





## Methodology and global key messages



Now in its 15<sup>th</sup> 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 **the Netherlands'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.

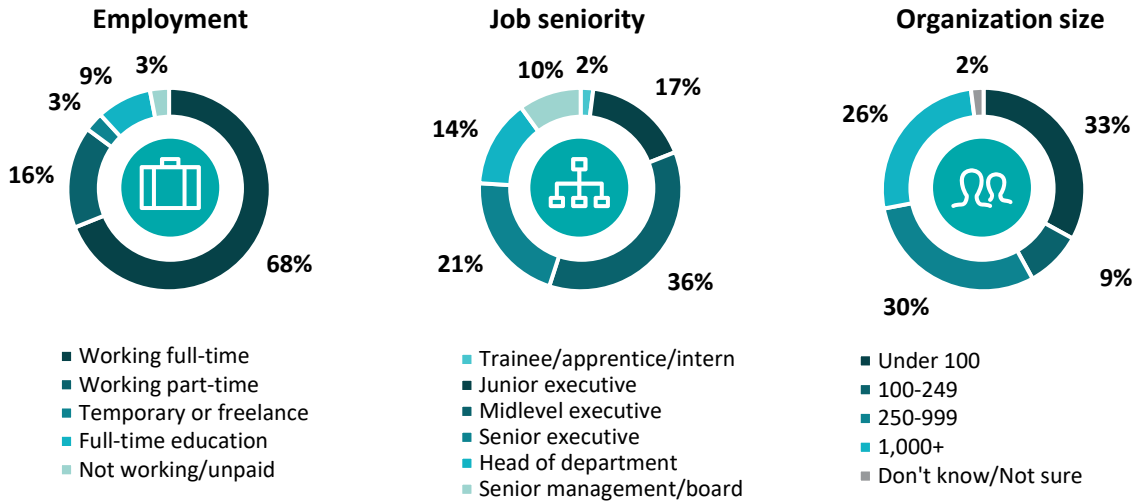
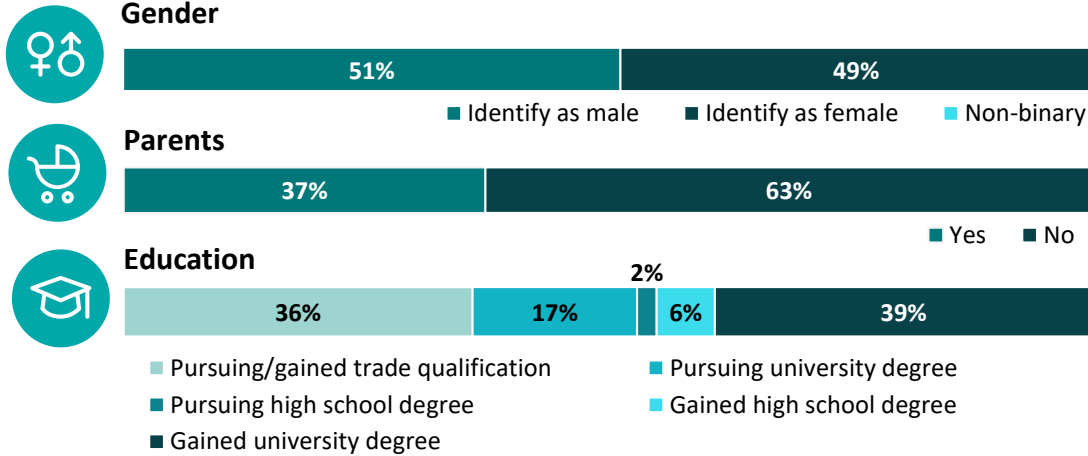


# Country profile: The Netherlands

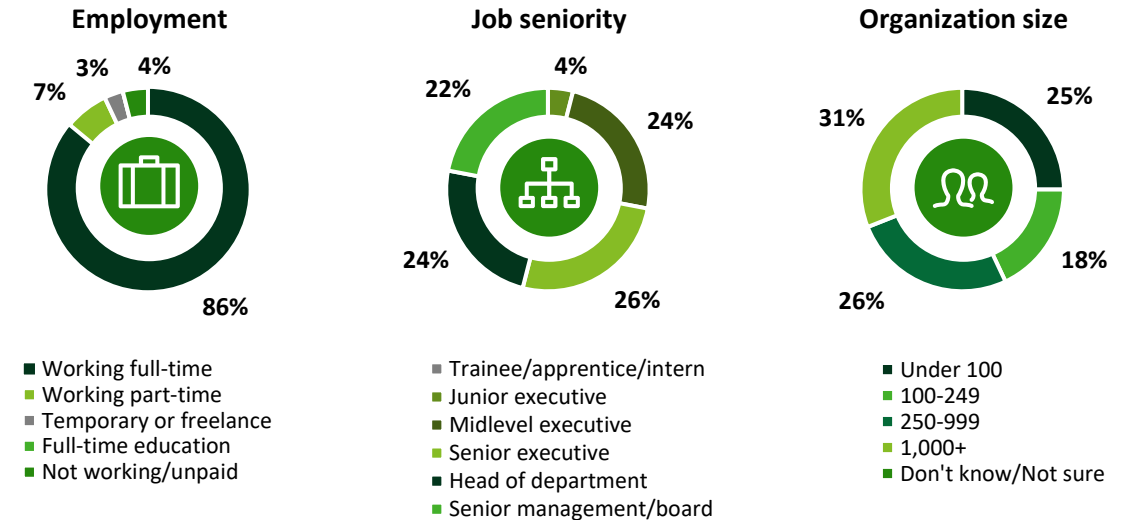
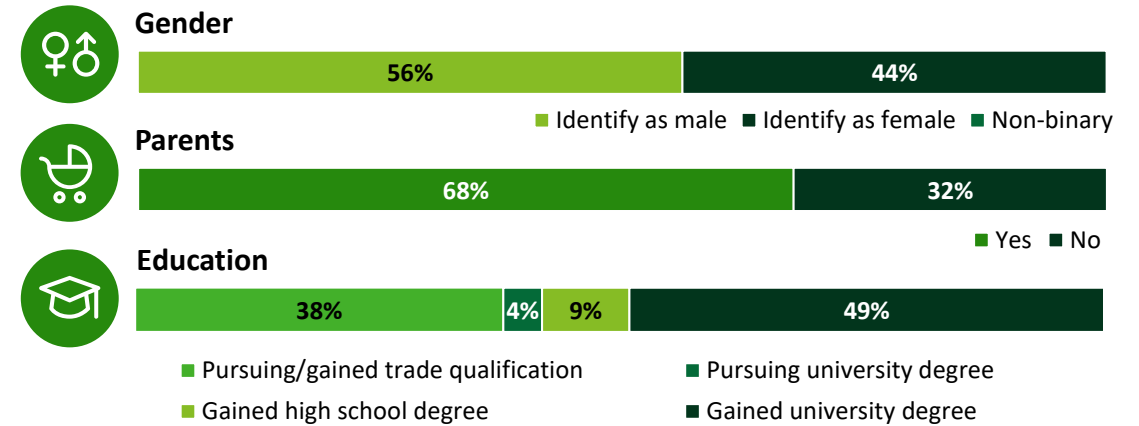
501 total respondents in the Netherlands: 300 Gen Zs and 201 millennials



## GEN Z PROFILE



## MILLENNIAL PROFILE





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

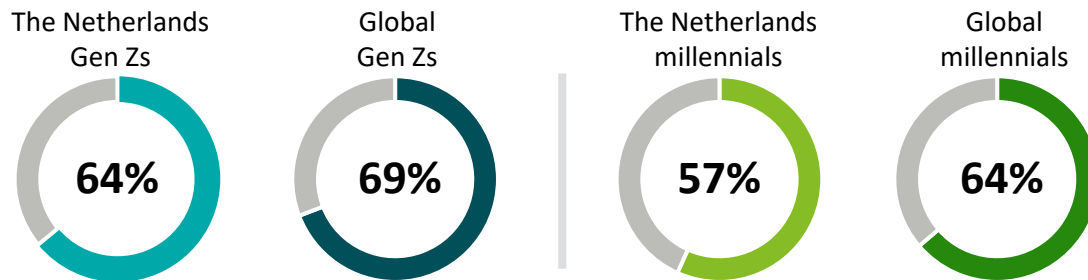


51% of Gen Zs and 45% of millennials in the Netherlands say they have delayed major life decisions due to their financial situation

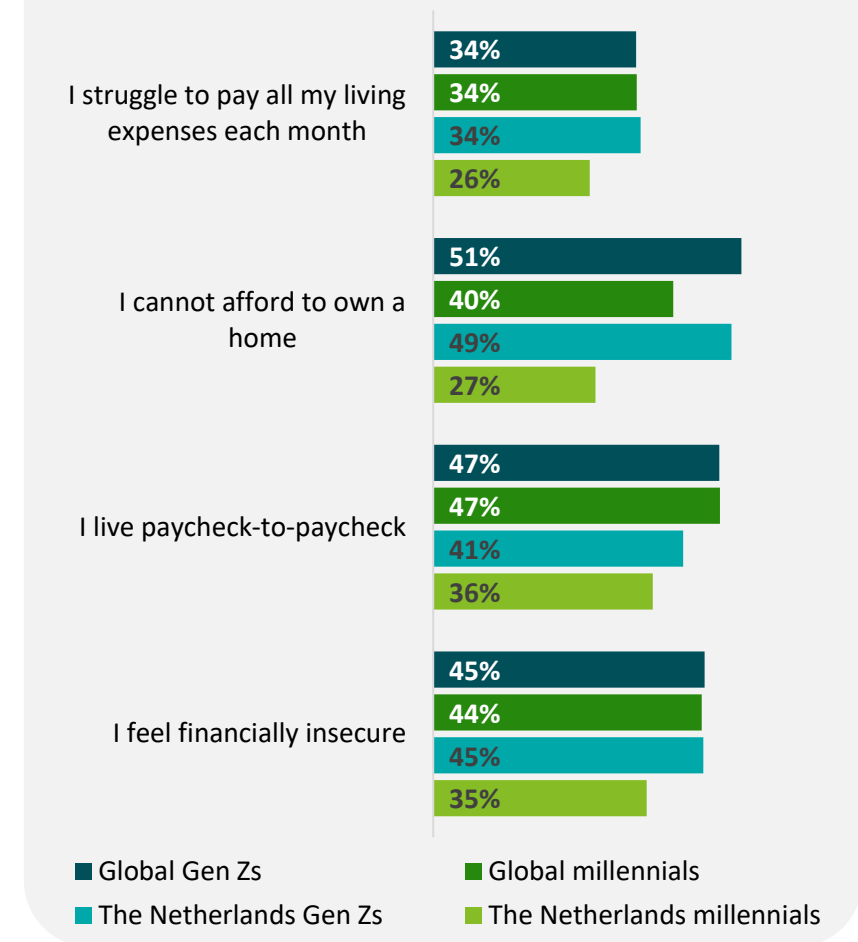
## Top Concerns

	Cost of living	Political instability / wars / conflicts between countries	Climate change / protecting the environment	Immigration / displaced populations	Mental health of my generation
<b>The Netherlands Gen Zs</b>	41%	28%	20%	18%	18%
	Cost of living	Political instability / wars / conflicts between countries	Polarization within my country / society	Climate change / protecting the environment	Immigration / displaced populations
<b>The Netherlands millennials</b>	39%	26%	24%	19%	19%

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



## Financial Stability





## Leadership, Reconsidered



*While 70% of Gen Zs and 49% of millennials in the Netherlands are interested in pursuing leadership roles at some point in their careers, only 7% of Gen Zs and 3% 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	Continuous learning and development	Achieving job stability and security
<b>The Netherlands Gen Zs</b>	21%	20%	13%	12%	9%
	Maintaining a good work / life balance	Achieving financial independence	Continuous learning and development	Becoming an expert in my field	Achieving job stability and security
<b>The Netherlands millennials</b>	24%	20%	14%	12%	11%

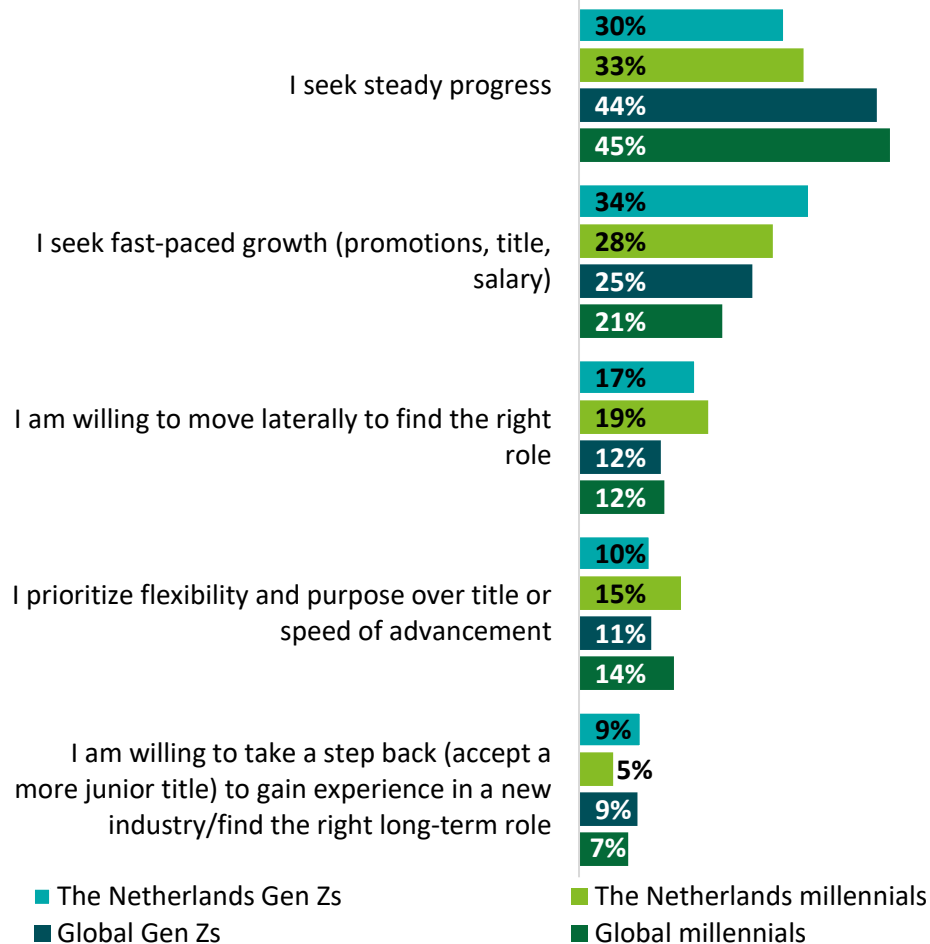


# Leadership, Reconsidered

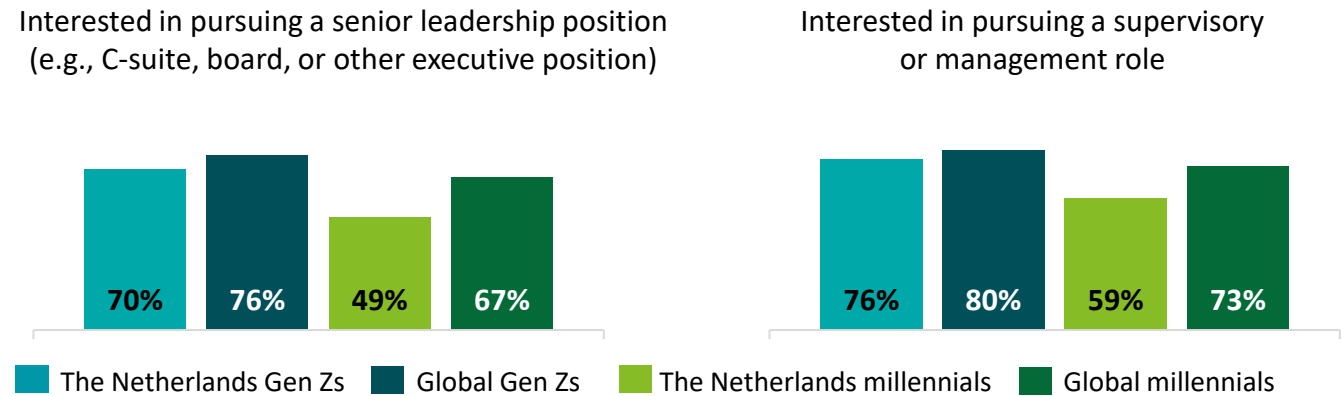


45% of Gen Zs and 61% of millennials globally, and 38% of Gen Zs and 57% of millennials in the Netherlands manage or supervise teams or are executives leading organizations

## 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 the Netherlands who say they are not interested in pursuing a leadership role





## Continuous Learning and Adaptability as a Career Strategy



### Current and future skills

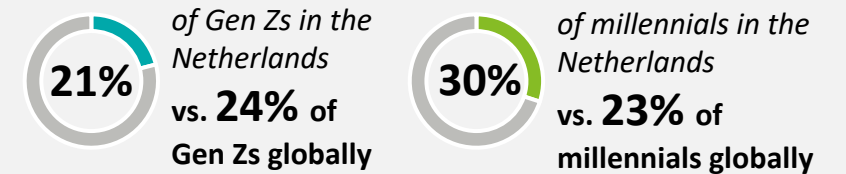
Percentage rating their skills as advanced in these areas (top 5)

	Critical thinking / problem solving	Empathy / emotional intelligence	Collaboration / teamwork	Creativity	Adaptability
The Netherlands Gen Zs	44%	42%	36%	34%	33%
	Critical thinking / problem solving	Empathy / emotional intelligence	Adaptability	Communication skills	Collaboration / teamwork
The Netherlands millennials	50%	46%	45%	43%	40%

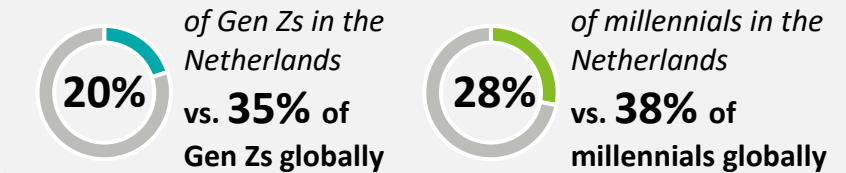
Percentage interested in developing this skill further (top 5)

	Public speaking	Leadership / setting vision / decision making	Creativity	People management / coaching	Communication skills
The Netherlands Gen Zs	41%	37%	33%	31%	31%
	AI / automation tool fluency	Leadership / setting vision / decision making	Public speaking	Communication skills	Creativity
The Netherlands millennials	39%	35%	35%	32%	30%

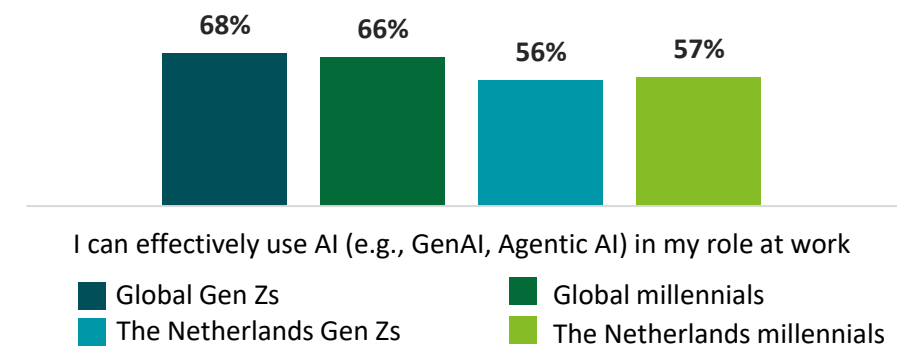
### Percentage of respondents saying they have completed AI training



### 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



67% of Gen Zs and 68% of millennials in the Netherlands use AI in their day-to-day work

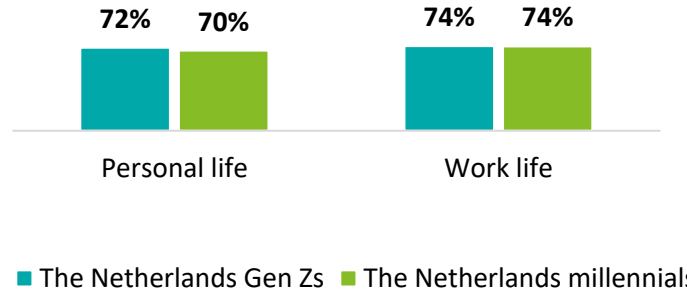
## How respondents use AI for growth/well-being

Percentage saying agree/strongly agree

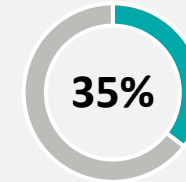


## Those who say AI positively impacts their...

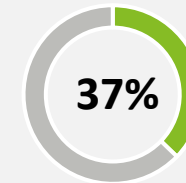
Percentage saying very/somewhat positive



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



of Gen Zs in the Netherlands vs. **38%** of Gen Zs globally



of millennials in the Netherlands vs. **40%** of millennials globally

## Top five barriers to AI use at work

Percentage selecting each option

	I don't trust the outputs of AI tools	Compliance requirements limit use	Lack of knowledge and experience	It's easier/takes less time to do it myself	AI tools available lack creative capabilities
<b>The Netherlands Gen Zs</b>	22%	21%	20%	20%	18%
	Lack of knowledge and experience	AI tools are not well integrated with other systems or workflows	Compliance requirements limit use	AI tools don't address specific needs of my role	I don't trust the outputs of AI tools
<b>The Netherlands millennials</b>	21%	20%	19%	18%	18%



# Well-Being as Infrastructure



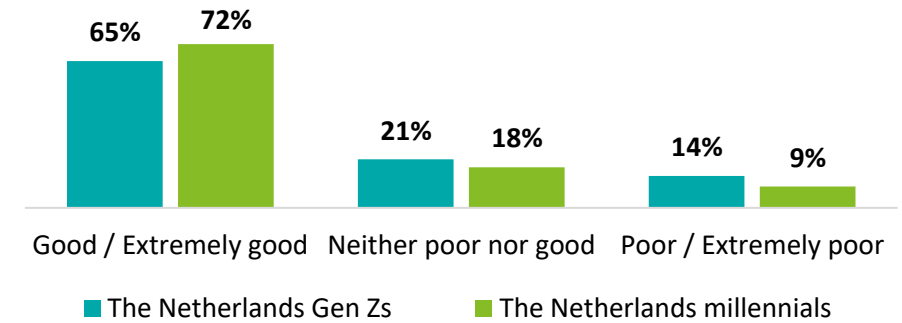
27% of Gen Zs and 20% of millennials in the Netherlands say they feel stressed all or most of the time

## Top five factors contributing a lot to anxiety/stress in the Netherlands

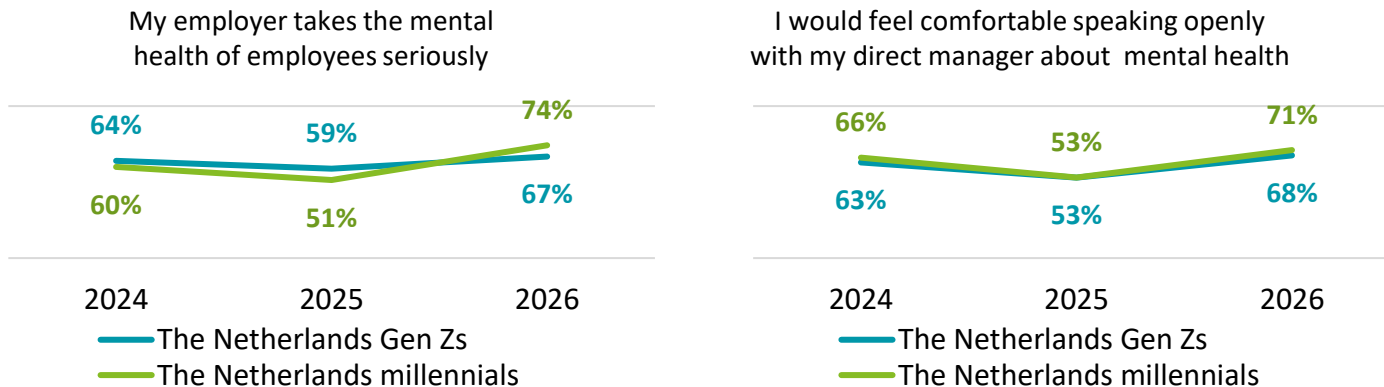
*\*asked only of those who feel anxious or stressed*

	My longer-term financial future	The health / welfare of my family	My day-to-day finances	Family / personal relationships	My physical health
<b>The Netherlands Gen Zs</b>	41%	37%	36%	34%	33%
	The health / welfare of my family	My longer-term financial future	Family / personal relationships	Domestic or caregiving responsibilities	My physical health
<b>The Netherlands millennials</b>	39%	37%	30%	30%	29%

## How respondents rate their overall mental well-being

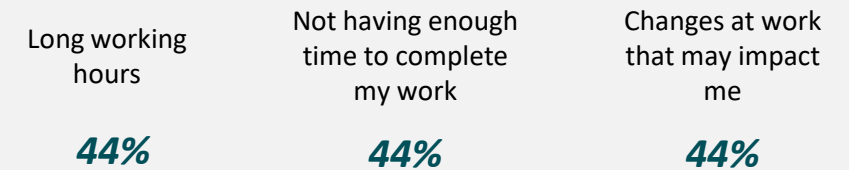


## Percentage who agree/strongly agree with the following statements about mental health in the workplace

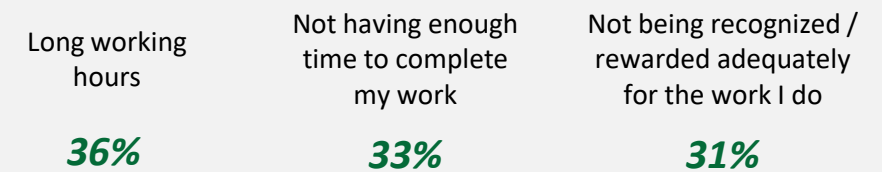


## Top three aspects of job contributing to anxiety/stress

### The Netherlands Gen Zs



### The Netherlands millennials





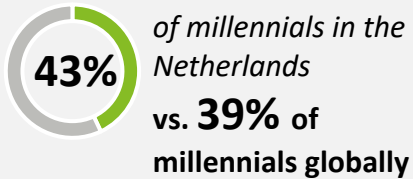
# The Ideal Workplace: Where Purpose and Connection Converge



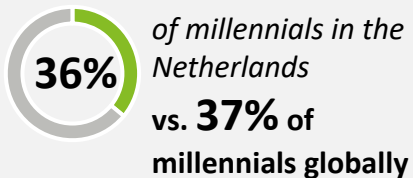
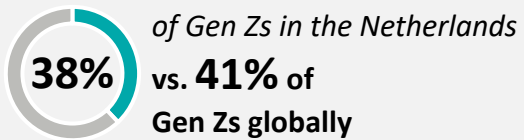
95% of Gen Zs and 93% of millennials in the Netherlands say having a sense of purpose is important for their job satisfaction

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

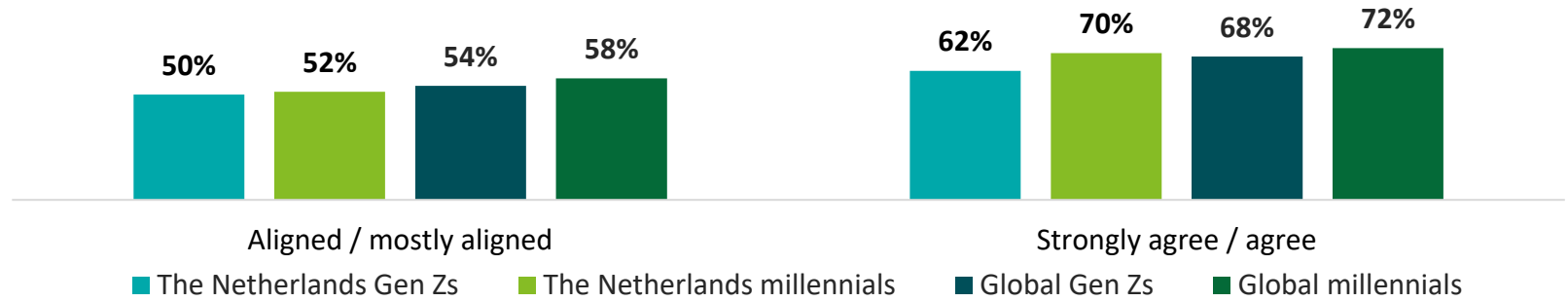
Potential employer



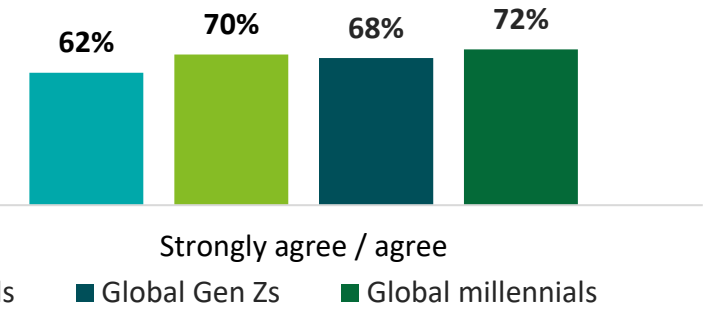
Assignment/project



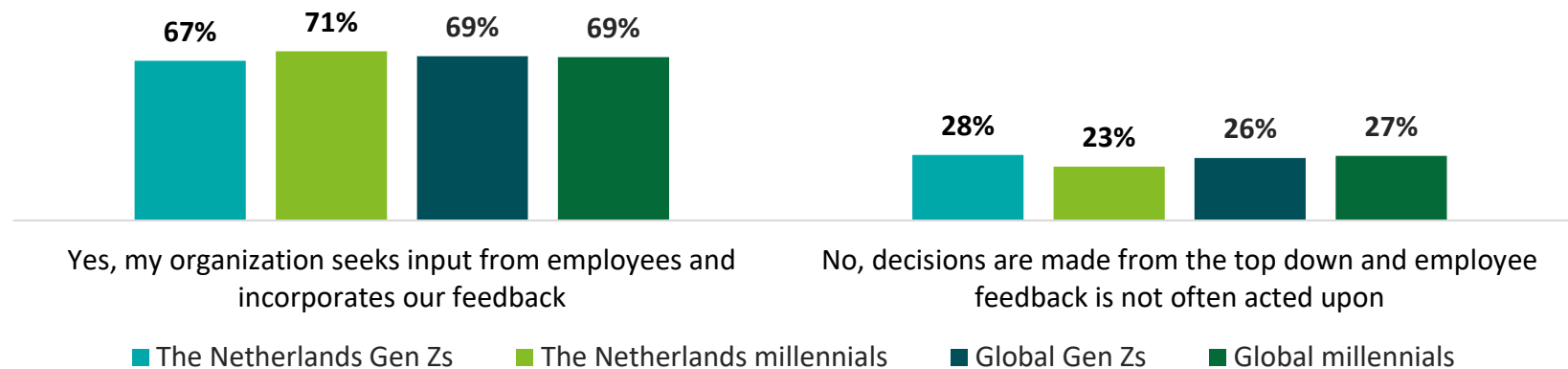
## Percentage who say their current job aligns with their beliefs/values



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



## Belief in ability to drive change at work

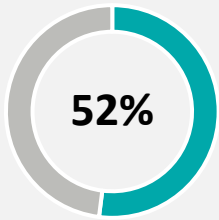




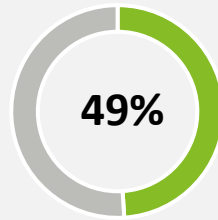
## Workplace Connection: Relationships & Management



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



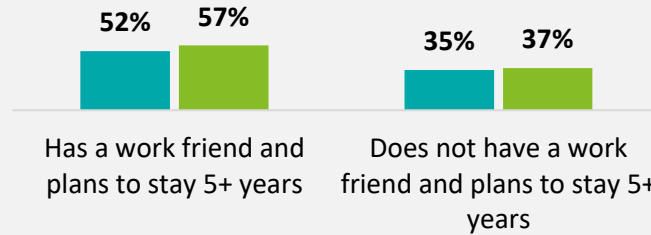
The Netherlands Gen Zs



The Netherlands millennials

### How work friendships correlate with planned work tenure

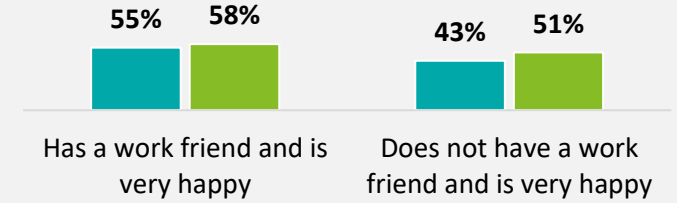
Percentage who plan to stay more than 5 years



■ The Netherlands Gen Zs ■ The Netherlands millennials

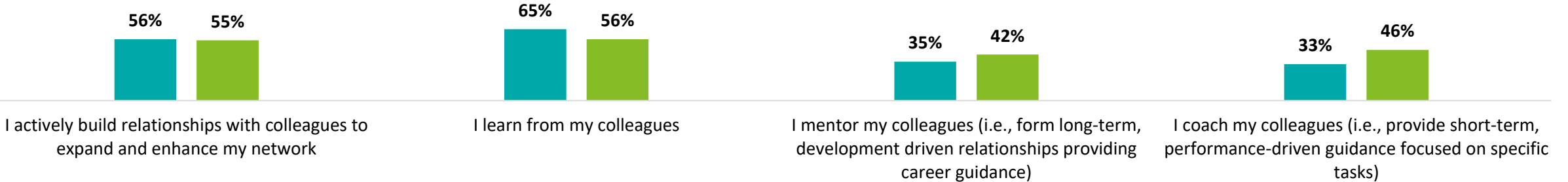
### How work friendships correlate with happiness

Percentage who are very happy with their life



■ The Netherlands Gen Zs ■ The Netherlands millennials

### Engagement with work colleagues (percentage selecting each option)



■ The Netherlands Gen Zs ■ The Netherlands millennials



# The Future They're Preparing For



42% of Gen Zs and 53% of millennials in the Netherlands say *their team could maintain performance if a key expert left*

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

	Not enough time/prioritization	Lack of incentives/recognition	No clear owner for documentation	No standard templates or tools	Remote/hybrid work makes it harder to learn
<b>The Netherlands Gen Zs</b>	30%	25%	24%	23%	22%
	Not enough time/prioritization	Lack of incentives/recognition	Confidentiality concerns	No clear owner for documentation	Remote/hybrid work makes it harder to learn
<b>The Netherlands millennials</b>	33%	27%	23%	22%	19%



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](http://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.