



Your Voice. Your TTC.



THE TTC EMPLOYEE ENGAGEMENT STUDY

Preliminary findings

September 2025



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September 2025



What we set out to do

The Toronto Transit Commission (TTC) commissioned Ipsos to conduct an Employee Engagement Survey. The primary goal of this study is to provide the data and insights to help the TTC foster a work environment where every employee feels valued, supported, and motivated.

Establish an Engagement Baseline

To build a clear picture of **how employees feel** across the organization. This will allow the TTC to track progress and see the impact of future actions.

Identify and Prioritize Drivers of Engagement

To identify **the key factors that shape employees' experience, well-being, and engagement**. This will help the TTC focus resources where they will have the most impact.

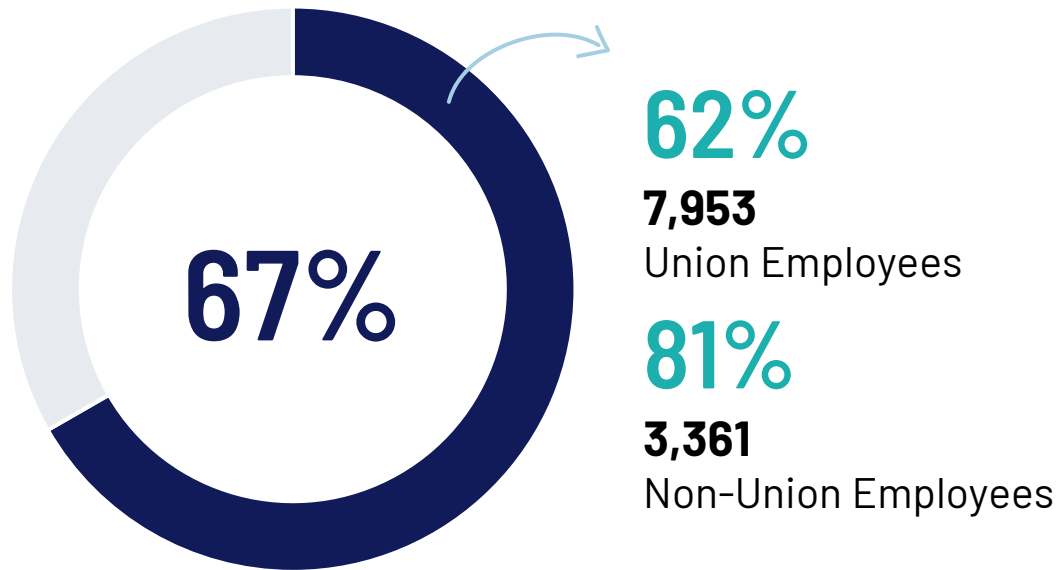
Collect Information on Workforce Characteristics

To **collect demographic and identity data** across the workforce. This will give a clearer view of employees' diverse experiences and ensure equity initiatives are based on evidence.

Employees were given a **confidential platform** to share their views. Ipsos, as a neutral third-party research firm, ensures confidentiality and anonymity. All survey responses are analyzed and reported in aggregate, and results from groups with fewer than 35 participants are not shown to protect individual identities.

Response Rates

The survey was in field from **June 5 to July 7, 2025**. The online survey was conducted by email and outreach.



Response Rate in 2016: 42% Overall, 32% Union Employees, 82% Staff

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Reporting Group	Survey Completes	Response Rate Within Group
Corporate Affairs Group	39	100%
Innovation & Sustainability Group	76	92%
Safety & Environment	72	92%
People & Culture Group	447	88%
CEO and Deputy CEO Group (Combined)	124	86%
Engineering, Construction & Expansion	697	84%
Strategy & Customer Experience Group	480	77%
Corporate Services Group	486	70%
Operations & Infrastructure Group	2461	65%
Transportation & Vehicles Group	6432	63%
TOTAL	11314	

To see which departments fall into each Reporting Group, please [click here](#).

KEY FINDINGS

01

Key Highlights

Key Insight: Employees are proud of the organization, yet significant gaps exist in feeling cared for by the organization, psychological safety and trust in leadership. Improvement in these areas and addressing issues around inefficiencies would have a significant impact on employee wellbeing perceptions and ultimately engagement (pride and advocacy).

High Level of Pride But Not Feeling Valued

Majority are **proud** to work at TTC and **recommend** it as a place to work, a positive foundation for the organization to leverage and build upon.

Yet only half feel **valued** or believe the organization **care for their wellbeing**.

Trust & Transparency In Leadership

Less than half of employees **trust senior leadership** to communicate transparently or to understand frontline realities.

Many **doubt** that promises will translate into concrete action.

Workforce Realities: Union vs. Non-Union

Non-union employees feel disadvantaged in terms of growth opportunities and fair pay.

Union employees face more acute challenges in psychological safety and trust.

Psychological Safety & Belonging

Belonging and diversity & inclusion are stronger, but **psychological safety remains a critical barrier** to engagement.

Fewer than half feel safe to voice opinions or make mistakes without repercussions.

Enablement & Manager Readiness

Employees report **inconsistent access to tools, resources, and inefficient processes**.

Gaps in **workload balance** (non-union) and sense of **autonomy** (union).

Managers often feel under-equipped.

Preliminary Insights - Key numbers at a glance

1 PRIDE AND ADVOCACY

78% of employees feel proud to work at the TTC.

75% would recommend TTC as a great place to work.

2 PERCEPTIONS OF TTC CARING

Only 50% agree that the TTC cares about their well-being.

48% feel valued in their organization.

3 COMMUNICATION AND TRUST

50% believe the TTC communicates effectively with employees.

Only 43% trust that action will be taken based on survey results.

4 PSYCHOLOGICAL SAFETY

47% agree that they feel safe to speak up and share honest opinions.

5 SENSE OF BELONGING

63% feel a sense of belonging at the TTC.

6 ENABLEMENT & PROCESSES

45% agree that the work processes in the TTC allow employees to work efficiently.

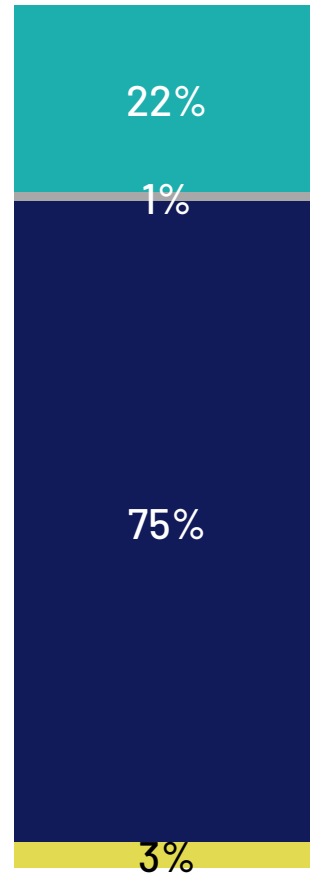
REPRESENTATION IN TTC'S WORKFORCE

02

Roughly 1 in 5 identify as a woman; underrepresented in the union.

Gender Identity (Total)

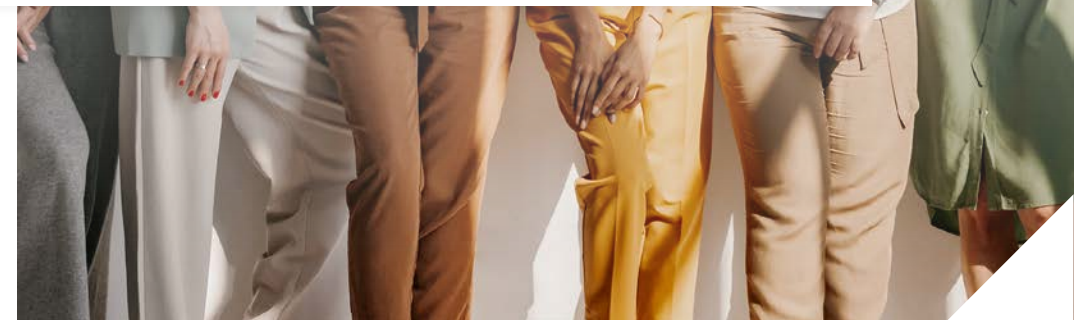
- WOMAN
- NON-BINARY/TRANSGENDER
- MAN
- PREFER NOT TO ANSWER



52% | 2021 Census (Toronto)



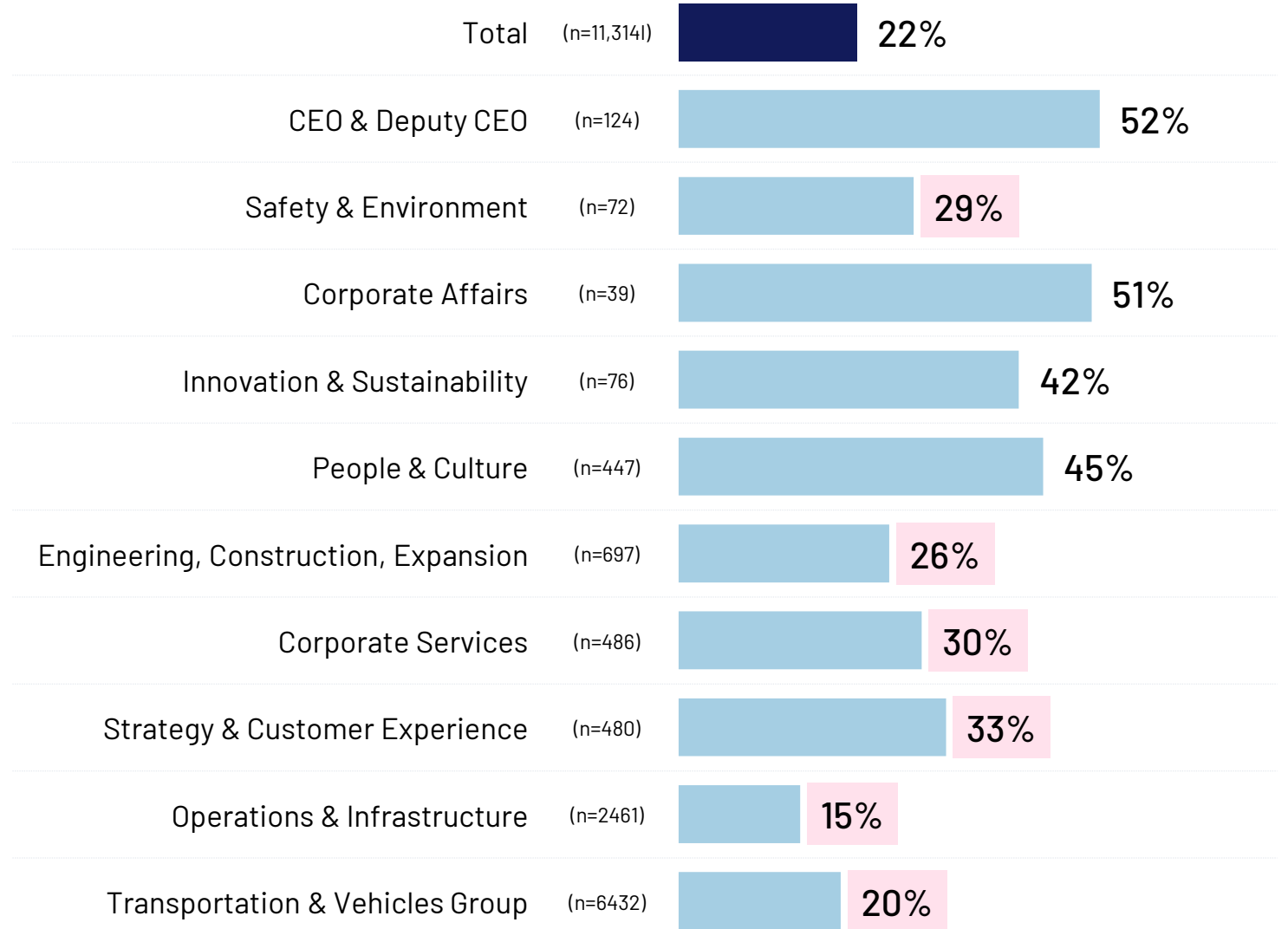
	Union (n=7953)	Non-Union (n=3361)
Woman	19%	29%



Significantly Lower Than The Other Group

Lower gender representation across several reporting groups.

% Women



Base: All Respondents (n=11,314)

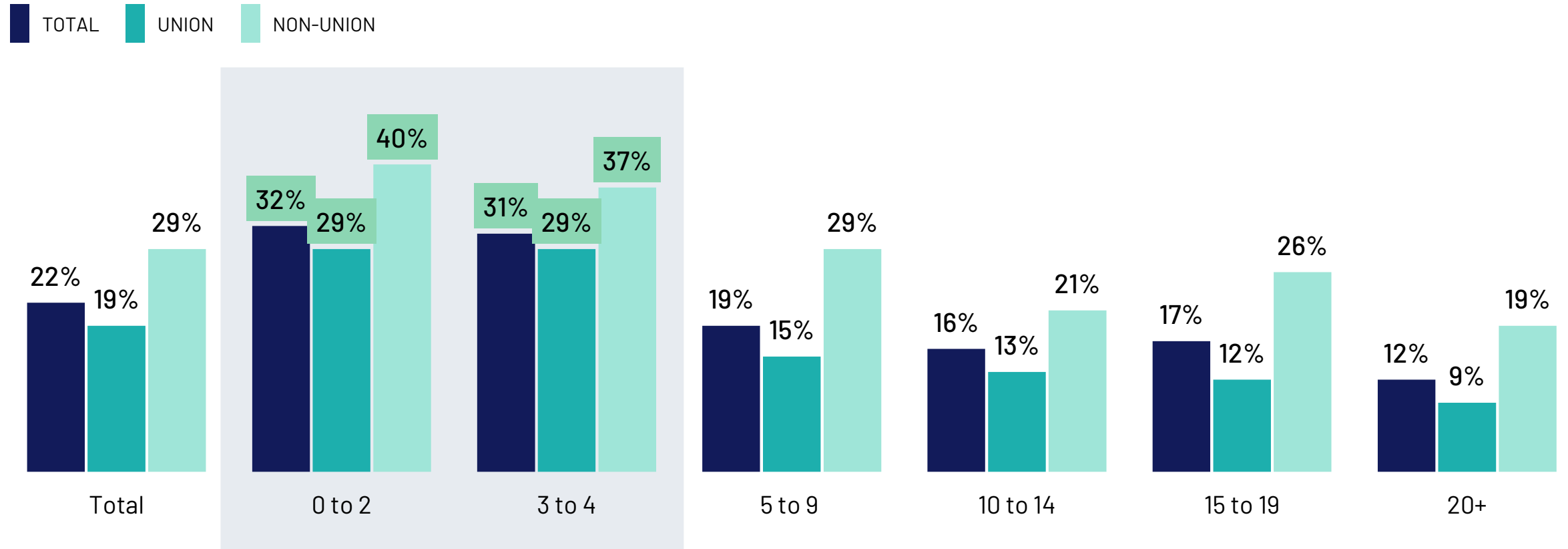
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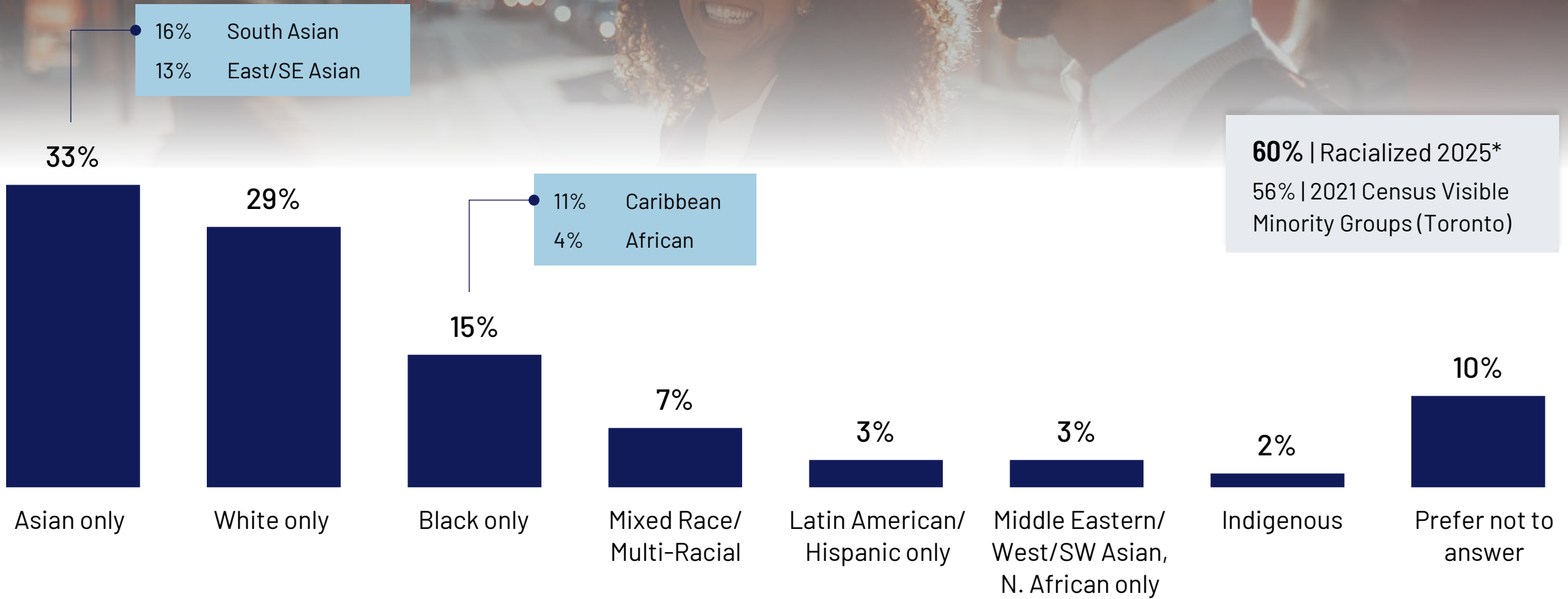


In the past four years the proportion of women has increased.

Women By Years in Service



TTC workforce reflects the racial and ethnic diversity of the GTA.



*60% includes Asian, Black, Middle Eastern/W. and SW Asian, N. African, Latin American/Hispanic and Mixed Race/Multi-Racial
 Base: All Respondents (n=11,314)

In the past 4 years the proportion of ethnic/racial groups has increased.

Ethnic/Racial Groups by Years in Service

	Total	0 to 2	3 to 4	5 to 9	10 to 14	15 to 19	20+
Asian only	33%	45%	40%	34%	27%	25%	15%
East and Southeast Asian only	13%	17%	16%	14%	12%	11%	6%
South Asian only	16%	26%	19%	16%	12%	11%	5%
White only	29%	15%	20%	28%	37%	38%	45%
Black only	15%	18%	17%	13%	13%	13%	14%
Middle Eastern, West/SW Asian, North African only	3%	3%	5%	3%	2%	3%	1%
Latin American/Hispanic only	3%	2%	2%	3%	3%	3%	3%
Indigenous	2%	2%	1%	1%	2%	2%	2%
Mixed	7%	7%	6%	7%	5%	6%	8%
Prefer not to answer/None	10%	8%	9%	10%	12%	11%	13%

Base: All Respondents (n=11,314)

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 Significantly Higher Than The Other Group



Further analysis to be shared Fall 2025



Appendix 1 - Departments within reporting groups

CEO & DEPUTY CEO	SAFETY & ENVIRON.	CORPORATE AFFAIRS	INNOVATION & SUSTAIN.	PEOPLE & CULTURE
<ul style="list-style-type: none"> • Audit, Risk, and Compliance • CEO's Office • Deputy CEO Office • Legal 	<ul style="list-style-type: none"> • Safety and Environment 	<ul style="list-style-type: none"> • Community and Stakeholder Relations • Corporate Affairs • Corporate Communications 	<ul style="list-style-type: none"> • Executive Director's Office – ISG • Renewable Energy Programs • Sustainable Innovation • Vehicle Programs 	<ul style="list-style-type: none"> • Chief People & Culture Officer's Office • Diversity • Employee Services and Systems • Human Resources • Human Rights & Investigations • Operations Training Centre • Talent Management
ENGIN. , CONSTRU., EXPANSION	CORPORATE SERVICES	STRATEGY & CUSTOMER EXPERIENCE	OPERATIONS & INFRASTRUC.	TRANSPORT. & VEHICLES GROUP
<ul style="list-style-type: none"> • Chief Capital Officer's Office • Construction Management • Engineering • Enterprise Asset Management • Expansion and ATC • Light Rail Transit Operations Department • Major Projects • Project Delivery • Project Management Office • Property, Planning And Development 	<ul style="list-style-type: none"> • Accounting Services • Business Management & Performance • Chief Financial Officers Office • Commercial Management • Executive Director & Treasurer – Finance • Financial Planning & Analysis – Capital • Financial Planning & Analysis- Operating • Information Technology Services • Materials Management • Procurement and Category Management 	<ul style="list-style-type: none"> • Chief Strategy & Customer Officer's Office • Farecard Team • Marketing and Customer Experience • Research and Analytics • Revenue Operations • Revenue Protection • Service Planning and Scheduling • Special Constable Service • Strategy & Foresight • Transit Enforcement and Fare Collection • Transportation Planning and Engineering 	<ul style="list-style-type: none"> • Capital Project Delivery Office • Chief of Operations & Infrastructure Off • Operational Safety and Planning • Plant Maintenance • Signals/Electrical/Communication • Stations • Streetcar Infrastructure • Track & Structures • Transit Control 	<ul style="list-style-type: none"> • Bus Maintenance & Shops • Bus Transportation • Chief of Transportation & Vehicles Office • Rail Cars And Shops - Subway Operations • Streetcar Maintenance • Streetcar Transportation • Subway Transportation • Transportation Strategy and Support • Wheel-Trans Operations

