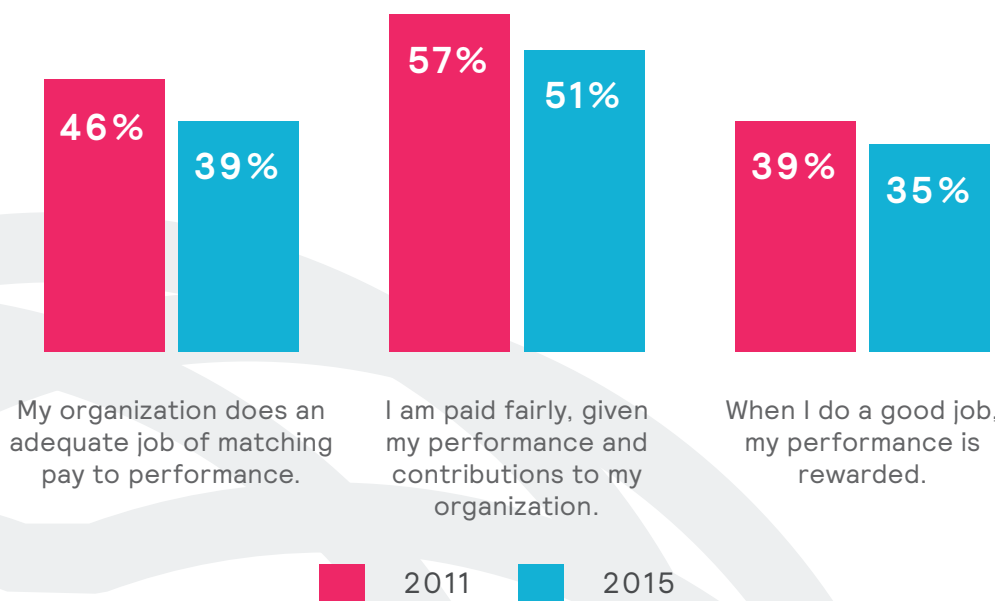


NOT MAKING THE GRADE

Canadian employees in the private sector give their employers lower marks today on pay and performance issues compared to four years ago, Mercer's research shows.*

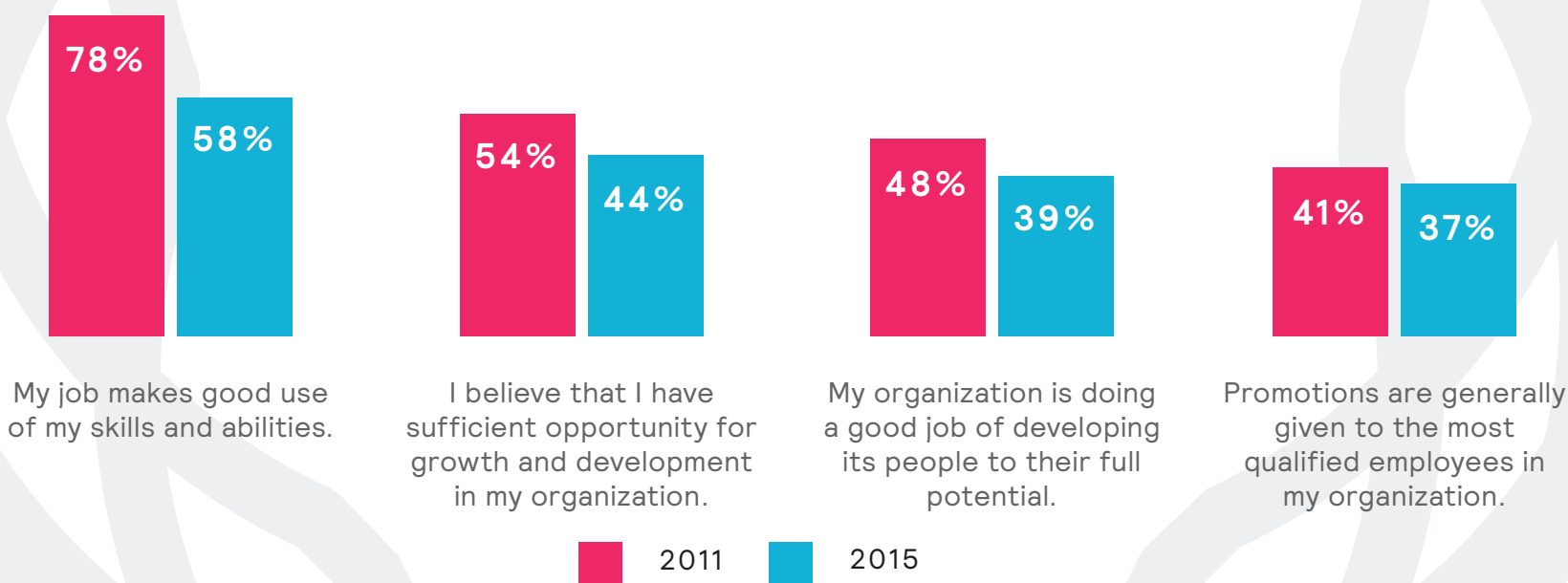


Percentage of private-sector employees
*Trending information only available for private-sector employees

Source: Mercer's 2015 Inside Employees' Minds™ Survey

ROOM FOR GROWTH

Canadian workers' assessment of career development and growth opportunities declined – sometimes sharply – over the past four years.*



Percentage of private-sector employees

Source: Mercer's 2015 Inside Employees' Minds™ Survey

*Trending information only available for private-sector employees

BASE PAY IS #1 IN IMPORTANCE

Across all employee demographics in Canada, base pay ranks as the most important value proposition element out of 13 elements included in Mercer's analysis.

Source: Mercer's 2015 Inside Employees' Minds™ Survey

BUT LOW IN SATISFACTION

Only 54% of all Canadian workers say they are satisfied with base pay, compared with 69% who are satisfied with their retirement plan and 70% with their health care coverage.