



Your Voice. Your TTC.



THE 2025 TTC EMPLOYEE ENGAGEMENT STUDY

Employee Report

October 2025



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2025



Message from the CEO



Dear TTC Team,

This year, we took a major step forward in listening to our workforce by conducting the **first comprehensive employee engagement survey in nearly a decade**.

More than 11,000 employees participated—an incredible response that reflects your commitment to shaping the future of our organization.

Thank you for taking the time to respond and for the honesty with which you provided feedback.

The results demonstrate a strong sense of pride in working at the TTC: 78% of employees say they're proud to work here; 75% would recommend the TTC as a great place to work; 73% feel a sense of accomplishment in their work. These are powerful foundations to build on.

At the same time, the survey highlights areas where we must do better: Only 50% of employees feel the TTC cares about their well-being; 48% feel valued; and 43% trust that action will be taken based on the survey. Fewer than half feel safe to voice opinions or make mistakes without repercussions

We also **heard about the day-to-day realities** that shape your experience, such as challenges with inefficient processes; inconsistent access to tools and resources; and a need for stronger psychological safety and leadership visibility. Non-union employees expressed concerns about career growth and workload, while unionized employees highlighted issues around physical safety and trust in leadership.

We know this **feedback comes at a time when the TTC is facing significant financial pressures**. Recent decisions, including a pause on hiring non-union roles, reflect the difficult choices we must make to ensure long-term sustainability. These constraints mean we must be thoughtful and strategic in responding, balancing immediate needs with long-term goals.

This survey gives us a **baseline from which we will grow**. It helps us understand where we are today and where we need to go to create a more inclusive, supportive and high-performing workplace.

It's important to recognize that **meaningful change takes time**. Some improvements will be visible

quickly, while others will require sustained effort and collaboration across the organization. Thanks to your feedback, we now have valuable data to drive strategic, evidence-based actions.

In the months ahead, we'll be **exploring ways to turn these insights into action**, including exploring initiatives that bring employee voices into planning and decision-making.

While **not every challenge can be solved immediately, our commitment to meaningful action remains unwavering**, driven by transparency, accountability, and a deep sense of care for our people.

Thank you again for your participation and for everything you do to keep Toronto moving. Together, we will build a TTC where every employee feels heard and valued.

With gratitude and resolve,

Mandeep S. Lali

Chief Executive Officer

Foreword

Ipsos research shows that listening to employees and taking action on results in today's environment is not optional: it is the foundation of resilience and trust, particularly in uncertain times.

Across the globe, people are living through what Ipsos describes as a *polycrisis* - the convergence of economic volatility, climate risk, geopolitical conflict, and rapid technological change. Ipsos' [Global Trends](#) research shows how these forces overlap and reinforce one another, leaving individuals less secure, less optimistic, and less trusting of institutions.

At the same time, Ipsos' *Social Cohesion Index* highlights a weakening social fabric in Canada and in many countries, with polarization and fragmentation eroding the sense of belonging that holds communities together. These pressures are felt in everyday life and, when layered on top of workplace realities such as heavier workloads, stress, and the ongoing challenge of balancing work and life, **employees**

inevitably carry more external pressures into their day-to-day roles.

This context is essential for understanding employee engagement. The polycrisis is not a workplace phenomenon, but its effects - financial strain, stress, and shifting expectations - are brought into organizations. Employee listening does more than measure sentiment. It signals how resilient, cohesive, and future-ready organizations are in a time of compounding pressures. As Ipsos research underscores, **listening to employees and acting with empathy and transparency** is central to building trust, sustaining performance, and enabling organizations to thrive through disruption.

This report summarizes the high-level results from the TTC Employee Engagement Survey conducted by Ipsos in June/July 2025. More than **11,000 TTC employees shared their perspectives** on what's working and what needs to change. Most are proud to work at the TTC and would recommend it as a good workplace. At the same time, some feel undervalued, worry that speaking up carries risk, and struggle with slow or inefficient processes.

The **release of the findings from this TTC Employee Engagement survey shows that every voice matters**, and by taking steps to address what employees have shared, the TTC can build greater trust, strengthen a sense of belonging, and create a workplace where everyone feels valued and supported.

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INTRODUCTION

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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.

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 were analyzed and **reported in aggregate**.

ESTABLISH AN ENGAGEMENT BASELINE

This is the first employee engagement survey conducted in almost 10 years. The results from this survey builds 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.

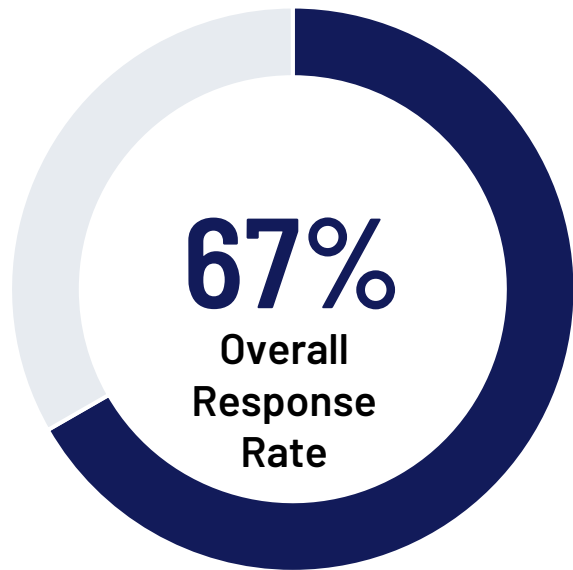
COLLECT INFORMATION ON WORKFORCE CHARACTERISTICS

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.

Ipsos conducted a **comprehensive and rigorous analysis**, combining advanced statistical techniques including predictive modelling with systematic coding of open-ended responses, to identify and deliver **clear, actionable insights**. We brought together survey data and employee comments to explain not only **what** employees are saying, but also **why** those outcomes are emerging.

Participation in the survey

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



62%
7,953 of all
Unionized Employees

81%
3,361 of all
Non-Union Employees

The overall response rate in 2025 is substantially larger than in the last Employee Engagement Survey conducted in 2016 (42% Total in 2016: 32% Unionized Employees, 82% Staff).

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	2,461	65%
Transportation & Vehicles Group	6,432	63%
TOTAL	11,314	

To see which departments fall into each Reporting Group, please go to slide 33.

EXECUTIVE SUMMARY

02

Key Insights

Employees are proud of the TTC, 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 well-being perceptions and ultimately engagement (pride and advocacy).

Pride and Feeling Cared for by the TTC

The majority of TTC employees 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 **cares for their well-being**.

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: Unionized vs. Non-Union

Non-union employees feel disadvantaged in terms of having growth opportunities, heavy workloads, and fair pay for the work they do.

Unionized employees face more acute challenges in psychological safety, actions taken around physical safety, and around trust in leadership.

Psychological Safety & Belonging

Sense of belonging and diversity & inclusion have stronger ratings among employees, 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**, as well as **inefficient processes**.

Managers often feel under-equipped to lead conversations with their teams about what's happening across the TTC, and only half say they have the resources to lead their team effectively.

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 TTC is taking steps to create a workplace where employees feel safe, share ideas and express concerns without fear of negative consequences.

5 SENSE OF BELONGING

63% say they feel a sense of belonging at the TTC.

6 ENABLEMENT & PROCESSES

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

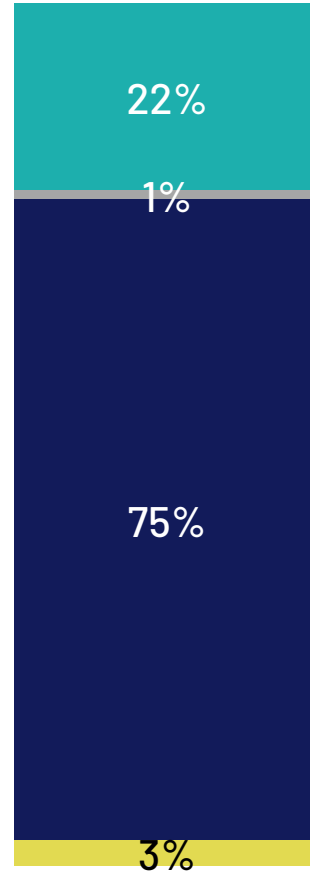
REPRESENTATION IN TTC'S WORKFORCE

03

Roughly 1 in 5 identify as a woman, with one in five in union and almost three in 10 in non-union positions.

Gender Identity (Total)

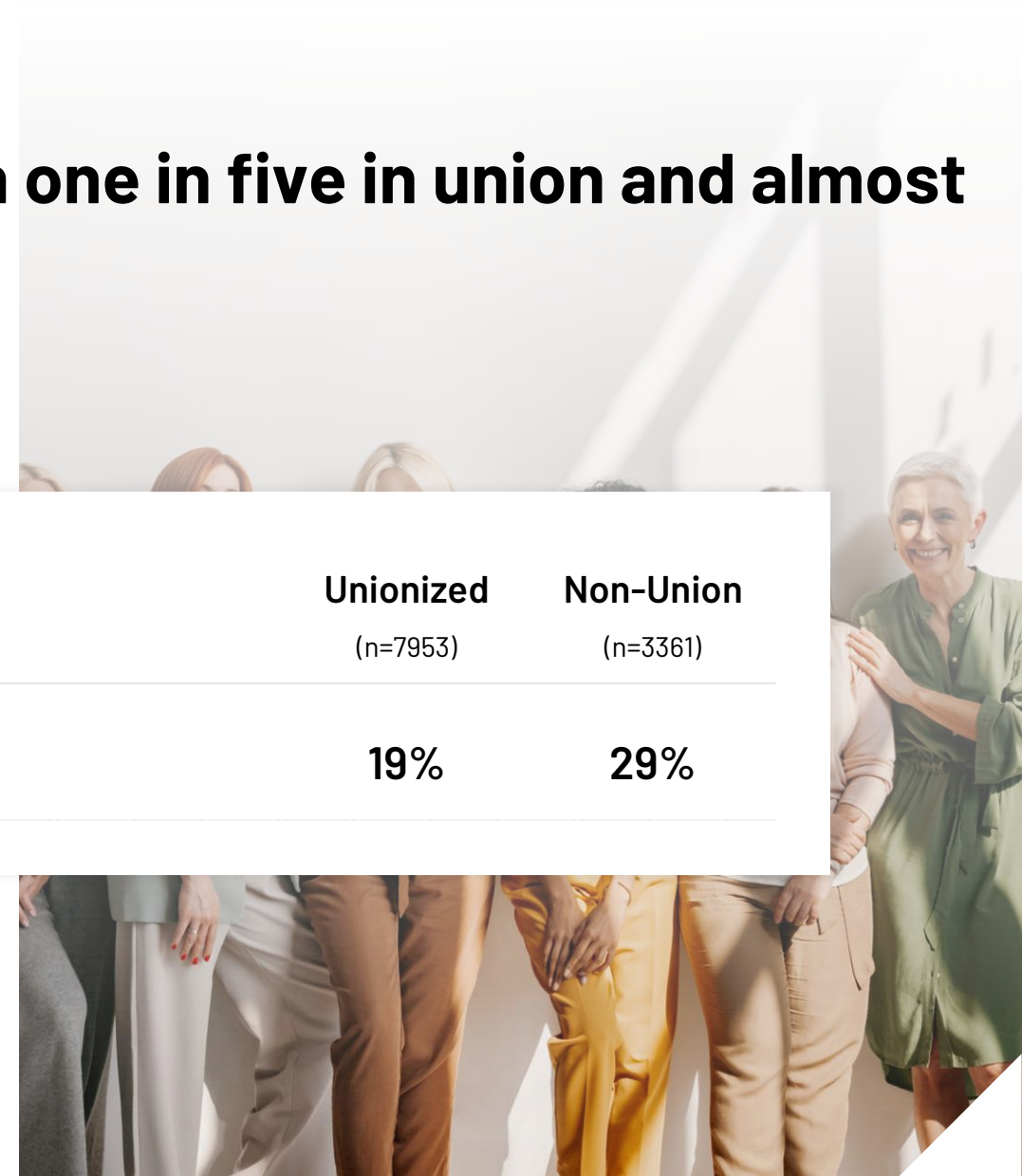
- WOMAN
- NON-BINARY/TRANSGENDER
- MAN
- PREFER NOT TO ANSWER



52% | 2021 Census (Toronto)



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



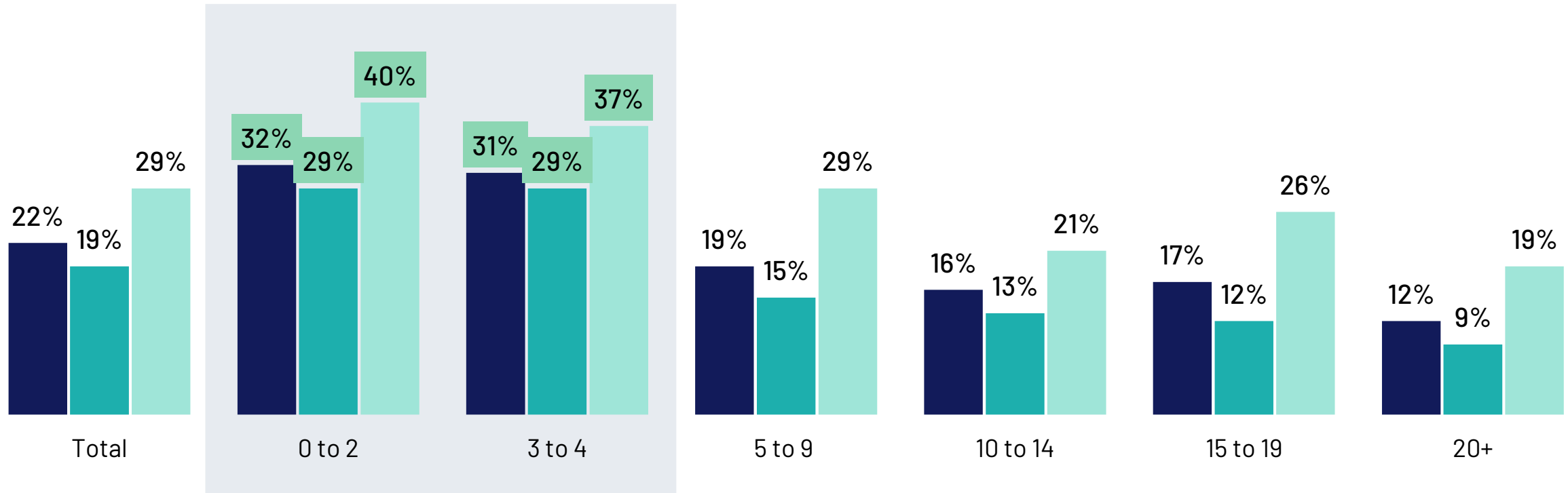
Base: All Respondents (n=11,314)
Sum adds up to over 100% due to rounding.

In the past four years, the proportion of women has increased within the TTC, driven by active recruitment efforts.

Women By Years in Service

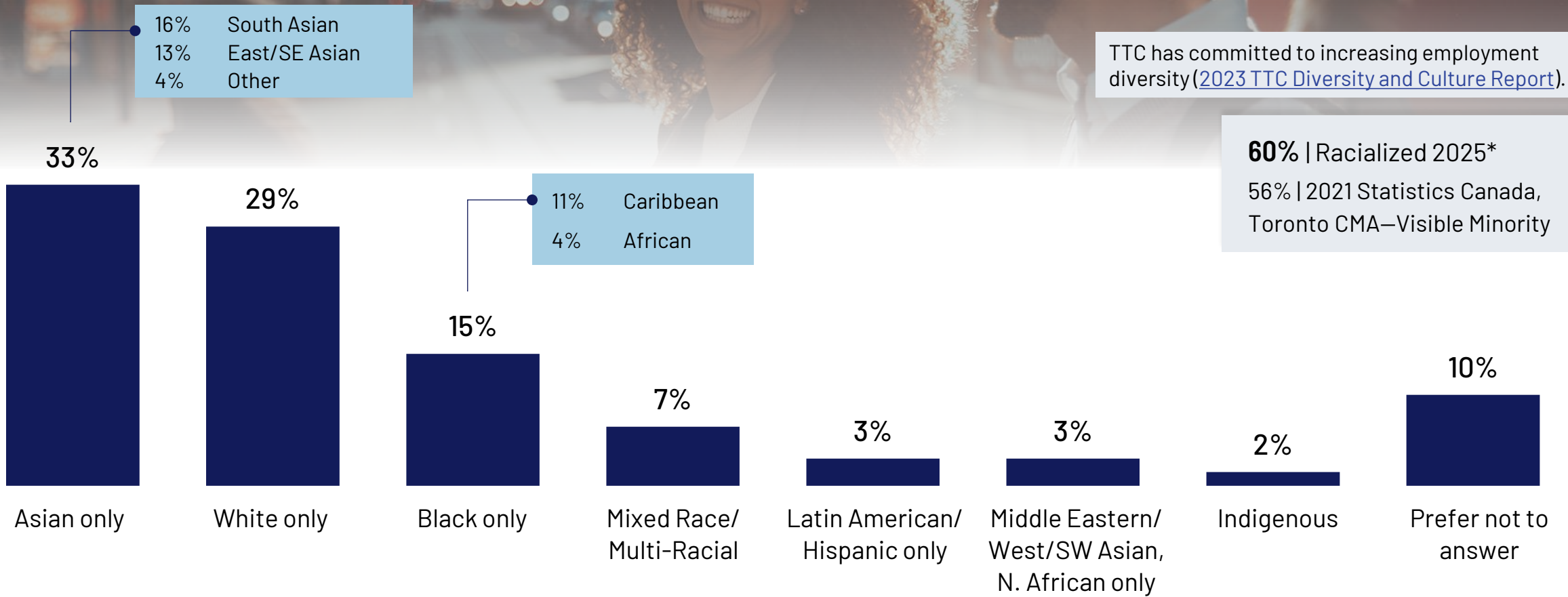
■ TOTAL ■ UNIONIZED ■ NON-UNION

TTC has pledged to increase recruitment of women candidates – 40 per cent of all new hires across the organization ([2023 TTC Diversity and Culture Report](#)).



■ Significantly Higher Than The Other Groups

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



*TTC Employee Survey: 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)


Sum adds up to over 100% due to rounding.

Over the past four years, the representation of ethnic and racial groups in the workforce has increased, driven both by targeted recruitment efforts and by broader demographic shifts.

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)

 Significantly Higher Than The Other Group

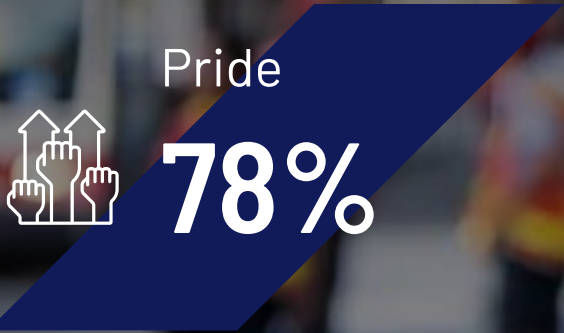


THE TTC EMPLOYEE EXPERIENCE

04

A majority of TTC employees feel proud to work at the TTC, would recommend it as a great place to work, and often feel a sense of accomplishment in their work. This is an important strength and foundation for the organization to leverage and build upon.

TOTAL % AGREE



Base: All Respondents (n=11,314)

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However, pride is undermined as only half of employees feel valued and cared for by the TTC. There are also low levels of trust in the future direction of the organization, and many are skeptical about whether action will be taken based on survey results.

■ TOTAL % AGREE

48%

I feel valued in my organization

50%

I feel the TTC cares about my well-being

47%

I trust the TTC is changing for the better

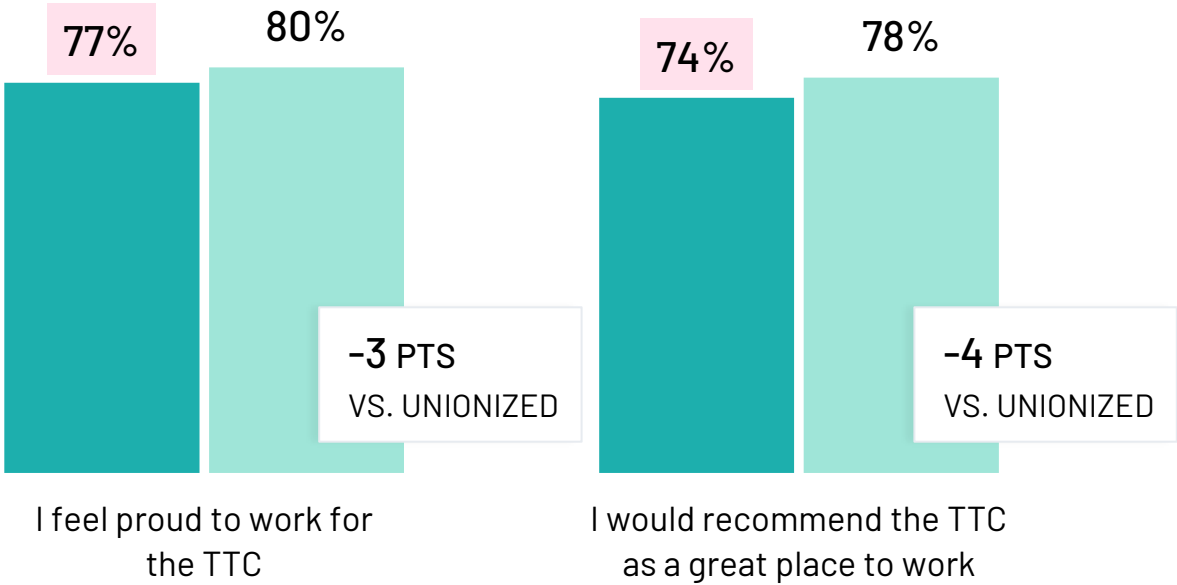
43%

I trust action will be taken because of this survey

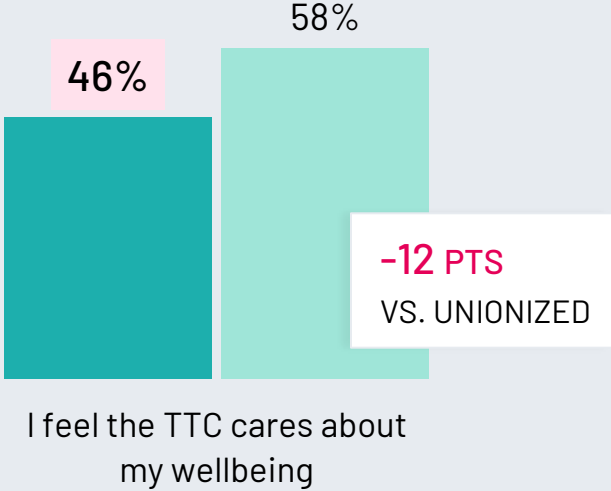
Engagement levels are generally consistent across unionized and non-union employees, but day-to-day experiences diverge sharply on well-being, shaped by the type of work employees do. This speaks to the TTC's diverse workforce realities and is a pattern we see across nearly every experience metric.

Engagement

UNIONIZED NON-UNION



Well-being

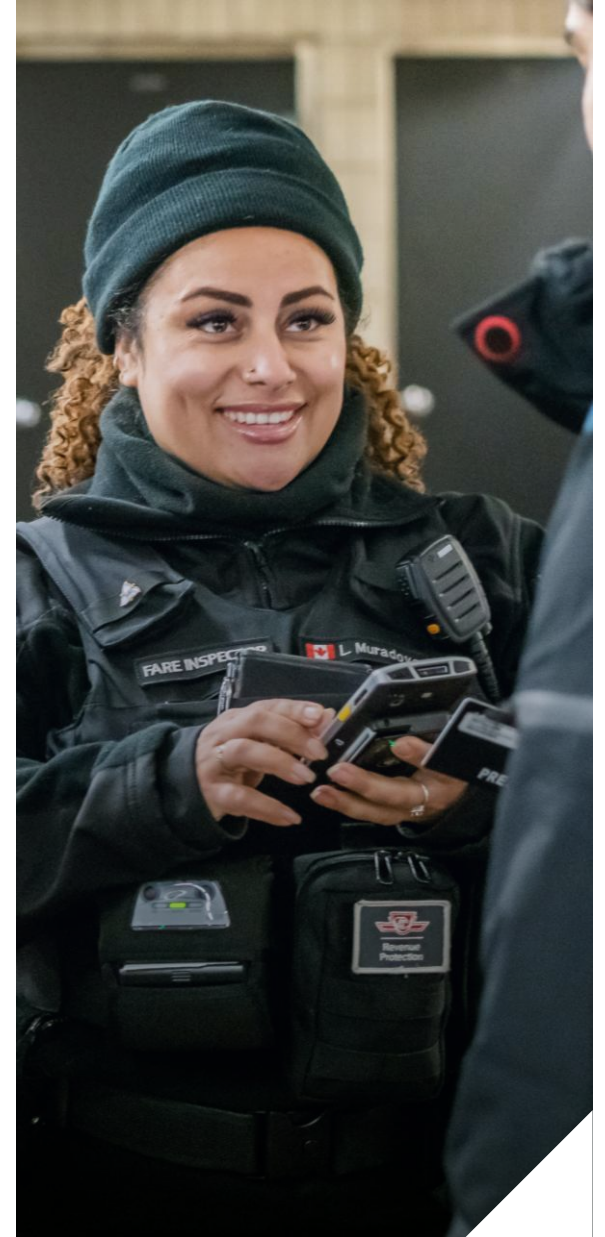
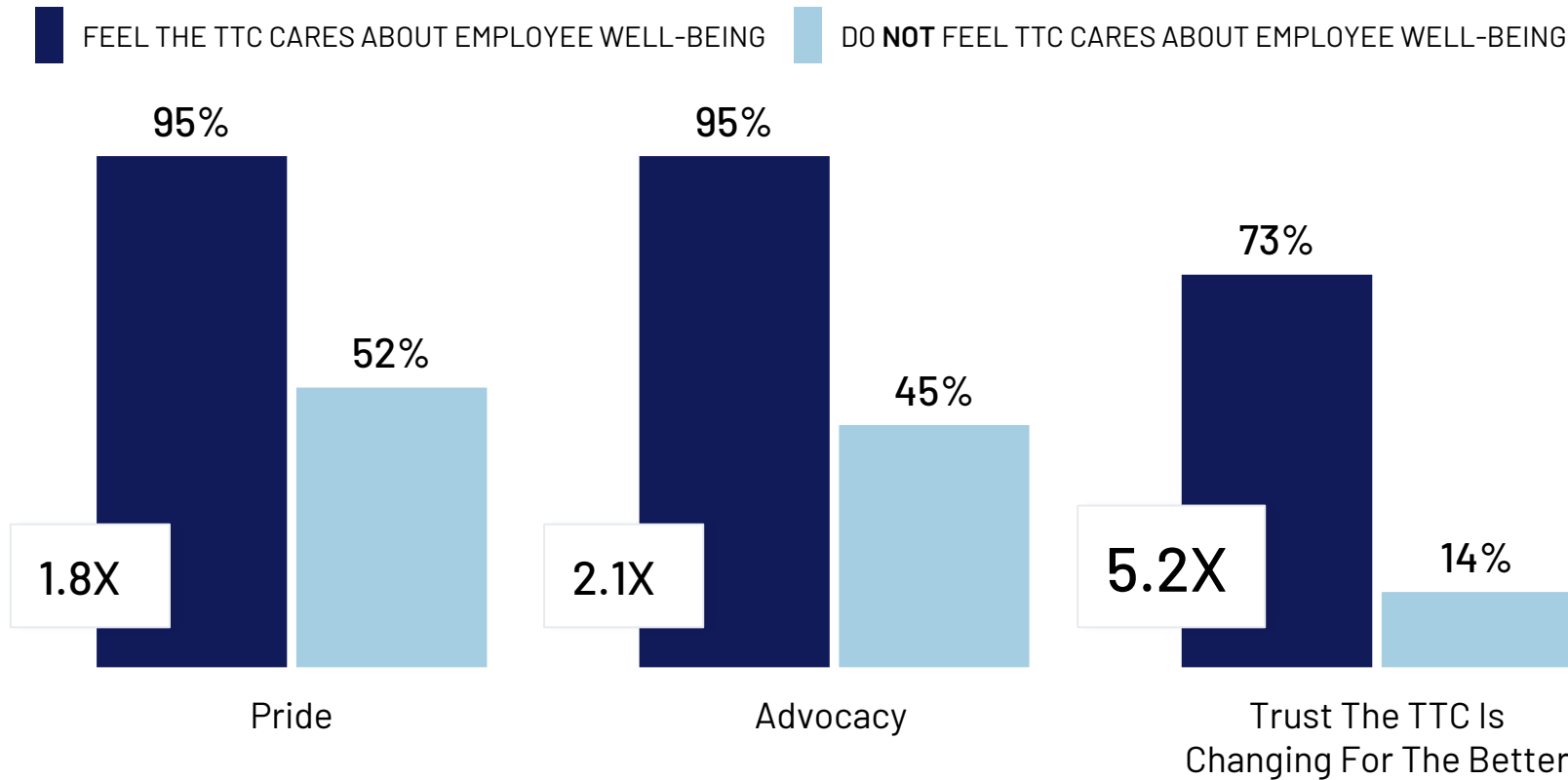


Base: All Respondents Unionized (n=7953), Non-Union (n=3361).
% Agree

Significantly Lower Than The Other Group



Those who feel the TTC cares for their well-being are 2X more likely to be proud of and to recommend the TTC as a place to work, but they are 5X more likely to be positive about the future of the organization.



Base: All Respondents who say TTC cares about my well-being (n=5,618), Feels TTC does not care about my well-being (n=3693). % Agree.

Employee engagement and trust are built on feeling that the 'TTC cares about the well-being of its employees.' Findings from the research indicate four areas most closely associated with employee well-being and engagement.

Communications and Leadership

Employees need to feel heard, understood, and informed.



Psychological Safety

Creating a culture where employees feel safe to speak up, share opinions and ideas, and make mistakes.



Sense of Belonging and Fairness

Employees need to feel they belong, which is related to psychological safety and to seeing a career pathway (non-union).



Enablement & Processes

Employees need to feel they have processes and resources in place to do their job efficiently, effectively, and safely.



Action Areas Identified by Ipsos to Strengthen the Culture around Well-being.

Communications & Leadership



- Improve **communication to the broader workforce and be transparent** to build trust in leadership.
- Engage senior leadership to **take the time to understand the day-to-day challenges** of the workforce.

Psychological Safety



- Foster a culture where it is **safe to speak up, make mistakes, share opinions, and express concerns** without negative consequences.
- This includes fostering a culture where employees **feel safe to discuss topics that impact their lives**. Employees who feel understood and supported in their personal challenges tend to be more engaged and productive at work.

Sense of Belonging & Fairness



- Promote and communicate **fair and transparent** hiring practices across the organization.
- Fairness (i.e., equity) is linked to **diversity and inclusion**.
- **For non-union employees**, offer pathways in **opportunities to grow/develop** their career.

Enablement & Processes



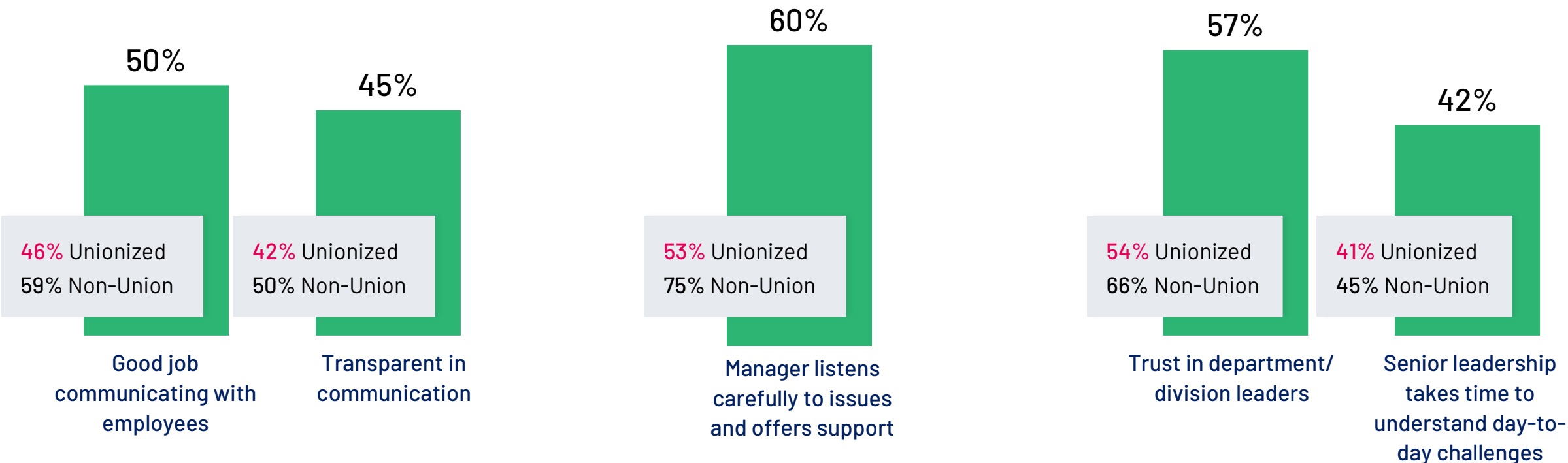
- Improve **processes and the provision of tools and resources** consistently across the organization.
- **For unionized employees**, improve measures around **physical safety**. **For non-union**, focus on greater balance and **manageable workloads**.
- **Improve engagement from managers**; listening, demonstrating care, and providing feedback.

Communications & Leadership

Lower levels of confidence in corporate communications, especially among unionized employees.

Moderate ratings on managers, but experiences are not consistent and lower among unionized employees.

Lower levels of trust in senior leadership, especially among unionized employees; viewed as removed from workforce realities.

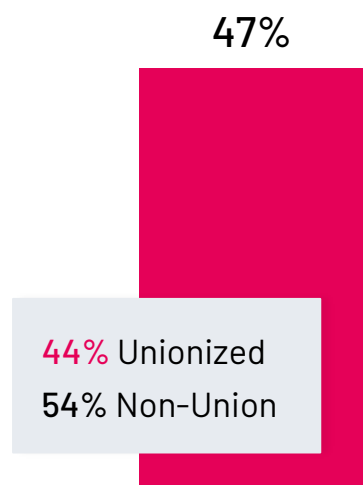


Question items asked in the survey are in blue text.

Base: All Respondents (n=11,314); Unionized (n=7953), Non-Union (n=3361). % Agree.

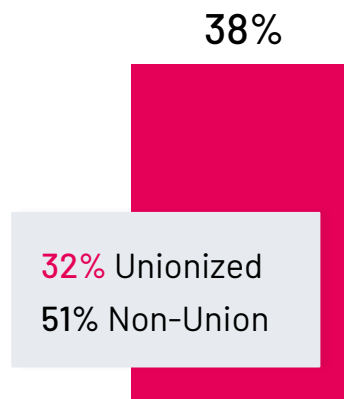
Psychological Safety

Fewer than half employees agree the TTC is taking steps to create a culture of psychological safety



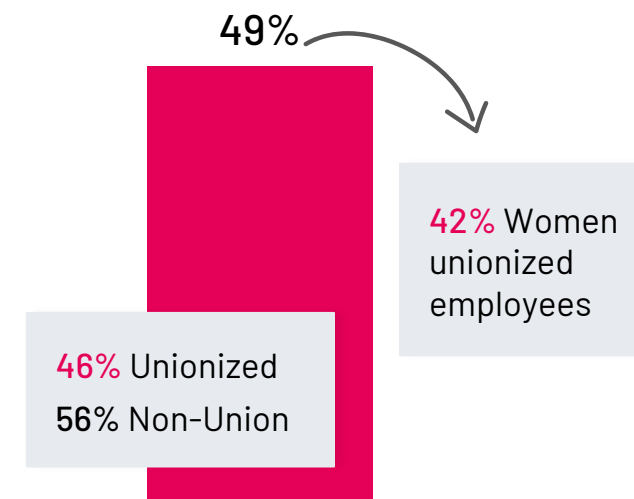
TTC is taking steps to create a work environment where employees feel safe, share ideas and express concerns without fear of negative consequences

Fewer agree they feel safe to make mistakes



Feel safe to make mistakes at work

Half agree they feel safe to discuss topics that impact their lives, especially women unionized employees



Feel safe to discuss topics that impact their lives

Interpersonal safety is the recognition that life outside of work can impact performance and well-being at work, and that employees who feel understood and supported in their personal challenges tend to be more engaged and productive at work.

Question items asked in the survey are in blue text.

Base: All Respondents (n=11,314); Unionized (n=7953), Non-Union (n=3361). % Agree.

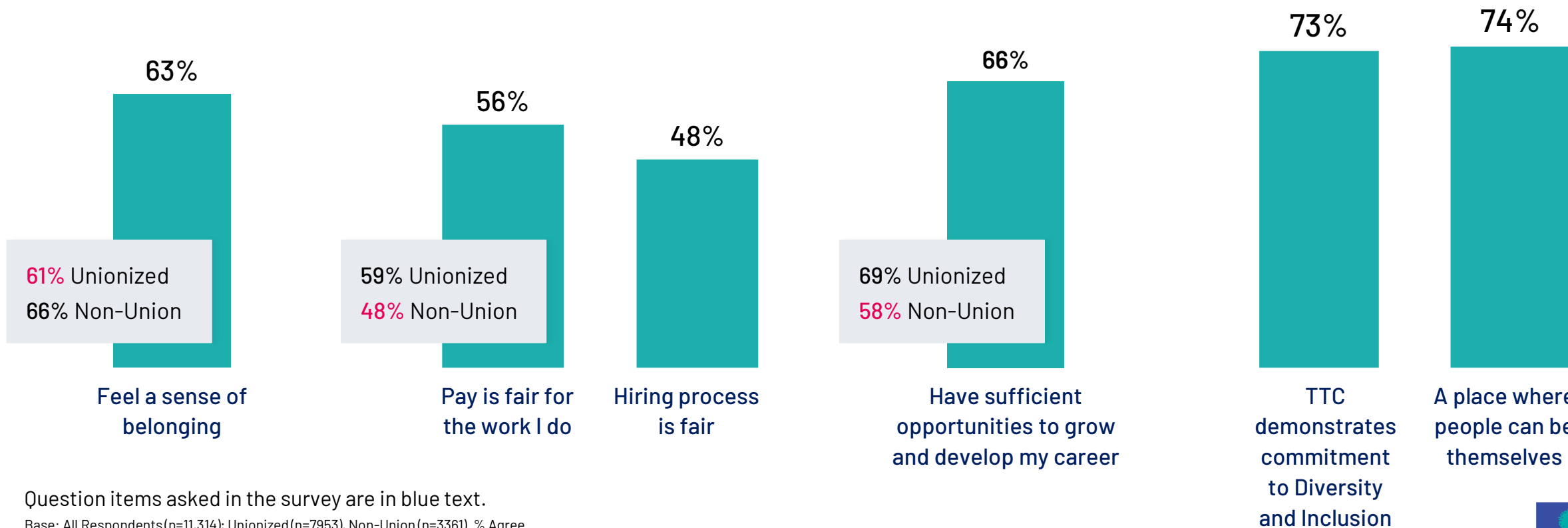
Belonging & Fairness

Sense of belonging is one of the strongest drivers of employee engagement.

Belonging is tied to a sense of fairness; perceived fairness in pay is lower among non-union.

Belonging is also tied to having opportunities for growth; lower among non-union employees.

Lastly, belonging is connected to diversity and inclusion, an area that has more positive ratings.



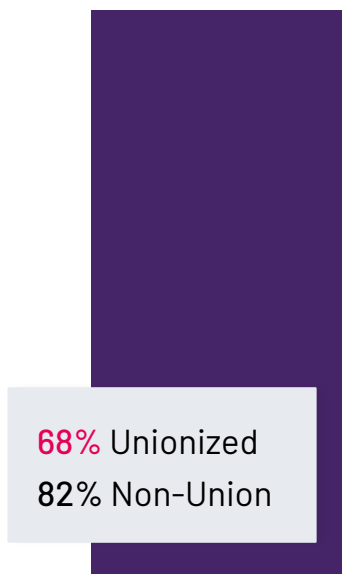
Question items asked in the survey are in blue text.

Base: All Respondents (n=11,314); Unionized (n=7953), Non-Union (n=3361). % Agree.

Enablement and Processes

Non-union employees are more likely to say they have a sense of autonomy.

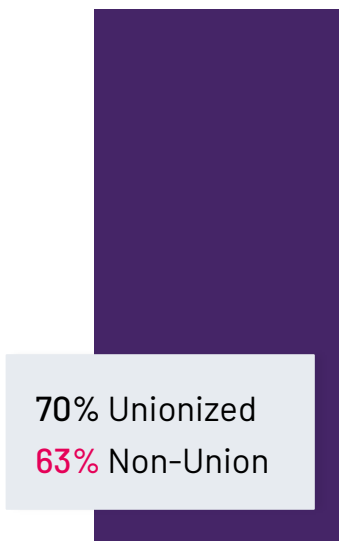
72%



Feel trusted to handle decisions about my work

But non-union employees are less likely to say they have manageable workloads

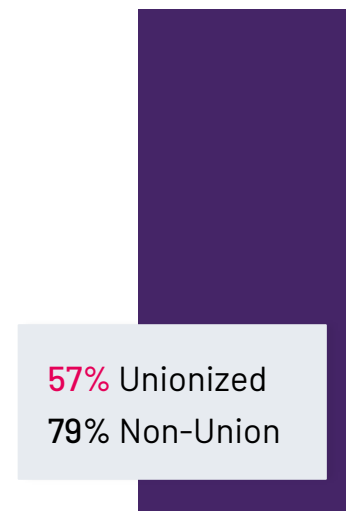
68%



Have relatively manageable workloads

Unionized employees are less likely to agree the TTC has taken steps to protect the physical safety of its employees

64%



TTC has taken steps to protect the physical safety of its employees

Question items asked in the survey are in blue text.

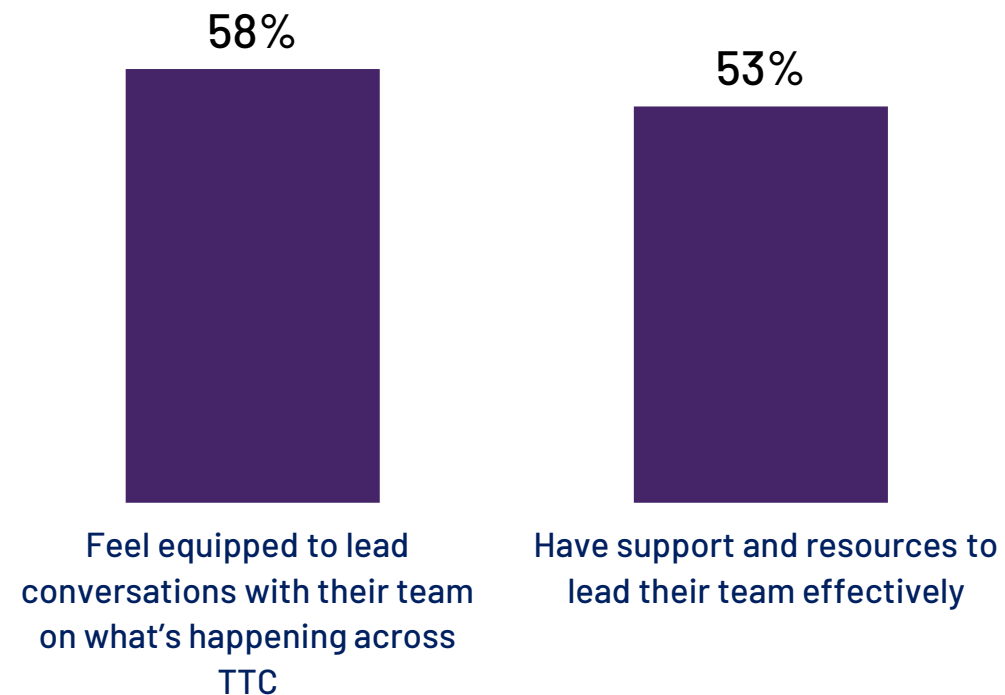
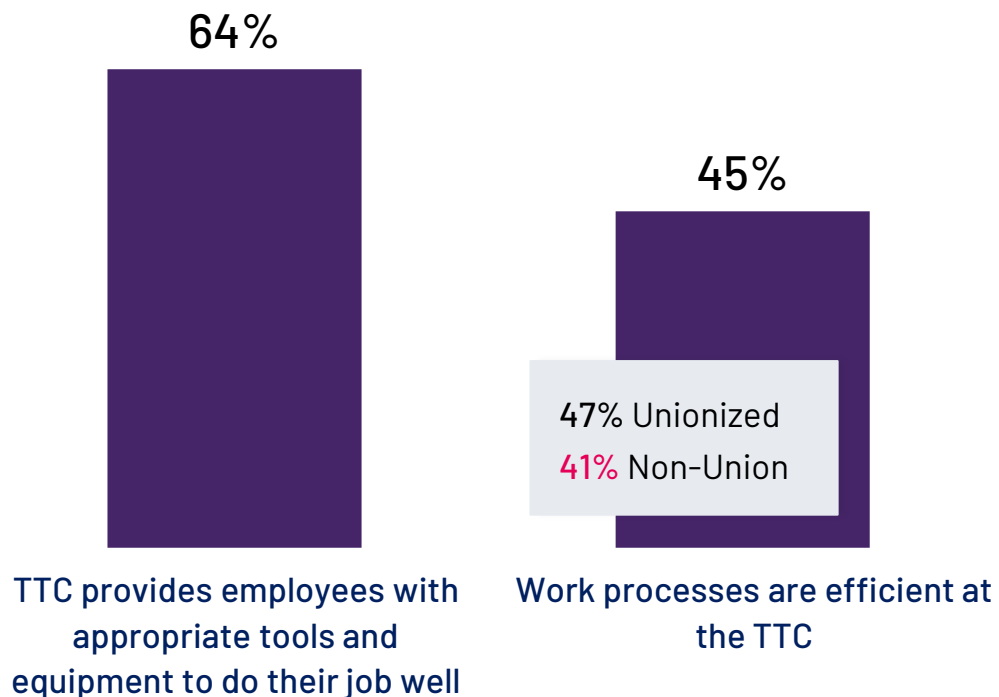
Base: All Respondents (n=11,314); Unionized (n=7953), Non-Union (n=3361). % Agree.

Enablement and Processes

Employees provide moderate ratings on tools and resources available - this is not consistent across the organization. Fewer agree work processes are efficient (lower among non-union employees).

Many managers feel ill-equipped with just under six in 10 agreeing they are equipped to lead conversations with their team on what is happening across the TTC, and about half agree they have supports and resources to lead their team effectively.

AMONG MANAGERS

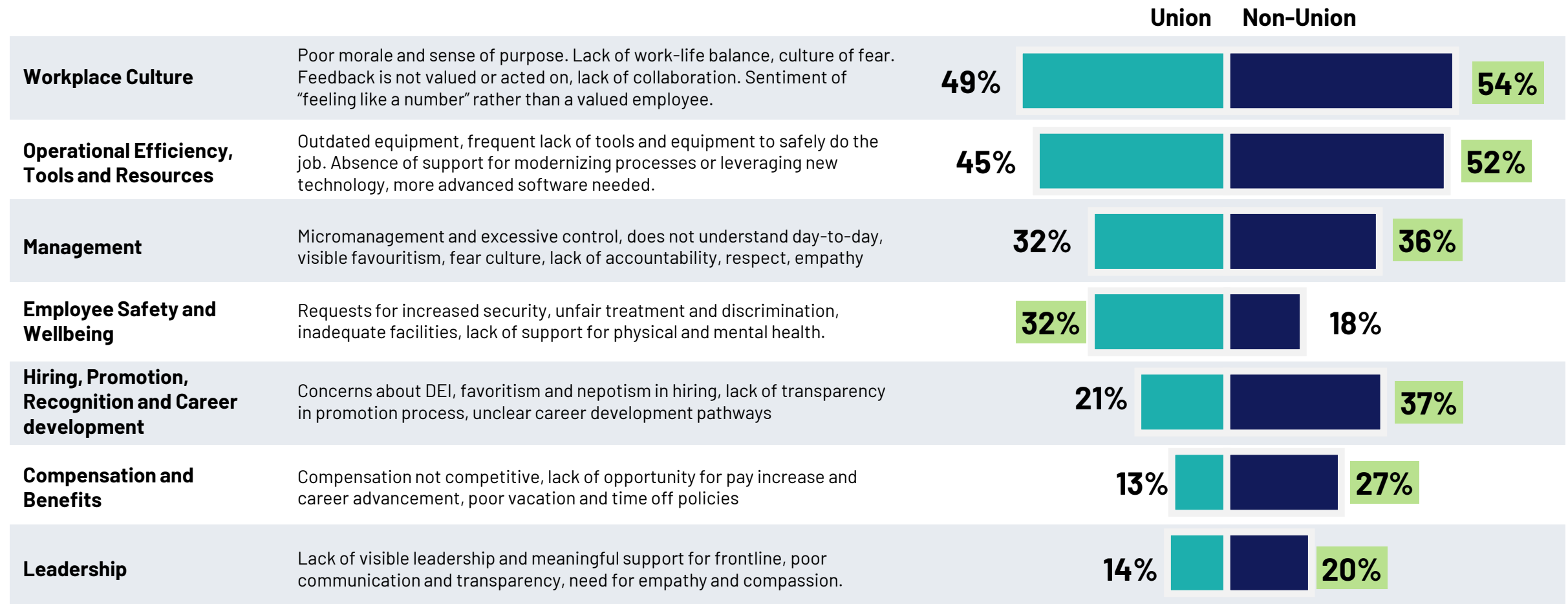


Question items asked in the survey are in blue text.

Base: All Respondents (n=11,314); Unionized (n=7953), Non-Union (n=3361).. % Agree.

Themes mentioned most often in final open-ended question

As a part of the survey, TTC employees were asked to provide additional open-ended feedback. These responses were coded and thematized into the following categories below.




Indicates significantly higher than the other group



Common themes mentioned among unionized and non-union employees

	UNIONIZED	NON-UNION
Lack of streamlined processes and procedures	32%	43%
Poor morale and sense of purpose among employees	26%	33%
Toxic work environment (e.g. fear, intimidation, anxiety, resentment etc.)	13%	15%
Poor communication and transparency from leadership	12%	16%
Lack of work-life balance	11%	14%
Disconnect between management and frontline employees	11%	11%
Scheduling issues leading to fatigue and burnout	11%	7%
Lack of respect and appreciation from management	10%	8%
Harassment and Discrimination – Subnet	10%	9%
Lack of accountability and transparency from senior management	8%	13%
Satisfactory/ great place to work	9%	10%
Unfair treatment and discrimination	9%	8%

	UNIONIZED	NON-UNION
Lack of opportunities for employee feedback and input	8%	10%
Favoritism and nepotism in hiring and promotions	7%	12%
Inconsistent application of policies and procedures	8%	9%
Micromanagement and excessive control by supervisors	8%	8%
Lack of support for physical and mental health	9%	7%
Lack of empathetic management	7%	9%
Insufficient recognition and reward for good performance	5%	9%
Inadequate training and development	6%	8%
Poor vacation and time off policies	6%	6%
Outdated technology and equipment	4%	5%
Family Life & Stress	4%	2%
Lack of consideration for transferable skills and experience	3%	5%

 Indicates significantly higher than the other group

Items mentioned under 3% not shown in table

Group-specific themes among unionized and non-union employees

UNIONIZED

	UNIONIZED
Concerns over personal safety from violent/abusive passengers/fare evasion/misconduct	14%
Scheduling issues leading to fatigue and burnout	11%
Inadequate facilities and equipment for employee comfort and hygiene	10%
Inefficient scheduling and route planning	9%
Compensation not competitive	5%
Lack of transparency and fairness in hiring and promotion processes	5%

NON-UNION

	NON-UNION
Compensation not competitive	15%
Lack of transparency and fairness in hiring and promotion processes	13%
Lack of opportunities for pay increases and career advancement	9%
Discrepancies in compensation and benefits between employee groups	7%
Ineffective change management and resistance to innovation	7%
Inadequate staffing and resources	7%
Concerns over diversity and inclusion initiatives being misused	6%
Lack of leadership development and mentorship programs	6%
Excessive bureaucracy and rigid policies	5%
Lack of team building and employee engagement activities	5%
Unclear career development pathways	4%

Ipsos' Key Recommendations to the TTC on Priority Areas

1

Visible Leadership And Accountability – Commit to follow-through. Engage leaders in shaping action items for their groups and establish a clear mechanism for accountability.

2

Manager Enablement And Consistency Across The TTC – Equip managers with clear and consistent training and tools on empathetic and inclusive leadership. Consult with them in action planning.

3

Quick Win Actions – Act quickly on some of the suggested improvements provided by employees to show responsiveness.

4

Employee Listening Cadence – Establish regular, safe employee listening forums. This will help leaders get feedback on the day-to-day realities of the work and build trust.

5

Increase supports for women – Women's representation has increased over the past four years through recruitment efforts. To sustain this progress, continue to understand their needs and implement the right supports and policies. Doing so not only strengthens retention and advancement but also drives equity and organizational performance.

For more information:



Grace Tong
Vice President
Employee Experience



Julia Tomasi
Research Analyst
Employee Experience



Appendix 1 - Departments within TTC 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. , CONSTRUC., 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 Office • 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

