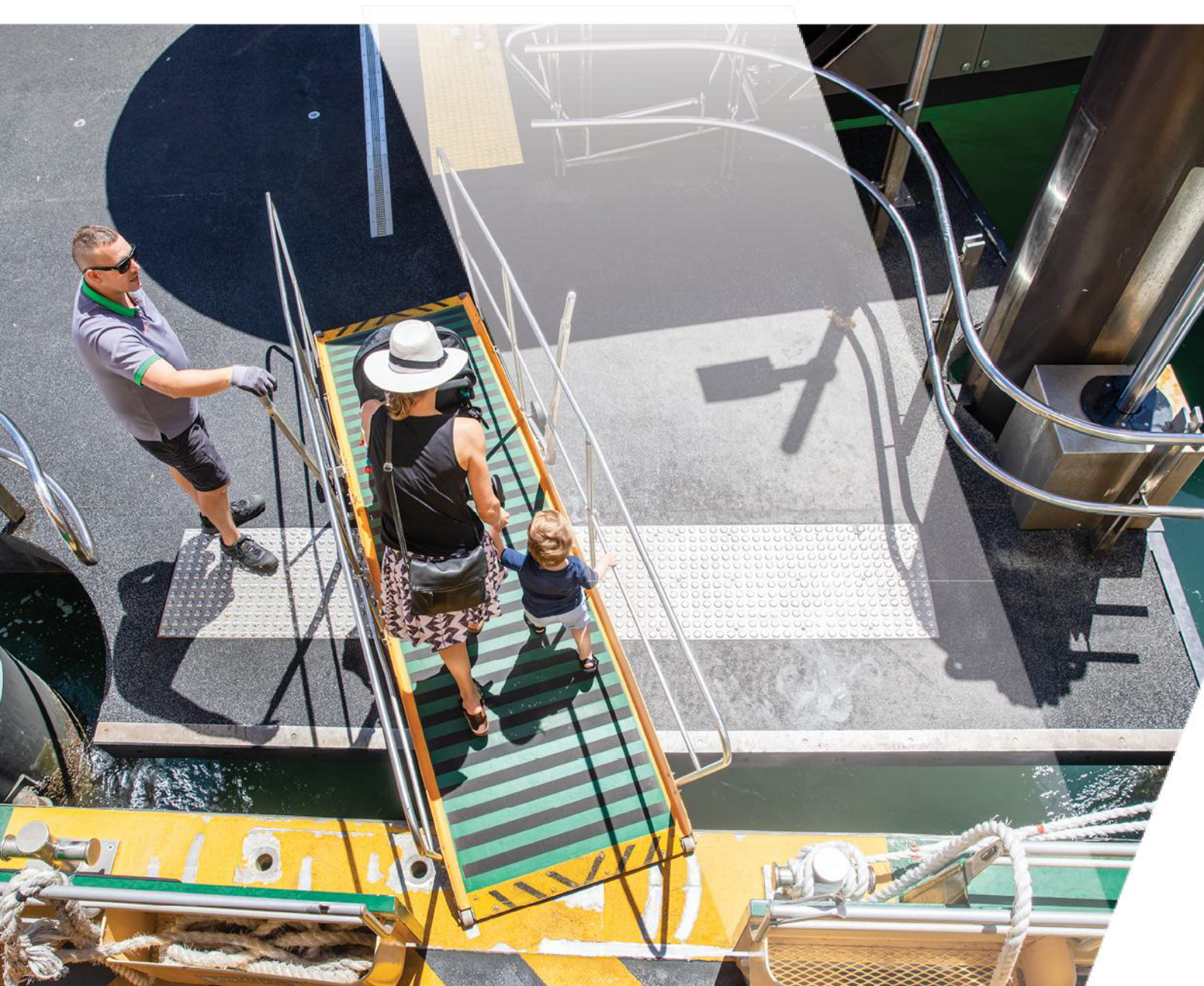




Proud operator of Sydney Ferries



Accessible Transport Action Plan 2026-2027



CUSTOMER EXPERIENCE & COMMUNICATIONS



A word from our Managing Director

I am delighted to present Transdev Sydney Ferries' ongoing commitment to accessibility and inclusion with our Accessibility Transport Action Plan for 2026-2027.

Public transport, including ferry services, plays a fundamental role in many of our customers' daily lives. It holds particular significance for individuals with disabilities, aiding in their social and economic integration.

With approximately 1 in 5¹ Australians living with a disability, alongside a growing elderly population, and more than 22%² of Australians speaking languages other than English at home, it is crucial that we prioritise accessibility in the design and delivery of our ferry services.



For those living with an invisible disability, such as autism, dementia, chronic pain, anxiety and more, travelling on public transport can be stressful; with sensory, physical, interactive, and other challenges that may not be immediately apparent to our colleagues and crews. Our crew are always on the lookout for customers in need of a little more assistance.

I am also extremely proud of many key achievements in the accessibility space in recent years. Our dedication to accessibility is evidenced by an outstanding 98% score in the "Accessibility" category of the November 2025 customer satisfaction survey conducted by TfNSW.

Nevertheless, there remains much to be accomplished to ensure that we consistently recognise and address the needs of every individual customer.

This Plan brings together experts from various departments within Transdev to enhance access to and within our vessels. It encompasses improvements in infrastructure, comprehensive information dissemination, and a steadfast commitment to providing accessible and respectful customer service. Moreover, it underscores our ongoing commitment to not only adhere to but also surpass compliance with the Disability Standards for Accessible Public Transport.

I look forward to collaborating with all members of the Transdev team and our client, Transport for NSW, to execute this plan and provide a safe, reliable and inclusive service to all our customers.

Kind regards

Jarrod Graham

Managing Director Transdev Sydney Ferries

¹ Australian Bureau of Statistics - reference period 2022 (released 2024)

² Australian Bureau of Statistics - Census 2021



Document History

Revision	Revision Date	Description	Prepared By	Reviewed by	Approved by
V01	27/05/19	First draft	Anne-Laure Saluden	R.Macey C.Rieck L. Olsson	
V01.1	14/06/19	Review		P. Margrie (TfNSW)	
V02	29/07/19	Final version			Anne-Laure Saluden
V03	30/06/20	Update for 2020-2021	Anne-Laure Saluden Luke McGrath	Dean Helm	TfNSW
V04	06/2021	Update for 2021-2022	Anne-Laure Saluden	Dean Helm	
V05	06/2022	Update for 2022-2023	Luke McGrath Anne-Laure Saluden	Joana Feiteira	
V06	05/2023	Update for 2023-2024	Joana Feiteira	Craig Rieck	Gary Iddon
V07	06/2024	Update for 2024-2025	Joana Feiteira		Gary Iddon
V08	06/2025	Update for 2025-2026	Craig Rieck	Lyndi Look	Jarrod Graham
V09	06/2026	Update for 2026-2027	Craig Rieck	Lyndi Look	



1. Introduction

1.1 Plan purpose and objectives

This Accessible Transport Action Plan (ATAP) responds to Clause 30.1 – Volume 1 of the Ferry System Contract (Contract).

The purpose of this ATAP is to provide guidance on how Transdev Sydney Ferries ('Transdev') will provide an environment that is accessible for all customers and employees, where practicable.

Transdev's ATAP, its procedures and philosophy are based on the following main objectives:

- Leveraging Transdev's unique understanding of Sydney Ferries' customers and accessibility environment.
- Identifying current performance and areas for improvement regarding accessibility, diversity and inclusion and continuously improving in those regards.
- Drawing up an action plan to deliver the initiatives necessary to achieve the customer satisfaction and accessibility targets outlined in this Plan.

1.2 Legislative framework

To establish a robust framework for improving the accessibility of Sydney Ferries, Transdev will conduct an annual review of this ATAP to ensure it complies with:

- The DDA Legislation (Disability Discrimination Act 1992) & Disability Standards for Accessible Public Transport 2002 (DSAPT);
- The Anti-Discrimination Act 1977 (NSW);
- The Disability Inclusion Act 2014 (NSW); and
- Any 'Guidelines for Disability Action Planning', or similar guidelines, issued by NSW Governmental Agencies.

1.3 Interfaces with other Plans, Policies and Procedures

This ATAP is a core part of Transdev's project management methodology and assists us in providing operational transparency to Transport for NSW (TfNSW) and Sydney Ferries customers. This Plan is developed in conjunction with plans, policies and procedures created for the delivery of ferry services. Key documents that should be read in conjunction with this ATAP are as follows:

- Customer Service Plan
- Stakeholder Engagement Plan
- Asset Management Plan
- Diversity and Inclusion Policy
- Accessibility Communications Guidelines
- Priority Boarding Toolbox Training

This ATAP also works in conjunction with:

- Parent company Transdev Australasia (TDA) Accessibility & Inclusion Action Plan, which governs the vision and key objectives Transdev has for Accessibility and Inclusion in Australia and New Zealand.
- TfNSW Disability Inclusion Action Plan which states: "Ensure that disability action plans are a requirement of contracts with transport service providers."



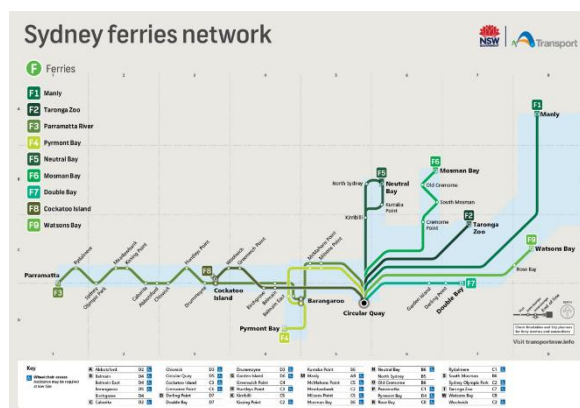
A public condensed version of this ATAP is available for customers to view from our website and will be provided free of charge to customers upon request.

2. Background and Context

2.1 Sydney Ferries: accessibility overview

2.1.1 Network features

Sydney Ferries is an integral component of Greater Sydney's multi-modal public transport network, carrying approximately 15.5 million customers throughout Sydney Harbour and its related waterways annually. The network consists of ten key routes and 38 wharves, ranging from Manly in the north-east to Parramatta in the west and including key destinations such as Barangaroo, Taronga Zoo, the Eastern Suburbs and Circular Quay.



Accessibility features of each of the 38, wharves and vessels are detailed in Transdev's Access and Inclusion Index self-assessment (Appendix A).

The NSW Government is continuing improving the accessibility of the public transport, including ferry wharves, as part of their NSW Disability Inclusion Plan 2026-2029. Under this Plan, there is the TfNSW Disability Inclusion Action Plan 2023-2027 which included various initiatives such as floating pontoon and a fixed entry bridge connected by a gangway and ramp for the new wharf design to provide safe level access for wheelchairs and mobility aids, as well as upgraded accessibility features such as audio and visual destination information, a hearing loop to assist hearing impaired customers (positioned in an accessible location) and accessible emergency help points. While the targets set in the Plan are still being delivered Transport for NSW (TfNSW) is working with local councils to improve landside access to wharves.

TfNSW recognises that even though independent access to public transport is their ultimate goal, the use of 'direct assistance' or 'equivalent access' on ferry wharves will be necessary. Existing tidal variations at commuter ferry wharves are incompatible with completely independent access. A high level of commitment to customer service is therefore a key priority for TfNSW and Transdev.

TDSF does acknowledge that not all wharves from which it operates are compliant. The following wharves are subject to future upgrade by NSW Maritime:

- Watsons Bay
- Darling Point

2.1.2 2026-2027:

As we enter Year Eight of the contract, the period will see main initiatives continue to be delivered, namely:



- **Accessibility and Inclusion:** ongoing training includes broader communications focused on the delivery of continuous learning and a series of monthly Toolbox Talks.
 - Inclusion topics reflect themes such as: respect at work, sexual harassment, LGBTQI+, First Nations peoples, and cultural and linguistic diversity awareness.
 - Accessibility topics address situational awareness and the importance of maximising inclusivity in customer service delivery. Examples draw on direct customer feedback, disability advocacy, groups engagement, and our own employee experiences and observations.
- **Have a Go program:** available to customers from all walks of life, the program aims to help support our customers with diverse needs to be more confident, informed and travel safely and independently across three different modes of transport operated by Transdev in Sydney: ferries, light rail and buses.
 - Customers can choose to have a go at one, or multiple, modes of transport and are assisted by our friendly customer service employees on how to best plan their trips and travel independently across our network. Customer feedback gathered through the program further informs our continuous improvement processes.
- **Orientation and mobility support:** we work together with Vision Australia Seeing Eye Dog and Guide Dogs local puppy trainer group programs to help provide exposure to ferry travel environment, smells and sounds to their dogs-in-training with the aim to build confidence to travel safely and efficiently aboard our vessels.
 - Examples include the 2025 Pet Barn Seeing Eye Dogs Fundraiser activation as we hosted pups-in-training and handlers aboard a Freshwater class vessel. The pups were exposed to travelling aboard an in-service vessel on the F1 Manly route.
 - We were also joined by persons with vision impairment and their adult guide dogs, some of whom had ferry experience, and others for whom it was their very first time.
 - We are working closely with F3 Parramatta River local Guide Dog training groups as they take pups onto our vessels as part of the training experience and towards the pups' eventual graduation and moving into active service.

2.2 Understanding Sydney Ferries customers

About one in five Australians and just over half of Australians aged 65 years or more reported living with a disability³. Given Australia's growing and ageing population, accessible services will become increasingly important.

People with a disability often rely on public transport in their daily life. At the same time, people travelling with mobility aids, prams, luggage, walkers, scooters and canes have

³ Australian Bureau of Statistics (ABS), *Disability, Ageing and Carers, Australia: Summary of Findings, 2022*, released 4 July 2024



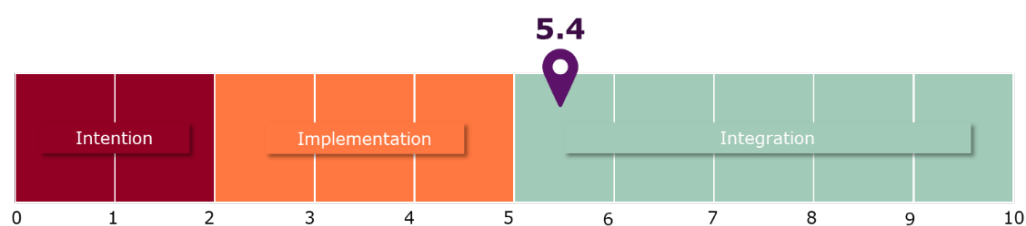
specific needs when accessing public transport. To ensure Transdev meet legislative requirements, as well as the satisfaction of all customers, Transdev Sydney Ferries is committed to ensuring that ferry services are accessible to everyone.

Transdev's accessibility proposals aim to contribute to the delivery of an improved customer experience on Sydney Ferries by enabling Transdev to maintain high levels of customer satisfaction regarding 'Accessibility' (currently scoring 98% customer satisfaction – November 2025).

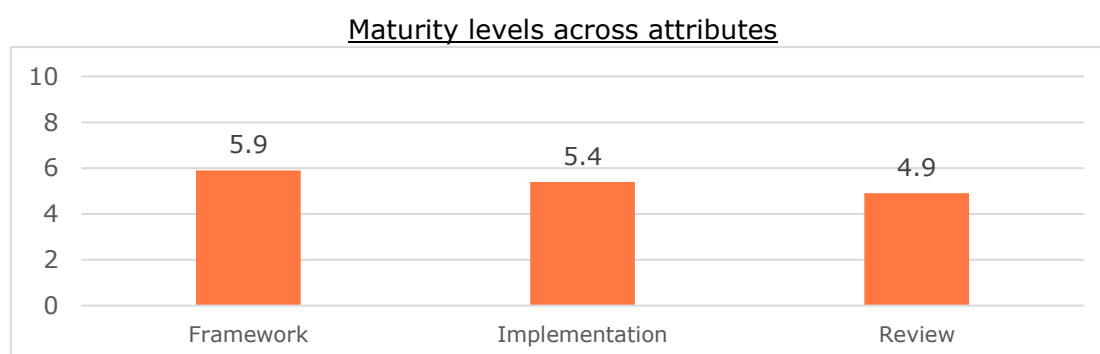
2.3 Current Access and Inclusion (A&I) performance

As part of its commitments from the previous ATAP, Transdev conducted an in-depth self-assessment of its accessibility, diversity and inclusion levels in 2023 – both internally and externally, with the aim to establish a baseline against tangible indicators. Our next survey will be conducted in Q3/Q4 2026, and TDSF intends to update this plan if results indicate different areas requiring attention. Despite not having conducted a further self-assessment during 2025 as initially planned, TDSF has continued to implement various initiatives with ongoing discussions and focus on the continuous improvement of A&I performance as detailed below in this Plan.

Based on the self-observations conducted in 2023, Transdev is rated 5.4 / 10, placing the organisation in the Integration maturity level overall.



Transdev had relatively consistent scores across all three sections that are examined, with a trend towards greater maturity in Framework and Implementation, and lesser maturity in Review.

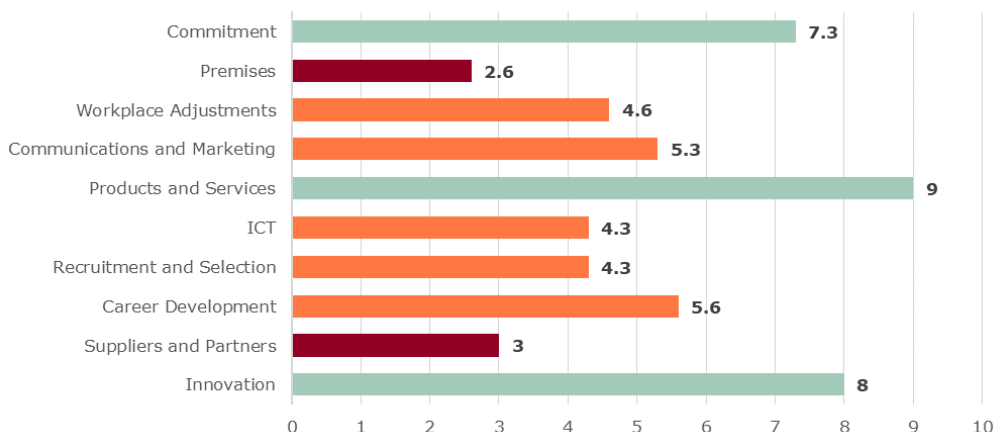


When examining the self-assessed attributes individually, a clear variation in maturity becomes evident among them:

- Transdev performs exceptionally well regarding 'Products and Services' and 'Innovation', as well as in 'Commitment' (in the Integration maturity level).
- All People & Culture components perform in the Implementation maturity level, along with 'Communications and Marketing', 'Workplace Adjustment' and 'ICT'.



- Two attributes are still in the Intention maturity level: 'Premises' (as offices) and 'Supplier and Partners'.



For Transdev to progress in becoming more disability-confident, several areas for enhancement have been pinpointed. These improvements aim to elevate the maturity levels of most attributes by the time the organisation conducts its next self-assessment.

3. 2026-2027 Action Plan

1. Commitment



"We commit to best practice on access and inclusion for people with disability as employees, customers and stakeholders."

This ATAP, endorsed by our Senior Leadership team, details Transdev's commitment to access and inclusion of people with disability as potential employees, employees and customers/clients. Opportunities for improvement identified via the A&I Index will aim to bring Transdev to its next maturity level by demonstrating that the attribute is fully integrated across the organisation, the organisation is learning from measuring it and is implementing improvement opportunities. At both TDA and TDSF, we have established groups of a cross section of employees to specifically provide feedback, raise initiatives for implementation and actively participate in embedding accessibility awareness in every part of our organisation, these include First Nations, Gender, and Inclusion D&I Committees. We have also launched the Workplace Adjustment Policy and Workplace Adjustment Procedure.

2. Premises



"Our premises are accessible to people with disability and whenever necessary we adjust for individuals."

This attribute is one currently showing most room for improvement, noting that premises only focus on offices and working premises rather than wharves and vessels that are covered under Products and Services. Overall, evidence exists to show that the attribute



is being addressed in the current business planning phase, with efforts currently underway at the Balmain Shipyard, addressing opportunities for improvement to office premises access, and working with TfNSW to identify how this could be best implemented.

3. Workplace adjustments



"We anticipate the needs of people with disability and have a robust process for making any adjustments which might be needed by individuals."

In order to further improve its maturity score, TDSF must demonstrate that the 'Workplace adjustment' attribute has been implemented and integrated in the majority of the organisation and success measures should be identified and monitored.

4. Communications and Marketing



"Our communication and marketing channels are accessible to people with disability and whenever necessary we make reasonable adjustments for individuals."

Evidence exists to show that the attribute has been implemented in parts of the organisation. To achieve next maturity level, TDSF must demonstrate that evidences exist to show that the attribute is integrated over the majority of the organisation and success measures are being monitored.

5. Products and services



"We value people with disability as customers, clients and service users and address their needs when developing and delivering our products and services."

Inclusion of accessibility considerations in the development and delivery of ferry services is scoring very strong: evidence exists to show that Transdev, in partnership with TfNSW, is learning from measuring the attribute and is implementing improvement opportunities. All new vessels and wharves that are built are fully DDA compliant, with the more recent 2025 accessibility upgrades made to Greenwich Point Wharf and South Mosman Wharf, both of which received lift access for less mobile customers, among other improvements.

Only a couple of aforementioned wharves and a small number of vessels are not fully compliant at this stage.

Additionally, a sustained accessibility and inclusion effort and program of works is underway to help support our customers travelling on the F3 Parramatta River. The service can be impacted by a unique set of challenges linked to local weather and geography such as: low/high tides, weir overflow, and the need to terminate services unexpectedly at earlier wharves when presented with such. Our respective teams are working through and implementing a series of initiatives to improve connectivity and wayfinding to alternative public transport services, ferries replacement buses, taxis, and customer announcements on unmanned wharves and aboard the vessels, to help better support our customers, and in particular, our customers with specific needs. Included in this is proactive guidance by



our crews to advise passengers where to exit for greater accessibility, shelter from the elements, and access to best alternative travel options.

6. Information Communications and Technology



Our ICT is accessible and usable by people with disability, and we also make reasonable adjustments for individuals

To achieve next maturity level, TDSF must demonstrate that the ICT attribute is implemented over the majority of the organisation.

7. Recruitment and Selection



"We attract and recruit people with disability, which gives us access to the widest talent pool at every level."

The Transdev Workplace Adjustment Policy and its supporting Procedure enables employees with disability, injury, illness, or health conditions (temporary or permanent) to participate fully in employment and work-related activities by providing appropriate workplace adjustments. The policy guiding principles include accessibility, inclusion, safety, and flexibility. The policy and associated procedure also apply to Transdev's recruitment and selection processes and onboarding.

8. Career Development



"We value all our employees, including those who experience disability, and are committed to their retention and development."

In order to further improve its maturity score, TDSF must demonstrate that the 'Career Development' attribute has been integrated across the organisation and success measures are being monitored.

9. Suppliers and partners



"We expect our suppliers and corporate partners to reflect and enable our commitment to best practice."

Evidence exists to show that the attribute has been implemented in parts of the organisation. To achieve next maturity level, TDSF must demonstrate that the attribute has been implemented in the majority of the organisation and success measures have been identified.

10. Innovation



"We pride ourselves on our innovative practices and continually strive to do better."

Evidence exists to show that the attribute is fully integrated across the entire organisation and success measures are being monitored. To achieve next maturity level, TDSF must demonstrate that the organisation is learning from measuring the attribute, is



implementing improvement opportunities and/or is considered best practice for the attribute.

3.1 Implementation Plan

Table 1 below provides an update on the initiatives included in the previous Contract Years ATAP Implementation Plan. Table 2 outlines the initiatives planned for 2025-2026, including responsibility and planned timings.

3.1.1 Update on previous years' initiatives

Table 1: Accessible Transport Action Plan 2019-2024 – Initiatives Completed

Initiative	Responsible	Status
Diversity & Inclusion Index assessment	GM C.Ex & Comms	Completed Q1 2021
Initial customer service training	GM C.Ex & Comms	Completed Q2 2021
Accessibility database and communications	GM C.Ex & Comms	Completed Q4 2020
Mobility cards	GM C.Ex & Comms	Completed Q4 2020
Accessibility Week	GM C.Ex & Comms	Completed 12/2019, 20 & 21
Develop an Accessible and Inclusive Communications Policy and Guideline for all internal and external communications material and roll this out across Transdev	C.Ex and Comms	Completed Q4 2021
Address any customer or stakeholder feedback related to accessibility as high priority and include process in the Customer Service Plan	C.Ex and Comms	Completed Q3 2021, 2022, 2023, 2024, 2025
Engage and consult with selected disability advocacy groups to develop a video to include in our disability training	C.Ex & Comms	Completed Q4 2021)
Conduct a survey that will determine existing staff disability awareness, attitudes and perceptions toward people with disabilities and utilise results for future training programs and initiatives	C.Ex & Comms	Completed Q1 2021 & current D&I group to review.
Accessibility Newsletter	C.Ex and Comms	Completed 2021 & 22 (for current years replaced by D&I training)
Partnership with Bayley House: Sunflower project – Hidden Disabilities	C.Ex and Comms	Started Mar 2023 – incorporated in D&I training.



Initiative	Responsible	Status
Review Accessibility & Inclusion Index self-assessment	C.Ex and Comms	Scheduled for Q3 2026
Replace passenger information display screens following specialist DDA audit	PMO	Completed 2023
Internal A&I review / Audit	TDA / SLT	Completed Q4 2023
Inclusion of accessibility and inclusion guidelines in TDSF Customer Service Standards	C.Ex and Comms	Completed Q3 2023
Hidden Disabilities Digital Campaign	C.Ex & Comms	Completed
Conduct assessment of software, hardware and work stations available to TDSF employees and their level of accessibility + reach out to employees to understand who requires special adjustments	P&C & IT	Completed – Ergoworks
Accessible and Inclusive Communications training for management	C.Ex and Comms	Completed. Management attended D&I training

3.1.1 Implementation plan 2025-2026

Table 2: Accessible Transport Action Plan 2025-2026 – Planned implementation

Initiative	Responsibility	Due Date
Accessibility & Inclusion training	GM C.Ex & Comms	Ongoing
Customer 'focus groups' / engagement with advocacy groups & ATAC	GM C.Ex & Comms	As required
Increase use of video contents (internally and externally) with subtitles	C.Ex and Comms	Ongoing
Review regular internal communications across all departments and adjust to comply with communications accessibility guidelines	C.Ex and Comms	Ongoing & reviewing and change to guidelines
Accessibility Week	GM C.Ex & Comms	Dec 2025
Address any customer or stakeholder feedback related to accessibility as high priority	C.Ex and Comms	Ongoing
Have a Go program	GM C.Ex & Comms	Guide Dogs – Q2 2025



Source current accessibility building codes and define their accessibility levels	C.Ex and Comms / Assets	Q3 2024 – not yet completed. Further review.
Implement 'Accessible Premises Guidelines' outlining accessibility features and challenges of our premises	C.Ex and Comms	Q3 2024 – as above
Identify short to long term potential accessibility improvements to premises	Assets / TD Maintenance Services	Ongoing
Issue to suppliers an MOU regarding our expectations regarding promoting accessibility and inclusion strategies and initiatives & record	Commercial / C.Ex and Comms / TDA	Not yet completed. Further review.
Systematically gather accessibility stakeholders' feedback prior and post innovation implementation	C.Ex & Comms / PMO	Ongoing
Review Accessibility & Inclusion Index self-assessment	C.Ex & Comms	Q3/Q4 2026
Include in the TDSF Customer Service Plan priority handling of customer complaints regarding accessibility & disability discrimination and monitor accessibility feedback separately	C.Ex & Comms	Ongoing
Accessible Transport Action Plan to be shared with D&I group for information and feedback	C.Ex & Comms	Q3 2025
Feedback received from D&I committee and proposed action items reviewed	C.Ex & Comms	Q4 2025

3.2 Key stakeholder relationships: Summary

Table 3: Engagement approach using IAP2 Public Participation Spectrum

Public participation goal	Stakeholders	What Transdev will engage on	How Transdev will engage
 Inform	- Customers - Community - Workplace stakeholders - NSW Government departments - Advocacy groups - Other transport users	▪ Accessibility features of Sydney Ferries, including the ATAP ▪ Accessibility, diversity and inclusion initiatives and successes ▪ Diversity and Inclusion Index score	▪ Ad-hoc communications ▪ Website ▪ Social Media ▪ Internal digital communications ▪ Internal events



Public participation goal	Stakeholders	What Transdev will engage on	How Transdev will engage
	- Media - Suppliers - Employees - Unions - ATAC		▪ Policy and procedures
 Consult	- Customers - Community - Advocacy groups - Employees - Unions - ATAC	▪ Accessibility features of Sydney Ferries, including the ATAP ▪ Accessibility, diversity and inclusion initiatives and successes ▪ Customer Pulse focus groups	▪ Ad-hoc communications ▪ Website ▪ Social Media ▪ Internal digital communications ▪ Internal events ▪ Policy and procedures
 Involve	- Customers - Community - Advocacy groups - Employees - Unions - ATAC	▪ Annual Accessibility Weeks ▪ Assess experience for customers with disability ▪ Network visits and familiarisation events ▪ Accessibility & Inclusion training	▪ Customer events / focus groups ▪ Workshops ▪ Community Engagement Programs ▪ Stakeholder CRM
 Collaborate	- TfNSW - Maritime NSW - Local government authorities - Other transport operators - Advocacy Groups	▪ Facilitate and enable TfNSW for the roll-out of their Transport Access Program ▪ Carry out obligations relating to State Premises and Service related signage and barriers ▪ Ensure accessibility of services in collaboration with connecting transport operators ▪ Assess customer experience ▪ Accessibility & Inclusion training ▪ Conduct Diversity and Inclusion Assessment	▪ Interface Coordination meetings ▪ Working/Advisory groups ▪ Workshops ▪ Community Engagement Programs ▪ Stakeholder CRM
 Empower	- Employees	▪ <i>Customer at Heart</i> cultural change and <i>Journey Makers</i> ▪ Employee Value Proposition ▪ Customer service training	▪ Internal communication (digital and paper) ▪ Training sessions ▪ Face to face engagement ▪ Ballots



Public participation goal	Stakeholders	What Transdev will engage on	How Transdev will engage
		- Accessibility & Inclusion training - Customer compliments	Delegated decisions

3.3 Accessibility communications guidelines

As a public transport provider serving communities, Transdev has a compelling responsibility to ensure that our services are accessible and so too our communications with our employees, customers and stakeholders.

The purpose of the Transdev Accessibility communications guidelines is to outline key principles and guidelines to ensure key Transdev-created internal and external communications are as accessible as practicable.

The following guidelines are based on core principles Transdev should follow as good practice and are further develop under Transdev Accessibility communications guidelines.

- **Use Inclusive Language:** How you refer to people with disability can promote equality, inclusion or it can also contribute to society's stereotypes. The language and images we use can influence how we think about people and situations.
- **Communicate in Plain English:** A key principle of accessible communication is using Plain English in communication. This helps support more accessible communication that can be understood by more of our audience.
- **Provide more accessible formats:** Where possible, we should provide information in a number of alternative formats. The most common option is to provide a Word document version of a PDF to accommodate screen readers. Identify the essential messages or information your audience needs to know and ensure this information is in an accessible format. Key external policy statements or documents should be produced in accessible formats, and you might consider a Braille copy or an Auslan/NZSL translation.
- **Consider using easy English for customer-facing or key external communication:** Easy English is more accessible for people who have difficulty reading and understanding written information. It uses:
 - clear, simple language
 - one idea per sentence
 - short sentences
 - direct language (readers are addressed as 'you')
 - pictures, logos or photographs to add meaning to the text
 - minimal punctuation.

4. Ensuring continuous improvement

4.1 Performance indicators and targets



Transdev will closely monitor a number of leading and lagging performance indicators to assess the impact and performance of accessibility and inclusion initiatives. The way in which Transdev monitor and report on its performance indicators will enable a full, detailed and transparent assessment of accessibility and inclusion performance.

Table 4: ATAP performance indicators

Performance indicators	Target	Source
Diversity & Inclusion Index Score	By end of 2025: 7/10	Accessibility & Inclusion index
Customer satisfaction with 'Accessibility'	>95%	TfNSW CS Index
Customer feedback on accessibility issues	Biennial	Reports received
Frequency of disability awareness training	Biennial	LMS (TDSF digital platform)
Accessibility Educational internal communications	Quarterly	App reach
Accessibility Educational external communications	Quarterly	Reach and Engagement

4.2 Ongoing development and Plan updates

The GM Operations & Customer Experience is the Plan owner, with approval by the Managing Director.

Transdev commits to continuously improving, adapting and amending this Plan and ensuring that it remains relevant and encompasses any changes in the operational or regulatory environment. Cross collaboration with People & Culture, Asset Management and Safety will be critical in the implementation of this plan on a regular and ongoing basis.

Transdev will review and update this Plan based on advice and feedback from TfNSW, employees, customer research initiatives, and in consultation with other stakeholders and agencies.

4.3 Quality management and continuous improvement

This ATAP is a core part of the Transdev management approach and, as such, forms part of the Quality Management System. It is a quality assurance document prepared in accordance with AS/NZS/ISO9001.

As a fully integrated business, 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. Transdev establishes corrective action plans in line with the Plan, Do, Measure, Improve (PDMI) cycle, as set out in Figure 1.

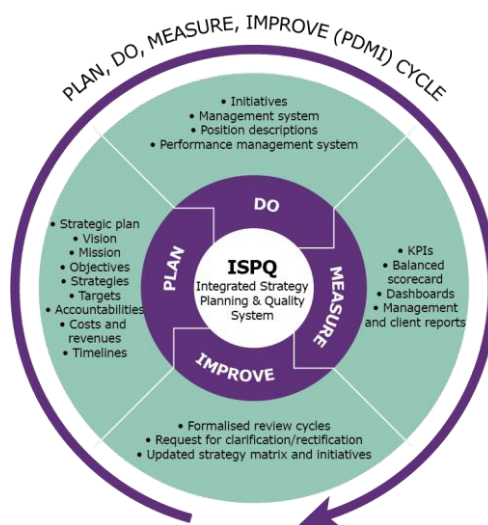


Figure 1: Plan, Do, Measure, Improve (PDMI) cycle

[END]