

Prof. Juergen Maier
Chief Executive
BSc (Hons) FIET
Siemens plc

Mike Brown MVO
Commissioner of Transport
Transport for London
Windsor House
42-50 Victoria Street
London SW1H 0TL

16 February 2018

Dear Mike

In our exchange of letters in December I proposed that we should meet early in 2018, a key part of which was to discuss how we can collectively achieve Elizabeth Line success. We now have a date in our diaries on 12th April and I look forward to meeting you at your offices.

Like you, I have a great degree of concern with the ongoing Crossrail programme slippage and the adverse consequences of compressing the time for those at the end of the programme such as Siemens and RFL.

When reviewing progress with our team, there appears to be an increasingly unrealistic expectation on Siemens to recover the delays caused by others and given the scale of recovery required in the time available, I see a situation where our reputations could be damaged unless action is taken now.

Notwithstanding multiple events caused by civils and energisation contractors delaying the installation of the signalling by well over a year, it is now the reduced time for integration of the train and signalling software which appears overly ambitious. Trains available for testing are over 18 months late and consequently the available testing window has reduced from 18 to 5 months. This is obviously very concerning to me and our signalling team.

In short, the time for Siemens to successfully manage the installation of the signalling system, test software and to grow the maturity of the system has been significantly eroded and as we all know from experience, it is precisely within these novel elements where the Crossrail integration risk lies, and which had for good reason, been built into our original timescales.

Crossrail achievements are so far very admirable, but as we all know, an opening date in December remains an enormous challenge given the complexity of the integration phase which lies ahead and I believe that now is the time for real openness in terms of the scope which can be collectively achieved.

I am sure that contingency plans are being formulated and I would encourage key suppliers such as ourselves to be fully engaged and leveraged outside of the constraints of formal contractual structures. I fear if we don't act now, we will miss December completely or deliver an unsatisfactory passenger service.

We are of course doing everything possible to accelerate our activities and given the strength of our existing relationship we are well placed to support and I look forward to discussing further when we meet, but as this meeting date is some time away, I wanted to make sure that I openly share my concerns and proposal for stronger collaboration at this critical point of the project.

Yours sincerely



Siemens plc

Faraday House,
Sir William Siemens Square, Frimley,

Tel: +44 (0)1276 696666
Mob: +44 (0)7808 822698
e-mail: juergen.maier@siemens.com

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Chief Executive
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13 December 2017

Dear Mike,

Many thanks for your very kind letter sent to me this week. We are extremely proud in Siemens being acknowledged by TFL as your Supplier of the Year which is reflective of the significant efforts on both sides with the focus being on our end customers, the travelling public. I thank you for this recognition, which has been hugely motivational for our team.

The successful completion of the Crossrail programme with the opening of a reliable Elizabeth Line is of highest priority for Siemens. I fully recognise the importance of this to London and the key stakeholders. There are significant challenges, but Siemens remain focused on working with Crossrail / RFL / Bombardier and the other contractors to work through these towards a common positive outcome.

I am very pleased that your team were impressed with our approach to innovation. We are working directly with your representatives on how we can harness some of these opportunities with TfL. We are also keen to explore alternative ways to finance such opportunities with your commercial and finance teams. Your support in exploring these innovative approaches is very much appreciated.

I propose that it would be mutually beneficial for us to meet early in the New Year to ensure that we are maximising the relationship between TfL and Siemens. We can specifically use this opportunity to ensure alignment on the Crossrail project particularly as the next few months are key to this high profile and important project. I'll ask my office to get in contact with yours to see if we can find a date in January.

Wishing you a very restful and happy Christmas and I look forward to our teams continuing our tremendous partnership in 2018!

Yours sincerely



Siemens plc

Faraday House,
Sir William Siemens Square, Frimley,

Tel: +44 (0)1276 696656
Mob: +44 (0)7808 822698
e-mail: juergen.maier@siemens.com

cc: Stuart Hawley
Andy B Martin Stuckes

Transport for London



Mike Brown MVO
Commissioner of Transport

Transport for London
Windsor House
42-50 Victoria Street
London SW1H 0TL

Phone 020 3054 8900
mikebrown@tfl.gov.uk

Juergen Maier
Chief Executive
Siemens plc
Sir William Siemens Square
Frimley
Surrey
GU16 8QD

06 December 2017

Dear Juergen

It was great to see Siemens picking up the Supplier of the Year Award at our Suppliers' Event, and I offer you many congratulations.

This has been an impressive year as Siemens has worked collaboratively with our Major Projects area to deliver 36 trains per hour on the Victoria line, which is a first for any underground line and holds us with several other metros. It is equally recognised the efforts undertaken to ensure seamless system integration on the Elizabeth line signalling, where I know there are still challenges ahead but your integration facility and collaborative nature, I am sure, will see us through.

Recently I also know you have held an innovation session with our Director of Major Projects and Director of Engineering who were very impressed with your approach to innovation and we must make sure we continue this great initiative. Equally your support of staff network groups recognising and removing barriers for underrepresented groups, particularly women in Engineering, is fantastic to see.

We look forward to continuing and further strengthening our relationship in the years ahead.

Yours sincerely

David Reynolds
MB

Mike Brown MVO