

State of the Global Workplace

THE VOICE OF THE WORLD'S EMPLOYEES



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

COPYRIGHT STANDARDS

This document contains proprietary research, copyrighted and trademarked materials of Gallup, Inc. Accordingly, international and domestic laws and penalties guaranteeing patent, copyright, trademark and trade secret protection safeguard the ideas, concepts and recommendations related within this document.

The materials contained in this document and/or the document itself may be downloaded and/or copied provided that all copies retain the copyright, trademark and any other proprietary notices contained on the materials and/or document. No changes may be made to this document without the express written permission of Gallup, Inc.

Any reference whatsoever to this document, in whole or in part, on any webpage must provide a link back to the original document in its entirety. Except as expressly provided herein, the transmission of this material shall not be construed to grant a license of any type under any patents, copyright or trademarks owned or controlled by Gallup, Inc.

The Gallup Q¹² items are Gallup proprietary information and are protected by law. You may not administer a survey with the Q¹² items or reproduce them without written consent from Gallup.

Gallup® and Q¹²® are trademarks of Gallup, Inc. All other trademarks and copyrights are property of their respective owners.

Table of Contents

From the CEO 1

Executive Brief 2

Research Summary..... 3

Employee Mental Health: A Global Snapshot..... 4

The Role of Economics and Policy in the Wellbeing of Workers..... 9

The Role of the Manager in Worker Wellbeing and Organizational Performance 16

Global Insights 23

Regional Insights

 United States and Canada 33

 Latin America and the Caribbean 40

 Europe 47

 Post-Soviet Eurasia 54

 Middle East and North Africa 61

 Sub-Saharan Africa 68

 East Asia..... 75

 South Asia 82

 Southeast Asia 89

 Australia and New Zealand 96

Appendix 1: Country/Region Comparisons 103

Appendix 2: Methodology 141

Appendix 3: Support Information 143

Appendix 4: Labour Rights Index..... 146

From the CEO

“ And further still, people’s mental wellbeing has been worsening. In the last 10 years, the number of people expressing stress, sadness, anxiety, anger or worry has been on the rise, reaching its highest levels since the Gallup surveys began.”

— 2023-2024 HUMAN DEVELOPMENT REPORT, UNITED NATIONS DEVELOPMENT PROGRAMME

The global deterioration of mental health is concerning. Some worry we’re spiraling out of control. United Nations Secretary-General António Guterres says, “Our world is becoming unhinged.” Perhaps he’s being overly pessimistic. After all, we’re living in the best time in human history. “Human progress is an observable fact,” Harvard Professor Steven Pinker famously observed.

But what if both are right? If humanity’s mental health is rapidly declining during a golden era of progress and prosperity, it would present one of the greatest paradoxes of our time.

If our collective mood hasn’t soured to historic proportions, it’s soured enough to impact our daily lives. Georgetown Professor Christine Porath finds that rising stress is causing a rapid increase in incivility at work. This is particularly worrying considering we spend most of our lives working, second only to sleeping.

In this year’s *State of the Global Workplace* report, 41% of employees report experiencing “a lot of stress.” Yet stress varies significantly depending on how organizations are run. Those who work in companies with bad management practices (actively disengaged) are nearly 60% more likely to be stressed than people working in environments with good management practices (engaged). In fact, experiencing “a lot of stress” is reported approximately 30% more frequently by employees working under bad management than by the unemployed.

Leaders know workplace stress is a problem — they’ve seen the data, heard it from their colleagues, and experienced it themselves. A quarter of leaders feel burned out often or always, and two-thirds feel it at least sometimes. Many are trying to address it, but often in ineffective ways.

Popular solutions include wellbeing apps or stress management training. Yet recent research by Oxford University finds “little evidence in support of any benefits from these interventions with even some small indication of harm.”

Mindfulness and wellbeing apps aren’t the problem, but when bad management uses them as a fix, it can make things worse. It’s understandable when you consider that a major cause of workplace stress is not having the materials and equipment you need to do your job effectively. That problem can’t be solved with a yoga mat; it requires action from management. And the perception that organizations are investing in areas other than what employees need to get the job done can exacerbate stress.

So, what works better? According to the Oxford study, “organisation-level initiatives such as improvements in scheduling change, management practices, staff resources or tailored job design.” In other words, *changing the way people are managed at the organizational level*.

The global workplace can play a significant role in addressing the world’s mental health crisis. As detailed in this year’s report, changing how we manage people is critical for reducing stress at work and in life.



Jon Clifton
CEO

Executive Brief

Gallup estimates low employee engagement costs the global economy 8.9 trillion U.S. dollars, or 9% of global GDP.

PART I

Employee Mental Health: A Global Snapshot

- 01** Twenty percent of the world's employees experience daily loneliness. Loneliness is highest for fully remote workers.
- 02** Wellbeing among younger employees dropped in 2023.
- 03** Employee engagement is a significant factor in overall life experiences.

PART II

The Role of Economics and Policy in the Wellbeing of Workers

- 01** Countries where it is a good time to find a job have lower active disengagement — employees have the freedom to get out of miserable work situations.
- 02** Some Labour Rights laws are associated with employees evaluating their present overall life better.
- 03** Independent of labor laws, employee engagement is associated with hope for the future.
- 04** Not all Labour Rights laws are associated with emotional health in the same way. Engaged employees in countries with labor laws aimed at fair wages, safe work, family responsibilities and maternity report the lowest stress.

PART III

The Role of the Manager in Worker Wellbeing and Organizational Performance

Managers account for 70% of the variance in team employee engagement.

- 01** Managers have more negative daily experiences than non-managers and are more likely to be looking for a new job.
 - 02** Across countries, when managers are engaged, employees are more likely to be engaged.
 - 03** In best-practice organizations, three-fourths of managers and seven in 10 non-managers are engaged.
- When organizations increase the number of engaged employees, they improve a host of organizational outcomes, including profit, retention rates and customer service.**

RESEARCH SUMMARY

From Suffering to Thriving: The Role of Work in Employee Mental Health and Wellbeing

In 2023, global employee engagement stagnated, and overall employee wellbeing declined. While both measures are at or near record highs, their lack of improvement is notable, as they follow multiple years of steady gains. The result is that the majority of the world's employees continue to struggle at work and in life, with direct consequences for organizational productivity.

Gallup estimates that low employee engagement costs the global economy US\$8.9 trillion, or 9% of global GDP.

What can leaders do to improve the health and productivity of the world's workforce?

In this report, we examine the current state of employee mental health and wellbeing at the global level. Then, we examine economic and policy-related factors associated with employee wellbeing, followed by manager-related factors for engagement at work and thriving in life overall.

As part of this report, we conducted follow-up interviews with respondents from around the world to learn more about their feelings regarding their work. Examples of their responses are included throughout this Research Summary.

ACTIVELY DISENGAGED

“ I could push it, but I'm so frustrated with the way things are going that day that I'm like, 'You know what I'm gonna do? I'm gonna do nothing.'”

— STEVEN
Line Operator



NOT ENGAGED

“ I am getting a salary from this work. So, I have to do it, but there is a bit of boredom in doing the same work every day.”

— ARCHANA
Marketing Supervisor



ENGAGED

“ I really enjoy my job. I think I work with really, really fantastic people, and the work that we do is really, really meaningful.”

— CALISTA
Contract Manager



Learn more about global, regional and U.S. employee engagement data.

[Explore data](#)

PART I

Employee Mental Health: A Global Snapshot

- 01 Twenty percent of the world's employees experience daily loneliness.
- 02 Wellbeing among younger employees dropped in 2023.
- 03 Employee engagement is a significant factor in overall life experiences.

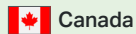


Employees' Perspectives on Mental Health

“ My work can contribute to stress, and it can also contribute to a sense of satisfaction. And they balance each other out to the point that I don't feel like I need to make a change.”

— **JACK**

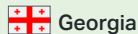
Art and VFX Director



“ Recently, my mother passed away; [my organization] supported me in every way in minutes. That's why I'm satisfied; they treat [a] human as a human being.”

— **KOBA**

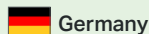
Security Guard



“ If I'm not doing well at work, I'm not doing well in life. It's just the way it is.”

— **EMILIA**

Educator



“ When I finish my work quickly in the evening and go to the gym to exercise, [my] mental stress almost gets eliminated.”

— **NORUDEN**

Regional Sales Manager



“ You may think work and life outside of work may be separated, but I disagree. These are the same, concurring at the same time.”

— **MISHINA**

Content Management Director



“ I have not been able to go to any of my children's events due to work. We are here all day.”

— **NESTOR**

Deputy Manager



“ There are times when you come home, and you're very, very stressed. Very, very wound up, and I think, just the longer you stay in it, the more used to it you get.”

— **STEWART**

Mortgage Advisor



“ I don't want to get up and do anything the next day. I think about calling in sick, so I don't have to deal with the fires.”

— **ANA**

Nonprofit Director





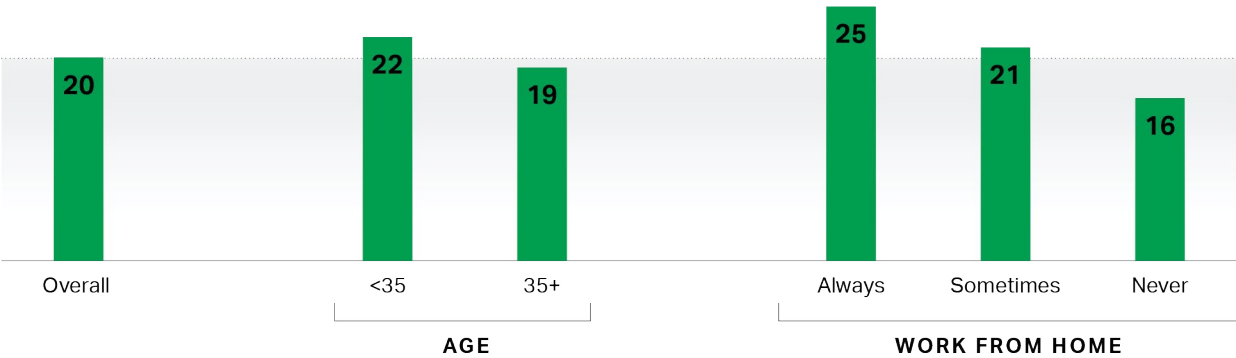
Twenty percent of the world’s employees experience daily loneliness.

Daily Loneliness Among Employees

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

How about loneliness?

% Yes



Globally, one in five employees report experiencing loneliness a lot of the previous day. This percentage is higher for employees under 35 and lower for those over age 35. Fully remote employees report significantly higher levels of loneliness (25%) than those who work fully on-site (16%).

Social isolation and chronic loneliness have devastating effects on physical and mental health. Harvard Professor and Gallup Senior Scientist Lisa Berkman and her colleagues studied the relationship between social and community ties and mortality rates over a nine-year span. The risk of mortality among people who lacked community and social ties was two times greater than that of people who had many social contacts.¹ These differences were independent of physical health, socioeconomic status and health practices.

Work itself decreases loneliness. In general, working adults are less lonely (20%) than those who are unemployed (32%), and this remains true across age groups. Work interactions do not necessarily need to be in person to provide a benefit. A Gallup study found that all forms of social time (phone, video, texting, etc.) are associated with a better mood.² That said, technological interactions such as messaging have thresholds — moods drop after moderate amounts. This finding aligns with the findings of the *State of the Global Workplace* that working on-site is associated with lower reported loneliness.

¹ Berkman, L. F., & Syme, S. L. (1979). Social networks, host resistance, and mortality: A nine-year follow-up study of Alameda County residents. *American Journal of Epidemiology*, 109(2), 186-204.
² Clifton, J., & Harter, J. (2021). *Wellbeing at work: How to build resilient and thriving teams*. Gallup Press.

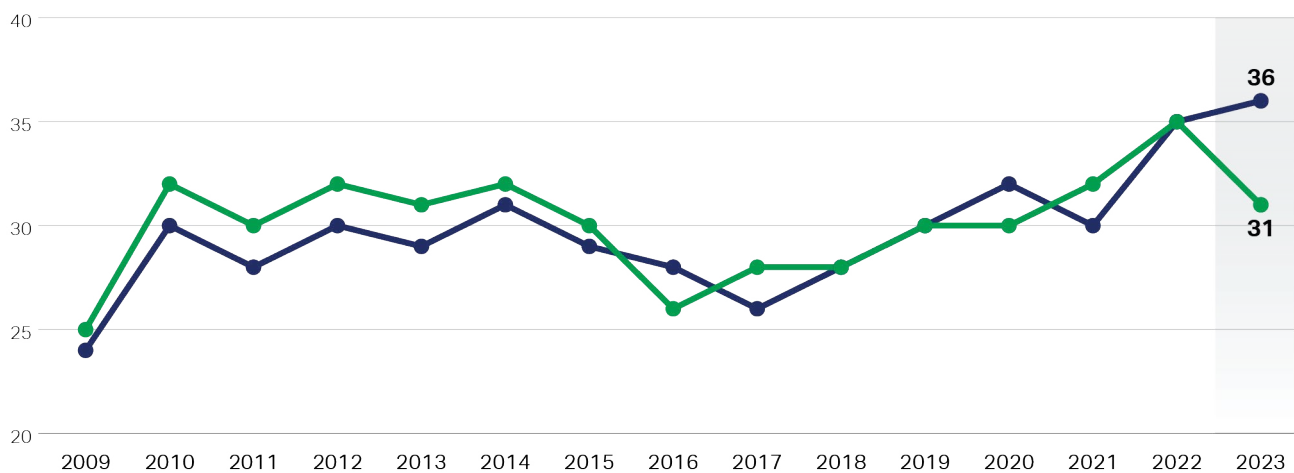
02

Wellbeing among younger employees dropped in 2023.

Employee Wellbeing by Age (2009-2023)

% Thriving

— Age <35 — Age 35+



Globally, employee wellbeing declined in 2023 from 35% to 34%. Gallup's wellbeing item measures overall life evaluation, combining present and future self-reflection. The decline in 2023 was felt by younger workers under 35.

The happiness gap between younger and older age groups is generalized outside of work. This year's *World Happiness Report* (which reports on the world's total population) found that people born before 1965 (baby boomers and their predecessors) have life evaluations about one-quarter of a point higher than those born after 1980 (millennials and Gen Z).³

Although generational divides are often exaggerated, this divergence should be on leaders' radar. Given that many leaders are older, they may not see the present and the future in the same way as their youngest employees. A decade ago, younger workers had consistently higher life evaluations than older workers; therefore, the difference in perspective is unlikely to be a product only of life stage.

Explore more data on employee wellbeing.

▶ View data

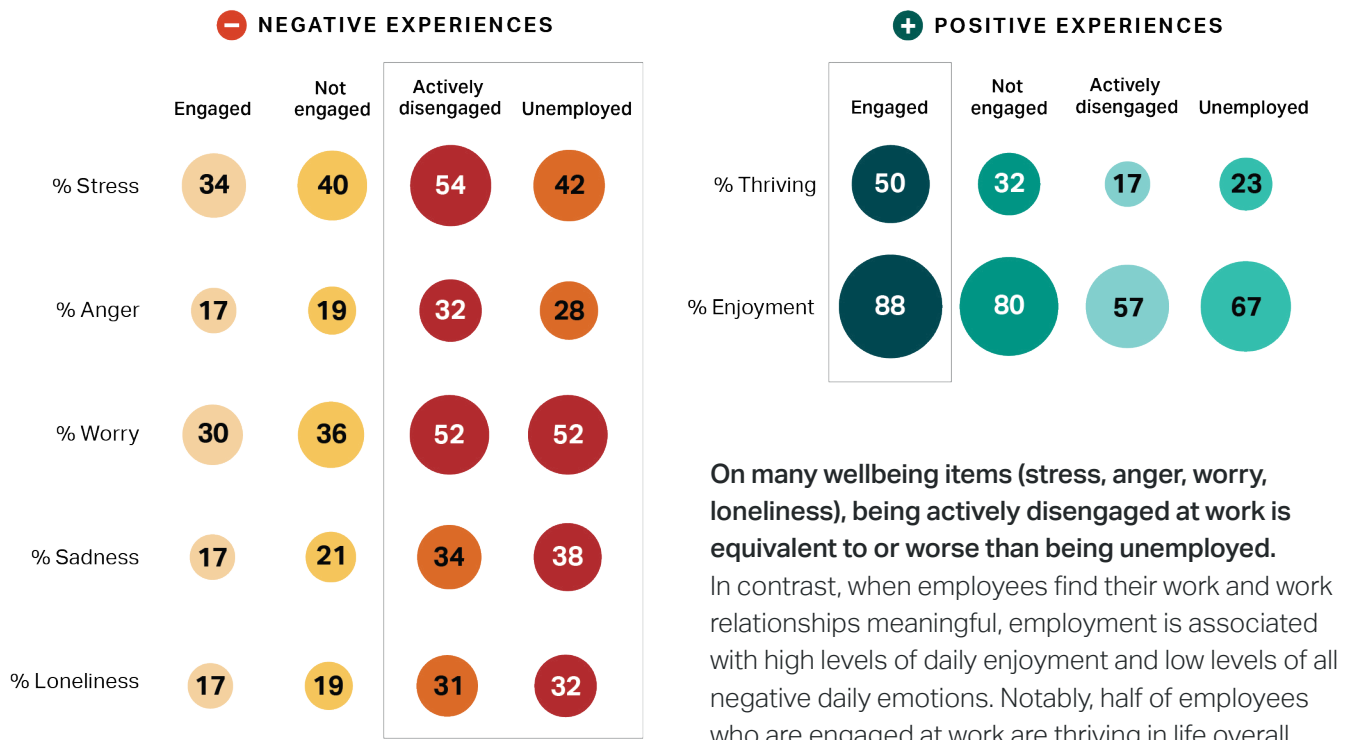
3 Helliwell, J. F., Layard, R., Sachs, J. D., De Neve, J.-E., Aknin, L. B., & Wang, S. (Eds.). (2024). *World happiness report 2024*. University of Oxford: Wellbeing Research Centre. <https://happiness-report.s3.amazonaws.com/2024/WHR+24.pdf>



Employee engagement is a significant factor in overall life experiences.

Relationship Between Engagement and Overall Life Experiences

2023 Global Results



Not all mental health issues are related to work, but work is a factor in life evaluations and daily emotions. Employees who dislike their jobs tend to have high levels of daily stress and worry, as well as elevated levels of all other negative emotions.

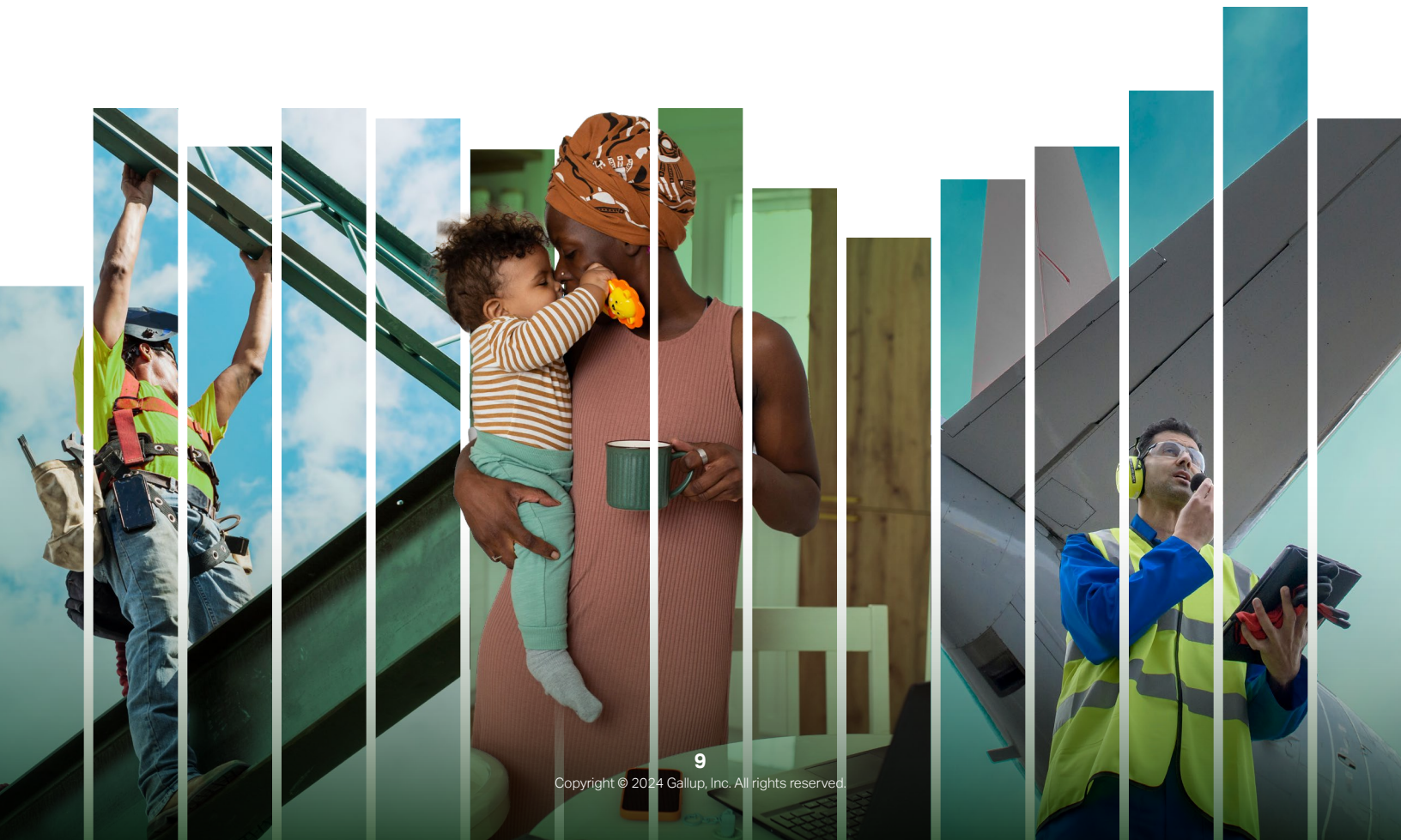
On many wellbeing items (stress, anger, worry, loneliness), being actively disengaged at work is equivalent to or worse than being unemployed. In contrast, when employees find their work and work relationships meaningful, employment is associated with high levels of daily enjoyment and low levels of all negative daily emotions. Notably, half of employees who are engaged at work are thriving in life overall.

For employers, addressing mental health requires support for thriving in life *and* engagement at work. Employers should provide appropriate benefits and flexibility to support employee wellbeing without neglecting their greatest lever on employee life evaluation: building productive, high-performing teams.

PART II

The Role of Economics and Policy in the Wellbeing of Workers


- 01** Countries where it is a good time to find a job have lower active disengagement.
- 02** Labor protections are associated with employees evaluating their present overall life better.
- 03** Independent of labor laws, employee engagement is associated with hope for the future.
- 04** Engaged employees in countries with substantial Labour Rights laws have the strongest emotional health.



Employees' Perspectives on Disengagement


“ You get up in the morning and you just think, ‘I can’t go. I can’t face another day.’ And you just, you’ve just had too much of it all.”

— **CATHERINA**
Speech Pathologist

 Australia

“ Sometimes, if you’re getting yelled at all day long, and you come home, you know, it’s a little bit harder to deal with things that aren’t normally a big deal at home.”

— **ZACH**
Parking Enforcement Officer

 Canada


“ In general, I lack accurate and complete information, and it makes me uncomfortable when I have to search for it, especially when I’m unsure whom to ask.”

— **CICELY**
Accountant Assistant

 Georgia

“ I always think, if I were at the office, at least I wouldn’t have to face accusations of ‘time fraud’.”

— **DANIEL**
System Programmer

 Germany

“ I get confused when there is more than one person above me directing me and saying different things. I sometimes feel like I don’t know what to do and lose motivation.”

— **NISHIKAWA**
Accountant

 Japan

“ Sometimes I don’t have the spare parts or the tools needed to do the work because I don’t have the money, and the company doesn’t buy them.”

— **JONATHAN**
Maintenance Manager

 Mexico

“ When I feel pressure at work, I have to push the engineers and pressure them. I hate doing this to other people. But in our job, we have to do so. Submission means submission.”

— **GHADEER**
Industrial Engineer

 UAE

“ Everyone’s very, very disposable, and there’s very little loyalty from employers. They want you to give your blood, your life to them, but it’s very easy for them to lay you off [and] reconstruct their companies.”

— **NICK**
Real Estate Acquisition

 U.S.

The Role of Economics and Policy in the Wellbeing of Workers

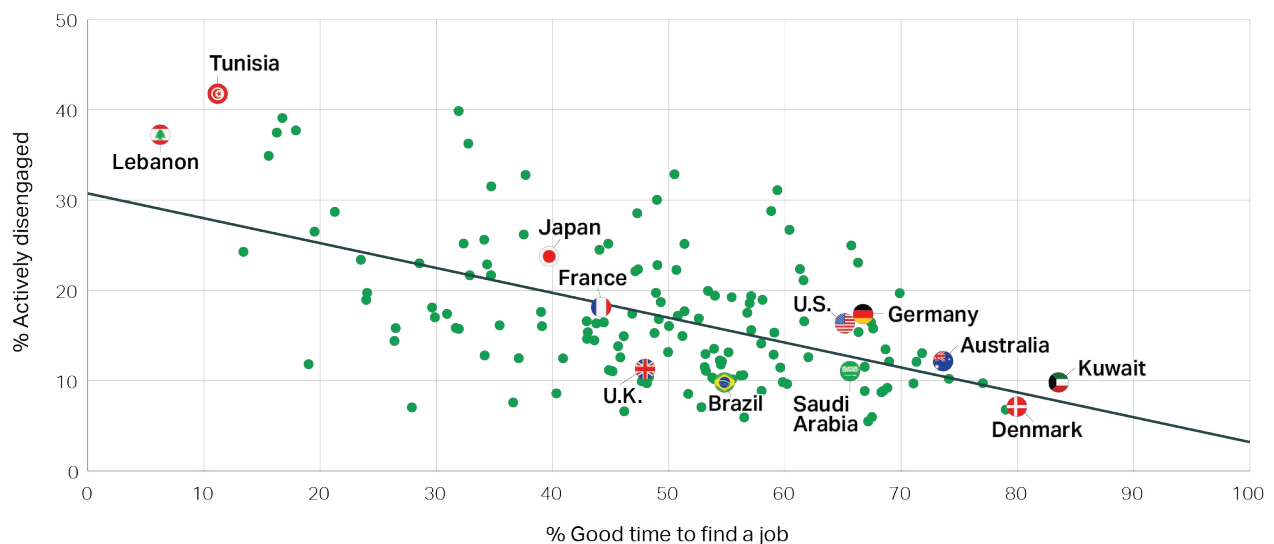
01

Countries where people think it is a good time to find a job have lower active disengagement.

Country-Level Relationship Between Quality of the Local Job Market and Disengagement

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?

$r=0.55$



Actively disengaged employees — i.e., workers who actively oppose their employer's goals — comprise **15% of the global workforce**. Compared to their peers, they are more likely to be suffering in their overall wellbeing, less likely to feel respected and less likely to experience daily enjoyment. Fifty-four percent of actively disengaged workers say they experienced a lot of stress the previous day.

Poor job markets are highly correlated with active disengagement. We asked respondents if they felt it was a good time to find a job in their local job market. Their responses track consistently with official unemployment statistics. Our analysis finds that better job markets are associated with lower active disengagement.

Actively disengaged workers may often be trapped in jobs they do not like for economic reasons.

Economic factors likely play a significant role in active disengagement. We infer that job opportunities allow bitter employees to leave bad situations and find better ones.

Notably, there is no significant correlation between job market and engagement. In the aggregate, active disengagement works differently than engagement: Improving economic conditions likely shifts workers from anger to indifference but not from indifference to inspiration.

[Learn more about our employee retention and attraction data.](#)

[View Gallup's indicator data](#)

02

Labor protections are associated with employees evaluating their present overall life better.

The Labour Rights Index identifies the presence or absence of 46 labor-related statutes within 135 countries. These include laws related to wages, discrimination, paid leave and safety, among others. The index does not measure the enforcement of these laws, merely their presence. However, it can provide a way to compare countries with more or fewer legal protections for employees and associations with employee wellbeing. (It is important to note that labor protections tend to be associated with economic development; high-income countries generally have more labor laws, but there is variance. We have controlled for some of these variables in our study.)

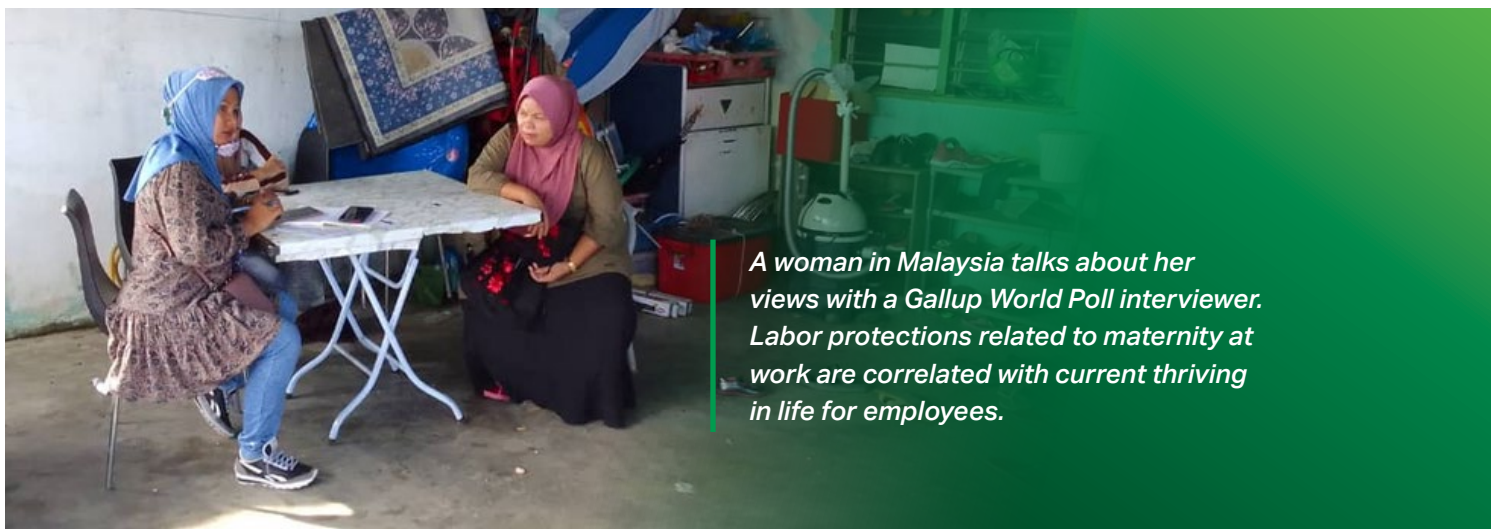
Across individuals within countries, labor laws have a positive relationship with thriving in life. This relationship is stronger for current life evaluation than future life evaluation. In other words, labor laws have a stronger relationship to current satisfaction than optimism for the future.

The labor law sub-indexes with the highest correlations with present life evaluations, after controlling for income and other demographic variables, are listed below.

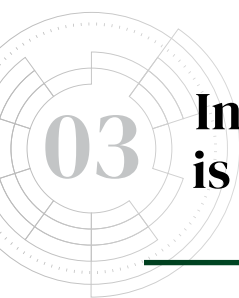
Labour Rights Sub-Indexes Most Correlated With Current Thriving in Life*

- 1 Maternity at Work
- 2 Fair Wages
- 3 Social Security
- 4 Employment Security
- 5 Fair Treatment
- 6 Safety

*Control variables: GDP per capita (country level), per capita income percentile group (individual level), age group, gender, marital status, Liberal Democracy Index (V-Dem)

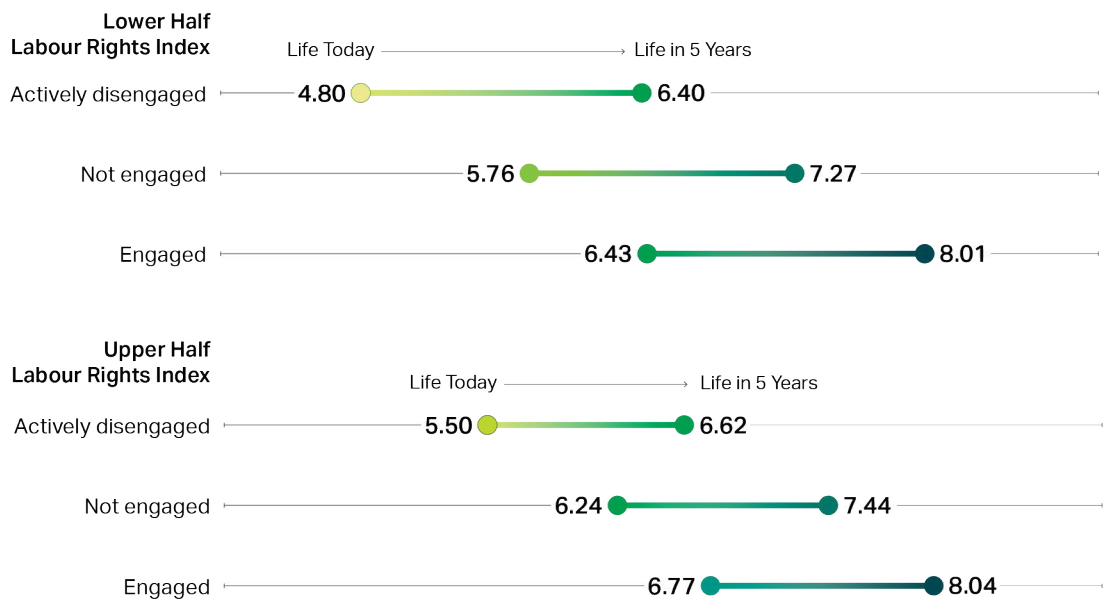


A woman in Malaysia talks about her views with a Gallup World Poll interviewer. Labor protections related to maternity at work are correlated with current thriving in life for employees.



Independent of labor laws, employee engagement is associated with hope for the future.

Life Evaluations of Engaged Employees in Countries With High and Low Levels of Labour Index-Related Statutes



*Control variables: GDP per capita (country level), per capita income percentile group (individual level), age group, gender, marital status, Liberal Democracy Index (V-Dem)

Employee engagement has a closer association to future life evaluation than the presence of labor laws. When employees are engaged at work, they have significantly higher hope for their future lives overall. This optimism exists in low Labour Rights countries and higher Labour Rights countries at similar levels. We can reasonably characterize the data this way: A great job is strongly associated with hope for the future.

04

Engaged employees in countries with substantial Labour Rights laws have the strongest emotional health.

People often contrast Western Europe's "work to live" culture with the United States' "live to work" mindset. Western European countries have some of the strongest labor laws in the world and the lowest employee engagement. The United States ranks lower on labor protections but has much higher employee engagement than Western Europe.

It may appear that strong labor protections and employee engagement are opposed to each other, as if labor protections make employees feel lost at work, and worker precarity makes people find more meaning in their jobs. But the data suggest otherwise.

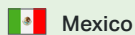
Labour Rights and engagement do not represent an "either-or" relationship. Among countries with similar levels of labor protections, the employee work experience varies greatly. Norway, Denmark and Sweden are in the top quartile of countries on the Labour Rights Index⁴ while also having close-to-average employee engagement. Conversely, Germany, France and the U.K. are also in the top quartile for labor laws but have below-average employee engagement.

Furthermore, individuals within a country have widely different workplace experiences. Individuals within countries with below-average engagement can still be engaged, and when they are, they enjoy higher life evaluations both today and in the future.

Employees' Perspectives on Workload

“ I get home and just want to rest. Sometimes I don't feel like eating, so I eat whatever I find and sleep a lot. Sometimes I sleep 12 hours and wake up tired.”

— AMAIRANI
Cashier



Mexico

“ I feel that, due to shift work, the leisure time I have, for example, on weekends, is primarily spent on recovering so that I can go back to work on Monday morning.”

— BIRGIT
Physiotherapist



Germany

“ You get at times — you are tired, but you are already there at work, you start working, and eventually your body adapts.”

— PHANICE
Housekeeping



Kenya

⁴ WageIndicator Foundation, & Centre for Labour Research. (2022). *Labour Rights Index 2022*. <https://labourrightsindex.org/lri-2022-documents/lri-2022-final-7-oct.pdf>

The Role of Economics and Policy in the Wellbeing of Workers

Combined labor protections and employee engagement are associated with the lowest levels of negative daily emotions. Labour Rights and high engagement are each individually associated with fewer negative daily emotion experiences among employees. When combined, we find the lowest levels of negative worker emotions.

Not all labor laws are associated with emotions in the same way. For example, labor laws aimed at fair wages, safe work, family responsibilities and maternity are associated with reduced loneliness. Laws aimed at safe work, family responsibilities and working hours are associated with less stress.⁵

Engaged employees in countries with these labor law protections have much lower loneliness and stress than less engaged employees within countries with a higher abundance of labor laws.

Notably, experiencing a lot of daily enjoyment is only associated with engagement. Along with optimism, employee engagement has a positive association with enjoyment. This finding suggests that a job — when it is good, meaningful and interesting — adds something positive to life.

Daily Emotions of Engaged Employees in Countries With High and Low Levels of Labour Index-Related Statutes

% Experienced Daily	Lower Half Labour Rights Index			Upper Half Labour Rights Index		
	Actively disengaged	Not engaged	Engaged	Actively disengaged	Not engaged	Engaged
– Stress	54	43	38	46	34	29
– Sadness	34	25	22	26	16	15
– Loneliness	27	22	20	21	14	12
– Anger	29	22	19	26	16	13
– Worry	53	42	34	43	34	30
+ Enjoyment	54	75	83	56	74	84

*Control variables: GDP per capita (country level), per capita income percentile group (individual level), age group, gender, marital status, Liberal Democracy Index (V-Dem)

⁵ Within labor law sub-indexes, some specific laws are more highly correlated with worker wellbeing than others. For example, working hours laws restricting hours to 56 hours per week and requiring at least three weeks of paid annual leave are related most highly to lower stress.

PART III

The Role of the Manager in Worker Wellbeing and Organizational Performance


- 01** Managers have more negative experiences than non-managers.
- 02** When managers are engaged, employees are more likely to be engaged.
- 03** In best-practice organizations, three-fourths of managers are engaged, along with seven in 10 non-managers.



Employees' Perspectives on Managers


“ A good job is a job where I have a manager who knows me, sees and values what I do, and cares about where I'm going in the future.”

— **OLIVA**
Project Manager

 Canada

“ We have several managers, and we have such a good relationship with each of them that sometimes we forget that they are somehow above us.”

— **MIRIAM**
Waitress

 Georgia


“ What I like the most is that while talking to the manager, there is an atmosphere of understanding. They always understand my problems and guide me in the right direction.”

— **VIKASH**
Trade Advisor

 India

“ I always have a 30-minute 1-on-1 session with each person every week, and I always communicate closely with my subordinates, not only about work but also about how they are feeling lately.”

— **TAONO**
Audit Manager

 Japan

“ What makes me love my job more is that my boss is easy to work with. He doesn't monitor me, and thus, I feel free.”

— **EUNICE**
Hotel Cleaner

 Kenya

“ Our manager helps a lot and gives us positive energy every day. He teaches us how to do things better.”

— **TAHNOON**
Industrial Engineer

 UAE

“ I enjoy seeing people grow in their roles. I enjoy identifying where people have gifts and then helping them to develop those and use them.”

— **OLIVIA**
Curate

 U.K.

“ I like the teamwork with my coworkers. We're all very focused on the mission, and it's good to work towards that common goal.”

— **ALEX**
Project Manager

 U.S.

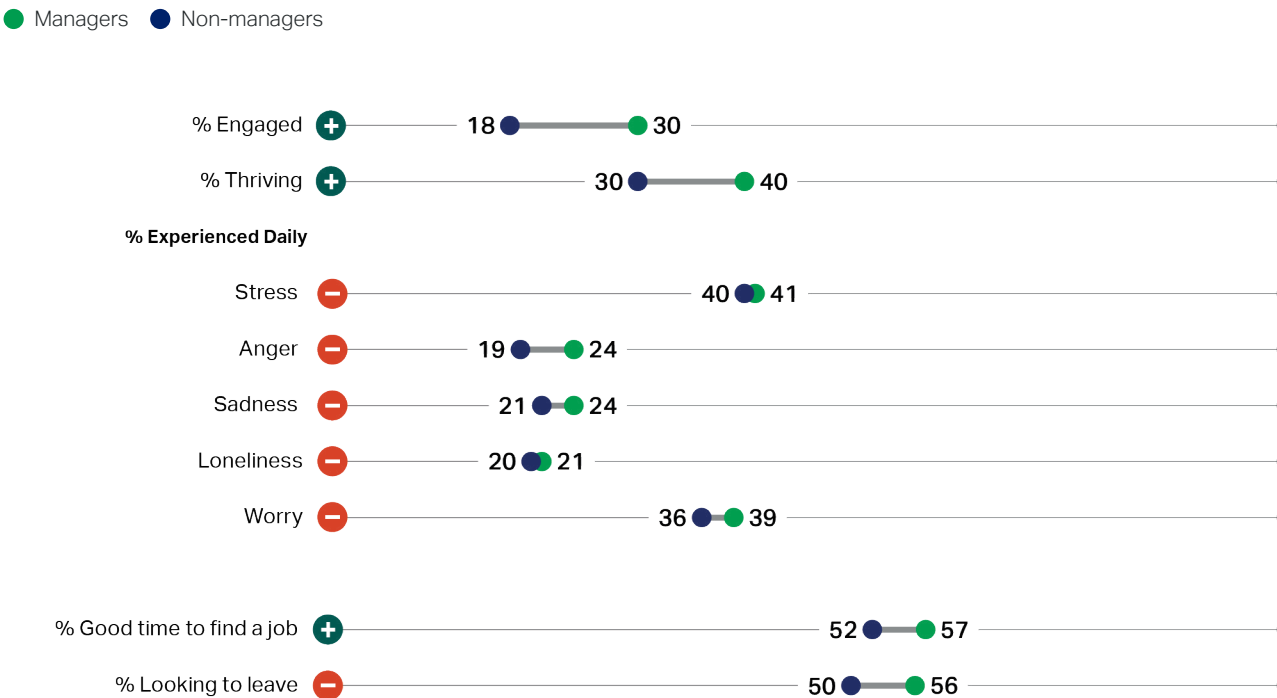
The Role of the Manager in Worker Wellbeing and Organizational Performance



Managers have more negative experiences than non-managers.

Overall Life Experiences Among Managers vs. Non-Managers

2023 Global Results



The world’s managers are more likely than non-managers to be engaged and thriving in life. Managers are more likely to experience higher pay and higher social status compared to their non-manager peers. They are also more likely to feel their opinions count, to feel connected to their organization and to have manager peers they can rely on for support. All these likely contribute to higher engagement and life evaluations for managers.

Nevertheless, managers are more likely to be stressed, angry, sad and lonely than non-managers. Although being a manager has its perks, that does not mean it is easy. Managers experience higher levels of negative emotions than non-managers. They are also more likely to be looking to leave their current job.

Because managers often provide emotional support to employees and direct them to mental health resources, any initiative to address employee mental health and wellbeing should recognize that managers are not immune from suffering — in fact, they may need the most support in some cases.

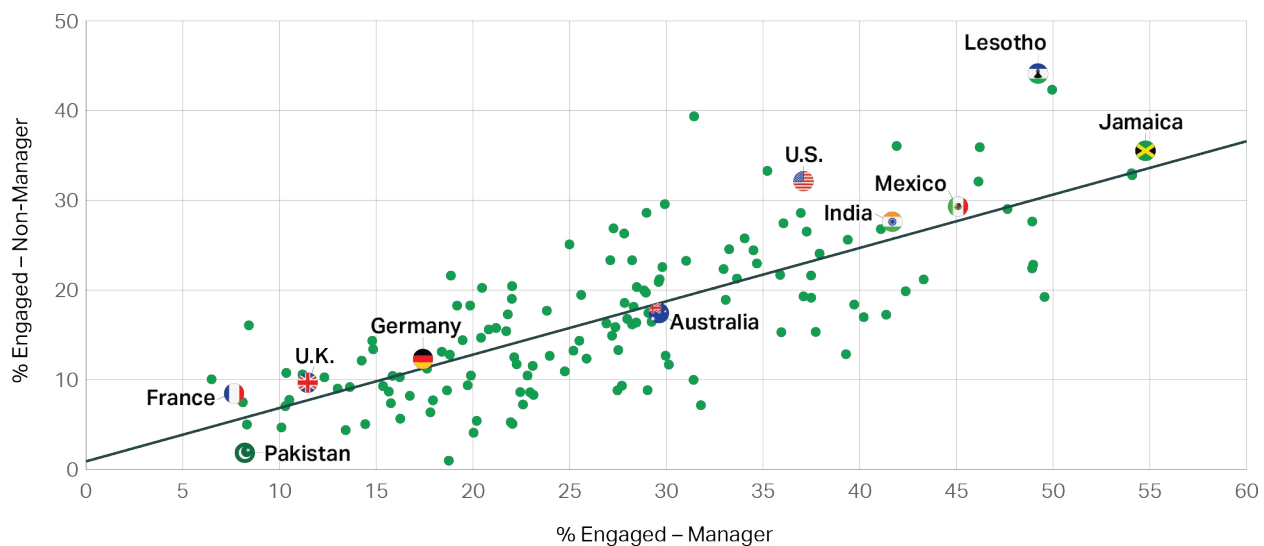
The Role of the Manager in Worker Wellbeing and Organizational Performance

02

When managers are engaged, employees are more likely to be engaged.

Country-Level Relationship Between Manager and Non-Manager Engagement

r=0.58



When managers are engaged at work, non-managers are also more likely to be engaged. Remarkably, this correlation appears at the country level. Countries in the upper half of manager engagement are two times as likely to have engaged non-managers.

Gallup has found that 70% of the variance in team engagement can be attributed to the manager.⁶

While economic prosperity and labor protections have a strong correlation to less misery at work, engagement is more closely tied to interpersonal relationships with one's manager. An effective manager motivates team members, moving them from indifferent to inspired.

Managers drive engagement through goal setting, regular, meaningful feedback and accountability.

Gallup's decades of research into effective management finds that a great manager builds an ongoing relationship with an employee grounded in respect, positivity and an understanding of the employee's unique gifts. Great managers help employees find meaning and reward in their work. As a result, employees take an interest in what they do, leading to higher productivity and enjoyment.

Discover more data as it relates to leadership and management.

[▶ Explore data](#)

⁶ Clifton, J., & Harter, J. (2019). *It's the manager: Moving from boss to coach*. Gallup Press.

The Role of the Manager in Worker Wellbeing and Organizational Performance

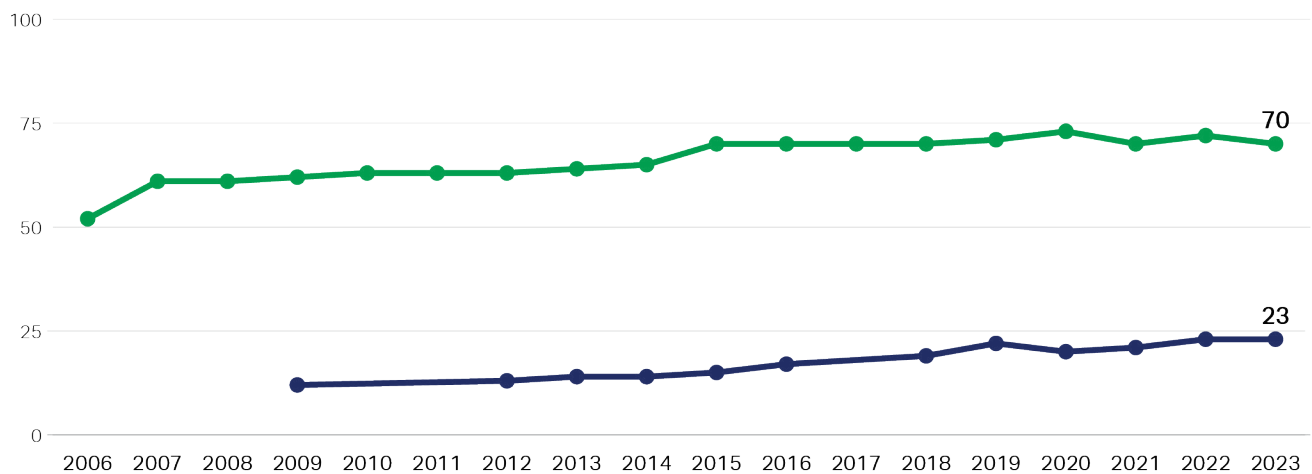


In best-practice organizations, three-fourths of managers are engaged, as well as seven in 10 non-managers.

Annual Employee Engagement in the World and Best-Practice Organizations

% Engaged

— Best-practice organizations — Global



While only 30% of managers and 23% of employees overall are engaged globally, some organizations reach much higher levels of employee engagement and wellbeing.

Best-practice organizations across industries and geographies have three-fourths of their managers engaged and seven in 10 non-managers. This is the equivalent of 14 engaged employees for every one actively disengaged employee, a ratio 11 times the global average.

The global workplace has changed since 2020.

The rise in hybrid work for remote-capable employees has made people management more complicated. And even those in on-site jobs are asking for more autonomy in their work lives. As mentioned at the beginning of this report, the mental health of younger workers is a new and challenging concern. These trends require new ways of managing people.

Explore the ways to create more engaged employees.

[Learn more](#)

Many of the organizations Gallup has studied did not start with high levels of engagement. Becoming a highly engaged organization was an intentional effort of leadership over several years. Leaders who build strong and resilient cultures focus on a few things that set them apart from other organizations:

✓ **They put a high priority on manager hiring and development.** As we've seen in this report, the manager-employee relationship is the locus of employee engagement and a central factor in thriving in life overall. The best organizations hire managers with a talent for engaging their teams, and they train their managers into effective coaches who consistently deliver meaningful individual feedback that inspires better future performance.

✓ **They integrate engagement into every stage of their employee and manager life cycle.** They make engagement a business strategy that informs how they hire, onboard, coach and develop talent. They also integrate it into performance management, goal setting, team meetings and manager-employee conversations. In other words, they make it part of their culture. It's simply the way they do business.

✓ **They emphasize wellbeing at work and in life.** They make their support for employee wellbeing visible and consistent. Many organizations employ wellbeing teams with wellbeing counselors or coaches. They also go beyond physical health to include financial literacy and planning support, as well as events like webinars on mental health and encouraging community volunteerism.

When organizations do these things, they simultaneously improve employees' lives and organizational performance.

▶ **Learn more about how Gallup partners with organizations at www.gallup.com**

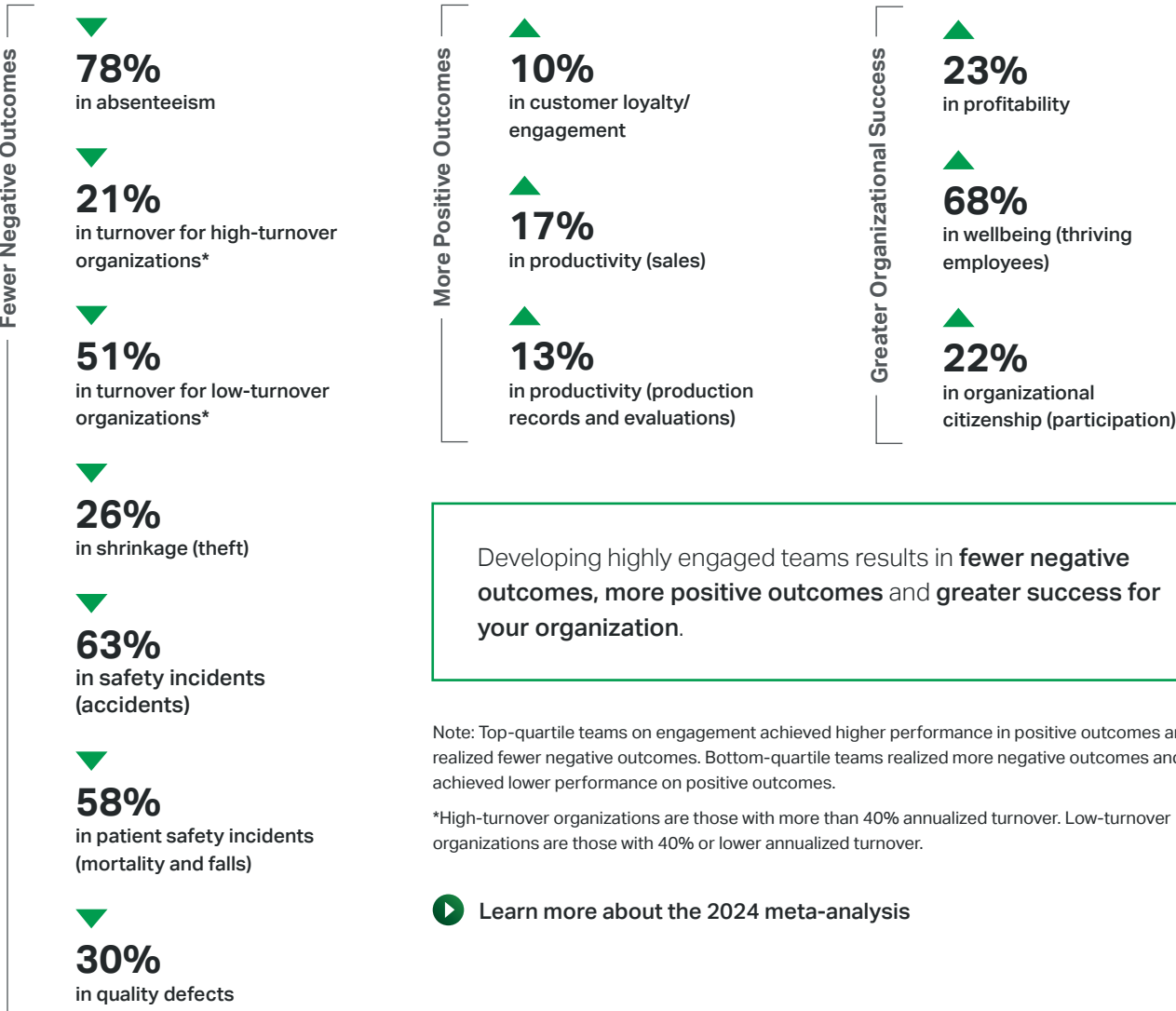
Conclusion

When organizations increase the number of engaged employees, they improve a host of organizational outcomes.

Gallup finds strong evidence that decreasing the number of disengaged workers drives positive outcomes within organizations. In a 2024 meta-analysis, the largest study of its kind that includes data from more than 183,000 business units across 53 industries and 90 countries, Gallup has found that high-engagement business units are likely to see significantly higher employee wellbeing — as well as higher productivity, profitability and sales — than low-engagement teams.

Outcomes of Highly Engaged Business Units and Teams

Difference between top- and bottom-quartile teams/business units within a typical organization



Global Insights

United States and Canada

Sub-Saharan Africa

Latin America and the Caribbean

East Asia

Europe

South Asia

Post-Soviet Eurasia

Southeast Asia

Middle East and North Africa

Australia and New Zealand

Global Summary

Boxed numbers indicate the percentage-point change from 2022 to 2023.

Employee Engagement

ENGAGED

23% 0

NOT ENGAGED

62% +3

ACTIVELY DISENGAGED

15% -3

Life Evaluation

THRIVING

34% -1

STRUGGLING

58% +2

SUFFERING

8% -1

Daily Negative Emotions

Emotions experienced during a lot of the previous day

STRESS

41% -3

ANGER

21% 0

SADNESS

22% +1

LONELINESS

20%

Job Market

JOB CLIMATE

Good time to find a job

54% +1

INTENT TO LEAVE

Watching for or actively seeking new job

52% +1

Employee Engagement

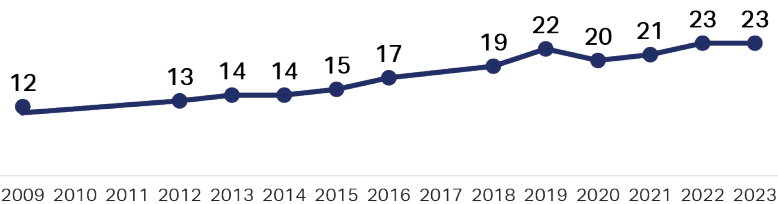
Based on Gallup Q¹² items; see "Appendix 3: Support Information" for item wording.

% ENGAGED	% NOT ENGAGED	% ACTIVELY DISENGAGED
23%	62%	15%

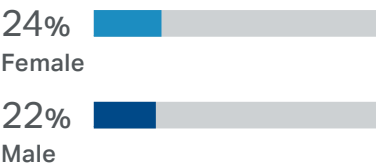
% ENGAGED

Global

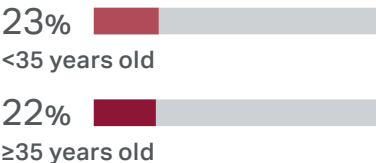
23%



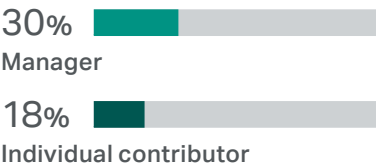
Gender



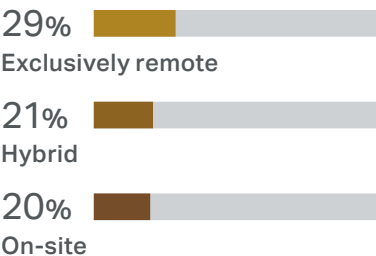
Age



Job Level



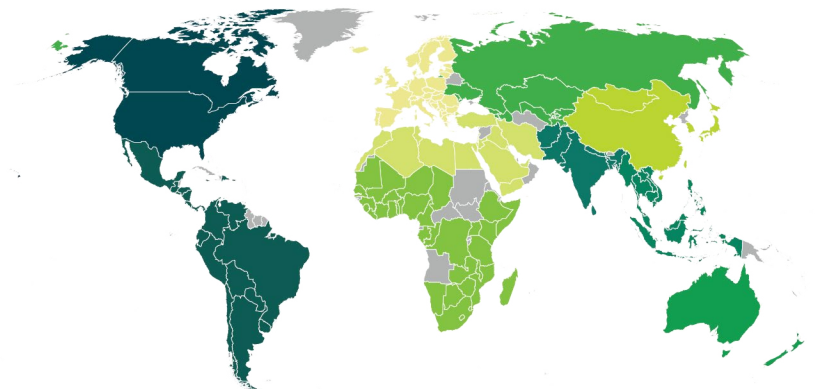
Work Location



Regional Ranking

% Engaged

1	United States and Canada	33	+2
2	Latin America and the Caribbean	32	+2
3	South Asia	26	-7
4	Southeast Asia	26	0
5	Australia and New Zealand	25	+2
6	Post-Soviet Eurasia	24	-2
7	Sub-Saharan Africa	20	0
8	East Asia	18	+1
9	Middle East and North Africa	14	-2
10	Europe	13	0



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)

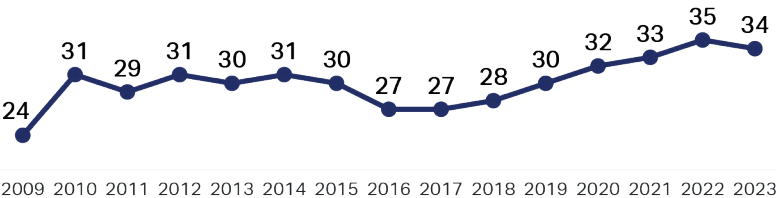
% THRIVING
34%

% STRUGGLING
58%

% SUFFERING
8%

% THRIVING

Global
34%



Gender

39%
Female

31%
Male

Age

31%
<35 years old

36%
≥35 years old

Job Level

40%
Manager

30%
Individual contributor

Work Location

34%
Exclusively remote

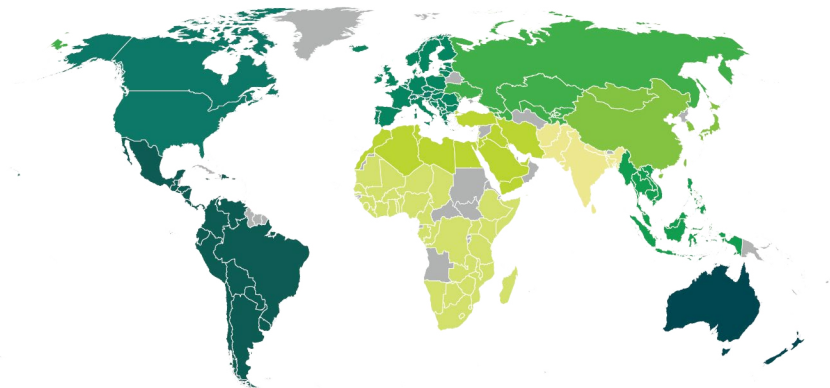
33%
Hybrid

34%
On-site

Regional Ranking

% Thriving

1	Australia and New Zealand	60	+4
2	Latin America and the Caribbean	54	+3
3	United States and Canada	53	-1
4	Europe	47	+1
5	Southeast Asia	36	+3
6	Post-Soviet Eurasia	33	+3
7	East Asia	32	-7
8	Middle East and North Africa	25	0
9	Sub-Saharan Africa	17	-2
10	South Asia	15	+2



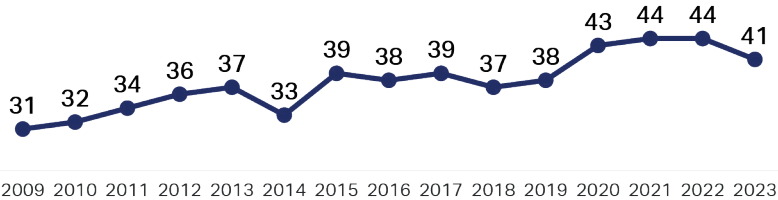
Daily Stress

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

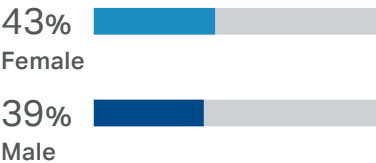
% YES

Global

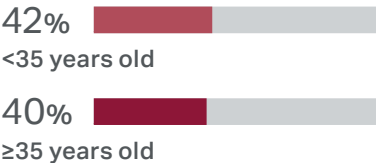
41%



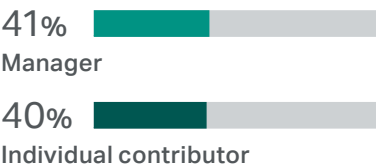
Gender



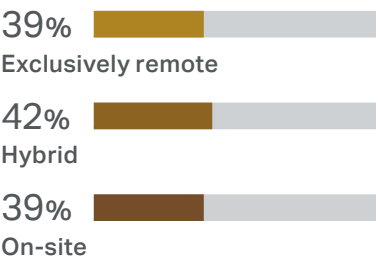
Age



Job Level



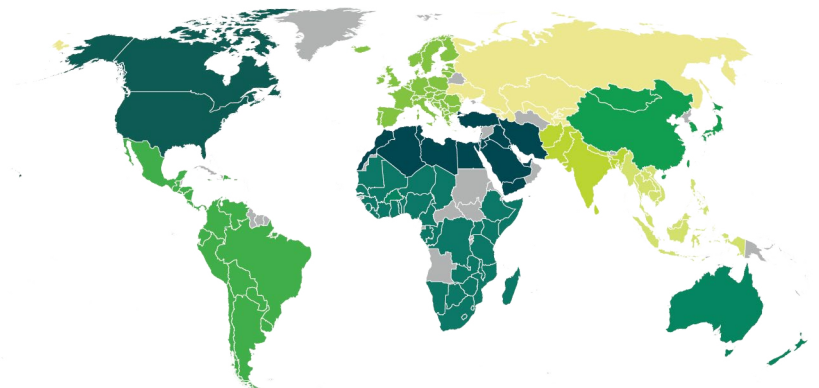
Work Location



Regional Ranking

% Yes

1	Middle East and North Africa	52	+7
2	United States and Canada	49	-3
3	Sub-Saharan Africa	48	+2
4	Australia and New Zealand	48	+1
5	East Asia	46	-6
6	Latin America and the Caribbean	44	+3
7	Europe	37	-1
8	South Asia	31	-4
9	Southeast Asia	25	-1
10	Post-Soviet Eurasia	19	-5



Daily Anger

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

% YES

Global

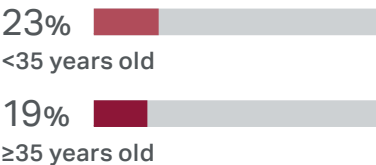
21%



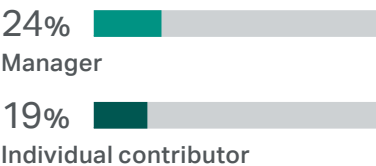
Gender



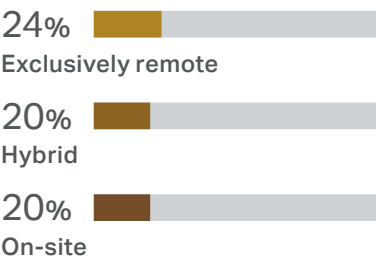
Age



Job Level



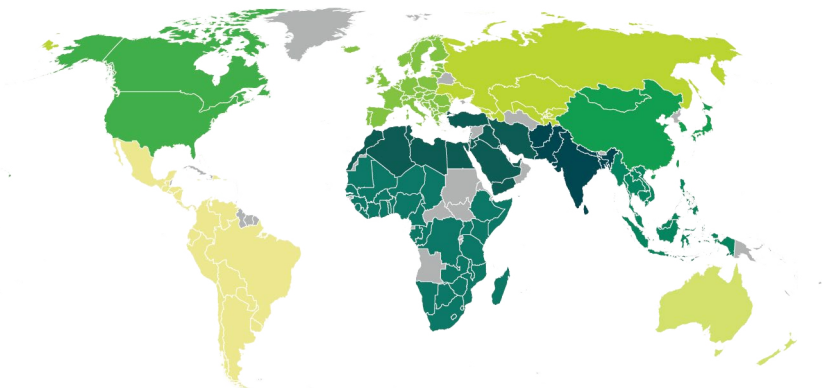
Work Location



Regional Ranking

% Yes

1	South Asia	34	-2
2	Middle East and North Africa	32	+1
3	Sub-Saharan Africa	25	-1
4	Southeast Asia	19	0
5	East Asia	17	0
6	United States and Canada	17	-1
7	Europe	15	+1
8	Post-Soviet Eurasia	15	-3
9	Australia and New Zealand	15	-1
10	Latin America and the Caribbean	14	+1



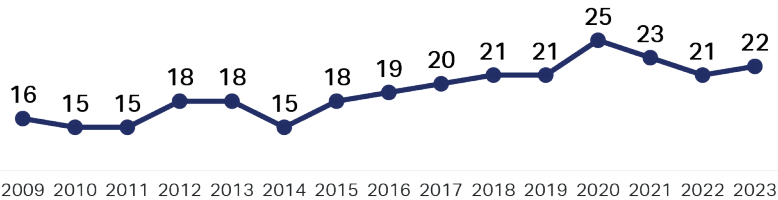
Daily Sadness

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

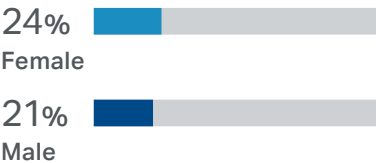
% YES

Global

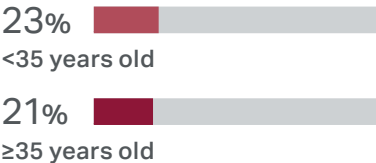
22%



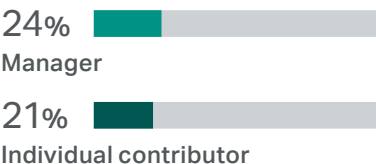
Gender



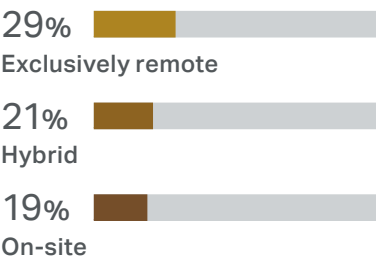
Age



Job Level



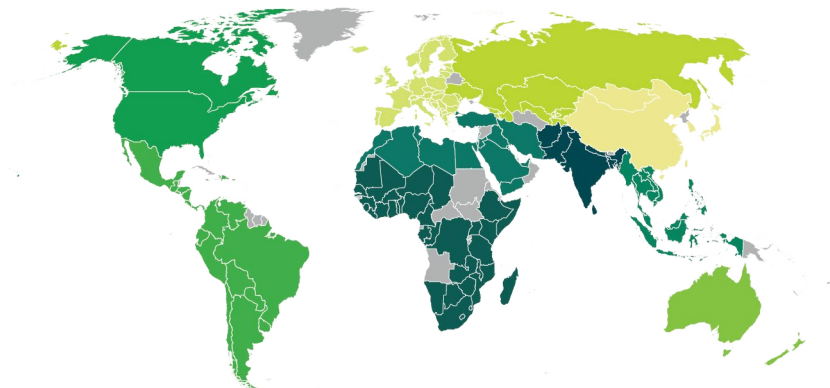
Work Location



Regional Ranking

% Yes

1	South Asia	42	0
2	Sub-Saharan Africa	28	-2
3	Middle East and North Africa	26	-1
4	Southeast Asia	23	+2
5	United States and Canada	21	-1
6	Latin America and the Caribbean	20	+2
7	Australia and New Zealand	19	-1
8	Post-Soviet Eurasia	18	-4
9	Europe	17	-1
10	East Asia	12	+1



Daily Loneliness

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

% YES

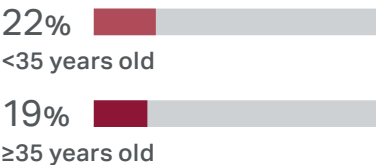
Global

20%

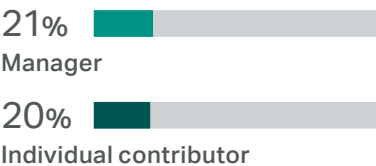
Gender



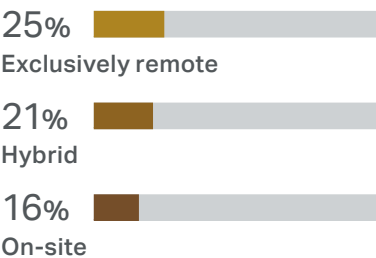
Age



Job Level



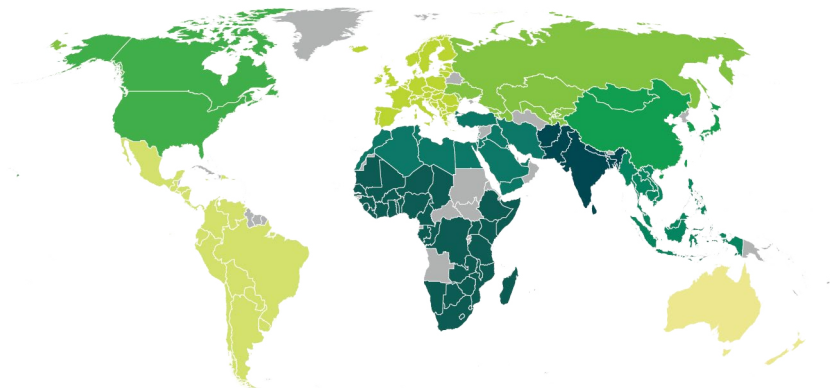
Work Location



Regional Ranking

% Yes

1	South Asia	29
2	Sub-Saharan Africa	26
3	Middle East and North Africa	23
4	Southeast Asia	20
5	East Asia	18
6	United States and Canada	18
7	Post-Soviet Eurasia	14
8	Europe	14
9	Latin America and the Caribbean	13
10	Australia and New Zealand	13



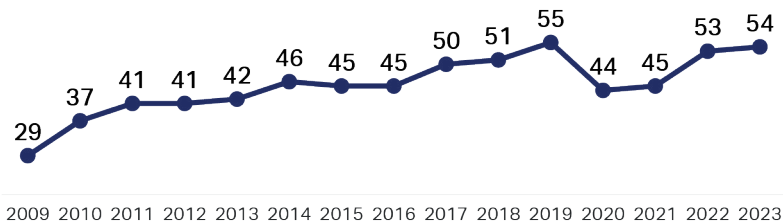
Job Climate

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?

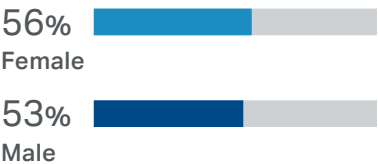
% GOOD TIME

Global

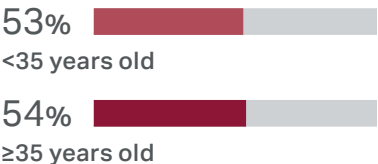
54%



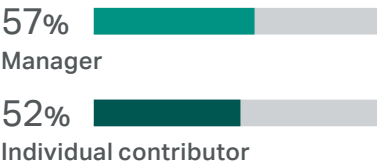
Gender



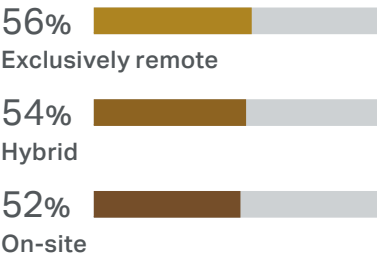
Age



Job Level



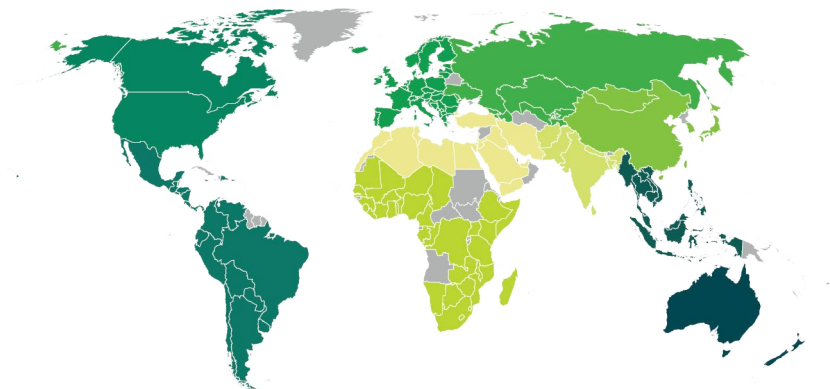
Work Location



Regional Ranking

% Good time

1	Australia and New Zealand	79	-3
2	Southeast Asia	63	+2
3	Latin America and the Caribbean	61	+10
4	United States and Canada	59	-11
5	Europe	57	+1
6	Post-Soviet Eurasia	53	+11
7	East Asia	51	+11
8	Sub-Saharan Africa	49	-1
9	South Asia	48	-8
10	Middle East and North Africa	33	-2



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?

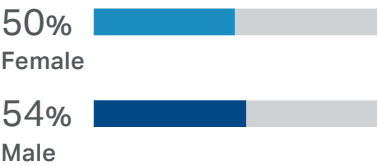
% WATCHING FOR OR ACTIVELY SEEKING NEW JOB

Global

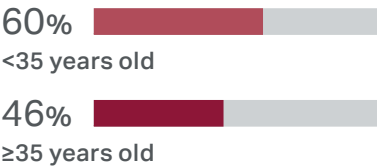
52%



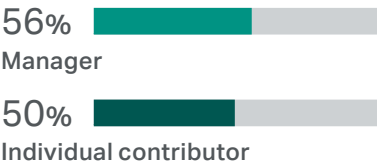
Gender



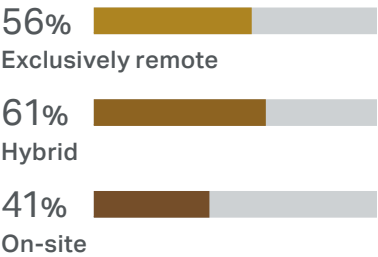
Age



Job Level



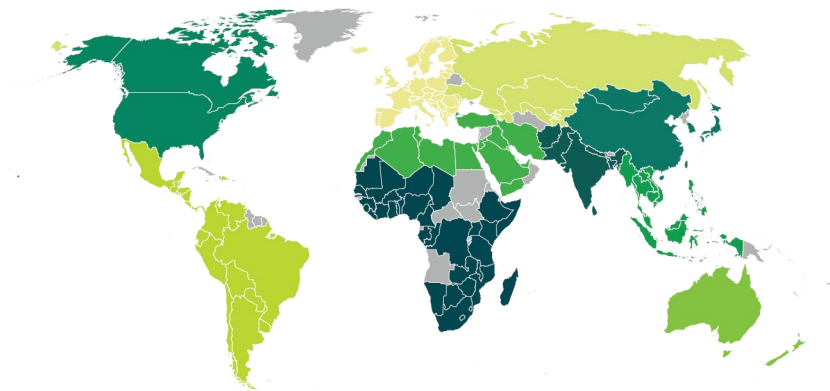
Work Location



Regional Ranking

% Watching for or actively seeking new job

1	Sub-Saharan Africa	75	+5
2	South Asia	58	+8
3	East Asia	54	-2
4	United States and Canada	49	+1
5	Southeast Asia	48	-2
6	Middle East and North Africa	48	-2
7	Australia and New Zealand	43	0
8	Latin America and the Caribbean	40	-2
9	Post-Soviet Eurasia	39	+7
10	Europe	32	-2



United States and Canada

Canada, United States

TOP TAKEAWAYS

- 1 highest regional percentage of engaged employees
- 2 second 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](https://www.gallup.com).



■ Countries that Gallup included in analysis of this region



Regional Summary

Boxed numbers indicate the percentage-point change from 2022 to 2023.

Employee Engagement

ENGAGED

33% +2

NOT ENGAGED

51% -1

ACTIVELY DISENGAGED

16% -1

Daily Negative Emotions

Emotions experienced during a lot of the previous day

STRESS

49% -3

ANGER

17% -1

SADNESS

21% -1

LONELINESS

18%

Life Evaluation

THRIVING

53% -1

STRUGGLING

43% +1

SUFFERING

4% 0

Job Market

JOB CLIMATE

Good time to find a job

59% -11

INTENT TO LEAVE

Watching for or actively seeking new job

49% +1



Employee Engagement

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

% ENGAGED

Regional

33% +2

Global

23%



% NOT ENGAGED

Regional

51% -1

Global

62%



% ACTIVELY DISENGAGED

Regional

16% -1

Global

15%



Engaged

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

% ENGAGED

Regional

33% +2

Global

23%



Gender

35% Female

31% Male

Age

34% <35 years old

32% ≥35 years old

Job Level

35% Manager

32% Individual contributor

Work Location

36% Exclusively remote

35% Hybrid

29% On-site



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

Regional

53% -1

Global

34%



% STRUGGLING

Regional

43% +1

Global

58%



% SUFFERING

Regional

4% 0

Global

8%



Thriving

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

Regional

53% -1

Global

34%



Gender

53%

54%

Age

50%

55%

Job Level

62%

51%

Work Location

59%

62%

50%



Daily Stress

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

% YES

Regional

49% -3

Global

41%



Gender

54%

Female

45%

Male

Age

59%

<35 years old

45%

≥35 years old

Job Level

53%

Manager

48%

Individual contributor

Work Location

51%

Exclusively remote

51%

Hybrid

50%

On-site

Daily Anger

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

% YES

Regional

17% -1

Global

21%



Gender

17%

Female

16%

Male

Age

20%

<35 years old

15%

≥35 years old

Job Level

17%

Manager

16%

Individual contributor

Work Location

15%

Exclusively remote

15%

Hybrid

18%

On-site



Daily Sadness

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

% YES

Regional

21% -1

Global

22%





Gender

24%  
Female

18%  
Male

Age

26%  
<35 years old



18%  
≥35 years old

Job Level

19%  
Manager

22%  
Individual contributor

Work Location

21%  
Exclusively remote

20%  
Hybrid

21%  
On-site

Daily Loneliness

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

% YES

Regional

18%

Global

20%





Gender

19%  
Female

17%  
Male

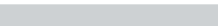
Age

24%  
<35 years old

15%  
≥35 years old

Job Level

15%  
Manager

19%  
Individual contributor

Work Location

19%  
Exclusively remote

17%  
Hybrid

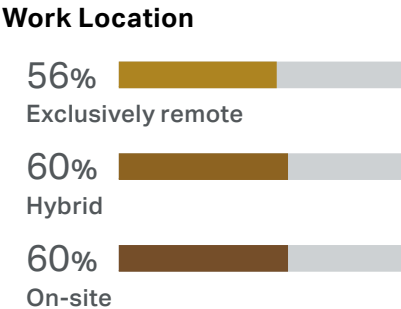
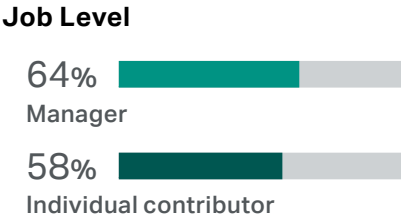
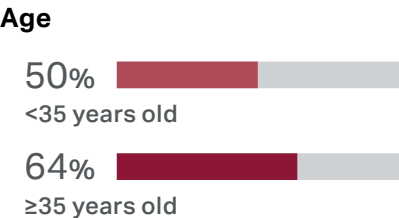
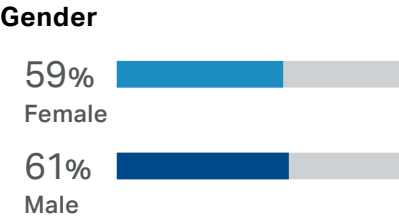
18%  
On-site



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?

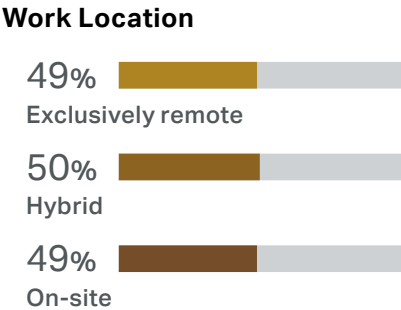
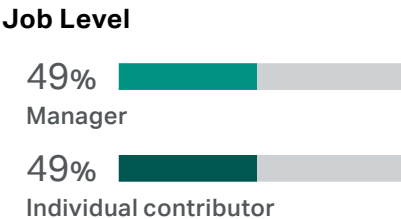
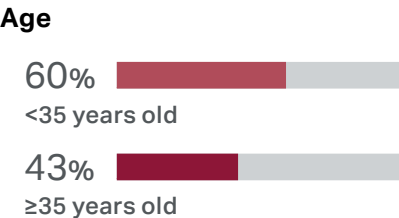
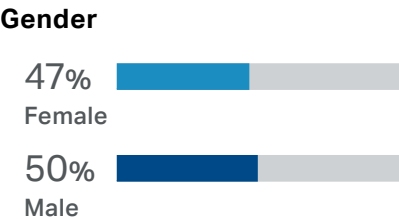
% GOOD TIME



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



Latin America and the Caribbean

Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Puerto Rico, Uruguay, Venezuela

TOP TAKEAWAYS

- 1 lowest regional percentage of employees experiencing daily anger
- 2 second highest regional percentage of engaged employees
- 3 second highest regional percentage of thriving employees

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



■ Countries that Gallup included in analysis of this region



Regional Summary

☐ Boxed numbers indicate the percentage-point change from 2022 to 2023.

Employee Engagement

ENGAGED

32%

NOT ENGAGED

58%

ACTIVELY DISENGAGED

10%

Daily Negative Emotions

Emotions experienced during a lot of the previous day

STRESS

44%

ANGER

14%

SADNESS

20%

LONELINESS

13%

Life Evaluation

THRIVING

54%

STRUGGLING

44%

SUFFERING

2%

Job Market

JOB CLIMATE

Good time to find a job

61%

INTENT TO LEAVE

Watching for or actively seeking new job

40%



Employee Engagement

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

% ENGAGED

Regional

32% +2

Global

23%



% NOT ENGAGED

Regional

58% -1

Global

62%



% ACTIVELY DISENGAGED

Regional

10% 0

Global

15%



Engaged

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

% ENGAGED

Regional

32% +2

Global

23%



Gender

34% Female

31% Male

Age

32% <35 years old

33% ≥35 years old

Job Level

39% Manager

29% Individual contributor

Work Location

38% Exclusively remote

29% Hybrid

31% On-site



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

Regional

54% +3

Global

34%



% STRUGGLING

Regional

44% -2

Global

58%



% SUFFERING

Regional

2% -1

Global

8%



Thriving

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

Regional

54% +3

Global

34%



Gender

56% Female

52% Male

Age

59% <35 years old

49% ≥35 years old

Job Level

54% Manager

54% Individual contributor

Work Location

53% Exclusively remote

56% Hybrid

53% On-site



Daily Stress

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

% YES

Regional

44% +3

Global

41%




Gender

51% 
Female

39% 
Male

Age

47% 
<35 years old

41% 
≥35 years old

Job Level

47% 
Manager

42% 
Individual contributor

Work Location

45% 
Exclusively remote

42% 
Hybrid

45% 
On-site

Daily Anger

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

% YES

Regional

14% +1

Global

21%



Gender

17% 
Female

12% 
Male


Age

13% 
<35 years old

16% 
≥35 years old

Job Level

16% 
Manager

13% 
Individual contributor

Work Location

14% 
Exclusively remote

13% 
Hybrid

16% 
On-site



Daily Sadness

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

% YES

Regional

20% +2

Global

22%



Gender

25% 
Female

16% 
Male

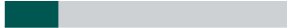
Age

17% 
<35 years old

23% 
≥35 years old

Job Level

22% 
Manager

19% 
Individual contributor

Work Location

18% 
Exclusively remote

17% 
Hybrid

23% 
On-site

Daily Loneliness

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

% YES

Regional

13%

Global

20%



Gender

14% 
Female

12% 
Male


Age

11% 
<35 years old

14% 
≥35 years old

Job Level

14% 
Manager

12% 
Individual contributor

Work Location

12% 
Exclusively remote

13% 
Hybrid

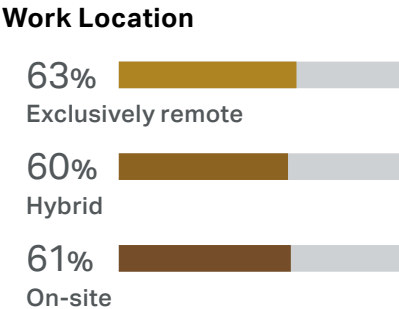
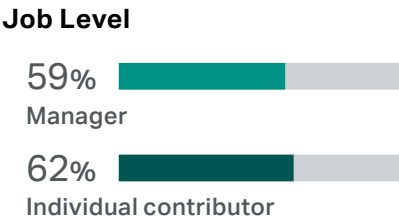
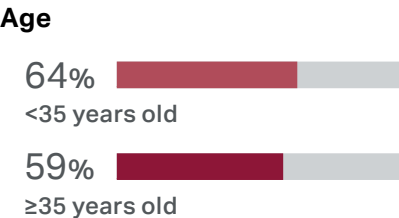
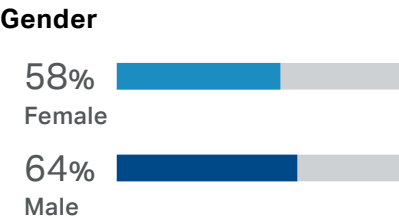
13% 
On-site



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?

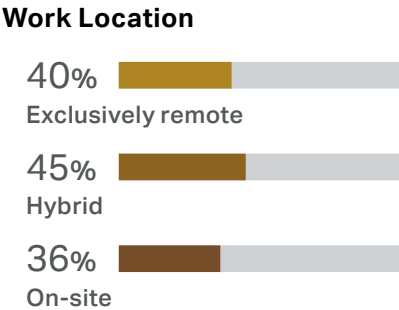
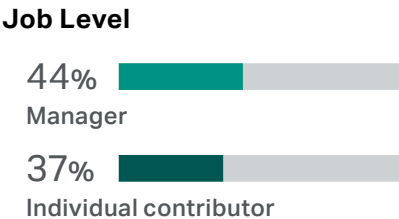
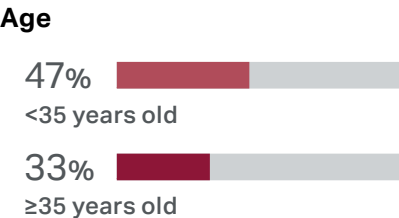
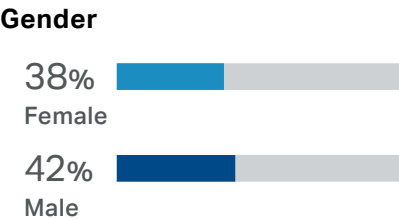
% GOOD TIME



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



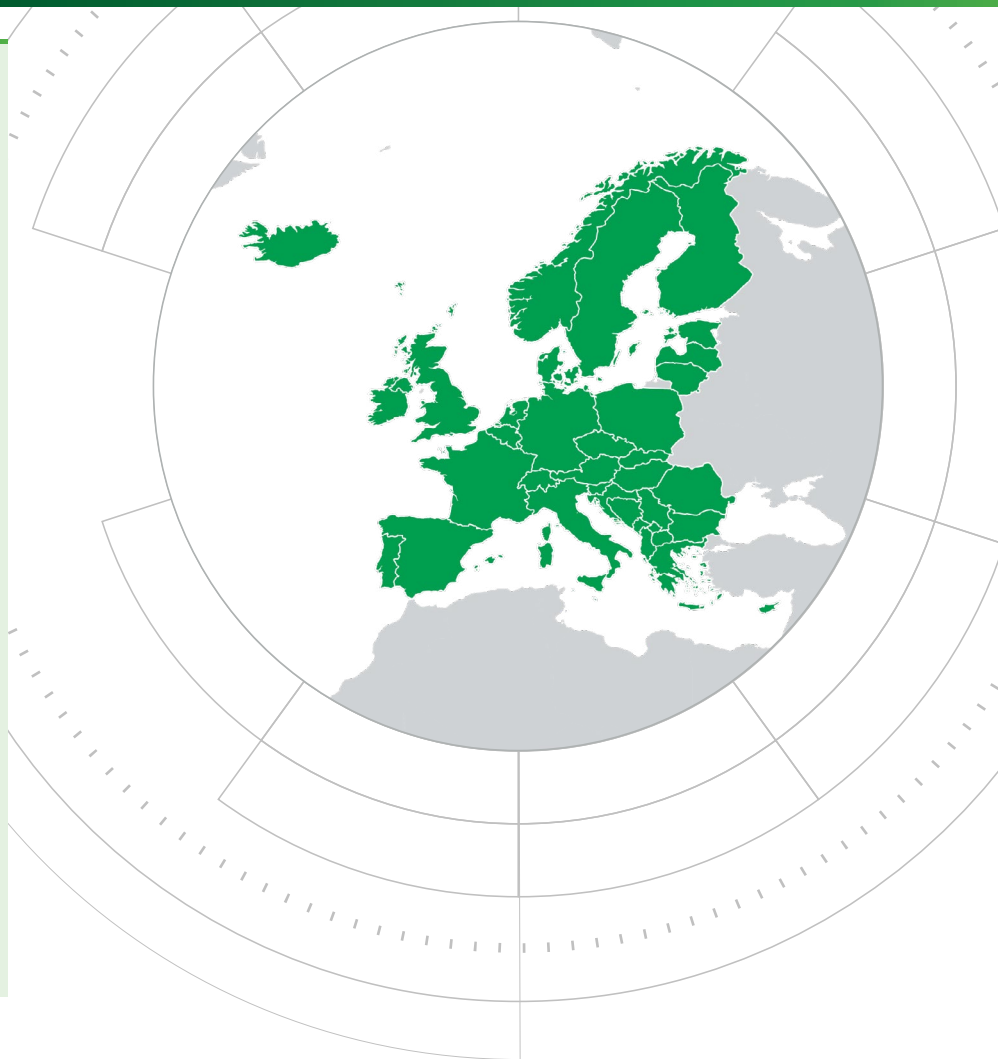
Europe

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 of Great Britain and Northern Ireland

TOP TAKEAWAYS

- 1 lowest regional percentage of engaged employees
- 2 lowest regional percentage of employees who say they are watching for or actively seeking a new job
- 3 second lowest regional percentage of employees experiencing daily sadness

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



■ Countries that Gallup included in analysis of this region



Regional Summary

☐ Boxed numbers indicate the percentage-point change from 2022 to 2023.

Employee Engagement

ENGAGED

13%

NOT ENGAGED

72%

ACTIVELY DISENGAGED

16%

Daily Negative Emotions

Emotions experienced during a lot of the previous day

STRESS

37%

ANGER

15%

SADNESS

17%

LONELINESS

14%

Life Evaluation

THRIVING

47%

STRUGGLING

49%

SUFFERING

4%

Job Market

JOB CLIMATE

Good time to find a job

57%

INTENT TO LEAVE

Watching for or actively seeking new job

32%



Employee Engagement

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

% ENGAGED

Regional

13% 0

Global

23%



% NOT ENGAGED

Regional

72% 0

Global

62%



% ACTIVELY DISENGAGED

Regional

16% 0

Global

15%



Engaged

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

% ENGAGED

Regional

13% 0

Global

23%



Gender

13% 0
Female

13% 0
Male

Age

15% 0
<35 years old

12% 0
≥35 years old

Job Level

16% 0
Manager

11% 0
Individual contributor

Work Location

15% 0
Exclusively remote

14% 0
Hybrid

12% 0
On-site



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

Regional

47% +1

Global

34%



% STRUGGLING

Regional

49% +1

Global

58%



% SUFFERING

Regional

4% -2

Global

8%



Thriving

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

Regional

47% +1

Global

34%



Gender

47%

Female

47%

Male

Age

50%

<35 years old

45%

≥35 years old

Job Level

50%

Manager

44%

Individual contributor

Work Location

45%

Exclusively remote

51%

Hybrid

45%

On-site



Daily Stress

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

% YES

Regional

37% -1

Global

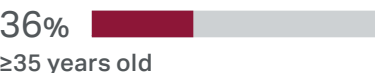
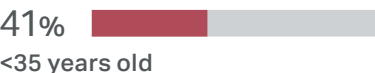
41%



Gender



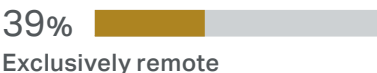
Age



Job Level



Work Location



Daily Anger

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

% YES

Regional

15% +1

Global

21%



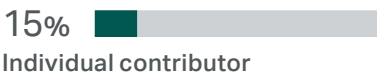
Gender



Age



Job Level



Work Location





Daily Sadness

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

% YES

Regional

17% -1

Global

22%



Gender

20% 
Female

15% 
Male


Age

18% 
<35 years old

17% 
≥35 years old

Job Level

17% 
Manager

18% 
Individual contributor

Work Location

19% 
Exclusively remote

17% 
Hybrid

17% 
On-site

Daily Loneliness

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

% YES

Regional

14%

Global

20%



Gender

13% 
Female

15% 
Male


Age

15% 
<35 years old

14% 
≥35 years old

Job Level

15% 
Manager

14% 
Individual contributor

Work Location

22% 
Exclusively remote

14% 
Hybrid

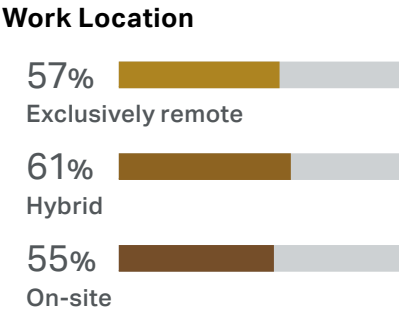
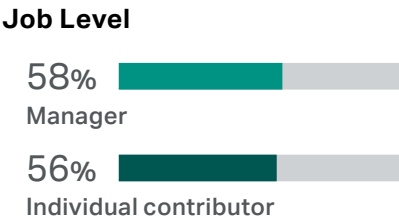
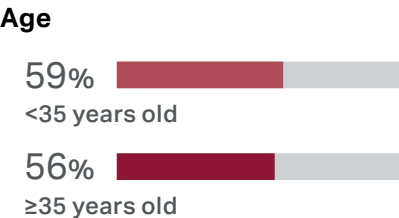
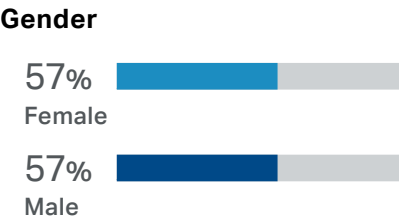
12% 
On-site



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?

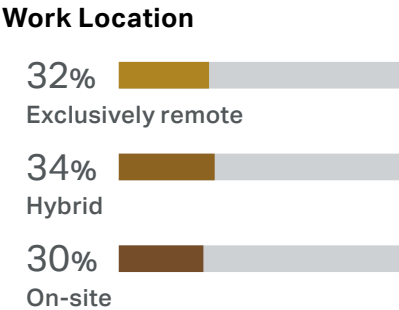
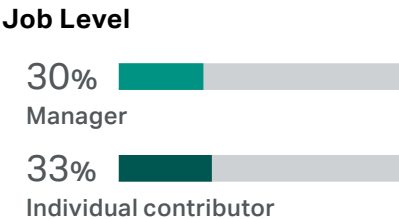
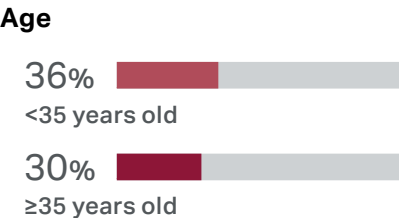
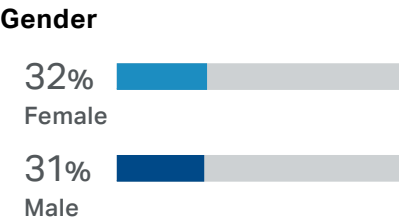
% GOOD TIME



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



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 second lowest regional percentage of employees who say they are watching for or actively seeking a new job
- 3 third lowest regional percentage of employees experiencing daily anger

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

■ Countries that Gallup included in analysis of this region





Regional Summary

Boxed numbers indicate the percentage-point change from 2022 to 2023.

Employee Engagement

ENGAGED

24% -2

NOT ENGAGED

60% 0

ACTIVELY DISENGAGED

16% +2

Daily Negative Emotions

Emotions experienced during a lot of the previous day

STRESS

19% -5

ANGER

15% -3

SADNESS

18% -4

LONELINESS

14%

Life Evaluation

THRIVING

33% +3

STRUGGLING

59% -4

SUFFERING

7% +1

Job Market

JOB CLIMATE

Good time to find a job

53% +11

INTENT TO LEAVE

Watching for or actively seeking new job

39% +7



Employee Engagement

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

% ENGAGED

Regional

24% -2

Global

23%



% NOT ENGAGED

Regional

60% 0

Global

62%



% ACTIVELY DISENGAGED

Regional

16% +2

Global

15%



Engaged

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

% ENGAGED

Regional

24% -2

Global

23%



Gender

27% Female

22% Male

Age

25% <35 years old

24% ≥35 years old

Job Level

30% Manager

22% Individual contributor

Work Location

35% Exclusively remote

24% Hybrid

21% On-site



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

Regional

33% +3

Global

34%



% STRUGGLING

Regional

59% -4

Global

58%



% SUFFERING

Regional

7% +1

Global

8%



Thriving

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

Regional

33% +3

Global

34%



Gender

35% Female

31% Male

Age

37% <35 years old

31% ≥35 years old

Job Level

40% Manager

30% Individual contributor

Work Location

36% Exclusively remote

36% Hybrid

31% On-site



Daily Stress

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

% YES

Regional

19% -5

Global

41%



Gender

23% Female

16% Male

Age

24% <35 years old

16% ≥35 years old

Job Level

22% Manager

18% Individual contributor

Work Location

15% Exclusively remote

19% Hybrid

20% On-site

Daily Anger

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

% YES

Regional

15% -3

Global

21%



Gender

15% Female

14% Male

Age

18% <35 years old

13% ≥35 years old

Job Level

15% Manager

15% Individual contributor

Work Location

14% Exclusively remote

17% Hybrid

14% On-site



Daily Sadness

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

% YES

Regional


18% -4

Global

22%



Gender

23% 
Female

14% 
Male

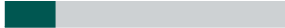
Age

16% 
<35 years old


19% 
≥35 years old

Job Level

16% 
Manager

18% 
Individual contributor

Work Location

14% 
Exclusively remote

18% 
Hybrid

19% 
On-site

Daily Loneliness

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

% YES

Regional

14%

Global

20%



Gender

17% 
Female

13% 
Male


Age

14% 
<35 years old

15% 
≥35 years old

Job Level

11% 
Manager

16% 
Individual contributor

Work Location

15% 
Exclusively remote

16% 
Hybrid

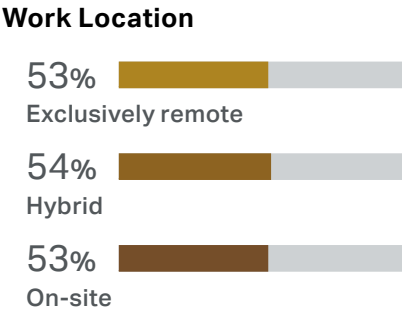
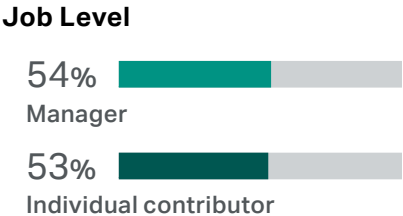
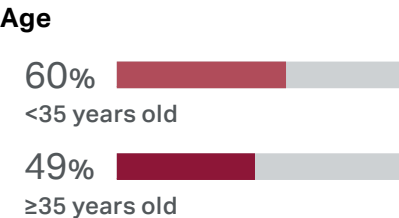
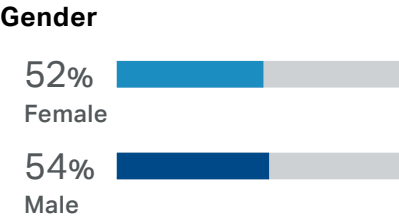
14% 
On-site



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?

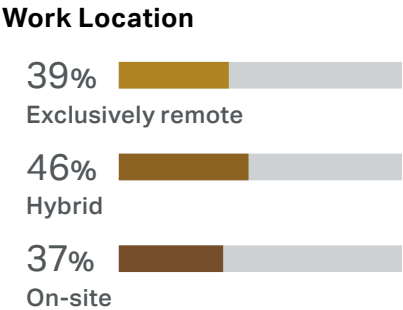
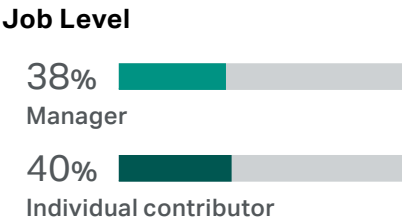
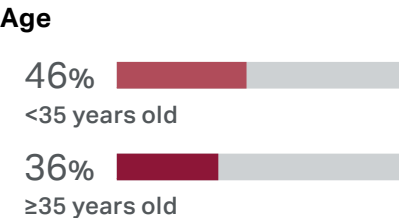
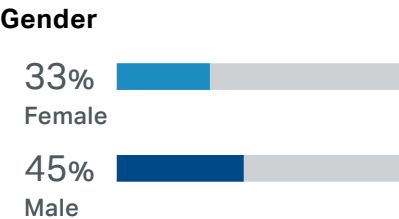
% GOOD TIME



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



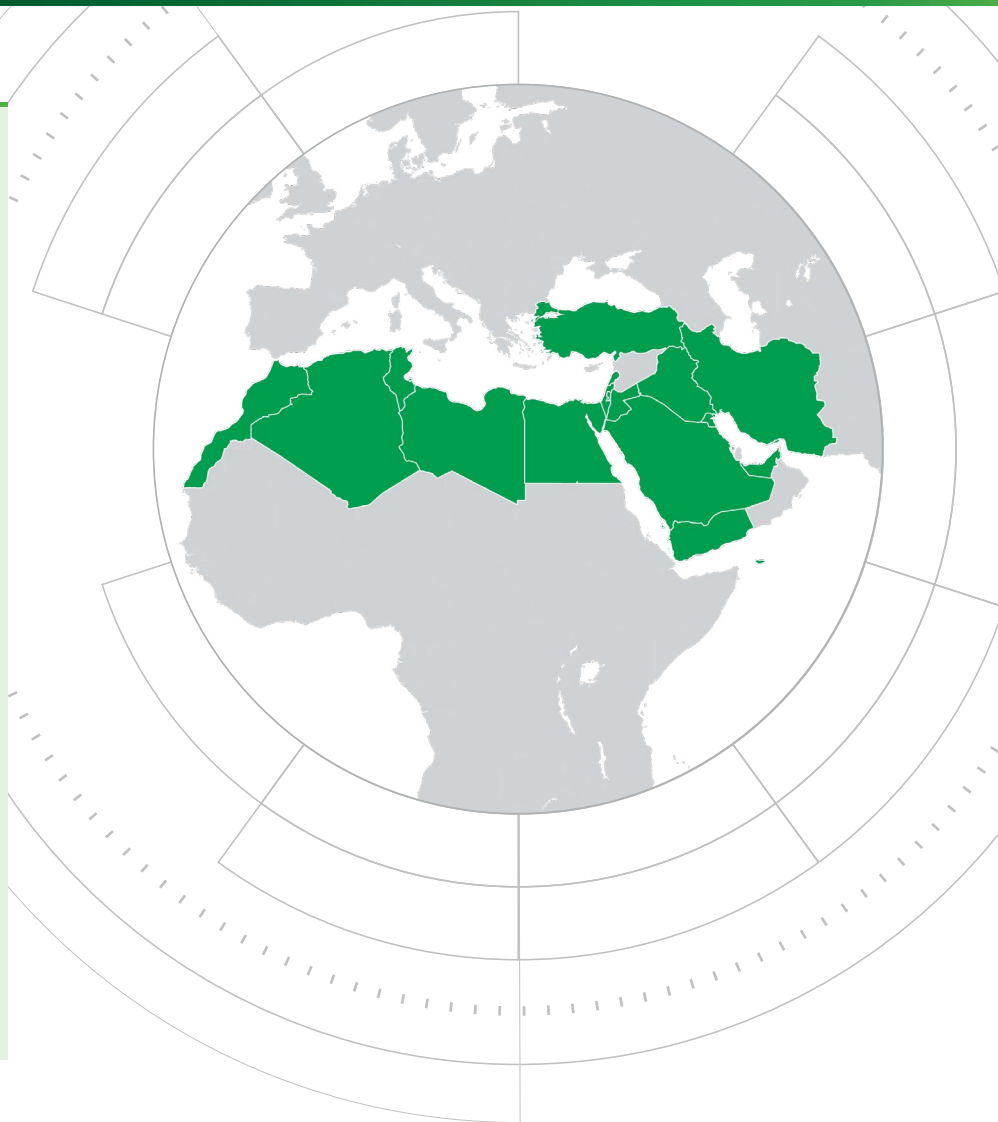
Middle East and North Africa

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

TOP TAKEAWAYS

- 1 highest regional percentage of employees experiencing daily stress
- 2 lowest regional percentage of employees who say it is a good time to find a job where they live
- 3 second lowest regional percentage of engaged employees

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



■ Countries that Gallup included in analysis of this region



Regional Summary

☐ Boxed numbers indicate the percentage-point change from 2022 to 2023.

Employee Engagement

ENGAGED

14%

NOT ENGAGED

61%

ACTIVELY DISENGAGED

25%

Daily Negative Emotions

Emotions experienced during a lot of the previous day

STRESS

52%

ANGER

32%

SADNESS

26%

LONELINESS

23%

Life Evaluation

THRIVING

25%

STRUGGLING

61%

SUFFERING

13%

Job Market

JOB CLIMATE

Good time to find a job

33%

INTENT TO LEAVE

Watching for or actively seeking new job

48%



Employee Engagement

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

% ENGAGED

Regional

14% -2

Global

23%



% NOT ENGAGED

Regional

61% 0

Global

62%



% ACTIVELY DISENGAGED

Regional

25% +2

Global

15%



Engaged

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

% ENGAGED

Regional

14% -2

Global

23%



Gender

15% Female

13% Male

Age

12% <35 years old

15% ≥35 years old

Job Level

22% Manager

10% Individual contributor

Work Location

30% Exclusively remote

14% Hybrid

9% On-site



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

Regional

25% 0

Global

34%



% STRUGGLING

Regional

61% +4

Global

58%



% SUFFERING

Regional

13% -3

Global

8%



Thriving

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

Regional

25% 0

Global

34%



Gender

34% Female

22% Male

Age

24% <35 years old

26% ≥35 years old

Job Level

34% Manager

21% Individual contributor

Work Location

36% Exclusively remote

32% Hybrid

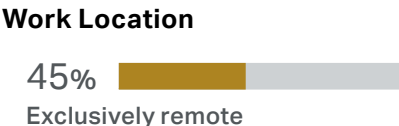
19% On-site



Daily Stress

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

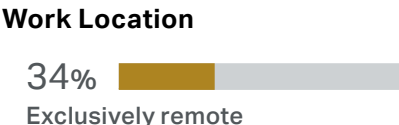
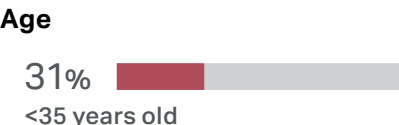
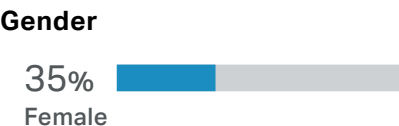
% YES



Daily Anger

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

% YES





Daily Sadness

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

% YES

Regional

26% -1

Global

22%



Gender

32% Female

24% Male

Age

23% <35 years old

29% ≥35 years old

Job Level

26% Manager

26% Individual contributor

Work Location

28% Exclusively remote

27% Hybrid

25% On-site

Daily Loneliness

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

% YES

Regional

23%

Global

20%



Gender

28% Female

22% Male

Age

24% <35 years old

22% ≥35 years old

Job Level

22% Manager

23% Individual contributor

Work Location

24% Exclusively remote

26% Hybrid

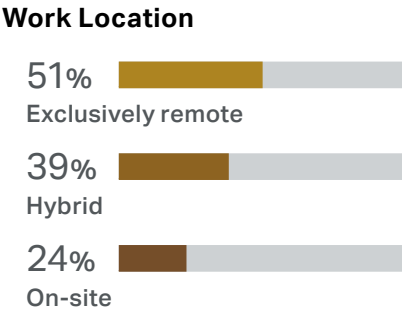
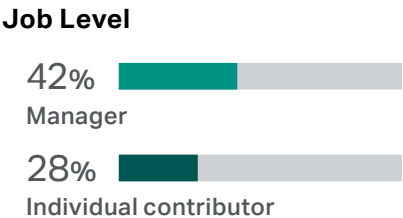
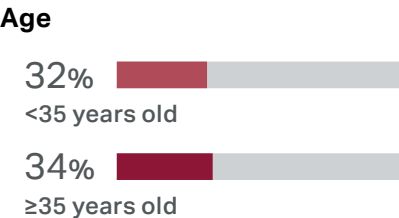
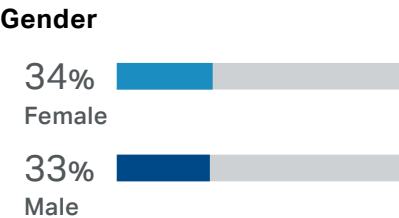
21% On-site



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?

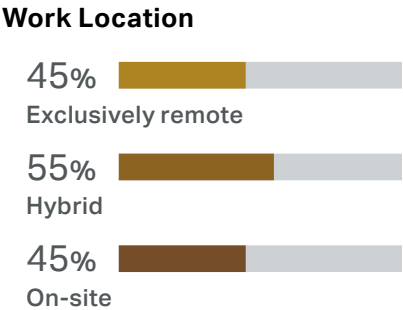
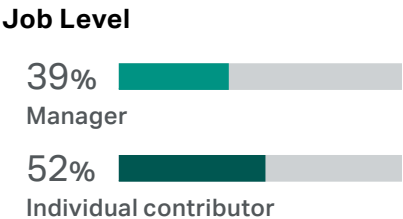
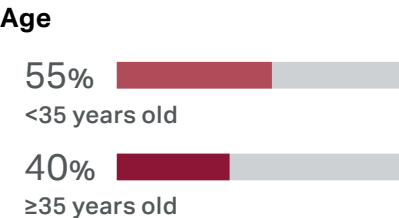
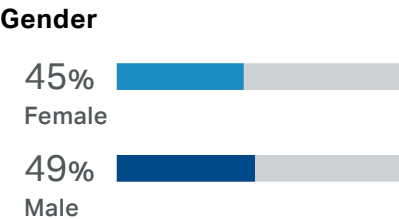
% GOOD TIME



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



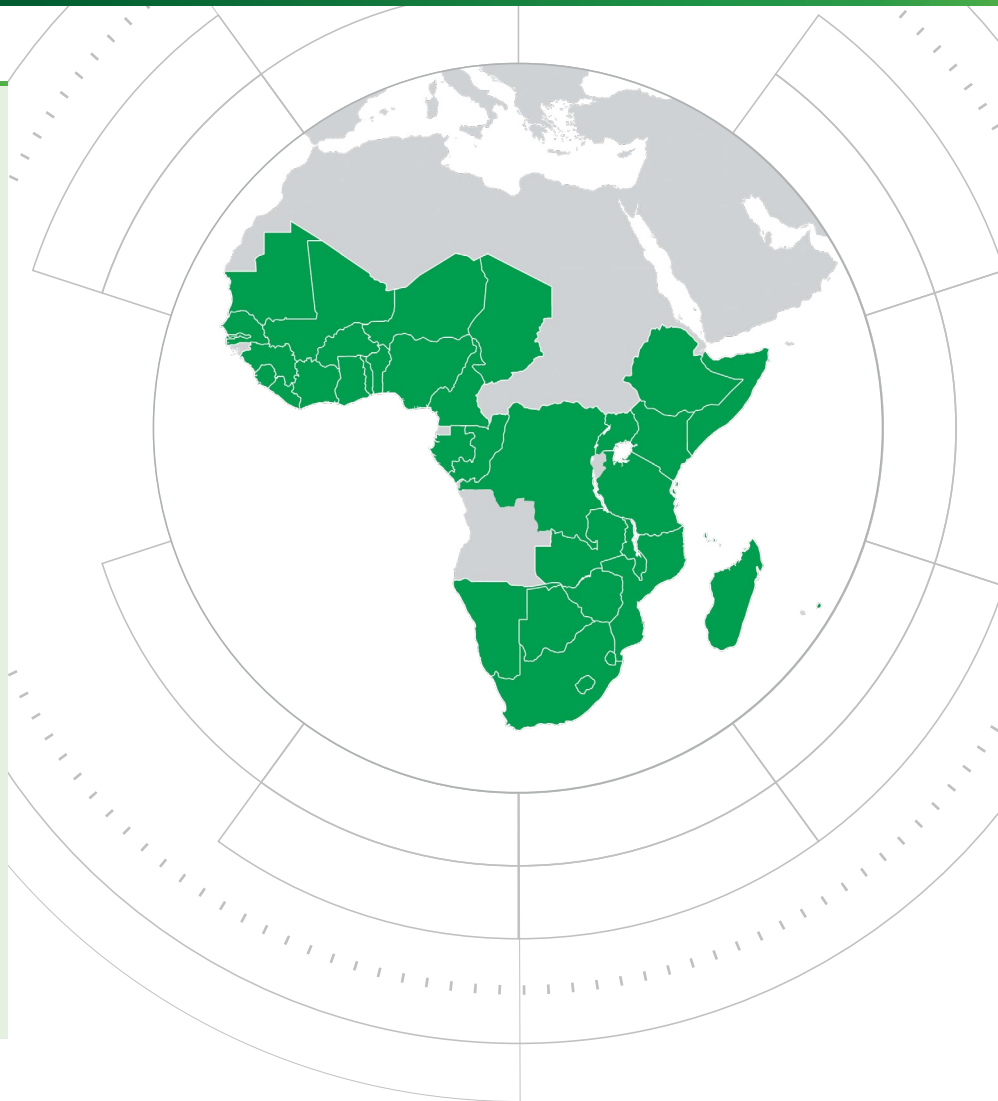
Sub-Saharan Africa

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, Senegal, Sierra Leone, Somalia, South Africa, Tanzania, Togo, Uganda, Zambia, Zimbabwe

TOP TAKEAWAYS

- 1 highest regional percentage of employees who say they are watching for or actively seeking a new job
- 2 second lowest regional percentage of thriving employees
- 3 second highest regional percentage of employees experiencing daily loneliness

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



■ Countries that Gallup included in analysis of this region



Regional Summary

Boxed numbers indicate the percentage-point change from 2022 to 2023.

Employee Engagement

ENGAGED

20% +0

NOT ENGAGED

63% +4

ACTIVELY DISENGAGED

17% -4

Daily Negative Emotions

Emotions experienced during a lot of the previous day

STRESS

48% +2

ANGER

25% -1

SADNESS

28% -2

LONELINESS

26%

Life Evaluation

THRIVING

17% -2

STRUGGLING

74% +5

SUFFERING

9% -2

Job Market

JOB CLIMATE

Good time to find a job

49% -1

INTENT TO LEAVE

Watching for or actively seeking new job

75% +5



Employee Engagement

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

% ENGAGED

Regional

20% 0

Global

23%



% NOT ENGAGED

Regional

63% +4

Global

62%



% ACTIVELY DISENGAGED

Regional

17% -4

Global

15%



Engaged

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

% ENGAGED

Regional

20% 0

Global

23%



Gender

19% Female

20% Male

Age

19% <35 years old

21% ≥35 years old

Job Level

29% Manager

13% Individual contributor

Work Location

26% Exclusively remote

17% Hybrid

18% On-site



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

Regional

17% -2

Global

34%



% STRUGGLING

Regional

74% +5

Global

58%



% SUFFERING

Regional

9% -2

Global

8%



Thriving

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

Regional

17% -2

Global

34%



Gender

18% Female

17% Male

Age

17% <35 years old

18% ≥35 years old

Job Level

23% Manager

12% Individual contributor

Work Location

19% Exclusively remote

16% Hybrid

18% On-site



Daily Stress

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

% YES

Regional

48% +2

Global

41%



Gender

50%

47%

Age

47%

50%

Job Level

48%

49%

Work Location

47%

49%

47%

Daily Anger

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

% YES

Regional

25% -1

Global

21%



Gender

25%

25%

Age

27%

22%

Job Level

25%

25%

Work Location

26%

24%

25%



Daily Sadness

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

% YES

Regional

28% -2

Global

22%



Gender

29% Female

28% Male

Age

27% <35 years old

30% ≥35 years old

Job Level

30% Manager

27% Individual contributor

Work Location

31% Exclusively remote

28% Hybrid

26% On-site

Daily Loneliness

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

% YES

Regional

26%

Global

20%



Gender

28% Female

25% Male

Age

28% <35 years old

24% ≥35 years old

Job Level

28% Manager

25% Individual contributor

Work Location

30% Exclusively remote

24% Hybrid

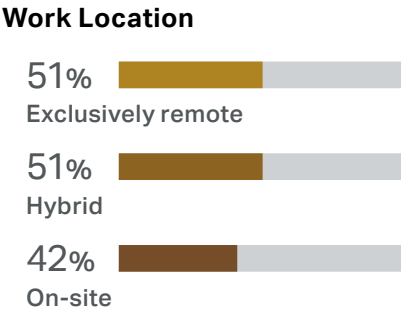
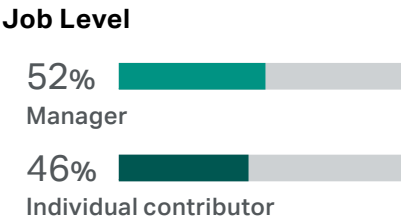
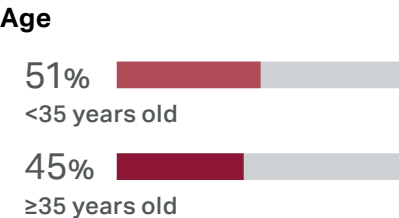
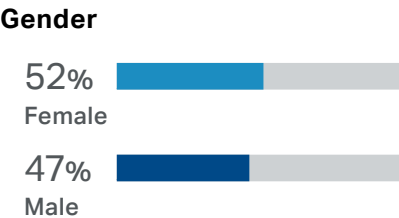
27% On-site



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?

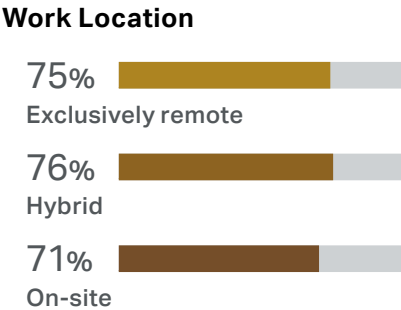
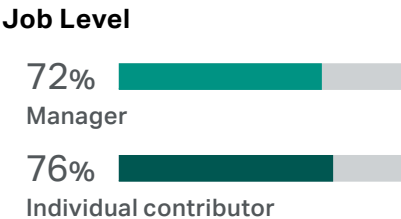
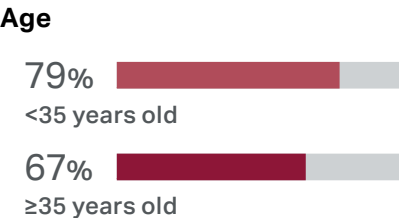
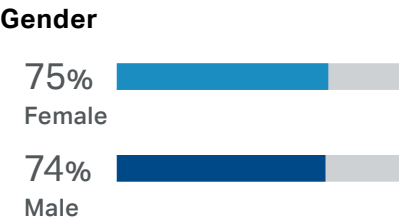
% GOOD TIME



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



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 third lowest regional percentage of engaged employees
- 3 third highest regional percentage of employees who say they are watching for or actively seeking a new job

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

■ Countries that Gallup included in analysis of this region





Regional Summary

Boxed numbers indicate the percentage-point change from 2022 to 2023.

Employee Engagement

ENGAGED

18% +1

NOT ENGAGED

67% +5

ACTIVELY DISENGAGED

14% -6

Daily Negative Emotions

Emotions experienced during a lot of the previous day

STRESS

46% -6

ANGER

17% 0

SADNESS

12% +1

LONELINESS

18%

Life Evaluation

THRIVING

32% -7

STRUGGLING

62% +7

SUFFERING

6% 0

Job Market

JOB CLIMATE

Good time to find a job

51% +11

INTENT TO LEAVE

Watching for or actively seeking new job

54% -2



Employee Engagement

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

% ENGAGED

Regional

18% +1

Global

23%



% NOT ENGAGED

Regional

67% +5

Global

62%



% ACTIVELY DISENGAGED

Regional

14% -6

Global

15%



Engaged

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

% ENGAGED

Regional

18% +1

Global

23%



Gender

20% Female

17% Male

Age

18% <35 years old

19% ≥35 years old

Job Level

29% Manager

11% Individual contributor

Work Location

22% Exclusively remote

18% Hybrid

17% On-site



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

Regional

32% -7

Global

34%



% STRUGGLING

Regional

62% +7

Global

58%



% SUFFERING

Regional

6% 0

Global

8%



Thriving

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

Regional

32% -7

Global

34%



Gender

39% Female

27% Male

Age

25% <35 years old

36% ≥35 years old

Job Level

46% Manager

22% Individual contributor

Work Location

36% Exclusively remote

31% Hybrid

31% On-site



Daily Stress

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

% YES

Regional


46% -6

Global

41%





Gender

44% 
Female

47% 
Male

Age

52% 
<35 years old

43% 
≥35 years old

Job Level

45% 
Manager

47% 
Individual contributor

Work Location

48% 
Exclusively remote

49% 
Hybrid

40% 
On-site

Daily Anger

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

% YES

Regional

17% 0

Global

21%



Gender

20% 
Female

15% 
Male


Age

19% 
<35 years old

16% 
≥35 years old

Job Level

21% 
Manager

13% 
Individual contributor

Work Location

25% 
Exclusively remote

17% 
Hybrid

13% 
On-site



Daily Sadness

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

% YES

Regional

12% +1

Global

22%



Gender

15% Female

10% Male

Age

15% <35 years old

11% ≥35 years old

Job Level

15% Manager

10% Individual contributor

Work Location

28% Exclusively remote

11% Hybrid

7% On-site

Daily Loneliness

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

% YES

Regional

18%

Global

20%



Gender

19% Female

18% Male

Age

21% <35 years old

17% ≥35 years old

Job Level

18% Manager

19% Individual contributor

Work Location

29% Exclusively remote

18% Hybrid

13% On-site



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% +11

Global

54%



Gender



Age



Job Level



Work Location



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

54% -2

Global

52%



Gender



Age



Job Level



Work Location



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 loneliness
- 3 highest regional percentage of employees experiencing daily anger

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



■ Countries that Gallup included in analysis of this region



Regional Summary

Boxed numbers indicate the percentage-point change from 2022 to 2023.

Employee Engagement

ENGAGED

26% -7

NOT ENGAGED

56% +10

ACTIVELY DISENGAGED

18% -2

Life Evaluation

THRIVING

15% +2

STRUGGLING

64% +1

SUFFERING

20% -3

Daily Negative Emotions

Emotions experienced during a lot of the previous day

STRESS

31% -4

ANGER

34% -2

SADNESS

42% 0

LONELINESS

29%

Job Market

JOB CLIMATE

Good time to find a job

48% -8

INTENT TO LEAVE

Watching for or actively seeking new job

58% +8



Employee Engagement

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

% ENGAGED

Regional

26% -7

Global

23%



% NOT ENGAGED

Regional

56% +10

Global

62%



% ACTIVELY DISENGAGED

Regional

18% -2

Global

15%



Engaged

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

% ENGAGED

Regional

26% -7

Global

23%



Gender

27%

Female

26%

Male

Age

28%

<35 years old

24%

≥35 years old

Job Level

36%

Manager

19%

Individual contributor

Work Location

33%

Exclusively remote

21%

Hybrid

25%

On-site



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

Regional

15% +2

Global

34%



% STRUGGLING

Regional

64% +1

Global

58%



% SUFFERING

Regional

20% -3

Global

8%



Thriving

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

Regional

15% +2

Global

34%



Gender

16% Female

15% Male

Age

15% <35 years old

16% ≥35 years old

Job Level

18% Manager

12% Individual contributor

Work Location

19% Exclusively remote

13% Hybrid

13% On-site



Daily Stress

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

% YES

Regional

31% -4

Global

41%



Gender

31%

30%

Age

25%

36%

Job Level

32%

30%

Work Location

33%

29%

27%

Daily Anger

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

% YES

Regional

34% -2

Global

21%



Gender

41%

31%

Age

34%

34%

Job Level

37%

31%

Work Location

34%

32%

36%



Daily Sadness

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

% YES

Regional

42%

0

Global

22%



Gender

49%
Female

39%
Male

Age

38%
<35 years old

45%
≥35 years old

Job Level

42%
Manager

41%
Individual contributor

Work Location

45%
Exclusively remote

41%
Hybrid

38%
On-site

Daily Loneliness

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

% YES

Regional

29%

Global

20%



Gender

28%
Female

30%
Male

Age

29%
<35 years old

29%
≥35 years old

Job Level

32%
Manager

27%
Individual contributor

Work Location

32%
Exclusively remote

29%
Hybrid

23%
On-site



Job Climate

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

% GOOD TIME

Regional

48%
-8

Global

54%



Gender



Age



Job Level



Work Location



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

58%
+8

Global

52%



Gender



Age



Job Level



Work Location



Southeast Asia

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

TOP TAKEAWAYS

- 1 second lowest regional percentage of employees experiencing daily stress
- 2 second highest regional percentage of employees who say it is a good time to find a job where they live
- 3 fourth highest regional percentage of engaged employees

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

■ Countries that Gallup included in analysis of this region





Regional Summary

Boxed numbers indicate the percentage-point change from 2022 to 2023.

Employee Engagement

ENGAGED

26% +0

NOT ENGAGED

67% -1

ACTIVELY DISENGAGED

8% +1

Life Evaluation

THRIVING

36% +3

STRUGGLING

59% -3

SUFFERING

5% 0

Daily Negative Emotions

Emotions experienced during a lot of the previous day

STRESS

25% -1

ANGER

19% 0

SADNESS

23% +2

LONELINESS

20%

Job Market

JOB CLIMATE

Good time to find a job

63% +2

INTENT TO LEAVE

Watching for or actively seeking new job

48% -2



Employee Engagement

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

% ENGAGED

Regional

26% 0

Global

23%



% NOT ENGAGED

Regional

67% -1

Global

62%



% ACTIVELY DISENGAGED

Regional

8% +1

Global

15%



Engaged

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

% ENGAGED

Regional

26% 0

Global

23%



Gender

23%

Female

27%

Male

Age

26%

<35 years old

26%

≥35 years old

Job Level

36%

Manager

20%

Individual contributor

Work Location

33%

Exclusively remote

25%

Hybrid

18%

On-site



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

Regional

36% +3

Global

34%



% STRUGGLING

Regional

59% -3

Global

58%



% SUFFERING

Regional

5% 0

Global

8%



Thriving

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

Regional

36% +3

Global

34%



Gender

40%

34%

Age

37%

35%

Job Level

36%

36%

Work Location

34%

39%

35%



Daily Stress

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

% YES

Regional


25% -1

Global

41%




Gender

30% 
Female

22% 
Male

Age

26% 
<35 years old


24% 
≥35 years old

Job Level

30% 
Manager

22% 
Individual contributor

Work Location

25% 
Exclusively remote

25% 
Hybrid

24% 
On-site

Daily Anger

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

% YES

Regional


19% 0

Global

21%




Gender

25% 
Female

16% 
Male

Age

22% 
<35 years old

17% 
≥35 years old

Job Level

25% 
Manager

16% 
Individual contributor

Work Location

17% 
Exclusively remote

20% 
Hybrid

21% 
On-site



Daily Sadness

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

% YES

Regional

23% +2

Global

22%




Gender

25% 
Female

22% 
Male

Age

20% 
<35 years old

25% 
≥35 years old

Job Level

26% 
Manager

21% 
Individual contributor

Work Location

22% 
Exclusively remote

22% 
Hybrid

25% 
On-site

Daily Loneliness

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

% YES

Regional

20%

Global

20%



Gender

21% 
Female

20% 
Male


Age

20% 
<35 years old

20% 
≥35 years old

Job Level

25% 
Manager

17% 
Individual contributor

Work Location

19% 
Exclusively remote

22% 
Hybrid

18% 
On-site



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% +2

Global

54%



Gender

62%

Female

64%

Male

Age

63%

<35 years old

63%

≥35 years old

Job Level

64%

Manager

63%

Individual contributor

Work Location

64%

Exclusively remote

63%

Hybrid

64%

On-site

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

48% -2

Global

52%



Gender

44%

Female

51%

Male

Age

56%

<35 years old

40%

≥35 years old

Job Level

55%

Manager

44%

Individual contributor

Work Location

49%

Exclusively remote

54%

Hybrid

40%

On-site

Australia and New Zealand

Australia, New Zealand

TOP TAKEAWAYS

- 1 highest regional percentage of thriving employees
- 2 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](https://www.gallup.com).



■ Countries that Gallup included in analysis of this region



Regional Summary

Boxed numbers indicate the percentage-point change from 2022 to 2023.

Employee Engagement

ENGAGED

25% +2

NOT ENGAGED

64% -3

ACTIVELY DISENGAGED

11% 0

Daily Negative Emotions

Emotions experienced during a lot of the previous day

STRESS

48% +1

ANGER

15% -1

SADNESS

19% -1

LONELINESS

13%

Life Evaluation

THRIVING

60% +4

STRUGGLING

39% -3

SUFFERING

1% -1

Job Market

JOB CLIMATE

Good time to find a job

79% -3

INTENT TO LEAVE

Watching for or actively seeking new job

43% 0



Employee Engagement

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

% ENGAGED

Regional

25% +2

Global

23%



% NOT ENGAGED

Regional

64% -3

Global

62%



% ACTIVELY DISENGAGED

Regional

11% 0

Global

15%



Engaged

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

% ENGAGED

Regional

25% +2

Global

23%



Gender

29%

Female

20%

Male

Age

**%

<35 years old

25%

≥35 years old

Job Level

31%

Manager

19%

Individual contributor

Work Location

**%

Exclusively remote

25%

Hybrid

**%

On-site

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



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

Regional

60% +4

Global

34%



% STRUGGLING

Regional

39% -3

Global

58%



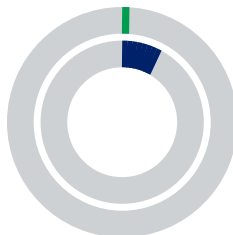
% SUFFERING

Regional

1% -1

Global

8%



Thriving

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

Regional

60% +4

Global

34%



Gender

63%

Female

57%

Male

Age

**%

<35 years old

56%

≥35 years old

Job Level

59%

Manager

61%

Individual contributor

Work Location

**%

Exclusively remote

63%

Hybrid

**%

On-site

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



Daily Stress

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

% YES

Regional

48% +1

Global

41%




Gender

50% 
Female

45% 
Male

Age

**% 
<35 years old

44% 
≥35 years old

Job Level


47% 
Manager

49% 
Individual contributor

Work Location

**% 
Exclusively remote

48% 
Hybrid

**% 
On-site

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

Daily Anger

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

% YES

Regional

15% -1

Global

21%



Gender

16% 
Female

14% 
Male


Age

**% 
<35 years old

16% 
≥35 years old

Job Level

17% 
Manager

12% 
Individual contributor

Work Location

**% 
Exclusively remote

15% 
Hybrid

**% 
On-site

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



Daily Sadness

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

% YES

Regional

19% -1

Global

22%



Gender

22% Female

16% Male

Age

**% <35 years old

19% ≥35 years old

Job Level

20% Manager

19% Individual contributor

Work Location

**% Exclusively remote

17% Hybrid

**% On-site

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

Daily Loneliness

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

% YES

Regional

13%

Global

20%



Gender

12% Female

13% Male

Age

**% <35 years old

11% ≥35 years old

Job Level

12% Manager

13% Individual contributor

Work Location

**% Exclusively remote

10% Hybrid

**% On-site

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



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

79% -3

Global

54%



Gender

77%

80%

Age

**%

78%

Job Level

79%

78%

Work Location

**%

77%

**%

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

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

43% 0

Global

52%



Gender

44%

42%

Age

**%

40%

Job Level

44%

43%

Work Location

**%

40%

**%

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



Appendix 1:

Country/Region Comparisons

In Appendix 1, “Change” indicates the difference in percentage points when comparing the average from 2020, 2021 and 2022 with the average from 2021, 2022 and 2023. Loneliness data are not shown by country or area.

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	33
2	Canada	0	21

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	-3	59
2	United States	-1	53

Daily Stress

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

Rank	Country	Change	% Yes
1	Canada	1	57
2	United States	-3	50



Daily Anger

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

Rank	Country	Change	% Yes
1	United States	-3	17
2	Canada	0	17

Daily Sadness

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

Rank	Country	Change	% Yes
1	Canada	-1	22
2	United States	-3	21

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	9	69
2	United States	8	65

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	*	49
2	Canada	*	43

**Country-level data is based on a three-year rolling average. This item has only been asked for two years.*



Latin America and the Caribbean

Employee Engagement

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

Rank	Country	Change	% Engaged	Rank	Country	Change	% Engaged
1	El Salvador	4	41	11	Uruguay	1	27
2	Panama	1	35	12	Paraguay	2	24
3	Costa Rica	3	34	13	Argentina	3	24
4	Dominican Republic	3	33	14	Venezuela	1	23
5	Guatemala	**	31	15	Peru	3	22
6	Mexico	4	31	16	Ecuador	0	21
7	Brazil	3	31	17	Colombia	3	21
8	Honduras	-5	29	18	Bolivia	0	18
9	Chile	2	29	19	Jamaica	**	**
10	Nicaragua	-3	28	20	Puerto Rico	**	**

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

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	Rank	Country	Change	% Thriving
1	Costa Rica	11	62	11	Chile	-2	43
2	Mexico	10	59	12	Honduras	**	43
3	Uruguay	4	54	13	Dominican Republic	8	41
4	Panama	0	53	14	Guatemala	**	41
5	Brazil	4	51	15	Peru	5	41
6	El Salvador	10	50	16	Colombia	3	41
7	Argentina	6	47	17	Bolivia	3	36
8	Nicaragua	2	46	18	Venezuela	8	32
9	Ecuador	9	45	19	Jamaica	**	**
10	Paraguay	7	45	20	Puerto Rico	**	**

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



Daily Stress

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

Rank	Country	Change	% Yes	Rank	Country	Change	% Yes
1	Bolivia	4	55	11	Colombia	-3	45
2	Dominican Republic	-1	51	12	Mexico	-4	44
3	Costa Rica	-3	51	13	Honduras	-1	42
4	Ecuador	-6	50	14	Guatemala	**	40
5	El Salvador	-5	50	15	Nicaragua	-2	39
6	Peru	-6	48	16	Panama	2	37
7	Brazil	0	46	17	Chile	-3	37
8	Uruguay	2	46	18	Jamaica	-1	35
9	Argentina	-1	45	19	Paraguay	2	34
10	Venezuela	-3	45	20	Puerto Rico	**	**

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

Daily Anger

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

Rank	Country	Change	% Yes	Rank	Country	Change	% Yes
1	Bolivia	2	25	11	Honduras	-1	14
2	Jamaica	2	24	12	Venezuela	-3	14
3	Peru	-3	19	13	Argentina	-1	14
4	Brazil	-2	18	14	Dominican Republic	1	12
5	Ecuador	-1	17	15	Chile	-2	12
6	Colombia	-1	16	16	Panama	1	10
7	El Salvador	-1	16	17	Paraguay	0	10
8	Guatemala	**	16	18	Uruguay	0	9
9	Nicaragua	-1	15	19	Mexico	-3	7
10	Costa Rica	-3	15	20	Puerto Rico	**	**

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



Daily Sadness

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

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

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

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	Rank	Country	Change	% Good time
1	El Salvador	18	60	11	Peru	10	46
2	Mexico	16	60	12	Colombia	14	44
3	Guatemala	**	56	13	Bolivia	9	41
4	Brazil	11	55	14	Costa Rica	14	40
5	Nicaragua	8	54	15	Panama	1	37
6	Chile	12	54	16	Argentina	7	31
7	Paraguay	11	53	17	Uruguay	2	27
8	Dominican Republic	14	50	18	Ecuador	4	26
9	Venezuela	11	49	19	Jamaica	**	**
10	Honduras	0	48	20	Puerto Rico	**	**

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



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	*	61
2	Peru	*	56
3	Venezuela	*	53
4	Nicaragua	*	51
5	Uruguay	*	49
6	El Salvador	*	49
7	Panama	*	48
8	Ecuador	*	47
9	Colombia	*	45
10	Argentina	*	45

Rank	Country	Change	% Watching for or actively seeking new job
11	Dominican Republic	*	44
12	Honduras	*	43
13	Paraguay	*	40
14	Guatemala	*	40
15	Brazil	*	40
16	Costa Rica	*	39
17	Chile	*	35
18	Mexico	*	29
19	Jamaica	**	**
20	Puerto Rico	**	**

*Country-level data is based on a three-year rolling average. This item has only been asked for two years.

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



Europe

Employee Engagement

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

Rank	Country	Change	% Engaged
1	Romania	2	36
2	Albania	1	27
3	Iceland	0	26
4	North Macedonia	-4	25
5	Estonia	-1	25
6	Latvia	0	24
7	Kosovo	0	24
8	Sweden	1	23
9	Malta	2	22
10	Denmark	1	21
11	Norway	1	21
12	Bosnia and Herzegovina	-1	21
13	Lithuania	-5	20
14	Hungary	-1	20
15	Bulgaria	-3	19
16	Portugal	-1	19
17	Cyprus	-1	18
18	Slovenia	1	17
19	Serbia	-1	17
20	Montenegro	-4	16

Rank	Country	Change	% Engaged
21	Slovakia	-2	16
22	Czech Republic	0	15
23	Germany	-1	15
24	Finland	0	15
25	Northern Cyprus (Territory of Republic of Cyprus)	**	14
26	Netherlands	0	14
27	Croatia	-3	12
28	Greece	0	12
29	Belgium	1	12
30	Austria	0	10
31	Ireland	-1	10
32	Poland	-4	10
33	United Kingdom of Great Britain and Northern Ireland	0	10
34	Spain	-1	9
35	Switzerland	-2	9
36	Italy	4	8
37	Luxembourg	-2	8
38	France	0	7

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



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	Rank	Country	Change	% Thriving
1	Finland	1	83	20	Germany	-8	45
2	Denmark	1	77	21	Kosovo	5	44
3	Iceland	1	76	22	Italy	4	41
4	Netherlands	-2	71	23	France	-1	41
5	Sweden	-1	70	24	Spain	0	41
6	Norway	1	67	25	Malta	-1	39
7	Belgium	2	60	26	Greece	2	39
8	Lithuania	0	56	27	Hungary	-2	38
9	Slovenia	4	55	28	Portugal	1	38
10	Czech Republic	-1	54	29	Cyprus	-2	38
11	Switzerland	-5	54	30	Slovakia	-4	37
12	Luxembourg	-2	53	31	Poland	1	36
13	Romania	0	52	32	Bosnia and Herzegovina	0	34
14	Serbia	1	49	33	Albania	3	34
15	United Kingdom of Great Britain and Northern Ireland	-3	48	34	Montenegro	-2	32
16	Ireland	-8	48	35	Croatia	-7	31
17	Austria	-6	48	36	Bulgaria	-1	28
18	Estonia	1	46	37	North Macedonia	0	28
19	Latvia	4	45	38	Northern Cyprus (Territory of Republic of Cyprus)	**	18

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



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)	**	65
2	Malta	2	58
3	Greece	-4	56
4	Cyprus	3	53
5	Luxembourg	-4	47
6	Albania	0	46
7	Italy	1	46
8	Portugal	1	44
9	Finland	-3	44
10	Slovakia	-1	42
11	Norway	4	42
12	Belgium	2	42
13	Germany	-1	41
14	Ireland	-2	41
15	United Kingdom of Great Britain and Northern Ireland	2	40
16	Croatia	-5	39
17	Slovenia	1	38
18	Czech Republic	0	38

Rank	Country	Change	% Yes
19	Iceland	0	37
20	Romania	2	37
21	France	-3	37
22	Sweden	1	37
23	Bosnia and Herzegovina	-1	36
24	Spain	0	36
25	Serbia	1	35
26	Austria	-1	35
27	Hungary	-1	34
28	North Macedonia	-2	33
29	Bulgaria	0	33
30	Kosovo	-3	32
31	Poland	-7	30
32	Switzerland	-5	30
33	Netherlands	1	30
34	Montenegro	-2	29
35	Estonia	-1	27
36	Latvia	4	25
37	Lithuania	-2	23
38	Denmark	-3	20

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



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)	**	51
2	Montenegro	-2	30
3	North Macedonia	-2	27
4	Slovakia	-1	24
5	Bosnia and Herzegovina	0	23
6	Malta	-1	23
7	Spain	2	22
8	Czech Republic	0	20
9	Albania	-1	20
10	United Kingdom of Great Britain and Northern Ireland	1	20
11	Ireland	2	20
12	France	2	19
13	Serbia	-2	19
14	Austria	2	18
15	Germany	0	17
16	Poland	-6	17
17	Greece	-2	16
18	Cyprus	0	16

Rank	Country	Change	% Yes
19	Romania	2	15
20	Slovenia	-2	14
21	Latvia	2	14
22	Hungary	-2	13
23	Switzerland	0	13
24	Luxembourg	-1	13
25	Croatia	0	13
26	Lithuania	-1	13
27	Denmark	0	12
28	Kosovo	-3	12
29	Bulgaria	0	12
30	Belgium	0	11
31	Italy	0	11
32	Sweden	0	10
33	Norway	0	9
34	Portugal	-1	8
35	Estonia	0	8
36	Iceland	0	8
37	Netherlands	-1	6
38	Finland	0	5

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



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)	**	37
2	United Kingdom of Great Britain and Northern Ireland	5	27
3	Italy	-3	25
4	Spain	1	25
5	Portugal	-4	22
6	Austria	0	22
7	Ireland	0	21
8	Malta	-3	21
9	France	0	19
10	Czech Republic	-3	19
11	Albania	1	19
12	Germany	0	18
13	Cyprus	0	18
14	Greece	1	18
15	Montenegro	-3	17
16	Norway	0	17
17	North Macedonia	-6	16
18	Belgium	1	15

Rank	Country	Change	% Yes
19	Switzerland	0	15
20	Denmark	-1	15
21	Slovakia	-2	15
22	Romania	-2	15
23	Latvia	2	15
24	Luxembourg	-1	15
25	Bosnia and Herzegovina	-3	15
26	Estonia	-1	14
27	Poland	-6	14
28	Sweden	-2	13
29	Hungary	-1	13
30	Netherlands	-1	13
31	Bulgaria	-3	13
32	Iceland	0	12
33	Slovenia	-1	12
34	Serbia	-3	12
35	Croatia	-2	11
36	Finland	-1	11
37	Lithuania	-2	10
38	Kosovo	-2	5

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



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	Denmark	10	80
2	Iceland	18	79
3	Netherlands	21	77
4	Norway	16	68
5	Czech Republic	12	67
6	Sweden	12	67
7	Slovenia	12	67
8	Finland	17	67
9	Germany	11	67
10	Belgium	14	66
11	Luxembourg	0	60
12	Malta	14	59
13	Austria	8	58
14	Lithuania	-2	57
15	Hungary	10	57
16	Ireland	9	55
17	Kosovo	14	55
18	Portugal	10	55
19	Albania	10	54
20	Latvia	5	54

Rank	Country	Change	% Good time
21	Romania	6	53
22	Cyprus	12	53
23	Estonia	9	52
24	Poland	3	51
25	Croatia	8	51
26	Serbia	3	50
27	Greece	17	49
28	Bosnia and Herzegovina	18	49
29	United Kingdom of Great Britain and Northern Ireland	12	48
30	Switzerland	3	48
31	Montenegro	16	47
32	France	9	44
33	Bulgaria	2	44
34	North Macedonia	9	39
35	Slovakia	-2	35
36	Northern Cyprus (Territory of Republic of Cyprus)	**	35
37	Italy	12	32
38	Spain	6	32

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



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	Albania	*	42
2	Italy	*	41
3	Finland	*	40
4	Spain	*	40
5	Germany	*	39
6	Luxembourg	*	38
7	Greece	*	37
8	Portugal	*	37
9	Hungary	*	36
10	Cyprus	*	35
11	Sweden	*	34
12	Northern Cyprus (Territory of Republic of Cyprus)	*	34
13	Norway	*	33
14	Kosovo	*	33
15	Lithuania	*	33
16	Montenegro	*	33
17	Ireland	*	33
18	Denmark	*	32
19	North Macedonia	*	32

Rank	Country	Change	% Watching for or actively seeking new job
20	Croatia	*	32
21	Iceland	*	32
22	Netherlands	*	32
23	Estonia	*	31
24	United Kingdom of Great Britain and Northern Ireland	*	31
25	Serbia	*	30
26	Slovenia	*	29
27	Romania	*	29
28	Bosnia and Herzegovina	*	28
29	Belgium	*	28
30	Malta	*	28
31	France	*	27
32	Slovakia	*	27
33	Latvia	*	26
34	Czech Republic	*	25
35	Poland	*	24
36	Switzerland	*	21
37	Austria	*	21
38	Bulgaria	*	20

*Country-level data is based on a three-year rolling average. This item has only been asked for two years.



Post-Soviet Eurasia

Employee Engagement

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

Rank	Country	Change	% Engaged	Rank	Country	Change	% Engaged
1	Uzbekistan	7	41	6	Russian Federation	1	23
2	Georgia	2	34	7	Azerbaijan	**	20
3	Armenia	0	32	8	Ukraine	-3	20
4	Kazakhstan	-2	25	9	Republic of Moldova	-6	14
5	Kyrgyzstan	-1	25	10	Tajikistan	**	**

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

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	Rank	Country	Change	% Thriving
1	Kazakhstan	-2	37	6	Armenia	4	28
2	Uzbekistan	0	36	7	Kyrgyzstan	-2	26
3	Republic of Moldova	0	34	8	Ukraine	-3	24
4	Azerbaijan	**	32	9	Georgia	2	24
5	Russian Federation	2	32	10	Tajikistan	-1	15

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



Daily Stress

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

Rank	Country	Change	% Yes	Rank	Country	Change	% Yes
1	Azerbaijan	**	33	6	Russian Federation	-1	21
2	Armenia	0	27	7	Georgia	-2	19
3	Tajikistan	-4	26	8	Kazakhstan	-1	15
4	Ukraine	0	23	9	Uzbekistan	-3	12
5	Republic of Moldova	-1	21	10	Kyrgyzstan	-3	12

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

Daily Anger

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

Rank	Country	Change	% Yes	Rank	Country	Change	% Yes
1	Armenia	-5	49	6	Kyrgyzstan	-5	20
2	Azerbaijan	**	33	7	Ukraine	-1	18
3	Uzbekistan	-2	26	8	Russian Federation	0	12
4	Georgia	-2	24	9	Republic of Moldova	-3	11
5	Tajikistan	-2	23	10	Kazakhstan	0	10

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

Daily Sadness

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

Rank	Country	Change	% Yes	Rank	Country	Change	% Yes
1	Armenia	-5	40	6	Russian Federation	-1	18
2	Ukraine	-1	27	7	Republic of Moldova	-5	16
3	Azerbaijan	**	23	8	Kyrgyzstan	-5	14
4	Tajikistan	-6	20	9	Georgia	-4	13
5	Uzbekistan	-3	18	10	Kazakhstan	-2	10

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



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	Rank	Country	Change	% Good time
1	Uzbekistan	7	74	6	Azerbaijan	**	43
2	Tajikistan	6	71	7	Russian Federation	11	43
3	Kyrgyzstan	7	59	8	Georgia	8	37
4	Kazakhstan	7	53	9	Ukraine	-2	30
5	Armenia	6	45	10	Republic of Moldova	-2	24

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

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	Rank	Country	Change	% Watching for or actively seeking new job
1	Armenia	*	48	6	Russian Federation	*	36
2	Republic of Moldova	*	47	7	Tajikistan	*	34
3	Georgia	*	45	8	Kyrgyzstan	*	33
4	Azerbaijan	*	43	9	Ukraine	*	33
5	Uzbekistan	*	40	10	Kazakhstan	*	29

*Country-level data is based on a three-year rolling average. This item has only been asked for two years.



Middle East and North Africa

Employee Engagement

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

Rank	Country	Change	% Engaged	Rank	Country	Change	% Engaged
1	United Arab Emirates	2	29	10	State of Palestine	**	13
2	Saudi Arabia	4	28	11	Yemen	**	13
3	Iraq	-3	23	12	Türkiye	-2	11
4	Jordan	2	19	13	Algeria	3	11
5	Israel	-1	18	14	Iran	2	11
6	Kuwait	1	18	15	Tunisia	-2	9
7	Libya	5	17	16	Lebanon	-2	8
8	Bahrain	-3	16	17	Egypt	-6	6
9	Morocco	0	14				

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

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	Rank	Country	Change	% Thriving
1	Israel	-2	69	10	Jordan	1	18
2	United Arab Emirates	1	50	11	Algeria	-2	18
3	Saudi Arabia	2	49	12	Iran	0	17
4	Kuwait	3	48	13	Morocco	-4	16
5	Bahrain	6	43	14	Tunisia	-4	11
6	Libya	2	35	15	Egypt	-3	8
7	State of Palestine	**	28	16	Lebanon	1	4
8	Iraq	2	21	17	Yemen	**	**
9	Türkiye	0	19				

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



Daily Stress

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

Rank	Country	Change	% Yes	Rank	Country	Change	% Yes
1	Lebanon	1	68	10	Bahrain	4	42
2	Türkiye	0	68	11	State of Palestine	**	41
3	Tunisia	-3	53	12	Israel	12	39
4	Jordan	-1	51	13	Yemen	**	34
5	Iraq	-2	51	14	United Arab Emirates	0	33
6	Egypt	1	50	15	Algeria	-1	32
7	Iran	-1	47	16	Kuwait	6	32
8	Libya	-4	45	17	Saudi Arabia	-1	28
9	Morocco	7	45				

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

Daily Anger

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

Rank	Country	Change	% Yes	Rank	Country	Change	% Yes
1	Türkiye	-3	45	10	State of Palestine	**	31
2	Iraq	-2	45	11	Bahrain	4	26
3	Lebanon	-1	40	12	United Arab Emirates	3	24
4	Libya	0	39	13	Israel	7	23
5	Jordan	0	38	14	Egypt	-7	23
6	Tunisia	-1	38	15	Yemen	**	22
7	Iran	-3	35	16	Saudi Arabia	1	22
8	Morocco	5	34	17	Kuwait	2	14
9	Algeria	-4	32				

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



Daily Sadness

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

Rank	Country	Change	% Yes	Rank	Country	Change	% Yes
1	Lebanon	-2	41	10	United Arab Emirates	1	24
2	Iran	-2	37	11	Egypt	-7	21
3	Türkiye	-6	36	12	State of Palestine	**	20
4	Iraq	-8	33	13	Saudi Arabia	-1	20
5	Bahrain	3	31	14	Algeria	-2	16
6	Libya	0	31	15	Tunisia	-8	16
7	Jordan	-2	31	16	Yemen	**	14
8	Morocco	1	29	17	Kuwait	-1	13
9	Israel	13	25				

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

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	Rank	Country	Change	% Good time
1	Kuwait	-1	84	10	Jordan	6	24
2	United Arab Emirates	10	69	11	Algeria	-1	24
3	Saudi Arabia	6	66	12	Türkiye	4	21
4	Libya	1	55	13	Yemen	**	18
5	Israel	7	53	14	Egypt	-6	17
6	Bahrain	10	46	15	Iran	2	13
7	Morocco	0	35	16	Tunisia	-2	11
8	State of Palestine	**	34	17	Lebanon	-1	6
9	Iraq	4	34				

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



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	*	70
2	Morocco	*	69
3	Iraq	*	57
4	Libya	*	53
5	Jordan	*	52
6	Bahrain	*	51
7	Lebanon	*	50
8	Tunisia	*	49
9	Iran	*	49

Rank	Country	Change	% Watching for or actively seeking new job
10	State of Palestine	*	49
11	Saudi Arabia	*	47
12	Kuwait	*	45
13	Egypt	*	45
14	United Arab Emirates	*	40
15	Türkiye	*	38
16	Israel	*	31
17	Algeria	**	**

*Country-level data is based on a three-year rolling average. This item has only been asked for two years.

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



Sub-Saharan Africa

Employee Engagement

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

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

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



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	1	34
2	Republic of the Congo	0	34
3	South Africa	3	32
4	Senegal	1	27
5	Mauritius	-2	27
6	Liberia	**	26
7	Côte d'Ivoire	1	25
8	Cameroon	0	22
9	Gabon	-1	21
10	Namibia	3	21
11	Mauritania	**	21
12	Benin	0	20
13	Nigeria	-5	20
14	Comoros	**	19
15	Guinea	-3	19
16	Gambia	**	19
17	Mali	2	17
18	Burkina Faso	**	17

Rank	Country	Change	% Thriving
19	Kenya	1	16
20	Uganda	-1	16
21	Chad	0	16
22	Zambia	0	16
23	Malawi	**	15
24	Tanzania	1	14
25	Ghana	-9	14
26	Niger	**	14
27	Madagascar	**	13
28	Togo	-1	12
29	Democratic Republic of the Congo	**	11
30	Botswana	**	11
31	Eswatini	**	9
32	Sierra Leone	-1	8
33	Zimbabwe	1	6
34	Ethiopia	**	**
35	Lesotho	**	**
36	Somalia	**	**

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



Daily Stress

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

Rank	Country	Change	% Yes
1	Liberia	**	64
2	Uganda	1	58
3	Madagascar	**	58
4	Chad	-2	56
5	Ghana	1	56
6	Sierra Leone	2	55
7	Nigeria	4	54
8	Guinea	-1	48
9	Benin	8	47
10	Senegal	-5	46
11	Democratic Republic of the Congo	**	45
12	Niger	**	44
13	Togo	-3	44
14	Cameroon	-3	43
15	Gambia	**	42
16	Eswatini	**	41
17	Zambia	1	40
18	Comoros	**	38

Rank	Country	Change	% Yes
19	Burkina Faso	**	38
20	Mauritania	**	38
21	Republic of the Congo	-3	37
22	Gabon	1	35
23	Mozambique	4	35
24	Kenya	4	34
25	Côte d'Ivoire	-4	33
26	Malawi	**	33
27	South Africa	-4	32
28	Mali	-7	31
29	Namibia	-3	29
30	Botswana	**	28
31	Zimbabwe	-14	25
32	Mauritius	3	25
33	Tanzania	**	**
34	Ethiopia	**	**
35	Lesotho	**	**
36	Somalia	**	**

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



Daily Anger

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

Rank	Country	Change	% Yes
1	Chad	-1	43
2	Democratic Republic of the Congo	**	41
3	Benin	4	39
4	Togo	-2	39
5	Guinea	-2	37
6	Uganda	-2	37
7	Sierra Leone	1	36
8	Mauritania	**	36
9	Gabon	1	35
10	Madagascar	**	35
11	Republic of the Congo	0	33
12	Eswatini	**	32
13	Gambia	**	30
14	Niger	**	30
15	Mali	-3	30
16	Liberia	**	28
17	Comoros	**	28
18	Cameroon	1	26

Rank	Country	Change	% Yes
19	Côte d'Ivoire	0	26
20	Burkina Faso	**	24
21	Kenya	-3	22
22	Zambia	0	22
23	Ghana	-1	22
24	Mozambique	4	21
25	Nigeria	-3	20
26	Senegal	1	20
27	Namibia	0	19
28	Malawi	**	18
29	Botswana	**	16
30	South Africa	-2	15
31	Tanzania	-5	14
32	Mauritius	0	8
33	Zimbabwe	-9	8
34	Ethiopia	**	**
35	Lesotho	**	**
36	Somalia	**	**

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



Daily Sadness

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

Rank	Country	Change	% Yes
1	Chad	-1	62
2	Liberia	**	52
3	Guinea	0	49
4	Madagascar	**	47
5	Democratic Republic of the Congo	**	46
6	Republic of the Congo	0	46
7	Benin	9	43
8	Malawi	**	42
9	Sierra Leone	0	40
10	Uganda	3	40
11	Togo	-2	37
12	Niger	**	37
13	Gambia	**	36
14	Eswatini	**	34
15	Mauritania	**	34
16	Cameroon	-1	34
17	Mozambique	2	33
18	Burkina Faso	**	32

Rank	Country	Change	% Yes
19	Comoros	**	32
20	Mali	-2	31
21	Gabon	-2	31
22	Côte d'Ivoire	-3	30
23	Zambia	1	28
24	Tanzania	-2	24
25	Kenya	2	23
26	Ghana	-3	22
27	Botswana	**	22
28	Senegal	-1	20
29	South Africa	-2	20
30	Nigeria	-5	17
31	Namibia	-3	16
32	Mauritius	1	15
33	Zimbabwe	-14	14
34	Ethiopia	**	**
35	Lesotho	**	**
36	Somalia	**	**

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



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	Mali	-5	68
2	Mozambique	4	66
3	Comoros	**	66
4	Tanzania	1	62
5	Côte d'Ivoire	-2	62
6	Chad	1	61
7	Madagascar	**	60
8	Malawi	**	59
9	Gabon	19	59
10	Liberia	**	58
11	Burkina Faso	**	54
12	Senegal	6	54
13	Guinea	-2	53
14	Democratic Republic of the Congo	**	52
15	Niger	**	51
16	Cameroon	9	51
17	Sierra Leone	3	50
18	Republic of the Congo	6	49

Rank	Country	Change	% Good time
19	Togo	1	49
20	Uganda	5	49
21	Nigeria	4	48
22	Benin	4	47
23	Zambia	-1	47
24	South Africa	0	45
25	Botswana	**	45
26	Mauritania	**	44
27	Mauritius	9	43
28	Kenya	0	38
29	Zimbabwe	1	34
30	Namibia	2	33
31	Eswatini	**	32
32	Ghana	-5	32
33	Gambia	**	30
34	Ethiopia	**	**
35	Lesotho	**	**
36	Somalia	**	**

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



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	Sierra Leone	*	88
2	Eswatini	*	86
3	Liberia	*	85
4	Benin	*	82
5	Kenya	*	81
6	Niger	*	80
7	Botswana	*	80
8	Mali	*	79
9	Guinea	*	78
10	Democratic Republic of the Congo	*	76
11	Togo	*	76
12	Madagascar	*	75
13	Chad	*	75
14	Uganda	*	75
15	Côte d'Ivoire	*	73
16	Republic of the Congo	*	72
17	Ghana	*	71
18	Comoros	*	70

Rank	Country	Change	% Watching for or actively seeking new job
19	Nigeria	*	69
20	Mauritania	*	69
21	Senegal	*	68
22	Cameroon	*	68
23	Mozambique	*	66
24	Gabon	*	66
25	Gambia	*	65
26	Zambia	*	64
27	Namibia	*	63
28	South Africa	*	56
29	Mauritius	*	39
30	Tanzania	**	**
31	Malawi	**	**
32	Ethiopia	**	**
33	Burkina Faso	**	**
34	Zimbabwe	**	**
35	Lesotho	**	**
36	Somalia	**	**

*Country-level data is based on a three-year rolling average. This item has only been asked for two years.

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



East Asia

Employee Engagement

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

Rank	Country	Change	% Engaged	Rank	Country	Change	% Engaged
1	Mongolia	3	41	4	Taiwan (Province of China)	1	12
2	China	2	19	5	Japan	1	6
3	South Korea	2	13	6	Hong Kong (S.A.R. of China)	-1	6

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	Rank	Country	Change	% Thriving
1	Taiwan (Province of China)	0	41	4	Japan	1	29
2	China	1	36	5	Mongolia	-6	29
3	South Korea	3	34	6	Hong Kong (S.A.R. of China)	1	17



Daily Stress

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

Rank	Country	Change	% Yes	Rank	Country	Change	% Yes
1	China	-2	53	4	South Korea	0	40
2	Hong Kong (S.A.R. of China)	-1	49	5	Taiwan (Province of China)	1	34
3	Japan	-1	41	6	Mongolia	-3	16

Daily Anger

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

Rank	Country	Change	% Yes	Rank	Country	Change	% Yes
1	China	-2	18	4	Japan	-1	13
2	South Korea	-1	17	5	Mongolia	1	12
3	Hong Kong (S.A.R. of China)	-1	16	6	Taiwan (Province of China)	-1	10

Daily Sadness

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

Rank	Country	Change	% Yes	Rank	Country	Change	% Yes
1	Mongolia	-1	17	4	Hong Kong (S.A.R. of China)	-2	11
2	South Korea	0	13	5	Japan	-1	8
3	China	-1	12	6	Taiwan (Province of China)	0	4



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	Rank	Country	Change	% Good time
1	Taiwan (Province of China)	3	57	4	Japan	15	40
2	China	-4	51	5	South Korea	9	29
3	Hong Kong (S.A.R. of China)	16	47	6	Mongolia	3	28

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	Rank	Country	Change	% Watching for or actively seeking new job
1	China	*	58	4	Japan	*	33
2	Hong Kong (S.A.R. of China)	*	35	5	Mongolia	*	31
3	South Korea	*	35	6	Taiwan (Province of China)	*	20

**Country-level data is based on a three-year rolling average. This item has only been asked for two years.*



South Asia

Employee Engagement

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

Rank	Country	Change	% Engaged	Rank	Country	Change	% Engaged
1	India	-1	32	4	Nepal	-1	24
2	Bangladesh	-6	28	5	Afghanistan	**	12
3	Sri Lanka	-2	24	6	Pakistan	-2	7

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

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	Rank	Country	Change	% Thriving
1	Nepal	-8	22	4	Sri Lanka	-2	10
2	India	0	14	5	Afghanistan	**	0
3	Pakistan	-2	13	6	Bangladesh	**	**

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



Daily Stress

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

Rank	Country	Change	% Yes	Rank	Country	Change	% Yes
1	Sri Lanka	4	62	4	Nepal	5	39
2	Afghanistan	**	58	5	Pakistan	0	33
3	Bangladesh	0	41	6	India	0	32

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

Daily Anger

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

Rank	Country	Change	% Yes	Rank	Country	Change	% Yes
1	India	0	35	4	Sri Lanka	-1	31
2	Pakistan	0	34	5	Bangladesh	-1	27
3	Afghanistan	**	31	6	Nepal	3	25

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

Daily Sadness

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

Rank	Country	Change	% Yes	Rank	Country	Change	% Yes
1	Afghanistan	**	48	4	Pakistan	4	39
2	Bangladesh	9	47	5	Sri Lanka	1	39
3	India	1	42	6	Nepal	1	28

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



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	Rank	Country	Change	% Good time
1	Nepal	4	70	4	Bangladesh	-1	38
2	India	-2	57	5	Pakistan	0	20
3	Sri Lanka	0	39	6	Afghanistan	**	16

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

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	Rank	Country	Change	% Watching for or actively seeking new job
1	Bangladesh	*	67	4	Sri Lanka	*	47
2	Pakistan	*	57	5	Afghanistan	**	**
3	India	*	52	6	Nepal	**	**

*Country-level data is based on a three-year rolling average. This item has only been asked for two years.

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



Southeast Asia

Employee Engagement

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

Rank	Country	Change	% Engaged	Rank	Country	Change	% Engaged
1	Philippines	5	35	6	Myanmar	-1	20
2	Thailand	4	29	7	Cambodia	-5	16
3	Laos	3	27	8	Vietnam	-5	16
4	Indonesia	1	25	9	Singapore	0	13
5	Malaysia	1	23				

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	Rank	Country	Change	% Thriving
1	Vietnam	12	51	6	Indonesia	3	28
2	Singapore	0	39	7	Laos	-3	21
3	Thailand	1	37	8	Myanmar	-1	15
4	Philippines	7	36	9	Cambodia	0	13
5	Malaysia	-2	31				



Daily Stress

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

Rank	Country	Change	% Yes	Rank	Country	Change	% Yes
1	Myanmar	9	48	6	Laos	-3	31
2	Philippines	1	46	7	Vietnam	-10	22
3	Singapore	1	38	8	Malaysia	-4	21
4	Cambodia	-1	38	9	Indonesia	-6	16
5	Thailand	-8	31				

Daily Anger

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

Rank	Country	Change	% Yes	Rank	Country	Change	% Yes
1	Myanmar	4	31	6	Thailand	-3	18
2	Laos	-5	28	7	Malaysia	0	16
3	Philippines	2	25	8	Singapore	0	15
4	Indonesia	-2	20	9	Vietnam	-8	10
5	Cambodia	-3	19				

Daily Sadness

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

Rank	Country	Change	% Yes	Rank	Country	Change	% Yes
1	Cambodia	-3	36	6	Thailand	-4	15
2	Myanmar	6	32	7	Malaysia	-4	14
3	Philippines	-1	29	8	Singapore	1	14
4	Laos	-3	29	9	Vietnam	-7	11
5	Indonesia	-3	27				



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	Philippines	8	69
2	Laos	-3	68
3	Vietnam	4	67
4	Cambodia	1	62
5	Indonesia	10	56

Rank	Country	Change	% Good time
6	Malaysia	6	56
7	Thailand	14	46
8	Singapore	6	44
9	Myanmar	2	19

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	*	64
2	Myanmar	*	58
3	Laos	*	57
4	Indonesia	*	52
5	Thailand	*	46

Rank	Country	Change	% Watching for or actively seeking new job
6	Cambodia	*	46
7	Singapore	*	38
8	Vietnam	*	31
9	Malaysia	*	31

*Country-level data is based on a three-year rolling average. This item has only been asked for two years.



Australia and New Zealand

Employee Engagement

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

Rank	Country	Change	% Engaged
1	New Zealand	1	22
2	Australia	2	21

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	2	60
2	New Zealand	-2	57

Daily Stress

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

Rank	Country	Change	% Yes
1	Australia	1	48
2	New Zealand	1	43

Daily Anger

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

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



Daily Sadness

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

Rank	Country	Change	% Yes
1	Australia	1	20
2	New Zealand	1	18

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	12	74
2	New Zealand	4	71

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	*	44
2	New Zealand	*	40

**Country-level data is based on a three-year rolling average. This item has only been asked for two years.*

Appendix 2: Methodology

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 Germany and the United States (via web survey); these samples were added to the dataset for this report. 2023 data for China were collected using a web self-administered mode (computer-aided web interviewing, or CAWI). The total number of global employed respondents included in the full trend of data for this report (2009 through 2023) is 2,336,570; for the 2023 data, the total is 128,278.

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 double coverage 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.

Regional findings in this report¹ include data obtained from April 2023 to March 2024 (reported as part of 2023 data).

To determine percentage-point changes at the regional and global levels, Gallup compares data from the same countries and areas in each region and globally year over year. 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 2020, 2021 and 2022 with the average from 2021, 2022 and 2023, 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.

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 country-level data (three-year aggregate) or country-level percentage-point change data (three-year aggregate) for any country with an aggregate n Size of fewer than 300. However, results from countries or areas with a sample of any size during the 2023 World Poll collection year are included in regional and global results.

¹ In the 2021 and 2022 *State of the Global Workplace* reports, Gallup reported results for the Commonwealth of Independent States. In the 2023 and 2024 reports, that region is named Post-Soviet Eurasia.

For results based on the total sample of employed adults globally, the margin of sampling error ranged from ± 0.4 percentage points to ± 0.5 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 ± 0.5 percentage points to ± 5.5 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 ± 0.4 percentage points to ± 8.5 percentage points at the 95% confidence level. All reported margins of sampling error include computed design effects for weighting.

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

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

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

Appendix 3: Support Information

Employee Engagement

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

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

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

Measuring Employee Engagement

To determine the percentage of engaged, not engaged and actively disengaged employees, Gallup uses a proprietary formula founded on extensive research about how the engagement elements, as measured by the Gallup Q¹²®, relate to various workplace outcomes. For this reason, employee engagement is a much higher bar than merely satisfaction or metrics that combine “strongly agree” and “agree” responses into a “percent favorable” engagement index.

The current standard is to ask each employee to rate the Q¹² statements using six response options, from 5 = strongly agree to 1 = strongly disagree, and the sixth response option — don't know/does not apply — is unscored. Gallup's proprietary formula does not require perfect agreement with all Q¹² elements for employees to be classified as engaged.

Gallup Q¹² Items

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

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

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

Job Market

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

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

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.

Appendix 4: Labour Rights Index

Gallup used data from the WageIndicator Foundation's Labour Rights Index to investigate the influence that the level of labor regulation in a country has on workers' lives and work experiences, particularly their levels of engagement and wellbeing. The Labour Rights Index provides a straightforward and comprehensive evaluation of labor regulation within a country and enables more specific investigations into the impact of specific laws or topical areas of regulation.

The Labour Rights Index measures labor laws in 135 countries by analyzing the presence or absence of regulations categorized within 10 employment topics and then providing an overall country rating based on the raw aggregate score. The publicly available report is released biennially by the WageIndicator Foundation and Centre for Labour Research.

The index demonstrates whether a country does or does not have a law in place related to one of the 10 indicators — which are based on 46 yes-or-no questions in total, with roughly four or five items per indicator. For example, under the "Fair Wages" indicator, one criterion asks: "Does the law prescribe minimum wage rates in the country?" Each indicator represents an aspect of "decent work" as derived from the Decent Work Agenda of the United Nations. Scoring is based on an analysis of labor legislation and is performed solely by the WageIndicator Centre for Labour Research and WageIndicator country teams.

For some analysis, Gallup dichotomized overall Labour Rights Index scores to create "High Labour Rights" and "Low Labour Rights" country groupings. The produced country groupings for those included in this report can be found below. Categorization was determined using all countries included in the Labour Rights Index; however, Gallup did not collect data from all countries featured in the index, resulting in unequal group sizes.

Because of differences in sample size between countries, a smaller sub-sample of U.S. participants was randomly selected and used for all individual-level analyses involving the Labour Rights Index.

More information about the Labour Rights Index and the 2022 Labour Rights Index heat map can be found at: <https://labourrightsindex.org>.

Low Labour Rights Countries

- Afghanistan
- Bahrain
- Bangladesh
- Benin
- Bolivia
- Botswana
- Cambodia
- Cameroon
- Chad
- China
- Democratic Republic of the Congo
- Egypt
- El Salvador
- Ethiopia
- Gabon
- Gambia
- Ghana
- Guatemala
- Honduras
- India
- Indonesia
- Iran
- Israel
- Jordan
- Kenya
- Kuwait
- Laos
- Lebanon
- Liberia
- Libya
- Madagascar
- Malawi
- Malaysia
- Mali
- Mozambique
- Myanmar
- Namibia
- Nepal
- New Zealand
- Niger
- Nigeria
- Pakistan
- Philippines
- Republic of the Congo
- Saudi Arabia
- Senegal
- Singapore
- Sri Lanka
- Thailand
- Togo
- Tunisia
- Uganda
- United Arab Emirates
- United States
- Yemen
- Zambia
- Zimbabwe

High Labour Rights Countries

- Albania
- Argentina
- Australia
- Austria
- Azerbaijan
- Belgium
- Bosnia and Herzegovina
- Brazil
- Bulgaria
- Burkina Faso
- Canada
- Chile
- Colombia
- Costa Rica
- Croatia
- Cyprus
- Czech Republic
- Denmark
- Estonia
- Finland
- France
- Germany
- Greece
- Guinea
- Hungary
- Iraq
- Ireland
- Italy
- Côte d'Ivoire
- Japan
- Kazakhstan
- Kyrgyzstan
- Latvia
- Lithuania
- Luxembourg
- Malta
- Mexico
- Mongolia
- Montenegro
- Morocco
- Netherlands
- Nicaragua
- Norway
- Paraguay
- Peru
- Poland
- Portugal
- Romania
- Russian Federation
- Serbia
- Slovakia
- Slovenia
- South Africa
- South Korea
- Spain
- Sweden
- Tanzania
- Türkiye
- Ukraine
- United Kingdom of Great Britain and Northern Ireland
- Uzbekistan
- Venezuela
- Vietnam

GALLUP®

World Headquarters

The Gallup Building
901 F Street, NW
Washington, D.C. 20004

t +1.877.242.5587

f +1.888.500.8282

www.gallup.com