

FOR INTERNAL USE

2025 Employee Opinion Survey (EOS)

EOS SPOTLIGHT

Matrix Calgary

Leadership

August 3 – August 9, 2025

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2025 SURVEY PERIOD
AUG 27 - SEPT 18

RESULTS AVAILABLE OCT ONWARDS

SURVEY IS
AVAILABLE
ONLINE IN

55 LANGUAGES



THE EOS HELPS MEASURE
WHERE WE'RE AT WITH
OUR ASPIRATION TO BE

**EMPLOYER
OF CHOICE**

A KEY ENABLER OF

**STRATEGY
2030**



RUNNING
SINCE

2008

**#MYVOICEMATTERS
PERSONALIZED SURVEY**
DIGITAL ACCESS FOR ALL



Overall

11

KPIs

Overall

37

STATEMENTS

Our employees are our greatest asset

Our people are our greatest competitive advantage – when we are engaged, we are passionate about what we do and bring our best to work every single day to delight our customers and achieve great results together.

OUR EOS SPOTLIGHT



LEADERSHIP

My direct supervisor clearly explains what is expected of me

My direct supervisor regularly provides me with timely and specific feedback.

I trust my direct supervisor to keep commitments made

My direct supervisor helps me to understand my individual contribution to our company's success.

My direct supervisor provides guidance for focusing on the right priorities

My direct supervisor supports me in being adaptive to change

WHAT WE'VE DONE

- We are committed to delivering results without compromising on respect: a guiding principle for all leadership in our business
- Regular & Timely Feedback through our digitalized Performance Reviews & Observations (30/60/90 Day Performance Reviews, Annual Reviews, Process Observations etc.)
- Daily TL PD Meetings to encourage two-way communication
- TL's keep associates updated on actual performance compared to performance goals, recognition through the Certified Essentials Program
- TL's & OM's follow up on ideas & suggestions through the Continuous Improvement section of the PD board, Ask the GM Board
- There is regular one on one communications between TL's and TM's. Changes are thoroughly communicated to TM's across all shifts

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OUR EOS SPOTLIGHT



LEADERSHIP

My direct supervisor shows a strong will to win **(NEW)**

My direct supervisor actively seeks growth opportunities in a collaborative, respectful and compliant way **(NEW)**

WHAT WE'VE DONE

- We conducted Monthly TL competency trainings this year with our TL's to develop leadership skills – Hourly/ Salary PTO, Respect Focused Leadership, Managing Difficult Conversations, etc.,
- TL's participate in our employee engagement events and activities to get to know their teams and build positive relationships
- New TL's go through a 120-day leadership onboarding program when they start or are promoted at Matrix
- TL's attend a number of leadership training programs –Supervisor Academy, Certified Supply Chain Manager, Inclusive Leadership, etc.
- TL's & Management maintain an Open-Door approach so TM's are comfortable asking questions, presenting ideas, raising concerns
- Improved leadership communication through – Weekly Communicator, Shift Handover meetings, Tactical Review meetings, General Meetings.
- Re-vamp of the FATL program for upcoming Growth opportunities.

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WHO ARE YOUR DIRECT SUPERVISORS?		
AM SHIFT	PM SHIFT	MN SHIFT
Meena Kumar	Greg Manzara	Arlan Bandiola
Warren Birch	Manav Rana	Jenifer Belza
Mary Simpson	Aaron Blemano	Julius Samuel
Jett Dagdagan	Jagdeep Chahal	
Shelley Graham	Samandeep Bains	
Suemon Subarmani	Felipe Belo	
John Dorosh	Sarbjit Brar	
Mohammed Aliyi	Natalie Ainsley-Webb	
Ramanjeet Bhangu	Aravind Rajan	
Khushwant Guraya	Gurminder Manj	Laurie Dorosh



OUR EOS SPOTLIGHT

2025



Strategy 2030

Fully aligned with new Strategy 2030

August 27th - September 18th
EOS starts – Participate!

Provide your open and honest feedback!



We want, and strive to earn, your **"Strongly Agree"!**



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