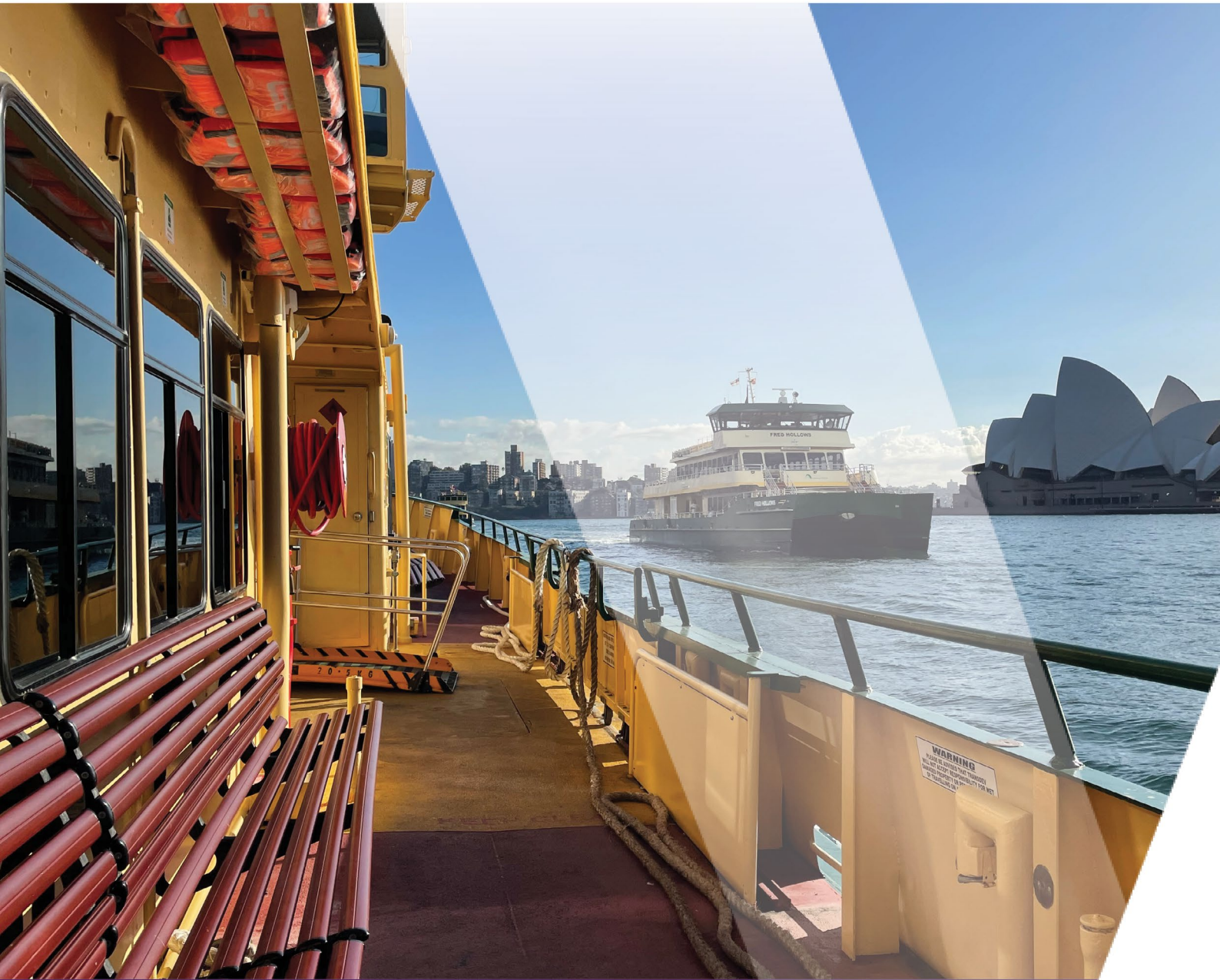




Proud operator of Sydney Ferries



Customer Service Plan 2026-2027



CUSTOMER EXPERIENCE & COMMUNICATIONS



1. Introduction

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

- Drive 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
- Leverage Transdev's unique understanding of Sydney Ferries' customers, the broader customer experience environment and current overall performance, to identify areas of opportunity for improvement
- Report on Customer Outcomes delivered during the previous year and create 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 rated exceptionally well amongst customers, achieving a rating of 4.6 stars on TripAdvisor from 21,400 reviews. Sydney Ferries was awarded the TripAdvisor Travellers' Choice Award 2023, 2024 and 2025 as a Top 3 Attraction when visiting Sydney, with almost 96% of the 21,379 reviews rating of Good or Excellent.

Sydney Ferries is deemed a destination in its own right, and a primary means of travel to top two tourist attractions in Sydney – Sydney Opera House and Manly Beach.

Transdev has implemented several initiatives with the aim of further improving the experience for tourist and leisure user segments, these include:

- A more pro-active approach to assist customers looking for information from customer-facing employees at manned wharves and on-board the vessels,
- Provision of customer information brochures in core languages to assist non-English speaking customers with information about travelling on the network
- Safety videos that are broadcast on-board when departing wharf or at key interchange to welcome passengers and outline key safety features and procedures while travelling on a ferry.

1.1 Our Customer Strategy

CUSTOMERS at HEART

Transdev Sydney Ferries continues to maintain its position as a leading operator for Customer Satisfaction within the TfNSW Cluster and is evolving and maturing holistically.

Internally, Transdev maintains dashboards providing a comprehensive overview of the customer satisfaction drivers that Transdev can influence. These metrics encompass customer complaints, mystery traveller results, and customer satisfaction scores.

Independent Customer Satisfaction Reviews commissioned by TfNSW twice annually has consistently demonstrated that our customers rate us as a leading operator, providing valuable insights as well as a feedback loop ensuring we are regularly updated on our



customer service sentiment, and areas where our focus will be most appreciated by our customers.

Data derived from the report is a significant contributing element to the Transdev Customer Service plan, with areas of focus informed by this valuable voice of the customer initiative undertaken by TfNSW.



Transdev Sydney Ferries also proactively submits itself to Peer review and Global Benchmarking against International Customer Service Standards through the Customer Service Institute of Australia (CSIA). The CSIA accreditation and audit review process guides TDSF strategy ensuring that we focus on best practice globally, to continue our determination to remain a reliable, consistent, and high-quality service in the eyes of our customers.

In the most recent CSIA Audit delivered in 2025, TDSF was described as a “Clear Leader in Customer Experience Strategy within the Transdev Australasia Group”, rated as an organisation that has Integrated globally benchmarked Customer Service Standards, an improvement from the 2021 review where the organisation was still at Implementation phase.

Strong improvement was noted against international benchmarks in Customer Collaboration and Integration of our Customer Charter, with further progression noted in Customer Experience best practice, Feedback Management, Supplier and Partner Collaboration, and Quality Assurance.





1.2 Customers at the Heart

Transdev continues to evolve 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 strategic framework governs how Transdev delivers a whole of organisation focus and approach in order to achieve an exceptional customer experience highlighting how Transdev's vision and objectives are fully aligned with TfNSW's customer-centric vision with outstanding customer focused outcomes.



Our promise

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- We value your time**

We provide you with ferry services that you can depend on to get you where you want to go.
- You're safe in our hands**

We take you where you want to go, safely and securely; all of our ferries are crewed and our friendly staff are always available to assist you if you have any safety concerns.
- We keep you informed**

We are committed to keeping you up to date with the right information at all times, including in times of disruption.
- Access for everyone**

We are committed to ensuring that this is a ferry service for all and everyone. All of our ferries are fully accessible but not all wharves are. Plan your trip at transportnsw.info
- Have a good trip**

We are committed to offering you a stress-free journey in a comfortable and clean environment.
- We listen to you**

We are committed to using your feedback to improve our service to meet your needs.
- We respect you**

We offer you a friendly and courteous services no matter who you are.

Visit transportnsw.info

1.3 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.



1.4 We are Journey Makers

Being a Journey Maker who places our customer at the heart of everything we do, is what makes the Transdev Difference. By fostering a high performance culture within our workforce that recognises and celebrates success, our journey makers employee value proposition is designed to champion alignment across all resource groups with behaviours and values that unify us.

For all employees to embrace the *Journey Makers* mindset and gain sufficient awareness, Transdev will Use the *Journey Makers* EVP in employee communications and engagement methods, including through Transdev's internal *MyTransdev* employee app.

**BEING JOURNEY MAKERS
WITH OUR CUSTOMERS AT THE HEART**

GENERAL PURPOSE HANDS

Traditional self-perception

"I'm here to assist with ferry berthing."

JOURNEY
Maker MINDSET

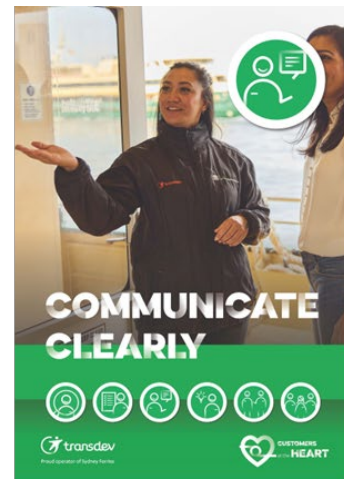
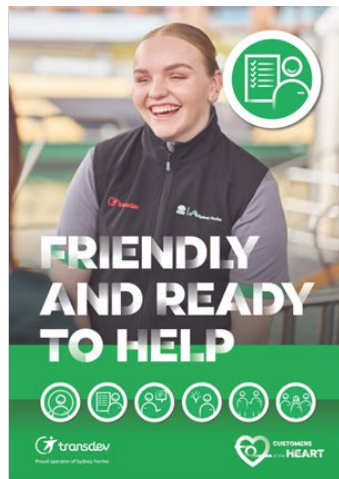
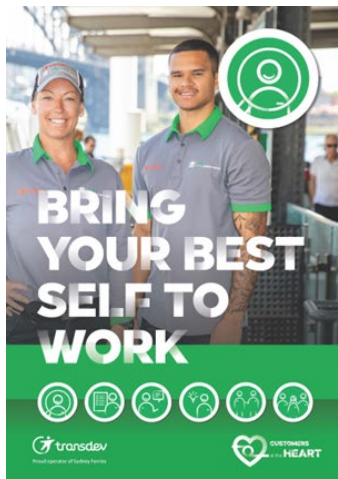
"I'm here to keep our customers safe and ensure all of our customers receive genuine care and personalised assistance."

1.4.1 The Transdev Difference

Transdev will continue to evolve and progress its Customer Strategy for 2026-2027 and beyond based data and opportunities identified through Peer review benchmarking against International Customer Service Standards (ICSS), Customer Satisfaction Feedback outcomes through the TfNSW CSAT program, and through internal metrics.

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.

2. The Customer Journey Ahead

Transdev recognises that operating the Sydney Ferry Network is a highly visible and well-regarded operation within the Transport cluster meshed into Sydney's very identity both at home and abroad.

Over our history as operator of Sydney Ferries, Transdev has continuously delivered on its commitment to provide a trusted, consistent, high quality customer experience that is continuously improving and evolving as the needs of our customers changes.

Our primary Customer Experience objective is to know our customers, deliver for our customers, and evolve with our customers to deliver outcomes that are exceptional.



Transdev Sydney Ferries has identified and implemented strategies to meet the needs of our core customer archetypes and will continue to connect with our customers through meaningful strategies aimed at supporting and serving our customer groups well. This includes a focus on capturing customer sentiment via voice of customer initiatives, continued engagement with customers via different mediums ensuring different customer subgroups are heard and considered in our strategic and operational delivery.