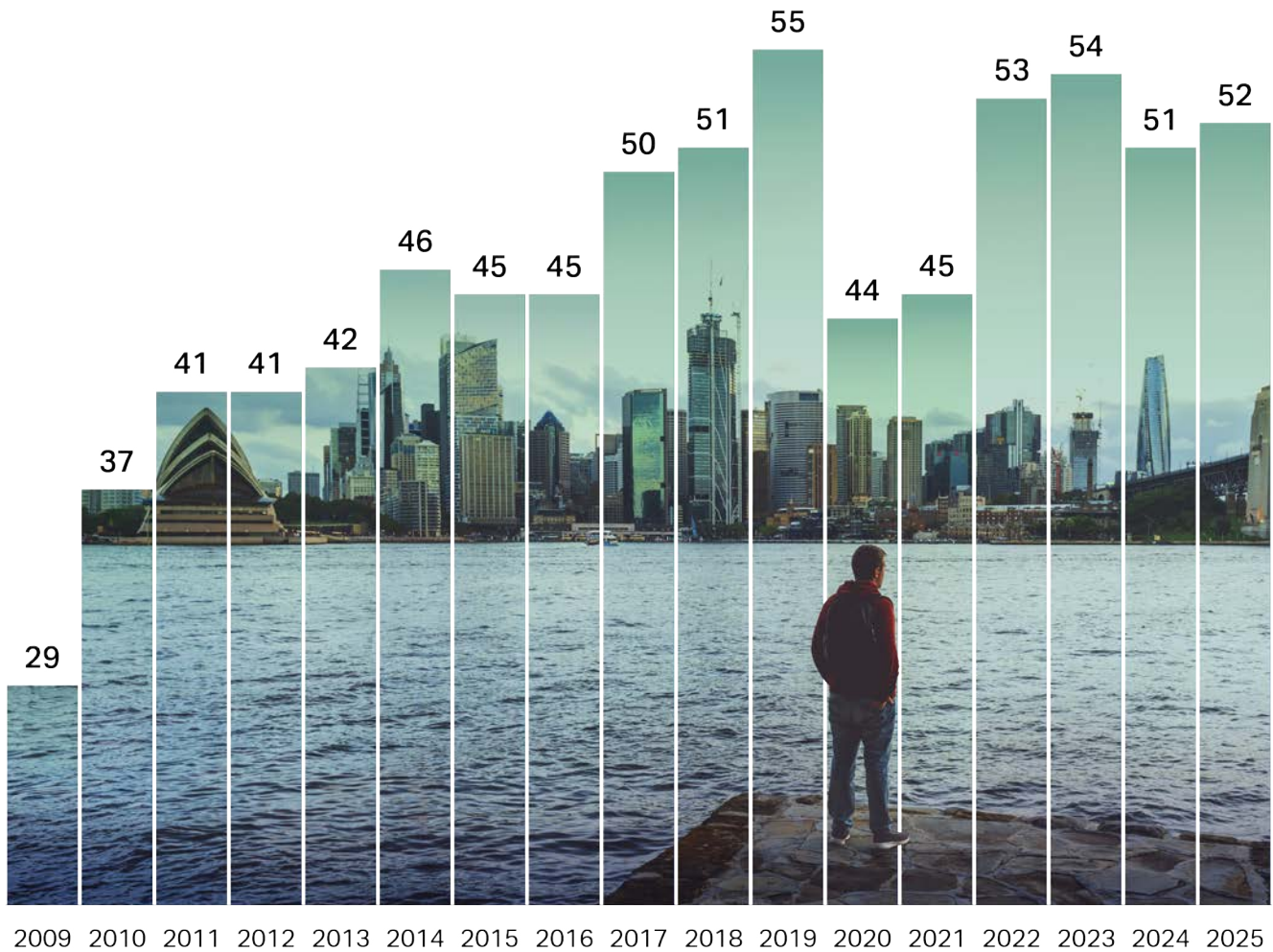


## The Future of Jobs

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

### Global Perception of Job Market

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



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

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

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

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

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



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

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

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

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

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

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

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

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

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

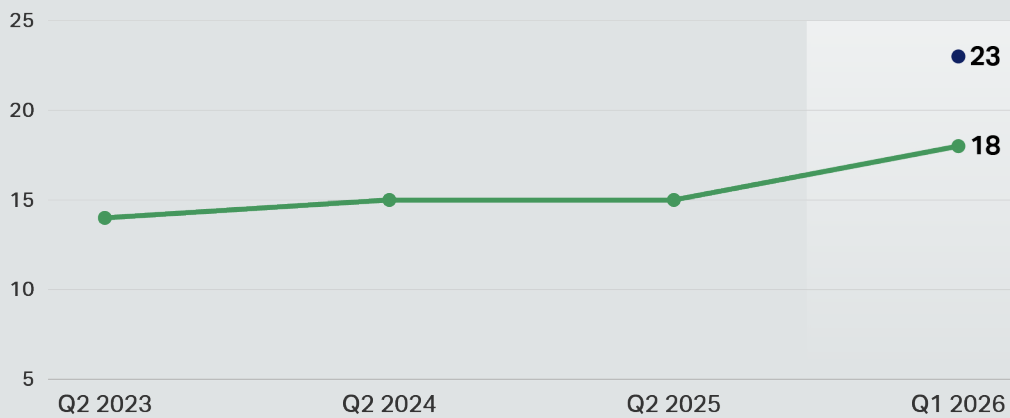
**U.S. data show concerns about AI-related job losses are rising.**

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

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

% Very likely + somewhat likely

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



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

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

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

## Managing the Emotional Workplace

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

### Global Life Evaluation

% Thriving



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

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

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

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

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

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

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



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

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

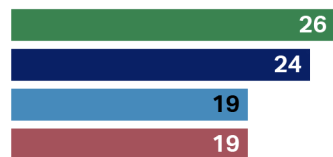
**When comparing leaders, managers, project managers and individual contributors, higher levels of leadership report higher levels of engagement and wellbeing. At the same time, compared with individual contributors, leaders are substantially more likely to report experiencing a lot of stress (+7 points),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

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

● Leaders ● Managers ● Project managers ● Individual contributors

#### Employee Engagement

% Engaged



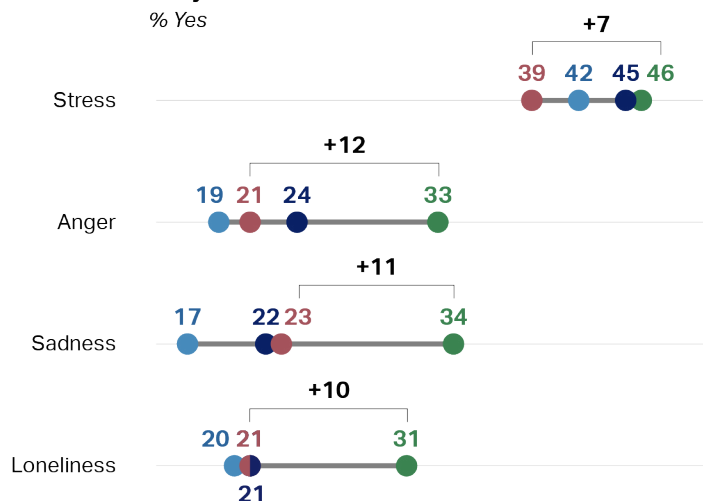
#### Life Evaluation

% Thriving



#### Daily Emotions

% Yes



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

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

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

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

# United States and Canada

Canada, United States



## REGIONAL SUMMARY

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

### Employee Engagement

ENGAGED

**31%** ☐ 0

NOT ENGAGED

**52%** ☐ 0

ACTIVELY DISENGAGED

**17%** ☐ 0

### Life Evaluation

THRIVING

**51%** ☐ -1

STRUGGLING

**45%** ☐ 1

SUFFERING

**4%** ☐ 0

### Daily Emotions

Emotions experienced during a lot of the previous day

STRESS

**50%** ☐ 0

ANGER

**18%** ☐ 1

SADNESS

**22%** ☐ 0

LONELINESS

**19%**

### Job Market

JOB CLIMATE

Good time to find a job

**47%** ☐ -10

## TOP TAKEAWAYS

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

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



## Employee Engagement

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

ENGAGED

NOT ENGAGED

ACTIVELY DISENGAGED

**Regional**

**31%**

**52%**

**17%**

**Global**

**20%**

**64%**

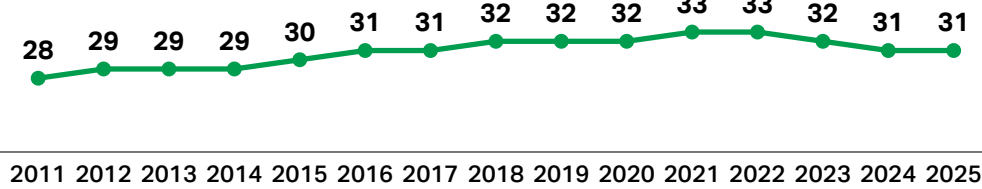
**16%**

## Engaged

% ENGAGED

**Regional**

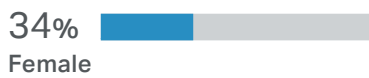
**31%**



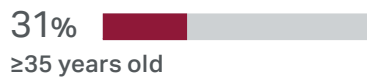
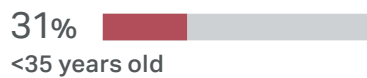
**Global**

**20%**

**Gender**



**Age**



**Job Level**





## Life Evaluation

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

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

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

THRIVING

STRUGGLING

SUFFERING

**Regional**

**51%**

**45%**

**4%**

**Global**

**34%**

**56%**

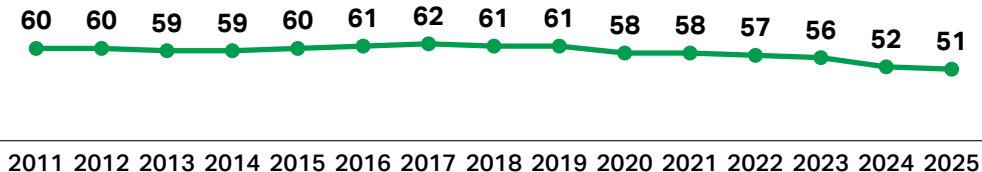
**9%**

## Thriving

% THRIVING

**Regional**

**51%**



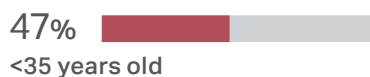
**Global**

**34%**

**Gender**



**Age**



**Job Level**





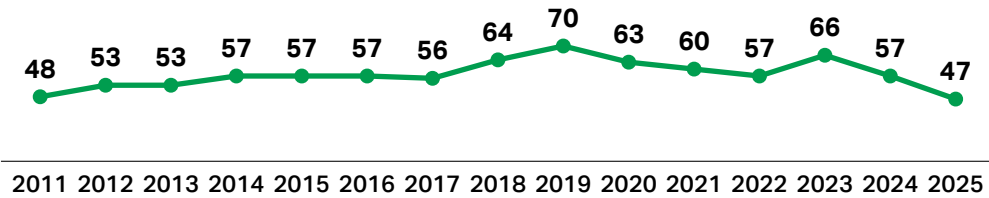
## Job Climate

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

% GOOD TIME

Regional

**47%**



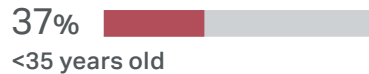
Global

**52%**

**Gender**



**Age**



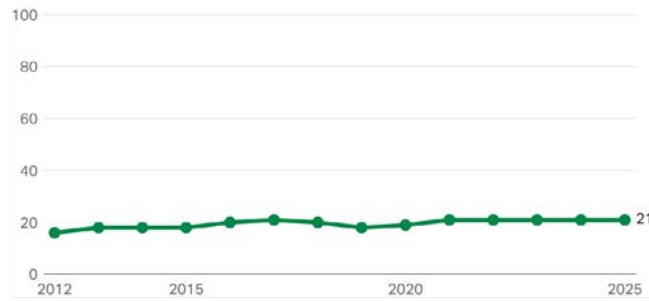
**Job Level**



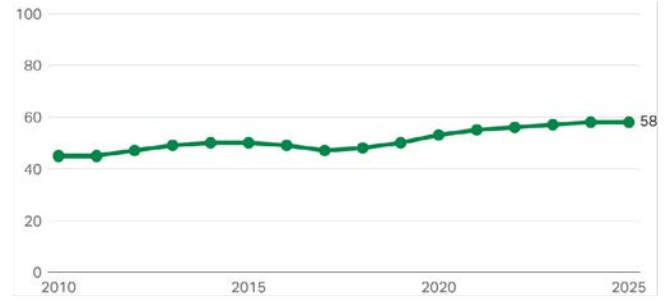


## Canada

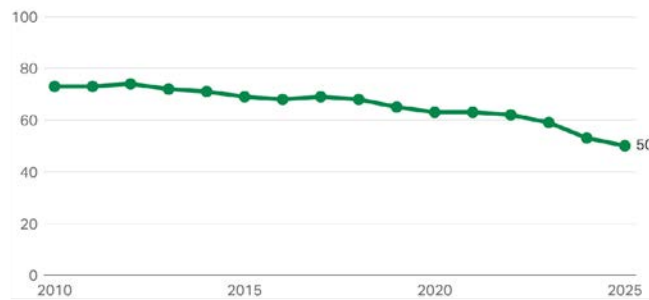
% Engaged



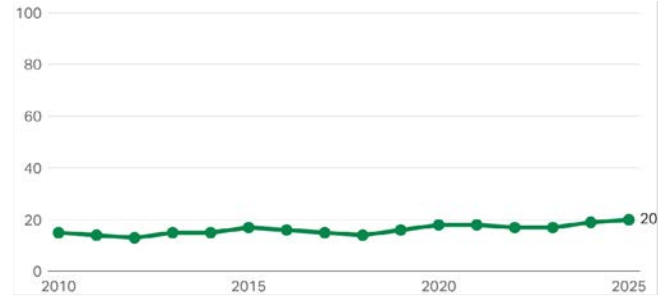
% Yes, daily stress



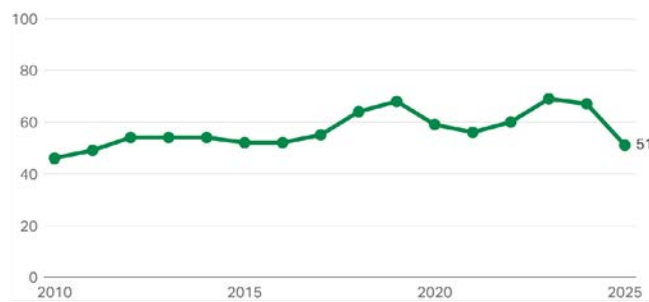
% Thriving



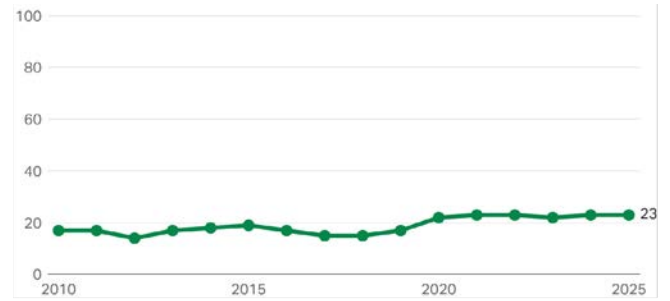
% Yes, daily anger



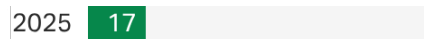
% Good time to find a job



% Yes, daily sadness



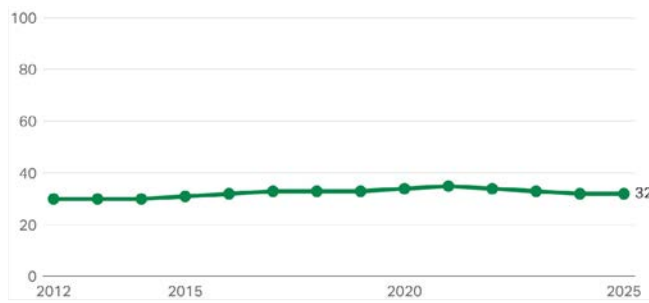
% Yes, daily loneliness



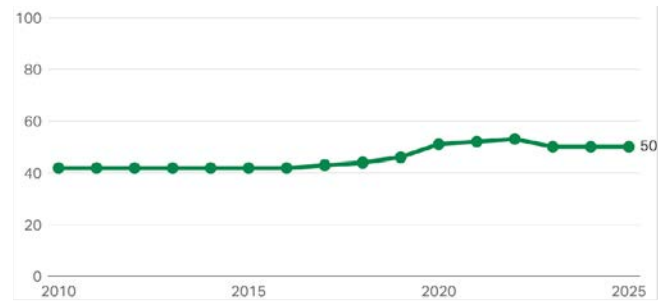


## United States

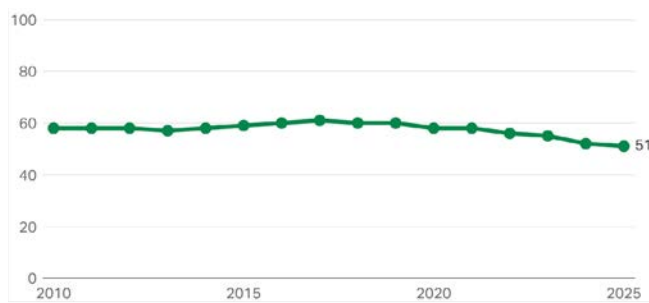
% Engaged



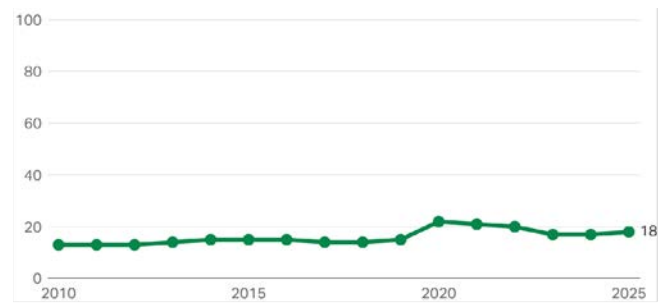
% Yes, daily stress



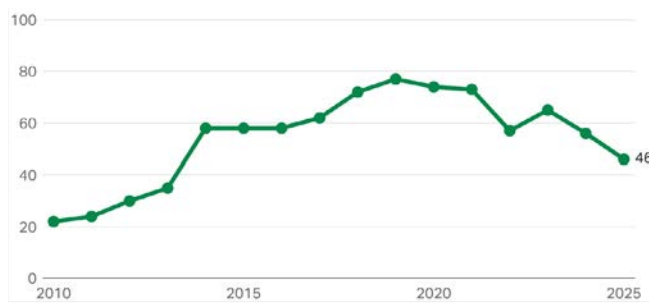
% Thriving



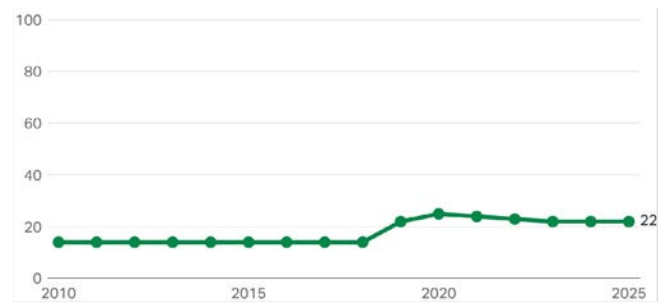
% Yes, daily anger



% Good time to find a job



% Yes, daily sadness



% Yes, daily loneliness

