

alsa



Sustainability report 2020

Alsa

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2020 was not an easy year for any of us. The COVID-19 pandemic completely changed our lives, jobs and working environment. Nevertheless, I am proud to see that in difficult times like this, our company and its people have been able to do their best, demonstrating that Corporate Social Responsibility is part of our very being.

This sustainability report bears witness to the achievements made throughout 2020, of which I would personally like to highlight those developed within our core value of Community for the special dedication to mitigating the effects of COVID and on the other hand to the Environment, with clear commitments and truly relevant investments, in order to achieve carbon footprint reductions and gear ourselves towards the objective of decarbonisation in 2050.

Each and every one of Alsa's strategic focuses: Profitable Growth, Operational Excellence, Talent and Innovation and Technology, are all aligned and contribute to concrete Sustainable Development Goals (SDGs) and the 2030 Agenda. This year we took a step further by identifying specific indicators that let us analyse Alsa's real contribution to the SDGs.

Given this year's situation, in addition to our traditional SDG 3 "Health and Well-being" targets for reducing accidents and polluting emissions, the "Alsa Safe Mobility" plan has been added, with protocols and measures against the pandemic that make buses a safe place for all our workers and customers.

The contribution made with regard to SDG #11 "Sustainable Cities and Communities" has also been relevant, in which we continue to make progress with the incorporation of a total of 136 alternative propulsion vehicles (ECO or ZERO) over the past 2 years, and with the expansion and improvement of our increasingly accessible services.

Particular mention should be made of the work we have been doing for years in favour of SDG 5 "Gender equality", thanks to which we have managed to increase the presence of women in the transport sector.

In addition, despite the shut-down of many of our activities due to the restrictions which put a brake on our Profitable Growth and Talent strategy, we have maintained our focus in accordance with SDG 8 "Decent Work and Economic Growth".

We have demonstrated more than ever that our Values are not just mere intentions, but are part of our DNA, setting us apart as a great company. The people who make up Alsa have been truly dedicated, sometimes even at the risk of their own health. They have helped with individual or team actions in order to cooperate with those who most needed it at a truly difficult time for everyone, whether through voluntary campaigns for food donation, the lending of vehicles to the UME or the Army for the transport of sick people, the transport of health personnel and the repatriation of Spaniards and Moroccans to their countries of origin, etc. Never have our values meant so much by demonstrating that we are an organisation made up of great people and committed to society.

These are undoubtedly the best ways to get back on the road to growth and development which we were showing before the pandemic.

Jorge Cosmen
Chairman



As a sign of transparency with our stakeholders, we present this fourth Sustainability Report in which we detail Alsa's performance in 2020 in the field of Corporate Social Responsibility.

Our strategy based on the four pillars of Profitable Growth, Excellence, Talent and Innovation and Technology allows us to continue to grow, despite a challenging year due to COVID-19. Alsa has been provisionally awarded urban transport contracts in Lisbon and Porto, which will see operations begin in 2022 in Portugal. We have concluded the implementation in Morocco of the Casablanca Urban Transport Service in a difficult environment, awarded at the end of 2019 and we have also reached our goal of setting up operations in France, getting an urban transport contract in the city of GEX that will serve as a future growth strategy in this country for other transport services.

Our focus on Excellence has enabled us to react swiftly and urgently to the new situation, adapting our structure, costs and services to the new demands, implementing the Alsa Safe Mobility plan in order to safeguard the health of customers and employees above all else. From the outset, Alsa set out to help alleviate the effects of COVID-19 in collaboration with the groups that needed it the most. Above all we helped ensure an essential public service for the country, guaranteeing mobility for everyone, under really difficult conditions at the beginning of the pandemic. Our Sustainability policy continues to expand in Morocco, with the publication of the first sustainability report and the approval of a Corporate Social Responsibility plan.

With regard to our environmental impact, we have made great commitments whereby, as of 2020, we only include ECO or ZERO emissions vehicles in our urban fleet, and with the goal that by 2030 all vehicles that enter urban areas should be ZERO emissions, thus leading the transition to new technologies.

This being a particularly difficult year for our people, the most important asset we have, the efforts within the strategic pillar of talent have focused on trying to make the lives of our employees and their families a little easier through the 'Alsa te Ayuda' (Alsa Helps You) programme.

Finally, innovation and digitalisation have played a leading role. The implementation of the first 100% electric Autonomous Bus in Spain has been a major milestone, and we are already working on projects with Hydrogen powered Buses, pioneering their introduction. In addition, COVID-19 has led to new needs and changes in interactions between customers, employees and the company, so a multitude of processes have had to be digitalised quickly, from sales platforms to contactless payment methods to shipping processes.

2020 has affected us all. A difficult and tough year marred by the pandemic and its consequences, and yet with effort, dedication and thanks to the know-how and excellent performance of all the members of the organisation, we have managed to make progress in achieving a more sustainable company which has adapted to the new situation.

This is why I would personally like to thank everyone who make up this great family, for their hard work and dedication to Alsa: our staff and their families, for their resilience and commitment, our suppliers, who have done a commendable job, and of course our customers, who have kept their trust in us during these difficult times.

A handwritten signature in black ink, appearing to read 'Francisco Iglesias'. The signature is stylized and written over a light blue horizontal line.

Francisco Iglesias
CEO

Main figures

| | 2018 | 2019 | | 2020 |
|--|--------|--------|---|-----------------|
| Direct economic value generated ¹ (€m) | 119.6 | 125.4 | ↓ | 12.49 |
| Revenue ¹ (€m) | 842.3 | 940.6 | ↓ | 638.17 |
| Operating costs ¹ (€m) | 573.9 | 629.0 | ↓ | 467.31 |
| Employee salaries ¹ (€m) | 337.8 | 379.0 | ↓ | 336.94 |
| Social Security costs ¹ (€m) | 71.2 | 87.0 | ↓ | 78.42 |
| Supplier payments ¹ (€m) | 406.92 | 460.38 | ↓ | 441.94 |
| Taxes and rates (€m) | 103.84 | 105.15 | ↓ | 79.38 |
| Payments to government (taxes and fees) | 72.34 | 72.55 | ↓ | 57.78 |
| Payments to the government (Hydrocarbons tax) | 31.50 | 32.60 | ↓ | 21.60 |
| Deductions and tax credits (€m) | 0.5 | 0.38 | ↑ | 0.76 |
| Subsidies for investment and research (€m) | 2.9 | 6.4 | ↓ | 2.76 |
| Investment in infrastructure and fleet ¹ (€m) | 38.1 | 66.1 | ↓ | 48.80 |
| Buses in fleet ¹ | 3,465 | 3,981 | ↑ | 4,696.00 |

| | | | | | |
|-------------------------------|---|--------|--------|---|---------------|
| Excellence | Number of complaints through Helpline | 0 | 0 | = | 0 |
| | EFQM Seal of Excellence | 500+ | 500+ | = | 500+ |
| | Total suppliers ¹ | 9,393 | 11,716 | ↓ | 8,675 |
| | Volume of payments to domestic suppliers ¹ (%) | 99.4 | 98.5 | ↓ | 96.15 |
| Safety | FWI ² (Fatalities and Weighted Injuries. Injuries in at-fault accidents) | 3.4 | 0.57 | ↑ | 1.10 |
| | At-fault accident rate | 0.77 | 0.80 | ↓ | 0.71 |
| | Total accident rate | 1.52 | 1.51 | ↓ | 1.37 |
| Customers | Passengers carried ¹ (millions of passengers) | 326.22 | 368.08 | ↓ | 291.85 |
| | Kms travelled ¹ (millions of kms) | 369.52 | 399.85 | ↓ | 291.37 |
| | Customer Satisfaction Index (CSI) | 8.05 | 8.03 | - | - |
| | Net Promoter Score (NPS) | 45.80 | 45.80 | - | - |
| People | No. of employees (average workforce) | 7,818 | 8,293 | ↓ | 8,062 |
| | Percentage of women on the workforce (%) | 13.96 | 14.98 | ↑ | 15.70 |
| | Accident severity rating | 0.55 | 0.53 | ↓ | 0.27 |
| | Accident frequency rate (%) | 16.41 | 16.46 | ↓ | 8.64 |
| Community and the Environment | Agreements with NGOs and foundations | 16 | 18 | ↑ | 23 |
| | Agreements with universities | 16 | 16 | ↑ | 20 |
| | Direct emissions Scope 1 and 2 (tCO ₂ eq/100 km) | 0.0995 | 0.0969 | ↓ | 0.0926 |
| | Fleet fuel consumption (kWh/100 km) | 347.68 | 340.11 | ↑ | 345.04 |
| | Total energy consumption (kWh/100 km) | 354.81 | 346.57 | ↑ | 352.55 |

¹Total ALSA activity

Leading Transport Operator

Alsa is the sustainable, multi-modal and connected mobility operator, the leader in the road passenger transport sector in Spain. The premises on which it operates are a concept of transport with a comprehensive approach and permanent customer satisfaction.

As an integrated operator, it is able to meet citizens' various **mobility needs** through an extensive range of regional, national, international, urban, occasional (coach hire) and tourism services. Also running bus stations, service areas and vehicle maintenance and repair services, together with a growing railway operation and related auxiliary activities.

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 expansion in Spain, Alsa has also carried out an intense

international expansion process, offering the best transport solutions to citizens in most European Union countries, with the recent awarding of the Metropolitan Services of Lisbon and Oporto, in the Kingdom of Morocco and in Puerto Rico.



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 America, North Africa and the Middle East.



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

Gain customer loyalty by providing them with an excellent public transport service in terms of safety, frequency and comfort.

Our Values

Excellence



We constantly strive to **be excellent** in everything we do.

People



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

Safety



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

Community and the Environment



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

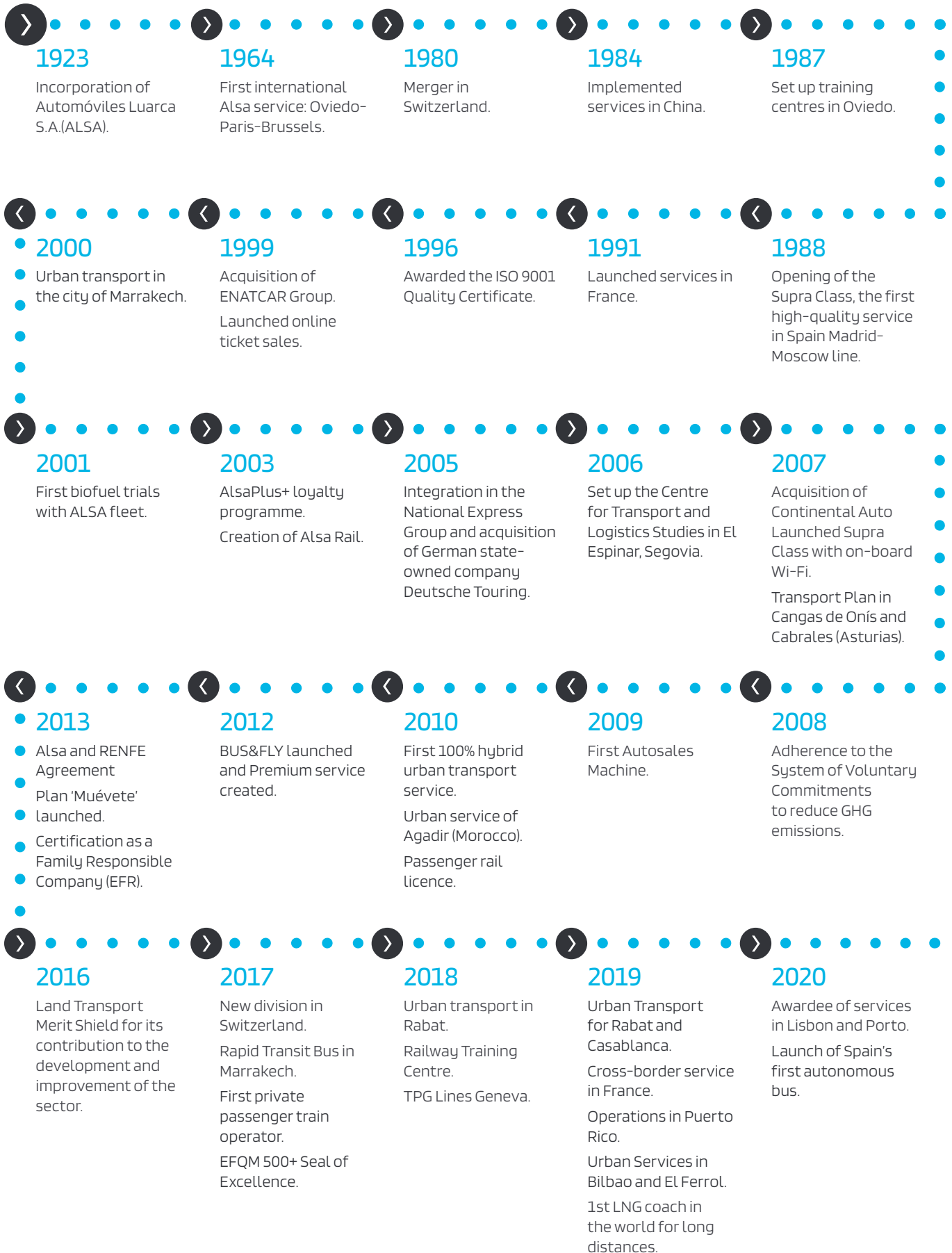
Customers



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



Historia y logros de Alsa



Mobility operator

Domestic and International Transport

ALSA runs an extensive network of European connections, linking the Iberian Peninsula with almost all the European Union and the North of Africa.

Leader in Spain in regular transport service.


The national network of Alsa links almost every autonomous region together.

ALSA national network



 Close to **300** million travellers annually

 **8,000** professionals in Spain

 More than **4,000** buses



ALSA's global network



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

Regional Transport



Alsa works actively with the various regulatory bodies on the development of Regional Transport Consortiums in the Autonomous Regions.

With the acquisition of Ágreda Bus in 2020, regional transport from

Alsa is already present in almost every Autonomous Region: Aragon, Asturias, the Balearic Islands, Cantabria, Extremadura, the Basque Country, Castilla y Leon, La Rioja, Madrid, Catalonia, Navarre, the Region of Valencia, Murcia, Andalusia and Galicia.

We operate in **15** autonomous regions

Urban and metropolitan transport



Alsa manages more than 30 urban networks, with more than 3,500 destinations, in different cities and metropolitan areas of Spain, as well as in Marrakech, Khouribga, Agadir, Tangier, Rabat and Casablanca in Morocco, where it is already the first public transport company in the country, and 2 lines of the public transport of Geneva (TPG). In 2020, Alsa began operating the Gex Urban service in France, the first urban service that Alsa operates in that country.

In 2020, the company was also provisionally awarded the Metropolitan Services of Lisbon and also the Metropolitan Services of Porto, which will see Alsa enter Portugal in 2022, reaching an important milestone in its strategy for expansion and growth in international markets.

Over **35** networks managed in cities and metropolitan areas.

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



Metropolitan Transport in Lisbon and Porto

Alsa will manage bus services in the South-east of the Lisbon metropolitan area. The South-east of the Lisbon metropolitan area includes six cities, including Setúbal, which together have a population of more than 315,000 people.

In the case of Porto, the second largest city in Portugal, the Northeast Zone will be covered in its connection between the city with 4 cities totalling more than 300,000 inhabitants.

All together this involves a fleet of more than 400 vehicles, directly employing more than 600 people and with an annual turnover of 44 million euros. Both contracts are scheduled to start in 2022.

Occasional and tourist transport



Alsa manages or participates in the management of tourist bus services of the cities of Madrid, Barcelona, Bilbao, Gijón, San Sebastian, Murcia and Marrakech and the tourist train of Almería. ALSA offers Spain's broadest, most comprehensive occasional transport services and is the country's largest provider of transport for major events.

Rail transport



The company continues to operate tourist trains and three locomotives have been purchased during 2020. This allows Alsa to provide further growth in this line of business and increase customer attraction.

The Alsa Railway Training Centre has been providing specialist courses for railway companies and individuals since 2019.

During 2020, it has continued to diversify its railway activity, having received approval from the State Railway Safety Agency as a rolling stock maintenance centre for all types of railway vehicles, which allows regulated maintenance interventions to be carried out on the railway network managed by ADIF.

At the end of 2020, Alsa was awarded two major rail transport contracts, in addition to the three existing high-speed lines on the Lleida-French Border, Olmedo-Orense, Antequera-

Granada sections, consolidating our position with ADIF. These are:

- Maintenance of the installations and adjacent buildings on the ADIF Madrid-Levante High-Speed Line.
- Management of switching services and other services related to train operations at the Zaragoza-Plaza freight terminal.

This diversification activity allows us to maintain a path of sustained and profitable growth, with a national presence and diversification in all types of railway activities.



Strategy

To guarantee long-term sustainable results against a constantly changing backdrop, whilst meeting our goal of being a multi-modal 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:



Milestones 2020

Profitable growth

New markets / methods / businesses

- Alsa provisionally awarded the Metropolitan Transport services of the Metropolitan Areas of Lisbon and Porto.
- Opening of the first Alsa Urban Transport in France, in the commune of Gex (France).

Incorporation of quality businesses offering synergies with competitive sales

- Acquisition of Agreda Bus.
- Awarding of the Contract of the Regional Government of Galicia XG 800, Ordes county and North Santiago.
- Start of Operations in Ferrol.
- Award of maintenance of the Madrid High-Speed Line. The Levante for ADIF.
- Awarding of the management of handling and other services of the Zaragoza Plaza Freight Terminal.

Operational Excellence

Organic growth

- Participation in FITUR.
- Xacobeo Sponsorship Agreement with the Regional Government of Galicia.
- Intermodality Agreement with Renfe and Iberia.
- Travel Agreement+ Fortfait Alto Campo Station.
- 7% digital sales growth vs 2019.
- Approval of the Alsa Rail Rolling Stock Maintenance Centre by the National Railway Safety Agency.

Cost efficiency

- Employment protection procedures according to applicable law.
- Cash Protection Programme.
- Reduction in breakdowns.
- Artificial Intelligence, in Predictive vs Preventive Maintenance.
- Adaptation of Variable Costs to changes in demand.

Concession management

- Marrakech Contract Extension.
- Service award in the Eastern District of La Coruña, and commencement of operations.

Safety

- More than 7,000 COVID tests performed on employees, in addition to the distribution and installation of disease protection systems.
- Alsa presents MITMA with its Safe Mobility Plan for a return to bus travel.

Excellent Customer Service

- ALSA SAFE MOBILITY project in all phases and interactions with our clients.
- Progressive implementation of the new brand and image of the company.
- Certification of the COVID-19 protocol by AENOR (Spain and Morocco).
- ICTE "Safe Tourism" certification.
- New service "Block the seat next to you".
- BCX seal for "Best transport company 2020 (Spain and Iberoamerica) in customer experience".
- Easing of exchange, return and cancellation policy.
- Benchmarking on Covid-19-related mobility improvement initiatives at the domestic and international level.

Operational Excellence

Sustainability

- Renewal of EFQM +500 Seal of Excellence.
- Alsa-LG Smart Green agreement aimed at planting three million trees in the forests of Spain with reforestation in the Sierra de Gata in Extremadura.
- Bilbo Bus Agreement - Puntodis.
- Alsa Agreement - Botin Centre.
- Collaboration in the "Navarra de Colores" campaign of the Government of Navarre.
- Actions and Special COVID Cooperation Programme.
- "Travelling with Support" initiative by Alsa and Plena Inclusión Madrid.
- Campaigns in collaboration with the Integra Foundation.
- Integra Foundation recognises Alsa's commitment to job placement.
- Alsa among the 100 best companies in Spain, being 49 in the MERCO ranking.
- Preparation of the Sustainability Report and Materiality Analysis of Alsa Morocco.

Talent

Attraction / commitment / development

- Surveys to assess staff mood during the COVID-19 Crisis and Alsa performance during the Crisis.
- Alsa Plan to support employees (2020-2021).
- Increased female presence in management and operational staff.

Leadership

- Implementation of "Alsa Comunidad" Internal Network to support communication.
- Service Technician Group Assessments.

Technology and Innovation

Innovation

- Autonomous bus Cooperation Agreement with DGT / Madrid Transport Consortium / UAM University.
- Launch of Spain's first autonomous bus.
- Creation of the new "Bike & Scooter Hosting" business.
- Transport on demand "BUS DIRECT", on two lines of the Sierra Norte de Madrid, in collaboration with the CRTM.
- Creation the Office for Next Generation Funds.

Technology

- Agreement with Mastercard, to promote digitalisation and innovation, using contactless payments in public transport and developing EMV-contactless technology.
- Implementation of HR ERP (Human Capital Management tool – CHRIS).
- New Alsa website.
- Launch of Alsa's first MaaS initiative on the Meep platform.
- Digitalisation of embarkation processes, identification of passengers, integration of post-COVID standards within ALSA SAFE MOBILITY.
- Digital integration of new businesses in Switzerland and Morocco.
- Continuous improvement of apps.



Alsa vs COVID-19



Alsa is a resilient company capable of dealing wholeheartedly with crisis situations. This was demonstrated by the development of the **Safe**

Mobility Plan in the wake of the COVID-19 crisis. A cross-cutting project that has adapted operations, facilities, fleet and stations with the

priority objective of protecting both employees and passengers from the risk of contagion.



During the pandemic, Alsa also cooperated intensively with other institutions in their commitment and responsibility to society:



COVID-19 Cooperation

Collaboration with EMU.

Food donation to Caritas, Food Banks, Red Cross and other organisations.

Adherence to the RESPONDE Red Cross plan.

Repatriation of Spanish citizens.

Repatriation of Moroccan citizens.

Collaboration in Operation Balmis.

Free transport of health personnel.

Collaboration with law enforcement agencies.

COVID Patient Transport.

Maintenance of the Red Cross fleet.

Joining the "Madrid thanks you" campaign.

Organisational chart

Chairman

Chairman
Jorge Cosmen

Board of Directors

Chief Executive Officer
Francisco Iglesias

| | | | |
|----------------------------------|--|--|--------------------------------------|
| MD. Spain Víctor López | MD. Morocco Alberto Pérez | Strategy and Organisation Carlos Huesa | Legal Services María Pérez |
| CFO Marcos García | MD. Alsa International and M&A Miguel Pérez-Juez | HR Juan A. Esteban | CDO Carlos Acha |

Transport Spain

| | | | |
|---|---|---|--|
| Sales and marketing Division Rocío Escondrillas | Tenders and projects Division Alberto Cillero | Operations and Maintenance Division Cesar Llana | |
| Cornisa Area Unit Javier Martínez | Madrid Area Unit Víctor Henando | Mediterranean Area Unit Valeriano Díaz | Northwest Area Unit Miguel Ángel Marqués |
| North Area Unit Luis G. Panizo | Discretionary Area Unit Isaac Álvarez | European Funds and NX Engineering Area Unit Miguel Ángel Alonso | |

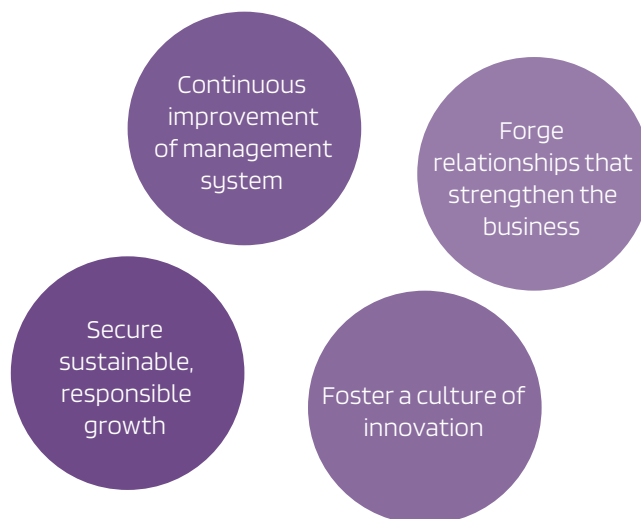
Other Committees

| | |
|---|--|
| Strategy Committee HR Committee Transport Committee Compliance Committee Equality and Work-Life Committee | Innovation Committee CSR Committee Trade Committee Digital Committee Environment Committee |
|---|--|

Excellence

Our approach

ALSA constantly strives to achieve excellence in all that it does. The deployment of its sustainability policy and its commitments to its stakeholders is supported by robust management tools, continuous innovation and strategic partnerships.



Key figures

| | 2018 | 2019 | | 2020 |
|-------------------|---|--------|--------|-----------------|
| Excellence | Number of complaints through Ethical Complaints Channel | 0 | = | 0 |
| | Volume of payments to suppliers ¹ (€m) | 406,92 | 460,38 | ↓ 441,94 |
| | Total suppliers ¹ | 9.393 | 11.716 | ↓ 8.675 |
| | Volume of payments to domestic suppliers ¹ (%) | 99,4 | 98,5 | ↓ 96,15 |
| | EFQM Seal of Excellence | 500+ | 500+ | ↑ 500+ |





¹Total ALSA activity



Action Plan



Performance in 2020

| | | | | |
|---|--|--|---|---|
|  | Certifications | Aenor COVID certification for Safe Mobility. | Safe Tourism Certified ICTE Seal. | Awarded EFQM 500+ Seal of Excellence. |
| RSC | Corporate Social Responsibility | CSR policy adapted to the Maternity Study 2019. | 3rd audited Sustainability Report. | Alsa's actions against COVID. |
| | | SDG alignment. | Memory and Maternity Study in Morocco. | Communication actions. |
|  | Alliance management | Covid-19 campaign: EPIS and COVID protective equipment for vehicles. | Launch of the first autonomous bus (ALSA-UAM-DGT-CRTM agreement). | Design of goal attainment system. |
|  | Digitalisation | Digitalisation of sales for regional and urban digital services. | MAAS development. | Efficiency management: development of optimisation tools. |
|  | Innovation | Deployment of pilots. | | Obtain 3.6 in CII. |

Certifications

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.



Quality management system



Road safety management system



Management of corporate social responsibility



Audited sustainability report



Occupational safety and health



Universal accessibility



Public passenger transport services



Emergency management



Service letters



Healthy company award



Cseaa-insia in road safety



Efficient driving of commercial vehicles



Legal compliance



Environmental management



CO2 verified.



Emas certificate



Energy management



Reconciliation and equality



Information security management



Carbon footprint record



49th place in the merco corporate responsibility and governance ranking



Safe tourism icte



Covid-19 protocol

EFQM 500+ Seal of Excellence

Alsa is part of the small group of 123 national organisations that currently hold the EFQM 500+ European Seal of Excellence. Of these, only 18 have a level above the 550-599 reached by Alsa. This seal distinguishes those organisations that follow a strategy oriented towards excellence.



ALSA is the only Spanish passenger transport operator to have received this recognition.

AENOR Certificate of the COVID-19 Protocol

In June 2020, the Alsa "Safe Mobility Plan" was certified by AENOR, granting it its seal of protocol against COVID-19.

The aim of the Safe Mobility Plan is to provide customers (passengers, administrations, businesses, etc.) with a service that has processes designed to guarantee the conditions of maximum confidence to protect the health of users. This Plan is currently the social value of reference of the organisation, a project undertaken by and for all, inside and outside Alsa: employees, customers, vehicles, facilities, public authorities, etc. It is key to restoring consumer trust in collective

transport, in short, for the future of the business.

The measures included are adapted to specific features and conditions of services in each town or region and, in addition, affect all contact phases with the customer (sales process, stations and bays/platforms, on-boarding processes, location of passengers on the bus, service areas, air conditioning and heating system, cleaning and disinfection of vehicles) and preventive measures and protocols for employees.

A key factor in the Alsa Safe Mobility Plan was the strict compliance with health protocols and standards to ensure that the company returned to previous levels of operation.



Alsa was the first transport operator to be certified by AENOR against COVID-19

Its leadership position has a ripple effect in the Mobility sector.



Corporate Social Responsibility

Corporate Social Responsibility Management Certificate

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



Our Values



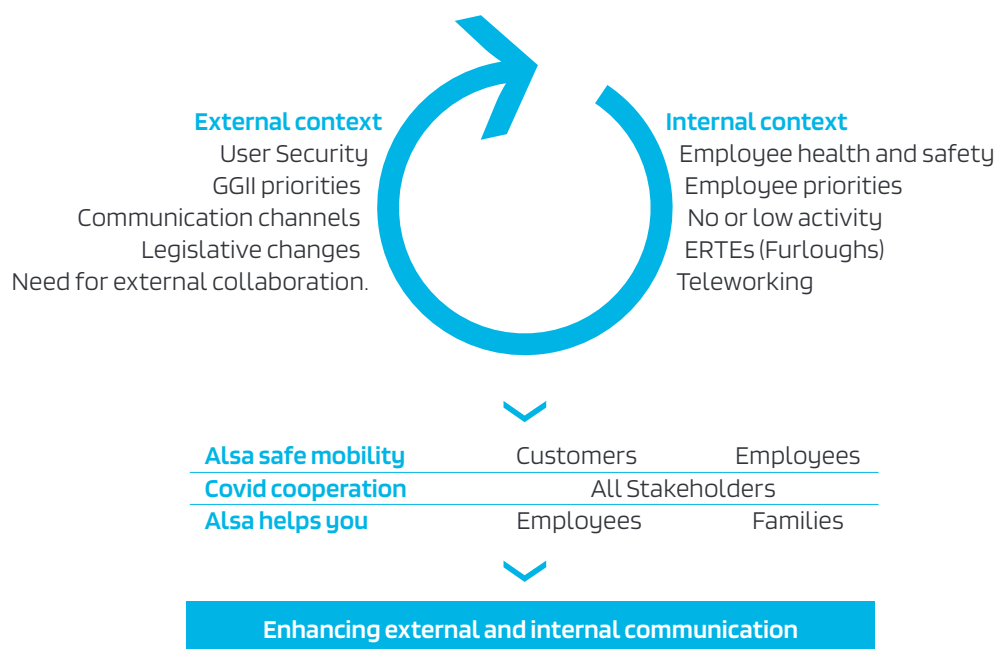
Through its Corporate Social Responsibility management system, the organisation manages the development of its sustainability policy in accordance with the company's strategic pillars and in line with material or relevant aspects for its stakeholders.

The Sustainability Policy has been revised and adapted to Morocco as a first phase of extending the

CSR model outside Spain. The Stakeholder Relationship and Management Models were also updated, as were the Action Plans to which the company initially committed.

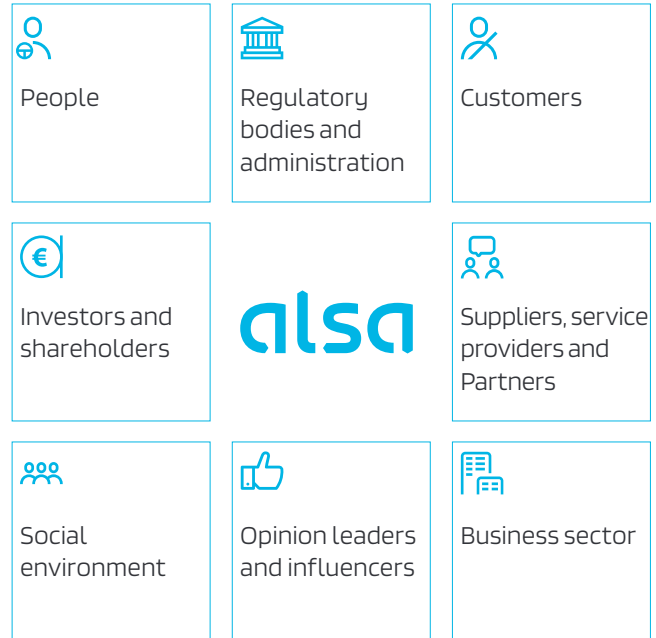
During 2020, the COVID-19 crisis meant a radical change in the context, both externally and internally, of Stakeholders' needs and expectations, from a CSR point

of view. Alsa's performance in this scenario has been the development of an ambitious programme aimed at safeguarding the health of its customers and employees (Alsa Safe Mobility); cooperating with the other social actors in an attempt to mitigate the impact of the virus; and providing support to employees and their families (Alsa helps you).



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:

"Our commitments" to stakeholders

Shareholders and Investors

- Ensure good governance and sustainability.
- Identify and respond to their requirements.
- Promote transparency.

Customers

- Ensure the customer is at the core of everything we do.
- Only do what is safe.
- Offer innovative mobility services and solutions.
- Commitment to creating positive experiences.

Social Setting and The Environment

- Ethics, responsibility, dialogue and transparency.
- Generate sustainable value for society.
- Identify and meet the needs of the community.
- Dialogue with social agents and trade union representatives.
- Reduce greenhouse gas (GHG) emissions.

Management

- Secure everyone's involvement in good governance.
- Promote transparency.

People

- Talent development and Benefits.
- Promote a sense of pride to be part of ALSA.
- Respect human rights and dignity.
- Promote training and talent development systems.
- Attract and retain the best employees.

Opinion-Makers

- Ensure transparency and active cooperation, facilitating access to information.

Administrations and Regulatory Authorities

- Ensure impeccable performance of contracts.
- Ensure access to mobility within the contractual framework.
- Promote transparency.
- Develop social responsibility.

Suppliers and partners

- Open, honest, fluid, transparent dialogue.
- Build solid relationships.
- Promote teamwork.
- Alignment with Sustainability Policy.

Business Sector

- Free competition and active cooperation with other organisations and institutions.
- Strict observance of competition law, exchange of best practices, integrity and ethics.

2nd Materiality Assessment

In 2019, Alsa consulted its Stakeholders on which social and environmental aspects they consider most relevant when carrying out Corporate Responsibility activities.

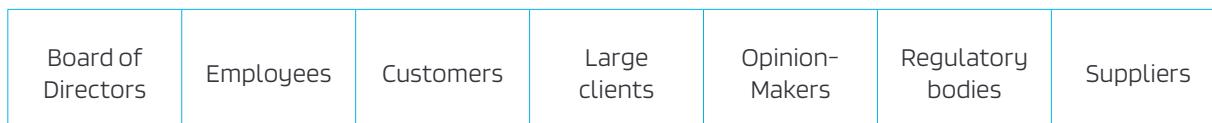
Through a series of personal interviews and email questionnaires,

over 1,000 people evaluated ALSA'S performance and prioritised the company's key areas and lines of action in the field of sustainability.

A new Materiality Study will be conducted during 2021

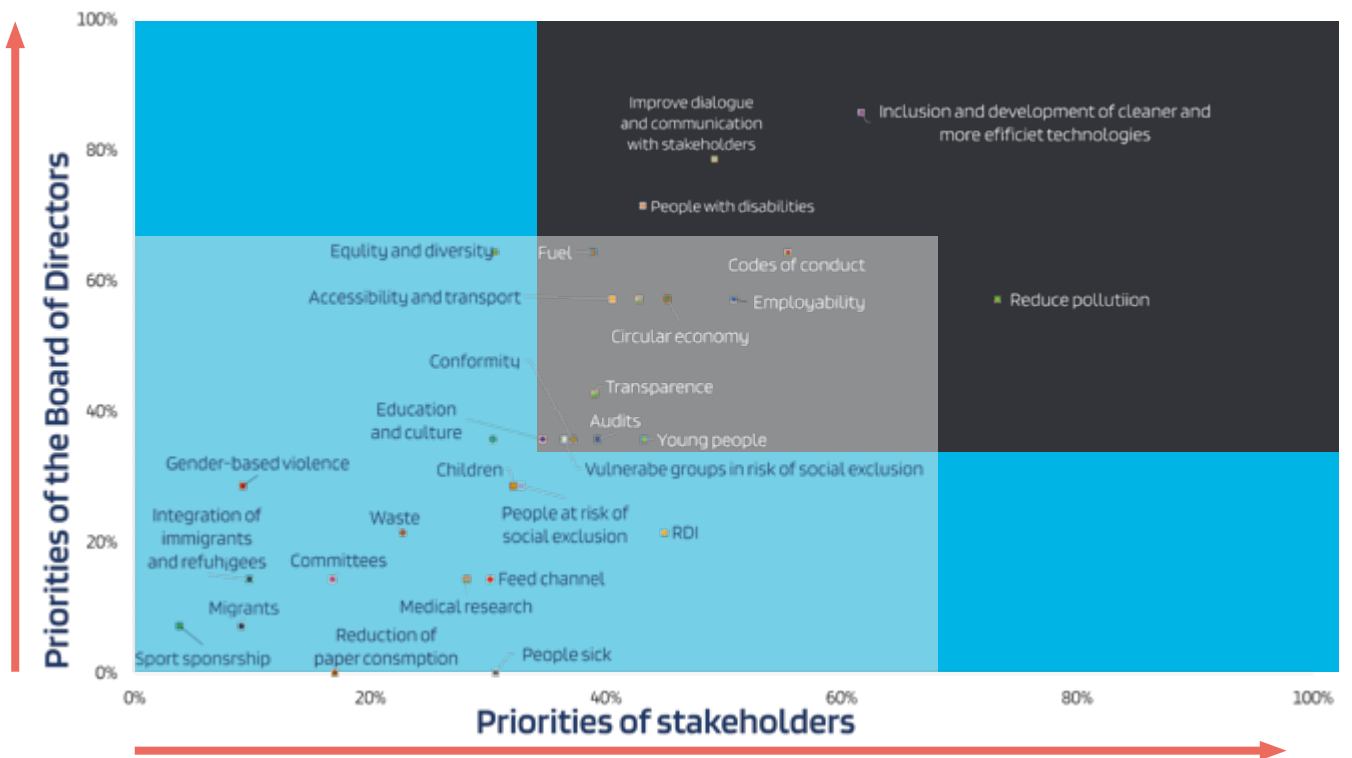


Stakeholders



Based on the results of the 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.

Materiality Matrix



Intrinsic value

Safety as an unquestionable, inherent value.

Equality as an identity policy of the company.

Priority aspects

Inclusion and development of cleaner and more efficient technologies; reducing pollution – emissions; improving the organisation's dialogue and communication with stakeholders; people with disabilities.

Important aspects

Prepare policies and codes of conduct which outline the organisation's ethical commitments; reduce fuel and energy use; Circular economy; Senior citizens; improve employability and the accessibility of transport services.

Courses of Action 2020

In response to Alsa's CSR Values and the outcome of the Materiality

Assessment, the organisation is implementing specific courses of

action in response to the priorities highlighted by its stakeholders.

| Value | Priority aspects | Courses of action 2020 |
|-----------------------------------|--|--|
| Excellence | Policies and codes of conduct | Legal Compliance System. |
| | Improve dialogue with stakeholder groups | New corporate image. |
| | | Materiality Study in Morocco. |
| | | First Sustainability Report in Morocco. |
| | Enhance Communication to Employees and Customers. | |
| People | Improve employability | Integrate young talent: Move Programme and Graduates Programme. |
| | | Cooperation with Integra Foundation. |
| | | Cooperation and agreements with universities. |
| | | "What are you capable of?" programme. |
| | | English scholarships for employees' children. |
| | People with disabilities | "What are you capable of?" programme. |
| | | Cooperation with Integra Foundation. |
| | | Agreement with ONCE Foundation to encourage jobs for people with disabilities. |
| | | 2020- 2022 Accessibility Plan. |
| | Equality | Collaboration with Fundación Juan XXII. |
| Equality and Work-Life Committee. | | |
| Increase in Female Workforce. | | |
| EFR measures. | | |
| | Equality awareness programme. | |
| Community | Senior Citizens | Major Policies Alsa. |
| | Reduce emissions and fuel consumption | Emission reduction programme. |
| | | Fuel consumption reduction programme. |
| | | Efficient driving programme. |
| | | AENOR EA0050 Certification (Efficient Driving). |
| | | SGA ISO 14001 and SGE 50001 Certifications. |
| | | Fleet renewal. |
| | | 100% electric autonomous vehicle. |
| | | Incorporation of three Class 3 CNG vehicles. |
| | | Smart Green Challenge. |
| | | Launch of the Alsa 2030 Environmental Challenge and Commitment. |
| | Circular economy | Waste minimisation programme. |
| | | Optimisation of raw materials. |
| Use of new fuels. | | |
| Accessibility | What are you capable of? programme. | |
| | Agreement with ONCE Foundation to encourage jobs for people with disabilities. | |
| | 2020 - 2022 Accessibility Plan. | |
| Senior Citizens | Cooperation with the NGO 'Asistencia y Desarrollo'. | |
| | Alsa Seniors Programme. | |
| Safety | Road Safety | Safety programme. |
| Customers | Accessibility | 2020 - 2022 Accessibility Plan. |
| | Senior Citizens | 2020- 2022 Accessibility Plan. |
| | | Senior Discount Policies. |

In addition, specific actions have been developed during 2020 aimed at reducing the effects of the pandemic, to which Alsa has responded and due to their special nature are detailed below.

| Value | Priority aspects | Courses of action 2020 |
|-------------------|--|---|
| Excellence | Improve dialogue with stakeholder groups (Actions related to COVID-19) | Action to make Main GG.II. available. |
| People | COVID 19 Actions | Voluntary Actions for Solidarity Purchases. Adherence to the RESPONDE Red Cross Plan (Volunteering). Alsa SAFE MOBILITY programme. Alsa HELPS YOU programme. |
| Community | COVID 19 Actions | Alsa provides 26 buses to support Operation Balmis. Cooperation with EMU by giving away 10 buses. Adhesion to the RESPONDE Red Cross Plan (Vehicle Cleaning). Repatriation of Spanish compatriots from Geneva and Lisbon. Repatriation of Moroccan citizens. Food donation to Caritas. Free transport for healthcare staff in Santander. Joining the "Madrid thanks you" campaign. |
| Safety | COVID 19 Actions | Alsa SAFE MOBILITY programme. |
| Customers | COVID 19 Actions | Alsa SAFE MOBILITY programme. |

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 demonstrates 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 a Compliance Letter 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.

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 set up 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.

After obtaining the Certification in 2019 in UNE 19601 for Compliance

System Management, in 2020, efforts have been made to implement all the improvement actions detected in the Audit following which the Certification was obtained in order to maintain the alignment of our system with the reference standard, and ultimately to provide the company with an effective, solid, real and reliable regulatory compliance system and

programme that meets the demands of our Organisation in terms of regulatory and ethical compliance.

In addition, and regardless of the fact that 2020 was an extremely difficult year, the programme of actions and activities approved for 2020 has been implemented in its entirety. A range of actions were undertaken in terms of training and dissemination by different means



(intranet, MiALSA, SMS, Internal Communications...) and to different groups of employees, adapting content and ensuring that the scope extends to the entire workforce. Likewise, our Management's commitment and support for our compliance system has also been maintained, having been expressly and publicly ratified by the Chief Executive Officer.

Furthermore, it should be noted that as a consequence of the pandemic, the risk matrix has been revised, adapting it to new circumstances and risks, and implementing the corresponding controls for its mitigation.

Lastly, within the objectives set for 2021, in addition to continuing with

the dynamics of dissemination and training in compliance, the follow-up audit of the Certification will be conducted (in force until 2022), along with the development and implementation of actions intended to permanently improve our system, understood as a dynamic whole that is constantly being updated and improved.

ALSA has sponsored a series of sessions held by the Spanish Compliance Officers Association (ACOFES), which in 2019 was focused on the topic: "Ten years of legal entity responsibility".

Alsa's contribution to the Sustainable Development Goals (SDGs)

The mission of becoming a multi-modal mobility operator involved in community development and environmental care is what sets out Alsa's strategy and therefore its contribution to the Sustainable Development Goals and the 2030 Agenda.

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

Specifically, and as a priority, SDG 3: Health and Well Being; SDG 8: Decent work and economic growth; and SDG 11: Sustainable cities and communities are priority goals where Alsa focuses its strategy and efforts.

Equality is part of the company's identity policy and there is a positive impact on SDGs 5 (Gender Equality) and 10 (Reduction of inequalities).

A further step has been taken in 2020, and specific indicators have been identified, serving to analyse and quantify the real contribution made by Alsa.

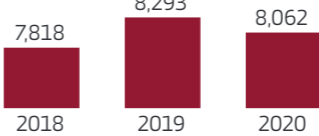
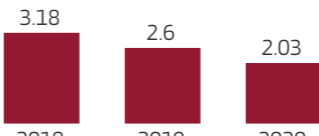

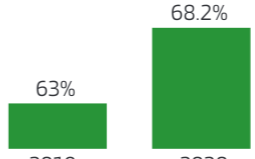
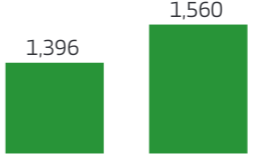
All Alsa strategic lines contribute and are aligned with the SDGs.



The following table provides an overview of Alsa's contribution to the SDGs in 2020.

| Alsa strategic focus | Alsa strategic courses | SDG | SDG targets | Indicators | Progress of Alsa's contribution | Alsa Commitment | | | |
|----------------------------|---|---|---|------------------------------|---|---|---|---|--|
| Profitable growth | Enter new markets / methods / businesses |  | 8.1 Maintaining economic growth | Revenue |  | Achieve sustainable economic growth with a positive impact on the territories in which it operates. | | | |
| | Incorporate high quality / synergistic / competitive advantages businesses | | | | | | | | |
| Operational Excellence | Organic Growth |  | 8.3 Developing productive activities and promoting small and medium-sized enterprises | Number of Domestic Suppliers |  | Improve employee health and provide safe services. | | | |
| | Cost Efficiency | | | | | | | | |
| | Concession management | | | | | | | | |
| | Safety | | | | 3.5 Prevention and Treatment of Drug and Alcohol Abuse | | Drug and Alcohol Test |  |  |
| | | | | | | | | 3.6 Reduction of Traffic Accidents | <p>-33.17% accident rate since programme implementation Driving Out Harm (DOH) in 2010.</p> |
| Excellent Customer Service | 11.2. By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all |  | 8.8 Protect labour rights and promote safe and secure working environments | Employees at Safety Briefing |  | Promote through policies and management systems - a safe, risk-free working environment for all employees | | | |
| | | | | | Employee accident (severity and frequency) | |   | | |

| Alsa strategic focus | Alsa strategic courses | SDG | SDG targets | Indicators | Progress of Alsa's contribution | Alsa Commitment | | | | | | | | |
|---|---|---|---|--|---|---|------|--------------------------------|-----------------------------------|----------------------------------|---------|---|---|---|
| Operational Excellence | Excellent Customer Service |  | 10.2. By 2030, enhance and promote the social, economic and political inclusion of all persons regardless of age, gender, disability, race, ethnicity, origin, religion or economic status or other status | No. of connected cities | 1,683 Spanish cities served. | Provide 100% accessible services that reach the whole territory as a tool to combat inequalities. | | | | | | | | |
| | |  | 11.2. By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all | Passengers carried (millions of passengers) |  <table border="1"> <tr><th>Year</th><th>2018</th><th>2019</th><th>2020</th></tr> <tr><td>Passengers (millions)</td><td>326.22</td><td>368.08</td><td>291.85</td></tr> </table> | Year | 2018 | 2019 | 2020 | Passengers (millions) | 326.22 | 368.08 | 291.85 | Guarantee sustainable transport with particular emphasis on seniors, children and people with disabilities. |
| | Year | 2018 | 2019 | 2020 | | | | | | | | | | |
| | Passengers (millions) | 326.22 | 368.08 | 291.85 | | | | | | | | | | |
| | Sustainability |  | 3.9 Reduction of deaths due to chemical pollution and pollution | Direct emissions (tCO2eq/100 km) |  <table border="1"> <tr><th>Year</th><th>2018</th><th>2019</th><th>2020</th></tr> <tr><td>Direct emissions (tCO2eq/100 km)</td><td>0.0995</td><td>0.0969</td><td>0.0927</td></tr> </table> | Year | 2018 | 2019 | 2020 | Direct emissions (tCO2eq/100 km) | 0.0995 | 0.0969 | 0.0927 | Reduce transport-related emissions through the incorporation of clean, low-emission vehicles, efficient driving programs, reducing consumption and improving energy efficiency. |
| | | Year | 2018 | 2019 | 2020 | | | | | | | | | |
| | | Direct emissions (tCO2eq/100 km) | 0.0995 | 0.0969 | 0.0927 | | | | | | | | | |
|  | | 6.3 Improve water quality. Reduce pollution and waste water | Automotive water discharge (workshop, camps, dispensers and washing facilities) in m ³ |  <table border="1"> <tr><th>Year</th><th>2018</th><th>2019</th><th>2020</th></tr> <tr><td>Water discharge (m³)</td><td>106,466</td><td>100,266</td><td>87,296</td></tr> </table> | Year | 2018 | 2019 | 2020 | Water discharge (m ³) | 106,466 | 100,266 | 87,296 | Moving towards the circular economy by reducing and recycling water used in laundry facilities. | |
| Year | | 2018 | 2019 | 2020 | | | | | | | | | | |
| Water discharge (m ³) | 106,466 | 100,266 | 87,296 | | | | | | | | | | | |
|  | 8.7 Eradicating slavery, trafficking and child labour | Implemented compliance systems | Compliance Certificate in accordance with UNE 19601 and Modern Slavery. | Strict compliance with laws and specific fight against modern slavery. | | | | | | | | | | |
|  | 11.6. Reducing the negative environmental impact on cities per capita | %Alternative propulsion fleet |  <table border="1"> <tr><th>Year</th><th>2018</th><th>2019</th><th>2020</th></tr> <tr><td>% Alternative propulsion fleet</td><td>5%</td><td>6%</td><td>9%</td></tr> </table> | Year | 2018 | 2019 | 2020 | % Alternative propulsion fleet | 5% | 6% | 9% | 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. | | |
| Year | 2018 | 2019 | 2020 | | | | | | | | | | | |
| % Alternative propulsion fleet | 5% | 6% | 9% | | | | | | | | | | | |
| Attraction / Commitment / Development |  | 5.1 Ending discrimination | % Employed by Gender Cases of discrimination | <p>% employed woman</p>  <table border="1"> <tr><th>Year</th><th>2018</th><th>2019</th><th>2020</th></tr> <tr><td>% Employed woman</td><td>13.96</td><td>14.98</td><td>15.7</td></tr> </table> <p>0 discrimination cases.</p> | Year | 2018 | 2019 | 2020 | % Employed woman | 13.96 | 14.98 | 15.7 | Equality as an identity policy and the promotion of women's inclusion in the transport sector. | |
| | | Year | 2018 | 2019 | 2020 | | | | | | | | | |
| % Employed woman | 13.96 | 14.98 | 15.7 | | | | | | | | | | | |
| 5.2 Eliminating all forms of gender-based violence | Anti-Harassment Protocols Harassment | Action procedure for cases of women victims of gender violence. 0 cases of harassment. | | | | | | | | | | | | |

| Alsa strategic focus | Alsa strategic courses | SDG | SDG targets | Indicators | Progress of Alsa's contribution | Alsa Commitment |
|---------------------------|---------------------------------------|---|---|--|---|---|
| Talent | Attraction / Commitment / Development |  | 5.5 Ensuring women's full participation and equal opportunities | % women in Alsa Management Team |  | Equality as an identity policy and the promotion of women's inclusion in the transport sector. |
| | | | | Number of employees |  | |
| | Leadership |  | 8.5 Achieving full employment and decent work (including young disabled people and equal pay) | Turnover rate |  | Training programmes to integrate young people into the workforce in quality jobs that enhance their skills. |
| | | | | 8.8 Protect labour rights and promote safe and secure working environments | Absenteeism Index | |
| Technology and Innovation | Innovation |  | 3.6 Reduction of Road Accidents | Performance Reviews | <div style="background-color: #800000; color: white; padding: 5px; display: inline-block;">152 performance reviews for Service Technicians in 2020.</div> | 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. |
| | | | | % workforce monitored with Drivecam and GPS |  | |
| | | | | Vehicles equipped with smart cameras |  | |
| | | | | |  | Safety as a priority value. Improve safety by incorporating new technologies to help change driving habits. |

Partnership management

In accordance with its strategic courses 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 evaluate potential opportunities.

In 2020, ALSA continued to develop and enhance this model, standardising and improving processes, aligning them with the

 **8,675** suppliers across all business activities

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.

Contamos con el  **96.15%** Spanish suppliers

Supplier requirements

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

Important Partnership Management milestones

As a reflection of our commitment to mobility, Partnership Management and innovation, the following partnership initiatives were carried out in 2020:

Autonomous bus.



The autonomous bus was deployed at UAM (Autonomous University of Madrid). In the process of renewing the Framework Agreement for the Pilot Project developed with the DGT, UAM and the Regional Transport Consortium which is committed to innovation, sustainability, connectivity and safety. This project materialised into an Agreement signed in January 2020, making us pioneers in Spain by putting into service the first driverless bus in real and regular operation in open traffic and on a line open to the public at the UAM facilities.

Other manufacturers:

Mercedes Benz, Scania, Toyota Caetano, Ibizar and Cab-Solaris.



Launching of courses of action to improve maintenance systems, testing of new fuels and new zero-emission vehicles, as well as development or implementation in other markets outside Spain (or internationally).

Repsol.



Renewed Alliance in which key projects for the coming years related to the ecological transition are framed such as the development of other elements such as Hydrogen, fleet load points, gas stations,...

Next Generation Fund Alliances.



These funds have led to the creation of Alliances in all Interest Groups (PPPs and Companies) and throughout the industry value chain related to energy transition, digitalisation, social cohesion and employment and equality. In addition, instruments such as the Expressions of Interest launched by the different Ministries have led to these Alliances with large companies and SMEs.

Digitalisation

Digitalisation is deployed across all areas of the organisation, seeking and delivering improvements and opportunities with a vision of service and operations excellence.

During 2020, efforts were made to achieve a digital customer experience, enhanced across all digital channels: Web, App, Kiosks, self-sales, etc.

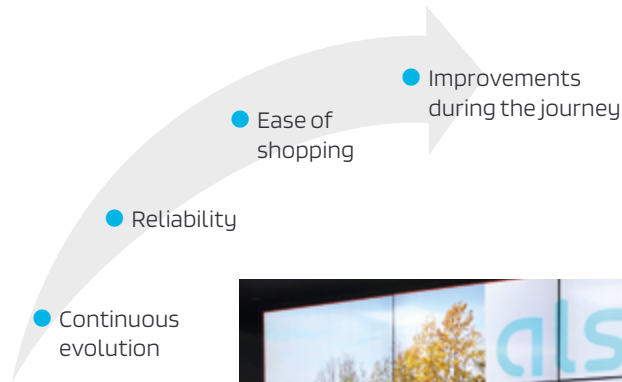
The purchasing process has been facilitated by issuing electronic tickets and enabling contactless payment through an agreement with Mastercard.

The travel experience has been personalised, the passenger receives an email prior to their trip with relevant information. And the supply

of onboard entertainment and travel information systems has been expanded.

The COVID-19 crisis and the implementation of the ALSA SAFE MOBILITY plan have also required new digital developments to make passenger boarding and

identification processes safer, to provide timely information to customers and to control occupancy within buses through specific algorithms.



Alsa has launched its first MaaS initiatives (Mobility as a Service) on the Meep platform (app connecting all modes of transport in the city), marking the start of the company's development in this field.



Innovation

During this period, work has continued on the lines established in the Innovation Strategy, based on the evolution of autonomous, shared, on-demand and P2P (pooling) mobility, and management with travel aggregators.

In addition, new lines of work have been opened up, accelerated by the mobility situation of society in the face of the COVID-19 crisis and detected thanks to its own open innovation and intra-entrepreneurship programs. Among the latter is the project of a novel

parking system for bicycles and private scooters in the city through hubs developed for this purpose.

Also in 2020, the "BUS DIRECT" initiative for transport on demand was launched on two lines of the Sierra Norte in Madrid, in collaboration with the CRTM. It allows users to book their seat through a specific mobile app, intended for residents in the towns in the mountains (sierra).

The Innovation and Digitalisation areas have been integrated to consolidate the processes of organic growth and transformation of the mobility business model.



Objectives 2021

Excellence model

List Euronext funds.

Covid-19 Certification.

Corporate Social Responsibility

Alignment of strategy with SDGs.

Extension of model to other countries.

Strengthening External and Internal Communication.

Partnership management

Prioritisation and impact analysis.

Automation of purchasing processes.

Partnerships for electromobility and sustainability.

Digitalisation

5% increase in the use of digital channels.

Launch of digital channel for urban transport.

Innovation

Launch of new business line "Bike & Scooter Hosting".

Positioning of the "Autonomous Bus" product in a new location.

Safety

Our approach

ALSA values safety above all else. We only do what is safe, and stop any unsafe behaviour. Therefore, during 2020 the organisation's efforts in this regard have focused on minimising the risks generated by the COVID-19 pandemic.



ELIMINANDO RIESGOS Driving out harm

ALSA's safety management is based on the Driving Out Harm (DOH) projects in place at all companies in the NATIONAL EXPRESS group. This programme has a clear goal: that safety is the most important and that the company standards are the best-in-class in the industry.

Key figures

| | | 2018 | 2019 | | 2020 |
|------------------------|--|-------|-------|------------|--------------|
| Safety | Accidents | | | | |
| | FWI (Fatalities and Weighted Injuries. Injuries in at-fault accidents) | 3.4 | 0.57 | ↑ | 1.10 |
| | At-fault Accident Rate | 0.77 | 0.80 | ↓ | 0.71 |
| | Total Accident Rate | 1.52 | 1.51 | ↓ | 1.37 |
| | Driver monitoring and follow-up | | | | |
| | Drivers assessed (%) | 100 | 71 | ↓ | 48 |
| | Driver assessments performed | 5,748 | 5,980 | ↓ | 3,797 |
| | Drivers monitored by DriveCam | 2,740 | 3,336 | ↑ | 3,421 |
| | Drivers monitored by GPS (%) | 91 | 89 | ↓ | 88 |
| | Alcohol tests | 4,041 | 4,747 | ↓ | 950 |
| Drug tests | 2,775 | 3,223 | ↓ | 665 | |
| Vehicles with Alcolock | 122 | 441 | ↓ | 440 | |

¹ 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.

² the total number of accidents within the organisation (at-fault and not at-fault) for every 100,000 kms travelled.

³ Alcolock is a device which immobilises vehicles in the event of a positive alcohol breathalyser test.



Action Plan



Performance in 2020

| | | | | |
|--|-------------------------|--|--|----------------------------------|
| | Protecting Users | ALSA SAFE MOBILITY protocols certified by AENOR. | Anti-Covid provision for users. | |
| | Employee Safety | 3,352 COVID tests on employees in Spain. | 3,591 COVID tests on employees in Morocco. | Installing protective equipment. |
| | Road Safety | Skills profile. | Driver scorecard. | Ongoing supervision. |

The bus, a safe space for customers and employees

Alsa Safe Mobility was created with the aim of guaranteeing people's mobility in an environment of safety, confidence and peace of mind. To achieve this, buses have become a safe space for customers and drivers by reducing the risks from COVID-19.

The plan covers all the times when a passenger comes into contact with company services before, during and after their trip. In addition, the programme analyses and assesses the risks of each of the roles performed by the staff, taking appropriate measures to mitigate the risk of infection.

Measures have been implemented such as the identification of non-usable seats inside the vehicle, mandatory use of face masks, delivery of sanitary wipes or kits, installation of screens and protective elements for drivers and disinfectant gel dispensers available to customers.

In addition, indoor air renewal and purification systems have been modified through the installation of new bioactive carbon filters, whereby the indoor air is permanently renewed during the journey. This is combined with air purification equipment which,

through ozonisation and ionisation, destroys biological pollutants such as bacteria and viruses.

Finally, on arrival at the destination, Alsa has reinforced the cleaning and disinfection processes of the fleet with new specific protocols using specialised products with certified registration.

Extraordinary cleanings and the provision of COVID-19 protective equipment alone have accounted for almost €5 million in exceptional costs.



5 M€ COVID Protective Equipment and Extraordinary cleaning tasks

| Materials | Quantity |
|------------------------------------|----------|
| Surgical Masks | 399,238 |
| FFP2 Masks | 111,210 |
| Gloves | 233,000 |
| Litres of hydroalcoholic gel | 15,176 |
| Disinfectant wipes | 518,500 |
| Disinfectant gel sachets | 239,100 |
| Fixed dispensers gel installations | 4,498 |

Installation of partitions

In order to protect drivers as much as possible, 1,150 glass partitions have been installed to date, all of which are approved and will therefore remain permanently in the vehicles. In turn it has been included in the new fleet purchase standard, so all new vehicles purchased will already have a screen or curtain depending on the vehicle model.

In those models where the positioning of the partitions was not possible because of their characteristics, it was decided to install provisional curtains, a total of 1,240 curtains.



Carrying out Covid-19 tests

The company has done COVID-19 testing available to all employees, which can detect if the person has

had the illness, if they are currently infected and could be contagious, or if they have never been infected.

3,352 COVID tests done in Spain

3,391 COVID tests done in Morocco



Air renewal inside buses

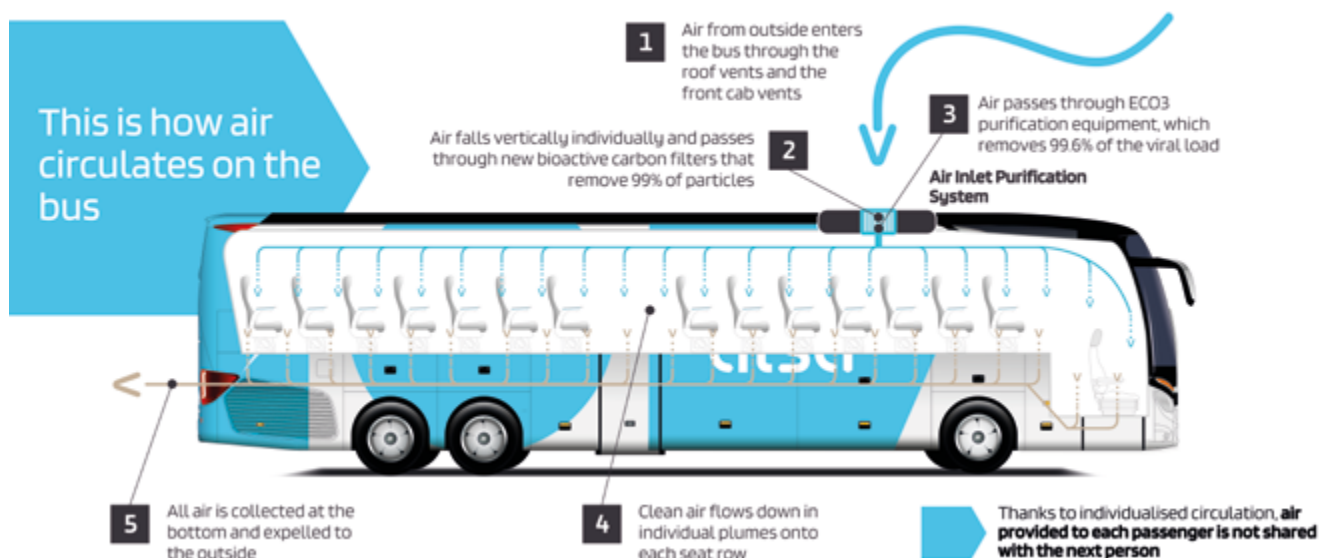
Air inside Alsa buses is completely renewed at least every three minutes. These values significantly improve the reference value from Harvard University and IDEA-CSIC, which sets five renovations per hour as an acceptable level of ventilation in order to minimise the risk of contagion in enclosed spaces such as school classrooms.

In addition, conventional air conditioning system filters have been replaced on all Alsa long-haul

buses with new bioactive carbon filters, which permanently filter air during travel and remove 99% of particles.

Added to this is the additional installation of an ECO3 air purification device which, through ozonisation and ionisation, produces a 99.6% reduction in viral load, as evidenced by the analyses performed by the National Institute of Aerospace Technique (INTA).

New renewal, filtering and purification systems ensure optimal indoor air quality, making the bus a safe place to travel.



Comprehensive road safety management system

During 2020, ALSA completed the development of advanced driver performance measurement systems thanks to the implementation of

various processes and technologies that provide individualised information on the following parameters:



The continuous and individualised measurement of these parameters allows various work processes to

be carried out to ensure compliance with the company's safety standards, which has reduced

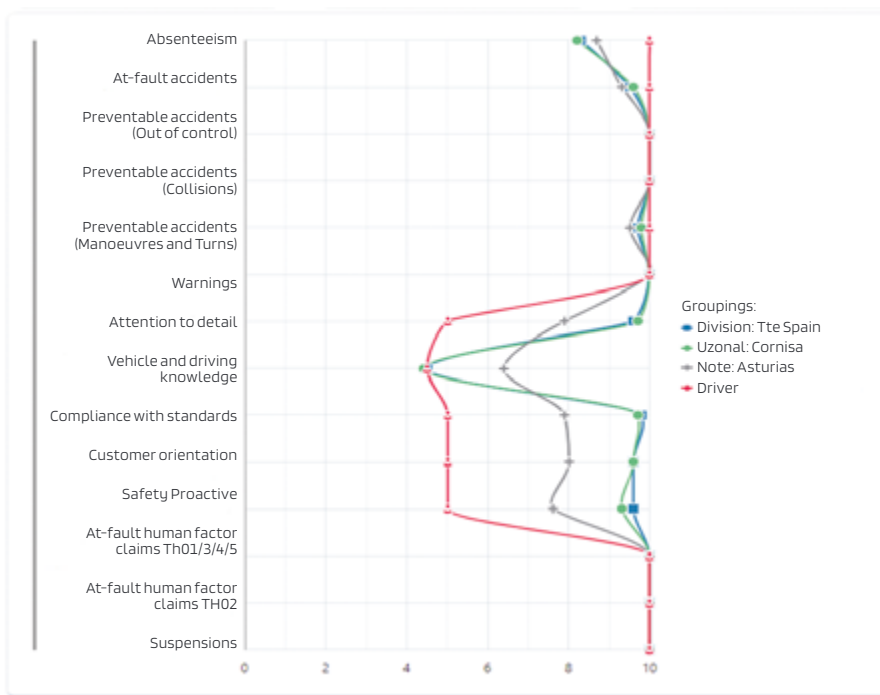
the accident rate by 33.17% since 2010, when the Driving Out Harm programme was implemented.

Driver competence profile

The monitoring and control of performance combined with the record of the entire working life

history of operating personnel provides a skills profile for each driver that reflects both their skills

and those aspects that must be improved in order to perfect their level of competence.



| Objective parameters | |
|---|------------|
| Preventable accidents (Scope):vet 0 | 10 points |
| 5 accidents: 0 points - 0 accidents: 10 points | |
| Preventable accidents (Run Overs): 0 | 10 points |
| 5 accidents: 0 points - 0 accidents: 10 points | |
| Preventable accidents (Manoeuvres and Shifts): 0 | 10 points |
| 5 accidents: 0 points - 0 accidents: 10 points | |
| Accidents at-fault: 0 | 10 points |
| 5 accidents: 0 points - 0 accidents: 10 points | |
| Claims due to human factor at-fault TH01/3/4/5: 0 | 10 points |
| 3 claims: 0 points - 0 accidents: 10 points | |
| Claims due to human factor at-fault TH02: 0 | 10 points |
| 3 claims: 0 points - 0 accidents: 10 points | |
| Sanctions: 0 | 10 points |
| 3 Sanctions: 0 points - 0 accidents: 10 points | |
| Suspensions: 0 | 10 points |
| 3 Suspensions: 0 points - 0 accidents: 10 points | |
| Absenteeism: 0 | 10 points |
| 10 days: 0 puntos - 0 accidentes: 10 puntos | |
| Skills | |
| Knowledge of the vehicle and driving: | 4,5 points |
| Compliance with the regulation: | 5 points |
| Customer oriented: | 5 points |
| Proactivity in Safety: | 5 points |
| Attention to detail: | 5 points |

An example of results per driver is shown below.

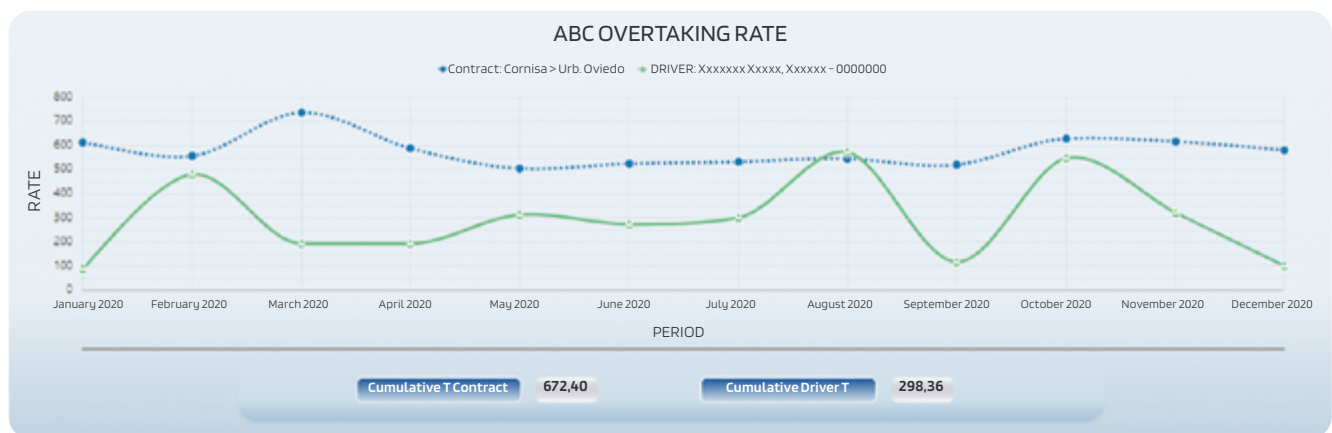
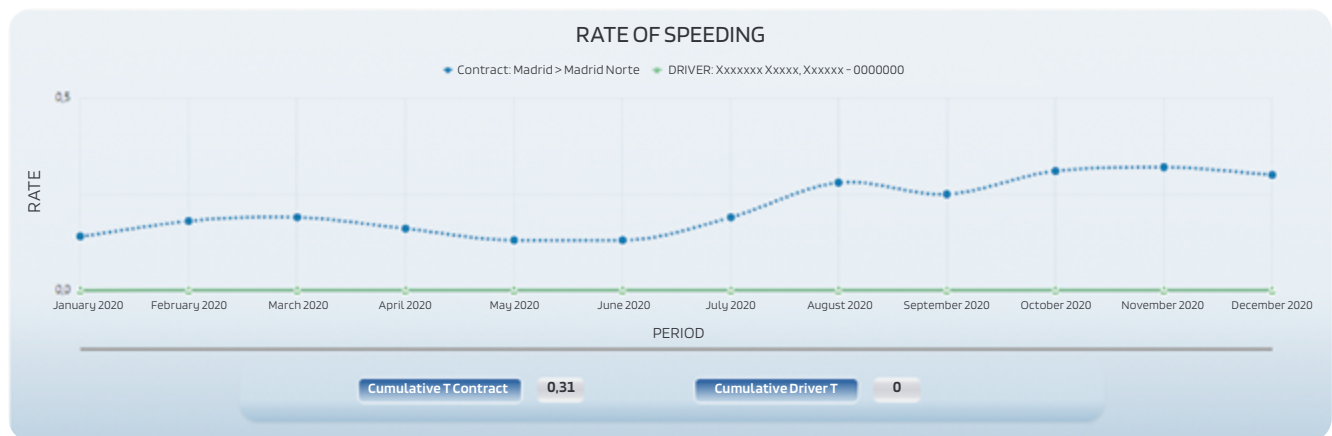
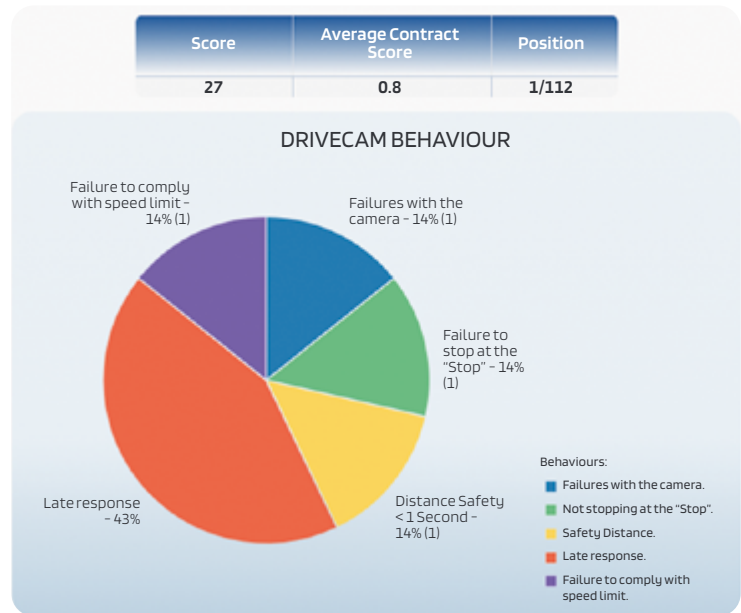
All drivers are rated according to their skills and given an overall score. This information is used

to assign driving staff to specific services, provide training tailored to the needs of each individual, etc.

Driver scorecard

In addition, the so-called "driver scorecard" has been developed, providing detailed information on the performance of each driver and their relative position vis-à-vis the other drivers in their organisational unit on a regular basis.

This information, which is shared with drivers, also helps to monitor and, where appropriate, carry out the preventive measures deemed appropriate. Examples of results per driver are shown below.



Leveraging the performance information listed above is an excellent predictive management

tool that enables action before relevant incidents or events occur.

Ongoing monitoring of driver performance

The digitalisation of the driver supervision process is key for managers and supervisors to understand the performance of driving staff and to carry out, where appropriate, corrective and preventive measures as deemed appropriate.

An example of results per driver is shown below.

| | CES | Profile Risk | Acc. Passenger | Road Acc. | Acc. At-fault | Claim | Sanction | Assessment | Ranking Speeding | CCTV | Mystery Shopper | Reviewed | Notes | Last Meeting |
|---------|-------|--------------|----------------|-----------|---------------|-------|----------|------------|------------------|------|-----------------|----------|-------|--------------|
| c | 11,25 | 0 | 1 | 1 | 0 | 0 | 0 | | 0 | 0 | | | | ✘ |
| e Maria | 6,25 | 0 | 0 | 0 | 0 | 0 | 1 | | 0 | 0 | ☑ | | | ✘ |
| t | 6,25 | 0 | 1 | 0 | 0 | 0 | 0 | | 0 | 0 | ☑ | | | ✘ |
| st | 11,25 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | | | | ✘ |
| | 11,25 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 0 | | 📄 1 | | ✘ |
| r | 12,5 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | | | | ✘ |
| sco J | 12,5 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | | | | ✘ |
| ngel | 11,25 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | | | | ✘ |
| aniel | 11,25 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | ☑ | | | ✘ |
| rlo | 11,25 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | | | | ✘ |
| iesar | 11,25 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | | | | ✘ |
| | 12,5 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | | | | ✘ |
| amon | 11,25 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | | | | ✘ |



Feedback for drivers



Drivers' awareness of their level of safe driving performance is fundamental to achieving improvement, and to their ongoing commitment to the safety standards set by Alsa.

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

During 2020, progress has been made on the tool, and by comparing each driver with their colleagues, areas of improvement or potential problems are detected.



Feedback to drivers tool showing information on driver performance.

| CES | Profile Risk | Acc. Passenger | Road Acc. | Acc. At-Fault | Claim | Sanction | Assessment | Speeding Ranking | CCTV | Mystery Shopper | Reviewed | Notes | Las meeting | Speeding | ABC | Drivecam/CCTV | Accident rate | Assessments |
|-----|--------------|----------------|-----------|---------------|-------|----------|------------|------------------|------|-----------------|----------|-------|-------------|----------|-----|---------------|---------------|-------------|
| 12 | 0 | 0 | 1 | 1 | 0 | 0 | 0 | | 0 | 0 | ☑ | — | ✗ | B | B | C | B | C |
| 7 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | ☑ | — | ✗ | A | A | A | A | C |
| 11 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | ☑ | — | ✗ | C | C | A | A | B |
| 11 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | ☑ | — | ✗ | C | B | B | B | B |
| 11 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | ☑ | — | ✗ | A | C | B | C | B |
| 11 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | ☑ | — | ✗ | C | B | B | B | B |
| 13 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | ☑ | — | ✗ | C | B | C | C | B |
| 11 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | ☑ | — | ✗ | C | B | B | B | B |
| 13 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | ☑ | — | ✗ | A | C | C | A | C |
| 13 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | ☑ | — | ✗ | C | C | C | B | B |
| 12 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | ☑ | — | ✗ | A | C | C | B | C |
| 12 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | ☑ | — | ✗ | C | C | B | B | B |
| 8 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | | 0 | 0 | ☑ | — | ✗ | A | A | A | A | B |

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 recorded conduct.

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.

Road Safety Training

One of the most effective means of improving safety is training. Thanks to the supervision and surveillance mechanisms and protocols applied, areas for improvement are identified and addressed through specific training aimed at eliminating undesirable behaviour and improving the company's safety performance.

During 2020, due to the pandemic situation, training activities have decreased considerably, although it is notable that efforts have been made not to completely halt the planned programs and to continue with the training wherever possible by adapting the delivery and practice modalities.

| Safety training | 2018 | 2019 | | 2020 |
|---|--------|--------|---|--------|
| Welcome plans and on-the-job training days | | | | |
| Students | 890 | 841 | ↓ | 161 |
| Hours | 13,365 | 12,506 | ↓ | 3,064 |
| Behind the Wheel training | | | | |
| Students | 1,307 | 3,706 | ↓ | 879 |
| Hours | 1,307 | 3,706 | ↓ | 879 |
| High accident rate training | | | | |
| Students | 112 | 200 | ↓ | 118 |
| Hours | 336 | 600 | ↓ | 272 |
| Vehicle technology training | | | | |
| Students | 824 | 671 | ↓ | 468 |
| Hours | 3,000 | 2,522 | ↓ | 2,009 |
| Instructor training | | | | |
| Students | 168 | 95 | ↓ | 19 |
| Hours | 2,612 | 1,368 | ↓ | 380 |
| Number of certified trainers | 90 | 87 | ↑ | 93 |
| Emergency Management training | | | | |
| Students | 415 | 695 | ↓ | 692 |
| Hours | 1,240 | 3,892 | ↓ | 3,113 |
| Safe driving refresher training | | | | |
| Students | 82 | 1,273 | ↓ | 66 |
| Hours | 299 | 1,476 | ↓ | 178 |
| Briefings on key safety issues | | | | |
| Students | 38,128 | 31,898 | ↓ | 15,039 |
| Drivers (%) | 100 | 100 | = | 100 |



Objectives 2021

Monitoring

Extension of the Drivecam programme to 300 vehicles.

Training

Reinforcement of practical training for drivers to reinforce detected areas for improvement.

Driving Behaviour Awareness Campaigns.

Remove risks

Health workshops on aspects that influence safe driving for operating personnel and middle managers.

Psychosocial risk assessments.

On-site training for operators and workshop managers in accident prevention.

ISO 39.001 "Road Safety Management" certification for new operations in Galicia, Aragon, Ferrol, Rabat and Casablanca.



Customers

Our approach

Customers are at the heart of everything ALSA does, and it works relentlessly to meet their expectations.

The start of 2020 was promising and ambitious, from rebranding and branding to investing in digitalisation, we were looking for a better customer experience model.

But due to the COVID-19 pandemic situation, Alsa has focused its efforts on providing its customers with a safe service and facilitating mobility in accordance with the circumstances that currently exist, culminating in the Alsa Safe Mobility project.



Key figures

| | 2018 | 2019 | | 2020 | |
|------------------|--|---------|---------|------|----------------|
| Customers | Passengers carried ¹ (millions of passengers) | 326.2 | 368.08 | ↓ | 291.85 |
| | Kms travelled ² (millions of kms) | 369.5 | 399.8 | ↓ | 291.37 |
| | ISC – Customer Satisfaction Index ³ | 8.05 | 8.03 | | ND |
| | NPS – Net Promoter Score ⁴ | 45.8% | 45.8% | | ND |
| | Satisfaction Surveys completed | 102,000 | 148,950 | ↓ | 106,529 |

¹ TOTAL Alsa activity (Spain, Switzerland, Morocco, International), regular only (and Swiss Alpine). Does not include discretionary and RUE.

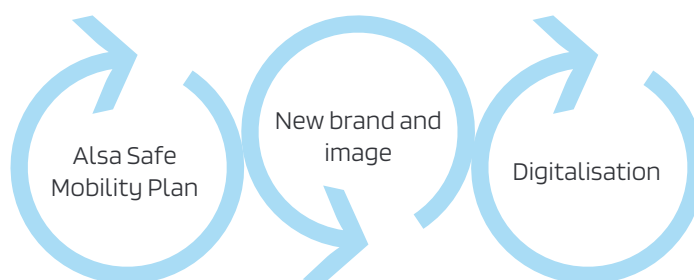
² TOTAL Alsa activity (Spain, Switzerland, Morocco, International), including regular, discretionary and RUE.

³ Average score assigned by passengers in response to the question: How would you rate your overall satisfaction level, from 0 to 10?




⁴ How likely passengers would 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).



Action Plan



Performance in 2020

| | | | | | |
|---|--|---|---|---|---|
|  <p>Alsa Safe Mobility Plan</p> | <p>AENOR Certificate of the COVID-19 Protocol.</p> | <p>Certificate from the SAFE TOURISM Tourist Quality Institute.</p> | <p>Complete redesign of the Customer Aisle, introducing safe travel guarantees in all its phases.</p> | <p>+100 initiatives along the Aisle, transformations for customers, employees, communications and operations.</p> | <p>Strengthening customer metrics: new metrics.</p> |
|  <p>New brand and image</p> | <p>New Alsa brand launch.</p> | <p>New corporate website.</p> | <p>Corporate communication of solidarity actions COVID-19.</p> | <p>"We're Back" and "Summer 2020" campaign.</p> | |
|  <p>Digitalisation</p> | <p>New app for Regional Services.</p> | <p>Digitalisation of bonds.</p> | | | |

Alsa Safe Mobility



One of the most important challenges of 2020 has been the Alsa Safe Mobility programme, designed and implemented at the height of the pandemic to guarantee the safety of customers and employees. The programme is undergoing continuous improvement, with initiatives being incorporated week by week based on customer insights and benchmarking in other modes and sectors.

The Alsa Safe Mobility programme aims to turn the bus into a safe space to travel, mitigate the risks arising from COVID-19 and offer maximum guarantees and trust to customers across all services.

Alsa Safe Mobility

Keep social distance

Mandatory mask use

Use hydroalcoholic gel

Do not occupy seats marked "not usable"

Avoid touching eyes, nose and mouth

Cover your mouth when coughing or sneezing

Avoid eating

Avoid talking to other users or on the phone

Give some space when entering and exiting

New travel experience

Alsa Safe Mobility was designed from the Alsa Customer Gateway, taking into account all moments of interaction with customers before, during and after their journey. This includes service improvements, from the point of view of information and sales, transit at stations and docks, embarkation in the vehicle, signage, interior ventilation, cleaning and disinfection of vehicles, and employee protection measures, among others.



Alsa Safe Mobility

| | | |
|----------------------------|---------------------------------|---------------------------------|
| New service standards. | Protocols and procedures. | Protective Equipment. |
| Fleet adaptation. | Adaptation of installations. | On-board services and stations. |
| Purchasing Channels. | Information for customers. | Communication and marketing. |
| Cleaning and disinfection. | Training and awareness-raising. | Communication with Regulators. |
| Effective performance. | Certification and approval. | Customer Insights. |

Specific Alsa Safe Mobility standards have been defined for each type of service: urban-metropolitan, regional, long distance, discretionary and tourist.

These standards are "living" documents, subject to continuous improvement based on information obtained from clients: post-trip surveys, complaints and literal analysis and client vision audits.

+100 initiatives have been implemented across the Customer Journey, extending to the entire organisation, including the training of 7,380 employees, EPIS for 5,427 drivers, and the fitting of elements in 2,981 vehicles.

Before the trip

In order to offer a travel experience with the highest safety guarantees, a set of measures is considered even before starting the trip.

- ✓ Purchase of tickets through digital channels.
- ✓ Website with information and recommendations.
- ✓ Website with interactive map on COVID-19 restrictions nationwide.
- ✓ Tickets with information on new travel rules and recommendations.
- ✓ Improved information at stations.
- ✓ New boarding protocols.
- ✓ Minimisation of cash payment on board.

"We're Back" Campaign

Alsa, thanks to the Safe Mobility programme, has highlighted buses as a safe and effective means of transport in order to boost mobility.

#Volvemos



During the trip

Indoor air quality



State-of-the-art air conditioning and renewal systems

Every 2-3 minutes the air in the bus cabin is completely renewed with air from outside.

Air purifiers and bioactive carbon filters

Much of the fleet has installed air purifiers and bioactive carbon filters that remove 99% of particles and destroy biological pollutants such as bacteria and viruses.

New indoor ventilation protocol

Protocol guaranteeing maximum indoor air renewal, forcing its renewal with outside air.

New air disinfection system

Together with BLOW, a complementary new air disinfectant system has been developed for indoor air, including an antibacterial blue filter, a Hepa filter, an activated carbon filter, antibacterial double UV light and a plasma ioniser.

Anti-COVID provision in vehicles



Ultraviolet light lamps in WC.

UV type C lamps for automatic disinfection of the toilets after each use have been installed in the long-haul services. This makes it possible to reach all corners of the cabin, destroying viruses and bacteria within minutes.

Hydroalcoholic gel dispensers

Numerous services have hydroalcoholic gel dispensers at the entrances for travellers to use.

Carpets removed

Carpet has been removed from vehicles to facilitate cleaning and disinfection.

Delivery of sanitary towels or kits

Long-haul vehicles provide free sanitary pads or kits to passengers, including a sanitary mask.

Signage and multimedia

All vehicles have signage and multimedia with travel rules and recommendations.



Cleaning and disinfection

All disinfection measures on buses have been reinforced. A strict protocol, complemented by novel techniques such as microspraying, ensures that vehicles are thoroughly cleaned and disinfected at least daily. Special attention is given to the most touched elements such as: access buttons, grab handles, handrails, armrests, backrests and seat headboards, individual trays, WC, etc.

The protocol implemented complies with and improves upon the provisions published by the Ministry of Transport and the Ministry of Health in their protocols for public transport.

New guarantees

Alsa was the first company in the mobility sector in Spain to obtain the AENOR COVID-19 Good Practice Certificate. This certification also involves a regular

audit, which ensures the effective implementation of all measures. It has also been awarded the Safe Tourism label by the Tourism Quality Institute.



Ticket Flexibility

Alsa has made ticket changes and cancellations more flexible because now more than ever it's important

customers can change their travel plans.



Customer knowledge and continuous improvement of services

Alsa permanently analyses information gathered from post-travel surveys, complaints and the analysis of open comments received, with the aim of continuously improving Alsa Safe Mobility (AMS) standards.

Specific vision-client (mystery shopper) audits are also performed periodically to assess the level of actual implementation of the improvements and established protocols. In turn, specific studies and surveys have been launched in order to understand the specific

concerns and needs of travellers regarding the pandemic, future travel and implementation of new improvements.

Total monitoring reference data for Alsa Safe Mobility in 2020:



Alsa conducts surveys throughout the year and through different channels to ascertain the levels of customer satisfaction with the services provided. During 2020 and due to the pandemic, the number of face-to-face surveys has been kept to a minimum.



New "Block the seat next to you" service

Alsa has launched a new service that allows customers to block the adjacent seat, booking the journey without anyone sitting next, quickly and easily, with a small supplement.

This new service received very good reviews in a specific study that was carried out.



Alsa accessibility plan

Accessibility initiative "Alsa – I travel with support"

Alsa's social responsibility policies have always included support for people with disabilities, and intellectual impairment in particular. And during 2020 this support was reinforced by the launch of the new programme "Alsa- I travel with support" in collaboration with Plena Inclusión (Full Inclusion) Madrid.

Through this programme, people with intellectual or developmental disabilities, with a degree of disability equal to or greater than 33%, can travel with a support person free of charge in regional and long-distance services. To enjoy this discount, passengers can register for the programme from the Accessibility section on the Alsa website, which is also written in Easy language to facilitate understanding by people with intellectual disabilities.



Español Atención al cliente Escribe tu pregunta... Alsa Empresas Inicia Sesión

Destinos y rutas Tu viaje A bordo Servicios de movilidad Alsa Viajes Alsa Plus

Tu persona de apoyo viaja gratis

Alsa quiere apoyar a las personas con discapacidad intelectual.
 Si eres una persona con discapacidad intelectual o del desarrollo, con un grado de minusvalía igual o superior al 33%, vas a poder viajar con tu persona de apoyo en el mismo autobús con algunos beneficios.

Tu persona de apoyo podrá viajar gratis contigo y tú tendrás un 15 por ciento de descuento en tu billete.

Este descuento vale para todos los recorridos que realiza Alsa entre diferentes provincias y para algunos servicios regionales en España.

Customer satisfaction, a top priority for Alsa

BCX Customer Experience Seal

In 2020, Alsa was recognised as the "Best Customer Experience Company by the BCX index in the Spanish transport sector". This index is the highest recognition to excellence, best practices and innovation in customer experience in Spain and South America.

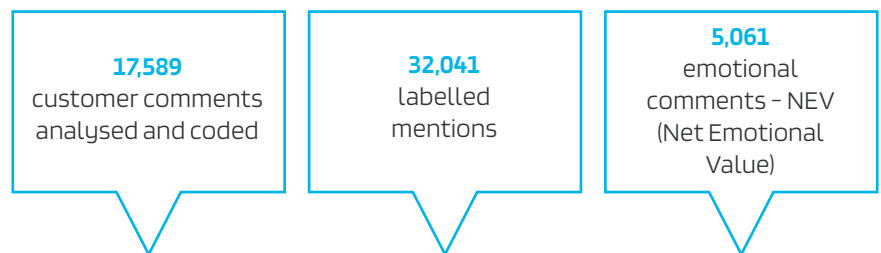


Implementation of the "Close the Loop" Project

During the first quarter of 2020, the implementation of the first phase of the Close The Loop Project, begun in 2019, was completed, consolidating the customer voice listening model.

As a result of an advanced survey system and measurement of customer satisfaction, Alsa now has in place an automated model serving to analyse all customer comments

received via email surveys, and to devise an appropriate means of action in accordance with customer responses and comments.



Amazon Audible Collaboration

Thanks to Amazon's agreement with Audible, from 2020 Alsa offers audiobook and podcast content, as well as leisure travel audio guides on board its buses.

In addition, customers who have travelled with Alsa are offered a free download of an audiobook to complete their travel experience.



New Brand

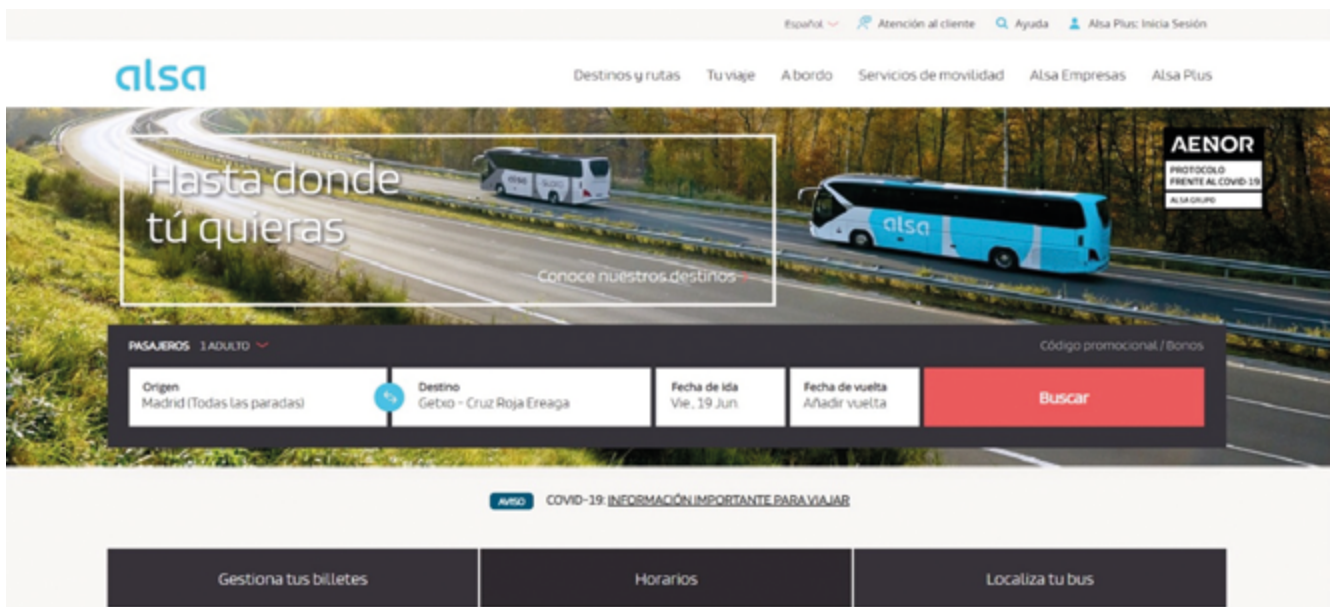
The **new Alsa brand** represents a significant evolution from a traditional vision of transport, linked mainly to long-distance buses, to a current vision of mobility, summarised in the company's position as an operator offering sustainable, multi-modal and connected mobility solutions.

For the new brand platform, Alsa has defined its new purpose, "to bring people closer and connect the world in a safe and sustainable way", and its new positioning: to offer the

best integrated mobility solutions, safe and sustainable, so that people move freely, where and when they want, offering easy mobility, door to door.

Along with the rebranding, Alsa has launched its new corporate website with improved design and layout, performance and loading speed, above all on mobile devices, and user experience in the purchasing process.

With its new **ALSA** brand, it adapts to new, collaborative, sustainable and integrated modes of transport.



Alsa at FITUR 2020

From 22 to 26 January 2020, Alsa participated at FITUR with its own stand. FITUR is the most important tourism trade fair in Spain and one of the most important in the world.

Taking advantage of this unrivalled framework and with a stand of almost 100 m2, the company showcased the new strategy and content of the new Alsa brand.



Customer Service and Social Media in a Pandemic Year

The COVID-19 crisis and the state of emergency decree in Spain caused the Alsa Customer Service Department (SAC) to register an increasing number of interactions as of March 2020 as a result of queries, cancellations, modifications and


comments. To be able to serve customers at this difficult time, a significant human effort was made, expanding opening hours, multiplying capabilities, reacting in a remarkable way and getting back really positive customer reactions.

More **79%** customers seen the week of March 15


Social media communication has also been instrumental in engaging with customers and keeping them informed of ongoing and immediate regulatory changes throughout 2020.

The growth of followers on both LinkedIn and Instagram can be highlighted in the wake of the COVID-19 crisis, due to the growing

importance of the company's corporate social responsibility and solidarity actions, which have been communicated particularly prominently on LinkedIn: from collaborations with the Army and Operation Balmis, to food donations and transportation of COVID-19 patients to hospitals on Alsa buses.

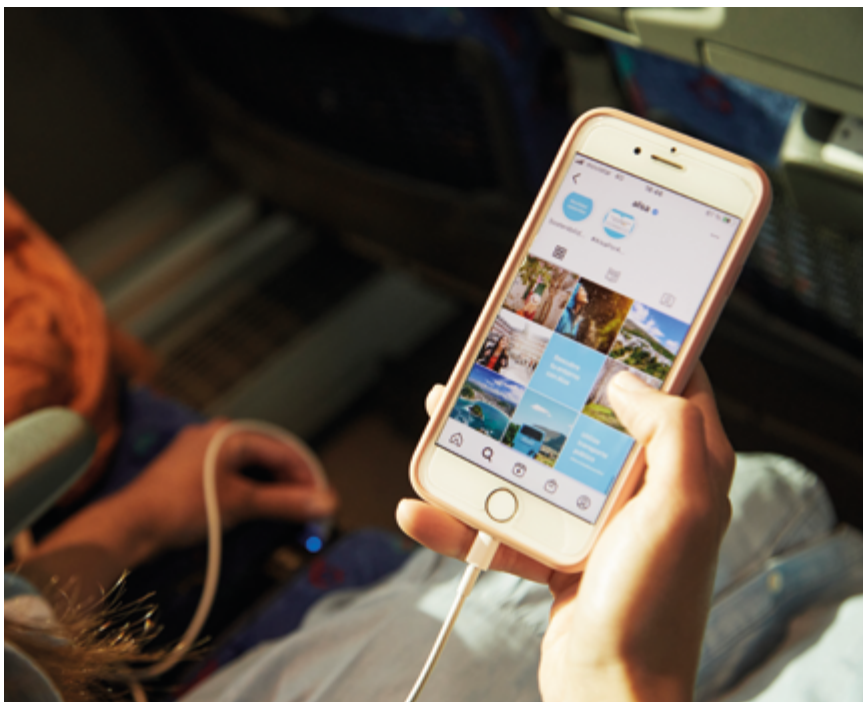
 **+ 170,000 fans**
/alsaautobuses

 **+ 35,000 followers**
@Alsa_autobuses

 **+ 27,000 followers**
@Alsa

 **+ 31,000 followers**
Alsa

 **+ 3.8 million views**
Alsa
miradasdesdeelbus.alsa.es



Objectives 2021

Service

Progressive recovery of the level of service provision.

Progressive extension of metrics to urban contracts.

Continuity

Continuous improvement of the Alsa Safe Mobility project based on customer insights.

Restoring customer confidence in public transport.

Satisfaction indicators.

Marketing

Communication of measures by Alsa Safe Mobility.

Growth of the Alsa Plus programme.

Application of New brand in fleet and stations.

Upgrading of self-selling machines.

Younger audience oriented communication.

People

Our approach

In 2020 Alsa has been highly focused on the well-being, both physical and emotional, of their employees, as a result of a year marked by the pandemic.

The focus placed on learning about concerns and fears by employees, the digital transformation and to keep working to ensure equal opportunities were the top actions developed in the People Department.



Key figures

| | 2018 | 2019 | | 2020 | |
|--|--|---------|-------|----------------|--------------|
| People | Quality of employment | | | | |
| | Number of employees (average staff) | 7,818 | 8,293 | ↓ | 8,062 |
| | Permanent employees (%) | 76.59 | 71.51 | ↑ | 78.40 |
| | Turnover rate ¹ | 3.18 | 2.6 | ↓ | 2.03 |
| | Turnover rate - men | 2.88 | 2.41 | ↓ | 1.91 |
| | Turnover rate - women | 5.04 | 3.50 | ↓ | 2.59 |
| | Average age of workforce (31/12/2020) | 47.4 | 47.17 | ↑ | 48.11 |
| | Under 30 (%) | 4.24 | 4.64 | ↓ | 3.34 |
| | 30 to 50 (%) | 56.80 | 56.38 | ↓ | 53.91 |
| | Over 50 (%) | 38.97 | 38.98 | ↑ | 42.75 |
| | Equality | | | | |
| | Percentage of women on the workforce (%) | 13.96 | 14.98 | ↑ | 15.70 |
| | Female drivers Alsa (%) | 7.65 | 7.80 | ↑ | 8.54 |
| | Women on Alsa Management Team ² (%) | 16.30 | 20.13 | ↑ | 20.27 |
| | Occupational safety | | | | |
| Accident frequency rate (%) | 16.41 | 16.46 | ↓ | 8.64 | |
| Accident severity index ³ (%) | 0.55 | 0.53 | ↓ | 0.27 | |
| Absenteeism rate (%) | 7.37 | 6.26 | ↑ | 6.87 | |
| Training | | | | | |
| Hours of training | 81,897 | 78,507 | ↓ | 50,187 | |
| Investment in training (€) | 645,047 | 567,763 | ↓ | 462,975 | |
| Hours of on-the-job training delivered through Welcome Plans | 12,759 | 8,220 | ↓ | 3,064 | |

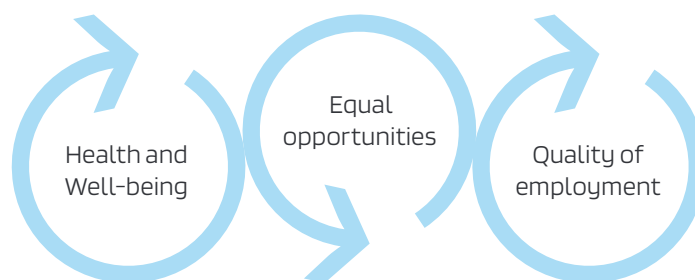
¹ Turnover rate = Voluntary leaves and dismissals / total number of different people throughout the year.

² The "ALSA Management Team" is a group of employees with a high level of responsibility within the Organisation.

³ Severity index = (Days' work lost per year through accident / (Workers x hours worked)) x 106.



Action Plan



Performance in 2020

| | | | | |
|--|------------------------------|---|--|---|
| | Health and Well-being | 304 assessments to minimise the risk of vulnerable people. | 3,464 regular medical checks. | 74 Blue Agents. |
| | Equal opportunities | 8.54% female drivers, 9.5% more than in 2019. | 20.27% female Managers. | 15.70% female employees, 5% more than in 2019. |
| | Quality of employment | Also helps you: programme available for employees and their families providing assistance services (medical enquiries, psychology service, remote pharmacy, home care, arrangements, etc) . | 152 specific performance assessments for Service Technicians. | Launching the HCM of Cornerstone, platform including all Hrs processes. |
| | | 42 people started the Working Programme "Move" (Muevete). | 4 people started the Working Programme "FP". | |

Number of employees per province

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

| Province | 2019 | 2020 |
|---------------|-------|-------|
| A Coruña | 205 | 284 |
| Albacete | 72 | 58 |
| Alicante | 114 | 106 |
| Almería | 274 | 265 |
| Álava | 12 | 10 |
| Asturias | 1,055 | 900 |
| Ávila | 4 | 4 |
| Badajoz | 19 | 32 |
| Barcelona | 177 | 177 |
| Biscay | 1,617 | 1,535 |
| Burgos | 118 | 95 |
| Cáceres | 31 | 46 |
| Cádiz | 38 | 34 |
| Cantabria | 354 | 309 |
| Castellón | 3 | 3 |
| Ciudad Real | 1 | 1 |
| Córdoba | 55 | 43 |
| Gipuzkoa | 31 | 23 |
| Granada | 418 | 382 |
| Guadalajara | 119 | 109 |
| Huesca | 5 | 0 |
| Illes Balears | 195 | 163 |
| Jaén | 49 | 40 |
| La Rioja | 20 | 13 |
| Las Palmas | 0 | 133 |
| León | 448 | 409 |
| Lleida | 113 | 105 |
| Lugo | 6 | 25 |
| Madrid | 1,739 | 1,674 |
| Málaga | 186 | 181 |
| Murcia | 226 | 210 |
| Navarra | 122 | 104 |
| Ourense | 5 | 3 |
| Palencia | 63 | 59 |
| Pontevedra | 4 | 4 |
| Salamanca | 44 | 33 |
| Segovia | 6 | 5 |
| Sevilla | 56 | 68 |
| Soria | 4 | 4 |
| S.C. Tenerife | 11 | 10 |
| Tarragona | 14 | 15 |
| Toledo | 39 | 39 |
| Valencia | 86 | 92 |
| Valladolid | 26 | 0 |
| Zamora | 34 | 29 |
| Zaragoza | 79 | 233 |



For Your Health



“For Your Health” is a programme aligned with the strategy of the company in the area of health and well-being, with the clear objective and strong commitment of protecting and promoting a healthy and happy lifestyle for both Alsa employees and their families. The programme promotes safe, healthy and sustainable working environments, with the strong conviction that safety and health are a main driver for the

competitiveness, productivity, retention of talent and sustainability of the Company.

The programme works with the invaluable collaboration of the Blue Agents, the ambassadors of the programme who work actively in the dissemination and implementation of the programmes and/or actions developed to promote safety, health and well-being.

The action lines of the programme are as follows:

- Healthy Work**
- Healthy Body**
- Healthy Mind**
- Healthy Leadership**

Within the 2020 programme, the following initiatives have been carried out:

 Invested **850,000** in Prevention, Health and Well-being in 2020 (COVID-19 expenses incurred not included)

Healthy Work

Zero tolerance

Preventive programme for alcohol consumption and drug use with the aim of helping employees in the prevention of any risk related to alcohol and drug consumption, in order to comply with the principle of Healthy Company.

Assessment of vulnerable employees to COVID-19

Identify vulnerable groups as defined by the Ministry of Health. Conducting coordination, information campaigns between medical services, the Area of Prevention, Health and Well-Being to minimise exposure of vulnerable people.

Management of positive cases with COVID-19

Creation of the "Action procedure for positive cases" to manage positive cases infected with COVID-19 ejin the company.

304 assessments to minimise the risk of vulnerable people.

157 positive cases reported in Spain, **5** en Switzerland and **179** en Morocco.



Healthy Body

| | |
|--|---|
| Gympass Health Programme | Gympass Wellness platform to keep healthy habits at home: live lessons, healthy food tips, mental health, personal trainers. Drawing of biometric bracelets for employees with a Gympass account. |
| Well-being week | Five sessions (webinars and on-line coaching) free for all employees. Two webinar sessions on healthy nutrition/food. |
| Medical checks | Free medical checks for all staff for an early detection of some common disorders. Prostate cancer checks for men over 45. Gynaecological tumour markers for female employees. Drowsiness test Epworth and fatigue test of Pichot in drivers. Comprehensive fitness test. |
| Anti-smoke briefing | Smokefree campaign in Oviedo to train staff on the consequences of smoking and decrease the ratio of smokes in the company. |
| Practical workshop on back care | Workshop related to labour activity and the job position for back care. |

1,093 initial checks.

3,464 regular checks.

534 new registration in Gympass.

17 smoker employees attending voluntarily to anti-smoking talks.

10 Attendees to the workshop on back care: drivers, maintenance staff and administrative staff.

Safe remote working

Given the overall situation arising from the COVID-19 pandemic, part of the staff worked from home.

In order to avoid problems related to occupational safety, Alsa provided training for their employees in Prevention of Occupational Risks working from home.

 **475** students trained

Healthy Mind

Mental health

Sessions on mental health to reduce stress in Covid-19 times.

Healthy Leadership

Breast cancer campaign

On the International Breast Cancer Day, Alsa conducted actions to raise awareness and prevent this disease: distribution of pink face masks, charity breakfasts, briefing talks, etc.

Employees were encouraged to engage in this pink campaign and were asked to share their pictures wearing the face coverings and publish them in social media.

Collaboration with the Spanish Association for Breast Cancer (AECC) in a briefing talk on prevention of breast cancer. "Prevención del Cáncer de Mama".



Thyroid cancer campaign

Offered the possibility of undertaking an analysis study on the thyroid profile free of charge for employees.

187 studies performed, 58% more than in 2019.

AENOR Healthy Company Certificate

Alsa obtained in 2016 the certificate on Healthy Company, certified by Aenor.

This certified that the company had implemented a management system promoting and protecting health, well-being and safety of their employees, and the sustainability of the working environment.

The programme "For Your Health" was reviewed.



Alsa is committed to equal opportunities



Alsa has set as a goal a change of culture by promoting, through an innovative, inclusive environment, equal opportunities ensuring that the gaps encountered in daily activities become strengths and an added value for the company and its people.

Alsa is aware of the need to encourage that a higher number of female employees hold managing positions, and of the significance of equal opportunities at all levels. Therefore, in 2020 the company continued implementing initiatives targeted to promote female presence in the company, and to encourage the integration of people with different skills.

Projects and initiatives

| | |
|---------------------------------------|--|
| Equal opportunities for women and men | More women, better companies. |
| | Equilibra ("Balance") Plan. |
| | Smart Woman Digital+. |
| | Equality and Work-Life Committee, and protocols. |
| | Awareness campaign. |
| Equal opportunities | Agreements. |
| | Charter in Diversity. |
| | What are you capable of? |

Equal opportunities for women and men

Automóviles Luarca and Nexcon, both companies owned by Alsa, were two of the new 17 companies recognised by the Ministry of Equality with the Seal Equality in the Company, a brand of excellence that recognises the work and commitment by companies and entities with an equal treatment

and opportunities between women and men, highlighting the implementation of an equality plan in the company, or equality policies in working conditions, in the models of the company and several other areas, products and advertising of the company.



More women, better companies Protocol

Alsa joined in 2019 this initiative aimed at promoting a balanced participation of women and men in the decision-making procedure in a business and economic environment, providing useful tools to achieve that purpose to companies, businesses and women. The objectives set by Alsa in this programme set for 2023 are:

- Raise pre-management positions from 24% to 34%
- Raise pre-management positions from 10% to 20%
- In the Exec Management Committee, from 7% to 20%
- 8,54 % female drivers in 2020.
- 20.27% women in managing roles in 2020.

Equilibra (“Balance”) Plan

The Equilibra Plan arises out of the intention of reinforcing female presence in all job positions in Alsa.

In 2020, Alsa and its Equilibra (“Balance”) Plan have been both recognised with the Cegos Award with E&T 2020 to the Best Practices in the Category of Attraction and Integration of Talent.



Smart Woman Digital+

Alsa is committed to Gender Equality and promotion of women, facilitating the participation of two managers in the Programme Smart Woman Digital+.

A programme that promotes the development of women leadership empowering them to become main players in their professional career.

Equality and Work-Life Committee

Alsa has established an Equality and Work-Life Committee pursuing the objective of promoting equality for men and women, and also to promote actions under a cultural, economic and strategic criteria.

Alsa has enabled for all the staff a dedicated mailbox to receive feedback about the actual situation of equal opportunities between men and women in Alsa.

This mailbox also admits all types of suggestions, feedback and comments to take specific measures helping to encourage equality.

Alsa has enabled for all staff an on-line training to help raising awareness and know the basic concepts on this matter.

The training has three main modules: Equal opportunities, Work-Life Balance, Co-responsibility and Workplace Harassment.

“Action procedure for cases of women victims of gender violence”

Implemented the "Action procedure for cases of female employees in Alsa suffering gender-based violence", targeted to set up actions to monitor the potential cases of women working for the company that may be victims of gender-based violence.

Awareness campaign

Alsa has taken part in a large number of campaigns, both external and internal, mainly focused on equal opportunities:

2020 Campaigns



2nd Edition of Women’s Week
 Message for all employees by the CEO and the Legal Services Director
 Campaigns, workshops, courses and testimonies.

"The person driving a bus"
 Produced a video featuring Alsa employees’ children to raise awareness and break stereotypes regarding the driving role.

Women in transport
 Signed the "Statement for equal opportunities between men and women in the transport sector" promoted by Women in transport, the European union platform.

"We want you to drive this bus"
 Campaign to attract women to become bus drivers.
 70 vinylled buses with the message "We want you to drive this bus".

Equal opportunities

Agreements

Pursuing real and effective equality, and to encourage inclusion of all people, Alsa has signed several agreements, committing to female talent, people with disabilities and in risk of social exclusion. Over 2020, due to the pandemic situation, these agreements remained at a stall until they could be resumed.

Mashumano Foundation Agreement
 Participation in the "Mashumano" Business Network to strengthen values of equality, work-life balance, ethics and solidarity.

Agreement with Foundation Mujeres

Alsa will provide funds to the work done by the Foundation Mujeres to help Victims of Gender Violence. The funds will be fully used to the provision of Funds for Scholarships Soledad Cazorla Prieto. This is intended to protect and support orphan children victims of gender violence.



Agreement with the employment Agency of Madrid

Alsa works with the employment agency of Madrid to deliver training courses mainly for unemployed women.

Sponsors of Integra Foundation

Alsa is a partner company and sponsor of the Integra Foundation since the year 2001. Foundation Integra is a non-charity entity committed to labour integration of people at risk of social exclusion. In the Foundation they help them to find a job allowing them to start a new life.

Inserta Agreement: Alsa and ONCE Foundation

Alsa has signed an agreement with ONCE Foundation, the "Inserta Agreement" to address the recruitment processes of applications to job positions that Alsa may require, as well as developing potential training and coaching actions to promote employment of people with disabilities.

List of Companies and Entities in Gijon committed to ensuring Equal Opportunities

Alsa has been included in the List of Companies committed to Equal Opportunities. This List is a project launched by the City Council of Gijón since 2011, together with the Asturias federation of Entrepreneurs -FADE- and Regional Trade Unions UGT and CC.OO. of Gijón.

This List is targeted to inform and raise awareness among companies and entities performing their training activities in the city of Gijon, and to launching initiatives and plans on gender equality in their companies that today may become a benchmarking of good practices for other companies.

Companies committed to a society free of Gender-based Violence in Murcia

Alsa has signed the initiative "Companies committed to a society free of Gender-based Violence in Murcia", with the objective to cooperate and get involved in raising awareness in companies regarding Gender-based Violence and the inclusion of women victims of the gender violence into the labour market.



Quality in employment and talent management

Digital transformation in training

Digital technologies are playing a leading role in the raining processes for Alsa staff, and the team is fully ready.

The company has developed new contents to create a comprehensive, more technology-based training catalogue. For instance, on-line courses were added, as: Grounds to raise awareness on cyber-security matters, implementation of security at home: working remotely, creation of safe passwords, etc.

Also, Alsa has started to use Chris, the new HCM (Human Capital Management Tool) to deliver on-line training to all employees. This platform allows each person to complete the training courses available at their own pace.

As part of this digital transformation process, 16 people from the Training Department completed the Coaching Certificate Fore Remote Training over 2020. This certification allowed them to teach, deliver and coach on-line training officially.



16 certified employees suitable for on-line training

Charter in Diversity

Alsa has signed the commitment of the Charter in Diversity to promote equality principles, respect to the right of inclusion, recognition of the benefits coming from

cultural, demographical and social diversity arising from inclusion, implementation of specific policies to promote an environment free of prejudices in terms of employment,

training and promotion, and to encourage no discrimination programmes.

What are you capable of?

The programme "What are you capable of?", implemented for many years now, is targeted to conduct actions to train, integrate and employ people with disabilities in the workplace.

The best tool for that is employment, that is why this programme is so important for Alsa, as it shows that economic profitability and business excellence do not exclude social measures.

- **5** Students with disabilities or at risk of social exclusion to obtain D + CAP licenses and Professional Certificates over 2020.
- **18** People with disabilities hired in 2020.



5 students with disabilities

18 people with disabilities hired

Training of new trainers

The role of the trainer that is internally certified in Alsa has been increasingly more important over the last few years, along with an enhanced professional level of the team. This team is formed by highly skilled drivers trained to support and coach the professional development of their colleagues.

This new service has received excellent reviews on a specific survey conducted.

After a successful completion of the course, these trainers join Alsa team.



18 male students and 1 female student
11 successfully completed the course



Driver Training Transformation

Safety and Human Resources Managers of National Express Group met over 2020 to work on the analysis of the initial training received by drivers in all Group divisions. The objective of

this analysis is to undertake an improvement plan allowing to create a driver's training programme leader in each of their divisions, following a global standard guideline.

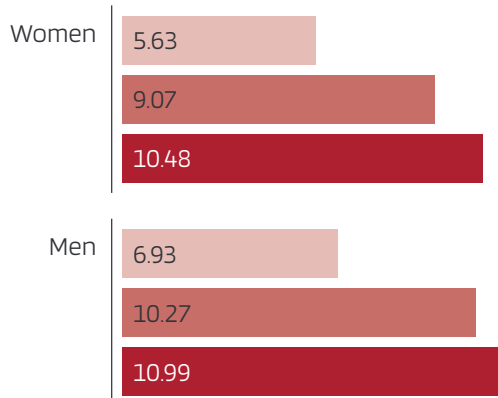
Driving simulators make progress aligned with digital transformation

The simulator in the Training Centre of Oviedo was used in a pilot course on advanced training on driving involving people with different levels of skills and competences in driving coaches. The course was placed within a collaboration project with the City Council of Gijón to promote the inclusion of unemployed people.

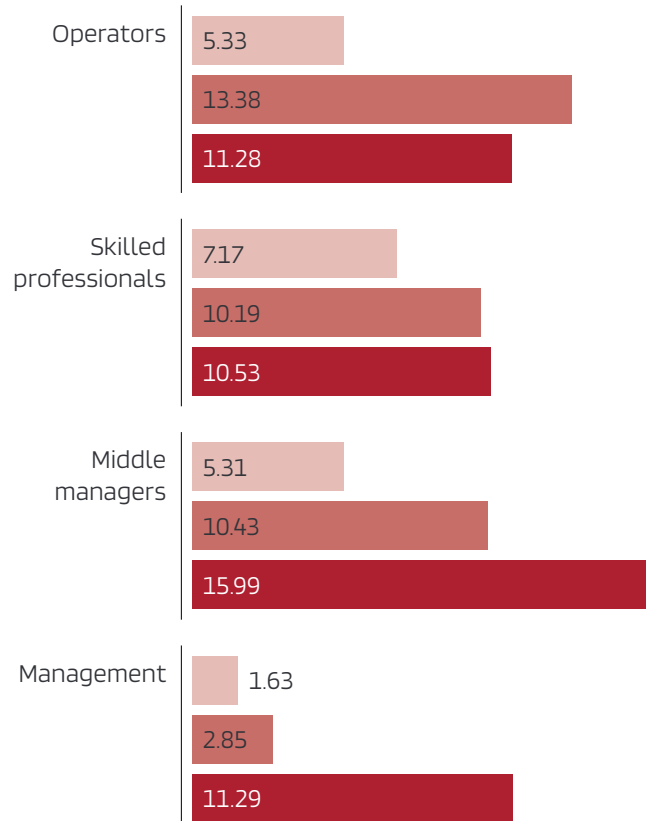
The courses included five individual sessions of one hour in a driving simulator for each student.



Training/employee hours per gender



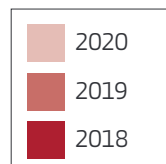
Training/employee hours per professional category



Hours of training (Spain)



Training for transport division





Management of Work-Life Balance

Alsa has been certified as a Family Responsible Company (EFR) since the year 2013.

EFR is a recognition to all the businesses and companies with a management model promoting a balance between Company-Work-

Family through the implementation of policies and work-life balance measures supporting it.

This recognition is important from the staff point of view. The possibility of having a policy management framework in HRs

is highly valued by employees, providing further flexibility and support to achieve a better balance between work and their private life.

| FRC measures implemented | 2018 | 2019 | | 2020 |
|---------------------------------------|------|------|---|------|
| Quality of employment | 15 | 19 | = | 19 |
| Flexible hours and locations | 15 | 14 | = | 14 |
| Family support | 18 | 19 | ↑ | 20 |
| Personal and professional development | 12 | 15 | = | 15 |
| Equal opportunities | 13 | 5 | = | 5 |
| Leadership and management styles | 5 | 3 | = | 3 |

1 more measure to support families implemented

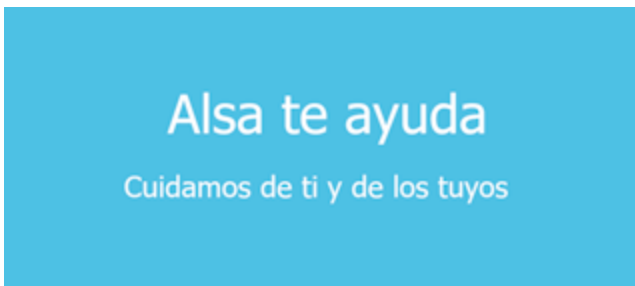
Comunidad Alsa

Alsa Community

In 2020 was launched the Alsa Community, with entertainment campaigns for employees and contents on well-being, health care, safety, family, cooking recipes and to promote networking and interaction between colleagues.

Also, on-line events were held to stay in touch, as the Christmas´ Cocktail, Santa Claus in streaming.

More than **150** contents from employees



Alsa helps you

With the COVID-19 pandemic emerged the programme "Alsa Helps You", targeted to improve well-being of all Alsa employees and their families, facilitating a better balance between work and private life.



You have any concern about drugs and would like to talk to a doctor? **Phone medical appointments. Free and unlimited.**



Would you like ideas to entertain children at home? **myAssistant, a personal assistant for everything you may desire. Free and unlimited.**



Would you like to have personal assistance, 24/7? **SOS Button. Free and unlimited.**



Would you like to receive home assistance when you are sick? **Personal assistance at home. 28 hours for free per year for sickness.**



Would you like us to take you any drugs or medication you need at home? **Tele-Pharmacy System. Free in the Assistance Programme of Home Assistance.**



Would you need a professional to help you deal with your emotional issues? **Phone Psychological appointments. Free and unlimited.**

Alsa and the pandemic

Over 2020 and due to the dramatic fall of revenue driven by the pandemic, Alsa was forced to request Furlough Plans (Spanish ERTE) for half of their staff. People team, while focusing on this, continued to collaborate in other projects.

In order to address the concerns and needs of the employees regarding the management of furlough schemes, Alsa enabled the following e-mail address consultaserte@alsa.es. Thanks to this, we addressed and

resolved more than 900 e-mails with concerns sent by the employees regarding their furloughed situation: incidents in the payment of unemployment contributions from the SEPE fund, advising in the calculation of unemployment contributions, future development of the individual situation of the person furloughed, etc.

The recruiting team provided service over 2020 to a high number of people in vulnerable working situations due to the pandemic. The company

provided work-related orientation, providing information and helping with the job applications, training opportunities, professional profiles and mainly active listening to personal situations. These actions provided new future perspectives for many people.

Senior Committee

For Alsa the senior group is a key priority, and the company worked to build on the relationship with people that had to leave the company. The company launched the Seniors Committee, offering many benefits for the members.

Retired Bus Plus Card for the member and his/her partner.

Discounts in EXIT shops.

Events.

Information on news and key issues.

Voluntary actions at the local level.



Muévete programme (Get Moving)

The Muévete ("Get moving") programme was created over eight 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 935 young people have taken part in the programme since it launched in 2012, making it ALSA's largest source of new professional talent.

935 since 2012

42 people have taken part in the Muévete programme since 2020

Feedback for employees

In 2020, Alsa closely monitored the state of mind and mood of their employees, trying to resolve queries that may arise in a very challenging year for all of us. The company launched 3 surveys in 2020 to monitor employees' mood.

Two Alsa Workforce Engagement, an event held to discuss concerns with employees. 23 people took part in the first event and 14 in the second with all the groups, with the objective of improving communication and closer relationship between employee-company, listen to staff and receive input about how to improve Engagement.

During the peak moment of furlough schemes, the Employees Survey was distributed repeatedly to get input on this situation (April, June and October). In the last one (October), the rating on the confidence about the actions taken by the Company scored 74% among operational staff, and 80% of administrative/office staff expressed their confidence in the actions taken by the Company.

Alsa Values Awards

The best way to recognise the effort and commitment by people in Alsa is the **Values Awards** event, an initiative rewarding people and their outstanding actions, and are the best example of the commitment

and human quality shown by our people.

In the 2020 edition, to be highlighted the awards presented to the employees for heroic actions and



commitment over the worst moments of the COVID-19 crisis, including the transfer of sick people and medical staff.



Objectives 2021

Equal opportunities

Anonymous CV.

Talent Management

Approved the new Talent strategy against COVID-19.

New development plans for administrative staff.

Commitment

New Employee's Journey and actions targeted to increase commitment.

Quality of employment

Implementation of Chris in Switzerland and Morocco.

Sustained integration of processes into Chris.

Community and the Environment

Our approach

Alsa is aware that they may contribute directly to the life quality of the communities it serves.

For this reason, governed by the corporate value, COMMUNITY AND ENVIRONMENT, the company deploys its social action policies and strives to enforce responsible environmental practices aligned with the objective of creating the best places to live at.



Key figures

| | 2018 | 2019 | | 2020 | |
|----------------------------|---|--------|--------|------|--------|
| Comunidad y Medio Ambiente | Agreements with NGOs and Foundations | 16 | = | 23 | |
| | Agreements with universities | 16 | = | 20 | |
| | Direct emissions Scope 1 and 2 (tCO ₂ eq/100 km) | 0.0995 | 0.0969 | ↓ | 0.0926 |
| | Fleet fuel consumption (kWh/100 km) | 347.68 | 340.11 | ↑ | 345.04 |
| | Total energy consumption (kWh/100 km) | 354.81 | 346.57 | ↑ | 352.55 |



Action Plan



Performance in 2020

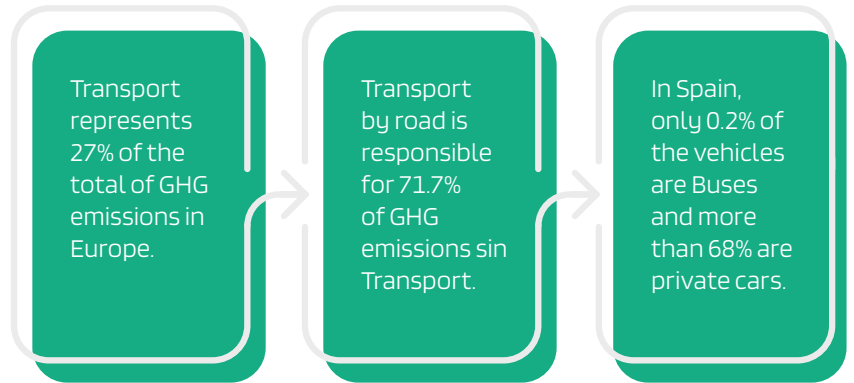
| | | | | |
|--|--|---|--|---|
| | Social Action | Collaboration with different entities, associations and NGOs. | Cooperation actions against COVID-19 | ↑ 5% of microdonations for social causes |
| | Environmental efficiency measures | 3,329 tCO₂ reduced since 2017 when the programme of efficient driving was certified | 78 vehicles of alternative technologies added in 2020 with more than 400 tCO₂ emissions less in 2020. | |
| | Environmental risk management | ↓ 4% direct emissions (Scope 1) since 2019. | 0 GEI emissions for electric consumption. | ↓ 29,4% consumption of fuel in absolute value in 2020. |
| | Communication and Training | Drivers of JILOSA trained in efficient driving. | Communication campaigns for Raising environmental awareness . | |

Leading the environmental change Sustainable and Smart Mobility

In these moments of change, the energy transition and the fight against global warming are of great importance. Committing to a sustainable mobility is a great challenge, but Alsa's commitment with society and environment is strong.

Transport is a key element in strategies at world, European and State strategies to support environment:

“Have an efficient and accessible transport service us key to improve our life quality.”
(European Environmental Agency)



The promotion of Public Transport and the associated policies to reduce the use of private car are the main way to achieve a reduction of GHG, as bus delivers up to 5.5 less emissions in terms of passenger per km than the private vehicle.

The recent crisis of COVID-19 has led to a significant increase in the use of private car at the expense of public transport, despite the safety mobility plans implemented by transport operators, that require to be addressed

Environmental sustainability and the zero emission objective of the European Commission by 2050 will be only achieved by reducing the emissions generated by the use of private vehicle, encouraging the use of public transport.



Bus, an efficient transport mode

Emissiones de gases de efecto invernadero por modo de transporte (Gramos CO₂ equivalentes por viajero-km)



Source: CONFEBUS



The bus is the transport mode producing less GHG emissions : 3.7 times less than plane, 5.5 times less than car and 13% less than the train.

Alsa understands that, as a mobility operator, is part of the problem and the solution. For this reason, the company is working towards sustainable, integrated growth in line with reductions. Added to encouraging the use of public transport, Alsa focuses its efforts in other three main fronts:



Alsa's environmental commitment

Sustainability is only one of the main Alsa strategies, directly contributing to complying with SDGs set in the Agenda 2020, and particularly:



Health and Well-being

Alsa's activity reduces road traffic and air pollution.



Sustainable Cities and Communities

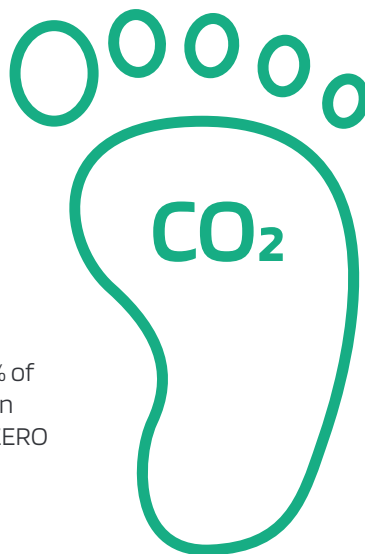
Alsa provides access to a safe and accessible public transport and reduces environmental impact in the cities where the company operates.

Alsa has taken a further step in this challenge and joined the European Commission Commitments to become neutral in Carbon by 2050.

Alsa commitment to become neutral in carbon by 2050

Leadership in the transition to zero emissions in buses and coaches.

Objective 2030: 100% of purchases of buses in urban areas will be ZERO emissions.



Remain at the forefront of the sector in adding new green and sustainable vehicles, and commitment to hybrid, electric and hydrogen technologies.

2020 COMMITMENT: since 2020 in Spain, all new buses in the urban areas added are ECO or ZERO emissions.

Integrated Environmental Management and Efficiency System

Alsa understands that the only way to mitigate and reduce environmental impact is to manage and address all the activities producing emissions, and takes action on all environmental impacts produced by its activity, using a Comprehensive Management System of Environmental efficiency.

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

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.



Alsa, National Award to Mobility 2020 for its environmental strategy

As a recognition to the work in this area, Alsa received the National Award to Mobility 2020, in its first edition, in the category of Large Private Company, driven by its environmental strategy developed by the company.

National Mobility Awards have the support by the Ministry for Transport, Mobility and Urban Agenda, the CONAMA Foundation and the Royal Academy of Engineering, and are awarded by the platform for Sustainable Mobility.

These awards recognise best practices and initiatives in mobility, both in the public and private sector. Their objectives are to highlight cases of success, emphasising the companies leading the change and

leveraging the best solutions to help driving results with positive results in the short, medium and long term.



Alsa's environmental strategy



Alsa is aware that decarbonisation strategies represent a long-term commitment to society and to its customers. Alsa bases its strategy on the following areas:

We establish plans to reduce our carbon footprint.

- We calculate our Carbon Footprint.
- We compensate our emissions.

We manage efficiently our facilities.

- Water consumption.
- Reducing and recycling of waste.
- Power consumption. 100% of renewable electricity consumption.



We reduce emissions of our transport activity.

- Addition of ECO and CERO vehicle.
- Renewal of low emission fleet.
- Efficient driving programme.

Train, raise awareness, engage.

- Environmental training plan.
- Environment mail box.
- ECO Driving Challenge.

According to these principles, Alsa has developed an environmental strategy in six points:



Reduction of carbon footprint



Training and communication



Reduction of energy consumption in transport



Water management



Reduction of energy consumption in facilities



Waste management



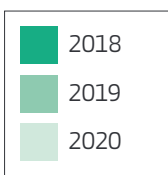
Reduction of carbon footprint



Given the main activity performed by Alsa, the emissions generated are a key indicator in the policy to minimise environmental impact.

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

Scope 1+2+3 **-18,4%** total emissions since 2015



Direct and indirect Greenhouse emissions (scope 1 and scope 2) (tCO₂eq/100 km)



Direct and indirect Greenhouse emissions (1, 2 and scope 3) (tCO₂eq/100 km)



Intensity of direct emissions (tCO₂eq/mil €)



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.

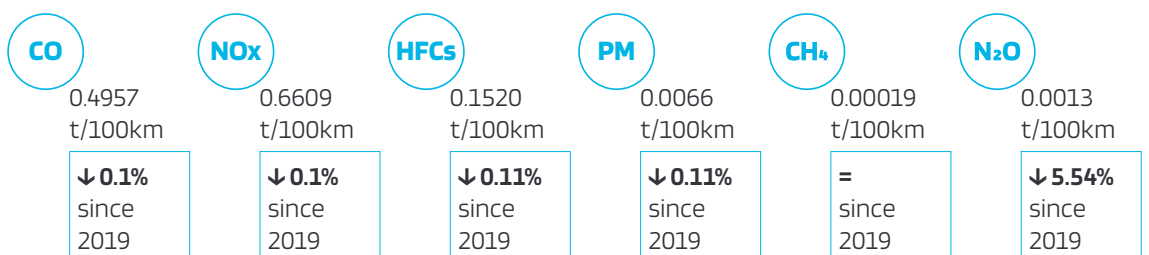
↓ **4.41%** Direct emissions since 2019 respecto a 2019.

0 Scope 2 indirect emissions from energy.

↓ **1.61%** Intensity of direct emissions since 2019.

Other environmental emissions

Alsa also targets to reduce the rest of air emissions with harmful effects on public health as nitrogen oxide and dioxide, methane, suspended particles, etc. particularly in urban environments through a constant renewal of the fleet and an increased used of alternative energies for the propulsion of vehicles.



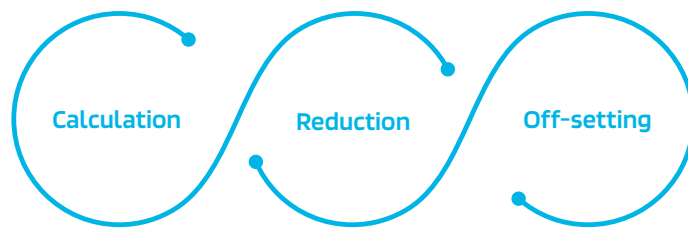
Carbon Offsetting



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 (MITERD) Carbon Footprint, Offsets, CO₂ Absorption Project Registry, and the Demographic Challenge (MITERD).

In 2020, the Carbon Footprint was registered and the "Reduzco" ("I Reduce") seal was received from the Ministry. This seal validates a reduction of over 5.91% in emissions by the company 2016-2019.

Alsa developed this action based on the principle of:



In line with its decarbonisation strategy, the company implements GHG reduction plans which, in 2020, successfully drove down Scope 1 emissions by 4.41% and total emissions (Scope 1, 2 and 3) by 10.1%.

Alsa joins LG's Smart Green challenge in Spain

Within its commitment to the environment, Alsa has joined by the beginning of 2020 to the LG's Smart Green Challenge. An initiative pursuing the objective to plant 47 million trees in Spain, one per Spanish citizen, planting smart seeds with drones.

Within this programme, in September 2020, Alsa took part together with the President of the Regional Government of Extremadura, Mr. Guillermo Fernández Vara, in the reforestation of 50 hectares in Villanueva de la Sierra (Sierra de Gata, Cáceres), to reforest a total of 3 million trees in the forests of Extremadura, Palencia and Murcia. [#OnePersonOneTree](#)





Reduction of energy consumption in transport.



Develop our strategy in 4 great lines of action:

- Gradual renewal of the fleet with gradually less polluting technologies subject to the types of service
- Incorporation of vehicles driven by alternative energy ECO or CERO
- Planning and optimisation of routes and services, and comprehensive predictive maintenance programmes with high-potential vehicles.
- Efficient Driving Programme.

Incorporation of vehicles driven by alternative energy ECO or CERO.

- 78 new vehicles added in 2020.
- 23.8 million € invested in 2020.
- 9% of the fleet in services Spain.

Fleet renewal.

- 33% of the fleet with Euro VI technology in 2020 Spain.
- 79 new vehicles Euro VI in 2020.

2020 Commitment: since 2020 in Spain, all new buses in the urban areas added are ECO or ZERO emissions.

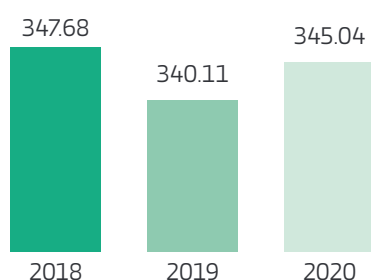
Objective 2030: 100% of purchases of buses in urban areas will be ZERO emissions.



In 2020 fuel reduction was higher than ever due to the pandemic. However, the changes in the services and suspension of operations

over the year generated a loss of efficiency in the relative consumption.

Fleer fuel consumption (kWh/100km)



Between 2019 and 2020
136 new ECO vehicles added



Investment of
46 millions between 2019 and 2020

Climate project

Alsa has received a Climate Project of the Carbon Fund for a Sustainable Economy (FES-CO₂) at the MITERD.

The project "Alsa alternative technologies" is based on the reduction of emissions verified by the replacement of traditional vehicles into operation by other vehicles driven by alternative technologies (hybrid and electric).

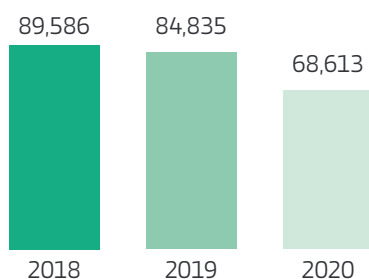
With this project, 32 vehicles were replaced in the Urban concessions of Bilbao, Urban of Arganda, Urban of Cantabria and Urban of Torrejon de Ardoz, meaning a reduction by 391 tCO₂ this first year. Once completed, we expect a reduction of more than 2,000 tCO₂.



Reduction of energy consumption at facilities

We work to reduce the energy consumption in our facilities, mainly electric consumption, with the energy efficiency programme based on energy audits, management of consumptions and improvements made in lightening and air conditioning/heating systems at facilities.

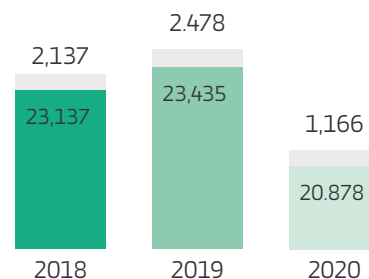
Electricity consumption at facilities (kWh/No. facilities)



100% of electricity consumed is of renewable origin.

↓19.12% Electric consumption since 2019.

Other power sources at facilities (kWh/No. facilities)



↓10.91% of reduction in heating consumption.

↓18.14% of reduction in total energy consumption in 2019.



Training and communication

The collaboration and good performance of employees are key for Alsa to minimise its impact in the environment and improve the background to develop its activity. It is not just about reducing impact or polluting less, Alsa is also aware of

the role it plays to raise awareness among society on the importance of living in sustainable and healthy environments.

Alsa takes part in several initiatives to train and raise awareness among all employees on the importance

of an excellent performance on the environment. We have in place an Environmental Mail Box for suggestions, briefing talks and training, ensuring a strong performance by Alsa in this area.

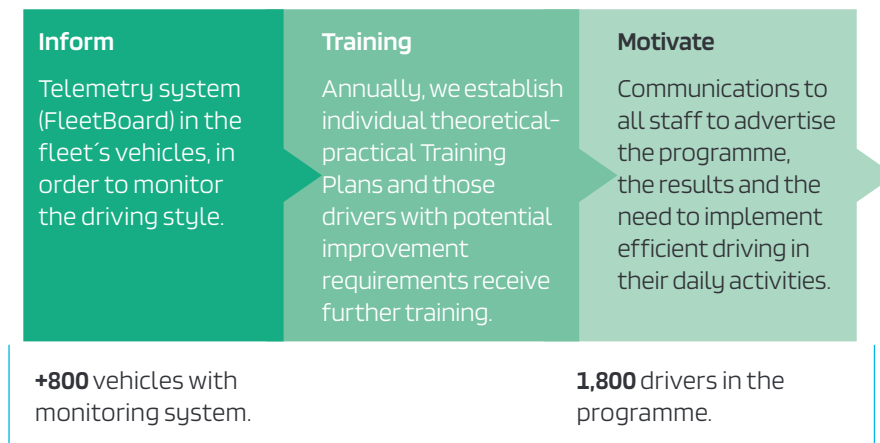
The Efficient Driving Programme

Alsa carries out a training programme targeted to reduce emissions:

The training in Efficient Driving is key in Alsa strategy. Based on this driving style, a lower fuel consumption and reduced wear-and-tear of vehicles is achieved, also leading to lower pollution levels.

Given the situation of the pandemic, Alsa has added a voluntary training module in CHRIS available for all the company.

The efficient driving programme is conducted in 3 phases:



↓ 3,359 tCO₂e
reduced since 2017 thanks to the programme.

Cases of success



JILOSA, official dealer of Repsol in Andalucia and part of Alsa, was the first freight transport company to obtain the certification in Efficient Driving in Spain, adding into the system both their own drivers and the partners.

This outstanding achievement was mirrored in the Alsa Values Award to the Environmental Impact.

Water management



Responsible water management is also a target in Alsa's environmental policy.

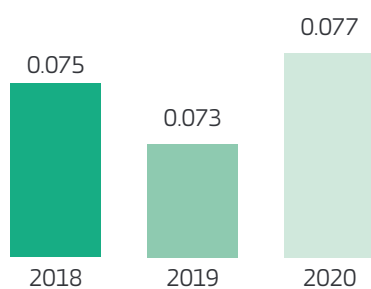
The highest water consumption comes from the cleaning and washing of vehicles.

Despite the suspension of service for the fleet due to the pandemic over 2020, some services remained (stations, service and maintenance, some offices) and entailed an increased water expense compared with km travelled.

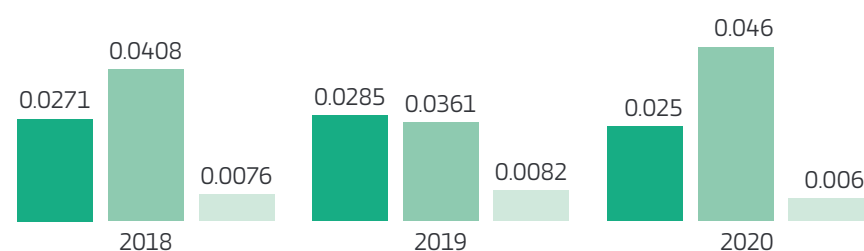
Regarding residual waters, three types based on its origin:

- Water similar to urban use** Offices, stations and points of sale.
- Industrial water coming from automotive sector** Depots, parking lots, pumpings and washing facilities.
- Industrial waters from hospitality sector** Service areas.

Water consumption (m³/100km)



Total waste of residual waters (m³/100km)





Waste management

Waste generated by Alsa come from the waste of conducting maintenance and repair



Alsa makes the maintenance work and repairs in own depots, that thanks to their management system and certifications, ensure control on environmental impact of the waste produced.

services on fleet vehicles, and in own maintenance sites. This generation of waste, dangerous

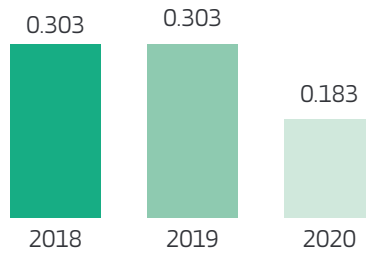
and not dangerous, is an indirect environmental aspect of transport.

Management of waste in the maintenance of vehicles

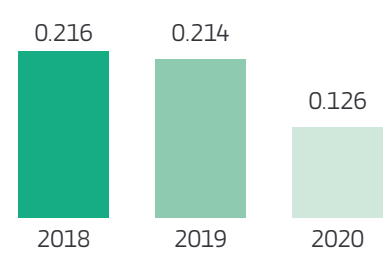
In order to ensure a proper management of waste, each producing centre ensures a comprehensive control on the production. Also, programmes targeted to reduce waste as the addition of new technologies and

use of long-lasting materials and performance are used. Also, actions targeted to raise awareness and deliver training to maintenance staff to ensure a good management.

Hazardous maintenance waste (t/ No. vehicles)



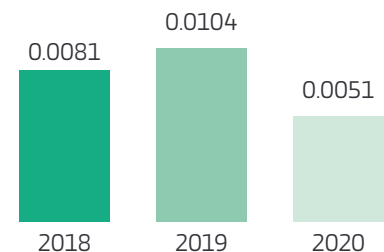
Not hazardous waste of maintenance (t/No. vehicles)



Production of waste in management activities

On the other hand, in the Alsa management activities, the main waste produced is paper.

No hazardous management waste (t/No. employees)



Recycled **4,199 t** of paper, thanks to the awareness by employees.

Circular economy

In 2020 we started a collaboration with the Federación Asturianas de Empresas (FADE) and the City Council of Gijón to make a diagnosis on the practices in circular economy and the environmental strategies of the companies in Asturias.

The objective is to identify and promote best practices in environmental issues that may be replicated in other companies in Gijón and Asturias, improving sustainability.

Main figures regarding Environment

| Environment | 2018 | 2019 | | 2020 |
|---|--------|--------|---|---------------|
| Emissions | | | | |
| Direct GHG (scope 1) (tCO ₂ eq/100 km) | 0.0995 | 0.0969 | ↓ | 0.0927 |
| Indirect GHG (scope 2) (tCO ₂ eq/100 km) | 0 | 0 | = | 0 |
| Indirect GHG (scope 3) (tCO ₂ eq/100 km) | 0.0121 | 0.0120 | ↓ | 0.0053 |
| Intensity of direct emissions (tCO ₂ eq/mil €) | 0.3087 | 0.2783 | ↓ | 0.2739 |
| CO (t CO/100Km) | 0.508 | 0.496 | = | 0.496 |
| NOx (t HC/100Km) | 0.677 | 0.662 | ↓ | 0.661 |
| HCT (t HC/100Km) | 0.156 | 0.152 | = | 0.152 |
| CH ₄ (t de CO ₂ eq//100Km) | 0.0002 | 0.0002 | = | 0.0002 |
| N ₂ O (t NOx/100Km) | 0.0014 | 0.0014 | ↓ | 0.0013 |
| PM (t PM/100Km) | 0.0068 | 0.0066 | = | 0.0066 |
| Reduction of total Greenhouse emissions (%) | 2.3% | 2.6% | ↓ | 4.4% |
| Reduction of emissions intensity (%) | 8.0% | 9.8% | ↑ | 1.6% |
| tCO ₂ e reduction since the Certification on efficient Driving | 2,023 | 2,094 | ↓ | 3,359 |
| Consumptions | | | | |
| Total energy (kWh/100 km) | 354.81 | 346.19 | ↓ | 352.55 |
| Fleet fuel (kWh/100 km) | 347.55 | 340.11 | ↑ | 345.04 |
| Electricity (kWh/No. facilities) | | | | |
| Alternative sources (GNC+electricity) (kWh/100 km) | 9.15 | 9.45 | ↑ | 11.08 |
| In transport (kWh/100 km) | 0.125 | 0.122 | ↓ | 0.28 |
| In facilities (kWh/No. facilities) | 89,586 | 84,835 | ↓ | 68,613 |
| Other power sources (kWh/number of facilities) | | | | |
| Other consumption elements | 2,137 | 2,478 | ↓ | 1.166 |
| Heating | 23,137 | 23,435 | ↓ | 20.878 |
| Energy intensity (kWh/mil€) | 1,101 | 995 | ↑ | 1,042 |
| Waste | | | | |
| Hazardous waste (t/ No. vehicles) | 0.303 | 0.303 | ↓ | 0.183 |
| No hazardous waste managed (t/ No. vehicles) | 0.216 | 0.214 | ↑ | 0.126 |
| Paper recycling (t/ No. employees) | 0.0081 | 0.0104 | ↑ | 0.0051 |
| Water | | | | |
| Spills of residual waters | | | | |
| Similar to urban use (m ³ /100 km) | 0.0271 | 0.0285 | ↓ | 0.0250 |
| Generated by automotive sector (m ³ /100 km) | 0.0408 | 0.0368 | ↑ | 0.0461 |
| Generated by restaurant/catering sector (m ³ /100 km) | 0.0076 | 0.0082 | ↓ | 0.0058 |
| Water consumption (m ³ /100 km) | 0.075 | 0.074 | ↑ | 0.077 |

Support to the community



In 2020, 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 organisations, associations and NGOs clearly evidences its unwavering commitment to the community.

Priority aspects we highlighted in the last Materiality Study to meet expectations of Stakeholders reflected in the community where Alsa is present are:

Continuous Employability

Alsa is carrying out several programmes and policies to encourage and promote this aspect, some of them internally, developed in the section People:

- Integrate young talent: Move Programme and Graduate programme.
- Training and integration plan for people with disabilities: What are you capable of? Programme.
- English scholarships for employees' children.

And other external initiatives:

- Cooperation and Agreements with universities.
- Cooperation with Integra Foundation.



Integration of people with disabilities

- Cooperation with Plena Inclusión Madrid: cooperation agreement signed between the mobility operator and Plena Inclusión Madrid targeted to promote cognitive accessibility as a value for customer service and contributing to include people with intelligence or development impairment.



- Initiative "Travel with a companion": submitted in 2020, offers the possibility of a free ticket for people assisting passengers with disabilities. This is aimed at promoting the autonomy skills of this group without incurring in an extra cost for them.



Integration of people with disabilities

- Agreement with ONCE Foundation to generate jobs for people with disabilities.
- Development of actions included and developed in other sections of this report, as the Accessibility Plan or the Programme What are you capable of?
- Cooperation with the Foundation Juan XXIII.



Accessibility to Transport

- Accessibility to Transport: Development of the Accessibility Plan to Transport detailed in the Customer section.



The elderly

Alsa develops actions for the elderly and senior passengers together with the Foundation Fundación Desarrollo y Asistencia.

The main actions developed are related to human capital, with specific programmes providing Support to retired people, as well as senior family members of the employees with the Programme "Alsa Helps You", both developed in the section People.

Alsa offers special support to their senior passengers as a priority group of customers, favouring and encouraging transport and connectivity according to their special needs.



Alsa with the elderly

One of our priority groups are the elderly, and we focus our social responsible policies on them. People older than 60 years who are member of the loyalty programme Alsa Plus can benefit from discounts up to 30% in domestic services.

Also, at the local level, we have developed several initiatives including the subsidy to transport by the Regional Government of Extremadura for people older than 60 years valid over 2020; the 25% discount in Asturias for people over 60 in regional services of the Principality; and the 30% discount for people over 65 years in the service Murcia-Almería.

In 2021 it is planned the launching of a new product, Alsa 60+, in the routes Madrid-Zaragoza-Barcelona offering unlimited discounts up to 50% by paying a regular fare ranging from 5 and 9 euros depending on the traffic.



Added to the special fares, Alsa has special assistance services in specific urban journeys, support services for passengers with reduced mobility, the elderly and passengers with disabilities. These are services providing assistance during the boarding and drop off passengers, to identify the seat, and with luggage at origin, destination and intermediate stops. This service is available in all Premium services and in all the services of the routes: Madrid – Granada, Almería – Murcia and Granada – Airport of Granada. Also, skilled staff may assist and conduct passengers from the Premium Room of Alsa directly to the platform or bay.

Support to employability with the Integra Foundation



Alsa continues to work with the Integra Foundation, which supports the occupational integration of people at risk of social exclusion.

Evidence of their commitment is the addition into the staff of 40 people at social risk exclusion since 2001. Over the Annual Awards Ceremony of the Foundation Awards, Alsa was rewarded as a recognition to its activity, represented in the event by Francisco Iglesias, Alsa CEO.



Continued support to the Foundation through donation campaigns available on the website. In 2020, despite the situation, donations increased by 5%. Since 2016, 30,000 Alsa customers have taken part in this initiative.

In 2020
1 job
15 volunteers

Since 2001
40 jobs

Since 2014
39 volunteers

Specific actions against COVID-19

Over 2020, Alsa took emergency actions to restrain the pandemic caused by the COVID-19 with initiatives, actions or contributions

related to the needs proposed by Stakeholders that were in the First Line of action.

Alsa made available and transferred to the Army 26 buses to support the Balmis operation

The Spanish Army performed an outstanding action to the Spanish society to fight the COVID-19 pandemic, focused on four areas:

| | |
|----------------------------------|---|
| Safety. | Logistical support. |
| Disinfecting and cleaning tasks. | Planning and installation of Emergency Hospitals. |



Alsa provided their buses across the Spanish country to support the Balmis operation to fight the COVID-19 pandemic.

The support focused on providing to the Army 26 coaches: 2 to the Brigade VII (Pontevedra), 7 to Brigade X (Córdoba), 4 to Brigade XI (Badajoz), 5 to Brigade XII (Valladolid, Barcelona and Madrid), 3 for Balearic Islands (Mallorca, Menorca and Ibiza), 4 for the Engineer Department (2 in Salamanca, Zaragoza and Burgos) and 1 for the Department of Defence NBQ (Paterna).

This action was recognised on 30th November by the Army in a public event for the Donors of the Balmis Operation.

Moreover, in December the Army Chief of Staff recognised Alsa, represented by the Institutional Relations Director, as an ambassador the Army Brand, with the mission now to empathise and underpin the image of the Army.



Provided 10 Buses to the Emergency Military Unit

The cooperation with the EMU to help transferring sick people infected with COVID-19 on board buses provided by Alsa took part in Madrid, León, Sevilla, and the Prince Regiment Number 3 of the BRILAT with headquarters in Asturias. This collaboration remained in place since the beginning of the pandemic until they units were eventually returned by the month of September.



The inside part of the vehicles used in these actions was adjusted to facilitate the transfer of sick people in stretchers or wheel chairs between hospitals and hotels prepared with medical equipment.

Joining the Plan "Red Cross RESPONDS"

Starting as an initiative launched by BILBOBUS employees, who offered services to help in the maintenance and disinfection works of the Red Cross ambulances in Vizcaya, Alsa contacted the Red Cross at the national level to offer to cooperate, and they joined the 'Red Cross Responds' plan, in collaboration with the cleaning and disinfection tasks of their fleet of vehicles, making available 17 of their facilities in several locations to perform these cleaning work complying with all the protocols and specific disinfection products already applied in the entire fleet.



Alsa had the altruist support of specific cleaning companies in their fleets, Grupo Alarcón, Interserve and Limpiasol.

Return home

Repatriation of Spanish citizens from Geneva and Lisbon

Alsa ensured the repatriation of Spanish citizens in Geneva and Lisbon, cooperating with the Consulates General of Spain in Switzerland and Portugal.

Repatriation of Moroccan citizens

Upon request from the Embassy of the Kingdom of Morocco in Spain, Alsa facilitated the repatriation operation of the Moroccan citizens, who flew to Morocco from the Barajas Airport in Madrid.



Food donation to Cáritas

Alsa donated to the charity Cáritas Diocesana, as well as to other charity feeding centres and NGOs, all the existing stock of food in their restaurants and bus stations across several areas of Spain, mainly fresh fruit and vegetables, dairy products, eggs, cold meat and biscuits, to be distributed to people struggling to obtain food at the beginning of the pandemic.



Free transfer of medical staff in Santander

Alsa, together with the Federation of Health and Social and Health Sectors of Workers' Commissions (CCOO) of Cantabria, reached an agreement for medical staff using the routes covering the areas of the hospitals of Valdecilla, Liencres and Laredo had free transport on board our services.

Alsa joined the campaign "Madrid thanks you"

Alsa joined in 2020 the campaign "Madrid thanks you", an initiative launched by the City Council of Madrid to recognise the effort and hard work of medical staff and emergency services, the police, State security forces, MEU unit and fire brigade during the health crisis of the COVID-19. This initiative offered discounts for all these groups.

Voluntary actions

Voluntary actions for Charity Purchases and Joining the Red Cross RESPONDS plan

All Alsa employees were offered the possibility of developing corporate volunteering.

The collaboration with the Red Cross focused on two specific voluntary actions:

- El reparto de alimentos, medicamentos y productos de primera necesidad en el domicilio de las personas vulnerables.
- La realización de llamadas de seguimiento a las personas más vulnerables, para conocer su estado y detectar posibles necesidades.





Objectives 2021

Progress towards a Social Action strategy and a CSR Action Plan

Align the social action to the priorities identified in the last materiality research.

Strategic actions

Addition of 132 vehicles driven by alternative technology.

Reduction of emissions 522 tCO₂e.

Environmental efficiency measures in transport

Efficient driving programme.

Reduction by 0.36% of the emissions associated to consumption.

Reduction of emissions 1,003 tCO₂e.

Compensation of carbon footprint in on-line sales.

Environmental efficiency measures in facilities

Energy efficiency programme.

Reduction by 1.3% of energy consumption in facilities.

Reduction of 4 tCO₂e emissions (The 100% of the electric energy consumed has GDO's).

GRI annexes

About this Sustainability Report

For the 4th year in a row, Alsa Grupo S.L.U. (Herein Alsa) published its Social Responsibility Report, drawn up according to the option of comprehensive conformity to the GR Standards that was verified by an independent external entity (AENOR).

In this report, Alsa offers an overview of its performance in 2020 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.

AENOR certificate



VERIFICACIÓN DE LA MEMORIA DE SOSTENIBILIDAD

VMS-2021/0014

AENOR ha verificado que el Informe de Sostenibilidad de la organización

ALSA GRUPO, S.L.U.

Titulo del informe: Memoria de Sostenibilidad 2020 ALSA.

Periodo objeto del informe: 2020

es conforme con los estándares GRI en su opción Exhaustiva.

Fecha de emisión del
certificado: 2021-05-31



Rafael GARCÍA MEIRO
Director General

AENOR INTERNACIONAL S.A.U.
Génova, 6. 28004 Madrid. España
Tel. 91 432 60 00. - www.aenor.com

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 | - |
| Safety | Road Safety | 416-1; 416-2 |
| Customers | Accessibility | 416-1 |
| | 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 | 2020 | Page | | | | |
|----------------------------------|--|--|--|-------------|-----------------|------------|-----|
| Perfil de la organización | | | | | | | |
| 102-1 | Name of the organization. | Alsa GRUPO S.L.U. (Referred to herein as ALSA). | - | | | | |
| 102-2 | Activities, brands, products, and services. | | 5, 7-10 | | | | |
| 102-3 | Location of headquarters. | Madrid, Calle Miguel Fleeta, nº 4, 28037 (Spain). | | | | | |
| 102-4 | Location of operations. | | 8-9, 12-14 | | | | |
| 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. | 5 | | | | |
| 102-6 | Markets served (broken down by region, sectors, types of customers and beneficiaries). | | 5, 7-10, 12-14 | | | | |
| 102-7 | Scale of the organization. | Total distribution of employees per country | | | | | |
| | | | Men | Women | Total | 4, 8-9, 61 | |
| | | Andorra | 2.00 | 1.00 | 3.00 | | |
| | | Eslovaquia | 1.00 | 1.00 | 2.00 | | |
| | | España | 6,800.33 | 1,262.08 | 8,062.42 | | |
| | | Marruecos | 6,466.75 | 380.00 | 6,846.75 | | |
| | | Puerto Rico | 8.25 | 0.00 | 8.25 | | |
| Suiza | 149.92 | 28.42 | 178.33 | | | | |
| Total overall | 13,428.25 | 1,672.50 | 15,100.75 | | | | |
| 102-8 | Information on employees and other workers. | Detail (figures as of 31/12/20) | 2018 | 2019 | 2020 | 4, 61 | |
| | | Number of men employed with a permanent contract | 4,979 | 5,147 | 5,326 | | |
| | | Number of women employed with a permanent contract | | 764 | 793 | | 950 |
| | | Number of men employed with a temporary contract | 1,471 | 1,475 | 963 | | |
| | | Number of women employed with a temporary contract | | 284 | 360 | | 223 |
| 102-9 | Supply chain | 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. | 4, 36 | | | | |
| 102-10 | Cambios significativos en la organización y su cadena de suministro. | Durante 2020 se ha modificado la estructura y composición del comité de dirección. | 16 | | | | |
| 102-11 | Precautionary approach or principle. | GRI indicators 102-29, 102-30, 205-1. | 4, 8-10, 12-15, 17-18, 30-36, 39-42, 49, 51-54, 61-66, 75, 77-99 | | | | |

| GRI Standard | Brief description | 2020 | Page |
|-----------------------------|--|---|--|
| 102-12 | External initiatives. | Alsa also adheres to several environmental initiatives, including "Community for Climate". | 15, 29-35, 67-68, 69-71, 81, 83, 86, 93-99 |
| 102-13 | Membership of associations. | Alsa belongs to various industry associations, including the international association IRU and the Spanish associations CONFEBUS, ASTIC and ATUC. | |
| Estrategy | | | |
| 102-14 | Statement from senior decision-makers. | | 2-3 |
| 102-15 | Key impacts, risks, and opportunities. | GRI 102-30 The main risk in 2020 was a reduction of users due to the pandemic, as well as infections of employees, mainly drivers due to their exposure. 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. | 4, 8-10, 12-15, 17-18, 30-35, 39-42, 49, 51-54, 61-66, 75, 77-99 |
| Ethics and integrity | | | |
| 102-16 | Values, principles, standards, and norms of behaviour. | | 6, 23, 28-29, 39, 80-83 |
| 102-17 | Mechanisms for advice and concerns about ethics. | | 16, 28-29 |
| Governance | | | |
| 102-18 | Governance structure. | The Committee making the decisions on economic, environmental and social issues is the Board of Directors. | 16 |
| 102-19 | Delegating authority. | | 16 |
| 102-20 | Executive-level responsibility for economic, environmental, and social topics. | Environmental topics fall under the remit of the Strategy and Organisation Committee. | 16 |
| 102-21 | Consulting stakeholders on economic, environmental, and social topics. | The Institutional Relations Department reports to the Board of Directors on CSR-related matters. Analysis of material topics is undertaken across all stakeholder groups. | 22, 24-27, 103 |
| 102-22 | Composition of the highest governance body and its committees. | | 16 |
| 102-23 | Chair of the highest governance body. | | 16 |
| 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 | Conflicts of Interest. | 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. | 29 |
| 102-26 | Role of highest governance body in setting purpose, values, and strategy. | "Our values" of Excellence, Safety, Customers, People and Community are the National Express group values, which Alsa embraces and applies across all its activities. | 6, 11-14, 16 |
| 102-27 | Collective knowledge of highest governance body. | 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. | 16 |
| 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. | |

| GRI Standard | Brief description | 2020 | Page | | | | |
|--------------|---|---|---|------|-------|-------|--|
| 102-29 | Identifying and managing economic, environmental, and social impacts. | 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. | 4, 8-9, 12-15, 17-18, 30-35, 39-42, 49, 51-54, 61-66, 75, 77-99 | | | | |
| 102-30 | Effectiveness of risk management processes. | 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. | 4, 8-9, 12-15, 17-18, 30-35, 39-42, 49, 51-54, 61-66, 75, 77-99 | | | | |
| 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>The entire Board of Directors participated in the last Materiality Assessment in 2019, 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> <p>In 2021.</p> | | | | | |
| 102-33 | Communicating critical concerns. | | 24-27 | | | | |
| 102-34 | Nature and total number of critical concerns. | | 24-27 | | | | |
| 102-35 | Remuneration policies. | <p>There is in place a remuneration policy foreseeing all the causes: salary ranges, review criteria, social benefits, travels, secondments and internationalisation, business 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>2019</th> <th>2020</th> </tr> </thead> <tbody> <tr> <td>13.34</td> <td>15.89</td> </tr> </tbody> </table> <p>(Calculated by dividing the fixed salary of the best paid person by the average salary of all workers in 2020, not including the best paid person).</p> | 2019 | 2020 | 13.34 | 15.89 | |
| 2019 | 2020 | | | | | | |
| 13.34 | 15.89 | | | | | | |

| GRI Standard | Brief description | 2020 | | | Page |
|---|---|--|-------|--------|------------|
| | | 2018 | 2019 | 2020 | |
| 102-39 | Percentage increase in annual total compensation ratio. | Best paid person | 7.14% | 10.00% | 4.86% |
| | | Average salary of workforce* | 0.07% | 1.55% | -11.97% |
| | | *not including the best paid person. | | | |
| The drop in the average salary of the staff was due to the furlough plans implemented for the COVID-19 in a high percentage of the staff, and the loss of many items in the pay-roll due to the absence of business activity. | | | | | |
| Participation of stakeholders | | | | | |
| 102-40 | List of stakeholder groups. | | | | 22 |
| 102-41 | Agreements for collective bargaining. | 100% | | | |
| 102-42 | Identifying and selecting stakeholders. | | | | 22 |
| 102-43 | Approach to stakeholder engagement. | | | | 22-25 |
| 102-44 | Key topics and concerns raised. | | | | 24-27 |
| Material topics and boundaries | | | | | |
| 102-45 | Entities included in the consolidated financial statements. | 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 www.nationalexpressgroup.com . | | | 116 |
| 102-46 | Defining report content and topic boundaries. | | | | 24-27, 103 |
| 102-47 | List of material topics. | | | | 24-25, 103 |
| 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. | | | |
| Report profile | | | | | |
| 102-50 | Reporting period. | 2020 | | | |
| 102-51 | Date of most recent report. | 2019 | | | |
| 102-52 | Reporting cycle. | Annual. | | | |
| 102-53 | Contact point for questions regarding the report. | Ignacio Pérez-Carasa. ipcarasa@alsa.es . | | | |
| 102-54 | Claims of reporting in accordance with the GRI Standards. | | | | 99 |
| 102-55 | GRI content index. | | | | 104-115 |
| 102-56 | External assurance. | | | | 101-102 |

| GRI Standard | Brief description | 2020 | Page |
|--|---|--|------------------------------|
| Management approach | | | |
| 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. | 17-18, 30-35, 39, 49, 61, 77 |
| 103-3 | Evaluation of the management approach. | The management approach is outlined in the GRI index for each material topic. | 17-18, 30-35, 39, 49, 61, 77 |
| Economic performance | | | |
| 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. | | 4 |
| 201-2 | Financial implications and other risks and opportunities due to climate change. | | 4, 11-14, 30-35, 77-92 |
| 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. | 75 |
| 201-4 | Financial assistance received from government. | | 4 |
| Market presence | | | |
| 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). | |
| Indirect economic impact | | | |
| 203-1 | Infrastructure investments and services supported. | | 4 |
| 203-2 | Significant indirect economic impact. | Data on the significant indirect economic impact is not available. | |
| Procurement practices | | | |
| 204-1 | Proportion of spending on local suppliers. | | 4, 17-18, 36 |
| Anti-corruption | | | |
| 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. | 28-29 |
| 205-2 | Communication and training on anti-corruption policies and procedures. | GRI 102-25 | 28-29 |
| 205-3 | Confirmed incidents of corruption and actions taken. | Zero incidents of corruption. | |
| Anti-competitive behaviour | | | |
| 206-1 | Total number of legal actions for anti-competitive behaviour. | 0 actions in this regard. | |
| Taxes | | | |
| 207-1 | Tax approach. | Waiting for tax enforcement according to the results in the next Materiality Study. | |
| 207-2 | Tax governance, control and management of risks. | Waiting for tax enforcement according to the results in the next Materiality Study. | |
| 207-3 | Stakeholders participation and management of enquiries related to taxes. | Waiting for tax enforcement according to the results in the next Materiality Study. | |

| GRI Standard | Brief description | 2020 | Page |
|--------------|---|---|------|
| 307-4 | Submission of reports country by country. | Waiting for tax enforcement according to the results in the next Materiality Study. | |

Environmental performance

Note: Relative values are reported in the body of the report. In this index, the absolute values are given.

Materials
 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. | | 4, 77-78, 87-90, 92 |
| 301-2 | Recycled input materials used. | | 88-92 |

Products and services

| | | | |
|-------|---|-----------------|--|
| 301-3 | Reclaimed products and their packaging materials. | Not applicable. | |
|-------|---|-----------------|--|

Energy
 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. | ENERGY CONSUMPTION (kwh) | | | 4, 77-78, 87-90, 92 |
|-------|---|--------------------------|--------------------|--------------------|---------------------|
| | | 2018 | 2019 | 2020 | |
| | Electricity use at facilities | 14,512,964 | 13,488,759 | 10,722,231 | |
| | Heating | 3,748,146 | 3,726,194 | 3,277,822 | |
| | Other areas of consumption | 346,267 | 394,035 | 183,109 | |
| | Transport | 878,484,856 | 906,369,374 | 653,857,084 | |
| | Total | 897,274,643 | 925,301,372 | 668,090,245 | |

| 302-2 | Energy consumption outside the organization. | DESCRIPTION | | |
|-------|--|-------------|-------------|------------|
| | | 2018 | 2019 | 2020 |
| | Fuel consumption outside the organization (kWh)* | 116,112,521 | 120,333,540 | 41,695,839 |
| | Estimated data | | | |

| | | | |
|-------|--|---|---------------------|
| 302-3 | Energy intensity. | Energy intensity is calculated as emissions (t/CO ₂ e) divided by the company's revenue (€). | 4, 77-78, 87-90, 92 |
| 302-4 | Reduction of energy consumption. | | 4, 77-78, 87, 92 |
| 302-5 | Reduction in energy requirements of products and services. | | 80-83, 87-88, 92 |

Water

| | | | |
|-------|--|--|--------|
| 303-1 | Interaction with water as a shared resource. | The water used always come from the municipal plumbing network and is conducted over the municipal plumbing network. | 90, 92 |
|-------|--|--|--------|

| | | | |
|-------|--|--|--------|
| 303-2 | Management of impacts related to water spills. | The highest water consumption is the the washing facilities. These waters are duly refined through hydrocarbon dividers before spilling into municipal plumbing network. Currently, working on further leveraging these waters to be reintroduced in the process. All spill areas are dully controlled to ensure the compliance with current legislation. | 90, 92 |
|-------|--|--|--------|

| | | | | | | |
|-------|-----------------------------|---|---------|---------|---------|--------|
| 303-3 | Water withdrawal by source. | Water consumption is from the municipal supply. | | | | |
| | | Description | 2018 | 2019 | 2020 | 90, 92 |
| | | Total water consumption (m ³) | 196,731 | 200,173 | 145,618 | |

| | | | |
|-------|--------------|---|--------|
| 303-4 | Water spill. | All waste are released through the plumbing network. GRI 306-1. | 90, 92 |
|-------|--------------|---|--------|

| | | | |
|-------|----------------------------|---|--------|
| 303-5 | Water recycled and reused. | The volume cannot be reported as this information was not available at the time of publication. | 90, 92 |
|-------|----------------------------|---|--------|

Biodiversity

| GRI Standard | Brief description | 2020 | Page |
|--------------|--|--|------|
| 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. | Collaboration in the SmartGreen project with the reforestation in Villanueva de la Sierra, Cáceres. | 86 |
| 304-4 | IUCN Red List species and national conservation list species with habitats in areas affected by operations | Not applicable. | |

Emissions

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.

| 305-1 | Direct (scope 1) and indirect (Scope 2) GHG emissions | DESCRIPTION | 2018 | 2019 | 2020 | 4, 77-78, 85-86 |
|-------|--|---|---------|---------|-----------------|-----------------|
| | | Scope 1 emissions (tCO ₂ EQ) | 259,425 | 263,901 | 175,577 | |
| 305-2 | Energy indirect GHG emissions. | DESCRIPTION | 2018 | 2019 | 2020 | 4, 77-78, 85-86 |
| | | Scope 2 emissions (tCO ₂ EQ) | 0 | 0 | 0 | |
| 305-3 | Other indirect GHG emissions (Scope 3). | DESCRIPTION | 2018 | 2019 | 2020 | 4, 77-78, 85-86 |
| | | Scope 3 emissions (tCO ₂ EQ) | 31,511 | 32,659 | 9,961 | |
| 305-4 | GHG emissions intensity. | DESCRIPTION | 2018 | 2019 | 2020 | 4, 77-78, 85-86 |
| | | Intensity of Scope 3 GHG emissions (tCO ₂ EQ/€m) | 0.0375 | 0.0340 | 0.0155 | |
| 305-5 | Reduction of GHG emissions. | | | | 4, 77-78, 85-86 | |
| 305-6 | Emissions of ozone-depleting substances (ODS) | | | | 4, 77-78, 85-86 | |
| 305-7 | Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions. | | | | 4, 77-78, 85-86 | |

Effluents and waste

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.

| 306-1 | Water discharge by quality and destination. | DESCRIPTION | 2018 | 2019 | 2020 |
|-------|---|--|---------|---------|---------|
| | | Urban waste water discharge (m ³) | 70,548 | 77,474 | 47,310 |
| | | Industrial waste water discharge, automotive (m ³) | 106,466 | 100,266 | 87,296 |
| | | Industrial waste water discharge Catering (m ³) | 19,717 | 22,433 | 11,012 |
| | | Total waste water discharge (m ³) | 196,731 | 200,173 | 145,618 |

| GRI Standard | Brief description | 2020 | Page | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|---|---|--------------------|------------|-------|---------------|-----------------------------|-------------------------|----------|-----|---------------------------------|-----|--------------------|-----|-------------------------|-----|---------------------|----------|----------------------|------------|------------|--------------------|-------|-----|-----|--------------------|--|--------------|--------------|------------|-------|
| | | All waste - hazardous and non-hazardous - generated through Alsia's activity is managed by approved waste management providers. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | <table border="1"> <thead> <tr> <th>Description</th> <th>2018</th> <th>2019</th> <th>2020</th> </tr> </thead> <tbody> <tr> <td>Hazardous waste managed (t)</td> <td>799</td> <td>825</td> <td>527</td> </tr> <tr> <td>Non-hazardous waste managed (t)</td> <td>570</td> <td>583</td> <td>365</td> </tr> <tr> <td>Paper for recycling (t)</td> <td>714</td> <td>8,944</td> <td>4,199</td> </tr> </tbody> </table> | Description | 2018 | 2019 | 2020 | Hazardous waste managed (t) | 799 | 825 | 527 | Non-hazardous waste managed (t) | 570 | 583 | 365 | Paper for recycling (t) | 714 | 8,944 | 4,199 | | | | | | | | | | | | | |
| Description | 2018 | 2019 | 2020 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Hazardous waste managed (t) | 799 | 825 | 527 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Non-hazardous waste managed (t) | 570 | 583 | 365 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Paper for recycling (t) | 714 | 8,944 | 4,199 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 306-2 | Waste by type and disposal method. | <table border="1"> <thead> <tr> <th>Type</th> <th>Treatment</th> <th>2018</th> <th>2019</th> <th>2020</th> </tr> </thead> <tbody> <tr> <td rowspan="2">Non-Hazardous waste (t)</td> <td>Disposal</td> <td>210</td> <td>196</td> <td>99</td> </tr> <tr> <td>Recovered/recycled</td> <td>360</td> <td>387</td> <td>266</td> </tr> <tr> <td rowspan="2">Hazardous waste (t)</td> <td>Disposal</td> <td>264</td> <td>299</td> <td>125</td> </tr> <tr> <td>Recovered/recycled</td> <td>535</td> <td>526</td> <td>403</td> </tr> <tr> <td colspan="2">Total waste</td> <td>1,369</td> <td>1,408</td> <td>893</td> </tr> </tbody> </table> | Type | Treatment | 2018 | 2019 | 2020 | Non-Hazardous waste (t) | Disposal | 210 | 196 | 99 | Recovered/recycled | 360 | 387 | 266 | Hazardous waste (t) | Disposal | 264 | 299 | 125 | Recovered/recycled | 535 | 526 | 403 | Total waste | | 1,369 | 1,408 | 893 | 91-92 |
| Type | Treatment | 2018 | 2019 | 2020 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Non-Hazardous waste (t) | Disposal | 210 | 196 | 99 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Recovered/recycled | 360 | 387 | 266 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Hazardous waste (t) | Disposal | 264 | 299 | 125 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Recovered/recycled | 535 | 526 | 403 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total waste | | 1,369 | 1,408 | 893 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 306-3 | Significant spills. | None have taken place. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 306-4 | Transport of hazardous waste. | Alsia 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. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Environmental compliance | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 307-1 | Non-compliance with environmental laws and regulations. | No sanctions; there are usually requests for information, to which the organisation responds promptly. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Supplier environmental assessment | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 308-1 | New suppliers that were screened using environmental criteria. | 100% | 36 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 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. | 36 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Social performance | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Employment | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 401-1 | New employee hires and employee turnover. | <table border="1"> <thead> <tr> <th>New contracts 2020</th> <th>Men</th> <th>Women</th> <th>Total overall</th> </tr> </thead> <tbody> <tr> <td>Under 30</td> <td>59</td> <td>43</td> <td>102</td> </tr> <tr> <td>Between 30 and 50</td> <td>325</td> <td>151</td> <td>476</td> </tr> <tr> <td>More than 50</td> <td>218</td> <td>77</td> <td>295</td> </tr> <tr> <td>Total overall</td> <td>602</td> <td>271</td> <td>873</td> </tr> </tbody> </table> | New contracts 2020 | Men | Women | Total overall | Under 30 | 59 | 43 | 102 | Between 30 and 50 | 325 | 151 | 476 | More than 50 | 218 | 77 | 295 | Total overall | 602 | 271 | 873 | 4, 61 | | | | | | | | |
| New contracts 2020 | Men | Women | Total overall | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Under 30 | 59 | 43 | 102 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Between 30 and 50 | 325 | 151 | 476 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| More than 50 | 218 | 77 | 295 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total overall | 602 | 271 | 873 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 401-2 | Benefits provided to employees. | | 74, 75 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| 401-3 | Parental leave. | 2020 | | | | | |
|---|-----------------|------|-------|--------|-------|--------|--------|
| | | 2018 | | 2019 | | 2020 | |
| | | Men | Women | Men | Women | Men | Women |
| Rate of return to work and retention after maternity or paternity leave, by gender. | | 100% | 100% | 93.48% | 100% | 99.12% | 96.43% |
| Total number of employees who have been entitled to parental leave, by gender. | | 112 | 20 | 138 | 21 | 114 | 28 |
| Total number of employees who have taken parental leave, by gender. | | 112 | 20 | 138 | 21 | 114 | 28 |
| Total number of employees who returned to work in the reporting period after the end of parental leave. | | 112 | 20 | 129 | 21 | 96 | 15 |
| 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. | | 106 | 19 | 16 | 0 | 23 | 5 |

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 well-being of the people who make up the organization.

403-1 Health and Safety Management System at the Workplace. 17-19, 64-66

403-2 Identification of hazards, risk assessment and investigation of incidents. 40-47, 61-66

403-3 Health services at work. External prevention system in place (Cualtis). Confidentiality in personal data is protected by tyhe relevant legal protocols. 61-66

| 403-4 | Participation of employees, consultations and communications on health and safety at the workplace. | Description | | | |
|-------|---|---|-------|--------|--------|
| | | 2018 | 2019 | 2020 | |
| | | Percentage of workforce represented on formal joint management-worker health and safety committees created to help monitor and advise on H&S programmes. | 73.8% | 71.85% | 63.03% |
| | | 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. | | | |

61-66

403-5 Health and Safety Management System at the Workplace. Training hours in 2020 in Safety and Health: 11,791. Training delivered in Spain, Switzerland and Morocco. 64-66

403-6 Ensure health of employees. 39-42, 61-66

403-7 Prevention and mitigation of impact in health and safety of employees directly connected to commercial relations. 40-47, 61-66

403-8 Health and Safety Management System at the Workplace. 100% of employees covered by Health and Safety Management System at the Workplace. 64-66

| GRI Standard | Brief description | 2020 | Page | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|---|--|---|------|------|------|---|-------|-------|--------------|--|-------|-------|--------------|--|-------|-------|-------------|------------------------------|------|------|--------------|------------------------------|------|------|-------------|--------------------------------|------|------|-------------|-------|
| | | <table border="1"> <thead> <tr> <th></th> <th>2018</th> <th>2019</th> <th>2020</th> </tr> </thead> <tbody> <tr> <td>Accident frequency rate (%)</td> <td>16.41</td> <td>16.46</td> <td>8.64</td> </tr> <tr> <td>Accident frequency rate Male</td> <td>15.57</td> <td>12.33</td> <td>9.41</td> </tr> <tr> <td>Accident frequency rate Female</td> <td>10.48</td> <td>14.03</td> <td>8.25</td> </tr> <tr> <td>Accident severity index (%)</td> <td>0.55</td> <td>0.53</td> <td>0.27</td> </tr> <tr> <td>Accident frequency rate Male</td> <td>0.46</td> <td>0.38</td> <td>0.29</td> </tr> <tr> <td>Accident frequency rate Female</td> <td>0.26</td> <td>0.41</td> <td>0.22</td> </tr> </tbody> </table> | | 2018 | 2019 | 2020 | Accident frequency rate (%) | 16.41 | 16.46 | 8.64 | Accident frequency rate Male | 15.57 | 12.33 | 9.41 | Accident frequency rate Female | 10.48 | 14.03 | 8.25 | Accident severity index (%) | 0.55 | 0.53 | 0.27 | Accident frequency rate Male | 0.46 | 0.38 | 0.29 | Accident frequency rate Female | 0.26 | 0.41 | 0.22 | |
| | 2018 | 2019 | 2020 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Accident frequency rate (%) | 16.41 | 16.46 | 8.64 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Accident frequency rate Male | 15.57 | 12.33 | 9.41 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Accident frequency rate Female | 10.48 | 14.03 | 8.25 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Accident severity index (%) | 0.55 | 0.53 | 0.27 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Accident frequency rate Male | 0.46 | 0.38 | 0.29 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Accident frequency rate Female | 0.26 | 0.41 | 0.22 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 403-9 | Injuries at the workplace. | <table border="1"> <tbody> <tr> <td>Number of injuries at the workplace with serious consequences (no fatalities)</td> <td></td> <td></td> <td>1</td> </tr> <tr> <td>Number of injuries at the workplace with serious consequences (no fatalities)</td> <td></td> <td></td> <td>0.10</td> </tr> <tr> <td>Number of injuries from accident at the workplace reportable</td> <td></td> <td></td> <td>167</td> </tr> <tr> <td>Rate of injuries from accident at the workplace reportable</td> <td></td> <td></td> <td>16.20</td> </tr> <tr> <td>Total number of hours worked</td> <td></td> <td></td> <td>10,305,907</td> </tr> </tbody> </table> | Number of injuries at the workplace with serious consequences (no fatalities) | | | 1 | Number of injuries at the workplace with serious consequences (no fatalities) | | | 0.10 | Number of injuries from accident at the workplace reportable | | | 167 | Rate of injuries from accident at the workplace reportable | | | 16.20 | Total number of hours worked | | | 10,305,907 | 64-66 | | | | | | | | |
| Number of injuries at the workplace with serious consequences (no fatalities) | | | 1 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Number of injuries at the workplace with serious consequences (no fatalities) | | | 0.10 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Number of injuries from accident at the workplace reportable | | | 167 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Rate of injuries from accident at the workplace reportable | | | 16.20 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total number of hours worked | | | 10,305,907 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 403-10 | Sickness and injuries at the workplace. | <p>In 2020, there was one death due to an occupational accident in Spain.</p> <p>In 2020, 2 professional sickness processes.</p> | 4, 61, 64-66 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Training and education | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 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. | | 47, 61, 65, 69, 72, 73, 89 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 404-2 | Programs for upgrading employee skills and transition assistance programs. | | 62-63, 67-68, 72-73 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 404-3 | Percentage of employees receiving regular performance and career development reviews. | <p>% of employees receiving regular performance reviews.</p> <table border="1"> <thead> <tr> <th>Description</th> <th>2018</th> <th>2019</th> <th>2020</th> </tr> </thead> <tbody> <tr> <td>Male</td> <td>4.9</td> <td>19.3</td> <td>18.33</td> </tr> <tr> <td>Female</td> <td>1.8</td> <td>9.2</td> <td>12.22</td> </tr> <tr> <td>Administrative</td> <td>0.4</td> <td>2.1</td> <td>-</td> </tr> <tr> <td>Technicians</td> <td>3.6</td> <td>25.5</td> <td>53.71</td> </tr> <tr> <td>Management</td> <td>2</td> <td>0.9</td> <td>-</td> </tr> <tr> <td>Executives</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table> | Description | 2018 | 2019 | 2020 | Male | 4.9 | 19.3 | 18.33 | Female | 1.8 | 9.2 | 12.22 | Administrative | 0.4 | 2.1 | - | Technicians | 3.6 | 25.5 | 53.71 | Management | 2 | 0.9 | - | Executives | - | - | - | 62-63 |
| Description | 2018 | 2019 | 2020 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Male | 4.9 | 19.3 | 18.33 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Female | 1.8 | 9.2 | 12.22 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Administrative | 0.4 | 2.1 | - | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Technicians | 3.6 | 25.5 | 53.71 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Management | 2 | 0.9 | - | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Executives | - | - | - | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Diversity and equal opportunity | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 405-1 | Diversity of governance bodies and employees. | <p>*The Alsa Management Team is a group of employees with a high level of responsibility within the organisation.</p> <table border="1"> <thead> <tr> <th>Members of Alsa Management Team</th> <th>2018</th> <th>2019</th> <th>2020</th> </tr> </thead> <tbody> <tr> <td>Male</td> <td>113</td> <td>119</td> <td>114</td> </tr> <tr> <td>Female</td> <td>22</td> <td>30</td> <td>29</td> </tr> <tr> <td>Under 30</td> <td>4</td> <td>5</td> <td>2</td> </tr> <tr> <td>30 to 50</td> <td>84</td> <td>94</td> <td>82</td> </tr> <tr> <td>Over 50</td> <td>47</td> <td>50</td> <td>59</td> </tr> </tbody> </table> <p>People with disabilities on staff as of 12/31/20: 152.</p> | Members of Alsa Management Team | 2018 | 2019 | 2020 | Male | 113 | 119 | 114 | Female | 22 | 30 | 29 | Under 30 | 4 | 5 | 2 | 30 to 50 | 84 | 94 | 82 | Over 50 | 47 | 50 | 59 | 4, 16, 32-33, 61-63, 67-68 | | | | |
| Members of Alsa Management Team | 2018 | 2019 | 2020 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Male | 113 | 119 | 114 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Female | 22 | 30 | 29 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Under 30 | 4 | 5 | 2 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 30 to 50 | 84 | 94 | 82 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Over 50 | 47 | 50 | 59 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 405-2 | Ratio of basic salary and remuneration of women to men. | Minimum salary stipulated in collective agreement with no differentiation by gender. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Non-discrimination | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 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. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| GRI Standard | Brief description | 2020 | Page |
|--|---|--|---------------------|
| Freedom of association and collective bargaining | | | |
| 407-1 | Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk. | Enforcement of the ethical code and Compliance committee. | |
| Child labour | | | |
| 408-1 | Operations and suppliers at significant risk for incidents of child labor. | Enforcement of the ethical code and Compliance committee | |
| Forced labour | | | |
| 409-1 | Operations and suppliers at significant risk for incidents of forced or compulsory labor. | Enforcement of the ethical code and Compliance committee and Modern Slavery. | |
| Security practices | | | |
| 410-1 | Security personnel trained in human rights policies or procedures. | Security personnel are external suppliers and this information is not currently available. | |
| Rights of indigenous peoples | | | |
| 411-1 | Incidents of violations involving rights of indigenous peoples. | Not applicable. | |
| Human rights assessment | | | |
| 412-1 | Operations that have been subject to human rights reviews or impact assessments. | Enforcement of the ethical code and Compliance committee and Modern Slavery. | |
| Investment | | | |
| 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. | |
| 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. | |
| Local communities | | | |
| 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. | | 4, 15, 77-78, 93-99 |
| 413-2 | Operations with significant actual and potential negative impacts on local communities. | | 77-93 |
| Supplier assessment in terms of human rights, labour practices and social impact | | | |
| 414-1 | New suppliers that were screened using social criteria. | 100% | |
| 414-2 | Negative social impacts in the supply chain and actions taken. | 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. | |

| GRI Standard | Brief description | 2020 | Page |
|---|--|---|------------------|
| Public policy | | | |
| 415-1 | Value of political contributions by country and recipient. | None. | |
| Customer health and safety | | | |
| 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. | In 2020 foreseen mainly in the Alsa Safe Mobility and the programme Driving Out Harm. | 39-47, 49-55, 95 |
| 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. | |
| Product and service labelling | | | |
| 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. | |
| Customer privacy | | | |
| 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. | |
| Regulatory compliance | | | |
| 419-1 | Non-compliance with laws and regulations in the social and economic area. | 1,060,231.32€ * *Includes all Alsa activity, domestic and international. | |
| Alsa indicators | | | |
| Alsa-01 | Passengers carried. | | 4, 8, 32-33, 49 |
| Alsa-02 | Kms run. | | 4, 49 |
| Alsa-03 | Customer Satisfaction Index (CSI). | The CSI is the average score given by passengers in response to the question: In 2020, due to the pandemic, this index was not measured. | |
| Alsa-04 | Net Promoter Score (NPS). | The NPS is calculated as follows: <ul style="list-style-type: none"> • From 0 to 10, how likely are you to recommend Alsa to your friends and family? • Customers giving scores of 9 or 10 are promoters (calculated as a %). • Customers giving scores of 7 or 8 are neutral (calculated as a %). • Customers giving scores of 6 or under are detractors (calculated as a %). In 2020, due to the pandemic, this index was not measured. | |

Alsa Corporate Structure

At 31 December 2020, 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.

| | | |
|---|---|--|
| Agreda Bus, S.L. | Alianza Bus, S.L.U. | Almeria- Murcia Bus, S.L. |
| Alsa Atlántica, S.L.U. | Alsa Ferrocarril, S.A.U. | Alsa Granada Airport, S.L. |
| Alsa Grupo, S.L.U. | Alsa Internacional, S.L.U. | Alsa Metropolitana, S.A.U. |
| Alsa Rail, S.L.U. | Aplicaciones y Sistemas Integrales para el Transporte, S.A. | Argabus, S.A.U. |
| Artazo Servicios Integrales, SLU | Asturies Berlinas de Luxu, S.L. | Autobuses Urbanos de Bilbao, S.A. |
| Autobuses Urbanos de León, S.A.U. | Autocares Castilla León, S.A.U. | Autocares de Badajoz, S.L. |
| Autocares Discrecionales del Norte, S.L.U. | Automóviles Luarca S.A.U. | Automóviles Sigras-Carral, SA |
| Autos Cal Pita, SA | Autos Pelayo, S.A.U. | Autos Rodríguez Eocar, S.L. |
| Baleares Business Cars, S.L. | Baleares Consignatarios, S.L. | Baleares Consignatarios Tours, S.L. |
| Berlinas de Asturias, S.L. | Berlinas Calecar, S.L.U. | Berlinas de Canarias, S.L. |
| Berlinas de Toledo, S.L. | Berlinas Tibus, S.L.U. | Berlinas VTC de Cantabria, S.L.U. |
| Bilboko Hiribus Jasangarria, S.L. | Buses de Palencia, S.L. | Busturialdea Bai Artibai Bus, SA |
| Bus Urbano de Castro Urdiales, S.L. | Canary Business Cars, S.L. | Cataluña Business Cars, S.L. |
| Center Bus, S.L. | Cetralsa Formación, S.L.U. | Compañía del Tranvía Eléctrico de Avilés, S.A. |
| Compostelana S.A.U. | Compañía Navarra de Autobuses, S.A. | Ebrobus, S.L.U. |
| Estación de Autobuses de Aguilar de Campo, S.L. | Estación de Autobuses de Astorga, S.L. | Estación de Autobuses de Avilés, S.L. |
| Estación de Autobuses de Cartagena, S.A. | Estación de Autobuses de León, S.A. | Estación de Autobuses de Plasencia, S.A. |
| Estación de Autobuses de San Lorenzo del Escorial, S.A.U. | Estaciones Terminales de Autobuses, S.A. | Euska Alsa, S.L.U. |
| Ezkerrealdea-Meazldea Bus, S.A. | Gal Bus, S.L. | General Técnica Industrial, S.L.U. |
| Gorbea Representaciones, S.L. | Grupo Enatcar, S.A. | Guaguas Gumidafe, S.L.U. |
| Intercambiadores Europeos, S.L. | Intercar Business Cars, S.L. | International Business Limousines, S.A.U. |
| Interurbana de Autocares, S.A.U. | Irubus, S.A.U. | Jiménez Lopera, S.A.U. |
| La Tafallesa, S.A.U. | La Unión de Benisa, S.A. | Los Abades de la Ginetá, S.L.U. |
| Mai Tours, S.L.U. | Manuel Vázquez Vázquez, S.L. | Movelía Tecnologías, S.L. |
| Mundaka Consultoría, S.L.U. | Nex Continental Holdings, S.L.U. | MyBustest, S.L. |
| NX Middle East, S.L.U. | Proyectos Unificados, S.A.U. | Representaciones Mecánicas, S.A.U. |
| Rutas del Cantábrico, S.L. | S.A.U. Alsina Graells de Autotransportes. | Serviareas 2000, S.L.U. |
| Servicios EL Temple, S.L. | Servicios Empresariales Especiales, S.L.U. | Servicios del Principado, S.A.U. |
| Servicios VTC Tibus, S.L.U. | Setra Ventas y Servicios, S.A.U. | Smart Green Mobility, S.L. |
| Técnicas en Vehículos Automoviles, S.L.U. | Tibus S.A. | Tibus Berlines de Luxe, S.L.U. |
| Tibus Business Cars, S.L.U. | Tibus Business Limousines, S.L. | Tibus Luxury Services, S.L.U. |
| Transportes Accesibles Generales, S.A. | Transportes Accesibles Peninsulares, S.L. | Transportes Adaptados Andaluces, S.A.U. |
| Transportes Adaptados Regionales, S.L.U. | Transportes Bacoma, S.A.U. | Transportes Colectivos, S.A.U. |
| Tte de Viajeros de Aragón, S.A. | Transportes Santo Domingo, S.L.U. | Transportes Terrestres Cántabros, S.A. |
| Transportes Unidos de Asturias, S.L. | Transportes Urbanos de Cantabria, S.L.U. | Ttes Urbanos de Cartagena, S.A. |
| Transportes Urbanos de Guadalajara, S.L. | Tranvía de Vélez, S.A.U. | Tranvías Metropolitanos de Granada, S.A.U. |
| Turyexpress, S.A. | Viajes Alsa, S.A.U. | Viajes por Carretera, S.A.U. |
| Voramar el Gaucho, S.L.U. | | |

alsa