

Feedback and Engagement Report

Q1 Fiscal 2026

Quarter ended June 30, 2025



Feedback and Engagement Report

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(APR, MAY, JUN)

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Q1 Fiscal 2026 Summary

Over the first quarter of fiscal 2026, BC Ferries made significant progress in three foundational areas for customers and the communities we serve.

The first was the launch of the new *Let's Connect* community engagement framework – a process that was informed by months of public and partner feedback and research, and one that now guides how the company will be able to incorporate a broad range of perspectives in a variety of decisions.

The second was announcing the planned shift to required advance bookings for the Horseshoe Bay to Departure Bay sailings starting this fall, as years-long construction work is set to begin at Horseshoe Bay that will reduce capacity by up to 25%. This marked the beginning of a broad engagement process with customers, the community and interest holders to understand how to make this change as easy as possible, and includes the launch of the first project feedback group under the *Let's Connect* model.

Finally, BC Ferries reached a historic milestone where, after months of an open, competitive procurement process, independent of political interference, and aligned with international best practice, we selected the shipyard that will build our four new major vessels. Through this process, BC Ferries adjusted qualifications specifically to enable Canadian shipyards to qualify but despite two Canadian shipyards then being prequalified, neither chose to formally submit a proposal. In fact, all the proposals received were from foreign countries and BC Ferries selected the one that delivered the most value for our customers, including saving up to \$1.2 billion compared with shipyards in Eastern European countries.

British Columbians desperately need safe, affordable, reliable new ships to keep them and our economy moving and the decisions we made this quarter have saved customers and British Columbians unaffordable, unnecessary fare increases.

Combined with improvements in customer call satisfaction and call resolution rates, and significant levels of engagement with interest holder and First Nations partners, FY2026 has begun with substantial progress in hearing from, listening to and pursuing changes that reflect the needs of our users.

Customer Service Centre

Key Performance Highlights & Metrics

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Key Performance Highlights

Comments Received: Total comments increased by 11% in Q1 F2026, with complaints rising across all regions except the Northern Gulf Islands. Increases were seen across several categories, including On the Web, Reservations, Sailings, and General.
Three main issues contributed to this increase:

- The June 10 announcement that, after no Canadian shipyards submitted a proposal, BC Ferries had selected China Merchants Industry Weihai Shipyards (CMI Weihai) to build four new major vessels at a savings of up to \$1.2 billion compared with another foreign shipyard generated a rise in General category feedback. Customers expressed concerns related to environmental impact, human rights, and build quality;
- a Microsoft email delivery issue prevented some customers from receiving booking confirmation emails; and,
- a new credit card address verification feature, introduced to help prevent fraud, caused challenges for customers who entered incorrect billing information.

Abandon Rates: increased in Q1 with the shoulder season moving into summer increased call volumes. As we make efforts to operate more efficiently we have seen a slight increase in both abandon rates YoY and Average Speed of Answer YoY but both remain well within target.

Call Satisfaction: has increased YoY with less customer impacting incidents.

First Call Resolution: has decreased in Q1 as we continue to focus on educating customers on self-serve options where possible.

Customer Service Centre Metrics	Q1 Fiscal 2025	Q1 Fiscal 2026	Change YoY	Target
Customer Complaints Complaints received for every 10,000 customers travelling	5.0	5.3	+0.3	-
Customer Service Centre (CSC) Satisfaction Customers satisfied with their CSC experience	93%	94%	+1%	93%+
Stale Response Resolution Customers who did not receive a response within target (14 days)	0.2%	3.4%	+1600%	14 days or less
Average Speed of Call Answer Average wait time before a call is answered (in seconds)	40	129	+223%	240 seconds or less
First Call Resolution % of callers whose issues are resolved on the first call	91.0%	81.0%	-10.0%	90%+
Call Abandon Rate Avg. % of calls that disconnect prior to being answered	2.0%	5.7%	+185%	7.5% or less

Comments, Inquiries and Phone Calls				Top Three Complaint Areas	
Channels	Q1 Fiscal 2025	Q1 Fiscal 2026	YOY Change	Major routes (1, 2, 3, 30)	% of all complaints
Comments	4,318	4,796	+11.1%	Advanced Bookings	27%
Phone Calls	43,199	123,121	+185.0%	Fares/fare errors	20%
Social Media (inbound)	8,654	10,348	+19.6%	Website	10%
X	4,345	6,063	+39.5%	Minor routes (All other routes)	% of all complaints
Facebook	2,081	1,776	-14.7%	Fares/fare errors	22%
Instagram	2,202	2,360	+7.2%	Sailings/schedules	21%
LinkedIn	26	149	+473.1%	Advanced Bookings	16%

Customer Satisfaction Tracking

Intercept Surveys

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The overall customer satisfaction* score increased (+0.03) compared to the Q1 Fiscal 2025 score. Analysis by route shows that passengers on Route 1 (Swartz Bay - Tsawwassen) are the most satisfied with their overall experience (4.26) while passengers travelling on Route 2 (Departure Bay - Horseshoe Bay) are the least satisfied (4.03).

Customer Satisfaction Tracking (CST) Results Summary			
Customer Satisfaction Tracking (CST)	Q1 Fiscal 2025	Q1 Fiscal 2026	Change
Total Surveys Completed	8,396	10,631	+2,235
Overall Customer Satisfaction Score <i>Target: 4.05+</i>	4.13	4.16	+0.03
Overall Customer Satisfaction Percentage	84%	86%	+2%
Net Promoter Score	10	13	+3

Customer Satisfaction Tracking (CST) scores by route			
Route	Q1 Fiscal 2025	Q1 Fiscal 2026	Change
Route 3	3.74	4.05	+0.31
Route 19	4.09	4.13	+0.04
Route 5/5a/9	4.11	4.14	+0.03
Route 2	4.03	4.03	0.00
Route 4	4.19	4.18	-0.01
Route 30	4.20	4.18	-0.02
Route 1	4.30	4.26	-0.04

Service areas with the Largest Changes to CST scores YoY								
Service Areas (increases)	Q1 Fiscal 2025	Q1 Fiscal 2026	Change		Service Areas (decreases)	Q1 Fiscal 2025	Q1 Fiscal 2026	Change
Play area for children	3.42	3.55	+0.13		Paid Lounges Onboard (2024 label: SeaWest Lounge)	3.91	3.70	-0.21
Ferry running on time	3.85	3.97	+0.12		Parking options at the terminal	3.75	3.62	-0.13
Ability to connect with other sailings	3.42	3.53	+0.11		Ease of using passenger drop-off / pick-up area	4.22	4.15	-0.07

Source: June 2025 CST Survey (R.A. Malatest & Associates).

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***Overall Customer Satisfaction Question**

How satisfied, or dissatisfied, were you, overall, with your recent experience travelling with BC Ferries?
(1 - Very Dissatisfied, 2 - Dissatisfied, 3 - Neither Satisfied nor Dissatisfied, 4 - Satisfied, 5 - Very Satisfied)

Customer Satisfaction Tracking

Central and North Coast (Routes 10 and 11)

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Customer Satisfaction Tracking data for the Central and North Coast is collected throughout the year via a post-travel survey that is emailed to customers travelling on these routes. This data collection method is used instead of onboard intercepts. Comparisons shown below are year-over-year for the quarter.

Scores range from 1 to 5. 1 = Very dissatisfied, 5 = Very satisfied.

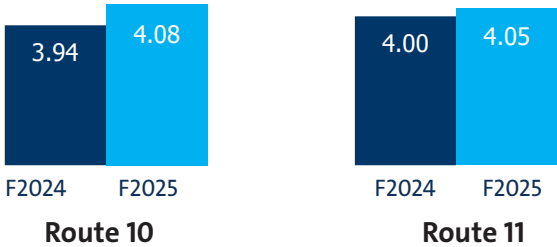
Overall Satisfaction

Year-over-year comparisons of overall satisfaction scores for Q1 suggest that satisfaction has slightly increased for passengers on Route 10 (+0.03) but decreased on Route 11 (-0.16).



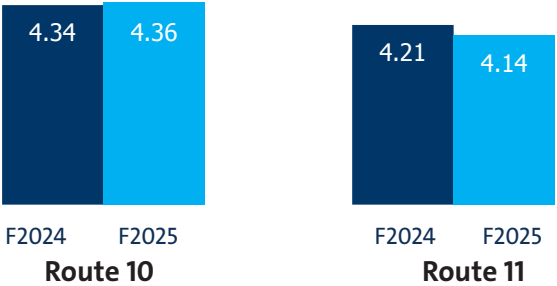
Terminal Satisfaction

Year-over-year comparisons of terminal satisfaction scores for Q1 suggests that passengers' terminal satisfaction ratings have increased on both Route 10 (+0.14) and Route 11 (+0.05).



Onboard Satisfaction

Year-over-year comparisons of onboard satisfaction scores for Q1 suggest that satisfaction has slightly increased for passengers on Route 10 (+0.02) but decreased on Route 11 (-0.07).



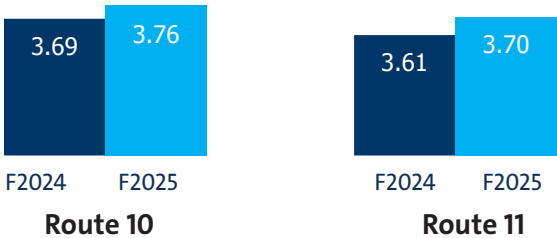
Safety of Ferry Operations

Year-over-year comparisons of satisfaction levels with safety of ferry operations for Q1 suggest that passengers' rating of safety has slightly increased on Route 10 (+0.02) but slightly decreased on Route 11 (-0.03).



Value for Money of Fares

Year-over-year comparisons of passenger assessments of value for money of fares for Q1 suggest that passengers' ratings have increased on both Route 10 (+0.07) and Route 11 (+0.09).



Customer Relations & Engagement

Vancouver Island–Mainland (Routes 1, 2 and 30)

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Customer Relations (ResponseTek)				
Total complaints Q1 Fiscal 2025	Total complaints Q1 Fiscal 2026	Complaints per 10,000 passengers (Q1 Fiscal 2025)	Complaints per 10,000 passengers (Q1 Fiscal 2026)	Complaints per 10,000 passengers (YoY)
1,568	1,709 ▲	5.3	5.6	+0.3

Top three complaint areas				
Theme	% Total Complaints (YoY)	Subtheme	Number of complaints (n*) Q1 Fiscal 2026	Number of complaints per 10,000 passengers
Advance bookings	30% ▲ from 27%	Double-charged/overcharged	188	0.61
		Increase flexibility regarding check-in time	44	0.14
Fares and Fare Errors	18% ▼ from 22%	Double-charged/overcharged	62	0.20
		Incorrect fare charge	52	0.17
BC Ferries Website	11% ▲ from 7%	Improve online booking flow/system	45	0.15
		Technical issues	30	0.10

*Note: 'n' values represent the count of complaints within each complaint area (customer service, fares etc.). 'n' values not represented within a complaint area are 'other' comments related to the complaint area that do not fit a common theme or category.

Community Engagement Events and Activities	
Horseshoe Bay	Met with Green Party MLAs to discuss ferry concerns from their constituents
Horseshoe Bay, Departure Bay	Engaged with Route 2 passengers onboard about Horseshoe Bay customer survey
Swartz Bay	Attended Greater Victoria Chamber of Commerce business event

Coastal First Nation's Outreach and Relationship Building	
Tsawwassen First Nation	Met with Tsawwassen First Nation to discuss the current state of our relationship and how to continue to build on it
Malahat First Nation	Met with Malahat First Nation to discuss upcoming project work, current relationship and a workplan
Musqueam Nation	Meetings and continued engagement in respect of the upcoming Horseshoe Bay Terminal Renewal Program
Tsleil-Waututh Nation	Meetings and continued engagement in respect of the upcoming Horseshoe Bay Terminal Renewal Program
Squamish Nation	Meetings and continued engagement in respect of the upcoming Horseshoe Bay Terminal Renewal Program
Snuneymuxw First Nation	Continued engagement in respect of the upcoming Horseshoe Bay Terminal Renewal Program as well as ongoing Departure Bay terminal berth upgrades

Customer Relations & Engagement

Sunshine Coast (Routes 3, 7, 8, 13, 17 and 18)

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Customer Relations (ResponseTek)				
Total complaints Q1 Fiscal 2025	Total complaints Q1 Fiscal 2026	Complaints per 10,000 passengers (Q1 Fiscal 2025)	Complaints per 10,000 passengers (Q1 Fiscal 2026)	Complaints per 10,000 passengers (YoY)
582	701 ▲	4.5	5.1	+0.6

Top three complaint areas				
Theme	% Total Complaints (YoY)	Subtheme	Number of complaints (n*) Q1 Fiscal 2026	Number of complaints per 10,000 passengers
Fares and Fare Errors	27% ▼ from 28%	No-show fee (charged in error)	82	0.60
		Travel assistance program (TAP) form issues	30	0.22
Sailings / Schedules	20% ▲ from 13%	Sailing waits/ delays (frequency of delays and waits)	55	0.40
		Dislikes current schedule	10	0.07
Advanced bookings	17% ◀▶ from 17%	Double-charged/overcharged	41	0.30
		Cancellation/change policies unclear/unfair	12	0.09

Community Engagement Events and Activities	
Horseshoe Bay, Langdale, Snug Cove	Met with Green Party MLAs to discuss ferry concerns from their constituents
Horseshoe Bay	Met with MLA Valeriote about upcoming Horseshoe Bay Terminal renewal program
Horseshoe Bay, Langdale	Liaised with Mayor White of Gibsons about summer scheduling details
Snug Cove	Developed solutions with Bowen Island Municipality to address terminal concerns
Westview, Little River, Blubber Bay	Met with outgoing Ferry Advisory Committee members about the revised schedule for Routes 17 and 18
Westview, Little River	Attended PRISMA Sail to the Symphony event

Coastal First Nation's Outreach and Relationship Building	
Musqueam Nation	Meetings and continued engagement in respect of the upcoming Horseshoe Bay Terminal Renewal Program

Customer Relations & Engagement

Southern Gulf Islands (Routes 4, 5, 6, 9, 12, 19 and 20)

Q1 Fiscal 2026
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Customer Relations (ResponseTek)				
Total complaints Q1 Fiscal 2025	Total complaints Q1 Fiscal 2026	Complaints per 10,000 passengers (Q1 Fiscal 2025)	Complaints per 10,000 passengers (Q1 Fiscal 2026)	Complaints per 10,000 passengers (YoY)
291	302 ▲	3.1	3.0	-0.1

Top three complaint areas				
Theme	% Total Complaints (YoY)	Subtheme	Number of complaints (n*) Q1 Fiscal 2026	Number of complaints per 10,000 passengers
Fares and Fare Errors	25% ▲ from 17%	Experience™ Card issue	17	0.17
		Incorrect fare charge	15	0.15
Sailings / Schedules	20% ▼ from 21%	Sailing waits/ delays (frequency of delays and waits)	17	0.17
		Dislike current schedule	11	0.11
Advanced bookings	13% ◀ from 13%	Unhappy with waitlist process/policies	12	0.12
		Double-charged/overcharged	10	0.10

*Note: 'n' values represent the count of complaints within each complaint area (customer service, fares etc.). 'n' values not represented within a complaint area are 'other' comments related to the complaint area that do not fit a common theme or category.

Community Engagement Events and Activities	
Crofton, Vesuvius	Met with Municipality of North Cowichan and Salt Spring Island elected officials and others to discuss Crofton-Vesuvius project updates
Village Bay	Met with commercial users about upcoming terminal project
Descanso Bay	Met with Gabriola Island community leaders and held a public info session about the upcoming terminal project
Fulford Harbour, Vesuvius, Long Harbour	CEO attended ASK Salt Spring Island community forum as guest speaker

Coastal First Nation's Outreach and Relationship Building	
Tsartlip First Nation	Met with Tsartlip First Nation to develop a workplan
Tsawout First Nation	Met with Tsawout First Nations to discuss projects in their area, our current relationship and request for BC Ferries to comply with their Marine Use Law.
Halalt First Nation	Continued engagement in respect of the upcoming Crofton terminal life extension and lay-by-berth project

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Snuneymuxw First Nation	Continued engagement in respect of the Nanaimo Harbour and Descanso Bay terminal life extension project
Malahat Nation	Continued engagement in respect of the Mill Bay and Brentwood Bay terminal life extension project
Lyackson First Nation	Continued engagement in respect of the Village Bay and Vesuvius Bay terminal life extension project
Penelakut Tribe	Continued engagement in respect of services and scheduling requests from the community

Customer Relations & Engagement

Northern Gulf Islands (Routes 21, 22, 23, 24 and 25)

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Customer Relations (ResponseTek)				
Total complaints Q1 Fiscal 2025	Total complaints Q1 Fiscal 2026	Complaints per 10,000 passengers (Q1 Fiscal 2025)	Complaints per 10,000 passengers (Q1 Fiscal 2026)	Complaints per 10,000 passengers (YoY)
136	89 ▼	2.4	1.5	-0.9

Top three complaint areas				
Theme	% Total Complaints (YoY)	Subtheme	Number of complaints (n*) Q1 Fiscal 2026	Number of complaints per 10,000 passengers
Sailings / Schedules	34% ▲ from 32%	Unable to make connections	6	0.10
		Dislike current schedule	5	0.09
Fares and Fare Errors	15% ▼ from 18%	Incorrect fare charge	5	0.09
		Refund request	2	0.03
		Double-charged/overcharged	2	0.03
Loading / Directions	13% ▲ from 12%	Improve traffic management at/outside terminal	6	0.10

*Note: 'n' values represent the count of complaints within each complaint area (customer service, fares etc.). 'n' values not represented within a complaint area are 'other' comments related to the complaint area that do not fit a common theme or category.

Community Engagement Events and Activities	
Heriot Bay, Whaletown	Met with terminal neighbours about upcoming construction
Quadra Island, Cortes Island	Held community engagement sessions about the Heriot Bay-Whaletown project

Coastal First Nation's Outreach and Relationship Building	
Klahoose First Nation	Continued engagement in respect of the Heriot Bay and Whaletown berth rebuilds
We Wai Kai First Nation	Continued engagement in respect of the Heriot Bay and Whaletown berth rebuilds
Wei Wai Kum First Nation	Continued engagement in respect of the Heriot Bay and Whaletown berth rebuilds
Kwakiutl First Nation	Continued engagement in respect of the Sointula terminal life extension

Customer Relations & Engagement

Central and North Coast (Routes 10, 11, 26, 28 and 28a)

Q1 Fiscal 2026
(APR, MAY, JUN)

Customer Relations (ResponseTek)				
Total complaints Q1 Fiscal 2025	Total complaints Q1 Fiscal 2026	Complaints per 10,000 passengers (Q1 Fiscal 2025)	Complaints per 10,000 passengers (Q1 Fiscal 2026)	Complaints per 10,000 passengers (YoY)
88	95 ▲	15.9	16.7	+0.8

Top three complaint areas				
Theme	% Total Complaints (YoY)	Subtheme	Number of complaints (n*) Q1 Fiscal 2026	Number of complaints per 10,000 passengers
Advanced bookings	40% ▲ from 17%	Double-charged/overcharged	18	3.17
		Unhappy with waitlist process/policies	6	1.06
Fares and Fare Errors	12% ▼ from 23%	No-show fee (charged in error)	5	0.88
		Double-charged/overcharged	3	0.53
Amenities	12% ▲ from 10%	U.S. owned amenities/services (Coffee machines)	2	0.35
		Improve cabin services	2	0.35

*Note: 'n' values represent the count of complaints within each complaint area (customer service, fares etc.). 'n' values not represented within a complaint area are 'other' comments related to the complaint area that do not fit a common theme or category.

Community Engagement Events and Activities	
Port McNeill, Sointula, Alert Bay	Met with elected representatives and other community leaders about refit planning
Port Hardy	Presented to Port Hardy Council on development of the new engagement framework

Coastal First Nation's Outreach and Relationship Building	
Heiltsuk First Nation	Met with Heiltsuk to discuss their concerns about the schedule

Community Engagement Events and Activities	
All Routes	Launched new BC Ferries engagement framework Let's Connect on May 1
All Routes	Briefed Minister, ministry staff, MLAs, and FACs on new engagement framework
All Routes	Held an embargoed briefing for elected officials and marine industry on New Major Vessels procurement
All Routes	CEO met with MP Gord Johns about federal investment for coastal communities
All Routes	Met with BC Cattlemen's Association about livestock policy

Appendix A

Definition of Terms

Q1 Fiscal 2026
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Controllable Cancellations	Sailings cancelled due to controllable events such as loading procedure or fueling.
First Call Resolution (FCR)	The rate at which customers call back within the same day.
Fleet Reliability Index	Percentage of scheduled sailings that are not cancelled due to controllable events.
n	Symbol that represents either sample size (e.g., number of surveys collected) or count (e.g., number of complaints with a comment or rating). The number of complaints used for further analysis excludes general comments and comments without a rating.
Net Promoter Score (NPS)	A widely used customer satisfaction measure that considers the percentage difference between “promoters” and “detractors” within a company’s customer base. The NPS is a trademarked measure.
On-Time Performance	Percentage of scheduled sailings that depart or arrive within 10 minutes of the scheduled time, as applicable.
Stale Response Resolution	Percentage of passenger comments within the ResponseTek system that did not receive a response from the Customer Relations team within 7 days of the comment having been submitted in Quarters 3 and 4, and within 14 days of the comment having been submitted in Quarters 1 and 2.
Uncontrollable Cancellations	Scheduled sailings cancelled due to uncontrollable events such as inclement weather or medical emergencies.
YoY	Year over Year

Appendix B

Routes and Terminals by Region

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Vancouver Island - Mainland	
Route	Terminals
Route 1	Swartz Bay - Tsawwassen
Route 2	Departure Bay - Horseshoe Bay
Route 30	Duke Point - Tsawwassen

Northern Gulf Islands	
Route	Terminals
Route 21	Denman Island West - Buckley Bay
Route 22	Denman Island East - Hornby Island
Route 23	Campbell River - Quathiaski Cove
Route 24	Quadra Island - Cortes Island
Route 25	Port McNeil - Alert Bay - Sointula

Southern Gulf Islands	
Route	Terminals
Route 4	Horseshoe Bay - Langdale
Route 5	Earls Cove - Saltery Bay
Route 6	Bowen Island - Horseshoe Bay
Route 9	Gambier Island - Keats Landing - Langdale
Route 12	Comox - Powell River
Route 19	Powell River - Texada Island
Route 20	Chemainus - Penelakut Island - Thetis

Sunshine Coast	
Route	Terminals
Route 3	Horseshoe Bay - Langdale
Route 7	Earls Cove - Saltery Bay
Route 8	Bowen Island - Horseshoe Bay
Route 13	Gambier Island - Keats Landing - Langdale
Route 17	Comox - Powell River
Route 18	Powell River - Texada Island

Central and North Coast	
Route	Terminals
Route 10	Port Hardy - North Coast (McLoughlin Bay, Oceans Falls, Bella Coola, Shearwater, Klemtu)
Route 11	Prince Rupert - Skidegate Landing
Route 26	Skidegate Landing - Alliford Bay
Route 28	Port Hardy - Bella Coola
Route 28a	Central Coast Connector Service (McLoughlin Bay, Oceans Falls, Bella Coola, Shearwater, Klemtu)