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Moving London forward safely, inclusively and sustainably

Annual Report and Statement of Accounts
2021/22 XX July 2022

My year at TfL

With great people working at the beating heart of our organisation, we will build back better, stronger and more reflective of the city we serve.

Throughout this report, where you see this 'My year at TfL' badge, we have highlighted the challenges and achievements of some of our people over the year. All our people perform a vital role in keep London moving, working and growing and this is just a snapshot of some of the incredible work that our colleagues do.



Our people on the front cover

- 1 Brooke Knight – Page 46**
Network Sponsorship, Investment Delivery Planning
Having completed her apprenticeship during a difficult period for London, Brooke is looking forward to the future and continuing to develop her career with us.
- 2 Jenita Treacy – Page 52**
Analytics Product Manager in Technology and Data
Jenita is pioneering women's role in technology, as well as supporting our RACE Staff Network Group and improving processes for parents at work.
- 3 Jermaine Harrison – Page 41**
Open Innovation Graduate
Working through our graduate programme, Jermaine has been able to explore all areas of the organisation and enjoyed the networking opportunities that came with it.
- 4 Hayley Magorian – Page 25**
Customer Operations Modernisation Manager, London Underground
As Chair of our Women's Staff Network Group, Hayley helped with the many activities we ran to celebrate International Women's Day.
- 5 Finnbar Connolly – Page 30**
Advanced Train Maintainer on the Central line fleet
Having gained promotion from the apprenticeship scheme this year, Finnbar's positive outlook has helped him overcome challenges in his role.

Contents

4 Mayor's foreword

5 Commissioner's foreword

6 Background of this report

7 Emerging from the pandemic

8 Our year at a glance

9 Financial review

10 A message on our finances

11 Financial sustainability

12 Our scorecard

13 London's newest railway

14 A sustainable future

15 Our financial disclosure on climate change

17 Safety

23 Healthy Streets and healthy people

32 A good public transport experience

49 New homes and jobs

54 Our people

60 TfL Board members

61 Membership of TfL committees and panels

64 TfL members attendance 2021/22

Mayor's foreword

As TfL remains crucial to London's recovery, we must explore a long-term funding agreement

As the pandemic recedes, London is taking firm steps towards recovery. As ever, the dedication of our transport workers has not wavered. My sincere thanks go to them all for keeping our city moving.

However, we sadly lost 105 colleagues from TfL and its partner organisations to COVID-19 and I pay tribute to every single one of them. We will remember them. Last autumn, TfL announced that it would build a permanent memorial and we have this year submitted planning permission for a site in Aldgate.

As London began returning to normal, we were able to resume two Night Tube lines as well as the Night Overground. Meanwhile our Let's Do London campaign is reminding Londoners and visitors of the city's endless opportunities.

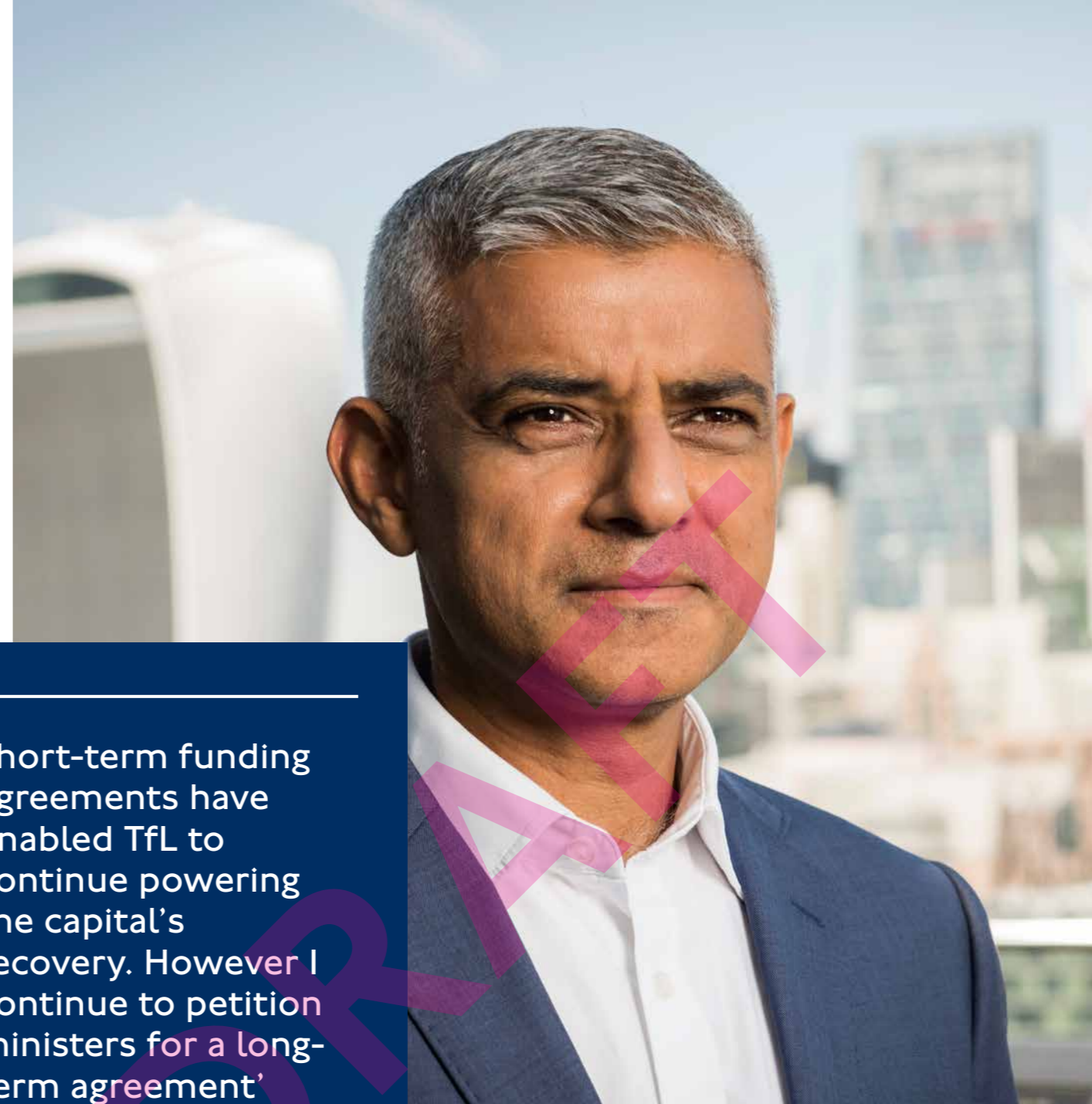
We continue our efforts to tackle London's toxic air. In September, I announced that all new TfL buses will be zero-emission and accelerated our target of a 100 per cent zero-emission fleet from 2037 to 2034. In October, we expanded the Ultra Low Emission Zone (ULEZ) out to the North and South Circular roads and in March 2022, I announced that my favoured future road user charging option is London-wide expansion of the ULEZ in 2023, with TfL investigating a distance-based scheme for the second half of the decade. This will further reduce air pollution, carbon emissions and congestion.

I remain committed to Vision Zero, my plan to eliminate deaths and serious injuries from our roads by 2041. In November, we published a progress report highlighting the actions we have taken to make London's road safer such as lowering speed limits, increasing enforcement and expanding our high-quality cycle network. TfL's world-first Direct Vision Standard, which reduces lethal blind spots on lorries, is already helping to save lives and prevent life-changing injuries. Around 117,000 zero-star rated HGVs have now had Safe Systems fitted.

These safety improvements are making it easier and more attractive for people to walk and cycle in London. Last year, the proportion of journeys made in London by cycling rose by almost 50 per cent. In 2021, 31 per cent of Londoners said they were walking to places where they used to travel by a different mode. Meanwhile, my Streetspace for London programme has further expanded the capital's strategic cycle routes and led to quieter roads in local neighbourhoods.

TfL celebrated 11 years of successful partnership with the Santander Cycles hire scheme with 500 new electric bikes joining the fleet, while NHS staff and key workers made good use of free cycle hire.

I want to thank Heidi Alexander, who stepped down as Deputy Mayor for Transport, for everything she has done for the capital since 2018. I am delighted to



'Short-term funding agreements have enabled TfL to continue powering the capital's recovery. However I continue to petition ministers for a long-term agreement'

welcome my new deputy, Seb Dance, who brings a wealth of experience to the role.

TfL's funding remains a challenge. Short-term funding agreements have enabled TfL to continue powering the capital's recovery. However, while I have asked TfL to explore all options, I continue to petition ministers for a long-term agreement. That is what we need not just for London but for the whole country, via the jobs and the recovery that we underpin nationwide. London is the

world's greatest city: with the transport system it deserves, it can help the whole nation get back on its feet.

SIGNATURE

Sadiq Khan
Mayor of London

Commissioner's foreword

Transport is crucial for the growth of London and the UK and there is even more we could do

London's transport system is at the heart of our road to recovery from the pandemic. I'm delighted to see both Londoners and visitors returning to the transport network in ever-greater numbers, and I would like to thank all our colleagues for the hard work and dedication they have shown to make this a reality. Around 70 per cent of the customers that we served pre-pandemic are now travelling again. We continue work to welcome them back to the network, providing assurance that it is safe, accessible, clean and well-managed, so that everyone has the confidence to travel.

At the same time, we cannot forget the hardships of the pandemic, above all the deaths of 105 transport workers across London who lost their lives to coronavirus. Our plans to remember our colleagues with a permanent memorial will ensure that we never forget them.

We continue to make progress on the five priorities I set for the organisation: securing our future funding; completing transformative projects; recovering from the pandemic; creating a new vision for our people with greater diversity and inclusion; and delivering a green and sustainable future. This past year, we have together created our new Vision and Values to unite us all. We have also published our first ever Sustainability Report and Corporate Environment Plan. Meanwhile we will soon release our action plan for diversity and inclusion.

Despite the pandemic, we continue to add to London's transport network. The Northern Line Extension delivered two new stations in September last year; Nine Elms and Battersea Power Station, and last month we saw the milestone of one million customers having used these stations. Meanwhile the Bank station upgrade is nearing completion. But these exciting developments were dwarfed by the Elizabeth line when it arrived on 24 May, a transformative project that will add ten per cent to the city's rail capacity.

At the same time, active travel plays a vital role in the city's recovery – and in its future. The Mayor's Transport Strategy has a target of 80 per cent of London journeys being made in 2041 by cycling, walking or public transport. In 2021, we added or improved 21.5 kilometres of high-quality cycle lanes, as well as creating more temporary space for walking and cycling during the pandemic. TfL was also closely involved in the creation of hundreds of low traffic neighbourhoods by boroughs, which have had a transformative effect across the city. We want to create an environment where cycling and walking is a safe and pleasant transport option for everyone.

All this costs money: we continue to work with Government to find a long-term financial agreement to support more improvement works and new projects for the capital.

'We continue work to welcome people back to the network, providing assurance that it is safe, accessible, clean and well-managed, so that everyone has the confidence to travel'

Our current financial support ends in June 2022. We need the long-term certainty of funding to keep serving London and its visitors – and to plan for a brighter future for this great city.



SIGNATURE

Andy Byford
Commissioner

Background of this report

All our work is underpinned by our key pillars and the Mayor’s priorities for London

Our Annual Report details our achievements and updates from the last financial year, which runs from 1 April 2021 to 31 March 2022. It shows the progress we have made against our scorecard targets.

As a publicly funded organisation, it is important that we are transparent with our finances, our investments and the work we are doing to help shape our city. Sustainability and our environmental impact are at the heart of our decisions and a key thread throughout everything we do.

All our work, from our daily running to our investment programmes, follows the key themes as set out in the Mayor’s Transport Strategy. These are Healthy Streets and healthy people, a good public transport experience and new homes and jobs.

Throughout this report, we have showcased our achievements and project milestones against these three key areas and reported on the progress we are making towards achieving the Mayor’s vision for the future of London.



Safety

The safety and security of our customers and workforce continues to be our number one priority in all we do.



Sustainability

Sustainability is core to our purpose and underpins everything we do, from our day-to-day work to future projects.



Inclusivity

We continue to work to ensure we are inclusive organisation that truly reflects the great diversity of the city we serve

Our reporting is shaped by the ambitions of the Mayor’s Transport Strategy, which acknowledges the key role transport plays in shaping London and enforcing its global competitiveness. It also emphasises the way that effective and well-planned transport projects and improvements can play a vital part in improving the health, opportunities and quality of life of those who live and work in our city.

The central aim of the strategy is to create a place that is not only home to more people but is a better space for them to live, work and visit. This means a safer, healthier, cleaner, greener, more inclusive and better-connected city. This was particularly highlighted by the pandemic, which underlined the importance of continuing to make progress on all elements of the strategy.

Healthy Streets and healthy people

We aim to improve the experience of being in the places where people live, work, spend time and travel. We will reduce traffic dominance and encourage people to walk, cycle and use public transport.



A good public transport experience

We will ensure public transport is an increasingly attractive alternative to the car, through whole-journey planning to help integrate public transport in our schemes and projects



New homes and jobs

Transport is vital for creating the new homes and jobs London needs. This includes creating communities where amenities are within walking and cycling distance.



Emerging from the pandemic

We continue to adapt to the changing situation and are supporting London's recovery

While people continue to return to the transport network, the effects of the pandemic have not gone away and working habits have likely changed for good. The Mayor is encouraging employers to work with their staff to build systems that work both for those who would prefer to work from home and those who would rather return to the office on a more regular basis.

In July 2021, the Mayor invested £7m in the #LetsDoLondon campaign to encourage people back onto the network. This was our largest public transport focused integrated campaign since the London 2012 Olympic and Paralympic Games. The campaign was designed to remind people what they have missed most about our city. We installed roundels with messages capturing the spirit of London life, including 'Going Out Out' at Shoreditch High Street, 'Retail Therapy' at Bond Street, 'Opening Night' in the West End and 'Best Day Ever' at Gloucester Road.

As we continue to recover from the pandemic, on 24 February we made the decision to no longer require customers to wear face coverings on our services. We considered a variety of factors including the shift in the Government's approach towards living with the virus and decreasing infection rates in London. We also considered the results of independent testing by Imperial College London, which found no traces of coronavirus on the transport network since testing started in September 2020, as well as feedback from stakeholders.

Ridership on the Tube is now at around 68 to 70 per cent of pre-pandemic levels for weekdays, which is around 2.8 million journeys a day. On weekends, this reaches around 80 per cent. On buses, ridership is around 75 to 80 per cent throughout the week, with around 4.8 to 5 million journeys made every weekday.

The pandemic highlighted disparities and existing inequalities, such as poverty, systemic racism, attainment in education and access to meaningful work experience. During National Careers Week, we launched our Everyone's Future Counts programmes, which are designed to support those whose education, careers and work prospects are most held back because of the barriers they face. These programmes provide targeted provision and skills development, helping to reduce the impact of those barriers. They are delivered internally, through our supply chain, our construction partners and London Transport Museum. Realising the potential of all Londoners is key to moving the capital forward, safely, inclusively and sustainably.

The stories and achievements outlined in this report reflect how we have started our journey to recovery in the aftermath of the pandemic.



Londoners have once again enjoyed all that the city has to offer

Our year at a glance

Despite the challenges faced during the year, we achieved a number of major milestones as we helped to support London's recovery



April 2021

Debden Tube station becomes step-free, enabling those who need step-free access to use the station and the wider network

May

We unveil the 18 pedestrian crossings that will feature our innovative pedestrian priority technology to encourage people to walk in London



June

We launch our latest campaign to stamp out hate crimes and abuse on our network and to encourage people to report any incidents

July

Our Santander Cycles scheme celebrates its 11th birthday, with figures showing the cycle hire scheme is more popular than ever

August

Our rental e-scooter trial area extends to Westminster as we continue to assess the safety of e-scooters and their wider impacts

September

The first major Tube extension this century opens at Battersea Power Station and Nine Elms, improving access for this part of south London

October

The Ultra Low Emission Zone is expanded up to, but not including the North and South Circular roads as we work to improve air quality



November

Trial operation exercises begin ahead of the opening of the Elizabeth line, involving members of TfL staff working through real-life scenarios

December

Three and EE join the BAI Communications network to offer high-speed mobile connectivity across the whole Tube network

January 2022

Customers are reminded to continue to wear face coverings on our services as coronavirus restrictions are lifted in England

February

The latest 13.7km of roads that we will work on are identified as part of our work to introduce 20mph speed limits on 220km of roads by 2024

March

Harrow-on-the Hill becomes the 91st step-free Tube station, meaning a third of the Tube network has now been made step-free

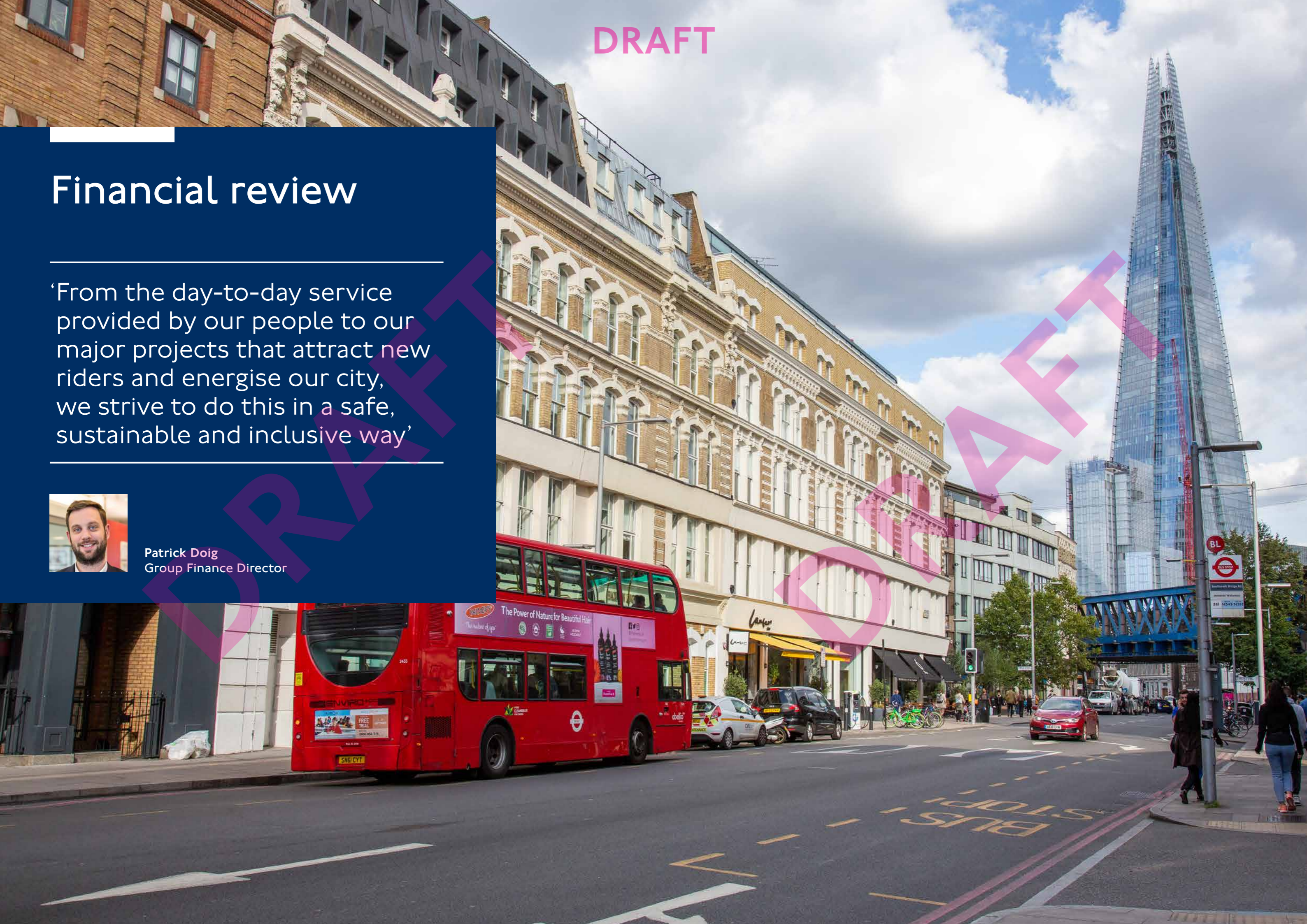
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Financial review

‘From the day-to-day service provided by our people to our major projects that attract new riders and energise our city, we strive to do this in a safe, sustainable and inclusive way’



Patrick Doig
Group Finance Director



A message on our finances

We continue to support London’s growth but must ensure long-term financial support

This year, we have been completely focused on helping to drive London’s recovery from the pandemic by getting people moving again, building our ridership and working our way towards financial sustainability.

From the day-to-day service provided by our people to delivering major projects that attract new riders and energise our city, we always strive to do this in a safe, sustainable and inclusive way.

We have had to do this with the support of Government funding, which was essential due to the devastating impact of the pandemic on our ridership since it began in March 2020. We are grateful to have received £5bn, which has enabled us to keep our services running. However, our goal is to be financially self-sufficient for our day-to-day expenditure and to secure a long-term funding agreement for investment so we can plan the future of London’s transport network effectively, deliver efficiently and offer certainty for our people, customers and supply chain.

We have continued our enhanced cleaning regime and promoted our safety messages throughout the recovery phase to help rebuild people’s confidence to travel. Passenger demand increased from around 25 per cent of pre-pandemic levels at the start of 2021/22 to around 70 per cent by the end of 2021/22. This means we are on a declining trajectory of emergency Government support.

We know that the way people travel has changed, and we will continue to look at what London needs to support that. We have made strong progress on many projects, with the central section of the Elizabeth line opening on 24 May and the completion of the Northern Line Extension with the opening of two new stations at Battersea and Nine Elms. We have also progressed a number of smaller projects that push forward on a healthy and sustainable recovery through investing in pedestrian and cycling infrastructure.

We are working closely with Government to achieve a longer-term funding agreement and fulfil the strict conditions attached to the current short-term agreements in place. Our current agreement ends on the 24 June 2022 and we are working towards achieving financial sustainability by April 2023. A key condition of our funding agreements was to review new income sources that could generate between £0.5bn and £1bn of additional net revenue per annum from April 2023.

However, even with these potential new income sources, and like other transport organisations, we will require Government commitment to ongoing additional capital funding for major asset replacements and major projects.

This longer-term funding is needed to ensure London’s transport network remains reliable and efficient, can support



‘Like other transport organisations, we will require Government commitment to ongoing additional capital funding for major asset replacements and major projects’

the jobs and new homes that rely upon it, and can support the economic recovery of the capital and the country as a whole. This will also enable us to progress our key outcomes such as decarbonisation, active travel, accessibility, and also ensure we avoid service reductions.

SIGNATURE

Patrick Doig
Group Finance Director

Financial sustainability

Our trajectory to achieving our goal of financial sustainability by April 2023

Before the pandemic, our efficiency programme had put us on a path to breakeven on our cost of operations, maintenance, financing costs and core renewals in 2022/23. We had taken almost £1bn out of our net operating costs over the four years to 2020. We had also started generating new sources of commercial income and built our financial resilience with a cash balance of more than £2bn, which gave us the agility to manage the headwinds at the time of a subdued economy and Brexit.

However, the pandemic devastated our fares income, which meant we required emergency Government support to run our transport services. One of the commitments we made in accepting this support was to set a plan to become financially sustainable by April 2023. This means we would only require central Government support for major capital enhancements and renewals, which is in common with other transport authorities.

Our latest Budget, published in March 2022, shows we require around £1.2bn of emergency Government support in 2022/23, although this is on a clear declining trajectory compared to the level of support required in previous years. Crucially, it also shows a balanced budget from 2023/24 onwards and the rebuilding of our cash reserves, which have been drawn down to our minimum of £1.2bn due to the impact of the pandemic.

Our path to financial sustainability is founded on continuing to support the return of passengers to the network while delivering operating and capital efficiencies. The Budget includes our commitment to deliver £730m per annum in recurring operating savings by 2024/25.

The Budget also includes the proposals to meet the Government's funding condition of raising at least £500m per annum in new income sources from 2023/24 onwards. These proposals, which will be subject to consultation, stakeholder engagement and impact assessment as appropriate, include:

- Proposed fare policy changes including withdrawal from the Travelcard Agreement, all-day peak fares to Heathrow, phased increase of the age of eligibility for the 60+ concession, and retaining the current restriction on use of 60+ concessionary fares to after 09:00
- Proposed two years of further council tax increases of £20 a year for the average household
- Extension of the Ultra Low Emission Zone London-wide to meet policy objectives

However, due to the lack of capital funding certainty from Government, the Budget does not assume any funding from Government from April 2023 onwards. Therefore, even with the cost savings and additional income proposals, the Budget has

had to assume a 'managed decline' scenario to be financially balanced. This scenario involves deteriorating asset conditions, no new enhancement schemes and very significant service reductions of 18 per cent reduction overall in buses and a nine per cent reduction in Tube and rail services.

This would be disastrous for London and the wider UK, and it is therefore critical that we secure longer-term Government capital funding for major enhancements and renewals. Securing Government capital funding for committed major asset replacements, such as the Piccadilly line rolling stock, would enable us to use our operating income to support our services and avoid the drastic level of service reductions the Budget currently assumes.

Our preferred scenario is the 'Decarbonise by 2030' one outlined in our Financial Sustainability Plan, which we submitted to Government in January 2021. This scenario minimises bus service reductions to only four per cent, which we believe is justified by the change in travel patterns as a result of the pandemic.

'Decarbonise by 2030', with sufficient Government capital funding, would also deliver significant benefits for London and the UK economy – meeting the Government's stated objectives of economic recovery, decarbonisation, improved air quality and making transport better for users.

We have made significant progress towards being financially sustainable, in line with Government conditions:

£68m

in recurring savings in 2021/22, following recurring savings of £157m in 2020/21

4.4%▼

reduction in Tube service levels for 2023/24, compared to pre-pandemic levels

1.6%▼

reduction in bus services we operate

£15▲

increase in council tax in 2021 and further £20 in 2022 for the average household, as decided by the Mayor

RPI+1%▲

increase in fares in March 2021 and March 2022

1st

Capital Efficiency Plan submitted

Our scorecard

We assess our progress against a range of agreed measures

Our scorecard is designed to measure our progress against the key policy objectives of the Mayor's Transport Strategy and is structured on the measures of our safety, operations, people, finance, customers and overall delivery. The scorecard covers the financial year from 1 April 2021 to 31 March 2022. All results are subject to approval by the Chair of the Audit and Assurance Committee.

Measure	Results	Target	Floor target
Safety			
People killed or seriously injured on our roads (per million journey stages)	0.32	0.43	0.45
All customer injuries (per million passenger journeys)	2.77	2.54	2.65
All workforce injuries (number of injuries)	1,397	1,791	2,090
Operations			
Reliability – bus journey time (%)	31.9	32.9	33.5
London Underground trips operated, against schedule (%)	88.5	91.0	84.0
Asset condition – state of good repair (%)	77	77	75
CO ² emissions from TfL operations and buildings (tonnes)	832,000	915,000	950,000
People			
Total engagement (percentage points)	60.7	62	57
Inclusion index (percentage points)	51.1	54	52
Wellbeing index (percentage points)	57.4	59	57
Finance			
Closing cash balance (£m)	1,287	1,200	1,200
Total operating expenditure cost (£m)	(£6,478)	(£6,931)	(£6,931)
Total capital expenditure cost, including renewals (£m)	(£1,368)	(£1,735)	(£1,683)
Customer			
People who think TfL cares about its customers (%)	57	56	53
Passenger journeys compared to pre-pandemic levels (%)	62	67	62
Delivery			
Milestone delivery (%)	80.6	90	75
Elizabeth line Trial Operations milestone	November 2021	October 2021	January 2022
Complete the Northern Line Extension	September 2021	September 2021	October 2021
Start of Ultra Low Emissions Zone expansion operations	October 2021	October 2021	Pass/fail

Key

Achieved	■
Partially achieved	■
Not achieved	■

London's newest railway

We have welcomed our first customers onto the Elizabeth line

This year, we have seen Crossrail's full transition from a construction project to an operational railway environment in which we became fully responsible for operating and maintaining the new infrastructure.

On 24 May, just before the UK celebrated the Queen's Platinum Jubilee, London witnessed a historic moment as the Elizabeth line launched with a new passenger service between Paddington and Abbey Wood, with the new tunnels and trains under central London bringing benefits to passengers travelling between these stations, with 12 trains per hour in each direction. Direct services from Reading, Heathrow and Shenfield are expected to connect with this section in the autumn, with full end-to-end services set to launch no later than May 2023.

We began the Trial Running phase through the central tunnels in May 2021 to build reliability and flush out any issues with systems and signalling software. We initially ran four trains per hour between Paddington and Abbey Wood to enable us, as the infrastructure manager, to do a number of activities to achieve full readiness. The number of trains was then gradually increased to 12 trains per hour.

In November, we reached a major milestone ahead of opening the Elizabeth line when Trial Operations began on the new line. These operations involved exercises to ensure the safety and reliability of the railway for public use, and to fully test

the timetable. More than 150 operational scenarios were carried out over a number of months to ensure the readiness of the railway for passenger service. These included exercises designed to make sure that all systems and procedures are working and staff can respond safely and effectively to any incidents. The scenarios ranged from customers being unwell, signal failures, and broken down train rescues. We also carried out larger and more complex joint exercises with the emergency services. As part of this phase, we ran a number of mass volume exercises, which saw 5,000 members of staff participate as 'passengers' in controlled evacuation scenarios.

We made significant progress towards completing the new railway during the Christmas period, with a number of planned upgrades taking place. The latest Siemens signalling software for the railway was commissioned along with the installing the updated Alstom train software on trains. There were also upgrades to both the control communications system and the tunnel ventilation system.

Along the western route of the Elizabeth line, new lifts, ticket machines and other station improvements, including clearer customer information for planning onward journeys, have been provided at Acton Main Line, West Ealing, Ealing Broadway, West Drayton, Southall and Hayes & Harlington since March 2021. Network Rail's enhanced station upgrade works continue at Ilford and Romford. Ilford's new ticket hall and

'Trial Operations involved exercises to ensure the safety and reliability of the railway for public use'



Mark Wild
Crossrail Chief Executive Officer

lifts are currently forecast to open in the summer, although this is under review. Romford station remains on track to complete refurbishment in the coming months. Network Rail continues to assess the programme for both stations.

Work is ongoing at Bond Street station, which means it did not open with the other stations on 24 May. The station continues to make good progress and the team are working hard to open the station to customers later this year.

The special-purpose committee of the TfL Board, the Elizabeth Line Committee, which includes an observer from the Department for Transport (DfT), continued to meet every eight weeks to fulfil its remit. The future of the committee will be reviewed in autumn 2022.

The Elizabeth line update this year

May 2021
We begin Trial Running of trains, starting with four trains per hour

November 2021
Trial Operations begin through the central section of the line

December 2021
Series of upgrades take place as we get closer to completing works

May 2022
The Elizabeth line opens to customers

A sustainable future

We are working to ensure our priorities support a sustainable future for the capital

In September 2021, we published our first Sustainability Report and Corporate Environment Plan, setting out our ambitions to address the climate crisis and support London's green and inclusive recovery so it can become an even more economically, environmentally and socially sustainable place to live, work and travel.

Our environmental sustainability is linked to our financial sustainability, and with the right capital investment, we can accelerate our ambitious plans to become a zero-carbon city by 2030.

Unprecedented weather events, including flooding in July 2021 and severe storms in February 2022, showed that climate change is already impacting the UK. In response to this, the Mayor convened a series of roundtables, which he attended alongside the Deputy Mayors for Transport and Environment and Energy, as well as representatives from TfL, the London Fire Brigade, the Environment Agency, Thames Water, London Councils and various London boroughs. Discussions included identifying joint learnings and actions from the flooding that could result in improved responses by authorities in future. One outcome was to create a time-limited Task and Finish Group, which includes representatives from TfL, to set out how London can best adapt to future demands.

With the right capital investment, we can accelerate our ambitious plans to become a zero-carbon city by 2030

We have established and continue to chair the quarterly Transport Adaptation Steering Group, which brings together stakeholders, such as Network Rail and National Highways, and experts, including the London Climate Change Partnership.

We have established a research programme with a range of partners to determine how extreme weather events affect our operations, ranging from the impact of rainfall and flooding on our road network, to the impact of high temperatures on the Tube. We have completed high-level climate risk assessments to understand our vulnerabilities to changing climate and extreme weather events. This has helped us to understand the key physical risks to our assets and our people.



Our plans will help support London's green and inclusive recovery

Our financial disclosure on climate change

Ensuring our future resilience in an ever-changing environment

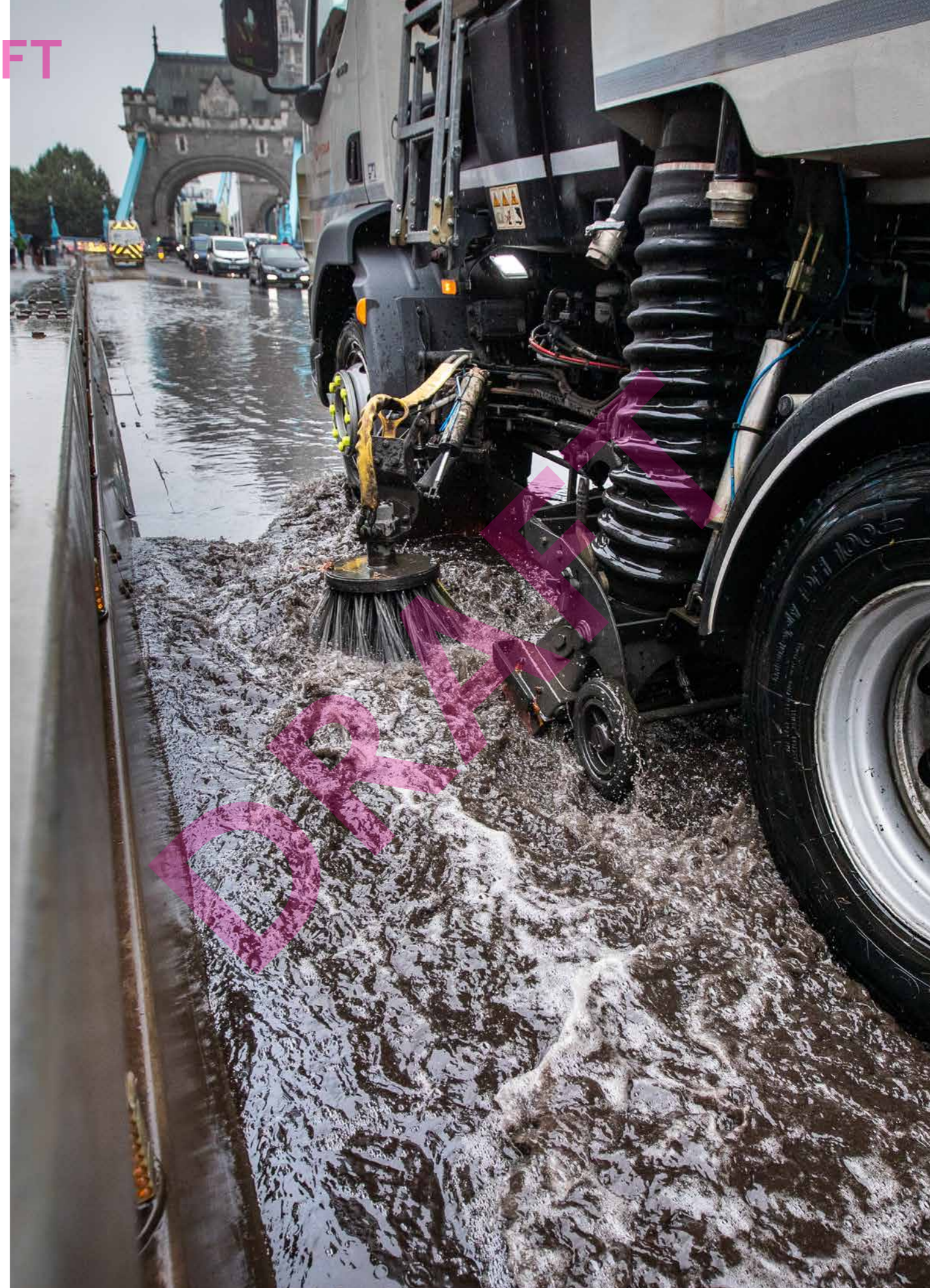
Climate change poses significant financial risks, as well as opportunities for us. Addressing climate change is an urgent and complex challenge, requiring a fundamental transformation of the global economy. The transport sector has a critical role to play and we are determined to play our part.

The financial impacts of climate change to us are increasingly acknowledged. We are progressing with our plans and continuing to refine our approach to reach net zero by 2030, which will have a financial cost for us. Physical climate risks could pose the greatest financial risk to us through increased extreme weather events and longer-term changes in climate. Alongside disclosure of our governance, strategy and metrics for managing climate change risk, our [Adaptation Report 2021](#), which is available on our website, assesses our physical risks. These results are stark. In the near-term, 20 risks are identified as being severe or major. Severe risks are highly likely and of critical impact. Using representative concentration pathways projections, without intervention, we will have 107 major and severe risks by 2080.

The financial impacts of physical risks and of transitioning to a low-carbon world have been identified qualitatively.

As severe weather is expected to become more frequent, financial costs needed for climate resilience measures will increase. Investment in climate adaptation will provide many long-term benefits

Financial impacts include loss of revenue, increased asset repair costs, adaptation costs, and increased construction and procurement costs. To manage the financial risks and opportunities of climate change, we are applying the recommendations developed by the G20 Financial Stability Board's Task Force on Climate-related Financial Disclosures. These recommendations cover governance, strategy, risk management, and targets and metrics, and provide guidance on how companies can disclose and address risks and opportunities from a changing climate.



We are planning for the impacts of risks, including flooding

Governance

Our board has oversight and advisory responsibility regarding climate risk, external governance is provided through our Audit and Assurance Committee and the Safety, Sustainability and Human Resources Panel. The responsibility for climate risk across the organisation rests with our Executive Committee, although almost every team has some level of responsibility for our day-to-day work.

Strategy

Our Climate Change Strategy is set out in our Corporate Environment Plan, which is available on our website. The Corporate Environmental Plan outlines our approach to achieving our environmental ambitions through our operations, maintenance and construction activities..

Risk management

In 2021, our Board made the decision that climate risk would become a standalone Level I risk within the Enterprise Risk Management system. Climate change also appears in enterprise risks of major safety, health or environmental incidents or crisis; major service disruption; and asset condition unable to support our outcomes.

Climate change risks

Our climate-related financial risks and opportunities fall under physical environment risks and transition risks.

Acute physical risk

This includes flooding, heatwaves, storms and drought events. The financial impacts of these include loss of revenue from service disruption and customers avoiding our services, asset damage and repair, increased resilience costs, higher people costs and compensation payments, and higher insurance premiums.

Chronic physical risk

This includes overall rising temperatures, seasonal rainfall changes and rising sea levels. The financial impact of these are increased operating costs and higher costs from lower asset resilience and increased asset replacement.

Transition risk

As we transition to a low-carbon world, we will see financial impacts of higher costs through our net-zero ambition. We will also experience higher costs of materials and construction activities, increased contract and procurement costs. However, there is an opportunity associated with being more energy efficient, using renewable energy and waste heat, as well as revenue from electric vehicle charging points. There is a reputational opportunity as we pursue greener methods.

Assessing the risks

We have completed a high-level climate risk assessment for our assets. Our risks were categorised as being either severe, major, moderate or minor. Our most severe risks range from tunnel water ingress,

overwhelmed drainage and flooding causing asset failure. The highest rated temperature risks, include depot staff overheating and staff being exposed to high temperatures and UV levels.

Severe risks



High rainfall over a season or longer

Tunnel water ingress due to rising groundwater, or due to soil saturation from a prolonged period of heavy rainfall. Leading to potential pumping station failure due to overloading.



Flooding

High volumes of water overwhelm the drainage system leading to flooding impacting on network reliability and safety.



Extreme high rainfall in a single event

High volumes of water overwhelm the drainage system leading to flooding impacting on network reliability and safety.



Extreme short-term high temperatures

Depot staff will not be able to work under extreme heat, train maintenance could be delayed, which would affect reliability of operations.

1/4

of all the London's carbon emissions come from the transport sector

30

Tube stations were fully or partially closed as a result of two storms in July 2021

£2m

cost to us from the impact of storms in July 2021

DRAFT

Safety

‘The safety and security of our customers and colleagues remains our number one priority and underpins everything we do’



Lilli Matson
Chief Safety, Health & Environment Officer





DRAFT

We work closely with our police partners to keep our customers safe

Tackling work-related violence

We take a zero-tolerance approach to all forms of abuse on our network. We work hard to ensure our staff and customers are safe, feel safe and have the confidence to report any incident knowing that it will be taken seriously and investigated. In July 2021, our Safety, Sustainability and Human Resources Panel approved our annual delivery plan for tackling violence and aggression towards our staff. This included prevention and policing activity, prioritising the investigation of offences and improving support for staff after an incident.

Our transport support enforcement officers support customers and our staff working on the frontline. They are trained and equipped to deal with the triggers of work-related violence and aggression through engagement, enforcement and problem-solving. They work closely with our transport police partners and are deployed to locations with higher levels of incidents or where there are emerging issues with customer behaviour. By the end of 2021/22, we had recruited 90 enforcement officers and our ambition is to increase this to 135 by the end of 2022/23.

The rollout of body-worn video during the pandemic is an important measure in keeping our staff safe and securing successful prosecutions against anyone who causes harm. Working with transport police, we will always seek to bring offenders to justice using all available evidence including CCTV and body-worn camera footage.



Zero tolerance towards violence against women and girls

We were shocked by the recent murders of women by strangers in public places, which intensified the focus on violence against women and girls and what authorities like us are doing to end it. Women and girls are disproportionately affected by sexual offences and harassment while using public transport, taxis and private hire vehicles, walking and cycling, and we are working with our transport policing partners to tackle it.

Along with our police partners, we reviewed our plans this year. Our work builds on the measures already in place to ensure the safety of staff and customers, including good lighting, CCTV, passenger alarms and crime prevention advice, as well as having trained frontline staff and police. Our programme covers policy, environment and infrastructure measures, communications, training, and legislation. This complements our other activity such as the safeguarding of children and vulnerable adults, tackling hate crime and work-related violence and aggression, and improving customer care.

We are rolling out sexual harassment training to all frontline staff and enforcement officers to help them respond to reports, support customers and each other, and challenge behaviour, with hundreds of staff already completing the training. Sexual harassment will form part of the new training being rolled out to all 25,000 bus drivers from 2022/23.

We were pleased to be accredited by White Ribbon UK, a charity engaging with men and boys to end violence against women. We also work with the Mayor's Office for Policing and Crime and the Night Czar to coordinate activity around the Mayor's pledge to make London one of the safest cities for women and girls. We are also engaging with women's safety organisations to better understand and respond to the issues facing women and girls.

Making our roads safer

We maintain and improve our roads and crossings to ensure they are safe and reliable



Work to improve safety on Battersea Bridge

In November, we completed work to make it safer for people to walk at Battersea Bridge. Improving safety on London's roads is a vital part of our Vision Zero commitment to eliminating death and serious injury on the transport network.

Among the improvements were a new signalised pedestrian crossing, expanded pavements on both sides of the road and new tactile paving to improve accessibility. We also reduced the speed limit on Chelsea Embankment from 30mph to 20mph.

New safety measures and cycle lane installed on Westminster Bridge

Work began in November on new safety measures on Westminster Bridge, which included replacing temporary barriers that were installed following the 2017 terrorist attacks with permanent structures. These will protect people walking and cycling, creating a permanent protected cycle lane and footway.

During the works, the bridge was restricted to one lane and there were overnight closures and cyclists continued to cross the bridge. We ran an awareness campaign to ensure road users and local residents could plan ahead.

Safety-critical work in the Blackwall Tunnel

In July, we carried out safety-critical repairs to the southbound Blackwall Tunnel, which involved installing a linear heat detection system above the carriageway, as part of an upgrade of the previous fire detection system.

This enables automated detection of fires and for us to deploy our pre-defined fire plans, including evacuation activity, through our electronic tunnel management system.

To do the work, we had to close the southbound tunnel for three-nights, although the northbound tunnel remained open throughout. We supported motorists and local residents by offering travel advice and giving advance warning of the closure.

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'We want to thank all of the freight operators who have led the way in ensuring they only operate the safest lorries in London and across the UK and we would like to encourage any freight operators who haven't yet applied for a safety permit to do so'



Christina Calderato
Director of Transport
Strategy & Policy

A vision for reducing road danger

We continue to develop our Direct Vision Standard for heavy vehicles

Working with the London boroughs, freight industry and campaign groups, last March we radically reduced road danger through our Direct Vision Standard. This vital lorry safety scheme is already helping to save lives and prevent life-changing injuries.

The scheme requires owners of heavy goods vehicles (HGVs) weighing more than 12 tonnes to apply for a free permit to drive in London. The

permit rates vehicles on how much the driver can see through their cab windows. If the vehicle fails to meet the minimum rating, it must be retrofitted with Safe System improvements. Around 117,000 zero-star rated HGVs have now had safe systems fitted. The Direct Vision Standard is now operating 24 hours a day, seven days a week, London-wide. The standards are set to tighten further in 2024, delivering even safer lorries across the whole of the country.



117,000

zero-star rated HGVs have had Safe Systems fitted to comply with the Direct Vision Standard



We have worked to lower speed limits across certain roads

20 is plenty on our roads

We have been introducing new lower speed limits at key locations across the capital

In February, we continued with our plans to introduce new, lower speed limits on five roads in London, in partnership with the boroughs.

We used a risk-based approach to identify the sites, with four 20mph speed limits being introduced, including the A10-A503 corridor in Haringey, the A13 Commercial Road in Tower Hamlets, the A23 London Road in Croydon and the A107 corridor in Hackney.

We also introduced a 30mph speed limit on a section of the A10 Great Cambridge Road in Enfield and Haringey.

The new speed limits were supported by new signs and road markings, and we continue to work closely with the Metropolitan Police Service to ensure that drivers understand and comply with the new lower speed limits in these parts of London.

We used a risk-based approach to identify the sites, with four 20mph speed limits being introduced in Haringey, Tower Hamlets, Croydon and also in Hackney

Ban on carrying all private e-scooters on our services

Last December, we introduced a ban on privately owned e-scooters on our services, following fires on our premises and services caused by battery explosions. All privately owned e-scooters and e-unicycles, including those that can be folded or carried, are not permitted on any of our services or premises.

Mobility scooters and foldable e-bikes are permitted on our network. Non-foldable e-bikes will continue to be allowed on some parts of the network at certain times of the day. E-bikes are generally subject to better manufacturing standards and the batteries are usually positioned in a place where they are less likely to be damaged and are less of a fire risk.



Our progress to achieving Vision Zero

Our roadmap towards eliminating all deaths and serious injuries on London's roads

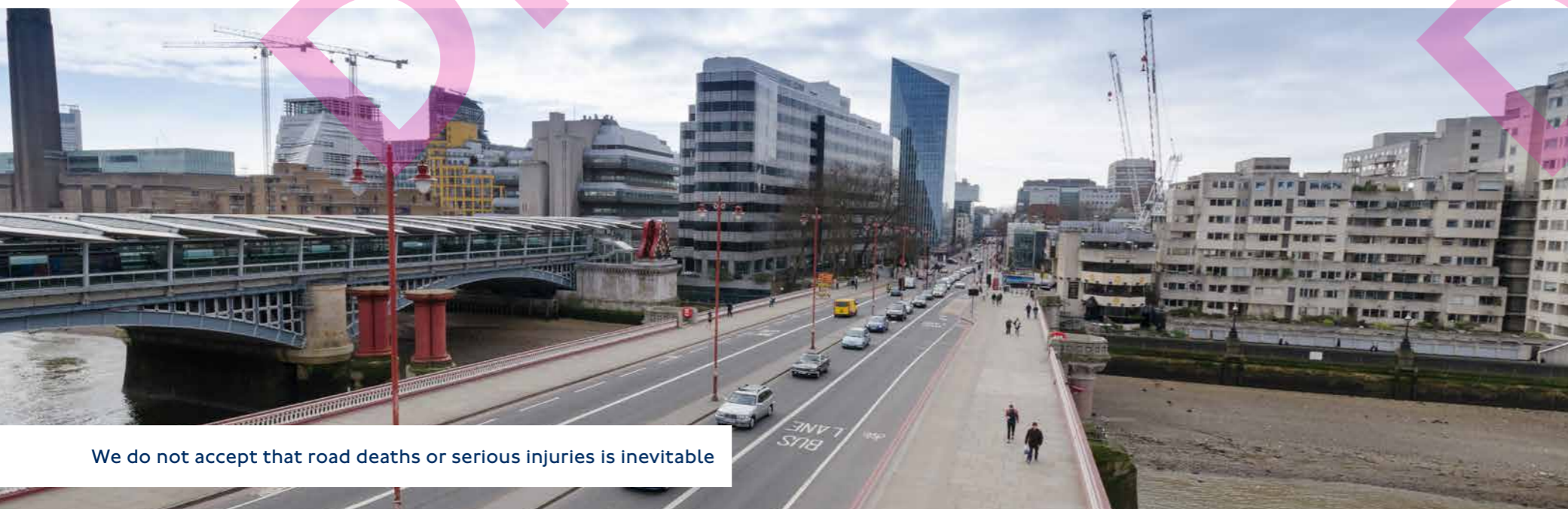
London has made huge strides in reducing road deaths since we launched the first Vision Zero action plan in 2018, which set out new tougher measures for eliminating deaths and serious injuries from our roads by 2041. Our activities so far include rolling out the world-first Direct Vision Standard on all roads and our ground-breaking bus safety standard.

Despite our progress, there are still too many people losing their lives on London's streets. In 2020, 96 people were killed and 2,974 people suffered serious injuries on the capital's roads. In November, we published a progress report on our Vision Zero ambition, in partnership with London Councils and the Metropolitan Police Service. The report highlighted

actions such as lowering speed limits, increasing speed enforcement activity and expanding our high-quality cycle network to reach more people which would all play a role in helping us reaching our Vision Zero ambition.

There was also an update on specific activities to protect people riding motorcycles, including mopeds and scooters, who make up only three per cent of vehicle kilometres but account for 32 per cent of people killed in London in 2020. We also launched a new campaign to encourage safer behaviours and challenge the deep-rooted culture that accepts road danger and risk taking, while also encouraging Londoners to look out for each other as they travel on the roads.

We launched a new campaign to encourage safer behaviours and challenge the deep-rooted culture that accepts road danger and risk taking



We do not accept that road deaths or serious injuries is inevitable

My year at TfL



Tackling workplace violence

Carol Quearney, Operations Manager for Transport Support and Enforcement, Compliance, Policing and On Street Services

Working alongside two other managers, Carol runs a team of around 90 transport support and enforcement officers. 'The role was created as part of the Workplace Violence and Aggression Strategy to help eradicate violence and combat anti-social behaviour on our network,' she explains.

One of Carol's biggest challenges was adapting to the changing regulations. 'Our officers rose to this challenge by being flexible and adapting to the changing environment,' she says. 'They helped to promote the compliance of face covering by actively engaging with passengers.'

Carol was pleased with the way her team responded. 'I am very proud of all my officers who help keep passengers and staff safe,' she explains. 'They deal with the most challenging situations and always maintain great customer service and reduce incidents of violence and aggression against their colleagues.'

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Healthy Streets and healthy people

‘London continues to lead the way in improving streets for people walking and cycling, ensuring a green, clean and healthy recovery from the pandemic’



Will Norman
London's Walking and Cycling Commissioner



Cycling success stories

There has been a boom in active travel as more people take to two wheels



More people choosing to cycle and walk

There was an increase in cycling and walking in London in 2021 as our Travel in London report showed more people were choosing active travel options. The proportion of journeys made by cycling rose by almost 50 per cent from the year before, while there was also a significant increase in the number of trips walked in 2020. In 2021, 31 per cent of Londoners said they were walking to places where they used to travel by a different mode, and 57 per cent said they went on more walks for exercise or were walking for longer than they did before.

Data from our network of cycle counters also suggested that leisure cycling boomed since the start of the pandemic, with the number of journeys at weekends regularly double those of equivalent weekends in previous years. The vital role of Santander Cycles during the pandemic was highlighted, with the scheme seeing record numbers of casual users.

Milestone for Santander Cycles

We celebrated the 11th anniversary of our popular cycle hire scheme in July, as 2021/22 saw the Santander Cycles hire scheme go from strength to strength, with 11.8 million hires. This number surpassed the previous best record set in 2018/19 by 907,000 hires.

This year also saw one million different customers using the cycles for the first time in a financial year. We also saw 178,000 new members join the scheme, which is a seven per cent increase on 2020 and more than double that of any year prior to 2020.

During the pandemic, Santander Cycles continued to support NHS staff and other key workers by offering free cycle hire access codes, with more than 64,000 free 24-hour access periods given out to NHS and keyworkers in 2021.



Encouraging London's diverse communities to take up cycling

It is vital that we enable Londoners from all backgrounds to have the confidence to cycle

In October, we published new data showing that long-term trends in the people cycling in London has changed, with participation much more representative of Londoners than previous years.

For the first time Black, Asian and minority ethnic Londoners are just as likely to have cycled in the last 12 months as White Londoners. Out of all Londoners, 27 per cent had cycled during the past year, compared to 24 per cent of Black people, 25 per cent of Asian people and 31 per cent of people from mixed ethnic backgrounds. This was based on independent research from a representative sample of 3,500 Londoners.

While cycling levels have increased overall, it is vital that people from all backgrounds feel comfortable cycling. The research found that 49 per cent of Black and 46 per cent of Asian non-cyclists were open to trying it.

We want to ensure investment continues to be targeted at breaking down barriers in cycling. Together with British Cycling and other stakeholders, we hosted a summit to discuss actions to diversify cycling. The results are being used to shape a new joint approach to include more people in cycling that can be delivered by a wide range of organisations, funders, campaigners, authorities and community groups.

For the first time Black, Asian and minority ethnic Londoners are just as likely to have cycled in the last 12 months as White Londoners



Latest data shows there is more diversity among people cycling

My year at TfL



Promoting the roles of women in transport

Hayley Magorian, Customer Operations Modernisation Manager, London Underground

Juggling her role as Customer Operations Modernisation Manager with her position as chair of our Women's Staff Network Group, Hayley has been involved in some inspirational projects, including our International Women's Day celebrations.

'We delivered 27 events in March, attended by almost 1,000 colleagues,' she explains. 'The events covered a variety of topics, with everything from career journeys and how to close the gender pay gap to a panel discussion with speakers.'

This year hasn't always been easy for Hayley, particularly as working practices were adjusted in line with pandemic restrictions. 'I am a very social person and the working from home arrangements were challenging from an isolation perspective,' she admits. 'I have learnt a lot about mental health and the importance of building strong relationships.'

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We created more space for walking and cycling during the pandemic

The long-term vision of our Streetspace for London programme

Providing more space for people to safely walk and cycle on our roads

During the pandemic, we created temporary walking and cycling schemes to support social distancing and encourage people to walk and cycle, through our Streetspace for London programme. These changes were vital in helping people cope with and manage social distancing in the lockdowns, with some of these changes having the potential to be made permanent.

In summer 2021, we held a consultation on the changes we made to Earls Court Road. After

reviewing the issues raised by respondents, we announced in December that we would permanently retain the scheme. In other cases, we tested the effects as the roads returned to normal. We began a consultation on changes to the temporary scheme at Bishopsgate in early 2022. Further consultations will follow on schemes we introduced at other locations, including London Bridge and Borough High Street, the A21 between Lewisham and Catford, Cycleway 9 on Chiswick High Road and Park Lane.

Our Streetspace for London programme was vital in helping people cope with and manage social distancing in the lockdowns, with some of these changes having the potential to be made permanent

Cycleway 4 to south London

In February, we announced plans to make a series of trial changes on Tooley Street and Duke Street Hill, which will extend the new Cycleway 4 route and enable safer journeys between London Bridge, Rotherhithe and beyond. The changes include light segregation in both directions using wands and creating a new pedestrian space near London Bridge Hospital.

Construction work on Cycleway 4 started in July 2019 and the first section of the route, completed in September 2020, is already connecting neighbourhoods in southeast London to central London via a fully protected cycle route. We will continue to work with local councils on plans to build the remaining sections of Cycleway 4 between Rotherhithe and Greenwich, which will further boost connections via high-quality cycle routes.



Clearing the air

Our initiatives are helping to bring the health benefits of clean air to many more Londoners



Expanding the Ultra Low Emission Zone

In October, we expanded the Ultra Low Emission Zone (ULEZ) from central London up to, but not including, the North and South Circular roads, making it the largest zone of its kind in Europe. This expanded zone, alongside tighter Low Emission Zone standards for heavy vehicles introduced in March 2021 across London, is expected to reduce nitrogen oxides emissions from road transport by 30 per cent.

In January, the Mayor published an independent report by Element Energy to develop pathways toward his target of London reaching net-zero carbon by 2030. The report outlines the urgent action we need to tackle the climate emergency and to create a greener, healthier city that is fit for the future. As well as the urgent need to reduce carbon and address climate change, we still

need to reduce toxic air pollution and cut congestion. To tackle these three challenges, the Mayor announced his intention to consult on a London-wide expansion of the ULEZ in 2023.

We will also develop proposals for consolidating existing road user charging schemes into one simple and fair scheme, which could be introduced later this decade. It will potentially involve drivers paying different rates for using their vehicles depending on, for example, how polluting they are, the distance driven and the time of the journey.

We launched a 10-week public and stakeholder consultation on the 2023 proposals and elements of a potential future scheme.

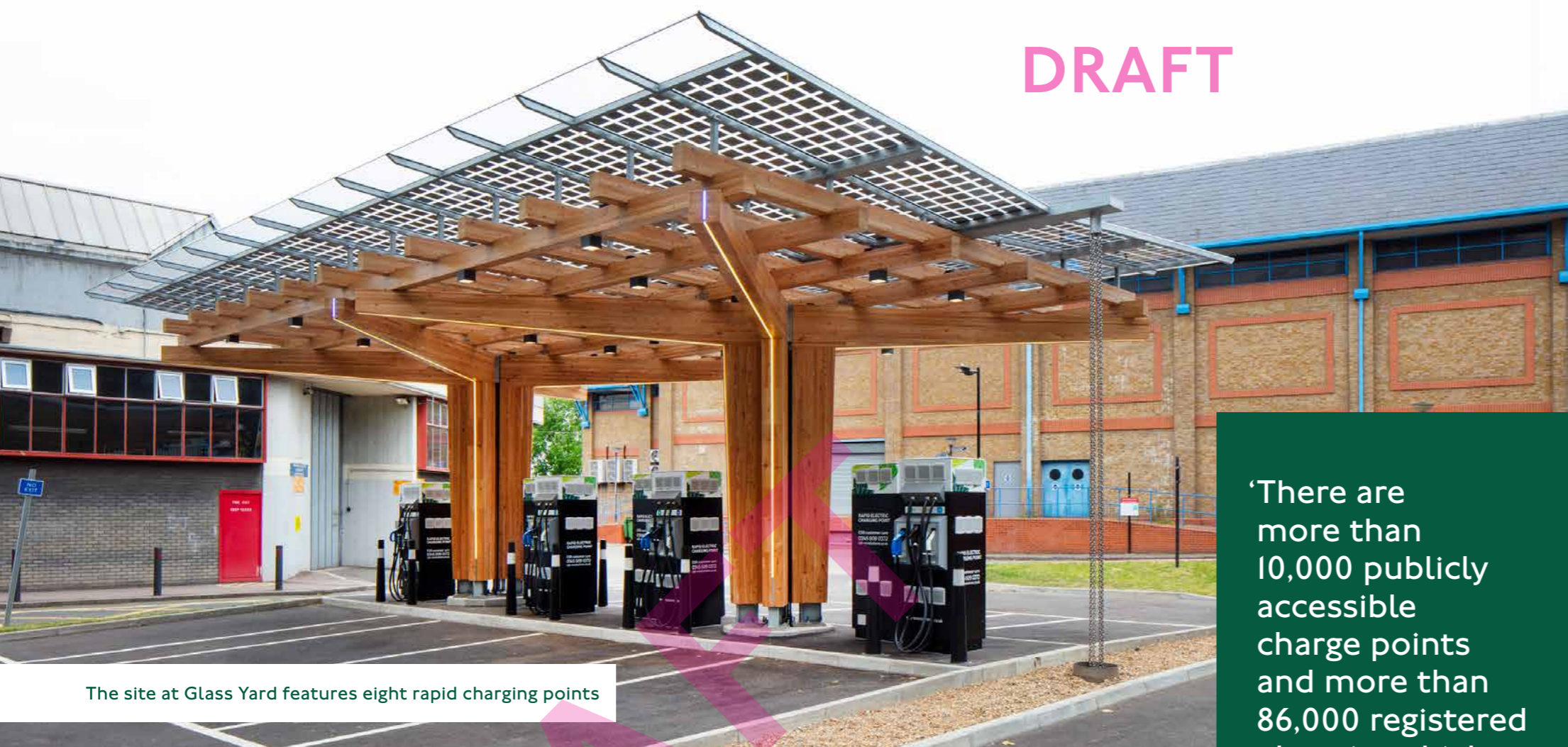
Congestion Charge consultation

In December, we confirmed some permanent changes to the Congestion Charge to help reduce traffic and congestion in central London. This followed an extensive public consultation that saw nearly 10,000 responses.

In 2020, we introduced temporary changes as an emergency measure in response to the pandemic to ensure traffic was reduced so that essential journeys could continue to take place. These temporary changes were brought forward in accordance with a condition in the May 2020 funding settlement with the Government, and included raising the charge from £11.50 to £15 and increasing the operating hours to include evenings and weekends. The main permanent changes mean that, since February 2022, there are no charges in the evenings after 18:00, and operating hours on weekends and bank holidays have been reduced to 12:00-18:00. The increased charge level of £15 has been retained.

Reimbursement arrangements have been retained for essential trips made by certain NHS patients, care home workers, local councils and charities during epidemics and pandemics. We also listened to feedback and reopened the 90 per cent residents' discount for new applicants. These changes aimed to directly address the traffic challenges in central London and were implemented to ensure gains made in reducing car dependency over more than 15 years are not lost.





The site at Glass Yard features eight rapid charging points

Charging ahead with electric vehicle infrastructure in London

Our vision for how we will support the uptake of electric vehicles

In December, we published our electric vehicle infrastructure strategy for London's charging infrastructure up to 2030, by which time the Government plans to end sales of new petrol and diesel-powered cars.

This strategy sets out how we will accelerate the transition to zero-emission vehicles through the requirements for infrastructure provision, focusing on essential trips. As well as providing forecasts for London's charging needs up to 2025 and 2030, the strategy sets how the public and private sectors can further support the delivery of electric vehicle infrastructure. Reassuring drivers that they

will have a place to plug in is key to helping them switch to electric. In September, we opened a new rapid charging hub at Glass Yard in Woolwich. This service station for electric vehicles enables drivers to charge up in 20-30 minutes. There are eight rapid charging points, which means a space is more likely to be available.

Another site at Baynard House in the City of London is being constructed and the private sector is also opening hubs across other parts of the capital.

We are assessing how we can support further charging using GLA group land.

'There are more than 10,000 publicly accessible charge points and more than 86,000 registered electric vehicles in London. Working with the boroughs and the private sector, we will continue to increase the supply of charging points to support the transition to electric vehicles'



Alex Williams
Director of City Planning

Rental e-scooter trial continues to go from strength to strength

On 7 June 2021, we launched a trial of rental e-scooters in collaboration with London Councils, London boroughs and operators Dott, Lime and TIER. The e-scooters used in the trial have safety standards that go beyond existing national standards, including a speed limit of 12.5mph, larger wheels and lights that are always on throughout any rental.

In January, the operators announced plans to collaborate with UCL's world-leading research facility, PEARL, to develop a standardised sound for all operators to use. This builds on work done by the operators and is supported by us as it could improve safety across the industry by helping people, particularly those with visual impairments, identify rental e-scooters.

London's trial is one of 32 authorised by the DfT around the UK, which is gathering data to inform future policy and legislation around e-scooters. The Government recently announced that the forthcoming Transport Bill would introduce a new category of low-speed, zero-emission vehicles, which could include e-scooters and ensure they are regulated, safe and licensed.

The London trial has been extended to November to enable us to learn even more about this new category of vehicles before any new legislation comes into force, as well as assess how micromobility could make a positive contribution to transport in London.

12.5mph



speed limit of the e-scooters used in our trial in London

Building a green future

Sustainability is a key focus across our projects



Bus summit to explore greener options for our bus fleets

In September, we held a summit, in conjunction with the Mayor and Campaign for Better Transport, to examine how we can accelerate the roll-out of zero-emission buses across England. The summit saw representatives from central and local government, bus operators and manufacturers come together share ideas. During the summit, the Mayor announced that all new buses in our fleet will be zero emission

and accelerated our target of delivering a 100 per cent zero-emissions bus fleet from 2037 to 2034. This is subject to longer-term funding certainty.

With additional Government funding, the entire fleet could be zero emission by 2030, which would save four million tonnes of carbon by 2037 and moving the date forward to 2030 will save an additional one million tonnes.

With additional Government funding, the entire fleet could be zero emission by 2030, which would save four million tonnes of carbon by 2037

Our first roadside rain garden

In November, we delivered our first innovative kerb-side rain garden, which uses surface water run off to irrigate the flora at the side of the road.

The sustainable drainage system we used captures the surface water from the footway via a kerb with drainage slots, which is then carried along three gullies to a connected pipe. The rain garden is planted with vegetation that can withstand occasional high levels of water.

The project was part of a wider development on Lavender Hill, Latchmere Road and Elspeth Road in Battersea.

Rain gardens provide a better environment for pedestrians, making routes to and from public transport more pleasant.



500m²

of surface water run off captured by our sustainable drainage system



My year at TfL



Positive thinking

Finnbar Connolly, Advanced Train Maintainer on the Central line fleet

Having completed his apprenticeship, Finnbar has enjoyed a successful year in his career. 'My biggest achievement was to roll off my apprenticeship and being promoted to my current role,' he says.

With a varied workload, Finnbar enjoys the camaraderie of his current role. 'I like working with my team to overcome fleet problems and finding the best solution to solve them,' he explains.

However, it was not all plain sailing. 'Being the youngest advanced train maintainer in my depot, I found it a challenge to get to grips with a new depot and staff,' he admits. 'I overcame this by having a positive outlook for every shift no matter what it threw at me and just being able to learn on the job quickly to ensure I can perform at my best every time I attend work.'

The first step to safer junctions

Our pedestrian priority crossing technology is helping to encourage more people to walk around London

In February, we published new data that shows how our innovative pedestrian priority signals could be used to make it easier and safer to walk in London.

In May 2021, we installed the new technology, which shows a continuous green signal to pedestrians until a vehicle approaches at 18 crossings across London. The data from the trial suggests that these signals reduced journey times for people walking and made it easier and safer for them to . The number of journeys made on foot has hugely increased throughout the pandemic, with data from earlier this year showing that 31 per cent of Londoners say

they are walking to places where they used to travel by a different mode.

The data also shows that the signals had virtually no impact on traffic, with only minimal changes to journey times for buses and general traffic – the largest increase for buses was only nine seconds and for general traffic only 11 seconds. Several sites even showed improvements in journey times. We are assessing how the technology could be further improved and used at other locations across London. The technique could also be used elsewhere in the UK and we will engage with local authorities to see how it could benefit other towns and cities.

'We are determined to keep people on London's roads moving as safely, sustainably and efficiently as possible, so it is brilliant to see the positive results of this trial'



Glynn Barton
Director of Network Management



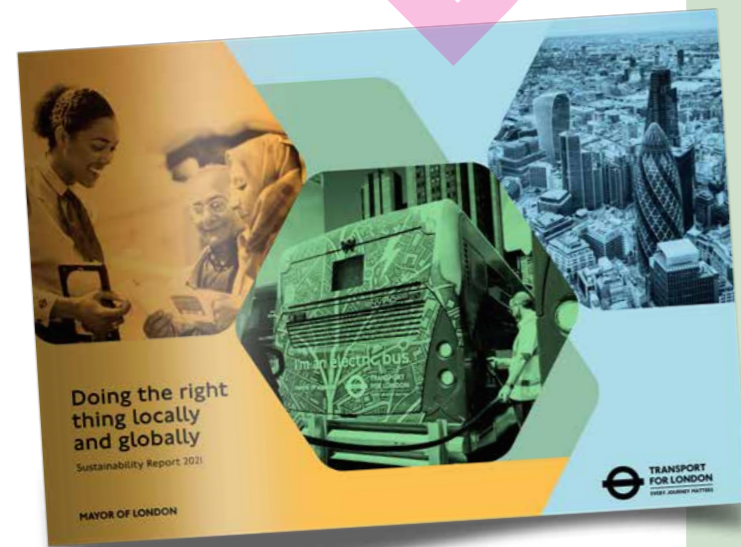
The crossings give pedestrians priority over vehicles

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Securing our sustainable future

Our ambition is to operate in a financially sustainable way and improve social values for a resilient and good quality of life for all Londoners. This is why we published our first Sustainability Report and Corporate Environment Plan in September.

The Sustainability Report sets out our approach to the three pillars of sustainability – Society, Economy and Environment. It highlights the related outputs and benefits of our activities, showing our work to date, with key performance metrics that will be used to monitor progress against our strategies, commitments and priorities. The Corporate Environment Plan underpins the environment pillar in our sustainability approach by detailing our ambition and targets for improving our environmental performance. Key performance metrics used to document our work so far will help us monitor our progress.



Sustainable freight futures

Supporting the freight industry to enable consumers to consider sustainable shopping

The pandemic further bolstered the nation's existing appetite and pivot towards online shopping, with the instruction to stay at home at the height of the pandemic seeing online click and collect dip, while delivery orders peaked.

Our focus is to see a safe, clean and efficient freight industry. Some of the greatest barriers to this are associated with e-commerce delivery practices that cater to convenience. We have been working with stakeholders, retailers, goods carriers and consumers to look at addressing this.

Last autumn, we ran an online session with retailers to assess if they would consider using click-and-collect locker box business locations on our land. We are

developing a Cycle Freight Strategy to enable the use of cargo bikes as a viable alternative to vans, which would drastically reduce the number of motorised vehicles being used on our roads, improve air quality and reduce congestion. We are also working with retailers to help them adopt sustainable messages on their consumer websites.

Other options include asking consumers to adopt more responsible purchasing behaviours, such as using standard delivery options rather than choosing next-day deliveries, limiting the multiple size ordering to reduce returns, and linking peak shopping activity such as Black Friday and Christmas. Work continues to address the growing impact of online retail.



90%

of goods delivered in London are transported by road

DRAFT

A good public transport experience

‘We must ensure that our public transport network remains a safe, reliable and affordable option for all Londoners, especially as we continue to recover from the pandemic’



Gareth Powell
Chief Customer & Strategy Officer



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‘It has been a monumental effort during the most challenging of times, but the opening of the Northern Line Extension could not have come at a more vital moment as London’s recovery from the pandemic gathers pace. The extension has delivered two new step-free stations, creating greater connectivity for south London neighbourhoods’



Andy Lord
Chief Operating Officer

Battersea Power Station and Nine Elms on Tube map

Ahead of the launch of the Northern Line Extension, we unveiled a new map putting Nine Elms and Battersea Power Station on our Tube map for the very first time.

The two new stations brought the total number of step-free stations on the Tube network to 88 and total number of Underground stations to 272.

The new map went up in stations prior to the launch, as well as being available as a pocket Tube map on our website and on the TfL Go app.



Northern Line Extension

Sustainability is a key focus across our projects

Two new stations giving south London a boost

We opened the doors to two new Tube stations at Nine Elms and Battersea Power Station in September, marking the completion of the Northern Line Extension, the first major Tube extension this century. Major construction on the three-kilometre, twin-tunnel railway between Kennington and Battersea Power Station, via Nine Elms, began in 2015. Despite the challenges of the pandemic, the construction project stayed on track and opened on time.

The first Tube services started running at 05:28 on the 20 September, with passengers on the first day including the Mayor, Secretary of State for Transport Grant Shapps and Transport Commissioner Andy Byford. In addition, the Battersea Power Station Community Choir sang

at the new station to mark its opening day. The two step-free Zone 1 stations have dramatically improved the connectivity of these growing south London neighbourhoods and will support the capital’s recovery from the pandemic at a vital time. A peak-time service of six trains per hour operates on the extension and this will increase to 12 trains per hour by mid-2022 as more people move into new housing in the area and the demand increases. There are five trains per hour during off-peak times, with this set to double to 10 trains per hour next year.

During works, 92 per cent of the waste excavated from the sites was carried in barges along the Thames to East Tilbury, where it was used to create material suitable for farmland.



Launching London's newest railway

Trial Operations successfully completed as the Elizabeth line became a reality

In November, we reached a major milestone ahead of opening the Elizabeth line when Trial Operations began. These operations involved exercises to ensure the safety and reliability of the railway and to fully test the timetable. More than 150 scenarios were carried out to ensure the readiness of the railway for passenger service.

These included exercises designed to make sure that all systems and procedures work effectively and staff can respond to any incidents safely and effectively. The scenarios ranged from customers being unwell, signal failures and rescues from broken down trains. We also carried out larger and more complex joint exercises with the emergency services.

We ran a number of mass volume exercises, which saw 5,000 members of staff play the role of passengers

in controlled evacuation scenarios. There was an evacuation at Custom House, a train evacuation in the tunnels to stations at Farringdon and Canary Wharf, an evacuation using an emergency escape shaft at Limmo, two rescue train scenarios, and a mass volume timetable test from Paddington station. Among the volunteers were people with a range of disabilities, demonstrating our response for those requiring additional assistance.

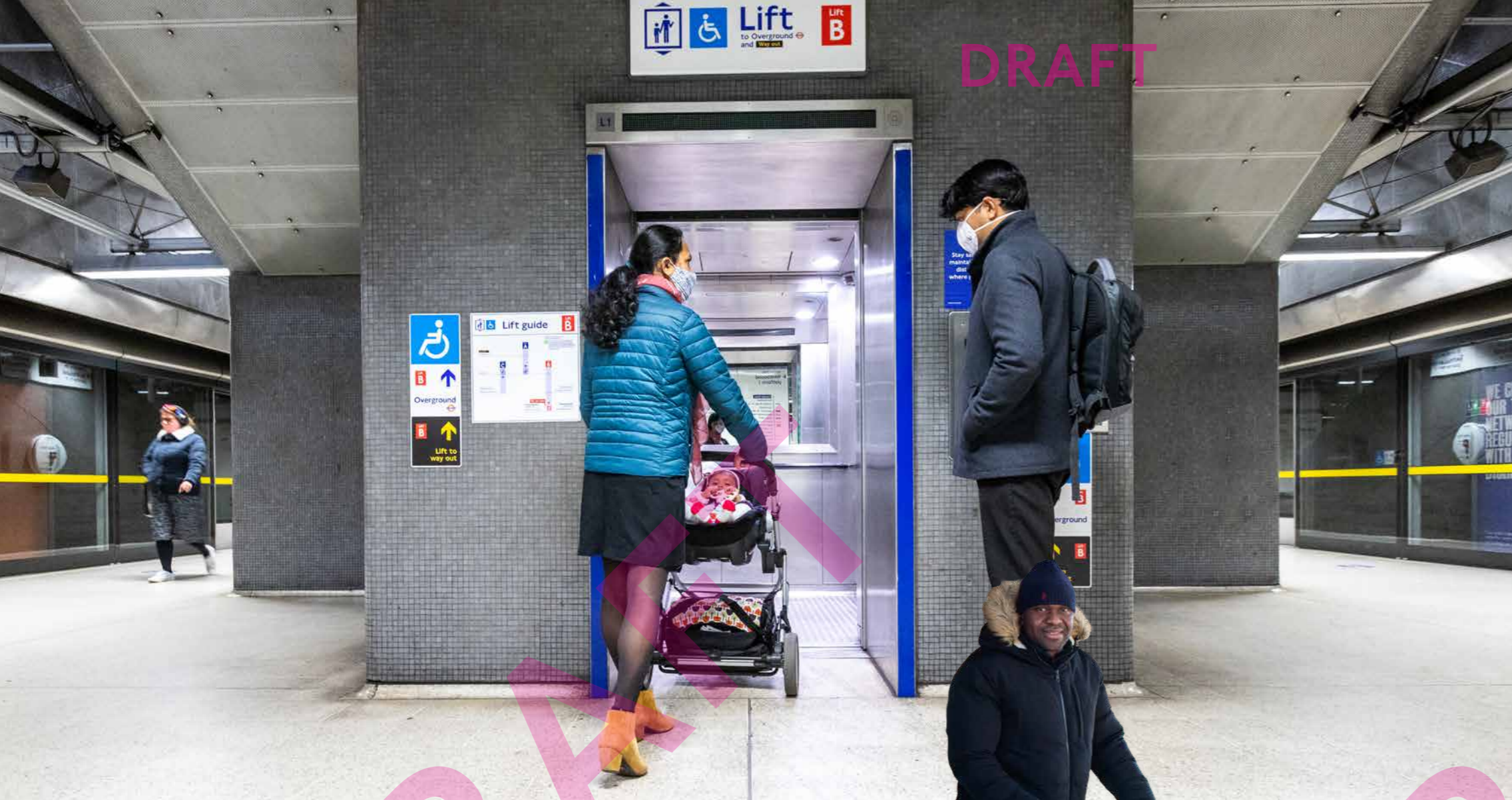
Some of the events were attended by Commissioner Andy Byford, Chief Operating Officer Andy Lord and Chief Executive Officer of Crossrail Mark Wild. The BBC filmed the test at Canary Wharf for a documentary that will launch later in the year.

The start of Trial Operations was the latest milestone in turning the project into a live railway, which has been

the focus since the project's governance was transferred to us in October 2020. As joint sponsors of Crossrail, along with the DfT, we worked closely with Crossrail to implement the transition plan, as we took full responsibility for delivery of the line. This ensured that decision-making was seamless during the critical final phases of the programme.

Trial Running of trains through the central tunnels began in May 2021, with 12 trains per hour in regular operation to build reliability and flush out any issues with systems and signalling software.

The Elizabeth line opened for passenger services between Paddington and Abbey Wood in May 2022. The final step saw a period of shadow running, operating timetabled services ahead of the line being opened.



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Step-free stations this year

- 9 April 2021
Debden
- 27 May
Ealing Broadway
- 23 June
Ickenham
- 5 July
Moorgate
- 21 July
West Drayton
- 23 August
Whitechapel
- 25 August
Wimbledon Park
- 26 August
Southall
- 14 September
Hayes & Harlington
- 8 October
Osterley
- 30 December
Sudbury Hill
- 11 March 2022
Harrow-on-the-Hill

A positive step

We have made even more of our stations step-free throughout this year

Improving step-free access across the Tube network

We launched a number of new and improved step-free stations throughout the year. This supports our turn-up-and-go service, which enables all customers at Tube, London Overground and our rail stations to request help on arrival at the station without needing to pre-book assistance. All our staff are trained to offer support and advice to help customers with accessibility needs to help them complete their journeys.

London Underground staff will also assist wheelchair users if required by pushing their wheelchair and can guide visually impaired customers by the arm.

During the pandemic, staff guiding visually impaired customers wore single-use disposable sleeves to give both customers and staff additional protection.



Listening to London as part of our major step-free consultation

Our step-free programme will shape the future of our accessibility ambitions

In November, we launched a consultation into the future of step-free access. It was the biggest consultation of its kind and the first in 15 years. It focused on step-free access priorities to help shape and inform our approach to step-free improvements at Tube stations in the future.

The consultation was designed to help us identify which aspects of making Tube stations more accessible should be prioritised. Respondents were asked whether they would prefer future funding to focus on upgrading a single station, or be divided between smaller or medium sized stations located outside of central London.

They were also asked whether they would prefer for future funding to be used to improve clusters of accessible stations to create a close group of accessible stations or upgrade areas with limited accessibility, or a combination of both.

The consultation ran until early February 2022 and received more than 5,500 responses. The next stage will be to analyse the responses and combine this information with our own passenger and station data.

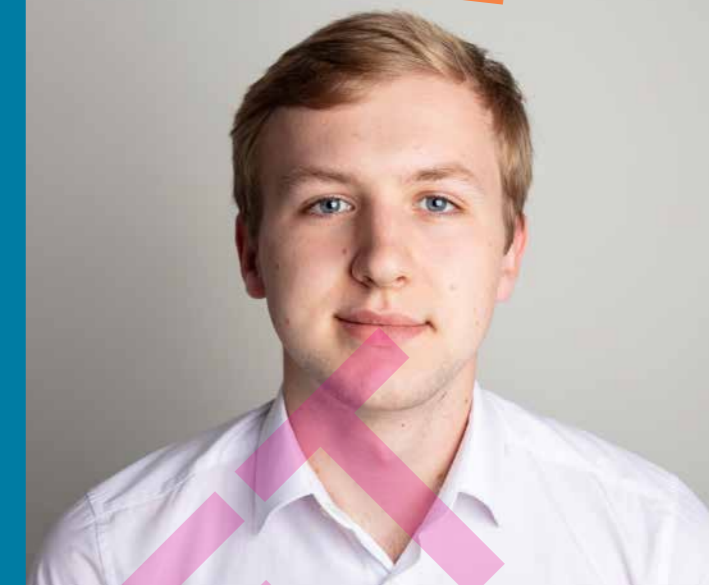
We will outline the findings from the consultation this summer.

‘By launching this important public consultation, we heard directly from Londoners about how we could best make Tube stations more accessible through the provision of step-free access when more funding is available’



Esther Sharples
Director of Asset Performance and Capital Delivery

My year at TfL



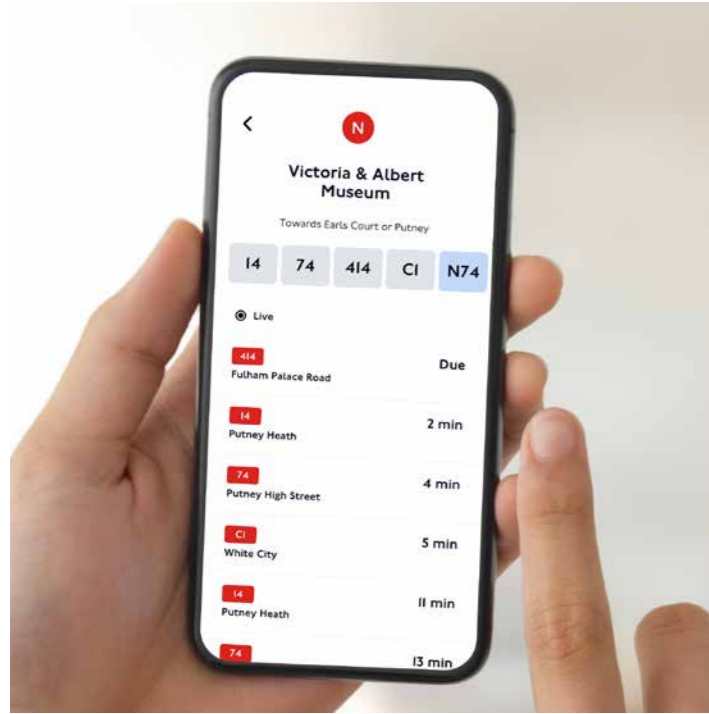
Innovative thinking

Oliver Punter, Open Innovation Graduate

During the past year, Oliver has been leading on a process improvement project that could deliver annual savings of £246,400 once it is introduced. ‘We have also looked at re-scoping this and if the business agrees to the changes, could save a potential of £1.2m per year through time savings,’ he explains.

One of the challenges he has overcome this was in the 5G trials. Having identified issues in our current systems, Oliver reached out to colleagues to help find a solution. ‘I identified key issues that this technology would solve and then worked with four business areas to create added value.

‘This meant that we not only hit our original objective during the nine month program, but was able to advise other areas of the business on how they could utilise the technology,’ he explains.



TfL Go app gets an upgrade

The app launched in 2020 and is built around Harry Beck's Tube map and our iconic design language. The first phase included multi-modal journey planning, live Tube & rail status, nearby bus stops and live arrivals.

During 2021/22 we launched live busyness information for Underground stations, further reassuring customers as they return to the network. Customers can see whether stations are 'quiet now', 'busy now' or 'very busy now', alongside the expected quieter times to travel on any given day.

Our focus on inclusivity is a key differentiator, and the app was nominated for a D&AD Award for inclusive design in 2021. For the first time we're showing detailed accessibility information for stations and platforms, including live step-free access status based on lift availability.

1.2million

times the app has been downloaded since its launch



'The Bank Station Capacity Upgrade will provide an important boost for the City and the capital in general. The improvements we're making at Bank station will be finished by the end of this year and transform journeys through the station'



Stuart Harvey
Chief Capital Officer

Improving the experience at Bank station

Our work will improve the customer experience as we support recovery and growth in the City

Ahead of a 17-week closure of the Northern line Bank branch in January, we ran a London-wide communications campaign to give customers the tools they needed to retime, reroute or use alternative options for their journeys.

We provided a new bus route, number 733, from Oval to Moorgate, Finsbury Square and extra Tube services. We also asked customers to travel at quieter times, consider using active travel options and to check before they travelled using the TfL Go App.

The closure was to enable the completion of vital and complex work on the new Northern line tunnel. The station reopened on May 16, with customers now benefitting from a new concourse, a new railway tunnel. Later this year, customers will also have more direct routes within the station and a new station entrance on Cannon Street.

Improvements at Bank, located at the heart of London's financial district, are critical to supporting the growth and success of the City.



The work at Bank will provide a range of benefits for customers



Getting back on track

Some of our key services resumed as we continued to support London's recovery



Night Tube services help London bounce back from the pandemic

Night Tube services resumed on the Central and Victoria lines in late November, providing more options for customers who need to travel at night either for leisure or for work, while also making journey times shorter and offering safer routes home for women, girls and all Londoners.

The Night Tube was suspended during the pandemic when drivers were needed to ensure we could keep the Tube running during the day, when demand was highest. London Underground was impacted by staff absences caused by coronavirus, while the pandemic also affected our ability to train new drivers to replace those who have left. The Central and Victoria lines were previously two of the busiest lines on the Night Tube network and provide crucial links between large parts of London and the centre of the city. Restoring night running on these

lines was a boost for businesses like bars, clubs and restaurants as London's night-time economy started its recovery.

It also provides a safe, quick travel option for Londoners and visitors looking to make the most of all the capital has to offer in the evenings, and those who need to travel to or from work at night.

The Tube continues to operate between around 05:30 and 00:30 through central London from Monday to Saturday, and we have started running some trains earlier on Sunday mornings to help customers travel at these times.

We also announced that Jubilee line Night Tube services will resume from May 2022, followed by Northern and Piccadilly lines later this summer.

Return of the Night Overground

The Night Overground returned to service in December, in time to support Londoners as they celebrated Christmas. The all-night services, which link key areas in the city's night-time economy such as Shoreditch, Hoxton and Islington, were suspended since March 2020 because of the impact of the pandemic.

Night Overground services between Highbury & Islington and New Cross Gate started running every 15 minutes throughout the night on Fridays and Saturdays from 17 December. Reintroducing these services at weekends also helps the 1.6 million people who work at night in London and will provide another safe transport option for all Londoners.

Waterloo & City line returns

The Waterloo & City line returned to a full weekday service on 22 November in a further boost to London's recovery from the pandemic, with services running every three minutes during peak hours and five minutes off peak.

The line was closed in March 2020 in response to the Government's advice for people to work from home as demand plummeted. In June 2021, we reintroduced peak-time only weekday services on the line, to support those gradually returning to the office.

Drivers from the line were needed to operate Central line services, where demand was highest. This ensured we could run as many services as possible to enable social distancing.



‘Providing mobile connectivity to customers within the tunnels and on platforms across London will help them stay connected more easily and will both provide a long-term revenue stream for TfL and support economic growth across the city’



Shashi Verma
Chief Technology Officer

Improving mobile connectivity

In December 2021, we announced that customers on Three and EE will join the BAI Communications network to provide 4G and 5G ready mobile connectivity across the London Underground. Negotiations are ongoing with Virgin Media O2 and Vodafone.

We are excited that this project will give customers on these networks access to uninterrupted coverage while on the Tube and within the stations. When completed, the network will be the most advanced of any city in the world.

By 2024, customers will be able to enjoy uninterrupted 4G mobile coverage in all ticket halls, platforms and tunnels. Furthermore, the networks will be able to provide mobile connectivity services, to enable emergency services teams throughout the London Underground environment to communicate.



£1bn

expected to be invested by BAI in the Connected London programme to improve digital connectivity

Helping Londoners and visitors get back to what they missed

In May, we supported the Mayor’s #LetsDoLondon campaign to encourage people to explore all the things that were happening across the capital during the summer.

The promotion, which was run in collaboration with London & Partners, was launched to attract domestic visitors to the city and bring central London’s economy back to life. We welcomed customers back to our network and helped them make the most of the increased leisure activities that were increasingly

available, including the reopening of museums, cultural attractions and indoor dining. We ran an extensive campaign covering TV, radio and newspaper advertising.

During the October half-term, we produced cultural maps and guides detailing fun family activities, autumn ideas and late events. This included highlighting places along Tube lines, London Overground and the DLR for people of all ages to visit. We reminded customers of our work to keep our network clean and safe.



The Mayor’s campaign encouraged people to enjoy London

DRAFT



Tackling crime

We take a zero tolerance approach to hate crimes and unwanted sexual behaviour on our network

Zero tolerance to sexual harassment

We are working with our transport policing partners to make sure our public transport networks are safe, and feel safe, for all our customers and staff. In October 2021, we launched our communications campaign to tackle sexual harassment on public transport.

The campaign was developed in partnership with the Rail Delivery Group, British Transport Police, Metropolitan Police Service and women's safety groups. It forms an important part of our approach to tackling this behaviour, along with other measures such as staff training, policing and enforcement activity, and sexual harassment sessions in schools.

The campaign aims to challenge sexual harassment, sending a message to offenders that it is wrong, harmful and won't be tolerated on our services. We are also asking those that experience or witness sexual harassment to report it so that we can work to prevent it and to take action against offenders.

Our customers and staff should never be subjected to this behaviour when travelling in London. Our job, together with our police partners, is to stop this intolerable behaviour and make our network a hostile place for offenders and a safe welcoming place, especially for women and girls.

Standing together against hate

Everyone should be safe and feel safe when on London's transport network. In June, we launched our Hands Up communications campaign, which is aimed at raising awareness of hate crime, encouraging people to report it and reassuring customers and staff that all incidents are treated seriously. The campaign was developed by working with community groups and frontline staff to better understand the lived experiences and concerns about hate crime.

Working with our police partners, we continued our engagement events to raise awareness, understand concerns and provide support to victims or those who feel vulnerable. Our surveys and community engagement shows that hate crime is significantly under-reported, so educating users of the transport network on how to respond and report if they witness or experience a hate crime continues to be a focus.

Each year, we work with our policing partners to support National Hate Crime Awareness Week. This year, we worked with community and partner organisations including StopHate UK, Tell MAMA, Covid19 Anti-Racism Group, Gallop and London TravelWatch to improve our understanding of hate crime. This insight was, and continues to be, invaluable in helping to shape our campaigns, engagement activities and interventions, ensuring that our approach and activities are impactful in both reaching and reassuring the communities they represent.

Through our school's outreach Sustainable Travel, Active, Responsible Safe (STARS) Programme, secondary schools are also being given additional support to educate children about the impact of hate crime, encouraging pupils to share the solidarity message that hate crime will not be tolerated.

My year at TfL



Delivering across all areas

Jermaine Harrison, Finance Graduate Scheme

Through his work on the graduate scheme, Jermaine has discovered the depth and breadth of TfL's remit. 'TfL has exposed me to so many different areas of the business, such as Cycle Hire, Elizabeth line, London Overground and more – this is all within one year!' he says.

'Everyday, we contribute to keeping London moving and making a real differences for the people of London.'

His best achievement has been developing his contacts through networking. 'From meeting with other graduates and apprentices from different schemes to a brief conversation with Andy Byford, I have really engaged with a large number of stakeholders. I have also volunteered at events such as the Finance Business Partner Wellbeing event and various finance events for new intakes.'

Ensuring we emerged safely as London opened

Keeping customers safe as we adjusted to pandemic restrictions

We implemented a range of measures to ensure customers could travel safely and confidently on our services during the pandemic. This included an enhanced cleaning regime, improved ventilation, requiring face coverings as a condition of carriage both before and after they were a legal requirement, and we continued to strongly encourage their use.

National regulations mandating the use of face coverings on public transport were in place from 15 June 2020 to 19 July 2021, and reintroduced on 30 November 2021 to 27 January 2022. During the time then no national regulations were in place, we retained the requirement to wear a face covering on our public transport services

and stations, unless people were exempt, as one of our conditions of carriage.

Our 500 enforcement officers were redeployed from their core activities to focus on face covering compliance and enforcement activity. Under the Government's regulations, we, together with the police, were given powers to issue Fixed Penalty Notices or prosecute customers for not wearing face coverings.

In line with the Government decision to lift restrictions on 27 January 2022, which removed legal powers for us and the police to robustly enforce the regulations on the network, we also took the decision to remove it from our conditions of carriage from 24 February 2022.

During the time when no national regulations were in place, we retained the requirement to wear a face covering on our public transport services and stations, unless people were exempt, as one of our conditions of carriage



We adapted and adjusted to the changing regulations



Providing safe, reliable and accessible bus travel in London

Putting plans in place to improve safety and reliability of our buses

In March, we published our Bus Action Plan to set out our long-term vision for bus travel to 2030 and beyond. Buses are already the most used form of public transport in the capital, and our new plan aims to make this mode even more attractive for customers, including improving customer information, refurbishing bus stations and upgrading existing bus stops to meet wheelchair accessible standards.

We aim to provide a faster and more efficient bus network, with journeys 10 per cent quicker than in 2015, with initiatives including the aim to introduce 25km of new and improved bus lanes by 2030. We will improve

connections via a bus network better suited to longer trips with better interchanges, especially in outer London and ensuring residents remain close to a bus stop. We will also bring our decarbonisation and climate resilience objectives to life with a zero-emission bus fleet to tackle climate change and improve air quality.

Further measures in our strategy include strengthening safety and security, with an ambition that nobody will be killed on, or by, a bus by 2030. We want all elements of the Bus Safety Standard implemented by 2024, ensuring customers and staff feel confident, including through improved bus driver training.



10%

improvement in bus journey times compared with 2015

We want all elements of the Bus Safety Standard implemented by 2024, ensuring customers and staff feel confident, including through improved bus driver training

Sporting success

We have enabled some high profile events across the capital



Helping to give our Paralympians a heroes homecoming welcome

Londoners turned out to welcome back our athletes from the ParalympicsGB team at a special Homecoming event at OVO Arena Wembley in September.

There was a stellar line up of artists from the world of music and entertainment to provide a fitting tribute to our athletes, who finished second in the medals table.

We supported the spectacular event, which was held during a weekend where Wembley Park station was closed in both directions. There was also no Jubilee

line service between West Hampstead and Stanmore stations and on the Metropolitan line between Aldgate and Harrow-on-the-Hill stations.

We provided guests with additional advice on alternative accessible routes using the Bakerloo line and London Overground services, as well as replacement bus services for the closed Tube routes. We also worked with our National Rail partners to help promote the increased services on Chiltern Rail before and after the event.

Supporting the return of the London Marathon this year

We supported organisers of the Virgin Money London Marathon when it returned to its traditional course in the capital in October, having been cancelled the previous year because of the pandemic.

The London Marathon is one of the largest mass-participation events in the world with thousands of people, including world class athletes, celebrities and eager runners, raising millions of pounds for charities.

We advised Londoners and visitors of the road closures to support the event and also of essential planned closures on the Central line and London Overground. We encouraged everyone to plan their journeys in advance and check our website or TfL Go app for the latest travel information.

The route took runners past some of London's most famous and historic landmarks and visitors were advised to plan their day carefully and to avoid busy areas, in particular Greenwich Town Centre, Cutty Sark and Tower Bridge.





The Lane Rental scheme charge of £350 per day for utility company works is designed to minimise disruption

Reducing roadwork disruption

Our Lane Rental scheme is helping to coordinate works on our roads

In May 2021, we extended our Lane Rental scheme, which charges utility companies a daily fee for digging up the busiest sections of London's roads, to cover roadworks on 20 pavements across London. The charge of £350 per day for works is designed to minimise disruption for people walking.

In July, we announced the scheme had supported 79 projects that improve how roadworks are carried out. These included a project with Thames Water to trial new

technology that creates a new lining within an existing pipe on Seven Sisters Road as an alternative to replacing the road's water main.

Other projects to receive funding include the creation of an augmented reality mapping application to display abandoned mains and spare infrastructure, developing an artificial-intelligence disruption-detection engine that proactively spots and identifies issues, and testing a multi-sensor inspection survey robot that can be used on large sewers.

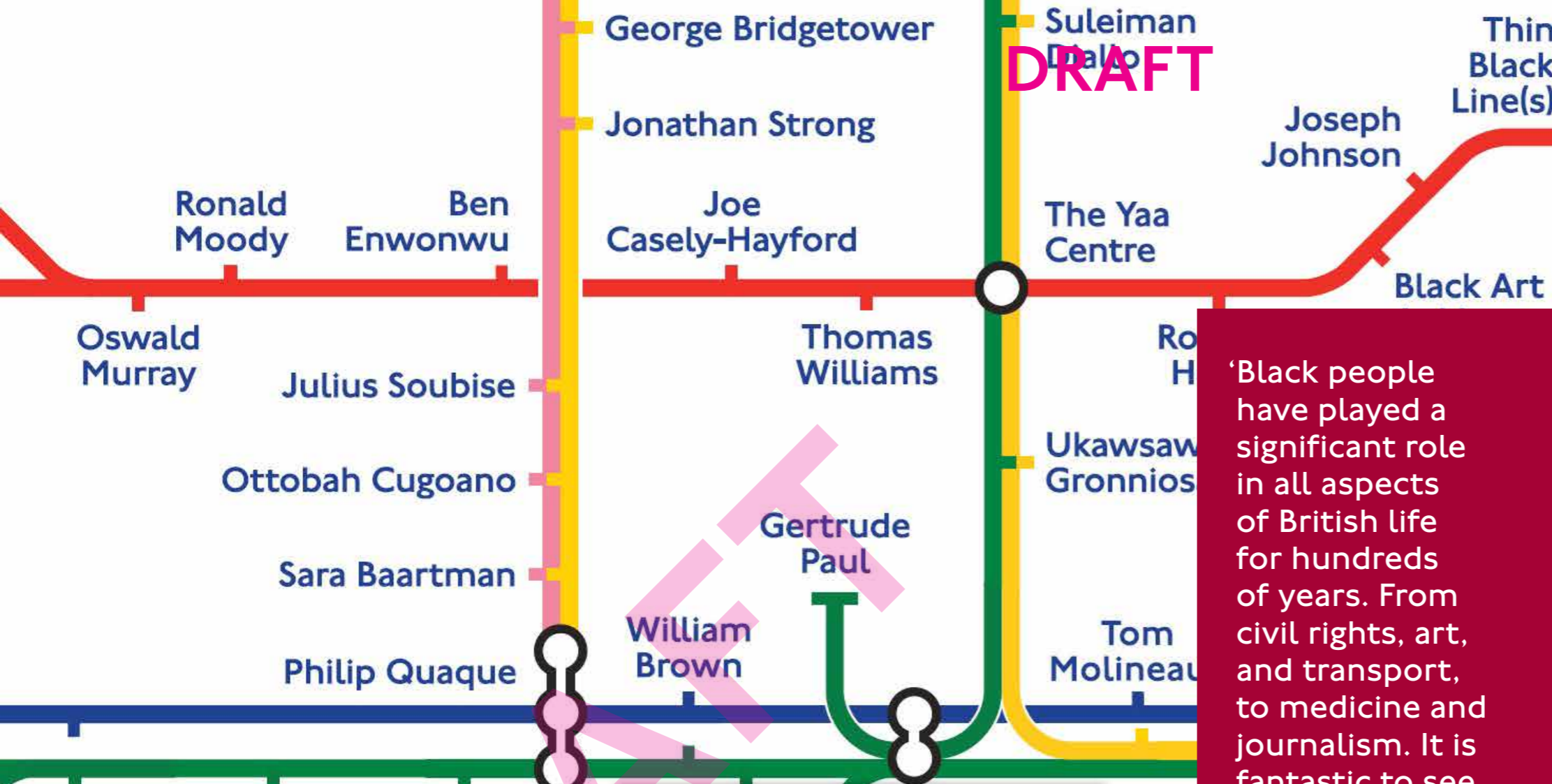
Works on Hammersmith Bridge

In July 2021, Hammersmith Bridge was re-opened by the London Borough of Hammersmith & Fulham for people to walk and cycle across and for river traffic to pass beneath, following an inspection by safety advisers. It has remained closed for motor traffic.

The council started onsite work to stabilise the bridge in February 2022. This is designed to make it safe and enable it to continue to be used by pedestrians and cyclists. This work is expected to finish in the autumn. Work continues on the design for the strengthening works on the bridge, which will enable it to be reopened to buses and motorists in the long term.

We are working with the DfT and the borough to explore arrangements for how the long-term repairs will be funded.





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Celebrating the contributions of Black people in London

To mark Black History Month, we teamed up with heritage centre Black Cultural Archives to launch the first ever Black History Tube map in October, celebrating the rich and varied contribution that Black people have made to London and the UK. The reimaged map replaced station names with notable Black people from history, with the associated Tube lines renamed to link them together by common themes – Firsts and Trailblazers; Georgians; Sports; Arts; LGBTQ+; Physicians; Performers; Literary World and Community Organisers. The map highlighted how Black people played an intrinsic role in all parts of British life for hundreds of years.



Among the fascinating figures featured on the map were Cecile Nobrega, a composer, poet, sculptor and educator who led a campaign to establish the first public monument to Black women to be on permanent display in England. Co-founded the Notting Hill Carnival Claudia Jones replaced Camden Town station and Joe Clough, London Transport’s first Black motorbus driver in 1910, replaced Elm Park.

‘Black people have played a significant role in all aspects of British life for hundreds of years. From civil rights, art, and transport, to medicine and journalism. It is fantastic to see the true scale and breadth of this contribution commemorated on TfL’s iconic Tube map – a symbol so synonymous with London and the UK’



Marcia Williams
Director of Diversity, Inclusion and Talent

Showing our Pride for London

In September, we showed our support for London’s LGBTQ+ community by launching a range of specially designed Pride roundels, which were displayed across the network.

The 10 special roundels were designed by our staff and talented and inspiring LGBTQ+ Londoners, including broadcaster and historian Tim Dunn, activist and campaigner Marc Thompson, and prominent museum curator Dan Vo, with each location specially chosen by the creators to best reflect their designs.

Their designs carried stories of lived experiences, personal journeys and hopes for the future across the LGBTQ+ community. Information about the designer, as well as explanations about the design, were displayed next to each roundel.

In addition to the special roundels, there was also a public poster campaign featuring proud TfL LGBTQ+ staff members at North Greenwich, Vauxhall and Green Park Tube stations.



E-scooter hires on the rise

Londoners embracing this new transport mode as part of our trial

Our e-scooter rental trial proved popular with Londoners, with more than 800,000 trips made using them by the end of March 2022. By the end of March 2022, the busiest month was October, as people returned to offices and London Borough of Camden joined the scheme. The most popular hour to ride an e-scooter was between 17:00 and 18:00.

The trial has been expanded significantly, with the number of vehicles increasing from 600 to 4,010 and the number of participating London boroughs doubling from five to 10.

More than two million kilometres of trips have been made to date, covering a distance of 60 times around the world.

There are now more than 500 designated parking locations across the whole of the trial area, with plans to expand this number over the coming year to further increase parking density.

London's trial is one of 32 authorised by the DfT around the UK, which are gathering data to inform future policy and legislation around e-scooters.



800,000

rental e-scooter trips have been made



500

designated parking locations across the e-scooter trial area



Our e-scooter rental scheme is available across certain London boroughs

My year at TfL



Stepping up the plate

Brooke Knight, Network Sponsorship, Investment Delivery Planning

Brooke has enjoyed a significant year, having completed an apprenticeship with TfL. 'My biggest achievement was delivering my first ever scheme since I rolled off from my apprenticeship,' she says. 'I also got a promotion to the role of sponsor last year.'

Her biggest challenge was dealing with the funding uncertainty and constraints as the impact of the coronavirus lockdowns were felt across London. 'It was a challenging situation and what that meant for the borough we sponsor,' she explains. 'To overcome this, we shared all the information we could with the borough and explained the methodology behind some of the decisions that were made.'

Brooke enjoys her career at TfL. So what makes it special? 'The people,' she enthuses. 'Everyone is so knowledgeable and friendly, which is great when working collaboratively.'



Our women at work

We have shone a spotlight on the amazing work of women in shaping London

Afe Komolafe, Engagement Officer

Putting women on the map as part of international day of celebration

As part of our International Women's Day celebrations in March, we teamed up with Reni Eddo-Lodge, Rebecca Solnit and actress Emma Watson to create a City of Women London Tube map, celebrating the lives of women and non-binary people who have left a lasting impact on our city.

The reimagined Underground map replaced the names of familiar stations with those of notable figures from arts, sports, activism, science, media, law and medicine. Instead of Bond Street, Notting Hill Gate, Warren Street, Paddington, Euston Square, Waterloo, Bank or

Lancaster Gate, the map invited us to mind the gap at Audrey Hepburn, Claudia Jones, Virginia Woolf, Mary Seacole, Noor Inayat Khan, Agnes Beckwith, Boudica or Jung Chang.

Trailblazing women from our London's transport history were also included such as Hannah Dadds, the first female Tube driver; Jill Viner, the first female bus driver; and current emergency planning manager Joan Saunders-Reece – who was not only the first woman to drive a Victoria line train, but also the first female Tube driver instructor.

Putting our women in the frame

To mark International Women's Day in March, we launched a new exhibition at Victoria station showcasing portraits of women who work across the transport network.

The 56 women featured all help to keep London moving, working on both today's journeys and the projects of the future, by operating trains, managing bus stations and responding to major incidents. Others featured in the exhibition work in areas such as architecture, engineering, city planning and coding.

The portraits aimed to inspire and encourage more women to explore transport as a career, as well as recognising the work that still needs to be done to increase the number of women in the sector.

The exhibition was on display for six weeks at Victoria station and also exhibited at West Croydon London Overground station, Poplar DLR station and Hammersmith bus station.





London's only cable car celebrates landmark number of customers

Ahead of the expiration of our sponsorship agreement with Emirates for our cable car, we announced our search for a new partner in December 2021.

The short-term sponsorship package we have put together includes one-year naming rights to the cable car, which is currently called the Emirates Air Line, branding across the capital on our Tube map, high-impact presence at some of our busiest stations and content creation through cabin branding.

It was also a year of celebration for the cable car as it welcomed the 13 millionth customer in September. The cable car, which opened in 2012 as part of London's Olympic and Paralympic Games, has complemented major regeneration in both the Royal Docks and the Greenwich Peninsula.

Northern line station advertising

The new stations at Nine Elms and Battersea Power Station presented an exciting addition to our out-of-home advertising landscape. Both stations have tens of thousands of customers passing through them each week, with many being new to the network, providing a new opportunity for advertisers to take advantage of the brand-new, targeted digital screens.

This will add value to advertisers wanting to target residents and shoppers in Zone 1, alongside traditional advertising formats.

'This fantastic installation shows a different way to use our stations in a creative and engaging way to connect with tens of thousands of people'



Julie Dixon
Interim Customer and Revenue Director

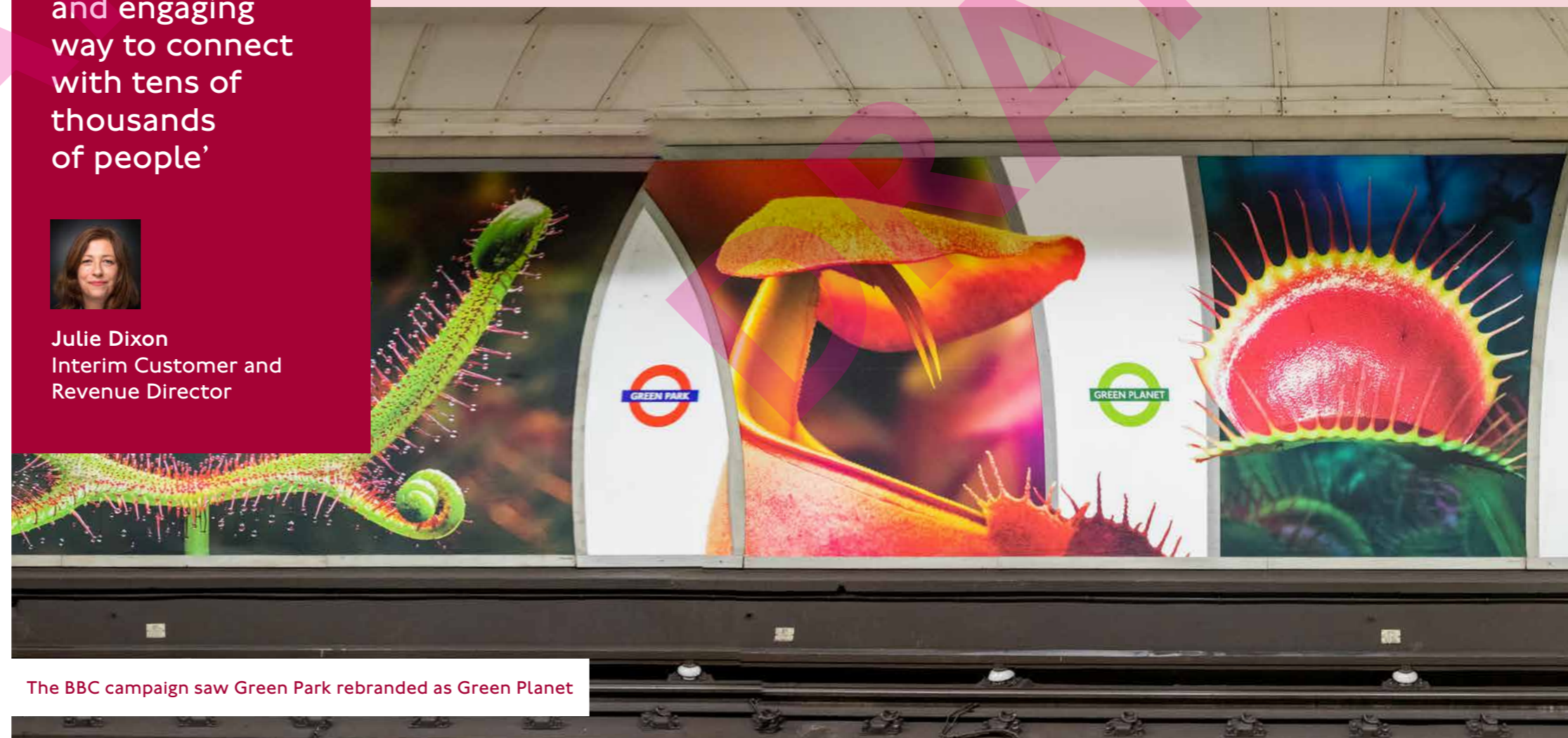
Commercial thinking

Supporting business and driving revenue

Green Planet take over

To mark the launch of television legend Sir David Attenborough's latest series The Green Planet, in January we worked with the team at BBC Creative to transform Green Park Underground station into a vivid experience that celebrated plant life.

The station was rebranded from Green Park as 'Green Planet', to create an immersive experience for our customers. We presented a range of plants that were featured in the series across every poster space on the southbound spaces of the Victoria line.



The BBC campaign saw Green Park rebranded as Green Planet

DRAFT

New jobs and homes

‘Our ongoing projects of work will help support the development of new homes that London vitally needs and an array of employment opportunities alongside these’



Graeme Craig
Director of Commercial Development



Eyes down for a full house

Our housing developments are delivering the new homes that London needs



New homes at Arnos Grove

Our proposals for 162 new homes by Arnos Grove Tube station were given the green light in March 2022. The project is our fifth Build to Rent development to be given a resolution to grant planning permission, and is being delivered by Connected Living London, our long-term strategic partnership with Grainger plc.

The plans will deliver 40 per cent affordable housing, alongside a new public square outside the station making it easier and safer for people to walk and cycle to Arnos Grove. The new homes, designed by Maccreanor Lavington, will be delivered across four buildings, and will be a mix of one-, two- and three-bedroom properties providing suitable homes for all types of households.

The affordable homes will be provided at a discount to open market rates for rent and all residents will equally benefit from a range of on-site amenities, such as the residents' lounge, gym and dedicated onsite Resident Services team.

Sustainability is a core focus of the plans and the development intends to optimise building performance with respect to energy, carbon, water and waste. It will also include solar panels and wildlife-friendly landscaping, including integrated play-space.

Major development at Blackhorse Road site as we deliver more housing

In October, we joined our development partners to celebrate a key moment in the Blackhorse View housing development. We joined then-Deputy Mayor Heidi Alexander and developers L&Q and Barratt London to celebrate the occasion by laying the final brick on top of Alder Point, the 21-storey tower that forms the centrepiece of Blackhorse View.

Located directly opposite Blackhorse Road station, the 1.82-acre development is bringing forward 350 homes, alongside 17,500 square feet flexible

commercial floorspace. Due for completion in late 2022, Blackhorse View offers a choice of one, two and three-bedroom apartments with views across the Walthamstow Wetlands.

The scheme will create up to 300 new jobs for local people, with more than 10 apprentices already working on the scheme and a range of opportunities available for those people who have taken part in our Construction Skills programme.



DRAFT



Our arches provide a base for a range of businesses and retailers

Under the arches

Supporting our tenants as we celebrated Arches Day together

We encouraged Londoners to support their local businesses based in railway arches and #loveyourlocalarches on Arch Day on 3 July.

The scheme, which is supported by The Arch Co, Network Rail and us, works to highlight the many services, products and activities that can be found under these often-forgotten Victorian railway arches. It also aims to encourage local people to explore the offerings that are available and shop with these great local businesses and retailers.

Transport Commissioner Andy Byford visited businesses in Haggerston that are based in arches managed by us. He discussed their experiences during the pandemic and recognised them for their commitment to the local community as part of our Love your Local Arches Awards.

During the pandemic, we worked hard to support our tenants by offering significant rent, emotional and practical support. We are committed to working with our tenants as partners, getting to know them better and actively supporting business recovery.



800

arches that we own and manage across London

The scheme works to highlight the many services, products and activities that can be found under these often-forgotten Victorian railway arches

My year at TfL



Making a difference in all areas

Jenita Treacy, Analytics Product Manager in Technology and Data

This year has been one to celebrate for Jenita, having won the Tech 100 Women award. However, her achievements didn't stop there.

'I became a leadership member for our RACE Staff Network Group,' she explains. 'I also helped change our internal processes to ensure that people on maternity leave or long-term sick are not disadvantaged when they return to work, as well as working on new fertility and surrogacy guidance.'

As many people found when working from home, there have been challenges along the way. 'My role involves understanding operational requirements and issues that sometimes need me to observe or speak candidly to stakeholders,' she explains. 'It took longer to achieve this from my home office, but getting back to the office lately has helped to re-enable this.'

Celebrating our in-station retail

We have continued to grow our offering to provide retail space for even more businesses

Following a positive end to 2021, there was a strong start for our in-station retail activity in 2022. A new retail unit at White City Bus Station opened on Boxing Day along with several businesses opening at King's Cross, Baker Street and Parsons Green Tube stations in January. These units provide us with an additional revenue stream, while improving the customer experience.

The unit at White City is one of the 38 we uncovered as part of a programme that began in early 2020 to bring our forgotten, empty retail units back into use. As the unit had been empty since 2018, we had to restore it, including carrying out fire safety

and asbestos checks, to ensure it met health and safety standards. By the end of the 2021/22 financial year, we had reached 52 completions since February 2020, which was just before the first national coronavirus lockdown began.

These deals generate an additional £1.8m of new income for use each year, plus additional turnover-based payments, while improving our customers' experience and enhancing station environments. We are working to source and support new and evolving retail businesses of all sizes and have many more in the pipeline for the coming year.

We are working to source and support new and evolving retail businesses of all sizes



Our retail spaces support business and improve our customer experience



On the property ladder

Following discussions with the Mayor, central Government, and our Board, we have created a commercial property company, TTL Properties (TTLP), which is wholly owned by us. TTLP will provide sustainable revenue to reinvest in public transport, while delivering thousands of new homes for the capital, a high proportion of which will be affordable.

We are constructing more than 1,700 homes, with work forecast to start in 2022/23 on 12 more sites that will deliver a further 2,400 homes. As well as developing new homes, we also have an existing estate of some 2,000 businesses, and TTLP will continue to invest in this estate to ensure it continues to be a sustainable powerhouse for small- and medium-sized businesses.



Launching our innovative Sustainable Development Framework

Our plans for supporting a cleaner, greener and fairer society through development

This year, we developed our Sustainable Development Framework, which is based on nearly three years of developing, piloting and collaborating. The framework sets out our approach to delivering social impact, driving economic development and embodying environmental stewardship in all our projects. It tackles not just the climate emergency, but also balancing a host of wider environmental, social, and economic issues.

We shared the framework with our partners, building contractors and key stakeholders to invite feedback. By

sharing what we have done and learnt, we hope to use our broad portfolio of projects to lead the commercial building sector in delivering sustainable development for all Londoners.

We will continue to engage with our partners and stakeholders to finalise the detailed guidance that will support the framework. We will then look to launch the framework officially and use it as a key tool to underpin how we will work with partners and stakeholders going forward on our commercial development projects.

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Our people

‘Once again, our people have gone above and beyond to deliver the essential services that London needs as it continues to strengthen after the impact of the pandemic’



Tricia Wright
Chief People Officer





Remembering our colleagues

Following the Mayor’s opening of the Cherry Blossom Memorial Garden at the Queen Elizabeth Olympic Park in May 2021, to remember all Londoners who have sadly died from COVID-19, we announced our plans to create a fitting memorial. In October 2021, we notified affected families of our plans to unveil a memorial to honour the contribution of the transport workers who kept the capital moving during one of its most challenging times.

In spring 2022, London Borough of Tower Hamlets granted us planning permission at our preferred site on Braham Street in Aldgate. The space will contain a plaque paying tribute to London’s transport workers as well as a blossom tree and benches to create a contained space that can be used for quiet reflection and remembrance.

Tragically, we have lost 105 transport workers to COVID-19 during the pandemic. We are also aware of a number of taxi and private hire drivers and colleagues from other transport organisations who have sadly died and, alongside trade union colleagues, we continue to offer their families support. We plan to unveil the memorial this autumn.



Showing support for our Armed Forces on Remembrance Day

Our poppy tributes to service men and women

We paid tribute to servicemen and women ahead of Remembrance Day in November, replacing several station roundels with the iconic poppy symbol at 10 Underground stations and 14 London Overground stations.

We also decorated six London buses with a special poppy-themed wrap. Poppy vinyls were also displayed on DLR and TfL Rail services, a number of trains and some Santander Cycles. Our piers were also proudly flying poppy flags.

We also partnered with the Royal British Legion to support its fundraising, with collections at 50 stations across London.

More than 3,000 volunteers and fundraisers have come together to collect donations across the TfL Rail and Underground network, including members of the Armed Forces from the British Army, Royal Navy and Royal Air Force. Some of our staff are veterans themselves whose service gave them critical skills for the jobs they do now.

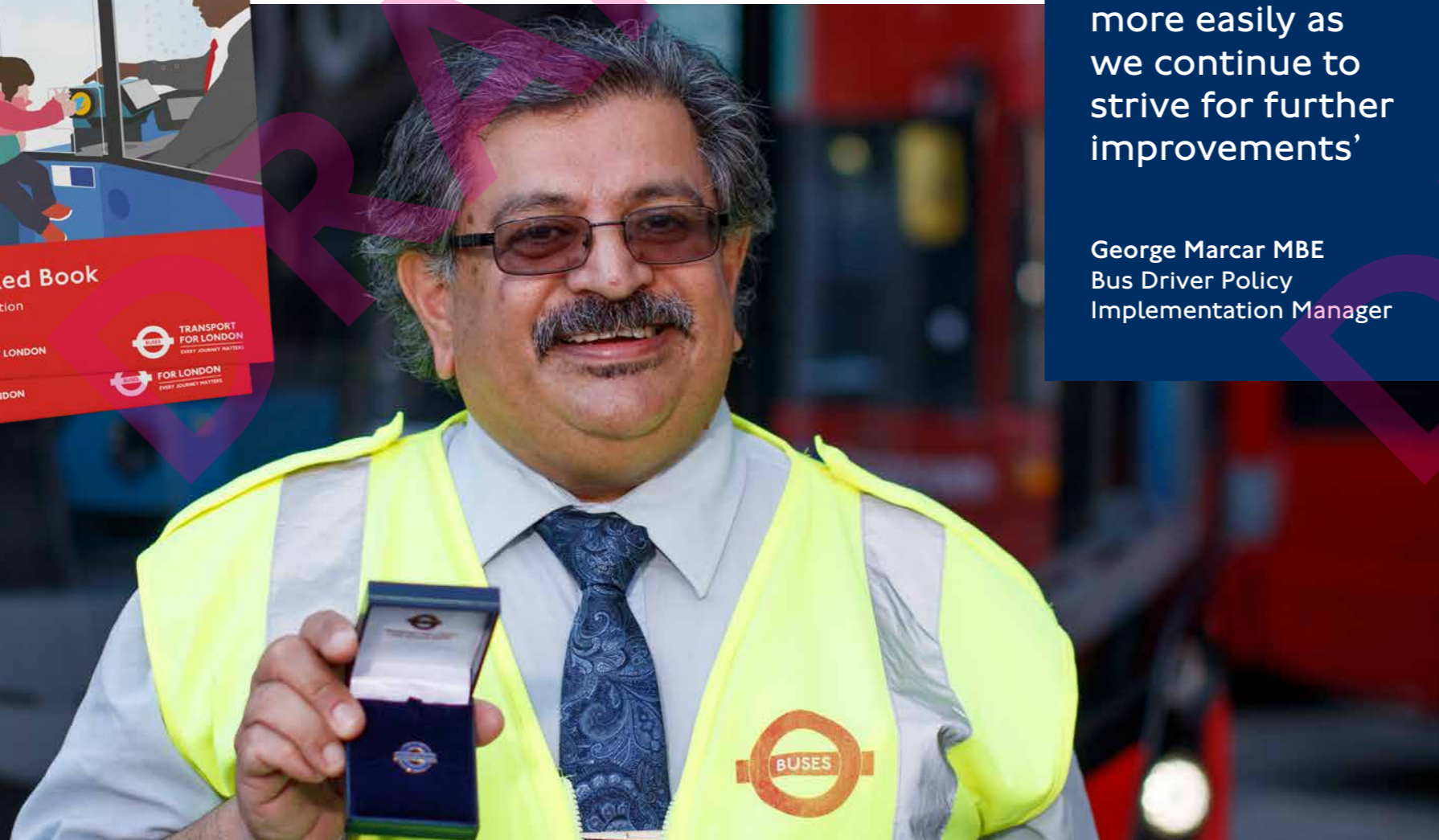


Our special bus wraps help to show our support for the Armed Forces

Royal honour for a pioneer of bus accessibility

In December, Bus Driver Policy Implementation Manager George Marcar was honoured in the Queen’s New Year’s Honours with an MBE for his work in promoting accessibility on the bus network. George was recognised for going above and beyond for many years of service in his role and his continued dedication in improving accessibility for all, including older and disabled people.

He has also made great strides in raising awareness of those with hidden disabilities, such as dementia and autism. During his years of campaigning, he also developed the Big Red Book – a guidebook with detailed information used to help and guide London’s 25,000 bus drivers. George was also recognised at our employee Transport You Matter awards 2021 with a Lifetime Achievement award for his work.



‘I am proud to now see so many people – all from different backgrounds and each with their own story to tell – using our buses every day, and to know that so many are able to travel more easily as we continue to strive for further improvements’

George Marcar MBE
Bus Driver Policy
Implementation Manager

My year at TfL



Positive promotion

Chris Eller, Customer Services Manager

Having been diagnosed with epilepsy in 2019, Chris struggled with the challenges this presented. However, he has managed to overcome this and has grown in his role.

‘I recently achieved a promotion to Customer Service Manager at Mile End,’ he explains. ‘This was my greatest achievement this year. Following my diagnosis, and it was a mental struggle, but my head of customer service on the Piccadilly line, as well as other customer service managers and area managers have been so supportive in helping me get through it mentally and pushing me for promotion.’

One of the best things about TfL is the supportive nature, Chris says. ‘I like how diverse the company is and it gives staff opportunity to grow.’

Working together for all

We are developing approaches to ensure we are a great place for everybody to work



Listening to our colleagues to shape our new Vision and Values

In October 2021, we launched our internal Visions and Values strategy, setting out our long-term ambition for the future of our organisation.

Everyone from across the organisation was invited to shape how we should bring about a clear direction to our story and goals, with thousands of colleagues providing feedback. We listened to our staff to shape the direction of our Visions and Values, which will play a key role in delivering a sustainable, green future for London.

Delivering this new vision will be split into six themes of Safety, Operations, Customer, People, Finance and Delivery.

Engagement with our colleagues on this important piece of work demonstrated that input from different voices can successfully formulate a clear roadmap needed to achieve what will be best for the future of London's transport network and ensure we can successfully represent the great diversity of this city that we serve.



Leading the way forward

In January, Transport Commissioner Andy Byford set out our new executive team structure to best meet the challenges and opportunities as we work towards the next phase of our recovery from the pandemic. The new team has reduced from 11 to seven.

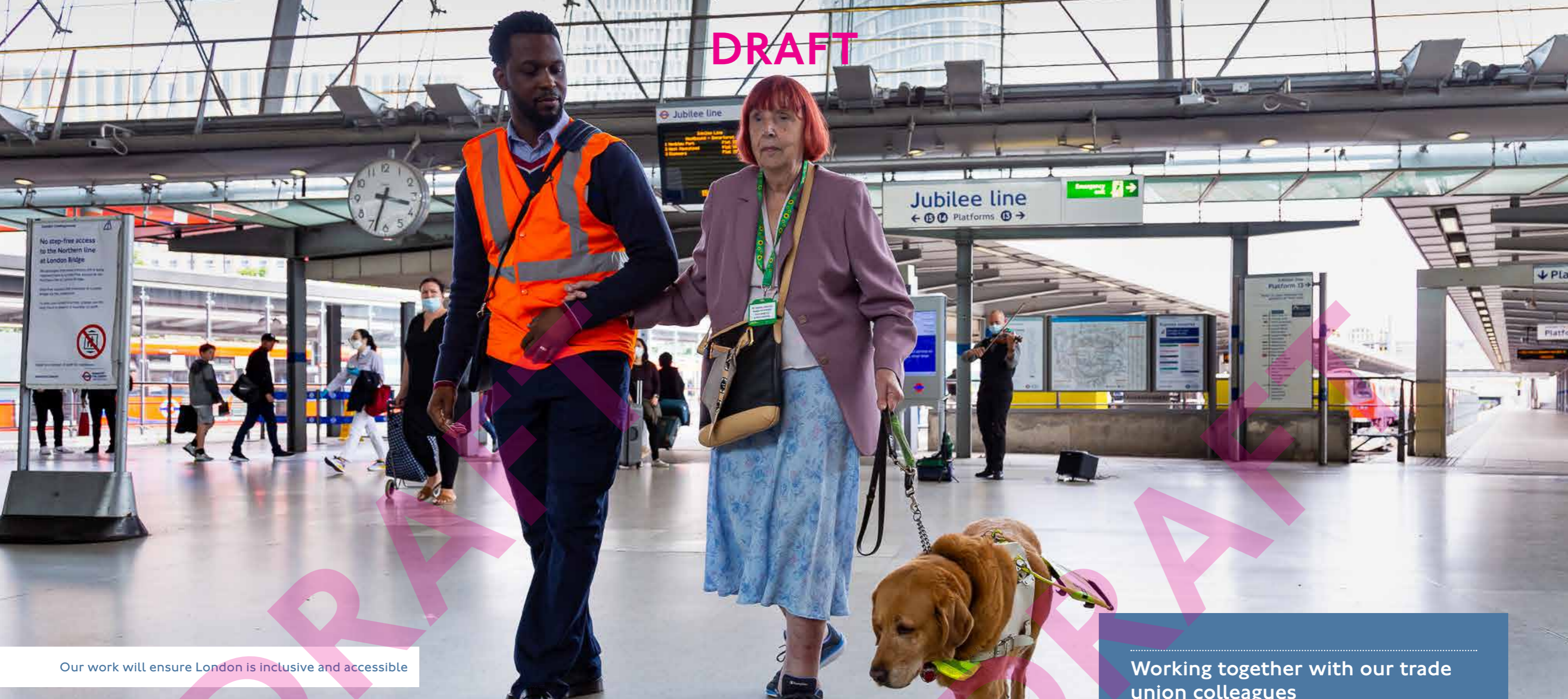
Gareth Powell moved from Managing Director of Surface Transport to become the Chief Customer and Strategy Officer. Stuart Harvey, moved from Director of Major Projects to become our Chief Capital Officer.

Andy Lord moved from Managing Director of London Underground to become our new Chief Operating Officer, bringing all of our operations together in one place for the first time. Our new executive team officially took effect from 1 February 2022.

At the same time as the restructuring, our Managing Director for Customers, Communication & Technology Vernon Everitt and our Chief Finance Officer Simon Kilonback left the organisation.

Group Finance Director, Patrick Doig, will report directly to the Commissioner as an interim measure and is an alternative to appointing an interim Chief Finance Officer, as was announced on 4 March 2022. Patrick will also continue to be our statutory Chief Finance Officer, a role he has held with us since May 2021.

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Our work will ensure London is inclusive and accessible

Our equality objectives

Pushing to create a more equal and inclusive organisation and city

We published our equality objectives at the end of 2021, setting out our commitments to promoting equality for our customers, colleagues and stakeholders.

These objectives enable us to perform against our Public Sector Equality Duty, under section 149 of the Equality Act 2010. We recognise we still have a lot of work to do to ensure London's streets and public

transport are equitable and accessible for all. We also know we need to do more to ensure our organisation is a truly inclusive place to work.

Our objectives will help us improve London's transport network for all and drive forward our vision for a more inclusive, diverse, equal organisation for our colleagues.

Working together with our trade union colleagues

Over the past year we have continued to work closely with our trade union colleagues as we responded and adapted to the pandemic. We have collaborated to ensure our colleagues have been informed of the changing Government guidance and how these impacted them. Most importantly, we sought to keep our colleagues safe together.

The devastating impact of the pandemic on our finances has meant we have to identify savings and efficiencies to cover our operating costs. Over the past year, our trade union colleagues have worked with us to help find solutions to these challenges.

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Our apprenticeship scheme offers people a pathway into work

Offering a route into the transport sector

Celebrating National Apprenticeship Week for the next generation

We celebrated National Apprenticeship Week in February by showcasing the range of opportunities across TfL and our supply chain. Our award-winning apprenticeship programme supports people of all ages, helping them to learn new skills while in employment.

This September, we are creating another 143 apprenticeship roles with a further 25 to start in the following January. Applicants can choose from a range of roles including 74 apprenticeships across various disciplines in London Underground, 19 positions in IT and

software development and 15 roles in project management. The schemes range from Apprenticeship Levels 2 to 6, with a Level 2 apprenticeship being the equivalent to five GCSEs, while those on a Level 6 apprenticeship can earn a degree while gaining work experience.

We are committed to improving diversity across the industry. Through our work to encourage women to consider engineering roles, we have taken our Level 3 Engineering Apprenticeship scheme from having no women represented in 2018, to 27 per cent being women in 2021.



143

apprenticeships that are available each September

We have taken our Level 3 Engineering Apprenticeship scheme from having no women represented in 2018, to 27 per cent being women in 2021

TfL Board members

The Mayor appoints members for their skills, knowledge and experience relating to TfL's activities. The Board is independent of the executive. The Chair and Deputy Chair serve until 3 May 2024. All other members were appointed or reappointed in 2021 and serve until 8 September 2024, except Cllr Julian Bell who joined the Board in February 2020 and will serve until 4 September 2022.



Sadiq Khan
Chair



Seb Dance*
Deputy Chair



Cllr Julian Bell



Kay Carberry CBE



Professor Greg Clark
CBE



Anurag Gupta**



Bronwen Handyside



Anne McMeel



Dr Mee Ling Ng OBE



Dr Nelson Ogunshakin OBE



Mark Philips



Marie Pye**



Dr Nina Skorupska
CBE FEI



Dr Lynn Sloman MBE



Ben Story



Peter Strachan***

Members who left during 2021/22

- Heidi Alexander (Deputy Chair until 24 December 2021)
- Ron Kalifa OBE (Member until 6 May 2022)
- Dr Alice Maynard CBE (Member until 5 September 2021)

* Member from 1 January 2022. Deputy Chair from 25 January 2022

** Member from 11 November 2022

Membership of TfL committees and panels

The Board appoints members to committees and panels by matching their skills, knowledge, experience and personal preferences. Changes were made during the year to reflect members leaving and joining the Board and with a view to refreshing and rotating membership, in line with good practice.

Audit and Assurance Committee



Mark Phillips*
Chair



Anurag Gupta**
Vice Chair



Cllr Julian Bell



Kay Carberry CBE



Dr Mee Ling Ng OBE

Members who left during 2021/22

- Anne McMeel (Member and Chair until 31 December 2021)
- Dr Nelson Ogunshakin OBE (member until 31 December 2021)
- Dr Lynn Sloman (member and Vice Chair until 31 December 2021)

Elizabeth line Committee



Heidi Alexander
Chair



Anne McMeel
Vice Chair



Prof Greg Clark CBE



Seb Dance



Dr Nelson Ogunshakin OBE



Mark Phillips

* Member and Chair from 1 January 2022

** Member and Vice Chair from 1 January 2022

Finance Committee



Anne McMeel*
Chair



Ben Story
Vice Chair



Prof Greg Clark CBE



Seb Dance**



Anurag Gupta



**Dr Nina Skorupska
CBE FEI**

Members who left during 2021/22

- Ron Kalifa OBE
(member and Chair until 5 May 2021)
- Heidi Alexander
(member until 2 February 2022)

Land and Property Committee (Established from 1 April 2022)



Prof Greg Clark CBE
Chair



**Dr Nina Skorupska
CBE FEI**



Heidi Alexander



Seb Dance



Anne McMeel



Ben Story

Programmes and Investment Committee



Ben Story*
Chair



**Dr Nelson
Ogunshakin OBE**
Vice Chair



Cllr Julian Bell***



Seb Dance**



Dr Lynn Sloman MBE



Peter Strachan****

Members who left during 2021/22

- Professor Greg Clark CBE
(member and Chair until 31 December 2021)
- Heidi Alexander
(member until 2 February 2022)
- Mark Phillips
(member until 31 December 2021)
- Dr Nina Skorupska CBE FEI
(member until 31 December 2021)

* Chair from 1 January 2022

** Member from 3 February 2022

*** From 1 January 2022

**** Member from 1 January 2022

Remuneration Committee



Kay Carberry CBE*
Chair



Peter Strachan**
Vice Chair



Seb Dance***



Dr Nelson Ogunshakin OBE****

Members who left during 2021/22

- Ben Story
(member and Chair until 31 December 2021)
- Heidi Alexander
(Member until 2 February 2022)
- Ron Kalifa OBE
(member until 6 May 2021)

Customer Service and Operational Performance Panel



Dr Mee Ling Ng OBE
Chair



Marie Pye**
Vice Chair



Bronwen Handyside



Anne McMeel



Dr Lynn Sloman MBE



Peter Strachan****

Members who left during 2021/22

- Dr Alice Maynard CBE (member and Vice Chair until 5 September 2021)

Safety, Sustainability and HR Panel



Dr Lynn Sloman MBE****
Chair



Dr Nina Skorupska CBE FEI
Vice Chair



Kay Carberry CBE*****



Bronwen Handyside



Dr Mee Ling Ng OBE



Mark Phillips



Marie Pye****

Members who left during 2021/22

- Cllr Julian Bell
(member until 31 December 2021)

* Chair from 1 January 2022. Vice Chair until 31 December 2021

** Member and Vice Chair from 1 January 2022

*** Member from 3 February 2022

**** Member from 1 January 2022

***** Member and Chair from 1 January 2022

***** Chair until 31 December 2021

TfL members attendance 2021/22

Member	Board (6)	Audit and Assurance Committee (4)	Elizabeth Line Committee (3)	Finance Committee (4)	Programmes and Investment Committee (5)	Remuneration Committee (2)	Customer Service and Operational Performance Panel (4)	Safety, Sustainability and Human Resources Panel (4)
Sadiq Khan (Chair)	6	-	-	-	-	-	-	-
Seb Dance (Vice Chair)	2 (2)	1 (1)	1 (1)	1 (1)	1 (1)	-	-	-
Heidi Alexander	6	-	6 (1)	3 (3)	3 (3)	2	-	-
CLlr Julian Bell	6 (1)	3	-	-	-	-	-	3 (3)
Kay Carberry CBE	6	3	-	-	-	2	-	4
Professor Greg Clark CBE	6 (2)	-	3 (1)	2	3 (3)	-	-	-
Anurag Gupta	3 (3)	1 (1)	-	1 (1) (1)	-	-	-	-
Bronwen Handyside	3 (1)	-	-	-	-	-	2	1
Anne McMeel	6	3 (3)	6 (1)	4	-	-	4 (2)	-
Dr Mee Ling Ng OBE	6	4	-	-	-	-	4 (2)	4 (1)
Dr Nelson Ogunshakin OBE	5 (1)	3 (3) (1)	5 (3)	-	5 (5)	-	-	-
Mark Phillips	6	1 (1)	5	-	3 (4) (3)	-	-	4 (2)
Marie Pye	3 (3) (1)	-	-	-	-	-	1 (1)	1 (1) (1)
Dr Nina Skorupska CBE FEI	5 (1)	-	-	4 (1)	3 (3)	-	-	3
Dr Lynn Sloman MBE	6 (2)	3 (3)	-	-	5 (5)	-	4 (2)	1 (1)
Ben Story	5	-	-	4	3 (3)	2	-	-
Peter Strachan	3 (3) (1)	-	-	-	1 (1) (1)	-	1 (1)	-
Members who left during the year								
Ron Kalifa OBE	0 (0)	-	-	-	-	-	-	-
Dr Alice Maynard CBE	2 (2)	-	-	-	-	-	1 (1)	-

Due to the pandemic, some meetings were held on Teams, with decisions taken after by the Chair exercising Chair's Action. The round brackets show the maximum number of meetings available for members to attend.

The square brackets show the number of meetings that members attended via Teams, where they take part in discussions but can't take part in the decision-making.