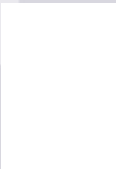
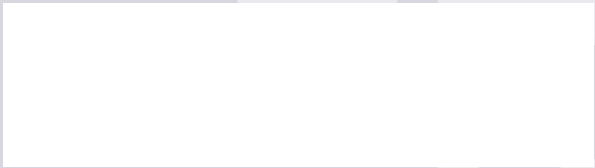
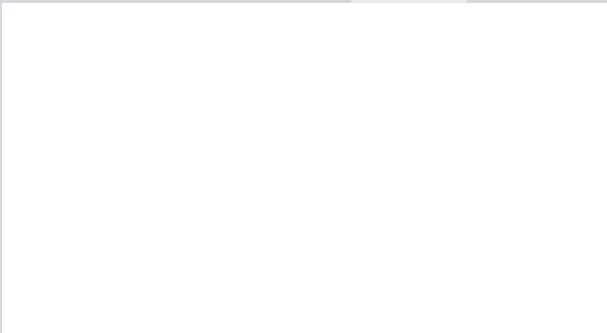


Concert Properties

2019 Engagement Survey Results

October 2019

Results Overview



Executive Summary

225

Respondents

86%

Response Rate



September
4th – 20th
Survey Administration



89%



Sustainable Engagement
(ranking 8 pts above the
Canada Norm)

Despite a modest decline, Sustainable Engagement remains high, which is most influenced by the following **key drivers**:

- **Leadership & Direction**
- **Empowerment & Decision Making**
- **Collaboration**

Employees at Concert:

- Continue to feel proud of the quality of services provided
- Are far more confident in their ability to collaborate across departments
- Believe that the organization supports a diverse and inclusive culture

Despite strong overall results, employees expressed:

- Concerns related to their ability to pursue innovative ideas without fear of reprisal
- The desire for additional communication from senior management
- A need for further support in managing through the current pace of change

Category Results vs. Multiple Benchmarks

- Nearly all categories rank above the Canadian average, pointing to a strong employee experience across Concert properties

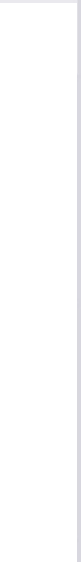
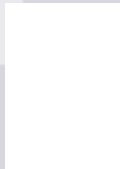
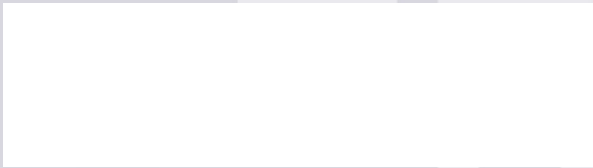
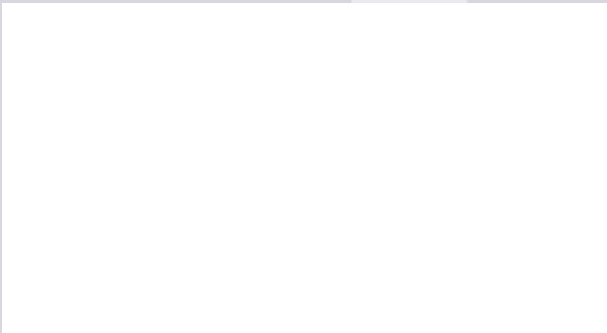
	Total Favorable Score	Overall 2017 (198)	Canada Norm (147,059)	Real Estate/Property & Asset Management Norm (39,120)	High Performance Norm (144,336)
Sustainable Engagement	89	-1	8*	5*	3
Career Development	81	2	7*	9*	2
Change Readiness	65	n/a	7*	2	n/a
Collaboration	81	9	5	5	2
Communication	79	0	11*	5	-1
Competitiveness & Brand	93	-2	16*	14*	6*
Concert Vision, Mission & Values	91	-2	12*	5*	n/a
Customer Focus	86	1	8*	10*	3
Direct Manager	88	4	8*	6*	4
Diversity & Inclusion	88	0	8*	13*	10*
Empowerment & Decision Making	85	-1	2	6*	-2
Innovation	74	1	-2	3	-8*
Leadership & Direction	87	0	8*	5*	2
Performance & Rewards	77	4	8*	15*	6
Workload & Well-being	72	5	8*	18*	n/a

*Statistically Significant Difference (+ / -)



Sustainable Engagement Key Driver Category

Recommendations



Suggested Priorities for Action Planning

1

Enhance frequency of leadership communication in support of change

- Employees are less satisfied with the communication they receive from senior management, when compared with 2017. As a likely result, slightly over half of employees (52%) believe that the current pace of organizational change is appropriate
- Employee comments point to a desire for more timely communications around changes to policies and procedures, in an effort to further support their ability to adapt to the changes
- Leaders have an opportunity to re-evaluate how information is cascaded across all levels of the organization and to assess any further resources employees may need when changes impact how they perform their daily work tasks

2

Explore further opportunities to empower employees across Concert

- Employees are less confident in the notion that innovative ideas can fail without penalty (-7pts below CDN norm), likely impacting their satisfaction with their level of empowerment
- Leaders have an opportunity to look for ways to further support an effective risk culture by examining decision making authority across job levels and instances where employees can be further empowered to challenge traditional ways of working
- Comments highlight a desire among employees for more autonomy in managing how work gets done, along with a better understanding of the authority they have when interacting with clients

3

Address Toronto-based employee concerns around their work/life balance

- Toronto-based colleagues are far less confident in their ability to balance work and personal commitments, ranking 15 points below their Vancouver-based peers
- Comments suggest that leaders should look for ways to alleviate heavy workloads, while identifying how competing demands can be prioritized to further manage employee stress levels
- Other employee suggestions point to a desire for more flexible work arrangements, which may support employees during times of particularly heavy workflow