



# Mental health today

A deep dive based on the 2024 Gen Z and Millennial survey

May 2024



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# Mental Health Deep Dive 2024

Marking its 13th annual edition, Deloitte Global’s Gen Z and Millennial Survey explores how these generations feel about work and the world around them. This year, for the fifth year running, the survey included a section on mental health, with more questions dedicated to the theme than ever before. With a sample of just under **23,000 respondents in 44 countries**, these questions probe a range of factors influencing employee mental well-being at work.

The findings this year show a glimpse of improvement when it comes to the levels of stress and anxiety experienced by these generations. When looking at the survey population as a whole, 40% of Gen Zs and 35% of millennials say they feel stressed or anxious all or most of the time, down from 46% and 39% respectively last year. However, stress and anxiety levels remain much higher for under-represented groups—impacting, for example, six in 10 people with a disability, roughly consistent with last year’s findings.

However, more people feel their mental health is improving rather than deteriorating, perhaps giving a measure of the mental strain which people have been under in recent times. Thirty-nine percent of Gen Zs and 37% of millennials say their mental health improved over the last 12 months, compared to 18% of Gen Zs and 17% of millennials who said it worsened.

The causes of mental health challenges are varied and, once again this year, are dominated by financial concerns. But as the survey zooms in on the interactions between work and mental well-being, it reveals some stark insights that business leaders should pay close attention to.

Over a third of those who feel regularly anxious or stressed (36% of Gen Zs and 33% of millennials) say that their job is a key factor in their anxiety or stress, with this showing no improvement on previous years. Delving for the first time into specific causes of work-driven stress, the survey finds that half of those whose work is a key factor in their stress or anxiety attribute this in part to a lack of recognition or to long working hours—among a number of other factors.

In addition, this year’s research examines a range of work experiences that could undermine well-being; for example, a third of Gen Zs say they feel micro-managed, while three in 10 feel isolated or consider their work to lack meaning or purpose. The rate of workplace burnout also remains very high, affecting half of Gen Zs and 45% of millennials.

Despite some progress in the provision of mental health support by employers in recent years, that support continues to be underutilized and stigma is still holding people back from sharing their mental health challenges—possibly contributing to the underutilization of support. Fewer than six in 10 respondents are comfortable speaking openly with their managers about stress; more than a quarter feel that their organization’s culture does not encourage open dialogue about mental health; and fewer than one in five said they felt comfortable disclosing mental health as the reason when taking time off for it.

There are more encouraging findings, such as relatively new hybrid working patterns having a positive effect on work/life balance and mental health. But overall, the survey makes clear that the expectations of Gen Z and millennial workers in terms of their employers supporting their mental well-being are still not being met.

This data highlights the need for business leaders to continue their efforts towards creating healthy and sustainable working environments, where mental health is protected and challenges are openly discussed, addressed and prevented—and where the work-related contributors to poor mental health are identified and addressed.

# Gen Zs and millennials are experiencing continued stress and anxiety, driven by multiple factors

Since 2020, Deloitte’s Gen Z and Millennial Survey has tracked levels of stress and anxiety as key indicators of mental health among both generations, assessing a range of factors behind those levels.

This year, new questions sought to build on this by exploring in more detail the work-related factors that may be contributing to stress and anxiety levels, and to provide further insight into those that can be addressed by employers.

## Despite an improvement since last year, stress and anxiety remain commonplace

Over the last few years, the convergence of increasing global threats, the COVID-19 pandemic and rising costs of living have created both long-term uncertainty and day-to-day challenges

for millions of Gen Z and millennial workers. This has taken a significant toll on their mental health, with the proportion of those feeling stressed or anxious all or most of the time consistently topping 46% for Gen Zs and 39% for millennials in the four years leading up to 2023.

This year, there has been a slight reduction in the percentage of respondents who report feeling stressed or anxious all or most of the time compared to last year—at 40% of Gen Zs (down from 46% last year) and 35% of millennials (down from 39%). However, even with this improvement across the respondent base as a whole, these levels remain high. In line with previous years, Gen Z respondents in under-represented groups are more likely to report elevated levels of stress and anxiety, including women (46%), LGBT+ (48%), and those with a disability (61%). The numbers are only slightly better among millennial under-represented groups: 38% of women, 43% of those identifying as LGBT+, and 61% of those with a disability.

### Percentage who feel anxious or stressed

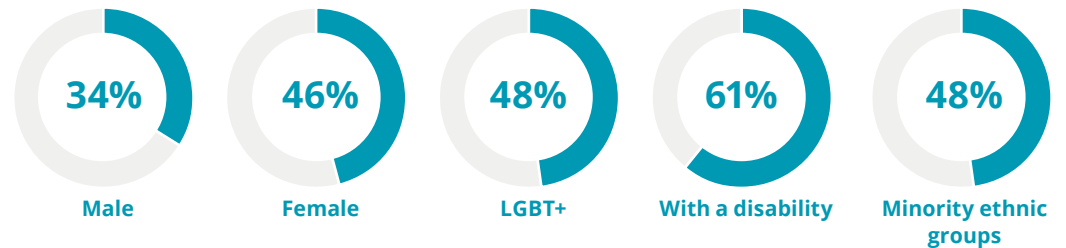
#### Gen Zs



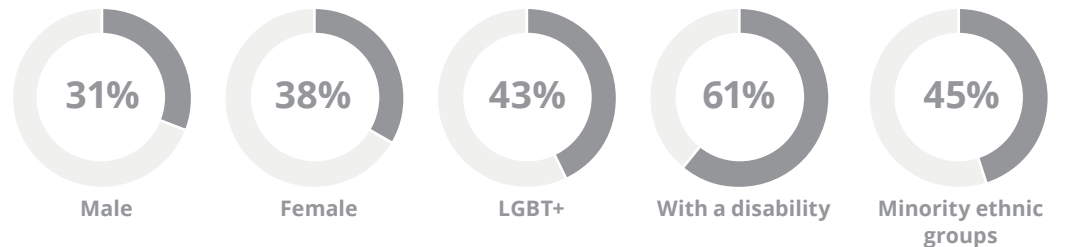
#### millennials



#### Gen Zs, who identify as...



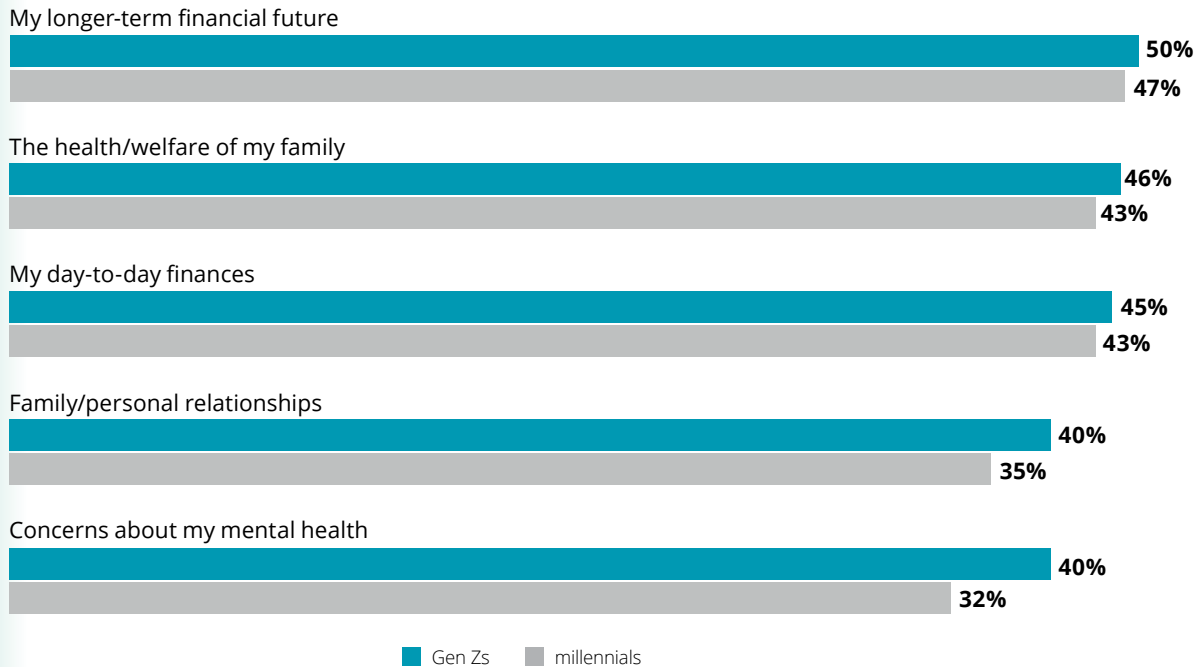
#### millennials, who identify as...



## Financial concerns dominate a range of contributors to stress and anxiety

While the factors driving stress and anxiety in both generations cover multiple aspects of life both in and beyond the workplace, financial worries are again the most cited, with half of Gen Zs (50%) and 47% of millennials saying that their longer-term financial future contributes a lot to their feelings of anxiety and stress. Day-to-day finances are the third most cited by both generations (45% and 43%), only marginally lower than the health and welfare of family (46% and 43%).

### Top factors contributing to feelings of anxiety or stress



As with the previous two years, we see a negative mental health “feedback loop”, with concerns about personal mental health, the fourth most cited driver for Gen Zs at 40%, tied with personal relationships. This is most prominent for under-represented groups in this generation: 46% of Gen Zs who are LGBT+ or from ethnic minority groups, and 49% of neurodivergent Gen Zs or Gen Zs with a disability, say concerns about their mental health contribute a lot to their stress and anxiety.

## Under-represented groups are less likely to rate their mental health as good or extremely good

This year, in addition to asking questions about levels of stress and anxiety, we asked respondents to rate their current mental well-being, with 51% of Gen Zs and 56% of millennials rating it as “good” or “extremely good”. However, this number again declines when looking at under-represented groups, falling to 52% for Gen Z women and 52% for millennial women; 44% and 48% respectively for Gen Z and millennial LGBT+ respondents; 37% and 42% Gen Zs and millennials with a disability; and 41% and 43% of Gen Zs and millennials who are neurodivergent.

Overall, one in five respondents (21 % of Gen Zs and 19% of millennials) rate their mental health as poor or extremely poor. The highest proportion here is again among Gen Zs with a disability, at nearly four in 10 (37%).



### Current overall mental well-being rating compared to 12 months ago

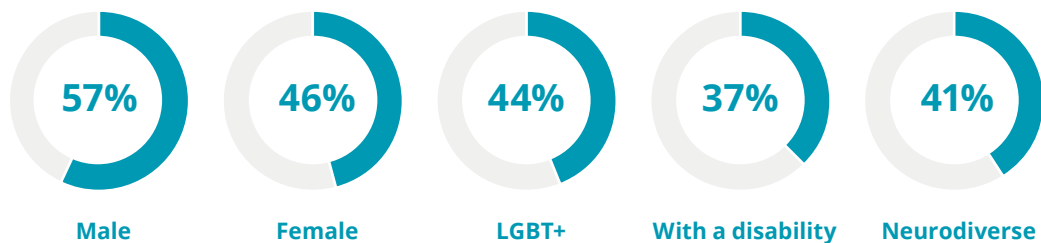
#### Gen Zs



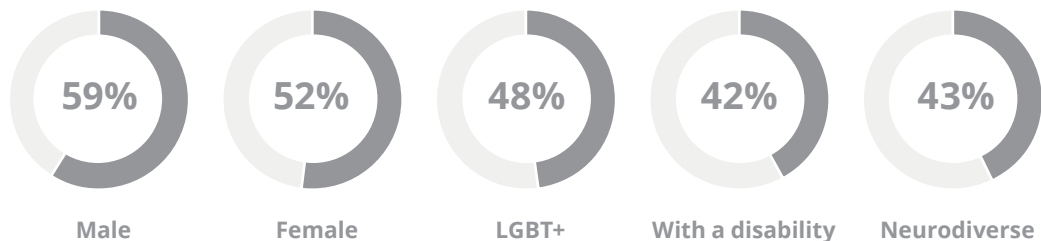
#### millennials



#### Gen Zs, who identify as...



#### millennials, who identify as...

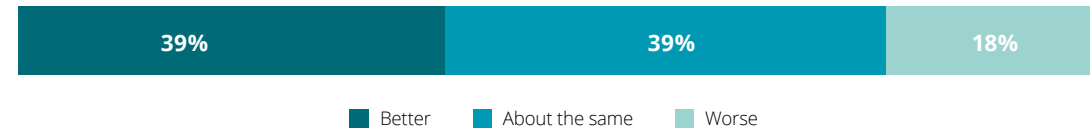




More people feel their mental health is improving rather than deteriorating, perhaps giving a measure of the mental strain that people have been under in recent times. Thirty-nine percent of Gen Zs and 37% of millennials say their mental health improved over the last 12 months, compared to 18% of Gen Zs and 17% of millennials who said it worsened.

### Current overall mental well-being rating compared to 12 months ago

#### Gen Zs



#### millennials



# Work and its impact on mental well-being

While the contributing factors to poor mental health often span both personal and professional lives, this year we sought to gain greater insight into work-specific factors. For the first time, respondents were asked about certain experiences they may have at work, enabling us to gain additional insights into workplace factors that may play a role.

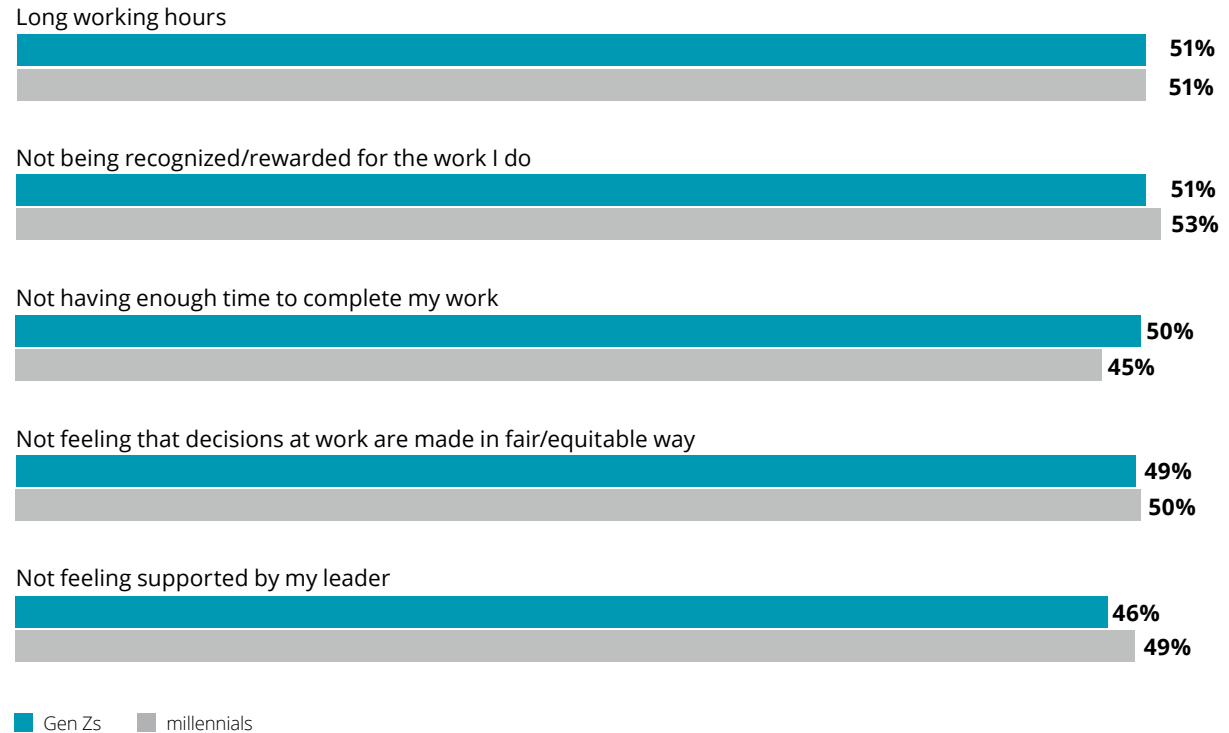
## Work-related factors contribute to stress and anxiety

Despite shifts in personal priorities being accelerated by the pandemic, it is clear that work remains core to people's sense of identity: both millennials and Gen Zs rank it as the second most important factor to their identity after their friends and families.

A third or more of respondents (36% of Gen Zs and 33% of millennials) who feel regularly anxious or stressed say that their job is a key factor with practically no change in the previous two years.

The new questions asked this year produce some stark findings. For example, of those saying that their job contributes to their feelings of stress and anxiety, 53% of millennials and 51% of Gen Zs say a lack of recognition or reward for the work they do is the biggest factor. This is closely followed by long working hours (51% for both generations), and a perceived lack of fairness in how decisions are made (49% for Gen Zs and 50% for millennials). Half of these Gen Zs (50%, and 45% of millennials) say they feel they do not have enough time to finish their work, pointing to workload pressures.

### Top job aspects contributing to feelings of anxiety or stress

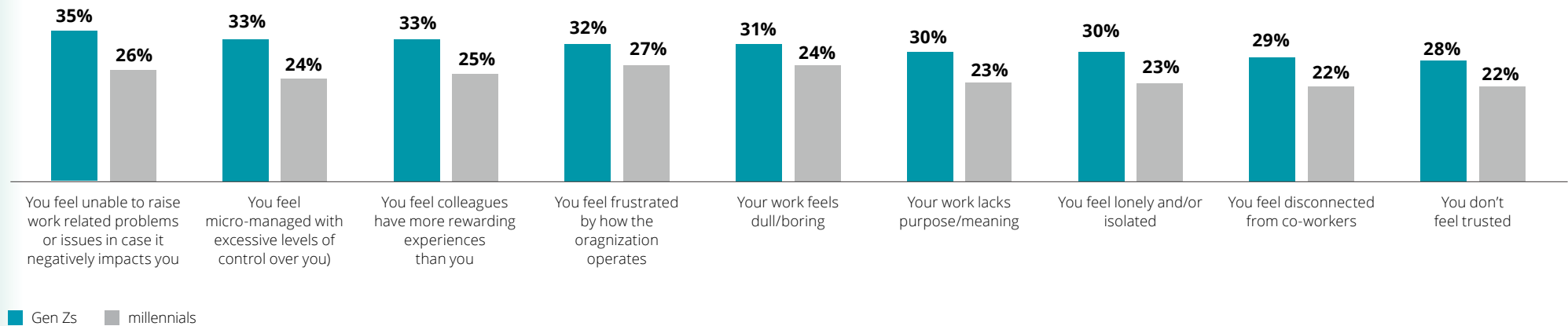




## Workplace experiences also play a role in mental well-being

While work-related factors impact mental well-being for both generations, this is particularly prevalent for Gen Z workers. For example, 35% of Gen Zs say they feel unable to raise work-related problems all or most of the time for fear it may negatively impact them; 33% feel micro-managed, and the same number perceive colleagues to have more rewarding experiences than them; and 30% say their work lacks purpose or meaning, or they feel lonely or isolated all or most of the time.

### When working how often would you say... (all/most of the time)



The respondents who say they feel stressed or anxious all of the time experience these feelings at work to an even greater extent: 62% of these Gen Zs and 61% of these millennials feel unable to report work-related problems for fear of negative impacts, with similar numbers feeling frustrated about how their organization operates (62% Gen Zs, 63% millennials), or feeling lonely or isolated (60% Gen Zs, 63% millennials). Six in 10 Gen Zs (60%) and millennials (63%) who feel consistently stressed or anxious say they are micro-managed or have work that is boring or lacking in purpose.

Negative feelings related to such work experiences also seem to disproportionately affect people who work solely remotely: **47% of Gen Zs and 36% of millennials** working off-site feel disconnected from colleagues (versus 29% of Gen Z and 22% of millennial workers overall), and **44% and 37% respectively** feel isolated or lonely (versus 30% and 22%). However, almost a quarter (24%) of Gen Zs who work full-time onsite still feel disconnected and isolated—pointing to more complex factors than simply their physical location.



## Workplace burnout is improving slightly but remains at high levels

This year's data finds very high levels of burnout once again, with 50% of Gen Zs and 45% millennials agreeing or strongly agreeing that they feel burned out at work, although slightly down on last year's levels (52% Gen Zs and 49% millennials). Only half of Gen Zs and millennials (51%) agree or strongly agree that their employers are taking steps to prevent it.

Those who feel burned out at work are more likely to experience work-related stressors than average. Two thirds (67%) of Gen Zs and millennials who strongly agree that they feel burned out also say that working long hours significantly contribute to their feelings of stress or anxiety. There are similarly high numbers for Gen Zs (68%) and millennials (71%) who say that not being recognized or rewarded adequately for the work they do is a key factor for their levels of stress.

Workers suffering from burnout also report negative experiences at work in higher numbers: among those who strongly agree they are burned out, 58% of Gen Zs and 56% of millennials also say they regularly feel unable to raise work-related issues for fear of negative impacts. Over half of burned-out Gen Zs feel disconnected from colleagues (54%), micro-managed (56%) or say their work lacks purpose (53%). Six in 10 millennials (60%) who strongly agree they feel burned out also say they feel frustrated by the way their organization operates.

# Work/life balance and new ways of working

Over the years, results from the survey have shown that Gen Zs and millennials value maintaining a healthy work/life balance. This is still the case in 2024, with respondents once again rating the ability to maintain a healthy work/life balance as the quality they admire most in their peers—ahead of job, salary or education.

## Work/life balance tops priorities for Gen Zs and millennials

Like last year, a good work/life balance was the number one reason respondents chose their current employer.

Analysis of this year's responses shows the impact on respondents' well-being of not being able to maintain their desired work/life balance. Over a third (34%) of Gen Zs and three in 10 millennials (30%) who feel stressed or anxious all or most of the time say that poor work/life balance is a significant contributor to those feelings. These numbers increase to up to four in 10 in a number of under-represented groups, including Gen Z and millennial LGBT+ (40% and 35% respectively), Gen Z and millennial ethnic minority groups (both 40%), those with a disability (39% of Gen Zs and 40% of millennials) and neurodivergent Gen Zs and millennials (40% and 37%).

## Hybrid working has a positive impact on work/life balance and mental health

With the pandemic normalizing a wider range of working patterns, this year's survey provides interesting insights into the relative impacts of different ways of working on workplace mental health, especially when it comes to location.

The survey finds that two thirds of people working either full-time or part-time in the office work for an organization that has recently introduced a return-to-office policy, with people working fully on-site now back in the majority (50% of Gen Zs, and 56% millennials).

While employers will likely have considered multiple factors related to their return to office policies, including any potential impact on employee well-being, respondents working in hybrid arrangements involving any combination of remote and on-site working (representing 35% of Gen Z and 33% of millennial respondents) report greater satisfaction with their work/life balance and better mental health than those working fully remotely or fully on-site.

**Eight in 10 Gen Zs and millennials** who work in a hybrid way say they are satisfied with their work/life balance versus fully remote workers (**75% of Gen Zs and millennials**) and fully on-site workers (**73% of Gen Zs and millennials**). Hybrid workers are also more likely to report extremely good or good mental well-being (**62% of Gen Zs and 63% of millennials**) versus remote (**52% of Gen Zs and 55% of millennials**) or on-site (**52% of Gen Zs and 56% of millennials**) workers.

Furthermore, work-related drivers of stress and anxiety seem to be decreased for those working in hybrid ways, most notably in comparison to those fully remote working. For example, 48% of Gen Z hybrid workers cite working long hours as a driver of stress, compared to 58% of those working solely remotely; and only 22% of millennial hybrid workers say they feel their work lacks purpose or meaning compared to 36% of their colleagues working remotely only.

Those working in hybrid roles also report lower levels of burnout than those working fully remotely, although levels are high in all categories: 56% of Gen Zs and 55% of millennials working remotely agree or strongly agree that they feel burned out at work, versus 49% of Gen Zs and 44% of millennials working in hybrid ways.

**The impact of current way of working on work/life balance and mental health**

	Total	Fully on site	Remote	Hybrid	
<b>Gen Zs</b>	<b>Job aspects contributing to stress a lot</b>				
	Long working hours	51%	49%	58%	48%
	Not being recognized	51%	50%	57%	49%
	Decision not made in equitable way	49%	47%	56%	49%
	<b>When working, I feel the following a lot</b>				
	Work lacking purpose or meaning	30%	25%	44%	31%
	Feeling lonely or isolated	30%	24%	44%	29%
Feeling micromanaged	30%	28%	46%	35%	
<b>millennials</b>	<b>Job aspects contributing to stress a lot</b>				
	Long working hours	51%	50%	60%	48%
	Not being recognised	54%	52%	62%	50%
	Decisions not made in equitable way	50%	50%	57%	47%
	<b>When working, I feel the following a lot</b>				
	Work lacking purpose or meaning	23%	21%	36%	22%
	Feeling lonely or isolated	23%	19%	37%	23%
Feeling micromanaged	25%	22%	36%	27%	

# Mental health support in the workplace

Nearly half of respondents (48% of Gen Zs and 47% of millennials) say mental health support and policies are very important to them when considering a potential employer: it is among the top factors they consider, along with the people within the organization, gender equality efforts, and diversity, equity, and inclusion practices.

## Employers are making an effort to improve workplace mental health, but more needs to be done

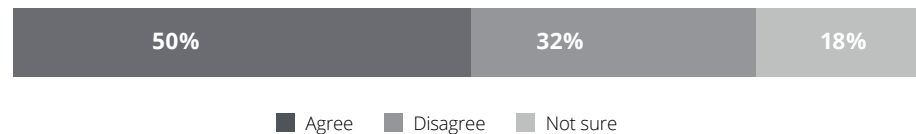
While the majority of respondents acknowledge their employers' efforts on mental health, it is clear that some work remains to be done. Just over half of Gen Zs (54%) and millennials (55%) agree or strongly agree that their employer takes the mental health of employees seriously. Around half of respondents (51% of Gen Zs and 50% of millennials) agree with the statement that they have seen positive changes in their organization regarding mental health in the last 12 months. However, this leaves one in three (31% Gen Zs and 32% millennials) who don't believe there have been positive changes in their organizations related to mental health in the past 12 months.

### When it comes to mental health, I have seen positive changes within my workplace in last 12 months

#### Gen Zs



#### millennials





## Mental health support at work is becoming more accessible, but remains underutilized

This year's survey shows that access to mental health support is slightly improving: 68% of Gen Z and 64% of millennial employees say they have opportunities to discuss how work is impacting their well-being with their manager, slightly higher than last year. Fifty-seven percent of Gen Zs and 52% of millennials say their employer offers paid-for or subsidized counselling (versus 51% and 45% in 2023). Sixty-three percent of Gen Zs and 56% of millennials say they can access resources regarding ways to reduce stress at work, another slight improvement on last year.

However, this availability of support does not translate into widespread use, with many resources being accessed by less than half of those for whom access is available.

Even more importantly, many of those who need these resources the most and have access to them are not using them. Only 44% of Gen Zs and 38% of millennials who say they feel stressed or anxious all of the time have used information on ways to reduce stress provided by their employer, and only 45% and 41% of these respective populations have used their employee assistance program (EAP) or helpline. Despite reporting the existence of opportunities to discuss how work affects their mental well-being with their manager, three in 10 Gen Zs and millennials who are stressed or anxious all or most of the time have not done so.

Some organizations do not provide basic, dedicated mental health support resources in the first place, with **a third of millennials (33%)** and **a quarter of Gen Zs (27%)** saying their employer does not provide an EAP or a confidential helpline to provide help

## The benefits of prioritizing employee mental health

This year, the survey examined the attitudes and views of what we are calling “employee promoters”: respondents who gave a 10 or a 9 rating (on a zero to 10 scale) in response to the question “How likely are you to recommend your company as a place to work to your friends or family members?”. These respondents represent the group of employees who are most satisfied with their employer, and most likely to serve as a brand ambassador by recommending their organizations and thereby contributing positively to their organization’s image and growth.

The analysis finds that employee promoters feel a greater sense of purpose, believe they have power to drive change within their organization and value its positive workplace culture. In terms of mental well-being, these respondents also report a strong sense of psychological safety—whereby they feel safe in sharing concerns and asking for support without fear of negative consequences.



	Gen Zs		millennials	
	Employee promoters*	Total respondent base	Employee promoters*	Total respondent base
<b>Are very satisfied with their current work/life balance</b>	60%	37%	62%	34%
<b>Rate their current overall mental well-being as extremely good</b>	74%	51%	77%	56%
<b>Strongly agree that their employer takes the mental health of employees seriously</b>	77%	54%	80%	55%
<b>Strongly agree that their employer has policies and assistance to help in relation to mental health</b>	73%	51%	77%	54%

\*Employee promoters are those who are most likely to recommend their company as a place to work

# Workplace cultures and mindsets: Stigma persists

As in previous years, this year’s survey explores the extent to which leaders and managers are perceived by respondents to support their mental health at work—and the role that workplace stigma may play in employees not disclosing mental health challenges or availing themselves of support.

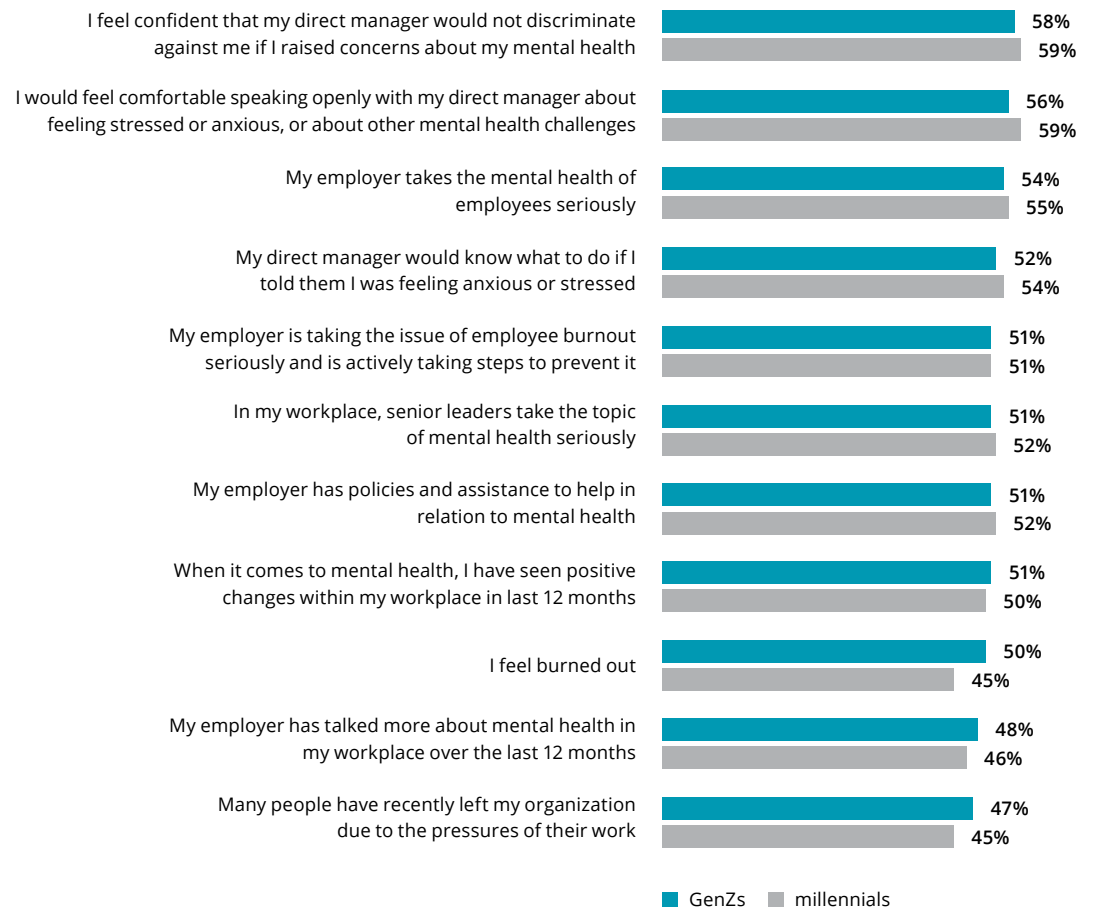
## Trust in managers’ ability to support mental health is still lacking

Despite increased awareness of the importance of mental health in the workplace over recent years, the survey finds once again that high numbers of employees are not yet comfortable disclosing their challenges to the leaders they report to.

For many people, their relationship with their manager has a significant impact on their mental health, on par with the impact of their partner, and even greater than the impact of their relationship with their doctor or therapist<sup>1</sup>. Yet only 56% of Gen Zs and 59% of millennials say they feel comfortable speaking openly with their managers about stress, anxiety, or other mental health challenges.

Moreover, only around half (52% of Gen Zs and 54% of millennials) feel confident that their manager would know how to help them if they did raise these concerns, and nearly three in 10 believe that their manager would discriminate against them if they were to raise concerns about mental health (27% of Gen Zs and millennials).

### Percentage of those who agree/strongly agree with the statements related to workplace well-being/mental health



<sup>1</sup>UKG, “Mental Health at Work: Managers and Money,” January 24, 2023 [Mental Health at Work: Managers and Money | UKG](#)





## Senior leaders play a critical role when it comes to destigmatizing mental health in the workplace

Twenty-six percent of Gen Zs and 32% of millennials say their senior leaders do not speak about prioritizing mental health in their organizations, and 27% of Gen Zs and 34% of millennials say they do not have senior leaders who share their lived experience of mental health challenges. This is likely to contribute to the perception, by 25% of Gen Zs and 29% of millennials, that the culture of their organization does not encourage open dialogue about workplace mental health challenges.

When looking more closely at responses from those in organizations whose leaders are vocal on mental health, clear differences emerge, notably in the uptake of support resources. Six in 10 Gen Zs working in organizations where leaders share their lived experiences of mental health say they have taken up opportunities to discuss their well-being with their manager (59% versus 33% average for all Gen Zs), or to access resources to help them reduce stress (57% versus 32%). For millennials, the equivalent numbers are 64% (versus 30% average) and 59% (versus 27%).

Those respondents in organizations headed by leaders who discuss their mental health experiences are also much more likely to agree or strongly agree that their employer takes employee mental health seriously: the proportions of Gen Zs supporting that statement increase to 77% (from 54% of all Gen Z workers) and from 55% to 81% for millennials. Eighty-two percent of millennials and 79% of Gen Zs in those organizations would also feel comfortable speaking openly with their direct managers about their mental health challenges, as opposed to 59% of millennials and 56% of Gen Zs overall.



## Many employees still struggle with mental health challenges in silence

To explore stigma and lack of disclosure around mental health, the survey measures the extent to which stress and anxiety result in people needing to take leave, and the willingness of people to disclose workplace stress and anxiety as the cause for their absence.

The numbers here are striking and, unfortunately, almost unchanged from last year. Seventy-three percent of Gen Zs and 65% of millennials say they have needed to take time off due to anxiety or stress. Yet only 39% of Gen Zs and 34% of millennials actually took time off as a result, with about half of those (20% Gen Zs and 17% millennials) giving their employer a different reason for their time off.

Another 20% of Gen Zs and 14% of millennials didn't take time off when encountering stress and anxiety, despite believing that they needed to.

# Conclusion

Despite some glimpses of improvement, the findings from this year’s Deloitte Global Gen Z and Millennial Survey continue to point to prevalent mental health challenges in these two generations. As Gen Zs and millennials strive for meaningful work and a healthy work/life balance, too many still experience levels of stress, anxiety and burnout that hinder them from thriving in and outside of the workplace. In addition, it is clear that some of the causes for these challenges may stem from people’s experience of work itself.

The normalization of hybrid working and the increase in workplace support resources are helpful, but not sufficient to enable significant change on their own. Gen Zs and millennials expect their employers to do more to prioritize their well-being: this means aiming beyond policies and measures to establish behaviors and cultures that empower everyone to stay well or get better.

To make real headway in promoting mental health in the workplace, employers can focus on:

**Maintaining a visible focus on mental health from the top of the organization.**

The survey makes clear that meeting the expectations of workers on mental health yields benefits for both employer and employee. Meeting these expectations requires a demonstrable and sustained commitment at all levels, and especially from the very top. Vocal senior leaders who regularly communicate about the importance of mental well-being, share their own lived experiences of mental health challenges, and call out the need to both prevent and address challenges, do more than role modeling: they set standards and expectations from board level down and shape a positive workplace culture where perceived stigma is reduced and available support is utilized as needed.

**Normalizing the use of available mental health support.**

The survey surfaces multiple factors that employees see as conducive to their well-being, but it also exposes the hesitancy that many still feel about accessing workplace support. Employers should double-down on their efforts to understand what may be preventing

people from using specific policies and measures. Normalizing the use of mental health support means regularly promoting resources—including through vocal encouragement by senior leaders; embedding these resources, such as employee assistance programs as a baseline, in day-to-day tools and activities; and repeatedly demonstrating their value through employee case studies and lived-experience storytelling. Special focus also needs to be placed on understanding the needs of under-represented groups to help remove any barriers that could prevent their accessing support.

**Considering alternative approaches to “how work gets done”.**

The research paints a detailed picture of work-specific stressors and, conversely, the levers that employers can pull to prioritize well-being and reduce burnout. With a prevention-over-cure mindset, employers can consider alternative ways to organize work to reduce specific stressors and protect mental health. This could include exploring new ideas on, for example, how hybrid working might be used effectively to support employees as well as organization success, or how Generative AI might alleviate the time pressures associated with performing specific tasks, reduce workloads, and generally support employee well-being.

**Fostering psychologically safe and trust-based workplace cultures** where mental health can be openly discussed. Unfortunately, the survey reveals a persistent lack of trust in line managers’ abilities to support the mental health of their teams—along with fears about discrimination toward people who raise concerns. When employees feel there is less at stake when sharing their concerns, they are more likely to seek and accept support offered by the organization, and to thrive in their work. Educating and equipping managers to foster psychological safety and trust can therefore not just support the mental health of workers, but also result in wider organizational and performance benefits.



# Research methodology

Deloitte's 2024 Gen Z and Millennial Survey reflects the responses of 14,468 Gen Zs and 8,373 millennials (22,841 respondents in total), from 44 countries across North America, Latin America, Western Europe, Eastern Europe, the Middle East, Africa, and Asia-Pacific. The survey was conducted using an online, self-complete-style interview. Fieldwork was completed between 24 November 2023 and 11 March 2024.

The report includes quotes from respondents who provided feedback to open-ended questions in the survey. These quotes are attributed to respondents by generation, gender and location.

The report represents a broad range of respondents, from those with executive positions in large organizations to others who are participating in the gig economy, doing unpaid work or are unemployed. Additionally, respondents include students who have completed or are pursuing degrees, those who have completed or plan to complete vocational studies, and others who are in secondary school and may or may not pursue higher education.

As defined in the study, Gen Z respondents were born between January 1995 and December 2005, and millennial respondents were born between January 1983 and December 1994.



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