

# Sustainability Report 2019



alsa





# Contents

---

Alsa

**4**

---

Excellence

**18**

---

Safety

**36**

---

Customers

**44**

---

People

**56**

---

Community and  
Environment

**68**

---

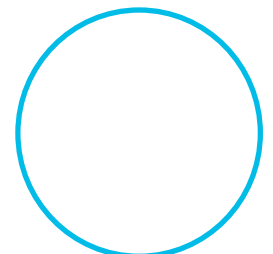
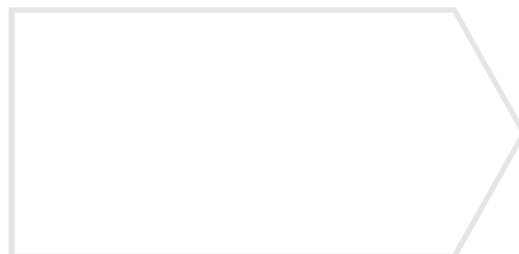
GRI Annexes

**84**

---

GRI Index

**86**





ALSA secured impressive achievements in 2019 thanks to the hard work and dedication of the team that comprises this ambitious, large-scale project. I am proud to see the progress our company is making in sustainability, which is evidenced by our performance in the various fields of corporate social responsibility, detailed extensively in this report.

Strong financial results alone are not enough to build a sustainable company; it is crucial to be fully committed to supporting communities and protecting the environment in the areas where we operate.

To achieve that, we must align our corporate strategy with the Sustainable Development Goals (SDG) and the 2030 Agenda, designing ALSA's contribution around our four strategic pillars: Profitable Growth, Excellence, Talent, and Innovation and Technology.

I would like to highlight our contribution to three SDGs in particular. In "Health and wellbeing", we have reduced the number and the severity of accidents and cut harmful emissions. In "Decent work and economic growth", we have increased the number of women on the workforce, recruiting more young talent and people with disabilities. Finally, we have contributed substantially to the SDG "Sustainable cities and communities", which ties in very closely with our activity, through initiatives such as the 2019-2022 Accessibility Plan and investments in fleet using clean technologies.

We have always been focused on continuous improvement to enhance customer experience; with that in mind, this year we secured certification for the Criminal Compliance system and renewed the EFQM +500 European Seal of Excellence with a substantial improvement to our score; we are the only Spanish Passenger Transport operator to boast this Seal of Excellence.

We also launched our new brand in 2019, positioning us as an operator which offers sustainable, multimodal, connected mobility services, along with a fresh new brand image which has been updated to adapt to new means of transport: collaborative, sustainable and integrated.

It would, of course, be remiss of me not to mention the current Covid-19 crisis, which has so suddenly and completely transformed both our professional and our personal lives. Right from the outset, ALSA's priority has been to protect our employees and customers, which is why we have implemented strict protocols to ensure safe mobility - protocols which have been certified by AENOR - and to make the bus a safe space for passengers.

Over these last few months we have been actively involved in tackling the pandemic, rolling out a series of support and cooperation initiatives throughout the crisis. We held a range of corporate volunteering campaigns to raise food donations for various NGOs, ceded buses to the Emergency Military Unit (UME) and the Army to help with patient transport and support Operation BALMIS, provided free transport for healthcare personnel, repatriated Spanish and Moroccan citizens to their countries of origin and worked with the Red Cross to disinfect its vehicles.

If there is anything positive to be taken from this situation, it is that it has underscored the commitment that lies at the core of ALSA, with every single member of the team giving their all, and demonstrating that corporate social responsibility is an increasingly important part of our strategy and the way we work.

A handwritten signature in black ink, appearing to read 'Jorge Cosmen'. The signature is fluid and stylized, with a long horizontal stroke and a sharp upward curve at the end.

Jorge Cosmen  
**Chairman**



We are presenting this Sustainability Report for the third year running to offer an overview of ALSA's performance in 2019. The publication of this annual report has become an important instrument, evidencing the company's transparency and dialogue with stakeholders.

2019 was a year of consolidation and growth, with a series of new initiatives launched in line with our four strategic pillars: Profitable Growth, Excellence, Talent, and Innovation and Technology.

From a growth perspective, the launches of our urban services in Rabat and Casablanca have positioned us as the leading urban transport operator in Morocco, and in line with our international expansion plans we have now begun operations in France and Puerto Rico. In the domestic market, we secured the urban transport contract in Ferrol and incorporated regional services in Extremadura.

The operating excellence section features the renewal of urban transport services in Bilbao, along with innovative projects that position us as a safety benchmark, such as the driver monitoring programme. In the area of environmental sustainability, we have gradually pared back the emissions generated by our activity and incorporated alternative fuel vehicles to our fleet, including the world's first long-haul Liquefied Natural Gas buses. These achievements were accompanied by an increase of over 12% in passenger numbers and a Customer Satisfaction Index of over eight, for the first time ever.

Finally, we are committed to nurturing talent as the cornerstone of ALSA's future performance, with landmark initiatives such as the certification of our drivers by the IRU. Innovation and technology have also played a key role, supporting our other strategic pillars and allowing us to sign agreements for pioneering projects in 2020, including Spain's first ever 100% electric, autonomous bus.

At the time of writing this sustainability report, the Covid-19 crisis is ongoing and it is still too soon to evaluate the impact this adverse situation will have on the sector. I would like to take a moment to thank each and every member of the ALSA team for their immense effort and commitment to overcoming this tough situation and striving to return to normal as quickly as possible.

I am certain that, if we continue to work together to build confidence among our stakeholders - underpinned as always by our values of Excellence, Safety, People, and Community and Environment - we will come out of this crisis stronger than ever.

A handwritten signature in black ink, appearing to be 'F. Iglesias', written over a light grey background.

Francisco Iglesias  
**CEO**

# Main figures

	2017	2018	2019	
Direct economic value generated <sup>1</sup> (€m)	108.9	119.6	125.4	▲
Revenue <sup>1</sup> (€m)	757.4	842.3	940.6	▲
Operating costs <sup>1</sup> (€m)	524.1	573.9	629.0	▲
Employee salaries <sup>1</sup> (€m)	305.1	337.8	379.0	▲
Social Security costs <sup>1</sup> (€m)	69.8	71.2	87.0	▲
Supplier payments <sup>1</sup> (€m)	385.2	406.9	460.4	▲
Taxes and rates (€m)	97.7	103.8	105.2	▲
Deductions and tax credits (€m)	0.7	0.5	0.38	▼
Subsidies for investment and research (€m)	4.8	2.9	6.4	▲
Investment in infrastructure and fleet <sup>1</sup> (€m)	54.5	38.1	66.1	▲
Buses in fleet <sup>1</sup>	+3,000	3,465	3,981	▲

	2017	2018	2019		
Excellence	Number of complaints through Helpline	0	0	0	=
	EFQM Seal of Excellence	500+	500+	500+	▲
	Total suppliers <sup>1</sup>	9,622	9,393	11,716	▲
	Volume of payments to domestic suppliers <sup>1</sup> (%)	95.4	99.4	98.5	▼
Safety	FWI2 (Fatalities and Weighted Injuries) <sup>2</sup> (Injuries in at-fault accidents)	1.40	3.4	1.5	▼
	At-fault accident rate	-	0.77	0.8	▲
	Total accident rate	-	1.52	1.51	▼
Customers	Passengers carried <sup>1</sup> (€m)	313.8	326.22	368.08	▲
	Kms run <sup>1</sup> (millions km)	356.7	369.52	399.85	▲
	CSI - Customer Satisfaction Index	7.35	7.62	8.03	▲
	NPS - Net Promoter Score	18.8	26.50	45.80	▲
People	Number of employees	6,866	7,818	8,293	▲
	Percentage of women on the workforce (%)	14.11	13.96	14.98	▲
	Accident severity rating	0.47	0.55	0.53	▼
	Accident frequency rating (%)	14.88	16.41	16.46	▲
Community and Environment	Agreements with NGOs and foundations	16	16	18	▲
	Agreements with universities	12	16	16	=
	Direct emissions Scope 1 and 2 (tCO <sub>2</sub> eq/100 km)	0.1019	0.0995	0.0969	▼
	Fleet fuel consumption (kWh/100 km)	349.77	347.55	340.11	▼
	Total energy consumption (kWh/100 km)	357.25	354.94	346.19	▼

<sup>1</sup>Total ALSA activity

# The leading mobility operator

With over 100 years' experience and an unwavering commitment to innovation, ALSA forms part of the National Express Group, a leading public transport operator with bus, coach and rail services in the UK, Continental Europe, North Africa, North America and the Middle East.

Alsa's **activity has always been underpinned by the concept of a comprehensive approach to transport with permanent customer satisfaction.**

As an integrated operator, it is able to meet citizens' various **transport needs** through an extensive range of regional, national, international,

urban, occasional (coach hire) and tourism services.

ALSA specialises in the **management** of bus stations, service areas and vehicle maintenance areas.

In keeping with the key principle of **safety**, the **customer** lies at the very core of ALSA's business activity, which is undertaken with a focus on **professionalism, quality and innovation** and underpinned by a commitment to society and respect for the environment.

Alongside its development in Spain, ALSA has also rolled out an

intense **international expansion process**, offering the best transport solutions to citizens in most European Union countries, Morocco and most recently Puerto Rico.

*ALSA is the leading Spanish road passenger transport operator.*



# Mission, vision and values

## MISSION

Create long-term value for shareholders and society by providing a full range of safe, efficient, quality transport services.

## VISION

Generate customer loyalty by providing outstanding public transport services in terms of safety, frequency and comfort.

## OUR 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 and Environment



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







# Alsa history and track record

1923

Incorporation of **Automóviles Luarca S.A. (Alsa).**

1964

First international ALSA service: **Oviedo-París-Brussels.**

Regular **Asturies-Madrid** service established.

1980

ALSA began operations in Switzerland.

1984

ALSA launched services in **China.**

1987

Set up **training centres** in Oviedo.

2000

Began managing urban **transport services** in the city of **Marrakech.**

1999

Acquisition of **Enatcar Group.**

Launched **online ticket sales.**

1996

First Spanish passenger transport company to secure **Quality Certification ISO 9001.**

1991

Launched services in **France.**

1988

Launched **First Class (Classe Supra):** Spain's first ever premium class road passenger transport service.

Inauguration of **Madrid-Moscow** route.

2001

**First biofuel trials** with ALSA fleet.

2003

The **AlsaPLUS+** loyalty programme was created. **Alsa Rail** was launched.

2005

ALSA integrated into the **National Express Group**, the UK's top bus and train operator.

Acquisition of German state-owned company **Deutsche Touring.**

2006

**Set up the Centre for Transport and Logistics Studies** in El Espinar, Segovia.

2007

Acquisition of **Continental-Auto.**

Launched **First Class with onboard Wi-Fi.**

**Transport Plan for National Park areas** in Cangas de Onís and Cabrales (Asturias).

2013

Agreement between **Alsa and RENFE** to promote intermodality and combined bus and train travel.

« **Muévete** » Plan launched.

**Certification as a Family Responsible Company (EFR).**

2012

**BUS+FLY** elunched and **Premium service** created.

2010

First **100% hybrid** urban transport service.

Inauguration of the urban service in **Agadir, Morocco.**

Railway Licence secured to carry passengers.

2009

First **automated ticket vending** machine installed.

2008

Adhesion to the Voluntary Commitment System to **reduce greenhouse gas emissions.**

2016

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

2017

Opened new division in **Switzerland.**

**Bus Rapid Transit Marrakech.**

First private passenger train operator.

Secured **EFQM 500+ seal** of Excellence.

2018

Awarded urban **transport service** in **Rabat.**

Opened **ALSA Rail Training Centre.**

**TPG Lines Geneva.**

2019

2019. Inauguration of urban transport services in **Rabat and Casablanca.**

Awarded cross-border service in **France.**

Launched operations in **Puerto Rico.**

**Urban Services in Bilbao and El Ferrol.**

Leading eco-friendly fleet with world's **1<sup>st</sup> long-haul LNG-fuelled coach.**



# Mobility operator

## Domestic and International Transport

ALSA is the leading operator of regular bus services in Spain, and its transport network provides links between practically every one of Spain's 17 autonomous regions. At the global level, ALSA runs an extensive network of

European connections, operated via international permits, linking the Iberian Peninsula with almost all of the European Union and the North of Africa.



ALSA'S DOMESTIC NETWORK

Over **350** MILLION passengers a year

Almost **8,000** professionals in Spain

Près de **4,000** buses

*Alsa's services cover over 3,500 destination throughout Spain.*



ALSA'S GLOBAL NETWORK

## Regional Transport



One of the key pillars of ALSA's strategy is to be the trusted partner relied upon to consistently deliver high quality mass transit for our customers, wherever they are.

In 2019, it launched regional services in Extremadura, and now operates in 14 of Spain's Autonomous Regions: Asturias, the Balearic Islands, Cantabria, Extremadura, the Basque Country, Castilla y León, La Rioja, Madrid, Catalonia, Navarre, the Region of Valencia, Murcia, Andalusia and Galicia.

operates in  
**14** autonomous  
regions



*Alsa works actively with the various regulatory bodies on the development of Regional Transport Consortiums.*



In 2019 ALSA was a global benchmark in terms of internationalisation policy. It was awarded the first bus transport service contract in France and in December, it launched two cross-border routes with Switzerland in Pays de Gex, in the French department of Ain, in the Auvergne-Rhône-Alpes region. In South America, ALSA began operating the Caguas – San Juan line in Puerto Rico in July, which clearly underscores the company's commitment to its international expansion.



## Vocento International Expansion Award

In 2019, ALSA was awarded the Vocento International Expansion Award for its extensive footprint beyond Spain's borders. ALSA CEO Francisco Iglesias Campos said this global approach had been *"part of the company's DNA since the 1960s, when it began to expand into Europe"*.



Over **30** networks managed in various Spanish cities and metropolitan areas.

## Urban and metropolitan transport



In this day and age, it is crucial that cities have access to quality, accessible, efficient public transport to ease congestion in city centres and make them healthier places to live. Making that aim a reality has become ALSA's overarching goal.

The company currently manages over 30 networks in various cities and metropolitan areas in Spain, as well as services in Marrakech, Khouribga, Agadir, Tangier and recent additions Rabat and Casablanca in Morocco, and two Geneva Public Transport (TPG) lines.

In 2019, ALSA was awarded contracts to operate the urban services in Bilbao and El Ferrol.

*The design and operation of urban transport system prioritises universal accessibility, respect for the environment and public health, and safety and innovation to enhance passenger satisfaction.*

Following the addition of the Rabat and Casablanca urban services, ALSA is now the leading public transport operator in Morocco.



## Occasional and tourism transport



ALSA offers Spain's broadest, most comprehensive occasional transport services and is the country's largest provider of transport for major events. In 2019, ALSA extended its services to Gran Canaria through the acquisition of Guaguas Gumidafe.

The company manages, or participates in the management of, tourist sightseeing buses in the following cities: Madrid, Barcelona, Santa Cruz de Tenerife, Bilbao, Gijón, San Sebastián, Murcia and Marrakech, as well as the Almería sightseeing train.

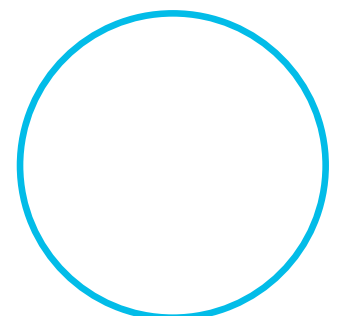
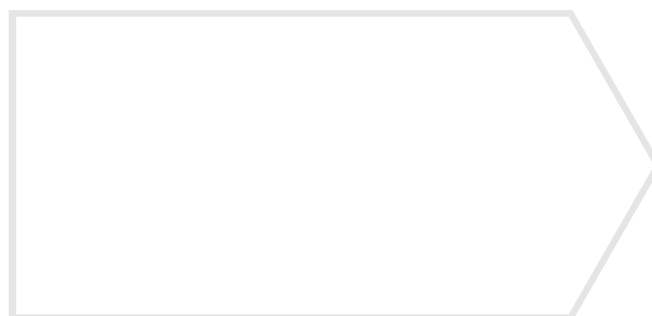
## Rail transport

ALSA strengthened its rail activity in 2019. In terms of rail transport, it operated the Felipe II Train service linking Madrid with El Escorial. It also manages the operation of the Tren de los Lagos (Train of the Lakes), which links Lleida with La Pobla de Segur, via contracts with Ferrocarrils de la Generalitat de Catalunya (FGC). It has also operated a range of different themed and charter trains, such as the Tren de los Reyes Magos (Train of the Three Wise Men) and trains organised by various different cultural institutions.

The company also provides auxiliary services for rail companies, including building maintenance for high-speed rail lines and the operation of gauge changers, both managed by ADIF.



The first training course for train drivers was also completed in 2019; this specialist training programme is authorised by the Spanish Railway Safety Agency (AESF), and secured impressive success in terms of the results achieved. The second course is now underway, with equally impressive take-up levels. Once again, rail companies have shown outstanding levels of interest in the quality, specialist training delivered by ALSA.





## New brand

At the end of 2019, ALSA launched its new brand, which reflects the significant change in the company's positioning over the years: from a traditional approach to transport, mainly comprising long-haul bus services, to a **modern take on mobility**, which is reflected in its current position as a *provider of sustainable, multimodal, connected transport solutions*.

### LOGO

The brand's logo - its graphic identity - was overhauled, as the first version was designed back in 1946 and whilst it has undergone several updates over the years, the latest one was in 2011.

**ALSA**

*Former logo*

**alsa**

*New logo*

*This new brand will allow ALSA to respond to a market which is transforming mobility into a service, using an experience-based approach to rational, emotional engagement with current and future customers.*

## STRATEGY

To guarantee long-term sustainable results against a constantly changing backdrop, whilst meeting our goal of being a multimodal operator of safe mobility services, fully invested in supporting communities and protecting the environment.

ALSA's strategy is structured into the following key action areas:

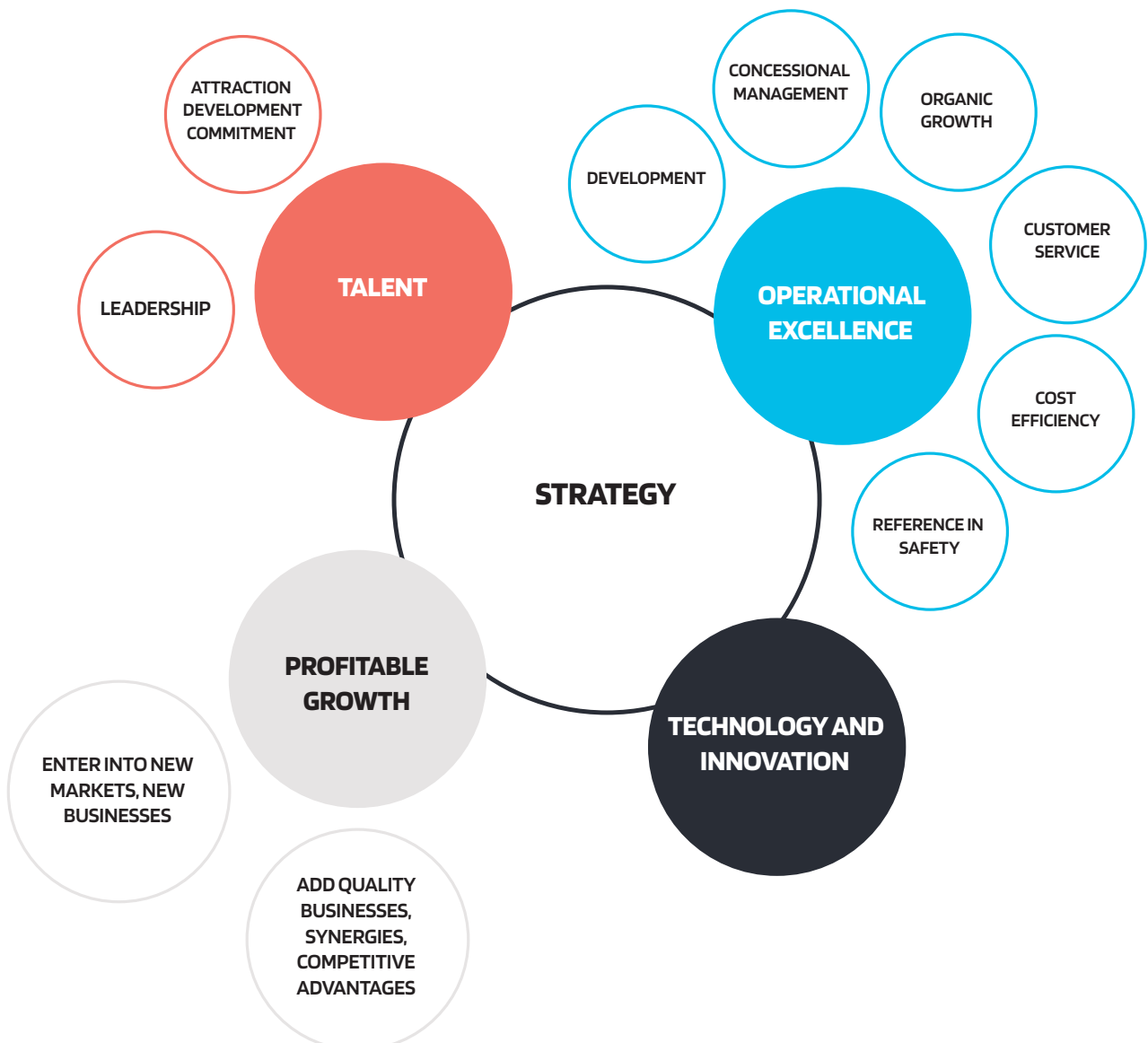
- SUSTAINABLE GROWTH**

Profitable growth in new markets, new businesses or new modes.
- OPERATIONAL EXCELLENCE**

Ensure long-term sustainability of activities and contracts of the company.
- TALENT**

Develop the Human Team of Alsa to ensure: Engagement and commitment, having in place people with the required skills, leaders ensuring sustainability, a high recognition as an employer.
- TECHNOLOGY AND INNOVATION**

Develop competitive advantages to: Face growth and new businesses, concessional renewal, having a further efficiency in costs, maximize revenue, developing tools to increase safety.



# Milestones 2019

STRATEGIC PILLAR	STRATEGIC LINE	MILESTONE
 <b>PROFITABLE GROWTH</b>	<b>New <i>markets/means/businesses</i>.</b>	<ul style="list-style-type: none"> <li>▪ <b>Puerto Rico.</b></li> <li>▪ <b>Cross-border France-Switzerland.</b></li> </ul>
	Incorporation of quality businesses offering synergies with competitive sales.	<ul style="list-style-type: none"> <li>▪ Awarded and inaugurated <b>Casablanca urban service.</b></li> <li>▪ Awarded <b>Ferrol urban service.</b></li> <li>▪ Awarded <b>Rabat urban service.</b></li> <li>▪ <b>Regional Services Extremadura.</b></li> <li>▪ Acquired <b>Gumidafe.</b></li> <li>▪ <b>Los Lagos (Lakes) sightseeing train.</b></li> </ul>
 <b>OPERATIONAL EXCELLENCE</b>	<b>Organic growth.</b>	<ul style="list-style-type: none"> <li>▪ Growth in <b>ancillaries.</b></li> <li>▪ Growth in digital sales.</li> <li>▪ Improvement in RMS and forecasting systems, achieving optimal levels in Sales.</li> <li>▪ <b>New PMO office - portfolios of priority projects (PPP), digital strategy and customers.</b></li> </ul>
	<b>Cost efficiency.</b>	<ul style="list-style-type: none"> <li>▪ Consolidation of the "<b>World Class Maintenance</b>" programme.</li> <li>▪ Reduction in breakdowns.</li> <li>▪ Introduction of Artificial Intelligence (AI) in maintenance.</li> </ul>
	<b>Concession management.</b>	<ul style="list-style-type: none"> <li>▪ <b>Madrid-Guadalajara .</b></li> <li>▪ <b>Pamplona-Soria.</b></li> <li>▪ <b>Urban Transport Bilbao.</b></li> <li>▪ <b>Urban Transport Castro Urdiales.</b></li> <li>▪ <b>Urban Transport Lorca.</b></li> </ul>
	<b>Safety.</b>	<ul style="list-style-type: none"> <li>▪ Improved response capacity in emergency situations.</li> <li>▪ <b>ABC "Acceleration, Braking, Cornering" project with feedback to drivers via MiALSA (2019).</b></li> <li>▪ Reduction in accident rates.</li> </ul>
	<b>Excellent Customer Service.</b>	<ul style="list-style-type: none"> <li>▪ Improvement in customer satisfaction rates.</li> <li>▪ New customer experience corridor.</li> <li>▪ <b>BCX Seal</b> for best customer experience.</li> </ul>
	<b>Sustainability.</b>	<ul style="list-style-type: none"> <li>▪ Improvement in positions in <b>MERCO 2018 Ranking.</b></li> <li>▪ Participation in SUM 2019 Bilbao "<b>Sustainable Urban Mobility Congress</b>".</li> <li>▪ Publication of <b>2018 Sustainability Report, certified and audited by AENOR in accordance with GRI standards.</b></li> <li>▪ Reduction in emissions, energy use and fuel use.</li> <li>▪ Renewal of <b>EFQM +500 Seal of Excellence.</b></li> <li>▪ UNE19601 Criminal Compliance system certified by AENOR.</li> </ul>



STRATEGIC PILLAR

STRATEGIC LINE

MILESTONE

●  
TALENT

*Attraction/commitment/  
development.*

- Alsa received the **European Sport and Healthy Company Award** at a ceremony at the European Parliament.
- **Professional driver certification with IRU (2019).**
- Improvements to the Employee Journey.
- **Healthy Company award** from ORH magazine for the "For Your Health" campaign (2019).
- Recognition of **gender equality in Morocco** (Feb 2019).
- Renewal of Family Responsible Company certificate **EFR.**

*Leadership.*

- Extended Assessment, Coaching and Mentoring activities.
- Consolidation of the improvement plan system for leaders.
- **Estrella LUIKE** award for the best HR initiative for "Master Driver" (Jan 2019).
- Talent appraisal for over 500 people.

●  
TECHNOLOGY  
AND INNOVATION

*Innovation.*

- Cooperation Agreement with DGT / Madrid Transport Consortium / **Driverless bus project at UAM.**
- **New brand launch.**
- **New Innovation model.**
- Commissioned the **world's first class III Liquefied Natural Gas vehicle.**

*Technology.*

- Information Security Certification **ISO 27001.**
- New HR ERP system (*Human Capital Management tool – CHRIS – 2019*).
- **GOAL project.**





# Organisational chart

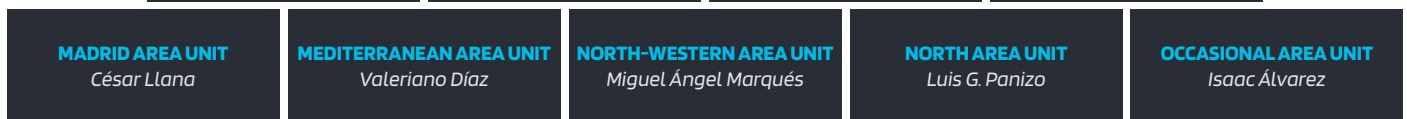
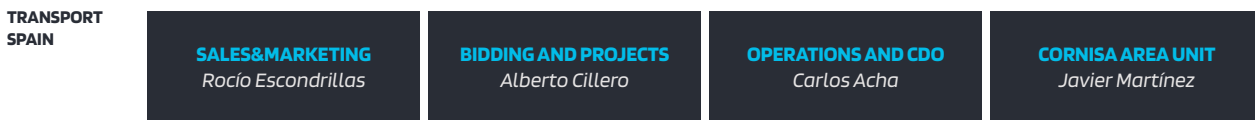
**EXEC  
COMMITTEE**



**BOARD OF  
DIRECTORS**



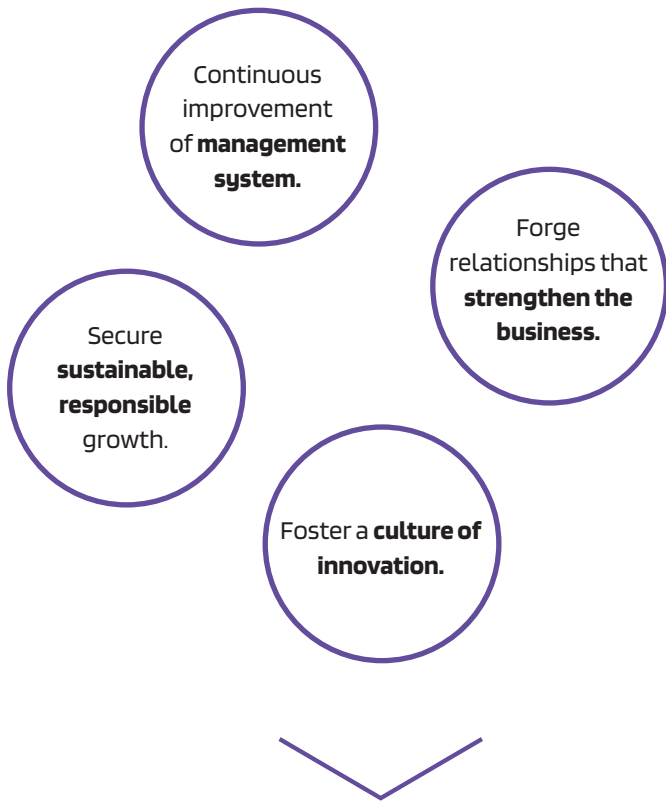
**TRANSPORT  
SPAIN**



**OTHER  
COMMITTEES**



OUR APPROACH



# Excellence



## Key figures

	2017	2018	2019	
Number of complaints through Ethical Complaints Channel	0	0	0	=
Volume of payments to suppliers <sup>1</sup> (€m)	385.2	406.92	<b>460.38</b>	▲
Total number of suppliers <sup>1</sup>	9,622	9,393	<b>11,716</b>	▲
Volume of payments to domestic suppliers <sup>1</sup> (%)	95.4	99.4	<b>98.5</b>	▼
EFQM Seal of Excellence	500+	500+	<b>500+</b>	▲

<sup>1</sup>Total ALSA activity

# 2019 Action Plan



# 2019 Milestones

**EFQM 500+ Seal of Excellence**  
Renewal of EFQM Seal of Excellence with a score of 500+.





**Sustainability Report**  
Publication of the 2nd Report, audited in accordance with GRI.

**UNE 19601**  
Certified Criminal Compliance System.

**2020-2021 Innovation Plan**

**Intrapreneurship**  
Seven projects from the ALSA entrepreneurs programme.

# Performance in 2019

	<b>Certifications</b>	Criminal Compliance System UNE 19601	New Materiality Assessment	Renewal of EFQM 500+ Seal of
<b>RSC</b>	<b>Corporate Social Responsibility</b>	Creation of CSR Committee	2 <sup>nd</sup> audited Sustainability Report	
	<b>Alliance management</b>	Driverless bus ALSA-UAM-DGT-CRTM		
	<b>Digitalisation</b>	Implementation of CRM	Contactless payment system EMV Almeria	Geopositioning systems
	<b>Innovation</b>	Strategic Innovation Plan	Open innovation	

# Success stories in 2019

## Renewal of EFQM 500+ Seal of Excellence

As part of its commitment to continuous improvement, in 2019 ALSA renewed the European EFQM 500+ Seal of Excellence initially secured in 2017.

This Seal of Excellence is awarded to organisations that pursue a strategy aimed at achieving excellence. In ALSA's case, that means guaranteeing long-term sustainability by ensuring the satisfaction of all stakeholders, with specific strategies designed to outperform expectations.

Following an exhaustive review of the company by AENOR, ALSA scored even higher than it did in 2017. In its report, the audit team emphasised the significant improvements implemented to control systems thanks to a process of consolidation and evolution spanning all areas, in line with the ALSA's four Strategic Pillars. The renewal of this Seal of Excellence is even greater motivation to continue with our efforts and secure further improvements in the years ahead.



### EFQM 500+

ALSA is part of the exclusive group of 130 Spanish companies that boast the European EFQM 500+ Seal of Excellence. Of these companies, only 19\* scored higher than the 550-599 secured by ALSA. ALSA is the only Spanish passenger transport operator to have received this recognition.



*ALSA has climbed two notches to 38th place on the MERCOR Ranking of Corporate Responsibility and Governance.*

## Integrated Quality and Safety Management System

ALSA incorporates principles of excellence into its everyday processes through its Integrated Quality and Safety Management System, which was designed in accordance with the requirements of UNE-EN ISO 9001, UNE-EN 39001, UNE-EN 13816, UNE 93200 and ISO 22320, as well as the criteria stipulated by the company itself for its transport services. The system boasts a high degree of maturity and has become an efficient tool to identify and respond to potential risks and opportunities.

### Quality management system



Implemented and certified by AENOR in accordance with UNE-EN ISO 9001 and adapted to the most recent review in 2015, the system allows ALSA to demonstrate its ability to consistently provide services which meet customers' needs and comply with the applicable regulations.

### Road safety management system




Implemented and certified by AENOR in accordance with UNE-EN 39001, this management system helps reduce risks and incidents related to traffic accidents.

One of the key drivers behind ALSA's unwavering efforts to achieve excellence is the use of certified management systems, based on global standards, with a view to ensuring safety, enhancing customer and employee satisfaction and caring for the environment.

## CERTIFICATION

## IMPROVEMENTS

	<b>AENOR Corporate Social Responsibility Management Certificate</b>	<p>In accordance with international management standard IQNet SR10.</p> <p>Improve the economic, social and environmental conditions of the communities in which the company operates.</p>
	<b>Audited Sustainability Report</b>	<p>ALSA submits its annual Sustainability Reports to auditing.</p> <p>Independent auditing by AENOR ensures that the report adheres to GRI principles and guidelines and that the data used is accurate.</p>
	<b>AENOR Occupational Health and Safety Certificate</b>	<p>In accordance with ISO 45001.</p> <p>First transport company receive this AENOR certification.</p> <p>Ensures continuous improvement thanks to a safe, healthy workplace.</p>
	<b>AENOR Universal Accessibility Certificate</b>	<p>In accordance with UNE 170001.</p> <p>Underscores ALSA's commitment to equal rights and opportunities for everyone.</p> <p>Various ALSA concessions have secured this certification.</p>
	<b>AENOR Certificate of Passenger Public Transport Services</b>	<p>In accordance with UNE-EN 13816.</p> <p>Commitment to quality in the following areas: punctuality, accessibility, safety, service offered, customer services and environmental impact.</p>
	<b>AENOR Emergency Management Certificate</b>	<p>In accordance with UNE-ISO 22320.</p> <p>Effective response to emergencies of any scope.</p> <p>Efficient management of shared resources.</p> <p>Guarantee accurate, reliable information.</p>
	<b>AENOR Service Charter Certificate</b>	<p>In accordance with UNE 93200.</p> <p>Service Charters that clearly and accurately set out the services provided by the company and the commitments it undertakes to its customers.</p>
	<b>AENOR Healthy Company Certificate</b>	<p>Continuous promotion and protection of employee health, safety and wellbeing and a sustainable work environment.</p>
	<b>CSEEA-INSIA Road Safety Certificate</b>	<p>Provides safety assessment tools.</p> <p>Allows quantification of safety levels using realistic, measurable parameters.</p> <p>Identifies the strengths and weaknesses of the road safety management system.</p>

## Other certificates and recognitions



AENOR Criminal Compliance Certificate in accordance with UNE 19601:2017



UNE-EN ISO 14001 Certification for the Environmental Management System.



UNE ISO 14064 Certification for CO<sub>2</sub> verification.



EMAS Certificate of Adhesion to the EU Eco-Management and Audit Scheme (EMAS).



UNE ISO 50001 Certification for the Energy Management System.



Web Accessibility Certificate in accordance with UNE 139803:2012.



AENOR E-commerce Good Practices Certificate.



FRC Certificate for Equality and Work-Life Balance from the Masfamilia Foundation.



UNE-En ISO/IEC 27001:2017 Certification for the Information Security Management System.



EA 0050 Certification Efficient driving management system for industrial vehicles.



Seal of the Carbon Footprint, Carbon Offset and CO<sub>2</sub> Absorption Project Registry.



Ranked 38th in the MERCORanking of Corporate Responsibility and Governance.



### AENOR Certification of COVID-19 Protocols

In June 2020, ALSA became one of the first road passenger transport operators to secure AENOR Certification of its COVID-19 Protocol. The protocol covers every touchpoint of the passenger's experience with the company, during and after their trip, and seeks to guarantee that the experience is safe from a health and hygiene perspective. It includes processes such as ticket sales, transit at stations and platforms, the vehicle boarding process, onboard passenger distribution, vehicle air conditioning and disinfection, and protective measures for passengers and employees, among others.



## Corporate Social Responsibility Management Certificate

ALSA's CSR strategy is rolled out through its corporate values, which guide the company's economic, social and environmental actions both in its operations and in its relations with stakeholders.

### OUR VALUES



In 2018, ALSA implemented a Corporate Social Responsibility Management system in accordance with the international standard IQNet SR10. The system features a CSR Committee to oversee the development of its sustainability policy in line with the Master Plan and with the various key matters of importance to its stakeholders.

As part of the EFQM review process, the company's Sustainability Policy was also reviewed, and Morocco was positioned as the first phase of the expansion of the company's CSR model outside Spain. The Stakeholder Relationship and Management Models were also updated, as were the Action Plans to which the company initially committed.

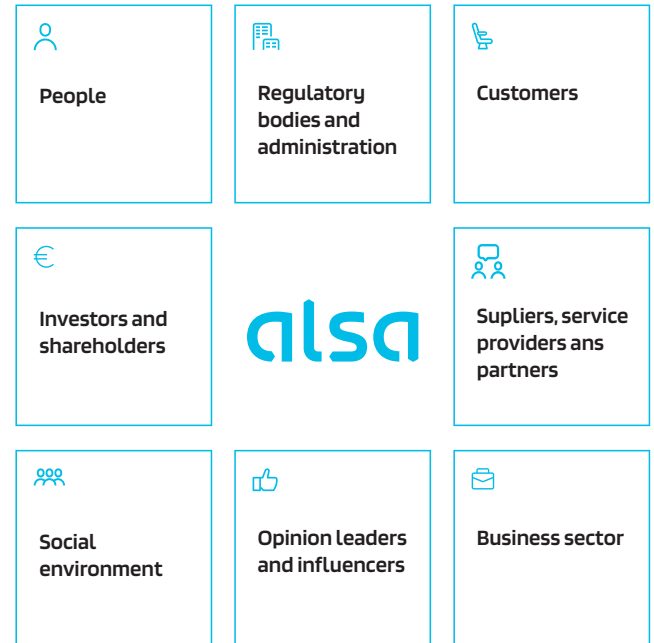
In 2019, as part of the CSR Management System, ALSA performed a new Materiality Assessment featuring significant improvements versus the 2018 assessment, standardising and expanding all the groups surveyed and incorporating aspects of Performance and Perception of the organisation's CSR Policies.

*The Materiality Assessment in 2019 included factors related to Performance and Perception of the ALSA's CSR Policies.*



## Stakeholders

ALSA outlined its **Stakeholder Relationship Model** based on an analysis of their needs and expectations with a view to minimising risk and identifying new business opportunities. Within this model, eight broad groups are identified, with up to 49 subgroups.



## Sustainability Policy

Alsa constantly strives to achieve excellence in all that it does. Achieving excellence means complying with the organisation's commitments to all stakeholder groups.

The principles governing ALSA's sustainability policy can be summarised as follows:

<p><input type="checkbox"/> <b>Shareolders and Investors</b></p> <hr/> <ul style="list-style-type: none"> <li><input type="checkbox"/> Ensure good governance and sustainability.</li> <li><input type="checkbox"/> Identify and respond to their requirements.</li> <li><input type="checkbox"/> Promote transparency.</li> </ul>	<p><input type="checkbox"/> <b>Management</b></p> <hr/> <ul style="list-style-type: none"> <li><input type="checkbox"/> Secure everyone's involvement in good governance.</li> <li><input type="checkbox"/> Promote transparency.</li> </ul>	<p><input type="checkbox"/> <b>Public administration and regulators</b></p> <hr/> <ul style="list-style-type: none"> <li><input type="checkbox"/> Ensure impeccable performance of contracts.</li> <li><input type="checkbox"/> Ensure access to mobility within the contractual framework.</li> <li><input type="checkbox"/> Promote transparency.</li> <li><input type="checkbox"/> Develop social responsibility.</li> </ul>
<p><input type="checkbox"/> <b>Customers</b></p> <hr/> <ul style="list-style-type: none"> <li><input type="checkbox"/> Ensure de customer is at the core of everything we do.</li> <li><input type="checkbox"/> Only do what is safe.</li> <li><input type="checkbox"/> Offer innovative mobility services and solutions.</li> <li><input type="checkbox"/> Commitment to creating positive experiences.</li> </ul>	<p><input type="checkbox"/> <b>People</b></p> <hr/> <ul style="list-style-type: none"> <li><input type="checkbox"/> Talent development and reward.</li> <li><input type="checkbox"/> Promote a sense of pride to be part of Alsa.</li> <li><input type="checkbox"/> Respect human rights and dignity.</li> <li><input type="checkbox"/> Promote training and talent development systems.</li> <li><input type="checkbox"/> Attract and retain the best employees.</li> </ul>	<p><input type="checkbox"/> <b>Suppliers and partners</b></p> <hr/> <ul style="list-style-type: none"> <li><input type="checkbox"/> Open, honest, fluid, transparent dialogue.</li> <li><input type="checkbox"/> Build solid relationships.</li> <li><input type="checkbox"/> Promote teamwork.</li> <li><input type="checkbox"/> Alignment with Sustainability Policy.</li> </ul>
<p><input type="checkbox"/> <b>Social setting and the environment</b></p> <hr/> <ul style="list-style-type: none"> <li><input type="checkbox"/> Ethics, responsibility, dialogue and transparency.</li> <li><input type="checkbox"/> Generate sustainable value for society.</li> <li><input type="checkbox"/> Identify and meet the needs of the community.</li> <li><input type="checkbox"/> Dialogue with social agents and trade union representatives.</li> <li><input type="checkbox"/> Reduce greenhouse gas emissions.</li> </ul>	<p><input type="checkbox"/> <b>Opinion leaders and influencers</b></p> <hr/> <ul style="list-style-type: none"> <li><input type="checkbox"/> Ensure transparency and active cooperation, facilitating access to information.</li> </ul>	<p><input type="checkbox"/> <b>Business sector</b></p> <hr/> <ul style="list-style-type: none"> <li><input type="checkbox"/> Free competition and active cooperation with other organisations and institutions.</li> <li><input type="checkbox"/> Strict observance of competition law, exchange of best practices, integrity and ethics.</li> </ul>

## Materiality Assessment

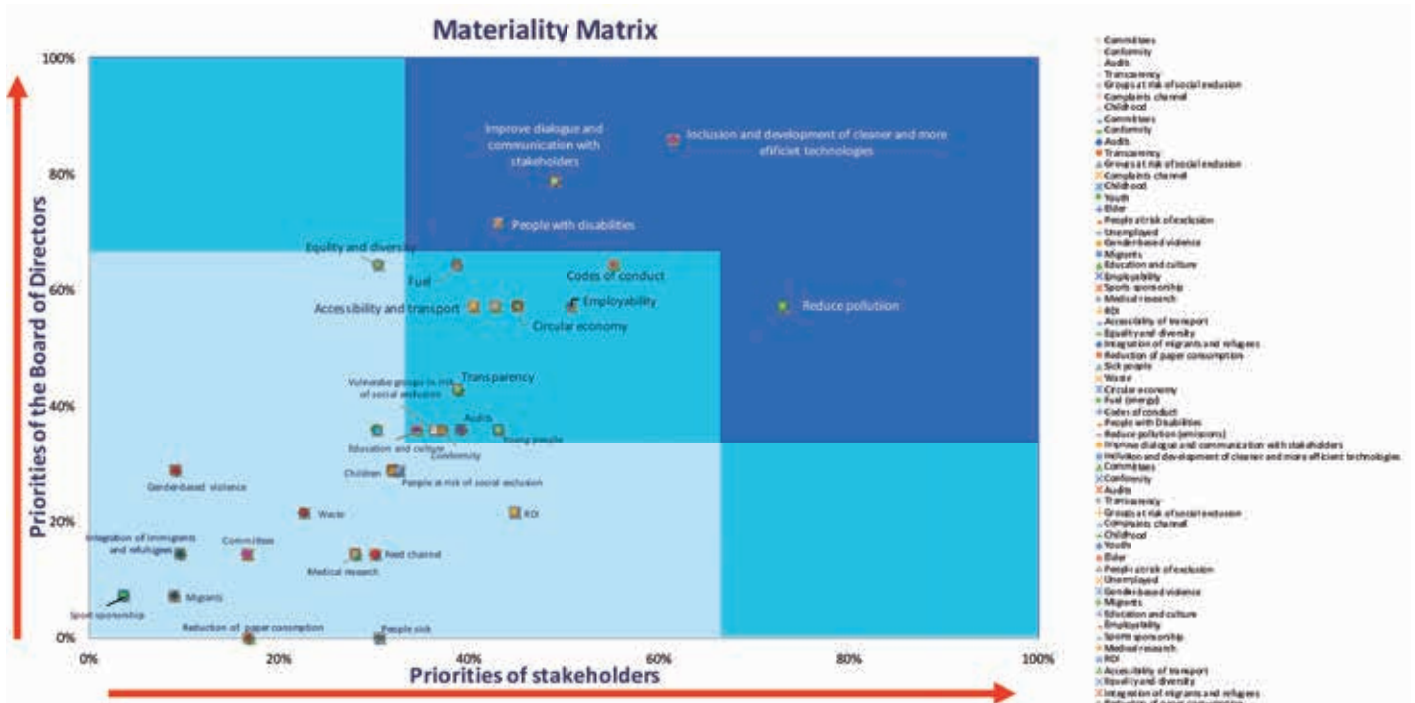
For the second year running, ALSA asked its stakeholders about the social and environmental aspects that matter most to them when it comes to rolling out CSR activities.

The questionnaire was divided into 6 areas, on which the various stakeholders were asked a series of questions.



Through a series of personal interviews and email questionnaires, over 1,000 people evaluated ALSA's performance and prioritised the company's key areas and lines of action in the field of sustainability.

Based on the results of the Materiality Assessment, a materiality matrix was created to plot the various different aspects depending on their degree of priority for the group's Board of Directors and for the company's stakeholders.



**Intrinsic value:** Safety as an unquestionable, inherent value.

**Priority aspects:** Inclusion and development of cleaner, more efficient technologies; reduce pollution – emissions; improve dialogue and communication between the company and its stakeholders; people with disabilities.

**Important aspects:** Prepare policies and codes of conduct which outline the organisation's ethical commitments; reduce fuel and energy use; work on the circular economy; the elderly; improve employability; improve the accessibility of transport services.

## Lines of Action

In response to ALSA's CSR Values and the outcome of the Materiality Assessment, the organisation implements specific lines of action in response to the priorities highlighted by its stakeholders.

VALUE	PRIORITY ASPECTS	LINES OF ACTION	
Excellence	Policies and codes of conduct	<ul style="list-style-type: none"> <li>Materiality Assessments.</li> </ul>	
	Improve dialogue with stakeholder groups	<ul style="list-style-type: none"> <li>New corporate image.</li> <li>Criminal Compliance System.</li> </ul>	
People	Improve employability	<ul style="list-style-type: none"> <li>Integrate young talent: Muévete programme.</li> <li>Integrate young talent: Graduates programme.</li> <li>Cooperation with Integra Foundation.</li> <li>Cooperation with universities.</li> <li>"What are you capable of?" project.</li> <li>Agreements with universities.</li> <li>English scholarships for employees' children.</li> </ul>	
		People with disabilities	<ul style="list-style-type: none"> <li>"What are you capable of?" project.</li> <li>Cooperation with Integra Foundation.</li> <li>Agreement with ONCE Foundation to generate jobs for people with disabilities.</li> <li>2020 - 2022 Accessibility Plan.</li> </ul>
Community	Reduce emissions and fuel consumption	<ul style="list-style-type: none"> <li>Emission reduction programme.</li> <li>Fuel consumption reduction programme.</li> <li>Efficient driving programme.</li> <li>AENOR EA0050 Certification (Efficient Driving).</li> <li>SGA ISO 14001 and SGE 50001 Certifications.</li> <li>Fleet renewal.</li> <li>100% electric autonomous vehicle.</li> <li>Incorporation of three Class 3 CNG vehicles.</li> </ul>	
		Circular Economy	<ul style="list-style-type: none"> <li>Waste minimisation programme.</li> <li>Optimisation of raw materials.</li> <li>Use of new fuels.</li> </ul>
		Accessibility	<ul style="list-style-type: none"> <li>"What are you capable of?" programme.</li> <li>Agreement with ONCE Foundation to generate jobs for people with disabilities.</li> <li>2020 - 2022 Accessibility Plan.</li> </ul>
		The elderly	<ul style="list-style-type: none"> <li>Cooperation with NGO <i>Asistencia y Desarrollo</i>.</li> </ul>
Safety	Road Safety	<ul style="list-style-type: none"> <li>Safety programme.</li> </ul>	
Customers	Accessibility	<ul style="list-style-type: none"> <li>2020 - 2022 Accessibility Plan.</li> </ul>	
	The elderly	<ul style="list-style-type: none"> <li>2020 - 2022 Accessibility Plan.</li> </ul>	

ALSA is fully committed to providing complete, accurate information through its Sustainability Reports on its performance in each of these priority areas. As evidence of that commitment, the following table shows each of the key aspects in relation to the corresponding GRI standards.

## ALSA's contribution to the Sustainable Development Goals (SDGs)

ALSA has aligned its sustainability strategy with the United Nations Sustainable Development Goals (SDGs) for 2015 to 2030, which seek to end poverty, protect the planet and ensure prosperity for all.

The contribution made by any company to the SDGs can only truly make a difference if it ties in with the individual organisation's mission and vision. ALSA's strategy is fuelled by its mission to become a multimodal mobility operator which is invested in supporting communities and protecting the environment.

Every one of ALSA's key strategic areas is underpinned by its potential contribution to or impact on the Sustainable Development Goals.

Specifically, ALSA focuses its efforts on SDG 3: Health and wellbeing, SDG 8: decent work and economic growth, and SDG 11: sustainable cities and communities.

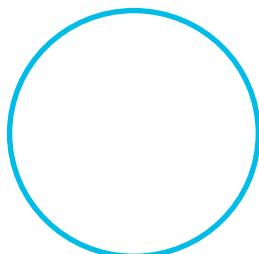
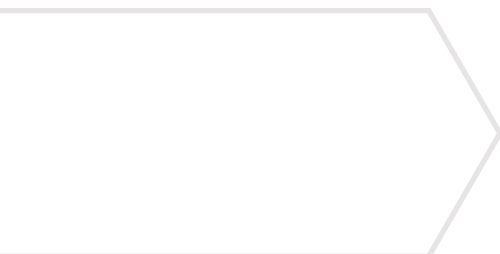
The following table provides an overview of ALSA's contribution to the SDGs in 2019.



GOAL	STRATEGIC AREA	STRATEGIC LINE	ALSA'S CONTRIBUTION	KEY CONTRIBUTION IN 2019
<b>11.2.</b>  Provide access to safe, accessible public transport.	<b>Technology and Innovation</b>	Innovation Technology.	Guarantee sustainable transport with particular emphasis on the elderly, children and people with disabilities.	Real-time reporting on the location and punctuality of the fleet.  ALSA 2019-2022 Accessibility Plan.
	<b>Operational Excellence</b>	Concession management. Excellent Customer Service. Safety.		
<b>11.6.</b>  Reduce the environmental impact of cities.	<b>Operational Excellence</b>	Sustainability.	Improve the environmental quality of the cities where the company operates, not only by offering quality public transport to reduce the use of private vehicles but also by investing in clean technologies and an environmentally sustainable fleet.	ALSA launched the first 100% electric bus for urban transport in the city of Oviedo.



GOAL	STRATEGIC AREA	STRATEGIC LINE	ALSA'S CONTRIBUTION	KEY CONTRIBUTION IN 2019
<b>8.5.</b> Achieve full and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.	<b>Talent</b>	Attraction / Commitment / Development.	Training programmes to integrate young people into the workforce in quality jobs that enhance their skills.	The "Muévete" programme offers initial work experience to young students in professional training.
		Offer full and productive employment and ensure equal opportunities without discrimination on the grounds of sex, ethnicity or religion, including young people, migrants and people with disabilities in the recruitment policy.	Inserta Agreement between ALSA and the Once Foundation to support employment at the company for people with disabilities.  Campaigns to attract female employees.	
<b>8.8.</b> Protect labour rights and promote safe and secure working environments.	<b>Operational Excellence</b>	Safety.		31,800 students at Safety Briefings.
		Sustainability.	Protect labour rights and ensure - through policies and management systems - a safe, risk-free working environment for all employees.	Compliance Certificate in accordance with UNE 19601 and Modern Slavery.
<b>8.9.</b> Promote sustainable tourism that creates jobs and promotes local culture and products.	<b>Talent</b>	Attraction / Commitment / Development.		Award for the best HR initiative to humanise the workplace at the fifth "Estrella LUIKE" Motor Awards.
		Organic Growth.	Strengthen local tourism through transport services (regional, sightseeing and national), generating employment and adding value in the communities where the company operates. Developing an extensive transport network with over 3,500 connected destinations.	New hybrid vehicle on the urban route in Ibiza, offering residents and tourists safer, more accessible, more sustainable transport services.
	<b>Profitable growth</b>	New markets / means / businesses.		Awarded Bilbao sightseeing bus and Gumidafe in Gran Canaria.





GOAL	STRATEGIC AREA	STRATEGIC LINE	ALSA'S CONTRIBUTION	KEY CONTRIBUTION IN 2019
<b>3.6.</b> Reduce road traffic accidents.	<b>Operational Excellence</b>	Safety.	Safety as a priority value.	Safety Week.
	<b>Technology and Innovation</b>	Innovation. Technology.		Children's awareness initiatives. ABC System and Driver Monitoring. Feedback to drivers.
<b>3.9.</b> Reduce the number of deaths and illnesses from hazardous chemicals and air, water, and soil pollution and contamination.	<b>Operational Excellence</b>	Sustainability.	Reduce transport-related emissions through the incorporation of clean, low-emission vehicles, efficient driving programmes, reducing consumption and improving energy efficiency.	Biodiesel e30. Fleet renewal and use of alternative energies. Online carbon footprint calculator available to passengers. Adhesion to Smart Green project..

## Code of ethics and best practices

ALSA has had a Code of Ethics and Best Practices in place since 2011, which also contains the NATIONAL EXPRESS Group's anti-fraud policy. The code evidences the ALSA's commitment to integrity by the company and everyone who forms part of it.

As a complementary measure running alongside the Code of Ethics, ALSA also provides its employees and other stakeholders with a whistleblowing channel called the **Helpline**, as well as the **Compliance Box**.

Both the Code of Ethics and the Compliance Policy are available on the corporate website, as a reflection of ALSA's commitment to visibility and transparency.

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

### Helpline

If any ALSA employee has reasonable suspicions of any conduct, action or omission that violates the Code of Ethics, they may, as a first step, seek a response to any doubts or questions they may have or raise a complaint with their direct supervisor or the Compliance Committee.

If for any reason an employee does not deem it appropriate or possible to ask for help from either of these sources, the employee may raise their question/doubt and/or complaint using our HELPLINE system. To enhance the confidentiality of the system, ALSA has **outsourced the management of the phone line** on which concerns are reported. Reports to the Helpline are dealt with in a safe environment by a limited number of the supplier's employees, who have undergone specialist professional training.

## Compliance Committee

The **ALSA Compliance Committee** was created in 2016 to oversee compliance with regulatory requirements and the Code of Ethics. The Committee is tasked with identifying risks - largely of criminal offences -, performing monitoring activities and improving the Crime Prevention and Identification system.

One of the key goals set for 2019 and an important milestone this year was securing **UNE19601 Criminal Compliance Certification**, which is a clear reflection of all the hard work undertaken in the area over recent years.

AENOR highlighted certain observations and areas for improvement, which ALSA has implemented and continues to work on.

*ALSA has sponsored a series of sessions held by the Spanish Compliance Officers Association (ACOFES), which in 2019 was focused on the topic: "Advances in the field of Compliance within companies".*



The main actions undertaken in the field of Compliance in 2019 were the following :

- Basic training for the entire workforce and incorporation of documentation on Compliance and Modern Slavery in all welcome processes for new staff.
- Information in newsletter, in-house magazine and CEO messages to staff.
- Greater visibility on website and intranet.
- Update to Board of Directors.
- Sampling of supplier contracts to incorporate clauses on good conduct and compliance with the Code of Ethics.
- Contract audit.
- Preparation of Compliance Report.

In 2020, measures will be taken to further strengthen training and communication actions.





# Partnership Management

In accordance with its strategic lines of action, ALSA has a **Partnership Management Model** in place. Under this model, the company has developed and standardised a series of tools and procedures - including the Practical Guide for Partners, the Communications Channel and a new **Partnership Platform** - all of which help the company swiftly identify and validate potential opportunities.

In 2019, ALSA continued to develop and enhance this model, standardising and improving processes, aligning them with the company's strategy and upgrading communication and assessment channels, laying the groundwork for the effective management of the knowledge acquired.

The company also continues to promote and support innovation through cooperation agreements with R&D + innovation centres and partnerships with other organisations, undertaking joint projects which offer high added value for all partners.

## SUPPLIER REQUIREMENTS

<b>Quality Service</b>	Quality Management System compliant with ISO 9001.	Good practice clause.
<b>Environmental Impact</b>	Environmental Management System Compliant with ISO 14001.	Energy Efficiency.
<b>Responsible work policies</b>	Compliance with requirements under OHSAS 18001/ ISO 45001.	FRC Certification (Family Responsible Company).
<b>Involvement with the community</b>	Cooperation with special employment centres.	



More than **11,700** suppliers across all ALSA's business activities



In 2019 **98.5%** Spanish suppliers

## Important Partnership Management milestones

As a reflection of our commitment to mobility, Partnership Management and innovation, the following partnership initiatives were rolled out in 2019:

### Driverless bus



Framework Agreement signed for a Pilot Project developed with the DGT, UAM and the Regional Transport Consortium to support Innovation, Sustainability, Connectivity and Safety. This project was brought about through an agreement signed in January 2020, positioning the participants as pioneers in Spain by launching the first regular driverless bus service operating a public route through general traffic at the facilities of the UAM (Autonomous University of Madrid).



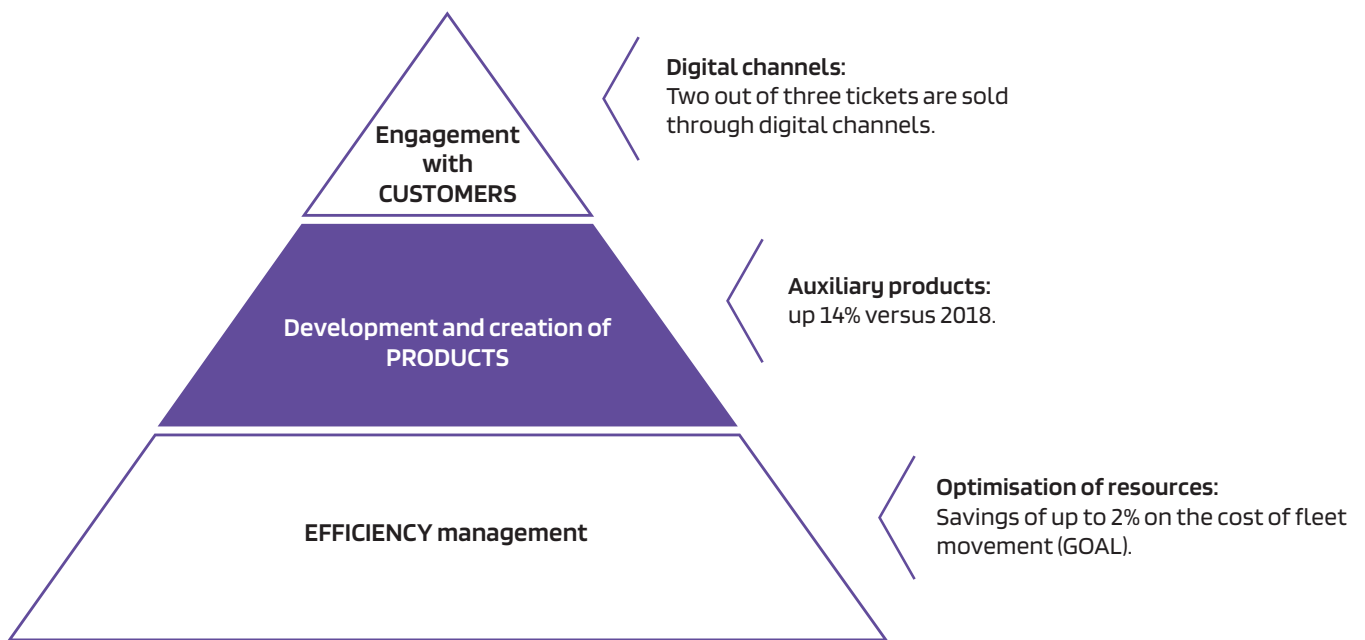
### Mercedes Benz, Scania, Repsol



Launched lines of action to improve maintenance systems, test new fuels and vehicles and roll out developments and launches in markets outside Spain.

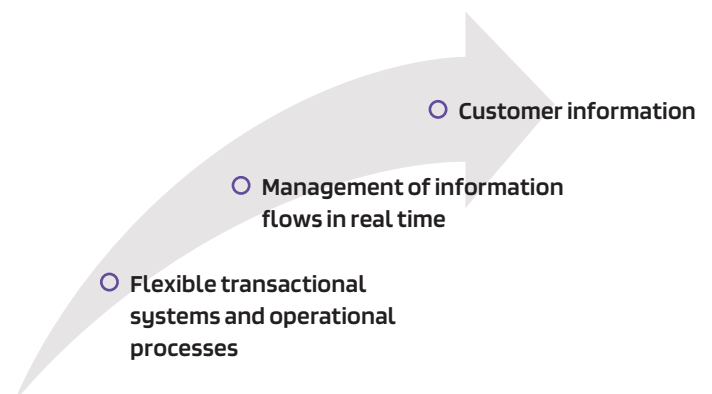
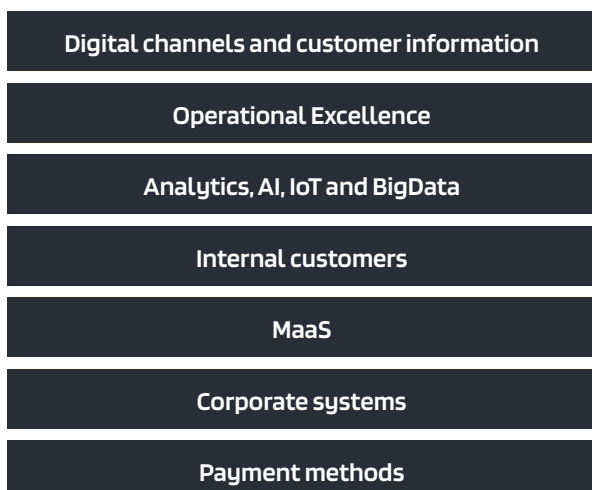
# Digitalisation as a strategic pillar for ALSA

ALSA's Digital Strategy is designed to respond to new customer requirements in terms of mobility. The three core pillars of this digital strategy are:



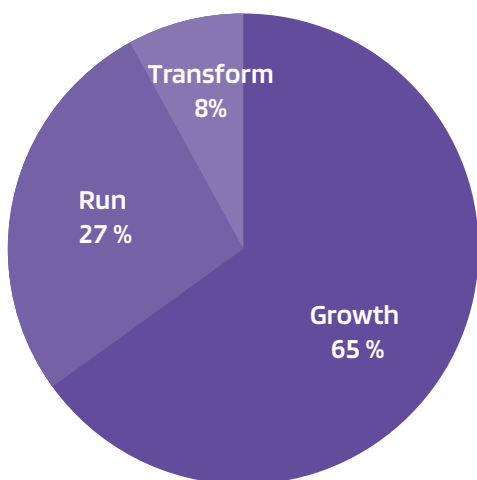
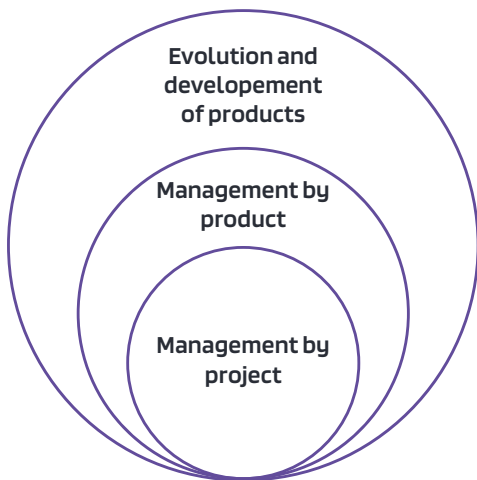
ALSA works hard to keep customers up to date on products and services in a way which is simple and clear. The organisation applies tech-based improvements to enhance passenger safety and incorporate the concept of **MaaS and PAYG and EMV-Contactless** transactions into regional and urban systems.

The lines of action within the digital strategy in 2019 were as follows:



The company has incorporated a **project-based management system** linked to the **specialist product lines** that form part of ALSA's strategy and innovation model, with a view to promoting the use of new technologies, improving processes and designing and launching new products at the necessary pace.

It is also important to highlight the efforts undertaken in terms of technology investment; in 2019, almost 75% of the total was allocated to business growth and transformation.



*ALSA sees digitalisation as the key business driver.*

## Digitalisation milestones in 2019

### Implementation of CRM

Customer Journeys and efficient customer communication.

### EMV-Contactless in Almería

The first provincial capital in Spain to boast EMV-Contactless payment throughout the fleet to allow for urban transport payments via bank card.

### Development and launch of tools for "non-regular" transport

Contracting services, route planning and optimisation systems, customer information, processes for drivers.

### Geopositioning systems

Punctuality, type of route, etc. integrated into management system.

# Innovation

In 2019, the **2020 – 2021 Innovation Strategy** was approved. The Strategic Innovation Plan is a key driver implemented throughout the entire company to support compliance with the 4 strategic pillars: Profitable Growth, Operational Excellence, Technology and Innovation, and Talent.

In the 2020-21 Plan, the core focus in terms of innovation is on the **search for new businesses** through **eight broad development areas**:

- **MaaS (Mobility as a Service).**
- **Autonomous mobility.**
- **Shared mobility.**
- **On-demand mobility.**
- **P2P mobility (carpooling).**
- **Travel aggregators.**
- **Ancillaries.**
- **Other opportunities related to the new mobility sector:**  
Any other new solution that emerges in the mobility sector and could represent an opportunity for ALSA.

To roll out this Plan, ALSA continues to operate its "Innovation Ecosystems", which features two innovation support mechanisms:

**Intrapreneurship:**  
ALSA entrepreneurs programme which seeks to respond to the company's challenges, focusing on the 8 broad areas within the Innovation Strategy. The programme offers training for the development of projects using agile methodology (design thinking, lean-startup, kanban & scrum).

**Open innovation:**  
Identification of and investment in startups, entrepreneurs and new business models in the mobility sector which fall under any of the eight broad areas comprising the Innovation Strategy.


## Innovation milestones

**Open innovation:**

Over 48 projects with entrepreneurs and startups were studied, after which three pilot projects were launched, including the following:


**Employee carsharing**  
(selected startup: Eccocar)

Pilot to test carsharing technology and if appropriate, apply it to business initiatives.



## FRAMEWORK

**WHERE WE FOCUS ON?**



# in 2019

## Intrapreneurship:

In 2019, the Intrapreneurship Programme generated the following results:

**Participation by 34 people within the organisation who developed a total of 7 projects.**

**A total of 24 Scrum Masters and 20 Product Owners were certified by Scrum Manager®.**

The projects developed included the following:

### Information in real time

This application informs passengers and family members of the exact location of the bus, as well as the expected arrival time, helping to improve Passenger Satisfaction with punctuality.








### Luggage management

Improvement of luggage identification so that in the event of lost luggage the company can offer better support for passengers, thanks to the Luggage Identification associated with the Ticket Ref. Number.



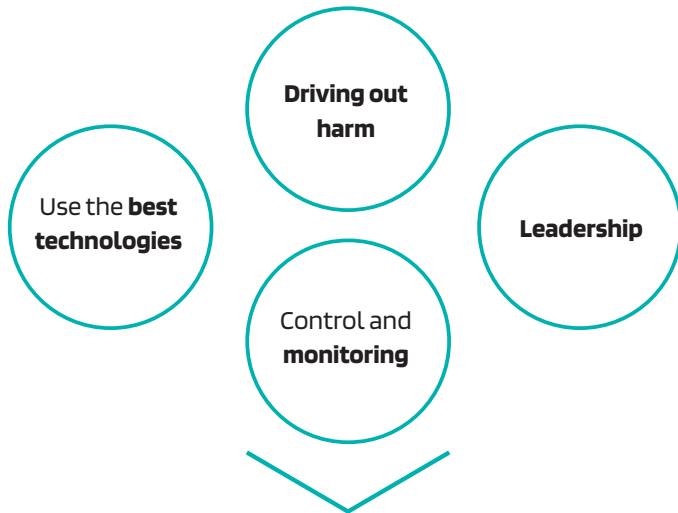
At the end of 2019, to gauge ALSA's Culture of Innovation, the company underwent the ICI (Innovation Culture Index) test, scoring 3.47/5 and outperforming its target of 3.3, which means ALSA boasts an advanced level Culture of Innovation.

# Goals for 2020

 <p><b>Excellence Model</b></p>	Review and maintenance of SR10 Management System.	Covid-19 Certification.
 <p><b>CSR Corporate Social Responsibility</b></p>	Alignment of strategy with SDGs.	Implementation in Morocco. Communication actions.
 <p><b>Partnerships</b></p>	Design goal attainment system.	Prioritisation and impact analysis.
 <p><b>Digitalisation</b></p>	Digitalisation of sales on regional and urban digital services.	Development of MaaS. Efficiency management: Development and evolution of optimisation tools.
 <p><b>2020-2021 Innovation Plan</b></p>	Roll out at least two pilots linked to the plan.	Score a 3.6 on ICI test.

## OUR APPROACH

ALSA values safety above all else. We only do what is safe and stop any unsafe behaviour.



# Safety



## Key figures

	2017	2018	2019	
<b>Accidents</b>				
<b>FWI<sup>1</sup> (Fatalities and Weighted Injuries. Injuries in at-fault accidents)</b>	1.4	3.4	1.5	▼
<b>At-fault Accident Rate<sup>2</sup></b>	-	0.77	0.80	▲
<b>Total Accident Rate<sup>3</sup></b>	-	1.52	1.51	▼
<b>Driver monitoring and follow-up</b>				
<b>Drivers assessed (%)</b>	100	100	71 <sup>5</sup>	▼
<b>Driver assessments performed</b>	5,053	5,748	5,980	▲
<b>Drivers monitored by DriveCam</b>	0	2,740	3,336	▲
<b>Drivers monitored by GPS (%)</b>	-	91	89	▼
<b>Alcohol tests</b>	1,611	4,041	4,747	▲
<b>Drug tests</b>	715	2,775	3,223	▲
<b>Mystery shopper inspections</b>	2,710	6,105	5,281	▼
<b>CCTV videosurveillance observations</b>	3,738	2,727	1,384	▼
<b>Vehicles with Alcolock<sup>4</sup></b>	90	122	441	▲

<sup>1</sup> FWI: FWI is an indicator of the severity, in terms of bodily injuries, of the at-fault accidents occurring at ALSA over a certain period of time. It assigns a weighting to the number of deaths, serious injuries, minor injuries and injuries sustained by ALSA personnel with corresponding medical leave registered over a certain period. Only at-fault accidents are used for the weighting of deaths, serious injuries and staff injuries with medical leave. For minor injuries, all accidents are counted.

<sup>2</sup> At-fault Accident Rate: indicator incorporated into the Report in 2019.

<sup>3</sup> Total Accident Rate: the total number of accidents within the organisation (at-fault and not at-fault) for every 100,000 kms run.

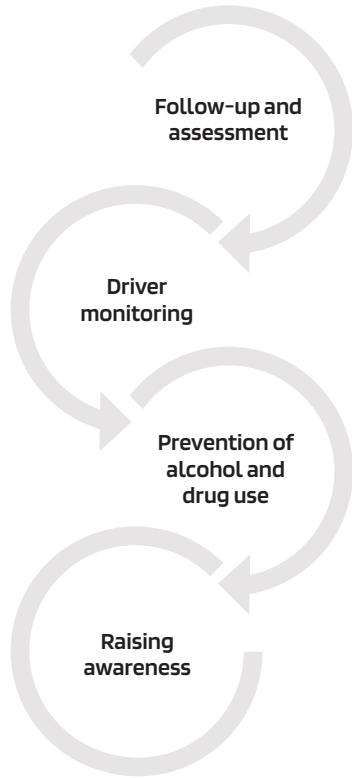
<sup>4</sup> Alcolock is a device which immobilises vehicles in the event of a positive alcohol breathalyser test.

<sup>5</sup> Decrease due to new measurement criteria: in previous years it was measured annually, as of 2019 it is measured every two years.

ALSA's safety management is based on the Driving Out Harm (DOH) projects in place at all companies in the NATIONAL EXPRESS group. The programme has a clear goal: position safety as the top priority and ensure ALSA has the best safety levels in the sector.

**ELIMINANDO  
RIESGOS**  
Driving out harm

# 2019 Action Plan



# 2019 Milestones

**+ 5,900**

Driver assessments performed.

**↑ 3,336**

Drivers monitored by smart cameras (DriveCam).

**7,970**

Alcohol and drugs tests.

**↓ 24.5 %**

At-fault accident rate since 2010.

**↓ 70 %**

FWI versus 2012.

## Performance in 2019



Accidents

**↑ 0.4 %** Total Accident Rate in 2019.



Driver monitoring and surveillance

**↑ 4 %** Driver assessments performed.



Training

**+ 31,800** students at Safety Briefings.



New technologies to improve safety

**63 %**  
of drivers monitored  
by smart cameras.

**89 %**  
of drivers monitored for  
speed control.

# 2019 highlights

## Safety training

Of all the measures ALSA deploys to improve safety, training is the most important. Supervision and monitoring activities help identify areas for improvement and undesirable conducts, which can be rectified by providing specific training actions.

The driver trainer programme rolled out by ALSA has proven to be one of the most powerful tools for improving driver conduct. A range of training actions were undertaken in 2019, including Behind the Wheel, high accident rate training, emergency management training and safe driving refresher training, all of which registered a significant increase both in the number of attendees and the number of hours' training delivered.

	2017	2018	2019	
<b>Welcome plans and on-the-job training days</b>				
Students	826	890	<b>841</b>	▼
Hours	11,466	13,365	<b>12,506</b>	▼
<b>Behind the Wheel training</b>				
Hours	3,398	1,307	<b>3,706</b>	▲
<b>High accident rate training</b>				
Students	703	112	<b>200</b>	▲
Hours	2,109	336	<b>600</b>	▲
<b>Vehicle technology training</b>				
Students	846	824	<b>671</b>	▼
Hours	1,335	3,000	<b>2,522</b>	▼
<b>Instructor training</b>				
Students	44	168	<b>95</b>	▼
Hours	649	2,612	<b>1,368</b>	▼
Number of certified trainers	76	90	<b>87</b>	▼
<b>Emergency Management training</b>				
Students	117	415	<b>695</b>	▲
Hours	322	1,240	<b>3,892</b>	▲
<b>Safe driving refresher training</b>				
Students		82	<b>1,273</b>	▲
Hours		299	<b>1,476</b>	▲
<b>Briefings on key safety issues</b>				
Students		38,128	<b>31,898</b>	▼
Drivers (%)		100	<b>100</b>	=





## Safety Week at ALSA

The week of the 25th to the 29th of March 2019 was **Safety Week at ALSA**, part of the company's Health and Safety Plan. Over the course of these five days, the company highlighted a series of conducts and habits to enhance individual safety and avoid risky situations both for passengers and for people who work for ALSA.

The tagline for Safety Week was "**Help us achieve our number one goal: zero victims**", and a range of activities and workshops were held at the various centres in Spain, Morocco and Switzerland. Talks were given at educational institutions in cities where ALSA provides services, and many other activities were held internally and in cooperation with a range of external organisations, all with a view to promoting a culture of safety and encouraging engagement throughout the entire ALSA team.

### Key actions

Over the course of 2019, a series of road safety events were held with stakeholders.

**A Workshop on Safety in Road Passenger Transport** was held in Circuito del Jarama on 28 March.

A media event was organised to present the measures used by ALSA to secure its target of ZERO fatalities, explaining that despite being the safest form of road transport, it is important not to let down our guard.

The event was focused on road safety regulation requirements, specifically the need for **drug and alcohol testing**, the **installation of alcohol and drug screening devices**, **reporting of points on licenses via automatic notifications** and finally, **obligatory regular medical examinations for drivers**.

Rigorous recruitment and assessment processes are crucial to cutting accident rates, as 85% of accidents are caused by human factors.

Finally, a presentation was given of all the technology innovations ALSA is working on, such as the continuous monitoring DriveCam system, speed monitoring, and a broad range of active and passive safety devices.



### Open days

Following on from the event in Jarama, a delegation from Spain's Directorate-General for Traffic, headed up by the Director General, was invited in to gain a first-hand insight into the measures and developments implemented by ALSA and the regulatory requirements identified by the company in the field of road safety, all with the goal of achieving ZERO VICTIMS.

Another delegation from the Head Office of the Traffic Group of the Civil Guard in Madrid also visited for an overview of the road safety devices and measures implemented by the company.



*Delegations from the Civil Guard and Directorate-General for Traffic were given a first-hand insight into ALSA's road safety initiatives.*

# Other key initiatives

## III Liga Eco Driving Challenge

The final was held at the Jarama race circuit in Madrid. This competition evaluates the driving style of ALSA professionals.



## Talk on Road Safety

Talk of road safety delivered at Marista Auseva school in Oviedo by ALSA's Training Department and the Provincial Coordinator of Road Education at the Asturian Department of Transport.



## Awareness campaigns

Awareness messaging aimed at all ALSA employees on the importance of looking after and monitoring our health.



## Workshop-simulation on supporting people with disabilities

Workshop-simulation on supporting people with disabilities or mobility problems in emergency situations on buses, undertaken with AENOR.



# ABC System (Acceleration, Braking and Cornering)



In 2019 further progress was made in continuous driver monitoring thanks to onboard technologies.

The ABC system is used to identify drivers whose driving style could be detrimental to passenger comfort or even, in extreme cases, cause passengers to fall over on services where standing is permitted, such as urban services.

*The goal is to improve driver performance in terms of both safety and passenger comfort.*

ABC is a system which measures sudden movements during driving (accelerations, braking or sharp steering movements). Based on the ABC events identified, ALSA has developed algorithms to categorise its drivers by their driving style.

## How it works:

Onboard **TOM TOM** devices have been installed to identify and monitor ABC events.

These devices register ABC events and additional information to allow for their analysis, which are reported on a weekly and monthly basis.

Every event is analysed to determine whether it was caused by an inevitable situation or by inappropriate conduct by the driver that needs to be reported, studied and corrected

## Results :

Drivers are updated on their performance via internal **communication tools such as the MiAlsa app, as well as directly by their line managers.**

**A driver ranking is compiled for each management area**, which compares each driver with their peers in the same area of activity.

**Heat maps** are also prepared at the national, inter-city and urban levels, to highlight any hotspots.

Awareness talks are delivered to drivers with improvable driving styles.

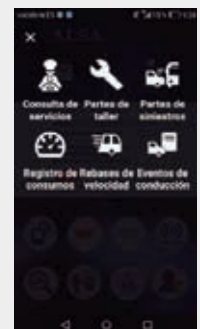
## Degree of implementation:

# 77 %

of vehicles monitored using ABC system in 2019

# 100 %

target for 2020



# Feedback to drivers



Making drivers aware of their driving performance is a crucial tool to generate improvement and to secure their constant commitment to ALSA's safety standards.

With that in mind, in 2019 ALSA began working on a system to report to drivers and also help their line managers monitor their performances.

## How it works:

Using the internal MiAlsa app, drivers can consult all the information and figures on their speeding offenses, consumption, driving style, incidents and safety events.

Additionally, managers have been provided with a new corporate tool where they can observe driver performance on a monthly basis and register any contact and talks held with the driver to analyse the conducts registered.

*100% of drivers were monitored using this system in 2019.*

## Results:

The system supports driver engagement and commitment.

It also facilitates driver monitoring by managers, as it allows them to pinpoint specific areas for improvement and set goals.

*Feedback to drivers tool showing information on driver performance*

Nombre	DES	Acc. Viajes	Acc. Tráfico	Acc. Ocupado	Redemas	Suspension	Evaluacion	Ranking	CCV	Diario Matutino	Precizado	Resoluciones	Factos-Revision	Clasificación Flete/Revisión	Clasificación Condución_AED	Clasificación Dirección/CCV
	0	1	1	0	0	1	5	0	0				X	B	B	C
	0	0	0	0	0	2		0	0				X	A	C	*
	0	0	0	0	0	1		0	0				X	A	A	*
	0	0	0	0	0	1		0	0				X	A	B	C
	0	0	0	0	0	1		0	0				X	A	A	*
	0	0	0	0	0	1		0	0				X	A	A	*
	0	0	0	0	0	1		0	0				X	A	B	C
	0	0	0	0	0	1		0	0				X	A	B	A
	0	0	0	0	0	0	1	0	0				X	C	A	*
	0	0	0	0	0	0	2	0	0				X	C	A	*
	0	0	0	0	0	0	6	0	0				X	B	C	C
	0	0	0	0	0	0	7	0	0				X	B	B	C
	0	0	0	0	0	0	10	0	0				X	B	B	C



# Communication campaign with the DGT and the Mapfre Foundation

Following on from the campaigns rolled out in previous years, the 2019 campaign had two key goals:

1. Raise driver awareness of the importance of being alert to distracted or inattentive driving, a risk factor which caused 31% of accidents with victims in 2018.
2. Avoid excessive or inappropriate speed on two-way roads, which account for an increasing proportion of accidents every year.

With the support of the Mapfre Foundation, ALSA placed advertisements on the backs of 80 of its buses featuring these two key messages to raise driver awareness, contributing to the target of **Zero Victims** which ALSA, the DGT and the Mapfre Foundation are striving towards constantly, both in Spain and internationally.



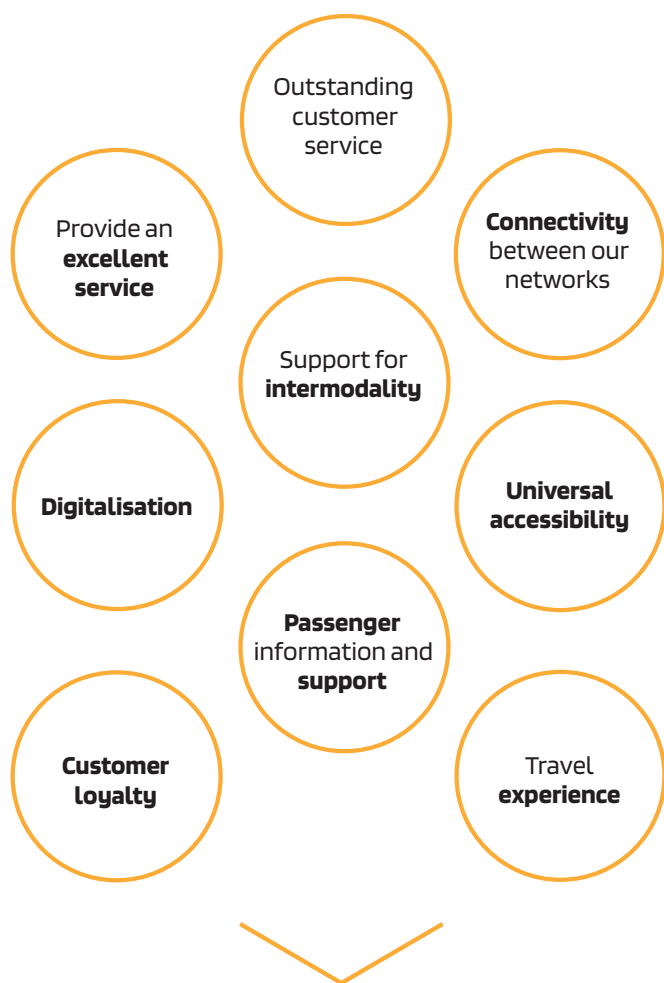
« It is fantastic that the public administration is aligned and working closely with civil society, because together we are better; together we can avoid the majority of traffic accidents ».

**Pere Navarro**  
Director-General for Traffic, Spain

## Goals for 2020

	<b>Vehicle monitoring using current surveillance systems</b>	<b>↑ 8 %</b> increase in vehicles monitored using GPS to reach 100%.	<b>↑ 15 %</b> increase in vehicles monitored using cameras with recording systems.
	<b>Driver supervision</b> <b>Feedback on Drivers Project</b>	Reach 100% of drivers through protocols and information channels.	
	<b>ABC driver monitoring systems</b>	<b>↑ 23 %</b> increase in vehicles monitored to reach 100%.	
	<b>Improve control, assessment and audit system for third-party suppliers</b>	Development of specific surveillance and monitoring systems.	Safety audits by accredited organisations.
	<b>Promotion of driver health</b>	Alcohol tests performed on 100% of drivers.	
	<b>International IRU certification</b>	500 drivers certified.	

OUR APPROACH



# Customers



## Key figures

	2017	2018	2019	
Passengers carried <sup>1</sup> (millions of passengers)	313.8	326.2	<b>368.08</b>	▲
Kms run <sup>1</sup> (millions of kms)	356.7	369.5	<b>399.8</b>	▲
CSI – Customer Satisfaction Index <sup>2</sup>	7.86	8.05	<b>8.03</b>	=
NPS – Net Promoter Score <sup>3</sup>	22.2 %	45.8 %	<b>45.8 %</b>	=
Satisfaction Surveys completed	-	102,000	<b>148,950</b>	▲

<sup>1</sup> Total ALSA activity.

<sup>2</sup> Average score assigned by passengers in response to the question: How would you rate your overall satisfaction level, from 0 to 10.

<sup>3</sup> How likely passengers would be to recommend travelling with ALSA to 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).

# 2019 Action Plan



# 2019 Milestones

**8.03**  
CSI (Customer Satisfaction Index).

**45.80 %**  
NPS (Net Promoter Score).

**148,950**  
Satisfaction Surveys completed.

## Performance in 2019

	<b>Improvement in customer satisfaction</b>	<b>↑ CSI &gt; 8</b> Customer Satisfaction.	<b>45.8 %</b> Net Promoter Score (NPS).
	<b>Service improvements</b>	<b>↑ 12.83 %</b> number of passengers carried.	<b>↑ 8.2 %</b> number of kms run.
	<b>Improved customer service</b>	<b>More than 84,000</b> customers supported via social media.	<b>↓ 37 %</b> average time taken to respond to complaints.
	<b>Tools</b>	<b>Complaint management.</b> <b>Get Feedback.</b>	<b>Punctuality estimation.</b> <b>New CRM.</b> Web Accessibility and Sales Channels. Improved <b>onboard WiFi.</b>

# Key actions in 2019

## The ALSA Customer Journey

The Customer Journey methodology allows ALSA to identify every customer touchpoint and decision from the moment they decide to travel to the time they reach their destination. ALSA has been implementing improvements based on the Customer Journey since 2014, which has helped drive up passenger satisfaction levels.

In 2019, customer comments were incorporated to build a journey that reflects all of their emotional responses. This helps the company identify the responsibilities of each ALSA employee throughout the journey and how they impact overall satisfaction levels and passenger emotions.



A general Customer Journey has been prepared for ALSA's Intercity services, as well as a specific journey for each Area. These Journeys identify satisfaction levels with each of the various products (Premium Service, Standard Service, Third-Party Service) so that specific improvements can be designed.

Customer Satisfaction is of strategic importance to ALSA, which is why the company regularly assesses satisfaction levels through the use of surveys.

**8.03 ISC**  
Customer.

**45.80 % NPS**  
Net Promoter Score in 2019.



**945** assessments of "travel experience" were collected through the platform **TheGuudJob**, with an average score of **4.88 out of 5**.



Loyalty programme with almost **1,700,000 members**, up 15% versus 2018.



**133,923**

satisfaction surveys collected via email.

**15,007**

face-to-face surveys.

As part of the ALSA's goal of enhancing its understanding of customer satisfaction levels every year, it began monitoring satisfaction through new measurement channels and services in 2019, including:

- The **GETFEEDBACK** tool, integrated into the CRM.
- Social media, digital channels and customer service.**
- Stations.**
- WiFi.**

Customer Satisfaction is of strategic importance to ALSA, which is why the company regularly assesses satisfaction levels through the use of surveys.



## The "Close the Loop" Project

Over the last few years, ALSA has been working a new Voice of the Customer (VoC) model to allow it to design improvements that are in line with its customers' needs. It currently uses a range of different channels to identify and analyse customer perceptions and seek to generate improvements. As a result of its advanced customer satisfaction survey and measurement system, ALSA launched the "Close the Loop" project in 2019 to create an automated model which would allow it to analyse all customer comments received in surveys sent in via email and outline an action plan based on these customer responses and comments.

### Milestones achieved through the Close the Loop project

Analysis of a sample of over **3,300 surveys**, which allowed us to identify 99 different comment tags.

Since the beginning of **2019, 16,123 customer comments** have been categorised.

In these comments **32,459 different mentions** were tagged.

The most common comments were reported to local management, which then rolled out highly-specific recognition or improvement actions with a direct impact on customers.

Customer tags are reviewed every six months to identify the new issues our customers are telling us about.

As well as improvement actions at the local level, this analysis is distributed every quarter via Voice of the Customer Reports, where the results are broken down by area and customer type.

As part of this project, a series of metrics linked to the emotions expressed by customers is also monitored.

**5,561**  
expressions of emotion of which

**50.2 %**  
were positive.

#### New customer service tools:

iCasework the complaint management app implemented in 2018, has been fully implemented in 2019 and integrated into web and browser systems.



# Social media

Social networks have become a crucial tool to allow us to listen to and interact with customers.

In 2019, the number of customers offered services through social media channels grew by 120%, with a 40% drop in response times, with a particularly substantial increase in engagement through Facebook and Instagram. This more efficient service was made possible by the implementation of new tools to improve internal processes, as well as to additional staff training.

**8.85**

Alsa's social media.



+ 166,000  
/alsaautobuses



+ 34,000 followers  
@Alsa\_autobuses



+ 26,000 followers  
@Alsa



+ 26,000 followers  
Alsa



+ 5.1 million views  
Alsa



+ 10,000 visits/month  
miradasdesdeelbus.alsa.es

*In line with its goal of expanding customer satisfaction measurements every year, ALSA implemented a new customer service measurement format through its social media channels in 2019.*



*Tickets can now be sent via WhatsApp*

# Improved ALSA Digital Channels

A range of customer-centric projects were launched in 2019, underpinned by behavioural data and aimed at improving experiences and facilitating purchases.

Examples of these improvements are:

**Real time bus localisation** using booking reference number or origin and destination.

Translation of apps to **Chinese** and **Korean**.

**Bizum included as payment method**, making ALSA the first Spanish transport company to do so.

A series of developments have been undertaken to highlight the **Alsa Plus loyalty programme** and emphasise the benefits of membership.

## Improvement of customer knowledge and engagement

In 2019, Alsa implemented a new Salesforce CRM, which has improved the customer information displayed and enhanced passenger communications. For example, progress has been made on personalising the survey received by passengers at the end of their journeys. This tool has afforded greater autonomy and agility in the preparation of new customer surveys and made the analysis of the results obtained more efficient.

The new platform opens up a wealth of possibilities in customer management which will be explored over the coming years.



# Reinforcing the Customer Experience culture at ALSA

## CX communication plan: 10 principles in 10 months

A monthly communications plan has been created for the ALSA Customer Experience Manifesto based on its 10 principles: the "**10 months, 10 causes**" programme, and associated activities to improve the CX (Customer Experience) culture at ALSA.



## Good Traveller Manual

With the help of some of the comments left by our passengers in their surveys, we created a new **Good Traveller Manual** video, which uses a touch of humour to remind passengers of the potential consequences of inappropriate conduct during bus journeys.



## Travel Buddies podcast

In 2019, the first season of the **Travel Buddies podcast** was produced. These 6-minute audiofiles to be streamed via digital devices tell 21 true stories about the real-life onboard experiences of a range of Travel Buddies (customers and employees).

## Alsa Customer Week 2019

Alsa held its Customer Week again in 2019, from the 7th to the 13th of October, under the tagline "**Alsa is you**". This is a way for the company to thank its customers for their loyalty, highlighting the improvements made to better meet their needs, and to thank and recognise its employees for playing such an important role in improving the ALSA Customer Experience.



## Customer Experience Maturity Study

In 2019, the first ever ALSA Customer Experience Maturity Study was carried out to provide an overview of the degree of implementation of the Customer Experience culture broken down by areas. ALSA scored 7.15, which means that its Maturity Process is currently "In progress", outperforming the average score obtained by the rest of the sector (7.03).

Alsa  
**7.15** MATURITY  
INDEX

## Customer Week – “You are ALSA”

In Customer Week 2019, the company organised:

### 9 Webinars

with internal and external experts on various CX topics.

### 5 events

held at bays at which the operations team shared their experiences with core staff.

### 12 interviews

“on the couch with ALSA”, where employees and customers alike were able to voluntarily share their concerns.

### 32 employees

recognitions for the positive impact of their actions on the ALSA Customer Experience.

As well as gifts for customers and employees, 5 mini-concerts at stations and on buses, special discounts on ticket sales and more than 3,000 promotional vouchers with discounts for Service Areas and the Felipe II Train service.

## BCX Customer Experience Seal

The BCX Seal is based on the largest annual customer experience study in Spain and Latin America, which is performed by the consultancy IZO.

In 2019, ALSA was awarded the **BCX Seal** for the best **Customer Experience provided by a public transport operator** (train and bus) and has climbed two places versus 2018 in the overall ranking of Spanish companies to 13th place.



## Amazon Hub Locker



A nation-wide cooperation agreement was signed in 2019 with Amazon Hub Locker, a pioneering agreement in the Spanish transport sector.

This cooperation with Amazon demonstrates ALSA's commitment to its customers, providing a new service to complete the travel experience. Upon arriving at their destination, or as they wait for a family member's bus to come in, our customers can collect their online purchases, getting two jobs done at once and giving them more time to relax.

ALSA has Amazon Hub Locker services at 20 facilities, including the Oviedo, Granada and Alicante bus stations, as well as at all ALSA offices in Madrid.

### 20 locations

Amazon Hub Locker.

### >8,500 users

since H2 2019.

# Improvements to information and entertainment

## Improvements to onboard WiFi

A range of improvements were implemented in 2019 to facilitate access to **ALSAWiFi** and increase passenger satisfaction levels.

**New access portal** which offers three simple ways to connect: anonymous access (without registering), via the main social networks or through the ALSAPLUS+ loyalty programme. The portal provides all legal guarantees and requirements in compliance with Spain's Data Protection Law, advanced blocking capabilities for inappropriate content, and an FAQ section to resolve any potential doubts about the service.

**Satisfaction survey** in addition to the post-journey survey to afford an accurate perception of customer satisfaction with the service. The data obtained is analysed on a weekly basis and used to inform corrective actions or potential improvements.



**1,100 vehicles**  
in Spain with ALSAWiFi  
(free internet access)

*The technical improvements made to ALSAWiFi have achieved a sustained reduction in the incidents and faults reported, as well as a constant increase in the number of users and volume of data downloaded.*

## Improvements to onboard entertainment

Onboard entertainment is a crucial service that sets ALSA apart from the rest, especially on long haul journeys. ALSA offers individual onboard entertainment solutions - including individual screens and through customers' own devices - on over 400 vehicles, up by 20% versus last year.

The company also continues to work on identifying and designing new features to improve the system capacities and content.



## Improvements to information for customers

In 2019, one of ALSA's key lines of action was to improve the information it provides its customers, seeking to enhance both the quantity and the quality of customer information.

Some of the key projects undertaken in this area are the following:

**Real-time reporting on the location and punctuality of the fleet:** since summer 2019, ALSA has pioneered real-time location reporting in Spain, providing passengers with the GPS positioning of its vehicles, the real time of arrival at each stop and the estimated arrival time at the next stops.

This milestone was achieved thanks to a complex project involving processing geospatial data and fitting the fleet with precision GPS equipment.

Customers can consult this information via various channels (point of sale, customer services, app, onboard entertainment and the ALSA website), and can filter the information both by Origin-Destination and by booking reference number.

**Dynamic on-screen information at stations:** using a centralised data loading system, in 2019 ALSA increased the information provided via screens located in points of sale and station waiting areas. Thanks to this innovative system, passengers are provided with local information such as: next departures and arrivals, travel and safety recommendations, news channel and weather conditions.

**+90,000 customers**  
consulted fleet location and punctuality  
between August and December 2019.



Arriving time	Passage stop	Passage time recorded
Departure time	Origin / Destination of the ticket	Heure de passage officielle/estimée
Head of line	Localized bus	Non disponible/Non enregistrée
Terminus		

# ALSA 2019-2022 Accessibility Plan

This plan seeks a gradual improvement in the accessibility of all services with a view to promoting use by passengers with special needs and increasing their satisfaction.

To ensure the Plan was designed with all interested parties in mind - passengers, relevant associations, employees, authorities, etc. - a work group was created comprising participants from all key areas. The group performed an in-depth analysis of all services provided and opportunities for improvement.



The También Foundation, the Spanish Confederation of Deaf People (CNSE), the Spanish Confederation of People with Physical and Organic Disabilities (COCEMFE), the Spanish Committee of Representatives of People with Disabilities (CERMI) and Plena Inclusión Madrid also contributed to the Accessibility Plan.

The following improvements were implemented as part of the Plan in 2019:

**Review and updating** of internal accessibility management protocols and procedures.

**Interviews** with current customers who use accessibility services to identify possible areas for improvement.

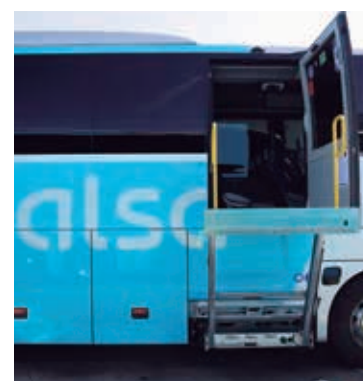
Improvements to **online sales channels** as these are the clearest way to view services with accessible seats, as well as the real-time location of PRM seats and onboard assistants.

**New course on accessibility** delivered to service technicians (137 in total), as well as a briefing for all driving personnel.

**New SVisual service offered by Spanish Confederation of Deaf People (CNSE)** providing video interpreting for deaf people with access via the website, and personalised customer service with video interpreting in sign language.

Pilot test completed for **loading of heavy mobility equipment** (wheelchairs, motorised scooters, etc.) into the hold.

**Training and awareness day** with a simulated evacuation of a bus carrying a wheelchair user.







# Goals for 2020



## Customer insights

**New metrics and measurements**, extend coverage to all services.



## Travel experience

Progress towards a **more emotional** Customer Experience.



## Continuous improvement of services

Expand projects to improve **customer satisfaction**.

Improve **onboard comfort** and add value in **onboard services**.



## Communication with customers

**New ALSA website and apps** with new brand identity.

Improve customer service **via social networks**.

Complete communication with passengers to **improve the travel experience**.



OUR APPROACH



# People

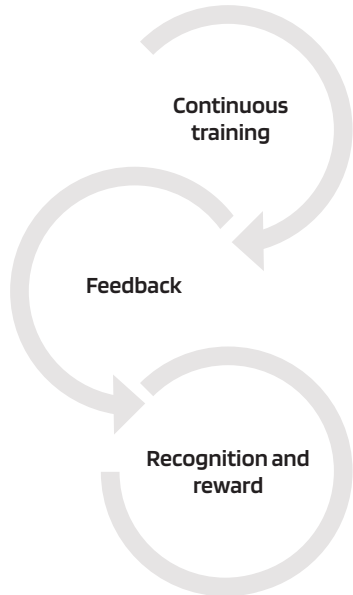


## Key figures

	2017	2018	2019	
<b>Quality of employment</b>				
Number of employees	7,249	7,818	8,293	▲
Permanent employees (%)	75.6	76.59	71.51	▼
Turnover rate	5.66	4.55	2.6	▼
Turnover rate - men	-	2.88	2.41	▼
Turnover rate - women	-	5.04	3.50	▼
Average age of workforce	45.6	47.4	47.17	▼
Under 30 (%)	3.87	4.24	4.64	▲
30 to 50 (%)	55.07	56.80	56.38	▼
Over 50 (%)	41.06	38.97	38.98	▲
<b>Equality</b>				
Percentage of women on the workforce (%)	14.11	13.96	14.98	▲
Female drivers ALSA (%)	7.1	7.65	7.8	▲
Women on ALSA Management Team <sup>1</sup> (%)	10.1	16	15.91	▼
<b>Occupational safety</b>				
Accident frequency rate (%)	14.88	16.41	16.46	▲
TAccident severity index <sup>2</sup> (%)	0.47	0.55	0.53	▼
Absenteeism rate (%)	5.72	7.37	6.26	▼
<b>Training</b>				
Hours of training	92,059	81,897	78,507	▼
Investment in training (€)	622,915	645,047	567,763	▼
Hours of on-the-job training delivered through Welcome Plans	12,759	8,220	9,288	▲

<sup>1</sup>The "ALSA Management Team" is a group of employees with a high level of responsibility within the Organisation.  
<sup>2</sup>Severity index = (Days' work lost per year through accident / (Workers x hours worked)) x 106.

# 2019 Action Plan



# 2019 Milestones

**€8,293**

Employees on workforce.

**€7.8 %**

Female drivers.

**15**

High-potential people identified.

## Performance in 2019



**Quality employment**  
"Good employer"

**↑6.08 %**  
increase in the workforce.

**↓18.24 %**  
drop in the turnover rate.



**Women in the sector**  
Reduction of inequality

**↑1.96 %**  
female drivers.

**↑7.31 %**  
women on the workforce.



**Integration**  
Work-life balance

**50** people with disabilities appointed in 2019.



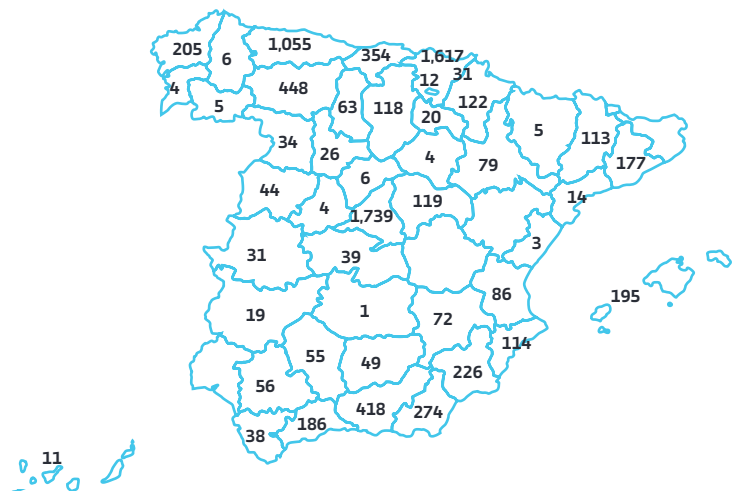
**Prevention**  
Health

**↑15 %**  
investment in Prevention, Health  
and Wellbeing.

**↓15 %**  
absenteeism rate.

### NUMBER OF EMPLOYEES PER PROVINCE IN 2019

The centres with the most employees are in Bilbao, Madrid and Oviedo.



# 2019 highlights

## Talent Management

In recent years, various appraisal tools and processes have been designed and rolled out with a view to identifying high-potential professionals. In 2019, ALSA worked on the implementation of an HCM (Human Capital Management) system which shifted the focus to redesigning processes and combining talent appraisal and 360 degree performance reviews. This led to a drop in the total number of appraisals performed:

	2017	2018	2019
Talent appraisals	510	520	257
360 degree performance reviews	-	35	83
Individual interviews	73	114	15
Skills tests	50	96	30
People with Action Plan proposals	159	403	67

**15 people**

identified as high-potential professionals.

**67 people**

with Action Plan proposals.

**€567m**

invested in training.

## The Master Driver programme

The Master Driver initiative seeks to recognise and highlight, both internally and externally, that ALSA boasts the best drivers in the sector and that their outstanding work sets the company's services apart from the rest.

Master Driver comprises an appraisal, training, communication, recognition and reward process with a three-level classification system for driving personnel. Drivers are classified based on a series of individual performance indicators, which are subsequently analysed in comparison with peers to assign the driver a level. Each level involves different recognition initiatives. The system allows for the assessment of the individual skills associated to each driver's professional performance, as well as of their potential.

The programme kicked off in 2017 for drivers in Spain and Morocco. In early 2019, it was awarded the Estrella LUIKE Motor Award.



**104**

drivers secured IRU professional excellence certification in 2019.

### Professional driver certification

The International Road Transport Union (IRU) is tasked with championing the interests of the sector and to that end it has set a very specific target: to certify the professional excellence of passenger transport driving personnel.

ALSA understands the crucial role played by its drivers, which is why it is constantly implementing comprehensive management programmes. Assessment is a key component, because measuring skill and ability in both theory and practical areas provides the company with a clear competitive advantage, allowing it to build passenger trust and attract and retain the excellent driving staff.

The first certification phase kicked off in 2019 with 269 drivers, of whom 104 passed the highly demanding test, demonstrating their excellent skills in the areas evaluated.

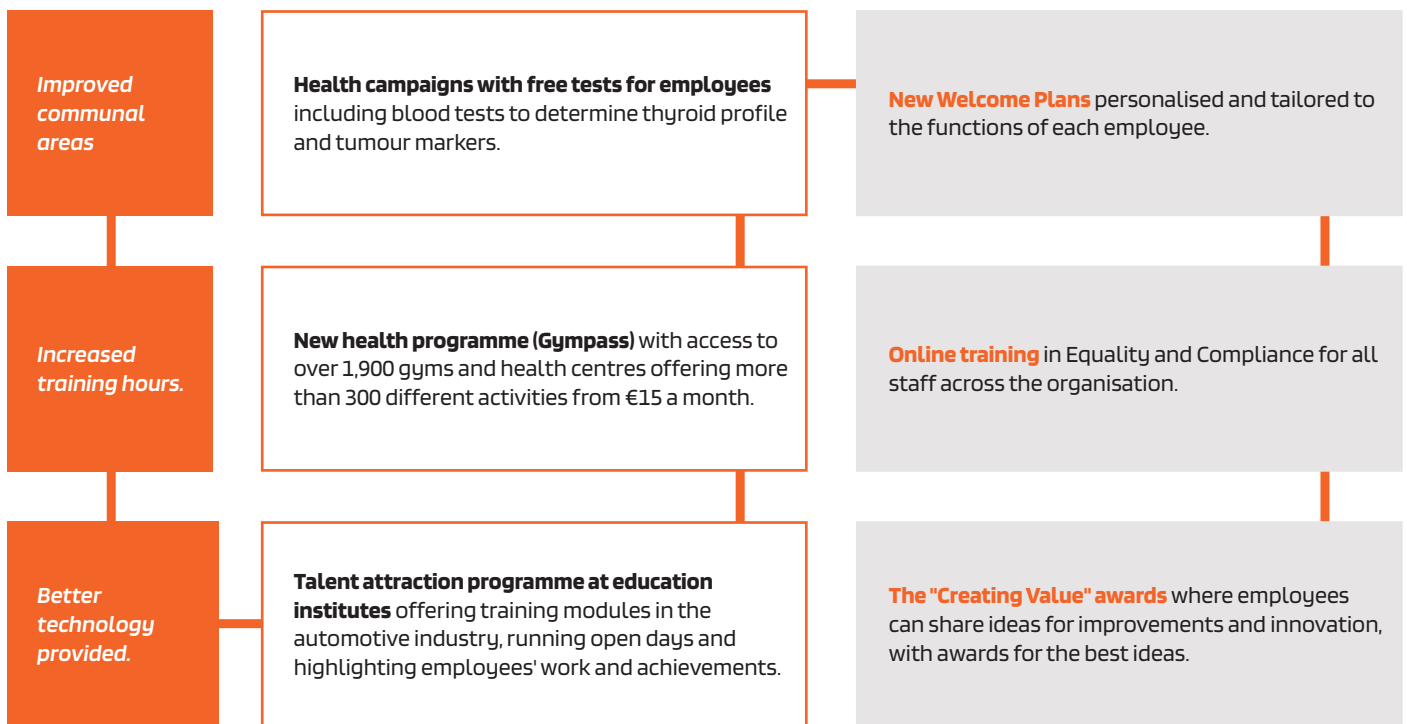


## Employee Journey

The Employee Journey programme is intended to enhance the experience of ALSA employees, increasing their satisfaction levels, improving professional wellbeing and strengthening their bond with the company.

In 2019, ALSA worked on the various touchpoints identified throughout the Employee Journey, focusing on the Maintenance Operator and Service Technician segments, as these were the journeys that needed most attention and offered the most Quick Wins.

Employee Journey actions in 2019.



## Dual Professional Training

To promote this learning system, ALSA has joined the **Alliance for Dual Professional Training**, a nation-wide network of companies, centres and institutions involved in Dual Professional Training in Spain. By signing up to the Alliance, the company has committed to following three core quality principles in the projects it undertakes: position the projects at a strategic level within the company, remunerate trainees, and train their tutors.

One of the main Dual Professional Training projects ALSA has undertaken since the outset is the **operation of the Dual Training Course in Transport and Logistics with the Regional Government of Madrid**. The students enrolled on the course at the professional training centre IES Clara del Rey, which is where the pilot project was founded, have completed the first theoretical training course at the centre and will commence practical training at the company in September.



# Committed to female talent



Through its Equilibra Plan ALSA strives to make equality a reality, rolling out a range of initiatives to promote employment for women across all areas of the company.

In 2019, ALSA joined the **"More women, better companies"** initiative promoted by the Ministry of Equality to support equal female representation at the management level of Spain's companies. Through this programme, ALSA channels even greater efforts into ensuring equal representation of men and women in senior roles within the company. Participating in this protocol also helps guarantee equality in recruitment, promotion and internal training processes.

In a traditionally male-dominated sector in which women are under-represented, ALSA also launched a campaign in 2019 to attract female bus drivers. Vinyls were applied to 70 ALSA buses reading **"We want you to drive this bus"**, with a view to encouraging women - particularly unemployed women - to identify this as a potential professional opportunity and join ALSA as drivers.

*"More women,  
better companies"*

**↑1.96 % female drivers**  
versus 2018

**↑7.31 % women on the workforce**  
versus 2018

On 1 March 2019, the Moroccan Ministry of Labour and Professional Integration presented ALSA MOROCCO with two awards in recognition of its commitment to equality and to ensuring equal representation and participation of women on Works Councils.

The awards recognise the efforts by ALSA MOROCCO to implement professional equality initiatives and ensure that best practices are observed in terms of gender equality.



## Muévete programme

The **Muévete** ("Get moving") programme was created over six years ago to afford professional training, university undergraduate and post-grad students the chance to carry out practical placements at ALSA and acquire new skills at a sector-leading company.

The placements can be carried out in Spain or internationally across all areas of the company.

A total of 874 young people have taken part in the programme since it launched in 2012, making it ALSA's largest source of new professional talent.



**874**

people have taken part in the Muévete programme since 2012.

**44**

appointments of graduates from the Muévete programme in 2019.

**195**

active members of the Muévete programme in 2019.



## What are you capable of?

Since the "What are you capable of?" programme was launched in 2007, a customised bus driver training and inclusion pathway has been designed, with 11,000 hours' training delivered to 371 people with disabilities.

Throughout 2019, the company continued to deliver training to people with disabilities to obtain D + CAP licenses, as well as running courses to secure Professional Certificates for people at risk of social exclusion.

**51**

students with disabilities or at risk of social exclusion to obtain D + CAP licenses and Professional Certificates in 2019.

**50**

people with disabilities hired in 2019.



# For your Health

In line with its strategy, ALSA launched the For your Health programme in 2015, which is a clear reflection of its values and has an impact on every aspect of HR. This health and wellbeing programme poses ambitious challenges, with the core goal of improving the wellbeing of the ALSA team and their loved ones via activities that promote physical activity, good nutrition, mental health and healthy habits.



*ALSA received the 1st "Healthy Company" award in 2019.*

Thanks to this initiative, in October 2019 ALSA won the **first Healthy Company Award in the Large Companies category** from the **Human Resources Observatory**. A total of 63 candidacies were submitted for this year's awards, which is the highest participation rate since they were launched back in 2014. This demonstrates the significant interest among companies in these accolades, which have demonstrably robust evaluation criteria and are backed by a panel of prestigious professionals in human resources, risk prevention, research and business management.

Thanks to ALSA's **For your Health** programme, a true corporate culture has been built around the company's people, across all of its domestic and international businesses, which embraces current and former employees, their families and even the company's suppliers. Within this ecosystem, our blue agents exemplify the values required not only for sustainable leadership but also for a management model that recognises and develops talent.

On 13 December 2019, DCH and Aces Europe presented ALSA with the **first European Sport and Healthy Company Award at the European Parliament in Brussels**.

This accolade recognises ALSA's efforts to promote sport and good health among its team through its "For your Health" initiative. The company has also been applauded for its clear commitment to psychological and social wellbeing, physical activity and health, and for providing specific employee programmes in the area of Health and Sport.



*This award for the "Best European Company 2019-2020" recognises ALSA as a European leader in Health and Wellbeing Policies.*



## "For your Health" - lines of action

Healthy **WORK**

Healthy **BODY**

Healthy **MIND**

Healthy **LEADERSHIP**

A range of different initiatives are rolled out within each of the programme's different lines of action:

### Healthy **WORK**

Healthy company certificate	ALSA renewed its Healthy Company Certificate in 2019.
ISO 45001 certification	1 <sup>st</sup> transport company to secure certification under new ISO 45001:2018.
Monthly newsletter	News bulletins from the For your Health programme on Health and Wellbeing sent out to all staff.
Drug and alcohol prevention programme	4,747 alcohol tests and 3,226 drug tests performed in 2019.
A heart safe company	82 defibrillators fitted in 2019 and training given to 260 workers on how to use them.
Workshops	Workshops run on back health, apnea and sleep disorders, first aid, evacuation simulations and techniques for customer services in difficult situations. Road safety workshop, awareness of occupational road traffic accidents.
The for your health blog	The blog posts news and recommendations related to health and wellbeing, as well as publishing various campaigns and activities to promote health and safety.

**4,747**  
alcohol breathalyser tests  
performed in 2019.

↑ 17.47 % versus 2018

**3,223**  
narcotics tests  
performed in 2019.

↑ 16.25 % versus 2018

**934,027 €**  
invested in Prevention, Health  
and Wellbeing in 2019



The organisation performs preventive alcohol and drug tests and uses the Alcolock system - which prevents vehicles from starting if the driver is under the influence of alcohol - in order to mitigate risks related to driving under the influence of drugs or alcohol and ensuring maximum safety for passengers.

## Healthy BODY

<p>Improved medical check-ups</p>	<ul style="list-style-type: none"> <li>▪ <b>Prostate cancer</b> checks for men over 45.</li> <li>▪ Women who work for ALSA have the option of including <b>preventive screenings for gynaecological cancer</b> using tumour markers in their medical examinations.</li> <li>▪ <b>Sleepiness and fatigue tests</b> for drivers and general health tests for driving staff.</li> <li>▪ <b>Free thyroid cancer</b> tests for all staff.</li> </ul>
<p>Preventive oral health<sup>1</sup></p>	<ul style="list-style-type: none"> <li>▪ General overview of dental and oral health and recommendations for maintaining oral hygiene. More than 40 people benefited from this service.</li> </ul>
<p>Healthy, balance diet</p>	<ul style="list-style-type: none"> <li>▪ Free fruit <b>handed out every fortnight</b> at the main work centres (including stations and depots).</li> <li>▪ <b>Healthy eating tips and recipes</b> sent out regularly.</li> <li>▪ <b>Healthy options included in vending machines</b> at work centres.</li> <li>▪ <b>Healthy options included in meals</b> provided in premium services on buses.</li> </ul>
<p>Exercise and sport</p>	<ul style="list-style-type: none"> <li>▪ <b>Corporate Games:</b> ALSA put a team together and secured a top spot on the podium in the Health Company Olympics, designed to promote healthy habits and physical activity.</li> <li>▪ <b>Races:</b> Madrid Half Marathon, Ciudad de León 10K, The "I'm not giving up" race for work-life balance, the Mostacho Run for cancer research, the Met Life Madrid race and the 6k Race For Water.</li> <li>▪ <b>Bike tour</b> of Madrid.</li> <li>▪ <b>Walking tour</b> of the Sierra de Madrid mountain range.</li> <li>▪ <b>Golf Tournament</b> in Asturias.</li> <li>▪ <b>7-a-side football tournament</b> featuring 8 teams from the different Area Units and Morocco.</li> </ul>
<p>MOVEMBER movement</p>	<p>ALSA signed up to the <b>Movember Movement</b> to raise awareness of men's health issues such as prostate cancer, testicular cancer, depression and physical inactivity and to raise money to help tackle those health issues. The company raised a total of €2,696 through a range of activities. The activities organised for the Movember Movement in 2019 were:</p> <ul style="list-style-type: none"> <li>▪ The Distinguished Gentleman's Ride motorcycle fundraising event. 44 people from ALSA took part.</li> <li>▪ <b>Tickets sold for prize draws</b> throughout Spain to raise money for the Movember Foundation.</li> <li>▪ Grow a moustache competition.</li> <li>▪ <b>"Bigocake Solidario"</b> bake sale raising €114 for the Foundation.</li> <li>▪ Raising awareness among the workforce through email campaigns: "5+1 things every man should know".</li> <li>▪ <b>Meeting</b> between the Ambassador of Movember in Spain and the President of ALSA Asturias to discuss the goals of the Movember Foundation and improve awareness.</li> </ul>
<p>Breast cancer campaigns</p>	<p>Actions rolled out to highlight the importance of breast cancer prevention. In 2019, a total of €1,014 was raised through activities organised voluntarily by employees.</p> <p>Voluntary donation programme activated on the ALSA website to allow passengers to donate €0.90 to the cause after buying their tickets. ALSA matched the 5,349 passenger contributions, donating €10,698 to the Spanish Cancer Association</p>
<p>Agreement with GYMPASS</p>	<p>ALSA joined up to <b>Gympass</b>, a new health scheme to encourage employees and their families to do more sport, with access to over 1,900 sports and physical activity centres including gyms and physiotherapists, among others, and more than 300 different activities, such as yoga, mindfulness, and psychotherapy.</p>

<sup>1</sup> For employees at the following work centres: León bus station, Granada bus station, Arganda del Rey and Avenida de América.

## Healthy MIND

### Children's painting competition

Competition focused on health and safety at work aimed at children aged between 5 and 12 who are relatives of ALSA employees. A total of 44 children took part in 2019.



## Healthy LEADERSHIP

### Healthy person network

The Healthy Persons Network is a group of volunteers - **Blue Agents** who help **promote health and wellbeing among the rest of the team**. They work with the Prevention, Health and Wellbeing Area on campaign management, adding momentum and making the programme their own.

The network currently comprises **74 Blue Agents**.

### Healthy company award

ALSA won the **6th Health Company Award** presented by the Human Resources Observatory for its **For your Health programme**, which has allowed it to build a true corporate culture around the company's people, across all of its domestic and international businesses, which embraces current and former employees, their families and even the company's suppliers.

### European sport & healthy company award

ALSA received the **European Sport & Healthy Company Award** presented by ACES EUROPE for its "For your Health". This award for the "**Best European Company 2019-2020**" recognises our company as a European leader in Health and Wellbeing Policies over the coming year.

### Recognition as leaders in prevention

The Asturian Institute of Occupational Risk Prevention and the Quality Club publicly applauded ALSA's efforts to certify an ISO 45001-compliant risk prevention system.

# Family Responsible Company: IntegraCamp and kids activity days

**INTEGRACamp** is one of the Family Responsible Company (FRC) initiatives in place at ALSA and aims to help employees in Madrid with children aged between 6 and 12 to balance family life and work during the summer holidays. It is an urban summer camp where kids have the chance to enjoy new experiences with differently-abled people.



**Des JOURS SANS ÉCOLE** are part of the work-life balance measures implemented under the FRC model, and provide a fun-filled activity day for employees' children on days when schools are shut 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.

FRC measures implemented	2017	2018	2019	
Quality of employment	11	15	19	▲
Flexible hours and locations	15	15	14	▼
Family support	17	18	19	▲
Personal and professional development	9	12	15	▲
Equal opportunities	6	13	5	▼
Leadership and management styles	4	5	3	▼

**19 measures**  
in place to support  
work-life balance.

↑ 5.55% versus 2018

*In 2019, the Más Familia Foundation recognised ALSA as a "B+ Proactive Company" under its FRC model.*

# English scholarships for employee's children

For ten years now, ALSA has been providing scholarships to offer its employees' children aged 12 to 18 the chance to attend English courses in the UK.

The scholarships cover a two-week course, including course management, transport, food, accommodation, excursions, travel insurance, an accompanying teacher and other expenses.

In 2019, the total number of scholarships offered was increased to a total of 5 for Spain and 2 for Morocco.



**7 English scholarships** were granted to employees' children in 2019.



## Goals for 2020



Include more people in the 360 performance review

**+120** 360 performance reviews completed.



Continue with talent development programmes

Languages.

Mentoring.

Coaching.

Master's/MBA.



Step up the application of coaching techniques

**↑130 %** coaching sessions.

**OUR APPROACH**

ALSA understands that it can contribute directly to enhancing quality of life in the communities where it operates. In accordance with its core corporate value of COMMUNITY, the company implements social action policies and applies environmentally-friendly practices to help build the best possible places to live.



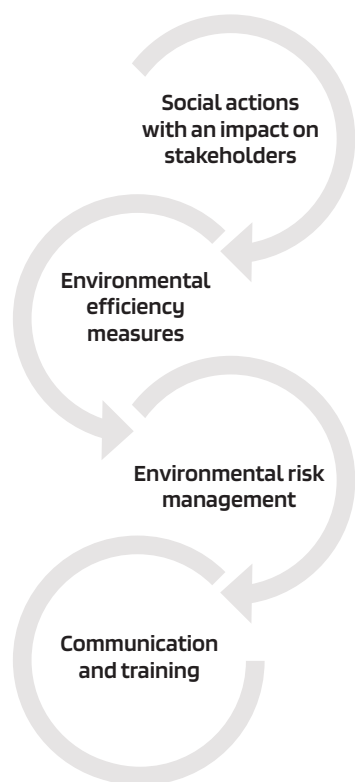
# Community and Environment



## Key figures

	2017	2018	2019	
Agreements with NGOs and foundations	16	16	18	▲
Agreements with universities	12	16	16	=
Direct Scope 1 emissions (tCO <sub>2</sub> eq/100 km)	0.1019	0.0995	0.0969	▼
Fuel consumption by fleet (KWh/100 km)	349.77	347.68	340.11	▼
Total energy consumption (KWh/100 km)	357.25	354.94	346.19	▼

# 2019 Action Plan



# 2019 Milestones

- ↑ 12.5 %**  
number of agreements with NGOs and foundations.
- ↓ 2.60 %**  
drop in direct emissions.
- ↓ 2.4 %**  
drop in total energy consumption.
- ↓ 9.68 %**  
energy intensity.

*Sustainable mobility  
is crucial to improve  
quality of life.*

## Performance in 2019

	<b>Social Action</b>	<b>+60</b> partnerships with organisations, associations and NGOs.	
	<b>Environmental efficiency measures</b>	<b>↓ 0.63 %</b> fuel consumption.	<b>↓ 0.15 %</b> electricity use.
	<b>Environmental risk management</b>	<b>6</b> environmental emergency drills at facilities.	
	<b>Communication and Training</b>	<b>1</b> Environment inbox.	

## SUPPORT FOR THE COMMUNITY

In 2019, ALSA continued to make strong progress with its Corporate Social Responsibility Action Plan, which is designed to respond to the priorities of the company and its stakeholders in the social arena. The support provided by ALSA to a broad range of over 60 organisations, associations and NGOs clearly evidences its unwavering commitment to the community.

Focusing social actions on the local community means the impact generated is greater. That's why ALSA sponsors and supports activities by local cultural, sports, charity and welfare associations in the areas where it operates. These local actions are complemented by agreements at the corporate level with national foundations and organisations.

# 2019 highlights

## EMPLOYABILITY: With the Integra Foundation



In 2019, ALSA continues to work with the Integra Foundation, which supports the occupational integration of people at risk of social exclusion. Thanks to this initiative, six people joined the ALSA team, taking the total since 2001 to 38.

We also continued to support the Foundation through our website as a platform for microdonation campaigns to support various social causes.

ALSA also took part in the Foundation's corporate volunteering programme with 11 volunteers (a total of 26 since 2014) and has supported events to raise awareness for International Women's Day and the International Day for the elimination of violence against women.

## Stamping out violence against women: Support for the Fundación Mujeres

The **Fundación Mujeres** (Women's Foundation) is a non-profit organisation that rolls out projects to support real equality between men and women in the social, political, economic and cultural landscapes.

As part of the company's efforts to tackle domestic violence, ALSA and the Fundación Mujeres have renewed their cooperation agreement, under which ALSA contributes financially to the Foundation's work to support victims of violence against women.

ALSA's contribution is allocated to the "Soledad Cazorla Grant Fund", named after the first Spanish public prosecutor against gender violence who died in 2015. These grants offer support and protection for children who have been orphaned as a result of domestic and gender violence. The financial aid helps to facilitate access to university studies and to any educational and/or psychological support services required by school-age children.







## ALSA and the ONCE Foundation support social integration for people with disabilities

With a view to promoting employment for people with disabilities, ALSA and the ONCE have signed an agreement under which the company will hire 25 people with disabilities over the next five years. ALSA will work with Inserta Empleo, the ONCE Foundation's training and employment organisation, to undertake recruitment processes for candidates and for potential training and professional qualification activities.

Through this agreement, ALSA has signed up to the Foro Inserta Responsable, a networking and social innovation platform that allows participants to share practices, tools and experiences that support the efficient development of workforce integration policies for people with disabilities.



## Inclusive sports with Plena Inclusión Madrid

In October 2019, to **raise awareness and support inclusion through sports**, athletes from the Madrid Federation of Sportspeople with Intellectual Disabilities (FEMADDI) and almost 60 ALSA employees and their families took part in an inclusive sports day at the Puerta de Hierro sports park in Madrid. The ALSA employees and the top Madrid teams for disabled athletes in men and women's basketball and men's indoor football, as well as paddle tennis and archery sportspeople with disabilities, enjoyed a whole range of sports activities.

As part of its efforts to raise awareness of disabilities, in 2019 ALSA broadcast a short documentary on its long-haul buses called **#ContigoContamos (#WeAreCountingOnYou)**, to give passengers an insight into living with intellectual and developmental disabilities.



# Looking after the environment

## "It is time to take action" ALSA at the COP25

ALSA took part in the COP25 climate summit held in Madrid in December 2019, conveying a very clear message to society: **It is time to take action.**

The transport operator provided "Voluntari@s por Madrid" with an innovative **100% electric bus** which travelled round the city centre raising awareness of the environmental challenges facing our society.

The bus, developed by Alstom and operated by ALSA, was designed to offer cities a clean, efficient mobility solution.



## The bus is key to sustainable, integrated mobility

ALSA is aware that decarbonisation strategies represent a long-term commitment to society and to its customers. The organisation is working towards sustainable, integrated growth in line with CO<sub>2</sub> reductions.

Public transport is a key component in citizens' quality of life and in sustainable mobility. In terms of GHG emissions, the bus is the cleanest mode of transport in terms of passengers per kilometre.

Not only does the bus generate 5.5x less pollution than private vehicles, it also has the capacity to absorb a great deal of private vehicle traffic; this is an efficient way to slash the environmental impact, given that cars account for over 60% of the total fleet of vehicles in Spain.

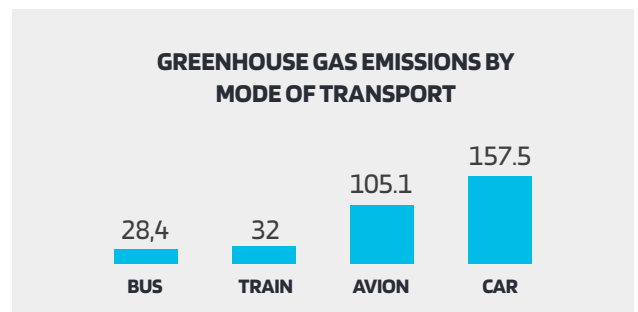
Planning transport systems will be essential in the development of eco-cities. Walking, cycling and public transport must be given priority over cars, and low carbon emission connections must be created with other destinations.

Today, caring for the environment is a top priority, but making cities healthy places to live is an obligation. The two issues go hand in hand; a polluted environment will jeopardise people's health and promote the transmission of diseases.

Through this approach, ALSA will position itself as the core mobility provider for these eco-cities.

Our Environmental Strategy is structured around the following Drivers and Actions.

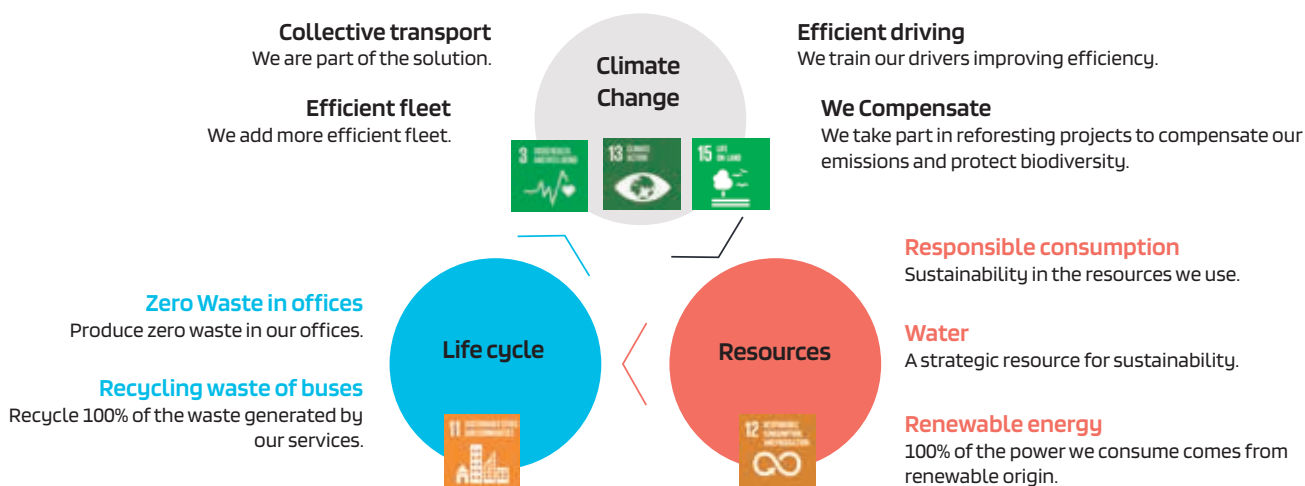
*More is less:  
ALSA creates public  
transport that makes a  
better world possible.*



*The bus generates 5.5x less pollution than private vehicles.*

ALSA has set up **online carbon calculators** that allow users to see how much CO<sub>2</sub> is emitted on each journey.

## Our Environmental Strategy is structured around the following Drivers and Actions



We strive to drive down emissions through the following programmes, which together comprise our **Environmental Management System**:

<b>CO<sub>2</sub></b>	<b>Compensation of carbon footprint</b>		<b>Reduction of energy consumption in facilities</b>
	<b>Reduction of energy consumption in transport</b>		<b>Waste management</b>
	<ul style="list-style-type: none"> <li>• Addition of vehicles featuring clean technologies and, low emissions.</li> <li>• Renewal of fleet with less polluting technologies.</li> <li>• Efficient driving programmes.</li> </ul>		<b>Water management</b>
			<b>Training and communication</b>

The company's commitment to improving air quality extends to choosing excellent quality fuels. Thanks to the constant technology advances underway, ALSA vehicles now run on BioDiesel e+30, which avoids corrosion issues and microbiological contamination as well as providing the necessary blend for the additive dose, giving rise to a more environmentally-friendly, less polluting fuel source.



With a view to achieving these goals, ALSA participates actively alongside universities and tech centres on a range of research, development and innovation projects. These projects include collaborations with the Spanish Sustainability Observatory, TECMUSA (Ministry of Science and Innovation), OPTIRED (Ministry of Transport and Public Works), Destinan (Ministry of Transport and Public Works) and ENERTRANS (CEDEX -Ministry of Transport and Public Works) to cut CO<sub>2</sub> emissions.

### "Companies for sustainable mobility"

In November 2019, at the professional event "Companies driving Sustainable Mobility 2019 Summit", the platform "Companies for Sustainable Mobility" was officially launched.

ALSA is a member of this initiative, which is intended as a meeting point for companies, institutions and public administrations which are committed to economically, socially and environmentally sustainable growth. The idea is to facilitate partnerships and synergies between the members to generate high-impact initiatives and share knowledge and best practices, creating a mobility system which is environmentally-friendly, safe, inclusive and sustainable.

The platform "Companies for Sustainable Mobility" enjoys the backing of Spain's Ministry for the Ecological Transition and the Institute for Energy Diversification and Saving (IDEA).



## Conference on Sustainable Mobility, SUM, in Bilbao

ALSA took part in the SUM held in Bilbao in February 2019. Cooperation between administrations, companies and knowledge centres is crucial in the plight to make Spain's cities cleaner and better connected. That said, the importance of the role played by companies in terms of new fuels and vehicles types cannot be overstated.

*Cities play an increasingly important role in climate change and the future of our planet; they must be part of the solution.*

# 2019 highlights

## Integrated Environmental Management and Efficiency System

The only way to mitigate and reduce environmental impact is to manage and monitor the activities which generate that impact. With this in mind, ALSA has had a Corporate Environmental and Management and Efficient Driving System in place for many years, in compliance with standards ISO 14001:2015 and ISO 50001:2011 and Aenor Specification 0050. It also carries out voluntary annual verification of its Carbon Footprint in compliance with ISO 14064- 1:2012, rolling our annual programmes to reduce emissions.

The company also has 9 certificates in accordance with the requirements of Regulation 1221/2099-EMAS III, one at the organisation level and one for each of 8 franchises.

Complying with these requirements gives the company the tools it needs to protect the environment and to constantly enhance its environmental management.

The projects designed and implemented by ALSA to reduce the environmental impact of its activity include the following::

*100% of the energy consumption of its vehicles and facilities is managed as per standard ISO 50001:2011 and Aenor Specification 0050 on Efficient Driving.*

<b>Vehicle consumption reduction programmes</b>	<ul style="list-style-type: none"><li>• Planning and optimisation of routes and services.</li><li>• Maintenance programmes (optimal vehicle performance).</li></ul>	<b>↓ 2.2 %</b> fuel consumption in 2019.
<b>Energy efficiency programme</b>	<ul style="list-style-type: none"><li>• Energy audits.</li><li>• Consumption management.</li><li>• Improvements to lighting and climate control at facilities.</li></ul>	<b>↓ 5.3 %</b> electricity use in 2019.
<b>Waste minimisation programmes</b>	<ul style="list-style-type: none"><li>• Pre-treatment processes.</li><li>• Implementation of waste minimisation plans.</li><li>• Optimisation of raw materials.</li></ul>	<b>↓ 8 %</b> waste generated in 2019.

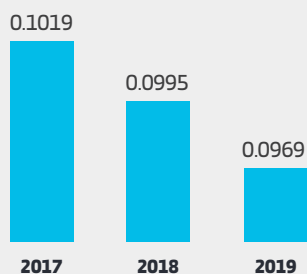
In 2019, we added 311 EURO VI vehicles and eco-friendly vehicles to our fleet, replacing 136 old vehicles. This allowed us to further our Fleet Renewal Plan and integrate less polluting technologies, with enhanced energy efficiency.

## Emissions

The emissions generated are the main environmental impact caused by ALSA's activity. The company has worked hard to pare down these emissions, year after year.

*The emissions generated by bus transport are one fifth of the emissions that bus passengers would generate using private vehicles.*

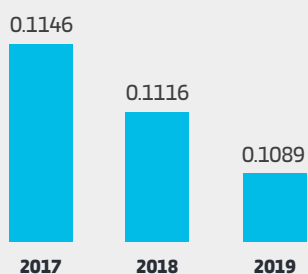
### DIRECT AND INDIRECT GEI EMISSIONS (Scope 1 and Scope 2) (TCO<sub>2</sub>EQ/100Km)



↓ 4.91 %

Scope 1 direct emissions since 2017

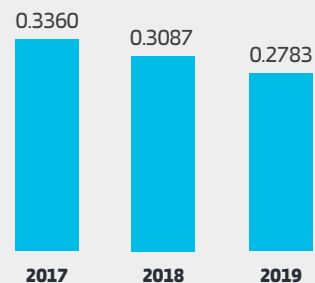
### GEI EMISSIONS (Scope 1, Scope 2 and Scope 3) (TCO<sub>2</sub>EQ/100Km)



0

Scope 2 indirect emissions from energy

### INTENSITY OF EMISSIONS DIRECT (TCO<sub>2</sub>EQ/Mille €)



↓ 17.17 %

Intensity of direct emissions since 2017

**Scope 1:** Direct emissions caused by activity, use of fossil fuels and air-conditioning coolant gases.

**Scope 2:** Indirect emissions generated by purchased electricity that is consumed by the company.

**Scope 3:** Indirect emissions generated through the company's activity but which are owned and controlled by third parties outside the organisation.

ALSA also closely monitors other significant emissions due to the impact they have on people's health, especially in cities, where they represent one of the main sources of pollution.

Constant fleet renovation and the increasing use of alternative energies to power vehicles have allowed the company to pare down these emissions versus 2018.



**0.496**  
t/100km

↓ 2.3 %  
par rapport à 2018



**0.662**  
t/100km

↓ 2.3 %  
par rapport à 2018



**0.0049**  
tCO<sub>2</sub>e/100km

↓ 9 %  
par rapport à 2018



**0.0066**  
t/100km

↓ 2.3 %  
par rapport à 2018



**0.00019**  
t/100km

↓ 0.14 %  
par rapport à 2018



**0.0014**  
t/100km

↓ 2.21 %  
par rapport à 2018

*100% of the energy used by ALSA comes from renewable sources.*

## ALSA trials first 100% electric urban bus



In March 2019, ALSA started the pilot test in Oviedo for the first ever fully electric urban bus. The vehicle, which is autonomous up to 190km, is currently in the production phase.

This initiative clearly reflects ALSA's commitment to electric mobility as part of its future strategy and growth.

## Carbon Offsetting

ALSA calculates and verifies its Carbon Footprint on an annual basis as per ISO 14064 including Scope 1+2+3 and registers it in the carbon footprint section of the Ministry for the Ecological Transition's (MITECO) Carbon Footprint, Offsets and CO2 Absorption Project Registry.

In 2019, the Carbon Footprint was registered and the "Reduzco" ("I Reduce") seal was received from the Ministry. This seal validates a reduction of over 4% in emissions by the company since 2015.

In line with its decarbonisation strategy, the company implements GHG reduction plans which, in 2019, successfully drove down Scope 1 emissions by 2.60% and total emissions (Scope 1, 2 and 3) by 2.40%.



*ALSA has been  
paring down  
emissions  
constantly over the  
last four years.*

**↓ 4 %**  
emissions since 2015

**↓ 2.60 %**  
Scope 1 emissions

**↓ 2.40 %**  
Total emissions



## Adhesion to the LG Smart Green Challenge in Spain by ALSA



Aligned to its commitment to protect the environment, ALSA has joined by the beginning of 2020 to the LG's Smart Green Challenge. This initiative pursues the objective to plant 47 million trees in Spain, one per Spanish citizens, by planting smart seeds with drones. This Project aims at reducing C=2 emissions, save electric electricity and improve the situation in our planet, looking to contribute to the Sustainable Development Objectives (SDO).



*#OnePersonOneTree*

## Fleet Management

An ongoing renewal of the fleet and the significant, gradual addition of alternatively powered vehicles has permitted that reducing transport emissions are becoming a reality.

<p><b>Alternatively powered vehicles</b></p>	<ul style="list-style-type: none"> <li>• 58 new vehicles added in 2019, investment by €22m.</li> </ul>	<p><b>↓ 480 tCO<sub>2</sub>e</b> Emissions reduced in 2019</p>
<p><b>Fleet renewal</b></p>	<ul style="list-style-type: none"> <li>• 27% of the fleet powered by Euro VI technology in 2019.</li> </ul>	<p><b>Euro VI vs Euro V</b>  <b>↓80% NOx</b>  <b>↓50% PM</b>  <b>↓8% emissions/km</b></p>

The addition of new alternatively powered vehicles entailed an investment of 22 million Euros, leading to an extra cost of 91 thousand Euros compared to the addition of diesel oil vehicles.

## ALSA commits to GNL's Scania Interlink bus

Thanks to the collaboration between ALSA and GNL and Scania Ibérica, in October 2019 was launched the first bus in the world driven by alternative power, liquefied natural gas, for long-haul transport.

What makes this vehicle model so unique is that it is the only long-haul bus driven by LNG and is the only providing a range of up to 1,200 km.

These LNG buses already operate the regional commuting services in the area of the Transport Consortium of Madrid, connecting the cities of Alcalá de Henares and Torrejón de Ardoz with the capital city of Madrid.



*The future of LNG is largely promising and totally necessary because it is one of the potential solutions we will have in the future in order to look for alternative power in long-haul transport, one of the main objective set by Alsa.*

## Efficient Driving Programme

One of the main axles of the strategy to reduce consumption is **efficient driving**. This driving style delivers lower fuel consumption and wear of vehicles, leading to reduced pollution. To be added other advantages as improved comfort of the driving experience, reduce tension or increase safety.

In 2019 it was approved with the training centre the introduction of an Efficient Driving module in the CAP refreshment courses. Alsa ensures then that all their drivers refresh their training in Efficient Driving at least every 4 years.

The Efficient Driving programme will be conducted in 3 phases:



**↓ 2,094 tCO<sub>2</sub>e**

reduced since the Efficient Driving certificate. This equals to planting more than 500 trees in one year.

*The training practices with the simulator avoided in 2019 "Unnecessary" 46 tCO<sub>2</sub>*



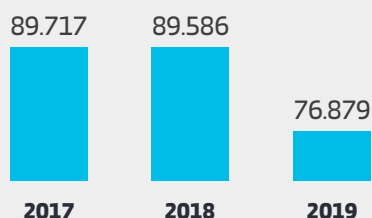
### III ECO Driving Challenge League

The involvement of drivers in the system is a key for the success in the efficiency of consumption. Included in the engagement programmes for employees in the good environmental performance in ALSA, we highlight the "ECO Driving Challenge" League where all participants take place. Those employees with a more efficient driving style are short-listed to take part in the Efficient Driving session held in the Jarama Circuit.

### Power consumption in the facilities

Power consumption in ALSA facilities is mainly electric. Through the control and actions targeted to improve energy efficiency in 2019, a 5.3% decrease was achieved, **the most relevant over the last few years.**

**POWER CONSUMPTION ELECTRICITY AT FACILITIES**  
(kWh/Number of facilities)



**100 %**

**Of consumed power is from renewable sources.**

**↓ 14.18 %**

**Electric consumption compared to 2018.**

Also, applied efficiency plans for the rest of power consumption, reaching in 2019 a decrease by 1% in consumption for heating systems.

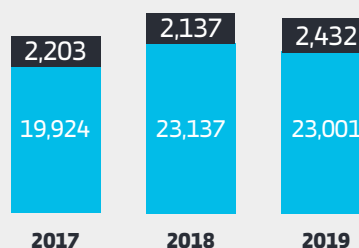
**↓ 1 %**

**Reduction of heating consumption.**

**↓ 2.4 %**

**Of reduction of total power consumption in 2019.**

**POWER CONSUMPTION. OTHER POWER SOURCES IN FACILITIES**  
(kWh/Number of facilities)



■ Heating.

■ Other consumer items.

## Management of waste

Waste generated by ALSA come from the waste of conducting maintenance and repair services on fleet vehicles, and in own maintenance sites. This generation of waste, dangerous and not dangerous, is an indirect environmental aspect of transport.

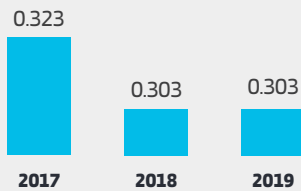
The volume of waste generated is directly proportional to the activity of the company. Minimization of waste generation and a proper management are constantly monitored, with the purpose of reducing the impact generated.

The advantage provided by maintenance and repairs in own depots is the highest capacity of control over the environmental impact generated by this activity. An evidence of this is the knowledge and control of waste generation. All Also depots are included in the scope of the corporate system of Environmental, Power and Efficient Driving Management, according to ISO 14001:2015, ISO 50001:2011, the AENOR 0050 Standard and the voluntary check of greenhouse emissions according to ISO 14064- 1:2012.

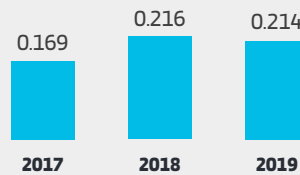
## Generation of Waste in vehicle's maintenance

Aimed at a proper management of waste, each producing centre has a comprehensive control of their production and segregation. Also, developed programmes to reduce waste, as the addition of the new technologies and the use of long-lasting materials. Also, initiatives were launched to raise awareness and train the maintenance staff to ensure a proper management.

**WASTE MANAGEMENT.  
HAZARDOUS WASTE FOR MANAGEMENT**  
(t/Number of vehicles)

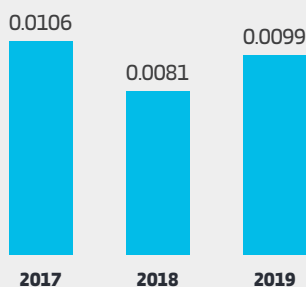


**WASTE MANAGEMENT.  
NON-HAZARDOUS WASTE FOR MANAGEMENT**  
(t/Number of vehicles)



## Generation of Waste in vehicle's maintenance

**WASTE MANAGEMENT.  
NON-HAZARDOUS WASTE FOR MANAGEMENT**  
(t/Number of employees)



On the other hand, ALSA's management actions the main waste generated is paper.

However, the company is committed to a digitalisation process, in 2019 there was a slight increase in paper waste.

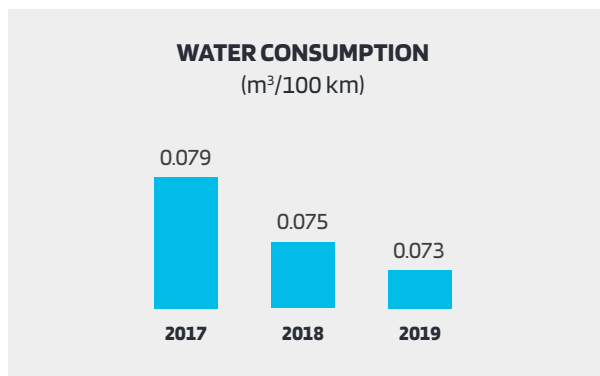
*Recycled 28%  
Of the paper consumed, thanks to  
the awareness of employees.*

## ALSA and its commitment to fight use of plastics

With the COP 25, in December 2019 it was conducted an initiative to remove plastics from offices. This initiative was developed with actions as the replacement of plastic glasses by recyclable cardboard glasses or the removal of disposable plastics in the service areas, among other actions.

## Water management

Responsible management of water is also part of the environmental policy in ALSA.

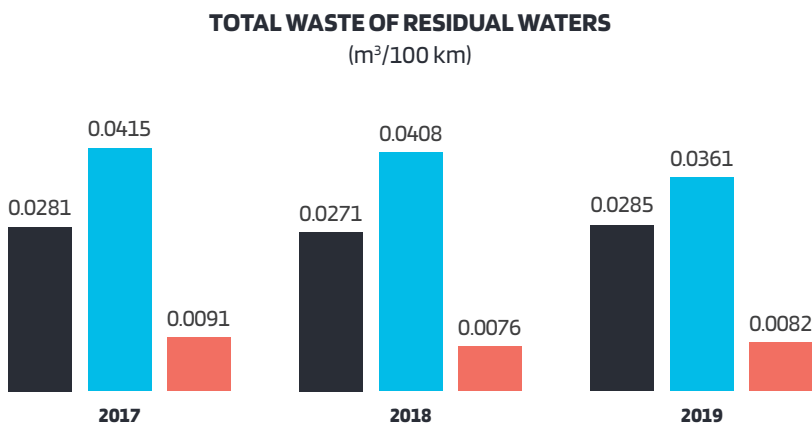


The largest water consumption comes from vehicle washing activities.

Driven by the raising awareness campaigns, more efficient washing processes and the use of recyclers, water consumption was reduced by 3.60% in 2019 compared to 2018.

There are three types of waste water generated, per origin:

- **Waters related to urban use:** Offices, stations and points of sale.
- **Industrial waters generated by automotive sector:** Depots, parking spaces, water suppliers and washing systems.
- **Industrial waters generated by catering:** Service Areas.



↓ **12 %**  
Of reduction of industrial water waste in automotive sector.

- Comparable to urban use.
- Associated to automotive sector.
- Coming from catering industry.

	2017	2018	2019	
<b>Environment</b>				
<b>Emissions</b>				
Direct GEI (scope 1) (tCO <sub>2</sub> eq/100 km)	0.1019	0.0995	0.0969	▼
Indirect GEI (scope 2) (tCO <sub>2</sub> eq/100 km)	0	0	0	=
Indirect GEI (scope 3) (tCO <sub>2</sub> eq/100 km)	0.0127	0.0121	0,0120	▼
Intensity of direct emissions (tCO <sub>2</sub> eq/mil €)	0.336	0.3087	0.2783	▼
CO (t CO/100Km)	0.513	0.508	0.496	▼
NOx (t HC/100Km)	0.684	0.677	0.662	▼
HCT (t HC/100Km)	0.157	0.156	0.152	▼
CH <sub>4</sub> (t de CO <sub>2</sub> eq//100Km)	0.0002	0.0002	0.0002	=
N <sub>2</sub> O (t NOx/100Km)	0.001455	0.0014445	0.001413	▼
PM (t PM/100Km)	0.007	0.007	0.007	=
Decrease of total GEI emissions (%)	0.4 %	2.3 %	2.6 %	▼
Reduction of intensity of emissions (%)	4.9 %	8.0 %	9.8 %	▼
Reduction of tCO <sub>2</sub> e from certification of Efficient Driving	1,356	2,023	2,094	▲
<b>Consumption</b>				
Total energy (kWh/100 km)	357.25	354.81	346.19	▼
Fleet fuel (kWh/100 km)	349.77	347.55	340.11	▼
Electricity (kWh/number of facilities)				
Alternative sources (GNC+electricity) (kWh/100 km)	8.03	9.15	9.45	▲
In transport (kWh/100 km)	0	0.125	0.122	▼
At Facilities (kWh/number of facilities)	89,717	89,586	84,835	▲
Other power sources (kWh/number of facilities)				
Other consumption elements	2,203	2,137	2,432	▲
Heating	19,924	23,137	23,001	▼
Power intensity (kWh/mil€)	1,177	1,101	994	▼
<b>Waste</b>				
Hazardous waste (t/number of vehicles)	0.323	0.303	0.303	=
Non-hazardous waste managed (t/number of vehicles)	0.169	0.216	0.214	▼
Paper recycled (t/number of employees)	0.0106	0.0081	0.0099	▲
<b>Water</b>				
Waste of residual waters				▲
Similar to urban use (m <sup>3</sup> /100 km)	0.0281	0.0271	0.0285	▼
Generated by automotive sector (m <sup>3</sup> /100 km)	0.0415	0.0408	0.0361	▲
Generated by restaurant/catering sector (m <sup>3</sup> /100 km)	0.0091	0.0076	0.0082	▼
Water consumption (m <sup>3</sup> /100 km)	0.079	0.075	0.073	
<b>Environmental training</b>				
Environmental simulations	7	6	5	▲
Environment training hours	200	320	933	▲

## Training and awareness

The collaboration and good performance of their employees are key so ALSA can reduce its environmental impact and to improve the environment of its activity. It is not only about reducing impacts or polluting less, ALSA is well aware of the significant role it has to raise awareness in society of the importance of living in sustainable, healthy environments.

ALSA, then, carries out different initiatives to train and raise awareness among all employees on the importance of good performance on the environment.

Through internal communications of the multiple channels available, employees receive information about different issues, as best environmental practices in their job position, environmental aspects, power management or efficient driving.

Also, operational staff has access to environmental training from the information point for drivers, and also to talks about waste management and hazardous substances and best environmental practices, through the "briefing" programme that takes place fortnightly.

In order to promote a two-way communication, employees have in place an Environment Mailbox to contribute ideas, provide feedback or share best practices, and encourage a good environmental performance between colleagues.

As a part of the environmental training plan of ALSA, in 2019 were conducted 5 training actions and emergency environmental simulations in maintenance areas.

**5**  
simulations in  
environmental emergency

**100 %**  
successfully passed tests in  
environmental emergency  
knowledge

**100 %**  
depots took part in  
environmental training



## Goals for 2020



**Advance the strategy on Social Action and Action Plan of CSR**

### Materiality

Align the social actions to priorities identified in the last materiality study.



**Continue with the decarbonisation strategy**

### ↓ Emissions

establishing plans for vehicles and facilities.



**Advance with the training plan for emergencies**

### ↑ Specific training

in waste management.



**Roll out the Efficient Driving programme**

### ↑ Addition

Of tele-measuring equipment and training for drivers.





# GRI Annexes

## About this Sustainability Report

For the third year running, ALSA GRUPO, S.L.U. (hereinafter ALSA) is publishing its Corporate Social Responsibility Report, which has been prepared in accordance with the comprehensive option as per the 2016 GRI Standards for the preparation of Global Reporting Initiative (GRI) sustainability reports, and verified by an independent third party (AENOR). In this report, ALSA offers an overview of its performance in 2019 in terms of its sustainability commitments from an economic, social and environmental perspective. As well as providing accurate information for ALSA's stakeholders in response to the topics identified as relevant in the materiality study, the results of which are detailed in the chapter on Excellence, the document also offers information about other sections which, though they are not deemed relevant for the organisation, help to increase transparency and promote a better understanding of ALSA's operations. The data provided in this report refers to the company's activity in Spain; where the reference is to ALSA's total activity, this will be specified.

# GRI Index

## Materiality - GRI Standards

The following table links the material or relevant matters identified through the 2019 Materiality Assessment with the GRI standards used to respond to each of them.

CSR AREA	MATERIAL TOPIC	GRI STANDARD
Excellence	Policies and codes of conduct	102-16; 102-17; 102-20; 102-25; 102-35; 205-2.
	Improve dialogue with stakeholder groups	102-21; 102-28; 102-37; 102-40; 102-42 a 102-44.
People	Improve employability	401-1; 405-1.
	People with disabilities	401-1; 404-2 a 404-3.
Community	Reduce emissions	305-1 a 305-7.
	Reduce fuel consumption	302-1 a 302-5.
	Circular economy	301-1; 301-2; 306-2.
	Accessibility	401-1.
	The elderly	-
	Road Safety	416-1; 416-2.
	Customers	Accessibility
Customers	The elderly	-
	Improve dialogue with stakeholder groups	102-21; 102-40; 102-42 a 102-44.

For greater clarity, in the GRI index below, the GRI indicators that respond to the material topics are highlighted in blue.



## GRI Index

GRI Standard	Brief description	2019																				
<b>Organisation profile</b>																						
102-1	Name of the organization.	Alsa GRUPO S.L.U. (Referred to herein as ALSA).																				
102-2	Activities, brands, products, and services.	p. 8-12.																				
102-3	Location of headquarters.	Madrid, Calle Miguel Fleta, nº 4, 28037 (España).																				
102-4	Location of operations.	p. 8-12.																				
102-5	Ownership and legal form.	National Express Group, PLC, which is listed on the London Stock Exchange, is the parent company of the ALSA group.																				
102-6	Markets served (broken down by region, sectors, types of customers and beneficiaries).	p. 8-12. In 2017, all destinations were taken into account (national, regional and urban), whilst in 2018 and 2019 only regional and national data was included.																				
102-7	Scale of the organization.	p. 4, 8-12.																				
102-8	Information on employees and other workers.	p. 4, 56.																				
		<table border="1"> <thead> <tr> <th></th> <th>2017</th> <th>2018</th> <th>2019</th> </tr> </thead> <tbody> <tr> <td>Number of men employed with a permanent contract.</td> <td>4.505</td> <td>4.979</td> <td>5.147</td> </tr> <tr> <td>Number of women employed with a permanent contract.</td> <td>686</td> <td>764</td> <td>793</td> </tr> <tr> <td>Number of men employed with a temporary contract.</td> <td>1.392</td> <td>1.471</td> <td>1.475</td> </tr> <tr> <td>Number of women employed with a temporary contract.</td> <td>241</td> <td>284</td> <td>360</td> </tr> </tbody> </table>		2017	2018	2019	Number of men employed with a permanent contract.	4.505	4.979	5.147	Number of women employed with a permanent contract.	686	764	793	Number of men employed with a temporary contract.	1.392	1.471	1.475	Number of women employed with a temporary contract.	241	284	360
	2017	2018	2019																			
Number of men employed with a permanent contract.	4.505	4.979	5.147																			
Number of women employed with a permanent contract.	686	764	793																			
Number of men employed with a temporary contract.	1.392	1.471	1.475																			
Number of women employed with a temporary contract.	241	284	360																			
102-9	Supply chain.	p. 4, 23-25, 31. ALSA separates its suppliers into direct suppliers (which have to do with the cost of activity) and indirect suppliers (related to overhead costs). Direct suppliers include suppliers of fuel and vehicle maintenance, etc., and transport suppliers that provide reinforcement services when ALSA is unable to deliver 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 to the organization and its supply chain.	There have been no significant changes.																				
102-11	Precautionary approach or principle.	p. 6, 18-23, 29-30, 36-37, 68. GRI indicators 102-29, 102-30, 205-1.																				
102-12	External initiatives.	p. 26, 43, 54, 64, 66-67, 70-71. ALSA also adheres to several environmental initiatives, including "Community for Climate".																				
102-13	Membership of associations.	ALSA belongs to various industry associations, including the international association IRU and the Spanish associations CONFEBUS, ASTIC and ATUC.																				
<b>Strategy</b>																						
102-14	Statement from senior decision-makers.	p. 2-3.																				
102-15	Key impacts, risks, and opportunities	GRI 102-30. The main risks identified are non-renewal or loss of profitability of transport concessions and contracts, an increase in diesel prices and an increase in labour costs. Other risks have also been identified, including falling passenger demand, lower subsidies and compensation for the provision of loss-making services, and political movements.																				

GRI Standard	Brief description	2019
<b>Ethics and integrity</b>		
102-16	Values, principles, standards, and norms of behavior.	p. 6, 18-23, 24, 27-30.
102-17	Mechanisms for advice and concerns about ethics.	p. 30.
<b>Governance</b>		
102-18	Governance structure	p. 17. The Board of Directors is responsible for making decisions on economic, environmental and social matters.
102-19	Delegating authority	p. 17.
102-20	Executive-level responsibility for economic, environmental, and social topics.	p. 17. Environmental topics fall under the remit of the Strategy and Organisation Committee.
102-21	Consulting stakeholders on economic, environmental, and social topics.	p. 17, 23-26. The Institutional Relations Department is responsible for liaising between stakeholders and the Board of Directors on these matters. Analysis of material topics is undertaken across all stakeholder groups.
102-22	Composition of the highest governance body and its committees.	p. 17.
102-23	Chair of the highest governance body.	p. 17.
102-24	Nominating and selecting the highest governance body.	The members of the Board of Directors are selected at the discretion of the CEO.
102-25	Conflict of interests.	p. 30. Members of the Board of Directors are subject to ALSA's code of conduct and to compliance regulations, and violation thereof is provided for under the organisation's disciplinary policy.
102-26	Role of highest governance body in setting purpose, values, and strategy.	p. 6, 13-15. "Our values" of Excellence, Safety, Customers, People and Community are the National Express group values, which ALSA embraces and applies across all its activities.
102-27	Collective knowledge of highest governance body.	p. 17. The Board of Directors meets regularly to receive reporting and undertake monitoring of economic, environmental and social matters, and is trained in these areas where necessary. The Institutional Relations Department reports to the Board of Directors on CSR-related matters.
102-28	Evaluating the highest governance body's performance	The members of the Board of Directors are subject to the annual target-based Performance Appraisal, which is governed by the criteria of the National Express Group.
102-29	Identifying and managing economic, environmental, and social impacts.	p. 4, 8-10, 18-19, 27-29, 36-37, 44-45, 56-57, 60-61, 63, 68-69, 72-83. Potential risks are evaluated at Board of Directors meetings and the monitoring processes are outlined in the minutes. The Chief Safety Officer registers the main corporate risks and their status on an annual basis, reporting to the National Express Group.
102-30	Effectiveness of risk management processes.	p. 4, 8-10, 18-19, 27-29, 36-37, 44-45, 56-57, 60-61, 63, 68-69, 72-83. Potential risks are evaluated at Board of Directors meetings and the monitoring processes are outlined in the minutes. The Chief Safety Officer registers the main corporate risks and their status on an annual basis, reporting to the National Express Group.

GRI Standard	Brief description	2019									
102-31	Review of economic, environmental, and social topics.	The Board of Directors meets on a monthly basis and evaluates all economic, environmental and social topics.									
102-32	Highest governance body's role in sustainability reporting.	<p>In 2019, the entire Board of Directors participated in the Materiality Assessment and the definition of the relevant aspects for the organisation, as well as the corresponding response to each through this sustainability report.</p> <p>It is the members of the Board of Directors who report the necessary information to respond to the topics covered by this report. Specifically, information was reported from the HR, Environment, Legal, Safety, Sales and Marketing, CSR and Institutional Relations, Strategy and Organisation, Control and Reporting, and Operations areas.</p> <p>The Sustainability Report is revised by the Board of Directors prior to publication.</p>									
102-33	Communicating critical concerns.	p. 25-26.									
102-34	Nature and total number of critical concerns.	p. 25-26.									
102-35	Remuneration policies.	<p>There is a remuneration policy in place which covers every aspect of remuneration: salary bands, review criteria, social benefits, travel, assignments and international relocation, company vehicles, etc.</p> <p>Out of the organisation's social targets, the core target of safety is applied throughout the organisation and, to the highest extent, to the Board of Directors. Other social, environmental and financial targets are also applicable to members of the Board of Directors with powers in these areas.</p>									
102-36	Process for determining remuneration	The Board of Directors decides on the general financial criteria to be reviewed annually, and its members organise the reviews for their respective teams in accordance with the internal equality and merit criteria stipulated by HR's Horizontal Services.									
102-37	Stakeholders' involvement in remuneration	The general criteria is stipulated by: The National Express Remuneration Committee, the ALSA Board of Directors and the ALSA Horizontal HR Service.									
102-38	Annual total compensation ratio.	<table border="1"> <thead> <tr> <th></th> <th>2018</th> <th>2019</th> </tr> </thead> <tbody> <tr> <td></td> <td>11.99</td> <td>13.26</td> </tr> </tbody> </table> <p>(Calculated by dividing the fixed salary of the best paid person by the average salary of all workers in 2019, not including the best paid person).</p>		2018	2019		11.99	13.26			
	2018	2019									
	11.99	13.26									
102-39	Percentage increase in annual total compensation ratio.	<table border="1"> <thead> <tr> <th></th> <th>2018</th> <th>2019</th> </tr> </thead> <tbody> <tr> <td>Best paid person</td> <td>7.14 %</td> <td>10.00 %</td> </tr> <tr> <td>Average salary of workforce*</td> <td>0.07 %</td> <td>1.55 %</td> </tr> </tbody> </table> <p>*not including the best paid person.</p>		2018	2019	Best paid person	7.14 %	10.00 %	Average salary of workforce*	0.07 %	1.55 %
	2018	2019									
Best paid person	7.14 %	10.00 %									
Average salary of workforce*	0.07 %	1.55 %									
<b>Participation of stakeholders</b>											
102-40	List of stakeholder groups.	p. 23-24.									
102-41	Collective bargaining agreements.	100 %.									
102-42	Identifying and selecting stakeholders.	p. 23-24.									
102-43	Approach to stakeholder engagement.	p. 23-25.									
102-44	Key topics and concerns raised.	p. 24-29, 86.									

GRI Standard	Brief description	2019
<b>Material topics and boundaries</b>		
102-45	Entities included in the consolidated financial statements.	p. 100. At the domestic level, the scope of consolidation includes both the parent company and the group subsidiaries over which the parent company has control through shareholdings or through decision-making powers via the subsidiaries' governing bodies. The above is in accordance with applicable commercial and tax regulations. Notwithstanding the above, the parent company of ALSA is listed on the London Stock Exchange, and the reader is therefore referred to the reporting and documentation that it is obliged to publish as a listed company, which can be accessed through the website <a href="http://www.nationalexpressgroup.com">www.nationalexpressgroup.com</a> .
102-46	Defining report content and topic boundaries.	p. 25-26, 86.
102-47	List of material topics.	p. 25-26, 86.
102-48	Restatements of information.	If there are any changes versus the metrics or calculations reported in previous reports, they will be specified in the corresponding section of the report.
102-49	Changes in reporting.	The results obtained in the 2019 Materiality Study do not differ substantially from the previous years' results. There have therefore been no changes affecting the content or boundaries of the topics included in this year's report.
<b>Report profile</b>		
102-50	Reporting period.	2019
102-51	Date of most recent report.	2018
102-52	Reporting cycle.	Annual.
102-53	Contact point for questions regarding the report.	Ignacio Pérez-Carasa. <a href="mailto:ipcarasa@alsa.es">ipcarasa@alsa.es</a>
102-54	Claims of reporting in accordance with the GRI Standards.	p. 85.
102-55	GRI content index.	p. 86-99.
102-56	External assurance.	p. 85.
<b>Management approach</b>		
103-1	Explanation of the material topic and its boundary.	Material topics are highlighted in blue within the GRI index.
103-2	The management approach and its components.	The management approach is outlined in the GRI index for each material topic.
103-3	Evaluation of the management approach.	The management approach is outlined in the GRI index for each material topic.

GRI Standard	Brief description	2019
<b>Economic performance</b>		
<b>Economic performance</b>	Focused on generating financial profits based on corporate social responsibility and sustainability, i.e., creating a positive impact for employees and society alike through increased economic activity.	
201-1	Direct economic value generated and distributed.	p. 4.
201-2	Financial implications and other risks and opportunities due to climate change.	p. 4, 26-27, 68, 72-74, 75-78.
201-3	Defined benefit plan obligations and other retirement plans.	There is a social benefits policy in place, which is designed around the Bus Plus Employee Card. For most employees under collective agreements, the company has voluntarily agreed to accept all partial early retirement requests. There are no private pension plans.
201-4	Financial assistance received from government.	p. 4.
<b>Market presence</b>		
202-1	Ratios of standard entry level wage by gender compared to local minimum wage.	The salary tables of the collective agreement are applied without differentiation by gender.
202-2	Proportion of senior management hired from the local community.	100% (Local community is understood to be Spain).
<b>Indirect economic impact</b>		
203-1	Infrastructure investments and services supported.	p. 4.
203-2	Significant indirect economic impact.	Data on the significant indirect economic impact is not available.
<b>Procurement practices</b>		
204-1	Proportion of spending on local suppliers.	p. 4, 18, 31.
<b>Anti-corruption</b>		
205-1	Operations assessed for risks related to corruption.	100% of the company's operations in 2019 underwent due diligence proceedings which exhaustively cover all the critical components of a company.
205-2	Communication and training on anti-corruption policies and procedures.	p. 30, GRI 102-25.
205-3	Confirmed incidents of corruption and actions taken.	Zero incidents of corruption.
<b>Anti-competitive behaviour</b>		
206-1	Total number of legal actions for anti-competitive behaviour.	0

GRI Standard	Brief description	2019																								
<b>Environmental performance</b>		Note: Relative values are reported in the body of the report. In this index, the absolute values are given.																								
<b>Materials</b>	Focused on reducing the company's main area of consumption - fuel consumption - and to the use of alternative energy sources.																									
301-1	Materials used by weight or volume.	p. 68, 74-79.																								
301-2	Recycled input materials used.	p. 74, 77-78, 89.																								
<b>Products and services</b>																										
301-1	Reclaimed products and their packaging materials.	Not applicable.																								
<b>Energy</b>	Focused on both energy use stemming from fuel for passenger transport and energy use at the company's facilities. The total values in both cases are directly linked to the volume of activity and the number of facilities.																									
302-1	Energy consumption within the organization.	p. 68, 74-79.																								
		<table border="1"> <thead> <tr> <th>Energy consumption (kW/h)</th> <th>2017</th> <th>2018</th> <th>2019</th> </tr> </thead> <tbody> <tr> <td>ELECTRICITY USE AT FACILITIES</td> <td>15,072,478</td> <td>14,512,964</td> <td>13,488,759</td> </tr> <tr> <td>HEATING</td> <td>3,347,247</td> <td>3,748,146</td> <td>3,726,194</td> </tr> <tr> <td>OTHER AREAS OF CONSUMPTION</td> <td>370,061</td> <td>346,267</td> <td>394,035</td> </tr> <tr> <td>TRANSPORT</td> <td>878,484,856</td> <td>906,369,374</td> <td>926,033,553</td> </tr> <tr> <td>TOTAL</td> <td>897,274,643</td> <td>925,301,372</td> <td>942,608,182</td> </tr> </tbody> </table>	Energy consumption (kW/h)	2017	2018	2019	ELECTRICITY USE AT FACILITIES	15,072,478	14,512,964	13,488,759	HEATING	3,347,247	3,748,146	3,726,194	OTHER AREAS OF CONSUMPTION	370,061	346,267	394,035	TRANSPORT	878,484,856	906,369,374	926,033,553	TOTAL	897,274,643	925,301,372	942,608,182
		Energy consumption (kW/h)	2017	2018	2019																					
		ELECTRICITY USE AT FACILITIES	15,072,478	14,512,964	13,488,759																					
		HEATING	3,347,247	3,748,146	3,726,194																					
		OTHER AREAS OF CONSUMPTION	370,061	346,267	394,035																					
TRANSPORT	878,484,856	906,369,374	926,033,553																							
TOTAL	897,274,643	925,301,372	942,608,182																							
302-2	Energy consumption outside the organization.	<table border="1"> <thead> <tr> <th>Description</th> <th>2017</th> <th>2018</th> <th>2019</th> </tr> </thead> <tbody> <tr> <td>Fuel consumption outside the organization (kWh)*</td> <td>117,309,801</td> <td>116,112,521</td> <td>120,333,540</td> </tr> </tbody> </table>	Description	2017	2018	2019	Fuel consumption outside the organization (kWh)*	117,309,801	116,112,521	120,333,540																
		Description	2017	2018	2019																					
Fuel consumption outside the organization (kWh)*	117,309,801	116,112,521	120,333,540																							
<i>Estimated data</i>																										
302-3	Energy intensity.	p. 68, 72. Energy intensity is calculated as emissions (tCO <sub>2</sub> e/q) divided by the company's revenue (€).																								
302-4	Reduction of energy consumption.	p. 68, 74-79.																								
302-5	Reduction in energy requirements of products and services.	p. 74-79.																								
<b>Water</b>																										
303-1	Water withdrawal by source.	p. 81, 82. Water consumption is from the municipal supply.																								
		<table border="1"> <thead> <tr> <th>Description</th> <th>2017</th> <th>2018</th> <th>2019</th> </tr> </thead> <tbody> <tr> <td>Total water consumption (m<sup>3</sup>)</td> <td>197,752</td> <td>196,731</td> <td>198,080</td> </tr> </tbody> </table>	Description	2017	2018	2019	Total water consumption (m <sup>3</sup> )	197,752	196,731	198,080																
Description	2017	2018	2019																							
Total water consumption (m <sup>3</sup> )	197,752	196,731	198,080																							
303-2	Water sources significantly affected by withdrawal of water.	Not applicable. Water consumption is from the municipal supply.																								
303-3	Water recycled and reused.	p. 81 (percentage of total water consumption reduction). The volume cannot be reported as this information was not available at the time of publication.																								

GRI Standard	Brief description	2019								
<b>Biodiversity</b>										
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	ALSA does not have operational sites located in or near protected areas or areas of high biodiversity value.								
304-2	Significant impacts of activities, products, and services on biodiversity.	No significant impacts of activities, products, and services on biodiversity have been identified.								
304-3	Habitats protected or restored.	No habitats have been protected or restored.								
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations.	Not applicable.								
<b>Emissions</b>										
Focused on reducing emissions per KM run, as the total volume of emissions is directly related to the volume of activity. Also working on fleet maintenance and renewal, and on the use of the best available technologies and alternative or less polluting fuels.										
p. 68, 75-79, 82.										
305-1	Direct (scope 1) and indirect (Scope 2) GHG emissions	<table border="1"> <thead> <tr> <th>Description</th> <th>2017</th> <th>2018</th> <th>2019</th> </tr> </thead> <tbody> <tr> <td>Scope 1 emissions (tCO<sub>2</sub>eQ)</td> <td>255,813</td> <td>259,425</td> <td>263,901</td> </tr> </tbody> </table>	Description	2017	2018	2019	Scope 1 emissions (tCO <sub>2</sub> eQ)	255,813	259,425	263,901
Description	2017	2018	2019							
Scope 1 emissions (tCO <sub>2</sub> eQ)	255,813	259,425	263,901							
p. 74, 79.										
305-2	Energy indirect GHG emissions.	<table border="1"> <thead> <tr> <th>Description</th> <th>2017</th> <th>2018</th> <th>2019</th> </tr> </thead> <tbody> <tr> <td>Scope 2 emissions (tCO<sub>2</sub>eQ)</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Description	2017	2018	2019	Scope 2 emissions (tCO <sub>2</sub> eQ)	0	0	0
Description	2017	2018	2019							
Scope 2 emissions (tCO <sub>2</sub> eQ)	0	0	0							
p. 75, 77.										
305-3	Other indirect GHG emissions (Scope 3).	<table border="1"> <thead> <tr> <th>Description</th> <th>2017</th> <th>2018</th> <th>2019</th> </tr> </thead> <tbody> <tr> <td>Scope 3 emissions (tCO<sub>2</sub>eQ)</td> <td>31,989</td> <td>31,511</td> <td>32,659</td> </tr> </tbody> </table>	Description	2017	2018	2019	Scope 3 emissions (tCO <sub>2</sub> eQ)	31,989	31,511	32,659
Description	2017	2018	2019							
Scope 3 emissions (tCO <sub>2</sub> eQ)	31,989	31,511	32,659							
p. 75.										
305-4	GHG emissions intensity.	<table border="1"> <thead> <tr> <th>Description</th> <th>2017</th> <th>2018</th> <th>2019</th> </tr> </thead> <tbody> <tr> <td>Intensity of Scope 3 GHG emissions (tCO<sub>2</sub>eQ/Mil€)</td> <td>0.0420</td> <td>0.0375</td> <td>0.0340</td> </tr> </tbody> </table>	Description	2017	2018	2019	Intensity of Scope 3 GHG emissions (tCO <sub>2</sub> eQ/Mil€)	0.0420	0.0375	0.0340
Description	2017	2018	2019							
Intensity of Scope 3 GHG emissions (tCO <sub>2</sub> eQ/Mil€)	0.0420	0.0375	0.0340							
305-5	Reduction of GHG emissions.	p. 75-77, 82.								
305-6	Emissions of ozone-depleting substances (ODS)	p. 75, 82.								
305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions.	p. 75, 82.								

GRI Standard	Brief description	2019																																						
<b>Effluents and waste</b>	Focused on managing the waste generated by the organisation. The main waste-generating activity is vehicle maintenance, so the volume of waste generated is directly linked to the volume of activity.																																							
		p. 81.																																						
306-1	Water discharge by quality and destination.	<table border="1"> <thead> <tr> <th>Description</th> <th>2017</th> <th>2018</th> <th>2019</th> </tr> </thead> <tbody> <tr> <td>Urban waste water discharge (m³)</td> <td>70,527</td> <td>70,548</td> <td>77,474</td> </tr> <tr> <td>Industrial waste water discharge, automotive (m³)</td> <td>104,284</td> <td>106,466</td> <td>98,173</td> </tr> <tr> <td>Industrial waste water discharge Catering (m³)</td> <td>22,941</td> <td>19,717</td> <td>22,433</td> </tr> <tr> <td>Total waste water discharge (m³)</td> <td>197,752</td> <td>196,731</td> <td>198,080</td> </tr> </tbody> </table>	Description	2017	2018	2019	Urban waste water discharge (m³)	70,527	70,548	77,474	Industrial waste water discharge, automotive (m³)	104,284	106,466	98,173	Industrial waste water discharge Catering (m³)	22,941	19,717	22,433	Total waste water discharge (m³)	197,752	196,731	198,080																		
Description	2017	2018	2019																																					
Urban waste water discharge (m³)	70,527	70,548	77,474																																					
Industrial waste water discharge, automotive (m³)	104,284	106,466	98,173																																					
Industrial waste water discharge Catering (m³)	22,941	19,717	22,433																																					
Total waste water discharge (m³)	197,752	196,731	198,080																																					
		p. 80-81.																																						
306-2	Waste by type and disposal method.	<table border="1"> <thead> <tr> <th>Description</th> <th>2017</th> <th>2018</th> <th>2019</th> </tr> </thead> <tbody> <tr> <td>Hazardous waste managed (t)</td> <td>834</td> <td>799</td> <td>825</td> </tr> <tr> <td>Non-hazardous waste managed (t)</td> <td>437</td> <td>570</td> <td>583</td> </tr> <tr> <td>Paper for recycling (t)</td> <td>8.7</td> <td>7.14</td> <td>-</td> </tr> </tbody> </table> <p>All waste - hazardous and non-hazardous - generated through ALSA's activity is managed by approved waste management providers.</p> <table border="1"> <thead> <tr> <th>Type</th> <th>Traitement</th> <th>2018</th> <th>2019</th> </tr> </thead> <tbody> <tr> <td rowspan="2">RNP (t)</td> <td>Disposal</td> <td>210</td> <td>196</td> </tr> <tr> <td>Recovered/recycled</td> <td>360</td> <td>387</td> </tr> <tr> <td rowspan="2">RP (t)</td> <td>Disposal</td> <td>264</td> <td>299</td> </tr> <tr> <td>Recovered/recycled</td> <td>535</td> <td>526</td> </tr> <tr> <td colspan="2"><b>TOTAL DÉCHETS</b></td> <td><b>1,369</b></td> <td><b>1,408</b></td> </tr> </tbody> </table>	Description	2017	2018	2019	Hazardous waste managed (t)	834	799	825	Non-hazardous waste managed (t)	437	570	583	Paper for recycling (t)	8.7	7.14	-	Type	Traitement	2018	2019	RNP (t)	Disposal	210	196	Recovered/recycled	360	387	RP (t)	Disposal	264	299	Recovered/recycled	535	526	<b>TOTAL DÉCHETS</b>		<b>1,369</b>	<b>1,408</b>
Description	2017	2018	2019																																					
Hazardous waste managed (t)	834	799	825																																					
Non-hazardous waste managed (t)	437	570	583																																					
Paper for recycling (t)	8.7	7.14	-																																					
Type	Traitement	2018	2019																																					
RNP (t)	Disposal	210	196																																					
	Recovered/recycled	360	387																																					
RP (t)	Disposal	264	299																																					
	Recovered/recycled	535	526																																					
<b>TOTAL DÉCHETS</b>		<b>1,369</b>	<b>1,408</b>																																					
306-3	Significant spills.	None have taken place.																																						
306-4	Transport of hazardous waste.	ALSA does not transport hazardous waste. The management of hazardous waste is undertaken with approved waste management providers in accordance with the law.																																						
306-5	Water bodies affected by water discharges and/or runoff.	None.																																						
<b>Environmental compliance</b>																																								
307-1	Non-compliance with environmental laws and regulations.	No sanctions; there are usually requests for information, to which the organisation responds promptly.																																						
<b>Supplier environmental assessment</b>																																								
308-1	New suppliers that were screened using environmental criteria.	100 %																																						
308-2	Negative environmental impacts in the supply chain and actions taken.	Mitigation of potential environmental impacts in the supply chain is accounted for by including requirements in the tender processes through which suppliers are contracted; all suppliers must fulfil all of these requirements.																																						



GRI Standard Brief description 2019

Social performance

Employment

401-1 New employee hires and employee turnover. p. 56-57, 60-61.

401-2 Benefits provided to employees. p. 63-65.

Description	2017	2018		2019	
		Men	Women	Men	Women
Rate of return to work and retention after maternity or paternity leave, by gender	100%*	100%	100%	93,48%	100%
Total number of employees who have been entitled to parental leave, by gender	93	112	20	138	21
Total number of employees who have taken parental leave, by gender.	93	112	20	138	21
401-3 Parental leave. Total number of employees who returned to work in the reporting period after the end of parental leave.	93	112	20	129	21
Total number of employees who returned to work after the end of parental leave and who were still with the company 12 months after returning to work, by gender**.	-	-	-	108	19

\*The combined figure for men and women is given for 2017.

\*\* N° of employees who took parental leave in the previous year and were still employed by ALSA 12 months later.

Labour/management relations

402-1 Minimum notice periods regarding operational changes. 4 weeks.

Occupational health and safety

Focused on improving the prevention of occupational accidents and improving the health and wellbeing of the people who make up the organization.

Description	2017	2018	2019
403-1 Workers representation in formal joint management-worker health and safety committees.	71.56%	73.8%	71.85

The rest of the workforce, up to the total of 100%, belong to group companies which - due to their number of employees - are only represented through their Prevention Representatives.

GRI Standard	Brief description	2019																																	
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities.	<p>p. 4, 56.</p> <table border="1"> <thead> <tr> <th>2019*</th> <th>Hommes</th> <th>Femmes</th> </tr> </thead> <tbody> <tr> <td>Accident frequency rate.</td> <td>12.33</td> <td>14.03</td> </tr> <tr> <td>Accident severity rate.</td> <td>0.38</td> <td>0.41</td> </tr> </tbody> </table> <p><i>*Rates broken down by gender were calculated by ALSA using the average workforce of men and women as a denominator. This is the reason why the rates do not coincide with the overall figures reported by the mutual insurance company (see pages 6 and 63).</i></p> <p>In 2019, there was one death due to an occupational accident in Spain.</p>	2019*	Hommes	Femmes	Accident frequency rate.	12.33	14.03	Accident severity rate.	0.38	0.41																								
2019*	Hommes	Femmes																																	
Accident frequency rate.	12.33	14.03																																	
Accident severity rate.	0.38	0.41																																	
403-3	Workers with high incidence or high risk of diseases related to their occupation.	There were no incidences of occupation-related diseases in 2019.																																	
403-4	Health and safety topics covered 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 within the organisation.																																	
<b>Training and education</b>	Focused on affording quality employment, improving working conditions and supporting the development of people within the organisation.																																		
404-1	Average hours of training per year per employee.	<p>p. 38, 56, 58.</p> <table border="1"> <thead> <tr> <th>Training</th> <th>2017</th> <th>2018</th> </tr> </thead> <tbody> <tr> <td>Hours of training (Spain)</td> <td>81,897</td> <td>78,507</td> </tr> <tr> <td>Hours of training/employee</td> <td></td> <td></td> </tr> <tr> <td>Management</td> <td>11.29</td> <td>2.85</td> </tr> <tr> <td>Middle management</td> <td>15.99</td> <td>10.43</td> </tr> <tr> <td>Qualified professionals</td> <td>10.53</td> <td>10.19</td> </tr> <tr> <td>Operators</td> <td>11.28</td> <td>13.38</td> </tr> <tr> <td>Hours of training/employee</td> <td></td> <td></td> </tr> <tr> <td>Men</td> <td>10.99</td> <td>10.27</td> </tr> <tr> <td>Women</td> <td>10.48</td> <td>9.07</td> </tr> <tr> <td>Training for transport division (%)</td> <td>85.2</td> <td>83.81</td> </tr> </tbody> </table>	Training	2017	2018	Hours of training (Spain)	81,897	78,507	Hours of training/employee			Management	11.29	2.85	Middle management	15.99	10.43	Qualified professionals	10.53	10.19	Operators	11.28	13.38	Hours of training/employee			Men	10.99	10.27	Women	10.48	9.07	Training for transport division (%)	85.2	83.81
Training	2017	2018																																	
Hours of training (Spain)	81,897	78,507																																	
Hours of training/employee																																			
Management	11.29	2.85																																	
Middle management	15.99	10.43																																	
Qualified professionals	10.53	10.19																																	
Operators	11.28	13.38																																	
Hours of training/employee																																			
Men	10.99	10.27																																	
Women	10.48	9.07																																	
Training for transport division (%)	85.2	83.81																																	
404-2	Programs for upgrading employee skills and transition assistance programs.	p. 38, 56, 58-59.																																	
404-3	Percentage of employees receiving regular performance and career development reviews.	<p>p. 58.</p> <table border="1"> <thead> <tr> <th>Description</th> <th>2017</th> <th>2018</th> <th>2019</th> </tr> </thead> <tbody> <tr> <td>Men</td> <td>6.77</td> <td>4.9</td> <td>19.3</td> </tr> <tr> <td>Women</td> <td>2.21</td> <td>1.8</td> <td>9.2</td> </tr> <tr> <td>Administrative staff</td> <td>-</td> <td>0.4</td> <td>2.1</td> </tr> <tr> <td>Technicians</td> <td>5.68</td> <td>3.6</td> <td>25.5</td> </tr> <tr> <td>Management</td> <td>2.46</td> <td>2</td> <td>0.9</td> </tr> <tr> <td>Executives</td> <td>0.84</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	Description	2017	2018	2019	Men	6.77	4.9	19.3	Women	2.21	1.8	9.2	Administrative staff	-	0.4	2.1	Technicians	5.68	3.6	25.5	Management	2.46	2	0.9	Executives	0.84	-	-					
Description	2017	2018	2019																																
Men	6.77	4.9	19.3																																
Women	2.21	1.8	9.2																																
Administrative staff	-	0.4	2.1																																
Technicians	5.68	3.6	25.5																																
Management	2.46	2	0.9																																
Executives	0.84	-	-																																

GRI Standard	Brief description	2019																								
<b>Diversity and equal opportunity</b>																										
		p. 4, 17, 56-57, 60.																								
405-1	Diversity of governance bodies and employees.	<table border="1"> <thead> <tr> <th>Members of ALSA Management Team*</th> <th>2017</th> <th>2018</th> <th>2019</th> </tr> </thead> <tbody> <tr> <td>Men</td> <td>92</td> <td>113</td> <td>119</td> </tr> <tr> <td>Women</td> <td>8</td> <td>22</td> <td>30</td> </tr> <tr> <td>Under 30</td> <td>0</td> <td>4</td> <td>5</td> </tr> <tr> <td>30 to 50</td> <td>59</td> <td>84</td> <td>94</td> </tr> <tr> <td>Over 50</td> <td>41</td> <td>47</td> <td>50</td> </tr> </tbody> </table>	Members of ALSA Management Team*	2017	2018	2019	Men	92	113	119	Women	8	22	30	Under 30	0	4	5	30 to 50	59	84	94	Over 50	41	47	50
		Members of ALSA Management Team*	2017	2018	2019																					
		Men	92	113	119																					
		Women	8	22	30																					
		Under 30	0	4	5																					
		30 to 50	59	84	94																					
Over 50	41	47	50																							
*The ALSA Management Team is a group of employees with a high level of responsibility within the organisation.																										
405-2	Ratio of basic salary and remuneration of women to men.	Minimum salary stipulated in collective agreement with no differentiation by gender.																								
<b>Non-discrimination</b>																										
406-1	Incidents of discrimination and corrective actions taken.	We have received no rulings of discrimination incidents. There is a policy in place for harassment complaints and protocols, which includes actions and prevention measures.																								
<b>Freedom of association and collective bargaining</b>																										
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk.	Application of the Code of Ethics.																								
<b>Child labour</b>																										
408-1	Operations and suppliers at significant risk for incidents of child labor.	Application of the Code of Ethics.																								
<b>Forced labour</b>																										
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor.	Application of the Code of Ethics.																								
<b>Security practices</b>																										
410-1	Security personnel trained in human rights policies or procedures.	Security personnel are external suppliers and this information is not currently available.																								
<b>Rights of indigenous peoples</b>																										
411-1	Incidents of violations involving rights of indigenous peoples.	Not applicable.																								
<b>Human rights assessment</b>																										
412-1	Operations that have been subject to human rights reviews or impact assessments.	Application of the Code of Ethics.																								
<b>Investment</b>																										
412-2	Employee training on human rights policies or procedures.	In 2017, training was provided on human trafficking for the ALSA Management Team, HR and Procurement areas following the entry into force in the United Kingdom of the Modern Slavery Act, which contains a series of obligations for companies to prevent trafficking situations both within the organisation and throughout the supply chain. The knowledge acquired by the attendees was assessed through a test and a case study, giving them the chance to contribute their ideas on measures that could be taken in this area.																								

GRI Standard	Brief description	2019
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 into the clause of good conduct which is, in turn, incorporated by default into all contracts with our suppliers.
<b>Local communities</b>		
	Focused on ensuring integration, mainly for people with disabilities, through training and employability measures.	
413-1	Operations with local community engagement, impact assessments, and development programs.	p. 4, 26-27, 68-72.
413-2	Operations with significant actual and potential negative impacts on local communities.	p. 68, 75-79, 82. No significant negative impacts on the local community have been identified.
<b>Supplier assessment in terms of human rights, labour practices and social impact</b>		
414-1	New suppliers that were screened using social criteria.	100%
414-2	Negative social impacts in the supply chain and actions taken.	Mitigation of potential social impacts in the supply chain is accounted for by including requirements in the tender processes through which suppliers are contracted; all suppliers must fulfil all of these requirements.
<b>Public policy</b>		
415-1	Value of political contributions by country and recipient.	None.
<b>Customer health and safety</b>		
	Focused on customer safety, mainly in relation to traffic accidents in which the organisation was at fault.	
416-1	Assessment of the health and safety impacts of product and service categories.	p. 26-27, 36-37, 39, 41-43.
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services.	There were no incidents of fines, sanctions or warnings.
<b>Product and service labelling</b>		
417-1	Requirements for product and service information and labeling.	Not applicable.
417-2	Incidents of non-compliance concerning product and service information and labeling.	0 incidents of non-compliance.
417-3	Incidents of non-compliance concerning marketing communications.	0 incidents of non-compliance.

GRI Standard	Brief description	2019
<b>Customer privacy</b>		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data.	The total number of customer complaints in relation to data protection was 0.
<b>Regulatory compliance</b>		
419-1	Non-compliance with laws and regulations in the social and economic area.	€443,108.93* *Includes all ALSA activity, domestic and international.
<b>Alsa indicators</b>		
Alsa-01	Passengers carried.	p. 4, 45.
Alsa-02	Kms run.	p. 4, 45.
Alsa-03	Customer Satisfaction Index (CSI).	p. 45-46. The CSI is the average score given by passengers in response to the question: How would you rate your overall satisfaction level, from 0 to 10?
Alsa-04	Net Promoter Score (NPS).	p. 45-46. The NPS is calculated as follows: <ul style="list-style-type: none"> <li>• From 0 to 10, how likely are you to recommend ALSA to your friends and family?</li> <li>• Customers giving scores of 9 or 10 are promoters (calculated as a %).</li> <li>• Customers giving scores of 7 or 8 are neutral (calculated as a %).</li> <li>• Customers giving scores of 6 or under are detractors (calculated as a %).</li> </ul>

# Alsa Corporate Structure

At 31 December 2019, ALSA is comprised of the companies listed below, which comprise a tax consolidation group. The composition and operation of the group is governed by the provisions of Articles 42 et seq. of the Spanish Commercial Code.

Alsa Granada Airport, S.L.	Dainco, S.A.	Servicios Del Principado S.A.U.
Alsa Grupo, S.L.U.	Ebrobus, S.L.U.	Servicios El Temple, S.L.
Alsa Intercity Services, S.A.	Eggmann Frey	Servicios Empresariales Especiales, S.L.U.
Alsa Internacional, S.L.U.	Eme Business Associates, S.A.	Setra Ventas Y Servicios S.A.U.
Alsa Khouribga, S.A.	Estacio D'autobusos D'andorra	Sisalde Alquiler De Vehículos Con Conductor, S.L.
Alsa Metropolitana, S.A.U.	Estación Autobuses De Cartagena, S.A.	Técnicas En Vehículos Automóviles, S.L.U.
Alsa Metropolitano Do Porto, Lda	Estación De Autob. De San Lorenzo Del Escorial, S.A.U.	Tiac Viagens E Turismo Lda
Alsa Puerto Rico, LLC	Estación De Autobuses Aguilar De Campoo, S.L.	Tibus Berlines De Luxe, S.L.U.
Alsa Rail, S.L.U.	Estación De Autobuses De Astorga, S.L.	Tibus Business Cars, S.L.U.
Alsa Tanger, S.A.	Estación De Autobuses De Avilés S.L.	Tibus Business Limousines, S.L.U.
Aplic. Y Sist. Integrales Para El Transporte, S.A.	Estación De Autobuses De León, S.A.	Tibus Luxury Services, S.L.U.
Argabus, S.A.	Estación De Autobuses De Plasencia, S.L.	Tibus, S.A.
Argantours, S.A.	Estaciones Terminales De Autobuses, S.A.	Transport De Voyageurs En Autocar Maroc S.A.
Artazo Servicios Integrales, S.L.	Euska Alsa, S.L.U.	Transporte Colectivos, S.A.U.
Asturies Berlinas De Luxu, S.L.U.	Ezkerraldea-Meatzaldea Bus, S.A.	Transportes Accesibles Generales S.A.
Autobuses La Tafallesa, S.A.	Gal Bus, S.L.	Transportes Accesibles Peninsulares, S.L.
Autobuses Urbanos De Arganda, S.A.	General Técnica Industrial, S.L.U.	Transportes Adaptados Andaluces, S.A.U.
Autobuses Urbanos De Bilbao, S.A.	Gorbea Representaciones, S.L.	Transportes Adaptados Regionales, S.L.U.
Autobuses Urbanos De León, S.A.U.	Groupe Alsa Transport S.A	Transportes Bacoma, S.A.U.
Autocares Castilla León, S.A.U.	Grupo Enatcar, S.A.	Transportes De Viajeros De Aragón, S.A.
Autocares De Badajoz, S.L.	Guaguas Gumidafe, S.L.	Transportes Santo Domingo, S.L.U.
Autocares Discrecionales Del Norte, S.L.U.	Gva Transfer.Com Sarl	Transportes Terrestres Cántabros, S.A.
Automóviles Luarca, S.A.U.	Immeubles,Vehicules Accesoires Maroc S.A.R.L	Transportes Unidos De Asturias, S.L.
Automóviles Sigras Carral, S.A.	Intercambiadores Europeos, S.L.	Transportes Urbanos De Cantabria, S.L.U.
Autos Calpita, S.A.	Intercar Business Cars, S.L.U.	Transportes Urbanos De Cartagena, S.A.
Autos Pelayo, S.A.U.	International Business Limousines, S.A.U.	Transportes Urbanos De Guadalajara, S.L.
Autos Rodríguez-Eocar, S.L.	Interprovincial Maroc S.A.R.L	Transports Dels Pirineus
Baleares Business Cars, S.L.U.	Interurbana De Autocares S.A.U.	Tranvía De Vélez, S.A.U.
Baleares Consignatarios Tours, S.L.	Irubus, S.A.U.	Tranvías Metropolitanos De Granada, S.A.
Baleares Consignatarios, S.L.	Jiménez Lopera, S.A.U.	Turyexpres, S.A.U.
Berlinas Calecar, S.L.U.	La Unión Alavesa, S.L.	Vecolux Lleida, S.L.
Berlinas De Asturias, S.L.U.	La Unión De Benisa, S.A.	Viajes Alsa, S.A.U.
Berlinas De Canarias, S.L.U.	Los Abades De La Gineta, S.L.U.	Viajes Por Carretera, S.A.U.
Berlinas De Toledo, S.L.U.	Maitours, S.L.	Voramam El Gaucho, S.L.
Berlinas Tibus, S.L.U.	Manuel Vázquez Vázquez, S.L.	



**Alsa**  
Miguel Fleta 4  
28037 Madrid (Spain)  
[www.alsa.es](http://www.alsa.es)

