

ANNUAL REPORT 2026

Gallup Economics

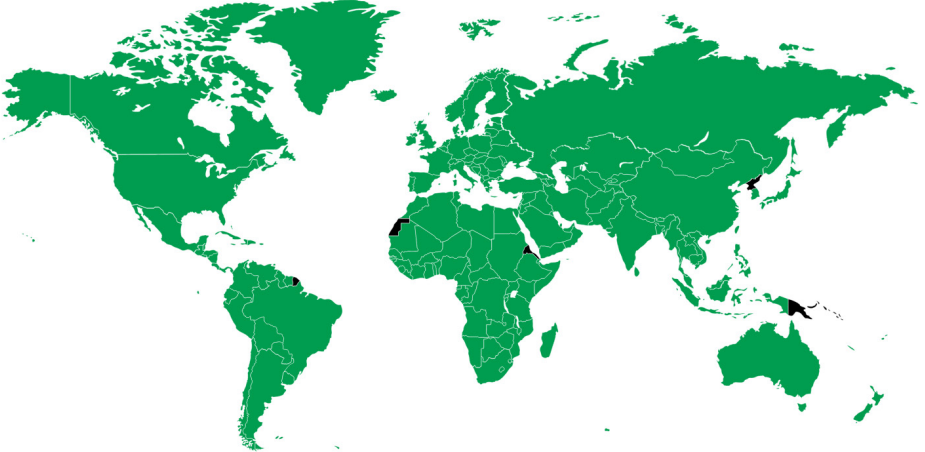
Leading Indicators of Economic Growth

Semafor World Economy
WASHINGTON

The World Poll's Global Reach

■ Covered by the World Poll

■ Not Covered by the World Poll



We change the world one client at a time
through extraordinary analytics and advice
on everything important facing humankind.



Gallup

The Coming \$100 Trillion

The World Bank and IMF are in town this week, hosting 10,000 economists and policymakers from 191 member countries. At the same time, the Semafor World Economy is hosting 400 of the world's most influential CEOs and thought leaders.

Woodstock in Washington.

The IMF reported Global GDP finished right at \$120 trillion in 2025. Gallup analysts estimate global growth over the next 25 years will average 2.5% annually, reaching about \$220 trillion by 2050. Meaning, \$100 trillion in new economic energy will rain down across all countries worldwide.

Who gets the coming \$100 trillion?

GDP is roughly the sum of everything the whole world makes and sells to one another in a year. The U.S. owns roughly 26% of global nominal GDP, the EU 18% and China 17%. Two-thirds of all the world's economic energy.

If the United States were a corporation, America, Inc., she would have sales of \$30 trillion (GDP), growing at about 2.0% per year, annual losses of \$1.8 trillion per year (deficits) and total debt of \$38 trillion on the balance sheet.

The moment a transaction is recorded, it becomes a trailing indicator. No matter how deeply we analyze economic data, the future isn't in there.

After considering all the economic information available, all the leading indicators on which you depend, what do your instincts tell you is coming next?

This is what Gallup is solving for at the conference.

In everything you read over the last several years, did you read that Europe's GDP would somehow grind down to alarmingly low rates of growth?

Remember this global narrative that started in 2010: "China's economy is booming and will overwhelm America's." Not eclipse but overwhelm.

The U.S. economy was not routed by China as literally every thought leader predicted, including every well-meaning U.S., Chinese, EU and world economist.

This was one of the biggest mispredictions by economists of the last 100 years. Nobody talks about it, but it helps make a case that the future is very hard to predict.

Global CEOs, economists and journalists, upon returning from first trips to Shanghai in the very early 2000s, were caught up in a worldwide narrative: "China can do anything, and Americans can't build a train that works from Washington to New York." Creating an unstoppable bandwagon effect.

I was doing it too.

It is important to remember that progress is not linear; it is driven by events. Same for organizations and countries. Turning points are everything when investing and planning.

Leading indicators and "what is coming next" are the central themes of Gallup's contribution to the Semafor World Economy.

We have found three extraordinary pearls: Gross Domestic Ambition, Gross Domestic Payroll to Population and Gross Domestic Thriving. Gallup is committed to reporting these three leading indicators for the next 100 years.

Welcome to Washington, and welcome to the Semafor World Economy.

A handwritten signature in black ink, reading "Jim Clifton". The signature is fluid and cursive, with a long horizontal line extending to the left of the name.

Jim Clifton

Chairman of Gallup



If you do not know how to ask the
right question, you discover nothing.



W. Edwards Deming

(1900 - 1993)

Father of Modern Quality Management

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Introduction

Gross domestic product (GDP) has long been a convenient shorthand for prosperity. The U.S.'s \$30 trillion output still dwarfs that of China and the European Union.

Largest Global Economies

2025 Nominal GDP (Billions in USD)

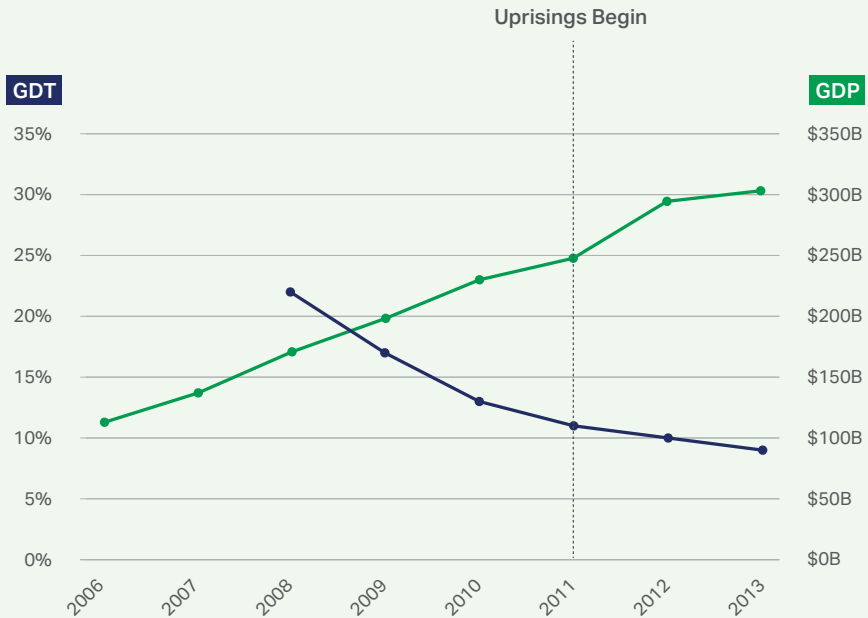
	Global	\$117,165.39
	USA United States of America	\$30,615.74
	EU European Union	\$21,096.78
	CHN China	\$19,398.58
	JPN Japan	\$4,279.83
	IND India	\$4,125.21

GDP Data from International Monetary Fund

Yet as a measure, GDP is incomplete. While it tells us what people produce and consume, it does not tell us how their lives are going. A nation can post solid growth while its citizens lose hope. That missing metric has proven costly. The Arab Spring erupted in economies where official numbers showed stability but hope for the future was collapsing. Britain's Brexit vote followed years of flatlining public optimism while GDP was rising. Economic indicators missed the discontent that drove citizens to elect the first leftist candidate with a guerrilla past as president in Colombia.

Egypt Before the Arab Spring: Rising GDP, Declining Thriving

Egypt's GDP (IMF; current prices, constant 2025 U.S. dollars, billions) and % Thriving



GDP Data from International Monetary Fund

Gallup is reporting three companion measures to better understand economic and social progress:

- 1) **Gross Domestic Ambition (GDA)**: the percentage of employees who are part of a culture of ambition and engagement that drives innovation, growth and competitiveness
- 2) **Gross Domestic Payroll to Population (GDP2P)**: the percentage of the entire 15 or older population — not just those currently in the workforce — who are employed full time for an employer for at least 30 hours per week
- 3) **Gross Domestic Thriving (GDT)**: how well people believe their lives are going today and how hopeful they feel about tomorrow

These three measures are Leading Indicators for economic growth.

These validated measures complement, rather than replicate, the transactional money data of government economic surveys.



The idea that the future is
unpredictable is undermined
every day by the ease with
which the past is explained.



Daniel Kahneman

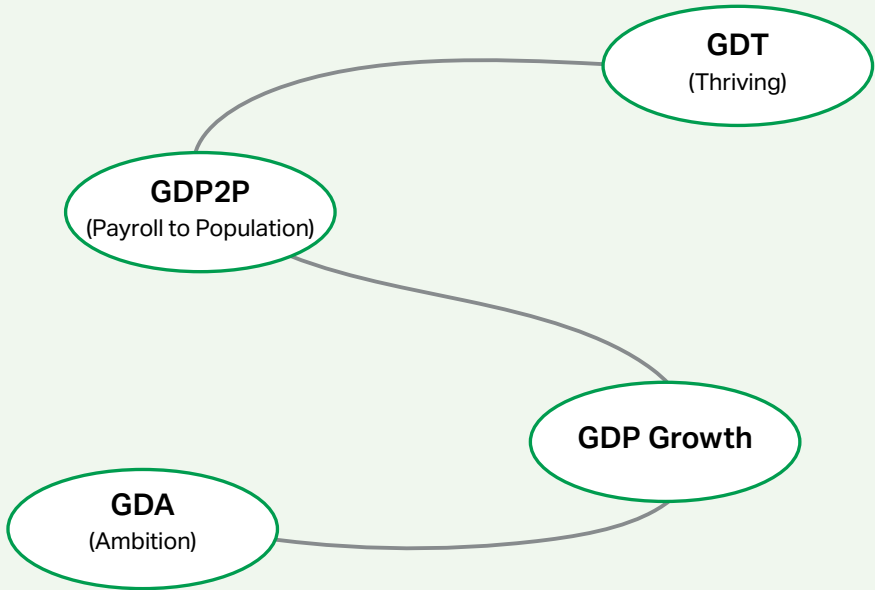
(1934 - 2024)

2002 Nobel Prize in Economic Sciences

Gallup Senior Scientist

GALLUP®

Leading Indicators



A framework linking culture of ambition, economic growth, job growth and thriving lives



There are 5 billion ways to
lead a life, and we should
study them all.



George Gallup

(1901 - 1984)

Founder

Gross Domestic Ambition (GDA)

Engagement as a Proxy for a Culture of Ambition

Economies do not grow simply because people feel ambitious. They grow because systems convert human effort into productive output. The critical question, then, is whether a workforce is positioned to make that conversion effectively.

Employee engagement provides a powerful signal of whether that conversion is likely to happen.

Gross Domestic Ambition is realized when organizations build cultures whose employees have clear roles where they can do what they do best, have opportunities to develop and have a voice that impacts productivity, innovation and efficiencies.

For 25 years, Gallup has classified the world's workplaces into three categories: engaged, not engaged and actively disengaged. Across organizations, and even across countries, these distributions vary widely, reflecting meaningful differences in how workforces show up and contribute. Gallup has published 11 iterations of meta-analyses including thousands of business units across the world. These studies establish the linkage between ambitious (engaged) cultures and a multitude of performance outcomes.

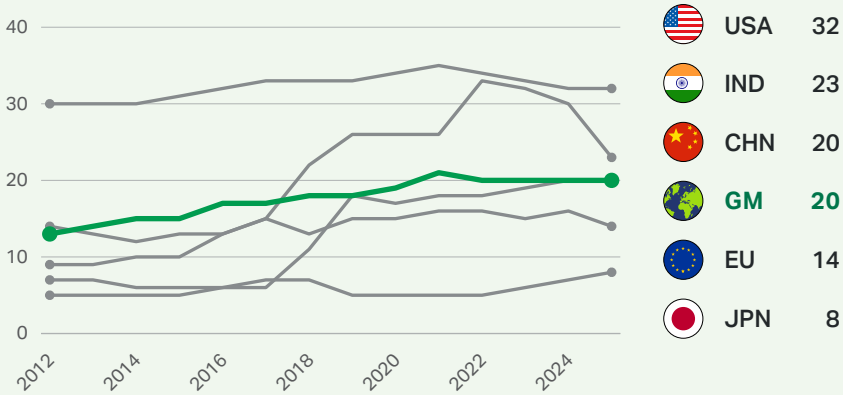
GDA represents a leading indicator of an economy's potential to generate value and the extent to which a workforce is prepared to translate effort into output.

Such a measure would not replace traditional economic indicators but complement them by capturing the human conditions that precede performance.

Only 20% of the world's workers are engaged — highly ambitious and committed to their jobs.

Gross Domestic Ambition (GDA) Trends

% of employed individuals with high ambition and engagement that drive innovation, growth and competitiveness



A culture of ambition is economically consequential because it shapes behavior before it appears in traditional performance metrics. Organizations that cultivate such a culture gain a competitive edge, because employees are active and because they are committed, proactive and focused on creating value.

This distinction is essential. A workforce can be busy without being engaged, and activity alone does not generate meaningful economic value. Without a culture of ambition that channels effort toward contribution and growth, work becomes compliance-driven or disconnected from performance outcomes. In the United States, 32% of workers are classified as engaged, well above the global median of 20%, indicating stronger conditions for ambition to translate into economic output.

- The U.S. generates 26% of global GDP.
- Of the world's 1,286 unicorns, 712 are based in the U.S.

By comparison, engagement levels across Europe tend to be lower, while East Asia shows greater variation, ranging from highly engaged, export-oriented economies to countries below the global median in contexts where engagement is uneven and more constrained.

Gross Domestic Product (GDP)

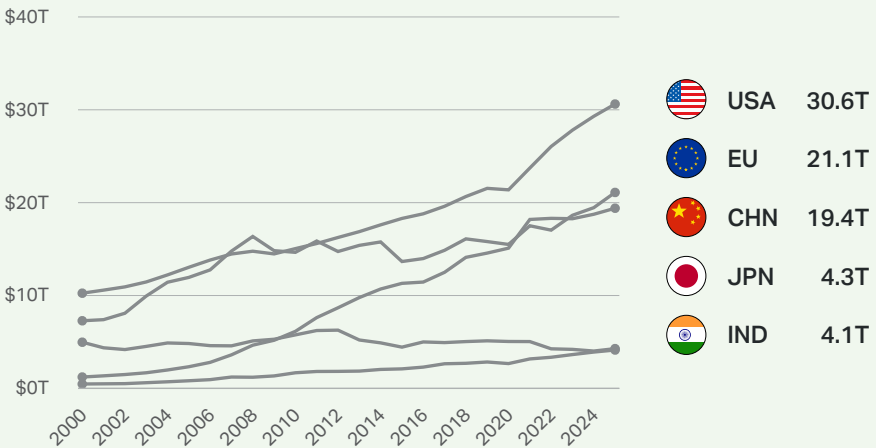
The Most Recognized Metric in Economics

Gross Domestic Product, the total market value of all goods and services produced within a country's borders in a given year, remains the world's most widely cited way to measure progress.

It is a remarkable invention. A single number that compresses the output of 8 billion people into something a government, a central bank or an investor can act on.

Gross Domestic Product (GDP) Trends

Nominal GDP, current U.S. dollars (trillions)



GDP Data from International Monetary Fund

When GDP rises, policymakers claim success. When it falls, they scramble. When it stagnates, they argue. Few metrics in human history have shaped more decisions.

Throughout this chapter, we measure GDP in nominal terms — the actual output each economy produces in a given year, converted to U.S. dollars. This is the standard used by the IMF, the World Bank and every major financial institution when ranking the world's economies, because it reflects the true financial weight a nation carries on the global stage.

Two countries — the United States and China — accounted for 43% of all global economic output in 2025.

China's ascent is the defining economic event of our era.

In 2000, China's GDP was \$1.2 trillion, and at the time, it had an economy smaller than Italy's. By 2025, it had grown to \$19.4 trillion, 16 times larger, and second only to the United States. No major economy has grown this fast in recorded history.

Japan's decline is equally historic.

In 2000, Japan was the world's second-largest single country economy. By 2025 it ranked fourth, and was smaller in dollar terms than it was 25 years ago. A combination of significant demographic shifts, deflation and a strong yen in earlier years has left Japan in an unusual category: a wealthy, sophisticated, technologically advanced nation where GDP is shrinking.

That gap between what an economy produces and what its people experience is why we need more leading indicators to better understand the world.

Gross Domestic Payroll to Population (GDP2P)

A 2-Billion-Person Blind Spot in International Labor Data

The International Labour Organization (ILO) reports global unemployment at 5%, implying that almost all who want work have it. However, this statistic is misleading because it counts informal employment — such as street vendors, day laborers and hawkers in traffic — as employed. The ILO, along with the World Bank, the OECD and Gallup, agrees and estimates that 2 billion people worldwide are informally employed. When we exclude these jobs of subsistence, in a world with an estimated labor force of 3.7 billion, the actual unemployment in the world would be closer to 50%, not 5%.

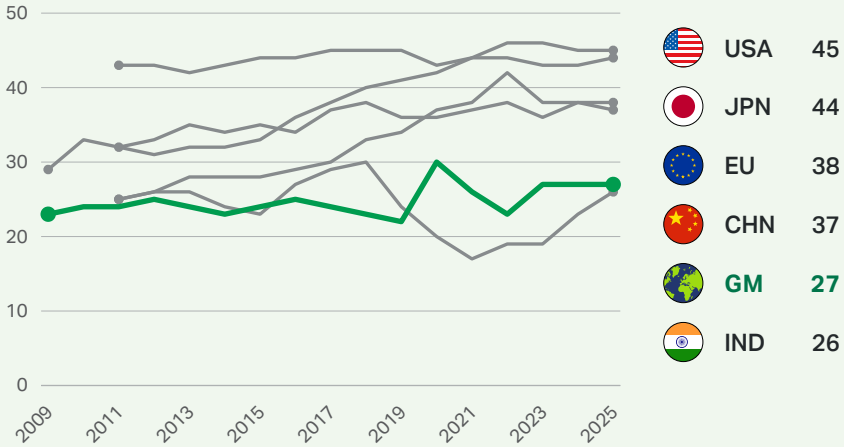
World Unemployment Is Closer to 50%

Instead of focusing on unemployment, Gallup recommends including a different measure: Gross Domestic Payroll to Population (GDP2P).¹ This figure is the percentage of people in a country who work more than 30 hours per week for an employer and receive payment. This definition distinguishes real employment from informal or subsistence work.

By Gallup's measurement from global polling across 160 countries, only 27% of the world has a "real job" — population 15 or older working at least 30 hours a week in paid employment for an employer or organization.

Gross Domestic Payroll to Population (GDP2P) Trends

% of population 15 or older working at least 30 hours per week for an employer, with a paycheck



A real job is the single best predictor of whether a person thrives, yet it is the one thing the world fails to measure accurately.

Africa and South Asia record the highest shares of people operating outside formal employment. In Malawi, only 6% of people 15 or older work full time for an employer; just 10% are thriving.

In the United States, by contrast, 49% of all adults are thriving, with 45% of people 15 or older working full time for an employer.

A univariate model exploring the relationship between GDP2P and GDT among people in the workforce shows a strong relationship between the two metrics globally and within the majority of the countries in the Gallup World Poll. The relationship is overwhelmingly positive across most countries, reinforcing that having a full-time job with an employer is strongly linked to thriving globally.²

Gallup has found that not only the Great American Dream, but the Great Global Dream, starts with having a good job. Real employment is the foundation of a good life anywhere in the world.

Wrong data produces wrong assumptions. Wrong assumptions produce wrong policies, risking leaving 2 billion people behind.

What the whole world wants is a good job.

Jim Clifton
Chairman of Gallup

Gross Domestic Thriving (GDT)

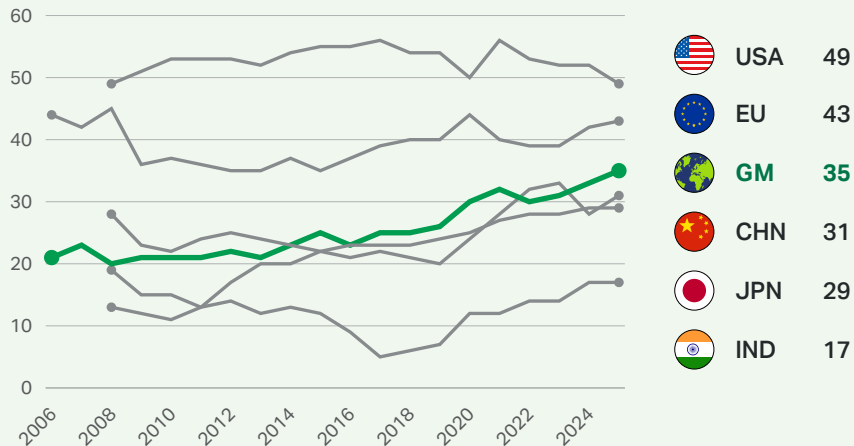
Measuring Global Life Evaluation

Thriving is measured with the Cantril Ladder, which asks people to rate their life today and five years from now on a scale of zero to 10. Those rating their current life at seven or higher, and their future at eight or higher, are classified as “thriving.”

Globally, just a third of adults meet that threshold. In the United States, 49% do — far above the world median (35%). Germany comes in at 42% and the European Union at 43%. Zimbabwe (6%), Egypt (7%) and Lebanon (7%) rank lowest.

Gross Domestic Thriving (GDT) Trends

% of individuals thriving, who rate their current life at 7 or higher and their future life at 8 or higher on a 0-to-10 scale



A nation's emotional economy is connected to its money economy — but not always. The trend matters more than the current point in time of the statistic. A sudden 10-point fall, or consistent downward trends in thriving, almost always signals instability and people demanding change. As noted in the introduction, declining trends preceded the uprisings of the Arab Spring and the shock of Brexit. GDP gave no such warnings.



Jobs are not just a source of money:
They are the basis for all rituals,
customs and routines of working-class
life. Destroy work and, in the end,
working-class life cannot survive.



Sir Angus Deaton

2015 Nobel Prize in Economic Sciences

Gallup Senior Scientist

What are we solving for?

GDP remains indispensable, but it is incomplete. Adding measures of thriving, P2P and a workforce's culture of ambition provides a truer picture of overall domestic prosperity.









Solution: Three new domestic and global measures

	World
Gross Domestic Ambition	20%
Gross Domestic Payroll to Population	27%
Gross Domestic Thriving	35%



Together, these metrics provide a more complete picture of how nations build stronger, more stable economic growth, capturing not only what economies produce but also the stability and resilience that underpin human and societal progress.












Countries and Areas With the 100 Largest Economies


Country/Area	(Ambition) 2022-2024 GDA	2025 GDP in bn USD	(P2P) 2023-2025 GDP2P	(Thriving) 2023- 2025 GDT	Unicorns**
 United States	32%	\$30,615.74	45%	49%	712
 China	20%	\$19,398.58	37%	31%	157
 Germany	11%	\$5,013.57	33%	42%	32
 Japan	8%	\$4,279.83	44%	29%	9
 India	23%	\$4,125.21	26%	17%	69
 United Kingdom	10%	\$3,958.78	33%	42%	55
 France	8%	\$3,361.56	34%	37%	29
 Italy	11%	\$2,543.68	33%	40%	3
 Russia	24%	\$2,540.66	39%	34%	0

Country/Area	(Ambition) 2022-2024 GDA	2025 GDP in bn USD	(P2P) 2023-2025 GDP2P	(Thriving) 2023- 2025 GDT	Unicorns**
 Canada	21%	\$2,283.60	40%	46%	22
 Brazil	32%	\$2,256.91	32%	52%	18
 Spain	10%	\$1,891.37	34%	39%	5
 Mexico	29%	\$1,862.74	29%	57%	9
 South Korea	13%	\$1,858.57	40%	32%	14
 Australia	21%	\$1,829.51	41%	49%	9
 Türkiye	8%	\$1,565.47	29%	17%	1
 Indonesia	27%	\$1,443.26	23%	31%	7
 Netherlands	14%	\$1,320.64	37%	56%	9
 Saudi Arabia	26%	\$1,268.54	51%	52%	1
 Poland	7%	\$1,039.62	54%	37%	0
 Switzerland	8%	\$1,002.67	28%	45%	6

Country/Area	(Ambition) 2022-2024 GDA	2025 GDP in bn USD	(P2P) 2023-2025 GDP2P	(Thriving) 2023- 2025 GDT	Unicorns**
 Taiwan (Province of China)	13%	\$884.39	43%	41%	0
 Belgium	11%	\$716.98	35%	48%	3
 Republic of Ireland	9%	\$708.77	40%	46%	9
 Argentina	25%	\$683.37	24%	47%	1
 Sweden	25%	\$662.32	49%	59%	6
 Israel	21%	\$610.75	48%	63%	25
 Singapore	14%	\$574.19	55%	38%	14
 United Arab Emirates	27%	\$569.10	47%	52%	5
 Austria	9%	\$566.46	36%	43%	2
 Thailand	34%	\$558.57	33%	38%	2
 Norway	21%	\$517.10	50%	59%	5
 Philippines	39%	\$494.16	21%	34%	1








Country/Area	(Ambition) 2022-2024 GDA	2025 GDP in bn USD	(P2P) 2023-2025 GDP2P	(Thriving) 2023- 2025 GDT	Unicorns**
 Vietnam	9%	\$484.73	40%	47%	2
 Bangladesh	29%	\$475.01	13%	15%	0
 Malaysia	25%	\$470.57	39%	30%	1
 Denmark	22%	\$459.61	44%	70%	2
 Colombia	25%	\$438.12	23%	43%	4
 Hong Kong	5%	\$428.23	49%	17%	7
 South Africa	18%	\$426.38	15%	23%	1
 Romania	31%	\$422.51	34%	44%	0
 Pakistan	4%	\$410.50	26%	16%	0
 Czech Republic	16%	\$383.38	41%	48%	1
 Iran	12%	\$356.51	19%	23%	0
 Egypt	4%	\$349.26	24%	7%	1

Country/Area	(Ambition) 2022-2024 GDA	2025 GDP in bn USD	(P2P) 2023-2025 GDP2P	(Thriving) 2023- 2025 GDT	Unicorns**
 Chile	33%	\$347.17	27%	39%	2
 Portugal	19%	\$337.94	45%	34%	1
 Peru	25%	\$318.48	24%	36%	0
 Finland	14%	\$314.72	44%	69%	4
 Kazakhstan	23%	\$300.05	39%	47%	0
 Algeria	14%	\$288.01	16%	31%	0
 Nigeria	17%	\$285.00	21%	18%	2
 Greece	14%	\$282.02	31%	28%	2
 Iraq	30%	\$265.46	14%	23%	0
 New Zealand	23%	\$262.91	45%	52%	1
 Hungary	19%	\$247.76	39%	35%	0
 Ukraine	18%	\$209.71	36%	20%	0

Country/Area	(Ambition) 2022-2024 GDA	2025 GDP in bn USD	(P2P) 2023-2025 GDP2P	(Thriving) 2023- 2025 GDT	Unicorns**
 Morocco	15%	\$179.61	15%	22%	0
 Kuwait	22%	\$157.47	59%	50%	0
 Slovakia	13%	\$154.59	53%	30%	0
 Uzbekistan	46%	\$137.48	19%	42%	1
 Kenya	21%	\$136.01	20%	19%	0
 Ecuador	25%	\$130.53	21%	43%	1
 Dominican Republic	32%	\$129.75	27%	41%	0
 Bulgaria	18%	\$127.92	44%	28%	0
 Guatemala	35%	\$120.85	18%	44%	0
 Ghana	8%	\$111.96	30%	16%	0
 Ethiopia	8%	\$109.49	7%	10%	0
 Oman	*	\$105.19	28%	46%	0

Country/Area	(Ambition) 2022-2024 GDA	2025 GDP in bn USD	(P2P) 2023-2025 GDP2P	(Thriving) 2023- 2025 GDT	Unicorns**
 Croatia	7%	\$103.90	45%	27%	2
 Costa Rica	35%	\$102.64	30%	64%	0
 Luxembourg	9%	\$100.64	44%	47%	1
 Serbia	15%	\$100.05	43%	49%	0
 Côte d'Ivoire	17%	\$99.21	22%	24%	0
 Lithuania	23%	\$95.27	46%	48%	2
 Panama	34%	\$90.41	19%	49%	0
 Tanzania	30%	\$87.44	11%	14%	0
 Uruguay	29%	\$84.99	29%	48%	0
 Venezuela	31%	\$82.77	19%	33%	0
 The Democratic Republic of the Congo	22%	\$82.26	23%	11%	0
 Slovenia	18%	\$79.22	47%	49%	0

Country/Area	(Ambition) 2022-2024 GDA	2025 GDP in bn USD	(P2P) 2023-2025 GDP2P	(Thriving) 2023- 2025 GDT	Unicorns**
 Azerbaijan	14%	\$76.39	31%	18%	0
 Uganda	20%	\$64.99	22%	16%	0
 Cameroon	15%	\$60.58	17%	23%	0
 Myanmar	19%	\$60.56	31%	14%	0
 Tunisia	9%	\$59.07	24%	16%	0
 Bolivia	21%	\$57.09	17%	32%	0
 Jordan	17%	\$56.16	13%	20%	0
 Zimbabwe	11%	\$53.31	12%	6%	0
 Cambodia	18%	\$48.80	16%	14%	0
 Libya	15%	\$47.94	23%	31%	0
 Latvia	20%	\$47.88	41%	43%	0
 Paraguay	28%	\$47.40	26%	44%	0

Country/Area	(Ambition) 2022-2024 GDA	2025 GDP in bn USD	(P2P) 2023-2025 GDP2P	(Thriving) 2023- 2025 GDT	Unicorns**
 Bahrain	18%	\$47.39	53%	44%	0
 Estonia	22%	\$46.76	45%	39%	2
 Nepal	21%	\$45.51	11%	20%	0
 Cyprus	19%	\$39.94	50%	37%	0
 Honduras	25%	\$39.45	15%	40%	0
 Iceland	23%	\$38.39	52%	69%	0
 Georgia	34%	\$37.40	28%	31%	0

*Data point not provided due to small sample size.

**Unicorns: Privately held startup valued at \$1 billion or more according to its last seed round

Note: This table is based on the more than 140 countries and areas in which Gallup annually fields the World Poll. Learn more about how the [Gallup World Poll](#) works. For complete methodology and specific survey dates, please review [Gallup's Country Data Set](#) details.

GDP from International Monetary Fund, World Economic Outlook Database, March 2026.

Unicorns estimate from CB Insights, March 2026.

Due to the margin of sampling error associated with WRA — which is calculated as a product of two survey-based estimates — country-level point estimates should be interpreted with caution. For a country with an effective sample size of approximately 1,000, the 95% confidence interval around this estimate of 20% is approximately ± 3 percentage points. As a result, differences of six percentage points between countries may not be statistically meaningful. For this reason, countries are presented in broad classification groups rather than ranked by their precise WRA values. Specific WRA estimates are reported in the text for selected major economies for illustrative purposes.

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 the United States (via web survey); these samples were added to the data set for this report. 2025 data included in this report were obtained from April 2025 to December 2025.

The target population of the World Poll is the entire civilian, noninstitutionalized, aged 15-and-older population.

GDA (Gross Domestic Ambition):

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.

GDRJ (Employment): Based on the full sample of all respondents.

GDT (Thriving Percentages):

Based on the full sample of respondents.

With rare exceptions, all samples are probability-based and nationally representative. Gallup uses data weighting to:

- minimize bias in survey-based estimates
- ensure samples are nationally representative for each country or area
- correct for unequal selection probability, nonresponse and overlap of landline and mobile phone users when using mobile phone and landline frames

Gallup also weights its final samples to match the national demographics of each country or area.

For global and regional percentage-point change, the data are rounded before calculating the difference between time periods to stay consistent with the trendlines shown by item.

Country-specific findings are based on data aggregated from three years of polling. Percentage-point changes for countries and areas indicate the differences in percentage points when comparing the country's average from 2022, 2023 and 2024 with the average from 2023, 2024 and 2025.

When shown, change data may sum to ± 1 percentage point 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 data (three-year aggregate) for any region or country with an aggregate n size of fewer than 300. However, results from countries or areas with a sample of any size during the 2025 World Poll collection year are included in regional and global results.

For results based on the total sample of adults globally, the margin of sampling error ranges from ± 2.2 to ± 4.9 percentage points at the 95% confidence level. For results based on the total sample of employed adults globally, the margin of sampling error ranges from ± 0.05 to ± 0.08 percentage points at the 95% confidence level. The margin of error reflects the influence of data weighting.

In addition to sampling error, question wording, cultural and social norms, and practical difficulties in conducting surveys can introduce error or bias into the findings of public opinion polls.

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.

Support Information

Measurement: GDT

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, 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)

Index Construction: Index scores are calculated at the individual record level. For each individual record, the following procedure applies. Individuals who rate their current lives a seven or higher AND their future an eight or higher are "thriving," code 1. Individuals are "suffering" if they report their current AND future lives as a four or lower, code 3. All other individuals are "struggling," code 2. A respondent must have answered both questions to have indexes calculated. The final country-level index is a variable that codes respondents into one

of three categories of wellbeing and represents the percentage of respondents in each category. Country-level weights are applied to this calculation.

Reliability: The Life Evaluation Index has a Cronbach's alpha of .91 when aggregated at the country level.

Measurement: GDP2P

In 2009, Gallup began developing and testing a question series that measures key employment metrics as outlined by International Conference of Labour Statisticians' standards. The questionnaire went through several revisions before Gallup implemented a final version. Gallup has collected data in the U.S. since April 2009, and the data collected in the U.S. are in line with those the Bureau of Labor Statistics (BLS) reported during the same time period. Not only are Gallup's unadjusted numbers highly correlated with BLS numbers, but Gallup's unemployment data are also highly predictive of the official seasonally adjusted figures the BLS reports each month.

Gallup classifies respondents into one of six categories of employment based on a respondent's combination of answers to a series of questions about employment. Respondents worldwide are asked an identical series of questions and classification calculations for each respondent and country-level aggregates are also standardized.

Survey Questions Measuring Employment

Thinking about your work situation over the past seven days, have you been employed by an employer — even minimally like for an hour or more — from whom you receive money or goods? (This could be for one or more employer.)

- 1 Yes
- 2 No
- 3 Don't know
- 4 Refused

In a typical week (seven days), how many hours do you work for an employer? (This could be for one or more employers.) (Open-ended and code)

- 1** 30 hours per week or more
- 2** 15 to 29 hours per week
- 3** 5 to 14 hours per week
- 4** Less than 5 hours per week
- 5** Don't know
- 6** Refused

Again, thinking about the last seven days, were you self-employed, even minimally like for an hour or more? This means working for yourself, freelancing or doing contract work, or working for your own or your family's business. Self-employment also includes fishing, doing farm work, or raising livestock for either your own or your family's farm or ranch.

- 1** Yes
- 2** No
- 3** Don't know
- 4** Refused

In a typical week (seven days), how many hours do you work as a self-employed individual? (Open-ended and code)

- 1** 30 hours per week or more
- 2** 15 to 29 hours per week
- 3** 5 to 14 hours per week
- 4** Less than 5 hours per week
- 5** Don't know
- 6** Refused

Do you want to work 30 hours or more per week?

- 1** Yes
- 2** No
- 3** Don't know
- 4** Refused

In the past four weeks, have you been actively looking for employment? "Actively looking" means applying for jobs, searching for jobs and the like.

- 1** Yes
- 2** No
- 3** Don't know
- 4** Refused

Would you have been able to begin work had you been offered a job within the last four weeks?

- 1 Yes
- 2 No
- 3 Don't know
- 4 Refused

Employed Full Time for an Employer

A respondent is considered employed full time for an employer if they are employed by an employer and if they work for this employer for at least 30 hours per week.

Employed Full Time for Self

Respondents are considered employed full time for themselves if they are self-employed and if they work for at least 30 hours per week.

Employed Part Time, Do Not Want to Work Full Time

Respondents who work either for an employer or themselves and do not work more than 30 hours per week at either job are categorized as employed part time. Additionally, when asked, these respondents indicated that they do not want to work more than 30 hours per week.

Employed Part Time, Want to Work Full Time

Respondents who work either for an employer or themselves and do not work more than 30 hours per week at either job are categorized as employed part time. Additionally, when asked, these respondents indicated that they want to work more than 30 hours per week.

Unemployed

A respondent is unemployed if they report not being employed in the last seven days, either for an employer or themselves. The respondent must also report actively looking for a job in the past four weeks and being able to begin work in the last four weeks.

Out of the Workforce

Respondents who are out of the workforce were not employed within the last seven days, either for an employer or for themselves, are not looking for work and/or are not available to start work. Respondents may be full-time students, retired, disabled or homemakers; however, some respondents will not fall into any of these scenarios.

Measurement: GDA

Employee engagement captures the involvement and enthusiasm employees bring to their work and workplace. It emerges when fundamental psychological needs are met: clear expectations, opportunities to contribute, a sense of belonging, and the ability to learn and grow.

Gallup categorizes employees into three groups:

- **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 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** 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.

Because engagement measures discretionary effort and emotional commitment, not just satisfaction, it sets a higher bar than traditional “percent favorable” metrics.

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 to a “percent favorable” index.

Aggregated at scale, these data provide a unique lens into what might be considered Gross Domestic Ambition: not just how much people work, but how effectively human effort is converted into economic value.

Gallup Survey Questions (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.*

Note on Unicorns

A unicorn is a privately held startup valued at \$1 billion or more according to its last seed round.

Unicorns are a final indicator in this appendix because they signal rising economic momentum. Each one is a concentration of entrepreneurial energy that has attracted capital, talent and ambition around a single idea. Where unicorns cluster, additional start-ups tend to follow.

Of the world's 1,286 unicorns, 712 are headquartered in the United States, a country that generates 26% of global GDP and accounts for nearly half of the world's \$128 trillion in equity markets. The clustering is not coincidental. It reflects a workforce that applies its ideas and an environment that rewards innovation.

No single number captures economic momentum. But if you wanted one that looks forward rather than backward, unicorn density would be a good place to start.

Country/Area	Unicorns	Total Valuation 2025
 United States	712	\$2.9T
 China	157	\$687.1B
 India	69	\$164B
 United Kingdom	55	\$190B
 Germany	32	\$86B
 France	29	\$72.9B
 Israel	25	\$47.4B
 Canada	22	\$57.5B
 Brazil	18	\$37.1B

Source: CB Insights

Endnotes

1. This definition has limits — entrepreneurs and small business owners, despite high wellbeing, may not classify as “employed by an employer.” With comparable global data still scarce, GDP2P can be refined over time to better capture entrepreneurial work while excluding informal activity.

2. Among a total number of 166 countries and areas surveyed from 2006-2024, in 107 countries, there was a positive and statistically significant relationship. In four countries, there was a negative relationship, and in 55 countries, there was no statistically significant relationship. Note that models did not control for other variables.

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