

Newsletter

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Accelerating market moves: A permanent shift?

One of the peculiar, yet defining, characteristics of equity markets is their ability to consistently confound short-term forecasts. We often see upward market movements, even when the overall environment has a broadly negative backdrop.

Thus it was that by early April, markets quickly reversed their course. In fact, the move was reportedly one of the fastest recoveries on record: after the S&P 500 declined by roughly 10 percent by the end of March, it took just 11 trading sessions to fully regain those losses, despite elevated geopolitical tensions and continued conflict in the Middle East. Why the apparent contradiction?

The answer, of course, is that financial markets look primarily to the future, discounting values back to the present, and often not focusing unduly on current events. Equity valuation continues to be anchored in corporate earnings, and investors have been encouraged by the solid earnings reports from the spring, particularly from the tech sector, which had been pressured earlier in the year due to elevated capital spending.

While market cycles have always exhibited swings in sentiment, sometimes more rapidly than others, the pronounced pace of recent developments has raised questions about whether these movements are becoming more abrupt.

Indeed, technology has caused things to move more quickly, automating and accelerating transaction speed, while enabling near-instant dissemination of information. Market participants now operate in an environment where data is transmitted and absorbed in seconds rather than hours or days.

At the same time, demand-side dynamics have shifted. Investing has become democratized, reflected in broader market participation. Lower-cost investment vehicles and expanded access have enabled portfolio construction previously reserved for high-net-worth investors. This has also influenced investor behaviour. The average holding period for equities, once spanning years, is now measured in months. Meanwhile, even as total market values have risen, the capital sitting on the sidelines has grown. In the U.S., money market funds have doubled to around \$8.2 trillion in just five years, from their \$4 trillion pandemic levels.¹

However, the shift is not solely demand-driven; supply dynamics have also shifted meaningfully. Many may not realize that the public company universe has contracted as private markets have expanded. U.S.-listed companies have halved from about 8,000 in 1997 to 4,000 today.² Yet global market capitalization has expanded from around \$50 trillion in 2011 to over \$140 trillion today, driven by the rise of the dominant publicly-traded U.S. and Asian corporates.³

Do these changes imply a permanent regime shift, where volatility cycles become structurally shorter and sharper? These developments suggest structural change — yet every financial cycle differs from those that come before. New “rules” are continually introduced across economic, demographic and geopolitical dimensions. The world is certainly a different place than it was 10 or 20 years ago. The pace of change may be accelerating, but the investing focus remains the same. For long-term investors, seasoned sailors offer a useful reminder: keep your eye on the horizon, rather than the waves.

1 www.apolloacademy.com/understanding-demand-for-treasuries-and-why-the-yield-curve-is-steepening/
2 <https://data.worldbank.org/indicator/CM.MKT.LDOM.NO?locations=US>
3 https://en.wikipedia.org/wiki/Market_capitalization

Intergenerational wealth planning: Integrate the FHSA into your plan

As the saying goes, “Give a man a fish, and you feed him for a day; teach a man to fish, and you feed him for a lifetime.” Last year, 35 percent of homebuyers received down-payment gifts averaging \$74,570, while first-time buyers in markets like Vancouver received around \$208,000.¹ While meaningful to help buyers enter the market, other approaches may better build long-term financial habits.

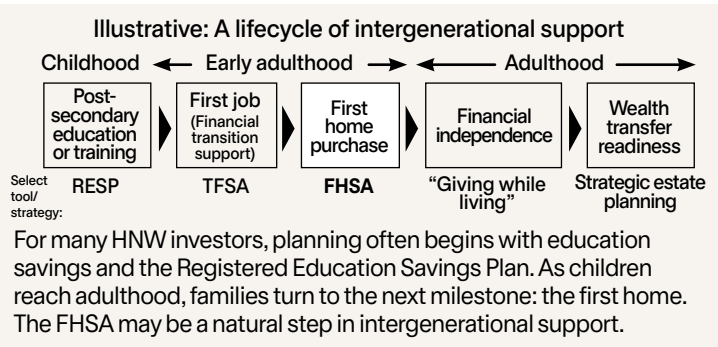
From an intergenerational wealth planning perspective, a more structured way to provide support may be to direct funds toward a child’s First Home Savings Account (FHSA). Eligible Canadian residents aged 18 and older can contribute up to \$8,000 per year, to a lifetime maximum of \$40,000. Contributions are tax-deductible, similar to an RRSP, with qualifying withdrawals tax free, similar to a TFSA. The FHSA can generally remain open for 15 years (or the year following a qualifying withdrawal). If opened at age 18, it could remain open until around age 33, when many Canadians prepare to buy their first home.²

How does the FHSA help build the next generation’s financial skills?

Encourages investing behaviour and enables compounded growth — The FHSA provides meaningful tax-free growth potential. For example, if contributions are maximized from the outset, at an annual return of 5.5 percent, it could grow to \$80,461 after 15 years (chart). This can then be withdrawn completely tax free for a qualifying first home purchase, in addition to the tax deductions received on contributions.

A reminder: FHSA potential growth at 5.5% annual return

Year	Contribution	End of year
1	\$8,000	\$8,440
2	\$8,000	\$17,344
3	\$8,000	\$26,738
4	\$8,000	\$36,649
5	\$8,000	\$47,104
...10	–	\$61,564
...15	–	\$80,461



Supports structured saving toward a substantial down payment — A first-time home buyer who holds the FHSA can also access the Home Buyers’ Plan (HBP) through their RRSP. The HBP allows withdrawals of up to \$60,000, subject to available funds and repayment rules. Together, these tools can help establish a structured approach to saving for homeownership. Using the example above, this could result in over \$140,000 available for a down payment.

Introduces tax-planning awareness over time — The tax deduction does not need to be claimed in the year contributions are made and can be carried forward to future years, even after the account is closed. This creates an opportunity to develop longer-term tax-planning discipline, helping align contributions and deductions with future income levels and resulting in greater tax savings.

Provides flexibility if plans change — While the FHSA is designed to support the purchase of a first home, if a qualifying purchase is not made within 15 years, the balance can be transferred to an RRSP/RRIF without affecting RRSP contribution room. Non-qualifying withdrawals are subject to withholding tax and are considered taxable income.

To learn more about how the FHSA can be integrated into your intergenerational wealth plan, please call.

1 cmhc.ca/2025MCS; www.forbes.com/advisor/ca/mortgages/gifted-down-payment/
2 In 2021, the average first-time home buyer age was 33; today, it’s around 40.

Aftermath of major geopolitical events: Why staying invested matters

When markets rebounded in April, it was one of the fastest V-shaped recoveries on record (chart). It was a reminder that exiting the markets during periods of strain can be costly. In brief, here are some reasons:

1. Markets often reprice faster than underlying economic or geopolitical realities evolve. Equity markets can adjust quickly to new information, while macroeconomic and geopolitical conditions may evolve over longer horizons. This mismatch can make market moves feel disconnected from fundamentals, as markets are inherently forward-looking.

S&P 500 days to recover a 10 percent loss

	Period	Days to recover
Dot-com crash	2000	1,166
Global financial crisis	2008	1,166
EU debt crisis	2011–2012	99
China yuan devaluation	2015	103
Interest rate hike fears	2018	139
U.S.-China trade war	2018	81
COVID-19 pandemic	2020	103
Interest rate hike fears	2022–2023	318
Liberation day tariffs	2025	55
Iran conflict*	2026	11

*Iran conflict was a 9.1% decline.
Source: J.P Morgan, Bloomberg.
www.a16z.news/p/charts-of-the-week-the-fastest-v

2. Historically, some of the best-performing market days occurred shortly after the worst. Missing even a small number of those days can materially affect long-term returns, and re-entering the market at higher levels can often prove psychologically difficult.

3. Disruptive events are more common than we may recognize. Geopolitical, economic and financial shocks are a recurring feature rather than the exception. On average, major disruptions occur roughly every two years. Given this frequency, waiting for clarity before investing can mean more time on the sidelines than in the market.

More broadly, history shows that markets have repeatedly absorbed geopolitical shocks and other periods of stress, ultimately recovering and resuming their upward trajectory. Accordingly, staying committed to a long-term investment plan can be one of the best actions investors can take.



Downsizing a home — Why fewer people are making the move

A recent *Globe and Mail* article suggested that the best time to plan to downsize is “when you’re still excited about what comes next.”¹ The argument is straightforward: it’s better to decide on your own terms, before health issues or practical limitations force a decision. Waiting too long can mean the choice is driven by necessity rather than preference, often under pressure from family or advisors.

Those who successfully transition tend to act proactively, motivated by what their next home offers, whether it’s simplicity, convenience or a better lifestyle fit. Downsizing can also provide financial advantages by unlocking home equity and reshaping both financial position and lifestyle. A smaller home typically reduces maintenance, utilities and property tax bills, while freeing capital for other priorities.

Yet fewer people are choosing to downsize. Many prefer to remain in their homes as long as possible. A recent survey found that among those over age 50, only 11 percent had a desire to downsize.¹

This shift reflects broader changes in housing economics and retirement planning. In the past, more homeowners expected to use real estate as a retirement resource. Today, that assumption is less common. Longer life expectancy, improved health in later years and higher overall wealth have contributed to a greater ability to remain in place. At the same time, the rising costs of seniors’ housing can reduce the net financial benefit of downsizing, limiting the equity released in practice. Several other factors may also influence the decision:

Emotional impact. Downsizing is not purely financial. Long-time homes are often tied to memory, routine and identity — factors that can delay decisions long after the financial case is clear.

The cost of moving. Selling expenses, including legal fees and commissions, can account for a meaningful portion of proceeds. Preparing a home for sale (e.g., staging, repairs) adds further expense, as do moving costs and updates needed to settle into a new property. The process itself can also create administrative complexity.

Market uncertainty. Limited inventory has made it difficult to find a suitable property for some, while market price fluctuations can affect what a sale will ultimately yield. In many markets, prices have shifted from their highs.

Trade-offs in housing flexibility. Moving to a rental or community setting may reduce maintenance responsibilities, but can introduce uncertainty around lease terms, fees or future cost increases. Ownership typically provides greater control and predictability.

However, as life circumstances evolve, including changes in health or mobility, the question often shifts from whether downsizing is financially optimal to whether current housing still fits day-to-day life.

This is why early exploration is recommended, before the decision becomes forced by circumstances. It helps to avoid rushed decisions. Spending time in a potential new location across different seasons can help clarify lifestyle fit. In the case of condominiums, reviewing bylaws and restrictions, such as pet rules or renovation limits, well ahead of time can materially affect the decision.

Ultimately, downsizing may be less about finances alone than aligning housing with changing priorities. And, while the home may become smaller, the opportunities can expand in meaningful ways.

1 <https://www.theglobeandmail.com/investing/personal-finance/article-what-is-the-right-age-to-downsize-your-home-its-all-about-timing/>

The 30,000 foot view: What is behind the equity market advances?

What has driven equity market advances? It’s worth repeating: Over longer horizons, one of the key drivers of equity returns is corporate earnings. Viewed over time, profitability has not just held up; it has expanded. U.S.

corporate margins have continued to rise, with average S&P 500 net income margins this decade exceeding 10 percent, roughly double the levels seen in the 1990s. Canadian corporate profits

S&P 500 average net income margin by decade



Source: <https://awealthofcommonsense.com/2025/09/why-is-the-stock-market-up-so-much-in-the-2020s/>

S&P 500 key drivers of stock market performance

Decade	Dividends	Earnings growth	P/E change	Annual returns
1970s	3.5%	9.9%	-7.5%	5.9%
1980s	5.2%	4.4%	7.7%	17.3%
1990s	3.2%	7.4%	7.2%	17.8%
2000s	1.2%	0.8%	-3.2%	-1.2%
2010s	2.0%	10.6%	1.0%	13.6%
2020s	1.5%	9.0%	3.9%	14.4%

Select drivers of equity returns include dividend yield, earnings growth and speculative return or changes in valuations (price/earnings (P/E) change)

Source: <https://awealthofcommonsense.com/2025/10/animal-spirits-why-retail-is-outperforming/>

Canada corporate profits, 1970 to 2025



Aggregate corporation profits before taxes, X \$1,000,000,000

Source: StatsCan T:36-10-0125-01

have seen a similar trajectory, though aggregate profits have been more sensitive to commodity prices — a reminder that growth in economies and markets is rarely linear.

Of course, earnings growth alone doesn’t guarantee strong equity returns. Consider that in the 1970s, an era of high inflation and high unemployment driven by the 1973 oil embargo, earnings growth was strong (+9.9%), yet elevated inflation and weak valuation multiples kept equity returns subdued (see chart).

Beyond earnings, changes in valuation, driven by interest rates, inflation expectations and investor risk appetite, can significantly amplify or offset underlying trends. Liquidity conditions and central bank policy also play a role in shaping how much investors are willing to pay for a given stream of earnings. Nevertheless, earnings remain the foundational driver of long-term equity performance and a key anchor for continuing market strength.

Estate planning & the RRSP/RRIF exit strategy: Joint last-to-die insurance

Many of us spend years contributing to our Registered Retirement Savings Plan (RRSP) to take advantage of the tax-deferred growth opportunity. Yet we may forget to plan our exit strategy: how and when that money will be withdrawn in the future.

The issue? Every dollar withdrawn from the RRSP is subject to tax as regular income. While postponing withdrawals until retirement is often beneficial, because in many cases the individual will be in a lower marginal tax bracket, waiting too long can create other issues. By age 71, the RRSP would likely be converted to a Registered Retirement Income Fund (RRIF), forcing the planholder to withdraw specified percentages of the RRIF, whether funds are needed or not. In addition, leaving significant RRSP/RRIF funds to beneficiaries at death can result in a substantial tax liability. If there is no qualified rollover beneficiary, the full value is included in the deceased's final tax return, which, for many high-net-worth (HNW) investors, can be taxed at the highest marginal rate.

Couples: Joint last-to-die insurance as a solution

If RRSP/RRIF funds aren't needed as income in retirement, using joint last-to-die insurance may be a solution. It allows you to reposition assets during your lifetime, while preserving estate value through tax-free insurance proceeds. Withdrawals from a RRSP/RRIF are used over time to fund the policy, which may be subject to relatively lower marginal tax rates compared to taxes at death. The life insurance policy helps preserve the after-tax estate value for beneficiaries by replacing assets withdrawn and taxed during retirement.

How does it work?

Consider the situation in which a couple is planning to leave their estate to their children. Each spouse can designate the other as the beneficiary of their own RRSPs and purchase joint last-to-die life insurance with the children as beneficiaries of the insurance policy.

At retirement, withdrawals from the RRSP or, later, the minimum RRIF withdrawals, can be used to pay the insurance premiums. By making use of the spousal rollover provision available, there will generally be no RRSP/RRIF-related taxes due on the death of the first spouse, as the RRSP/RRIF will transfer to the other spouse without tax implications. Upon the death of the surviving spouse, insurance proceeds will be generally paid out tax-free to the beneficiary(ies).

Insurance: Strategic estate planning for HNW families

Here are just a handful of ways insurance can help to support estate planning for high-net-worth estates:

- › Provides tax-free liquidity at death
- › Funds taxes triggered at death to avoid forced liquidation of illiquid assets such as a family cottage, farm or business
- › Supports equalization among multiple heirs
- › Reduces probate/estate administration fees (in provinces/territories where applicable)
- › Supports multigenerational wealth longevity planning (e.g., cascading life insurance)
- › Enables legacy planning through charitable giving
- › Facilitates business succession, such as by providing liquidity or potentially leveraging the Capital Dividend Account (CDA) to distribute death benefits on a tax-advantaged basis to shareholders (where available)

This strategy may help manage or reduce overall lifetime and estate tax exposure in certain situations. In many cases, joint last-to-die life insurance can help preserve or enhance the value of an estate. In provinces where estate administration tax (probate) is assessed, there may be additional savings as insurance proceeds bypass the estate.

The proceeds paid out from the life insurance policy can be designated to offset future tax liabilities. For example, the insurance policy proceeds can cover taxes arising from the deemed disposition of capital assets, without requiring the liquidation of the estate assets to fund the tax liability. Alternatively, proceeds can be used to create a legacy by naming a charity as the designated beneficiary.

The joint last-to-die policy is often more cost-effective than the purchase of two individual single life policies since the insurance company does not plan to pay out proceeds until further into the future, and it only needs to pay this out on one policy rather than two.

Determining if life insurance can play a role in your estate plan depends on your circumstances and future goals. Given our familiarity with your investments, we would be pleased to provide perspectives.





Real estate fraud is rising — How title insurance can protect you

Real estate fraud is becoming increasingly prevalent, even in the homes we live in. In an unusual case in Ontario, in 2022, an adult daughter fraudulently registered the title to her parents' home in her own name, registered a mortgage against the property and used the proceeds to pay off her own property. The parents discovered the issue in 2024 when a property tax bill arrived in their daughter's name and have only just settled the case in 2026.¹

Land title systems and laws vary across Canada, but in Ontario, where the case was located, the system is built on the principle of indefeasibility, meaning that once a document is registered on title, it is generally guaranteed. However, since 2006, Ontario law has clarified that fraudulent instruments, even if registered, are void.

Despite this protection, title fraud remains an ongoing risk. As fraud techniques become more sophisticated, disputes can lead to years of legal battles. Most mortgage lenders require title insurance as a condition of financing to protect their interests, yet it is not legally required for buyers in Canada.

That said, title insurance policies typically provide coverage for legal expenses associated with defending your ownership if a covered issue arises. Beyond protection against title or identity fraud (such as a fraudulent sale or mortgage), title insurance may also provide coverage for other risks depending on the policy, including:

- › Errors in public records or land registry documents;
- › Undiscovered liens or encumbrances;
- › Boundary or survey issues, including encroachments; and
- › Unpaid property taxes or utility bills not identified at closing.

¹ <https://www.minicounsel.ca/scj/2025/560>; "Title Insurance is a must for all homeowners." Rob Aaron, April 20, 2026, Toronto Star, B3.

An alternative strategy: The HELOC

Another strategy that may offer some protection is maintaining a registered charge on your property, such as a mortgage or home equity line of credit (HELOC), even if the credit facility is not active. Since a lender has a secured interest registered on title, it becomes more difficult for fraudsters to transfer ownership or register additional financing without triggering lender scrutiny. In effect, the property is no longer "clean," which may make it a less attractive target.

Of course, this approach is not a substitute for title insurance. While it may help deter certain types of fraud, it does not protect against issues such as historical title defects, administrative errors or undiscovered liens.

The bottom line

Title insurance can be purchased at the time of acquisition or added after the fact. For most residential properties, it is a one-time cost with no ongoing premiums, typically ranging from a few hundred dollars to around \$1,000, depending on the property and coverage. Once purchased, coverage generally lasts for as long as you own the home.

Given the increasing sophistication of real estate fraud, it may be money well spent to consider title insurance as a relatively low-cost way to add meaningful financial and legal protection against low-probability but high-impact risks.

Be aware: "Mini-tender" offers on demutualized shares

A "mini-tender" offer is a bid to purchase a small number of shares from shareholders at a price that is often below the current market value on the date the offer is made.

Recently, some holders of demutualized Sun Life shares from the 1990s have reported receiving personalized offer letters to purchase their shares. These letters list the recipient's exact number of shares and present a buyout price that can be significantly below fair market value — reportedly around 30 percent less.

Inquiries to transfer agents confirm that such offers are generally not prohibited under securities law. However, they are widely viewed as questionable practices because some shareholders may not realize they can typically sell their shares through a local broker or discount brokerage at full market value, subject to standard transaction fees.

These offers tend to resurface periodically, and shareholders should be careful to verify the current market value before acting on any unsolicited bid.

Rethinking wealth in retirement: Have you planned for five types?

One of the things I've learned in my time supporting retirement planning is that the non-financial aspects can be equally as valuable as the financial ones. Of course, one of my most important roles is helping clients build a financial future to support their long-term goals.

Yet financial security alone does not necessarily lead to a fulfilling retirement. Some individuals retire very comfortably from a financial sense, but struggle with a loss of structure, purpose or connection. Others discover that while they spent decades preparing financially, they gave far less thought to how they would actually spend their time (and their money) once they got there.

The idea that wealth extends beyond finances is explored in the book, *The Five Types of Wealth*.¹ When a group of people between the ages of 80 and 90 was asked what advice they would give to their younger selves, what stood out most was not what they said, but what they didn't say. Almost nobody mentioned money. Instead, their reflections centred on relationships, health, purpose, regret and peace of mind. This observation formed the foundation for the idea that wealth can be understood more broadly than financial net worth alone, encompassing four additional forms that together contribute to a meaningful life. Here are perspectives on each type in the context of retirement planning:

Time wealth — Time is often overlooked as one of our most valuable assets. Drawing on the philosophy of *memento mori* (Latin for “remember you must die”), the book suggests that an awareness that life is finite can change the way we prioritize our days. Time wealth is the ability to control how time is spent, rather than letting it be dictated by external demands. While retirement offers the opportunity to reclaim control over schedules, it also forces an important question: what will we actually want to do with that freedom?

Social wealth — Relationships and human connection are increasingly being recognized as essential contributors to physical health and longevity, particularly in an age of growing social isolation. The book suggests that digital interaction can create the illusion of connection, while often replacing deeper human interaction. It introduces the concept of “anti-networking,” which involves focusing less on collecting contacts and more

on developing deeper relationships that evolve into genuine friendships. In many ways, retirement can either strengthen or weaken social wealth. Work often provides built-in routines, communities and social interaction. Without intentional effort, many of these connections fade over time.

Mental wealth — One of the book's recurring themes is that many people unconsciously tie their self-worth to achievement, productivity or professional identity. Retirement can therefore feel disorienting because people are no longer receiving the external validation that careers often provide. Mental wealth involves curiosity, growth and purpose. The book suggests that fulfillment later in life often comes from shifting away from achievement-based validation toward contribution, mentorship, creativity and personal growth. Many of the happiest retirees continue developing new skills, exploring interests, volunteering, teaching or remaining intellectually engaged.

Physical wealth — Physical wealth underpins nearly every other form of wealth because without health, our ability to enjoy time, relationships, purpose and even financial security can become limited. In the book, physical wealth is framed less as fitness performance and more as energy, vitality and capability. During our working years, this is often viewed as something that can be postponed as careers and other responsibilities take priority. Yet many of the habits that shape physical well-being, such as sleep, exercise, nutrition or stress management, can compound gradually over decades.

Financial wealth — Of course, financial wealth still matters. A well-constructed financial plan provides stability and flexibility. Yet, the book distinguishes financial security from the endless pursuit of more, and suggests that defining what “enough” means well in advance can lead to greater clarity and satisfaction.

As an advisor, my role is to help clients build their financial future. Yet some of the most meaningful conversations clients will have are about much more than money: how time will be spent, and what will make the years ahead worthwhile. *The Five Types of Wealth* offers a reminder that planning ahead for all dimensions of wealth can help shape a more fulfilling retirement.

¹ “The 5 Types of Wealth: A Transformative Guide to Design Your Dream Life,” Sahil Bloom, Random House, February 2025.



Technological inflection points: We've been here before

Is artificial intelligence (AI) coming for your job? According to *The Economist*, one in three people believe AI is set to cause widespread job losses, while seven out of 10 believe it will make it harder for people to find work.

Beyond the geopolitical conflict dominating headlines, the “AI job-apocalypse” has become a common narrative. It doesn’t help that the unemployment rate has been creeping upward, and that many recent college and university graduates are struggling to find work.

Of course, there’s no doubt that AI improves productivity. A recent paper from Stanford University examined how large language model tools (generative AI systems known as LLMs) are already significantly improving productivity across a range of knowledge-based tasks. The results are striking. In every common work task that was studied, generative AI reduced completion time by at least half, and in most cases by around 70 to 75 percent (chart below). The study also found that LLM adoption among U.S. workers rose significantly from 30.1 percent as of December 2024 to 38.3 percent as of December 2025.¹

Given the proven capabilities and rapid advancement of AI, it will undoubtedly eliminate some tasks and compress certain roles. There is evidence that this may already be happening.² However, the notion that AI will imminently create permanent, widespread unemployment might be exaggerated.

How many minutes does AI save? Select work tasks¹

Task	Time with AI	Time without	% Change
Operations Analysis	31	98	-68%
Systems Analysis	31	87	-64%
Programming	33	129	-74%
Technology Design	39	142	-73%
Equipment Maintenance	34	124	-73%
Personnel Management	32	103	-69%

Historically, productivity gains have often expanded economic activity rather than reduced it, creating new industries, new demand and ultimately new forms of employment. A related dynamic is seen in the Jevons Paradox: efficiency gains lower costs, which tends to increase overall consumption rather than

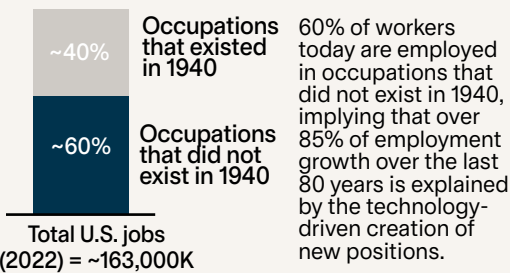
reduce it. William Jevons observed this phenomenon in the 19th century when efficiency improvements led to greater overall coal consumption, not less.

We’ve been here before. In 1951, when IBM introduced its electronic calculator, it was promoted as capable of replacing 150 engineers. Yet, 75 years later, engineers remain indispensable. Every major platform shift arrives with the familiar promise and worry: more output, fewer people, instant transformation. In recent decades, similar fears surrounded radiologists, telemarketers and travel agents. In practice, technology augmented these professions rather than eliminating them outright.

Then there are the jobs that do not yet exist. One study suggests that technology has facilitated the creation of new occupations that now employ 60 percent of workers today (graph above).

Indeed, the labour market will evolve, as it always has when transformative technologies emerge. But worries of widespread and permanent unemployment may ultimately prove to be a short-sighted view of the world ahead.

U.S. employment in 2022: Innovation leads to the creation of new occupations³



1 https://papers.ssrn.com/sol3/papers.cfm?abstract_id=5136877
2 <https://fortune.com/2026/04/06/ai-tech-displacement-effect-gen-z-16000-jobs-per-month/>
3 <https://www.gspublishing.com/content/research/en/reports/2023/03/27/d64e052b-0f6e-45d7-967b-d7be35fabd16.html>

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Michael's Corner

Have a wonderful summer full of family, fun and memories!

