

2018 Sustainability Report



ALSA

ALSA

Market leader
Mission, Vision and Values
History and achievements
Mobility agent
Strategy
Organisation

5



EXCELLENCE

17



SAFETY

33



CUSTOMERS

41



PEOPLE

53



COMMUNITY

63

About this report
GRI Annexes

84



2018 was replete with challenges for ALSA, yet all those challenges were satisfactorily overcome thanks to the talent and hard work of the ALSA team.

One element of the ALSA Excellence strategy is to ensure the ALSA Sustainability Policy is robust. The first step was to draw up a Sustainability Plan and then publish the first ALSA Sustainability Report. The end result was that ALSA gained IQNet SR10 Social Responsibility Certification in 2018. ALSA achievement of these two milestones enables the company to better respond to our stakeholders and to positively impact all of them. Whilst the achievements to date truly give us great satisfaction, there is certainly quite a long road ahead of us and we are committed to improving outcomes every year.

ALSA's commitment to transparency is one of our primary undertakings and we therefore publish this new Sustainability Report with great pride. Publication of this report complies with GRI standards, with additional verification by an external independent body tasked with confirming information accuracy and further reinforced by working every day towards our goal of becoming the sustainable company society deserves.

ALSA corporate results stand on four strategic pillars: Profitable Growth, Excellence, Talent and Technology and Innovation. These are the four areas on which our results are based, underpinning ALSA international development and acquisitions policy, serving between them to ensure ever improving company diversification.

Accompanying these four pillars, ALSA operations are digitally reinforced, backed by innovation and technology developments – with a solid combined approach to the growth ALSA is undergoing, supported by committed teams providing their great potential and professionalism.

In an increasingly complex environment, with multiple mobility difficulties, the roadmap ahead is bound to present ever new challenges that ALSA is ready to face and shall meet from the deep conviction that ALSA values are consolidating across the whole of our business culture.



Jorge Cosmen
Chairman



2018 became the year in which ALSA Sustainability Strategy matured sufficiently to start to attract recognition and to become recognisable. Taking ALSA management model as our firm foundation, based on the EFQM Excellence model, and responding to action plans in relation to ALSA stakeholders, we have managed to support an ambitious rollout of objectives and actions in line with our corporate values.

Our main concern has been to ensure ALSA is a sustainable company and to reduce ALSA environmental impact to the very greatest extent. Our mode of transport, bus and coach travel, not only forms part of collective travel but is deemed “shared” travel, i.e. travel with the lowest Greenhouse Effect per passenger and kilometre. Nevertheless, we are certainly aware of the carbon footprint transport providers leave behind and recognise we are part of the problem, whilst forming a key part of the solution at the same time. That is why ALSA will never let up on efforts to reduce the negative external effects of operations and we are particularly proud of having reduced environmental impact by more than 2.3%. We are committed to further reducing our emissions year on year and, for that reason, are focussing on including clean low emission technologies in our vehicles as well as on efficient driving, consumption reduction and energy efficiency programmes.

This report describes ALSA alignment with the 17 goals of the Sustainable Development Objectives for the first time. However, ALSA strategy commits to and directly impacts SDOs 11, 8 and 3, ensuring sustainable, accessible transport, improving environmental quality in areas where ALSA operates using clean technologies and also promoting equal opportunity employment, combined with the safety focus of all ALSA operations.

In this sense and as mobility operators, safety stands at the heart of ALSA values. Thanks to the ALSA “Eliminating Risks” programme, we have continued to work towards our “zero accidents” objective. Whilst there is always room for improvement in this area, ALSA can now claim the best safety record in the sector. We continue to implement fleet monitoring systems, enhancing the safety of all ALSA operations.

Nevertheless, if any one factor can be said to define ALSA since its very beginnings, it is our customer focus. 2018 saw ALSA continuing efforts to improve both customer care and the customer travel experience. Mainly thanks to the professionalism of ALSA employees and technological innovations, ALSA bettered the already good customer satisfaction ratings of the previous year.

As clichéd as it may sound, the reality is that none of ALSA's achievements in the various fields would have been possible were it not for ALSA personnel and their efforts, day after day, helping consolidate ALSA's position as sector leader. These are the men and women we shall always rely on to continue to build the future, attracting and retaining talent.

ALSA faced the challenges of 2019 from a position of strength and will surely continue to do so in the years to come, meeting any new challenges the future may bring head-on. I am utterly convinced that ALSA will emerge gracefully on the basis of our efforts and as long as we remain true to the ALSA identity.



Francisco Iglesias
Chief Executive Officer

ALSA

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Key figures

	2016	2017		2018
Direct economic profit generated ¹ (millions euros)	104.2	108.9	↑	119.6
Revenue ¹ (millions euros)	731.1	757.4	↑	842.3
Operational costs ¹ (millions euros)	507.5	524.1	↑	573.9
Workforce salaries ¹ (millions euros)	293.7	305.1	↑	337.8
Social Security Costs (millions euros)	64.8	67.4	↑	71.2
Payments to suppliers ¹ (millions euros)	389.6	385.2	↑	406.92
Taxes and tariffs (millions euros)	90.2	97.7	↑	103.84
Tax deductions and credits (millions euros)	1.1	0.7	↓	0.58
Grants towards investments and research (millions euros)	2.4	4.8	↓	2.9
Investment in infrastructure and fleet ¹ (millions euros)	43.8	54.5	↓	38.1
Excellence				
No complaints received over the Help Line	0	0	=	0
Total number of suppliers ¹	7,490	9,622	↓	9,393
Spanish suppliers (%)	89.15	90.95	↓	88.70
Investment in R+D+i since 2014 (millions euros)				3.1
Safety				
FWI (Fatality Weight Injuries)	3.95	1.40	↑	3.38
Foreseeable accident rate	0.76	0.75	↓	0.74
Customers				
Passengers carried ¹ (millions of passengers)	307.4	313.8	↑	325.1
Km driven ¹ (millions km)	352.1	356.7	↑	369.7
ISC - Satisfaction rating (Índice de satisfacción)	7.02	7.35	↑	7.62
NPS - Net Promoter Scores (%)	1.8	18.8	↑	26.50
People				
No of employees	6,698	6,866	↑	7,818
Percentage women on staff (%)	13.61	14.11	↓	13.96
Serious accidents	0.64	0.47	↑	0.55
Accident frequency (%)	14.15	14.88	↑	16.41
Community				
No of agreements with NGOs and Foundations	11	16	=	16
No of agreements with Universities	9	12	↑	16
Direct emissions Scope 1 (tCO ₂ eq/100 km)	0.1023	0.1019	↓	0.0995
Fleet fuel consumption (kWh/100 km)	350.48	349.77	↓	347.68
Total energy consumption (kWh/100 km)	370.09	366.79	↓	354.69

¹ Total ALSA business activity (including Spain, Morocco and International Transport).

Market leader

ALSA is the number one passenger road transport operator in Spain. In 2005 ALSA came to form part of the National Express Group, an international public transport bus, coach and railway operator with a presence in the United Kingdom, Continental Europe, North America and the Middle East.

The ALSA organisation has grown thanks to the many ALSA customers and its entire focus is on achieving operational excellence and maximum satisfaction of the 300 million users who choose to travel with us each year. ALSA is a multimodal operator capable of meeting the mobility needs of citizens with the broad range of services offered and is transforming to become a mobility agent.

Safety is the core ALSA principle, combined with a business strategy that aims to provide customer-based excellence. ALSA business development stands on professionalism, quality and innovation, a strong commitment to society and regard for the environment.

ALSA is a Spanish company with more than 100 years of history





Mission, Vision and Values

Mission

Our Mission is to deliver long-term value for our shareholders and society by providing safe, efficient, quality mobility services in all areas.

Vision

Our Vision is to earn the lifetime loyalty of our customers by consistently delivering frequent, high performing public transport services which offer excellent value.

Underpinning this Vision we have a common set of Values across National Express.

Values

Excellence

We constantly strive to **be excellent** in all that we do.

Safety

We **only do what is safe** and stop any unsafe behaviour.

Customers

We **place them at the heart of our business** and relentlessly meet their expectations.

People

We develop the talents, **reward the exceptional performance** and respect the rights of all our employees.

Community

We are **active in the communities** we serve to generate economic, social and environmental value.



History and milestones achieved

1923

Incorporation of Automóviles Luarca, S.A. (ALSA).

1964

ALSA first international service: Oviedo-Paris-Brussels. Regular Asturias-Madrid service established.

1980

ALSA began operations in Switzerland.

1984

ALSA launched in China.

1987

ALSA training centres established in Oviedo.

1988

Clase Supra [First Class] introduced: the first premium class passenger road transport service in Spain.

1991

Services commenced in France.

1996

First Spanish passenger transport company to gain Quality Certification ISO 9001.

1999

ALSA acquired Grupo Enatcar. Internet sales commenced.

2000

ALSA began managing urban transport in Marrakesh city.

2001

First biodiesel fuel trials with ALSA fleet.

2003

ALSAPLUS+ loyalty programme first introduced. Alsa Rail created.

2005

ALSA integrated into the National Express Group, number one British train and bus operator.

2006

Transport and Logistics Studies Centre established in El Espinar (Segovia).

2007

ALSA takes over the Continental-Auto group. Launch of new Clase Supra including on-board wifi. Transportation Plan for parts of the Picos de Europa (Asturias) National Park.

2008

Adhesion to the Voluntary Commitments System to reduce greenhouse gas emissions.

2009

First automatic ticketing machine installed.

2010

First 100% hybrid urban transport service. Urban service launched in Agadir (Morocco). Passenger rail transportation licence granted.

2012

BUS&FLY implemented. Creation of Premium service.

2013

ALSA signs agreement with RENFE to promote intermodality and combined bus and train travel. EFR Certificate.

2014

ALSA received Land Transport Merit Shield for contribution to development and improvement of the sector.

2016

ALSACab service introduced (public transport last mile).

2017

New division opened in Switzerland. Bus Rapid Transit Marrakesh. ALSA gained EFQM 500+ certification.

2018

ALSA awarded urban transport tender for Rabat. Inauguration of Centro de Formación Ferroviario de ALSA [ALSA Railway Training Centre].

Mobility agent

National and International Transport



Over **300 million** passengers every year



Almost **8,000** professionals in Spain



More than **3,000** buses

ALSA is the market leader providing national regular bus services in Spain and manages an extensive network connecting almost all autonomous regions.

Internationally, ALSA operates an extensive cross-Europe connected network, exploited by means of international permits. The network connects the Iberian Mainland to most countries in Europe and to North Africa.



National Network



ALSA actively collaborates with the various regulators to develop Regional Transport Consortia

International Network




ALSA provides services to 3,500+ destinations in Spain

Regional Transport

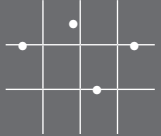
ALSA objective is to guarantee mobility for and access by all citizens to a quality system, wherever they may live.

The company has a presence in 13 Autonomous Regions: Asturias, Balearic Islands, Cantabria, Basque Country, Castile and León, La Rioja, Madrid, Catalonia, Navarre, Community of Valencia, Murcia, Andalusia and Galicia.



13 Autonomous Regions where ALSA operates.

Urban and Metropolitan Transport



Around **30** networks managed in several cities and metropolitan areas in Spain.

ALSA's main objective is to deliver a quality public transport service that is accessible and efficient, ready for the new era, helping to reduce congestion in cities and render cities more habitable. ALSA already manages 30 networks in a variety of cities and metropolitan areas throughout Spain, as well as in Marrakesh, Khouribga, Agadir and Tangiers (Morocco). In the course of 2018, ALSA won the urban transport tender for Rabat and two public transport lines in Geneva (TPG - Transports publics de Genève).

Universal access, regard for the environment, safety and innovation at the service of user satisfaction are the main considerations when designing and operating urban transport systems

Occasional Transport and Tourism

ALSA is the company with greatest cover and presence in Spain for providing discretionary services and organising transportation for large events. The company manages or participates in management of tourist buses in the following cities: Madrid, Barcelona, Santa Cruz de Tenerife, Bilbao, Gijón, San Sebastián, Murcia and Marrakesh, as well as running the Almería tourist train.



Rail Travel

ALSA continued to provide rail travel during 2018, operating a new season of the Felipe II Tourist Train, which runs between Madrid and El Escorial. The company has additionally operated a variety of themed train services or chartered trains, example the Three Kings train, the Torrejón de Ardoz “Magic Christmas” train and the “Eras of Man” train between Palencia and Aguilar de Campo.

In 2018 ALSA inaugurated the ALSA Railway Training Centre, duly homologated by the Agencia Estatal de Seguridad Ferroviaria (AESF) [National Agency for Rail Safety], and taught the first course for train drivers



Strategy

“ To guarantee long-term sustainable results in this new and ever-changing environment, achieving the ALSA mission to become a multimodal mobility operator, invested in adding value to the community and caring for the environment.

ALSA is working along following lines to achieve its strategic objectives:



2018 milestones

OPERATIONAL EXCELLENCE

Safety	<p>DriveCam system installed in over 950 vehicles.</p> <p>Speed monitoring (+80% Spain fleet/ +95% Morocco fleet).</p> <p>Zero-Tolerance Campaign warning about the dangers of drug and alcohol consumption when driving.</p> <p>Zero-Fires Programme.</p>
Customers	<p>Renewal of BCX Seal to the transport company with the best customer experience.</p>
Corporate Social Responsibility	<p>Published 2017 Sustainability Report, audited according to GRI criteria.</p> <p>SR10-certified Corporate Social Responsibility Management System.</p> <p>CSR Committee creation.</p> <p>Equality and Conciliation Committee creation.</p> <p>Equilibra Programme for balancing and improving the day-to-day life of workers.</p> <p>Premio Plena Inclusión Madrid (Madrid Full Inclusion Award) for the integration of people with disabilities into the labour world.</p> <p>Improved MERCO Ranking position.</p>
Contract Renewal	<p>Madrid-Guadalajara.</p> <p>DITRA.</p> <p>Alcala de Henares tourist train.</p> <p>Tourist bus in Gijon.</p> <p>TUS Santander.</p>
Alliances and Partnerships	<p>Leon and Murcia integration into Bus&Fly with Iberia.</p> <p>Adhesion to the European “Women in Transport” programme to increase the presence of women in industry.</p> <p>Agreement with Fundación A Víctimas de Tráfico (Traffic Victims Foundation A) to encourage the use of public transport.</p> <p>Agreement to develop and improve universal accesibility in Cantabria’s public transport.</p> <p>Cooperation with Spanish DGT and Fundación Mapfre to warn about cell phone and drug use when driving.</p> <p>Agreement with Fundación Botín to promote Botín Center and encourage public transport.</p> <p>Cooperation agreement with the Ministry of Health, Social Services and Equality to raise awareness of gender violence and the integration of victims into the labour market.</p>

PROFITABLE GROWTH

M&A	<p>Acquisition of companies: Calpita, BC Tours and Argabús.</p>
Internationalisation	<p>New businesses in Morocco (Rabat) and Switzerland (TGP).</p> <p>International routes with Ouibus and Barraqueiro.</p>
Diversification	<p>Entry into the tourism transport cruise sector.</p> <p>Entry into the Geneva urban transport sector.</p>

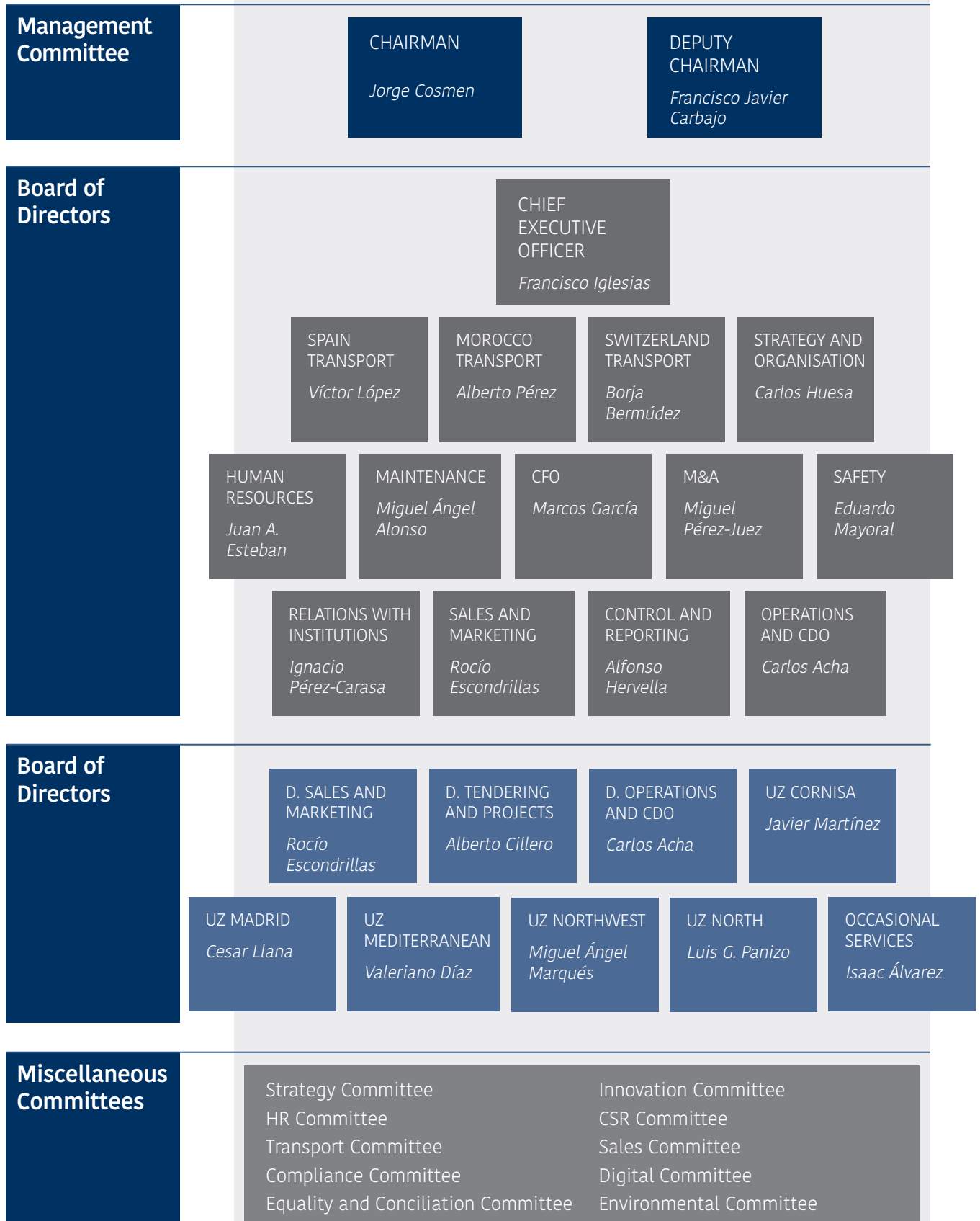
TECHNOLOGY AND INNOVATION

Technology and innovation	<p>New innovation model.</p> <p>Guudjob App.</p> <p>New web and apps features.</p> <p>New ALSAPLUS+ loyalty programme.</p> <p>New CRM.</p> <p>New fleet management tool.</p>
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TALENT

Talent development	<p>NEBS, Graduates and Mentoring programmes to enhance in-house talent development .</p> <p>New Muévete+ Programme to bring the best young talent into the company.</p> <p>New mobile driving simulator.</p> <p>Agreement with the Colegio de Huérfanos Ferroviarios [School for Orphans of Railway Workers] for work placements.</p> <p>Agreement with Madrid Employment Agency for work placements.</p> <p>Adhesion to “Code of Good Practices for Talent Management and In-house Competitiveness Improvement”, put in place by Fundación Máshumano in collaboration with Asociación Española de Ejecutivos y Consejeros (EJE&CON) [Spanish Association of Executives and Directors], with the main objective of encouraging female executives in organisations.</p>
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Organisation Chart



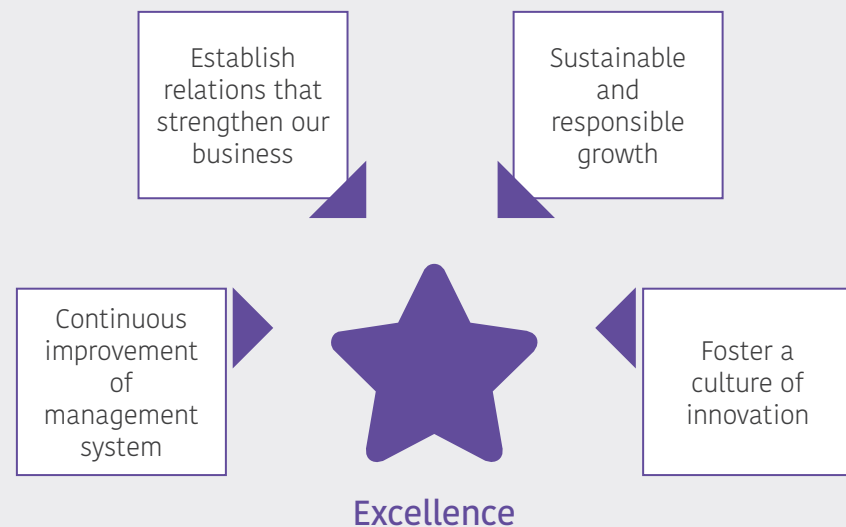
Excellence

Continuously
striving **to achieve**
excellence in all we
do



ALSA approach

ALSA is currently undergoing the transition process as we evolved from transport operator to mobility agent. This will enable us to better respond to the needs of society.

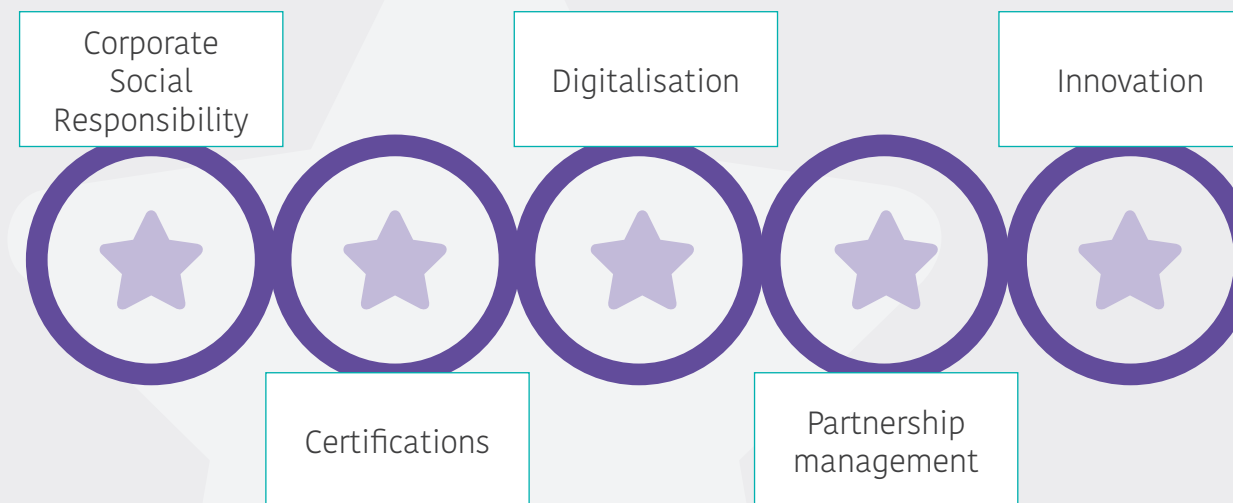


Key figures

	2016	2017		2018
Number of complaints over the Ethical Channel	0	0	=	0
Volume of spending on suppliers (million €)	389.6	385.2	↑	406.92
Total No of Suppliers ¹	7,490	9,622	↓	9,393
EFQM Certificate	400+	500+	=	500+

¹ Total ALSA business.

2018 Action Plan



2018 Milestones

- € 3,100,000**
Investments in R+D+i since 2014
- IQNet SR10**
Social responsibility management system certificate
- Sustainability Report**
Publication of report, audited according to GRI standards
- 88.70%**
Spanish suppliers

2018 Achievements

- Corporate social responsibility**
RSC SR10 Certification
Audited Sustainability Report
- Digitalisation**
Re-designed CRM
Tracking and advanced positioning
- Innovation**
Intra-entrepreneurship
Open innovation

2018 Highlights

EFQM 500+ Certification

Aiming to achieve sustainable growth, ALSA has evolved towards a model of excellence that seeks to continually improve all organisational processes. For that reason, ALSA applies a management philosophy based on the EFQM excellence model.

Having achieved EFQM 500+ Certification in 2017, i.e. the highest category, the company raised its capacity to an even higher level by focusing on ALSA stakeholders, defining ALSA objectives and

strategy, benchmarking, innovation, process-oriented methodologies, project management, and organising alliances, leadership and global talent strategy. This process of transformation must continue throughout 2019 by renewing the Excellence Certification.



EFQM 500+

ALSA forms part of a small group of 110 national companies currently awarded the EFQM 500+ European Excellence Certificate.

ALSA is the only Spanish Passenger Transport operator to have achieved this.

Integrated Quality and Safety Management System

ALSA integrated quality and safety management system has been designed according to the approaches and criteria established by reference standards UNE-EN ISO 9001, UNE-EN 39001, UNE-EN 13816, UNE 93200 and ISO 22320, as well as transport service criteria established in-house by ALSA. This enabled the company to integrate principles of excellence into day-to-day management, considerably improving the ability to identify and respond effectively to potential risks and opportunities.



QUALITY MANAGEMENT SYSTEM

Implemented and certified by AENOR according to the UNE-EN ISO 9001 standard and adapted to the most recent review in 2015, the Quality Management System has allowed ALSA to prove its ability to coherently provide services that meet customer requirements whilst adhering to applicable regulations.



ROAD SAFETY MANAGEMENT SYSTEM

Implemented and certified by AENOR according to the UNE-EN 39001 standard, this system helps reduce risks and incidents arising from traffic accidents.






Certifications

ALSA is a pioneer company in the passenger transport sector and has implemented certified management systems based on international standards, to guarantee safety, increase customer and employee satisfaction and care for the environment.

CERTIFICATION	IMPROVEMENTS
 AENOR Corporate Social Responsibility Management Certificate	According to international management standard IQNet SR10. To improve economic, social and environmental conditions of the communities where the company provides its services.
 Audited Sustainability Report	ALSA submits its annual Sustainability reports to auditing. AENOR independent auditing is an evidence that the report conforms to GRI principles and that the report has used accurate data.
 AENOR Universal Accessibility Certificate	Pursuant to UNE 170001 standard. Evidence of ALSA commitment to equality of rights and opportunities for all. Services provided by several ALSA concessions have been awarded this certificate.
 AENOR Public Passenger Transport Services Certificate	Pursuant to UNE-EN 13816 standard. Quality commitment in the following areas: punctuality, accessibility, safety, service offered, customer care and environmental impact.
 AENOR Emergencies Management Certificate	Pursuant to UNE-ISO 22320 standard. Effective response to all kinds of emergencies. Efficient management of shared resources. Guaranteed accurate and reliable data.
 AENOR Services Charters Certificates	Pursuant to UNE 93200 Standard. Services Charters truthfully setting out the services provided by the company and commitments undertaken with customers.
 AENOR Healthy Company Certificate	Continual promotion and protection of health, safety and well-being of workers and a sustainable work environment.
 CSEEA-INSIA Road Safety Certificate	Provides safety evaluation tools. Quantification of safety standards using realistic and measurable parameters. Detects strengths and weaknesses of the road safety management system.

MISCELLANEOUS CERTIFICATES

			
OHSAS 18001 Prevention of Risks at Work Certificate.	UNE-EN ISO 14001 Environmental Management System Certificate.	UNE ISO 14064 Greenhouse Emissions Certificate.	EMAS Certificate of adherence to the European Union environmental management system.
			
UNE ISO 50001 Energy Management System Certificate.	Internet Access Certificate pursuant to UNE 139803:2012 Standard.	AENOR E-commerce Good Practices Certificate.	EFR Masfamilia Foundation Conciliation and Quality certificate.



Corporate Social Responsibility Management System

ALSA continues to develop Corporate Social Responsibility programmes to reflect ALSA corporate values, integrating economic, social and environmental concerns into company operations and relationships with stakeholders.



Aware of the impact ALSA business activities can have socially and environmentally, the company implemented a Corporate Social Responsibility Management System in 2018 complying with the international standard IQNet SR10. Re-certification achieved at year end confirms the responsible, transparent company management and commitment to the environment and to sustainable development.

IQNet SR10

IQNet SR10 is an international standard that establishes requirements for defining, implementing, maintaining and improving a Social Responsibility Management System. The end purpose is to integrate the standard throughout an organisation and contribute to sustainable development, bearing in mind the needs and expectations of the various stakeholders.



Sustainability Report

ALSA published the first sustainability report in 2018, covering financial year 2017, as part of ALSA commitment to information and transparency. The report providing comprehensive information to all stakeholders on the economic, social and environmental work of the company was widely disseminated and made available to all company stakeholders.

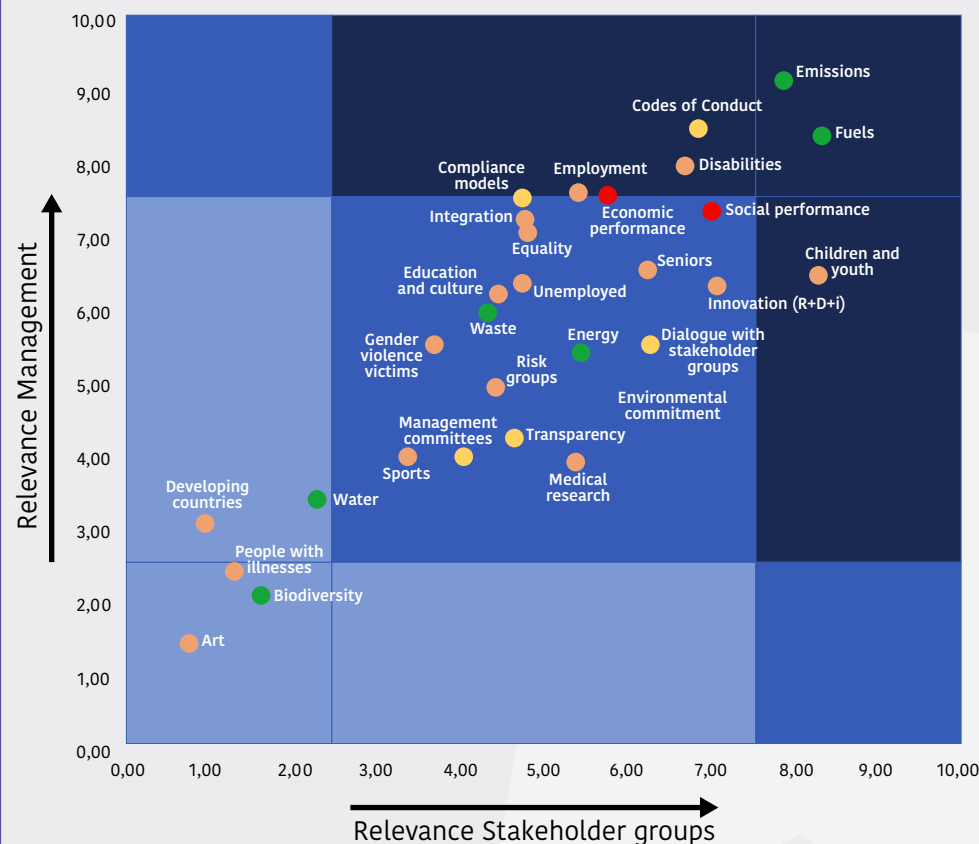


The Sustainability Report was drafted in accordance with GRI (Global Reporting Initiative) standards and audited by AENOR, setting out a broad range of information on the main ALSA actions and policies related to excellence, safety, customers, people, society and environment.

Materiality Study

ALSA has identified its corporate Values and established them as Corporate Social Responsibility Goals, rolled out by means of specific Actions, based on the needs and requirements of each Interest Group and all established through corresponding materiality study carried out in 2018.

The aforementioned Materiality Study was performed through personal interviews and email questionnaires, creating a materiality matrix with aspects set out according to ALSA Management priorities on the one hand, and Interest Group priorities on the other.






INTRINSIC VALUE:
Safety as unquestionable implicit value.

HIGH OR VERY HIGH PRIORITY:
Emissions, Fuels, Codes of Conduct, Compliance Models, Children and Youth, Disabilities, Employability, Seniors, Equality and Diversity Training.

Lines of Action

In line with ALSA CSR Goals and as a result of the Materiality Study, ALSA is taking specific actions as part of our corporate values.

VALUE	PRIORITY ASPECT	LINES OF ACTION
Excellence 	Policies and codes of conduct	✓ Ethical code.
	Compliance models	✓ Compliance Policies.
People 	Equality and diversity training	✓ Equality plan. ✓ EFR Model equality measures.
	Community 	Emissions
Fuel		✓ Fuel consumption reduction programme. ✓ Efficient Driving programme. ✓ AENOR EA0050 Certification (Efficient driving).
Children and young		✓ Integrating young talent: 'Muévete' programme. ✓ Integrating young talent: Graduate programme. ✓ Agreements with universities.
Disabilities		✓ Collaboration with Juan XXIII Roncalli Foundation. ✓ Collaboration with Plena Inclusión Madrid. ✓ "¿De qué eres capaz?" programme. ✓ PMR Accessibility Plan design.
	Employability	✓ Integrating young talent: 'Muévete' programme. ✓ Integrating young talent: Graduate programme. ✓ Collaboration with Integra Foundation. ✓ Agreements with universities. ✓ "¿De qué eres capaz?" programme.
Seniors		✓ Collaboration with NGO Asistencia y Desarrollo.

Sustainable Development Goals (SDG)

ALSA sustainability strategy is in line with the UN Sustainable Development Goals (SDG) initiative driven by the United Nations for the 2015-2030 period. The purpose of these goals is to eradicate poverty, protect the planet and ensure prosperity for everyone.

Whilst ALSA generally shares all the objectives established by the 17 SDG and has ensured that the ALSA Corporate Social Responsibility policy seeks to meet those objectives, given the nature of ALSA business activity, the company's strategic plan is closely bound to and more directly impacts achievement of the following three goals:



- 11.2.** To provide access to safe, affordable, accessible and sustainable transport.
- 11.2.** To meet the needs of those vulnerable situations, such as older persons, children and persons with disabilities through the Accessibility and Mobility Plans.
- 11.6.** To improve the environmental quality of cities where the company operates, by not only offering quality public transport which reduces private vehicle use, but also by investing in clean technologies and an eco-sustainable fleet.



- 8.5.** To provide various training plans ('Muévete' and Graduate) offering young people employment that enhances their skills and abilities.
- 8.5.** To offer full and productive equal opportunity employment without discrimination on the basis of gender, ethnicity or religion, including youth, migrant workers and persons with disabilities in our employment policy.
- 8.8.** To protect the rights of workers and foster a safe work environment posing no risks to workers, through our policies and management systems.
- 8.9.** To strengthen local tourism through (regional, tourism and national) transport services, generating employment and providing added value to communities where the company carries on its business.



- 3.6.** Among ALSA corporate values, "Safety" represents our zero-tolerance policy toward unsafe behaviour, with firm impacts for road safety. The company is working from within to offer safe transport by raising awareness, through maximum innovation on road safety and by training the best professionals with the Master Driver programme. Additionally, ALSA actively cooperates with several associations and foundations that specialise in road safety.

Code of Ethics and Good Practices

ALSA Ethics and Good Practices Programme is based on the company Code of Ethics and Good Practices, as well as the NATIONAL EXPRESS anti-fraud policy which is included. The Code of Ethics and Good Practices was approved and disseminated in 2011, setting out the commitment of the company and of all ALSA professionals to act with integrity in all they do on a day-to-day basis. This Code also underpins all ALSA activities in line with NATIONAL EXPRESS ethical code and applicable law.

The Code of Ethics and Good Practices is available for consultation by all Interest Groups on the company website:

<https://www.alsa.es/sobre-alsa/codigo-etico>

ALSA also provides a complaints channel called "Línea de Ayuda" [Help Line] for workers and other Interest Groups in addition to the Code Ethics as an extra control mechanism.

Help Line Channel

"Any ALSA employee who reasonably suspects some conduct, fact or omission in breach of this Code may, in the first instance, resolve any suspicion or issue or alert their hierarchical manager or the Compliance Committee.

Equally, if the employee does not think it suitable or possible, for any reason, to seek help from the aforesaid persons, the question/matter and/or alert may be brought to our attention over the HELP LINE system. The HELP LINE system is also available to all Interest Groups.

In order to guarantee confidentiality, ALSA has decided to outsource management of the telephone line receiving alerts and has contracted an external supplier that specialises in providing this type of service. Alerts will be dealt with in a secure environment, by a restricted number of the service supplier employees, who have all received the necessary professional training."

Compliance Committee

ALSA Compliance Committee was established in 2016 to guarantee compliance with regulations and with the Ethical Code. This committee is responsible for identifying risks, mainly of criminal offences, and for evaluating, analysing, implementing or improving and tracking the Crime Prevention and Detection system.

The Compliance Committee met four times in 2018. Since then, ALSA has taken part in several sessions organised by the Association of Compliance Officers of Spain (ACOFES), with broad representation from the ALSA workforce in attendance.

Compliance Training Day

ALSA Management Committee undertook a Compliance training day in 2018.

Additionally, in May 2018, ALSA actively participated in the one-day programme on "Adapting Companies to Compliance Obligations and Case Law Developments", organised by ACOFES and sponsored by ALSA. The day included contributions from experts and jurists of renowned prestige.



Partner Management

ALSA has developed and implemented a Partner Management Model. The model comprises an internal system for managing and evaluating partners and is structured, standardised, flexible and transversal, with its own methodology. Tools such as the 'Practical Guide to Partners' and an internal Communications Channel for dissemination have been developed and speed up identification and validation of opportunities, thereby helping to promote learning systems throughout the organization.

ALSA further advanced this model during 2018 and generally consolidated procedural improvements such as communication and evaluation channels. The foundations are now in place to manage the acquired knowledge. The company has also prioritised collaboration agreements with R+D+I centres, whilst maximising existing partnership synergies by developing joint projects that provide high added value to both parties.



More than 9,300
Suppliers across all ALSA
business activities



88.7%
Spanish suppliers in
2018

REQUIREMENTS FOR ALL SUPPLIERS

Quality Services	Environmental Impact	Responsible at work	Involvement with the community
Quality management system compliant with ISO 9001. Good conduct clause.	Environmental management system compliant with ISO 14001. Energy efficiency.	Meeting requirements of the OSHAS 18001 / ISO 45001 Standard. EFR Certificate (Family-Responsible Company).	Collaboration with specialist employment centres.



Digitalisation, a strategic pillar

2018 saw ALSA consolidate implementation of work, projects and actions along the lines defined in the Digital Strategy first introduced in 2017. We also worked, in parallel and as part of the aforesaid strategy, on aligning existing technologies and channelling new investments, together with a

selection system and prioritising these initiatives based on the digital agenda management. The Digital Agenda is continuously updated according to evolving business requirements. Nevertheless, initiatives for improving the customer experience continue to be of the greatest importance:

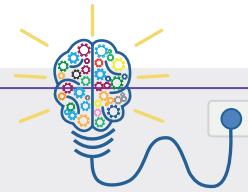
- Managing digital channels.
- Compensation systems to deal with service level deviations.
- Systems for Revenue Management Systems and Pricing.
- Service level tracking.
- Managing capacity (occupancy) using predictive systems and forecasting.
- Integration of new business models.

ALSA digitalisation strategy constantly updates and tracks market trends, subsequently applied to business and suitably adapted. The end purpose is to ensure technology stays in line with growth, both with regard to numbers of passengers as well as new products as they are included. It is important to highlight the increased analytical capabilities of ALSA personnel, who benefit from new data and training management systems. This also serves to guarantee proper decision making, in good time and manner.

Public-Private Partnerships

ALSA continues to cooperate with the various forms of local government, finding new Public-Private partnership models able to keep pace with the necessary technological advances on which these businesses rely. ALSA is a joint partner in Smart Cities projects, Open Data systems and, in general, in all manner of projects aimed at improving Mobility.





Culture of Innovation

The direction of ALSA innovation policies underwent changes throughout 2018, with the process culminating in March 2019. Redefining the innovation department direction in this way has meant keeping ALSA employees actively involved by means of the Intra-entrepreneurship Programme, which selects “Innovation Ambassadors” to develop challenges aimed at meeting the needs of customers and employees.

Customer experience lies at the heart of these Innovation initiatives. There are three priority projects in this sense:

- ★ **Baggage handling:** The company currently loses substantial revenue as a result of claims for lost

and stolen baggage. The team is looking at how to standardise the procedures followed when bags go missing, both on board and once they are declared lost.

- ★ **Real-time updates:** the team ensures the customer receives all available updates for the bus booked by the customer: seating, screen, whether the bus is provided by third parties...

- ★ **Social innovation:** the team makes sure ALSA customers are informed about social actions the company takes. An informative video is being designed for the purpose and will be shown on the on-board screens.

Open innovation ecosystem

ALSA has developed two new tools to expand its open innovation ecosystem. In doing so, ALSA hopes to reach the greatest possible number of entrepreneurs and start-ups willing to help resolve some of the challenges we currently face:

- ★ **Innovation Radar:** The Innovation Radar is a news platform adapted to the company and comprises customised news items for each individual department. This tool can be accessed by every part of ALSA and sends out email updates. The Innovation Radar covers matters such as: What is the competition up to? What new technologies can ALSA apply?, etc.

- ★ **Innovation Committee:** the Innovation Committee is an advisory committee specialising in innovation. Various experts of renowned prestige are invited to sit on the committee and provide ALSA with a greater global vision of the mobility environment and trends.

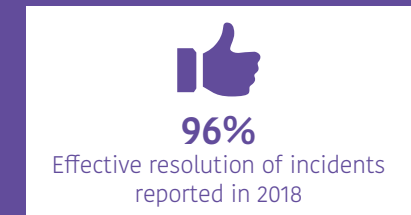
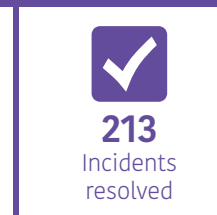


Examples of successful innovation

The main projects unveiled in 2018, continuing on from the innovation challenges and maintaining the new product design positioning, were as follows:

On-board incidents

To speed up localisation of incidents using individual screens, therefore keeping response times to a minimum, a QR sticker was designed and placed on the back of bus seats. The QR code directs the passenger to a very simple questionnaire, both visual and quick, as a way of reporting incidents that occur inside the bus.



Mobile app for the Covadonga Lakes bus

The Covadonga Lakes mobile app provides tourists visiting the area by bus with all route information and multimedia resources needed to enjoy the experience. Customised alerts can be enabled by using the passenger’s GPS location to point out nearby places of interest and offer more detailed information.

(Spanish, English, French, German and Italian).



ALSA is currently working on a payment system to extend this feature to other areas beyond this local environment. Additionally, the app is available in eight languages, five with videos and subtitles

ALSAPass

The ALSAPass season-ticket came about as the result of joint collaboration between the Innovation Challenge Team and the Revenue Management, Bids for Tender and Digital Channels teams. The initiative came about thanks to the ALSA trends surveillance tool and ALSAPass has been designed along the same lines as European rail passes – giving the transport passenger an “all-inclusive” option for a chosen specified period: 7, 11 or 15 days.



ALSACab Santander

ALSACab, the premium chauffeur-driven car became available in Santander in 2018.

This service takes transport passengers directly from the station to home and vice versa at a flat price of three euros anywhere in Santander city.



2019 Objectives

Extend the ecosystem to open innovation

▼

Reach more entrepreneurs and startups.

Improve the intra-entrepreneurship programme

▼

Involve workers in the three countries where ALSA has a presence.

Excellence Model

▼

EFQM 500+ certificate renewal.

UNE 19601 Criminal Compliance Certification.

RSC

Corporate Social Responsibility

▼

New scope for 2019 Materiality Study.

New communications strategy.

ISO 19601 Certification

▼

Process started for regulatory compliance certification.

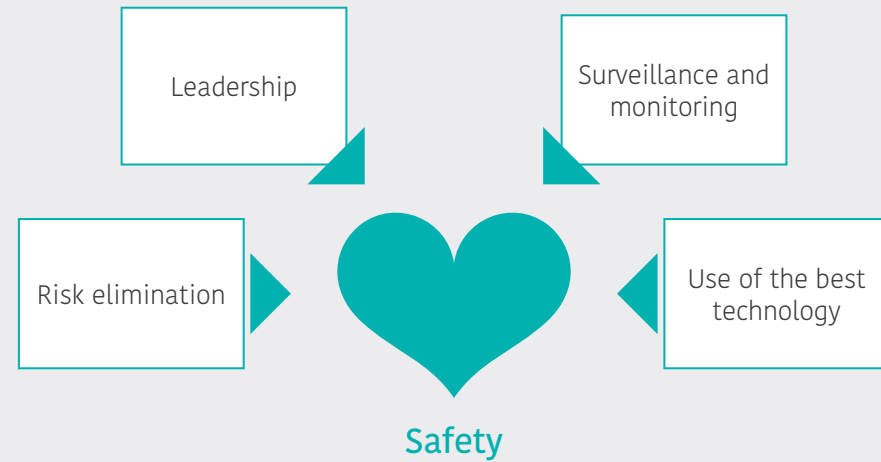
Safety

We only do **what is safe**. Zero-tolerance of unsafe behaviour



ALSA approach

ALSA values safety above everything. This means that ALSA will only do what is safe, with zero-tolerance of unsafe behaviour.



ELIMINANDO RIESGOS
Driving out harm

ALSA Safety management is based on the “Driving Out Harm” (DOH) programme in place across all National Express Group companies. The DOH Programme has just one clear objective: to place safety above everything and for the company safety standard to be the best in the industry.

Key figures

	2016	2017		2018
Accidents				
FWI ¹ (Fatality Weight Injuries)	3.95	1.4	↑	3.38
Preventable Accidents Rate ²	0.76	0.78	↓	0.74
Monitoring and tracking drivers				
Drivers monitored per annum (%)		100	=	100
Driver assessments performed		5,053	↑	5,748
% Staff monitored by DriveCam				57
% Staff monitored by GPS system				91
Alcohol checks		1,611	↑	4,041
Drugs checks		715	↑	2,775
Mystery Customer Inspections	3,332	2,710	↑	6,037
Camera surveillance observations (CCTV)		3,738	↓	2,700
Vehicles with Alcolock ³		90	↑	122

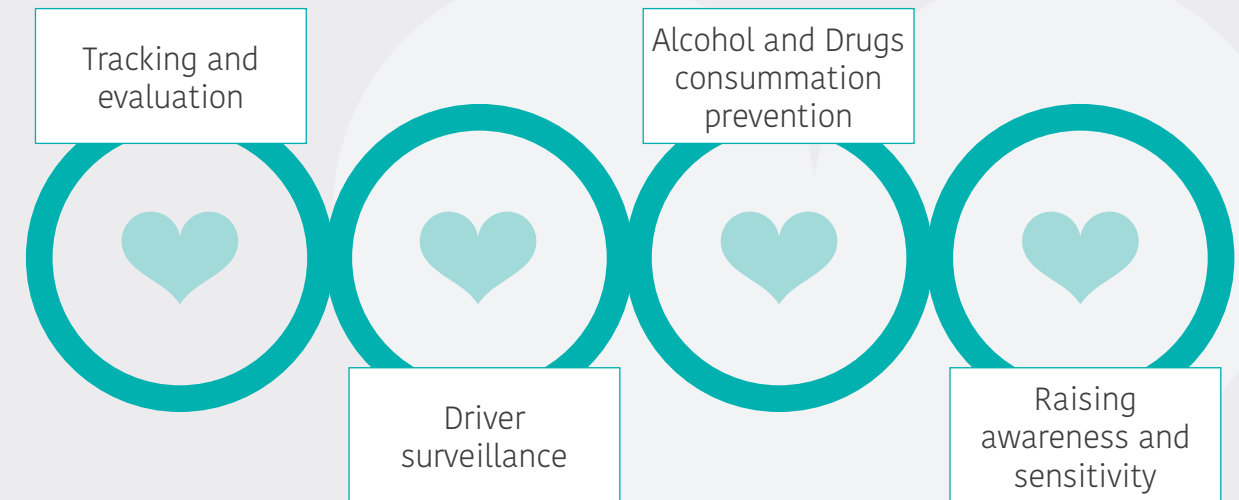
¹ FWI: FWI measures the severity, according to bodily injuries, of accidents with fault occurring in the company over a specific period of time. This calculates number of deaths, of serious injuries, of minor injuries and of personal injuries to ALSA personnel with recorded time off work over the given period. Accidents with fault are used when calculating deaths, serious injury and injuries involving time off work. All accidents are taken into account for minor injuries.

² Preventable Accidents Rate: Refers to the number of preventable accidents recorded for each 100,000 km driven. A preventable accident is deemed to be an accident that could have been prevented by driver action, according to the established classification procedure, with or without fault.

³ Alcolock is a device that blocks vehicles in the event of a positive alcohol reading.

NB: Calculations of indicators with per kilometre ratios take into account kilometres driven by Spanish transport companies with less than one year in the group, as the data is isoperimetric.

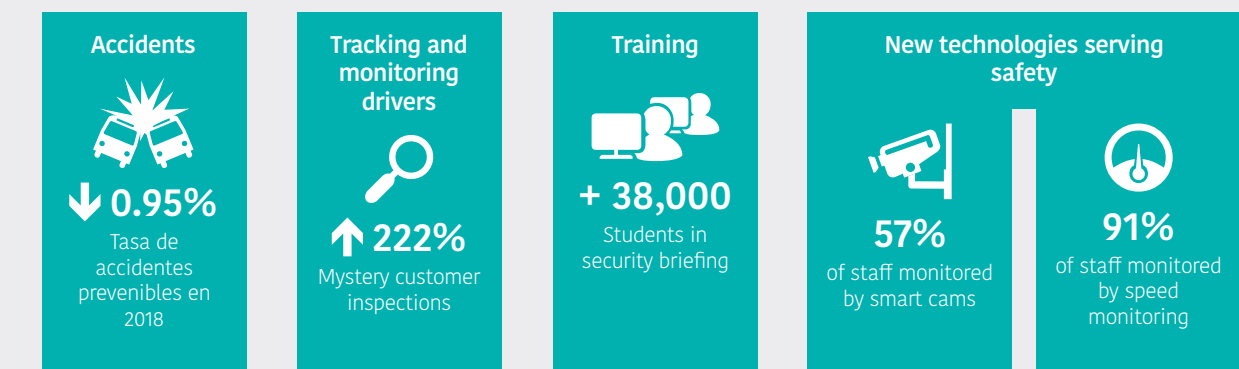
2018 Action Plan



2018 Milestones



2018 Performance



2018 Highlights

Safety Training

Training is essential for ALSA to improve safety levels. The aim of monitoring and surveillance is to discover where improvements can be made and pinpoint undesirable behaviour to be corrected by specific training actions.

One of the best behaviour improvement tools has proven to be the training drivers' programme implemented by ALSA. ALSA had 90 accredited in-house trainers in 2018. The strict selection criteria for trainers and the special training procedures they undergo help to achieve accredited competence for this important mission.

	2016	2017		2018
Safety training				
Welcome plans (PDA, Planes de Acogida) and on-the-job training days				
Students		826	↑	890
Hours		11,466	↑	13,365
“Behind the Wheel” Training				
Hours		3,398	↓	1,307
High accident rate training				
Students		703	↓	112
Hours		2,109	↓	336
Vehicles technology training				
Students		846	↓	824
Hours		1,335	↑	3,000
Train the Trainers				
Students		44	↑	168
Hours		649	↑	2,612
Nº certified trainers	76	76	↑	90
Emergencies management training				
Students		117	↑	415
Hours		322	↑	1,240
Safe driving Reinforcement Training				
Students				82
Hours				299
Briefings (informative talks on key Safety aspects)				
Students				38,128
Drivers (%)				100

Monitoring drivers using smart cameras (Drive Cam)

An ambitious driver monitoring project was implemented in 2017, based on the use of smart cameras.

This project aims to improve driving safety by detecting any training requirements and raising driver awareness.



HOW IT WORKS

- ♥ Equipment installed on every vehicle includes two cameras, one at the front installed on the vehicle exterior and the other inside the vehicle, monitoring the driver.
- ♥ These cameras record safety incidents related to an abrupt change in vehicle speed and record the moment is running up to and following these events.
- ♥ Recorded videos are then forwarded to a location for classification, where the recordings are reviewed and the events that occurred analysed in detail.
- ♥ The driver's manager subsequently receives the information for analysis together with the driver. The driver and manager then study that information together and extract lessons on how the driving could be improved.

INTENDED PURPOSES

- ♥ To acknowledge actions that improved passenger safety (e.g. when an accident was avoided).
- ♥ To provide drivers with appropriate training to correct behaviours with a potential negative effect on safety.

BENEFITS

- ♥ Improved driving skills.
- ♥ Enhanced safety and lower accident rate.
- ♥ Acknowledgement of the professional work of drivers.
- ♥ Protecting the company and drivers from false accusations.

A useful tool for drivers

Drive Cam technology is a safety improvement tool intended to support drivers. Drive Cam helps drivers become aware of unsafe actions whilst at the same time providing very useful information for improving their driving. Additionally, drivers can use this tool on their own to glean information about incidents and specific issues in which they were involved. Equally, Drive Cam helps the company identify and recognise drivers for their excellent driving that has helped to avoid serious accidents.

EXTENT IMPLEMENTED

2,740

Monitored drivers in 2018

946

Vehicles with smart cameras in 2018

Speed checks

Speeding significantly contributes to accidents and affects the severity of outcomes when accidents occur. Driving at the wrong speed clearly increases risk.

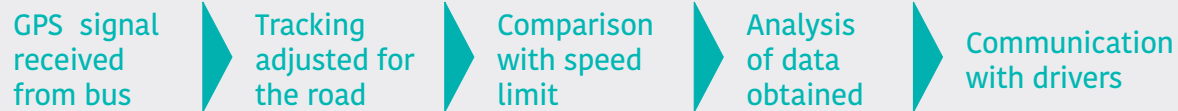
For that reason, ALSA has instigated projects to detect and automatically

Speed tracking is vital to safety

record when ALSA drivers are speeding. The system is based on data received and processed from on-board GPS systems and allows a greater degree of control and knowledge about routes and highways where speeding occurs.

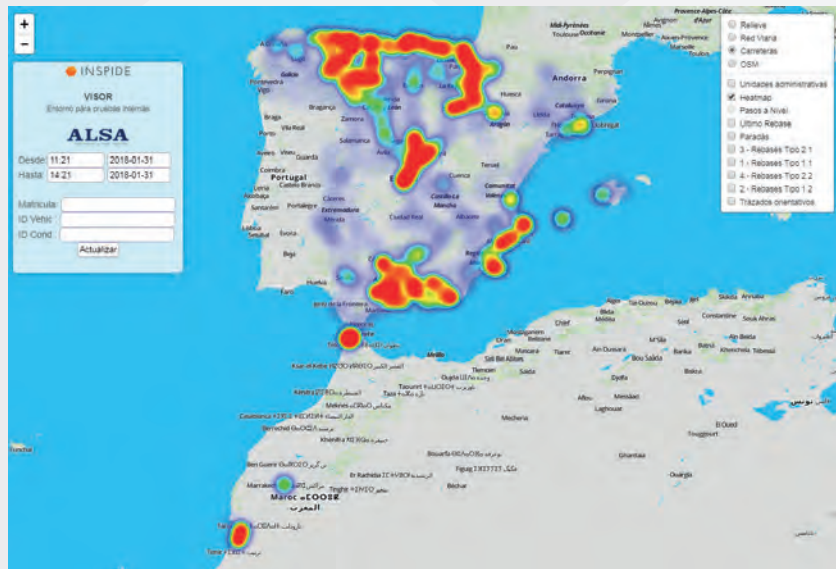
HOW IT WORKS

- Speeds are transmitted by GPS and then compared against the maximum permitted speed for the stretch of road in order to detect speeding.
- Speeding incidents are then stored and reported weekly and monthly.

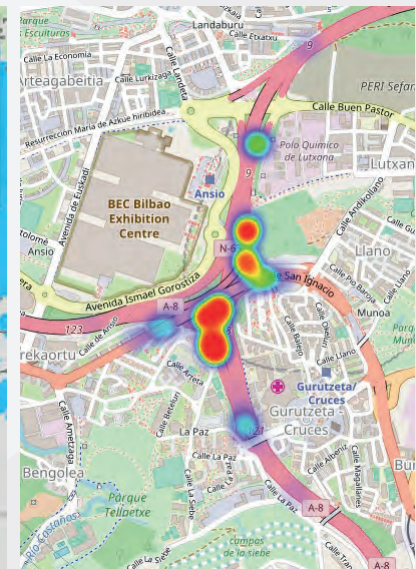


OUTCOMES

- Statistics are drawn up, as well as a driver ranking list for each management area, i.e. comparing each driver against other drivers working at the same area.
- Drivers repeatedly caught speeding must attend driving awareness talks.
- Heat maps are drawn up for interurban and urban routes across the whole country, highlighting the most frequent speeding points.



National and urban heat maps



ADDITIONAL BENEFITS

Permanently provides drivers with information on speeding. The aim is to make them aware, to correct any unsafe behaviour and to fine-tune the system.



EXTENT IMPLEMENTED

91%
drivers monitored using this system in 2018

83%
ALSA fleet transmitting with this system in 2018

Advertising Campaign with the DGT [Spanish Traffic Authority] and MAPFRE Foundation

In 2018, ALSA and the Mapfre Foundation joined in with the DGT advertising campaign, with two objectives:

- Raising driver awareness about the importance of not consuming alcohol, drugs and/or medicines with toxic effects on driving. Such substances were involved in 43% of road accidents in which drivers lost their lives in 2017.

- Warning against distracted driving or lack of proper attention to driving, an underlying cause of 25% of accidents in 2016 and 31% of road deaths.

Therefore, with the support of Mapfre Foundation, ALSA highlighted two key messages displayed on the backs of 80 buses, to promote road safety and help reduce the number of traffic accidents:

“Zero-tolerance for drugs and alcohol when driving”.
“If you text whilst driving, every message might be your last”.



Road safety is a shared responsibility requiring the involvement of all society, of local and national governments and of operators.

Francisco Iglesias CEO de ALSA

DGT Sub-director for Operations and Mobility, Mr Jaime Moreno, visited ALSA headquarters to thank both companies for supporting road safety awareness.

This additional advertising campaign has significantly contributed towards achieving the “Zero Accidents” goal ALSA aims to attain every day.

In relation to the above, 2018 saw ALSA take actions to raise awareness and to communicate both within the company and externally, seeking to involve and raise awareness among people working in the company and also customers of ALSA services.



Advertising in conjunction with ATRESMEDIA




ATRESMEDIA




In 2018 ALSA also collaborated with the “Ponle Freno” [Brake and slow down!] programme, one element of the multimedia company Atresmedia commitments. ALSA specifically stepped up the campaign “If you travel by bus this summer, use the seatbelt!” intended to convince passengers of the importance of using safety belts on bus journeys.

2019 Objectives


Speeding management


▼

↓ 10%
Less speeding


Supervising drivers
“Drivers’ feedback”
Project


▼

New channels for online direct communication with drivers


More vehicles equipped with smart cameras


▼

↑ 800
Additional vehicles


On board safety devices availability

▼

↑
Training on optimum and efficient use of safety devices


Promoting healthy drivers

▼

↑
Medical examinations and health campaigns

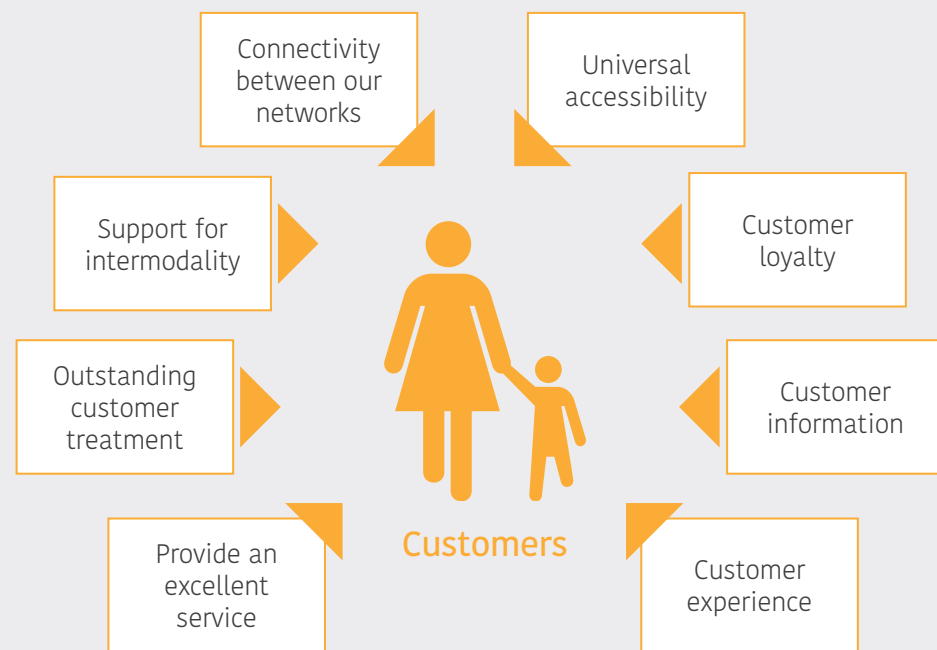
↑
Anti-alcohol and anti-drug consumption campaigns

Customers

We place them
at the heart of
our **business** and
relentlessly meet their
expectations.



Our approach



Key figures

	2016	2017		2018
Passengers carried ¹ (million passengers)	307.0	314.4	↑	325.1
Km covered ¹ (million km)	332.2	333.8	↓	318.7
CSI - Satisfaction index ²	7.02	7.35	↑	7.62
NPS - Recommendation rate ³	1.8%	18.8%	↑	26.5%

¹ Figures for all operations (including Transport Spain, Morocco and international routes).

² Average customer response to the question: How would you rate your overall satisfaction, from 0 to 10.


³ Certainty that they would recommend travelling with ALSA to their friends and family. Calculated by subtracting the percentage of Detractors (users with recommendation scores from 0 to 6) from the Promoters (with scores of 9 and 10).




2018 Action Plan




2018 Milestones



7.62
ISC
Customer Satisfaction Index




26.5%
NPS
Net Promoter Score



102,000
Online and face-to-face satisfaction surveys conducted


Performance in 2018



Satisfaction improvement

7.62
Customer satisfaction index

26.5%
Net Promoter Score - recommendation index




Service improvement

On-board entertainment

Notification of incidents

Customer information

Greater accessibility



Improved customer treatment

↑ 18%
Number of customers handled

↓ 40%
Response time

Highlighted in 2018

ALSA Customer Journey

ALSA pioneered the “Customer Journey” methodology in the transport sector. The methodology serves to identify every moment of interaction or decision-making by a customer, from when they decide to travel, to their arrival at their final destination. In 2018 the company reviewed and updated its Customer Journey, to ensure that the whole organisation understand the responsibilities of each ALSA employee during their interaction, and how they influence overall passenger satisfaction.

Customer satisfaction is a strategic aspect for ALSA, and the company therefore records customer opinions through surveys.



89,000 satisfaction surveys gathered by email analysed.
13,000 face-to-face surveys.
In practically all contracts.



Customers’ feelings and emotions have been analysed through over 7,000 open-ended comments.



A new advanced online service tool integrated within the CRM system is being brought in.



In 2018 over 6,000 “mystery customer” inspections were conducted, allowing ALSA to anticipate possible problems for passengers.

ALSA uses the Customer Journey to listen to and build the loyalty of its customers



Social media

Social media has become a standout element in listening to and interacting with customers.

In 2018 the number of customers handled via social media grew by 17%, with response times being cut by 40%. This improvement in customer management efficiency was enabled by the implementation of new tools to improve internal processes and team training.



Facebook: 154,585 fans of /alsaa autobuses



Twitter: 31,929 followers of @ALSA_autobuses



Instagram: 17,986 followers of @ALSA



LinkedIn: 20,930 followers of ALSA



YouTube: 4,996,477 page views of ALSA



Blog: 18,500 visits/month to miradasdesdeelbus.alsa.es

Partnership with influencers

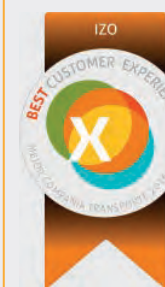
With the aim of amplifying the message of ALSA campaigns and connecting to a younger audience, the company has joined forces with influencers. These partnerships allow ALSA to present the attributes and benefits of its service first hand.



“Smart Moving”

A number of campaigns were conducted in 2018 based on the “Smart Moving” concept, because today’s passengers are not simply looking for an offer, but a smart, cost-effective way of travelling,

choosing a mode of transport based on route, journey time, frequency, availability, ease of purchase, convenience and capillarity.



Sello BCX

In February 2018 the company received the BCX Seal for the Best Customer Experience in the Transport Sector in Spain and South America. The BCX Seal is based on the largest customer experience study conducted yearly

in Spain and South America. The IZO consultancy gathers over 50,000 opinions and compares more than 120 companies in key sectors. Among the aspects analysed to award the seal, ALSA stood out for the simplicity of the purchasing process and the punctuality of its services.

Improved information

In 2018 ALSA adapted its information systems to a new CRM (Customer Relationship Management) platform, helping it understand the needs and preferences of its customers, so as to be able to enhance and customise their experience, transforming information into action.

This change will allow ALSA to take its communication with customers to the next level, shifting from passive

to active communication based on behavioural aspects. In 2019 the company will have the capacity to manage all Touch Points with its customers more efficiently and in line with their needs.

Work has already begun on those communication gateways or journeys in which passengers have registered a degree of dissatisfaction or where there is greater potential for improvement (pain points).

CRITICAL TOUCH POINTS IN CUSTOMER SATISFACTION



Customer commandos

During 2018 ALSA implemented numerous customer commandos to improve the travel experience with ALSA in such aspects as: assistance with luggage, self-service sales devices, information before travelling or at the platform. Customer commandos

are a gamified working methodology in which team members (ALSA employees) with different roles work together to see, listen and understand customers by putting themselves in their shoes, so as to devise and specify actions to improve their experience.

On-board comfort

In partnership with the IBV (the Biomechanical Institute of Valencia), in 2018 ALSA conducted a series of research studies into its main long-distance corridors with the aim of understanding those factors of a bus that affect passengers' perception of comfort, and the relative importance of each.

Specifically, an in-depth review was conducted of aspects of the trip (noise, type of seat, lighting, passenger posture, etc.) and how they affect the perception of comfort. The conclusions drawn from these studies gave rise to numerous improvement initiatives which will continue in 2019 and subsequent years.

Communication strategy

ALSA serves millions of passengers every year by offering a nationwide mass transport service open to customers of widely differing social and demographic profiles.

As part of its **communication strategy**, in 2018 ALSA prioritised two of its main passenger segments: those aged over 60 and young people under 25, with specific benefits for each.

The company focuses in particular on younger and older passengers because they are more inclined to take the bus than other modes of transport. Which is why ALSA spends time on specific offers and fares for them, and launches advertising campaigns via the media channels that they most often use: regional TV channels, social media, CRM communications, etc.

The special benefits for over-60s include:

- Up to 40% off from Monday to Thursday and on Saturday for ALSA Standard Services.
- Up to 20% off from Monday to Thursday and on Saturday for Class Services (Supra and Premium).



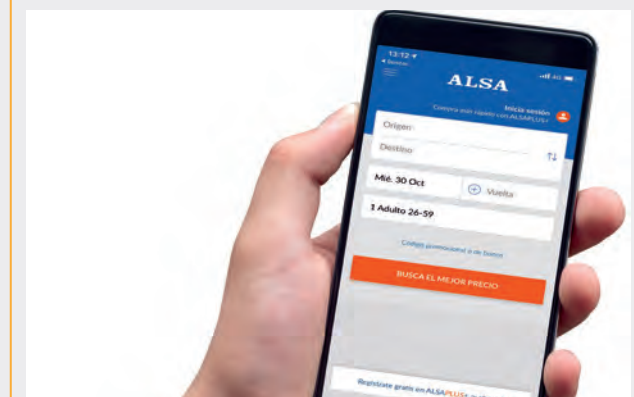
Special benefits for under-25s:

- Up to 40% off most routes for ALSAPLUS+ passengers between 12 and 25 years old.



Improvements to the website and app

To improve customer experience and efficiency, the website and apps were enhanced in 2018 by including new features:



- Responsive web design, a technique which means the site is displayed properly irrespective of the device used to open the link.
- New look & feel.
- New languages and means of payment accepted.
- Booking of additional travel services.
- Shorter loading and query times.
- New fares landing page.
- New design and greater flexibility on other landing pages.

Customer Week

Through its 2018 Customer Week entitled “You Move ALSA”, the company aims to thank its customers for their trust, by highlighting the improvement initiatives born out of their needs, while also expressing thanks and acknowledgement for its employees’ dedication to the positive Customer Experience result and the projects launched. The initiative involved:

Eight specialist Webinars addressing customer experience issues, which gave rise to 10 improvement plans.

Gifts and surprises for customers and employees: 2,000 suitcase tags, 20,000 customer promotions in the EXIT Service Areas...

Special discounts of 10%, 20% and up to 50% on some routes.

“Travel Companions” music competition via Instagram.

Customised mugs based on the Customer Manifesto.



iCasework and Guudjob

ALSA implemented two new tools focused on improving its management processes:



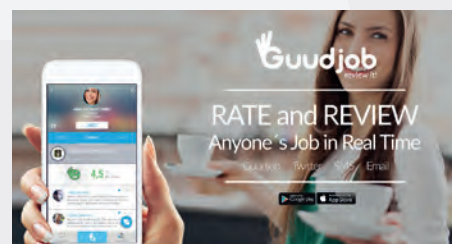
iCasework

New complaints application.



Guudjob

A tool allowing the users themselves to rate ALSA’s customer-facing staff.



Universal Accessibility

The ALSA Accessibility Improvement Programme was launched in 2018 with the aim of guaranteeing access to bus transportation for everyone, irrespective of their access and/or mobility capability. The ultimate aim is to allow passengers with any special need,

such as people with reduced mobility or some type of disability, elderly people with mobility difficulties and pregnant women, to use the company’s services with optimal safety, convenience and equality, and the greatest possible independence.

Redefining accessibility services

The accessibility services that ALSA offers its customers have been reviewed and redefined: booking of special seats, assistance services on boarding, transport of mobility accessories, discounts, etc.

Training and awareness-raising

Training sessions have been devised and delivered to explain the operational and technical side of special services, along with awareness-raising campaigns at every level: operational personnel (ticket offices, platforms, drivers), customer service, structural personnel, etc.

Special facilities

In many cases these new services can only be provided by means of special accessories that have been tested, validated and supplied over the course of the year. This sphere includes such specific examples as the staging of a pilot scheme with a new ramp system designed to allow heavier motorised wheelchairs to be placed in the luggage hold.

Customer information

Customer information has been improved, including a new landing page which details each and every one of the services available for passenger segments with some special need. Numerous improvements have likewise been implemented in the online and in-person sales process, facilitating the booking of seats and requests for assistance services for these groups.

This improvement programme will continue with the definition and implementation of an ALSA 2019-2022 Accessibility Plan which will serve to put in place numerous improvements to address the needs of such individuals and enhance their travel experience.



Animal well-being



In 2018 ALSA embarked on a project with the support of veterinary and animal experts to guarantee well-being and optimal travel conditions for pets. Thanks to close cooperation with the Ministry of Agriculture, Fisheries and Food, the Professional Veterinary Association of Asturias, PURINA, CEAV, Veterindustria, ANFAAC and others, ALSA signed up to two far-reaching initiatives:

- 🔥 “Responsible pet ownership”: a ministerial initiative promoting a change of attitude in the relationship between people and their pets. ALSA offers its knowledge of transport management, and in turn receives technical consultancy for the pet transportation initiatives that it launches.
- 🔥 “Better to travel together”: a scheme headed by PURINA and CEAV which aims to teach owners and professionals the key points of tourism with pets.

ALSA is also working on the design of a climate-controlled case for pet transportation.



Intermodality and the last mile

As part of its aim to become a mobility manager, ALSA has added new services and embarked on new partnerships:

- 🔥 Development of the ALSACab service in Madrid and extension to Santander.
- 🔥 Partnership with mobility platforms.
- 🔥 New intermodality services with IBERIA and RENFE.



The best offer for customers

People nowadays have access to numerous modes of transport. Which is why ALSA is constantly monitoring the market so that it can offer customers the best service at the best possible price.

- 🔥 Price and discount campaigns throughout the year.

- 🔥 Prices that are competitive with train, aeroplane and car sharing.
- 🔥 Real-time price management on intercity routes: new price scaling set-ups linked to purchasing seasonality and occupancy curves; early purchase strategies.
- 🔥 Dynamic management of Class Service upgrades (“Supra” and “Premium”).
- 🔥 Customer-tailored offers through substantial technological investment (CRM, yield, forecasting).
- 🔥 Intensification of offers and discounts on international routes.

Vouchers

In addition to one-off discounts, ALSA offers a number of vouchers tailored to its customers:


- Sharing voucher
- Incremental voucher
- Student voucher
- Frequent traveller voucher
- “Andalusia Tour” voucher




2019 Objectives



Customer knowledge in all business areas



More emotional travel experience focus



Development of the *Close the Loop* customer listening project



People

We develop talents, **reward the exceptional performance and respect the rights** of all our employees



Our approach



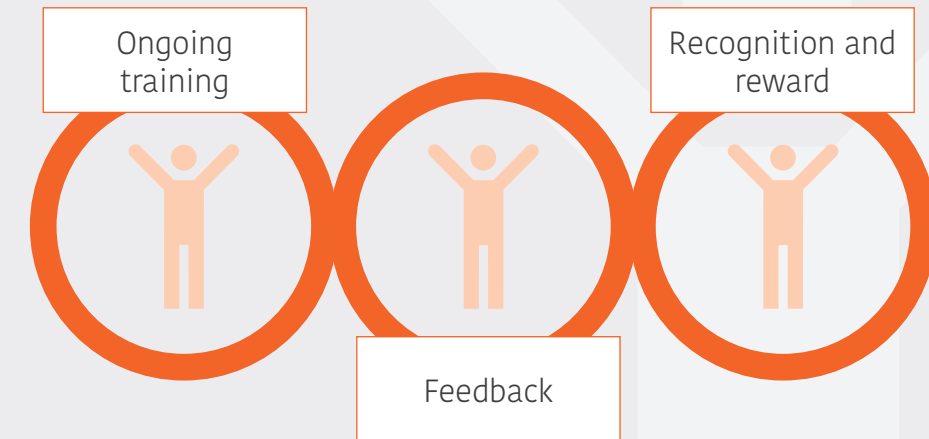
Key figures

	2016	2017		2018
Quality of employment				
N° of employees	6,698	6,866	↑	7,818
Permanent employees (%)		75.6	↑	76.59
Churn index ¹	4.04	5.66	↓	3.18
Women				5.04
Men				2.88
Average age of workforce		45.6	↑	47.89
Aged under 30 (%)		3.87	↑	4.24
Between 30 and 50 (%)		55.07	↑	56.80
Over 50 years (%)		41.06	↓	38.97
Equality				
Percentage of women on workforce	13.61	14.11	↓	13.96
ALSA women drivers (%)		7.1	↑	7.65
Women at Executive level (%)		10.1	↑	16
Occupational safety				
Accident frequency index (%)	14.15	14.88	↑	16.41
Accident seriousness index ² (%)	0.64	0.47	↑	0.55
Absenteeism index (%)	5.43	5.72	↑	7.37

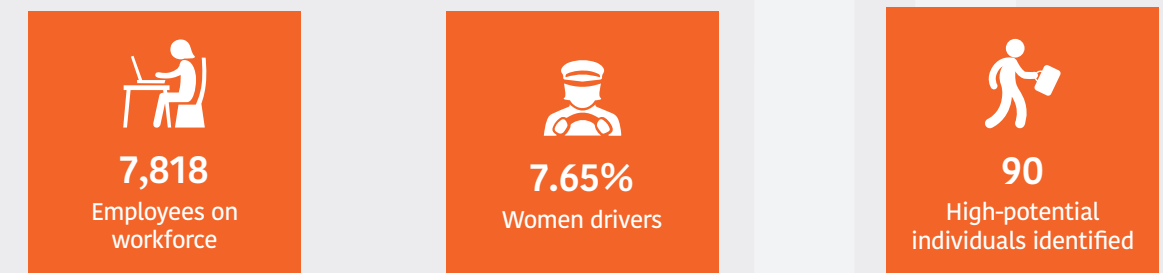
¹ There was a change in the calculation methodology in 2018, disregarding voluntary resignations because of a change of company within the group.

² Seriousness index = [Days lost per year through accident / (Workers x Hours worked)] x 10⁶.

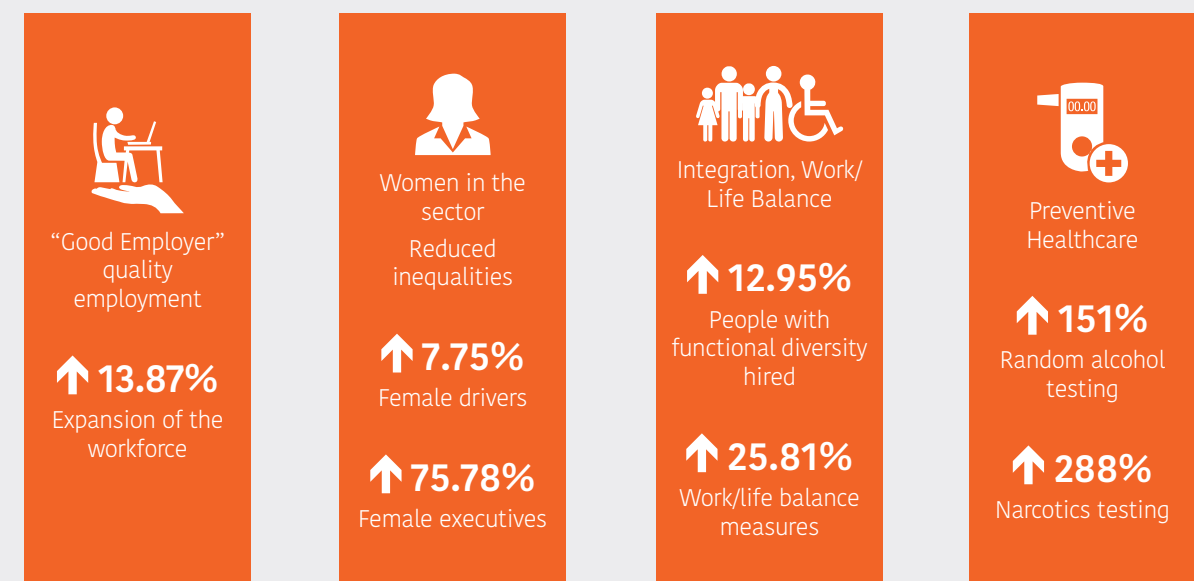
2018 Action Plan



2018 Milestones

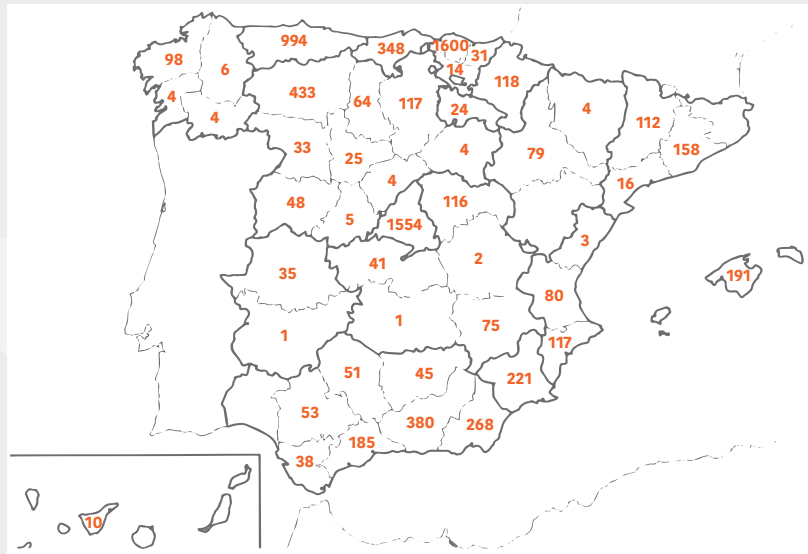


Performance in 2018



Geographical distribution of the workforce

(No of employees)



The sites with the greatest number of employees are in Biscay, Madrid and Asturias.

Highlighted in 2018

Talent management

Recent years have seen the progressive development of a range of evaluation tools and processes in order to identify high-potential professionals. Talent Evaluation is conducted yearly to detect personal development needs, with an Action Plan being deployed in accordance with each individual's aspirations and preferences within the context of the company:

Talent development and performance improvement programmes have also been implemented for managerial and technical staff:

Details by number of people

	2016	2017	2018
Talent evaluation	510	510	520
Potential evaluation	510	615	-
360 evaluation process	10	-	35
Individual interviews	56	73	114
Skills test	34	50	96
People with Action Plan proposal		159	403
Actions proposed in an Action Plan		497	1,041

	2016	2017	2018
Mentoring		15	33
Coaching		8	9
MBA/Master		9	11
Language training	150	125	186

90

Individuals identified as High-Potential

↑ 109% compared with 2017

403

People with Action Plan proposal

↑ 153% compared with 2017

33

Individuals in mentoring programmes

↑ 120% compared with 2017

645,000€

Invested in training

↑ 3.5% compared with 2017

Master Driver

Master Driver is an initiative which aims to place the spotlight on ALSA's drivers, both within and outside the company, acknowledging their premier status and outstanding contribution to the services provided.

The programme was launched in 2017, and covers drivers in Spain and Morocco. This year it received the LUIKE Star award for the best human resource initiative.

Master Driver comprises a process of evaluation, training, communication, recognition and reward based on a three-level driving staff classification system. Driver classification takes into account numerous indicators regarding individual performance, which are subsequently evaluated with reference to the rest of the group and then linked to a level associated with different recognition initiatives. The system serves to evaluate individual skills associated with professional performance and the possible potential of each driver.



Employee Journey

Employee Journey is a project focused on addressing the experience of those who work at ALSA, with the aim of improving levels of satisfaction, enhancing occupational well-being and forging stronger ties between the company and its people.

the employment cycle, so as to identify the changes and/or adjustments needed in order to underpin the relationship between ALSA and its people.

In 2018 this project centred on identifying every stage through which a person passes at ALSA: from the start of the selection process up to the end of their occupational relationship. This served to detect key person-company moments throughout

Employee satisfaction index

Every stage has been evaluated, generating scores of between 3.51 and 4.09 out of 5.

What Can You Do?



Since the "What Can You Do?" programme began in 2017, a customised bus driver training and inclusion pathway has been designed, delivering 10,000 hours of training and benefiting 351 people with disability.

In 2018 the Basic Final Education Guide was published, with courses being delivered to obtain the D+ CAP licence for people with disability and to obtain the Professional Certificate for people in a situation of social exclusion.

45

Students with disability to obtain the D + CAP licence during 2018

26

Students in a situation of social exclusion to obtain the Professional Certificate during 2018

157

Hirings of people with functional diversity during 2018



“Get Moving” programme

The aim of the “Get Moving” programme is to provide youngsters who are in vocational, undergraduate or postgraduate education with the chance to complete a work experience placement at ALSA and acquire professional skills at a leading company in the sector.

The placements are performed nationally and internationally at all areas of the organisation, and are in all cases aligned with the young people’s training.

Over 50% of company recruitment is channelled through this programme, which has been in place for more than 6 years. During the period more than 683 young people have taken part in the programme.

+600
Individuals joining the “Get Moving” programme since 2012

8
New contracts under the Graduate programme in 2018

The “Get Moving” Programme received the “Best Selection and Integration Practice” award from the consultancy CEGOS and the magazine *Equipo & Talento*.



“For Your Health” Programme

The Occupational Risk Prevention department aims through the “For Your Health” programme to promote and improve the health and quality of life of the people who make up ALSA and their families.

“For Your Health” marks the consolidation of the DOH (Risk Elimination) programme, and contributes towards the META 2020 people management goals in terms of talent retention, increased brand value and creativity, and reduced staff churn.

The programme covers a range of prevention and healthy lifestyle initiatives.



Prevention

Healthy Company Certificate	ALSA has held Healthy Company classification since 2016.
ISO 45001 Certificate	1 st Transport company to be certified under the new ISO 45001:2018 standard.
Preventive oral health ¹	Preventive oral health campaign.
Information sheets	Periodic information sheets connected with specific occupational risks for each group, and the associated measures.
Alcohol and drugs tests	Periodic and random check-ups of all groups of workers have intensified.
Stretching exercises	All ALSA repair shops have introduced basic stretching exercises before employees begin their working day.
Safety talks	Safety talks for briefings are given to the drivers each month.
Defibrillator installation	Installed on all ALSA Premium services.
Improved medical examinations	Female employees at ALSA have the option of including preventive gynaecological cancer check-ups in their medical examinations, by means of tumour markers.
Back school	During 2018 two talks/workshops were held at the Torrejon de Ardoz and Leon garages as a result of the increase in musculoskeletal conditions at the organisation.
Sleep school	In November the Avenida de América workplace staged a workshop in sleep health measures intended for driving staff.

¹ Only for employees at Calle Alcalá, Madrid.

4,041
Alcohol tests performed in 2018
↑ 151% compared with 2017

2,775
Narcotics tests performed in 2018
↑ 288% compared with 2017

785,860 €
Invested in Prevention, Health and Well-being during 2018

Healthy

Fruit handouts	Every fortnight at various ALSA sites.
“For your health” blog	News and tips connected with prevention, health and well-being.
World Breast Cancer Day	A competition was staged among the different ALSA sites in 2018 to choose the company’s pink photo.
Network of healthy people	By 2018 the Network had 71 Blue Agents, volunteer contributors who aim to promote health, well-being and happiness among their colleagues.
Healthy recipes	To promote healthy eating among employees, healthy recipes are sent out every fortnight, encouraging staff to prepare the dishes and bring them in to work.
3 rd Occupational Health and Safety Painting Competition	Children’s Painting Competition for sons, daughters, nieces, nephews and grandchildren of ALSA employees aged between 5 and 12, addressing the importance of maintaining healthy lifestyles.

Sports Promotion

Company games	In 2018 ALSA took part in 7-a-side Football, Paddle Tennis, Mounting Biking, Karting, Swimming and Cross-country.
Company league	Inter-company 7-a-side football championship.
Internal 7-a-side football league	League made up of employee teams from different workplaces.
“Mostacho Run”	Participation in the “Mostacho Run 2018” in Madrid, to support research into prostate cancer. This also tied in with an internal campaign to remind employees that they can undergo tests to detect the disease as part of their annual medical check-up.
Madrid Half Marathon	Runners took part in the Madrid Half Marathon for the second consecutive year, with the aim of encouraging sport and team spirit. The company provided the runners with their kit.
Bike route	As part of the “For Your Health” programme, a number of colleagues at Calle Alcalá suggested a bike trip on Sunday 2 December, covering 13 km with a 60 m climb around the Casa de Campo, to which friends and relatives were invited.
“I’m Not Giving Up” Run	This run to promote work/life balance was held in Alcobendas, Madrid on 7 October. ALSA cooperated with the “Club de las Malas Madres” who organised the event to take part in the first “I’m Not Giving Up” obstacle race to promote work/life balance.
10 km City of Leon Run	Employees in Leon gathered on 21 October to take part in the 10 km City of Leon Race.
Multi-session day in Gijón and Salinas (Asturias)	The company FADE Saludable, with which ALSA has a partnership, staged a number of multi-session days featuring Pilates, Zumba and Mindfulness.

“6K for Water” Run

ALSA made its contribution by publicising the event on its buses and website. Organised by the World Vision charity, this year’s race raised funds to install a drinking water system at an orphanage and school in Uganda.

“Espartal Salinas Sport Center” Run

Charity race held in Castrillon (Asturias), to raise funds for the programmes organised by IUOPA (University Oncology Institute of the Principality of Asturias).

EFR: INTEGRACamp and Days With No School

INTEGRACamp, an action forming part of the EFR (‘Empresa Familiarmente Responsable’, or ‘Family-Responsible Company’) model, set up at ALSA with the aim of helping employees in Madrid with children aged between 6 and 12 to balance family and working life during the summer holidays. It comprises an urban summer camp at which children also have the opportunity to spend time together with people of different abilities.

Días sin cole is a new EFR initiative launched in 2018. It involves the youngest members of the household spending a fun day on dates between public holidays when schools are closed but their parents are at work. It takes place at the premises of the John XXIII Roncalli Foundation, where a range of entertainment and educational activities are organised.



	2017		2018
EFR measures implemented			
Quality of employment	11	↑	15
Flexible hours and locations	15	=	15
Family support	17	↑	18
Personal and professional development	9	↑	12
Equal opportunities	6	↑	13
Leadership and management styles	4	↑	5



18
Work/life balance measures to assist families
↑ 5.88%
Compared with 2017

English bursaries for employees' children

With the aim of achieving proficiency in English, in 2010 ALSA launched a bursary funding programme to provide employees' children aged between 12 and 18 with the chance to spend two weeks in the United Kingdom.

The bursaries include administration of the course, the cost of transfers, maintenance, accommodation, outings, health insurance, accompanying teacher and pocket money.




5
English bursaries during 2018


2019 Objectives



360°
Include more people in 360 Evaluation

▼

↑ **155%**
360 Evaluatees



Continue with the talent development programmes

▼

Languages Coaching Master/MBA



Enhance the application of Coaching techniques

▼

↑ **130%**
Coaching sessions

Community

We are **in the communities we serve** to generate economic, social and environmental value



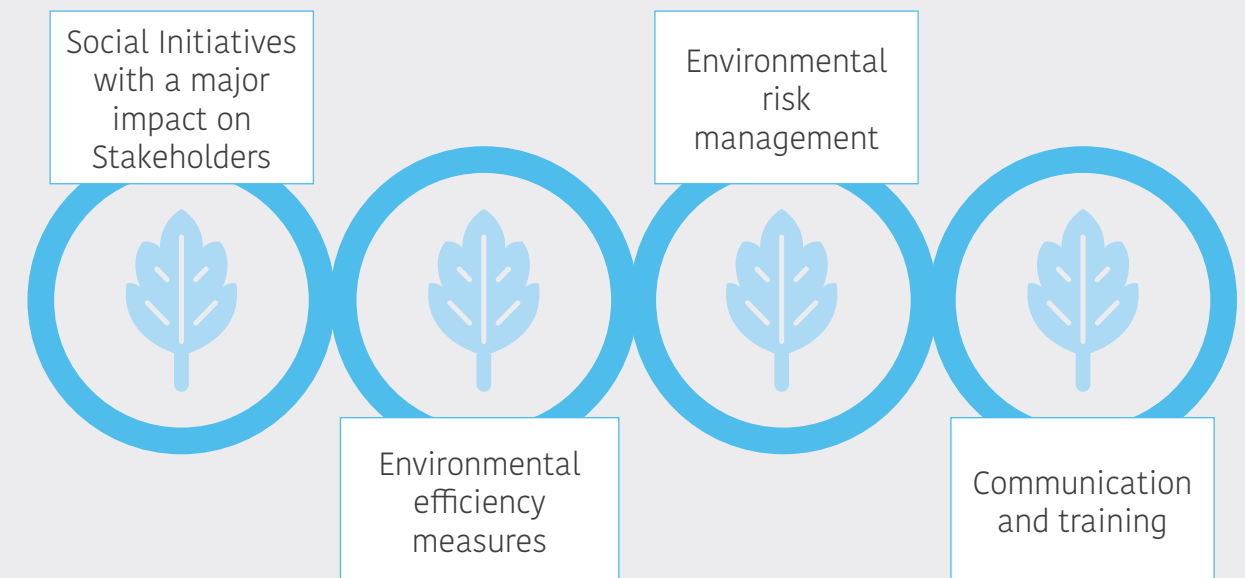
Our approach



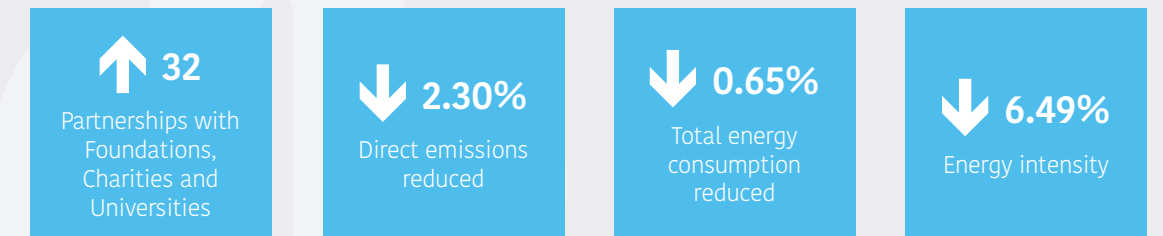
Key figures

	2016	2017		2018
Number of partnerships with Charities and Foundations	11	16	=	16
Number of partnerships with Universities	9	12	↑	16
Direct emissions, Scope 1 (tCO ₂ eq/100 km)	0.1023	0.1019	↓	0.0995
Fleet fuel consumption (kWh/100 km)	350.48	349.77	↓	347.68
Total energy consumption (kWh/100 km)	357.98	357.25	↓	354.94

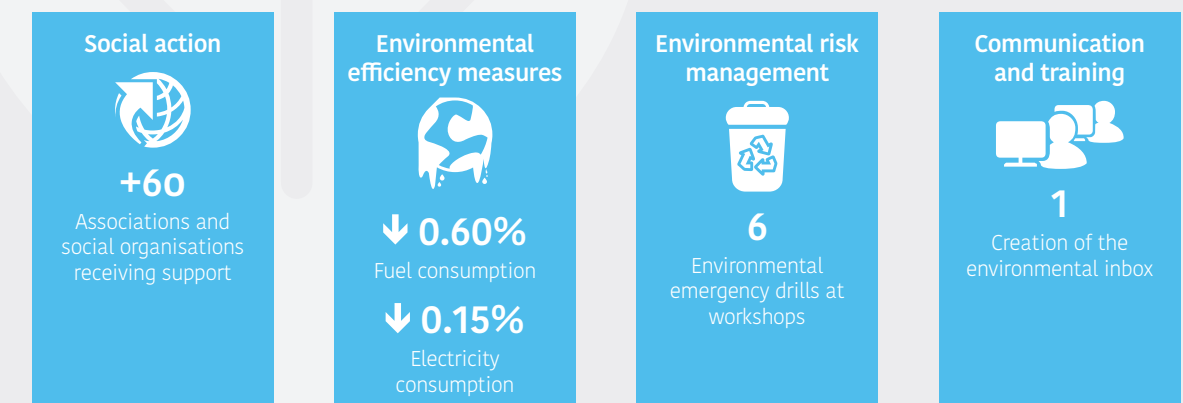
2018 Action Plan



2018 Milestones



2018 Performance



Social initiatives to benefit the Community

During 2018 ALSA continued to develop its commitment to society through its own initiatives or by lending support and cooperation to a range of social initiatives to benefit the Community.

This social programme is implemented mainly through sponsorship and support for the activities of cultural, sporting, charitable and healthcare associations in those regions where the company has a presence.

During 2018 more than 60 organisations, associations and charities in a number of fields benefited from our organisation's support.

These initiatives at the local level are supplemented by agreements and partnerships at the corporate level with national foundations and organisations.

As a consequence of the studies and consultations conducted over the course of 2018 among representatives of the various Stakeholders for CSR Management System Certification and preparation of the corresponding CSR Action Plan, priority groups and lines of action were identified on which to focus the organisation's social efforts.

The resulting groups designated as a priority for the channelling of social efforts were people with disability, children and young people, and the elderly, establishing support for initiatives to improve employability as a priority social approach.

Below we set out a few examples of the more notable initiatives undertaken by the organisation in these spheres over the course of 2018.

Highlighted in 2018

Support for the social integration of disabled people

Road Safety workshops with Plena Inclusión

As part of our partnership with the charity Plena Inclusión, which represents learning disability associations in the Madrid Region and promotes the social integration of its members, 30 Road Safety teaching workshops were delivered in 2018 for people with learning disabilities.



The aim of the workshops was to give the attendees greater independence and safety when on the move, thereby increasing their potential level of autonomy. ALSA contributed in this regard to the publication of the "Basic Road Education

Guide", an easy-reading text to underpin the students' learning process.



Plena Inclusión Madrid 2018 Award



This initiative, together with the contribution that ALSA has been making over recent years towards the occupational inclusion of people with learning disability, received recognition in the form of the Madrid 2018 Inclusion Award marking the organisation's 40th anniversary, which likewise honoured the team behind the film "Campeones", the Parque Warner theme park and the Coro Abierto choir.

Support for the John XXIII Roncalli Foundation

ALSA partners the John XXIII Roncalli Foundation, which has for 50 years now played a flagship role in the social and occupational integration of people with learning disability.

The company provides three adapted routes to provide users of the centre with transport to their homes, benefiting a total of 66 students. It also works together with the Foundation to organise a range of activities for employees and their families, as well as summer camps and joint activity days as part of the company's policy.



Santiago Pilgrims' Way with the También Foundation

Some thirty pilgrims with different degrees of disability, accompanied by volunteers and relatives to make up a group of 60 people overall, once again travelled the Santiago Pilgrims' Way on adapted bicycles thanks to ALSA's support.

The 40 kilometres of this inclusive and barrier-free Pilgrims' Way are covered in five stages from Palas de Rey as far as the Plaza del Obradoiro in Santiago aboard handbikes, adapted tricycles, tandems, Joëlettes and conventional bikes. The whole event is organised by the También Foundation with the aim of promoting adapted sport.



Committed to children and young people

Donation by employees to the Aladina Foundation

Over Christmas 2018 ALSA employees promoted a donation campaign to raise funds for the Aladina Foundation, a not-for-profit organisation providing comprehensive support for children with cancer and their relatives.

Thanks to the initiative and solidarity of this group of employees, who also received support from company management to match the amount raised by the employees, as well as a number of suppliers, a total of 4,272 Euros were collected to support the Foundation's efforts to combat child cancer.

At the ceremony to hand over the donation, the President of the Aladina Foundation Paco Arango and ALSA CEO Francisco Iglesias highlighted the importance of this charitable initiative by

employees and the need to join forces to combat child cancer, in which the Foundation makes such outstanding efforts.



Partnership with Granada University

As part of ALSA's policy of partnering the university world by signing framework collaboration agreements to develop research projects, knowledge transfer and specialist education, a partnership agreement was signed in 2018 with Granada University.



The agreement establishes that the two organisations will collaborate in promoting intermodality and network and service connectivity, the dissemination of institutional campaigns by the University to promote the use of public transport, and the design and administration of new vouchers to incentivise greater use by the university community, as well as more beneficial conditions to be offered to more vulnerable users. The partnership will also include the attraction of new talent, especially in Northern Morocco where Granada University works on specific development projects.

These initiatives to partner the university sphere supplement other programmes developed by ALSA for the integration of young talent and improved employability among youngsters, such as the "Get Moving" and Graduate programmes.

Supporting older citizens

'Desarrollo y Asistencia' Charity

Among its social efforts to assist the elderly, ALSA continues to support the activities of Desarrollo y Asistencia, a volunteer charity which accompanies older people who have particular needs because of illness, loneliness, marginalisation or disability through an economic contribution to assist in the activities and programmes undertaken by the charity to care for elderly citizens.



Improving employability

Integra Foundation

ALSA has since 2012 been a contributor and member of the Board of Trustees of the Integra Foundation, a not-for-profit organisation dedicated to achieving occupational integration of people at risk of social exclusion.

Initiatives such as this supplement other programmes to improve employability undertaken by ALSA, such as its occupational integration scheme for people with disability, "What Can You Do?" reported on in the People section of this report.

72 people have improved their employability through the training received by ALSA volunteers in 2018

Last year corporate volunteering schemes were launched with the Foundation, which involved ALSA employees delivering six workshops on "How to recount my occupational experience - My CV, my personal brand", to help the Foundation's beneficiaries in improving their job search methods and increasing their chance of finding work.

Thanks to the training received by the ALSA volunteers at these workshops, 72 improved their employability in 2018.



Combating gender violence

To mark the Day Against Gender Violence, ALSA once again this year joined in the Integra Foundation's campaign "When it comes to gender violence, you can look the other way. She can't".

The company made its contribution by affixing vinyl transfers to its buses with messages to publicise the campaign, encouraging any customers who wished to support the Foundation's efforts through a micro-donation when purchasing a ticket online.

As a company committed to combating the scourge of gender violence, which last year claimed 44 lives, in 2018 ALSA adopted other initiatives in this field, such as its adhesion to the Compact Against Gender Violence promoted by the Ministry

of Health, Social Services and Equality, and the signature of a partnership agreement with the Mujeres Foundation to help victims of gender violence by providing funding for the "Soledad Cazorla" bursaries fund.



Buses: vital for sustainable mobility

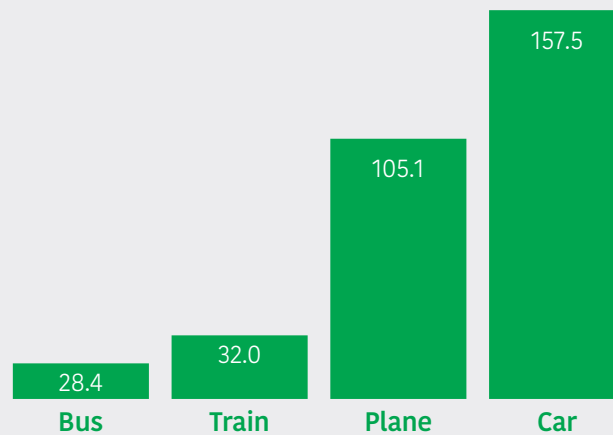
At ALSA we are aware that carbon-neutral strategies represent a long-term commitment to society and to our customers.

As the quintessential "shared" form of transport, buses are in Greenhouse Gas Emissions terms the least polluting means of transport on the basis of passenger kilometres.

As a leading player in the field of mobility, ALSA understands the environmental footprint it causes, which means that while it is part of the problem, it is at the same time an essential part of the solution. Buses not only pollute 5.5 times less than private vehicles, but also have the capacity to take up a great deal of private vehicle traffic, as an effective means of reducing environmental impact given that more than 60% of the vehicle fleet in Spain is made up of private cars.

Greenhouse gas emissions by mode of transport

(Grammes of CO₂ equivalent per passenger-km)



Source: External Costs of Transport 2014 and DGT.

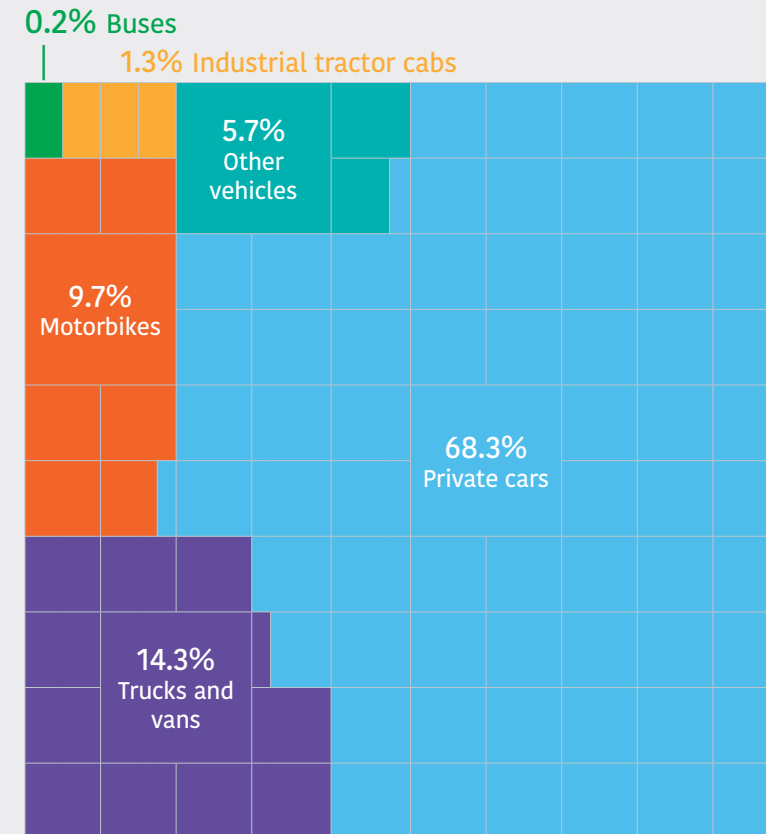
Average occupancy of concession buses (seats occupied) 2007-2017

(Average number of passengers on board 50-seater buses)

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
AVERAGE OCCUPANCY	24.29	24.29	23.2	23.38	23.49	23.63	23.19	22.16	22.97	23.55	23.61

Source: Directorate-General for Land Transport (Ministry of Infrastructure Development).

Vehicle fleet in Spain. 2017



Source: Directorate-General for Traffic: Vehicle fleet - Yearbook - 2017.

Buses are the least-polluting mode of transport: 5.5 times less than private vehicles.

83% of trips in Spain are in a private vehicle.

Bus capacity is above 25 and so occupancy could be doubled to reduce GHG emissions beyond the level of 5.5.

To minimise its environmental impact, ALSA has for years had in place a corporate Environmental, Energy and Efficient Driving Management System certified under ISO 14001:2015, ISO 50001:2011, Aenor Specification 0050, and voluntary greenhouse gas emissions verification under ISO 14064-1:2012.

Its efforts focus on:

- ♦ Incorporation of vehicles using clean, low emissions technologies.
- ♦ Efficient driving programmes to reduce consumption and pollution, while enhancing comfort and increasing safety.

- ♦ Specific programmes to reduce levels of consumption.
- ♦ Energy efficiency programmes.
- ♦ Carbon offsetting through purchases of emissions rights.

This commitment has prompted the company to take the next step in its carbon neutralisation strategy. The new challenge involves offsetting its emissions by purchasing emissions rights in carbon sink projects, with the ultimate aim of founding the ALSA woodland. Part of the company's emissions will therefore be absorbed by the trees in the woodland.



Environmental Protection

Integrated Management System

ALSA has in place an Integrated Management System which serves to reduce the impacts generated in all its spheres of activity.

The option of sustainable mobility is a long-term commitment to society and customers alike.

The company has an environmental management system certified under standard ISO 14001:2015 and holds nine certificates under the requirements of Regulation 1221/2009-EMAS III, one at the organisational level and eight at its concession companies.

100% of energy consumed by its vehicles and premises is managed in accordance with standard ISO 50001:2011 and the AENOR 0050 Efficient Driving Specification, under which eight companies accounting for 29% of its drivers are certified.

The number of drivers certified under the efficient driving standard is growing year by year, and currently stands at 29% of the total.

The company also monitors its emissions through annual calculation and verification of its Carbon Footprint on the basis of standard ISO 14064-1:2012 for Greenhouse Gas (GHG) Emissions, and establishes annual emissions reduction programmes.

Environmental efficiency

ALSA undertakes operational control of its activities through a number of different initiatives and measures intended to minimise its environmental impact.

Vehicle consumption reduction programmes

- ◆ Planning and optimisation of routes and services.
- ◆ Maintenance programmes (vehicles delivering optimal performance).

↓ 0.60%
Fuel consumption (kWh/100 km) in 2018

Energy efficiency programme

- ◆ Energy audits.
- ◆ Consumption management.
- ◆ Improvements to lighting and climate control on premises.

↓ 0.15%
Electricity consumption in 2018

Waste minimisation programmes

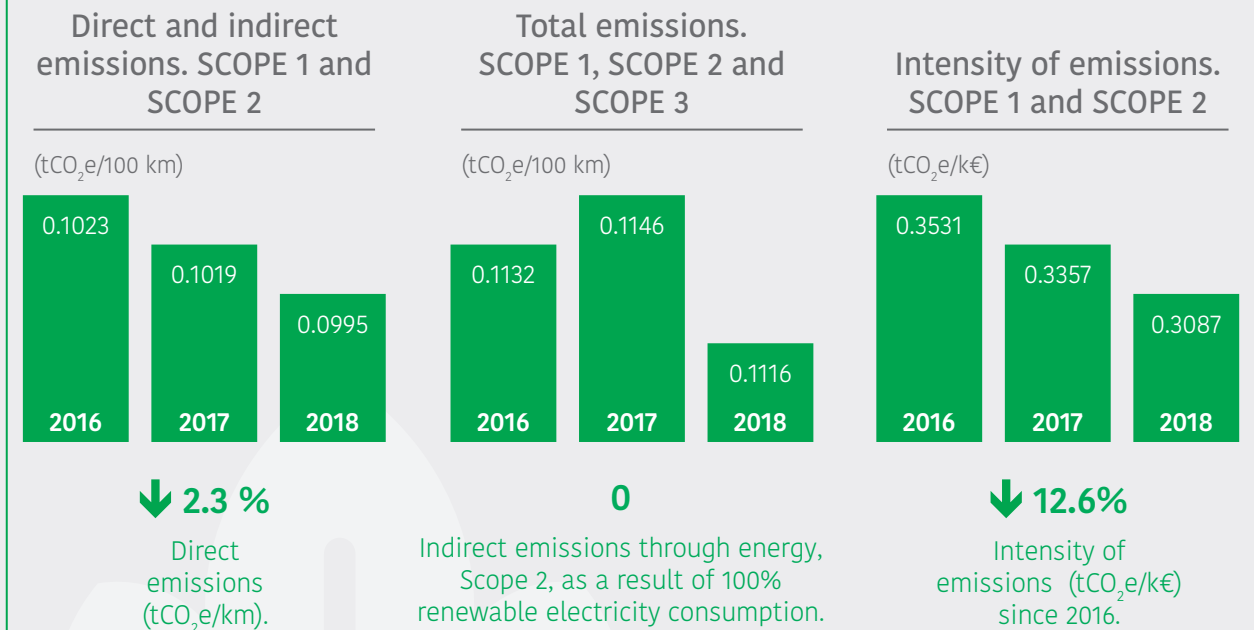
- ◆ Pre-treatment processes.
- ◆ Implementation of minimisation plans.
- ◆ Optimisation of raw materials.

↓ 6%
Hazardous waste in 2018

Highlighted in 2018

Emissions

Emissions generated are the main impact that ALSA has on the environment. The company has therefore for years now made daily efforts to minimise emissions by applying improvements at all its emissions focal points.



Scope 1: Direct emissions caused by activity, use of fossil fuels and air-conditioning coolant gases.
 Scope 2: Indirect emissions generated by electricity consumed and purchased by the emitter.
 Scope 3: Indirect emissions caused by the activity of an emitter but which belong to and are under the control of a third-party agent.

There are also other types of significant atmospheric emissions which require individualised study. Emissions of this type of gas are a critical issue as they affect human health, above all in cities where they are one of the main sources of pollution.



Thanks to fleet renewal plans and the incorporation of vehicles using alternative technologies, emissions of carbon monoxide (CO), nitrogen oxides (NO_x), hydrocarbons (HC) and particulate matter (PM) fell in comparison with 2017.

Offsetting the Carbon Footprint

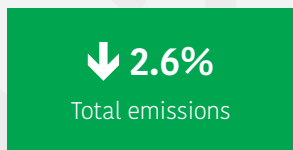
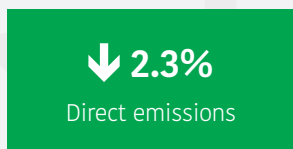
As part of its emissions control, ALSA performs annual calculation and verification of its Carbon Footprint under ISO 14064 covering scopes 1+2+3 and registers the result in the Carbon Footprint Section of the Carbon Footprint, Offsetting and Absorption Projects Register of the Ministry for Ecological Transition (MITECO).

In accordance with the company's carbon neutralisation strategy, GHG emissions reduction plans are established, serving in 2018 to reduce direct emissions from activities (scope 1) by 2.3%, and overall emissions (scopes 1+2+3) by 2.6%.

ALSA's commitment to caring for the environment has prompted it to take the next step in its carbon neutralisation strategy. The company has taken on board a new challenge to offset part of its emissions by purchasing emissions rights in carbon sink projects registered with the MITECO. These woodlands act as a carbon sink, while also protecting natural areas and biodiversity. Part of

the company's emissions are therefore absorbed by the trees in the woodland.

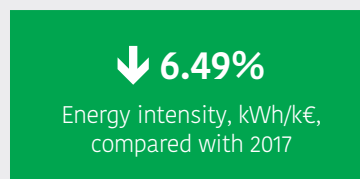
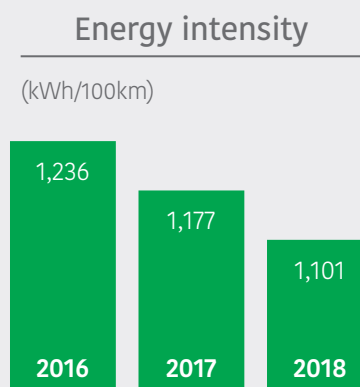
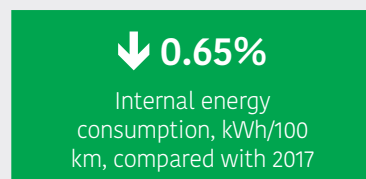
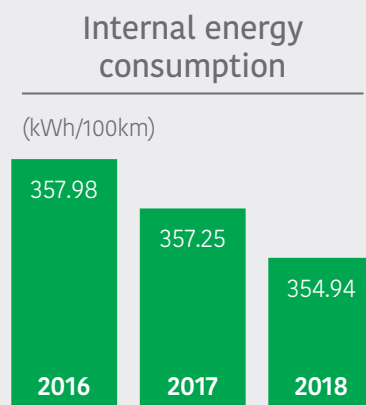
This new commitment has positioned ALSA as a leader in the carbon neutralisation of the sector, as the first road passenger transport company to obtain the ministerial certificate for calculation + offsetting of its Carbon Footprint under scopes 1+2+3.



Energy consumption

Given the nature of its activities, transport-related fuel consumption represents ALSA's main energy and environmental impact, accounting for 98% of the organisation's energy consumption.

In 2018, ALSA's energy consumption amounted to 925 million kWh. Analysis of the company's consumption demands that its operational performance be taken into account.



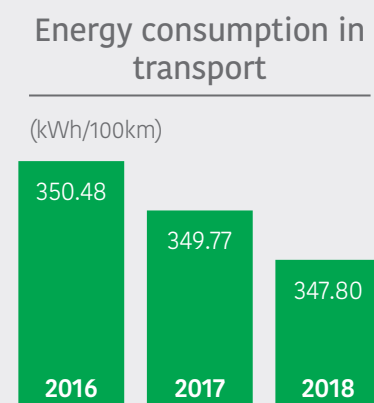
Energy consumption in transport

The reduction in the fuel consumption of vehicles and the associated greenhouse gas (GHG) emissions also represents a strategic goal for the company.

training and motivation programmes, fleet renewal and incorporation of new technologies and R&D investments.

ALSA therefore bases its management on horizontal approaches that address all factors affecting consumption: planning and optimisation of routes and services, maintenance programmes, driver

Thanks to such initiatives, transport energy consumption fell in 2018 by 0.56% in relative terms (consumption per kilometre).



Fleet management

One of the main operational approaches on which ALSA bases its environmental model involves fleet management plans. The development and

application of new technologies that reduce emissions, as well as improving service quality and safety. This is based on two main approaches:

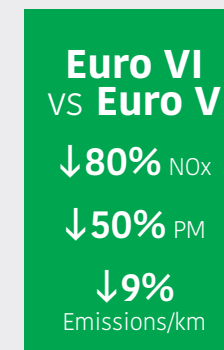
Alternative vehicle propulsion

In 2018, 5% of the fleet were hybrid, electric or gas (CNG and LPG) vehicles, 21% up on 2017.



Fleet renewal

23% of the fleet has Euro VI technology, 43% more than in 2017.

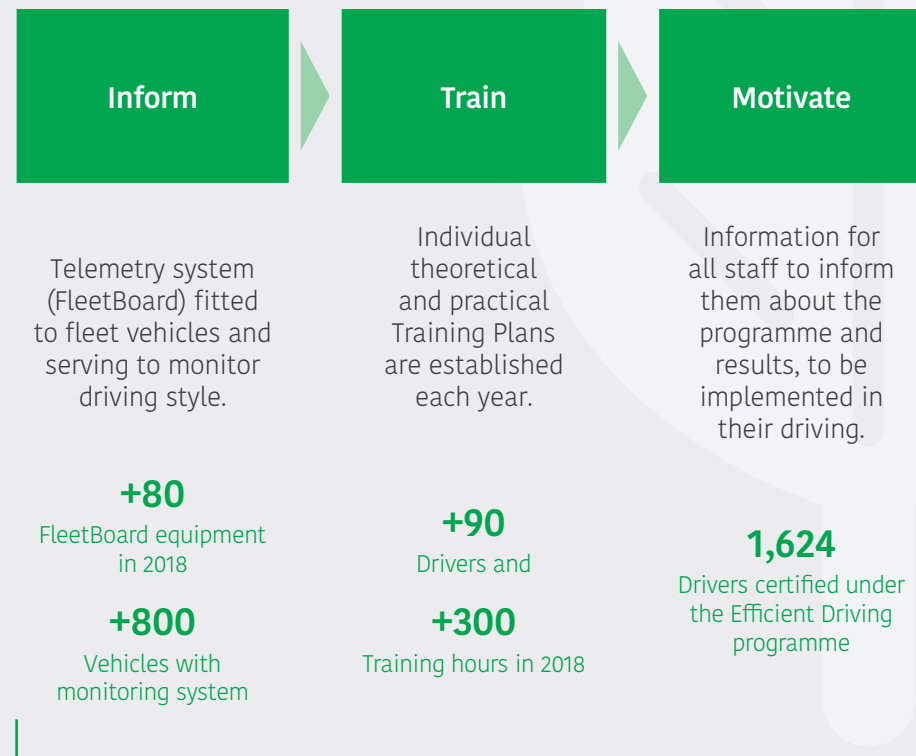


Efficient driving programme

ALSA is aware of the importance of its drivers' role in environmental and energy performance. One of the cornerstones of consumption management therefore focuses on the promotion of efficient driving.

The aim of this driving style is to achieve low fuel consumption while also reducing pollution, as well as offering such other benefits as improved driving comfort, lower tension and increased safety.

The Efficient Driving programme is implemented in 3 phases:



↓2,023 tCO₂e
Reduced since Efficient Driving certification



The 3rd edition of the Efficient Driving League took place in 2018, culminating in the "Eco Driving Challenge", an event on a professional circuit where the company's best drivers have the chance to show off their skill and driving style.



The FleetBoard system provides drivers with constant information about their driving style and progress.

Energy consumption on premises

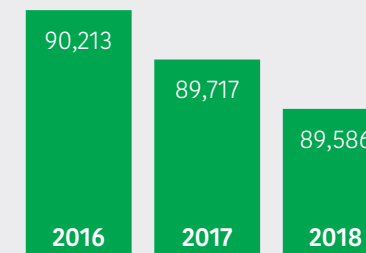
ALSA draws up energy efficiency and monitoring plans at all its premises.

Electricity represents the main source of energy at its installations. Thanks to the remote metering system which is gradually being brought in at its installations, as well as energy efficiency improvement initiatives, the company's electricity consumption fell by 0.15%.

Electricity represents the main source of energy at its installations. Thanks to the remote metering

Energy consumption. Electricity for installations

(kWh/n° installations)



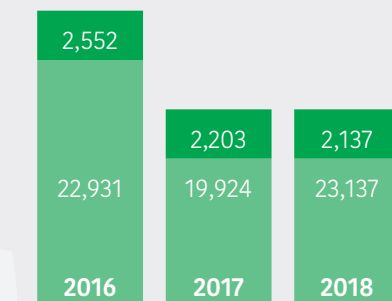
100%
Renewable electricity consumption

↓ 21%
Office electricity consumption

The remaining forms of energy consumption at ALSA are also subject to energy plans. Because of temperature variations in 2018, heating consumption rose by 16%. Other sources of energy nonetheless fell by 3%.

Energy consumption. Other sources of energy for installations

(kwh/n° installations)



■ Heating ■ Other consumption elements



Waste management

Maintenance and repair of vehicles in the ALSA fleet are conducted at in-house maintenance bases. The volume of its activities inevitably generate large amounts of waste, and the corporate culture therefore aims to achieve daily impact reductions, aware that every action counts in the struggle to preserve the environment.

The fact that maintenance and repairs take place at in-house repair shops allows the company to

understand, measure and address the environmental impact of such activity. As demonstrated by its understanding and control of waste generation.

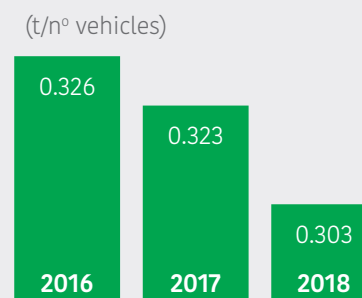
All repair shops are covered by the scope of the corporate ALSA Environmental, Energy and Efficient Driving Management System certified under ISO 14001:2015, ISO 50001:2011, AENOR Specification 0050 and voluntary greenhouse gas emissions verification under ISO 14064-1:2012.

Generation of Hazardous Waste in vehicle maintenance

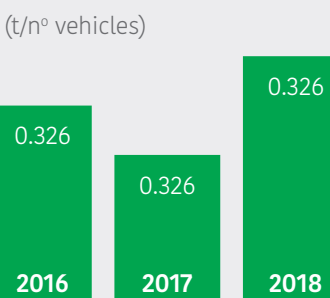
Generation of hazardous and non-hazardous waste in vehicle maintenance is an indirect environmental aspect of transport. Each producing centre meticulously controls the materials produced so they can be managed. The control system involves waste reduction programmes such as the

incorporation of new technologies and the use of more durable and higher-performance materials. Maintenance staff receive training to underpin sound waste management practices.

Waste management. Hazardous waste from maintenance



Waste management. Non-hazardous waste from maintenance



As the company grew in 2018, exceptional vehicle maintenance campaigns were undertaken, increasing the amount of waste generated. Nonetheless, thanks to waste reduction plans and improved efficiency in materials such as engine oil and antifreeze, hazardous waste production fell by 6% compared with 2017.

Generation of Hazardous Waste in vehicle maintenance

The main waste generated in ALSA management activities is waste paper. For years now the company has been engaged in a process of digitalisation,

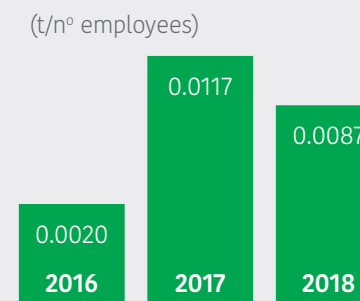
achieving year on year reductions in the amount of paper consumed, and hence the waste paper generated.

HAZARDOUS WASTE REDUCTION PLAN

Waste from vehicle washing represents 49% of the hazardous waste generated by ALSA. ALSA therefore makes great efforts to manage and reduce such waste.

Thanks to this management process and treatment with biological products, the overall output fell by 4% in 2018.

Waste management. Non-hazardous waste from management



25%
Recycled paper consumed in 2018

Water management

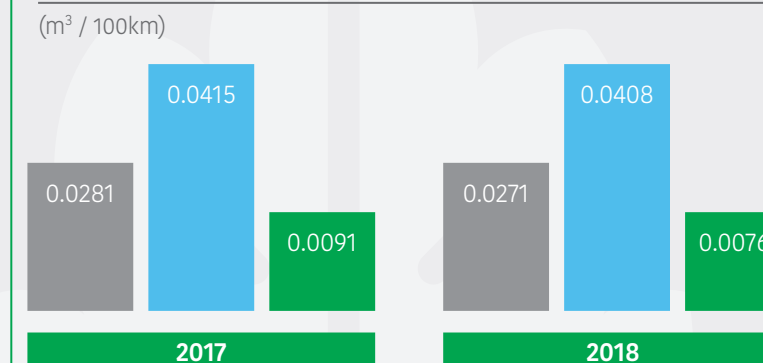
ALSA sees responsible management as a vital in terms of both water consumption and discharges. In this latter case a distinction may be made among three types of waste water:

◆ Water equivalent to urban use: Offices, stations and points of sale.

◆ Industrial water from automotive use: Repair workshops, vehicle parking, fuel pumps and washing stations.

◆ Industrial water derived from catering: Service areas.

Total Discharge of Waste Water



Legend:
 ■ Water equivalent to urban use
 ■ Industrial water from automotive use
 ■ Industrial water from catering

Water consumption



↓ **4%**
Waste water discharges equivalent to urban use

↓ **2%**
Industrial waste water discharges from automotive use

↓ **17%**
Industrial waste water discharges from catering

Water consumption from washing fell in 2018 by 4.15%, compared with the previous year. Awareness-raising campaigns and improvements

made in washing processes, as well as the use of recycling apparatus, had a positive impact on water consumption.



Communication and Training

The most important factor in making ALSA a company that respects and protects the environment is its workforce. Informed, trained and motivated professionals provide the foundations required to

achieve continuous improvement in environmental performance. Which is why ALSA conducts a range of initiatives with the aim of training and raising the awareness of all its workers.

Awareness-raising campaigns

Internal employee communication channels, corporate email, the in-house magazine and the internal MiALSA app are used over the course of the year to communicate such different topics as good environmental practice in the workplace, environmental aspects, energy efficiency and efficient driving.

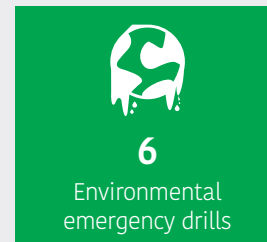
The Environmental Inbox has been set up in order to encourage two-way communication with employees, available online to all staff. A link to the inbox is sent out with each notification, and staff are encouraged to contribute ideas or share good practice.



Environmental training

The company's briefing programme, fortnightly talks lasting a quarter of an hour, includes environmental training for operational personnel in waste management and hazardous substances, and good environmental practice.

2018 saw the launch of training in good environmental practice, such as efficient driving and emergency management for driving personnel, who have access to the driver information point.



As part of its environmental training plan, in 2018 ALSA staged 6 training and environmental emergency drill initiatives at its maintenance areas.

Lyreco Sustainable Client Award

The company has been working with Lyreco since 2013 as the supplier of its main business consumables (office supplies, thermal paper rolls for ticket printing and hi-viz jackets).

“Sustainable Client” award in 2018 in recognition of its sustainable purchasing model.

ALSA has for years striven to improve environmental management in purchases of materials by grouping orders so as to reduce CO2 emissions associated with packaging and delivery, as well as promoting the use of “eco” materials (recycled paper, Ecolabel, Blue Angel, FSC, etc.) and the incorporation of integrated systems to recycle materials such as batteries, ink and toner.



All these initiatives and internal awareness-raising campaigns led ALSA to receive the Lyreco



Key figures

	2016	2017		2018
Environment				
Emissions				
Direct GHG (scope 1) (tCO ₂ eq/100 km)	0.1023	0.1019	↓	0.0995
Indirect GHG (scope 2) (tCO ₂ eq/100 km)	0	0	=	0
Indirect GHG (scope 3) (tCO ₂ eq/100 km)	0.0119	0.0127	↓	0.0121
Intensity of direct emissions ¹ (tCO ₂ eq/mil €)	0.353	0.336	↓	0.309
CO (t CO/100km)		5.16	↓	5.13
NOx (t HC/100km)		6.89	↓	6.84
HFCs (t de CO ₂ eq/100km)		0.0071	↓	0.0054
HC (t NOx/100km)		1.58	↓	1.57
PM (t PM/100km)		0.0689	↓	0.0684
Reduction in direct GHG emissions (%)		0.4%	↑	2.3%
Reduction in tCO ₂ e since Efficient Driving certification		1,356	↑	2,023
Consumption				
Total energy (kWh/100 km)	357.98	357.25	↓	354.94
Fleet fuel (kWh/100 km)	350.48	349.77	↓	347.68
Electricity				
Due to transport (MWh)				325
At installations (kWh/n° installations)	90,213	89,717	↓	89,586
Other energy sources (kWh/n° installations)				
Other consumption elements	2,552	2,203	↓	2,137
Heating	22,931	19,924	↑	23,137
Energy intensity (kWh/thousand€)	1,236	1,177	↓	1,100
Waste				
Hazardous waster (t/n° vehicles)	0.326	0.323	↓	0.303
Non-hazardous waste managed (t/n° vehicles)	0.197	0.169	↑	0.216
Paper recycling (t/n° employees)	0.0020	0.0117	↓	0.0087
Water				
Discharge of waste water				
Equivalent to urban use (m ³ /100 km)	0.0247	0.0281	↓	0.0271
Derived from automotive use (m ³ /100 km)	0.0488	0.0415	↓	0.0408
Derived from catering (m ³ /100 km)	0.0092	0.0091	↓	0.0076
Water consumption (m ³ /100 km)	0.083	0.079	↓	0.075
Environmental training				
Environmental drills		7	↓	6
Hours of environmental training		200	↑	326

¹ Calculation of intensities takes into account the kilometres covered by Transport Spain, Jilosa and IBL.

2019 Objectives



GRI Annexes

About this report

ALSA is for the second year running publishing its Corporate Social Responsibility report, drawn up in accordance with the comprehensive conformity option under the 2016 GRI (Global Reporting Initiative) Standards for the preparation of sustainability reports, verified by an independent external body (AENOR).

Through this report, ALSA GRUPO, S.L.U. (hereinafter, ALSA) sets out its performance in 2018 with regard to its commitments in the field of sustainability from the economic, social and environmental perspective.

As well as providing accurate information for ALSA's Stakeholders in response to those topics identified as relevant in the materiality study, the results of which are set out in the Excellence chapter, the document also offers information about other GRI Standards subsections which, although they are not relevant for the organisation, help to increase transparency and an understanding of ALSA's operations.

The data provided in this report refer to the activities of the company in Spain. Where the reference is to overall ALSA activities, this will be specified in each individual case.

Original Electrónico	<h1>AENOR</h1> <h2>VERIFICACIÓN DE LA MEMORIA DE SOSTENIBILIDAD</h2> <p>VMS-2019/0042</p> <p>AENOR ha verificado la Memoria de la organización</p> <h3>ALSA GRUPO, S.L.U.</h3> <p>TITULADA: MEMORIA DE SOSTENIBILIDAD ALSA 2018</p> <p>Conforme con: Estándares GRI</p> <p>Opción GRI aplicada: Exhaustiva</p> <p>Proceso de Verificación: Para conceder este Documento de Verificación, AENOR ha comprobado la adecuación de la memoria a lo requerido por GRI y ha trazado los datos e información contenidos en dicha memoria.</p> <p>Fecha de emisión: 2019-11-09</p> <div style="text-align: right;">  Rafael GARCÍA MEIRO Director General </div> <p>AENOR INTERNACIONAL, S.A.U Génova, 6. 28004 Madrid. España Tel. 91 432 60 00.- www.aenor.com</p>
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GRI Standards-Index

The indicators covering the relevant subjects are marked in blue.

GRI Standard	Summary description	Page/Comment																				
ORGANISATION'S PROFILE																						
102-1	Name of the organisation.	ALSA GRUPO S.L.U. (herein referred to as ALSA).																				
102-2	Activities, brands, products and services.	Pages 10-12.																				
102-3	Location of headquarters.	Madrid, Calle Miguel Fleta, nº 4, 28037 (España).																				
102-4	Location of operations.	Pages 10-12. Unlike the criteria used in 2017 report, only national and regional destinations are considered.																				
102-5	Ownership and legal form.	National Express Group, PLC, a company listed on the London Stock Exchange, is the parent company of the group ALSA.																				
102-6	Markets served (with geographic breakdown, by sectors and types of customers and beneficiaries).	Pages 10-12. In 2017 all destinations (national, regional and urban) were considered, whereas in 2018 only the regional and national data were counted.																				
102-7	Scale of the organisation.	Pages 6, 10-12.																				
102-8	Information on employees and other workers.	Pages 6, 28, 54-55. <table border="1"> <thead> <tr> <th>Description</th> <th>2016</th> <th>2017</th> <th>2018</th> </tr> </thead> <tbody> <tr> <td>Number of men employed with a permanent contract</td> <td>4,551</td> <td>4,505</td> <td>4,979</td> </tr> <tr> <td>Number of women employed with a permanent contract</td> <td>671</td> <td>686</td> <td>764</td> </tr> <tr> <td>Number of men employed with a temporary contract</td> <td>1,235</td> <td>1,392</td> <td>1,471</td> </tr> <tr> <td>Number of women employed with a temporary contract</td> <td>241</td> <td>283</td> <td>284</td> </tr> </tbody> </table>	Description	2016	2017	2018	Number of men employed with a permanent contract	4,551	4,505	4,979	Number of women employed with a permanent contract	671	686	764	Number of men employed with a temporary contract	1,235	1,392	1,471	Number of women employed with a temporary contract	241	283	284
Description	2016	2017	2018																			
Number of men employed with a permanent contract	4,551	4,505	4,979																			
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Number of men employed with a temporary contract	1,235	1,392	1,471																			
Number of women employed with a temporary contract	241	283	284																			
102-9	Supply chain.	Pages 6, 18, 28. ALSA divides its suppliers into direct suppliers (those having to do with activity costs) and indirect suppliers (those related to overhead costs). Direct suppliers include suppliers of fuel, vehicle maintenance, etc., and those of transport offering reinforcement work in the event that ALSA cannot deliver the services with its own resources due to the volume of demand. In the case of urban and suburban services, activities are not outsourced.																				
102-10	Significant changes in organisation and its supply chain.	Pages 14-15. Creation of CSR, Environmental, Equality & Conciliation Committee.																				
102-11	Precautionary principle or approach.	Pages 18-28, 35, 37-39, 64, 71-77. GRI Indicators 102-29, 102-30, 205-1.																				
102-12	External initiatives.	Pages 39-40, 65-69. ALSA also adheres to several environmental initiatives such as "Community for Climate".																				
102-13	Membership of associations.	ALSA is a member of different industry associations, including the International association IRU and the national ones CONFEBUS, ASTIC and ATUC.																				

GRI Standard	Summary description	Page/Comment
STRATEGY		
102-14	Statement from senior decision makers.	Pages 2-3.
102-15	Main impacts, risks and opportunities.	GRI 102-30. The main risks identified are the non-renewal or loss of profitability of transport concessions and contracts, the increase in the price of diesel fuel and the increase in labour costs. At the same time, other risks such as a falling passenger demand, labour disputes, liberalisation of public transport, and political and legal changes have been identified.
ETHICS AND INTEGRITY		
102-16	Values, principles, standards and norms of behaviour.	Pages 8, 27-28.
102-17	Mechanisms for advice and concerns about ethics.	Pages 24-28.
GOVERNANCE		
102-18	Governance structure.	Page 16. The committee responsible for decision making on economic, environmental and social topics is the Management Committee.
102-19	Delegation of authority.	Page 16.
102-20	Executive-level responsibility for economic, environmental and social topics.	Page 16. Environmental topics are covered by Strategy and Organisation Committee.
102-21	Queries on economic, environmental and social issues with stakeholder groups.	Page 24.
102-22	Composition of the highest governance body and its committees.	Page 16.
102-23	Chair of the highest governance body.	Page 16.
102-24	Nominating and selecting the highest governance body.	The members of the Management Committee are chosen at the discretion of the CEO.
102-25	Conflict of interests.	The members of the Management Committee are subject to ALSA's code of conduct and to the compliance regulations. The disciplinary policy provides for the violation of this policy of the Organisation.
102-26	Role of the highest governance body in setting purpose, value and strategy.	Pages 8, 13-15, 24-26. "Our values" of Excellence, Safety, Customers, People and Community are the values of National Express Group which ALSA assumes and applies to all its activities.
102-27	Highest governance body's role in sustainability reporting.	Page 27. The Management Committee periodically meets in order to be informed and to monitor the economic, environmental and social issues. Their members are trained on these issues when required.
102-28	Assessment of the highest governance body's performance.	The Management Committee's members are subject to the annual Performance Assessment process, which is objective-oriented. This process is regulated by National Express Group's criteria.
102-29	Economic, environmental and social impact identification and management.	Pages 6, 13-15, 18, 24-28, 34-35, 38-40, 42-43, 49-50, 54-55, 64-65, 70-77. The potential risks are assessed in the meetings of the Management Committee and their monitoring is set out in the minutes. In addition, the Safety Manager annually records the main corporate risks and their current status, which are reported to National Express Group.

GRI Standard	Summary description	Page/Comment				
102-30	Efficiency in risk management processes.	The potential risks are assessed in the meetings of the Management Committee and their monitoring is set out in the minutes. In addition, the Safety Manager annually records the main corporate risks and their current status, which are reported to National Express Group.				
102-31	Economic, environmental and social issue assessment.	Page 6. The Management Committee meets monthly and assesses all the economic, environmental and social issues.				
102-32	Highest governance body's function in creating sustainability reports.	Pages 24-25. Materiality Study. GRI Report review by the Management Committee.				
102-33	Critical concern communication.	Pages 24-26.				
102-34	Nature and total number of critical concerns.	Pages 24-26.				
102-35	Remuneration policies.	A policy exists which covers all cases: salary bands, review criteria, social benefits, travels, expatriate employees and internationalisation, company vehicles, etc. Among the social objectives, safety exponent is applied to the whole organisation and in its maximum expression to the Management Committee. Other social, environmental and economic objectives are applied to those responsible in the organisation involved in these aspects.				
102-36	Process for determining remuneration.	The Management Committee sets the global economic criteria for the annual review, and their members organise the review of the respective teams according to the internal equality and merit criteria set by HR Horizontal Service.				
102-37	Involvement in compensation stakeholder groups.	The main criteria are set out by National Express' Remuneration Committee, ALSA's Management Committee and ALSA's HR Horizontal Service.				
102-38	Total annual compensation ratio.	<table border="1"> <thead> <tr> <th>2017</th> <th>2018</th> </tr> </thead> <tbody> <tr> <td>11.20</td> <td>11.99</td> </tr> </tbody> </table> (Calculated with the fixed salary of the best paid person over the average salary of the people who have worked during all 2018 without including the best paid person).	2017	2018	11.20	11.99
2017	2018					
11.20	11.99					
102-39	Ratio of the percentage increase in the total annual compensation.	The fixed salary of the best paid person has increased by 7.14% in 2018. The increase in the median salary of the staff without computing the best paid person has increased by 0.07%.				
PARTICIPATION OF THE STAKEHOLDER GROUPS						
102-40	List of stakeholder groups.	Page 24.				
102-41	Collective bargaining agreements.	100%.				
102-42	Identifying and selecting stakeholders.	Page 24.				
102-43	Approach to stakeholder engagement.	Pages 24-25.				
102-44	Key topics and concerns raised.	Pages 24-25.				

GRI Standard	Summary description	Page/Comment
MATERIAL ASPECTS AND COVERAGE		
102-45	Entities included in the consolidated financial statements.	Page 96. At national level, the scope of consolidation includes both the parent company, which is the head of the consolidation group, and the subsidiaries of the group over which it has control, at the level of shareholders or decision-making by the governing bodies of the subsidiaries. All in accordance with applicable commercial and tax regulations. Notwithstanding the above, the parent company of ALSA is an entity listed on the London Stock Exchange, and we refer you to the information and documentation that as a listed company it is obliged to publish, which can be accessed through the website www.nationalexpressgroup.com .
102-46	Defining report content and topic boundaries.	Pages 24-25.
102-47	List of material topics.	Pages 24-25.
102-48	Restatements of information.	If any restatement occur, they will be indicated in each case.
102-49	Changes in reporting.	If any changes occur, they will be indicated in each case.
REPORT PROFILE		
102-50	Reporting period.	2018.
102-51	Date of most recent report.	2017.
102-52	Reporting cycle.	Annual.
102-53	Contact point for questions regarding the report.	Ignacio Pérez-Carasa. ipcarasa@alsa.es .
102-54	Claims of reporting in accordance with GRI Standards.	Pages 82-83.
102-55	GRI contents index.	Pages 84-95.
102-56	External assurance.	Pages 82-83.
MANAGEMENT APPROACH		
103-1	Explanation of the material topic and its boundary.	Materials topics are identified in blue in the GRI index.
103-2	The Management approach and its components.	The management approach is described in the first section of each report chapter and in the GRI index for each material topic.
103-3	Evaluation of the management approach.	Pages 20-23, 27, 37-38, 48, 70.

GRI Standard	Summary description	Page/Comment
ECONOMIC PERFORMANCE		
ECONOMIC PERFORMANCE. Focused on economic profitability from the point of view of corporate social responsibility and sustainability, in other words, generating a positive impact on both employees and society with an increase in economic activity.		
201-1	Direct economic value generated and distributed.	Page 6. An error detected in 2017 report in relation with the Social Security costs due to the total report of Alsa compared to the report of Alsa España in 2018.
201-2	Financial implications and other risks and opportunities for the organisation's activities due to climate change.	Pages 6, 64-65, 70-77. No changes due to climate change have been identified.
201-3	Defined benefit plan obligations and other retirement plans.	A social Benefit policy exists which is designed according to Bus Plus Empleado card. For most employees in collective agreements the company has voluntarily assumed the obligation to always accept requests for early partial retirement. There are no private pension plans.
201-4	Financial assistance received from government.	Page 6.
PRESENCE IN MARKET		
202-1	Ratios of standard entry level wage by gender compared to local minimum wage.	The salary tables of the agreement apply without gender differences.
202-2	Proportion of senior management hired from the local community.	100%.
INDIRECT ECONOMIC CONSEQUENCE		
203-1	Infrastructure investments and services supported.	Page 6.
203-2	Significant indirect economic impacts.	Pages 26, 28, 40, 49, 66-69.
ACQUISITION PRACTICES		
204-1	Proportion of spending on local suppliers.	Pages 6, 18-19, 28.
FIGHT AGAINST CORRUPTION		
205-1	Operations assessed for risks related to corruption.	11.
205-2	Communication and training on anti-corruption policies and procedures.	Page 27. GRI 102-25.
205-3	Confirmed incidents of corruption and actions taken.	0 incidents of corruption in 2018.
206-1	Legal actions relating to unfair competition, monopolistic practices and against free competition.	0 incidents in 2018.

GRI Standard	Summary description	Page/Comment																						
ENVIRONMENTAL PERFORMANCE																								
MATERIALS																								
301-1	Materials used by weight or volume.	Not applicable.																						
301-2	Recycled input materials used.	Page 77. GRI 306-2.																						
PRODUCTS AND SERVICES																								
301-3	Reclaimed products and their packaging materials.	Not applicable.																						
ENERGY. Focused on the one hand on the energy consumption derived from fuel consumption in passenger transport and, on the other hand, on the energy consumption of the organisation's facilities. The total values of both are directly related to the volume of activity and the number of facilities.																								
302-1	Energy consumption within the organisation.	Pages 70, 72-73, 75, 80.																						
		<table border="1"> <thead> <tr> <th>ENERGY CONSUMED (kWh)</th> <th>2016</th> <th>2017</th> <th>2018</th> </tr> </thead> <tbody> <tr> <td>ELECTRICITY IN FACILITIES</td> <td>14,794,946</td> <td>15,072,478</td> <td>14,512,964</td> </tr> <tr> <td>HEATING IN FACILITIES</td> <td>3,760,664</td> <td>3,347,247</td> <td>3,748,146</td> </tr> <tr> <td>OTHER CONSUMPTION POINTS</td> <td>418,537</td> <td>370,061</td> <td>346,267</td> </tr> <tr> <td>TRANSPORT</td> <td>886,370,077</td> <td>878,484,856</td> <td>906,369,374</td> </tr> <tr> <td>TOTAL</td> <td>905,344,223</td> <td>897,274,643</td> <td>925,301,372</td> </tr> </tbody> </table>	ENERGY CONSUMED (kWh)	2016	2017	2018	ELECTRICITY IN FACILITIES	14,794,946	15,072,478	14,512,964	HEATING IN FACILITIES	3,760,664	3,347,247	3,748,146	OTHER CONSUMPTION POINTS	418,537	370,061	346,267	TRANSPORT	886,370,077	878,484,856	906,369,374	TOTAL	905,344,223
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TOTAL	905,344,223	897,274,643	925,301,372																					
302-2	Energy consumption outside the organisation.	<table border="1"> <thead> <tr> <th>Description</th> <th>2016</th> <th>2017</th> <th>2018</th> </tr> </thead> <tbody> <tr> <td>Fuel consumption in transport (kWh)</td> <td>886,370,077</td> <td>878,484,856</td> <td>906,369,374</td> </tr> </tbody> </table>	Description	2016	2017	2018	Fuel consumption in transport (kWh)	886,370,077	878,484,856	906,369,374														
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Description	2016	2017	2018																					
Energy consumption outside the organisation (kWh)	101,005,277	117,309,801	116,071,053																					
302-3	Energy intensity.	Pages 65, 73, 80. Energy intensity is calculated as emissions (t/CO2e) divided by company's invoicing (€).																						
302-4	Reduction of energy consumption.	Pages 61, 64-65, 70, 72-73, 75, 80.																						
302-5	Reductions in energy requirements of products and services.	Pages 70, 74.																						
WATER																								
303-1	Interactions with water as a shared resource.	Pages 77, 80. Water consumption comes from municipal supply.																						
		<table border="1"> <thead> <tr> <th>Description</th> <th>2016</th> <th>2017</th> <th>2018</th> </tr> </thead> <tbody> <tr> <td>Total water consumption (m3)</td> <td>209,190</td> <td>197,752</td> <td>196,731</td> </tr> </tbody> </table>	Description	2016	2017	2018	Total water consumption (m3)	209,190	197,752	196,731														
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Total water consumption (m3)	209,190	197,752	196,731																					
303-2	Management of water discharge-related impacts.	No water source is significantly impacted.																						
303-3	Water withdrawal.	Page 77 (percentage of total water consumption reduction). The volume cannot be reported as we did not have the information on the date this report was issued.																						

GRI Standard	Summary description	Page/Comment																				
<p>EMISSIONS. Focused on the reduction of emissions per km performed, since the total volume of emissions is directly related to the volume of the activity. Work is also being done on fleet maintenance and renewal, and on the use of best available technologies and alternative or less polluting fuels.</p>																						
305-1	Direct and indirect GHG emissions.	Pages 71-72, 80. <table border="1"> <thead> <tr> <th>Description</th> <th>2016</th> <th>2017</th> <th>2018</th> </tr> </thead> <tbody> <tr> <td>Emissions Scope 1 (tCO2EQ)</td> <td>258,742</td> <td>255,813</td> <td>259,425</td> </tr> </tbody> </table>	Description	2016	2017	2018	Emissions Scope 1 (tCO2EQ)	258,742	255,813	259,425												
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305-2	Energy indirect GHG emissions.	Pages 71, 80. <table border="1"> <thead> <tr> <th>Description</th> <th>2016</th> <th>2017</th> <th>2018</th> </tr> </thead> <tbody> <tr> <td>Emissions Scope 2 (tCO2EQ)</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Description	2016	2017	2018	Emissions Scope 2 (tCO2EQ)	0	0	0												
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305-3	Other indirect (Scope 3) GHG emissions.	Pages 71, 80. <table border="1"> <thead> <tr> <th>Description</th> <th>2016</th> <th>2017</th> <th>2018</th> </tr> </thead> <tbody> <tr> <td>Emissions Scope 3 (tCO2EQ)</td> <td>27,564</td> <td>31,989</td> <td>31,511</td> </tr> </tbody> </table>	Description	2016	2017	2018	Emissions Scope 3 (tCO2EQ)	27,564	31,989	31,511												
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305-4	GHG emissions intensity.	Pages 71, 80. <table border="1"> <thead> <tr> <th>Description</th> <th>2016</th> <th>2017</th> <th>2018</th> </tr> </thead> <tbody> <tr> <td>Emissions intensity Scope 3 (tCO2EQ/Mil€)</td> <td>0.0376</td> <td>0.0420</td> <td>0.0375</td> </tr> </tbody> </table>	Description	2016	2017	2018	Emissions intensity Scope 3 (tCO2EQ/Mil€)	0.0376	0.0420	0.0375												
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305-5	Reduction of GHG emissions.	Pages 71, 80.																				
305-6	Emissions of ozone-depleting substances (ODS).	Pages 71-72, 80.																				
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions.	Pages 71, 80.																				
<p>EFFLUENT AND WASTE. Focused on the waste management carried out by the organisation. The main activity that generates waste is vehicle maintenance, so the volume generated is directly related to the volume of activity.</p>																						
306-1	Water discharge by quality and destination.	Pages 77-80. <table border="1"> <thead> <tr> <th>Description</th> <th>2016</th> <th>2017</th> <th>2018</th> </tr> </thead> <tbody> <tr> <td>Urban-type discharge (m³).</td> <td>62,543</td> <td>70,527</td> <td>70,548</td> </tr> <tr> <td>Industrial discharges. Automotive (m³).</td> <td>123,476</td> <td>104,284</td> <td>106,466</td> </tr> <tr> <td>Industrial discharges. Catering (m³).</td> <td>23,171</td> <td>22,941</td> <td>19,717</td> </tr> <tr> <td>Total water discharge (m³)</td> <td>209,190</td> <td>197,752</td> <td>196,731</td> </tr> </tbody> </table>	Description	2016	2017	2018	Urban-type discharge (m³).	62,543	70,527	70,548	Industrial discharges. Automotive (m³).	123,476	104,284	106,466	Industrial discharges. Catering (m³).	23,171	22,941	19,717	Total water discharge (m³)	209,190	197,752	196,731
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GRI Standard	Summary description	Page/Comment																																
306-2	Waste by type and disposal methodology.	Pages 70, 76, 77, 80. All waste, both hazardous and non-hazardous, generated by ALSA's activities is managed through authorised waste managers. <table border="1"> <thead> <tr> <th>Description</th> <th>2016</th> <th>2017</th> <th>2018</th> </tr> </thead> <tbody> <tr> <td>Managed hazardous waste (t)</td> <td>821</td> <td>834</td> <td>799</td> </tr> <tr> <td>Managed non-hazardous waste (t)</td> <td>496</td> <td>437</td> <td>570</td> </tr> <tr> <td>Paper for recycling (t)</td> <td>1.4</td> <td>8.7</td> <td>7.14</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Type</th> <th>Management</th> <th>2018</th> </tr> </thead> <tbody> <tr> <td rowspan="2">RNP (t)</td> <td>Disposal</td> <td>210</td> </tr> <tr> <td>Valorisation/recycling</td> <td>360</td> </tr> <tr> <td rowspan="2">RP (t)</td> <td>Disposal</td> <td>264</td> </tr> <tr> <td>Valorisation/recycling</td> <td>535</td> </tr> <tr> <td colspan="2">Total waste</td> <td>1,369</td> </tr> </tbody> </table>	Description	2016	2017	2018	Managed hazardous waste (t)	821	834	799	Managed non-hazardous waste (t)	496	437	570	Paper for recycling (t)	1.4	8.7	7.14	Type	Management	2018	RNP (t)	Disposal	210	Valorisation/recycling	360	RP (t)	Disposal	264	Valorisation/recycling	535	Total waste		1,369
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Total waste		1,369																																
306-3	Significant spills.	None.																																
306-4	Transport of hazardous waste.	ALSA does not transport hazardous waste. The management of PRs is carried out with authorised managers and in accordance with current legislation.																																
306-5	Water bodies affected by water discharges and/or runoff.	No water body has been affected by discharges.																																
ENVIRONMENTAL COMPLIANCE																																		
307-1	Non-compliance with environmental laws and regulations.	No penalty. There are usually information requirements that are attended to on time.																																
SUPPLIER ENVIRONMENTAL ASSESSMENT																																		
308-1	New suppliers that were screened using environmental criteria.	100%.																																
308-2	Negative environmental impacts in the supply chain and actions taken.	The mitigation of possible environmental impacts in the supply chain is achieved by including requirements in the tenders through which the different suppliers are contracted, who must comply with each one of them.																																
SOCIAL PERFORMANCE																																		
EMPLOYMENT																																		
401-1	New employee hires and employee turnover.	Pages 6, 54, 58.																																
401-2	Benefits provided to employees.	Pages 61-62.																																

GRI Standard	Summary description	Page/Comment				
		Description	2016	2017	2018	
401-3	Parental leave.				Men Women	
		Rate of return to work and retention after maternity or paternity leave, by gender.	100%	100%	100%	100%
		Total number of employees who have been entitled to parental leave, by gender.	103	93	112	20
		Total number of employees who have taken parental leave, by gender.	103	93	112	20
		Total number of employees who have returned to work in the reporting period after the end of parental leave.	103	93	112	20
		Total number of employees who have returned to work after the end of parental leave and who were still employed 12 months after returning to work, by gender.	103	93	106	19
LABOUR/MANAGEMENT RELATIONS						
402-1	Minimum notice periods regarding operational changes.	4 weeks				
OCCUPATION HEALTH AND SAFETY. Focused on improving the prevention of accidents at work and improving the health and well-being of the people who make up the organization.						
403-1	Workers' representation in formal worker-employer health and safety committees.	Description	2016	2017	2018	
		Percentage of staff represented on formal joint health and safety committees for management and staff, established to help monitor and advise on H&S programme.	70.52%	71.56%	73.8%	
The rest of the staff, up to 100%, belong to Group companies which, due to their number of employees, are only represented through their Prevention Delegates.						
403-2	Types of accidents and accident frequency rates, occupational diseases, lost days, absenteeism and number of deaths due to occupational accidents or diseases.	Pages 6, 54.				
		2018	MEN	WOMEN		
		Accident frequency rate.	15.57	10.48		
		Accident severity rate.	0.46	0.26		
There have been no deaths in Spain due to accidents at work or occupational diseases during 2018.						
403-3	Workers with high incidence or high risk of diseases related to their activity.	There has been no occupational diseases in 2018.				
403-4	Health and safety issues addressed in formal agreements with trade unions.	Health and occupational risk prevention issues are discussed at the meetings of the respective Health and Safety Committees of the various companies of the Organisation.				

GRI Standard	Summary description	Page/Comment			
		2016	2017	2018	
TRAINING AND EDUCATION. Focused on achieving quality employment, improving working conditions and enabling the development of people within the organisation.					
404-1	Average hours of training per year per employee.	Page 56.			
		Training	2017	2018	
		Training hours (Spain)	92,059	81,897	
		Training hours/employee			
		Management	22.54	11.29	
		Middle management	15.33	15.99	
		Qualified professionals	13.01	10.53	
		Operators	10.92	11.28	
		Training hours/employee			
		Men	13.58	10.99	
Women	12.33	10.48			
		Training for transport division (%)	86.5	85.2	
404-2	Programmes for upgrading employee skills and transition assistance programmes.	Pages 56-58.			
404-3	Percentage of employees receiving regular performance and career development reviews.	Page 56.			
		% of employees receiving regular performance reviews.	2016	2017	2018
		Men	5.91	6.77	4.9
		Women	1.90	2.21	1.8
		Administrative officers	-	-	0.4
		Technical staff	5.00	5.68	3.6
		Managers	1.97	2.46	2
		Senios managers	0.84	0.84	
DIVERSITY AND EQUALITY OF OPPORTUNITIES					
405-1	Diversity of governance bodies and employees.	Pages 6, 16, 54-55.			
		N° of EDA (ALSA Management Team) people	2016*	2017*	2018
		Men	91	92	113
		Women	9	8	22
		Under 30 years of age	1	0	4
		30-50 years of age	67	59	84
		Over 50 years of age	32	41	47
*Corrections have been made to 2016 and 2017 data.					
405-2	Ratio of basic salary and remuneration of women to men.	Minimum salary established in agreement without differences by gender.			
NON-DISCRIMINATION					
406-1	Incidents of discrimination and corrective actions taken.	No convictions have been received for discrimination incidents. There is a policy of complaints and protocols for harassment that include action and prevention measures.			

GRI Standard	Summary description	Page/Comment
FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk.	Application of Code of Ethics.
CHILD LABOUR		
408-1	Operations and suppliers at significant risk for incidents of child labour.	Application of Code of Ethics.
FORCED OR COMPULSORY LABOUR		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour.	Application of Code of Ethics.
SECURITY PRACTICES		
410-1	Security personnel trained in human rights policies or procedures.	Security personnel are external (suppliers) and this information is not currently available.
RIGHTS OF INDIGENOUS PEOPLE		
411-1	Incidents of violations involving rights of indigenous peoples.	Not applicable.
HUMAN RIGHTS ASSESSMENT		
412-1	Operations that have been subject to human rights reviews or impact assessments.	Application of Code of Ethics.
INVESTMENT		
412-2	Employee training on human rights policies or procedures.	The ALSA Management Team (EDA), HR and Procurement received training (Sept. 2017) on human trafficking, following the entry in the United Kingdom of the so-called 'Modern Slavery Act', which contains a number of obligations for companies to prevent trafficking situations within and throughout the supply chain. The knowledge acquired by the trainees was also assessed and a test and a case study were included in the evaluation to provide their ideas on measures that can be taken in this area.
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening.	An express mention of the 'Modern Slavery Act' has been incorporated in the clause of good conduct that, in turn, is incorporated by default in all contracts with our suppliers.
LOCAL COMMUNITIES. Focused on integration, mainly in the groups of people with disabilities through training and employability.		
413-1	Operations with local community engagement, impact assessments, and development programmes.	Pages 13-14, 26, 64-69.
413-2	Operations with significant actual or potential negative impacts on local communities.	Pages 13-14, 26, 64-69.
SUPPLIER ASSESSMENT IN TERMS OF HUMAN RIGHTS, LABOUR PRACTICES AND SOCIAL IMPACT		
414-1	New suppliers that were screened using social criteria.	100%.
414-2	Negative social impacts in the supply chain and actions taken.	The mitigation of possible social impacts in the supply chain is achieved through the inclusion of requirements in the tenders through which the different suppliers are contracted, who must comply with each one of them.

GRI Standard	Summary description	Page/Comment								
PUBLIC POLITICS										
415-1	Value of political contributions per country and addressee.	None.								
HEALTH AND SAFETY OF CUSTOMERS. Focused on the safety of customers, mainly due to traffic accidents in which the organisation has been found guilty.										
416-1	Assessment of impacts in health and safety of product and service categories.	Pages 6, 34-40, 59.								
416-2	Incidents of non-compliance related to impacts in health and safety of product and service categories.	No incidents with penalties, fines or warnings. <table border="1"> <thead> <tr> <th>Description</th> <th>2016</th> <th>2017</th> <th>2018</th> </tr> </thead> <tbody> <tr> <td>Rate of accidents with liability'</td> <td>0.76</td> <td>0.78</td> <td>0.74</td> </tr> </tbody> </table> <i>'This Report is reporting the rate of preventable incidents, instead of the rate of incidents with responsibility, which was the data reported in 2018.</i>	Description	2016	2017	2018	Rate of accidents with liability'	0.76	0.78	0.74
Description	2016	2017	2018							
Rate of accidents with liability'	0.76	0.78	0.74							
PRODUCT AND SERVICE LABELLING										
417-1	Requirements for product and service information and labelling.	Not applicable.								
417-2	Incidents of non-compliance concerning product and service information and labelling.	0 incidents in 2018.								
417-3	Incidents of non-compliance concerning marketing communications.	0 incidents in 2018.								
PRIVACY OF CUSTOMERS										
418-1	Substantiated claims regarding violations of customer privacy and loss of customer data.	The total number of customer complaints regarding data protection is 0.								
CUMPLIMIENTO REGULATORIO										
419-1	Non-compliance with laws and regulations in the social and economic area.	334,962 €.								

GRI Standard	Summary description	Page/Comment
ALSA INDICATORS		
ALSA-01	Transported passengers	Pages 6, 42.
ALSA-02	Km covered	Pages 6, 42.
ALSA-03	ISC – Satisfaction index	Pages 6, 42-43. ISC is the average score given by customers when asked about their general satisfaction from 0 to 10 points. (Data related to interurban transport).
ALSA-04	NPS – Recommendation rate	Pages 6, 42-43. NPS is a metric which is calculated as follows: - From 0 to 10, how certainly you would recommend your family and friends to travel with ALSA. - Customers with recommendation scores of 9 or 10 points are promoters (weighted in %). - Customers with recommendation scores of 7 or 8 points are neutral (weighted in %). - Customers with recommendation scores of 6 or less points are detractors (weighted in %). (Date related to interurban transport).

ALSA Company Organisation

At October 2019, ALSA is made up of the following companies, which form a tax consolidation group whose composition and operation is determined by the provisions of Articles 42 et seq. of the Commercial Code.

Alianza Bus, SLU	Busturialdea Bai Artibai Bus, SA	Movelía Tecnologías, SL
Almería- Murcia Bus, SL	Canary Business Cars, SL	Mundaka Consultoría, SL
Alsa Atlántica, SLU	Cataluña Business Cars, SL	MyBustest, SL
Alsa Ferrocarril, SAU	Center Bus, SL	Nex Continental Holdings, SLU
Alsa Granada Airport, SL	Cetralsa Formación, SLU	NX Middle East, SLU
Alsa Grupo, SLU	Compañía del Tranvía Eléctrico de Avilés, SA	Proyectos Unificados, SAU
Alsa Grupo Intercontinental, SLU	Compostelana, SAU	Rapid Aéroport, SAU
Alsa Internacional, SLU	Compañía Navarra de Autobuses, SA	Representaciones Mecánicas, SAU
Alsa Metropolitana, SAU	Dainco, SAU	Rutas del Cantábrico, SL
Alsa Mirat Extremadura, SL(*)	Ebrobus, SLU	Serviareas 2000, SLU
Alsa Rail, SLU	EME Asociates Businnes, S.A.	SAU, Alsina Graells de Autotransportes
Argabus, SA	Estación de Autobuses de Aguilar de Campo, SL	Servicios del Principado SAU
Argantours, SA	Estación de Autobuses de Astorga, SL	Servicios El Temple, SL
Aplicaciones y Sistemas Integrales para el Transporte, SA	Estación de Autobuses de Avilés, SL	Servicios Empresariales Especiales, SLU
Asturies Berlinas de Luxu, SL	Estación de Autobuses de Cartagena, SA	Servicios VTC Tibus, SLU
Autos Cal Pita, SA	Estación de Autobuses de León, SA	Setra Ventas y Servicios, SAU
Autobuses Urbanos de Arganda, SA	Estación de Autobuses de San Lorenzo del Escorial, SAU	Sisalde alquiler de vehículos con conductor, SL(*)
Autobuses Urbanos de Bilbao, SA	Estaciones Terminales de Autobuses, SA	Técnicas en Vehículos Automoviles, SLU
Autobuses Urbanos de León, SAU	Euska Alsa, SLU	Tibus, SA
Autocares Castilla León, SAU	Extremadura Business Limousines, SL	Tibus Berlines de Luxe, SL
Autocares de Badajoz, SL(*)	Ezkerrealdea-Meazldea Bus, SA	Tibus Business Cars, SLU
Autocares Discrecionales del Norte, SL	Gal Bus, SL	Tibus Business Limousines, SL
Automóviles Luarca, SAU	General Técnica Industrial, SLU	Tibus Luxury Services, SLU
Automóviles Sigras-Carral, SA	Gorbea Representaciones, SL	Transportes Accesibles Generales, SA
Autos Pelayo, SAU	Grupo Enatcar, SA	Transportes Accesibles Peninsulares, SL
Baleares Business Cars, SL	Iber Rutas, SAU	Transportes Adaptados Andaluces, SAU
Baleares Consignatarios, SL	Inforcyl, SAU	Transportes Adaptados Regionales, SLU
Baleares Consignatarios Tours, SL	Irubus, SAU	Transportes Bacoma, SAU
Berlinas de Asturias, SL	Intercambiadores Europeos, SL	Transportes Colectivos, SA
Berlinas de Extremadura, SL	Intercar Business Cars, SL	Tte de Viajeros de Aragón, SA
Berlinas Calecar, SLU	Internacional de Autocares, SA	Transportes Santo Domingo, SLU
Berlinas de Canarias, SL	Interurbana de Autocares, SAU	Transportes Terrestres Cántabros, SA
Berlinas de Toledo, SL	Jiménez Lopera, SAU	Transportes Unidos de Asturias, SL
Berlinas Tibus, SLU	La Tafallesa, SAU	Transportes Urbanos de Cantabria, SLU
Berlinas VTC de Cantabria, SLU	La Unión de Benisa, SA	Transportes Unidos, SLU
Bilboko Hiribus Jasangarria, SL(*)	Los Abades de la Gineta, SLU	Ttes Urbanos de Cartagena, SA
Bus Urbano de Castro Urdiales, SL(*)	Mai Tours, SL	Transportes Urbanos de Guadalajara, SL
Buses de Palencia, SL	Manuel Vázquez Vázquez, SL(*)	Tranvía de Vélez, SAU
Viajes Alsa, SAU	Viajes por Carretera, SAU	Tranvías Metropolitanos de Granada, SAU
Vorammar el Gaucho, SLU	Vecolux Lleida, SL(*)	Turyexpress, SA

(*) Companies acquired in 2018.



ALSA

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