



Commissioner's report

February 2025

MAYOR OF LONDON

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Introduction

Working together
to make London
safe, inclusive
and connected

This reporting period has been defined by both the festive spirit of the season and the challenges that come with delivering for our customers across the network, during one of the busiest times of the year. Over Christmas and New Year, tens of millions of journeys were made across our network, enabling Londoners and visitors alike to enjoy events such as Winter Wonderland and the New Year's Eve fireworks. These moments highlight the vital role TfL plays in connecting people with the best our city has to offer.

However, the period has not been without its challenges. Adverse weather conditions, including leaf fall, led to temporary disruptions and a closure to part of the Piccadilly line, underscoring the importance of continued investment in our network. With the introduction of new Piccadilly line trains on the horizon, we remain focused on enhancing the resilience of our services.

This period was marked by the appalling and tragic loss of a member of MTR Elizabeth line staff, who was fatally assaulted while on duty at Ilford station. It is unthinkable that someone could lose their life simply for doing their job. Everyone has the right to go about their day without fear or intimidation and this incident reinforces the importance of prioritising safety and security for our staff and customers.

Separately, we were deeply saddened by the loss of a 14-year-old boy in a violent incident on a bus in Greenwich. This tragedy highlights the ongoing need to tackle violence and antisocial behaviour on our network. These incidents underline the critical importance of our work to create a safe, secure and welcoming environment for everyone who uses or works on our services.

As we begin 2025, we continue to focus on achieving financial sustainability, delivering value for our customers and meeting milestones for key projects. The recent reopening of Colindale and Kentish Town stations reflects our commitment to maintaining and modernising our infrastructure. Meanwhile, we announced that Silvertown Tunnel will open on 7 April this year, and progress on proposals to expand the Superloop demonstrate our ability to deliver transformative projects that support London's growth and connectivity.

The Elizabeth line continues to exceed expectations, with more than 500 million journeys made since its opening in May 2022. Enhanced connectivity through the rollout of high-speed 4G/5G coverage on the Elizabeth line and across the TfL network is testament to our focus on improving technology and customer experience.

Alongside this, we have achieved significant progress in environmental sustainability. I am especially pleased with the uptake of our Travel for Life programme and continued accreditation from schools to encourage active travel through walking and cycling. In the last academic year, we saw a 10 per cent rise in schools achieving the top 'Gold' status. This will no doubt help the next generation of Londoners adopt safer, greener travel habits.

As TfL celebrates its 25th anniversary this year, we are proud of the progress we have made, and continue to make, delivering for London. Events throughout 2025 will strengthen our connection to the city and its communities, while reaffirming our role as a cornerstone of London's success.

The dedication and hard work of our colleagues are at the heart of everything we achieve. We strive to ensure TfL is a great place to work, and we have launched our annual Viewpoint employee engagement survey. The feedback will help us achieve this ambition.

This year also marks the 20th anniversary of the 7/7 attacks – a moment to pause and reflect on the resilience of London and its transport network in the face of adversity. We remain inspired by the courage and unity shown by Londoners during that time, and it reinforces our ongoing commitment to ensuring that our network is safe, secure and prepared for the challenges of the future.

I am confident that in the year ahead, together we can build on the progress we have made and deliver a network that London can continue to be proud of.



A handwritten signature in black ink, which appears to read 'Andy Lord'.

Andy Lord
Commissioner

Safety and security

Keeping customers and colleagues safe as they travel around the network

Notable incidents

This section begins with a summary of the most notable incidents that have occurred since the last report was published. This is followed by updates on elements of our established safety programme that are in place to eliminate all deaths and serious injuries on London's transport network by 2041. Safety is the priority in everything we do, and it is neither inevitable nor acceptable that anyone should be killed or seriously injured when travelling in London. We remain committed to delivering our Vision Zero Action Plan to eliminate all deaths and serious injuries on London's transport network by 2041, and our Bus action plan, which set out our priorities to ensure no one is killed on, or by, a bus by 2030.

As noted in my December report, we will now only report limited details about such incidents while matters remain under investigation and pending the outcome of inquests and any regulatory or other legal proceedings.

On 4 December, a member of staff employed by MTR Elizabeth line was subjected to a serious assault while on duty at Ilford station. Our colleague sadly died later in hospital*.

On 23 November, a bus collided with a cyclist on Westferry Road, Tower Hamlets. The cyclist sadly died at the scene.

On 11 December, a customer sustained a head injury while descending stairs at Island Gardens station. The customer sadly died in hospital approximately five weeks later.

* A factual correction was made to this sentence, after the original papers for the meeting were published

Safety is the priority in everything we do, and it is neither inevitable nor acceptable that anyone should be killed or seriously injured when travelling in London

On 14 December, a bus collided with a cyclist on Streatham Hill. The cyclist sadly died in hospital approximately two weeks later.

On 28 December, a customer who was on board a bus fell as it moved away from a bus stop on Finchley Road. The customer sadly died in hospital approximately one week later.

Stratford

Our thoughts remain with the family and friends of a customer who sadly died at Stratford station on 26 December 2023. The Rail Accident Investigation Branch (RAIB) published a report into the incident on 16 January 2025. We welcome the recommendations from the RAIB's independent investigation into this incident, which align with the findings of our own internal investigation, and work has already begun to implement them.



Safety incidents on the network

Tackling work-related violence and aggression

During the festive season, there is an increase in the number of intoxicated customers using our network. The vast majority of intoxicated passengers do not cause issues, but intoxication can be a trigger for work-related violence and aggression. On average, intoxication is a factor in 10 per cent of work-related violence and aggression incidents over this period. We issued guidance to staff and managers on how to safely interact with intoxicated customers. We uplifted our public facing media campaign, Abuse has Consequences, at target locations where we historically see higher levels of these incidents and deployed Transport Support Enforcement officers to hot spots to keep our customers and staff safe.

In April 2024, a train was held at Seven Sisters Underground station after a report of a man abusing and kicking a customer. Two colleagues went to help and were assaulted. As the BTP were arresting the suspect, a police officer was also spat at. In November, the suspect pled guilty to three charges of common assault and assaulting an emergency worker and was sentenced to 12 weeks' imprisonment.

In June 2024, a colleague went to check on a person who appeared to be intoxicated on the platform at Camden Town Underground station. During this check, the man spat at our colleague and, once in custody, spat again, at a police officer. In November, the suspect pleaded guilty to common assault and assaulting an emergency worker and was sentenced to up to 10 days of rehabilitation activity and to pay £100 compensation.

As part of our commitment to tackling work-related violence and aggression, we have recruited a further 15 Transport Support Enforcement night officers. They started their training in January, and we plan to deploy them on our network by the end of the financial year.

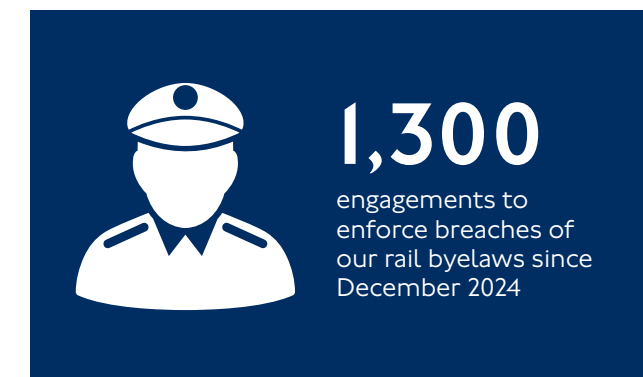
Crime and antisocial behaviour on public transport

We have 430 operations officers who are a deployable resource to support the network across all our modes, to deal with fare evasion, work-related violence and aggression, and taxi and private hire compliance. Their presence has a strong deterrent effect against fare evasion, helping to protect revenue and enhance customer confidence and safety. A total of 220 of these officers have delegated policing powers under the community safety accreditation scheme and railway safety accreditation scheme, as well as powers under our byelaws that enable officers to respond positively when dealing with antisocial behaviour and poor behaviour across our network and services.

Since December 2024, our officers have carried out more than 1,300 engagements to enforce breaches of our rail byelaws, with more than 220 engagements for conduct and behaviour of passengers and more than 590 people who have been reported for consideration of prosecution for various offences.

Tackling robbery continues to be a focus for our policing partners. Operation Surge is the Metropolitan Police Service (MPS) response to robbery on the bus network. Around 80 per cent of bus-related robberies happen at bus stops. Victims are often young people under the age of 18. The Roads and Transport Policing Command deploys high-visibility patrols to the highest-risk locations. Since 27 November, Operation Surge resulted in 71 arrests and 141 stop and searches.

The British Transport Police's (BTP) Operation Invert is a similar operation on the rail network, with high-visibility patrols deployed across identified stations and lines. For the month of December, the operation resulted in 21 arrests and 69 stop and searches.



Safer Travel at Night Campaign

Our Safer Travel at Night campaign began on 16 December and ran for two weeks, and our policing partners continue to promote the safety of women, girls and vulnerable people on our network. In the capital, our operations officers were deployed to 44 different locations, leading to more than 3,200 customer interactions on our Safer Travel at Night messaging. Officers visited 51 private hire operating centres to review drivers, vehicles, complaints and booking records to ensure they comply with the regulatory standards. Out on the

street, our operations officers completed more than 4,790 inspections of taxi and private hire vehicles and drivers, resulting in 413 non compliance reports and four cases of illegal activity.

Tackling violence against women and girls

We organised roadshows on tackling sexual harassment in the workplace to our depots, stations and control rooms. These visits aimed to achieve visible buy in from teams and people leaders, while creating an environment where employees felt empowered and safe to challenge and

report issues. In addition, these sessions provided a refresher to staff on other policies, such as the domestic abuse policy that was launched in 2022.

Between 25 November and 9 December, we supported the ‘16 days of Activism against Gender-Based Violence’ campaign. As part of this, we hosted an insight session on Empowering Domestic Abuse Survivors: A Panel Discussion with Women’s Aid. The session focused on raising awareness about the policy and the role we play in supporting customers who may be travelling across the network by rail to refuge, a scheme that provides train tickets to anyone escaping domestic abuse.

Safeguarding our vulnerable customers

Safeguarding our most vulnerable customers remains our ongoing priority. Suicides on our network remain consistent with trends for the past two years and we continue to work with experts both internally and externally to increase awareness around mental health and reduce the number of suicides on our network.

Our Suicide Prevention Lead has recently completed a fully accredited course to become a Suicide Prevention Trainer, with the help of public health funding through the charity Every Life Matters. This enables us to have a far better reach at upskilling staff who are not on the frontline. In turn, this assists our active bystander aims for 2025, which are to raise suicide prevention awareness for members of the public, helping them to spot the signs and be confident to intervene.



We continue to develop our partnership with Thrive London who support us in providing material on positive mental health messaging across our network; and we continue to spread awareness about the Zero Suicide Alliance free 20-minute suicide awareness video. It is a short, free online course that can be taken by anyone who wants to learn basic suicide awareness and prevention skills, and it is aimed at anyone aged 16 and over who wants to know what to do if they are ever in a situation where someone they know or see may be struggling with thoughts of suicide. More than 4,000 Londoners have already completed the training.

We continue to engage with the London boroughs’ suicide prevention groups. This will support us in building a consistent London-wide approach to suicide prevention, but more recently has also focused on how we can better support our staff. The groups include community groups, NHS representatives, local councils and charitable organisations. The aim is to share best practice, support ongoing projects and escalate any areas of concern that can have a greater impact in reducing suicides.



Prioritising the safety of women and girls on the network

Rough sleeping

Helping rough sleepers on our network get the support they need is a safeguarding priority for us. We work closely with outreach services, Greater London Authority (GLA) partners, community charities and local authorities to understand how best to support those sleeping rough in London and on the transport network.

We continue to work with partners, including boroughs and outreach services, to reduce rough sleeping encampments across our network that pose safety risks and are unsafe for the individuals using them.

We also have a rough sleeping focused training course that includes information on the Severe Weather Emergency Provision. We encourage our colleagues to report anyone they see sleeping rough on our network to Street Link, especially when Severe Weather Emergency Provision is activated. This helps us safeguard these individuals.

Revenue protection

We continue to develop our approach to benchmarking and are working closely with transport authorities around the world. To support how we benchmark ourselves in a global setting we held a summit on fare evasion in November.

The International Fare Evasion Benchmarking summit had attendance from New York, Washington, Toronto, Central Netherlands, Amsterdam, Stockholm and Manchester transport authorities.

The first call was led jointly by ourselves and New York. New York provided an overview of their Blue Ribbon Report and behaviour change programme. Through our established calls with New York we were aware of their areas of focus, but the content was extremely beneficial for other authorities. We led with an overview of our Irregular Travel Analysis Platform and targeted investigations, this was welcomed with praise and many questions from authorities who are keen to trial similar technologies on their networks.

Future calls will be led by participating authorities and areas of focus will cover design, deterrence, behaviour change, enforcement, technology and emerging trends for us to gain further insight and benchmark ourselves against. We will work with this new network to include other authorities from America and Europe in future calls.

In March this year, the global ticketing conference is taking place in London. We will look to host an in-person meeting for those attending the conference.

We will shortly be publishing our Revenue Protection Strategic approach. This sets out how we prevent and tackle fare evasion on our network towards our target to reduce the risk of fare evasion to less than 1.5 per cent by 2030. This bold approach will support our frontline teams, fare-paying customers and our financial sustainability.



Our colleagues are trained to support customers

Our target is to reduce the risk of fare evasion by 2030 to less than

1.5%



Escalator risk across our network

We continue our work to reduce the number of incidents on escalators and improve escalator safety through a combination of engineering solutions, research and customer marketing. While these incidents are rare, we do see increased risk when customers are travelling with children. Over the Christmas and New Year period, safety messaging was increased to encourage customers to take extra care when using escalators. This was achieved through posters, public address system announcements and by briefing station colleagues.

In addition, we continue to work with our escalator suppliers on engineering innovations for managing escalator safety. We have been trialling a pilot at South Kensington station whereby a trip switch device has been fitted to an escalator, which, if triggered by an entrapment, would immediately stop it. We are now looking to widen the trial to include a further five stations that are among those that see the highest number of incidents of this nature.

Although the safety issues highlighted earlier in the report – escalators and the gap between the train and platform – are

areas of focus for us all year round, we have targeted stations where intoxication-related incidents are known to have occurred more frequently. As well as the traditional mobile placards, we displayed our safety messaging on billboard space that would normally be used for display advertising purposes, and started displaying the safety messaging from late afternoon, rather than just in the evenings. Our close working relationship with colleagues from both the BTP and the MPS is of immense value at this time of year, and we are grateful to them for all their support in keeping our services safe throughout the festive period.

We are currently analysing the effectiveness of the intoxication programme, which consolidates the work across Safety, Health and Environment, Operations, Customer Marketing and Customer Information. We expect to have results later in February, along with follow up analysis and actions.

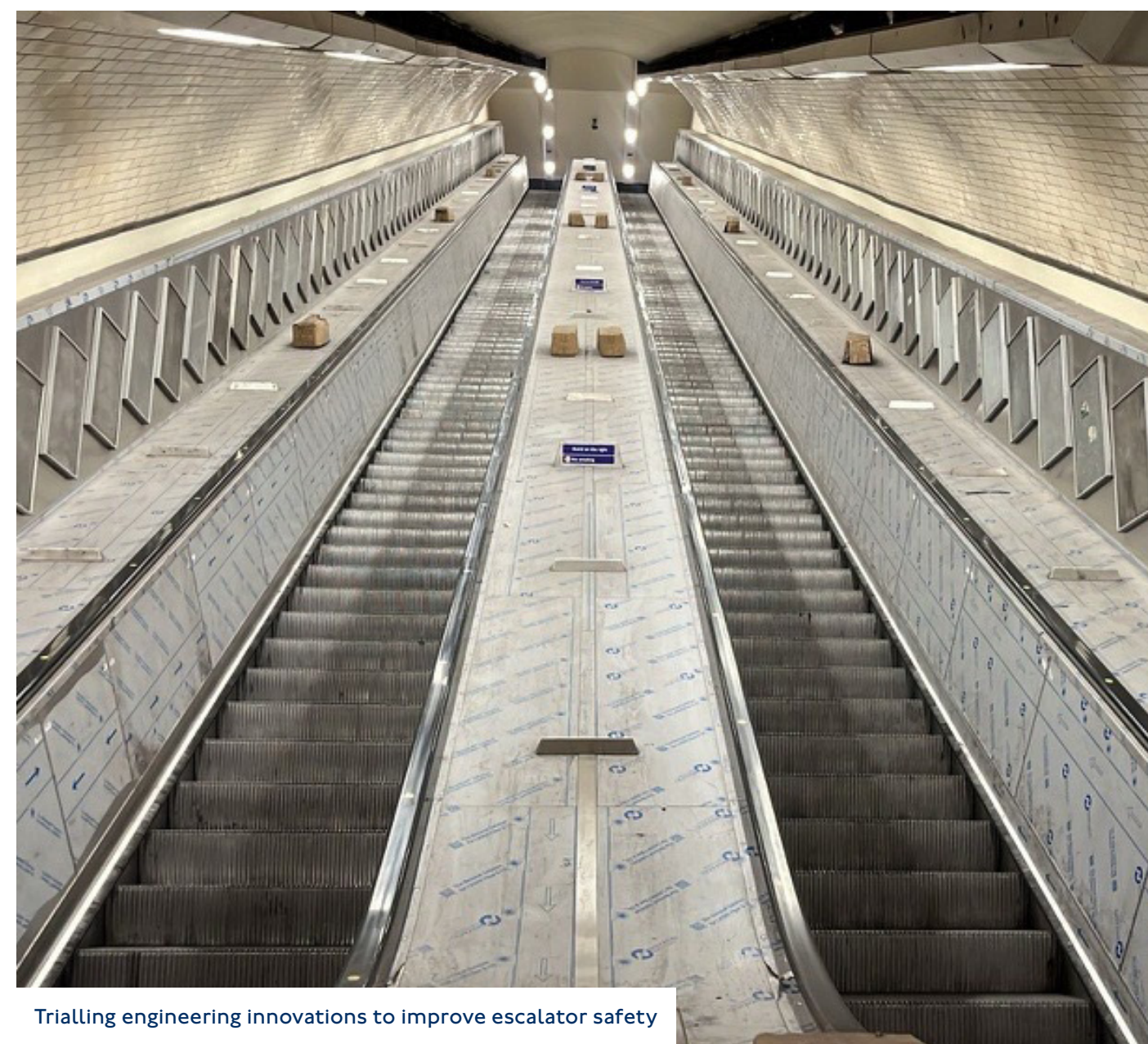
Minimising risk while boarding and alighting

We know that the safety risk to our customers is higher when they are boarding or alighting our trains, which we refer to as the platform-train interface.

Last year, we developed a platform-train interface action plan, which provides a comprehensive, prioritised approach to reducing risk. In parallel, we created a new steering group to help deliver the actions from this. In the coming year, we will trial new technologies aimed at improving safety for our customers boarding and alighting our trains, complete our design and planning at some of our key risk locations (such as Baker Street) and hold a

platform-train interface summit in the autumn. These plans will complement practical, physical enhancements being developed for the future, such as repositioning nosing stones (the slabs that form the platform edge) on some platforms to reduce the gap at Waterloo, Farringdon and Embankment stations;

and installing sensors to provide an alert should someone fall between the train and the platform at Bank, Monument, Farringdon, Westminster and Finchley Road stations. Our actions are based on learning from previous incidents and other transport organisations, as well as industry best practice.



Trialling engineering innovations to improve escalator safety



Vision Zero

Police activity to support Vision Zero

From 1 December to 1 January our policing partners delivered the National Police Chiefs' Council's Operation Limit, which is a proactive operation to increase drink and drug testing, and targeted vehicle stops for drivers suspected of being under the influence.

As part of Operation Limit we adopted several high harm and threat corridors, where 259 Traffic Offence Reports were issued for speeding, and 663 for no insurance. In total, 664 arrests were made for driving under the influence and 216 tickets issued for no insurance.

Safe and Healthy Streets

The programme continues to make strong progress to deliver Vision Zero, mode shift and bus priority outcomes. Two major new Safer Junctions projects started construction in autumn, at Battersea Bridge and Lambeth Bridge, alongside smaller projects such as new pedestrian crossings at London Road in Richmond, and completion of the Joe Strummer Rain Gardens project.

In the latest Travel in London Overview report, cycling journeys have increased by 26 per cent since 2019 and five per cent since 2023, outpacing national trends where cycling has reverted to pre-coronavirus pandemic levels. Borough and TfL efforts to make temporary cycling infrastructure permanent is contributing to this success.

The cycling programme aims to deliver 31km of new cycleway in 2024/25, with 29km completed October 2024 and 13km under construction. London's cycleway network now spans over 400km with more than 27 per cent of Londoners now living within 400 metres of the strategic cycle network. The goal is to expand it to 40 per cent by 2030.

The signal timing review programme – which reduces wait times for buses and pedestrians at traffic signals – is also set to exceed its target of 400 reviews this financial year. We are progressing with design work on bus priority projects to improve Superloop services, from 'quick win' measures such as parking removal and consolidation through to extensive bus lane and junction improvements.

We have allocated £80.4m to London boroughs for 2024/25 to help improve road safety and encourage more people to use public transport, walk or cycle. Outer London boroughs received more funding compared to inner London boroughs to support car use reduction and promote active travel. Borough partners are now finalising their updated Local Implementation Plan delivery plans, with proposals submitted in November. We provided data packs including information on local collision patterns, cycling potential, bus data and other key data.



Promoting active travel with more cycleways



Safe speeds

Lowering speed limits

Speeding remains one of the biggest risks to road users, with speed being reported as a contributory factor to around half of 2023 fatal collisions in London. We continue to investigate potential locations to extend our Lowering Speed Limits programme to further our progress towards our 2030 targets. Since the completion of Phase 2 of the Lowering Speed Limits programme in March 2024, 264km of our roads are subject to a 20mph speed limit. This equates to 52 per cent of all London's roads.

In December we relaunched our marketing campaign on the purpose of 20mph speed limits, and publicised it through the press, as well as paid social media and radio advertisements. A similar campaign launched in mid-January focusing on motorcycle safety.



Lowering speed limits to improve road safety

Road safety schemes and campaigns

Work to deliver new and improved crossings on the A23 Streatham High Road in Lambeth at the junction with Gracefield Gardens finished at the end of January.

Public engagement on a number of schemes took place in late January and mid-February; these include a pedestrian crossing improvement on the A2 Deptford Broadway and a speed limit reduction scheme on the A21 Hastings Road/A232 Croydon Road in Bromley.

In London, motorcycles make up four per cent of vehicle mileage but account for 22 per cent of fatalities. To address this, we relaunched our powered two wheelers campaign in January through social media, outdoor advertising and online videos. The campaign targets both riders and drivers with a unified message to watch out for each other, and it will run for 12 weeks.

In December we relaunched our marketing campaign on the purpose of 20mph speed limits

Improving the Fleet Operator Recognition Scheme

The Fleet Operator Recognition Scheme (FORS) is a voluntary accreditation scheme for fleet operators that aims to drive up standards within fleet operations and demonstrate which operators are achieving exemplary levels of best practice in safety, efficiency and environmental protection. Version 7.1 of the FORS Standard is effective from 2 January 2025. This includes new environmental requirements, requiring operators to calculate and record their well-to-wheel emissions, and so beginning the journey to using cleaner vehicles, along with some changes to the driver training standards.

Hosting the Urban Transport Group workshop

On 16 January, we hosted an online workshop with the Urban Transport Group to discuss work-related road risk, including initiatives to reduce the number of work-related casualties on urban roads. The Urban Transport Group is a network of UK Transport Authorities, including representatives from Liverpool, Greater Manchester and South Yorkshire. This was a great opportunity to share with them how our work is progressing in key aspects of road safety policy and implementation where we are actively leading (such as the Freight Operator Recognition Scheme and the Meal and Grocery Delivery Company Charter) and in doing so discuss synergies and opportunities for future collaboration.

Road safety manifests itself differently in urban areas, so it is important to work with our partners in other cities to share good practice and information, and try to amplify the urban voice when we are talking to central government about what cities need

to reduce collisions on urban roads and help make travel safer for everyone.

Supply chain engagement

On 2 December 2024, colleagues from across our Capital and Safety, Health and Environment teams held a ‘Keeping in touch’ virtual event with external suppliers. This was part of our engagement programme with our Capital supply chain and a way to progress our goal to get everyone home safe and healthy every day.

The two-hour interactive session with 27 of our external suppliers included an update on our strategies, a discussion on the benefits of active engagement and sharing good safety, health and environment practices with our key suppliers, directors, senior managers and practitioners. Topics discussed included the Capital Safety, Health and Environment strategy, ‘near miss’ reporting processes, our zero-emissions vehicles policy, the importance of leadership engagement tours and reflections based on a suppliers’ case studies. Our contractor Morgan Sindall Group presented on their Healthy Hearts and Minds initiative to improve the health and wellbeing of their workforce.

Giving old defibrillators a new life

Last summer, we collaborated with the LAS to donate 45 defibrillator units from across our estate that, while in good working order, were coming to the end of their serviceable life. For example, some models will need spare parts that are no longer available, meaning they have a finite lifespan remaining.

On 16 December, the LAS began distributing them to housing and homelessness charity Evolve to be used in shelters across London.



Working with the London Ambulance Service to repurpose defibrillators



Improving security by ensuring all colleagues wear building passes

Customer contact centre

Following the recent cyber security incident, some of our ticketing systems were temporarily taken offline, causing delays in processing refunds for Oyster and contactless payment cards. With systems now restored, we are prioritising refunds for affected customers, especially those facing financial hardship.

Customers who were unable to apply for concessionary travel cards, such as Zip, 18+ and 60+ Oyster cards during the incident were assisted with their applications. We have since processed more than 200,000 cards, as well as interim travel refunds to customers who had used other payment methods during the incident.

The refund system was fully reinstated on 4 December, along with the online self-service portal for Oyster and contactless accounts. This enabled customers to resolve issues independently via online tools or contactless payments, and view their full journey history, make updates to their accounts and request refunds. We wrote to affected photocard customers to advise on how to claim for any additional travel costs incurred while the photocard website was unavailable.

Security Culture Programme

We regularly review our security processes, policies and communications, and have launched a security communications and engagement campaign with four behaviours that colleagues can adopt every day:

- Be proud – by wearing your building pass
- Be active – on our network, in our buildings or using our systems, if it doesn't feel right report it
- Be cautious – take a moment to think before clicking a link or sending an email
- Be clear – classify information correctly

Recognising that good security behaviours build trust and confidence for our customers and London will result in all of us better protecting our colleagues, customers and organisation. These security fundamentals demonstrate how we can think and act to strengthen our security. We are embedding these messages with posters and digital displays across our buildings.

We regularly review our security processes, policies and communications, and have launched a security communications and engagement campaign for our colleagues

Our customers

Maintaining and enhancing the customer experience

Celebrating our 25th anniversary

We have a brand deeply connected to London, known for its authenticity, diversity and powerful identity. Our 25th anniversary provides an opportunity to show Londoners how the improvements we have made over the last 25 years, and those still to come, are helping to improve travel in London.

Our communications and engagement strategy launched on 27 January and will run throughout 2025. It brings together activities across TfL to connect with our customers, staff and stakeholders. The initial launch highlighted significant achievements, such as:

2003: The Oyster smart card introduced

2006: Baby on Board badges launched

2012: We help millions attend the Olympics and Paralympics

2016: The Night Tube is launched

2021: Extension of the Northern line to Battersea Power Station and Nine Elms

2022: Opening of the Elizabeth line

The campaign will continue during the year to feature other key milestones, and it will be promoted through our Travel News page in the Metro, social media and the TfL blog.

Network report Central line

We have now restored the previous weekday timetable on the Central line. This uplift has been possible because the repair work on the motors continues

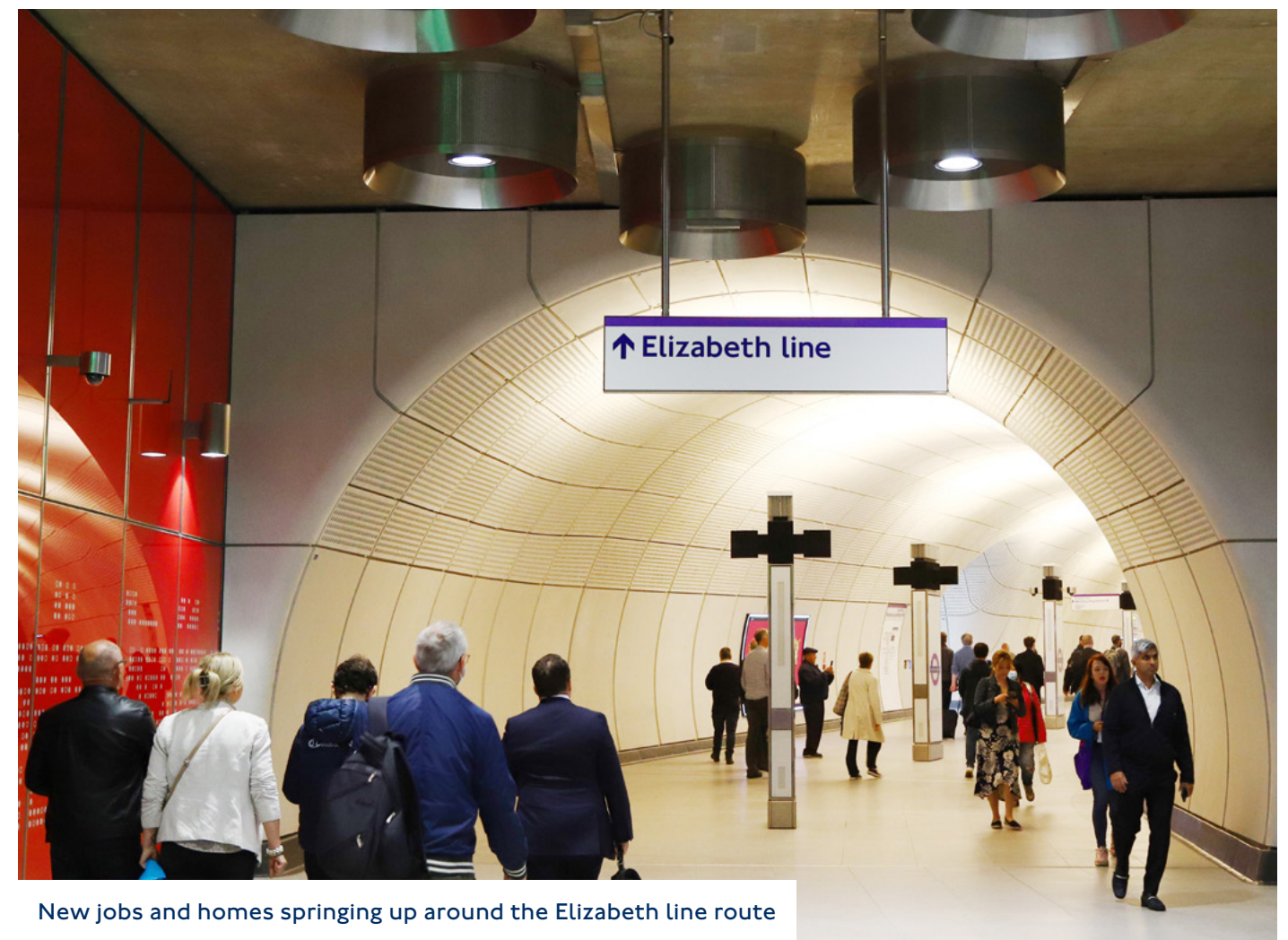
to progress thanks to the hard work of our engineering teams, who have been working tirelessly with suppliers to return faulty trains back to service as quickly as possible. We are continuing work on the Central line trains that need repair and will continue to monitor and review when further improvements can be made to the timetable.

Elizabeth line

Last month, we were pleased to report that more than 500 million passenger journeys have been made on the Elizabeth line in

its first two and a half years, making it the single busiest railway service in the UK. Two new reports evidence how journeys made on the railway have powered the creation of jobs, homes and other forms of regeneration across the route.

Customers on the Elizabeth line can now stay connected throughout their journey, with high-speed 4G mobile coverage available across the entire line. This is a key milestone in the Mayor's and our commitment to bring mobile connectivity to the whole of London's transport network.



New jobs and homes springing up around the Elizabeth line route

DLR

November marked the final award as part of a programme of community grants by our DLR operator, KeolisAmey Docklands. These grants are small cash awards to support local groups and charities near DLR stations in the effort to promote sustainable travel, accessibility, employment and confidence using the network. Every month from February to November a new round of awards was made available. November’s award was to promote STEM and sustainable travel in Stratford, and community engagement in the Greenwich and Blackheath area.

We are hugely proud of the community we serve on the DLR and this programme by KeolisAmey Docklands has been an excellent way of marking 10 years of them operating the DLR. As part of the Christmas festivities, at Canary Wharf DLR station, a different school choir performed each lunchtime, with Santa supporting, from 9 to 13 December.

We continue to work closely with our suppliers and have a firm schedule for delivery of the new trains this year. The team are optimising this and the outcome will be presented to the Programmes and Investment Committee in March. Work continues at Beckton depot and the Southern Sidings were commissioned in December, enabling six additional new trains to be kept at the depot.

IFS Cloud Cable Car

We launched a campaign to support the Christmas period with a promotional ticketed Christmas experience on the cable car. This ran every Saturday and Sunday from 1 December until 24 December 2024. We also launched our one-of-a-kind New

Year’s Eve experience, with customers welcoming in 2025 while 90 metres above the River Thames.

On 9 January, we relaunched our IFS Cloud campaign to drive bookings during what is typically a quieter time of year for the cable car. The campaign included social media advertising, digital out-of-home advertisements and targeted email communications, emphasising the dynamic pricing system we launched in May 2024. The system offers up to 30 per cent discounts on round-trip, off-peak tickets purchased online to encourage customers to book journeys in advance for less busy days.

During the week of 20 January, to recognise Blue Monday, the cable car held a week of wellbeing activities for customers and colleagues that included mindfulness painting, crafts and talks on mental health.

London River Services

We have completed our training programme to upskill all 450 compliance policing operations security officers in how to deploy emergency lifesaving equipment on the river. The programme has been extremely successful and received positive feedback.

450

compliance policing
operations security
officers trained in how
to deploy emergency
lifesaving equipment
on the river



Woolwich Ferry

The improvements and investment into the service in the last few years appear to have had a very positive impact on customer experience. The biggest improvements relate satisfaction with reliability, wait times and information, reflecting the operational changes made to the service.

Overall satisfaction and satisfaction with reliability are high at 89 points and 85 points respectively. Overall satisfaction has increased by around 10 points since 2021/22, while satisfaction with reliability is up around 20 points.

HGV drivers are typically the most satisfied, and car drivers continue to be the least satisfied, understanding the needs among car drivers in more depth could be a helpful next step.

Satisfaction has increased significantly among most modes which can likely be linked to improvements to the service since 2021/22, backed up by three quarters (74 per cent) of passengers thinking that the service is better than 12 months ago.



Festive fun on the IFS Cloud Cable Car proved popular

Dial-a-Ride

On 18 January, a car left the carriageway and collided with a building in south London used by our Dial-a-Ride service. Fortunately, no serious injuries were sustained by any party. However, the collision caused significant damage to the ground floor of the building, which required the teams based there to relocate while a structural assessment was undertaken and the building was made safe.

Events and protests

December and January continues to be one of the busiest periods of the year, with our colleagues out and about supporting popular events such as Winter Wonderland, the New Year’s Day Parade and the fireworks on New Year’s Eve. To deliver these events successfully and showcase what London has to offer, we continue to work collaboratively and reactively as an organisation, as well as with all organisers and external partners such as London boroughs, event organisers and venues, policing partners and Network Rail.

Our Travel Demand Management team coordinated our yearly festive communications campaign to highlight closures and changes to services over Christmas and the New Year, with the aim of raising awareness, promoting planning ahead and encouraging festive travel. Furthermore, in the lead up to Black Friday and Christmas shopping, we worked to support Londoners in choosing sustainable ways to travel during this busy period, in addition to those travelling to and from major events in London.

The majority of our services remained open every day except for Christmas Day, and we ran all planned night services across

our network on New Year’s Eve to help our customers enjoy London during the festive period.

Since my last report, we have seen a number of protests across the capital. We continue to work closely with our policing partners to mitigate the impact from these planned and unplanned demonstrations on the transport network. In December and January, a small number of closures took place primarily on the Piccadilly line across three weekends between King’s Cross St. Pancras and Cockfosters, for works associated with the Piccadilly line upgrade, and on the Jubilee line between 18 and 19 January to undertake rail grinding works. We continue to work closely with Network Rail and train operating companies to coordinate works and minimise any impact.

Ensuring the resilience of our network

Our adverse weather plans and procedures cover all operational areas. These enable our teams to implement their plans with staff and the supply chain to respond to and mitigate the impacts of adverse weather.

We closely monitor our daily five-day lookahead forecasts, which have defined triggers for temperature, snow, rain, wind and lightning. As we moved into the colder months, our teams have worked hard to ensure the transport network remains resilient, including preparation and mitigation against seasonal challenges, ensuring pre-winter maintenance has been completed and there is a sufficient stock of salt and de-icer for snow and icy weather.

The above-ground parts of the Piccadilly line are very susceptible to the effects of leaf fall, which damages train wheels.

Autumn this year has been particularly challenging, with leaves staying on trees for longer than usual then falling rapidly during the two recent storms. This created challenging conditions for the 50-year-old Piccadilly line trains, causing extensive wheel damage. Despite efforts to manage services during times of particularly high leaf fall, we now have fewer trains available than are needed to run a full service. As a result, we decided to partially close the Piccadilly line between Rayners Lane and Uxbridge temporarily to limit further wheel damage and to enable us to run a more reliable service on other parts of the line. This was until we were able to complete the necessary repairs and there was also a reduced Piccadilly line service between Acton Town and Rayners Lane, with trains running approximately every 15 minutes throughout the day.

Following intensive work to repair trains, on 28 January we reinstated services between Rayners Lane and Uxbridge, and increased train frequency between Acton Town and Rayners Lane. We are also undertaking a review of our severe and extreme weather plans to ensure they remain current and fit for purpose as changing weather patterns become more common.

Most of our weather-related customer information is reactive; our standard process is to issue information relevant to whatever the impact of the weather has been, as opposed to a general warning in advance. Over the festive period, we advised customers using emails, social media, our website, posters, the TfL Go app and public announcements whenever there was an impact on the network as a result of weather conditions.



We react swiftly to adverse weather to keep London moving

Utility works

We have been actively managing multiple burst water mains across London as a consequence of the temperature dropping, including the 20ft geyser at Victoria Street. We supported Thames Water while they repaired the mains, enabling the road to be reinstated and cleared within three days – an incredible achievement considering the damage. To avoid these, we work with utility companies to financially support key mains replacements across London. This includes the mains replacement on the A24, which predates the Cutty Sark, but through extended working hours and collaborative working has had its programme reduced by almost three months to complete this huge 2.4km section of mains.

Westway work was paused during Black Friday and the festive period for Westfield shoppers, resuming on 6 January. We continue to coordinate essential projects in a challenging environment with a large number of other asset renewal schemes taking place across London on our road network and the wider borough network.

We continue to work in partnership with the Mayor's Infrastructure Coordination Service. The primary goal is to roll out a roadworks blueprint for all London boroughs on collaborative working and a 'dig once' approach. We are also working in partnership with the service to develop a market-based approach to delivering Sustainable urban Drainage Systems (SuDS) through street works, which launched on 13 December. This exciting new project builds on previous work where we jointly investigated how the large-scale delivery of SuDS in London can be unlocked through

planned utility works. Through this project, we aim to develop and test a market framework to incentivise utility companies to install SuDS, such as rain gardens, when reinstating some of the 160,000 planned street works that are delivered in London each year.

Winter events

Over the festive period, we delivered comprehensive travel advice communications to help customers make the most of everything London has to offer at this busy time of year. Most TfL services were operating as normal during the festive period, but planned engineering works meant that some sections of the network were closed. Our communications highlighted these closures and service level changes, encouraging customers to check before they travel.

Several major events, including Hyde Park Winter Wonderland and the Mayor of London's New Year's Eve fireworks display, also led to increased demand on the network. We worked closely with the event organisers and partners to deliver strong and consistent travel advice messaging to customers, making them aware of these events and helping them get around smoothly.

Industrial action

We undertook a significant amount of planning across our operational team to mitigate and minimise disruption to our customers during the industrial action undertaken by members of the RMT union and ASLEF at MTR Elizabeth line during December 2024.

Kentish Town station

On 23 December, Kentish Town station reopened, following an extended closure to replace the two ageing and unreliable escalators. While we undertook this work, we also took the opportunity to improve the look and feel of the station for our customers, enhancing their experience of using our network. This included deep cleaning, painting, installing new floor and wall tiles, and updating the signage. During these works we also uncovered some additional structural issues that required complex repair works, causing a delay to the reopening of the station.

Colindale station

On 20 December, Colindale Tube station reopened to the public in a temporary state after a six-month closure to enable heavy construction work for its major upgrade. The temporary station design will see a pedestrian tunnel for the public to safely walk from the old station entrance to the platforms via the new concrete deck and staircases.

As part of the upgrade, the 1960s-built entrance is being replaced with a new, landmark station building, which includes a spacious ticket hall and a lift providing step-free access from street to platform for the first time. Work started on the major upgrade at the beginning of this year and continues ahead of a planned autumn 2025 completion date.



Upgrading Colindale station to provide a better service to customers

Catford Town gyratory scheme

On 13 December 2023, the Board approved in principle a Compulsory Purchase Order (CPO) being made for the land required to deliver the Catford Town gyratory highway scheme. TfL made the CPO on 15 January 2024 and the public inquiry had been set for 21 and 22 January 2025. We will always seek to resolve such matters by agreement and have continued to work in parallel with affected landowners. Those discussions have concluded positively and, on that basis, as well as the fact that discussions with the local planning authority about the scheme are still continuing, the decision has been made to withdraw the CPO.

Off-peak Friday fares trial

We published the findings on the off-peak Friday fares trial on 20 December 2024. The trial, which took place between 8 March and 31 May, aimed to encourage more people back into the city on Fridays, with a range of promotional and partnership activity to support it.

The report considers a combination of public transport ridership data, customer perception research and feedback from the business community to evaluate the cumulative impact of implementing off-peak fares on Fridays.

Licensing and regulation
Taxi and Private Hire action plan

The last Taxi and Private Hire action plan was published in 2016, and we made a commitment to update it in January 2024 at the London Assembly Transport Committee. The refreshed plan will set out our ambition for taxi and private hire services in London to 2030. Two rounds of extensive stakeholder engagement took place in 2024 to feed into the plan, and bespoke customer research was commissioned into taxi, private hire and car clubs to gain insight into journey purpose and customer choices. The plan will set out a series of actions spanning safety, conditions for drivers, passenger experience and environmental impact, and we aim to publish this by the end of the financial year.

Pedicabs engagement

Pre-engagement activity began with stakeholders in early January, ahead of a wider public consultation on 27 January. It outlined the proposed framework for the new pedicab regulations and our current position on pedicab driver licensing, as well as addressing important issues such as noise nuisance.

London Underground’s Accessible Travel Policy

London Underground’s Accessible Travel Policy was introduced on 19 January, following its approval by the Office of Rail and Road (ORR) last year. It applies to the 30 stations where both London Underground and National Rail services are available, but London Underground operates as the station facility operator. The Accessible Travel Policy is a requirement of the ORR under the Stations’ Operations Licences.

The policy outlines our dedication to enhancing travel for older and disabled passengers in London. At these 30 stations, customers can book assistance through Passenger Assist, which includes luggage assistance. Developing and implementing the policy involved extensive consultation with trade unions and the creation of new procedure.

We will monitor the use of, and impact of, this policy on both our colleagues and customers by looking at the number of Passenger Assist journeys, customer complaints and ‘missed assists’, as well as by gathering feedback from our colleagues on the implementation to identify any further improvements to the policy and our procedures. Luggage assistance

remains unavailable at any other London Underground stations, and there are currently no plans to roll it out further. The ORR requires London Underground to review the policy and supporting documentation and processes annually, with the next review in January 2026.

Part of the ORR’s Accessible Travel Policy requirements is that all customer-facing staff receive disability equality training. To support this, we will shortly launch a new mandatory 90-minute online course that is designed to meet our, and the ORR’s, training requirements. The course has been developed in collaboration with our specialist training partner Diversity & Ability, and a range of internal and external accessibility stakeholders, including the Independent Disability Advisory Group.

Wheelchair-accessible Bakerloo line train

The first fully wheelchair-accessible Bakerloo line train began service on 9 December 2024, marking a key milestone for the Bakerloo Rail Vehicle Accessibility Requirements project. The train features improvements such as a public information system, two wheelchair bays, LED lighting, extra grab poles in the doorways and a contrasting floor design.

The Bakerloo fleet, introduced in 1972, is the oldest still in use on the London Underground. Since these trains were hand-built with varying interior dimensions, upgrading them posed significant design challenges. Much of the work had to be handled in-house by our mechanical and electrical engineering teams to meet deadlines. The project combined supplier contributions with in-house expertise.



Improving journeys with our Passenger Assist service

Our TfL Go app now enables customers to sign in, link their contactless and Oyster cards to their TfL account, view journey history and top up their balance

TfL Go

We are continuously improving our TfL Go app to enhance the customer experience. On 13 January, we began a phased introduction of new features that enable customers to sign into TfL Go, link their contactless and Oyster cards to their TfL account, view journey history and top up their balance. This marks a significant step towards personalising the app experience, making it easier for customers to plan and pay for their journeys in one app. Additionally, on 1 December, we reached a major milestone of one million monthly active users.

Connected London

We are expanding high-speed 4G and 5G mobile coverage across our network, enabling customers to stay connected while travelling in London, even underground. In partnership with Boldyn Networks, this coverage is being rolled out across London Underground, DLR and Elizabeth line services, and on the Windrush line between Highbury & Islington and New Cross.

All major mobile operators – Vodafone, Three UK, EE and Virgin Media O2 – are participating in the roll out.

Currently, 39 per cent of underground stations and 32 per cent of underground tunnels have coverage. Recently, sections of the Northern line in south London between Clapham North and Balham received coverage for the first time and significant sections of the Tube through central London now have coverage across the Bakerloo, Central, Northern, Piccadilly and Victoria lines.

To boost above-ground mobile signal in busy areas, we have installed small cells on 150 of our lighting columns and plan to reach 200 by the end of March 2025. These upgrades help mobile operators to provide better service in areas where coverage was previously limited.

Additionally, we are installing fibre optic cables for London boroughs, enabling the deployment of 300 CCTV cameras. This technology enhances safety by providing clearer footage for the MPS to investigate and prosecute offenders.

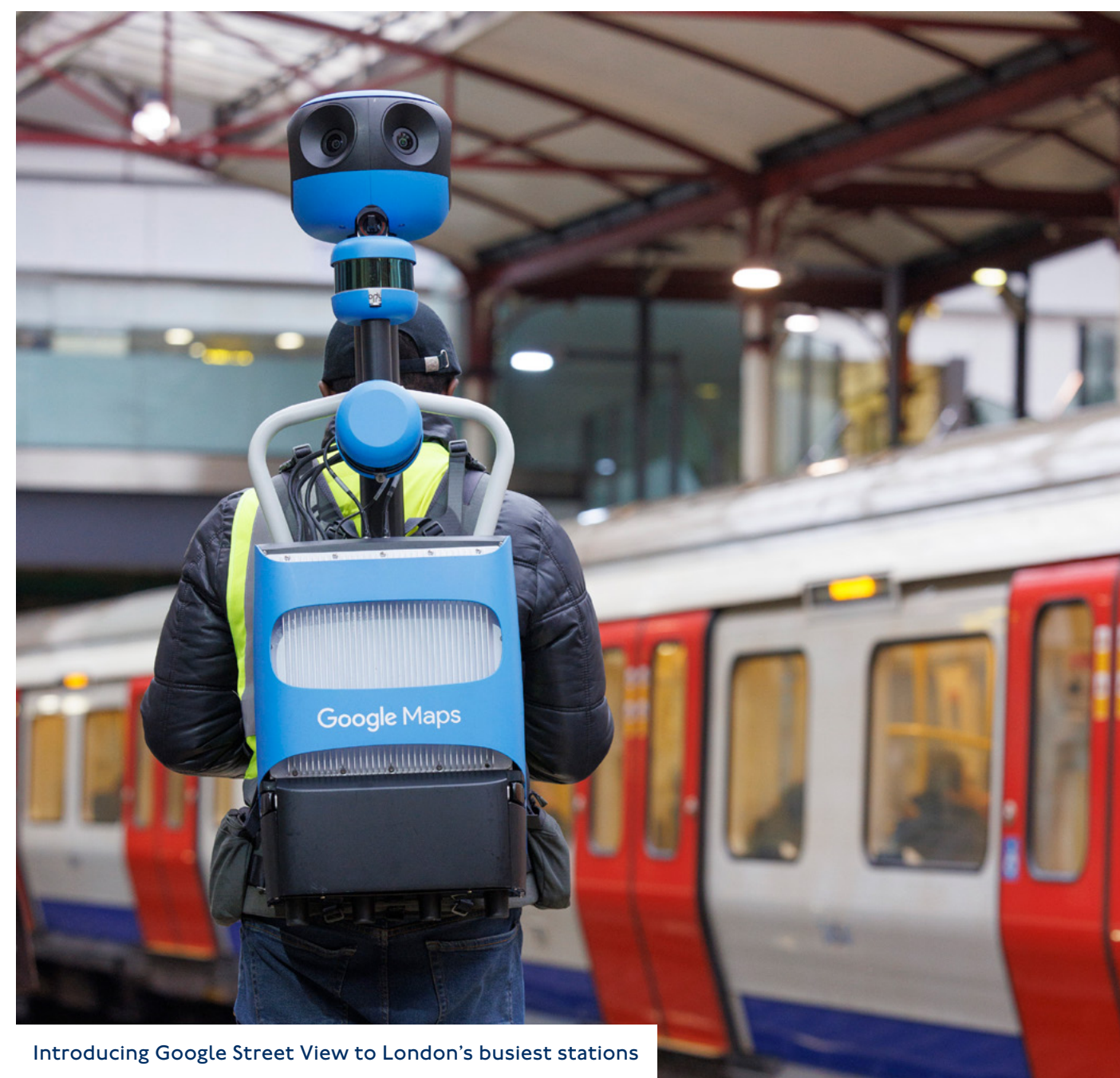
Google Street View

The introduction of Google Street View at 36 of London's busiest stations supports customers who are less confident travelling or need reassurance about the details of their journey. This is particularly valuable for those with accessibility needs, those who are neurodivergent and indeed anyone who is unfamiliar with London's major stations. It enables them to familiarise themselves with the station before they

travel, as well as helping them more easily identify key facilities such as lifts, toilets, benches and help points.

This project supports our Equity in Motion ambitions to improve signage and

wayfinding by helping customers better navigate some of the capital's busiest stations, and build a better, more equitable London. This is the result of several years of work, and another great product from the partnership we have built with Google.



Introducing Google Street View to London's busiest stations



The Silvertown Tunnel will open in April this year

Projects

Silvertown Tunnel

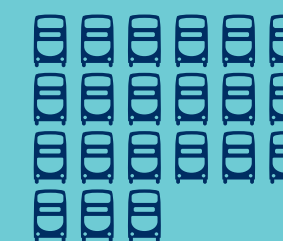
It has been confirmed that the Silvertown Tunnel, which will link Newham to the Greenwich Peninsula in east London, is planned to open to the public on 7 April. This is when the new bus routes serving the tunnel, which will be free for at least the first year, will also launch.

With construction work on the Silvertown project coming to a close, the focus is now on installing infrastructure to support the new zero-emission bus routes that will serve the tunnel, including the new cycle-shuttle service under the Thames.

A charge will be implemented for vehicles using both Blackwall and Silvertown tunnels to pay for the building and maintenance of the new tunnel, as well as managing traffic demand.

We launched the first phase of our marketing campaign on 6 January, to inform local residents and businesses in the surrounding 13 east London boroughs, and raise awareness of the tunnel opening date, its benefits and the charges. The campaign explains how the tunnel will provide faster cross-river journeys during peak times, encouraging drivers to register for Auto Pay and preparing them ahead of the changes.

It also highlights improved public transport options, including 21 cross-river buses per hour at peak times. New services include the Superloop SL4 and an extended I29 route through the Silvertown Tunnel, alongside the existing I08 route via Blackwall. Local residents will benefit from free pay-as-you-go fares on these routes for the first year after the tunnel opens.



21

cross-river buses per hour will be available on routes across the Silvertown Tunnel

Additionally, DLR passengers travelling between selected stations will have fares refunded for a year.

The campaign introduces a new cycle shuttle service, allowing cyclists to safely cross the river by boarding a shuttle bus with their bikes, with clear access to cycleways on both sides of the river.

To support local residents and small businesses, a package of discounts and concessions will be available. The campaign encourages eligible individuals to register for these benefits before the tunnel opens.

Central line improvement programme

We are continuing to overhaul all Central line trains to deliver a safer, more reliable and accessible service. On 20 December the second train entered passenger service, joining the first train, which has already travelled more than 10,000km on our network. The overhauled trains are more accessible, with wheelchair bays and improved customer information; safer, with better lighting and CCTV; and more reliable, with more efficient motors. These new motors use seven per cent less energy, leading to a cumulative reduction of 6,000 tonnes of carbon across the programme.

Other modes

Santander Cycles

We had a total of 8.8 million hires in 2024, an increase of 232,000 hires (three per cent higher) than the previous year. Member hires also saw an increase in 2024, with 7.1 million hires and 4.9 million hires on the mobile app, an increase of 10 per cent on the previous year.

The Santander Cycles e-bikes continue to be extremely popular, with more than three hires per bike each day, for a total of more than 995,000 hires in 2024.

E-scooter rental trial

Our London e-scooter rental trial has been running for two and a half years. There are now nearly 1,175 designated parking bays, with around 4,580 e-scooters available for hire across 10 participating boroughs. For the period ending 19 January, 65,000 trips were made, making a total of 4.85 million trips since the trial began.

Delivering our Bus action plan

We have published our new Service Planning Design Guidelines, our first new publication since 2012. These guidelines will help our planners provide the best bus network possible for our customers.

We have completed 665 new Routemaster mid-life refurbishments, which includes fitting new priority moquette seating. Our milestone target was 650 refurbishments in 2024/25, which we have exceeded.

More than 6,000 bus drivers have completed our new equality, diversity and inclusion training. We continue to move towards our target of 7,000 bus drivers receiving the training by March 2025.



We have also completed two new toilet facilities for drivers at Morden and Tolworth stations, with six more sites expected to follow this financial year. We have now completed installation of fatigue detection technology on more than 400 buses, with another 23 expected before the end of this financial year.

Customer experience
Art on the Underground

On 28 November, Art on the Underground launched a new permanent artwork, Angels of History by Hannah Quinlan and Rosie Hastings at St James's Park station, the only Grade I-listed station on the network. The artwork is the first mosaic created by the artist duo, and is composed of six panels, each measuring 1.5 x 1 metres, prominently installed in the station's atrium.

Angels of History draws on the rich history of 55 Broadway, the building in which it is installed. London Underground's historic former headquarters was the tallest building in London when it was completed in 1929, and was immediately considered radical, in part thanks to the sculptures carved into its façade by artists including Jacob Epstein and Henry Moore.

Celebrating 25 years of Art on the Underground

We are celebrating 25 years of the Art on the Underground programme with four major artworks by contemporary artists planned for 2025. The programme, known for exploring the connection between art and public spaces, will feature a series of commissions throughout the year that engage with London's history and current movement.

In spring, a large-scale collaborative piece by Ahmet Öğüt will debut at Stratford station, and a new pocket Tube map will feature a design by Agnes Denes, inspired by her iconic Map Projections.

Later in the year, commuters at Waterloo Underground station will hear a new audio work by Rory Pilgrim, while Brixton station will unveil the ninth mural in TfL's series, a painting by Rudy Loewe. Loewe's work will honour the area's mural traditions from the 1980s and explore the broader social and political history of mural art.



Angels of History artwork installed at St James's Park station

Contactless ticketing roll out at 47 stations

On 2 February, passengers across the south-east will be able to use tap-in and tap-out ticketing at 47 more stations for the first time, guaranteeing they get the best value ticket available on the day. This will turn dozens of key commuter lines such as Sevenoaks to London Bridge into fully contactless journeys making train travel simpler, more accessible and more flexible.

Contactless ticketing will be rolled out at a further 49 stations throughout 2025, including London Stansted Airport, meaning all London airports will be accessible by tap-in tap-out ticketing for the first time ever, ensuring seamless connections from train to plane across our capital.

Modernising our transport system, delivering better value fares and improving passenger experiences to drive more passengers back to the railway is at the heart of the government's mission to deliver growth and make working people better off. This has been made possible by £20m of government funding to modernise the network to get Britain moving and unlock growth as part of Plan for Change.

Pocket Tube map

In November, we released the 40th edition of the pocket Tube map, featuring artwork from London-based artist Rita Keegan. The design celebrates the history of Tube seat moquettes, created largely by female designers, exploring the themes of memory, history, dress and adornment. The map was also the first pocket edition to feature the new names and colours for each of the London Overground lines.

Santa travels to London Transport Museum

In December, Santa Claus touched down at London Transport Museum to bring festive family fun to thousands of visitors in Covent Garden. Children enjoyed the range of activities such as meeting Santa and his elves in his magical grotto and climbing onto an interactive electric sleigh. Historical characters such as the Victorian Lady, a tram passenger, and Sydney the Caribbean Conductor added to this magical scene. For children with special educational needs a SEND morning was organised outside of museum hours.

Also, for the first time, children aged 10 and over were able to visit secret parts of London's Tube on a Hidden London station tour organised by London Transport Museum.

Festival of Carols

The annual Festival of Carols took place on 5 December 2024 at St Paul's Church, Covent Garden. London's Transport Choir performed alongside the British Transport London Choir, with nine readings delivered by Andy Lord and eight colleagues from across TfL. A collection at the end of the service raised money for the following three charities: London's Transport Choir, Railway Children and The Worshipful Company of Carmen.

New plaque at Paddington Elizabeth line station

On 17 December, a new plaque was installed at Paddington Elizabeth line station to commemorate disability campaigner and former Chair of London TravelWatch and Transport for All, Alan Benson. Claire Mann unveiled the plaque and along with other representatives and Alan's partner was in attendance.



Family fun at London Transport Museum this Christmas

Our colleagues

Continuing to make TfL an attractive place to work

Rewards consultation and implementation of job families

The introduction of job families is a key deliverable under our Colleague Strategy theme of creating a fair and attractive employee offer. Through job families we are seeking to greatly improve how we manage base pay across the organisation by creating a more structured, transparent and equitable framework for managing pay.

The main benefits of job families are to ensure that by grouping together all roles that do the same or similar work, we can pay our people more consistently thus reducing internal pay disparity and in a way that is more closely aligned with the external market and/or industry. Colleagues will have greater pay transparency and clarity on how decisions about pay are made, fostering confidence in how we manage pay and help colleagues understand how to progress their careers. Furthermore, it is expected to have a positive impact across gender, ethnicity and disability groups by mitigating biases that can contribute to pay gaps.

New uniforms

We have refreshed the uniform that thousands of staff wear across the network to help make them easily identifiable to customers, especially in busier stations. The uniform, designed by HemingwayDesign and introduced in 2015, has been refreshed using new fabric technology and made more inclusive, with brighter colours and increased functionality for frontline staff. The new viscose-blend fabric used for the trousers, shorts and skirts was chosen for its breathable qualities, while still draping well. It will help keep colleagues cool, including those experiencing common

menopause symptoms such as hot flushes and dry, itchy skin. Key garments help maintain warmth and have additional loops for essential kit.

The kit also makes certain items available to colleagues who require them, such as head scarves and vegan alternatives to leather belts and one of the shoe designs.

Environmental sustainability has been considered throughout the process. As part of the contract, uniform deliveries must be consolidated, meaning fewer trips and a reduction in congestion, and deliveries must also use zero-emission vehicles. We have ensured there is further movement

towards more sustainable materials, starting with the jacket being made of 51 per cent recycled materials. As old uniforms come to the end of their working life, colleagues will have a 12-month transition period to move over to the new uniforms, and old uniforms will be recycled where possible. By making these changes, the new uniform is also expected to have a financial benefit over the long term.

On 19 December, we started distributing the new uniforms, including to colleagues working on the London Underground, Elizabeth line, Lost Property Office, TfL Visitor Centres and the DLR. The uniforms will be available for all.



New uniforms improve visibility of staff and are more comfortable

Our Strategic Workforce Plan

In December 2024 we published our Strategic Workforce Plan, a key deliverable on our colleague roadmap. This is the first time we have had a plan that outlines our commitments and approach to ensure we have the right skills for the future. This work increases collaboration across the value chain with an aim to improve long-term planning, governance, data and reporting of the different types of resourcing options. It is supported by a Strategic Workforce planning toolkit that aids the business in creating their own local plans. The toolkit provides a framework for our colleagues to understand their workforce challenges and plans for the future, ensuring we have the right skills in the right place at the right time.

A more detailed update on the Strategic Workforce Plan work will be provided at the People and Remuneration Committee meeting on 24 February.

Launching Viewpoint

Viewpoint, our annual employee engagement survey, launched on 28 January in its new format with in-house delivery from our newly created Engagement team. Viewpoint is an important tool to help us evaluate how colleagues feel about working at TfL and we use colleagues' responses to create data-driven action plans that support us to deliver on our ambition of making TfL a great place to work.

Our annual employee engagement survey helps us create data-driven action plans that support us to deliver on our ambition of making TfL a great place to work

Bringing our engagement surveying in house is a great step toward us taking a more flexible and agile approach to asking our colleagues the questions that matter. By directly managing reporting, we can be more responsive by collating reports more quickly and therefore delivering action plans and solutions faster. We have refreshed our question set by working with colleagues from across the organisation and using an index-led approach to write questions that align with our values and deliver actionable data.

Our Pension Fund's Sustainability Report

The Fund published its seventh Sustainability Report in December, continuing to engage on this complex and important topic with its members and other stakeholders. Its key message this year was that the Fund continued to make strong progress on its Net Zero Target with carbon emission intensity down by 53 per cent compared to the 2016 baseline, well on track to meet the 55 per cent interim target by 2030 and 100 per cent by 2045. More importantly, it was doing so by making sensible long-term investments in line

with the Trustee fiduciary responsibility to deliver stable and sustainable funding. As part of that, the allocation to Environmental, Social and Governance investments reached 13.5 per cent of the Fund assets – around £2bn, nearing the 2025 target of 15 per cent.

The report emphasises that the Fund sees climate change not just as a key risk but also as an opportunity to make value enhancing investments. The Fund has expanded its clean energy portfolio by committing £300m into energy transition and renewable energy strategies, including a £33m direct acquisition of an onshore windfarm in Cambridgeshire. A further £100m was committed to International Finance Corporation Mandate, which would make financially attractive investments in emerging and lower income countries focusing on climate, inclusive business and gender equality, all aligned with the United Nations Sustainable Development Goals. Finally, the report outlined excellent progress made on stewardship in the last 12 months, which involves collaboration with like-minded investors as well as engagement initiatives and company-wide voting. This included 132 total engagements across 94 companies, 58 milestones achieved and a total of 227 sustainability-linked resolutions voted globally.

TfL Pension Review update

As part of our funding agreements with the last Government we were required to carry out a review of our pension scheme. Extensive work was carried out and we always held the position that 'do nothing' remained an option throughout the process.

No requirement on pensions featured in our most recent capital funding agreement with the new Government and our view is that the original condition has now been met, and both the Mayor and I individually wrote to the TfL Pension Trustees to confirm this position.

The conclusion of this process has coincided with the triennial valuation of the pension scheme's assets and liabilities. This valuation has shown a significant improvement in the funding position of the TfL Pension Fund, reflecting macroeconomic factors and good management by the Trustees.

This means that we will benefit from being able to reduce payments into the TfL Pension Fund for a period, helping us to balance our budget and invest in London's transport network.

This positive outcome means no change to our colleague pension arrangements and a better financial outcome for us, which will help us to navigate a challenging economic environment.

The valuation we have agreed was carried out at an effective date of 31 March 2024. The next valuation date is 31 March 2027.

Reactivate programme

In partnership with The Skills Centre, we delivered our first round of Reactivate, welcoming up to 40 participants to develop skills and knowledge of the Engineering and Capital projects. This began with an insight session on 23 January.

The 12-week programme includes accredited training to upskill participants lasting two weeks and funded by GLA’s Skills Bootcamp. From 17 February, 10 of the 40 participants will progress into six-week work placements hosted by colleagues in Engineering and Asset Strategy to practice and further develop their transferable skills.

Health and wellbeing
Mental health masterclasses

Our Occupational Health team continues to drive initiatives across the organisation to support better physical and mental health among colleagues. Mental health was a particular point of focus during December and January to coincide with winter, which is widely recognised as the time of year that some people find most challenging. Several mental health masterclasses were held for people leaders, which were designed to help build confidence in recognising the signs of mental health issues and how to then provide the right support. Research has shown that where managers have this training and knowledge, sickness absence in their teams is reduced.

Mental health masterclasses were held for people leaders, which were designed to help build confidence in recognising the signs of mental health issues

Wellbeing colleagues

Last spring we launched a new peer support group, Wellbeing Colleagues. The colleagues in this group act as advocates and play a key role in helping us disseminate information and advice. The number of colleagues in this support group has now reached 175. They all undergo training periodically and in November 2024 they were briefed on the benefits of good nutrition, for sharing with other colleagues.



Providing the right support for colleagues

Our green future

Building a healthier, more sustainable future for our capital

Reaching silver status for Carbon Literacy

In January 2025, we achieved Silver Carbon Literate Organisation status with the Carbon Literacy Project, following our Bronze accreditation in early 2024. The award recognises our commitment to upskill at least 12.5 per cent of our colleagues on how to reduce our organisational carbon emissions. We have now trained more than 5,600 colleagues across the business, equating to more than 18 per cent of our total headcount and going beyond the threshold required for this award.

Zero-emission buses

London continues to have the largest zero emission bus fleet in western Europe, which has increased to 1,800 from just 30 buses in 2016. This means around 20 per cent of the fleet operates with newer,

cleaner, zero-emission technology featuring the latest improvements in safety and customer experience.

We have completed the roll out of new electric buses on routes 39 and 101. The route 101 service operates 10 buses between Beckton and Wanstead from Go-Ahead London's River Road bus garage. Notably, the service sees the first of the new BYD double-deck design entering service. Manufacturer Alexander Dennis (ADL) are also introducing their new product in the coming months, with the previous collaboration between BYD and ADL having come to an end as new products with increased range and the latest TfL Bus Safety Standard features are launched by both manufacturers.



Improving air quality by expanding our electric bus fleet



20%

of our bus fleet operates with newer, cleaner, zero-emission technology

Decarbonising the bus fleet plays a crucial role in the journey to net-zero and is helping to meet the Mayor's target for London to be a net-zero city by 2030.

Decarbonising the public sector

At the end of November 2024, we submitted a new round of applications as part of the latest round (Phase 4) of the Public Sector Decarbonisation scheme. The scheme provides grants for public sector bodies to fund heat decarbonisation and energy efficiency measures and is being delivered by Salix Finance Ltd. on behalf of the Department for Energy Security and Net Zero.

Over the last two years we have completed decarbonisation feasibility studies at 44 buildings across our operational estate. Of these, we have shortlisted eight priority buildings for Phase 4 applications. Buildings selected include maintenance facilities at a depot, a bus garage, a London Underground station and a train crew accommodation building. If successful, this grant funding would be dedicated to projects that support the removal of life-expired fossil fuel heating assets from our estate as well as introducing energy efficiency measures. Successful applications are expected to be confirmed by May 2025.

Report on climate-related interdependency risks for London’s road and rail sector

To help inform our ARP submission, in late 2023 we commissioned a report on the subject of climate-related interdependency risks for London’s road and rail sector, and this was published alongside the ARP submission on 19 December.

London’s transport sector is a system of interconnected and interdependent stakeholders and infrastructure. For example, we rely on services and infrastructure from other transport organisations such as Network Rail, but also from utility providers such as water, power and telecommunications companies (upstream interdependencies).

In turn, some stakeholders, such as the emergency services, are dependent on our functioning transport networks and infrastructure (downstream interdependencies). Weather-related hazards like floods, heatwaves or high winds affecting an upstream stakeholder can cause cascading impacts, including transport sector disruption. With climate change, these impacts will likely become more frequent and severe.

Understanding and managing climate risks in the context of organisational interdependencies is one of the biggest challenges for London’s road and rail sector. This innovative collaboration with key London transport stakeholders, including Network Rail, National Highways, HSI, HS2, the ORR, DfT and Defra, as well as stakeholders from the utilities sector, maps and scores climate-related interdependency

We commissioned a new report which maps and scores climate-related interdependency risks for the first time

risks for the first time, specifically looking at organisational interfaces and impact pathways. The report – which was commissioned at our initiative in response to the Climate Change Committee’s review of ARP3 submissions – has been very well received and presented to a number of partner agencies, for example at the Rail Safety and Standards Board’s Climate Change Adaptation Working Group.

Climate risk assessment

On 19 December, our Adaptation Reporting Power submission was published and shared with the Department for Environment, Food and Rural Affairs. We provide this submission voluntarily approximately every five years to help inform the UK’s national climate risk assessment. In our submission, we outlined our climate risk governance, as well as our own climate risk assessment and adaptation actions.

This submission is an update on the previous 2021 reporting round submission and includes additional business areas, additional climate risks based on our experiences since the 2021 reporting round, and interdependencies. A non-technical summary is published on our website.

Biodiversity baseline

We have made public commitments, in both our Corporate Environment Plan (2021) and our Green Infrastructure and Biodiversity Plan (2024), to update our estate-wide biodiversity baseline assessment every four years. This mapping tool shows where different habitat types are located across our estate, and also estimates their biodiversity value using the statutory Biodiversity Net Gain metric. Our results for 2024 indicate that approximately one third of TfL land, which includes land we have on long-term lease as well as land we own, is vegetated. Broadleaved

woodland, dense scrub and grassland are the dominant habitats across our estate, accounting for more than 1,100 hectares of our land covered by Green Infrastructure.

This information will help us identify construction projects, as well as future work to develop a strategic approach to meeting our legal obligations on Biodiversity Net Gain for projects going through the planning system. Compliance with Biodiversity Net Gain legislation requires an understanding of habitat baseline and opportunities for habitat creation and enhancement.



Researching and collaborating to support sustainable action

21%

reduction in dust levels
in our stations over the
past five years



Monitoring air quality

Improving air quality on the London Underground network is a key priority for us. We now know more than ever about air quality on the Tube, due to our ongoing work to ensure a safe environment for our colleagues and customers, as well as research we have supported and commissioned.

Monitoring air quality on the London Underground is a key pillar in our approach to improving air quality and data is collected annually by our independent partner, 4-Rail Services Limited (4RS). Our 2024 monitoring shows that dust levels, on average, remain broadly stable when compared to 2023. While there have been small increases, independent analysis, by 4RS, notes that these are not statistically significant. Over the past five years we have seen dust levels falling on the network, down 21 per cent in our stations and 14 per cent in driver cabs, on average.

We will continue to invest in long-term improvements. For example, we will be introducing regenerative braking for the new Piccadilly line trains, which reduces brake wear particle emissions due to less friction braking. We also plan to run further trials of new ways to reduce dust

on the network this year, including a new track cleaning train and further trials of air filtration units.

Removal of polychlorinated biphenyls from our network

Our programme to remove and replace equipment containing polychlorinated biphenyls (PCBs) on the London Underground network continued at pace in 2024 and in November 2024, the very last pieces of equipment containing PCBs were safely and successfully removed from our network. We have written to the Environment Agency to confirm that we are now in compliance with the requirements of the notice that it issued to London Underground on 7 October 2019.

Walking and Cycling Grants

In December, we awarded more than £580,000 of grant funding as part of the transformative London Walking and Cycling Grants programme that we co-fund with the London Marathon Foundation.

The programme aims to encourage walking and cycling among a wide range of traditionally under-represented groups in active travel by funding local community organisations that work to break down the barriers that can prevent people from getting active.

Overall, we funded a total of 55 new and 134 existing projects for the 2024/25 grant year, with projects available in all 32 London boroughs. Projects include hand cycling sessions for people with disabilities, walks for Black African and Caribbean people living with HIV, and cycling projects to support ethnic minority groups, women, refugees and asylum seekers.

This investment makes a real difference to communities across the capital, making London a more sustainable, inclusive and healthy city.

London schools to support walking and cycling

As the new school term begins, we are encouraging London schools to join our accreditation programme to promote sustainable travel, improving air quality, health, and safety. This comes after a 10 per cent rise in schools achieving the top 'Gold' status last academic year.

Our Travel for Life programme helps the next generation of Londoners adopt safer, greener travel habits. Schools can earn bronze, silver, or gold accreditation by completing activities that encourage walking,

cycling, and safe use of public transport. The programme is delivered by the London Transport Museum in partnership with Borough Officers across London.

To achieve gold status, schools must either reduce car use by six per cent or ensure 90 per cent of school journeys use sustainable transport. In 2024, 735 schools achieved Gold, a 10 per cent increase from 2023.

Bromley leads in gold accreditation, with 63 per cent of its schools earning the top status, followed by Islington (49 per cent) and Havering (45 per cent). Waltham Forest has the highest overall participation, with 81 per cent of its schools involved, while Bromley and Islington also show strong engagement at 74 per cent and 71 per cent, respectively.



Our finances

Working to ensure financial stability for the long term

Financial performance to the end of P9, 2024/25 (7 December 2024)

We delivered an operating surplus in 2023/24, reinvesting this in maintaining and improving our network. Our 2024/25 Budget builds on this foundation, aiming to increase our ability to invest by continuing to deliver on our financial strategy:

Grow and diversify our revenue

- Cumulative journey growth in the year to date is 1.6 per cent. In our Budget we were targeting six per cent year-on-year journey growth over the full year, on top of the nine per cent we saw in 2023/24
- Despite growth on last year, journeys are 101 million lower than Budget with passenger income £154m lower than Budget
- Our Quarter 2 forecast is for passenger income to be £300m up on last year, but £188m lower than Budget
- Deliver recurring cost savings
- Core operating costs are £78m higher than Budget, mainly from higher bad debt charges from enforcement income and pressures from higher bus retender costs
- To help mitigate the revenue pressure we have so far reduced non-permanent labour by 400 this year
- The outcome of the triennial TfL Pension Fund valuation as at 31 March 2024 and the subsequent agreement with the TfL Pension Trustees enables us to reduce employer contributions from the current

27.3 per cent to 10.5 per cent for the next three years. This was previously assumed to take effect from 2025/26, but we have accelerated delivery into 2024/25

- This means that we will benefit from being able to reduce payments into the TfL Pension Fund for a period, helping us to balance our Budget and invest in London's transport network. This positive outcome also means no change to employee pension arrangements and a better financial outcome for TfL, which will help us to navigate a challenging economic environment
- We are making an operating surplus of £50m in the year to date. This is £151m lower than Budget as a result of revenue pressures and cyber incident impacts of £23m in the year to date
- Our Quarter 2 full-year forecast was for an operating surplus of £23m this year, £138m lower than Budget, but still a small growth in underlying surplus compared to 2023/24

Fund our capital investment

- Capital renewals are £556m in the year to date, £58m up on last year as we increase renewals investment to address the backlog of asset replacement
- Renewals are £6m lower than Budget, mainly from timing differences. We expect to hit Budget over the full year
- We have secured £485m of government capital funding for 2025/26

Maintain liquidity to protect us against shocks

- Cash balances are £1.36bn at the end of Period 9 and are almost £80m lower than Budget, a result of revenue pressures offset by lower enhancement spend and timing of borrowing
- The GLA financing facility of £350m offers additional protection against shocks and risks

Our submission to the Government's Comprehensive Spending Review

In the Autumn Budget 2024, the Government provided TfL with £485m capital funding in 2025/26 – almost twice the level the previous Government provided for 2024/25. It also made a specific reference to providing longer term financial certainty in the Spending Review.

With this support, we can continue to deliver its existing capital programmes, such as the replacement rolling stock on the Piccadilly line and 10 additional trains for the Elizabeth line. TfL can also continue to make progress on new capital projects such as the replacement of rolling stock for the Bakerloo line and London Trams. These are the oldest trains and trams respectively in passenger operation in the UK.

In December 2024, we submitted our long-term funding business case to the Government, which set out the role we can play in supporting the Government's missions.

Simply put, supporting growth in London will be critical to delivering the national growth mission. And ensuring TfL is properly funded will be critical to protecting and supporting London's productivity and growth. The schemes in our business case would protect and grow London's annual net contribution to the national exchequer, which is already at a record level of £43.6bn.

Securing sufficient, long-term funding in the Spending Review would enable us to deliver a programme of sustainable investment as well as properly maintain and renew London's transport assets. We could align our national supply chains around long-term programmes to offer better outcomes for a lower cost. This would in turn support jobs and growth outside of London, protecting London's position as a leading global city and economic powerhouse, and supporting a nationwide industrial strategy.

Fares package 2025

The Mayor announced on 13 December 2024 that he will freeze bus and tram fares for the sixth time next year. This means Londoners continue to pay the same fares as since March 2023, keeping them one of the lowest in the UK and helping to boost ridership on the bus network.

The Mayor also confirmed that Tube and rail fares across London will rise by 4.6 per cent from 2 March 2025 – in line with national rail fare increases across the country.

The freeze on bus and tram fares will support lower-income and disabled Londoners who are more likely to use bus and tram services, the most accessible way to get around London.

All concessions, including Zip photocards, the 18+ student photocard, the 18-25 Care leavers pass and the 60+ London photocard will remain unchanged, providing free or discounted transport for millions of Londoners.

Corporate media and partnerships Festive partnerships

In December, we collaborated with Visit London to create a festive map highlighting 19 attractions across Zone 2 and beyond, including festive light displays and Christmas markets. The map also promoted Superloop and London Overground services, making travel easier with updated line names and colours.

We partnered with the Society of London Theatre to offer a 10 per cent discount on Theatre Tokens, encouraging public transport use during December. Additional offers included two-for-one entry to attractions such as HMS Belfast and Historic Royal Palaces, 30 per cent off entry to five of Merlin Entertainment's London attractions and discounts for Kew Gardens.

Our media partnerships with Time Out, Metro and Secret London promoted public transport in the lead up to Christmas and New Year by highlight festive activities and how to reach them by using our services. This included printed content in Metro, online articles in Time Out and Secret London, and social media activity.

We also partnered with DesignMyNight, offering customers who use our TfL Go app ideas for festive outings, while also reinforcing our Safer Travel at Night messaging.



Encouraging public transport use with Theatre Tokens

PlayStation partnership

In November, we teamed up with Sony Interactive Entertainment for a world-first PlayStation activation on the Victoria line. One carriage on a Victoria line train was wrapped in a specially designed PlayStation moquette featuring the brand's iconic symbols. This was the first time in more

than 25 years that we have worked directly with a brand to co-design and install a branded moquette on the Underground.

The partnership showcased the innovative advertising opportunities we offer to brands, generating more than £500,000 in sustainable non-fare revenue. It received

a positive response on social media, with thousands of users liking, commenting and sharing pictures of the branded moquette, as well as several marketing and design leaders publishing positive commentary on LinkedIn.

Places for London Property development

The first phase of our Kidbrooke development, comprising 369 homes, was completed in late 2024. This brings the total number of homes completed to date to 1,324, of which 710 (54 per cent) are affordable homes. A series of further completions are due before the end of the financial year, potentially enabling us to reach 1,500 completions.

Alongside our development partners, Barratt London, we started consultation on proposals for designs at High Barnet, which will see around 300 homes delivered, alongside making the site greener and providing better access to the station. Around 17,000 residents were invited to take part in the consultation, alongside thousands of station users and hundreds of local stakeholders. Feedback from the consultation is currently being considered and the scheme is being modified ahead of a second round of consultation early next year.

Electric vehicle charging

Places for London, our wholly owned property company, has formed a landmark joint venture with the European ultra-rapid charging company, Fastned. This initiative will fund, build, operate, and maintain electric vehicle charging infrastructure to generate long-term, sustainable, and growing dividends, which can be reinvested into the transport network.

The joint venture will develop ultra-rapid charging hubs at an initial five sites across London, with the prospect of expanding the network to 25 sites by the end of the decade. There is also the potential to increase this to up to 65 hubs over the partnership's lifetime as market demand and opportunities arise. The first hub is expected to open at Hatton Cross in just over 12 months.

Small Business Saturday

In December, we celebrated Small Business Saturday with customers across our estate, including hosting visits in Hoxton and Finchley. We are a landlord to more than 1,500 businesses, 95 per cent of which are small and medium enterprises. This year, several small businesses have joined our estate for the first time or expanded to new units, bringing vibrant products and services to their communities. These businesses include Jamaica Patty Co, a new food retailer coming to Farringdon; Flowers On The Hill, a florist near Harrow on the Hill; and Zie Coffee & Co, a small business with three shops in Rayners Lane, Hillingdon and South Ruislip.



We completed the first phase of our Kidbrooke development

About us

Part of the Greater London Authority family led by Mayor of London Sadiq Khan, we are the integrated transport authority responsible for delivering the Mayor's aims for transport. We have a key role in shaping what life is like in London, helping to realise the Mayor's vision for a 'City for All Londoners' and helping to create a safer, fairer, greener, healthier and more prosperous city. The Mayor's Transport Strategy sets a target for 80 per cent of all journeys to be made by walking, cycling or using public transport by 2041. To make this a reality, we prioritise safety, sustainability, health and the quality of people's experience in everything we do.

We run most of London's public transport services, including the London Underground, London Buses, the DLR, London Overground, Elizabeth line, London Trams, London River Services, London Dial-a-Ride, Victoria Coach Station, Santander Cycles and the IFS Cloud Cable Car.

We manage the city's red route strategic roads and are responsible for the maintenance, management and operation of more than 6,000 sets of traffic lights across the capital. The London boroughs are responsible for all the remaining roads within their boundaries. The experience, reliability and accessibility of our services are fundamental to Londoners' quality of life. Safety remains our number one priority and we continue to work tirelessly to improve safety across the network for both colleagues and customers.

Our vision is to be a strong, green heartbeat for London. We are investing in green infrastructure, improving walking and cycling, reducing carbon emissions, and making the city's air cleaner. The Ultra Low Emission Zone, and fleets of increasingly environmentally friendly and zero-emission buses, are helping to tackle London's toxic air. We are also improving public transport options, particularly in outer London, to ensure that more people can choose public transport or active travel over using their vehicles.

That is why we are introducing the outer London Superloop bus network, providing express bus routes circling the entire capital, connecting outer London town centres, railway stations, hospitals and transport hubs.

We have constructed many of London's most significant infrastructure projects in recent years, using transport to unlock economic growth and improve connectivity. This includes major projects like the extension of the Northern line to Battersea Power Station and Nine Elms in south London, as well as the completion of the London Overground extension to Barking Riverside and the Bank station upgrade.

The Elizabeth line, which opened in 2022, has quickly become one of the country's most popular railways, adding 10 per cent to central London's rail capacity and supporting new jobs, homes and economic growth. We also use our own land to provide thousands of new affordable

homes and our own supply chain creates tens of thousands of jobs and apprenticeships across the country.

We are committed to being an employer that is fully representative of the community we serve, where everyone can realise their potential. Our aim is to be a fully inclusive employer, valuing and celebrating the diversity of our workforce to improve services for all Londoners.

We are constantly working to improve the city for everyone. This means using information, data and technology to make services intuitive and easy to use and doing all we can to make streets and transport services accessible and safe to all. We reinvest every penny of our income to continually improve transport networks for the people who use them every day. None of this would be possible without the support of boroughs, communities and other partners who we work with to improve our services. By working together, we are creating brighter journeys and a better city.

