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Deloitte Global 2026 Gen Z and Millennial Survey

Country profile: Switzerland



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 **Switzerland'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.

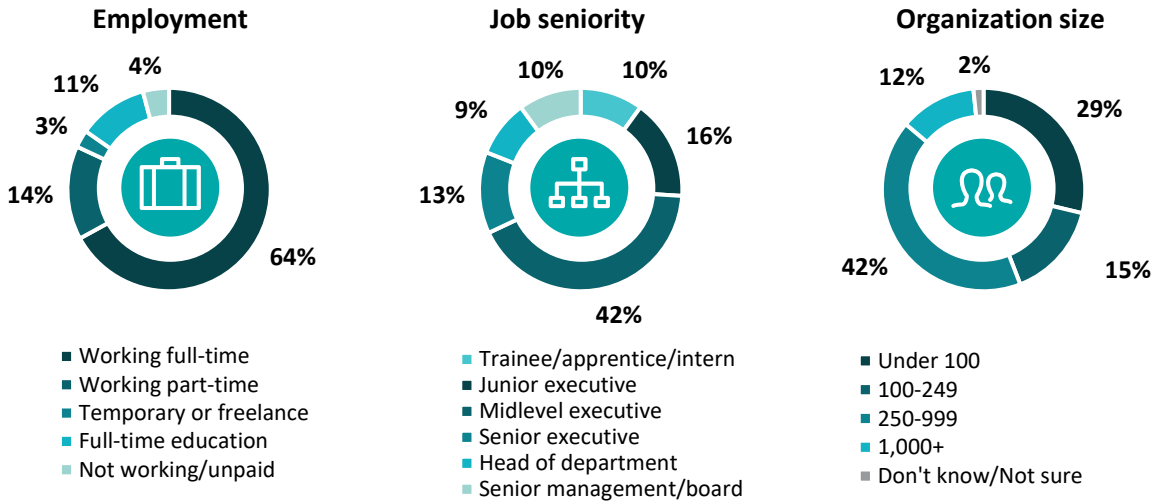
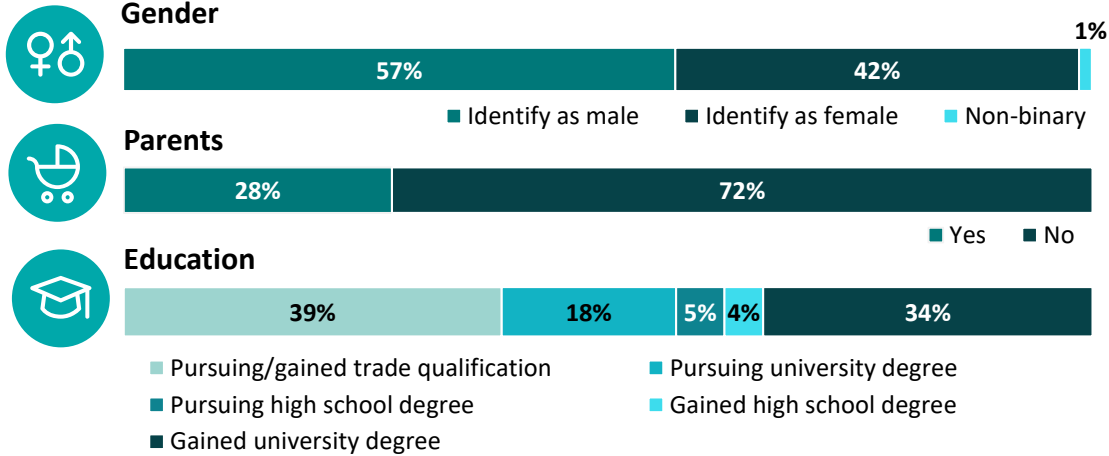


Country profile: Switzerland

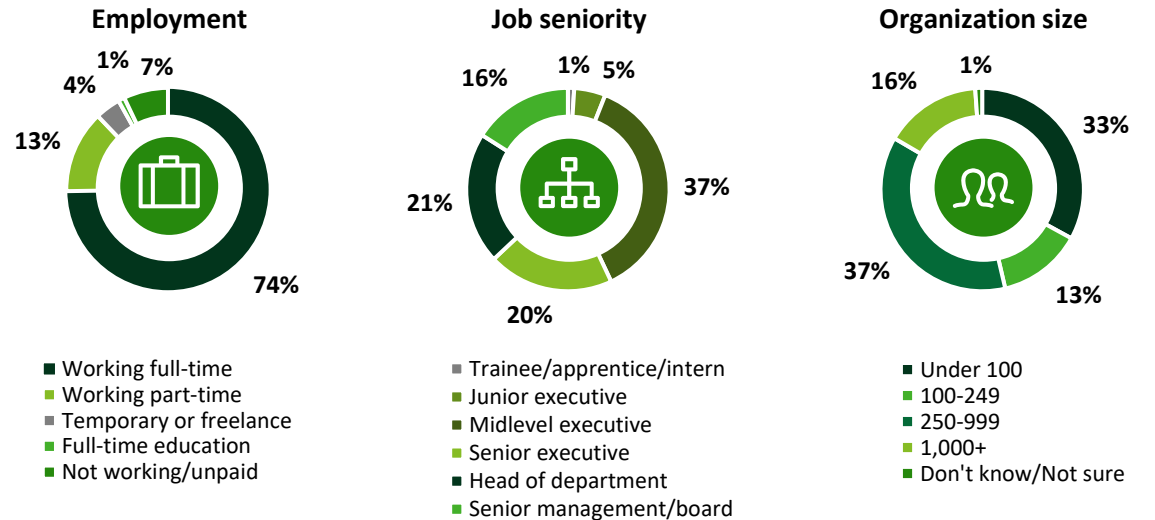
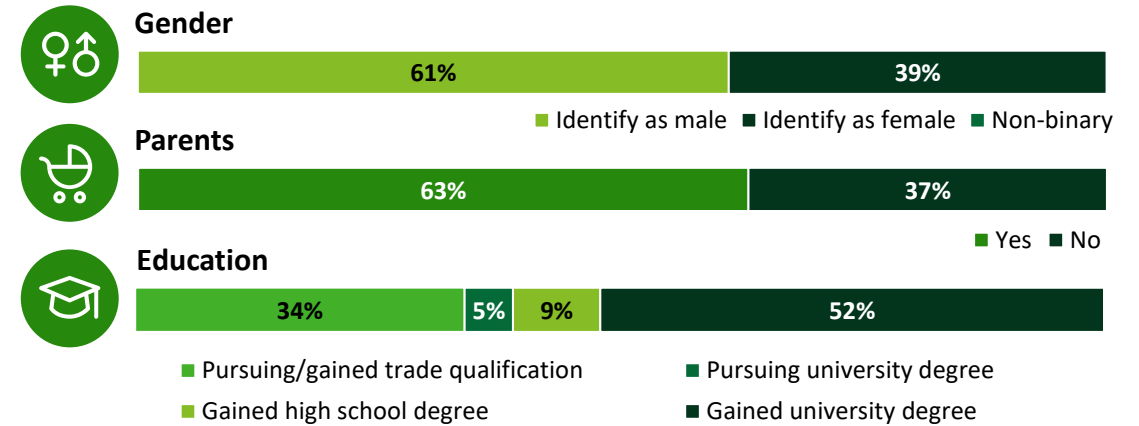
400 total respondents in Switzerland: 300 Gen Zs and 100 millennials



GEN Z PROFILE



MILLENNIAL PROFILE





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

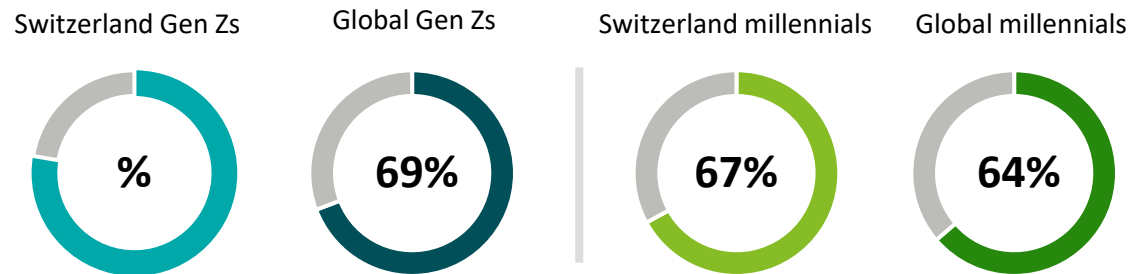


46% of Gen Zs and 60% of millennials in Switzerland say they have delayed major life decisions due to their financial situation

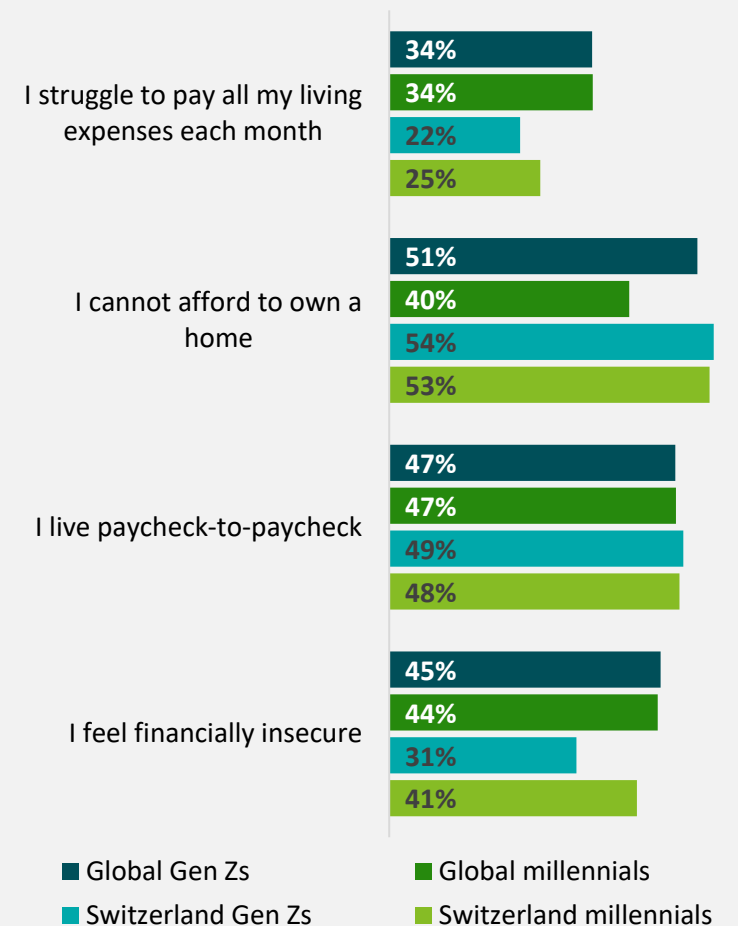
Top Concerns

	Cost of living	Mental health of my generation	Political instability / wars / conflicts between countries	Human rights	Economic growth
Switzerland Gen Zs	26%	19%	18%	16%	14%
	Cost of living	Health care / disease prevention	Crime / personal safety	Mental health of my generation	Economic growth
Switzerland millennials	34%	24%	21%	20%	15%

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



Financial Stability





Leadership, Reconsidered



While 80% of Gen Zs and 60% of millennials in Switzerland are interested in pursuing leadership roles at some point in their careers, only 10% of Gen Zs and 6% of millennials say it is their primary career goal

	Primary career goal				
	Maintaining a good work / life balance	Achieving financial independence	Continuous learning and development	Achieving a leadership position	Becoming an expert in my field
Switzerland Gen Zs	23%	17%	12%	10%	8%
	Achieving financial independence	Maintaining a good work / life balance	Continuous learning and development	Becoming an expert in my field	Achieving job stability and security
Switzerland millennials	23%	20%	18%	8%	8%

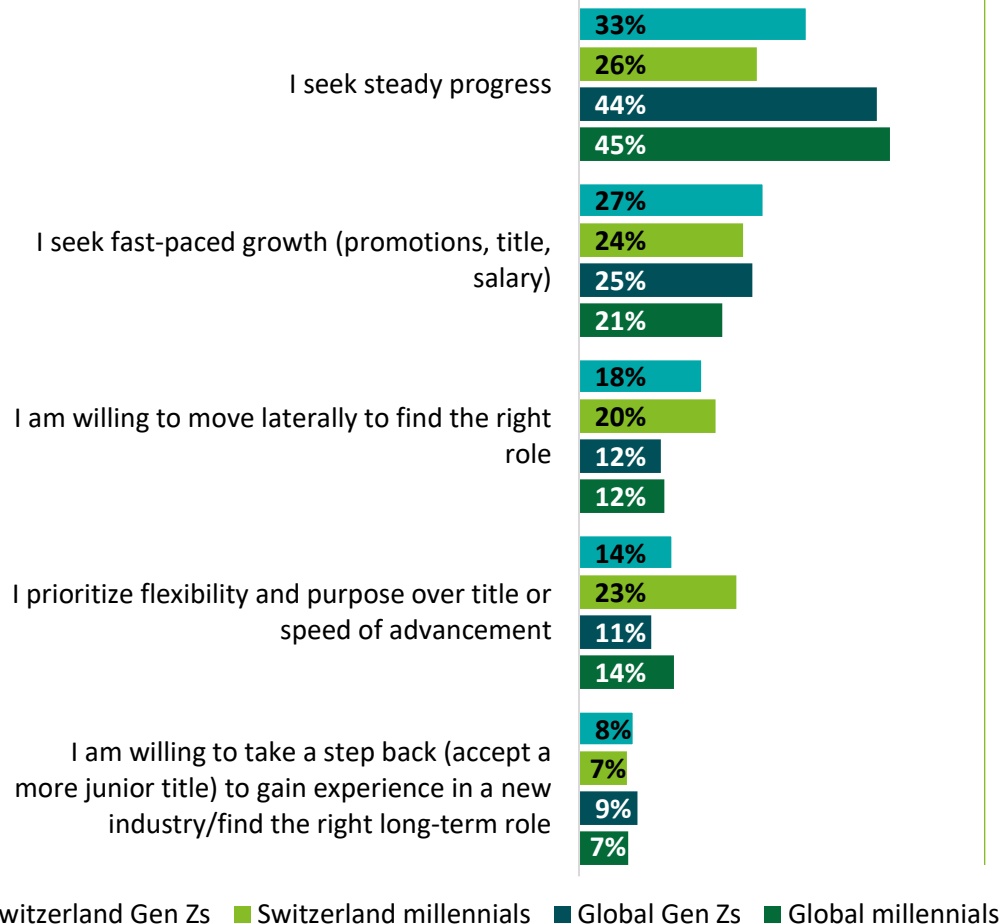


Leadership, Reconsidered

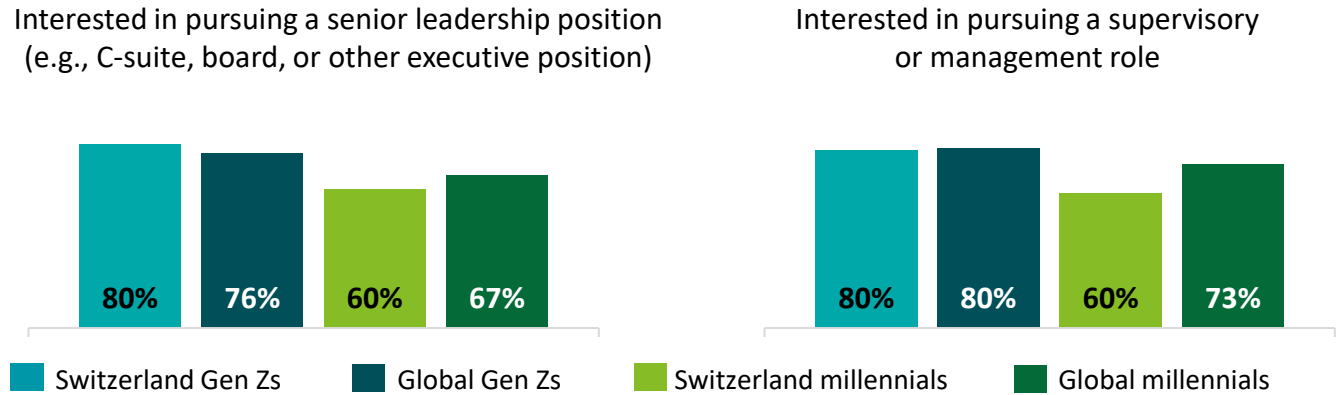


45% of Gen Zs and 61% of millennials globally, and 39% of Gen Zs and 55% of millennials in Switzerland manage or supervise teams or are executives leading organizations

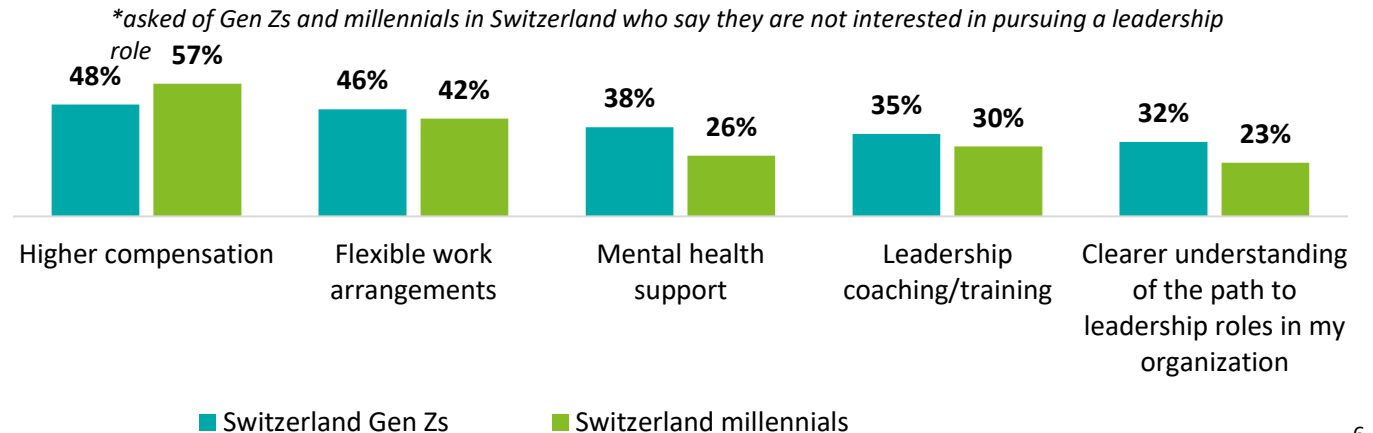
How respondents think about their career path (Percentage selecting each option)



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

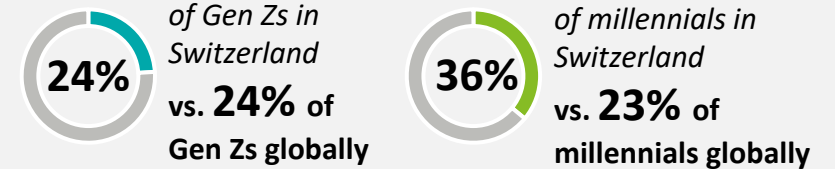
Percentage rating their skills as advanced in these areas (top 5)

	Creativity	Collaboration / teamwork	Adaptability	Work ethic	Empathy / emotional intelligence
Switzerland Gen Zs	37%	35%	35%	34%	32%
	Collaboration / teamwork	Adaptability	Communication skills	Empathy / emotional intelligence	Work ethic
Switzerland millennials	45%	45%	38%	36%	36%

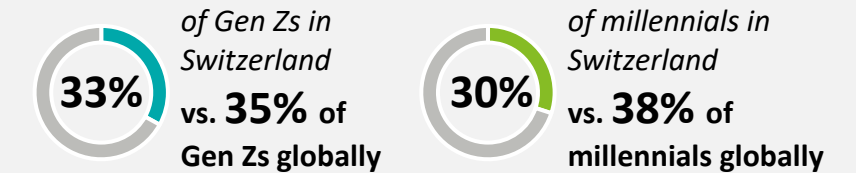
Percentage interested in developing this skill further (top 5)

	Public speaking	Critical thinking / problem solving	Creativity	AI / automation tool fluency	Time management
Switzerland Gen Zs	40%	36%	36%	35%	35%
	Digital literacy / IT skills	AI / automation tool fluency	Time management	Public speaking	Communication skills
Switzerland millennials	46%	42%	42%	41%	38%

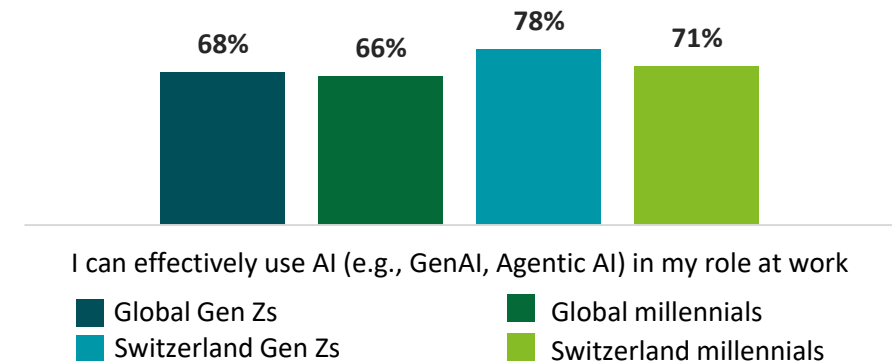
Percentage of respondents saying they have completed AI training



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





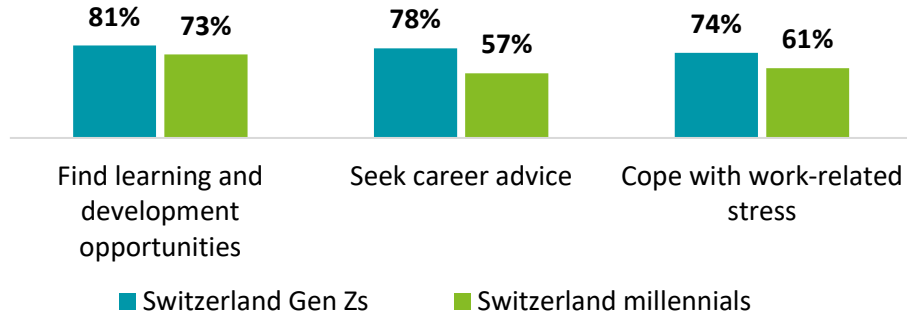
AI, Adaptability, and the Readiness Gap



73% of Gen Zs and 67% of millennials in Switzerland use AI in their day-to-day work

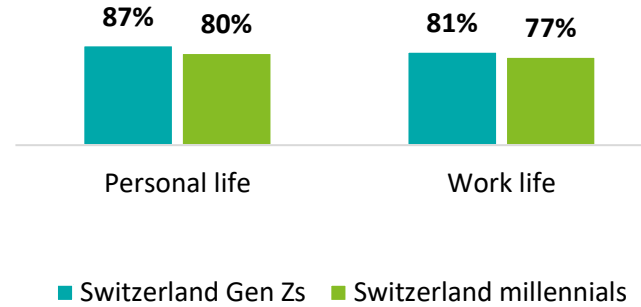
How respondents use AI for growth/well-being

Percentage saying agree/strongly agree

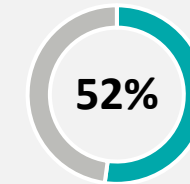


Those who say AI positively impacts their...

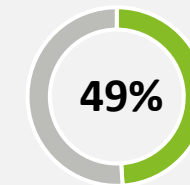
Percentage saying very/somewhat positive



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



52% of Gen Zs in Switzerland vs. 38% of Gen Zs globally



49% of millennials in Switzerland vs. 40% of millennials globally

Top five barriers to AI use at work

Percentage selecting each option

	Compliance requirements limit use	AI tools available lack creative capabilities	Lack of time	AI tools are not well integrated with other systems or workflows	Lack of effective training opportunities
Switzerland Gen Zs	27%	25%	22%	22%	22%
	Compliance requirements limit use	AI tools are not well integrated with other systems or workflows	It's easier/takes less time to do it myself	AI tools don't address specific needs of my role	I don't trust the outputs of AI tools
Switzerland millennials	32%	27%	27%	24%	23%



Well-Being as Infrastructure



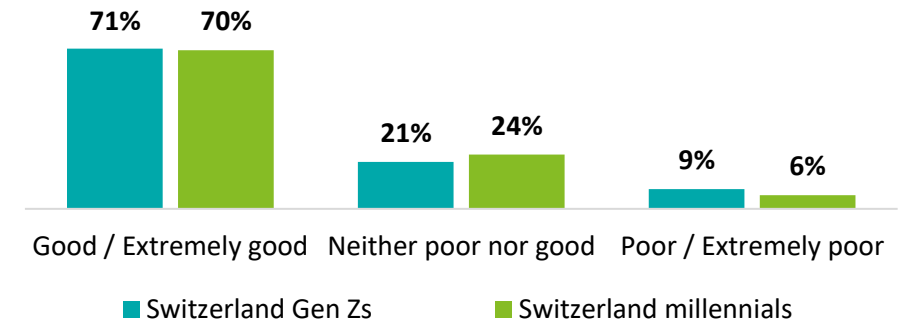
23% of Gen Zs and 25% of millennials in Switzerland say they feel stressed all or most of the time

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

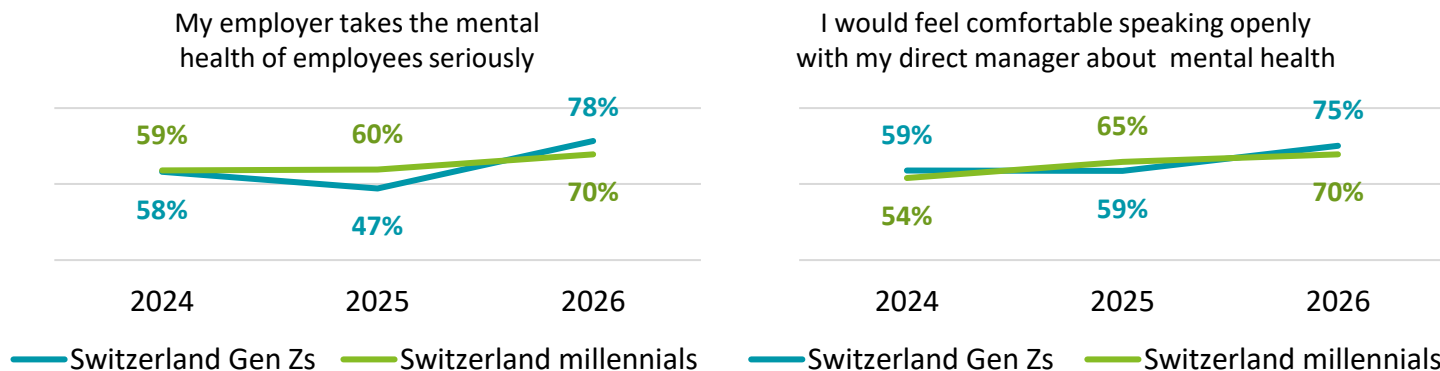
**asked only of those who feel anxious or stressed*

	The health / welfare of my family	My longer-term financial future	Concerns about my mental health	Family / personal relationships	My day-to-day finances
Switzerland Gen Zs	36%	36%	32%	32%	32%
	The health / welfare of my family	Family / personal relationships	My physical health	My day-to-day finances	My longer-term financial future
Switzerland millennials	42%	37%	33%	33%	33%

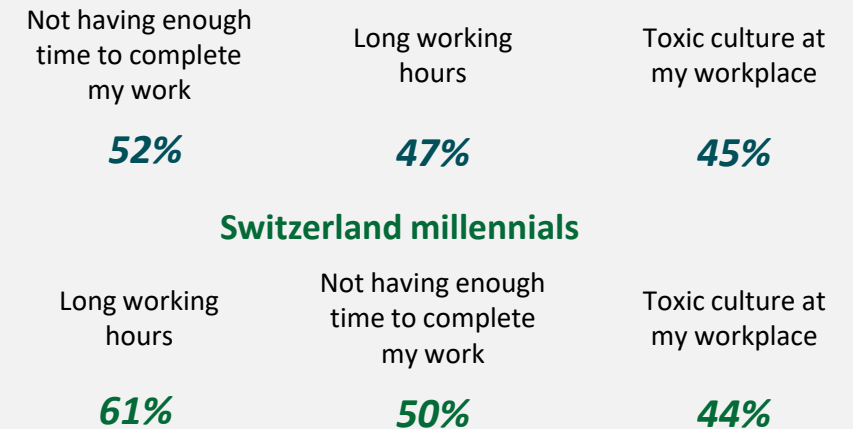
How respondents rate their overall mental well-being



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



Top three aspects of job contributing to anxiety/stress





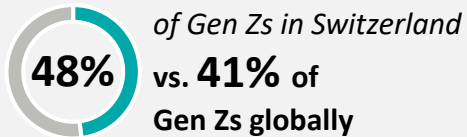
The Ideal Workplace: Where Purpose and Connection Converge



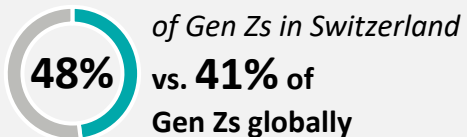
95% of Gen Zs and 97% of millennials in Switzerland say having a sense of purpose is important for their job satisfaction

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

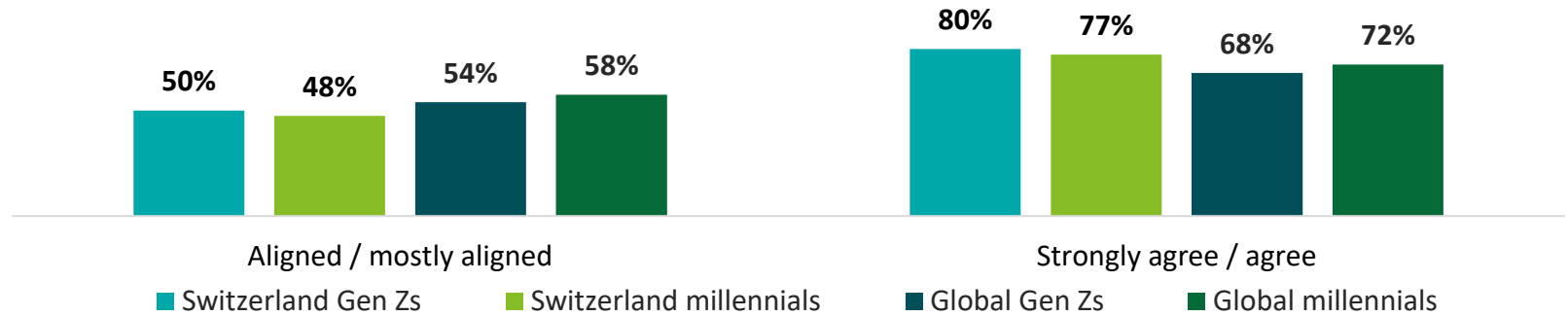
Potential employer



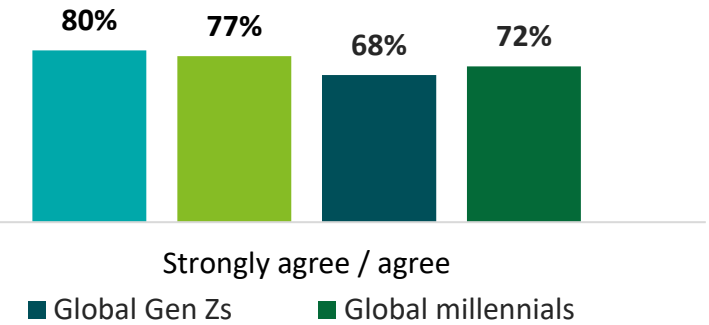
Assignment/project



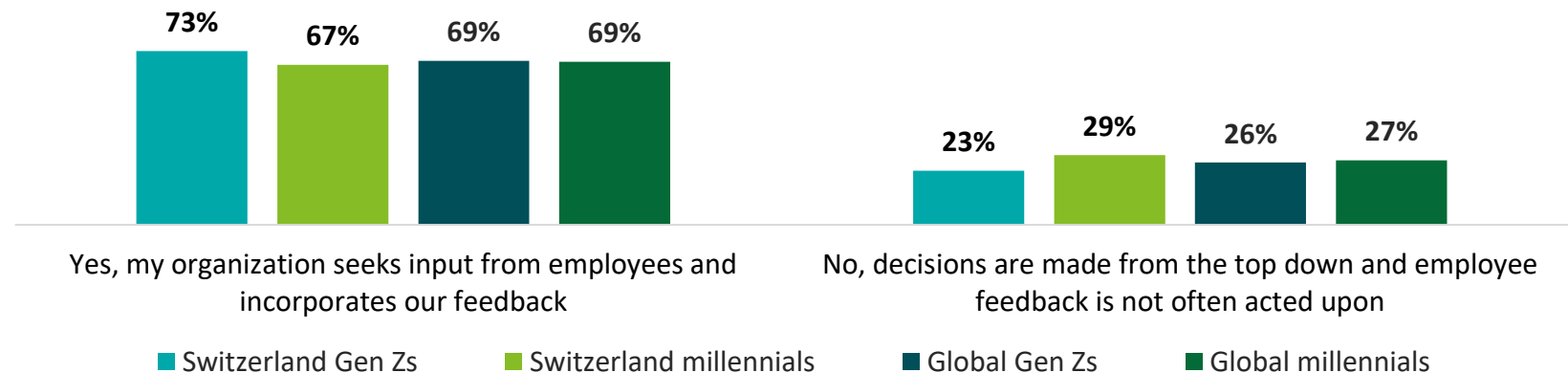
Percentage who say their current job aligns with their beliefs/values



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



Belief in ability to drive change at work

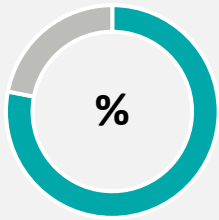




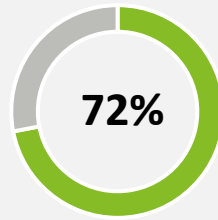
Workplace Connection: Relationships & Management



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



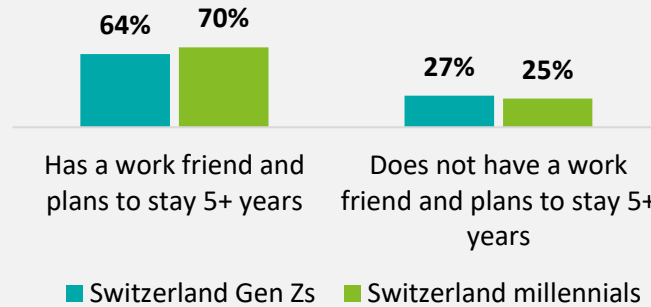
Switzerland Gen Zs



Switzerland millennials

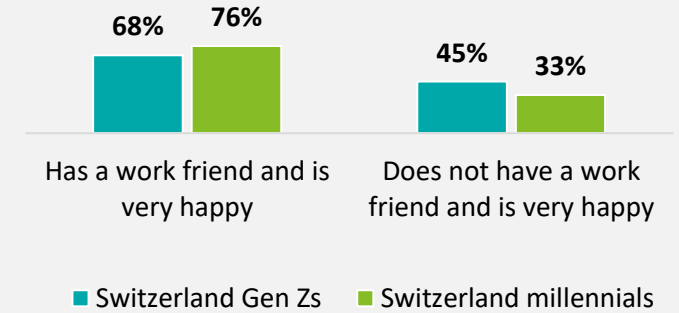
How work friendships correlate with planned work tenure

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



59% of Gen Zs and 64% of millennials in Switzerland say *their team could maintain performance if a key expert left*

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

	Remote/hybrid work makes it harder to learn	Lack of incentives/recognition	Confidentiality concerns	No standard templates or tools	Not enough time/prioritization
Switzerland Gen Zs	32%	30%	30%	27%	26%
	Lack of incentives/recognition	No standard templates or tools	Remote/hybrid work makes it harder to learn	High turnover disrupts continuity	Confidentiality concerns
Switzerland millennials	34%	29%	24%	24%	23%



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