

Engagement in Canada rises, counter to global, U.S. trend

- Aon Hewitt survey finds global uncertainty driving employee skepticism
- Canadian employee engagement rises; career, pay perceptions improve

Toronto (March, 21 2017) – Employee [engagement](#) declined for the first time since 2012, based on opinions of more than five million employees from around the world, according to a [report](#) from Aon Hewitt, the talent, retirement and health solutions business of [Aon plc](#) (NYSE:AON). In Canada, however, employee engagement improved, albeit slightly, driven by strong perceptions of career opportunities and compensation.

Quotes:

“The rise in populist movements like those in the U.S., the U.K. and other regions is creating angst within organizations as they anticipate the potential for a decrease in free labour flow,” explained Ken Oehler, Global Culture & Engagement Practice leader at Aon Hewitt. “Along with rapid advances in technology that are increasingly threatening job security, fewer employees are engaged and we expect this trend to continue.”

“Part of the reason for higher Canadian engagement is the relative political and economic stability Canada experienced in 2016, at least compared to the U.S. and several other countries,” said Todd Mathers, Partner, Talent, Rewards and Performance, Aon Hewitt Canada. “As confidence in the economic recovery grows, employees are feeling more optimistic about both their career prospects and their compensation – the two big drivers of higher engagement for Canada in our study.”

“Canada’s improvements are also related to leadership – specifically, companies focusing on leadership effectiveness among their people managers,” said Mathers. “There’s a strong link between employees’ engagement and the effectiveness of the leaders they report to, and more and more Canadian organizations are recognizing the need for greater focus in this area.”

Key facts:

- While employee engagement declined globally, Canada enjoyed a marginal increase, to 70% from 69% in 2015. That is seven percentage points higher than the global average, and six percentage points higher than the United States.
- Improving engagement can pay dividends. Aon Hewitt research shows that a five-point increase in employee engagement is linked to a three-point increase in revenue growth in the subsequent year.¹
- Employee perceptions of career opportunities improved by four percentage points, influenced by increased hiring in many Canadian sectors.
- The perceptions of “enabling infrastructure” and “employee value proposition” also improved by four points.
- 13 out of 15 dimensions of employee engagement measured by Aon Hewitt either held steady or improved.

¹ Aon Hewitt. 2013 Trends in Global Employee Engagement

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