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For immediate release

Aon Hewitt's *Best Employers* Study shows Quebec employees place high value on the quality of interactions with managers

MONTREAL, QC, January 29, 2014 – Aon Hewitt, the global human resources consulting and outsourcing solutions business of Aon plc (NYSE: AON), today released its annual list of *Best Employers in Quebec*. A total of 25 *Best Employers* were selected, 18 of which were drawn from participants in the *Best Employers in Canada* study and seven from participants in the *Best Small & Medium Employers in Canada* study. This edition was based on the insights of 280,000 employees and leaders from 282 participating organizations in the private and public sectors.

This year's Quebec study once again demonstrates that employee engagement plays a significant role in an organization's success. Engaged employees speak positively about their employer to others, are committed to remaining with their current employer, and are motivated by their organizations' leaders, managers, culture and values to go "above and beyond" to contribute to business success. And for Quebec employees in this year's survey, the quality of interaction with their managers proved to be of particular importance.

The survey measures six key areas that influence engagement: excellence of senior leadership, people manager effectiveness, enabling employee productivity (the extent to which the organization equips its employees to do their work), growth and development, employee recognition and appreciation, and overall employee experience. The average engagement score of the 25 *Best Employers in Quebec* this year is 79%. The average engagement score of all participants in the 2014 study is 68% for Quebec organizations and 65% for organizations across Canada.

C Leadership, a distinctive element

Quebec's *Best Employers* are increasingly adopting a new management approach, called C Leadership, which fosters cooperation and communication among employees, optimizing each of their contributions to attain organizational objectives.

Among the factors that distinguish Quebec employees from those in the rest of Canada are performance management (five points above respondents across Canada), non-monetary recognition (four points), friendly environment and colleagues (two points) and employees' understanding of the career advancement process (six points). All of these factors contribute to the higher engagement score in Quebec.

"Our study shows that Quebec employees particularly appreciate the quality of discussions with their managers and the recognition of their work," said Andrée Mercier, partner at Aon Hewitt in Montreal. "This is more conducive to a sense of accomplishment and active participation in the success of their organization."

Quebec employees also seem more confident than those in the rest of the country that they will reach their professional goals within the organization (four points above respondents across Canada) and that their employer will fulfill its commitments to its employees (eight points).

"The good news is that employees have this willingness to do their best work and contribute to their fullest potential. It's up to the organizations to make employee engagement a priority," added Mercier. "For anyone hoping to work for a *Best Employer* or any other organization looking to apply best practices in its workplace, these organizations are worthy of attention."

About the Aon Hewitt *Best Employers in Canada* Study

This year marks the 15th anniversary of our national study. Aon Hewitt surveyed a total of 282 Canadian employers for this year's study, representing a total employee population of approximately 580,000. This study helps organizations accurately assess engagement and its drivers, and identifies strategies to drive engagement higher with more insight and impact. Participants have access to the largest Canadian database of employee opinion to benchmark their results within their industry or sector and against *Best Employers*.

Aon Hewitt's 2014 List of the *Best Employers in Quebec*

The following Top 25 *Best Employers* list and Best Small & Medium Employers in Québec will appear in the January 29 edition of La Presse.

Top 25 *Best Employers in Québec – 2014*

Organizations	
Advanceit*	Gowling Lafleur Henderson LLP
Allstate Insurance Company of Canada	Hatch
Banque Nationale	JTI-Macdonald Corp.
BBA INC	Keg Restaurants Ltd.
Brigil*	La Capitale Groupe financier
Canadian Apartment Properties Real Estate Investment Trust	Laurentide Controls*
CBCI Telecom Canada Inc*	Macadamian Technologies Inc.*
Cossette Communication Inc.	McDonald's Restaurants of Canada Limited
Delta Hotels and Resorts	SAP Canada Inc.
DLGL*	Starwood Hotels & Resorts Canada
Etelesolv.com Inc*	Stikeman Elliott LLP
Federal Express Canada Ltd.	TD Canada Trust
G&K Services Canada Inc.	

* *Best Small & Medium Employers*

To learn more about the Best Employers studies and register online to participate, please visit the Best Employers Web site at www.bestemployerscanada.com

About Aon Hewitt

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About Aon

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