



Methodology and global key messages



Now in its 15th 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 **India'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.

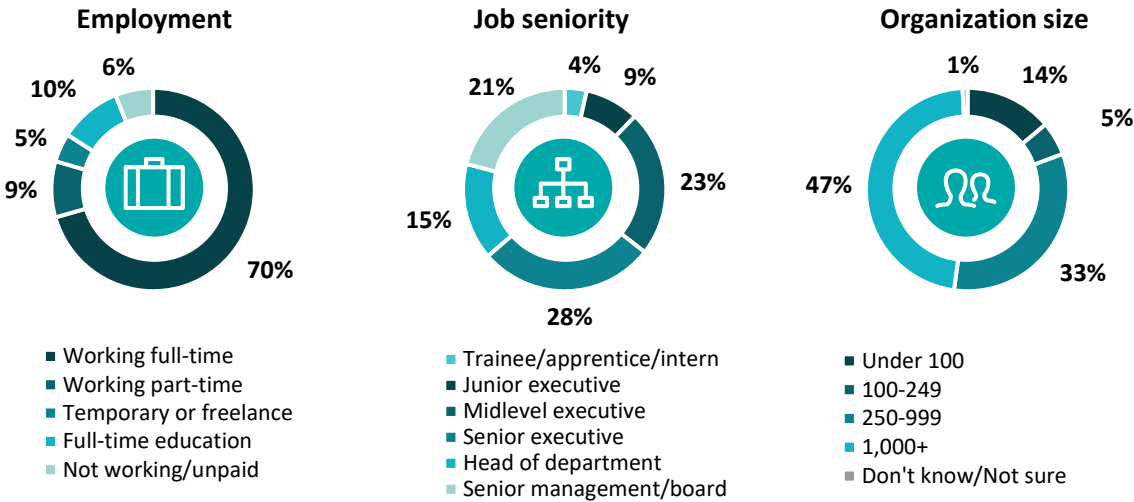
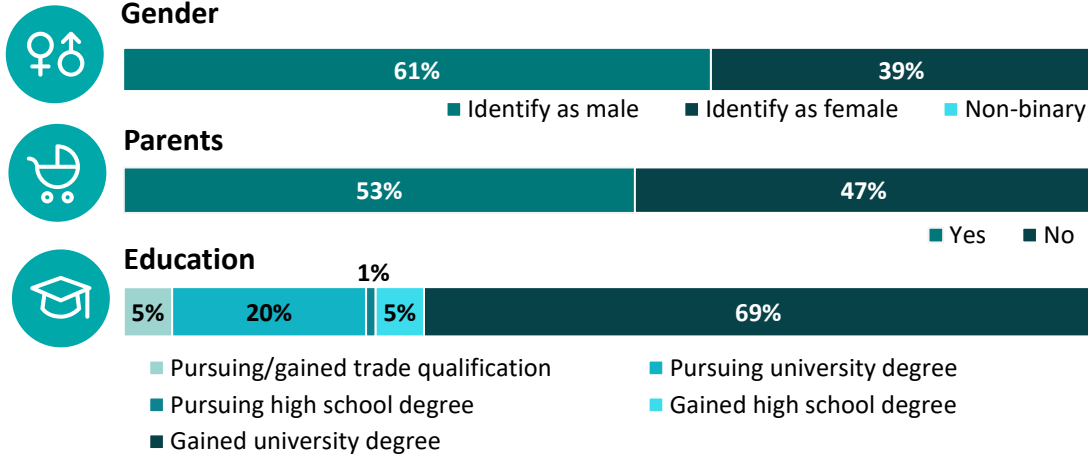


Country profile: India

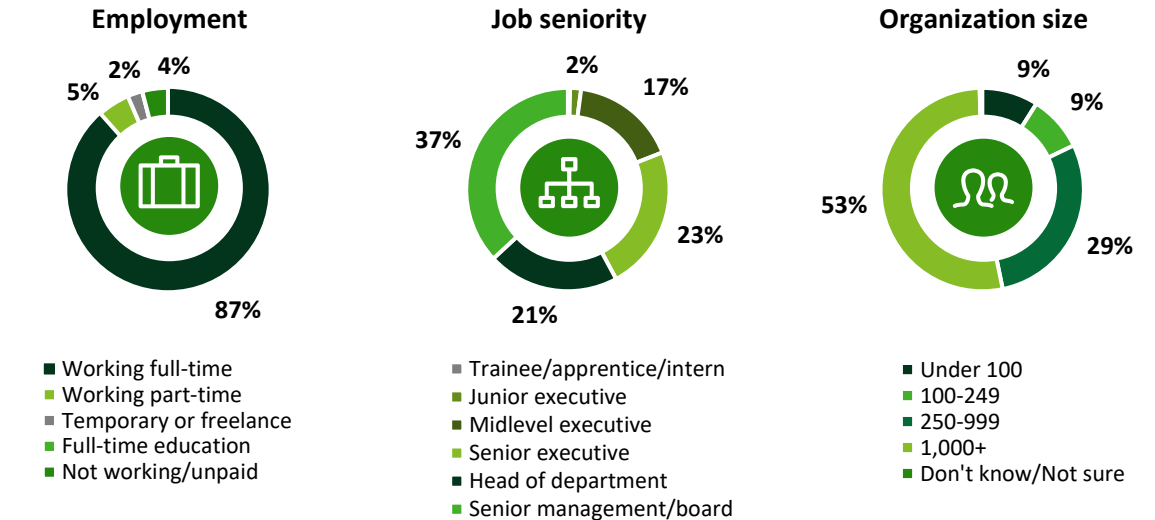
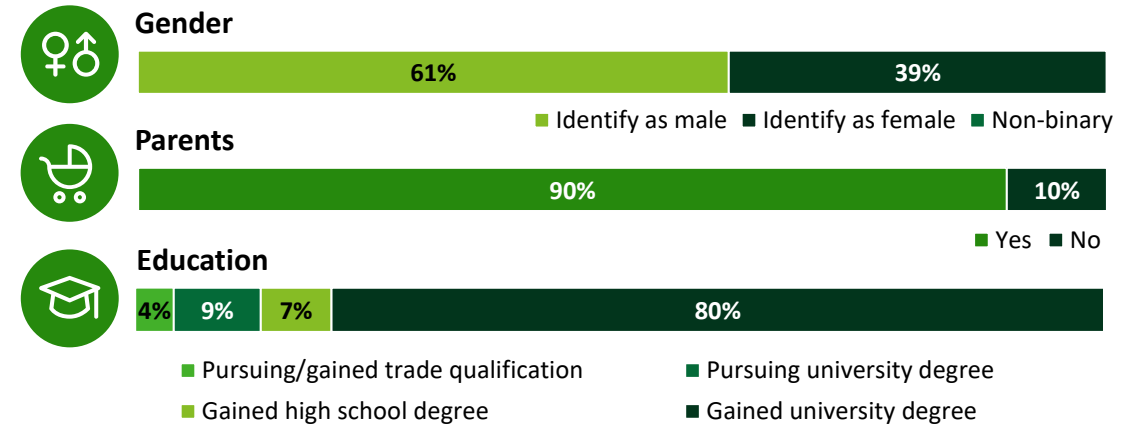
806 total respondents in India: 506 Gen Zs and 300 millennials



GEN Z PROFILE



MILLENNIAL PROFILE





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

- In India, unemployment is a top concern for Gen Z while climate change is the chief issue for millennials.
- Financial pressures are more acute among Gen Z compared to millennials, with more reporting inability to afford a home (37% vs. 20%) and feeling financially insecure (29% vs. 18%).

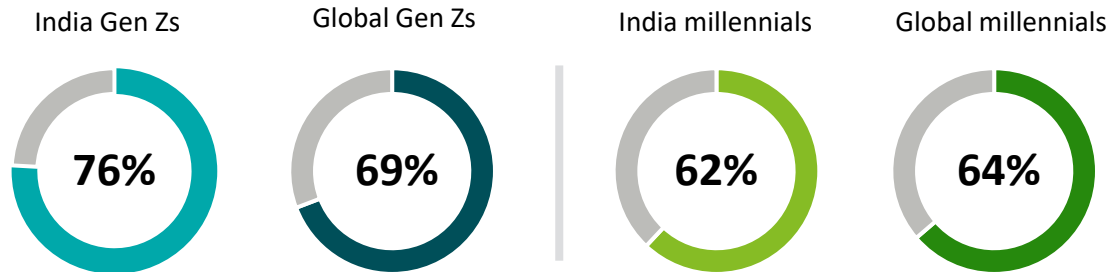


54% of Gen Zs and 44% of millennials in India say they have delayed major life decisions due to their financial situation

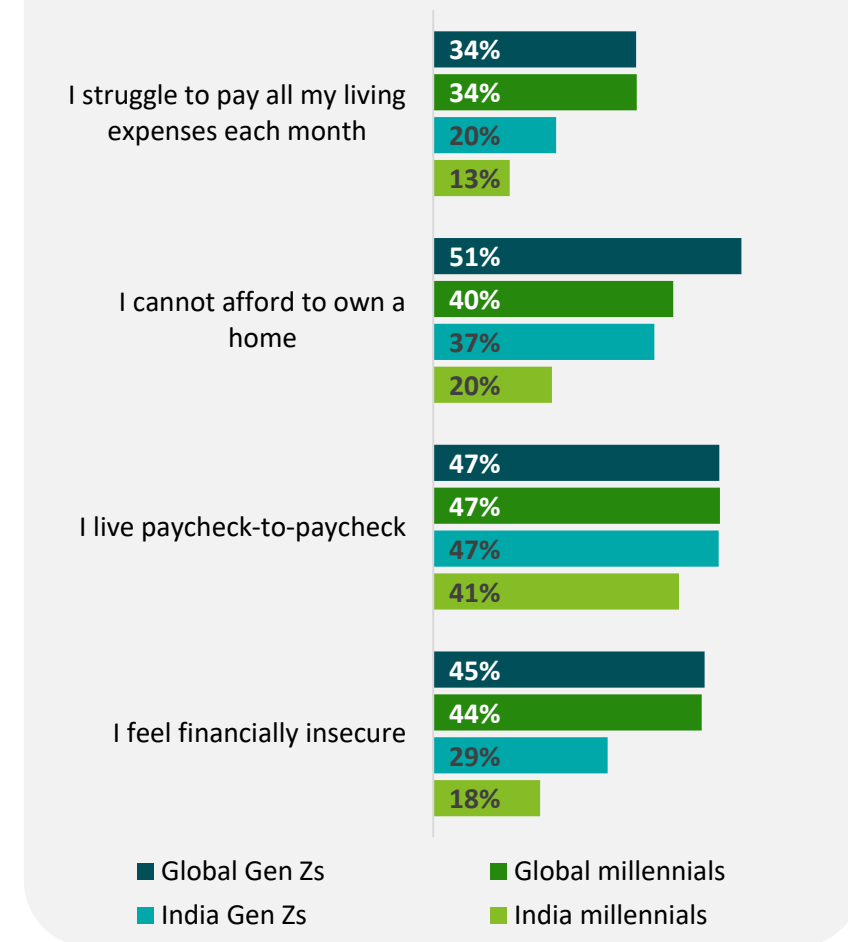
Top Concerns

	Unemployment	Climate change / protecting the environment	Corruption within business or politics	Cost of living	Education, skills, and training
India Gen Zs	27%	23%	22%	20%	18%
	Climate change / protecting the environment	Cybersecurity / protection of personal data	Unemployment	Corruption within business or politics	Cost of living
India millennials	34%	24%	22%	20%	19%

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



Financial Stability





Leadership, Reconsidered

- Maintaining a good work/life balance and achieving financial independence are the top primary career goals for both Gen Zs and millennials in India.



While 96% of Gen Zs and 93% of millennials in India are interested in pursuing leadership roles at some point in their careers, only 9% of Gen Zs and 8% of millennials say it is their primary career goal

Primary career goal

	Achieving financial independence	Maintaining a good work / life balance	Becoming an expert in my field	Achieving job stability and security	Continuous learning and development
India Gen Zs	19%	17%	15%	15%	11%
	Maintaining a good work / life balance	Achieving financial independence	Achieving job stability and security	Becoming an expert in my field	Continuous learning and development
India millennials	20%	16%	14%	11%	11%



Leadership, Reconsidered

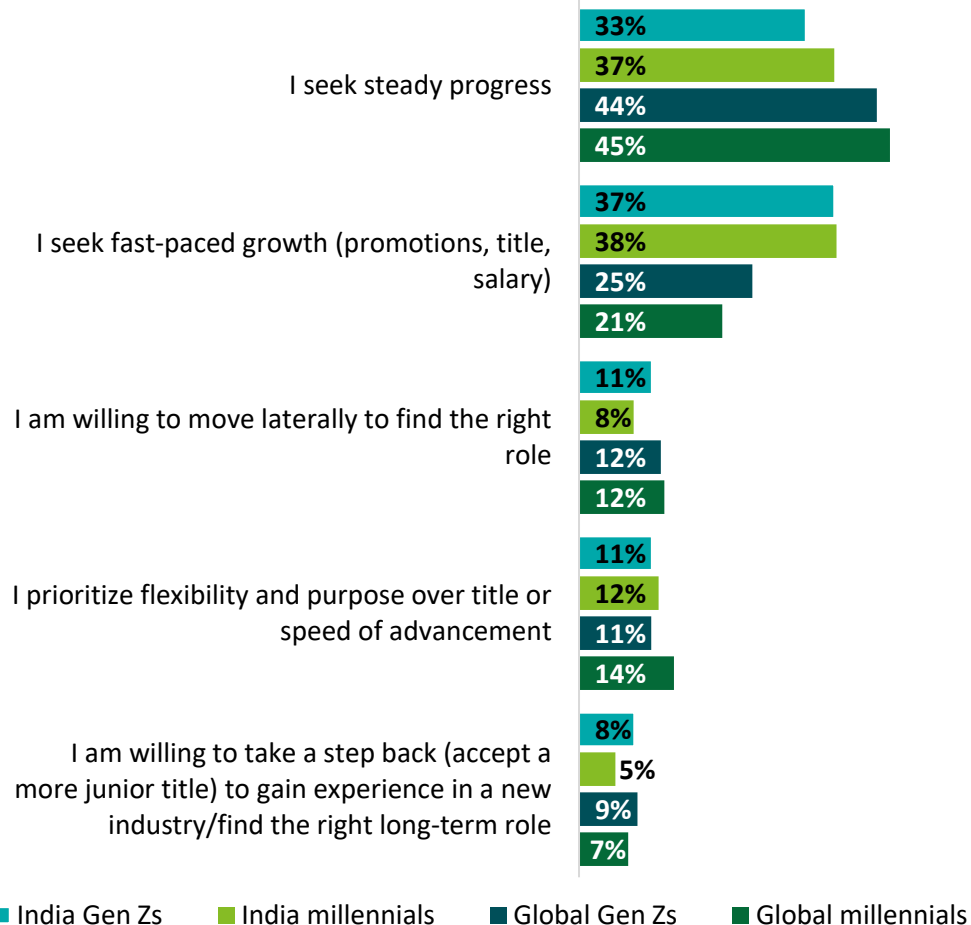
- Interest in leadership is very high (over 90%) among Indian Gen Zs and millennials.
- Respondents in India are just as likely to seek fast-paced career growth vs. steady progression, a considerable difference from their global counterparts.



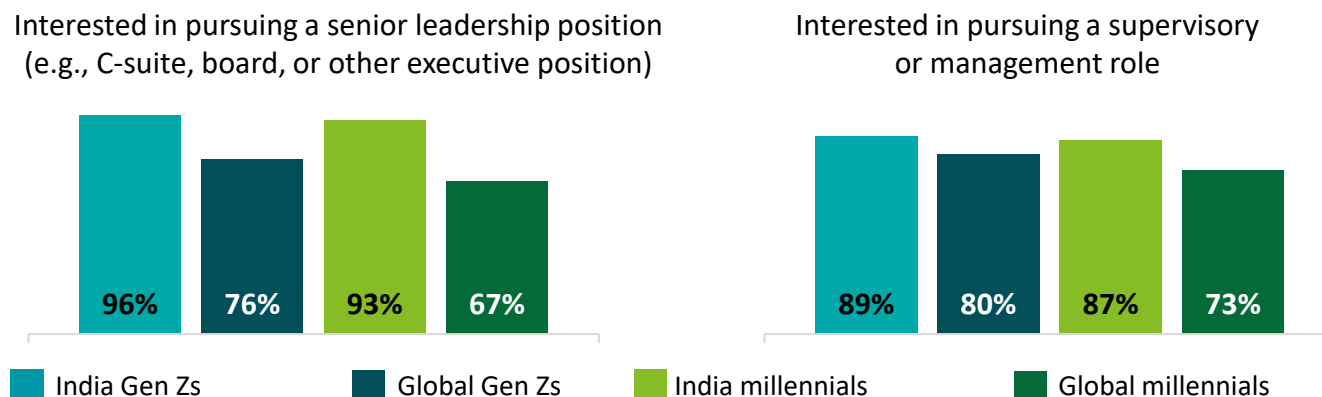
45% of Gen Zs and 61% of millennials globally, and 69% of Gen Zs and 89% of millennials in India manage or supervise teams or are executives leading organizations

How respondents think about their career path

(Percentage selecting each option)

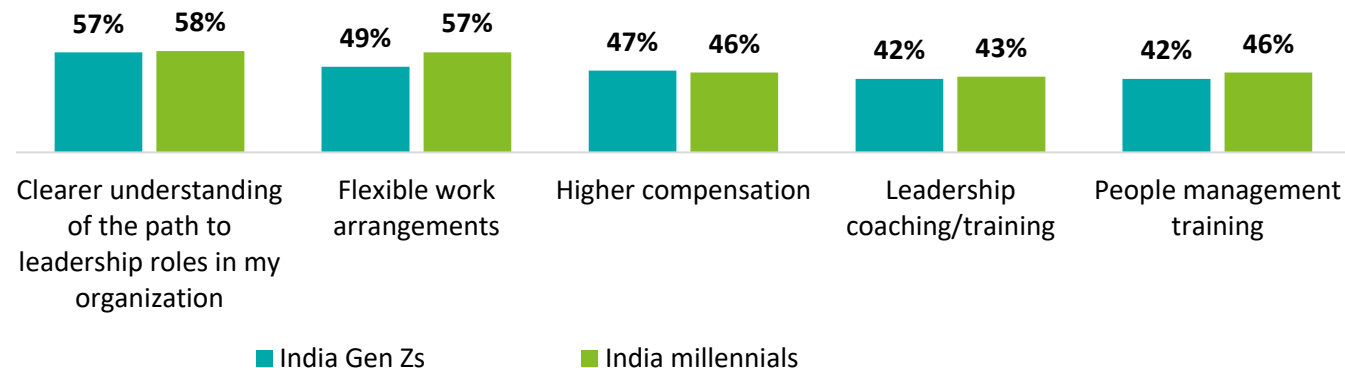


Percentage of respondents who agree they are interested in pursuing leadership roles



Top five factors that would increase interest in leadership roles

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





Continuous Learning and Adaptability as a Career Strategy

- Indian millennials report higher proficiency across all top skills, including communication (68% vs. 50%) and technical skills (62% vs. 46%) compared to Gen Zs.
- Confidence in using AI at work is considerably higher across both generations in India compared to global average.



Current and future skills

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

	Communication skills	Digital literacy / IT skills	Critical thinking / problem solving	Adaptability	Technical or role specific skills
India Gen Zs	50%	49%	47%	46%	46%

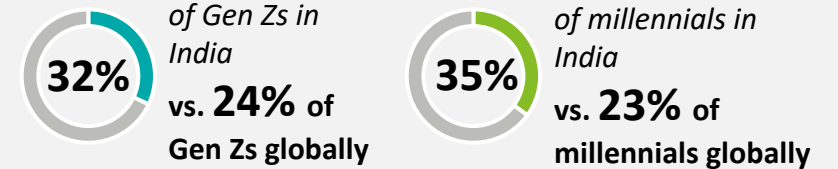
	Communication skills	Technical or role specific skills	Project management	Digital literacy / IT skills	Collaboration / teamwork
India millennials	68%	62%	62%	61%	59%

Percentage interested in developing this skill further (top 5)

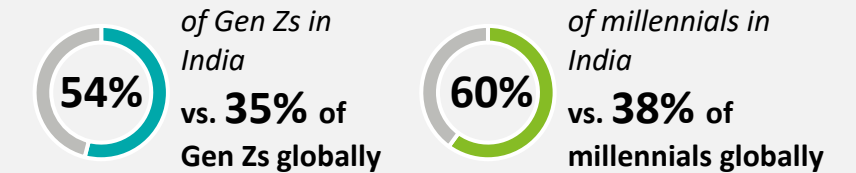
	AI / automation tool fluency	Leadership / setting vision / decision making	Communication skills	Digital literacy / IT skills	Data analysis / interpretation
India Gen Zs	53%	45%	44%	43%	42%

	AI / automation tool fluency	Creativity	Digital literacy / IT skills	Time management	Data analysis / interpretation
India millennials	58%	46%	45%	45%	44%

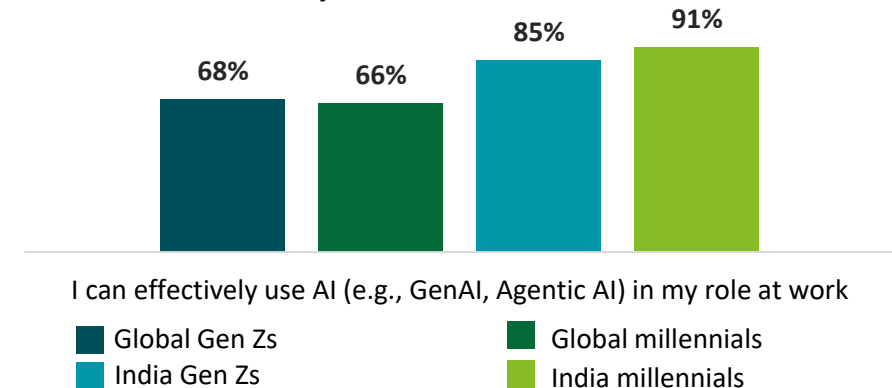
Percentage of respondents saying they have completed AI training



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



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





AI, Adaptability, and the Readiness Gap

- Both generations indicate AI has positively impacted both their personal and work life.
- Gen Z is more likely to cite integration challenges than millennials (35% vs. 25%).
- A majority report employer-provided AI tools are sufficient, with higher satisfaction among millennials.



93% of Gen Zs and 95% of millennials in India use AI in their day-to-day work

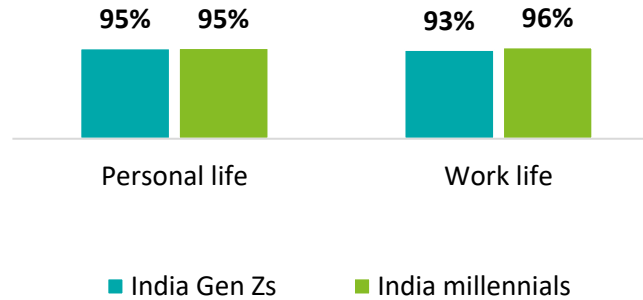
How respondents use AI for growth/well-being

Percentage saying agree/strongly agree

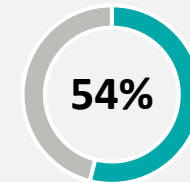


Those who say AI positively impacts their...

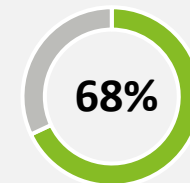
Percentage saying very/somewhat positive



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



54% of Gen Zs in India vs. 38% of Gen Zs globally



68% of millennials in India vs. 40% of millennials globally

Top five barriers to AI use at work

Percentage selecting each option

	AI tools are not well integrated with other systems or workflows	AI tools available lack creative capabilities	Compliance requirements limit use	Lack of effective training opportunities	Lack of time
India Gen Zs	35%	32%	29%	28%	27%
	Compliance requirements limit use	AI tools available lack creative capabilities	Lack of effective training opportunities	AI tools are not well integrated with other systems or workflows	Lack of knowledge and experience
India millennials	29%	28%	26%	25%	25%



Well-Being as Infrastructure

- The majority of Gen Z and millennials in India say their mental well-being is good; top stressors include family and financial concerns, and millennials also indicated anxiety over climate change.
- Gen Zs cite long hours as a top factor of workplace stress while millennials point to a lack of leadership support.



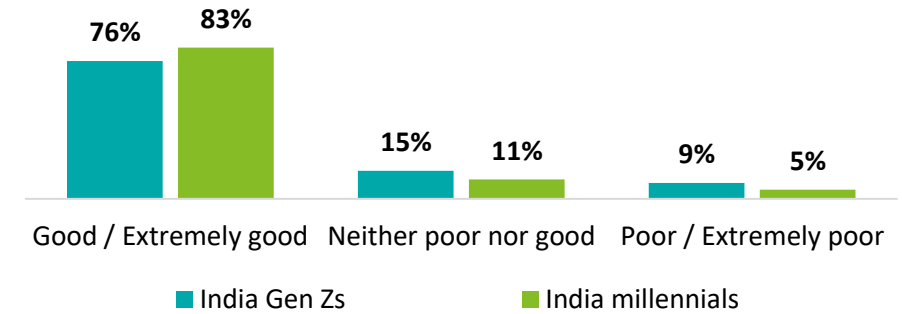
24% of Gen Zs and 18% of millennials in India say they feel stressed all or most of the time

Top five factors contributing a lot to anxiety/stress in India

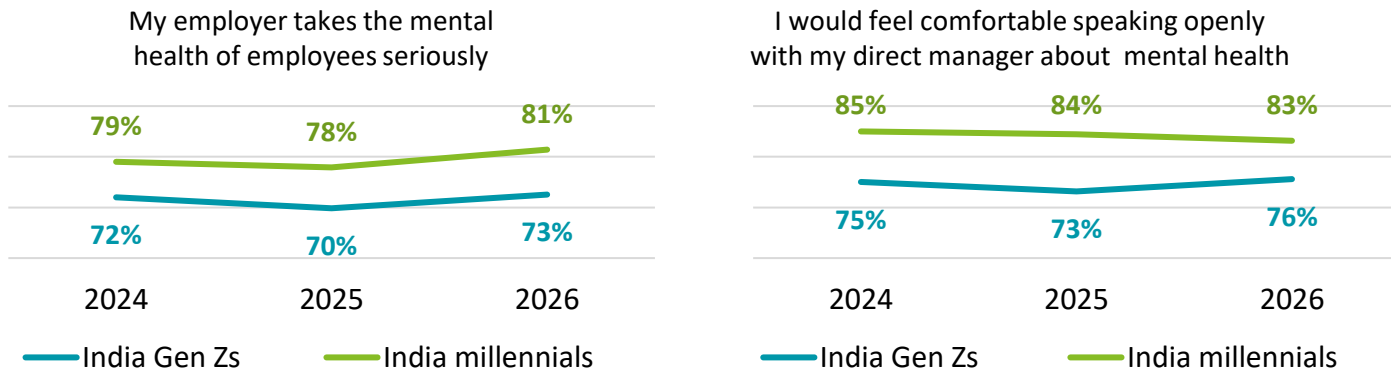
**asked only of those who feel anxious or stressed*

	The health / welfare of my family	Family / personal relationships	My longer-term financial future	My personal safety	Concerns about my mental health
India Gen Zs	44%	35%	34%	31%	31%
	The environment / climate change	The health / welfare of my family	My longer-term financial future	Family / personal relationships	The social / political climate
India millennials	38%	37%	30%	30%	29%

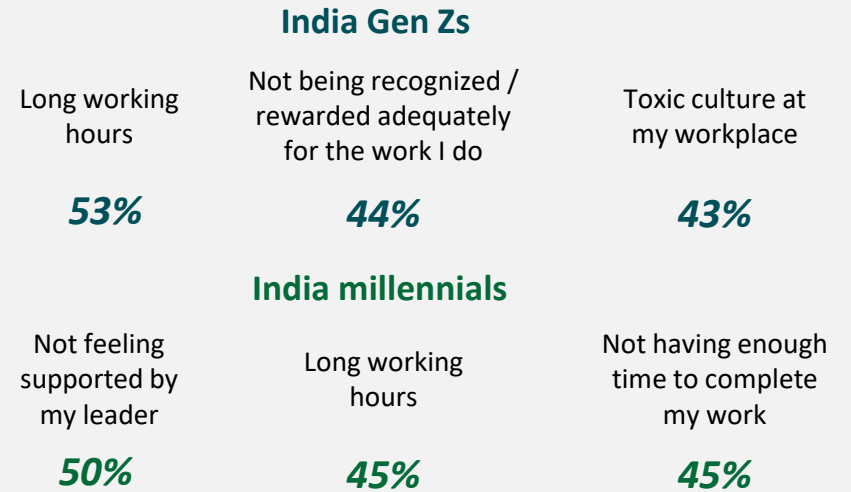
How respondents rate their overall mental well-being



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

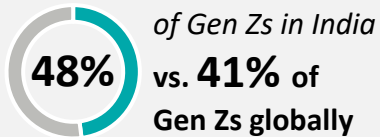
- Alignment with personal values and ability to contribute meaningfully are higher in India than globally.
- Belief in ability to drive change is also stronger, with 85% of Gen Z and 90% of millennials saying their organization seeks and incorporates feedback, compared to 69% globally.



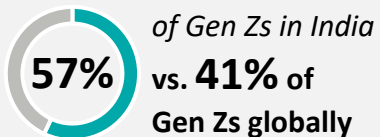
99% of Gen Zs and 98% of millennials in India say having a sense of purpose is important for their job satisfaction

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

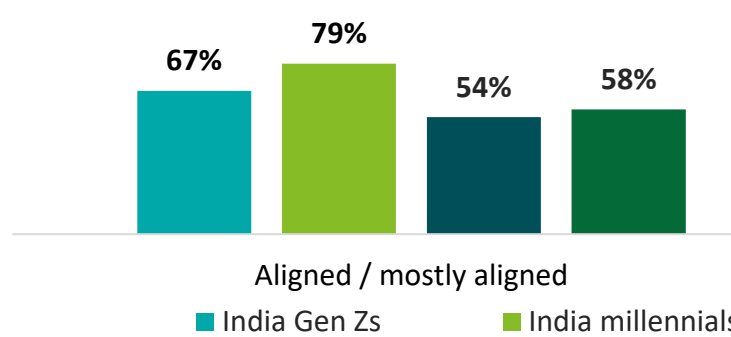
Potential employer



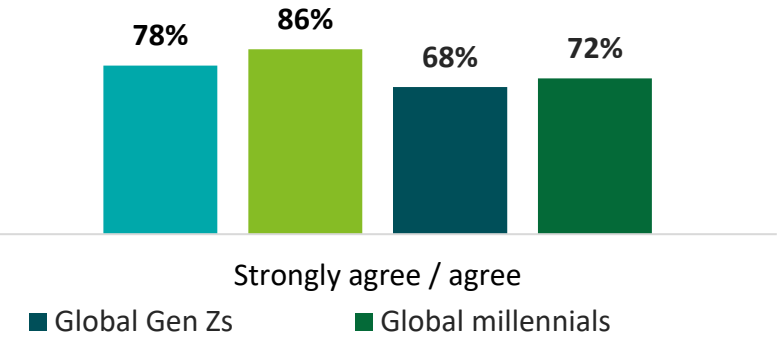
Assignment/project



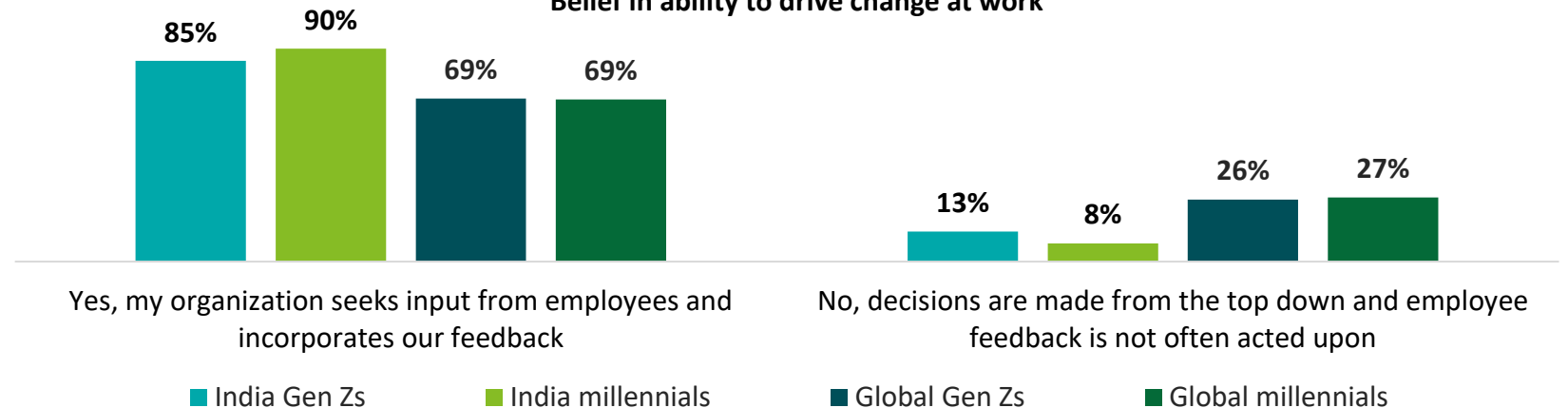
Percentage who say their current job aligns with their beliefs/values



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



Belief in ability to drive change at work



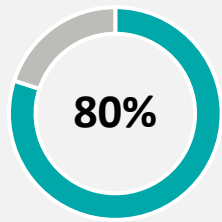


Workplace Connection: Relationships & Management

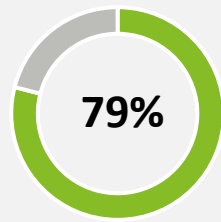
- Work friendships are common across both generations in India but have a weaker relationship with tenure among Gen Z than millennials.
- However, those with a work friend are more likely to indicate they are very happy with their life.



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



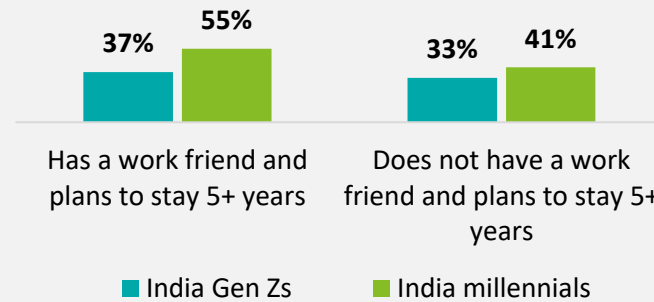
India Gen Zs



India millennials

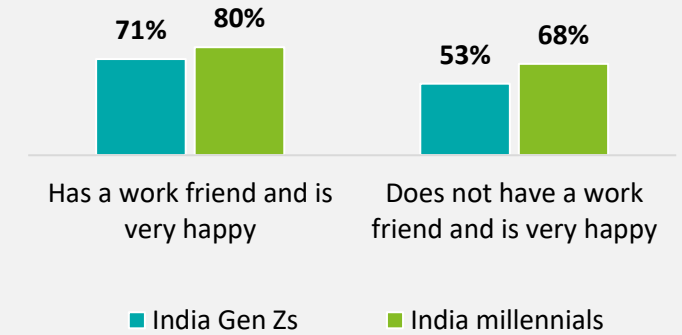
How work friendships correlate with planned work tenure

Percentage who plan to stay more than 5 years

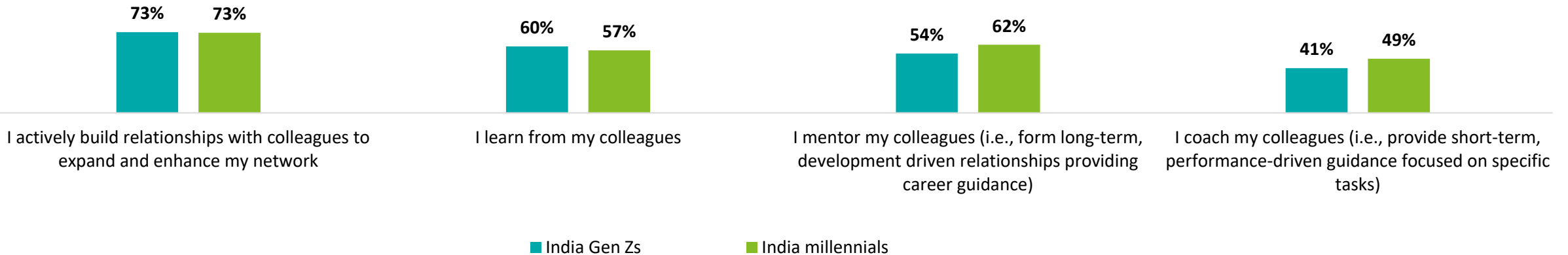


How work friendships correlate with happiness

Percentage who are very happy with their life



Engagement with work colleagues (percentage selecting each option)





The Future They're Preparing For

- Top knowledge transfer challenges across generations in India include confidentiality concerns, lack of incentives/recognition, and remote/hybrid work barriers.



73% of Gen Zs and 80% of millennials in India say *their team could maintain performance if a key expert left*

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

	Confidentiality concerns	Lack of incentives/recognition	Remote/hybrid work makes it harder to learn	Not enough time/prioritization	No standard templates or tools
India Gen Zs	43%	37%	36%	30%	29%
	Confidentiality concerns	Lack of incentives/recognition	Remote/hybrid work makes it harder to learn	Not enough time/prioritization	High turnover disrupts continuity
India millennials	39%	32%	31%	26%	25%



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 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 their related 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.

© 2026. For information, contact Deloitte Global.