

# Rethinking retirement: 5 must-ask questions for CHROs

## Is your retirement plan outdated, inadequate— or a missed opportunity?

If you had to design your retirement program from scratch—tailored to today’s workforce, economy, and expectations—would it look anything like what you have now? Retirement plans that reflect the needs of a modern workforce can be used as a strategic lever, shaping how people join, stay, perform, and move on.

Here are 5 questions to help pressure-test your current retirement offering:

1

### Are our employees on track for retirement—do we even know?

Most retirement arrangements track enrolment and contributions—but not outcomes.

When employees lack confidence in their financial future, stress rises, trust erodes, and short-term choices undermine long-term goals.



**Guidance:** Monitor match uptake, opt-outs, optional early withdrawals. These aren’t just financial stats—they’re HR warning signs. A future-ready plan shows who’s on track, who’s at risk, and where action is needed.

2

### Are we preparing employees for retirement—or just pointing them toward it?

Capital accumulation plans help people save—but not how to use those savings in retirement.

This uncertainty breeds stress, it saps focus, drives disengagement, and prompts turnover as people seek financial certainty elsewhere.



**Guidance:** Offer decumulation options that bring structure and clarity. Start educating early, so employees aren’t just hoping to retire—they’re ready.

3

### If we were building our retirement strategy from scratch, would it look anything like this?

Many traditional retirement plans were built for a different era: linear careers and predictable retirements. Today’s workforce is multigenerational, mobile, and managing diverse life stages.

Modern strategies are people-first—not legacy-bound. They offer choice and flexibility, and are aligned to a range of financial realities.



**Guidance:** Audit your plan through today’s talent lens. If it doesn’t reflect life stage, mobility, and diversity—it’s out of sync.

4

### Are we unintentionally shifting risk to our employees—and what’s the cost?

Capital Accumulation Plans (DC plans, group RRSPs) ask employees to play investor, managing investments and volatile markets once they retire. Most aren’t equipped.

What’s meant to provide financial security becomes a source of anxiety—at a time when they can afford it least.

By shifting financial and longevity risk to the experts, modern plans can help employers protect both their people and their business.



**Guidance:** Track expected outcomes by income, gender, and role. If your plan only works for the confident and well-resourced—it’s not working.

5

### Is retirement fully integrated into our total rewards—or still standing apart?

In many organizations, retirement is mentioned at onboarding—and again at exit.

**Integrated retirement strategies don’t just sit in a benefits booklet.** They show up in career conversations, financial literacy programs, internal communications, and performance reviews—building trust and reinforcing your employee value proposition (EVP) in every stage of an employee life cycle.



**Guidance:** Audit your employee touchpoints. Where is retirement showing up—and where is it missing? Make it a living part of your culture, not just a checkbox at the beginning and end.

Stop managing retirement—start leading with it

If you’re asking the right questions, you’re already leading with intention. Now it’s time to elevate retirement from a background benefit to a strategic advantage—one that supports your people and strengthens your organization. A well-integrated retirement strategy builds trust, sharpens your EVP, and reinforces your culture at every stage of the employee journey. Let’s make it a cornerstone of your rewards—and a driver of long-term success.

Contact us today.  
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