

Effectively leading through change defines excellence for Aon's 2018 Best Employers in Canada

- Best Employers distinguish themselves by better managing disruption

TORONTO (November 9, 2017) – Aon, a leading global professional services firm providing a broad range of risk, retirement and health solutions, released its 2018 Aon Best Employers in Canada – the country's premier benchmark for the quality and performance of excellent workplaces — recognizing 63 companies, including 31 organizations with more than 400 employees and 32 small and medium-sized enterprises (SMEs). Now in its 19th year, the Aon Best Employers in Canada Study is based on the opinions of almost 734,000 employees across approximately 500 Canadian organizations.

This year's results highlight management factors that characterize organizations with highly engaged employees. Overall employee engagement in the survey group remained largely unchanged from last year. However, Platinum-level Best Employers, which scored in the top quartile of the Study, clearly differentiated themselves in engagement measures that relate to managing through change – a sign, says Aon, that Best Employers are much more effective at attracting, retaining and engaging high performers through disruptive times.

Quotes:

"Almost every organization we surveyed is facing some kind of disruption, and a lot of it is being generated by technology, directly or indirectly," said Todd Mathers, Partner, Talent, Rewards and Performance Consulting, Aon Hewitt. "The pressure that we've been seeing is that the advancement of technology – and related changes in how work is done in organizations – are creating an environment of increasing uncertainty for employees, many of whom need to work in different ways while at the same time delivering expected results. This year's survey data highlight how Best Employers are helping and leading employees through those challenges."

"One key indicator is in the survey dimension Enabling Work, which measures how effectively organizations are equipping employees to perform their work tasks through effective work processes, people resources, information, and tools and technology," Mathers added. "Platinum-level Best Employers are far better at this than non-Best Employers, by a margin of 18 percentage points – the biggest differential of any engagement dimension in the Study. Not only do Best Employers do a better job enabling their employees, but they are also more effective in supporting employees through technology and work process changes."

"Strong leadership is also vital to effectively managing disruption, because good leaders are able to articulate the need for change and motivate employees to support it," he continued. "Again, we can see this in the data: Platinum-level Best Employers score 17 percentage points higher than non-Best Employers in the Senior Leadership dimension. Platinum Best Employers are also better, by similar margins, in Recognition and in Managing Performance – helping employees feel valued by providing them with appropriate feedback and rewards, and helping them connect the work they do with higher-level organization objectives."

Key Facts:

- Average engagement for Platinum-level Best Employers (top 25% of all organizations) stood at 79%, down slightly from 80% last year. Average engagement among Gold-level Best Employers (top 33% of all organizations) was 73%, unchanged.
- Among sectors, Banking and Financial Services represented the greatest number of Best Employers, followed by Software and IT, Insurance, and Construction and Engineering.
- Among the scoring categories with the largest differentials between Platinum-level Best Employers and non-Best Employers, those related to an organization's ability to effectively lead through change stood out, especially Enabling Work (74% versus 56%), Senior Leadership (77% versus 60%), Managing Performance (74% versus 57%), and Recognition (68% versus 53%).
- Platinum-level Best Employers were also significantly more effective in the areas of supporting employee Learning & Development (+16% over non-Best Employers) and future Career Opportunities (+17%).

About the Aon Best Employers in Canada Study

The Aon Best Employers in Canada Study is the country's premier benchmark for assessing the quality and performance of workplace excellence using global standards based on more than 20 years of learnings and best practices from Aon studies conducted all over the world, relying on data collected in more than 150 markets from over 9,000 organizations in 68 industries, including over 734,000 employees and more than 500 companies of all sizes in Canada. Recognized organizations have achieved outstanding results among their Canadian counterparts for engaging employees, demonstrating effective leadership, building a performance culture and leveraging the strength of their employer brand.

Aon's Best Employers in Canada (>400 employees) and Aon's Best Small and Medium-sized Employers in Canada award recipients (<400 employees) for 2018 appear in the print edition of Maclean's, the online edition of *Canadian Business* magazine on November 9, and in the November 10 edition of La Presse (see list on next page).

To learn more about the Aon Best Employers studies and register online to participate, please visit the [Aon Best Employers website](#).

About Aon

Aon plc (NYSE:AON) is a leading global professional services firm providing a broad range of risk, retirement and health solutions. Our 50,000 colleagues in 120 countries empower results for clients by using proprietary data and analytics to deliver insights that reduce volatility and improve performance.

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Aon's Best Employers in Canada for 2018 (>400 employees)



Platinum Award Recipients

Allstate Insurance Company of Canada
 ATB Financial
 BBA
 Bennett Jones LLP
 Birchwood Automotive Group
 Canadian Apartment Property Real Estate Investment Trust
 CIMA+
 Cintas Canada Limited
 Clark Builders Group of Companies
 Colliers International
 Davis Auto Group
 Dilawri's Crown Auto Group
 Edward Jones

Equitable Bank
 Farm Credit Canada
 Federal Express Canada Corporation
 Intact Financial Corporation
 Keg Restaurants Ltd.
 Libro Credit Union
 Maritime Travel Inc.
 Meridian Credit Union
 Purdys Chocolatier
 SAP Canada
 Stikeman Elliott LLP
 The Co-operators



Gold Award Recipients

Alterna Savings
 British Columbia Automobile Association
 La Capitale Groupe financier

MNP LLP
 OpenRoad Auto Group Ltd.
 PCL Constructors Inc.

Aon's Best Small and Medium-sized Employers in Canada for 2018 (<400 employees)



Platinum Award Recipients

Addenda Capital Inc.
 Axonify
 BlueShore Financial
 Bosa Properties
 Celero Solutions
 Cority Software Inc. (formerly Medgate)
DLGL Technologies Corporation
 Fusion Homes
 GEF Seniors Housing
 Grantek Systems Integration Ltd.
 Kawartha Credit Union

Lakeside Process Controls Ltd.
 Mitsubishi Motor Sales of Canada Inc.
 NorWest Co-op Community Health
 OPTIMUS | SBR
 Ryan ULC
 Solutions 2 GO Inc.
 Solvera Solutions
 The Berkeley Retirement Residences
 Trisura Guarantee Insurance Company
 Vigilant - a DRW company
 You.i TV



Gold Award Recipients

Arrow Engineering
 CAAT Pension Plan
 Canadian Canola Growers Association
 Jayman BUILT Group of Companies
 Kindred Credit Union

LGM Financial Services Inc.
 Miele Limited
 Naylor Building Partnerships
 Professionals financial
 Ultra Electronics Forensic Technology Inc.

Engagement, Leadership, Performance Culture, Employer Brand

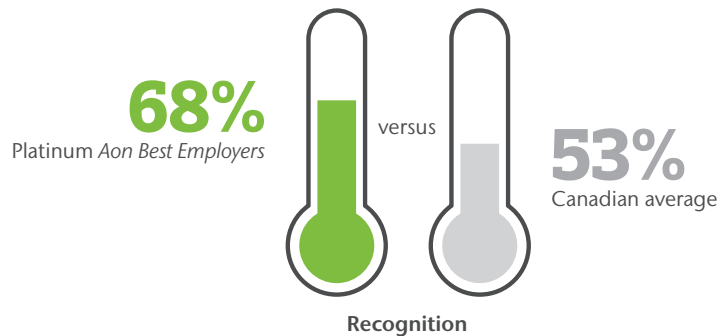
2018 Aon Best Employers in Canada

The 2018 Aon Best Employers in Canada study is assessed against the data collected in more than 150 markets from over 9,000 organizations in 68 industries, including over 734,000 employees and more than 500 companies of all sizes in Canada.

High employee engagement



Aon Best Employers create a work environment that recognizes employees and makes them feel valued

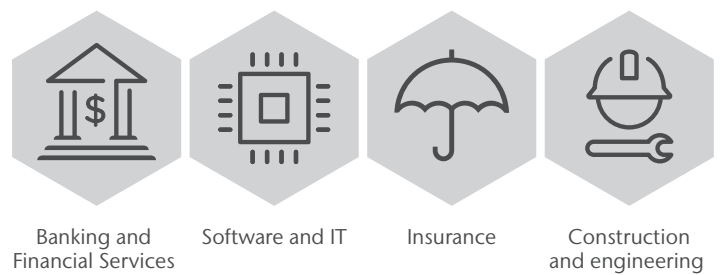


Aon Best Employers do a better job enabling their employees through effective work processes, people resources, information, and tools and technology



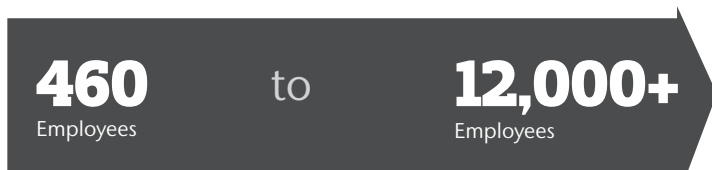
Top 4 Industries

Aon Best Employers



Employee Size

Aon Best Employers



Our four indices to measure workplace success



#BestEmployersCA
More information at bestemployerscanada.com

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The statistics shown in this infographic pertain to the Aon Best Employer Study >400 employees.