

Mather  
institute

SUPPORTING SOCIAL  
WELLNESS AT WORK  
ACROSS GENERATIONS

RESEARCH-BASED OUTCOMES FROM THE GEN XPERIENCE  
A FIVE-YEAR JOURNEY INTO THE LIVES OF GENERATION X

ACTIONABLE INSIGHTS TO IMPROVE ENGAGEMENT, PRODUCTIVITY, AND RETENTION

WHY SOCIAL WELLNESS AT WORK MATTERS

Social connection at work is more than a “nice to have.” It’s linked to employee engagement, productivity, and retention.

WHAT PERCENT OF EACH GENERATION FEELS LONELY DURING WORK?

45%  
GEN Z

33%  
MILLENNIAL

22%  
GEN X

14–15%  
BOOMERS

American Psychological Association, 2024

DO YOU AGREE YOUR WORKPLACE SHOULD SUPPORT YOUR SOCIAL WELLNESS?

Gen Z82%

Millennial86%

Gen X74%

Boomer69%

0%20%40%60%80%

% SOMEWHAT/TO A GREAT EXTENT

HOW LONG EACH GENERATION INTENDS TO STAY WITH THEIR CURRENT EMPLOYER

GEN Z

63% < 5 YEARS

11% <1 YEAR

52% 1 TO <5 YEARS

21% 5 TO <10 YEARS

15% 10+ YEARS

MILLENNIAL

38% < 5 YEARS

5% <1 YEAR

33% 1 TO <5 YEARS

33% 5 TO <10 YEARS

29% 10+ YEARS

GEN X

33% < 5 YEARS

6% <1 YEAR

27% 1 TO <5 YEARS

29% 5 TO <10 YEARS

38% 10+ YEARS

BOOMER

49% < 5 YEARS

9% <1 YEAR

40% 1 TO <5 YEARS

20% 5 TO <10 YEARS

31% 10+ YEARS

IMPACT OF POSITIVE SOCIAL WELLNESS AT WORK

Higher engagement = increased productivity  
Lower loneliness = reduced stress  
Stronger connections = improved retention

SOCIAL WELLNESS LOOKS DIFFERENT BY GENERATION

GEN Z

Younger workers prioritize belonging and connection as foundational—not optional.

WHAT THEY VALUE:

Flexibility and autonomy

Job security

Work-life balance

Inclusion and belonging

Purpose-driven culture

MILLENNIALS

Social wellness is closely tied to how supported employees feel by leadership.

WHAT THEY VALUE:

Flexibility and autonomy

Multigenerational collaboration

Technology

Purpose-driven culture

Job security

GEN X

Gen X often serves as the bridge in a multigenerational workplace.

WHAT THEY VALUE:

Flexibility

Opportunities for advancement

Recognition of experience

Opportunities to mentor and mediate other generations

Support for current life stage

BOOMERS

Inclusion at every career stage strengthens culture for all employees.

WHAT THEY VALUE:

Respect and inclusion

Purpose and legacy

Resources for next stage of life

Face-to-face communication

Work-life balance

Expectations for social wellness support vary widely between Gen X and younger generations.

WOULD YOU CHANGE JOBS IF YOU FELT YOUR WORKPLACE WAS NOT SUPPORTING YOUR PERSONAL WELLNESS?

	GEN Z	MILLENNIAL	GEN X	BOOMER
Yes	59%	61%	41%	26%

MULTIGENERATIONAL CONNECTION IS THE ORGANIZATIONAL ADVANTAGE

When generations connect, organizations benefit from stronger culture, shared learning, and greater engagement.

70%+

70%+ of respondents enjoy learning from different generations.

60%+

60%+ of respondents say multigenerational collaboration enhances their work experience.

68%+

68%+ of respondents say a multigenerational team leads to more innovation and solutions.

GEN X: THE BRIDGE GENERATION

Gen Xers are natural bridges in the workplace—uniquely equipped to connect generations, reduce stress, and foster collaboration. Too often, this strength is overlooked.

BRIDGE CONNECTORS

TECHNOLOGY ADOPTERS

COLLABORATION FACILITATORS

WHAT EMPLOYERS CAN DO

Social wellness is a shared responsibility—and a strategic opportunity.

ACTIONABLE TAKEAWAYS

Design flexible wellness strategies that go beyond perks

Create intentional opportunities for social connection

Address generational stereotypes directly

Train managers to foster inclusive, connected teams

Measure engagement and belonging—not just participation

REMEMBER: PARTICIPATION DOES NOT EQUAL IMPACT

Gen Xers are less likely to participate in formal workplace wellness programs than younger generations.

Millennials (61%) and Gen Zers (59%) are more likely to change jobs if personal wellness is unsupported.

Lower participation does not mean lower need—Gen X may engage in wellness through flexibility, autonomy, and informal connection rather than programs.

Source: The Gen Xperience Year 3 Report: The Workplace, by Mather Institute  
This report draws data from a nationally representative sample of approximately 4,000 (1,000 per generation) employed members of Generation Z (ages 18–28 at the time of this report), millennials (ages 29–44), Generation X (ages 45–60), and baby boomers (ages 61–79) who participated in our online survey.

DOWNLOAD THE FULL REPORT!  
MATHERINSTITUTE.COM/GEN-XPERIENCE-YEAR-3/

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