



Deloitte Global 2026 Gen Z and Millennial Survey

Country profile: New Zealand



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 **New Zealand'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.

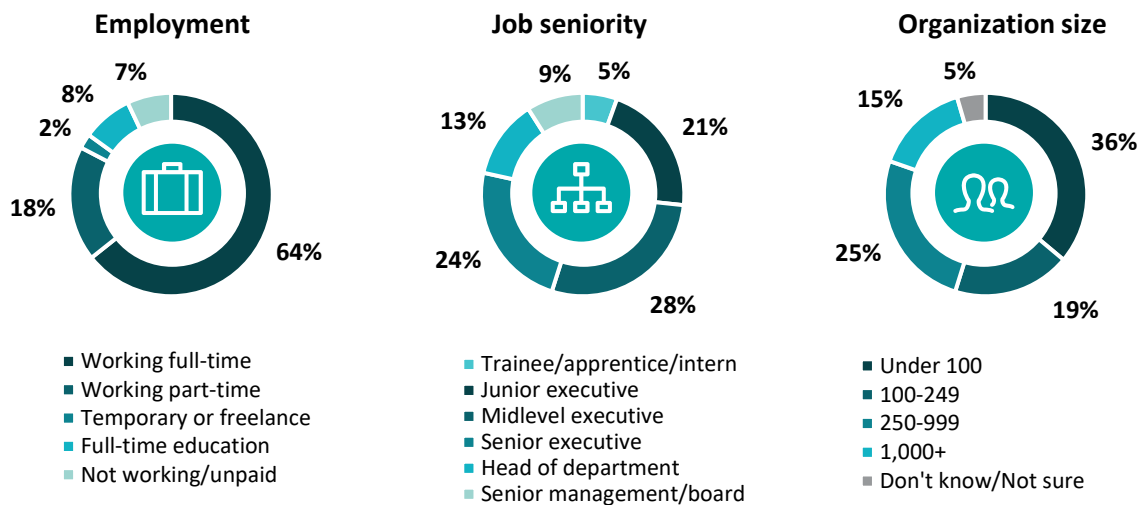
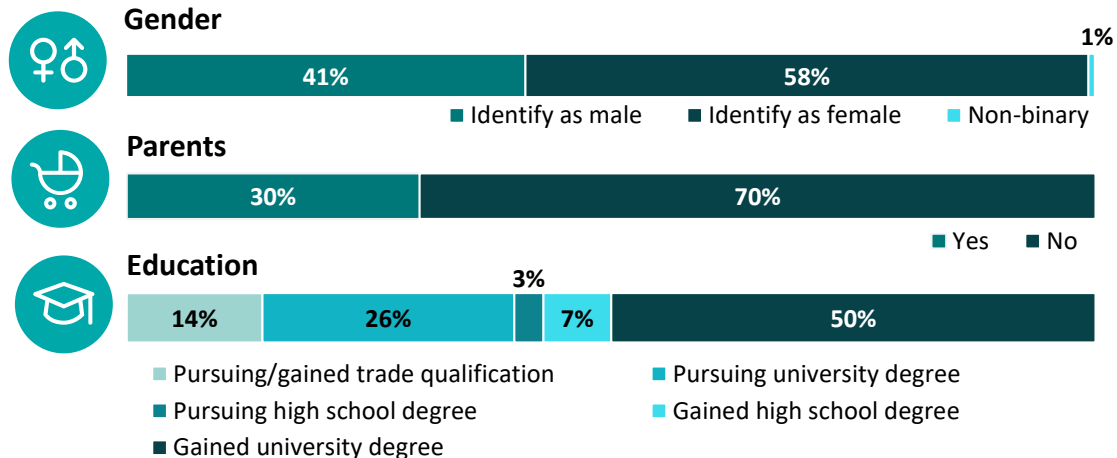


Country profile: New Zealand

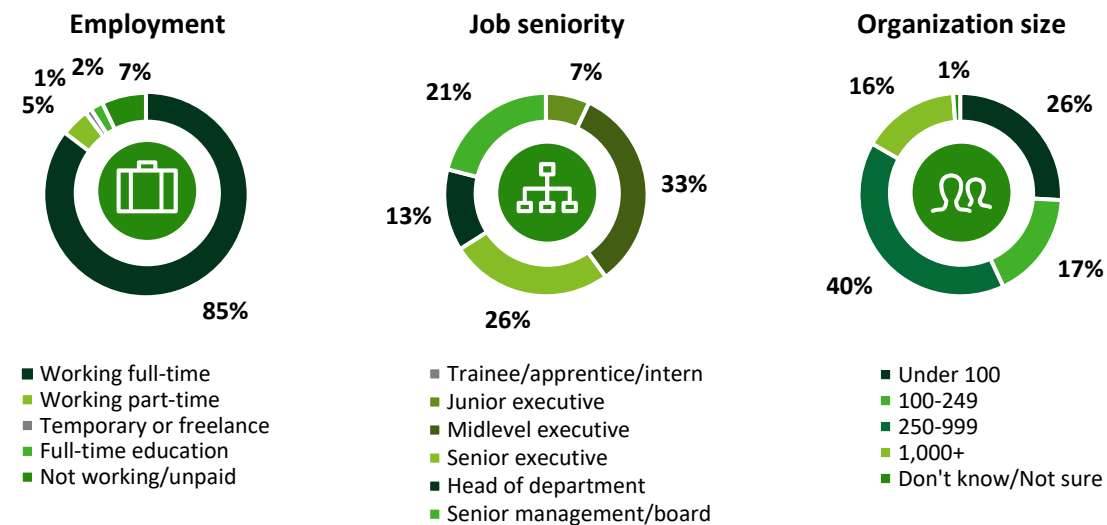
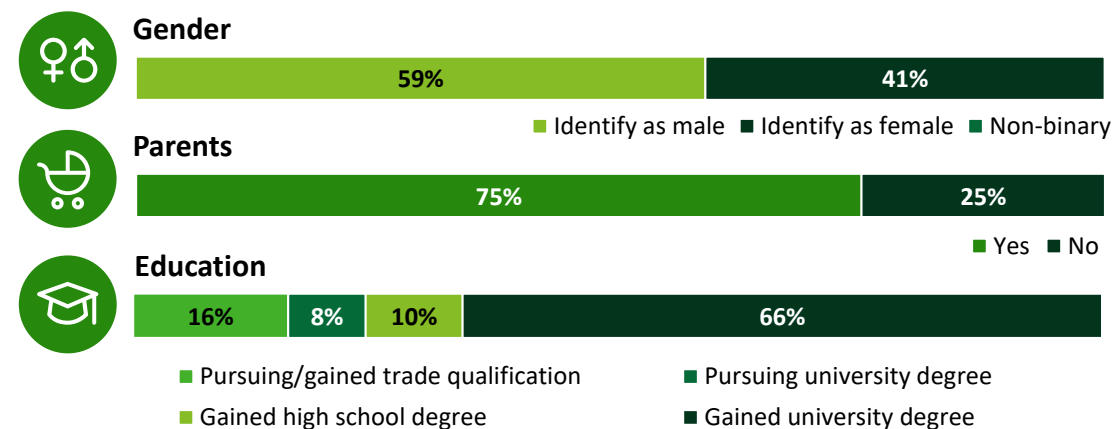
501 total respondents in New Zealand: 301 Gen Zs and 200 millennials



GEN Z PROFILE



MILLENNIAL PROFILE





The ‘Maybe Later’ Reality: Financial Pressure and Delayed Decisions



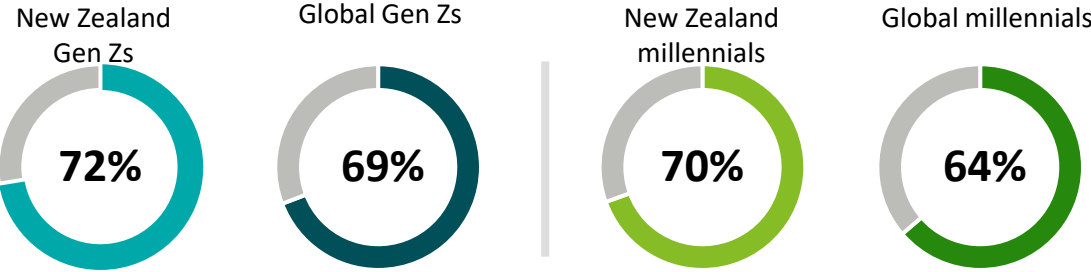
64% of Gen Zs and 67% of millennials in New Zealand say *they have delayed major life decisions due to their financial situation*

Top Concerns

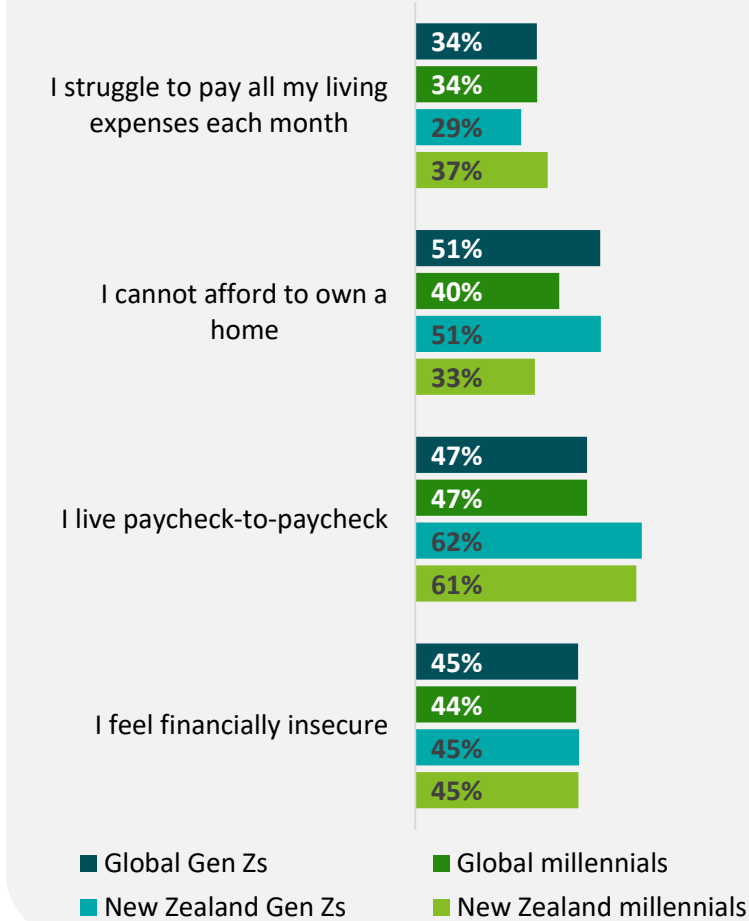
	Cost of living	Mental health of my generation	Unemployment	Economic growth	Climate change / protecting the environment
New Zealand Gen Zs	56%	22%	21%	16%	16%

	Cost of living	Unemployment	Mental health of my generation	Economic growth	Climate change / protecting the environment
New Zealand millennials	46%	18%	18%	17%	16%

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



Financial Stability





Leadership, Reconsidered



While 77% of Gen Zs and 76% of millennials in New Zealand are interested in pursuing leadership roles at some point in their careers, only 8% of Gen Zs and 6% of millennials say it is their primary career goal

Primary career goal					
	Achieving financial independence	Maintaining a good work / life balance	Achieving job stability and security	Becoming an expert in my field	Achieving a leadership position
New Zealand Gen Zs	21%	21%	12%	9%	8%
	Achieving financial independence	Maintaining a good work / life balance	Achieving job stability and security	Continuous learning and development	Becoming an expert in my field
New Zealand millennials	25%	19%	15%	10%	9%

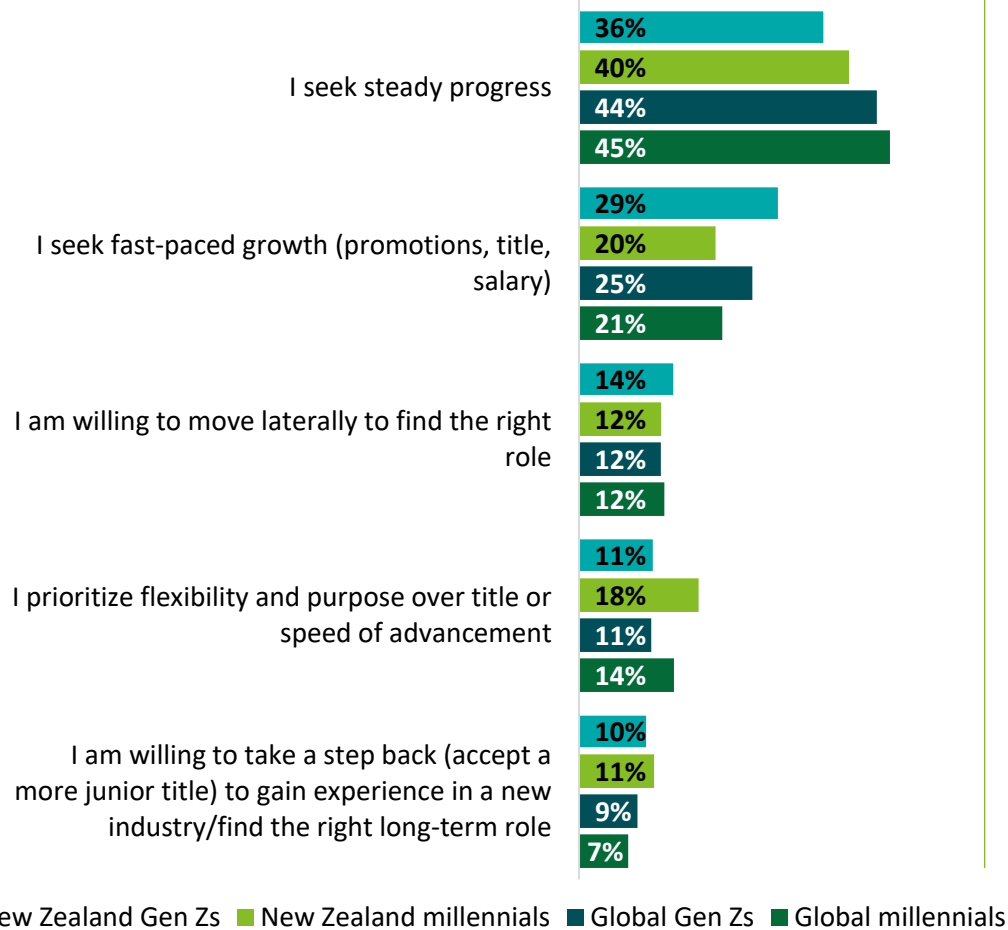


Leadership, Reconsidered

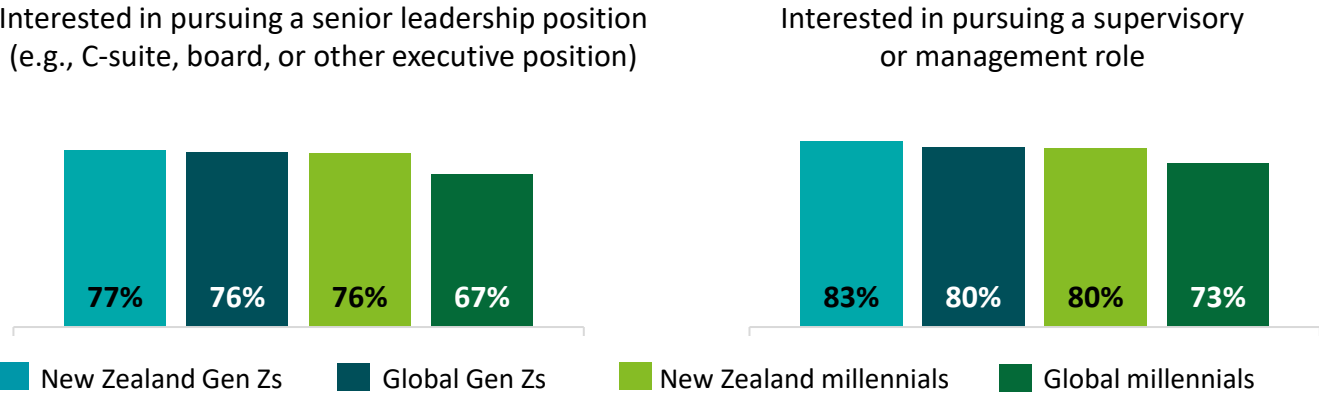


45% of Gen Zs and 61% of millennials globally, and 40% of Gen Zs and 67% of millennials in New Zealand manage or supervise teams or are executives leading organizations

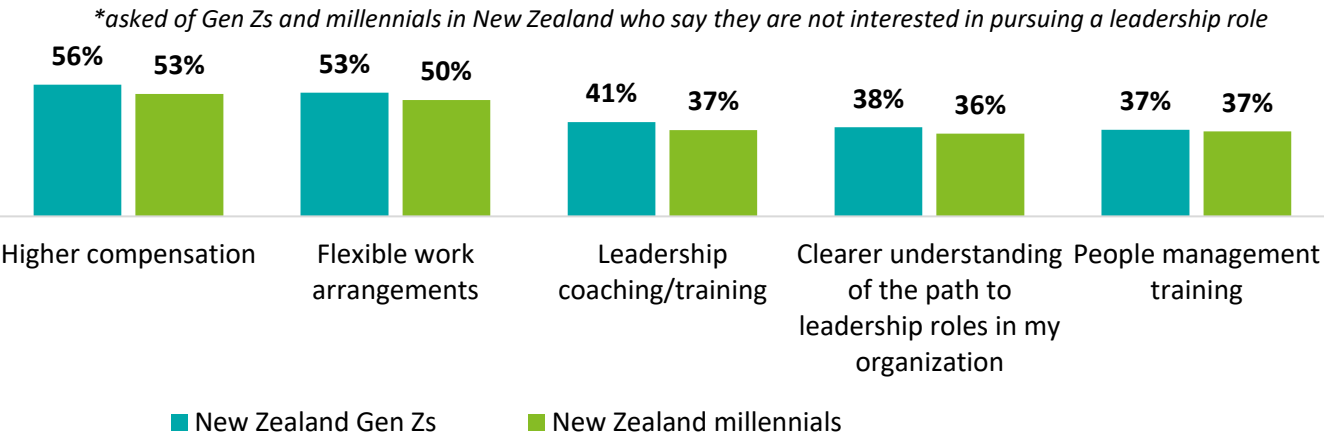
How respondents think about their career path (Percentage selecting each option)



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



Top five factors that would increase interest in leadership roles





Continuous Learning and Adaptability as a Career Strategy



Current and future skills

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

	Work ethic	Empathy / emotional intelligence	Communication skills	Collaboration / teamwork	Adaptability
New Zealand Gen Zs	56%	50%	47%	44%	43%

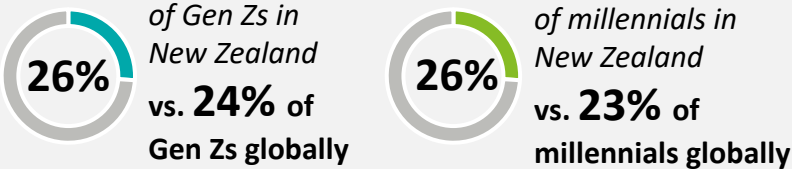
	Work ethic	Critical thinking / problem solving	Collaboration / teamwork	Empathy / emotional intelligence	Time management
New Zealand millennials	48%	40%	37%	36%	34%

Percentage interested in developing this skill further (top 5)

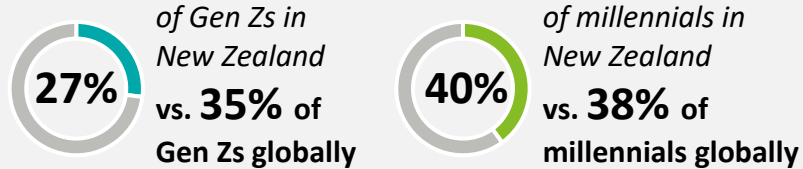
	Time management	Public speaking	Communication skills	Leadership / setting vision / decision making	People management / coaching
New Zealand Gen Zs	46%	45%	44%	43%	41%

	AI / automation tool fluency	Storytelling	Leadership / setting vision / decision making	Data analysis / interpretation	People management / coaching
New Zealand millennials	49%	46%	45%	44%	43%

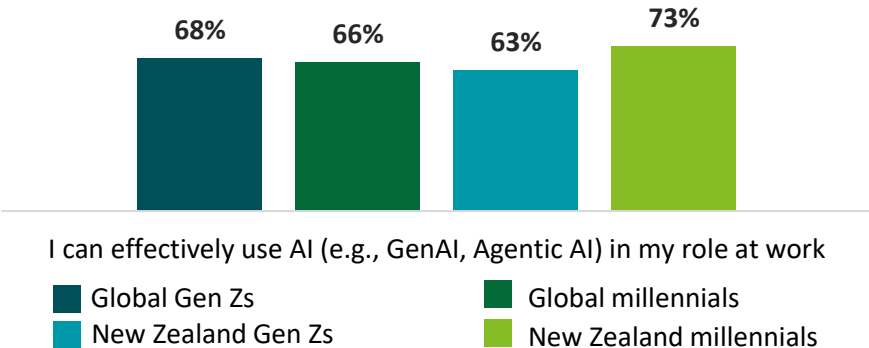
Percentage of respondents saying they have completed AI training



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





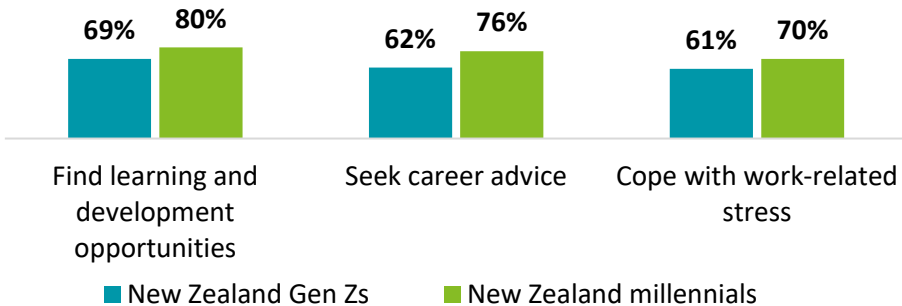
AI, Adaptability, and the Readiness Gap



66% of Gen Zs and 77% of millennials in New Zealand use AI in their day-to-day work

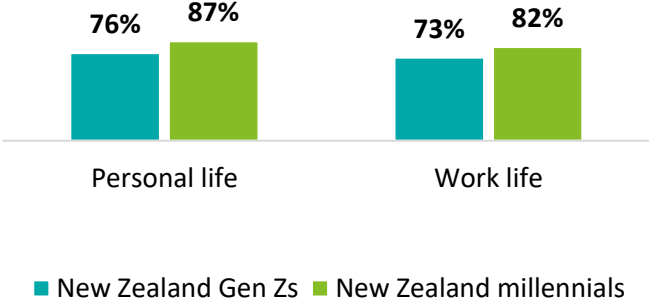
How respondents use AI for growth/well-being

Percentage saying agree/strongly agree



Those who say AI positively impacts their...

Percentage saying very/somewhat positive

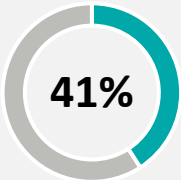


Top five barriers to AI use at work

Percentage selecting each option

	It's easier/takes less time to do it myself	Compliance requirements limit use	Lack of knowledge and experience	AI tools don't address specific needs of my role	AI tools are not well integrated with other systems or workflows
New Zealand Gen Zs	27%	25%	25%	25%	24%
	Lack of effective training opportunities	AI tools are not well integrated with other systems or workflows	Lack of knowledge and experience	It's easier/takes less time to do it myself	My organization does not support using AI for my job function
New Zealand millennials	28%	25%	25%	22%	22%

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



of Gen Zs in New Zealand vs. **38%** of Gen Zs globally



of millennials in New Zealand vs. **40%** of millennials globally



Well-Being as Infrastructure



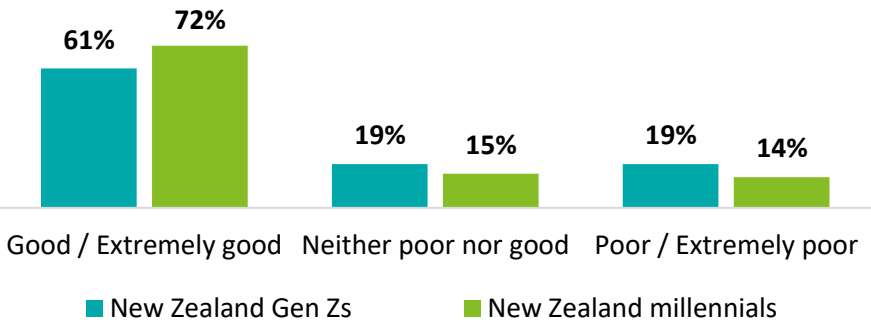
41% of Gen Zs and 34% of millennials in New Zealand say *they feel stressed all or most of the time*

Top five factors contributing a lot to anxiety/stress in New Zealand

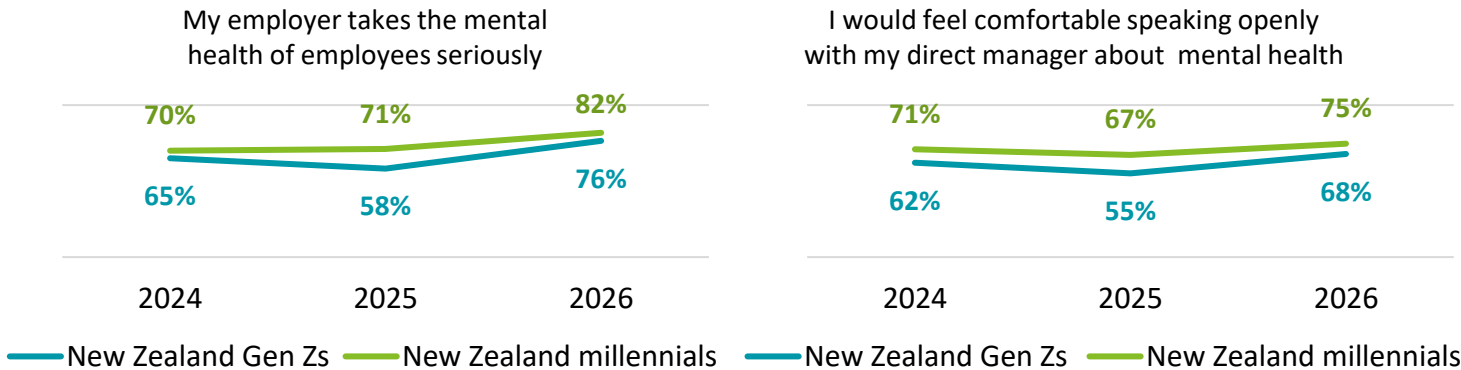
**asked only of those who feel anxious or stressed*

	My longer-term financial future	My day-to-day finances	The health / welfare of my family	Family / personal relationships	My job
New Zealand Gen Zs	44%	35%	32%	31%	27%
	My day-to-day finances	My longer-term financial future	The health / welfare of my family	Family / personal relationships	My physical health
New Zealand millennials	39%	33%	33%	30%	28%

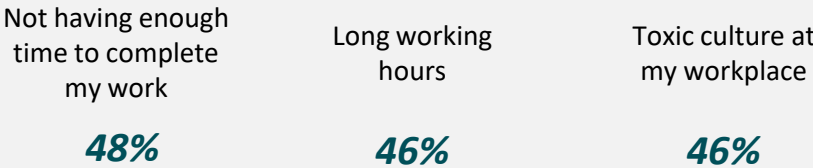
How respondents rate their overall mental well-being



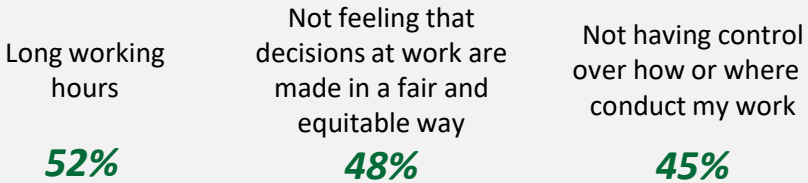
Percentage who agree/strongly agree with the following statements about mental health in the workplace



Top three aspects of job contributing to anxiety/stress New Zealand Gen Zs



New Zealand millennials





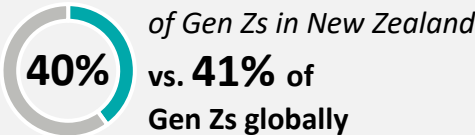
The Ideal Workplace: Where Purpose and Connection Converge



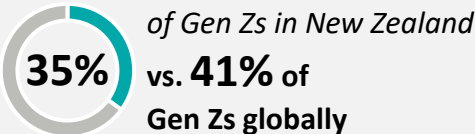
97% of Gen Zs and 99% of millennials in New Zealand say *having a sense of purpose is important for their job satisfaction*

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

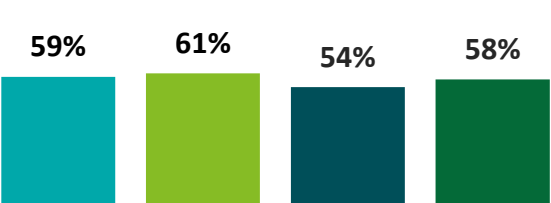
Potential employer



Assignment/project



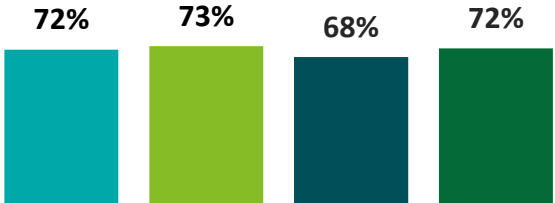
Percentage who say their current job aligns with their beliefs/values



Aligned / mostly aligned

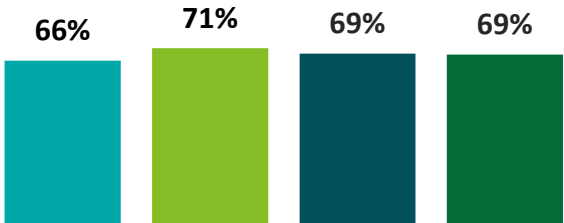
■ New Zealand Gen Zs ■ New Zealand millennials ■ Global Gen Zs ■ Global millennials

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

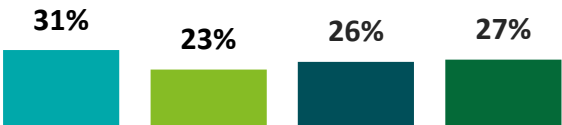


Strongly agree / agree

Belief in ability to drive change at work



Yes, my organization seeks input from employees and incorporates our feedback



No, decisions are made from the top down and employee feedback is not often acted upon

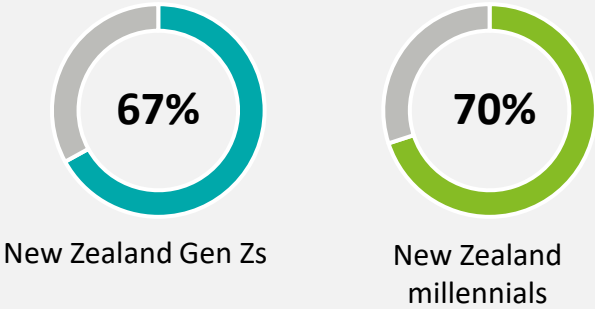
■ New Zealand Gen Zs ■ New Zealand millennials ■ Global Gen Zs ■ Global millennials



Workplace Connection: Relationships & Management

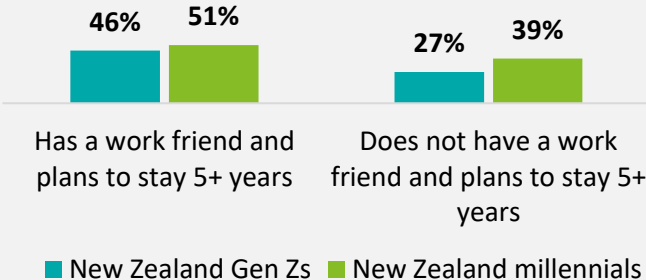


Percentage of respondents in New Zealand who say they have *work colleagues* that they consider *personal friends*.



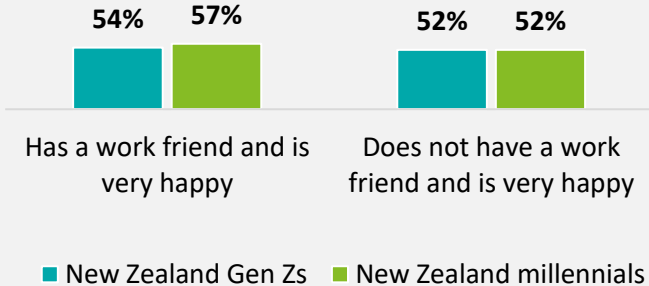
How work friendships correlate with planned work tenure

Percentage who plan to stay more than 5 years

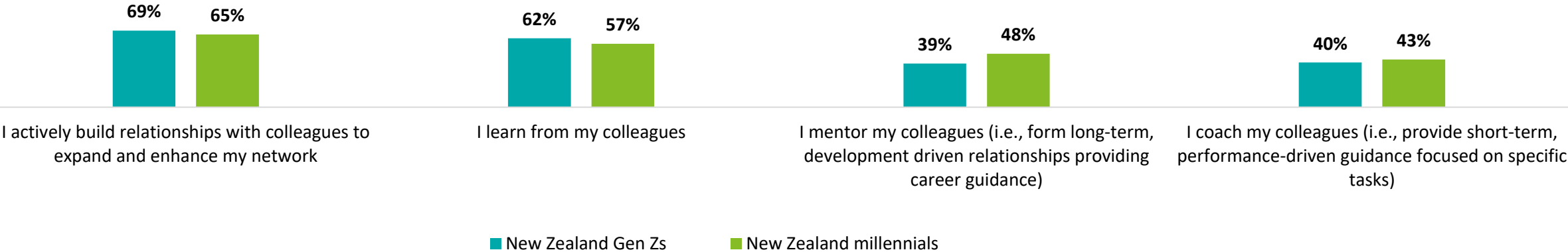


How work friendships correlate with happiness

Percentage who are very happy with their life



Engagement with work colleagues (percentage selecting each option)





The Future They’re Preparing For



60% of Gen Zs and 65% of millennials in New Zealand 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	Not enough time/prioritization	No standard templates or tools	Remote/hybrid work makes it harder to learn	High turnover disrupts continuity
New Zealand Gen Zs	38%	33%	31%	28%	25%
	Lack of incentives/recognition	Not enough time/prioritization	No standard templates or tools	Confidentiality concerns	Remote/hybrid work makes it harder to learn
New Zealand millennials	39%	34%	33%	30%	28%



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