

alsa 100 años



Executive Summary

**Sustainability
Report 2023**

We are Alsa

Alsa is sustainable, multimodal and connected. We are leaders in the road passenger transport sector in Spain with a constantly expanding international presence.

We are the main urban transport operator in the Kingdom of Morocco and have a significant presence in Portugal, France, Switzerland and Saudi Arabia.

Mobility provider



Long-distance services

- More than 300 international destinations
- New operations in Saudi Arabia as of October 2023 with 27 route
- More than 3,500 destinations in Spain

Regional Transport

- We operate in **15 Autonomous Regions**



Urban & metropolitan transport

- 46 urban networks in Spain
- 6 of the biggest cities in Morocco
- 9 routes operated in Geneva (Switzerland)
- Metropolitan services in Lisbon and Porto with more than 450 vehicles

Occasional and tourism transport

- National coverage and major events in Spain. Carrier of the Presidency of the European Union
- Tourist buses in the main cities in Spain and Morocco

Rail transport

- 15 locomotives
- 43,000 passengers on tourist trains
- Training centres in Madrid and Zaragoza with over 100 qualifications
- Our activities: rail transport, train and infrastructure maintenance, training and logistics terminals

Health transport

- The largest health transport operator in the Madrid Region
- More than 300 ambulances with almost 1,000 staff members
- Awarded emergency transport service contract by the Madrid Autonomous Region



Main figures 2023



588 million
passengers

10 times the population of Italy



508 million
Km

Equivalent to travelling from
the earth to the sun more than
3 times



6,262
bus fleet

Lined up in a row they would
cover 100 km



17,137
employees

Enough to fill the Wizink Center
in Madrid



1.38 billion €
in revenues

Our revenues have doubled
compared to 2015



89%
Staff on permanent
contracts



11,765 providers



98.5% domestic
providers



83.56 million €

Investment in infrastructure
and fleet





Constant growth

- Awarded regional contracts by the Valencian Region for Valencia - Alicante and Las Marinas - Alicante, as well as the service between Fraga- Zaragoza
- New connection between the city of Zaragoza and the airport with hydrogen buses and the acquisition of tram companies in Seville and Estébanez Aja
- Awarded emergency health transport contract by the Madrid Region
- Recent implementation of VTC vehicles in Barcelona
- 7 new routes on the Geneva urban service
- Launch of the metropolitan service in Porto, with more than 450 buses now in service in Portugal
- Launch of intercity services in Saudi Arabia with 129 buses and 420 people

Excellence

We constantly strive for excellence in everything we do

Coporate Social Responsibility CSR

We deploy our CSR through our Values, we establish our lines of action, based on our Materiality Studies, in response to our stakeholders

In 2023, we conducted a new dual materiality study (financial and impact) in accordance with GRI requirements and in line with the new CSRD directive

Ethics Code and Compliance

In 2023, the Ethics Code was updated and the Integrity Channel was adapted to the new requirements

Renewal in Spain of the UNE 19601 certificate with a focus on ENAC, relating to Criminal Compliance Management Systems

We continue to make progress on implementing a homogeneous system in all the countries in which we operate that is as robust as the one implemented in Spain

Our contribution to the SDGs

Both the value propositions of the new EVOLVE strategy and the corporate commitments are aligned with Alsa's contribution to the SDGs





Our challenges in achieving our business commitments are to be

An environmental leader

- All urban buses in Spain will be zero-emission by 2035
- And intercity vehicles in 2040, as well as in Morocco

A benchmark employer

- To achieve a 25% share of women in the workforce in Spain by 2035
- To achieve a percentage of 35% of women in management positions in Spain by 2030

The safest

- Reduce accidents
- At least 10% in the first 5 years on new networks
- By 2040 in Spain, 100% of drivers will have an alcohol prevention system in place
- By 2040 the entire workforce in Spain will be monitored
- By 2040 the entire fleet in Spain will be equipped with smart cameras

Partnership management

- Active participation in the creation of two new partnerships for the promotion and development of Hydrogen (SHYNE) and Zero Net Emissions Renewable Fuels (CRECEMOS)
- Partnerships for the incorporation of hydrogen vehicles with companies supplying this energy source

Digitalisation and innovation

- Opening of Alsa's Innovation Centre in Asturias
- Improved route planning and optimisation
- AI-based customer solutions for managing lost luggage and improving driving safety
- Predictive maintenance modelling, via AI in zero emission vehicles
- Research into new technologies for on-demand transport systems and customer experience
- OPERATE: methodology developed for process analysis and process optimisation
- In 2023 the Operate Committee was set up
- 57 improvements have been implemented in processes and strategic lines of the organisation

Certifications

- 26 certified management systems, in all areas of the company
- MERCO Empresas Ranking, 55th position in corporate reputation
- Extension of the main certifications or their management models to all the countries where we operate
- Certification of "Universal Accessibility" according to UNE 170.001 standards to all the concessions of the intercity regular transport services dependent on MITMA as well as all the urban and metropolitan services in Spain
- Recognition of Alsa as a Top Employer 2023, the first company in the sector in Spain to obtain this certification, which recognises organisations that stand out for their people management practices at a global level and put their professionals at the centre of their work



Gestión de la Calidad



Sello EFQM 500+



Gestión de la Responsabilidad Social Corporativa



Compliance Penal



Gestión de Seguridad de la Información



RSE Label 3



Memoria de Sostenibilidad Verificada

Safety

We only do what is safe and have zero tolerance for any behaviour that puts safety at risk



Monitoring and training for driving excellence

Evaluation & monitoring

- Preventive and predictive safety management based on driver performance and driving aid systems
- Driver Performance Measurement System
 - Monitoring via smart cameras (Drivecam or CCTV)
 - Speed monitoring and measurement with the help of GPS devices
 - Driving mode control (braking, acceleration and cornering)

Training and awareness-raising

Training as a pillar for reducing the accident rate, with special emphasis on drivers with the worst performance

- Individualised competence improvement courses for 201 drivers
- External communication campaigns, with Fundación MAPFRE on Blind Spots and with FESVIAL, on "Road Safety"
- The start-up process in Porto required 5,500 hours of training

Fleet with the most advanced technologies

- In pursuit of safer driving aids
- Technology for detecting tiredness and drowsiness

The safest facilities

- Safety plan for installations, with detection of points of concentration of dangerous manoeuvres
- Signage for all installations in Spain



Gestión de la Seguridad Vial



Gestión de emergencias



Seguridad y Salud en el Trabajo



CSEEA-INSIA en Seguridad Vial

At-fault accident rate

Since 2010

10%
lower in Spain

67%
lower in Morocco
(excluding Rabat and Casablanca)

Since 2022

14%
lower in Morocco

30%
lower in Switzerland

64%
lower in Portugal

Reduction of injuries in accidents with liability (FWI)

Since 2022

Overall

14% reduction in FWI

Spain

7% reduction in FWI

Morocco

29% reduction in FWI

Driver monitoring

Cámaras inteligentes

48%
of drivers monitored in Spain
in consolidated operations

100%
of drivers monitored in
Morocco through CCTV

GPS

92% in Spain

41% in Morocco

Customers

They are at the centre of everything we do and we work tirelessly to meet their expectations.

588
million
passengers

508
million
km

228,073
surveys
received

8.16
satisfaction
index

51.4
recommendation
rate

Travel experience and customer insight

New metrics and customer corridors

- Improvements in measuring customer satisfaction
- New urban and metropolitan contract customer corridors
- Updated customer corridor for different long-distance corridors

Special Award Global Xperience 2023

At the 2023 Customer Relationship Excellence Awards Gala, organised by the AEERC, iFAES and IZO; Alsa was awarded the Global Xperience Special Award for its transversal Customer Experience strategy

Improvement of products and services

- Continuous improvement working group based on customer feedback, and identification of improvements
- Advances in accessible and inclusive mobility, with a new sales process to facilitate the needs of wheelchair users
- Improvements in sales processes for passengers in our Alsa Plus loyalty programme
- Improved service at ticket offices, with the installation of 52 new self-sale machines, as well as installation of kiosks at new locations, including the first one in Paris

Digital channels

- Usability and new functionalities in App and Web
- Face-to-face service at stations and stops, with the installation of new vending machines
- New B2B customer relationship model
- Ecommerce Award for best omnichannel integration

Customer Service System (CSS)

Average **response** time of **2.1 days**

More than **206,000** written communication cases handled

CSS **CSI** score of **8.16**

Alsa Plus

More than **2.8 million** customers signed up

More than **850,000** new registrations in 2023

More than **47 million** communications sent by CRM

Incentivising the use of public transport and modal shift

- Adaptation of boarding infrastructures, systems and staff training, to adjust to the measures introduced to promote the use of public transport
- Free passes for frequent MITMA passengers on intercity routes
- 50% discounts for frequent travellers at regional and local level, in agreement with the Autonomous Regions, City Councils and MITMA
- 'Young summer' campaign, with free tickets for 18 to 30 year olds on state concessions

Marketing, branding and communication

- High profile presence at FITUR in Madrid, at the UITP World Public Transport Summit in Barcelona and at the Meeting of Cities of the Spanish Federation of Municipalities and Provinces in Valladolid
- Various events to celebrate Alsa's first centenary
- Focus on young customers: La Velada del Año III, the Kings League, festivals such as Arenal Sound or Holika

+183,000 fans
/Alsaautobuses

+39,000 followers
/X (@Alsa_autobuses)

+48,000 followers
@Alsa

+42,000 followers
(Alsa)

+24 million views
Alsa

+5,000 subscriptions
(Alsa)

+11 billion



Cartas de Servicio



Servicios de Transporte Público de pasajeros



Excelencia en el servicio



Accesibilidad Universal



Gestión de reclamaciones



People

We develop talent, reward excellent work and treat all employees with respect.

10,138
employees in Spain

17,137
employees

89%
permanent employees

**Rotation
index
in Spain**

More than 3,000
new hires

426 million
in salaries

132 million €
in Social Security
contributions

5.04% men
6.67% women

Comprehensive Strategic Plan for Diversity and Inclusion

The new DEI Comprehensive Strategic Plan for Diversity and Inclusion sets the path to make Alsa a benchmark in terms of diversity and inclusion in the mobility sector, acting on gender, sexual orientation, functional, intercultural and intergenerational diversity

The strategic plan includes a series of actions covering the inclusive environment and diversity, throughout the employee journey:

- Selection and recruitment processes, with inclusive job postings and blind CVs
- Onboarding, with mandatory D&I
- Development and coexistence. Climate survey with incidence of bias
- Promotion. Succession plans with gender guarantee
- Retaining talent, work-life balance programmes, harassment and discrimination protocols





Alsa for integration

Our commitment to the integration of people with disabilities is reflected in our having hired more than 200 employees and our commitment to the Diversity Charter

What are you capable of?

Our commitment to training for the integration of people with disabilities. Since 2022, this has been developed, among other things, through the Agreement with ONCE - INSERTA for the training and integration of people with disabilities, through which specific training is provided to obtain the D licence and the certificate of professional aptitude



Quality in employment and talent management

- More than 3,000 new hires in 2023
- Employees in 47 Spanish provinces
- 89% permanent contracts and a rotation rate lower than 6%
- Alsa has been recognised as a Top Employer



Employee feedback

- Annual climate survey: 88% participation and 64% engagement (8 points higher than in 2022)
- Our response: 20 Action Plans and 92 actions developed by 2023

Personalised and proactive training

- Personalised and adapted to individual needs based on the monitoring of our professionals
- 159,872 hours of training
9.33 hours of training per employee
- 1,300,000 € invested in training in 2023

Global Recognition Programme

- Recognition of Master Driver / Master Trainer / Master Rail, / Master Sanir / Master Mechanics, Master Exit
- 500 persons achieving "Master" status

Accompaniment of driving personnel

- More than 34,000 hours dedicated to support days (26% more than in 2022), with 9,130 pupils

Training of new trainers

- More than 140 people are working on the development of driving personnel
- More than 24,500 training and evaluation actions

Muévete Work Experience Programme

- 83 people joined the programme
- 4.1% of the participants were hired

Work-life balance management

- EFR label in Spain renewed
- 80 measures implemented
- Senior committee

Health and prevention

- “Alsalud” health programme
- AENOR healthy company certificate
- Healthy persons network
 - Private health insurance in Morocco
 - More than 70 Alsa health ambassadors
 - Medical check-ups and alcohol and drug prevention
 - Workshops, health campaigns
 - Promotion of sport
- Actions for health care



In Spain

More than 4,400

regular medical examinations

72%

staff participation in medical examination

2,889

alcohol tests

1,912

drug tests

Alsa, a cardio-safe company

161

defibrillators installed



Empresa Saludable



Conciliación e Igualdad



Protocolo frente a la COVID-19



Great Place To Work



Empresa Top Employer



Community & Environment

We are active in the communities in which we provide our services to help generate economic, social and environmental benefits.

Environment

Our roadmap for achieving climate neutrality includes:

- Promoting the use of public transport
- Making environmental commitments
- Develop the decarbonisation plan
- Circularity strategy

Promoting the use of public transport

- Emissions from private vehicles account for 53% of emissions from road transport
- Buses generate up to **5.5 times fewer emissions**, in terms of passenger-kilometres, than private vehicles, 3.7 times less than air travel and 13% less than rail

Environmental commitments

- All urban buses in Spain will be **zero-emission by 2035**
- By 2040, long-distance buses in Spain and urban buses in Morocco will be zero-emission



Decarbonisation plan

- Alsa is working on the **gradual renewal of the fleet**, searching for alternative energies and reducing consumption, with the aim of reducing the associated emissions



Fleet renewal

- Renewal of our fleet with new, cleaner and more efficient technologies
- Gradual reduction of emissions

In 2023
in Spain

Incorporation of **171
Euro VI vehicles**

Incorporation of **151
ECO or ZERO vehicles**

33.8% of urban and
metropolitan fleet is
ECO or ZERO

26,765 Tn of CO₂ not emitted
due to use of ECO vehicles



Introduction of alternative fuels

- In 2023, we acquired 91 electric vehicles
- We are committed to the development of hydrogen vehicle technology, which we have been introducing in Spain since 2021. We currently have 4 vehicles in operation
- We have carried out trials of HVO, derived from cooking oil, in Madrid, Castilla y León and Granada



Reduction of emissions

- Thanks to the gradual renewal of the fleet, the introduction of alternative energies and fuel efficiency, we are reducing our emissions
- We verified and registered our footprint in MITERD, according to ISO 14064
- We raise awareness among our customers about offsetting emissions with the Alsa Forest

Reduction of GEI
emissions compared
to 2022

↓ **13.8%**
on urban services

↓ **11.9%**
on metropolitan
services

↓ **7.1%**
Other services

Alsa Forest
since 2021

More than 100,000
customer contributions

942 tCO₂
offset from the beginning



Efficiency in consumption

- Fleet monitoring and training systems to ensure efficient driving and a reduction in consumption as well as reduction of accidents

We saved 415,000 litres
of fuel through the efficient
driving programme

Reduction of fuel
consumption
compared
to 2022

10%
on metropolitan
services

2.3%
on urban services

100%
of the electricity
consumed is from
renewable sources

Since 2015

↓ **32.5%**
electric consumption

↓ **49.5%**
heating consumption

Circularity strategy

In the search for **zero-emission fuels**, with more efficient processes, minimising consumption and recovering our waste



Zero Net Emissions Advanced Biofuels

- We are involved in the development of advanced biofuels as a decarbonisation alternative while waiting for electrification to mature, with trials in Bilbao, Castilla y León, Madrid and Granada
- Fuels such as HVO, from the recycling of organic waste such as biomass or used cooking oil
- We participate in the Renewable Fuels, Circular Economy and Sustainable Mobility Association (CRECEMOS)



Efficiency in processes

- Efficient process design in the mission to lead the company towards more sustainable and responsible practices
- Artificial intelligence tools working to optimise operations planning and predictive maintenance
- Digitisation of sales processes with 20% growth in favour of reducing paper consumption
- Use of exhaust gases



Waste management

- Minimisation of waste generated. Fleet allocation programme, extending the useful life of our vehicles
- Tyre management programme, eliminating waste and reducing consumption since 2015

20,000 litres of biofuels have avoided the emission of about 50 tons of CO²

Since 2015

↓ 31%
non-hazardous waste

↓ 25%
hazardous waste



Minimisation of water consumption

- Reduction of water consumption, resulting from vehicle washing activities
- We establish water saving and reuse measures

↓ 22% water consumption

↓ 7% in waste water discharges



Gestión Ambiental



Gestión energética



CO2 verificado



Registro Huella de Carbono



Certificado EMAS



Conducción eficiente de vehículos industriales

Community

During 2023, the Corporate Social Responsibility Action Plan continued in support of our community

Diversity and inclusion

Campaign "Committed to Diversity and Inclusion", Collaboration with Fundación A la Par, Caritas Diocesana, Fundación Aspapros and Fundación Eddy

8

women trained with the CAP and Driving Licence in cooperation with the Chambers of Commerce

186

women on scholarships in Morocco

Integration

Integration of people with disabilities and at risk of exclusion
Collaborations with:



Employability

- We enhance employability with Spanish Universities
- Integral Programme for Qualification and Employment of the Chambers of Commerce
- Recruitment of candidates from the Integra Foundation
- Programmes in partnership with public employment services

Support for Children in Morocco

- Road safety education school in Marrakech. 3,360 children trained
- Support the authorities in the management of school transport, affecting more than 10,000 pupils

Employability

25

agreements signed with Spanish universities

46

under 30s trained in collaboration with chambers of commerce

In collaboration with the Integra Foundation

27

volunteers in 2023

46

jobs since 2001

64

volunteers since 2014 in collaboration with public employment services

86

drivers trained

30

drivers employed

32,000

hours of training

Other solidarity actions of note

- Turkey and Syria earthquake donations
 - 16,000 euros
 - 2,100 kilos in aid
 - 100 tents
- Plan International's "Child Friendly Spaces" project, Classroom Bus in support of Ukrainian refugee children
- Agreement with the Fire Brigade of the Madrid City Council
- Campaign "We keep families close and Alsa brings them closer" in agreement with the Ronald McDonald Foundation, bringing families in need of medical treatment closer



Alsa in response to the Marrakech earthquake

Aid to the families of the
Alsa colleagues

Free transport in
affected areas

1,000,000 €
aid to the families of
Alsa colleagues



For further information you can access our [Sustainability Report 2023](#) through this link 