

# *The Workforce Wellbeing Exchange*

*Tuesday 2nd June 2026*

*9.30am- 12pm*

*The Edge, Hull*



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## **Workshops include:**

Corporate burnout

Working with neurodiversity in the workplace

Multigenerational working



Part of

**H** Humber  
Business  
Week



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# People Promise



Do we understand and meet the needs of a multi-generational workforce?

(Employee Value Proposition for a multigenerational workforce)

Justin Marjoram, People Experience Manager

BEING  
**HUMBER**

Our **culture**, our **difference**

# The 'Ask' – our aim



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- *'The development of an attraction (and retention) plan to look at People Experience...looking at the gaps...to drive a more progressive culture and an attractive Employee Value Proposition for a multigenerational workforce'*

*Translated as = 'Do we understand and meet the needs of a multi-generational workforce'*

- A multigenerational workforce: is one in which employees span different generations. Age diversity.
- It's not the case every person will share the same priorities dependent on their generation, the Trust should positively avoid stereotypes by age, but it is important for HTFT to place a high value on any common themes between generations, of needs, desires and support that may impact people experience and retention.
- There is a growing acceptance the days of one-size-fits-all, in terms of what is on offer, are 'long gone'
- Why this is important to me? (Justin) People Experience team: in our own ways, we help the Trust and our managers retain the talented people our services, people managers and colleagues need. Our people are our greatest asset.
- Why is this important to me (John)



# The 'Ask'

Generation	Born between	Approx. age
Gen Z	1997 - 2012	13 to 29
Gen Y (Millennials)	1981 - 1996	29 to 45
Gen X	1965 – 1980	45 to 61
Baby Boomers	1946.– 1965	61 to 80

- A fifth generation Gen A (born 2013 - today) is expected to enter the workplace over the next 3-4 years



# Our objectives



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- **Understand our workforce mix**
- **Understand what wide available. research tells us**
- **Understand what our own workforce data tells us;** the experiences of our workforce broken down by the 4 different generations (National Staff Survey results, leaver data, sickness data and flexible requests).
- **Listen, learn and understand what our own workforce tells us;** explore with focus groups / samples of our people
- Output;
  - **Using the feedback from focus groups,** conduct a gap-analysis of what we currently offer vs. reoccurring themes of needs and desires
  - **Communicate our Employee Value Proposition;** create personas and narratives which bring to live needs of our people and what we already have to offer working in the NHS and in our Trust...our Employee Value Proposition
  - **Recruit and involve reward champions;** extend our reach to our 3400+ staff and bring to life our offer in teams/places of work. Keep the conversation regarding our offer alive, carry the messaging to sites and teams.

# Some ground rules for us all



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## **Avoiding stereotyping based on age**

- Just as no employer should stereotype based on race, ethnicity, gender, or sexual orientation, HTFT should also take care not to stereotype age and generation.

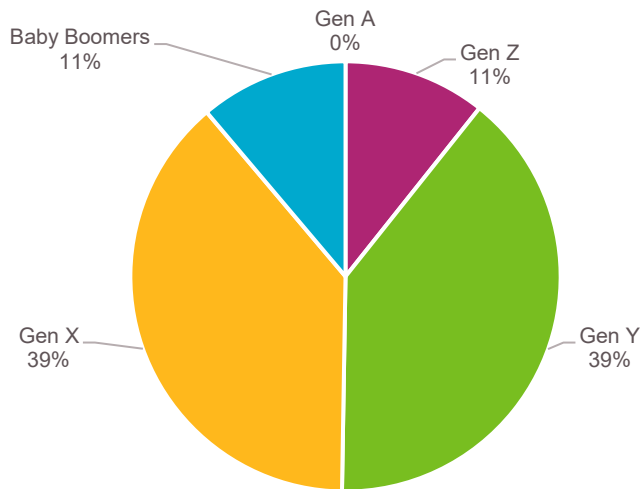
That being said, research is available that shows each generation is made up of individuals that may have different needs, values and priorities to other generations, as they progress through the different stages of life and in response to the environment around them.

## **Ways of avoiding stereotypes are:**

- Avoid impersonal labelling of colleagues.
- Don't look at cohort differences across generations but rather what are the reoccurring themes (similarities) that connect people
- Employers were warned against the oversimplification and stereotypes inherent in label usage and the importance of acknowledging similarities across age groups instead of focusing only on differences.

# Our workforce mix

Workforce Mix by Generation

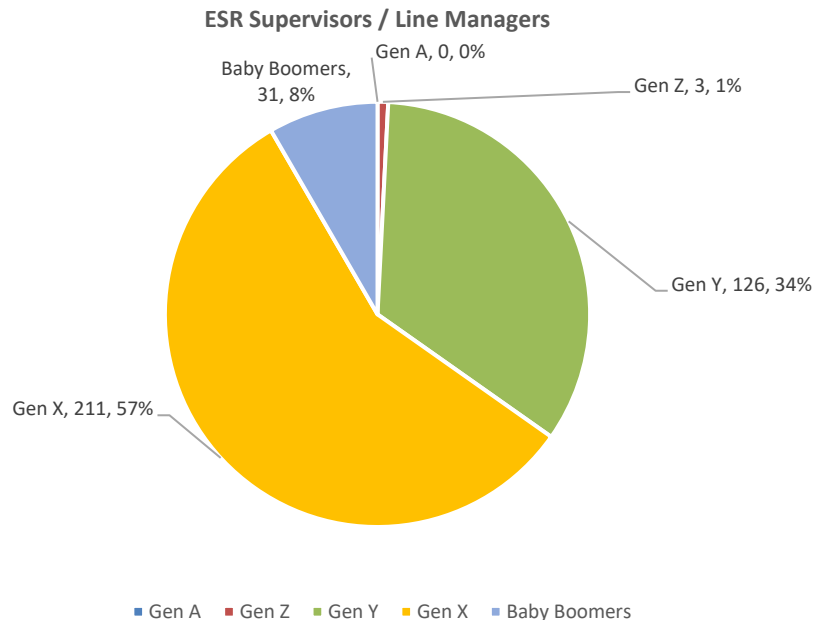


■ Gen A ■ Gen Z ■ Gen Y ■ Gen X ■ Baby Boomers

Generation	Born between
Gen Z	1997 - 2012
Gen Y	1981 - 1996
Gen X	1965 - 1980
Baby Boomers	1946 - 1965



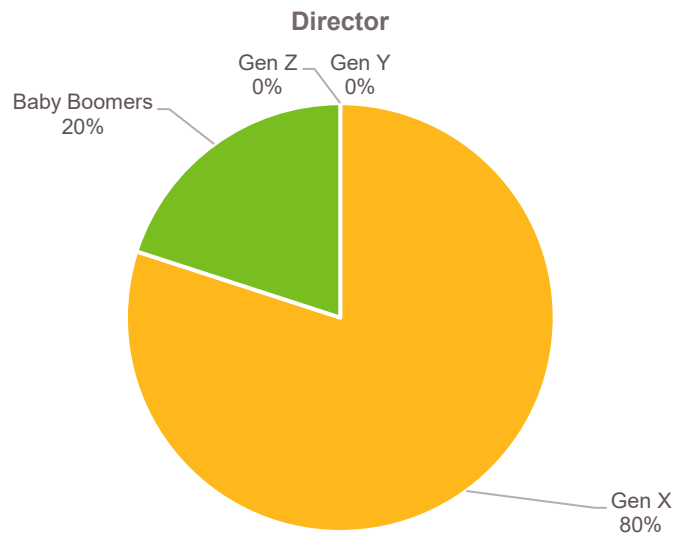
# Our workforce mix: supervisors / line managers



Generation	Born between
Gen Z	1997 - 2012
Gen Y	1981 - 1996
Gen X	1965 - 1980
Baby Boomers	1946 - 1965



# Our workforce mix: directors



■ Gen A ■ Gen Z ■ Gen Y ■ Gen X ■ Baby Boomers

Generation	Born between
Gen Z	1997 - 2012
Gen Y	1981 - 1996
Gen X	1965 - 1980
Baby Boomers	1946 - 1965



# Understand what wide available research says



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- 15 (and since many more) articles and research-based papers
- These are helpful to lines of enquiry and great ways of starting a conversation yes...but the real value is what our own people tell us about their needs and desires at their stage of life and career at our Trust.



Caring, Learning  
& Growing Together



Common themes of priority needs / desires	Baby Boomers	Gen X	Gen Y	Gen Z
<b>Health &amp; Wellbeing</b>	x	x	x	x
Driving demand for more health & wellbeing support at work				
Prioritising, and take time off work for, mental ill-health				
Support for mental ill-health driven by generational life events				
Support for pregnancy, related health issues and baby loss				
Support for physical degenerative health				
Support for carers physical, mental and emotional support				
Support for sleep deprivation				
Support for perimenopause and menopause				
Support to avoid leaving workplace due to health				
Support for bereavement events				
<b>Financial education / support</b>	X	x	x	X
More likely to be unsatisfied with their current financial situation				
More likely to be financially insecure				
Support for financial difficulties or drop of disposable income				
Support for carers financial stress or poverty as a result of caring for others				
<b>Learning: learning and development tailored to each stage of career</b>	x		x	x
More likely to expect learning to be a continuous journey in their current role				
More likely to expect career development to be a continuous journey for future roles				
May value a visible, clear, structured career development and progression pathway				
May seek an opportunity to continue to work into leadership / management				
<b>Flexibility</b>	x	x	x	x
Supporting achieving a work life balance is important for health events				
Achieving a work life balance is a priority				
Support maybe required to combat employee hesitancy to request flexible working				
Freedom to work anywhere maybe an expectation				
Support for carers supporting dependents				
Managing chronic health				
<b>Team Working</b>			x	
Feeling accepted and valued in a team				
<b>Tailored communication</b>	x	x	x	x
May value use of technology to communicate / deliver messaging				
May value face-to-face communication				
Compassionate conversations, caring personally and professionally is a priority				
<b>Recognition</b>	x	x	x	x
May be keen to continue working making a difference in later stages of career				
May wish autonomy, expertise and experience is valued and recognised and not eroded				
Real time feedback and recognition: quick gratification				

Generation	Born between
Gen Z	1997 - 2012
Gen Y	1981 - 1996
Gen X	1965 – 1980
Baby Boomers	1946 - 1965

## Example of a common theme, but with unique needs / desires across generations:

### Supporting health & wellbeing of a workforce

Generation	Born between
Gen Z	1997 - 2012
Gen Y	1981 - 1996
Gen X	1965 - 1980
Baby Boomers	1946 - 1965

Gen Z	Gen Y	Gen X	Baby Boomers
<ul style="list-style-type: none"> <li>• Gen Z and Gen Y driving demand for health and wellbeing policies.</li> <li>• <b>Gen Z and Gen Y maybe more likely to prioritise, and take time off work for, mental ill-health problems than older workers</b></li> <li>• Helped to bring mental health issues 'out into the open'.</li> <li>• <b>More likely to speak out against a burn out culture</b> and are not willing to sacrifice their mental health or personal lives for the sake of what they may perceive as 'outdated workplace' expectations such as working late.</li> <li>• <b>Are unable to switch off from work</b> at a higher rate than previous generations</li> <li>• This generation are most likely to suffer <b>bereavement of a close one for the first time</b> and require support</li> </ul>	<ul style="list-style-type: none"> <li>• Gen Z and Gen Y driving demand for health and wellbeing policies.</li> <li>• Gen Z and Gen Y maybe more likely to prioritise, and take time off work for, mental ill-health problems than older workers</li> <li>• Gen Y are suggested are the generation most likely to be having babies and require support with <b>pregnancy related health issues and are also more likely to suffer the loss of a child and require support.</b></li> <li>• A body of research suggests by 2040, 19% of those aged 20 years plus are projected to be living with a major condition. <b>The number of people aged 20–69 years (all above generations) with major illness increased by over a quarter</b> in the decade preceding the pandemic. By 2030 this is expected to increase again, by a sixth.</li> </ul>	<ul style="list-style-type: none"> <li>• more likely to need support with <b>perimenopause and menopause</b></li> <li>• support <b>caring for children as well as elderly parents often creates physical, mental, emotional and financial stress</b></li> <li>• risk of suicide is highest among 45-54 year-olds</li> <li>• <b>are more likely to be working whilst being an unpaid carer for friends, family or loved ones</b> <ul style="list-style-type: none"> <li>• 53% of carers reported <b>negative effect on physical health,</b></li> <li>• 63% <b>negative effect on mental health</b></li> <li>• <b>carers are twice as likely to suffer stress.</b></li> <li>• <b>If unsupported, is a key reason for leaving work .</b></li> <li>• <b>71% of working carers had felt lonely or isolated in the workplace due to caring responsibilities</b></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Baby boomers are in the period of life where <b>diseases and disabilities most often develop.</b></li> <li>• Living with chronic pain and chronic illness is closely associated with <b>poor mental health, particularly depression.</b> <ul style="list-style-type: none"> <li>• The mental health needs of Baby Boomers are substantial in many respects, with 18% reported to have <b>depression or an anxiety disorder</b></li> </ul> </li> <li>• Baby Boomers are likely to require support for experience <b>bereavement of friends and spouses.</b></li> <li>• Hormonal changes along with mental and physical health conditions can <b>interfere with sleep as we age.</b></li> </ul>

# Understand what our own workforce data tells us



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- 2025 National Staff Survey results broken down by age and generation**
  - Gen Y, Gen X and this year Baby Boomers participants have a more positive experience.
  - Gen Z, as with 2023 and 2024 reported a less positive experience.
- Compared with 2024**
  - Baby Boomers have bounced back and have improved in all 30 NHS People Promise and Themes, and their sub-themes.
  - Gen Z declined in 24 out of 30

2024 vs 2025 total scores	Gen Z	Gen Y	Gen X	Baby Boomers
9 People Promise & themes - total difference in score	-1.04	-0.76	-0.48	4.10
22 sub-themes - total difference in score	-2.40	-1.47	-0.96	10.14

	Trust	Gen Z	Gen Y	Gen X	Baby Boomers
<b>PP1 We are compassionate and inclusive</b>	<b>7.74</b>	7.68	7.80	7.76	7.86
PP1_1 Compassionate culture	7.53	7.50	7.61	7.54	7.53
PP1_2 Compassionate leadership	7.51	7.56	7.63	7.48	7.61
PP1_3 Diversity and equality	8.73	8.62	8.72	8.79	8.72
PP1_4 Inclusion	7.18	7.05	7.21	7.23	7.59
<b>PP2 We are recognised and rewarded</b>	<b>6.49</b>	6.34	6.51	6.54	7.00
<b>PP3 We each have a voice that counts</b>	<b>7.06</b>	6.83	7.13	7.10	7.01
PP3_1 Autonomy and control	7.16	6.90	7.20	7.23	7.30
PP3_2 Raising concerns	6.95	6.77	7.06	6.98	6.81
<b>PP4 We are safe and healthy</b>	<b>6.52</b>	6.34	6.54	6.54	7.45
PP4_1 Health and safety climate	6.13	6.17	6.28	6.05	6.60
PP4_2 Burnout	5.34	4.93	5.33	5.41	7.09
PP4_3 Negative experiences	8.09	7.94	8.00	8.15	8.83
<b>PP5 We are always learning</b>	<b>6.09</b>	6.09	6.24	6.08	6.40
PP5_1 Development	6.73	6.95	6.88	6.67	6.64
PP5_2 Appraisals	5.44	5.24	5.58	5.47	6.23
<b>PP6 We work flexibly</b>	<b>7.08</b>	6.68	7.18	7.15	7.60
PP6_1 Support for work-life balance	7.02	6.68	7.11	7.05	7.79
PP6_2 Flexible working	7.15	6.68	7.26	7.24	7.41
<b>PP7 We are a team</b>	<b>7.17</b>	7.16	7.26	7.16	7.44
PP7_1 Teamworking	6.97	6.89	7.06	6.98	7.21
PP7_2 Line management	7.37	7.43	7.44	7.35	7.67
<b>E Staff engagement</b>	<b>7.15</b>	6.90	7.20	7.22	7.39
E_1 Motivation	7.07	6.56	7.07	7.19	7.77
E_2 Involvement	7.08	6.79	7.13	7.17	7.02
E_3 Advocacy	7.31	7.35	7.40	7.32	7.39
<b>M Morale</b>	<b>6.37</b>	6.27	6.44	6.38	7.08
M_1 Thinking about leaving	6.53	6.28	6.54	6.61	7.72
M_2 Work pressure	5.84	5.86	5.96	5.78	6.43
M_3 Stressors	6.75	6.68	6.82	6.75	7.17

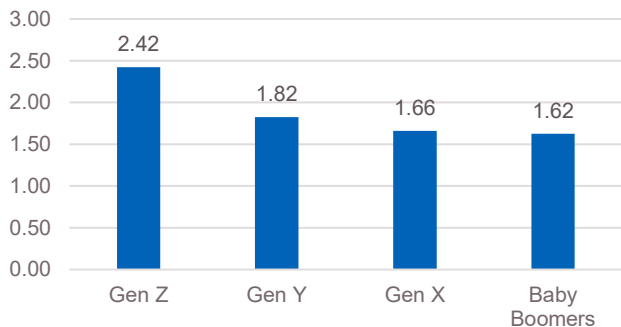
# Understand what our own workforce data tells us

## ESR Sickness Absence Data: 1st April 2024 – 31st March 2025

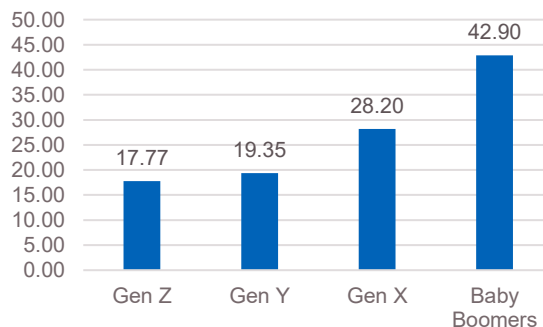
There are notable differences between generations:

- Spells of sickness absence
- Days of sickness absence
- Average length of sickness absence
- Sick leave – mental ill-health

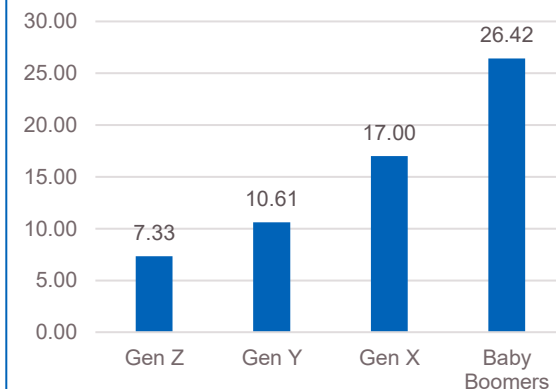
Number of **spells sickness** absence  
p/employee (based on headcount accurate  
25.02.25)



Number of **days sickness** absence  
p/employee (based on headcount accurate  
25.02.25)



**Average duration** of spells of sickness



## We provided recommendations to understand our own workforce

- **Focus groups by generation:** our people, their needs, desires and experiences. Using the research themes as a guide only of possible lines of enquiry, the aim of each focus group is an opportunity to meet with our people and understand:
  - What needs do you have (support from a workplace)?
  - What desires do you have (what does a workplace need to offer for you to stay)?
  - What priorities do you have (what do you look for first from your employer of choice)?
  - What are your experiences and opinions of what is currently on offer and provided by Humber, do we meet your needs?
  - What experiences, if any, have you had of stereotypes and assumptions regarding your age that could be myth busted (breaking down any age-related stereotypes)?
  - Output: create visual, engaging, easy to understand, 'My name is...' persona(s) which brings to life a narrative for each of the re-occurring themes identified from the focus groups. This can be used as a recruitment tool and/or to raise awareness of the offers across the Trust in an engaging way
- **Gap / inequality analysis**
  - Using the feedback from focus groups, conduct a gap-analysis of what Humber currently offers vs. reoccurring themes from the focus groups.
  - Identify any bespoke offers of support for our people that may erase differences or inequalities of people experiences where for instance bespoke support is required to meet the needs of a particular stage of a person's life or career.
  - Provide recommendations

## What they told us - Key Similarities

- **Flexibility is universal;** All groups emphasise the need for flexibility — whether for wellbeing, caring responsibilities, health, or work–life balance — as a core expectation from the workplace.
- **Supportive, human managers matter most** (human first, policy second); across every generation, there is a strong expectation of compassionate, approachable managers who treat people as individuals and provide tailored support.
- **Clear communication and involvement;** value clear, transparent communication — particularly understanding the “why” behind decisions and feeling involved rather than dictated to. Desire for autonomy and having control over how work was done came through in all the cohorts.
- **Development and progression opportunities;** Every generation wants opportunities to learn and grow— though the form varies (early career, mid-career, or late-career), the need for development remains consistent.
- **Fairness and equity in treatment;** A strong shared theme is fairness — particularly around flexibility, opportunities, and how policies are applied in practice.
- **Wellbeing and sustainable work;** All groups emphasise the importance of protecting wellbeing — including manageable workload, time to recover, and avoiding burnout.
- **Connection and belonging at work;** Across cohorts, there is a clear desire for social connection, team belonging, and opportunities to engage meaningfully with colleagues



## What they told us – notable statements – Gen Z

- **Flexibility** of my working hours and how I do my work
- **Freedom - trust me to approach my work and freedom to get the work done** (not to be micromanaged); We need coaching rather than oversight - let us propose how we will get from A to B rather than tell us
- **We need managers to be open** to new ideas and change
- **Managers have open door policies.** We like to communicate with instant messages and digitally quickly on the day the day to day - but face to face when it matters
- We need constructive criticism - **we need to know is what I am doing a good job**
- **We work to live - not the other way around.** We enjoy what we do outside of work. We need a workplace that supports me to do that
- **A manager who helps me to prioritise my own health** without making me feel guilty. We still have physical and other health needs. We prioritise our health and we need same flexibility to prioritise caring for ourself, as other older staff to look after their children / others
- **Compassion** - policies don't always work, treat us as humans when it matters
- **We need meaningful thank you's** - that are in person, why what I did matters and not a virtual bouquet
- **CPD - opportunities to learn and explore other roles,** not just what training is relevant to my current role. We understand needs to be a balance, but this helps us when we are still deciding our career path

## What they told us – notable statements – Gen Y

- **Purpose** - don't want to waste our time (a sense of purpose to what we do, we know why a particular task or piece of work matters and is not tick box or a waste of time)
- **Compassionate workplace** - recognition of my needs and empathy when I am in difficulty at work or home, start by asking me 'what do I need' and 'about you' (before looking at a policy or process). Sparked an interesting debate between service policy needs vs individual needs
- **My manager is flexible** for individual teams and people (our needs and supporting us through difficult personal events). People work differently at different times.
- **My manager is compassionate** and has our back
- **Autonomy** (Trust us to do our job well and trust us with information that will mean we can do our job)
- **Career progression** is clear and easy to understand - able to see case studies
- **Easy read infographics** - not videos or voice messages (or how to guides. Avoid the corporate language)
- **Communication** - we don't need all the fluff - we just want the facts (cut the corporate language out - you can trust us)
- **We are the first generation to push for work life balance**, sometimes that led to assumptions were lazy or not as hard working and committed. We just pushed for something that hadn't been pushed before
- **We are still seen as a younger generation** new in the workplace as we were the first generation mentioned in the media - we are not inexperienced

## What they told us – notable statements – Gen X

- **Flexible working** (to look after family members and our own body); not having expectation that people work additional hours (we can't always work extra hours as we have other responsibilities at home)
- **We are the squeezed generation** - we look after children / grandchildren / parents all at once - we need flexibility and support
- **Need Autonomy and trust** from manager regarding my working times (when I do my work) and practices (how I do my work).  
Autonomy to use our own methods to get results
- **Support us with health issues** (as our body is slowing down)
- **Sense of belonging to a team;** social aspect of a workplace - meeting spaces, networking and building rapport with colleagues. To feel involved with face-to-face meetings (not remote or virtual meetings or working from home - we lose a sense of feeling part of a team)
- **Communication and involvement:** Active listening - at all levels, my manager and senior manager and Trust (not just tick box but really listen). we need to know the 'WHY' a decision has been made
- **Compassionate manager:** We need managers who treat people individually (not just a policy robot)
- **Later Career development;** Pro-active succession planning and plans for stepping back or sideways - we are worried about our body slowing down and mental fatigue and hearing we cant do our job any more. This scares us. We need a clear and easy to see late career pathway, in same way as early career pathways, showing what roles we can do and continue to contribute without making ourselves unwell
- **We are not resistant to change** - been through so much change (in our career and life) we are just not afraid to question something using a voice of experience.

## What they told us – notable unique statements – Baby Boomers



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- **Communication:** Introduce technology and new ways of working to us
- **Values:** We need people we work with to share the same patient care and values as me. (interesting debate regarding placing patient first or your own needs/health/wellbeing/worklife balance first)
- **Carers:** We are carers not just for one person and sometimes can be complex; we can be a carer for our parents, our children and sometimes our partners; we need compassionate informal flexibility from our managers - not a flexible working request.
- **Compassionate manager:** We need a supportive manager - as we are experiencing bereavement.
- **Wellbeing:** We need a manager - who supports my own health as we are ageing
- **Development:** Opportunities - to continue to develop in my role and my career even at our age and if we are part time
- **Wellbeing;** We need to be supported by managers in the same way as staff with children and childcare, to look after our grandchildren, parents or partners
- **Fairness and wellbeing:** Decisions or more complex or difficult work can default to us because of our experience – at a stage of our career when mental and physical fatigue needs to be recognised

## How have they gone so far?



- **Next steps**
  - Validate any statements
  - Follow up on any lines of enquiry
  - People Managers – how do they answer these / what challenges do they face / overlay manager cohorts with the focus group cohorts' statements
  - We have a pool of 300 colleagues from different generations – willing to share their views – how can we use/involve them to help with this and other work
- **Outputs**
  - Identify and address any inequalities / gaps with our senior management forum and executive management team.
  - Communicating our initiatives and rewards
  - Refresh our Employee Value Proposition messaging and Staff Benefits Portal. Bring to life with the cohort
  - Reward champions; each site, division and department. Extend our reach and act as a first point of contact.
  - Keep the conversation alive and monitor effectiveness.

## Any questions / thoughts



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- If you would like to know more or would like our hand-out which shows how we are approaching this work step by step, contact [justin.marjoram1@nhs.net](mailto:justin.marjoram1@nhs.net)



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