

Employee Engagement Survey Report



2023



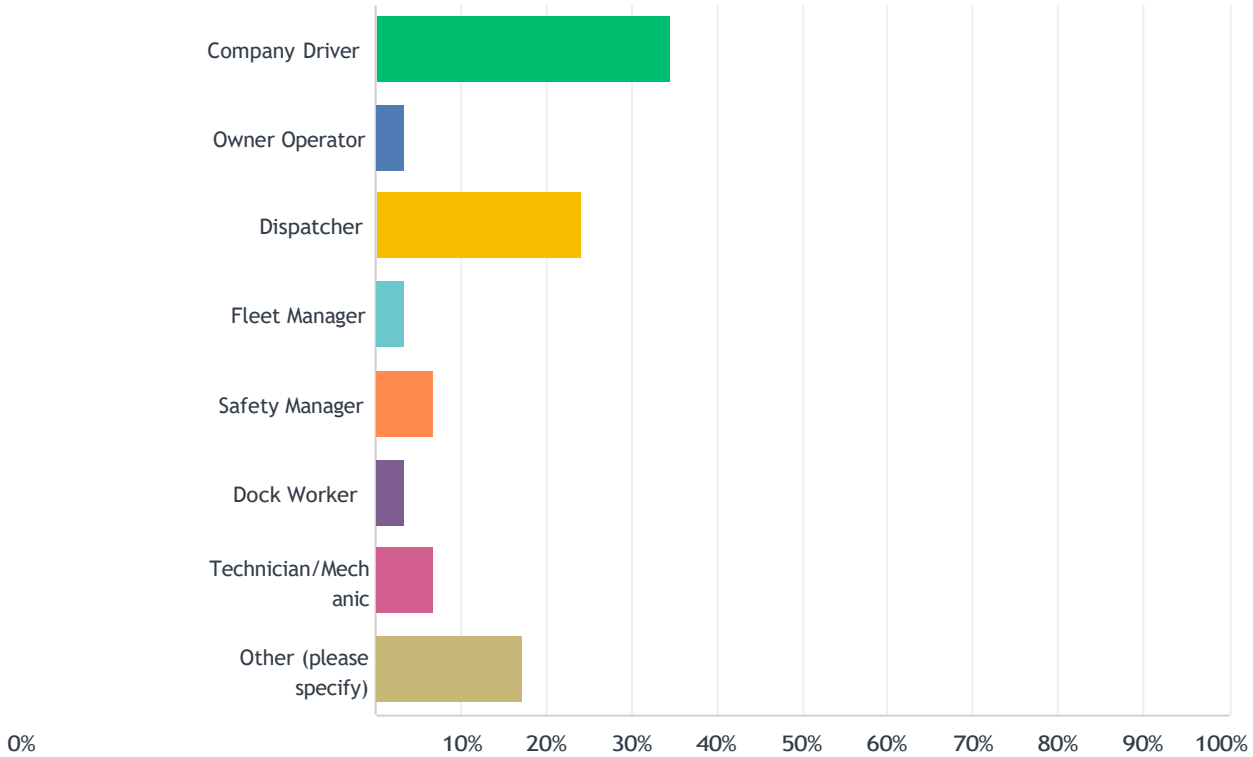
The **TFE Employee Engagement** survey is an essential tool to help create a positive and productive work environment. These surveys responses identify areas of strength and opportunities for improvement, as well as provide valuable insights into employee satisfaction, motivation, and commitment.

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.

What is your occupation?

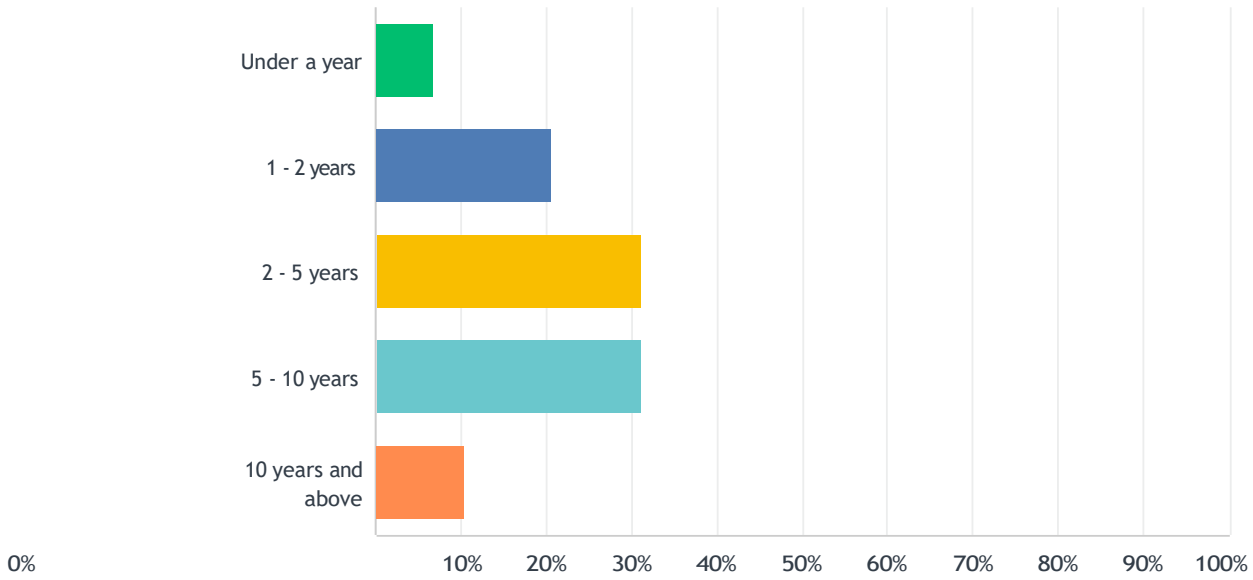
Answered: 29



ANSWER CHOICES	RESPONSES
Company Driver	34.48% 10
Owner Operator	3.45% 1
Dispatcher	24.14% 7
Fleet Manager	3.45% 1
Safety Manager	6.90% 2
Dock Worker	3.45% 1
Technician/Mechanic	6.90% 2
Other (please specify)	17.24% 5
Logistics (2)	
Customs (2)	
Executive Assistant	

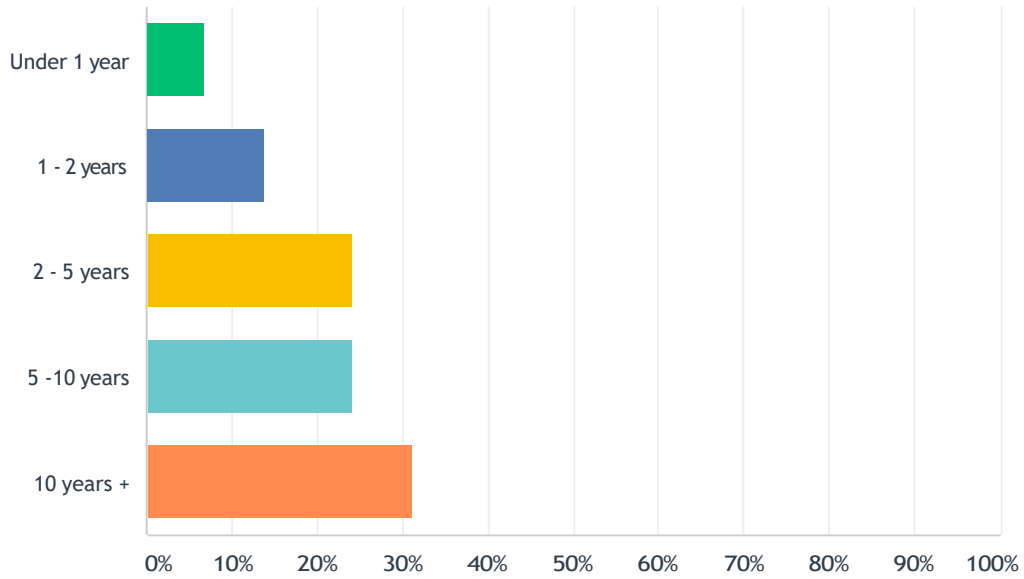
TOTAL 29

How many years have you worked for your current employer?



ANSWER CHOICES	RESPONSES	
Under a year	6.90%	2
1 - 2 years	20.69%	6
2 - 5 years	31.03%	9
5 - 10 years	31.03%	9
10 years and above	10.34%	3
Total Respondents: 29		

How many years have you worked in the trucking industry?



ANSWER CHOICES	RESPONSES	
Under 1 year	6.90%	2
1 - 2 years	13.79%	4
2 - 5 years	24.14%	7
5 - 10 years	24.14%	7
10 years +	31.03%	9
Total Respondents: 29		

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	44.83% 13	41.38% 12	13.79% 4	0.00% 0	0.00% 0	29
In general, I look forward to going to work and enjoy what I do.	34.48% 10	55.17% 16	10.34% 3	0.00% 0	0.00% 0	29
I feel physically safe at my place of work and when doing my job.	20.69% 6	75.86% 22	3.45% 1	0.00% 0	0.00% 0	29
I feel psychologically safe at my place of work and when doing my job.	24.14% 7	75.86% 22	0.00% 0	0.00% 0	0.00% 0	29
I feel appreciated and respected by my direct supervisors and fellow employees.	37.93% 11	58.62% 17	3.45% 1	0.00% 0	0.00% 0	29

Summary:

The statement: "I rarely think about looking for a job at another company." had the most significant response spread within this question set. The benchmark for this question is set at 55-60% agreement; **Highlight Motor Group** attained **86.21%** agreement with this statement. While this question is not the ultimate indicator for engagement, we encourage the organization to take these results into consideration when reviewing the rest of the survey results.

We tend to focus more on the other statements, with feeling psychologically and physically safe while on the job as a top priority. The overall rate of agreement with these statements was positive.

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.	31.03% 9	65.52% 19	3.45% 1	0.00% 0	0.00% 0	29
The leaders at my company communicate organizational values and encourage us to demonstrate these values in our work.	35.71% 10	57.14% 16	7.14% 2	0.00% 0	0.00% 0	28
Company leadership makes an effort to answer any questions, concerns or suggestions that I have.	25.00% 7	71.43% 20	3.57% 1	0.00% 0	0.00% 0	28
Positive relationships across departments and levels (e.g., managers, drivers, dispatch, maintenance, etc.) are encouraged and supported.	25.00% 7	64.29% 18	10.71% 3	0.00% 0	0.00% 0	28

Summary:

The first statement (leadership/manager as a good role model) gets at how people see their leaders within the broader context of the company. The benchmark for this question is 70-80%. **Highlight Motor Group** achieved **96.55%** agreement with this question.

The second statement (leadership communicating values) gets to the root of employees needing to feel informed about what is happening in the organization and feeling a connection to something bigger (i.e., corporate values) when completing their work. The benchmark for this question is 65-75%. **Highlight Motor Group** received **92.86%** agreement with this statement.

One area that may require some attention is the encouragement and support of positive relationships across departments and levels (based on the neutral responses).

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.	31.03% 9	68.97% 20	0.00% 0	0.00% 0	0.00% 0	29
I feel that the equipment that I use is safe and well-maintained.	20.69% 6	79.31% 23	0.00% 0	0.00% 0	0.00% 0	29
Most of the systems and processes here support us getting our work done effectively.	17.24% 5	79.31% 23	3.45% 1	0.00% 0	0.00% 0	29
My total rewards package is competitive with what I would receive for a similar role in the market.	41.38% 12	44.83% 13	13.79% 4	0.00% 0	0.00% 0	29

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 with this statement. Highlight Motor Group achieved **100%** agreement overall.
- “Having access to safe and well-maintained equipment” we benchmark 85% agreement. **Highlight Motor Group** achieved **100%** agreement overall.

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. **Highlight Motor Group** achieved **96.55%** agreement overall.

One area that warrants further exploration is the **total rewards package** offered to employees. We encourage all fleets to review their compensation and benefits on a yearly basis, taking into consideration feedback from 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.	13.79% 4	82.76% 24	3.45% 1	0.00% 0	0.00% 0	29
I receive appropriate rewards and/or recognition for a job well done.	41.38% 12	51.72% 15	6.90% 2	0.00% 0	0.00% 0	29
Day-to-day decisions here demonstrate that quality and improvement are top priorities	27.59% 8	65.52% 19	6.90% 2	0.00% 0	0.00% 0	29
I feel that my company supports a philosophy of work/life balance.	34.48% 10	51.72% 15	10.34% 3	0.00% 0	3.45% 1	29

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.

The response spread for the statement – “I feel that my company supports a philosophy of work/life balance” – indicates that further discussion with employees would 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	32.14% 9	64.29% 18	3.57% 1	0.00% 0	0.00% 0	28
I believe there are good career opportunities for me at this company.	28.57% 8	71.43% 20	0.00% 0	0.00% 0	0.00% 0	28
This is a great company for me to make a contribution to my development.	21.43% 6	78.57% 22	0.00% 0	0.00% 0	0.00% 0	28
I feel that I have completed the right training to carry out my job safely and efficiently.	17.86% 5	82.14% 23	0.00% 0	0.00% 0	0.00% 0	28

Summary:

“My manager or someone in management has shown a genuine interest in my career aspirations” – is a one-on-one level interaction that builds the basis for people feeling like they can develop at the company down the line. It’s great when managers have technical competence and can share those skills with their team, but development is arguably more important for employee’s success. It’s important for managers to discuss development in 1:1 meetings. If this score is low, either the manager doesn’t realize development is part of their job or the organization hasn’t communicated to the manager that developing their team members is a key part of their role. The benchmark for this question is in the 65%-75% range. **Highlight Motor Group** achieved **96.43%** agreement.

“I believe there are good career opportunities for me at this company” - Whether in someone’s current role or outside of it, when people feel there are good career opportunities for them, they’re more engaged at work. We try and steer away from words like “upwards” or “advancement” - things that connote a higher level. The core idea is opportunities, and those could be at the same level or in a different department. Falling below this range can signify that people’s perceptions of career opportunities are low. It’s up to your company to start ensuring that these opportunities are available and communicate this fact. The benchmark for this question is 60-70%; **Highlight Motor Group** achieved **100%** agreement.

“This is a great company for me to make a contribution to my development” – This statement speaks to the company making a contribution to the individual’s development and is a top driver of engagement. The benchmark range for this statement is 70-80%; **Highlight Motor Group** achieved **100%** agreement overall.

Most surveyed employees (**82.14%**) agreed that they have completed the right training to carry out their jobs safely and efficiently. This was positive to see.

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

RESPONSES (RANDOMIZED)

Have extra training school for all drivers.

Good benefits, it's important, not every company provides them, so this is a big deal to have immediately after probation.

We have good teams. Everyone works together really well at the office, because we all know what we're doing and if we don't, we help each other.

Awesome office space with free coffee machines and good work equipment like phones, computers, and latest soft.

We have a lot of opportunity to grow in our careers and choose our own pathways as employees of Highlight.

They give new trucks to newcomers to the company & always cleaning trucks and trailers on site & provide extra development driver training program to all drivers, you never know if you have a license if he can drive or not

Great pay and vacation time, Safety always important. Great leadership and lead by example with safety. never cutting corners.

I like driving for highlight

Scheduling flexibility, bonus pay, driving only new trucks

Highlight Motor exceeded my expectations of being an equal opportunity provider. Not only do we have excellent department heads across the board, many are women, which is still rare to see in this very male-dominant industry. Our company is also noticeably diverse, which is a natural occurrence when you hire the best talent as it is a fully reflective microcosm of our company's locations.

Our company culture is very strong, and we have received very positive feedback from employees regarding professional development opportunities, and team-building activities. We have the best corporate Christmas parties! :-)

Requested time off, pay, safety

We have an amazing team! Highlight offers a lot of opportunities for growth and offers many benefits and flexibilities for our staff.

The Company is growing, new opportunities are available for the employees. Honestly, to me it is the best place to grow in my professional level and explore/ learn new projects.

This is my first truck driving job and I love everything that Highlight is doing as a company. I feel very good about my future here.

Good team, everyone is like a brother.

Great company to work for I feel safe and like my efforts are valued

I feel value at work. I get good schedules and time off. I been here 15 years, since beginning of company

Highlight Motor Group pays me well for my position and values my work. The company culture is great.

Helpful to its employees

Fast growing company, lots of opportunity for employees

We have good benefits; the upper management regularly buys lunch for their departments

benefits for every employee paid by company

I had the opportunity to switch my career to Logistics after starting out as a dispatcher. Not many companies have enough trust in their staff like Highlight and I appreciate the chance to learn something new and starting a career I love showing up to work to every day!

give jobs to people with all kinds of experience

In-house innovation, business expansion, providing a safe and exciting work environment for its employees

Provide great opportunities for growth and to implement my ideas. Hard work is rewarded

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

RESPONSES (RANDOMIZED)

Dispatch sometimes gives problems like rushing me but there is more traffic

We should have more collaborative events between different teams to get to know each other. A lot of people in the building and it would be nice to know more people.

The drivers can be a bit catty, but we always find a way to diffuse the situation.

Need to hire more experienced drivers and less new drivers.

It's very fast paced environment and the company grows very fast, so there are times that there is more work than there are people, but usually it's ok.

Sometimes us drivers have to wait too long at the border.

Customs after hours should be nicer

We can have long hours when necessary, however, our team is more than willing to stay and rip the benefits of being a part of Highlight.

We recognize that there are areas where our company can improve, such as some communication breakdowns between departments.

Communication amongst departments.

From experience - nothing. All good.

There needs to be a faster way to make positive changes. They happen but it's a slow process.

Our website lags

Salary could be better

Our website

No union

We work longer hours, but we also have an exemplary bonus system in our department to offset this.

We don't remain stagnant. Instead, we are constantly looking for more opportunities to grow and improve our internal functioning and services.

Parking lot could be bigger.

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

RESPONSES (RANDOMIZED)

it's fun place, all of us know each other and nice to meet everyone at Christmas party

Best company to work for in transportation. You are heard as an individual, even though we have more than one thousand workers.

I'm happy that the owner of the company Kirk gave me a chance with this position as a starter in the trucking business. In the past year I have learned so much and I'm planning to move on to the logistics department shortly. It's a great opportunity for my career. Very excited about this coming transition.

Good company overall.

We have THE BEST trucks and Christmas parties!

Highlight Christmas parties are extra different from other companies. I drove for in Canada and the US and they really care to make us happy and give us generous gifts every year even when there were no parties during COVID closure.

Only company I have driven for and not looking anywhere else because it is amazing here

I like driving for Highlight. I have been driving a truck for 13 years, and Highlight has been great so far for 7 years.

In 20 years of driving for many companies this is the only company I drive with who have best trucks and no waiting on fixing any problems, always have a truck and always have a driver and always have a delivery.

Highlight is single-handedly one of the best companies I worked for in transportation. In logistics we are often presented with complicated challenges, and I love the fact that we never back down, but instead find ways to ensure our clients and partners are happy with the work that we do as a company.

I've been really impressed with the level of support and resources available to employees at this company. From training and development opportunities to the willingness of management to provide feedback and guidance, I feel like I've been able to grow and learn a lot in my role here.

Safety is always good, I'm happy here for 12 years

I like how reliable and helpful the members of our teams are and the management. It is very helpful in a day-to-day as well as we have the opportunity to learn from each other and our management.

Safety is big here and they provide me with everything I need. My truck and all trucks are always clean and running well. Safety is a big priority here and they do not compromise that standard in any way.

Every question is always answered, and everyone is very helpful.

I have been driving trucks for 9 years this year, and I feel great about my time at Highlight. I am always looking for new opportunities and so far, I feel good about my time at highlight and enjoy working driving a truck for Highlight

Best company to work for. 15 years with the company.

I look forward to coming in to work every day. I look forward to many more years working for Highlight Motor Group.

Expanding opportunities as company grows

It's a fun but demanding work environment. everyone is very supportive.

I like the fact that the owner is very invested in his team and making sure everyone knows exactly what they're doing. When needed, he even subbed in with dispatch because he used to perform every function with a small number of people when he started the company. So he is willing to help and is very knowledgeable about all office and driver-related occupations.

I appreciate that my bosses in both departments always responded to my personal requests with respect and understanding. As a mother of two young children, I sometimes have to take unexpected time off, which is always accommodated for without leaving me worried for my job security.

I like my teams

It's incredible to see my colleagues be able to choose their own career paths and take initiative to improve our company from within because they love where they work. Their desire to be their best self and continue developing gives their peers a stronger sense of community within the company and fosters a very tight-knit collaborative organizational culture.

They acknowledge hard work and respect is always present



**Top Fleet
Employers**



**TruckingHR
Canada**