



## Deloitte Global 2025 Gen Z and Millennial Survey

Country profile: India

# Methodology and global key messages



Deloitte’s Global Gen Z and Millennial Survey, now in its 14th year, examines the factors shaping the worldviews of **23,482 Gen Z and millennial respondents across 44 countries**. The results reveal a cohort of young professionals who are rejecting traditional rules and antiquated structures in their pursuit of career satisfaction—and ultimately, happiness.






**Gen Zs and millennials are ambitious.** But for them, success is not necessarily about climbing the corporate ladder. Learning and development is a priority, and they expect their employers to provide these opportunities. Some have foregone higher education to pursue the practical skills that trade or vocational training provides. And as technology transforms the world of work, Gen Zs and millennials are enhancing their knowledge and embracing new tools, such as GenAI.

**These generations are seeking more than just a job.** Making money is important but so is finding meaningful work and well-being. They are looking for careers with the right balance of these factors, a “trifecta” that can be hard to find.

**They have high expectations for their employers,** and they often job hop to meet their career ambitions in a world where the social contract between employers and employees has eroded. Many feel their managers are not meeting their needs. Some believe that companies are not doing enough to address workplace stress. And most are feeling the pressures of the cost of living.

The findings demonstrate the need for organizations, senior leaders, and managers to create environments where workers can not only attain the trifecta of **meaningful work, financial security, and well-being**, but also achieve the professional growth they are looking for. By supporting these pillars consistently, organizations can uphold the social contract and create a cycle of satisfaction, engagement, and success.

## Among this year’s key findings:

-  **Learning and development is a top priority**, but many feel their **managers are missing the mark**
-  **Soft skills are vital** as **GenAI transforms work**
-  **Money, meaning, and well-being** intersect to form the foundation for happiness at work
-  **Supporting employee well-being** should start with addressing the **root causes of workplace stress**
-  **Environmental concerns** continue to influence Gen Z and millennial behavior

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

## Our methodology

The 2025 Gen Z and millennial Survey solicited the views of 14,751 Gen Zs and 8,731 millennials (23,482 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 25 October and 24 December 2024.

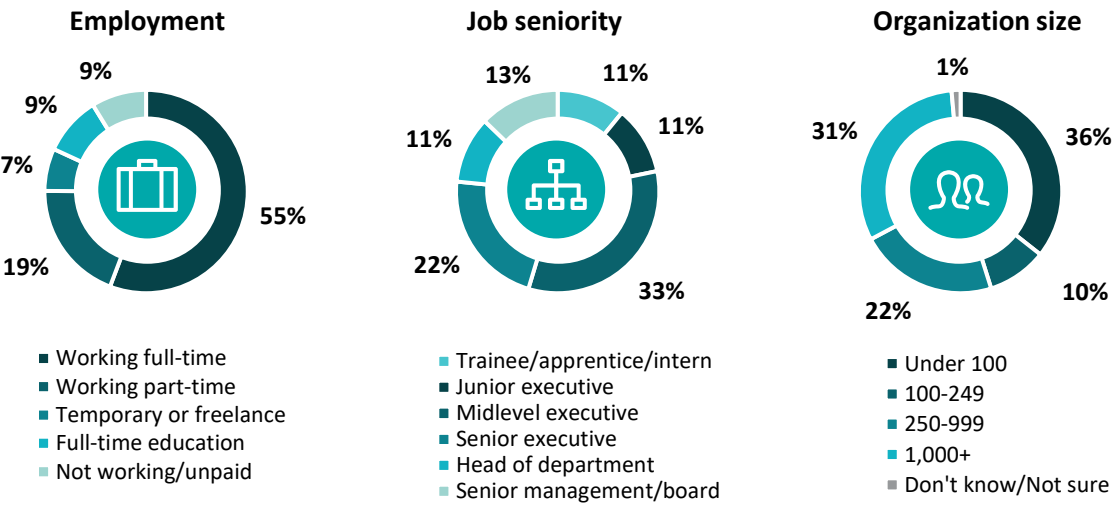
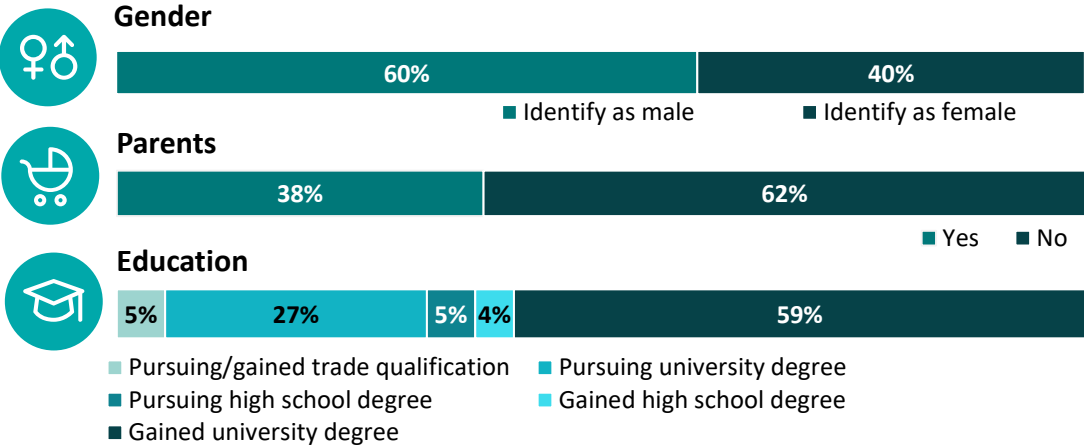
As defined in the study, Gen Z respondents were born between January 1995 and December 2006, and millennial respondents were born between January 1983 and December 1994.

# Country profile: India

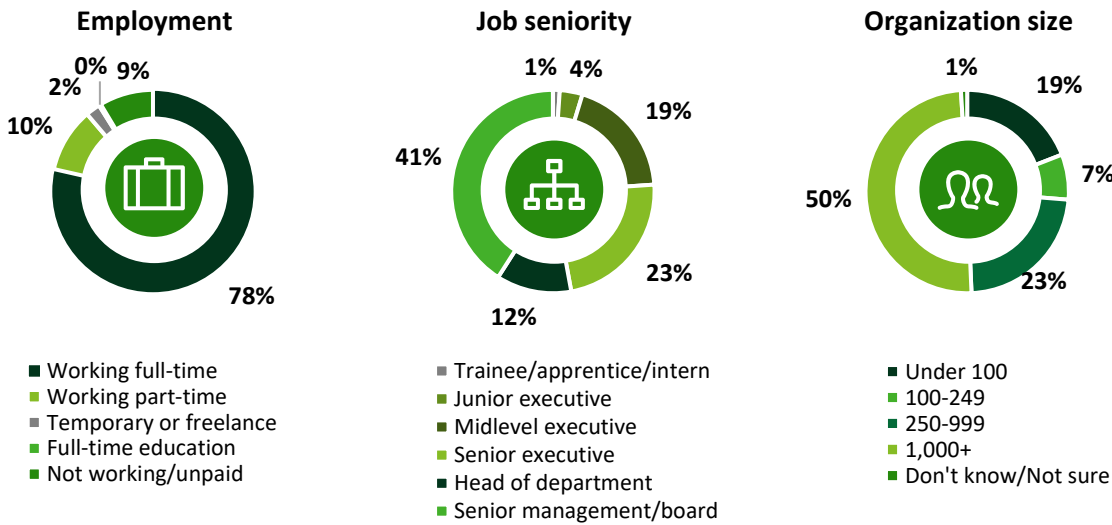
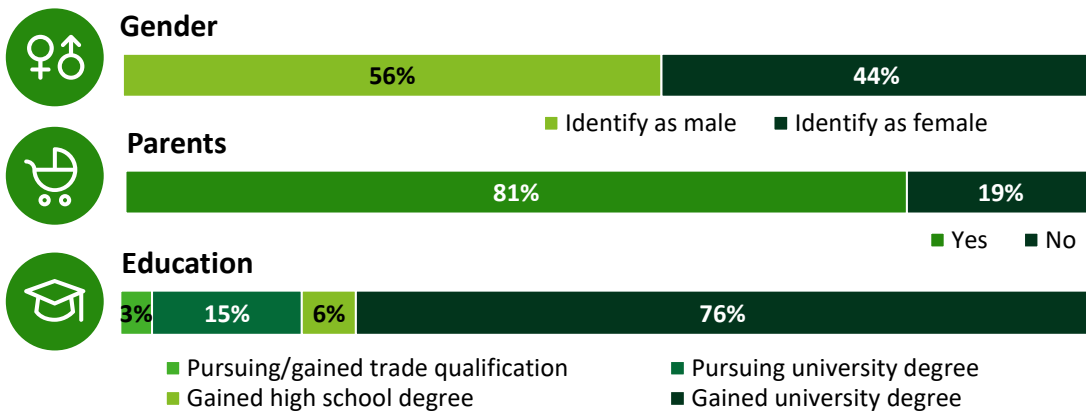
809 total respondents in India: 505 Gen Zs and 304 millennials



## GEN Z PROFILE



## MILLENNIAL PROFILE



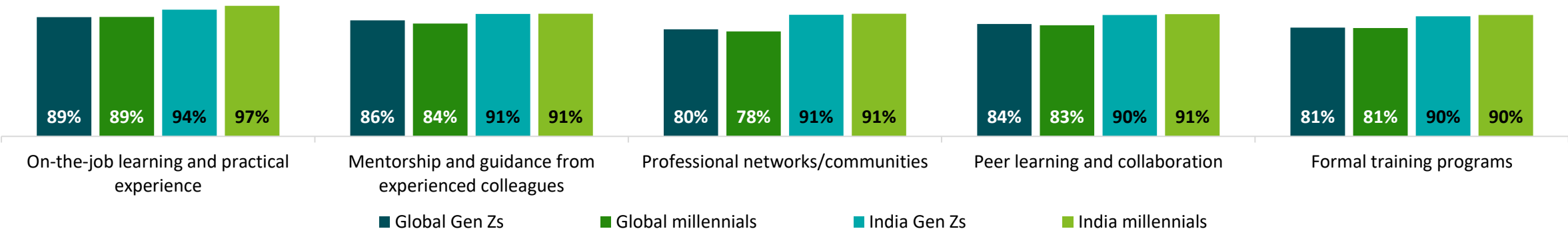
## Career growth and skills needed to succeed in the workforce

- 94% of Gen Zs and 97% of millennials in India highlight on-the-job learning as the most helpful tool for career growth, outpacing global counterparts.
- Both Gen Z and millennial Indians believe time management to be the most important career advancing skill.

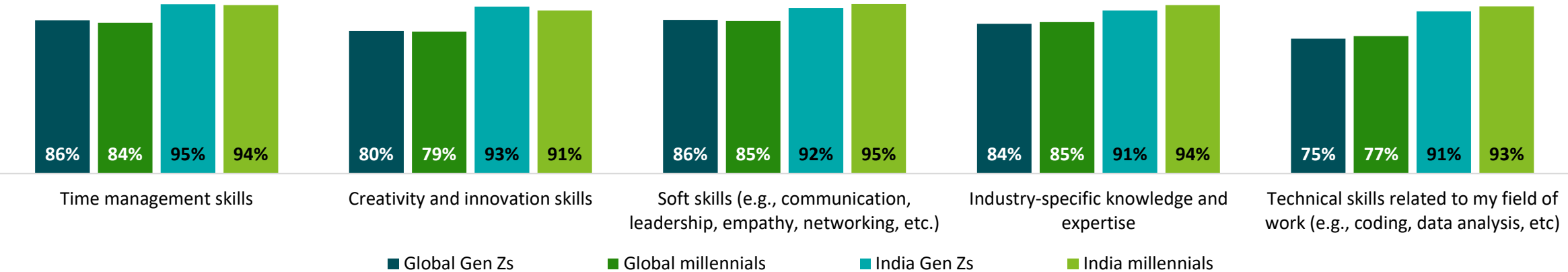


85% of Gen Zs and 85% of millennials in India say they are developing skills to advance their careers once a week or more

Most helpful tools for career growth according to Gen Zs and millennials (those saying they find these very/somewhat helpful)



Most required skills for career advancement according to Gen Zs and millennials (percentage of respondents selecting highly/somewhat required):

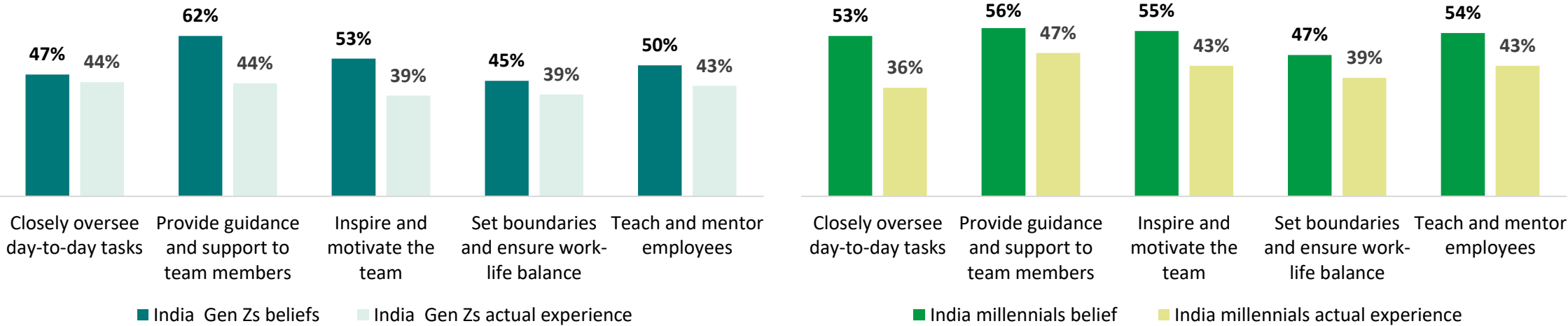


## Learning and development and the leadership gap

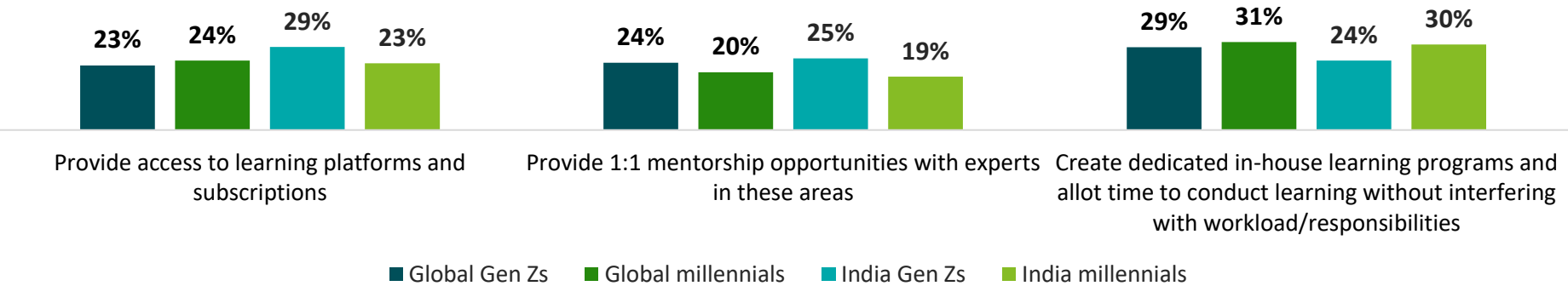
- There is a gap between what Indian Gen Z and millennials believe their managers SHOULD do versus what they ACTUALLY do, particularly in areas like providing guidance and motivating the team.
- Gen Zs in India feel their learning needs would be most supported through access to learning platforms and subscriptions. Indian millennials would like to see dedicated in-house learning programs.



The gap between what respondents believe their managers should do, versus what they actually do (in India)



Top ways in which employers can support Gen Z and millennial learning needs (from top 2 selected)



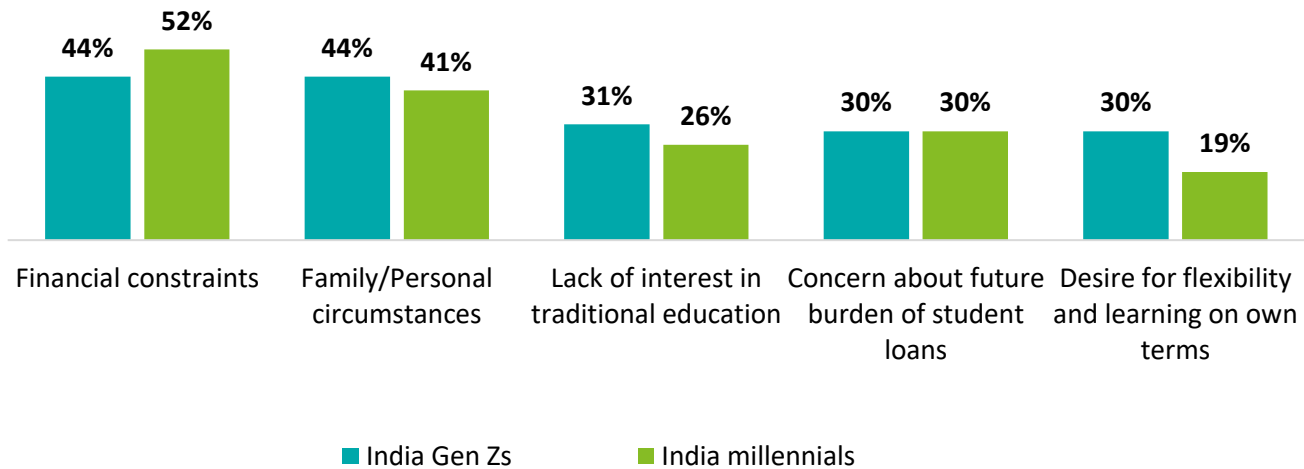
## Reexamining the value of higher education

- For Indian Gen Zs and millennials financial constraints are the number one reason for not pursuing higher education.
- Quality of education is the main concern about the higher education system for Indian Gen Zs and millennials, higher than the global average.

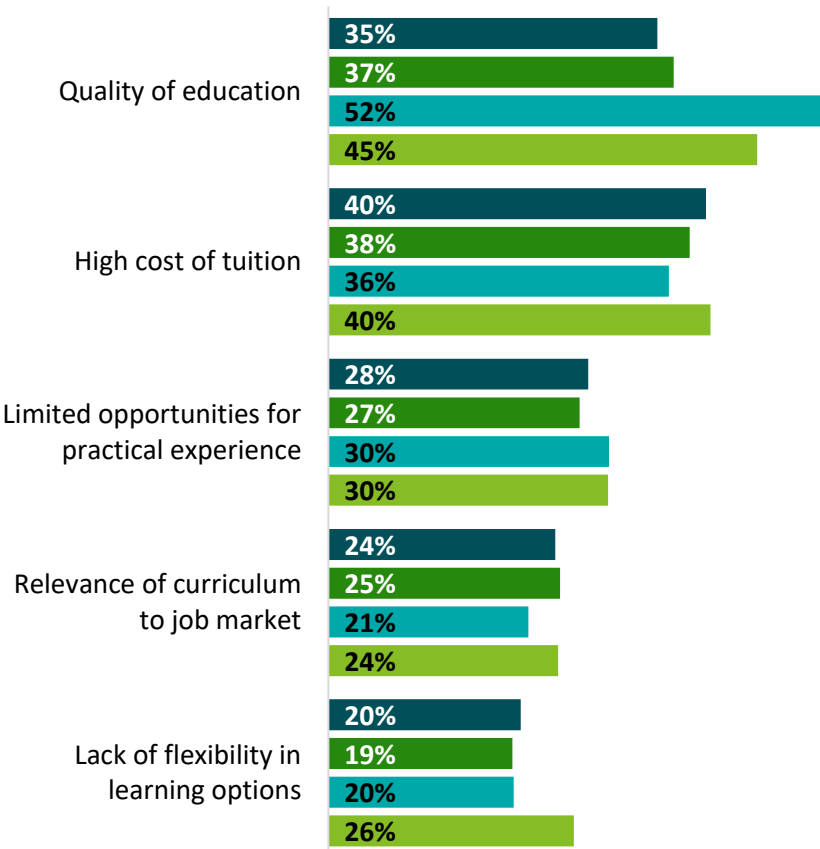


*11% of Gen Zs and 9% of millennials in India say they decided not to pursue higher education compared to 31% of Gen Zs and 32% of millennials globally*

### Reasons influencing their decision not to pursue higher education (in India)



### Concerns about the higher education system





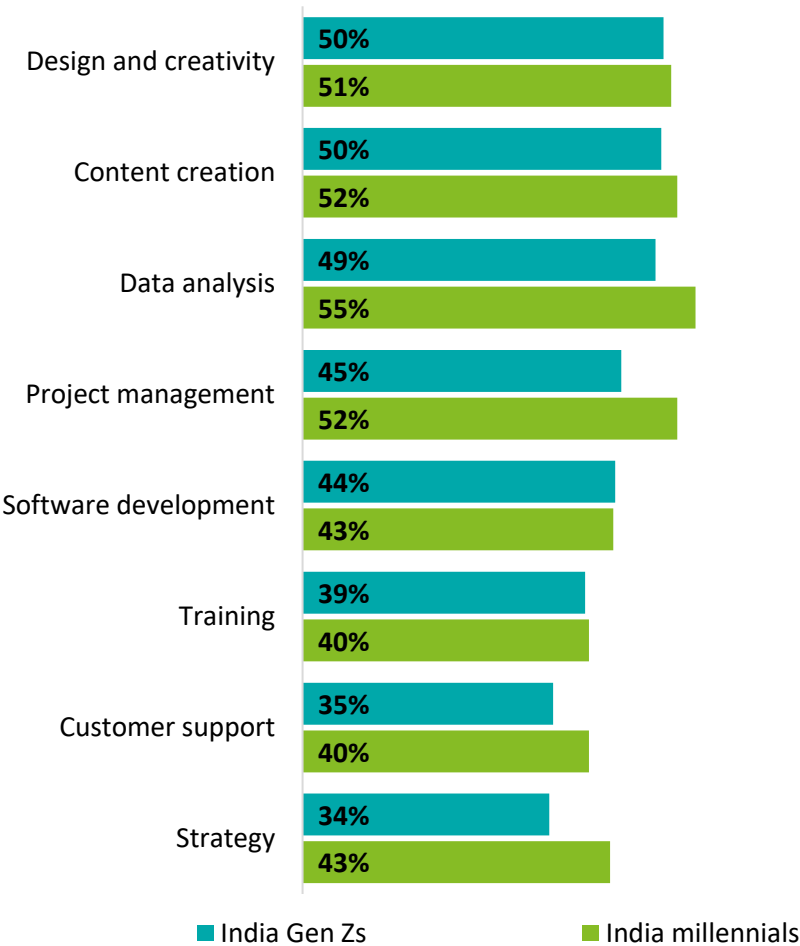
## The promise of GenAI

- Indian Gen Zs most often use GenAI for design, content creation, and data analysis, while millennials mainly use it for data analysis, content creation, and project management.
- Most Indian Gen Zs and millennials feel GenAI has freed up their time as well as improved what they produce at work.



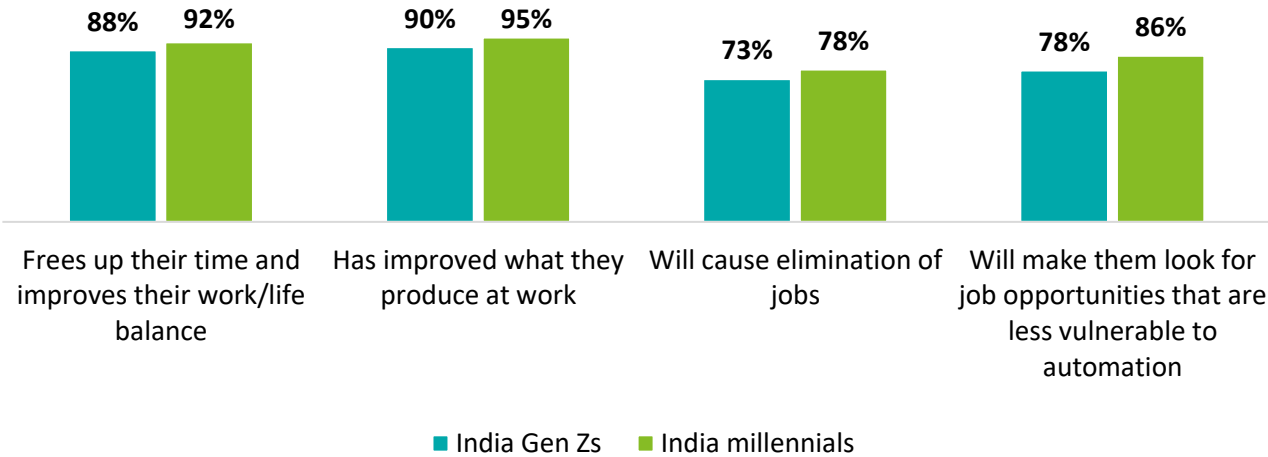
*85% of Gen Zs and 85% of millennials in India are already using GenAI in their day-to-day work.*

### Current use cases for GenAI tools



*32% of Gen Zs and 44% of millennials in India say they have already completed GenAI training. And 51% of Gen Zs and 43% of millennials in India say they plan to complete training within the next 12 months.*

### Mixed views on GenAI (percentage of Gen AI users who strongly agree/agree with the following statements about GenAI in the workplace)



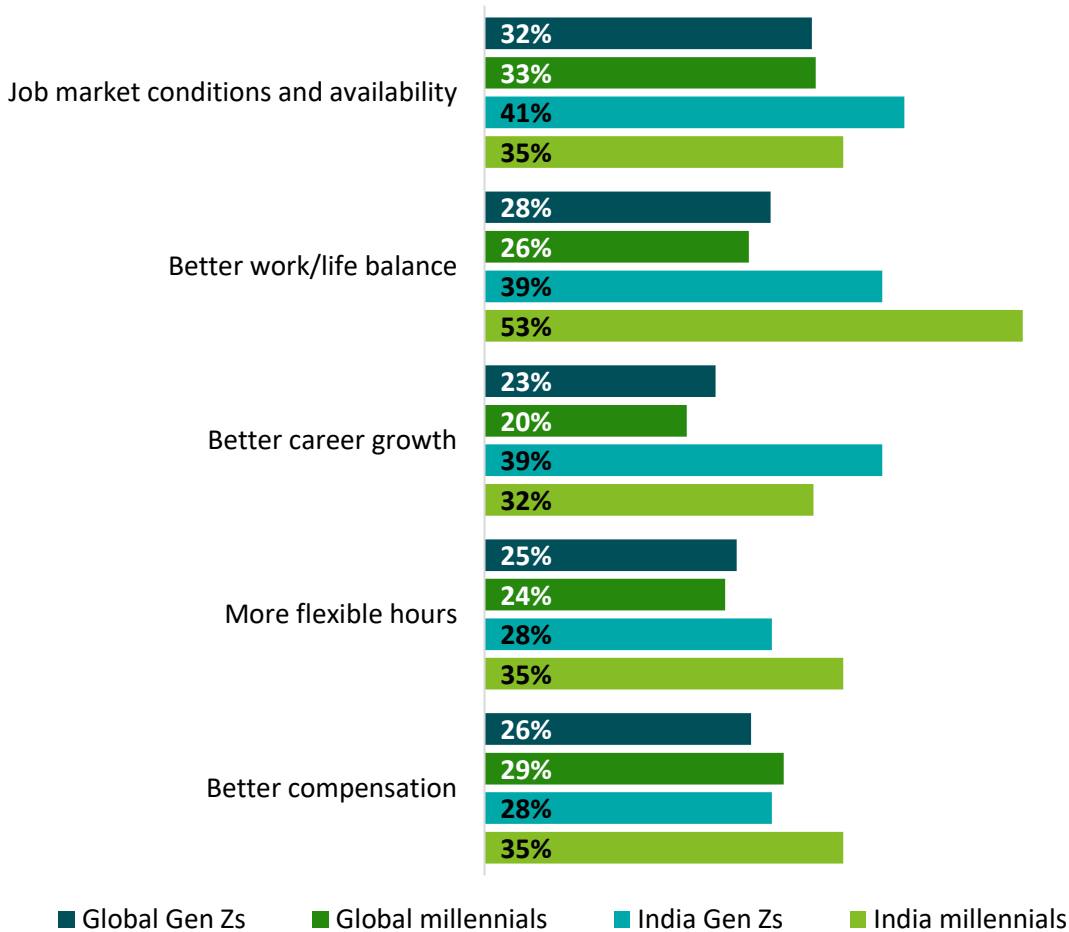
## Career ambitions and reasons for leaving an employer

- Of those Gen Zs and millennials in India who have changed their industry or career path, around two-fifths did so because of job market conditions.
- For India’s Gen Zs, the top career goals are maintaining work/life balance and achieving financial independence.



*11% of Gen Zs and 12% of millennials in India are no longer working in the industry or career path they originally intended.*

### Top reasons for changing industry/field/career path



### Top career goals



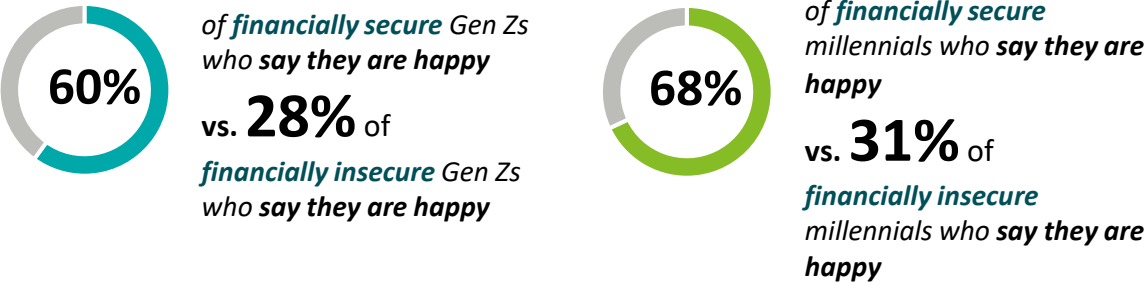


Happiness and the intersection of money, meaning, and well-being



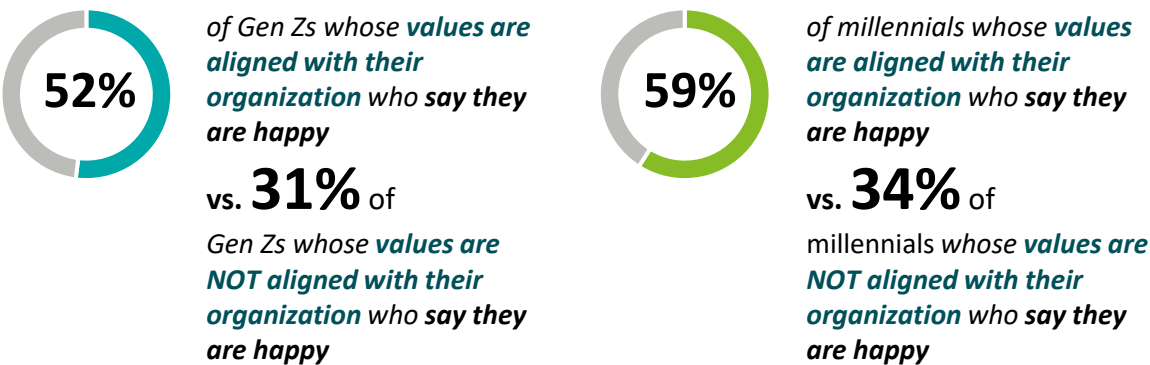
Money

How financial security correlates with happiness (Global)



Meaning

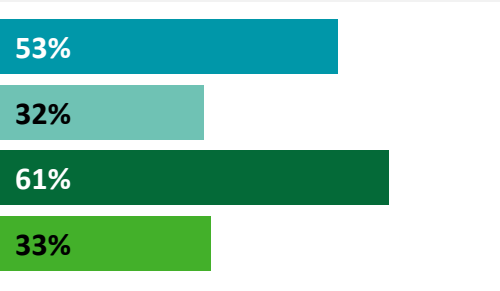
How alignment with their organization’s values correlates with happiness (Global)



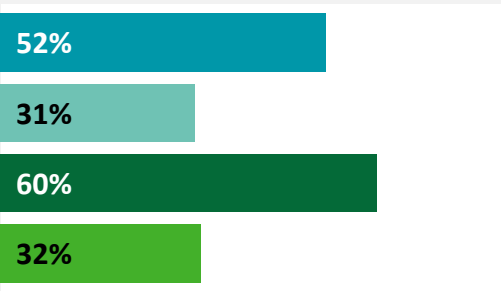
Well-being

How satisfaction levels across certain job aspects correlate with happiness (Global)

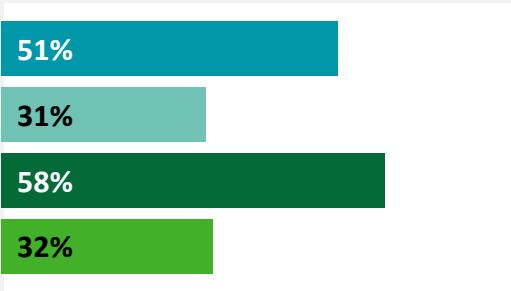
Their organization’s efforts to foster better mental health



Having opportunities to grow at work



Current work/life balance



Satisfied Gen Zs who are happy    Dissatisfied Gen Zs who are happy    Satisfied millennials who are happy    Dissatisfied millennials who are happy

## Financial concerns: Cost of living continues to take a toll

- Unemployment is the greatest concern for Indian Gen Zs while millennials are most concerned with the cost of living.
- 55% of Gen Zs and 62% of millennials in India report living paycheck to paycheck, higher than the global average.



### Top concerns

	Unemployment	Education, skills, and training	Mental health of my generation	Cost of living	Health care/ disease prevention
India Gen Zs	29%	25%	23%	21%	19%

	Cost of living	Unemployment	Climate change/ protecting the environment	Education, skills, and training	Cybersecurity/ protection of personal data
India millennials	26%	25%	21%	21%	19%

### Percentage who agree with the following statements about financial security

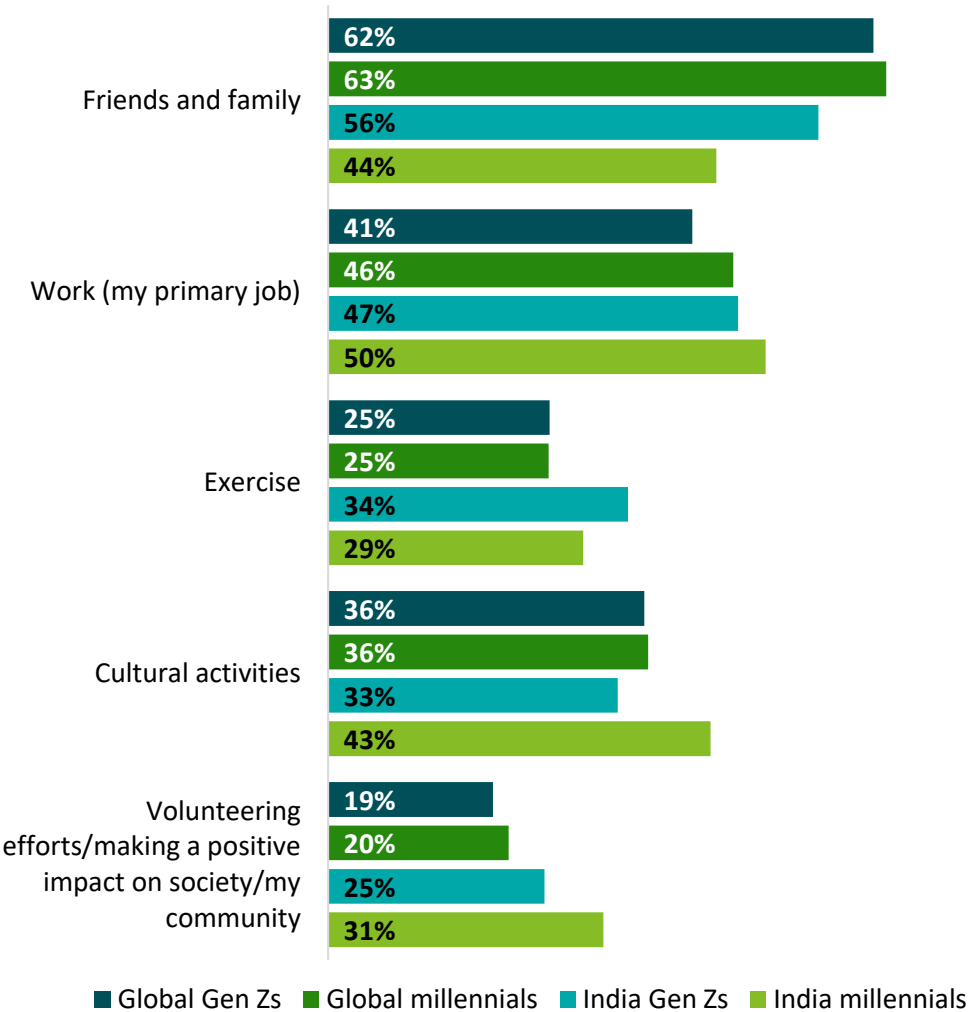


Prioritizing purpose: How younger generations are seeking meaning at work

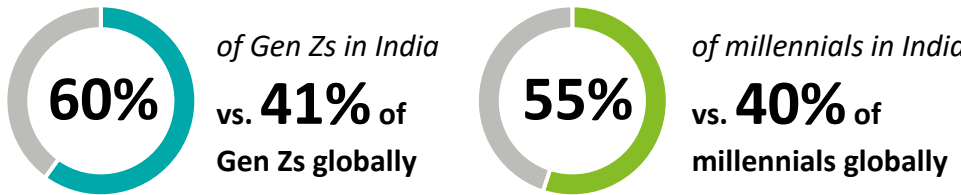
- Friends and family are most important to Indian Gen Zs’ (56%) sense of identity, while work is most important for Indian millennials.
- Gen Zs and millennials in India are much more likely to leave a job due to personal ethics or beliefs than their global counterparts



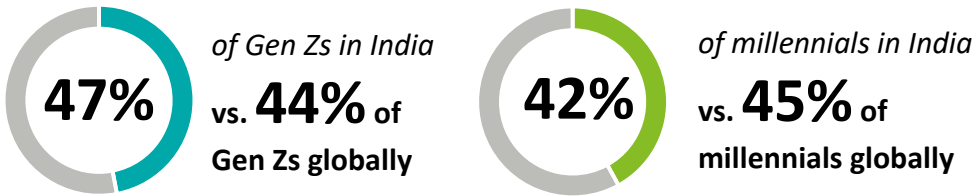
Most important factors to their sense of identity



Percentage of respondents who rejected a potential employer based on their personal ethics/beliefs (those saying yes)



Percentage of respondents who left a job because it lacked purpose (those saying yes)



**86% of Gen Zs and 96% of millennials in India** consider a sense of purpose to be very or somewhat important for their job satisfaction and well-being.

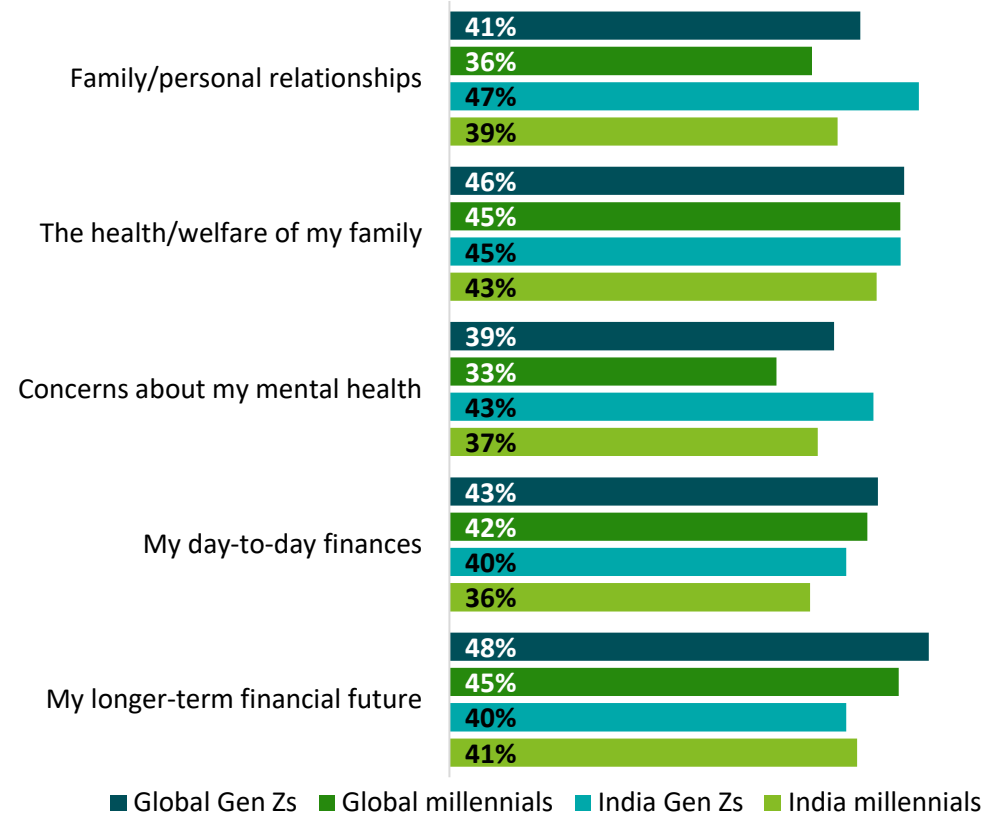
## Enhancing mental well-being by confronting workplace stress

- Gen Zs in India tend to have more anxiety around concerns over their mental health compared to the global average.
- Indian Gen Zs and millennials are much more likely to say their employer is taking mental health seriously than the global average.

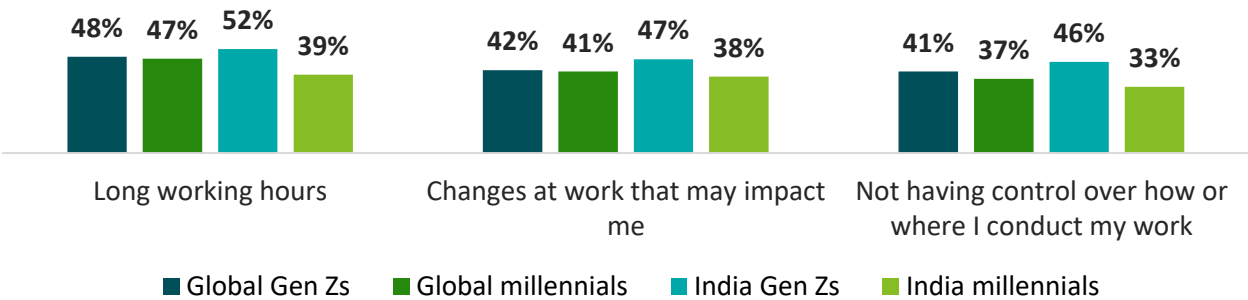


**33% of Gen Zs and 29% of millennials in India** say they feel stressed or anxious all or most of the time.

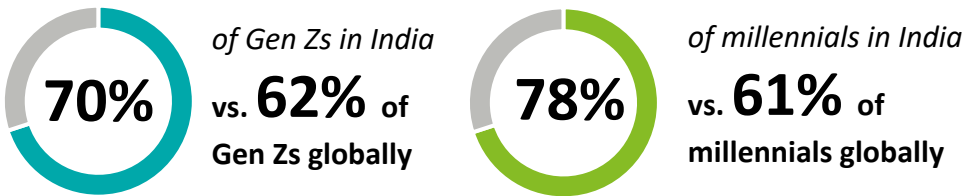
### Top five factors contributing a lot to their feelings of anxiety or stress: *\*asked only of those who feel anxious or stressed*



**36% of Gen Zs and 39% of millennials in India** said that their job is a factor contributing a lot to their feelings of anxiety or stress. These are the top three factors driving stress at work:



**Percentage of respondents who say their employer is taking the mental health of employees seriously (those saying strongly agree/agree)**



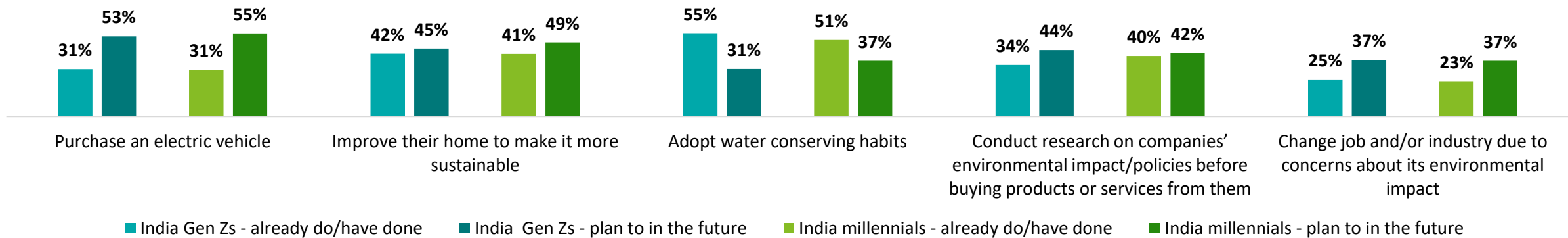
## Anxiety and action: How environmental concerns shape Gen Z and millennial behavior

- While around one-third of millennials and Gen Zs in India have already purchased electric vehicles, around half plan to in the future. Half of Gen Zs and millennials indicate they have already adopted water conserving habits and around one-third intend to.
- More Gen Zs and millennials say they have pressured their employer to protect the environment compared to the global average.

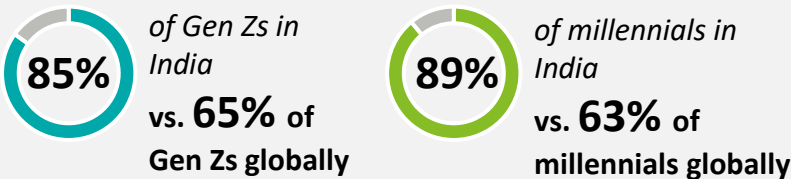


**84% of Gen Zs and 83% of millennials in India, compared to 65% of Gen Zs and 63% of millennials globally**  
say that they have felt worried or anxious about environmental impact in the last month.

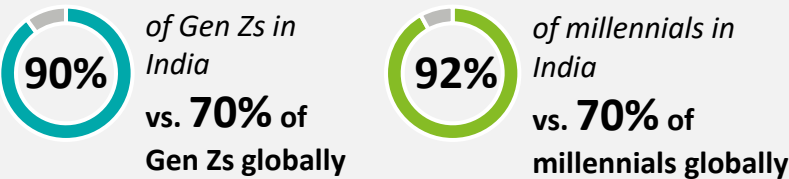
### Environmental impact actions taken or planned



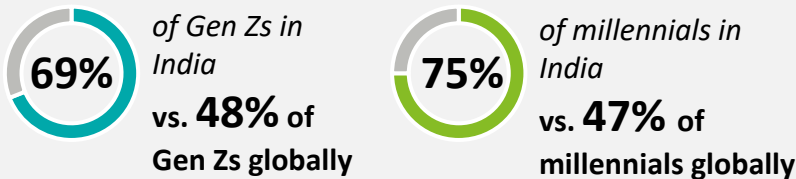
Percentage of respondents who say they are willing to pay more to purchase environmentally sustainable products or services (those saying strongly agree/ agree)



Percentage of respondents who consider a company's environmental credentials or policies when evaluating a potential employer (those saying be very/somewhat important)



Percentage of respondents who say that they and their colleagues have put pressure on their employers to take action on protecting the environment (those saying strongly agree/ agree)





Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited (DTTL), its global network of member firms, and their related entities (collectively, the “Deloitte organization”). DTTL (also referred to as “Deloitte Global”) and each of its member firms and related entities are legally separate and independent entities, which cannot obligate or bind each other in respect of third parties. DTTL and each DTTL member firm and related entity is liable only for its own acts and omissions, and not those of each other. DTTL does not provide services to clients. Please see [www.deloitte.com/about](https://www.deloitte.com/about) to learn more.

This communication and any attachment to it is for internal distribution among personnel of Deloitte Touche Tohmatsu Limited (DTTL), its global network of member firms and the unrelated entities (collectively, the “Deloitte organization”). It may contain confidential information and is intended solely for the use of the individual or entity to whom it is addressed. If you are not the intended recipient, please notify us immediately, do not use this communication in any way and then delete it and all copies of it on your system.

None of DTTL, its member firms, related entities, employees or agents shall be responsible for any loss or damage whatsoever arising directly or indirectly in connection with any person relying on this communication. DTTL and each of its member firms, and their related entities, are legally separate and independent entities.

© 2025. For information, contact Deloitte Global.