



Employee Engagement Survey Update

Date: January 19, 2026

To: People, Culture and Governance Committee

From: Chief People and Culture Officer

Summary

The TTC recently concluded its first organization-wide Employee Engagement Survey since 2016, with a 67% participation rate (11,314 employees). Among the respondents, 62% of unionized and 81% of non-union employees took part. The response rate offers valuable insights into the current climate, perspectives, and demographic composition of the TTC workforce.

Overall, the survey reveals that TTC employees feel a strong sense of pride in their work and are generally willing to recommend TTC as a workplace. However, the results also highlight areas for improvement, particularly around psychological safety, feeling valued at work, visibility of leadership, and trust that employee feedback will drive meaningful action. These findings present clear opportunities for targeted organizational growth.

This survey marks significant progress in advancing diversity, equity, and inclusion at TTC. Six in ten respondents identified as part of a racialized group, closely reflecting Toronto's diverse population (60% versus 56% reported in the 2021 Census). The workforce includes 33% Asian, 29% White, 15% Black, and smaller proportions identifying as Latin American, Middle Eastern/North African, Indigenous, or mixed identities.

Representation of women continues to rise, now standing at roughly one in five respondents, a proportion that has steadily increased due to TTC's targeted recruitment efforts. Over the last four years, both women and racialized groups have seen greater representation, demonstrating the effectiveness of TTC's diversity initiatives and a workforce that increasingly mirrors the city we serve.

TTC's achievements show a commitment to diversity and culture. However, survey results also highlight the need for improvement: only half of employees feel valued or trust that action will be taken because of the survey, and psychological safety remains low. These results stress that inclusion and respect are as important as representation. Closing these gaps is a core part of TTC's Anti-Racism Strategy and follows the Auditor General's call to action for TTC to collect feedback, analyze it, and act on issues affecting retention.

This report summarizes the survey's key findings, with emphasis on demographic participation and response differences analyzed by employee group (union vs. non-union). This report further outlines how the results align with TTC's equity and corporate plan priorities.

Background and Analysis

Purpose and Method

Ipsos conducted the survey (June 5–July 7, 2025) as a neutral third-party, ensuring confidentiality and aggregate reporting; results below group sizes of 35 are suppressed to protect privacy. The study establishes a new baseline since the last survey was completed in 2016.

Participation and Demographics

- **Total completes: 67%** (11,314)
- **Response rates: 62% unionized** (7,953 completes) and **81% non-union** (3,361 completes).
- **By Reporting Group (examples):** Operations & Infrastructure (2,461 completes, ~65%); Transportation & Vehicles (6,432, ~63%); People & Culture (447, ~88%); Engineering, Construction & Expansion (697, ~84%), among others, demonstrating broad participation across the organization.

Link to Auditor General Recommendations

The March 2025 Auditor General report called for stronger workforce planning and employee feedback mechanisms. TTC has begun addressing these through the engagement survey and will build on this foundation with the Task Force and KPI development in 2026.

What We Heard—Strengths

- **Pride & Advocacy:** 78% proud to work at TTC; 75% would recommend TTC as a great place to work; 73% feel a sense of accomplishment; 74% positively view diversity and inclusion efforts.

What We Heard— Areas of Opportunity

- **Care & Value:** ~50% feel TTC cares about well-being; ~48% feel valued.
- **Trust & follow-through:** ~43% trust that action will be taken based on survey results.
- **Psychological Safety:** Fewer than half feel safe speaking up or making mistakes. These themes appear across groups, with differences in experiences between union and non-union employees, reinforcing the need for tailored engagement and communications.

Demographic Focus

- **Union vs. Non-Union:** High union participation provides strong representativeness for frontline experiences; distinct sentiment patterns (for example, leadership visibility, enablement) suggest targeted approaches for unionized roles versus. staff.

Context

- The findings mirror broader workforce trends documented by Ipsos (for example, “polycrisis” pressures), underscoring the importance of sustained action planning and leadership visibility.

Phased Approach to Sharing Results

To reinforce our commitment to visibility and transparency, the TTC adopted a phased approach to communicating the findings of its employee engagement survey. Preliminary results were shared with employees, union representatives, the TTC Board Chair, and the Mayor on September 24, 2025.

The final report was released on October 29, 2025. For the final report, targeted briefings were provided to Union Leaders, Executives, and the Senior Management Team, followed by organization-wide distribution to all employees. The TTC Board Chair and the Mayor also received a copy of the final report.

This approach reinforced TTC’s commitment to openness and inclusive engagement, keeping stakeholders informed throughout the process and supporting trust in the survey’s outcomes.

Diversity, Equity, and Inclusion Matters

- **Evidence-based Equity:** Demographic and identity data collected by Ipsos enables TTC to identify differences in experience and guide equitable actions; aggregate reporting and privacy thresholds protect identities while allowing analysis.
- **Inclusive Participation:** Strong response across all employee groups supports equitable prioritization of actions by department, shift, and role.
- **Implications:** DEI efforts will focus on psychological safety, leadership visibility, and feeling valued, using Ipsos’ analysis to tailor approaches for different employee groups.

Innovation and Sustainability Considerations

- **Data-to-Action:** The survey establishes a repeatable measurement baseline; future cycles can monitor progress in engagement and DEI outcomes (e.g., quarterly/annual pulse surveys).
- **Process Improvements:** TTC continues to emphasize low-cost behavioural and communications changes to sustain trust without heavy new tooling.

Corporate Plan Alignment

This initiative directly supports Strategic Direction 1: Build a future-ready workforce and invest in the employee experience by:

- Using Ipsos-validated survey data to target actions where the impact is greatest.
- Embedding engagement priorities into TTC’s workforce strategy.
- Strengthening leadership credibility and transparency through measurable commitments.

Next Steps for Employee Engagement

1. Establish the Employee Engagement Task Force (Q1 2026)

Form a cross-departmental group of approximately 15 leaders (1–2 per group) to serve as engagement leads. Members will interpret survey results, surface departmental insights, and co-develop action plans.

2. Develop Departmental and Organizational Action Plans

Using survey data, identify key priorities such as psychological safety, leadership visibility, and enablement. Action planning will be guided by the KPIs and key drivers identified by Ipsos to ensure evidence-based decisions.

3. Implement Quick-Win Initiatives

Launch immediate, realistic actions to improve employee experience (e.g., manager-led recognition and enhanced communication). Task Force members will coordinate these within their respective departments.

4. Finalize Engagement OKRs and KPIs

Define and confirm key performance indicators that will measure progress on engagement priorities. KPIs will be embedded into divisional plans and tracked through pulse surveys to ensure accountability and continuous improvement.

Financial Impact

Without prioritizing engagement in future budgets, TTC will face challenges sustaining improvements and addressing the systemic issues identified in the survey.

Most near-term improvements are process/behavioural (communications, manager support) and can be prioritized within existing budgets.

To achieve meaningful, long-term improvements, TTC will need to prioritize employee engagement in future budgets. Any new programs or resource requirements will be brought forward through the annual budget process.

The Interim Chief Financial Officer has reviewed this report and agrees with the financial impact information.

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Attachments

Attachment 1 – Preliminary Report (September 2025)

Attachment 2 – Final Report (October 2025)