



Workforce trends by generation

# key findings





Workforce data by generation reveal some interesting trends to enhance your understanding of the patterns and characteristics of various age groups within your organization.

# 1





## In North America, voluntary turnover is highest among millennial employees who also represent a significant portion of new hires.

Across North America, millennials account for half of voluntary turnover (50%), followed by Gen X (23%) and Gen Z (18%). In Mexico, voluntary turnover is comprised of 54% millennials and 31% Gen Z, which is a significantly higher proportion than Gen X (14%). In Canada and the United States, millennials also have the largest proportion of voluntary turnover, with rates of 54% and 49%, respectively. However, Gen Z in the US accounts for 18% of voluntary turnover and 15% in Canada — substantially lower than in Mexico (31%). Despite these younger populations representing a greater number of voluntary turnovers, they also represent the largest portion of new hires, with millennials representing over 50% and Gen Z representing 30% of new hires globally due to a larger talent pool seeking employment. This could suggest that younger demographics are changing jobs more frequently than their older counterparts, resulting in increased turnover and elevated hiring rate.

### Distribution of voluntary turnover by generation

	Global	North America	Canada	Mexico	United States
 Baby boomer	5%	8%	7%	1%	9%
 Gen X	19%	23%	24%	14%	24%
 Millennial	56%	50%	54%	54%	49%
 Gen Z	20%	18%	15%	31%	18%

### Distribution of new hires by generation

 Baby boomer	2%	4%	2%	1%	5%
 Gen X	16%	22%	19%	13%	23%
 Millennial	52%	49%	56%	52%	48%
 Gen Z	30%	24%	23%	35%	24%

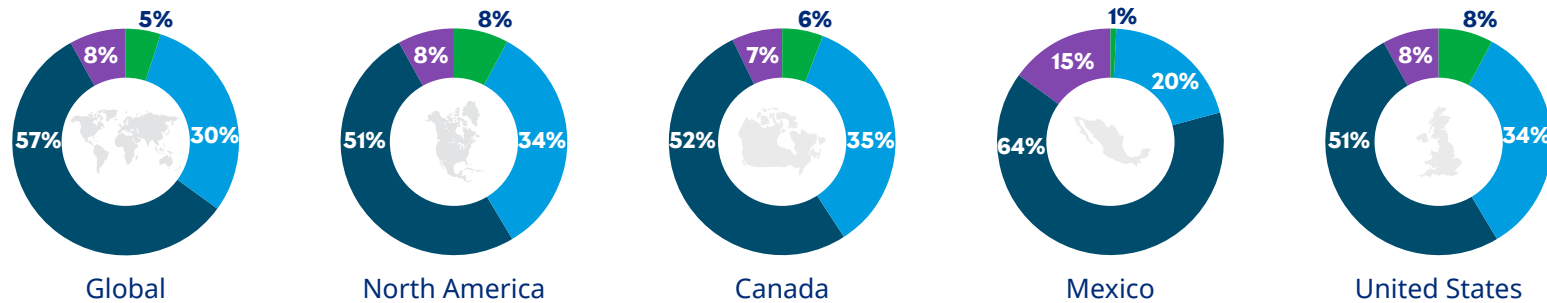
# 2

## Millennials and Gen X are top performers in North America and more likely to be promoted, but Gen Z promotions could be on the rise.

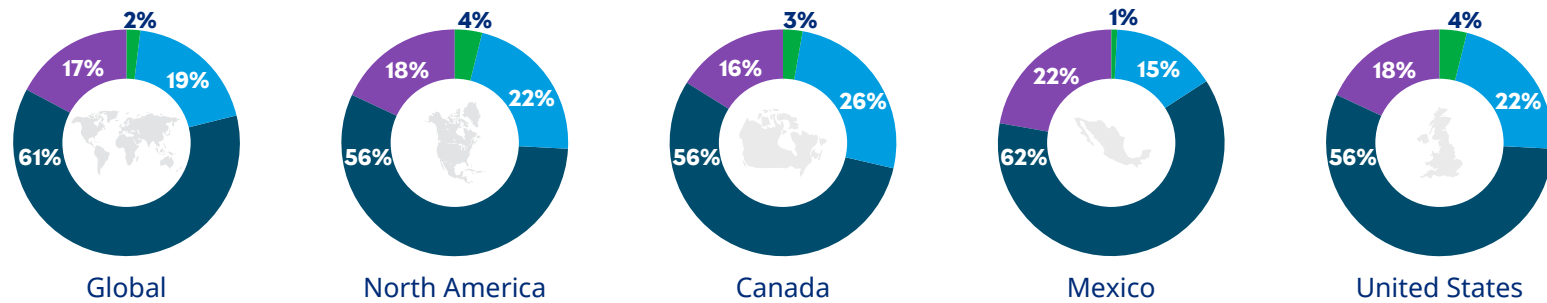
Top performers in North America are primarily comprised of millennials (51%) and Gen X (34%), with Gen Z accounting for less than 10% of top performers in the US and Canada, and around 15% in Mexico. Although Gen Z may not be the highest performers, they represent over 15% of promotions across North America and 22% in Mexico specifically. As Gen Z employees gain more experience and skill, the number of promotions in this group could increase.

Organizations looking to retain Gen Z and millennial employees may need to do more than just offer promotions. Younger employees typically prioritize job aspects such as flexible work arrangements, meaningful work and a healthy work-life balance.

### Distribution of top performers by generation



### Distribution of employee promotions by generation



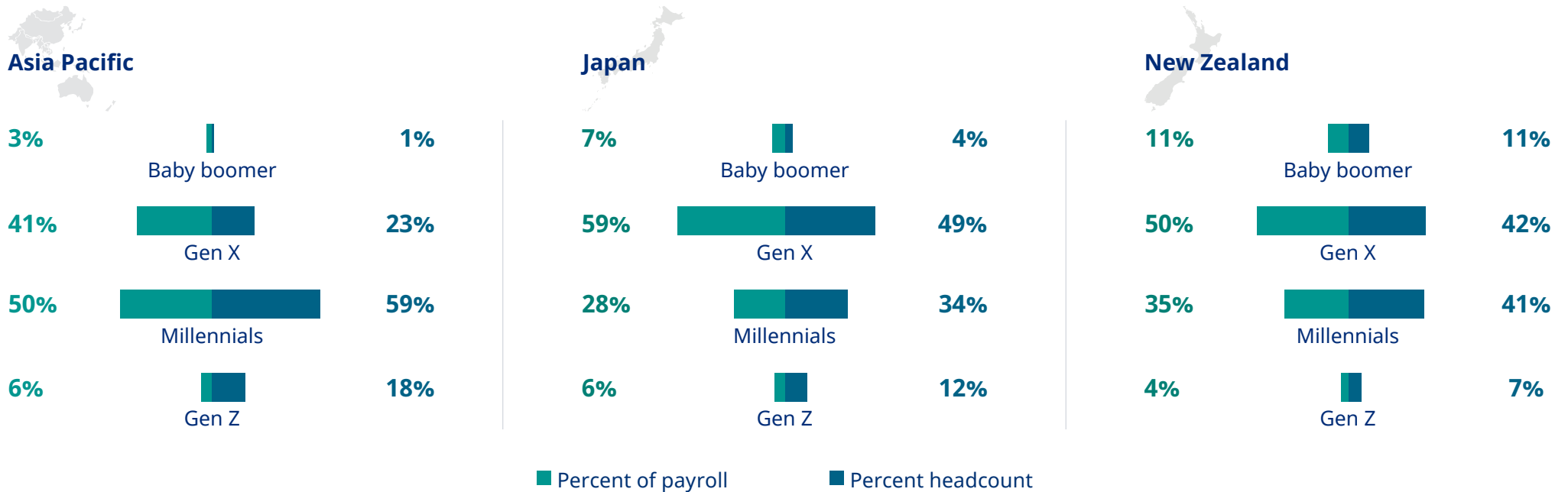
■ Baby boomer    
 ■ Gen X    
 ■ Millennial    
 ■ Gen Z

# 3

## Millennials dominate the workforce in terms of headcount across the Asia Pacific region, but Gen X still holds a significant share of payroll, particularly in Japan and New Zealand.

Millennials comprise the largest share of both payroll (50%) and headcount (59%) in the Asia Pacific region, suggesting this group is highly valued for their skills and contributions, likely due to their adaptability and familiarity with technology. Gen X commands a higher percentage of payroll (41%) relative to their headcount (23%), reflecting their experience and established skills. In Japan, Gen X employees comprise the highest percent of payroll (59%) but they also make up a larger portion of the headcount at nearly 50%. In Japan, there is a direct correlation between pay and an employee's age, more than other markets around the world. In New Zealand, Gen X accounts for 42% of the headcount and 50% of payroll whereas millennials are a similar headcount (41%) but comprise a lesser share of the payroll (35%).

Gen Z, while entering the workforce in increasing numbers, currently has a minimal impact on payroll in Asia Pacific, indicating that they are still in the early stages of their careers and may not yet possess the experience or skills that command higher salaries. This generational distribution highlights the evolving dynamics of the workforce, where younger generations are gradually making their mark but are still overshadowed by the more established generations in terms of compensation.



Data were sourced from [Mercer | Comptryx](#) and reflects responses from primarily technology industry organizations.

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