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Deloitte Global 2026 Gen Z and Millennial Survey

Country profile: Brazil



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 **Brazil'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.

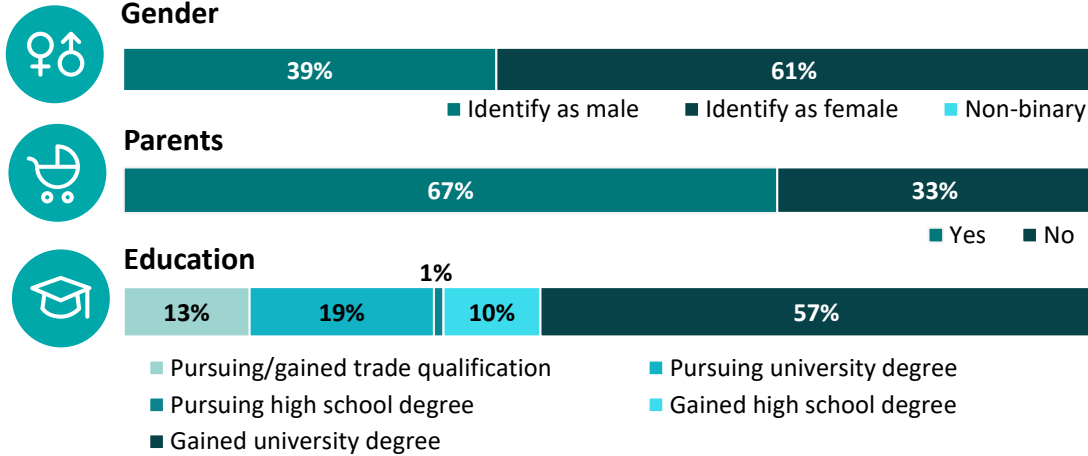


Country profile: Brazil

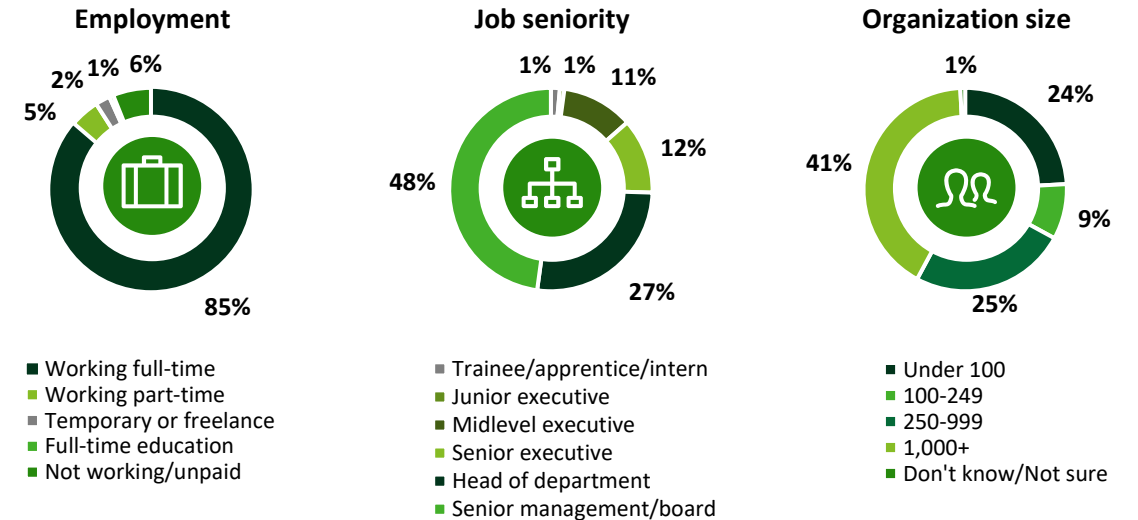
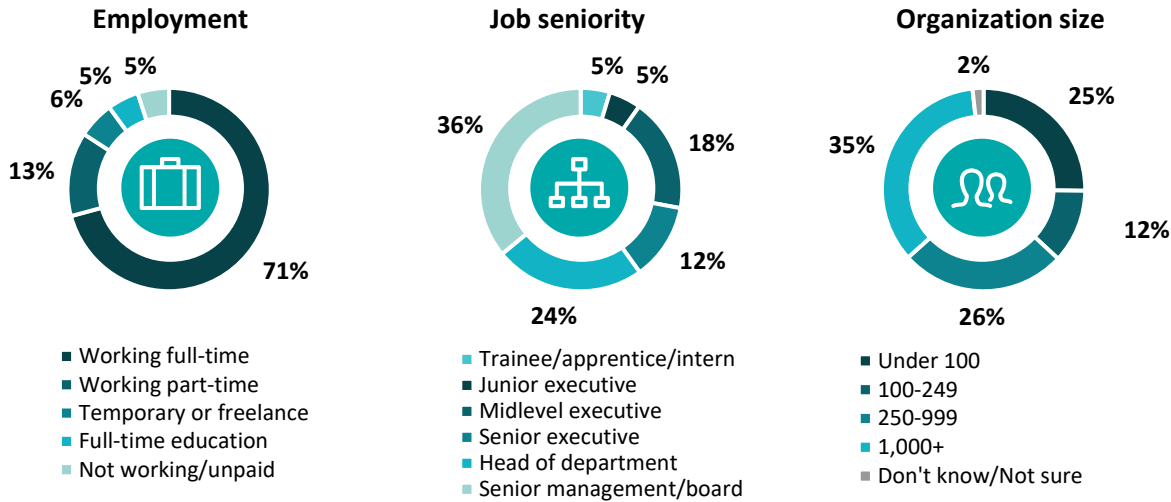
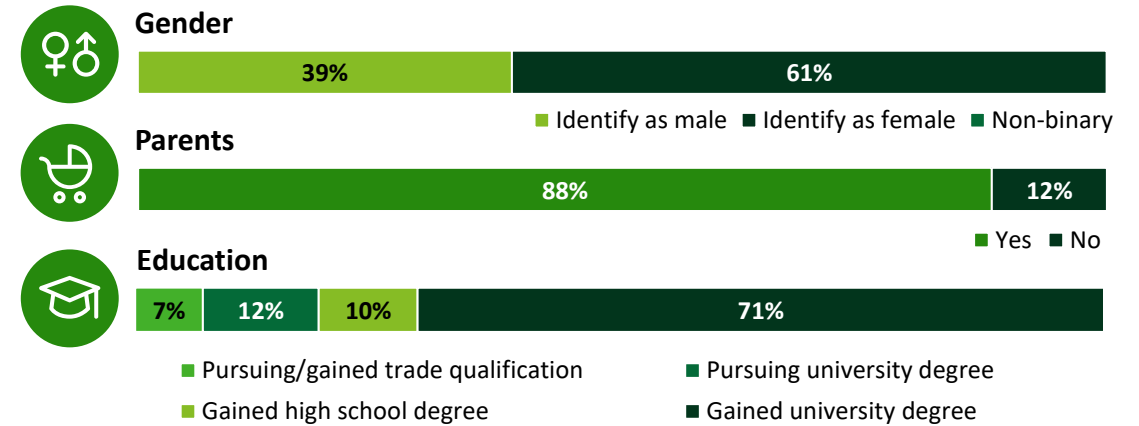
804 total respondents in Brazil: 501 Gen Zs and 303 millennials



GEN Z PROFILE



MILLENNIAL PROFILE





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

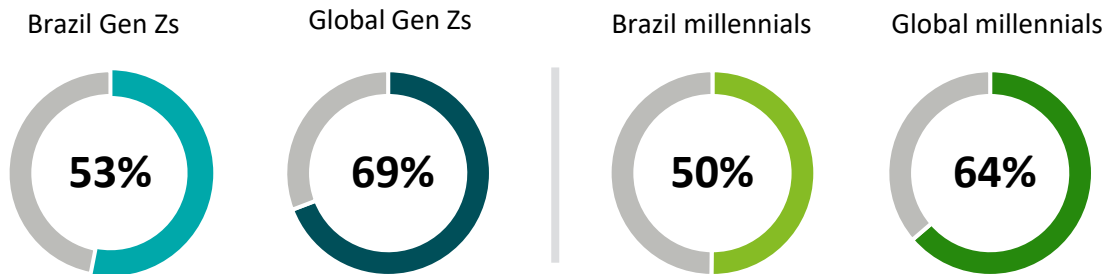


45% of Gen Zs and 36% of millennials in Brazil say they have delayed major life decisions due to their financial situation

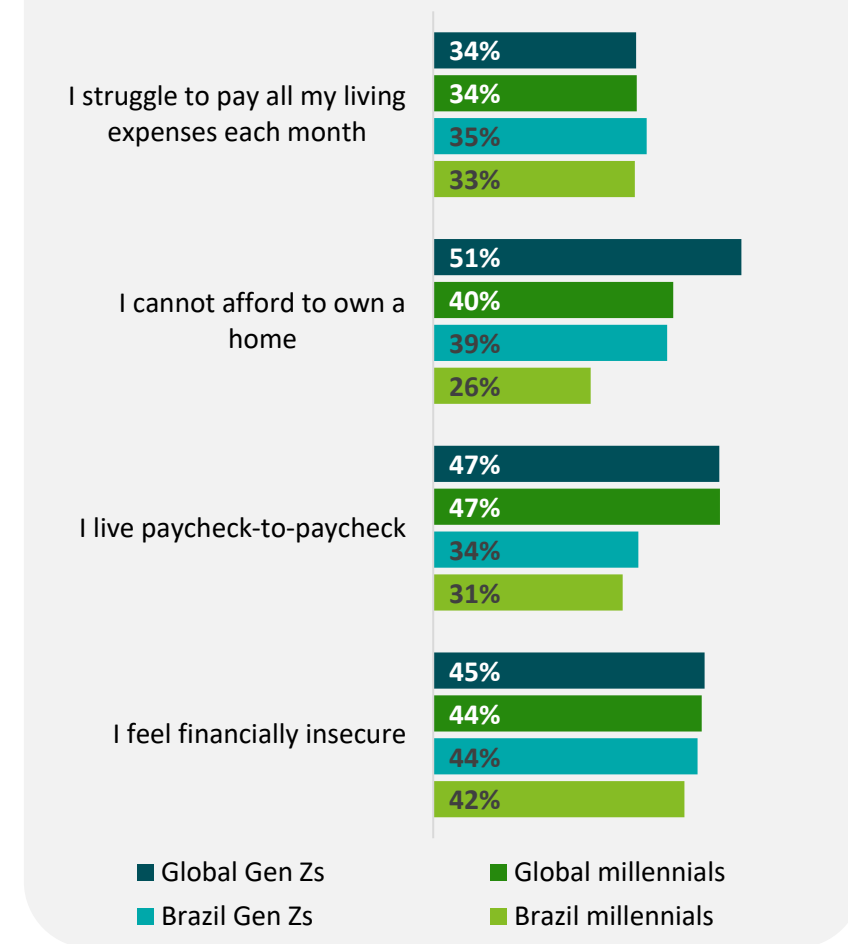
Top Concerns

	Crime / personal safety	Cost of living	Climate change / protecting the environment	Mental health of my generation	Unemployment
Brazil Gen Zs	27%	25%	22%	21%	19%
	Crime / personal safety	Cost of living	Mental health of my generation	Climate change / protecting the environment	Health care / disease prevention
Brazil millennials	34%	27%	25%	24%	17%

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



Financial Stability





Leadership, Reconsidered



While 69% of Gen Zs and 74% of millennials in Brazil are interested in pursuing leadership roles at some point in their careers, only 6% of Gen Zs and 8% of millennials say it is their primary career goal

Primary career goal

	Maintaining a good work / life balance	Achieving financial independence	Becoming an expert in my field	Achieving job stability and security	Continuous learning and development
Brazil Gen Zs	28%	16%	14%	14%	9%
	Maintaining a good work / life balance	Achieving financial independence	Becoming an expert in my field	Achieving job stability and security	Continuous learning and development
Brazil millennials	32%	15%	11%	11%	11%



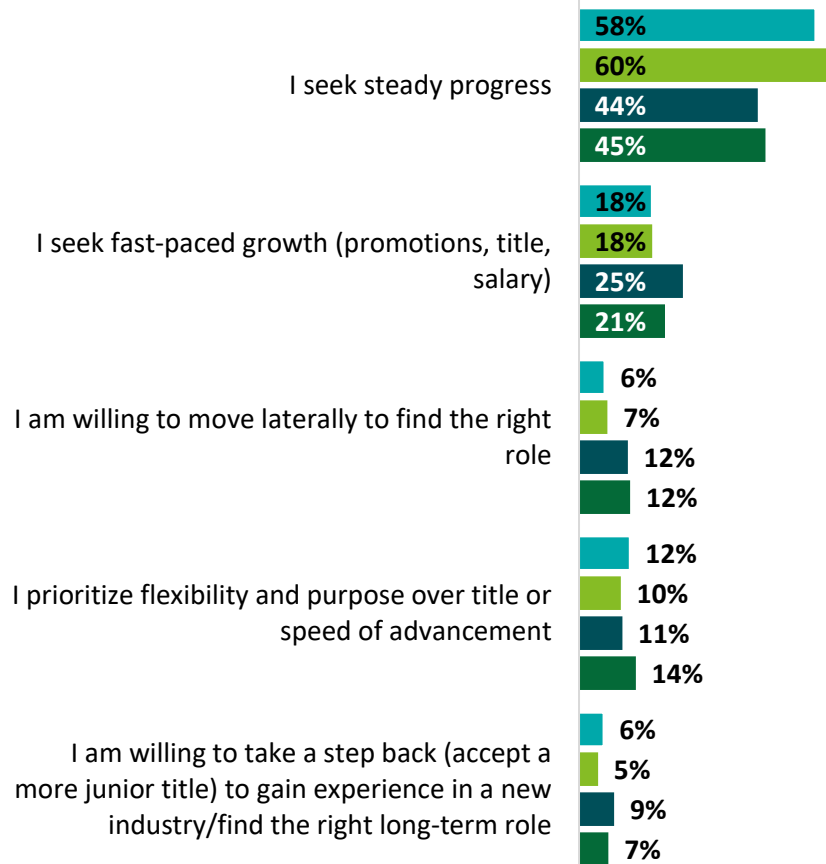
Leadership, Reconsidered



45% of Gen Zs and 61% of millennials globally, and 67% of Gen Zs and 81% of millennials in Brazil manage or supervise teams or are executives leading organizations

How respondents think about their career path

(Percentage selecting each option)

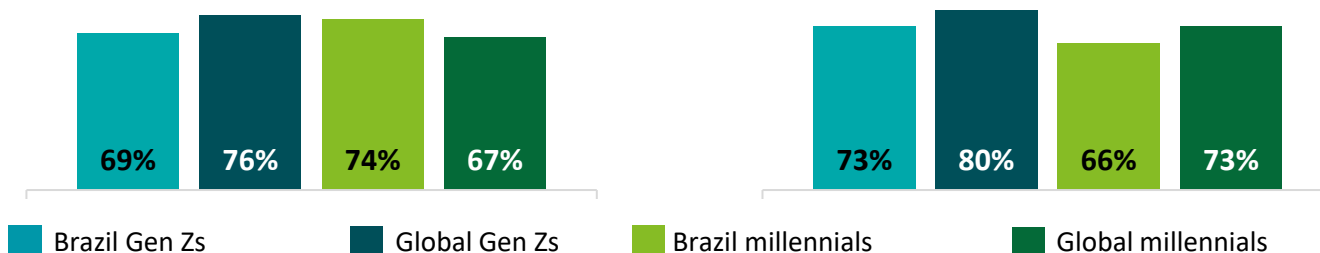


■ Brazil Gen Zs ■ Brazil millennials ■ Global Gen Zs ■ Global millennials

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

Interested in pursuing a senior leadership position (e.g., C-suite, board, or other executive position)

Interested in pursuing a supervisory or management role



Top five factors that would increase interest in leadership roles

*asked of Gen Zs and millennials in Brazil 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)

	Work ethic	Collaboration / teamwork	Adaptability	Empathy / emotional intelligence	Critical thinking / problem solving
Brazil Gen Zs	72%	64%	60%	54%	53%

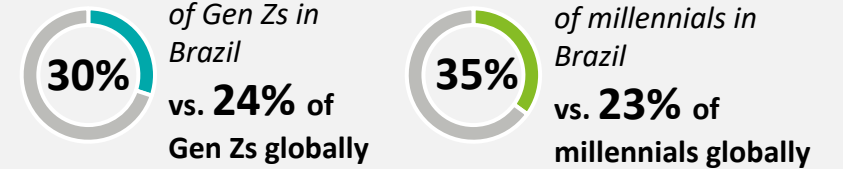
	Work ethic	Collaboration / teamwork	Adaptability	Technical or role specific skills	Communication skills
Brazil millennials	76%	67%	65%	63%	57%

Percentage interested in developing this skill further (top 5)

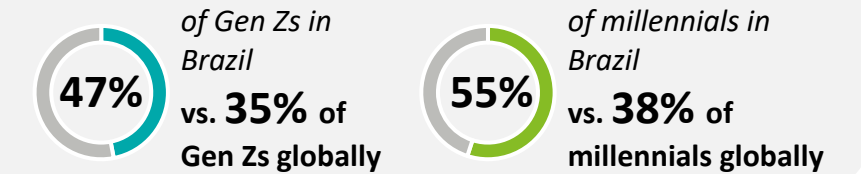
	Public speaking	AI / automation tool fluency	Communication skills	Leadership / setting vision / decision making	Digital literacy / IT skills
Brazil Gen Zs	45%	40%	39%	38%	37%

	AI / automation tool fluency	Public speaking	Digital literacy / IT skills	People management / coaching	Leadership / setting vision / decision making
Brazil millennials	42%	41%	39%	36%	33%

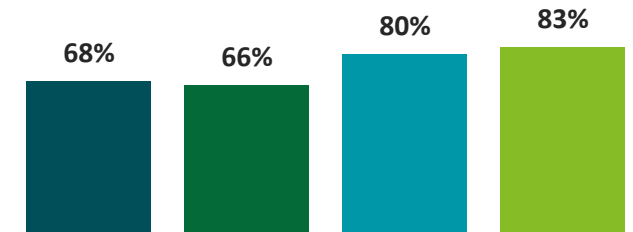
Percentage of respondents saying they have completed AI training



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



I can effectively use AI (e.g., GenAI, Agentic AI) in my role at work





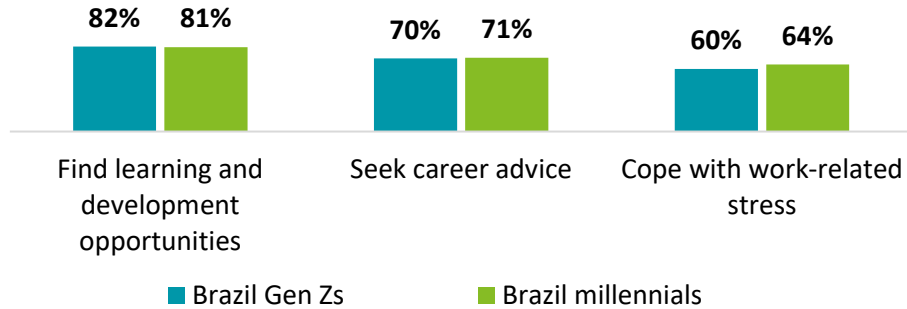
AI, Adaptability, and the Readiness Gap



87% of Gen Zs and 91% of millennials in Brazil use AI in their day-to-day work

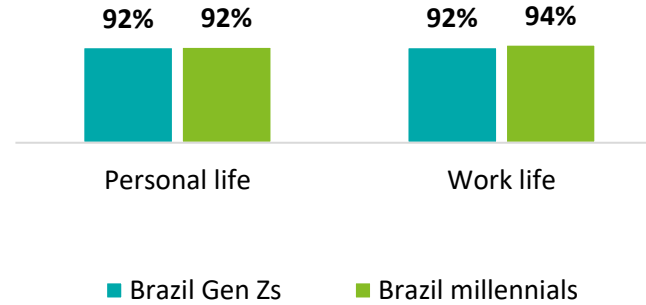
How respondents use AI for growth/well-being

Percentage saying agree/strongly agree

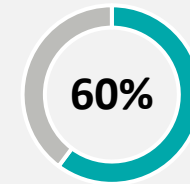


Those who say AI positively impacts their...

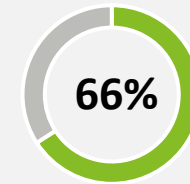
Percentage saying very/somewhat positive



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



60% of Gen Zs in Brazil vs. 38% of Gen Zs globally



66% of millennials in Brazil vs. 40% of millennials globally

Top five barriers to AI use at work

Percentage selecting each option

	Compliance requirements limit use	AI tools are not well integrated with other systems or workflows	Lack of effective training opportunities	AI tools available lack creative capabilities	Lack of knowledge and experience
Brazil Gen Zs	21%	17%	17%	17%	17%
Brazil millennials	23%	20%	17%	17%	16%



Well-Being as Infrastructure



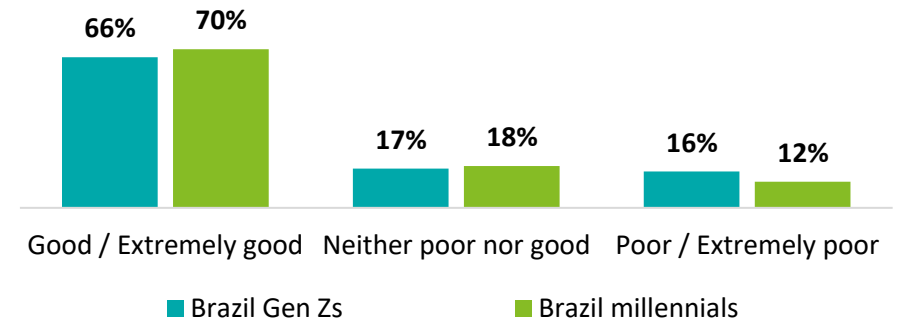
38% of Gen Zs and 32% of millennials in Brazil say they feel stressed all or most of the time

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

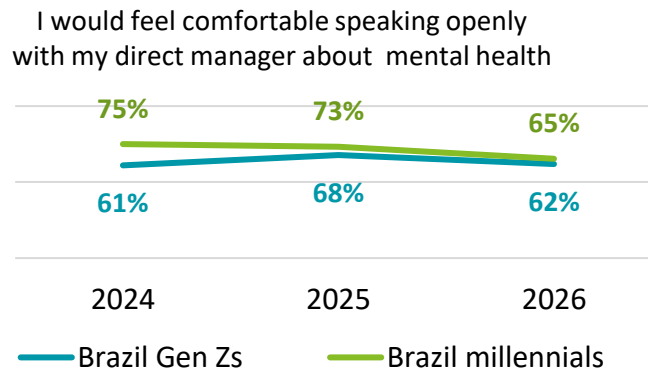
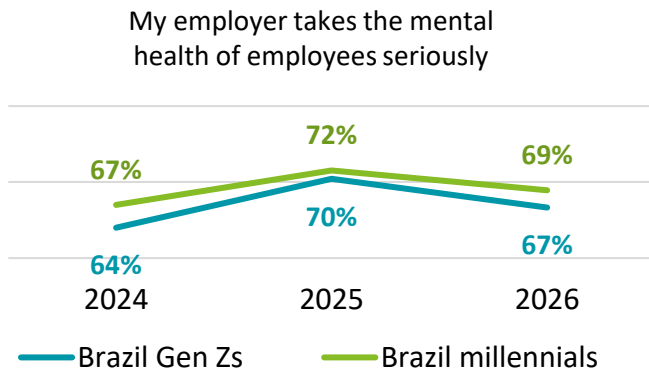
**asked only of those who feel anxious or stressed*

	The health / welfare of my family	My longer-term financial future	My personal safety	My physical health	My day-to-day finances
Brazil Gen Zs	49%	45%	43%	41%	41%
	The health / welfare of my family	My longer-term financial future	My day-to-day finances	My personal safety	Concerns about my mental health
Brazil millennials	47%	43%	37%	37%	36%

How respondents rate their overall mental well-being

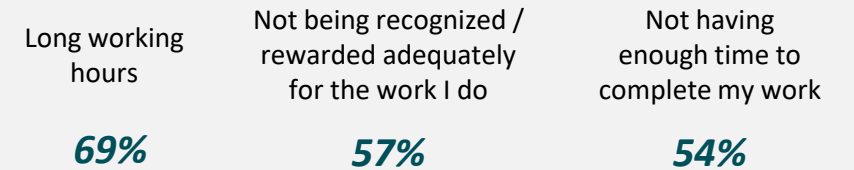


Percentage who agree/strongly agree with the following statements about mental health in the workplace

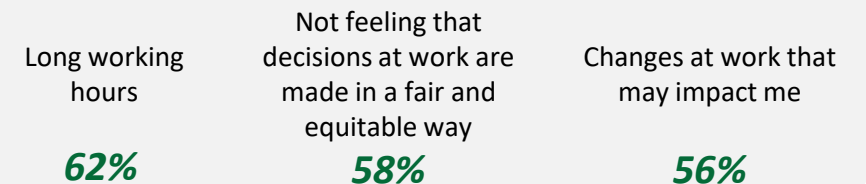


Top three aspects of job contributing to anxiety/stress

Brazil Gen Zs



Brazil millennials





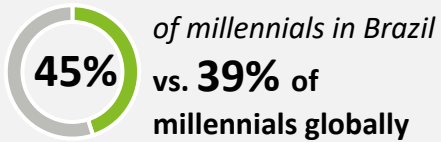
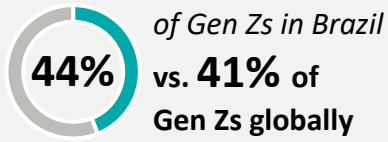
The Ideal Workplace: Where Purpose and Connection Converge



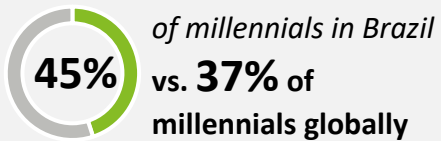
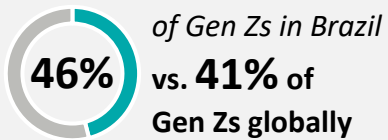
98% of Gen Zs and 100% of millennials in Brazil say having a sense of purpose is important for their job satisfaction

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

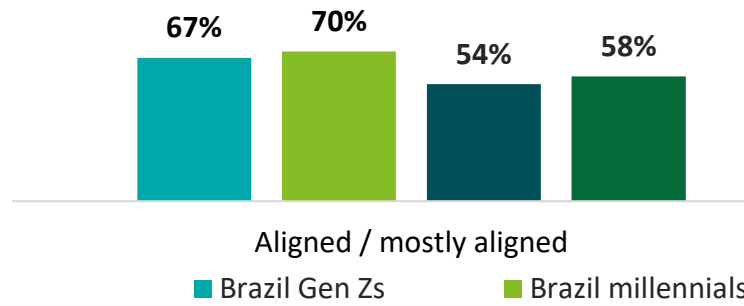
Potential employer



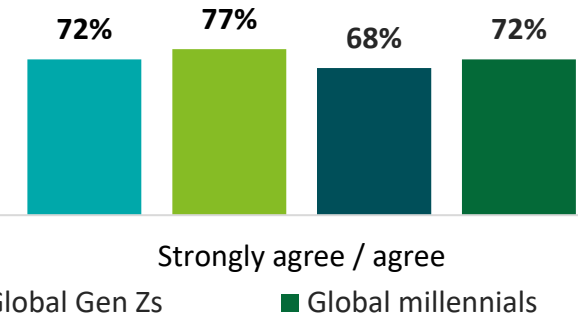
Assignment/project



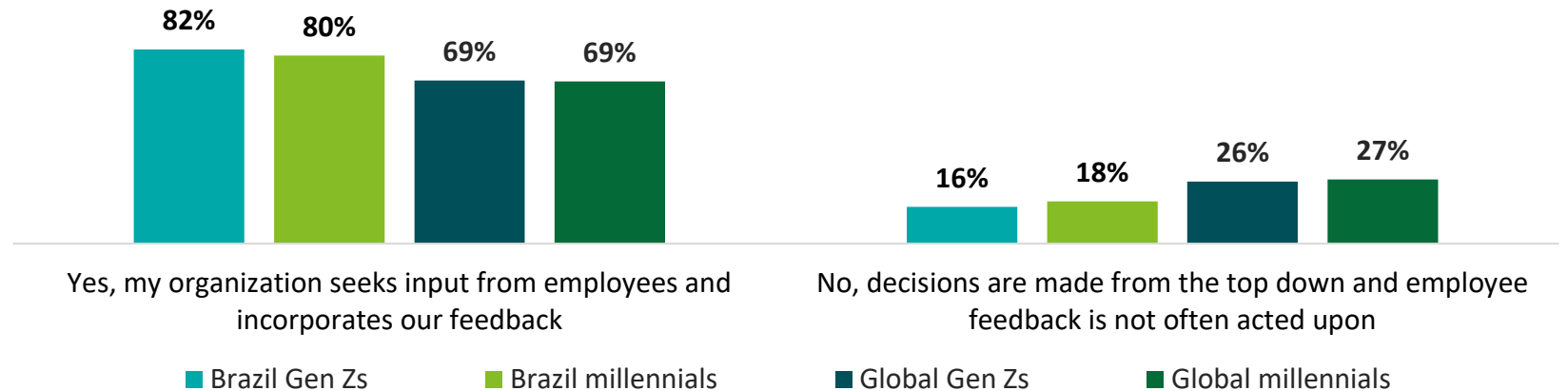
Percentage who say their current job aligns with their beliefs/values



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



Belief in ability to drive change at work

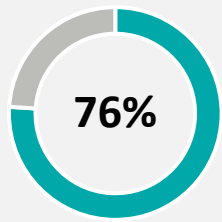




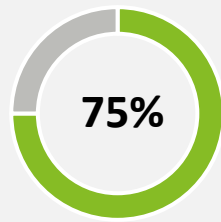
Workplace Connection: Relationships & Management



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



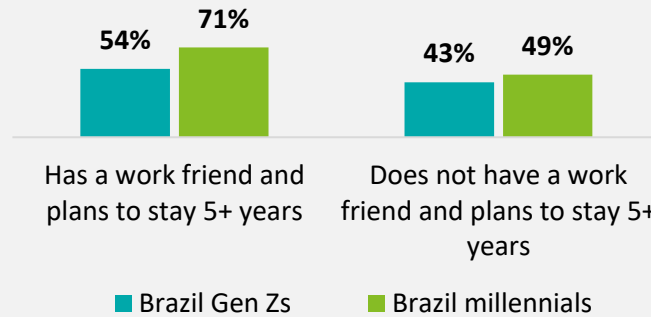
Brazil Gen Zs



Brazil millennials

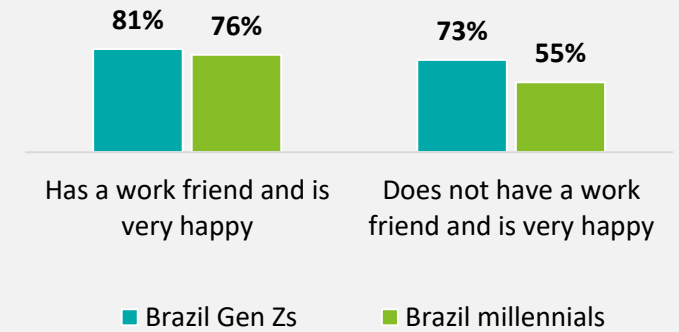
How work friendships correlate with planned work tenure

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



54% of Gen Zs and 55% of millennials in Brazil 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	Confidentiality concerns	High turnover disrupts continuity	No standard templates or tools	Not enough time/prioritization
Brazil Gen Zs	26%	25%	23%	21%	21%
	Lack of incentives/recognition	High turnover disrupts continuity	Confidentiality concerns	Not enough time/prioritization	No standard templates or tools
Brazil millennials	25%	23%	21%	17%	15%



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