

— THE PICTURE GLOBALLY

The same pattern, at a planetary scale.

Disengagement and poor mental health are quietly draining trillions from the global economy.

GLOBAL ENGAGEMENT

20%

of employees worldwide are engaged at work. The other 80% are coasting or actively unhappy. ^[1]

THE TRILLION-DOLLAR DRAG

\$8.9 T

lost to low engagement each year — roughly 9% of global GDP. ^[2]

GLOBAL STRESS

40%

of the world's employees experienced stress a lot of the previous day — a near-record high. ^[3]

WORKING DAYS LOST

12 bn

working days lost every year to depression and anxiety alone. ^[4]

COST TO THE ECONOMY

\$1 T

a year — the global productivity cost of depression and anxiety at work. ^[5]

RETURN ON INVESTMENT

4x

return for every \$1 invested in scaling up treatment for depression and anxiety. ^[6]

UK EMPLOYER COST

£51 bn

annual cost of poor employee mental health to UK employers — up from £45 bn in 2019. ^[7]

ENGAGEMENT PAYS BACK

23%

higher profitability in the most engaged business units vs. the least — plus 18% higher productivity and 43% lower turnover. ^[8]

MENTAL HEALTH AT WORK

15%

of working-age adults live with a mental disorder — most without adequate support at work. ^[9]

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Sources & methodology — every number above, linked to its original publication.

Sources

[1] Global engagement: [Gallup, State of the Global Workplace 2026](#).

[2] The trillion-dollar drag: [Gallup, State of the Global Workplace 2024](#).

[3] Global stress: [Gallup, State of the Global Workplace 2026](#).

[4] Working days lost: [WHO, Mental Health at Work fact sheet](#).

[5] Cost to the economy: [WHO / World Bank, Mental Health at Work fact sheet](#).

[6] Return on investment: [WHO-led study, Lancet Psychiatry](#).

[7] UK employer cost: [Deloitte, Mental Health and Employers 2024](#).

[8] Engagement pays back: [Gallup Q12 meta-analysis, 10th edition](#).

[9] Mental health at work: [WHO, Mental Health at Work fact sheet](#).

A note on methodology. Figures are drawn from publicly available Gallup, WHO, World Bank, Lancet Psychiatry and Deloitte reports as of 2024–2026. Where a range is published we cite the headline figure. Full context — definitions, sample sizes and geographies — is available at each source above.