

alsa

Sustainability
report 2021



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Alsa Corporate Structure.



In this fifth sustainability report, we report once again on the economic, social and environmental achievements of the entire Alsa group during 2021, including for the first time all our activities outside Spain, most notably Switzerland and Morocco.

2021 was a year of transformation and recovery for all of us, in which we continued to show what a great organisation we are, made up of the very best people and teams, who are the true architects of these achievements. Our corporate values of Excellence, Safety, Customers, People and Community, and Environment drive our actions, always guided by the needs of our stakeholders, and clearly expressing that Alsa is a socially responsible company.

The impact of the Covid-19 pandemic during 2021 was a highly significant factor, with a gradual recovery in activity that allowed us to bring all employees back on board over the course of the year.

With the clear aim of being the leading global public mobility operator, leading the modal shift towards public transport, we redesigned our corporate strategy at the end of the year, with a differentiated value proposition for our customers, making the commitments required to guarantee sound financial results and the long-term sustainability of the company.

Our commitment to the **Sustainable Development Goals** continues to evolve, and while by 2020 we had already established indicators to measure Alsa's real contribution, by 2021 we had taken the most important step: making firm commitments that will set the course for our company in terms of Equality, Safety and Environment

Particular emphasis should be placed on the "Zero Emissions Fleet" commitment aligning us with **SDG 11 "Sustainable cities and communities"**. According to which by 2035 all urban buses operated by Alsa in Spain will be Zero Emissions, extending this commitment to 2040 for long-distance coaches in Spain and for urban buses in Morocco.

In particular, we are proud to see our environmental strategy awarded the National Mobility Award in the large private company category, endorsing the whole contribution to environmental leadership we have put in place

As for our contribution to **SDG 3 "Health and Well-being"**, this focuses on reducing the accident rate and pollutant emissions. Alsa is already committed to reducing accident rates on the new networks it operates by at least 10% during the first 5 years, and by 2040 we expect all our drivers in Spain to be monitored, with smart cameras across the entire the fleet.

Under this SDG, we would emphasize the improvements we have continued to make to our vehicle equipment, to combat the spread of Covid-19, making our buses a safe place for both workers and customers.

Likewise, with regard to **SDG 5 "Gender Equality"** we continue to strive towards an increased presence of women in the sector. We have set an ambitious target for Alsa's workforce in Spain, to have more than 25% women by 2035.

The steps taken in this regard in Morocco are also particularly noteworthy. This has resulted in our being awarded the Diversity Hallmark, recognizing the efforts made by Alsa Morocco to bring women into the workplace, to benefit disadvantaged groups, and promote equality.

As I write these words we are experiencing a social disaster with the war in Ukraine. And again our company is doing its best by collaborating in the transport of refugees, having facilitated the transport of more than 1000 people from the borders of Romania and Poland, with the deployment of more than 100 volunteers, collaborating closely with NGOs in raising funds to help the Ukrainian people. If there is one thing I am clear about, Alsa is a company with values deeply ingrained within our organisation, one of the most important being its People.

Jorge Cosmen
Chairman



Following the transparency exercise begun in 2017, with the publication of our Sustainability Report verified by AENOR in accordance with GRI standards, I am delighted this year to extend our commitment, publishing the Group's first report and therefore including all our activities abroad, showing our performance during 2021 in the field of Corporate Social Responsibility. Ours is a clear example of internationalisation. After more than 20 years operating in Morocco, our operations are now so substantial that in recent years we have become the country's leading public transport company.

This internationalisation strategy which began in 2000 has already paid off, and we now have almost 15,000 people in our group. We carried 423 million passengers during 2021, 55 million more passengers than in 2019.

In addition to Spain and Morocco, we have a presence in Switzerland, France and now in Portugal, where we are preparing the imminent launch of our operations for June 2022, with the start of Metropolitan Services in Lisbon, to be extended in 2023 to Porto.

Our growth is not confined to our international markets, however, and during 2021 we won such new contracts as urban services in Granada and Jaén, and metropolitan services in Cartagena in Spain. Growth that is only possible thanks to the excellent management which, for example, has allowed us to reduce the claims ratio by 61% since 2010 in Morocco, and to add and begin operating 700 new vehicles in urban services such as Casablanca.

We continue to make progress in our strategic digitalisation line, focusing primarily on improving the customer experience. In 2021 we launched the Mobi4U app, which combining in one single app all the mobility services available for journeys in an area or city, while also continuing with the digitalisation of sales and means of payment, with a single focus on customer satisfaction.

In environmental terms, 2021 was the year where we have taken on our rightful position of leadership, with firm commitments to decarbonization. While the previous year we announced that from 2030 we would not buy any more non-ZERO emission buses for our urban services in Spain, in 2021 we underpinned our commitment, by confirming that all city buses operated by Alsa in Spain will be Zero Emissions by 2035, extending this commitment to 2040 for intercity coaches and operations in Morocco

In 2021 our commitment to Hydrogen as an alternative fuel, which will be implemented in the long term in all our long and medium-range operations, was a decisive factor. We began 2021 by introducing the first Hydrogen bus, trialled in our services in Madrid, Oviedo, Zaragoza, La Coruña, Santander and Bilbao, where we were even visited by HRH King Felipe VI. This commitment has already in 2022 led us to permanently launch the first hydrogen bus from Spain, in the Torrejón de Ardoz Urban Service.

We also wanted to involve our passengers in offsetting the carbon footprint generated in their journey, and so from September 2021 offered the option of calculating the carbon footprint generated with the possibility of offsetting this through a voluntary contribution, dedicated entirely to the reforestation of the "Alsa Forest" in Palencia (Congosto de Valdavia). We are proud to say that in just four months, more than 9,300 customers have contributed to this inherent carbon footprint reduction.

In short, 2021 was a year of growth and great achievements a group like ours, with the people who make up this organization proving themselves the best possible stewards of our commitment to society.

Francisco Iglesias
Chief Executive Officer

Key figures

	2021
Direct economic value generated (€M)	-14.71
Revenue (€M)	877.74
Operating costs (€M)	892.45
Employee salaries (€M)	307.54
Social Security costs (€M)	103.18
Payments to suppliers (€M)	512.98
Taxes and Fees (€M)	101.81
Payments to governmento (taxes and fees)	61.76
Payments to government (Fuel tax)	40.05
Tax deductions and credits (€M)	0.82
Investment and research grants (€M)	11.10
Investment in infrastructure and fleet (€M)	130.44
Fleet buses	5,598

Excellence	Number of Ethics Channel complaints with positive result	0
	Total suppliers	8,128
	Volume of payments to domestic suppliers (%)	99.30
	Volume of supplier expenditure (€M)	444.42
Safety	FWI (Fatality Weight Injuries. Injuries in at-fault accidents)	1.10
	At-fault accident rate	0.71
	Total accident rate	1.37
Customers	Passengers carried (millions of passengers)	423.07
	Km covered (millions of Km)	363.97
	CSI - Customer Satisfaction Index	8.07
	NPS - Net Promoter Score (%)	46.9
People	Number of employees (average workforce)	13,653
	Percentage of women in the workforce	10.89
	Percentage of workers on permanent contracts	87.56
	Number of new hires	2,841
Community and Environment	Agreements with NGOs and foundations	28
	Agreements with universities	59
	Direct emissions Scope 1 and 2 (tCO ₂ eq/100 km)	0.101
	Fleet fuel consumption (kWh/100 km)	383.42
	Total energy consumption (kWh/100 km)	386.73

Leading mobility operator

Alsa is the sustainable, multimodal and connected mobility operator, the leader in the road passenger transport sector in Spain.

With over one hundred years of experience and a vocation for permanent innovation, Alsa is integrated within the National Express Group, an international bus, coach and railway public transport operator present in the United Kingdom, Continental Europe, North America, North Africa and the Middle East.

This comprehensive vision of transport enables Alsa to meet citizens' diverse mobility needs through a wide range of transport services in the regional, national, international, urban, charter (coach hire) and tourist spheres, while also specialising in the management of bus stations, service stations and vehicle maintenance areas.

Customers are at the heart of Alsa's business efforts, in accordance with the principle of **safety**. Alsa conducts its business with **professionalism, quality and innovation** on the basis of its commitment to society and respect for the environment.

In parallel with its development in Spain, Alsa has undergone an intense process of **internationalisation** leading to its presence in most countries of the European Union, boosted by the awarding of the Metropolitan Services in Lisbon and Porto, the start-up of substantial operations in Switzerland and the French border area, and in the Kingdom of Morocco, making it the country's leading urban operator, providing in each case the best possible solutions for citizen mobility.

Alsa undertakes its operations by viewing transport from a comprehensive perspective, with ongoing customer satisfaction



Mission, vision and values

Mission

To lead the modal shift from cars to mass transit.

Vision

The World's premier shared mobility operator.

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.

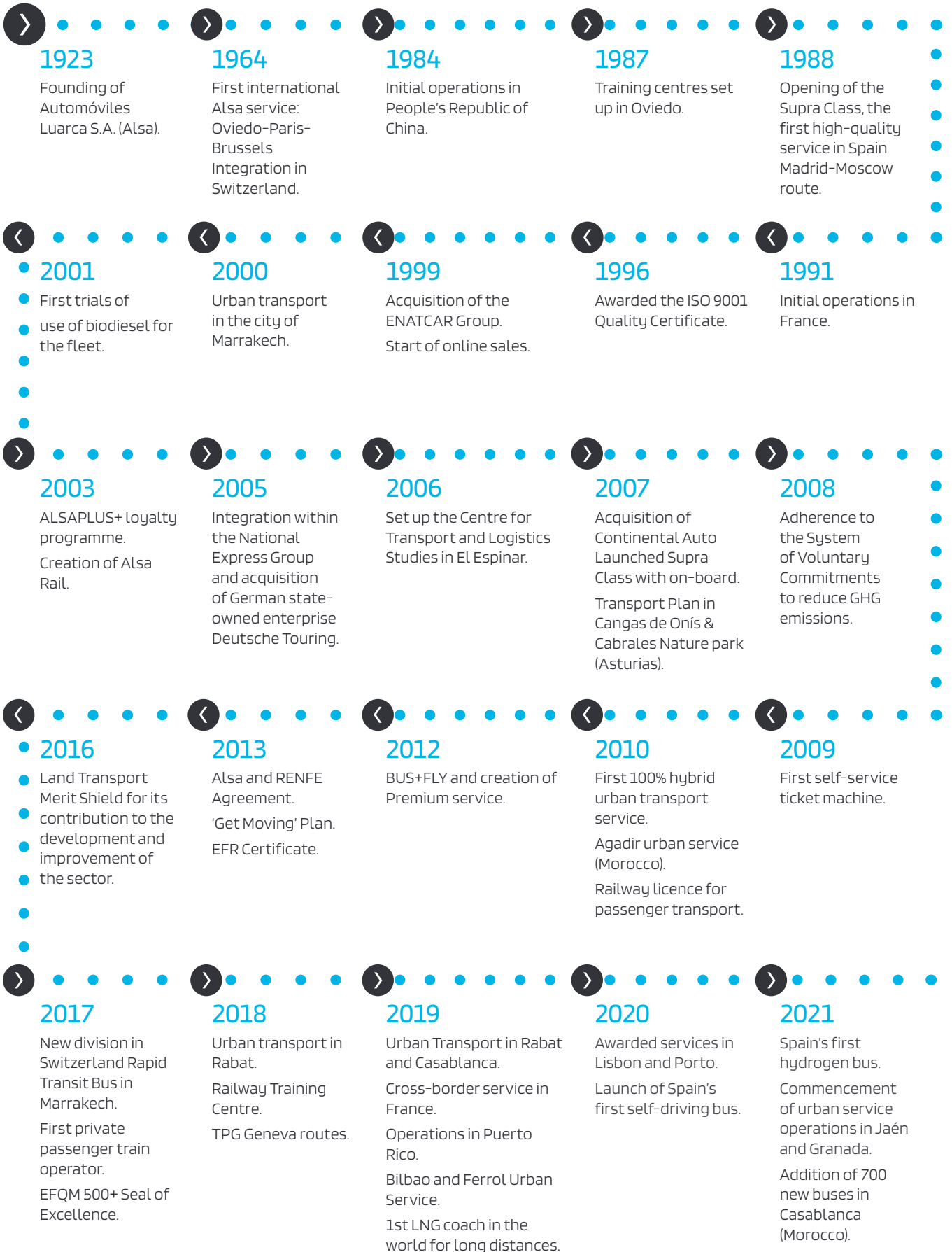
Customers



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



Alsa timeline and milestones

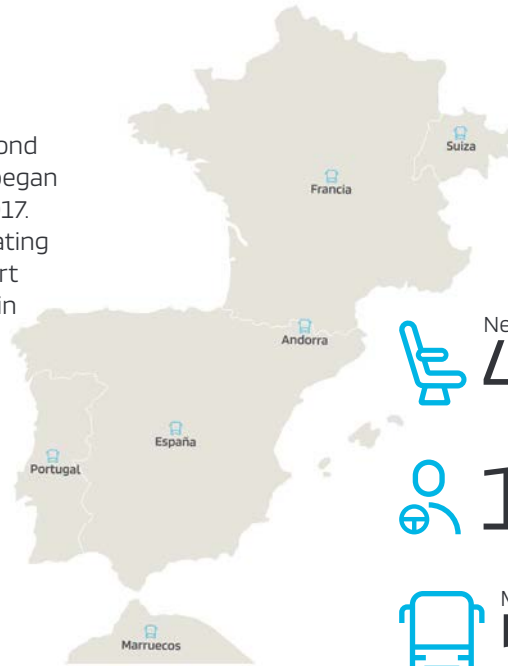


Mobility operator



Alsa around the world

Alsa began an international expansion process in 2000, beyond its presence in Morocco which began in 2000, and in Switzerland in 2017. The company is currently operating in France and is expected to start operations in Lisbon (Portugal) in 2022.



Near **423** million passengers per year

15,000 professionals

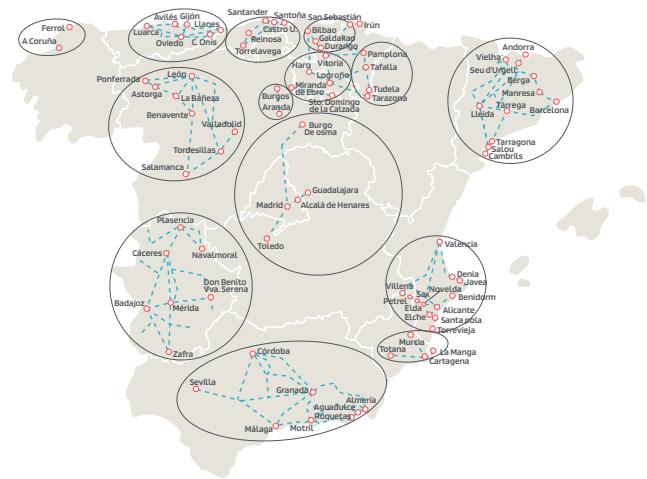
More than **5,600** buses

Regional Transport

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

Since 2020, Alsa's regional transport has had a presence in almost every Autonomous Region: Aragon, Asturias, Balearic Islands, Cantabria, Extremadura, Basque Country, Castile-Leon, La Rioja, Madrid, Catalonia, Navarre, Valencia, Murcia, Andalusia and Galicia.

Present in **15** Spanish autonomous regions



Long-haul services

Leader in Spain for scheduled passenger services.

Alsa's national network links almost every one of Spain's autonomous region together, covering over 3,500 destinations.

Alsa's national network



Alsa links the Iberian Peninsula to most of the European Union and North Africa through an extensive network of European connections.

It also operates the cross-border lines between France (Pays de Gex) and the Swiss canton of Vaud.

Alsa links up more than 300 international destinations

Alsa's international network



Urban and Metropolitan Transport

Alsa manages 41 urban networks in different cities and metropolitan areas of Spain.

In 2021, Alsa added urban services in Granada and Jaén to its network. This represents a major deployment in Andalusia.

The company was also awarded the Cartagena metropolitan service.

The progressive implementation developed in Morocco means the company now operates in the main cities of the country (Marrakech, Khouribga, Agadir, Tangier, Rabat and Casablanca), becoming its leading public transport company.

In Switzerland, Alsa operates 2 lines for TPG (Public Transport of Geneva), and since 2020 the urban service in

Gex, France, the first such service that Alsa has run in the country.

The June 2022 scheduled launch of Metropolitan Services in Lisbon is a major milestone in its strategy of implementation and growth on international markets, to be followed in early 2023 by Metropolitan Services in Porto.

Managed **50** networks in different cities and areas

In Casablanca **700** new vehicles



Metropolitan Transport in Lisbon and Porto

Metropolitan Services in Lisbon, which will start in June 2022, cover six municipalities with a population of more than 315,000 people.

Meanwhile, after the final contract award report for the Metropolitan Services in Porto, the plan is to start operations during 2023, which will lead the company to cover the connection between the city with 4 municipalities, adding over 300,000 inhabitants.

For the new Portuguese services Alsa will be launching a fleet of more than 400 vehicles, directly employing more than 600 people and with an annual turnover of 44 million euros



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, Seville Murcia and Marrakech and the tourist train of Almeria. It also offers Spain's broadest, most comprehensive charter transport services and is the country's largest provider of transport for major events.

At the international level, the company operates a major tourism operation in Switzerland, connecting Geneva Airport to the main ski resorts in Switzerland, France and Italy. Through different forms of service, from private premium transfers and excursions to smaller group transfers to all tourist destinations, as well as all types of charter service.



Rail transport



Alsa's railway operations continue to grow. The tourist train operation, which began in 2017, has recently been expanded with the occasional freight train operation.

The Alsa Railway Training Centre, which has been providing specialist courses for railway companies and individuals since 2018, took over training services for the FGC (Catalan Government Rail) during 2021.

In addition, the company has been awarded the maintenance service contracts for facilities and buildings on the Lleida-French Border, Olmedo-Orense, Antequera-Granada sections of the high-speed lines handled by ADIF. Alongside the Madrid-Levante section added during 2021, and maintenance of the La Sagrera High-Speed building (Barcelona).

With regard to the management of switching services and other services connected with train operations, performed at the Zaragoza-Plaza freight transport terminal, the Valencia Logistics Terminal (Fuente de San Luis) has been a further addition since September 2021. This contract enabled Alsa to obtain authorisation to operate from the Valencia Port Authority, positioning the company as a fundamental link in the freight transport logistics chain.



Alsa strategy evolves

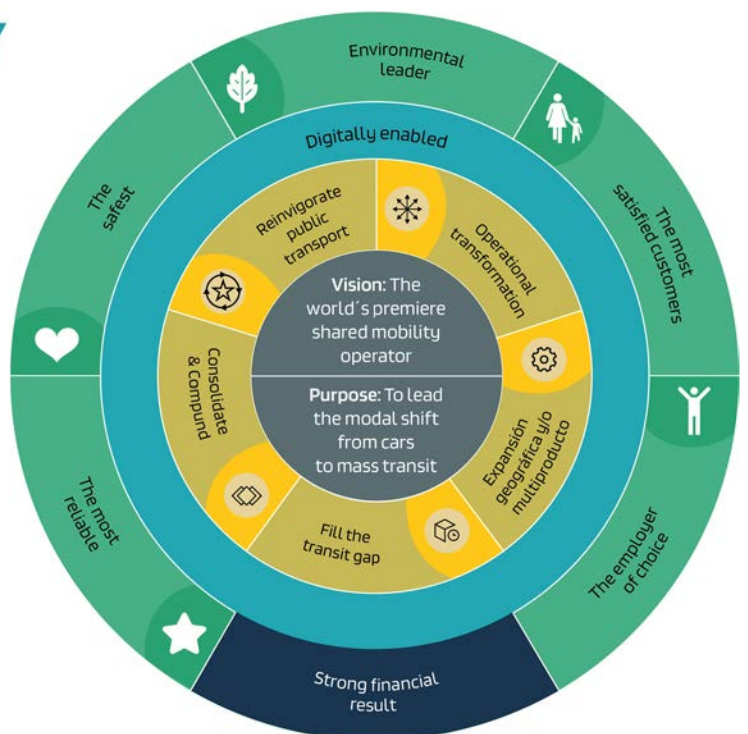
“To guarantee long-term sustainable results against a constantly changing backdrop, whilst meeting our goal of being a multi-modal operator of safe mobility services, fully invested in supporting communities and protecting the environment.”

Alsa strategy is based on the following areas:



THE **evolve** STRATEGY

By the end of 2021, the group has evolved its corporate strategy, redefining its Vision and Purpose to be the world’s premier shared mobility operator, leading modal shift from cars to mass transit. To deliver our vision and purpose the company focuses on 5 distinct customer propositions, underpinned by a focused application of technology. By delivering this we will deliver profitable growth, strong financial results and sustainability of the company in the long term.



Milestones in 2021

Profitable growth

New markets / modes / businesses

- Awarding at an exclusive basis of the point of sale at Geneva airport.
- Inauguration of new fleet in Casablanca with 700 buses.

Incorporation of quality businesses offering synergies with competitive sales

- Award of the service Alicante-Cartagena-Murcia.
- Acquisition of the company Rober, contractor for the Granada Urban Service.
- Launch of the new transport service at the Municipality of Jaén.
- Awarding of the Leon bicycle service.
- Awarding of the Switching Service and others at the Valencia Logistics Terminal.
- Authorization from the Valencia Port Authority to perform railway services.
- Award of training services by FGC.
- Award of maintenance of the La Sagrera High-Speed Building (Barcelona).

Operational Excellence

Organic growth

- Agreement signed at the FITUR trade fair between Castille-Leon and Alsa for tourist promotion.
- The Madrid Region is promoted on ALSA buses as a tourist destination in the UK and on the domestic market.
- The Xacobeo pilgrim route is promoted on ALSA buses for the domestic market.
- The University of Almeria and Alsa will be boosting the mobility of the future and strengthening the availability of university transport.
- 16% growth in digital sales.
- 2021 Women's Handball World Cup Transport Provider.
- AlsaCab expands its activity in Madrid.
- Overall recovery of passenger numbers in Morocco to Pre-Covid levels.

Cost efficiency

- Reduction in breakdowns.
- Artificial Intelligence in predictive vs. preventive maintenance.
- Adaptation of variable costs to changes in demand.

Concession management

- Award of the Alcantarilla to Murcia Concession.
- Award of lines in the metropolitan area of Cartagena.
- Burunzaldea contract extension.
- Award of Lots 1 and 2 of the IMSERSO services.
- New contract signed for Khourigba (Morocco).
- Contract Extension in Marrakech (Morocco).
- Extension of the Lagos Railway Contract.

Safety

- Videos to detect black spots at Madrid stations.
- Incorporation of the Biow air disinfection system on board buses, with 99.99% removal of particles and viruses.
- Collaboration between Bilbobus and Mapfre Foundation to raise awareness of blind spot risks around trucks and buses.
- Collaboration with Fundación Mapfre to support road safety at Juvenalia.
- 20.49% reduction in the At-Fault Accident Ratio in long distance, 5.64% in regional and short distance and 11.39% in Morocco, vs. 2019 data.
- Installation of rear cameras on 115 buses.
- Extension of the implementation of Drive Cam to the Canary Islands, Aragon, Ferrol and Jaén.
- 7,606 employee Covid Tests performed.
- 1,037 alcohol and 549 drug tests performed.
- Medical examinations performed on 82% of the workforce.
- 1,161 children taught at the Marrakech School of Road Safety.

Excellence in Customer Service

- Best Customer Journey Award from DEC Customer Experience Association in recognition of the adaptation of journeys over the past year in the context of the pandemic, through the Alsa Safe Mobility programme.
- Enhanced onboard entertainment with audiobooks and podcasts courtesy of Audible.
- Alsa customers will be able to ascertain the carbon footprint generated by their journeys and offset emissions.
- Best Company in BCX Customer Experience index in the 2021 Transportation sector.
- UNE 16880 customer experience certification.

Sustainability

- Alsa publishes its commitment to purchase only zero-emission buses for its urban fleets in Spain from 2030.
- Creation of the ALSA Forest in Congosto de Valdavia to reduce the Carbon Footprint.
- Almeria mayor introduces first city bus with zero emissions technology.
- Presentation of biomethane buses in Zaragoza.
- Presentation in Oviedo of 19 new ECO and Zero Emission city buses.
- Bilbobus, Repsol and Alsa carry out the first pilot test on 12 vehicles, with zero net emissions HVO bio fuel.
- Publication of the 4th Sustainability Report 2020, verified by AENOR according to GRI.
- 3rd Materiality Study, to steer the CSR policy.
- ALSA remains among the 100 Best Companies in Spain, placed 55 on the Merco ranking.
- Participation at SUM Bilbao'21 to present its experience with hydrogen.
- Signature of a collaboration agreement with the Spanish Paralympic Committee.
- Alsa is a member of the #CEOPorLaDiversidad Alliance, which brings together a total of 70 companies to address diversity, equity and inclusion.
- Alsa and the University of Oviedo send 815 books to Equatorial Guinea for university students.

- Relaunch of the Alsa and 'Plena Inclusión' campaign, to support people with intellectual or developmental disabilities with 15% and a free companion ticket.
- Alsa receives National Mobility Award for its environmental strategy from the platform Companies for Sustainable Mobility.
- Finalist of the 2021 ASCOM Awards for individuals, companies and institutions that most promote the professionalization, dissemination and strengthening of the role of Compliance in Spain.
- ALSA Integra Foundation Award for commitment to its Volunteering efforts.

Talent

Attraction / commitment / development

- The Teaching Committee of the Jovellanos Faculty of Commerce, Tourism and Social Sciences at the University of Oviedo awarded ALSA the Gold Medal for its support for the Master's Course in Logistics Management.
- Awards at the 19th EXPANSIÓN Awards for Innovation in Human Resources, for proving capable of personalizing/individualizing ongoing training by adapting it to the needs of each driver.
- Award from the Alliance for Dual Vocational Training given to Alsa and ASTIC for their project to establish a dual training track for Transport and Logistics in the Madrid Region.
- Alsa joins the Spanish Chamber of Commerce's Comprehensive Qualification and Employment Programme to promote youth employability.
- DIE Equality Seal awarded.
- Over 2288 surveys conducted for the 2nd version of the Employee Journey.
- Deployment of Talent Assessment in Spain.
- Localization of CHRIS into English, French and Portuguese.
- Post-Pandemic Reactivation of the Get Moving Programme.

Leadership

- AEDIPE ASTURIAS 2021 HR Professional Career Award for José Manuel Suarez Arguelles Director of ALSA Training Centres and Training Consultancy.
- New internal Communication Strategy.

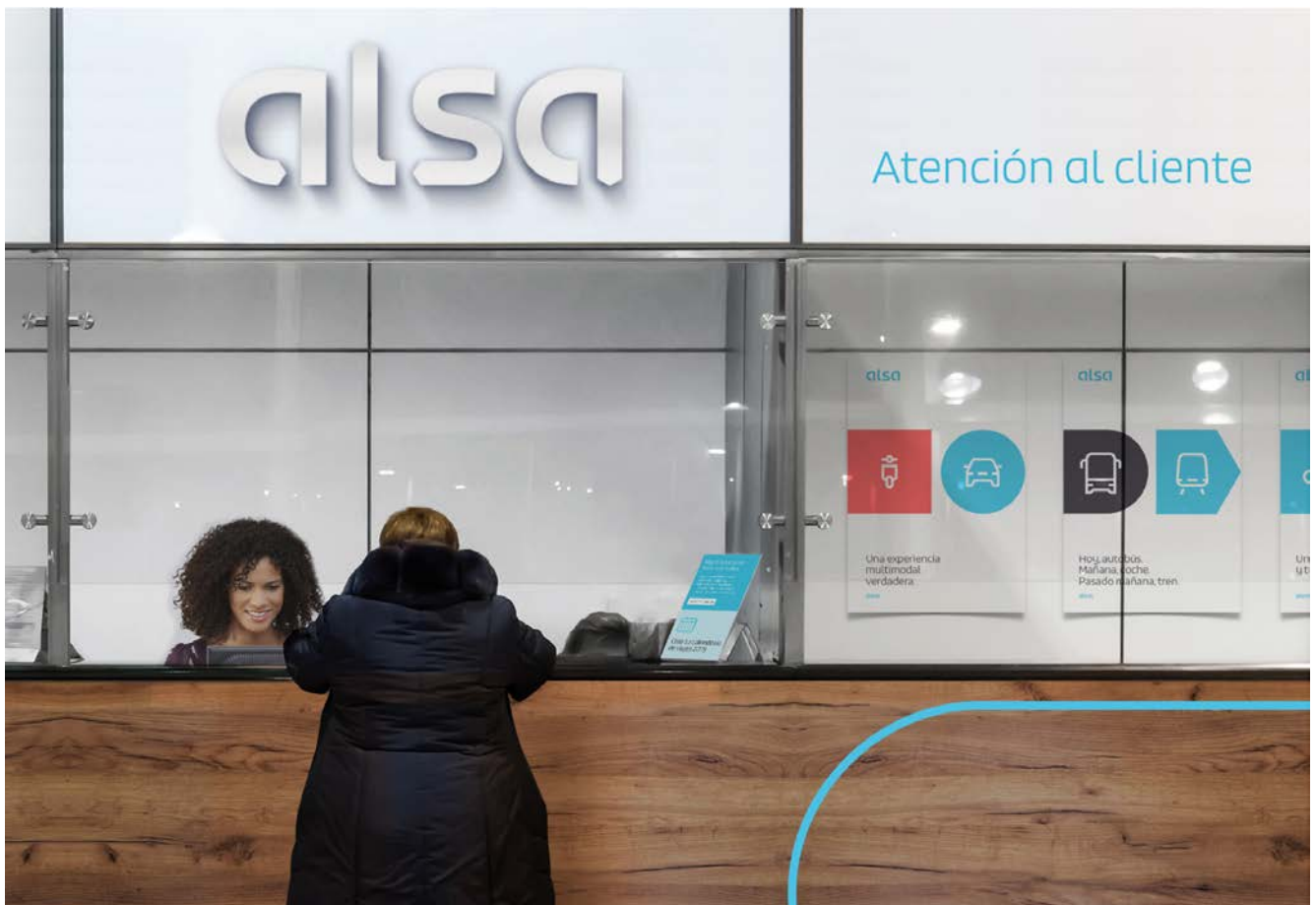
Technology and Innovation

Innovation

- Alsa and the Community of Madrid present the first hydrogen bus to operate an urban route in Spain.
- 5G technology tests to improve mobility in Europe on the Vigo-Oporto route.
- Alsa tests Vodafone's 5G in Malaga to improve onboard entertainment.

Technology

- Alsa advances digitalisation by introducing the electronic QR ticket in the central triangle of Asturias.
- Alsa launches Mobi4U, its Mobility as a Service app.
- Digitalisation strategy launched with 6 Keynote strands (MaaS, digitization of payments and sales, travel experience, non-scheduled services, asset optimization, internal management processes).
- New Alsacab app and new product scaling.
- Transport on Demand, Alsa Les Garrigues, in regional Catalonia.
- New Artificial Intelligence Area.
- Collaboration with the new startup Swiftly, to optimize operations.
- Launch of MaaS 4all, in partnership with EMT, Globalvia and Meep, for MaaS applications for third parties.
- Implementation in Switzerland of corporate applications with Icasework, CHRIS, AURA and ALPSTEAM.



Organisational chart

Chairman

Chairman
Jorge Cosmen

Board of Directors

Chief Executive Officer
Francisco Iglesias

G.M. Spain Víctor López	G.M. Morocco Alberto Pérez	Strategy and Organisation Carlos Huesa	Legal Counsel María Pérez
CFO Marcos García	G.M. Alsá International and M&A Miguel Pérez-Juez	HR Ruth Hernández	CDO Carlos Acha

G.M. Spain

Commercial and Marketing Dept. Rocío Escondrillas	Studies and Tenders Dept. Alberto Cillero	Operations and Maintenance Dept. Cesar Llana	Cornisa Z.U. Javier Martínez	Madrid Z.U. Víctor Hernando
Mediterranean Z.U. Valeriano Díaz	Northwest Z.U. Miguel Ángel Marqués	Northern Z.U. Luis G. Panizo	Charter Z.U. Isaac Álvarez	EU Funds and NX Engineering Dept. Miguel Ángel Alonso

G.M. Morocco

Administrative and Financial Dept. Jorge Sanandrés	HR Dept. Widad Smyes	Operations Dept. Felipe Santamarta	Safety Dept. Jose A. Vigil
North Morocco Z.U. Ramón Fernández	Morocco South Z.U. Rafael Fernández	Central Morocco Z.U. Mehdi Safouane	

G.M. International and M&A

Portugal Juan Gómez	Switzerland, France and Int. Borja Bermúdez	M&A -	International Development -	Coordination Diego Granado
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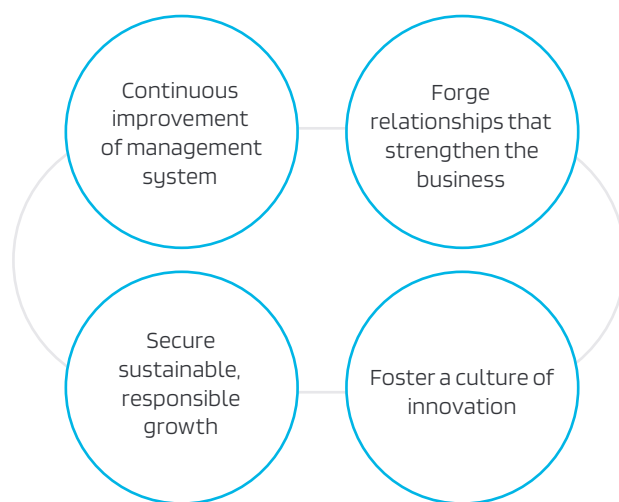
Other Committees

<ul style="list-style-type: none"> Strategy Committee. HR Committee. Transport Committee. Compliance Committee. Equality and Work-Life Committee. 	<ul style="list-style-type: none"> Innovation Committee. CSR Committee. Trade Committee. Digital Committee. Environment Committee.
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Excellence

Our approach

ALSA constantly strives to be excellent in everything we do. 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

		Alsa Group			
		2019	2020		2021
Excellence	Number of Ethics Channel complaints with positive result	0	0	=	0
	Volume of payments to suppliers (€M)	460.38	441.94	↑	512.98
	Total suppliers	11,716	8,675	↓	8,128
	Volume of payments to domestic suppliers (%)	98.5	96.15	↑	99.30



Action plan 2021






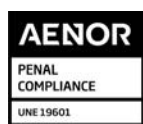
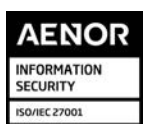

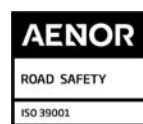


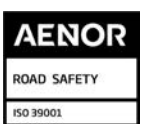









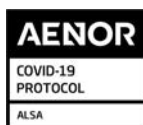

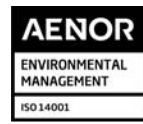
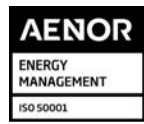

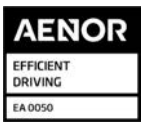




Performance in 2021

	Certifications	Alsa Safe Mobility anti-Covid certification from Aenor.	Implementation of Helplines in support of the Ethical Code in Morocco.	EFQM 500+ Seal of Excellence.
RSC	Corporate Social Responsibility	2021 New Materiality Study.	4th verified Sustainability Report.	Definition of Goals in Strategy Alignment - SDGs.
		Policy alignment with Switzerland and Morocco.	Communication actions.	
	Alliance management	H2 Route Deployment.	Incorporation of the first bus with solid state batteries with Mercedes-Benz.	Partnerships with other public and private companies to develop Digitalisation projects within the scope of Next Generation European Funds.
	Digitalisation	Launch of the new ALSACab.	New front kiosks and digital ticketing initiatives.	Deployment of MaaS in 5 cities.
	Innovation	Award of R&D+i projects.	Developments in micro-mobility.	Investment in corporate mobility.

Certifications

Having certified management systems based on international standards helps the company achieve its goals of ensuring safety, increasing customer and employee satisfaction, and taking care of the environment.

 Excellence	 Quality management 1-2-3	 Efqm 500+ seal of excellence	 Management of corporate social responsibility	 Verified sustainability report	 Legal compliance	 Information security management
 Safety	 Road safety management 1, 2, 3	 Emergency management ^{1,3}	 Health and safety at work ¹	 Cseaa-insia in road safety		
 Customers	 Service charters ⁴	 Public passenger transport Services ¹	 Excellence in service	 Universal accessibility ¹⁻⁴	 Complaint management	
 People	 Healthy company	 Work-life balance and equality	 Covid-19 protocol			
 Community and the environment	 Environmental management ¹	 Energy management ^{1,2}	 Verified CO ₂ ^{1,2}	 Efficient driving of industrial vehicles	 Carbon footprint record.	 Emas certificate

All the above certifications are in Spain and additionally according to the headings indicated:

¹ Portugal in process of certification

² Switzerland will be certified in 2022

³ Morocco

⁴ Casablanca

Note: Portugal will also be certified during 2022 under NP 4493:2010 and NP 4514:2014 for Public passenger transport, urban bus routes and intercity bus routes.

Alsa is the only Spanish Passenger Transport operator to have received EFQM 500+ recognition

New certifications



AENOR Certificate in Complaint and Grievance Management Systems

Thanks to the implementation of a Quality Management System in accordance with standard UNE-EN ISO 10002, Alsa demonstrates its capacity to provide high-level care to users who inform the company

of their complaints or grievances, guaranteeing that they will be analysed and investigated in depth, and that a response will be given within the agreed period.

Users have a variety of channels to communicate any complaint or grievance to the company, and will be informed at all times of the status of the claim



AENOR UNE-CEN/TS 16880 certificate. Excellence in service. Creating exceptional customer experiences through excellence in service

This certification aims to design and implement improvements in service, to create exceptional customer/user experiences and exceed the expectations generated.

Alsa has certified its services under standard UNE 16880 for urban and metropolitan transport in Bilbao, Ferrol, and East Coruña District



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

Its position of leadership 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 organization 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.

During 2021, progress was made in aligning Morocco and Switzerland-France in the extension and progressive application of the group's CSR policies. By 2020, the group's sustainability policy had been revised and adapted for

Morocco. The same is currently being done for Switzerland-France, with publication scheduled for 2022.

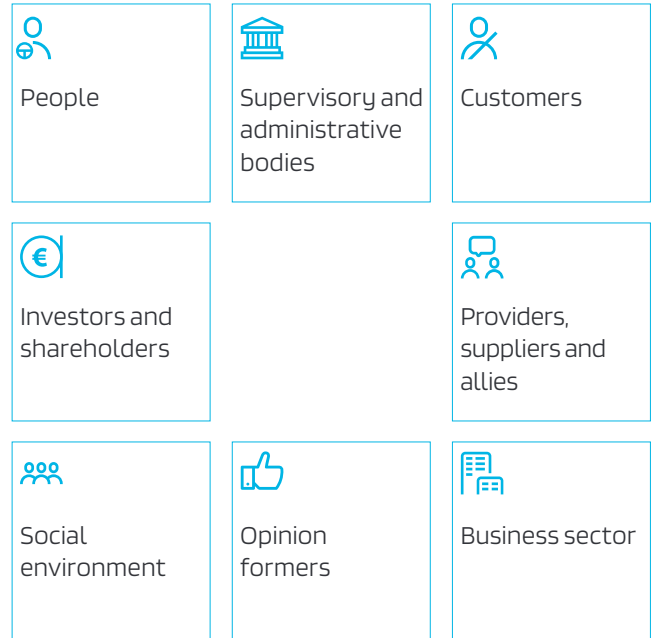
In Spain, action plans have been reviewed and a new Materiality study conducted to review the guidelines underpinning the company's Corporate Social Responsibility.

Progress has been made in Morocco on governance aspects such as the compliance model and the code of ethics, as well as on other social and environmental aspects, as will be seen throughout the Report.

In Switzerland-France, progress is being made in sustainability convergence, allowing alignment and unification of CSR policies already developed in Spain. In 2022, there are plans for a review process which could culminate in the certification of CSR management under the IQNET SR10 standard.

Stakeholders

Through its **Stakeholder Relations Model**, Alsa identifies its requirements, needs and expectations in order to minimize risks and detect new business opportunities.



Sustainability Policy

The principles governing Alsa's sustainability policy can be summarized as follows:

"Our commitments" to stakeholders

Shareholders and Investors

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

Customers

- Place the customer at the heart of all activity.
- Only do what is safe.
- Offer innovative mobility services and solutions.
- Commitment to generating positive experiences.

Social and Natural Environment

- Ethics, accountability, dialogue and transparency
- Create sustainable value for society.
- Identify and fulfil community needs.
- Dialogue with social agents and trade union representatives.
- Reduce greenhouse gas (GHG) emissions.

Management

- Ensure the involvement of all for good governance.
- Promote transparency.

People

- Talent development and Reward.
- 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 Formers

- Promote transparency, active collaboration and provision of information.

Administration and Regulators

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

Suppliers and Partners

- Open, fluid, honest and transparent dialogue.
- Build strong relationships.
- Promote teamwork.
- Alignment with sustainability policy.

Business Sector

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

3rd Materiality Study

During 2021, a new materiality study was conducted with the aim of identifying the social and environmental aspects that Alsa Stakeholders in Spain consider most relevant when developing corporate responsibility actions..

All stakeholders participated in this edition through questionnaires. New issues have been introduced regarding employee policy assessment, actions that include the company's environmental strategy,

as well as the organization's CSR performance or the importance of aligning the company's strategy with the contribution towards the SDGs.

As in previous editions, Alsa's performance and prioritization of sustainability operational strands and approaches were assessed.

A new Materiality Study was conducted during 2021

Alsa values	Strands of corporate responsibility	Good governance, ethics and integrity	Environmental performance	Environmental strategy
Social performance	Employees	Knowledge of alsa csr	Perception of alsa's performance	Contribution to the sdgs

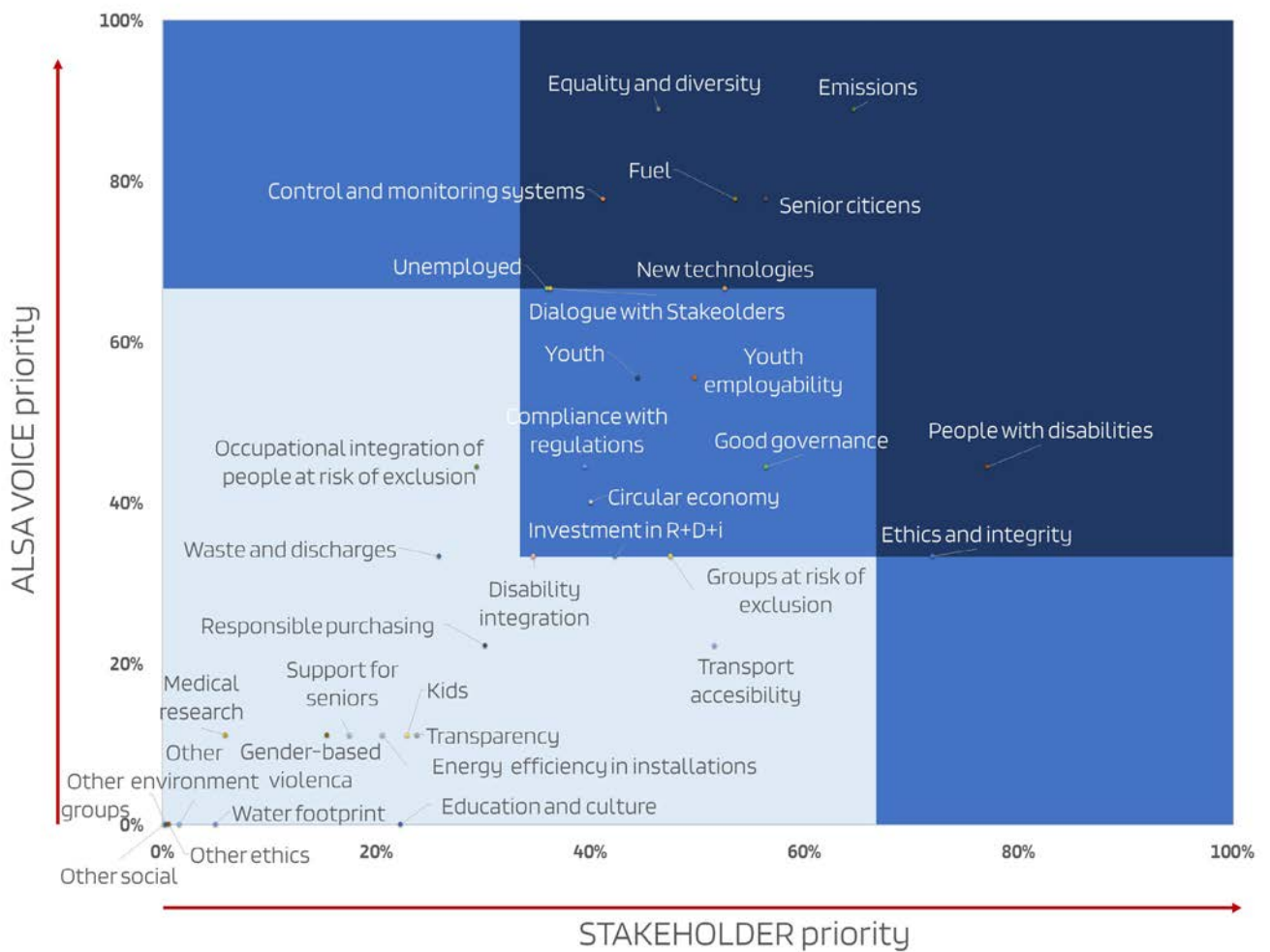


Stakeholder Groups

Management Committee	Employees	Corporate clients	Regulatory Bodies suppliers	Providers, and allies
Business	Opinion sector formers	Social environment	Investors and shareholders	Customers

Based on the results of this study, a materiality matrix was created to plot the various different aspects depending on their degree of priority for the company's management and stakeholders.

ALSA/STAKEHOLDER MATERIALITY MATRIX



Intrinsic value

Safety as an unquestionable, inherent value.

Priority aspects

Control and monitoring systems; ethics and integrity; improving dialogue with stakeholders; reducing pollution/emissions; fuel efficiency and use of alternative fuels; inclusion and development of new cleaner and more efficient technologies; equality and diversity; actions targeting the unemployed, disabled and senior citizens.

2021 CSR Lines of Action

In view of the actions undertaken during 2021 and the outcome of the materiality studies, the action plan has been reviewed, including new lines and continuing those already in place, which will serve to align stakeholder expectations with the policies to be implemented during 2022.

Valor	Priority aspects	Lines of action			
Excellence	Policies and codes of conduct	Materiality studies. SR10 renewal.			
	Improve dialogue with stakeholder groups	New corporate image. Publication of Sustainability Reports. Legal Compliance System.			
		People	Improve employability		
Integrate young talent: Get Moving Programme and Graduate Programme. Cooperation with Integra Foundation. Cooperation 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. Full Inclusion. 2020 - 2022 Accessibility Plan.				
	Community		Reduction of 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. More energy efficient fleet renewal. 100% electric autonomous vehicle. Introduction of the First Hydrogen Vehicle. Introduction of the ALSA Forest and programme to Offset Customer Carbon Footprint. Use of new fuels (biofuels).					
Circular economy		Waste minimization programme. Optimization of raw materials. Use of new alternative 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				Alsa Helps You. Senior Citizen Commercial Discounts. Senior Club. Other collaboration programmes with foundations and/or NGOs.	
		Safety		Safety vial	Safety programme.
					Customers
Senior Citizens		2020 - 2022 Accessibility Plan.			

Code of Ethics and Criminal Compliance Management System at Alsa

Alsa has had a code of ethics in place since 2011, the most recent update of which, approved by the Compliance Committee, was performed in September 2021, and is available to all employees and stakeholders on the corporate website, to facilitate universal familiarity.

A review of the compliance-relevant procedures was carried out during 2021, as well as an update to the risk matrix and criminal compliance controls and assessment of the effectiveness and efficiency of controls.

Progress continues to be made in improving the Compliance Systems of the different countries where the company operates, with the ultimate aim of implementing a uniform system as robust as the one implemented in Spain and certified under UNE 19601.

The Alsa code of ethics applies to the entire group



Training, dissemination and awareness-raising in criminal compliance

The personnel performing compliance tasks attend training on the subject each year in order to learn about best practices from experts in the field.

The onboarding plan for new hirings includes specific training in the Criminal Compliance Management System, the code of ethics, the compliance policy and modern slavery.

A range of actions were undertaken in terms of training and dissemination by different means (intranet, MiALSA, SMS, Internal Communication...) and to different groups of employees, adapting content and ensuring that the scope extends to the entire workforce. In addition, and in order to update employee knowledge and awareness, mandatory compliance training is given every year to all staff, both structural and operational.

In 2019 Alsa obtained UNE 19601 certification from AENOR for Criminal Compliance Management Systems

Compliance Committee

The COMPLIANCE Committee was established on 7 June 2016 with responsibility for overseeing the

development, implementation and maintenance of the Compliance System as its guarantor, likewise

aiming to consolidate a corporate culture of compliance.

Communication Channels

Any Alsa worker with reasonable evidence of the existence of any conduct, fact or omission that violates the code of ethics or that could constitute a breach of the regulations in force may, in the first instance, convey his/her query or question to a line manager or the Compliance Committee via buzón.compliance@alsa.es.

If, for any reason, the employee considers that it may be not

appropriate, nor possible to request assistance by any of these people, the employee may plan the issue and/or alert through the phone "Help-line" that is outsourced to ensure confidentiality. Alerts are treated in a safe environment by a limited number of employees of the service supplier with the appropriate professional skills.

During 2021, two Helplines opened in Morocco, for customers and employees



ASCOM Awards Finalists

In December 2021, Alsa was shortlisted in the 5th ASCOM (Spanish Compliance Association) Awards in the company category, along with Grupo Aldesa and Sanitas, which ultimately won the award. A position which serves as well-earned recognition of the track record of Criminal Compliance Management System implemented since 2016.



Asociación Española de Compliance

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: Good 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 (Reduced Inequalities).

Following the establishment of specific indicators serving to measure the impact generated, medium and long-term objectives have begun to be established during 2021, specifying Alsa's contribution to each of them.

The environmental challenges set to become carbon neutral are the most prominent, along with the

objectives relating to safety and equality.

The following table provides an overview of Alsa Spain's contribution to the SDGs in 2021.

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

Long-term challenges were established in 2021



Alsa strategic focus	Alsa strategic courses	SDG	SDG targets	Indicators	Progress of Alsa's contribution	Alsa Commitment	Challenges			
Profitable growth	Enter into 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		8.3 Developing productive activities and promoting small and medium-sized enterprises.	Number of Domestic Suppliers						
Operational Excellence	Organic Growth		3.5 Prevention and Treatment of Drug and Alcohol Abuse.	Drug and Alcohol Test		Improve employee health and provide safe services.	By 2040 in Spain, 100% of drivers will have a prevention system for alcohol consumption.			
	Cost Efficiency				3.6 Reduction of Traffic Accidents.			Reduction of accident rates	-28% accident rate since programme implementation Eliminating Risks (DOH) in 2010	Safety as a priority value.
	Concession Management				11.2. By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all.				9,256 students in safety training during 2021.	
	Safety				8.8 Protect labour rights and promote safe and secure working environments.			Employee accident rate (severity and frequency)		Promote through policies and management systems - a safe, risk-free working environment for all employees.
	Servicio excelente a cliente									

Alsa strategic focus

Alsa strategic courses

SDG

SDG targets

Indicators

Progress of Alsa's contribution

Alsa Commitment

Challenges

Excellent Customer Service



10.2. By 2030, enhance and promote social, economic and political inclusion of all people, irrespective of their age, gender, disability, race, ethnicity, origin, religion or economic status or other condition.

Nº . of municipalities connected

3,726 Spanish municipalities served.

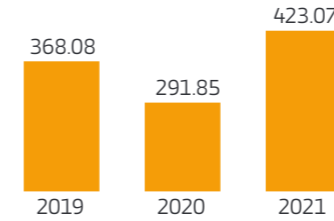
Provide 100% accessible services that irrespective cover the whole territory as a tool to combat inequalities.

Operational Excellence



11.2. . By 2030, provide access to safe, accessible safe, affordable, and sustainable transport systems for all.

Passengers affordable (millions of passengers)



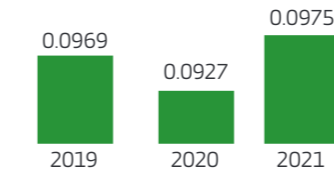
Guarantee sustainable transport with particular focus on the elderly, children and the disabled.

Sustainability



3.9 Reduction in deaths from chemical contamination and pollution.

Direct emissions (tCO₂eq/100 km)



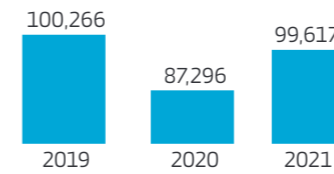
Reduce emissions from transport through the incorporation of green, low-emissions vehicles, efficient driving programmes, reduced consumption and energy efficiency.

All urban buses in Spain will be zero emissions by 2035 and intercity buses by 2040, as in Morocco.



6.3 Improve water quality. Reduce pollution and waste water.

Discharge of automotive water (Workshop, depots, pumps and washing) in m³



Towards the circular economy by reduction and recycling of water used at washing facilities.



8.7 Eradication of slavery, child and Modern Slaver.

Systems for compliance implemented

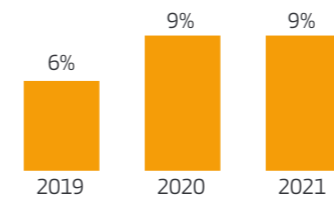
Compliance Certification for UNE19601 and Modern Slavery.

Strict compliance with laws and specific measures to combat modern slavery.



11.6. Reduce the negative environmental impact per capita in cities.

%Fleet with alternative propulsion



Improve environmental quality standards of the cities where the company is operating, not only offering a quality transport service reducing the use of public transport, but also investing in clean technologies and an eco-sustainable fleet.

All urban buses in Spain will be zero emissions by 2035 and intercity buses by 2040, as in Morocco.

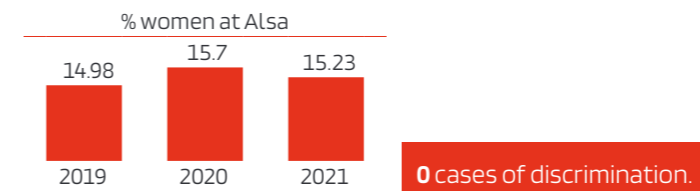
Talent

Attraction
Commitment
Development



5.1 End Gender Discrimination.

% Employees by Cases of Discrimination




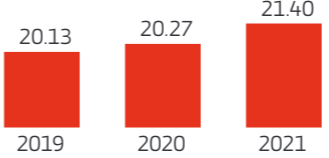
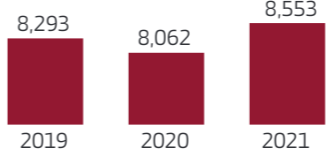
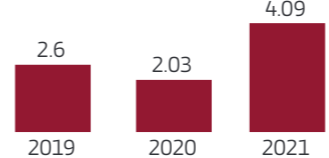
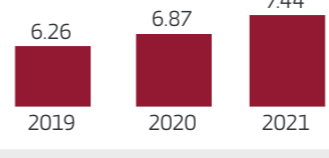

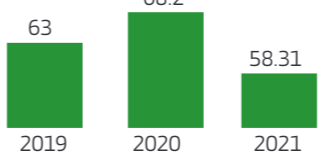
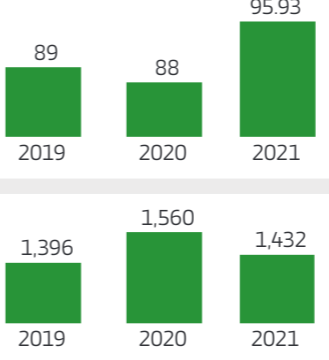
Equality as an identity policy and the promotion of women's inclusion in the transport sector.

Reach 25% in Spain by 2035.

5.2 Eliminate all forms of gender violence.

Anti harassment protocols
Cases of harassment

Procedure for dealing with cases of women facing gender violence.
0 cases of harassment.

Alsa strategic focus	Alsa strategic courses	SDG	SDG targets	Indicators	Progress of Alsa's contribution	Alsa Commitment	Challenges
Talent	Attraction Commitment Development		5.5 Ensure full participation by woman and equal opportunities.	% Women on Alsa Executive Team	<div style="text-align: center;"> % women at executive Level  </div>	Equality as an identity policy and the promotion of women's inclusion in the transport sector.	Reach 35% in Spain by 2030.
				Number of employees	<div style="text-align: center;">  </div>		
	Leadership		8.5 Achieve full employment and decent work (including young disabled people and equal pay).	Churn rate.	<div style="text-align: center;">  </div>	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.	Absence index		<div style="text-align: center;">  </div>
Technology and Innovation	Innovation		3.6 Reduction of Traffic Accidents.	Performance evaluation	<div style="text-align: center;"> 56.48% of employees received periodic performance evaluation in 2021. </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	<div style="text-align: center;">  </div>	Safety as a priority value.	By 2040, the entire workforce in Spain will be monitored.
				Vehicles equipped with smart cameras	<div style="text-align: center;">  </div>	Improved safety by incorporating new technologies to help change driving habits.	By 2040, the entire fleet in Spain will be equipped with smart cameras.

Partnership Management

Alsa has in place a **Partnership Management Model**, under which tools and procedures have been developed and standardized to streamline the identification and validation of new opportunities.

During 2021, progress continued on this model, standardizing and improving processes, aligning them with company strategy and improving communication and evaluation channels.

The company has also continued its commitment to innovation through partnership agreements with R&D+i centres and partnerships with other organizations for the development of joint projects that provide high added value for all parties.

In 2021
 **99.30%** domestic suppliers

 **8,128** suppliers for all Alsa activity

Supplier clauses

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 ISO 45001.	FRC Certification (Family Responsible Company).
Engagement with the community	Collaboration with special employment centres.	

Shyne



Alsa forms part of the consortium **Spanish Hydrogen Network (Shyne)** with the aim of promoting renewable hydrogen in Spain together with other entities such as Repsol, Enagás, Grupo Celsa, Bosch, Scania and Talgo, as promoters of the initiative and with the participation of 26 other entities, totalling 22 companies and 11 associations, technology centres and universities.

Shyne will be the largest renewable hydrogen consortium in Spain

and will aim to promote rapid and effective decarbonisation through hydrogen, which is one of the keys to the energy transition.

The projects grouped together at the consortium will represent a cumulative investment of 3.23 billion euros, according to Repsol data, which will allow "the launch of different initiatives for the production, distribution and use of renewable hydrogen in the industrial sector, in transport and in other

applications". The project as a whole is expected to generate more than 13,000 jobs.

Other major partnership management milestones

Examples of Alsa's commitment to support the management of alliances and innovation in 2021 include development of the following alliances:

Hydrogen Bus.



The pioneering deployment of a hydrogen bus, establishing a hydrogen route for Alsa jointly with Toyota/Caetano and Carbueros Metálicos. The hydrogen bus has been conducting various pilot tests in urban operations, accompanied by a portable 'hydrogen station' with renewable hydrogen supply.

The initiative culminated in the installation of a permanent hydrogen station in Torrejón de Ardoz for the launch of the first Hydrogen Bus on a scheduled route in Spain during 2022.

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



Launch 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.

During 2021, the company received the first vehicle to arrive in Spain with a solid state battery for a vehicle in the Oviedo City Service.

Repsol.



Renewed partnership providing the framework for key projects for the coming years related to the ecological transition, including the development of other elements such as Hydrogen, fleet charging points, gas stations...

First test in Spain with HVO (Net Zero Emissions) eco-fuel on 12 vehicles in the Bilbao City Service.

Participation as promoters of the first consortium for the H2 development at the national level, named SHYNE (Repsol, Bosch, TALGO, ENAGAS, Scania, Celsa and Alsa).

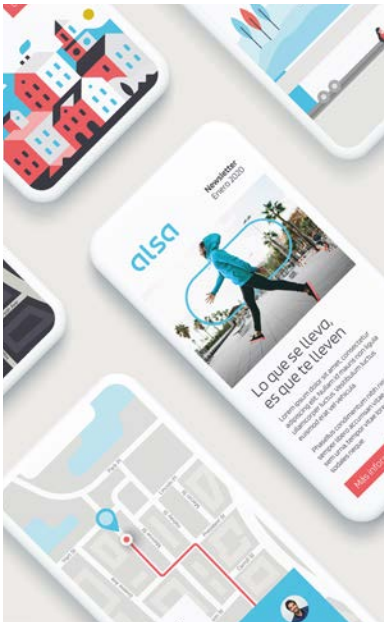
Digital proposal for sustainable, multimodal and connected mobility

Alsa's digital proposal aims for a new customer relationship model, adopting a comprehensive approach. Incorporating new business models arising from the opportunities that digital elements bring.

The basis of the company's digital proposition is:

- Offer its customers products and services through digital channels, and at all points of contact in the journey, creating a new digital experience as the fulcrum of all management.
- Increase the presence of new digital mobility in the world.
- Make digitalisation a key structural vector for other crucial elements: Efficiency, Environment and Social and Regional Cohesion.
- Develop the digital talent of employees, also contributing to the digitalisation of the sector.
- Make thorough use of data for better decision-making and to reach customers promptly, combining experience and market knowledge with new tools such as BigData, AI, IoT and others.

Main Digitalization strands in 2021



Digitalisation of sales and means of payment

- Continuous improvement of channels: Web, App, Kiosks, Mobi4U.
- Development of initiatives with QR and Account Based Ticketing systems (PAYG and EMV) in urban transport operations.
- Development of a new backend in urban transport, integrated in Mobi4U.
- Renewal plan for self-service ticket kiosks.

Creation of the Artificial Intelligence area for project development

- Initially focused on Safety, Predictive Maintenance and Operational Excellence.

Non-scheduled transport management

- B2B/B2C platform and deployment of initiatives in VTC management.
- Enhancements to ALSACab
- Creation of a system (Back + front) for the management of transport on demand (TOD).
- Development of sharing models, with SaaS models.

Optimisation systems

- Deployment of the GOAL tool. Consolidation in Spain and Morocco. Deployment in Portugal.
- Operation service level tracking (Swiftly). Consolidation of the new management system at ALSA.
- Creation of a platform for IoT management, data processing and information I/O standardisation.

Customer experience improvement projects

- CRM evolution: inclusion of Mobi4U users, creation of new journeys.
- Evolution of the Revenue Management System (RMS): Management of ancillaries, management of multimodality, supplementary services.
- Improve customer gateway attributes: Review of on-board infotainment systems.
- Automation of compensation systems and customer incident management.

Internal management

- Development of "Chris": Digitised management of people processes.
- Development of internal communication tools: Intranet, new app, responsive website, etc.
- ALSA corporate website development.

People

- Developing people's digital skills. Management model by product. Development and deployment.
- Deployment of associated innovation management models. Working methodologies.

Mobility as a Service (MaaS)

- Creation, development and deployment of the "Mobi4U" app.
- Incorporation of 5 cities in 2021 (currently 11 zones)
- Creation of the digital urban payment system, with deployment in January 2022.

Main Innovation strands in 2021

Creation of the "Mobility Menu" concept

- Autonomous Mobility
- Micromobility – Sharing & Parking
- Transport on demand – DRT & ridesharing (Alsacab)
- Corporate mobility
- School mobility.

Channelling of initiatives through MaaS applications.

Participation in mobility R&D+i projects.

Alsa has been awarded a CDTI R&D project to boost research into the development of self-driving vehicles. It is also developing an R&D+i project organised by the Ministry of Science and Innovation for the systematic improvement of roadside service level indicators adapted to transport conditions and types





2022 Objectives

Excellence model	Covid funds.
Corporate Social Responsibility	SR10 certification in Switzerland-France.
	Continue to converge with the Model in other countries.
Alliance management	Strengthening External and Internal Communication.
	Promotion and development of the present and future Hydrogen ecosystem.
Digitalisation	Digitalisation for the development of projects under the NextGen Funds.
Innovation	Develop and consolidate partnerships in internationalisation.
	Payments in the Mobi4U PPP.
	Deployment of AI initiatives in transport safety and efficiency.
	Deployment of new Transport on Demand initiatives.
	Research in development of self-driving vehicles.

Safety

Our approach

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



**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 is the best in class in the industry.



Key figures

	Spain			Alsa Group	
	2019	2020		2021	2021
Safety	Accidents				
	FWI ¹ (Fatality Weight Injuries. Injuries in at-fault accidents)	0.57	1.10 ↓	0.39	2.65
	At-fault Accident Rate	0.80	0.71 ↑	0.76	1.11
	Total Accident Rate ²	1.51	1.37 ↑	1.45	2.84
	Driver monitoring and follow-up				
	Drivers assessed (%)	71	48 ↓	44	65
	Driver assessments performed	5,980	3,797 ↓	2,452	6,224
	Drivers monitored by DriveCam	3,336	3,421 ↓	3,238	3,238
	Drivers monitored by GPS (%)	89	88 ↑	95.93	80
	Alcohol tests	4,747	950 ↑	1,037	1,064
	Drug tests	3,223	665 ↓	549	564
	Vehicles with Alcolock ³	441	440 ↓	401	422
	Occupational safety				
	Accident frequency index (%)	16.46	8.64 ↑	13.56	– ⁴
	Accident severity rate ⁵ (%)	0.53	0.27 ↑	0.48	– ⁴
Absence rate (%)	6.26	6.87 ↓	6.7	– ⁴	

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.



⁴ No data available at Alsa group level.

⁵ Severity index = (Days lost per year due to accident / (Workers x Hours worked)) x 10⁶.

Action plan



Performance in 2021

 Comprehensive road safety system	34% of the workforce monitored by DriveCam. In 2021 the systems were installed in the Canary Islands, Aragon, Ferrol and Jaén.	100% of the Moroccan workforce monitored by CCTV and Direct Observations.	Awareness-raising campaigns: "Nothing is more important behind the wheel" and "New speed limits on urban roads".
	Campaign addressing personal mobility vehicles (PMV).	FWI: 0.0029 in Spain (normalised by millions of miles) which is the best result of the entire historical series.	At-fault traffic accident rate: 20% reduction in scheduled services and 5.6% reduction in short and medium distances.
	Drivecam risk score: 24% reduction compared with 2020 and 50% reduction compared with 2019.	Nº of months without fatal at-fault accidents in Spain: 17 months.	Installation of rear cameras on 380 vehicles.
	Initial placement of blind spot information panels across the fleet.		
 The bus, a safe space	Maintenance of the AENOR "COVID-19 Protocol" certificate.	Installation throughout the fleet of ECO3 filters.	Implementation of the BLOW system on vehicles to eliminate 99.99% of bacteria and viruses.
 Health and safety of employees	1,064 alcohol tests across the Alsa group.	564 drug tests across the Alsa group.	82% of staff participated in medical examinations.

Comprehensive road safety management system



ALSA values safety above all else. It only does what is safe, with a zero-tolerance policy to any potentially unsafe conduct. And does likewise in every country where it operates. Also always applies the highest safety measures even when the applicable legislation may be less stringent.

Driver monitoring and training are essential to improving driver performance and reducing accidents. With the application of new technologies, Alsa is able to increase the robustness of its road safety management system year after year.

During 2021, Alsa continued working on driver performance

measurement systems thanks to the implementation of various processes and technologies that provide individualised information on the following parameters:

- Speeding.
- ABC driving styles (accelerating, braking, cornering).
- Behaviour rating for driving events (Drivecam system).
- Periodic driver evaluations performed by accredited trainers.
- Accident rate.

The continuous and individual measurement of these parameters

has reduced claims rates across the Alsa group by 30% since 2010, when the Elimination of Risks programme was implemented.

The accident rate in Morocco has decreased by 61% since 2010

Predictive driver management using AI techniques

In 2022, predictive models are planned for development, based on available information on individual driver performance, which will allow new correlations between observed behaviours and potential accident risks to be identified.

Driver competence profile

For each Alsa driver a skills profile has been drawn up, covering their skills and those aspects that need to be improved. With this information, all driving personnel are classified

according to their skills and given an overall score. This is used both in assigning specific services and in preparing training plans tailored to the needs of each individual.

Driver scorecard

Meanwhile, the "driver scorecard" is produced on a regular basis, providing detailed information on the performance of each driver and

their relative position vis-à-vis the other drivers in their organisational unit.

This information is shared with drivers and also helps to monitor and apply any preventive measures deemed appropriate.





Feedback to drivers

A system has been in place since 2019 to inform drivers and facilitate monitoring of their performance by their line managers.

During 2021, progress was made in the digitalisation of the process, to provide managers and supervisors with access to the performance data of driving personnel, and so implement any applicable corrective

and preventive measures deemed appropriate.

Performance monitoring is performed monthly, with the risk profile score of each driver included in the **"monthly driver check-list"** application.

How it works

Using the internal MiAlsa app, drivers can consult all the information and figures on their speeding offences, 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.

Leveraging the performance information listed above is an excellent predictive management tool that enables action before significant incidents or events occur

Driver monitoring software in Morocco

Morocco has developed software (CCTV) to monitor drivers so as to ensure that all drivers on each contract can be viewed over the course of one month. Each driver is guaranteed to be supervised by at least once per month via CCTV.

In addition to these CCTV reviews, each driver is assigned to a Safety Technician who Direct Observation while in service. This Technician performs exclusive performs additional monitoring for safety management tasks, with continuous monitoring of driving safety through direct daily contact with drivers.

All these systems detected training needs that were fulfilled through 9,881 training actions covering a total of 10,296 hours of training.

 In Morocco **9,881** continuous training actions

New practical training model for drivers

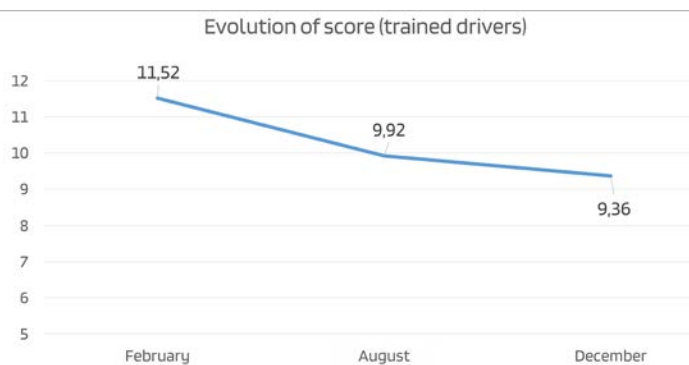
In 2021, a new driver training and evaluation model was launched in Spain, with the following features:

- Deliver personalised, hands-on training for drivers with poorer performance, instead of 50% of the driver workforce every year.
- Reduce the frequency of periodic

driver assessments in accordance with the existence of monitoring systems (Drivecam).

65% of drivers trained in 2021 have improved their performance. However, more time is needed to evaluate the effectiveness of this measure since the risk profile

takes into account cumulative performance over the past 12 months.



With this new approach **347** drivers have been trained

Safety Training	2021
Accident Training	
Students	1,954
Hour	4,304
Vehicle technology training	
Students	1,163
Hour	2,297
Instructor training	
Students	34
Hour	1,052
Emergency Management training	
Students	898
Hour	6,382
Safe drivint refresher training	
Students	618
Hour	3,147
Welcome plans and on-the-job training days	
Students	1,031
Hour	11,535
Behind the Wheel training	
Students	3,213
Hour	3,213
Skills Development training	
Students	345
Hour	1,035

The bus, a safe space for customers and employees

In 2021 Alsa continued with Alsa Safe Mobility to guarantee public mobility in an environment of safety, trust 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 times when a passenger comes into contact with the services of the company before, during and after their trip. In addition, the programme analyses and assesses the risks of each of the jobs occupied by its workers, taking appropriate measures to mitigate the risk of contagion.

Measures have been implemented such as anti-Covid provisions for users, identification of non-usable seats inside the vehicle, mandatory use of face masks, systems for renewal, filtering and purification of interior air (bioactive carbon filters in urban vehicles), interior ventilation protocol and monitoring: Mystery Passenger.

Alsa has received Aenor certification of its Covid-19 protocol



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.

Alsa long-distance buses have also replaced conventional air conditioning system filters with new bioactive carbon filters, which permanently filter air during travel and remove 99% of particles.

This is supplemented by 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 INTA (National Technical Aerospace Institute).

In addition, in mid-2021 BIOW air disinfection systems were also

installed, serving to eliminate 99.99% of the bacteria and viruses present inside the coach, including the SARS-CoV-2 which causes the Covid-19 disease.

Meanwhile, air entering from the top of the vehicle from the outside, which is permanently renewed and filtered during the journey, reaches the passenger individually from the top of the cab, channelled vertically to each seat. This individualised circulation system prevents the air received by each passenger from being shared with the people next to them.

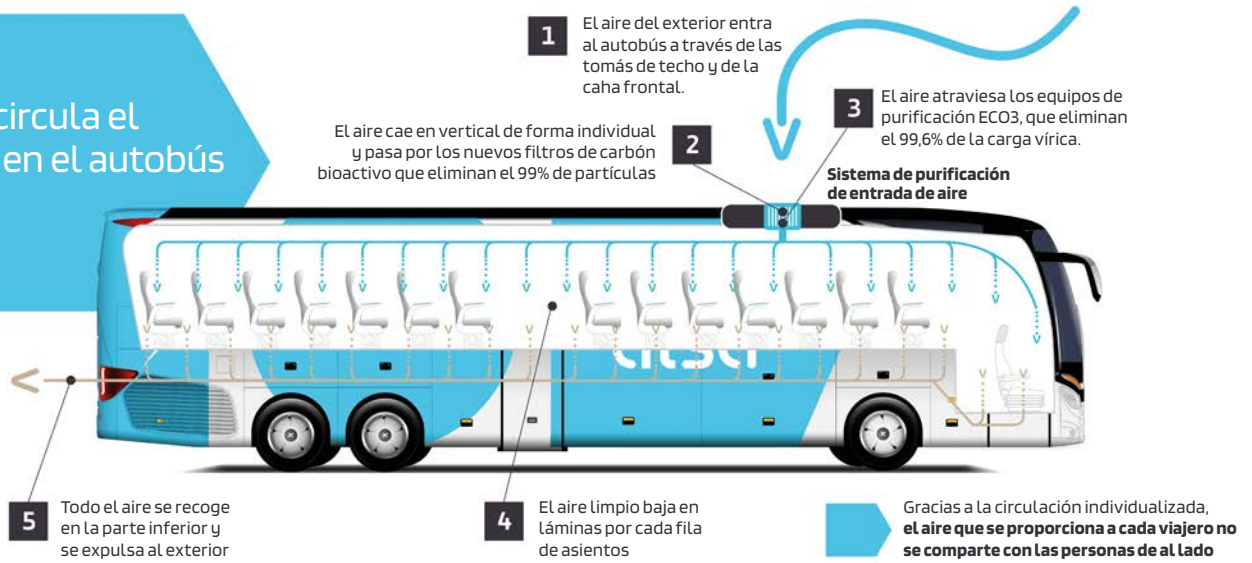
The combined performance of all these systems ensures optimal air quality inside buses, guaranteeing passengers a high level of protection against infection.

All the above, together with the other measures and protocols implemented by Alsa within its Safe Mobility plan, such as the reinforced cleaning and disinfection of vehicles

and surfaces, the installation of screens and hand sanitiser dispensers, among others, along with responsibility on the part of passengers in wearing a face mask during their journey, make bus travel a safe experience.

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

Así circula el aire en el autobús



Carrying out Covid-19 tests

The company has made Covid-19 testing available to all workers, which can detect if the person has had the illness, if they have it at the same time and could be contagious, or if they have not been infected.

 **7,606** Covid-19 screening tests

Employee Health and Safety

“For Your Health” is a programme aligned with the company strategy in the field of health and well-being, with the objective and firm commitment to protect and enhance healthy and happy lives for the people who make up Alsa and their families.

The programme promotes safe, healthy and sustainable working environments, based on the conviction that employee health and safety are a critical factor impacting on customer safety and improving the organisation's competitiveness, productivity, talent retention and sustainability. The programme is supported by the Blue Agents, programme ambassadors who actively collaborate in the dissemination and implementation of programmes and/or actions developed in the interests of safety, health and well-being.

The following initiatives were implemented under the 2021 programme:



The health and safety management system of Alsa in Spain is certified under ISO 45001

Healthy Work

Zero tolerance.

Alcohol and drug use prevention programme to reduce risks and help all staff to prevent all issues and problems related to alcohol and drug use, thereby complying with the Healthy Company principle.

1,064 alcohol tests.

564 drug tests.

Covid-19 Protection.

Aenor-certified Covid-19 protocol, positive screening and protocol activations, Covid protective equipment and cleaning for drivers (installation of screens, face masks, gloves, hand sanitiser gel, fixed on-site gel dispensers).

7,606 pruebas de detección.

Healthy Body

Medical examinations.

Free medical examinations for all staff with early screening for some common conditions, detection of prostate cancer (PSA) in men over 45 years of age, gynaecological tumour markers in women, Epworth drowsiness test and Pichot fatigue test in drivers and total health test in driving personnel.

82% of the workforce in Spain participated in medical examinations.

New PPE signage at repair workshops

Posters on the rules for the use of PPE have been installed at 48 workshops in Spain. According to the tasks performed by the workers.



2022 Objectives

Monitoring

Implementation of a smart camera system at Bilbobus.

Expansion of monitoring systems.

Mystery passenger implemented in Switzerland and France.

Training

Organisation of public events to raise public awareness of the issue of vehicle blind spots, in particular with e-bikes and e-scooters.

Development of audiovisual material for driving staff to develop technical skills and knowledge of technological innovations added to the fleet.

Workshop safety training for all maintenance personnel.

Eliminate risks

Consolidation of DOH in new operations (Granada, Jaén...).

Predictive management of drivers by means of **Artificial Intelligence** techniques.

Installation of blind spot panels across Spanish fleet.

Adaptation of the safety visit procedure.

Forums: accident investigation committee and technological innovation observatory.

Accident rate analysis in each transport contract and definition of action plans agreed with each local team.

Facilities and fleet

Fleet adaptations (zero fire programme, zero wheel loss programme).

Implementation of risk assessments, action protocols, periodic inspection plans.

Installation of reversing cameras to cover the entire fleet in Spain.

Health Promotion

Quarterly communication campaigns for **driver health problem prevention**.

Qualitative and quantitative studies to assess the **psychosocial situation in Spain, Switzerland, France**.

Face-to-face workshops on key health aspects.

Online training for **structural staff** on ergonomics, first aid and emergencies.

Agreement with other entities to **provide access to health services**.

Customers

Our approach

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

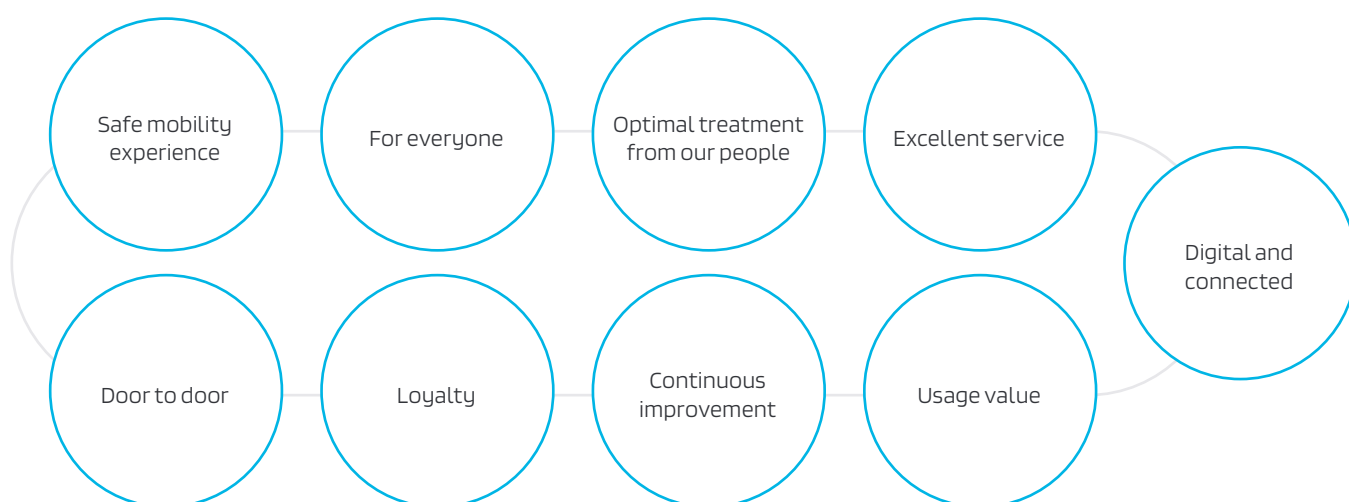
Covid-19 again had a major impact on personal mobility in 2021. The restrictions imposed by the state of emergency (in force until May) were accompanied by successive

waves of contagion, pandemic control measures and negative social perceptions towards contact with other people.

In this challenging background, Alsa has continued its transformation, gradually resuming levels of activity, customer insights and business performance KPIs thanks to its

strategy and teamwork.

In the Customer area, decisive initiatives have been deployed to restore customer confidence and strengthen the value of the new brand.



Key figures

	2019	2020		2021	
Customers	Passengers carried ¹ (millions of passengers)	368.08	291.85	↑	423.07
	Kms covered ² (millions of kms)	399.8	291.37	↑	363.97
	CSI – Customer Satisfaction Index ³	8.03	ND	↑	8.07
	NPS – Net Promoter Score ⁴	45.8%	ND	↑	46.9%
	Surveys received (satisfaction and customers) ⁵	148,950	106,529	↑	153,126

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

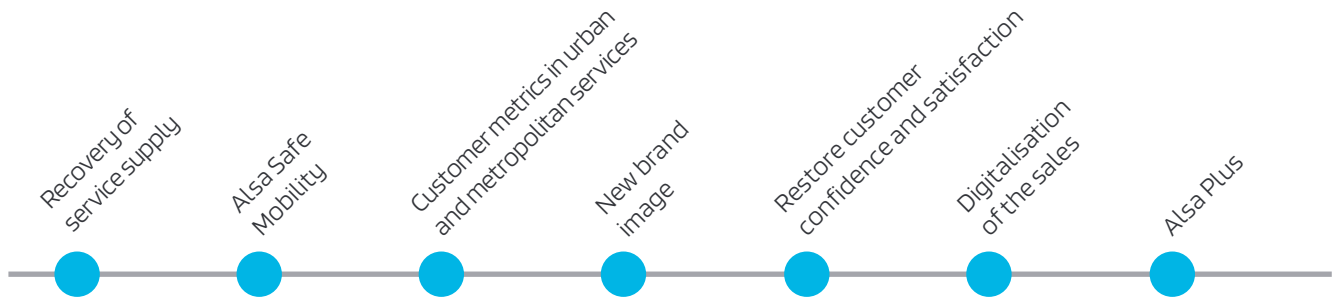
² TOTAL Alsa activity (Spain, Switzerland, Morocco, International), including scheduled, charter and RUE.

³ Average customer score in response to the question: How would you rate your overall satisfaction level, from 0 to 10? ALSA Spain services.

⁴ Certainty that they would recommend family and friends to travel with Alsa. Calculated by subtracting the percentage of Detractors (users with recommendation 0 to 6) from Promoters (users with recommendation 9 and 10). ALSA Spain services.

⁵ Alsa Spain Services.

Action plan 2021



Performance in 2021

	Recovery of service supply	<p>Pre-pandemic mileage provision:</p> <ul style="list-style-type: none"> • 64% on long-haul services. • 88% on regional services. • 100% on urban and metropolitan services. 	<p>Removal of occupancy restrictions on board.</p>
	Continuous improvement and communication of Alsa Safe Mobility	<p>Specific indicator for the evaluation of Alsa Safe Mobility measures for customers, with daily and weekly dissemination of results.</p>	<p>Actions based on customer insights, emphasised in implementation excellence and internal and external communication.</p>
	Customer metrics in urban and metropolitan services	<p>New channel for measuring satisfaction and reporting incidents on board for use during travel. Based on QR codes and continuous tracking of comments received.</p>	<p>Satisfaction studies performed on the main contracts. Initial "non-customer" studies in urban services.</p>
	New brand image across fleet and stations	<p>Progressive deployment of the new brand across the fleet and all types of service.</p>	<p>Implementation of brand and corporate identity at 17 stations during 2021.</p>
	Restore customer confidence and satisfaction	<p>Customer metrics (ISC, NPS, CSR, NEV) in progressive recovery.</p>	<p>The general Satisfaction study for 2021 shows levels similar to the pre-pandemic: CSI 8.07 in 2021 vs 8.03 in 2019; NPS 47% in 2021 vs 46% in 2019.</p>
	Transformation and digitalisation of the sales network	<p>New concept of information and sales points at stations, in line with the new brand and digital strategy, including a new self-service ticket machine channel.</p>	<p>Improvements to digital channels: new regional and urban apps, Mobi4U MaaS app (Mobility as a Service), Alsa Corporate, Bus direct. In addition to digital vouchers, website improvements, etc.</p>
	Personalised customer communication and growth of the Alsa Plus programme	<p>Alsa Plus:</p> <ul style="list-style-type: none"> • 1.6 million customers. • 195,000 new registrations. • 20 messages+ sent via CRM. 	<p>Customer Care System:</p> <ul style="list-style-type: none"> • 130,000+ written communications handled. • 24,199 complaints handled. • 2.3 day average response time. • 7.5 CSI score for Customer Care. <p>New social media customer service tool. Growth in followers across all networks: Facebook, Twitter, Instagram...</p>

Alsa Safe Mobility



The Alsa Safe Mobility programme was one of the cornerstones of the customer strategy in 2021, as in 2020.

Work has continued to redesign and update the Alsa Customer Gateway, with the aim of turning the bus into a safe space to travel, mitigating the risks arising from Covid-19 and offering customers maximum confidence.

Interior air is estimated to be fully renewed every 2-3 minutes for the intercity and metropolitan fleet; and every 1 minute in urban services



Updating standards and continuous improvement

- Constantly updated communication across all channels and stages of the journey.
- Information on board vehicles: posters, announcements, temporary notices, etc.
- New procedures and operating instructions, aimed at improving aspects such as interior air renewal, ensuring compliance with on-board standards, vehicle cleaning and disinfection, etc.



On-board air quality and renewal guarantees

- Interior air renewal speed and quality tests on the urban, metropolitan and intercity fleet carried out by an independent entity.
- Installation throughout the fleet of air purifiers and bioactive carbon filters.
- Implementation on the long-distance fleet of a world-first bioengineering device developed jointly between Alsa and BIOW, which eliminates all types of nanoparticles and microorganisms thanks to successive layers of air filtration and treatment.

Safety Guarantee

Alsa performs air quality and renewal tests on its fleet. **Interior air is estimated to be fully renewed every 2-3 minutes for the intercity and metropolitan fleet; and every 1 minute in urban services.**



Certificates and recognitions

- Renewal of the AENOR Covid-19 Good Practice Certificate, thereby maintaining Alsa's leading position, as the first company in the mobility sector in Spain to obtain this accolade. It has also been awarded for all services in Switzerland and France and all services associated with the Alsa Safe Mobility programme.
- "Biscay Safe Destination" seal of approval from the City Council of Bilbao, for SICTED Advanced Covid-19 Good Practices.

Customer Experience

BCX Seal of Excellence

Once again, Alsa has been recognised as the “Best 2021 company for customer experience in the global transport sector”, which includes Spain and Latin America. With this renewal, Alsa has established itself as a national and international benchmark.



DEC Customer Experience Excellence Awards

Alsa was honoured in 2021 in the best Customer Gateway initiative category for Alsa Safe Mobility, at the eighth edition of the “DEC Awards” handed out by the Association for the Development of Customer Experience (DEC), which annually recognises best practices for excellence in customer experience in Spain.



Measurement of on-board experience in urban and metropolitan services

Alsa has begun to implement a new methodology to ascertain passenger opinions on urban and metropolitan routes, furthermore facilitating the communication of service incidents. The first implementations were carried out in Granada, Bilbao, Jaén, Ferrol and La Coruña.

UNE 16880 certification of service excellence

The Urban Transport service in the city of Bilbao, managed by Alsa, achieved this certification based on the creation of exceptional experiences through service excellence. It is the first passenger transport service in Spain to achieve this certification.

We listen to You every day

Tell us how we are doing



1. Open the camera of your mobile.
2. **Scan the QR.**
3. Rate today's service.

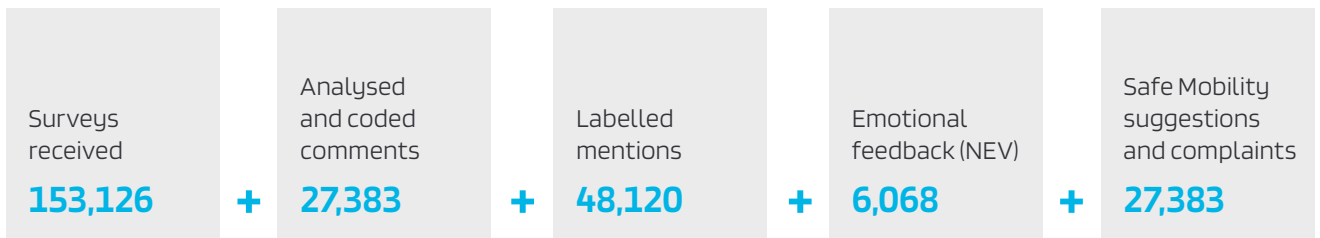


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Customer knowledge

Alsa has continued to work hard to increase its customer knowledge by implementing initiatives such as:

- An study into the importance of service attributes for customers, enabling us to update satisfaction levers on the post-Covid scenario and focus improvement guidelines and policies on real needs.
- Operationalisation of the customer experience (OCX), with customised reports by group, daily/weekly/monthly KPIs, explanatory infographics, etc.
- Consolidation of the Customer Voice programme, with indicators such as:



Satisfaction returns to pre-pandemic levels

The general Satisfaction study 2021, prepared by QBO in December 2021, puts customer satisfaction at

levels similar to those prior to the pandemic:

Year	ISC (Customer Satisfaction Index)	NPS (Net Promoter Score)
2019	8.03	46%
2021	8.07	47%

Product improvement

New next generation services for customers

In 2021, new mobility services were launched throughout the country, as a result of tender processes or acquisitions, such as the Urban services in Granada and Jaén and the Seville tourist bus; in the concessions La Coruña XG-881 and Ferrol XG-642; Alcantarilla – Murcia MUR-001 and Cartagena MUR-004, and the Santa Lucía Urban service in Las Palmas de Gran Canaria.

In all of them, network improvements are being implemented with much greater capillarity, on-demand routes, comprehensive fleet renewal, new information and sales channels, monetisation or the latest generation, accessibility, intermodality, energy efficiency, etc.



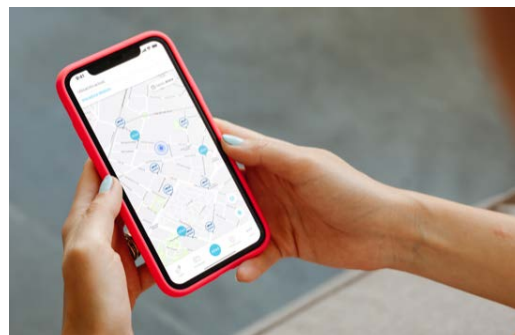
Alsa Corporate



New service made available to companies and institutions to transport employees and groups. The App gives users real-time information about where the bus is, and instant notification of incidents or delays.

Apps for regional and urban services

Apps have been launched with real-time information on bus location, transit times, time estimation, geolocation, QR at stops, etc. Implemented (among others) for services in Asturias, Cantabria, Cartagena, Galicia, Granada, Ibiza and Jaén.



New Mobi4U MaaS App (Mobility as a Service)

The App helps to offer all the mobility services available in a region for any journey that the customer plans, in a single app. Established in Almeria, Asturias, Cantabria, Granada, Rabat, Region of Murcia and Vélez-Málaga.



Digital vouchers

In 2021, new digital vouchers were also implemented across the country (Andalusia, Cantabria, Galicia, etc.), alongside improvements to their conditions of use. For example, AlsaPlus customers can now issue vouchers for other passengers, although the redemption will remain associated with their owner.

Onboard coin handlers with contactless payment and card payment

New equipment that improves the embarkation user experience, through validation of QR codes and card payment, for example, in the CTA (Asturias Transport Consortium).



New customer services

Alsa Accessibility: Mobility for all

Alsa remains committed to inclusive and accessible transport that meets everyone's mobility needs. Numerous improvements were implemented in 2021, including measures for urban transport in Bilbao:



Diagnosis of accessibility needs.

Route accessibility study.

100% of the fleet with ramp and reserved PRM/ Wheelchair User space.

Availability of taxi for PRM if waiting time is more than 15 minutes.

Accessible information: posters in Braille, Oral Information System, video-interpretation, etc.

Seminars held with Accessibility associations.

Inclusive and standardised treatment training.

New improved infrastructure: hearing loop, tactile paving, etc.

Collection of packages at stations

In 2021, collection points for AMAZON Locker packages were expanded, with more than 76,000 packages collected. And an agreement was signed with PUDO-ALIEXPRESS to add them to the network.



On-demand transportation solutions, safe routes and stops

New services have been developed on low-traffic and on-demand transport routes, usually in rural areas, with vehicles specific to these types of lines and technological developments for booking and payment. Notable initiatives include Castile-Leon, Madrid Region, Catalonia, Andalusia and Extremadura.

In addition, in coordination with the Administration, on-demand night bus stops are being implemented in urban and metropolitan areas where the customer is offered the possibility of requesting a stop at any point along the urban route, thereby increasing their safety.



Urban service in Casablanca



During 2021, the roll-out of the new Urban Service in Casablanca was a particularly major development, with the introduction of 700 new vehicles and the modernisation of an urban service of the standard required by Morocco's largest city, with more than 4 million inhabitants, and the main economic and commercial hub in the country.

Particular efforts have been made to restore quality levels in:

- Creation of a customer service centre.
- Opening of 4 commercial agencies in different parts of the city to revitalise and encourage the use of public transport.
- Launch of the website www.casabus.ma and social networks on Instagram and Facebook.
- Creation of an urban transport museum.
- New complaints management service, which handled 2,860 complaints with an average resolution rate of 100%. More than 2,143 requests for information were also processed, an increase of more than 1440% from January to December due to the customer outreach actions undertaken.
- Customer satisfaction management. Notable results were obtained in the Ipsos survey in Casablanca, where the average score amounted to 7.7, and 63% of users describe themselves as very satisfied.

Information and sales

Improved flexibility and ticket sales

Alsa remains committed increased fare flexibility through different operational approaches:

- Design of a new flex fee applicable to all fares to modify/cancel tickets without surcharge.
- Improvement of Flash Sale conditions allowing changes.
- One-off flex fare conditions increasing guarantees to passengers at peak times.



New self-service machine channel

To adapt this channel to increased sales digitalisation, physical and interface improvements have been implemented on this platform to improve its usability, image and customer experience.



Block the adjacent seat

In 2021 more than 75,000 passengers enjoyed this product which allows the user to easily ensure they travel without another passenger alongside, also available via the apps.



Alsa brand

The **transformation of our points of sale** was progressively undertaken during 2021 with the aim of improving brand visibility and customer experience, while also allowing for improved functionality at the stations.

The actions taken cover both a corporate image facelift and improvements to the sales agent workstations and driver rooms. All signs and signage have been simplified.

to make them more intuitive, with new furniture and the branding elements giving these points a recognisable and uniform appearance throughout Spain.

Meanwhile, application of the new brand continued to be rolled out to the most prominent assets: the buses.



In 2021 a total of 17 bus stations were converted in the main Spanish cities with the greatest ALSA passenger flows

Customer service and social media

ISO 10002 certification

The Alsa Customer Care System has obtained certification 10002 for the handling of complaints and claims, which ensures not only the proper receipt and recording of complaints, but also corrective actions taken to prevent them from reoccurring, while keeping the customer informed as to their resolution status.



Customer Car by phone, e-mail and social media during Storm Filomena

In January 2021, Storm Filomena struck Spain between 6 and 11 January, coinciding with the mass return from Christmas holidays. In terms of Customer Care, there was exponential growth in the volume of communications received from customers. In particular, social media represented a 900% growth in interactions and 700% in users handled compared with the previous week, despite which they rated the attention received with a CSI of 9.5.

New Social Media Customer Care management tool

A new comprehensive social media management tool, Clarabridge Engage, was launched in mid-2021. A major qualitative leap forwards, especially in terms of customer service, since it allows for better service by facilitating processes with the Call Centre Social Media team, integration of Instagram interactions, automations, etc. This results in greater professionalism and standardisation of customer care via social media.

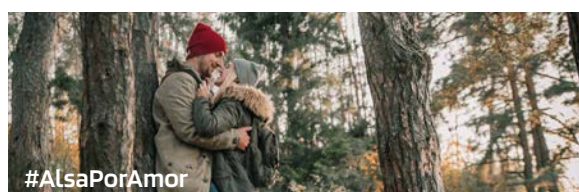
The tool also allows online brand reputation tracking and monitoring.




"Alsa por amor" ("Alsa for love"), trending topic on Twitter on February 2

Following a spontaneous interaction by a user asking "Have you taken an Alsa for love?", a stream of positive conversation was generated with numerous humorous and engaging interactions that led #AlsaPorAmor to be trending topic on Twitter with a total of 183 thousand impressions on February 2.

The trend also had an impact in the national press (20 Minutos, La Vanguardia, Onda Cero, La Sexta...)




 **+ 175,000 fans**
/alsautobuses

 **+ 37,000 followers**
@Alsa_autobuses

 **+ 32,000 followers**
@Alsa

 **+ 35,000 followers**
Alsa

 **+ 8.6 views**
Alsa
miradasdesdeelbus.alsa.es

Marketing and communication

Christmas arrives when you arrive. Christmas arrives with Alsa

The 2021 Christmas campaign was broadcast on TV (national and regional) and digital channels (social media, CRM and display). With the aim of positioning ALSA as the best Christmas travel option, for price or capillarity, and communicating the brand's new purpose:



"At Alsa, we bring people closer together and connect the world in a Safe and Sustainable way"

Winning the hearts of the citizens of Casablanca (Morocco)

As the new urban transport provider in Casablanca, and after consolidating its new fleet and service, at the end of the year Alsa launched a campaign to reach

consumers in the most emotional terms and to highlight specific benefits in their daily lives:



Punctuality
Safety
Reliability





2022 Objectives

Recover demand and revenue

Re-establishment of service provision levels and new position in highly competitive intermodal corridors.

Enhancement of capabilities for Pricing, Revenue Management (RMS) and ancillaries.

Information customisation and sales via CRM.

Enhanced Satisfaction

Get our satisfaction KPIs back to pre-pandemic levels.

Extend CSI and NPS metrics in urban/metropolitan areas and analyse the feelings and perceptions of our passengers.

Operationalise the customer experience: continuous improvement based on customer quotes, training and awareness initiatives, etc.

Excellence in service

Alsa Safe Mobility as a guarantee of safe travel.

Continue the implementation of our Accessibility Plan.

Increase service value with improvements and innovations in all new products: scheduled intercity lines, urban and metropolitan transport, BTC segment and Corporate clients.

Digitalisation

Transformation of our sales network and improvements to self-service kiosks.

Sales growth in digital channels and improvements to our onboard systems.

Extension of our "Mobi4U" MaaS (Mobility as a Service) and app and regional an urban apps.

Brand Value

Continue the implementation of the new branding across the Fleet and Facilities, and position it in BTC and Corporate.

Customer loyalty and retention.

Focus on advertising and communications.

People

Our approach

Over 2021 Alsa has focused on the continuation of the policies on equal opportunities and on the professional development, with a focus on the digital transformation of the company.



Key figures

	2019	Spain 2020		2021	Alsa Group 2021
People	Quality of employment				
	Nº of employees (average workforce)	8,293	8,062 ↓	7,400	13,653
	Permanent employees (%)	71.51	78.40 ↑	82.92	87.56
	Turnover rate ¹				
	Turnover rate - men	2.41	1.91 ↑	3.74	9.08
	Turnover rate - women	3.50	2.59 ↑	5.64	9.23
	Average age of workforce (as of/21)				
	Under 30 (%)	4.64	3.34 ↑	3.41	5.11
	30 to 50 (%)	56.38	53.91 ↑	54.27	59.63
	Over 50 (%)	38.98	42.75 ↓	42.24	35.24
	Equality				
	Percentage of women on the workforce (%)	14.98	15.70 ↓	15.23	10.89
	Female drivers Alsa (%)	7.80	8.54 ↑	8.68	5.47
	Women on ALSA Management Team ² (%)	20.13	20.27 ↑	21.40	22.04
Training					
Training Hours	78,507	50,187 ↑	81,044	101,758	
Investment in training (€)	567,763	462,975 ↑	594,683	594,683³	
Hours spent in escorting to the Welcome Plan	8,220	3,064 ↓	6,139	8,282	

¹ Turnover rate = Voluntary leaves and dismissals / Total number of people over the year.

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

³ Alsa Spain figures.

Action plan 2021

Equal opportunities

Quality of employment



Performance in 2021



Equal opportunities

15,23% women in Alsa Spain.

5,47% female drivers, 8.68% in Spain and 16.45% in Switzerland.

22,04% female drivers, 21.4% in Spain and 24.73% Morocco.

143 with disabilities in the workforce in 2021. 20 new employees over the year.



Quality of employment

Muévete programme: **60** young people started their training traineeship.

602 talent evaluations completed.

500 conversations under way.

153 people trained in languages.

184 people identified as high-potential employees.

8 people engaged in the Mentoring programme.

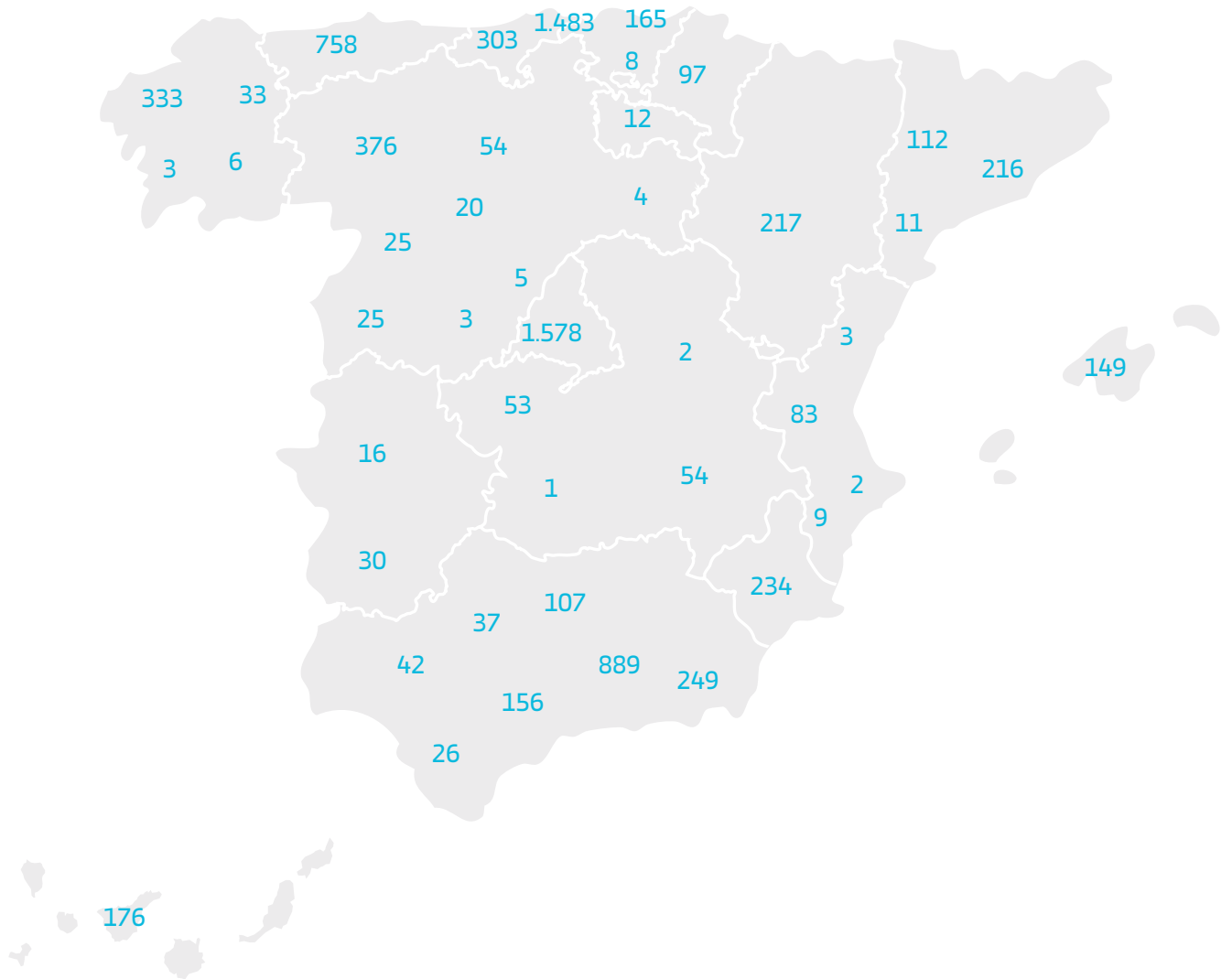
770 people trained in the strategic programme Operate.

Implementation of Chris in Switzerland.

Update of the employee journey.

Staff per province

The working sites with the highest number of employees are in Bilbao, Madrid and Oviedo.



Equal opportunities



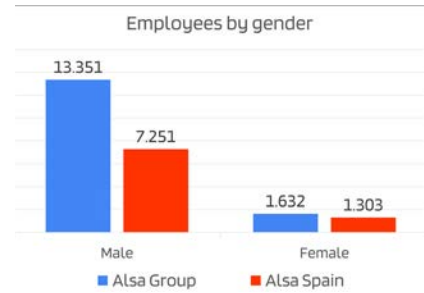
Equal opportunities for male and female employees

Based on the commitment to equal opportunities, Alsa applies policies and measures to remove the barriers to access employment and the development of the employees

The company has been focused over the last few years to increase the

number of women in the workforce. A proof of that is the work developed to increase their contribution to ODS 5 on gender equality and the commitment made.

So in 2035 the percentage of women in Alsa Spain reaches 25%.



Projects and Initiatives

- Equilibra ("Balance") Plan**
- Protocol More Women, Better Companies.
 - Progresia Project CEOE 2021.
 - Equality and Work-Life Committee.
 - Awareness campaign.

- Equal opportunities**
- What are you capable of?
 - Agreements.
 - Charter in Diversity.

Equilibra ("Balance") Plan Strategy to ensure equal opportunities

Alsa has developed an ambitious equality plans several actions to increase both the number of female drivers and women in senior positions.

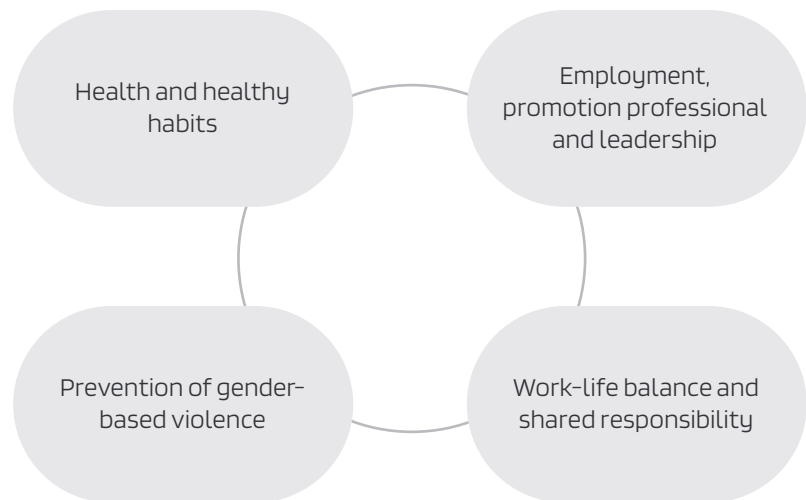
Commitment for 2035
 **25%** female employees in Spain

Commitment for 2030
 **35%** women in senior positions in Spain

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

In 2021 the plan was updated and approved with objectives set for the next 4 years.

Plan Equilibra




Protocol, More Women, Better Companies

Aimed at engaging further women in the decision-making processes in economic and business environments, the initiative "More Women, Better Companies" provides the tools required to companies, entities and women.

Alsa joined this initiative since 2019, and the objectives established for 2023 in Spain are:

- In pre-management positions from 24% to 34%.
- In management positions from 10% to 20%.
- In the Exec Management Committee, from 7% to 20%.

 In Spain
8,68% female drivers

 Executive team
20,40% women in Spain

Progresa Project CEOE 2021

Alsa continued to support the specific training for female managers and pre-managers. In 2021 the company joined the Progresa Project to promote the professional development. This programme is an initiative created to promote female talent, aimed at driving a change in the companies and in overall society, contributing to a leadership business model with a richer, further scope. Progresa is more than a training programme, it is a plan targeted for the individual development for emerging leaders looking for strengthening its skills, an in leadership areas to apply for high-level senior positions, driven by personal and professional growth.

Equality Committee in Morocco

The Committee was created by employees from across all cities and job positions in order to make progress towards diversity and gender equality within the company.

The members of this Committee were trained by experts,

Becoming mentors and tutors of reference in each position to assist and provide support all along the process of new recruitments of female employees, within the plan of 100 Female Drivers.

The good performance in this area achieved the Diversity Badge recognition,

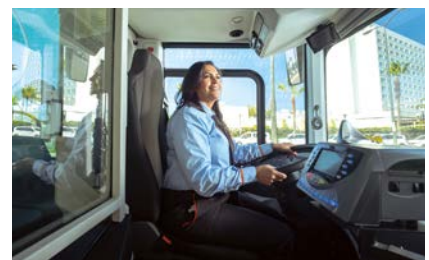
recognising Alsa Morocco efforts to help women to access the market place and to support disadvantaged groups, and to encourage equality.



Financing of the driving licences for women in Morocco

Alsa works in Morocco to improve equal opportunities for male and female employees in their environments.

Aimed at supporting female recruitments in the company, financial support was provided for 7 driving licences in Rabat and 21 in Casablanca, as many women wish to join the labour market as drivers, but are not able to bear the costs for obtaining a driving licence.



Awareness campaign

Alsa continues engaged in several campaigns, both internal and external, to encourage equal opportunities between men and women. Main highlights in 2021 for the 3th Edition of Women's Week in Alsa:

3th Edition of Women's Week

Raising awareness and engagement.	Released a video featuring the Managing Director to raise awareness and promote the participation in the activities programmed. Two round-table discussions with the EMT and Interbus.
Driving Out Violence Against Women.	Alsa celebrated the International Day for Driving Out Violence against Women joining the Ministry of Equality to release the "Violent Point", a project intended to engage society in the fight against gender-based violence, working to ensure a safe environment for the victims. This is a symbol, a signal for women to know that an area, place, association or person is available for them to listen and assist them, and raising awareness of a full care and protection programme. This is also a guide for the people close to the victims, working partners, friends, family members, neighbours, etc., so they can obtain information on how to act in case of violent events against women.
Integra Foundation.	Delivered two workshops with the participation of 9 female Alsa employees, attended by 26 women at risk of exclusion.
Training workshops.	Training workshop in partnership with Red Cross, involving 3 female drivers from Alsa and 2 female colleagues from the People Division. Over 70 people attended the workshop.
Focus Group.	Completed 5 Focus Group on gender-equality with the participation of 43 people, including the drivers.



86.2% considered these working groups are useful

Equal opportunities

The company has a commitment to equality and inclusion of all people, and joined different initiatives and projects to take further steps, together with other companies, in order to drive a cultural change to ensure real equal opportunities for women, people with disabilities and groups at risk of social exclusion.

Alsa joins the Partnership #CEOPorLaDiversidad

Alsa joined a pioneer initiative in Europe #CEOforDiversity This partnership, led by Adecco Foundation and CEOE Foundation, set as their mission to Gather the managers from the biggest companies to share a common, innovative vision on diversity, equity and inclusion (De&I), acting as drivers and ambassadors to help growing the strategy development towards business excellence, talent competition in Spain and to reduce inequality and exclusion in the Spanish society.



This 2nd Edition included a total of 70 companies, sharing the commitment to have a deeper insight on the policies and strategies on diversity, equity and inclusion, welcoming a partnership model and seeking for synergies across the companies involved. Several surveys will be conducted for the CEO,s working sessions with operational teams and advising actions by people expert in this.

Charter in Diversity

Since 2013, Alsa has been working on its commitment with the Charter in Diversity to encourage:

- Main principles on equality.
- Respectful approach to the right of inclusion of all people, regardless their different profiles, both in society and in working environments.
- Recognition of the benefits that bring cultural, demographical and social diversity in their businesses.
- Implementation of specific policies to encourage an unprejudiced working environment in terms of employment, training and promotion.
- Encouragement of non-discriminatory programmes for disadvantaged groups.



What are you capable of?

Alsa implemented a few years ago the programme What are you capable of?, building on its commitment to improve inclusion through employment. The programme aimed at training integrating and employing people with disabilities. Showing that companies must have a key role in their commitment to society.

In the Spain workforce

143 people with disabilities

Agreements

Also, the company has signed several agreements with companies and foundations to encourage and ensure equal opportunities.

Mashumano Foundation Agreement

ALSA as a company works for the inclusion of all people, committing to female talent, people with disabilities and at risk of social exclusion. The company is involved in the "mashumano" Business Network to make a difference and to highlight the values of equality, work-life balance, ethics and solidarity "Máshumano network" is aimed at sharing knowledge to make companies more human, to promote business policies that build on people development.

Mashumano Foundation Agreement

Alsa provides 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 in partnership with the Employment Agency of Madrid to deliver training courses for driving professionals, mainly to unemployed women.

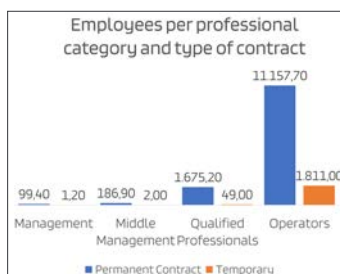
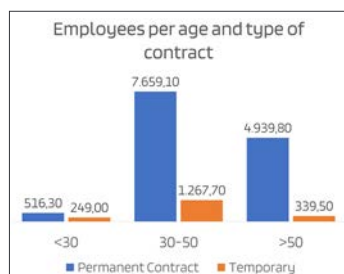
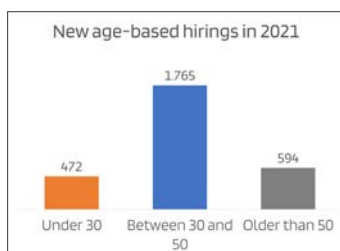
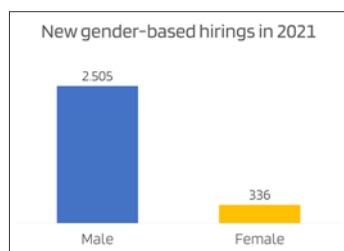
Sponsors of Integra Foundation

Alsa is a partner company and sponsor of the Integra Foundation since 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.

Quality employment and talent management

People are key for achieving the objectives set by the company. For Alsa, having a well trained, engaged

staff is key to face both present and future challenges.



More than **2,800** people have joined in 2021

People that have joined in 2021 **62%** from 30 to 50 years old

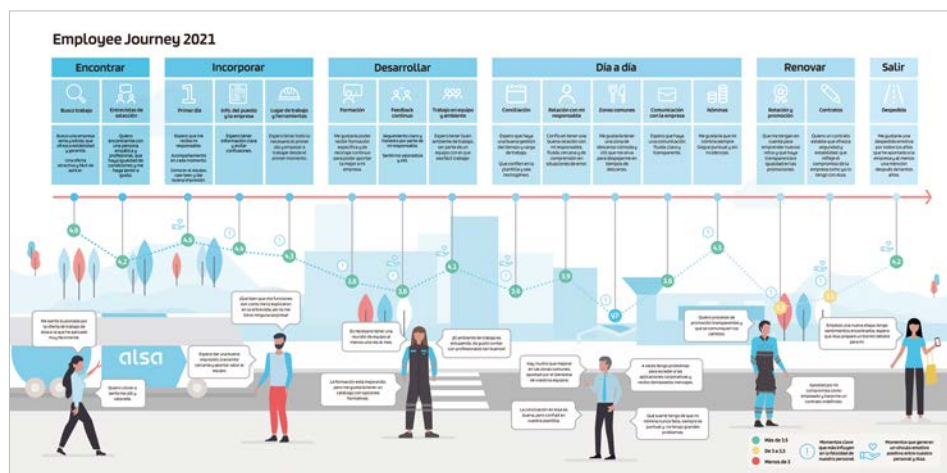
Group workforce **88%** has a permanent work contract

Permanent contracts **67%** for people under 30 years old

Employee Journey 2021

In 2021 the Journey Employee was updated, with an improvement in the level of Satisfaction in each of the stages (recruitment, hiring, joining, development, day-to-day development) compared to 2018.

To be highlighted the positive evolution identified in the questions *"I feel energetic and have the spirits to Perform my work properly"*, 87% replied that they feel energetic; *"probability of looking for another job outside Alsa"* almost 80% replied that this may be UNLIKELY; and *"you think there is equal treatment and opportunities between men and women in Alsa"* 86% answered Yes to this question.



87% I would recommend Alsa as a good company to work for

Talent assessment

A Talent Assessment is conducted every year to identify the needs to support people development, rolling out an Action Plan based on people ambition and preferences in the company.

These Action Plans have associated self-development actions and training actions (languages, soft skills, advanced training, Mentoring, Coaching, etc.).

Chris tool provides on-line training to all employees. This platform allows each person to individually complete the training courses and itineraries available. Switzerland and France have implemented this platform over 2021.

Conducted
602 talent
assessments

Alsa joined the PICE Programme for youth employment

The Chamber of Spain and Alsa have signed a framework collaboration agreement in order to promote employment among young people, under the framework of the Global Programme for Qualification and Employment (PICE), co-financed by the European Social Fund.

By virtue of this agreement, both entities will design training actions targeted for young people to become bus drivers, with job intermediation actions and assistance to help young people to be trained and work as bus drivers.

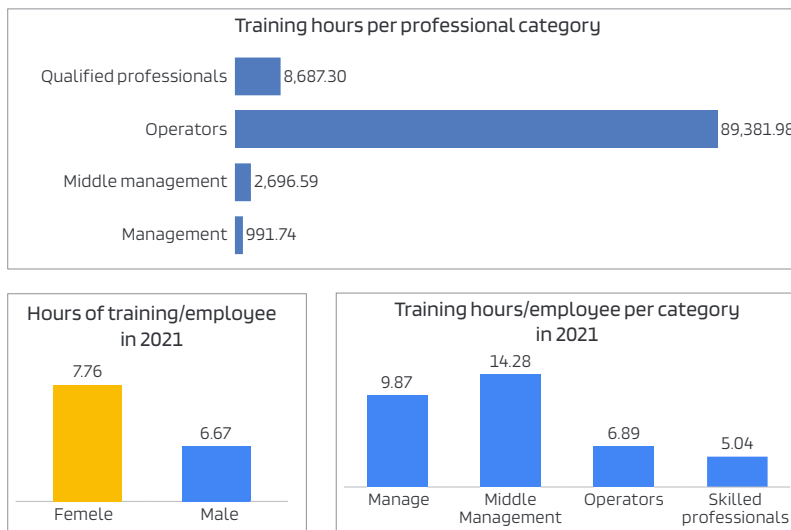
Muévete programme

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

 **60** young people
started their
training traineeship
at Alsa level

Customised, pro-active training

Alsa changed training processes to leave behind general, low-impact training for staff, to engage in refreshed training addressing the particular needs for each employee. This customised approach was possible thanks to the monitoring and follow-up of all staff, allowing the company to identify the areas for improvement of each person specifically in order to conduct training actions in a pro-active manner.



First, work started initially with employees identified as entailing further safety risks for the operations

Communication played a key role in these new processes. Line managers of drivers met with the people attending the training course and exposed the improvement areas on the data available. When the individual attends the course, the trainer has already prepared a number of theoretical and practical contents on the specific skills to be improved, that are already known by the driver and that were previously reviewed by hem. This improvement in the training project was one of the four practices winning the 19th Edition of the EXPANSION Awards to the Innovation in Human Resources.

More than **300** training courses for improving skills

Satisfaction **92%** with the training experience



The improvements of this Alsa training project was one of the winners of the 19th Edition of the EXPANSION Awards to the Innovation in Human Resources

Initial support to drivers

One more year, support and time was invested in ensuring that the new drivers recruited in Alsa received full training and support to carry out the services, with safety as the main priority.

Following a demanding recruitment process, each individual is assigned to a mentor that will carry out a follow-up over the six first months of driving for Alsa. The induction plan includes both training actions (in-house and e-learning) and a number of assessments to help identifying the improvement areas of each person, taking into consideration this information the training can be customised depending on the needs of each employee.

 In Welcome Plans for the PDA
518 students

More than 8,000
hours spent in
2021 to escorting/
assistance tasks

Research project

Under the framework of a **research project** proposed by the Research Centre of Nebrija in Cognition (CINC) and the Alsa Human Resources Division, a pilot project was launched to explore the relationship between some basic indicators in labour performance of drivers in the company, and their cognitive profile.

The objective of this project is to develop a specific assessment of the cognitive skills of bus drivers, seeking for the profile of a good driver. Later, this may be used to orientate the training of this skills through specific, customised training for the cognitive development.

70 employees took
part on this as
volunteers



IRU Road Máster

Alsa continued working in 2021 with IRU in the certification of their drivers. This certification process allows to:

- Validate the recruitment and training systems.
- Retain and attract talent.
- Strengthen the Master Driver programme.
- Improve efficiency and safety standards.

The certification includes two parts, one practical to assess a safe, efficient management of the vehicle, and the capacity to solve incidents during the service; and a theoretical part including an assessment on knowledge related to the daily activity of a professional driver and a test on the skills to identify a dangerous event, and the perception of risk management.

72 people
successfully passed
the assessment
process in 2021

Driving simulators are progressing aligned with the digital transformation

In Alsa, we remain committed to the use of the new technologies applied to safety and training. We are collaborating with the manufacturers of simulators in the research and investigation of new virtual reality systems applied to driving simulation.

The use of this technology offers a wide range of training possibilities and the interaction of drivers with different scenarios and situations.



Training of new trainers

The team of trainers certified by Alsa includes drivers with extensive experience and training, working to support drivers from the moment they join the company.

Over 2021, three trainings of new trainers certified by Alsa have been completed, with an increase of staff by 16 people. Also, training sin updating and refreshing the group of trainers have been conducted.



140 people
are working to
develop drivers

+ de 20,000 training and
assessment actions over 2021

Management of work-life balance



Almost a decade ago Alsa was certified as Family Responsible Company (FRC) in Spain. This certification recognises each company with a management model promoting balance between work and personal life, with policies and measures with this purpose.

These measures are used by employees to have further flexibility and support to establish a further balance between personal and work areas.

FRC measures implemented	2019	2020	2021
Quality of employment	19	19 =	19
Flexible hours and locations	14	14 ↑	15
Family support	19	20 =	20
Personal and professional development	15	15 =	15
Equal opportunities	5	5 =	5
Leadership and management styles	3	3 =	3




Model of remote work

Alsa launched in 2021 a new measure to promote flexibility: the possibility of working remotely.

The company implemented remote work for office-based staff for one day a week and a second day per month, so they can work remotely. To replace the remote work day per week, Alsa offers the opportunity to their employees to work remotely in the afternoon shift.

Alsa aims to keep adding up measures to help setting a balance between work and personal life for the employees of the company..

 **1** more measures of temporal and physical flexibility implemented in 2021

Alsa developed work-life balance measures and offers social benefits in other countries where the company operates, as the benefits in Morocco for families, thanks to the agreement with big companies (for example, with discounts to access internet, have a life insurance policy, access to better conditions and mortgages or discounts in supermarkets).

In Switzerland, the company also reached agreements with local companies, like the travels and tours with the entity to preserve the Mont-Blanc environment, or the discounts for both employees and families in the ski resorts, in partnership with CMB & Mont-Blanc Natural Resort.

Feedback for employees

In 2022 it's being launched a global employee survey for the company's employees. This type of surveys are being conducted at the national level, but for the first time, it is being launched globally across the Alsa Group in 2022.

Development of work-life balance measures and social benefits in Morocco

Alsa works to improve social benefits for the employees in Morocco, provided the limited contribution by the State in this matter. With this purpose, we are developing actions several actions, as follows:

- Collaborations with companies, health-care centres, pharmacies, etc. to have more accessible prices for employees.
- Implementation of a medical insurance in 2022 for all employees and their families.



Healthy Company

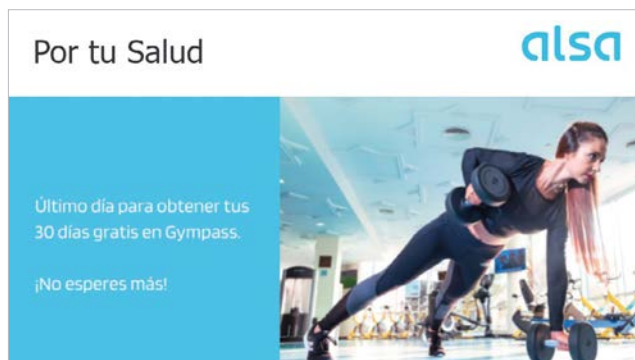
Alsa was awarded in Spain the certificate on Healthy Company, certified by AENOR.

This certificate recognised that the company has in place a management system to promote and ensure health and safety of our employees, and the sustainability in the working environment.

Alsa strongly believes that both the physical and psychological well-being of employees is key to perform their job, so the company has developed the programme **"For your Health"** with a clear objective in mind: to protect and promote **healthy and happy habits for all people in Alsa, as well as for their families**. The programme promotes safe, healthy and sustainable working environments, strongly believing that safety and health are a key factor to promote competence, productivity, talent retention and sustainability in the company.

The programme develops several actions detailed in the chapter of Safety, and some additional actions to promote health, as the Health Programme Gympass Wellness to keep healthy habits at home:

life classes on healthy eating, mental health, personal trainers and raffles to win biometric bracelets for employees who have an account in Gympass, and distribution of fresh fruit for employees.



Safety, prevention and health

Alsa gave pink face coverings on the International Date of Breast Cancer to raise awareness on the importance of early detection of this disease.

Also, it was encouraged that colleagues shared their pictures.



Alsa Community

In 2021, addition of further contents to Alsa Community, with entertainment campaigns for employees and contents on well-being, health, safety, family and recipes, and promote interaction between colleagues.

19 campaigns for employees

More than 417 contents for employees

1,439 employees registered

ALSA helps you

With the COVID-19 pandemic it was launched the programme "ALSA helps you" to help Alsa employees and their families to stay safe, and to provide a better balance in work-personal life conditions.



Do you have any concerns about a medical drug and you need to check with a doctor? **Phone medical appointments. Unlimited free calls.**



Would you like any ideas to entertain children at home? **myAssistant, a personal manager for everything you may think of. Unlimited free service.**



Feel safe with a 24/7 personal assistance service? **SOS button. Unlimited free service.**



What should be like to have help at home when you are sick? **Personal Assistance Service at Home. 28 hours for free per year when you are sick.**



Would you like to receive at home the drug you need? **Tele-Pharmacy. Free service included in the Personal Assistance Service at Home.**



Would you like some assistance to handle your emotions supported by a professional? **Phone psychological sessions. Free unlimited sessions available.**

Senior Committee

For Alsa the senior group is key, and also to improve and reinforce the link with those people who have retired from the company. The company launched the Seniors Committee, offering benefits to the members joining.

However, in 2021, as a result from the pandemic, no face-to-face meetings were held with the retired employees in the Area Units. But the "2nd Edition of the Contest Alsa Stories" was held on-line, recognising key stories, curiosities or events, and any other information considered important by the participants during their work life in Alsa, where they were involved as key players or witnesses.

The Bus Plus Card for Retired people and their partner.

Provides discounts in EXIT establishments.

Organisation of events.

Information on news and key issues.

Voluntary actions at the local level.

Alsa Values Awards



As every year, the best way to recognise the effort and commitment by both individuals and teams in ALSA is to publicly recognise them in the VALUES AWARDS Event. We reward 3 categories per each value. This year we gave 10 individual awards and 5 team awards. Per regions, Switzerland received an award and Morocco received 4 awards.

Beyond the individual contributions, this year we recognised teams work to further extend our business, and the addition of new teams, as well as high-level environmental actions.

This is an award from 2021, but it is a recognition of the work done by everyone in the campaign for the war in Ukraine in 2022, providing transport to more than 1,000 refugees, collaborating in campaigns to collect supporting material and the involvement by more than 100 volunteers, and a fund raising campaign for UNICEF including employees and customers.





2022 Objectives

Equal opportunities

Implementation of the recruitment process in Switzerland, Portugal and Morocco in the same website as in Spain.

Managing Talent

Talent evaluation in the Morocco and International Divisions with 550 people involved.

Quality of employment

Planning and Evaluation of Objectives (DPO) through Chris.

Health

Implementation in Morocco of a medical insurance for all employees and their families to improve access to healthcare.

Community and Environment

Our approach

As a family responsible company, Alsa plays a key role to impact directly in the quality of life of the communities we serve.

In this sense, Alsa implements the COMMUNITY AND ENVIRONMENT VALUE by launching environmental policies and social actions to help improving the environment where we serve.



Key figures

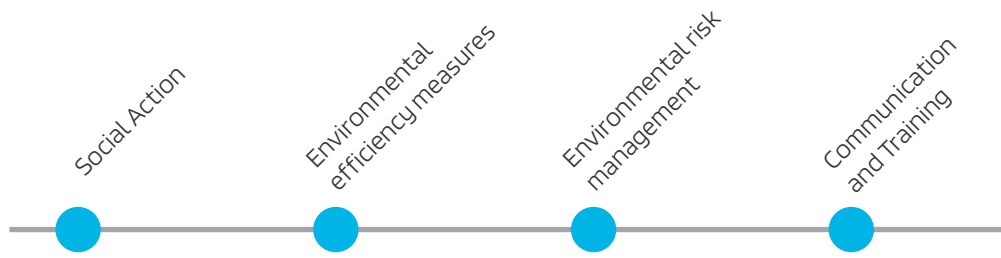
	Spain			Alsa Group	
	2019	2020		2021	2021
Community and the environment	Agreements with NGOs and foundations	18	23 ↑	28	28*
	Agreements with universities	16	20 ↑	59	59*
	Direct Scope 1 emissions (tCO ₂ eq/100 km)	0,0969	0,0926 ↑	0,0975	0,101
	Fleet fuel consumption (kWh/100 km)**	340,11	345,04 ↑	359,60	383,42
	Total energy consumption (kWh/100 km)	346,57	352,55 ↑	364,83	386,73

* Alsa Spain figures

** Consumption of fuel in fleet (Gasoil).

Note: To communicate the evolution of the environmental performance of the company over the last few years, the information reported in this chapter refers to Alsa's environmental performance in the operations in Spain. Please check details of other countries in the *Annex Environmental Data*.

Action plan 2021



Performance in 2021

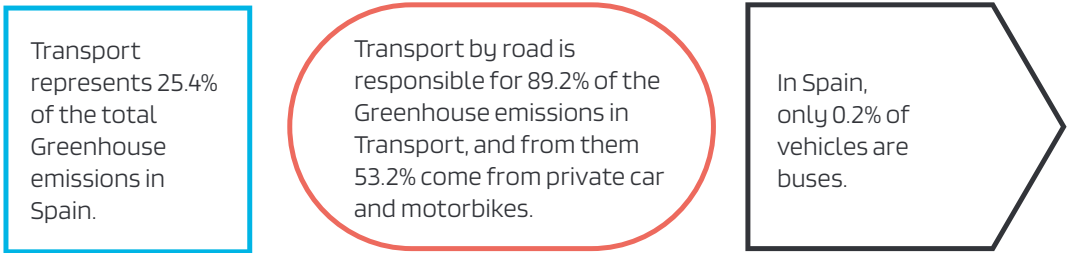
	<p>Social Action</p>	<p>Partnership with organisations, associations and NGOs.</p>	<p>Alignment with the aspects of the Research on Materiality.</p>	<p>31% increase of micro-donations for social causes.</p>	
	<p>Environmental efficiency measures</p>	<p>3,329 tCO² reduced since the certification in 2017 of the Efficient driving programme.</p>	<p>131 vehicles driven by alternative energies added in 2021.</p>		
	<p>Environmental risk management</p>	<p>↓10.5% total emissions (Reach 1+2) since 2015.</p>	<p>0 emissions from Greenhouses driven by electric consumption.</p>	<p>↓28.8% total energy consumption since 2015.</p>	<p>↓11.4% consumption of total water consumption.</p>
	<p>Communication and Training</p>	<p>Communication campaign for Environmental Awareness.</p>	<p>2,200 drivers in the efficient driving programme.</p>		

Leading the Environmental Change: Sustainable, Smart Mobility

Energy transition and the fight against global warming are crucial and it is established by the EU Green Deal and the Sustainable, Smart Mobility Strategy, setting clear carbonization objectives until 2050 and a very demanding target in 2030 with a reduction of emissions by 55%.

Transport is a key player to achieve this target.

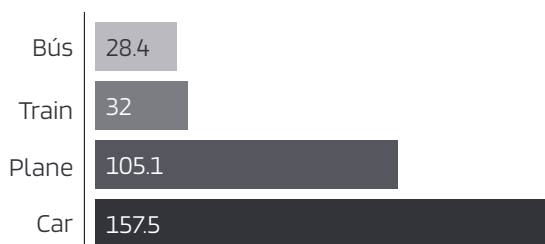
“To be carbon neutral by 2050 will only be achieved reducing the emissions produced by Private vehicles and particularly by promoting Public Transport”



Promoting the use of Public Transport and the associated policies to reduce the use of private vehicle is the right pace to reduce Greenhouse emissions, particularly

if we consider that bus causes up to 5.5 times less emissions, in terms of passengers per km, than private vehicle.

Greenhouse emissions per mode of transport (CO² gr equivalent per passenger-km).



Fuente: CONFEBUS



Bus is the transport mode with less greenhouse emissions, with 3.7 times less than plane, 5.5 less than private car 13% less than train.

Lakes Plan: Promoting public transport

- The Lakes Plan is the best case to promote public transport to replace private transport, targeted to preserve high-value ecological areas as the Lakes of Enol, in the National Park of Picos de Europa. This plan applies restrictions in private circulation in peak seasons, encouraging public transport.
- In 2021, operated services for 160 days, achieving a reduction by more than 700 t CO²*.
- Since the plan was launched in 2014, 4.399 tons of CO²* were saved.

*In-house calculation based on operating data and average consumption of private cars. Emission factors: MITERD V17 April 2021.



Alsa understands that, as a mobility operator, it is both part of the problem and the solution, and that the company should encourage the use of Public Transport and also commit to environmental actions to ensure we become emission neutral, and launching an environmental strategy to reduce them:



Alsa's Environmental Commitment

Sustainability is one of the main Alsa strategic lines, helping to meet the ODS scheduled in the Agenda 2030, and particularly:



Health and Wellbeing

3.9. Reduction of deaths due to chemical pollution and pollution.

Alsa is committed to reduce emissions produced by transport, adding to the fleet vehicles with low-emission, clean technology vehicles, efficient driving programmes, targeted to reduce consumption and promote energy efficiency.



Cities and sustainable growth

11.6. Reducing the negative environmental impact on cities

Alsa is committed to 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.

Over 2021, Alsa has taken significant steps to take further commitments to become carbon neutral by 2050.

Zero emissions in 2035: all urban buses operated by Alsa in Spain will be Zero Emission by 2035.



Zero Emission fleet by 2040:

This zero-emission vehicle fleet is a commitment taken for 2040, particularly referring to long haul coaches in Spain and Urban coaches in Morocco.

Alsa Environmental Strategy



In order to develop its strategy and mitigate and reduce the environmental impact, the activities causing these emissions shall be monitored and controlled, with direct action taken in all the environmental impacts arising, using a Global Management System based on Environmental Efficiency.

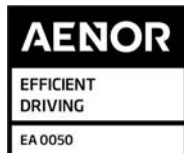
Complying with these requirements gives the company the tools it

needs to protect the environment and to constantly enhance its environmental management.

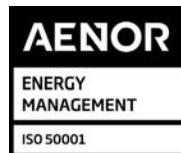
This system is fully implemented in Spain and is the basis for the management in Morocco and Switzerland.



ISO Standard
14001:2015



Specification
Aenor 0050 for
Efficient Driving



ISO Standard
50001:2011



9 certificates
Based on
Regulation
requirements
1221/2099-EMAS III



Verification
Carbon Footprint
ISO 14064-1:2012

Alsa develops its environmental strategy around six areas:



Reduction of carbon footprint



Reduction in energy
consumption in transport



Reduction of energy
consumption at facilities



Waste management



Water management



Training and communications



Reduction of carbon footprint



Due to Alsa activity, emissions produced are a critical indicator in the policy to mitigate its impact in the environment.

Greenhouse emissions

Increase of absolute values of emissions is due to three factors:

- Increased activity levels over the COVID-19 pandemic.
- Increase of the urban transport significance in the company.

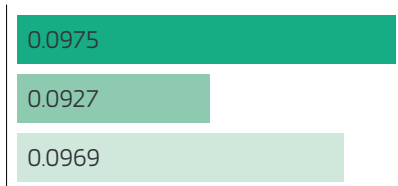
Urban transport vehicles have higher consumption, are driving in cities with traffic congestion, make stops, etc.

- Compliance with ISO calculation standard 14064:2018. The new standard requires a calculation of all significant indirect emissions in order to increase the monitoring.

Alsa has been reducing its emissions in a sustained way over the last few years

Scope 1+2 **↓10,5%** Greenhouse direct emissions since 2015

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



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



Intensity of direct emissions (tCO²eq/thousand €)



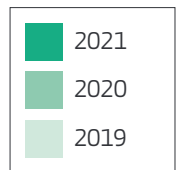
Alcance 1: Direct emissions caused by activity, use of fossil fuels and air-conditioning coolant gases.

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

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

These data are for Spain, the rest of countries are included in the annex.

Own emission factor subject to the operational performance of the company and the emission factors MITERD V17 April 2021.

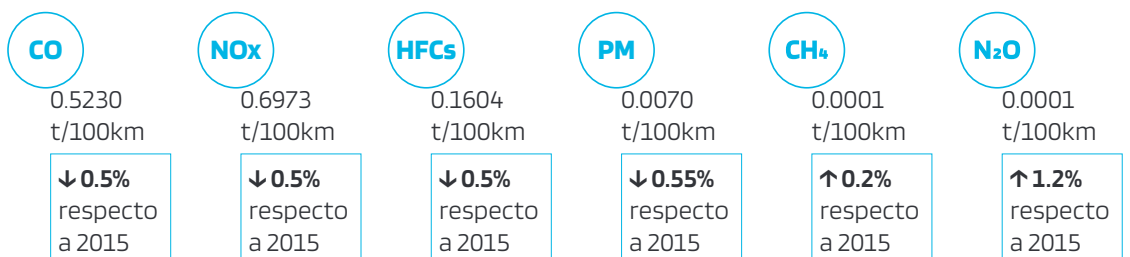


Scope increased driven by the new calculation method of the ISO 14064. This is the reason for the increase

of emissions in 2021 compared to previous year.

Other atmospheric emissions

Alsa also seeks to reduce the rest of atmospheric emissions with harmful effects on health, like nitrogen oxide and nitrogen dioxide, methane, suspended particulates, etc. particularly in urban environments, and targeting to renew all the fleet, and promote the use of alternative energies for vehicles.



Compensation of Carbon Footprint

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 and CO² Absorption Project Registry.

In 2021, the Carbon Footprint was registered and the "Reduzco" ("I Reduce") seal was received from the Ministry. This validated a reduction in emissions by more than 6.12%, from 2018-2020 compared to 2017-2019 period, for scopes 1+2.

Alsa develops this action based on:



With the new calculation standard, Alsa improves its performance in reducing emissions

This year, Alsa adjusted to the new calculation version of the calculation standard ISO 14064:2018. This new standards pursue improving transparency and a further responsibility of the companies to register their emissions, particularly indirect emissions of the activity. This will help to improve monitoring the usual performance to comply with the zero net emission targets established.

Companies #ForClimate: Alsa is a clear business example of the fight against climate change

Alsa Forest has been selected as one of the 101 of Business Examples to fight climate change hosted by the Spanish Bureau for Climate Changes and the Biodiversity Company of MITERD.

Companies #ForClimate seeks to implement the Paris Agreement in Spain and the Agenda 2030 for Sustainable Development of the companies.



Alsa created the ALSA Forest programme to compensate emissions

Alsa, committed to restoring environmental balance and offsetting carbon footprint, launched an initiative in September 2021 offering customers the chance to make a donation for the amount equivalent to the emissions generated by their journey.

Alsa Forest - Reforesting Congosto de Valdavia (Palencia) with drones

This initiative seeks to recover the enormous ecological value of the area after the huge fire that engulfed over 100,000 trees back in 2020.

More than 92,240 trees will be replanted across 58.9 hectares, with an estimated 81,989 tonnes of life-cycle CO² absorbed.

Indigenous species will be replanted using manual methods and also with the technological support offered by CO² Revolution, alternating traditional methods with cutting-edge techniques, such as the use of big data, smart seeds, and drone planting.

Alsa has an initial reserve of 10,000 tonnes, which will mean focusing on an area of eight hectares and on the planting of 11,250 trees, that may be gradually increased as needed.

To at the end of 2021 will, the footprint compensated by passengers was 80,460 kg. CO² and equals the CO² removed from the atmosphere more than 483 trees in one year, or to plant four trees per day. More than 9,354 made contributions.



Alsa seeks for alternative fuels for the ecological transition

Alsa, in the quest to reduce the carbon footprint, is engaged to these pilots as part of the commitment with sustainable mobility and the search of alternatives to traditional fuels, included in the innovation strategy and their commitment to lead green transition towards zero emission fleets.

Bio-fuel HVO in Bilbao

Repsol and Alsa have completed over 2021 a pilot trial for 4 months with HVO, a net zero emission biofuel produced from waste.

HVO is an advanced biofuel meeting with all sustainability certifications required by the EU Renewable Energy Directive, and it is considered as a net zero emission fuel. Also, the product meets all technical requirements suitable to be used in the current vehicles of the fleet operated by Alsa, with no additional changes required.

The project brings an approximate reduction by 300 tons of CO², and it is aimed at showcasing that advanced biofuel from organic waste are part of the solution to reach sustainability objectives in road and land transport, helping to diversify the energy range in Spain.

↓ 300 tCO²e



First Metropolitan service with Biomethane from organic waste

The Metropolitan route of Zaragoza, operated by Alsa, added in 2021 two biomethane units featuring chassis by Scania and bodywork of Castrosua.

The biomethane driving these vehicles comes from organic waste, usually from sewage plants, pig farms or waste management plants. Besides this being a more sustainable mobility mode, it brings economic benefits in the country areas, with a better leverage of waste and leading with example.

The use of biomethane driven buses provides enough range with the same speed and comfort benefits than diesel-driven vehicles, but significantly reducing CO² emissions, as organic waste destroy more CO² than the one generated.





Reduction of energy consumption in transport.



Alsa strategy is supported along three main lines of approach:

- Gradual renewal of the fleet: driven by less polluting technologies tailored to each service.
- Vehicles driven by alternative energy ECO or CERO: Increased consumption efficiency adding non-polluting vehicles.
- planning and optimisation of routes and services. Comprehensive predictive maintenance programmes to leverage vehicles.

COMMITMENT for 2035: all urban buses operated by Alsa in Spain will be Zero-Emissions in year 2035



Vehicles driven by alternative energy ECO or CERO.

- 131 new vehicles added in 2021.
- 46.3 million € invested 2021.
- 13% of the fleet into services in Spain and 9% in Alsa in total.

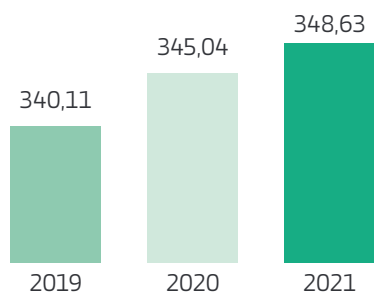


Fleet renewal.

- 44% of Alsa fleet with the Euro VI technology in 2021.
- 20 new Euro VI vehicles in Spain and 700 in Morocco in 2021.



Fuel consumption (kWh/100km)



* Spain data for diesel oil consumption.

** Alsa increase of activity since the beginning of the pandemic has gradually increased fuel consumption.

OBJECTIVE for 2040: extended commitment for ZERO-emissions to long haul coaches in Spain and for Urban Buses in Morocco

Climate project

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

32 vehicles were replaced in the Urban concessions of Bilbao, Arganda, and Torrejon de Ardoz, with a reduction over the first year of 716 tCO₂. Once completed, a reduction of more than 2,000tCO₂ is expected.



Introduction of new technologies

Alsa has been pioneer in introducing the Hydrogen Bus in Spain.

The project started in February 2021 with the launch event in Madrid attended by the President of the Regional Government of Madrid, Isabel Diaz Ayuso, of the first pilot testing services for the Regional Transport Consortium of Madrid.

This vehicle is driven by a hydrogen fuel-cell electric, CO² net-emission, advanced, cutting-edge technology. The hydrogen is a source of energy, and the only emissions produced by bus is water vapour.

This vehicle has been later trialled in other urban operations managed by ALSA as Oviedo, Bilbao, Zaragoza, Coruña and Santander. In Bilbao, the vehicle was launched in the SUM of Bilbao 21 SUSTAINABLE URBAN MOBILITY CONGRESS, attended by His Majesty the King Felipe VI.

In this Congress, Alsa disseminated their expertise in hydrogen-driven vehicles, explaining the company's route map to lead transition into net-emission vehicle fleets in our country, and presenting the first trials made with hydrogen units in real operations.



First hydrogen urban vehicle in permanent service

Since January 2022, the first renewable hydrogen-driven urban vehicle providing service in Spain in an urban route at a regular basis is already under way. Particularly, it operates in the Route 4 in the city of Torrejón de Ardoz as part of the public transport network of the Autonomous Region of Madrid.

This new service is included in Alsa's environmental strategy. The company has committed to a zero-emission coach and intercity fleet by 2035 and 2040, respectively.

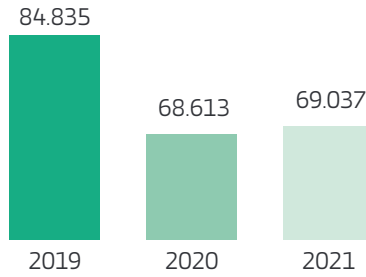




Reduction of energy consumption in facilities

We are working to reduce energy consumption in our facilities, mainly electric, with the energy efficiency programme based on energy audits, management of consumption and improvements to lighting and climate control at facilities.

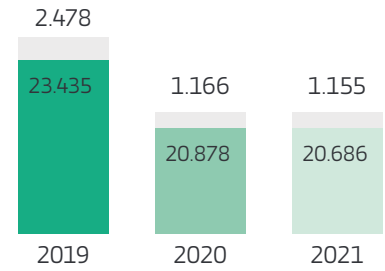
Consumption Electricity (kWh/n° of facilities)



100% of consumed electricity comes from renewable energy.

↓31% electric consumption from 2015.

Other power sources (kWh/n° of facilities)



↓22,8% reduction of heating consumptions since 2015.

↓28,8% Reduction of total energy consumption in the facilities since 2015.





Training and communication

Identified as one of the key elements in the sustainable Development Objectives, education is the best driver to raise awareness on the need to live in sustainable, health environments.

For this purpose, Alsa has implemented several initiatives in order to train and raise awareness, targeted to all employees, in the crucial impact of their good

behaviour and performance in the environment, and the reduction of environmental impact.

Alsa's strong commitment is mirrored in Internal Communications processes, in an Environmental Suggestion Box, briefings and training, etc.

Collaboration and good performance of the employees are key for Alsa to reduce their environmental impact and improve their environment where they perform their activity

Efficient Driving Programme

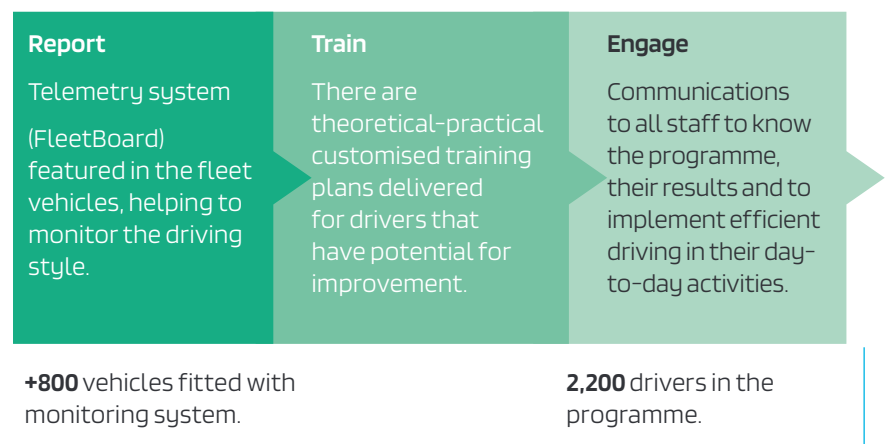
Alsa has in place a training programme targeted to reduce emissions:

Training in Efficient Driving is key in Alsa strategy. An efficient driving style delivers lower fuel consumption and wear of vehicles, leading to reduced pollution and a safer, more comfortable driving.

A voluntary training module was launched by Alsa due to the pandemic in CHRIA, available for all the employees in the company.

The Efficient Driving programme is carried out in 3 phases:

*Alsa Spain figures.





Water management



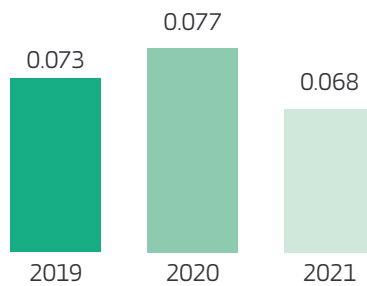
Responsible water management is also one of the objectives of Alsa's environmental policy.

Reduction **11.2%** of total of water since 2020

The highest water consumption comes from the washing of vehicles activity.

Recovery of activity in transport services and other operational activities had a positive impact in the water indicator consumption.

Water consumption (m³/100km)



There are three waste water produced, depending on their origin:

water produced in the points of sale urban use.

Offices, stations and points of sale.

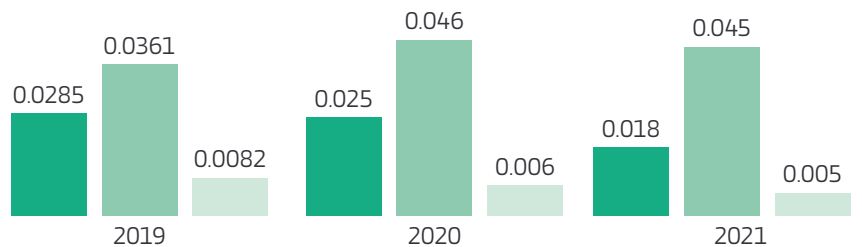
Industrial waters produced by automotive.

Depots and parkings, suppliers and washing.

Industrial waters from hospitality sector.

Service Areas.

Total Wastewater Discharge (m³/100km)





Waste management

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

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

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



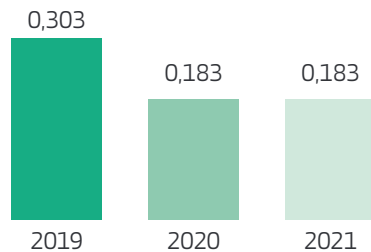
Alsa ensures maintenance and repairs in in-house depots to ensure the control on the environmental impact of the waste produced via the management and certification systems.

Waste management in vehicle maintenance

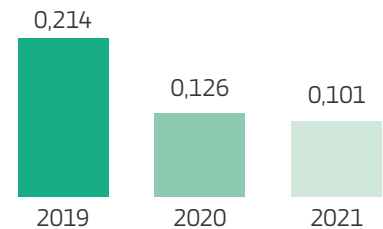
Each working site has a comprehensive management of the production and waste:

- Programmes to reduce waste.
- Date where new technology .
- Use of long-lasting materials and high performance.
- Work to raise awareness and training to the maintenance staff.

Hazardous waste (t/n° vehicles)



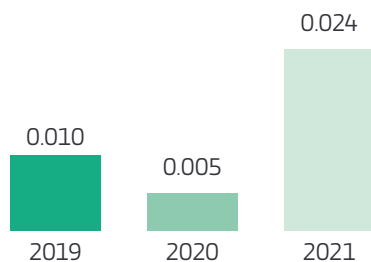
Non hazardous waste management (t/n° vehicles)



Waste from management activities

In office-based activities the main waste produces is paper.

Non-hazardous waste management (t/n° employees)



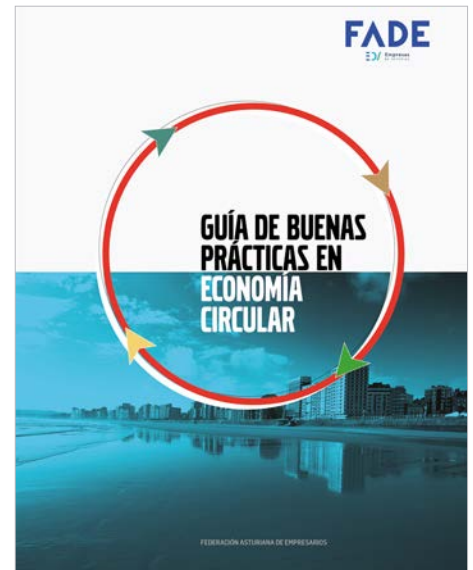
recycled
20t of paper,
employees
awareness

Circular economy

In 2021, the Guide in Best Practices in Circular Economy promoted by the Federación Asturiana de Empresas (FADE) and the Town Council of Gijón, where ALSA took part from the beginning along with other companies leading in its sector.

This Guideline is aimed at promoting best practices related to the environment that may be replicated in other companies of Gijón and Asturias, improving sustainability.

Alsa's provides expertise and long-term reputation in sustainable management of transport, leveraging resources and fleet management through efficient driving.



Support to the community



In 2021, the company continued implementing the Corporate Social Responsibility Action Plan addressing the key issues for Alsa and their stakeholders, based on the outcomes and feedback coming from the materiality research.

Equality and Diversity

Alsa is committed to diversity, included in People and Talent corporate policies. In 2018, the company launched the Equality and Work-Life Committee, reporting directly to the CEO, the "Equilibra ("Balance") Plan, launched to promote female talent and engagement in all areas of the company, and inclusion of people with disabilities through the programme "What are you capable of".

From the external point of view, public transport activity developed by Alsa is also committed to ensure equality and diversity for customers in the communities where we operate. All this underpinning social and geographical cohesion, connecting the areas operated by the company, and ensuring accessible, quality services for all type of customers from all social backgrounds.

Employability

Alsa implements and develops programmes and policies to promote and encourage employability, some in-house, further detailed in the People section:

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

And external scholarships:

- Collaboration and agreements with universities.
- Cooperation with Integra The Foundation.



In the last Materiality Research conducted, in 2021, the unemployed group was identified as a priority group by all stakeholders.

This is not news for Alsa. The company has invested great efforts and work since 1987 in the Training and Labour Integration of unemployed people, mainly related to bus driving positions. This also included associated activities like mechanics and vehicle maintenance and repair, logistics or hospitality businesses. All this supported by the collaboration with Employment Public Services, both at the national and regional level, Chambers of Commerce and associations to help people at risk of social exclusion, that together with the Training Department promote employability and a professional career for the future.

Achieved key milestones as recognition of a Bus Driver position as a training category in the Professional Certificate plan, the only official way to become a professional driver from the training perspective.

2021 figures

43 certified
drivers

16,340
hours of
training

14 students
hired

Since 1987

- 6,628 unemployed drivers trained by Alsa.
- More than 2,608,000 hours.
- 8,379 unemployed people trained in total.
- 3,359,000 hours of training in total.

Furthermore, unemployed people benefit from special discounts in several Alsa transport services, as Capital in Galicia, Madrid- Guadalajara and long-haul services of Madrid-Asturias.

The elderly

In 2021, one of our priority groups are still 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 long-haul domestic services. At the local level, we have developed several initiatives including the special promotion to travel in the regional services of Asturias with 25% discount all days of the week.

Besides traditional policies, some of the new actions developed throughout the year, to be highlighted the creation of new products like discount policies in the routes of Madrid-Zaragoza-Barcelona. People over 60 years old may benefit from discounts up to 50% for 6 months at €5, in the case of the Madrid-Zaragoza and Zaragoza-Barcelona and €9 in the case of Madrid-Barcelona.

In 2021 new special actions were developed, as flash sales initiatives for a limited period of time, offering appealing discounts for people older than 60 years.



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.

Integration of people with disabilities



- Collaboration with Plena Inclusión Madrid: partnership agreement signed between the mobility operator and the charity 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 "Travelling with a Companion": launched in 2020, this offers the possibility of getting a free ticket for people assisting passengers with disabilities. This is aimed at promoting the autonomy skills of this group of passengers without incurring in an extra cost for them.

In 2021 we relaunched this campaign and added a 15% discount for the disabled passenger, added to our offer of a ticket free of cost for their travelling companion.



- 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 Fundación Juan XXIII.



- Cooperation with the Paralympic Committee, to promote sport for people with disabilities. In 2021 a double-decker bus was launched to commemorate the 25th anniversary and to promote the Spanish Paralympic team and their participation in the Olympic Games of Tokyo.

Voluntary work



Award by the Foundation Integra to their commitment to Voluntary work.

Alsa is a partner company and sponsor of the Integra Foundation since the year 2001, a non-charity entity committed to labour 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.

In 2021, Integra recognised ALSA's commitment over the Annual Awards Ceremony. Also, continued support is provided to the Foundation with donation campaigns targeted to customers through the website.

In 2021

- 1 job
- 19 volunteers

Since 2001

- 40 jobs

Since 2014

- 58 volunteers



In 2021,
Foundation
Integra donations
increased by 31%

Other charity actions

Alsa cooperated in 2021 with several entities to support disadvantaged groups. The most notable were as follows:

- Cooperation with the University of Oviedo to send 815 books for university students of Guinea-Educación.
- Cooperation with the NGO Hombre Nuevo Tierra Nueva, for the transport of healthcare material from Asturias.
- Donations to the people affected by the volcano in La Palma. Addressed the call made by the transport concessionaire company in the island of La Palma, TILP Group, Alsa employees and the company itself collaborated with private donations to support the house renting for six months of a neighbour family of the island.

Childhood in Morocco

To be highlighted the work done to support childhood in Morocco by the company:

- **Road safety training school in Marrakech.** More than 1,384 students have been trained in the Road Safety Training Centre in Marrakesh to become Ambassadors on Road Safety. More than 4,500 students have been trained since the initiative was launched. They are 11-12 years old students from both public and private schools in Marrakesh.
- **Collaboration in the Province of Rhamna,** in the suburban area of Marrakesh to support authorities in the management of the school transport services in the area, carrying children from their native villages to their educational centres. The service transports every day more than 10,000 children in 102 minibuses. Alsa runs all the transport management issues, including the scaling of the network, the arrangement of pick-ups, the technical check of the fleet, training provided to drivers at the Alsa's training centre, the driving licence and the reorganization of the operational model, and the management of Service Managers.
- **Building a rural school.** Alsa has been involved in the building of a rural school on the village of Ait Aisha in the M'Goun valley, at 2,000 metres high and with difficult access, providing transport for over 70 elementary school students. The closest city is 2 hours from the village, and children only have this option to go to school. Also, the school, bathrooms and the house for the teacher were financed with this project. The school opened in October 2021.

Other options in Morocco

- **Blood donation in Morocco.** On-going actions related to blood donation, transport cards for groups at risk of social exclusion and with the collaboration of the Women's Association.
- **Collaboration with Amal Association** (it means Hope in English) to promote training and integration in the labour market of women at risk of exclusion. The association provides training for 36 women in the Restaurant of the association, training them on hospitality jobs and functions, providing access to the job market in hotels and restaurants of the city after completing the training, with an employability rate close to 100% or supporting them with training to establish their own business. Financing offered with micro-credits. Also supports this initiative providing transport. To the association and all their members, and for their events, also hiring their services and play an active role as a volunteers of the NGO.



Alpine ecosystems

Collaboration with the organization CRE- Mont Blanc in Switzerland. Together with the companies located in Switzerland, Alsa plays an active role with the organisation CRE – Mont Blanc, a Research Centre of Alpine Ecosystems (CREA Mont-Blanc) based on Chamonix, with a double mission. First, by conducting a research on the impact of climate change in the biodiversity of the mountains, and on the other hand, by sharing their work with the public, the companies and the managers to take the appropriate actions required.

Many customers are contributing with their bookings donating voluntarily € 0.50 to this initiative. In 2021, €1,124 was raised on their behalf.

At the same time, our commitment with this project and the partnership with CREA Mont-Blanc was posted in the websites of Alpybus and GVA Transfers.



2022 Objectives

Go forward with the strategy on Social Action and Action Plan of the CSR

Impact of the activity of the company in the local employment and development (social action, voluntary work, scholarship programmes, training...)

Relations held with the players/stakeholders in the local communities and the dialogue modalities in these (who I'm collaborating with (NGOs, Administrations...) and how.

Partnership or sponsorship associations.

Release of actions to stakeholders.

Actions in the Strategic Field

132 Vehicles using Alternative Technology.

Reduction of emissions of 522 tCO²e.

Environmental efficiency measures in the transport

Efficient driving programme.

Reduction by 0.36% of the emissions associated to consumption.

Reduction of emissions of 1,003 tCO²e.

Compensation of the carbon footprint in the web sales.

Environmental efficiency measures in the facilities

Energy efficiency programme.

Reduction by 1.3% of the energy consumption in facilities.

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

APPENDIXES

About this Sustainability Report

GENERAL TÉCNICA INDUSTRIAL, S.L.U. (Hereinafter Alsa) submitted its fifth Corporate Social Responsibility drawn up fully subject to compliance option with the GRI Standards.

2021 was the first year that, subject to the Law 11/18 on 28 December in the non-financial and diversity information, the present report is also a non-financial statement of the Group, having been verified by an independent external entity (AENOR).

In this report, Alsa offers an overview of its performance in the period from 01 January 2021 31 December 2021 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 refer to the activity performed by the company in all countries where it operates. The list of companies included in this sustainability report is included in the Annex: Alsa Corporate Structure. In those cases mentioning specific activities of any country, this shall be detailed on a case-by-case basis.

AENOR AENOR



Non-Financial Information Verification Disclosure

AENOR verification Disclosure for

General Técnica Industrial S.L.U.

concerning the consolidated disclosure of non-financial information

MEMORIA DE SOSTENIBILIDAD-ESTADO DE INFORMACIÓN NO FINANCIERA 2021 ALSA

according to law 11/2018

for the period ending on December 31, 2021

In Madrid September 9, 2022

Rafael García Meiro
Chief Executive Officer



2022/1047/VNOF-2022

Materiality - GRI standards

The following table links the material or relevant matters identified through the 2021 Materiality Assessment with the GRI standards used to respond to each of them.

CSR Area	Material aspect	GRI standard
Excellence	Surveillance and control systems	102-16 a 102-30; 419-1
	Ethics and Integrity	102-16; 102-17
	Improve dialogue with groups interest	102-21; 102-28; 102-37; 102-40; 102-42 a 102-44
Safety	Road Safety	416-1; 416-2
Customers	Accessibility	416-1
	The elderly	-
	Improve dialogue with stakeholder groups interest	102-21; 102-40; 102-42 a 102-44
People	Equality and Diversity	102-8; 405-1 a 405-2; 406-1;
	Improve employability	401-1; 405-1
Community and the Environment	Reduction of emissions	305-1 a 305-7
	Efficiency in the consumption of fuels	302-1 a 302-5
	Use of alternative fuels	
	Inclusion and development of cleaner, more efficient new technologies	
	The elderly	-
	People with disabilities	401-1; 404-2 a 404-3

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

Requisitos Ley 11/18

Contents of the Law 11/2018 INF		Standard used	Feedback	
Business model	Description of the group business model	Brief description of the group business model, that would includes its business model, the organisation and structure, the marketes where it operates, their objectives and strategies, and the main factors and trends that may impact the future progress.	GRI 102-2, 102-4, 102-6, 102-7, 102-15,	
Information on environmental issues	Policies	Policies applied by the Group, including the diligence procedures applied to identify, assess, prevent and mitigate the significant risks and imapcts, and of verification and control, as well as the actions taken.	GRI 103-2, 103-3	
	Main risks	Main risks related to these matters linked to the group activities, including, where relevant and proportionate, their commercial relations, products or services that may impact negatively in these areas, and how the group manages these risks, explaining the procedures used to identify and assess them, according to the national, European and international benchmark standards for each matter. Information on the impacts identified should be included, providing a breakdown, particularly on the main risks at the short, medium and long term.	GRI 102-11, 102-15, 102-30, 201-2	
	General	Current and foreseeable impacts of the company activities in the environment and in health and safety.	GRI 102-15, 102-29, 102-31	
		Procedures for assessment or environmental certification.	GRI 102-11, 102-29, 102-30	
		Resources to prevent environmental risks.	GRI 102-29	
		Application of the precaution principle.	GRI 102-11	
		Provisions and guarantees for environmental risks.	GRI 307-1	Policy of 1 million Euros for environmental liability.
	Pollution	Measures to prevent, reduce or repair carbon emissions significantly damaging environment, taking into consideration any form of specific environmental pollution of an activity, included noise and light pollution.	GRI 103-2, 302-4, 305-5, 305-7	
	Circular economy and waste management and prevention	Measures to prevent, recycle, reuse and other forms of recovery and removal of waste. Actions to reduce food waste.	GRI 103-2, 301-1, 301-2, 303-3, 306-1, 306-2	Due to Alsa activity, no measures to reduce food waste are taken.
	Sustainable use of resources	Water consumption and water supply according to the local limits and rules.	GRI 303-1, 303-3, 303-5	
Consumption of raw material and actions taken to improve efficiency of use.		GRI 103-2, 301-1, 301-2		
Energy: Direct or indirect consumption; measures taken to improve energy efficiency, use of renewable energies.		GRI 103-2, 302-1, 302-3, 302-4		
Climate Change	Greenhouse emissions.	GRI 305-1, 305-2, 305,3, 305-4		
	The measures taken to adjust to the consequences of the climate changes.	GRI 102-15, 103-2, 305-5		
	Reduction goals established voluntarily at the medium and short term to reduce Greenhouse emissions and the actions taken for that purpose.	GRI 103-2		

Contents of the Law 11/2018 INF		Standard used	Feedback	
Protection of bio-diversity	Actions taken to preserve or restore bio-diversity.	GRI 103-2		
	Impacts caused by the activities or operations in the protected areas.	GRI 304-1		
Information on social matters related to staff	Policies	Policies applied by the Group, including the diligence procedures applied to identify, assess, prevent and mitigate the significant risks and impacts, and of verification and control, as well as the actions taken.	GRI 103-2, 103-3, 102-35	
	Main risks	Main risks related to these matters linked to the group activities, including, where relevant and proportionate, their commercial relations, products or services that may impact negatively in these areas, and how the group manages these risks, explaining the procedures used to identify and assess them, according to the national, European and international benchmark standards for each matter. Information on the impacts identified should be included, providing a breakdown, particularly on the main risks at the short, medium and long term.	GRI 102-15, 102-30	
	Employment	Total number and distribution of employees per gender, age, country and professional category.	GRI 102-7, 102-8, 405-1 b)	
		Total number and distribution of modalities of work contracts.	GRI 102-8	
		Annual average of permanent, temporary and part-time job contracts per gender, age and professional category.	GRI 102-8	
		Number of dismissals per gender, age and professional category.	GRI 401-1 b)	
		Average salaries and the evolution per gender, age and professional category.	GRI 405-2	
		Salary gap.	GRI 405-2	
		Remuneration of equal or average jobs in society.	GRI 202-1	
		The average remuneration of directors and executives, including variable remuneration, allowances, indemnities, payments to long-term savings schemes and any other payments broken down by gender.	GRI 102-35, 102-36	
	Organisation of work	Implementation of work disengagement measures.	GRI 103-2	
		Employees with disabilities.	GRI 405-1 b)	
		Organisation of the time of work.	GRI 102-8 c), 103-2	
Health and safety	Number of absenteeism hours.	GRI 403-2 a)		
	Measures targeted to ensure employees enjoy the work-life balance and encourage the co-responsible exercise of these rights by both parent.	GRI 103-2, 401-3		
	Occupational safety and health conditions at the workplace.	GRI 103-2		
Accident at the workplace (frequency and degree of seriousness) disaggregated by gender.		GRI 103-2		
	Work-related sickness or disease (frequency and degree of seriousness) disaggregated by gender.	GRI 403-10		

Contents of the Law 11/2018 INF		Standard used	Feedback
Social relations	Organisation of social dialogue, including procedures for informing and consulting with staff and negotiating with them.	GRI 102-43, 402-1, 403-1	Although in 2021 we had to conduct FURLOUGH SCHEMES (ERTES) for causes of Force majeure due to COVID-19, the impact in the number of companies and particularly to working people was less than in 2020, . En el último trimestre del 2021 ha habido algo de conflictividad sindical local centrada en Asturias, como reacción social a la situación de ERTE de parte del personal de ventas y facturación en las Estaciones de Autobuses.
	Percentage of employees covered by the collective bargain per country.	GRI 102-41	
	Review of collective agreements, particularly in the field of occupational health and safety at work.	GRI 403-1, 403-4	
Training	Policies implemented in the training field.	GRI 103-2	
	Total amount of hours per professional category.	GRI 404-1	
Accessibility	Universal accessibility of people with disabilities.	GRI 103-2	
Equality	Actions taken to promote equal treatment and opportunities between male and female employees.	GRI 103-2	
	Equality Plans.	GRI 103-2	In 2021, work developed to adjust the new RD 901 and 902 / 2020 regulation of the Equality Plans for 19 Companies (Companies with more than 150 employees) and those related to the drafting and negotiation with the RLT of other new 10 Equality Plans for other 10 Companies (Companies from 100 and 150 employees).
	Actions taken to promote employment.	GRI 103-2	
	Protocols for sexual and gender-based harassment.	GRI 103-2	
	The integration and Universal accessibility of people with disabilities.	GRI 103-2	
	Policy against all types of discrimination, and the management of diversity if the case may be.	GRI 103-2, 406-1	
Information on humans rights respect	Policies	Policies applied by the Group, including the diligence procedures applied to identify, assess, prevent and mitigate the significant risks and impacts, and of verification and control, as well as the actions taken.	GRI 103-2, 103-3, 410-1, 412-2

	Contents of the Law 11/2018 INF	Standard used	Feedback
	Main risks	Main risks related to these matters linked to the group activities, including, where relevant and proportionate, their commercial relations, products or services that may impact negatively in these areas, and how the group manages these risks, explaining the procedures used to identify and assess them, according to the national, European and international benchmark standards for each matter. Information on the impacts identified should be included, providing a breakdown, particularly on the main risks at the short, medium and long term.	GRI 102-15, 102-30
	Human Rights	Application of due diligence procedures in human rights.	GRI 103-2
		Prevention of potential risks of violations of human rights, and if the case may be, measures to mitigate, manage and repair potential crimes.	GRI 103-2, 412-1
		Reporting cases of violations of human rights.	GRI 102-17, 103-2, 411-1, 419-1
		Promotion and compliance of the provisions included in the fundamental collective bargains of the OIT related to the respect for the freedom of association and the right to a collective bargain, the removal of discrimination in the employment and occupancy, the removal of forced or compulsory labour and the effective abolition of child labour.	GRI 103-2
Information related to the fight against corruption and bribery	Policies	Policies applied by the Group, including the diligence procedures applied to identify, assess, prevent and mitigate the significant risks and impacts, and of verification and control, as well as the actions taken.	GRI 103-2, 103-3, 205-2
	Main risks	Main risks related to these matters linked to the group activities, including, where relevant and proportionate, their commercial relations, products or services that may impact negatively in these areas, and how the group manages these risks, explaining the procedures used to identify and assess them, according to the national, European and international benchmark standards for each matter. Information on the impacts identified should be included, providing a breakdown, particularly on the main risks at the short, medium and long term.	GRI 102-15, 102-30, 205-1
	Corruption and bribery	Actions taken to prevent corruption and bribery.	GRI 103-2
		Actions to fight against money laundering.	GRI 103-2
Contributions to non-profit organisations.		GRI 103-2, 201-1, 203-2, 415-1	
Information about the company	Policies	Policies applied by the Group, including the diligence procedures applied to identify, assess, prevent and mitigate the significant risks and impacts, and of verification and control, as well as the actions taken.	GRI 103-2, 103-3

Contents of the Law 11/2018 INF		Standard used	Feedback
Main risks	Main risks related to these matters linked to the group activities, including, where relevant and proportionate, their commercial relations, products or services that may impact negatively in these areas, and how the group manages these risks, explaining the procedures used to identify and assess them, according to the national, European and international benchmark standards for each matter. Information on the impacts identified should be included, providing a breakdown, particularly on the main risks at the short, medium and long term.	GRI 102-15, 102-30	
Commitment by the company to sustainable development	Impact of the activity of the company in the local employment and development.	GRI 203-1, 203-2, 204-1, 413-1	
	Impact of the activity of the company in local locations and properties.	GRI 203-1, 203-2, 413-1	
	Relations held with the players/stakeholders in the local communities and the dialogue modalities in these.	GRI 102-43, 413-1	
	Partnership or sponsorship actions.	GRI 102-13, 201-1, 203-1	
Subcontracting and suppliers	Inclusion in the purchase policy social matters, gender-related and environmental matters.	GRI 103-3, 308-1, 308-2, 414-1, 414-2	Pág. 28
	Consideration in the relations with suppliers and subcontractors of their social and environmental responsibility.	GRI 103-3, 308-1, 308-2, 414-1, 414-2	
	Systems to supervise and audit, and results arising.	GRI 308-1	Working to deploy improvements in the supplier monitoring process.
Consumers	Measures to ensure health and safety of consumers.	GRI 103-2, 416-1,	Pág. 52, 54 y 59
	System for complaints, claims and solution.	GRI 102-17, 103-2	
Tax information	Benefits obtained per country.	GRI 207-4	
	Taxes on profits paid.	GRI 207-4	
	Public subsidies received.	GRI 207-4	

GRI Index

GRI	Version	Brief description	2021	Pages
Organisation profile				
102-1	2016	Name of the organization.	ALSA GRUPO S.L.U. (Referred to herein as ALSA)	
102-2	2016	Activities, brands, products, and services.		5, 8-10
102-3	2016	Location of headquarters.	C/Josefa Valcarcel 20 - 28027 Madrid (Spain).	
102-4	2016	Location of operations.	Alsa operates currently in Spain, Morocco, Switzerland, France, Andorra and Portugal. In 2021, in Puerto Rico the company has no activity.	5, 8-10
102-5	2016	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	2016	Markets served (broken down by region, sectors, types of customers and beneficiaries).		5, 8-10
102-7	2016	Scale of the organization.		4, 8, 51, 63, 127-131
102-8	2016	Information on employees and other workers.		4, 8, 51, 63, 127-131
102-9	2016	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.	36-37
102-10	2016	Significant changes to the organization and its supply chain.	In February 2022, a new HRs Director joined the company.	
102-11	2016	Precautionary approach or principle.	GRI indicators 102-29, 102-30, 205-1.	11-12, 19-20, 27-28, 41-50, 53, 83-99
102-12	2016	External initiatives.	Alsa also adheres to several environmental initiatives, including "Community for Climate".	36-37, 66-68, 69-71, 73, 91, 93, 99-100, 102-104
102-13	2016	Membership of associations.	Alsa belongs to various industry associations, including the international association IRU and the Spanish associations CONFEBUS, ASTIC and ATUC.	
Strategy				
102-14	2016	Statement from senior decision-makers.		2-3
102-15	2016	Key impacts, risks, and opportunities.	GRI 102-30 The main risk in 2021 was the circumstances related to the pandemic, with a reduction of passengers, contagions among employees, mainly drivers for their exposition. 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. The rest of priority risks and opportunities were covered in the report.	8-15

GRI	Version	Brief description	2021	Pages
Ethics and integrity				
102-16	2016	Values, principles, standards, and norms of behavior.		6, 23, 29-35
102-17	2016	Mechanisms for advice and concerns about ethics.		27-28
Governance				
102-18	2016	Governance structure	The Committee making the decisions on economic, environmental and social issues is the Board of Directors.	16
102-19	2016	Delegating authority		16
102-20	2016	Executive-level responsibility for economic, environmental, and social topics.	Environmental topics fall under the remit of the Strategy and Organisation Committee.	16
102-21	2016	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, 24-26
102-22	2016	Composition of the highest governance body and its committees.		16
102-23	2016	Chair of the highest governance body.		16
102-24	2016	Nominating and selecting the highest governance body.	The members of the Board of Directors are selected at the discretion of the CEO.	16
102-25	2016	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.	27-28
102-26	2016	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.	
102-27	2016	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	2016	Evaluating the highest governance body's performance.	The members of the Board of Directors are subject to the annual target-based Performance Appraisal, which is governed by the criteria of the National Express Group.	
102-29	2016	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, 17-18, 29-35, 42-49, 51-52, 63-64, 83-98
102-30	2016	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, 17-18, 29-35, 42-49, 51-52, 63-64, 83-98
102-31	2016	Review of economic, environmental, and social topics.	The Board of Directors meets on a monthly basis and evaluates all economic, environmental and social topics.	

GRI	Version	Brief description	2021	Pages	
102-32	2016	Highest governance body's role in sustainability reporting.	<p>The entire Board of Directors participated in the last Materiality Assessment in 2021, and the definition of the relevant aspects for the organisation, as well as the corresponding response to each through this sustainability report.</p> <p>It is the members of the Board of Directors who report the necessary information to respond to the topics covered by this report. Specifically, information was reported from the HR, Environment, Legal, Safety, Sales and Marketing, CSR and Institutional Relations, Strategy and Organisation, Control and Reporting, and Operations areas.</p> <p>The Sustainability Report is revised by the Board of Directors prior to publication.</p>		
102-33	2016	Communicating critical concerns.		24-26	
102-34	2016	Nature and total number of critical concerns.		24-26	
102-35	2016	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>	131	
102-36	2016	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.	131	
102-37	2016	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	2016	Annual total compensation ratio.	2021		
			Spain*	12.82	
			Morocco**	28.46	
102-39	2016	Percentage increase in annual total compensation ratio.	Spain	Morocco	
			Best paid person	0.31%	60.59%
			Average salary of workforce*	-5.92%	-2.78%
			<p>*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..</p>		

GRI	Version	Brief description	2021	Pages
Participation of stakeholders				
102-40	2016	List of stakeholder groups.		22
102-41	2016	Agreements for collective bargaining.	100% of the staff is covered by collective bargain negotiations.	
102-42	2016	Identifying and selecting stakeholders.		22
102-43	2016	Approach to stakeholder engagement.		22, 24-26
102-44	2016	Key topics and concerns raised.		25-26
Material topics and boundaries				
102-45	2016	Entities included in the consolidated financial statements.		134
102-46	2016	Defining report content and topic boundaries.		25-26, 108
102-47	2016	List of material topics.		25-26, 108
102-48	2016	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	2016	Changes in reporting.	2021 was the first year where Alsa had to comply with the Lay 11/18 on non-financial information, therefore the present report complies with it this law and with the GRI. This required to extend the scope of the report to the activities performed by the company in all countries where it is present an to include new information required by the law.	
Report profile				
102-50	2016	Reporting period.	2021	
102-51	2016	Date of most recent report.	2020	
102-52	2016	Reporting cycle.	Annual	
102-53	2016	Contact point for questions regarding the report.	Ignacio Pérez-Carasa. ipcarasa@alsa.es	
102-54	2016	Claims of reporting in accordance with the GRI Standards.		106
102-55	2016	GRI content index.		115-126
102-56	2016	External assurance.		107
Management approach				
103-1	2016	Explanation of the material topic and its boundary.	Material topics are highlighted in blue within the GRI index	
103-2	2016	The management approach and its components	The management approach is outlined in the GRI index for each material topic and all over the report.	11-12, 19-20, 27-28, 41- 50, 53, 83-99
103-3	2016	Evaluation of the management approach	The management approach is outlined in the GRI index for each material topic and all over the report.	11-12, 19-20, 27-28, 41- 50, 53, 83-99

GRI	Version	Brief description	2021	Pages
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	2016	Direct economic value generated and distributed.		4, 127
201-2	2016	Financial implications and other risks and opportunities due to climate change.		11-12, 19-20, 27-28, 41- 50, 53, 83-99
201-3	2016	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.	77-78, 80
201-4	2016	Financial assistance received from government.		4, 127
Market presence				
202-1	2016	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.	
				Puerto Rico Andorra
				Ratio 0.10% 0.51% 0% 0% N/A N/A 46.13%
202-2	2016	Proportion of senior management hired from the local community.	100% (Local community is understood to be Spain).	
Indirect economic impact				
203-1	2016	Infrastructure investments and services supported.		4, 93, 127, 132
203-2	2016	Significant indirect economic impact.	Data on the significant indirect economic impact is not available.	
Procurement practices				
204-1	2016	Proportion of spending on local suppliers.		4, 36, 127
Anti-corruption				
205-1	2016	Operations assessed for risks related to corruption.	100% of the company's operations in 2019 underwent due diligence proceedings which exhaustively cover all the critical components of a company.	
205-2	2016	Communication and training on anti-corruption policies and procedures.	GRI 102-25.	27-28
205-3	2016	Confirmed incidents of corruption and actions taken.	Zero incidents of corruption.	
Anti-competitive behaviour				
206-1	2016	Total number of legal actions for anti-competitive behaviour.	0 actions in this regard.	
Taxes				
207-1	2019	Tax approach.	Not reported as it is not material.	
207-2	2019	Tax governance, control and risk management.	Not reported as it is not material.	
207-3	2019	Stakeholders participation and management of enquiries related to taxes.	Not reported as it is not material.	
207-4	2019	Submission of reports country by country.	Not reported as it is not material.	

GRI	Version	Brief description	2021	Pages						
Environmental performance										
Materials										
Focused on reducing the company's main area of consumption - fuel consumption - and to the use of alternative energy sources.										
301-1	2016	Materials used by weight or volume.	<p>Reported detailed information on the fuel consumption for being something identified as material.</p> <p>The rest of consumptions (i.e., engine oil, antifreeze and urea) are duly controlled and managed within the management systems implemented in the company. Consumption data in 2021 in Spain are as follow:</p> <table border="1"> <tr> <td>OIL CONSUMPTION (l)</td> <td>132,901</td> </tr> <tr> <td>UREA CONSUMPTION (l)</td> <td>1,906,714</td> </tr> <tr> <td>ANTIFREEZING CONSUMPTION (l)</td> <td>136,806</td> </tr> </table>	OIL CONSUMPTION (l)	132,901	UREA CONSUMPTION (l)	1,906,714	ANTIFREEZING CONSUMPTION (l)	136,806	5, 83, 93, 97, 132-133
OIL CONSUMPTION (l)	132,901									
UREA CONSUMPTION (l)	1,906,714									
ANTIFREEZING CONSUMPTION (l)	136,806									
301-2	2016	Recycled input materials used.	Due to the nature of the company, no recycled materials are use, beyond the ones included in the report (p.e. Paper, washing water, etc.)	98, 132-133						
Products and services										
301-3	2016	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	2016	Energy consumption within the organization.	<p>Data in the Annex.</p> <p>For confidentiality purposes, the own emission factor of employees is not provided for the calculation of the fuel consumption Fuel.</p>	5, 83, 93, 95, 132-133						
302-2	2016	Energy consumption outside the organization.	Data in the Annex.	133						
302-3	2016	Energy intensity	Energy intensity is calculated as emissions (t/CO ₂ e) divided by the company's revenue (€).	93, 95, 132-133						
302-4	2016	Reduction of energy consumption.		5, 83, 93, 95, 132-133						
302-5	2016	Reduction in energy requirements of products and services.		30-35, 87, 90, 92-94						
Water										
303-1	2018	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. At specific times, there is a park site where water comes from an authorized watering well used to wash the vehicles Vehicles.	97, 132-133						
303-2	2018	Management of impacts related to water spills.	<p>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.</p> <p>All spill areas are dully controlled to ensure the compliance with current legislation.</p>	97, 132-133						
303-3	2018	Water extraction.	Water consumption is from the municipal supply. Currently, we only have consumption data for Spain. Working to collect data from the rest of countries, that will be included in the future reports.	97, 132-133						
303-4	2018	Water spill.	All waste are released through the plumbing network.	97, 132-133						
303-5	2018	Water consumption.		97, 132-133						

GRI	Version	Brief description	2021	Pages
Biodiversity				
304-1	2016	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	2016	Significant impacts of activities, products, and services on biodiversity.	No significant impacts of activities, products, and services on biodiversity have been identified.	
304-3	2016	Habitats protected or restored.	Alsa Forest - Reforesting Congosto de Valdivia (Palencia) with drones.	91
304-4	2016	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	2016	Direct (scope 1) and indirect (Scope 2) GHG emissions.		5, 32-33, 83-84, 86, 89-90, 93, 132-133
305-2	2016	Energy indirect GHG emissions.		5, 32-33, 83-84, 86, 89-90, 93, 132-133
305-3	2016	Other indirect GHG emissions (Scope 3).		5, 32-33, 83-84, 86, 89-90, 93, 132-133
305-4	2016	GHG emissions intensity.		5, 32-33, 83-84, 86, 89-90, 93, 132-133
305-5	2016	Reduction of GHG emissions.		5, 32-33, 83-84, 86, 89-90, 93, 132-133
305-6	2016	Emissions of ozone-depleting substances (ODS).		5, 32-33, 83-84, 86, 89-90, 93, 132-133
305-7	2016	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions.		5, 32-33, 83-84, 86, 89-90, 93, 132-133

GRI	Version	Brief description	2021	Pages
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	2020	Generation of waste and significant impacts related to waste.	Both in Morocco and in Switzerland-France, making progress in the control and management of waste. It is foreseen to report information related to that in the upcoming reports.	98, 132-133
306-2	2020	Management of significant impacts related to waste.	All waste - hazardous and non-hazardous - generated through ALSA's activity is managed by approved waste management providers. Maintenance facilities have an appropriate place for the temporary storage of waste (clean collection point). They were registered as producer of dangerous waste, subject to the regulation into force. A contract for waste processing is in place with the waste manager authorised according to the current law into force for all the waste produced in maintenance activities. Monitoring and control of waste generated in the depot, both dangerous and otherwise establishing basic lines subject to the activity in order to identify potential deviations in the environmental performance and actions to reduce waste are conducted to reduce the production and the dangerous nature of these dangerous.	98, 132-133
306-3	2020	Waste produced.		98, 132-133
306-4	2020	Waste not targeted to be removed.		132-133
306-5	2020	Waste targeted to be removed.		132-133
Regulation compliance				
307-1	2016	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	2016	New suppliers that were screened using environmental criteria.	100% of corporate suppliers. Suppliers are required to have the ISO 9001 standard in place and the rest of certificates in the CSR area.	36
308-2	2016	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	2016	New employee hires and employee turnover.		129
401-2	2016	Benefits provided to employees.		77-78, 80
401-3	2016	Parental leave.		130
Labour/management relations				
402-1	2016	Minimum notice periods regarding operational changes.	4 weeks.	

GRI	Version	Brief description	2021	Pages
Occupational health and safety				
Focused on improving the prevention of occupational accidents and improving the health and wellbeing of the people who make up the organization.				
403-1	2018	Health and Safety Management System at the Workplace.	In Spain, the company has in place a management system of safety and health subject to the ISO 45001 standard, used to ensure good management in Morocco and Switzerland.	49, 50
403-2	2018	Identification of hazards, risk assessment and investigation of incidents.	<p>The safety management System in place include the dangers at the workplace and assess the risks at a regular basis or regarding incidents in order to assess and improve on a sustained basis the system to manage health and safety at the workplace .</p> <p>Also, added to the delegates for prevention, it is encouraged the involvement of employees that may report dangerous situations through the existing communication channels .</p> <p>All incidents, apart from being investigated at the local level (in all countries where we operate) are reported to the Group Corporate Services supervising the investigation conducted, monitoring them and used to remove hazards at the global level and add improvements into the system.</p>	44-50, 79
403-3	2018	Health services at work.	<p>External prevention system in place (Cualtis). In the companies where this is required by law, they have their own prevention system .</p> <p>In the case of Switzerland-France, employees have a private medical service and are subject to Medical checks according to the laws in place in each country.</p>	44-50
403-4	2018	Participation of employees, consultations and communications on health and safety at the workplace.	<p>70.69% of the Spanish staff is represented at Safety and Health Committees. 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.</p> <p>100% of the staff in Morocco is covered by Safety and Health Committees, with a specific Committee in each local business .</p> <p>No official Safety and Health Committee exist in Switzerland-France. Matters in Safety and Health related are managed and communicated by the Safety and HR managers .</p> <p>The company has also in place other communication channels available for employees to be updated and report any concern or incident about Safety and Health that is relevant.</p>	44-50
403-5	2018	Training of employees on Health and Safety Management System at the Workplace.		44-50
403-6	2018	Ensure health of employees.	<p>Added to the information reported on Spain in the report. To be highlighted that in Morocco, 100% of employees pass an annual medical check. In Switzerland, employees have a private medical service and they conduct the medical checks required by the national regulation . Also, initiatives to promote a healthy life were conducted .</p> <p>In Morocco, a medical insurance in 2022 was provided to all employees and their family members.</p>	43-50, 79
403-7	2018	Prevention and mitigation of impact in health and safety of employees directly connected to commercial relations.		43-50, 79

GRI	Version	Brief description	2021	Pages																					
403-8	2018	Health and Safety Management System at the Workplace	100% of employees covered by Health and Safety Management System at the Workplace. In some cases under ISO 45001 standards and in Morocco and Switzerland, developing improvements and progress in the system.																						
403-9	2018	Injuries at the workplace		30-31, 42, 131																					
403-10	2018	Sickness and injuries at the workplace	In 2021, there was one death due to an occupational accident in Spain.	131																					
Training and education																									
Focused on affording quality employment, improving working conditions and supporting the development of people within the organisation.																									
404-1	2016	Average hours of training per year per employee.		63, 74-77																					
404-2	2016	Programs for upgrading employee skills and transition assistance programs.		30-31, 34-35, 45-46, 73-77, 96																					
404-3	2016	Percentage of employees receiving regular performance and career development reviews.	<table border="1"> <thead> <tr> <th>Description</th> <th>Spain</th> <th>Morocco</th> </tr> </thead> <tbody> <tr> <td>Male</td> <td>6,16%</td> <td>0,38%</td> </tr> <tr> <td>Female</td> <td>16,48%</td> <td>3,91%</td> </tr> <tr> <td>Administrative staff</td> <td>0,01%</td> <td>0,00%</td> </tr> <tr> <td>Technicians</td> <td>38,84%</td> <td>0,93%</td> </tr> <tr> <td>Executives</td> <td>73,88%</td> <td>64,41%</td> </tr> <tr> <td>Management</td> <td>100%</td> <td>30,54%</td> </tr> </tbody> </table> <p>*Percentages calculated on the average staff. The chart dose not include the assessments made to drivers. This information is reported in the sections Training and Safety of this report.</p>	Description	Spain	Morocco	Male	6,16%	0,38%	Female	16,48%	3,91%	Administrative staff	0,01%	0,00%	Technicians	38,84%	0,93%	Executives	73,88%	64,41%	Management	100%	30,54%	73
Description	Spain	Morocco																							
Male	6,16%	0,38%																							
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Management	100%	30,54%																							
Diversity and equal opportunity																									
405-1	2016	Diversity of governance bodies and employees.		16, 63-71, 127-131																					
405-2	2016	Ratio of basic salary and remuneration of women to men.		131																					
Non-discrimination																									
406-1	2016	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.																						
Freedom of association and collective bargaining																									
407-1	2016	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	2016	Operations and suppliers at significant risk for incidents of child labor.	Enforcement of the ethical code and Compliance committee.																						
Forced labour																									
409-1	2016	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	2016	Security personnel trained in human rights policies or procedures.	Security personnel are external suppliers and this information is not currently available.																						

GRI	Version	Brief description	2021	Pages
Rights of indigenous peoples				
411-1	2016	Incidents of violations involving rights of indigenous peoples.	Not applicable.	
Human rights assessment				
412-1	2016	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	2016	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	2016	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	2016	Operations with local community engagement, impact assessments, and development programs.		4, 83-84, 100-104
413-2	2016	Operations with significant actual and potential negative impacts on local communities.		83-104
Supplier assessment in terms of human rights, labour practices and social impact				
414-1	2016	New suppliers that were screened using social criteria.	100%	
414-2	2016	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.	
Public policy				
415-1	2016	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	2016	Assessment of the health and safety impacts of product and service categories.	In 2021 foreseen mainly in the Alsa Safe Mobility and the programme Driving Out Harm.	41-48
416-2	2016	Incidents of non-compliance concerning the health and safety impacts of products and services.	There were no incidents of fines, sanctions or warnings.	

GRI	Version	Brief description	2021	Pages
Product and service labelling				
417-1	2016	Requirements for product and service information and labeling.	Not applicable.	
417-2	2016	Incidents of non-compliance concerning product and service information and labeling.	0 incidents of non-compliance.	
417-3	2016	Incidents of non-compliance concerning marketing communications.	0 incidents of non-compliance.	
Customer privacy				
418-1	2016	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	2016	Non-compliance with laws and regulations in the social and economic area.	1,847,822 € * *Includes all ALSA activity, domestic and international.	
Alsa indicators				
Alsa-01	2016	Passengers carried.		4, 32-33, 51
Alsa-02	2016	Kms run.		4, 51
Alsa-03	2016	Customer Satisfaction Index (CSI).	The CSI is the average score given by passengers in response to the question: How would you rate your overall satisfaction level, from 0 to 10.	4, 51-52, 55
Alsa-04	2016	Net Promoter Score (NPS).	The NPS is calculated as follows:: - 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 %).	4, 51-52, 55

Additional information

Economic figure:

Description	Spain	Morocco	Switzerland	France	Portugal	Puerto Rico	Andorra
Direct economic value generated (€M)	-14.38	2.30	-0.93	-0.73	-0.11	-0.50	-0.35
Revenue (€M)	714.45	154.60	6.74	1.84	0.00	0.05	0.06
Operating costs (€m)	728.84	152.30	7.68	2.57	0.11	0.55	0.41
Employee salaries (€m)	259.25	44.75	2.86	0.58	0.01	0.05	0.05
Social Security costs (€m)	92.32	9.96	0.66	0.21	0.00	0.01	0.01
Supplier payments(€m)	309.57	198.28	2.26	2.03	0.75	0.01	0.08
Payments to government (taxes and fees)	41.28	20.08	0.33	0.03	0.03	0.00	0.00
Payments to the government (Hydrocarbons tax)	25.65	14.35	-	0.04	-	-	-
Deductions and tax credits (€m)	0.82	0.00	0.00	0.00	0.00	0.00	0.00
Subsidies for investments and research (€m)	2.68						
Investment in infrastructure and fleet (€m)	56	73.63	0.11	0.038	0.66		
Buses in fleet	3391	2067	97	37		5	1
Sanctions/sanction amounts (€m)	1.20	0.65	0.00	0.01	0.00	0.00	0.00

Employee data:

Number of employees pre country

	Spain	Morocco	Switzerland	France	Portugal	Puerto Rico	Andorra
Total	7,400	6,145	79	19	0	7	3
Male	7,251	5,952	110	28	1	7	2
Female	1,303	301	22	5	0	0	1

Number of employees per gender and work contract

		Spain	Morocco	Switzerland	France	Portugal	Puerto Rico	Andorra
Permanent contract	Male	6,037	5,671	47	14	1	1	2
	Female	1,056	280	10	1	0	0	0
Temporary contract	Male	1,214	281	63	14	0	6	0
	Female	247	21	12	4	0	0	1
Partial contract	Male	684	0	20	0	0	0	0
	Female	215	0	2	0	0	0	0

	Spain	Morocco	Switzerland	France	Portugal	Puerto Rico	Andorra
Employees with permanent contracts by age							
Under 30	135.30	378.00	3.00	0.00	0.00	0.00	0.00
30 to 50	3,640.10	3,979.00	29.00	10.00	0.00	1.00	0.00
Above 50	3,312.80	1,594.00	25.00	5.00	1.00	0.00	2.00
Employees with temporary contracts by age							
Under 30	157.00	80.00	11.00	1.00	0.00	0.00	0.00
30 to 50	1,001.70	204.00	51.00	10.00	0.00	0.00	1.00
Above 50	300.50	18.00	13.00	5.00	0.00	3.00	0.00
Employees with Retirement contracts by age							
Under 30	36.00	0.00	2.00	0.00	0.00	0.00	0.00
30 to 50	386.00	0.00	13.00	0.00	0.00	0.00	0.00
Above 50	474.00	0.00	7.00	0.00	0.00	0.00	0.00
Employees with permanent contracts by professional category							
Management	85.40	13.00	0.00	0.00	1.00	0.00	0.00
Middle management	133.90	49.00	4.00	0.00	0.00	0.00	0.00
Qualified professionals	445.20	1,225.00	4.00	0.00	0.00	1.00	0.00
Operators	6,427.70	4,664.00	49.00	15.00	0.00	0.00	2.00
Employees with temporary contracts by professional category							
Management	0.20	0.00	1.00	0.00	0.00	0.00	0.00
Middle management	0.00	0.00	2.00	0.00	0.00	0.00	0.00
Qualified professionals	32.00	9.00	6.00	0.00	0.00	2.00	0.00
Operators	1,429.00	293.00	66.00	18.00	0.00	4.00	1.00
Employees with Retirement contracts by professional category							
Management	2.00	0.00	0.00	0.00	0.00	0.00	0.00
Middle management	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified professionals	28.00	0.00	0.00	0.00	0.00	0.00	0.00
Operators	868.00	0.00	22.00	0.00	0.00	0.00	0.00
ANNUAL AVERAGE of employees with permanent contract							
Male annual average	5,358.62	5,644.62	43.48	14.72	0.17	1.00	2.00
Female annual average	912.29	297.02	10.44	0.74	0.00	0.00	0.00
ANNUAL AVERAGE of employees with temporary contract							
Male annual average	955.30	192.94	16.87	3.13	0.00	6.00	0.00
Female annual average	173.87	10.09	7.86	0.34	0.00	0.00	1.00
ANNUAL AVERAGE of employees with partial contract							
Male annual average	276.11	0.00	5.61	0.00	0.00	0.00	0.00
Female annual average	97.60	0.00	1.83	0.00	0.00	0.00	0.00
ANNUAL AVERAGE of Employees with permanent contracts by age							
Under 30	102.18	303.96	1.66	0.69	0.00	0.00	0.00
30 to 50	3,246.45	3,928.10	22.04	12.09	0.00	1.00	0.00
Above 50	2,920.85	1,706.75	30.21	2.68	0.17	0.00	2.00

	Spain	Morocco	Switzerland	France	Portugal	Puerto Rico	Andorra
ANUAL AVERAGE of Employees with temporary contracts by age							
Under 30	125.23	52.85	3.79	0.07	0.00	3.00	0.00
30 to 50	750.97	136.80	17.61	2.03	0.00	0.00	1.00
Above 50	252.60	13.37	3.28	1.23	0.00	0.00	0.00
ANUAL AVERAGE of Employees with partial contracts by age							
Under 30	15.91	0.00	0.43	0.00	0.00	0.00	0.00
30 to 50	189.78	0.00	5.34	0.00	0.00	0.00	0.00
Above 50	168.16	0.00	1.63	0.00	0.00	0.00	0.00
ANUAL AVERAGE of Employees with permanent contracts by professional category							
Management	83.90	12.42	0.33	0.00	0.17	0.00	0.00
Middle management	124.16	45.67	4.00	0.00	0.00	0.00	0.00
Qualified professionals	417.66	1,290.89	4.58	0.00	0.00	1.00	0.00
Operators	5,645.17	4,592.66	45.00	15.46	0.00	0.00	2.00
ANUAL AVERAGE of Employees with temporary contracts by professional category							
Management	0.02	0.00	1.00	0.00	0.00	0.00	0.00
Middle management	0.42	0.17	1.17	0.00	0.00	0.00	0.00
Qualified professionals	30.28	5.31	6.12	0.00	0.00	2.00	0.00
Operators	1,098.48	197.54	16.44	3.47	0.00	4.00	1.00
ANUAL AVERAGE of Employees with Retirement contracts by professional category							
Management	0.52	0.00	0.00	0.00	0.00	0.00	0.00
Middle management	0.15	0.00	0.00	0.00	0.00	0.00	0.00
Qualified professionals	10.25	0.00	0.00	0.00	0.00	0.00	0.00
Operators	362.80	0.00	7.44	0.00	0.00	0.00	0.00

Note: as of 31/12/21 there are 3 people in Puerto Rico, 2 in France and 6 in Spain with no birth date available for us, so they were not taken into consideration for the breakdowns by age.

Rate of staff turnover and country

	Spain	Morocco	Switzerland	France	Portugal	Puerto Rico	Andorra
Male	3.74%	15.58%	0%	0%	0%	0%	0%
Female	5.64%	24.47%	0%	0%	0%	0%	0%

Nº of new hirings

	Spain	Morocco	Switzerland	France	Portugal	Puerto Rico	Andorra
New hirings per gender							
Male	1,524	928	37	15	1	0	0
Female	296	31	5	4	0	0	0
New hirings per age							
Under 30	187	277	7	1	0	0	0
Between 30 and 50 years old	1,108	618	28	11	0	0	0
Over 50	519	62	7	5	1	0	0
New contracts	1,814	957	42	17	1	0	0

Number of dismissals

	Spain	Morocco	Switzerland	France	Portugal	Puerto Rico	Andorra
Number of dismissals per gender	27	0	0	0	0	0	0
Male	27	4	0	0	0	0	0
Female	75	99	0	0	0	0	0
Number of dismissals per professional category							
Management	0	0	0	0	0	0	0
Middle management	1	0	0	0	0	0	0
Qualified professionals	12	1	0	0	0	0	0
Operators	89	102	0	0	0	0	0
Number of dismissals per age							
< 30	6	19	0	0	0	0	0
30-50	51	75	0	0	0	0	0
> 50	45	9	0	0	0	0	0

Number of people in the exec committee of the organisation

	Spain	Morocco	Switzerland	France	Portugal	Puerto Rico	Andorra
Per gender							
Male	7	0	0	0	0	0	0
Female	1	0	0	0	0	0	0
Per age							
< 30	0	0	0	0	0	0	0
30-50	5	0	0	0	0	0	0
> 50	3	0	0	0	0	0	0

Parental leave permits

	Spain	Morocco	Switzerland	France	Portugal	Puerto Rico	Andorra
Male	119	115	0	0	0	0	0
Female	19	1	1	0	0	0	0

employees who returned to work in the reporting period after the end of parental period

	Spain	Morocco	Switzerland	France	Portugal	Puerto Rico	Andorra
Male	84	115	0	0	0	0	0
Female	14	1	0	0	0	0	0

Rate of return to work and retention after maternity or paternity leave, by gender

	Spain	Morocco	Switzerland	France	Portugal	Puerto Rico	Andorra
Male	84.87%	100%	-	-	-	-	-
Female	89.47%	100%	100%	-	-	-	-

Average salaries and the evolution per gender, age and professional category

	Spain	Morocco	Switzerland	France	Portugal	Puerto Rico	Andorra
Per gender							
Male	25,518€	5,127€	69,398€	35,100€	*	6,752€	24,241€
Female	17,768€	6,625€	57,831€	35,100€	-	13,805€	3,318€
*Not published because it was only one person.							
Per professional type							
Management	106,605€	42,939€	185,060€	-	*	-	
Middle management	44,099€	19,846€	79,229€	46,800€	-	15,272€	
Qualified professionals	26,356€	4,945€	57,831€	41,600e	-	-	
Operators	22,614€	5,091€	48,578€	27,300€	-	1,745€	17,267€
Per age							
< 30	10,023€	4,232€	46,959€	34,450€	-		
30-50	23,445€	5,091€	48,578€	34,450€	-	11,502€	3,318€
> 50	26,263€	5,675€	52,048€	34,450€	*	777€	24,241€
Evolution vs 2020 per gender							
Male	6.79%	15.03%	0%	0%	0%	2.38%	2.75%
Female	8.82%	10.84%	0%	0%	0%	78.27%	-245%
Evolution vs 2020 per professional category							
Management	-27.70%	12.84%	5%	0%	0%	-	0%
Middle management	-18.73%	-20.74%	0%	0%	0%	22.65%	0%
Qualified professionals	-4.53%	14.10%	0	0%	0%	-	0%
Operators	9.52%	5.91%	0	0%	0%	8.42%	-13.12%
Evolution vs 2020 per age							
< 30	12.96%	6.24%	0%	0%	0%	170.81%	0
30-50	7.54%	15.74%	0%	0%	0%	28.26%	2.75%
> 50	7.86%	16.62%	0%	0%	0%	-88.58%	-245.02%
Salary gap							
	30.73%	-13.78%	17%	0%	0%	-104.46%	86.31%

Occupational safety and health:

	Spain	Morocco	Switzerland	France
Accident frequency rate (%)*				
	13.56	9.23		
Male	-	-	3.71	4.59
Female	-	-	0	0
Accident severity rate (%)*				
	0.48	0.58		
Male	-	-	0.018	0.39
Female	-	-	0	0
Occupational diseases				
Male	1	0	0	0
Female	0	0	0	0

	Spain	Morocco	Switzerland	France
Absenteeism**	141,937 jornadas	55,908.78 horas	45 horas	112 horas
Absenteeism Male	6.7%	1.86%	0.010	0.095
Absenteeism Femele			0	0
Investment in Prevention, Health and Wellbeing.	884,067.18 €	18,964,482.70 MAD	7,000 €	2,000 €
% workforce that is represented on formal health and safety committees.	70.69%	95%	-	-
Workers with high incidence or high risk of diseases related to their activity.	0	0	0	0

*No information broken down by gender available.

** Absenteeism rate=(Lost hours/employees*days)x100.

Environmental data¹:

Description	Spain	Morocco	Switzerland ²	Alsa
ENVIRONMENT				
Alternatively-driven vehicles	466	6	11	483
Vehicles driven by alternative energy vs fleet (%)	13%	0%	8%	9%
Vehicles driven by alternative energy (added)	131	0	0	131
Investment in vehicles driven by alternative energy (M€)	46.3	-	-	46.3
EURO VI Vehicles	1,562	804	110	2,476
EURO VI Vehicles(%)	45%	39%	82%	44%
EURO VI Vehicles (added)	20	700	0	720
Expenditure or investment in environment (k€)	-	-	-	343.2
EMISSIONS				
Total emissions (tCO ₂ e)	300,615.74	271,215.07	1,296.42	573,127.23
A1 direct emissions (tCO ₂ e)	215,260.13	136,265.78	1,050.42	352,576.33
A2 Indirect emissions (tCO ₂ e)	0.00	0.00	0.00	0.00
A3 Indirect emissions (tCO ₂ e)	85,355.61	134,949.29	246.00	220,550.90
Intensity of direct emissions (tCO ₂ e/mil €)	0.433	2.035	0.156	0.686
CO direct emissions (t)	1,154,147.00	806,879.00	6,102.00	1,967,128.00
NOx direct emissions (t)	1,538,863.00	1,075,839.00	8,136.00	2,622,838.00
HC direct emissions (t)	353,939.00	247,443.00	1,871.00	603,253.00
PM direct emissions (t)	15,389.00	10,758.00	81.00	26,228.00
CH ₄ direct emissions (tCO ₂ e)	451.61	175.59	1.41	641.25
Emissiones directas N ₂ O (tCO ₂ e)	3,075.30	2,093.05	15.96	5,381.05
HFCs direct emissions (tCO ₂ e)	14,430.85	120.84	17.16	14,568.85
CONSUMPTION				
Natural gas Consumption (kWh)	1,033,731.52	-	-	1,033,731.52
Diesel oil consumption of the boiler (kWh)	2,420,854.87	-	-	2,420,854.87
Consumption of other resources (kWh)	192,858.70	-	-	192,858.70
Electric consumption in facilities (KWH)	11,529,162.38	-	-	11,529,162.38
Energy consumption in facilities (kWh)	15,176,607.47	-	-	15,176,607.47
Diesel oil consumption of automotive (kWh)	769,431,548.25	537,919,466.38	4,067,824.31	1,311,418,838.94

¹ Data of consumption and generation of waste at the facilities of Morocco and Switzerland-France are not available. Working to improve the control and data gathering. Expected to report the information over the next reports. Emission factors : MITERD V17 April 2021. Environmental data in Switzerland also included the operations in France.

Description	Spain	Morocco	Switzerland ²	Alsa
Consumo of SP95 automotive (kWh)	195,063.35	-	30,524.22	225,587.57
Consumption of GAS (GNC, GNL) automotive (kWh)	23,625,661.73	-	-	23,625,661.73
Consumo of GLP automotive (kWh)	246,293.94	-	-	246,293.94
Electric consumption from transport (MWh)	140,578.84	-	-	140,578.84
Fleet fuel consumption (kWh)	793,639,146.11	537,919,466.38	4,098,348.53	1,335,656,961.02
Consumption of renewable sources (kWh)	11,669,741.22	-	-	11,669,741.22
Consumption of total energy (kWh)	805,168,308.49	537,919,466.38	4,098,348.53	1,347,186,123.40
Fuel consumption outside the organization (kWh)	57,644,253.46	-	25,825.15	57,670,078.60
WASTE				
Non-hazardous waste managed (t)	351.41	-	-	351.41
Hazardous waste managed (t)	633.96	-	-	633.96
Paper for recycling (t)	20.00	-	-	20.00
Removal of RNP (t)	34.32	-	-	34.32
Cremation	-	-	-	-
Taken to landfill	-	-	-	-
Other	34.32	-	-	34.32
Removal of RP (t)	141.09	-	-	141.09
Cremation	-	-	-	-
Taken to landfill	-	-	-	-
Other	141.09	-	-	141.09
Valorization of RNP (t)	317.09	-	-	317.09
Preparations for reuse	-	-	-	0.00
Recycled	85.06	-	-	85.06
Other	232.03	-	-	232.03
Valorization of RP (t)	492.87	-	-	492.87
Preparations for reuse	1.85	-	-	1.85
Recycled	250.25	-	-	250.25
Other	240.77	-	-	240.77
WATER				
Waste similar to urban (m ³)	38,980.00	-	-	38,980.00
Automotive industrial waste (m ³)	99,617.00	-	-	99,617.00
Hospitality industrial waste (m ³)	11,621.00	-	-	11,621.00
Water consumption (m ³)	150,537.00	-	-	150,537.00
Consumption of water resources suppliers (wells, etc.) (m ³)	125.00	-	-	125.00
Volume of recycled or reused water (m ³)	8,601.60	-	-	8,601.60

Data estimated based on the performance of the equipment for water recycling installed in the washing facilities.

Alsa Corporate Structure

At 31 December 2021, Alsa Group is comprised of the companies listed below, which comprise

Transports dels pirineus
 Sarl chamexpress.com
 Alsa bustours gex
 Alsa ITALIA S.R.L.
 Alsa education a la sécurité routière S.A.R.L.
 Alsa al baida, S.A.
 Interprovincial maroc S.A.R.L.
 Alsa intercity services, S.A.
 Alsa city bus rabat sale temara S.A.
 Alsa khouribga S.A.
 Alsa tanger, S.A.
 Immeubles,vehicules accessoires maroc S.A.R.L.
 Centre de formation techn. Profes. Transport S.A.R.L.
 Alsa city tour S.A.R.L.
 Alsa city agadir S.A.
 Groupe alsa transport S.A.
 Transport de voyageurs en autocar maroc S.A.
 Alsa city sightseeing maroc
 Tiac viagens e turismo lda
 Nex continental holding S.L. - sucursal em portugal
 Alsa toti metropolitana de lisboa, lda
 Alsa puerto rico, llc
 Transportes adaptados andaluces, S.A.U.
 Alsa micromobility, S.L.
 Representaciones mecánica, S.A.U.
 Servicios auxiliares del transporte c.b.
 Cetralsa formación, S.L.U.
 Servicios empresariales especiales, S.L.U.
 Técnicas en vehículos automóviles, S.L.U.
 Alsa grupo, S.L.U.
 Alsa metropolitana, S.A.u.
 Transportes adaptados cántabros, S.A.
 Alsa internacional S.L.U. y otros u.t.e.
 Alsa ferrocarril, S.A.U.
 Estación de autobuses de astorga, S.L.
 Movelia tecnologías, S.L.
 Servicios del principado, S.A.U.
 Estación de autobuses de aviles S.L.
 Tibus, S.A.
 Transportes terrestres cantabros, S.A.
 Tury express, S.A.
 Viajes por carretera, S.A.U.
 Rutas del cantábrico, S.L.
 Irubus, S.A.U.
 Gorbea representaciones, S.L.
 Aplic. Y sist. Integrales para el transporte, S.A.
 Euska Alsa, S.L.U.
 Mundaka consultoria, S.L.U.
 General técnica industrial, S.L.U.
 International business limousines, S.A.U.
 Intercambiadores europeos, S.L.
 Cía. Del tranvía eléctrico de aviles, S.A.
 Ebrobus, S.L.U.

a tax consolidation group. The composition and operation of the group is governed by the provisions

Proyectos unificados, S.A.U.
 Alianza bus, S.L.U.
 Compostelana S.A.U.
 Nex continental holdings, S.L.
 Serviareas 2000, S.L.U.
 Los abades de la gineta, S.L.U.
 Transportes unidos de asturias, S.L.
 Nx middle east, S.L.U.
 Autobuses urbanos de bilbao, S.A.
 Buses de palencia, S.L.
 Automóviles luarca, S.A.U.
 Transportes accesibles peninsularea, S.L.
 Estaciones terminales de autobuses, S.A.
 Estación autobuses de cartagena, S.A.
 Ute estacion de autobuses de alicante 18/1982
 Transportes urbanos de cartagena, S.A.
 Interurbana de autocares, S.A.U.
 Transportes adaptados regionales, S.L.U.
 Transportes urbanos de cantabria, S.L.U.
 Alsa atlántica, S.L.U.
 Agreda bus, S.L.
 Artazo servicios integrales, S.L.
 Guaguas gumidafe, S.L.
 Tar sl,maitours sl,intercar sa,cousa sa ute
 Ute tar,cousa,intercar,nexcon,calecar y otros
 Autos rodriguez-eocar, S.L.
 Bus urbano de castro urdiales, S.L.
 Bilboko hiribus jasangarria, S.L.
 Ute aut.luarca S.A.U. y julia travel, S.L.U.
 Tren turistico de alcalá. Ute julia-alsa
 Alsa rail, S.L.U.
 Automoviles luarca sau,yaiza bus S.L., medtrast98 sl
 Transportes urbanos de guadalajara, S.L.
 Tranvías metropolitanas de granada, S.A.U.
 Maitours, S.L.U.
 Grupo enatcar, S.A.
 La unión de benisa, S.A.
 Transportes de viajeros de aragón, S.A.
 Nexcon sl,u, sercobus sl y la sepulvedana S.A. ute
 Transportes bacoma, S.A.U.
 Ute julia travel, autom. Luarca,transportes bacoma
 Ute guadalajara
 Julia travel y automoviles luarca sa ute
 Autos pelayo, S.A.U.
 Alsa internacional, S.L.U.
 Viajes alsa, S.A.U.
 Compañía navarra de autobuses S.A.
 La unión alavesa S.L.
 Estación de autobuses aguilar de campoo, S.L.
 Sociedad anónima unipersonal alsina graells de a.t.
 A.s.i.t.S.A. y gti, S.L.U. ute ley 18/1982
 Berlinas de asturias, S.L.
 Jimenez lopera, S.A.U.

of Articles 42 et seq. of the Spanish Commercial Code.

Intercar business cars, S.L.U.
 Berlinas de toledo, S.L.
 Canary business cars, S.L.
 Berlinas de canarias, S.L.
 Baleares business cars, S.L.
 Cataluña business cars, S.L.
 Baleares consignatarios, S.L.
 Baleares consignatarios tours, S.L.
 Autocares castilla-león, S.A.U.
 Argabus, S.A.
 Autocares discrecionales del norte, S.L.U.
 Estación de autobuses de plasencia, S.A.
 Autocares de badajoz, S.L.
 Tranvía de velez, S.A.U.
 Autos cal pita, S.A.
 Automóviles sigras carral
 Servicios el temple, S.L.
 Soria movilidad conectada, S.L.
 Setra ventas y servicios, S.A.U.
 Almeria-murcia bus, S.L.
 Transportes rober, S.A.U.
 Alhambra bus, S.A.U.
 Publi imagen granada, S.L.U.
 Transitia sl-transportes unidos de asturias, S.L. ute
 Busturialdea lea artibai bus, S.A.
 Ezkerraldea-meatzaldea bus, S.A.
 Soc. Conces. Interurbano tolosa buruntzaldea, S.L.
 Autobuses la tafallesa, S.A.
 Ute mundiplan
 Estación de autobuses de san lorenzo del escorial, S.A.U.
 Center bus, S.L.
 Alsa granada airport S.L.
 Voramar el gaucho S.L.U.
 Transportes santo domingo, S.L.U.
 Tibus business cars, S.L.U.
 Tibus business limousines, S.L.U.
 Tibus berlines de luxe, S.L.U.
 Tibus luxury services, S.L.U.
 Berlinas calecar, S.L.U.
 Berlinas vtc de cantabria, S.L.U.
 Smart green mobility, S.L.
 Alsa rail, S.L. y alsa ferrocarril sa ute valencia
 Alsa rail, S.L. y alsa ferrocarril sa ute zaragoza
 Manuel vazquez vazquez, S.L.
 Autobuses urbanos de león, S.A.U.
 Estación de autobuses de león, S.A.
 Nex continental holdings slu y damas sa ute
 Iberia sa,integracion agencias de viaje sa,nex S.L.
 Ute mundiplan ii
 Gva transfers.com S.A.R.L.
 Odier excursions, S.A.
 Eggmann frey
 Alpybus S.A.R.L.

alsa