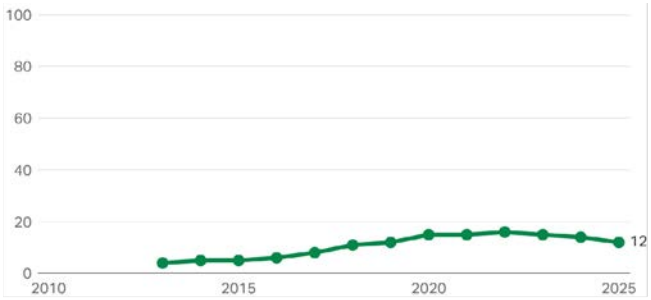
% Engaged



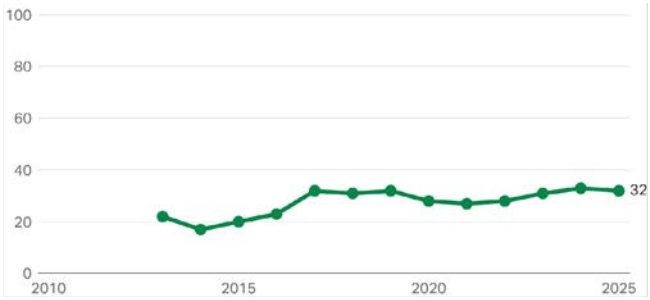
% Yes, daily stress



% Thriving



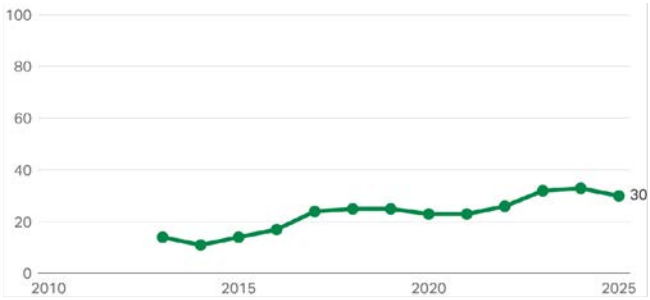
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

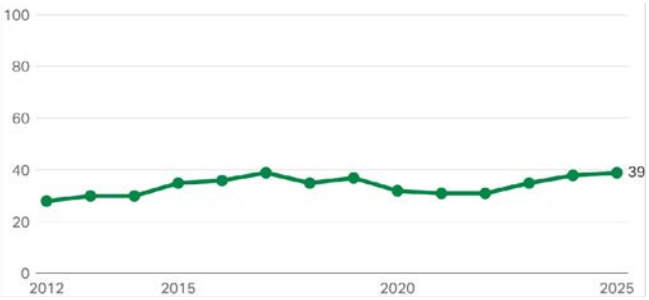


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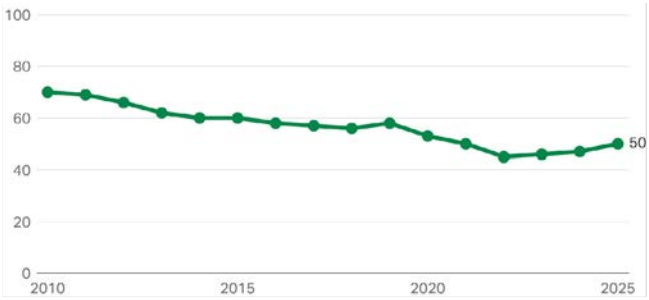


Philippines

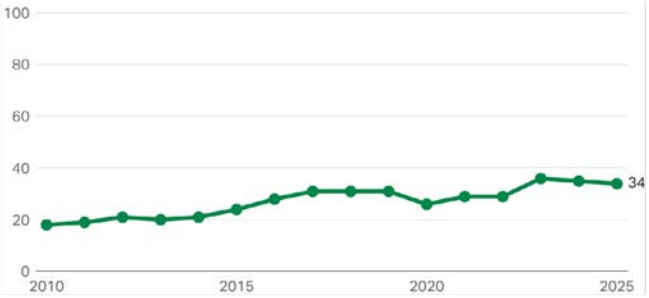
% Engaged



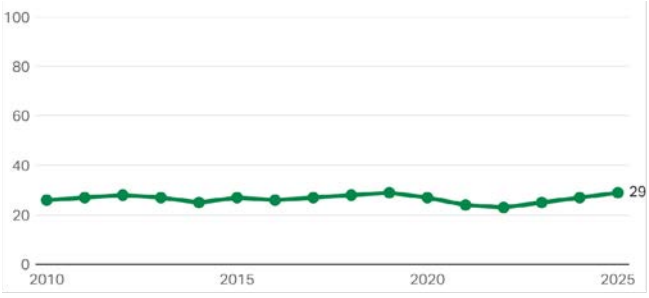
% Yes, daily stress



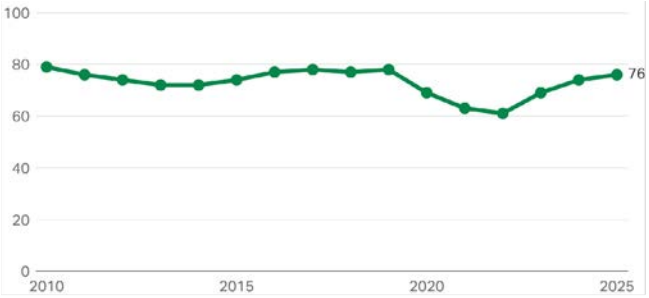
% Thriving



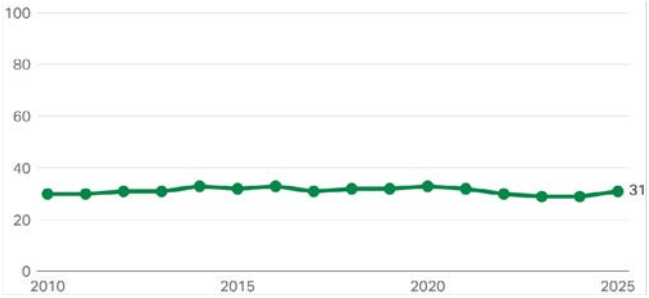
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

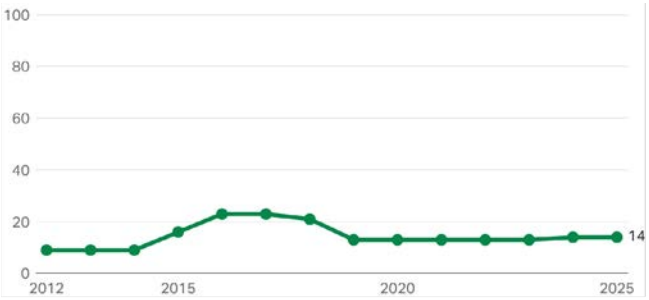


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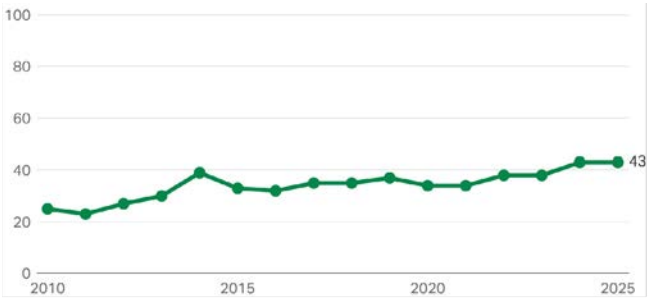


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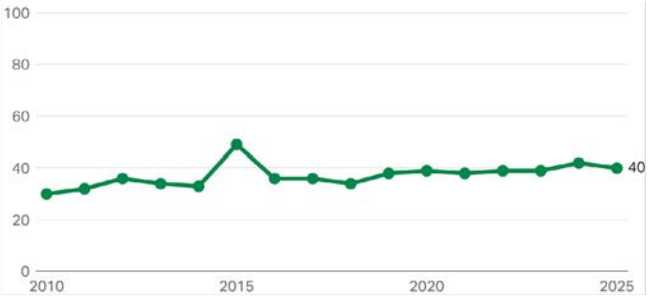
% Engaged



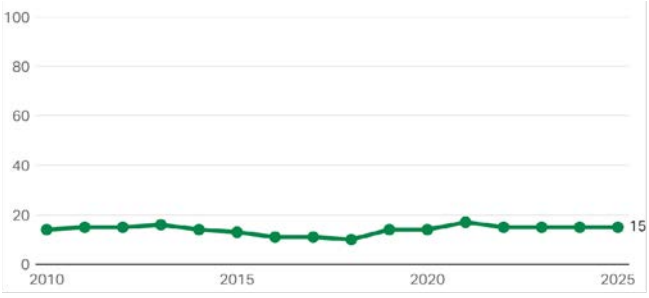
% Yes, daily stress



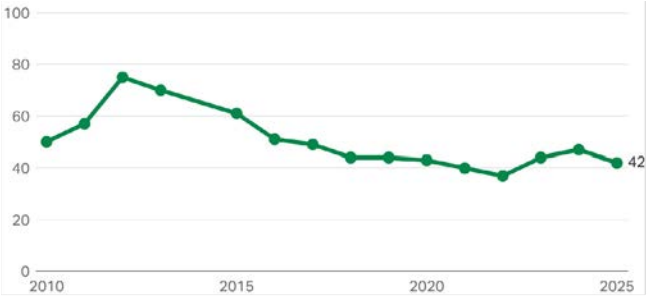
% Thriving



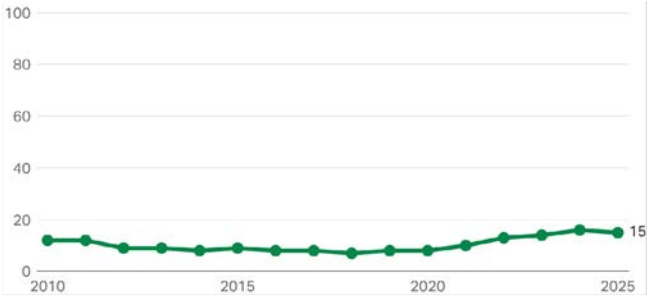
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

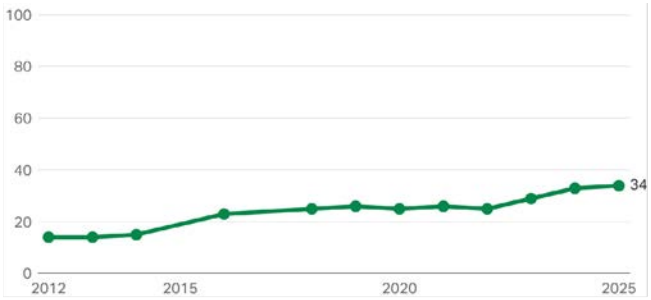


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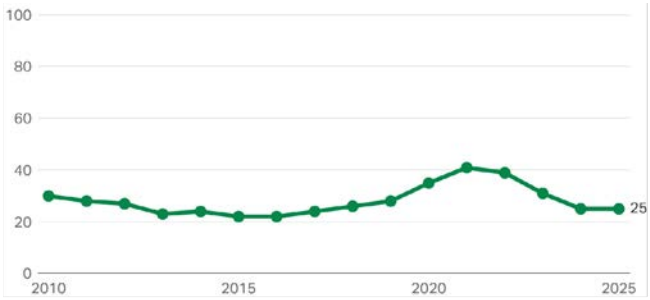


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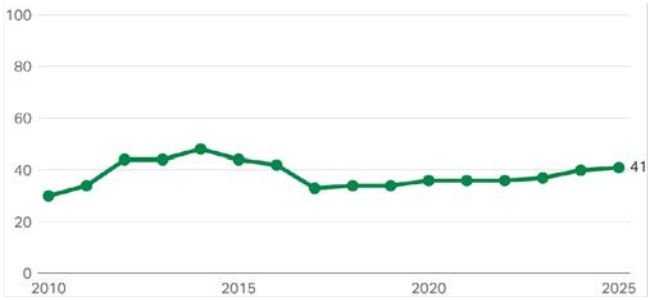
% Engaged



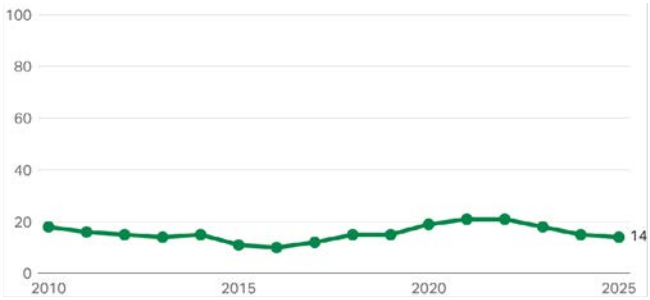
% Yes, daily stress



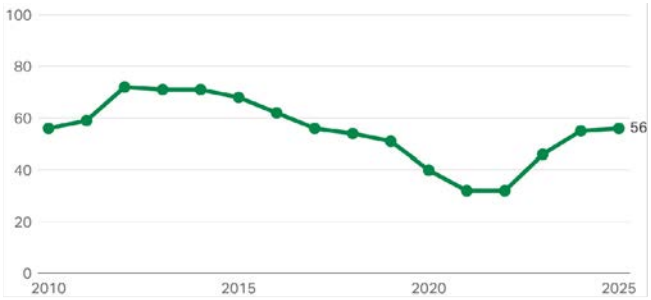
% Thriving



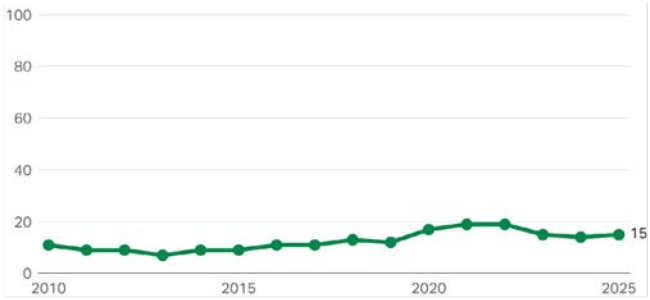
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

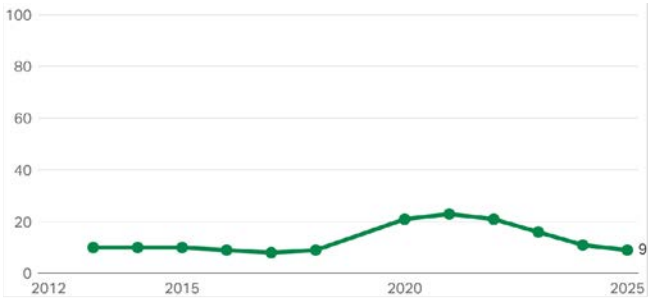


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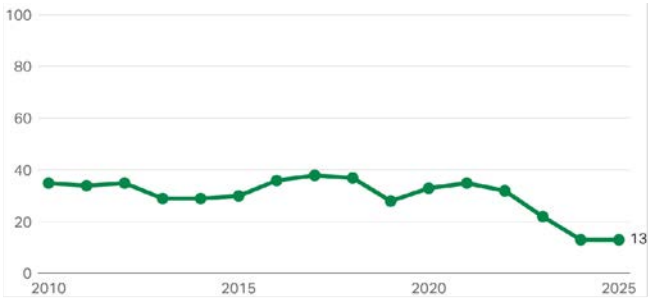


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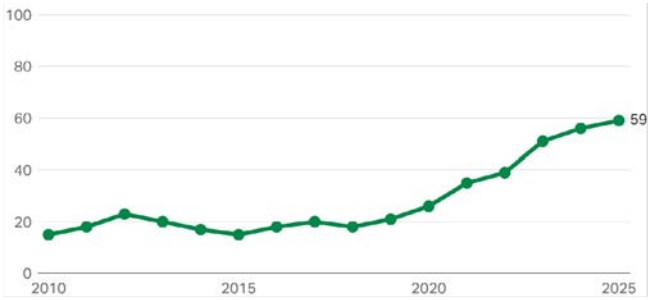
% Engaged



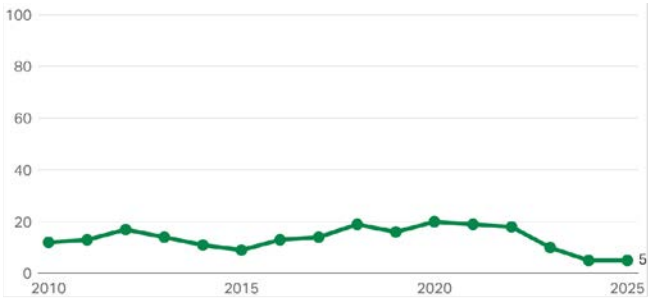
% Yes, daily stress



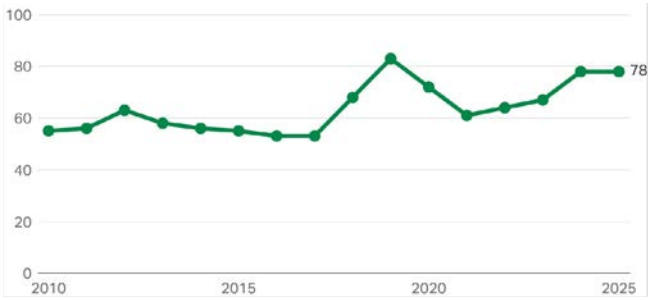
% Thriving



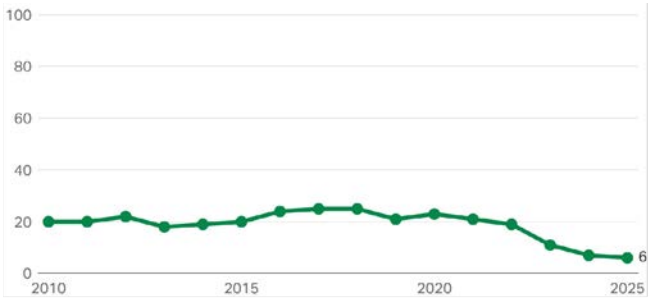
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness



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COUNTRY/TERRITORY TREND LINES FOR

Australia and New Zealand

Australia 243

New Zealand 244

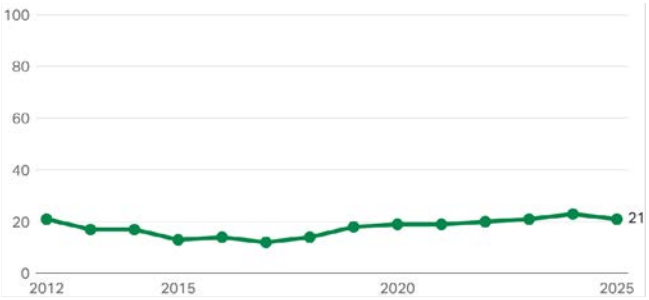
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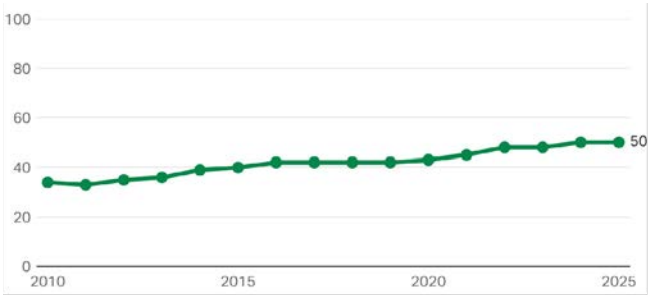


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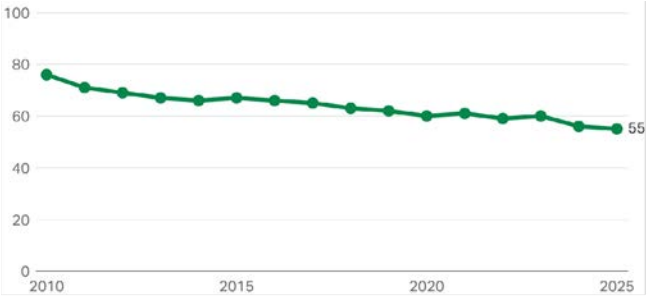
% Engaged



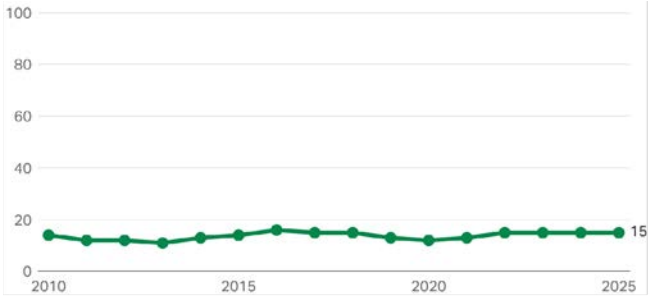
% Yes, daily stress



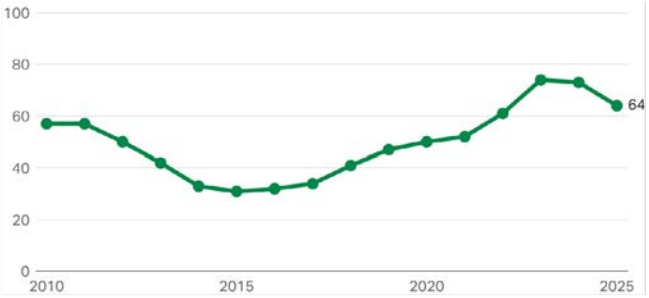
% Thriving



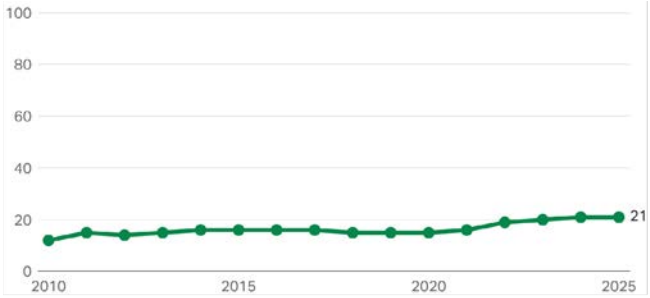
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



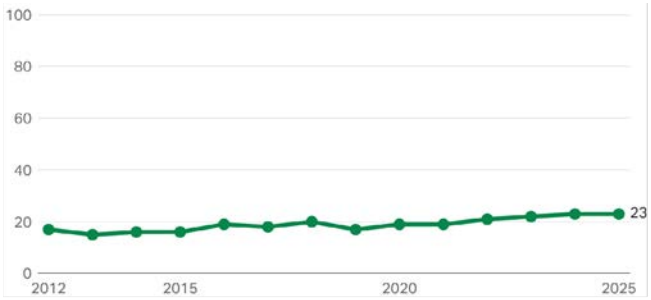
% Yes, daily loneliness



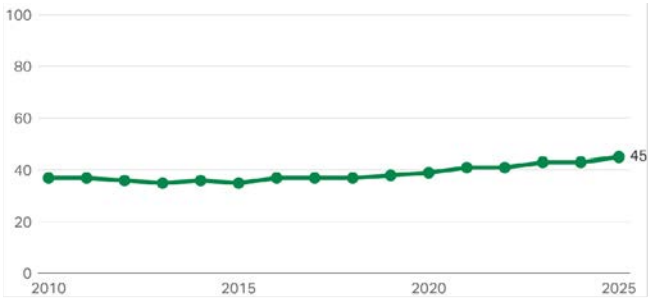
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New Zealand

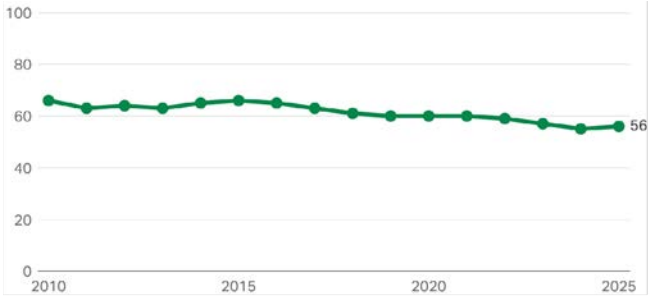
% Engaged



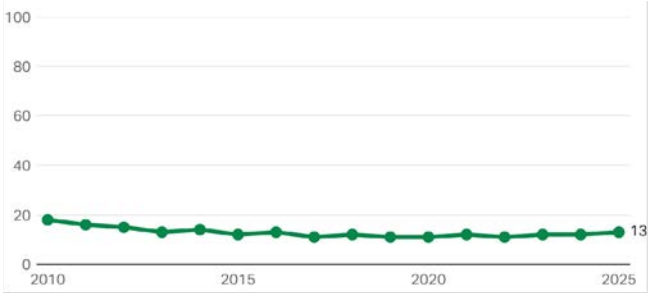
% Yes, daily stress



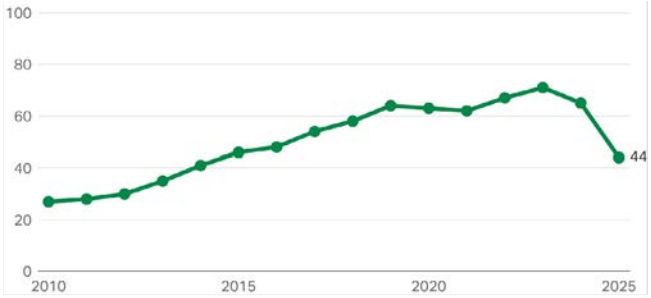
% Thriving



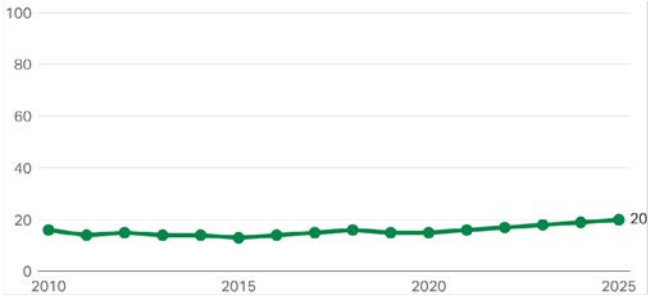
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness



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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[1] 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.

1 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.

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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 ±0.05 percentage points to ±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 ±0.26 percentage points to ±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 ±0.25 percentage points to ±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.

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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 Q¹²®, 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 Q¹² 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 Q¹² elements for employees to be classified as engaged.

Gallup Q¹² 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.

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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,[2] 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.

2 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 Satisfactions: A Global Survey*, and it has been tracked in Gallup's World Poll since 2005.

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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 Q¹² 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 Q¹² 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)

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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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