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## Deloitte Global 2026 Gen Z and Millennial Survey

Country profile: Australia



## Methodology and global key messages



Now in its 15<sup>th</sup> year, Deloitte Global's survey connected with **22,595 Gen Z and millennial respondents across 44 countries** to explore their perspectives, experiences, and career ambitions. The results reveal that these generations are seeking progress on their own terms, prioritizing stability, skills, and well-being over fast-paced growth.

**As Gen Zs and millennials move deeper into adulthood and leadership, they are reshaping how progress at work is defined.** Over the past 15 years, these generations have changed work in tangible ways: Driving an evolution in leadership and workplace culture; normalizing flexible and hybrid work; advancing more open conversations about mental health; and elevating purpose and values as visible factors in career decisions.

**But while expectations have shifted and norms have evolved, some structural realities have been slower to follow.** In the face of economic pressure, rising costs of living, housing constraints, geopolitical instability, and rapid technological change, many Gen Zs and millennials are choosing to sequence ambition—investing first in skills, stability, and well-being before committing to roles or paths that feel unsustainable.

**Despite external pressures, many Gen Zs and millennials are maintaining a positive outlook.** Both generations are more optimistic about their personal financial futures than about the broader economy. They are actively reshaping their careers through continuous learning and skill development. And they largely see the proliferation of AI as an accelerant, not a threat, with many expecting it to free up more time, improve output, and open new paths for growth.

This 15th anniversary report tells a **coming-of-age story not of delay, but of discernment.** They are moving forward thoughtfully, selectively, and on their own terms. This underscores a broader reality: What generations need, want, and expect from work will and should continue to evolve. Meeting that reality requires dynamic models that are constantly adapting to enable people, across all generations, to thrive on their own terms.

### Among this year's key findings:



**Financial pressure** is shaping both personal and professional decisions



**Leadership ambitions are conditional** as many consider the tradeoffs



**Adaptability** is now a core career capability



**AI adoption is accelerating** faster than organizational readiness



Mental health is improving, but **stress remains embedded in everyday work**



**Purpose and connection** define the ideal workplace—and influence retention



As a major generational transition approaches, **preserving knowledge is critical**

The following deck examines how **Australia's Gen Zs and millennials** stand out from their global counterparts on these key themes.

### Our methodology

The 2026 Gen Z and Millennial Survey solicited the views of 14,384 Gen Zs and 8,211 millennials (22,595 respondents in total), from 44 countries across North America, Latin America, Western Europe, Eastern Europe, the Middle East, Africa, and Asia-Pacific. Fieldwork was completed between 24 November 2025 and 15 January 2026.

As defined in the study, Gen Z respondents were born between January 1995 and December 2007, and millennial respondents were born between January 1983 and December 1994.

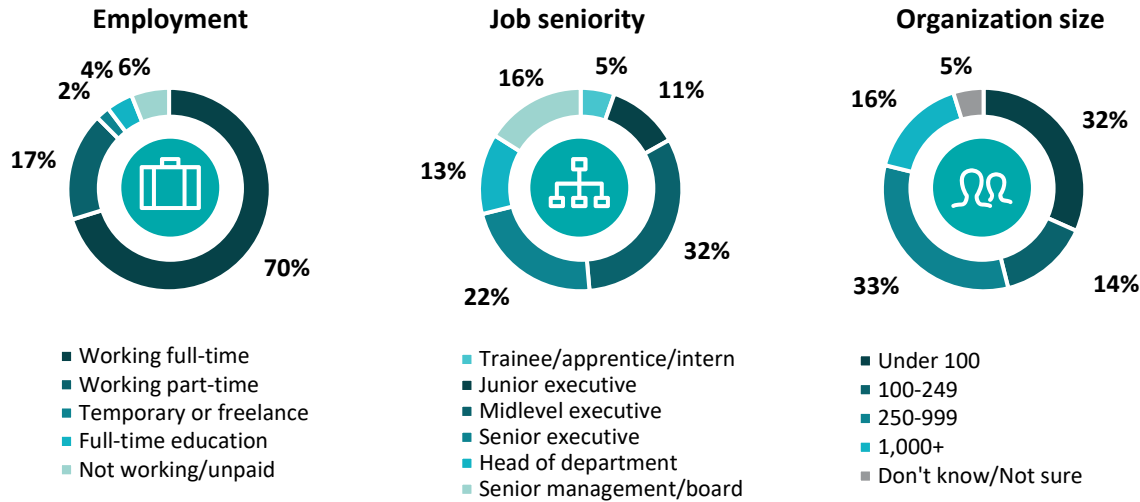
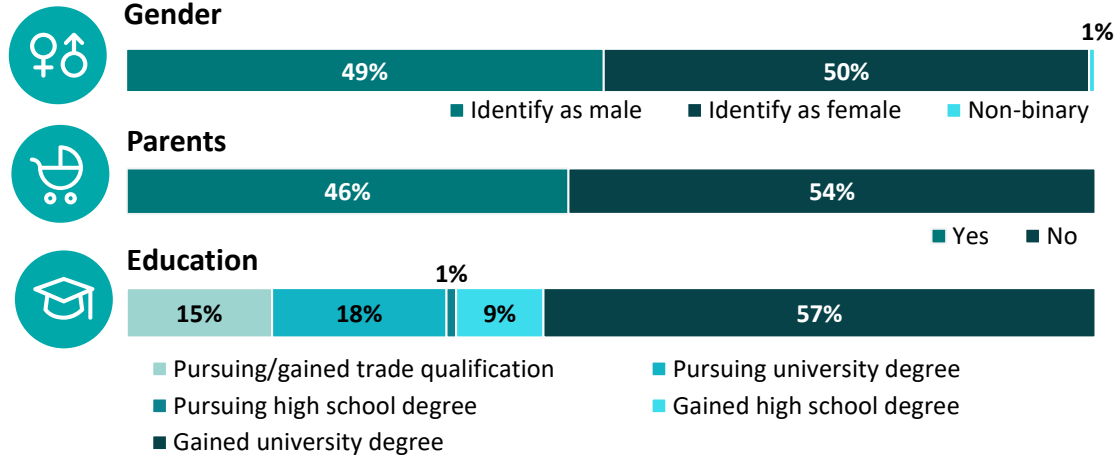


# Country profile: Australia

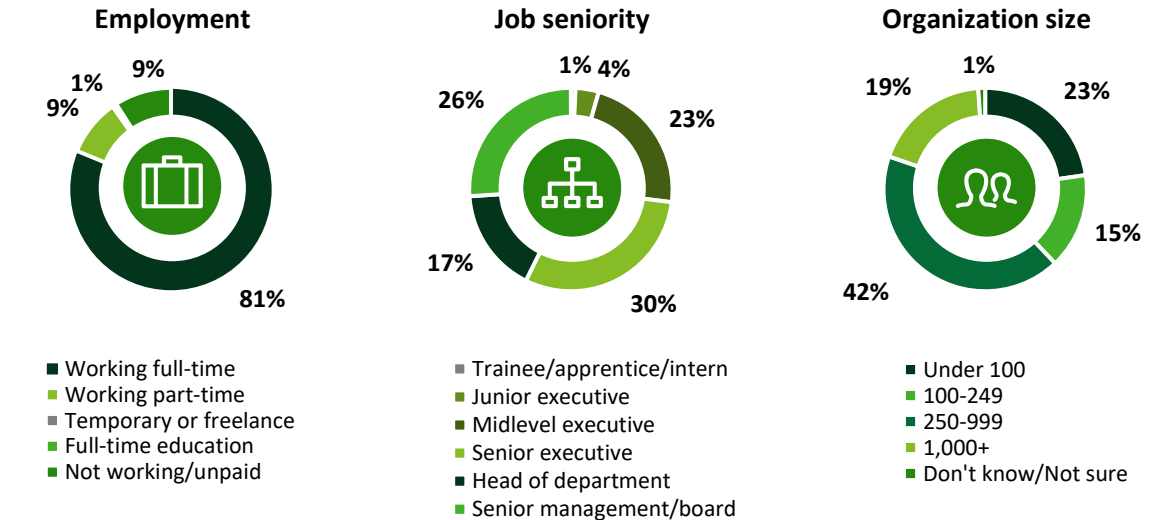
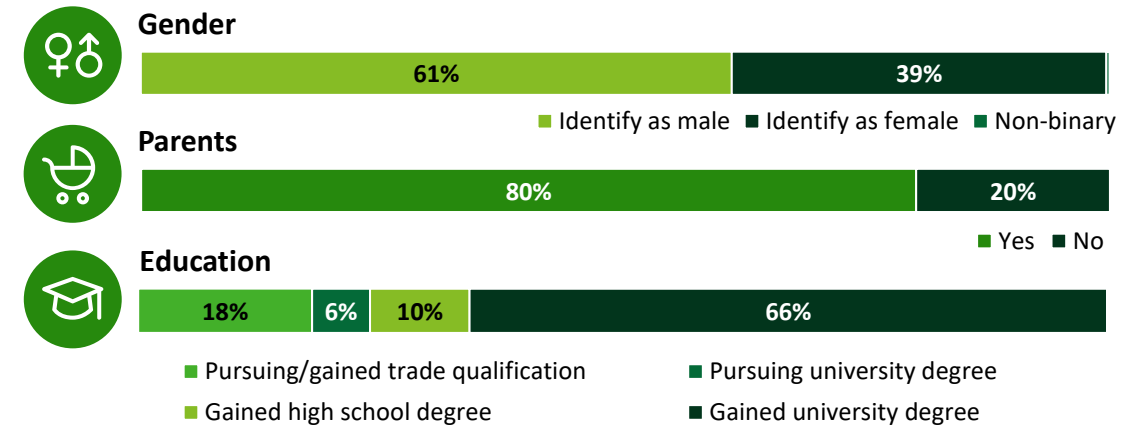
800 total respondents in Australia: 500 Gen Zs and 300 millennials



## GEN Z PROFILE



## MILLENNIAL PROFILE





## The 'Maybe Later' Reality: Financial Pressure and Delayed Decisions

- Cost of living is the top concern in Australia for both Gen Z (46%) and millennials (54%).
- Housing affordability is less likely to impact career decisions for Australian millennials compared to global millennials (45% vs. 64%).

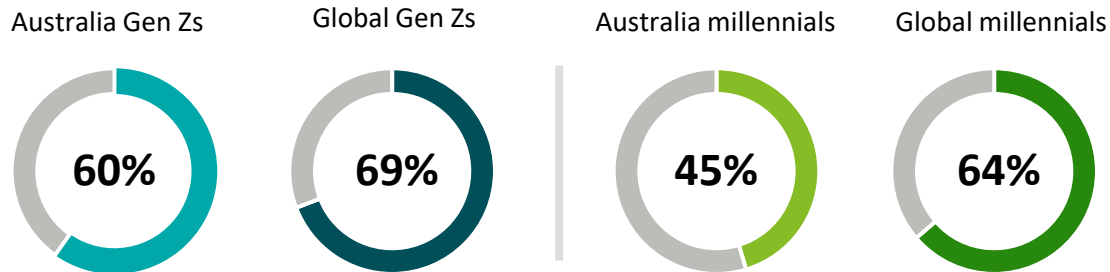


55% of Gen Zs and 45% of millennials in Australia say they have delayed major life decisions due to their financial situation

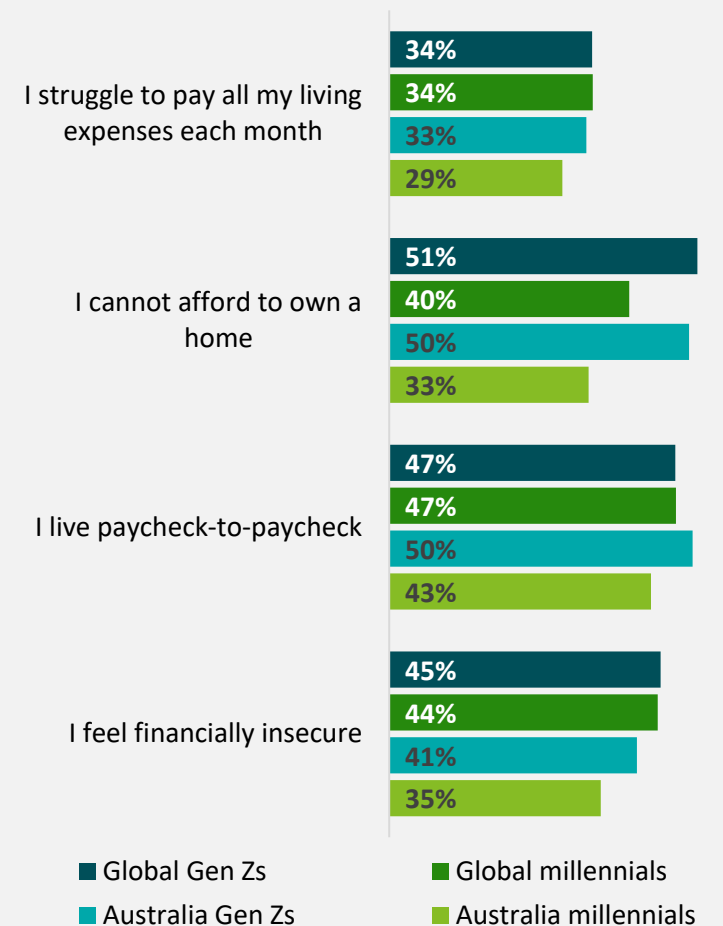
### Top Concerns

	Cost of living	Climate change / protecting the environment	Crime / personal safety	Mental health of my generation	Health care / disease prevention
Australia Gen Zs	46%	22%	18%	17%	16%
	Cost of living	Crime / personal safety	Climate change / protecting the environment	Mental health of my generation	Health care / disease prevention
Australia millennials	54%	24%	19%	19%	17%

### Percentage who say that the affordability of housing impacts their career decisions



### Financial Stability





## Leadership, Reconsidered

- Gen Zs and millennials in Australia rated maintaining a good work/life balance as their top primary career goal. Achieving financial independence and job stability are also top objectives.
- Very few (6%) indicate leadership is a top goal.



*While 79% of Gen Zs and 75% of millennials in Australia are interested in pursuing leadership roles at some point in their careers, only 6% of Gen Zs and 6% of millennials say it is their primary career goal*

### Primary career goal

	Maintaining a good work / life balance	Achieving financial independence	Achieving job stability and security	Continuous learning and development	Becoming an expert in my field
<b>Australia Gen Zs</b>	23%	19%	15%	9%	8%
	Maintaining a good work / life balance	Achieving financial independence	Achieving job stability and security	Continuous learning and development	Making a creative or innovative impact
<b>Australia millennials</b>	29%	17%	11%	9%	8%



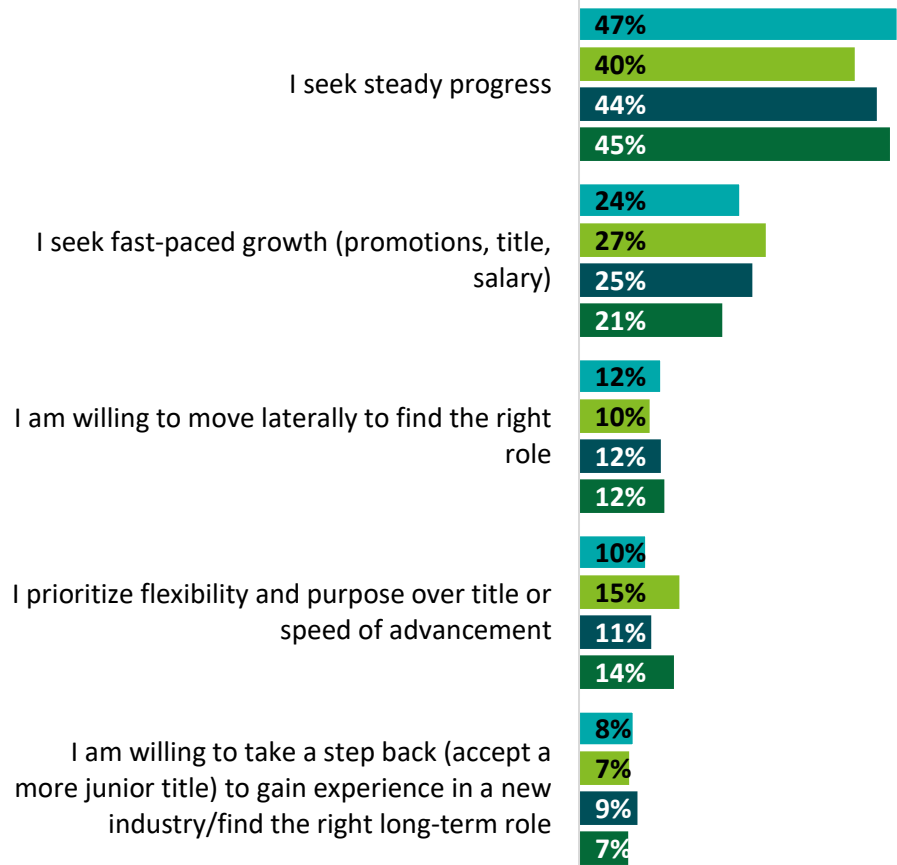
## Leadership, Reconsidered

- In Australia, most seek steady progress (47% Gen Z, 40% millennials) vs. fast-paced growth (24%, 27%).
- While not a primary career goal, many Australian Gen Zs and millennials are still interested in pursuing senior leadership roles and say factors like higher compensation and flexibility would increase their interest.



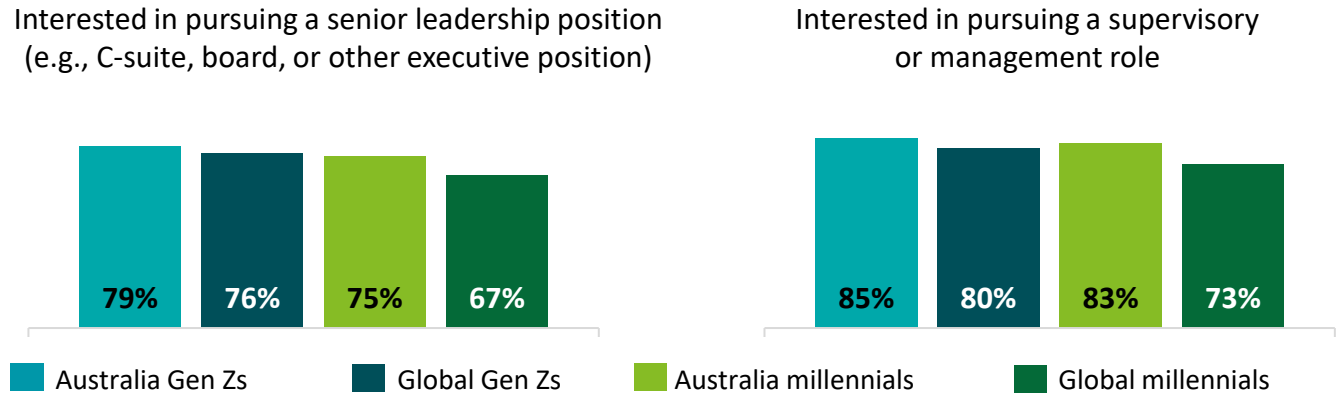
45% of Gen Zs and 61% of millennials globally, and 56% of Gen Zs and 75% of millennials in Australia manage or supervise teams or are executives leading organizations

### How respondents think about their career path (Percentage selecting each option)



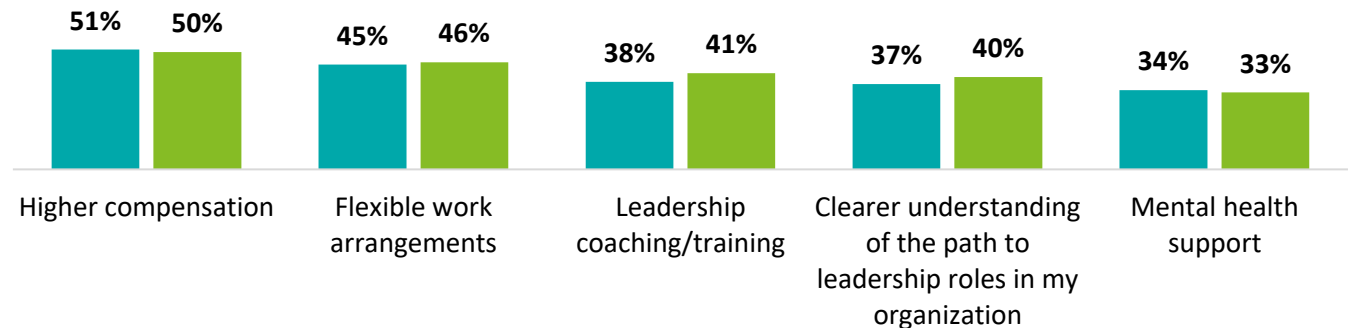
■ Australia Gen Zs ■ Australia millennials ■ Global Gen Zs ■ Global millennials

### Percentage of respondents who agree they are interested in pursuing leadership roles



### Top five factors that would increase interest in leadership roles

\*asked of Gen Zs and millennials in Australia who say they are not interested in pursuing a leadership role



■ Australia Gen Zs ■ Australia millennials



## Continuous Learning and Adaptability as a Career Strategy

- Work ethic and emotional intelligence are the highest rated skills across both generations.
- In Australia, Gen Z and millennials are looking to strengthen their skills in areas such as public speaking, AI, and leadership.



### Current and future skills

Percentage rating their skills as advanced in these areas (top 5)

	Work ethic	Empathy / emotional intelligence	Critical thinking / problem solving	Collaboration / teamwork	Communication skills
Australia Gen Zs	46%	42%	39%	39%	37%

	Work ethic	Empathy / emotional intelligence	Time management	Collaboration / teamwork	Critical thinking / problem solving
Australia millennials	57%	53%	52%	52%	51%

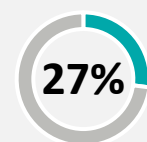
Percentage interested in developing this skill further (top 5)

	Public speaking	Leadership / setting vision / decision making	Communication skills	Time management	People management / coaching
Australia Gen Zs	41%	39%	38%	38%	36%

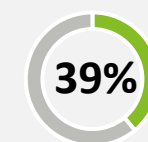
  

	AI / automation tool fluency	Leadership / setting vision / decision making	Digital literacy / IT skills	Creativity	Data analysis / interpretation
Australia millennials	37%	34%	34%	33%	30%

### Percentage of respondents saying they have completed AI training

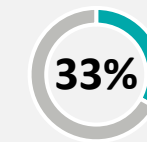


of Gen Zs in Australia vs. 24% of Gen Zs globally

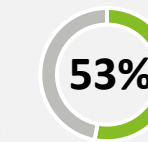


of millennials in Australia vs. 23% of millennials globally

### Percentage of respondents saying they continue to seek new AI training opportunities as the technology evolves

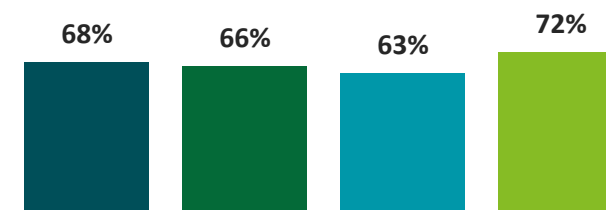


of Gen Zs in Australia vs. 35% of Gen Zs globally



of millennials in Australia vs. 38% of millennials globally

### Percentage of respondents who are confident/very confident they can use AI in their roles at work



I can effectively use AI (e.g., GenAI, Agentic AI) in my role at work





## AI, Adaptability, and the Readiness Gap

- The majority of Australian Gen Zs and millennials say AI is impacting both their personal and work life positively.
- Barriers to use of AI at work include training gaps, lack of experience, and trust issues.



70% of Gen Zs and 82% of millennials in Australia use AI in their day-to-day work

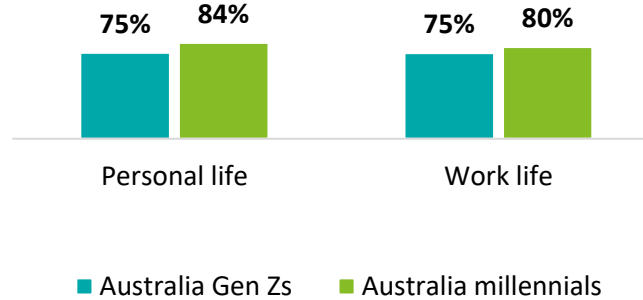
### How respondents use AI for growth/well-being

Percentage saying agree/strongly agree

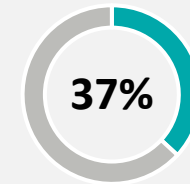


### Those who say AI positively impacts their...

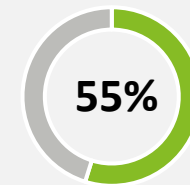
Percentage saying very/somewhat positive



Percentage of respondents who rate the AI tools provided by their employer are mostly/completely sufficient



of Gen Zs in Australia vs. **38%** of Gen Zs globally



of millennials in Australia vs. **40%** of millennials globally

### Top five barriers to AI use at work

Percentage selecting each option

	I don't trust the outputs of AI tools	Lack of knowledge and experience	Compliance requirements limit use	It's easier/takes less time to do it myself	My organization does not support using AI for my job function
Australia Gen Zs	24%	24%	22%	21%	21%
Australia millennials	20%	18%	17%	16%	16%



## Well-Being as Infrastructure

- Financial concerns (both long- and short term) and family concerns are top factors contributing to stress.
- Gen Zs and millennials in Australia say their employers take mental health seriously and that they feel comfortable speaking about mental health in the workplace – measures that are increasing over time.



41% of Gen Zs and 28% of millennials in Australia say they feel stressed all or most of the time

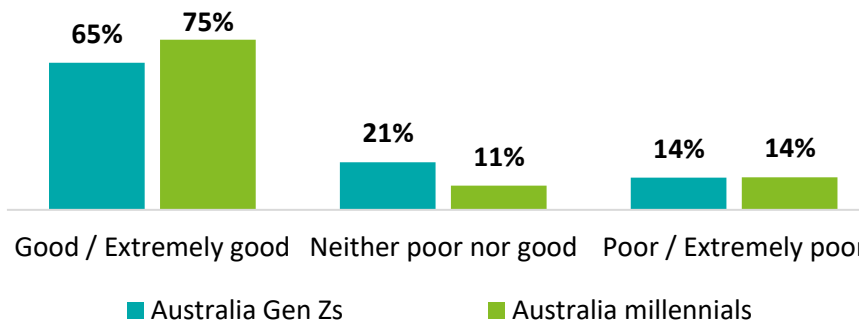
### Top five factors contributing a lot to anxiety/stress in Australia

*\*asked only of those who feel anxious or stressed*

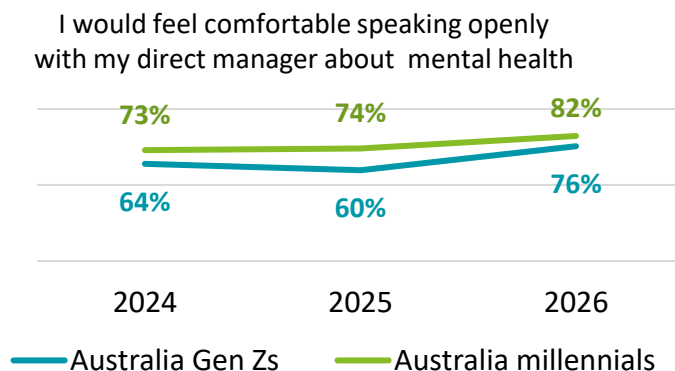
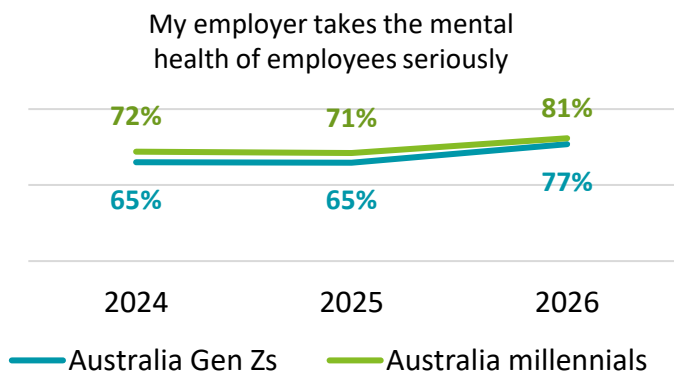
	My longer-term financial future	My day-to-day finances	Family / personal relationships	The health / welfare of my family	My physical health
Australia Gen Zs	38%	37%	33%	32%	27%

	My longer-term financial future	My day-to-day finances	The health / welfare of my family	Family / personal relationships	My physical health
Australia millennials	33%	32%	30%	26%	22%

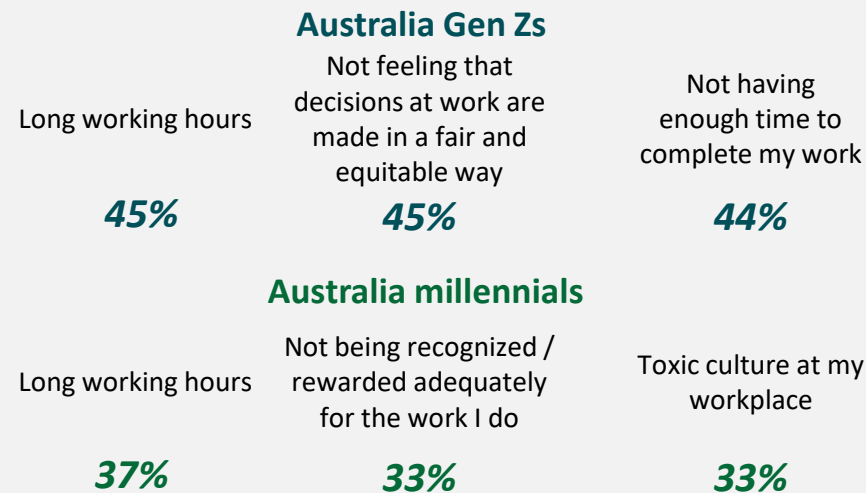
### How respondents rate their overall mental well-being



### Percentage who agree/strongly agree with the following statements about mental health in the workplace



### Top three aspects of job contributing to anxiety/stress





## The Ideal Workplace: Where Purpose and Connection Converge

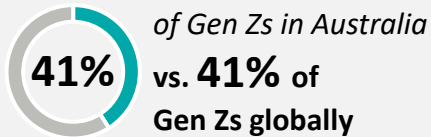
- In Australia, millennials are more likely than Gen Zs to say their current job aligns with their values and that they are making meaningful contributions to society.
- Australian millennials are more likely to reject misaligned employers than global millennials.



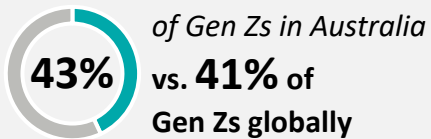
98% of Gen Zs and 99% of millennials in Australia say having a sense of purpose is important for their job satisfaction

### Percentage of respondents who rejected an assignment/potential employer due to personal beliefs

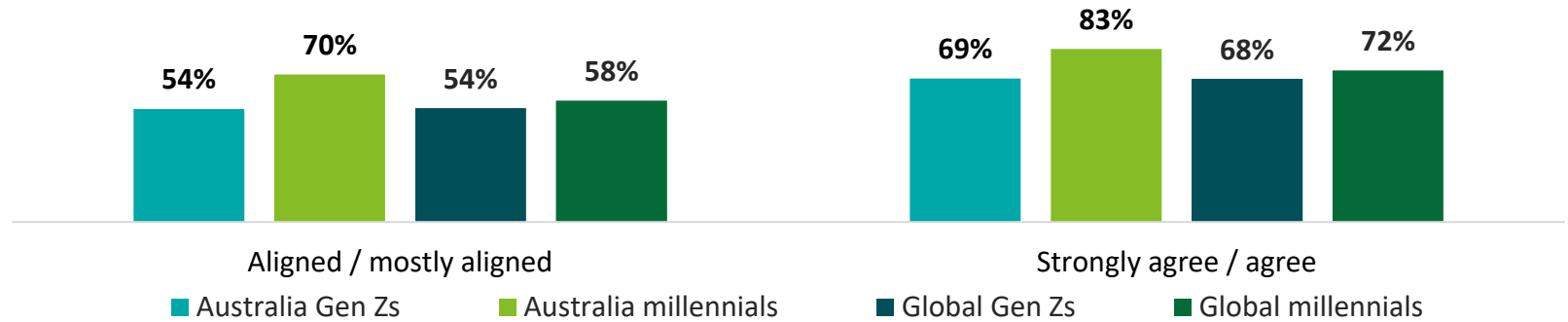
Potential employer



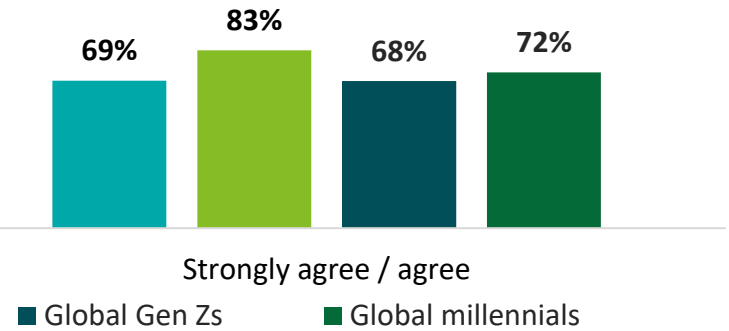
Assignment/project



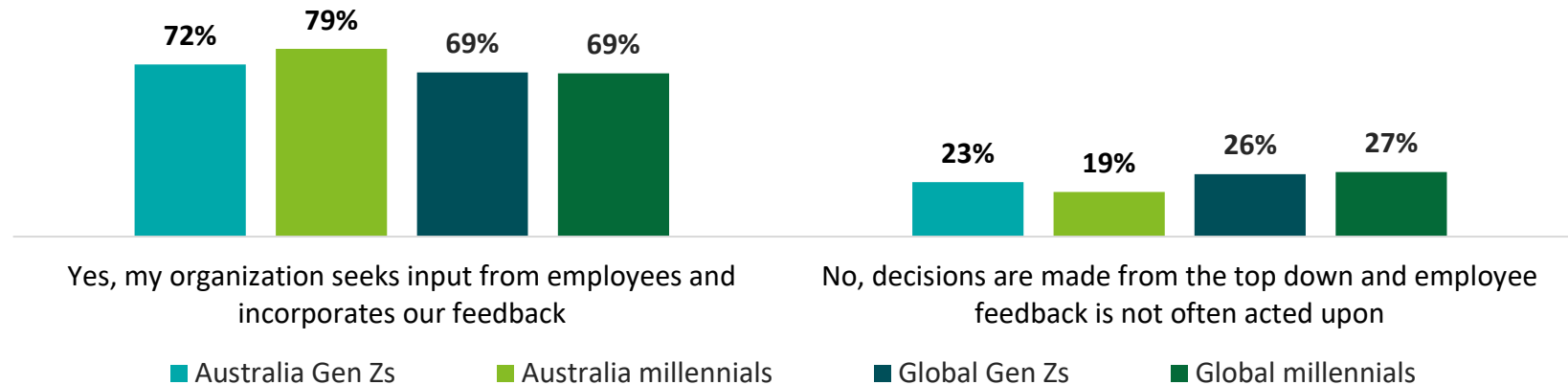
### Percentage who say their current job aligns with their beliefs/values



### Percentage who say their current job allows them to make a meaningful contribution to society



### Belief in ability to drive change at work



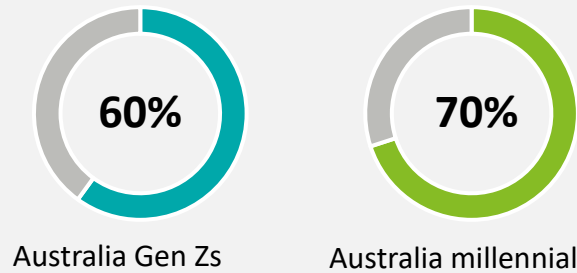


## Workplace Connection: Relationships & Management

- Australian Gen Zs and millennials with close friends are happier at work and plan to stay at their jobs longer.
- 63% of Gen Z and 70% of millennials indicate they actively build relationships with colleagues; millennials are more likely than Gen Z to coach or mentor their colleagues.

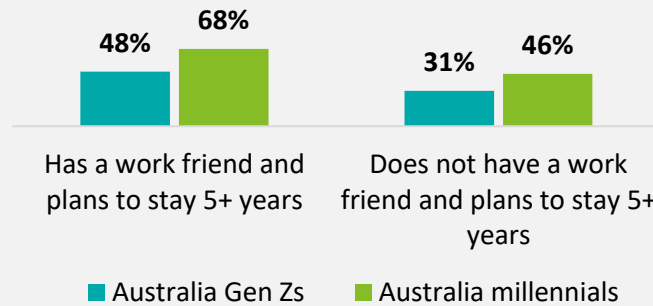


Percentage of respondents in Australia who say they have **work colleagues** that they consider personal friends.



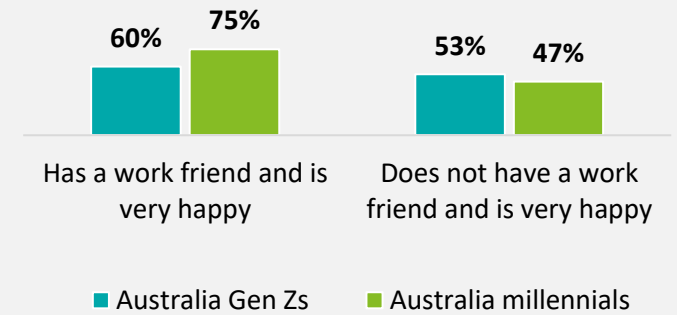
### How work friendships correlate with planned work tenure

Percentage who plan to stay more than 5 years

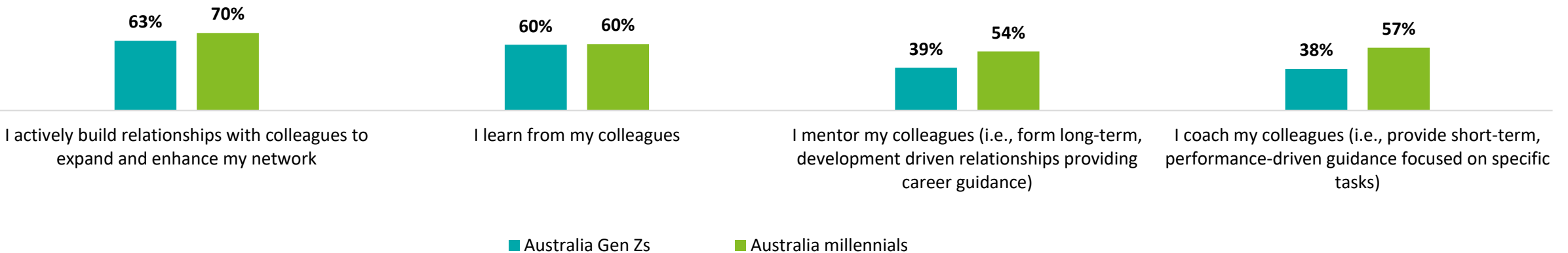


### How work friendships correlate with happiness

Percentage who are very happy with their life



### Engagement with work colleagues (percentage selecting each option)





## The Future They're Preparing For

- Many Australian Gen Zs and millennials feel teams could sustain performance if key staff leave.
- Lack of incentives/recognition, tools, and time are all barriers to effectively transferring knowledge.



58% of Gen Zs and 71% of millennials in Australia say *their team could maintain performance if a key expert left*

### Top five challenges concerning effective knowledge transfer (percentage selecting each option)

	Lack of incentives/recognition	No standard templates or tools	Not enough time/prioritization	No clear owner for documentation	Remote/hybrid work makes it harder to learn
Australia Gen Zs	35%	31%	30%	26%	25%
	Lack of incentives/recognition	No standard templates or tools	Confidentiality concerns	Not enough time/prioritization	Remote/hybrid work makes it harder to learn
Australia millennials	32%	28%	26%	25%	25%



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