

On the

MOVE



Transdev, bringing mobility to life in **New Zealand**

2020-2021 Retrospective



CONTENTS

Introduction	5
Our services in New Zealand	6
Opinion Leaders	10
Journey Makers	23
Our services globally	31



**“OUR GREATEST ASSET
AND THE SOURCE OF
OUR PERFORMANCE
IS THE DAY-TO-
DAY COMMITMENT
SHOWN BY OUR 85,000
EMPLOYEES.”**

— Thierry Mallet,
Chairman and Chief
Executive Officer of
Transdev



We EMPOWER

your freedom to move everyday

Because movement is essential to meet, work...or simply to live, we are proud to transport thousands of New Zealanders each year.

We care for our teams, clients and passengers, and are committed to continuous improvement.

We share our experiences and vision of mobility with our stakeholders, employees, partners and clients, and create opportunities to contribute to a better society.

We dare to meet challenges and step out of our comfort zone in order to offer the best solutions and innovations.

We give people the freedom to move.

We are a trusted partner.

We are people moving people.

We are Journey Makers.

An Introduction from our Managing Director

Greg Pollock, Managing Director, Transdev New Zealand



Kia ora,

Since joining Transdev in April 2020, an important focus of mine has been to bring together our four businesses in New Zealand, and ensure we are working as a coordinated and cohesive team offering the best possible value to our clients and journeys for our customers.

The first exciting part of the job was getting to know the various businesses, and most importantly, the people who make everything happen inside those businesses. In this magazine, we introduce a number of our Journey Makers in Auckland and Wellington.

Transport is fundamentally a people business

I discovered we have a great team of Journey Makers, each person doing their best to deliver great customer service – whether that’s at the front line on-board the train, driving the bus, or a mechanic working under a bus each day to ensure the fleet is performing at its best.

“**Transdev is fundamentally a people business – that’s where we add value, and that’s what being a Journey Maker is about.**”

Great public transport networks crucial in the post-Covid recovery

Great public transport makes 21st century cities liveable, accessible and equitable, and despite the challenges of Covid this remains fundamentally true. Public transport historically has allowed communities to connect, people to access work, study, and recreation. Perhaps even more importantly in the future, public transport gives people choice to travel in a manner that is better for their city, environment and climate. So, public transport can and does shape the way cities grow and evolve,

something I remain very passionate about as a trained town planner.

In cities, people will be able to choose mobility solutions that work for them all of the time. Historically, for most people that meant owning a car. In the future, you might own a share of a car to use for journeys when a car is needed and take public transport for many of your regular journeys.

“**Our cities and transport choices need to become more sustainable, and we are on a good pathway to achieving this.**”

Looking ahead

Transdev strives to be the leading global integrator and mobility operator worldwide, and our ambition is no different here. It means my team and I are constantly looking at market trends and customer behaviour to improve the transport solutions we offer. Later in this magazine five of Transdev’s leaders share their views of key issues in our industry – sustainability, leadership and diversity.

On the move

Bringing innovation, ideas and proven experience from the Transdev Group globally into New Zealand is how we can help to keep lifting the bar in terms of excellent customer service. It’s an exciting time, and I hope this report captures both some of what we have achieved over 2020, but also what we can achieve in the years ahead.

Ngā mihi,

A handwritten signature in black ink, appearing to be 'G Pollock', written on a white background.

Greg Pollock

Transdev

NEW ZEALAND

1,423

employees

380

vehicles

2 cities

3 modes of
transportation

- Bus
- Heavy rail
- On-demand transport

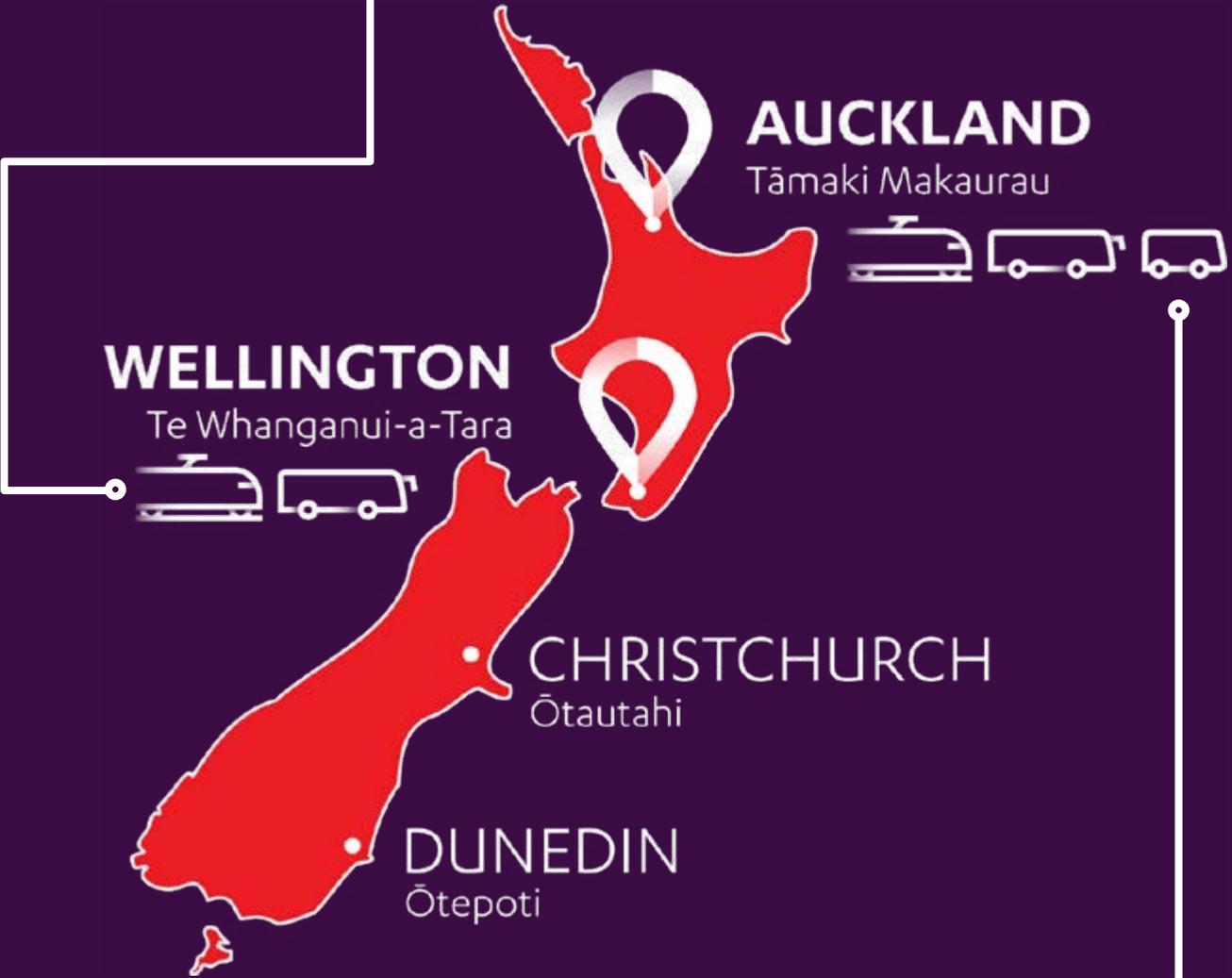
Currently, Transdev operates bus and rail services in Auckland and Wellington, as well as a pilot shared transport service in Auckland.

We have been operating in Aotearoa since 2004, and we are fully committed to helping Kiwis work, study and play for many years to come.



Operation in Focus

Wellington rail marked five years of partnership operating the Wellington passenger rail service with our maintenance partner Hyundai-Rotem in 2021. Over these five years, we have travelled 37 million kilometres and delivered 63 million passenger journeys on the Johnsonville, Melling, Kāpiti and Hutt Valley train lines. Together, we are implementing new technologies to improve the reliability and availability of the fleet, including a New Zealand-first Pantograph Collision Detection System (PCDS).



Operation in Focus

Transdev began its pilot of the MyMobigo ‘point to hub’ service in partnership with Liftango in November 2020. We help get people to and from their homes and the Half Moon Bay ferry terminal in Howick, East Auckland.

A 2020 snapshot of

AUCKLAND

Tāmaki Makaurau

Bus



99%
Punctuality

99.8%
Reliability

In Auckland both our bus and On-demand businesses exceeded our customer satisfaction targets.

10 Daily Routes

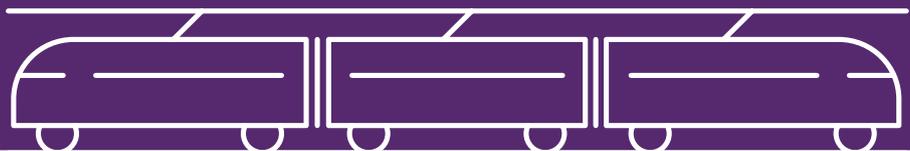
72 School Routes

259 Employees

154 Vehicles

0 Lost Time Injuries

Train



85.5%
Punctuality

97.2%
Reliability

In Auckland, Transdev has been operating passenger rail services on behalf of Auckland Transport since 2004. Our 600+ Journey Makers connect communities across Auckland, via 200 kilometres of track, and 42 stations.

5 Train Lines

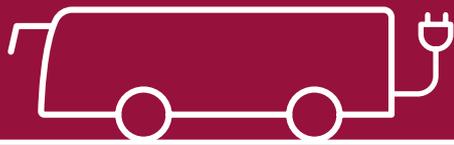
631 Employees

80 Vehicles

A 2020 snapshot of

WELLINGTON

Te Whanganui-a-Tara



Bus

95%
Punctuality

99%
Reliability

Our Wellington bus business had an excellent year meeting both customer satisfaction and reliability targets.

6 Daily Routes
69 Vehicles

40 School Routes
0 Lost Time Injuries

96 Employees



Train

94.5%
Punctuality

98.4%
Reliability

In Wellington our heavy rail business has steamed ahead maintaining high levels of customer satisfaction.

5 Train Lines

437 Employees

83 Vehicles





Opinion

LEADERS

We believe public transport plays an important part in how a city comes to life, and our day-to-day work influences our families, friends and future generations – where they live, work and play.

Meet Tanguy, Sheryll, Pati, Peter and Neysa, five of our leaders who are passionate about improving the journey of our customers, and the positive impact this can have on their lives, their community and our environment. They share their views on the energy transition, diversity and inclusion, and the need to attract more young people to our industry.



SUSTAINABILITY

Meet Tanguy Bouton

Tanguy Bouton is Transdev's global Corporate Fleet Director. When he joined the company, considered an innovator in the industry, five years ago Transdev operated 25 zero emissions (ZE) vehicles worldwide. Today, Transdev's ZE fleet has grown to close to 1,800 with exponential growth expected in the years ahead. Tanguy is passionate about sharing the insights Transdev has gained on the energy transition journey so far and supporting clients to fast-track the ZEB-revolution in public transport worldwide.

As the global practice leader of the ZE Team, your role sees you at the forefront of Transdev's mission to help cities transition to zero emissions public transport fleets. What are the latest trends you are seeing worldwide?

Governments are looking to the transport sector as a key driver of reducing emissions, and increasingly setting ambitious targets to transition to ZEBs with the support of operators – it's a policy that makes sense, and a popular move with passengers. That's spurring on investment from bus manufacturers, and innovative thinking from a wide

range of stakeholders about how we can achieve the transition in the face of funding, political and infrastructure challenges. Furthermore, the assets that we deploy as part of the bus operations – such as grid connections, chargers, on site battery storage, etc. – are all very useful and valuable to the energy and investment sector. We are seeing new entrants from energy utility providers, smart charging or virtual power plant providers and financing organisation who want to collaborate with operators and public transit authorities (PTAs) to be a part of the rapidly expanding electric/fuel cell bus industry.

How does the current status of ZEBs in New Zealand compare?

I'm excited about what's happening in New Zealand. The political, PTA and community will is clear. Auckland Transport has adopted a Low Emission Bus Roadmap, committing to purchase only ZEBs from 2025 and reach full fleet transition by 2040, with a stated aspiration to achieve that goal even sooner. Metlink in Wellington is also actively transitioning to ZEBs, with over 20% of the city's buses planned to be electric by early 2023.

“ Transdev’s local bus teams are involved in ZEB trials in Auckland and Wellington. We are actively looking at what Transdev can further do to support both cities on this journey. ”

What are the biggest challenges facing cities in transitioning an existing bus fleet to ZEBs?

The obvious challenges include solving the infrastructure challenge, managing batteries over their lifecycle, leveraging data to constantly optimise the total cost of operation, and working more collaboratively across industries with stakeholders such as utility providers, bus manufacturers, financiers potentially, and civil works contractors. Then of course, there are additional COVID related challenges such as pressure on government budgets and supply chain interruptions in the short term. But, perhaps a less obvious challenge, that our experience tells us is equally important, is how to upskill your people that are driving, maintaining, or scheduling services etc. ZEBs change the operations and maintenance of a transport network significantly. Maintenance for example is now not only the bus, but also the batteries on board the bus, the chargers and grid connections as well; potentially requiring chemical engineering, data analytics and high voltage skills that were not needed with diesel buses.

What lessons can New Zealand learn from Transdev’s global experience with ZEBs?

“ We’ve been on this journey for a number of years now, and by 2025 we expect to have over 5,000 ZEBs in operation around the world. Our experience tells us: go as big as possible from the beginning. ”

You will only reap the full benefits of Electric buses when you have hundreds of buses running around. Secondly, carefully consider your procurement strategies, such as who takes on the contract and financial risk during and after the contract – you don't want the government buying buses up front that cannot be efficiently operated during a contract or handled afterwards by the PTA. Finally, I'd say, act now. We see in Europe, and in our experience with trials in Australia and New Zealand, that it is cost effective to use Electric over Diesel in 2021. The transition can be cost effective if managed in the right way, collaboratively with the PTAs.

What’s your view on the hydrogen versus electric debate?

Hydrogen is a very promising fuel technology for ZEBs, and it may become the energy source of choice for transportation networks next to battery electric buses around the world in the future. We are currently working in partnership with several PTAs around the world actively involved in trials, including with Auckland Transport. It's a close watching brief on how the technology and generation changes in both electricity and hydrogen in the years ahead. Right now, however, battery electric vehicle technology is more commercially attractive and technological advanced, requiring less time to deploy. It's not an either-or question from my point of view, but a dynamic decision that should be made based on what's best for a city's need at the given time.

How can Transdev support clients?

Transdev has led the way with the introduction of ZEBs in Europe, and we have taken positive steps working with our partners in Australia and New Zealand over the past two years too. We can offer hard learned insights based on actual experience, not theory, and are currently developing a new tool internally, with strategic partners in Europe, to reduce the CAPEX and OPEX costs of ZEB operations. And, we regularly engage our clients to share international best practice in sustainable transport through the LivingLab events.

Transdev's **Zero Emission Bus** current operational footprint



1,400
zero emission buses,
of which 1,200 are electric

1,800
electric buses in operation
by the end of 2021

A photograph of an Auckland Transport bus, partially obscured by a dark red overlay. The bus has 'Auckland Transport' written on its side and a sign that says 'Please signal driver to stop'.

Transdev sets 2030 emissions reduction target for Australia and New Zealand on path to net zero by

2050

Transdev Australasia has recently launched a new Climate Change Policy addressing our responsibility to reduce our impact on the environment.

The policy establishes a clear target to lowering greenhouse gas emissions by 30 percent across the company's train, tram, bus and ferry operations by 2030, and as a stepping stone towards achieving net zero emissions by 2050.

Transdev Australasia's Chief Safety and Assurance Officer Huw Bridges said a central commitment in the new policy is to collaborate with stakeholders to increase the availability and attractiveness of public transport services.

"Fundamentally as a mobility provider, we have a responsibility to partner with our stakeholders to make public transport more accessible, cleaner and greener, and to encourage people to shift away from polluting and congesting car travel.

"This challenge has only been heightened by the pandemic," Mr Bridges said.

Transdev Australasia's targets are aligned with the Intergovernmental Panel on Climate Change Paris Climate Agreement and Transdev Group's established global targets.

“Our actions will ensure we meet our targets and better serve our stakeholders, customers and wider community,” Mr Bridges said.

Highlights of Transdev Australasia's new Climate Change Policy include:

- A 30% greenhouse gas emission reduction by 2030.
- Commitment to work with our clients, partners, and community to achieve mode shift to public transport, improving services and highlighting the sustainability benefits of public transport.
- Establishing an internal innovation fund to trial new technologies to reduce emissions and achieve zero recyclable waste to landfill by 2030.
- Annual progress reports that will outline our progress towards achieving our 2030 goals.



LEADERSHIP

Meet Peter and Neysa

Peter Lensink and Neysa Arland agree leadership is much more than a title. Peter joined Transdev Auckland as Chief Operating Officer in 2017 before taking on the role of Managing Director in mid-2019. He is also a Member of the Board of Directors of TrackSAFE Foundation and deputy-Chair of ARA's Passenger Transport Group. Neysa Arland is Rail Operations Specialist in Auckland and a member of the Australasian Railway Association's Young Leaders Advisory Board (Y-LAB).

Neysa and Peter, what makes a good leader?

Peter: A good leader shows genuine care for their people, their team and the organisation's customers, brings people together around a vision for the future, and empowers people to be their best and to question the status quo. And, perhaps most importantly, a good leader is always learning.

Neysa: To me, a good leader is someone who can build trust, someone with clear and open communication and an understanding of the perspectives of others. They are empathetic and they know how to work with their team to encourage their best performance.

Why does the rail industry need more young leaders?

Peter: There's a portion of our workforce who are retiring or getting ready to retire. This group is a wealth of industry knowledge, experience, and not least passion, so we need young people to come in and soak it all up, so they can grow into the future of the industry and bring in fresh, new ideas that will help develop our rail services to the requirements of new generation users.

Neysa: We need the next generation of rail professionals to help design the industry's future. It is crucial for the growth of our industry to get young people excited about rail and the opportunities on offer, and then actively choose to enter the industry.

So, what are you doing to get young people interested and engaged?

Peter: We are embracing the ideas and perspectives of young people in our organisation and weaving these into our future. We want to be both attractive for new talent and engaging for those already part of our organisation, to ensure we retain our young people.

At Transdev Auckland currently 33% of our people are Gen Z or Millennial and we need to create an environment where their views are better heard. Therefore, we have just embarked on our first youth development programme, Rangatahi, a group of nine of our people selected during an application process, plus one Kaiārahi (lead), all aged 21 – 35.

During the six-month programme, the group will be tasked with designing solutions to our organisation's challenges.

The programme will provide the group with a broad understanding of our organisation outside of their daily role, and I'm excited to gain insight on how we can better develop our business for our future employees and customers. Personally, I am looking forward to one of them becoming my personal mentor who I can approach for any advice going forward.

Neysa: At Y-LAB our focus is on offering our perspective to better our industry, aiming to be more diverse and sustainable.

We are encouraging schools and universities to profile the opportunities on offer in rail for their students. We are also working with the ARA to help 're-brand' the rail industry, as we want to make rail an attractive option and compete with other industries for the best people.

“Sustainability, especially, is an increasingly important factor for young people considering their career path, and in the rail industry we want to harness this and drive it further, as a competitive advantage.”

Going forward, we are looking at how we can facilitate sharing sustainability initiatives across ARA member organisations.

We are also creating an opportunity to network for those young people who are in their first few years in the industry. There are local events (both virtual and in-person!) planned to help build connections between young people across businesses. The ARA runs pitching competitions, mentoring programs, rail courses and forums to create opportunities to learn and share knowledge.



What do you think will surprise young people about the rail industry?

Peter: One of the most fantastic things about the industry is that there are opportunities all over the world. Many of our people at Transdev Auckland have worked in the UK's rail industry, for example. And, like in New Zealand and Australia, in many countries there is a 'Renaissance of Rail' with billions being invested for future generations.

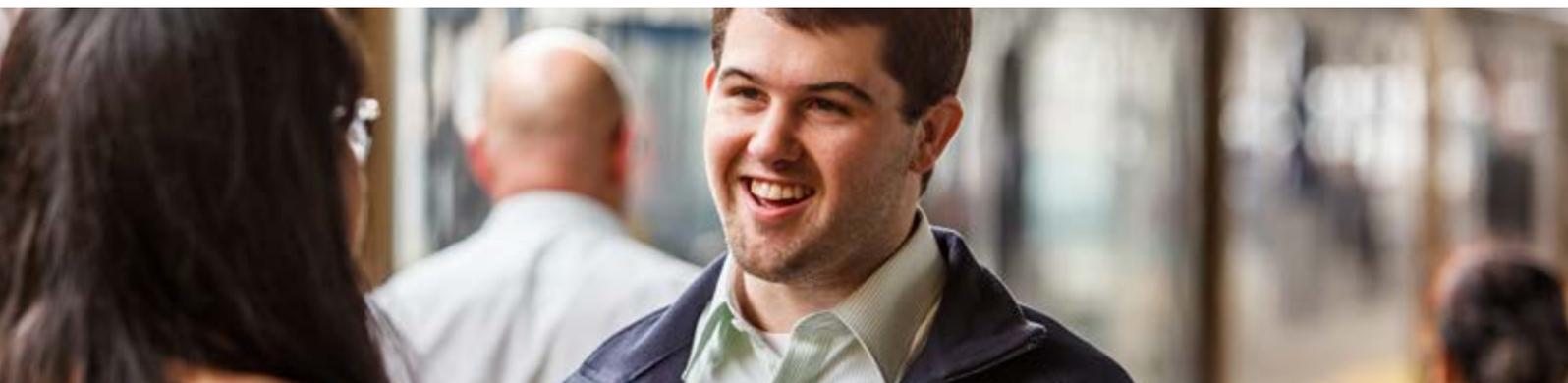
The 'overseas experience' is a cultural institution in New Zealand and Australia, and although the pandemic has kept us at home for almost 18 months now, I feel that understanding the rail industry is truly global is important for young people. We are privileged to work for a leading global transport operator with many opportunities across the globe on offer for our new generation, once the borders reopen again!

Neysa: I think a lot of people don't realise there are many different career paths in rail, and they don't necessarily have to be linear.

You can work in engineering, planning, driving, customer service, customer experience, the list goes on. Plus, with exciting projects like the City Rail Link, there are a lot of options on offer, and you can truly make your own unique path in rail.

Is there a benefit for young leaders being a part of Transdev Group?

Peter: Yes, definitely. The possibility of working internationally and to learn from global experts is exciting on its own. To add to that, Transdev has a number of programs to help develop young leaders, including mentoring and the On the Launch Pad program; its similar to Rangatahi but international, bringing young leaders together from Transdev's businesses around the world.





LEAN@TRANSDEV

supporting emerging talent, passionate
about continuous improvement

Mana's apprentice mechanic **Pati Simati** is one of ten Transdev employees being trained as a LEAN Ambassador this year, as part of New Zealand's Lean@Transdev roll out. Lean aims to change our culture in a positive way by empowering our people to identify waste and take steps to eliminate or reduce it. Pati, who started his apprenticeship with the company two years ago, said the program offered opportunities to grow, personally and professionally.

“ I really love it. I can see so many things that we can change and update that I never recognised, ” Pati said.

The ten Lean ambassadors and coordinators within our rail and bus teams are working with Transdev's local and international LEAN coordinators to deploy LEAN management principles in our operations, embedding a continuous improvement approach.

Pati says the program is breaking down barriers within the company.

“ There's another mechanic who is part of the program in Auckland, and I always call him and we talk about LEAN and what we can do. ”



Meet Sheryll Otway

Sheryll Otway joined Howick and Eastern in 1997, side stepping from New Zealand's top accounting firms to join the male dominated bus industry. It was a courageous move that's paid dividends, not only for Sheryll's job satisfaction, but for the quality of leadership in the New Zealand bus industry.

Sheryll, what brought you to the public transport industry?

My background was with Ernst and Young over 15 years. I woke up one day thinking 'is this where I want to be in the next 15 years?' and the answer was 'no'. I then worked in software development, still in the finance industry, before seeing a job advert for the finance position at Howick and Eastern. It was a little out of my comfort zone, but I decided I can do anything if I put my mind to it.

After several successful years in finance, HR and operations, you were offered the position of CEO. Why did you initially hesitate?

I refused the CEO role several times. I was loving my job leading Operations. I find it exhilarating, dealing with the drivers on a day to day basis; it just brings huge job satisfaction.

I consider myself very fortunate to have worked with Bill Dalbeth, the owner at the time, who eventually convinced me to just give it a go, which I did. The CEO role is completely different, and it took me a while to get the balance right, and still feel connected to the staff.

You are a popular figure. How do you maintain the strong connection with your staff today?

I've been in the CEO role for about 10 years now. I still come in early to spend time with our staff every day. I think that's important. You get what you give.

There are also times when circumstances require that we have all hands on deck to deliver services for our customers, and I step back into managing operations for a morning or afternoon now and then.

You are a passionate advocate for diversity and inclusion.

Why does it matter?

We are waking up as New Zealanders and seeing that everybody has value, and it's more important today than ever before that we foster a compassionate and understanding workforce – to make work a good place to be. When you have balance – balance of gender, age, culture, and of abilities – you can get to the right answer more often than not.

How do you advocate and manage for diversity as a leader?

Bill Dalbeth used to always say, when you are looking at drivers and recruiting drivers, remember that people sometimes need second and third chances. Our drivers don't always get their bus licence the first time, that doesn't mean they are a failure; it just means they learn differently and need to be nurtured differently.

Staff members don't come out of a box – they aren't square, they are all different. We are continuously learning about those differences, for instance in numeracy and literacy, and how to engage and support people along their employment journey. We have that supportive and adaptable culture in the business now, and I'm incredibly proud of that.

Would you encourage other women and people from diverse backgrounds to get on board the bus industry?

It doesn't sound that great, but bus to people is like Jetstar in the airlines world. If you want a job in the aviation, you go to Air New Zealand or Emirates. People aren't excited by buses, but they've got it so wrong. It's one of the most exciting things you can do, joining the bus industry. Every day is different, and the people you meet is what makes it.

I have a lot of people tell me when they leave 'you've taught me so much'. But, in reality, I've probably learnt a lot more from them, than they've ever learnt from me.

I totally encourage people to come on board. I don't think you will have any regrets if you have an appetite to grow, to learn, and to be a part of a team driving change for the better.

What are the key barriers that still exist for women in the bus industry?

The single biggest issue is around timetabling. The split shifts and the down time in the middle of the day are difficult for many people. We know there are mums out there that want to get back into the workforce, but they also need to be there when kids get home from school.

There has to be a change, and we're working on that now with government and with unions – looking at options such as flatlining timetables, which would make it easier to create shifts that accommodate people with families and different schedules. It's not easy, but if we can create friendlier shifts, that would give drivers more control, more time with their family or doing the things they enjoy, and offer general health and wellbeing benefits.

Howick and Eastern joined Transdev in 2019. What can Transdev bring to your diversity and inclusion journey?

The work Transdev do in D&I is currently more than what we do – and the various bus teams across Australia and New Zealand can learn from each other, we can encourage each other to keep momentum. Having the people, expertise and resources of Transdev behind us, brings strength to who we are here at H&E. We feel like we are part of the team now.





We are

JCO



Our employees are a team of people serving people, or Journey Makers. Regardless of the role they have at Transdev, Journey Makers help people get to where they need to go across New Zealand.

This sense of community shone through especially through 2020 during the challenges of Covid-19.

Meet some of our Journey Makers here.

are

JOURNEY

makers



Heather, Driver Trainer, Auckland bus

One of the first female driver trainers in Auckland, **Heather** finds mentoring the next generation of bus drivers especially rewarding.

Heather's journey is coming full circle at Howick and Eastern, now part of Transdev, having first chartered and driven a school bus for her children's remote North Island school more than 20 years ago.

"I grew up on the North Island in Tinopai. Driving the school bus charter was my first taste of bus driving and I loved it."

She moved to Auckland and joined Howick and Eastern Buses in 2001 where she soon learnt to navigate the network and developed an appreciation for customer care.

"Customer comfort is what it's all about. When someone says 'thank you driver', that's what you aim for every time," Heather said.

During Covid-19 and the lockdown period, the Auckland bus network kept running to ensure transport was available for essential workers.

Heather describes the time as being one where the team really leant on each other for support. "We made sure to have a team lunch every day and supported those who weren't able to be with us.

This was a scary time for some as they had family overseas so although we were lucky to continue working, our thoughts were always with separated

families and those experiencing hardship."

She is now a Qualified Driving Instructor (NZTA – Class 1, Class 2, Class 4) and is a mentor and trainer for new trainees making the leap from car to heavy vehicle license.

It's her passion for people and deep technical knowledge that makes her one of the most popular trainers on the team.

“ My first question is always, ‘do you like people?’. This job is all about connecting with people first. The technical and driving skills are really important but without that desire to connect and help people every day, you won't succeed. ”

For the past 10 years, the responsibility for conducting blessings has sat with Transdev Auckland On-Board Supervisor, **Kerri**.

Kerri, On-board Supervisor, Auckland rail

It's a sad reality that employees of every metropolitan rail operator in the world must occasionally face a situation in which a fatality occurs on the tracks on which they operate their services.

The responses to these incidents vary from city to city, but at Transdev Auckland, things are done a little differently. Whenever there is a fatality, a blessing is carried out for the benefit of the victim, the train crew and the customers.

Her voluntary role is a demanding one often requiring her to get up in the night to respond to an incident.

In recent years, Kerri has given much thought to who should be responsible for conducting blessings when she decides it's time to retire. She also thought about the demand it puts on one individual to cover the entire Auckland rail network at any time of day or night. This was the beginning of the idea to create a roopū of employees, who are based across the network; people from different roles and of different nationalities. In 2020, at a marae in West Auckland, such a roopū was established.

Kerri says she is looking forward to walking alongside the roopū, who are enthusiastic about their responsibilities. "They have created a bond with the supervisors who attended the wānanga and I know they [the supervisors] will look after the roopū", she says.

"I envision this roopū as being an alternative type of support for the crew and each other, which is unique." Kerri says the wānanga style of learning about the blessings created a bond and encouraged a unified multicultural response, which reflects the company's workforce.

“ This is a new generation full of people from other cultures, and the roopū are a diverse bunch of people who I know will look after each other. ”





Yudai, Planning Performance Coordinator, Auckland rail

Yudai's journey to becoming a Journey Maker with Transdev Auckland began in Yokohama, Japan, when Yudai was just 15 years old.

Hoping to achieve his childhood dream of becoming a commercial pilot, Yudai had decided he needed to improve his English. After conducting some extensive research, Yudai presented his parents (using PowerPoint) with a case for being allowed to complete his high school years in New Zealand.

Although his father was against the idea at first, Yudai ultimately prevailed, moving here in 2011. Both his parents and his sister continue to live in Yokohama (Yudai says he is the only one in his family who can speak English, and so they often ask him to translate things).

To begin with, Yudai attended high school in Rotorua, then completed a degree in mathematics at Massey University in Palmerston North.

After joining Transdev as part of our graduate programme, Yudai has embraced the opportunity to help Aucklanders get to work, get to their places of study, and to connect with each other.

He celebrated his second anniversary as a Journey Maker on April 29th.

Yudai's main role is to create train crew shifts, which are then filled by his colleagues in the Rosters Team.

However, Yudai always makes sure he spends plenty of time on the network, in order to get a feel for how Transdev's customers are experiencing the company's services, particularly after any timetable or network changes.

He also often volunteers to provide customer support during special events, such as rugby games or concerts

(for which train travel is often included in the price of a ticket). It was after a rugby game that Yudai once found an elderly person caught up in the post-match crowd, and took it upon himself to escort her to a taxi. After her family passed on their thanks, Yudai was awarded a Journey Maker of the Month award in 2019. Not coincidentally, Yudai says the values he leads his life by are honesty and kindness, and while his role relies heavily on being able to understand data and patterns, for Yudai it's the people of Auckland who are at the heart of the job.

“ I feel really rewarded when I see customers are happy with the service and that we are providing the best and most efficient services.”

He concludes by saying that, in his case, being a Journey Maker is about “connecting the dots and helping to make decisions that move Aucklanders more easily from A to B, which is something I find extremely motivating”.

Emma grew up in Wellington and now works across all its five rail lines spanning 160 kilometres of the scenic harbour city.

Emma , Supervisor, Wellington rail



Her role, as an On Board Team Supervisor, is multi-faceted and involves reporting customer feedback, training new drivers and helping customers on board.

For Emma, being a mentor and support for Transdev's almost 200 employees who make up the Wellington on board team is a critical part of the job.

"There's lots of people contact in the role and as a mentor, I have to lead by example. Part of the role with our team is checking in with people to see how they are going and helping to support them if there are any issues."

“ There's lots of people contact in the role and as a mentor, I have to lead by example. Part of the role with our team is checking in with people to see how they are going and helping to support them if there are any issues. ”

During her 7 years with Transdev, Emma has welcomed the supportive culture that has given her the opportunity to work in diverse roles in the Customer Communications and Service Delivery teams. That diverse skillset is one she draws on every day in her current role.

"You've got to be flexible and adaptable in transport as it's an industry that is always changing. There's so many opportunities at Transdev that have really allowed me to have a strong career path," Emma said. Being able to work across the picturesque rail network in the city she loves continues to be personally rewarding.

Murray is Transdev Auckland's Fleet Performance Manager. It's a role he is incredibly passionate about, and one that presents ever-changing challenges.

Murray, Fleet performance manager, Auckland train



Qualified in automotive engineering, and with experience in what he refers to as “all things with wheels,” he joined Transdev more than a decade ago.

He started by taking on the task of overseeing a fleet of Diesel Multiple-Unit trains (known as DMUs), then also began looking after the Electric Multiple-Unit (EMU) fleet in 2013, after the new trains began to be introduced. The combined fleet now stands at 72 EMUs and 10 DMUs, which together service the 94.3 kilometres of the Auckland Metro Rail Network.

Murray says that although the shift from DMUs to EMUs gave rise to new challenges, the complex technology and computer systems in the EMUs offers many new opportunities to innovate.

To overcome these challenges, and to stay at the forefront of the industry, Murray taps into many local and global connections around the Transdev world. For example, he does this both by participating in online forums with colleagues from Transdev Wellington, and by sitting on working groups set up in collaboration with Transdev Australia, where he says there are many opportunities both to share and to learn from other Journey Makers' engineering and environmental initiatives.

A key part of Murray's role is to not only solve problems when they occur, but to use data to predict and prevent issues that might arise, as well as to improve the operation of the fleet. Whether he is working with pantograph monitoring systems to reduce the potential for arcing, or using GoPro cameras to investigate the potential to reduce wear, Murray's ultimate goal is always to improve fleet comfort and reliability, and to reduce the number of disruptions experienced by customers.

However, Murray's work does not only include the trains. For instance, he is currently involved with the installation of Lidar and infrared cameras to further improve security and prevent graffiti around the network.

Reducing impact of the City's rail operations on the environment is also a significant focus. The introduction of EMUs significantly reduced the amount of diesel that was consumed by the provision of rail transport in the City, but Murray says that as an organisation, Transdev Auckland is not sitting still when it comes to the environment. He is currently working on several environmental initiatives, including a trial to completely remove the use of chemical detergents when washing trains.

Although he enjoys his role at Transdev, Murray admits that his latest role - as a new grandfather - is most certainly his current highlight. Outside of work, Murray also maintains a passion for fishing and cycling, having explored much of Aotearoa on cycling trips with friends. His two sons also picked up his love of cycling; his eldest, Aaron, is an Olympic medalist, and will likely represent New Zealand again at the Tokyo Olympics.



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