

EMPLOYEE ENGAGEMENT SURVEY

Construction

March 20, 2015

Produced by Malatest on
behalf of TTC



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INTRODUCTION

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OBJECTIVES

- The primary objective of this research is to increase levels of employee engagement within the TTC. This includes identifying specific aspects of the employee experience that require improvement in order to increase employee engagement moving forward.
- As this is the first year the TTC is conducting this research, objectives also include establishing a baseline of employee engagement to facilitate comparisons over time and across employee groups.
- This research will identify key drivers of employee engagement across the following eight 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**

- Additionally, this report examines these objectives as they relate specifically to the Construction department.

METHODOLOGY

- Invitations to participate in the survey were issued to all permanent employees, both full and part time. Contract workers, temporary employees, students and co-ops were excluded from the survey, as were pensioners.
- The survey was completed online and via paper.
- Data were collected from October 27, 2014 to December 8, 2014.
- 13,242 surveys were sent directly to employees using home addresses or company email addresses provided by the TTC (2,617 via email and 10,625 paper surveys sent by regular mail).
- In most cases, email links to the online survey were sent to staff employees while paper surveys were mailed to unionized employees. Employees requesting the survey in an alternate format to the one initially provided were accommodated.
- Each employee was assigned an individual access code by 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, 4,808 surveys were completed (2,447 online and 2,361 via paper) for an overall response rate of 36%.
- 102 surveys were completed by employees in the Construction department, for a response rate of 93%.

RESPONSE RATE & COST CENTRE GROUPINGS

- The response rate for employees in the Construction department (93%) is in line with the overall response rate for the Engineering, Construction, and Expansion group (92%).
- Cost centres of the Construction department that perform similar functions have been combined into the groups shown below. This also allows for reporting on cost centres with a smaller sample base (i.e., fewer than 10 employees).

Construction: 93%

| Grouping | Cost Centre* | Count |
|---|---------------------------------|------------|
| Project Management I/PM Management | | 17 |
| | 085A-Project Management Office | |
| | 085P-Project Management I | |
| Project Management II | | 21 |
| | 085Q-Project Management II | |
| Project Management III | | 19 |
| | 085R-Project Management III | |
| Construction Site Services | | 45 |
| | 085B-Construction Management | |
| | 085C-Construction Site Services | |
| Total | | 102 |

* Organization of departments reflect the organizational structure as of October 2014, when the survey was launched. Changes in organizational structure occurring since that time are not reflected.

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.
- **Some questions were not answered by enough employees to provide reliable data for some cost centres.**
 - 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 **).
 - As the majority of the cost centre groupings in the Construction department have fewer than 30 responses, Opportunity Analysis is only reported at the department level. Percentages can only be reported at the department level and for one cost centre grouping – Construction Site Services.
 - As there are no unionized employees in this department, staff vs. union comparisons will not be shown.
- **Exact sample size may vary by cost centre or by individual question**
 - In general, if the results for more than one question or more than one cost centre 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 slide 6 for total sample by department and cost centre.

HIGHLIGHTS

Overall Employee Engagement score: 8.3

| | | |
|-----------------|-----------------------------|-----|
| Highest: | Construction Site Services | 8.6 |
| Lowest: | Project Management I, Mgmt. | 7.9 |

- **To increase employee engagement in the Construction department, the TTC should focus on improving employees' satisfaction with **Performance & Reward** and **Your Company**.**
 - To increase satisfaction with **Performance & Reward**, results indicate that the Construction department should focus on:
 - Identifying ways to provide more meaningful recognition (“At the TTC, the recognition and/or rewards are meaningful”)
 - Ensuring that exceptional performance is recognized (“I am recognized for excellent performance”).
 - To increase satisfaction with **Your Company**, results indicate that Construction should emphasize **relationship building** between senior management and employees. This means:
 - Building trust by being open and honest (i.e., “Senior Managers communicate openly and honestly with employees” and “There is a good level of trust between Senior Management and employees”).
 - Welcoming feedback (i.e., “TTC leadership welcomes all feedback, both positive and negative”).

HIGHLIGHTS (CONT'D)

- Effective **information sharing** is another area of focus to improve satisfaction with **Your Company**. Improvements in this area should focus on:
 - Ensuring that employees feel well-informed about happenings in the TTC (i.e., “I feel sufficiently well-informed about what is happening in the TTC”).
- **Your Job** is an area that generates high levels of satisfaction and represents the strongest driver of employee engagement. The TTC can continue increasing satisfaction with **Your Job** by:
 - Exploring what motivates employees.
- **Working Environment** is another key driver of employee engagement with strong performance scores. The TTC can continue increasing satisfaction in this area by:
 - Exploring how to demonstrate **concern for employees’ health & well-being**; more specifically:
 - Demonstrating concern for employees’ mental health & emotional wellbeing (i.e., “The TTC cares about my mental health and emotional well-being”).
 - Promoting a healthy work-life balance (i.e., “The TTC encourages employees to maintain a healthy work-life balance”).

TOP 5 AND BOTTOM 5 SCORES

- Across the entire survey, the attributes below received the highest and lowest satisfaction ratings from TTC Employees in the Construction department. Each attribute is accompanied by the corresponding mean score (/10).
- Four of the top five attributes are related to safety.
- All of the five lowest scoring attributes are associated with the module Your Company – relating to information sharing, collaboration, efficiency, and approach to problem resolution.

Top 5

1. I feel comfortable discussing safety issues at work (9.2)
2. I am strongly encouraged to report unsafe working conditions (8.9)
3. My manager/supervisor is well informed about safety issues (8.8)
4. My manager/supervisor emphasizes safe practices while at work (8.8)
5. I often look for ways to make improvements in how things are done (8.8)

Bottom 5

1. There is effective sharing of information across the TTC (5.6)
2. People get things done both quickly and efficiently at the TTC (5.7)
3. There is good collaboration between different parts of the TTC (5.8)
4. Best practices are shared effectively across the TTC (5.9)
5. If something goes wrong, people concentrate on putting it right, not blaming others (6.0)

OVERALL EMPLOYEE ENGAGEMENT SCORE

Produced by Malatest on
behalf of TTC



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 because is more stable than a single variable. A single variable tends to respond more quickly to random fluctuations in the data and is more likely to show more variation over time.
 - The idea of employee engagement is complex and cannot be explained by a single measure. 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”; and “I see value in the work that I do”. Overall, across these three measures, the TTC’s mean Employee Engagement score is 7.8 on a 10 point scale (where “10” is the highest rating and “1” is the lowest). For Construction employees, the score is 8.3.

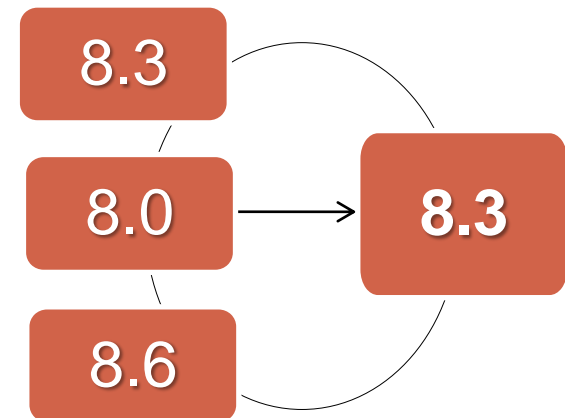
OVERALL EMPLOYEE ENGAGEMENT SCORE

- **Within the Employee Engagement survey:**
 - Employee engagement uses a **1-10** scale.
 - The higher the score, the higher the engagement.

Composite of 3 measures:

- I am satisfied with the TTC as an employer
- I enjoy coming to work every day
- I see the value in the work that I do

Mean rating



OVERALL EMPLOYEE ENGAGEMENT SCORE

- The Employee Engagement score for Construction is slightly higher than the score for all TTC employees, as well as the score for employees of the four groups consisting mainly of staff employees. This score is equal to the score for all employees in Engineering Construction & Expansion Group.
- The Employee Engagement score is highest among employees in the Construction Site Services cost centre grouping.
- Levels of engagement are lower among employees in Project Management I/PM Management grouping.

All Construction: 8.3

Cost Centre Grouping

| | |
|------------------------------------|-----|
| Construction Site Services | 8.6 |
| Project Management II | 8.3 |
| Project Management III | 8.2 |
| Project Management I/PM Management | 7.9 |

Employee Category

| | |
|--|-----|
| All TTC | 7.8 |
| Average of Staff Groups | 8.0 |
| Engineering Construction & Expansion Group | 8.3 |

RATINGS ON ASPECTS OF EMPLOYEE ENGAGEMENT

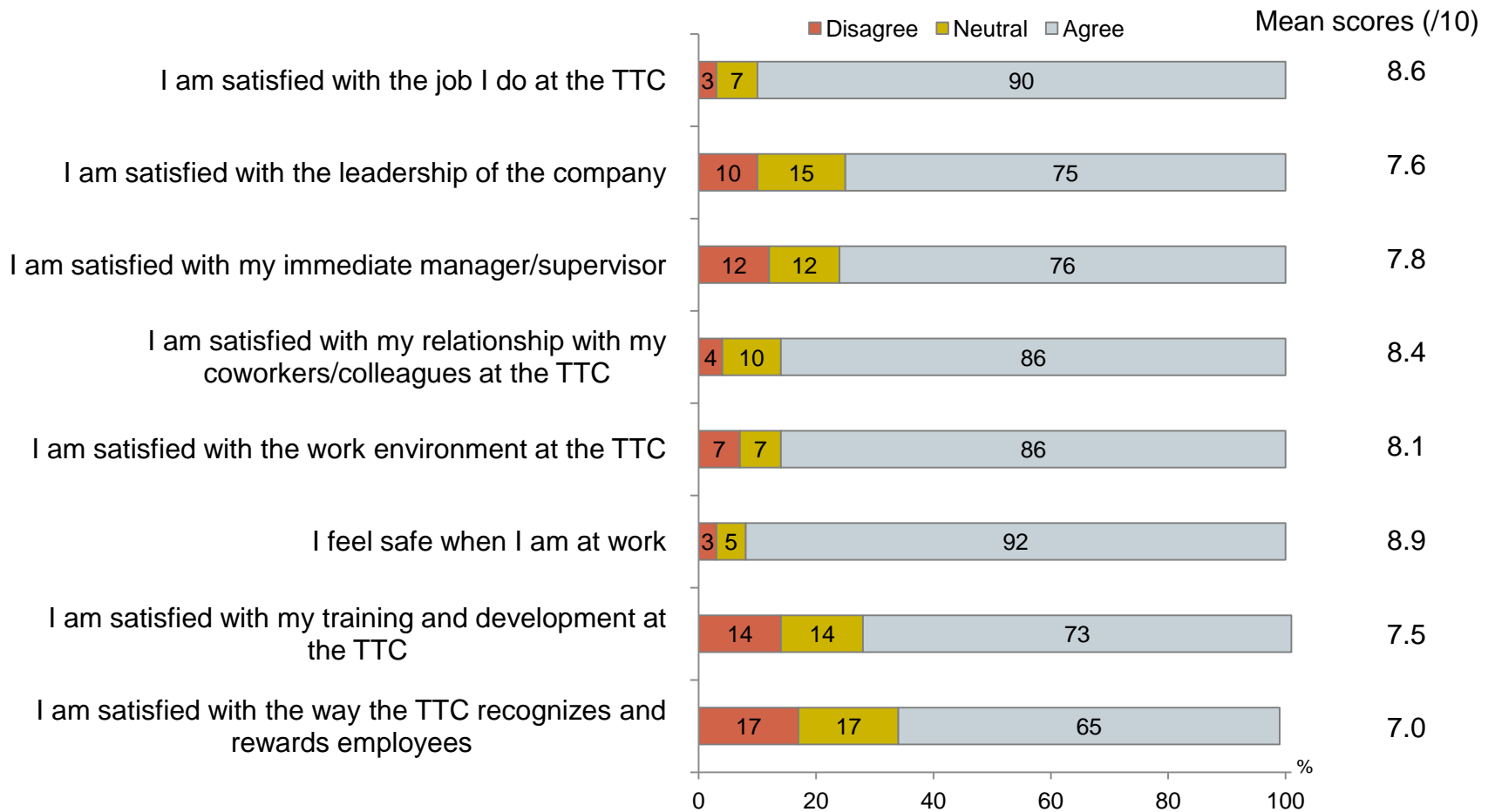
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SECTION SUMMARY

- The following measures were included in the survey in order to assess overall satisfaction with each aspect of employee satisfaction with the TTC:
 - I am satisfied with the job I do at the TTC
 - I am satisfied with the leadership of the company
 - I am satisfied with my immediate manager/supervisor
 - I am satisfied with my relationship with my coworkers/colleagues at the TTC
 - I am satisfied with the work environment at the TTC
 - I feel safe when I am at work
 - I am satisfied with my training and development at the TTC
 - I am satisfied with the way the TTC recognizes and rewards employees
- Ratings were highest for “I feel safe when I am at work”. Ratings were lowest for “I am satisfied with the way the TTC recognizes and rewards employees”. These results were consistent for most cost centre groupings, with some exceptions:
 - For Construction Site Services, overall satisfaction with Your Job (I am satisfied with the job I do at the TTC) was higher than Safety (I feel safe when I am at work).
 - For Project Management I/Mgmt., overall satisfaction with Your Manager/Supervisor (I am satisfied with my immediate manager/supervisor) ranked lower than Performance & Reward (I am satisfied with the way the TTC recognizes and rewards employees).
- Mean scores across most overall ratings were highest for Project Management III, and generally lowest for Project Management I/Mgmt., (with some exceptions).

ASPECTS OF EMPLOYEE ENGAGEMENT - CONSTRUCTION



Sample sizes vary by attribute.

ASPECTS OF EMPLOYEE ENGAGEMENT - BY COST CENTRE/GROUPING

| Mean | All TTC Employees | Staff Groups Average | All Engineering Construction and Expansion Group | All Construction | PM 1, Mgmt. | Project Management II | Project Management III | Construction Site Services |
|---|-------------------|----------------------|--|------------------|-------------|-----------------------|------------------------|----------------------------|
| I am satisfied with the job I do at the TTC | 8.1 | 8.4 | 8.4 | 8.6 | 8.3 | 8.3 | 8.6 | 8.8 |
| I am satisfied with the leadership of the company | 6.4 | 7.3 | 7.9 | 7.6 | 7.5 | 7.7 | 7.7 | 7.6 |
| I am satisfied with my immediate manager/supervisor | 6.7 | 7.5 | 8.0 | 7.8 | 6.2 | 8.2 | 8.5 | 7.8 |
| I am satisfied with my relationship with my coworkers/colleagues at the TTC | 7.6 | 8.1 | 8.5 | 8.4 | 8.3 | 8.4 | 8.9 | 8.1 |
| I am satisfied with the work environment at the TTC | 7.0 | 7.8 | 8.4 | 8.1 | 8.0 | 8.1 | 8.4 | 8.0 |
| I feel safe when I am at work | 8.0 | 8.9 | 9.2 | 8.9 | 9.1 | 8.9 | 9.5 | 8.6 |
| I am satisfied with my training and development at the TTC | 7.0 | 7.1 | 7.6 | 7.5 | 7.0 | 8.0 | 7.7 | 7.4 |
| I am satisfied with the way the TTC recognizes and rewards employees | 6.2 | 6.7 | 7.1 | 7.0 | 6.6 | 7.5 | 7.4 | 6.8 |

Sample sizes vary by attribute.

WHAT DRIVES EMPLOYEE ENGAGEMENT?

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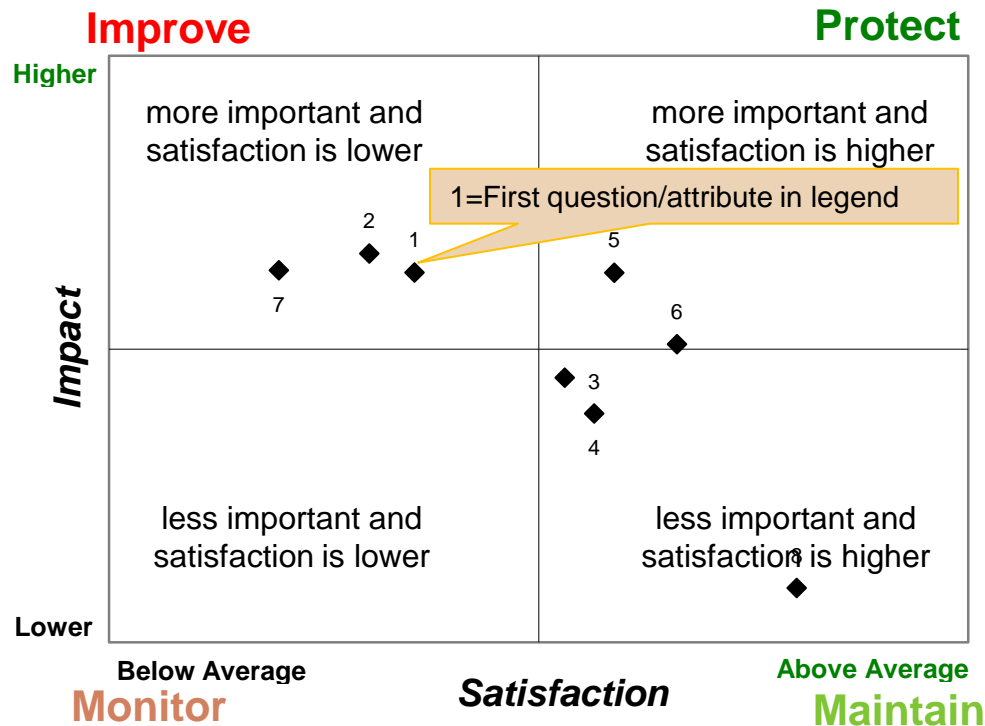


SECTION SUMMARY

- 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 the strength of the correlation between each aspect of the employee experience and Employee Engagement overall.
- Correlation analysis identified the following aspects of the employee experience as having the strongest correlation with Employee Engagement overall: “Your Job”, “Working Environment”, “Performance & Reward” and “Your Company”. Focusing your efforts on 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: “Safety” , “Your Team”, and “Your Manager/Supervisor”. 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, Performance & Reward, and Your Company.
- Opportunity Analysis was then used to plot the correlation value for each aspect of the employee experience against employees’ satisfaction with that aspect of their experience. The next slide shows how to read the result of Opportunity Analysis.

SECTION SUMMARY

- Opportunity Analysis was conducted in order to identify factors that have the most significant impact on Employee Engagement (key drivers). More specifically, each aspect of Employee Engagement (identified in the prior section of this report) was first correlated with a composite of three overall rating questions; specifically:
 - I am satisfied with the TTC as an employer
 - I enjoy coming to work every day
 - I see the value in the work that I do
- Results were then plotted against employees' satisfaction with each aspect of Employee Engagement agreement. The resulting quadrant chart ("Opportunity Analysis") identifies the key drivers of Employee Engagement. An example is provided below:



Composite:

- I am satisfied with the TTC as an employer
- I enjoy coming to work every day
- I see the value in the work that I do

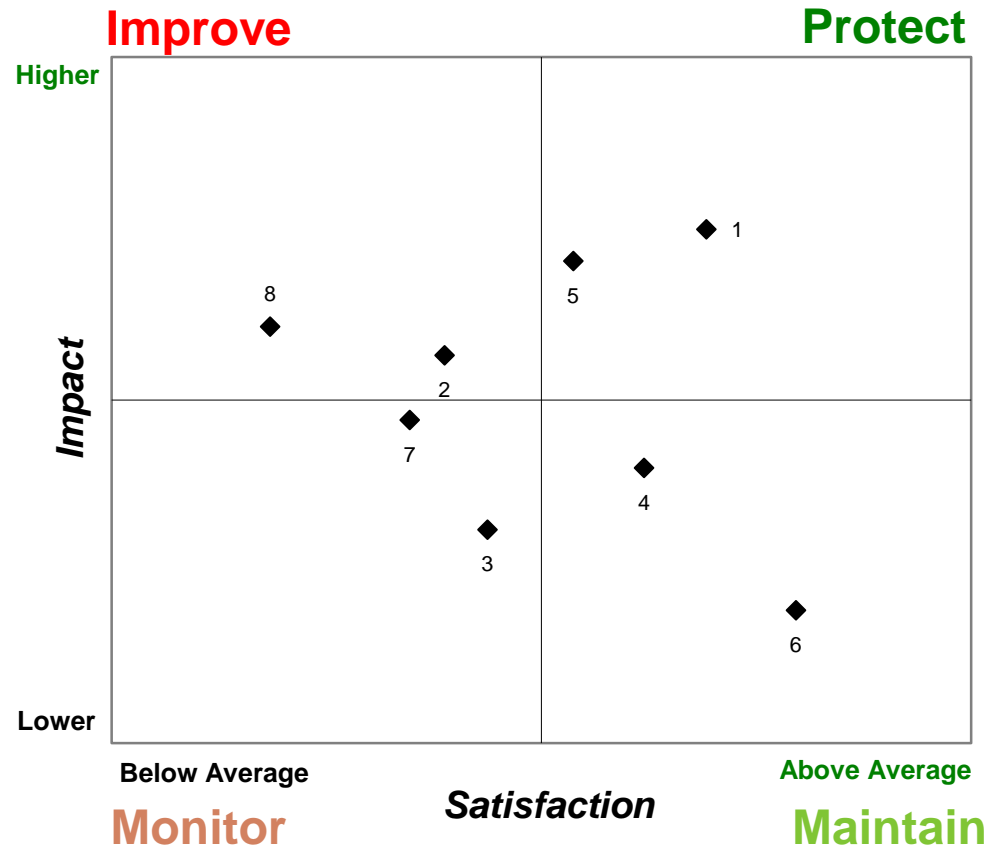
1. First question/attribute
2. Second question/attribute
3. Third question/attribute
4. Fourth question/attribute
5. Fifth question/attribute
6. Sixth question/attribute
7. Seventh question/attribute
8. Eighth question/attribute

SECTION SUMMARY

- Results of the Opportunity Analysis in this sub-section of the report (for the Construction department) are summarized below:
 - Areas to Improve (high relative impact; low relative performance):
 - Company
 - Performance/Reward
 - Areas to Protect (high relative impact; high relative performance):
 - Job
 - Working Environment
 - Areas to Monitor (low relative impact; low relative performance):
 - Training & Development
 - Manager/Supervisor
 - Areas to Maintain (low relative impact; high relative performance):
 - Safety
 - Team

EMPLOYEE ENGAGEMENT OPPORTUNITY ANALYSIS

Construction



Composite:
 -I am satisfied with the TTC as an employer
 -I enjoy coming to work every day
 -I see the value in the work that I do

1. I am satisfied with the job I do at the TTC
2. I am satisfied with the leadership of the company
3. I am satisfied with my immediate manager/supervisor
4. I am satisfied with my relationship with my coworkers/colleagues at the TTC
5. I am satisfied with the work environment at the TTC
6. I feel safe when I am at work
7. I am satisfied with my training and development at the TTC
8. I am satisfied with the way the TTC recognizes and rewards employees

Analysis conducted using Pearson's Correlation Coefficient.
 Performance values are mean scores and range between 7.0 to 8.9.
 Impact values range between 13% to 56%.

OVERALL ORGANIZATIONAL VIEWS OF CONSTRUCTION

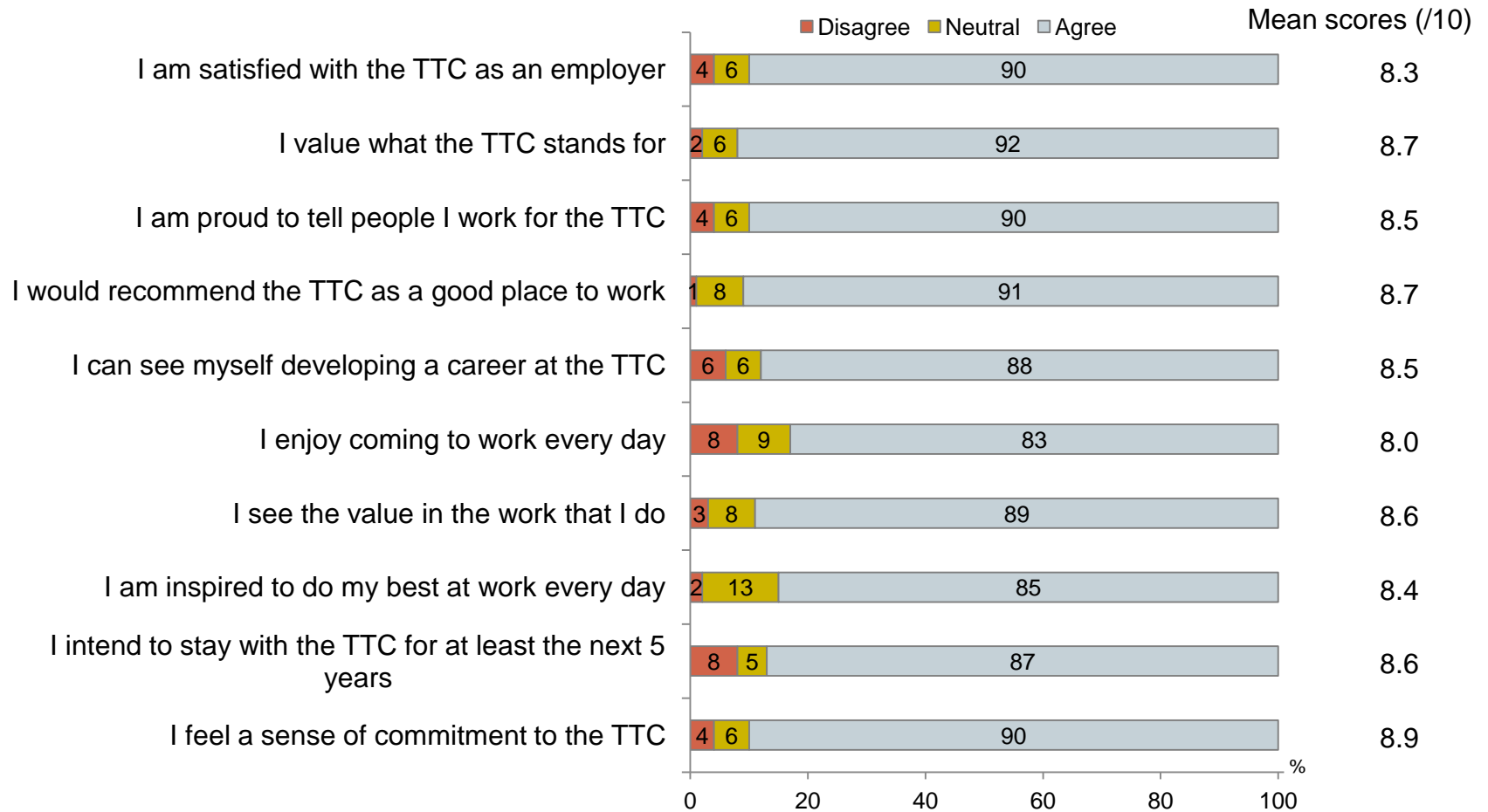
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SECTION SUMMARY

- The following measures were included in the survey in order to assess employees' overall satisfaction with the TTC:
 - I am satisfied with the TTC as an employer
 - I value what the TTC stands for
 - I am proud to tell people I work for the TTC
 - I would recommend the TTC as a good place to work
 - I can see myself developing a career at the TTC
 - I enjoy coming to work every day
 - I see the value in the work I do
 - I am inspired to do my best at work every day
 - I intend to stay with the TTC for at least the next 5 years
 - I feel a sense of commitment to the TTC
- Ratings were highest for the following measures: "I feel a sense of commitment to the TTC"; and "I value what the TTC stands for". Ratings were lowest for "I enjoy coming to work every day," followed by "I am satisfied with the TTC as an employer". However, it should be noted that all measures in this group received similar scores.
- These results were generally consistent across cost centre groups in the Construction department, with the exception of "I value what the TTC stands for," which was replaced by "I intend to stay with the TTC for at least the next 5 years," as the second highest rating for PM 1, Mgmt., Project Management II, and Project Management III. Of note, "I intend to stay with the TTC for at least the next 5 years" had the second lowest satisfaction rating for Construction Site Services.
- Mean scores across most measures were generally higher for Construction Site Services; and lower for the PM I/Mgmt. cost centre group.

OVERALL ORGANIZATIONAL VIEWS - CONSTRUCTION



A1. Based on any impression you have, how much would you agree or disagree with each of the following statements where “1” means “Strongly Disagree” and “10” means “Strongly Agree”:

Sample sizes vary by attribute.

OVERALL ORGANIZATIONAL VIEWS - BY COST CENTRE/GROUPING

| Mean | All TTC Employees | Staff Groups Average | All Engineering Construction & Expansion Group | All Construction | PM 1, Mgmt. | Project Management II | Project Management III | Construction Site Services |
|---|-------------------|----------------------|--|------------------|-------------|-----------------------|------------------------|----------------------------|
| I am satisfied with the TTC as an employer | 7.8 | 8.1 | 8.4 | 8.3 | 7.8 | 8.2 | 8.2 | 8.7 |
| I value what the TTC stands for | 8.2 | 8.6 | 8.8 | 8.7 | 8.2 | 8.5 | 8.7 | 9.0 |
| I am proud to tell people I work for the TTC | 7.9 | 8.2 | 8.5 | 8.5 | 7.9 | 8.4 | 8.6 | 8.8 |
| I would recommend the TTC as a good place to work | 8.0 | 8.3 | 8.6 | 8.7 | 8.2 | 8.4 | 8.7 | 8.9 |
| I can see myself developing a career at the TTC | 7.9 | 8.0 | 8.0 | 8.5 | 7.8 | 8.4 | 8.7 | 8.7 |
| I enjoy coming to work every day | 7.3 | 7.6 | 8.1 | 8.0 | 7.6 | 8.2 | 7.8 | 8.2 |
| I see the value in the work that I do | 8.2 | 8.4 | 8.5 | 8.6 | 8.4 | 8.4 | 8.7 | 8.8 |
| I am inspired to do my best at work every day | 7.8 | 8.2 | 8.3 | 8.4 | 8.5 | 8.3 | 8.4 | 8.5 |
| I intend to stay with the TTC for at least the next 5 years | 8.5 | 8.4 | 8.7 | 8.6 | 8.5 | 9.1 | 8.9 | 8.3 |
| I feel a sense of commitment to the TTC | 8.2 | 8.6 | 8.8 | 8.9 | 8.5 | 9.1 | 9.1 | 9.0 |

** Mean scores suppressed due to sample size <10.
Sample sizes vary by attribute.

AREA TO PROTECT: YOUR JOB

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SECTION SUMMARY

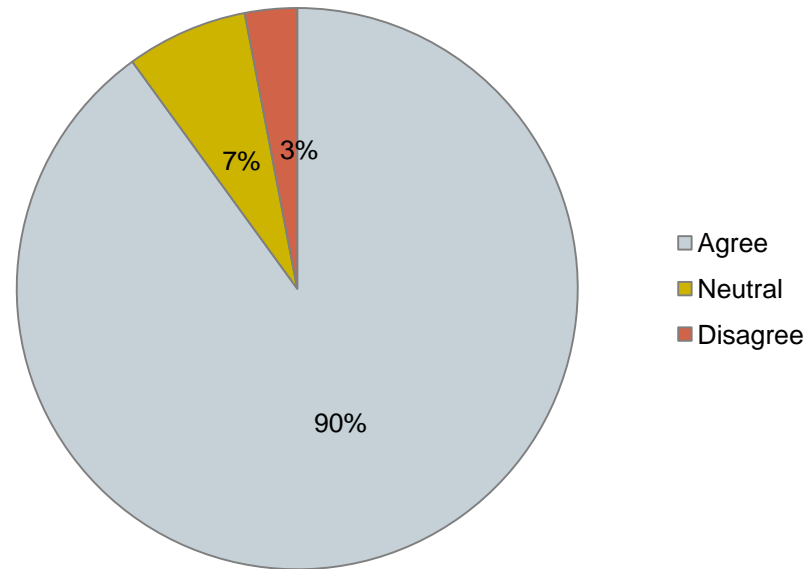
- Opportunity Analysis identifies “Your Job” as having the most impact on Employee Engagement overall and as an area with which Construction employees are, for the most part, satisfied, making this an Area to Protect.
- Satisfaction with this aspect of the employee experience was relatively consistent across cost centre groups, although mean scores for specific attributes were generally higher for Construction Site Services, and lower for Project Management I/Mgmt and Project Management II.
- Among the specific measures comprising “Your Job”, the attribute with the strongest satisfaction rating at the departmental level was “I often look for ways to make improvements in how things are done”. Ratings were lowest for “I am given the freedom to make decisions in my job” and “I feel motivated in my job”.
- These results were consistent across most cost centre groups, with the exception of “I feel motivated in my job,” which was replaced by the following items among the two lowest ranked attributes.
 - “I feel well informed about how to improve customer service” for Project Management I/Mgmt. and Project Management II.
 - “I have the proper equipment/tools to do my job well” for Project Management III and Construction Site Services.
- To maintain high levels of satisfaction with this key driver of Employee Engagement, Opportunity Analysis identifies the following areas of focus for the Construction department:
 - I feel motivated in my job (Area to Improve).
 - My work enables me to use my skills and abilities (Area to Protect).

OVERALL RATINGS OF YOUR JOB - CONSTRUCTION

Construction

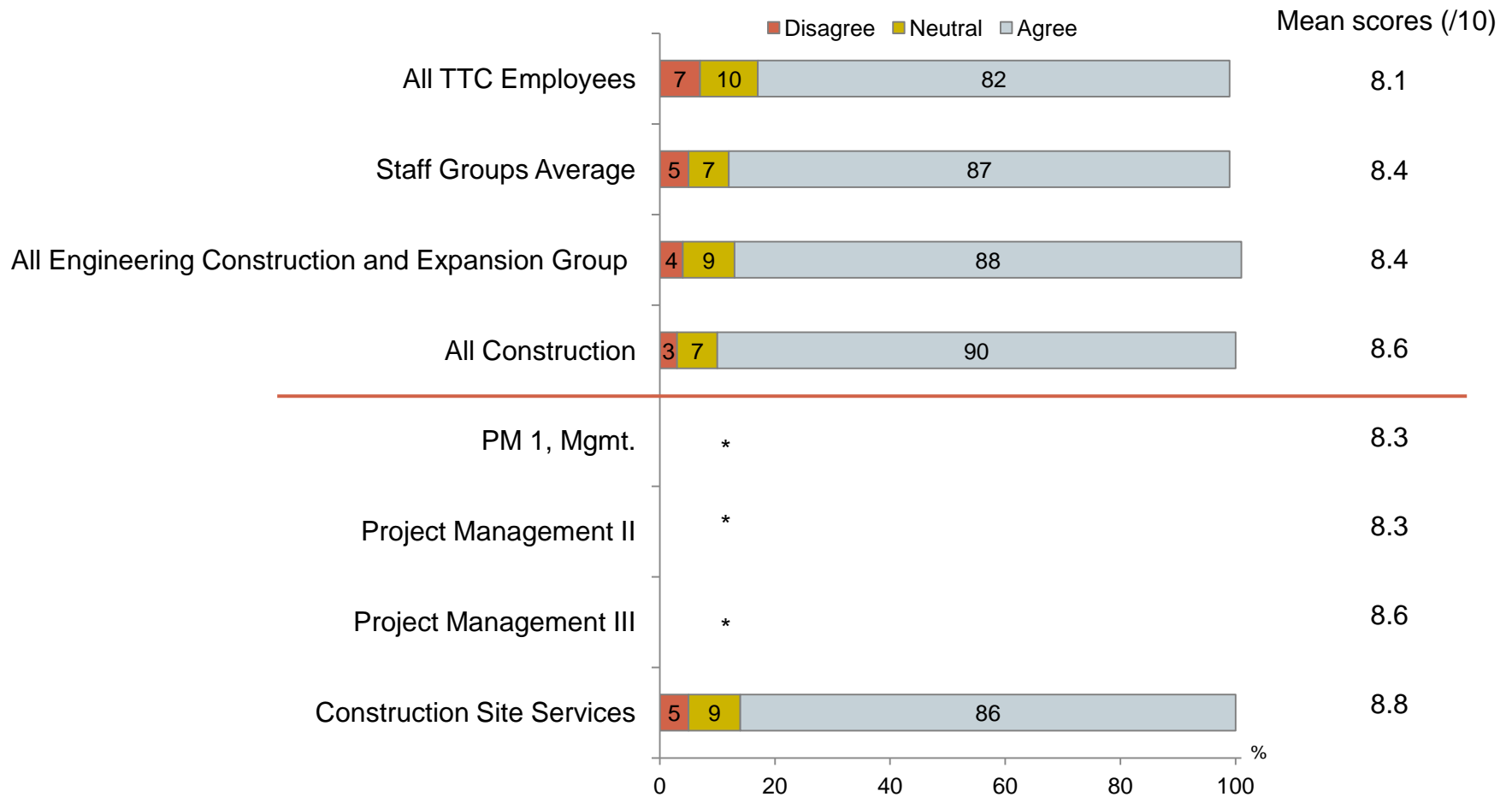
Total
(n= 101)

Mean=8.6



B1. How much do you agree or disagree with each of the following statements about your job ?
Overall, I am satisfied with the job I do at the TTC.

OVERALL RATINGS OF YOUR JOB - BY COST CENTRE/GROUPING



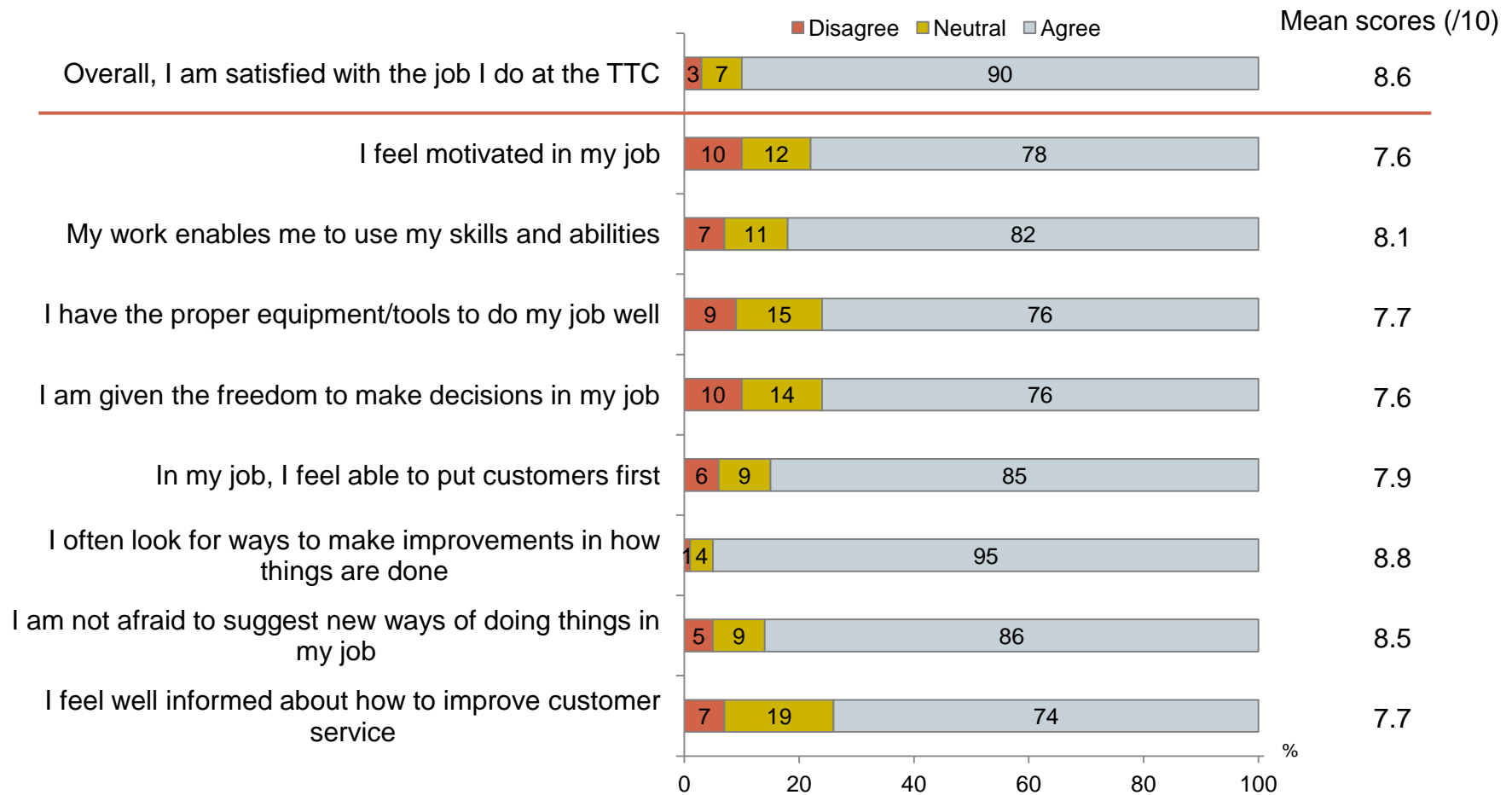
* Percentages suppressed due to sample size <30.

B1. How much do you agree or disagree with each of the following statements about your job ?

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

Sample sizes vary by category.

YOUR JOB - CONSTRUCTION



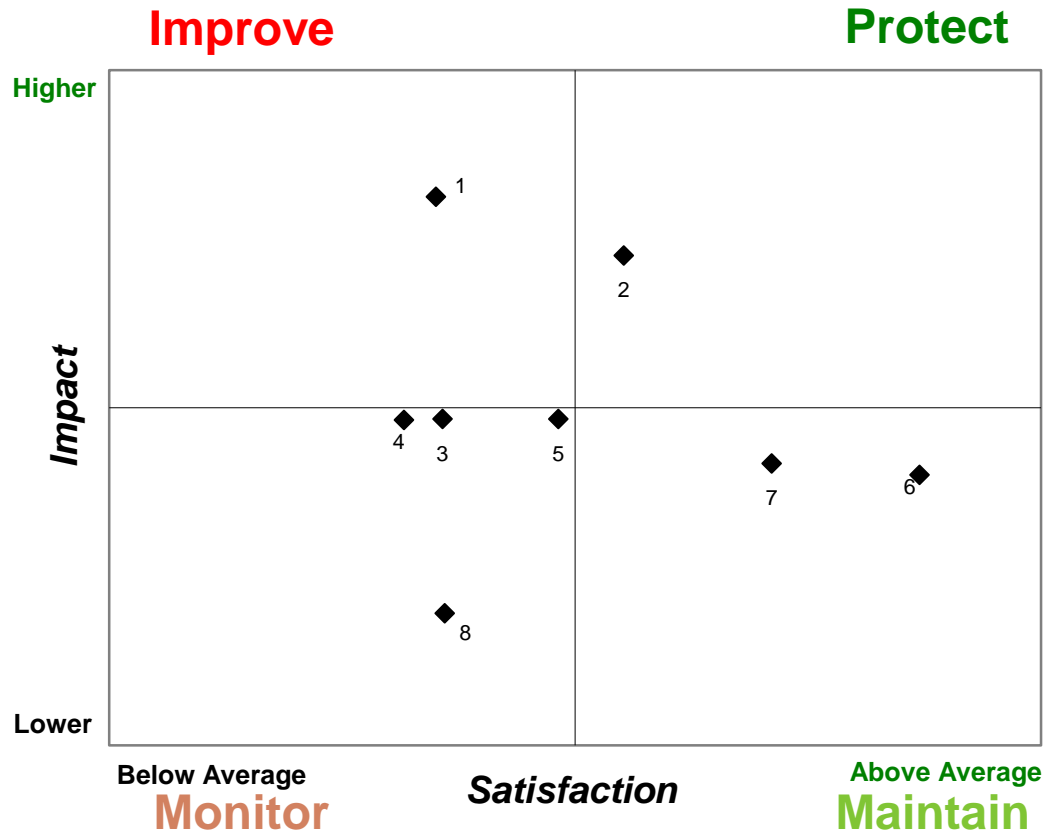
B1. How much do you agree or disagree with each of the following statements about your job?
Sample sizes vary by attribute.

YOUR JOB - BY COST CENTRE/GROUPING

| Mean | All TTC Employees | Staff Groups Average | All Engineering Construction and Expansion Group | All Construction | PM 1, Mgmt. | Project Management II | Project Management III | Construction Site Services |
|---|-------------------|----------------------|--|------------------|-------------|-----------------------|------------------------|----------------------------|
| Overall, I am satisfied with the job I do at the TTC | 8.1 | 8.4 | 8.4 | 8.6 | 8.3 | 8.3 | 8.6 | 8.8 |
| I feel motivated in my job | 7.0 | 7.3 | 7.6 | 7.6 | 7.5 | 7.5 | 7.6 | 7.8 |
| My work enables me to use my skills and abilities | 7.3 | 7.7 | 7.9 | 8.1 | 7.9 | 7.9 | 8.1 | 8.3 |
| I have the proper equipment/tools to do my job well | 6.8 | 7.3 | 7.7 | 7.7 | 7.8 | 7.5 | 7.7 | 7.7 |
| I am given the freedom to make decisions in my job | 6.5 | 7.3 | 7.5 | 7.6 | 6.4 | 7.3 | 7.9 | 8.0 |
| In my job, I feel able to put customers first | 7.5 | 7.9 | 8.1 | 7.9 | 7.5 | 7.6 | 8.0 | 8.2 |
| I often look for ways to make improvements in how things are done | 8.1 | 8.6 | 8.8 | 8.8 | 8.4 | 8.6 | 8.9 | 9.0 |
| I am not afraid to suggest new ways of doing things in my job | 7.6 | 8.3 | 8.5 | 8.5 | 8.3 | 8.0 | 9.3 | 8.4 |
| I feel well informed about how to improve customer service | 6.8 | 7.6 | 7.7 | 7.7 | 7.0 | 7.4 | 7.9 | 7.9 |

B1. How much do you agree or disagree with each of the following statements about your job?
Sample sizes vary by attribute.

OPPORTUNITY ANALYSIS: YOUR JOB - CONSTRUCTION



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

Analysis conducted using Pearson's Correlation Coefficient.
 Performance values are mean scores and range between 7.6 to 8.8.
 Impact values range between 14% to 58%.

AREA TO PROTECT: YOUR WORKING ENVIRONMENT

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- Opportunity Analysis identifies “Your Working Environment” as the second most impactful on Employee Engagement. This key driver also had stronger satisfaction scores relative to other aspects of the employee experience, making it an Area to Protect.
- Mean scores for the majority of attributes in Working Environment were higher for employees in the Project Management II cost centre, and lower among the PM I/Mgmt. and Construction Site Services cost centres.
- At the department level, satisfaction with specific aspects of Working Environment was highest for “The hours I work are reasonable”. Ratings were lowest for “The TTC cares about my mental health and emotional well-being” and “The TTC encourages employees to maintain a healthy work-life balance”. These results varied by cost centre, with the exception of “The TTC cares about my mental health and emotional well-being,” which ranked among the lowest performing attributes for all cost centre groups in Construction.
- To maintain current employee satisfaction with Working Environment, Opportunity Analysis confirmed that the Areas to Improve are those attributes with the lowest mean scores:
 - The TTC cares about my mental health and emotional well-being.
 - The TTC encourages employees to maintain a healthy work-life balance.
- In addition, the following were identified as key Areas to Protect within Working Environment:
 - I feel I belong at the TTC.
 - The TTC is dedicated to diversity and inclusiveness.

SECTION SUMMARY

Stress at Work

- Approximately 15% of Construction employees indicated that they “frequently” experience stress as a problem at work, with an additional 64% reporting that stress is “sometimes” a problem. The incidence of stress in the workplace (on a “frequent” basis) is higher for employees in Construction Site Services compared to the department overall.

Discrimination/Harassment

- 12% of Construction employees indicated experiencing discrimination or harassment by another TTC employee in the past 12 months. Of note, a slightly higher proportion of employees in the Construction Site Services cost centre group (16%) indicated experiencing discrimination or harassment compared to the department overall.
- Employees in this department most frequently indicated experiencing discrimination based on personal harassment, followed by discrimination based on ethnic origin or race.

Abuse by Customers

- Just under 1 in 5 employees (18%) in the Construction department indicated being verbally abused by customers in the past 12 months. This proportion is notably higher for employees in the Construction Site Services cost centre group (31% vs. 18% for entire Construction department).
- Very few employees (1%) indicated being physically abused by customers in the past 12 months.

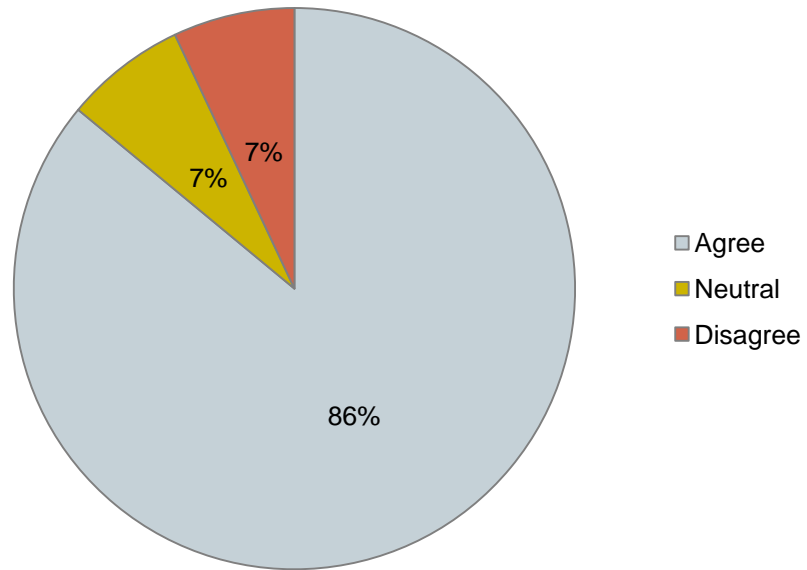
Note: Due to small sample size (<30 responses), comparisons between different cost centre groups could not be conducted.

OVERALL RATINGS OF YOUR WORKING ENVIRONMENT - CONSTRUCTION

Construction

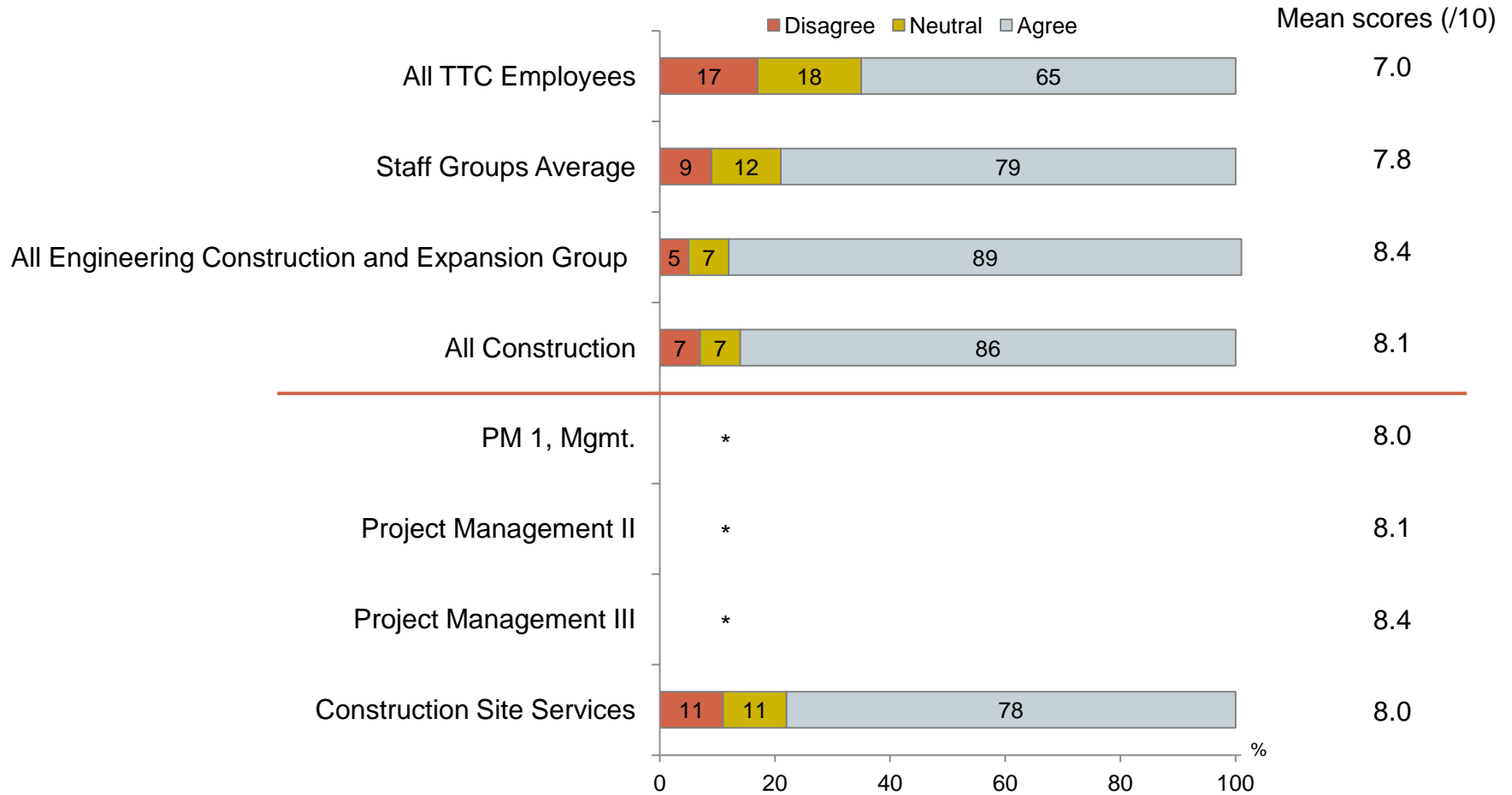
Total
(n= 102)

Mean=8.1



F1. Please indicate the extent to which you agree or disagree with each of the following statements describing the TTC's work environment. Overall, I am satisfied with the work environment at the TTC.

OVERALL RATINGS OF YOUR WORKING ENVIRONMENT - BY COST CENTRE/GROUPING



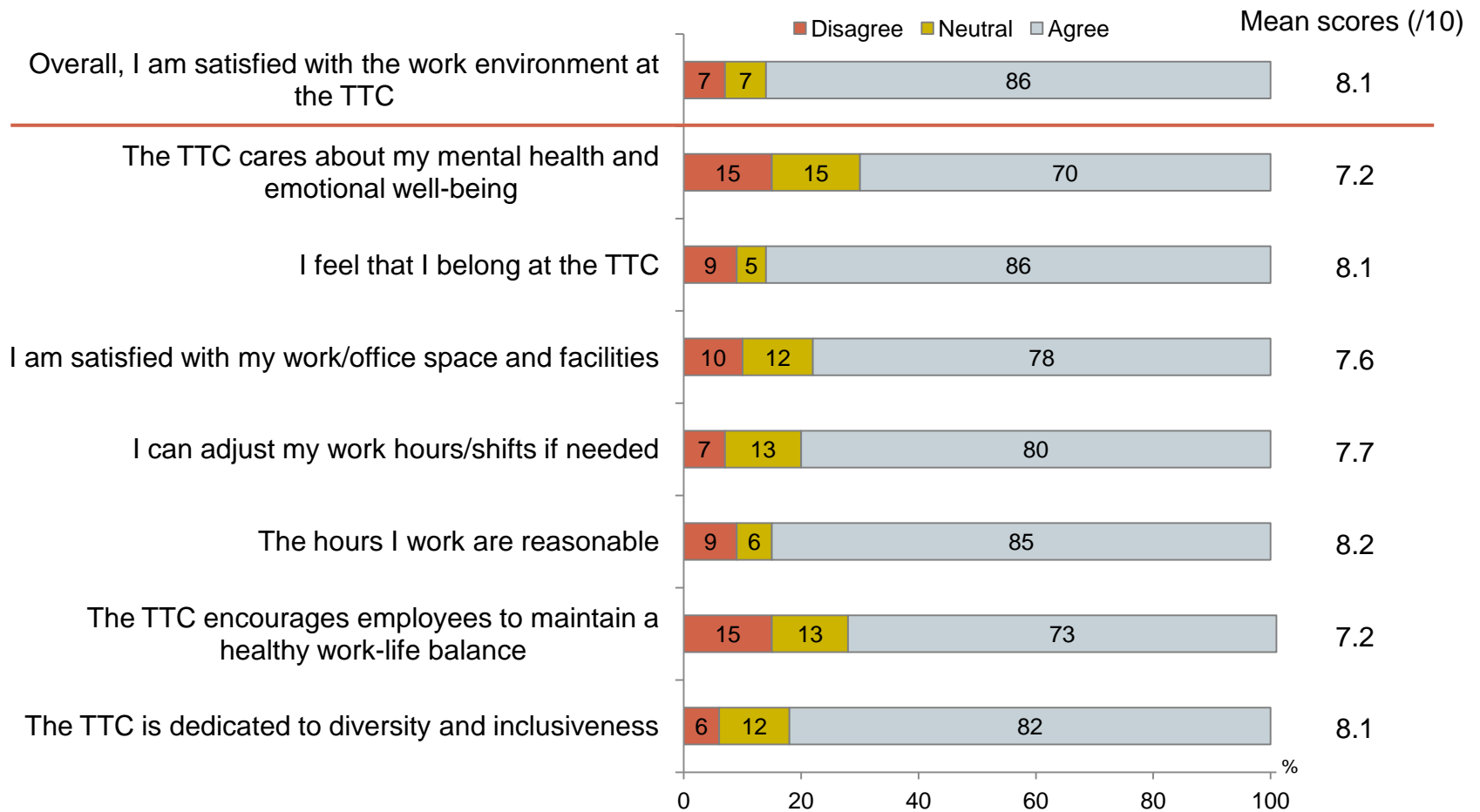
* Percentages suppressed due to sample size <30.

F1. Please indicate the extent to which you agree or disagree with each of the following statements describing the TTC's work environment.

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

Sample sizes vary by category.

YOUR WORKING ENVIRONMENT - CONSTRUCTION



F1. Please indicate the extent to which you agree or disagree with each of the following statements describing the TTC's work environment. Sample sizes vary by attribute.

YOUR WORKING ENVIRONMENT - BY COST CENTRE/GROUPING

| Mean | All TTC Employees | Staff Groups Average | All Engineering Construction & Expansion Group | All Construction | PM 1, Mgmt. | Project Management II | Project Management III | Construction Site Services |
|--|-------------------|----------------------|--|------------------|-------------|-----------------------|------------------------|----------------------------|
| Overall, I am satisfied with the work environment at the TTC | 7.0 | 7.8 | 8.4 | 8.1 | 8.0 | 8.1 | 8.4 | 8.0 |
| The TTC cares about my mental health and emotional well-being | 6.2 | 7.1 | 7.7 | 7.2 | 6.9 | 7.6 | 7.6 | 6.9 |
| I feel that I belong at the TTC | 7.4 | 7.8 | 8.3 | 8.1 | 7.4 | 8.3 | 8.1 | 8.2 |
| I am satisfied with my work/office space and facilities | 6.5 | 7.2 | 8.1 | 7.6 | 7.9 | 8.0 | 7.6 | 7.4 |
| I can adjust my work hours/shifts if needed | 6.7 | 7.5 | 8.1 | 7.7 | 7.3 | 7.3 | 7.9 | 8.0 |
| The hours I work are reasonable | 7.7 | 8.4 | 8.8 | 8.2 | 8.4 | 8.6 | 8.2 | 8.0 |
| The TTC encourages employees to maintain a healthy work-life balance | 6.3 | 7.4 | 8.1 | 7.2 | 7.8 | 7.8 | 7.1 | 6.9 |
| The TTC is dedicated to diversity and inclusiveness | 7.4 | 8.0 | 8.4 | 8.1 | 7.9 | 8.4 | 7.9 | 8.0 |

F1. Please indicate the extent to which you agree or disagree with each of the following statements describing the TTC's work environment. Sample sizes vary by attribute.

OPPORTUNITY ANALYSIS: YOUR WORKING ENVIRONMENT - CONSTRUCTION

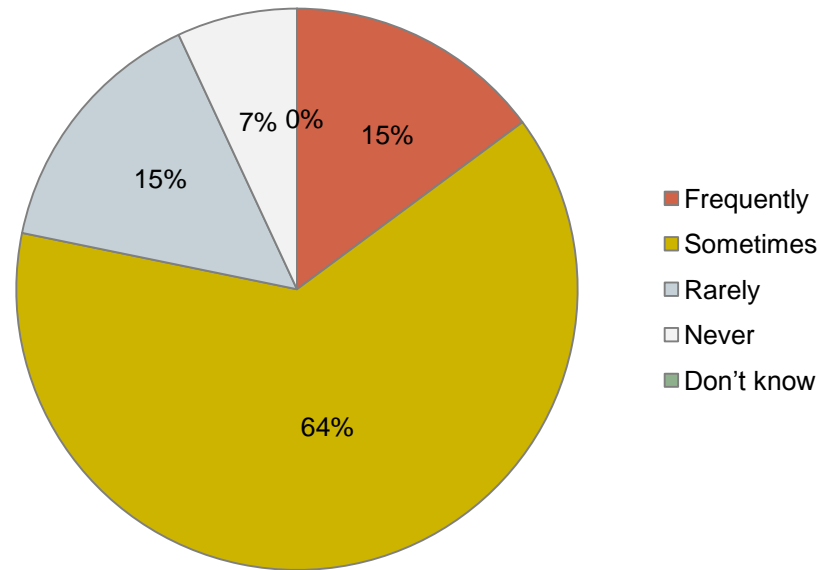


1. The TTC cares about my mental health and emotional well-being
2. I feel that I belong at the TTC
3. I am satisfied with my work/office space and facilities
4. I can adjust my work hours/shifts if needed
5. The hours I work are reasonable
6. The TTC encourages employees to maintain a healthy work-life balance
7. The TTC is dedicated to diversity and inclusiveness

Analysis conducted using Pearson's Correlation Coefficient.
 Performance values are mean scores and range between 7.2 to 8.2.
 Impact values range between 25% to 61%.

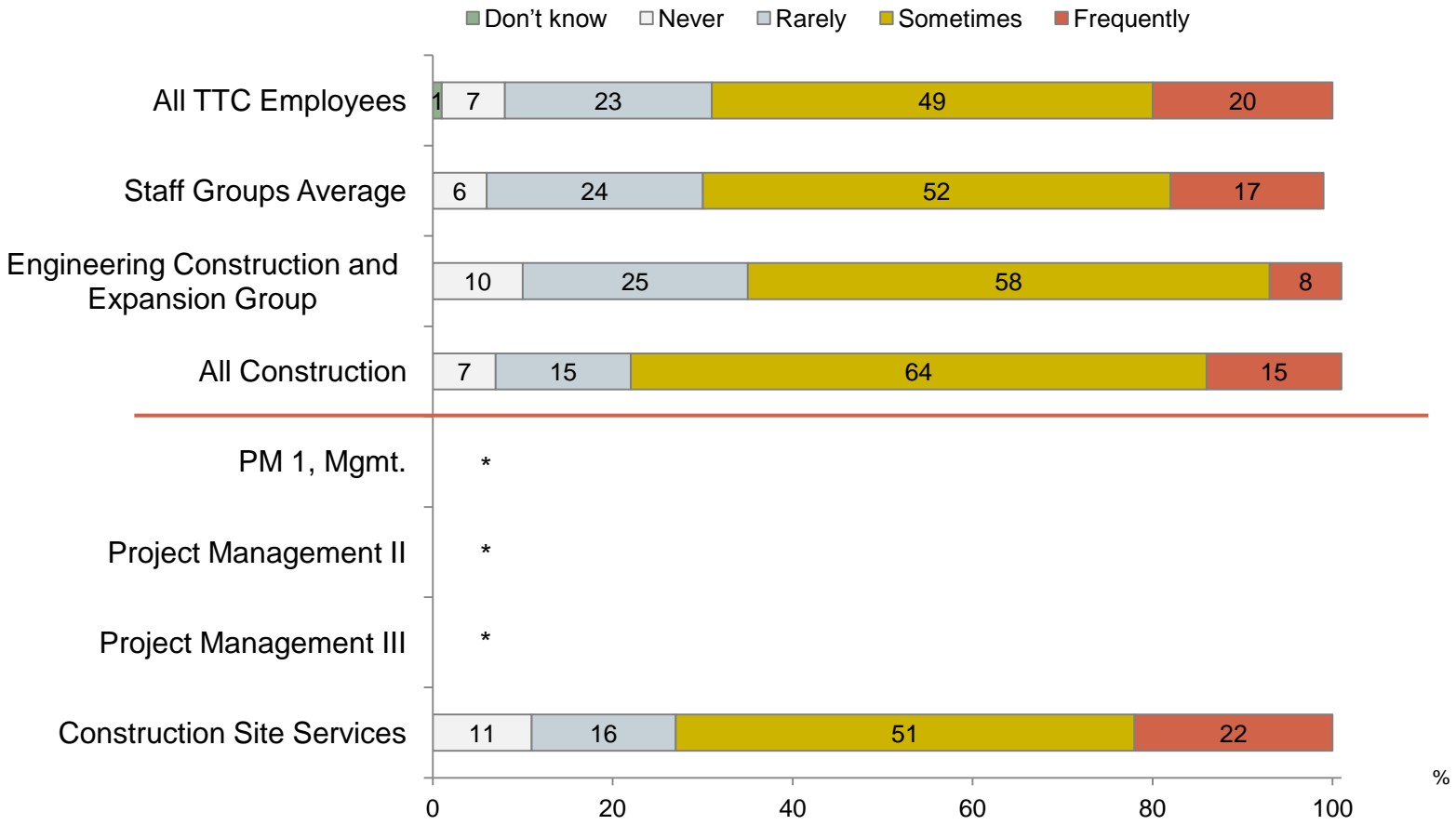
Construction

Total
(n= 102)



F2. Is stress at work a problem for you? 1 Frequently; 2 Sometimes; 3 Rarely; 4 Never; 5 Don't know.

STRESS AT WORK - BY COST CENTRE/GROUPING

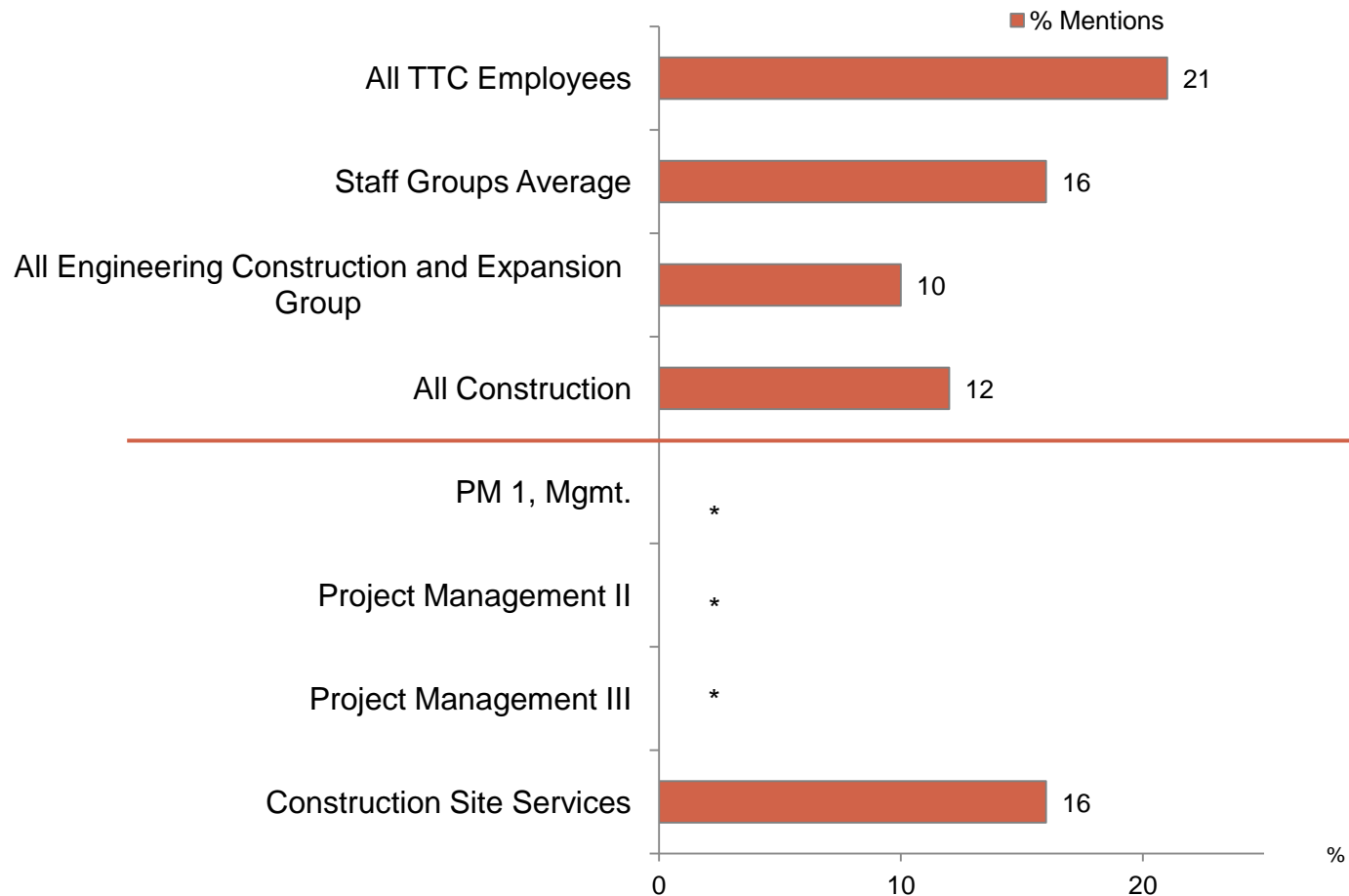


* Percentages suppressed as sample size <30.
 F2. Is stress at work a problem for you? 1 Frequently; 2 Sometimes; 3 Rarely; 4 Never; 5 Don't know.
 Sample sizes vary by category.



EMPLOYEES EXPERIENCING DISCRIMINATION OR HARASSMENT

% of TTC Employees that experienced at least one form of discrimination or harassment in the last 12 months



* Percentages suppressed due to sample size <30.

F3. In the last 12 months, have you experienced any discrimination or harassment by other TTC employees on the basis of:
Sample sizes vary by category.

DISCRIMINATION OR HARASSMENT EXPERIENCED

| % Yes | Prefer not to answer range from 2-3% | Prefer not to answer range from 1-3% | Prefer not to answer range from 1-3% | Prefer not to answer range from 0-4% | Prefer not to answer range from 0-4% |
|-------------------------------------|--------------------------------------|--------------------------------------|--|--------------------------------------|--------------------------------------|
| | All TTC Employees | Staff Groups Average | All Engineering Construction and Expansion Group | All Construction | Construction Site Services |
| Disability | 3 | 2 | <1 | 1 | 0 |
| Ethnic Origin | 6 | 2 | 3 | 7 | 9 |
| Gender (includes gender expression) | 3 | 2 | 1 | 1 | 0 |
| Sex (including pregnancy) | 2 | 2 | 0 | 0 | 0 |
| Creed | 2 | 1 | 2 | 4 | 7 |
| Age | 5 | 4 | 3 | 4 | 7 |
| Race | 6 | 2 | 2 | 5 | 9 |
| Colour | 5 | 1 | 1 | 4 | 9 |
| Sexual Orientation | 2 | 1 | <1 | 1 | 0 |
| Family Status | 2 | 2 | <1 | 1 | 2 |
| Marital Status | 2 | 2 | 1 | 0 | 0 |
| Ancestry | 3 | 1 | <1 | 1 | 2 |
| Place of Origin | 4 | 1 | 2 | 3 | 4 |
| Citizenship | 3 | 1 | 0 | 0 | 0 |
| Personal Harassment | 9 | 7 | 4 | 4 | 2 |
| Other | 4 | 2 | 2 | 3 | 4 |

F3. In the last 12 months, have you experienced any discrimination or harassment by other TTC employees on the basis of:

Sample sizes vary by attribute.

PM 1, Mgmt. Project Management II, and Project Management III are not shown as these departments are too small to report percentages (n<30).

IS THE DISCRIMINATION REPORTED TO THE TTC?

Among employees who have experienced at least one form of discrimination or harassment in the past 12 months

- As fewer than 30 Construction department employees provided a response to this question, no results can be shown.

Construction

Total
(n= 12)

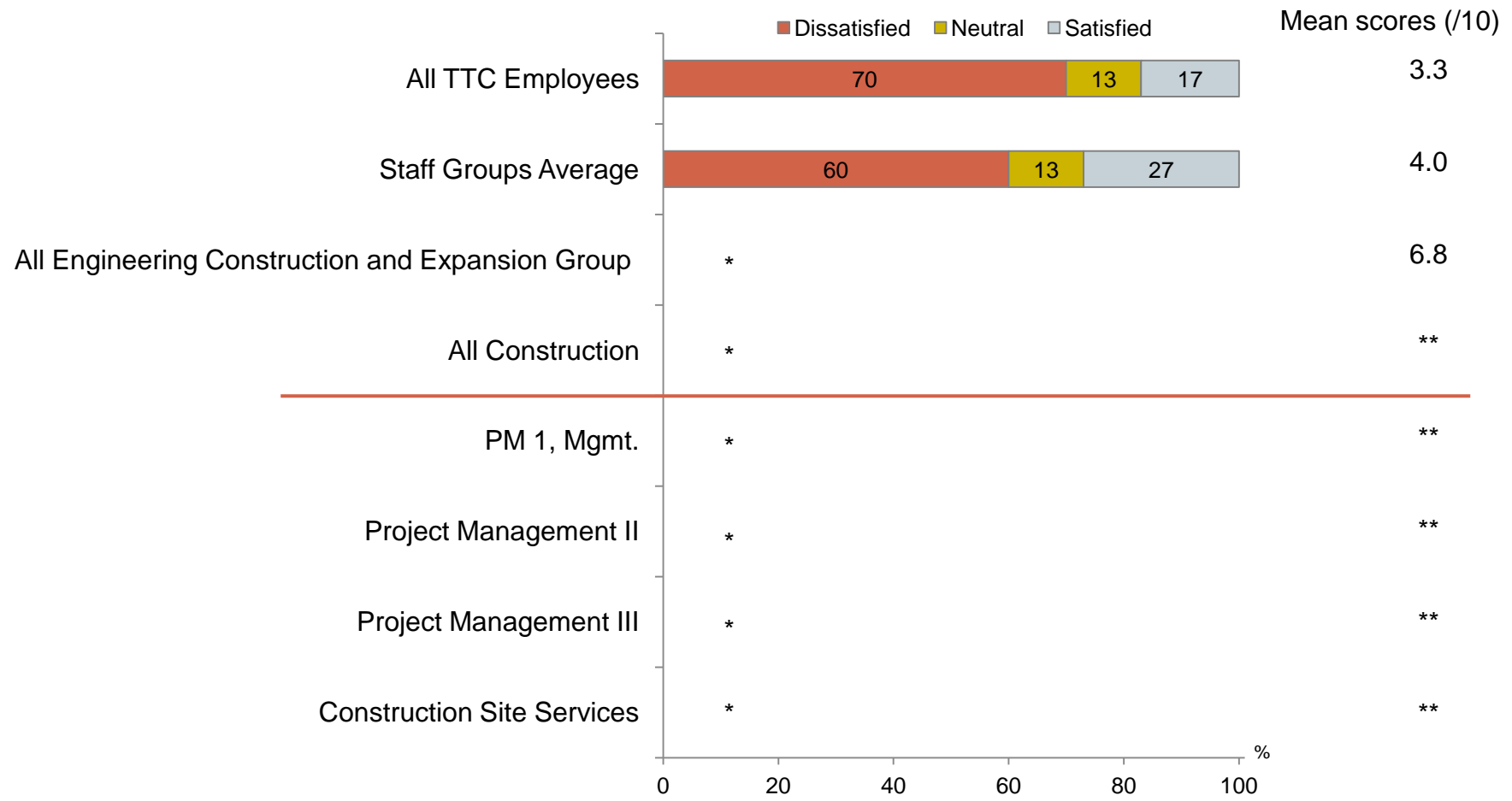
*

* Percentages suppressed due to sample size <30.

F4. Did you bring the matter to the attention of your supervisor, manager, other senior TTC employee, or TTC's Human Rights?

SATISFACTION WITH THE WAY THE INCIDENT WAS HANDLED

Among those who reported the incident



* Percentages suppressed due to sample size <30.

** Mean scores suppressed due to sample size <10.

F5. How satisfied were you with the way the matter was handled?
Sample sizes vary by category.

REASONS FOR NOT REPORTING THE DISCRIMINATION OR HARASSMENT

Among those who did NOT report the incident

- As fewer than 30 Construction department employees provided a response to this question, no results can be shown.

Construction

(n= 5)

*

* Percentages suppressed due to sample size <30.

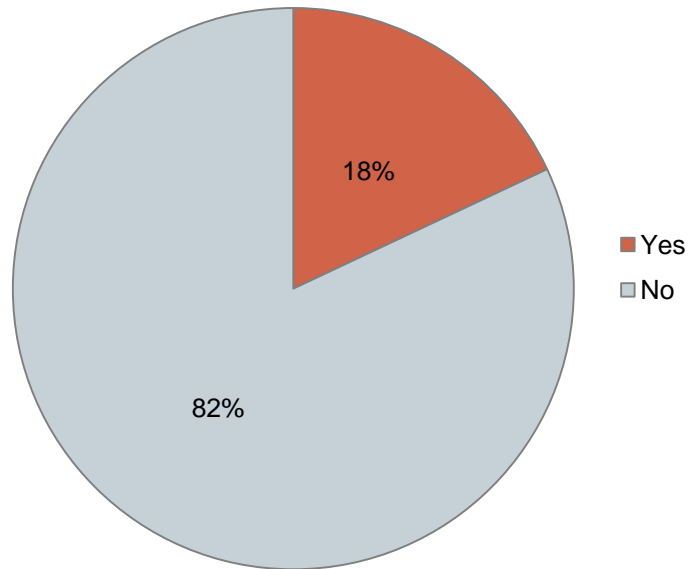
F6. Could you please tell us why did you not bring this matter to the attention of a supervisor, manager, other senior TTC employee or TTC's Human Rights?

Percentages may total more than 100% as some respondents identified multiple reasons.

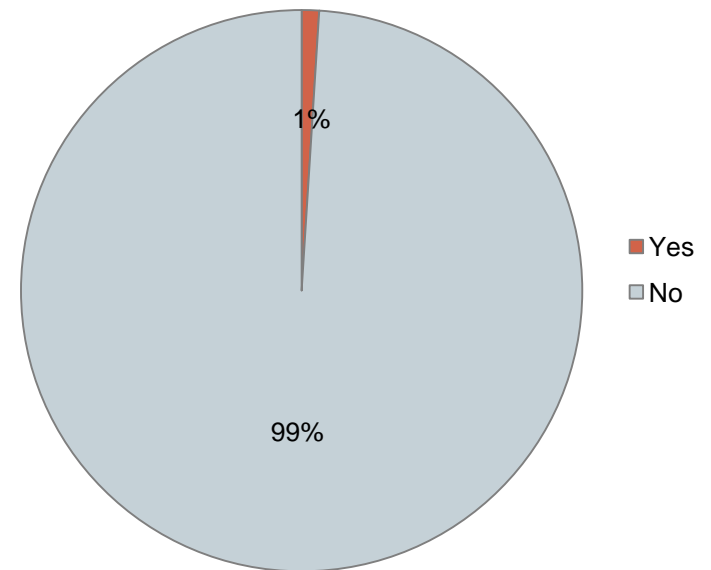
ABUSE FROM CUSTOMERS

Construction

Verbally Abused
(n= 102)



Physically Abused
(n= 102)



F7. In the past 12 months, have you been verbally abused by customers?
F8. In the past 12 months, have you been physically abused by customers?

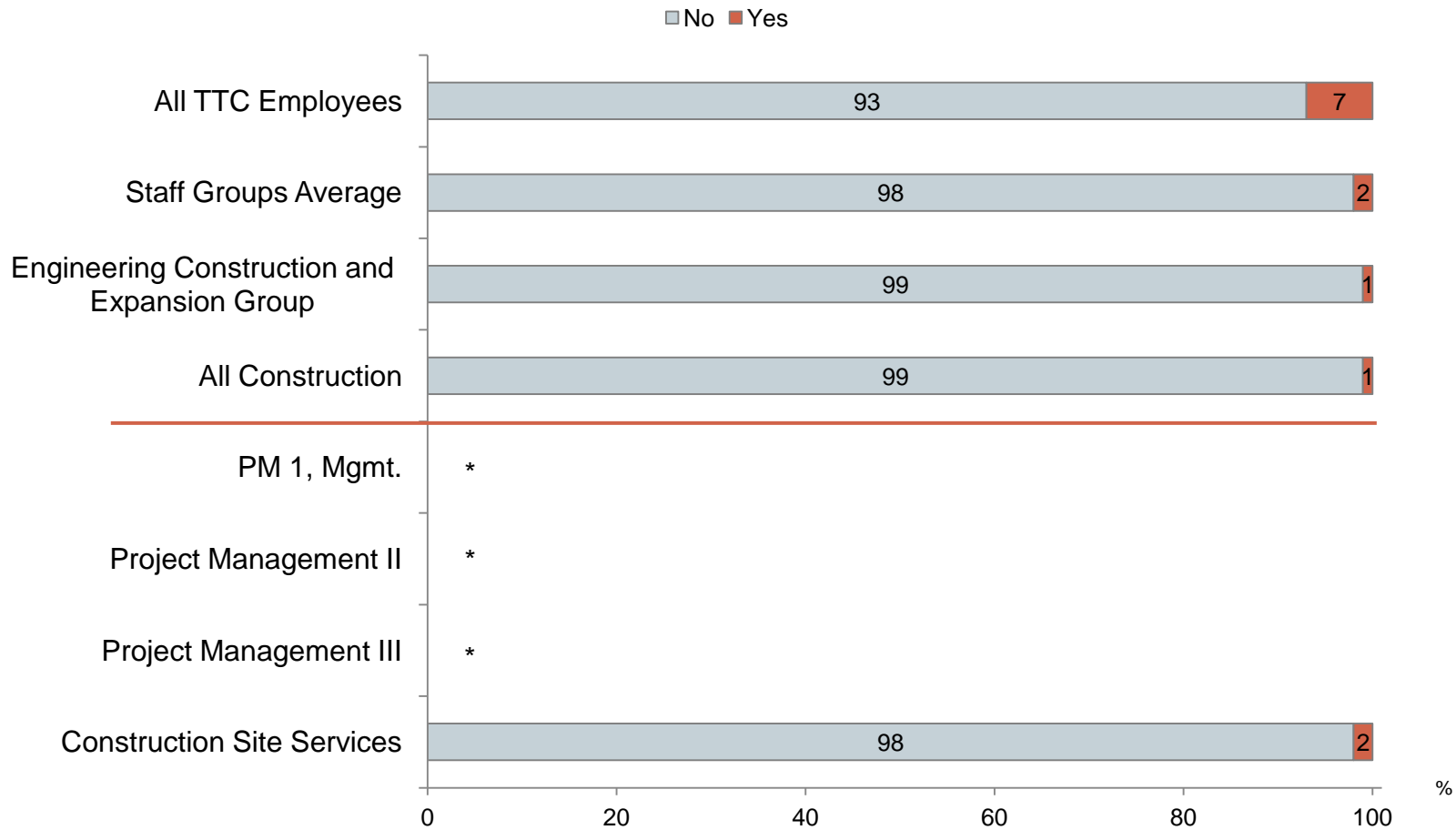
VERBAL ABUSE FROM CUSTOMERS - BY COST CENTRE/GROUPING



* Percentages suppressed as sample size <30.

F7. In the past 12 months, have you been verbally abused by customers?
Sample sizes vary by category.

PHYSICAL ABUSE FROM CUSTOMERS - BY COST CENTRE/GROUPING



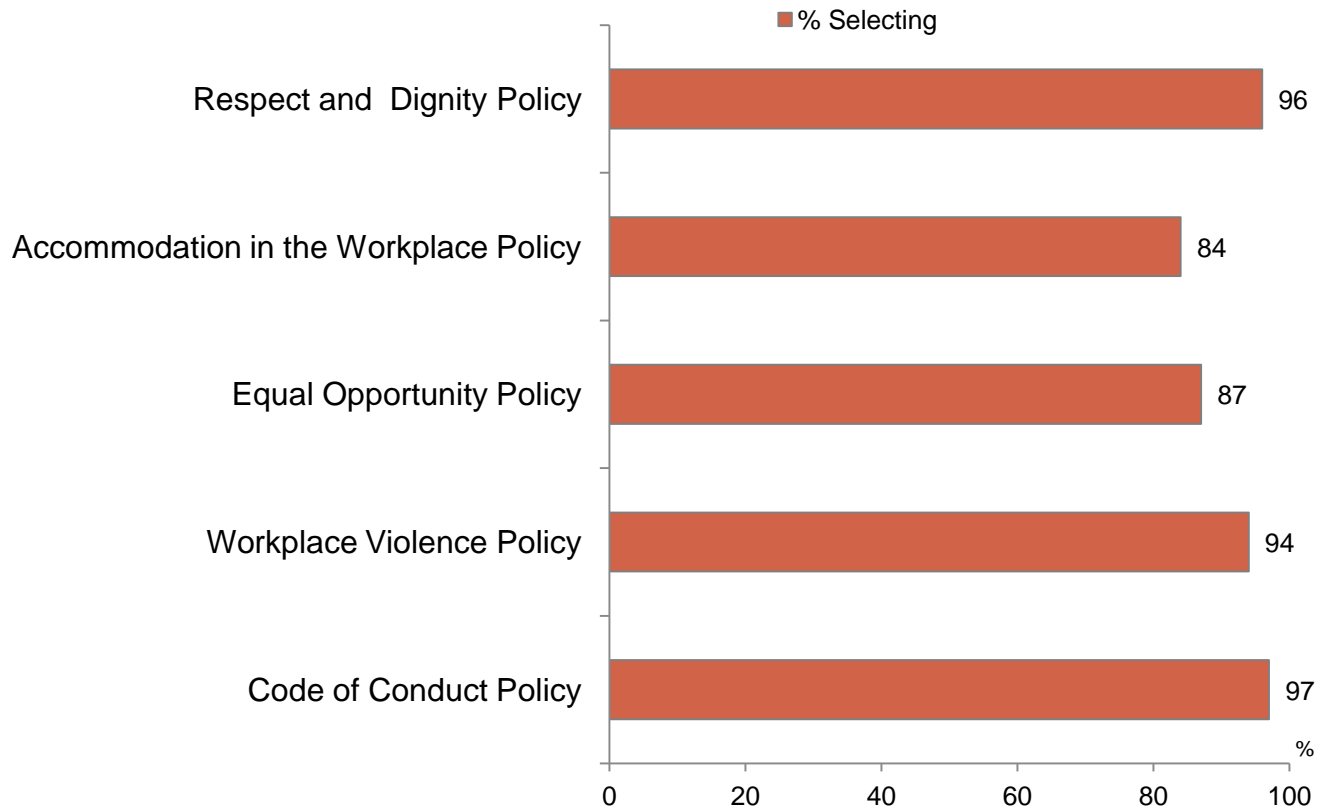
* Percentages suppressed as sample size <30.

F8. In the past 12 months, have you been physically abused by customers?

Sample sizes vary by category.

FAMILIARITY WITH TTC POLICIES - CONSTRUCTION

- Employees were asked if they were familiar with the various TTC policies related to equality. They were to select every policy with which they were familiar
- Most employees are familiar with all policies, though there are more who are not familiar with the Accommodation in the Workplace Policy, or the Equal Opportunity Policy.



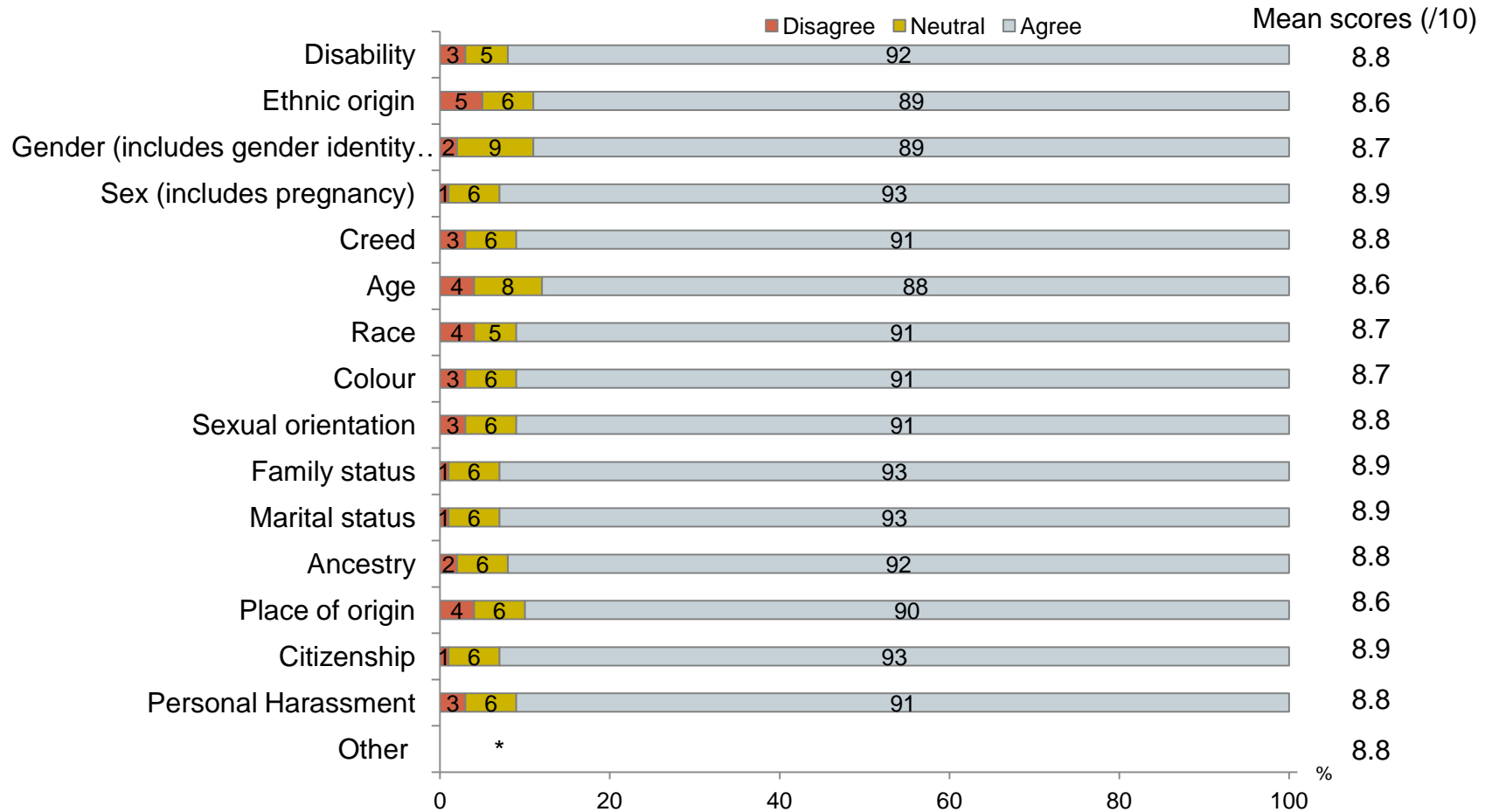
F9. Are you familiar with the following TTC policies (select all that apply)?

FAMILIARITY WITH TTC POLICIES - BY COST CENTRE/GROUPING

| % Selecting | All TTC Employees | Staff Groups Average | Engineering Construction & Expansion | All Construction | Construction Site Services |
|---------------------------------------|-------------------|----------------------|--------------------------------------|------------------|----------------------------|
| Respect and Dignity Policy | 92 | 97 | 98 | 96 | 96 |
| Accommodation in the Workplace Policy | 76 | 87 | 88 | 84 | 89 |
| Equal Opportunity Policy | 81 | 88 | 87 | 87 | 96 |
| Workplace Violence Policy | 87 | 92 | 93 | 94 | 93 |
| Code of Conduct Policy | 82 | 92 | 96 | 97 | 96 |

F9. Are you familiar with the following TTC policies (select all that apply)?
Project Management I, II, and III are not shown as these departments are too small to report percentages (n<30).

EFFECTIVENESS OF TTC PRACTICES - CONSTRUCTION



* Percentages suppressed due to sample size <30.

F10. Please indicate the extent to which you agree or disagree with each of the following statements.

I believe the practices of the TTC ensure everyone is treated fairly on the basis of:

Sample sizes vary by attribute.

EFFECTIVENESS OF TTC PRACTICES - BY COST CENTRE/GROUPING

| Mean | All TTC Employees | Staff Groups Average | Engineering Construction and Expansion Group | All Construction | PM 1, Mgmt. | Project Management II | Project Management III | Construction Site Services |
|-------------------------------------|-------------------|----------------------|--|------------------|-------------|-----------------------|------------------------|----------------------------|
| Disability | 8.3 | 8.7 | 8.9 | 8.8 | 8.6 | 8.9 | 8.6 | 8.8 |
| Ethnic Origin | 8.3 | 8.6 | 8.7 | 8.6 | 8.8 | 8.8 | 8.4 | 8.5 |
| Gender (includes gender expression) | 8.5 | 8.7 | 8.8 | 8.7 | 8.7 | 8.8 | 8.2 | 8.9 |
| Sex (including pregnancy) | 8.5 | 8.7 | 8.9 | 8.9 | 8.5 | 9.1 | 8.7 | 9.0 |
| Creed | 8.5 | 8.8 | 8.9 | 8.8 | 9.0 | 8.8 | 8.5 | 8.8 |
| Age | 8.4 | 8.6 | 8.7 | 8.6 | 8.6 | 8.8 | 8.7 | 8.6 |
| Race | 8.4 | 8.7 | 8.8 | 8.7 | 8.8 | 8.7 | 8.7 | 8.6 |
| Colour | 8.4 | 8.7 | 8.8 | 8.7 | 8.9 | 8.9 | 8.7 | 8.5 |
| Sexual Orientation | 8.6 | 8.8 | 9.0 | 8.8 | 8.8 | 8.7 | 8.8 | 8.9 |
| Family Status | 8.6 | 8.8 | 9.0 | 8.9 | 9.0 | 9.1 | 8.9 | 8.9 |
| Marital Status | 8.6 | 8.9 | 9.0 | 8.9 | 9.0 | 9.1 | 8.9 | 8.9 |
| Ancestry | 8.6 | 8.8 | 9.0 | 8.8 | 9.0 | 9.1 | 8.8 | 8.7 |
| Place of Origin | 8.5 | 8.8 | 8.8 | 8.6 | 8.8 | 8.8 | 8.8 | 8.4 |
| Citizenship | 8.6 | 8.9 | 9.0 | 8.9 | 8.8 | 9.1 | 8.8 | 8.9 |
| Personal Harassment | 8.2 | 8.6 | 8.9 | 8.8 | 8.8 | 8.8 | 8.9 | 8.8 |
| Other | 8.2 | 8.2 | 8.2 | 8.8 | ** | ** | ** | ** |

** Mean score suppressed due to sample size <10.

F10. Please indicate the extent to which you agree or disagree with each of the following statements.

I believe the practices of the TTC ensure everyone is treated fairly on the basis of:

Sample sizes vary by attribute.

AREA TO IMPROVE: PERFORMANCE AND REWARD

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

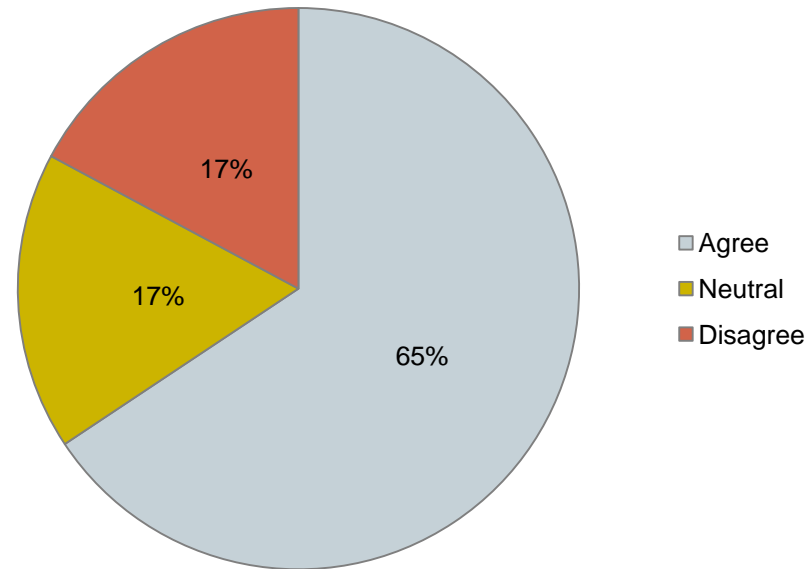
- For the Construction department employees, Opportunity Analysis identifies “Performance and Reward” as third most impactful on Employee Engagement and, as an influential aspect of the employee experience in which employees were relatively less satisfied, an Area to Improve.
- Mean satisfaction scores for Performance and Reward were generally highest for Project Management III, and lowest for PM I/Mgmt.
- Across the specific attributes of Performance and Reward, satisfaction levels were strongest for “The TTC offers good job security,” followed by “I am satisfied with my pay and benefits, given the job I do”. Ratings were lowest for “At the TTC, the recognition and rewards are meaningful,” and “Poor performance is not tolerated”. These results were consistent across most cost centres, with a few exceptions:
 - “I am satisfied with the recognition I receive from my manager” was among the top two attributes for Project Management II and Project Management III, replacing “I am satisfied with my pay and benefits, given the job I do”.
 - “I am recognized for excellent performance” was the among the lowest rated attributes for PM I/ Mgmt., instead of “At the TTC, the recognition and / or rewards are meaningful”.
- To improve employee satisfaction with Performance and Reward, Opportunity Analysis identifies the following key Areas to Improve:
 - At the TTC, the recognition and / or rewards are meaningful
 - I am recognized for excellent performance
- In addition to these improvements, the following is a key Area to Protect within Performance and Reward:
 - I am satisfied with the recognition I receive from my manager

OVERALL RATINGS OF PERFORMANCE AND REWARD - CONSTRUCTION

Construction

Total
(n= 98)

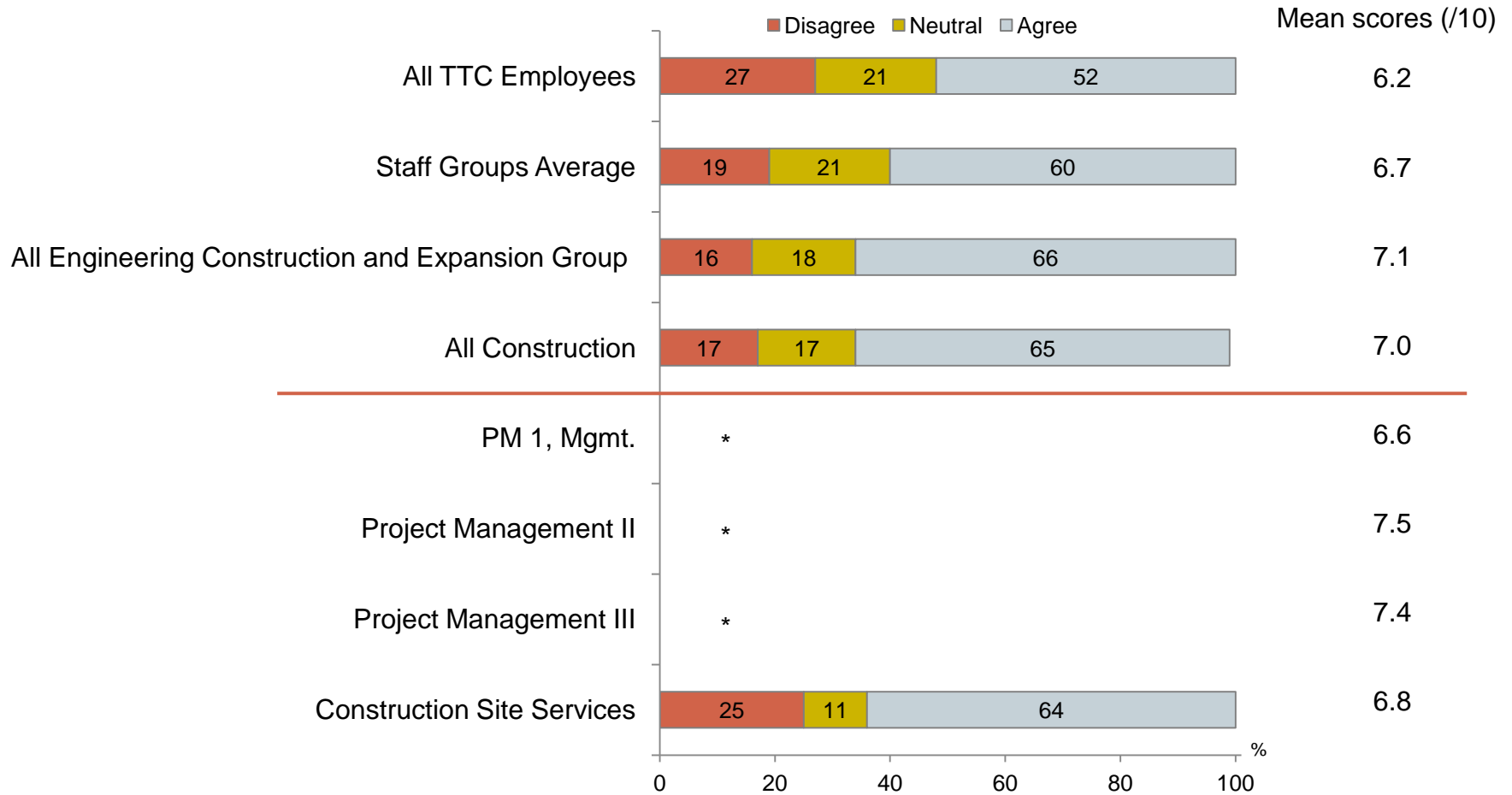
Mean=7.0



I1. 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.

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

OVERALL RATINGS OF PERFORMANCE AND REWARD - BY COST CENTRE/GROUPING



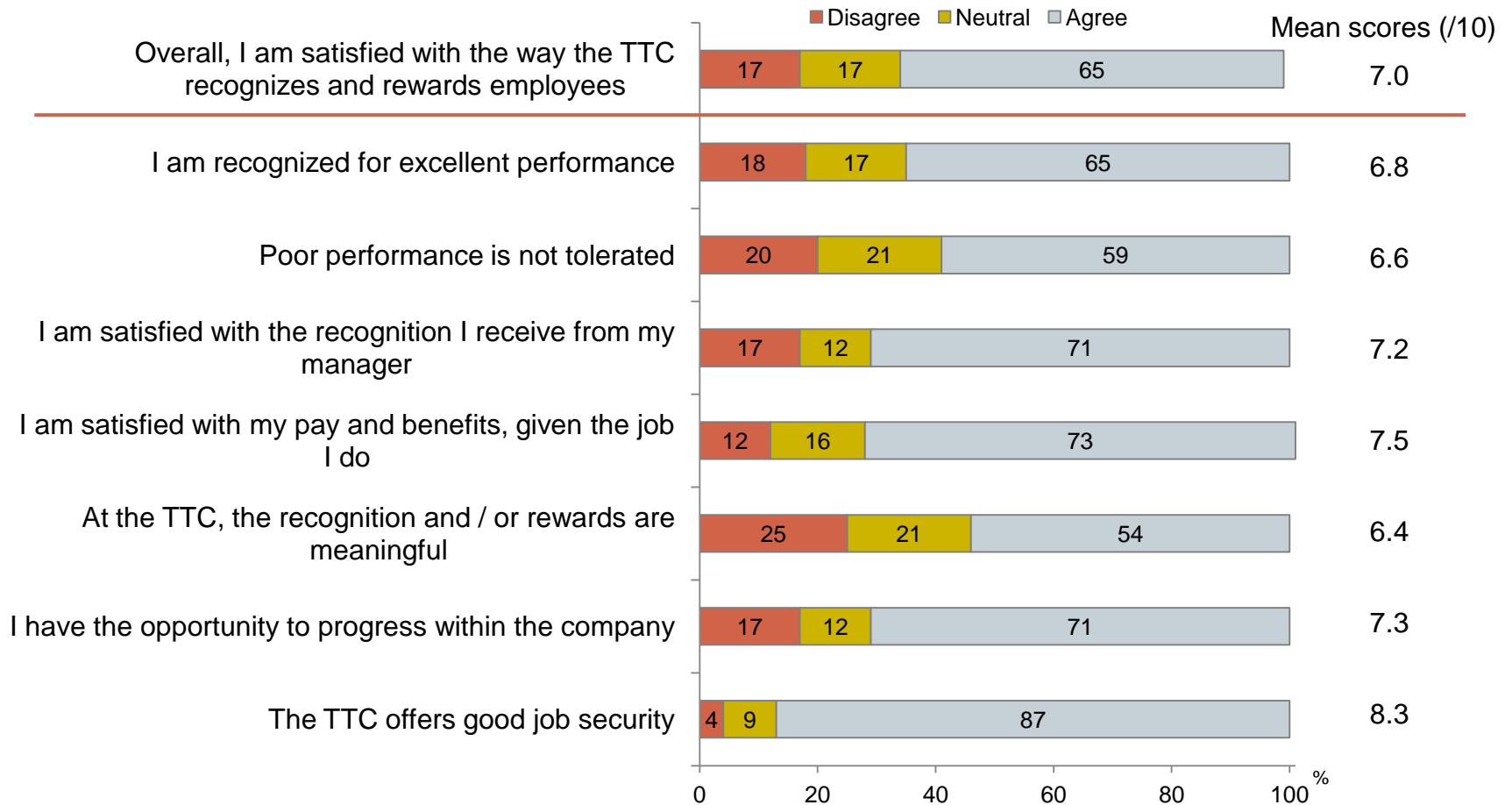
* Percentages suppressed due to sample size <30.

I1. 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.

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

Sample sizes vary by category.

PERFORMANCE AND REWARD - CONSTRUCTION



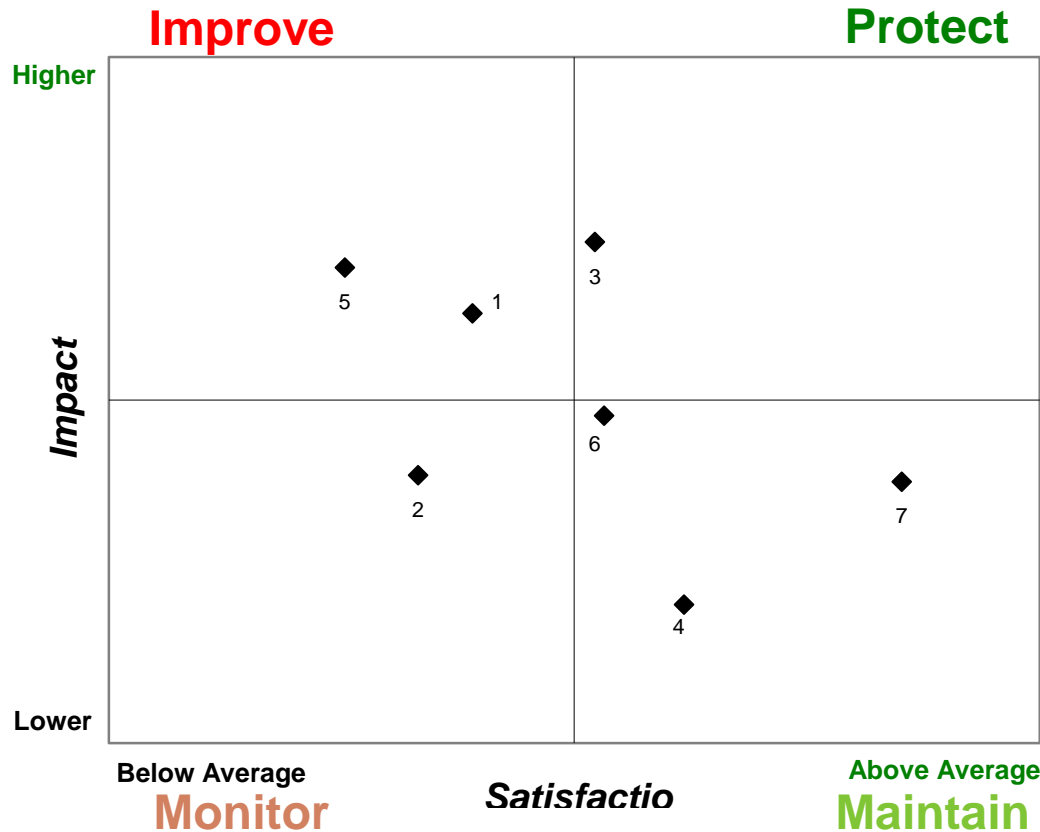
I1. Please indicate the extent to which you agree or disagree with each of the following statements with respect to the TTC's practices and behaviours in the areas of employee reward and recognition.
Sample sizes vary by attribute.

PERFORMANCE AND REWARD - BY COST CENTRE/GROUPING

| Mean | All TTC Employees | Staff Groups Average | All Engineering Construction and Expansion Group | All Construction | PM 1, Mgmt. | Project Management II | Project Management III | Construction Site Services |
|---|-------------------|----------------------|--|------------------|-------------|-----------------------|------------------------|----------------------------|
| Overall, I am satisfied with the way the TTC recognizes and rewards employees | 6.2 | 6.7 | 7.1 | 7.0 | 6.6 | 7.5 | 7.4 | 6.8 |
| I am recognized for excellent performance | 5.9 | 6.7 | 7.0 | 6.8 | 5.9 | 7.1 | 7.2 | 6.8 |
| Poor performance is not tolerated | 5.9 | 6.2 | 6.9 | 6.6 | 6.0 | 6.5 | 7.1 | 6.7 |
| I am satisfied with the recognition I receive from my manager | 6.0 | 6.9 | 7.4 | 7.2 | 6.5 | 7.7 | 7.7 | 7.1 |
| I am satisfied with my pay and benefits, given the job I do | 7.7 | 7.4 | 7.7 | 7.5 | 7.4 | 7.4 | 7.7 | 7.6 |
| At the TTC, the recognition and / or rewards are meaningful | 5.9 | 6.3 | 6.8 | 6.4 | 6.4 | 6.4 | 6.8 | 6.2 |
| I have the opportunity to progress within the company | 6.9 | 6.6 | 7.1 | 7.3 | 6.8 | 7.2 | 7.3 | 7.4 |
| The TTC offers good job security | 8.3 | 8.4 | 8.3 | 8.3 | 7.7 | 8.3 | 8.8 | 8.3 |

11. 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.
Sample sizes vary by attribute.

OPPORTUNITY ANALYSIS: PERFORMANCE AND REWARD - CONSTRUCTION



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

Analysis conducted using Pearson's Correlation Coefficient.
 Performance values are mean scores and range between 6.4 to 8.3.
 Impact values range between 23% to 71%.

AREA TO IMPROVE: YOUR COMPANY

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- Opportunity Analysis identifies “Your Company” as another Area to Improve in the Construction department. “Your Company” is third most impactful on overall Employee Engagement and exhibits lower satisfaction levels compared to other aspects of the employee experience.
- Few consistent differences in satisfaction with Your Company were evident across the various cost centres.
- Listed below are the strongest performing attributes within “Your Company”. These results were consistent across the majority of cost centres, with a few exceptions (see slide 71).
 - “I am proud and passionate about the TTC”.
 - “The TTC puts customers first”.
 - “I feel that the TTC’s vision to be ‘A transit system that makes Toronto proud’ is realistic and achievable”.
 - “In my job role, I feel I can directly contribute to the vision to be ‘A transit system that makes Toronto proud’”.
- Ratings were lowest for “There is effective sharing of information across the TTC” and “People get things done both quickly and efficiently at the TTC”. These results were generally consistent across cost centres.

SECTION SUMMARY

- To improve overall satisfaction with Your Company, Opportunity Analysis identifies several Areas to Improve, primarily related to trust, and communication:
 - There is a good level of trust between Senior Management and employees
 - I feel sufficiently well informed about what is happening in the TTC
 - Senior Managers communicate openly and honestly with employees
 - TTC leadership welcomes all feedback, both positive and negative
- In addition to these Areas to Improve, the following areas were identified as key Areas to Protect within Your Company:
 - People show each other respect across the TTC
 - The TTC values its staff's time
 - I feel confident that TTC leadership is making the right decisions for the company's future success

Speaking Highly of the TTC

- The vast majority of Construction employees (70%) indicated that would “always” speak highly of the TTC, while another 27% indicated that they would “sometimes” speak highly of the TTC.

SECTION SUMMARY

Change in Experience Working for the TTC

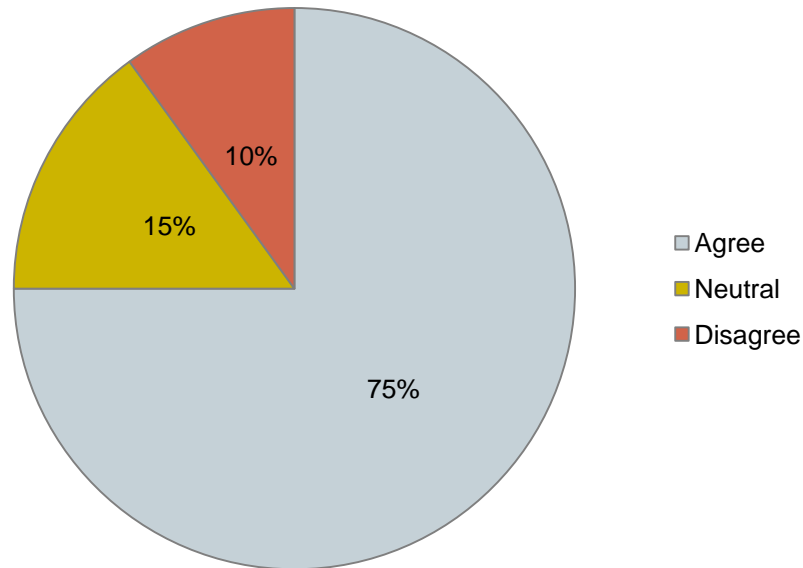
- In the Construction department, 35% of employees feel that working for the TTC has improved over the past 12 months, compared to 15% who feel it has gotten worse. Employees in the Construction Site Services cost centre group (24%) were somewhat more likely to feel that working for the TTC has gotten worse in the past 12 months.
- Employees who indicated that working for the TTC has gotten better in the past 12 months most frequently cited the vision and leadership of senior management, followed by the arrival of new managers or coworkers, and greater customer focus.
- There were not sufficient Construction employees indicating that working for the TTC has gotten worse to report the most common reasons for that impression.

OVERALL RATINGS OF YOUR COMPANY - CONSTRUCTION

Construction

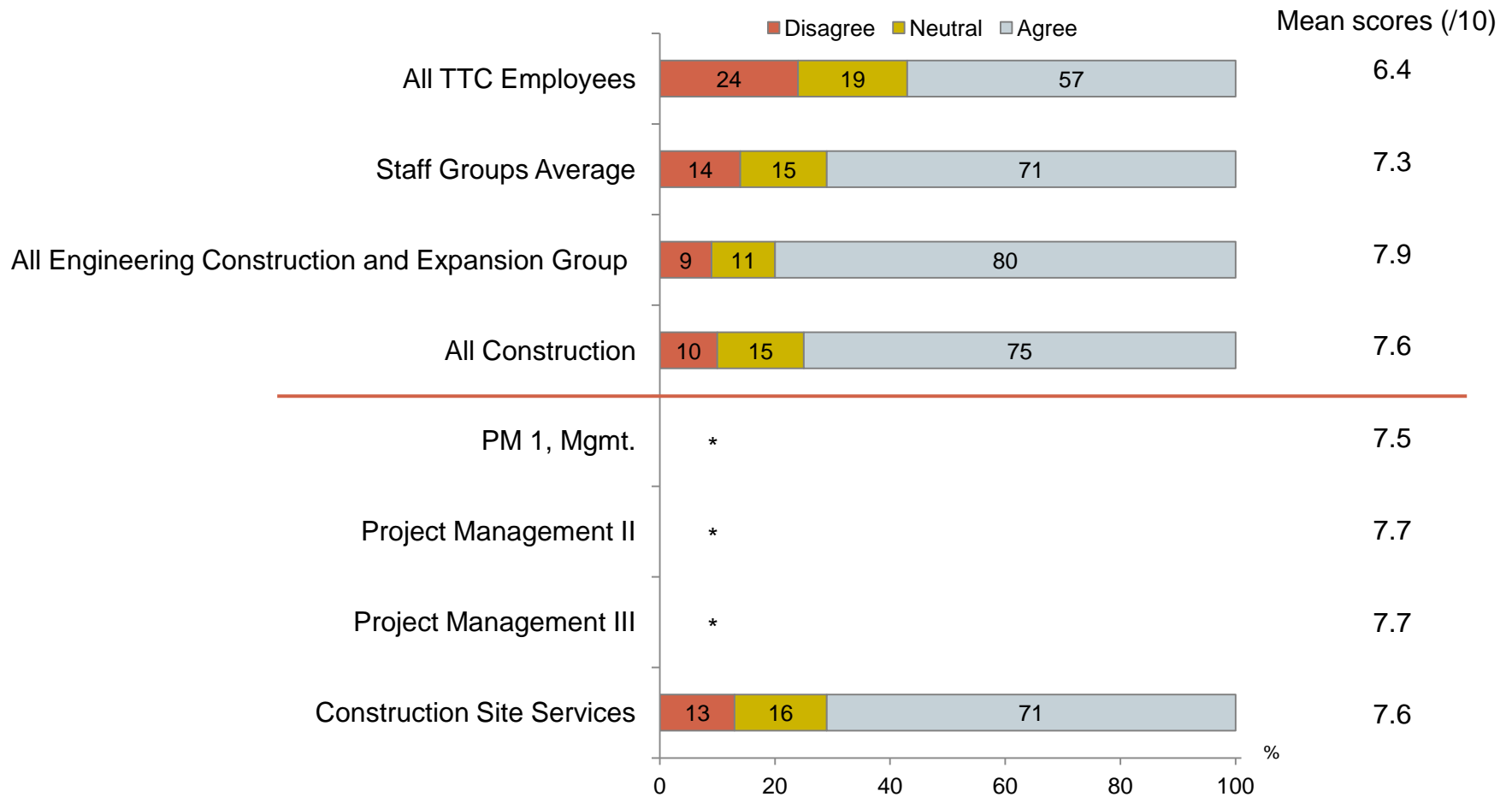
Total
(n= 102)

Mean=7.6



C1. Please indicate the extent to which you agree or disagree with each of the following statements:
Overall, I am satisfied with the leadership of the company.

OVERALL RATINGS OF YOUR COMPANY - BY COST CENTRE/GROUPING



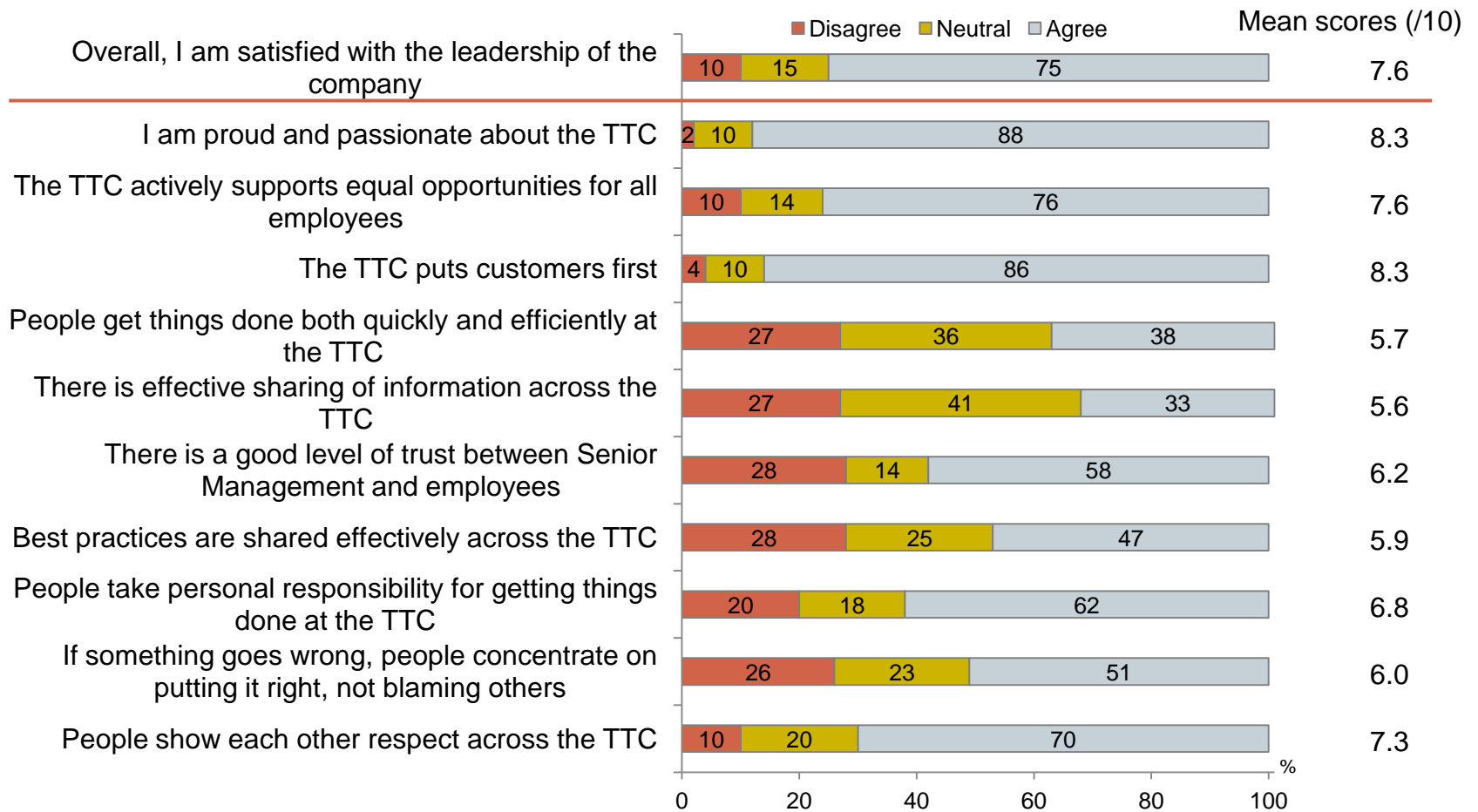
* Percentages suppressed due to sample size <30.

C1. Please indicate the extent to which you agree or disagree with each of the following statements:

Overall, I am satisfied with the leadership of the company.

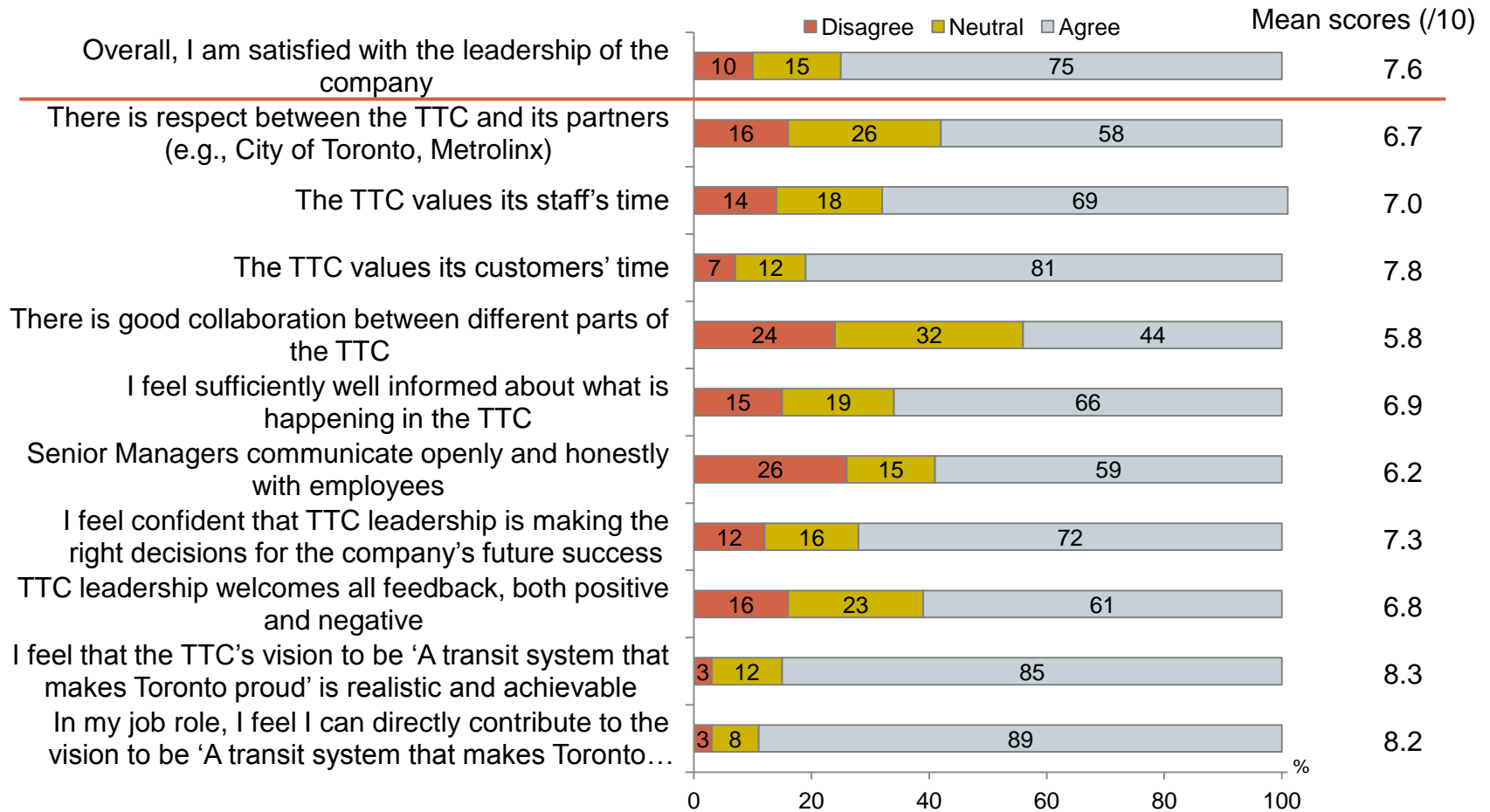
Sample sizes vary by category.

YOUR COMPANY - CONSTRUCTION



C1. Please indicate the extent to which you agree or disagree with each of the following statements:
Sample sizes vary by attribute.

YOUR COMPANY - CONSTRUCTION (CONT'D)



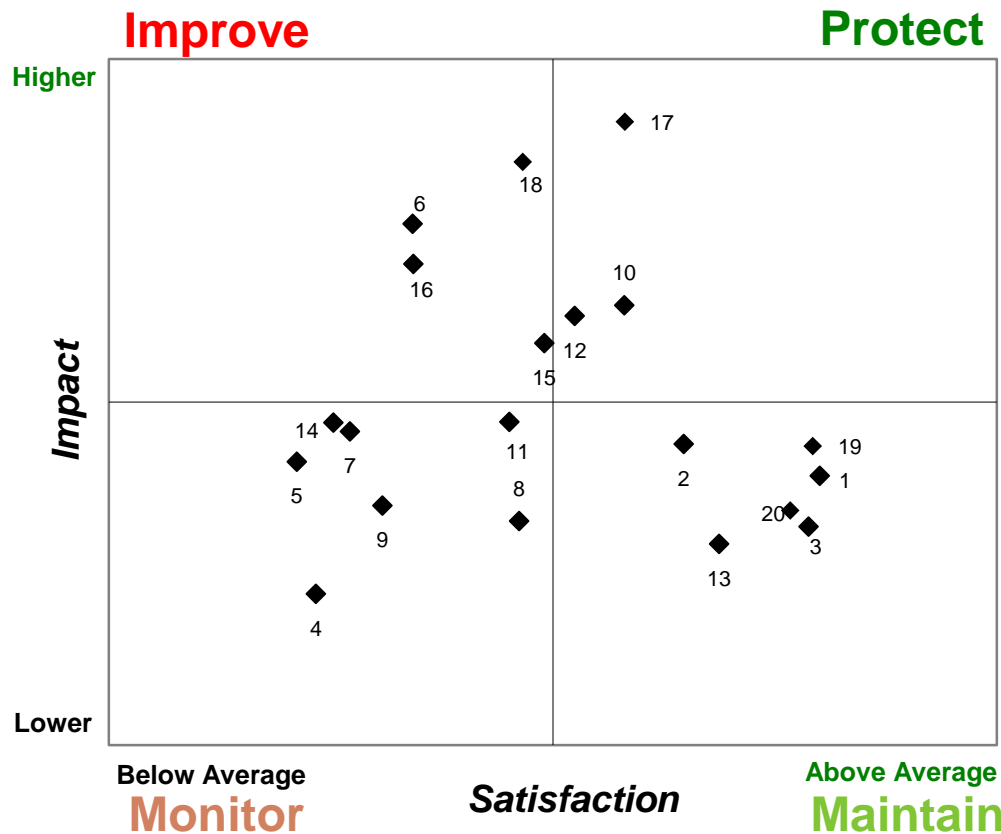
C1. Please indicate the extent to which you agree or disagree with each of the following statements:
Sample sizes vary by attribute.

YOUR COMPANY - BY COST CENTRE/GROUPING

| Mean | All TTC Employees | Staff Groups Average | All Engineering Construction & Expansion Group | All Construction | PM 1, Mgmt. | Project Management II | Project Management III | Construction Site Services |
|--|-------------------|----------------------|--|------------------|-------------|-----------------------|------------------------|----------------------------|
| Overall, I am satisfied with the leadership of the company | 6.4 | 7.3 | 7.9 | 7.6 | 7.5 | 7.7 | 7.7 | 7.6 |
| I am proud and passionate about the TTC | 7.6 | 8.1 | 8.4 | 8.3 | 7.5 | 8.5 | 8.2 | 8.6 |
| The TTC actively supports equal opportunities for all employees | 7.2 | 7.2 | 7.6 | 7.6 | 7.1 | 8.0 | 7.5 | 7.7 |
| The TTC puts customers first | 7.8 | 8.0 | 8.4 | 8.3 | 8.1 | 8.1 | 8.6 | 8.3 |
| People get things done both quickly and efficiently at the TTC | 5.1 | 5.5 | 5.9 | 5.7 | 6.0 | 5.2 | 5.9 | 5.7 |
| There is effective sharing of information across the TTC | 4.9 | 5.4 | 6.0 | 5.6 | 5.9 | 5.3 | 5.7 | 5.6 |
| There is a good level of trust between Senior Management and employees | 4.9 | 5.8 | 6.6 | 6.2 | 6.5 | 6.3 | 6.7 | 5.9 |
| Best practices are shared effectively across the TTC | 5.3 | 5.7 | 6.3 | 5.9 | 5.9 | 5.5 | 6.1 | 6.0 |
| People take personal responsibility for getting things done at the TTC | 5.6 | 6.2 | 6.9 | 6.8 | 6.7 | 6.2 | 7.1 | 6.9 |
| If something goes wrong, people concentrate on putting it right, not blaming others | 5.0 | 5.7 | 6.5 | 6.0 | 6.5 | 6.0 | 6.9 | 5.6 |
| People show each other respect across the TTC | 6.1 | 6.7 | 7.5 | 7.3 | 7.1 | 7.6 | 7.5 | 7.2 |
| There is respect between the TTC and its partners (e.g., City of Toronto, Metrolinx) | 6.2 | 6.7 | 7.1 | 6.7 | 6.8 | 7.5 | 6.7 | 6.3 |
| The TTC values its staff's time | 6.0 | 6.8 | 7.4 | 7.0 | 7.1 | 7.8 | 7.1 | 6.7 |
| The TTC values its customers' time | 7.1 | 7.6 | 7.9 | 7.8 | 7.8 | 7.8 | 7.8 | 7.8 |
| There is good collaboration between different parts of the TTC | 5.3 | 5.8 | 6.3 | 5.8 | 6.4 | 5.5 | 5.9 | 5.6 |
| I feel sufficiently well informed about what is happening in the TTC | 5.7 | 6.7 | 7.1 | 6.9 | 6.7 | 7.6 | 7.0 | 6.6 |
| Senior Managers communicate openly and honestly with employees | 5.3 | 6.2 | 6.7 | 6.2 | 6.5 | 7.1 | 6.5 | 5.6 |
| I feel confident that TTC leadership is making the right decisions for the company's future success | 6.1 | 7.1 | 7.6 | 7.3 | 7.2 | 7.7 | 7.7 | 7.0 |
| TTC leadership welcomes all feedback, both positive and negative | 6.0 | 6.7 | 7.1 | 6.8 | 7.0 | 7.1 | 7.2 | 6.4 |
| I feel that the TTC's vision to be 'A transit system that makes Toronto proud' is realistic and achievable | 7.4 | 8.1 | 8.3 | 8.3 | 7.8 | 8.4 | 8.7 | 8.3 |
| In my job role, I feel I can directly contribute to the vision to be 'A transit system that makes Toronto proud' | 7.7 | 7.9 | 8.2 | 8.2 | 7.8 | 8.1 | 8.3 | 8.3 |

C1. Please indicate the extent to which you agree or disagree with each of the following statements:
Sample sizes vary by attribute.

OPPORTUNITY ANALYSIS: YOUR COMPANY - CONSTRUCTION

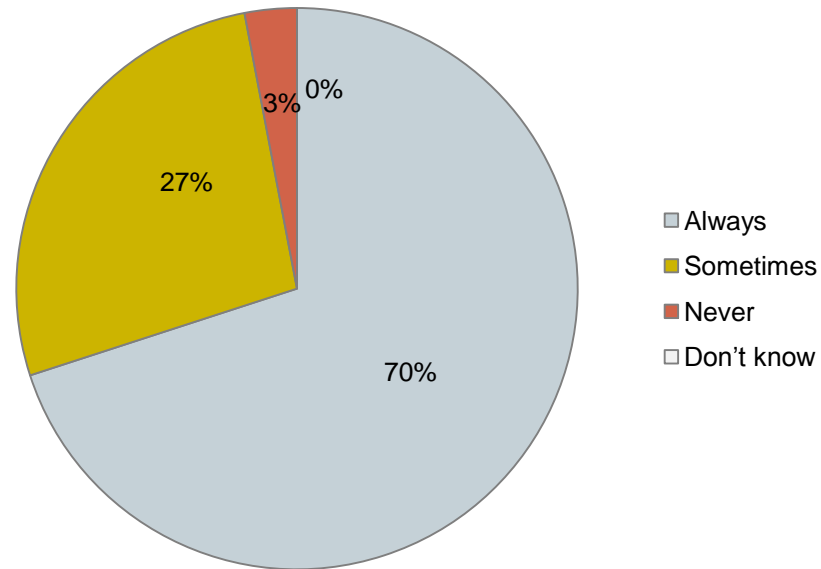


1. I am proud and passionate about the TTC
2. The TTC actively supports equal opportunities for all employees
3. The TTC puts customers first
4. People get things done both quickly and efficiently at the TTC
5. There is effective sharing of information across the TTC
6. **There is a good level of trust between Senior Management and employees**
7. Best practices are shared effectively across the TTC
8. People take personal responsibility for getting things done at the TTC
9. If something goes wrong, people concentrate on putting it right, not blaming others
10. **People show each other respect across the TTC**
11. There is respect between the TTC and its partners (e.g., City of Toronto, Metrolinx)
12. **The TTC values its staff's time**
13. The TTC values its customers' time
14. There is good collaboration between different parts of the TTC
15. **I feel sufficiently well informed about what is happening in the TTC**
16. **Senior Managers communicate openly and honestly with employees**
17. **I feel confident that TTC leadership is making the right decisions for the company's future success**
18. **TTC leadership welcomes all feedback, both positive and negative**
19. I feel that the TTC's vision to be 'A transit system that makes Toronto proud' is realistic and achievable
20. In my job role, I feel I can directly contribute to the vision to be 'A transit system that makes Toronto proud'

Analysis conducted using Pearson's Correlation Coefficient.
 Performance values are mean scores and range between 5.6 to 8.3.
 Impact values range between 12% to 67%.

Construction

Total
(n= 102)



C2. I would speak highly of the TTC...: 1 Always; 2 Sometimes; 3 Never; 4 Don't know.

SPEAKING HIGHLY OF THE TTC - BY COST CENTRE/GROUPING

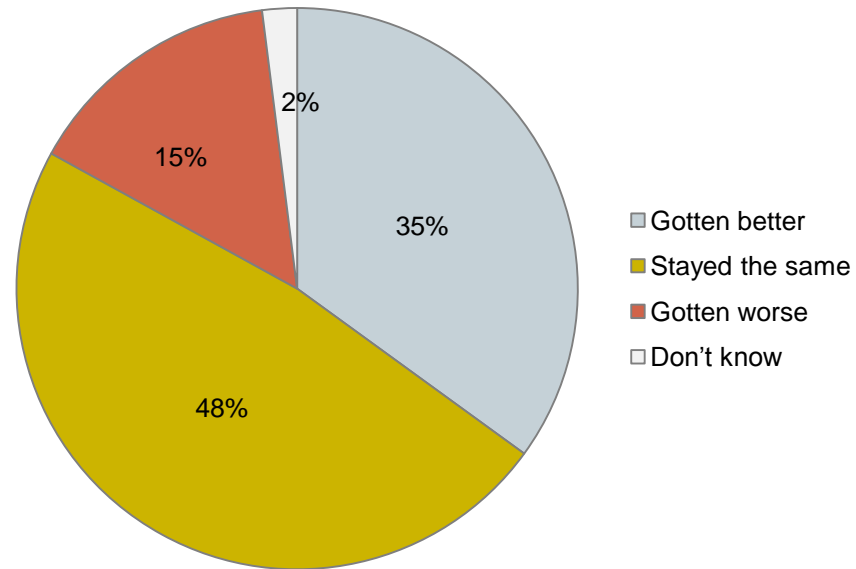


* Percentages suppressed as sample size <30.
 C2. I would speak highly of the TTC...: 1 Always; 2 Sometimes; 3 Never; 4 Don't know.
 Sample sizes vary by category.

CHANGE IN EXPERIENCE WORKING FOR THE TTC

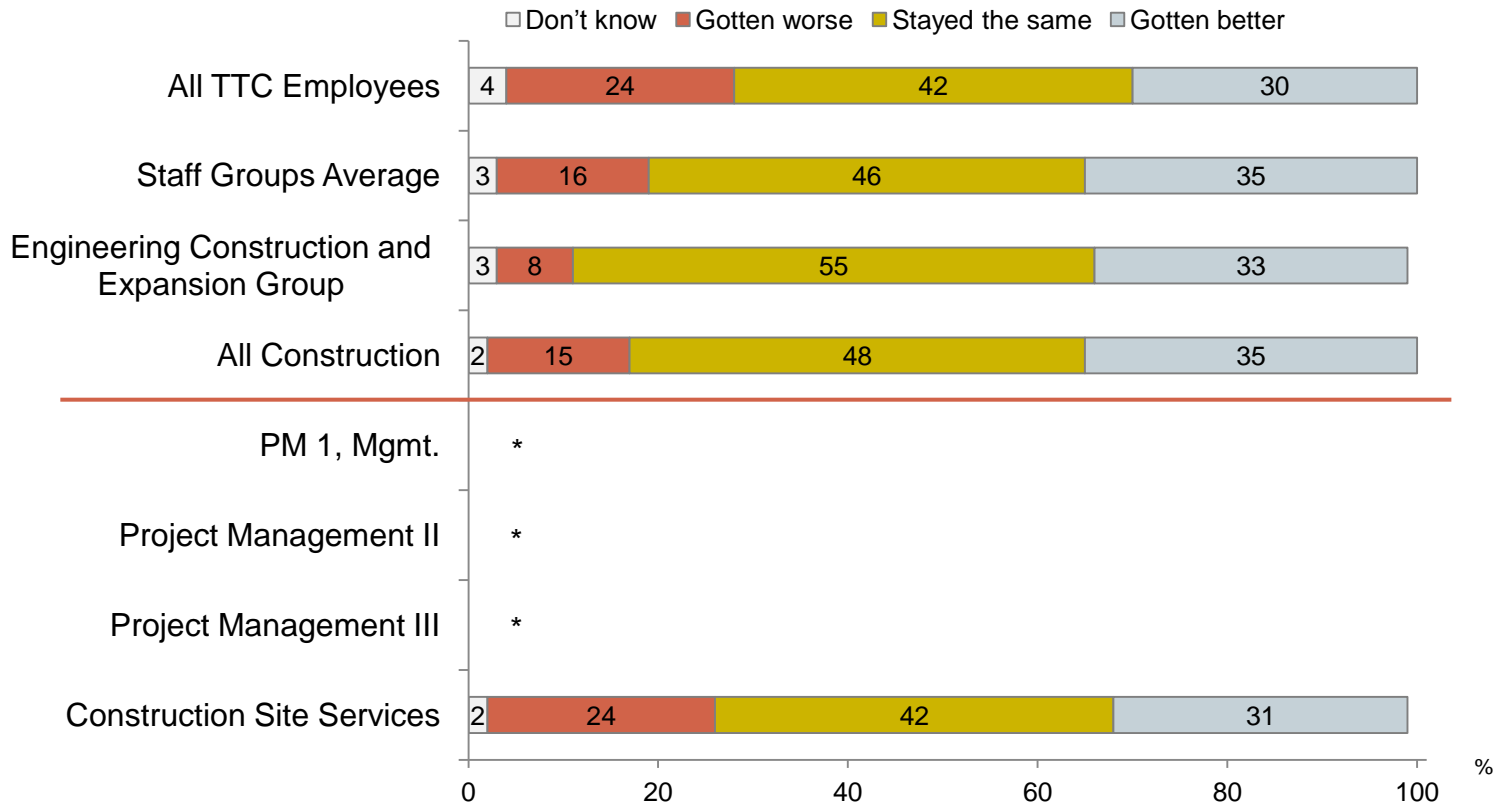
Construction

Total
(n= 102)



C3. In the past 12 months, working for the TTC has... 1 Gotten better; 2 Stayed the same; 3 Gotten worse; 4 Don't know.

CHANGE IN EXPERIENCE WORKING FOR THE TTC - BY COST CENTRE/GROUPING



* Percentages suppressed as sample size <30.

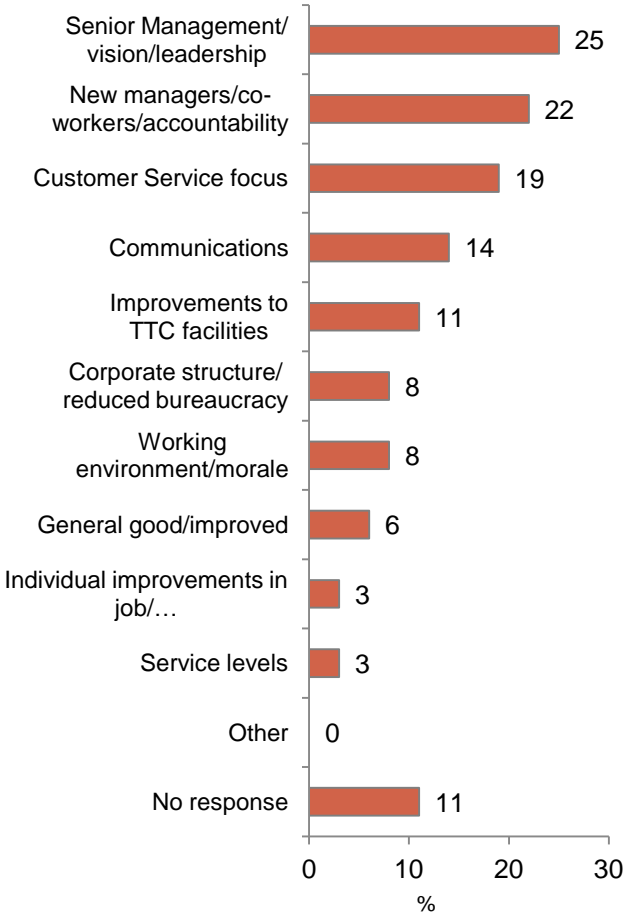
C3. In the past 12 months, working for the TTC has... 1 Gotten better; 2 Stayed the same; 3 Gotten worse; 4 Don't know.

Sample sizes vary by category.

REASONS INDICATED FOR CHANGE IN EXPERIENCE - CONSTRUCTION

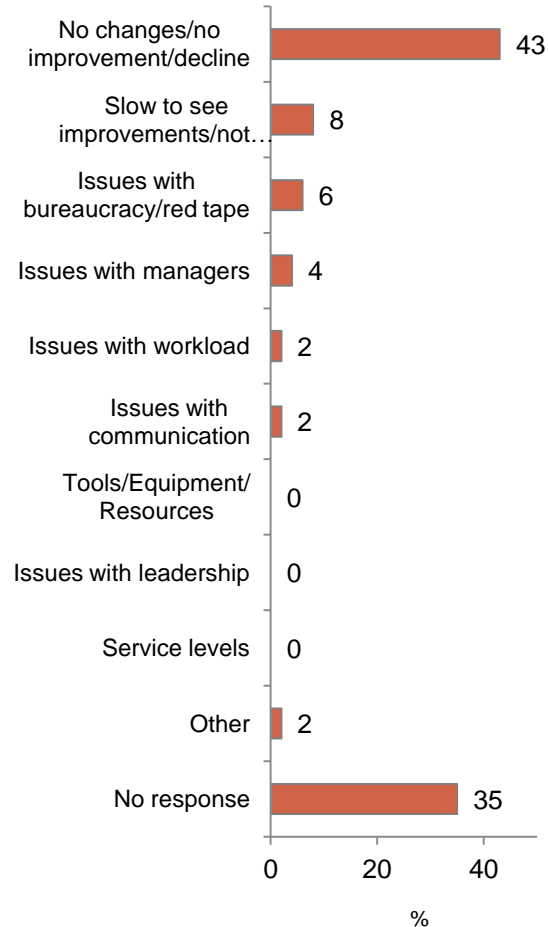
Employees indicating TTC has Gotten better

Construction
(n= 36)



Employees indicating TTC has Stayed the same

Construction
(n= 49)



Employees indicating TTC has Gotten worse

Construction
(n= 15)

*

* Percentages suppressed due to sample size <30.

C4. Please explain the answer you gave to the previous question (C3).

Percentages may total more than 100% as some respondents identified multiple reasons.

3/23/2015

Produced by Malatest
on behalf of TTC



AREA TO MONITOR: TRAINING AND DEVELOPMENT

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- While not among the most influential aspects of the employee experience, Opportunity Analysis still identifies “Training and Development” as having a moderate impact on Employee Engagement and as an area in which Construction employees are relatively less satisfied, making this an Area to Monitor.
- Overall satisfaction with training and development was generally highest for employees in the Project Management II and Project Management III cost centres, and lowest for employees in the Project Management I/Mgt. cost centre.
- Among the specific attributes in Training and Development, ratings were highest for “My onboarding/induction experience was positive,” followed by “I discuss with my manager whether training meets my needs”. Ratings were lowest for “The way people are selected for jobs in the TTC is fair,” followed by “I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor”. These results were generally consistent across cost centres, with the following exceptions:
 - Discussing whether training is meeting employee needs was not among the highest scores for Project Management II or Project Management III. For Project Management II, “I have received the right sort of training to do my job properly” received a the second highest rating, while for Project Management III, that attribute was “The TTC provides ongoing training opportunities so I can develop my skills”.
 - “I am satisfied with the career development opportunities available to me” was among the two lowest rated attributes for Project Management III, receiving a higher score than having an agreed personal development plan.

SECTION SUMMARY

- To improve overall satisfaction with Training and Development, Opportunity Analysis identifies one key Area to Improve:
 - I am satisfied with the career development opportunities available to me
- In addition to this improvement, Opportunity Analysis also identifies the following Areas to Protect:
 - I have received the right sort of training to do my job properly
 - The TTC provides ongoing training opportunities so I can develop my skills
 - I am satisfied with the support I receive on my personal development

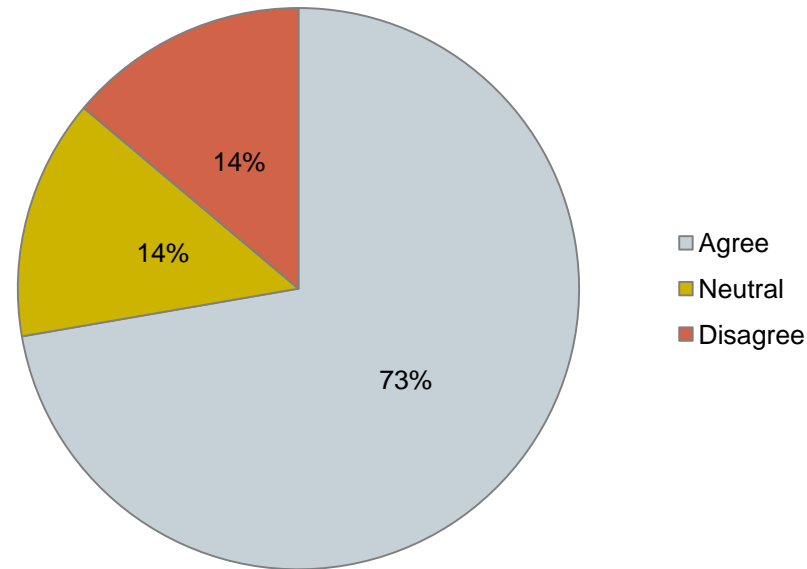
OVERALL RATINGS OF TRAINING AND DEVELOPMENT - CONSTRUCTION

Construction

Total

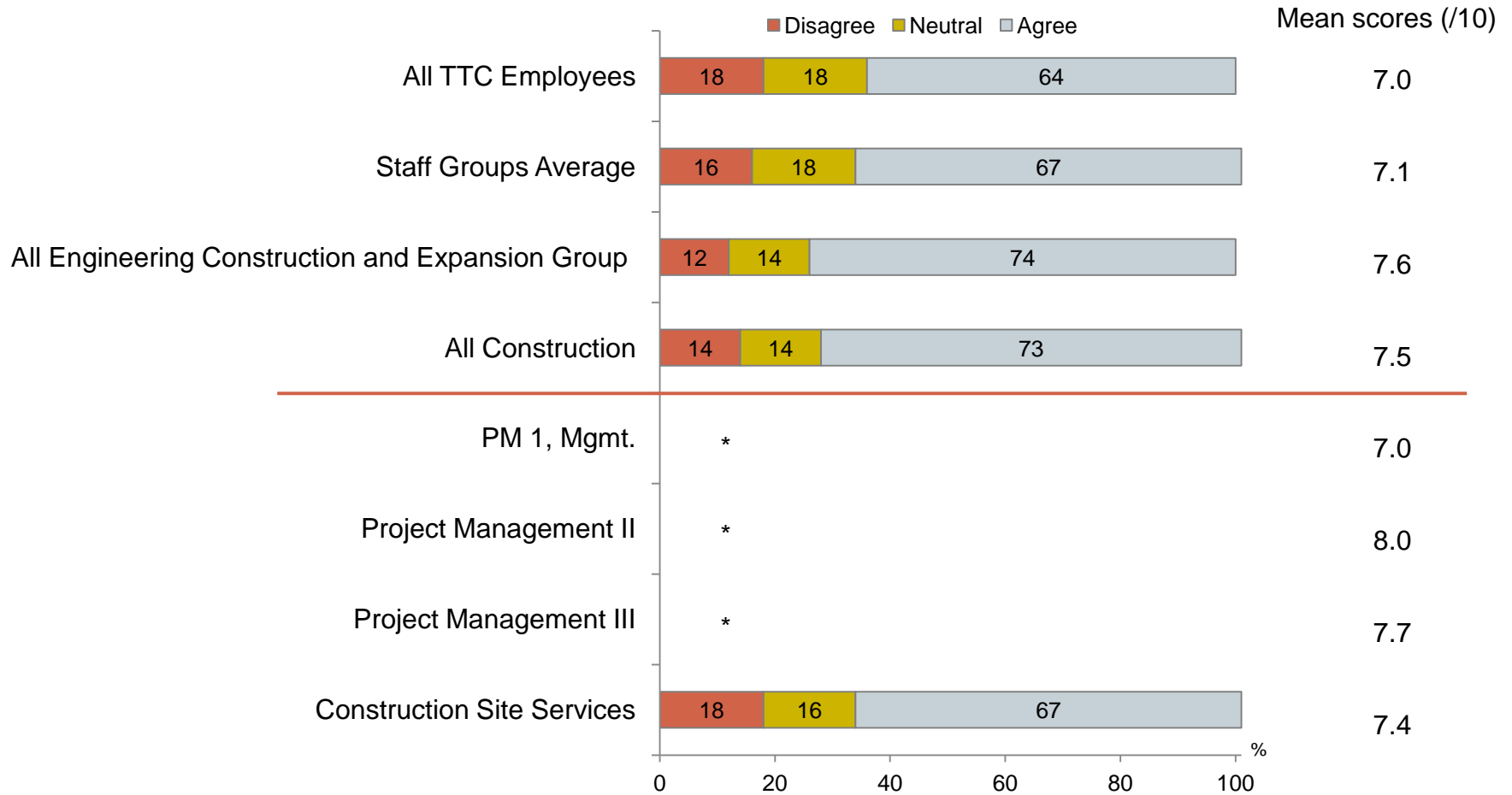
(n= 102)

Mean=7.5



H1. 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.
Overall, I am satisfied with my training and development at the TTC.

OVERALL RATINGS OF TRAINING AND DEVELOPMENT - BY COST CENTRE/GROUPING



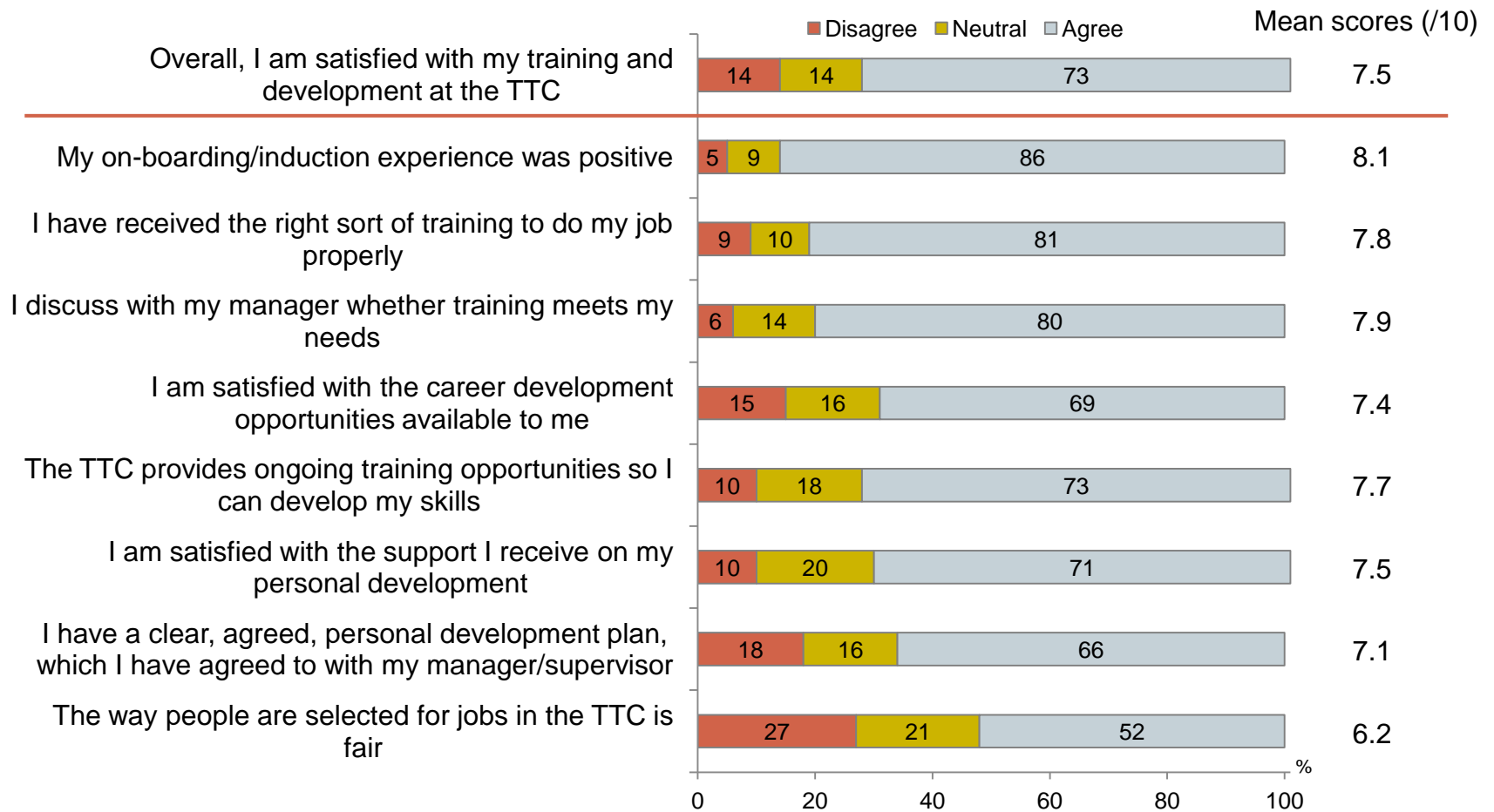
* Percentages suppressed due to sample size <30.

H1. 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.

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

Sample sizes vary by category.

TRAINING AND DEVELOPMENT - CONSTRUCTION



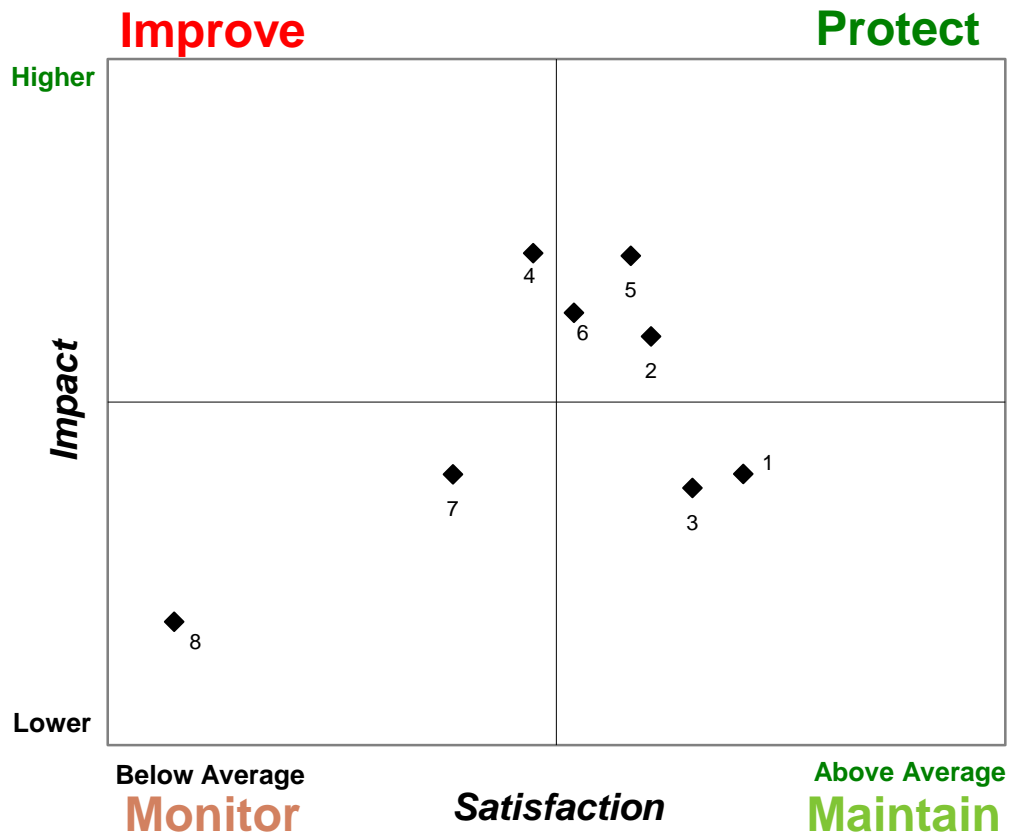
H1. Please indicate the extent to which you agree or disagree with each of the following statements about the training you receive as an employee at the TTC.
Sample sizes vary by attribute.

TRAINING AND DEVELOPMENT - BY COST CENTRE/GROUPING

| Mean | All TTC Employees | Staff Groups Average | All Engineering Construction and Expansion Group | All Construction | PM 1, Mgmt. | Project Management II | Project Management III | Construction Site Services |
|--|-------------------|----------------------|--|------------------|-------------|-----------------------|------------------------|----------------------------|
| Overall, I am satisfied with my training and development at the TTC | 7.0 | 7.1 | 7.6 | 7.5 | 7.0 | 8.0 | 7.7 | 7.4 |
| My on-boarding/induction experience was positive | 7.9 | 7.9 | 8.2 | 8.1 | 7.3 | 8.4 | 8.6 | 8.0 |
| I have received the right sort of training to do my job properly | 7.6 | 7.7 | 8.1 | 7.8 | 7.2 | 8.2 | 7.9 | 7.7 |
| I discuss with my manager whether training meets my needs | 6.7 | 7.5 | 7.9 | 7.9 | 7.7 | 8.0 | 7.7 | 8.0 |
| I am satisfied with the career development opportunities available to me | 6.9 | 6.9 | 7.4 | 7.4 | 7.0 | 7.5 | 7.4 | 7.5 |
| The TTC provides ongoing training opportunities so I can develop my skills | 7.0 | 7.5 | 7.8 | 7.7 | 7.3 | 7.4 | 8.3 | 7.7 |
| I am satisfied with the support I receive on my personal development | 6.5 | 7.1 | 7.5 | 7.5 | 7.2 | 7.4 | 7.7 | 7.6 |
| I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor | 5.5 | 6.3 | 7.0 | 7.1 | 6.7 | 7.1 | 7.5 | 7.1 |
| The way people are selected for jobs in the TTC is fair | 5.6 | 5.7 | 6.5 | 6.2 | 5.6 | 7.0 | 6.3 | 6.0 |

H1. 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.
Sample sizes vary by attribute.

OPPORTUNITY ANALYSIS: TRAINING AND DEVELOPMENT - CONSTRUCTION



1. My on-boarding/induction experience was positive
2. I have received the right sort of training to do my job properly
3. I discuss with my manager whether training meets my needs
4. I am satisfied with the career development opportunities available to me
5. The TTC provides ongoing training opportunities so I can develop my skills
6. I am satisfied with the support I receive on my personal development
7. I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor
8. The way people are selected for jobs in the TTC is fair

Analysis conducted using Pearson's Correlation Coefficient.
 Performance values are mean scores and range between 6.2 to 8.1.
 Impact values range between 32% to 72%.

AREA TO MAINTAIN: YOUR TEAM

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- While not among the most influential aspects of the employee experience, Opportunity Analysis still identifies “Your Team” as having a moderate impact on Employee Engagement and is an area in which Construction employees are relatively satisfied, making this an Area to Maintain.
- Overall satisfaction with colleagues or co-workers is highest for employees in the Project Management III cost centre, and lowest for employees in the Construction Site Services cost centre.
- Among the specific attributes of Your Team, satisfaction ratings were highest for “Members of my team treat each other with respect”. Scores were lowest for “I feel that workload is fairly distributed in my team”. This was consistent across most cost centres, except for Project Management II, where “I feel supported by my fellow team members” performed strongest, and Project Management I/Mgt., where “There is good morale on my team” performed weakest.
- To continue improving satisfaction with Your Team, Opportunity Analysis identifies one key Area to Improve:
 - There is good morale on my team
- To maintain employee satisfaction with Your Team, Opportunity Analysis identifies the following key Areas to Protect:
 - Members of my team treat each other with respect
 - I feel that my opinions count in my team
 - I feel supported by my fellow team members
 - My team members do quality work

SECTION SUMMARY

Regular Team Meetings

- More than 3 in 4 Construction employees indicated that they have regular team meetings.
- Among these employees, the vast majority (79%) indicated that team meetings were held frequently enough and that these meetings were useful (76%). Approximately 15% of Construction employees noted that their team meeting were not held frequently enough.
- Although most comparisons of cost centres could not be conducted due to low sample size, mean scores for usefulness can be compared. Meetings were seen as somewhat more useful by Project Management III employees, and somewhat less useful by Project Management II employees.

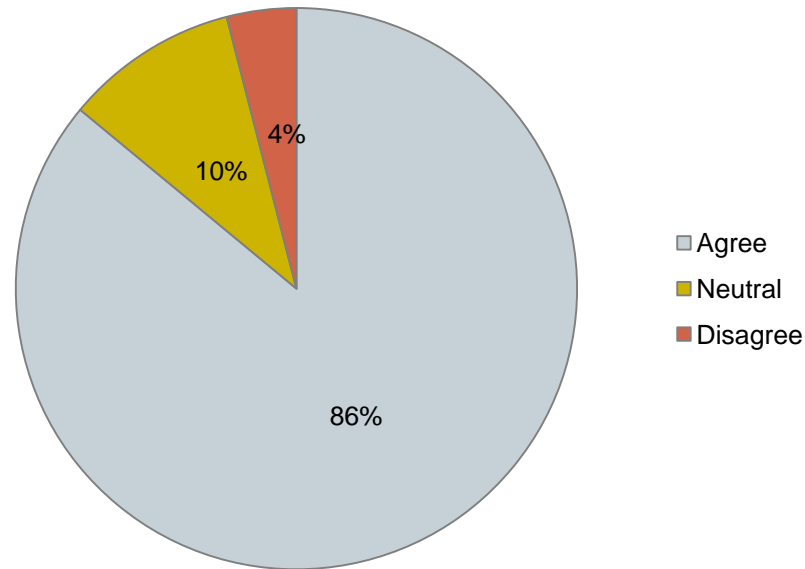
Note: Comparisons by cost centre could not be conducted due to limited sample size (<30 responses).

OVERALL RATINGS OF YOUR TEAM - CONSTRUCTION

Construction

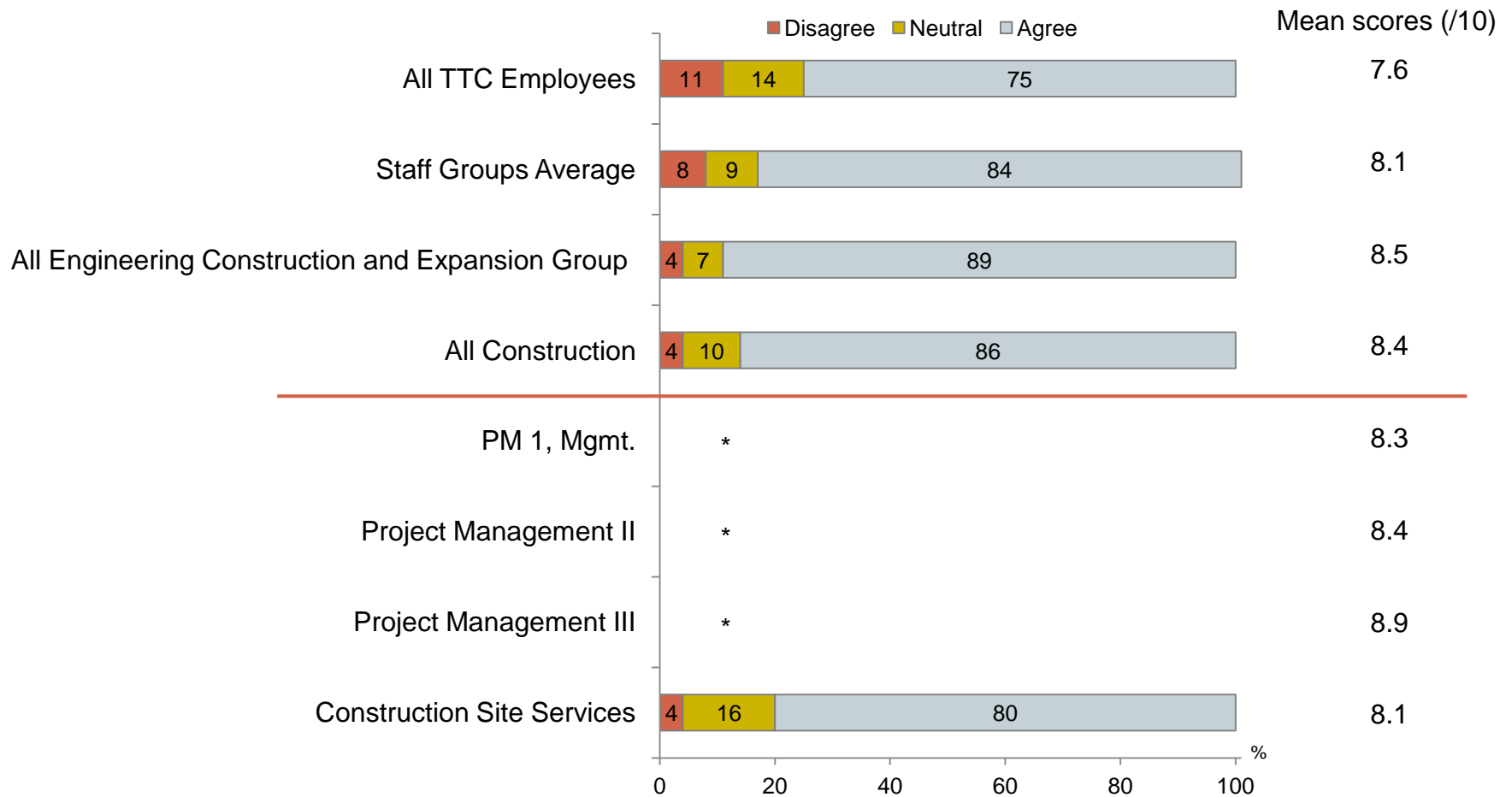
Total
(n= 101)

Mean=8.4



E1. 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.
Overall, I am satisfied with my relationship with my coworkers/colleagues at the TTC.

OVERALL RATINGS OF YOUR TEAM - BY COST CENTRE/GROUPING



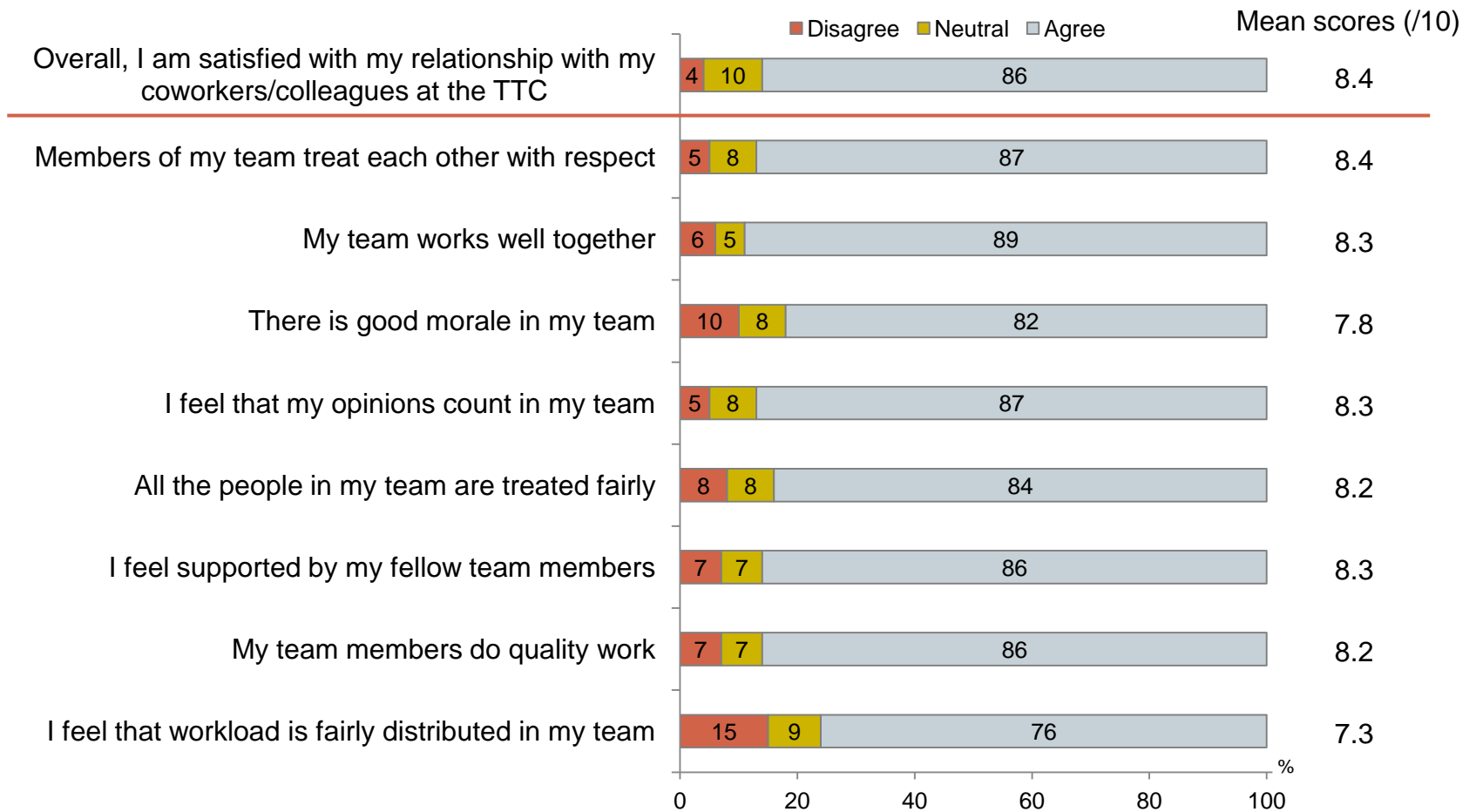
* Percentages suppressed due to sample size <30.

E1. 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.

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

Sample sizes vary by category.

YOUR TEAM - CONSTRUCTION



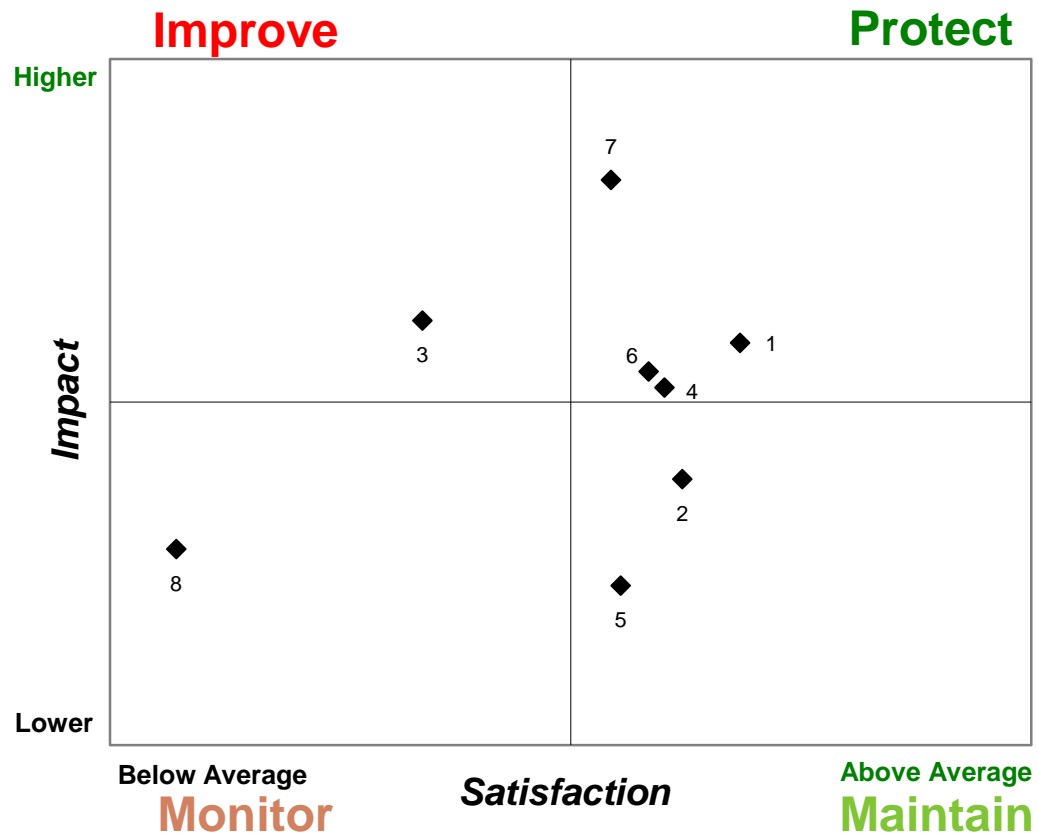
E1. Please indicate the extent to which you agree or disagree with each of the following statements about the people with whom you work at the TTC. Sample sizes vary by attribute.

YOUR TEAM - BY COST CENTRE/GROUPING

| Mean | All TTC Employees | Staff Groups Average | All Engineering Construction and Expansion Group | All Construction | PM 1, Mgmt. | Project Management II | Project Management III | Construction Site Services |
|--|-------------------|----------------------|--|------------------|-------------|-----------------------|------------------------|----------------------------|
| Overall, I am satisfied with my relationship with my coworkers/colleagues at the TTC | 7.6 | 8.1 | 8.5 | 8.4 | 8.3 | 8.4 | 8.9 | 8.1 |
| Members of my team treat each other with respect | 7.4 | 8.0 | 8.4 | 8.4 | 8.1 | 8.4 | 9.0 | 8.4 |
| My team works well together | 7.3 | 7.9 | 8.3 | 8.3 | 7.9 | 8.4 | 8.8 | 8.2 |
| There is good morale in my team | 6.5 | 7.3 | 7.9 | 7.8 | 7.4 | 8.1 | 8.3 | 7.6 |
| I feel that my opinions count in my team | 7.0 | 7.9 | 8.2 | 8.3 | 7.9 | 8.2 | 8.8 | 8.3 |
| All the people in my team are treated fairly | 6.7 | 7.5 | 8.2 | 8.2 | 8.1 | 8.5 | 8.9 | 7.8 |
| I feel supported by my fellow team members | 7.2 | 7.9 | 8.3 | 8.3 | 7.9 | 8.7 | 8.6 | 8.1 |
| My team members do quality work | 7.5 | 8.1 | 8.3 | 8.2 | 7.9 | 8.1 | 8.9 | 8.0 |
| I feel that workload is fairly distributed in my team | 6.5 | 7.0 | 7.6 | 7.3 | 7.5 | 7.9 | 7.5 | 6.8 |

E1. 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. Sample sizes vary by attribute.

OPPORTUNITY ANALYSIS: YOUR TEAM - CONSTRUCTION



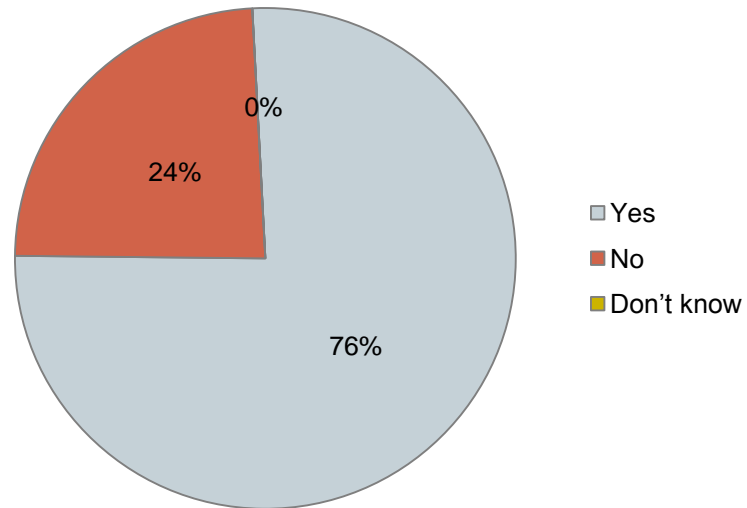
1. Members of my team treat each other with respect
2. My team works well together
3. There is good morale in my team
4. I feel that my opinions count in my team
5. All the people in my team are treated fairly
6. I feel supported by my fellow team members
7. My team members do quality work
8. I feel that workload is fairly distributed in my team

Analysis conducted using Pearson's Correlation Coefficient.
 Performance values are mean scores and range between 7.3 to 8.4.
 Impact values range between 49% to 66%.

REGULAR TEAM MEETINGS

Construction

Total
(n= 102)

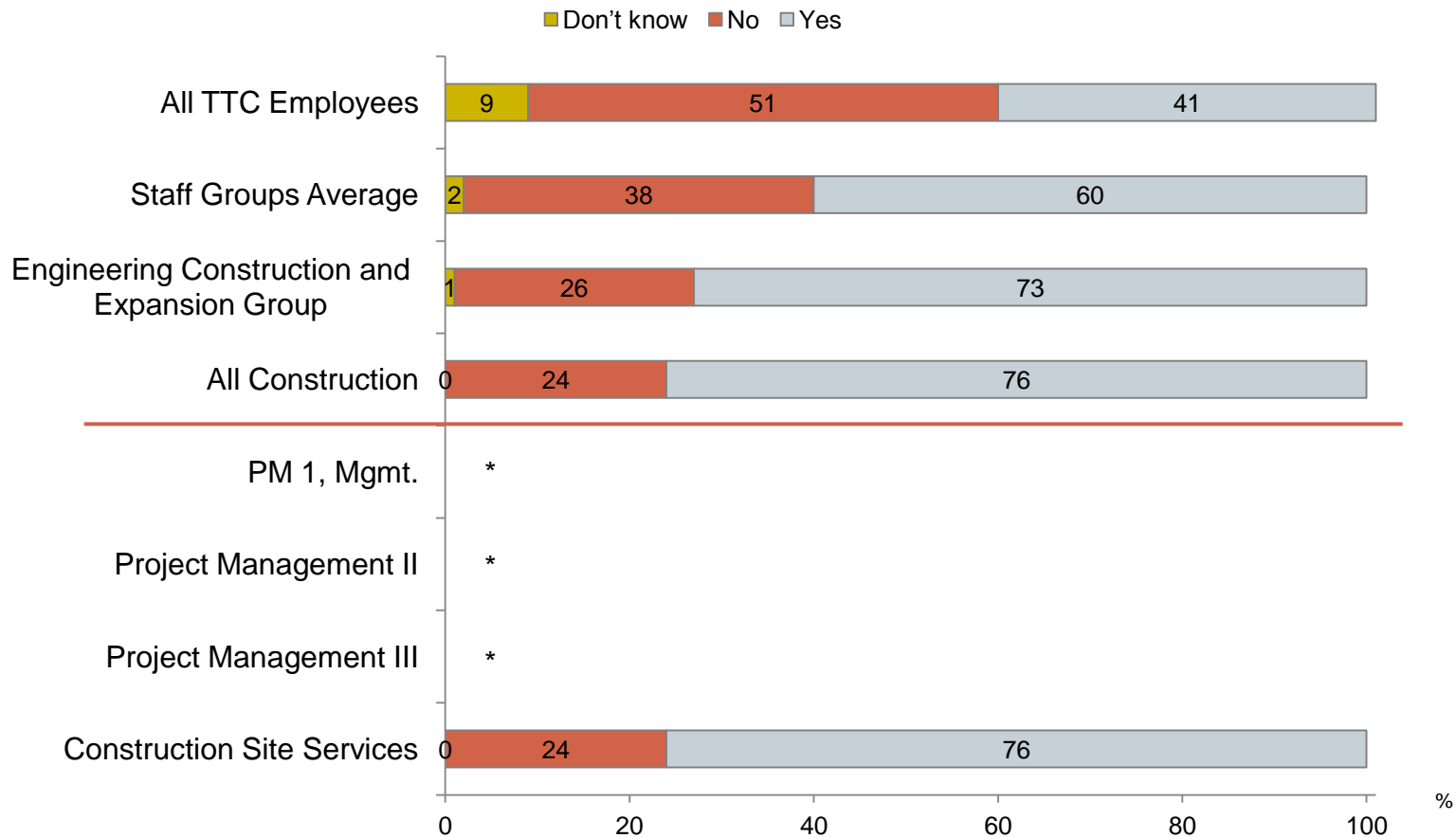


E2. Does your team hold regular team meetings?

3/23/2015

95

REGULAR TEAM MEETINGS - BY COST CENTRE/GROUPING



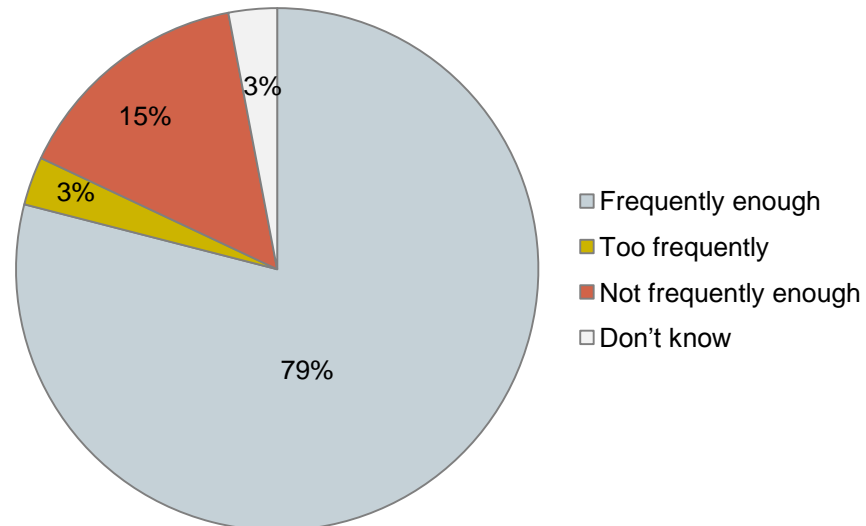
* Percentages suppressed as sample size <30.
E2. Does your team hold regular team meetings?
Sample sizes vary by category.

SUFFICIENT AMOUNT OF TEAM MEETINGS?

Among employees who have regular team meetings

Construction

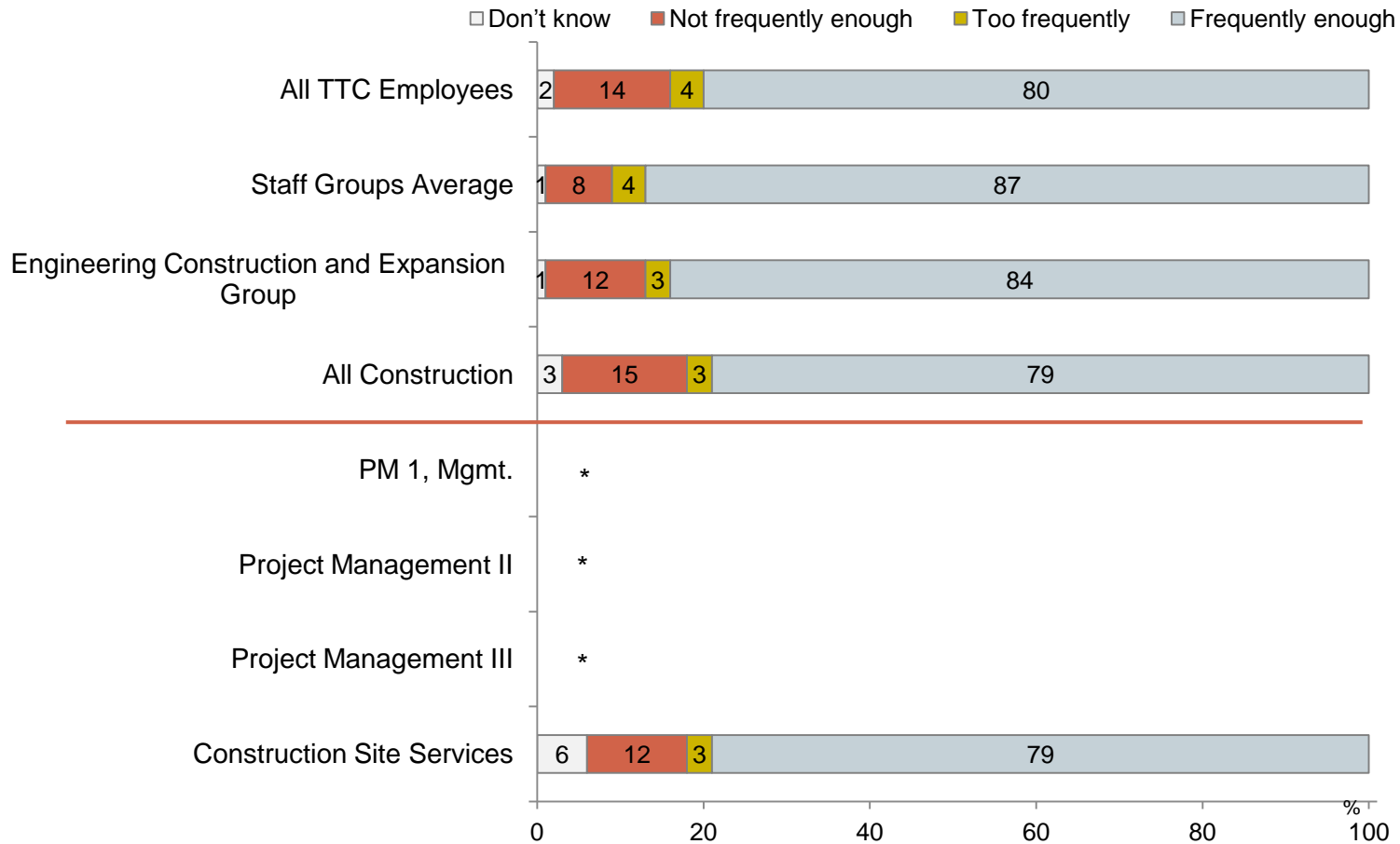
Total
(n= 78)



E3. Do you feel team meetings occur...? 1 Too frequently; 2 Frequently enough; 3 Not frequently enough; 4 Don't know.

SUFFICIENT AMOUNT OF TEAM MEETINGS - BY COST CENTRE/GROUPING

Among employees who have regular team meetings



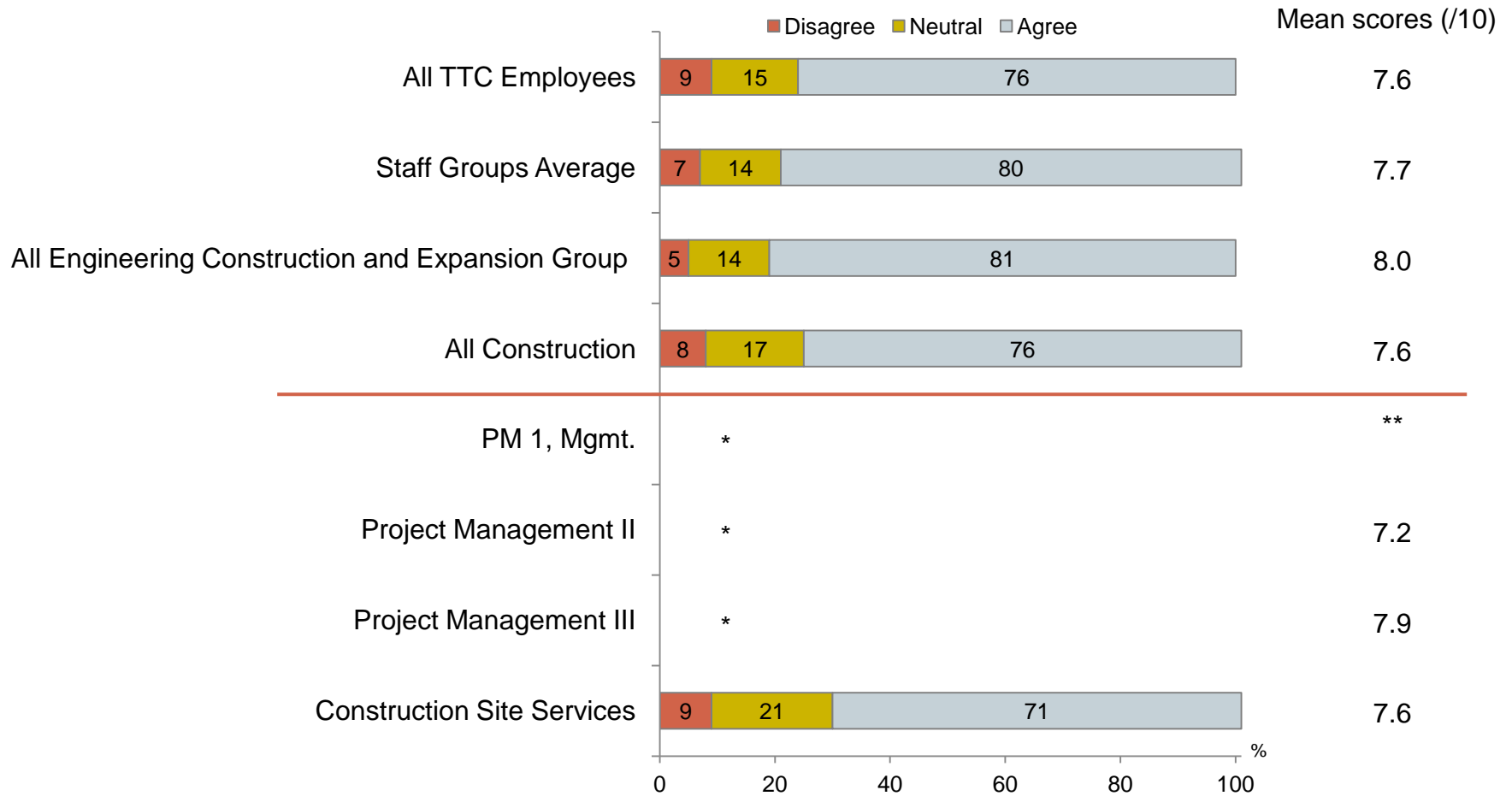
* Percentages suppressed as sample size <30.

E3. Do you feel team meetings occur...? 1 Too frequently; 2 Frequently enough; 3 Not frequently enough; 4 Don't know.
Sample sizes vary by category.

3/23/2015

USEFULNESS OF TEAM MEETINGS

Among employees who have regular team meetings



* Percentages suppressed due to sample size <30.

** Mean scores suppressed due to sample size <10.

E4. How much do you agree or disagree that your team meetings are useful?
Sample sizes vary by category.

AREA TO MONITOR: YOUR MANAGER/SUPERVISOR

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- While not among the most influential aspects of the employee experience, Opportunity Analysis still identifies “Your Manager/Supervisor” as having a moderate impact on Employee Engagement and is an area in which Construction employees are relatively less satisfied, making this an Area to Monitor.
- Overall employee satisfaction with their immediate manager or supervisor is generally highest for the Project Management III cost centre, and lowest for the PM I/Mgmt. cost centre.
- Among the specific attributes of Your Manager/Supervisor, Construction employees gave highest ratings for “My manager/supervisor takes responsibility when problems arise,” “My manager/supervisor treats me fairly,” and “My manager/supervisor actively discourages prejudice”. Ratings were lowest for “I receive regular feedback about my performance from my manager/supervisor”. This was consistent across most cost centres with a few exceptions.
- To improve overall satisfaction in this aspect, Opportunity Analysis identifies the following key Areas to Improve, related to managers/supervisors’ leadership and communication:
 - I am satisfied with the way I am managed
 - My manager/supervisor leads by example
 - My manager/supervisor tells me why decisions have been made
 - My manager/supervisor manages people well
 - I receive constructive feedback about my performance from my manager/supervisor
 - My manager/supervisor is open to constructive feedback from staff and others

SECTION SUMMARY

- In addition to these improvements, the following areas are key Areas to Protect within Your Manager/Supervisor:
 - My manager/supervisor treats me fairly
 - I have confidence in my manager's/supervisor's skills and abilities
 - I get help and support from my manager/supervisor when I need it

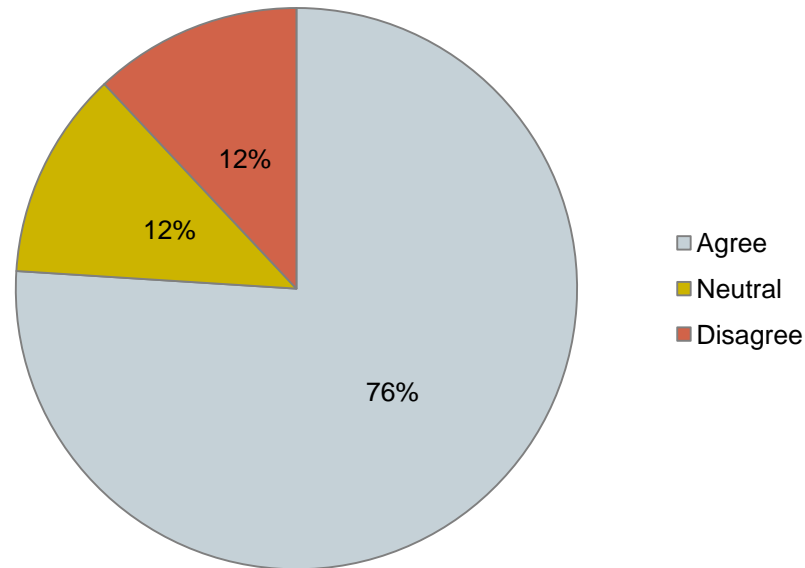
OVERALL RATINGS OF YOUR MANAGER/SUPERVISOR - CONSTRUCTION

Construction

Total

(n= 102)

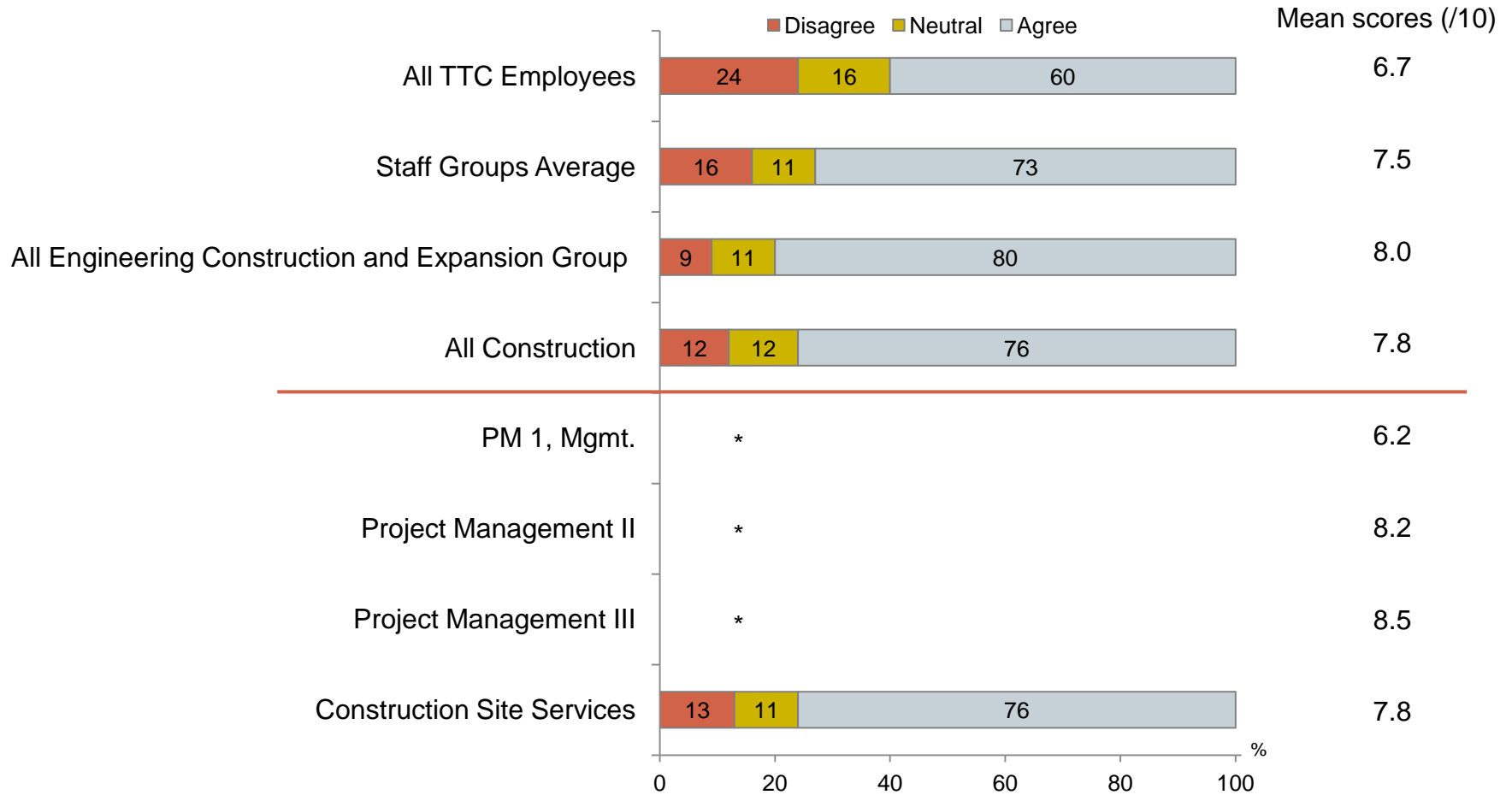
Mean=7.8



D1. Thinking about your immediate manager or supervisor (that is, the person to whom you report to directly, on a day-to-day basis), please indicate the extent to which you agree or disagree with each of the following statements about your immediate manager or supervisor.

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

OVERALL RATINGS OF YOUR MANAGER/SUPERVISOR - BY COST CENTRE/GROUPING



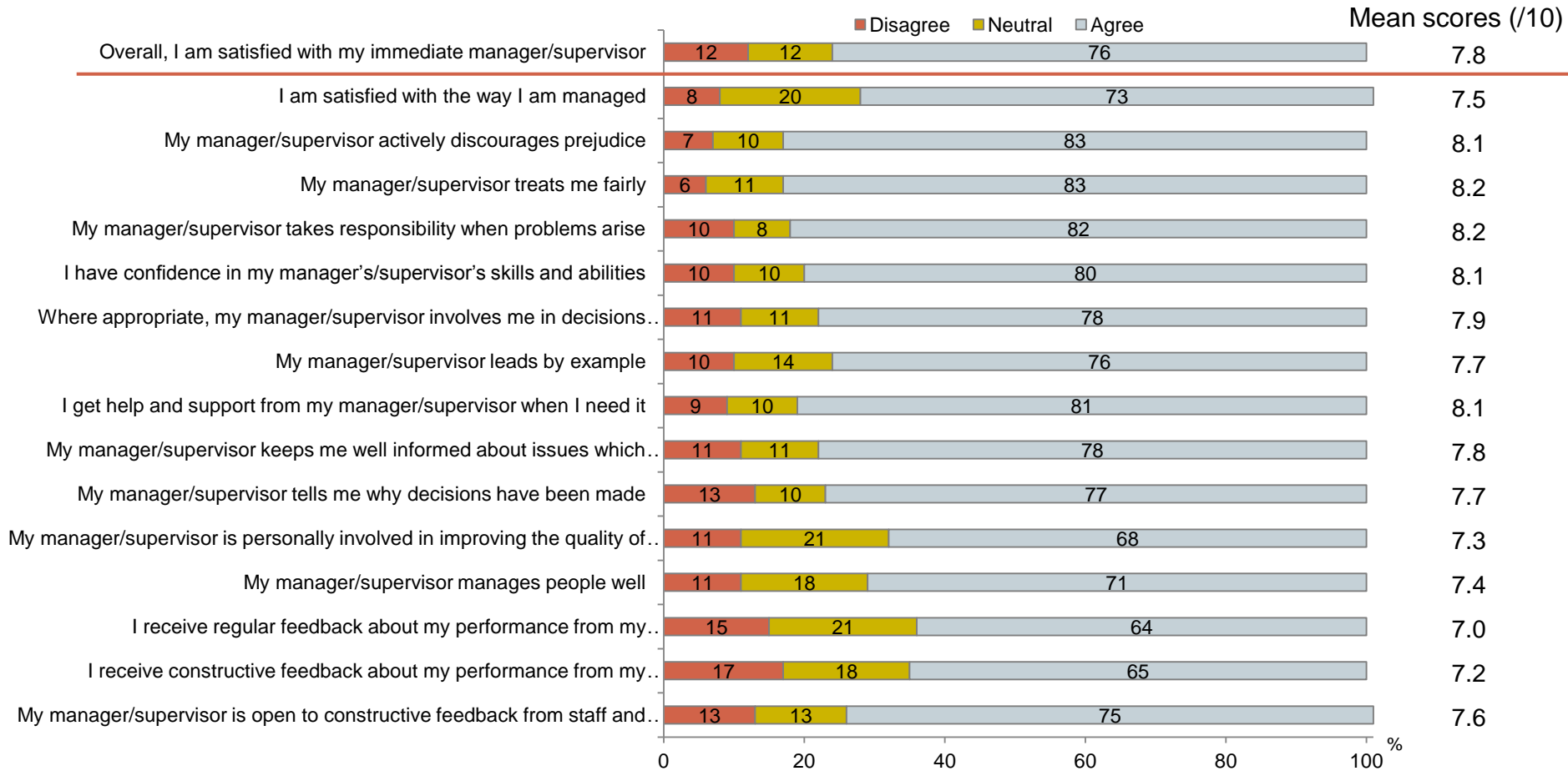
* Percentages suppressed due to sample size <30.

D1. Thinking about your immediate manager or supervisor (that is, the person to whom you report to directly, on a day-to-day basis), please indicate the extent to which you agree or disagree with each of the following statements about your immediate manager or supervisor.

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

Sample sizes vary by category.

YOUR MANAGER/SUPERVISOR - CONSTRUCTION



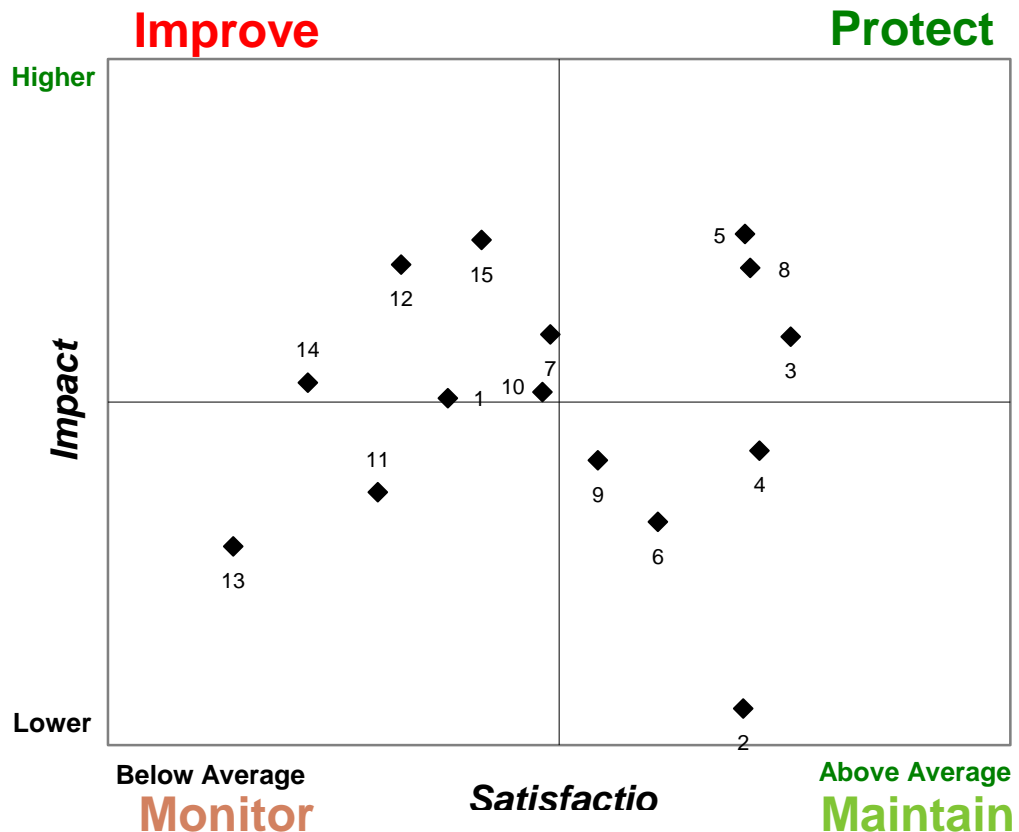
D1. Thinking about your immediate manager or supervisor (that is, the person to whom you report to directly, on a day-to-day basis), please indicate the extent to which you agree or disagree with each of the following statements about your immediate manager or supervisor.
Sample sizes vary by attribute.

YOUR MANAGER/SUPERVISOR - BY COST CENTRE/GROUPING

| Mean | All TTC Employees | Staff Groups Average | All Engineering Construction & Expansion Group | All Construction | PM 1, Mgmt. | Project Management II | Project Management III | Construction Site Services |
|---|-------------------|----------------------|--|------------------|-------------|-----------------------|------------------------|----------------------------|
| Overall, I am satisfied with my immediate manager/supervisor | 6.7 | 7.5 | 8.0 | 7.8 | 6.2 | 8.2 | 8.5 | 7.8 |
| I am satisfied with the way I am managed | 6.6 | 7.3 | 7.7 | 7.5 | 6.5 | 8.1 | 8.0 | 7.4 |
| My manager/supervisor actively discourages prejudice | 7.4 | 7.9 | 8.2 | 8.1 | 7.7 | 8.3 | 8.6 | 8.0 |
| My manager/supervisor treats me fairly | 7.3 | 7.9 | 8.4 | 8.2 | 7.3 | 8.5 | 9.0 | 8.1 |
| My manager/supervisor takes responsibility when problems arise | 6.9 | 7.6 | 8.3 | 8.2 | 7.6 | 8.1 | 8.6 | 8.2 |
| I have confidence in my manager's/supervisor's skills and abilities | 6.9 | 7.7 | 8.2 | 8.1 | 7.4 | 8.3 | 8.8 | 8.0 |
| Where appropriate, my manager/supervisor involves me in decisions which affect me | 6.5 | 7.6 | 8.1 | 7.9 | 7.5 | 8.4 | 8.7 | 7.5 |
| My manager/supervisor leads by example | 6.5 | 7.3 | 8.0 | 7.7 | 6.6 | 8.1 | 8.5 | 7.6 |
| I get help and support from my manager/supervisor when I need it | 7.1 | 7.8 | 8.3 | 8.1 | 7.2 | 8.1 | 9.0 | 8.1 |
| My manager/supervisor keeps me well informed about issues which affect me | 6.6 | 7.6 | 8.0 | 7.8 | 7.1 | 8.5 | 8.4 | 7.5 |
| My manager/supervisor tells me why decisions have been made | 6.2 | 7.3 | 7.8 | 7.7 | 6.9 | 8.4 | 8.2 | 7.5 |
| My manager/supervisor is personally involved in improving the quality of my work | 6.1 | 7.0 | 7.5 | 7.3 | 6.6 | 8.1 | 7.5 | 7.3 |
| My manager/supervisor manages people well | 6.3 | 7.0 | 7.7 | 7.4 | 6.1 | 8.1 | 8.0 | 7.3 |
| I receive regular feedback about my performance from my manager/supervisor | 5.7 | 7.0 | 7.3 | 7.0 | 6.6 | 7.5 | 7.3 | 6.9 |
| I receive constructive feedback about my performance from my manager/supervisor | 5.8 | 7.1 | 7.5 | 7.2 | 6.2 | 7.6 | 7.6 | 7.2 |
| My manager/supervisor is open to constructive feedback from staff and others | 6.1 | 7.1 | 7.7 | 7.6 | 6.6 | 8.0 | 8.0 | 7.5 |

D1. Thinking about your immediate manager or supervisor (that is, the person to whom you report to directly, on a day-to-day basis), please indicate the extent to which you agree or disagree with each of the following statements about your immediate manager or supervisor.
Sample sizes vary by attribute.

OPPORTUNITY ANALYSIS: YOUR MANAGER/ SUPERVISOR - CONSTRUCTION



1. I am satisfied with the way I am managed
2. My manager/supervisor actively discourages prejudice
3. My manager/supervisor treats me fairly
4. My manager/supervisor takes responsibility when problems arise
5. I have confidence in my manager's/supervisor's skills and abilities
6. Where appropriate, my manager/supervisor involves me in decisions which affect me
7. My manager/supervisor leads by example
8. I get help and support from my manager/supervisor when I need it
9. My manager/supervisor keeps me well informed about issues which affect me
10. My manager/supervisor tells me why decisions have been made
11. My manager/supervisor is personally involved in improving the quality of my work
12. My manager/supervisor manages people well
13. I receive regular feedback about my performance from my manager/supervisor
14. I receive constructive feedback about my performance from my manager/supervisor
15. My manager/supervisor is open to constructive feedback from staff and others

Analysis conducted using Pearson's Correlation Coefficient.
Performance values are mean scores and range between 7.0 to 8.2.
Impact values range between 47% to 84%.

AREA TO MAINTAIN: SAFETY

Produced by Malatest on
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SECTION SUMMARY

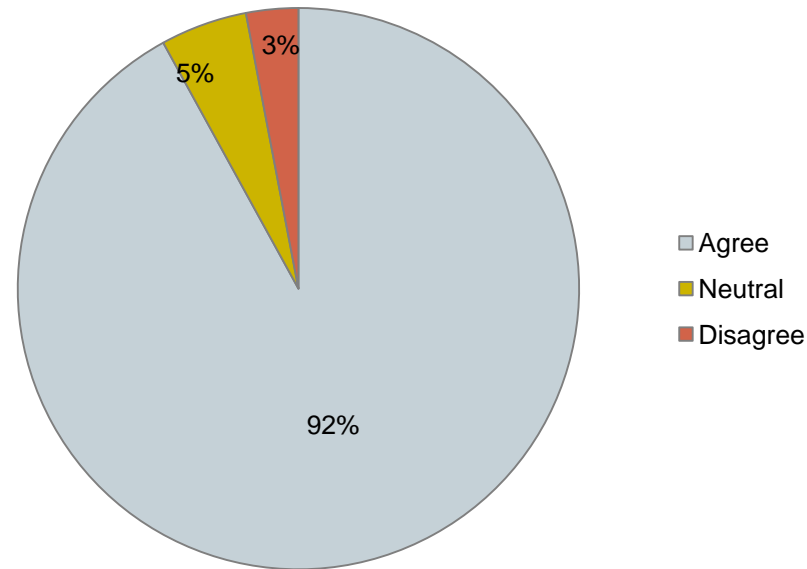
- While not among the most influential aspects of the employee experience, Opportunity Analysis still identifies “Safety” as having a moderate impact on Employee Engagement and as an area in which Construction employees are relatively satisfied, making this an Area to Maintain.
- Overall satisfaction with safety at work is highest for employees in the Project Management III cost centre, and lowest for employees in Construction Site Services. However, it should be noted that scores for all cost centres are very high and do not differ greatly from each other.
- Among the specific attributes within “Safety”, most ratings received high satisfaction ratings, with “I feel comfortable discussing safety issues at work” scoring the highest for all but one cost centre. Ratings were lowest for “People on my team report all injuries, no matter how minor”.
- To maintain overall employee satisfaction with Safety, Opportunity Analysis identifies the following areas of focus:
 - People in my team report all injuries no matter how minor (Area to Improve)
 - The protection of workers from occupational exposure to hazards is a high priority with management (Area to Improve)
 - My manager/supervisor acts quickly to address safety issues (Area to Protect)
 - I am strongly encouraged to report unsafe working conditions (Area to Protect)

OVERALL RATINGS OF SAFETY - CONSTRUCTION

Construction

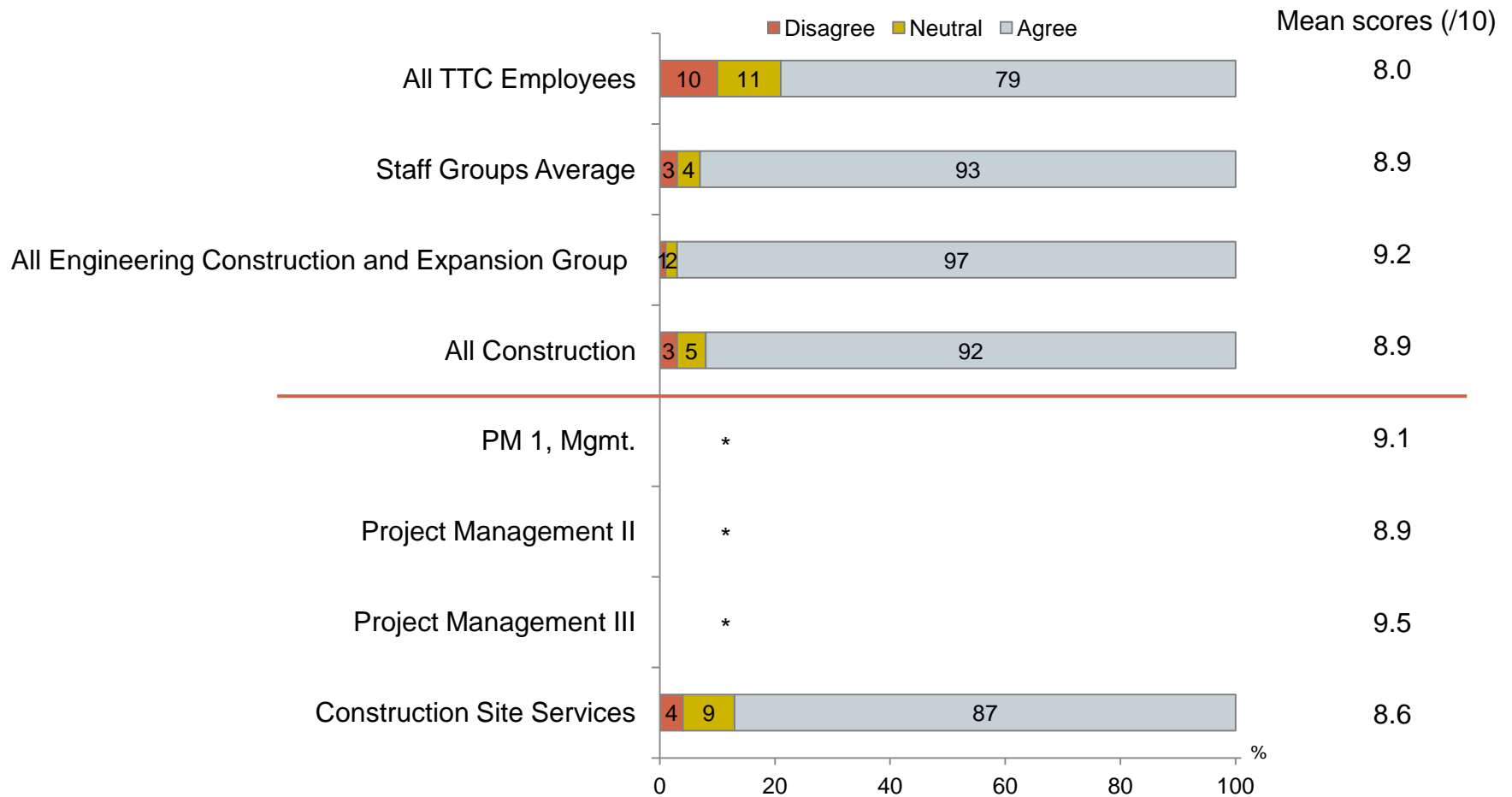
Total
(n= 102)

Mean=8.9



G1. 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.
Overall, I feel safe when I am at work.

OVERALL RATINGS OF SAFETY - BY COST CENTRE/GROUPING



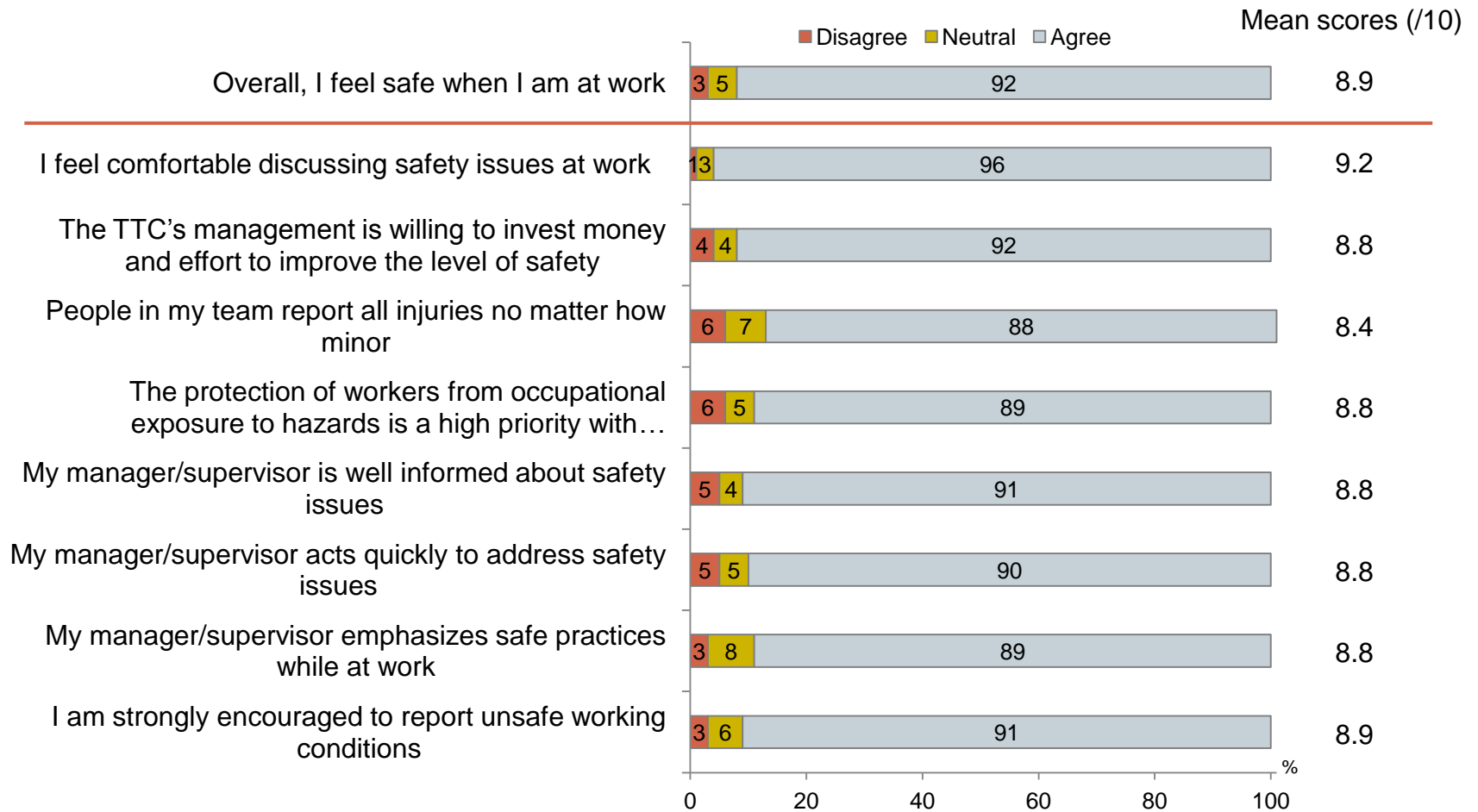
* Percentages suppressed due to sample size <30.

G1. 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,

Overall, I feel safe when I am at work.

Sample sizes vary by category.

SAFETY - CONSTRUCTION



G1. 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. Sample sizes vary by attribute.

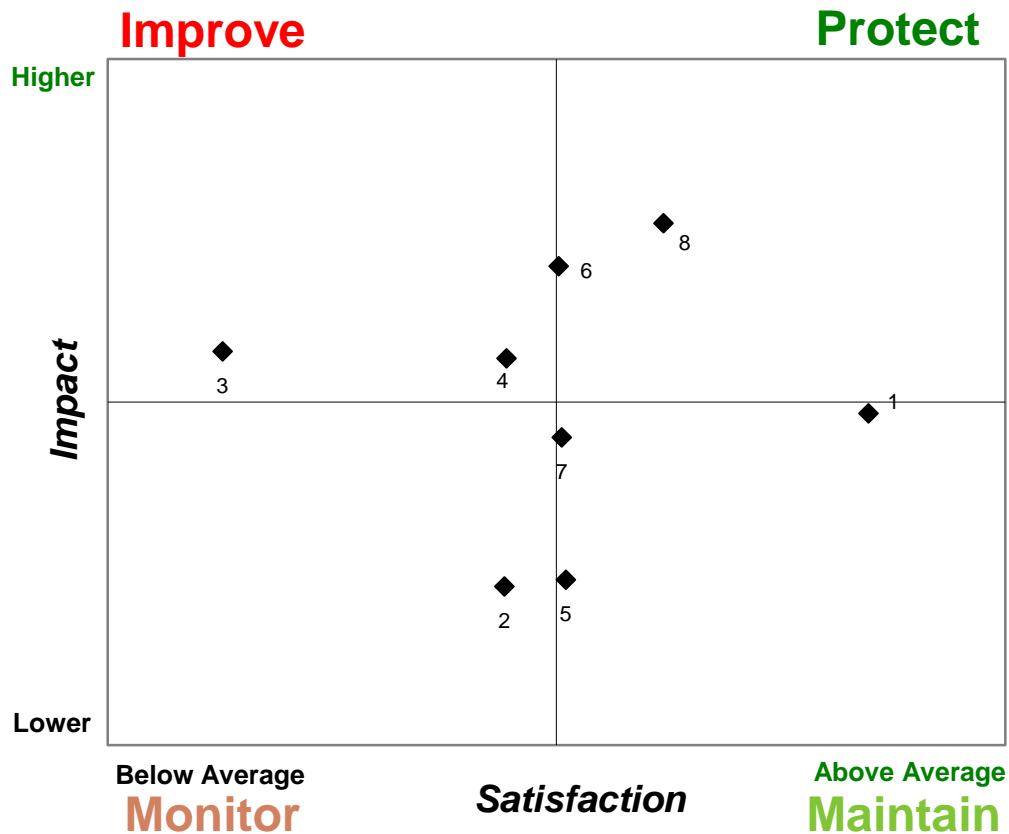
SAFETY

- BY COST CENTRE/GROUPING

| Mean | All TTC Employees | Staff Groups Average | All Engineering Construction and Expansion Group | All Construction | PM 1, Mgmt. | Project Management II | Project Management III | Construction Site Services |
|--|-------------------|----------------------|--|------------------|-------------|-----------------------|------------------------|----------------------------|
| Overall, I feel safe when I am at work | 8.0 | 8.9 | 9.2 | 8.9 | 9.1 | 8.9 | 9.5 | 8.6 |
| I feel comfortable discussing safety issues at work | 8.3 | 8.9 | 9.2 | 9.2 | 9.2 | 9.1 | 9.5 | 9.1 |
| The TTC's management is willing to invest money and effort to improve the level of safety | 7.4 | 8.5 | 8.9 | 8.8 | 9.1 | 8.9 | 9.1 | 8.4 |
| People in my team report all injuries no matter how minor | 7.1 | 8.1 | 8.6 | 8.4 | 8.9 | 8.5 | 8.3 | 8.3 |
| The protection of workers from occupational exposure to hazards is a high priority with management | 7.6 | 8.6 | 9.1 | 8.8 | 9.4 | 8.9 | 9.1 | 8.3 |
| My manager/supervisor is well informed about safety issues | 8.0 | 8.7 | 9.1 | 8.8 | 8.9 | 8.6 | 9.2 | 8.7 |
| My manager/supervisor acts quickly to address safety issues | 7.6 | 8.6 | 9.1 | 8.8 | 8.8 | 8.8 | 9.3 | 8.7 |
| My manager/supervisor emphasizes safe practices while at work | 7.9 | 8.7 | 9.0 | 8.8 | 8.6 | 8.8 | 9.1 | 8.8 |
| I am strongly encouraged to report unsafe working conditions | 8.0 | 8.7 | 9.1 | 8.9 | 9.2 | 8.8 | 9.3 | 8.8 |

G1. 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. Sample sizes vary by attribute.

OPPORTUNITY ANALYSIS: SAFETY - CONSTRUCTION



1. I feel comfortable discussing safety issues at work
2. The TTC's management is willing to invest money and effort to improve the level of safety
3. People in my team report all injuries no matter how minor
4. The protection of workers from occupational exposure to hazards is a high priority with management
5. My manager/supervisor is well informed about safety issues
6. My manager/supervisor acts quickly to address safety issues
7. My manager/supervisor emphasizes safe practices while at work
8. I am strongly encouraged to report unsafe working conditions

Analysis conducted using Pearson's Correlation Coefficient.
 Performance values are mean scores and range between 8.4 to 9.2.
 Impact values range between 46% to 72%.

FINAL WORD

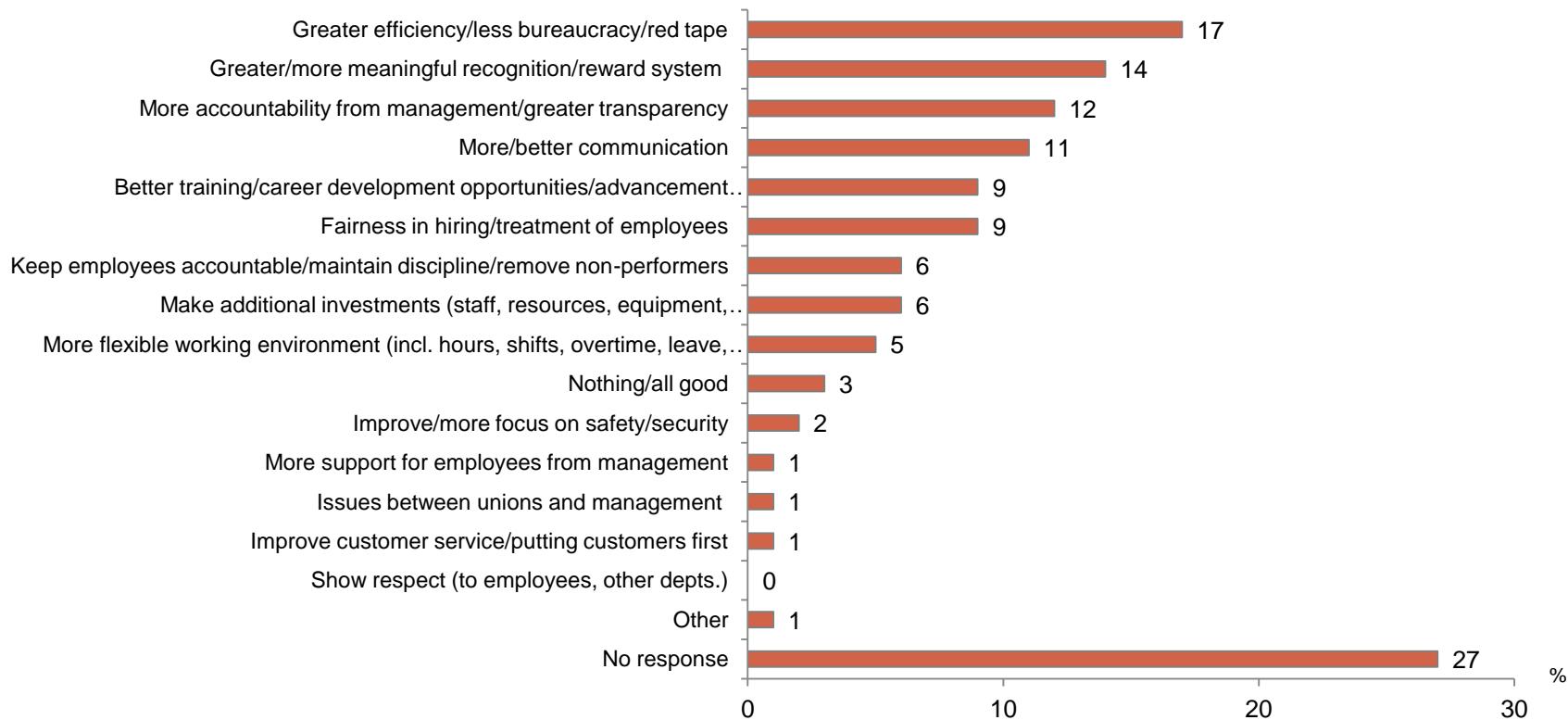
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FINAL WORD

- Employees were given an opportunity to indicate what they would like to see improved to increase satisfaction.
- The mostly commonly identified areas included: less bureaucracy/red tape, more meaningful recognition/rewards, more accountability from management and greater transparency.

Construction (n= 102)



J1. What would you most like to see improved to increase your satisfaction as a TTC employee?
Percentages may total more than 100% as respondents may have identified multiple areas to improve.

RECOMMENDATIONS

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RECOMMENDATIONS: CONSTRUCTION

- Conduct discussion sessions with employees to explore:
 - Types of **recognition/rewards** that would be **meaningful**
 - Issues related to properly **recognizing excellent performance**
 - Ways to **improve relationships** between Senior Management and employees, focusing on:
 - Open and honest communication
 - Building trust
 - Welcoming all feedback, both positive and negative
 - How to improve dissemination of **information** regarding what is happening at the TTC
 - What **motivates** employees in their jobs
 - Practical ways the TTC can **demonstrate concern** for employees' health & well-being and promote a healthy **work-life balance**

Thank you

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behalf of TTC

