



RD2.1 Staffing Matters – Fourth Quarter Update

December 10, 2021

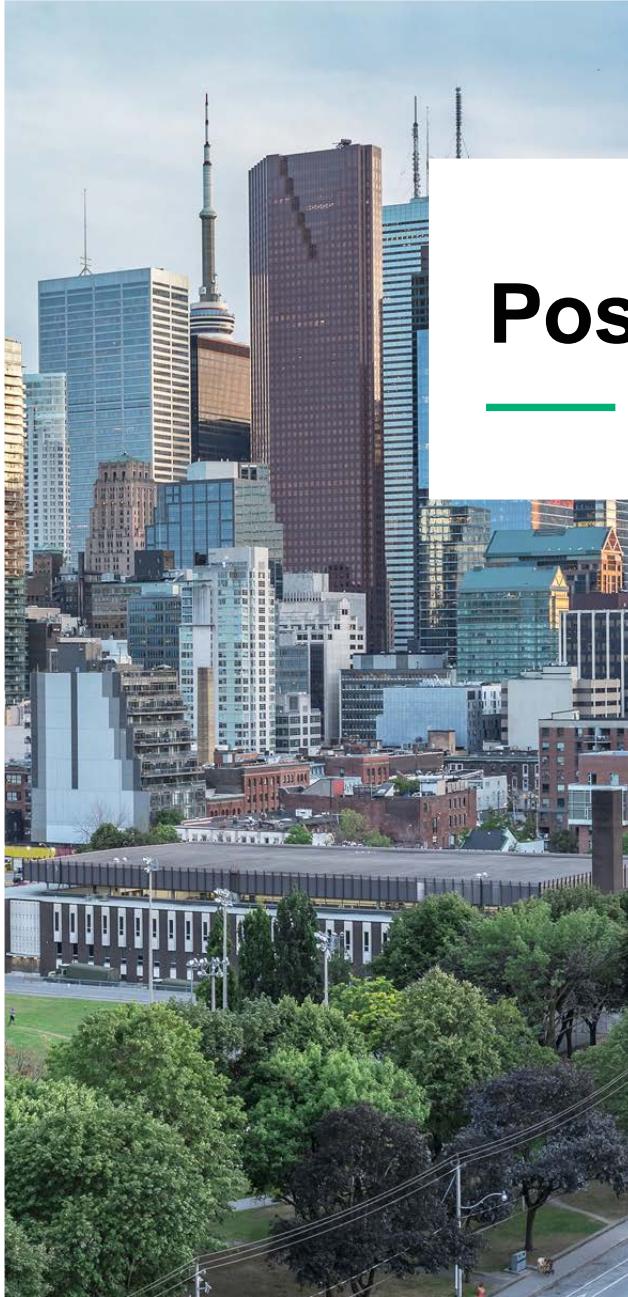
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2020 Employee Engagement Survey

- Conducted November 2020 (one month into the previous Interim CEO's term)
- 84% response rate



Positive Feedback

- Vast majority of staff reported
 - Feeling positive and excited about their jobs
 - Having positive relationships with their colleagues and enjoying working with them
 - Being encouraged to provide new ideas
 - Believing that CreateTO has a bright future, and that they are proud to work for CreateTO



Opportunities

Staff reported:

- Feeling dissatisfied with a lack of work life balance and the need to add more staff
- A desire for clarity surrounding hiring and promotions practices
- A desire for clear development plans, career paths, and objective talent management programs
- The need for greater diversity, including gender diversity, at senior levels
- The need for improved communication throughout the organization



Management's Key Focus Areas

1. Diversity, equity and inclusion;
2. Staff's overall wellness, including work-life balance;
3. Communication throughout the organization; and
4. Clarity on promotions practices, with career paths and development plans for all Staff.



Management Actions to Date

1. Diversity, Equity & Inclusion:

- a) Expanded DEI Committee
- b) Engaged DEI consultant to complete an organizational assessment and make recommendations
- c) Conducted numerous staff training and diversity awareness events
- d) Through DEI consultant, recently completed a DEI survey – results pending

2. Staff Wellness and Work Life Balance

- a) Created a Wellness Committee
- b) Conducting monthly wellness sessions
- c) Hosted guest speakers on wellness topics
- d) Leaders have become more actively engaged with their teams
- e) Filled three open positions



Management Actions to Date

3. Communication between Management and Staff
 - a) Corporate priorities established in January 2021
 - b) Monthly virtual staff meetings, with a different Staff member hosting each meeting
 - c) Opportunity for Staff to submit anonymous questions to be answered at staff meetings

4. Promotions Practices, Career Paths and Development Plans
 - a) Conducted 360 reviews for senior leadership team
 - b) Investigating options for developing a more fulsome and holistic talent development and management program



Management Next Steps

1. Talent Management and Employee Engagement
2. Management Consultant
3. Hiring Incremental Staff
4. Employee Retention

An aerial photograph of Toronto, Ontario, Canada, featuring a dense urban skyline with numerous skyscrapers and the prominent CN Tower. In the foreground, there is a large green field, possibly a park or sports field, with a pedestrian bridge crossing over a set of railway tracks. The sky is overcast with soft, diffused light.

Thank you

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