



# People and Culture Governance Committee

## Employee Engagement Survey

*From Insights to Action*

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January 19, 2025

# Agenda

**01** Survey Overview

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**02** Key Survey Insights

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**03** Four Key Action Areas - Overview

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**04** Task Force and Action Planning

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**05** Work Already Underway

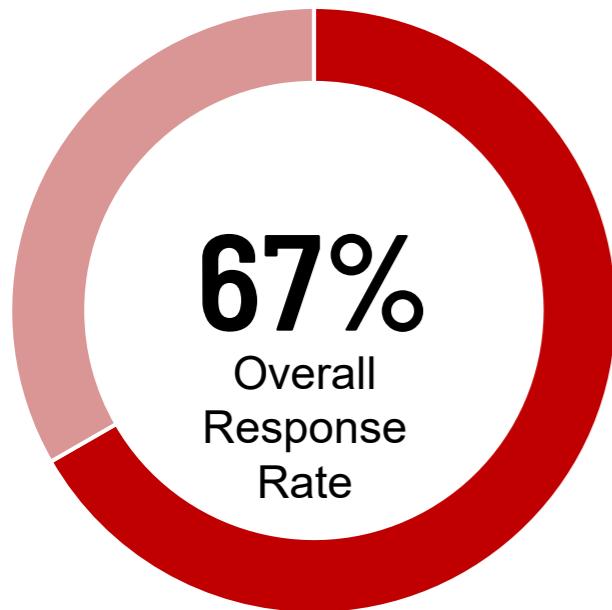
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**06** Immediate Next Steps

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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.



## Response Rates

**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).

## Survey Objectives:

**1** Establish an engagement baseline

**2** Identify and prioritize drivers of engagement

**3** Collect information on workforce characteristics

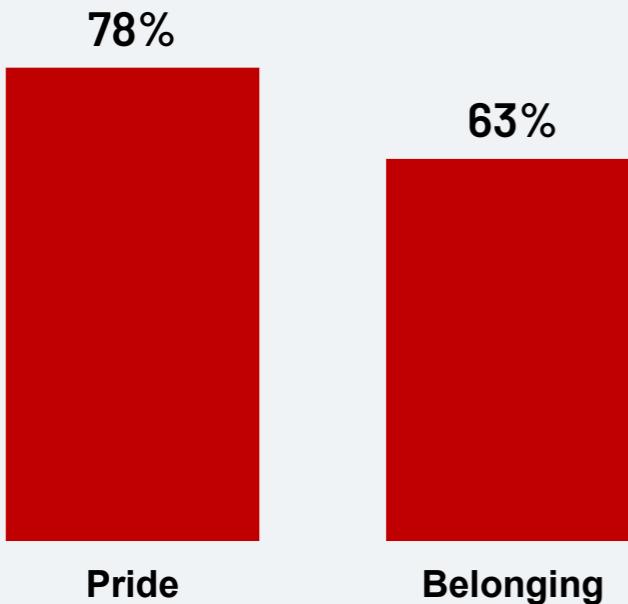
The Toronto Transit Commission (TTC) commissioned **Ipsos** as a neutral third-party research firm to ensure confidentiality and anonymity.

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

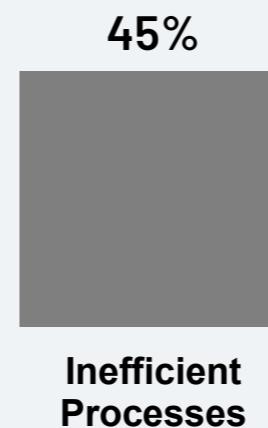
# Key Survey Insights

A workforce committed to their work at TTC and the communities it serves, but stifled by outdated systems and processes, a lack of psychological safety and low trust in leadership.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

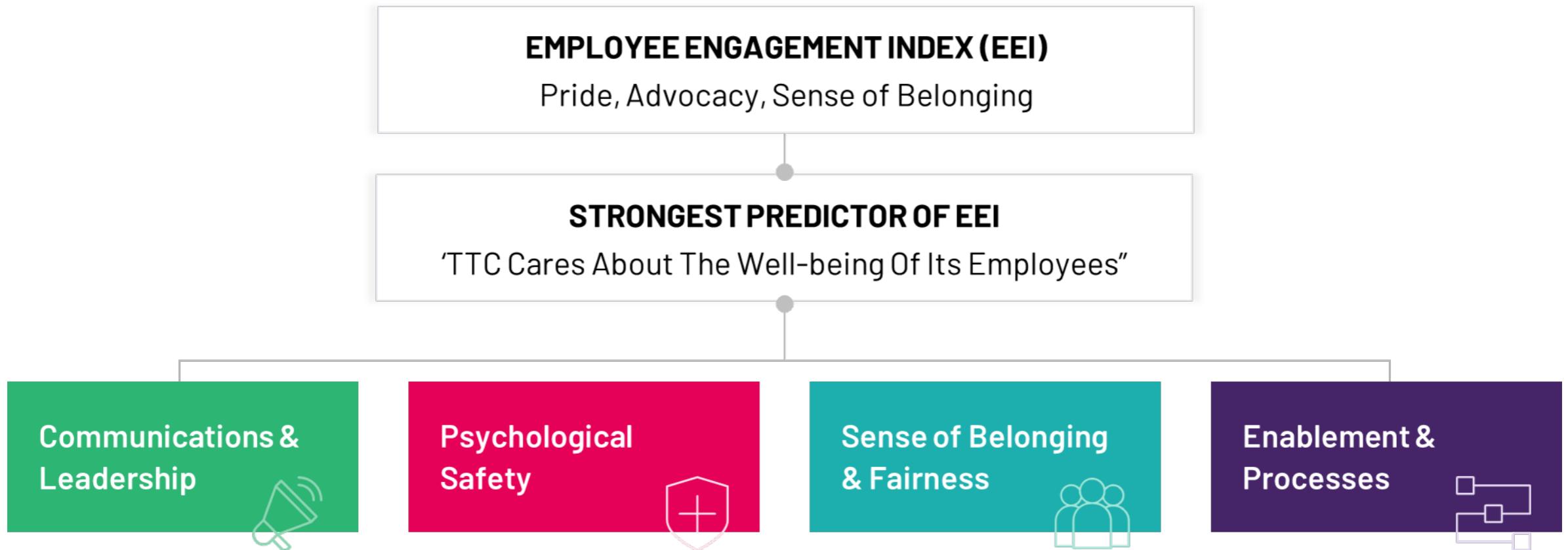


**...and deep-rooted  
culture challenges**



# 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)

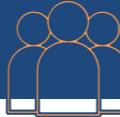
- Issues tracked, addressed with management, and progress reported back to build trust and psychological safety

## 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.

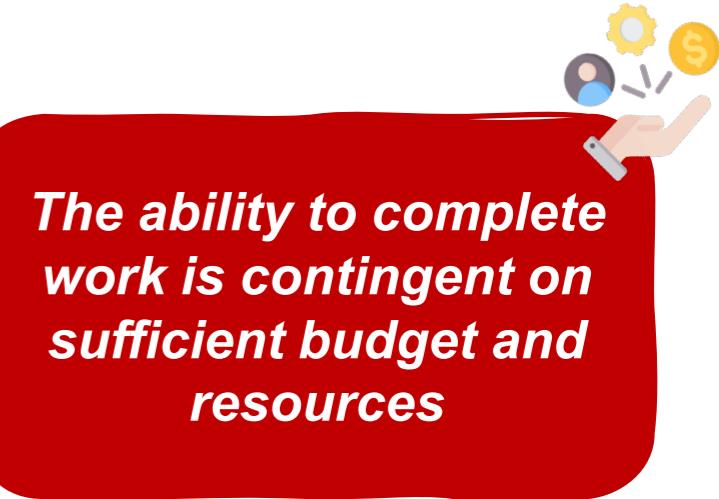
# Immediate Next Steps

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.***



**Additional Updates on Employee Engagement are Provided Through:**

- Auditor General's report

