

EMPLOYEE ENGAGEMENT SURVEY

Streetcars

March 30, 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 Streetcars department.

METHODOLOGY

- Invitations to participate in the survey were issued to all permanent employees, both full or 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 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 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%.
- 144 surveys were completed by Streetcars department employees for a response rate of 34%. The response rate differed by employee category, as shown on the following slide.

RESPONSE RATE (RR) AND EMPLOYEE CATEGORY

- The response rate for employees in the Streetcars department (34%) is slightly below the overall response rate for the Operations group (36%).
- Staff employees responded at a much higher rate than unionized employees, as seen in the table below.
- Cost centres of the Streetcars department that perform similar functions have been combined into the groups shown on the following slide. This also allows for reporting on cost centres with a smaller sample base (i.e., fewer than 10 employees).

Streetcars: 34%

| Employee Category | Count | RR |
|-------------------|------------|------------|
| Staff | 61 | 88% |
| Union | 83 | 23% |
| Total | 144 | 34% |

COST CENTRE GROUPINGS

| Grouping | Cost Centre* | Count |
|------------------------------------|----------------------------------------------------|------------|
| Department Head & Staff | | 4** |
| | 0756-Streetcar Maintenance Department Head & Staff | |
| Carhouses/LRV Engineering | | 54 |
| | 05D2-Roncesvalles Carhouse | |
| | 05D3-Russell Carhouse | |
| | 05D4-Leslie Barns | |
| | 05D5-LRV Legacy Engineer | |
| Overhead | | 43 |
| | 0724-Overhead | |
| | 0758-Overhead Supervision | |
| Streetcar Way | | 43 |
| | 0735-Surface Track Maintenance | |
| | 0774-Surface Track Supervision | |
| Total | | 144 |

* 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.

** The department head cost centre is too small to report and it was not considered appropriate to combine with other cost centres. Results from this cost centre will not be reported separately.

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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 departments or employee categories.**
 - 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 cost centre grouping, employee category, or by individual question**
 - In general, if the results for more than one question or 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 and cost centre groupings (slides 6-7) for total sample by cost centre grouping and employee category.

Streetcars Engagement score: 7.9

Highest: Overhead 8.2
Lowest: Streetcar Way 7.5

Highest: Staff 8.0
Lowest: Union 7.8

- To increase levels of employee engagement, the Streetcars department should focus on improving employees' satisfaction with **Working Environment**:
 - **Working Environment** is a key driver for Streetcars and an Area to Improve.
 - Specific areas that require improvement in order to increase employees' satisfaction with their Working Environment include:
 - How to demonstrate **concern for employees' health & well-being**; more specifically:
 - Caring about employees' mental health & emotional wellbeing (i.e., "The TTC cares about my mental health and emotional well-being").
 - Encouraging a healthy work-life balance (i.e., "The TTC encourages employees to maintain a healthy work-life balance").
 - **Workspaces & facilities** is another Area to Improve for Streetcars within Working Environment. Further exploration is required to identify reasons for lower levels of satisfaction with being "satisfied with my work/office space and facilities".

HIGHLIGHTS (CONT'D)

- **Your Job** is an area that generates high levels of satisfaction and represents the strongest driver of employee engagement for Streetcars.
- Streetcars should continue to increase satisfaction with **Your Job** by:
 - Exploring what motivates employees
- Streetcars is also encouraged to protect current strengths in employees feeling able to:
 - Use their skills & abilities
 - Look for ways to make improvements on the way things are done
 - Bring innovative ideas to their superiors
- **Your Team** is another area that generates high levels of satisfaction. This represents the third strongest driver of employee engagement for Streetcars.
- Streetcars should continue to increase satisfaction with **Your Team** by ensuring continued satisfaction with:
 - Treating team members with respect
 - Continuing to foster a collaborative atmosphere with co-workers
 - Valuing the opinions of all team members
 - Supporting fellow team members

HIGHLIGHTS (CONT'D)

Other Factors that Impact Employee Engagement

Discrimination

- Streetcars should explore options for preventing discrimination from occurring (e.g., diversity training), particularly in the Overhead cost centre grouping, where 40% of employees reported experiencing discrimination or harassment. In addition, the TTC should ensure that all employees know what supports are available to employees who experience incidents of discrimination, and should communicate methods for dealing with workplace stress.

TOP 5 AND BOTTOM 5 SCORES

- Across the entire survey, the attributes in the boxes below received the highest and lowest satisfaction ratings from TTC Employees. Each attribute is accompanied by the overall mean score (/10) for the attribute.
- The top 5 scores include attributes related to Safety, Your Job, Performance and Reward, and Your Company.
- Among the 5 lowest scoring attributes, all were associated with the module Your Company – referring to company leadership.

Top 5

1. The TTC offers good job security (8.5)
2. I feel comfortable discussing safety issues at work (8.3)
3. I often look for ways to make improvements in how things are done (8.3)
4. The TTC puts customers first (8.2)
5. I am not afraid to suggest new ways of doing things in my job (8.1)

Bottom 5

1. There is a good level of trust between Senior Management and employees (4.6)
2. There is effective sharing of information across the TTC(4.7)
3. If something goes wrong, people concentrate on putting it right, not blaming others (5.0)
4. There is good collaboration between different parts of the TTC (5.1)
5. Senior managers communicate openly and honestly with employees (5.1)

OVERALL EMPLOYEE ENGAGEMENT SCORE

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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 Streetcars, this score is 7.9.

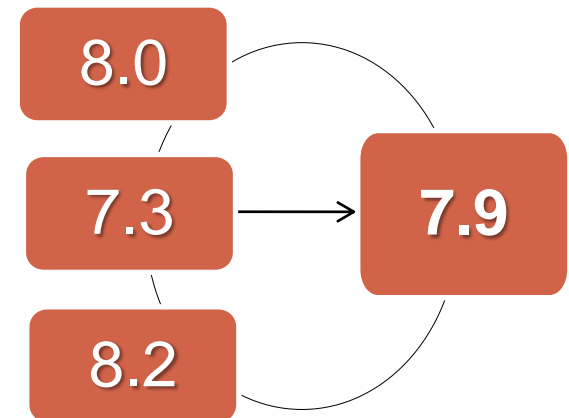
OVERALL EMPLOYEE ENGAGEMENT SCORE

- **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 Streetcars is close to (though slightly below) the score for Operations group. It is slightly higher than the score for all TTC employees, as well as that for the two groups consisting of more union employees.
- The Employee Engagement score is highest among employees in Overhead cost centre.
- Levels of engagement are lowest among employees in Streetcar Way.
- When examined by employee category, the overall Employee Engagement score is slightly higher among staff (vs. union).

All Streetcars: 7.9

Cost Centre/Grouping

| | |
|---------------------------|-----|
| Overhead | 8.2 |
| Carhouses/LRV Engineering | 7.8 |
| Streetcar Way | 7.5 |

Employee Category

| | |
|----------------------|-----|
| All TTC | 7.8 |
| Union Groups Average | 7.7 |
| Operations Group | 8.0 |
| Staff | 8.0 |
| Union | 7.8 |

RATINGS ON ASPECTS OF EMPLOYEE ENGAGEMENT

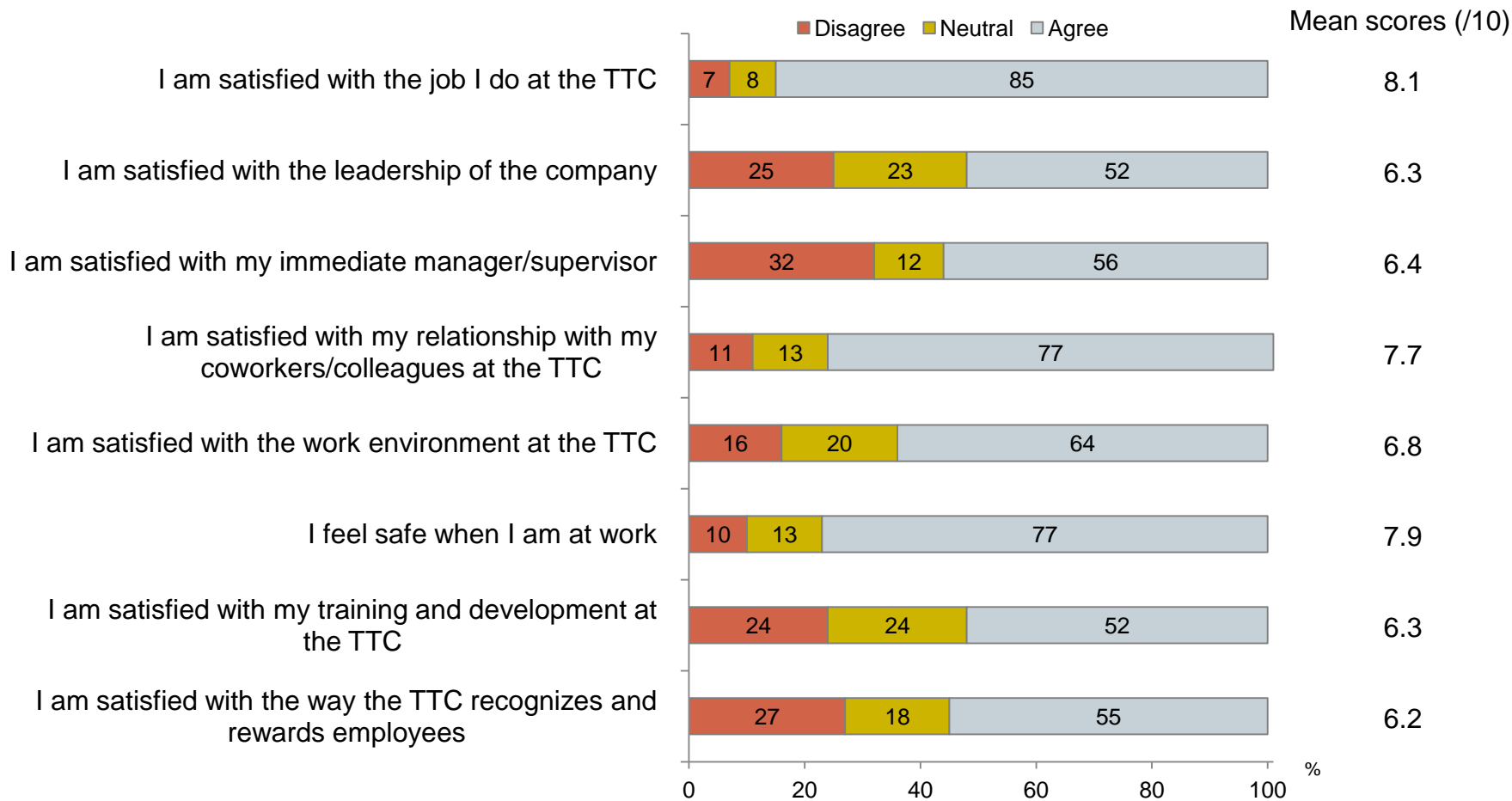
Produced by Malatest on
behalf of TTC



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 am satisfied with the job I do at the TTC”. This result was mostly consistent across cost centre groupings except that, for Carhouses/LRV Engineering, “I feel safe when I am at work” received the highest rating.
- Ratings were lowest for “I am satisfied with the way the TTC recognizes and rewards employees”, “I am satisfied with my training and development at the TTC”, “I am satisfied with the leadership of the company”, and “I am satisfied with my immediate manager/supervisor”. This was generally consistent across cost centre groupings.

ASPECTS OF EMPLOYEE ENGAGEMENT - STREETCARS



ASPECTS OF EMPLOYEE ENGAGEMENT - BY COST CENTRE/GROUPING

| Mean | All TTC Employees | Union Groups Average | All Operations Group | All Streetcars | Carhouses/LRV Engineering | Overhead | Streetcar Way |
|-----------------------------------------------------------------------------|-------------------|----------------------|----------------------|----------------|---------------------------|----------|---------------|
| I am satisfied with the job I do at the TTC | 8.1 | 8.0 | 8.2 | 8.1 | 8.1 | 8.3 | 7.9 |
| I am satisfied with the leadership of the company | 6.4 | 6.1 | 6.5 | 6.3 | 6.3 | 6.7 | 5.9 |
| I am satisfied with my immediate manager/supervisor | 6.7 | 6.4 | 6.8 | 6.4 | 6.8 | 5.6 | 6.4 |
| I am satisfied with my relationship with my coworkers/colleagues at the TTC | 7.6 | 7.5 | 7.7 | 7.7 | 7.4 | 8.5 | 7.2 |
| I am satisfied with the work environment at the TTC | 7.0 | 6.8 | 7.0 | 6.8 | 6.7 | 6.9 | 6.7 |
| I feel safe when I am at work | 8.0 | 7.7 | 8.1 | 7.9 | 8.4 | 7.5 | 7.4 |
| I am satisfied with my training and development at the TTC | 7.0 | 6.9 | 6.8 | 6.3 | 6.1 | 6.2 | 6.5 |
| I am satisfied with the way the TTC recognizes and rewards employees | 6.2 | 6.0 | 6.3 | 6.2 | 6.7 | 6.2 | 5.5 |

Sample sizes vary by attribute.

WHAT DRIVES EMPLOYEE ENGAGEMENT?

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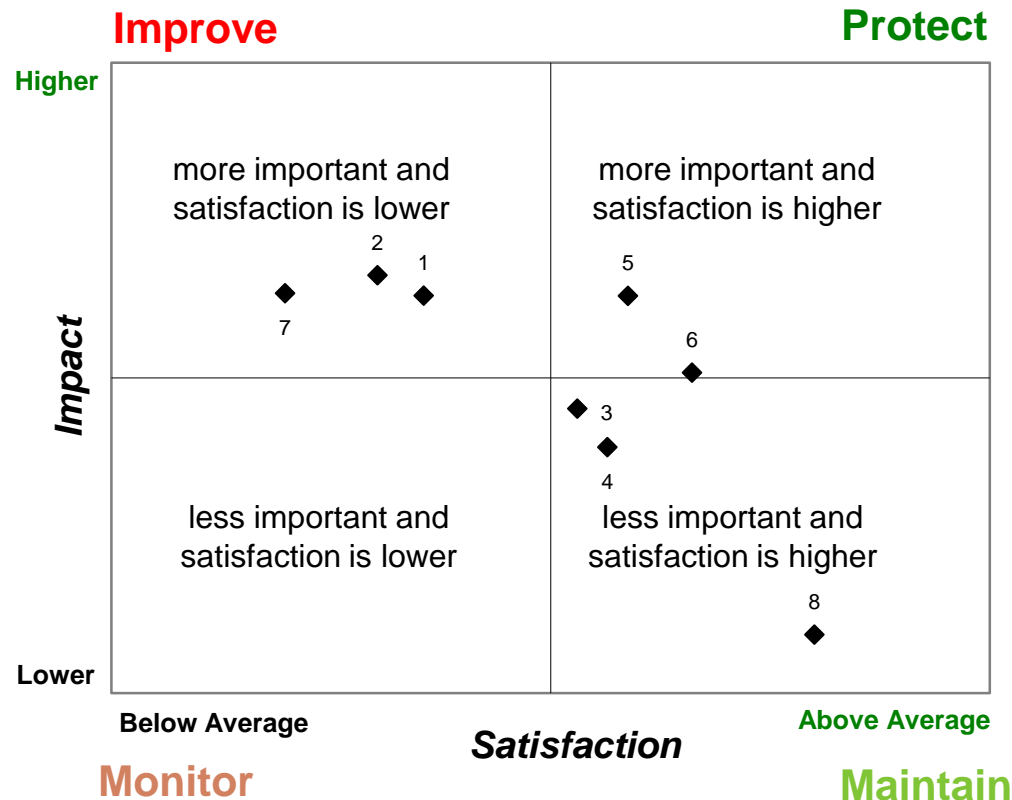


SECTION SUMMARY

- 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”, and “Your Team”. 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: “Your Manager/Supervisor”, “Training and Development”, and “Performance and Reward”. 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 Team.
- “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.

OPPORTUNITY ANALYSIS: SAMPLE

- Opportunity analysis was conducted in order to identify key drivers of employee engagement. 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 this company as an employer
 - I would recommend this company as a good place to work
 - I enjoy coming to work every day
- 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:

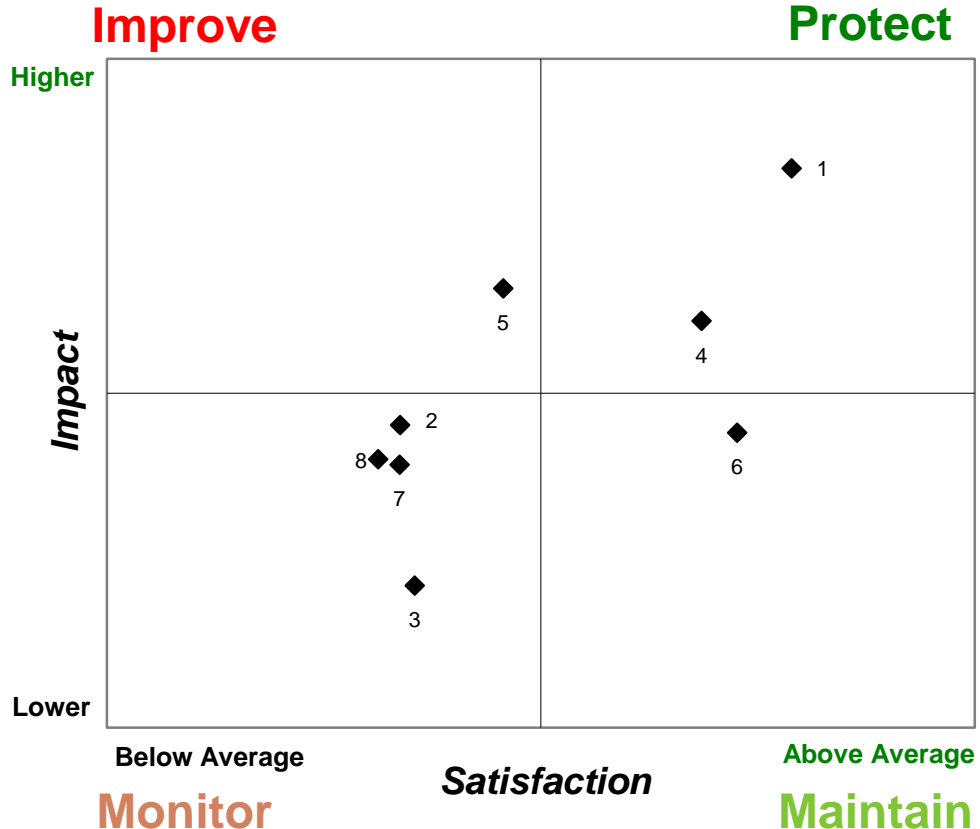
- I am satisfied with the TTC as an employer
- I enjoy coming to work every day
- I see the value in the work that I do

SECTION SUMMARY

- Results of the Opportunity Analysis shown in this sub-section of the report are summarized below:
 - Areas to Improve (high relative impact; low relative performance):
 - Working Environment
 - Areas to Protect (high relative impact; high relative performance):
 - Job
 - Team
 - Areas to Monitor (low relative impact; low relative performance):
 - Performance/Reward
 - Training & Development
 - Manager/Supervisor
 - Company
 - Areas to Maintain (low relative impact; high relative performance):
 - Safety
- Opportunity Analysis was not conducted below the departmental level.

EMPLOYEE ENGAGEMENT OPPORTUNITY ANALYSIS

Streetcars



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 6.2 to 8.1.
 Impact values range between 19% to 48%.



OVERALL ORGANIZATIONAL VIEWS OF STREETCARS

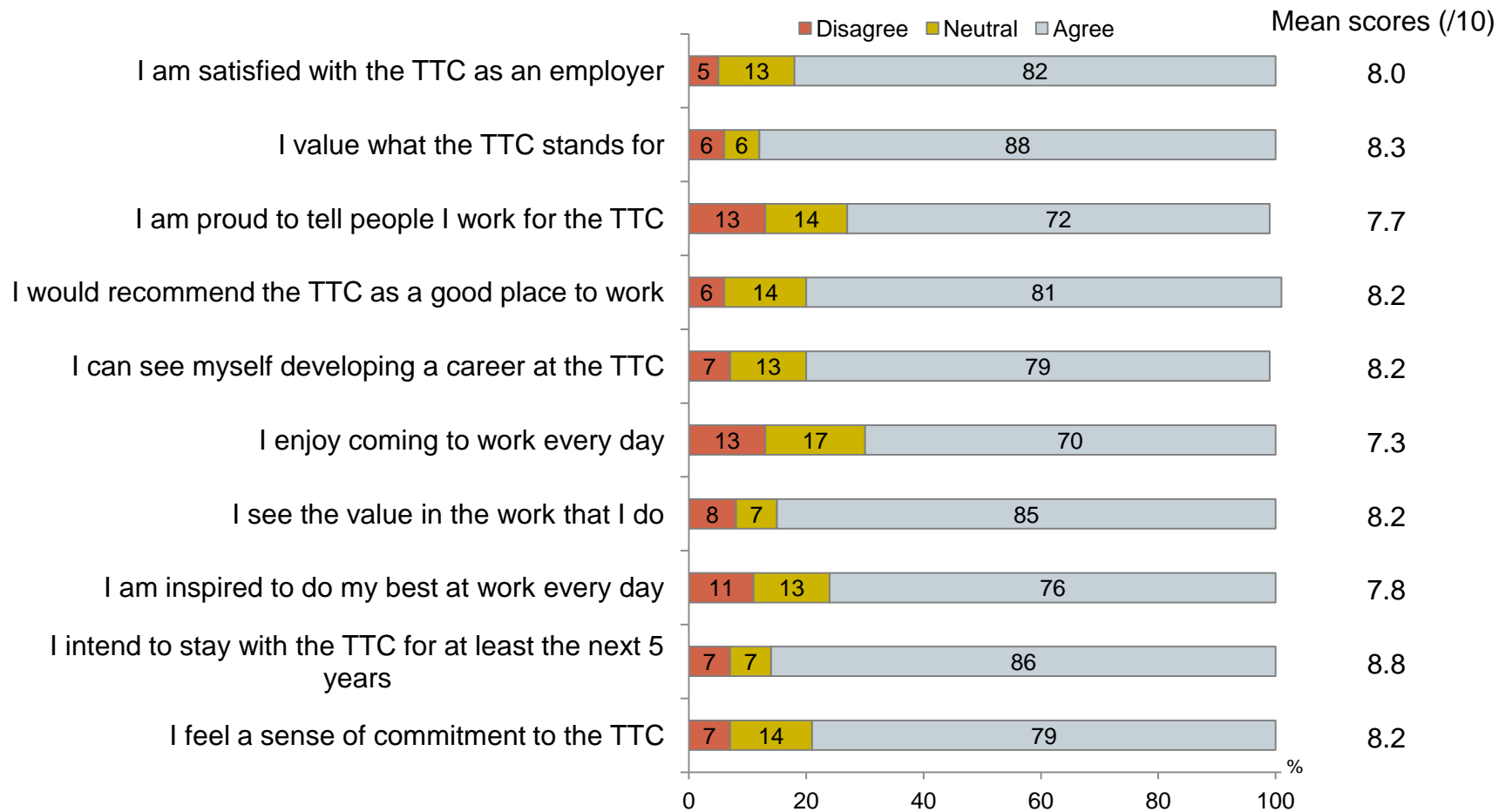
Produced by Malatest on
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SECTION SUMMARY

- 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 the highest for the following measures: "I intend to stay with the TTC for at least the next 5 years". Ratings were the lowest for "I enjoy coming to work every day". These results were mostly consistent across cost centre groupings except that, for Overhead, "I am proud to tell people I work for the TTC" received slightly lower rating than for enjoying coming in to work.

OVERALL ORGANIZATIONAL VIEWS - STREETCARS



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”:

OVERALL ORGANIZATIONAL VIEWS - BY COST CENTRE/GROUPING

| Mean | All TTC Employees | Union Groups Average | All Operations Group | All Streetcars | Carhouses/LRV Engineering | Overhead | Streetcar Way |
|-------------------------------------------------------------|-------------------|----------------------|----------------------|----------------|---------------------------|----------|---------------|
| I am satisfied with the TTC as an employer | 7.8 | 7.7 | 8.0 | 8.0 | 8.2 | 8.2 | 7.6 |
| I value what the TTC stands for | 8.2 | 8.1 | 8.3 | 8.3 | 8.3 | 8.5 | 8.0 |
| I am proud to tell people I work for the TTC | 7.9 | 7.8 | 8.0 | 7.7 | 7.6 | 7.7 | 7.6 |
| I would recommend the TTC as a good place to work | 8.0 | 7.9 | 8.2 | 8.2 | 8.1 | 8.2 | 8.2 |
| I can see myself developing a career at the TTC | 7.9 | 7.8 | 8.0 | 8.2 | 7.6 | 8.5 | 8.5 |
| I enjoy coming to work every day | 7.3 | 7.2 | 7.5 | 7.3 | 7.2 | 7.8 | 6.9 |
| I see the value in the work that I do | 8.2 | 8.1 | 8.3 | 8.2 | 7.9 | 8.5 | 8.1 |
| I am inspired to do my best at work every day | 7.8 | 7.7 | 7.9 | 7.8 | 7.7 | 8.0 | 7.6 |
| I intend to stay with the TTC for at least the next 5 years | 8.5 | 8.6 | 8.6 | 8.8 | 8.8 | 9.2 | 8.5 |
| I feel a sense of commitment to the TTC | 8.2 | 8.1 | 8.3 | 8.2 | 8.3 | 8.1 | 8.0 |

Sample sizes vary by attribute.

AREA TO PROTECT: YOUR JOB

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

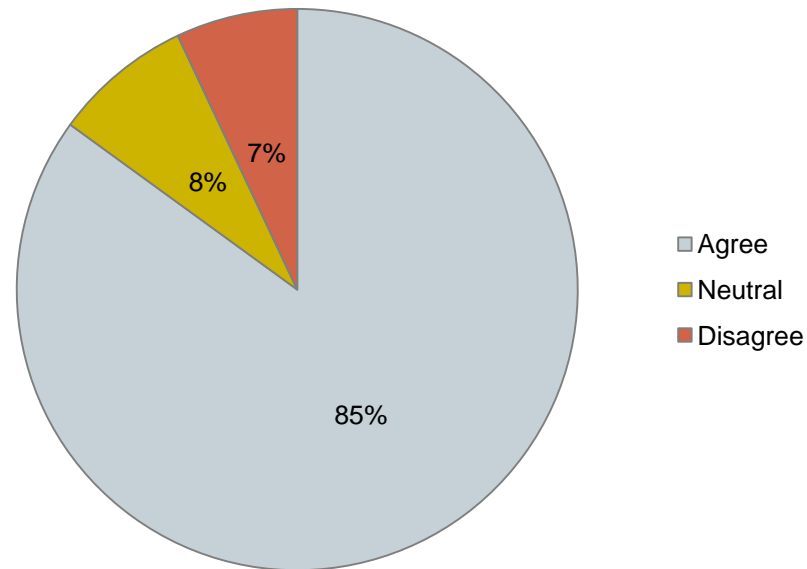
- Opportunity Analysis identifies “Your Job” as having the most impact on Employee Engagement overall and as an area with which Streetcars employees are, for the most part, satisfied, making this an Area to Protect.
- While cost centre groupings did not show much variation in satisfaction scores, mean scores for most aspects of Your Job were slightly higher for Carhouses/LRV Engineering, followed by Overhead, and lower for Streetcar Way.
- Staff employees are slightly more satisfied with their job than unionized employees.
- Across the specific aspects of the job, ratings were the highest for, “I often look for ways to make improvements in how things are done”, and “I am not afraid to suggest new ways of doing things in my job”. Ratings were the lowest for, “I have the proper equipment/tools to do my job well.” These results were mostly consistent across cost centre groupings.
- To maintain high levels of employee satisfaction with their job, Opportunity Analysis identifies the following key Area to Improve: “I feel motivated in my job”.
- In addition to this improvement, Opportunity Analysis also identifies the following key Areas to Protect:
 - My work enables me to use my skills and abilities
 - I often look for ways to make improvements in how things in my job
 - I am not afraid to suggest new ways of doing things in my job

OVERALL RATINGS OF YOUR JOB - STREETCARS

Streetcars

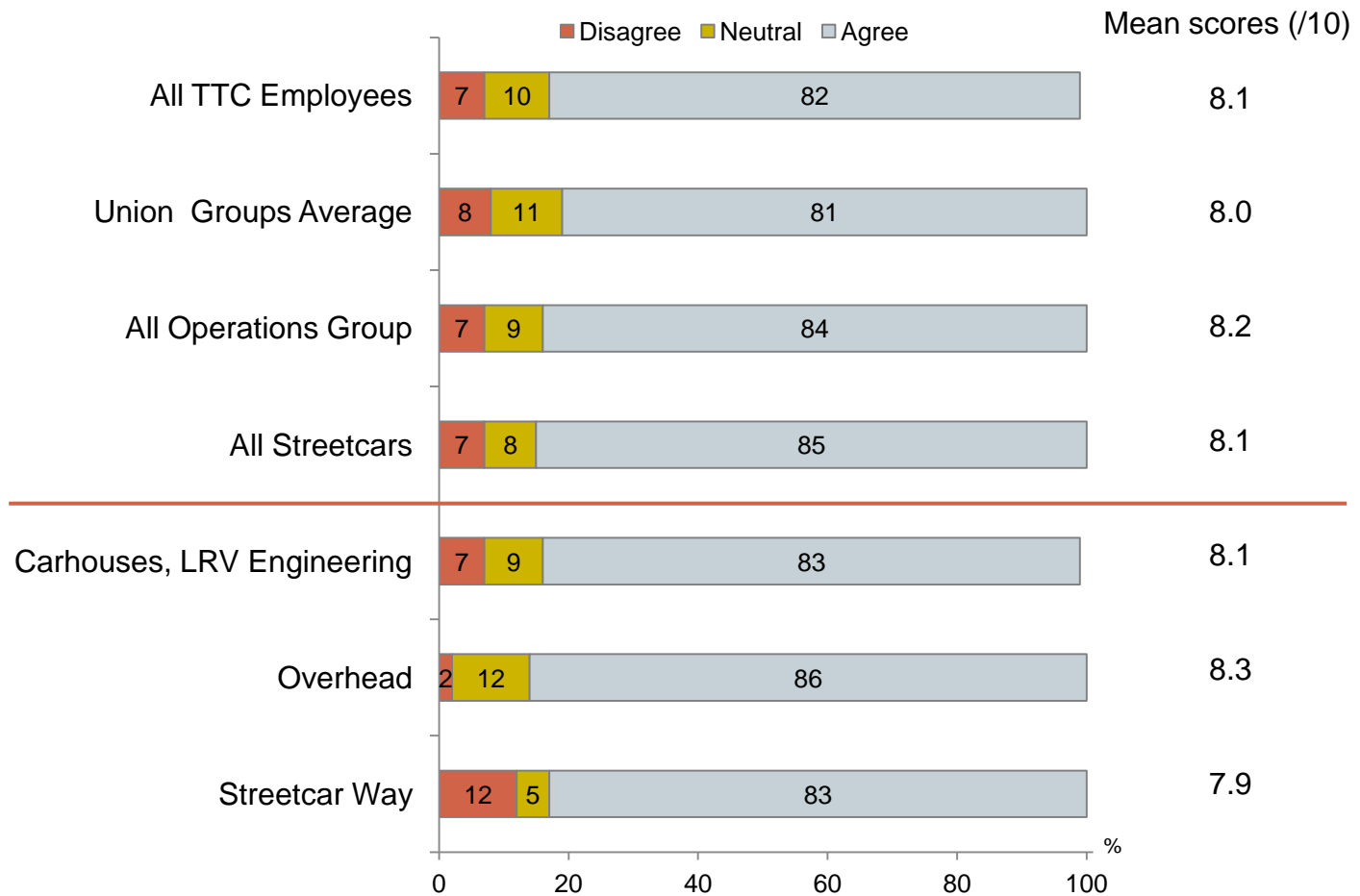
Total
(n= 143)

Mean=8.1



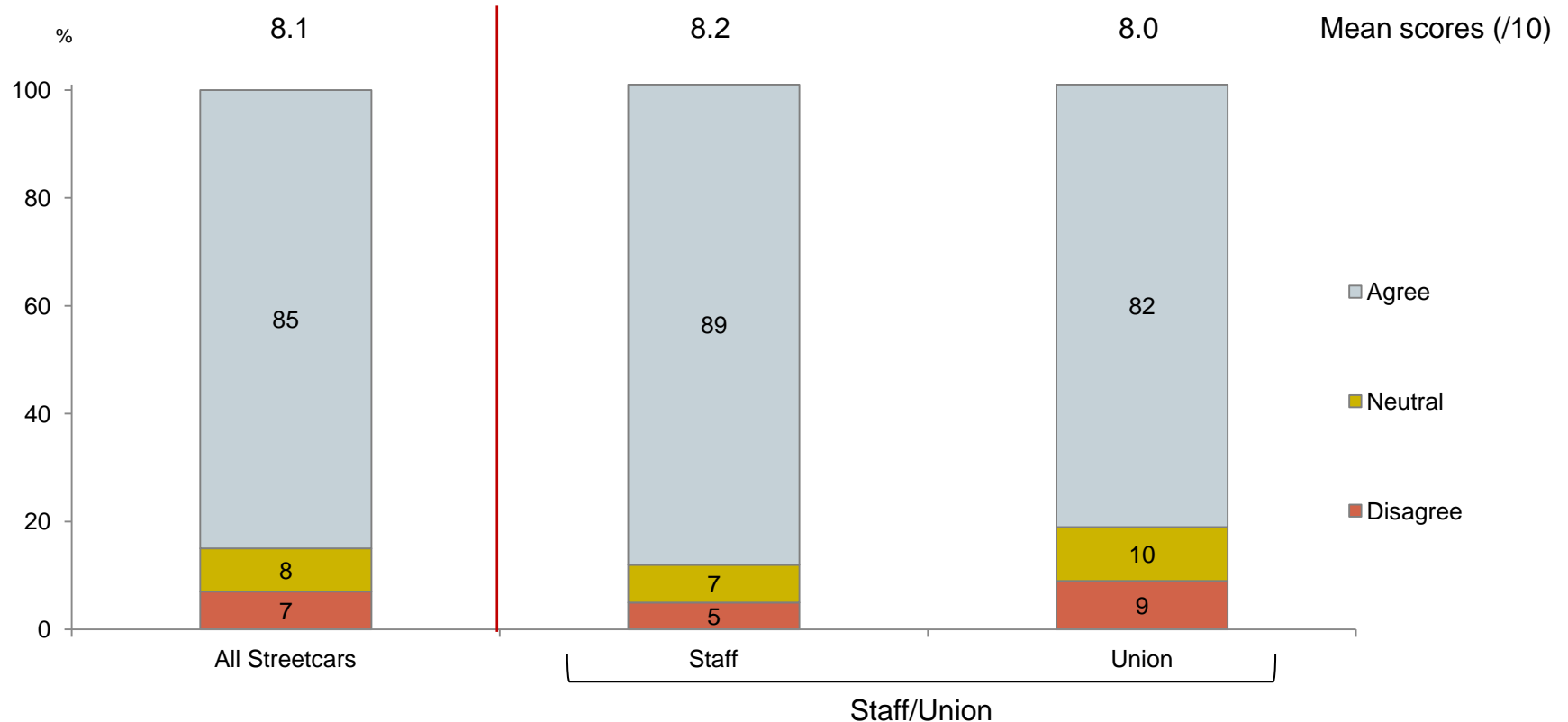
B1. How much do you agree or disagree with each of the following statements about your job ?
Overall, I am satisfied with the job I do at the TTC.

OVERALL RATINGS OF YOUR JOB - BY COST CENTRE/GROUPING



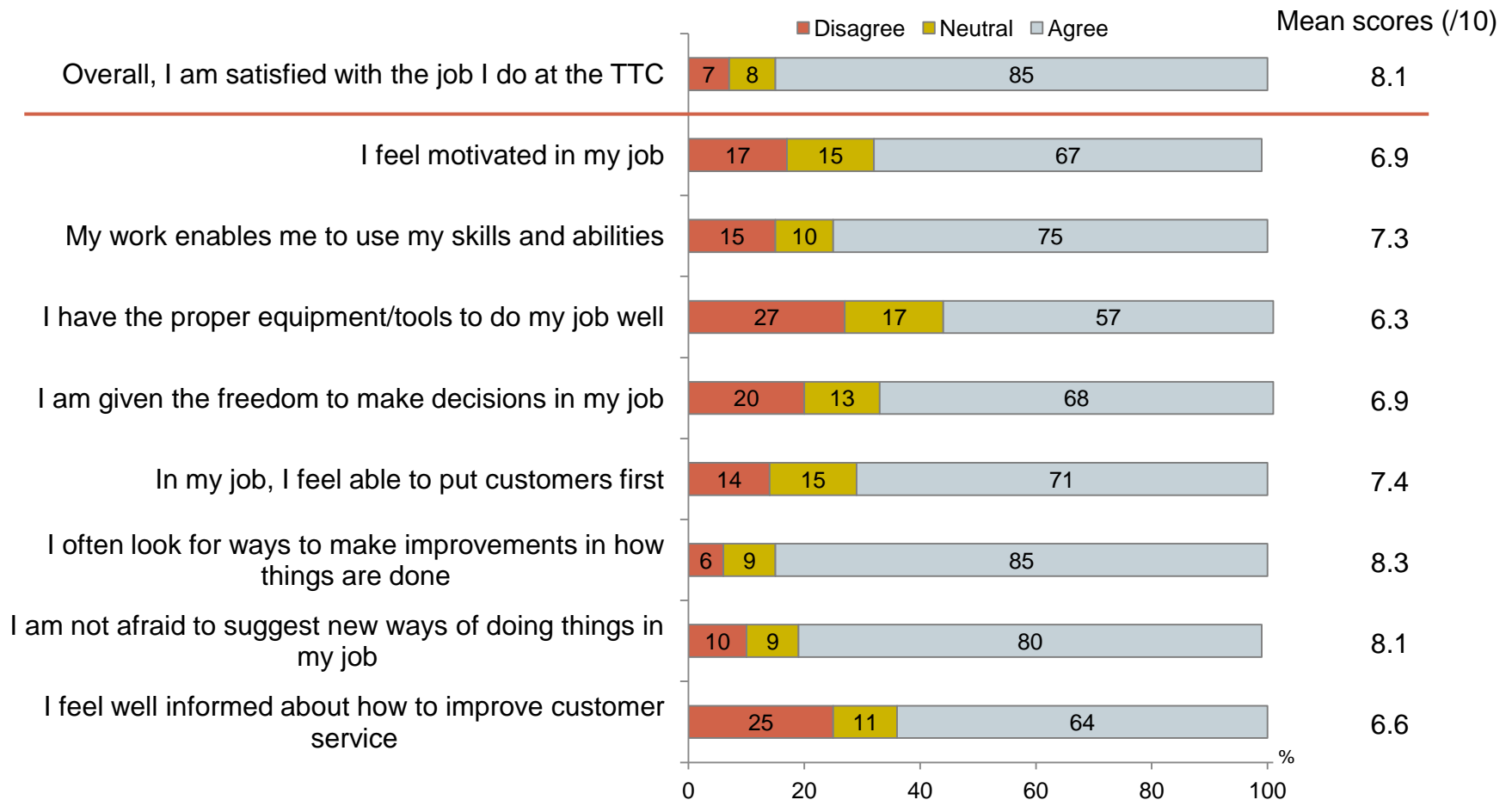
B1. How much do you agree or disagree with each of the following statements about your job ?
Overall, I am satisfied with the job I do at the TTC.
Sample sizes vary by category.

OVERALL RATINGS OF YOUR JOB - BY EMPLOYEE POSITION



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 - STREETCARS



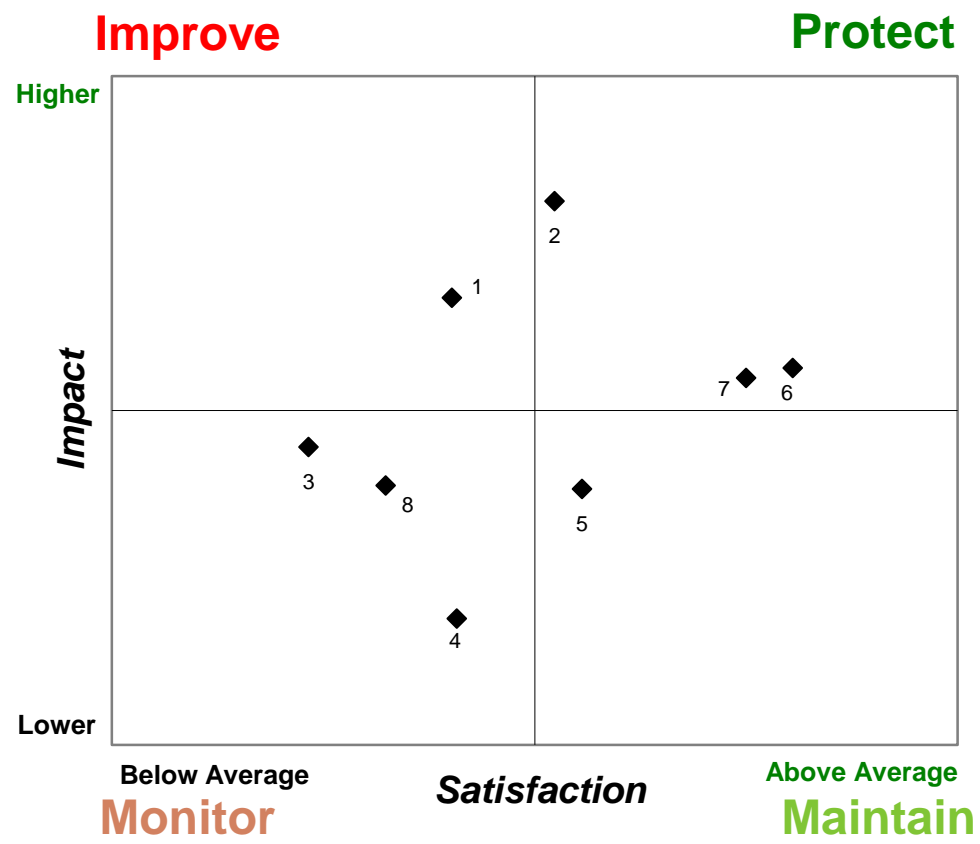
B1. How much do you agree or disagree with each of the following statements about your job?
Sample sizes vary by attribute.

YOUR JOB - BY COST CENTRE/GROUPING

| Mean | All TTC Employees | Union Groups Average | All Operations Group | All Streetcars | Carhouses/LRV Engineering | Overhead | Streetcar Way |
|-------------------------------------------------------------------|-------------------|----------------------|----------------------|----------------|---------------------------|----------|---------------|
| Overall, I am satisfied with the job I do at the TTC | 8.1 | 8.0 | 8.2 | 8.1 | 8.1 | 8.3 | 7.9 |
| I feel motivated in my job | 7.0 | 6.9 | 7.2 | 6.9 | 7.2 | 7.0 | 6.2 |
| My work enables me to use my skills and abilities | 7.3 | 7.2 | 7.5 | 7.3 | 7.4 | 7.3 | 7.1 |
| I have the proper equipment/tools to do my job well | 6.8 | 6.6 | 7.0 | 6.3 | 6.8 | 6.5 | 5.5 |
| I am given the freedom to make decisions in my job | 6.5 | 6.3 | 6.9 | 6.9 | 7.4 | 6.5 | 6.6 |
| In my job, I feel able to put customers first | 7.5 | 7.3 | 7.6 | 7.4 | 7.6 | 7.7 | 6.9 |
| I often look for ways to make improvements in how things are done | 8.1 | 7.9 | 8.3 | 8.3 | 8.2 | 8.3 | 8.3 |
| I am not afraid to suggest new ways of doing things in my job | 7.6 | 7.4 | 8.0 | 8.1 | 8.2 | 8.2 | 7.9 |
| I feel well informed about how to improve customer service | 6.8 | 6.5 | 6.9 | 6.6 | 6.7 | 6.6 | 6.5 |

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 - STREETCARS



- 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 6.3 to 8.3.
 Impact values range between 18% to 55%.

AREA TO IMPROVE: YOUR WORKING ENVIRONMENT

Produced by Malatest on
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SECTION SUMMARY

- Opportunity Analysis identifies “Your Working Environment” as the second most impactful on Employee Engagement and is an area in which Streetcars employees are less satisfied relative to other areas; in other words, this is an Area to Improve.
- Mean satisfaction scores for Working Environment are very similar for all cost centre groupings, though Overhead scored slightly higher on several of the specific aspects of Working Environment.
- Staff are significantly more satisfied with their Working Environment than unionized employees.
- Across the specific aspects of Working Environment, ratings were the highest for, “The hours I work are reasonable” and “I feel I belong at the TTC”. These results are mostly consistent across cost centre groupings, except that for Carhouses/LRV Engineering, “The TTC is dedicated to diversity and inclusiveness” received the highest rating.
- Ratings were the lowest for, “I can adjust my work/shift hours if needed”, “The TTC encourages employees to maintain a healthy work-life balance”, and “The TTC cares about my mental health and emotional well-being.” These results were mostly consistent across cost centre groupings, except that for Streetcar Way, “I am satisfied with my work/office space and facilities” received a rating slightly lower than for being encouraged to maintain a healthy work-life balance.
- To improve employee satisfaction with Your Working Environment, Opportunity Analysis identifies the following key Areas to Improve:
 - The TTC cares about my mental health and emotional well-being
 - I am satisfied with my work/office space and facilities
 - The TTC encourages employees to maintain a healthy work-life balance
- The key Areas to Protect are:
 - I feel that I belong at the TTC
 - The TTC is dedicated to diversity and inclusiveness

SECTION SUMMARY

Stress at Work

- 22% of employees indicated that they experience “frequent” stress at work, and an additional 48% experience stress at work “sometimes”.
- Employees in Carhouses/LRV Engineering reported more frequent stress than employees in other groups, followed by employees in Overhead and Streetcar Way.
- Staff reported similar stress levels (72% frequently or sometimes) compared to union (67%).

Discrimination/Harassment

- 25% of Streetcars employees reported experiencing discrimination or harassment by another TTC employee in the past 12 months.
- A far greater proportion of employees in Overhead reported experiencing discrimination or harassment (40%), compared to employees in Carhouses/LRV Engineering (20%) or Streetcar Way (19%).
- Results indicated that more discrimination is experienced by union (31%) versus staff (16%) employees.
- Employees most frequently reported discrimination based on personal harassment, followed by discrimination based on ethnic origin or race. For Overhead however, ethnic origin was the most frequently reported basis for discrimination. It is also notable that Streetcar Way had higher proportions of employees declining to answer, compared to other cost centre groupings.

SECTION SUMMARY

Was it Reported?

- As only a minority reported experiencing any discrimination results cannot be reliably reported for any Streetcars cost centres or employee categories. Among those who experienced discrimination from colleagues, just over a third (39%) indicated that they reported the incident.
- There were not sufficient Streetcars employees indicating they did not report the incident to report the most common reasons for not doing so.

Were Employees Satisfied with How it was Handled?

- Those who reported the incident gave a mean satisfaction score of 2.3 (out of 10) with the manner in which the incident was handled.

Abuse by Customers

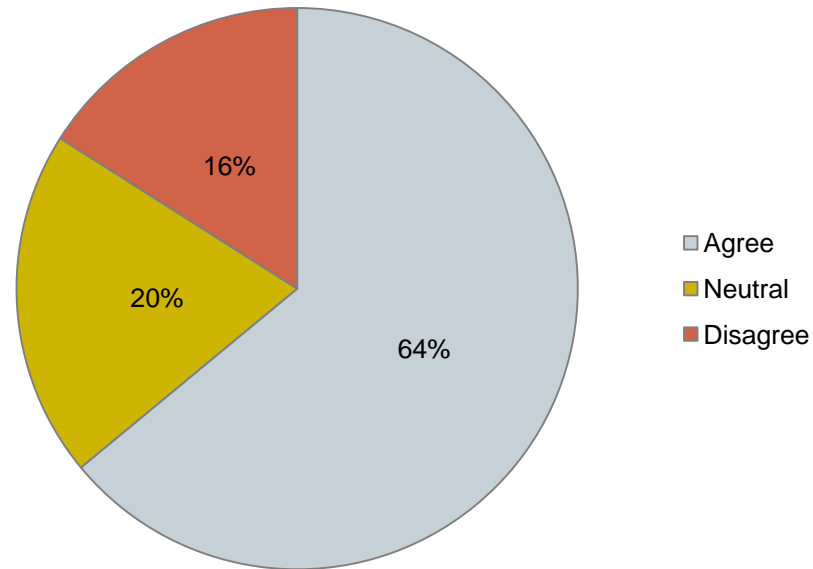
- 30% of Streetcars employees reported that they had been verbally abused by customers in the past 12 months. The highest incidence of verbal abuse was observed for Streetcar Way (45%). The lowest incidence was observed for Carhouses/LRV Engineering (15%).
- Union employees (44%) were much more likely to report being verbally abused than staff (13%).
- 4% of employees reported that they had experienced physical abuse by customers. Incidence of physical abuse was the highest for employees for Streetcar Way (7%). Incidence was the lowest for Carhouses/LRV Engineering, with no employees reporting physical abuse from customers.
- 5% union employees reported being physically abused by customers, compared to 2% of staff employees.

OVERALL RATINGS OF YOUR WORKING ENVIRONMENT - STREETCARS

Streetcars

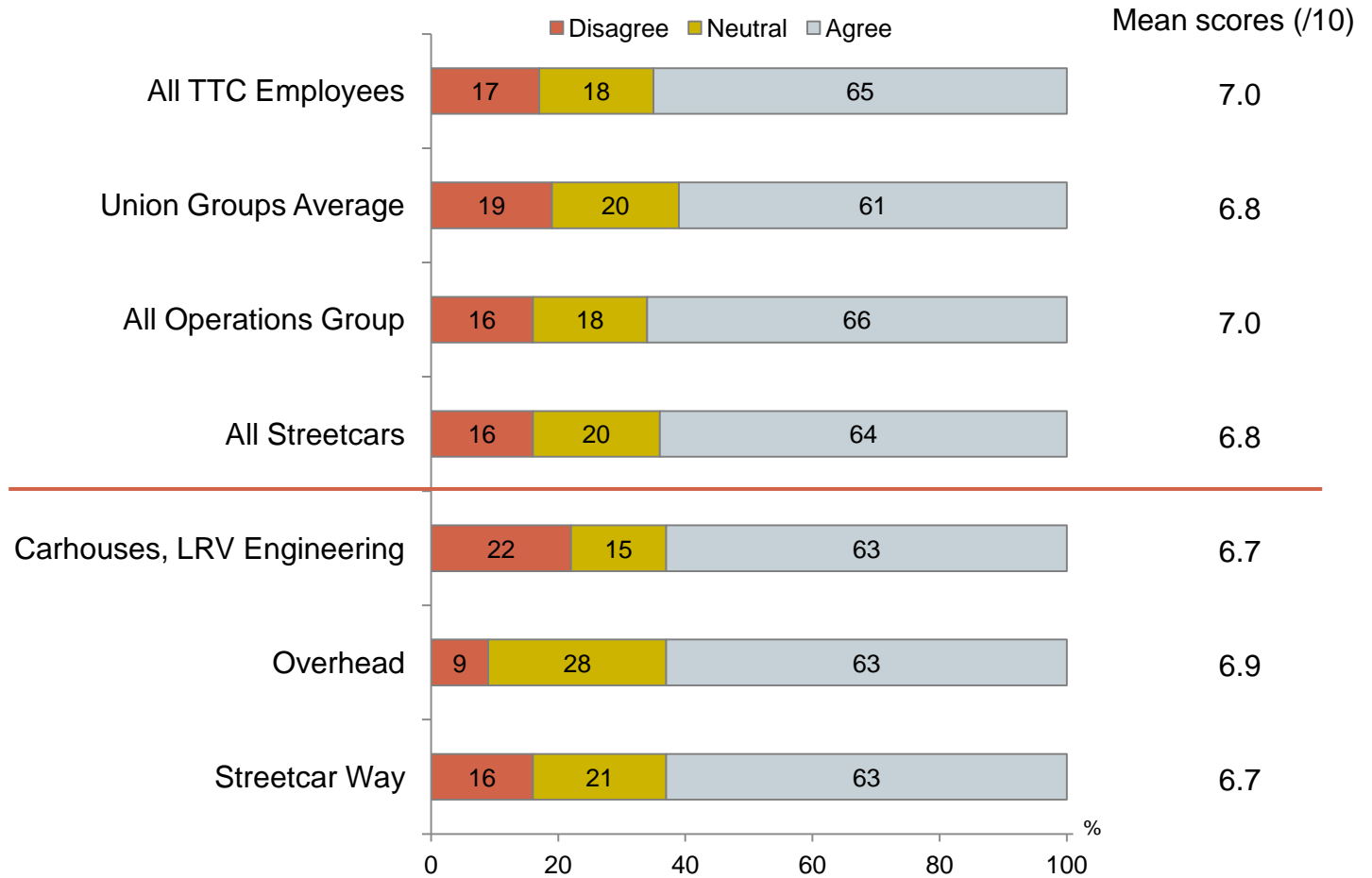
Total
(n= 144)

Mean=6.8



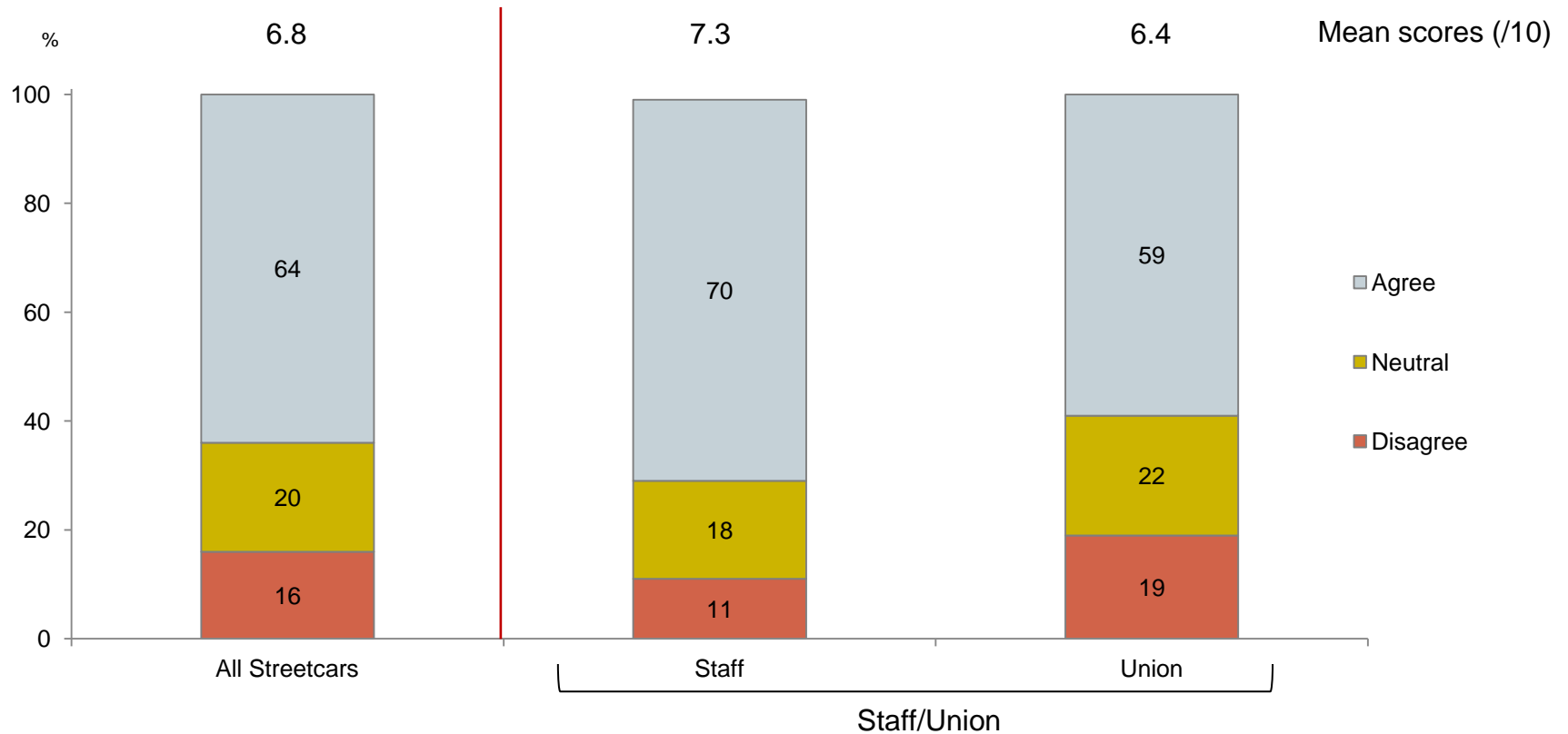
F1. Please indicate the extent to which you agree or disagree with each of the following statements describing the TTC's work environment.
Overall, I am satisfied with the work environment at the TTC.

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



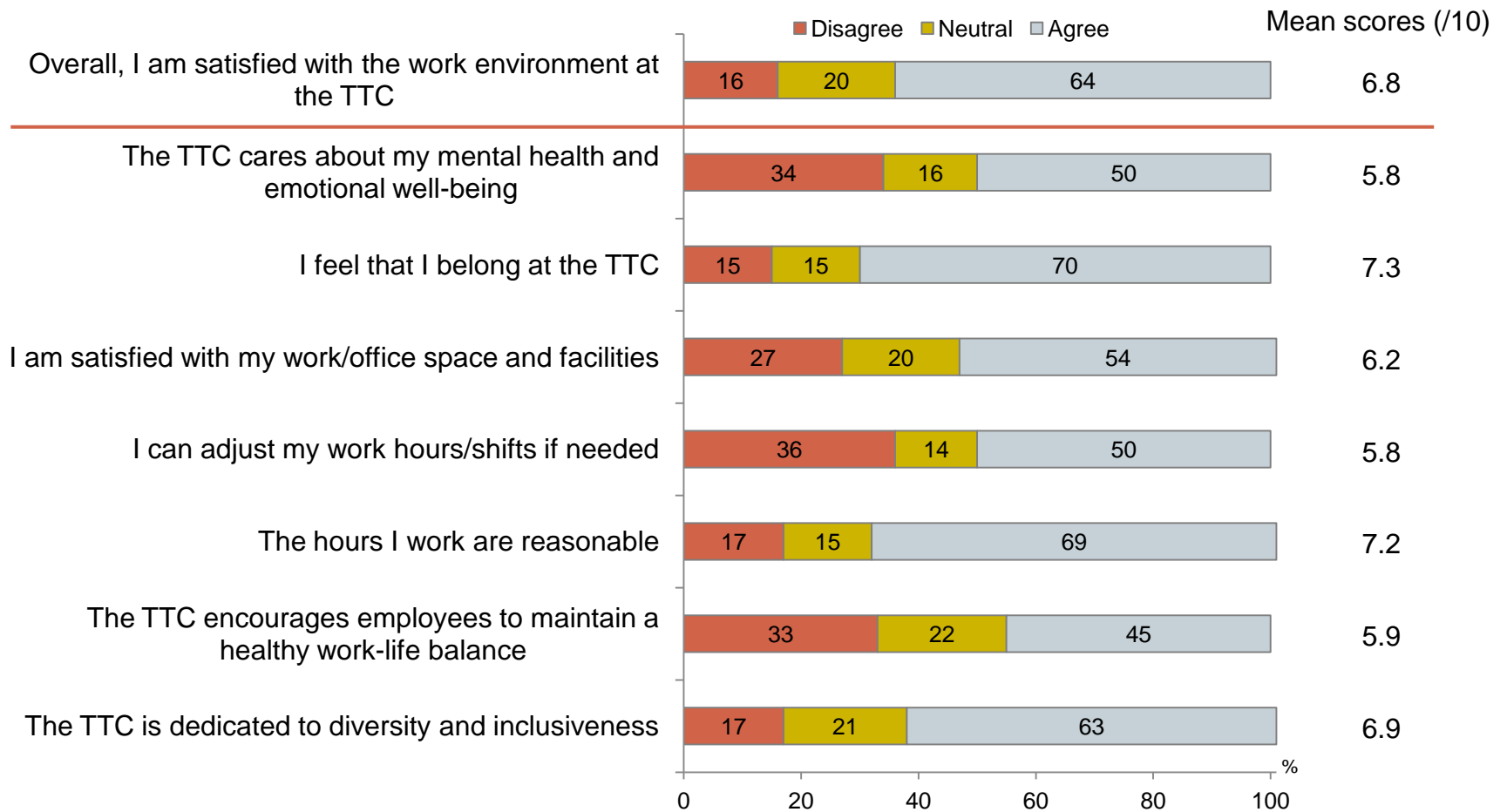
F1. Please indicate the extent to which you agree or disagree with each of the following statements describing the TTC's work environment.
 Overall, I am satisfied with the work environment at the TTC.
 Sample sizes vary by category.

OVERALL RATINGS OF YOUR WORKING ENVIRONMENT - BY EMPLOYEE POSITION



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 - STREETCARS



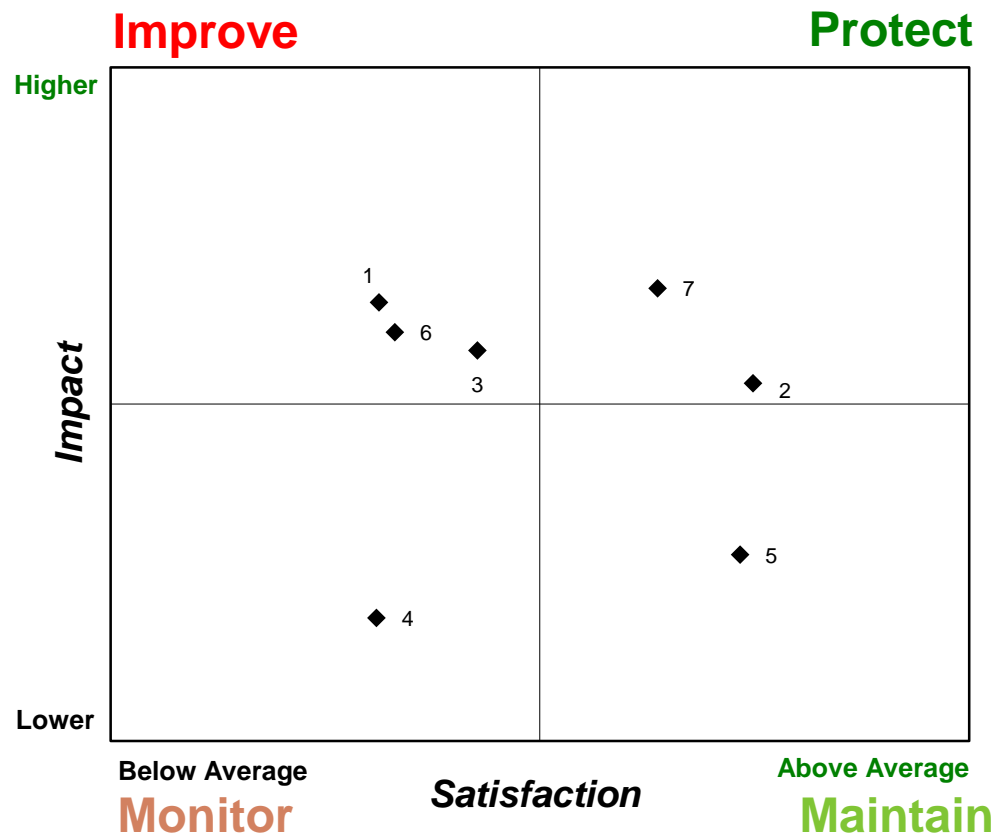
F1. Please indicate the extent to which you agree or disagree with each of the following statements describing the TTC's work environment. Sample sizes vary by attribute.

YOUR WORKING ENVIRONMENT - BY COST CENTRE/GROUPING

| Mean | All TTC Employees | Union Groups Average | All Operations Group | All Streetcars | Carhouses/LRV Engineering | Overhead | Streetcar Way |
|----------------------------------------------------------------------|-------------------|----------------------|----------------------|----------------|---------------------------|----------|---------------|
| Overall, I am satisfied with the work environment at the TTC | 7.0 | 6.8 | 7.0 | 6.8 | 6.7 | 6.9 | 6.7 |
| The TTC cares about my mental health and emotional well-being | 6.2 | 5.9 | 6.3 | 5.8 | 5.3 | 6.5 | 5.5 |
| I feel that I belong at the TTC | 7.4 | 7.3 | 7.5 | 7.3 | 6.9 | 7.7 | 7.1 |
| I am satisfied with my work/office space and facilities | 6.5 | 6.3 | 6.5 | 6.2 | 5.9 | 6.5 | 6.0 |
| I can adjust my work hours/shifts if needed | 6.7 | 6.5 | 6.2 | 5.8 | 5.6 | 5.9 | 5.6 |
| The hours I work are reasonable | 7.7 | 7.4 | 7.6 | 7.2 | 7.1 | 7.2 | 7.2 |
| The TTC encourages employees to maintain a healthy work-life balance | 6.3 | 5.9 | 6.2 | 5.9 | 5.6 | 5.7 | 6.1 |
| The TTC is dedicated to diversity and inclusiveness | 7.4 | 7.2 | 7.2 | 6.9 | 7.2 | 6.8 | 6.4 |

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 - STREETCARS

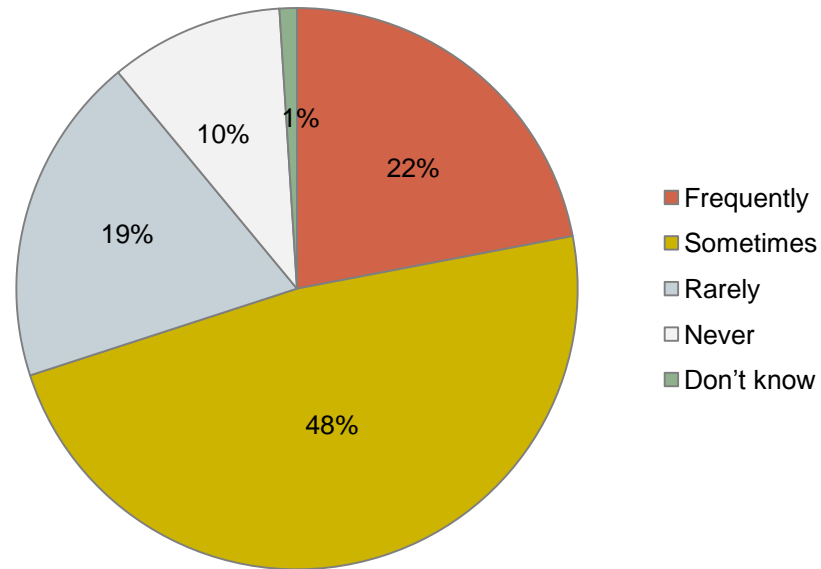


1. The TTC cares about my mental health and emotional well-being
2. I feel that I belong at the TTC
3. I am satisfied with my work/office space and facilities
4. I can adjust my work hours/shifts if needed
5. The hours I work are reasonable
6. The TTC encourages employees to maintain a healthy work-life 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 5.8 to 7.3.
 Impact values range between 25% to 54%.

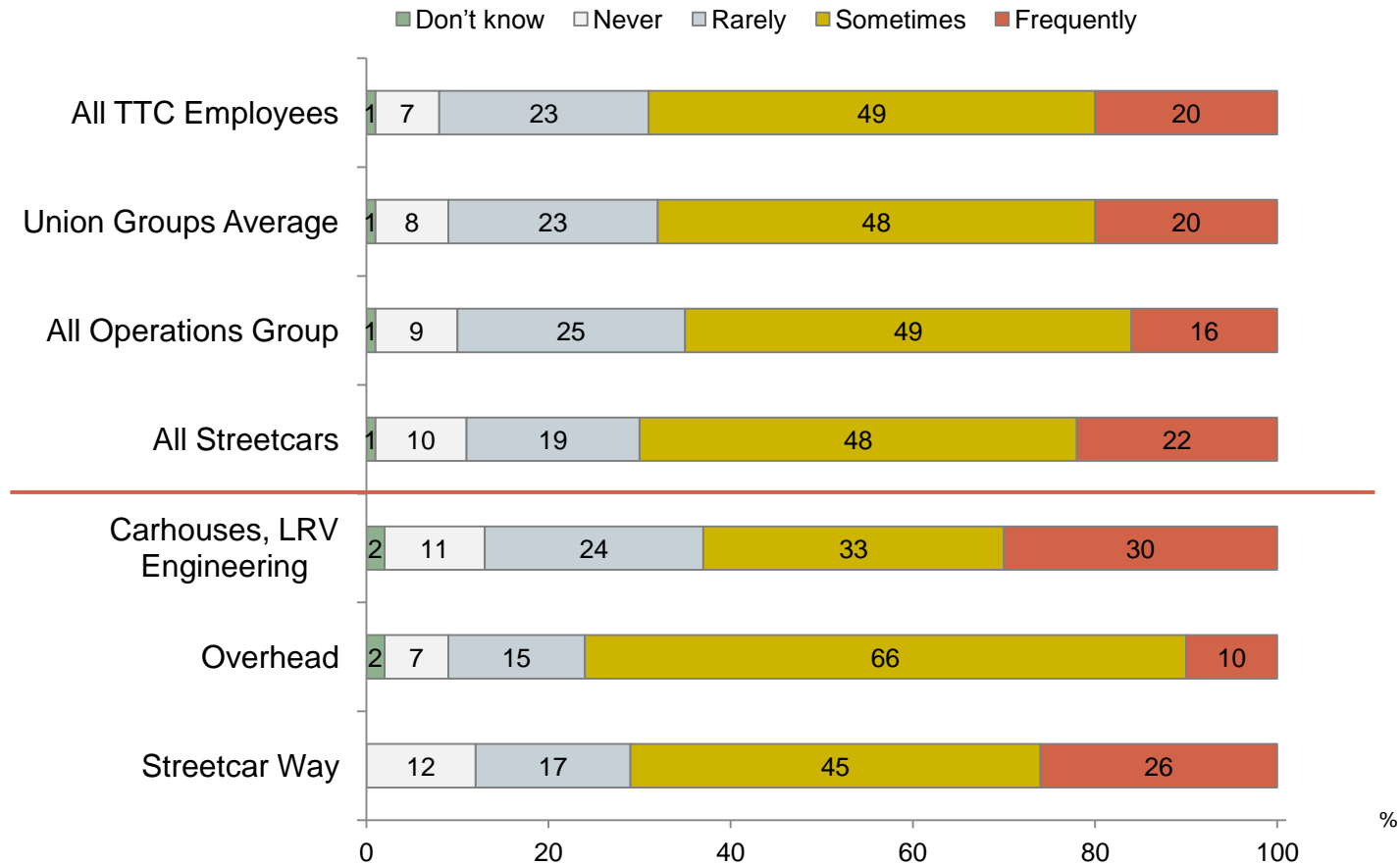
Streetcars

Total
(n= 141)



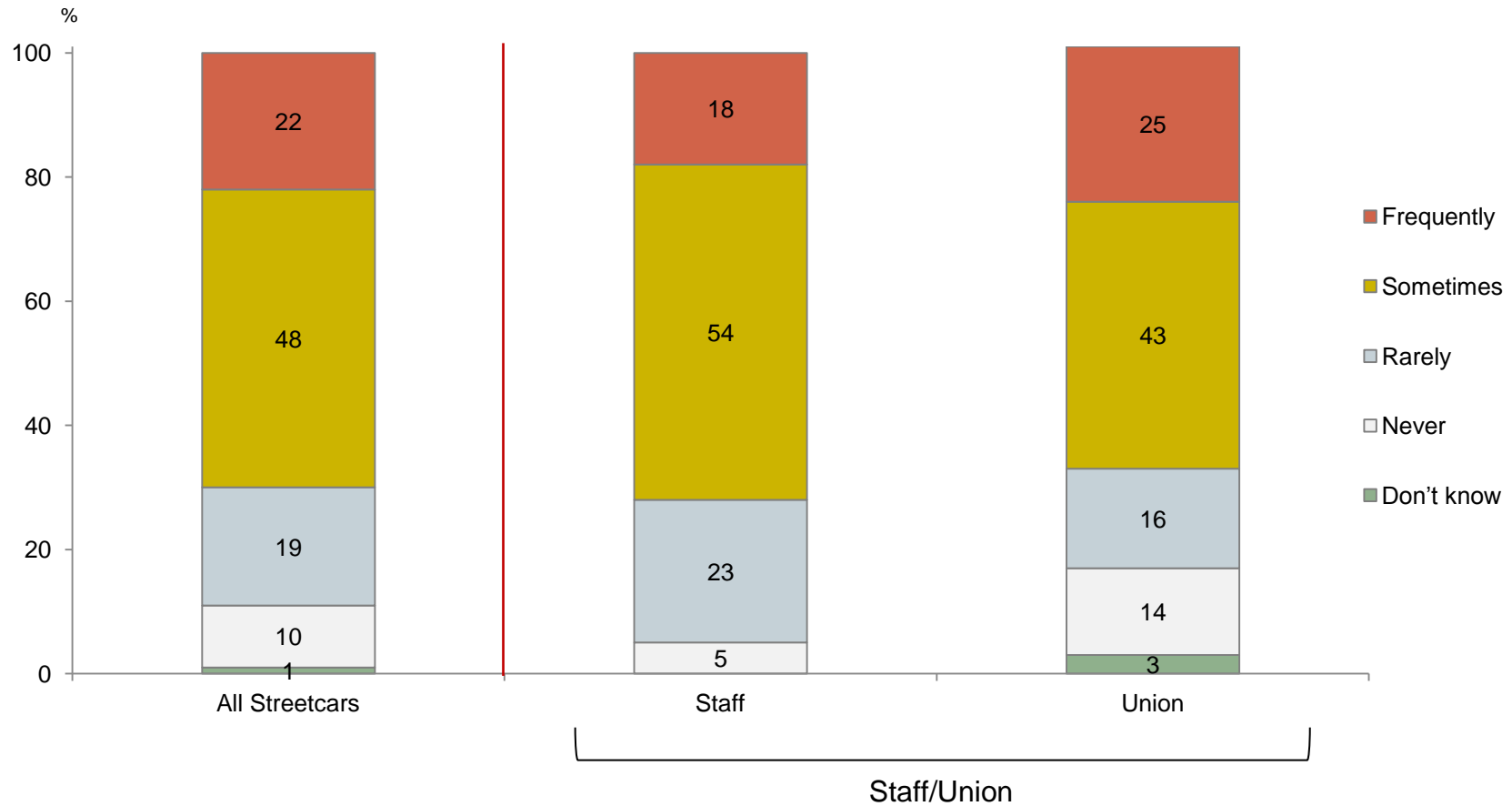
F2. Is stress at work a problem for you? 1 Frequently; 2 Sometimes; 3 Rarely; 4 Never; 5 Don't know.

STRESS AT WORK - BY COST CENTRE/GROUPING



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.

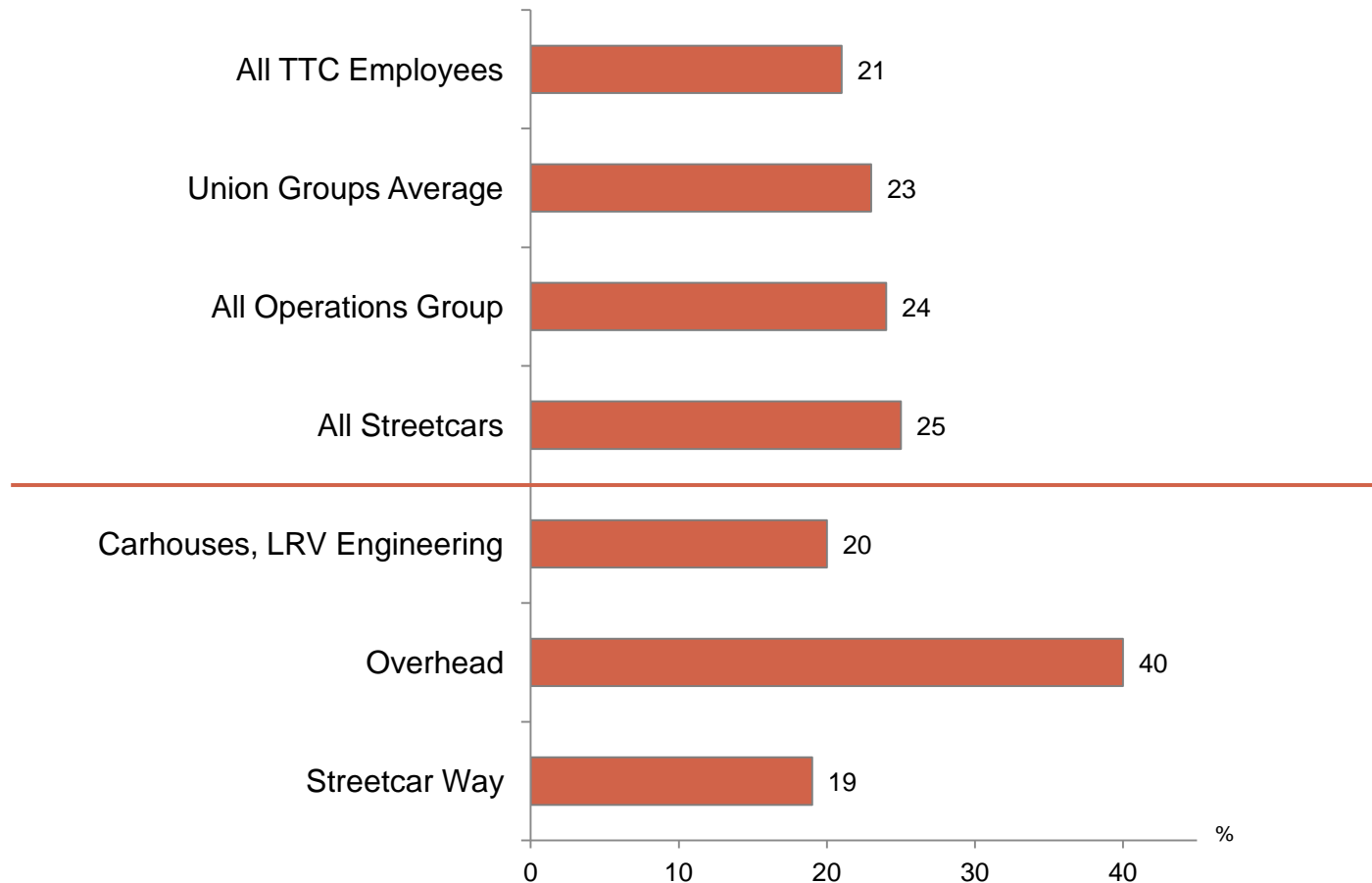
STRESS AT WORK - BY EMPLOYEE POSITION



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

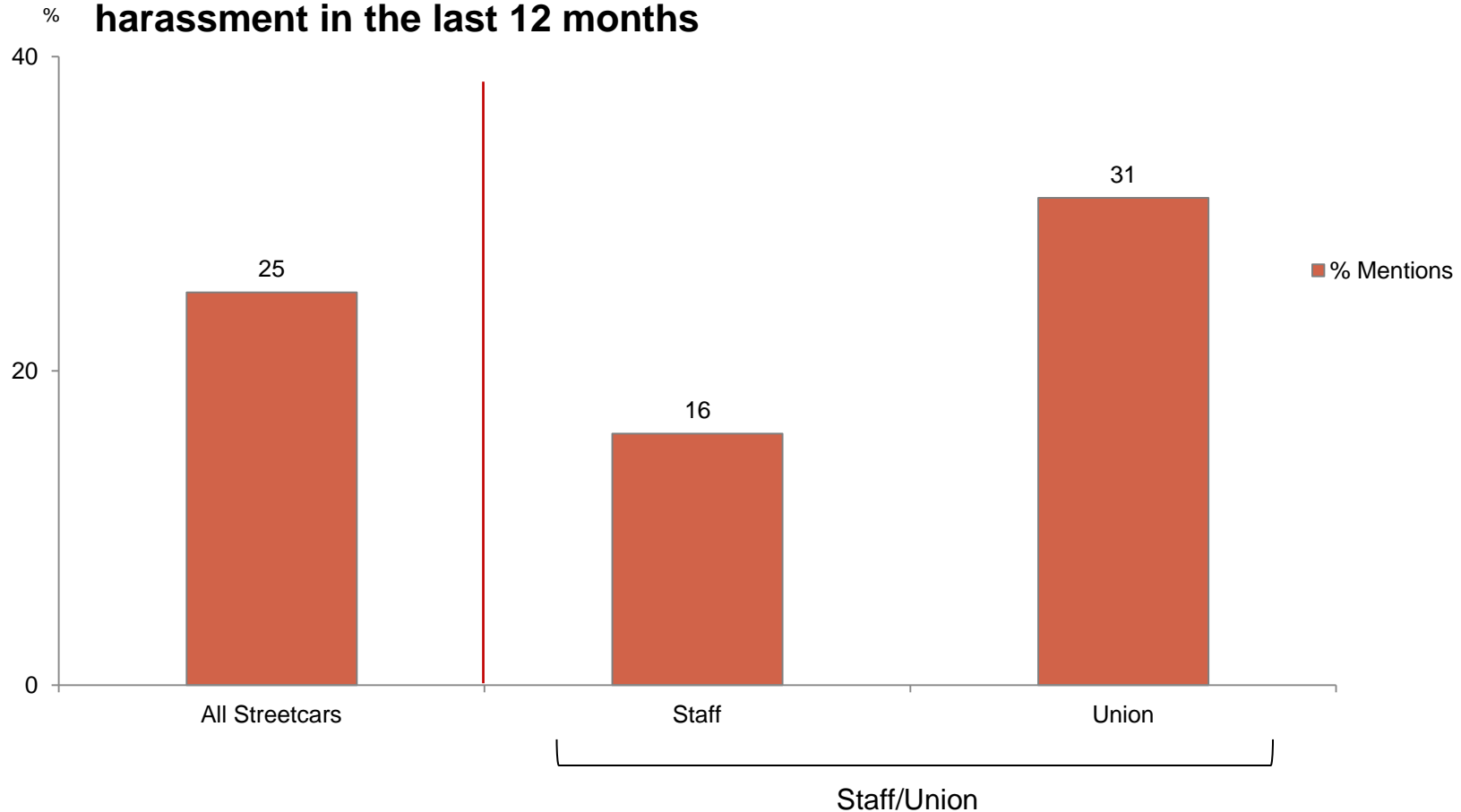
% of TTC Employees that experienced at least one form of Discrimination or harassment in the last 12 months



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.

EMPLOYEES EXPERIENCING DISCRIMINATION OR HARASSMENT - BY EMPLOYEE POSITION

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



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 2-4% | | Prefer not to answer range from 2-4% | | Prefer not to answer range from 2-3% | | Prefer not to answer range from 2-4% | | Prefer not to answer range from 0-2% | | Prefer not to answer range from 5-7% | |
|-------------------------------------|--------------------------------------|----------------------|--------------------------------------|----------------|--------------------------------------|----------|--------------------------------------|--|--------------------------------------|--|--------------------------------------|--|--------------------------------------|--|
| | All TTC Employees | Union Groups Average | All Operations Group | All Streetcars | Carhouses/LRV Engineering | Overhead | Streetcar Way | | | | | | | |
| Disability | 3 | 3 | 4 | 4 | 4 | 7 | 2 | | | | | | | |
| Ethnic Origin | 6 | 7 | 8 | 8 | 4 | 16 | 7 | | | | | | | |
| Gender (includes gender expression) | 3 | 3 | 3 | 3 | 2 | 2 | 5 | | | | | | | |
| Sex (including pregnancy) | 2 | 2 | 2 | 2 | 0 | 5 | 2 | | | | | | | |
| Creed | 2 | 3 | 3 | 3 | 0 | 7 | 5 | | | | | | | |
| Age | 5 | 5 | 5 | 5 | 4 | 7 | 5 | | | | | | | |
| Race | 6 | 7 | 7 | 8 | 4 | 14 | 7 | | | | | | | |
| Colour | 5 | 6 | 6 | 6 | 4 | 9 | 5 | | | | | | | |
| Sexual Orientation | 2 | 2 | 2 | 3 | 0 | 5 | 5 | | | | | | | |
| Family Status | 2 | 2 | 2 | 3 | 2 | 2 | 7 | | | | | | | |
| Marital Status | 2 | 2 | 2 | 5 | 4 | 5 | 7 | | | | | | | |
| Ancestry | 3 | 3 | 4 | 6 | 4 | 9 | 7 | | | | | | | |
| Place of Origin | 4 | 5 | 5 | 4 | 4 | 7 | 2 | | | | | | | |
| Citizenship | 3 | 3 | 3 | 3 | 0 | 7 | 2 | | | | | | | |
| Personal Harassment | 9 | 10 | 11 | 11 | 9 | 15 | 10 | | | | | | | |
| Other | 4 | 4 | 4 | 5 | 4 | 7 | 5 | | | | | | | |

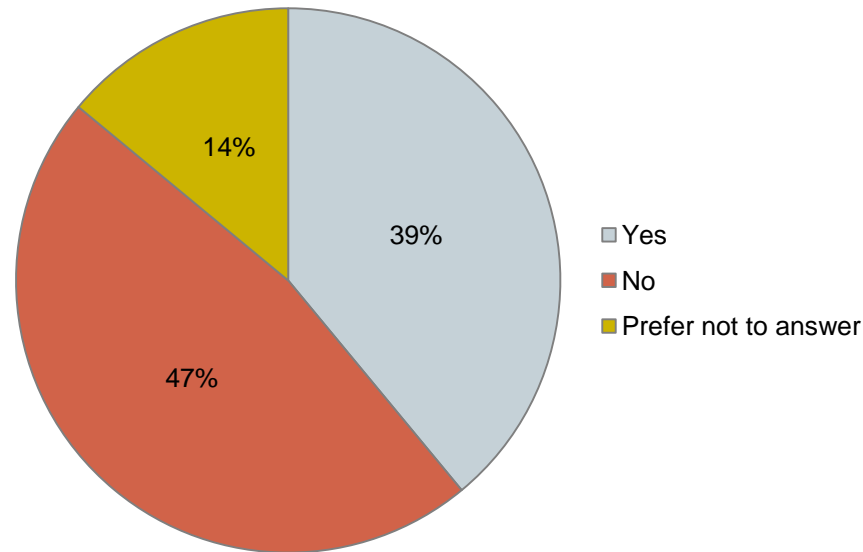
F3. In the last 12 months, have you experienced any discrimination or harassment by other TTC employees on the basis of:
Sample sizes vary by attribute.

DID YOU REPORT DISCRIMINATION TO THE TTC?

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

Streetcars

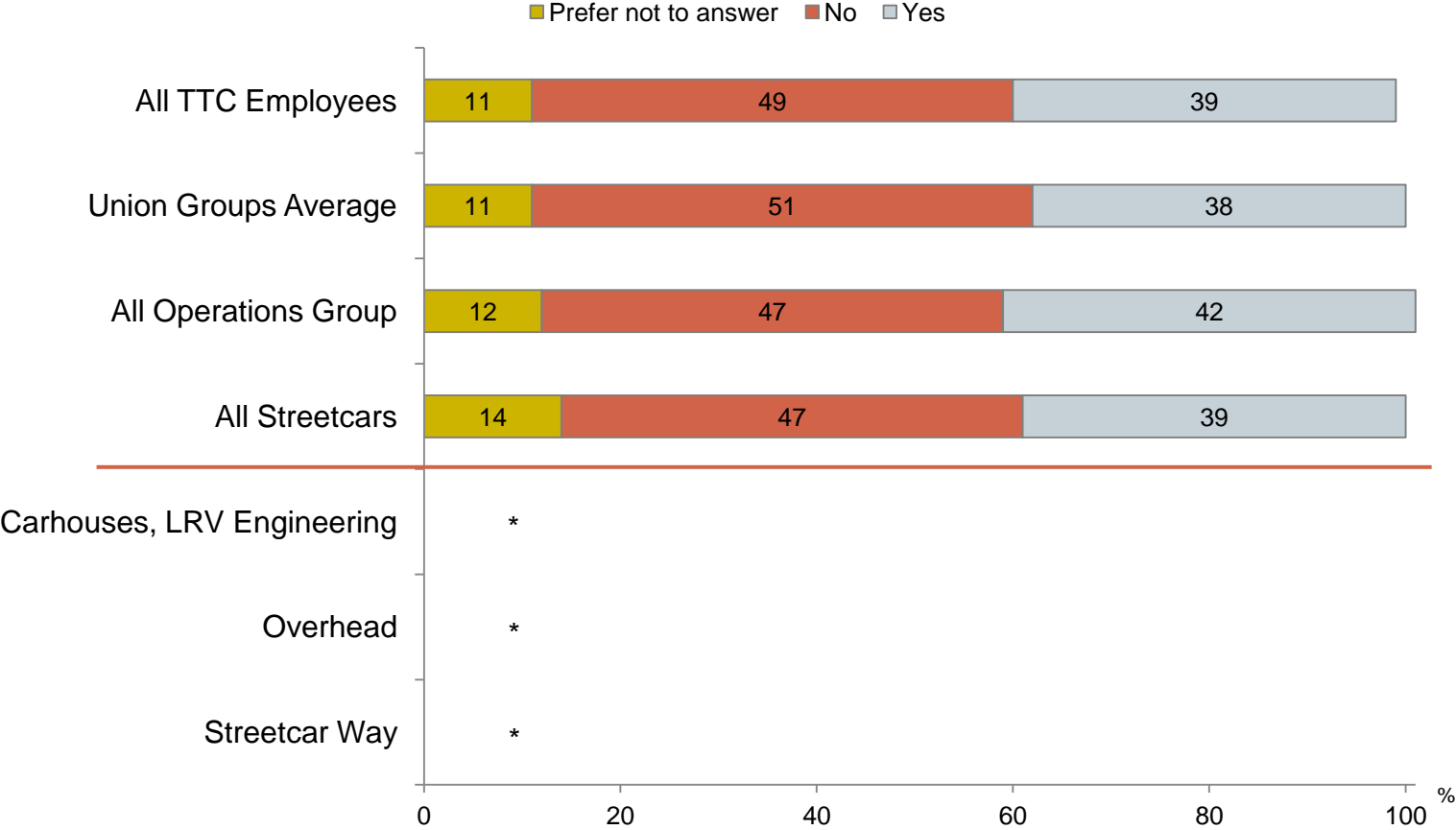
Total
(n= 36)



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

IS THE DISCRIMINATION REPORTED TO THE TTC? - BY COST CENTRE/GROUPING

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



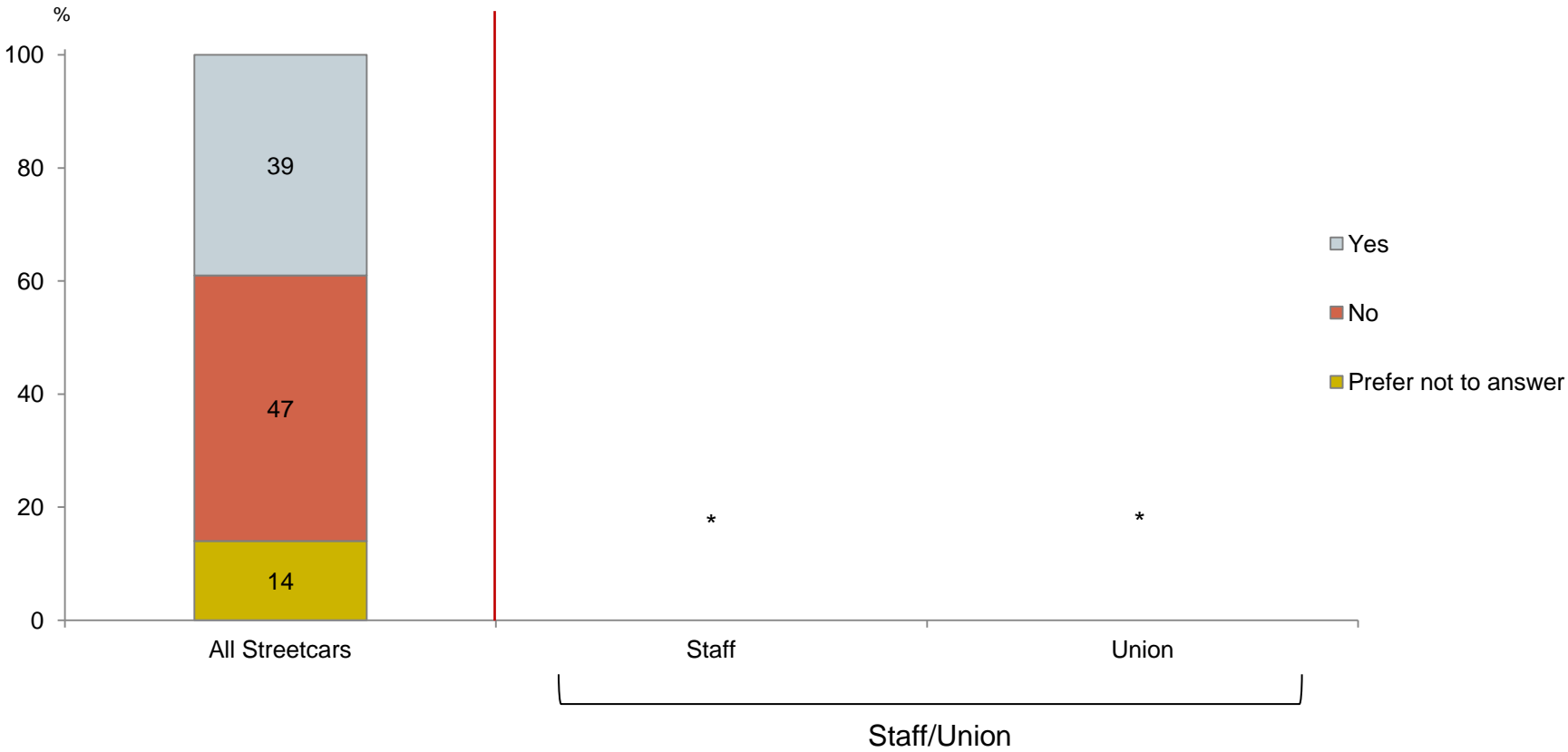
* Percentages suppressed due to sample size <30.

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



IS THE DISCRIMINATION REPORTED TO THE TTC? - BY EMPLOYEE POSITION

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



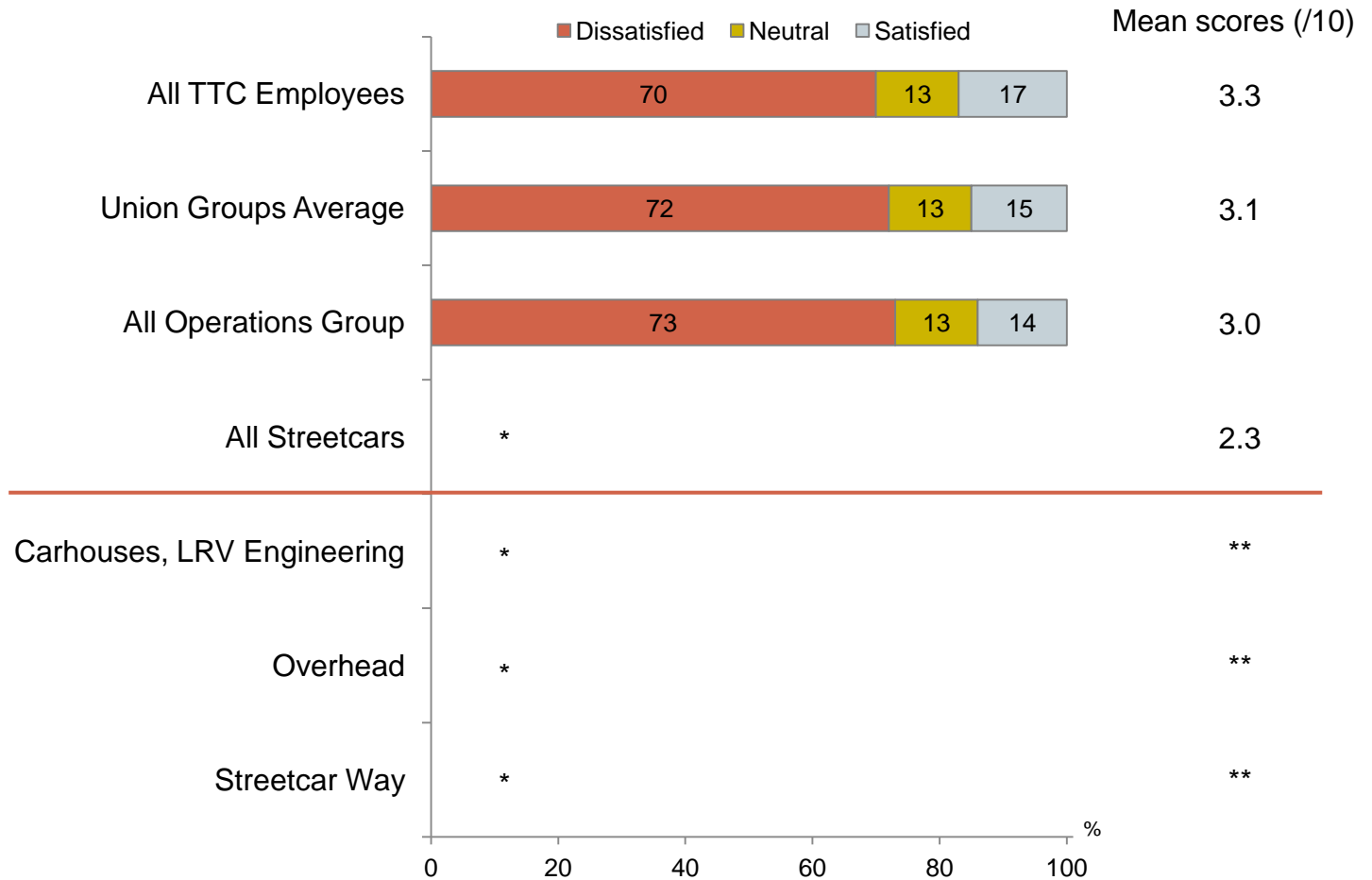
* Percentages suppressed due to sample size <30.

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



SATISFACTION WITH THE WAY THE INCIDENT WAS HANDLED

Among those who reported the incident



* Percentages suppressed as sample size <30.

** Mean score suppressed as 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 Streetcars department employees provided a response to this question, no results can be shown.

Streetcars

(n= 21)

*

* Percentages suppressed as sample size <30

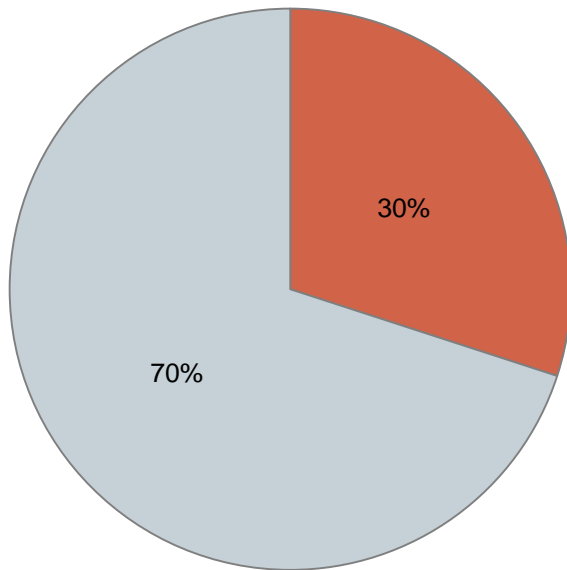
F6. Could you please tell us why did you not bring this matter to the attention of a supervisor, manager, other senior TTC employee or TTC's Human Rights?

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

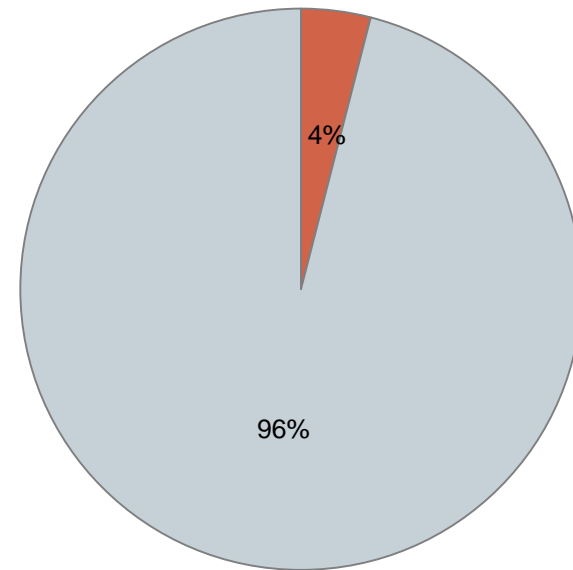
ABUSE FROM CUSTOMERS

Streetcars

Verbally Abused
(n= 141)

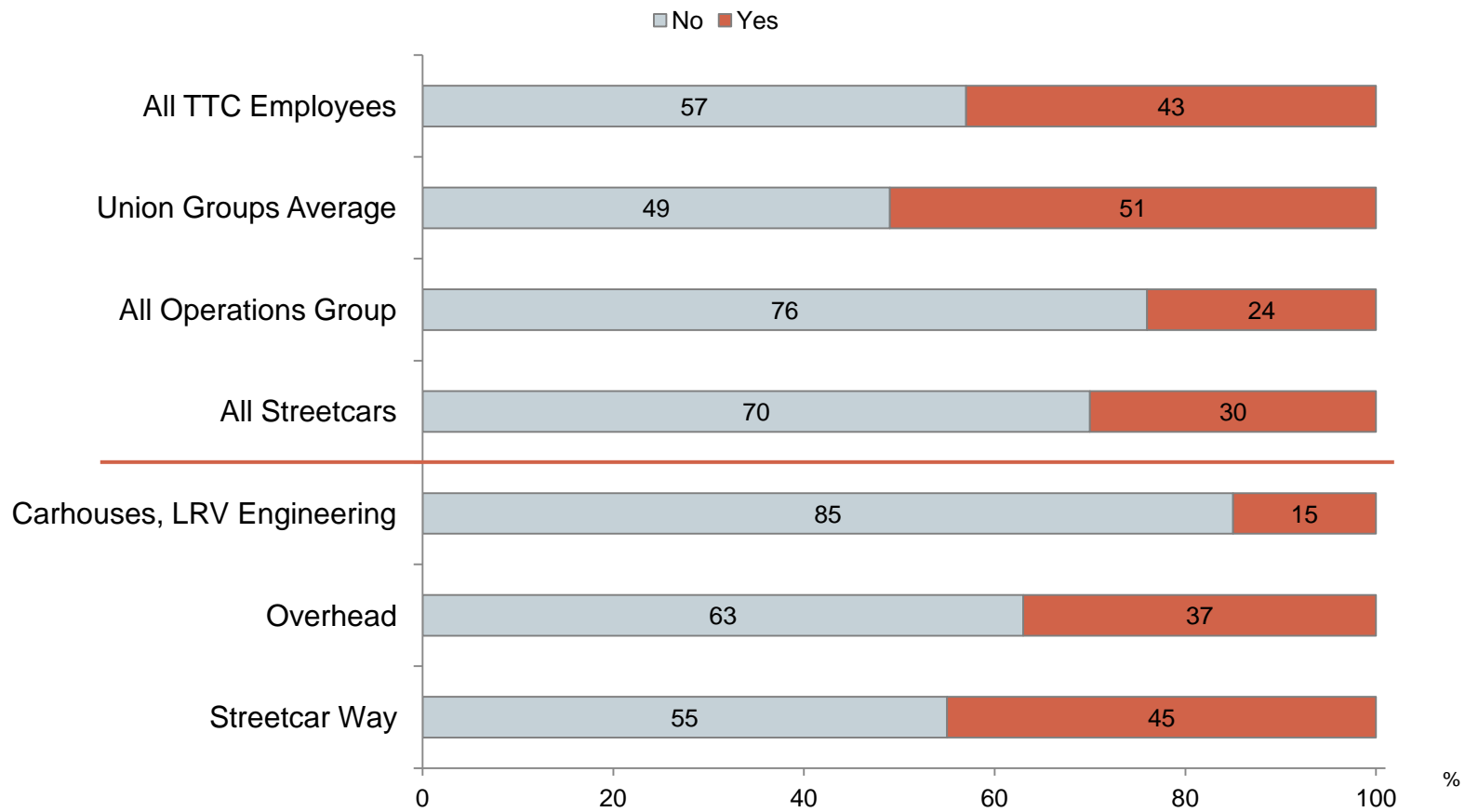


Physically Abused
(n= 138)



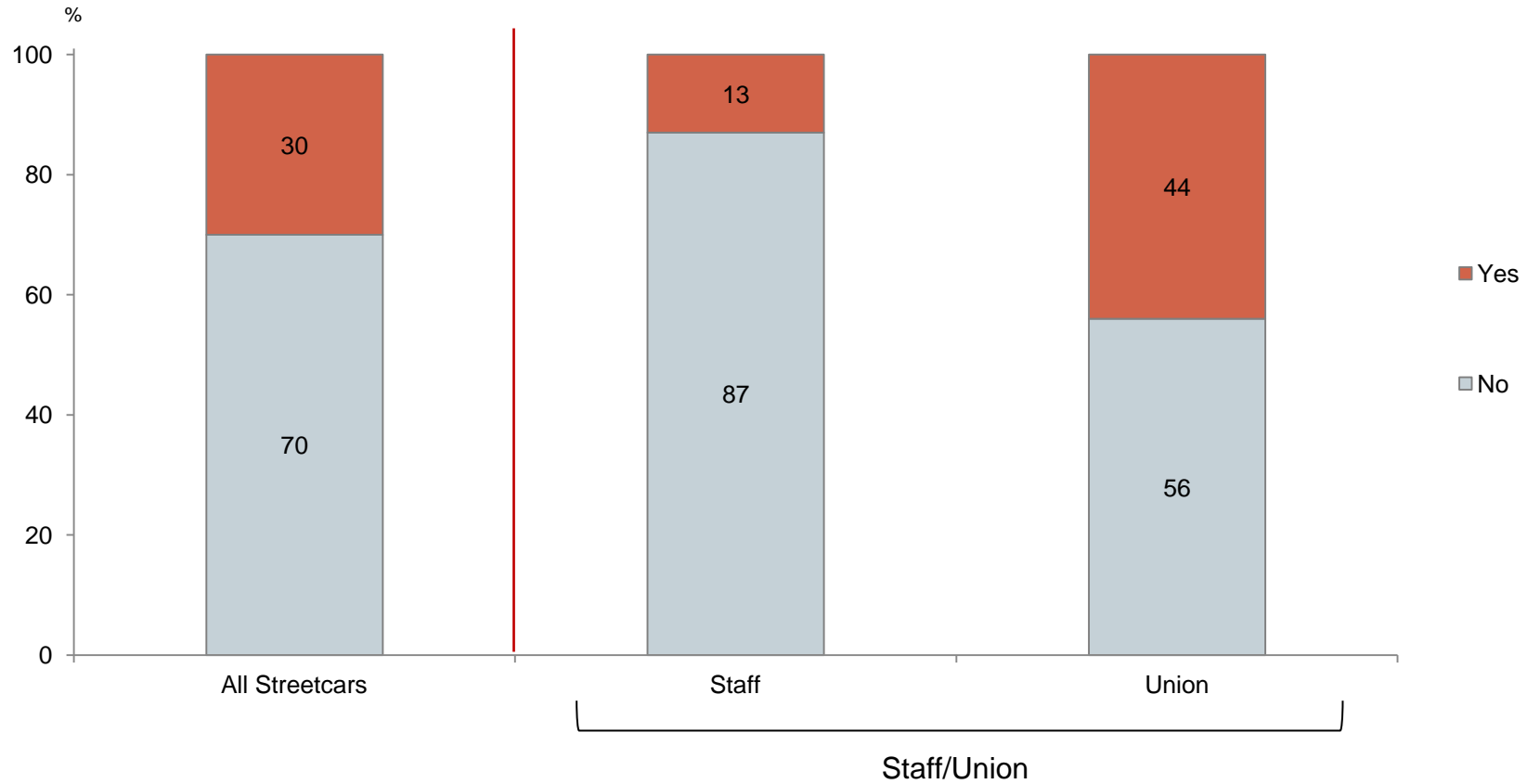
F7. In the past 12 months, have you been verbally abused by customers?
F8. In the past 12 months, have you been physically abused by customers?

VERBAL ABUSE FROM CUSTOMERS - BY COST CENTRE/GROUPING



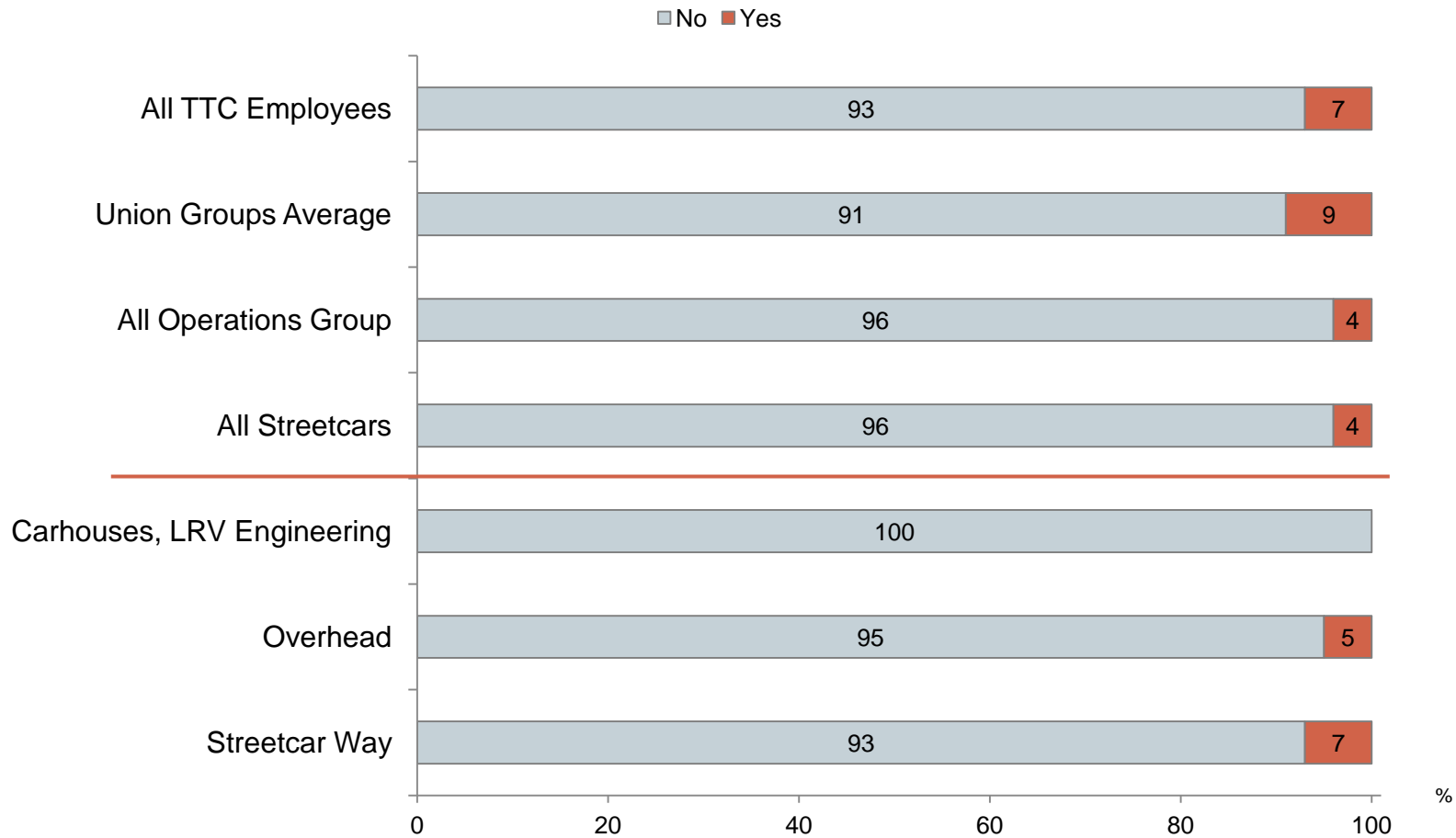
F7. In the past 12 months, have you been verbally abused by customers?
Sample sizes vary by category.

VERBAL ABUSE FROM CUSTOMERS - BY EMPLOYEE POSITION



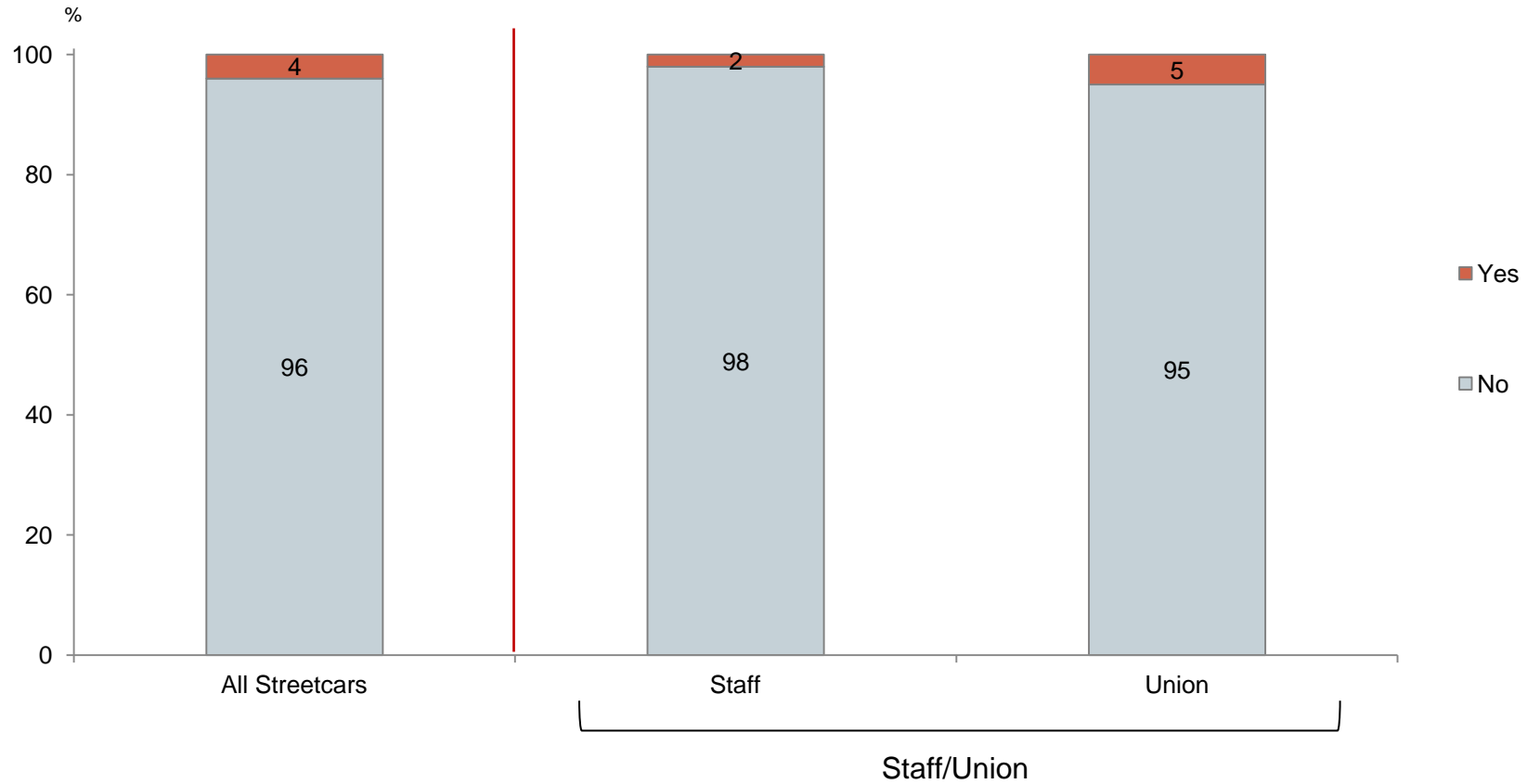
F7. In the past 12 months, have you been verbally abused by customers?
Sample sizes vary by category.

PHYSICAL ABUSE FROM CUSTOMERS - BY COST CENTRE/GROUPING



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

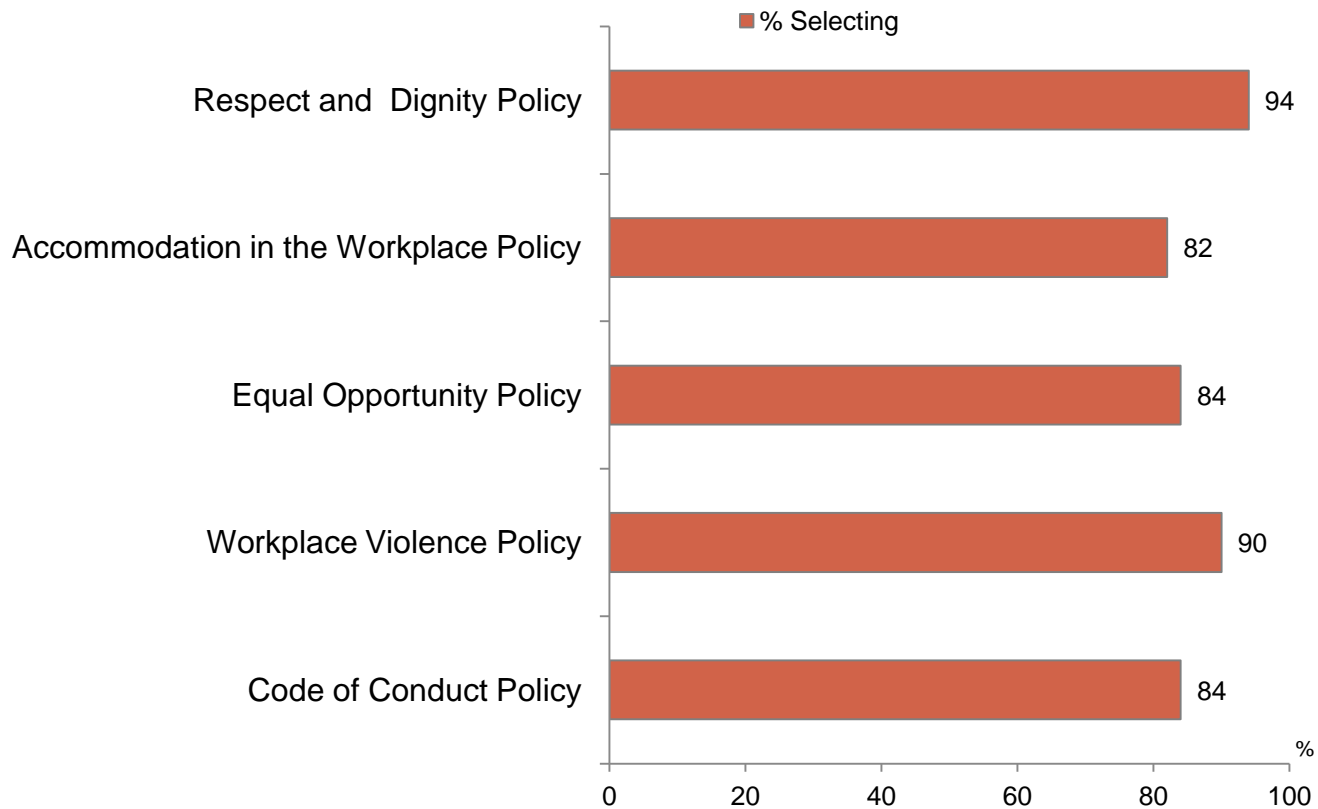
PHYSICAL ABUSE FROM CUSTOMERS - BY EMPLOYEE POSITION



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

FAMILIARITY WITH TTC POLICIES - STREETCARS

- 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.



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 | Union Groups Average | All Operations Group | All Streetcars | Carhouses/LRV Engineering | Overhead | Streetcar Way |
|---------------------------------------|-------------------|----------------------|----------------------|----------------|---------------------------|----------|---------------|
| Respect and Dignity Policy | 92 | 90 | 92 | 94 | 91 | 98 | 95 |
| Accommodation in the Workplace Policy | 76 | 72 | 76 | 82 | 76 | 86 | 84 |
| Equal Opportunity Policy | 81 | 79 | 81 | 84 | 83 | 79 | 88 |
| Workplace Violence Policy | 87 | 85 | 87 | 90 | 87 | 91 | 91 |
| Code of Conduct Policy | 82 | 79 | 79 | 84 | 78 | 88 | 86 |

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

FAMILIARITY WITH TTC POLICIES - BY EMPLOYEE POSITION

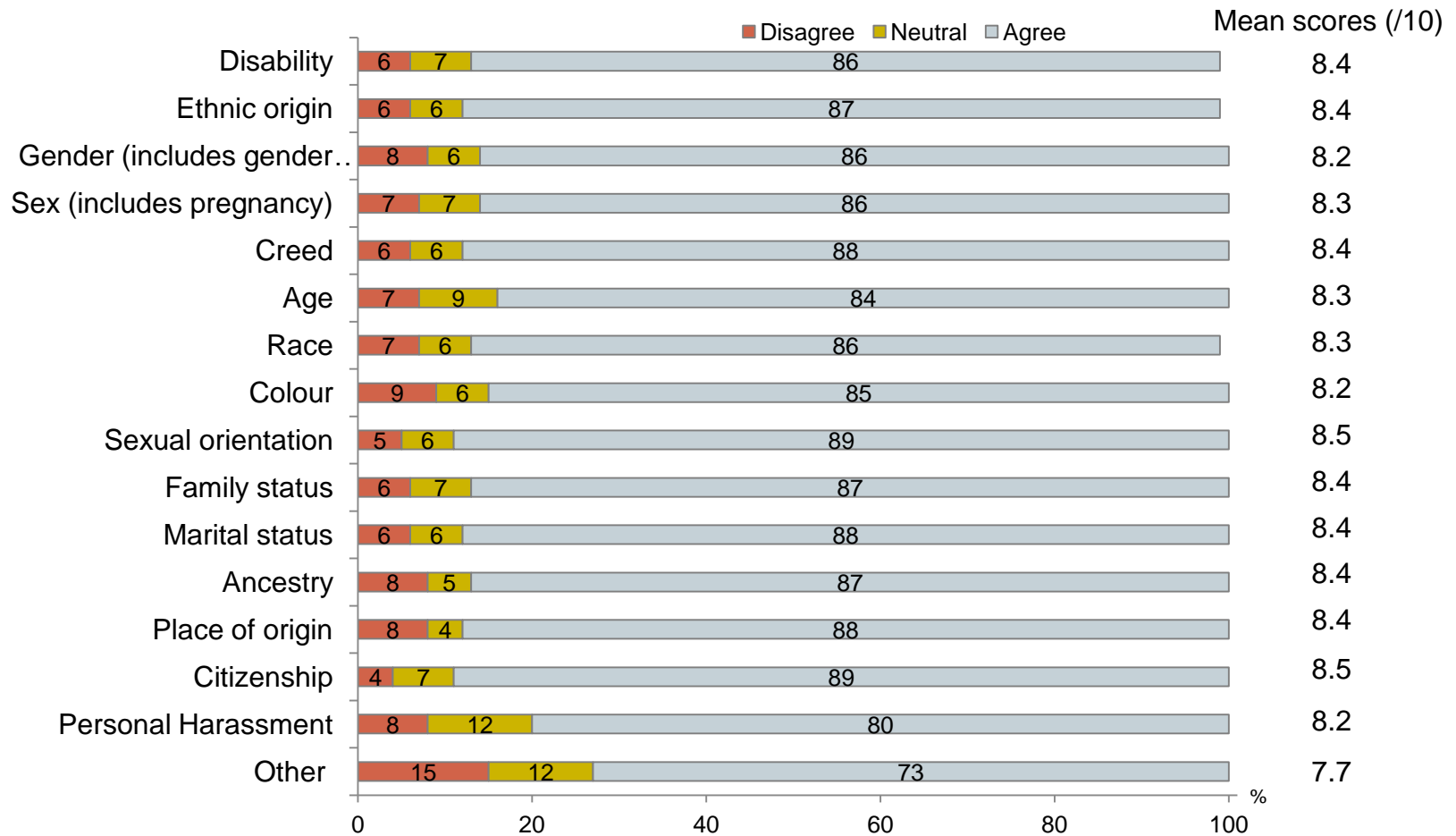
| % Selecting | All Streetcars | Staff | Union |
|---------------------------------------|----------------|-------|-------|
| Respect and Dignity Policy | 94 | 98 | 92 |
| Accommodation in the Workplace Policy | 82 | 95 | 72 |
| Equal Opportunity Policy | 84 | 95 | 76 |
| Workplace Violence Policy | 90 | 97 | 84 |
| Code of Conduct Policy | 84 | 92 | 78 |

Staff/Union

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

EFFECTIVENESS OF TTC PRACTICES

- STREETCARS



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 | Union Groups Average | All Operations Group | All Streetcars | Carhouses/LRV Engineering | Overhead | Streetcar Way |
|-------------------------------------|-------------------|----------------------|----------------------|----------------|---------------------------|----------|---------------|
| Disability | 8.3 | 8.2 | 8.2 | 8.4 | 8.3 | 8.5 | 8.3 |
| Ethnic Origin | 8.3 | 8.3 | 8.2 | 8.4 | 8.3 | 8.3 | 8.4 |
| Gender (includes gender expression) | 8.5 | 8.4 | 8.4 | 8.2 | 8.1 | 8.4 | 8.2 |
| Sex (including pregnancy) | 8.5 | 8.5 | 8.4 | 8.3 | 8.0 | 8.7 | 8.2 |
| Creed | 8.5 | 8.4 | 8.4 | 8.4 | 8.4 | 8.4 | 8.3 |
| Age | 8.4 | 8.4 | 8.3 | 8.3 | 8.2 | 8.5 | 8.0 |
| Race | 8.4 | 8.3 | 8.2 | 8.3 | 8.3 | 8.5 | 8.1 |
| Colour | 8.4 | 8.3 | 8.2 | 8.2 | 8.1 | 8.4 | 8.0 |
| Sexual Orientation | 8.6 | 8.5 | 8.5 | 8.5 | 8.4 | 8.7 | 8.4 |
| Family Status | 8.6 | 8.5 | 8.5 | 8.4 | 8.3 | 8.8 | 8.1 |
| Marital Status | 8.6 | 8.6 | 8.5 | 8.4 | 8.4 | 8.8 | 8.0 |
| Ancestry | 8.6 | 8.5 | 8.4 | 8.4 | 8.2 | 8.6 | 8.1 |
| Place of Origin | 8.5 | 8.4 | 8.3 | 8.4 | 8.1 | 8.7 | 8.1 |
| Citizenship | 8.6 | 8.5 | 8.5 | 8.5 | 8.4 | 8.8 | 8.4 |
| Personal Harassment | 8.2 | 8.1 | 8.0 | 8.2 | 7.7 | 8.7 | 8.1 |
| Other | 8.2 | 8.2 | 8.0 | 7.7 | 7.7 | ** | 7.4 |

** Mean score suppressed as 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.

EFFECTIVENESS OF TTC PRACTICES - BY EMPLOYEE POSITION

| Mean | All Streetcars | Staff | Union |
|-------------------------------------|----------------|-------|-------|
| Disability | 8.4 | 8.9 | 8.0 |
| Ethnic Origin | 8.4 | 8.9 | 8.0 |
| Gender (includes gender expression) | 8.2 | 8.7 | 7.9 |
| Sex (including pregnancy) | 8.3 | 8.5 | 8.1 |
| Creed | 8.4 | 8.8 | 8.0 |
| Age | 8.3 | 8.7 | 8.0 |
| Race | 8.3 | 9.0 | 7.9 |
| Colour | 8.2 | 8.9 | 7.6 |
| Sexual Orientation | 8.5 | 9.1 | 8.1 |
| Family Status | 8.4 | 8.9 | 8.1 |
| Marital Status | 8.4 | 9.0 | 8.0 |
| Ancestry | 8.4 | 9.0 | 7.9 |
| Place of Origin | 8.4 | 9.0 | 7.9 |
| Citizenship | 8.5 | 9.0 | 8.2 |
| Personal Harassment | 8.2 | 8.6 | 7.8 |
| Other | 7.7 | ** | 7.6 |

Staff/Union

** Mean score suppressed as 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 PROTECT: YOUR TEAM

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- Opportunity Analysis identifies “Your Team” as the third most impactful area on Employee Engagement and is an area in which Streetcars employees are relatively satisfied, making this an Area to Protect.
- Employee satisfaction with their colleagues or co-workers is the highest for Overhead and the lowest for Streetcar Way.
- Union employees are slightly more satisfied with their colleagues or co-workers than staff.
- Across the specific qualities of Your Team, ratings were the highest for, “My team members do quality work”. Ratings were the lowest for, “There is good morale on my team” and “I feel that workload is fairly distributed on my team.” These results were generally consistent across cost centre groupings except that, for Overhead, “My team works well together” received a slightly higher rating than doing quality work.
- 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
 - My team works well together
 - I feel that my opinions count in my team
 - I feel supported by my fellow team members

SECTION SUMMARY

Regular Team Meetings

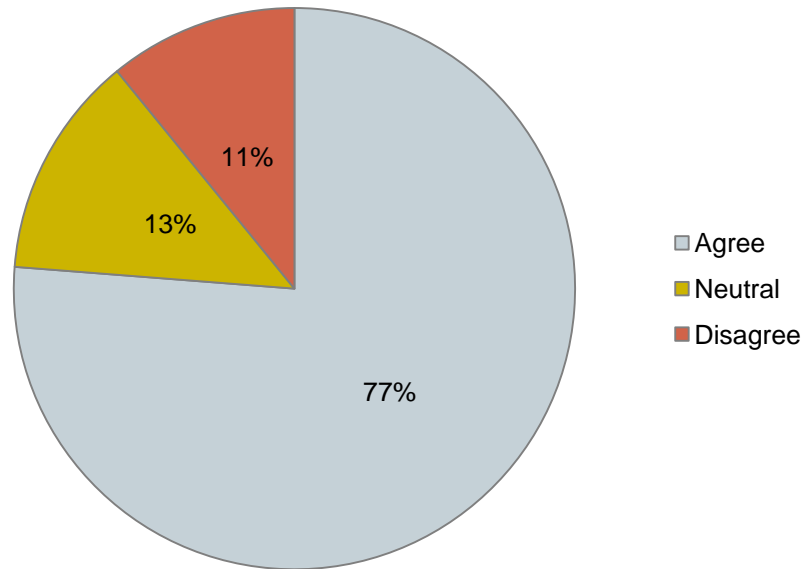
- 53% of employees indicate they have regular team meetings.
- These proportions vary slightly by cost centre grouping. Overhead had the highest proportion of employees (60%) to report meeting regularly, followed by Streetcar Way (58%), while Carhouses/LRV Engineering had the lowest proportion of employees indicating they have regular meetings (45%).
- Somewhat higher proportions of union (58%) indicated they meet regularly compared to staff employees (48%).
- Among employees who have regular meetings, most indicated they were held frequently enough (77%). There was not sufficient sample to report results for cost centre groupings.
- Somewhat higher proportions of staff (83%) indicated that meetings were held frequently enough than union employees (73%). Notably however, staff employees were more likely to indicate that meetings are too frequent (10%) compared to union employees (2%), with a greater proportion of union employees indicating they are not frequent enough (20% union vs. 7% staff).
- Most employees (71%) who have regular meetings agree they are useful. Slightly more staff (76%) than union (68%) indicated that meetings were useful. Among cost centres, Carhouses/LRV Engineering, and Overhead indicated that meetings were more useful than Streetcar Way.

OVERALL RATINGS OF YOUR TEAM - STREETCARS

Streetcars

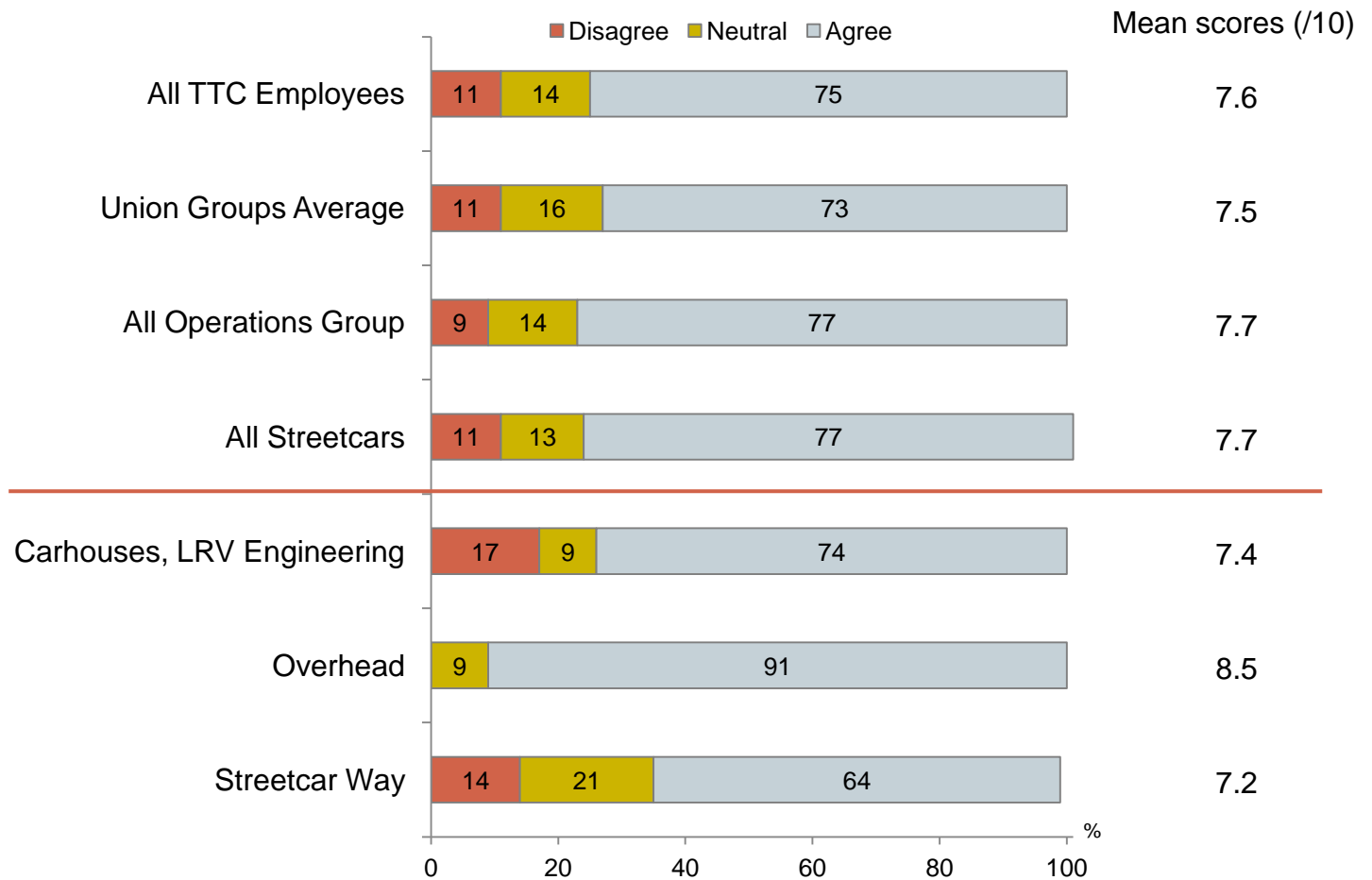
Total
(n= 142)

Mean=7.7



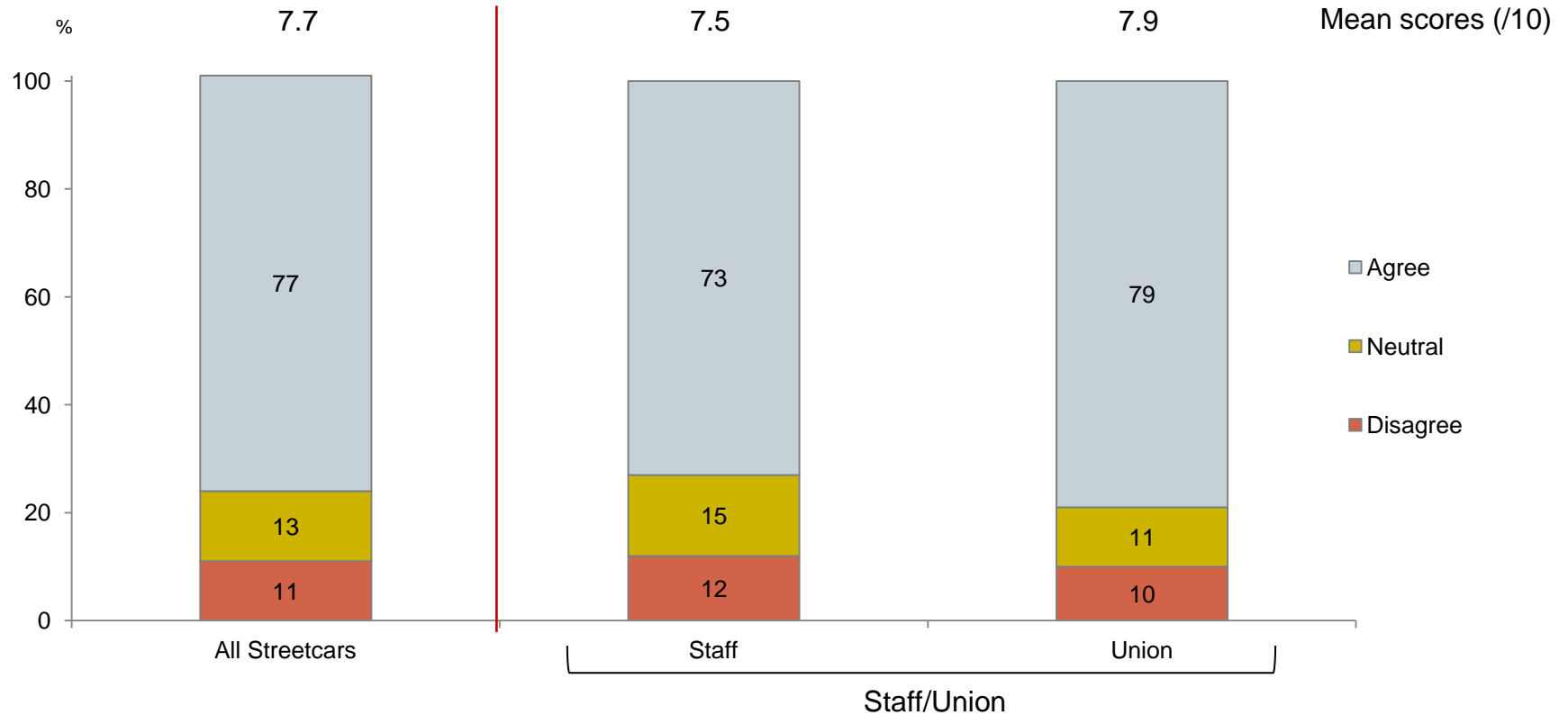
E1. Please indicate the extent to which you agree or disagree with each of the following statements about the people with whom you work at the TTC.
Overall, I am satisfied with my relationship with my coworkers/colleagues at the TTC.

OVERALL RATINGS OF YOUR TEAM - BY COST CENTRE/GROUPING



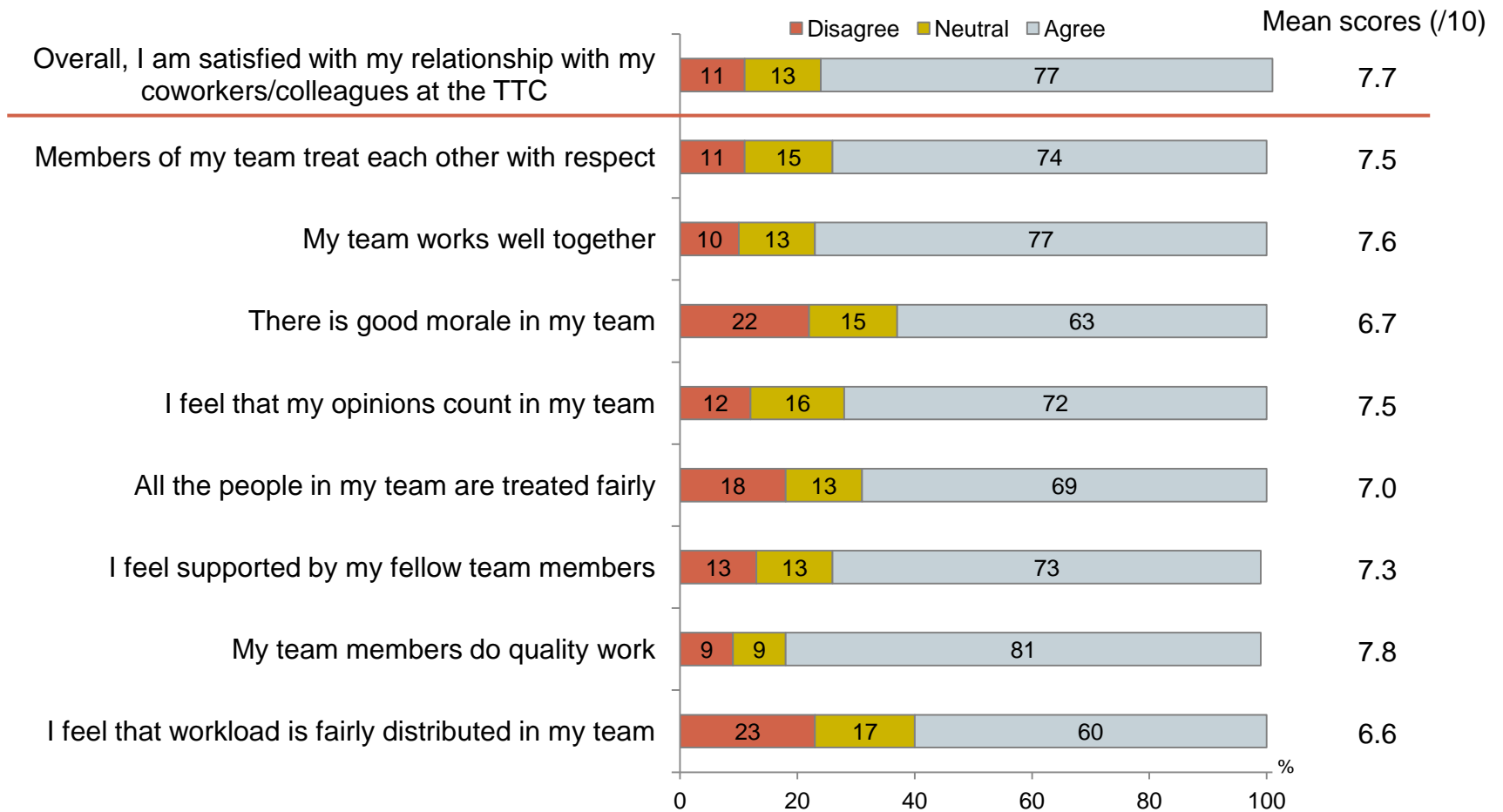
E1. Please indicate the extent to which you agree or disagree with each of the following statements about the people with whom you work at the TTC.
Overall, I am satisfied with my relationship with my coworkers/colleagues at the TTC.
Sample sizes vary by category.

OVERALL RATINGS OF YOUR TEAM - BY EMPLOYEE POSITION



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 - STREETCARS



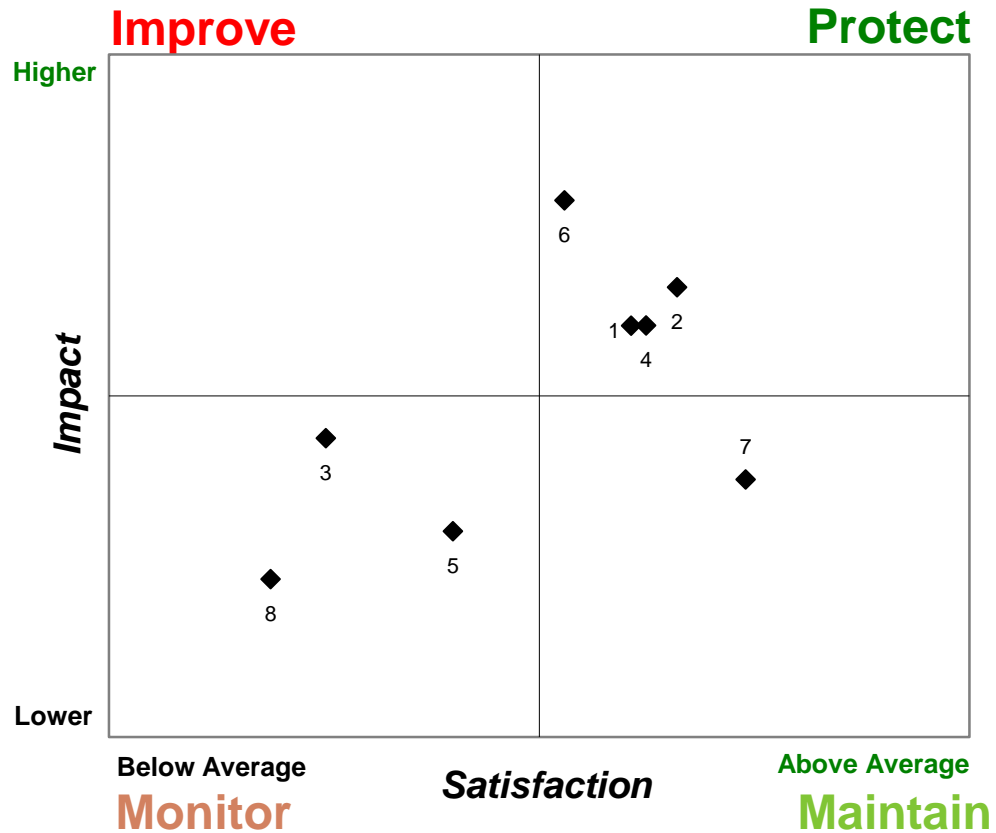
E1. Please indicate the extent to which you agree or disagree with each of the following statements about the people with whom you work at the TTC. Sample sizes vary by attribute.

YOUR TEAM - BY COST CENTRE/GROUPING

| Mean | All TTC Employees | Union Groups Average | All Operations Group | All Streetcars | Carhouses/LRV Engineering | Overhead | Streetcar Way |
|--------------------------------------------------------------------------------------|-------------------|----------------------|----------------------|----------------|---------------------------|----------|---------------|
| Overall, I am satisfied with my relationship with my coworkers/colleagues at the TTC | 7.6 | 7.5 | 7.7 | 7.7 | 7.4 | 8.5 | 7.2 |
| Members of my team treat each other with respect | 7.4 | 7.2 | 7.4 | 7.5 | 7.5 | 8.1 | 6.6 |
| My team works well together | 7.3 | 7.0 | 7.5 | 7.6 | 7.3 | 8.4 | 7.1 |
| There is good morale in my team | 6.5 | 6.2 | 6.7 | 6.7 | 6.4 | 7.5 | 6.0 |
| I feel that my opinions count in my team | 7.0 | 6.7 | 7.3 | 7.5 | 7.4 | 8.0 | 7.0 |
| All the people in my team are treated fairly | 6.7 | 6.5 | 6.9 | 7.0 | 6.6 | 8.0 | 6.4 |
| I feel supported by my fellow team members | 7.2 | 7.0 | 7.4 | 7.3 | 7.3 | 8.0 | 6.5 |
| My team members do quality work | 7.5 | 7.3 | 7.7 | 7.8 | 7.5 | 8.3 | 7.5 |
| I feel that workload is fairly distributed in my team | 6.5 | 6.3 | 6.6 | 6.6 | 6.5 | 7.0 | 6.0 |

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 - STREETCARS

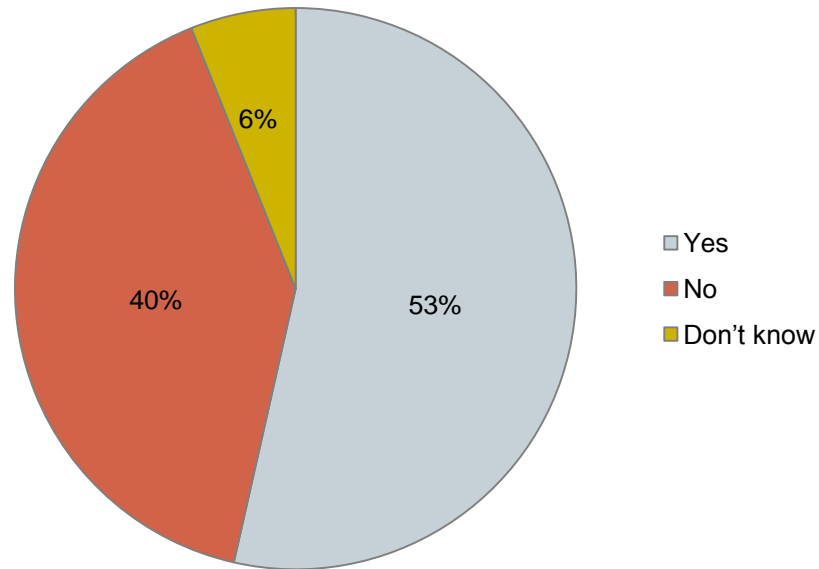


1. Members of my team treat each other with respect
2. My team works well together
3. There is good morale in my team
4. I feel that my opinions count in my team
5. All the people in my team are treated fairly
6. I feel supported by my fellow team members
7. My team members do quality work
8. I feel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

Analysis conducted using Pearson's Correlation Coefficient.
 Performance values are mean scores and range between 6.6 to 7.8.
 Impact values range between 39% to 71%.

Streetcars

Total
(n= 141)

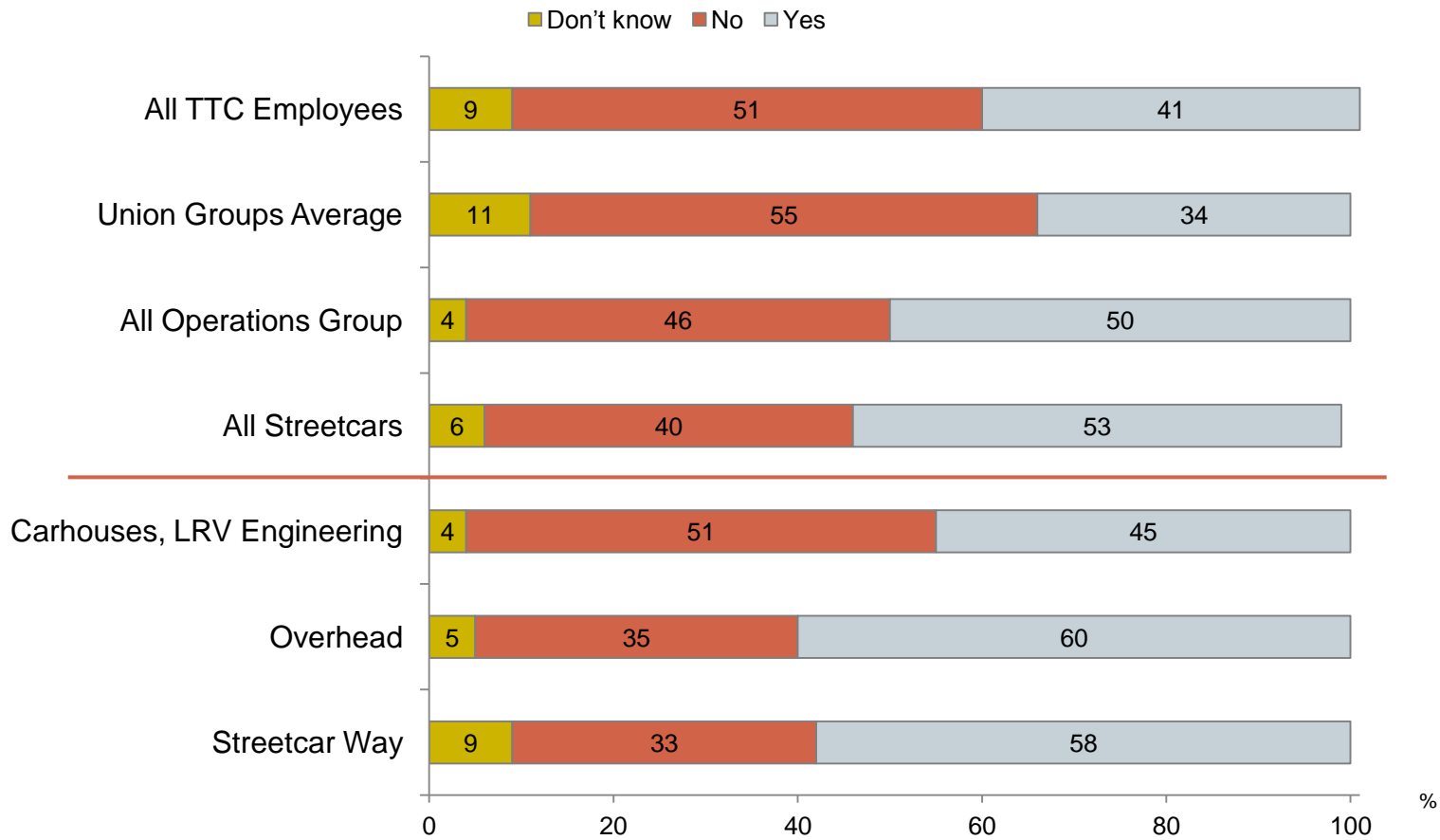


E2. Does your team hold regular team meetings?

3/30/2015

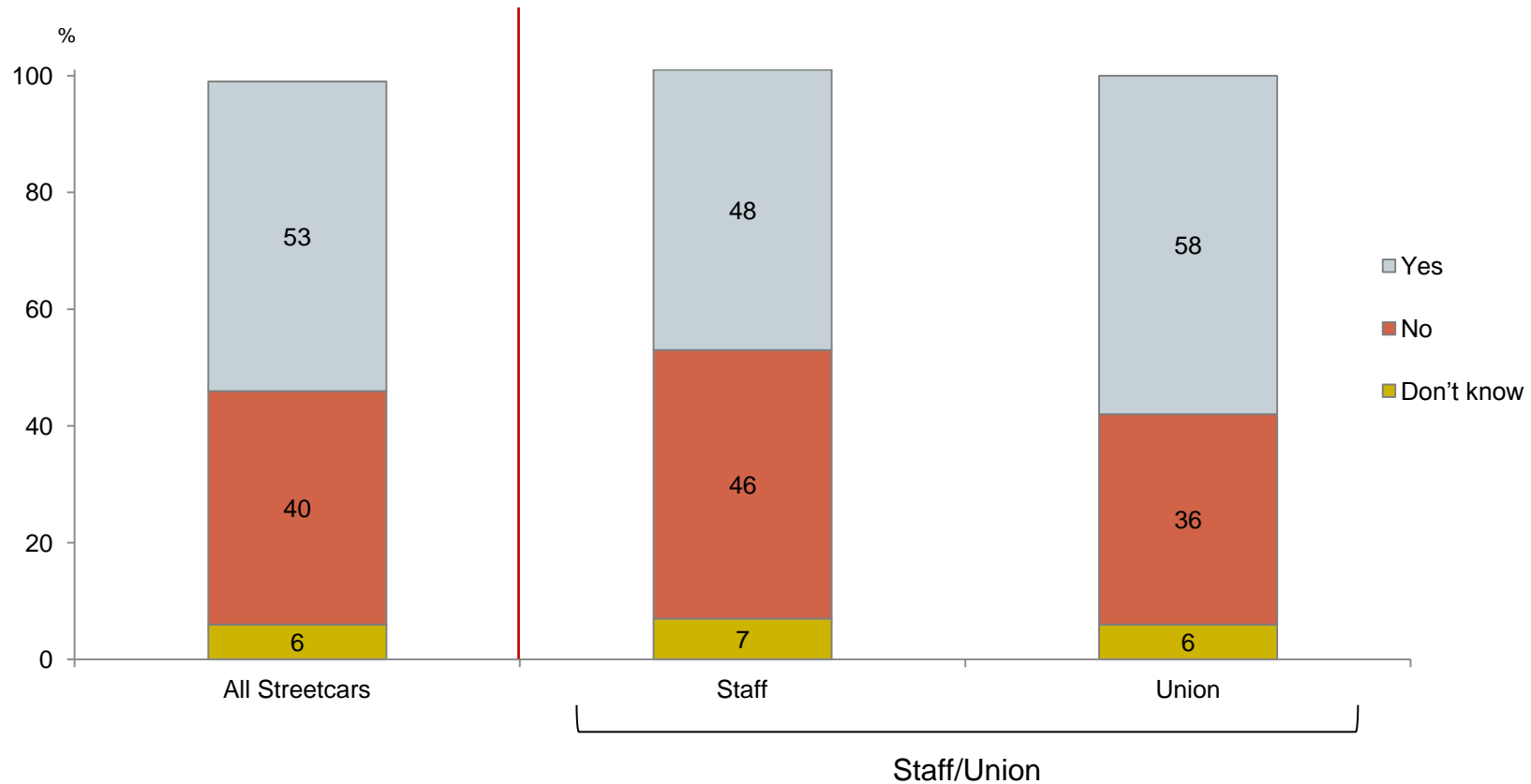
79

REGULAR TEAM MEETINGS - BY COST CENTRE/GROUPING



E2. Does your team hold regular team meetings?
Sample sizes vary by category.

REGULAR TEAM MEETINGS - BY EMPLOYEE POSITION



E2. Does your team hold regular team meetings?
Sample sizes vary by category.

3/30/2015

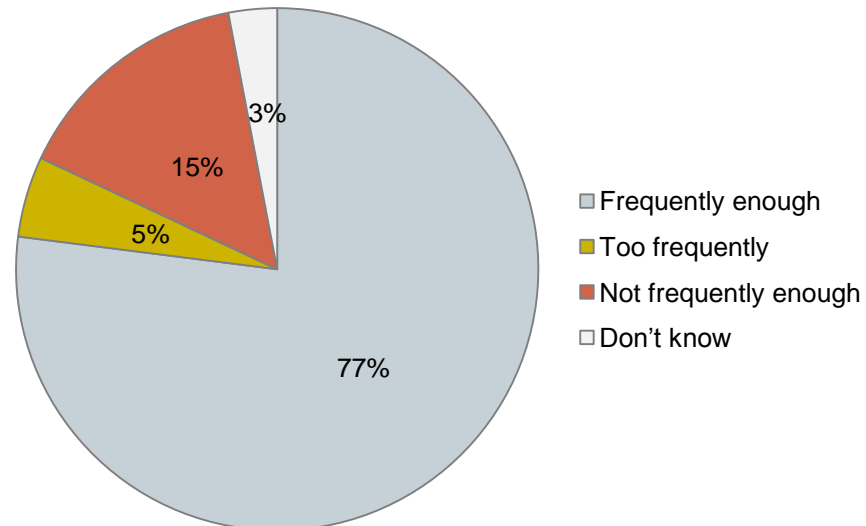
81

SUFFICIENT AMOUNT OF TEAM MEETINGS?

Among employees who have regular team meetings

Streetcars

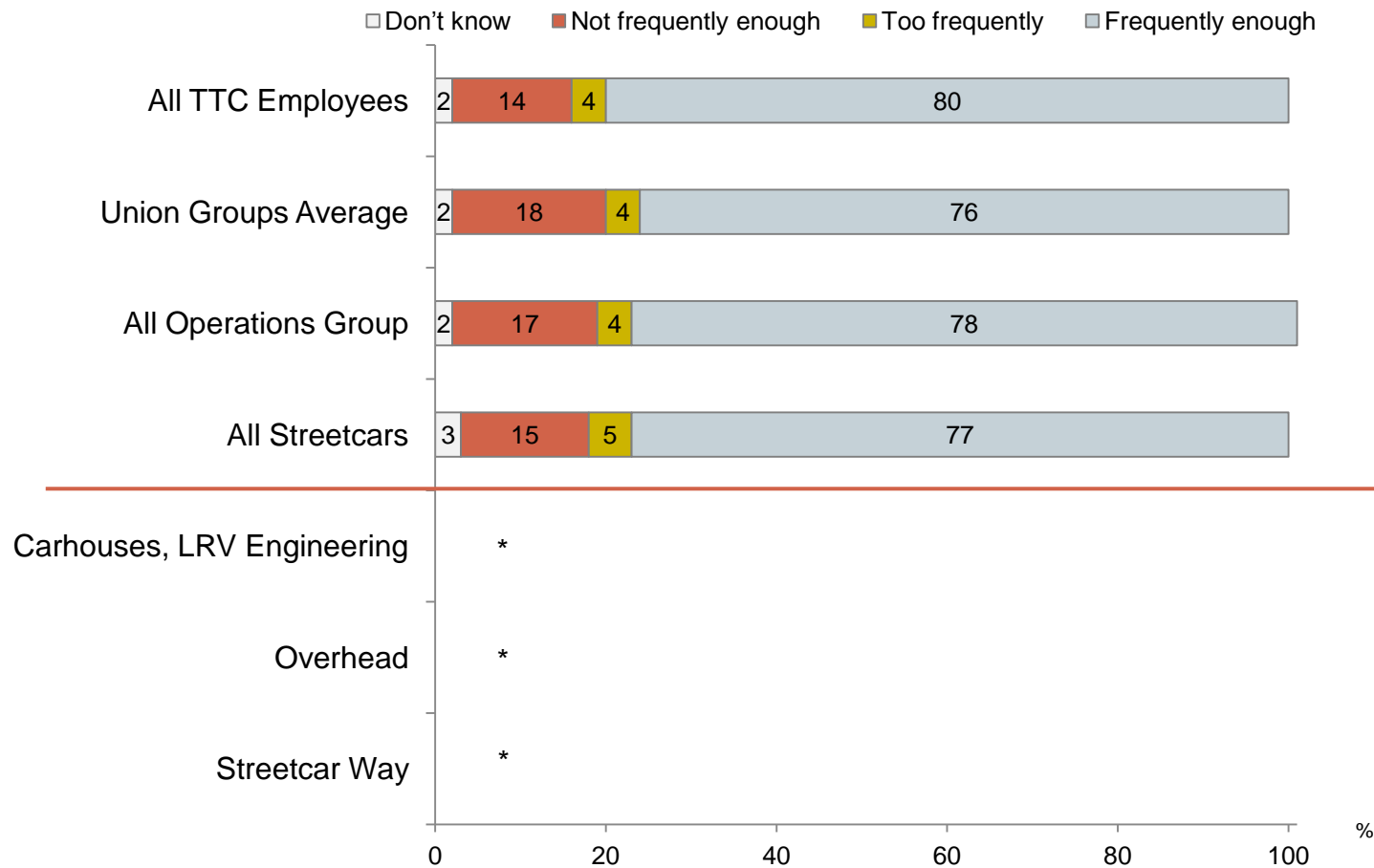
Total
(n= 74)



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

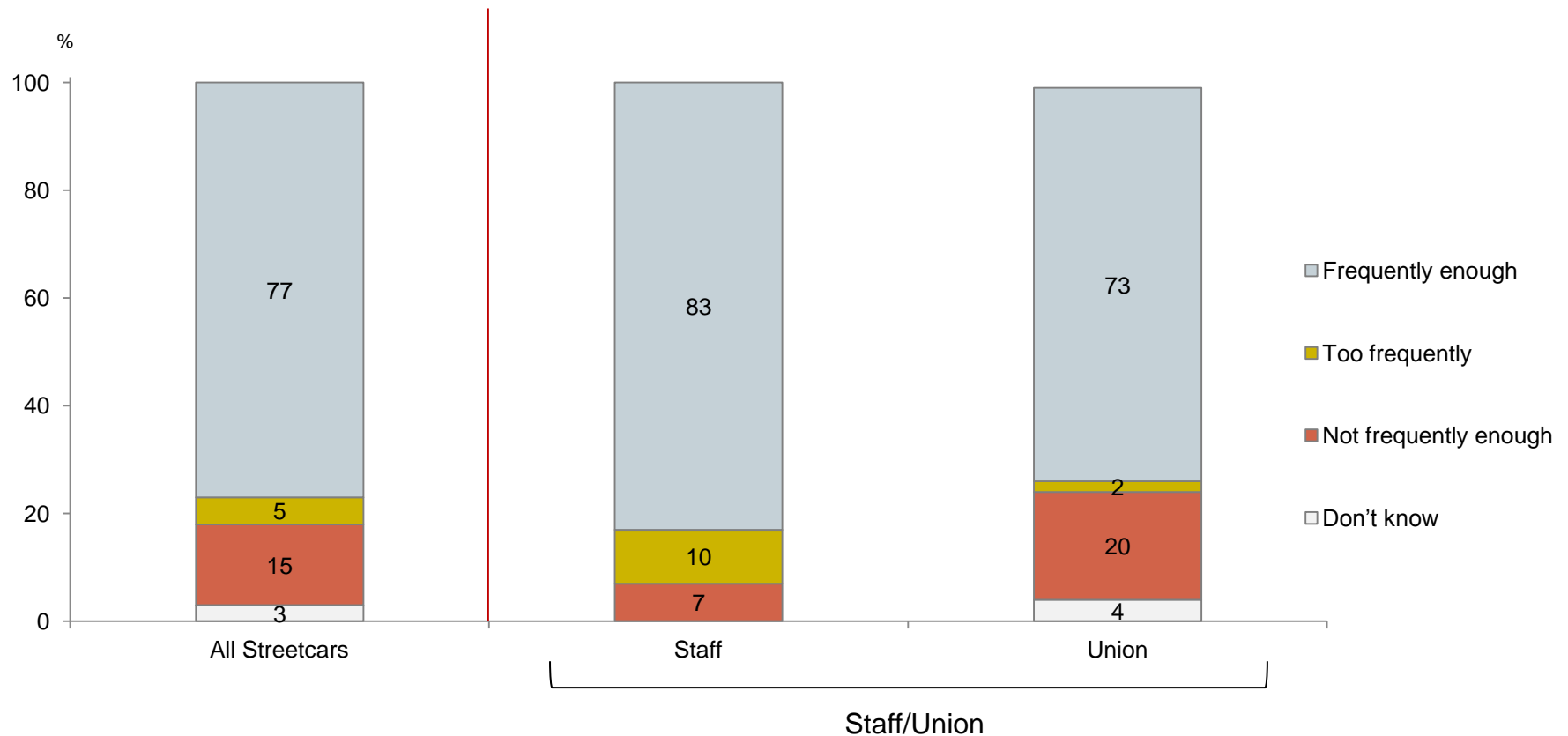


* Percentages suppressed as sample size <30.

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.

SUFFICIENT AMOUNT OF TEAM MEETINGS - BY EMPLOYEE POSITION

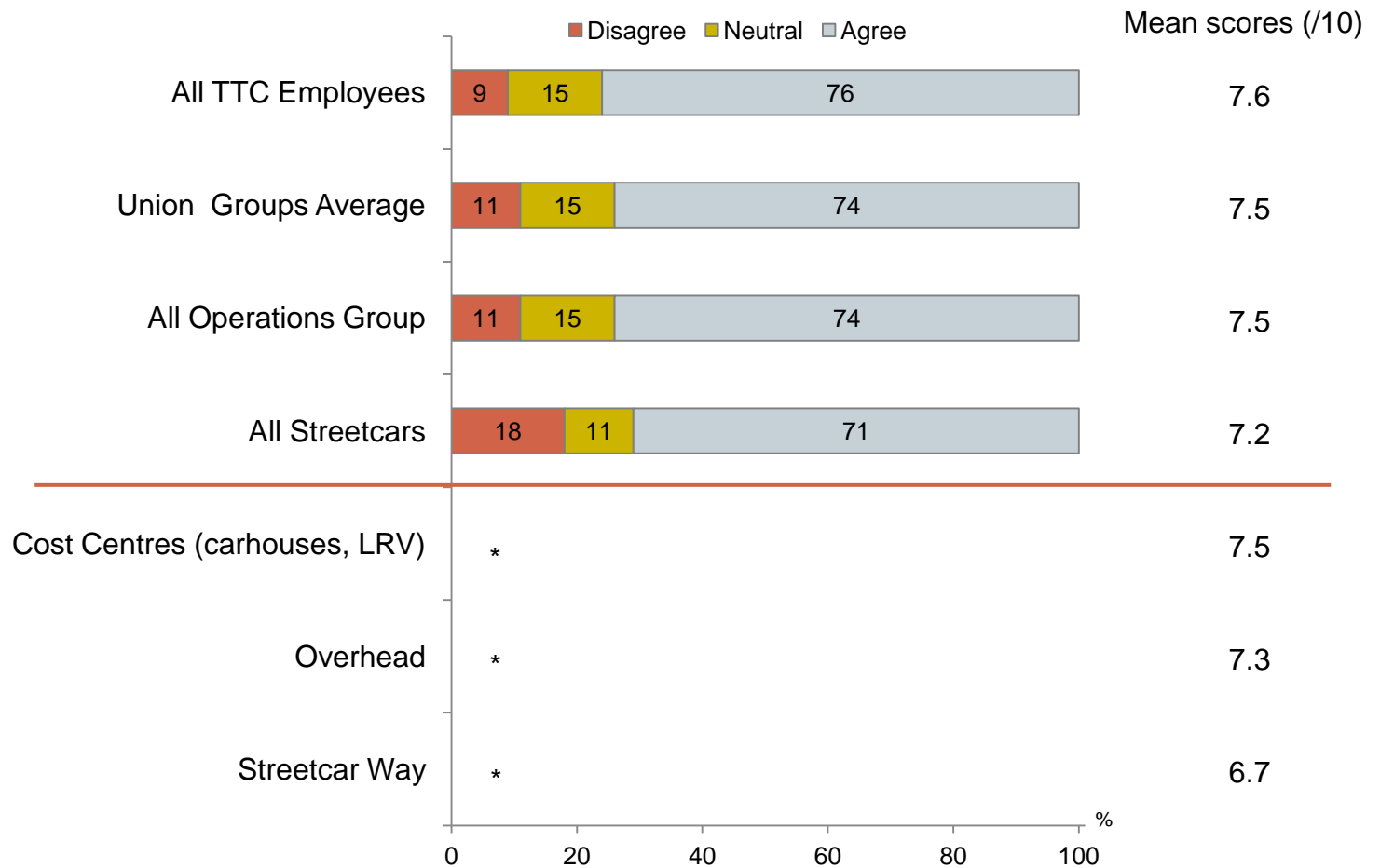
Among employees who have regular team meetings



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.

USEFULNESS OF TEAM MEETINGS

Among employees who have regular team meetings



* Percentages suppressed as sample size <30.

E4. How much do you agree or disagree that your team meetings are useful?

Sample sizes vary by category.

USEFULNESS OF TEAM MEETINGS - BY EMPLOYEE POSITION

Among employees who have regular team meetings



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

AREA TO MONITOR: YOUR COMPANY

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 Company” as having a moderate impact on Employee Engagement and as an area in which Streetcars employees are relatively less satisfied; in other words, this is an Area to Monitor.
- Overall satisfaction ratings with Your Company were the highest for Overhead and the lowest for Streetcar Way.
- Satisfaction scores are significantly higher among staff compared to unionized employees.
- Across the specific aspects of Your Company, satisfaction ratings are the highest for, “The TTC puts customers first”. Ratings are the lowest for, “There is a good level of trust between senior management and employees”, and “Best practices are shared effectively across the TTC”. These results are generally consistent across cost centre groupings, except that, for Carhouses/LRV Engineering and Streetcar Way, “If something goes wrong, people concentrate on putting it right, not blaming others” is also among the lowest ratings.
- To improve employee satisfaction with Your Company, Opportunity Analysis identifies several influential Areas to Improve, primarily related to trust and communication:
 - There is effective sharing of information across the TTC
 - There is a good level of trust between Senior Management and employees
 - The TTC values its staffs time
 - There is good collaboration between different parts of the TTC
 - 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

SECTION SUMMARY

- In addition to these Areas to Improve, one area was identified as a key Area to Protect:
 - I feel confident that TTC leadership is making the right decisions for the company's future success

Speaking Highly of the TTC

- Half of Streetcars employees indicated that would “always” speak highly of the TTC, while most of the remainder indicated that they would “sometimes” speak highly of the TTC.
- Among cost centre groupings, a greater proportion of Streetcar Way employees (60%) indicated they would “always” speak highly of the TTC, while a smaller proportion of Carhouses/LRV Engineering employees (42%) indicated they would “always” speak highly of the TTC.
- Staff had a significantly higher proportions of employees indicating that they would “always” speak highly of the TTC compared to unionized employees.

Change in Experience Working for the TTC

- 33% feel that working for the TTC has improved over the past 12 months, compared to 20% who feel it has gotten worse.
- Employees in Overhead were most likely to express that working for the TTC has improved over the past 12 months (47%), while Streetcar Way was least likely to feel this way (21%).
- Employees in Carhouses/LRV Engineering (26%) were more likely to report that working for the TTC has gotten worse in the past twelve months, while Overhead (12%) was least likely to express this.
- Staff were more likely to express that working for the TTC has improved over the past 12 months (39%) compared to unionized employees (28%), and were nearly half as likely to feel that that working for the TTC has gotten worse compared to unionized employees (13% vs. 24% respectively).

SECTION SUMMARY

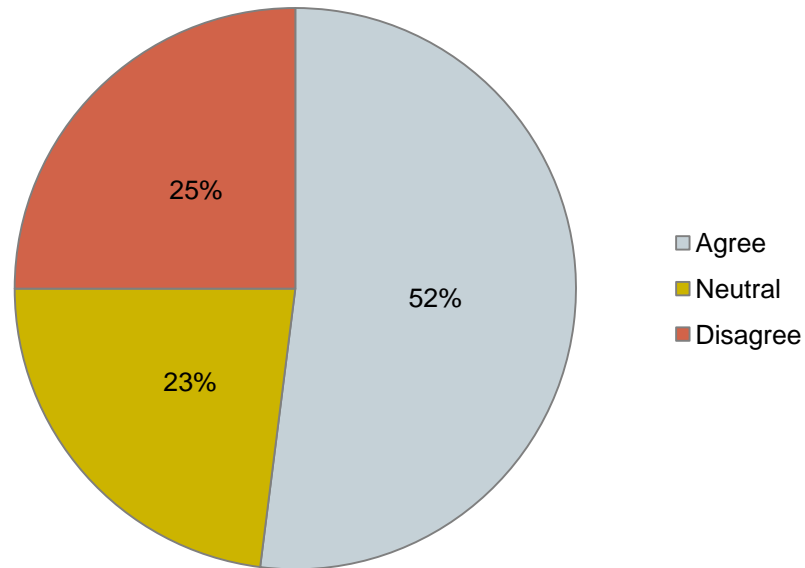
- Among employees who indicated that working for the TTC has gotten better in the past 12 months, the main reason provided was the vision and leadership of senior management, followed by improvements to TTC facilities, improvements in one's individual work situation (better position, pay/benefits, hours, etc.), better communication, and increased focus on customer service.
- There were not sufficient Streetcars employees who indicated that working for the TTC has gotten worse in the past 12 months to report the main reasons for this impression.

OVERALL RATINGS OF YOUR COMPANY - STREETCARS

Streetcars

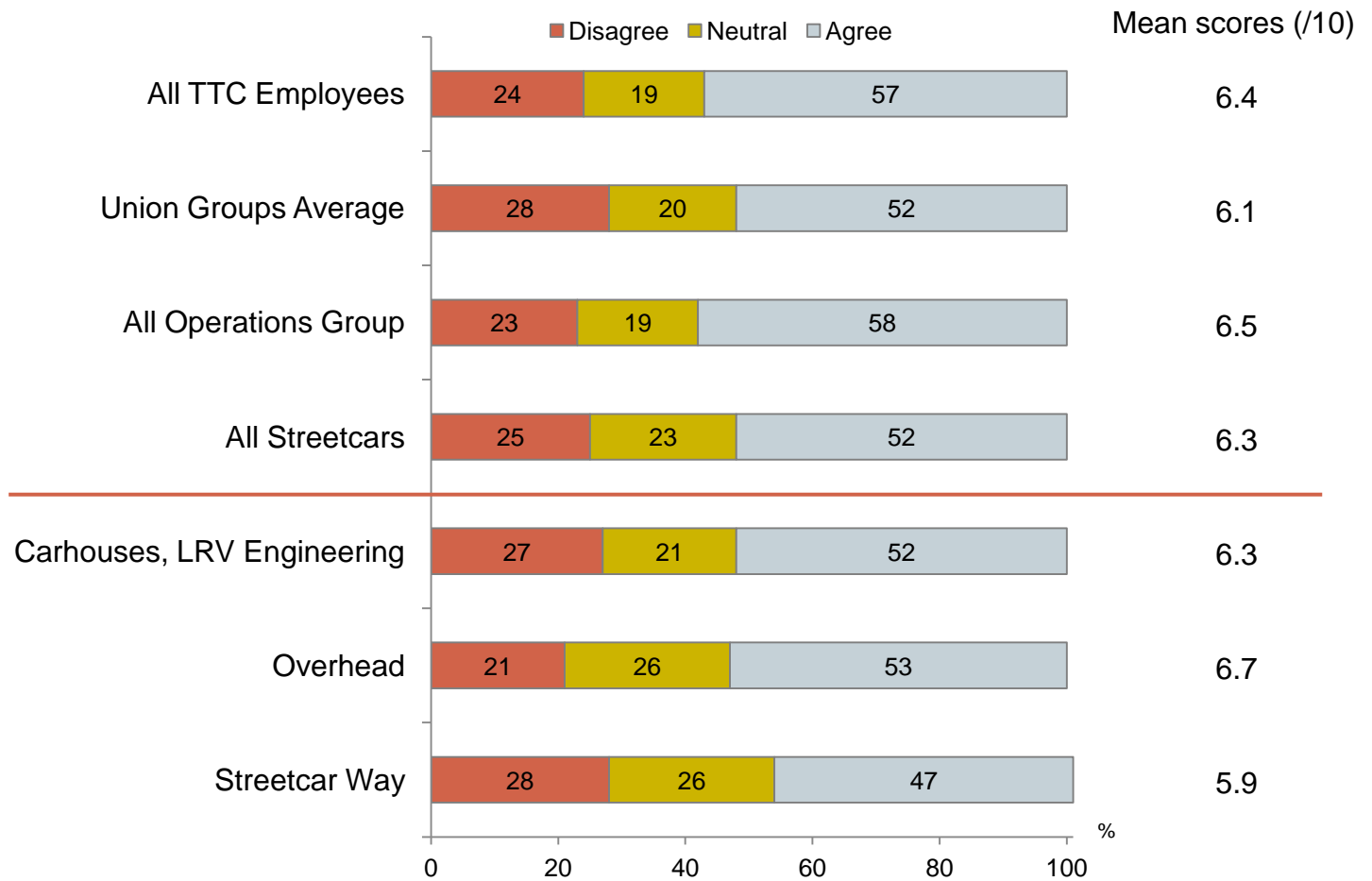
Total
(n= 142)

Mean=6.3



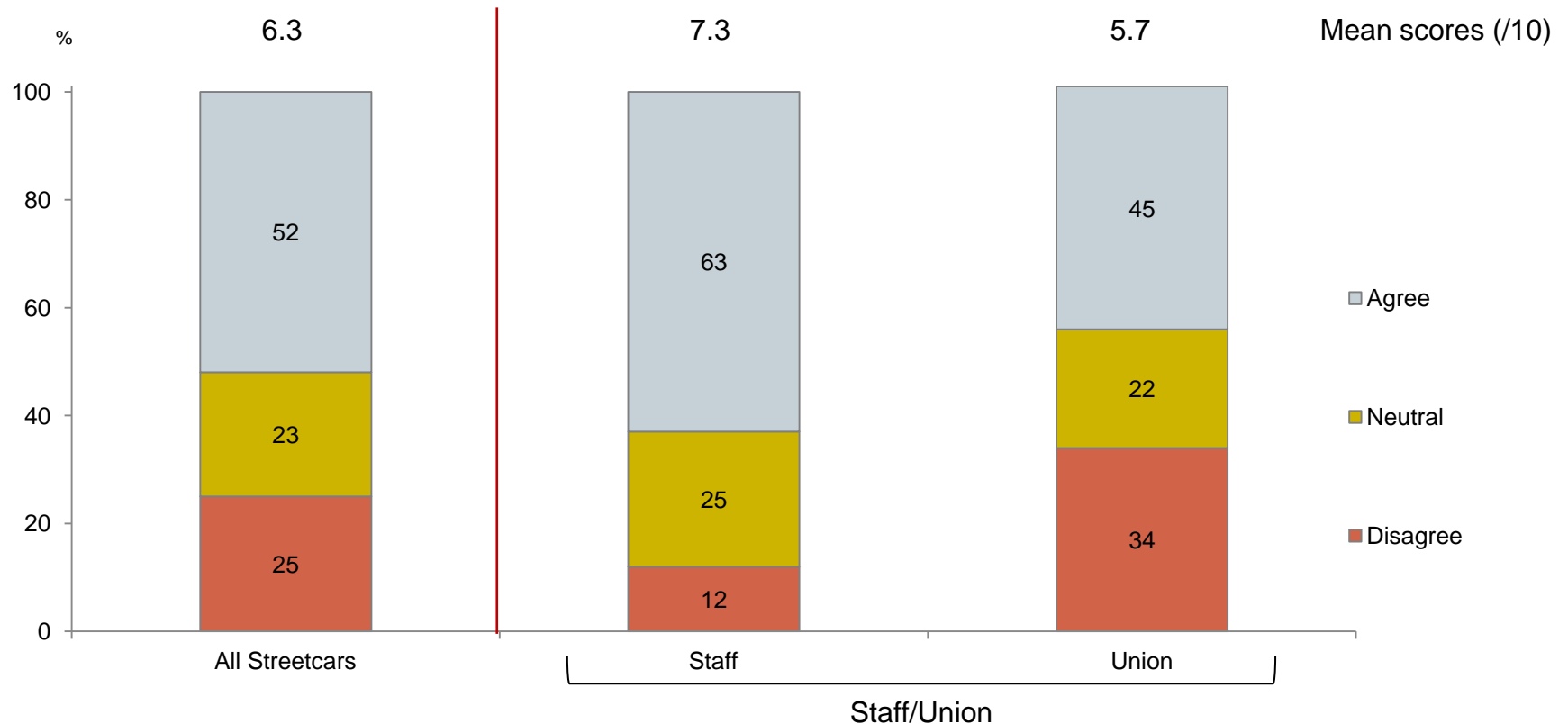
C1. Please indicate the extent to which you agree or disagree with each of the following statements:
Overall, I am satisfied with the leadership of the company.

OVERALL RATINGS OF YOUR COMPANY - BY COST CENTRE/GROUPING



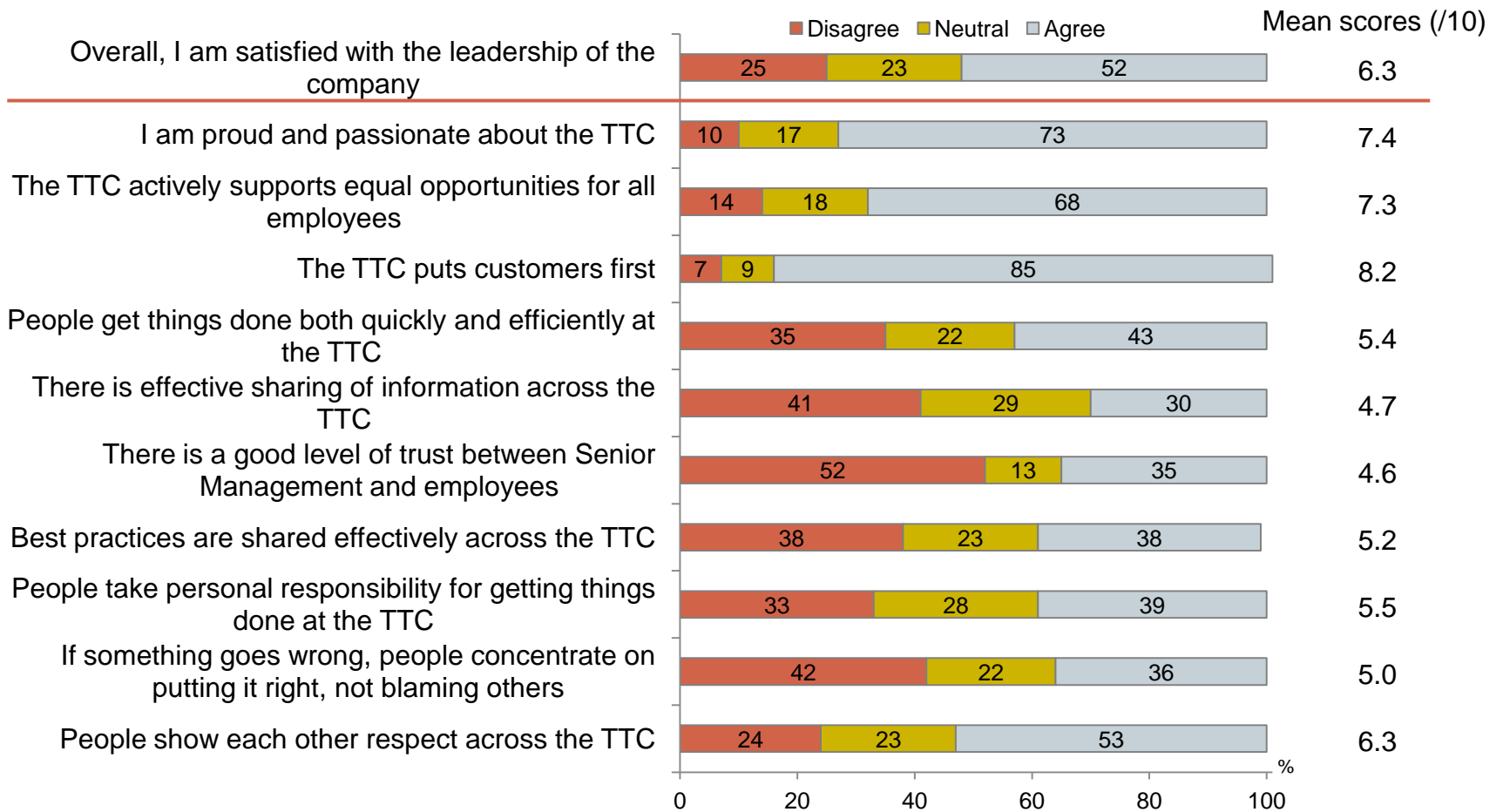
C1. Please indicate the extent to which you agree or disagree with each of the following statements:
Overall, I am satisfied with the leadership of the company.
Sample sizes vary by category.

OVERALL RATINGS OF YOUR COMPANY - BY EMPLOYEE POSITION



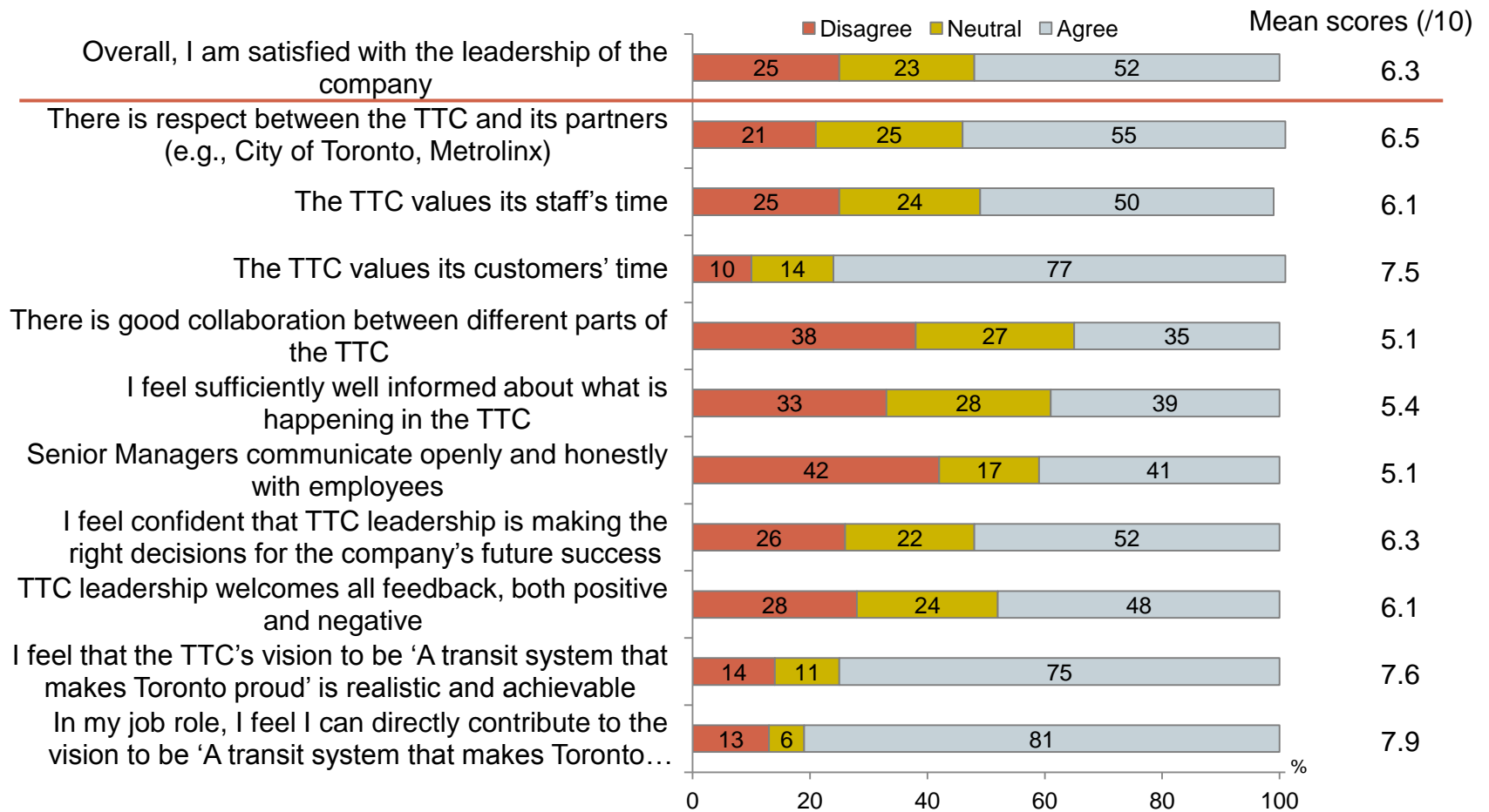
C1. Please indicate the extent to which you agree or disagree with each of the following statements:
 Overall, I am satisfied with the leadership of the company.
 Sample sizes vary by category.

YOUR COMPANY - STREETCARS



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

YOUR COMPANY - STREETCARS (CONT'D)



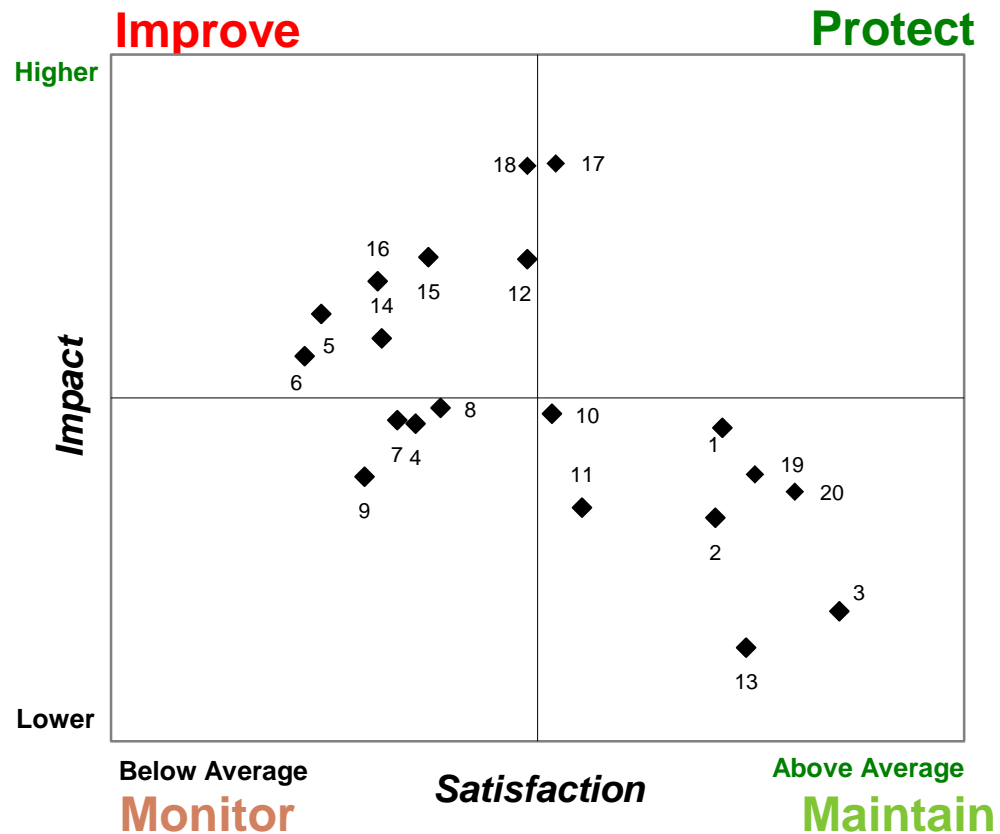
C1. Please indicate the extent to which you agree or disagree with each of the following statements:
Sample sizes vary by attribute.

YOUR COMPANY - BY COST CENTRE/GROUPING

| Mean | All TTC Employees | Union Groups Average | All Operations Group | All Streetcars | Carhouses/LRV Engineering | Overhead | Streetcar Way |
|------------------------------------------------------------------------------------------------------------------|-------------------|----------------------|----------------------|----------------|---------------------------|----------|---------------|
| Overall, I am satisfied with the leadership of the company | 6.4 | 6.1 | 6.5 | 6.3 | 6.3 | 6.7 | 5.9 |
| I am proud and passionate about the TTC | 7.6 | 7.4 | 7.7 | 7.4 | 7.3 | 7.6 | 7.1 |
| The TTC actively supports equal opportunities for all employees | 7.2 | 7.2 | 7.2 | 7.3 | 7.0 | 7.6 | 7.3 |
| The TTC puts customers first | 7.8 | 7.7 | 8.0 | 8.2 | 8.0 | 8.7 | 7.7 |
| People get things done both quickly and efficiently at the TTC | 5.1 | 5.0 | 5.3 | 5.4 | 5.3 | 5.3 | 5.3 |
| There is effective sharing of information across the TTC | 4.9 | 4.7 | 4.9 | 4.7 | 4.9 | 4.5 | 4.6 |
| There is a good level of trust between Senior Management and employees | 4.9 | 4.6 | 4.9 | 4.6 | 5.0 | 4.3 | 4.1 |
| Best practices are shared effectively across the TTC | 5.3 | 5.1 | 5.3 | 5.2 | 5.2 | 5.2 | 5.3 |
| People take personal responsibility for getting things done at the TTC | 5.6 | 5.3 | 5.6 | 5.5 | 5.7 | 5.5 | 5.1 |
| If something goes wrong, people concentrate on putting it right, not blaming others | 5.0 | 4.8 | 5.0 | 5.0 | 4.9 | 5.6 | 4.4 |
| People show each other respect across the TTC | 6.1 | 5.9 | 6.1 | 6.3 | 6.3 | 6.7 | 5.5 |
| There is respect between the TTC and its partners (e.g., City of Toronto, Metrolinx) | 6.2 | 6.0 | 6.2 | 6.5 | 6.4 | 6.8 | 5.9 |
| The TTC values its staff's time | 6.0 | 5.8 | 6.1 | 6.1 | 5.8 | 6.4 | 5.9 |
| The TTC values its customers' time | 7.1 | 7.0 | 7.4 | 7.5 | 7.2 | 8.0 | 7.3 |
| There is good collaboration between different parts of the TTC | 5.3 | 5.1 | 5.3 | 5.1 | 5.2 | 4.7 | 5.3 |
| I feel sufficiently well informed about what is happening in the TTC | 5.7 | 5.4 | 5.8 | 5.4 | 5.5 | 5.3 | 5.3 |
| Senior Managers communicate openly and honestly with employees | 5.3 | 5.0 | 5.3 | 5.1 | 5.2 | 4.6 | 5.2 |
| I feel confident that TTC leadership is making the right decisions for the company's future success | 6.1 | 5.7 | 6.0 | 6.3 | 6.3 | 6.7 | 5.7 |
| TTC leadership welcomes all feedback, both positive and negative | 6.0 | 5.8 | 6.1 | 6.1 | 6.0 | 6.5 | 5.6 |
| I feel that the TTC's vision to be 'A transit system that makes Toronto proud' is realistic and achievable | 7.4 | 7.2 | 7.6 | 7.6 | 7.4 | 8.4 | 7.0 |
| In my job role, I feel I can directly contribute to the vision to be 'A transit system that makes Toronto proud' | 7.7 | 7.6 | 7.8 | 7.9 | 7.8 | 8.2 | 7.4 |

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 - STREETCARS

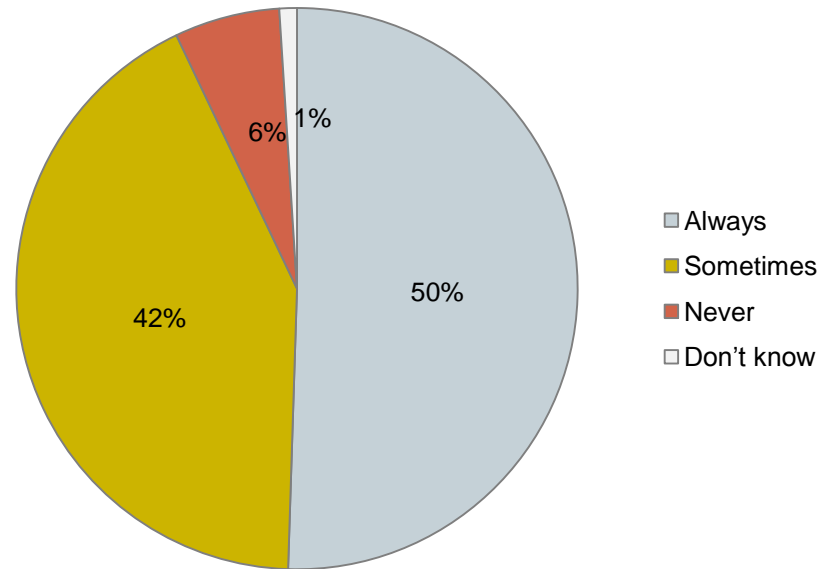


1. I am proud and passionate about the TTC
2. The TTC actively supports equal opportunities for all employees
3. The TTC puts customers first
4. People get things done both quickly and efficiently at the TTC
5. **There is effective sharing of information across the TTC**
6. **There is a good level of 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 4.6 to 8.2.
Impact values range between 21% to 63%.

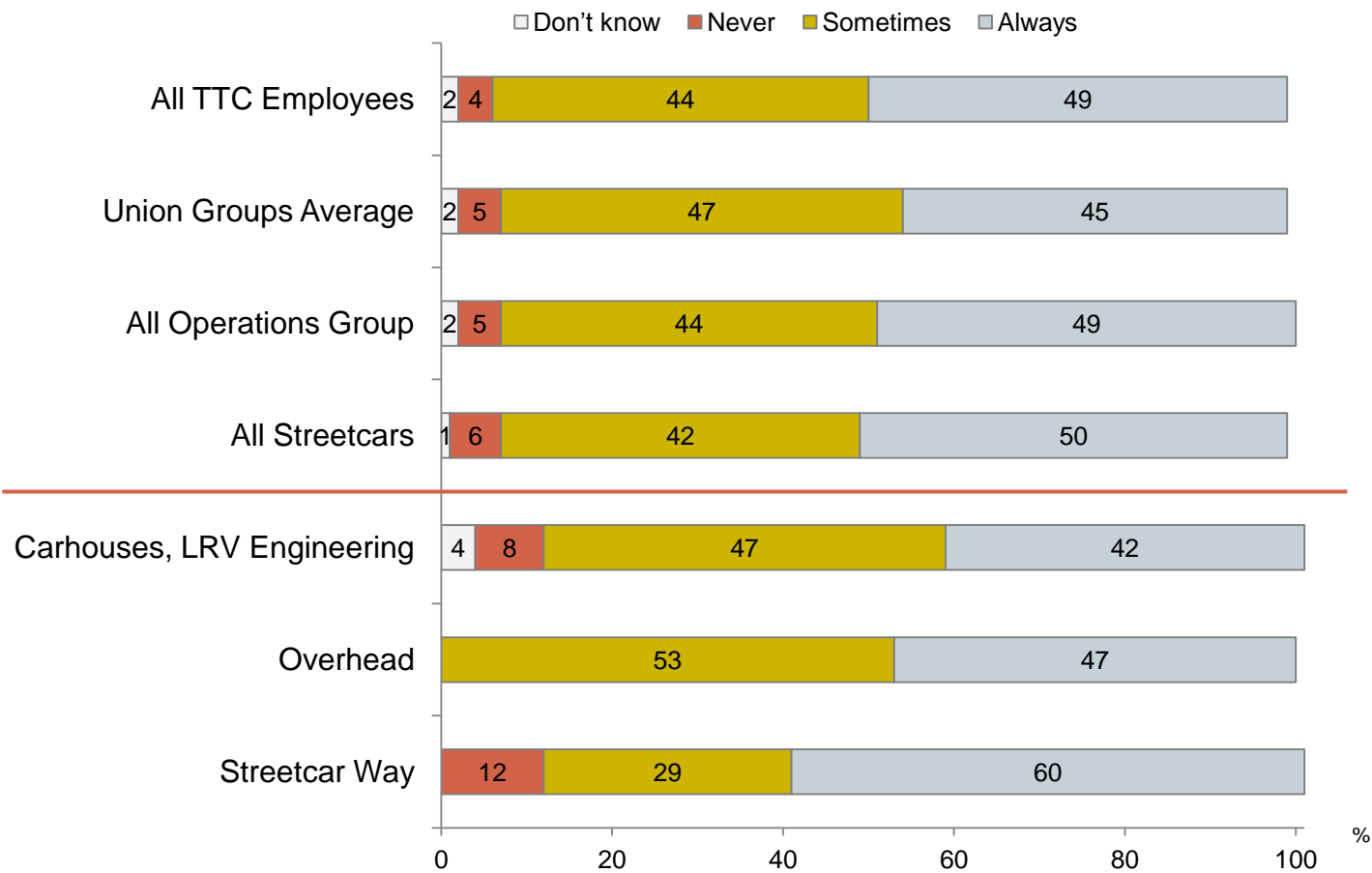
Streetcars

Total
(n= 142)



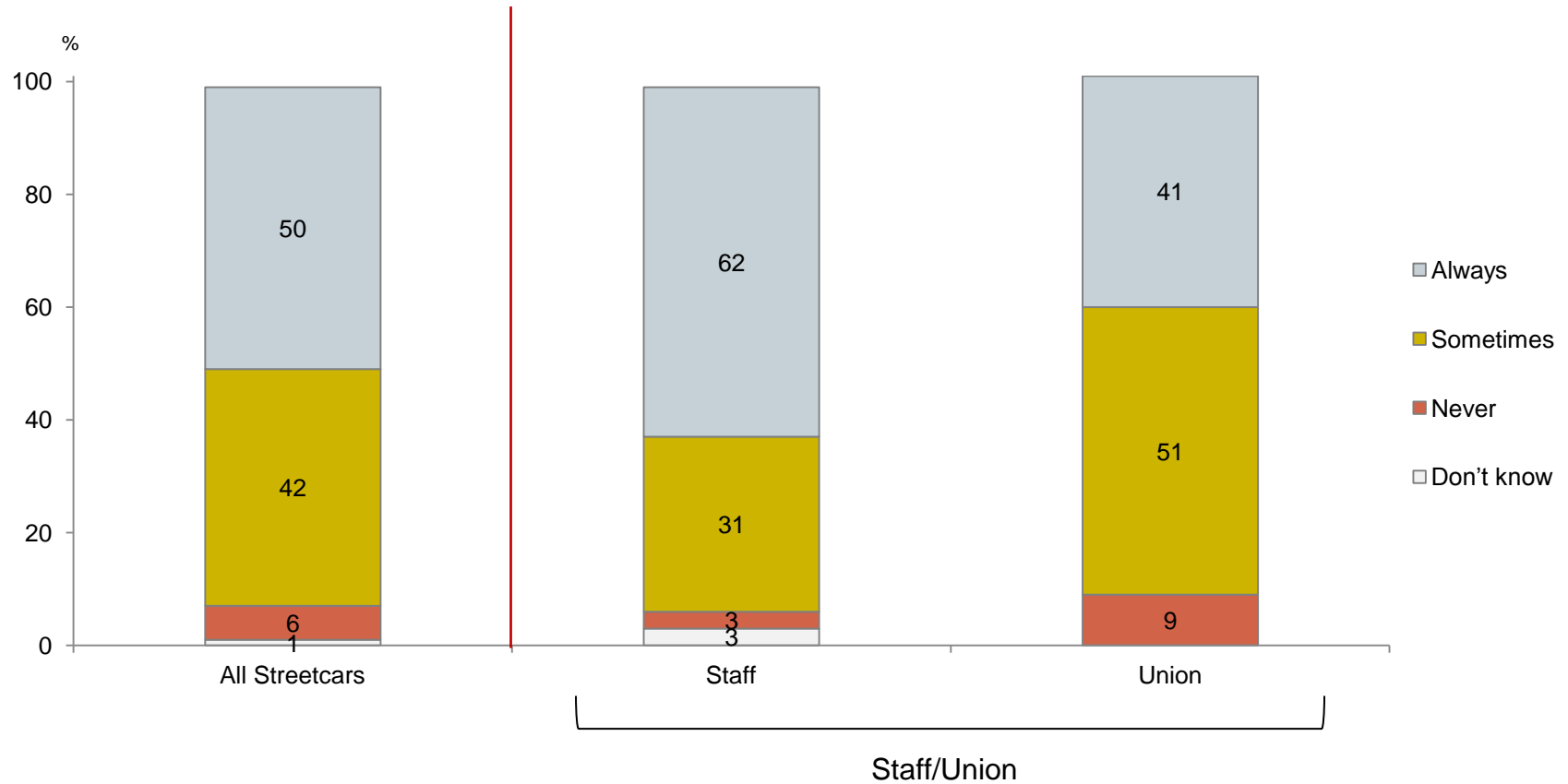
C2. I would speak highly of the TTC...: 1 Always; 2 Sometimes; 3 Never; 4 Don't know.

SPEAKING HIGHLY OF THE TTC - BY COST CENTRE/GROUPING



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

SPEAKING HIGHLY OF THE TTC - BY EMPLOYEE POSITION

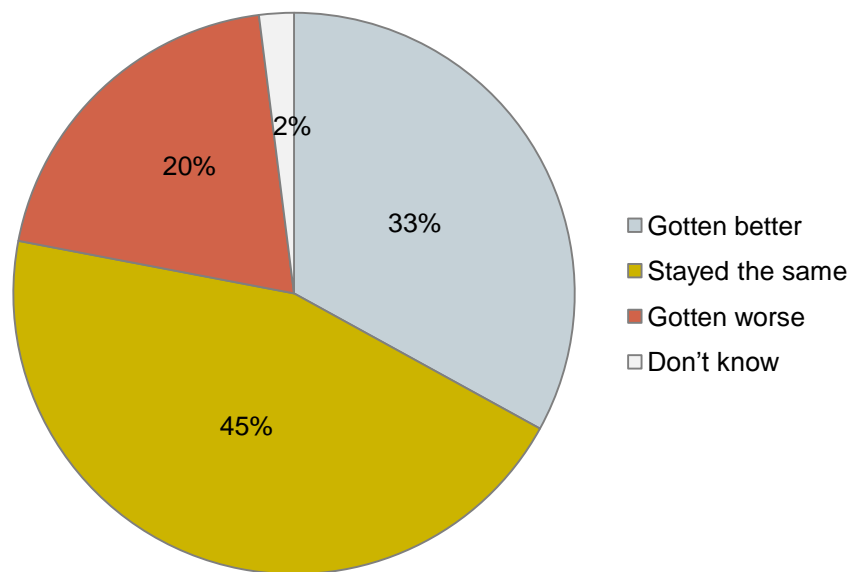


C2. I would speak highly of the TTC...: 1 Always; 2 Sometimes; 3 Never; 4 Don't know.
Sample sizes vary by category.

CHANGE IN EXPERIENCE WORKING FOR THE TTC

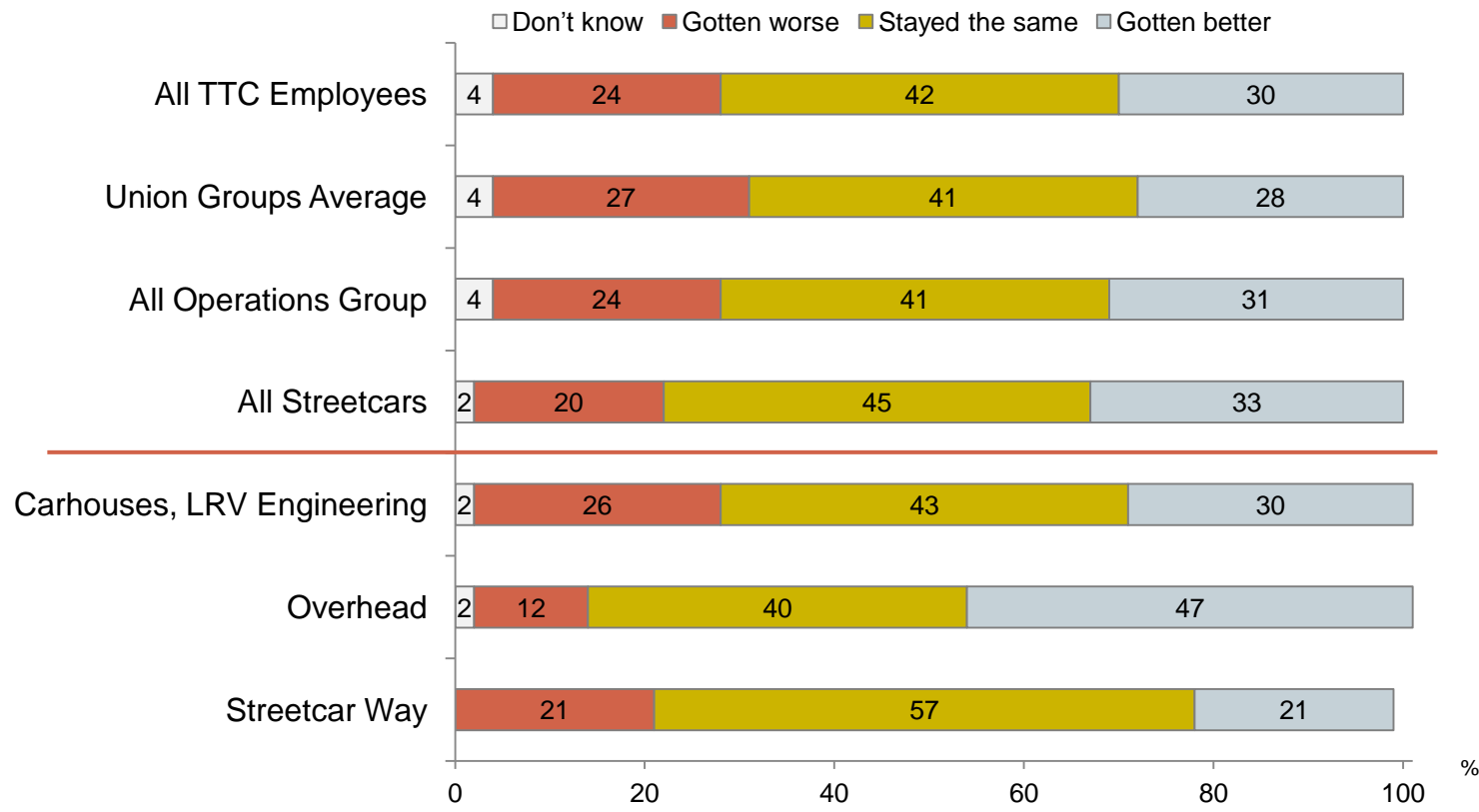
Streetcars

Total
(n= 143)



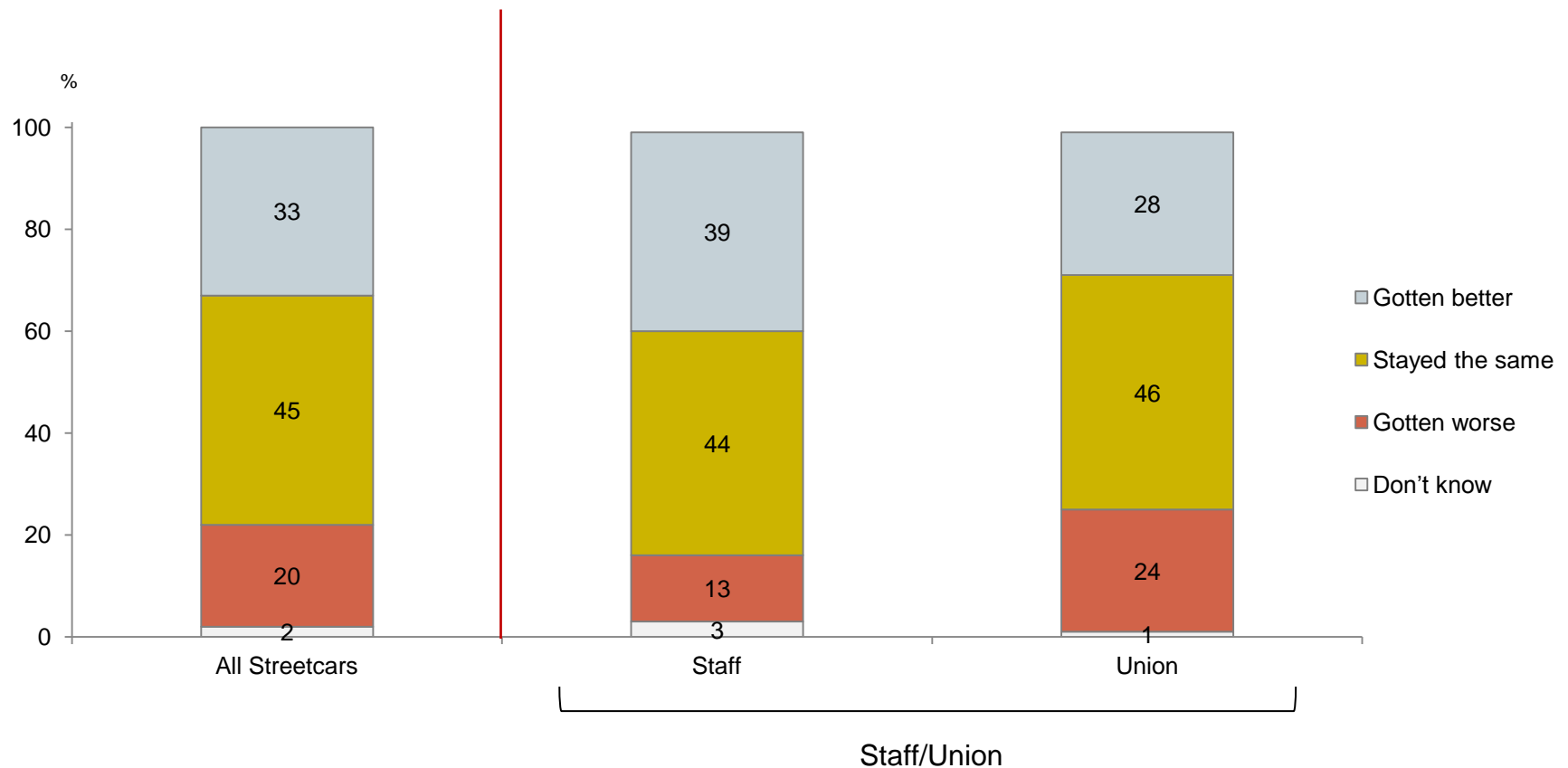
C3. In the past 12 months, working for the TTC has... 1 Gotten better; 2 Stayed the same; 3 Gotten worse; 4 Don't know.

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



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.

CHANGE IN EXPERIENCE WORKING FOR THE TTC - BY EMPLOYEE POSITION



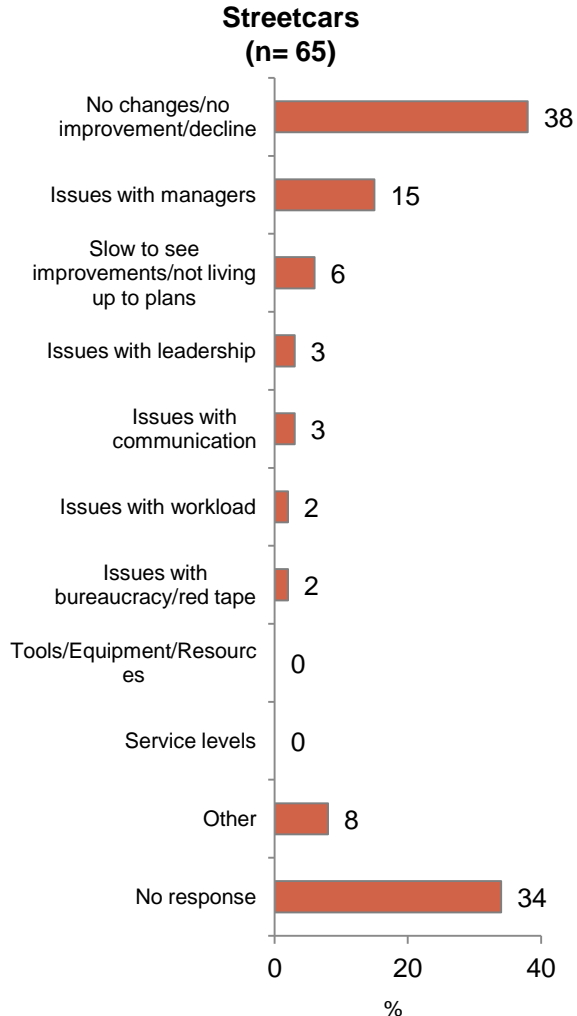
C3. In the past 12 months, working for the TTC has... 1 Gotten better; 2 Stayed the same; 3 Gotten worse; 4 Don't know.
Sample sizes vary by category.

REASONS INDICATED FOR CHANGE IN EXPERIENCE

Employees indicating TTC has Gotten better



Employees indicating TTC has Stayed the same



Employees indicating TTC has Gotten worse



* Percentages suppressed as 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.

AREA TO MAINTAIN: SAFETY

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

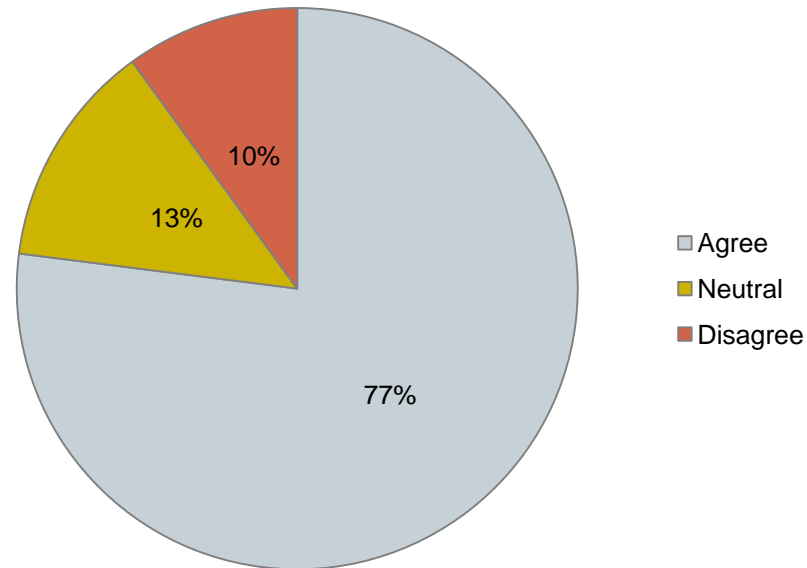
- While not among the most influential aspects of the employee experience, Opportunity Analysis still identifies “Safety” as having a moderate impact on Employee Engagement and as an area in which Streetcars employees are relatively satisfied, making this an Area to Maintain.
- Employee satisfaction with their safety at work is the highest for Carhouses/LRV Engineering, and generally the lowest for Streetcar Way.
- Staff employees feel substantially safer at work than union employees.
- Across the specific aspects of Safety, ratings were the highest for, “I feel comfortable discussing safety issues at work”. Ratings were the lowest for, “My manager acts quickly to address safety issues”.
- To further improve employee satisfaction with Safety, Opportunity Analysis identifies the following key areas on which to focus improvements:
 - The protection of workers from occupational exposure to hazards is a high priority with management
 - The TTC’s management is willing to invest money and effort to improve the level of safety
- In addition to these improvements, the following areas are key Areas to Protect:
 - My manager/supervisor emphasizes safe practices while at work
 - My manager/supervisor is well informed about safety issues

OVERALL RATINGS OF SAFETY - STREETCARS

Streetcars

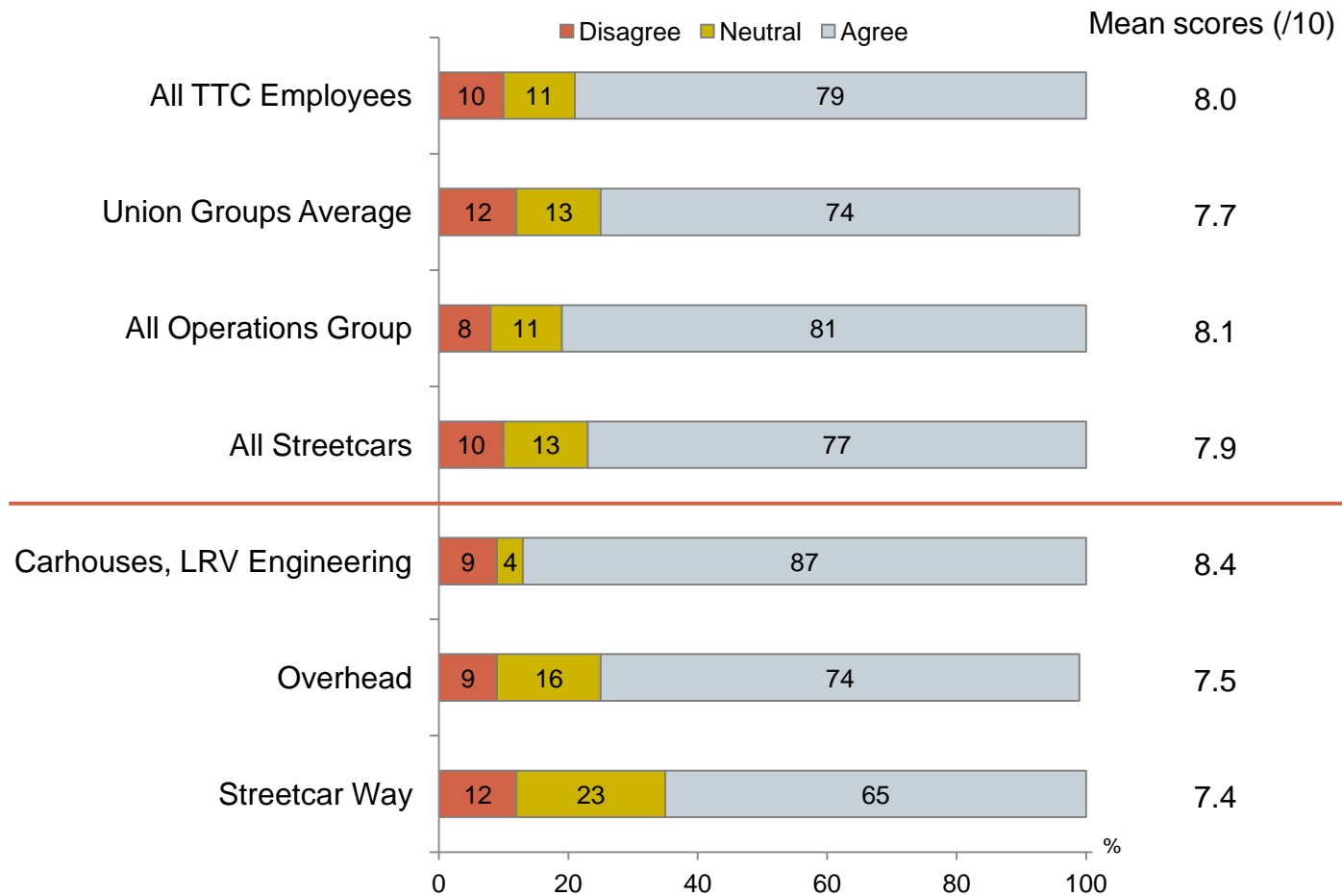
Total
(n= 144)

Mean=7.9



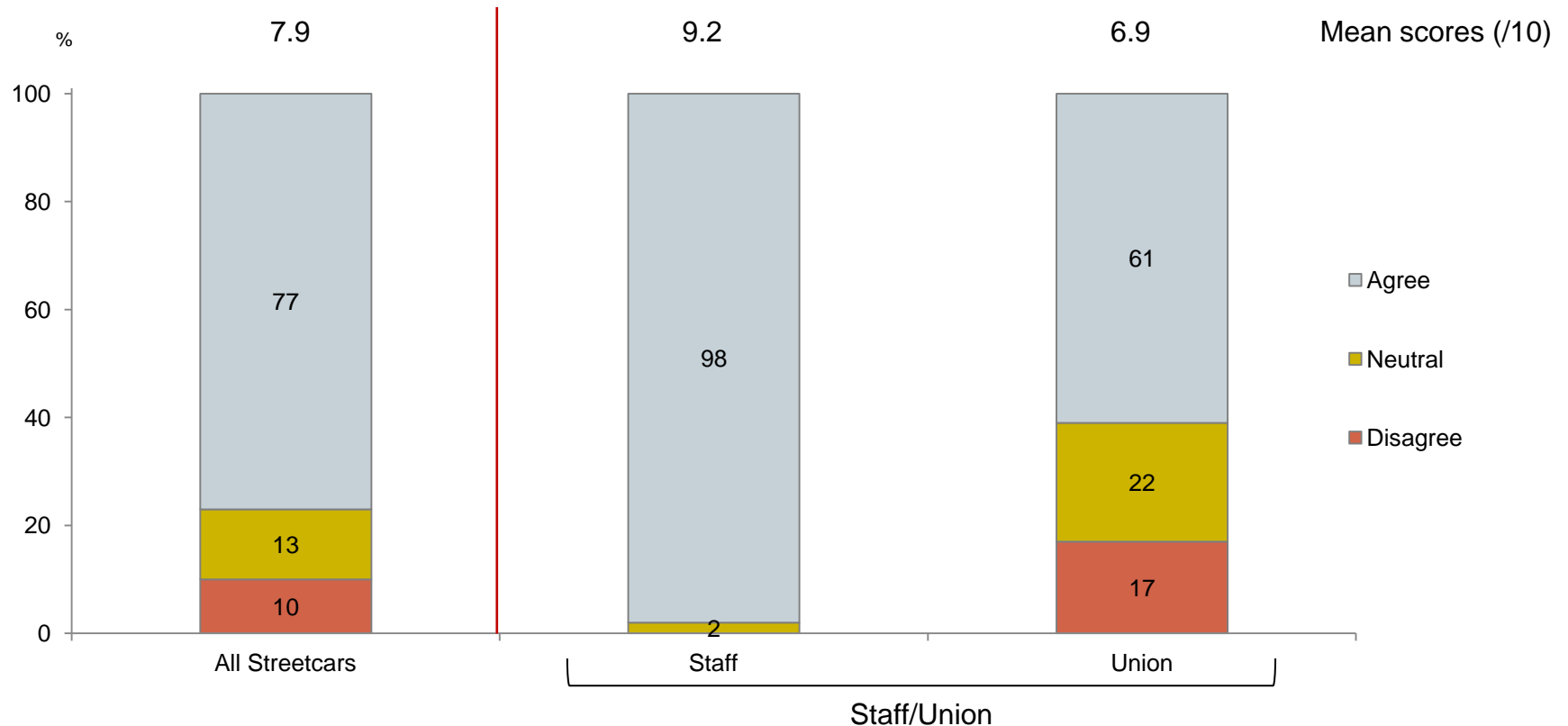
G1. Please indicate the extent to which you agree or disagree with each of the following statements about the TTC's approach to ensuring your physical safety.
Overall, I feel safe when I am at work.

OVERALL RATINGS OF SAFETY - BY COST CENTRE/GROUPING



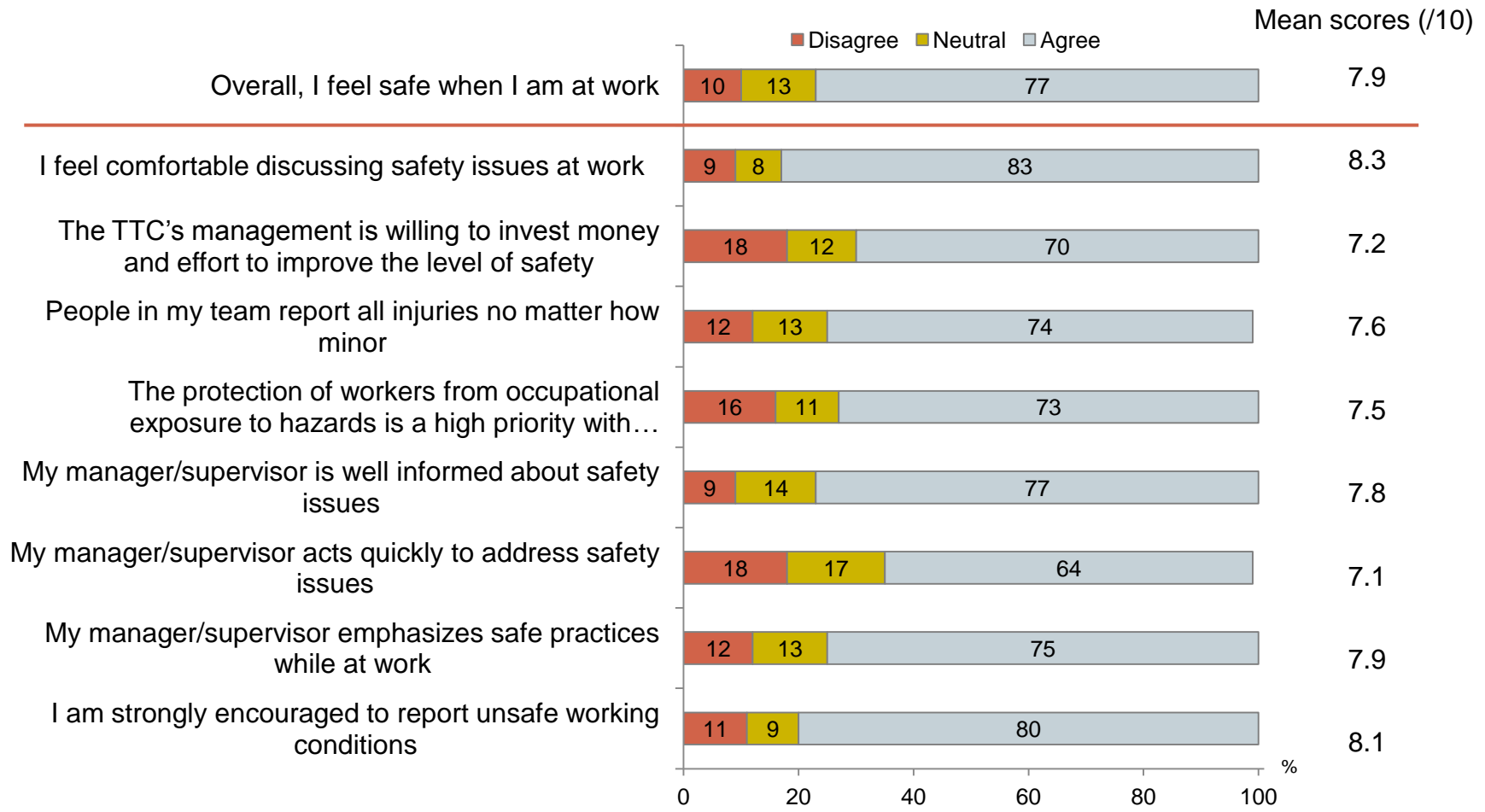
G1. Please indicate the extent to which you agree or disagree with each of the following statements about the TTC's approach to ensuring your physical safety,
Overall, I feel safe when I am at work.
Sample sizes vary by category.

OVERALL RATINGS OF SAFETY - BY EMPLOYEE POSITION



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 - STREETCARS



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.

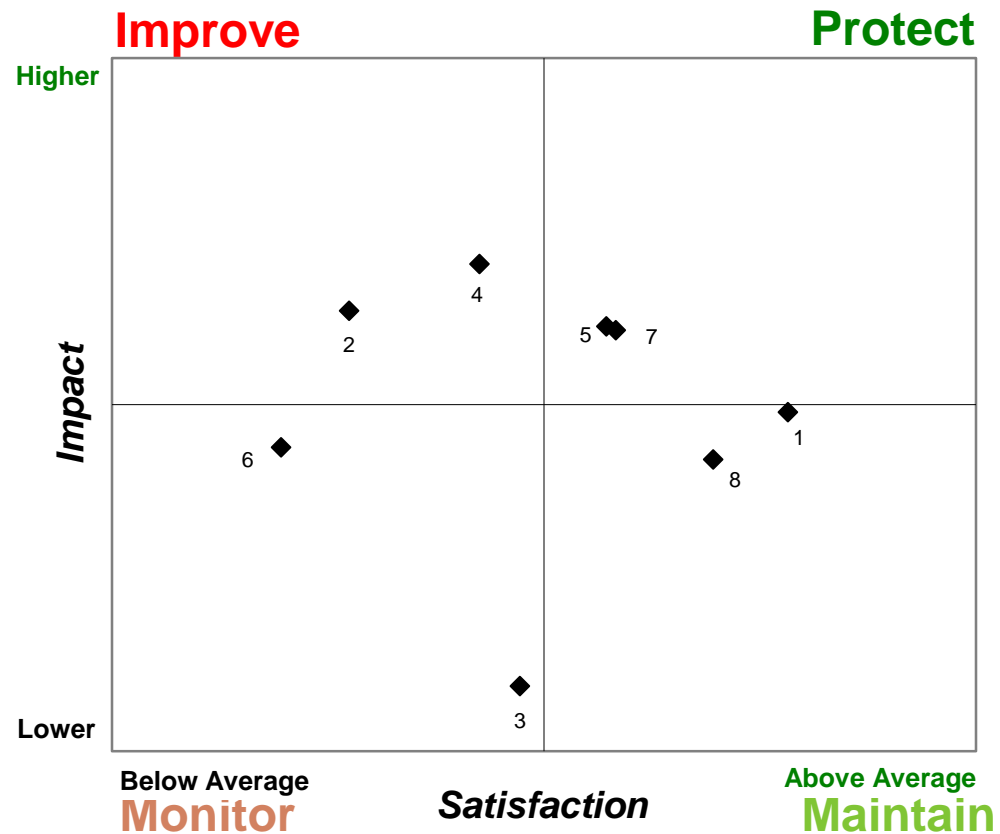
SAFETY

- BY COST CENTRE/GROUPING

| Mean | All TTC Employees | Union Groups Average | All Operations Group | All Streetcars | Carhouses/LRV Engineering | Overhead | Streetcar Way |
|----------------------------------------------------------------------------------------------------|-------------------|----------------------|----------------------|----------------|---------------------------|----------|---------------|
| Overall, I feel safe when I am at work | 8.0 | 7.7 | 8.1 | 7.9 | 8.4 | 7.5 | 7.4 |
| I feel comfortable discussing safety issues at work | 8.3 | 8.0 | 8.3 | 8.3 | 8.7 | 8.2 | 7.6 |
| The TTC's management is willing to invest money and effort to improve the level of safety | 7.4 | 7.1 | 7.6 | 7.2 | 7.5 | 7.1 | 6.9 |
| People in my team report all injuries no matter how minor | 7.1 | 6.8 | 7.2 | 7.6 | 7.8 | 7.9 | 7.1 |
| The protection of workers from occupational exposure to hazards is a high priority with management | 7.6 | 7.2 | 7.6 | 7.5 | 7.9 | 7.3 | 7.2 |
| My manager/supervisor is well informed about safety issues | 8.0 | 7.7 | 8.0 | 7.8 | 8.4 | 7.3 | 7.5 |
| My manager/supervisor acts quickly to address safety issues | 7.6 | 7.3 | 7.6 | 7.1 | 7.8 | 6.3 | 6.9 |
| My manager/supervisor emphasizes safe practices while at work | 7.9 | 7.7 | 8.0 | 7.9 | 8.2 | 7.8 | 7.5 |
| I am strongly encouraged to report unsafe working conditions | 8.0 | 7.8 | 8.2 | 8.1 | 8.6 | 7.5 | 7.9 |

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. Sample sizes vary by attribute.

OPPORTUNITY ANALYSIS: SAFETY - STREETCARS



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 7.1 to 8.3.
 Impact values range between 35% to 59%.

AREA TO MONITOR: PERFORMANCE AND REWARD

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

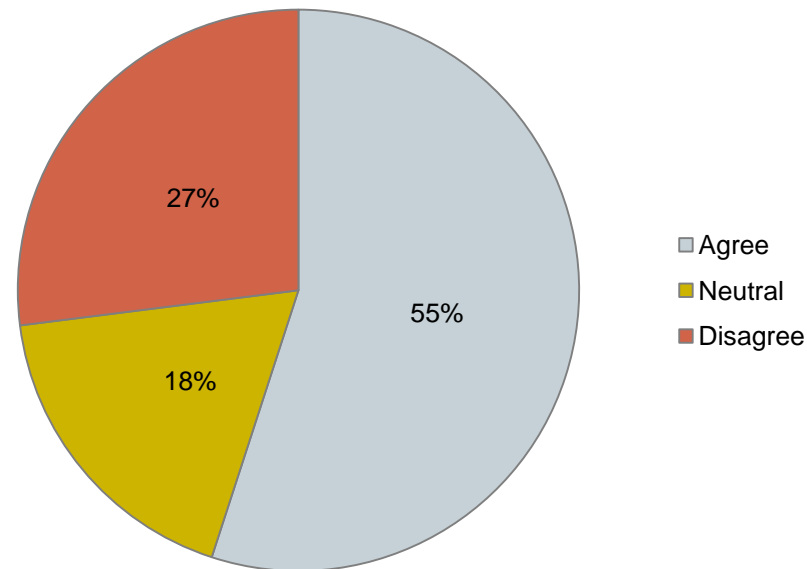
- Although “Performance and Reward” is not the most influential aspect of the employee experience, Opportunity Analysis still identifies it as having a moderate impact on Employee Engagement and as an area in which Streetcars employees are relatively less satisfied. In other words, it is an Area to Monitor.
- Employee satisfaction with the way the TTC recognizes and rewards employees is the highest for Carhouses/LRV Engineering, and the lowest for Streetcar Way.
- Staff are significantly more satisfied with recognition and reward than union employees.
- Across the specific aspects of Performance and Reward, ratings were the highest for, “The TTC offers good job security”, followed by “I am satisfied with my pay and benefits, given the job I do”. Ratings were the lowest for, “Poor performance is not tolerated”. There was some variation in these results across the cost centre groupings, particularly for Overhead. For this cost centre grouping, “I have the opportunity to progress within the company” received a higher rating than satisfaction with pay and benefits, while “I am satisfied with the recognition I receive from my manager” received the lowest rating. Meanwhile, for Streetcar Way, “I am recognized for excellent performance” received the lowest ratings.
- To improve employee satisfaction with their working environment, Opportunity Analysis identifies the following key areas on which to focus improvements:
 - At the TTC, the recognition and / or rewards are meaningful
 - I am recognized for excellent performance
 - I am satisfied with the recognition I receive from my manager
- In addition to these improvements, the following area is a key Area to Protect:
 - I have the opportunity to progress within the company

OVERALL RATINGS OF PERFORMANCE AND REWARD - STREETCARS

Streetcars

Total
(n= 139)

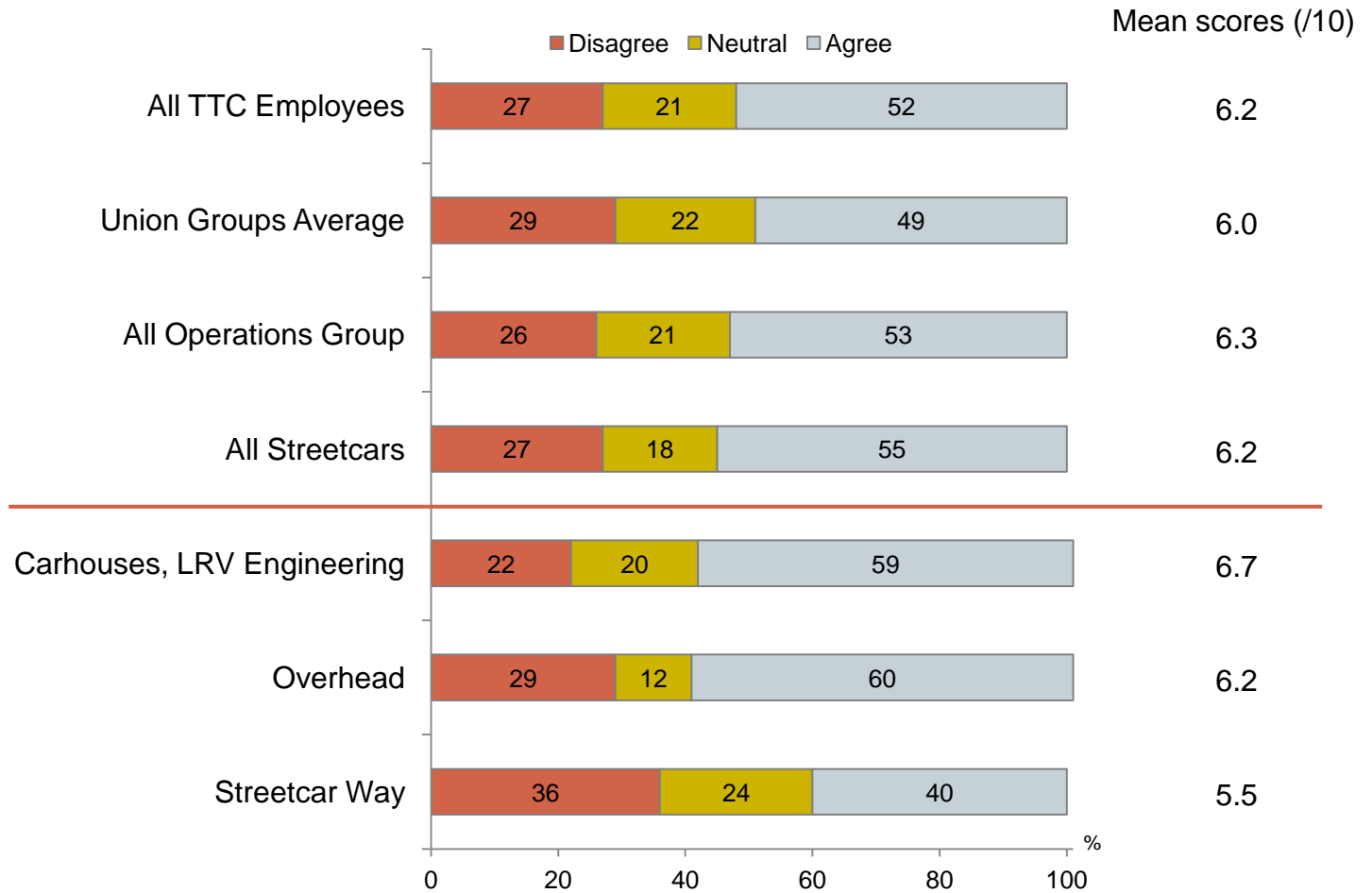
Mean=6.2



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



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.

OVERALL RATINGS OF PERFORMANCE AND REWARD - BY EMPLOYEE POSITION



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.

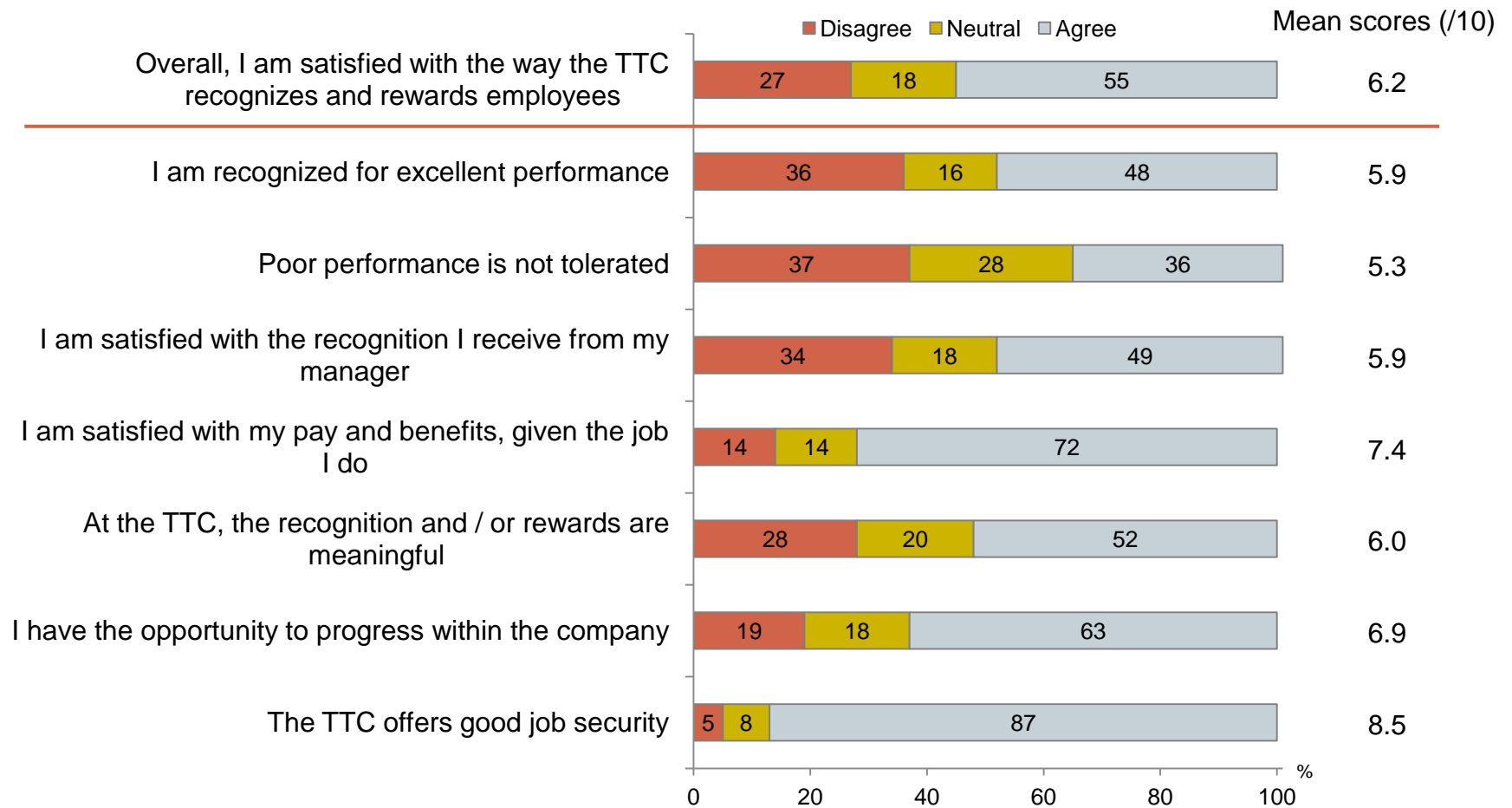
Overall, I am satisfied with the way the TTC recognizes and rewards employees.

Sample sizes vary by category.

3/30/2015

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PERFORMANCE AND REWARD - STREETCARS



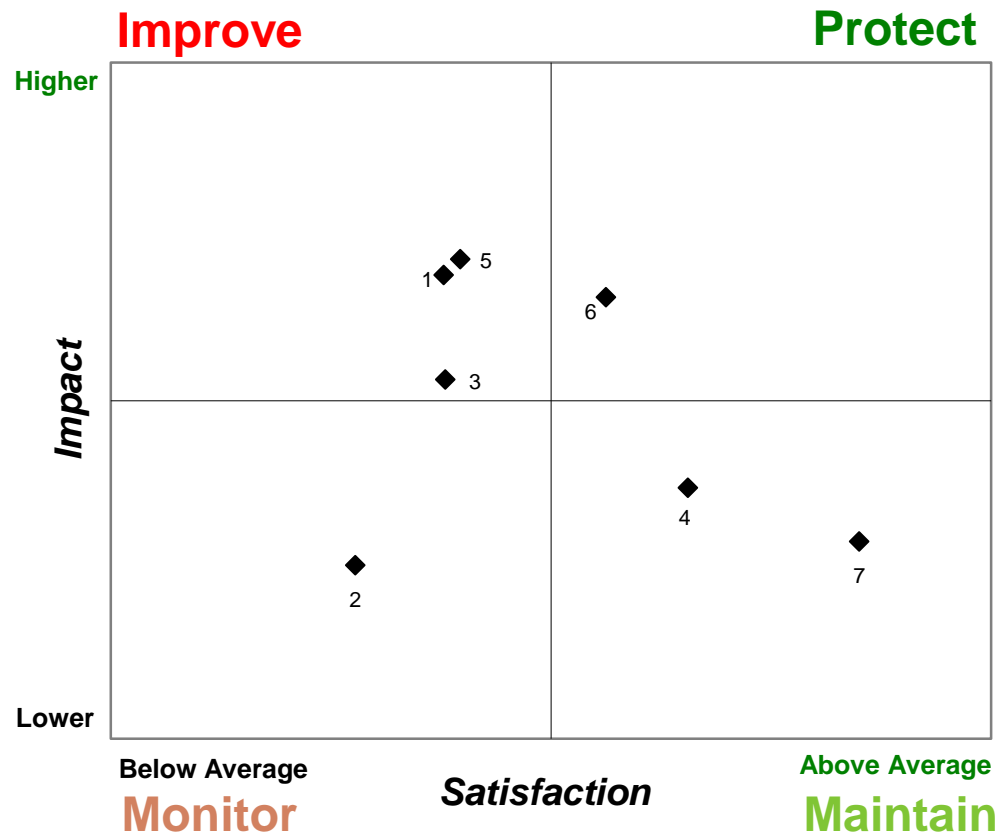
I1. Please indicate the extent to which you agree or disagree with each of the following statements with respect to the TTC's practices and behaviours in the areas of employee reward and recognition.
Sample sizes vary by attribute.

PERFORMANCE AND REWARD - BY COST CENTRE/GROUPING

| Mean | All TTC Employees | Union Groups Average | All Operations Group | All Streetcars | Carhouses/LRV Engineering | Overhead | Streetcar Way |
|-------------------------------------------------------------------------------|-------------------|----------------------|----------------------|----------------|---------------------------|----------|---------------|
| Overall, I am satisfied with the way the TTC recognizes and rewards employees | 6.2 | 6.0 | 6.3 | 6.2 | 6.7 | 6.2 | 5.5 |
| I am recognized for excellent performance | 5.9 | 5.6 | 5.9 | 5.9 | 6.6 | 5.7 | 5.0 |
| Poor performance is not tolerated | 5.9 | 5.8 | 5.6 | 5.3 | 4.7 | 5.6 | 5.5 |
| I am satisfied with the recognition I receive from my manager | 6.0 | 5.8 | 6.2 | 5.9 | 6.1 | 5.5 | 5.7 |
| I am satisfied with my pay and benefits, given the job I do | 7.7 | 7.8 | 7.7 | 7.4 | 8.2 | 6.3 | 7.4 |
| At the TTC, the recognition and / or rewards are meaningful | 5.9 | 5.8 | 6.0 | 6.0 | 6.4 | 5.6 | 5.6 |
| I have the opportunity to progress within the company | 6.9 | 6.9 | 6.9 | 6.9 | 6.7 | 7.0 | 6.8 |
| The TTC offers good job security | 8.3 | 8.3 | 8.4 | 8.5 | 8.2 | 9.0 | 8.2 |

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.

OPPORTUNITY ANALYSIS: PERFORMANCE AND REWARD - STREETCARS



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 5.3 to 8.5.
 Impact values range between 17% to 57%.

AREA TO MONITOR: TRAINING AND DEVELOPMENT

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

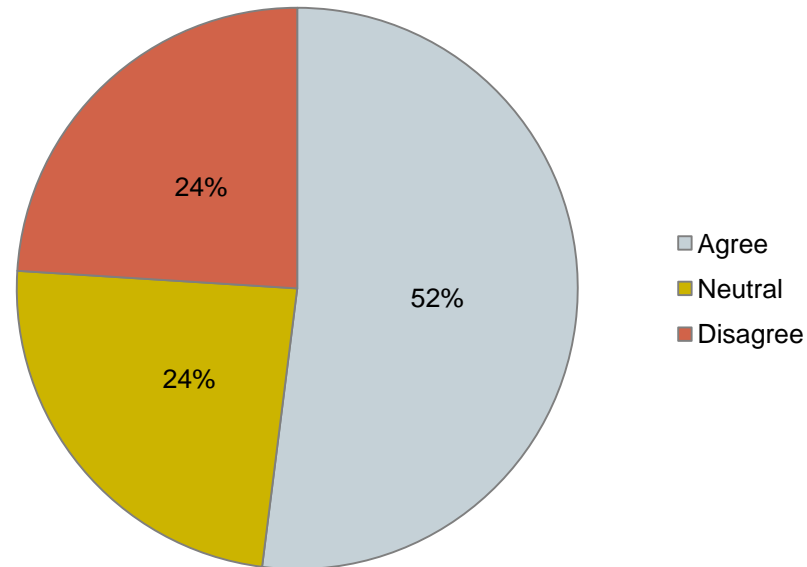
- While not among the most influential aspects of the employee experience, Opportunity Analysis still identifies “Training and Development” as having a moderate impact on Employee Engagement and as an area in which Streetcars employees are relatively less satisfied, making this an Area to Monitor.
- Employee satisfaction with their training and development is the highest for Streetcar Way, and the lowest for Carhouses/LRV Engineering.
- Satisfaction with Training and Development is higher for staff compared to union employees.
- Across the specific aspects of Training and Development, ratings were the highest for, “My on-boarding/induction experience was positive”, followed by “I have received the right sort of training to do my job properly”. Ratings were the lowest for, “I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor” and “The way people are selected for jobs in the TTC is fair.” These results were mostly consistent across cost centre groupings.
- To improve employee satisfaction with Training and Development, Opportunity Analysis identifies the following key area on which to focus improvements:
 - I am satisfied with the support I receive on my personal development
 - The way people are selected for jobs in the TTC is fair
- In addition to these improvements, the following areas are key Areas to Protect:
 - I have received the right sort of training to do my job properly
 - I am satisfied with the career development opportunities available to me
 - The TTC provides ongoing training opportunities so I can develop my skills

OVERALL RATINGS OF TRAINING AND DEVELOPMENT - STREETCARS

Streetcars

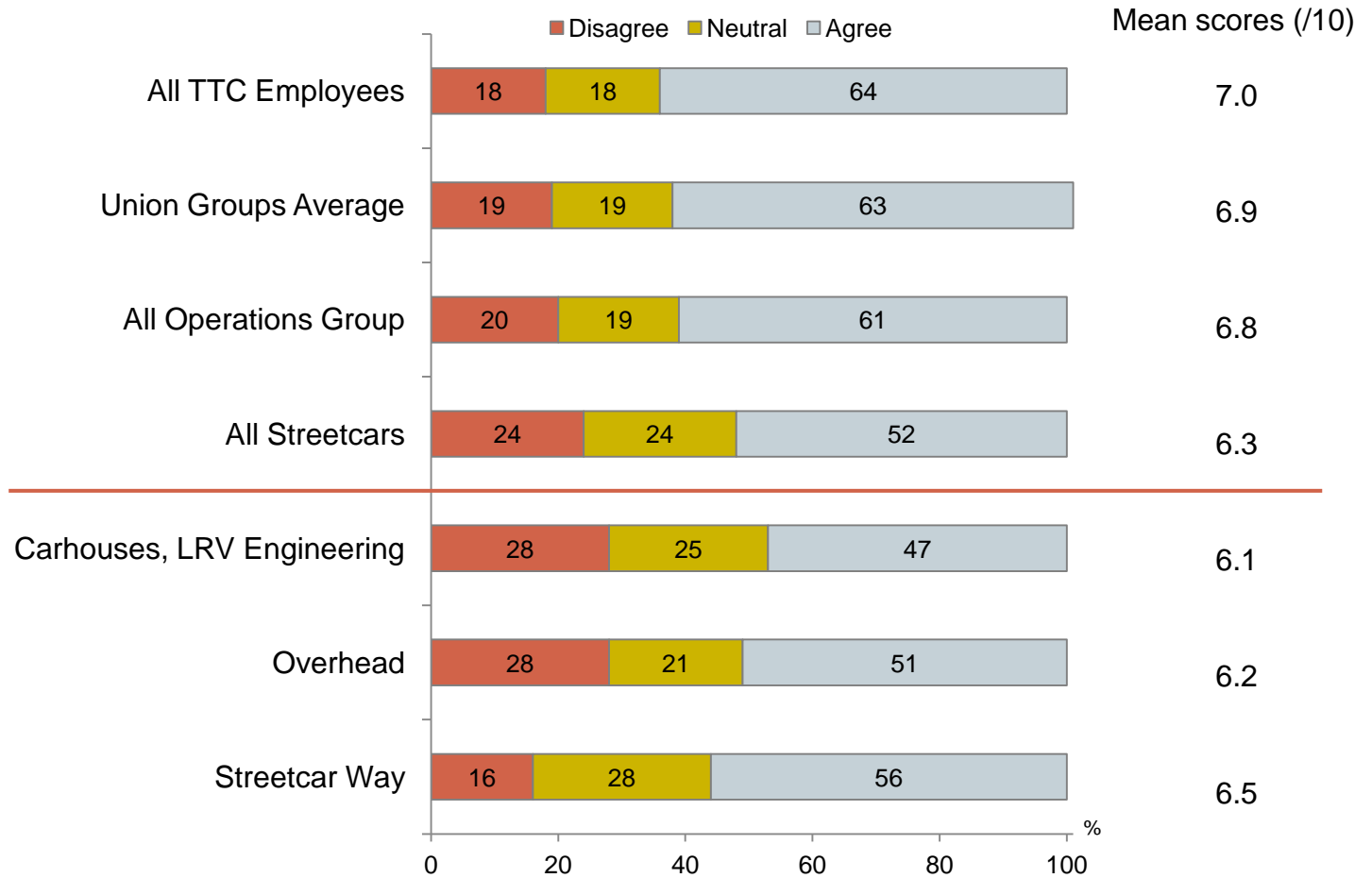
Total
(n= 143)

Mean=6.3



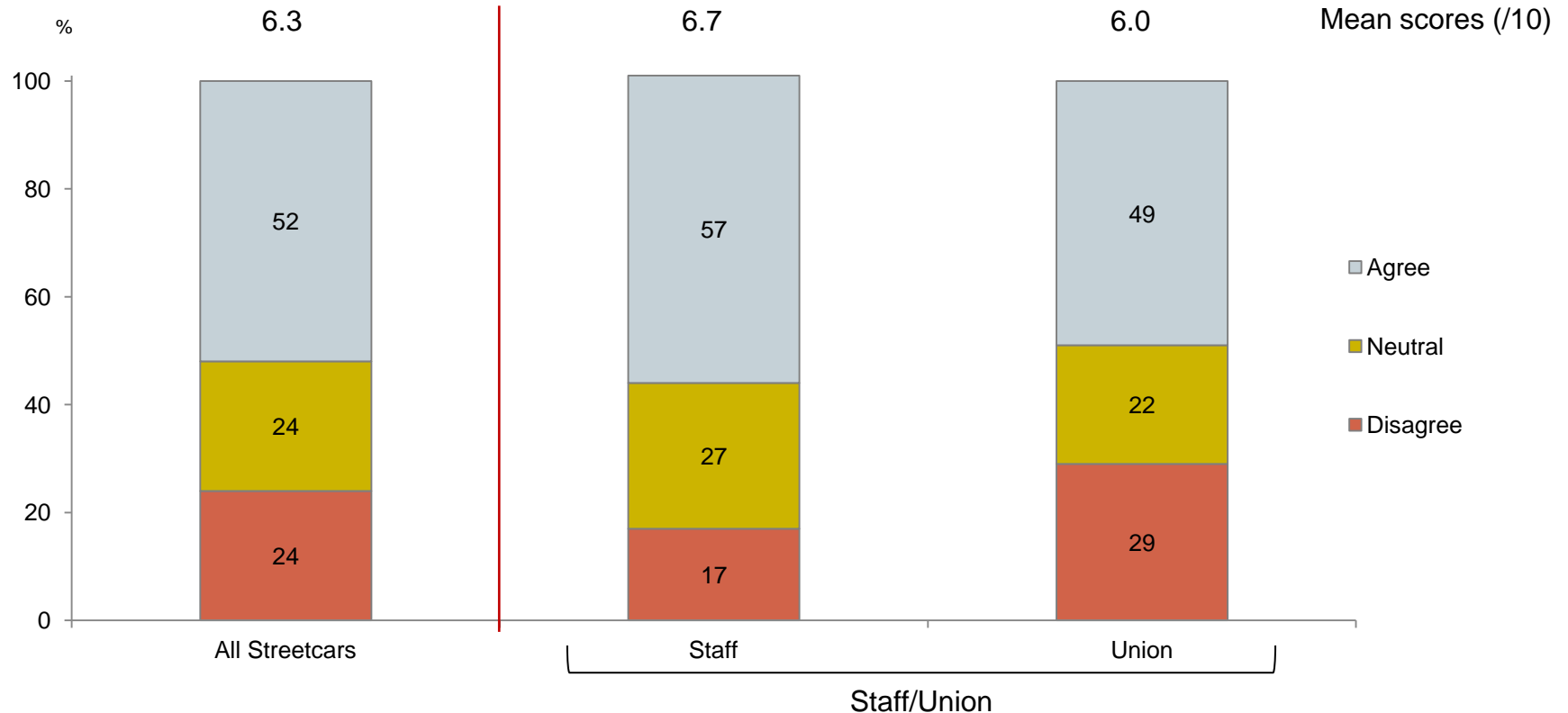
H1. Please indicate the extent to which you agree or disagree with each of the following statements about the training you receive as an employee at the TTC.
Overall, I am satisfied with my training and development at the TTC.

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



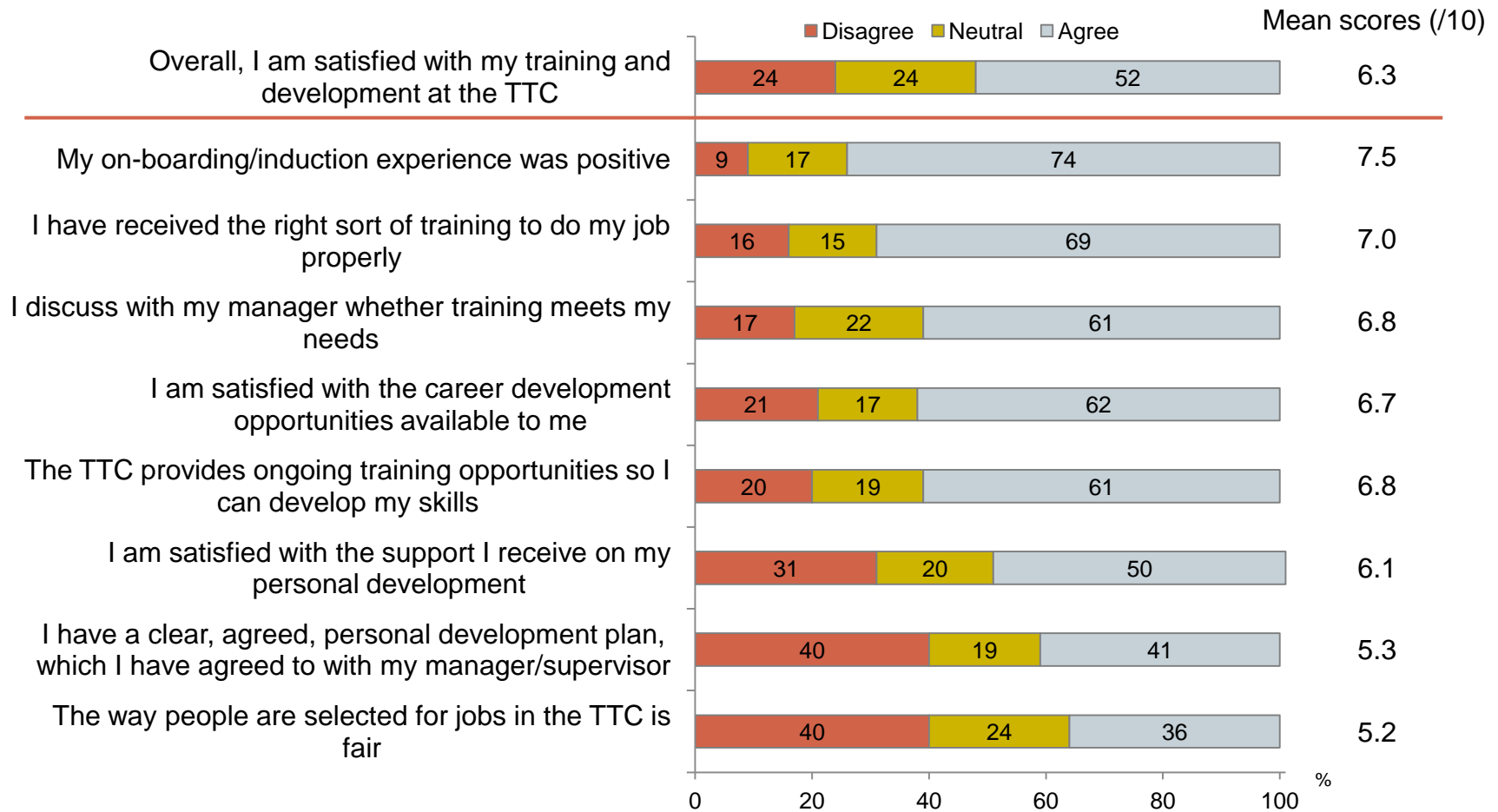
H1. Please indicate the extent to which you agree or disagree with each of the following statements about the training you receive as an employee at the TTC.
Overall, I am satisfied with my training and development at the TTC.
Sample sizes vary by category.

OVERALL RATINGS OF TRAINING AND DEVELOPMENT - BY EMPLOYEE POSITION



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 - STREETCARS



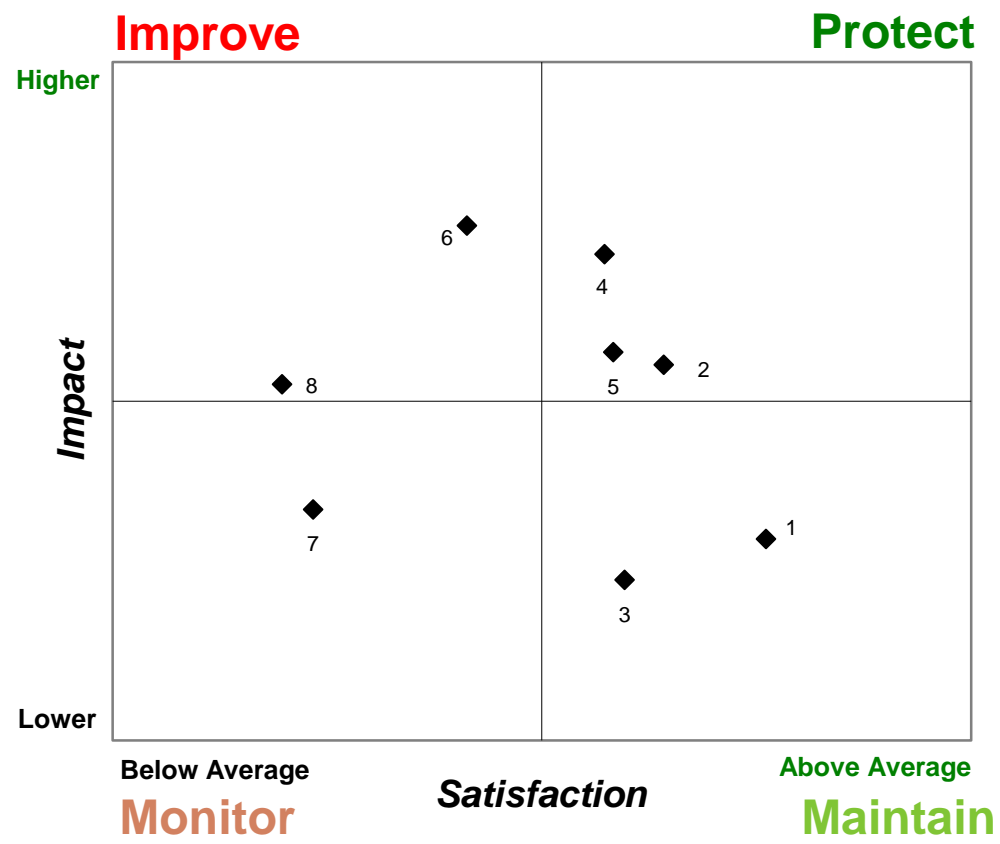
H1. Please indicate the extent to which you agree or disagree with each of the following statements about the training you receive as an employee at the TTC.
Sample sizes vary by attribute.

TRAINING AND DEVELOPMENT - BY COST CENTRE/GROUPING

| Mean | All TTC Employees | Union Groups Average | All Operations Group | All Streetcars | Carhouses/LRV Engineering | Overhead | Streetcar Way |
|------------------------------------------------------------------------------------------------------|-------------------|----------------------|----------------------|----------------|---------------------------|----------|---------------|
| Overall, I am satisfied with my training and development at the TTC | 7.0 | 6.9 | 6.8 | 6.3 | 6.1 | 6.2 | 6.5 |
| My on-boarding/induction experience was positive | 7.9 | 7.9 | 7.7 | 7.5 | 7.5 | 7.3 | 7.5 |
| I have received the right sort of training to do my job properly | 7.6 | 7.6 | 7.4 | 7.0 | 6.9 | 7.1 | 7.0 |
| I discuss with my manager whether training meets my needs | 6.7 | 6.4 | 6.7 | 6.8 | 7.0 | 6.4 | 6.9 |
| I am satisfied with the career development opportunities available to me | 6.9 | 6.9 | 7.0 | 6.7 | 6.4 | 6.8 | 6.9 |
| The TTC provides ongoing training opportunities so I can develop my skills | 7.0 | 6.8 | 7.0 | 6.8 | 6.5 | 6.7 | 6.9 |
| I am satisfied with the support I receive on my personal development | 6.5 | 6.2 | 6.5 | 6.1 | 6.1 | 5.7 | 6.2 |
| I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor | 5.5 | 5.2 | 5.4 | 5.3 | 4.8 | 5.4 | 5.9 |
| The way people are selected for jobs in the TTC is fair | 5.6 | 5.5 | 5.3 | 5.2 | 4.9 | 5.4 | 5.1 |

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 - STREETCARS



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 5.2 to 7.5.
 Impact values range between 32% to 70%.

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 Streetcars employees are relatively less satisfied, making this an Area to Monitor.
- Employee satisfaction with their immediate manager or supervisor is the highest for Carhouses/LRV Engineering, and the lowest for Overhead.
- There is a large difference in satisfaction between staff and union employees in this area, with many more staff indicating they are satisfied with their immediate manager or supervisor.
- Across the specific qualities of Your Manager/Supervisor, ratings were the highest for, “My manager/supervisor treats me fairly”, and “My Manager/Supervisor actively discourages prejudice”. Ratings were the lowest for, “I receive regular feedback about my performance from my manager/supervisor”, “My Manager/Supervisor is personally involved in improving the quality of my work” and “I receive constructive feedback about my performance from my manager/supervisor.”
- These results were somewhat variable across cost centre groupings. For Streetcar Way, “Where appropriate, my manager/supervisor involves me in decisions which affect me” received the highest score while, for both Streetcar Way and Overhead, “My manager/supervisor is open to constructive feedback from staff and others” received a lower rating than for receiving regular feedback or the manager/supervisor being personally involved in improving work quality.

SECTION SUMMARY

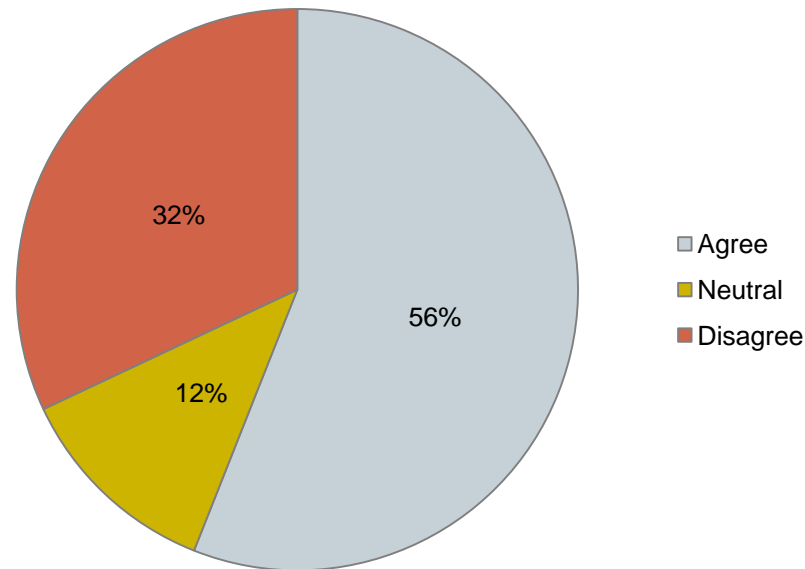
- To improve employee satisfaction with Your Manager/Supervisor, Opportunity Analysis identifies the following key areas on which to focus improvements:
 - I am satisfied with the way I am managed
 - My manager/supervisor leads by example
 - My manager/supervisor manages people well
 - I receive regular feedback about my performance from my manager/supervisor
 - My manager/supervisor is open to constructive feedback from staff and others
- In addition to these improvements, the following areas are key Areas to Protect:
 - My manager/supervisor takes responsibility when problems arise
 - 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 - STREETCARS

Streetcars

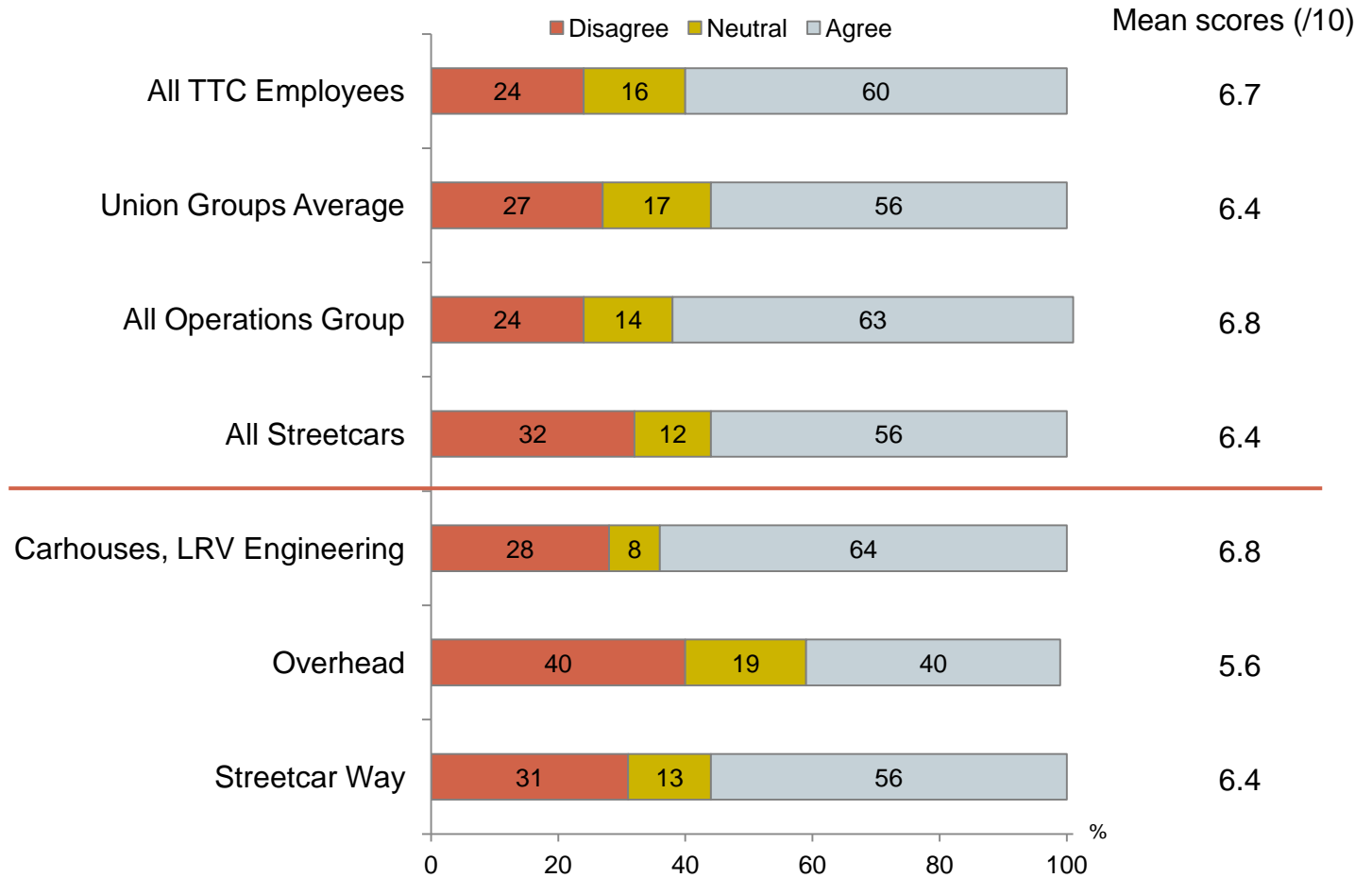
Total
(n= 138)

Mean=6.4



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

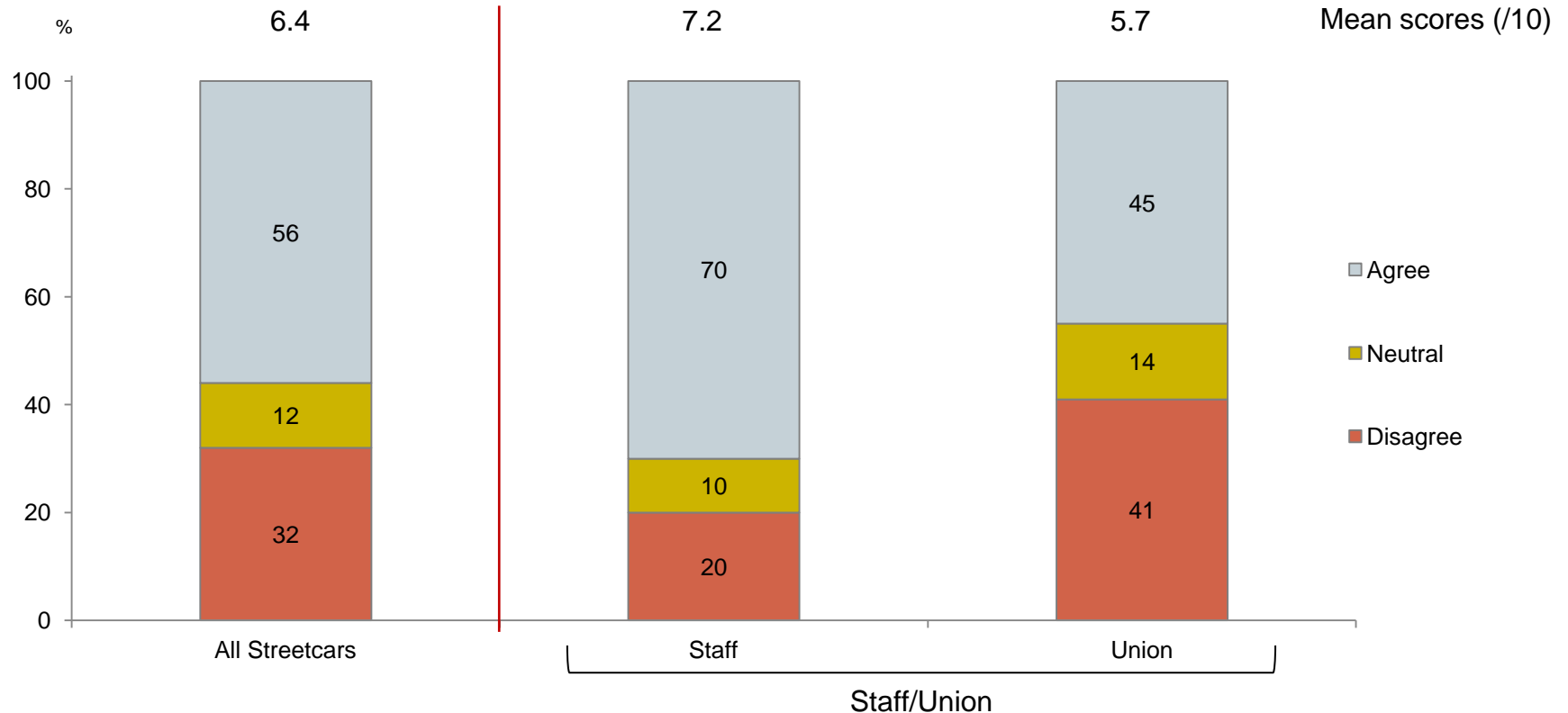


D1. Thinking about your immediate manager or supervisor (that is, the person to whom you report to directly, on a day-to-day basis), please indicate the extent to which you agree or disagree with each of the following statements about your immediate manager or supervisor.

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

Sample sizes vary by category.

OVERALL RATINGS OF YOUR MANAGER/SUPERVISOR - BY EMPLOYEE POSITION

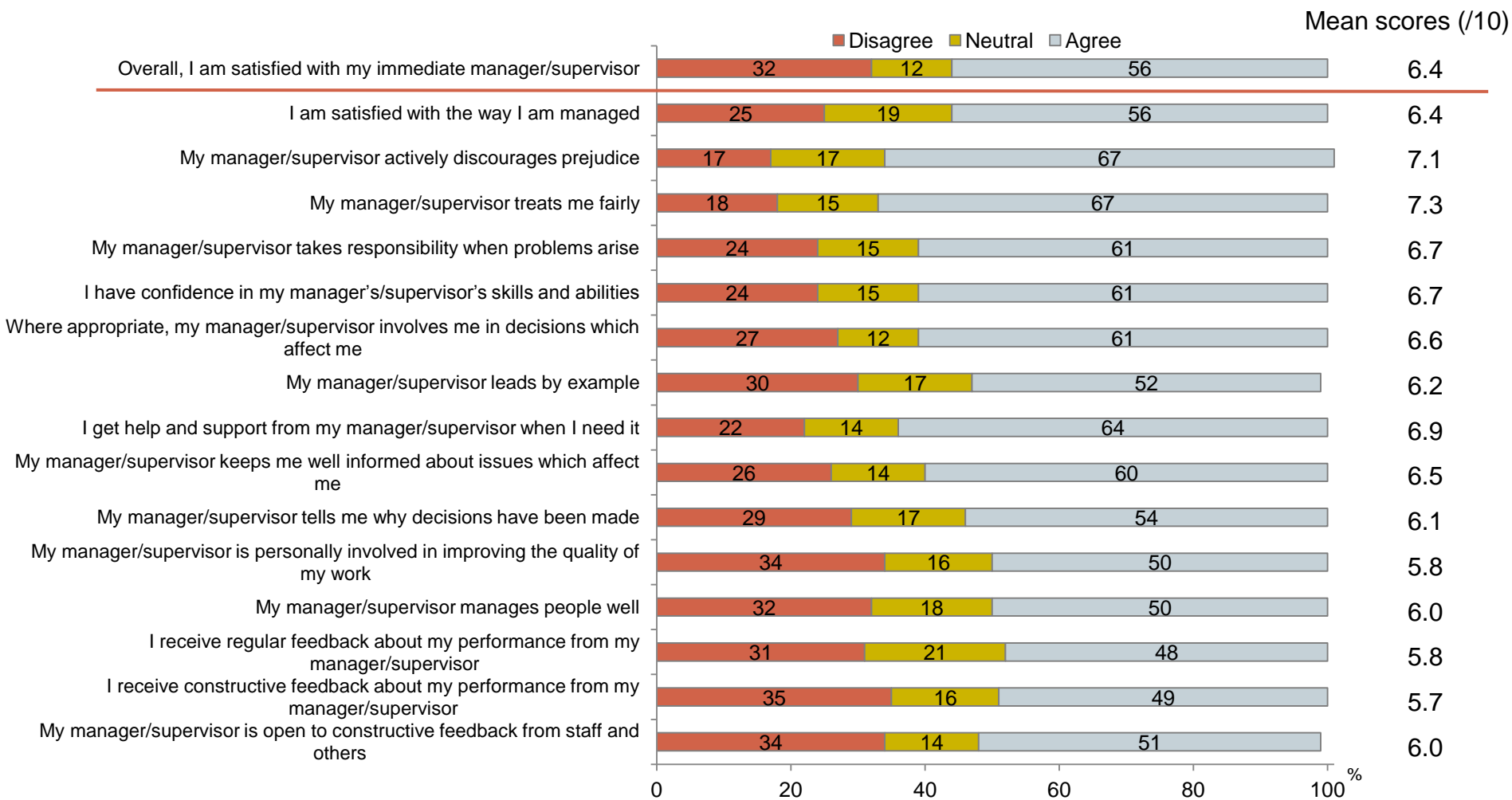


D1. Thinking about your immediate manager or supervisor (that is, the person to whom you report to directly, on a day-to-day basis), please indicate the extent to which you agree or disagree with each of the following statements about your immediate manager or supervisor.

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

Sample sizes vary by category.

YOUR MANAGER/SUPERVISOR - STREETCARS



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.

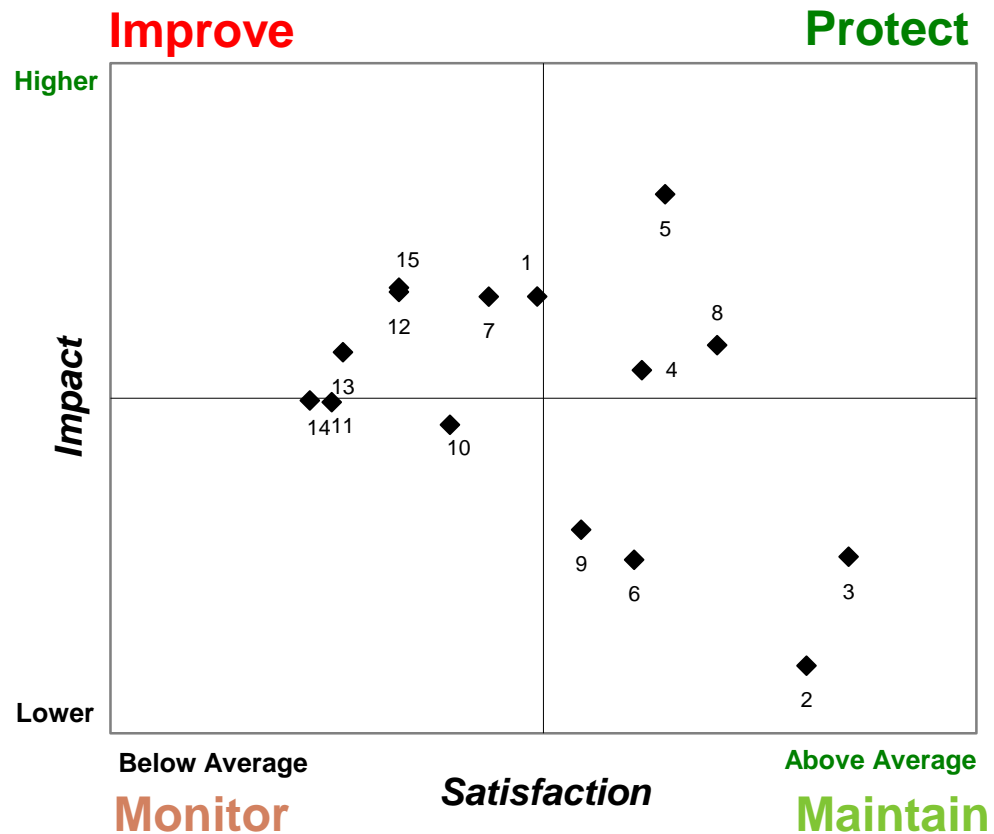
Sample sizes vary by attribute.

YOUR MANAGER/SUPERVISOR - BY COST CENTRE/GROUPING

| Mean | All TTC Employees | Union Groups Average | All Operations Group | All Streetcars | Carhouses/LRV Engineering | Overhead | Streetcar Way |
|-----------------------------------------------------------------------------------|-------------------|----------------------|----------------------|----------------|---------------------------|----------|---------------|
| Overall, I am satisfied with my immediate manager/supervisor | 6.7 | 6.4 | 6.8 | 6.4 | 6.8 | 5.6 | 6.4 |
| I am satisfied with the way I am managed | 6.6 | 6.4 | 6.7 | 6.4 | 6.8 | 5.6 | 6.4 |
| My manager/supervisor actively discourages prejudice | 7.4 | 7.2 | 7.3 | 7.1 | 7.5 | 7.2 | 6.3 |
| My manager/supervisor treats me fairly | 7.3 | 7.2 | 7.4 | 7.3 | 7.8 | 7.0 | 6.6 |
| My manager/supervisor takes responsibility when problems arise | 6.9 | 6.7 | 7.0 | 6.7 | 7.2 | 6.2 | 6.2 |
| I have confidence in my manager's/supervisor's skills and abilities | 6.9 | 6.6 | 6.9 | 6.7 | 7.0 | 6.3 | 6.6 |
| Where appropriate, my manager/supervisor involves me in decisions which affect me | 6.5 | 6.2 | 6.7 | 6.6 | 6.9 | 6.1 | 6.7 |
| My manager/supervisor leads by example | 6.5 | 6.2 | 6.6 | 6.2 | 6.9 | 5.4 | 5.9 |
| I get help and support from my manager/supervisor when I need it | 7.1 | 6.8 | 7.1 | 6.9 | 7.1 | 6.8 | 6.5 |
| My manager/supervisor keeps me well informed about issues which affect me | 6.6 | 6.3 | 6.8 | 6.5 | 6.8 | 6.0 | 6.4 |
| My manager/supervisor tells me why decisions have been made | 6.2 | 5.8 | 6.3 | 6.1 | 6.3 | 5.3 | 6.5 |
| My manager/supervisor is personally involved in improving the quality of my work | 6.1 | 5.8 | 6.3 | 5.8 | 6.0 | 5.3 | 5.9 |
| My manager/supervisor manages people well | 6.3 | 6.1 | 6.4 | 6.0 | 6.4 | 5.3 | 5.9 |
| I receive regular feedback about my performance from my manager/supervisor | 5.7 | 5.3 | 6.1 | 5.8 | 6.1 | 5.1 | 6.0 |
| I receive constructive feedback about my performance from my manager/supervisor | 5.8 | 5.3 | 6.1 | 5.7 | 6.2 | 5.0 | 5.5 |
| My manager/supervisor is open to constructive feedback from staff and others | 6.1 | 5.8 | 6.4 | 6.0 | 6.7 | 5.0 | 5.8 |

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.
Sample sizes vary by attribute.

OPPORTUNITY ANALYSIS: YOUR MANAGER/ SUPERVISOR- STREETCARS



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 5.7 to 7.3.
Impact values range between 52% to 85%.

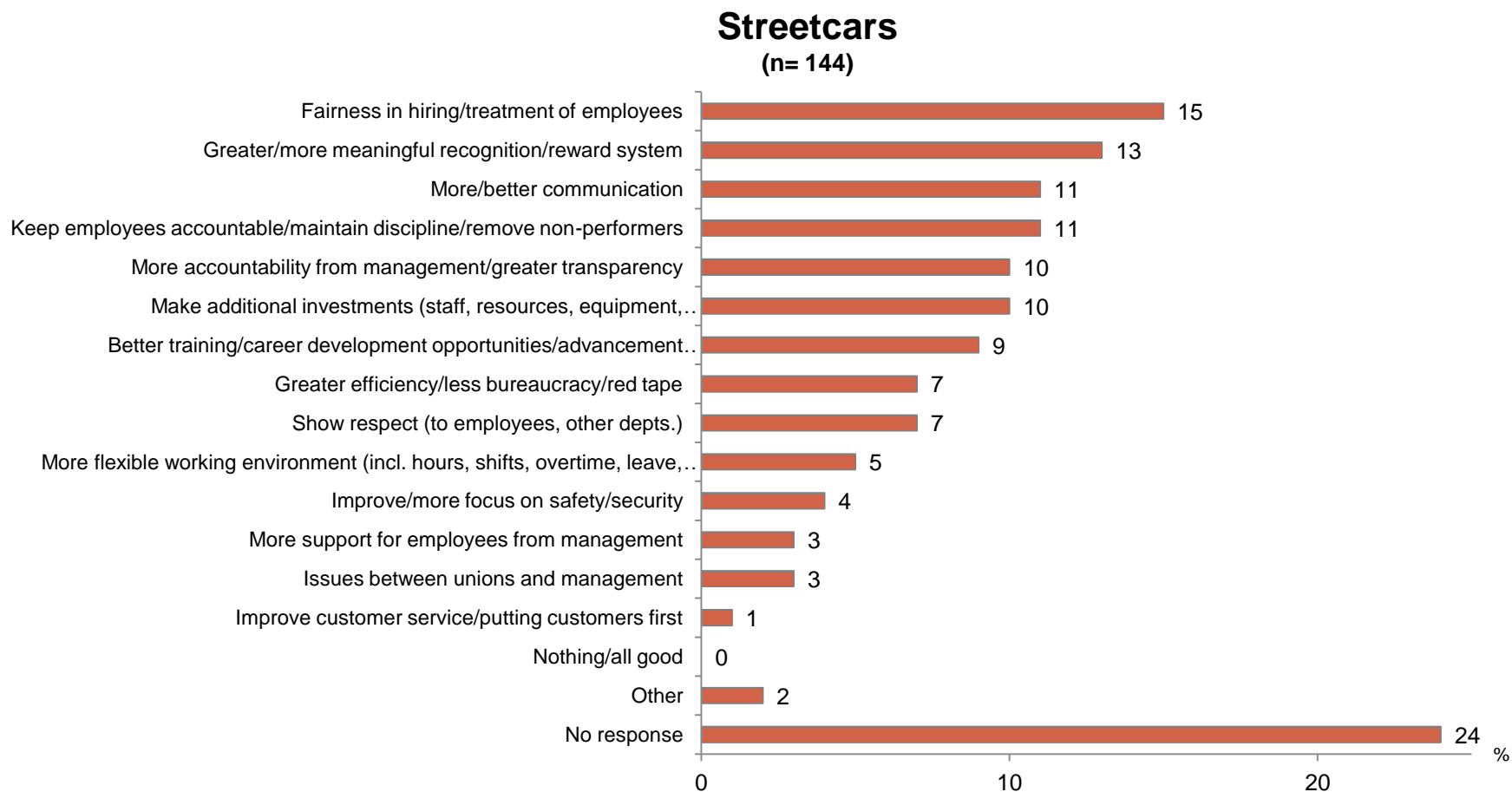
FINAL WORD

Produced by Malatest on
behalf of TTC



FINAL WORD

- Employees were given an opportunity to indicate what they would like to see improved to increase satisfaction
- Several different areas were identified, among them more fairness in hiring and treatment of employees, more meaningful recognition/rewards, better communication, and keeping employees disciplined and accountable.



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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behalf of TTC



RECOMMENDATIONS: STREETCARS

- Conduct discussion sessions with employees to explore:
 - Practical ways the TTC can **demonstrate concern** for employees' mental health & emotional wellbeing as well as ways that employees can be encouraged to maintain a healthy work-life balance
 - Reasons for lack of satisfaction with **work spaces and facilities**
 - What **motivates** employees in their jobs
 - Ways to build on the **good relationships** between employees and their co-workers, focusing on:
 - Inclusiveness
 - Mutual respect
 - Supportive work environment
 - Methods for reducing incidents of discrimination from other employees (e.g., interest in diversity training)
 - Solutions to help mitigate employees' reluctance to report discrimination or harassment, and methods employees believe should be employed when these incidents are reported

Thank you

Produced by Malatest on
behalf of TTC

