

GALLUP®

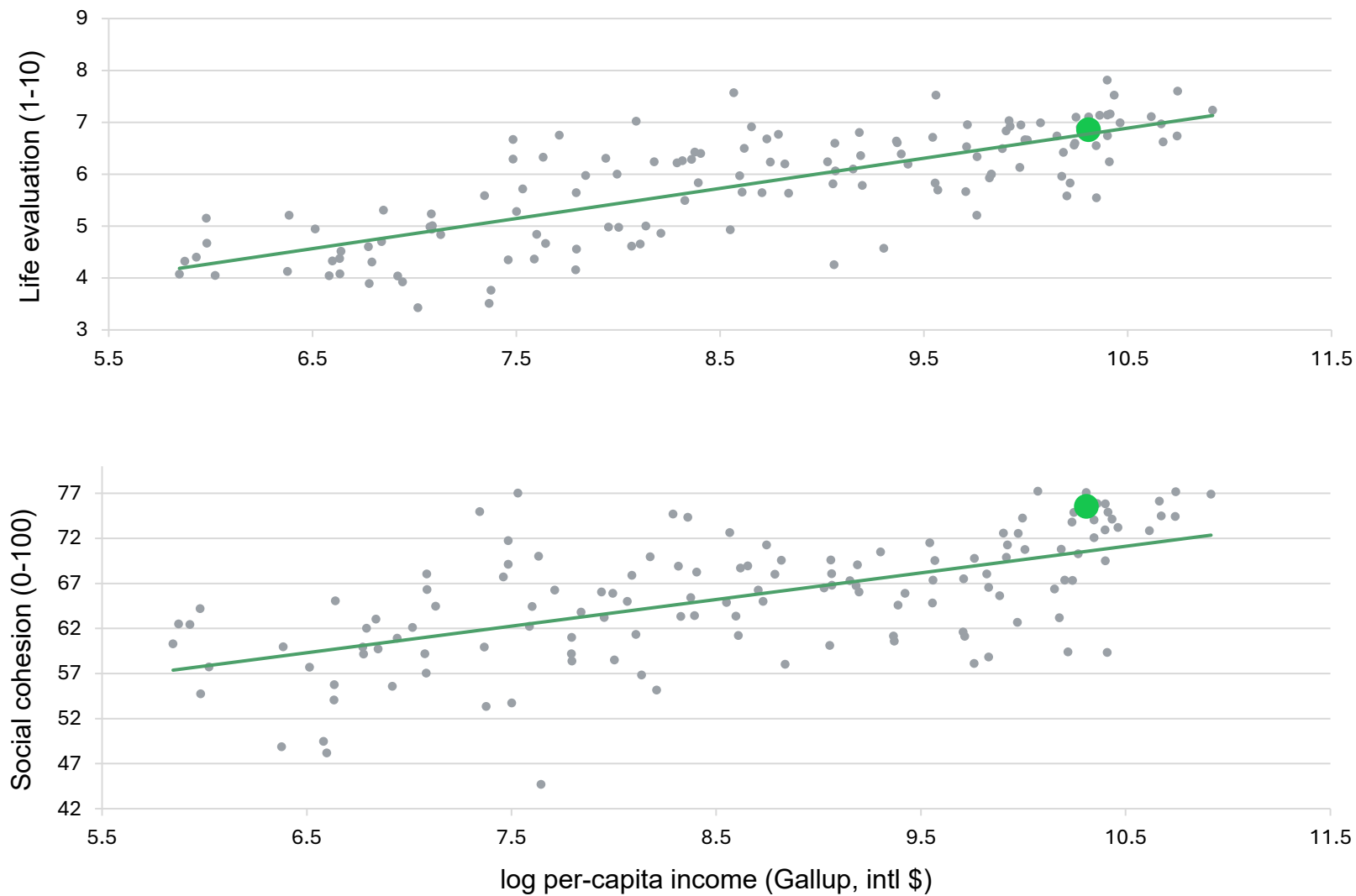
State of the Global Workplace

The Human side of the AI revolution.

Australia is at a turning point.

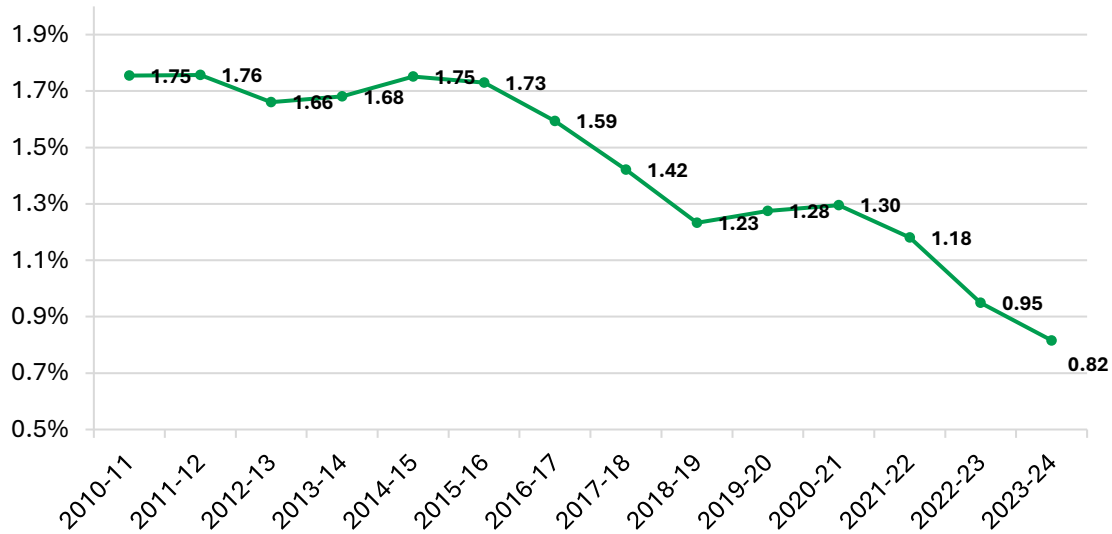


Prosperity and Human Flourishing Move Together



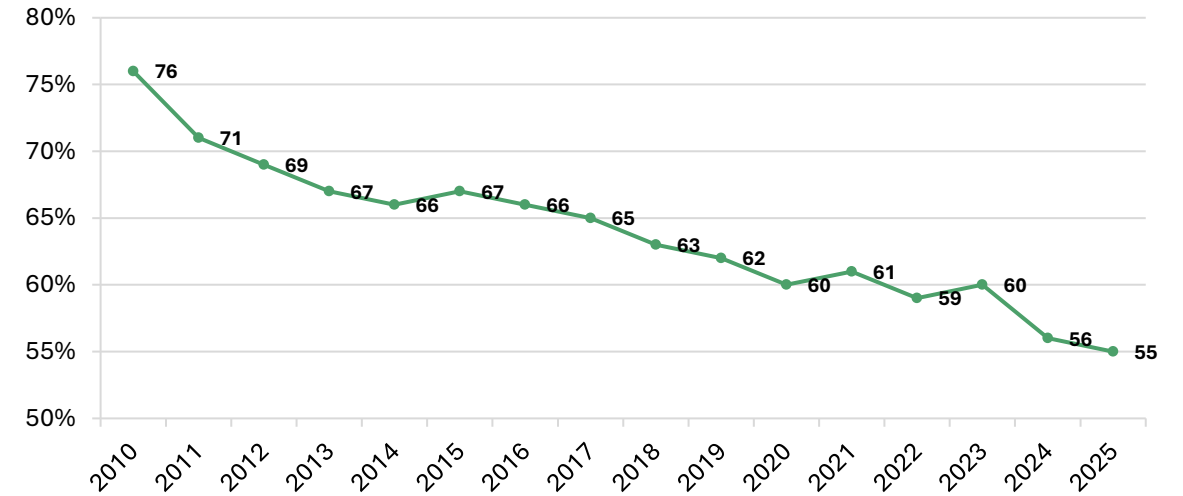
Australia: Productivity isn't everything, but, in the long run, it is almost everything

20-year average annual growth



ABS, GDP per hour worked. 20-year average annual growth fell from ~1.8% to ~0.8%.

% Thriving

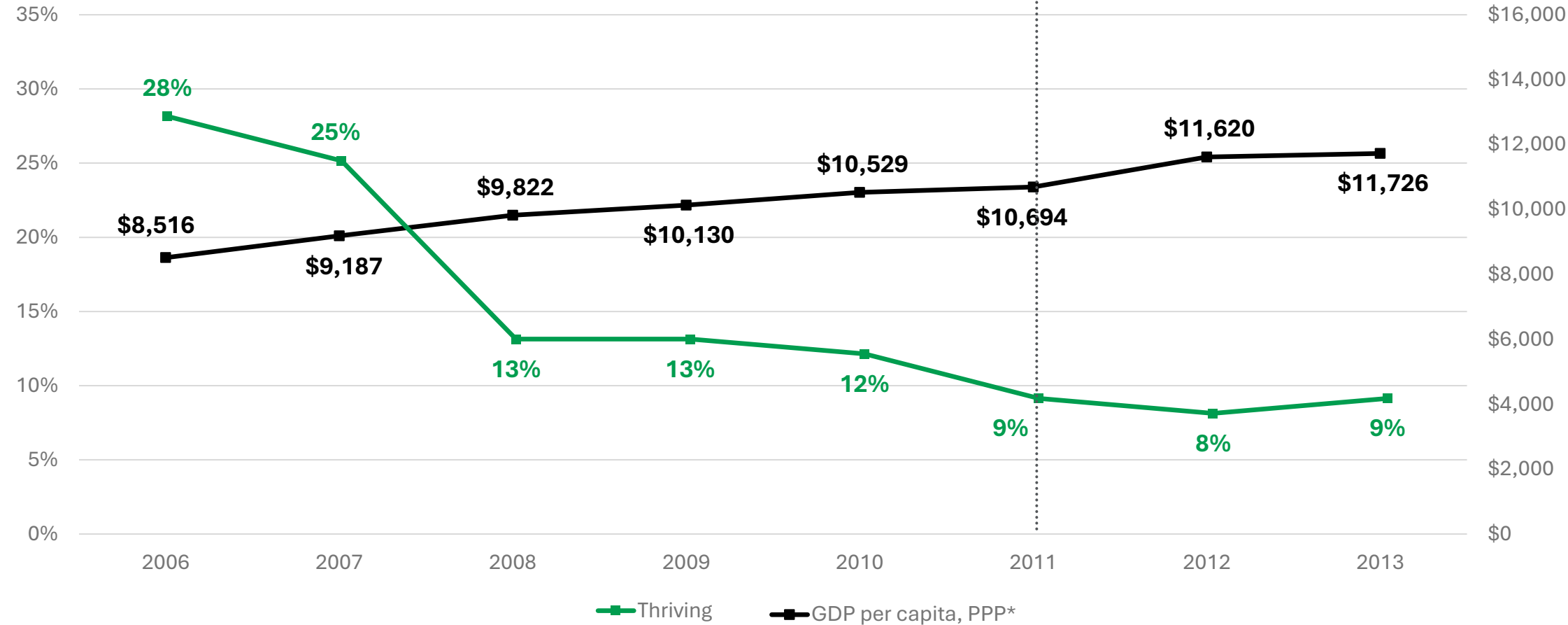


- Living standards rise over the long run only when each hour of work produces more.
- No productivity growth, no sustained prosperity, and less likely to achieve our goals.

Egypt GDP and Wellbeing

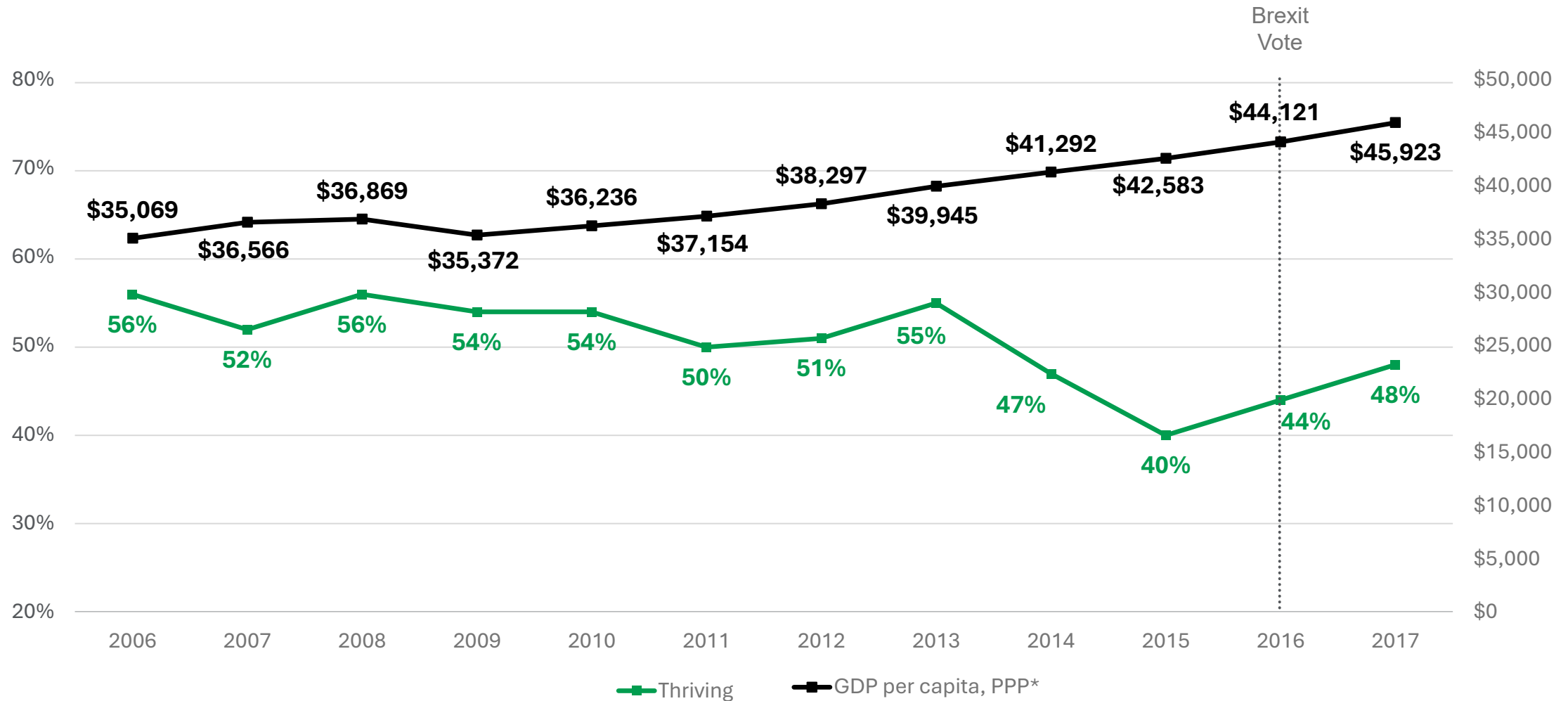


Arab
Uprisings Begin



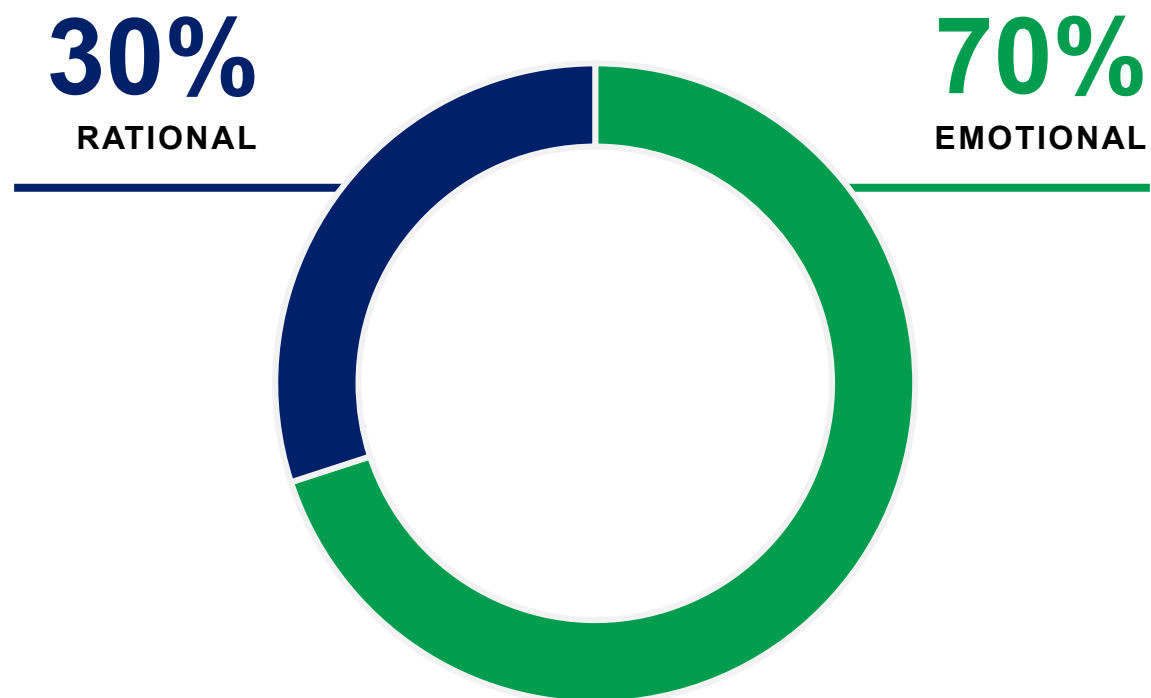
* In current international dollars; Estimates from IMF World Economic Outlook database: April 2021

U.K. GDP and Wellbeing



* In current international dollars; Estimates from IMF World Economic Outlook database: April 2021

The Leadership Blind Spot



“Even Nobel laureates in economics make only a tiny fraction of their decisions using pen, paper, and calculator; 99 percent of our decisions — including the most important life choices concerning spouses, careers, and habitats — are made by the highly refined algorithms we call sensations, emotions, and desires.”

— YUVAL NOAH HARARI, *HOMO DEUS*

The Engagement Slump Continues

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

Global Engagement

% Engaged



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

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

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

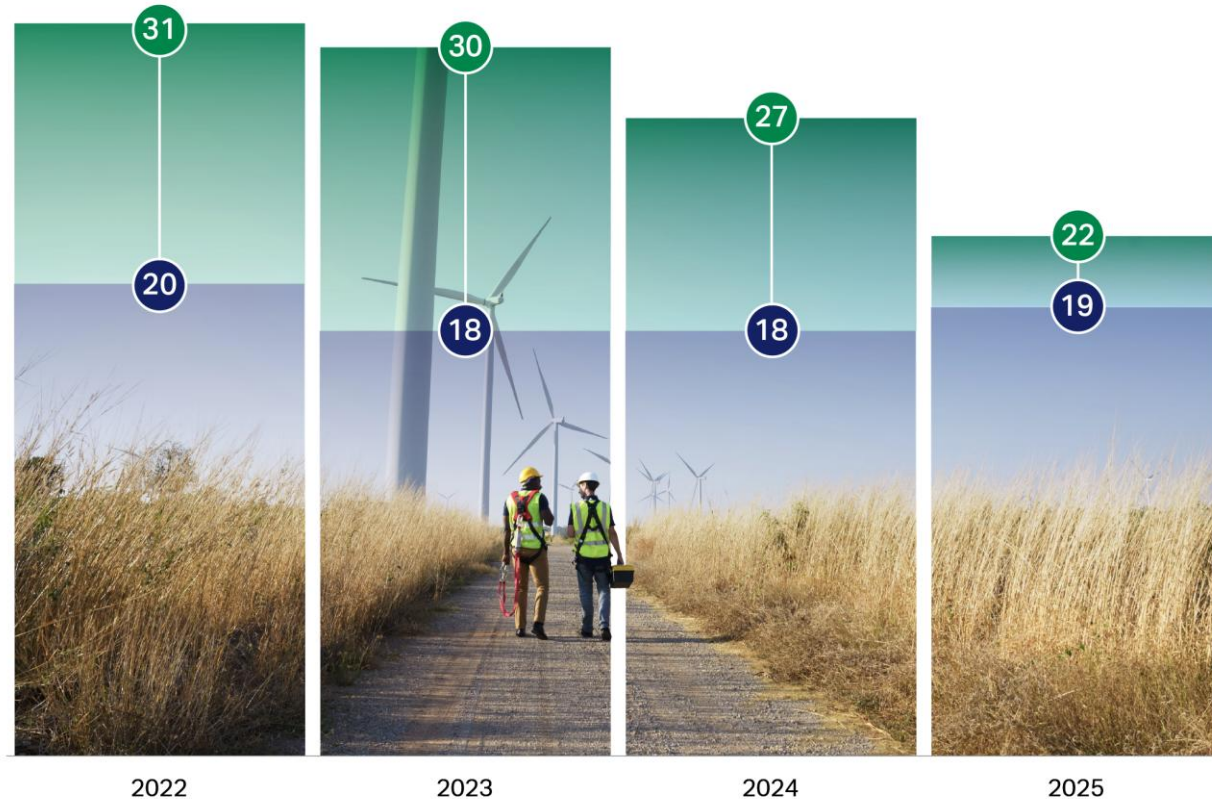
The Shrinking Perk of Being a Manager

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

Global Engagement by Role

% Engaged

● Manager ● Non-manager



Since 2022, manager engagement has dropped by nine points.

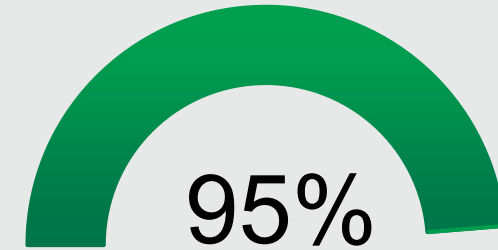
The decline in manager engagement suggests organisational flattening may be a factor.

Macro-Level Benefits Remain Elusive

Among workers in organisations that have implemented AI:



strongly agree that AI has transformed how work gets done in their organisation



95% of organisations have seen zero measurable impact on profits

Australia and New Zealand remain among the highest performing regions globally.

But declining engagement and a sharp drop in job confidence signal a turning point that leaders can't ignore.





Employee Engagement

Engagement has fallen back to average levels

% ENGAGED

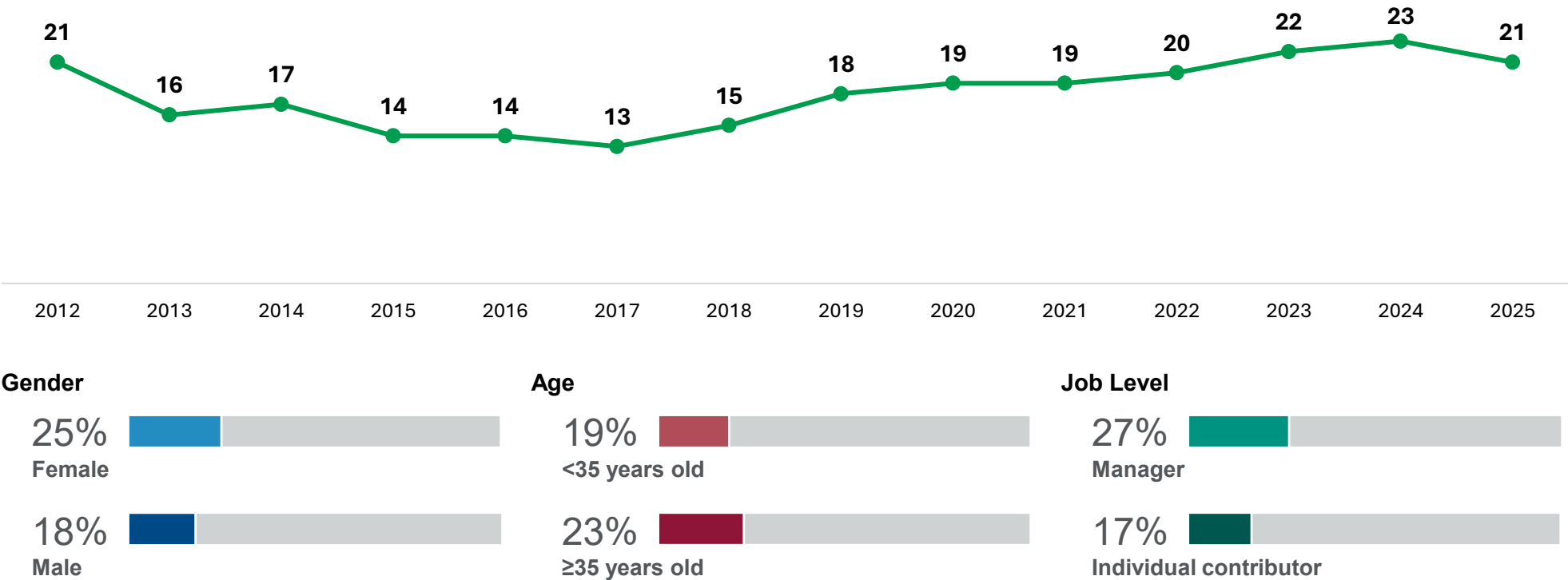
Regional
21%

Global
20%

ENGAGED
21%

NOT ENGAGED
66%

ACTIVELY
DISENGAGED
13%



For methodology details and support information, refer to Gallup's *State of the Global Workplace: 2026 Report*.



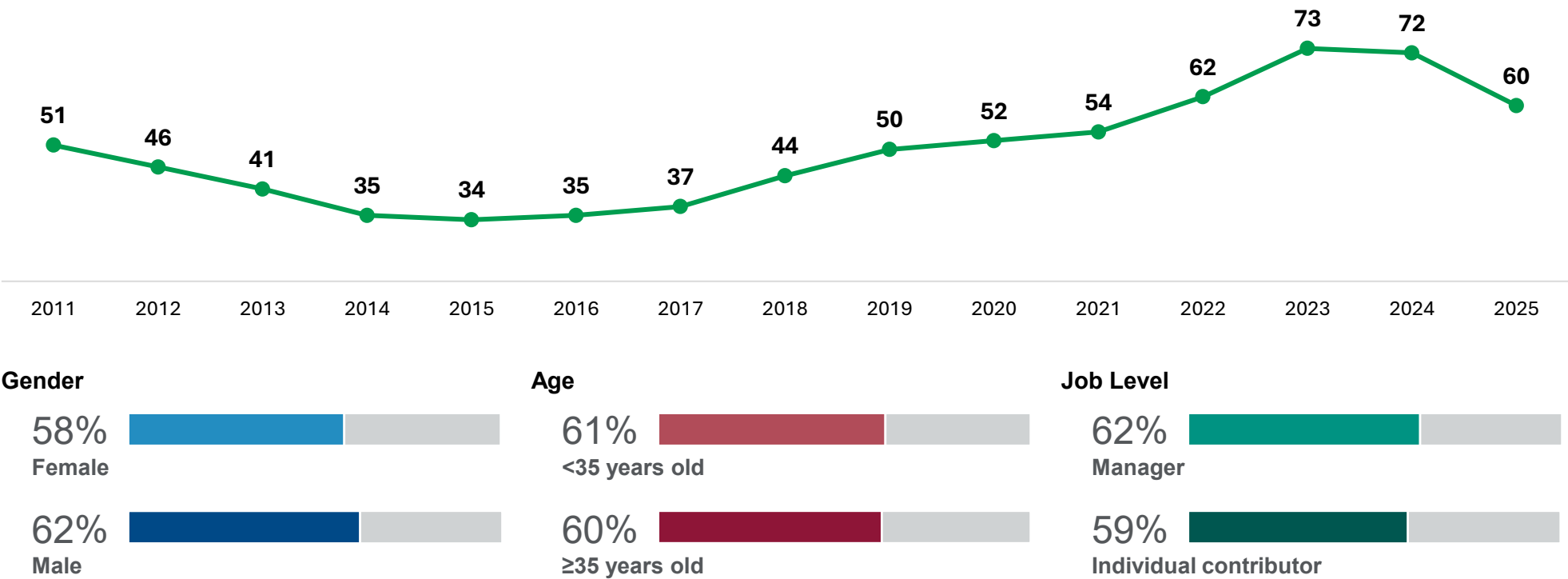
Job Climate - Sharp collapse in job market confidence

Employees still have jobs, but they feel significantly less secure than a year ago.

% GOOD TIME

Regional
60%

Global
52%



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 bad time to find a job?

For methodology details and support information, refer to Gallup's *State of the Global Workplace: 2026 Report*.



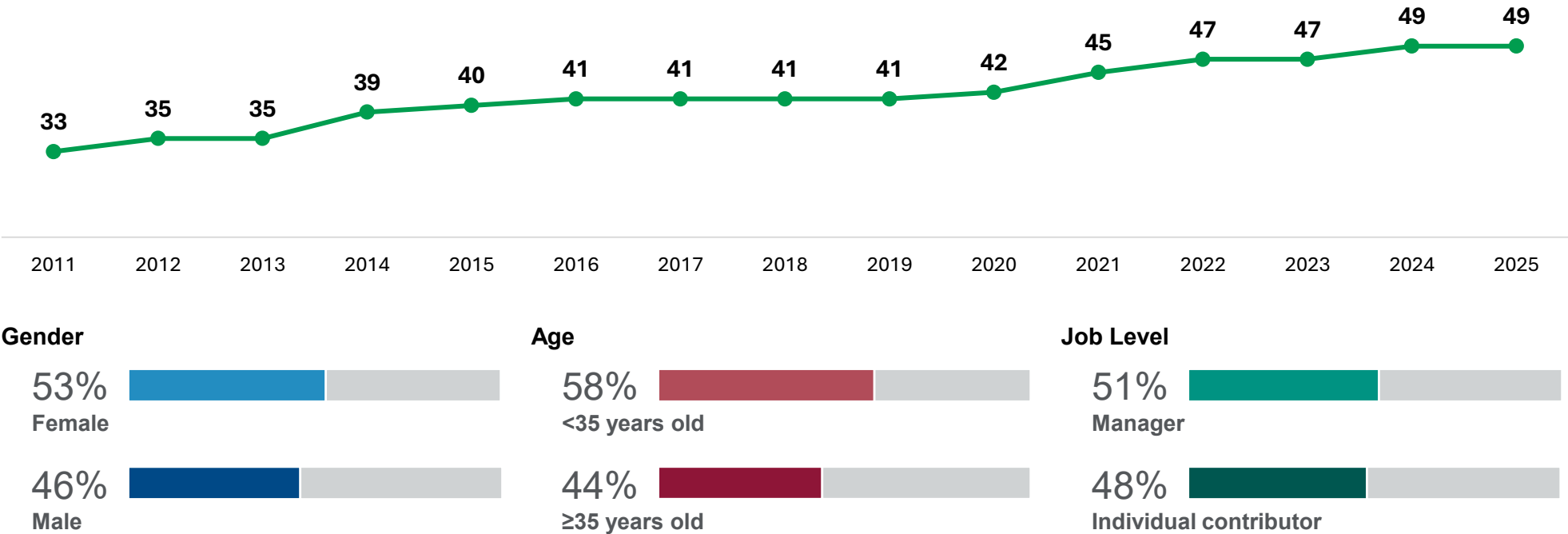
Daily Stress - Emotional strain and daily stress is high

Stress is particularly elevated among younger employees and managers, indicating pressure is concentrated in key workforce segments.

% YES

Regional
49%

Global
40%



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

For methodology details and support information, refer to Gallup's *State of the Global Workplace: 2026 Report*.

The Emotional Economy of Your Workplace

The Immutable Laws of Work (Gallup's Q¹²®)

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.