Deloitte Global 2022
Gen Z and Millennial Survey

Country profile: Thailand
Methodology and global key messages

Our methodology:
The 2022 Gen Z and Millennial Survey solicited the views of 14,808 Gen Zs and 8,412 millennials (23,220 respondents in total), from 46 countries across North America, Latin America, Western Europe, Eastern Europe, the Middle East, Africa and Asia Pacific.

Fieldwork was completed between 24 November 2021 and 4 January 2022.

As defined in the study, Gen Z respondents were born between January 1995 and December 2003, and millennial respondents were born between January 1983 and December 1994.

Key global findings:
Gen Zs and millennials feel deeply concerned about the state of the world and their own futures. They are reassessing their priorities in the wake of ongoing crises, and actively trying to balance the challenges of their everyday lives with their desire to drive societal change.

Cost of living is the top concern among Gen Zs and millennials. Many live paycheck to paycheck and are not confident they will be able to retire comfortably. To make ends meet, more than four in 10 Gen Zs and a third of millennials have a part- or full-time side job, in addition to their primary job. At a broader societal level, Gen Zs and millennials are deeply concerned about wealth inequality and not optimistic that the economic situations in their countries will improve.

The Great Resignation signals a breaking point in response to ongoing dissatisfaction, increasing distrust in business, and shocking events, like the pandemic, that have made many reassess what’s important to them. Employers now have a need, and an opportunity, to drive the sustained workplace changes that Gen Zs and millennials have long been asking for. Compensation, better work/life balance, and more learning and development opportunities are at the top of the list.

Flexible work is a priority. The majority of Gen Zs (75%) and millennials (77%) prefer hybrid work or to work remotely, but less than half currently have the option to do so. They value flexible work because it helps them save money, frees up time to do other things they care about, and allows them to spend more time with family. However, employers have work to do to ensure that hybrid/flexible work arrangements are equitable.

Gen Zs and millennials believe that the world is at a tipping point in responding to climate change. Almost all of Gen Zs and millennials (90%) are making efforts to reduce their personal environmental impact. Near term, their actions are focused on small everyday actions; longer term, they see themselves increasing their civic engagement and bringing sustainability into their large purchases, even if they may cost more upfront. They are also pushing their employers to take action against climate change. However, only 18% of Gen Zs and 16% of millennials believe employers are strongly committed. They are even less optimistic about their governments’ commitment to drive change.

Stress and burnout levels are high. Nearly half of Gen Zs say they feel stressed all or most of the time. Millennial stress levels are also high but are down slightly from last year. Meanwhile, more than half of all respondents say they feel burned out from the pressure of their workloads. Employers are seen to be making an effort to address workplace mental health issues – more than half of respondents say their employer is more focused on workplace well-being and mental health since the start of the pandemic. However, many do not believe the increased focus has resulted in any meaningful impact on employees.

The following deck examines how Thailand’s Gen Zs and millennials stand out from their global counterparts on these key themes.
### Country profile: Thailand

**300 total respondents in Thailand: 200 Gen Zs and 100 millennials**

#### GEN Z PROFILE

<table>
<thead>
<tr>
<th>Category</th>
<th>Gen Zs</th>
<th>Millennials</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>49%</td>
<td>50%</td>
</tr>
<tr>
<td>Parents</td>
<td>18%</td>
<td>51%</td>
</tr>
<tr>
<td>Education</td>
<td>6%</td>
<td>9%</td>
</tr>
<tr>
<td>Employment</td>
<td>5%</td>
<td>10%</td>
</tr>
<tr>
<td>Job seniority</td>
<td>5%</td>
<td>15%</td>
</tr>
<tr>
<td>Organization size</td>
<td>6%</td>
<td>17%</td>
</tr>
</tbody>
</table>

**Gender**
- Identify as male: 49%
- Identify as female: 49%

**Parents**
- Yes: 18%
- No: 82%

**Education**
- Pursuing/gained trade qualification: 6%
- Pursuing university degree: 52%
- Pursuing high school degree: 14%
- Gained high school degree: 6%
- Gained university degree: 22%

**Employment**
- Working full-time: 42%
- Working part-time: 39%
- Temporary or freelance: 4%
- Full-time education: 5%
- Not working/unpaid: 10%

**Job seniority**
- Junior executive: 6%
- Midlevel executive: 11%
- Senior executive: 8%
- Head of department: 11%
- Senior management/board: 64%

**Organization size**
- Under 100: 76%
- 100-249: 15%
- 250-999: 17%
- 1,000+: 26%
- Don’t know/Not sure: 2%

#### MILLENNIAL PROFILE

<table>
<thead>
<tr>
<th>Category</th>
<th>Gen Zs</th>
<th>Millennials</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>50%</td>
<td>50%</td>
</tr>
<tr>
<td>Parents</td>
<td>51%</td>
<td>49%</td>
</tr>
<tr>
<td>Education</td>
<td>12%</td>
<td>69%</td>
</tr>
<tr>
<td>Employment</td>
<td>10%</td>
<td>9%</td>
</tr>
<tr>
<td>Job seniority</td>
<td>17%</td>
<td>16%</td>
</tr>
<tr>
<td>Organization size</td>
<td>11%</td>
<td>35%</td>
</tr>
</tbody>
</table>

**Gender**
- Identify as male: 50%
- Identify as female: 50%

**Parents**
- Yes: 51%
- No: 49%

**Education**
- Pursuing/gained trade qualification: 9%
- Pursuing university degree: 12%
- Pursuing high school degree: 10%
- Gained high school degree: 69%
- Gained university degree: 6%

**Employment**
- Working full-time: 76%
- Working part-time: 9%
- Temporary or freelance: 2%
- Full-time education: 5%
- Not working/unpaid: 17%

**Job seniority**
- Junior executive: 0%
- Midlevel executive: 5%
- Senior executive: 7%
- Head of department: 9%
- Senior management/board: 39%

**Organization size**
- Under 100: 39%
- 100-249: 15%
- 250-999: 17%
- 1,000+: 26%
- Don’t know/Not sure: 2%
### Economic and political outlook

**How they expect the overall economic situation in their country will change over the next 12 months:**

<table>
<thead>
<tr>
<th>Thailand Gen Zs</th>
<th>Thailand millennials</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>2022</td>
</tr>
<tr>
<td>55%</td>
<td>60%</td>
</tr>
<tr>
<td>24%</td>
<td>18%</td>
</tr>
<tr>
<td>14%</td>
<td>17%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Global Gen Zs</th>
<th>Global millennials</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>2022</td>
</tr>
<tr>
<td>41%</td>
<td>37%</td>
</tr>
<tr>
<td>21%</td>
<td>25%</td>
</tr>
<tr>
<td>27%</td>
<td>28%</td>
</tr>
</tbody>
</table>

**How they expect the overall sociopolitical situation in their country will change over the next 12 months:**

<table>
<thead>
<tr>
<th>Thailand Gen Zs</th>
<th>Thailand millennials</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>2022</td>
</tr>
<tr>
<td>41%</td>
<td>59%</td>
</tr>
<tr>
<td>26%</td>
<td>21%</td>
</tr>
<tr>
<td>22%</td>
<td>13%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Global Gen Zs</th>
<th>Global millennials</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>2022</td>
</tr>
<tr>
<td>40%</td>
<td>39%</td>
</tr>
<tr>
<td>27%</td>
<td>27%</td>
</tr>
<tr>
<td>24%</td>
<td>24%</td>
</tr>
</tbody>
</table>

*Not asked in China

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Percentage of respondents who think businesses have a very/fairly positive impact on society:

- **2021**
  - Thailand Gen Zs: 57%
  - Global Gen Zs: 48%
  - Thailand millennials: 46%
  - Global millennials: 47%

- **2022**
  - Thailand Gen Zs: 58%
  - Global Gen Zs: 45%
  - Thailand millennials: 54%
  - Global millennials: 44%
Top five issues of greatest concern:

**Thailand Gen Zs**

- Unemployment: 33%
- Income inequality/distribution of wealth: 24%
- Cost of living: 22%
- Economic growth: 21%
- Crime/personal safety: 19%

**Global Gen Zs**

- Cost of living: 29%
- Climate change/the environment: 24%
- Unemployment: 20%
- Mental health of my generation: 19%
- Sexual harassment: 17%

**Thailand millennials**

- Cost of living: 34%
- Income inequality/distribution of wealth: 31%
- Economic growth: 24%
- Political instability/wars/conflicts between countries: 24%
- Crime/personal safety: 22%

**Global millennials**

- Cost of living: 36%
- Climate change/protecting the environment: 25%
- Health care/disease prevention: 21%
- Unemployment: 20%
- Crime/personal safety: 18%
Financial concerns and the prevalence of side jobs

Those who strongly/tend to agree with the following statements:

- I feel financially secure
  - Thailand Gen Zs: 38%
  - Global Gen Zs: 40%
  - Thailand millennials: 50%
  - Global millennials: 46%

- I am confident I will be able to retire with financial comfort
  - Thailand Gen Zs: 41%
  - Global Gen Zs: 47%
  - Thailand millennials: 41%
  - Global millennials: 57%

- I can comfortably pay all of my living expenses each month
  - Thailand Gen Zs: 42%
  - Global Gen Zs: 47%
  - Thailand millennials: 56%
  - Global millennials: 55%

- I live paycheck to paycheck and worry that I won’t be able to cover my expenses
  - Thailand Gen Zs: 68%
  - Global Gen Zs: 46%
  - Thailand millennials: 47%
  - Global millennials: 67%

Many are taking on side jobs. Those who have taken on either a part- or full-time paying job in addition to their primary job:

- Selling products or services through online platforms (37% of Gen Zs and 29% of millennials)
- Pursuing artistic ambitions (23% of Gen Zs and 15% of millennials)
- Working for a not-for-profit organization (21% of Gen Zs and 14% of millennials)
- Writing/hosting a blog, podcast, or newsletter (16% of Gen Zs and 15% of millennials)
- Social media influencer (14% of Gen Zs and 23% of millennials)
**Top reasons Gen Zs and millennials left their organizations**: 

- **The COVID-19 pandemic made me reflect on my values and aspirations**: 34% (Gen Zs) 29% (Millennials)
- **Pay wasn’t high enough**: 24% (Gen Zs) 21% (Millennials)
- **Lack of learning and skills development opportunities**: 27% (Gen Zs) 17% (Millennials)
- **The role didn’t offer a positive work/life balance**: 20% (Gen Zs) 13% (Millennials)
- **I felt the job/workplace was detrimental to my mental health**: 17% (Gen Zs)

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**Top reasons Gen Zs and millennials choose to work for an organization**: 

- **Good work/life balance**: 42% (Gen Zs) 35% (Millennials)
- **Learning and development opportunities**: 31% (Gen Zs) 30% (Millennials)
- **High salary or other financial benefits**: 30% (Gen Zs) 27% (Millennials)
- **To derive a sense of meaning from work**: 32% (Gen Zs) 27% (Millennials)
- **Strong workplace benefits (e.g., parental leave policies)**: 30% (Gen Zs) 27% (Millennials)

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**Those who would like to stay in their jobs beyond five years or leave within two**: 

- **Thailand Gen Zs**: 
  - Stay beyond 5 years: 43% (2021) 28% (2022)
  - Leave within 2 years: 27% (2021) 39% (2022)

- **Thailand millennials**: 
  - Stay beyond 5 years: 55% (2021) 62% (2022)
  - Leave within 2 years: 20% (2021) 13% (2022)

Among the respondents who would like to leave their jobs within two years, the following would do so without another job lined up*: 

- **64%** (Thailand Gen Zs)
Growing demand for hybrid work arrangements

**Current working patterns:**

- **Thailand Gen Zs**
  - I always work remotely: 23%
  - I have a hybrid work arrangement: 29%
  - I always work in an office: 44%
  - Don’t know/not sure: 4%

- **Thailand millennials**
  - I always work remotely: 31%
  - I have a hybrid work arrangement: 28%
  - I always work in an office: 36%
  - Don’t know/not sure: 4%

**Preferred working patterns:**

- **Thailand Gen Zs**
  - To always work remotely: 9%
  - To have a hybrid work arrangement: 71%
  - To always work in the office: 15%
  - Don’t know/not sure: 4%

- **Thailand millennials**
  - To always work remotely: 11%
  - To have a hybrid work arrangement: 64%
  - To always work in the office: 17%
  - Don’t know/not sure: 8%

*As defined here, hybrid work arrangements include any combination of remote and in-office work, whether it be splitting time 50/50, working mostly remotely with occasional office time, or vice versa.
The impact of remote work

**Top 5 impacts of remote work for Gen Zs in Thailand:**

- 36% It has helped me save money
- 31% It frees up my time to do other things that I care about
- 31% It allows me to see my family more often
- 29% It makes getting my work done each day easier
- 28% It has allowed me to show a more authentic side/be my ‘true self’ while working

**Top 5 impacts of remote work for millennials in Thailand:**

- 57% It has helped me save money
- 46% It allows me to see my family more often
- 42% It frees up my time to do other things that I care about
- 34% It positively impacts my mental health
- 28% It makes getting my work done each day easier
If Gen Zs in Thailand were in charge, they’d prioritize the following initiatives to improve work/life balance:

- Allow employees to work remotely if they wish (13%)
- Create more part-time jobs (12%)
- Ensure that employees who work part-time have comparable career advancement opportunities to full-time employees (12%)
- Foster supportive leaders through mental health-related training (12%)
- Offer a sabbatical program (11%)

If millennials in Thailand were in charge, they’d prioritize the following initiatives to improve work/life balance:

- Allow employees to work flexible working hours (17%)
- Create more job-sharing options (14%)
- Allow employees to work remotely if they wish (14%)
- Foster supportive leaders through mental health-related training (14%)
- Ensure that employees who work part-time have comparable career advancement opportunities to full-time employees (12%)
The world is at a tipping point when responding to climate change, and the future can go either way (strongly agree or tend to agree): 

- **Environment: Uncertain future**

  - **Gen Zs**:
    - Thailand Gen Zs: 87%
    - Global Gen Zs: 75%
  - **Millennials**:
    - Thailand millennials: 89%
    - Global millennials: 73%

Those who have been personally impacted by at least one severe weather event in the last 12 months:

- **85% of Gen Zs in Thailand** vs. **68% of Gen Zs globally**
- **90% of millennials in Thailand** vs. **66% of millennials globally**
Those who try to minimize their personal impact on the environment:

- **Global Gen Zs**: 90% make an effort to protect the environment.
  - I consistently or often try: 66%
  - I try, but could do more: 24%
  - I rarely try: 6%
  - Don’t know: 5%

- **Thailand Gen Zs**: 94% make an effort to protect the environment.
  - I consistently or often try: 76%
  - I try, but could do more: 18%
  - I rarely try: 4%
  - Don’t know: 1%

- **Global millennials**: 90% make an effort to protect the environment.
  - I consistently or often try: 63%
  - I try, but could do more: 26%
  - I rarely try: 5%
  - Don’t know: 5%

- **Thailand millennials**: 94% make an effort to protect the environment.
  - I consistently or often try: 78%
  - I try, but could do more: 16%
  - I rarely try: 4%
  - Don’t know: 2%

Those who strongly agree that large companies are taking substantive/tangible actions to combat climate change:

- **Global Gen Zs**: 78%
- **Thailand Gen Zs**: 66%
- **Global millennials**: 76%
- **Thailand millennials**: 63%

Those who believe their national government is highly committed to combatting climate change:

- **Global Gen Zs**: 18%
- **Thailand Gen Zs**: 14%
- **Global millennials**: 16%
- **Thailand millennials**: 11%
Environment: What they’d like their employers to do

Percentage who strongly/tend to agree that they and their colleagues have put pressure on their employer to take action on climate change:

- **66%** of Gen Zs in Thailand vs. **48%** of Gen Zs globally
- **63%** of millennials in Thailand vs. **43%** of millennials globally

Ranking of where employed Gen Zs and millennials in Thailand feel their organizations should invest more resources to help combat climate change:

- Providing training for employees on how they can make a positive impact on the environment in everyday activities (19% of Gen Zs and 10% of millennials)
- Commitment to being net-zero greenhouse gas emissions within the next decade (14% of Gen Zs and 13% of millennials)
- Ban on single-use plastic products at work/office locations (12% of Gen Zs and 17% of millennials)
- Sustainability-orientated employee benefits (12% of Gen Zs and 18% of millennials)
- Providing employees incentives to make better environmental choices (11% of Gen Zs and 9% of millennials)
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Stress levels are high, particularly among Gen Zs

Percentage of respondents who say they feel anxious or stressed all or most of the time:

- **Thailand Gen Zs**: 60% (Identify as male 53%, Identify as female 66%) (down 3 points from 2021)
- **Global Gen Zs**: 46% (Identify as male 39%, Identify as female 53%) (no change from 2021)
- **Thailand millennials**: 42% (Identify as male 43%, Identify as female 41%) (down 4 points from 2021)
- **Global millennials**: 38% (Identify as male 36%, Identify as female 41%) (down 3 points from 2021)

Percentage of respondents who say the following contribute a lot to their feelings of anxiety or stress:

- **My Longer-term Financial Future**: 67% (Thailand Gen Zs 47%, Global Gen Zs 50%, Thailand millennials 43%, Global millennials 51%)
- **My Day-to-day Finances**: 59% (Thailand Gen Zs 42%, Global Gen Zs 51%, Thailand millennials 39%, Global millennials 43%)
- **Concerns About My Mental Health**: 49% (Thailand Gen Zs 39%, Global Gen Zs 43%, Thailand millennials 30%, Global millennials 36%)
- **My Job/workload**: 43% (Thailand Gen Zs 34%, Global Gen Zs 36%, Thailand millennials 31%, Global millennials 31%)
- **Family/personal Relationships**: 38% (Thailand Gen Zs 39%, Global Gen Zs 34%, Thailand millennials 31%, Global millennials 31%)

*Asked only of those who feel anxious or stressed*
### Burnout and efforts to improve workplace mental health

#### Percentage who feel burned out due to the intensity/demands of their workloads (strongly/somewhat agree):

<table>
<thead>
<tr>
<th>Region</th>
<th>Gen Zs</th>
<th>Millennials</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global</td>
<td>46%</td>
<td>45%</td>
</tr>
<tr>
<td>Thailand</td>
<td>61%</td>
<td>64%</td>
</tr>
</tbody>
</table>

#### Percentage who said many people have recently left their organization due to the pressure of their workloads (strongly/somewhat agree):

<table>
<thead>
<tr>
<th>Region</th>
<th>Gen Zs</th>
<th>Millennials</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global</td>
<td>44%</td>
<td>43%</td>
</tr>
<tr>
<td>Thailand</td>
<td>54%</td>
<td>66%</td>
</tr>
</tbody>
</table>

#### Percentage who agree that workplace well-being and mental health has become more of a focus for their employer since the start of the pandemic (strongly/somewhat agree):

<table>
<thead>
<tr>
<th>Group</th>
<th>Percentage in Thailand</th>
<th>Percentage globally</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gen Zs</td>
<td>75%</td>
<td>57%</td>
</tr>
<tr>
<td>Millennials</td>
<td>79%</td>
<td>53%</td>
</tr>
</tbody>
</table>

#### Percentage who agree that their organization now talks more about mental health, but it has not resulted in any meaningful impact on employees (strongly/somewhat agree):

<table>
<thead>
<tr>
<th>Group</th>
<th>Percentage in Thailand</th>
<th>Percentage globally</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gen Zs</td>
<td>74%</td>
<td>53%</td>
</tr>
<tr>
<td>Millennials</td>
<td>68%</td>
<td>51%</td>
</tr>
</tbody>
</table>
Percentage who would not feel comfortable speaking openly with their direct manager about feeling stressed or anxious, or about other mental health challenges:

- 15% of Gen Zs in Thailand
- 15% of millennials in Thailand

Percentage who have taken time off work due to feelings of stress or anxiety:

- 54% of Gen Zs in Thailand
- 46% of millennials in Thailand

Among those who took time off work due to stress or anxiety, they gave their employers the following reason for their absence:

**Thailand Gen Zs**

<table>
<thead>
<tr>
<th>Reason</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Told them it was due to anxiety/stress</td>
<td>90%</td>
<td>54%</td>
</tr>
<tr>
<td>Gave a different reason</td>
<td>10%</td>
<td>45%</td>
</tr>
<tr>
<td>Prefer not to say/don't know</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Thailand millennials**

<table>
<thead>
<tr>
<th>Reason</th>
<th>2021</th>
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<td>66%</td>
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<td>34%</td>
<td>52%</td>
</tr>
<tr>
<td>Prefer not to say/don't know</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The Millz Mood Monitor gauges the mood of respondents and provides an annual snapshot of Gen Zs’ and millennials’ optimism that the world and their places in it will improve.

*Scores are based on responses to questions on the following five topics and are aggregated to create a measure between zero (absolute pessimism) and a hundred (complete optimism).

<table>
<thead>
<tr>
<th>Economic situation</th>
<th>Sociopolitical situation</th>
<th>Personal financial situation</th>
<th>Environment</th>
<th>Impact of business on wider society</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>50</td>
<td>0</td>
<td>0</td>
<td>100</td>
</tr>
<tr>
<td>Nothing positive at all</td>
<td>Half think we’re making progress</td>
<td>0</td>
<td>0</td>
<td>Everything is positive</td>
</tr>
</tbody>
</table>

**GEN ZS:**

- Gen Zs in Thailand: 34 (Identify as female: 31, Identify as male: 38) -3 pts.
- Gen Zs globally: 36 (Identify as female: 33, Identify as male: 40) No change

**MILLENNIALS:**

- Millennials in Thailand: 43 (Identify as female: 40, Identify as male: 47) +6 pts.
- Millennials globally: 35 (Identify as female: 32, Identify as male: 39) +1 pts.

*Global scores don’t include China.*
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