

Hey! What's New? 2025-74

Deloitte's 2025 GenZ and Millennial Survey

The 14th edition of Deloitte Global's Gen Z and Millennial Survey finds that these generations are seeking a "trifecta" of money, meaning and well-being while building the technical and soft skills that they believe will prepare them for the workplace of the future. The survey reflects the responses of 14,751 Gen Zs (born between 1995 January and 2006 December*) and 8,731 millennials (born between 1983 January and 1994 December). In total, 23,482 respondents were surveyed from 44 countries around the world.

"Gen Zs and millennials launched their careers in the shadow of a global pandemic and a financial crisis – events that respectively shaped their expectations of work and what success looks like," says Elizabeth Faber, Deloitte Global Chief People & Purpose Officer. "These generations prioritize work/life balance and meaningful work as they strive for financial stability. And now, as they navigate the way GenAI is changing work, they are reevaluating the capabilities they need to succeed and the support they want from their employers."

The survey found that Gen Zs prioritize career growth opportunities and learning when choosing an employer, but few want to reach senior leadership positions. "Both Gen Zs and millennials expect their employers and managers to support learning and development, but there's a wide gap between their expectations and experiences. Some also have doubts about higher education's ability to prepare students for the job market." Findings include:

- Climbing the corporate ladder is not the end goal, but they're still ambitious: Only 6% of Gen Zs consider reaching a senior leadership position as a primary career goal, but they cite learning and development among the top three reasons they chose their current employer, just behind good work/life balance and opportunities to progress in their careers.
- Gen Zs and millennials want more from their managers on key areas of their development: Roughly half (50% of Gen Zs and 48% of millennials) want their managers to teach and mentor them, but only 36% of Gen Zs and 32% of millennials say this happens in reality. They also would like their managers to provide more guidance and support and to do more to inspire and motivate them.
- These generations are questioning the value of higher education: Around one-quarter expressed concerns about the relevance of the curriculum to the job market, and the practical experience it offers.

Gen Zs and millennials are using GenAI more frequently, prioritizing training to boost their skills, and seeing improvements in their work quality. However, concerns about GenAI's impact on the workforce persist:

- Three-quarters of Gen Zs (74%) and millennials (77%) believe GenAI will impact the way they work within the next year and more than half of respondents already use GenAI in their day-to-day work.
- GenAI users report that GenAI improves the quality of their work and their work/life balance. But more than six in 10 also worry it will eliminate jobs and say it is motivating them to seek jobs that they perceive as safe from GenAI-driven disruption.

- As they work alongside GenAI, more than eight in 10 Gen Zs and millennials say developing soft skills, like empathy and leadership, is even more important for career advancement than honing technical skills.

When asked about the factors that impact their career decisions, Gen Zs and millennials gave responses that fell into three categories: money, meaning and well-being. The survey underscores that these areas are tightly interconnected as respondents seek to find the right balance:

- Nearly half of Gen Zs (48%) and millennials (46%) say they do not feel financially secure, up from 30% of Gen Zs and 32% of millennials in last year's survey. The survey data also reinforces that without financial security, Gen Zs and millennials are less likely to have a positive sense of mental well-being and less likely to feel their work is meaningful.
- Roughly nine in 10 Gen Zs (89%) and millennials (92%) consider a sense of purpose to be important to their job satisfaction and well-being
- Among those who report positive mental well-being, 67% of Gen Zs and 72% of millennials feel their job allows them to make a meaningful contribution to society compared to 44% of Gen Zs and 46% of millennials who report poor mental well-being.

“Gen Zs and millennials have been consistent about their priorities at work, but as the world of work shifts rapidly around them, employers need to rethink how they can best meet their needs,” continues Elizabeth Faber. “By being thoughtful about the impact of technology and modernizing the way work is structured, leaders have an opportunity to evaluate how the workforce is supported while advancing their organization.”

To learn more, download the full report at www.deloitte.com/genzmillennialsurvey.