

TTC Employee Engagement Survey Results

All TTC employees



March 2017



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INTRODUCTION

Objectives

- To establish organizational best practices within TTC corporate culture
- To assess changes since the 2014 Employee Engagement Survey, across the TTC, across employee groups, and by department
- To identify key drivers of engagement across the following aspects of the employee experience:

1. **Job**
2. **Company**
3. **Manager/Supervisor**
4. **Team**
5. **Working Environment**
6. **Safety**
7. **Training and Development**
8. **Performance and Reward**

Methodology

Field Dates:	Launch: October 24, 2016 Close: November 30, 2016	The 2016 survey was launched on October 24, 2016. The survey closed on November 30, 2016. The data collection period was similar to 2014, which ran from October 27, 2014 to December 8, 2014.
Mode:	Online: Staff Paper: Union	As in 2014, there were two different survey modes. Non-union (Staff) employees were asked to complete the survey online, along with some Union employees. Most Union employees were asked to complete paper surveys either on TTC premises or by mail.
Surveys Issued:	Email: 3,752 Mail: 6,382 Working: 3,720	In 2014 all of the paper surveys were mailed to home addresses. In 2016, many Union employees were asked to complete the survey on TTC premises, while Operators received the survey via mail, as before. Additionally, a small number of employees requested to receive the survey in an alternate mode and were accommodated.
Surveys Completed:	Online: 2,991 Paper: 2,864	Paper surveys completed at work were deposited in secure ballot boxes located at TTC locations which were periodically collected by R.A. Malatest staff throughout the survey period, with all remaining surveys collected by the end of the survey period.

Similar to 2014, each employee was assigned an individual access code by R.A. Malatest for the purpose of linking respondents to their correct group and department. This code served as a login code to access the online survey and was pre-printed on return envelopes provided with mailed paper surveys.

In total, 5,855 surveys were completed (2,991 online and 2,864 via paper) for an overall response rate of 42%. This is an improvement from the 2014 study which achieved 4,808 completions and a 36% response rate. As in 2014, no data will be reported for any group with fewer than 10 completed surveys.

Note: Data for 2016 Manager/Non-manager splits have not been compared to 2014 values due to the change in definition of “Manager” in 2016. In 2014, this category included only managers, Senior Management, and executives, whereas in 2016 this category includes all leadership levels at the TTC.

Response rates

Group	Count		Response Rate	
	2016	2014	2016	2014
CEO's Office	323	56	91%	97%†
Engineering, Construction & Expansion Group	286	305	86%	92%†
Corporate Services	451	706	75%	85%†
Strategy & Customer Experience	121	144	63%	77%†
Operations Group	1793	1898	50%	36%†
Service Delivery Group	2869	1685	33%	25%†
Total	5855	4808	42%↑	36%

Employee type	Count		Response Rate	
	2016	2014	2016	2014
Staff	2,367	2,343	82%↓	90%
Union	3,476	2,436	32%↑	23%
Manager	1,003	n/a††	80%	n/a††
Non-Manager	4,840	n/a††	38%	n/a††
Wheel-Trans	100	145	22%	33%
Subway	229	266	26%	32%
Streetcar	135	178	18%	25%
Bus	830	1,110	17%	24%

↑↓ Denotes *statistically significant* increase (up arrow) or decrease (down arrow) compared to 2014 score.

† Due to organizational changes since 2014, group-level response rates from 2014 are not comparable to 2016.

†† The definition of “manager” has changed substantially since 2014 and, as a result, previous data is not available.

Note that the total number of completed surveys in 2014 and in 2016 exceeds the sum of the counts by group because some respondents removed their unique identifier from the survey. These surveys could be counted towards the total number of surveys completed but could not be allocated to a group.

Reporting notes

- **Most questions in the survey asked for level of agreement on a 1-10 scale.**
 - For these questions, responses of 7-10 are classified as “Agree”, 5-6 as “Neutral”, and 1-4 as “Disagree”. Employees selecting “N/A” or not responding to the question were excluded.
 - Other questions are reported by each response option available, including those who left a question blank on a paper survey, when they were eligible to answer, to ensure that results from paper and online survey modes are comparable.
- **Some questions were not answered by enough employees to allow the data to be reported for some groups or employee categories.**
 - In cases where not enough employees in a certain category answered a particular question, some or all of the results may have been suppressed to preserve employee confidentiality, and because sample sizes would be too small to provide reliable results.
 - Results in the form of percentages will be suppressed throughout this report if there were fewer than 30 valid responses (indicated by *).
 - Results in the form of mean scores will be suppressed throughout this report if there were fewer than 10 valid responses (indicated by **).
- **Exact sample size may vary by employee group/category or by individual question**
 - In general, if the results for more than one question, or for more than one employee category, are presented on the same slide, the sample size varies slightly by question.
 - It can be assumed that, unless otherwise stated, sample sizes include all employees who provided a valid response to the question. Refer to response rates (slide 7) for total sample by group and employee category.
- **Results from 2014 are not reported at the group level**
 - Due to organizational changes since 2014, group-level response rates from 2014 are not comparable to 2016. Because of this, only 2016 results will be shown at the group level.
- **Differences between 2016 and 2014 results have been tested for statistical significance**
 - When a 2016 survey result is significantly higher or lower than the equivalent 2014 result, this is noted with either an upwards or downwards arrow.
 - Not all differences, even if they are large, will necessarily be significant differences. In addition, some small differences might be significant.
 - Statistical significance indicates that a difference in results is unlikely to be due to random chance.
 - If an apparently large difference is not significant (or a smaller difference is significant), it may be due to differing sample sizes, or other factors that affect the calculations.

Highlights

Response Rate

- The 2016 response rate has increased notably, from 36% in 2014 to 42% in 2016. This increase was driven by unionized employees (increasing from 23% in 2014 to 32% in 2016). Among Staff members, the response rate declined somewhat but remains much higher than among Union members (from 90% in 2014 to 82% in 2016).

Employee Engagement Score

- The TTC's 2016 Employee Engagement Score (EES) was relatively stable compared to 2014, but a slight (yet significant) decline was noted (moving from 7.8 in 2014 to 7.7 in 2016). Although the Employee Engagement Score increased marginally among Staff members (moving to 8.1 from 8.0 in 2014) and remained stable among Union members (at 7.5), the higher participation of union workers in 2016 (up to 32% from 23% in 2014) served to pull down the overall Employee Engagement Score.
- In 2016, Engagement was highest among employees in the CEO's Office (8.4) and Engineering, Construction & Expansion (8.2) and lowest among employees in the Strategy & Customer Experience (7.5) and Service Delivery (7.6) groups. These results are consistent across most survey measures.

Key Drivers of Employee Engagement

- Key drivers of employee engagement in 2016 were identical to 2014; more specifically, Your Job was identified as an area to protect (i.e., relatively high impact on the Employee Engagement Score and relatively high satisfaction), and Working Environment and Your Company were both identified as areas to improve (i.e., relatively high impact on the Employee Engagement Score and relatively low satisfaction) .
- Most aspects of the employee experience were stable to improved relative to 2014 but declines were observed for two of the key drivers of employee engagement: Your Job and Your Company. However, satisfaction with Your Job remains high relative to other aspects of the employee experience.
- Specific actions the TTC should take to increase levels of employee engagement moving forward are outlined on the following pages.

Highlights (cont'd)

Your Job

- Your Job is an area to protect for all groups and the strongest driver of employee engagement for all groups. This is primarily because employees have the impression that their work “enables them to use their skills and abilities” and “put customers first” (both represent areas to protect for almost all groups).
- To further increase employees’ satisfaction with their job, results suggest that the TTC should focus on:
 - Exploring what makes employees feel motivated in their job (this was identified as an area to improve for most groups and satisfaction scores have declined since 2014); and
 - Empowering employees to make decisions in their job. Although satisfaction with this aspect of job satisfaction has increased, it is still low relative to other areas and the impact this aspect has on employees’ job satisfaction has increased since 2014.

Working Environment

- Employees’ satisfaction with their working environment is stable relative to 2014 but is lower than other aspects of the employee experience. Results indicate that the specific actions the TTC should take in order to increase employees’ satisfaction with their working environment are generally consistent by group. Note that these actions were also recommended in 2014:
 - The strongest driver of employees’ satisfaction with their working environment is feeling like the TTC cares about their mental health and emotional wellbeing. This was identified as an area to improve for most groups.
 - The second strongest driver of employees’ satisfaction with their working environment is feeling satisfied with their workspace and facilities. It is recommended that the TTC explore what this means for different groups within the TTC.
 - The third strongest driver represents an aspect of Working Environment which was added to the survey in 2016; specifically, “the TTC hires and promotes people who apply to competitive job postings based on their skills, knowledge and experience (“competitive” meaning those jobs posted as Job Opportunities).” This was identified as an area to improve for all groups within the TTC, and satisfaction with this aspect ranks lower than any other aspect of Working Environment. The fact that this new attribute has emerged as a key driver underscores the importance of emphasizing to employees that hiring and promotions are merit based.

Highlights (cont'd)

Your Company

- Declines in satisfaction with Your Company are due, primarily, to reduced satisfaction with Senior Management's ability to make the right decisions for the company's future success. Other contributing factors include reduced perceptions that Senior Management welcomes all feedback, both positive and negative, and that employees are sufficiently well informed about what is happening in the TTC.
- These were also identified as key drivers of satisfaction with Your Company in 2014, and satisfaction scores for these measures have declined.

Discrimination and Harassment

- Incidence of discrimination/harassment in the workplace (at 19%) was similar to 2014 (at 21%). As in 2014, incidence of discrimination/harassment was highest among those working in Operations (21%) and those working in Service Delivery (21%).
- Work is still needed to improve satisfaction with the process of addressing reports of discrimination. In 2016, the main reasons for not reporting incidents included fear of retribution and assumptions that nothing would be done to address complaints. These were also among the main reasons cited for not reporting incidents in 2014.

Diversity and Inclusion

- For the most part, engagement scores did not vary significantly by diversity group, with the following exceptions:
 - Engagement was significantly lower among employees identifying as having a disability (at 7.2) than those not (at 7.8)
 - Employees self-identifying as members of the LGBTQ+ community were also less engaged (7.4) than those employees who do not (7.8), but results should be interpreted with caution due to the small number of employees self identifying as members of the LGBTQ+ community.
 - Younger employees (Engagement Score of 7.4 among those aged 18 to 30) were less engaged than older employees (Engagement score of 7.8 among those aged 30 to 49, and 7.9 among those 50+). However, results should be interpreted with caution due to the small number of employees self identifying as aged 18 to 30.

Top 5 and bottom 5 scores

Top 5

- 1 I am strongly encouraged to report unsafe working conditions (8.2)
- 2 I feel comfortable discussing safety issues at work (8.1)
- 3 The TTC offers good job security (8.1)
- 4 I often look for ways to make improvements in how things are done (8.0)
- 5 My manager/supervisor/foreperson is well informed about safety issues (7.9)

Bottom 5

- 1 There is effective sharing of information across the TTC (4.9)
- 2 If something goes wrong, people concentrate on putting it right, not blaming others (5.1)
- 3 I feel involved in major changes taking place at the TTC (5.1)
- 4 I trust Senior Management (5.2)
- 5 There is good collaboration between different parts of the TTC (5.2)

OVERALL EMPLOYEE ENGAGEMENT SCORE

Measuring Employee Engagement

- Malatest typically uses a composite of different survey measures to define Employee Engagement. A composite is used rather than a single measure for the following reasons:
 - A composite is more stable than a single variable. A single variable is more susceptible to random fluctuations in the data which makes it less reliable for tracking purposes.
 - It is misleading to think that the entire employee experience which is broad in scope can be expressed via a single question. A composite which includes more than one measure is better able to explain the concept of Employee Engagement.
- Malatest typically selects three measures to include in the composite because including more than three measures can result in a composite that is very difficult to move over time (to move the composite, all measures included in the composite need to receive similarly high or low ratings). Three measures result in a composite that is stable without being immovable.
- Employee Engagement can mean different things for different industries and for different organizations within the same industry. For this reason, Malatest does not pre-select the measures that will be included in the composite that represents employee engagement for a given organization. Instead, Malatest runs a series of tests to identify the “best” composite for a specific organization. The best composite is the one that explains the most variance in Employee Engagement overall, and includes measures that generate the highest number of valid responses (indicating that these measures resonate with the largest proportion of TTC employees).
- Test results identified the composite including the following measures as best explaining the idea of employee engagement for the TTC:
 - I am satisfied with the TTC as an employer
 - I enjoy coming to work every day
 - I see value in the work that I do
- Overall, across these three measures, the TTC’s mean Employee Engagement score is 7.7 on a 10 point scale (where “10” is the highest rating and “1” is the lowest).

Section summary

- The 2016 Employee Engagement Score, at 7.7, is marginally lower than in 2014 (at 7.8).
- As in 2014, Employee Engagement is higher among Staff members (at 8.1) versus Union members (at 7.5). The Engagement score among Staff members increased marginally in 2016 (from 8.0 to 8.1) and remained stable among Union members (at 7.5).
- Although the Employee Engagement Score increased slightly among Staff, the overall score was pulled down by the larger proportion of Union workers participating in the survey in 2016 (i.e., 2,436 participating in 2014 and 3,345 in 2016).
- Employee Engagement among the transportation modes are quite similar.
- When assessed by group, Employee Engagement is highest among employees in the CEO's Office (at 8.4) followed by Engineering Construction & Expansion (at 8.2) and lowest among employees in the Strategy & Customer Experience group (at 7.5) and Service Delivery group (7.6).

Overall employee engagement score

Mean	2016	2014
I am satisfied with the TTC as an employer	7.7 ↓	7.8
I enjoy coming to work every day	7.4	7.3
I see the value in the work that I do	8.1 ↓	8.2
Composite	7.7	7.8
Staff	8.1	8.0
Union	7.5	7.5

↑ ↓ Denotes *statistically significant* increase (up arrow) or decrease (down arrow) compared to 2014 score. Not all similar-sized differences will be significant, as the statistical testing takes additional factors into account.

Overall employee engagement score

By group and employee type

Mean	2016	2014
All employees	7.7	7.8
Mean	2016	2014
Staff	8.1	8.0
Union	7.5	7.5
Manager	8.1	n/a
Non-Manager	7.6	n/a
Bus	7.2	7.4
Wheel-Trans	7.4	7.3
Streetcar	7.4	7.3
Subway	7.1	7.4

Mean	2016†
CEO's Office	8.4
Engineering, Construction & Expansion	8.2
Corporate Services	7.7
Operations	7.7
Service Delivery	7.6
Strategy & Customer Experience	7.5

† Due to organizational changes since 2014, group-level results from 2014 are not shown as they are not comparable to 2016.

↑ ↓ Denotes *statistically significant* increase (up arrow) or decrease (down arrow) compared to 2014 score. Not all similar-sized differences will be significant, as the statistical testing takes additional factors into account.

RATINGS ON ASPECTS OF EMPLOYEE ENGAGEMENT

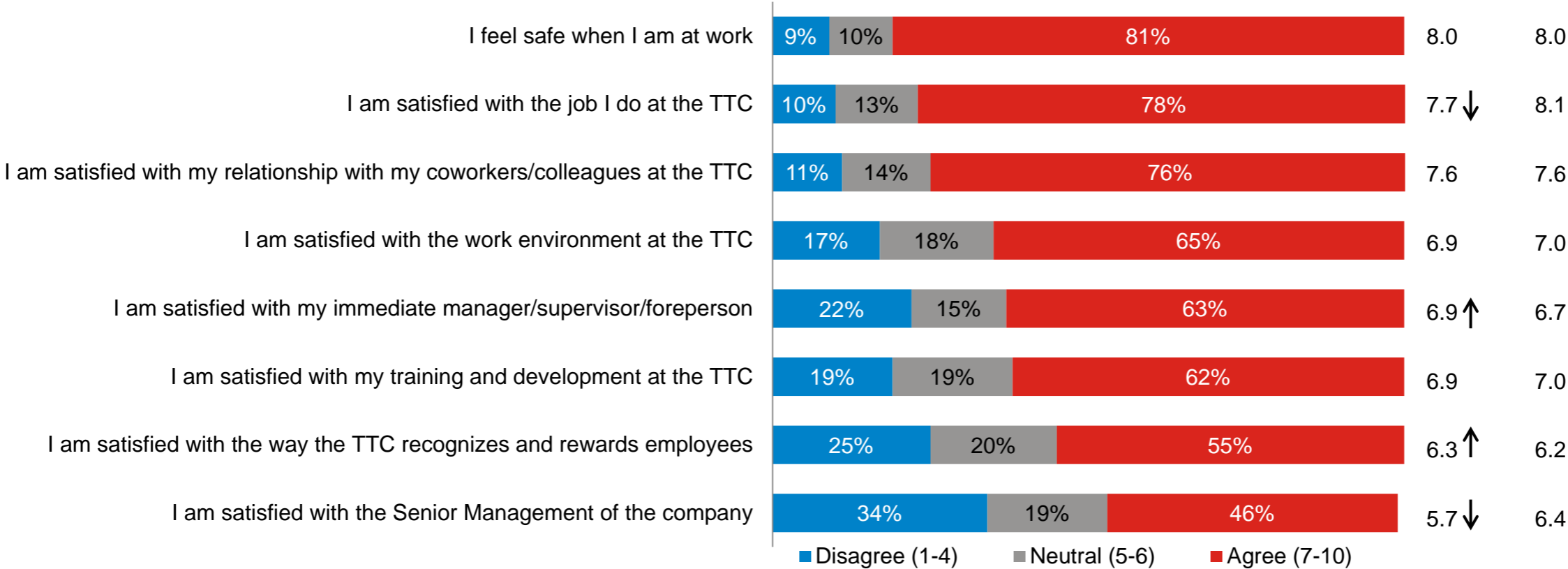
Section summary

- The following measures were included in the survey in order to assess overall satisfaction with the various aspects of the employee experience:
 - Overall, I am satisfied with the job I do at the TTC
 - Overall, I am satisfied with the Senior Management of the company
 - Overall, I am satisfied with my immediate manager/supervisor/foreperson
 - Overall, I am satisfied with my relationship with my coworkers/colleagues at the TTC
 - Overall, I am satisfied with the work environment at the TTC
 - Overall, I feel safe when I am at work
 - Overall, I am satisfied with my training and development at the TTC
 - Overall, I am satisfied with the way the TTC recognizes and rewards employees
- Ratings were highest for “I feel safe when I am at work” and second highest for “I am satisfied with the job I do at the TTC”. These were also the highest rated aspects in the 2014 survey; however this year the order is reversed, with job satisfaction decreasing in 2016 and falling below safety satisfaction, which remained unchanged. Also similar to the previous wave, ratings were lowest for “I am satisfied with the Senior Management of the company” and “I am satisfied with the way the TTC recognizes and rewards employees.” These results were consistent for most groups, with the exception of Engineering, Construction & Expansion, Corporate Services and Strategy and Customer Experience groups, who rated satisfaction with their coworkers slightly higher than the job they perform.
- Apart from job satisfaction, satisfaction with Senior Management decreased in 2016 as well. However, satisfaction with immediate manager/supervisor/foreperson and satisfaction with the way that the TTC recognizes and rewards employees both increased in 2016.
- Mean scores across all measures were highest for Engineering, Construction & Expansion and the CEO’s Office and lowest for Service Delivery and Operations. When assessed by employee type, Staff scores are consistently higher than Union scores, and Manager scores are consistently higher than Non-Manager scores. Compared to the prior wave, all employee types (except for Manager/Non-Manager which was not tracked in the way it is currently defined) were less satisfied with their job, and all employee types and modes (except Subway) reported decreased satisfaction with Senior Management.

Aspects of employee engagement

How much do you agree or disagree with each of the following statements?

Mean 2016 Mean 2014



↑ ↓ Denotes statistically significant increase (up arrow) or decrease (down arrow) compared to 2014 score. Not all similar-sized differences will be significant, as the statistical testing takes additional factors into account.

Aspects of employee engagement

By group

How much do you agree or disagree with each of the following statements?

Key Drivers by Group	All TTC Employees	CEO's Office	Corporate Services	Engineering, Construction & Expansion	Operations	Service Delivery	Strategy & Customer Experience
I am satisfied with the job I do at the TTC	7.7	8.5	7.7	8.1	7.7	7.7	7.4
I am satisfied with the Senior Management of the company	5.7	7.4	6.5	7.3	5.5	5.3	6.0
I am satisfied with my immediate manager/supervisor/foreperson	6.9	8.4	7.8	8.2	6.8	6.5	6.8
I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	8.1	7.9	8.3	7.6	7.4	7.9
I am satisfied with the work environment at the TTC	6.9	8.0	7.3	8.1	6.8	6.7	7.0
I feel safe when I am at work	8.0	9.2	8.8	9.1	7.9	7.7	8.6
I am satisfied with my training and development at the TTC	6.9	7.5	7.0	7.9	6.7	6.8	6.0
I am satisfied with the way the TTC recognizes and rewards employees	6.3	7.2	6.7	7.3	6.2	6.1	6.3

Aspects of employee engagement

By employee type

How much do you agree or disagree with each of the following statements?

By employee type	Staff		Union		Bus		Wheel-Trans		Streetcar		Subway		Manager	Non-Manager
	'16	'14	'16	'14	'16	'14	'16	'14	'16	'14	'16	'14	'16	'16
I am satisfied with the job I do at the TTC	8.1 ↓	8.3	7.5 ↓	7.9	7.3 ↓	7.9	7.7 ↓	8.3	7.0 ↓	7.7	7.0 ↓	7.7	8.2	7.7
I am satisfied with the Senior Management of the company	6.8 ↓	7.2	4.9 ↓	5.7	5.0 ↓	5.8	4.3 ↓	5.6	5.0	5.6	4.4 ↓	5.4	6.6	5.5
I am satisfied with my immediate manager/supervisor/foreperson	7.8 ↑	7.5	6.3 ↑	5.9	6.0	6.0	5.7	5.6	5.7	5.8	6.1	6.1	7.7	6.7
I am satisfied with my relationship with my coworkers/colleagues at the TTC	8.0	8.0	7.3	7.3	7.0	7.0	7.1	7.5	7.3	7.4	6.9	7.3	8.0	7.5
I am satisfied with the work environment at the TTC	7.6	7.6	6.5	6.5	6.5	6.6	6.1	6.4	6.5	6.2	5.7	5.9	7.4	6.8
I feel safe when I am at work	8.9	8.9	7.4 ↑	7.1	7.1	7.2	7.8	7.4	7.2	7.0	7.0	7.3	9.0	7.8
I am satisfied with my training and development at the TTC	7.2 ↑	7.0	6.7 ↓	6.9	7.0	7.2	6.2 ↓	6.9	6.9	7.3	6.6	7.0	7.2	6.8
I am satisfied with the way the TTC recognizes and rewards employees	6.9	6.6	5.9	5.8	5.8	5.8	5.6	5.7	5.8	5.7	5.2	5.5	6.9	6.2

↓ ↑ Denotes *statistically significant* increase (up arrow) or decrease (down arrow) compared to 2014 score.
 Not all similar-sized differences will be significant, as the statistical testing takes additional factors into account.

OPPORTUNITY ANALYSIS

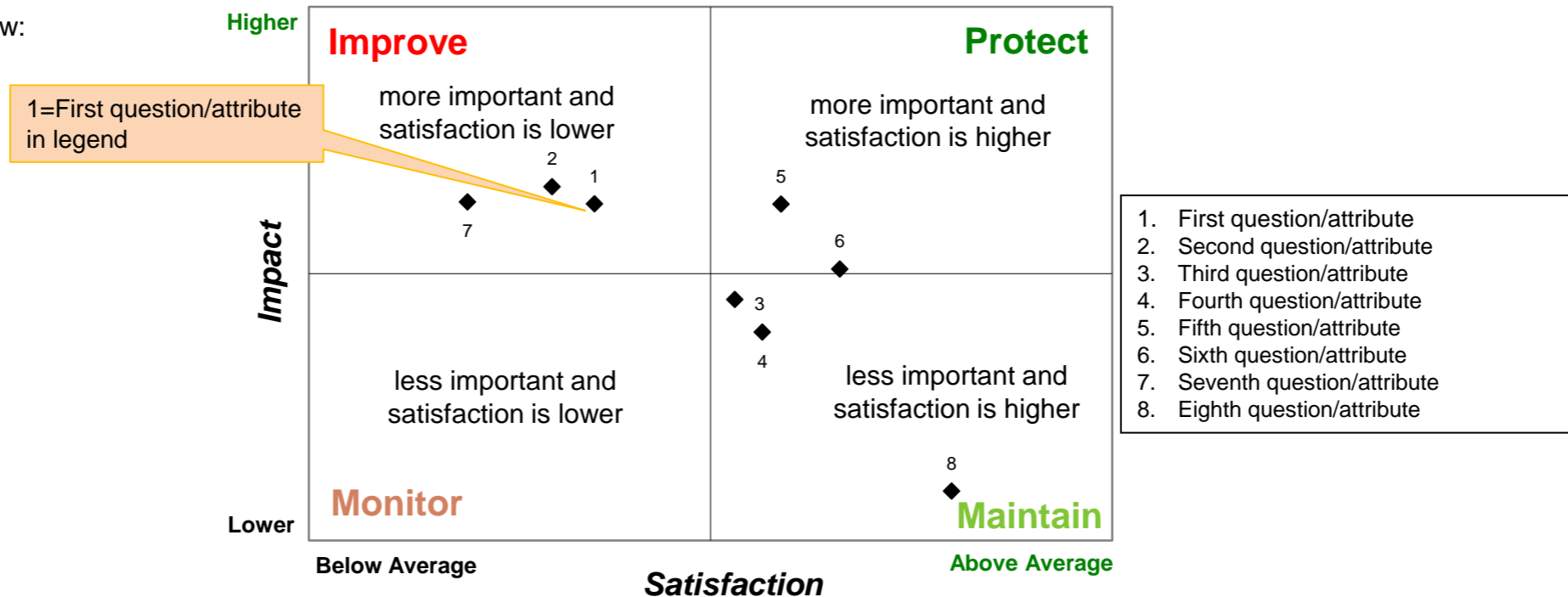
Section summary

- Each aspect of the employee experience can be thought of as a lever that will generate a greater or lesser degree of “lift” in Employee Engagement overall. To determine which aspect of the employee experience will generate the most lift in Employee Engagement, Malatest conducted correlation analysis to assess how strongly connected each aspect of the employee experience is to Employee Engagement overall.
- Correlation analysis identified the following aspects of the employee experience as having the strongest connection to Employee Engagement overall: “Your Job”, “Working Environment”, and “Your Company.” This means that increasing employee satisfaction with these aspects of the employee experience will generate the greatest amount of “lift” in Employee Engagement overall.
- Conversely, the following aspects of the employee experience were identified as having the least impact (i.e., the lowest correlation) on Employee Engagement: “Your Team”, “Your Manager/Supervisor”, and “Training & Development”. Focusing on increasing employee satisfaction with these aspects of the employee experience will not generate as much improvement in Employee Engagement as will increasing employees’ satisfaction with Your Job, Working Environment, and Your Company.
- To connect this data to employee satisfaction, and to provide a map to identify the areas of greatest priority, Malatest uses “opportunity analysis” to map out these areas in a way that shows both their influence on Engagement and also employee satisfaction with these areas. To create the opportunity analysis:
 - Each aspect of Employee Engagement (identified in the prior section of this report) was first correlated with the Employee Engagement Score (a composite of three overall rating questions, as detailed on slide 15)
 - Results were then plotted against employees’ satisfaction with each aspect of Employee Engagement agreement onto a chart divided into four quarters (or “quadrants”). The resulting quadrant chart (“Opportunity Analysis”) identifies the key drivers of Employee Engagement.
- It should be noted that, although opportunity analysis results may reveal certain aspects to have more “importance” than others, it should not be implied that employees are saying that this aspect is more or less important to them, as they were not asked about this. It is only “important” in that there is a stronger connection between satisfaction with this aspect and an employee’s engagement score.
- An example of opportunity analysis can be found on the next slide.

How to read the opportunity analysis

- The position of each driver suggests the importance of that aspect, and how well it is performing. Specifically:
 - Top left – improve: an attribute located here is strongly connected to Employee Engagement, but also that satisfaction is low compared to the other attributes in the analysis. An item in this quadrant is a priority for improvement.
 - Top right – protect: as with the improve quadrant, attributes located here are also strongly connected to Employee Engagement. The difference is that employees are relatively satisfied with these areas. These are areas of strength but should be actively protected so that satisfaction does not fall.
 - Bottom left – monitor: attributes in this quadrant, while still relevant to Engagement, are not as strongly connected as the attributes in the top two quadrants. Since satisfaction is low, these could become areas of concern if the situation changes and this area becomes more important for Engagement, and thus should be monitored.
 - Bottom Right – maintain: attributes in this quadrant have relatively high satisfaction scores, but they are not as strongly connected to Engagement. This is not a priority for action, beyond maintaining current performance.

- An example is provided below:

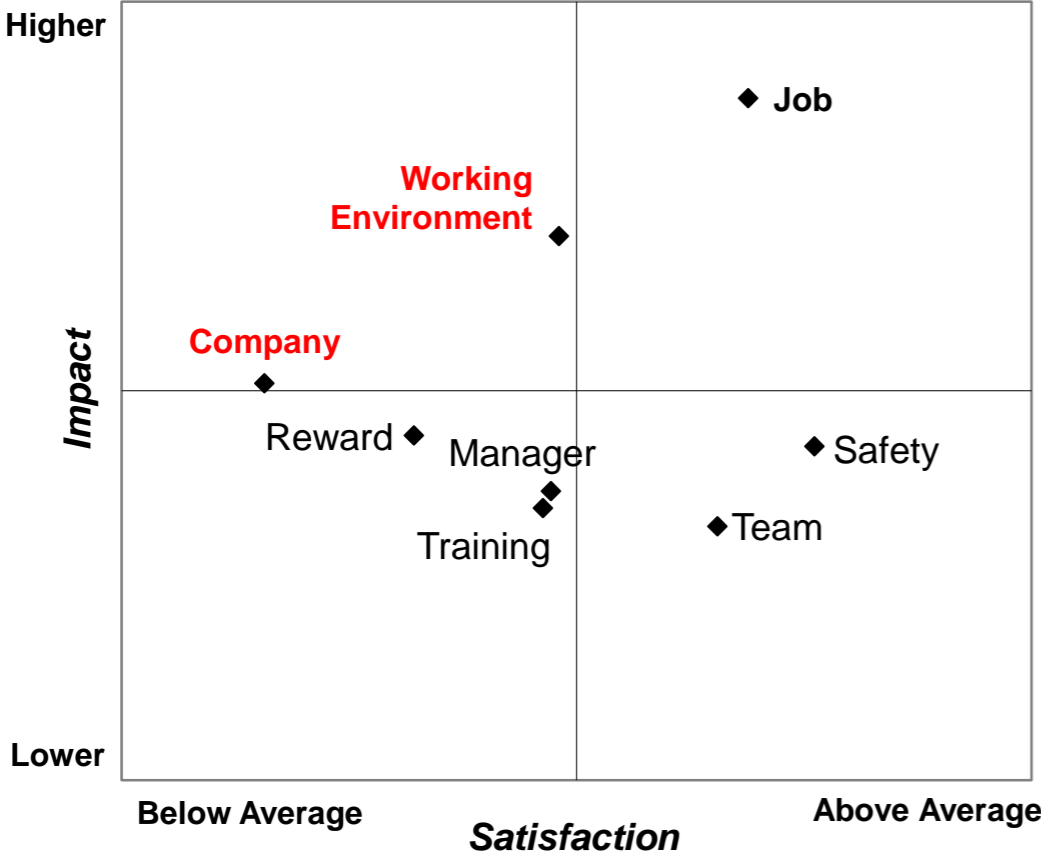


Section summary

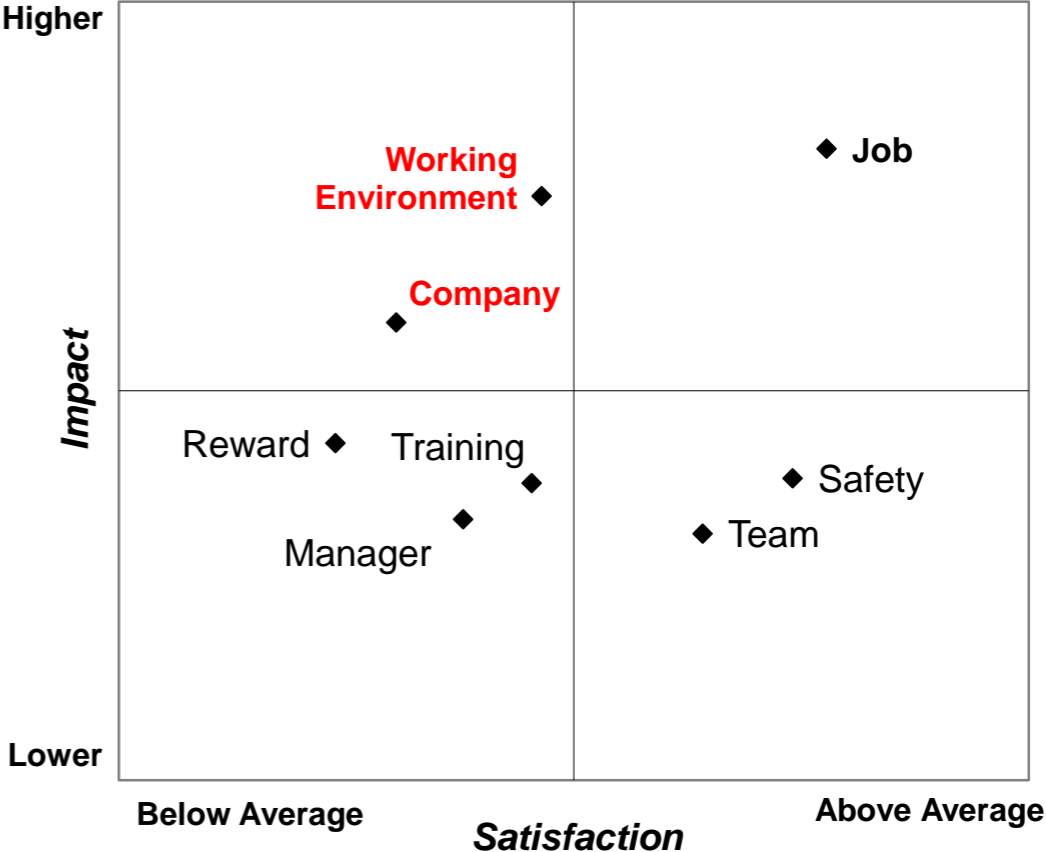
- Results of the Opportunity Analysis (next slide) conducted in 2016 are identical to 2014. Results are shown in this sub-section of the report and are summarized below:
 - areas to improve (high relative impact; low relative performance) :
 - Working Environment
 - Company
 - areas to protect (high relative impact; high relative performance):
 - Job
 - areas to monitor (low relative impact; low relative performance):
 - Performance/Reward
 - Training & Development
 - Manager/Supervisor
 - areas to maintain (low relative impact; high relative performance):
 - Safety
 - Team
- Results of this analysis are similar for each group with a few exceptions:
 - Your Company is an area to monitor for Operations and Safety is an area to protect
 - Working Environment is an area to protect for Engineering, Construction & Expansion
 - Training and Development is an area to improve for Corporate Services
 - Performance and Reward is an area to improve for the CEO's Office
- This model of Employee Engagement has also been statistically tested to ensure it is valid. The eight aspects used in the model together explain 68% of the variance in Employee Engagement overall; it is quite a strong model. In technical terms, the multiple regression model shows an Adjusted $R^2 = 0.68$ (stepwise). The adjusted R^2 (coefficient of determination) indicates the certainty with which predictions can be made using a model. In other words, 68% of the variance in Employee Engagement can be predicted using this model.

Employee Engagement opportunity analysis

2016



2014



Opportunity analysis (2016)

Summary by group

Mean	All TTC Employees	CEO's Office	Corporate Services	Engineering, Construction & Expansion	Operations	Service Delivery	Strategy & Customer Experience
Your Job							
Your Company/Senior Management							
Your Manager/Supervisor/Foreperson							
Your Team							
Your Working Environment							
Safety							
Training and Development							
Performance and Reward							

Represents area to protect
 Represents area of priority improvement

AREA TO PROTECT: YOUR JOB

Section summary

- Driver Analysis identified Your Job as having the most impact on Employee Engagement, as in 2014. Your Job received relatively high satisfaction and impact scores, making this an area to protect.
- The majority of respondents agreed that “overall, I am satisfied with the job I do at the TTC” (78%). This represents a significant decline relative to 2014 (82%).
- When assessed by group, the CEO’s Office (90%) and Engineering, Construction & Expansion (88%) had the highest levels of job satisfaction, and Strategy & Customer Experience had the lowest (74%). Among all tracked employee types and transit modes, job satisfaction has decreased significantly from 2014.
- With respect to the specific aspects of Your Job, highest levels of agreement were observed for “I look for ways to make improvements in how things are done” (81%), and “overall, I am satisfied with the job I do at the TTC” (78%). Employees were least likely to agree that “I feel involved in major changes taking place at the TTC that affect my work area” (38%); this score is much lower than any other aspect of Your Job. (This question was not asked in 2014.)
- Employees in the CEO’s Office gave the highest scores for virtually all statements about their job. Scores were lowest among employees in the Service Delivery group, with the exception of “I feel motivated in my job,” “I have the proper equipment/tools to do my job well,” and “in my job, I feel able to put customers first.” For these statements, ratings were lowest among customers in the Strategy & Customer Experience group.
- A higher proportion of managers agreed with all statements relating to Your Job, when compared to non-managers. Similarly, Staff employees scored higher on all statements compared to Union employees. Among transit modes. Wheel-Trans employees had the highest ratings on almost all aspects, with the exception of “I feel well informed about how to improve customer service.” This statement received the lowest rating from Wheel-Trans employees, and significantly declined relative to 2014 among this group as well.
- Driver analysis identified the following areas to improve:
 - I feel motivated in my job
 - I am given the freedom to make decisions in my job
- Compared to 2014, satisfaction with having the freedom to make decisions registered a small but significant increase, while motivation registered a small but significant decrease.
- This was consistent across almost all groups. Motivation, while a key driver for all groups, was an area to protect rather than improve for Service Delivery. CEO’s Office was the only group for whom freedom to make decisions was not an area to improve.
- Across all groups, “my work enables me to use my skills and abilities” is an area to be protected. For all groups except Engineering, Construction & Expansion, “in my job, I feel able to put customers first “ was identified as an area to protect. A few other aspects of Your Job were rated as influential by only one or two individual groups.

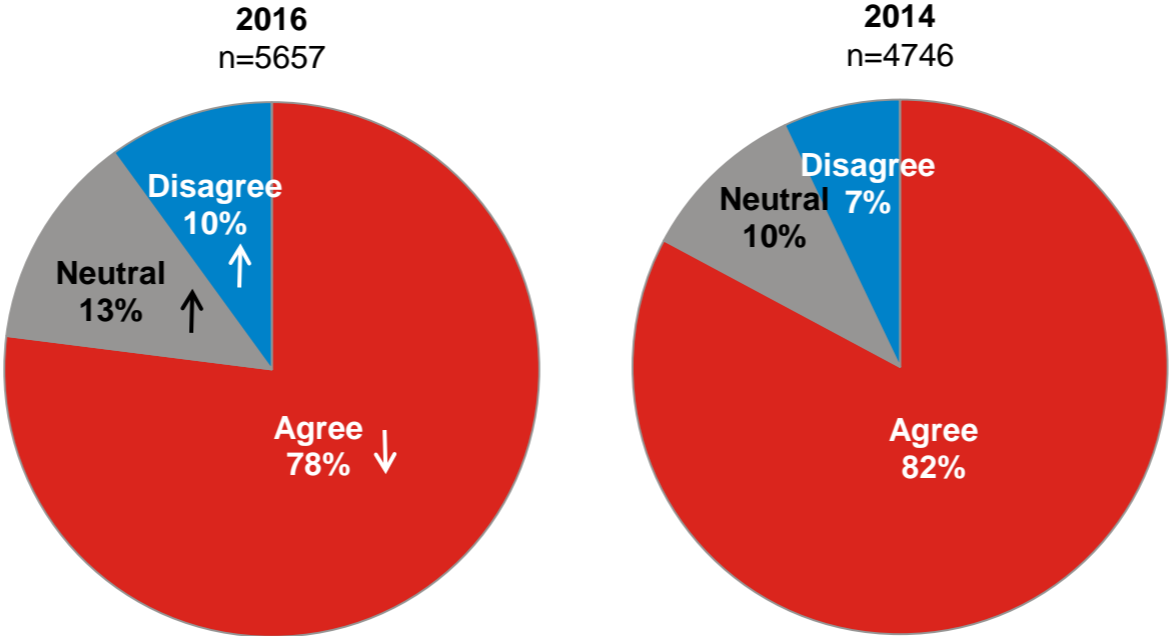
Overall ratings of Your Job

Wave-over-wave comparison

Overall, I am satisfied with the job I do at the TTC

2016 mean: 7.7 ↓
2014 mean: 8.1

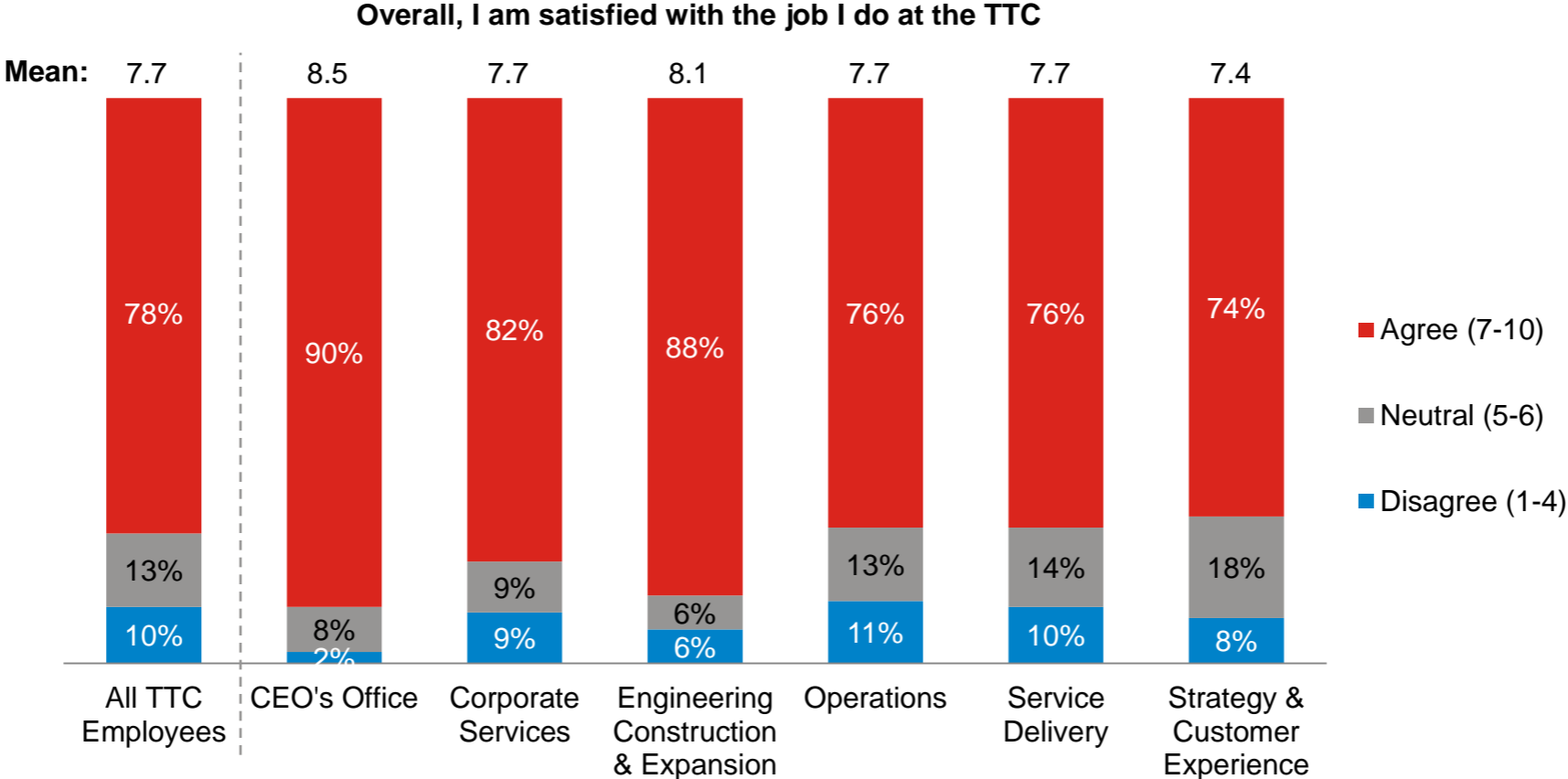
Agree: Rating of 7-10
Neutral: Rating of 5-6
Disagree: Rating of 1-4



↓ ↑ Denotes *statistically significant* increase (up arrow) or decrease (down arrow) compared to 2014 score.
Not all similar-sized differences will be significant, as the statistical testing takes additional factors into account.

Overall ratings of Your Job

By group



Overall ratings of Your Job

By employee type

Overall, I am satisfied with the job I do at the TTC.

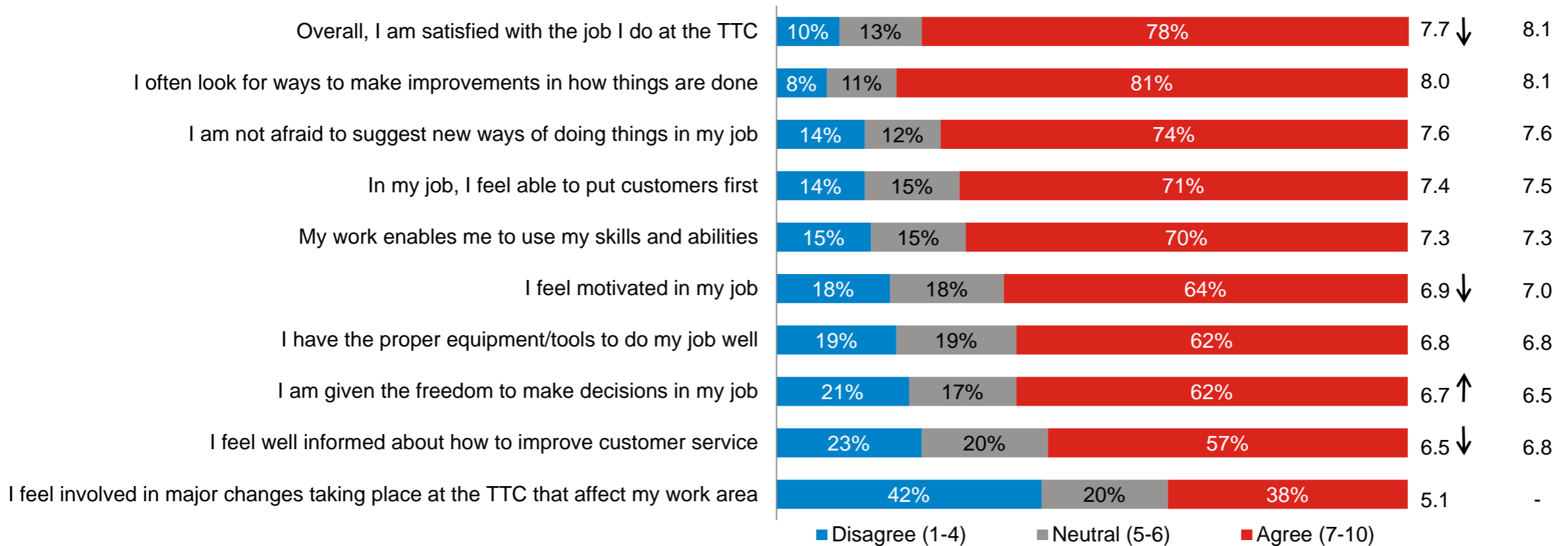
Employee type	2016 Mean	2014 Mean
Staff:	8.1 ↓	8.3
Union:	7.5 ↓	7.9
Manager:	8.2	n/a
Non-Manager:	7.7	n/a
Bus:	7.3 ↓	7.9
Wheel-Trans:	7.7 ↓	8.3
Streetcar:	7.0 ↓	7.7
Subway:	7.0 ↓	7.7

↑ ↓ Denotes *statistically significant* increase (up arrow) or decrease (down arrow) compared to 2014 score.
 Not all similar-sized differences will be significant, as the statistical testing takes additional factors into account.

Overall ratings of aspects of Your Job

How much do you agree or disagree with each of the following statements about your job?

Mean
2016 Mean
2014



↑ ↓ Denotes *statistically significant* increase (up arrow) or decrease (down arrow) compared to 2014 score. Not all similar-sized differences will be significant, as the statistical testing takes additional factors into account.

I feel involved in major changes taking place at the TTC that affect my work area: **new question in 2016**

Overall ratings of aspects of Your Job

By group

How much do you agree or disagree with each of the following statements about your job?

By group	All Employees	CEO's Office	Corporate Services	Engineering, Construction & Expansion	Operations	Service Delivery	Strategy & Customer Experience
I feel motivated in my job	6.9	7.8	7.0	7.6	6.9	6.7	6.6
My work enables me to use my skills and abilities	7.3	8.2	7.5	7.8	7.2	7.1	7.2
I have the proper equipment/tools to do my job well	6.8	7.0	7.3	7.7	6.9	6.6	6.3
I am given the freedom to make decisions in my job	6.7	7.9	7.2	7.4	6.7	6.3	6.8
In my job, I feel able to put customers first	7.4	8.2	7.7	8.2	7.3	7.2	7.1
I often look for ways to make improvements in how things are done	8.0	8.6	8.5	8.5	8.1	7.7	8.4
I am not afraid to suggest new ways of doing things in my job	7.6	8.4	8.0	8.2	7.7	7.2	7.8
I feel well informed about how to improve customer service	6.5	7.8	7.3	7.6	6.4	6.1	6.8
I feel involved in major changes taking place at the TTC that affect my work area	5.1	6.5	5.9	6.5	5.2	4.5	5.3

Overall ratings of aspects of Your Job

By employee type

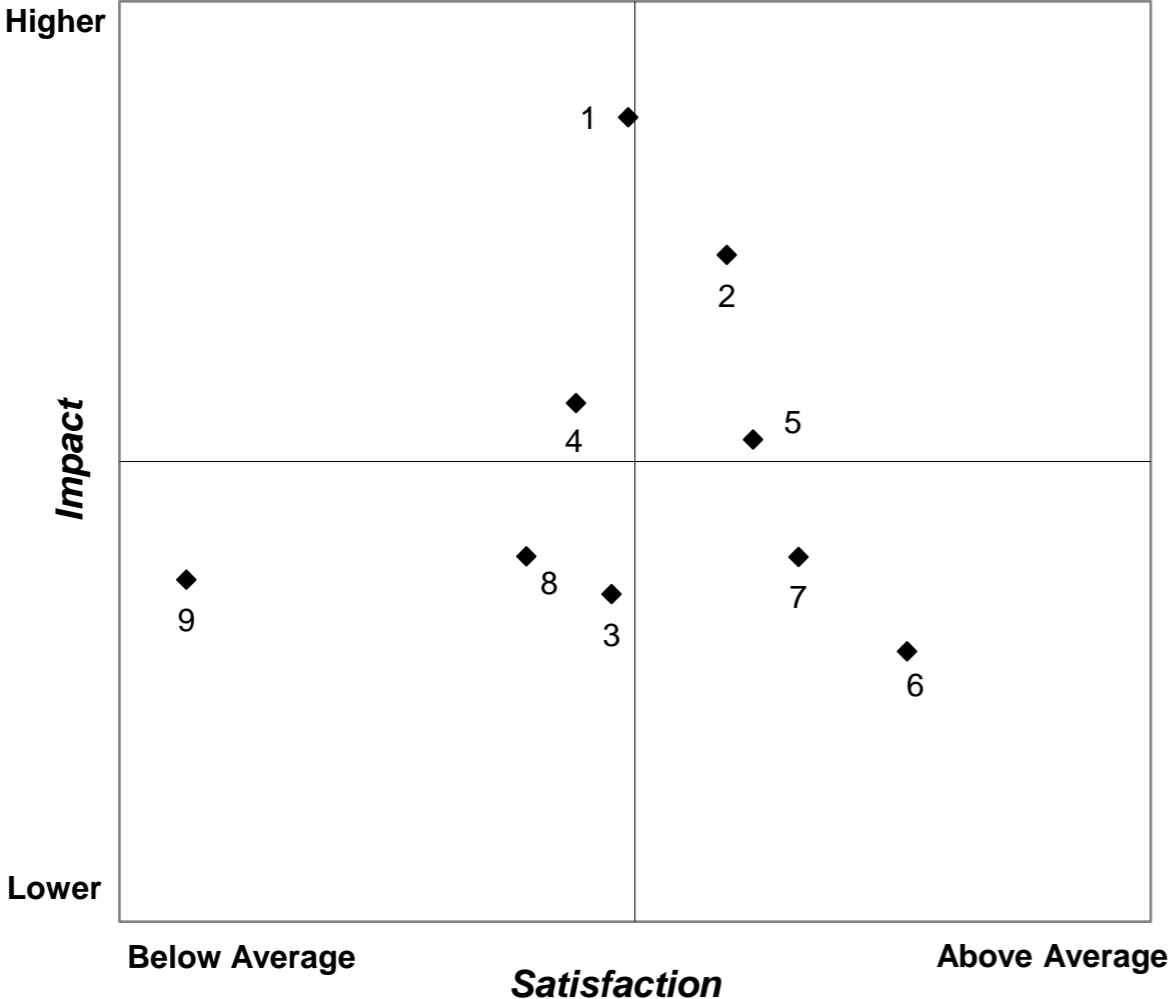
How much do you agree or disagree with each of the following statements about your job?

By employee type	Staff		Union		Bus		Wheel-Trans		Streetcar		Subway		Manager	Non-Manager
	'16	'14	'16	'14	'16	'14	'16	'14	'16	'14	'16	'14	'16	'16
I feel motivated in my job	7.4	7.4	6.5	6.6	6.2↓	6.6	6.6	6.8	6.3	6.3	6.2	6.5	7.5	6.7
My work enables me to use my skills and abilities	7.8	7.7	6.9	7	6.8	6.9	7.1	7.1	6.6	6.6	6.7	6.6	7.9	7.1
I have the proper equipment/tools to do my job well	7.1	7.0	6.6	6.5	6.4	6.3	6.6	6.8	5.5	5.2	6.4	6.5	7.0	6.8
I am given the freedom to make decisions in my job	7.4	7.3	6.1↑	5.8	5.3	5.4	5.8	6.0	5.2	4.8	5.1	4.9	7.4	6.5
In my job, I feel able to put customers first	7.8	7.8	7.0	7.1	6.8	6.9	7.5	7.6	6.8	6.6	6.5	6.6	7.8	7.3
I often look for ways to make improvements in how things are done	8.6↓	8.7	7.6	7.5	7.1	7.3	7.4	7.7	7.3	7.2	7.1	6.9	8.7	7.8
I am not afraid to suggest new ways of doing things in my job	8.2↓	8.3	7.1	7.0	6.3	6.5	6.9	6.8	6.4	6.6	6.8	6.7	8.4	7.4
I feel well informed about how to improve customer service	7.4	7.5	5.8↓	6.1	5.6↓	6.0	5.4↓	6.5	6.0	5.7	5.8	6.2	7.4	6.2
I feel involved in major changes taking place at the TTC that affect my work area	6.2	n/a	4.3	n/a	3.8	n/a	4.0	n/a	4.0	n/a	4.0	n/a	6.3	4.8

↓ ↑ Denotes *statistically significant* increase (up arrow) or decrease (down arrow) compared to 2014 score.
Not all similar-sized differences will be significant, as the statistical testing takes additional factors into account.

I feel involved in major changes taking place at the TTC that affect my work area: **new question in 2016**

Opportunity analysis: Your Job



1. I feel motivated in my job
2. My work enables me to use my skills and abilities
3. I have the proper equipment/tools to do my job well
4. I am given the freedom to make decisions in my job
5. In my job, I feel able to put customers first
6. I often look for ways to make improvements in how things are done
7. I am not afraid to suggest new ways of doing things in my job
8. I feel well informed about how to improve customer service
9. I feel involved in major changes taking place at the TTC that affect my work area (**New question in 2016**).

Opportunity analysis: Your Job

Summary by group

Key Drivers by Group	All TTC Employees	CEO's Office	Corporate Services	Engineering, Construction & Expansion	Operations	Service Delivery	Strategy & Customer Experience
I feel motivated in my job	🎯	🎯	🎯	🎯	🎯	🔒	🎯
My work enables me to use my skills and abilities	🔒	🔒	🔒	🔒	🔒	🔒	🔒
I have the proper equipment/tools to do my job well							
I am given the freedom to make decisions in my job	🎯		🎯	🎯	🎯	🎯	🎯
In my job, I feel able to put customers first	🔒	🔒	🔒		🔒	🔒	🔒
I often look for ways to make improvements in how things are done							
I am not afraid to suggest new ways of doing things in my job				🔒			🔒
I feel well informed about how to improve customer service			🎯				
I feel involved in major changes taking place at the TTC that affect my work area		🎯					

🔒 Represents area to protect
 🎯 Represents area of priority improvement

AREA TO IMPROVE: YOUR WORKING ENVIRONMENT

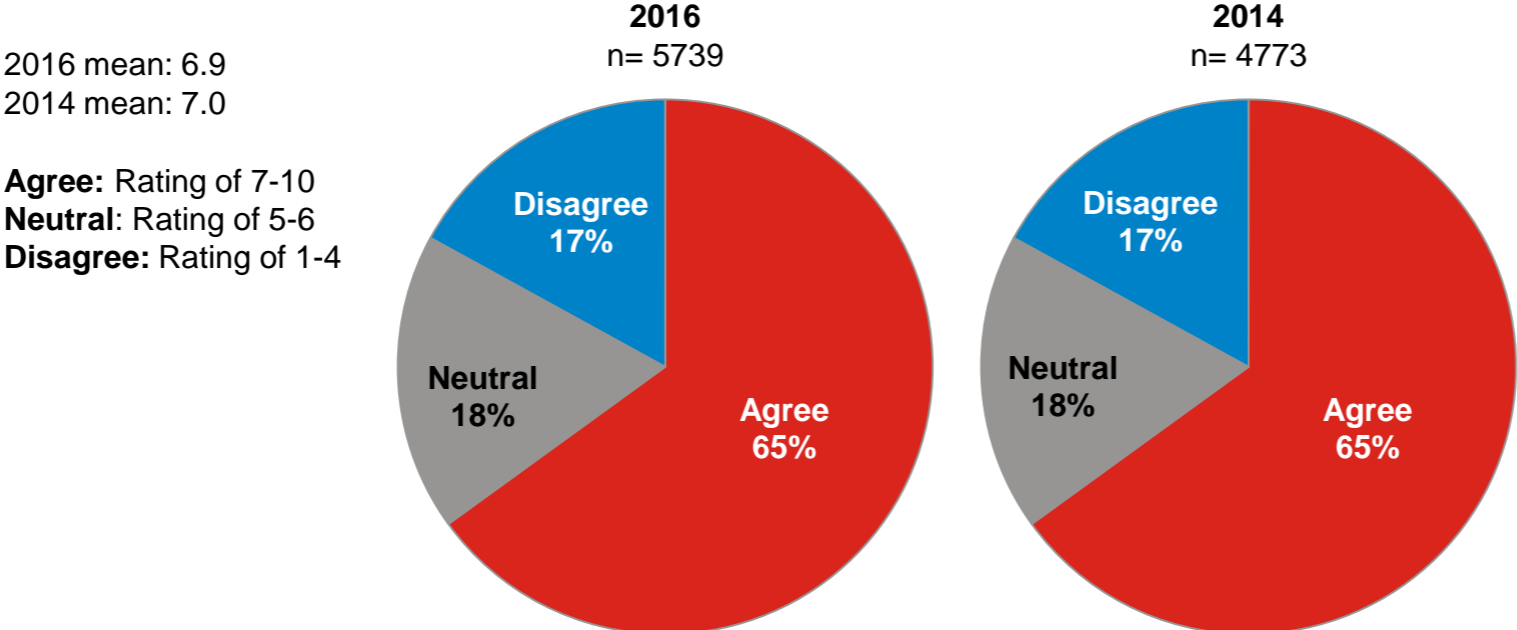
Section summary

- Driver Analysis identified Working Environment as the second strongest driver of Employee Engagement, as in 2014. Working Environment received low satisfaction scores relative to other aspects of the employee experience and generated and relatively high impact scores, making this an area to improve.
- In 2016, the proportion of employees agreeing with the statement “overall, I am satisfied with work environment at the TTC” was identical to 2014 (at 65%).
- When assessed by group, the CEO’s Office (84%) and Engineering, Construction & Expansion (84%) had the highest levels of job satisfaction, and Service Delivery had the lowest (61%). Among all tracked employee types and transit modes, job satisfaction has decreased significantly from 2014.
- With respect to the specific aspects of Working Environment, highest levels of agreement were observed for “the hours I work are reasonable” (76%) and “The TTC is dedicated to diversity and inclusiveness” (72%). Employees were least likely to agree that “the TTC hires and promotes people who apply to competitive job postings based on their skills, knowledge and experience” (51%).
- Employees in Engineering, Construction & Expansion and the CEO’s Office gave the highest scores for virtually all statements about their working environment. Scores were generally lowest among employees in the Service Delivery group and the Operations group.
- Scores among managers were generally higher than non-managers across statements relating to Working Environment. Similarly, Staff employees gave higher ratings compared to Union employees on all statements. Among transit modes, scores were generally higher for Bus employees.
- Driver analysis identified the following areas to improve for all groups:
 - The TTC cares about my mental health and emotional well-being
 - The TTC hires and promotes people who apply to competitive job postings based on their skills, knowledge and experience. This question was added to the survey in 2016 and received the lowest score relative to other aspects of Working Environment. This result was consistent across all groups.
- Feeling “satisfied with my work/office space and facilities” was also an area to improve for three groups: CEO’s Office, Service Delivery, and Operations.
- Across all groups, “I feel that I belong at the TTC” was identified as an area to protect. “The TTC is dedicated to diversity and inclusiveness” was an area to protect for all groups with the exception of Strategy & Customer Experience.

Overall ratings of Your Work Environment

Wave-over-wave comparison

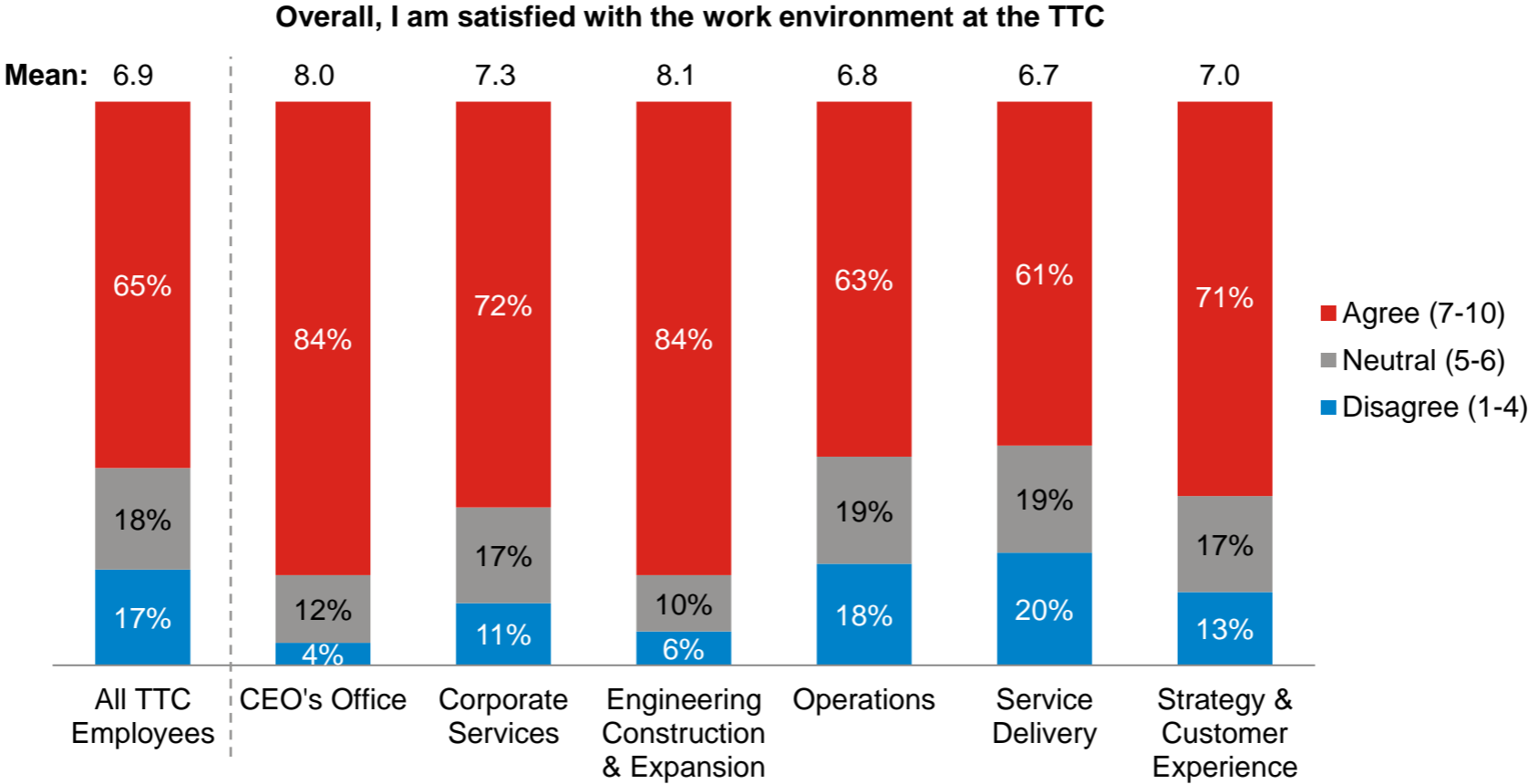
Overall, I am satisfied with work environment at the TTC



↓ ↑ Denotes *statistically significant* increase (up arrow) or decrease (down arrow) compared to 2014 score.
Not all similar-sized differences will be significant, as the statistical testing takes additional factors into account.

Overall ratings of Your Work Environment

By group



Overall ratings of Your Work Environment

By employee type

Overall, I am satisfied with the work environment at the TTC

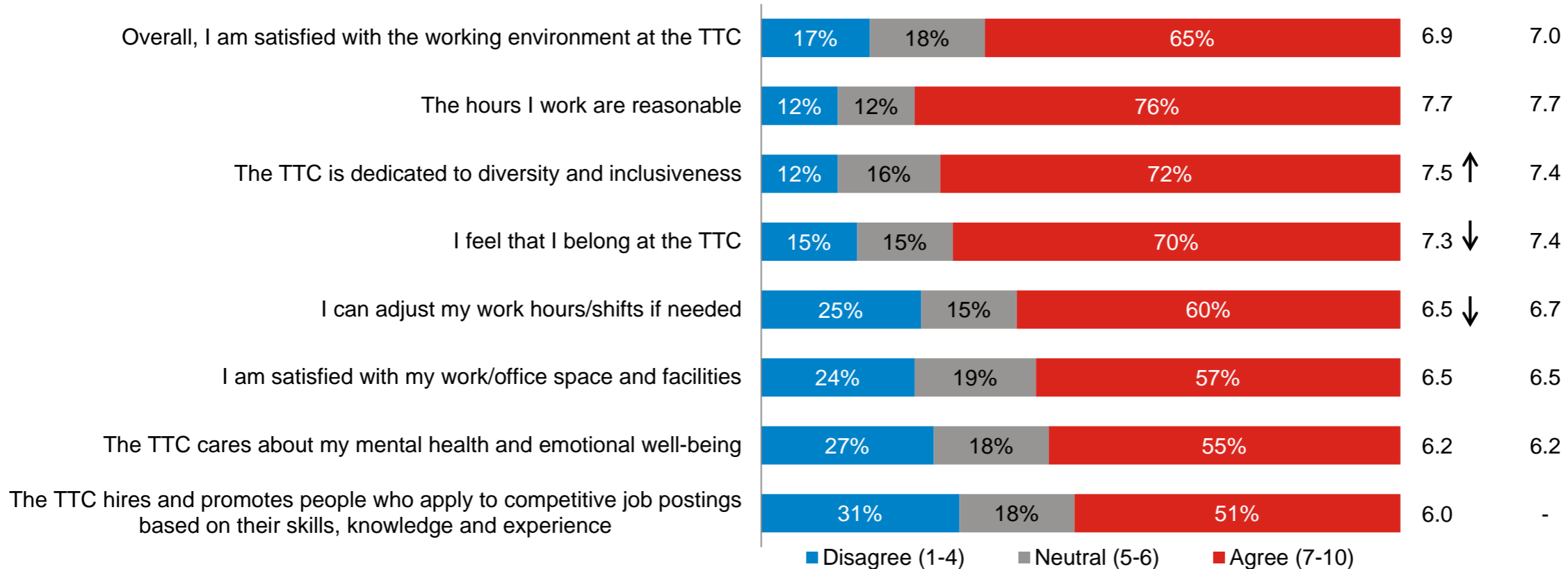
Employee type	2016 Mean	2014 Mean
Staff:	7.6	7.6
Union:	6.5	6.5
Manager:	7.4	n/a
Non-Manager:	6.8	n/a
Bus:	6.5	6.6
Wheel-Trans:	6.1	6.4
Streetcar:	6.5	6.2
Subway:	5.7	5.9

↑ ↓ Denotes *statistically significant* increase (up arrow) or decrease (down arrow) compared to 2014 score. Not all similar-sized differences will be significant, as the statistical testing takes additional factors into account.

Overall ratings of aspects of Your Work Environment

Please indicate the extent to which you agree or disagree with each of the following statements describing the TTC's work environment?

Mean 2016 Mean 2014



↑ ↓ Denotes *statistically significant* increase (up arrow) or decrease (down arrow) compared to 2014 score. Not all similar-sized differences will be significant, as the statistical testing takes additional factors into account.

The TTC hires and promotes people who apply to competitive job postings based on their skills, knowledge and experience: **new question in 2016**

Overall ratings of aspects of Your Work Environment

By group

Please indicate the extent to which you agree or disagree with each of the following statements describing the TTC's work environment

By group	All employees	CEO's Office	Corporate Services	Engineering, Construction & Expansion	Operations	Service Delivery	Strategy & Customer Experience
The TTC cares about my mental health and emotional well-being	6.2	7.6	7.0	7.8	6.2	5.9	6.0
I feel that I belong at the TTC	7.3	8.0	7.6	8.2	7.2	7.2	7.2
I am satisfied with my work/office space and facilities	6.5	7.5	6.9	8.0	6.2	6.3	7.0
I can adjust my work hours/shifts if needed	6.5	7.8	7.5	8.1	5.9	6.4	7.4
The hours I work are reasonable	7.7	8.7	8.3	8.7	7.5	7.5	7.9
The TTC hires and promotes people who apply to competitive job postings based on their skills, knowledge and experience	6.0	6.8	6.5	6.9	5.7	5.8	6.1
The TTC is dedicated to diversity and inclusiveness	7.5	8.5	7.8	8.3	7.2	7.4	7.7

The TTC hires and promotes people who apply to competitive job postings based on their skills, knowledge and experience: **new question in 2016**

Overall ratings of aspects of Your Work Environment

By employee type

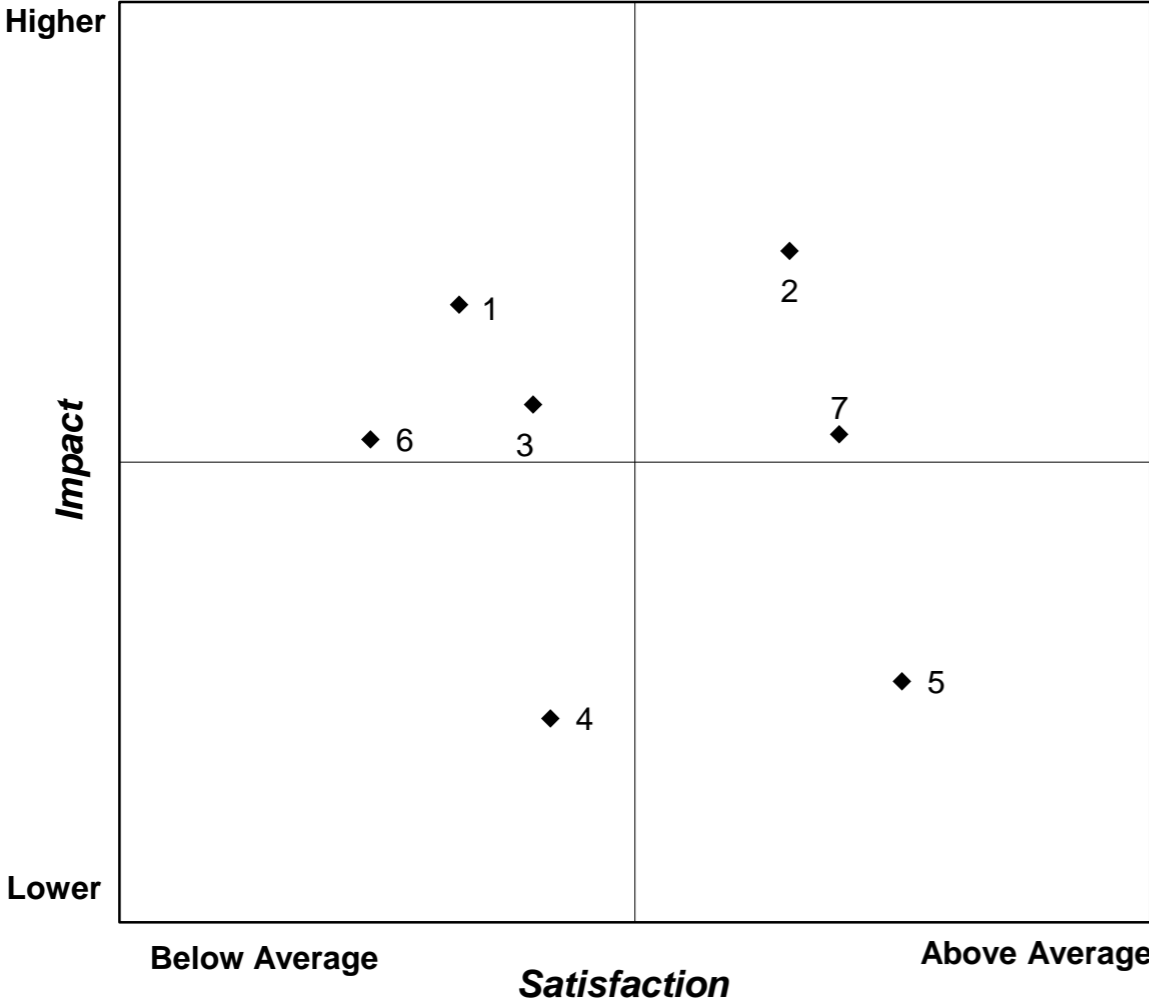
Please indicate the extent to which you agree or disagree with each of the following statements describing the TTC's work environment

By employee type	Staff		Union		Bus		Wheel-Trans		Streetcar		Subway		Manager	Non-Manager
	'16	'14	'16	'14	'16	'14	'16	'14	'16	'14	'16	'14	'16	'16
The TTC cares about my mental health and emotional well-being	7.1↑	6.8	5.7	5.5	5.2	5.5	5.2	5.1	5.6	5.4	5.2	5.1	6.9	6.1
I feel that I belong at the TTC	7.8	7.8	7.0	7.1	6.8↓	7.1	6.7	6.8	6.9	7.0	6.4	6.9	7.9	7.2
I am satisfied with my work/office space and facilities	7.1	7.0	6.0	6.1	6.1↓	6.3	5.5	6.1	5.5	5.3	5.3	5.6	6.9	6.4
I can adjust my work hours/shifts if needed	7.5↑	7.2	5.9↓	6.2	6.9	7.1	6.2	6.1	6.3	6.6	6.2	5.8	7.2	6.4
The hours I work are reasonable	8.2↑	8.0	7.3	7.3	7.2	7.2	7.2	7.3	6.7	6.9	6.3	6.1	7.6	7.7
The TTC hires and promotes people who apply to competitive job postings based on their skills, knowledge and experience	6.3	-	5.7	-	5.9	-	4.9	-	5.7	-	4.4	-	6.1	5.9
The TTC is dedicated to diversity and inclusiveness	8.0↑	7.7	7.1	7.0	7.5↑	7.2	7.1	6.8	7.7	7.4	6.8	6.4	8.0	7.4

↓ ↑ Denotes *statistically significant* increase (up arrow) or decrease (down arrow) compared to 2014 score.
Not all similar-sized differences will be significant, as the statistical testing takes additional factors into account.

The TTC hires and promotes people who apply to competitive job postings based on their skills, knowledge and experience: **new question in 2016**

Opportunity analysis: Your Work Environment



- 1. The TTC cares about my mental health and emotional well-being
- 2. I feel that I belong at the TTC
- 3. I am satisfied with my work/office space and facilities
- 4. I can adjust my work hours/shifts if needed
- 5. The hours I work are reasonable
- 6. The TTC hires and promotes people who apply to competitive job postings based on their skills, knowledge and experience (**New question in 2016**)
- 7. The TTC is dedicated to diversity and inclusiveness

Opportunity analysis: Your Work Environment

Summary by group

Key Drivers by Group	All TTC Employees	CEO's Office	Corporate Services	Engineering, Construction & Expansion	Operations	Service Delivery	Strategy & Customer Experience
The TTC cares about my mental health and emotional well-being	🔴	🔴	🔴	🔴	🔴	🔴	🔴
I feel that I belong at the TTC	🟢	🟢	🟢	🟢	🟢	🟢	🟢
I am satisfied with my work/office space and facilities	🔴	🔴			🔴	🔴	
I can adjust my work hours/shifts if needed							
The hours I work are reasonable							
The TTC hires and promotes people who apply to competitive job postings based on their skills, knowledge and experience (New question in 2016)	🔴	🔴	🔴	🔴	🔴	🔴	🔴
The TTC is dedicated to diversity and inclusiveness	🟢	🟢	🟢	🟢	🟢	🟢	

🟢 Represents area to protect
 🔴 Represents area of priority improvement

WORKING ENVIRONMENT: DISCRIMINATION AND HARASSMENT

Section summary

Discrimination/Harassment

- 19% of employees reported experiencing discrimination or harassment by another TTC employee in the past 12 months. This is similar to 2014 when 21% reported experiencing discrimination or harassment.
- As in 2014, Operations and Service Delivery employees were more likely to have experienced discrimination/harassment (21% each) and Engineering Construction & Expansion employees were least likely (5%).
- More Union versus Staff employees reported experiencing discrimination/harassment, and managers reported experiencing less discrimination than non-managers. Streetcar, Subway and Wheel-Trans employees were more likely to indicate that they experienced discrimination compared to Bus employees. For Wheel-Trans employees, the incidence of discrimination/harassment increased slightly (from 19% in 2014 to 26% in 2016).

By whom?

- Among those who reported discrimination/harassment, when asked by whom, 49% said it was by a co-worker and 52% said by a foreperson, supervisor, manager, or any other senior TTC employee (some employees selected both options, and others declined to answer).
- The proportion of employees saying “co-worker” versus “foreperson, supervisor, manager, or any other senior TTC employee” was roughly evenly split for all employee groups with the exception of the CEO’s Office, where employees were much less likely to say the discrimination was by a foreperson, supervisor, manager, or any other senior TTC employee (29%) than a co-worker (71%). A larger proportion of Staff indicated that they preferred not to answer (23%) compared to Union members (9%). This was also the case among managers (33% preferring not to answer) compared to non-managers (10%). When assessed by transportation mode, employees in Streetcar and Subway were much more likely to indicate that the discrimination/harassment was by a foreperson, supervisor, manager, or another senior TTC employee, than by a co-worker.

Was it reported?

- Among those who reported discrimination/harassment, a total of 43% reported that they brought the matter to the attention of their foreperson, supervisor, manager, another senior TTC employee, or TTC’s Diversity and Human Rights (vs. 39% in 2014). The proportion indicating they did not report the incidence was significantly lower in 2016 (at 38%) than in 2014 (at 49%). Employees in Corporate Services (61%) and Strategy & Customer Experience (58%) were most likely to indicate that they reported the incident. Staff members (51%) were more likely to report the incident than Union members (40%), and incidence of reporting increased significantly among Staff members (51% vs. 41% in 2014). Managers (52%) were more likely to report the incident than non-managers (42%). Across the various modes, incidence of reporting was highest among Wheel-Trans employees (54%) as was the case in 2014. Incidence of reporting increased significantly among Bus employees (from 28% to 42%).
- Among those who did not report the incident, main volunteered reasons traced to “fear of retribution/impact on career” (27%) and “assumed nothing would be done/complaint would not be addressed” (21%).

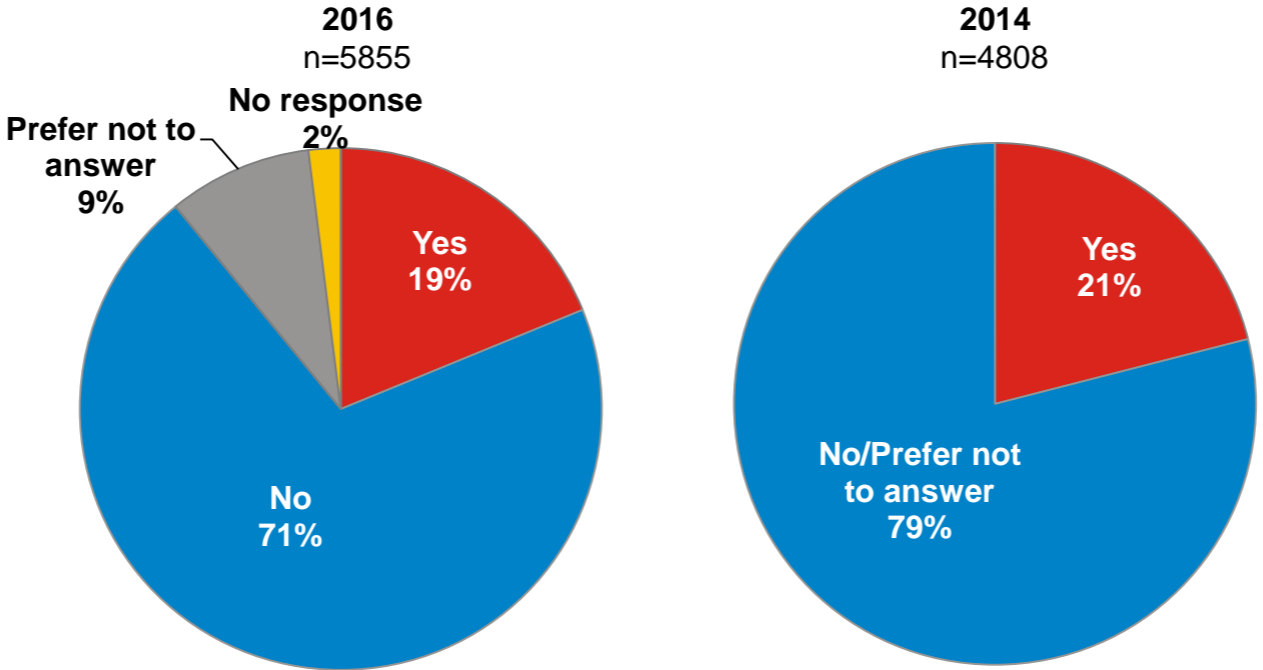
Section summary

Were employees satisfied with how it was handled?

- Among those who reported the incident, a larger proportion was dissatisfied with how the matter was handled (68%) than satisfied (21%). These results are consistent with findings in 2014. Satisfaction scores were higher among Staff (3.9) versus Union (3.2), managers (3.8) versus non-managers (3.4), and Wheel-Trans employees (4.6). Significant increases in satisfaction with how the matter was handled were observed among Union members (3.2 from 2.8) and Wheel-Trans employees (4.6 from 2.2).

Discrimination/harassment by other TTC employees

In the last 12 months, have you experienced any workplace discrimination or harassment by any TTC employee? (Question worded differently in 2014)



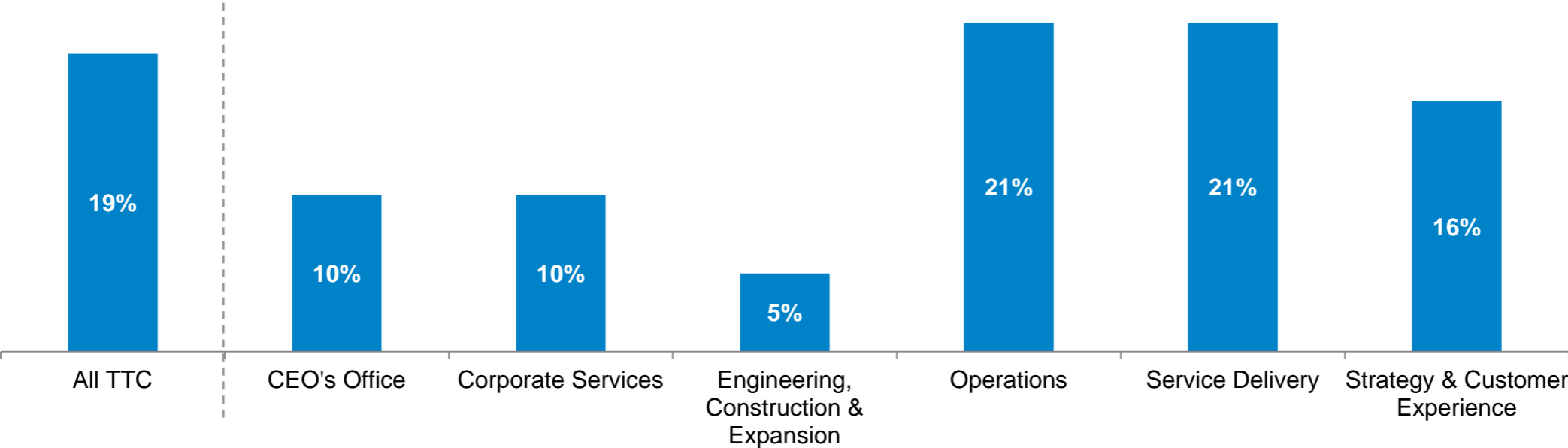
“No response” was not an option in 2014. Due to changes in the way this question was asked in 2014, separate results for “No” and “Prefer not to answer” are not available.

Discrimination/harassment by other TTC employees

By group

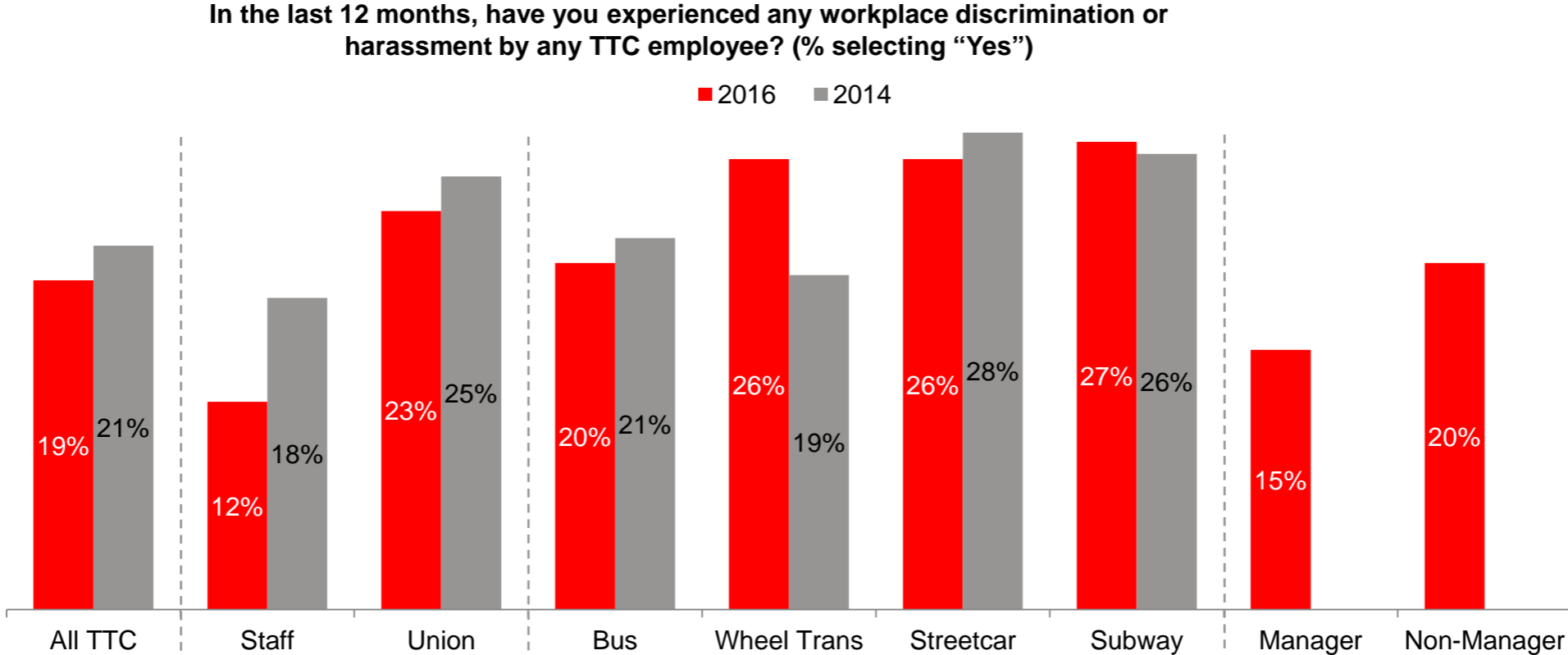
In the last 12 months, have you experienced any workplace discrimination or harassment by any TTC employee? (% answering "Yes")

n=5855



Discrimination/harassment by other TTC employees

By employee type



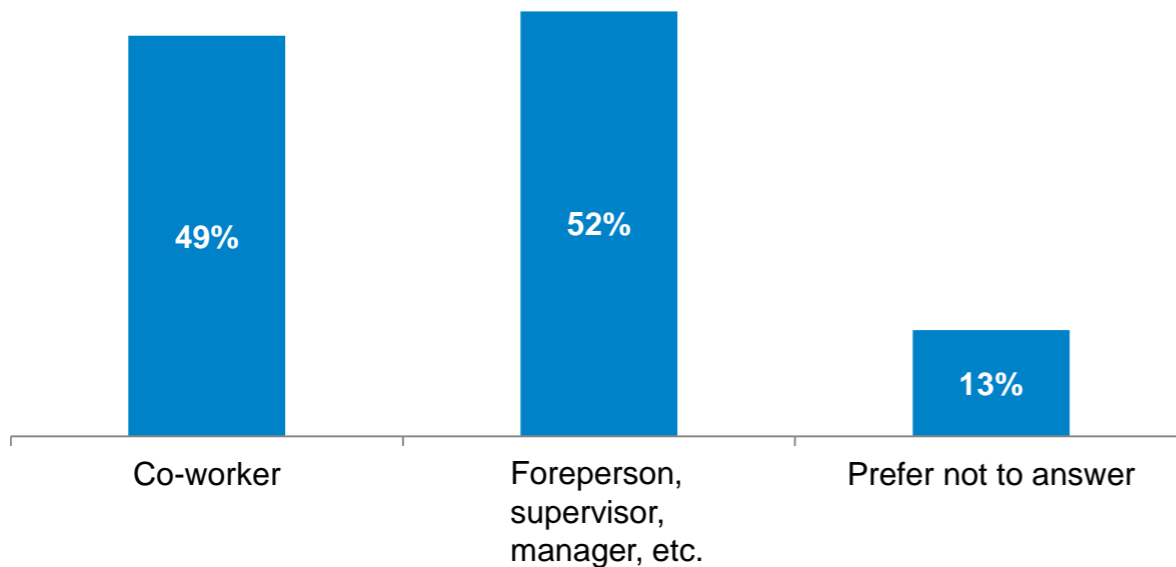
Sample sizes vary by employee type and year. Note that exact question differs from 2014 version.

Discrimination/harassment...by whom?

By group and employee type

If you have experienced workplace discrimination or harassment (“yes” to previous question), please indicate by whom:

n=1057

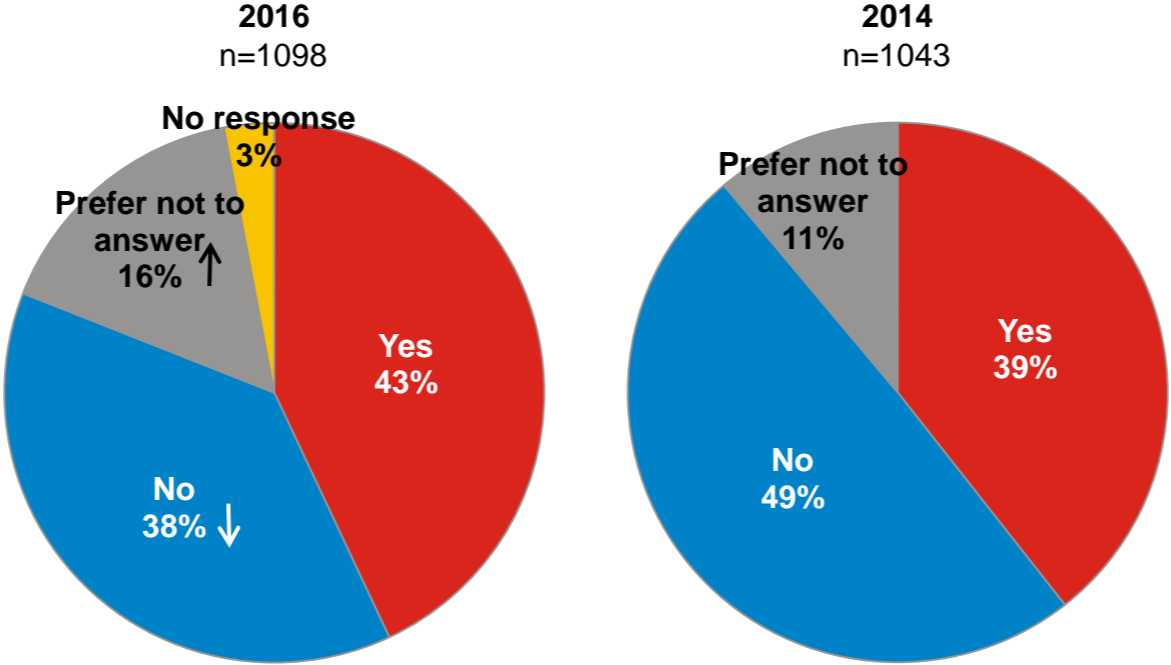


*not reported due to sample size <30

Group / type	Coworker	Foreperson, Supervisor, Manager, etc...	Prefer not to answer
CEO's Office	71%	29%	16%
Corporate Services	50%	54%	11%
Engineering, Construction & Expansion	*	*	*
Operations	50%	52%	13%
Service Delivery	47%	53%	13%
Strategy & Customer Experience	*	*	*
Staff	43%	43%	23%
Union	51%	56%	9%
Manager	37%	37%	33%
Non-Manager	51%	55%	10%
Bus	51%	57%	11%
Wheel-Trans	*	*	*
Streetcar	37%	51%	17%
Subway	42%	57%	15%

Incidence of reporting discrimination/harassment

Did you bring the matter to the attention of your foreperson, supervisor, manager, other senior TTC employee, or TTC's Diversity and Human Rights?



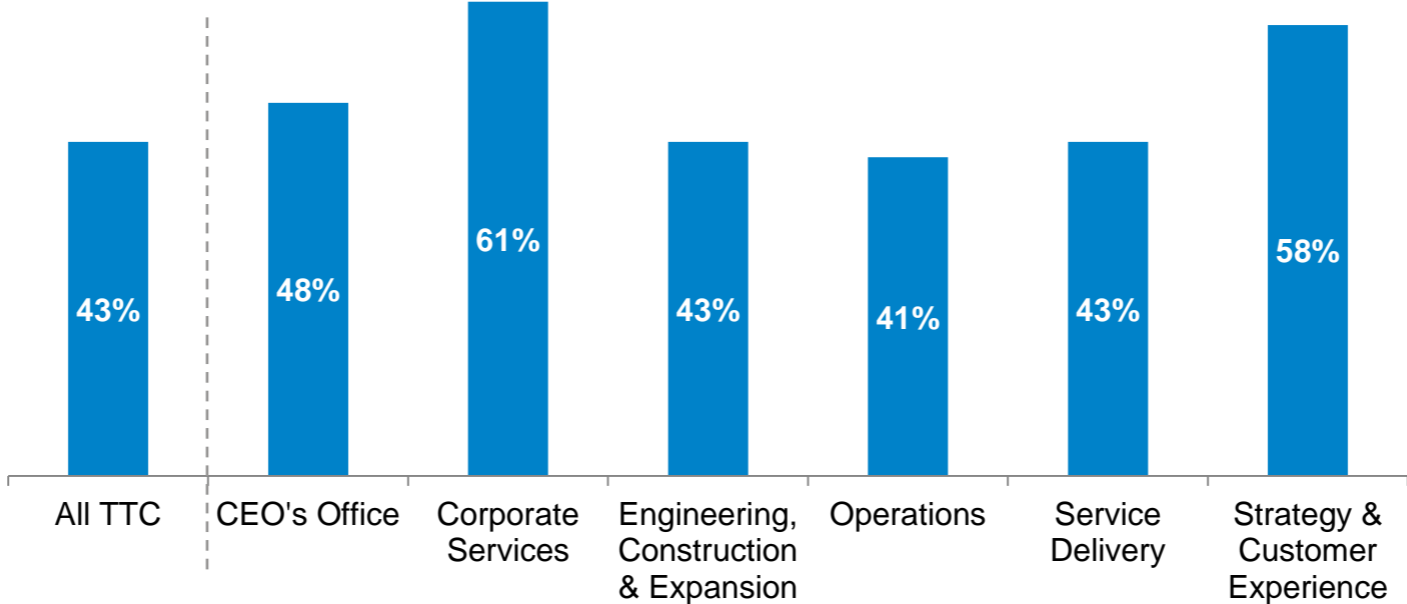
↓ ↑ Denotes *statistically significant* increase (up arrow) or decrease (down arrow) compared to 2014 score. Not all similar-sized differences will be significant, as the statistical testing takes additional factors into account.

Incidence of reporting discrimination/harassment

By group

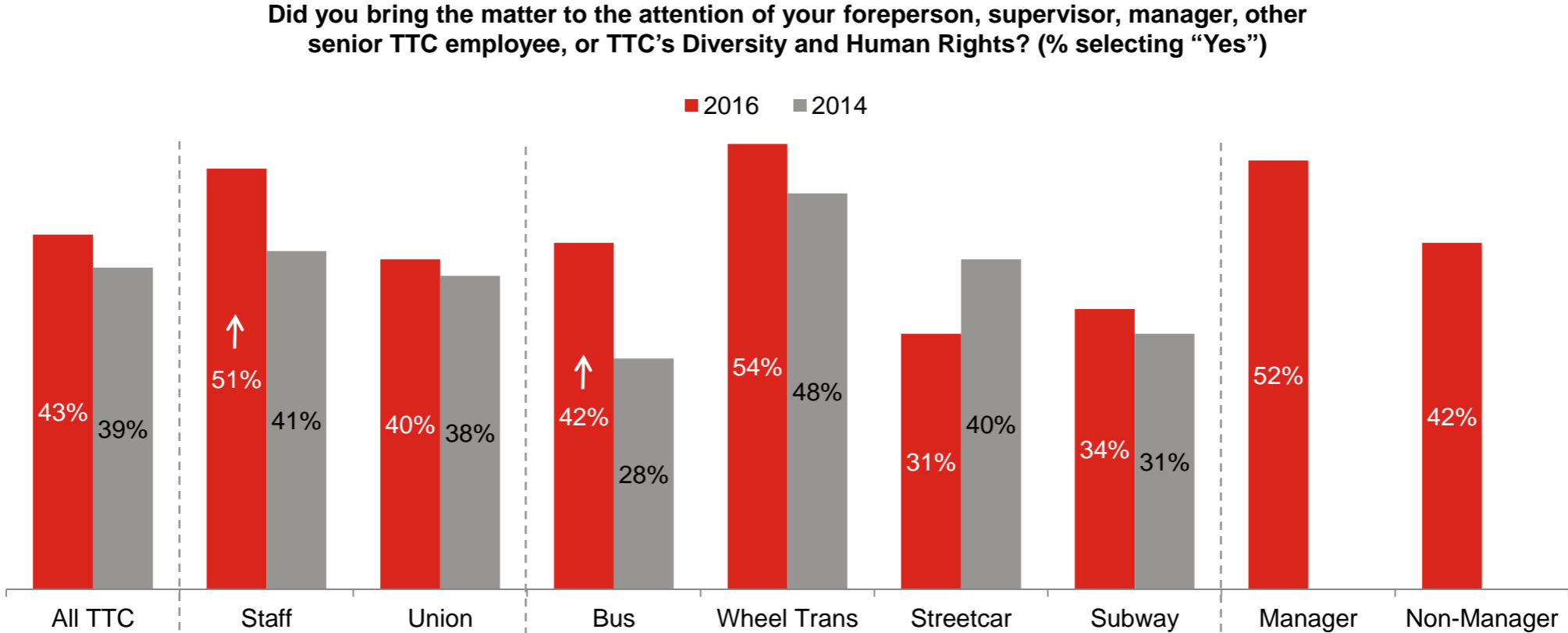
Did you bring the matter to the attention of your foreperson, supervisor, manager, other senior TTC employee, or TTC's Diversity and Human Rights? (% selecting "yes")

n=1098



Incidence of reporting discrimination/harassment

By employee type



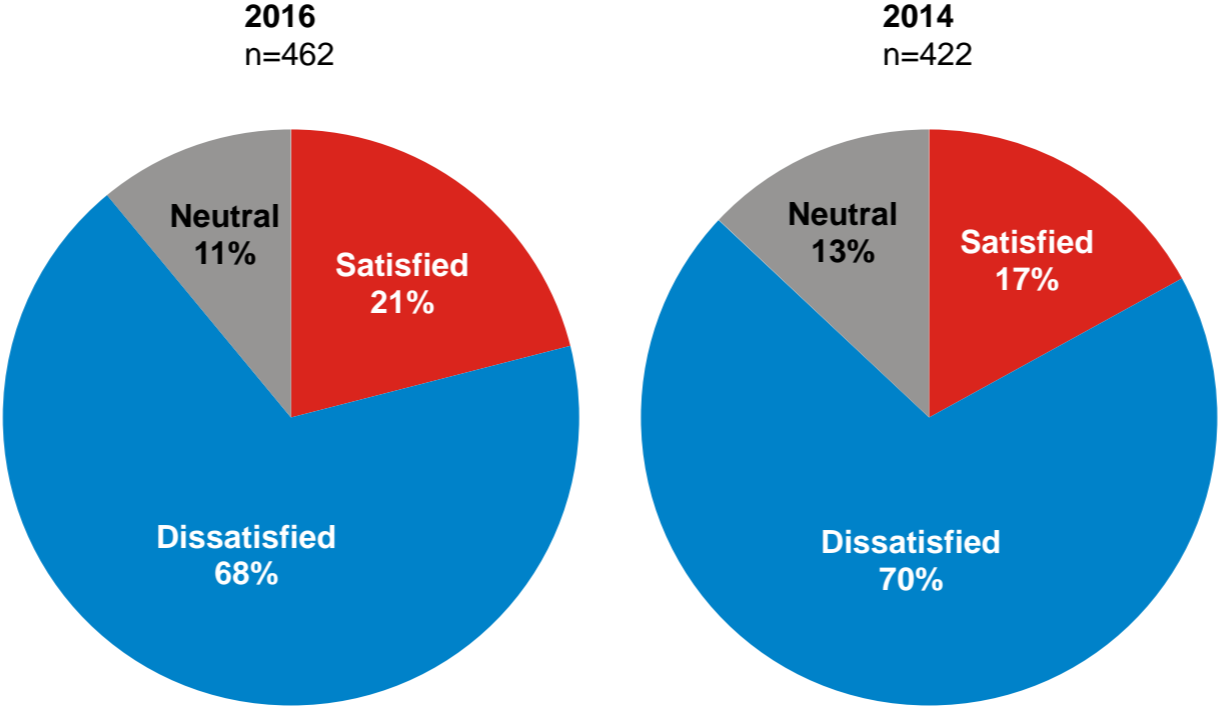
↓ ↑ Denotes *statistically significant* increase (up arrow) or decrease (down arrow) compared to 2014 score. Not all similar-sized differences will be significant, as the statistical testing takes additional factors into account.

Satisfaction with how matter was handled

Those who reported discrimination/harassment from TTC staff

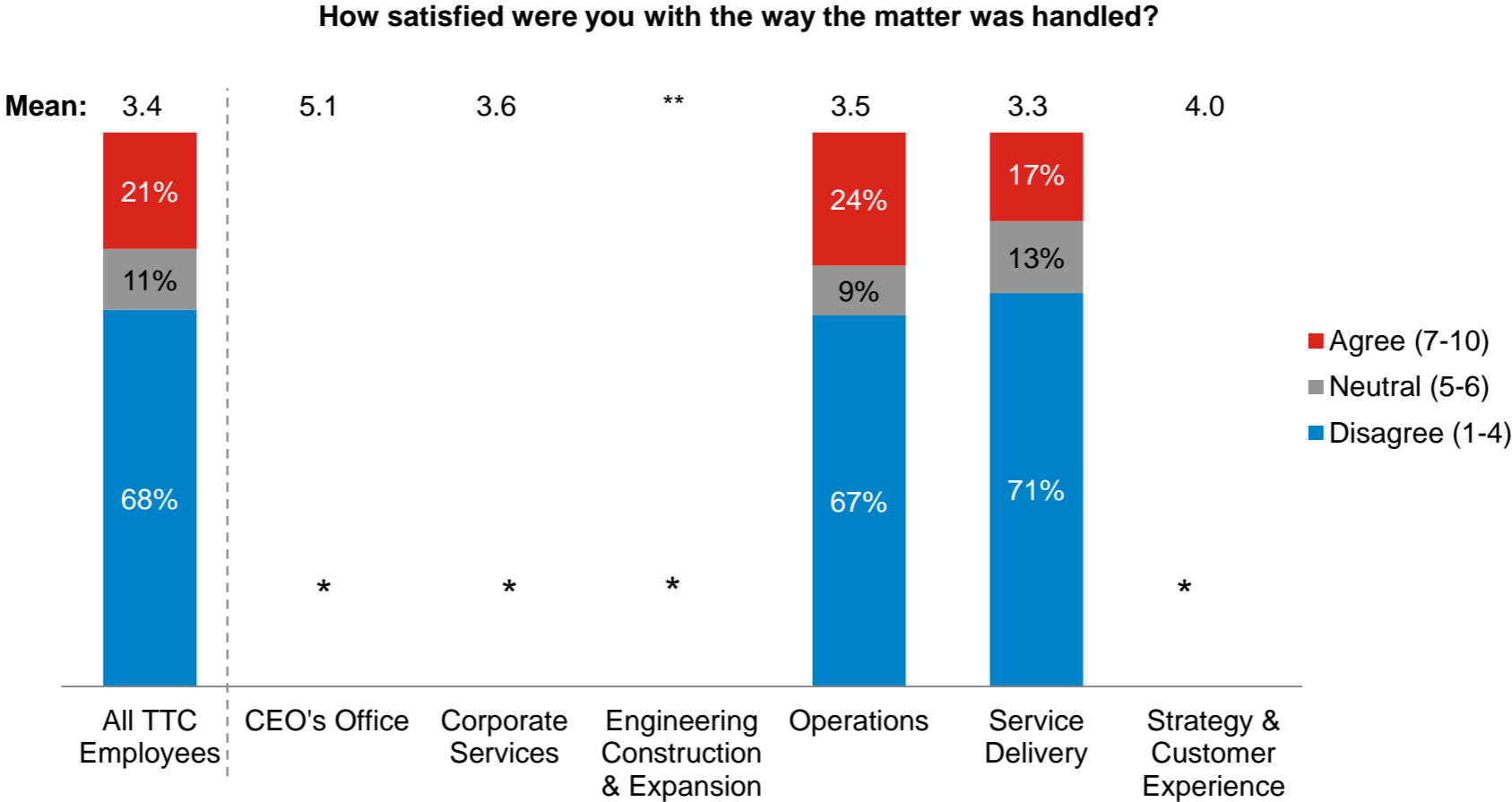
How satisfied were you with the way the matter was handled?

2016 mean: 3.4
2014 mean: 3.3
Satisfied: Rating of 7-10
Neutral: Rating of 5-6
Dissatisfied: Rating of 1-4



Satisfaction with how matter was handled

Those who reported discrimination/harassment from TTC staff
By group



*not reported due to sample size <30
 **not reported due to sample size <10

Satisfaction with how matter was handled

Those who reported discrimination/harassment from TTC staff
By employee type

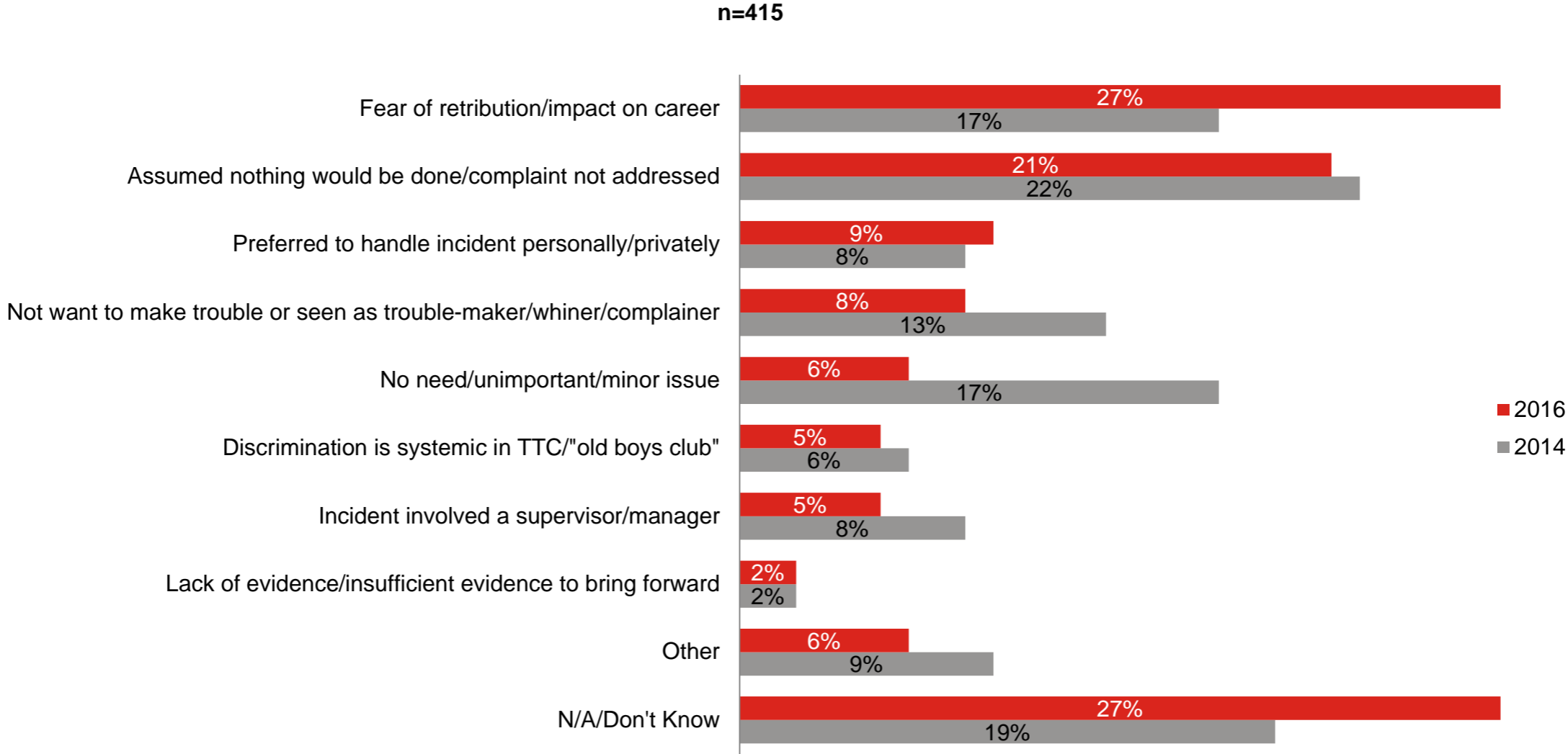
How satisfied were you with the way the matter was handled?

Employee type	2016 Mean	2014 Mean
Staff:	3.9	4.0
Union:	3.2 ↑	2.8
Manager:	3.8	n/a
Non-Manager:	3.4	n/a
Bus:	3.3	3.1
Wheel-Trans:	4.6 ↑	2.2
Streetcar:	3.2	3.9
Subway:	3.9	3.5

↑ ↓ Denotes *statistically significant* increase (up arrow) or decrease (down arrow) compared to 2014 score.
Not all similar-sized differences will be significant, as the statistical testing takes additional factors into account.

Reasons for not reporting discrimination/harassment

Among those not reporting



Reasons for not reporting discrimination/harassment

Among those not reporting

By group

Could you please tell us why did you not bring this matter to the attention of a supervisor, manager, foreperson, other senior TTC employee or TTC's Diversity and Human Rights?

By group	All employees	CEO's Office	Corporate Services	Engineering, Construction & Expansion	Operations	Service Delivery	Strategy & Customer Experience
Fear of retribution/impact on career	27%	*	*	*	23%	26%	*
Assumed nothing would be done/complaint not addressed	21%	*	*	*	20%	21%	*
Preferred to handle incident personally/privately	9%	*	*	*	11%	8%	*
Not want to make trouble or seen as trouble-maker/whiner/complainer	8%	*	*	*	9%	9%	*
No need/unimportant/minor issue	6%	*	*	*	4%	7%	*
Incident involved a supervisor/manager	5%	*	*	*	6%	5%	*
Discrimination is systemic in TTC/"old boys club"	5%	*	*	*	5%	5%	*
Lack of evidence/insufficient evidence to bring forward	2%	*	*	*	2%	3%	*
Other	6%	*	*	*	7%	6%	*
N/A/Don't know	27%	*	*	*	27%	26%	*

*not reported due to sample size <30

Reasons for not reporting discrimination/harassment

Among those not reporting By employee type

Could you please tell us why did you not bring this matter to the attention of a supervisor, manager, foreperson, other senior TTC employee or TTC's Diversity and Human Rights?

By employee type	Staff	Union	Bus	Wheel-Trans	Streetcar	Subway	Manager	Non-Manager
Fear of retribution/impact on career	27%	26%	28%	*	*	*	28%	26%
Assumed nothing would be done/complaint not addressed	22%	21%	24%	*	*	*	19%	21%
Preferred to handle incident personally/privately	9%	9%	5%	*	*	*	6%	10%
Not want to make trouble or seen as trouble-maker/whiner/complainer	3%	10%	12%	*	*	*	2%	9%
No need/unimportant/minor issue	3%	6%	9%	*	*	*	4%	6%
Incident involved a supervisor/manager	6%	5%	4%	*	*	*	9%	5%
Discrimination is systemic in TTC/"old boys club"	11%	3%	7%	*	*	*	9%	4%
Lack of evidence/insufficient evidence to bring forward	4%	2%	5%	*	*	*	9%	2%
Other	3%	7%	5%	*	*	*	4%	7%
N/A/Don't Know	29%	26%	25%	*	*	*	23%	28%

*not reported due to sample size <30

WORKING ENVIRONMENT: WORKPLACE VIOLENCE

Section summary

Workplace violence

- In 2016, a new question was added to the survey. This question read: "In the last 12 months, have you experienced workplace violence (assault, attempted assault or threat of violence?) from any TTC employee?" The vast majority (90%) answered "no"; just 4% answered "yes." Those indicated that they had experienced workplace violence were more likely to be in Operations (4%) and Service Delivery (4%). Union members (5%) were more likely to answer "yes" than Staff employees (2%). When assessed by transportation mode, incidence of answering "yes" was highest for Subway (7%) and lowest for Bus (4%).

By whom?

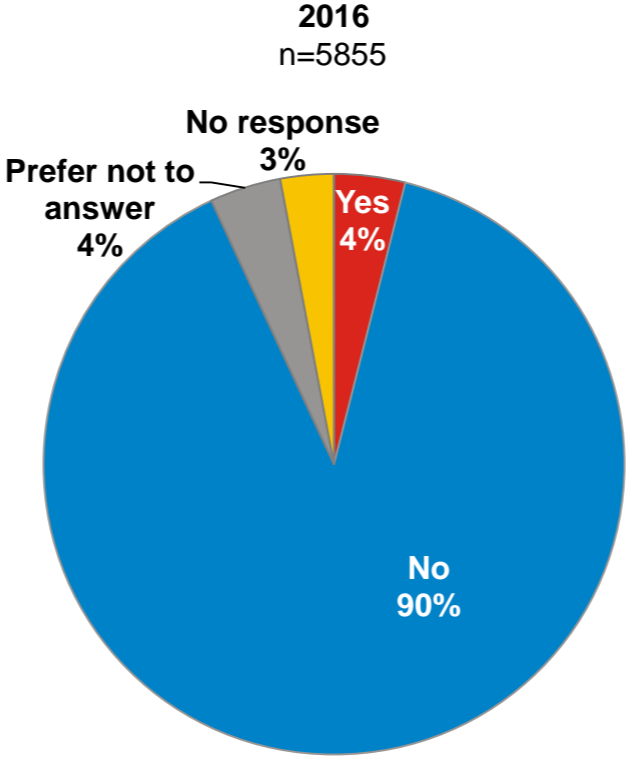
- Among those who experienced workplace violence, when asked by whom, approximately three quarters (73%) said it was by a co-worker and 25% said by a foreperson, supervisor, manager, or another senior TTC employee.
- The proportion of employees saying "foreperson, supervisor, manager, or any other senior TTC employee" was highest among Union members (27%) versus Staff (15%) and non-managers (27%) versus managers (13%).

Impact on Employee Engagement Score

- Results indicate that employees who have experienced violence in the workplace are less engaged (engagement score of 6.5) than those who have not had this experience (score of 7.8). In addition, those who have experienced workplace violence are slightly less engaged than those who have experienced harassment or discrimination at work (6.5 vs. 6.7 respectively).
- Employee engagement is lowest among those who have experienced both discrimination and violence in the workplace (at 6.2).

Workplace violence

In the last 12 months, have you experienced workplace violence (assault, attempted assault or threat of violence?) from any TTC employee?



Workplace violence

By group and employee type

In the last 12 months, have you experienced workplace violence (assault, attempted assault or threat of violence?) from any TTC employee?

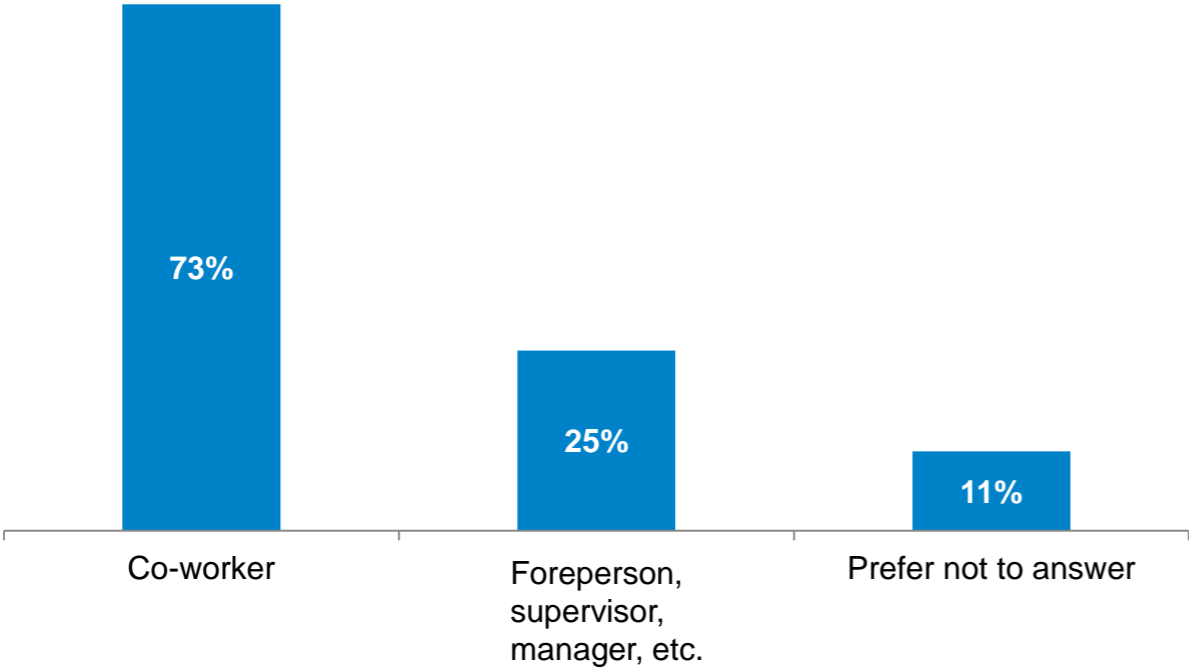
Group / type	Yes	No	Prefer not to answer
All TTC	4%	90%	4%
CEO's Office	1%	97%	2%
Corporate Services	2%	93%	5%
Engineering, Construction & Expansion	0%	99%	1%
Operations	4%	88%	4%
Service Delivery	4%	89%	4%
Strategy & Customer Experience	0%	97%	3%
Staff	2%	96%	2%
Union	5%	85%	4%
Manager	3%	95%	2%
Non-Manager	4%	89%	4%
Bus	4%	90%	3%
Wheel-Trans	5%	86%	8%
Streetcar	6%	89%	3%
Subway	7%	89%	3%

Workplace violence...by whom?

By group and employee type

If you have experienced workplace violence (“yes” to previous question), please indicate by whom

n= 179



If you have experienced workplace violence (“yes” to previous question), please indicate by whom

Group / type	Coworker	Foreperson, Supervisor, Manager, etc.	Prefer not to answer
CEO’s Office	*	*	*
Corporate Services	*	*	*
Engineering, Construction & Expansion	*	*	*
Operations	73%	27%	8%
Service Delivery	72%	24%	12%
Strategy & Customer Experience	*	*	*
Staff	63%	15%	29%
Union	76%	27%	4%
Manager	61%	13%	29%
Non-Manager	75%	27%	7%
Bus	*	*	*
Wheel-Trans	*	*	*
Streetcar	*	*	*
Subway	*	*	*

*not reported due to sample size <30

Impact of discrimination and violence on Employee Engagement



AREA TO IMPROVE: YOUR COMPANY/SENIOR MANAGEMENT

Section summary

- As in 2014, Opportunity Analysis identified “Your Company” as third most impactful driver of Employee Engagement and as an area in which TTC employees are relatively less satisfied, making this an area to improve.
- Mean satisfaction ratings across most specific aspects of Your Company were generally highest for Engineering, Construction & Expansion and lowest for Service Delivery. This result is consistent with findings in 2014.
- Satisfaction scores were higher among Staff compared to unionized employees, and among managers compared to non-managers. When assessed by transportation mode, scores were generally slightly lower for Subway compared to Bus, Streetcar and Wheel-Trans.
- Across the specific aspects of Your Company, satisfaction ratings were highest for, “The TTC puts customers first”, followed by “I am proud and passionate about the TTC”. Ratings were lowest for “There is effective sharing of information across the TTC” and “If something goes wrong, people focus on putting it right not blaming others.” There was some variation by employee group, but generally, these were among the highest and lowest rated aspects of Your Company.
- To improve employee satisfaction with Your Company, the opportunity analysis identified several influential areas to improve, primarily related to trust and communication:
 - I feel confident that TTC leadership is making the right decisions for the company’s future success
 - I trust Senior Management
 - Senior Management welcomes all feedback, both positive and negative
 - I feel sufficiently well informed about what is happening in the TTC
- This was also the case in 2014.
- Although additional areas to protect and improve were identified by various employee groups, the results above were generally consistent across the groups. The primary exception was the CEO’s Office where the following were identified as areas to protect rather than improve:
 - I trust Senior Management
 - I feel confident that TTC leadership is making the right decisions for the company’s future success
 - Senior Management welcomes all feedback, both positive and negative
- In addition, “I feel sufficiently well informed about what is happening in the TTC” was identified as an Area to Monitor among employees in the CEO’s Office and Engineering, Construction & Expansion.

Section summary

Has the employee experience changed over time?

- Employees were asked if, over the past 12 months, their experience working for the TTC had gotten better, stayed the same, or gotten worse. A total of 22% indicated that it had gotten better; a significant decline from 2014 when 30% reported that it had gotten better. A commensurate increase in the proportion indicating that their experience had gotten worse was observed, with a total of 29% saying "gotten worse" in 2016 versus 25% in 2014. Staff employees were more likely than Union members to report that their experience had gotten better (32% vs. 15%), although incidence of saying "gotten better" declined significantly among both groups (moving from 37% to 32% among Staff employees and from 23% to 15% among Union members).
- Percentages of employees indicating their experience has "gotten worse" was highest among employees in the following groups: Service Delivery (33%), Strategy & Customer Experience (32%). Percentages of employees saying "gotten better" was highest among those in the CEO's Office (at 38%).
- When assessed by transportation mode, the proportion of employees saying "gotten better" was somewhat higher for Streetcar (24%). Significant declines for "gotten better" were observed for Bus (23% in 2014 vs. 19% in 2016) and Subway (30% in 2014 vs. 17% in 2016).

Reasons for saying experience has gotten better

- When asked to explain why they said their experience had gotten better, main volunteered reasons related to:
 - improvements to TTC facilities (12%)
 - improvements in job/career path/pay/opportunities (12%)
 - more/improved communications (10%)
- There was some variation across the groups, although these were generally among the main mentions. The one exception was the Strategy & Customer Experience group, among whom main reasons for saying "gotten better" were: more/improved communications (20%), improved Senior Management/CEO/Vision (17%), more positive working environment/better morale (13%), and general good/Improved (13%).

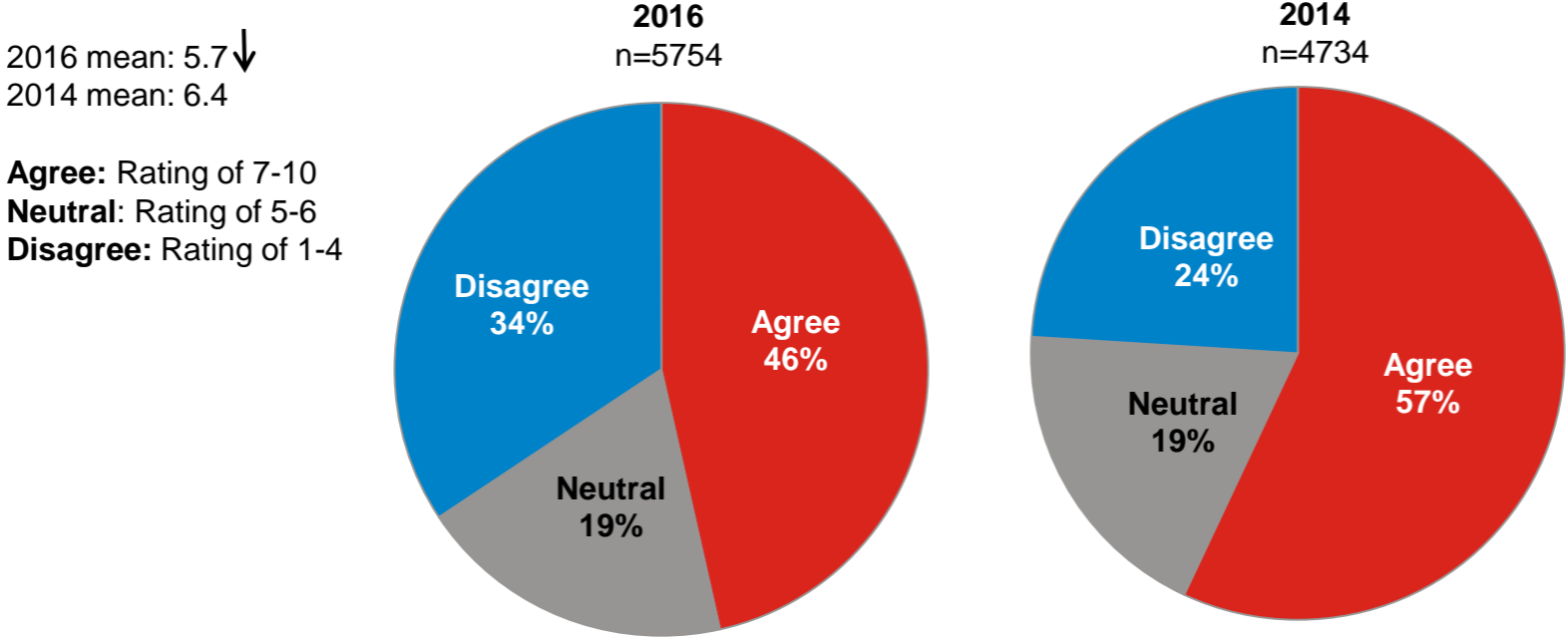
Reasons for saying experience has gotten worse

- When asked to explain why they said their experience had gotten worse, main volunteered reasons related to inexperienced/unqualified managers/lack of accountability (22%). This was the top reason cited by employees in all groups with the exception of those in Engineering, Construction & Expansion among whom the main reason was worsening of personal work environment (20%).

Overall ratings of Your Company/Senior Management

Wave-over-wave comparison

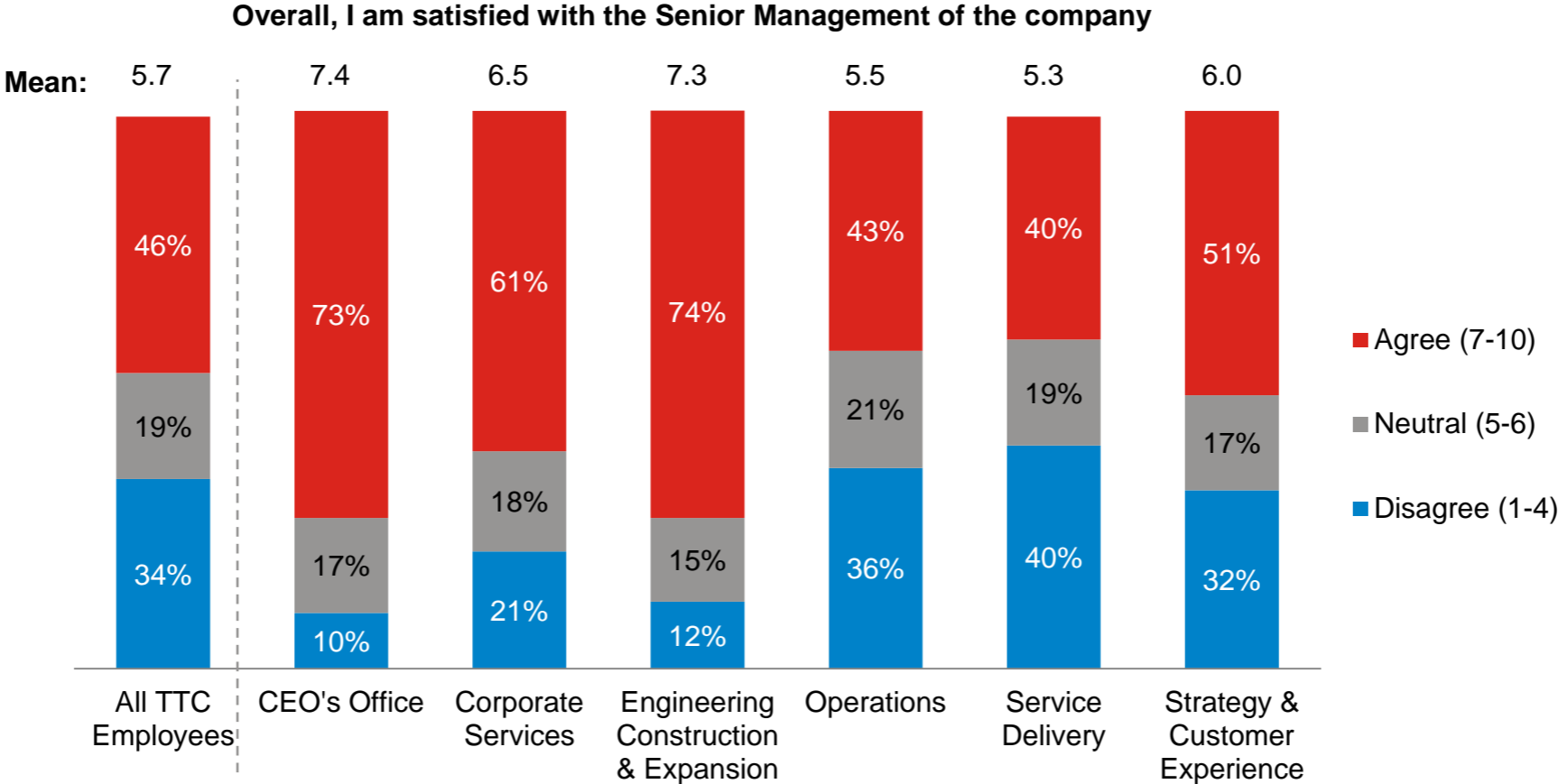
Overall, I am satisfied with the Senior Management of the company



↓ ↑ Denotes statistically significant increase (up arrow) or decrease (down arrow) compared to 2014 score.
Not all similar-sized differences will be significant, as the statistical testing takes additional factors into account.

Overall ratings of Your Company/Senior Management

By group



Overall ratings of Your Company/Senior Management

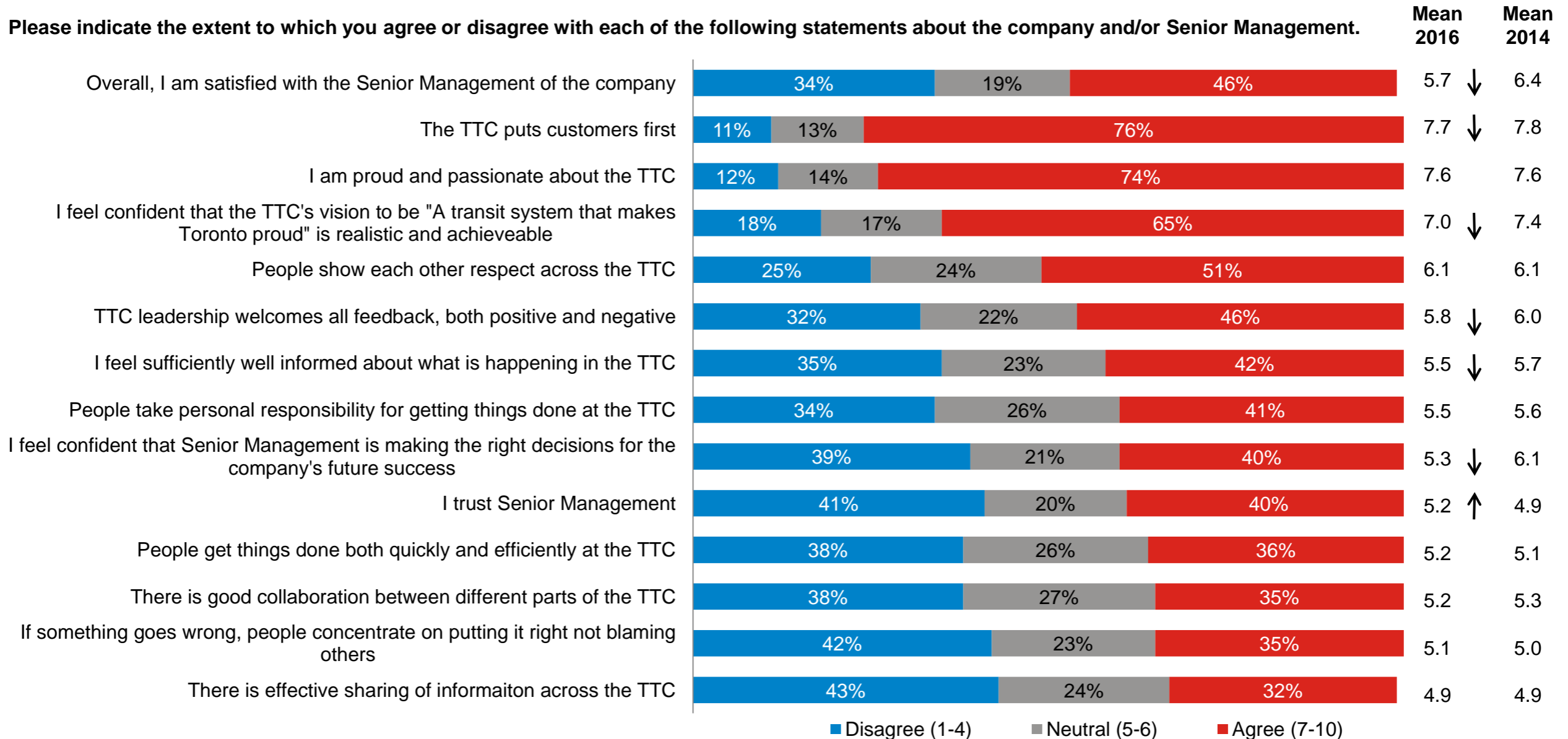
By employee type

Overall, I am satisfied with the Senior Management of the Company.

Employee type	2016 Mean	2014 Mean
Staff:	6.8↓	7.2
Union:	4.9↓	5.7
Manager:	6.6	n/a
Non-Manager:	5.5	n/a
Bus:	5.0↓	5.8
Wheel-Trans:	4.3↓	5.6
Streetcar:	5.0	5.6
Subway:	4.4↓	5.4

↑ ↓ Denotes *statistically significant* increase (up arrow) or decrease (down arrow) compared to 2014 score.
 Not all similar-sized differences will be significant, as the statistical testing takes additional factors into account.

Overall ratings of aspects of Your Company/Senior Management



↑ ↓ Denotes *statistically significant* increase (up arrow) or decrease (down arrow) compared to 2014 score.
 Not all similar-sized differences will be significant, as the statistical testing takes additional factors into account.

Overall ratings of aspects of Your Company/Senior Management

By group

Please indicate the extent to which you agree or disagree with each of the following statements about the company and/or Senior Management.

By group	All employees	CEO's Office	Corporate Services	Engineering, Construction & Expansion	Operations	Service Delivery	Strategy & Customer Experience
I am proud and passionate about the TTC	7.6	8.4	8.0	8.3	7.5	7.4	7.9
The TTC puts customers first	7.7	8.3	8.0	8.6	7.7	7.5	6.9
People get things done both quickly and efficiently at the TTC	5.2	5.8	5.7	6.3	5.3	4.9	5.2
There is effective sharing of information across the TTC	4.9	5.6	5.7	6.4	4.8	4.6	4.6
I trust Senior Management	5.2	6.9	6.1	6.9	5.1	4.8	5.3
People take personal responsibility for getting things done at the TTC	5.5	6.4	6.3	6.8	5.5	5.2	5.7
If something goes wrong, people concentrate on putting it right, not blaming others	5.1	6.0	5.8	6.5	4.9	4.8	4.9
People show each other respect across the TTC	6.1	6.8	6.8	7.5	6.0	5.9	6.0
There is good collaboration between different parts of the TTC	5.2	5.9	5.9	6.4	5.0	5.0	5.1
I feel sufficiently well informed about what is happening in the TTC	5.5	6.8	6.5	7.1	5.5	5.1	5.6
I feel confident that Senior Management is making the right decisions for the company's future success	5.3	7.1	6.3	7.1	5.1	4.9	5.6
Senior Management welcomes all feedback, both positive and negative	5.8	7.2	6.4	7.0	5.6	5.5	5.8
I feel that the TTC's vision to be "A transit system that makes Toronto proud" is realistic and achievable	7.0	7.9	7.5	8.0	6.9	6.7	7.2

Overall ratings of aspects of Your Company/Senior Management

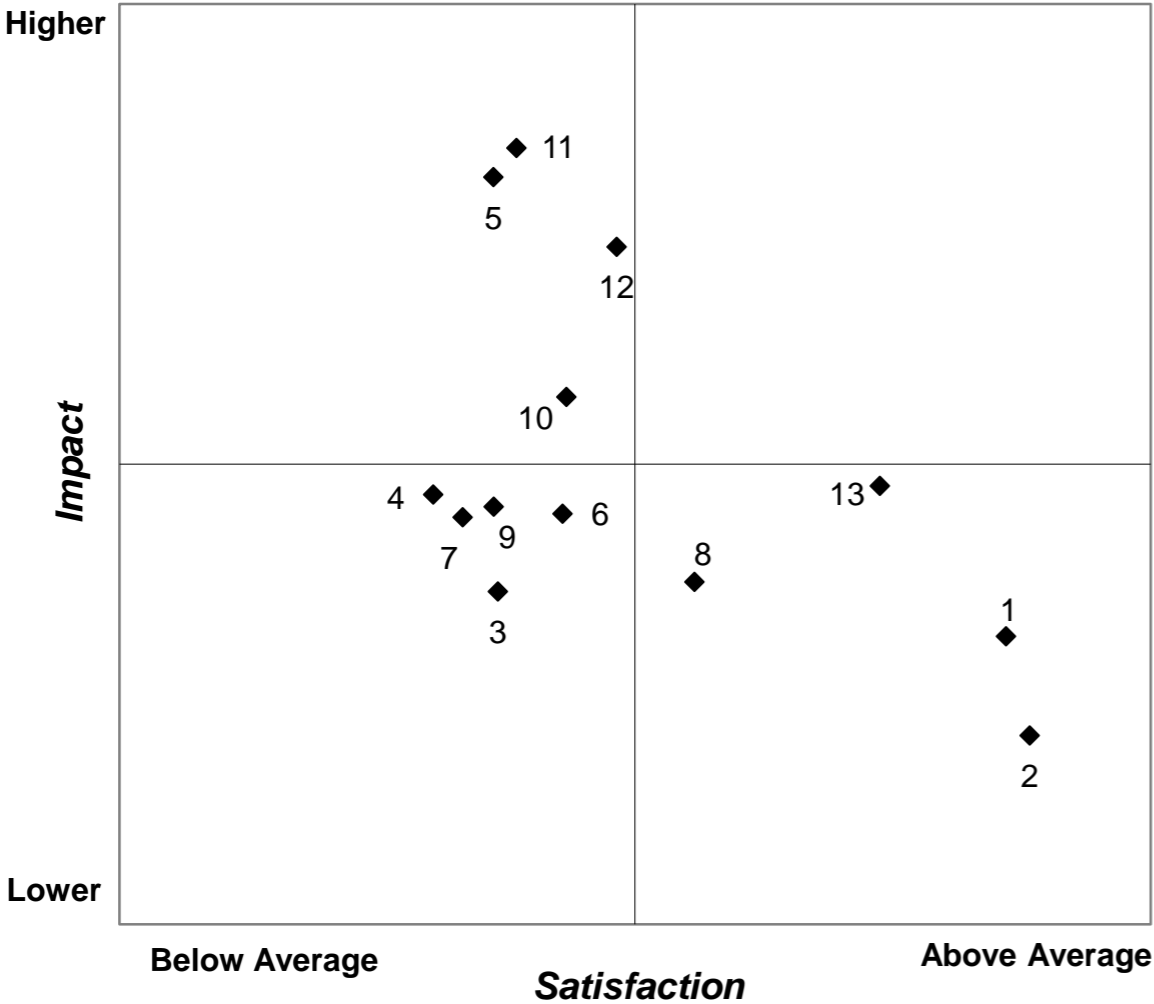
By employee type

Please indicate the extent to which you agree or disagree with each of the following statements about the company and/or Senior Management.

By Employee type	Staff		Union		Bus		Wheel-Trans		Streetcar		Subway		Manager	Non-Manager
	'16	'14	'16	'14	'16	'14	'16	'14	'16	'14	'16	'14	'16	'16
I am proud and passionate about the TTC	8.2	8.1	7.1	7.1	7.0	7.2	6.9	6.9	7.0	7.0	6.7	6.8	8.3	7.4
The TTC puts customers first	8.0	8.0	7.4	7.5	7.2	7.4	6.7	7.1	6.8	7.1	6.4	7.0	7.9	7.6
People get things done both quickly and efficiently at the TTC	5.5 ↑	5.2	5.0	5.1	4.5 ↓	4.9	4.3 ↓	5.2	4.2	4.1	3.9	4.1	5.3	5.2
There is effective sharing of information across the TTC	5.5 ↑	5.2	4.5	4.6	4.4	4.6	4.0 ↓	4.9	4.4	4.1	3.7	4.1	5.4	4.8
I trust Senior Management	6.3 ↑	5.6	4.4 ↑	4.3	4.5	4.3	3.8	4.2	4.5	3.9	4.0	3.8	6.2	5.0
People take personal responsibility for getting things done at the TTC	6.2 ↑	5.9	5.1	5.2	4.8 ↓	5.1	4.5 ↓	5.3	4.7	4.7	4.3	4.4	6.0	5.4
If something goes wrong, people concentrate on putting it right, not blaming others	5.7 ↑	5.4	4.6	4.7	4.4 ↓	4.7	4.2	4.6	4.2	4.1	3.8	3.8	5.5	5.0
People show each other respect across the TTC	6.7 ↑	6.5	5.8	5.8	5.6	5.8	5.7	5.8	5.9	5.7	5.1	5.2	6.5	6.1
There is good collaboration between different parts of the TTC	5.7 ↑	5.5	4.9 ↓	5.1	4.8 ↓	5.1	4.5 ↓	5.3	4.7	4.4	4.0	4.3	5.5	5.1
I feel sufficiently well informed about what is happening in the TTC	6.5	6.5	4.8	5.0	4.8	5.0	5.0	5.6	5.0	4.6	4.5 ↓	5.0	6.4	5.3
I feel confident that Senior Management is making the right decisions for the company's future success	6.5 ↓	6.9	4.5 ↓	5.3	4.5 ↓	5.4	4.2 ↓	5.2	4.7	5.3	4.1 ↓	5.0	6.4	5.1
Senior Management welcomes all feedback, both positive and negative	6.6	6.6	5.2 ↓	5.5	5.1 ↓	5.5	4.7	5.3	5.2	5.2	4.9	5.1	6.5	5.6
I feel that the TTC's vision to be "A transit system that makes Toronto proud" is realistic and achievable	7.7 ↓	8.0	6.5 ↓	6.9	6.2 ↓	6.8	6.3	6.9	6.6	6.8	6.1	6.5	7.7	6.8

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Opportunity Analysis: Your Company/Senior Management



1. I am proud and passionate about the TTC
2. The TTC puts customers first
3. People get things done both quickly and efficiently at the TTC
4. There is effective sharing of information across the TTC
5. I trust Senior Management
6. People take personal responsibility for getting things done at the TTC
7. If something goes wrong, people concentrate on putting it right, not blaming others
8. People show each other respect across the TTC
9. There is good collaboration between different parts of the TTC
10. I feel sufficiently well informed about what is happening in the TTC
11. I feel confident that Senior Management is making the right decisions for the company's future success
12. Senior Management welcomes all feedback, both positive and negative
13. I feel that the TTC's vision to be "A transit system that makes Toronto proud" is realistic and achievable

Opportunity analysis: Your Company/Senior Management

Summary by group

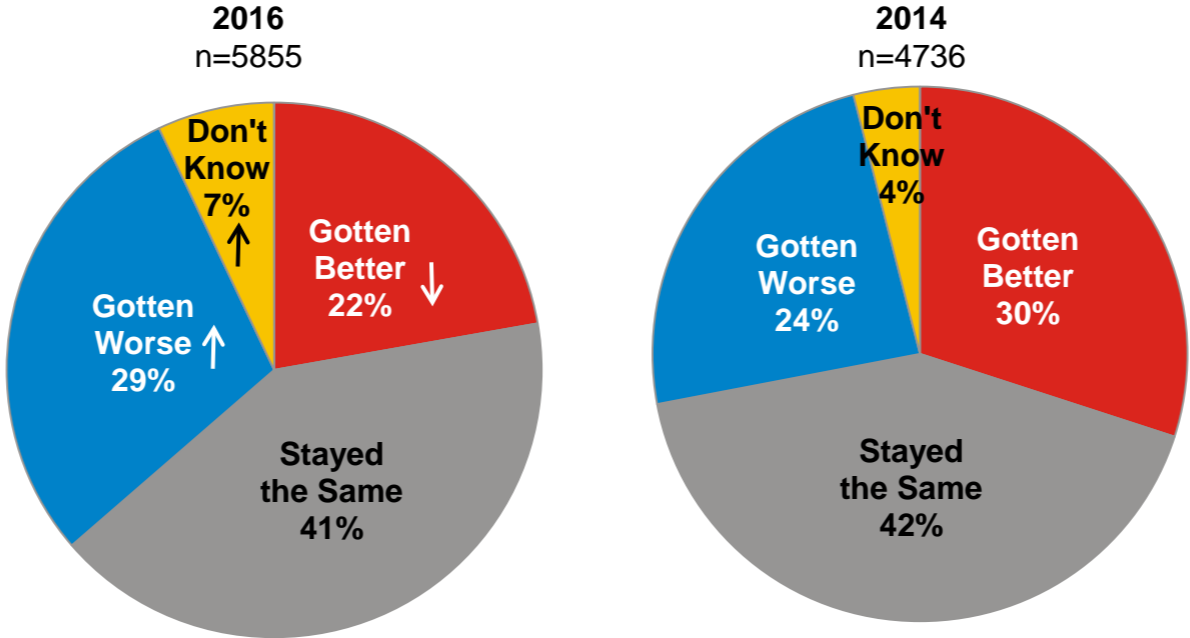
Key Drivers by Group	All TTC Employees	CEO's Office	Corporate Services	Engineering, Construction & Expansion	Operations	Service Delivery	Strategy & Customer Experience
I am proud and passionate about the TTC							
The TTC puts customers first							
People get things done both quickly and efficiently at the TTC							
There is effective sharing of information across the TTC			⊙				
I trust Senior Management	⊙	🔒	⊙	⊙	⊙	⊙	⊙
People take personal responsibility for getting things done at the TTC		⊙					
If something goes wrong, people concentrate on putting it right, not blaming others		⊙					
People show each other respect across the TTC				🔒			
There is good collaboration between different parts of the TTC			⊙				
I feel sufficiently well informed about what is happening in the TTC	⊙		⊙		⊙	⊙	⊙
I feel confident that Senior Management is making the right decisions for the company's future success	⊙	🔒	⊙	⊙	⊙	⊙	⊙
Senior Management welcomes all feedback, both positive and negative	⊙	🔒	⊙	⊙	⊙	⊙	⊙
I feel that the TTC's vision to be "A transit system that makes Toronto proud" is realistic and achievable		🔒				🔒	🔒

- 🔒 Represents area to protect
- ⊙ Represents area of priority improvement

Has the employee experience changed over time?

By group

In the past 12 months, working for the TTC has...

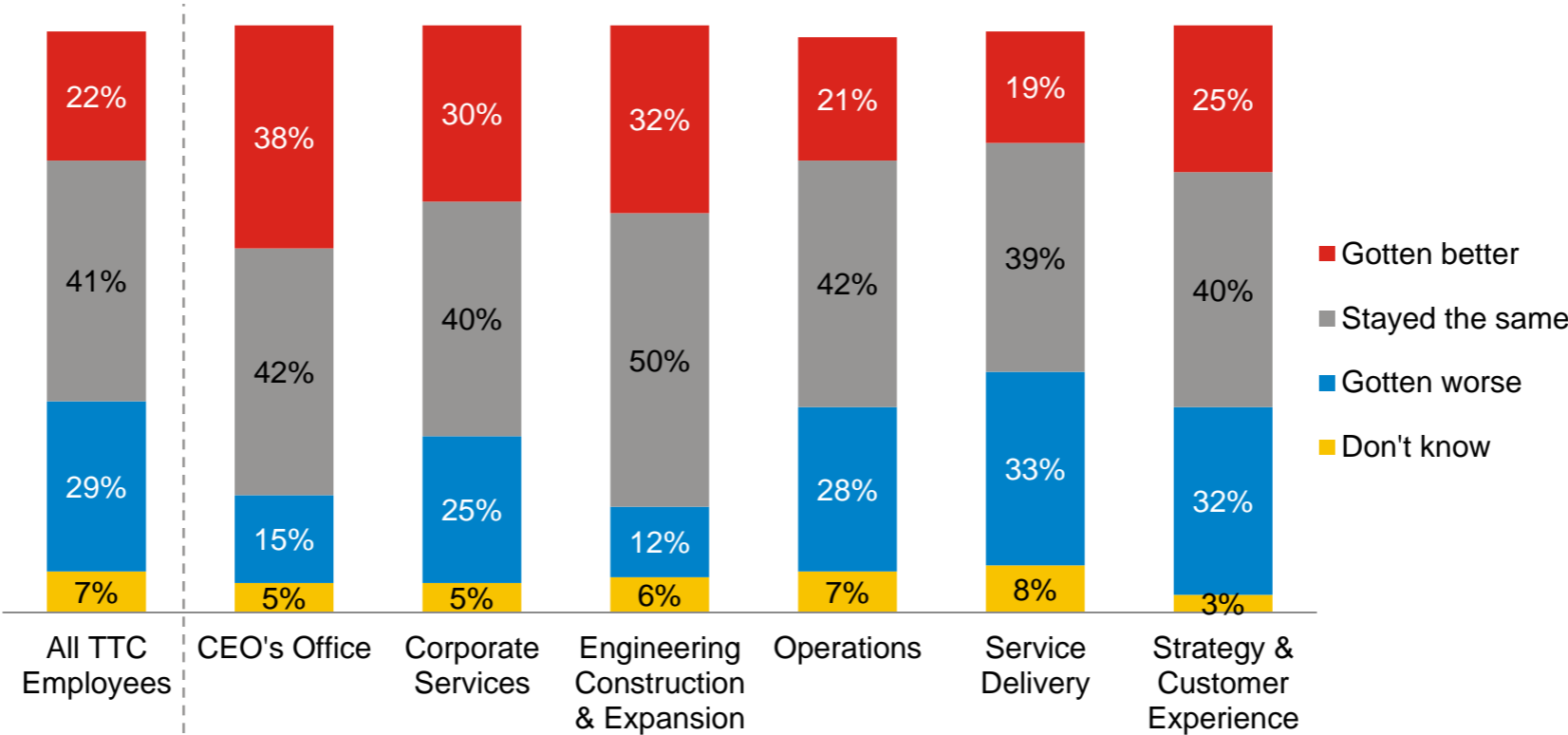


↓ ↑ Denotes *statistically significant* increase (up arrow) or decrease (down arrow) compared to 2014 score. Not all similar-sized differences will be significant, as the statistical testing takes additional factors into account.

Has the employee experience changed over time?

By group

In the past 12 months, working for the TTC has...



Has the employee experience changed over time?

By employee type

In the past 12 months, working for the TTC has...

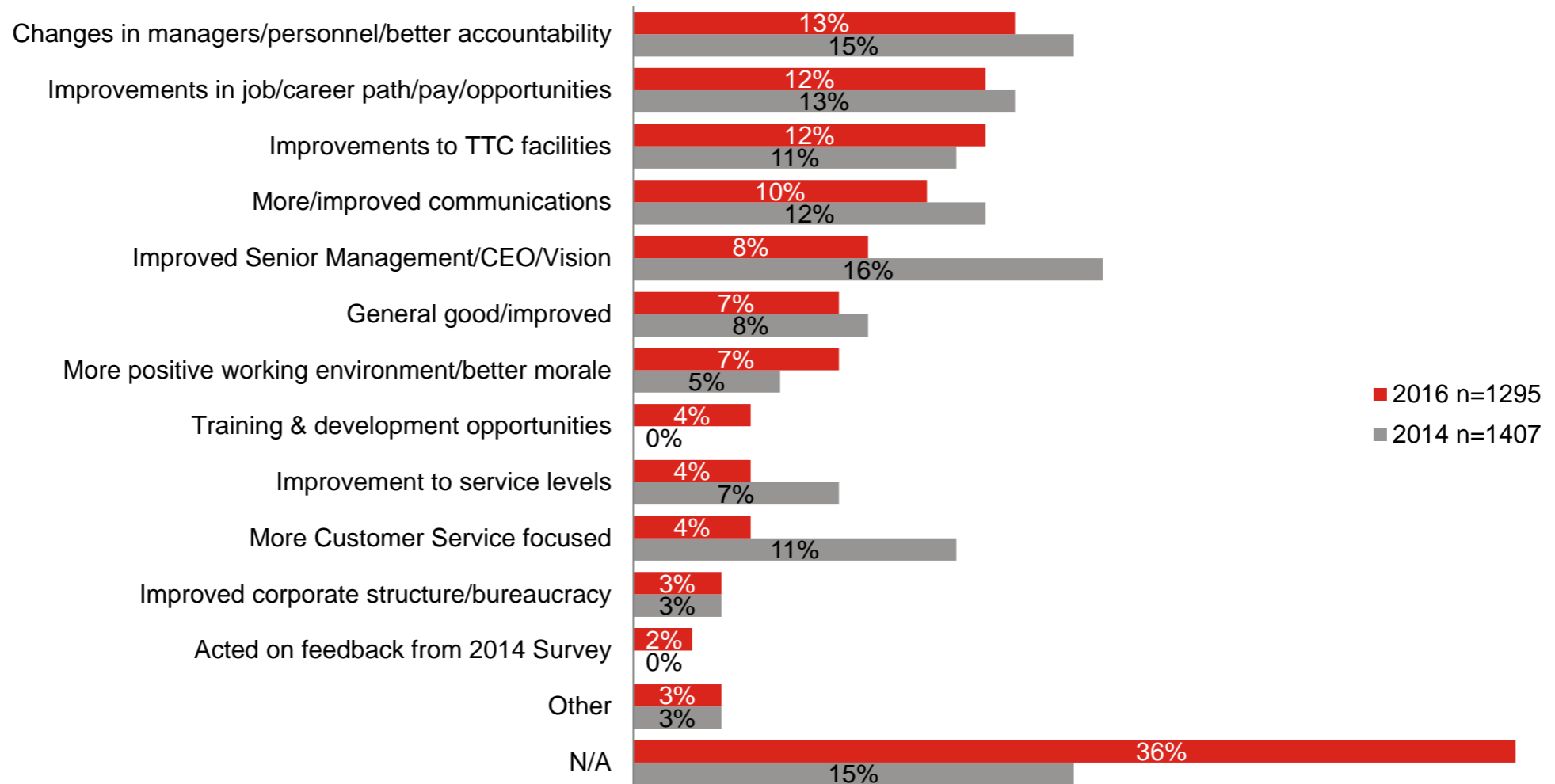
By employee type	Staff		Union		Bus		Wheel-Trans		Streetcar		Subway		Manager	Non-Manager
	'16	'14	'16	'14	'16	'14	'16	'14	'16	'14	'16	'14	'16	'16
	Gotten better	32%↓	37%	15%↓	23%	19%↓	23%	17%	26%	24%	27%	17%↓	30%	35%
Stayed the same	42%	43%	40%↓	42%	36%	45%	37%	41%	39%	36%	36%	32%	37%	42%
Gotten worse	20%↑	17%	35%↑	30%	37%↑	26%	37%	32%	33%	31%	44%	32%	24%	30%
Don't know	5%↑	3%	8%↑	5%	7%	5%	8%↑	1%	4%	5%	3%	5%	4%	8%

↓ ↑ Denotes *statistically significant* increase (up arrow) or decrease (down arrow) compared to 2014 score.
 Not all similar-sized differences will be significant, as the statistical testing takes additional factors into account.

Has the employee experience has changed over time?

Those who said the experience has gotten better

In the past 12 months, working for the TTC has...Gotten Better
Please explain the answer you gave to the previous question



Has the employee experience has changed over time?

Those who said the experience has gotten better - by group

Please explain the answer you gave to the previous question

By group	All employees	CEO's Office	Corporate Services	Engineering, Construction & Expansion	Operations	Service Delivery	Strategy & Customer Experience
Changes in managers/personnel/better accountability	13%	19%	10%	13%	13%	11%	10%
Improvements to TTC facilities	12%	11%	12%	9%	8%	17%	7%
Improvements in job/career path/pay/opportunities	12%	10%	7%	4%	11%	15%	3%
More/improved communications	10%	15%	8%	8%	9%	11%	20%
Improved Senior Management/CEO/Vision	8%	14%	10%	5%	6%	7%	17%
More positive working environment/better morale	7%	6%	7%	8%	9%	6%	13%
General good/Improved	7%	5%	7%	1%	7%	8%	13%
Training & development opportunities	4%	5%	4%	3%	3%	4%	0%
Improvement to service levels	4%	3%	1%	1%	3%	5%	7%
More Customer Service focused	4%	2%	5%	5%	3%	4%	13%
Improved corporate structure/bureaucracy	3%	6%	7%	2%	2%	2%	3%
Acted on feedback from 2014 Survey	2%	4%	1%	2%	2%	1%	0%
Other	3%	4%	1%	3%	3%	3%	0%
N/A/Don't know	36%	30%	44%	52%	40%	30%	30%

Has the employee experience has changed over time?

Those who said the experience has gotten better - by employee type

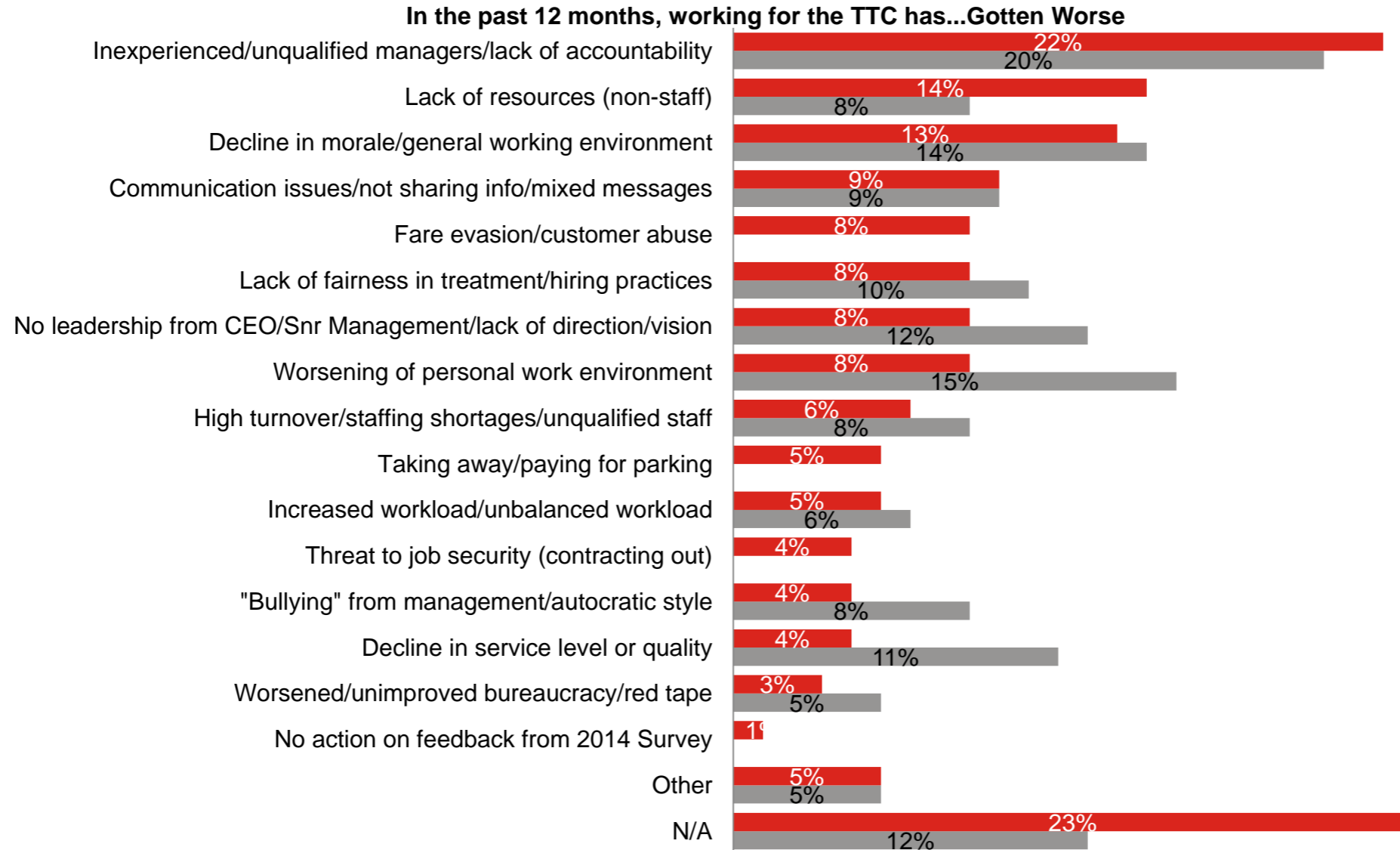
Please explain the answer you gave to the previous question

By employee type	Staff	Union	Bus	Wheel-Trans	Streetcar	Subway	Manager	Non-Manager
Changes in managers/personnel/better accountability	12%	13%	9%	*	13%	16%	13%	12%
Improvements to TTC facilities	10%	16%	21%	*	16%	11%	10%	13%
Improvements in job/career path/pay/opportunities	10%	13%	17%	*	22%	21%	9%	12%
More/improved communications	12%	8%	11%	*	9%	8%	14%	9%
Improved Senior Management/CEO/Vision	10%	4%	5%	*	9%	11%	13%	6%
More positive working environment/better morale	8%	6%	6%	*	6%	8%	9%	7%
General good/Improved	6%	8%	8%	*	0%	8%	8%	6%
Training & development opportunities	4%	3%	4%	*	3%	5%	4%	4%
Improvement to service levels	2%	6%	11%	*	16%	3%	2%	4%
More Customer Service focused	5%	4%	6%	*	9%	5%	5%	4%
Improved corporate structure/bureaucracy	4%	1%	3%	*	3%	0%	6%	2%
Acted on feedback from 2014 Survey	2%	1%	1%	*	3%	3%	4%	1%
Other	2%	4%	2%	*	3%	0%	2%	3%
N/A/Don't know	38%	32%	24%	*	25%	32%	33%	37%

*Wheel-Trans suppressed due to sample size <30

Has the employee experience has changed over time?

Those who said the experience has gotten worse



Has the employee experience has changed over time?

Those who said the experience has gotten worse - by group

Please explain the answer you gave to the previous question

By group	All employees	CEO's Office	Corporate Services	Engineering, Construction & Expansion	Operations	Service Delivery	Strategy & Customer Experience
Inexperienced/unqualified managers/lack of accountability	22%	23%	22%	14%	21%	23%	32%
Lack of resources (non-staff)	14%	15%	10%	3%	12%	15%	13%
Decline in morale/general working environment	13%	6%	14%	9%	14%	13%	5%
Communication issues/not sharing info/mixed messages	9%	4%	6%	6%	8%	11%	8%
Worsening of personal work environment	8%	15%	6%	20%	11%	6%	8%
Lack of fairness in treatment/hiring practices	8%	10%	5%	17%	12%	6%	8%
No leadership from CEO/Snr Management/lack of direction/vision	8%	15%	12%	9%	10%	6%	13%
Fare evasion/customer abuse	8%	2%	0%	0%	2%	13%	0%
High turnover/staffing shortages/unqualified staff	6%	8%	17%	6%	6%	5%	5%
Increased workload/unbalanced workload	5%	13%	18%	9%	3%	4%	8%
Taking away/paying for parking	5%	13%	5%	9%	11%	2%	3%
Threat to job security (contracting out)	4%	2%	3%	6%	4%	4%	0%
"Bullying" from management/autocratic style	4%	2%	2%	0%	5%	4%	8%
Decline in service level or quality	4%	4%	1%	0%	1%	7%	5%
Worsened/unimproved bureaucracy/red tape	3%	0%	5%	17%	3%	2%	0%
No action on feedback from 2014 Survey	1%	2%	3%	3%	2%	1%	0%
Other	5%	2%	2%	0%	4%	6%	3%
N/A/Don't know	23%	25%	30%	23%	23%	21%	32%

Has the employee experience has changed over time?

Those who said the experience has gotten worse - by employee type

Please explain the answer you gave to the previous question

By group	Staff	Union	Bus	Wheel-Trans	Streetcar	Subway	Manager	Non-Manager
Inexperienced/unqualified managers/lack of accountability	21%	22%	22%	30%	24%	22%	24%	22%
Lack of resources (non-staff)	13%	14%	13%	14%	7%	10%	18%	13%
Decline in morale/general working environment	12%	13%	14%	14%	9%	24%	10%	13%
Communication issues/not sharing info/mixed messages	8%	10%	10%	16%	7%	11%	11%	9%
Worsening of personal work environment	10%	7%	5%	5%	7%	10%	11%	7%
Lack of fairness in treatment/hiring practices	11%	7%	5%	8%	9%	8%	14%	7%
No leadership from CEO/Snr Management/lack of direction/vision	10%	7%	7%	5%	4%	12%	13%	7%
Fare evasion/customer abuse	1%	11%	28%	5%	16%	7%	2%	9%
High turnover/staffing shortages/unqualified staff	11%	4%	5%	5%	4%	4%	11%	5%
Increased workload/unbalanced workload	11%	3%	4%	8%	0%	2%	11%	4%
Taking away/paying for parking	6%	5%	3%	0%	0%	14%	4%	6%
Threat to job security (contracting out)	2%	4%	1%	0%	0%	3%	3%	4%
"Bullying" from management/autocratic style	4%	4%	3%	0%	7%	7%	6%	4%
Decline in service level or quality	2%	5%	13%	5%	7%	4%	3%	5%
Worsened/unimproved bureaucracy/red tape	4%	2%	2%	3%	2%	0%	4%	3%
No action on feedback from 2014 Survey	2%	1%	1%	0%	0%	1%	2%	1%
Other	2%	6%	9%	5%	9%	11%	3%	5%
N/A/Don't know	27%	21%	15%	27%	33%	17%	22%	23%

AREA TO MONITOR: PERFORMANCE AND REWARD

Section summary

- Driver Analysis identifies Performance and Reward as having a moderate impact on Employee Engagement and is an area in which TTC employees are relatively less satisfied, making this an area to monitor.
- Over half of TTC employees (55%) agreed they are satisfied with Performance and Reward overall, a significantly higher proportion than in 2014 (52%). Although scores have improved since 2014, this remains an area where scores are low relative to other aspects of the employee experience.
- Satisfaction scores were highest for Engineering Construction and Expansion (71%) and the CEO's Office (69%), and lowest among Strategy and Customer Experience (52%) and Service Delivery (52%) employees. Scores were higher among Staff compared to Union members, and among managers compared to non-managers. There was little variation in scores by transportation mode, although Subway employees had slightly lower satisfaction scores than other modes.
- Across the specific aspects of Performance and Reward, ratings were highest for "the TTC offers good job security" (82%), followed by "I am satisfied with my pay and benefits, given the job I do" (73%). Ratings were lowest for "poor performance is not tolerated" (43%) and "at the TTC, the recognition and/or rewards are meaningful" (49%).
- To improve employee satisfaction with Performance and Reward, Driver Analysis identifies the following as key areas to improve:
 - At the TTC, the recognition and/or rewards are meaningful
 - I am satisfied with the recognition I receive from my manager/supervisor/foreperson
- Also of influence is "I have the opportunity to progress through the company", which is an area to protect.
- These three areas were identified for all groups in the TTC, although being satisfied with recognition is an area to protect rather than improve for the CEO's Office, Corporate Services, and Engineering, Construction & Expansion. Meanwhile, opportunity to progress is an area to improve for these three groups, as well as for Strategy & Customer Experience. It is an area to protect for Operations and Service Delivery.

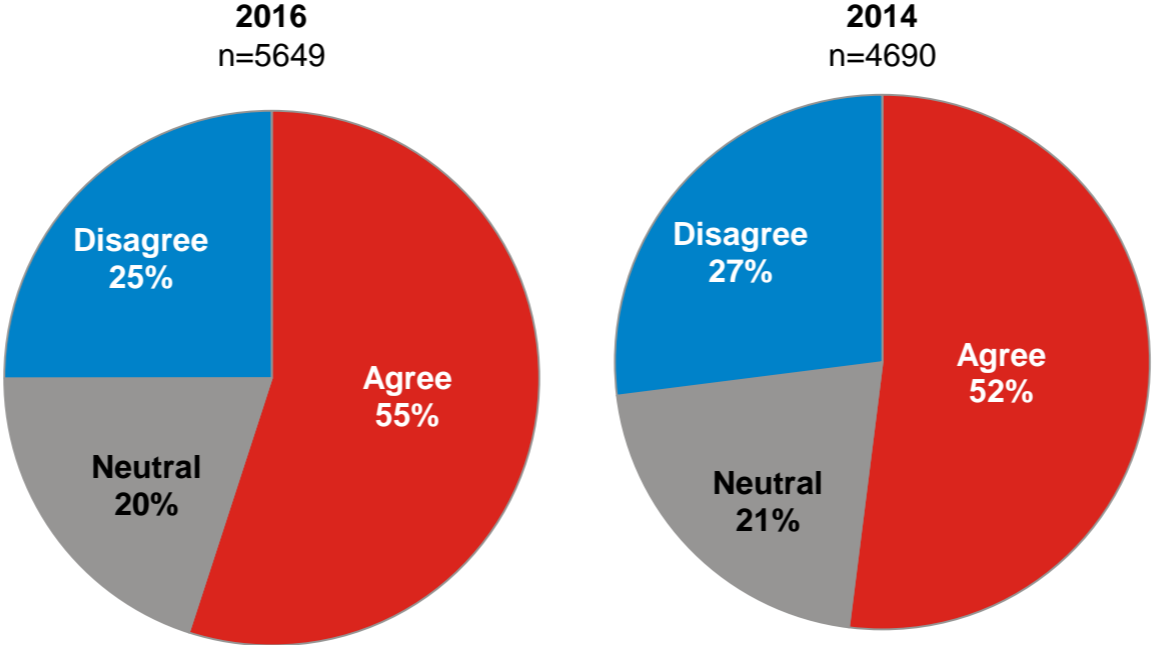
Overall ratings of Performance and Reward

Wave-over-wave comparison

Overall, I am satisfied with the way the TTC recognizes and rewards employees

2016 mean: 6.3 ↑
2014 mean: 6.2

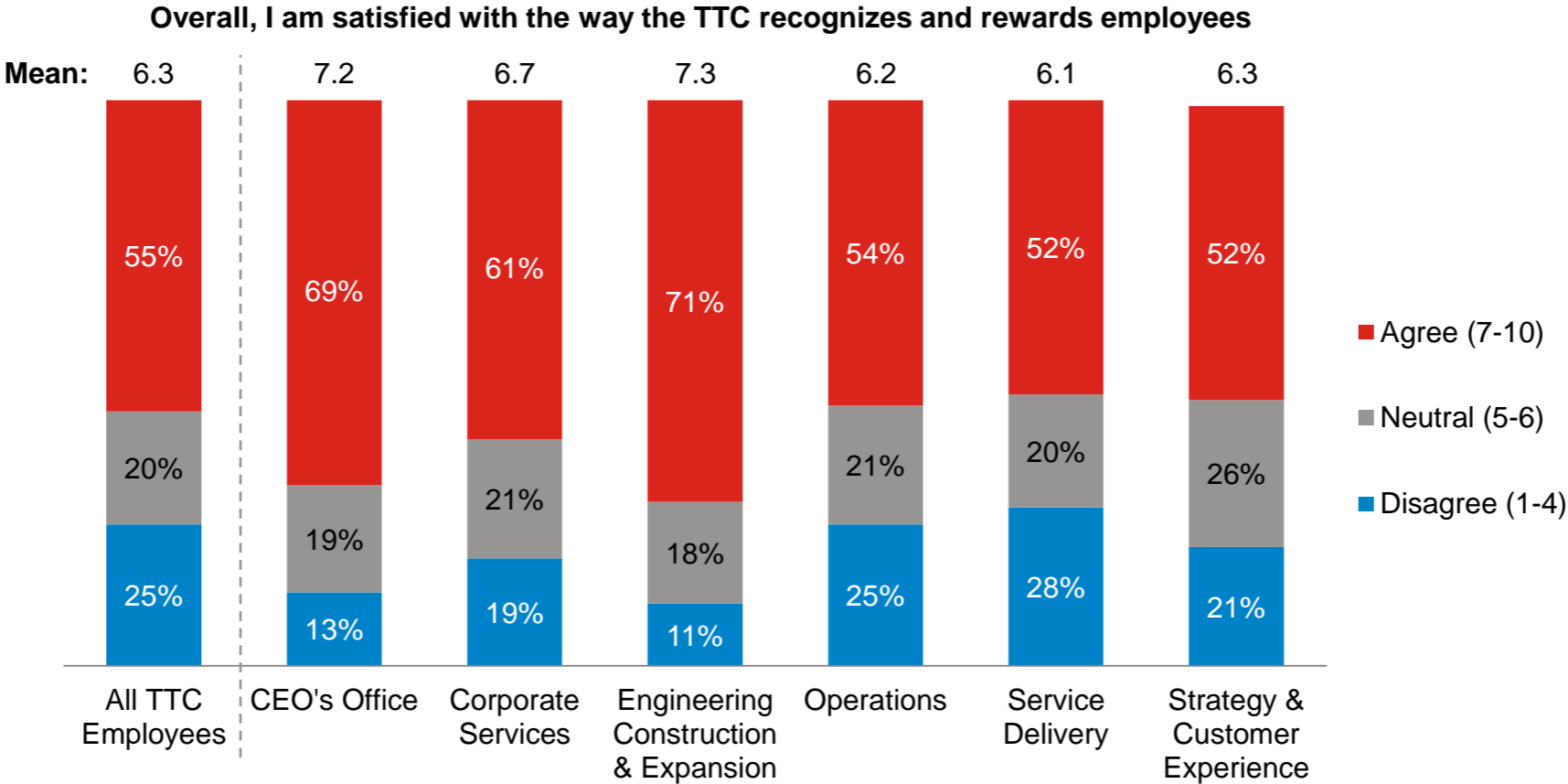
Agree: Rating of 7-10
Neutral: Rating of 5-6
Disagree: Rating of 1-4



↓ ↑ Denotes statistically significant increase (up arrow) or decrease (down arrow) compared to 2014 score.
Not all similar-sized differences will be significant, as the statistical testing takes additional factors into account.

Overall ratings of Performance and Reward

By group



Overall ratings of Performance and Reward

By employee type

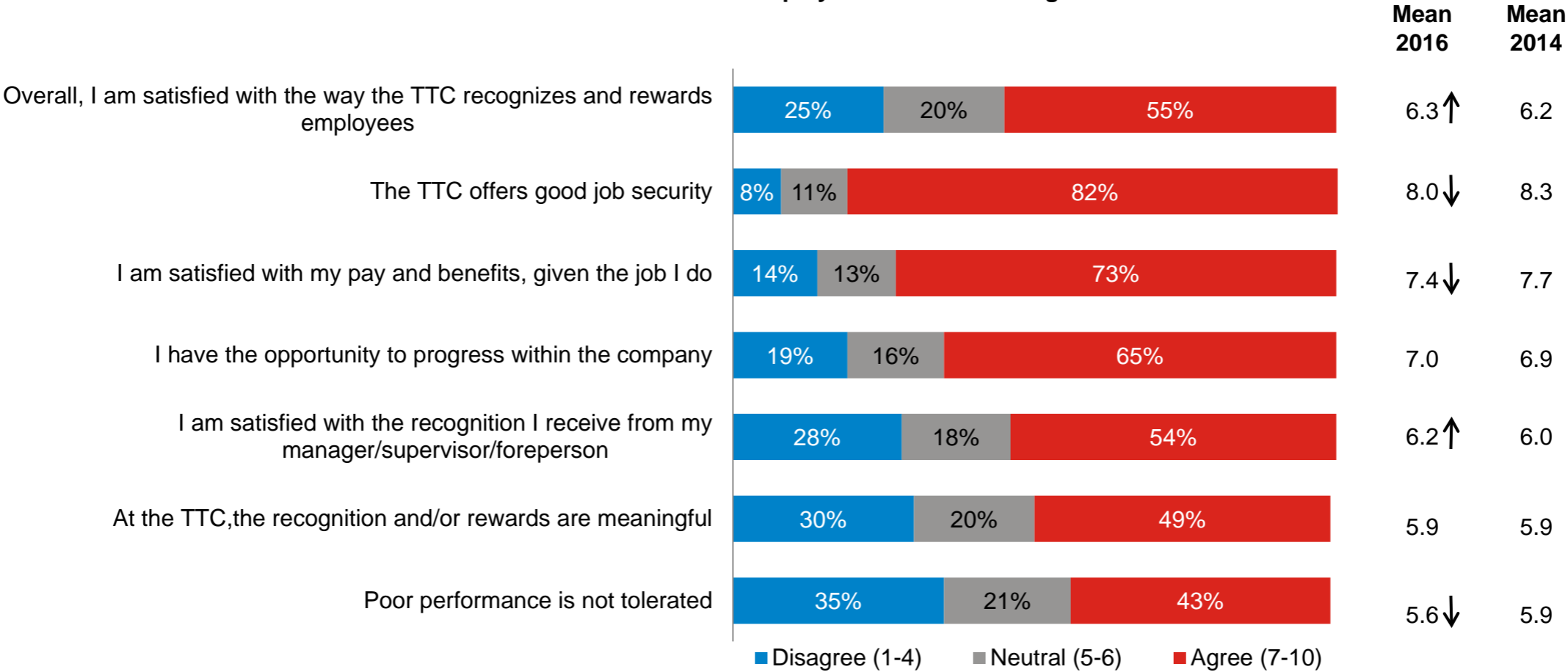
Overall, I am satisfied with the way the TTC recognizes and rewards employees.

Employee type	2016 Mean	2014 Mean
Staff:	6.9	6.6 ↑
Union:	5.9	5.8
Manager:	6.9	n/a
Non-Manager:	6.2	n/a
Bus:	5.8	5.8
Wheel-Trans:	5.6	5.7
Streetcar:	5.8	5.7
Subway:	5.2	5.5

↑↓ Denotes *statistically significant* increase (up arrow) or decrease (down arrow) compared to 2014 score.
Not all similar-sized differences will be significant, as the statistical testing takes additional factors into account.

Overall ratings of aspects of Performance and Reward

Please indicate the extent to which you agree or disagree with each of the following statements with respect to the TTC's practices and behaviours in the areas of employee reward and recognition.



↑ ↓ Denotes statistically significant increase (up arrow) or decrease (down arrow) compared to 2014 score. Not all similar-sized differences will be significant, as the statistical testing takes additional factors into account.

Overall ratings of aspects of Performance and Reward

By group

Please indicate the extent to which you agree or disagree with each of the following statements with respect to the TTC's practices and behaviours in the areas of employee reward and recognition.

By group	All employees	CEO's Office	Corporate Services	Engineering, Construction & Expansion	Operations	Service Delivery	Strategy & Customer Experience
Poor performance is not tolerated	5.6	6.1	6.2	6.8	5.4	5.5	5.7
I am satisfied with the recognition I receive from my manager/supervisor/foreperson	6.2	7.4	7.0	7.6	6.2	5.8	6.4
I am satisfied with my pay and benefits, given the job I do	7.4	7.7	7.4	7.5	7.2	7.6	6.6
At the TTC, the recognition and/or rewards are meaningful	5.9	6.7	6.2	6.7	5.8	5.8	6.1
I have the opportunity to progress within the company	7.0	7.0	6.7	7.0	6.9	7.1	5.8
The TTC offers good job security	8.0	8.6	8.3	8.3	8.0	7.9	8.2

Overall ratings of aspects of Performance and Reward

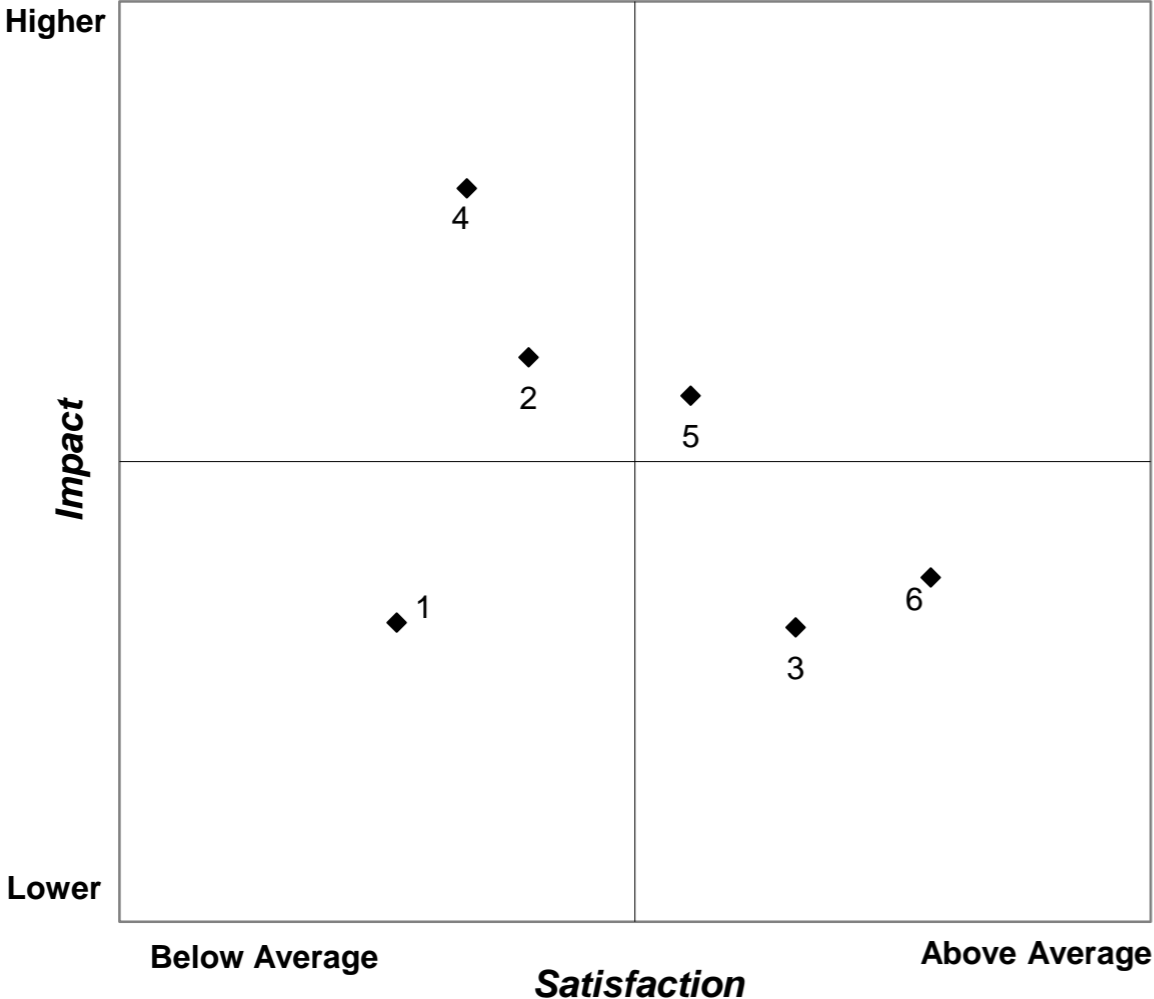
By employee type

Please indicate the extent to which you agree or disagree with each of the following statements with respect to the TTC's practices and behaviours in the areas of employee reward and recognition.

By employee type	Staff		Union		Bus		Wheel-Trans		Streetcar		Subway		Manager	Non-Manager
	'16	'14	'16	'14	'16	'14	'16	'14	'16	'14	'16	'14	'16	'16
Poor performance is not tolerated	6.0	6.0	5.4↓	5.9	5.2↓	6.1	5.5↓	6.5	5.8	5.9	4.9↓	5.6	5.7	5.6
I am satisfied with the recognition I receive from my manager/supervisor/foreperson	7.1↑	6.8	5.6↑	5.3	5.0	5.1	5.2	5.6	5.4	5.1	5	5.2	7.0	6.0
I am satisfied with my pay and benefits, given the job I do	7.7	7.7	7.3↓	7.6	7.7	7.7	7.5	7.9	7.4	7.8	7.1	7.5	7.8	7.4
At the TTC, the recognition and/or rewards are meaningful	6.4↑	6.2	5.6	5.6	5.5	5.6	4.9	5.3	5.4	5.4	4.7	5.7	6.4	6.8
I have the opportunity to progress within the company	7.0↑	6.8	6.9	6.9	7.1	7.2	6.4	6.5	7.5	7.3	6.4	6.6	7.3	6.9
The TTC offers good job security	8.5	8.5	7.8↓	8.1	8.1	8.3	8.1	7.9	8.1	8.5	7.8↑	8.3	8.5	8.0

↓↑ Denotes *statistically significant* increase (up arrow) or decrease (down arrow) compared to 2014 score.
 Not all similar-sized differences will be significant, as the statistical testing takes additional factors into account.

Opportunity analysis: Performance and Reward



- 1. Poor performance is not tolerated
- 2. I am satisfied with the recognition I receive from my manager/supervisor/foreperson
- 3. I am satisfied with my pay and benefits, given the job I do
- 4. At the TTC, the recognition and/or rewards are meaningful
- 5. I have the opportunity to progress within the company
- 6. The TTC offers good job security

Opportunity analysis: Performance and Reward

Summary by group

Key Drivers by Group	All TTC Employees	CEO's Office	Corporate Services	Engineering, Construction & Expansion	Operations	Service Delivery	Strategy & Customer Experience
Poor performance is not tolerated							
I am satisfied with the recognition I receive from my managers/supervisors/foreperson	🎯	🔒	🔒	🔒	🎯	🎯	🎯
I am satisfied with my pay and benefits given the job I do							
At the TTC, the recognition and/or rewards are meaningful	🎯	🎯	🎯	🎯	🎯	🎯	🎯
I have the opportunity to progress within the company	🔒	🎯	🎯	🎯	🔒	🔒	🎯

The TTC offers good job security

🔒 Represents area to protect
 🎯 Represents area of priority improvement

AREA TO MAINTAIN: SAFETY

Section summary

- Safety has a moderate impact on Employee Engagement, and continues to be an area of relatively high satisfaction for all employee types.
- Wave-over-wave comparison showed a very slight increase in agreement with the statement “overall I feel safe when I’m at work,” although the average score remains unchanged.
- The CEO’s Office and Engineering, Construction & Expansion are the groups that gave the highest Safety ratings; by contrast, Operations and Service Delivery groups gave lower ratings versus other groups.
- Key areas of Safety to protect include:
 - My manager/supervisor/foreperson is well informed about safety issues
 - I am strongly encouraged to report unsafe working conditions
- These areas are consistent across most groups, except for Strategy & Customer Experience. As well, being encouraged to report unsafe conditions is not as influential for Corporate Services.
- Although Safety has one of the highest satisfaction ratings, analysis shows that there is opportunity to improve in the following areas:
 - Protecting employees from safety risks is a high priority for Senior Management
 - My manager/supervisor/foreperson acts quickly to address safety issues
- Senior Management prioritizing protection from safety risks is an area to improve specifically for Corporate Services, Operations, and Service Delivery, while it is an area to protect for Strategy & Customer Experience.
- Quick action regarding safety issues is an area to improve for Operations, Service Delivery, and Strategy & Customer Experience, while it is an area to protect for the CEO’s Office.

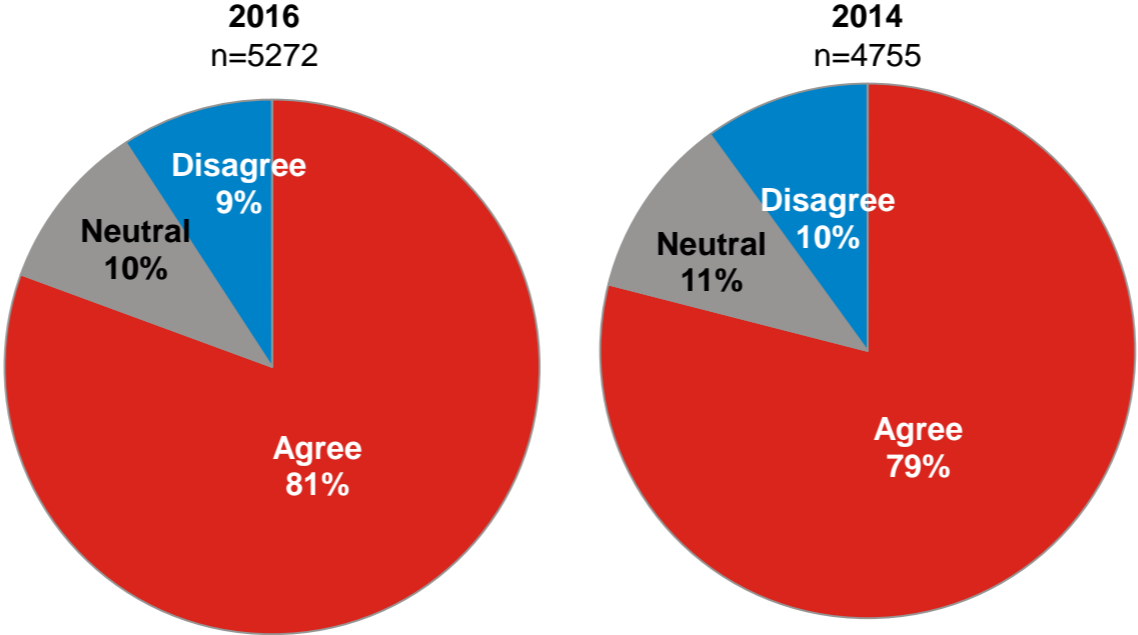
Overall ratings of Safety

Wave-over-wave comparison

Overall, I feel safe when I am at work

2016 mean: 8.0
2014 mean: 8.0

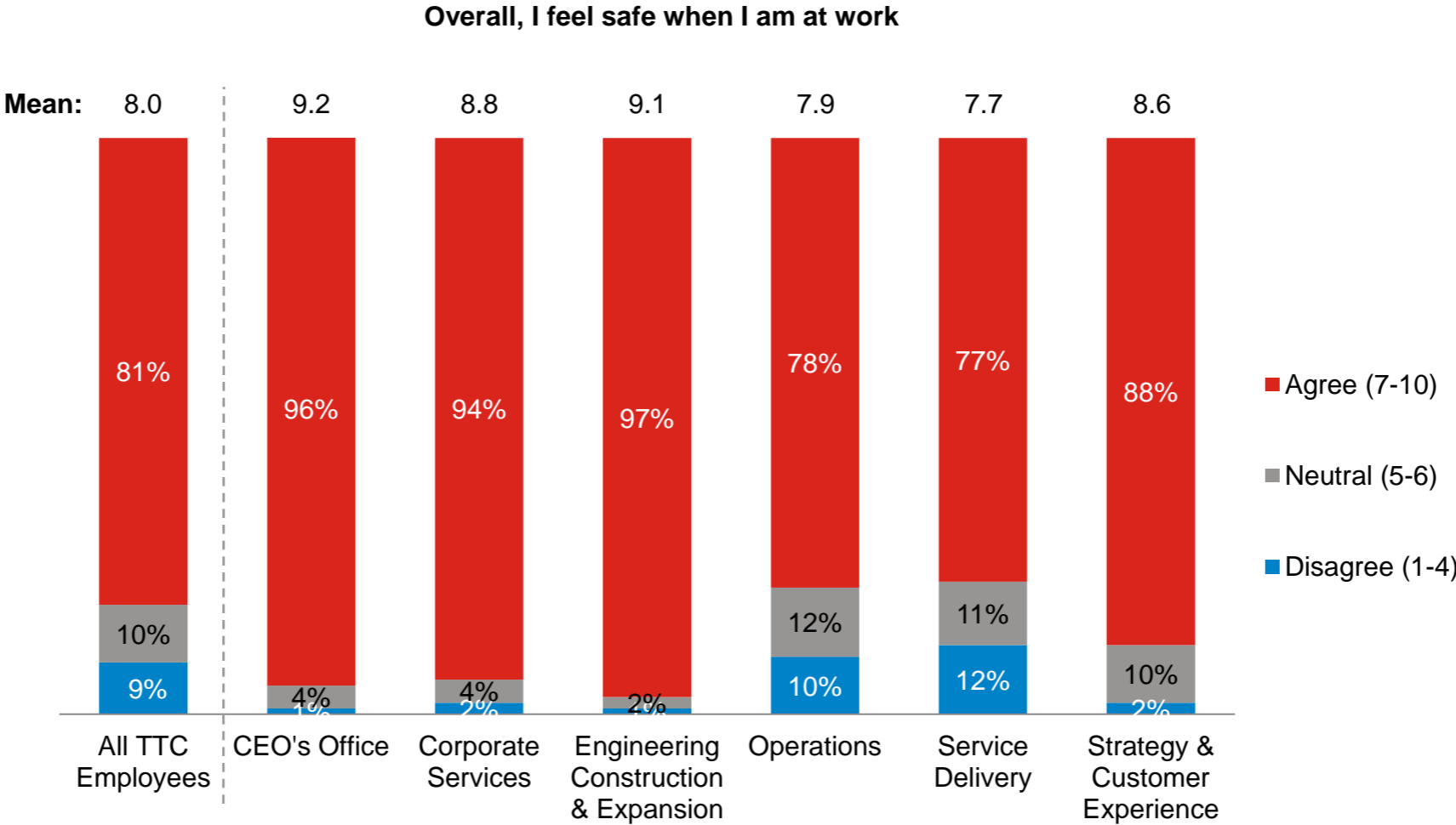
Agree: Rating of 7-10
Neutral: Rating of 5-6
Disagree: Rating of 1-4



↓↑ Denotes statistically significant increase (up arrow) or decrease (down arrow) compared to 2014 score.
Not all similar-sized differences will be significant, as the statistical testing takes additional factors into account.

Overall ratings of Safety

By group



Overall ratings of Safety

By employee type

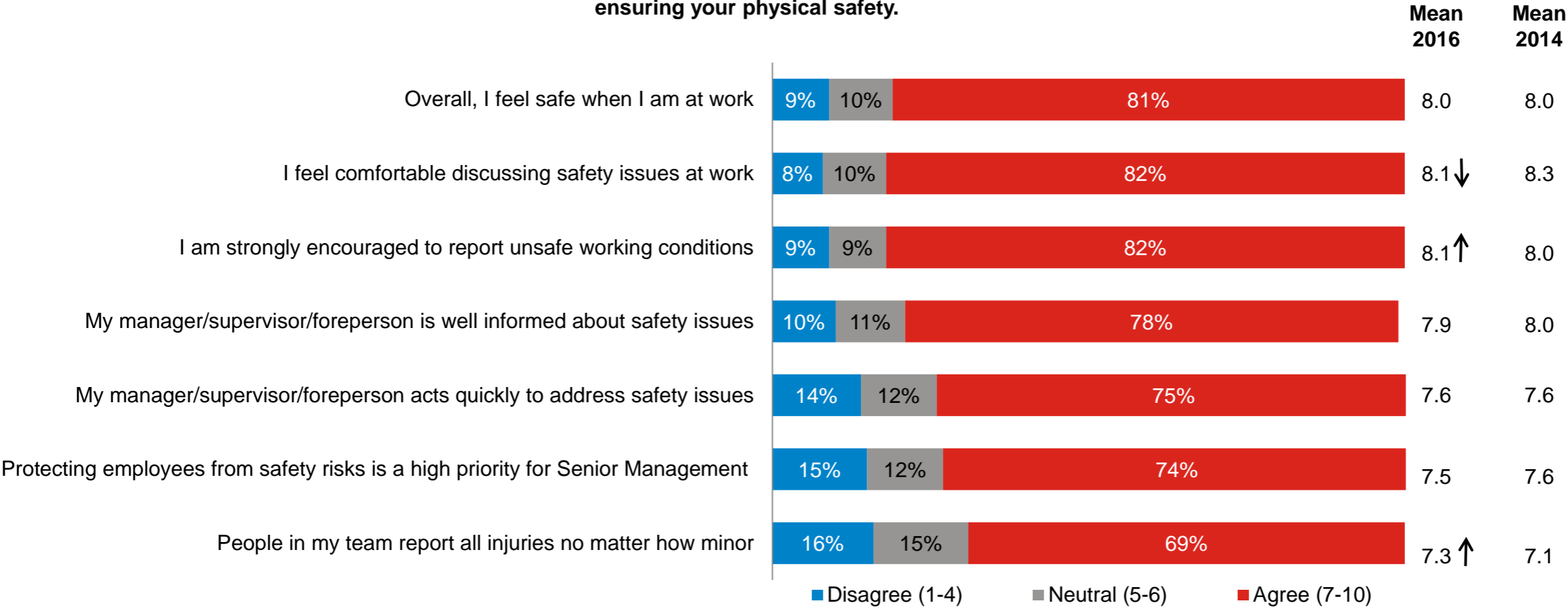
Overall, I feel safe when I am at work.

Employee type	2016 Mean	2014 Mean
Staff:	8.9	8.9
Union:	7.4 ↑	7.1
Manager:	9.0	n/a
Non-Manager:	7.8	n/a
Bus:	7.1	7.2
Wheel-Trans:	7.8	7.4
Streetcar:	7.2	7.0
Subway:	7.0	7.3

↑↓ Denotes *statistically significant* increase (up arrow) or decrease (down arrow) compared to 2014 score.
Not all similar-sized differences will be significant, as the statistical testing takes additional factors into account.

Overall ratings of aspects of Safety

Please indicate the extent to which you agree or disagree with each of the following statements about the TTC’s approach to ensuring your physical safety.



↑ ↓ Denotes statistically significant increase (up arrow) or decrease (down arrow) compared to 2014 score.
 Not all similar-sized differences will be significant, as the statistical testing takes additional factors into account.

Overall ratings of aspects of Safety

By group

Please indicate the extent to which you agree or disagree with each of the following statements about the TTC's approach to ensuring your physical safety.

By group	All employees	CEO's Office	Corporate Services	Engineering, Construction & Expansion	Operations	Service Delivery	Strategy & Customer Experience
I feel comfortable discussing safety issues at work	8.1	9.1	8.7	9.0	8.0	7.9	8.5
People in my team report all injuries no matter how minor	7.3	8.3	8.1	8.7	7.0	7.0	7.8
Protecting employees from safety risks is a high priority for Senior Management	7.5	8.7	8.5	9.0	7.4	7.2	8.1
My manager/supervisor/foreperson is well informed about safety issues	7.9	8.9	8.7	8.9	7.7	7.7	7.7
My manager/supervisor/foreperson acts quickly to address safety issues	7.6	8.9	8.6	9.0	7.4	7.3	8.0
I am strongly encouraged to report unsafe working conditions	8.1	9.0	8.8	9.0	7.9	8.0	8.1

Overall ratings of aspects of Safety

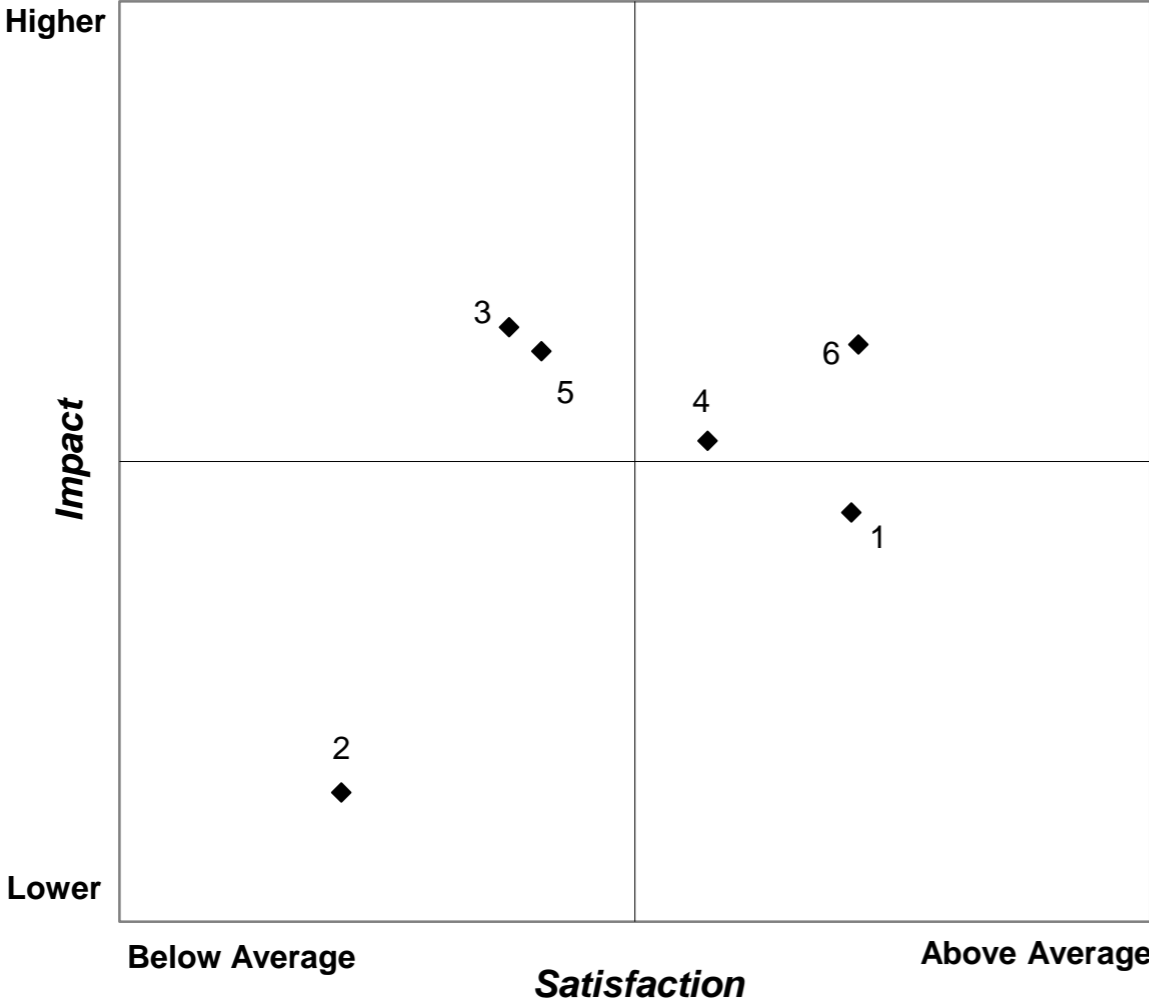
By employee type

Please indicate the extent to which you agree or disagree with each of the following statements about the TTC's approach to ensuring your physical safety.

By employee type	Staff		Union		Bus		Wheel-Trans		Streetcar		Subway		Manager	Non-Manager
	'16	'14	'16	'14	'16	'14	'16	'14	'16	'14	'16	'14	'16	'16
I feel comfortable discussing safety issues at work	8.9	8.9	7.6	7.6	7.5	7.6	7.5	7.7	7.9	7.8	7.6	7.8	8.9	8.0
People in my team report all injuries no matter how minor	8.3	8.1	6.5	6.1	6.6	6.1	6.9	6.7	6.8	6.2	6.6	6.4	8.4	7.0
Protecting employees from safety risks is a high priority for Senior Management	8.6	8.6	6.8	6.6	6.6	6.8	6.9	6.8	7.1	6.8	6.5	6.7	8.7	7.3
My manager/supervisor/foreperson is well informed about safety issues	8.7	8.7	7.3	7.2	7.3	7.3	7.2	7.4	7.1	7.3	7.1	7.3	8.8	7.7
My manager/supervisor/foreperson acts quickly to address safety issues	8.7	8.6	6.9	6.7	6.9	6.9	6.8	7.0	7.1	6.9	6.7	6.9	8.7	7.4
I am strongly encouraged to report unsafe working conditions	8.9	8.8	7.6	7.3	7.5	7.4	7.6	7.4	7.5	7.0	7.4	7.5	9.1	8.0

↓↑ Denotes *statistically significant* increase (up arrow) or decrease (down arrow) compared to 2014 score.
 Not all similar-sized differences will be significant, as the statistical testing takes additional factors into account.

Opportunity Analysis: Safety



- 1. I feel comfortable discussing safety issues at work
- 2. People in my team report all injuries no matter how minor
- 3. Protecting employees from safety risks is a high priority for Senior Management
- 4. My manager/supervisor/foreperson is well informed about safety issues
- 5. My manager/supervisor/foreperson acts quickly to address safety issues
- 6. I am strongly encouraged to report unsafe working conditions

Opportunity analysis: Safety

Summary by group

Key Drivers by Group	Engineering, Construction & Operations						
	All TTC Employees	CEO's Office	Corporate Services	Expansion	Operations	Service Delivery	Strategy & Customer Experience
I feel comfortable discussing safety issues at work				🔒			
People in my team report all injuries no matter how minor							🎯
Protecting employees from safety risks is a high priority for Senior Management	🎯		🎯		🎯	🎯	🔒
My manager/supervisor/foreperson is well informed about safety issues	🔒	🔒	🔒	🔒	🔒	🔒	
My manager/supervisor/foreperson acts quickly to address safety issues	🎯	🔒			🎯	🎯	🎯
I am strongly encouraged to report unsafe working conditions	🔒	🔒		🔒	🔒	🔒	

🔒 Represents area to protect
 🎯 Represents area of priority improvement

YOUR MANAGER/SUPERVISOR/FOREPERSON

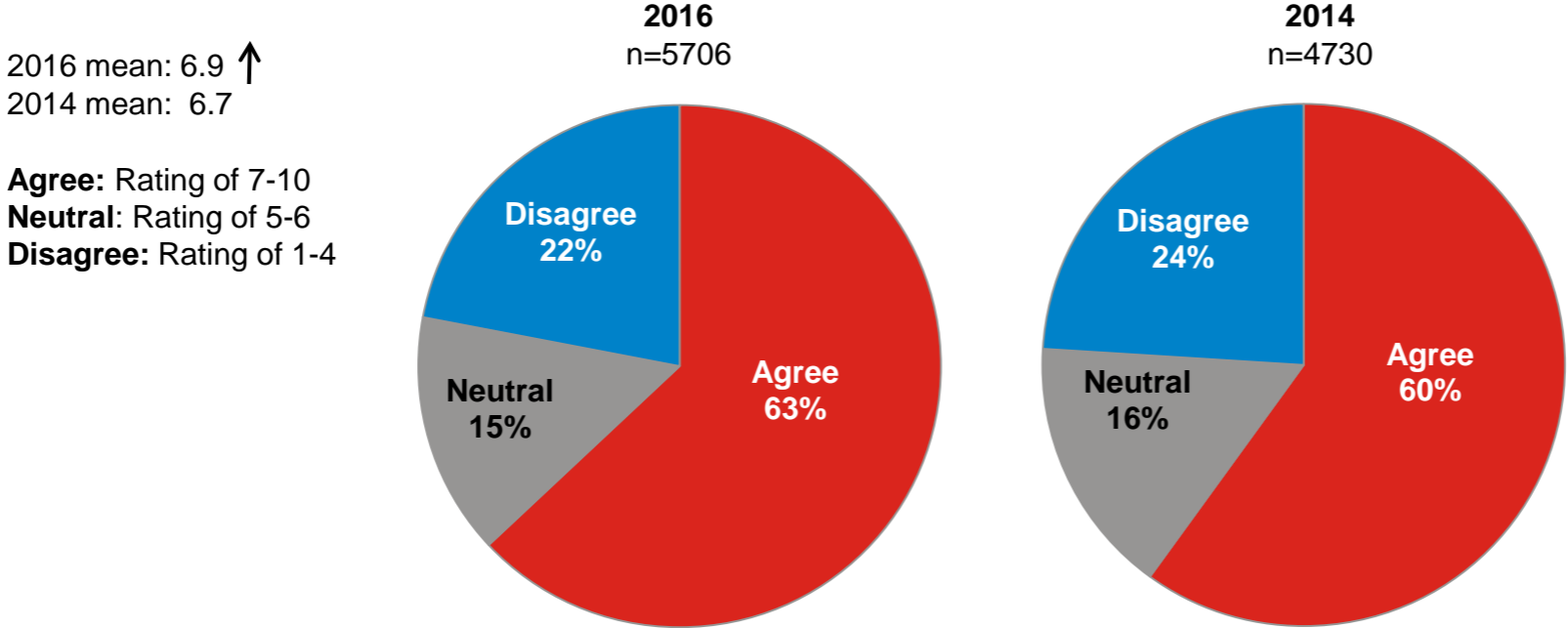
Section summary

- Driver Analysis identifies “Your Manager/Supervisor/Foreperson” as having a moderate impact on Employee Engagement and is an area in which TTC employees are somewhat less satisfied, making this an area to monitor moving forward. Satisfaction scores for “your Manager/Supervisor/Foreperson” have improved since 2014.
- The majority of TTC employees (63%) agreed they are satisfied with their Manager/Supervisor/Foreperson overall; a significantly larger proportion than in 2014 (60%).
- Satisfaction was highest for the CEO’s office (87%) and Engineering Construction and Expansion (82%). Satisfaction was lowest among Service Delivery (57%) employees.
- There was a large difference in satisfaction between Staff (7.8) and Union (6.3), and between Managers (7.7) and Non-managers (6.7). There is little difference in satisfaction scores by transportation mode.
- Across the specific qualities of Your Manager/Supervisor/Foreperson, ratings were highest for: “my manager/supervisor/foreperson treats me fairly” and “my manager/supervisor/foreperson actively discourages prejudice”. Ratings were lowest for: “my manager/supervisor/foreperson gives me regular, constructive feedback about my performance”, “my manager/supervisor/foreperson is open to constructive feedback from employees” and “where appropriate, my manager/supervisor/foreperson, involves me in decisions which affect me.”
- Although it is still among the lowest scores in this area, being open to constructive feedback from employees has improved significantly compared to 2014 (6.5 in 2016 vs. 6.1 in 2014)
- To improve employee satisfaction with their Manager/Supervisor/Foreperson, Driver Analysis identifies the following key areas on which to focus improvements:
 - I am satisfied with the way I am managed
 - My manager/supervisor/foreperson keeps me well informed about issues which affect me
 - My manager/supervisor/foreperson is open to constructive feedback from employees
 - My manager/supervisor/foreperson leads by example
- Leading by example is an area to improve for all groups, while being open to employee feedback is an area to improve for all groups except Engineering, Construction & Expansion.
- Areas to protect include:
 - I have confidence in my manager’s/supervisor’s/foreperson’s skills and abilities
 - I get help and support from my manager/supervisor/foreperson when I need it
- These are common for all groups, while “my manager/supervisor/foreperson treats me fairly” is an area to protect for all groups except Operations.

Overall ratings of Your Manager/Supervisor/Foreperson

Wave-over-wave comparison

Overall, I am satisfied with my immediate manager/supervisor/foreperson.

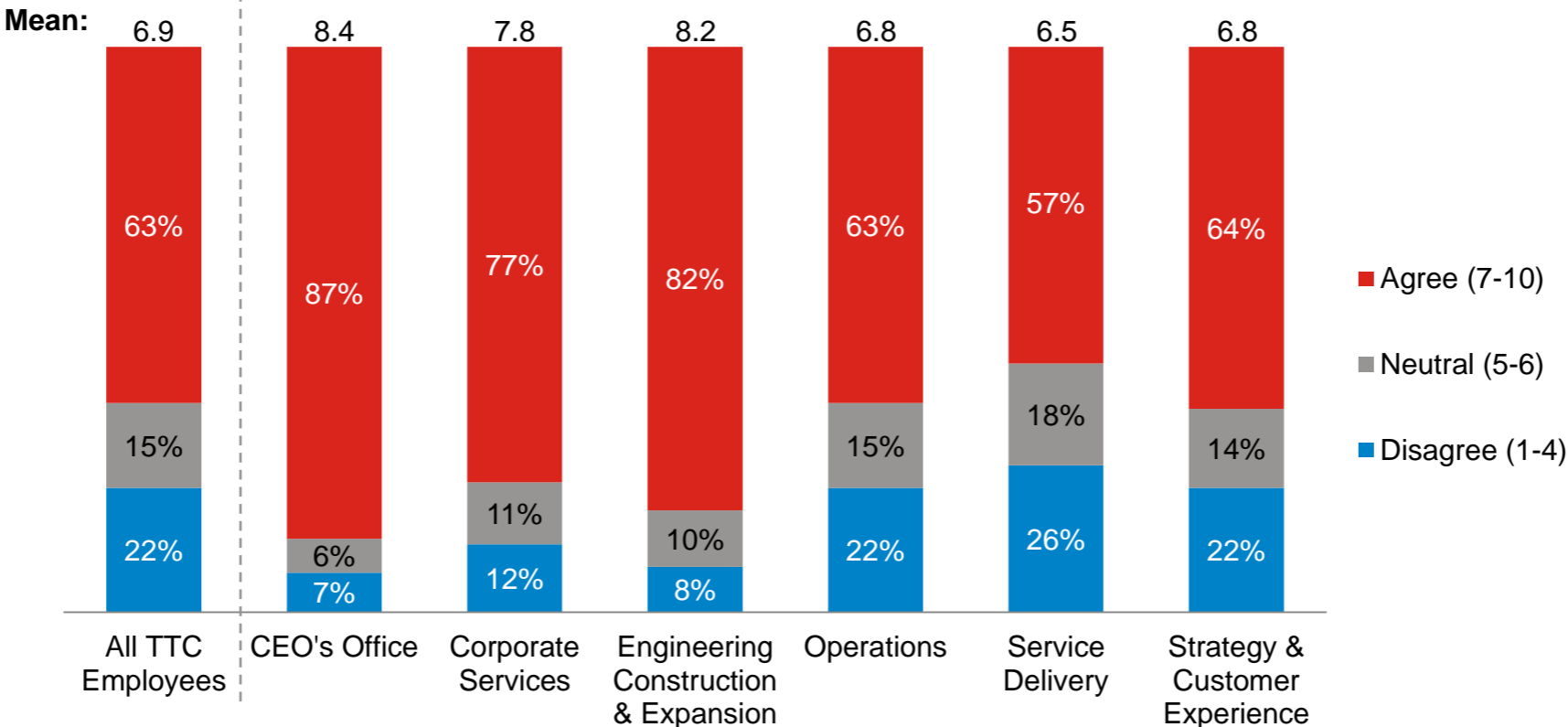


↓↑ Denotes *statistically significant* increase (up arrow) or decrease (down arrow) compared to 2014 score.
Not all similar-sized differences will be significant, as the statistical testing takes additional factors into account.

Overall ratings of Your Manager/Supervisor/Foreperson

By group

Overall, I am satisfied with my immediate manager/supervisor/foreperson.



Overall ratings of Your Manager/Supervisor/Foreperson

By employee type

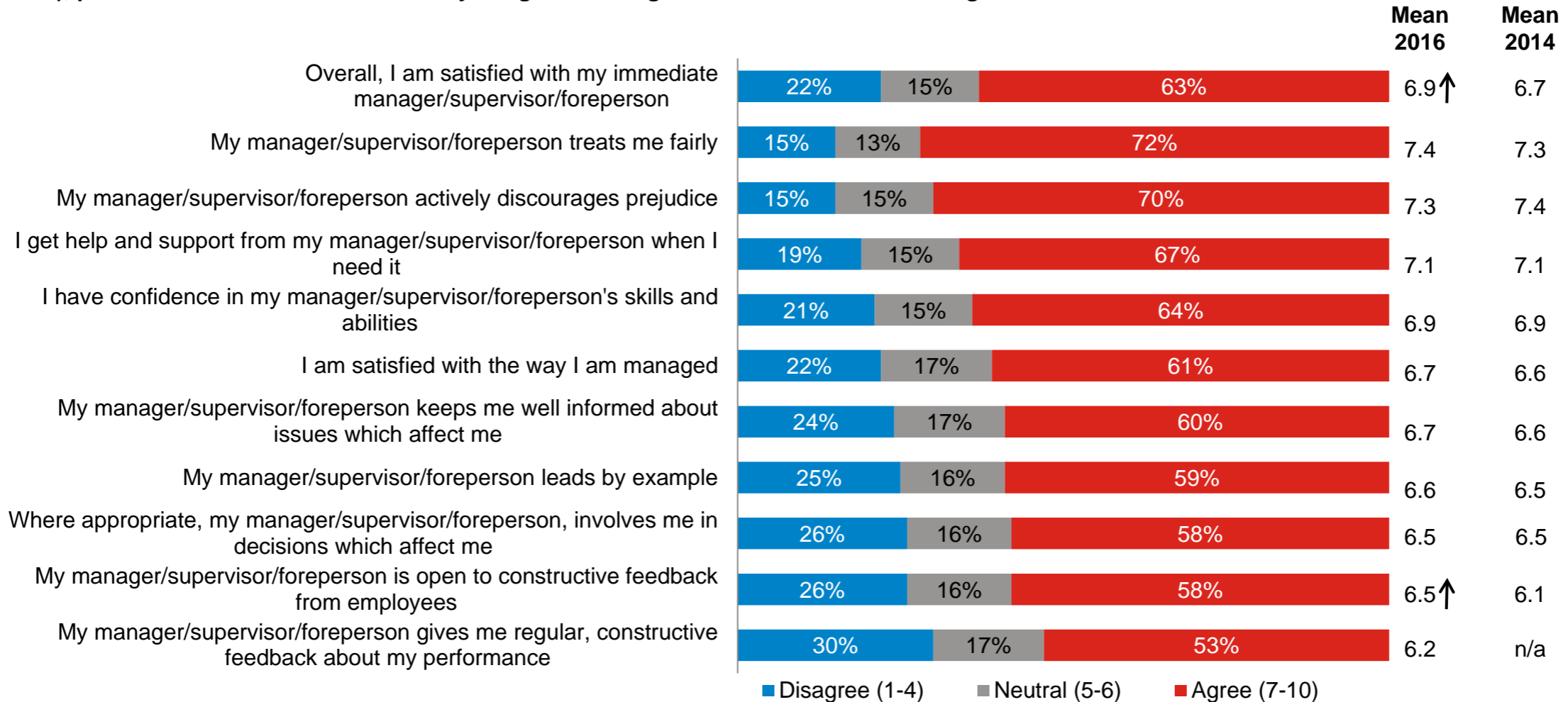
Overall, I am satisfied with my immediate manager/supervisor/foreperson.

Employee type	2016 Mean	2014 Mean
Staff:	7.8 ↑	7.5
Manager:	7.7	n/a
Non-Manager:	6.7	n/a
Union:	6.3 ↑	5.9
Bus:	6.0	6.0
Wheel-Trans:	5.7	5.6
Streetcar:	5.7	5.8
Subway:	6.1	6.1

↑↓ Denotes *statistically significant* increase (up arrow) or decrease (down arrow) compared to 2014 score.
 Not all similar-sized differences will be significant, as the statistical testing takes additional factors into account.

Overall ratings of aspects of Your Manager/Supervisor/Foreperson

Thinking about your immediate manager, supervisor or foreperson (that is, the person to whom you report directly, on a day-to-day basis), please indicate the extent to which you agree or disagree with each of the following statements about this individual.



↑ ↓ Denotes *statistically significant* increase (up arrow) or decrease (down arrow) compared to 2014 score.
 Not all similar-sized differences will be significant, as the statistical testing takes additional factors into account.

My manager/supervisor/foreperson gives me regular, constructive feedback about my performance: **new question in 2016**

Overall ratings of aspects of Your Manager/Supervisor/Foreperson

By group

Thinking about your immediate manager, supervisor or foreperson (that is, the person to whom you report directly, on a day-to-day basis), please indicate the extent to which you agree or disagree with each of the following statements about this individual.

By group	All employees	CEO's Office	Corporate Services	Engineering, Construction & Expansion	Operations	Service Delivery	Strategy & Customer Experience
I am satisfied with the way I am managed	6.7	8.1	7.5	7.9	6.6	6.4	6.4
My manager/supervisor/foreperson actively discourages prejudice	7.3	8.5	7.9	8.4	7.1	7.1	7.4
My manager/supervisor/foreperson treats me fairly	7.4	8.6	8.0	8.3	7.3	7.2	7.0
I have confidence in my manager/supervisor/foreperson's skills and abilities	6.9	8.4	7.8	8.3	6.8	6.6	7.2
Where appropriate, my manager/supervisor/foreperson, involves me in decisions which affect me	6.5	8.2	7.6	8.0	6.5	6.0	6.8
My manager/supervisor/foreperson leads by example	6.6	8.2	7.6	8.1	6.4	6.1	6.7
I get help and support from my manager/supervisor/foreperson when I need it	7.1	8.6	8.0	8.3	7.1	6.8	7.3
My manager/supervisor/foreperson keeps me well informed about issues which affect me	6.7	8.2	7.6	8.1	6.6	6.2	6.7
My manager/supervisor/foreperson gives me regular, constructive feedback about my performance	6.2	7.7	7.5	7.7	6.1	5.6	6.4
My manager/supervisor/foreperson is open to constructive feedback from employees	6.5	8.1	7.5	8.0	6.4	6.0	6.5

Overall ratings of aspects of Your Manager/Supervisor/Foreperson

By employee type

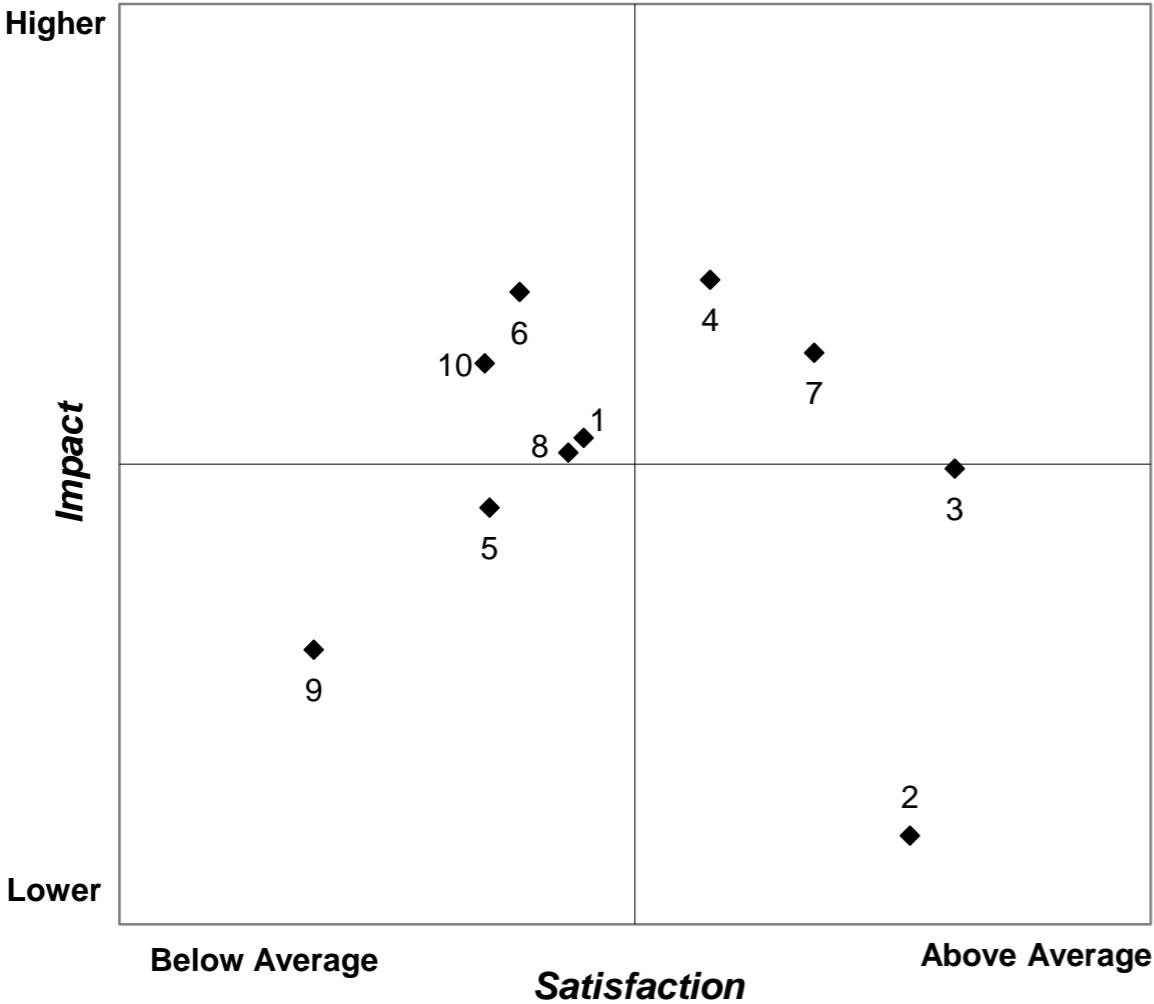
Thinking about your immediate manager, supervisor or foreperson (that is, the person to whom you report directly, on a day-to-day basis), please indicate the extent to which you agree or disagree with each of the following statements about this individual.

By employee type	Staff		Union		Bus		Wheel-Trans		Streetcar		Subway		Manager	Non-Manager
	'16	'14	'16	'14	'16	'14	'16	'14	'16	'14	'16	'14	'16	'16
I am satisfied with the way I am managed	7.5 ↑	7.2	6.2	6.0	6.0	6.1	5.7	5.9	5.8	5.8	5.9	6.1	7.4	6.6
My manager/supervisor/foreperson actively discourages prejudice	8.0 ↑	7.8	6.8	6.9	6.9	7.1	6.8	7.0	6.6	6.9	6.7	6.9	8.2	7.1
My manager/supervisor/foreperson treats me fairly	8.1 ↑	7.9	7.0	6.8	6.9	6.9	6.6	6.6	6.6	6.9	6.8	6.8	8.1	7.3
I have confidence in my manager/supervisor/foreperson's skills and abilities	7.9 ↑	7.7	6.3 ↑	6.1	6.3	6.3	6.0	6.2	5.8	6.2	6.1	6.4	7.8	6.8
Where appropriate, my manager/supervisor/foreperson, involves me in decisions which affect me	7.6	7.5	5.7	5.6	5.2 ↓	5.5	5.0	5.5	5	5.1	5.3	5.7	7.5	6.3
My manager/supervisor/foreperson leads by example	7.6 ↑	7.4	5.8 ↑	5.6	5.6	5.7	5.3	5.6	5.7	5.7	5.7	5.9	7.6	6.4
I get help and support from my manager/supervisor/foreperson when I need it	8.0 ↑	7.8	6.5 ↑	6.4	6.3	6.4	5.9	6.3	6.3	6.2	6.4	6.5	7.9	7.0
My manager/supervisor/foreperson keeps me well informed about issues which affect me	7.7	7.5	6.0 ↑	5.8	5.5	5.7	5.2 ↓	6.1	5.8	5.5	5.8	6.2	7.6	6.5
My manager/supervisor/foreperson gives me regular, constructive feedback about my performance	7.2	n/a	5.4	n/a	4.4	n/a	4.9	n/a	4.6	n/a	4.6	n/a	7.1	6.0
My manager/supervisor/foreperson is open to constructive feedback from employees	7.5 ↑	7.1	5.8 ↑	5.2	5.2	4.9	5.1	5.3	5.4	4.9	5.5	5.3	7.5	6.3

↓ ↑ Denotes *statistically significant* increase (up arrow) or decrease (down arrow) compared to 2014 score. Not all similar-sized differences will be significant, as the statistical testing takes additional factors into account.

My manager/supervisor/foreperson gives me regular, constructive feedback about my performance: **new question in 2016**

Opportunity analysis: Your Manager/Supervisor/Foreperson



1. I am satisfied with the way I am managed
2. My manager/supervisor/foreperson actively discourages prejudice
3. My manager/supervisor/foreperson treats me fairly
4. I have confidence in my manager's/supervisor's/foreperson's skills and abilities
5. Where appropriate, my manager/supervisor/foreperson involves me in decisions which affect me
6. My manager/supervisor/foreperson leads by example
7. I get help and support from my manager/supervisor/foreperson when I need it
8. My manager/supervisor/foreperson keeps me well informed about issues which affect me
9. My manager/supervisor/foreperson gives me regular, constructive feedback about my performance
10. My manager/supervisor/foreperson is open to constructive feedback from employees

Opportunity analysis: Your Manager/Supervisor/Foreperson

Summary by group

Key Drivers by Group	All TTC Employees	CEO's Office	Corporate Services	Engineering, Construction & Expansion	Operations	Service Delivery	Strategy & Customer Experience
I am satisfied with the way I am managed	🎯	🎯	🎯			🎯	
My manager/supervisor/foreperson actively discourages prejudice							
My manager/supervisor/foreperson treats me fairly		🔒	🔒	🔒		🔒	🔒
I have confidence in my manager's/supervisor's/foreperson's skills and abilities	🔒	🔒	🔒	🔒	🔒	🔒	🔒
Where appropriate, my manager/supervisor/foreperson involves me in decisions which affect me		🎯					🎯
My manager/supervisor/foreperson leads by example	🎯	🎯	🎯	🎯	🎯	🎯	🎯
I get help and support from my manager/supervisor/foreperson when I need it	🔒	🔒	🔒	🔒	🔒	🔒	🔒
My manager/supervisor/foreperson keeps me well informed about issues which affect me	🎯	🎯	🎯		🎯		🎯
My manager/supervisor/foreperson gives me regular, constructive feedback about my performance							
My manager/supervisor/foreperson is open to constructive feedback from employees	🎯	🎯	🎯		🎯	🎯	🎯

🔒 Represents area to protect
 🎯 Represents area of priority improvement

TRAINING AND DEVELOPMENT

Section summary

- Driver Analysis identifies Training and Development as an area to monitor, as it generates lower satisfaction and impact scores than other areas. Scores remain largely consistent with 2014 results.
- 62% of employees were satisfied with the way the TTC rewards and recognizes employees, only slightly fewer than in 2014 (64%).
- Engineering, Construction & Expansion had the largest proportion of employees satisfied with Training and Development (80%), followed by the CEO's Office (72%). Strategy & Customer Experience had the lowest proportion of satisfied employees (46%).
- Staff employees scored higher than Union, and managers scored higher than non-managers. Additionally, there was a significant decrease in satisfaction among Union employees (to 6.7 in 2016 from 6.9 in 2014). Bus and Streetcar had the highest scores among transit modes, while Wheel-Trans scored the lowest, with a significant decline compared to 2014.
- The highest rated individual aspects of Training and Development were: my on-boarding/induction experience was positive (76%); and I have received the right sort of training to do my job properly (73%). Although scores remain strong, both aspects of Training and Development registered significant declines compared to 2014.
- The lowest satisfaction score was observed for "I have a clear, agreed, personal development plan which I have agreed to with my manager/supervisor/foreperson" (47%). However, it should be noted that this score has registered a significant increase in satisfaction compared to 2014.
- Driver Analysis identifies one key area to improve: "I am satisfied with the support I receive on my personal development." This was consistent across all groups. For Corporate Services, Operations, and Strategy & Customer Experience, "having a clear, agreed personal development plan" was an additional area to improve.
- Areas to protect include:
 - I am satisfied with the learning and development opportunities available to me
 - I have received the right sort of training to do my job properly
- Satisfaction with learning and development opportunities is an area to protect for all groups, while receiving appropriate training is a key driver for Operations and Service Delivery only.

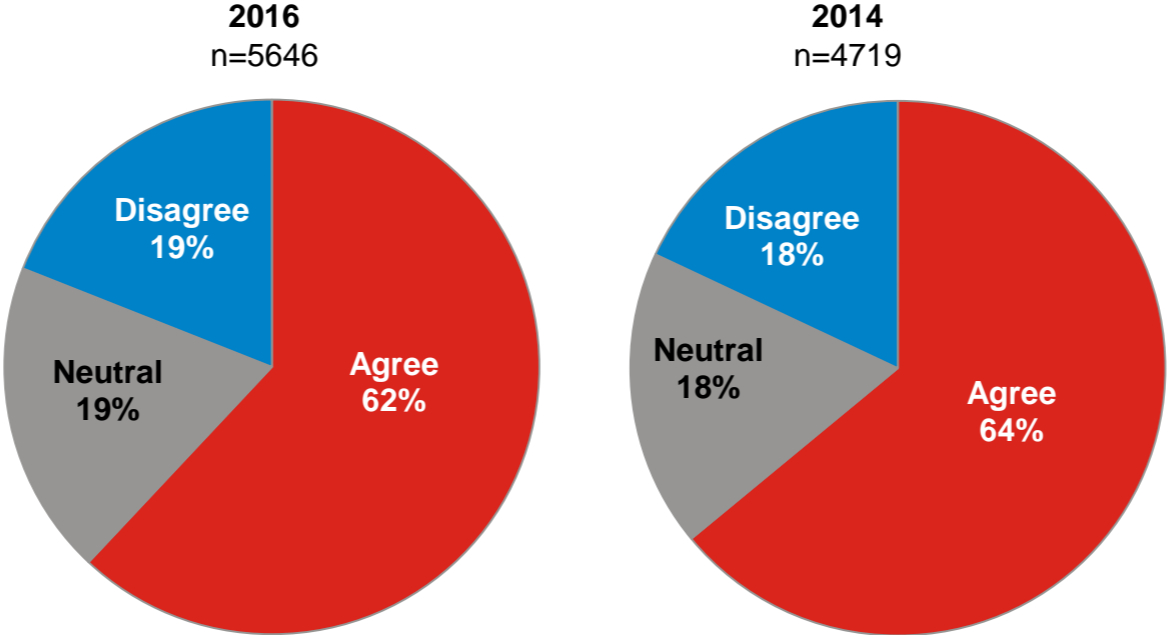
Overall ratings of Training and Development

Wave-over-wave comparison

Overall, I am satisfied with my training and development at the TTC

2016 mean: 6.9
2014 mean: 7.0

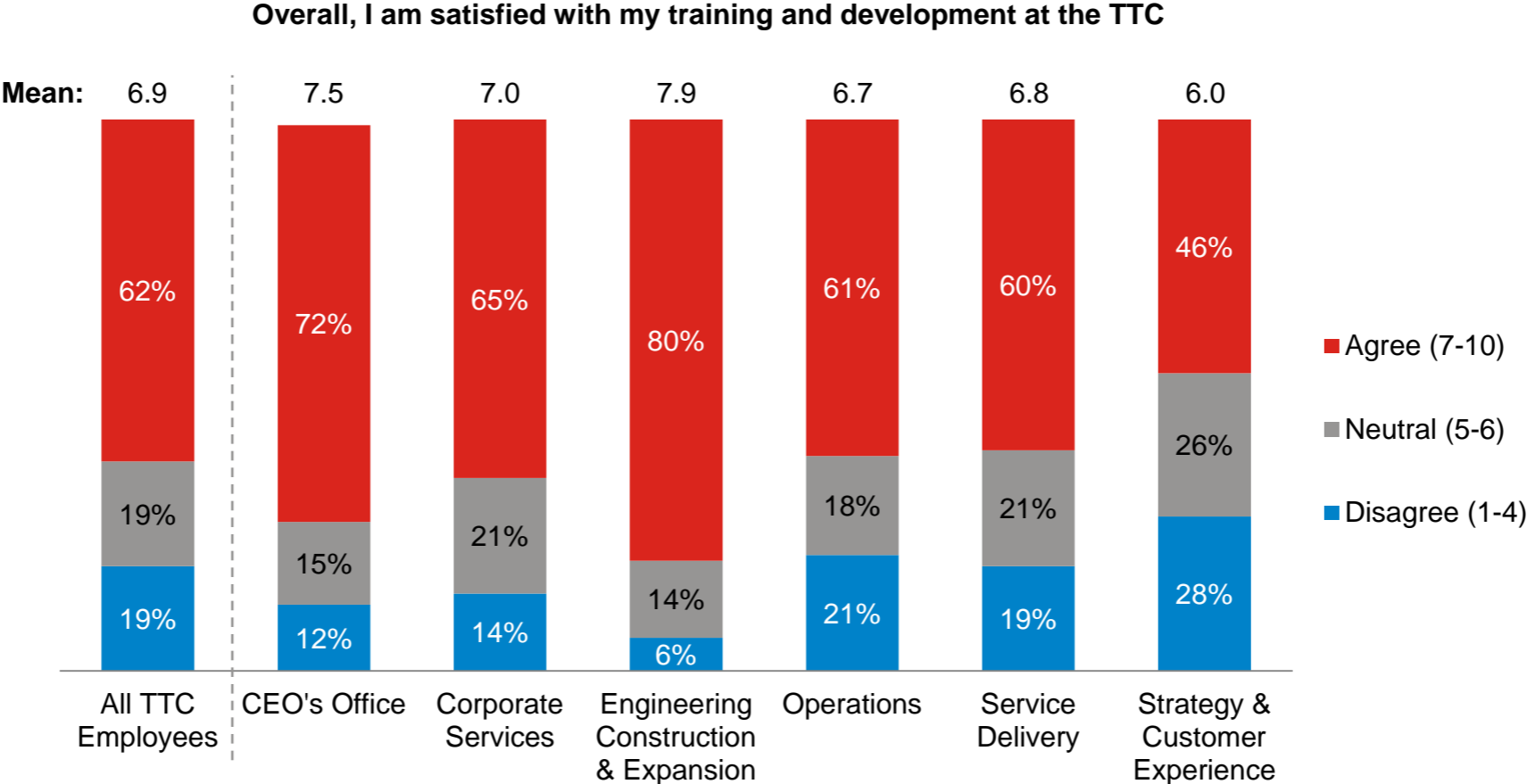
Agree: Rating of 7-10
Neutral: Rating of 5-6
Disagree: Rating of 1-4



↓ ↑ Denotes *statistically significant* increase (up arrow) or decrease (down arrow) compared to 2014 score.
Not all similar-sized differences will be significant, as the statistical testing takes additional factors into account.

Overall ratings of Training and Development

By group



Overall ratings of Training and Development

By employee type

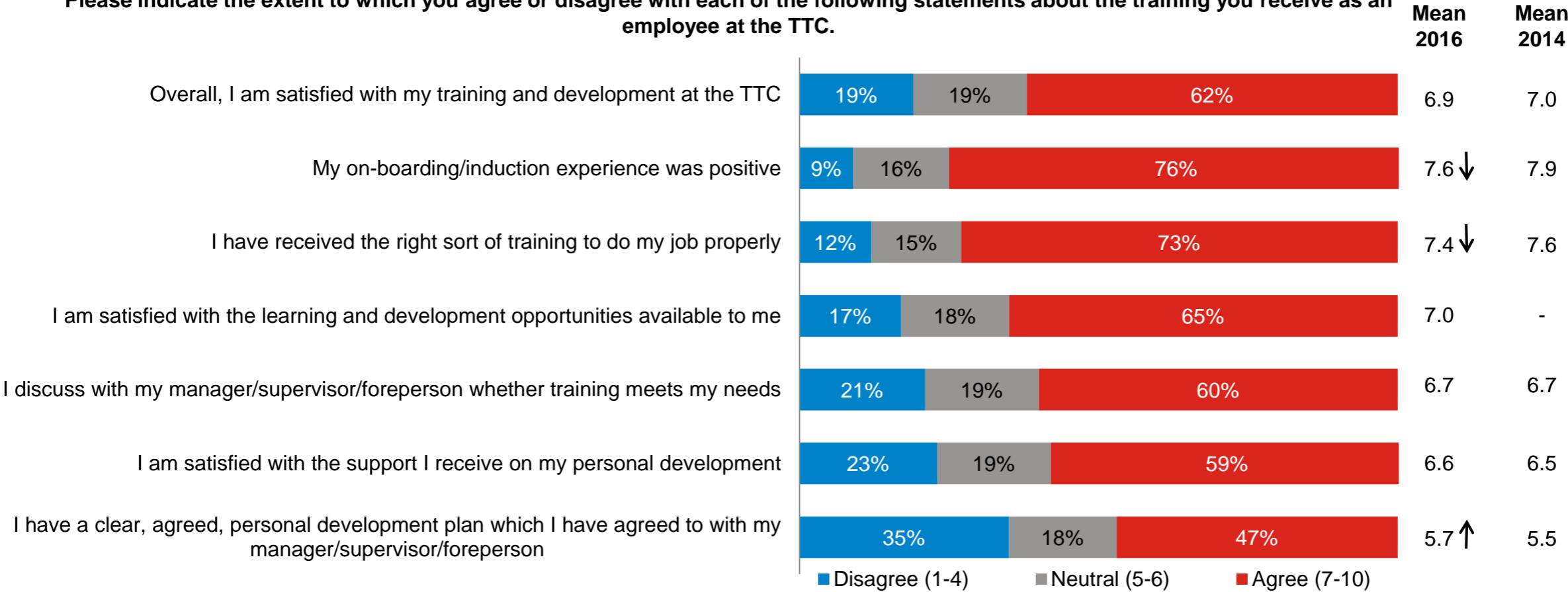
Overall, I am satisfied with my training and development at the TTC

Employee type	2016 Mean	2014 Mean
Staff:	7.2	7.0
Union:	6.7 ↓	6.9
Manager:	7.2	n/a
Non-Manager:	6.8	n/a
Bus:	7.0	7.2
Wheel-Trans:	6.2 ↓	6.9
Streetcar:	6.9	7.3
Subway:	6.6	7.0

↑ ↓ Denotes *statistically significant* increase (up arrow) or decrease (down arrow) compared to 2014 score.
Not all similar-sized differences will be significant, as the statistical testing takes additional factors into account.

Overall ratings of aspects of Training and Development

Please indicate the extent to which you agree or disagree with each of the following statements about the training you receive as an employee at the TTC.



↑ ↓ Denotes *statistically significant* increase (up arrow) or decrease (down arrow) compared to 2014 score.
 Not all similar-sized differences will be significant, as the statistical testing takes additional factors into account.

I am satisfied with the learning and development opportunities available to me: **newly modified question in 2016**

Overall ratings of aspects of Training and Development

By group

Please indicate the extent to which you agree or disagree with each of the following statements about the training you receive as an employee at the TTC.

By group	All employees	CEO's Office	Corporate Services	Engineering, Construction & Expansion	Operations	Service Delivery	Strategy & Customer Experience
My on-boarding/induction experience was positive	7.6	7.9	7.5	8.1	7.4	7.6	7.1
I have received the right sort of training to do my job properly	7.4	7.9	7.4	8.1	7.2	7.4	7.1
I discuss with my manager/supervisor/foreperson whether training meets my needs	6.7	7.8	7.3	7.9	6.6	6.5	6.2
I am satisfied with the learning and development opportunities available to me	7.0	7.7	7.2	8.0	6.8	6.9	6.4
I am satisfied with the support I receive on my personal development	6.6	7.4	6.9	7.9	6.4	6.4	6.0
I have a clear, agreed, personal development plan which I have agreed to with my manager/supervisor/foreperson	5.7	6.2	6.3	7.3	5.6	5.4	4.8

Overall ratings of aspects of Training and Development

By employee type

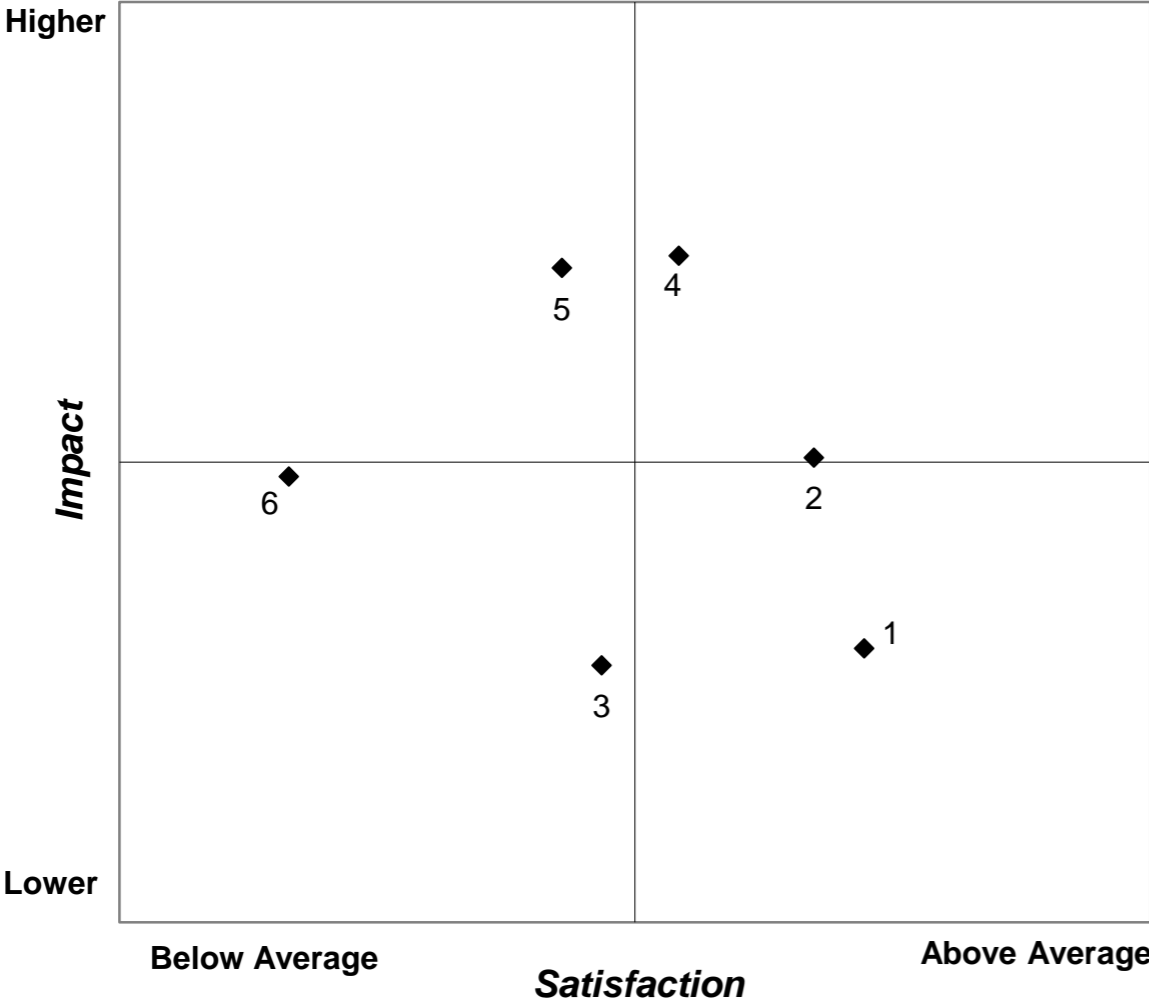
Please indicate the extent to which you agree or disagree with each of the following statements about the training you receive as an employee at the TTC.

By employee type	Staff		Union		Bus		Wheel-Trans		Streetcar		Subway		Manager	Non-Manager
	'16	'14	'16	'14	'16	'14	'16	'14	'16	'14	'16	'14	'16	'16
My on-boarding /induction experience was positive	7.7	7.8	7.5 ↓	7.9	7.8 ↓	8.2	7.4	7.6	7.7	8.1	7.5	7.8	7.7	7.6
I have received the right sort of training to do my job properly	7.6	7.6	7.3 ↓	7.7	7.9	8.0	7.3	7.8	7.7	8.0	7.3 ↓	7.8	7.5	7.4
I discuss with my manager/supervisor/foreperson whether training meets my needs	7.3	7.3	6.3 ↑	6.0	6.0	6.1	6.3	5.9	6.2	5.9	6.4	6.2	7.2	6.6
I am satisfied with the learning and development opportunities available to me	7.4	-	6.6	-	7.0	-	6.2	-	7.0	-	6.6	-	7.4	6.9
I am satisfied with the support I receive on my personal development	7.0	7.0	6.2 ↑	5.9	6.2	6.0	5.8	5.6	6.0	6.0	5.8	6.0	7.0	6.5
I have a clear, agreed, personal development plan which I have agreed to with my manager/supervisor/foreperson	6.1	6.0	5.3 ↑	4.9	5.0	5.0	4.6	4.7	5.0	4.7	4.6	5.0	5.9	5.6

↓ ↑ Denotes *statistically significant* increase (up arrow) or decrease (down arrow) compared to 2014 score.
Not all similar-sized differences will be significant, as the statistical testing takes additional factors into account.

I am satisfied with the learning and development opportunities available to me: **newly modified question in 2016**

Opportunity Analysis: Training and Development



1. My on-boarding experience was positive
2. I have received the right sort of training to do my job properly
3. I discuss with my manager/supervisor/foreperson whether training meets my needs
4. I am satisfied with the learning and development opportunities available to me **(newly modified question in 2016)**
5. I am satisfied with the support I receive on my personal development
6. I have a clear, agreed, personal development plan which I have agreed to with my manager/supervisor/foreperson

Opportunity analysis: Training and Development

Summary by group

Key drivers by group	All TTC Employees	CEO's Office	Corporate Services	Engineering, Construction & Expansion	Operations	Service Delivery	Strategy & Customer Experience
My on-boarding /introduction experience was positive							
I have received the right sort of training to do my job properly	🔒				🔒	🔒	
I discuss with my manager/supervisor/foreperson whether training meets my needs							
I am satisfied with the learning and development opportunities available to me	🔒	🔒	🔒	🔒	🔒	🔒	🔒
I am satisfied with the support I receive on my personal development	🔴	🔴	🔴	🔴	🔴	🔴	🔴
I have a clear, agreed, personal development plan which I have agreed to with my manager/supervisor/foreperson			🔴		🔴		🔴

🔒 Represents area to protect
 🔴 Represents area of priority improvement

YOUR TEAM

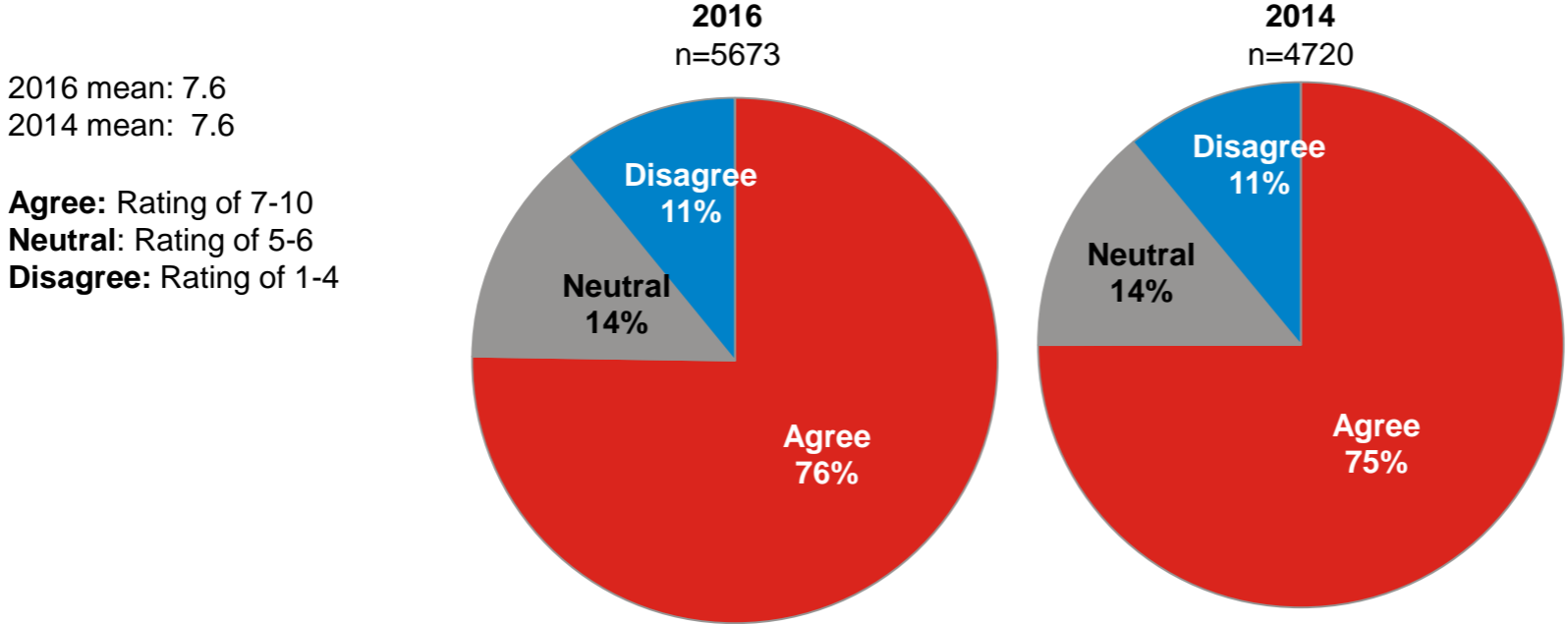
Section summary

- Driver analysis identifies Your Team as an area to maintain. Relative to other drivers, it scored higher on satisfaction but lower on impact. Scores have remained consistent since 2014.
- Approximately three quarters (76%) of TTC employees were satisfied with their relationships with co-workers/colleagues. Employees in the Engineering, Construction and Expansion group were most satisfied with these relationships (87%), while those in the Service Delivery group were least satisfied (72%).
- Satisfaction ratings were higher for Staff than Union employees and for Managers versus Non-managers. When assessed by transportation mode, Streetcar scored highest (7.3) and Subway scored lowest (6.9).
- When rating specific aspects of their team, TTC employees were most satisfied with “my team members do quality work” (73%). Employees were least satisfied with “there is good morale in my team” (56%). These results were consistent for most employee groups.
- Satisfaction dropped significantly from 2014 to 2016 for: “I feel that my opinions count in my team” (to 6.6 from 7.0), “all the people in my team are treated fairly” (to 6.6 from 6.7) and “there is good morale in my team” (to 6.3 from 6.5).
- Satisfaction increased significantly from 2014 to 2016 for “I feel that workload is fairly distributed in my team” (to 6.6 from 6.5).
- Driver analysis identifies the following areas to protect as (relatively high satisfaction and impact scores):
 - My team members do quality work
 - I feel supported by my fellow team members
- These are consistent for all groups, with the exception of the CEO’s Office, which did not include “team members doing quality work” as a key driver of satisfaction. The CEO’s Office was also the only group for which an area to improve was identified: “there is good morale in my team.”

Overall ratings of Your Team

Wave-over-wave comparison

Overall, I am satisfied with my relationship with my coworkers/colleagues at the TTC

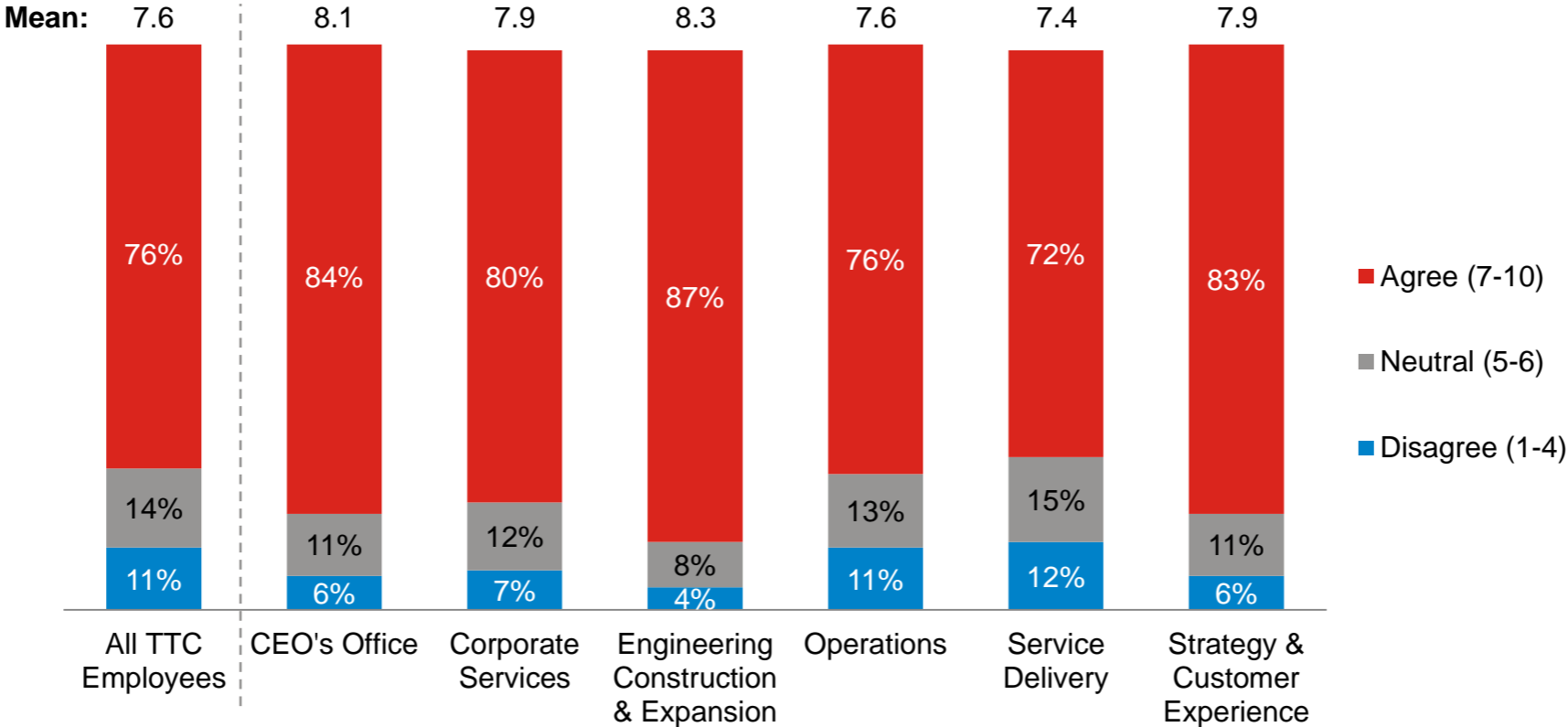


↓↑ Denotes *statistically significant* increase (up arrow) or decrease (down arrow) compared to 2014 score.
Not all similar-sized differences will be significant, as the statistical testing takes additional factors into account.

Overall ratings of Your Team

By group

Overall, I am satisfied with my relationship with my coworkers/colleagues at the TTC



Overall ratings of Your Team

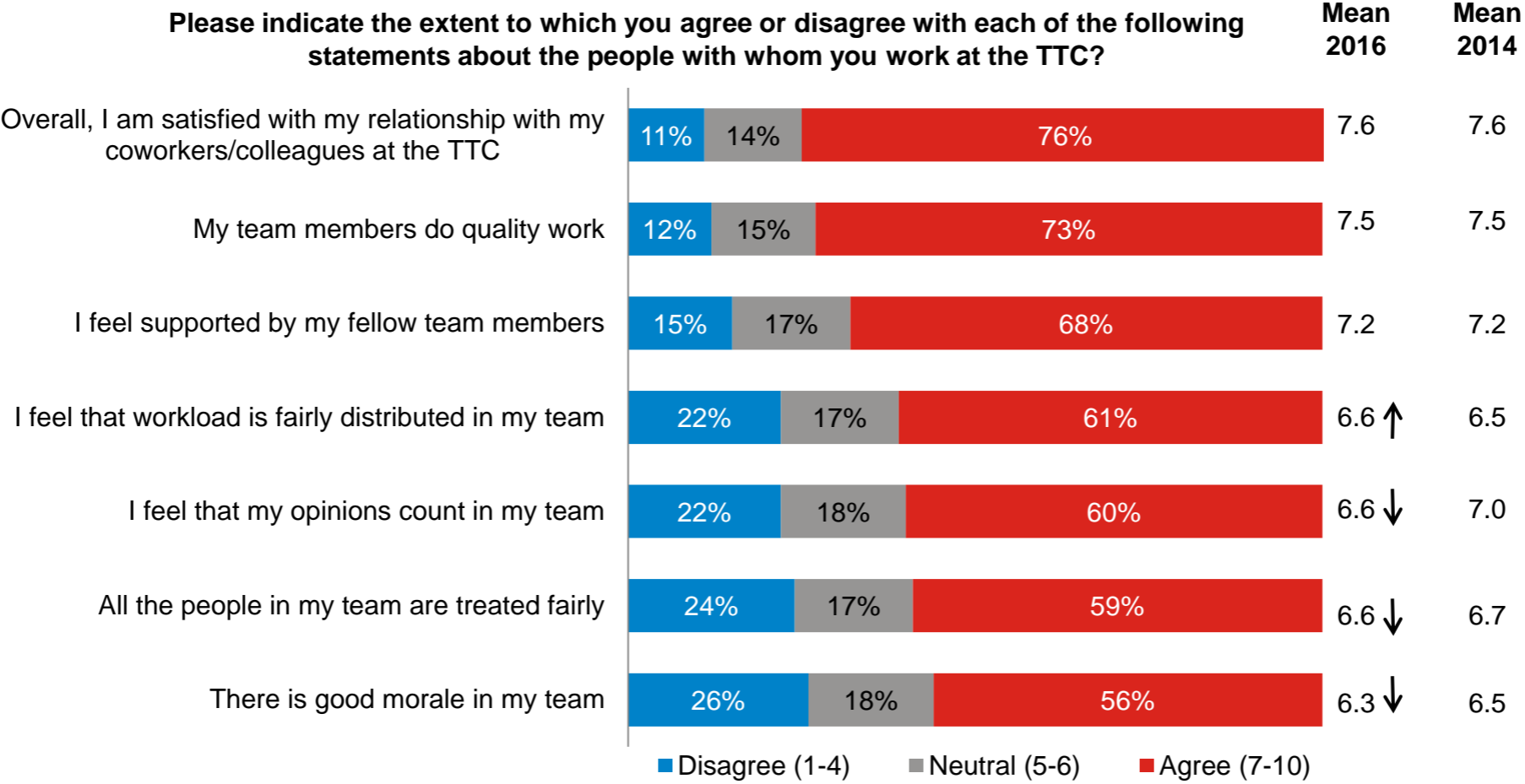
By employee type

Overall, I am satisfied with my relationship with my coworkers and colleagues at the TTC.

Employee type	2016 Mean	2014 Mean
Staff:	8.0	8.0
Union:	7.3	7.3
Manager:	8.0	n/a
Non-Manager:	7.5	n/a
Bus:	7.0	7.0
Wheel-Trans:	7.1	7.5
Streetcar:	7.3	7.4
Subway:	6.9	7.3

↑↓ Denotes *statistically significant* increase (up arrow) or decrease (down arrow) compared to 2014 score. Not all similar-sized differences will be significant, as the statistical testing takes additional factors into account.

Overall ratings of aspects of Your Team



↑ ↓ Denotes *statistically significant* increase (up arrow) or decrease (down arrow) compared to 2014 score.
 Not all similar-sized differences will be significant, as the statistical testing takes additional factors into account.

Overall ratings of aspects of Your Team

Please indicate the extent to which you agree or disagree with each of the following statements about the people with whom you work at the TTC.

By group	All employees	CEO's Office	Corporate Services	Engineering, Construction & Expansion	Operations	Service Delivery	Strategy & Customer Experience
There is good morale in my team	6.3	7.4	6.8	7.9	6.4	5.9	6.0
I feel that my opinions count in my team	6.6	7.9	7.3	8.1	6.7	6.1	6.9
All the people in my team are treated fairly	6.6	7.6	7.2	8.1	6.5	6.2	6.5
I feel supported by my fellow team members	7.2	8.0	7.6	8.1	7.1	6.9	7.6
My team members do quality work	7.5	8.2	7.9	8.3	7.5	7.2	8.1
I feel that workload is fairly distributed in my team	6.6	7.4	6.9	7.5	6.6	6.4	6.6

Overall ratings of aspects of Your Team

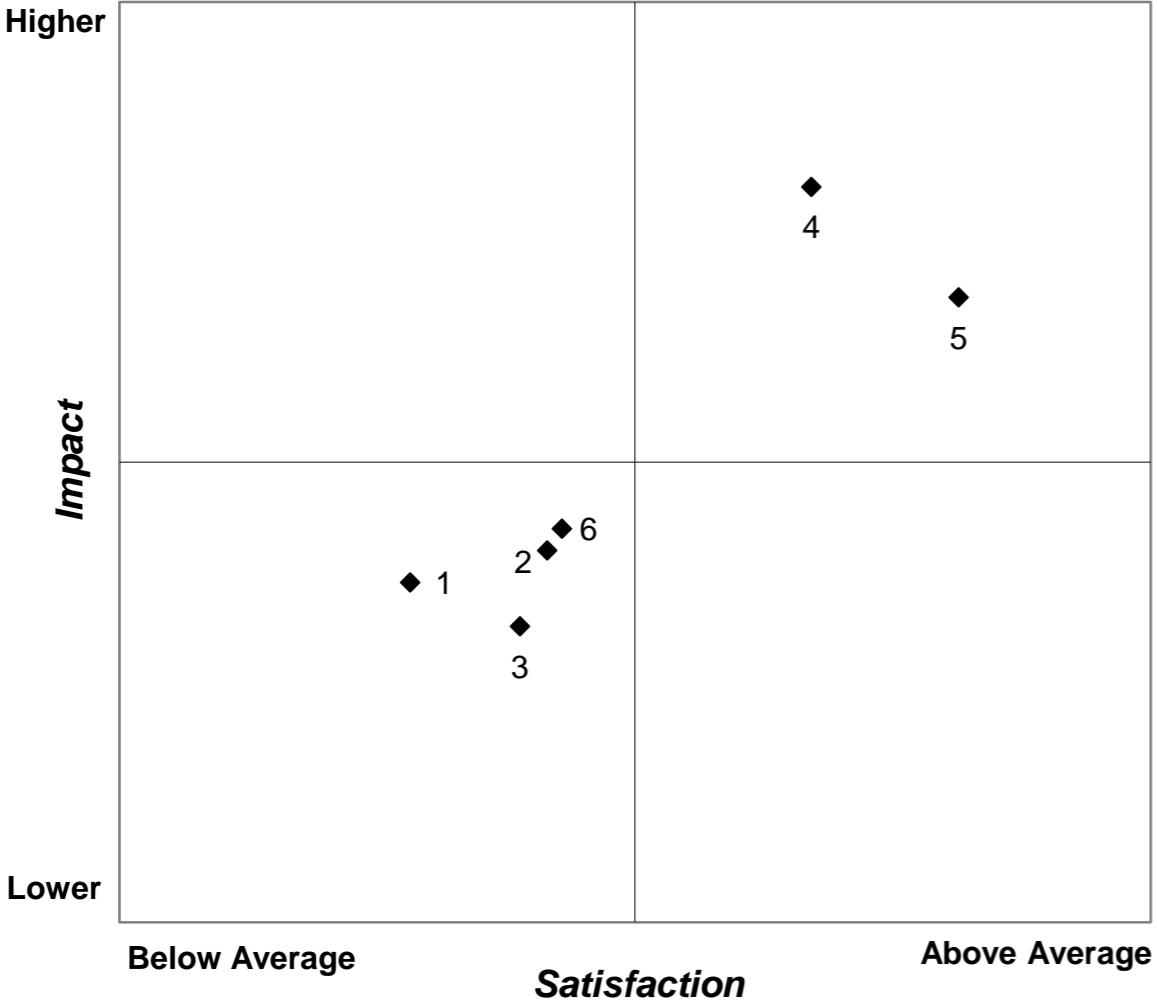
By employee type

Please indicate the extent to which you agree or disagree with each of the following statements about the people with whom you work at the TTC.

By employee type	Staff		Union		Bus		Wheel-Trans		Streetcar		Subway		Manager	Non-Manager
	'16	'14	'16	'14	'16	'14	'16	'14	'16	'14	'16	'14	'16	'16
There is good morale in my team	7.0	7.1	5.9	5.9	5.5	5.6	5.4	5.9	5.9	5.7	4.9	5.1	6.8	6.2
I feel that my opinions count in my team	7.5↓	7.7	6.0↓	6.3	5.3↓	5.8	5.6	6.2	5.6	5.8	5.3↓	6.1	7.5	6.4
All the people in my team are treated fairly	7.3	7.4	6.0	6.1	5.6	5.9	5.8	6.2	6.0	6.0	5.3	5.6	7.4	6.4
I feel supported by my fellow team members	7.7	7.7	6.8	6.7	6.4	6.4	6.6	6.9	6.7	6.7	6.1↓	6.6	7.7	7.0
My team members do quality work	8.0	7.9	7.1	7.0	6.4	6.5	6.9	7.3	7.2	6.9	6.7	7.0	7.9	7.4
I feel that workload is fairly distributed in my team	7.1↑	6.9	6.3↑	6.1	5.9	5.8	5.9	6.1	6.5	5.9	6.2	6.2	7.1	6.5

↓↑ Denotes *statistically significant* increase (up arrow) or decrease (down arrow) compared to 2014 score.
 Not all similar-sized differences will be significant, as the statistical testing takes additional factors into account.

Opportunity Analysis: Your Team



- 1. There is good morale in my team
- 2. I feel that my opinions count in my team
- 3. All the people in my team are treated fairly
- 4. I feel supported by my fellow team members
- 5. My team members do quality work
- 6. I feel that workload is fairly distributed in my team

Opportunity analysis: Your Team

Summary by group

Key Drivers by Group	All TTC Employees	CEO's Office	Corporate Services	Engineering, Construction & Expansion	Operations	Service Delivery	Strategy & Customer Experience
There is good morale in my team		🎯					
I feel that my opinions count in my team		🔒					
All the people in my team are treated fairly				🔒			
I feel supported by my fellow team members	🔒	🔒	🔒	🔒	🔒	🔒	🔒
My team members do quality work	🔒		🔒	🔒	🔒	🔒	🔒

I feel that workload is fairly distributed in my team

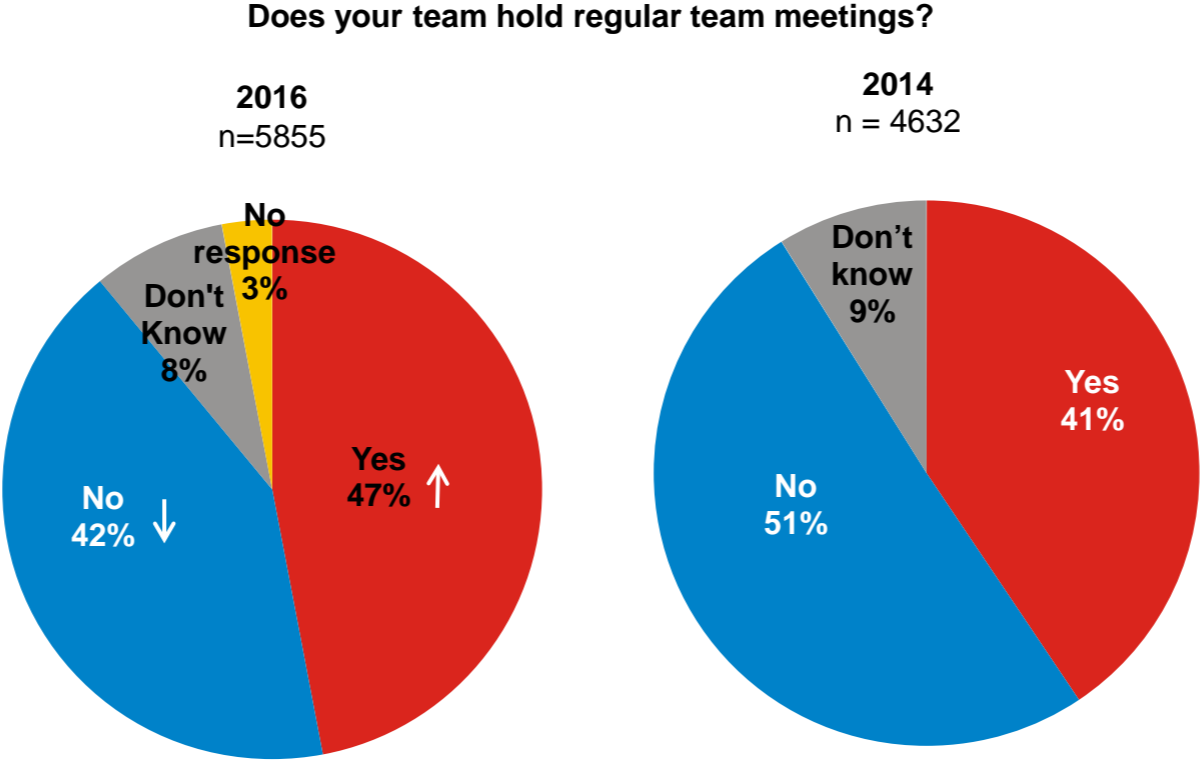
- 🔒 Represents area to protect
- 🎯 Represents area of priority improvement

IMPACT OF TEAM MEETINGS

Section summary

- Although fewer than half of respondents indicated that their team holds regular team meetings (47%), this is still significantly higher than in 2014 (41%).
- By group, Engineering, Construction and Expansion were most likely to have team meetings, with more than three quarters indicating they have regular meetings. Least likely to report having regular team meetings was Service Delivery (at 35%). Over half of the employees in all other groups reported that they hold regular meetings.
- Both Staff and Union employees were more likely to report that they hold regular team meetings compared to 2014, with Staff still more likely to report regular meetings than Union employees. Much smaller percentages of employees reported meetings across the four transit modes, with Subway employees most often reporting having meetings (35%) and Bus employees least likely (12%). Additionally, there was a significant increase in the percentage of subway employees reporting meetings compared to 2014 (35% in 2016 vs. 20% in 2014).
- Similar to 2014 results, 78% of TTC employees believe meetings occur frequently enough and 15% responded that meetings do not occur frequently enough. Across groups, results are very similar, with a somewhat greater proportion of employees in Engineering, Construction & Expansion and Corporate Services reporting that their meetings occur frequently enough. Results by employee type were also relatively similar and consistent with 2014 results.
- While the majority of TTC employees agreed that team meetings are useful (72%) this proportion has declined significantly relative to 2014 (76%). A significantly larger proportion of employees disagreed that meetings are useful compared to 2014 (11% in 2016 vs. 9% in 2014).
- Among the groups, those in the Engineering Construction and Expansion group were most likely to agree their meetings are useful (83%), followed by the CEO's Office (76%). Strategy & Customer Experience employees were least likely to report their meetings are useful.
- Staff members were more likely than Union employees to agree that their meetings are useful, and the same is true for Managers compared to Non-managers. Among the transit modes, Bus employees were more likely to see their meetings as useful and Subway employees were less likely to consider their meetings useful.
- Team meetings have a noticeable effect on Employee Engagement. Employees who said they have regular team meetings were more engaged; their Employee Engagement score was a full 1 point higher compared to employees who do not have regular team meetings (8.2 with meetings, 7.2 without meetings).
- Among employee who do have team meetings, both the frequency and perceived usefulness of these meetings are at least as important as whether or not the meetings are held at all.
 - This was especially noticeable regarding usefulness. Employees who agreed that their team meetings are useful had Engagement scores more than 2 points higher on average compared to employees who disagreed that their meetings were useful (8.6 for Useful, 6.5 for Not Useful). Those who felt their meetings were not useful, had lower Engagement scores than employees who did not have regular meetings at all.

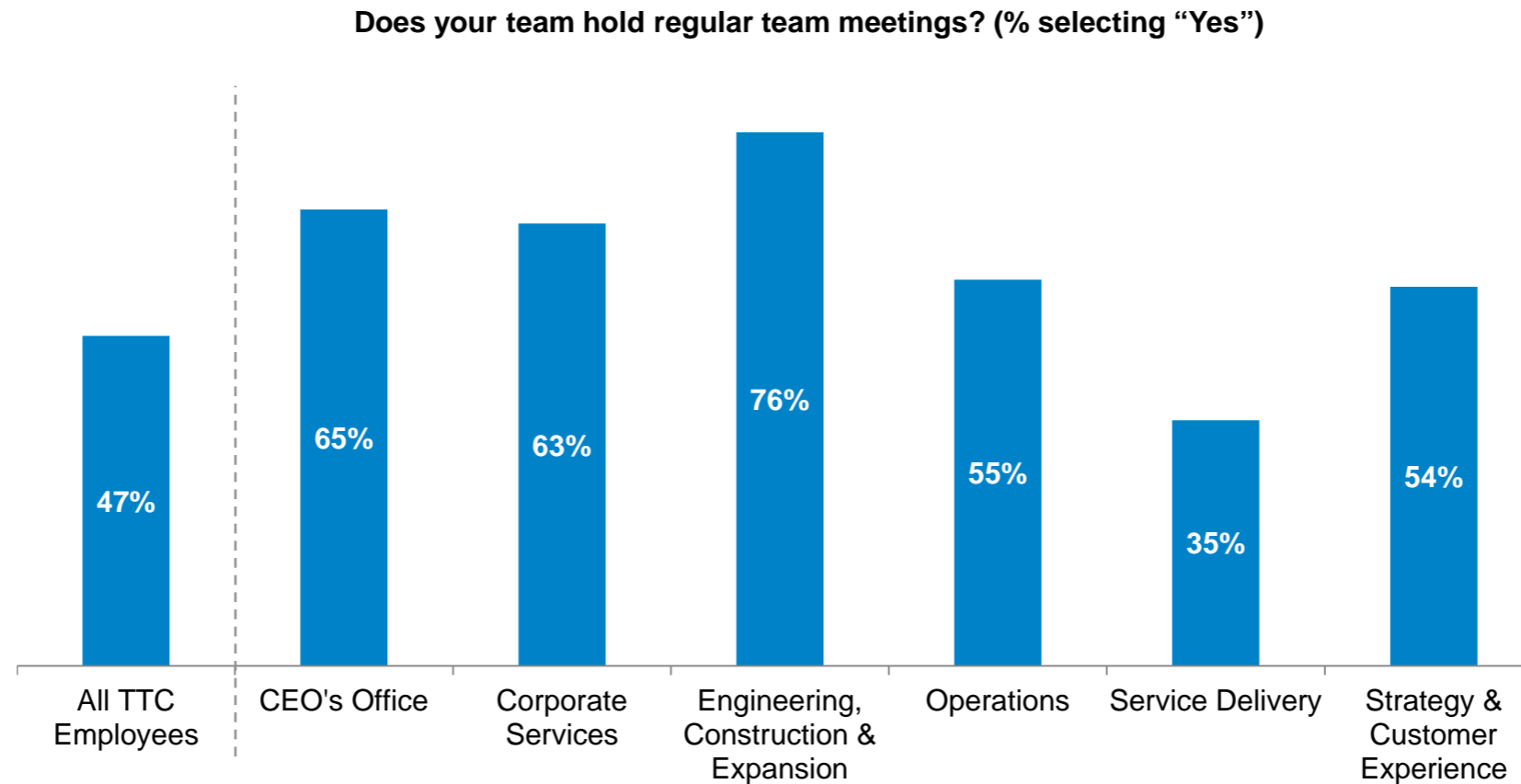
Incidence of team meetings



↓ ↑ Denotes *statistically significant* increase (up arrow) or decrease (down arrow) compared to 2014 score.
Not all similar-sized differences will be significant, as the statistical testing takes additional factors into account.

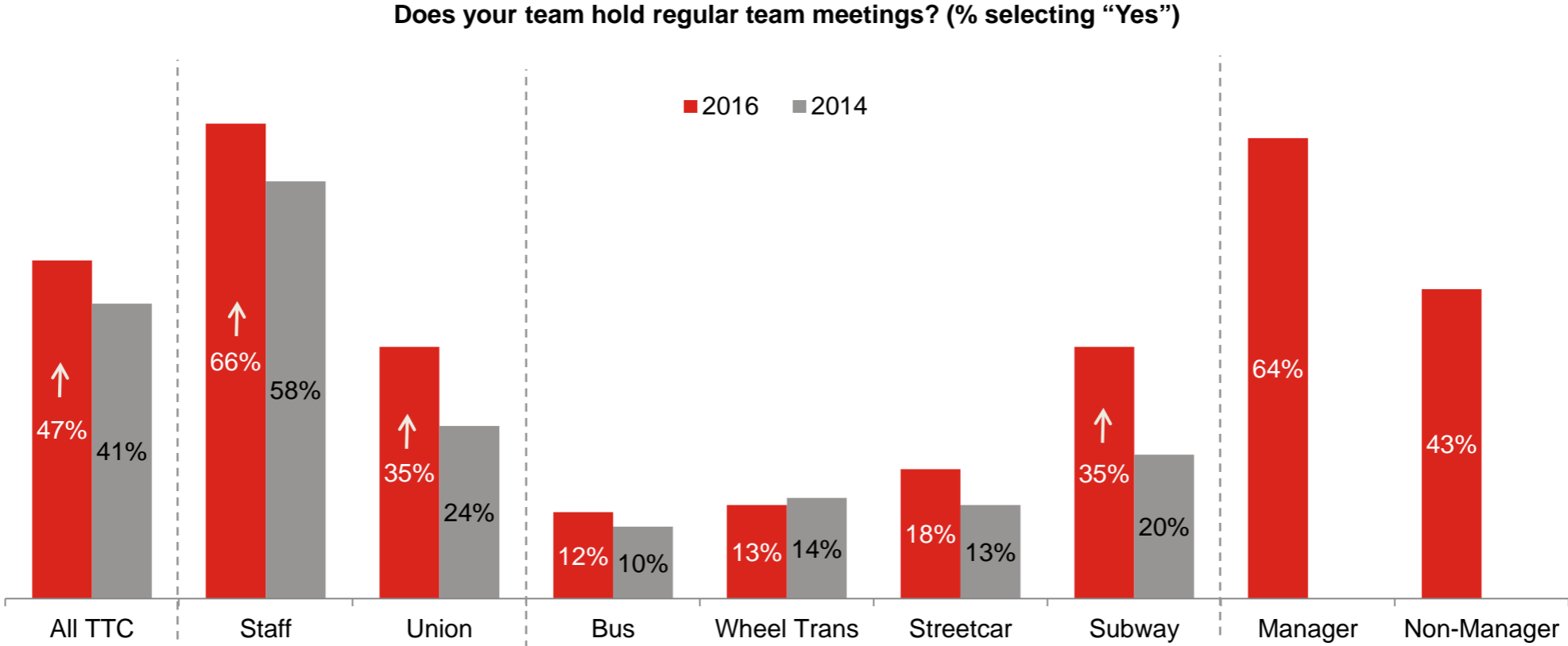
Incidence of team meetings

By group



Incidence of team meetings

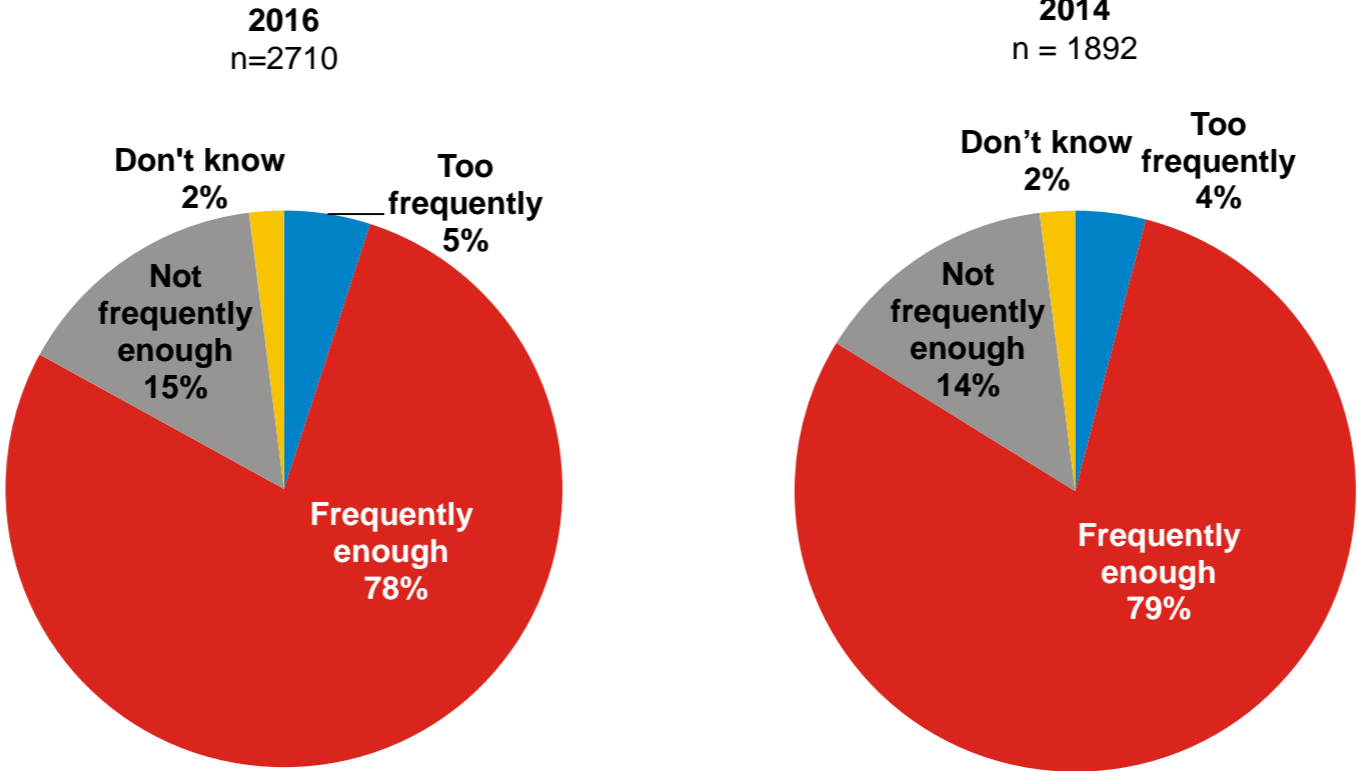
By employee type



↓↑ Denotes statistically significant increase (up arrow) or decrease (down arrow) compared to 2014 score.
 Not all similar-sized differences will be significant, as the statistical testing takes additional factors into account.

Frequency of team meetings

Do you feel team meetings occur...

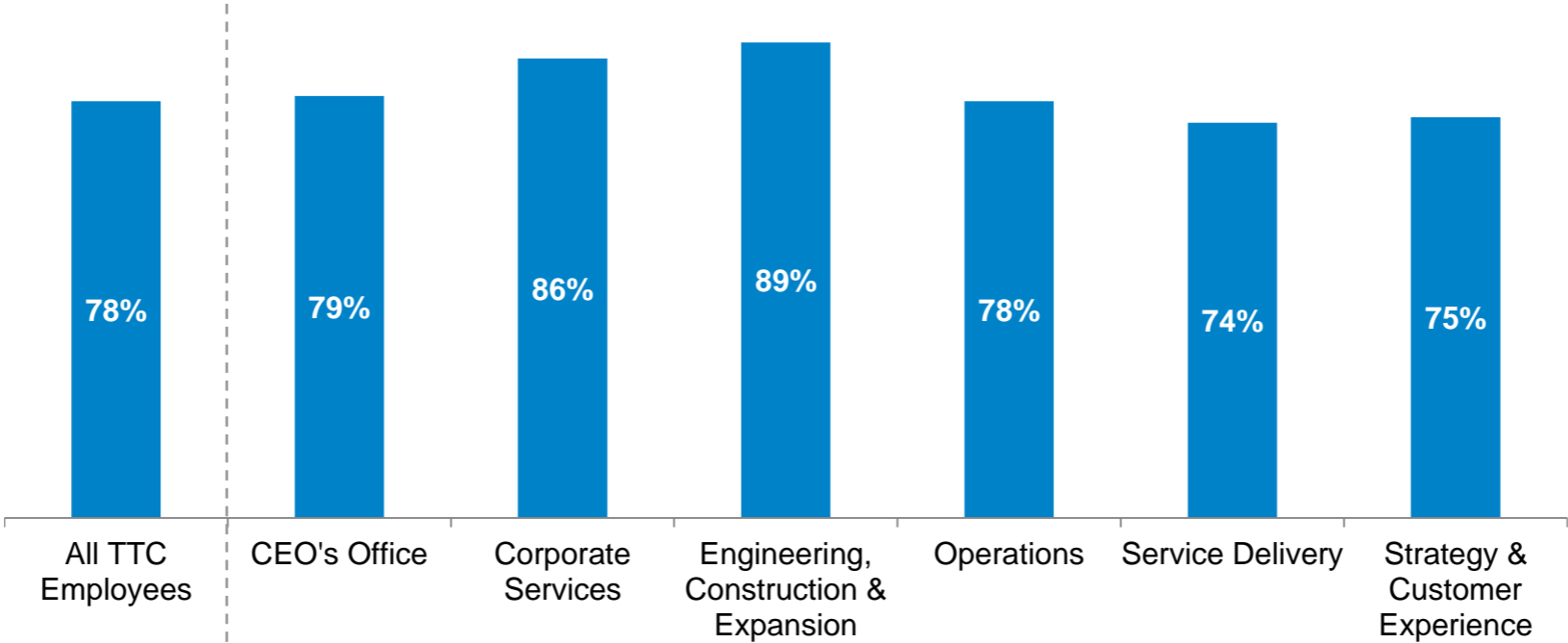


↓↑ Denotes *statistically significant* increase (up arrow) or decrease (down arrow) compared to 2014 score.
Not all similar-sized differences will be significant, as the statistical testing takes additional factors into account.

Frequency of team meetings

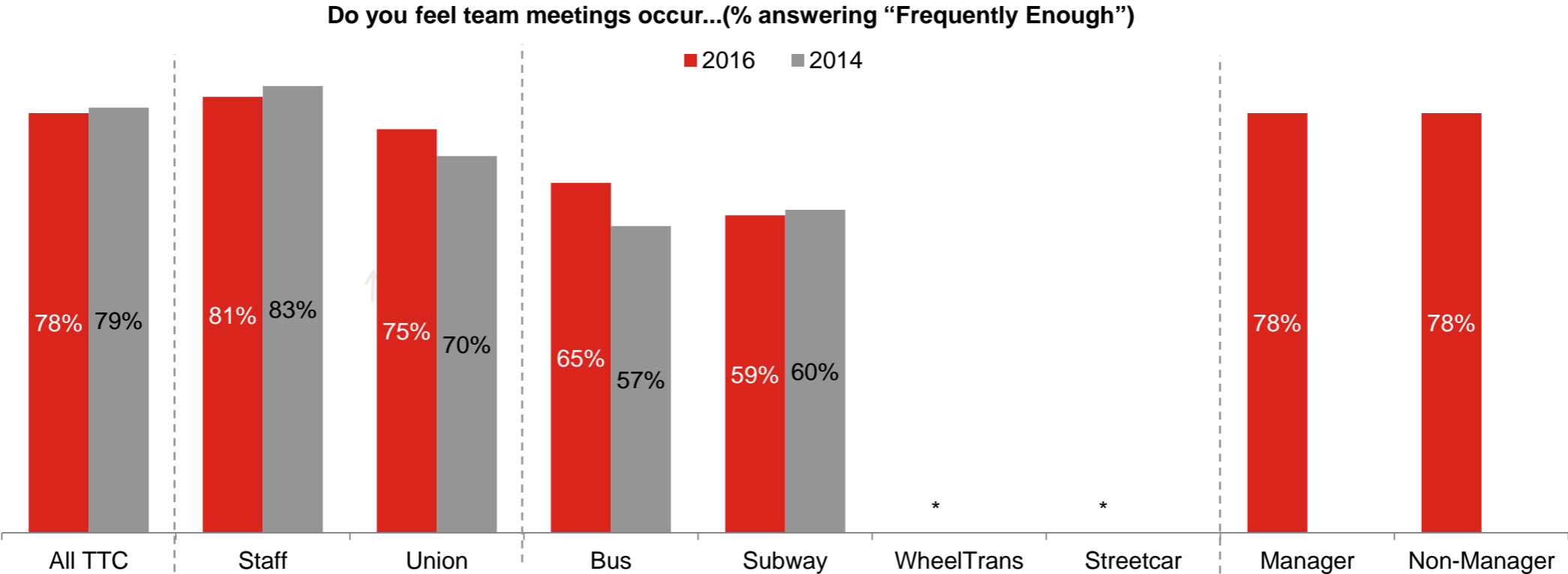
Employees who have regular team meetings by group

Do you feel team meetings occur...(% answering "Frequently Enough")



Frequency of team meetings

Employees who have regular team meetings by employee type

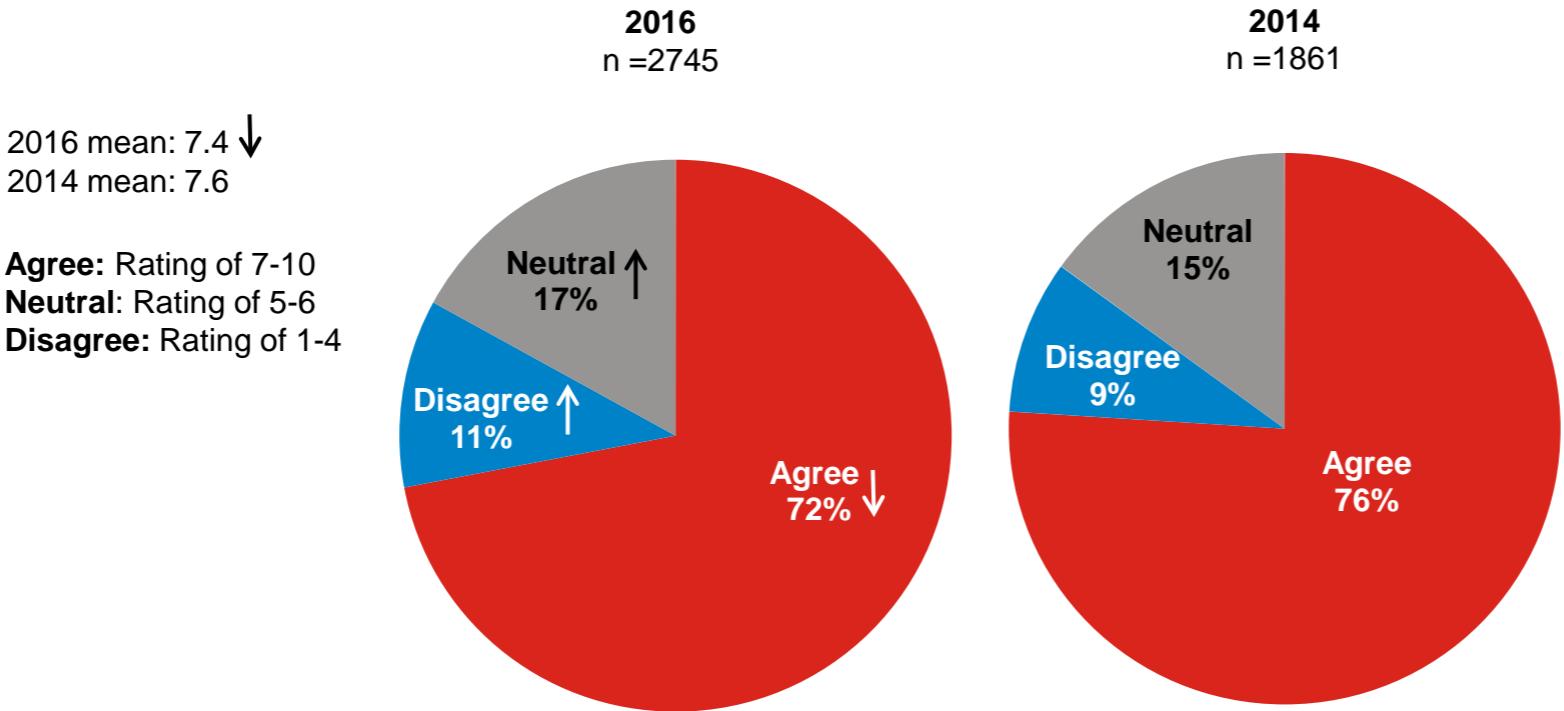


↓ ↑ Denotes statistically significant increase (up arrow) or decrease (down arrow) compared to 2014 score.
 Not all similar-sized differences will be significant, as the statistical testing takes additional factors into account.

*not reported due to sample size <30

Usefulness of team meetings

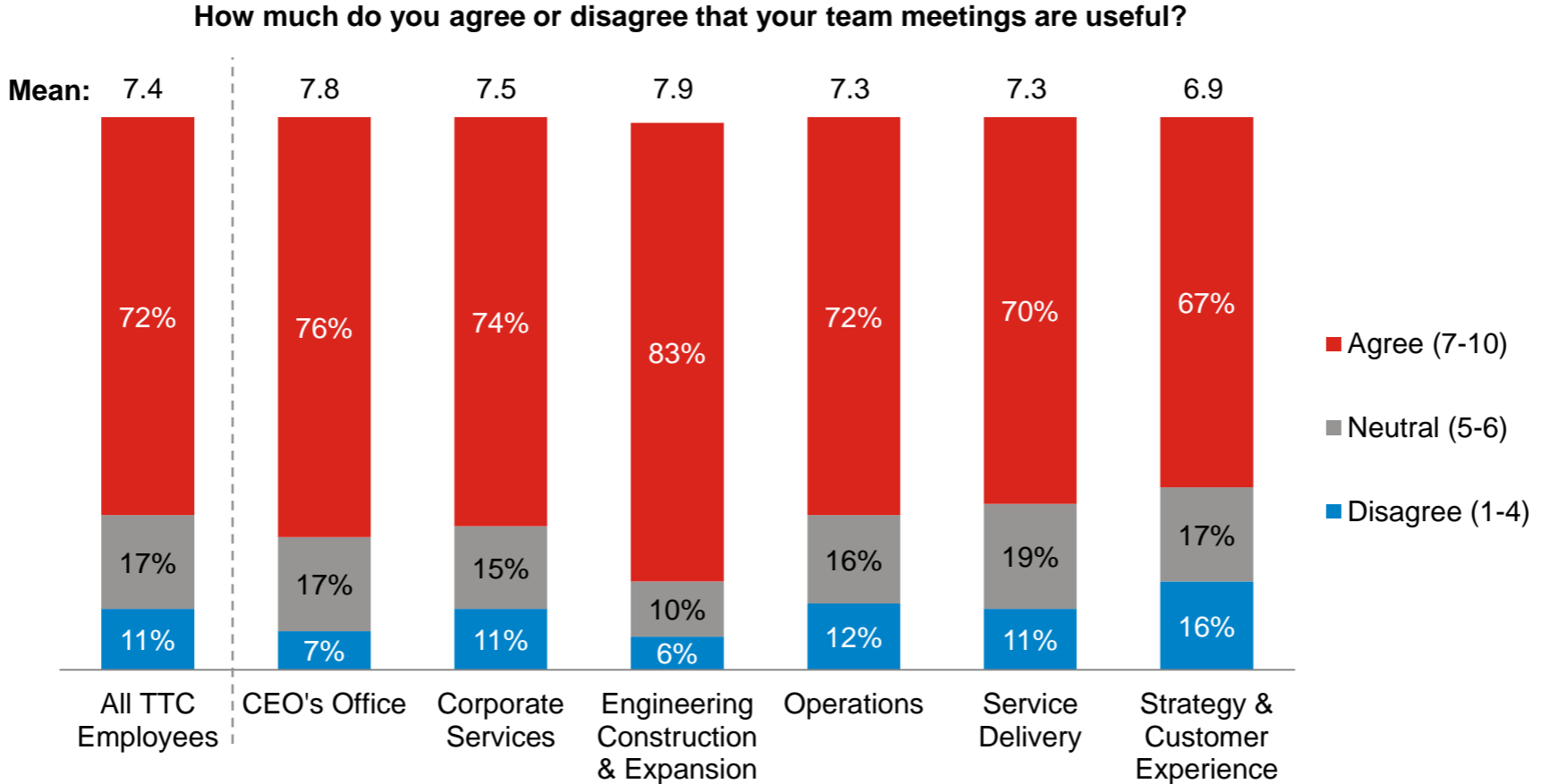
How much do you agree or disagree that your team meetings are useful?



↓ ↑ Denotes *statistically significant* increase (up arrow) or decrease (down arrow) compared to 2014 score.
Not all similar-sized differences will be significant, as the statistical testing takes additional factors into account.

Usefulness of team meetings

By group



Usefulness of team meetings

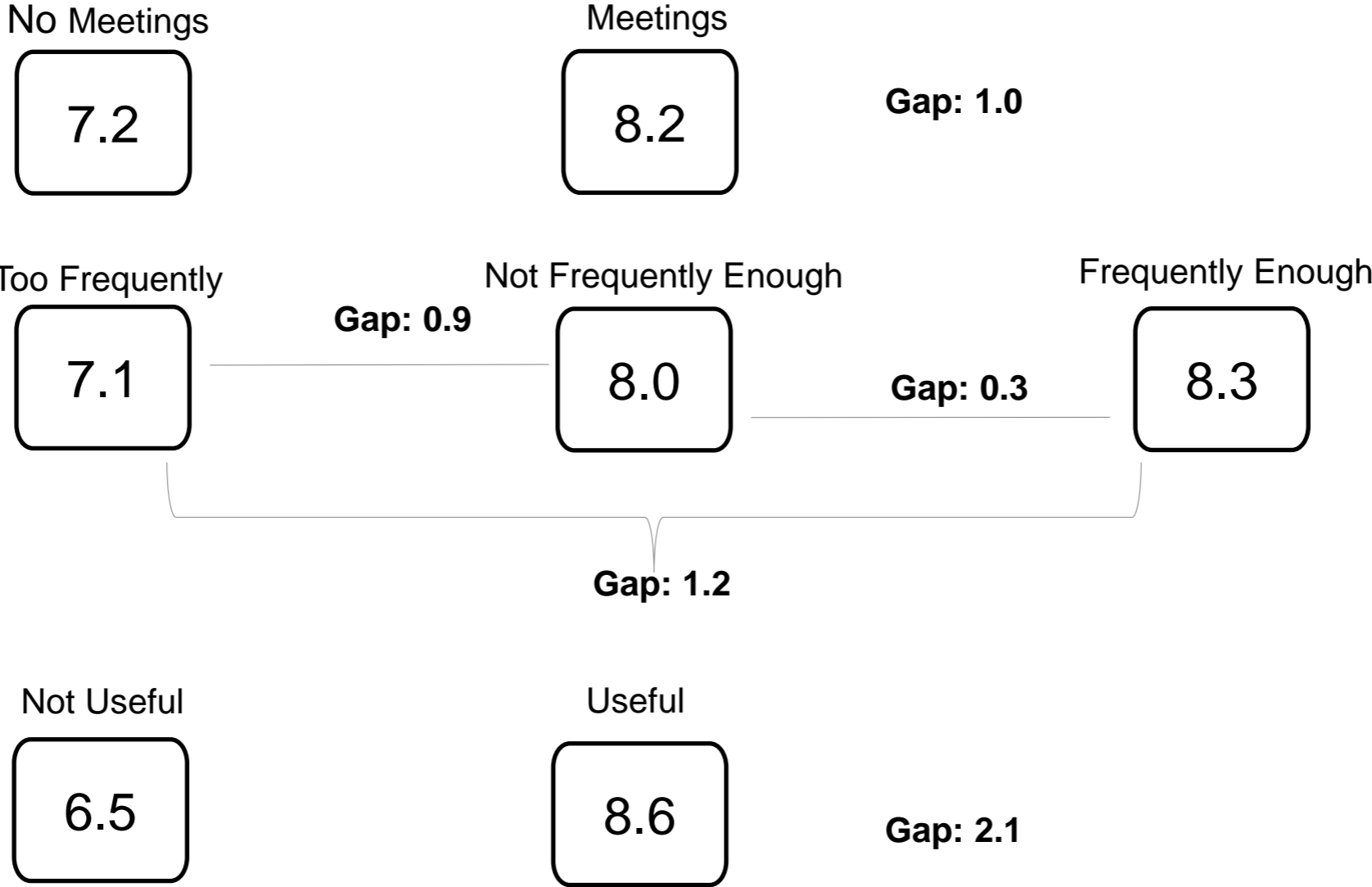
By employee type

How much do you agree or disagree that your team meetings are useful?

Employee type	2016 Mean	2014 Mean
Staff:	7.7	7.7
Union:	7.1	7.2
Manager:	7.8	n/a
Non-Manager:	7.3	n/a
Bus:	8.0	7.5
Wheel-Trans:	7.6	7.5
Streetcar:	7.3	7.9
Subway:	6.9	7.3

↓↑ Denotes *statistically significant* increase (up arrow) or decrease (down arrow) compared to 2014 score.
Not all similar-sized differences will be significant, as the statistical testing takes additional factors into account.

Impact of Team Meetings on Employee Engagement



FEEDBACK

Section summary

- A new question was added to the 2016 survey asking employees to indicate the extent to which they agreed or disagreed with the statement, “The TTC has taken action based on the feedback employees provided in the 2014 Engagement Survey.”
- A total of 45% of the employees who participated in the survey agreed with this statement compared to 29% who disagreed. Agreement was highest among employees in the CEO’s Office (68%) and those in Engineering, Construction & Expansion (68%). Levels of agreement were lowest among those in Service Delivery (40%) and Operations (42%). Agreement was much higher among Staff (60%) compared to Union members (33%), and among Managers (63%) versus Non-managers (41%). When assessed by transportation mode, slightly lower levels of agreement were observed for Subway (at 33% vs. 38% for other modes).
- Employees were asked what they would most like to see improved to increase your satisfaction as a TTC employee. The responses were analyzed and organized into general themes. The themes most commonly mentioned relate to:
 - Need for more resources / funding (for better tools, more staff, upgrades, etc.) (11%)
 - Wanting more accountability from management / greater transparency (10%), and
 - Wanting better / more meaningful recognition / rewards (10%).
- Though the above were among the highest mentions across most groups and employee types, the following also received frequent mentions among certain groups/employee types:
 - More / better communication: CEO’s Office (10%), Service Delivery (10%), Strategy & Customer Experience (18%), Bus (11%), Wheel-Trans (10%), Streetcar (11%), Subway (12%)
 - Better training / development / advancement opportunities: CEO’s Office (12%), Engineering, Construction & Expansion (10%), Strategy & Customer Experience (13%), Staff (10%), Managers (10%)
 - More flexible working environment: Bus (13%)
 - Fairness in hiring / treatment of employees: CEO’s Office (13%), Strategy & Customer Experience (10%), Staff (10%), Managers (10%)
 - More support for employees from management: Bus (11%), Wheel-Trans (10%)

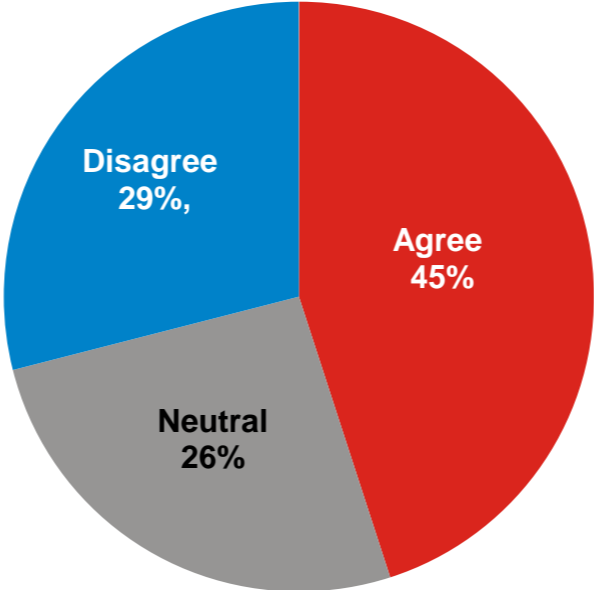
Has the TTC taken action based on 2014 feedback?

The TTC has taken action based on the feedback employees provided in the 2014 Engagement Survey

2016
n = 4964

2016 mean: 5.8

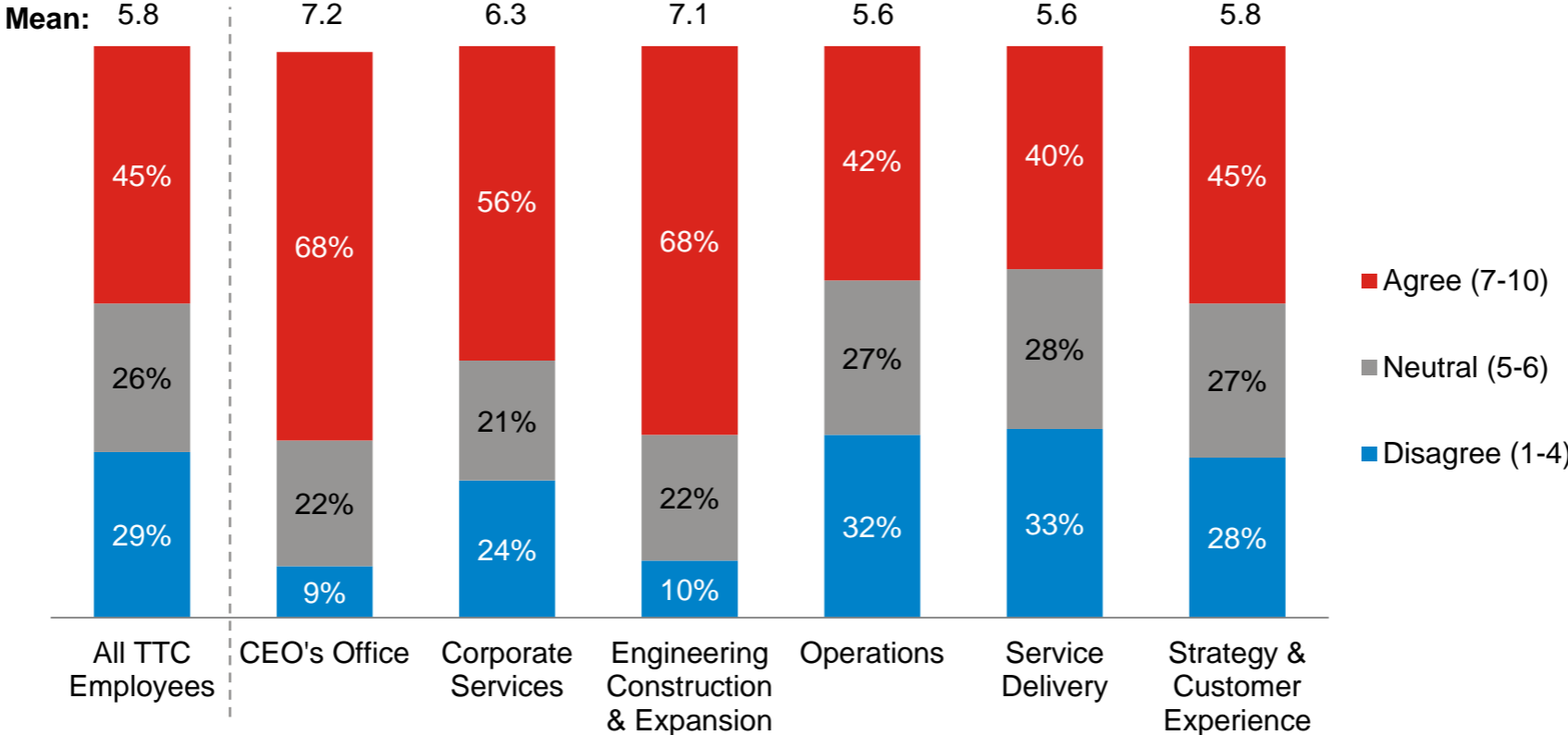
Agree: Rating of 7-10
Neutral: Rating of 5-6
Disagree: Rating of 1-4



Has the TTC taken action based on 2014 feedback?

By group

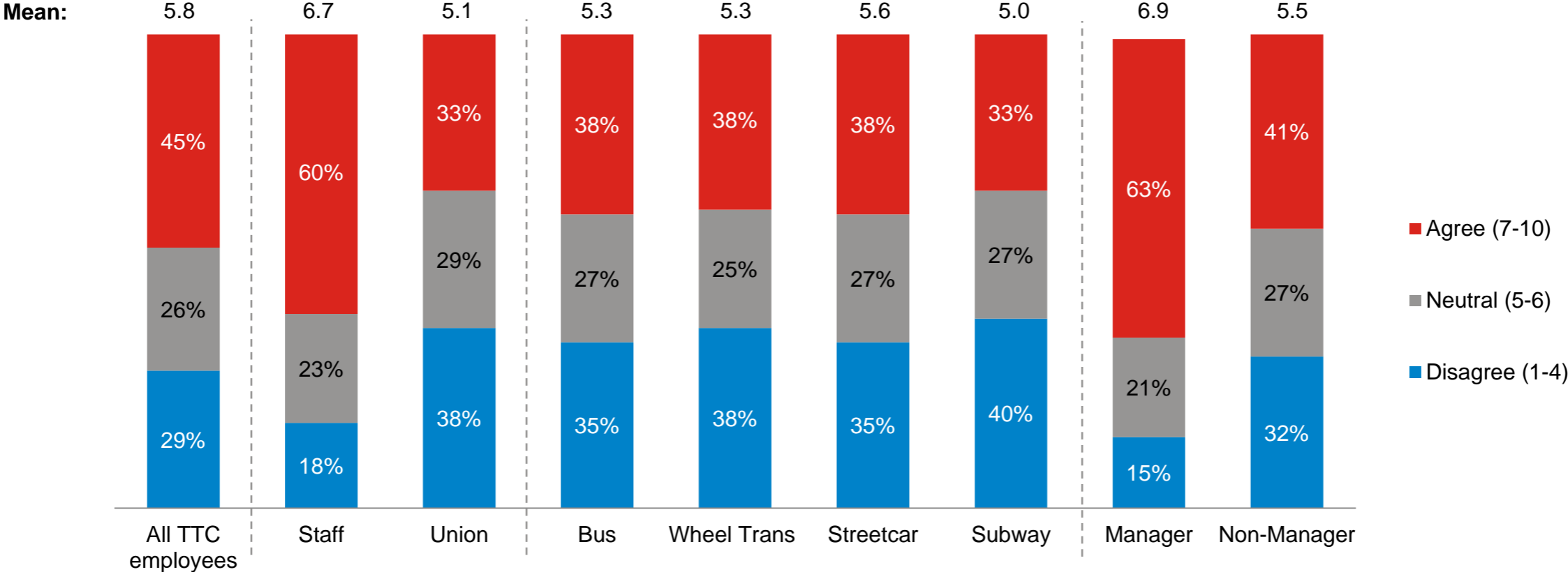
The TTC has taken action based on the feedback employees provided in the 2014 Engagement Survey



Has the TTC Taken Action Based on 2014 Feedback?

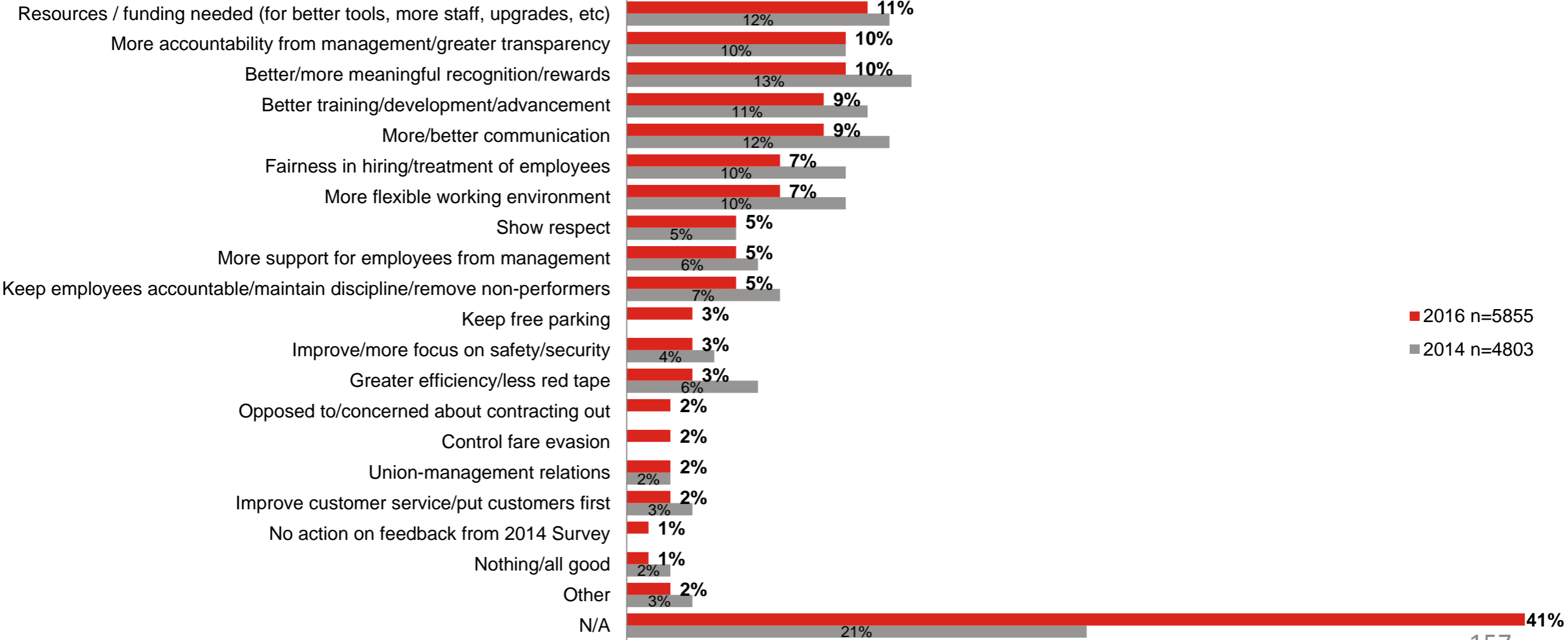
By employee type

The TTC has taken action based on the feedback employees provided in the 2014 Engagement Survey



What employees would like to see improved

What would you most like to see improved to increase your satisfaction as a TTC employee?



What employees would like to see improved

By group

What would you most like to see improved to increase your satisfaction as a TTC employee?

By group	All employees	CEO's Office	Corporate Services	Engineering, Construction & Expansion	Operations	Service Delivery	Strategy & Customer Experience
Resources / funding needed (for better tools, more staff, upgrades, etc)	11%	11%	12%	7%	10%	12%	9%
More accountability from management/greater transparency	10%	8%	10%	7%	10%	12%	13%
Better/more meaningful recognition/rewards	10%	12%	12%	9%	10%	10%	18%
More/better communication	9%	10%	7%	7%	7%	10%	18%
Better training/development/advancement	9%	12%	9%	10%	8%	9%	13%
More flexible working environment	7%	7%	8%	4%	7%	7%	3%
Fairness in hiring/treatment of employees	7%	13%	6%	7%	7%	7%	10%
Keep employees accountable/maintain discipline/remove non-performers	5%	6%	4%	4%	5%	5%	8%
More support for employees from management	5%	2%	3%	4%	4%	7%	7%
Show respect	5%	4%	3%	3%	4%	6%	3%

What employees would like to see improved

By group (cont'd)

What would you most like to see improved to increase your satisfaction as a TTC employee?

By group	All employees	CEO's Office	Corporate Services	Engineering, Construction & Expansion	Operations	Service Delivery	Strategy & Customer Experience
Keep free parking	3%	2%	3%	1%	6%	1%	0%
Greater efficiency/less red tape	3%	4%	5%	3%	2%	3%	3%
Improve/more focus on safety/security	3%	2%	1%	1%	3%	4%	0%
Opposed to/concerned about contracting out	2%	1%	1%	1%	2%	2%	0%
Control fare evasion	2%	<1%	0%	0%	<1%	3%	2%
Union-management relations	2%	<1%	0%	1%	3%	2%	0%
Improve customer service/put customers first	2%	1%	<1%	<1%	1%	3%	3%
No action on feedback from 2014 Survey	1%	<1%	1%	1%	1%	1%	0%
Nothing/all good	1%	3%	2%	2%	2%	1%	0%
Other	2%	1%	3%	1%	2%	2%	3%
N/A	41%	41%	44%	53%	43%	38%	34%

What employees would like to see improved

By employee type

What would you most like to see improved to increase your satisfaction as a TTC employee?

By employee type	Staff	Union	Bus	Wheel-Trans	Streetcar	Subway	Manager	Non-Manager
Resources / funding needed (for better tools, more staff, upgrades, etc)	10%	11%	13%	6%	19%	11%	11%	11%
More accountability from management/greater transparency	10%	11%	11%	15%	10%	15%	12%	10%
Better/more meaningful recognition/rewards	10%	10%	11%	17%	9%	15%	10%	10%
More/better communication	9%	9%	11%	10%	11%	12%	9%	9%
Better training/development/advancement	10%	8%	5%	7%	5%	8%	10%	9%
More flexible working environment	5%	8%	13%	3%	7%	8%	5%	7%
Fairness in hiring/treatment of employees	10%	6%	6%	5%	7%	8%	10%	7%
Keep employees accountable/maintain discipline/remove non-performers	6%	4%	6%	3%	4%	6%	8%	4%
More support for employees from management	4%	7%	11%	10%	7%	8%	5%	6%
Show respect	3%	6%	7%	5%	6%	7%	3%	5%

What employees would like to see improved

By employee type (cont'd)

What would you most like to see improved to increase your satisfaction as a TTC employee?

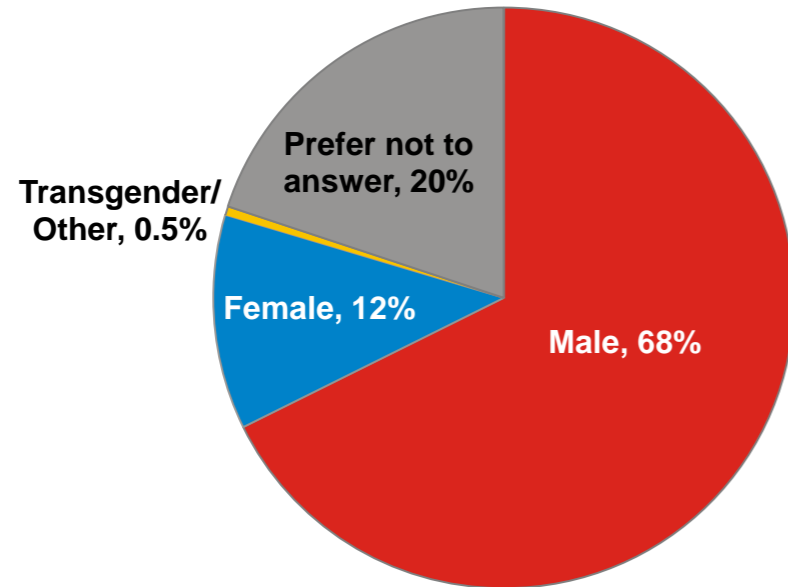
By employee type	Staff	Union	Bus	Wheel-Trans	Streetcar	Subway	Manager	Non-Manager
Keep free parking	2%	3%	1%	0%	2%	6%	1%	3%
Greater efficiency/less red tape	4%	2%	3%	2%	3%	2%	5%	3%
Improve/more focus on safety/security	1%	4%	7%	3%	3%	3%	1%	3%
Opposed to/concerned about contracting out	1%	3%	<1%	1%	1%	1%	1%	2%
Control fare evasion	1%	3%	8%	1%	3%	1%	1%	2%
Union-management relations	1%	3%	3%	2%	1%	4%	2%	2%
Improve customer service/put customers first	1%	2%	6%	3%	5%	4%	2%	2%
No action on feedback from 2014 Survey	1%	1%	1%	0%	1%	2%	1%	1%
Nothing/all good	2%	1%	1%	0%	0%	2%	2%	1%
Other	2%	2%	2%	2%	1%	2%	3%	2%
N/A	42%	40%	32%	40%	37%	32%	38%	41%

DIVERSITY AND INCLUSION

Section summary

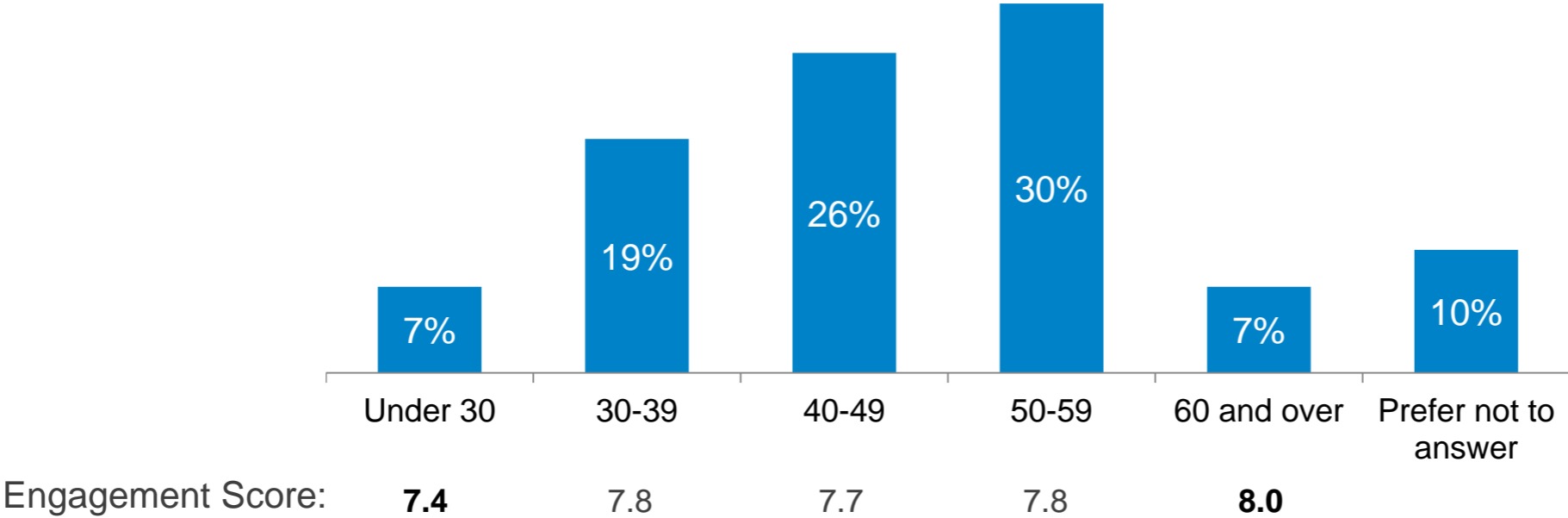
- It is important to note that, in order to protect perceptions of confidentiality and privacy, employees were promised that no information in this section would be analyzed below the group level. For this reason, no results for transit modes will be shown as these results pertain to employees within a single department.
- Among employees who chose to answer the voluntary Diversity & Inclusion section, 68% identified as male compared to only 12% female and less than 1% transgender or other non-binary gender identity. When removing the large group that declined to answer, these ratios roughly mirror demographic data from the TTC employee files.
- Union employees have a far greater percentage of males compared to Staff employees, while there was little difference between managers and non-managers.
- More than half of the employees who responded to the survey reported that they were between the ages of 40 and 59 years. When comparing Engagement scores by age, older employees (especially over 60 years) were more engaged than employees under 30 years old.
- Approximately one quarter of respondents self-identified as racialized (27%). Differences were minor across groups, although more Union employees (compared to Staff) and non-managers (compared to managers) identified as racialized.
- A minority of employees self-identified with the other diversity categories included in the survey: 5% identified as having a disability, 4% as an Indigenous person, and 3% as a member of the LGBTQ+ community.
- Engagement scores were lowest for those identifying as having a disability, followed by LGBTQ+ employees. The engagement scores for both of these groups were significantly lower than for those indicating they were not part of those groups.

Diversity and inclusion – gender



Group / Type	Male	Female	Transgender/ Other	Prefer not to answer
CEO's Office	50%	28%	0%	22%
Corporate Services	43%	27%	0%	30%
Engineering, Construction & Expansion	51%	22%	1%	26%
Operations	70%	8%	1%	21%
Service Delivery	75%	9%	1%	16%
Strategy & Customer Experience	41%	29%	0%	29%
Staff	55%	20%	<1%	25%
Union	78%	6%	<1%	15%
Manager	66%	11%	1%	22%
Non-manager	68%	13%	<1%	19%

Diversity and inclusion – age

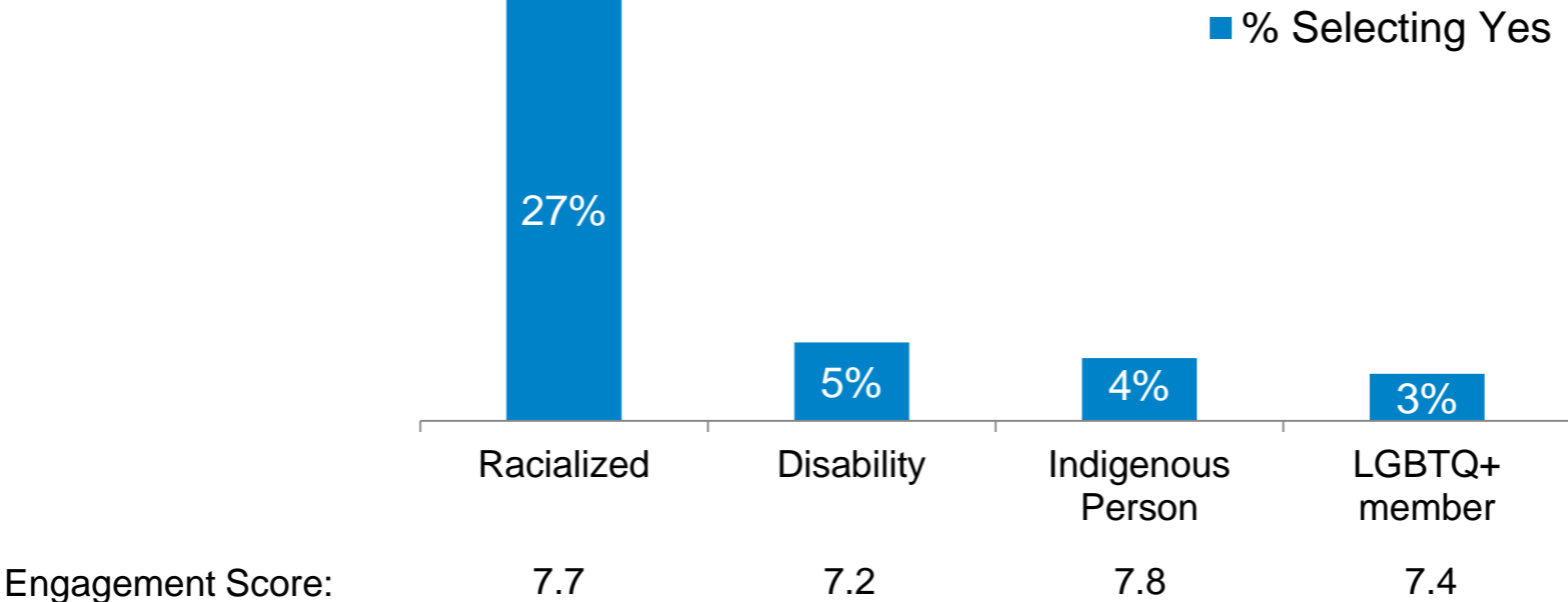


Diversity and inclusion – age

By group and employee type

Group / type	Under 30	30-39	40-49	50-59	60 and over	Prefer not to answer
CEO's Office	6%	23%	28%	28%	6%	9%
Corporate Services	6%	15%	23%	31%	4%	20%
Engineering, Construction & Expansion	7%	18%	23%	25%	11%	17%
Operations	7%	20%	27%	29%	6%	11%
Service Delivery	7%	19%	27%	32%	7%	8%
Strategy & Customer Experience	5%	18%	20%	27%	10%	19%
Staff	5%	19%	28%	28%	6%	14%
Union	8%	19%	25%	32%	8%	8%
Manager	1%	16%	31%	34%	6%	12%
Non-manager	8%	20%	25%	29%	7%	10%

Diversity and inclusion – racialized, disability, Indigenous, LGBTQ+



Diversity and inclusion – racialized, disability, Indigenous, LGBTQ+

By group and employee type

% Responding “yes”

Group / type	Indigenous person	Disability	Racialized	LGBTQ+
All TTC employees	4%	5%	27%	3%
CEO's Office	2%	5%	25%	6%
Corporate Services	1%	2%	22%	1%
Engineering, Construction & Expansion	3%	2%	24%	<1%
Operations	3%	4%	26%	2%
Service Delivery	5%	5%	29%	3%
Strategy & Customer Experience	0%	7%	16%	4%
Staff	2%	3%	25%	2%
Union	5%	6%	29%	3%
Manager	3%	3%	23%	3%
Non-manager	4%	5%	28%	3%

APPENDIX: TECHNICAL TERMS

Defining technical terms

- Throughout this report, terms are used that may not be as commonly known outside of the field of research. Some such terms used in this report are defined below:
- **Mean / Mean Score**
 - In many ways, a mean is very similar to an average. The main difference is that “average” is a more general term, while “mean” refers specifically to the added total of all scores, divided by the number of scores (which is what many people think of as an average). In general usage, “mean” and “average” are often used interchangeably.
- **Sample size**
 - For the purposes of this report, “sample size” refers to the total number of useable (or “valid”) answers to a given question, or the number of employees answering in a given group/department/employee category. In some places, sample size is symbolized by the letter “n” (i.e. “n=100” is another way of saying that the sample size is 100, or that this score reflects responses from 100 employees.
 - For example, if we say, “results are not reported due to sample size <30”, this means there were fewer than 30 answers to a question and we are not showing the results because of this.
- **Correlation analysis**
 - This is a mathematical technique that measures how closely related any two measures are to each other. If two measures have a high correlation, it means that if one measure scores high, the other scores high as well, and vice versa.
 - Correlation analysis is used in this report to determine what aspects of the employee experience are most closely related to Employee Engagement.
- **Correlation value**
 - This is the mathematical result of correlation analysis. It will always be a number between 0 and 1. The closer to 1, the higher the correlation. When discussing opportunity analysis (see below), this may also be called an “impact score” or “impact value”.
- **Opportunity analysis**
 - This is a form of analysis that uses correlations and satisfaction scores to relate a series of measures to each other, and identify priorities for action. For this report, each aspect of the employee experience was correlated to Employee Engagement, and this correlation value (or “impact score”) was mapped together with the satisfaction score for that aspect into a quadrant chart to identify areas to improve and protect.
- **Driver analysis**
 - This is another term for opportunity analysis. This term is used to reflect the idea that aspects with high correlations (or impact) “drive” engagement. This high impact areas are often called “key drivers”, or “drivers”.

Defining technical terms (cont'd)

- **Variance**
 - Since all scores from the Employee Engagement Survey are reported as aggregated (or grouped) results, there can be a large amount of difference between the highest and lowest individual scores for a question, or almost all the answers could be very close together. Since a mean score would not necessarily show this, we use variance as a measure to find out how much difference is contained within a measure.
- **Statistical significance / Statistically significant**
 - This is a way of comparing two or more scores to determine if the differences between them are likely due to random chance or not. A difference is statistically significant if the calculations determine that the difference is very unlikely to be the result of randomness or a fluke. To determine this, calculations take into account the difference between the two scores, but also the size of each sample, whether they are similar in size, the amount of variance, and other factors.
 - Because of all the different factors involved, some apparently large differences may not be statistically significant, and some small differences may be significant. Even if there are two differences of the same size, one may be significant and the other not. As a general rule, if a sample size is smaller, a greater difference is required for significance than if sample size is large.

Thank you

