



## Deloitte Global 2025 Gen Z and Millennial Survey

Country profile: Thailand

# Methodology



- **23,482 respondents** in total
- **44 countries:** North America, Latin America, Western Europe, Eastern Europe, the Middle East, Africa, and Asia-Pacific
- Data Collection Period: **October to December 2024**

## GEN Z



**14,751 respondents**



**Age 18 - 30 years old**  
(Born between January 1995 and December 2006)

## GEN Y (Millennial)



**8,731 respondents**



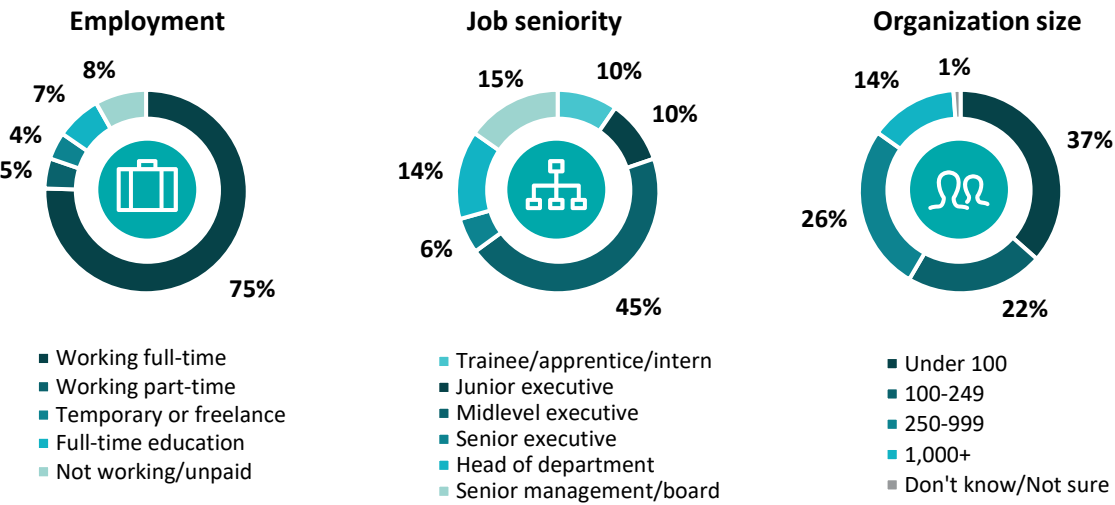
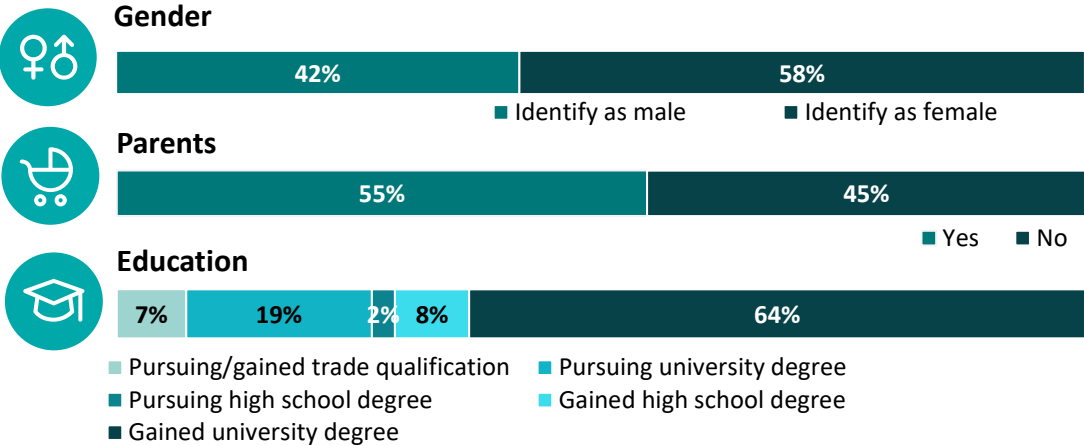
**Age 30 - 42 years old**  
(Born between January 1983 and December 1994)

# Country profile: Thailand

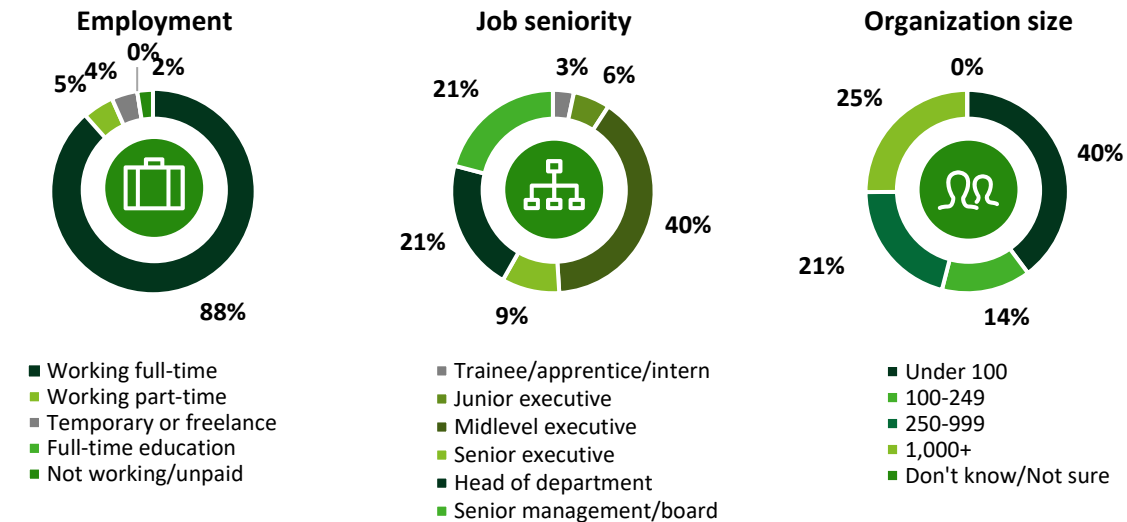
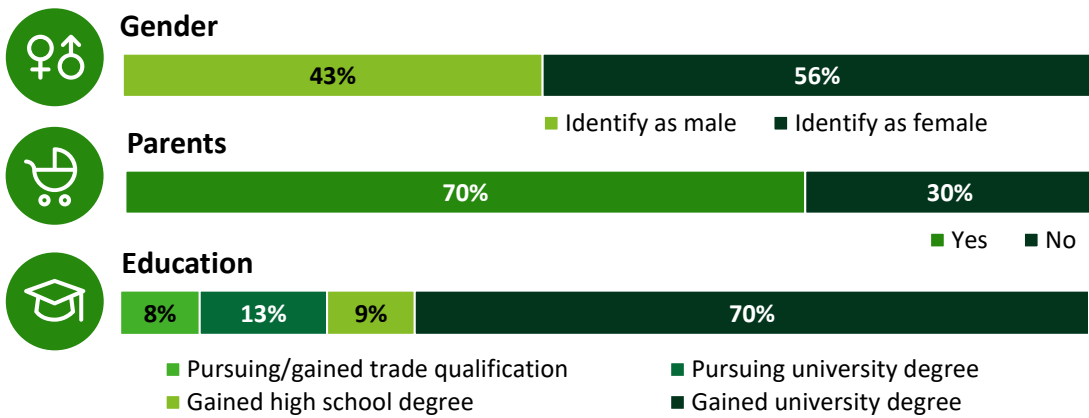
330 total respondents in Thailand: 209 Gen Zs and 121 Gen Ys



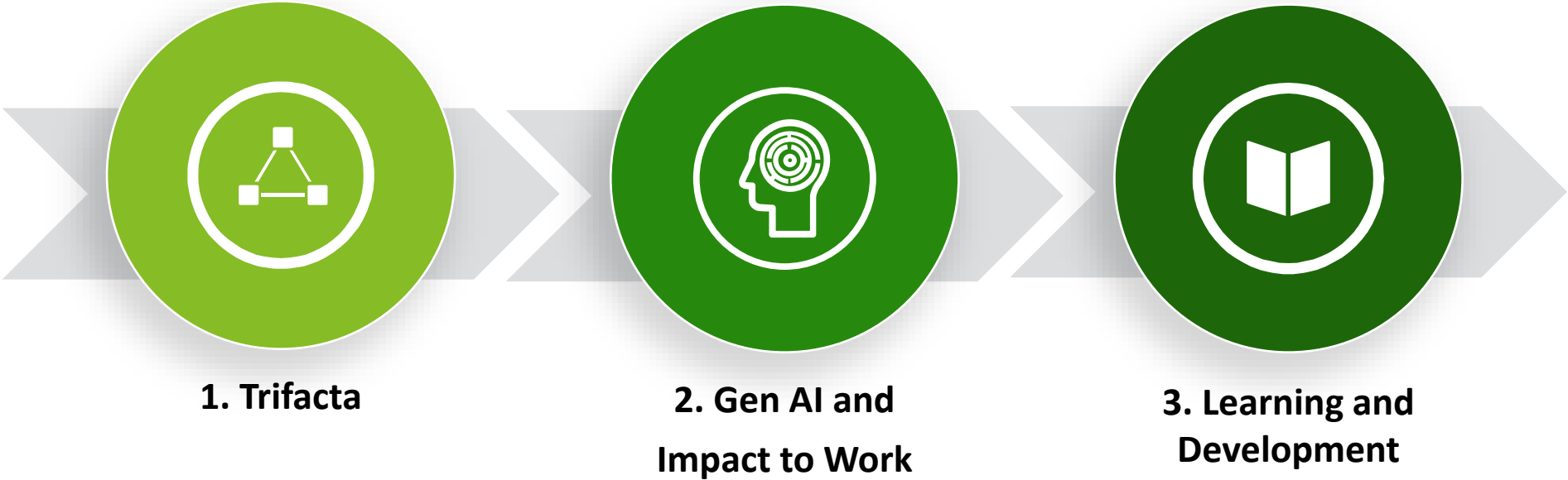
## GEN Z PROFILE



## GEN Y PROFILE



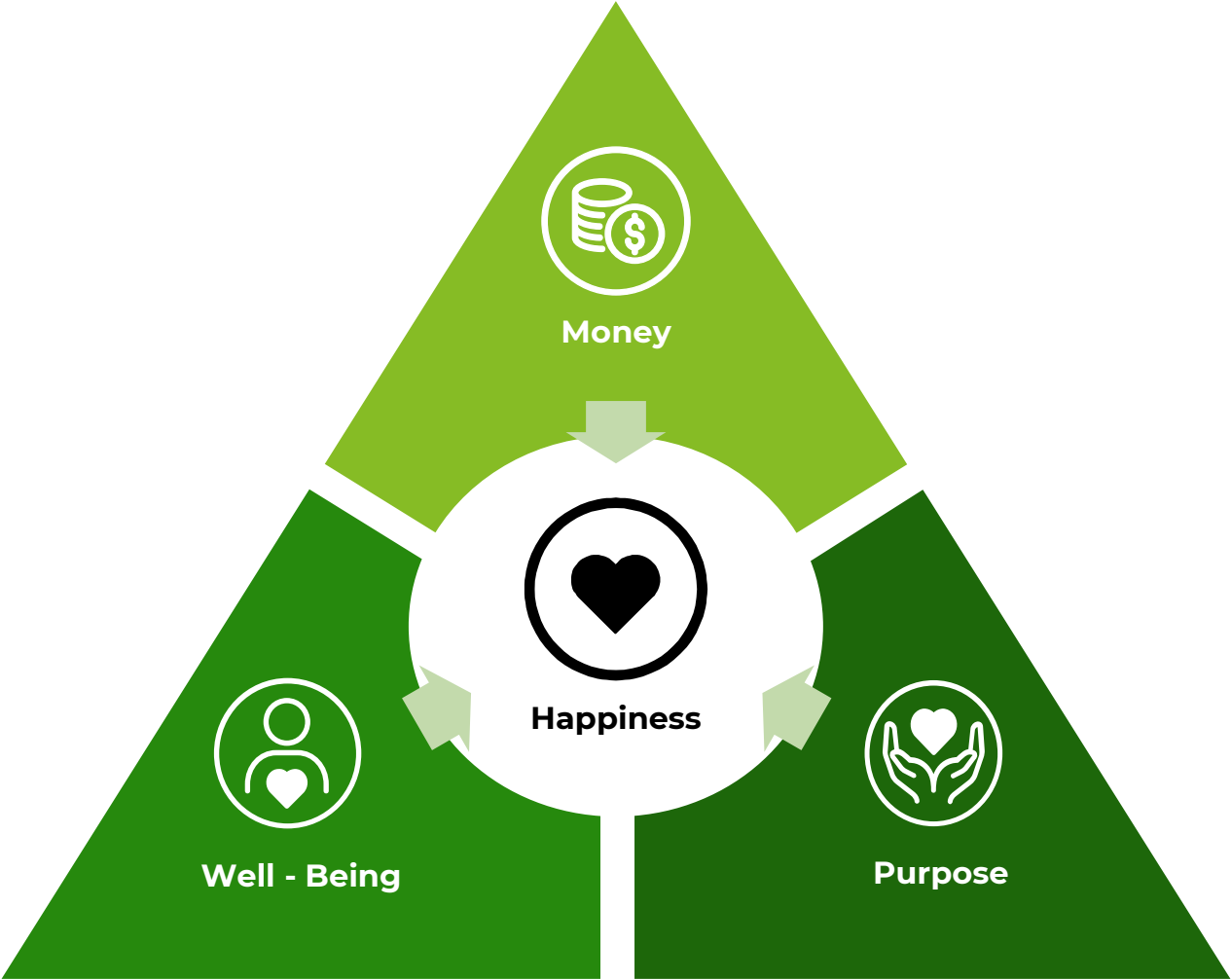
# Agenda





#1  
Trifecta

Trifecta

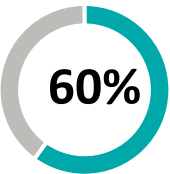


Happiness and the intersection of money, meaning, and well-being

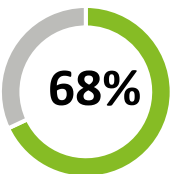


Money

How financial security correlates with happiness (Global)



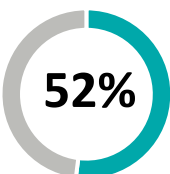
of **financially secure** Gen Zs who say they are happy  
vs. **28%** of **financially insecure** Gen Zs who say they are happy



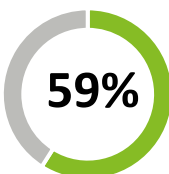
of **financially secure** Gen Ys who say they are happy  
vs. **31%** of **financially insecure** Gen Ys who say they are happy

Meaning

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



of Gen Zs whose **values are aligned with their organization** who say they are happy  
vs. **31%** of Gen Zs whose **values are NOT aligned with their organization** who say they are happy

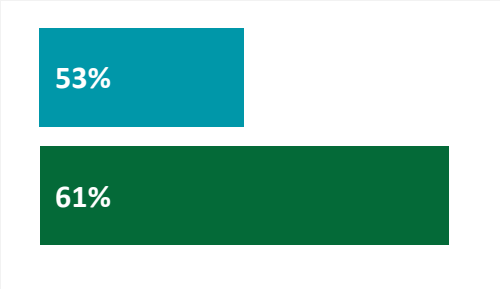


of Gen Ys whose **values are aligned with their organization** who say they are happy  
vs. **34%** of Gen Ys whose **values are NOT aligned with their organization** who say they are happy

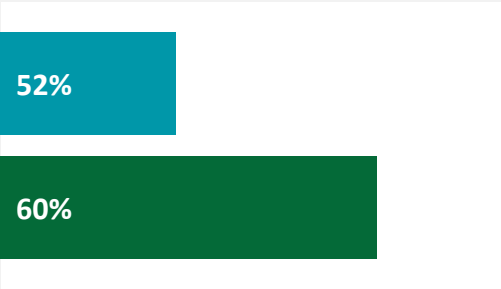
Well-being

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

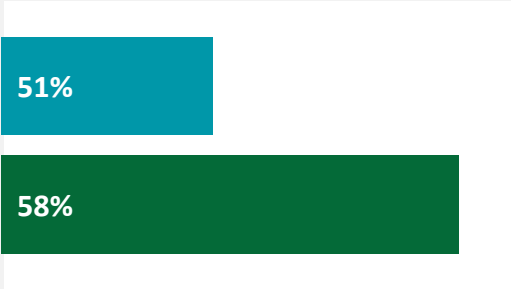
Their organization’s efforts to foster better mental health



Having opportunities to grow at work



Current work/life balance



Satisfied Gen Zs who are happy



Satisfied Gen Ys who are happy



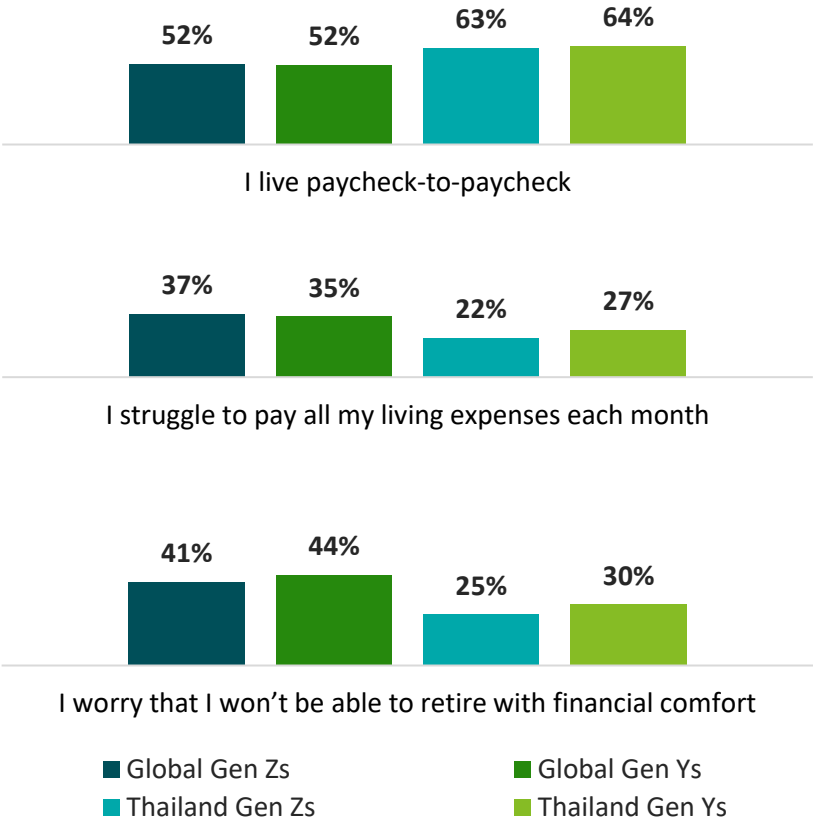
Financial concerns: Cost of living continues to take a toll



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 Gen Ys	36%	26%	23%	22%	19%

Percentage who agree with the following statements about financial security

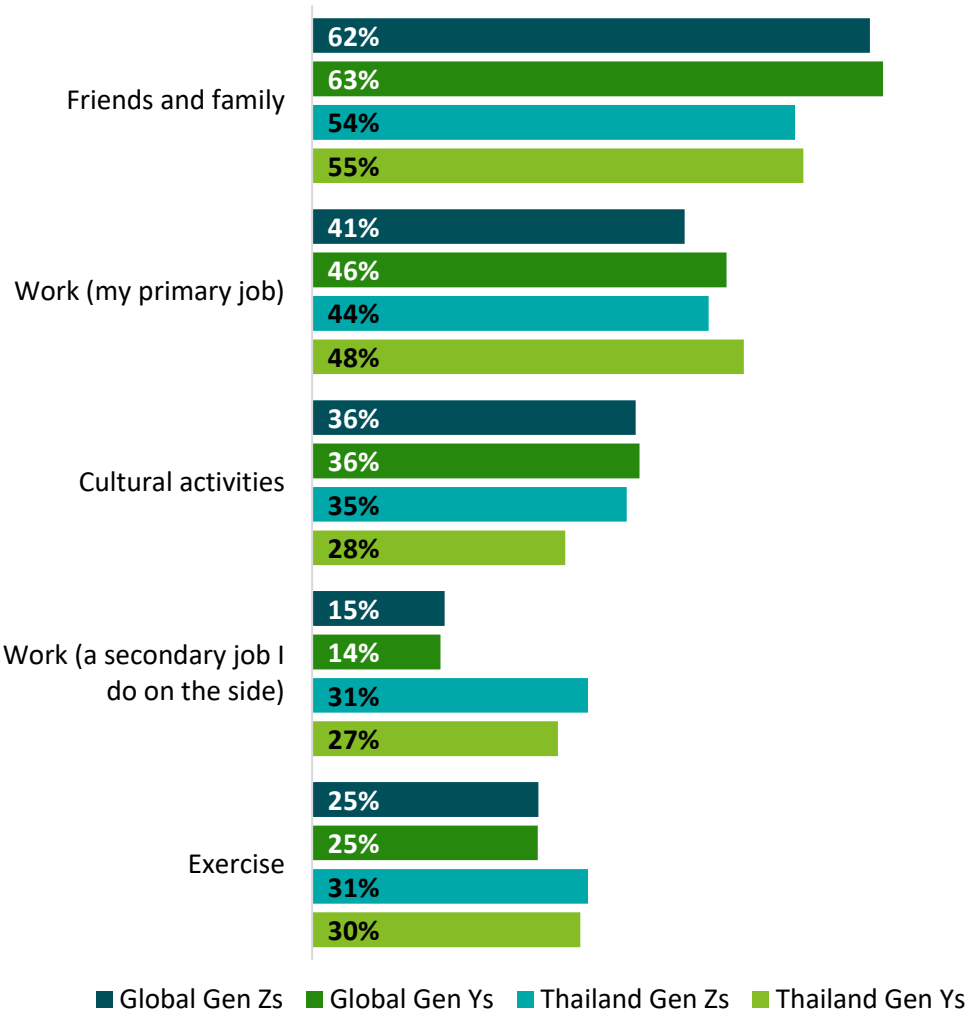




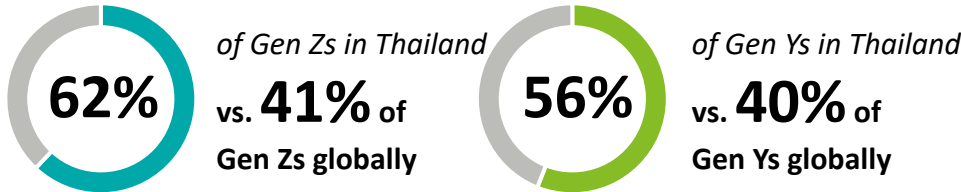
Prioritizing purpose: How younger generations are seeking meaning at work



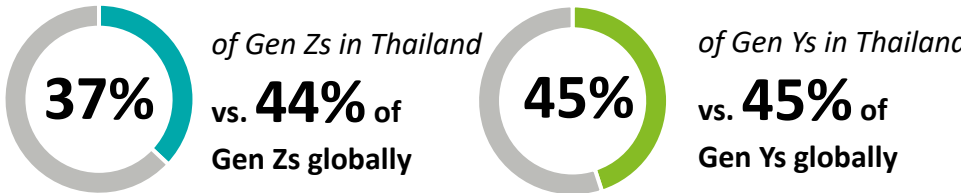
Most important factors to their sense of identity



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)



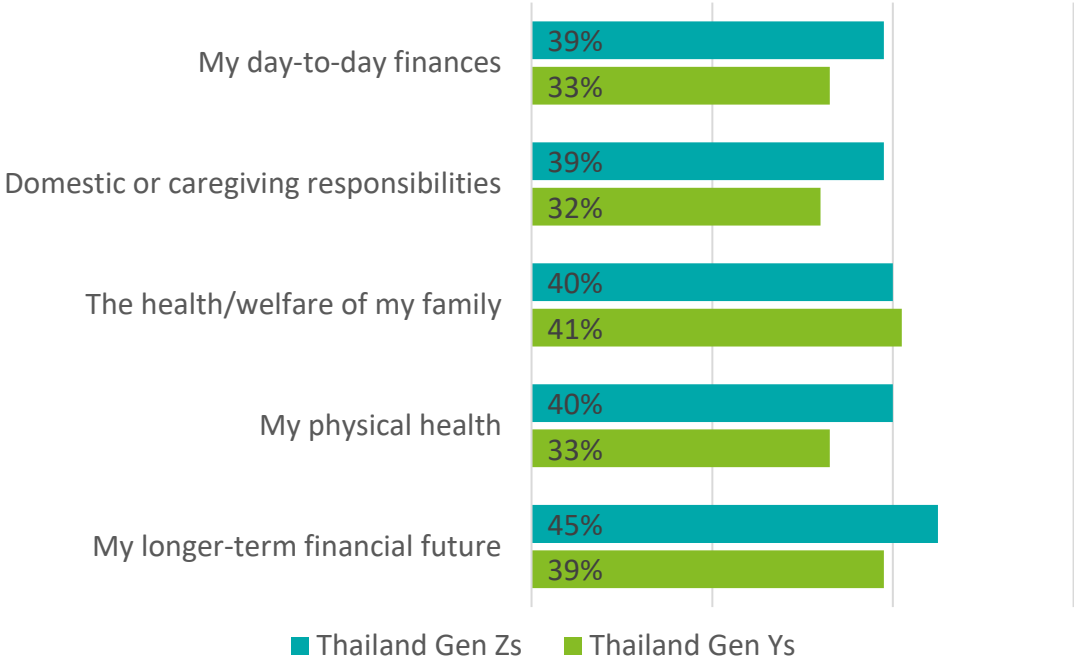
**97% of Gen Zs and 95% of Gen Ys in Thailand** consider a sense of purpose to be very or somewhat important for their job satisfaction and well-being.

Enhancing mental well-being by confronting workplace stress

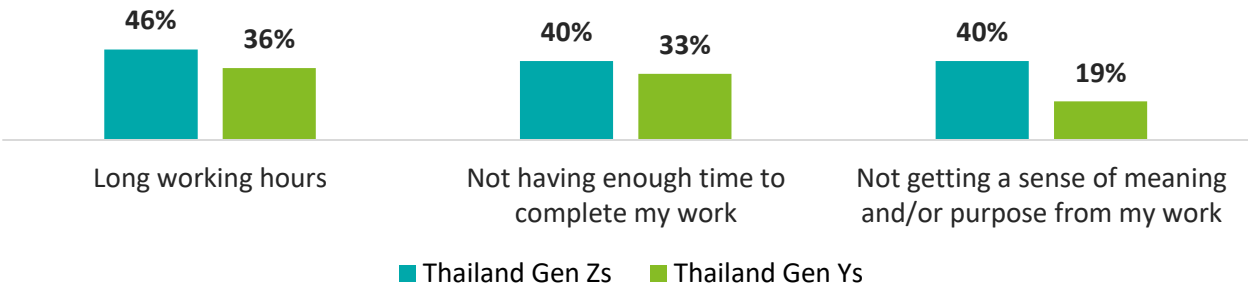


**32% of Gen Zs and 33% of Gen Ys in Thailand** say they feel stressed or anxious all or most of the time.

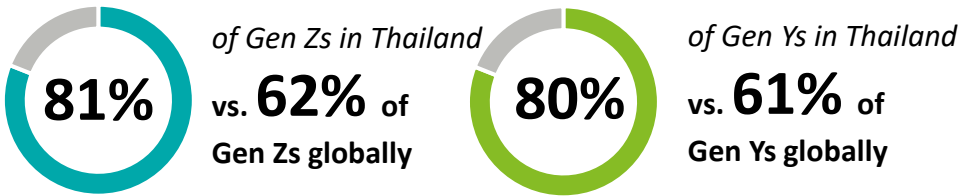
**Top five factors contributing a lot to their feelings of anxiety or stress (Thailand):** *\*asked only of those who feel anxious or stressed*

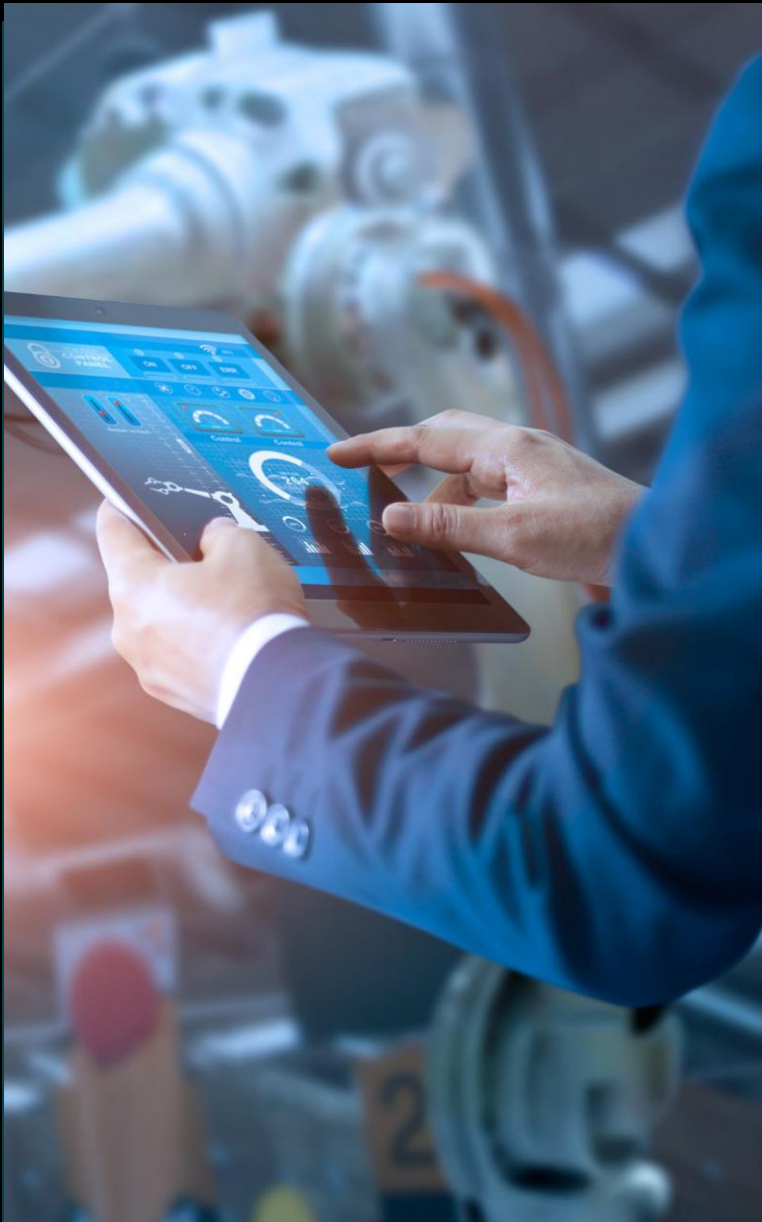


**36% of Gen Zs and 34% of Gen Ys in Thailand** said that their job is a factor contributing a lot to their feelings of anxiety or stress. These are the top three factors driving stress at work:



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





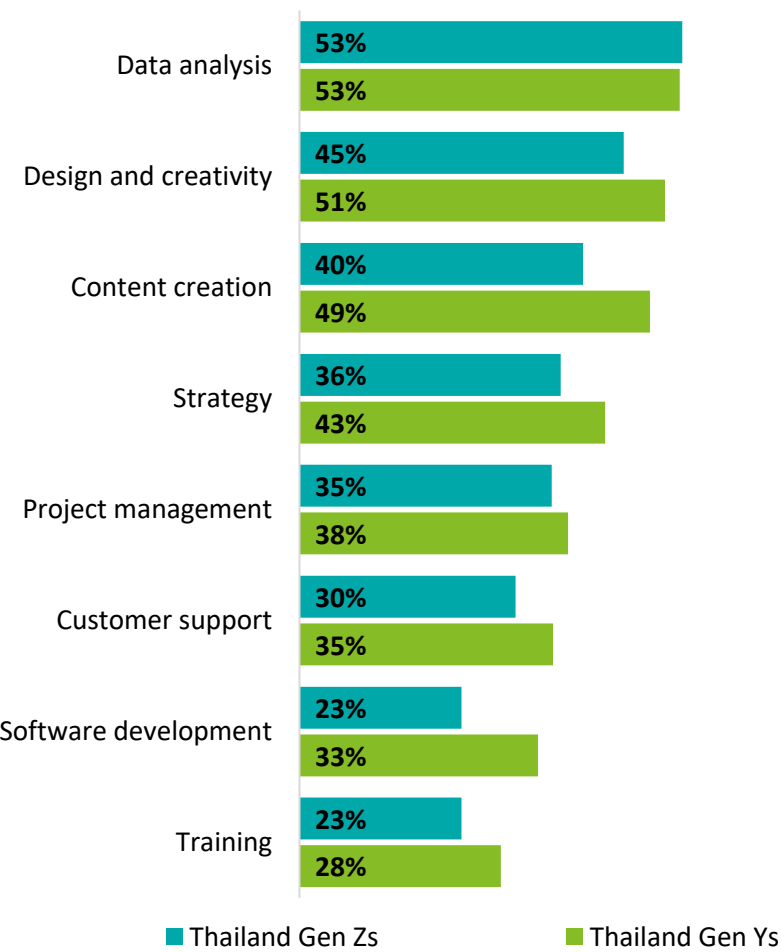
## #2 Gen AI and Impact to Work

The promise of GenAI



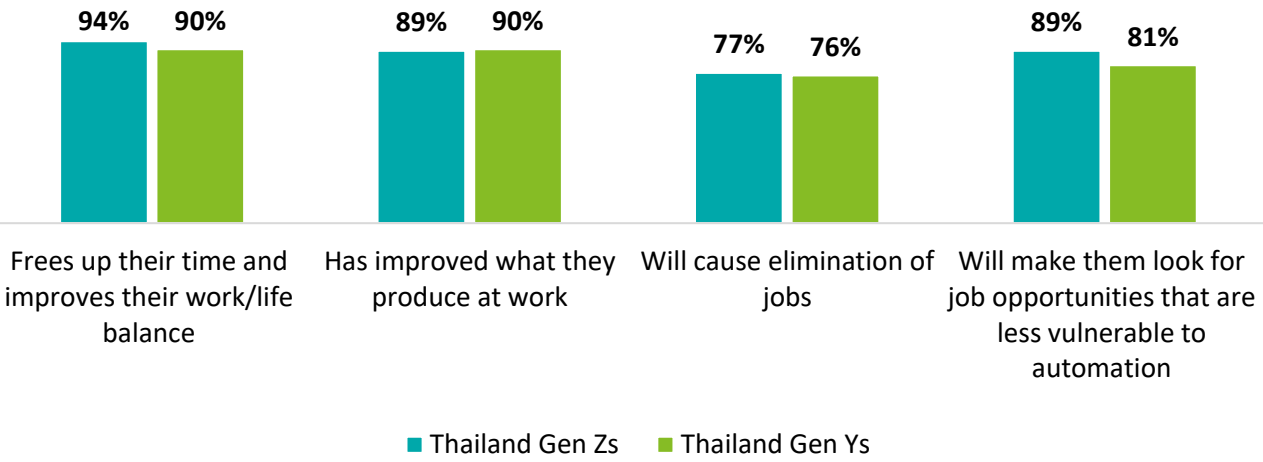
89% of Gen Zs and 81% of Gen Ys in Thailand are already using GenAI in their day-to-day work.

Current use cases for GenAI tools (Thailand)



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



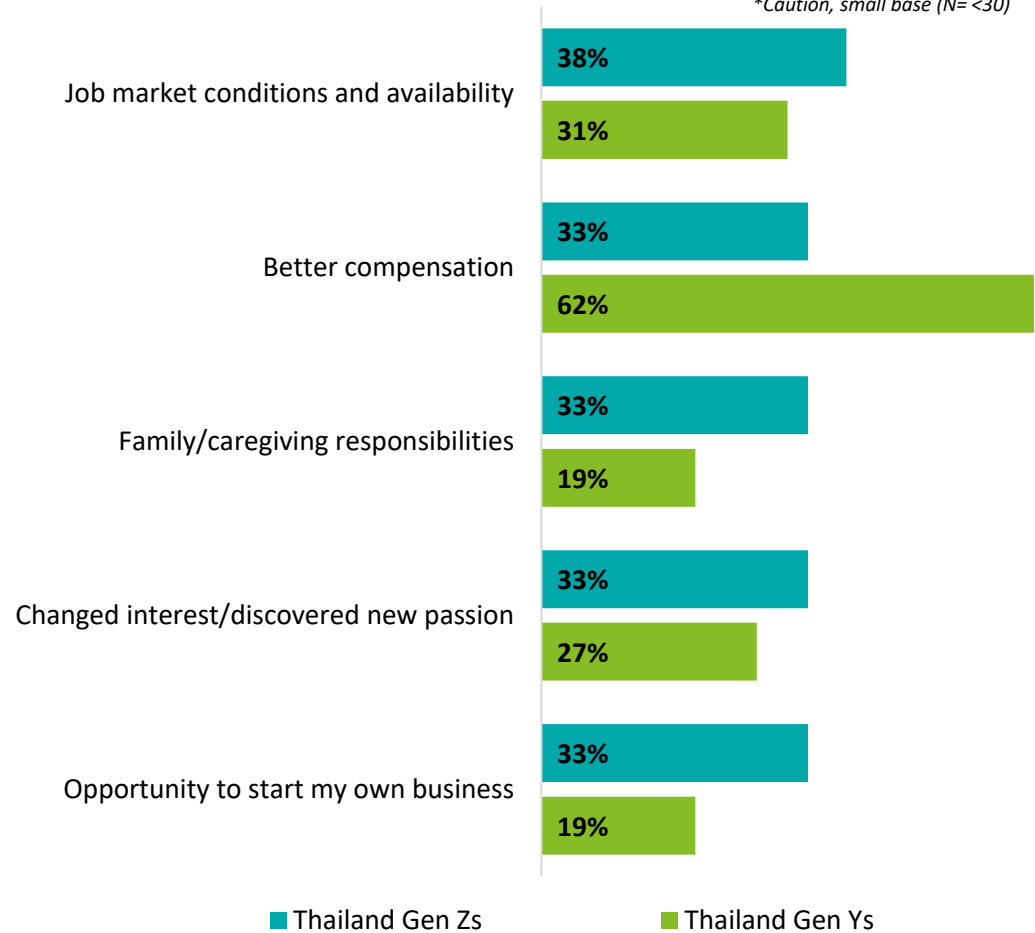
Career ambitions and reasons for leaving an employer



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

Top reasons for changing industry/field/career path

*\*Caution, small base (N= <30)*



Top career goals

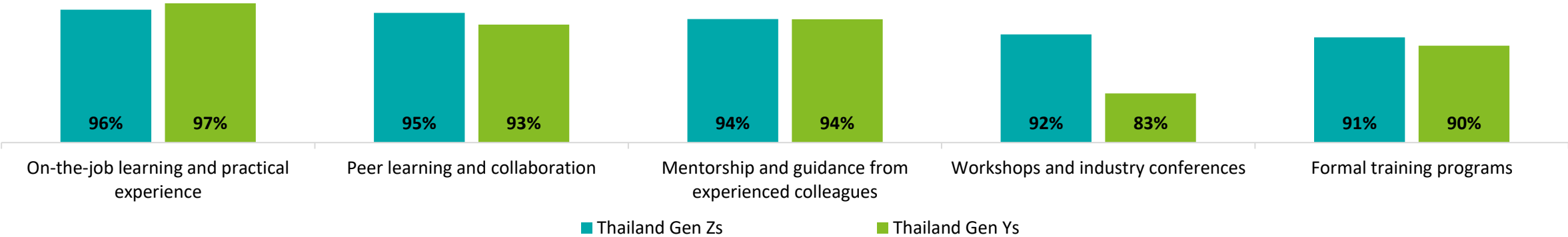


Career growth and skills needed to succeed in the workforce

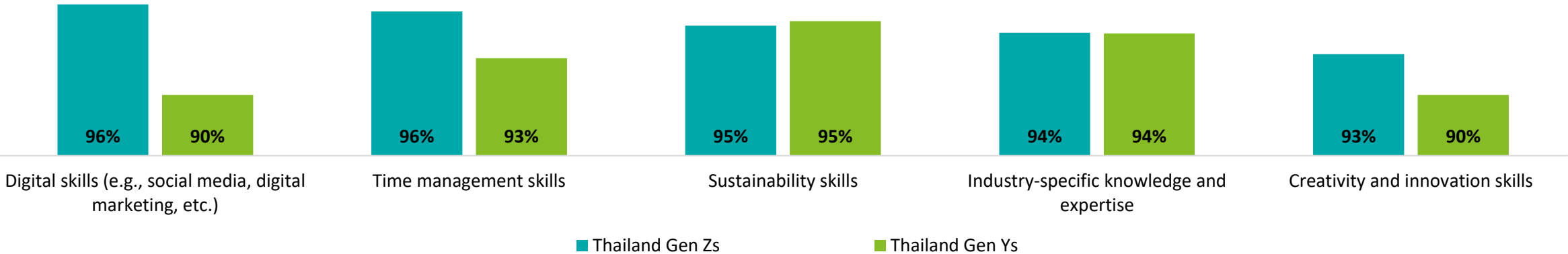


86% of Gen Zs and 83% of Gen Ys in Thailand say they are developing skills to advance their careers once a week or more

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



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







#3

## Learning and Development

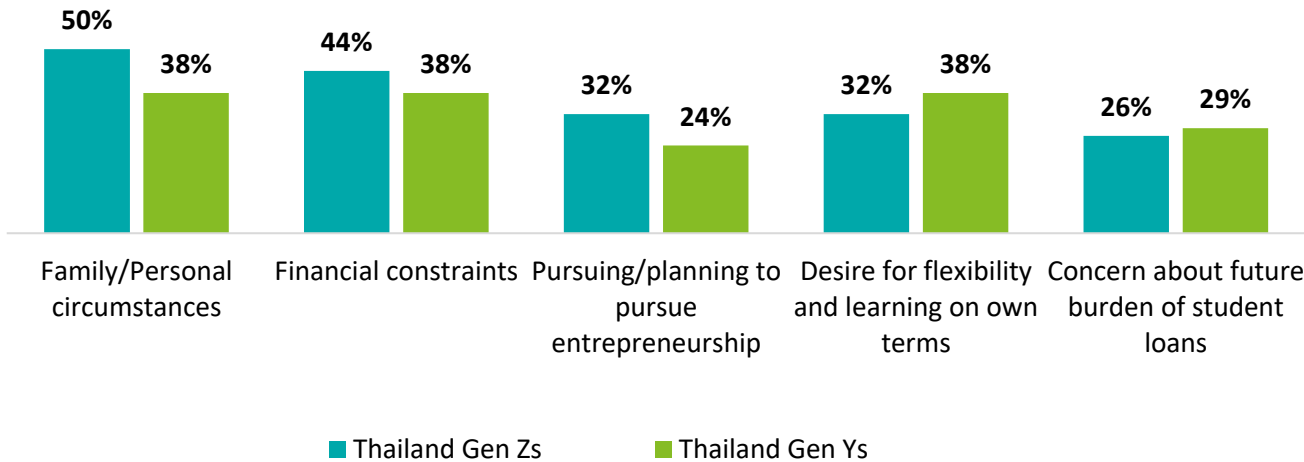


Examining the value of higher education

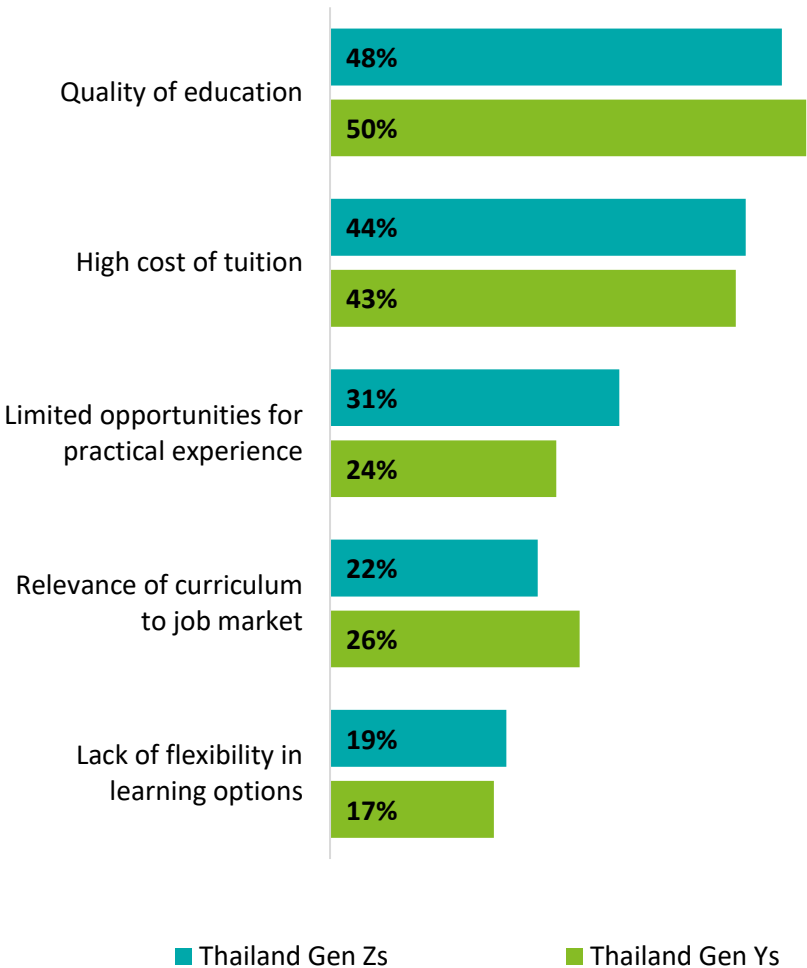


16% of Gen Zs and 17% of Gen Ys in Thailand say they decided not to pursue higher education compared to 31% of Gen Zs and 32% of Gen Ys globally

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



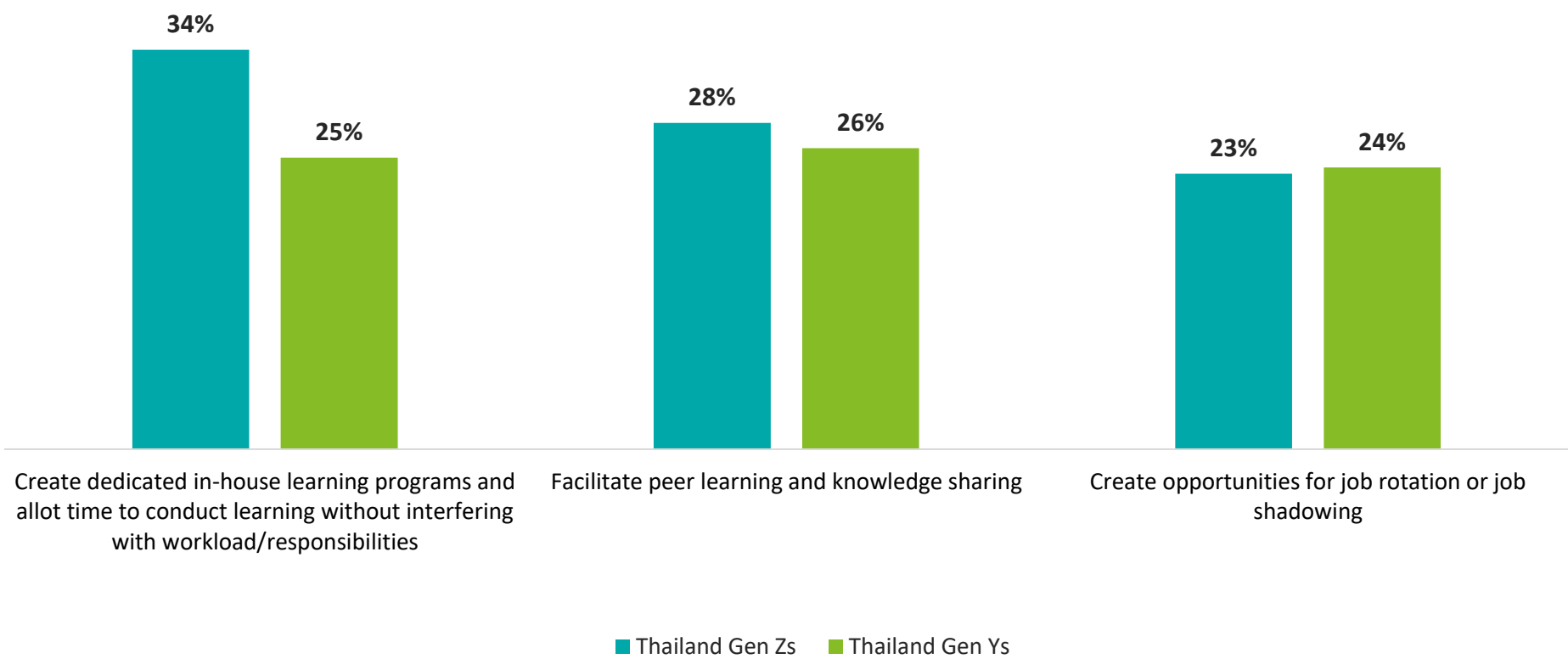
Concerns about the higher education system



Learning and development and the leadership gap (1/2)



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



## Key Takeaways



For the new generation in Thailand, happiness at work is shaped by three key factors: **Money, Meaning, Well-being**. Financial concerns—especially short-term worries—are the most significant, with the **cost of living** remaining a persistent source of stress.



Thai Gen Z and Gen Y are **embracing Gen AI** in the workplace, using it to automate repetitive tasks, improve productivity, and free up time for better **work-life balance**.



Young Thais value postgraduate education more than the global average, yet they express concerns about the **quality, costs, and limited real-world experience**.

## Our Experts



Ariya Phukfon  
Technology & Transformation -  
Organization & Work  
Transformation  
Deloitte Thailand  
[aphukfon@deloitte.com](mailto:aphukfon@deloitte.com)



Kanthipa Cruagao Na Lumpoon  
Technology & Transformation -  
Organization & Work  
Transformation  
Deloitte Thailand  
[kcruagaonalumpoon@deloitte.com](mailto:kcruagaonalumpoon@deloitte.com)



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.