

27 March 2026

**Elly Baker AM**

London Assembly Transport Committee Chair  
City Hall  
Kamal Chunchie Way  
London  
E16 IZE

Dear Elly,

I write on behalf of Transport for London's Commissioner, Andy Lord, in response to the recommendations outlined within the London Assembly Transport Committee's report entitled 'Accessibility and Inclusion in Transport Planning.' I was pleased to be able to attend the December 2024 session as a panellist given the importance of this investigation.

Across our organisation, we remain committed to ensuring that everyone has an equitable and inclusive travel experience on our network. Listening to feedback is essential in helping us achieve this ambition so that we can keep London moving for all.

Following the London Assembly Transport Committee's (LATC) investigation into accessibility and inclusion on the Transport for London network, we welcome the publication of its February 2026 report, 'Accessibility and Inclusion in Transport Planning'. The ten recommendations included within the report are a testament to the importance of continued collaboration with Londoners on these issues, and we are pleased the Assembly shares our dedication to improving the future of accessible and inclusive transport in London.

As Equity in Motion (EiM) - our plan for improving the experience of Londoners using our services - passes its second birthday, we have made significant progress in our journey towards a more accessible transport network. By balancing these improvements with our operational priorities, to date some of our most notable achievements include;

- delivering 51 EiM actions with 94 per cent of programme-wide actions either completed, continuous or in progress
- establishing the inclusive design centre for excellence (IDCFE)
- undertaking a range of reviews, research and improvements to our data, which will help us identify and take targeted action focused on those who experience the greatest inequity in our service provision
- improvements to our customer's experience and Londoner's experience using our network and streets
- publishing our EiM Measurement Framework in November 2025, helping us to better assess progress and measure performance.

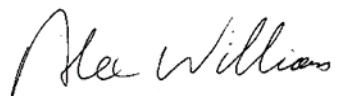


EiM is an evolving and growing strategy, and its supporting actions will continue to be reviewed and strengthened as we continue to embed equity within the core of our planning and decision-making processes. We welcome the Committee's recommendations and look forward to considering them as part of our ongoing work. We also welcome the LATC's continued engagement as we prepare for the review and refresh of the EiM strategy, scheduled for 2027.

Below is our response to the recommendations for TfL from the London Assembly Transport Committee's Accessibility and Inclusion in Transport Planning report, I have set out response to each recommendation in turn.

Below this as an appendix we have included an update on our progress on Equity in Motion.

Yours sincerely

A handwritten signature in black ink that reads "Alex Williams". The signature is written in a cursive, flowing style.

Alex Williams  
Chief Customer and Strategy Officer

**Recommendation 1: Ahead of collecting data for the 2027/28 period, TfL should refresh its London Travel Demand Survey (LTDS) in order to collect more detailed data on the travel patterns and needs of different user groups. The refresh should include additional questions on:**

- **how much money people spend on each journey;**
- **whether journeys are care-related;**
- **the time it took people to travel from door-to-door; and**
- **who people travel with.**

We fully share the committee's ambition to deepen our understanding of our customers and recognise the importance of rich data in shaping a transport network that truly meets their needs. However, we do not believe the LTDS is the right mechanism for this purpose; while valuable in its own right, the type of qualitative insight the committee seeks - and which we agree would be highly useful - is better captured through more bespoke tailored research.

The LTDS surveys 8,000 households and can reliably report on socioeconomic groups such as sex, age, ethnicity, working status and household income. However, because some community groups make up a much smaller share of London's total population, their representation within an 8,000 household sample is too small to produce statistically trustworthy results. In general, estimates based on fewer than 500 respondents are unreliable and those below 100 should not be used.

For this reason, the LTDS cannot robustly disaggregate data for other user groups. Instead, we rely on other forms of research to collect detailed customer insight on the travel patterns of different user groups. Please see below response for each proposed additional question:

#### *How much money people spend on each journey*

The LTDS previously asked respondents how much they spent on public transport. This question was removed several years ago as the rise of contactless payments made it difficult for people to recall their exact travel costs accurately.

We have introduced a new fare affordability measure within the EiM framework, which provides insight into the financial impact of travel on London's lowest earners.

In EiM, we have committed to further research to understand how travel costs affect people with different protected characteristics. Across TfL, teams are already engaging with different user groups, such as people with no recourse to public funds, to better understand the financial pressures they face. We also regularly gather customer feedback on affordability and value for money.

#### *Whether journeys are care-related*

The LTDS is a personal travel survey and does not capture trips made by professional carers while working (on the same basis as travel by other workers in the course of their work), nor does it ask whether a carer is present during a journey by individuals in scope for the survey. While the survey records journey

purpose across 22 categories and 'joint' trips (where more than one person is travelling together) are identifiable, caring responsibilities are not explicitly included as a journey purpose. This reflects the challenges around the difficulty of defining specific 'carer' trips across a wide range of travel types. However, we recognise the importance of understanding care related travel in more depth. Using the All Aboard panel will explore topics on care-related journeys and the panellists' views on the travel experiences of carers in the all-panel survey in the first half of 26/27.

### *The time it takes people to travel from door-to-door*

The LTDS records the approximate time it takes people to travel door-to-door including distances and durations travelled. In 2024/25, the average time spent travelling per person per day was 54.8 minutes, a slight increase on the previous year.

Beyond the LTDS, the EiM measurement framework includes additional measures of journey time, such as:

- additional journey time when using step free routes – while not a full measure of door-to-door experience, it still provides useful insight into the additional time and difficulty involved in travel requiring step-free access
- bus customer journey time (a TfL scorecard measure) - while this doesn't fully measure fully door-to-door journeys, it still provides a useful indication of the overall journey experience, as over 96 per cent of Londoners live within 400m (a 5-minute walk) of a bus stop.

### *Who people travel with*

The LTDS captures information on household members and whether they make the same trip as the respondent; this can be analysed by socioeconomic group. However, it does not specifically ask who people travel with or the reasons for doing so.

Other research shows that some customers prefer not to travel alone for reasons including safety. This is an area where further insight would be valuable, particularly to understand why certain user groups choose or need to travel with others, and how this shapes their experience of our services. We will design a piece of research to further our understanding of who people travel with and why they do so during 2026/27, with a commitment to report on this research in the Travel in London report. This will inform our review and refresh of our Equity In Motion strategy.

**Recommendation 2: TfL should analyse and present the data it collects from the LTDS consistently each year in its Travel in London report. This includes publishing data disaggregated by different sociodemographic groups.**

We publish the annual Travel in London overview report, which includes LTDS data broken down by sex, age, ethnicity, working status and household income. For future editions, in light of the Committee's recommendation, we will explore opportunities to present further analysis by sociodemographic groups. Much of

TfL's data can already be disaggregated by different sociodemographic characteristics and is available online. This includes:

- the annual report to the TfL Board on progress delivering the Mayor's Transport Strategy
- the Travel in London Active Travel Trends report
- the EiM measurement framework

We also carry out regular customer satisfaction surveys and wider customer research across a range of transport and inclusion topics, producing a rich amount of insight which we would be happy to share with the Committee when we produce a report for the Customer, Sustainability and Operations Panel (CSOP) on Customer metrics and insight.

**Recommendation 3: Once TfL has improved its data collection through the LTDS, and is analysing and presenting this data consistently, it should review and update the actions set out in EiM to reflect the findings from the data.**

Since its launch in February 2024, EiM has continued to grow, shaped by research, reviews and feedback. For example, while we launched with over 80 actions, this has now grown to 108 actions, continuing to change and evolve. The end of financial year 2025/26 marks the end of the 'short term' phase described in EiM, which included several reviews and strategic research. During 2026/27 we will conduct a mid-point review, taking stock of the findings of these reviews and research, to update EiM commitments and create new ones where needed.

For the reasons outlined above, there are limits to how far the LTDS can be adapted to capture detailed data on more demographic groups. Instead, we are drawing on research committed to through EiM, alongside our expanding stakeholder and community engagement, which is helping us identify ongoing areas for improvement beyond individual EiM actions. We also welcome stakeholder feedback on the EiM measurement framework to ensure it continues to be useful.

**Recommendation 4: TfL should publish its new process for reviewing accessibility and equality issues at an earlier stage of a project than the current Equalities Impact Assessment method. This should include details on how the process will include at the start an analysis of TfL's data and how this analysis will inform proposals. TfL should also publish details of how it plans to embed this new process throughout the organisation.**

The Equality Impact Assessment (EQIA) process is the core mechanism for us to demonstrate that we have considered the needs of customers and communities throughout planning and delivery. We are committed to strengthening our EQIA process.

Our internal guidance and training make it clear that all new strategies, policies, business plans, change programmes or projects must be impact assessed before being introduced. These resources clarify that work should start at the beginning of the project, before key decisions are taken. The process includes collecting evidence, engaging stakeholders, assessing impacts, identifying mitigations, planning actions, monitoring outcomes, and completing formal sign-off. This expectation is reflected in our formal project management methodology, known as Pathway.

Pathway defines project lifecycles (Concept, Feasibility, Design, Delivery) and specifies that key planning and evidence-based products must be produced early. As the EQIA must start at the beginning of the work (as per the guidance and training), commencing an EQIA should align with:

- concept stage: when the problem definition, benefits, strategic fit and early options are being explored
- feasibility / early design: when options are developed and decisions with customer impact are being narrowed.

Pathway requires evidence to be submitted at each project gate review. EQIA is part of the evidence demonstrating that risks, impacts and mitigations are understood before progressing to the next stage.

In practice we recognise that we need to do more to ensure that these guidelines and processes are followed more consistently. In 2025 we undertook a review to understand potential areas for improvement. Actions identified and being implemented include:

- the development of a Customer EQIA policy, to further clarify the requirements
- A pan-TfL internal communication campaign to ensure all colleagues understand the requirements
- improvements to the Pathway process, EQIA guidance and training to reflect that at Gate I/A, project documentation must consider equality impacts at 'optioneering' and equalities impacts should be revisited at the various points throughout the project lifecycle.

Further work to improve the EQIA process includes:

- exploring the possibilities to enable better monitoring of compliance, support assurance and improve overall quality of documents
  - procurement of a new training provider
- the creation of tools to help project teams improve the use of data and evidence.

**Recommendation 5: The Mayor should require TfL to publish an equality assessment on its budget starting with the 2027/28 budget process. The Mayor should use his budget guidance to require TfL to pilot gender-responsive budgeting.**

At TfL, we are firmly committed to ensuring equity, inclusion and accessibility considerations are factored into the way strategic planning and budgetary decisions are made and assessed at TfL.

We carry out an EQIA to help us factor protected characteristics into investment, operating and service decisions through our business planning process, and the EQIA for the TfL 2026 Business Plan has been published on the TfL Website for transparency.

Through the EQIA process, we:

- assess potential impacts of budget proposals on different groups of people
- identify and mitigate any disproportionate adverse impacts at far as possible
- use evidence to inform investment priorities, particularly where differential outcomes are identified.

We recognise the Committee's interest in gender responsive budgeting. While we have not formally adopted this methodology within our budget planning, many of the principles underpinning gender responsive budgeting are already reflected in our processes and integrated into mainstream capital investment, operational spending and performance monitoring. In particular, we:

- consider how spending proposals may affect women, girls, men, boys and gender-diverse people differently, through analysis of disaggregated data where available
- assess safety, accessibility and affordability impacts that may have differential effects
- embed equality considerations into project development prior to implementation, through the EQIA process.

Our range of plans, including our Bus, Cycling, Vision Zero and Taxi & Private Hire action plans reflect this in continued investment, for example:

- investing in the Superloop bus network, bus shelter improvements, service reliability, driver training and freezing bus and tram fares until July 2026, recognising that women are more likely to rely on buses for multi-purpose and off-peak journeys and are more likely to report concerns about harassment and personal security
- our new buses which will feature enhanced safety measures to protect customers and staff. Accessibility remains a priority, with improvements to real-time information and interchange navigation, alongside trials of enhanced bus shelter features to improve customer experience, safety and accessibility
- our new taxi and private hire action plan includes actions to protect the inclusivity and accessibility of London's taxi and private hire services
- capital investment in protected cycle routes, alongside community walking and cycling grants, is designed to reduce barriers that have historically limited participation by women and girls, who are more likely to be deterred by traffic danger and confidence gaps

- walking improvements, including safer crossings, lighting and better street design, support those making shorter, trip-chained journeys, patterns more commonly associated with women's travel linked to care and access to local services
- our work towards Vision Zero addresses clear gendered patterns in road risk. Men account for a significant majority of those killed or seriously injured on London's roads and are disproportionately represented in high-speed and risk-taking driving behaviours. At the same time, women and children are more likely to be vulnerable road users and may limit walking or cycling because of fear of traffic danger. Investment in lower speed limits, safer junction redesign, Direct Vision standards for heavy goods vehicles and bus safety standards therefore tackle inequality from both sides: reducing the behaviours and conditions that drive higher male casualty rates, while improving protection and confidence for those more exposed or deterred by road danger.

**Recommendation 6: TfL should commission, by September 2026, a feasibility study to develop a transport-related social exclusion tool for London.**

TfL is advancing an exploratory tool to better understand transport exclusion.

Transport exclusion can be defined as when transport contributes to barriers that are disproportionately experienced by certain groups of Londoners in a way that affects their quality of life.

Development is underway, with current activity focused on developing a literature review and conducting analytical testing. We expect to engage relevant stakeholders on the tool and will update the London Assembly Transport Committee on the progress of this work.

**Recommendation 7: TfL should publish the number of Dial-a-Ride journeys made annually in its Travel in London report, starting with the figures for 2024-25 and 2025-26. TfL should also conduct a needs assessment for its assisted transport services, to better understand the needs of Dial-a-Ride users and potential users and whether current service levels are meeting demand.**

We are supportive of publishing the number of journeys made annually on Dial-a-Ride in the TfL Travel in London report and will supply figures for 2024/25 and 2025/26 as requested.

Encouraging and enabling customer insight remains central to the success of our operations: we undertake an annual customer service satisfaction survey (customer satisfaction in 2025/26 rose to 90 points out of a maximum 100, our baseline target); and maintain open channels for customers to raise service-related concerns and provide general feedback and suggestions. Combined, these mechanisms enable us to make the ongoing service adjustments that enhance our performance and customer experience.

We are also planning to undertake a review of Assisted Transport Services (ATS), encompassing Dial-a-Ride, Taxicard and Travel Mentoring. The focus of this review is to understand current and potential customer needs and understand how best

use of resources can be made within the existing ATS budget to deliver services which meet the needs of existing and potentially new customers.

We recognise the importance of our ensuring our customers' and stakeholders' voices are heard, and what they share has helped shape our existing ATS services. With changing customer needs, we believe it is time to look at ATS in the round to see what still works well, and what may need adjustment.

We are working with the Independent Disability Advisory Group (IDAG) to set up this strategic review and, as part of shaping and undertaking the review, we plan to have ongoing involvement from stakeholder organisations representing disabled people and existing customers.

We can commit to keeping the Committee updated on this review.

**Recommendation 8: TfL should establish new advisory panels to ensure it has diverse representation of different demographic groups across its advisory panels. TfL must conduct specific engagement with these different advisory panels to understand the types of journeys they need to make. TfL should also set targets to expand the membership of its advisory panels, including its new All Aboard research panel and any additional new panels, and to regularly refresh the membership of these panels to ensure it is hearing from a wider and more diverse range of voices. TfL should conduct yearly audits of the individuals and organisations it has heard from on these panels and use this information to take steps to proactively reach out to other groups of people to fill in any gaps.**

In EiM, we have committed to strengthening how we capture and consider the experiences of London's diverse communities through deeper, more representative stakeholder and community engagement.

We know that some groups remain underrepresented in public consultations and engagement activity. A new metric on participation in consultations, including through *Have Your Say*, will help monitor who is engaging with us. Alongside online channels, we continue to provide non-digital ways for people to take part so that no community is excluded.

In the past two years, we have appointed six new members to IDAG, enhancing the diversity and intersectionality of the panel and providing project teams with insightful perspectives from a broader range of expertise and lived experience.

TfL has launched a dedicated workstream to review how we engage with expert and advisory groups representing people with protected characteristics and marginalised identities.

The workstream is focused on:

- identifying gaps in representation across advisory and expert groups
- assessing the quality and consistency of current engagement practices
- improving data collection to capture insights from engagement in a way that is useful to project teams and can influence future projects
- resourcing to support better, more sustainable engagement
- ensuring engagement is tailored and intersectional, rather than one size fits all.

Initial findings show that current engagement is varied, creating gaps in representation that may narrow the range of voices shaping our decision-making. We also found that engagement hasn't been consistently planned for, resourced, or budgeted within the project lifecycle, and existing in-house capacity doesn't fully support the level of engagement needed.

This review has highlighted several opportunities for improvement, and we are now determining how best to take this forward. Over the coming year, we will continue to strengthen and diversify our advisory structures. This will include:

- setting targets to broaden and refresh panel membership, including the All Aboard research panel and any future advisory groups
  - proactively reaching out to communities who are not yet represented to ensure that TfL hears from a broader and more diverse range of voices.

Regarding stakeholder forums with pan-London EDI organisations, we currently coordinate the longstanding Inclusive Transport Forum, TfL Youth Panel and the recently-formed EVAWG and Hate Crime Transport Taskforce. The membership list is reviewed on an ongoing basis to ensure gaps in representation and intersectionality are regularly reviewed and addressed, with membership expanded as required. For example, significant efforts have been made in recent years to recruit a more diverse and representative group of Youth Panel members. In addition to the forums we currently run, our priority is to expand our outreach and identify more effective ways of working with existing networks that we could use to reach seldom heard voices. For example, we attend existing GLA forums including the Deaf and Disabled People's Organisations Forum, led by the Equalities team and facilitated by Inclusion London; this enables us to reach borough-level organisations and ensure we are maximising existing opportunities to engage with a wider range of audiences and networks.

Regarding the All Aboard panel, this has been designed to be representative of disabled Londoners, and to engage participants that might not usually take part in traditional market research. The panel includes Londoners covering a cross section of race, age, gender, geography and disability type, including those representing more than one type of disability. The panel recruitment used a mix of approaches to ensure representation, including snowball recruitment, a method where existing

participants help recruit further participants from within their networks, and sourcing participants through Transport for All's network. Snowball recruitment in particular is viewed as industry best practice for finding hard-to-reach recruits that might not usually take part in research. The panel is refreshed, at least once a year (in the latest refresh, approximately 25 per cent of the panel was refreshed) to ensure that levels of participation are maintained, and that we are capturing the viewpoint of a diverse sample of disabled panellists. This includes reassessing the channels we use to recruit panellists.

The panel offers both a depth of insight and variation in opinion. As well as regular surveys, we conduct online and face-to-face research in considerable depth including one-on-one interviews, accompanied journeys and ethnographic interviews where we spend concentrated time with participants to explore their needs, opinions and behaviours, often in their homes or out on the network.

As part of the wider Accessibility Insight Package, we incorporated largescale data sources to provide a holistic overview of the disabled customer experience, drawing on quantitative feedback from disabled Londoners through the TfL Customer Pulse tracker, the Customer Satisfaction survey, and messages we have had from disabled customers.

**Recommendation 9: As part of TfL's review into stakeholder engagement, it should develop a new engagement policy that follows the co-production model, with particular emphasis on early involvement. This policy should be embedded within the practice of TfL's transport planning teams by the end of 2026.**

We welcome the Committee's focus on early and inclusive engagement with communities and stakeholders. This is something we are committed to and have made some strong progress on. We consult extensively with communities and stakeholders on bus route changes and healthy streets schemes, and we have made significant steps in ensuring that consultation activity is as inclusive as possible. This includes:

- producing inclusive materials for older and disabled people and providing many ways they can respond to our consultation activity. Our response rate to consultation and engagement activity shows that the number of responses we receive from older and disabled people is generally in line with London's demographics
- through our EiM commitments and our newly established IDCFE, we have produced resources to help guide good practice, including payment guidance and insight on London's linguistic diversity to help us factor translation considerations into engagement approaches
- trialling new community engagement approaches across a range of schemes within our Safe and Healthy Streets portfolio. This includes both in-person public participation methods and the use of our online *Have Your Say* platform to gather the public's views at a formative stage. For example, we recently held a workshop with residents in Bromley and Croydon on proposals along the A232, to understand community priorities and ideas before beginning the design process. We are now working to apply similar engagement approaches to other schemes that are at an early stage of development.

We are focused on strengthening public participation by removing barriers, recruiting participants who reflect the diversity of the communities and neighbourhoods we are working in, and ensuring that, where appropriate, local people are remunerated for their time, insights and lived experience.

In order to prioritise our resources most effectively, we are focussed on engaging early where it is most meaningful and impactful. That means doing so on policies that may disproportionately affect London's diverse communities, and then on schemes within our investment programme where we have a wide range of options and community members and stakeholders have greater influence on our decision-making.

**Recommendation 10: Network Rail's Regional Access for All delivery programme teams should work in partnership with TfL to establish a priority list and schedule of work for Access for All programmes in London and should publish this by the end of the 2026/2027 financial year.**

Every five years stations nominated for inclusion in Network Rail's Access for All programme have been ranked based on a set of criteria; including total accessibility, nearest accessible station, number of passengers using or changing at the station, local population, potential for third party investment, deliverability and value for money, amongst other metrics. From this prioritisation the Government has selected which stations are to have accessibility funding for the next five years, including in the London area.

We are already in discussion with Network Rail on how we can improve collaboration on Access for All schemes. This will include an agreed process for prioritising schemes, sharing experience and best practice on delivery, but also on funding.

We have conducted a separate internal prioritisation process to determine which stations to nominate to Access for All which has focused on the accessibility targets set in the Mayors Transport Strategy, passenger demand and various metrics related to station catchment areas.

Any schedule of work generated will be dependent on the availability of funding, primarily from the Department of Transport and leveraging third party funding contributions. The Rail Minister recently provided an update on the 50 projects announced for Control Period 7 (2024-2029) by the previous government, which can be found [here](#).

## Background

Delivering EiM is a key priority for the Mayor and TfL to ensure we can deliver an accessible and inclusive transport network. EiM launched in 2024, setting out our strategic plan through to 2030 and featuring over 80 actions aimed at building a fairer, more inclusive transport network by removing barriers to access, addressing inequality and weaving inclusivity into the development of future services.

EiM is structured around four pillars:

- equitable customer experience
- protecting and enhancing connectivity
- keeping travel affordable
- reducing health inequalities.

These pillars are underpinned by a final section entitled 'Making the plan work', where we commit to changes to embed inclusive culture and practice into our daily operations.

## Progress

EiM continues to grow and develop, shaped by research, reviews and feedback.

- the programme has expanded to include 108 actions
- 51 programme-wide actions have been delivered to date
- 94 per cent of programme-wide actions are either completed, continuous or in progress.

We have delivered customer improvements, embedded inclusive design across our organisation and are holding ourselves to account with the new Measurement Framework. We have made good progress, but we know there is more to do. TfL's 2026 Business Plan reaffirms our commitment to this work, and sets out how sustained investment in our vital transport infrastructure can improve the customer experience for millions of Londoners.

## Customer Improvements

EiM has delivered a range of improvements for customers across the network, most notably:

- the introduction of self-reporting lifts (Phase I) which went live in October 2025, covering 93 lifts at 28 stations with 14 more added in January 2026, now providing real time data for over a third of the network and feeding into TfL Go
- step free access upgrades under EiM, including Colindale Station which has become fully step free, and new accessible entrances at Knightsbridge Station
- improved toilet provision, supported by £15million of funding over the next five years, with new accessible, gender-neutral facilities opened at Morden Underground station in February 2026 and new accessible toilets delivered on the London Overground at White Hart Lane in April 2025 and Clapton in October 2025
- driving cultural and operational change across TfL through a programme of strategic reviews, including travel assistance, complaints handling, interchange and wayfinding, translation of communications, and lift and escalator design standards, whose findings will inform the EiM midpoint review in 2026/27 and help shape refreshed commitments
- investing significantly in improving the skills and confidence of colleagues to ensure that Londoners with protected characteristics receive safe, inclusive and respectful support across the network. This includes the rollout of disability equality training, incorporation into our Customer Service Principles, and

targeted training for frontline staff on supporting victims of sexual violence, harassment, and hate crime.

## **Embedding Inclusion**

### **Inclusive Design Centre for Excellence:**

In April 2025, we established our Inclusive Design Centre for Excellence. Since its launch we have:

- carried out a maturity assessment to understand TfL's current state
- developed core foundations, including operating principles, a benefits realisation strategy & performance metrics, and governance and reporting routes
- developed a mission statement codesigned with internal and external stakeholder input
- carried out internal communications and engagement, including establishing a community of 50 representatives across the organisation supporting us to drive inclusive outcomes
- created new guidance and learning opportunities, including a webinar programme
- conducted external benchmarking and a call for evidence with external organisations, including the charity, voluntary and community sectors, strengthening understanding of expectations and good practice across the transport sector
- undertaken a range of design reviews, audits and provide technical inclusive design support to a range of projects, including step-free, toilets and wayfinding.

## **Measurement Framework**

To measure our progress and understand the impact of EiM, we developed a measurement framework with key performance metrics and targets aligned to EiM's four pillars. The framework was published on 14 November 2025 and features baseline data, targets to 2030 and narrative insights into how these metrics reflect lived experience and where disparities exist. We are committed to transparency about our performance and continuous improvement, inviting ongoing stakeholder feedback to ensure the framework remains meaningful.