



Proud operator of Sydney Ferries



Customer Service Plan 2025-2026



CUSTOMER EXPERIENCE & COMMUNICATIONS



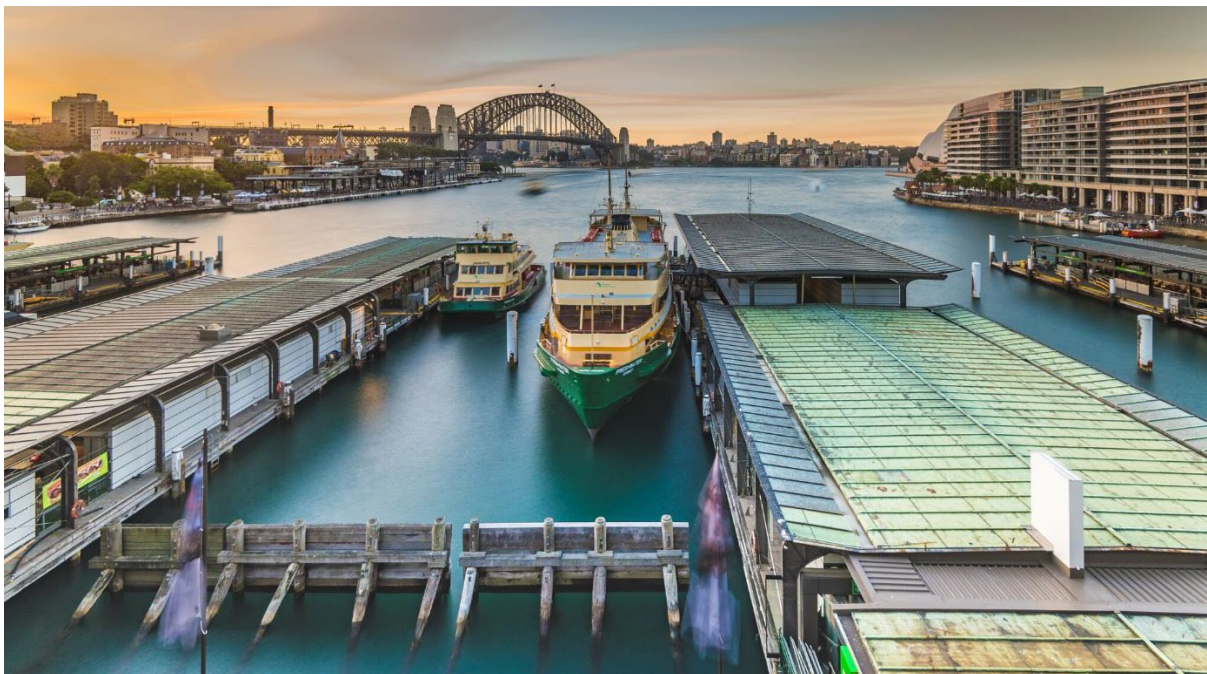
Transdev's Customer Service Plan is designed to improve customer service, enhance customer experience and increase customer satisfaction through achieving the following objectives:

- Driving improvements and initiatives related to key drivers of customer satisfaction to evolve customer experience under Transdev's stewardship. This includes drawing on Transdev's *Customer at Heart* approach as well as proven initiatives and tools of the broader Transdev Group
- Leveraging Transdev's unique understanding of Sydney Ferries' customers, the broader customer experience environment and current overall performance, to identify areas of opportunity for improvement
- Reporting on Customer Outcomes delivered during the previous year and creating a plan of action for the upcoming year to deliver the initiatives necessary to achieve the customer satisfaction and customer experience targets outlined in this Plan.

Sydney Ferries is an integral component of Greater Sydney's multi-modal public transport network, carrying 15 million customers on 230,000 services throughout Sydney Harbour and its related waterways annually.

The network consists of ten key routes and 40 wharves, ranging from Manly in the north-east to Parramatta in the west and encompasses key destinations including Barangaroo, Taronga Zoo, Watsons Bay, Milsons Point, Olympic Park and Circular Quay.

We are proud that customer satisfaction increased from 91% in Nov 2013 to 98% in May 2025.





Customer at Heart

Transdev will continue evolving as an organisation with our *Customers at the Heart* Strategy, as part of our holistic approach to fostering cultural change in all areas and at all levels of the organisation.

This program has been strategically designed to engage the entire Transdev Sydney Ferries Organisation to place customers at the heart of everything Transdev does, whether their sphere of influence encompasses direct customer interactions, or support functions across the business.

This strategy puts customers at the heart of everything Transdev does, from maintenance to operations teams through to senior management, in order to achieve an exceptional customer experience.

OUR STRATEGY:



TO DELIVER TRANSPORT FOR NEW SOUTH WALES' VISION:

“ Placing the customer at the centre of everything we do ”

BROUGHT TO LIFE THROUGH SERVICE DELIVERY FOCUSING ON:

Capturing the pulse of our customers	Being Journey Makers	Improving customer information
Engaging and listening to our customers	Ensuring the highest levels of customer safety	Providing equitable access to all

ACHIEVING EXCELLENT CUSTOMER SATISFACTION across the 9 customer service drivers and their attributes:



Our Customer Journey

Transdev has developed the six-step 'Customer Journey', a living, interactive strategic tool tailored to support a holistic and unified approach towards meeting our customer needs in partnership with Transport for NSW and the greater transport cluster.

The six main steps of the customer journey are:



1. Discovery and Learning
2. Journey Planning
3. On the Way
4. At the Wharf
5. On the Vessel
6. Post Journey

This enables Transdev to identify and track the customer experience at every customer touchpoint.

Our Customer Promise

As the most visible component of our Customer at the Heart Strategy, 'Our Promise' outlines the experience that our customers can expect when travelling with us.

This charter sets out clear, measurable commitments that each and every employee will uphold and deliver consistently to all customers and is openly available and accessible to our customers.



Our Promise will be:

- Displayed on vessels.
- Published externally
- Displayed on Transdev's website
- Posted free of charge upon request.

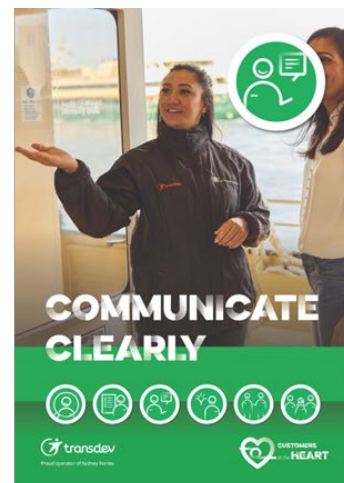
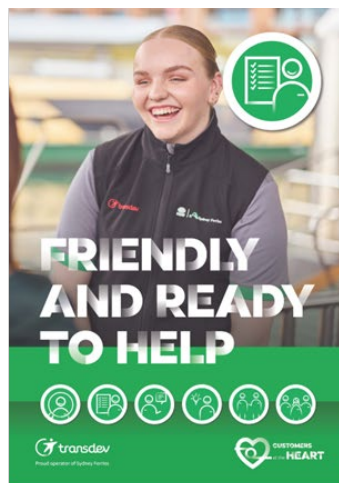
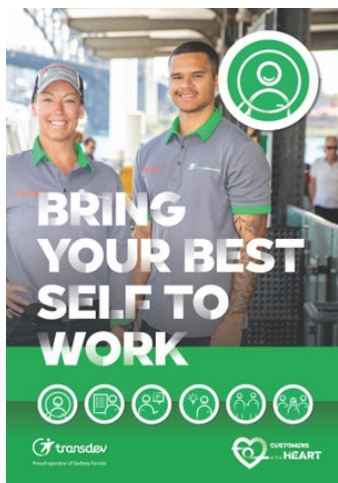
To respond effectively to the needs of all customers segments, Transdev will develop accessible versions of the Promise upon request to people who require it.



The Transdev Difference

In recent years, Transdev has established Customer Service Standards that outline the Transdev Difference in an easy to understand format that ensures all employees, regardless of their area of responsibility align to a set of customer promises that shape how they approach their day to day interactions.

These six customer service standards, applicable to all Transdev employees, are detailed in a comprehensive 20-page booklet available in both digital and printed formats.



These standards are incorporated into initial training, position descriptions, and a mandatory toolbox accessible through our learning platform and are designed to establish unified standards, ensure clarity and consistency, enable performance assessment and targeted focus, drive visible improvements, and achieve world class recognition.



To create a visible step change in customer service, Transdev will publish a clearly written internal *Customer Service Standards*. This will detail what is expected from employees in terms of presentation, verbal skills, attitudes and proactivity, ensuring clarity and consistency across the business.

To ensure ferry services are accessible and employees are equipped to assist customers with specific mobility needs, as well as those of culturally or linguistically diverse backgrounds, Transdev will run Accessibility and Inclusion Awareness training for all customer-facing employees.

A range of initiatives to inform and assist passengers will be introduced over the term of this plan with the aim of making journeys safer, more informative and more enjoyable.

Transdev will closely monitor a number of performance indicators to assess the impact and performance of our Customer Service proposals. As a data-driven company, Transdev has identified additional indicators to the Key Performance Indicators (KPIs) included in our contract with the NSW Government. The way in which Transdev monitors and reports on performance indicators will enable a full, detailed and transparent assessment of Customer Service performance.

Transdev applies a continuous improvement approach to contract management and performance. Integral to continuous improvement is understanding and addressing the root cause of performance issues.

*This document is a summary of the full plan and is published for information of Transdev customers, stakeholders and the general public.