



People and Culture Governance Committee

Employee Engagement Survey

From Insights to Action

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January 19, 2025

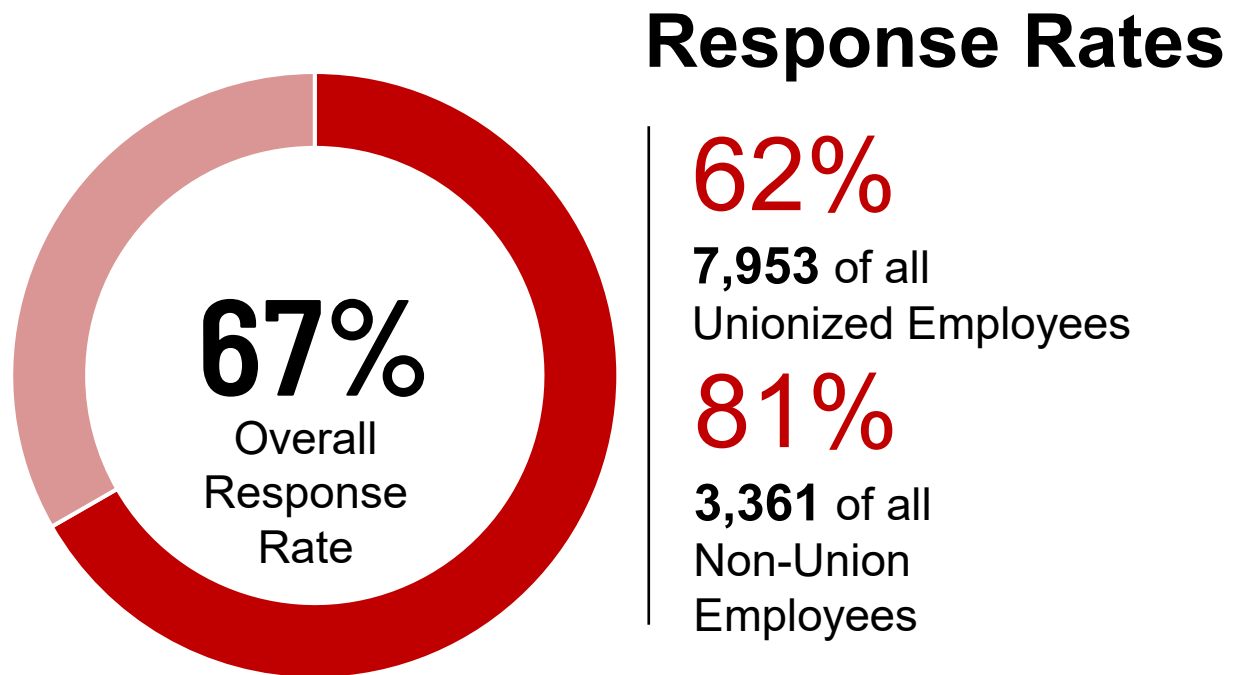
| Agenda

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| 04 | Task Force and Action Planning |
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| Survey Overview

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



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).

Survey Objectives:

- 1 Establish an engagement baseline**
- 2 Identify and prioritize drivers of engagement**
- 3 Collect information on workforce characteristics**

The Toronto Transit Commission (TTC) commissioned **Ipsos** as a neutral third-party research firm to ensure confidentiality and anonymity.

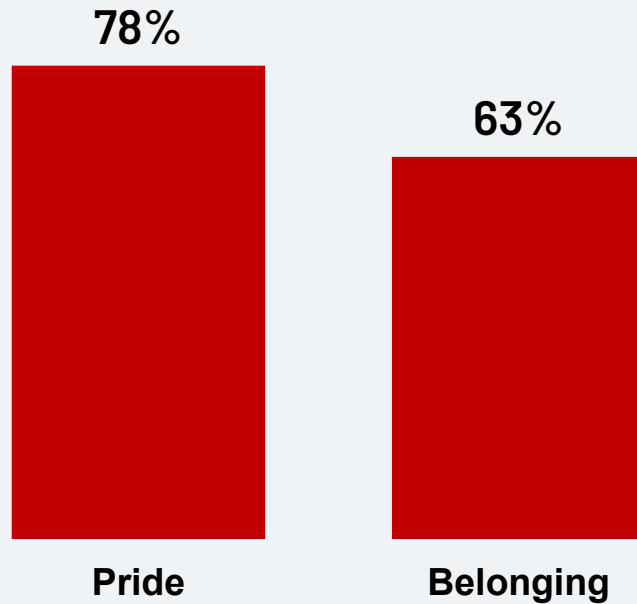
All survey responses were analyzed and **reported in aggregate**.



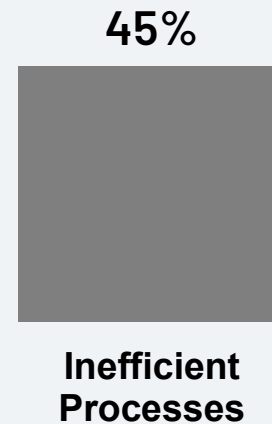
| Key Survey Insights

A workforce committed to their work at TTC and the communities it serves, but stifled by outdated systems and processes, a lack of psychological safety and low trust in leadership.

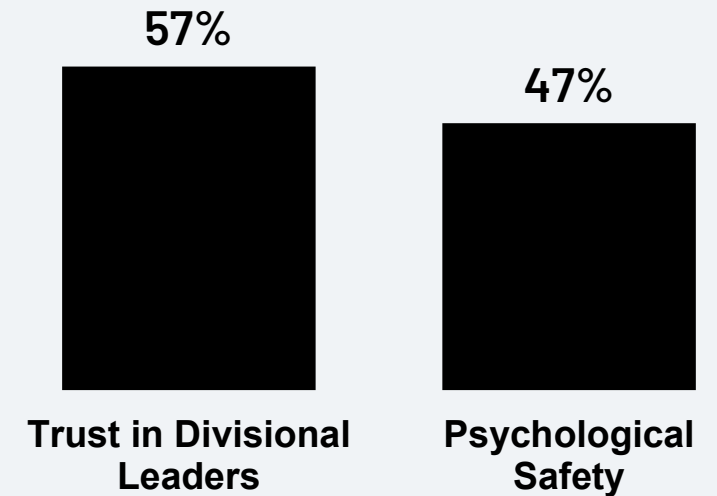
**Strong sense of pride,
connection and belonging**



**...but is stifled by
inefficiency**

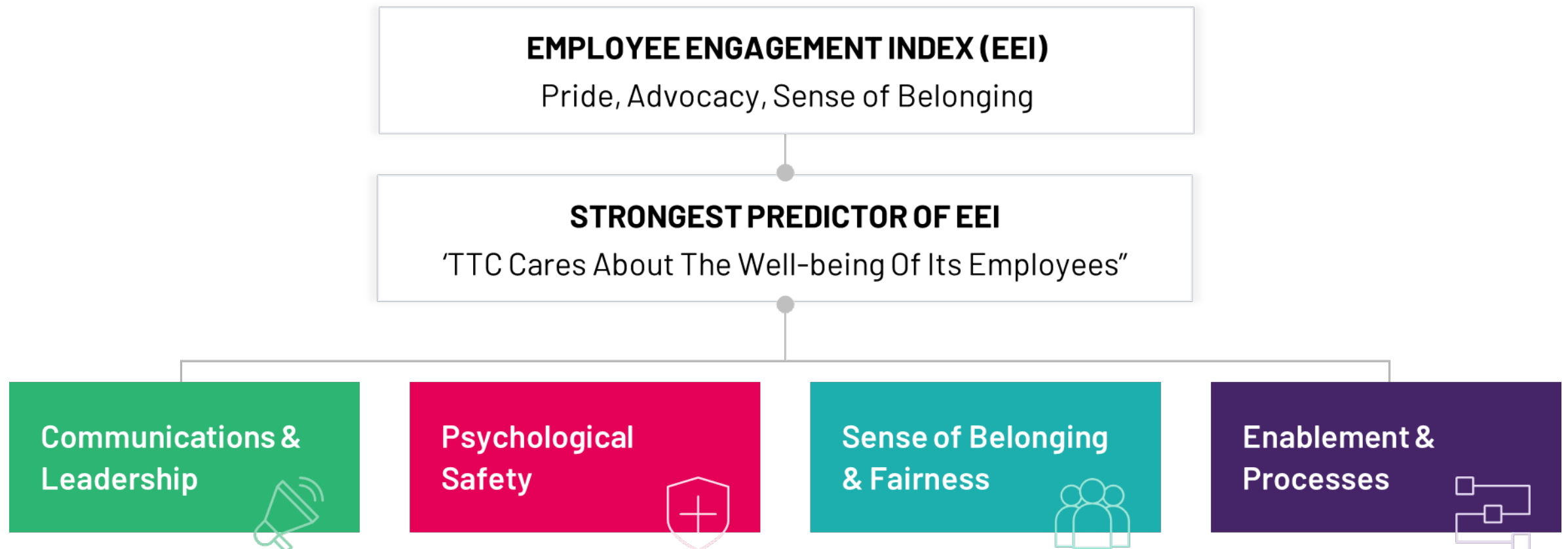


**...and deep-rooted
culture challenges**



| Employee Engagement Index

The TTC's Employee Engagement Index (EEI) is comprised of **Pride, Employer Advocacy, and Sense of Belonging**. To improve the EEI, the TTC is focusing on improving perceptions around the TTC caring about the well-being of its employees.



Roadmap to Action – Next Steps

We're moving into the next phase: translating insights into action through leadership engagement and collaborative planning

TTC leadership to identify priority areas and develop OKRs

Develop Phase 1 of TTC Task Force and identify departmental objectives and quick wins

Task Force to inform the development of Employee Engagement & Experience Strategy Framework



| Next Steps: Phase 1 - Employee Engagement Task Force

The Task Force will translate executive priorities into actionable, achievable plans by leveraging employee insights and guiding first-year focus.

Strategic Alignment & Execution:

- Activate organizational KPIs and engagement priorities set by ELT
- Identify practical pathways to implementation across departments
- Outputs will inform departmental action plans and engagement deliverables

Future Frontline Engagement (Phase 2 – 2026)

- We recognize the importance of frontline perspectives in shaping meaningful engagement.
- In early 2026, we will launch a second phase focused on employee consultation, including unionized staff.
- The structure and approach are still to be developed; this phase will build on insights from Phase 1 and ensure representation across roles and departments.



CEO Coffee Club



Connect and Engage

Join the Conversation



Your Voice. Your TTC.



CEO Coffee Club Program



CEO Coffee Club is a new CEO directed engagement program designed to foster meaningful connections between the CEO and all TTC employees.

Through informal, small-group events held every four weeks, the program aims to:

- Provide employees with direct access to the CEO
- Create space for open, authentic conversation
- Increase leadership visibility across the organization
- Reinforce a culture of trust, inclusion, and recognition
- Empower employees to co-create solutions to daily challenges



Examples of Actions underway to Enhance Employee Experience

Communication & Leadership



Leadership Visibility Program (ECE Group)

- Department Head and Management regular site visits
- Monthly “CCO Coffee Chat” sessions.

Upskill Inclusive Leadership Training (TTC)

- Skills for leaders to create equitable, respectful, and connected team environments

Increased town halls and added suggestion boxes (O&I)

- Issues tracked, addressed with management, and progress reported back to build trust and psychological safety

Psychological Safety



- **Well-Being Resource Hub (ECE):** Access to mental-health supports and benefits with HR support (HR intranet site).
- **Mental Health and Wellbeing Action** plan underway (Safety)
- **Trauma Assist and Depression Care**, above and beyond regular EFAP. (P&C)
- **Mental Health Training** for People Leaders (All TTC).
- **Expanding the Peer Support Program** to provide the same services to Maintenance staff (O&I).

Sense of Belonging & Fairness



Policy Development

- Reviewing outdated policies that may unintentionally create barriers or stress, ensuring modernized versions promote fairness, clarity, and respect.

Buddy Program (P&C)

- Facilitates/guides pairing of new hires with peer volunteers to share knowledge, foster belonging, and speed up integration.

Mentoring Program (P&C)

- 1-year initiative for non-union employees, pairing up to 50 mentor-mentee pairs. Monthly meetings and group sessions.

Enablement & Processes



Policy Development

- Streamlining policy workflows, approvals, and governance to reduce administrative burden

People and Culture Data Working Group (P&C)

- A forum for learning, collaboration, and problem-solving of data and reporting-related issues.

Culture Change Committee in the Subway Track Department (O&I)

- Bring employees together to improve processes, increase transparency and engagement, and improve morale.



| Immediate Next Steps

We've already begun moving from insights to action.

In Q1 & Q2 2026, the Employee Engagement and Experience Team will:

- Launch a TTC-wide Employee Engagement Task Force in February 2026 to drive organizational improvement
- Develop and begin implementing departmental action plans based on survey data
- Develop a TTC-wide communications plan to share the new Employee Experience direction with all employees
- Continue to deliver quick wins to address priority engagement areas
- Produce a demographic sub-set report to support data-driven decision making

Additional deliverables will be confirmed as 2026 commitments are finalized through the business planning process.



The ability to complete work is contingent on sufficient budget and resources

Additional Updates on Employee Engagement are Provided Through:

- Auditor General's report

