



Four generations, one workforce

Rethinking value across the employee journey

Jillian Kennedy & Karen Burnett | CAAT Pension Plan



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Top concerns differ by age group

18-24	25-34	35-44	45-54	55-64	65+
Covering monthly expenses	Covering monthly expenses	Covering monthly expenses	Ability to retire	Ability to retire	Ability to retire
Mental / emotional health	Mental / emotional health	Workload / life balance	Covering monthly expenses	Physical health and fitness	Workload / life balance
Workload / life balance	Workload / life balance	Mental / emotional health	Workload / life balance	Workload / life balance	Job security
Physical health and fitness	Personal debt	Personal debt	Physical health and fitness	Covering monthly expenses	Covering monthly expenses
Career advancement	Personal fulfillment and purpose	Physical health and fitness	Personal debt	Personal debt	Mental / emotional health
Personal debt					
Personal fulfillment and purpose					

Age 18-24

Expenses + mental health

Age 25-44

Expenses + mental health

Age 45-65+

Ability to retire



Maya (Age 25)

Salary: \$50,000

Tenure: New hire (Early Career)

Savings: None

“I’m doing everything I can just to stay afloat—early shifts, side gigs, skipping meals out. Planning for the future? That feels like something other people get to do.”

Reality

- Wakes at 5 a.m. for a second job shift
 - Packs leftovers and juggles dog walking gigs to survive
 - Scrolls condos she can’t afford, feeling stuck
 - Long-term planning is a luxury—she’s focused on survival
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Top Pressure Points

- Lives paycheck to paycheck, with no buffer
- Struggling with student debt and rising rent
- Watching her parents delay retirement—and wondering if she’ll ever get there
- Doesn’t know where to start, so she doesn’t



Daniel (Age 40)

Salary: \$70,000

Tenure: 15+ years (Mid Career)

Savings: Participating in current employer DC plan + additional personal savings

“I’ve been working hard for over 15 years, but I still feel like I’m juggling too many priorities and falling behind.”

Reality

- Juggles family, mortgage, and childcare costs
- Spends evenings comparing RESP and house fund priorities
- Struggles to make sense of retirement amid today’s uncertainty
- Caught between today’s needs and tomorrow’s goals
- Wants a simple plan—but complexity holds him back

Top Pressure Points

- Too many financial goals, not enough cash flow
- Fears locking money into retirement he can’t touch
- Feels behind, but unsure how to catch up
- Wants clarity—not complexity



Michelle (Age 45)

Salary: \$140 000

Tenure: 18+ years in purpose-driven work
(Mid-career)

Savings: Participated in a public-sector
DB plan early in her career and has an
RRSP

“I’ve spent nearly two decades
building a meaningful career—
but lately, it feels like I’m
running on empty.”

Reality

- Spends days mentoring and nights caregiving
- Juggles deadlines and late-night family calls
- Worries her energy and purpose are fading
- Carries the weight of holding everything together
- Dreams of balance, fears stepping back will cost her

Top Pressure Points

- Burnout is building, and there's no clear off-ramp
- Struggling to balance career, caregiving, and planning for her future
- Wants more meaning and agency—not just more work
- Doesn't know how to make gradual change without losing income or identity



Fiona (Age 55)

Salary: \$140 000

Tenure: 18+ years in purpose-driven work
(Mid-Late Career)

Savings: Participated in a public-sector
DB plan early in her career and has an
RRSP

“I’ve spent my whole career showing up for everyone else—at work and at home. But now I’m wondering: when is it my turn?”

Reality

- Quietly keeps things running but feels invisible
- Supports her adult son’s rent while planning retirement
- Anxious about market swings and savings
- Feels overlooked after decades of dedication
- Torn between loyalty and personal financial security

Top Pressure Points

- Feeling overlooked despite decades of contribution
- Financially supporting her adult child while planning her own next chapter
- Struggling with financial uncertainty and lack of recognition
- Wants to leave on her terms—not out of exhaustion or irrelevance

Balancing cost certainty, flexibility, and outcomes

01



Security

02



Savings

03



Support

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