GALLUP®

State of the Global Workplace

Understanding Employees, Informing Leaders

2025 REPORT

Gallup is committed to providing leaders with critical insights to help them 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

We are witnessing a pivotal moment in the global workplace — one where engagement is faltering at the exact time artificial intelligence is transforming every industry in its path. While few employees have harnessed AI's full potential, its rapid advance will force every organization to adapt, whether they are ready or not. This presents a defining challenge for leaders and managers: Will they seize AI's opportunities to energize their workforce, or will they risk falling behind?

Gallup's 2025 Global State of the Workplace Report offers what may be our last snapshot of a workforce on the cusp of seismic change. The data show that employees — particularly managers — feel disconnected, which does not bode well for their preparedness for a future shaped by AI. And at the same time, the very tools that might boost engagement and performance are arriving with astonishing speed.

The question, then, is how to master AI in ways that spark growth: equipping managers and teams with the resources to excel, offering abundant opportunities for development, and reconnecting everyone to a shared mission. Alternatively, if mishandled, AI could diminish engagement by severing the vital human bonds — friendships at work, a sense of being heard and genuine care from colleagues — that keep teams thriving.

We stand at the edge of a new era of work. With thoughtful leadership and strong, empowered managers, AI can elevate human potential rather than diminish it. Let this report be your road map — and a call to action — as you navigate the opportunities and challenges ahead.

Jon Clifton
CEO

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2025

Is the Global Workplace at a Breaking Point?

Last year, global employee engagement fell, costing the world economy US$438 billion in lost productivity.

The primary cause was a drop in manager engagement. Since the pandemic, managers have been asked to square the circle of new executive demands and employee expectations. We are starting to see the toll.

But it is not going to stop with managers. Manager engagement affects team engagement, which affects productivity. Business performance — and ultimately GDP growth — is at risk if executive leaders do not address manager breakdown.

In the following pages, we examine the recent decline in worker engagement and wellbeing, its likely causes and the most promising solutions.

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PART ONE

Employee Engagement on the Brink

Global Employee Engagement

% Engaged

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

In 2024, the global percentage of engaged employees fell from 23% to 21%. Engagement has only fallen twice in the past 12 years, in 2020 and 2024. Last year's two-point drop in engagement was equal to the decline during the year of COVID-19 lockdowns and shelter-in-place orders.

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What caused the decline in engagement?

Managers. Manager engagement fell from 30% to 27%. Individual contributor engagement remained flat at 18%.

No other worker category — male or female, young or old — experienced as significant a decline. However, two types of managers were particularly affected: **Young (under 35) manager engagement fell by *five* percentage points; female manager engagement dropped by *seven* points.**

In the last five years, the typical organization has experienced disruption at every level:

- post-pandemic retirements and turnover
- a hiring boom and bust
- rapidly restructured teams and departments
- shrinking budgets as stimulus programs ended
- disrupted supply chains
- new customer expectations
- digital transformation and AI tools
- new employee desires regarding flexibility and remote work

In an era where executives and employees seem farther apart than they have been in years, managers are handed an almost impossible task of making it all work in the real world. Here's how managers around the world describe their jobs:

> "Difficult decisions put pressure on me psychologically, such as hiring. And sometimes there aren't many resources. And there are also disputes between employees, facing problems, new systems, and so on."
>
> **— ABU M.**
> *Marketing Manager*
>
> Saudi Arabia

> "We should have [a] team of six people. There's only two of us. I think that is very stressful."
>
> **— ANDILE V.**
> *Field Operating Manager*
>
> South Africa

> "Since [our leaders] don't stay long and move to other departments before we can fully get to know them, it's hard to develop trust."
>
> **— WONSEON K.**
> *Maintenance Technician*
>
> South Korea

> "I mean, my guys will do anything I ask of them, and I love my guys, but there's no enthusiasm. I'm not asking anybody to be jumping around because we got work to do, but you can just feel it."
>
> **— RYAN S.**
> *Supervisor*
>
> U.S.

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Why does manager engagement matter?

When employees are engaged, they are more productive at work. They are absent less and produce more. They build better customer relationships and close more sales. So, what engages work teams the most? *Their manager.*

Seventy percent of team engagement is attributable to the manager.[1]
Here's how employees describe their manager:

> [My supervisor] was by far the deciding factor that made me think about whether I really wanted to continue with this."
>
> **— ELKE H.**
> *Administrative Clerk*
>
> Germany

> I am satisfied with my job because I receive appreciation and incentives from the management, and I am also satisfied with what I provide for the children."
>
> **— UMM MUHAMMAD O.**
> *Teacher*
>
> Saudi Arabia

> [My favorite manager] was always willing to help me … Somebody who wants to see me shine, you know, grow … Somebody who motivates and encourages you. [Those were] the best moments I've ever had with her."
>
> **— LETHIWE D.**
> *Clerk*
>
> South Africa

> The best manager I've ever had was not here, but it was a long time ago, and they were so on top of everything. They never let anything fall between the cracks, and they were always so caring about us."
>
> **— PATRICIA A.**
> *Academic Department Director*
>
> U.S.

1 Clifton, J., & Harter, J. K. (2019). *It's the manager: Moving from boss to coach.* Gallup Press.

If managers are disengaged, their teams are, too. This relationship is so strong that it shows up in country-level data: Countries with less engaged managers are more likely to have less engaged individual contributors.

If manager engagement continues to decline, it won't stop with managers, and it won't stop with engagement. The productivity of the world's workplace is at risk.

Learn more about employee engagement.

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PART TWO

How's Your Life Going?

Global Life Evaluation

% Thriving

Every year, Gallup asks the world's workers how their lives are going. **After several years of steady improvement, global employee life evaluations fell to 33% in the last two years**.

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Which employees experienced the largest decrease in wellbeing?

Managers. Older managers saw a five-percentage-point decline in wellbeing in the past year, and female managers saw a seven-percentage-point drop. At the same time, individual contributor life evaluations *improved* slightly.

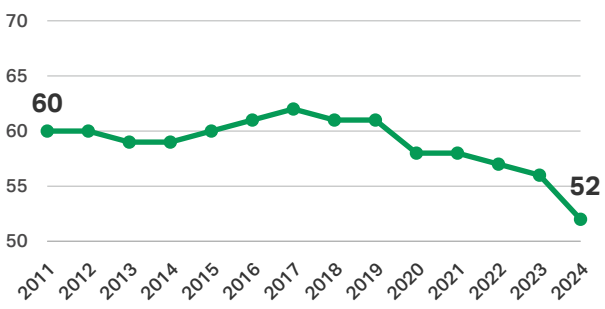
> "I notice that I'm physically tired, but I can't sleep and can't switch off."
>
> **— ANNELIESE A.**
> *Operations Manager*
>
> Germany

Why did manager wellbeing decline?

Employee life evaluations measure how workers feel about their lives overall, which includes everything outside the workplace. For example, employees in the United States/Canada and Australia/New Zealand regions have seen historic drops in wellbeing in recent years.

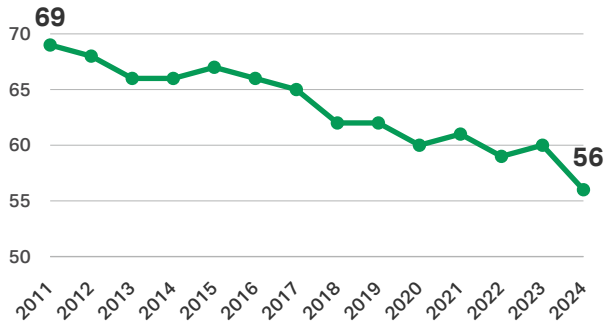
United States and Canada

% Thriving among all employees



Australia and New Zealand

% Thriving among all employees



While still high by global standards, both regions are now performing far below their historical averages. Based on respondents' dissatisfaction with their quality of life and income in both regions, it's likely that housing costs and inflation are playing a significant role in their life evaluations.

However, since employees spend most of their lives working, it's not surprising that work plays a major role in how they evaluate their lives.

Half of employees who are engaged at work are thriving in life overall, compared with only a third of employees who are not engaged.

Engaged employees are also less likely to report experiencing daily negative emotions, including stress.

When we consider the decline in both manager life evaluations and employee engagement, a deteriorating workplace environment is the common denominator. As with engagement, the consequences are existential for a business. Manager burnout eventually leads to declining performance, increased absenteeism and increased turnover — impacting the people they lead and the organization itself.

Learn more about employee wellbeing.

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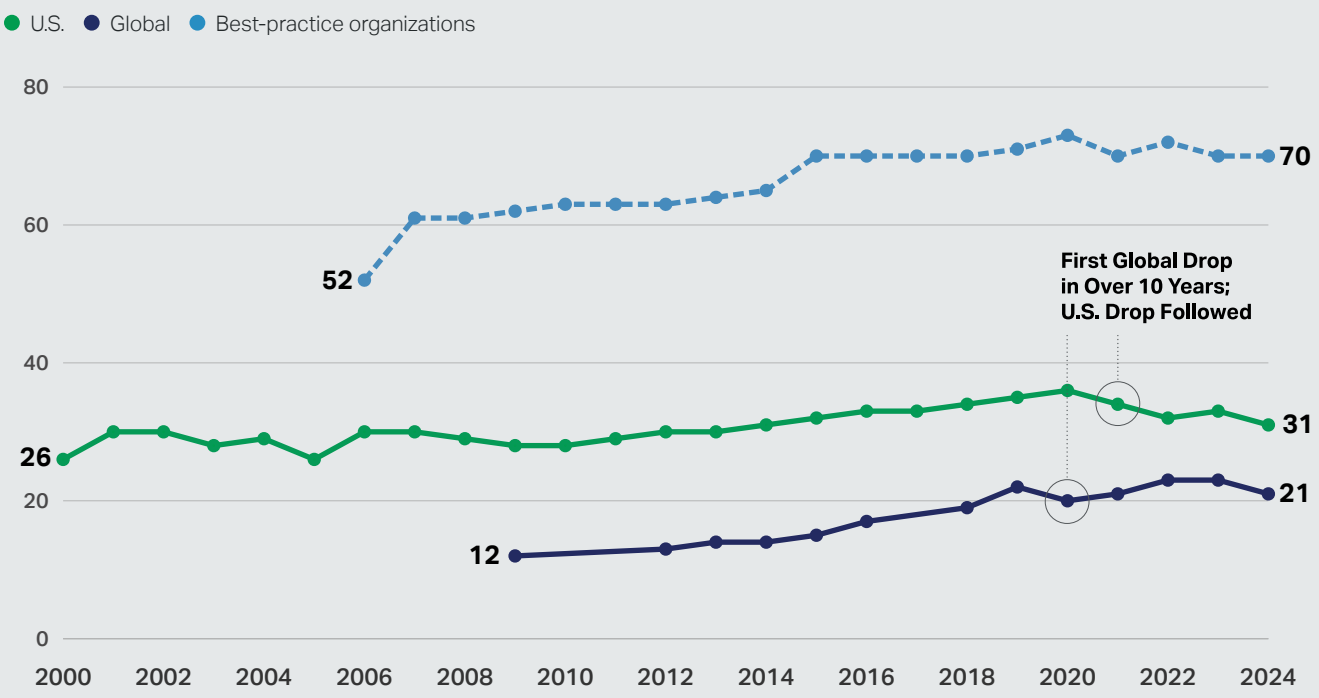
PART THREE

Hope in the Data: Three Actions for Leaders

Annual Employee Engagement in the U.S., World and Best-Practice Organizations



WF 2024, U.S. Employees MOE: ±1 point. 2024 Gallup World Poll, Global Employees MOE ±1 point. Percentages for best-practice organizations are average percentages of engaged employees across annual Gallup Exceptional Workplace Award winners; percentages reflect the year that Gallup collected the winners' engagement data – not the year Gallup named the award winners. Other references to country-level data in this report are three-year rolling averages.

Gallup's data show that the world's workplace is not headed in the right direction. However, the data also show a productivity boom opportunity if executive leaders seize the moment. Gallup estimates that if the world's workplace was fully engaged, US$9.6 trillion in productivity could be added to the global economy, the equivalent of 9% in global GDP.

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If 100% engagement seems unrealistic, what if we get to 70%?

Some organizations are already there. When leaders build a company culture around employee engagement, following science-based management practices, the result is higher productivity and profitability. These benefits reproduce across industries and cultures, from pharmaceutical manufacturing in Europe to luxury hotels in Thailand.

Here's the path to a global productivity boom:

1 Ensure all managers receive training to cut extreme manager disengagement in half.

Less than half of the world's managers (44%) say they have received management training.

The most achievable opportunity for leaders is to provide basic role training for every manager. Manager development has declined globally in recent years, and most managers say they have not received any training for their jobs.

However, half as many managers who receive training are actively disengaged as those who are not trained. (Gallup defines actively disengaged employees as those who work against the aims of the organization.) This finding suggests that even rudimentary training in role responsibilities can stop a manager from feeling like they are drowning.

> "I learned new methods of working and how to deal with employees, and it helped me a lot with regard to the challenges I face at work."
>
> **— ABU ABDULLAH A.**
> *Supervisor*
>
> Saudi Arabia

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2 Teach managers effective coaching techniques to boost manager performance by 20 to 28%.

Some managers have a natural gift for inspiring and developing people, but many do not.

The good news is that effective coaching can be taught. A Gallup study found that participants in a manager training course focused on management best practices experienced up to 22% higher engagement than non-participants. In addition, the teams led by those participants saw engagement rise by up to 18%. Manager performance metrics improved between 20 to 28%. These results were found nine to 18 months after training, suggesting that the influence of manager training may have a lasting effect.

> "If we are all working, going in the same direction, getting on with each other, being thankful to each other and respect each other, then it makes anything you do easier, even if the project itself is going through some tough times."
>
> **— BRYAN V.**
> *Systems Engineer*
>
> U.K.

3 Increase manager wellbeing by 32% through ongoing manager development.

When employers provide manager training, it improves manager thriving levels from 28% to 34%.

However, if they have training ***and someone at work actively encourages their development***, manager thriving increases even further to 50%. When we consider the additional influence of great managers on their teams, manager training and development may be one of the most effective "wellbeing initiatives" employers can invest in.

> "I still have opportunities for development within the company, because the company offers various training and so on. That's also very important to me and motivates me to be in this job every day and give my best."
>
> **— EWA**
> *Team Leader*
>
> Poland

It's time to rethink the role of the manager.

Manager engagement is the key to reversing declining productivity, improving employee wellbeing and unlocking trillions in economic potential. By redefining the role, expectations and support of managers, leaders can create an environment where managers thrive — and when managers thrive, so do their teams. The choice for executives is simple: Invest in the future of management or risk the consequences of inaction.

Learn more about management training and development.

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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 2023 to 2024.

Employee Engagement

ENGAGED
21% -2

NOT ENGAGED
62% 0

ACTIVELY DISENGAGED
17% 2

Life Evaluation

THRIVING
33% -1

STRUGGLING
58% 0

SUFFERING
9% 1

Daily Emotions

Emotions experienced during a lot of the previous day

STRESS
40% -1

ANGER
21% 0

SADNESS
23% 1

LONELINESS
22% 2

Job Market

JOB CLIMATE
Good time to find a job
51% -3

INTENT TO LEAVE
Watching for or actively seeking new job
50% -2

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Employee Engagement

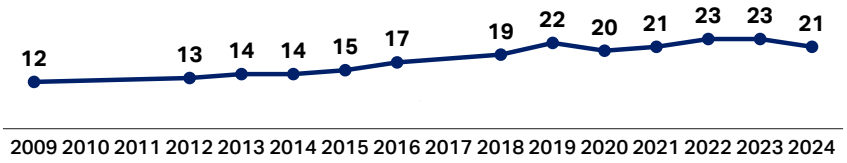
Based on Gallup Q[12] items; see "Appendix 3: Support Information" for item wording.

% ENGAGED	% NOT ENGAGED	% ACTIVELY DISENGAGED
21%	62%	17%

% ENGAGED

Global

21%



Gender

22% Female

21% Male

Age

22% <35 years old

21% ≥35 years old

Job Level

27% Manager

18% Individual contributor

Work Location

31% Exclusively remote

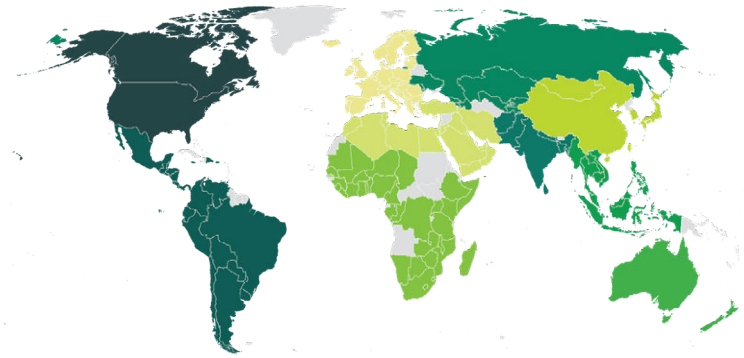
23% Hybrid

23% On-site remote-capable

19% On-site non-remote-capable

Regional Ranking

		% Engaged	
1	United States and Canada	31	-1
2	Latin America and the Caribbean	31	2
3	South Asia	26	-3
4	Post-Soviet Eurasia	26	2
5	Southeast Asia	26	1
6	Australia and New Zealand	23	1
7	Sub-Saharan Africa	19	-1
8	East Asia	18	0
9	Middle East and North Africa	14	0
10	Europe	13	0



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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)

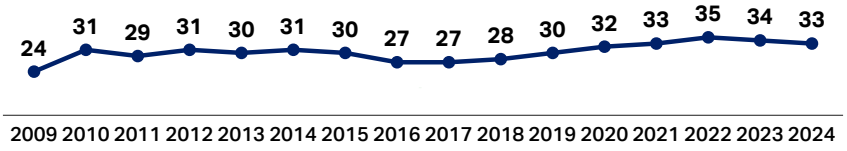
Just your best guess, on which step do you think you will stand in the future, say about five years from now? (0-10)

% THRIVING	% STRUGGLING	% SUFFERING
33%	58%	9%

% THRIVING

Global

33%



Gender

38% Female

30% Male

Age

32% <35 years old

34% ≥35 years old

Job Level

37% Manager

31% Individual contributor

Work Location

36% Exclusively remote

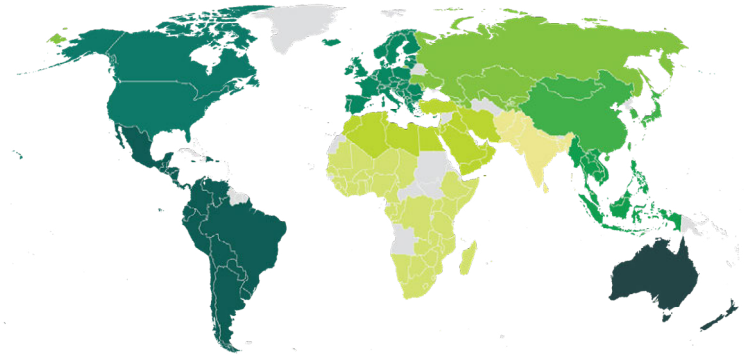
42% Hybrid

42% On-site remote-capable

30% On-site non-remote-capable

Regional Ranking

		% Thriving	
1	Australia and New Zealand	56	-4
2	Latin America and the Caribbean	54	4
3	United States and Canada	52	-4
4	Europe	47	1
5	Southeast Asia	36	3
6	East Asia	34	-1
7	Post-Soviet Eurasia	33	2
8	Middle East and North Africa	25	0
9	Sub-Saharan Africa	18	0
10	South Asia	15	2



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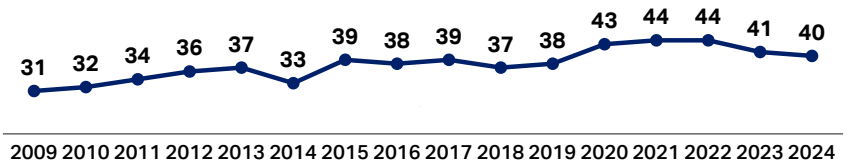
Daily Stress

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

% YES

Global

40%



Gender

40% Female

40% Male

Age

41% <35 years old

39% ≥35 years old

Job Level

42% Manager

39% Individual contributor

Work Location

45% Exclusively remote

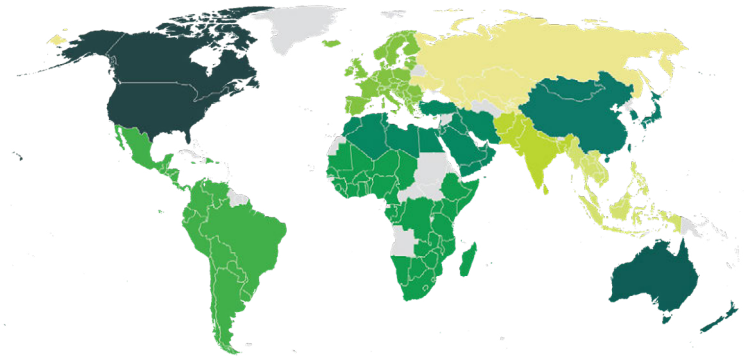
46% Hybrid

39% On-site remote-capable

38% On-site non-remote-capable

Regional Ranking

		% Yes	
1	United States and Canada	50	0
2	Australia and New Zealand	49	2
3	East Asia	48	-3
4	Middle East and North Africa	48	1
5	Sub-Saharan Africa	47	2
6	Latin America and the Caribbean	43	-2
7	Europe	38	0
8	South Asia	31	-2
9	Southeast Asia	25	-2
10	Post-Soviet Eurasia	21	0



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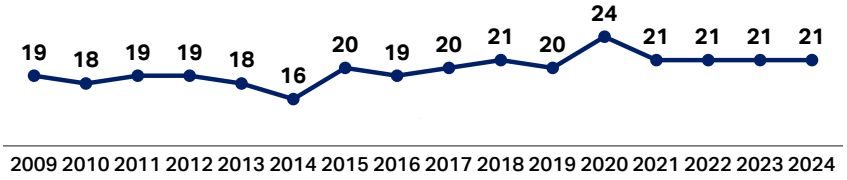
Daily Anger

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

% YES

Global

21%



Gender

20% Female

21% Male

Age

24% <35 years old

19% ≥35 years old

Job Level

21% Manager

21% Individual contributor

Work Location

25% Exclusively remote

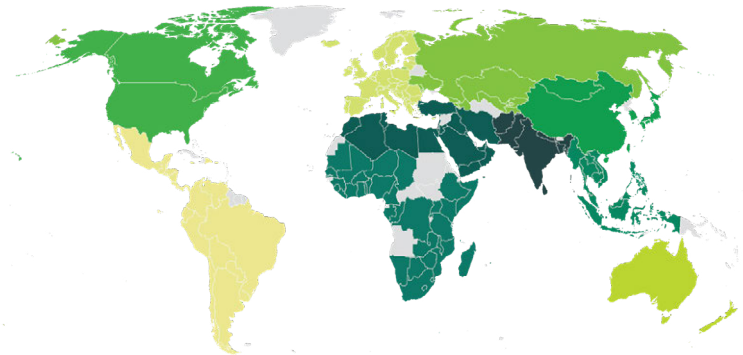
17% Hybrid

21% On-site remote-capable

21% On-site non-remote-capable

Regional Ranking

		% Yes	
1	South Asia	34	-1
2	Middle East and North Africa	31	-1
3	Sub-Saharan Africa	26	0
4	Southeast Asia	19	-1
5	East Asia	17	0
6	United States and Canada	17	0
7	Post-Soviet Eurasia	15	0
8	Australia and New Zealand	15	0
9	Europe	14	-2
10	Latin America and the Caribbean	14	0



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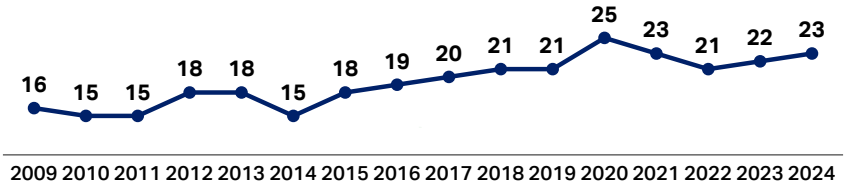
Daily Sadness

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

% YES

Global

23%



Gender

23% Female

23% Male

Age

25% <35 years old

22% ≥35 years old

Job Level

23% Manager

23% Individual contributor

Work Location

30% Exclusively remote

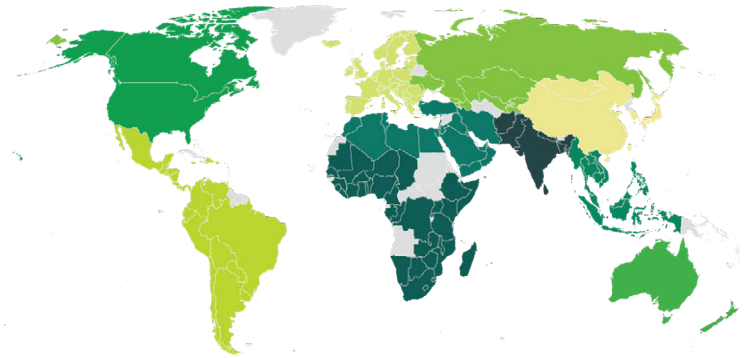
21% Hybrid

23% On-site remote-capable

22% On-site non-remote-capable

Regional Ranking

		% Yes	
1	South Asia	39	-3
2	Sub-Saharan Africa	29	0
3	Middle East and North Africa	26	-1
4	Southeast Asia	22	0
5	United States and Canada	22	0
6	Australia and New Zealand	20	0
7	Post-Soviet Eurasia	20	1
8	Latin America and the Caribbean	19	-3
9	Europe	17	-2
10	East Asia	14	2



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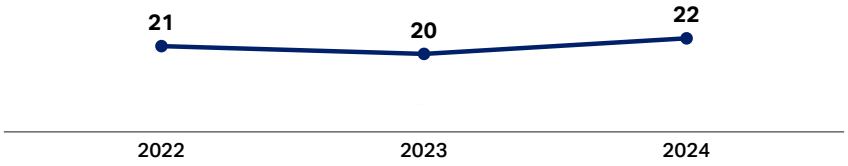
Daily Loneliness

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

% YES

Global

22%



Gender

19% Female

24% Male

Age

25% <35 years old

20% ≥35 years old

Job Level

23% Manager

22% Individual contributor

Work Location

27% Exclusively remote

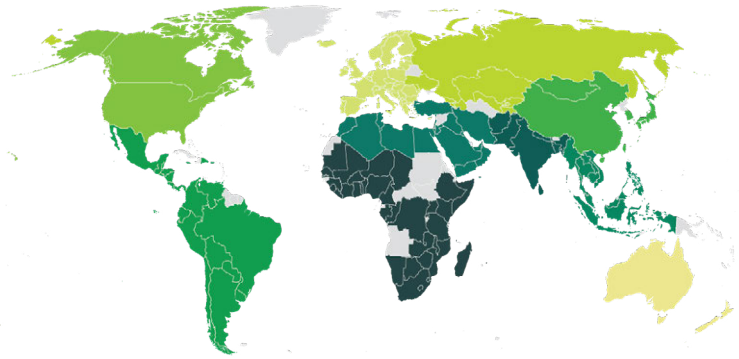
23% Hybrid

20% On-site remote-capable

21% On-site non-remote-capable

Regional Ranking

		% Yes
1	Sub-Saharan Africa	30
2	South Asia	29
3	Middle East and North Africa	24
4	Southeast Asia	20
5	Latin America and the Caribbean	17
6	East Asia	15
7	United States and Canada	15
8	Post-Soviet Eurasia	15
9	Europe	12
10	Australia and New Zealand	12



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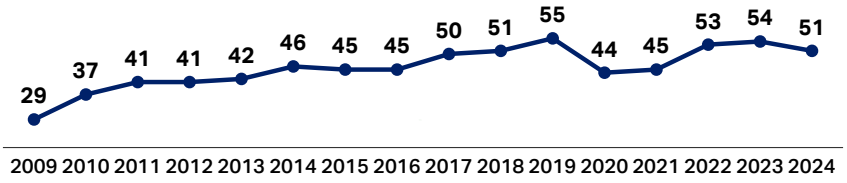
Job Climate

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

51%



Gender

52% Female

51% Male

Age

51% <35 years old

52% ≥35 years old

Job Level

58% Manager

49% Individual contributor

Work Location

54% Exclusively remote

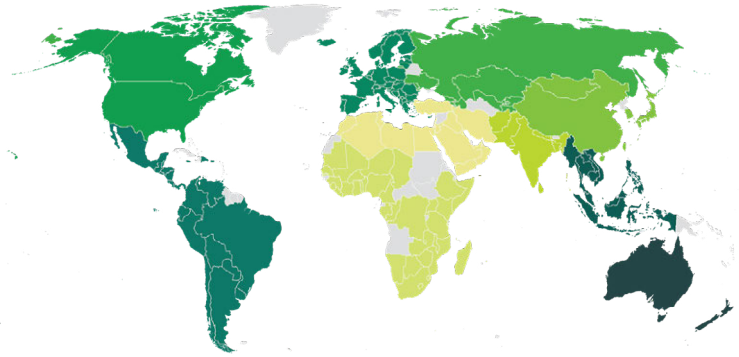
56% Hybrid

58% On-site remote-capable

50% On-site non-remote-capable

Regional Ranking

		% Good time	
1	Australia and New Zealand	72	-1
2	Southeast Asia	63	8
3	Latin America and the Caribbean	58	7
4	Europe	57	5
5	United States and Canada	57	-9
6	Post-Soviet Eurasia	53	9
7	East Asia	51	1
8	South Asia	50	-1
9	Sub-Saharan Africa	49	1
10	Middle East and North Africa	34	2



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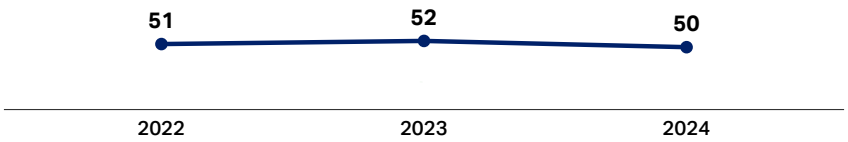
Intent to Leave

To what extent are you currently looking for a different job than the one you have now? Are you actively looking for another job, watching for opportunities but not actively looking, or are you not looking for another job?

% WATCHING FOR OR ACTIVELY SEEKING NEW JOB

Global

50%



Gender

47% Female

51% Male

Age

58% <35 years old

43% ≥35 years old

Job Level

51% Manager

49% Individual contributor

Work Location

57% Exclusively remote

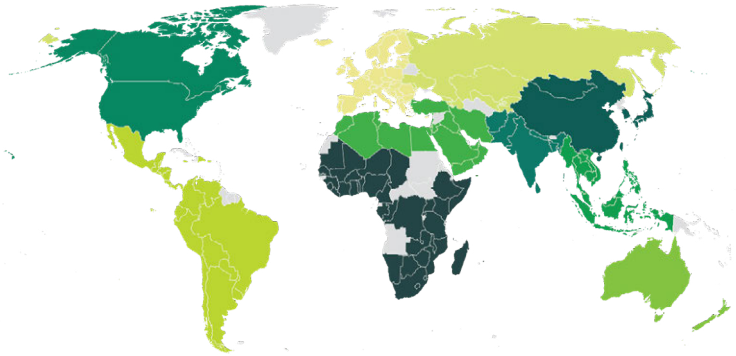
57% Hybrid

45% On-site remote-capable

47% On-site non-remote-capable

Regional Ranking

		% Watching for or actively seeking new job
1	Sub-Saharan Africa	72
2	East Asia	57
3	South Asia	50
4	United States and Canada	50
5	Southeast Asia	47
6	Middle East and North Africa	46
7	Australia and New Zealand	42
8	Latin America and the Caribbean	40
9	Post-Soviet Eurasia	35
10	Europe	30



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United States and Canada

Canada, United States

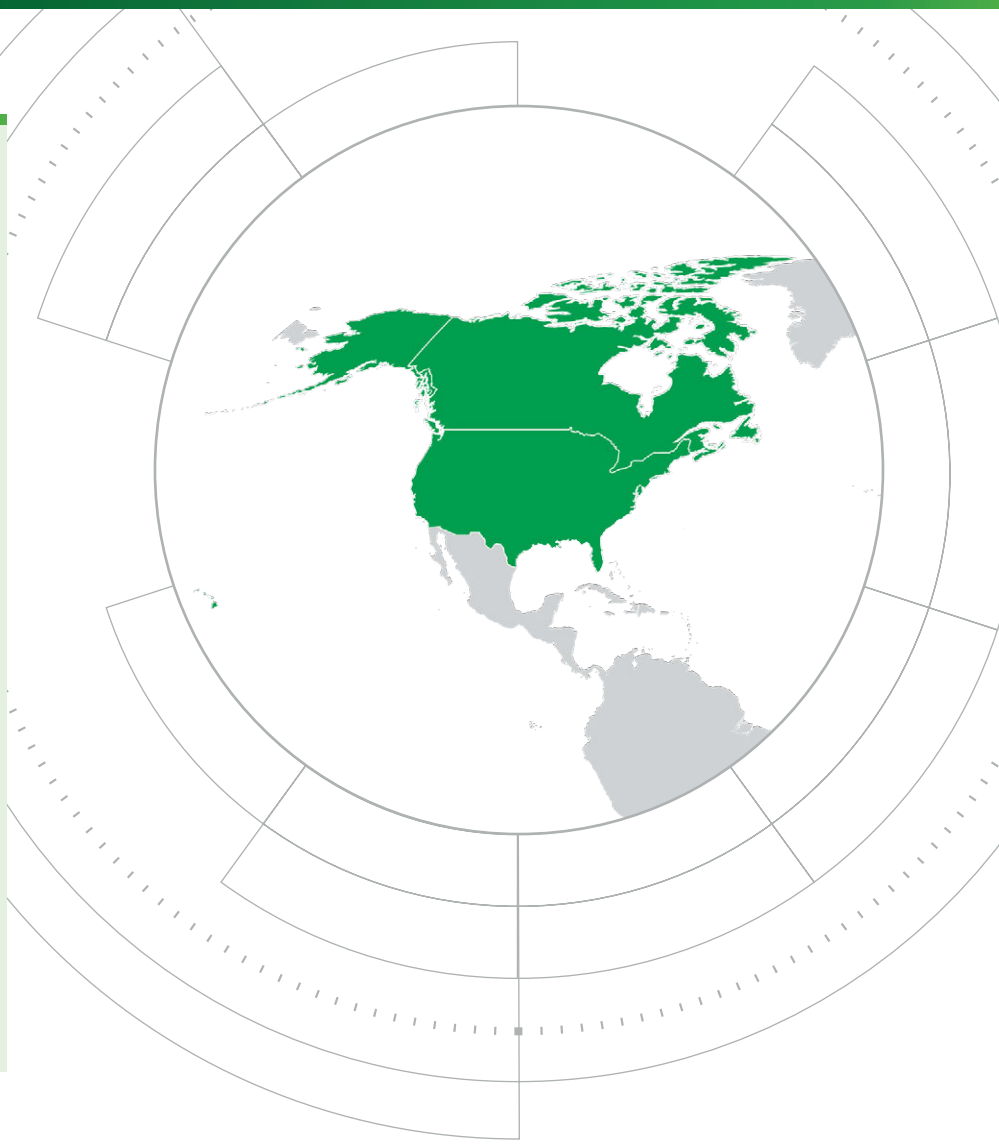
TOP TAKEAWAYS

1 tied for highest regional percentage of engaged employees

2 highest regional percentage of employees experiencing daily stress

3 third highest regional percentage of thriving employees

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



Countries that Gallup included in analysis of this region

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Regional Summary

Boxed numbers indicate the percentage-point change of the average from 2021, 2022 and 2023 with the average from 2022, 2023 and 2024. Loneliness and Intent to Leave 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% -1

NOT ENGAGED
52% 0

ACTIVELY DISENGAGED
17% 1

Life Evaluation

THRIVING
52% -4

STRUGGLING
44% 3

SUFFERING
4% 1

Daily Emotions

Emotions experienced during a lot of the previous day

STRESS
50% 0

ANGER
17% 0

SADNESS
22% 0

LONELINESS
15%

Job Market

JOB CLIMATE
Good time to find a job
57% -9

INTENT TO LEAVE
Watching for or actively seeking new job
50%

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Employee Engagement

Based on Gallup Q[12] items; see "Appendix 3: Support Information" for item wording.

% ENGAGED	% NOT ENGAGED	% ACTIVELY DISENGAGED
Regional		
31%	52%	17%
Global		
21%	62%	17%

Engaged

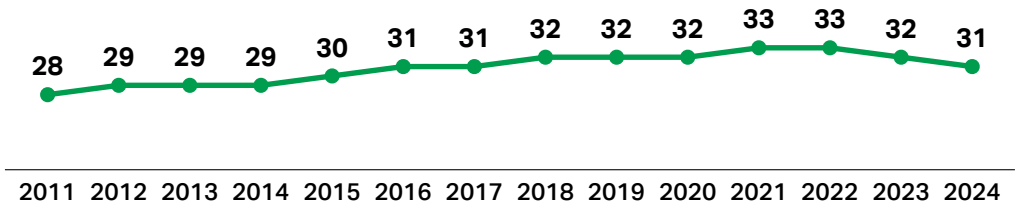
% ENGAGED

Regional

31%

Global

21%



Gender

34% Female

29% Male

Age

32% <35 years old

31% ≥35 years old

Job Level

34% Manager

30% Individual contributor

Compare countries

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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		
52%	44%	4%
Global		
33%	58%	9%

Thriving

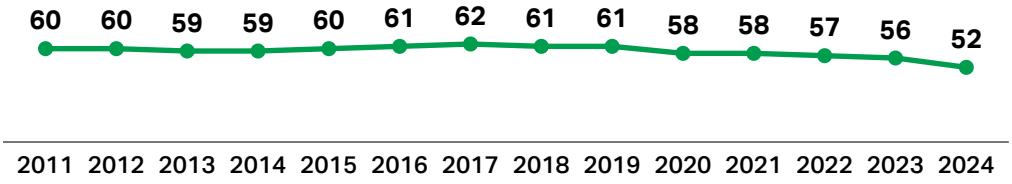
% THRIVING

Regional

52%

Global

33%



Gender

52% Female

53% Male

Age

49% <35 years old

54% ≥35 years old

Job Level

61% Manager

50% Individual contributor

Compare countries

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Daily Stress

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

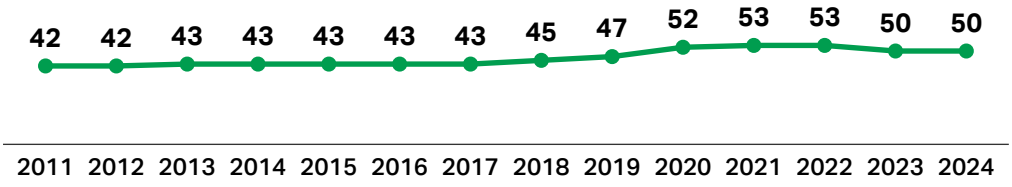
% YES

Regional

50%

Global

40%



Gender

55% Female

46% Male

Age

60% <35 years old

46% ≥35 years old

Job Level

53% Manager

50% Individual contributor

Compare countries

Daily Anger

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

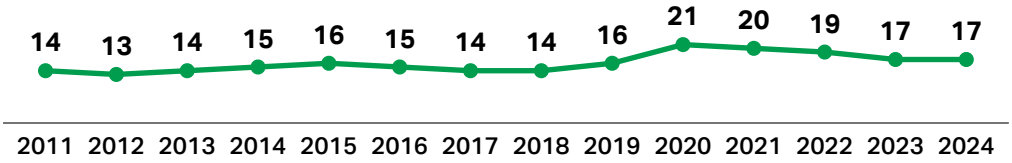
% YES

Regional

17%

Global

21%



Gender

18% Female

17% Male

Age

21% <35 years old

16% ≥35 years old

Job Level

18% Manager

17% Individual contributor

Compare countries

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Daily Sadness

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

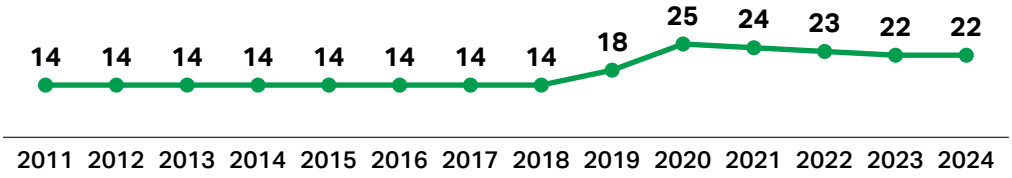
% YES

Regional

22%

Global

23%



Gender

25% Female

19% Male

Age

27% <35 years old

19% ≥35 years old

Job Level

19% Manager

22% Individual contributor

Compare countries

Daily Loneliness

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

% YES

Regional

15%

Global

22%

Gender

16% Female

14% Male

Age

23% <35 years old

13% ≥35 years old

Job Level

13% Manager

16% Individual contributor

Compare countries

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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?

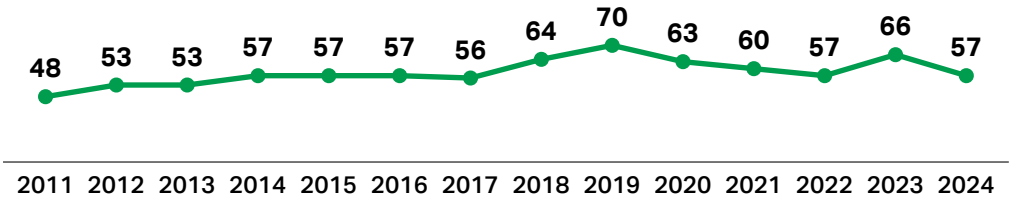
% GOOD TIME

Regional

57%

Global

51%



Gender

56% Female

58% Male

Age

49% <35 years old

61% ≥35 years old

Job Level

61% Manager

56% Individual contributor

Compare countries

Intent to Leave

To what extent are you currently looking for a different job than the one you have now? Are you actively looking for another job, watching for opportunities but not actively looking, or are you not looking for another job?

% WATCHING FOR OR ACTIVELY SEEKING NEW JOB

Regional

50%

Global

50%

Gender

48% Female

51% Male

Age

60% <35 years old

44% ≥35 years old

Job Level

49% Manager

50% Individual contributor

Compare countries

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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, Puerto Rico, Trinidad & Tobago, Uruguay, Venezuela

TOP TAKEAWAYS

1 tied for highest regional percentage of engaged employees

2 tied for lowest regional percentage of employees experiencing daily anger

3 second highest regional percentage of thriving employees

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

Countries that Gallup included in analysis of this region

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Regional Summary

Boxed numbers indicate the percentage-point change of the average from 2021, 2022 and 2023 with the average from 2022, 2023 and 2024. Loneliness and Intent to Leave 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% 2

NOT ENGAGED
58% -1

ACTIVELY DISENGAGED
11% -1

Life Evaluation

THRIVING
54% 4

STRUGGLING
44% -3

SUFFERING
2% -1

Daily Emotions

Emotions experienced during a lot of the previous day

STRESS
43% -2

ANGER
14% 0

SADNESS
19% -3

LONELINESS
17%

Job Market

JOB CLIMATE
Good time to find a job
58% 7

INTENT TO LEAVE
Watching for or actively seeking new job
40%

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Employee Engagement

Based on Gallup Q[12] items; see "Appendix 3: Support Information" for item wording.

	% ENGAGED	% NOT ENGAGED	% ACTIVELY DISENGAGED
Regional	31%	58%	11%
Global	21%	62%	17%

Engaged

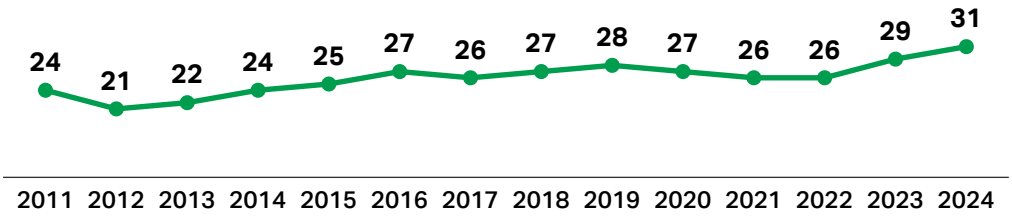
% ENGAGED

Regional

31%

Global

21%



Gender

33% Female

30% Male

Age

29% <35 years old

33% ≥35 years old

Job Level

38% Manager

27% Individual contributor

Compare countries

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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		
54%	44%	2%
Global		
33%	58%	9%

Thriving

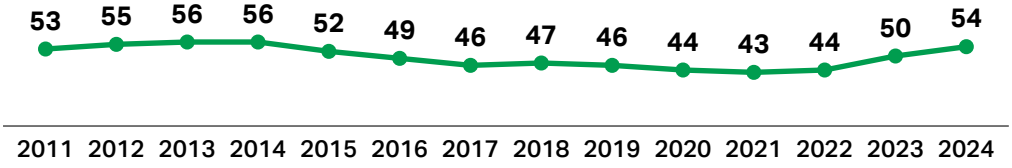
% THRIVING

Regional

54%

Global

33%



Gender

56% Female

52% Male

Age

58% <35 years old

50% ≥35 years old

Job Level

56% Manager

53% Individual contributor

Compare countries

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Daily Stress

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

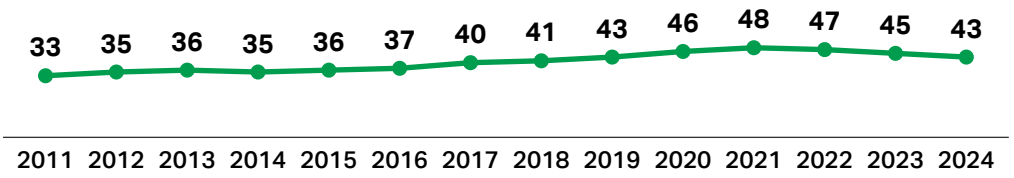
% YES

Regional

43%

Global

40%



Gender

51% Female

38% Male

Age

45% <35 years old

41% ≥35 years old

Job Level

46% Manager

42% Individual contributor

Compare countries

Daily Anger

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

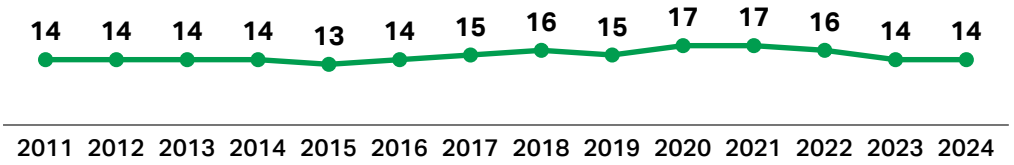
% YES

Regional

14%

Global

21%



Gender

17% Female

12% Male

Age

15% <35 years old

13% ≥35 years old

Job Level

15% Manager

14% Individual contributor

Compare countries

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Daily Sadness

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

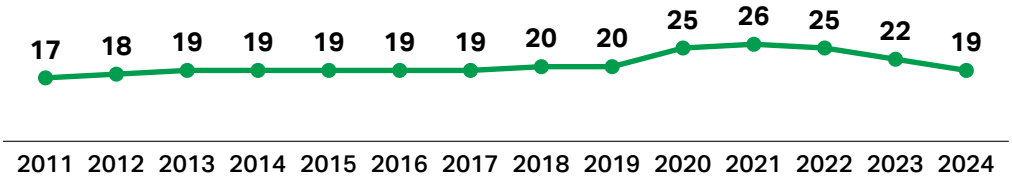
% YES

Regional

19%

Global

23%



Gender

23% Female

15% Male

Age

17% <35 years old

20% ≥35 years old

Job Level

19% Manager

18% Individual contributor

Compare countries

Daily Loneliness

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

% YES

Regional

17%

Global

22%

Gender

18% Female

16% Male

Age

13% <35 years old

20% ≥35 years old

Job Level

18% Manager

16% Individual contributor

Compare countries

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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?

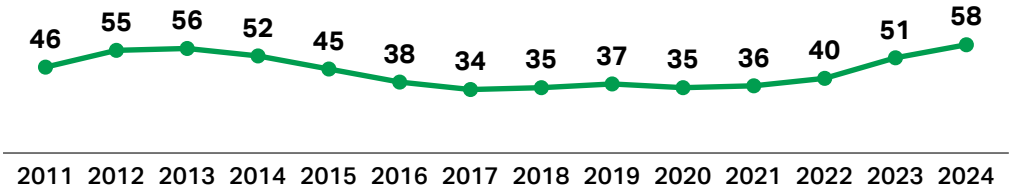
% GOOD TIME

Regional

58%

Global

51%



Gender

53% Female

61% Male

Age

61% <35 years old

55% ≥35 years old

Job Level

59% Manager

58% Individual contributor

Compare countries

Intent to Leave

To what extent are you currently looking for a different job than the one you have now? Are you actively looking for another job, watching for opportunities but not actively looking, or are you not looking for another job?

% WATCHING FOR OR ACTIVELY SEEKING NEW JOB

Regional

40%

Global

50%

Gender

39% Female

41% Male

Age

47% <35 years old

33% ≥35 years old

Job Level

41% Manager

39% Individual contributor

Compare countries

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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

TOP TAKEAWAYS

1 lowest regional percentage of engaged employees

2 tied for lowest regional percentage of employees experiencing daily loneliness

3 tied for lowest regional percentage of employees experiencing daily anger

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

Countries that Gallup included in analysis of this region

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Regional Summary

Boxed numbers indicate the percentage-point change of the average from 2021, 2022 and 2023 with the average from 2022, 2023 and 2024. Loneliness and Intent to Leave percentage-point change data are not shown as there are not sufficient three-year rolling average data at the regional level.

Employee Engagement

ENGAGED

13% 0

NOT ENGAGED

73% 2

ACTIVELY DISENGAGED

15% 0

Life Evaluation

THRIVING

47% 1

STRUGGLING

48% -1

SUFFERING

5% 0

Daily Emotions

Emotions experienced during a lot of the previous day

STRESS

38% 0

ANGER

14% -2

SADNESS

17% -2

LONELINESS

12%

Job Market

JOB CLIMATE

Good time to find a job

57% 5

INTENT TO LEAVE

Watching for or actively seeking new job

30%

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Employee Engagement

Based on Gallup Q[12] items; see "Appendix 3: Support Information" for item wording.

% ENGAGED	% NOT ENGAGED	% ACTIVELY DISENGAGED
Regional		
13%	73%	15%
Global		
21%	62%	17%

Engaged

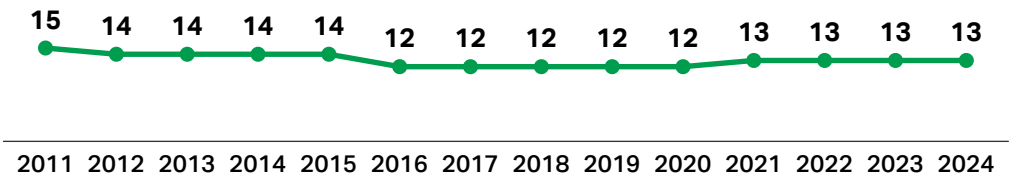
% ENGAGED

Regional

13%

Global

21%



Gender

13% Female

12% Male

Age

13% <35 years old

12% ≥35 years old

Job Level

16% Manager

10% Individual contributor

Compare countries

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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		
47%	48%	5%
Global		
33%	58%	9%

Thriving

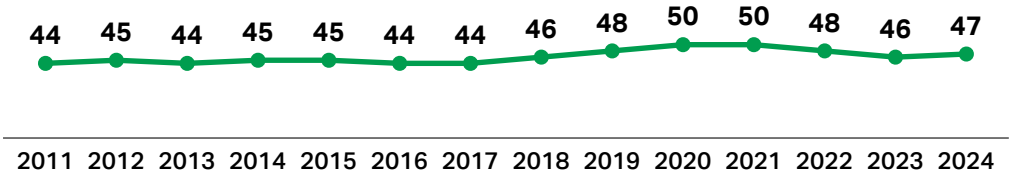
% THRIVING

Regional

47%

Global

33%



Gender

47% Female

47% Male

Age

52% <35 years old

45% ≥35 years old

Job Level

51% Manager

45% Individual contributor

Compare countries

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Daily Stress

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

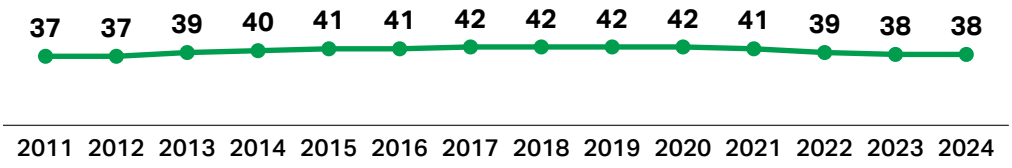
% YES

Regional

38%

Global

40%



Gender

40% Female

36% Male

Age

41% <35 years old

37% ≥35 years old

Job Level

39% Manager

37% Individual contributor

Compare countries

Daily Anger

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

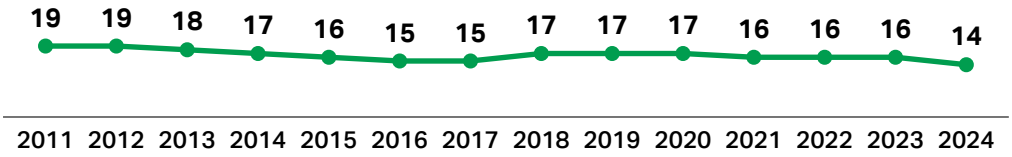
% YES

Regional

14%

Global

21%



Gender

15% Female

13% Male

Age

14% <35 years old

14% ≥35 years old

Job Level

15% Manager

14% Individual contributor

Compare countries

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Daily Sadness

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

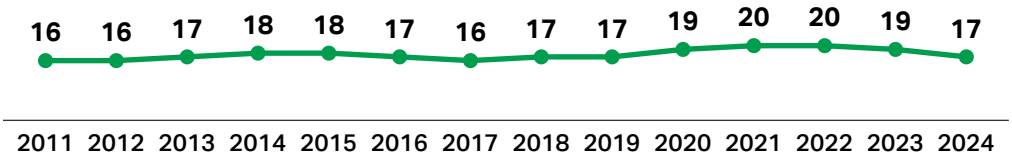
% YES

Regional

17%

Global

23%



Gender

19% Female

16% Male

Age

16% <35 years old

18% ≥35 years old

Job Level

18% Manager

17% Individual contributor

Compare countries

Daily Loneliness

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

% YES

Regional

12%

Global

22%

Gender

12% Female

12% Male

Age

12% <35 years old

12% ≥35 years old

Job Level

11% Manager

13% Individual contributor

Compare countries

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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?

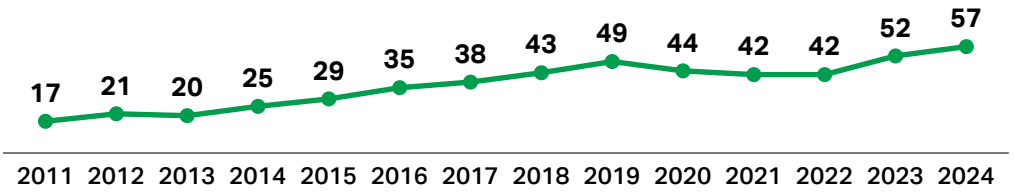
% GOOD TIME

Regional

57%

Global

51%



Gender

56% Female

58% Male

Age

61% <35 years old

56% ≥35 years old

Job Level

60% Manager

56% Individual contributor

Compare countries

Intent to Leave

To what extent are you currently looking for a different job than the one you have now? Are you actively looking for another job, watching for opportunities but not actively looking, or are you not looking for another job?

% WATCHING FOR OR ACTIVELY SEEKING NEW JOB

Regional

30%

Global

50%

Gender

30% Female

30% Male

Age

35% <35 years old

27% ≥35 years old

Job Level

27% Manager

31% Individual contributor

Compare countries

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Post-Soviet Eurasia

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

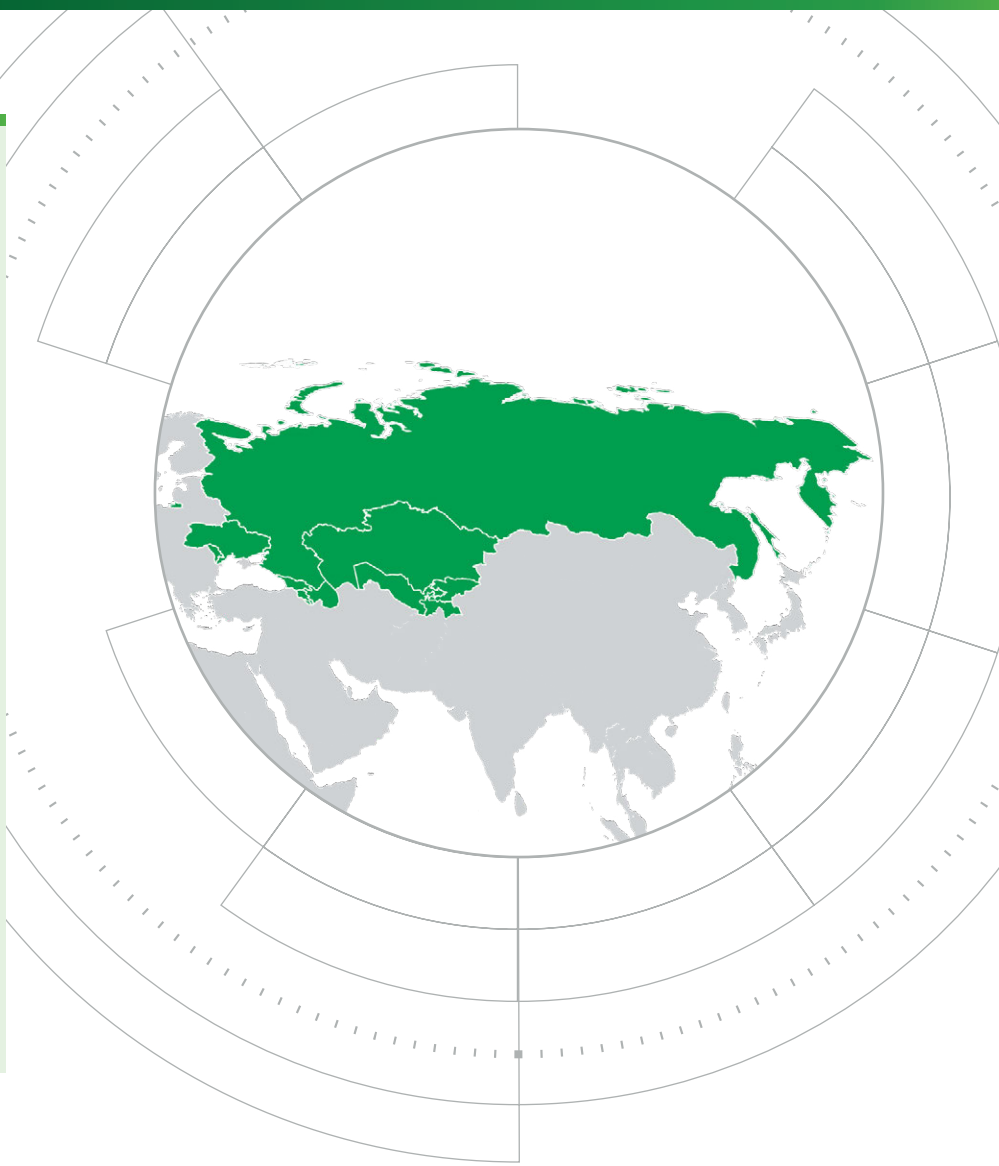
TOP TAKEAWAYS

1 lowest regional percentage of employees experiencing daily stress

2 tied for second highest regional percentage of engaged employees

3 tied for second lowest regional percentage of employees experiencing daily loneliness

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



Countries that Gallup included in analysis of this region

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Regional Summary

Boxed numbers indicate the percentage-point change of the average from 2021, 2022 and 2023 with the average from 2022, 2023 and 2024. Loneliness and Intent to Leave percentage-point change data are not shown as there are not sufficient three-year rolling average data at the regional level.

Employee Engagement

ENGAGED

26% 2

NOT ENGAGED

60% 0

ACTIVELY DISENGAGED

15% -1

Life Evaluation

THRIVING

33% 2

STRUGGLING

59% -1

SUFFERING

8% -1

Daily Emotions

Emotions experienced during a lot of the previous day

STRESS

21% 0

ANGER

15% 0

SADNESS

20% 1

LONELINESS

15%

Job Market

JOB CLIMATE

Good time to find a job

53% 9

INTENT TO LEAVE

Watching for or actively seeking new job

35%

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Employee Engagement

Based on Gallup Q[12] items; see "Appendix 3: Support Information" for item wording.

% ENGAGED	% NOT ENGAGED	% ACTIVELY DISENGAGED
Regional		
26%	60%	15%
Global		
21%	62%	17%

Engaged

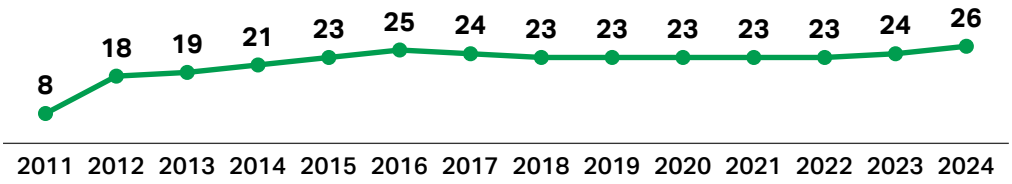
% ENGAGED

Regional

26%

Global

21%



Gender

28% Female

24% Male

Age

24% <35 years old

26% ≥35 years old

Job Level

31% Manager

23% Individual contributor

Compare countries

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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		
33%	59%	8%
Global		
33%	58%	9%

Thriving

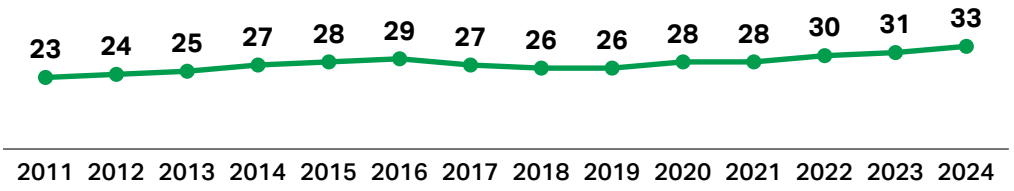
% THRIVING

Regional

33%

Global

33%



Gender

35% Female

32% Male

Age

38% <35 years old

30% ≥35 years old

Job Level

39% Manager

31% Individual contributor

Compare countries

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Daily Stress

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

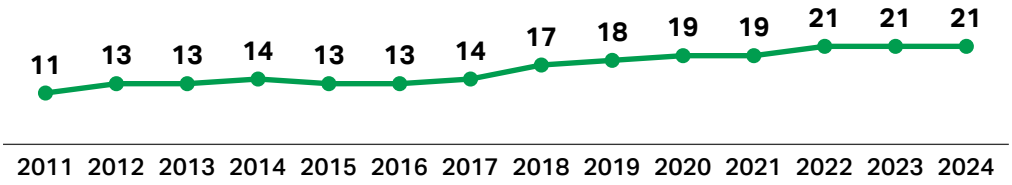
% YES

Regional

21%

Global

40%



Gender

24% Female

19% Male

Age

26% <35 years old

19% ≥35 years old

Job Level

24% Manager

20% Individual contributor

Compare countries

Daily Anger

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

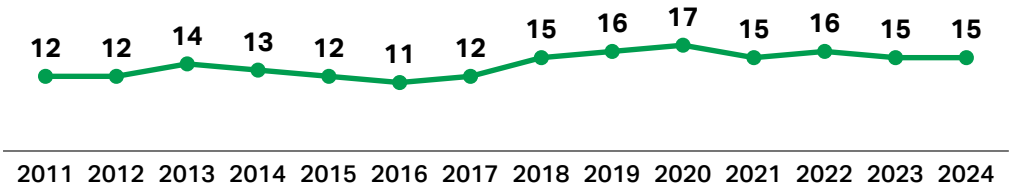
% YES

Regional

15%

Global

21%



Gender

15% Female

15% Male

Age

19% <35 years old

13% ≥35 years old

Job Level

15% Manager

15% Individual contributor

Compare countries

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Daily Sadness

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

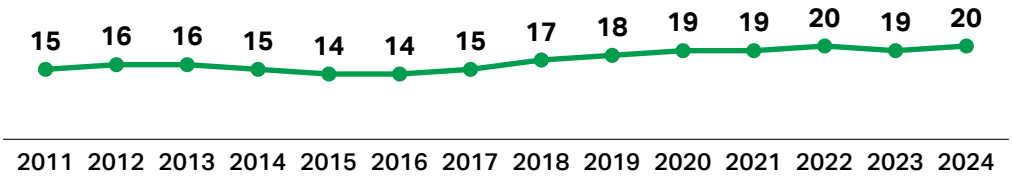
% YES

Regional

20%

Global

23%



Gender

24% Female

16% Male

Age

17% <35 years old

21% ≥35 years old

Job Level

18% Manager

20% Individual contributor

Compare countries

Daily Loneliness

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

% YES

Regional

15%

Global

22%

Gender

17% Female

13% Male

Age

13% <35 years old

16% ≥35 years old

Job Level

14% Manager

16% Individual contributor

Compare countries

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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?

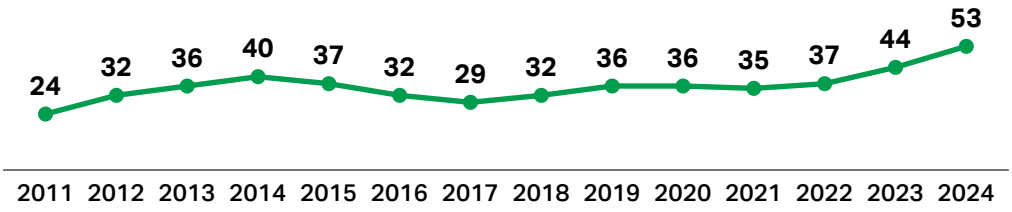
% GOOD TIME

Regional

53%

Global

51%



Gender

53% Female

52% Male

Age

57% <35 years old

50% ≥35 years old

Job Level

56% Manager

51% Individual contributor

Compare countries

Intent to Leave

To what extent are you currently looking for a different job than the one you have now? Are you actively looking for another job, watching for opportunities but not actively looking, or are you not looking for another job?

% WATCHING FOR OR ACTIVELY SEEKING NEW JOB

Regional

35%

Global

50%

Gender

30% Female

39% Male

Age

42% <35 years old

31% ≥35 years old

Job Level

32% Manager

36% Individual contributor

Compare countries

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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

TOP TAKEAWAYS

1 lowest regional percentage of employees who say it is a good time to find a job where they live

2 second lowest regional percentage of engaged employees

3 second highest regional percentage of employees experiencing daily anger

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

Countries that Gallup included in analysis of this region

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Regional Summary

Boxed numbers indicate the percentage-point change of the average from 2021, 2022 and 2023 with the average from 2022, 2023 and 2024. Loneliness and Intent to Leave 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
62% 2

ACTIVELY DISENGAGED
24% -1

Life Evaluation

THRIVING
25% 0

STRUGGLING
61% 1

SUFFERING
14% -1

Daily Emotions

Emotions experienced during a lot of the previous day

STRESS
48% 1

ANGER
31% -1

SADNESS
26% -1

LONELINESS
24%

Job Market

JOB CLIMATE
Good time to find a job
34% 2

INTENT TO LEAVE
Watching for or actively seeking new job
46%

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Employee Engagement

Based on Gallup Q[12] items; see "Appendix 3: Support Information" for item wording.

% ENGAGED	% NOT ENGAGED	% ACTIVELY DISENGAGED
Regional		
14%	62%	24%
Global		
21%	62%	17%

Engaged

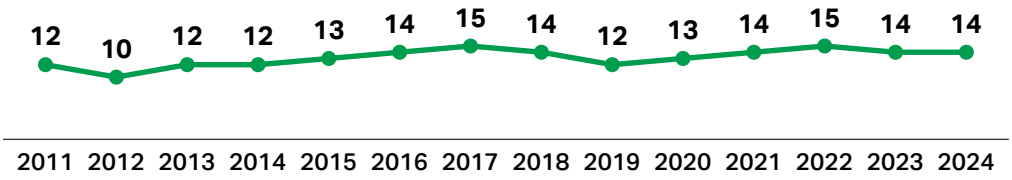
% ENGAGED

Regional

14%

Global

21%



Gender

15% Female

14% Male

Age

14% <35 years old

14% ≥35 years old

Job Level

23% Manager

10% Individual contributor

Compare countries

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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		
25%	61%	14%
Global		
33%	58%	9%

Thriving

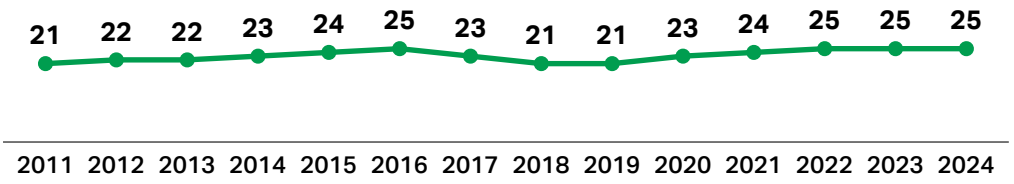
% THRIVING

Regional

25%

Global

33%



Gender

32% Female

23% Male

Age

26% <35 years old

24% ≥35 years old

Job Level

35% Manager

20% Individual contributor

Compare countries

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Daily Stress

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

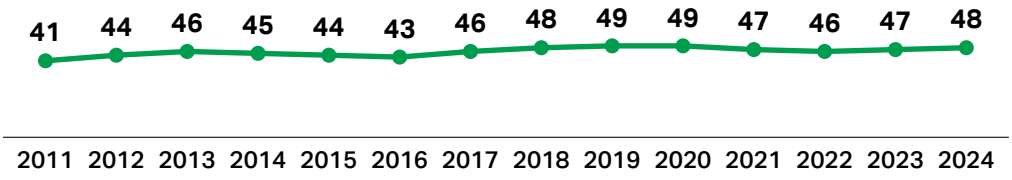
% YES

Regional

48%

Global

40%



Gender

52% Female

47% Male

Age

44% <35 years old

52% ≥35 years old

Job Level

46% Manager

49% Individual contributor

Compare countries

Daily Anger

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

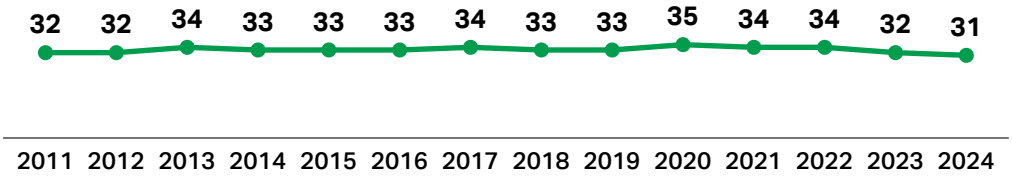
% YES

Regional

31%

Global

21%



Gender

33% Female

30% Male

Age

30% <35 years old

32% ≥35 years old

Job Level

30% Manager

32% Individual contributor

Compare countries

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Daily Sadness

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

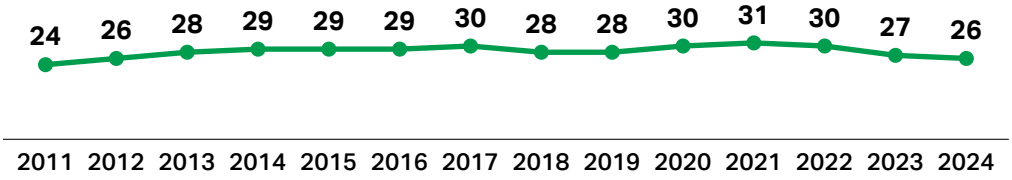
% YES

Regional

26%

Global

23%



Gender

32% Female

25% Male

Age

25% <35 years old

28% ≥35 years old

Job Level

26% Manager

27% Individual contributor

Compare countries

Daily Loneliness

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

% YES

Regional

24%

Global

22%

Gender

21% Female

25% Male

Age

24% <35 years old

24% ≥35 years old

Job Level

24% Manager

24% Individual contributor

Compare countries

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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?

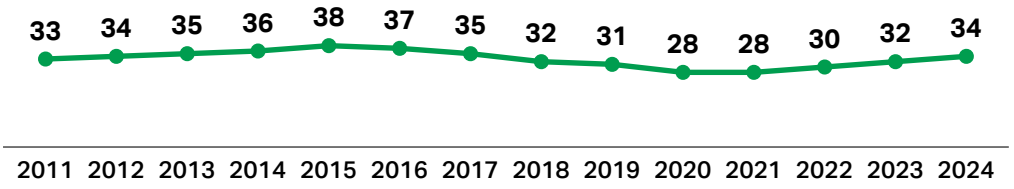
% GOOD TIME

Regional

34%

Global

51%



Gender

36% Female

34% Male

Age

35% <35 years old

34% ≥35 years old

Job Level

44% Manager

30% Individual contributor

Compare countries

Intent to Leave

To what extent are you currently looking for a different job than the one you have now? Are you actively looking for another job, watching for opportunities but not actively looking, or are you not looking for another job?

% WATCHING FOR OR ACTIVELY SEEKING NEW JOB

Regional

46%

Global

50%

Gender

42% Female

47% Male

Age

53% <35 years old

39% ≥35 years old

Job Level

40% Manager

49% Individual contributor

Compare countries

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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

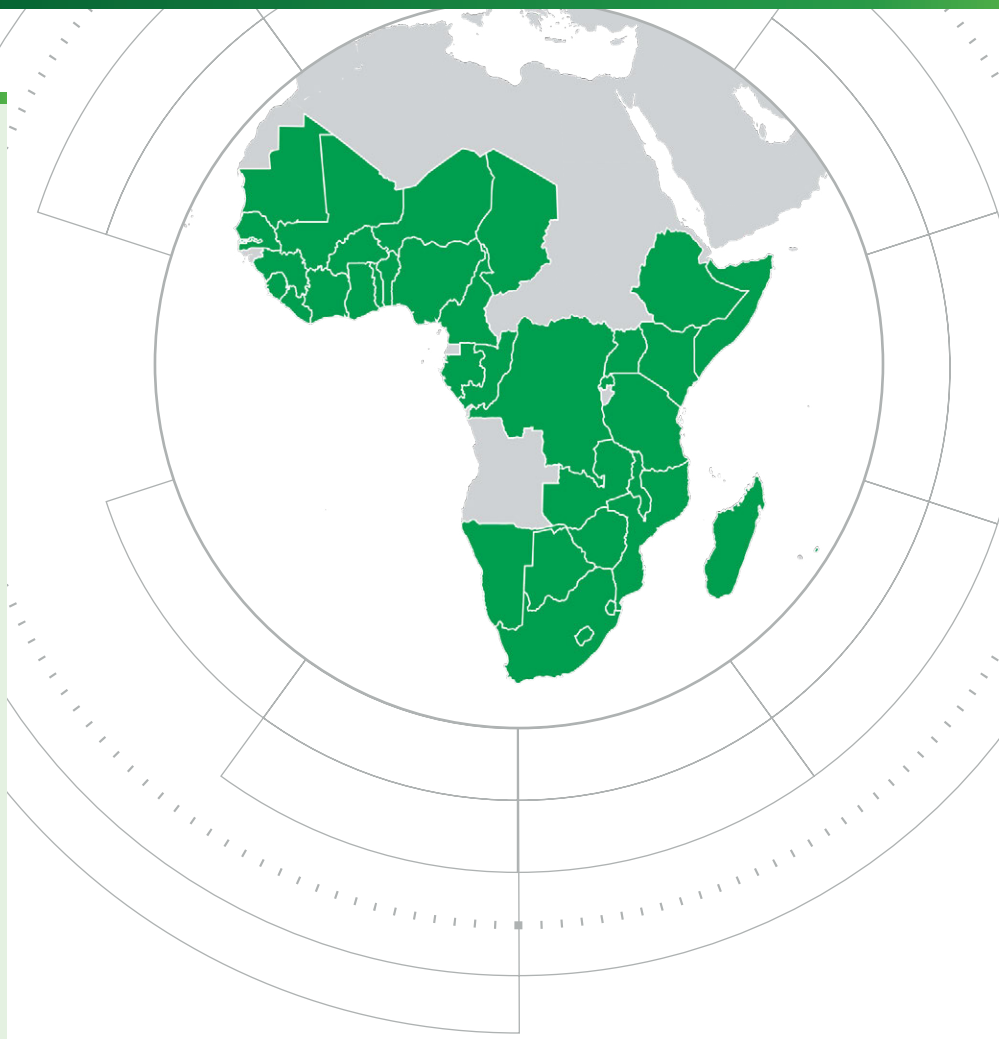
TOP TAKEAWAYS

1 highest regional percentage of employees experiencing daily loneliness

2 highest regional percentage of employees who say they are watching for or actively seeking a new job

3 second lowest regional percentage of thriving employees

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



Countries that Gallup included in analysis of this region

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Regional Summary

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Employee Engagement

ENGAGED

19% -1

NOT ENGAGED

62% 0

ACTIVELY DISENGAGED

18% 0

Life Evaluation

THRIVING

18% 0

STRUGGLING

72% 1

SUFFERING

10% 0

Daily Emotions

Emotions experienced during a lot of the previous day

STRESS

47% 2

ANGER

26% 0

SADNESS

29% 0

LONELINESS

30%

Job Market

JOB CLIMATE

Good time to find a job

49% 1

INTENT TO LEAVE

Watching for or actively seeking new job

72%

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Employee Engagement

Based on Gallup Q[12] items; see "Appendix 3: Support Information" for item wording.

% ENGAGED	% NOT ENGAGED	% ACTIVELY DISENGAGED
Regional		
19%	62%	18%
Global		
21%	62%	17%

Engaged

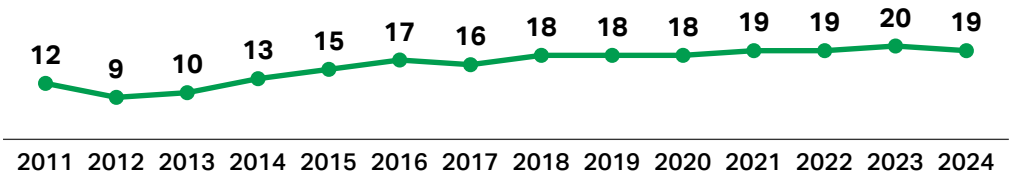
% ENGAGED

Regional

19%

Global

21%



Gender

18% Female

20% Male

Age

19% <35 years old

20% ≥35 years old

Job Level

27% Manager

14% Individual contributor

Compare countries

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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%	72%	10%
Global		
33%	58%	9%

Thriving

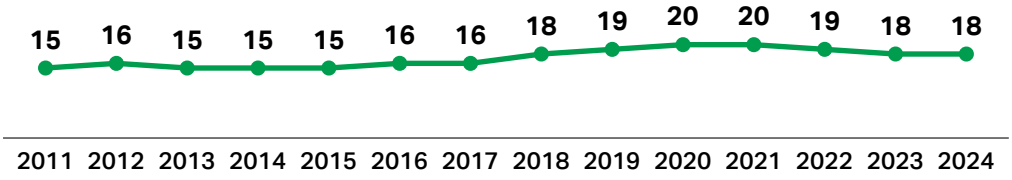
% THRIVING

Regional

18%

Global

33%



Gender

18% Female

18% Male

Age

18% <35 years old

19% ≥35 years old

Job Level

22% Manager

15% Individual contributor

Compare countries

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Daily Stress

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

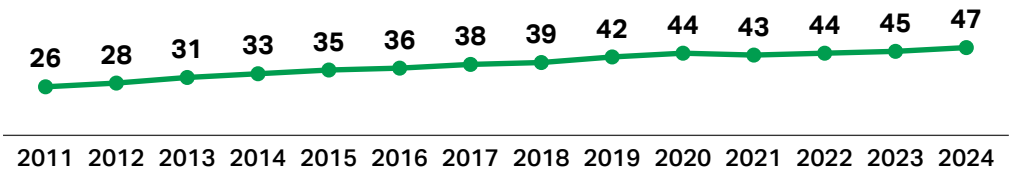
% YES

Regional

47%

Global

40%



Gender

48% Female

46% Male

Age

46% <35 years old

49% ≥35 years old

Job Level

45% Manager

48% Individual contributor

Compare countries

Daily Anger

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

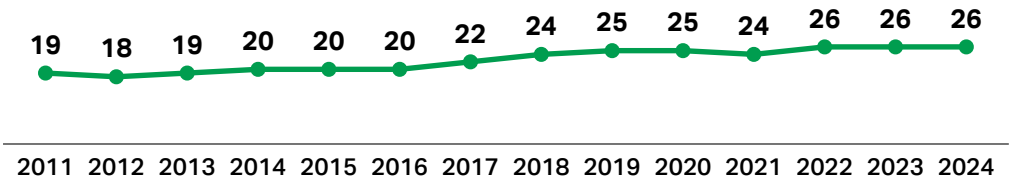
% YES

Regional

26%

Global

21%



Gender

26% Female

25% Male

Age

27% <35 years old

24% ≥35 years old

Job Level

26% Manager

26% Individual contributor

Compare countries

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Daily Sadness

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

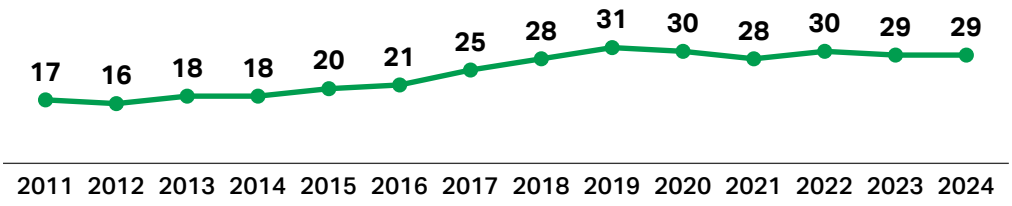
% YES

Regional

29%

Global

23%



Gender

32% Female

28% Male

Age

29% <35 years old

30% ≥35 years old

Job Level

30% Manager

29% Individual contributor

Compare countries

Daily Loneliness

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

% YES

Regional

30%

Global

22%

Gender

31% Female

30% Male

Age

31% <35 years old

30% ≥35 years old

Job Level

32% Manager

29% Individual contributor

Compare countries

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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?

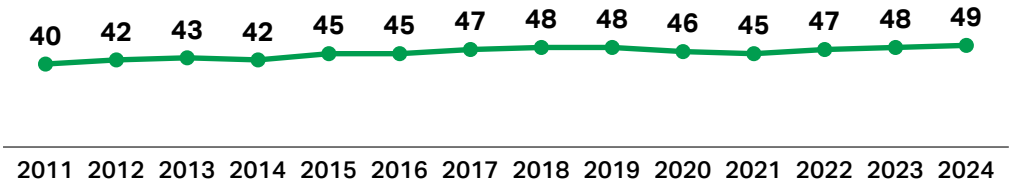
% GOOD TIME

Regional

49%

Global

51%



Gender

49% Female

48% Male

Age

51% <35 years old

45% ≥35 years old

Job Level

53% Manager

45% Individual contributor

Compare countries

Intent to Leave

To what extent are you currently looking for a different job than the one you have now? Are you actively looking for another job, watching for opportunities but not actively looking, or are you not looking for another job?

% WATCHING FOR OR ACTIVELY SEEKING NEW JOB

Regional

72%

Global

50%

Gender

70% Female

73% Male

Age

76% <35 years old

65% ≥35 years old

Job Level

70% Manager

73% Individual contributor

Compare countries

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East Asia

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

TOP TAKEAWAYS

1 lowest regional percentage of employees experiencing daily sadness

2 second highest regional percentage of employees who say they are watching for or actively seeking a new job

3 third lowest regional percentage of engaged employees

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

Countries that Gallup included in analysis of this region

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Regional Summary

Boxed numbers indicate the percentage-point change of the average from 2021, 2022 and 2023 with the average from 2022, 2023 and 2024. Loneliness and Intent to Leave 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

65% 1

ACTIVELY DISENGAGED

17% -1

Life Evaluation

THRIVING

34% -1

STRUGGLING

60% 2

SUFFERING

6% 0

Daily Emotions

Emotions experienced during a lot of the previous day

STRESS

48% -3

ANGER

17% 0

SADNESS

14% 2

LONELINESS

15%

Job Market

JOB CLIMATE

Good time to find a job

51% 1

INTENT TO LEAVE

Watching for or actively seeking new job

57%

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Employee Engagement

Based on Gallup Q[12] items; see "Appendix 3: Support Information" for item wording.

% ENGAGED	% NOT ENGAGED	% ACTIVELY DISENGAGED
Regional		
18%	65%	17%
Global		
21%	62%	17%

Engaged

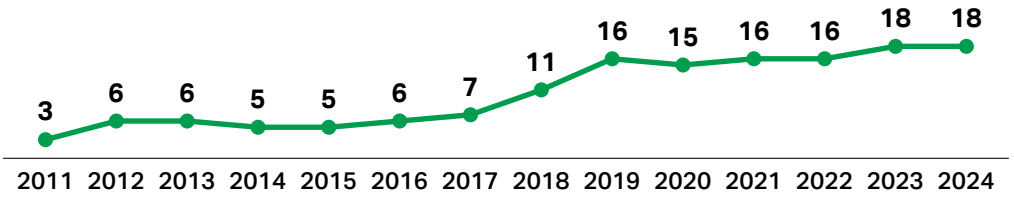
% ENGAGED

Regional

18%

Global

21%



Gender

19% Female

17% Male

Age

17% <35 years old

18% ≥35 years old

Job Level

25% Manager

12% Individual contributor

Compare countries

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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%	60%	6%
Global		
33%	58%	9%

Thriving

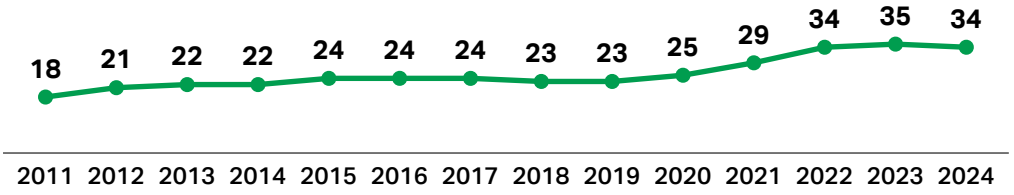
% THRIVING

Regional

34%

Global

33%



Gender

38% Female

31% Male

Age

32% <35 years old

36% ≥35 years old

Job Level

45% Manager

26% Individual contributor

Compare countries

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Daily Stress

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

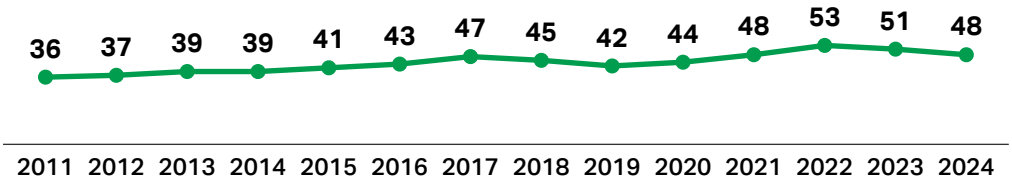
% YES

Regional

48%

Global

40%



Gender

45% Female

51% Male

Age

53% <35 years old

45% ≥35 years old

Job Level

47% Manager

48% Individual contributor

Compare countries

Daily Anger

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

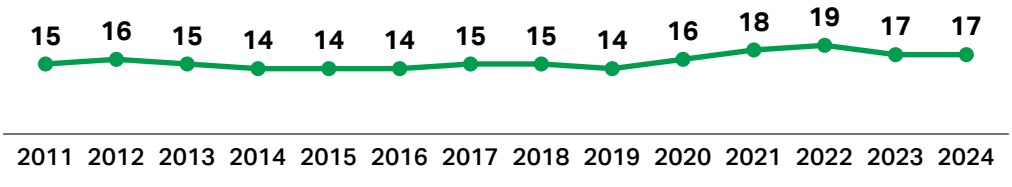
% YES

Regional

17%

Global

21%



Gender

18% Female

17% Male

Age

20% <35 years old

16% ≥35 years old

Job Level

19% Manager

16% Individual contributor

Compare countries

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Daily Sadness

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

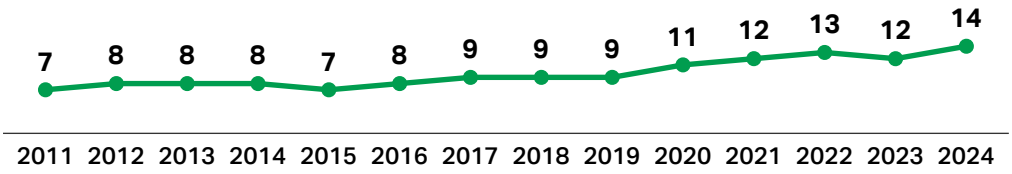
% YES

Regional

14%

Global

23%



Gender

14% Female

13% Male

Age

16% <35 years old

12% ≥35 years old

Job Level

13% Manager

14% Individual contributor

Compare countries

Daily Loneliness

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

% YES

Regional

15%

Global

22%

Gender

12% Female

18% Male

Age

19% <35 years old

14% ≥35 years old

Job Level

15% Manager

16% Individual contributor

Compare countries

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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?

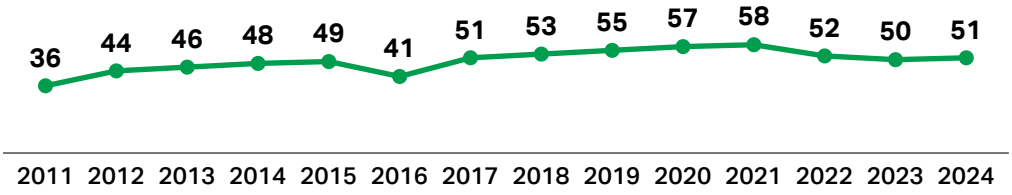
% GOOD TIME

Regional

51%

Global

51%



Gender

48% Female

52% Male

Age

49% <35 years old

52% ≥35 years old

Job Level

64% Manager

42% Individual contributor

Compare countries

Intent to Leave

To what extent are you currently looking for a different job than the one you have now? Are you actively looking for another job, watching for opportunities but not actively looking, or are you not looking for another job?

% WATCHING FOR OR ACTIVELY SEEKING NEW JOB

Regional

57%

Global

50%

Gender

59% Female

57% Male

Age

68% <35 years old

47% ≥35 years old

Job Level

55% Manager

59% Individual contributor

Compare countries

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South Asia

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

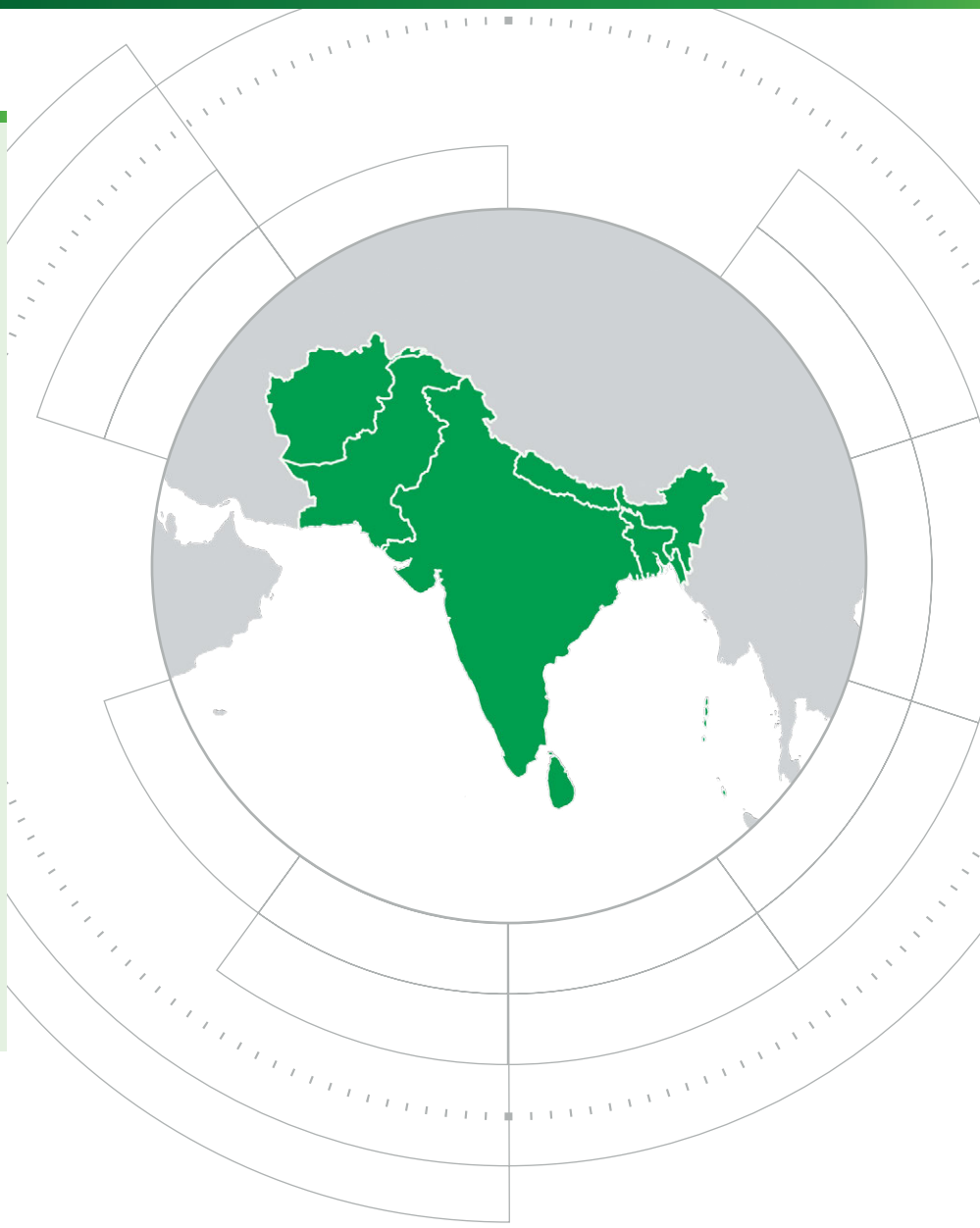
TOP TAKEAWAYS

1 lowest regional percentage of thriving employees

2 highest regional percentage of employees experiencing daily anger

3 highest regional percentage of employees experiencing daily sadness

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



Countries that Gallup included in analysis of this region

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Regional Summary

Boxed numbers indicate the percentage-point change of the average from 2021, 2022 and 2023 with the average from 2022, 2023 and 2024. Loneliness and Intent to Leave percentage-point change data are not shown as there are not sufficient three-year rolling average data at the regional level.

Employee Engagement

ENGAGED

26% -3

NOT ENGAGED

53% 3

ACTIVELY DISENGAGED

20% -1

Life Evaluation

THRIVING

15% 2

STRUGGLING

63% 1

SUFFERING

21% -4

Daily Emotions

Emotions experienced during a lot of the previous day

STRESS

31% -2

ANGER

34% -1

SADNESS

39% -3

LONELINESS

29%

Job Market

JOB CLIMATE

Good time to find a job

50% -1

INTENT TO LEAVE

Watching for or actively seeking new job

50%

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Employee Engagement

Based on Gallup Q[12] items; see "Appendix 3: Support Information" for item wording.

% ENGAGED	% NOT ENGAGED	% ACTIVELY DISENGAGED
Regional		
26%	53%	20%
Global		
21%	62%	17%

Engaged

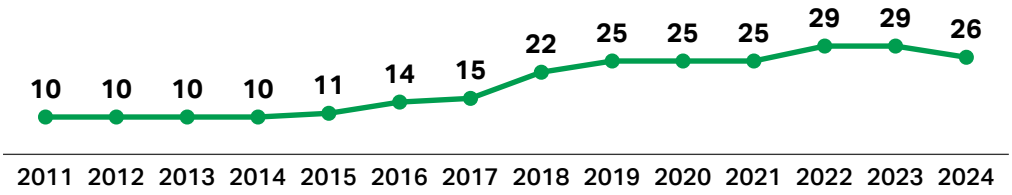
% ENGAGED

Regional

26%

Global

21%



Gender

29% Female

25% Male

Age

28% <35 years old

25% ≥35 years old

Job Level

37% Manager

20% Individual contributor

Compare countries

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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		
15%	63%	21%
Global		
33%	58%	9%

Thriving

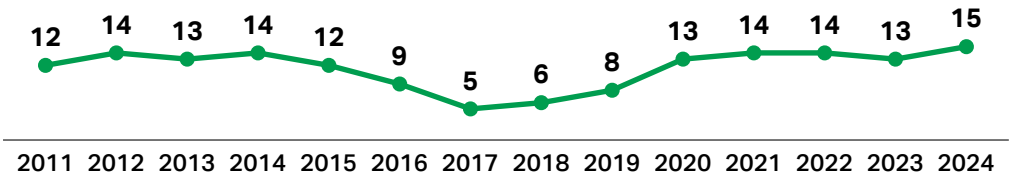
% THRIVING

Regional

15%

Global

33%



Gender

16% Female

15% Male

Age

16% <35 years old

15% ≥35 years old

Job Level

17% Manager

14% Individual contributor

Compare countries

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Daily Stress

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

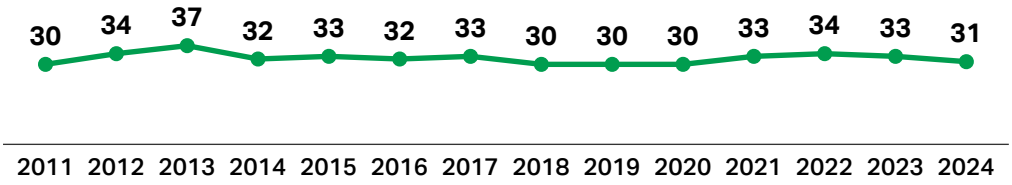
% YES

Regional

31%

Global

40%



Gender

34% Female

30% Male

Age

28% <35 years old

34% ≥35 years old

Job Level

32% Manager

31% Individual contributor

Compare countries

Daily Anger

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

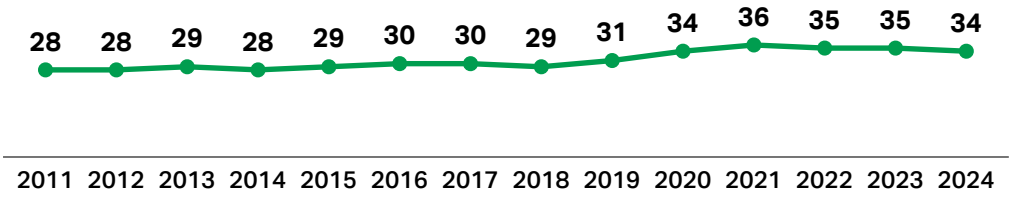
% YES

Regional

34%

Global

21%



Gender

40% Female

31% Male

Age

34% <35 years old

33% ≥35 years old

Job Level

37% Manager

31% Individual contributor

Compare countries

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Daily Sadness

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

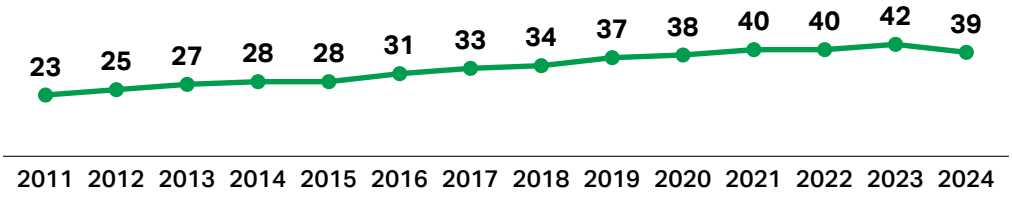
% YES

Regional

39%

Global

23%



Gender

48% Female

36% Male

Age

37% <35 years old

42% ≥35 years old

Job Level

43% Manager

37% Individual contributor

Compare countries

Daily Loneliness

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

% YES

Regional

29%

Global

22%

Gender

33% Female

27% Male

Age

28% <35 years old

29% ≥35 years old

Job Level

29% Manager

28% Individual contributor

Compare countries

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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?

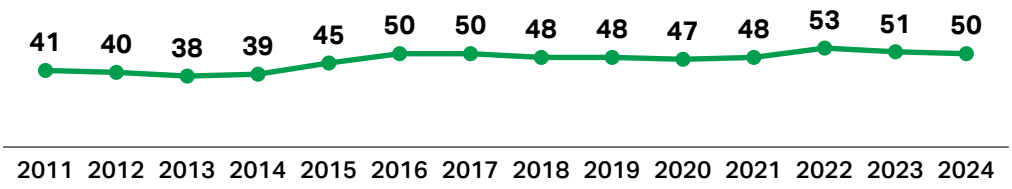
% GOOD TIME

Regional

50%

Global

51%



Gender

56% Female

47% Male

Age

50% <35 years old

49% ≥35 years old

Job Level

59% Manager

43% Individual contributor

Compare countries

Intent to Leave

To what extent are you currently looking for a different job than the one you have now? Are you actively looking for another job, watching for opportunities but not actively looking, or are you not looking for another job?

% WATCHING FOR OR ACTIVELY SEEKING NEW JOB

Regional

50%

Global

50%

Gender

44% Female

53% Male

Age

56% <35 years old

44% ≥35 years old

Job Level

54% Manager

48% Individual contributor

Compare countries

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Southeast Asia

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

TOP TAKEAWAYS

1 tied for second highest regional percentage of engaged employees

2 second lowest regional percentage of employees experiencing daily stress

3 second highest regional percentage of employees who say it is a good time to find a job where they live

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

Countries that Gallup included in analysis of this region

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Regional Summary

Boxed numbers indicate the percentage-point change of the average from 2021, 2022 and 2023 with the average from 2022, 2023 and 2024. Loneliness and Intent to Leave percentage-point change data are not shown as there are not sufficient three-year rolling average data at the regional level.

Employee Engagement

ENGAGED

26% 1

NOT ENGAGED

67% 0

ACTIVELY DISENGAGED

8% 0

Life Evaluation

THRIVING

36% 3

STRUGGLING

60% -2

SUFFERING

5% 0

Daily Emotions

Emotions experienced during a lot of the previous day

STRESS

25% -2

ANGER

19% -1

SADNESS

22% 0

LONELINESS

20%

Job Market

JOB CLIMATE

Good time to find a job

63% 8

INTENT TO LEAVE

Watching for or actively seeking new job

47%

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Employee Engagement

Based on Gallup Q[12] items; see "Appendix 3: Support Information" for item wording.

% ENGAGED	% NOT ENGAGED	% ACTIVELY DISENGAGED
Regional		
26%	67%	8%
Global		
21%	62%	17%

Engaged

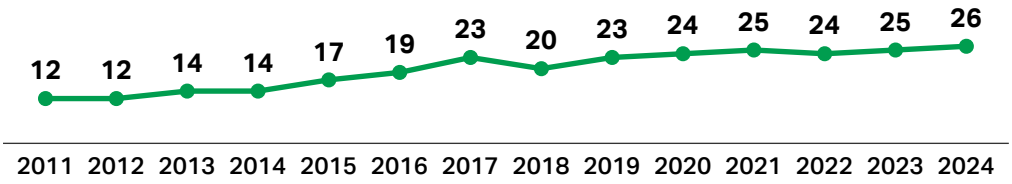
% ENGAGED

Regional

26%

Global

21%



Gender

22% Female

27% Male

Age

25% <35 years old

26% ≥35 years old

Job Level

34% Manager

21% Individual contributor

Compare countries

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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%	60%	5%
Global		
33%	58%	9%

Thriving

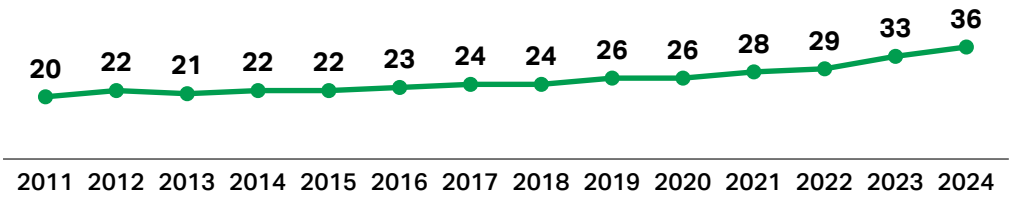
% THRIVING

Regional

36%

Global

33%



Gender

41% Female

32% Male

Age

38% <35 years old

33% ≥35 years old

Job Level

36% Manager

35% Individual contributor

Compare countries

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Daily Stress

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

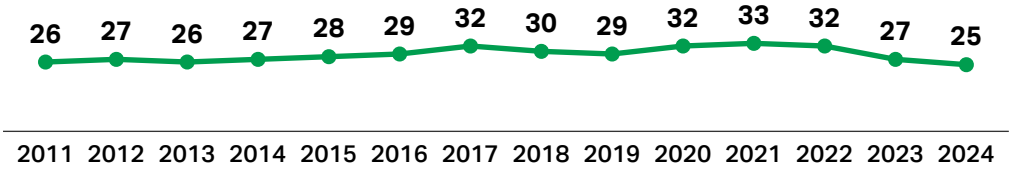
% YES

Regional

25%

Global

40%



Gender

29% Female

22% Male

Age

25% <35 years old

25% ≥35 years old

Job Level

30% Manager

22% Individual contributor

Compare countries

Daily Anger

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

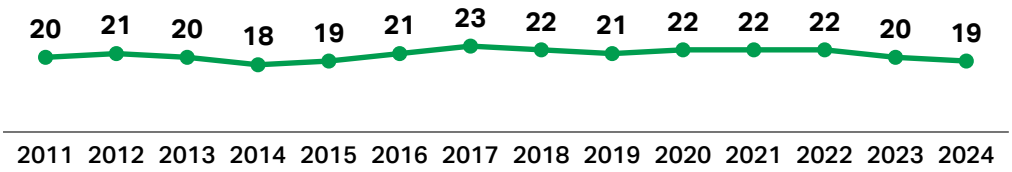
% YES

Regional

19%

Global

21%



Gender

23% Female

17% Male

Age

20% <35 years old

18% ≥35 years old

Job Level

24% Manager

16% Individual contributor

Compare countries

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Daily Sadness

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

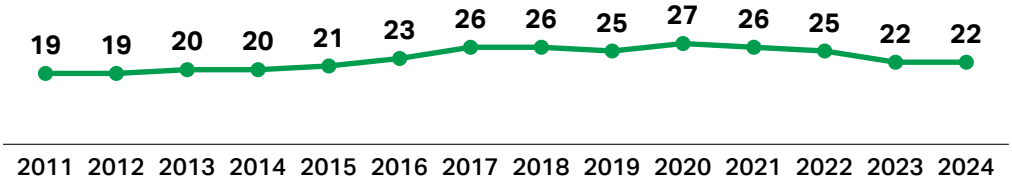
% YES

Regional

22%

Global

23%



Gender

23% Female

21% Male

Age

20% <35 years old

24% ≥35 years old

Job Level

25% Manager

20% Individual contributor

Compare countries

Daily Loneliness

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

% YES

Regional

20%

Global

22%

Gender

20% Female

20% Male

Age

19% <35 years old

21% ≥35 years old

Job Level

22% Manager

19% Individual contributor

Compare countries

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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?

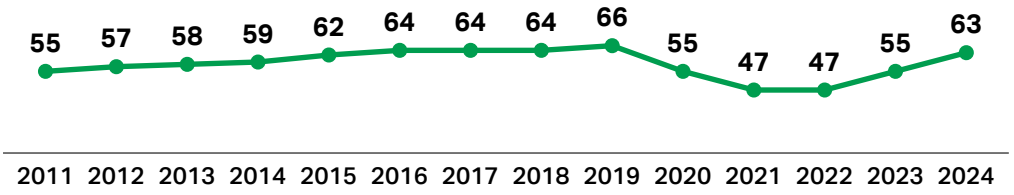
% GOOD TIME

Regional

63%

Global

51%



Gender

64% Female

62% Male

Age

63% <35 years old

64% ≥35 years old

Job Level

63% Manager

63% Individual contributor

Compare countries

Intent to Leave

To what extent are you currently looking for a different job than the one you have now? Are you actively looking for another job, watching for opportunities but not actively looking, or are you not looking for another job?

% WATCHING FOR OR ACTIVELY SEEKING NEW JOB

Regional

47%

Global

50%

Gender

42% Female

51% Male

Age

54% <35 years old

41% ≥35 years old

Job Level

53% Manager

44% Individual contributor

Compare countries

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Australia and New Zealand

Australia, New Zealand

TOP TAKEAWAYS

1 highest regional percentage of thriving employees

2 tied for lowest regional percentage of employees experiencing daily loneliness

3 highest regional percentage of employees who say it is a good time to find a job where they live

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

Countries that Gallup included in analysis of this region

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Regional Summary

Boxed numbers indicate the percentage-point change of the average from 2021, 2022 and 2023 with the average from 2022, 2023 and 2024. Loneliness and Intent to Leave percentage-point change data are not shown as there are not sufficient three-year rolling average data at the regional level.

Employee Engagement

ENGAGED
23% 1

NOT ENGAGED
65% -1

ACTIVELY DISENGAGED
12% 0

Life Evaluation

THRIVING
56% -4

STRUGGLING
41% 2

SUFFERING
3% 1

Daily Emotions

Emotions experienced during a lot of the previous day

STRESS
49% 2

ANGER
15% 0

SADNESS
20% 0

LONELINESS
12%

Job Market

JOB CLIMATE
Good time to find a job
72% -1

INTENT TO LEAVE
Watching for or actively seeking new job
42%

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Employee Engagement

Based on Gallup Q[12] items; see "Appendix 3: Support Information" for item wording.

% ENGAGED	% NOT ENGAGED	% ACTIVELY DISENGAGED
Regional		
23%	65%	12%
Global		
21%	62%	17%

Engaged

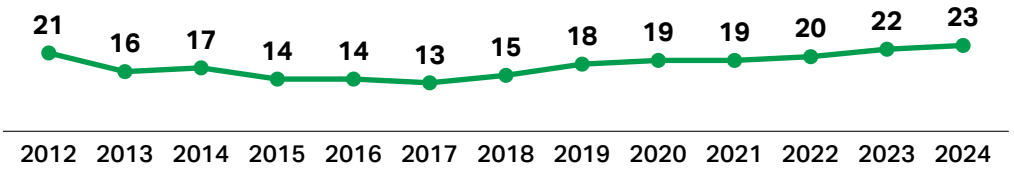
% ENGAGED

Regional

23%

Global

21%



Gender

27% Female

19% Male

Age

23% <35 years old

23% ≥35 years old

Job Level

28% Manager

18% Individual contributor

Compare countries

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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%	41%	3%
Global		
33%	58%	9%

Thriving

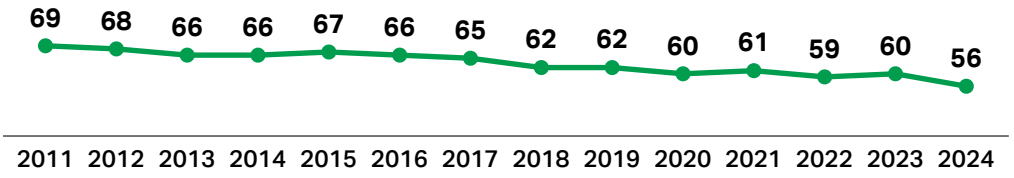
% THRIVING

Regional

56%

Global

33%



Gender

59% Female

53% Male

Age

59% <35 years old

54% ≥35 years old

Job Level

60% Manager

52% Individual contributor

Compare countries

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Daily Stress

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

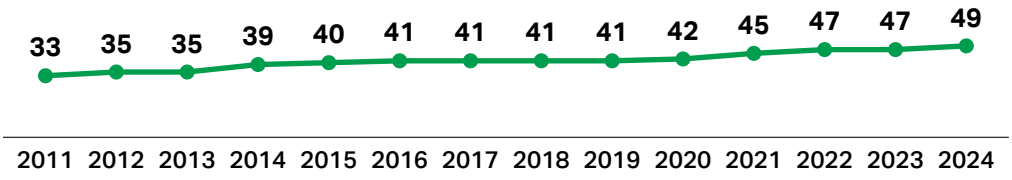
% YES

Regional

49%

Global

40%



Gender

53% Female

46% Male

Age

55% <35 years old

45% ≥35 years old

Job Level

50% Manager

48% Individual contributor

Compare countries

Daily Anger

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

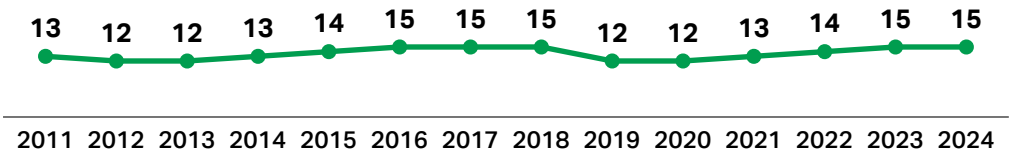
% YES

Regional

15%

Global

21%



Gender

16% Female

14% Male

Age

14% <35 years old

15% ≥35 years old

Job Level

16% Manager

13% Individual contributor

Compare countries

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Daily Sadness

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

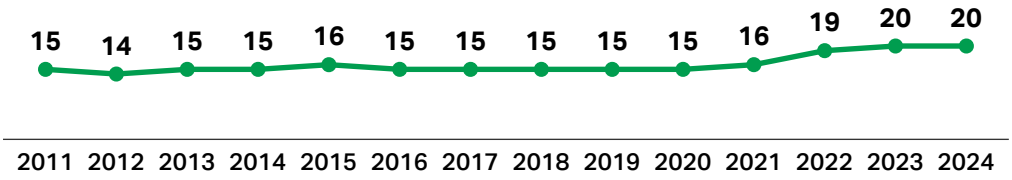
% YES

Regional

20%

Global

23%



Gender

23% Female

19% Male

Age

24% <35 years old

18% ≥35 years old

Job Level

19% Manager

22% Individual contributor

Compare countries

Daily Loneliness

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

% YES

Regional

12%

Global

22%

Gender

11% Female

12% Male

Age

15% <35 years old

11% ≥35 years old

Job Level

10% Manager

13% Individual contributor

Compare countries

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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?

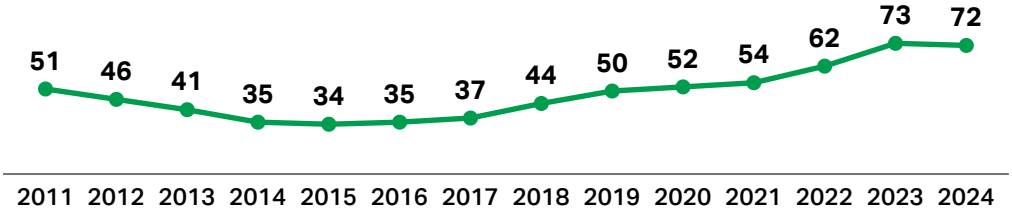
% GOOD TIME

Regional

72%

Global

51%



Gender

71% Female

72% Male

Age

71% <35 years old

72% ≥35 years old

Job Level

74% Manager

69% Individual contributor

Compare countries

Intent to Leave

To what extent are you currently looking for a different job than the one you have now? Are you actively looking for another job, watching for opportunities but not actively looking, or are you not looking for another job?

% WATCHING FOR OR ACTIVELY SEEKING NEW JOB

Regional

42%

Global

50%

Gender

42% Female

42% Male

Age

47% <35 years old

39% ≥35 years old

Job Level

41% Manager

43% Individual contributor

Compare countries

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Appendix 1: Country/Region Comparisons

In Appendix 1, "Change" indicates the difference in percentage points when comparing the average from 2021, 2022 and 2023 with the average from 2022, 2023 and 2024.

United States and Canada

Employee Engagement

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

Rank	Country	Change	% Engaged
1	United States	-1	32
2	Canada	0	21

Back to region

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)

Rank	Country	Change	% Thriving
1	Canada	-6	53
2	United States	-3	52

Back to region

Daily Stress

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

Rank	Country	Change	% Yes
1	Canada	1	58
2	United States	0	50

Back to region

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Daily Anger

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

Rank	Country	Change	% Yes
1	Canada	2	19
2	United States	0	17

Back to region

Daily Sadness

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

Rank	Country	Change	% Yes
1	Canada	1	23
2	United States	0	22

Back to region

Daily Loneliness

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

Rank	Country	Change	% Yes
1	Canada	*	16
2	United States	*	15

*Country-level data is based on a three-year rolling average. Data for this item were not collected in enough years for comparison.

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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?

Rank	Country	Change	% Good time
1	Canada	-2	**67**
2	United States	-9	**56**

Back to region

Intent to Leave

To what extent are you currently looking for a different job than the one you have now? Are you actively looking for another job, watching for opportunities but not actively looking, or are you not looking for another job?

Rank	Country	Change	% Watching for or actively seeking new job
1	United States	1	**50**
2	Canada	2	**45**

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Latin America and the Caribbean

Employee Engagement

Gallup Q[12] items; see "Appendix 3: Support Information" for item wording.

Rank	Country	Change	% Engaged
1	Costa Rica	2	**36**
2	Panama	1	**36**
3	El Salvador	-5	**36**
4	Brazil	3	**34**
5	Guatemala	2	**34**
6	Mexico	1	**32**
7	Chile	3	**32**
8	Dominican Republic	-3	**30**
9	Honduras	1	**30**
10	Uruguay	1	**29**
11	Argentina	4	**29**
12	Venezuela	3	**26**
13	Colombia	4	**25**
14	Nicaragua	-3	**25**
15	Paraguay	0	**24**
16	Ecuador	2	**24**
17	Peru	1	**23**
18	Bolivia	3	**21**
19	Belize	**	**
20	Jamaica	**	**
21	Puerto Rico	**	**
22	Trinidad & Tobago	**	**

**This data point is not provided due to small sample size.

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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)

Rank	Country	Change	% Thriving
1	Costa Rica	5	67
2	Mexico	7	67
3	Uruguay	2	56
4	Panama	2	55
5	Brazil	3	54
6	El Salvador	3	54
7	Argentina	5	52
8	Ecuador	5	50
9	Colombia	9	50
10	Paraguay	2	47
11	Nicaragua	-1	46

Rank	Country	Change	% Thriving
12	Honduras	2	45
13	Guatemala	4	45
14	Chile	0	43
15	Peru	2	43
16	Dominican Republic	0	42
17	Venezuela	5	37
18	Bolivia	0	37
19	Belize	**	**
20	Jamaica	**	**
21	Puerto Rico	**	**
22	Trinidad & Tobago	**	**

**This data point is not provided due to small sample size.

Back to region

Daily Stress

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

Rank	Country	Change	% Yes
1	Bolivia	0	55
2	El Salvador	2	52
3	Dominican Republic	-2	49
4	Costa Rica	-3	48
5	Peru	-1	47
6	Ecuador	-4	47
7	Uruguay	1	46
8	Brazil	-1	45
9	Guatemala	4	44
10	Venezuela	-3	42
11	Argentina	-4	41

Rank	Country	Change	% Yes
12	Nicaragua	1	40
13	Mexico	-4	40
14	Colombia	-5	40
15	Honduras	-3	40
16	Chile	2	39
17	Panama	0	37
18	Paraguay	-1	33
19	Belize	**	**
20	Jamaica	**	**
21	Puerto Rico	**	**
22	Trinidad & Tobago	**	**

**This data point is not provided due to small sample size.

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Daily Anger

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

Rank	Country	Change	% Yes
1	Bolivia	-2	23
2	Peru	2	21
3	Ecuador	2	19
4	Brazil	-1	17
5	Colombia	1	17
6	Nicaragua	1	16
7	El Salvador	0	16
8	Guatemala	-1	15
9	Costa Rica	-2	13
10	Dominican Republic	0	13
11	Honduras	-2	12

Rank	Country	Change	% Yes
12	Chile	0	12
13	Argentina	-3	11
14	Venezuela	-3	11
15	Panama	0	10
16	Paraguay	-1	9
17	Uruguay	0	9
18	Mexico	0	7
19	Belize	**	**
20	Jamaica	**	**
21	Puerto Rico	**	**
22	Trinidad & Tobago	**	**

**This data point is not provided due to small sample size.

Back to region

Daily Sadness

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

Rank	Country	Change	% Yes
1	Bolivia	-2	30
2	Peru	1	26
3	El Salvador	-1	25
4	Nicaragua	1	25
5	Ecuador	0	25
6	Dominican Republic	-1	22
7	Honduras	2	21
8	Guatemala	3	21
9	Uruguay	0	21
10	Venezuela	-3	20
11	Brazil	-5	20

Rank	Country	Change	% Yes
12	Chile	2	18
13	Argentina	-4	18
14	Panama	2	18
15	Colombia	-3	16
16	Costa Rica	-3	15
17	Mexico	-3	12
18	Paraguay	-1	12
19	Belize	**	**
20	Jamaica	**	**
21	Puerto Rico	**	**
22	Trinidad & Tobago	**	**

**This data point is not provided due to small sample size.

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Daily Loneliness

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

Rank	Country	Change	% Yes
1	Bolivia	*	27
2	Peru	*	25
3	Honduras	*	23
4	Dominican Republic	*	21
5	Ecuador	*	19
6	Guatemala	*	19
7	Chile	*	18
8	El Salvador	*	18
9	Argentina	*	16
10	Panama	*	15
11	Uruguay	*	14
12	Costa Rica	*	14
13	Colombia	*	14
14	Paraguay	*	13
15	Brazil	*	12
16	Mexico	*	10
17	Belize	*	**
18	Jamaica	*	**
19	Nicaragua	*	**
20	Puerto Rico	*	**
21	Trinidad & Tobago	*	**
22	Venezuela	*	**

*Country-level data is based on a three-year rolling average. Data for this item were not collected in enough years for comparison.

**This data point is not provided due to small sample size.

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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?

Rank	Country	Change	% Good time
1	Mexico	11	71
2	El Salvador	9	69
3	Brazil	6	61
4	Nicaragua	3	57
5	Guatemala	1	57
6	Colombia	12	57
7	Paraguay	2	55
8	Dominican Republic	4	54
9	Venezuela	4	53
10	Peru	5	51
11	Honduras	3	51
12	Costa Rica	9	50
13	Panama	10	46
14	Chile	-9	46
15	Bolivia	0	41
16	Argentina	2	33
17	Uruguay	2	28
18	Ecuador	1	28
19	Belize	**	**
20	Jamaica	**	**
21	Puerto Rico	**	**
22	Trinidad & Tobago	**	**

**This data point is not provided due to small sample size.

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Intent to Leave

To what extent are you currently looking for a different job than the one you have now? Are you actively looking for another job, watching for opportunities but not actively looking, or are you not looking for another job?

Rank	Country	Change	% Watching for or actively seeking new job
1	Bolivia	-3	**58**
2	Peru	-1	**55**
3	Venezuela	0	**53**
4	Nicaragua	0	**51**
5	Uruguay	-1	**47**
6	Argentina	1	**46**
7	Ecuador	-1	**46**
8	Panama	-4	**44**
9	El Salvador	-4	**44**
10	Dominican Republic	0	**44**
11	Honduras	0	**43**
12	Paraguay	1	**42**
13	Guatemala	1	**41**
14	Colombia	-5	**40**
15	Brazil	0	**40**
16	Costa Rica	-1	**38**
17	Chile	2	**36**
18	Mexico	-1	**29**
19	Belize	**	**
20	Jamaica	**	**
21	Puerto Rico	**	**
22	Trinidad & Tobago	**	**

**This data point is not provided due to small sample size.

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Europe

Employee Engagement

Gallup Q[12] items; see "Appendix 3: Support Information" for item wording.

Rank	Country	Change	% Engaged
1	Romania	-2	35
2	Albania	3	29
3	Kosovo	1	25
4	Sweden	2	24
5	Iceland	-2	24
6	Estonia	-1	24
7	Malta	0	22
8	Latvia	-2	22
9	Norway	0	21
10	Denmark	-1	21
11	Hungary	0	20
12	North Macedonia	-5	20
13	Lithuania	-1	19
14	Portugal	1	19
15	Cyprus	0	18
16	Bosnia and Herzegovina	-3	17
17	Slovenia	1	17
18	Bulgaria	-1	17
19	Serbia	0	17
20	Montenegro	0	16
21	Czech Republic	1	16
22	Netherlands	2	16
23	Finland	0	15
24	Northern Cyprus (Territory of Republic of Cyprus)	0	14
25	Slovakia	-2	14
26	Greece	0	13
27	Germany	-3	12
28	Italy	2	10
29	Belgium	-2	10
30	United Kingdom	0	10
31	Austria	-1	9
32	Ireland	-1	9
33	Spain	0	9
34	Luxembourg	0	8
35	Poland	-2	8
36	France	1	8
37	Switzerland	-1	8
38	Croatia	-5	7

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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)

Rank	Country	Change	% Thriving
1	Finland	-2	**81**
2	Iceland	1	**77**
3	Denmark	-1	**77**
4	Sweden	-2	**69**
5	Netherlands	-2	**69**
6	Norway	-1	**67**
7	Belgium	0	**59**
8	Lithuania	2	**58**
9	Slovenia	1	**57**
10	Serbia	6	**55**
11	Romania	1	**53**
12	Luxembourg	0	**53**
13	Czech Republic	-2	**52**
14	Kosovo	6	**50**
15	Ireland	1	**49**
16	Italy	6	**47**
17	Latvia	1	**47**
18	United Kingdom	-2	**46**
19	Estonia	0	**46**
20	Austria	-2	**46**
21	Germany	0	**45**
22	Switzerland	-9	**45**
23	Spain	1	**42**
24	France	0	**41**
25	Bosnia and Herzegovina	6	**41**
26	Poland	5	**40**
27	Hungary	2	**40**
28	Albania	5	**39**
29	Portugal	0	**38**
30	Malta	-3	**36**
31	Cyprus	-3	**35**
32	Montenegro	3	**35**
33	Greece	-5	**34**
34	Slovakia	-3	**34**
35	Bulgaria	2	**31**
36	Croatia	-3	**28**
37	North Macedonia	-1	**27**
38	Northern Cyprus (Territory of Republic of Cyprus)	2	**20**

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Daily Stress

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

Rank	Country	Change	% Yes
1	Northern Cyprus (Territory of Republic of Cyprus)	-1	65
2	Greece	3	59
3	Malta	1	58
4	Cyprus	3	56
5	Italy	3	49
6	Luxembourg	0	47
7	Albania	-1	46
8	Belgium	2	44
9	Portugal	-1	43
10	Norway	0	43
11	Finland	-2	42
12	Slovakia	0	42
13	United Kingdom	1	41
14	Germany	0	41
15	Iceland	3	40
16	Slovenia	1	39
17	Czech Republic	1	39
18	Ireland	-2	39
19	France	0	38
20	Romania	0	37
21	Spain	1	37
22	Croatia	-3	37
23	Hungary	2	35
24	Austria	0	35
25	Bosnia and Herzegovina	-2	34
26	Sweden	-3	34
27	Serbia	-2	33
28	North Macedonia	-3	31
29	Bulgaria	-2	30
30	Netherlands	0	30
31	Switzerland	0	30
32	Latvia	4	30
33	Kosovo	-2	30
34	Estonia	1	28
35	Montenegro	-4	25
36	Lithuania	1	24
37	Poland	-7	23
38	Denmark	1	21

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Daily Anger

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

Rank	Country	Change	% Yes
1	Northern Cyprus (Territory of Republic of Cyprus)	-3	49
2	Montenegro	-3	27
3	Slovakia	0	24
4	North Macedonia	-3	24
5	Malta	1	23
6	Bosnia and Herzegovina	0	23
7	Czech Republic	1	22
8	Spain	-1	21
9	France	0	19
10	Cyprus	2	18
11	Albania	-2	18
12	Ireland	-3	17
13	United Kingdom	-4	16
14	Greece	0	16
15	Austria	-3	15
16	Latvia	1	15
17	Romania	-1	15
18	Serbia	-4	15
19	Slovenia	0	14
20	Hungary	0	14
21	Luxembourg	0	13
22	Switzerland	0	13
23	Germany	-4	13
24	Lithuania	0	13
25	Denmark	0	13
26	Poland	-5	12
27	Sweden	2	11
28	Croatia	-2	11
29	Belgium	-1	10
30	Kosovo	-2	10
31	Bulgaria	-2	10
32	Norway	0	9
33	Italy	-2	9
34	Portugal	0	8
35	Iceland	0	8
36	Estonia	0	8
37	Netherlands	1	7
38	Finland	1	6

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Daily Sadness

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

Rank	Country	Change	% Yes
1	Northern Cyprus (Territory of Republic of Cyprus)	-3	35
2	United Kingdom	-2	26
3	Portugal	1	23
4	Ireland	-1	21
5	Italy	-5	21
6	Albania	2	21
7	Spain	-4	20
8	Malta	0	20
9	Cyprus	2	20
10	Czech Republic	0	19
11	Norway	2	19
12	Greece	1	18
13	France	-1	18
14	Austria	-3	18
15	Germany	0	18
16	Switzerland	2	17
17	Latvia	1	16
18	Belgium	0	16
19	Montenegro	-2	15
20	Estonia	1	15
21	Sweden	2	15
22	Romania	0	15
23	Denmark	0	15
24	Luxembourg	0	15
25	Hungary	1	15
26	Netherlands	1	13
27	Bosnia and Herzegovina	-1	13
28	North Macedonia	-3	13
29	Iceland	0	12
30	Slovenia	0	12
31	Lithuania	2	12
32	Slovakia	-3	12
33	Finland	0	11
34	Bulgaria	-2	10
35	Serbia	-3	9
36	Poland	-5	9
37	Croatia	-3	8
38	Kosovo	0	4

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Daily Loneliness

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

Rank	Country	Change	% Yes
1	Northern Cyprus (Territory of Republic of Cyprus)	*	25
2	Albania	*	19
3	Greece	*	19
4	Ireland	*	18
5	Romania	*	17
6	Montenegro	*	17
7	France	*	17
8	United Kingdom	*	17
9	Bulgaria	*	16
10	Spain	*	16
11	Malta	*	15
12	Serbia	*	14
13	Luxembourg	*	14
14	Bosnia and Herzegovina	*	14
15	Italy	*	13
16	Slovakia	*	13
17	Croatia	*	12
18	North Macedonia	*	12
19	Germany	*	12
20	Cyprus	*	12
21	Switzerland	*	11
22	Belgium	*	11
23	Czech Republic	*	11
24	Austria	*	11
25	Portugal	*	10
26	Hungary	*	10
27	Latvia	*	10
28	Lithuania	*	9
29	Sweden	*	9
30	Poland	*	9
31	Norway	*	8
32	Estonia	*	8
33	Iceland	*	8
34	Netherlands	*	8
35	Kosovo	*	7
36	Denmark	*	6
37	Finland	*	6
38	Slovenia	*	6

*Country-level data is based on a three-year rolling average. Data for this item were not collected in enough years for comparison.

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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?

Rank	Country	Change	% Good time
1	Netherlands	10	**87**
2	Iceland	3	**82**
3	Denmark	-3	**77**
4	Norway	5	**74**
5	Germany	6	**72**
6	Slovenia	5	**71**
7	Belgium	2	**69**
8	Sweden	1	**69**
9	Czech Republic	-1	**67**
10	Malta	6	**65**
11	Kosovo	9	**64**
12	Austria	6	**64**
13	Finland	-4	**63**
14	Ireland	7	**63**
15	Portugal	6	**60**
16	Luxembourg	0	**60**
17	Latvia	5	**59**
18	Cyprus	6	**59**
19	Albania	5	**59**
20	Lithuania	0	**57**
21	Switzerland	7	**55**
22	Croatia	4	**55**
23	Hungary	-2	**55**
24	Bosnia and Herzegovina	5	**54**
25	Greece	5	**54**
26	Romania	-1	**52**
27	Poland	1	**52**
28	United Kingdom	3	**51**
29	France	7	**51**
30	Montenegro	3	**49**
31	Estonia	-3	**49**
32	Serbia	-1	**49**
33	Italy	16	**49**
34	North Macedonia	8	**47**
35	Bulgaria	-2	**42**
36	Spain	7	**39**
37	Northern Cyprus (Territory of Republic of Cyprus)	3	**37**
38	Slovakia	-5	**30**

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Intent to Leave

To what extent are you currently looking for a different job than the one you have now? Are you actively looking for another job, watching for opportunities but not actively looking, or are you not looking for another job?

Rank	Country	Change	% Watching for or actively seeking new job
1	Finland	0	**40**
2	Greece	2	**39**
3	Germany	0	**39**
4	Spain	-1	**39**
5	Luxembourg	0	**38**
6	Hungary	1	**37**
7	Italy	-4	**37**
8	Albania	-6	**36**
9	Portugal	-1	**36**
10	Northern Cyprus (Territory of Republic of Cyprus)	2	**36**
11	Norway	1	**35**
12	Cyprus	0	**34**
13	North Macedonia	1	**34**
14	Kosovo	1	**34**
15	Sweden	0	**33**
16	Serbia	3	**33**
17	Croatia	1	**33**
18	Denmark	0	**33**
19	Iceland	1	**32**
20	Estonia	1	**32**
21	Montenegro	-1	**32**
22	Netherlands	-1	**31**
23	Ireland	-2	**30**
24	United Kingdom	0	**30**
25	Bosnia and Herzegovina	1	**30**
26	France	2	**29**
27	Malta	1	**28**
28	Slovenia	-1	**28**
29	Lithuania	-5	**28**
30	Belgium	0	**28**
31	Latvia	1	**27**
32	Romania	-1	**27**
33	Slovakia	0	**27**
34	Czech Republic	1	**26**
35	Poland	0	**23**
36	Bulgaria	2	**23**
37	Switzerland	1	**22**
38	Austria	-1	**20**

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Post-Soviet Eurasia

Employee Engagement

Gallup Q[12] items; see "Appendix 3: Support Information" for item wording.

Rank	Country	Change	% Engaged
1	Uzbekistan	4	**45**
2	Georgia	0	**34**
3	Armenia	1	**33**
4	Russian Federation	3	**26**
5	Kazakhstan	-3	**23**
6	Kyrgyzstan	-3	**22**
7	Ukraine	-1	**19**
8	Azerbaijan	-6	**14**
9	Republic of Moldova	-1	**13**
10	Tajikistan	**	**

**This data point is not provided due to small sample size.

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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)

Rank	Country	Change	% Thriving
1	Kazakhstan	5	**43**
2	Uzbekistan	1	**37**
3	Russian Federation	4	**36**
4	Armenia	4	**33**
5	Kyrgyzstan	6	**33**
6	Republic of Moldova	-3	**31**
7	Azerbaijan	-6	**27**
8	Georgia	2	**26**
9	Ukraine	-3	**22**
10	Tajikistan	3	**19**

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Daily Stress

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

Rank	Country	Change	% Yes
1	Ukraine	5	28
2	Armenia	0	28
3	Republic of Moldova	4	25
4	Azerbaijan	-9	24
5	Tajikistan	-2	24
6	Russian Federation	1	21
7	Georgia	-3	16
8	Kazakhstan	0	15
9	Uzbekistan	0	12
10	Kyrgyzstan	-3	9

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Daily Anger

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

Rank	Country	Change	% Yes
1	Armenia	-4	44
2	Uzbekistan	1	27
3	Azerbaijan	-8	25
4	Georgia	-2	22
5	Tajikistan	-2	21
6	Ukraine	3	21
7	Kyrgyzstan	-1	19
8	Russian Federation	0	12
9	Kazakhstan	1	11
10	Republic of Moldova	0	10

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Daily Sadness

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

Rank	Country	Change	% Yes
1	Armenia	-3	37
2	Ukraine	4	31
3	Azerbaijan	-3	21
4	Russian Federation	1	18
5	Uzbekistan	0	18
6	Tajikistan	-3	18
7	Republic of Moldova	0	16
8	Georgia	-1	12
9	Kyrgyzstan	-3	11
10	Kazakhstan	0	10

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Daily Loneliness

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

Rank	Country	Change	% Yes
1	Armenia	*	22
2	Azerbaijan	*	20
3	Georgia	*	16
4	Ukraine	*	16
5	Tajikistan	*	16
6	Kyrgyzstan	*	15
7	Republic of Moldova	*	14
8	Uzbekistan	*	14
9	Russian Federation	*	12
10	Kazakhstan	*	11

*Country-level data is based on a three-year rolling average. Data for this item were not collected in enough years for comparison.

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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?

Rank	Country	Change	% Good time
1	Tajikistan	7	78
2	Uzbekistan	1	75
3	Kyrgyzstan	5	64
4	Kazakhstan	4	57
5	Russian Federation	12	54
6	Armenia	5	51
7	Georgia	12	49
8	Azerbaijan	1	44
9	Ukraine	4	33
10	Republic of Moldova	-1	23

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Intent to Leave

To what extent are you currently looking for a different job than the one you have now? Are you actively looking for another job, watching for opportunities but not actively looking, or are you not looking for another job?

Rank	Country	Change	% Watching for or actively seeking new job
1	Armenia	-3	45
2	Republic of Moldova	-2	45
3	Georgia	-2	43
4	Azerbaijan	-3	40
5	Uzbekistan	-2	38
6	Russian Federation	-1	35
7	Ukraine	1	34
8	Kyrgyzstan	0	33
9	Tajikistan	-5	29
10	Kazakhstan	-1	28

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Middle East and North Africa

Employee Engagement

Gallup Q[12] items; see "Appendix 3: Support Information" for item wording.

Rank	Country	Change	% Engaged
1	Oman	*	27
2	Iraq	3	26
3	United Arab Emirates	-3	26
4	Saudi Arabia	-2	26
5	Israel	2	20
6	Kuwait	0	18
7	Morocco	3	17
8	Libya	-1	16
9	Bahrain	0	16

Rank	Country	Change	% Engaged
10	Jordan	-3	16
11	Yemen	0	13
12	State of Palestine	-1	12
13	Iran	1	11
14	Türkiye	-2	10
15	Algeria	-3	8
16	Tunisia	-1	8
17	Egypt	1	7
18	Lebanon	-3	5

*Country-level data is based on a three-year rolling average. Data for this item were not collected in enough years for comparison.

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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)

Rank	Country	Change	% Thriving
1	Israel	-3	65
2	Oman	*	52
3	United Arab Emirates	0	50
4	Kuwait	0	48
5	Saudi Arabia	-2	47
6	Bahrain	2	45
7	Libya	-2	33
8	State of Palestine	-2	25
9	Algeria	5	23

Rank	Country	Change	% Thriving
10	Iraq	1	23
11	Iran	2	19
12	Türkiye	0	19
13	Jordan	-2	17
14	Morocco	0	16
15	Tunisia	5	16
16	Egypt	-1	8
17	Lebanon	1	5
18	Yemen	**	**

*Country-level data is based on a three-year rolling average. Data for this item were not collected in enough years for comparison.

**This data point is not provided due to small sample size.

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Daily Stress

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

Rank	Country	Change	% Yes
1	Türkiye	1	69
2	Lebanon	-4	64
3	Egypt	4	54
4	Iraq	3	53
5	Tunisia	-4	49
6	Morocco	4	49
7	Jordan	-3	49
8	Iran	1	48
9	Israel	3	43

Rank	Country	Change	% Yes
10	Libya	-4	42
11	State of Palestine	-1	40
12	Bahrain	-4	38
13	Algeria	5	37
14	United Arab Emirates	2	35
15	Yemen	0	34
16	Kuwait	0	32
17	Saudi Arabia	0	28
18	Oman	*	22

*Country-level data is based on a three-year rolling average. Data for this item were not collected in enough years for comparison.

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Daily Anger

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

Rank	Country	Change	% Yes
1	Iraq	0	45
2	Türkiye	-5	40
3	Tunisia	2	40
4	Morocco	4	39
5	Libya	-2	37
6	Jordan	-2	36
7	Iran	-1	34
8	Lebanon	-6	34
9	State of Palestine	1	32

Rank	Country	Change	% Yes
10	Algeria	-5	27
11	Egypt	4	27
12	United Arab Emirates	3	26
13	Bahrain	0	26
14	Israel	1	24
15	Yemen	0	22
16	Saudi Arabia	-2	20
17	Oman	*	15
18	Kuwait	0	14

*Country-level data is based on a three-year rolling average. Data for this item were not collected in enough years for comparison.

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Daily Sadness

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

Rank	Country	Change	% Yes
1	Iran	3	40
2	Iraq	2	35
3	Lebanon	-9	32
4	Jordan	0	31
5	Israel	5	31
6	Türkiye	-5	30
7	Morocco	0	30
8	Libya	-2	28
9	Bahrain	-3	28

Rank	Country	Change	% Yes
10	United Arab Emirates	2	26
11	Egypt	2	23
12	State of Palestine	2	22
13	Saudi Arabia	-1	18
14	Tunisia	2	18
15	Oman	*	15
16	Yemen	0	14
17	Kuwait	0	13
18	Algeria	-4	12

*Country-level data is based on a three-year rolling average. Data for this item were not collected in enough years for comparison.

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Daily Loneliness

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

Rank	Country	Change	% Yes
1	Kuwait	*	40
2	Morocco	*	31
3	Bahrain	*	31
4	Libya	*	30
5	United Arab Emirates	*	28
6	Türkiye	*	24
7	Tunisia	*	23
8	Iran	*	22
9	Saudi Arabia	*	20

Rank	Country	Change	% Yes
10	Lebanon	*	20
11	Oman	*	19
12	Israel	*	16
13	Egypt	*	14
14	State of Palestine	*	14
15	Algeria	*	11
16	Iraq	*	**
17	Jordan	*	**
18	Yemen	*	**

*Country-level data is based on a three-year rolling average. Data for this item were not collected in enough years for comparison.

**This data point is not provided due to small sample size.

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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?

Rank	Country	Change	% Good time
1	Kuwait	0	84
2	United Arab Emirates	6	75
3	Saudi Arabia	7	72
4	Libya	3	58
5	Israel	-1	52
6	Oman	*	51
7	Bahrain	1	48
8	Iraq	3	37
9	Algeria	11	35

Rank	Country	Change	% Good time
10	Morocco	-4	30
11	State of Palestine	-5	29
12	Tunisia	12	24
13	Türkiye	2	23
14	Jordan	-1	23
15	Yemen	0	18
16	Iran	4	18
17	Egypt	-4	13
18	Lebanon	-1	6

*Country-level data is based on a three-year rolling average. Data for this item were not collected in enough years for comparison.

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Intent to Leave

To what extent are you currently looking for a different job than the one you have now? Are you actively looking for another job, watching for opportunities but not actively looking, or are you not looking for another job?

Rank	Country	Change	% Watching for or actively seeking new job
1	Yemen	0	70
2	Morocco	-2	68
3	Iraq	0	57
4	State of Palestine	4	52
5	Libya	-2	51
6	Jordan	-1	51
7	Lebanon	1	50
8	Bahrain	-3	49
9	Egypt	3	47

Rank	Country	Change	% Watching for or actively seeking new job
10	Saudi Arabia	0	47
11	Tunisia	-2	47
12	Iran	-2	46
13	Kuwait	0	45
14	United Arab Emirates	1	40
15	Türkiye	2	40
16	Oman	*	40
17	Algeria	**	40
18	Israel	0	31

*Country-level data is based on a three-year rolling average. Data for this item were not collected in enough years for comparison.

**This data point is not provided due to small sample size.

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Sub-Saharan Africa

Employee Engagement

Gallup Q[12] items; see "Appendix 3: Support Information" for item wording.

Rank	Country	Change	% Engaged
1	Senegal	4	43
2	Rwanda	*	38
3	Liberia	4	37
4	Mali	-2	37
5	Tanzania	1	32
6	Gambia	-1	28
7	Republic of the Congo	-1	28
8	Guinea	3	26
9	Botswana	-1	25
10	Gabon	2	24
11	Comoros	2	23
12	South Africa	-6	23
13	Burkina Faso	-4	23
14	Malawi	2	22
15	Mauritania	0	22
16	Niger	3	22
17	Mauritius	2	22
18	Benin	-1	21
19	Uganda	2	21
20	Côte d'Ivoire	-1	19
21	Kenya	1	19
22	Chad	2	18
23	Zambia	0	18
24	Mozambique	-5	17
25	Nigeria	0	17
26	Namibia	-2	16
27	Sierra Leone	-2	15
28	Cameroon	-1	14
29	Zimbabwe	-2	12
30	Togo	-2	11
31	Ghana	-2	10
32	Ethiopia	**	8
33	Madagascar	-1	8
34	Eswatini	0	8
35	Lesotho	**	**
36	Somalia	**	**

*Country-level data is based on a three-year rolling average. Data for this item were not collected in enough years for comparison.

**This data point is not provided due to small sample size.

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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)

Rank	Country	Change	% Thriving
1	Mozambique	0	**34**
2	South Africa	-4	**28**
3	Republic of the Congo	-6	**28**
4	Mauritius	1	**27**
5	Côte d'Ivoire	1	**26**
6	Liberia	-1	**25**
7	Gabon	3	**24**
8	Senegal	-4	**22**
9	Namibia	1	**22**
10	Niger	7	**21**
11	Nigeria	1	**20**
12	Cameroon	-2	**20**
13	Comoros	0	**19**
14	Kenya	2	**19**
15	Zambia	3	**18**
16	Benin	-2	**18**
17	Mauritania	-3	**18**
18	Gambia	-2	**17**
19	Uganda	1	**17**
20	Mali	-2	**15**
21	Guinea	-4	**15**
22	Malawi	0	**15**
23	Tanzania	0	**14**
24	Burkina Faso	-3	**14**
25	Chad	-3	**13**
26	Ghana	-2	**12**
27	Togo	0	**12**
28	Madagascar	-1	**12**
29	Ethiopia	**	**11**
30	Democratic Republic of the Congo	0	**11**
31	Botswana	-1	**11**
32	Eswatini	0	**9**
33	Sierra Leone	-1	**7**
34	Zimbabwe	0	**6**
35	Lesotho	**	**
36	Somalia	**	**

**This data point is not provided due to small sample size.

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Daily Stress

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

Rank	Country	Change	% Yes
1	Liberia	1	64
2	Sierra Leone	6	61
3	Rwanda	*	59
4	Madagascar	0	58
5	Ghana	2	58
6	Nigeria	3	57
7	Uganda	-1	57
8	Chad	-2	54
9	Tanzania	**	54
10	Senegal	3	49
11	Niger	3	47
12	Guinea	-1	47
13	Benin	-2	45
14	Zambia	4	44
15	Cameroon	1	44
16	Burkina Faso	6	43
17	Democratic Republic of the Congo	-4	42
18	Ethiopia	**	41
19	Gambia	-1	41
20	Eswatini	0	41
21	Comoros	2	40
22	Togo	-4	40
23	Malawi	3	37
24	Mauritania	-1	36
25	Côte d'Ivoire	3	36
26	Republic of the Congo	-1	36
27	South Africa	3	36
28	Gabon	-1	34
29	Mozambique	-1	34
30	Mali	2	33
31	Kenya	-2	32
32	Botswana	-1	27
33	Namibia	-3	25
34	Zimbabwe	0	25
35	Mauritius	-1	24
36	Lesotho	**	**
37	Somalia	**	**

*Country-level data is based on a three-year rolling average. Data for this item were not collected in enough years for comparison.

**This data point is not provided due to small sample size.

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Daily Anger

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

Rank	Country	Change	% Yes
1	Chad	4	47
2	Democratic Republic of the Congo	-1	40
3	Sierra Leone	3	40
4	Guinea	3	40
5	Uganda	2	39
6	Gabon	2	37
7	Togo	-3	35
8	Benin	-4	35
9	Mauritania	-2	34
10	Eswatini	0	32
11	Madagascar	-3	32
12	Ethiopia	**	32
13	Republic of the Congo	-1	32
14	Niger	1	31
15	Mali	1	31
16	Comoros	1	29
17	Gambia	-2	29
18	Liberia	0	28
19	Côte d'Ivoire	1	27
20	Burkina Faso	2	27
21	Zambia	3	25
22	Cameroon	-1	24
23	Senegal	3	22
24	Mozambique	1	22
25	Kenya	0	22
26	Ghana	-1	21
27	Rwanda	*	20
28	Nigeria	-1	19
29	Malawi	-1	18
30	South Africa	3	18
31	Namibia	-3	16
32	Botswana	-1	15
33	Tanzania	0	14
34	Mauritius	0	8
35	Zimbabwe	0	7
36	Lesotho	**	**
37	Somalia	**	**

*Country-level data is based on a three-year rolling average. Data for this item were not collected in enough years for comparison.

**This data point is not provided due to small sample size.

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Daily Sadness

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

Rank	Country	Change	% Yes
1	Chad	1	64
2	Guinea	3	52
3	Liberia	0	52
4	Madagascar	-2	45
5	Sierra Leone	5	45
6	Democratic Republic of the Congo	-3	44
7	Benin	-1	43
8	Republic of the Congo	-3	43
9	Malawi	1	42
10	Uganda	0	40
11	Niger	0	37
12	Gambia	-1	35
13	Eswatini	0	34
14	Côte d'Ivoire	3	33
15	Togo	-4	33
16	Gabon	2	33
17	Cameroon	-1	33
18	Mozambique	0	33
19	Burkina Faso	0	33
20	Mauritania	-2	32
21	Zambia	4	32
22	Comoros	0	32
23	Mali	1	32
24	Ethiopia	**	32
25	Rwanda	*	27
26	South Africa	3	23
27	Kenya	0	23
28	Senegal	2	22
29	Botswana	0	22
30	Tanzania	-3	21
31	Ghana	-2	21
32	Nigeria	0	17
33	Mauritius	2	17
34	Namibia	0	16
35	Zimbabwe	-1	13
36	Lesotho	**	**
37	Somalia	**	**

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**This data point is not provided due to small sample size.

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Daily Loneliness

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

Rank	Country	Change	% Yes
1	Madagascar	*	49
2	Chad	*	46
3	Comoros	*	45
4	Mauritania	*	44
5	Guinea	*	43
6	Niger	*	40
7	Republic of the Congo	*	40
8	Benin	*	35
9	Cameroon	*	35
10	Senegal	*	35
11	Gabon	*	34
12	Togo	*	34
13	Democratic Republic of the Congo	*	33
14	Sierra Leone	*	33
15	Uganda	*	32
16	Eswatini	*	32
17	Zambia	*	31
18	Burkina Faso	*	31
19	Gambia	*	31
20	Côte d'Ivoire	*	29
21	Kenya	*	28
22	Botswana	*	25
23	Mali	*	23
24	Rwanda	*	22
25	Tanzania	*	21
26	South Africa	*	21
27	Namibia	*	20
28	Ghana	*	20
29	Nigeria	*	19
30	Zimbabwe	*	14
31	Mauritius	*	14
32	Ethiopia	*	**
33	Liberia	*	**
34	Malawi	*	**
35	Mozambique	*	**
36	Somalia	*	**

*Country-level data is based on a three-year rolling average. Data for this item were not collected in enough years for comparison.

**This data point is not provided due to small sample size.

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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?

Rank	Country	Change	% Good time
1	Mozambique	4	**70**
2	Gabon	9	**68**
3	Mali	-1	**67**
4	Tanzania	3	**65**
5	Comoros	-1	**65**
6	Malawi	1	**61**
7	Côte d'Ivoire	-1	**60**
8	Liberia	1	**59**
9	Madagascar	-2	**58**
10	Cameroon	5	**57**
11	Niger	5	**56**
12	Chad	-5	**56**
13	Togo	6	**55**
14	Senegal	1	**55**
15	Mauritius	12	**55**
16	Guinea	0	**54**
17	Rwanda	*	**53**
18	Burkina Faso	-3	**51**
19	Uganda	2	**51**
20	Republic of the Congo	2	**51**
21	Mauritania	7	**51**
22	Democratic Republic of the Congo	-1	**51**
23	Sierra Leone	0	**50**
24	Benin	0	**47**
25	South Africa	2	**47**
26	Zambia	0	**47**
27	Botswana	-1	**44**
28	Nigeria	-4	**44**
29	Kenya	4	**42**
30	Zimbabwe	4	**38**
31	Namibia	2	**35**
32	Ethiopia	**	**32**
33	Eswatini	0	**32**
34	Ghana	0	**31**
35	Gambia	-2	**28**
36	Lesotho	**	**
37	Somalia	**	**

*Country-level data is based on a three-year rolling average. Data for this item were not collected in enough years for comparison.

**This data point is not provided due to small sample size.

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Intent to Leave

To what extent are you currently looking for a different job than the one you have now? Are you actively looking for another job, watching for opportunities but not actively looking, or are you not looking for another job?

Rank	Country	Change	% Watching for or actively seeking new job
1	Eswatini	0	**86**
2	Liberia	0	**85**
3	Sierra Leone	-4	**84**
4	Niger	3	**83**
5	Kenya	1	**82**
6	Benin	-2	**80**
7	Tanzania	**	**80**
8	Mali	1	**80**
9	Burkina Faso	**	**79**
10	Guinea	0	**77**
11	Madagascar	1	**76**
12	Botswana	-4	**76**
13	Togo	-1	**75**
14	Ethiopia	**	**75**
15	Uganda	-1	**74**
16	Chad	-2	**74**
17	Rwanda	*	**73**
18	Comoros	2	**72**
19	Democratic Republic of the Congo	-5	**71**
20	Côte d'Ivoire	-2	**71**
21	Zambia	7	**71**
22	Malawi	**	**70**
23	Zimbabwe	**	**70**
24	Nigeria	0	**69**
25	Mauritania	0	**69**
26	Ghana	-3	**68**
27	Cameroon	-1	**67**
28	Senegal	-2	**67**
29	Republic of the Congo	-6	**66**
30	Gambia	2	**66**
31	Mozambique	0	**66**
32	Gabon	1	**66**
33	Namibia	-2	**62**
34	South Africa	5	**61**
35	Mauritius	-2	**37**
36	Lesotho	**	**
37	Somalia	**	**

*Country-level data is based on a three-year rolling average. Data for this item were not collected in enough years for comparison.

**This data point is not provided due to small sample size.

Back to region

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East Asia

Employee Engagement

Gallup Q[12] items; see "Appendix 3: Support Information" for item wording.

Rank	Country	Change	% Engaged
1	Mongolia	0	**41**
2	China	0	**20**
3	South Korea	0	**14**
4	Taiwan (Province of China)	1	**13**
5	Japan	1	**7**
6	Hong Kong (S.A.R. of China)	0	**6**

Back to region

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)

Rank	Country	Change	% Thriving
1	Taiwan (Province of China)	1	**43**
2	South Korea	1	**35**
3	China	-2	**35**
4	Mongolia	2	**31**
5	Japan	1	**30**
6	Hong Kong (S.A.R. of China)	1	**18**

Back to region

Daily Stress

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

Rank	Country	Change	% Yes
1	China	-3	**50**
2	Hong Kong (S.A.R. of China)	-2	**47**
3	South Korea	2	**42**
4	Japan	-2	**39**
5	Taiwan (Province of China)	4	**39**
6	Mongolia	0	**16**

Back to region

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Daily Anger

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

Rank	Country	Change	% Yes
1	South Korea	3	19
2	China	0	18
3	Hong Kong (S.A.R. of China)	-3	13
4	Japan	1	13
5	Mongolia	1	13
6	Taiwan (Province of China)	1	12

Back to region

Daily Sadness

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

Rank	Country	Change	% Yes
1	Mongolia	-2	15
2	South Korea	2	15
3	China	2	14
4	Hong Kong (S.A.R. of China)	0	11
5	Japan	1	9
6	Taiwan (Province of China)	1	5

Back to region

Daily Loneliness

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

Rank	Country	Change	% Yes
1	China	*	21
2	South Korea	*	15
3	Mongolia	*	15
4	Hong Kong (S.A.R. of China)	*	13
5	Japan	*	11
6	Taiwan (Province of China)	*	9

*Country-level data is based on a three-year rolling average. Data for this item were not collected in enough years for comparison.

Back to region

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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?

Rank	Country	Change	% Good time
1	Taiwan (Province of China)	3	**60**
2	Japan	13	**53**
3	China	0	**51**
4	Hong Kong (S.A.R. of China)	2	**49**
5	Mongolia	6	**34**
6	South Korea	0	**28**

Back to region

Intent to Leave

To what extent are you currently looking for a different job than the one you have now? Are you actively looking for another job, watching for opportunities but not actively looking, or are you not looking for another job?

Rank	Country	Change	% Watching for or actively seeking new job
1	China	1	**59**
2	Hong Kong (S.A.R. of China)	1	**36**
3	South Korea	1	**36**
4	Japan	0	**32**
5	Mongolia	0	**31**
6	Taiwan (Province of China)	0	**20**

Back to region

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South Asia

Employee Engagement

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

Rank	Country	Change	% Engaged
1	India	-3	30
2	Bangladesh	-2	27
3	Nepal	2	26
4	Sri Lanka	0	24
5	Pakistan	-4	3
6	Afghanistan	**	**

**This data point is not provided due to small sample size.

Back to region

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)

Rank	Country	Change	% Thriving
1	Nepal	2	23
2	India	3	17
3	Pakistan	-2	11
4	Sri Lanka	0	10
5	Bangladesh	**	4
6	Afghanistan	**	**

**This data point is not provided due to small sample size.

Back to region

Daily Stress

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

Rank	Country	Change	% Yes
1	Sri Lanka	-1	62
2	Nepal	0	39
3	Bangladesh	-3	38
4	Pakistan	2	35
5	India	-2	30
6	Afghanistan	**	**

**This data point is not provided due to small sample size.

Back to region

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Daily Anger

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

Rank	Country	Change	% Yes
1	Pakistan	1	34
2	India	-1	34
3	Sri Lanka	-2	28
4	Bangladesh	-1	26
5	Nepal	-1	24
6	Afghanistan	**	**

**This data point is not provided due to small sample size.

Back to region

Daily Sadness

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

Rank	Country	Change	% Yes
1	Bangladesh	-4	43
2	Pakistan	1	41
3	India	-3	39
4	Sri Lanka	-3	36
5	Nepal	-2	26
6	Afghanistan	**	**

**This data point is not provided due to small sample size.

Back to region

Daily Loneliness

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

Rank	Country	Change	% Yes
1	Pakistan	*	31
2	India	*	29
3	Bangladesh	*	27
4	Sri Lanka	*	24
5	Afghanistan	*	**
6	Nepal	*	**

*Country-level data is based on a three-year rolling average. Data for this item were not collected in enough years for comparison.

**This data point is not provided due to small sample size.

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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?

Rank	Country	Change	% Good time
1	Nepal	-5	**65**
2	India	-1	**56**
3	Sri Lanka	6	**45**
4	Bangladesh	-4	**34**
5	Pakistan	-2	**18**
6	Afghanistan	**	**

**This data point is not provided due to small sample size.

Back to region

Intent to Leave

To what extent are you currently looking for a different job than the one you have now? Are you actively looking for another job, watching for opportunities but not actively looking, or are you not looking for another job?

Rank	Country	Change	% Watching for or actively seeking new job
1	Bangladesh	0	**67**
2	Pakistan	1	**58**
3	Nepal	**	**51**
4	India	-4	**49**
5	Sri Lanka	-2	**44**
6	Afghanistan	**	**

**This data point is not provided due to small sample size.

Back to region

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Southeast Asia

Employee Engagement

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

Rank	Country	Change	% Engaged
1	Philippines	3	38
2	Thailand	4	33
3	Indonesia	1	27
4	Laos	-1	26
5	Malaysia	3	25
6	Myanmar	-1	19
7	Cambodia	-2	14
8	Singapore	1	14
9	Vietnam	-5	11

Back to region

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)

Rank	Country	Change	% Thriving
1	Vietnam	5	56
2	Singapore	3	42
3	Thailand	3	40
4	Philippines	-1	35
5	Malaysia	1	32
6	Indonesia	3	30
7	Laos	2	23
8	Cambodia	1	14
9	Myanmar	-1	14

Back to region

Daily Stress

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

Rank	Country	Change	% Yes
1	Myanmar	2	50
2	Philippines	1	47
3	Singapore	4	43
4	Cambodia	1	39
5	Laos	-1	30
6	Thailand	-6	25
7	Malaysia	-2	19
8	Indonesia	0	15
9	Vietnam	-9	13

Back to region

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Daily Anger

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

Rank	Country	Change	% Yes
1	Myanmar	2	33
2	Laos	1	29
3	Philippines	2	27
4	Cambodia	4	23
5	Indonesia	1	21
6	Malaysia	0	16
7	Singapore	1	15
8	Thailand	-2	15
9	Vietnam	-5	5

Back to region

Daily Sadness

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

Rank	Country	Change	% Yes
1	Cambodia	-2	34
2	Myanmar	1	33
3	Philippines	0	29
4	Indonesia	1	29
5	Laos	0	28
6	Singapore	2	16
7	Malaysia	0	15
8	Thailand	-1	14
9	Vietnam	-5	7

Back to region

Daily Loneliness

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

Rank	Country	Change	% Yes
1	Philippines	*	33
2	Laos	*	28
3	Myanmar	*	27
4	Cambodia	*	26
5	Indonesia	*	24
6	Thailand	*	18
7	Malaysia	*	17
8	Singapore	*	13
9	Vietnam	*	7

*Country-level data is based on a three-year rolling average. Data for this item were not collected in enough years for comparison.

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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?

Rank	Country	Change	% Good time
1	Vietnam	10	**78**
2	Laos	7	**74**
3	Philippines	5	**74**
4	Indonesia	9	**65**
5	Malaysia	6	**62**

Rank	Country	Change	% Good time
6	Cambodia	0	**62**
7	Thailand	9	**55**
8	Singapore	3	**47**
9	Myanmar	3	**22**

Back to region

Intent to Leave

To what extent are you currently looking for a different job than the one you have now? Are you actively looking for another job, watching for opportunities but not actively looking, or are you not looking for another job?

Rank	Country	Change	% Watching for or actively seeking new job
1	Philippines	-2	**63**
2	Myanmar	1	**59**
3	Laos	-2	**56**
4	Indonesia	-1	**52**
5	Thailand	-1	**44**

Rank	Country	Change	% Watching for or actively seeking new job
6	Cambodia	-2	**44**
7	Singapore	1	**39**
8	Malaysia	3	**34**
9	Vietnam	-2	**30**

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Australia and New Zealand

Employee Engagement

Gallup Q[12] items; see "Appendix 3: Support Information" for item wording.

Rank	Country	Change	% Engaged
1	Australia	2	23
2	New Zealand	1	23

Back to region

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)

Rank	Country	Change	% Thriving
1	Australia	-4	56
2	New Zealand	-3	55

Back to region

Daily Stress

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

Rank	Country	Change	% Yes
1	Australia	2	50
2	New Zealand	0	43

Back to region

Daily Anger

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

Rank	Country	Change	% Yes
1	Australia	0	15
2	New Zealand	0	12

Back to region

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Daily Sadness

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

Rank	Country	Change	% Yes
1	Australia	1	21
2	New Zealand	1	19

Back to region

Daily Loneliness

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

Rank	Country	Change	% Yes
1	New Zealand	*	12
2	Australia	*	12

*Country-level data is based on a three-year rolling average. Data for this item were not collected in enough years for comparison.

Back to region

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?

Rank	Country	Change	% Good time
1	Australia	0	73
2	New Zealand	-7	65

Back to region

Intent to Leave

To what extent are you currently looking for a different job than the one you have now? Are you actively looking for another job, watching for opportunities but not actively looking, or are you not looking for another job?

Rank	Country	Change	% Watching for or actively seeking new job
1	Australia	-1	43
2	New Zealand	-1	39

Back to region

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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 employed respondents included in the full trend of data for this report (2009 through 2024) is 5,490,517; for the 2024 data, the total is 227,347. 2024 data included in this report were obtained from April 2024 to December 2024.

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.

Country-specific findings in "Appendix 1: Country/Region Comparisons" 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 2021, 2022 and 2023 with the average from 2022, 2023 and 2024, 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.

Global and regional engagement data were not collected in 2010 or 2011, therefore the 2011 datapoint counts only 2009; the 2012 datapoint counts only 2012; the 2013 datapoint counts 2012 and 2013; and the 2014 datapoint 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 2024 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 ±2.36 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 ±0.27 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 Q$^{12®}$, relate to various workplace outcomes. For this reason, employee engagement is a much higher bar than merely satisfaction or metrics that combine "strongly agree" and "agree" responses into a "percent favorable" engagement index.

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

Gallup Q^{12} 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 and Work Location

Global and regional data are cut by age and gender 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.

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