



ABACUS DATA

Life, Work, and the Emerging Workforce.

A study of the perceptions and attitudes of Canada's emerging Millennial generation.

April 2015

Prepared for:



CANADIAN COUNCIL
of **CHIEF EXECUTIVES**

Methodology

The survey, commissioned by the Canadian Council of Chief Executives, was conducted online with 1,700 Canadians aged 18 to 35 from March 19 to 25, 2015.

A random sample of panelists was invited to complete the survey from a large representative panel of Canadians, recruited and managed by Research Now, one of the world's leading provider of online research samples.

The Marketing Research and Intelligence Association policy limits statements about margins of sampling error for most online surveys. The margin of error for a comparable probability-based random sample of the same size is +/- 2.4%, 19 times out of 20.

The data were weighted according to census data to ensure that the sample matched Canada's population according to age, gender, educational attainment, and region. Totals may not add up to 100 due to rounding.

	Unweighted Counts	Weighted Counts
Male	824	847
Female	876	855
18 to 19	190	202
20 to 24	480	513
25 to 29	480	489
30 to 35	550	498
Atlantic	134	118
Quebec	367	393
Ontario	755	655
MB/SK	107	113
Alberta	152	202
BC	185	221

Key Findings

Our survey of 1,700 Canadians aged 18 to 35 finds that members of the Millennials generation are confident in their own abilities, fairly optimistic and hopeful about their long-term future, but insecure about the availability of good paying jobs for people their age.

Those in their final years of school are more optimistic and believe they are more prepared for the job market than those who have graduated and entered the market. This suggests that once Millennials leave school and enter the workforce, their perceived abilities and expectation may not always match those of employers.

The combination of more people pursuing post-secondary education, rising tuition and housing costs, and an insecure and precarious job market means that many Millennials entering adulthood much later than previous generations. A quarter of those aged 25 and older still live with their parents and only about 50% have found a full time job in their field. Many say they are or will have to postpone major life events like marriage, children and buying a home because of the financial pressures they face.

Not surprisingly, many are dissatisfied with their Millennials' own lives. While a third of those surveyed are quite satisfied with their lives overall, a quarter are dissatisfied with the rest somewhere in between. Youth that are less satisfied with their life overall are more likely to be unemployed and working part time. They are more likely to be studying arts or social sciences, to be working 20 hours a week or less, and among those working, 27% earn less than \$20,000 per year. 40% of dissatisfied Millennials still live with their parents or relatives.

The results suggest there are two worlds within the generation. In one world, there are those who have been successful in finding meaningful work. They are optimistic about their future and satisfied with their lives. They believe they have been properly prepared by their education and are confident in their soft and hard skills.

The other world includes those who are more pessimistic about their future. They are having a difficult time finding meaningful employment. Many work part time, if they can find work at all. They are less likely to think their education prepared them for work and are less confident in their own abilities.

In a highly competitive job market, it is clear that those who are ambitious, driven, and work hard are more likely to succeed. The different perceptions across our segment groups is evidence of this. Achievers, Fireflies, and Stampedeers are more optimistic about the job market than their peers. Their ability to communicate and network has given them an advantage in a market where soft skills are considered as important as the technical skills earned in school.




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Job Market Prospects

How do Canadian Millennials feel about the their job prospects in Canada?



Feelings about the Job Market



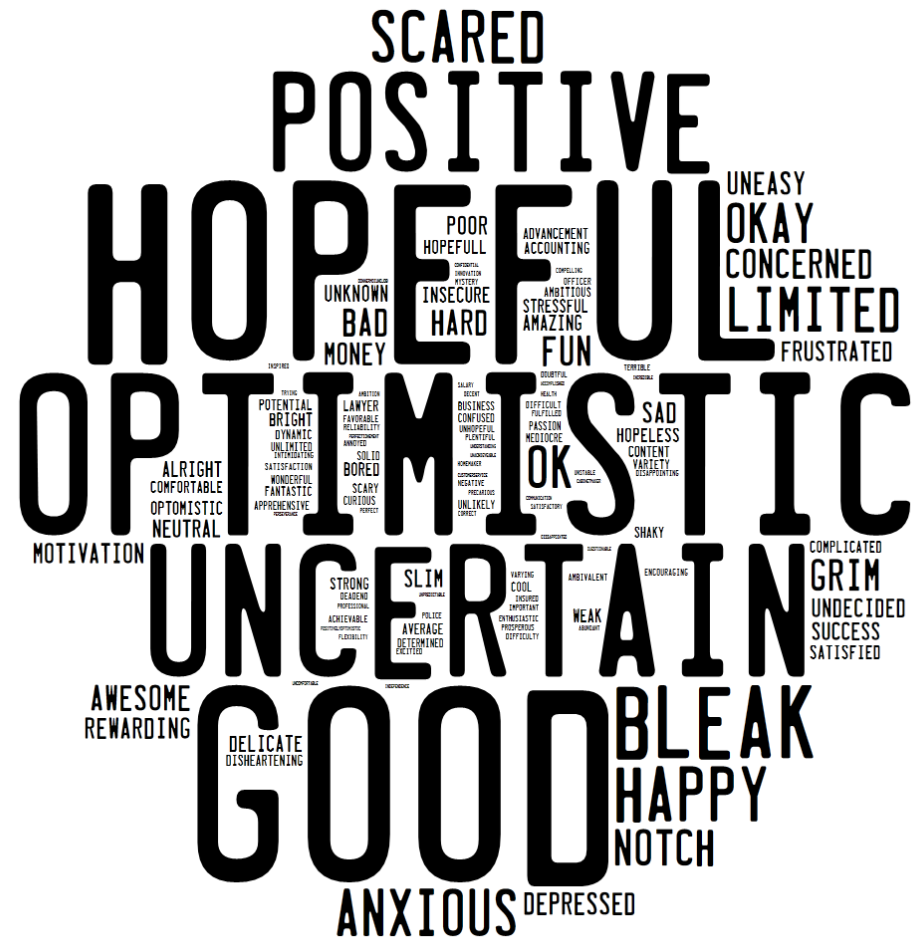
If you had to use one word to describe how you are feeling about your future job prospects, what would it be? [Top 150 words]

Survey respondents were asked to use one word to describe how they are feeling about their future job prospects.

Overall, Millennials expressed mixed feelings about their future job prospects. Though positive feelings of hope and optimism were frequently cited, there was also a large amount of uncertainty.

In addition to uncertainty, many respondents used words such as ‘anxious’, ‘depressed’, ‘scared’, “bleak”, and ‘sad’ to describe the current job market.

The top of mind reactions underline the divisions we find throughout the generation when it comes to their views about the job market and satisfaction with their lives more generally.



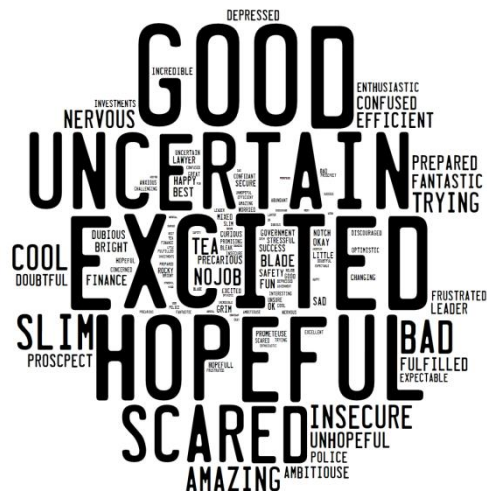
Feelings about the Job Market

When we compare top of mind reactions across three different groups, we find expected differences. Among those who say they are optimistic about the job market, respondents were most likely to use words like excited, hopeful, confident, positive, and stable.

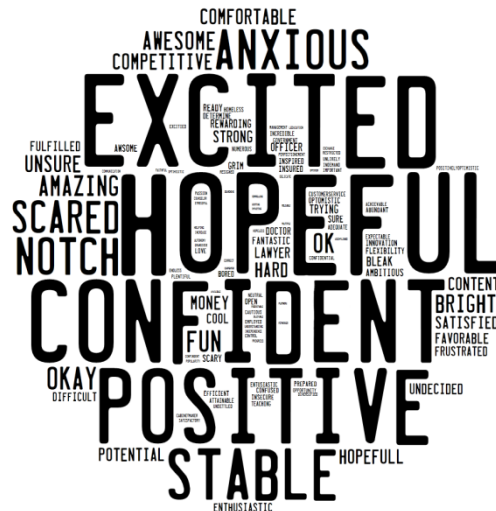
Those who were pessimistic about the job market expressed worry and uncertainty about the job market and many described the job market as bleak, grim, and stable.

Among those students in their final year of post-secondary education, feelings were more mixed with about half using positive words such as good, excited, and hopeful, and half using negative words such as uncertain, scared, slim, and bad.

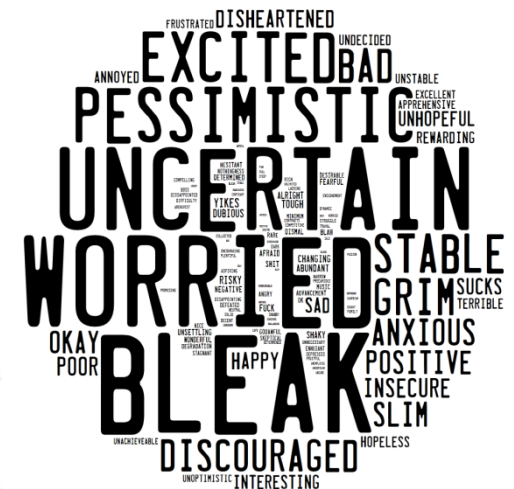
Those in their final year of post-secondary education



Those “optimistic” about the job market



Those “pessimistic” about the job market

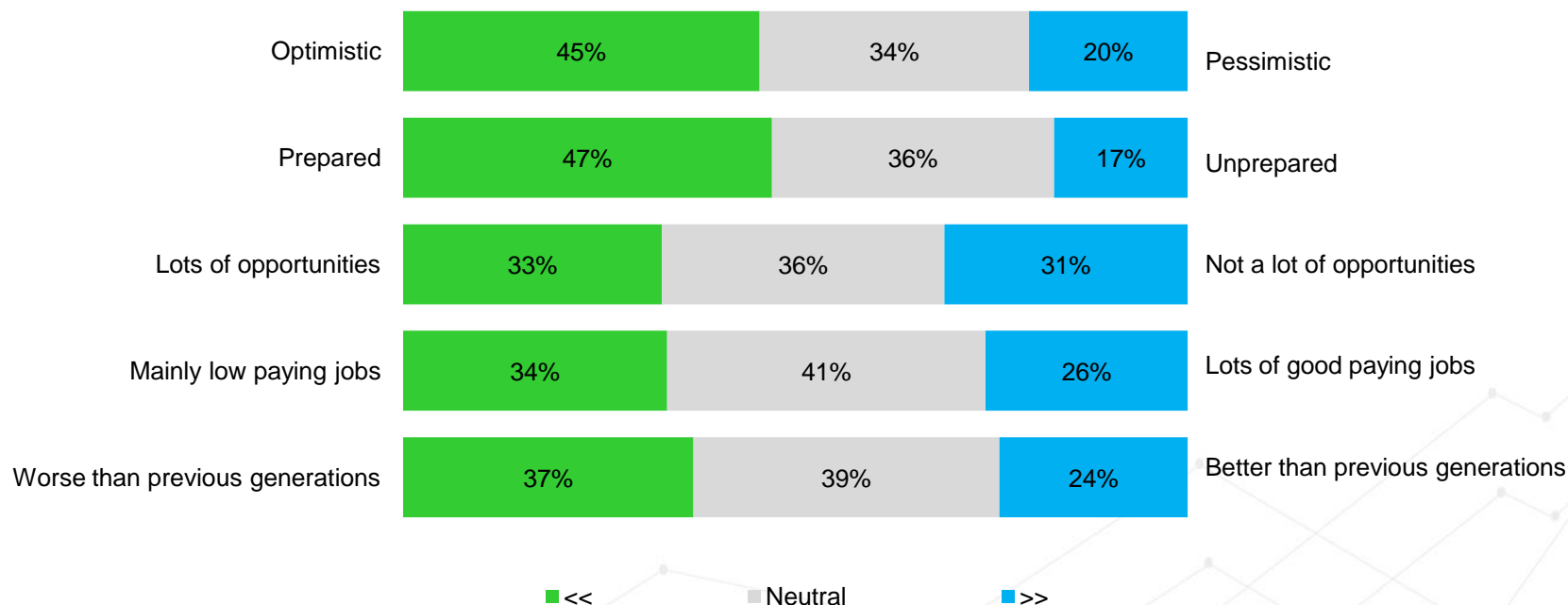


Feelings about the Job Market

As a way to measure perceptions about the job market, respondents were asked to select which of two words or phrases most closely described how they were feeling about the job market for people like them.

Overall, responses were mixed. Millennials seem to be optimistic, or at least few are pessimistic about the job market and less than 20% say they are unprepared for it. But there are some signs of unease. Only one in three felt the job market had lots of opportunities for people like them and only one in four believed there were lots of good paying jobs and the job market is better than previous generations.

Q Below are pairs of words and phrases that can be used to describe how you're feeling about the job market for people like you. Please select the word or phrase that most easily comes to mind to describe how you feel.



Who are optimistic and pessimistic about the job market?

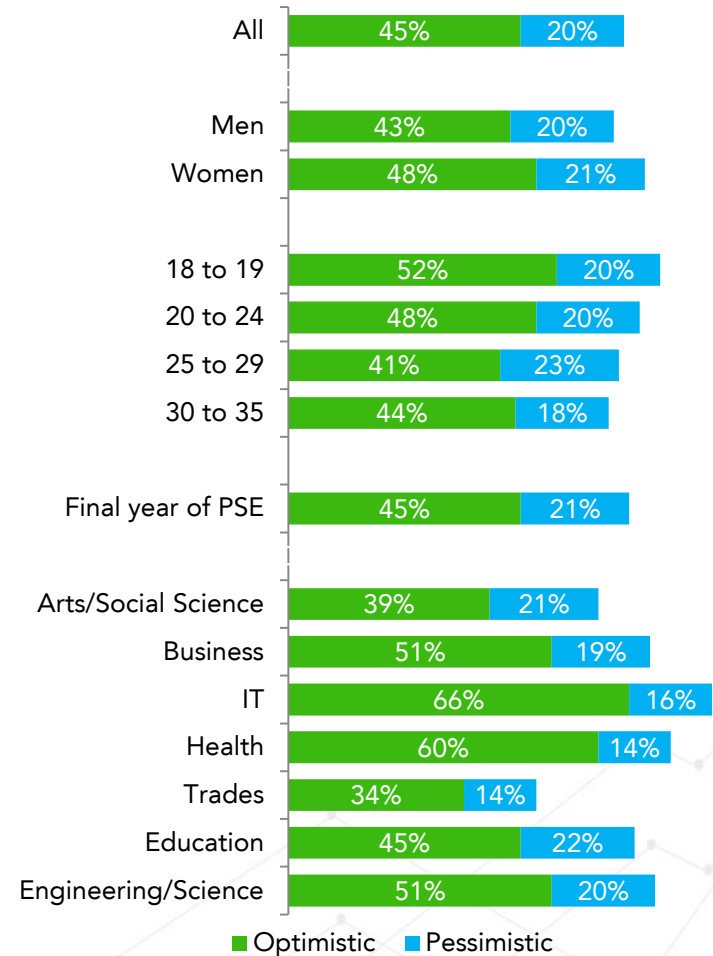
Breaking out optimism and pessimism levels across demographic subgroups highlights a few key trends in levels of confidence in the current job market

Female Millennials were slightly more optimistic than male Millennials about the job market while younger Millennials (18 to 24) were more optimistic than older Millennials (25+).

Among those currently in school, those studying in IT, health, business, and engineering/science fields were more optimistic than those in the arts/social science and in the trades.

Q

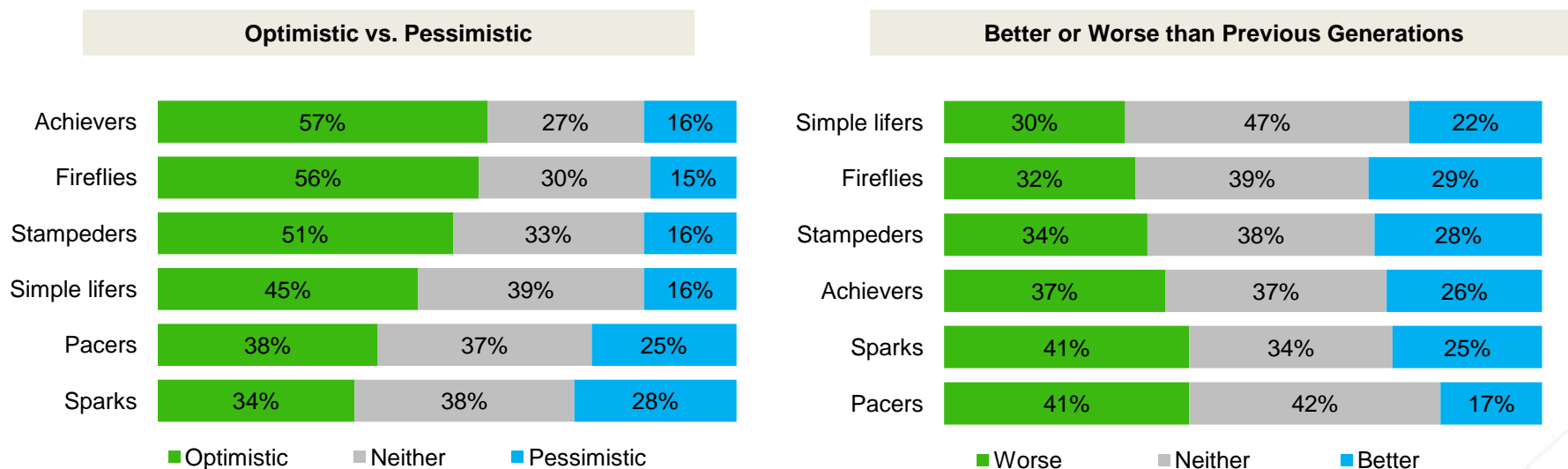
Below are pairs of words and phrases that can be used to describe **how you're feeling about the job market for people like you**. Please select the word or phrase that most easily comes to mind to describe how you feel.



Optimism and Comparison with Previous Generation by Millennial Segment

There are clear perceptual differences across the different Millennial personality segments*. For example, Achievers, Fireflies and Stampeders are more likely to be optimistic about the job market while Sparks and Pacers are least likely to say they are optimistic.

Furthermore, Simple Lifers, Fireflies, Stampeders and Achievers are less likely to describe the job market they face as worse than previous generations than Sparks or Pacers.



*For detailed descriptions of each segment, refer to Appendix A at the end of this report.

Employment Opportunities in your Area



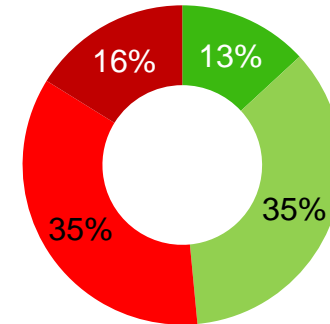
How would you describe employment opportunities for people like you who may be looking for work in the area where you live?

When asked to describe the employment opportunities for people like them looking for work in the area where they live, Canadian Millennials aged 18 to 35 were split in their assessments.

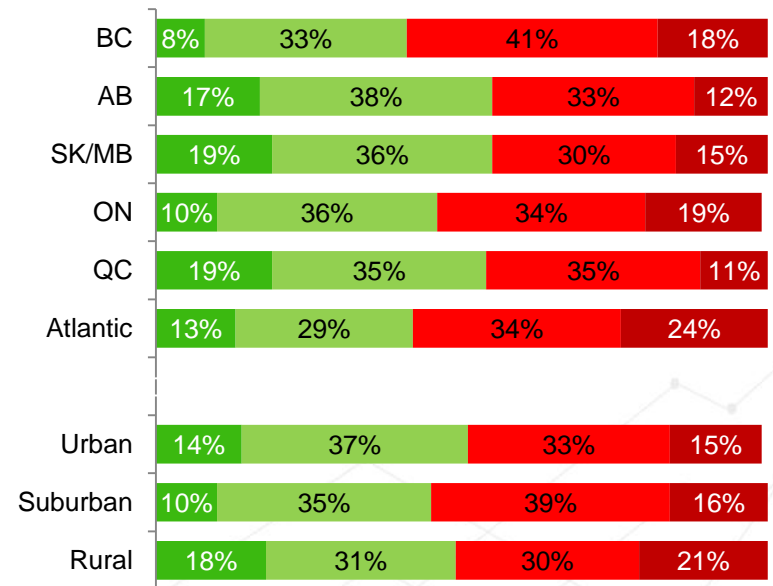
Overall, 48% described employment opportunities as either excellent or good while 51% described them as poor or very poor.

Positive assessments were more likely among those living in Manitoba, Saskatchewan, Alberta and Quebec, and less likely among those in Atlantic Canada, British Columbia and Ontario.

Although a majority of Millennials in some provinces felt that their local job market had positive prospects, even the best performing area (the Prairies) registered 55% positive assessments.



■ Excellent ■ Good ■ Poor ■ Very poor

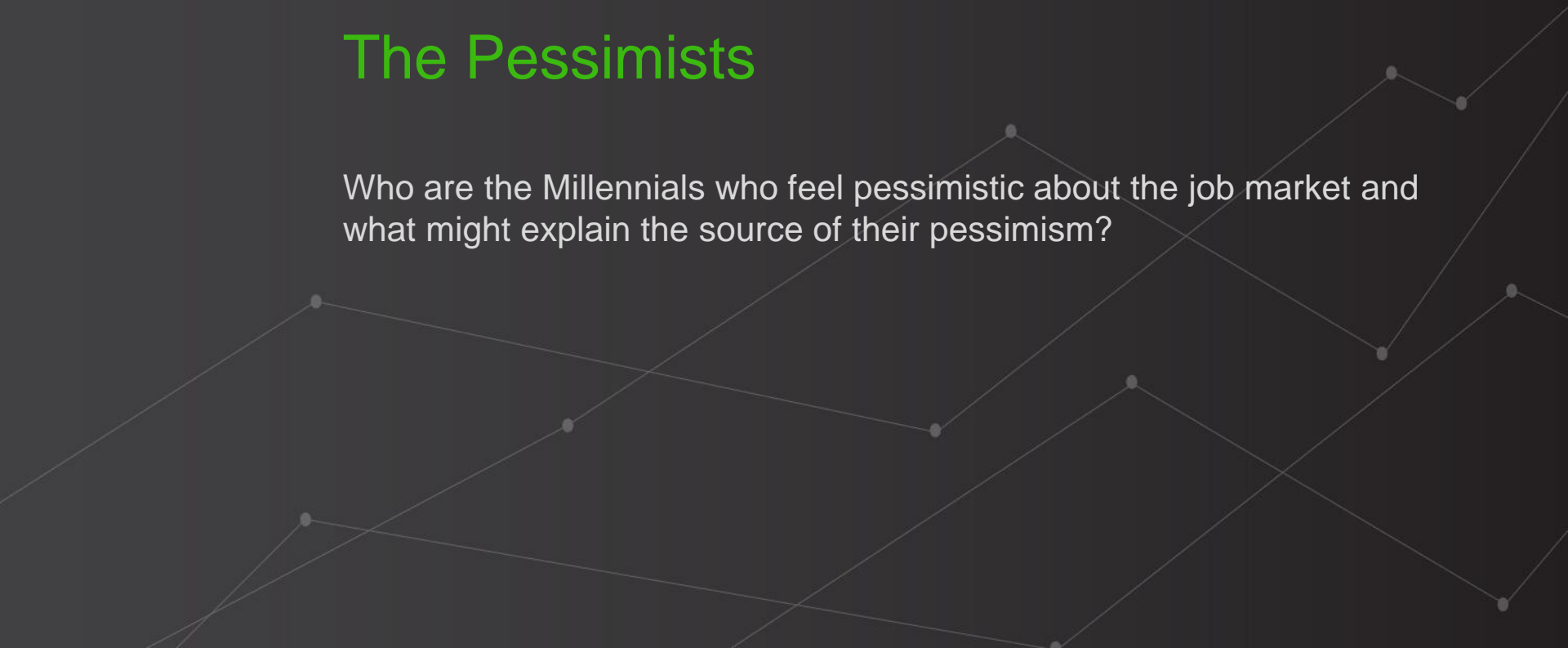


■ Excellent ■ Good ■ Fair ■ Poor

All Respondents, n = 1,700

The Pessimists

Who are the Millennials who feel pessimistic about the job market and what might explain the source of their pessimism?

An abstract graphic consisting of several thin, light gray lines that intersect and form a series of peaks and valleys across the bottom half of the slide. Small gray dots are placed at the intersections and endpoints of these lines.

Four Possible Explanations for Pessimism among Millennials

In this section of the report, we present four possible explanations for the pessimism that some Millennials express about the current job market in Canada.

1) It's a personality thing.

Pessimists are more likely to not be outgoing, go-getters, adventurous or athletic. The lack of these traits suggests a risk-averse and non-competitive group, which would explain their pessimism and anxiety towards the job market and the likelihood of finding meaningful employment.

2) Ambitious but stuck.

Pessimists tend to think that their current job is beneath them and that they can do better. They are more likely to think they are overqualified for the job they have and are more likely to consider their job “just a job” and not a career.

3) Born at the wrong time.

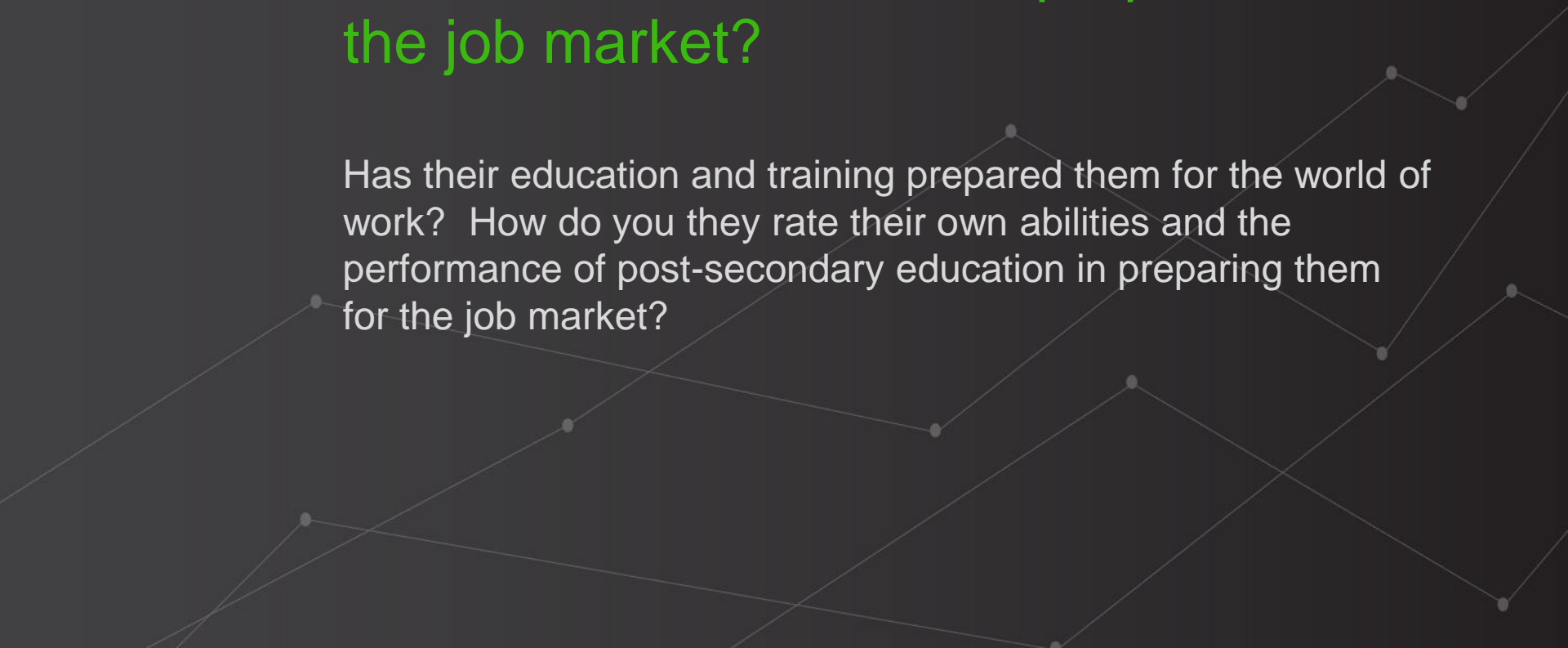
Pessimists tend to think that they are at least somewhat worse off than the previous generation in terms of standards of living, overall happiness, freedom to live their life and ability to pursue their passions.

4) My education failed me.

Pessimists tend to think that there aren't many opportunities waiting for them, and feel that they are unprepared to meet potential opportunities anyway. They think that school especially failed to prepare them to interact with clients and customers, harness networking skills, and interaction with people older than themselves. They also tend to feel that they are in a work position that does not relate at all to the skills they developed at school, or even relate to the program that they studied.

Are Canadian Millennials prepared for the job market?

Has their education and training prepared them for the world of work? How do you they rate their own abilities and the performance of post-secondary education in preparing them for the job market?



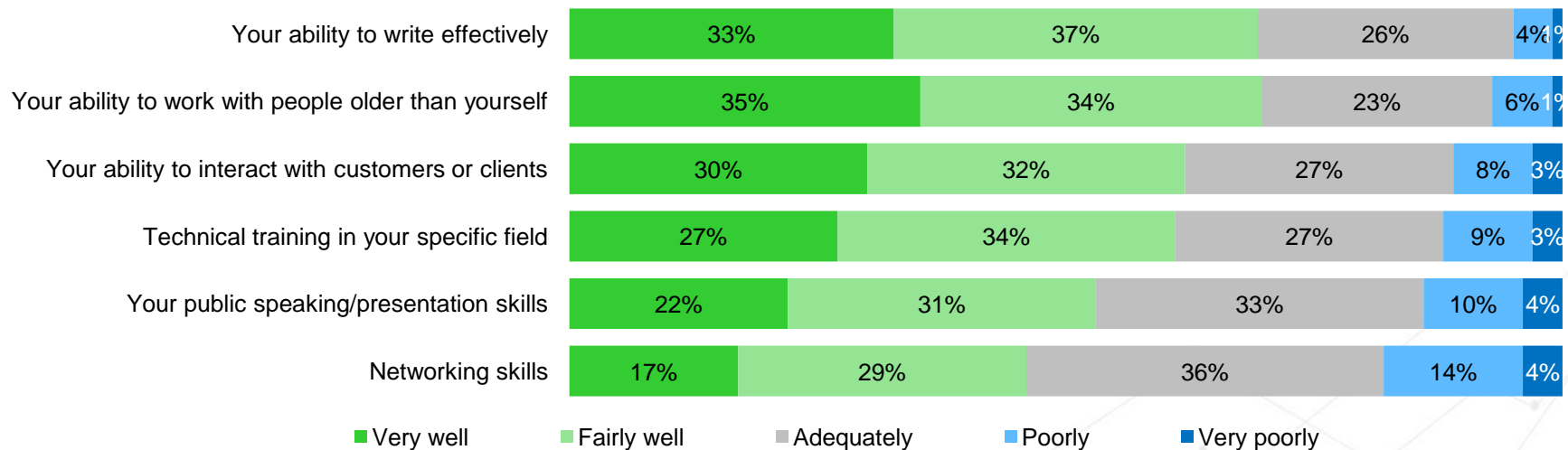
Formal Education and Hard and Soft Skills

The survey asked Millennials to assess how well their education had prepared them in a number of hard and soft skills. Overall, most Millennials surveyed felt that their education had prepared them well when it comes to their ability to write effectively, their ability to work with people older than themselves and their ability to interact with customers or clients, and technical training in their specific field.

Fewer respondents were as positive about how well their education prepared them for public speaking or presenting and networking. In particular, only 46% of Millennials surveyed said their education prepared them very well or fairly well when it comes to networking.



Specifically, how well has your education prepared you in each of the following areas?



Self-Evaluation of Hard and Soft Skills

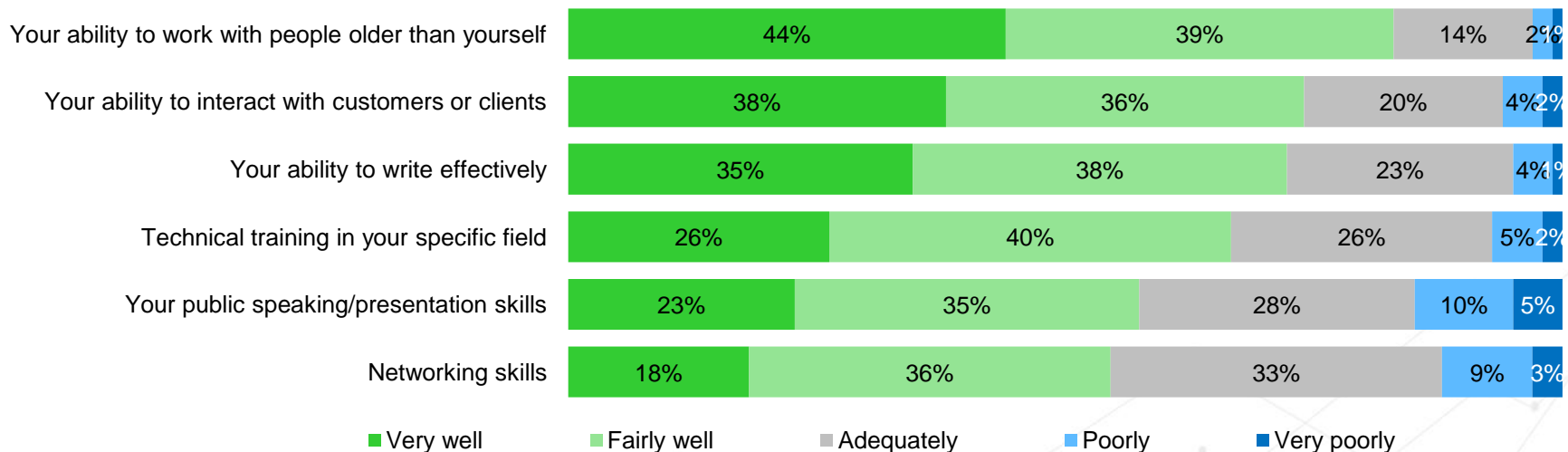
When asked to assess their own ability in the same areas, most Canadian Millennials aged 18 to 35 rated their ability to work with people older than themselves as either very well or well. A large majority also rated their ability to interact with customers and clients, their ability to write effectively, and their technical training positively. Fewer rated their public speaking and networking skills positively, although a majority still described their ability as very well or fairly well.

These findings suggest that most Millennials believe they have the soft skills that employers are looking for. Most describe their ability to write, present or speak in public and even network as being very well or fairly well.

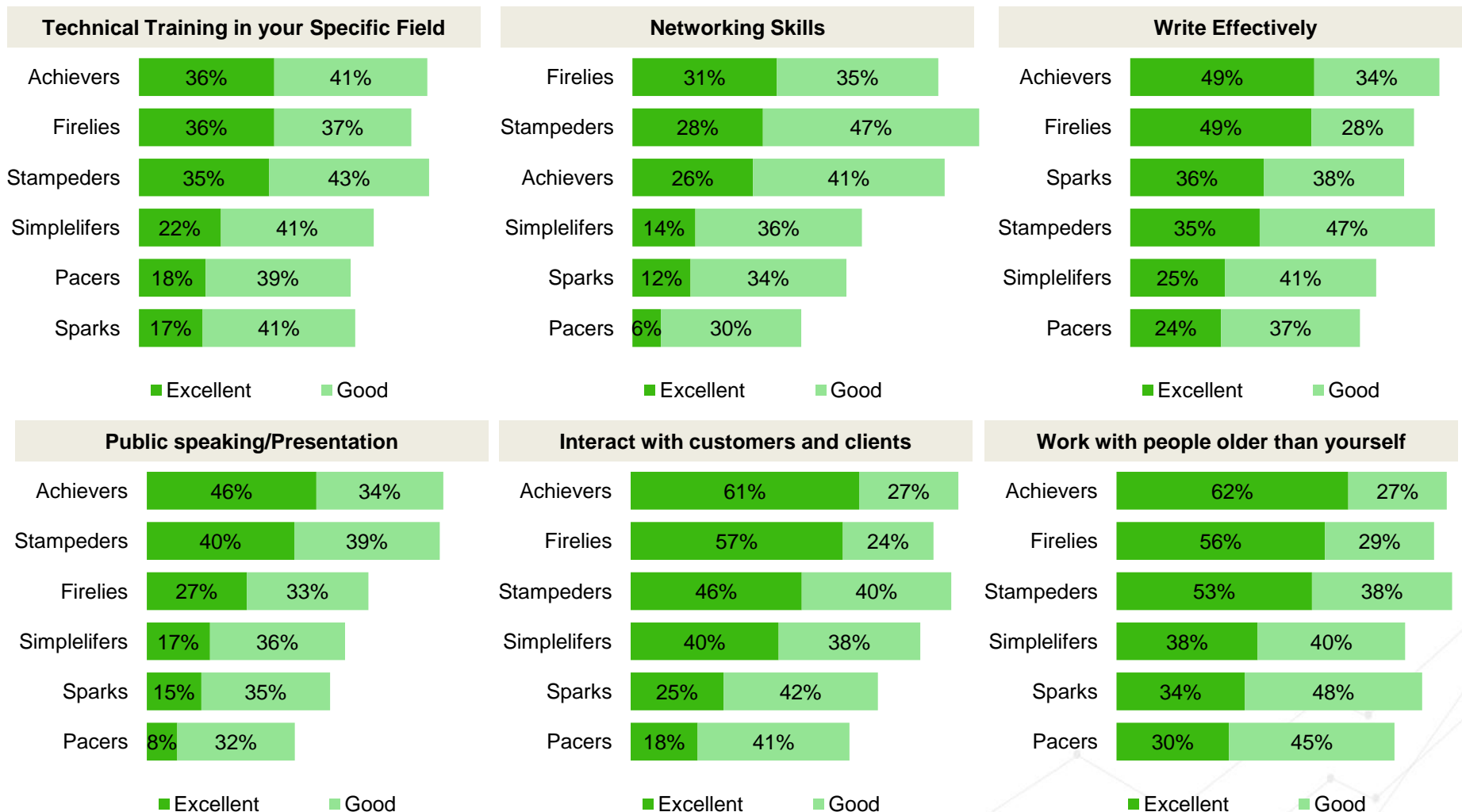
On the next page, we report self-evaluations across the different Millennial segments. For all but one skill, Achievers are most likely to rate their ability as very well while Pacers and Sparks are least likely to rate themselves as very well or fairly well.



How would you rate your own ability in the same areas?



Hard and Soft Skill Assessment by Millennial Segment



*For detailed descriptions of each segment, refer to Appendix A at the end of this report.

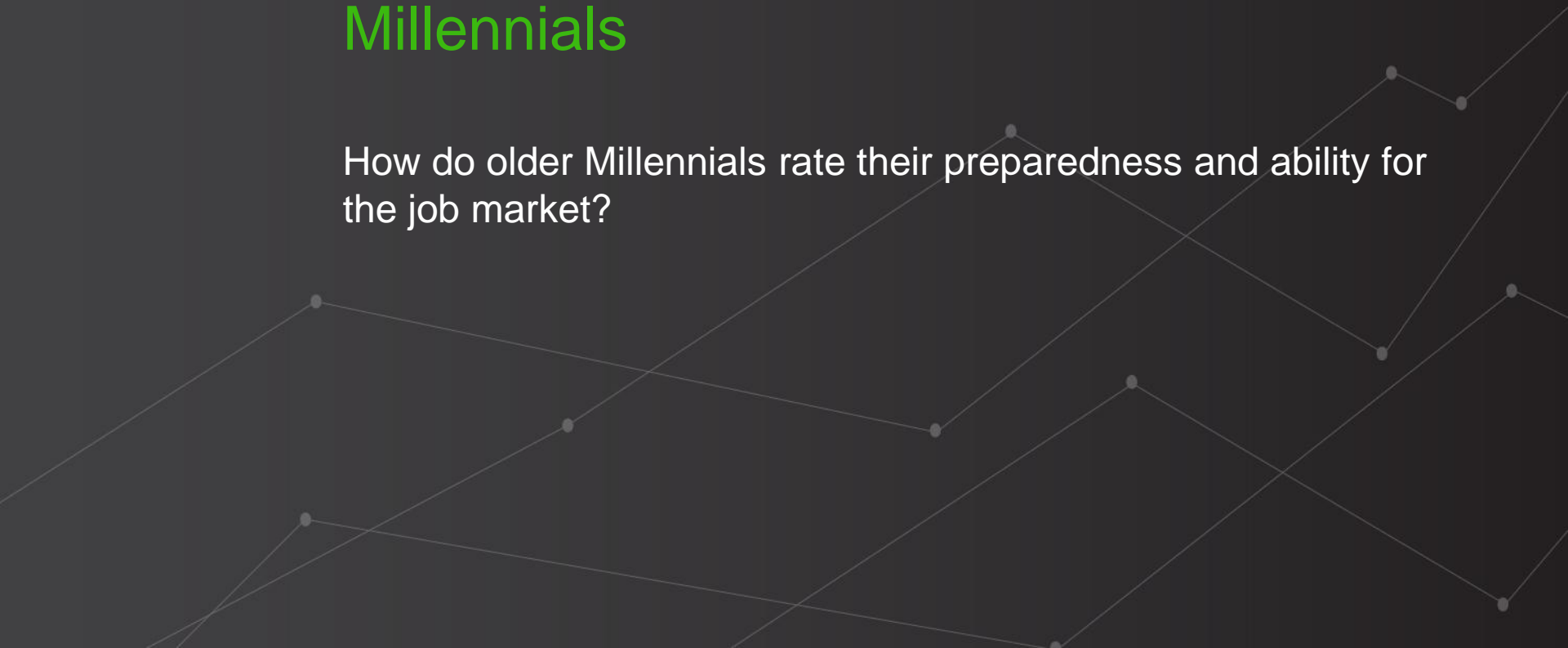


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Job Market Preparedness and Older Millennials

How do older Millennials rate their preparedness and ability for the job market?

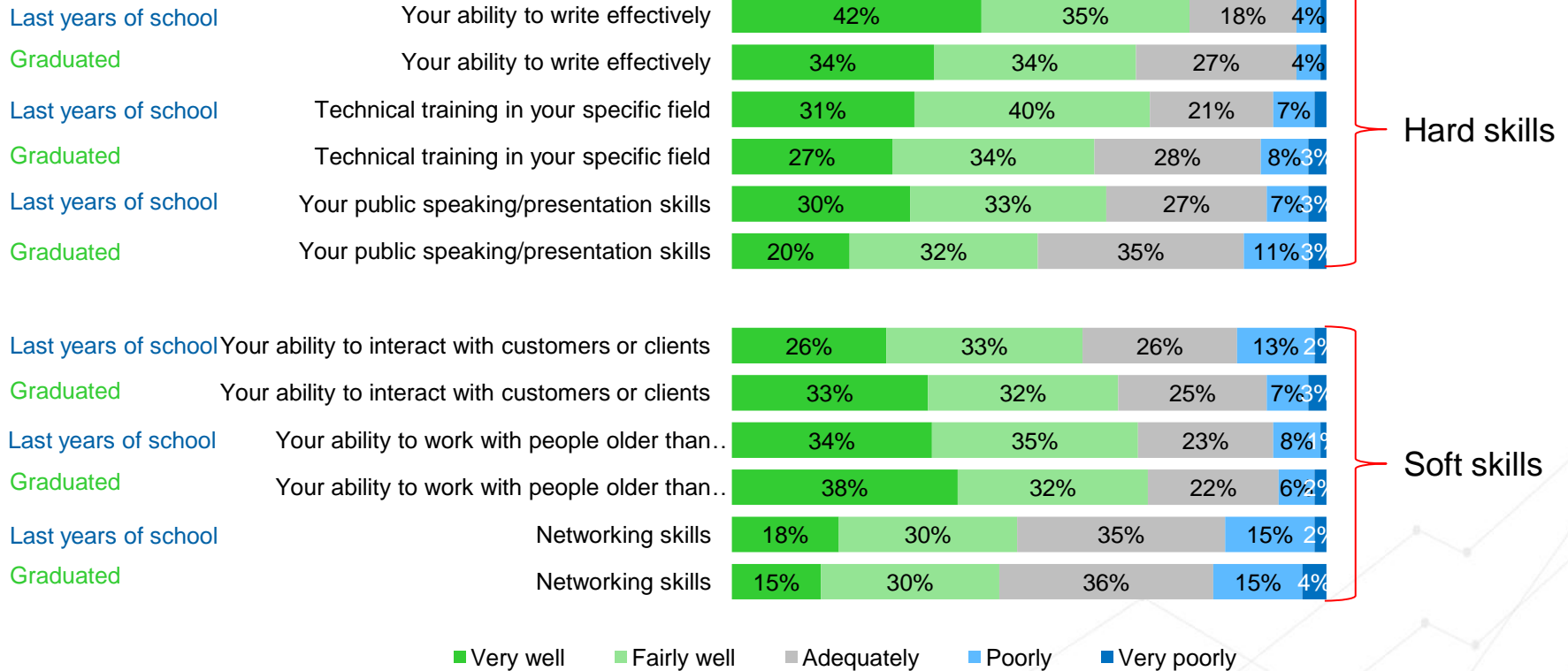


Hard and Soft Skills - Last years of school/ Graduated Split

Those already graduated consistently and significantly have a worse view of their educational preparation of hard skills compared to those in their final years of school. However, those already graduated also consistently and significantly have a better view of their soft skills compared to those in final years of school. Networking skills seems to be the only area that does not follow this trend and is also the weakest area overall.



Specifically, how well has your education prepared you in each of the following areas?

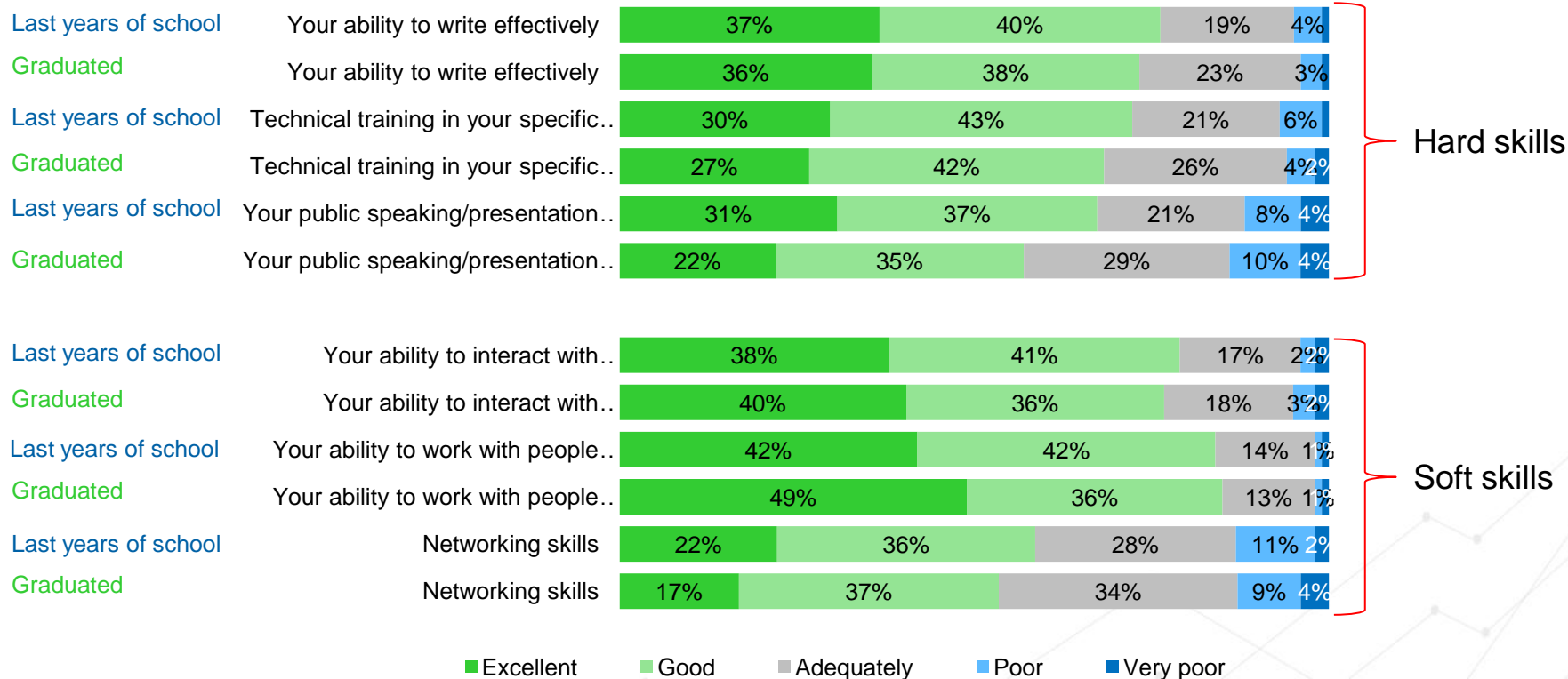


Self-Evaluation of Hard and Soft Skills

In terms of how participants evaluated their own abilities, both groups generally showed little change of perception in their soft skills compared to their perception of educational preparation in those skills. One notable exception was the perception of those in their last years of school in writing ability versus writing educational preparation (37% excellent vs 42% very well). Hard skills were another matter; both groups showed a consistent and significant increase in their perception of abilities in this area compared to educational preparation. The previously mentioned trend of those in their final years of school having better perceptions of skills continued.



How would you rate your own ability in the same areas?

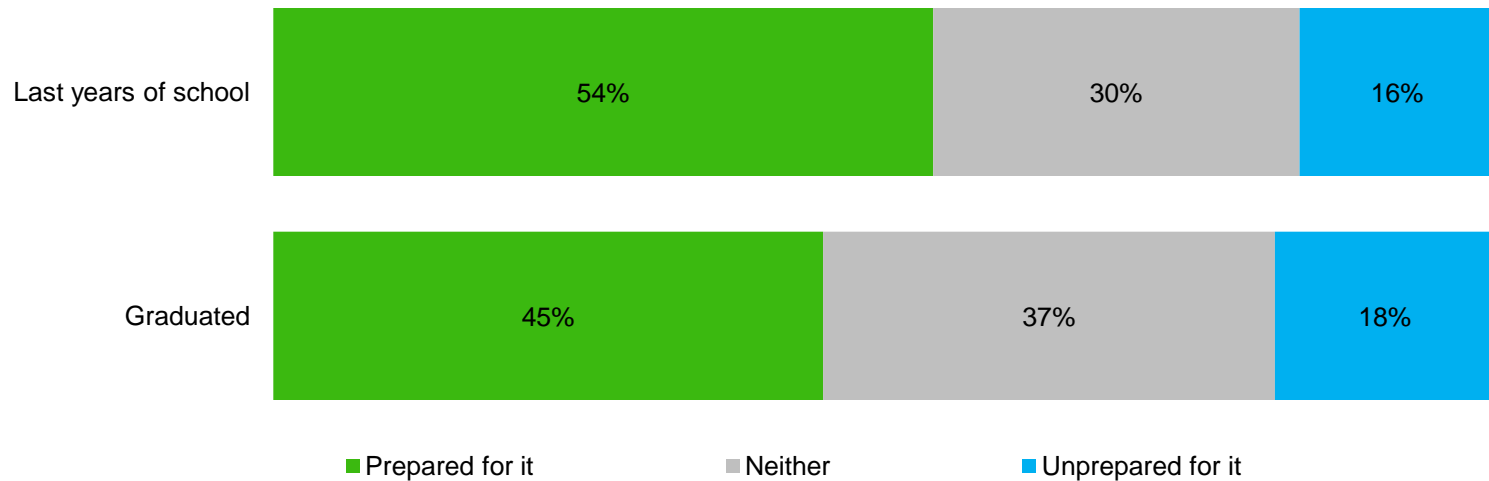


Perception of Preparedness For Job Market

Those who have already graduated from post-secondary education are less likely to say they are prepared for the job market than those in their final years of school. This finding suggests that once students leave school and enter the job market, more realize that perhaps their training and education has not prepared them for




Below are pairs of words and phrases that can be used to describe **how you're feeling about the job market for people like you**. Please select the word or phrase that most easily comes to mind to describe how you feel.



Arrested Development: The Delayed Adulthood of Millennials

Are Canadian Millennials “delaying” key milestones and what does it mean for their lives and the Canadian job market?



Major Life Achievements

One of the unique features of the Millennial Generation is the arrested development or delayed adulthood of a significant proportion of its members. Compared to previous generations, it is taking longer for Millennials achieve milestones that are traditionally considered important on the path to adulthood: moving out of the family home, starting a career, and having children.

Our survey indicates that a large proportion of Millennials aged 18 to 35 have not achieved many of the more fundamental milestones for entering adulthood, including moving out of the family home, achieving financial independence, and even finding a full time job in their field of work.



Which of the following events have you already done or plan to do?

	Have done	In next 12 months	In next 5 years	Plan to, not sure when	Do not plan to do this
Move out of my parent(s)' home	58%	11%	14%	10%	4%
Achieve financial independence from your parents or guardians	55%	12%	17%	9%	2%
Travel to another country	46%	18%	13%	13%	5%
Purchase a car	45%	15%	15%	13%	8%
Complete post-secondary education	45%	13%	20%	8%	8%
Find a full time job in my field of work	41%	18%	20%	12%	3%
Buy a home	25%	8%	24%	32%	5%
Have children of your own	20%	8%	18%	30%	14%

Major Life Achievements by Age Group

As expected there are significant life cycle effects on when certain Millennials are achieving major life milestones.

For example, only 3% of Millennials aged 18 to 19 in Canada report having children of their own and only 19% say they have achieved financial independence from their parents.

In contrast, Millennials aged 30 to 35 were much more likely to have accomplished these milestones. Six in ten have completed post-secondary education, six in ten have purchased a car, and three quarters say they have achieved financial independence from their parents. But even these numbers demonstrate that a large percentage of older Millennials have yet to achieve milestones that many from other generations might consider fundamental to be considered an adult.

Q

Which of the following events have you already done or plan to do? *Have done by Age group*

	18 to 19	20 to 24	25 to 29	30 to 35
Buy a home	3%	8%	29%	48%
Purchase a car	18%	33%	53%	59%
Travel to another country	44%	37%	48%	54%
Have children of your own	3%	8%	21%	39%
Complete post-secondary education	10%	35%	57%	59%
Achieve financial independence from your parents or guardians	19%	42%	64%	76%
Find a full time job in my field of work	8%	24%	52%	63%
Move out of my parent(s)' home	28%	44%	69%	76%

Major Life Achievements by Age Group

Consider some of the findings reported below. Only 19% of Millennials aged 30 to 35 have moved out of their parents home, achieved financial independence, completed post-secondary, are working full time, have bought a home, and have children. And less than half have achieved five of the six of these milestones.

The delayed adulthood of Millennials might explain the challenges they face in the workplace. Along with having high expectations about what they can achieve (thank mom, dad, teachers, and society for that), many enter the workforce without much responsibility. They are still focused on putting down roots and establishing themselves, even into their early thirties.

30% of 25+ have had children of their own.

39% of 25+ have purchased a home

28% of 25+ still live with their parents or guardians

30% of 25+ are not achieved financial independent from their parents

	All 18 to 35 year olds
Move out of my parent(s)' home	58%
Achieve financial independence from your parents or guardians	55%
Complete post-secondary education	45%
Find a full time job in my field of work	41%
Buy a home	25%
Have children of your own	20%

18 to 35 years

8% achieved all 6.
23% achieved at least 5.
38% achieved at least 4.
53% achieved at least 3.
21% achieved none of these.

25 to 35 years

13% achieved all 6.
35% achieved at least 5.
57% achieved at least 4.
71% achieved at least 3.
12% achieved none of these.

30 to 35 years

19% achieved all 6.
44% achieved at least 5.
62% achieved at least 4.
74% achieved at least 3.
10% achieved none of these.

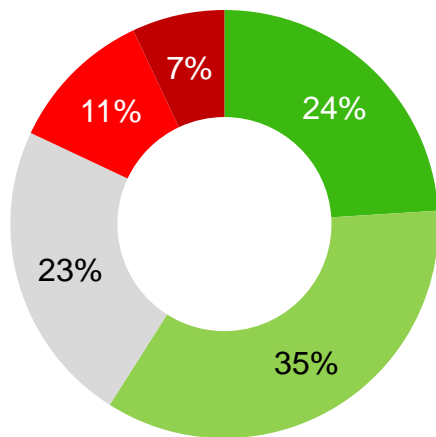
Boomerang Kids and Delaying Major Life Events

When asked directly about delaying major life events, a majority of Millennials (59%) agreed that they had or will have to as a result of financial pressures.

However, 56% of Millennials felt that there would be nothing wrong with moving back in with their parents to alleviate financial pressure.



Agree/Disagree: I will have to delay major life events like marriage, buying a home, and having children because of financial pressures.

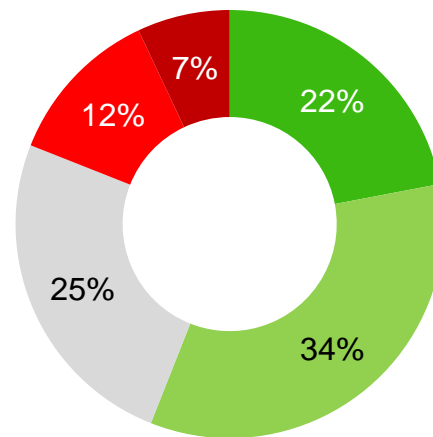


Strongly agree
Neither
Strongly disagree

Somewhat agree
Somewhat disagree



Agree/Disagree: I There's nothing wrong with moving back in with my parents if it helps me save some money.



Strongly agree
Neither
Strongly disagree

Somewhat agree
Somewhat disagree

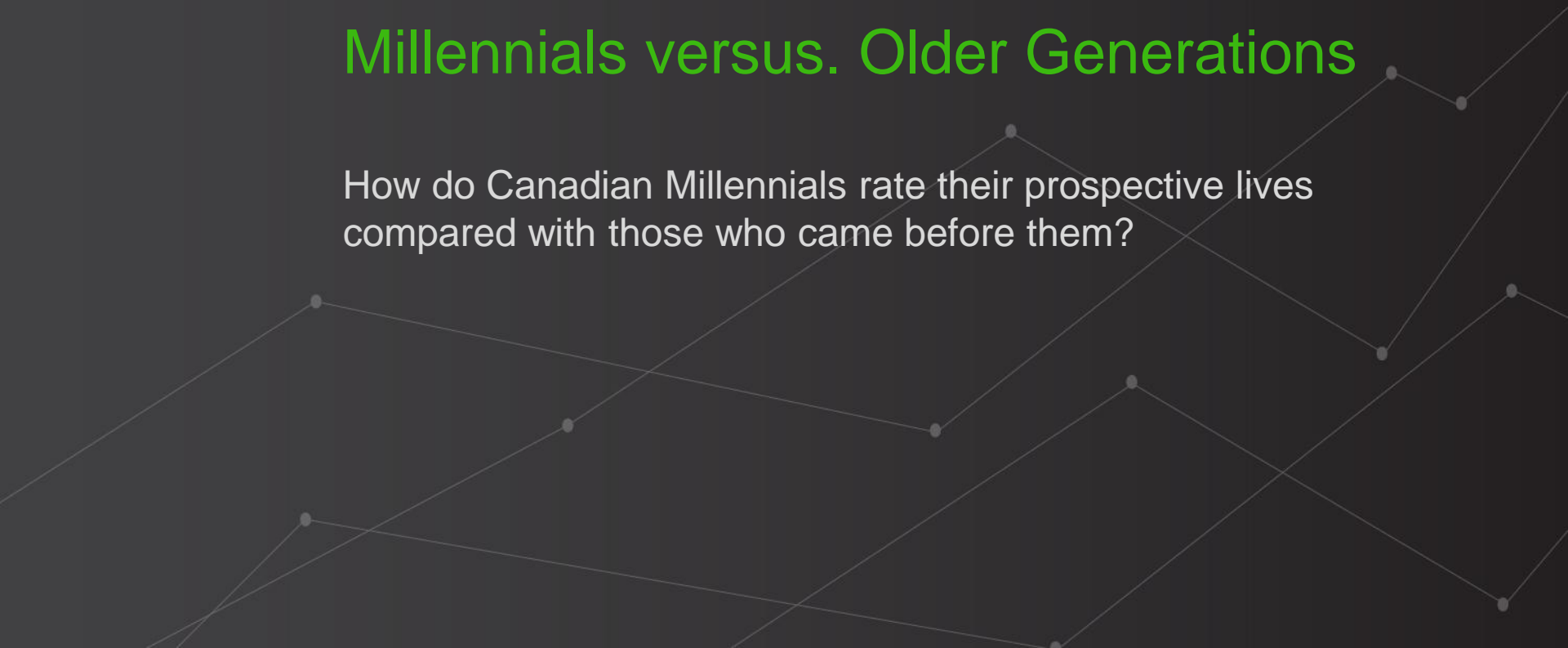


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Millennials versus. Older Generations

How do Canadian Millennials rate their prospective lives compared with those who came before them?



Compared to your parents' generation...

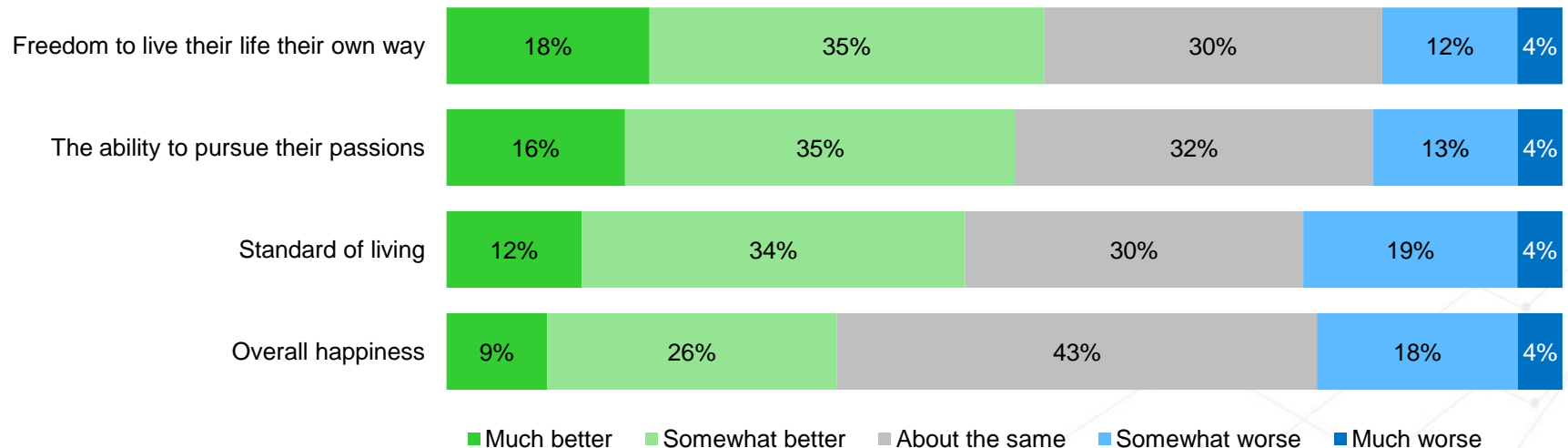
Survey respondents were asked whether their generation's experience in four areas will be better or worse than their parents' generation. Overall, Millennials in Canada were more likely to think their generation's experience will be better than their parents. This is especially true when it comes to their freedom to live their life their own way and their ability to pursue their passions as a majority of Canadian Millennials believe their generation's experience will be at least somewhat better than their parents' generation for both of these attributes.

A plurality (46%) of Millennials also believe that their standard of living will be better than their parents' generation while 23% think it will be worse.

When it comes to overall happiness though, views are more mixed. One in three think their generation's overall happiness will be better than their parents while 22% think it will be worse. The plurality think the level of happiness between their generation and their parents' generation will be about the same.



Do you feel your generation's experience will be better or worse than your parents' generation in each of the following ways?





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A Canadian Millennial State of Mind

Are Canadian Millennials satisfied with their life as a whole?



Overall Satisfaction with Life

Near the end of the survey, respondents were asked to rate their level of satisfaction with the life as a whole on a scale from 0 to 10. Overall, response to the question was mixed. While a plurality of Millennials are generally satisfied with their lives (35% rated 7 to 10), there's a large portion (28%) who are dissatisfied with their life overall. The boxes below profile individuals each of the two groups.



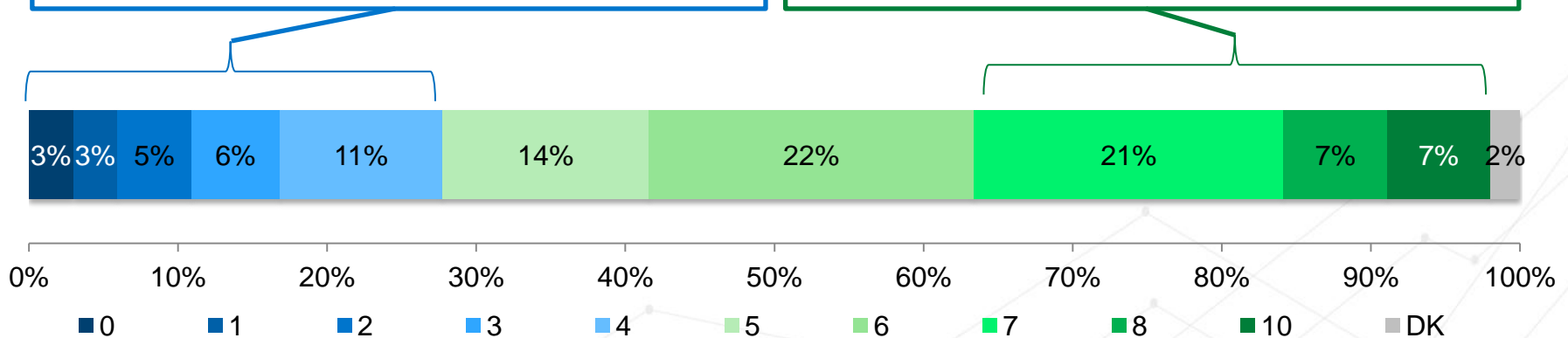
Using a scale of 0 to 10 where 0 means "Very dissatisfied" and 10 means "Very satisfied", how do you feel about your life as a whole right now?

Youth that are less satisfied with their life overall are more likely to be unemployed and working part time. They are more likely to be studying arts or social sciences (30%), to be working 20 hours a week or less (30%) and among those working, 27% earn less than \$20,000 per year. 40% of these youth still live with their parents or relatives.

Only 27% are optimistic about the job market, 30% feel prepared for the job market, and 44% think there are mainly low paying jobs available in the job market. 44% believe the job market is worse for their generation than for previous generations.

Youth that are more satisfied with their life overall earn more income (49% make \$50,000 or more). A majority live with a partner (51%) and a large majority work over 30 hours per week (73%).

47% believe there are lots of opportunities in the job market, 61% feel prepared for the job market, and 60% are optimistic about the job market overall.



Working Hard for the Best in Life

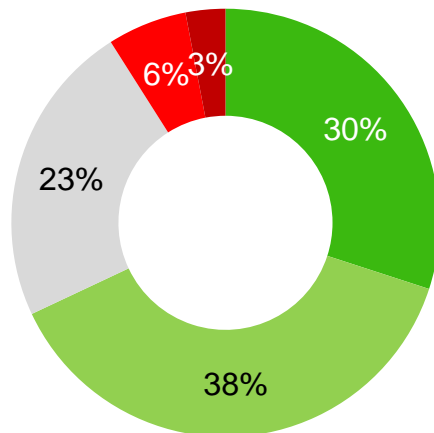
One of the knocks against Millennials frequently expressed in the news media is that they are not willing to work hard. And while many outside the generation feel this way, Millennials themselves describe their peers in a similar way.

We tested this assertion with our survey respondents in two ways. Half the sample was asked whether they agree or disagree that many people in my generation want the best that life has to offer, but aren't willing to work hard for it. The other half of the sample was asked a slightly different question, replacing "people in my generation" with "people I know".

In both questions, a large majority of Millennials agreed that Millennials want the best that life has to offer, but they aren't willing to work hard for it. Only one in ten respondents disagreed with either statement.



Agree/Disagree: Many people in my generation want the best that life has to offer, but aren't willing to work hard for it. [half sample]

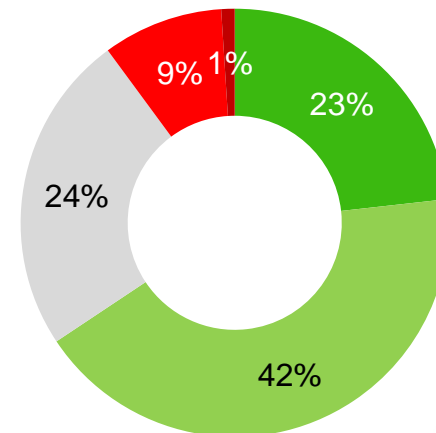


Strongly agree
Neither
Strongly disagree

Somewhat agree
Somewhat disagree



Agree/Disagree: Many people I know want the best that life has to offer, but aren't willing to work hard for it. [half sample]



Strongly agree
Neither
Strongly disagree

Somewhat agree
Somewhat disagree

Pressure and Generational Misunderstanding

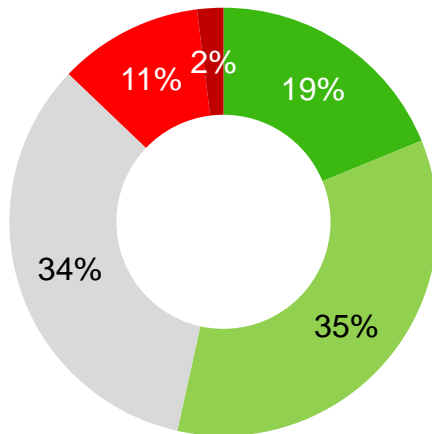
But along with a sense that others in their generation don't want to work hard to get the best things in life, a large majority of Millennials also feel a lot of pressure to succeed and a slim majority believe that older Canadians do not understand how difficult things are for their generation.

These two points are important to consider when trying to understand Millennials. Remember, this is a generation that was raised to believe it could achieve anything but few in it ever experienced failure – whether at school or in extracurricular activities. Add to these high expectations the pressure that many feel to succeed along with delayed adulthood and you get a generation that is very different than previous generations. T

hey are less mature than previous generations (in terms of life experience) and a little more entitled but believe they have the skills and abilities to excel at work.



Agree/Disagree: Older Canadians do not understand how difficult things are for my generation

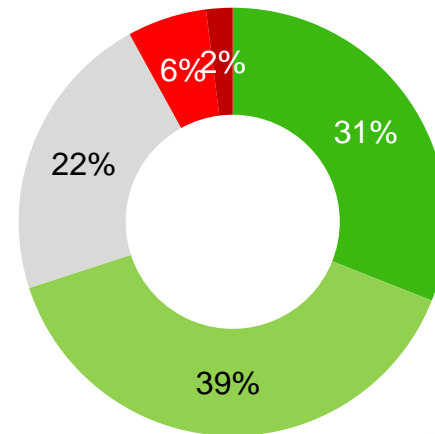


Strongly agree
Neither
Strongly disagree

Somewhat agree
Somewhat disagree



Agree/Disagree: I feel a lot of pressure to succeed in everything I do.



Strongly agree
Neither
Strongly disagree

Somewhat agree
Somewhat disagree



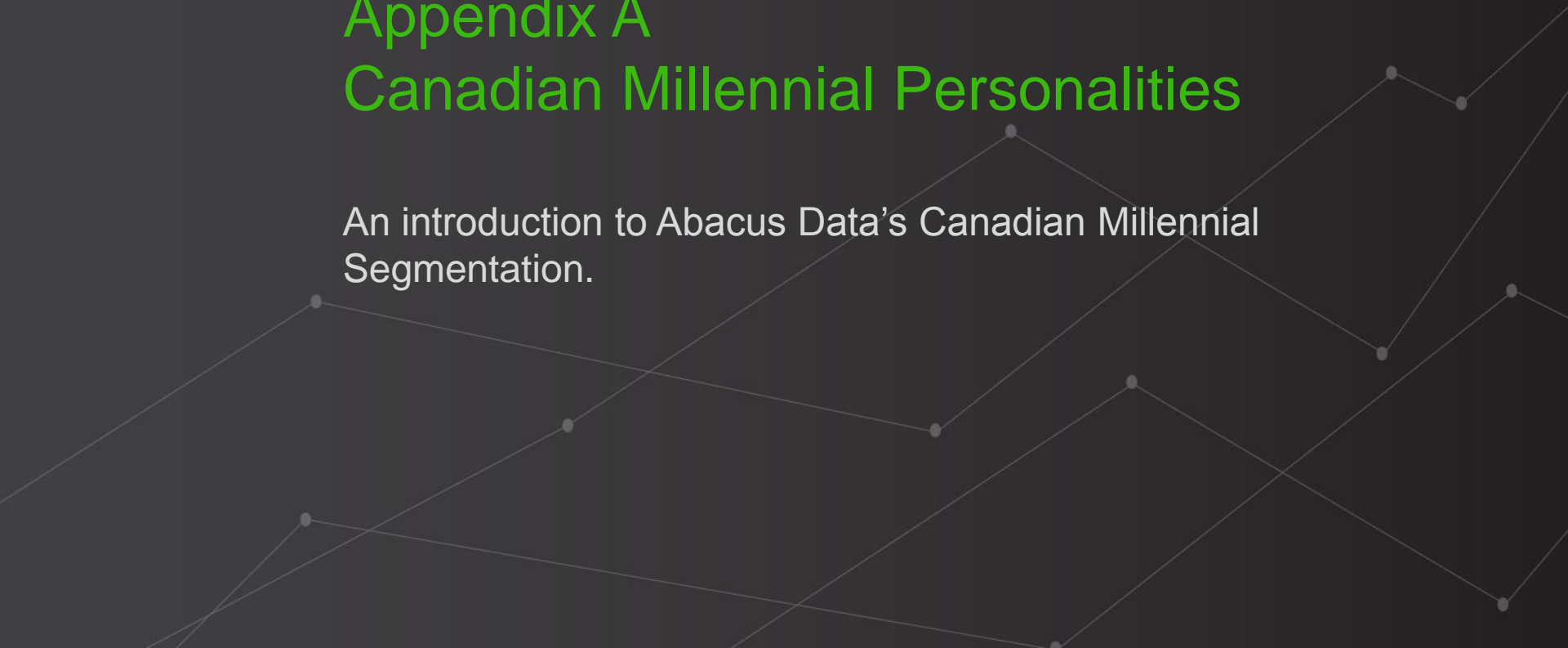
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Appendix A

Canadian Millennial Personalities

An introduction to Abacus Data's Canadian Millennial Segmentation.



An Introduction to the YSegmentation

- The Canadian Millennial generation is unique from the generations that came before us. We grew up during a time of unprecedented economic growth, were educated during a time when self-esteem was the goal, and we are natural users of technology.
- Yet, not all Millennials are the same. We see differences in our friends, neighbours, and colleagues at work. And we believe that these differences, this Millennial variation, has consequences on our behaviour and attitudes whether it be at work, in the store (or online store), or in the voting booth (if we show up at all).
- Using a proprietary model, the Millennial research team identified 14 character and personality traits that we believe best differentiate our peers. Using these traits we performed cluster analysis and produced what we believe are six unique Canadian Millennial segments or groups that share similar personalities, outlooks, and traits



The Simple Lifer



Simple Lifers have worked to get where they are. They are content working for a large company and hope to own a comfortable home someday in the suburbs. These Millennials like to wear nice but functional clothing and drive nice but functional cars. Most Simple Lifers do not consider themselves eco-conscious or creative, in their free time they prefer to kick back and watch a sports game.

They have financial independence as their focus and are guided by their down to earth rationality. They like to keep it simple; if they can avoid the crowds and stick to their own usual routine they're happy.

This group knows quality when they see it and they will consider any available information from their friends and the public when making decisions. While they are aware of popular trends, they won't change their entire wardrobe just because that is what 'everyone else' is wearing. They have no trouble making purchasing decisions based on a balance of price and functionality.

Simple Lifers have a good head on their shoulders and they won't question their guiding morals. They are aware of current events but they won't necessarily share their specific viewpoints on an issue.

Many people in this group have a hard time leveraging their skills in the job market. This is a barrier for many younger Simple Lifers who struggle to leave the nest and start a life of their own. Older members of this group see their future (like public/private pensions) as being threatened by poor management and greedy financial/government institutions. This group sees reliance on technology as a key issue for their generation.

The Spark



Sparks are eco-conscious, creative and want to make a difference. They tend to be more shy than outgoing. They value having free time and like being in the city where they can be close to everything. Most Sparks are working part-time jobs just to get them by and aren't driven by career success right now. On a Saturday evening, Sparks would rather have a quiet night in than go out to a party.

The sparks are willing to take things at a slower pace and try to enjoy just being where they are. They are not rushing to be something different or to prove themselves. However they are always interested in learning more about the world that they are not regularly exposed to. They would be interested in travelling abroad to learn about the world and see new things from a different perspective.

When these millennials make a decision or take a stance they have invested a lot of energy into making sure this is something they really believe in and have challenged themselves about why. They need to have as much information as possible before deciding their opinion for sure. They have a clear moral code for what is right and what is wrong and this guides them strictly.

They will share their own perspectives, through photos, music, quotes, art or in essays. And will take care to express themselves through their clothes, the way they carry themselves and interact with people. However they will not demand or even expect others to necessarily take on the same opinions as them and they certainly are not pushy.

This group struggles to fit into a society structured by another generation. It is difficult for Sparks to adopt the typical nine to five work, office culture. They strive to find a job where they can express themselves and fulfill their own personal ambitions while still finding time to enjoy themselves and do the things they like to do.

The Firefly



Fireflies like to go out and have a good time. They are adventurous, outgoing and carefree. In fact, the Fireflies are almost the female mirror of the Stampeders. Driven by spontaneity they don't usually make plans in advance. Whether they are in the gym or outdoors most Fireflies like to be active. Despite their wild ways, they hope to make a difference in the world someday.

This group most highly values their inner networks, "their favourites" – whether that may be their older sister, their best friends or even their parents. They want to do what is best and make the right decisions. Fireflies want to take the opportunities that are given to them. They want to actually do things. And if they have the tools to do them, they'll grab some friends and just go and do it.

They are friendly and they will use their social power to make sure that everyone is included, they don't want to see anybody be isolated if they can help it. They want to work together with their friends and peers, but they won't do something that they believe is wrong.

This group struggles to find their independence and start a life on their own outside of their parent's home. They are concerned with the pressure to do it all, pay off student loans, find a stable job, and purchase a house or car. This group can get frustrated when they don't see results right away. When the fireflies do move into the workplace they have difficulty connecting with older generations and can feel disconnected and misunderstood.

The Achiever



The achievers strive to do everything with their best effort. They want to be at the top of their class, they want to be the top of their field, they want to give it their all on the sports field and they want to read all the books for their book club (although they don't always have the time).

For this group actions and positions are important to help them set themselves apart from the rest. They are driven by success and this group always seems to be ahead. They like to stay on top of what is going on around them and they want to make a positive difference. This group will keep others updated on what is important to them by posting about their activities, and sharing information about topics of interest to them. They are willing to offer help and suggestions to their friends and networks about opportunities they see or other interesting things they think someone might want to check out.

The achievers are more family oriented at this stage than many of their peers. Family is important to them. They try to maintain good relationships with their own family and they hope to raise a family of their own someday.

These go-getters want it all. While Achievers are outgoing, adventurous and willing to try new things they are not normally described as carefree or relaxed. In fact, many would consider them a little up-tight. Achievers identify themselves as stylish, cultured and eco-conscious. They like to stay physically active but few seek them out for advice on what is the best new app available for their iPhone.

For Achievers finding meaningful employment that compliments the skills they have gained through post-secondary education is a key concern. Many of the upper level positions that this group seeks are taken up by the baby boomers and they see this as a barrier to their professional development

The Stampeder



Stampeders are a unique male segment. They like to be in the centre of it all and their friends would describe them to be outgoing, athletic, stylish, cultured and adventurous. In fact, Stampeders are really the female mirror of the Fireflies.

They like to party, play videogames and watch sports. While they are focused on their career right now they don't mind living at home until they can afford a place of their own. Stampeders are confident of themselves in most things and, for example, most believe that they would do better than average in a fist fight.

Stampeders like to set themselves apart from the rest of the crowd. They are not necessarily the best at everything but they are defined by their strengths. And although Stampeders may seem threatening to their peers, they are well liked among people in their networks who know them.

Stampeders know how to get what they want and are willing to work hard to reach their goals, but they try to stay well rounded and not lose touch with reality. They recognize that their connections are integral to their success and they will dress and act the part to get where they need to go, but they will never forget where they came from.

The Stampeders are more concerned about finding a job where they can make a high salary and have a good living. This group is not only concerned about getting into the industry they want, they are concerned about getting ahead. This group wants to be taken seriously while others just want to figure out how they fit in, these young men want to make an impact on the world.

The Pacer



While they may be shy, Pacers know that people look to them for information on technology. They grew up and continue to be important trendsetters for technology and they relish that role.

Pacers prefer to congregate with people who have similar interests instead of following the flock to malls and parties. These self-professed “couch potatoes” may prefer to stay home but they are more likely to communicate with people from all over the world through social networks, online groups, and multiplayer videogames online.

Pacers are always working on something, a defining feature is that they want to test their limits and they challenge themselves. Even as couch potatoes, some Pacers may come across as high functioning, though not all have this same trait. Others can be more relaxed and easy going.

They are known for being smart and their strengths have always been valued. The people in this group are not alternatives. They are very connected and they are connected to other people who understand them.

If it seems like they don't care about popular issues, it's probably because they are focused on something more advanced, more interesting or more specific to them. Plus, this group can always find the information they are looking for if they need to make a decision later.

Pacers are more concerned with getting the education necessary to get a good job. Older Pacers say they struggle in getting in everything they need to do at work while balancing their life at home. The Pacers seek to find balance in their work between innovation and traditional values. It is important for all Pacers to find a job that will support their interests, match their abilities and maintain a work-life balance. This group also sees the ability to connect outside of social media and digital communications as a concern for their generation.



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