

# Employee Engagement Survey Report



**2023**



The **TFE Employee Engagement** survey is an essential tool to help create a positive and productive work environment. These surveys responses identify areas of strength and opportunities for improvement, as well as provide valuable insights into employee satisfaction, motivation, and commitment.

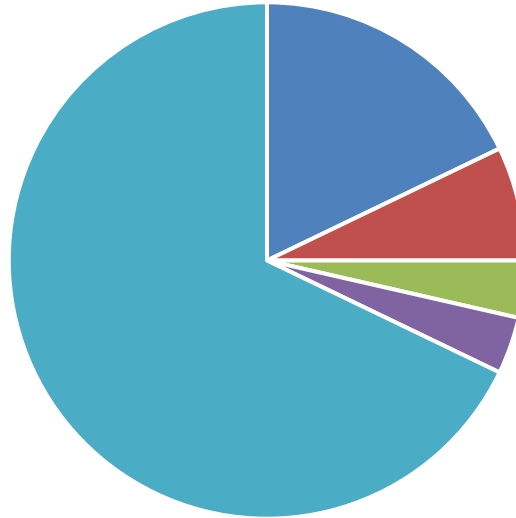
With this feedback collected from your employees, your organization can gain a deeper understanding of the workforce and create strategies to better align with employee needs and expectations.

This survey also helps to identify potential retention risks, boost employee morale, and drive overall organizational success. In today's competitive job market, organizations that prioritize employee engagement and actively seek employee feedback are more likely to attract, retain, and develop top talent, ultimately leading to higher levels of productivity, innovation, and profitability.

**Note on Analysis:**

It should be noted that responses were received from the following organizations/subsidiaries: Energy Transportation Group, Energy Logistics and Energy Fresh Express in both English and French. For ease of reporting, all responses have been combined and are being reported in English.

## What is your occupation?

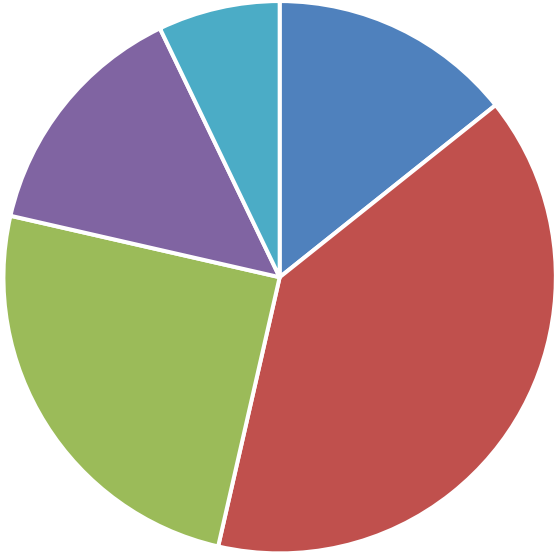


■ Company Driver   
 ■ Dispatcher   
 ■ Fleet Manager   
 ■ Safety Manager   
 ■ Other

ANSWER CHOICES	RESPONSES	n=28
Company Driver	17.86%	5
Dispatcher	7.14%	2
Fleet Manager	3.57%	1
Safety Manager	3.57%	1
Other (please specify)	67.86%	19

OTHER (PLEASE SPECIFY)	
Billing Manager	Health and Safety Coordinator
Risk & Compliance	
Director of Strategic Commercial Initiatives	
Employee – HR (3)	
Accounts Payable Manager	
IT	
Marketing	
CSR (2)	
BI Lead	
Customer Service Manager	
Recruitment	
Customs and Invoicing Clerk	
VP	
Accounting (2)	

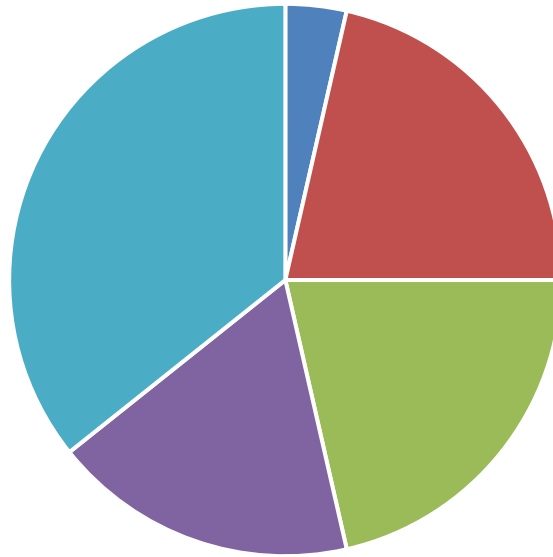
### How many years have you worked for your current employer?



■ Under a year ■ 1-2 years ■ 2-5 years ■ 5-10 years ■ 10 years and above

ANSWER CHOICES	RESPONSES	
Under a year	14.29%	4
1 - 2 years	39.29%	11
2 - 5 years	25.00%	7
5 - 10 years	14.29%	4
10 years and above	7.14%	2
Total Respondents: 28		

## How many years have you worked in the trucking industry?



■ Under 1 year ■ 1-2 years ■ 2-5 years ■ 5-10 years ■ 10 years +

ANSWER CHOICES	RESPONSES	
Under 1 year	3.57%	1
1 - 2 years	21.43%	6
2 - 5 years	21.43%	6
5 -10 years	17.86%	5
10 years +	35.71%	10

Total Respondents: 28

## Question Set 1: Employee Engagement Index

The first 5 questions in the TFE23 survey focus on key indicators of employee engagement which include: Pride, Present Commitment and Comfort, Future Commitment and Comfort and Motivation.

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL
I rarely think about looking for a job at another company	39.29% 11	32.14% 9	21.43% 6	7.14% 2	0.00% 0	28
In general, I look forward to going to work and enjoy what I do.	53.57% 15	39.29% 11	7.14% 2	0.00% 0	0.00% 0	28
I feel physically safe at my place of work and when doing my job.	57.14% 16	39.29% 11	3.57% 1	0.00% 0	0.00% 0	28
I feel psychologically safe at my place of work and when doing my job.	57.14% 16	35.74% 10	7.14% 2	0.00% 0	0.00% 0	28
I feel appreciated and respected by my direct supervisors and fellow employees.	46.43% 13	42.86% 12	10.71% 3	0.00% 0	0.00% 0	28

### Summary:

Overall, **Energy Transportation Group** employee responses demonstrate a positive level of employee engagement.

The only question with a response spread was: "I rarely think about looking for a job at another company." We generally do not place too much emphasis on this question, as worker mobility is common in the industry and is not a strong indicator of engagement.

We tend to put more focus on employees feeling physically and psychologically safe in their workplaces and when doing their jobs; **Energy Transportation Group** scored high on these questions, but neutral responses should not be ignored.

## Question Set 2: LEAD Questions (Leadership)

There are 4 main factors that drive employee engagement: Leadership, Enablement, Alignment and Development (LEAD).

The following 4 questions focus on **Leadership**.

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL
Company leadership and my manager are good role models for employees.	<b>60.71%</b> 17	28.57% 8	7.14% 2	3.57% 1	0.00% 0	28
The leaders at my company communicate organizational values and encourage us to demonstrate these values in our work.	<b>57.14%</b> 16	32.14% 9	10.71% 3	0.00% 0	0.00% 0	28
Company leadership makes an effort to answer any questions, concerns or suggestions that I have.	<b>60.71%</b> 17	32.14% 9	7.14% 2	0.00% 0	0.00% 0	28
Positive relationships across departments and levels (e.g., managers, drivers, dispatch, maintenance, etc.) are encouraged and supported.	<b>64.29%</b> 18	21.43% 6	14.29% 4	0.00% 0	0.00% 0	28

### Summary:

Once again, most surveyed **Energy Transportation Group** employees responded positively to these questions.

Areas that could warrant additional examination include:

- Leadership as role models – the 17.86% neutral responses suggest that this area could benefit from further investigation.
- Cross-department and cross-level communication, collaboration and relationships.

### Question Set 3: LEAD Questions (Enablement)

There are 4 main factors that drive employee engagement: Leadership, Enablement, Alignment and Development (LEAD).

The following 4 questions focus on **Enablement**.

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL
I have access to the equipment and technology that I need to do my job well.	53.57% 15	35.71% 10	10.71% 3	0.00% 0	0.00% 0	28
I feel that the equipment that I use is safe and well-maintained.	53.57% 15	39.29% 11	7.14% 2	0.00% 0	0.00% 0	28
Most of the systems and processes here support us getting our work done effectively.	46.43% 13	35.71% 10	17.86% 5	0.00% 0	0.00% 0	28
My total rewards package is competitive with what I would receive for a similar role in the market.	42.86% 12	28.57% 8	21.43% 6	7.14% 2	0.00% 0	28

#### Summary:

When surveying employees regarding Enablement, we hope to see high levels of agreement, particularly relating to:

- Having access to equipment and technology that they need to do their jobs well (we benchmark 75-85% agreement, which has been achieved).
- Having access to safe and well-maintained equipment (we benchmark 85% agreement, which has been achieved).

The benchmark for the question ‘Most of the systems and processes here support us getting our work done effectively.’ is lower (55-65% agreement) due to the relative difficulty of achieving effective systems and processes. It is very hard for every system and process to work perfectly for everyone. However, **Energy Transportation Group** exceeded the benchmark for this question.

One area that warrants attention is the **total rewards package** offered to employees.



## Question Set 4: LEAD Questions (Alignment)

There are 4 main factors that drive employee engagement: Leadership, Enablement, Alignment and Development (LEAD).

The following 4 questions focus on *Alignment*.

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL
I know what I need to do to be successful in my role.	57.14% 16	32.14% 9	10.71% 3	0.00% 0	0.00% 0	28
I receive appropriate rewards and/or recognition for a job well done.	50.00% 14	42.86% 12	7.14% 2	0.00% 0	0.00% 0	28
Day-to-day decisions here demonstrate that quality and improvement are top priorities	50.00% 14	32.14% 9	17.86% 5	0.00% 0	0.00% 0	28
I feel that my company supports a philosophy of work/life balance.	50.00% 14	21.43% 6	21.43% 6	0.00% 0	7.14% 2	28

### Summary:

Alignment can mean different things to different employees, but in general, employees are most engaged when they feel that their beliefs, values, and motivation are working in tandem (not competing against) those held by the company. When there is alignment, employees and leadership are working toward a common goal, which fosters engagement, dedication and loyalty and often leads to high employee retention.

**Energy Transportation Group** leadership may want to focus on the following areas where a lack of alignment may be developing:

- **Rewards and recognition** – the response spread for this question, as well as the open-text responses at the end of survey, suggest that a further examination of the company’s rewards and recognition systems and approaches would be warranted.
- **Work/life balance** – once again, there seems to be a spread of responses here, and this could also be related to rewards and recognition (i.e., this could be addressed in the same conversation with employees).
- **Day-to-day decision making** – the response spread for this statement also suggests that further investigation could be beneficial.

### Question Set 5: LEAD Questions (Development)

There are 4 main factors that drive employee engagement: Leadership, Enablement, Alignment and Development (LEAD).

The following 4 questions focus on *Development*.

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL
My manager (or someone in management) has shown a genuine interest in my career aspirations	60.71% 17	28.57% 8	7.14% 2	3.57% 1	0.00% 0	28
I believe there are good career opportunities for me at this company.	53.57% 15	28.57% 8	14.29% 4	3.57% 1	0.00% 0	28
This is a great company for me to make a contribution to my development.	53.57% 15	25.00% 7	21.43% 6	0.00% 0	0.00% 0	28
I feel that I have completed the right training to carry out my job safely and efficiently.	50.00% 14	39.29% 11	10.71% 3	0.00% 0	0.00% 0	28

#### Summary:

The *Development* question set had an overall positive response rate. However, the neutral and disagree responses should not be overlooked.

Leadership may want to focus on enhancing opportunities for employees to act on their career aspirations and goals, as well as providing the required training to ensure that employees can complete their jobs safely and efficiently.

## What are some of the things your company is doing great?

### RESPONSES (RANDOMIZED)

Communication

My supervisor pushes me to go further and supports me in my advancement. Makes me leave my comfort zone.

Responding to my questions and concerns

Listening to my comments and concerns.

Pay

Taking care of their employees

Always on top of their game.

Encourage growth and learning. Always looking for ways to improve. Promoting a safety culture.

Dedicated to making the company an attractive place to work for current and potential employees

They listen to me and want me to succeed. My company really wants me to stay, and they invest in my growth. Also, they take their values seriously and are trying to be set up to succeed better in a way that's sustainable.

Utilizing people to the best extent possible to cover tasks.

The company has been making continuous progress in management, constantly trying to keep up with the latest technology in the market. The company is people-oriented, and the management is particularly humanized.

Listen to the employees and making positive changes.

Great teamwork.

## What are some of the things your company is not doing so great?

### RESPONSES

Benefits and salaries could improve

Inequity on the demands of the staff. Some groups are held to a higher standard and demands than others.

We could be more diverse. I do feel like we started looking to the future very recently (to get more technologically advanced) and maybe 2 weeks ago I would have said that - but they are now doing it.

Inability to work from home if inclement weather when having the ability to do so, easily, with no disruptions. All mistakes pointed out without notice of work well done.

Some employees are not reprimanded the same way as others

Flexibility

No trucking committee

**Is there anything specific (positive or negative) that you would like to share about your work experience with your current organization?**

**RESPONSES (RANDOMIZED)**

---

I have nothing but great things to say about my work experience with ETG.

---

I've been driving for over 20 years, and this is the only company that respects drivers. .

---

Make my Jobs easier

---

Great people to work with, good environment. Opportunities to learn & move within the company

---

Great place to work. Lots of opportunity to grow and to make individual and recognizable contributions at all levels.

---

The people are the best part of ENERGY, and I mean the people at the top - Executive, and also my colleagues. Happy to be here.

---

Have the ability to work from home more accessible.

---

I feel valued in the company, colleagues and leaders are friendly, always thank us for our contribution to the company.

---

I love the company and working here. I see a lot of positive changes helping the growth of the company and am happy to be a part of it.

---



**Top Fleet  
Employers**



**TruckingHR  
Canada**