



Deloitte Global 2025 Gen Z and Millennial Survey

Country profile: Thailand

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 **Thailand’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.

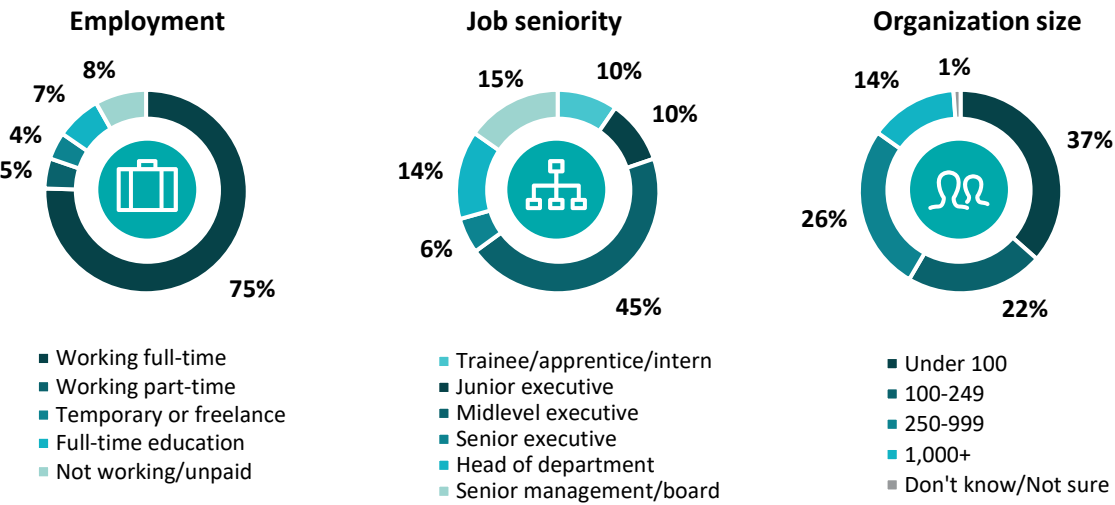
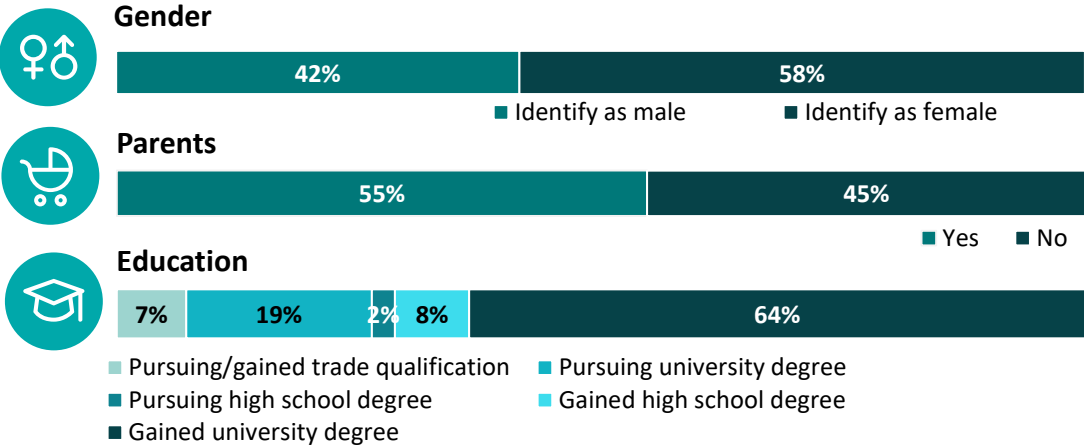
As defined in the study, Gen Z respondents were born between January 1995 and December 2006, and millennial respondents were born between January 1983 and December 1994.

Country profile: Thailand

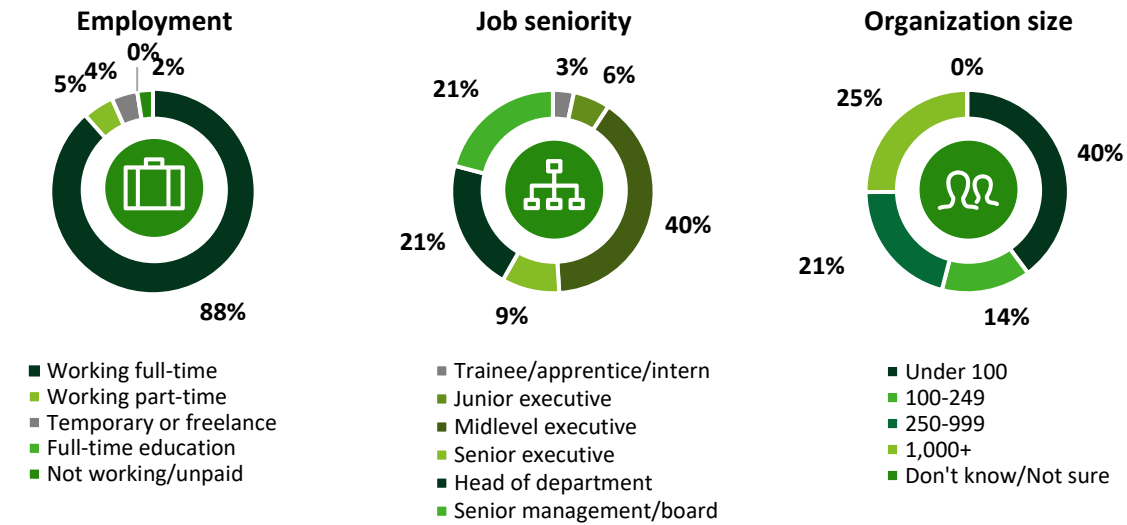
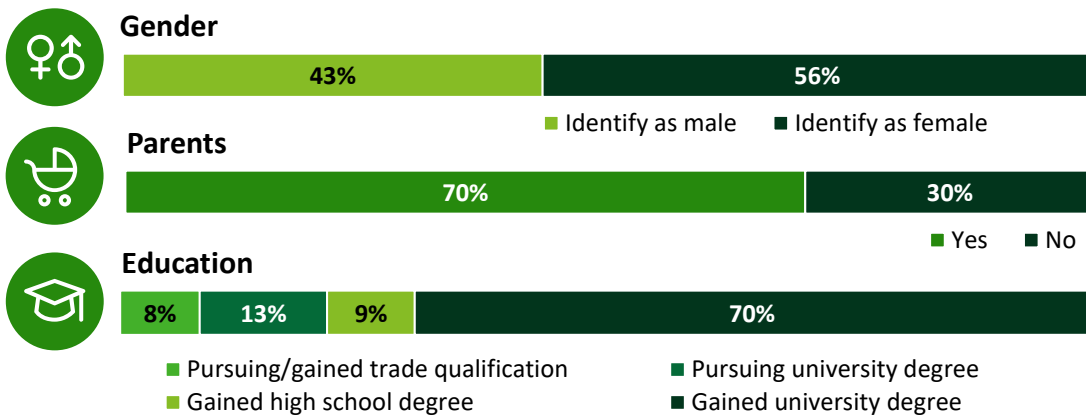
330 total respondents in Thailand: 209 Gen Zs and 121 millennials



GEN Z PROFILE



MILLENNIAL PROFILE



Career growth and skills needed to succeed in the workforce

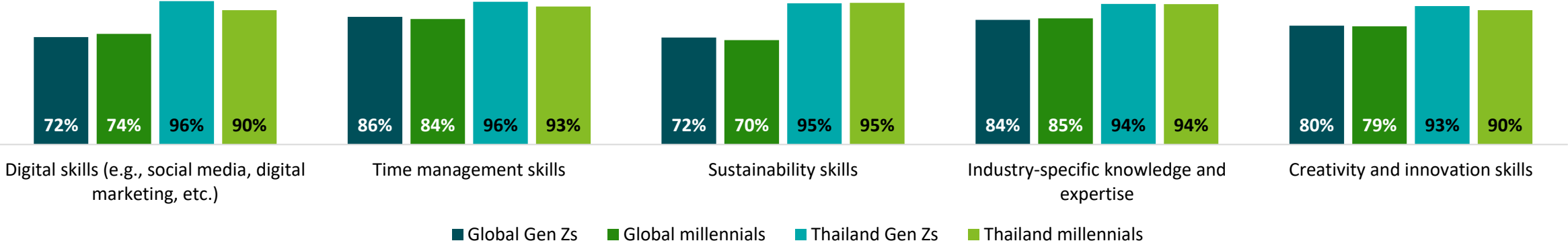


86% of Gen Zs and 83% of millennials in Thailand say they are developing skills to advance their careers once a week or more

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



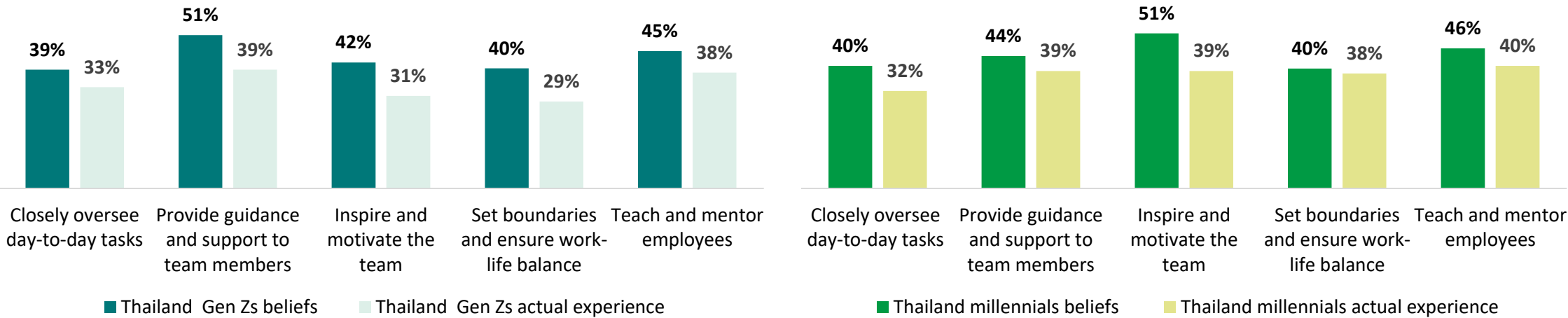
Most required skills for career advancement according to Gen Zs and millennials (percentage of respondents selecting highly/somewhat required):



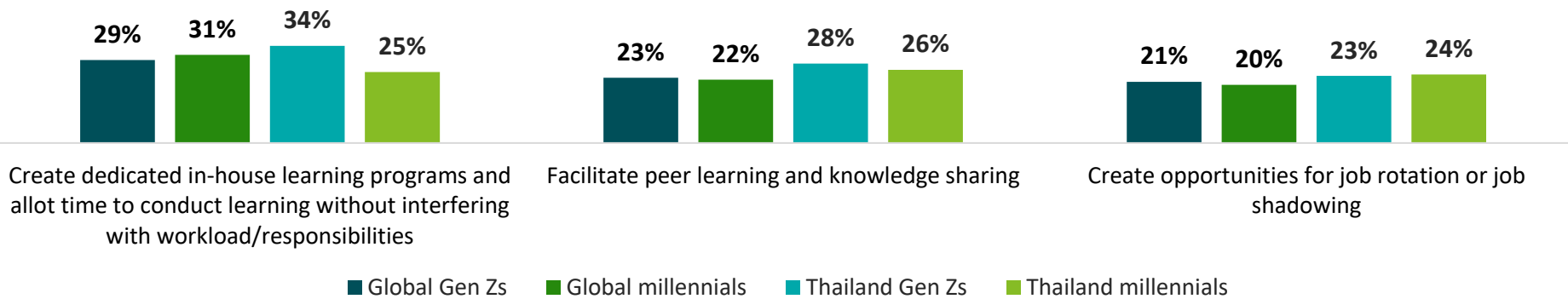
Learning and development and the leadership gap



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



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

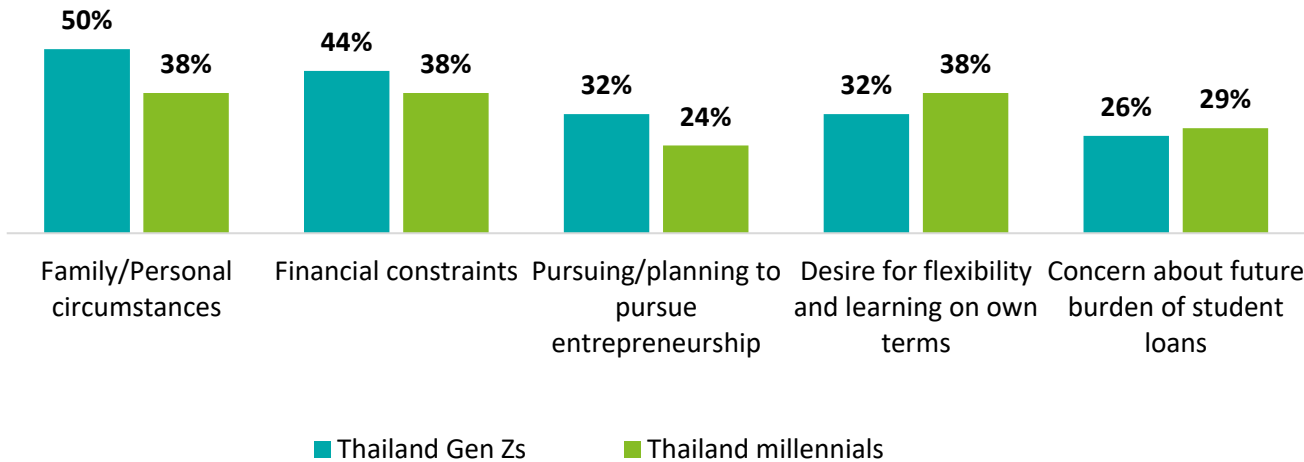


Examining the value of higher education

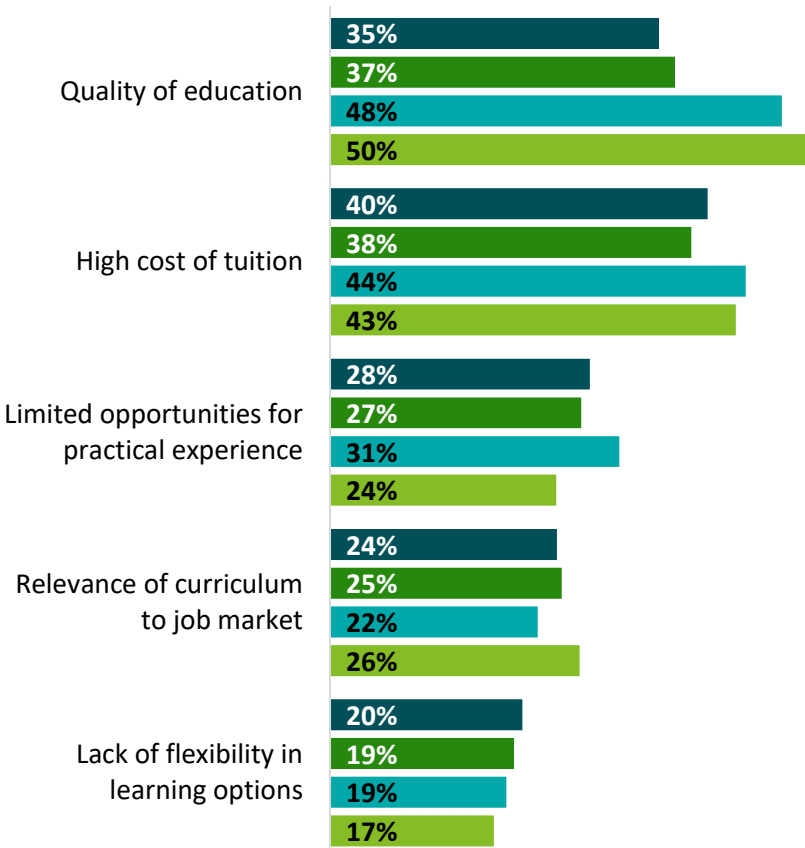


16% of Gen Zs and 17% of millennials in Thailand say they decided not to pursue higher education compared to 31% of Gen Zs and 32% of millennials globally

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



Concerns about the higher education system

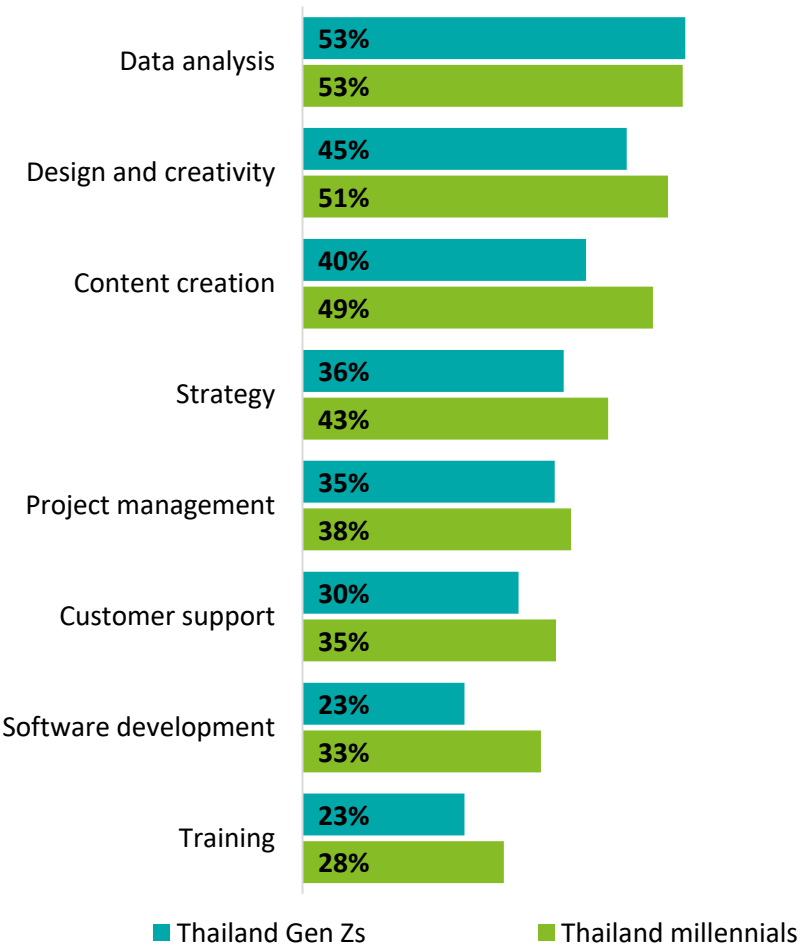


The promise of GenAI



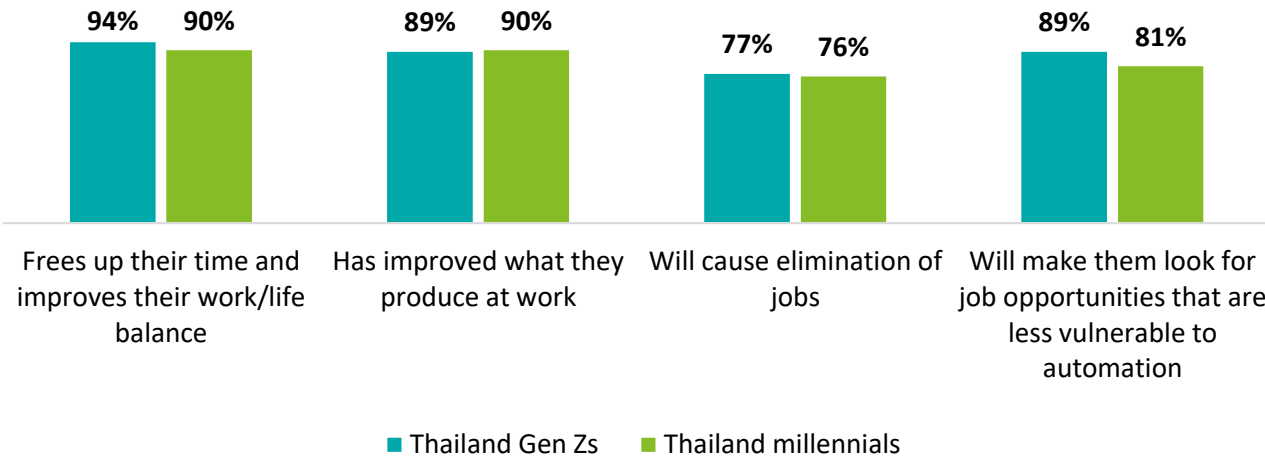
89% of Gen Zs and 81% of millennials in Thailand are already using GenAI in their day-to-day work.

Current use cases for GenAI tools



26% of Gen Zs and 24% of millennials in Thailand say they have already completed GenAI training. And 60% of Gen Zs and 48% of millennials in Thailand 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)

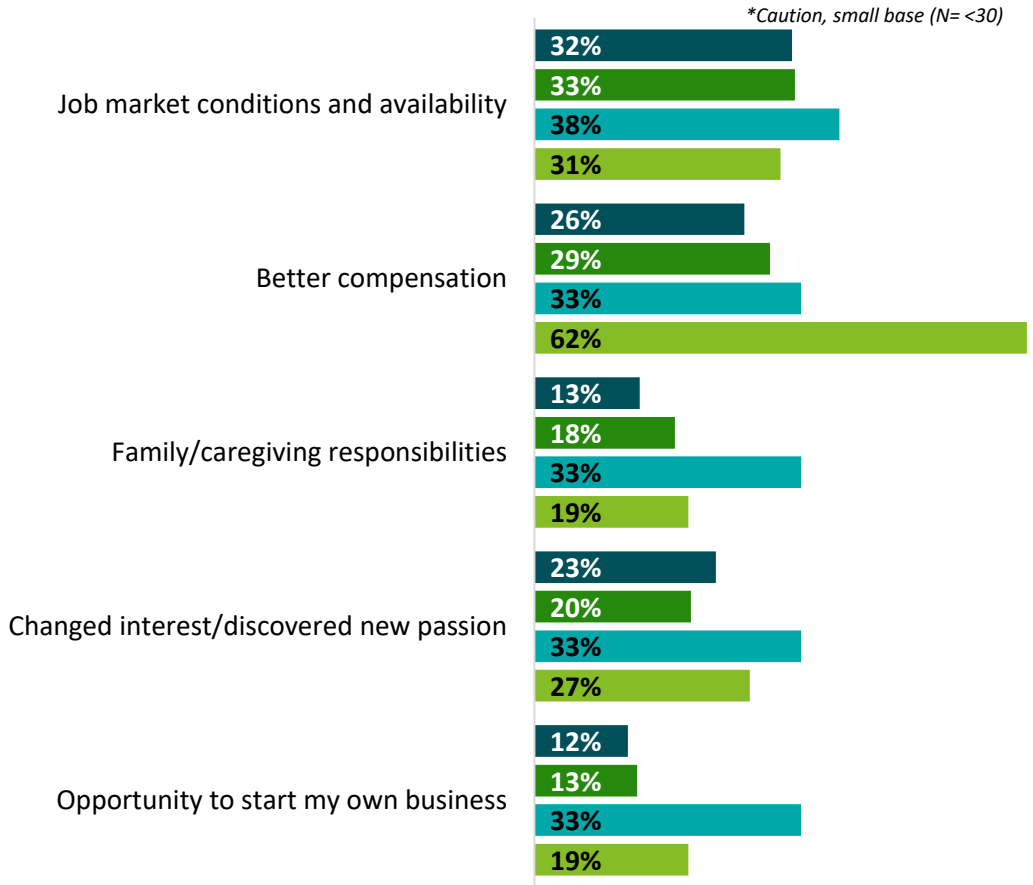


Career ambitions and reasons for leaving an employer

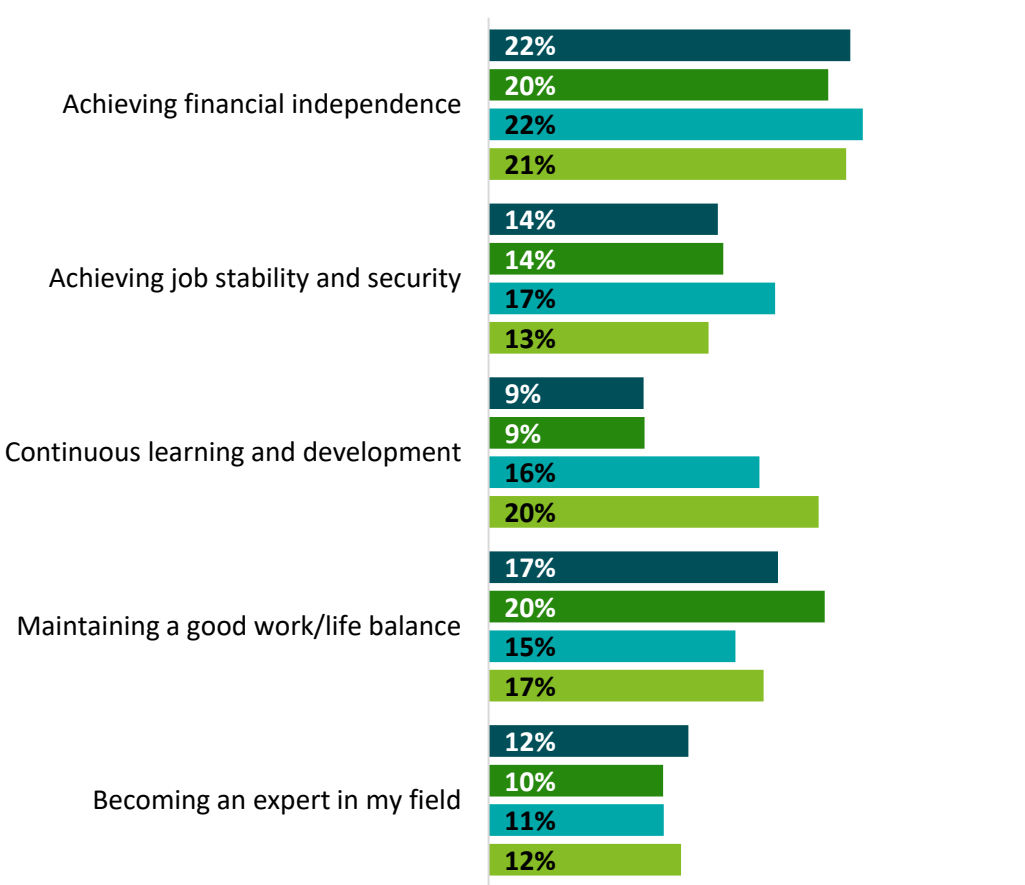


12% of Gen Zs and 22% of millennials in Thailand are no longer working in the industry or career path they originally intended.

Top reasons for changing industry/field/career path



Top career goals



■ Global Gen Zs ■ Global millennials ■ Thailand Gen Zs ■ Thailand millennials

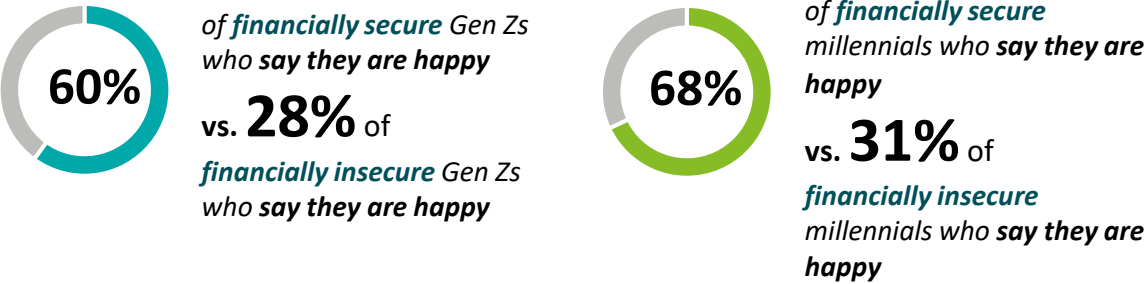
■ Global Gen Zs ■ Global millennials ■ Thailand Gen Zs ■ Thailand millennials

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



Money

How financial security correlates with happiness (Global)



Meaning

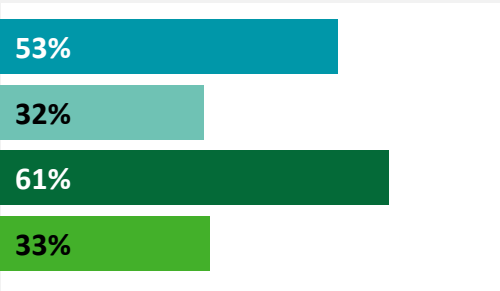
How alignment with their organization’s values correlates with happiness (Global)



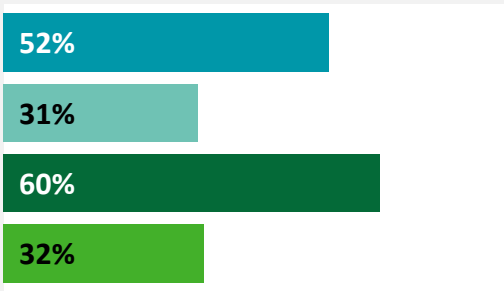
Well-being

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

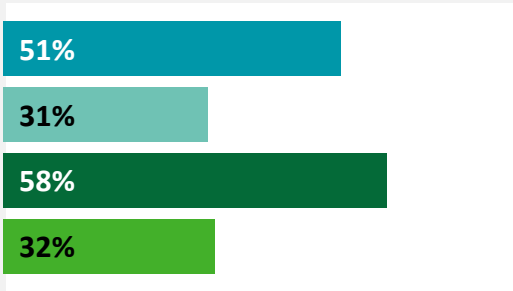
Their organization’s efforts to foster better mental health



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



Top concerns

	Cost of living	Economic growth	Cybersecurity/ protection of personal data	Climate change/ protecting the environment	Health care/ disease prevention
Thailand Gen Zs	38%	23%	22%	19%	19%

	Cost of living	Economic growth	Cybersecurity/ protection of personal data	Health care/ disease prevention	Climate change/ protecting the environment
Thailand millennials	36%	26%	23%	22%	19%

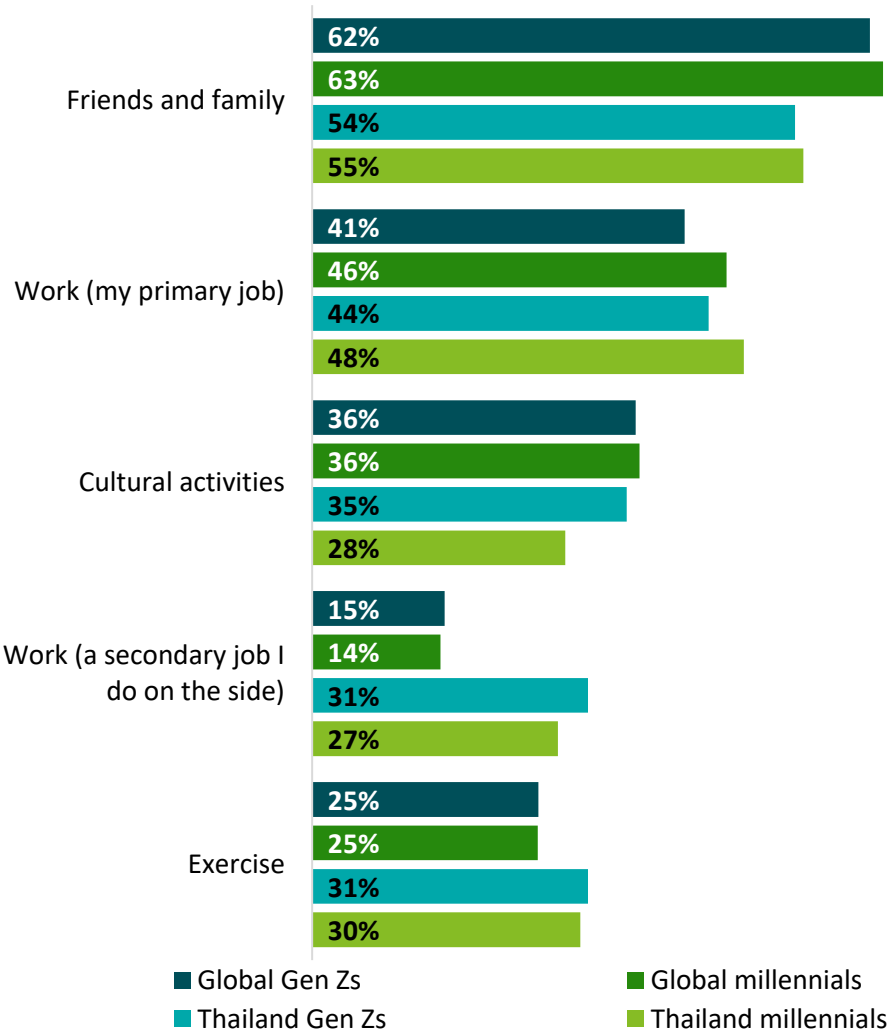
Percentage who agree with the following statements about financial security



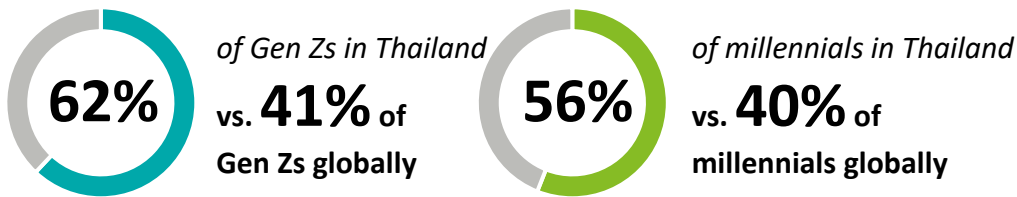
Prioritizing purpose: How younger generations are seeking meaning at work



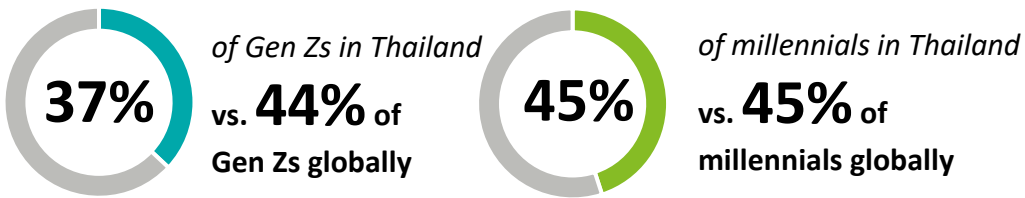
Most important factors to their sense of identity



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)



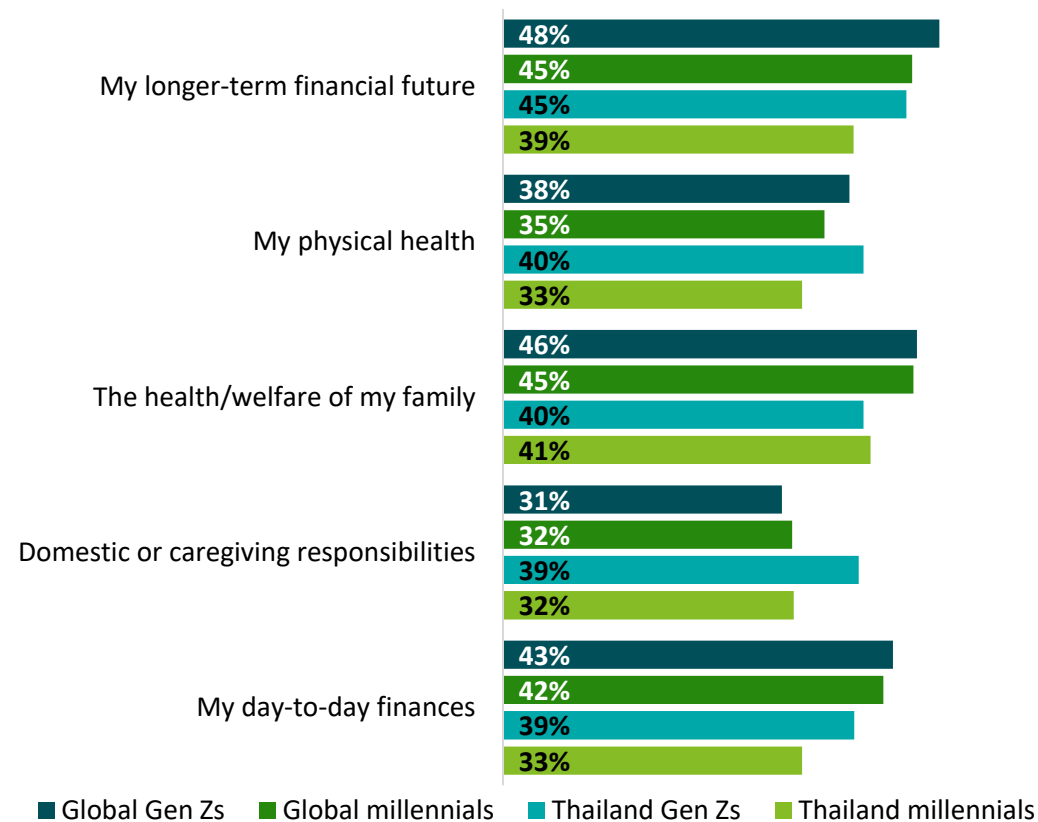
97% of Gen Zs and 95% of millennials in Thailand consider a sense of purpose to be very or somewhat important for their job satisfaction and well-being.

Enhancing mental well-being by confronting workplace stress

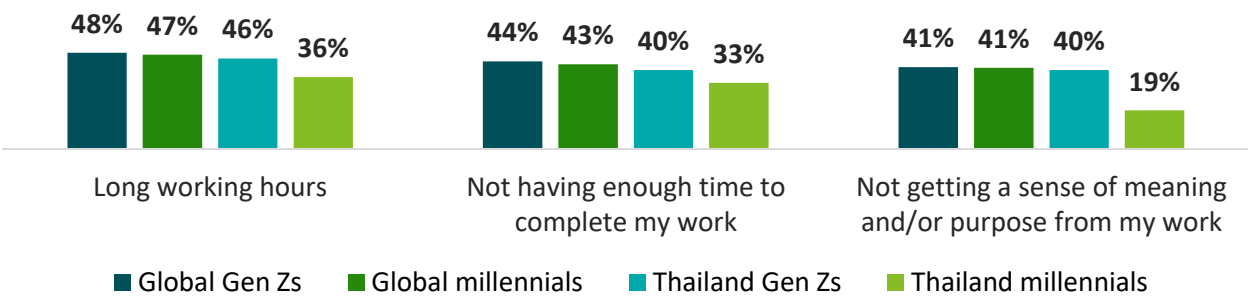


32% of Gen Zs and 33% of millennials in Thailand say they feel stressed or anxious all or most of the time.

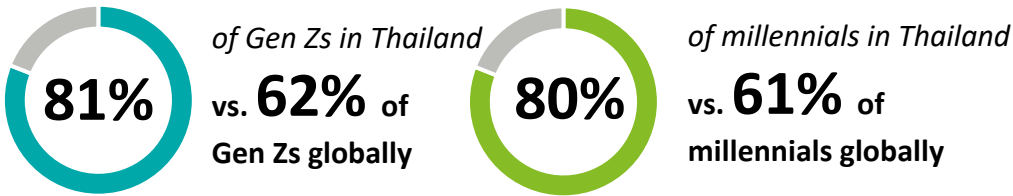
Top five factors contributing a lot to their feelings of anxiety or stress: **asked only of those who feel anxious or stressed*



36% of Gen Zs and 34% of millennials in Thailand 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)*

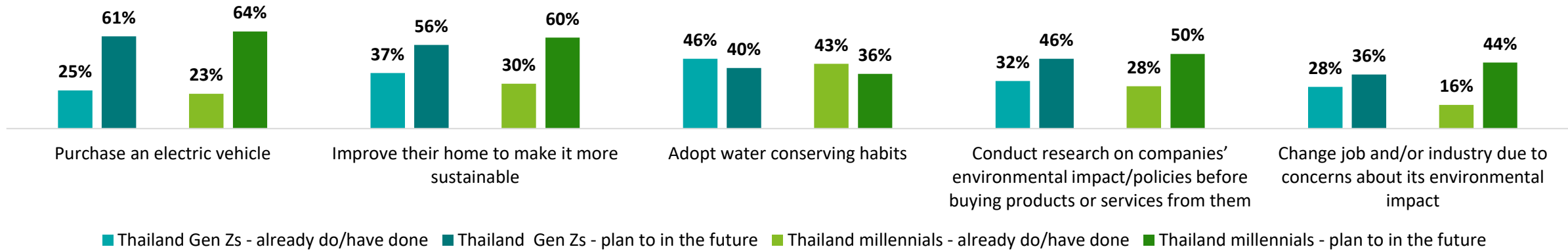


Anxiety and action: How environmental concerns shape Gen Z and millennial behavior

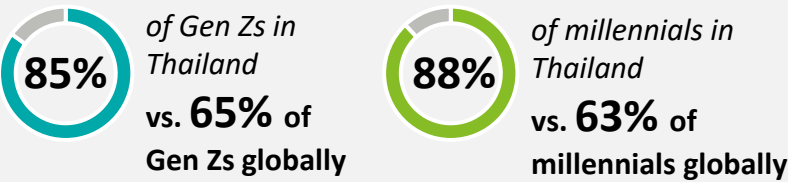


88% of Gen Zs and 79% of millennials in Thailand, compared to 65% of Gen Zs and 63% of millennials globally
say that they have felt worried or anxious about environmental impact in the last month.

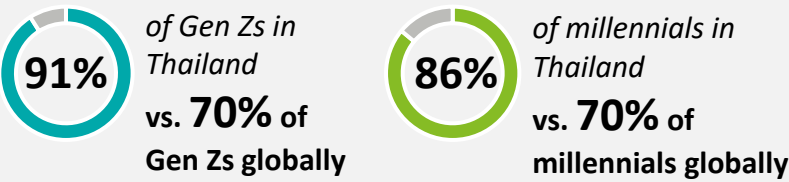
Environmental impact actions taken or planned



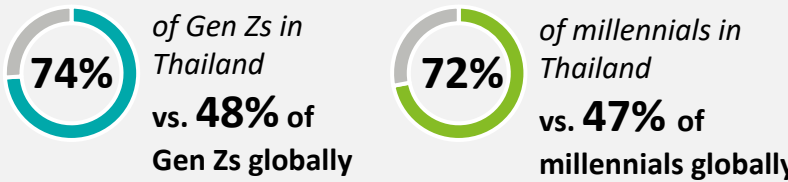
Percentage of respondents who say they are willing to pay more to purchase environmentally sustainable products or services (those saying strongly agree/ agree)



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)





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