

alsa 100 Years



Sustainability
Report 2023



Chairman's Letter
CEO's Letter
AENOR Certificates

Alsa

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2023 has been the celebration year of Alsa centenary, a vitally important event that we wanted to celebrate and share with all those who, over the years, have been the architects of our transformation. It has been our wish to be close to the people, entities, authorities, customers and suppliers who have grown up together with our company and helped us to become what it is Alsa today. We started celebrating this historical event together with our employees, to make it public for the first time in the International Tourism Fair, with our customers, and then in several events all around Spain, including Granada, Gijón, Oviedo, Cangas de Narcea, Luarca or Madrid. In Madrid we presented our Book of the Centenary, showcasing our evolution as a company over these 100 years, as well as our vision about the future of mobility, being April 20th a key date to celebrate the day of our foundation.

But the best way to close an anniversary as the one we celebrated over the year was to receive the visit by His Majesty the King of Spain Felipe VI at the Bus Station of Oviedo last January. A diverse representation of all our employees had the honour of spending time with His Majesty, a special moment that fills us with pride and responsibility for the generations to come. The best memory that will go down in our history is the dedication by H.M. the King Felipe VI during his visit to Asturias on the occasion of the Centenary's Closing Ceremony "with a special mention of our support for society by helping to build a better Asturias, for a better Spain".

Our Centenary has been accompanied by various awards and recognitions of special relevance, among which I would like to highlight the Top Employer 2023 certificate, which makes us the first company in the sector in Spain to obtain this recognition for best practices in people management at a global level and for putting our professionals at the centre. Or the Internationalisation Award granted by the Exporters and Investors Club in the category of "Large Company with an outstanding international projection", which recognises the strategy and the path taken in the internationalisation of our company.

As I said at the beginning, 2023 has been a very special year, full of successes as a company along with many celebrations, where I saw as a reflection how our history included so many people that, since 1923, have helped Alsa to become a leading company in mobility. That is why I would like to thank every single one of you for your commitment, work and efforts, as without this shared, joint commitment we would not be here today.

Jorge Cosmen
Chairman

Impresionante repasar este siglo de historia que ahora
comenzamos y celebramos por ser testigos vivo de la
evolución de Asturias y de España desde el punto de vista
del transporte de viajeros. La visión de esta década es
reconocer, sensible a las necesidades y al personal pulso
de la economía y el transporte, hace que 100 años
después ALSA siga siendo una empresa de éxito, de
espejo a las raíces asturianas pero con ambición y capacidad
de estar en todo el mundo.

Quiero transmitir a todos los que formáis parte
de ALSA, especialmente a la familia Cosmen, mi afecto, reconocimiento
y admiración. Gracias por vuestro ejemplo y vuestro apoyo a la
Sociedad ayudando a construir una mejor Asturias para una
mejor España. Muchísimas felicitaciones.

15 de enero, 2024

"Dedication by
H.M. the King
Felipe VI during His
visit to Asturias
on the occasion of
the Centenary's
Closing Ceremony"



In an exercise of transparency, we are publishing our Sustainability Report for the seventh year, verified by AENOR and in accordance with GRI standards, along with the Non-Financial Reporting Statement under Law 11/2018. The report covers all our activities over 2023, at national and international level, with a focus on the three areas of ESG: environmental, social, and governance.

We continued growing by ensuring further diversification of our activity. We have carried more than 588 million passengers with a fleet of over 6,200 buses and a workforce of over 17,000 employees.

Our international expansion continued this year. In addition to Morocco, Switzerland, France and Portugal, we now operate the intercity services in Saudi Arabia. Over 2023, we also started operating the Metropolitan services of Oporto, operating already in the two main cities of Portugal, adding 7 new routes in the operation of the urban services of Geneva and the 27 intercity routes in Saudi Arabia.

In Spain, we also have achieved outstanding milestones, as the awarding of the regional contracts in the Autonomous Region of Valencia and Alicante and Las Marinas - Alicante, as well as the service between Fraga- Zaragoza in Aragón.

We keep working on our diversification plan, and here I would like to highlight the milestones achieved in the medical transport of people area, an industry we started operating in 2022, and that following the recent awarding and launch of the emergency Transport of the Regional Government of Madrid, we became the leading transport operator in the region. Also, we continued growing in the railway activity and in the urban bicycle services, being awarded in 2023 the operations in Leon and Santander.

With the aim of leading the transformation of the sector towards sustainable, multimodal and connected mobility, in recent years we have experienced significant growth in innovation, development of new products and digitalisation, through R&D&I projects. This led to the creation of the Alsa Innovation Centre in Asturias, aimed at promoting new developments in all activities and areas of the company.

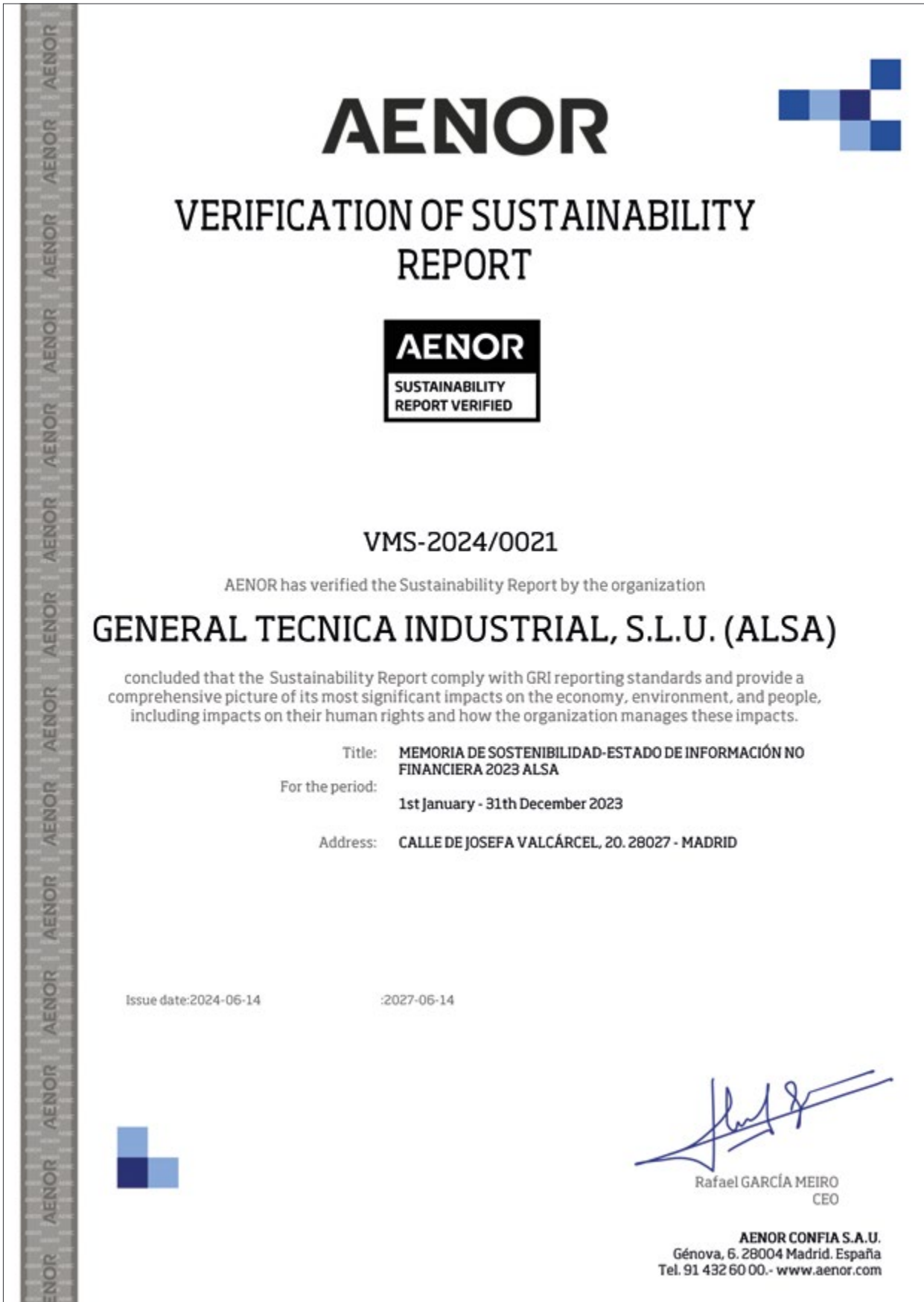
This transformation is coming into life thanks to the team of professionals in Alsa, that year after year give the best of themselves to provide an excellent service to our customers. Their opinion is very important, and that is why I would like to highlight the high participation of 85% in the latest work climate survey, which should enable us to contribute to our improvement.

The decarbonization of our activities may be our most ambitious challenge. Our investment plan remains strong, with the plan of renewal of our fleet with ECO and zero emission vehicles. In 2023 we added 91 electric vehicles, so 33.6% of our fleet in urban and metropolitan services in Spain is ECO. Also, with the "Alsa Forest" replanting project, we raise environmental awareness among our customers, and since this project started in 2021, we received more than 100,000 contributions, offsetting more than 900 t CO₂e.

Finally, two huge challenging events focused our company efforts to offer our support; the earthquake in Syria and Turkey, where we made a call for action to both customers and employees, to support with donations and resources in coordination with the Turkey Embassy & the earthquake in Marrakech, that had a direct impact on us, as hundreds of our people and their families are in this area, and they required direct support from us. We donated 1 million Euros as a recovery fund.

Once again I can say that 2023 has been a great year, with great achievements and that it marks the path we must follow in the year in which we have celebrated our Centenary.

Francisco Iglesias
CEO



AENOR



VERIFICATION OF SUSTAINABILITY REPORT



VMS-2024/0021

AENOR has verified the Sustainability Report by the organization

GENERAL TECNICA INDUSTRIAL, S.L.U. (ALSA)

concluded that the Sustainability Report comply with GRI reporting standards and provide a comprehensive picture of its most significant impacts on the economy, environment, and people, including impacts on their human rights and how the organization manages these impacts.

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Rafael GARCÍA MEIRO
CEO

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

Key figures

	2022		2023
Direct economic value generated (€M)	46.87	↓	41.71
Revenue (€M)	1,199.55	↑	1,374.28
Operating costs(€M)	1,152.68	↑	1,332.57
Employee salaries (€M)	355.82	↑	426.92
Social Security costs (€M)	112.49	↑	132.02
Supplier payments (€M)	546.28	↑	713.63
Taxes and rates (€M)	148.74	↑	158.17
Payments to government (taxes and fees)	95.48	↑	99.06
Payments to the government (Hydrocarbons tax)	53.25	↑	59.11
Deductions and tax credits (€M)	1.64	↑	2.07
Subsidies for investments and research (€M)	3.07	↑	3.09
Investment in infrastructure and fleet (€M)	96.72	↓	83.56
Buses in fleet	5,931	↑	6,262

Alsa Values

Excellence	Number of claims in the ethical whistle-blower that are relevant	0	0
	Number of total suppliers	10,917	11,765
	Volume of contracts with national suppliers (%)	98.70	98.46
Safety	FWI (Fatality Weight Injuries. Injuries in at-fault accidents)	0.0045	0.0051
	At-fault accident rate Total	1.11	1.03
	At-fault accident rate	2.84	2.72
Customers	Passengers carried (millions of passengers)	527.44	588.82
	Km. covered (millions of Km)	468.03	508.28
	ISC - <i>Customer Satisfaction Index</i> *	8.27	8.16
	Customer Satisfaction Index (CSI) (%)*	52.6	51.4
People	No. of employees	16,079	17,137
	Percentage if women in the workforce (%)	11.87	12.68
	Percentage of workers on permanent contracts (%)	88.96	88.67
	No. of new hirings	3,036	3,081
Community and the Environment	Direct emissions Scope 1 and 2 (tCO ₂ eq/100 km)*	0.096	0.092
	Fleet fuel consumption (kWh/100 km)*	384.93	391.02
	Total energy consumption (kWh/100 km)*	390.48	396.57

*Spain figures.

**The changes in the 2022 indicators are due to recalculations due to a change in the scope of consolidation.

Leading Mobility

Alsa is the sustainable, multimodal and connected mobility operator, the leader in the road passenger transport sector in Spain, with a growing international presence.

With over a hundred years of experience and a vocation for permanent innovation, Alsa is integrated within Mobico group, the international public transport operator for buses, coaches and railways. The group is 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. Bus stations, service areas and vehicle maintenance areas, as well as railway transport and recently, medical transport as well.

Customers remain 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 undertaken an intense process of internationalisation leading to its presence in most countries of the European Union, recently expanded with the operations of the Metropolitan Services in Lisbon and in Porto, the intercity services of Saudi Arabia, the substantial operations in Switzerland and the

French border area, as well as in the Kingdom of Morocco, becoming the country's leading urban operator, providing in each case the best possible solutions for citizen mobility.

Alsa developed its activity with the concept of transport from an overall focus and a permanent 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 all that 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 stop any unsafe behaviour.

Community and the Environment



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

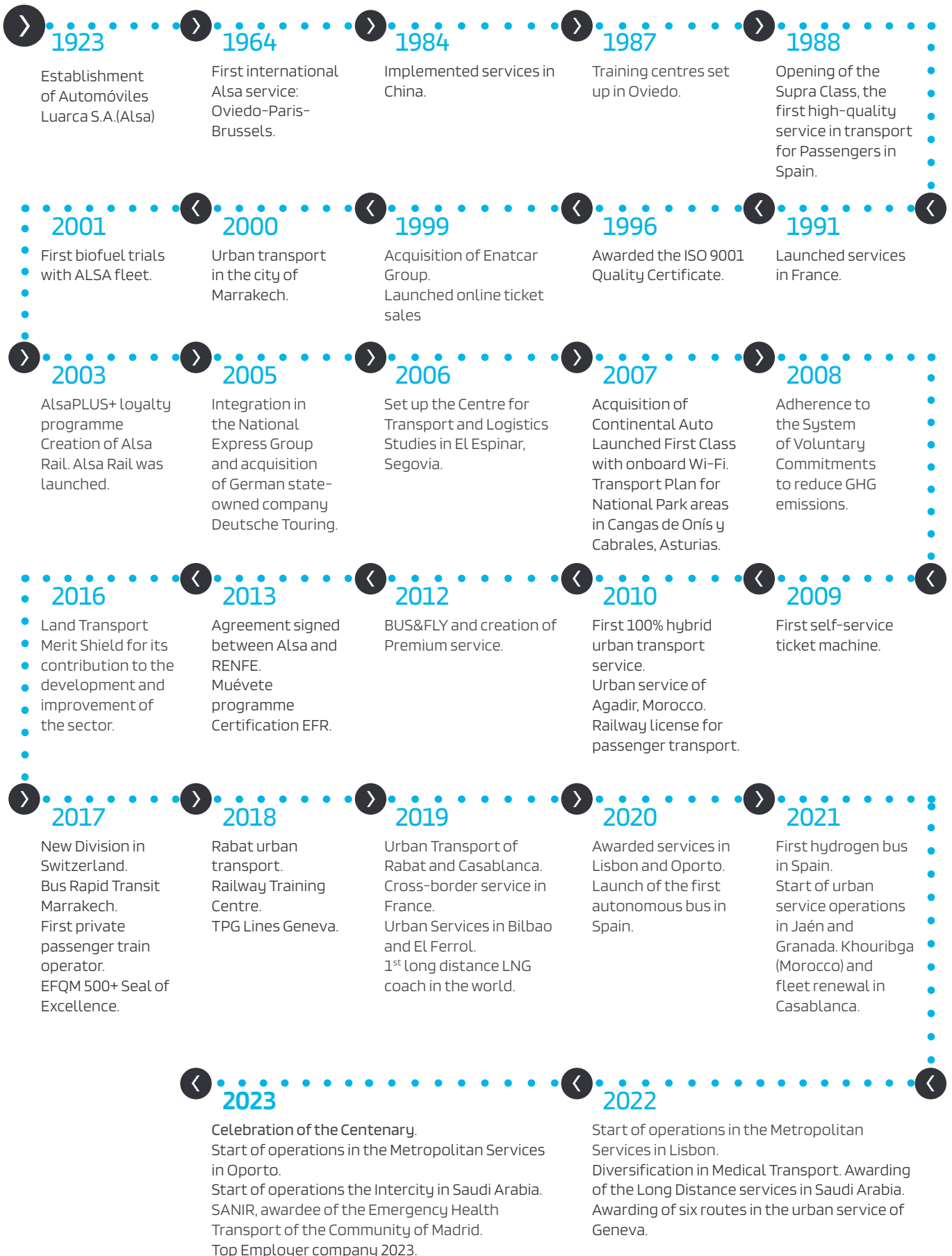
Customers



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



Alsa timeline and milestones



Mobility operator



Alsa around the world

From 2000 onwards, Alsa has been expanding internationally, which has led the company to have a presence in Morocco, in Switzerland and France, and since 2022 in Portugal. In 2023, it started the operation of intercity services in the Saudi Arabia Kingdom.

- ↑ **12%** more passengers carried in 2023
- ↑ **6%** Growth of fleet in 2023

 **588** million passengers in 2023

 **17,000** professionals

 More than **6,200** buses

Alsa Spain

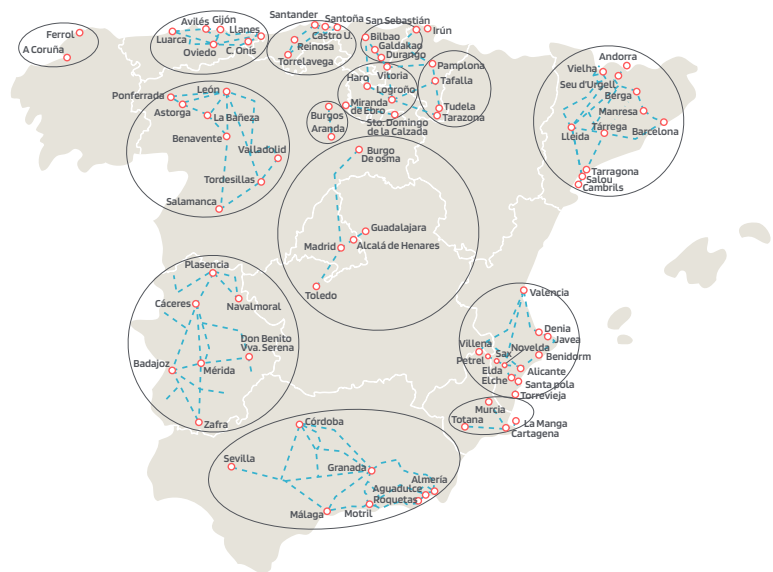
Regional Transport

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

Since 2020, Alsa's regional transport has had a presence in almost every Autonomous Region.

In 2023 we were awarded the regional contracts of the Autonomous Region of Valencia, operating between Valencia and Alicante, and Las Marinas - Alicante, as well as the service Fraga- Zaragoza.

In 2023, the company Estébanez Aja was acquired as well, providing regional services.



We are present in **15** Autonomous Regions

Long distance services

Leader in Spain of the regular passenger transport services.

The Alsa's national network connects almost all the Spanish autonomous regions connecting more than 3,500 destinations.

Alsa international services connect the Iberian Peninsula with the largest part of the European Union and the North of Africa via a wide network of European connections.

Alsa's national network



Alsa connects more than 300 international destinations

Alsa's global network





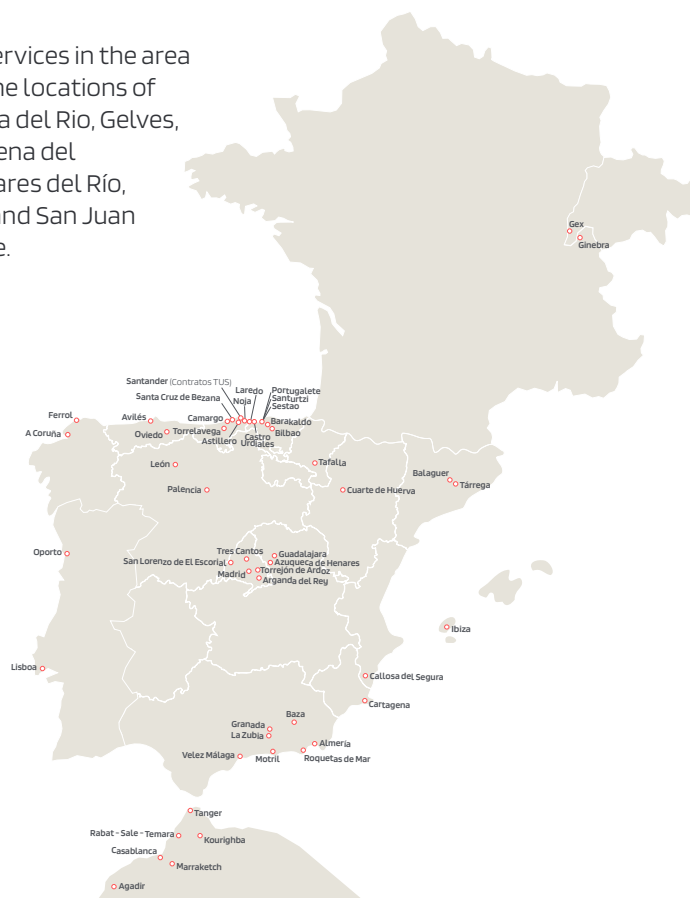
Urban and metropolitan transport

Alsa operates 46 urban networks across several Spanish cities and metropolitan areas.

To be highlighted the transport services of the provincial capitals of Bilbao, Santander, Oviedo, Coruña, León, Palencia, Guadalajara, Granada, Almería and Jaén. This is added to the metropolitan services of large urban areas such as Madrid, San Sebastián, Bilbao, Ibiza, Murcia, Zaragoza, Sevilla and Asturias.

During 2023, the award of the line connecting Zaragoza and its Airport by means of hydrogen buses has been of particular relevance, as well as the acquisition of the company Tranvías de Sevilla, providing the

Metropolitan services in the area of Seville and the locations of Almensilla, Coria del Río, Gelves, Isla Mayor, Mairena del Aljarafe, Palomares del Río, Puebla del Río and San Juan de Aznalfarache.



We operate **57** Networks in cities and metropolitan areas in Spain, Portugal, Morocco and Switzerland

Occasional and tourism transport

Alsa operates or takes part in the operation of tourist sightseeing buses in the cities of Madrid, Barcelona, Bilbao, Gijon, San Sebastián, Sevilla, Murcia and the sightseeing train in Almería. It is also the company with the largest coverage and implementation in the provision of discretionary services and in the organization of transport services for large events in Spain.

To these services it is added the operation of a zero-emission boat in the Bay of Santander, to enjoy some of the most emblematic points of the city and its beaches and surroundings.

Alsa has organized the transport for the Spanish Presidency of the European Union



More than **340** million passengers in 2023

More than **2,000** vehicles

Alsa in Morocco

Alsa is the leading company to operate the Public Transport of the Kingdom of Morocco, with presence in Marrakech, Khouribga, Agadir, Tangier, Rabat and Casablanca, five of which are among the top six of the country. Serving a combined population of almost 11 million inhabitants, the company has a fleet of more than 2,000 vehicles and a team of almost 6,000 people



In 2023, Alsa Morocco will have reached 340 million passengers with more than 2,000 buses

Alsa in Switzerland and France

Based on Geneva and with operations in Switzerland and France, Alsa was pioneer in adding 100% electric buses for the Public Transport of Geneva (TPG).

In 2023 it was launched seven new urban transport routes in the city of Geneva, making a total operation of 9 routes. These new routes add 22 electric buses and two hybrid buses, meaning a significant mobilization to adjust cargo infrastructures. This operation, with 100% zero emission

vehicles, will prevent emissions of more than 1.148 tn. CO₂ every year.

Since 2020, the company also operates the urban service of Gex in France; and the cross-border routes operating between France (Pays de Gex) and the Swiss canton of Vaud in partnership with the public transport of Nyon (TPN).

To be highlighted the local operation of these school, discretionary and tourist services, particularly highlighting the connection

between the Geneva Airport with the main ski resorts in the Alps. We offered in the alpine off-peak season, premium tours and private services in Switzerland and France.

Also, all the operations of the long-haul international routes are coordinated from Geneva, for the rest of Europe.



Alsa in Portugal

In June 2022, Alsa started to operate in Portugal, with the Lisbon Metropolitan Service, that currently includes, following the extension undertaken in 2023, a team of 460 drivers and a fleet of 248 buses (109 of them ECO or ZERO) connecting the southeastern area of Lisbon (Setúbal, Montijo, Palmela, Alcochete, Moita and Area and Barreiro) covering the mobility needs of a population with more than 390,000 people and a transport network of 153 different routes. The operation of the Metropolitan

Service of Lisbon means for Alsa the highest pool of electric vehicles in a single city.

In December 2023, Alsa started the operations of the Metropolitan Service of Oporto, covering the towns of Santo Tirso, Paredes, Valongo and Gondomar, providing service to a population of more than 750,000 people and a transport network made of 131 routes (urban and intercity), for which, after the deployment has been completed, will have in place a fleet of 213

vehicles (30 of them electric vehicles or GNL) and a team of 370 drivers.

Due to demand requirements, both authorities of the metropolitan transport required an increase of media for the provision of the service, that was translated into 12 more buses in Lisbon and 25 buses in Oporto in a minimum time that Alsa has efficiently covered, for the benefit of quality service provision and users.



Alsa in Saudi Arabia

In October 2023, Alsa started the operation of Intercity Services in Saudi Arabia (South Lot) connecting more than 80 destinations and 27

regular routes, In partnership with the local partner SAPTCO. The contract term is for a period of 10 years, with a total fleet of 129 buses

and over 420 employees. This is an outstanding milestone regarding the presence of Alsa in the Middle East.



Figure 3: South Region



Rail transport

2023 has been the year with the highest railway activity in Alsa, started in 2017. This year, the company has performed 265,000 km in the railway network and it continued with the incorporation of vehicles, with a fleet of 15 locomotive units with capacity to transport 43,000 passengers in 2023, and providing enough resources to address the freight transport, both regular and subject to demand by customers.

A key basis on which this growth has been sustained, is the number of agents hired in the different areas of operation: railway transport, maintenance, training and particularly in the area of logistical terminals that performed a total of 73,000 annual operations. All this thanks to the work done by almost 200 people in the Railway Division. To the logistical terminals of Zaragoza-Plaza, Valencia Fuente de San Luís and its port network, Barcelona and its seaport network, were added activities in Sagunto, Madrid, Córdoba y León, with 85% of the freight trains covered in Spain fall

under their management at some point of the itinerary.

In order to achieve all this, it is key the role played by the Railway Training Centre with headquarters in Madrid and Zaragoza, where more than one hundred employees have obtained their certifications to work in the industry. Particularly relevant was the role of the Operations Management Centre (24 hours, 365

days per year) with the addition of further staff and activity areas, to provide support not only to the activities already discussed, but also to the railway technical maintenance, both with trains and infrastructures and their additional services, being able to find Alsa railway agents in almost every part of Spain.



Medical Transport

Over 2022 Alsa has entered into the medical transport business for people with Vitalia, operator of this industry in all the modes (individual and shared ambulances, basic life support, advanced life support rapid intervention vehicles, etc.)

with headquarters in Madrid and delegations in Toledo, Alicante and Tenerife. This company operates all the medical transfers and provides coverage for large events; featuring a fleet of more than 150 vehicles and a staff of 280 professionals. The

company provides their services to the medical public industry (SUMMA Madrid) and the private industry, with customers including Sanitas, Adeslas, Mapfre and Quirón.



A strategy for the future

By the end of the year 2021, the group evolved its corporate strategy, redefining the Mission and Vision to become the leading public mobility operator in the world, leading the modal shift towards public transport mobility.

This new strategy is translated in 5 value proposals to the customers, supported by a more intensive use of technology:

Reinvigorate public transport

Rebuilding confidence in public transport e increase demand providing top-quality services.

Operational transformation

Delivering mobility solutions more efficiently than our competitors.

Multi-modal expansion

Expanding our product pipeline in the markets we operate and/or scale our activity into other markets.

Fill the transit gap

Helping transition from the private car to public mass transit, offering new mobility solutions.

Consolidate & compound

Driving growth based on potential network/'at scale' economies we may generate or through partnerships.

THE **evolve** STRATEGY



Also, to facilitate the value proposals, the company makes certain business commitments:



By delivering these outcomes we will deliver strong financial results and ensure the sustainability of the company in the long term

Milestones 2023

The most satisfied customers

Reinvigorate public transport

- First event for ALSA centenary, with a highlighted presence in FITUR.
- CSI audited for ALSA Spain 2023, of 8.16.
- Ecommerce Award 2023 to the best omni-channel integration.

Operational transformation

- Implementation of new sales/boarding terminals of ITOS.
- New ALSA customer journey with intercity services.
- Start of the pilot project with Swiftly in Alianzabus to validate the punctuality estimates.

Consolidate & compound

- Sponsorship of "La Velada III" of Ibai Llanos.
- New measurement of the User Experience in digital channels.

The most reliable

Reinvigorate public transport

- Celebration of ALSA centenary in Granada, in Oviedo, in Lluarca (Asturias) and in the foundation, in Madrid.
- Anniversary of our Operations Coordination Centre (CECOP).
- Awarded the concession of the urban service of Astillero in Cantabria.
- Published the ALSA Centenary book.
- Celebration of the Compliance sessions, hosted by ALSA.
- Awarded the people transport contract of Metro de Madrid, of the point of sale in T4 Madrid-Barajas and in school routes in Navarra and Castilla-León.
- ALSA holds the 55 position in the MERCO 2023 monitor of corporate reputation, position 51 in leaders (Jorge Cosmen).
- ALSA Rail certification entrusted with the railway maintenance by the European Railway Agency.
- Donation of €1m to the Special Fund for Earthquake Consequences Management in the Kingdom of Morocco.
- ALSA is collaborating for free with line 45 connecting Marrakech to Amizmiz to help the victims of the earthquake.
- Award for Internalisation by the Exporters and Investors Club, in the category of "Large company with outstanding international projection".
- Publication of the "Executive Summary of the Sustainability Report".
- The Spanish Transport Association awarded ALSA with a recognition in the second edition of the Medals to the "Merit in Transport".
- ALSA supports the victims of the earthquakes in Turkey and Syria with UNICEF.
- ALSA and its employees donated 2,100 kg of humanitarian aid and 100 tents for Turkey.
- Award to EXIT-Alcalá, for first place in the Official Tapas Competition of the Community of Madrid.
- Recognition by the Xunta de Galicia as sponsors of the Xacobeo.
- Award "Avanza la trayectoria" by El Comercio de Asturias for the long career and ongoing growth.
- Azor Award 2023 by BRILAT.
- ALSA participates with the transport of the athletes in the Opening Ceremony of the 23rd edition of the Arab Athletics Championships in Marrakech.
- ALSA launches a line connecting Agadir airport with the city centre.
- ALSA contributes to the restoration of a historic mural façade in the city centre of Tetouan.
- ALSA participates in the 38th edition of the Horse Week.
- ALSA receives the Award to Corporate Family of the Association of the Family Company in Asturias (Asociación de la Empresa Familiar Asturiana).
- Premio Tableau Challenge Day to the Team of Business Intelligence of ALSA.
- ALSA offers free tickets in their long-haul services to families staying at the Ronalds McDonald accommodation.

Operational transformation

- Renewal of the Certification UNE19601 in Criminal Compliance.
- Obtained the certification SR10 in France and Switzerland.

Multi-modal

- Awarding of the new concessions CV-202 Alicante-Las Marinas and CV-302 Valencia-Alicante/Elche in Comunidad Valenciana.
- Start of ALSA Rail contract to operate manoeuvres in the Railway Resort (Barcelona).
- Awarded kits 3 and 4 of the metropolitan transport of Aragon.
- Awarded the transport contract of the Lemman School in Switzerland.
- Acquisition of the companies "Tranvías de Sevilla" and "Estébanez Aja".
- Awarding of the contract to operate the Bus Station of Logroño.
- Awarding of the concession Airport-Zaragoza in Aragon with hydrogen-driven buses.
- Mobility services to the Primavera Sound in Madrid.
- Alsa is the transport company for the official visits of the Spanish Presidency in the EU.
- Official transport of the world sub 19 of female basket in Madrid.
- Official transport company of Reggaeton Beach Festival.
- Awarding of the contract of the route 41 of TPG in Geneva with 8 articulated buses.
- Official transport of the Boombastic festival in Málaga.
- Alsa started intercity services in the Saudi Arabia Kingdom.
- Awarding of lot 5 in the intercity transport contract of Aragon.
- Start of the contract ALSARail of Logistical Terminal of Sagunto (Valencia).
- BC Tours acquired the travel agency Ibercruises in Portugal.
- Alsa started operations in the metropolitan area of Oporto
- Alsa started in Geneva the operation of six new urban routes with a fleet 100% electric.

Fill the transit gap

- Awarding of a new concession of the service of 200 public bicycles in Santander.
- Awarding of medical services of UMIVALE, Madrid and Tenerife.
- Awarding of the medical transport of FREMAP (Madrid).
- Start of the activity in the Centre of R+D+i Alsa Asturias.
- Awarding of the emergency medical transport contract of the Regional Government of Madrid and launch of SANIR.
- Awarding in the European project MOBILITIES (included in the programme Horizonte Europa) to implement autonomous buses of new generation in Madrid.
- Authorization to operate with the boat ECOCAT 2 at the Bay of Santander.
- Award of the contract for the transfer of medical personnel for home care at the Gregorio Marañón Hospital.
- Award of the contract for the ambulance service in Tres Cantos.
- Award of new complementary contract for public bicycles in León for the supply, maintenance and management of the mechanical bicycle loan system in León.
- SANIR- Start of operations of the Emergency Health the contract Transport of the Community of Madrid.

Consolidate & compound

- Alsa is the main sponsor of the VII Meeting of cities FEMP-DGT held in Valladolid.
- Renewal and digitalization of the contract to transport employees with BBVA.
- Renewal of the contract of mobile offices of Caixabank.
- Alsa sponsored the First Lego League in robotics.
- Participation in the UITP Summit in Barcelona.
- Alsa is the official sponsor of the 8th Edition of the Forum Marocain de l'Entrepreneuriat 2023 in Marrakech.
- Approved the project MINE-2-H2 of the EU.
- Sponsors of the Kings & Queens cup finals in Málaga.

The safest

Reinvigorate public transport

- The Spanish Heart Foundation recognises Alsa as the first cardiosecure company in Spain.
- Renewal of the agreement with Foundation to Road Victims.
- Start of the installation of the latest generation of intelligent cameras (Drivecam 2.0).
- Implementation of the safety programme Driving Out Harm in the Oporto services.
- Top rating in the evaluation of best practices in Road Safety at Work awarded by the Regional Institute for Safety and Health at Work of the Community of Madrid.

Operational transformation

- Extension of the certification UNE 170001 of "universal accessibility" to all ALSA services.
- Certification ISO 39.001 of the company CHAMEXPRESS in Switzerland.
- Certification ISO 45.001 in Buruntzaldea (Basque Country).

Consolidate & compound

- Alsa takes part with the AGENCE NATIONALE DE LA SÉCURITÉ ROUTIÈRE – NARSA and the Ministry of Education Nacional, in the road safety sessions.

The best employer

Reinvigorate public transport

- Celebration of the Session 8M "Unstoppable Women".
- Alsa as a company committed to gender equality is committed to reaching 350 female drivers in Morocco in the coming years.
- "Award to Talent Development", in the HR Event in 2023.
- Special mention by Fundación Integra in their awards "Commitments 2023" for our work in the recruitment of people in situations of vulnerability.
- Alsa has been recognised as a Top Employer 2023, becoming the first company of the industry in Spain to obtain this certification.
- ALSA Values Awards ceremony.
- Alsa Morocco introduced the blood glucose control for diabetes prevention.
- Climate Survey with 85% of participation.
- Celebration of Alsa Summit 2023.

Environmental Leader

Reinvigorate public transport

- ALSA plants 100 trees in the forest of Palencia to celebrate its first 100 years of history.
- Award "Green Mobility" of the Municipal Transport Company of Madrid (EMT Madrid) in the innovation category, for the operation of the regular route of the in campus public transport at the Autonomía University of Madrid (UAM) with an autonomous bus operating at level 4.
- ALSA Forest- 411 t of CO₂ Compensated in the year.

Operational transformation

- Presentation of 6 new hybrid buses in the regular services of Ibiza.
- Presentation of the first electric articulated bus on trial in Oviedo.
- Presentation of the new hybrid urban buses in Palbus and Alesa.
- The Transport Consortium launched the first autonomous bus in open traffic in Spain in the Technological Park of Asturias.
- Alsa introduced two buses driven by electric power in the services of Ibiza.
- The City Council of León presented the new 7 electric buses.
- Presented the urban electric ieTram in Torrejon de Ardoz in CRTM.
- Alsa launched the new electric buses of last generation to operate in the Bay of Santander.

Consolidate & compound

- ALSA acquired an interest in Ariema, the leading Spanish company specialized in hydrogen.
- Start of hydrogen refuelling in the facilities of San Fernando de Henares (Madrid).
- Presentation of the MEDUSA project for the recharging of the electric fleet using energy from the Bilbao metro network.
- ALSA launches its first bus in Granada, with fuel 100% renewable in partnership with Repsol.
- ALSA launched the first buses in the CRTM, with fuel 100% renewable in partnership with Repsol.
- ALSA launched the first buses in Castilla y León, with fuel 100% renewable in partnership with Repsol.



Company

Chairman

Chairman
Jorge Cosmen

Board of Directors

Chief Executive Officer
Francisco Iglesias

MD. Spain Víctor López	MD. Morocco Alberto Pérez	Strategy and Organization Carlos Huesa	Legal Services María Pérez
CFO Marcos García	MD. Alsa International and M&A Miguel Pérez-Juez	People and Culture Ruth Hernández	Digitalisation M ^a Ángeles Vicente

MD. Spain

Sales and Marketing D. Rocío Escondrillas	Research & Tenders D. Alberto Cillero	Operations & Maintenance D. Javier Martínez	Area Unit Madrid Víctor Hernando	People D. Elías Rubio
AU. Mediterranean Valeriano Díaz	AU. North-West M ^a Elena Álvarez	AU. North Luis G. Panizo	AU. Tourism Isaac Álvarez	NX Director of EU Funds & Engineering Miguel Ángel Alonso

MD. Morocco

Administrative and Finance D. Jorge Sanandrés	HRs D. Widad Smyej	Operations D. TBC	Safety Jose A. Vigil	Technical Daniel Mariano
	AU. Morocco North Ramón Fernández	AU. Morocco South Rafael Fernández	AU. Morocco Center Mehdi Safouane	

MD. International

Portugal Juan Gómez	Switzerland, France and Int. Routes. Borja Bermúdez	International Development Enrique Blanco	Coordination Diego Granado	Saudi Arabia Jonas Vélez
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Other committees

Strategy Committee. HR Committee. Transport Committee. Compliance Committee. Diversity and Inclusion Committee. Innovation Committee.	Sustainability Committee. Sales Committee. Digital Committee. Security Information Committee. Operate Committee.
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2023: The year of the centenary



In 2023, our company celebrated the first centenary of the establishment of Automóviles Luarca, S.A., in the village of Luarca (Asturias), on April 20, 1923.

To celebrate this centenary, the company planned an extensive activity programme to commemorate the event, that started in the Fitur 2023 edition and continued over the year with several events in Granada, Madrid and Asturias, addressed to employees and customers, to the industry and the general audience.

Since it was established in 1923, Automóviles Luarca was gradually becoming a benchmark company in the passenger transport industry of Asturias, building on acquiring other small companies in the industry. Despite the significant challenges born by civil war and post-war period, the company continued building momentum and growth, with a key milestone in 1960, when

the Cosmen company merged with Alsa, and Jose Cosmen Adelaida joined the Company's management board.

From that moment onwards and over the next decades, the company saw a constant expansion, both at national and international level. In fact, in 1964 started the regular service between Asturias and Madrid, and one year later, it was operated the first international service between Oviedo, Paris and Brussels, partially driven by the Spanish migration.

The 70's and the 80's were key for the expansion of Alsa, with the consolidation of the route network across several regions of Spain and it was implemented in several autonomous regions.

The next year opened a sustained growth path where Alsa would become the largest company in the industry in Spain, along with a strong international expansion in Europe, highlighting the landing in China

in 1984, becoming the first foreign company authorized to operate in the sector of the Asian giant.

In the 90's, Alsa's growth in Spain was boosted by the winning of new contracts in tenders and acquisitions, including the company Turytrans in Cantabria and Fernandez in Leon, and in 1999 the Enatcar company was acquired, consolidating its leadership at the national level, consolidating its leadership at the national level. That year, the company started operations in Morocco, and today it is the leading urban transport company in the country.

In 2005, Alsa was integrated in National Express Group, today Mobicco Group, a multi-modal operator present in the United Kingdom, North America and Canada, and in 2008 Continental Auto was purchased, an operation that would confirm its national leadership.

The small-sized bus company that started operating 100 years ago in Luarca became today a global company providing sustainable, multi-modal and connected mobility in Spain, and outside of our borders, in Morocco, Portugal, Switzerland, France and Saudi Arabia.

One year in images

18/01/2023

Alsa started in FITUR the celebration of the company's centenary

In the International Trade on Tourism FITUR 2023, the company started the celebration of its centenary, with a stand designed to commemorate 100 hundred years of history of the company. To be highlighted the exhibition of one of the oldest vehicles kept: a Chevrolet Capitol dating 1927, a very popular model in the 20s and early 30s performing some of the first passenger transport routes in our country. Along with this historical vehicle, another vehicle was also exhibited representing the future of mobility: the first autonomous bus operating in Spain since 2020 in an itinerary open to real traffic in the Campus of the Universidad Autónoma de Madrid.



23/03/2023

Institutional event in Granada

The city of Granada hosted the first of the major events planned to commemorate the centenary, as an example of the special connection and rooting of the company in the province and city of Granada, where Alsa has set the location to manage and coordinate the activity of the company in Andalucía and in all the Mediterranean Arch.

In partnership with the City Council, the company hosted an exhibition of buses in the Plaza del Carmen and in the evening took place an institutional event in the auditorium Manuel de Falla attended by 300 people, with an extensive representations of the political, economic and social life of Andalucía, as well as by employees of the company. The flamenco group Cuadro del Templo provided the evening's entertainment with musical pieces based on texts by the Granada poet Federico García Lorca.



20/04/2023

Celebration in Madrid and presentation of the centenary book

On April 20th, Madrid hosted the central commemoration of the centenary, which consisted of a social event at which the commemorative book published by the company to mark the centenary was presented, under the title *Desde 1923, hosto donde tú quieras*.



Over almost 300 pages, the book reviews the history over the first 100 years of the company, running parallel with the passenger transport by road industry in our country, to date, including a collective thinking as well about the future of mobility by several experts both internal and external.

During the event, Alsa Chairman, Jorge Cosmen, said that celebrating this centenary "is a proud reminder of our past, but also a time to reflect about how we want to face the challenges ahead. Our history is made by people who, through their extraordinary contribution, have made Alsa the company of reference in the field of mobility that it is today. And that's why I would like to thank



for the work and exemplary effort made by all people preceding us, otherwise this anniversary would have not been celebrated."

I would also like to thank all our customers, "placed at the heart of our company, for their trust year after year to perform their journeys. I am sure this first centenary will be an inspiration for all of us to face the challenges ahead in the terms of mobility, sustainability and protection of our environment"

04/08/2023

In the Asturias International Trade Fair

Alsa started the celebration of the first centenary in Asturias by taking part in the Asturias International Trade Fair of Gijon between 4 and 20 of August

During these two weeks, a classic vehicle and autonomous vehicle were exhibited and photographed by the more than 743,000 visitors of the FIDMA fair.



07/09/2023

Exhibition of historical vehicles in Oviedo and parade in the Day of America

In September 7, the day before the Day of Asturias, the square of Escandalera in Oviedo hosted an exhibition of classic buses of Alsa that caught the attention and interest of citizens.



The exhibition was visited by the City Mayor of Oviedo, Alfredo Canteli, and by hundreds of Oviedo citizens, who took pictures with their phones and posted in social media next to these vehicles.

In the San Mateo festivity, on September 19th, three classic Alsa buses led the 71th edition of the parade on the Day of America, the multitudinous parade held every year in Oviedo to celebrate the Asturian citizens, known as "indianos" that in the 19th and 20th centuries emigrated to America from Asturias.



14/09/2023

In Cangas del Narcea

The square in front of the historic Cangas del Narcea Town Hall hosted the procession of classic buses that visited the town on 14 September.

Cangas del Narcea is quite a symbolic place for Alsa, as it is the origin of many drivers and

mechanics who have worked in the company. Many retired people of the company had the chance to participate in the celebration.



09/10/2023

Institutional event in Luarca, Alsa place of origin



The Auditorium of the Conservatory of Valdés, Luarca hosted the celebration of the first centenary in the town of origin and that gave its name to the company a century before, with an institutional act that was chaired by the president of the Principality, Adrián Barbón.

This symbolic event was attended by many retired people of the company, coming from some of the founding families in Luarca of Automóviles Luarca and members of the current Alsa management board. The event closed with the anthem of Asturias played by a bagpipe player for one hundred people.

19/12/2023

Launch of the Innovation National Centre in Gijón



In December 19 ended the celebrations of the first centenary of the company, and Alsa presented the Innovation National Centre -located in the Technological Park of Gijon as a sign of its commitment to innovation and leadership in the mobility of the future.

This centre will centralise all the company's R&D projects in a single space, with teams of specialised professionals.

The event was attended by Carmen Moriyón, the City Mayor of Gijon, and Borja Sánchez, Regional Minister for Science, Business, Innovation and Employment of the Government of Asturias. Jacobo Cosmen highlighted in his speech the company's commitment to locate the centre of reference in Gijon to highlight the commitment with the future in Asturias the year we are celebrating our anniversary.

The Centre started its activity with 11 people -with technological profiles and multidisciplinary expertise- with an average age of 36 years old, from which 45% is female talent and 64% talent who has returned to Asturias.



His Majesty the King of Spain closed the Centenary with a visit to the Bus Station of Oviedo



His Majesty the King chaired the closing of the commemorative events for the first centenary of Alsa with a visit to the Bus Station of Oviedo.

His Majesty had the chance to visit the historical bus exhibition, as well as last generation vehicles, as an autonomous bus and another hydrogen-driven bus, representing the future of mobility.

Inside the station, the King visited the exhibition showcasing the present and future of the company, as well as the functioning of the driving simulator used for the training of drivers.



After signing a copy of the centenary book of honour and being presented with a model of the 1939 Aclo Regal, the King held a meeting with a group of company employees, representing all the professionals of different profiles and geographical areas in which the company is present. Over this meeting, His Majesty greeted personally and talked with some of the key players of the recent history

of the company, who shared with the King some stories and memories.



After thanking the King for His presence at the closing ceremony, Alsa Chairman, Jacobo Cosmen highlighted that "this visit is the finishing touch to the celebration of our first centenary, an occasion with which we wanted to proudly commemorate our past but, above all, to gain momentum to face the challenges that lie ahead in the future. With immense gratitude, wishing to thank all the people who have made these hundred years possible, we have the ambition and commitment to keep going for the next 100 years, grounded in Asturias and committed to society".



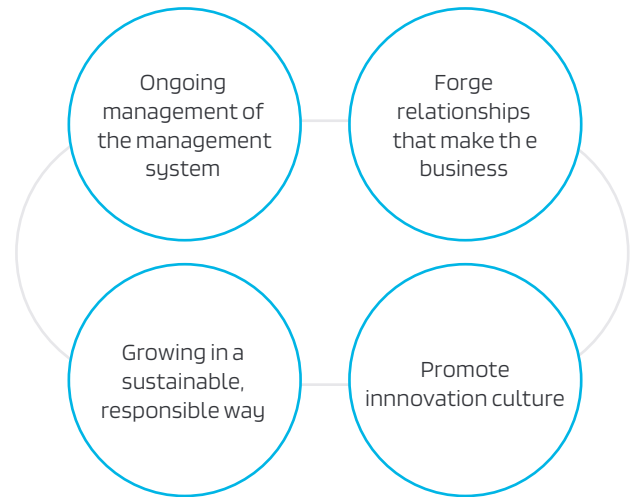


Excellence

Our approach

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

The company's management systems enable the development of the different policies and programmes in all its activities and geographies. The certification of all these systems is a guarantee for the stakeholders of the efficiency of these, and it is also a driver to build on constant improvements.



Corporate Social Responsibility

Corporate Social Responsibility Management Certificate

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



Our values

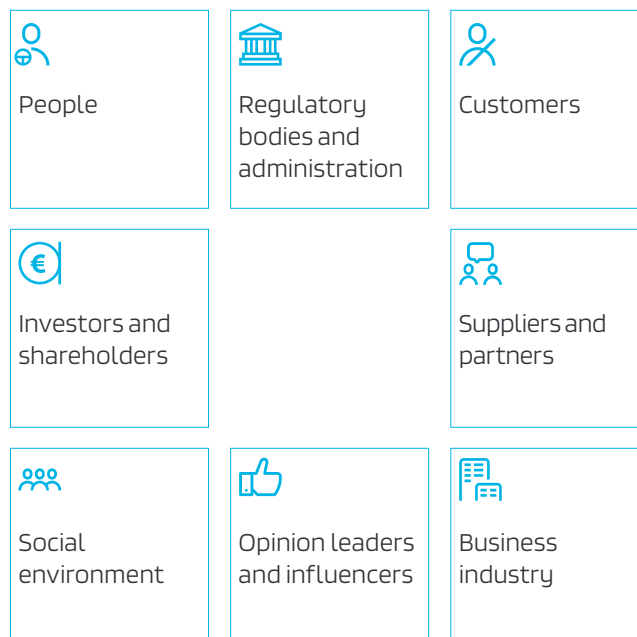


Through its Corporate Social Responsibility management system, certified according to the IQNet SR10, the organisation manages the development of its sustainability policy in accordance with

the company's strategic pillars and in line with material or relevant aspects for its stakeholders.

Stakeholders

ALSA outlined its **Stakeholder Relationship Model** based on an analysis of their needs and expectations with a view to minimising risk and identifying new business opportunities.



Sustainability Policy

"Our commitments" with stakeholders

Shareholders and Investors

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

Customers

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

Social setting and the environment

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

Management

- Secure everyone's involvement in 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 leaders and influencers

- Open, honest, fluid, transparent dialogue.

Administrations and regulatory authorities

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

Suppliers and partners

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

Business industry

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

Dual Materiality Study

During 2021, a new materiality study was conducted involving all stakeholders with the aim of identifying the ethical and good governance, social and environmental aspects that Alsa Stakeholders consider most relevant from an ESG perspective. Unlike the previous materiality study in 2021, all stakeholders were involved this time in all the activities performed by Alsa group and in all countries where it operates.

The review was based on the concept of dual materiality, with a

strategy focus on impacts, risks and opportunities. It is then established the basis on which the priority ESG focus have been defined, following the guidelines established in the Global Reporting Initiative (GRI) and in the CSRD Directive.

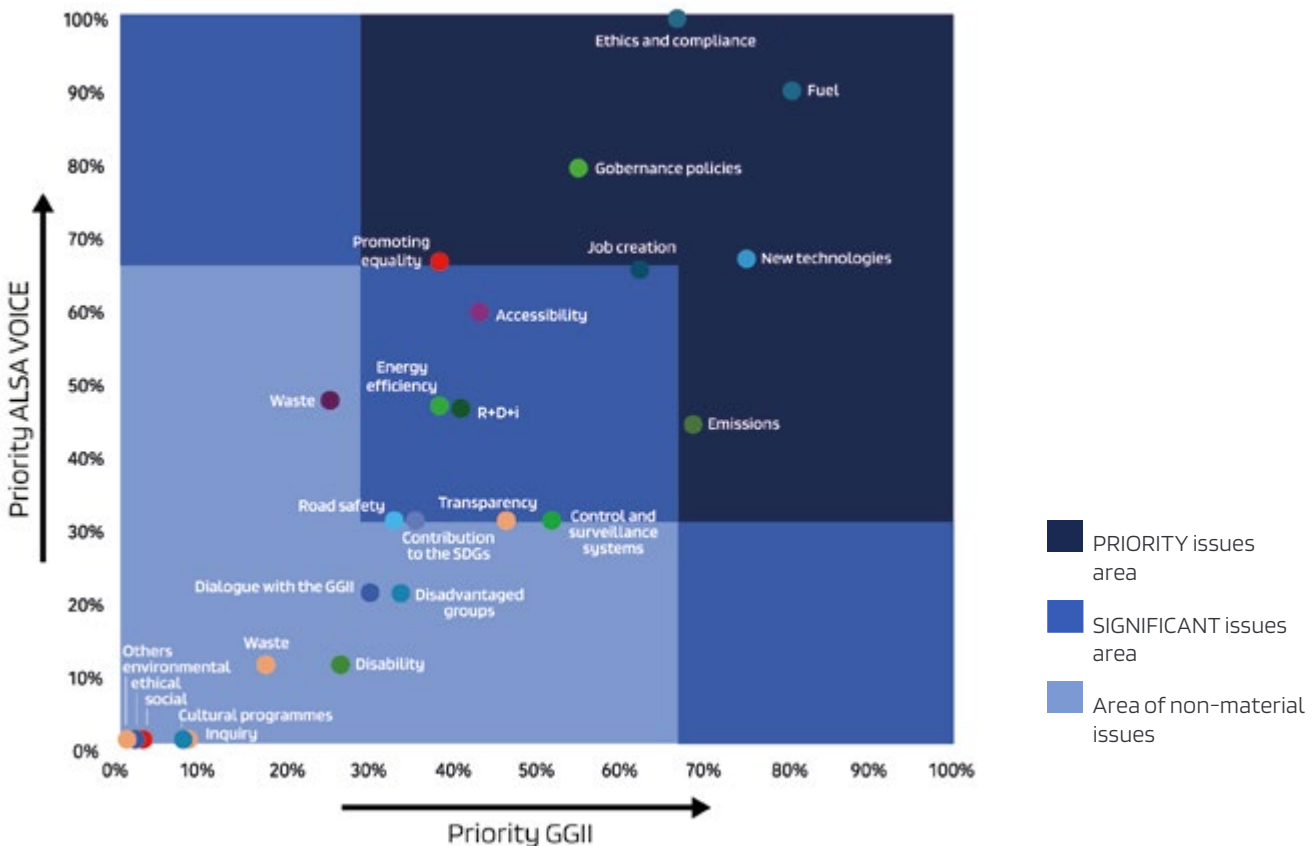
Identified the risks, impacts and opportunities on the economy, environment and people, included the impacts on human rights in all the activities and commercial relationships of the company in the value chain. Later, these risks, impacts and opportunities

will be given priority by the participation and consultation to the stakeholders and shareholders.

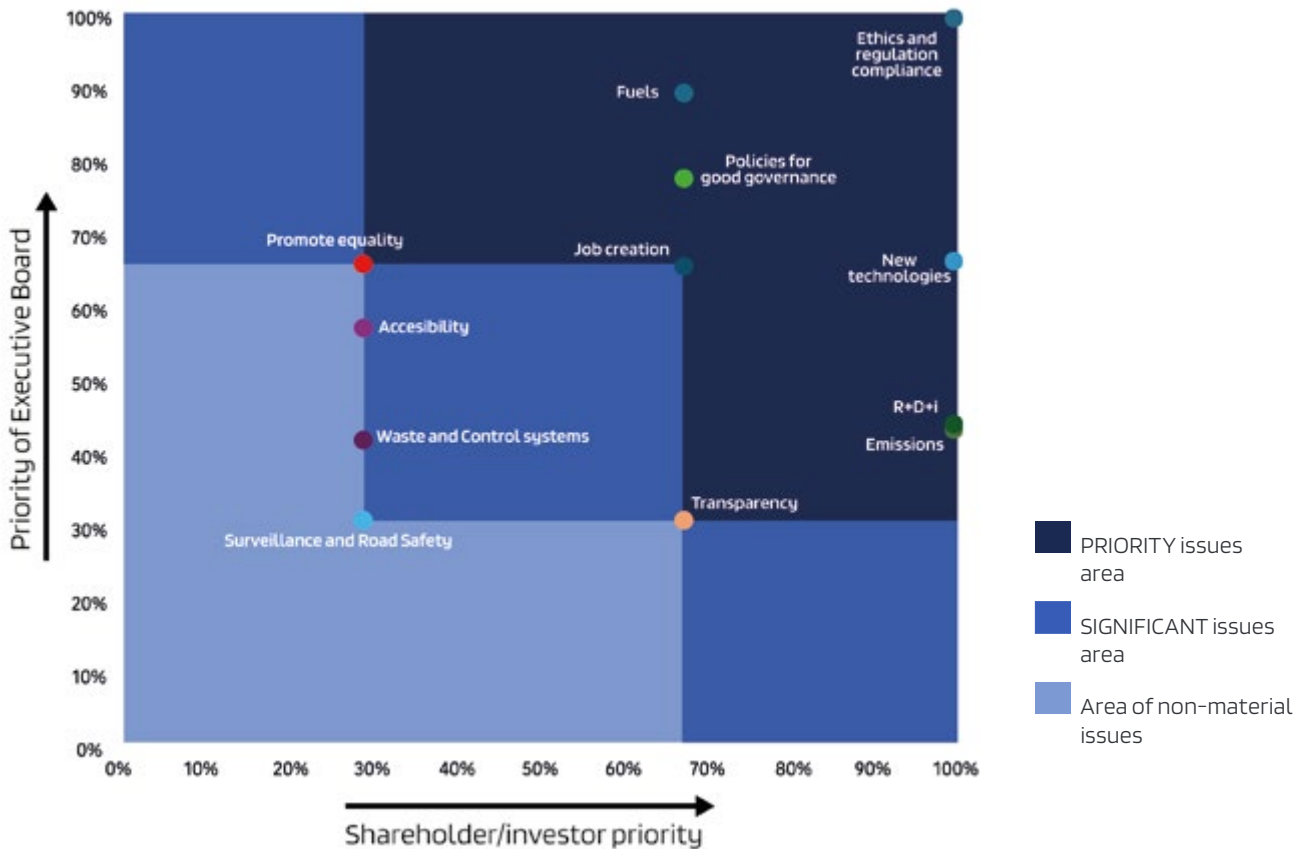
Over 2023 was conducts a new Materiality Study, according to the New GRI and Dual Materiality requirements

Assessed the sustainability issues considering:

Materiality of impact: identifying and assessing the topics with a significant impact on the capacity of the company to contribute to the sustainable development and the relationship with the stakeholders.



Financial materiality: identifying and assessing issues that have a significant impact on the company's financial position and shareholder decision-making, in particular those issues that originate in the company's external environment and have a financial impact on the company.



Issues considered as material are those included in the important, priority issues in each of the grids.

Alsa will focus its ESG actions in accordance with the following material issues:

Environment

- Fuels: introducing alternative fuels and consumption efficiency.
- Emissions: calculation, reduction and compensation of GHG emissions (Carbon Footprint).
- New technologies: Inclusion or development of cleaner, more efficient technologies in the vehicles.

- Waste: waste management and actions to highlight the value (Circular Economy)

Company

- Employment: job creation.
- R+D+i: investment in technological research and innovation.
- Equality: promote equality by supporting female talent and leadership.
- Accessibility: improve the accessibility of transport services.
- Road safety: promote and raise awareness about road safety.

Ethics and good governance

- Enforcement of the ethical code and Compliance model in all the company.
- Transparency: Publish relevant information as an evidence of transparency with society.
- Good governance policies: policies to ensure the good governance in the company (avoiding conflict of interests, non-political criteria, sustainable growth, objective contracts, fighting against corruption, etc.).
- Control and surveillance systems: internal audits and maintenance of certified systems.

ESG Action Plan

In 2023, the ESG 2022–2024 plan continued developing, that has been reviewed following the results from the materiality study, including new action lines and building on the already existing lines in the new ESG 2024–2026 Action Plan, to ensure the alignment of the Stakeholders expectations with the policies to be implemented according to corporate values.

The monitoring of these action lines developed over 2023, and the results achieved are available in this report.

Value	Priority aspect	Action line
Excellence	Ethics and regulation compliance	Ethical code implemented in the country of operation.
		Adjustment of the Integrity Channel according to national regulation.
		Keeping the UNE 19601 certification.
		Implementation and maintenance of the Monitoring system in all countries where it operates
	Good governance policies	Maintenance of the Management System according to SR10 in Spain, Switzerland and France.
		RSE Label certification in Morocco.
		Deployment of People policies at global level.
		Keeping the compliance model in Spain and Portugal.
		Standardize the compliance model in all countries.
	Transparency	Deployment of ESG criteria in the chain value.
Green taxonomy report.		
Published the annual sustainability report and executive summary.		
Communication with stakeholders.		
Monitoring and surveillance systems	Participation in forums and dissemination of ALSA's environmental strategies.	
	Monitoring of reputation indicators.	
	Implementation of supplier management tools.	
	Maintenance of certified management systems and globalisation to third countries.	
R+D+i	Investment in safe and sustainable technologies.	
	Development of the R+D+i in Asturias.	
Environment	Fuels	Renewable fuels.
		Implementation of Hydrogen Solutions.
		Biogas and Certificates of Origin.
		Partnerships in Hydrogen: SHYNE.
		Partnership in renewable fuel: WE GROW.
	Emissions	Renewal of ZEV and ECO fleet.
		Alsa Forest.
		GdO energy.
		Efficient driving programme.
		Measurement of Carbon Footprint.
	New technologies	Environmental line of R+D+i.
		Progress made in fuels.
		Net zero emissions.
		Zero emission vehicles: BEV, FCEV, FCHV.
	Waste	BEV autonomous vehicle.
Development of the Circular Economy Strategy.		

Community	Job	Programme, hiring new drivers.
	Fostering equality	Encouraging women to become drivers. Collaborations for the inclusion of women at risk of exclusion.
	Accessibility	Continue with collaborations to include people with disabilities.
	Road safety	Road safety school in Morocco.
People	Accessibility	Continued implementation of Accessibility Plan. Promotion of employability for disabled people. Actions to raise awareness among employees.
	Job creation	Reinforcement of Recognition Programmes. Retain the Top Employer Certification. Consolidation of fixed employment.
	Fostering equality	Creation of diversity and inclusion committees in all countries. Actions to raise awareness (8 M, LGTBI, ...)
	Road Safety	ALSA Safety Plan.
Customers	Accesibility	Continued implementation of Accessibility Plan. Guidance on purchasing process, prioritisation of shipments, improvement of information, extension of PRM seats... Extension of Certification in Universal Accessibility: UNE 170001 (of urban and intercity to regional).



Management System of the Criminal Compliance

Alsa has set the strong commitment to act according to the ethical values and standards integrating their business culture.

For this purpose, since 2011 the company has in place an Ethical Code updated in 2023 and approved by the Compliance Committee. The expansion of the company and its introduction in new geographical areas requires the communication and translation into several languages to be implemented in all the countries.

In 2023, this Integrity Channel was adjusted to all the requirements of the Act 2/2023

Integrity Channel

In 2023, this Integrity Channel has been adjusted to the requirements of the Act 2/2023, on February 20th, regulating the protection of people reporting on regulation sanctions and to fight against corruption. This is a safe channel for employees and stakeholders to express their concerns, make questions and report any irregular or unlawful behaviour that is contrary to the legislation in force or the Code of Ethics in Alsa.

The Administration Board has approved the Policy of the Internal Information System and the Procedure to Manage the Information Received.

At the technological level, the "Nacex" tool is being used. This is a pioneer tool to manage and receive the communications used at the Mobico Group level.

Mobico Group.

The Integrity Channel ensures anonymous communications through the tool, calling by phone and through the website with a QR code. We will report both anonymously and personally, offering the maximum guarantees of confidentiality, privacy and safety. Only specific people in Alsa have access to communications, which allow a strictly confidential treatment.

All the corporate webs have included a section related to an Integrity Channel including a direct access, as well as the internal Politic of the System and the main conditions to be used.

Also, training pills have been launched to employees in Spain, Portugal, Switzerland and France,

in order to update them on the new Channel, providing instructions for use and access to it. And the Human Resources managers have been trained about how to deal with claims, how and when to include the communications received via the tool.

Over 2023, 25 communications have been received via the existing channels and 6 consultations about the correct application of the Alsa Gift Policy. All the cases have been treated appropriately according to the Management Procedure of the Information Received. Three of them came from an additional internal analysis, and disciplinary measures were applied in another one. These are mostly matter related with Human Resources.

Ethical Code and Compliance Model

In 2016 it was established the Compliance Committee with the intention to safeguard the development, implementation and maintenance of the Compliance System, guaranteeing this and with the objective of consolidating

a corporate policy committed to compliance.

Following the update and adjustment of the Integrity Channel, Alsa Ethical Code and the Compliance Policy were updated and approved by Alsa's Compliance

Committee. The new versions were distributed via the channels enabled for this purpose and via the corporate websites.

In Spain, the company has in place a certified Criminal Compliance Management System under the

UNE 19601 with an ENAC approach, renewed in June 2023. However,

Also implementation in other countries make it necessary to increase the scope of the Compliance Model to meet the relevant regulations. This is the case of Portugal where, in 2023, it was implemented the Criminal Compliance Model with the adjustment of the website pages including the Compliance Policy, the Ethical Code, the Integrity Channel section and the Report on the Assessment of Maximum of High Risks; the drafting of the risk map and Panels of sensitive activities and risks and controls; and the launch of internal training about Compliance and the Integrity Channel.

As in previous years, in 2023 were held again the Sessions regarding Compliance along with the Corell Foundation and CMC. These sessions showcase how Alsa is highly committed to Compliance and to the compliance of regulation, both external and internal. More than 100 people attended face to face,



with top level speakers and covering top interest up-to-date topics:

- Responsibility of the Administrators. From Directors to the Compliance Officer.
- Compliance and Right to Competition. Impact of CNMC in the company.
- Criminal Compliance Latest rulings issued by the Supreme Court and the National Court. Requirements and challenges of the company regarding the Act 2/2023.

Renewal of the Certification of the Criminal Compliance Management System under the UNE 19601 standard

Risk management

Alsa has in place at a Group level a Procedure for Risk Management describing the methodology for the risk management, including mentions regarding the staff involved, the identification of risks, criteria for the calculation of risk probabilities, and the impact of each risk depending in a specific classification as the financial damage, the impact in the business, etc.

The process of identification and update of the risk was made holding meetings with the Risk Owners (Area Directors) and the Risk Champions (Risk Managers) in a way that the identification of the risks and controls

implemented is made by the areas involved, as they are widely familiar with this.

The evaluation is conducted twice a year, in February and June it is submitted to the Audit Commission and to the PLC. In June, the Global Risk Matrix was updated, including risks of different types: financial, human, legal and regulatory; strategic operational; commercial and chain of supply risks. Net risks are more relevant (residual) than those referred to a potential loss of business, safety, inflation, regulation, supply chain and cybersecurity.

Alsa contribution to the Sustainable Development Goals (SDG)

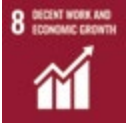


The mission is to become a multimodal mobility operator involved in the development of the community and the protection of the environment. This is the mission guiding Alsa strategy and therefore its contribution to the Sustainable Development Goals and the Agenda 2030.

Each one of the value proposals of the EVOLVE strategy and their

business commitments contribute on specific SDG and their purposes.

The priority objectives for the organisation are SDGs 3: Health and Well-being; SDG 8: Decent work and economic growth; SDG 11: Cities and sustainable growth. Adding SDG 13 (action for climate), SDG 5 (equality) and 10 (reduction of inequalities) included on the equality policy of the company.

The following table provides an overview of Alsa's contribution to the SDGs in 2023, to the EVOLVE Strategy:

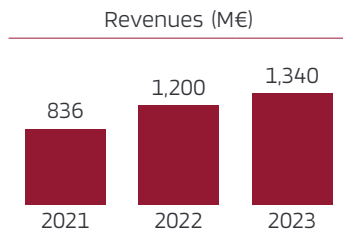
Business commitment EVOLVE	Value proposal	SDGs	SDGs Goals
<p>Strong financial results</p>	<ul style="list-style-type: none"> • Reinvigorate public transport. • Multi-modal expansion. • Operational transformation. • Fill the transit gap. • Consolidate & compound. 		<p>8.1. Maintenance of the Economic Growth.</p>
<p>Tha safest</p> 	<ul style="list-style-type: none"> • Reinvigorate public transport. • Operational transformation. • Fill the transit gap 		<p>3.6. Reduction of Road Accidents.</p>

SUSTAINABLE DEVELOPMENT GOALS



Both the value proposals of the new EVOLVE strategy and the business commitments are aligned with Alsa contribution to the SDGs

Alsa contribution evolution

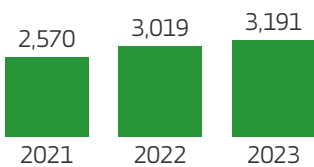


Alsa Commitment

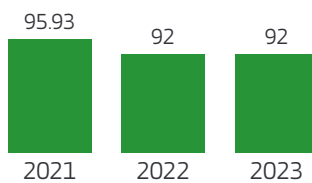
Achieve a sustainable economic growth with a positive impact on the areas of operation.

Challenges

Number of drivers monitored with Drivecam



% of staff monitored with GPS

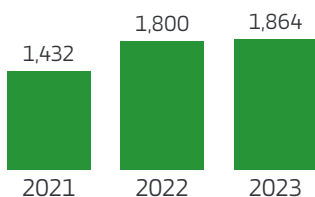


Safety as a priority value.

Improved safety by adding new technologies to support changing driving habits.

By 2040, all staff in Spain will be monitored.

Numbers of vehicles with smart cameras



In 2040, all the fleet in Spain will be fitted with smart cameras.

**Business
commitment
EVOLVE**

Value proposal

SDGs

SDGs Goals

- Reinvigorate public transport.
- Operational transformation.



3.5. Prevention and handling drug and alcohol consumption.

- Reinvigorate public transport.
- Operational transformation.
- Fill the transit gap.

3.6. Reduction of Road Accidents.

The safest



- Reinvigorate public transport.
- Operational transformation.
- Fill the transit gap.



11.2. From now to 2030, provide access to safe transport systems that are affordable, accessible and sustainable for all.

- Reinvigorate public transport.
- Operational transformation.



8.8. Protect labour rights and promote safe and secure working environments.

**The most
satisfied
customers**



- Reinvigorate public transport.
- Multi-modal expansion.
- Fill the transit gap.
- Consolidate & compound

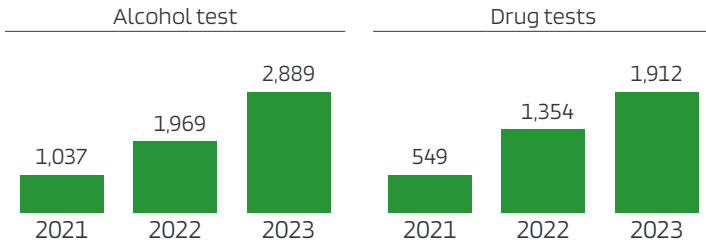


10.2. From now to 2030, promote and encourage social, economic and political inclusion of all people, regardless of age, gender, disability, race, ethnicity, origin, religion or economic or other status.



11.2. From now to 2030, provide access to safe transport systems that are affordable, accessible and sustainable for all.

Alsa contribution evolution



Alsa Commitment

Improve health of employees and provide safe services.

Challenges

By 2040 in Spain, 100% of drivers will have a prevention system for alcohol consumption testing in place alcohol.

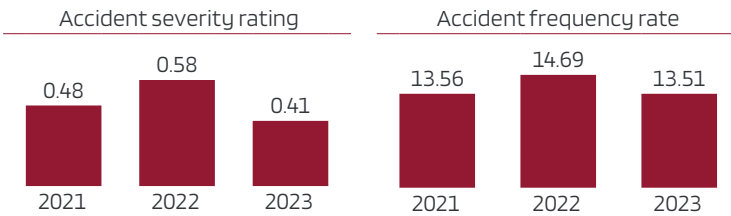
-10% of accident rates since the implementation of the programme Driving Out Harm (DOH) in 2010 in Spain.

Safety as a priority value.

Alsa committed to reduce accident rates of new networks, at least by 10% in the first 5 years.

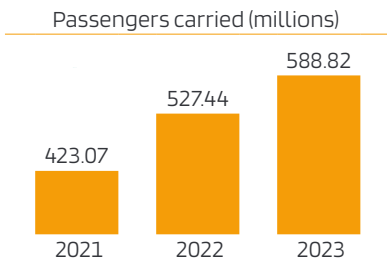
7,860 students in safety training over 2023.

Promote through policies and management systems a safe working environment without risks for employees.



4,673 Spanish cities covered.

Provide services 100% accessible to cover all the country as a tool to fight against inequality.



Guarantee sustainable transport with particular emphasis on the elderly, children and people with disabilities.

**Business
commitment
EVOLVE**

Value proposal

SDGs

SDGs Goals



13.1. Strengthen resilience and the ability to adjust to climate-related risks.

**Environmental
Leader**



- Operational transformation.



6.3. Improve water quality. Reduce pollution and wastewater.



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

**The most
reliable**



- Consolidate & compound.



8.3. Developing productive activities and supporting of small and medium companies.

- Operational efficiency..

8.2. Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including focus on labour-intensive, high value-added sectors..

5.1. Ending discrimination.

**The best
employer**



- Reinvigorate public transport

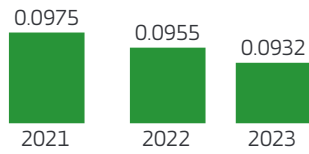


5.2. Remove any type of gender violence.

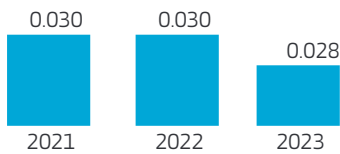
5.5. Ensure the full involvement of female workers and ensure equal opportunities.

Alsa contribution evolution

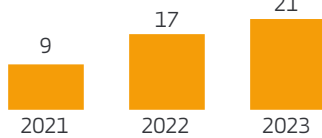
(tCO₂ direct emissions/100km)



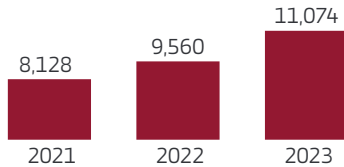
Discharge of automotive wastewater (m³/100km)



% fleet driven by alternative energy

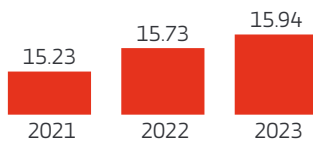


Number of national suppliers



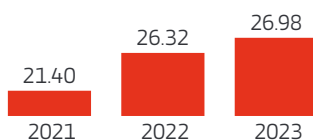
159,961 training hours
Training of Operators 2023.

% of women in Alsa



0 cases of harassment.

% of women in top management positions



Alsa Commitment

Reduce transport-related emissions through the incorporation of clean, low-emission vehicles, efficient driving programs, reducing consumption and improving energy efficiency.

Towards circular economy via reducing and recycling of the water used in washing facilities.

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.

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

Challenges

All urban buses in Spain will be zero emission vehicles by 2035 and intercity by 2040, also in Morocco.

All urban buses in Spain will be Zero Emissions by 2035 and intercity by 2040, also in Morocco.

Reach a percentage of 25% in Spain by 2035.

Reach a percentage of 35% in Spain by 2030..

Business
commitment
EVOLVE

Value proposal

SDGs

SDGs Goals

The best
employer



- Operational transformation.



8.5. Achieving full employment and decent work (including young disabled people and equal pay).

8.8. Protect labour rights and promote secure working secure working.

8.5. Achieving full employment and decent work (including young disabled people and equal pay).

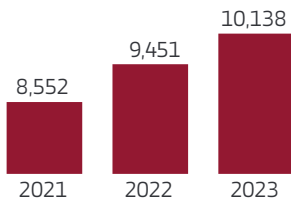


Alsa contribution evolution

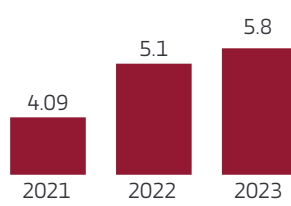
Alsa Commitment

Challenges

Number of employees

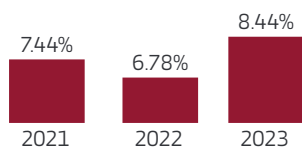


Turnover rate



Training plans to integrate young people into the employment through quality jobs that enhance their abilities.

Absenteeism rate



Protect labour rights and ensure - through policies and management systems - a safe, risk-free working environment for all employees.

60% of the workforce has received regular performance appraisal by 2023.

Ensure full, productive employment in equal opportunities without discrimination on grounds of sex, ethnicity or religion, integrating young people, migrants and people with disabilities into the recruitment policy.



Partnership Management



Alsa has in place a **Partnership Management Model** to develop and approve tools and procedures speeding up the identification and validation of new opportunities.

During 2023, we continued to make progress on this model, standardising and improving processes and aligning them with the company's strategy and improving communication and evaluation channels.

2023 was the year for the initial deployment of the tool to approve expenses and validate bills, ensuring visibility to the supplier about the validation process, and the improvement of the basic authorization of suppliers. At the close of 2023, 282 suppliers, that

in 2023 invoiced 26 million euros in revenue, have completed the registration process and have been accepted with the basic documentary homogenisation completed, including acceptance of the compliance policy and the code of conduct ethical of Alsa, signature of a declaration of responsibility, and certificates of being up to date with Social Security and Tax payments.

In line with the dynamics of previous years, the compliance policy, the sustainability policy and the code of ethics as key concepts in all bidding processes held over the year and in the resulting contracts of these processes.

Growth by **9%** in national suppliers

11,765 suppliers for all the activity

Supply clauses

Quality Service	Quality Management System compliant with ISO 9001.	Clause of good behaviour.
Environmental impact	Quality Management System compliant with ISO 14001.	Energy efficiency.
Line Managers at work	Compliance with requirements according to standard 18001/ ISO 45001.	FRC Certification (Family Responsible Company).
Involvement with the community	Cooperation with special employment centres.	

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



New partnerships

Decarbonization of transport

To be highlighted the participation in creating new associations to promote and develop Hydrogen (SHYNE) and Zero Net Emissions of Renewable Fuels (CRECEMOS). Also, established partnerships for the addition of hydrogen-driven vehicles with supplying companies in these energy sector.

Other partnerships

On the other hand, and with the participation in different projects subsidies by the European Union, we have created new Partnerships with Leading Companies, MSEs, Technological Centres, Universities, Associations and Consulting Firms, to take part in these projects on a consortium basis.

Digitalization and innovation for a sustainable, multimodal and connected mobility

Digitalization and innovation in the mobility area represent an unprecedented opportunity to address environmental, social and economic challenges faced by our society. And this drives the creation of new transport models, healthier, more sustainable and efficient. For example, emerging technologies are transforming the sector with innovations that not only reduce dependence on fossil fuels and deliver lower emissions, but also promote greater inclusiveness and accessibility in transport.

The aim is for the technology developed to have a positive impact both on customers and the company, as well as on society, placing data management and analysis at the centre of decision-making. The digital proposal is completed with the incorporation into the sector of disruptive and emerging technologies that can add value to the business.

In line with this vision, in 2023 new milestones in digitalization and innovation have been achieved, highlighting the following:

- Operation of a new Autonomous Bus in Asturias, connecting the Technological Park with the train station of Llanera. This is the first autonomous bus to operate in open traffic in Spain.
- Improved Planning and optimization of the routes for a further efficiency and sustainability, with an optimization of resources. These automations and improvements in planning have an impact on the entire fleet, with a special focus on the electric fleet, where a specific project has been carried out to optimise and digitalise its operations. Work has been carried out on the specification, design and development of a package of artificial intelligence (AI) tools applicable to the planning and management of operations in public road passenger transport networks (urban and medium/long distance transport).
- In partnership with the client, work was carried out on the implementation of an artificial intelligence (AI)-based solution for the management of lost luggage, with a very positive impact in terms of efficiency, recovery and return of lost luggage to passengers.
- Also relentlessly work on improving safety, particularly in driving. This is showcased by the implementation of a system based on a "machine vision" system and artificial intelligence (MV+IA). Artificial intelligence helps identify distractions and proactively mitigate risk by analysing images, driving responsibility and improving driver training.

The following projects have been implemented in 2023, that will be completed along 2024:

- Development of predictive management and maintenance based on Artificial Intelligence in zero-emission vehicles. The project focuses on electric vehicles, which have a large number of sensors in their different components, allowing real-time knowledge of their status and applying different technologies, including artificial intelligence, to identify anomalies and develop predictive models to anticipate a possible failure, avoiding the consequent impact on the customer and the operation.
- Investigation in new technologies of different transport systems on demand. This project will help to investigate different technologies and to define a model able to adjust supply to demand. These on-demand transport systems make it possible to connect rural areas with low population density, moving away from the fixed route system. As well as ensuring that customers have

R&D and innovation has been boosted the year of the centenary with the creation of the Alsa Innovation Centre, emerging with the challenge to support the leadership of the company in the development and implementation of mobility solutions to improve both customer experience and the efficiency and sustainability in the operations.

The Centre has been established in Asturias, connecting innovation with the company roots, and has already a staff of 11 graduates, with diverse profiles that will foster the development of multidisciplinary projects with a high impact on the business. The centre, committed to equality, starts with 55% male and 45% female members, being a large part of them the talent attracted or returned into the region.

a service when they need it, the environmental impact is reduced by not having vehicles on the road without passengers. The solution developed also has other factors modifying the demand, as seasonality, weather, events, etc. With the inclusion of multimodality and last mile solutions, it is expected that these solutions will encourage the use of public transport, to the detriment of the private car.

- Investigation and application of new technologies related to customer experience and creating values for people to define new sustainable mobility services and products. The project develops new concepts and mobility solutions to ensure a potential transfer of users from the private vehicle towards new sustainable mobility products and services. Also, it is targeted to drive the knowledge required to have in place the technological tools required to support these new initiatives, integrating the current user of mobility services, and also "no users". This way, the new solutions will be adjusted to the actual demands of people moving.

Also, Alsa takes part and collaborates with different associations to stay tuned with technological and innovation centres, business hubs and entities developing technologies suitable for the company.

For instance, Alsa is an associated company and sponsored of the association Madrid Green Urban Mobility Lab (MGUML). The Lab seeks to turn the city of Madrid into an international benchmark in urban mobility by integrating ideas, projects and solutions shared by the main public and private entities in the sector. The company takes part in the working groups about industry, connected mobility and low-emission city. These working groups are devising innovative initiatives to be tested in Madrid, which can be extrapolated to other geographic areas, being a clear example of public-private collaboration.

On the other hand, in 2023, Alsa has become a member of the board of trustees of the Information and Communication Technology Centre Foundation CTIC, which will allow Alsa to be in first-hand contact with new technological advances

in the field of ICTs of interest to the mobility sector.

Finally, to be highlighted that Alsa participates in the Network of Business R&D&I Centres, created in 2023 and involving 14 large companies with innovation centres. This network allows the exchange of good practices and favours the creation of synergies between companies from different sectors, in technological areas of high relevance for all of them, such as AI and data management.

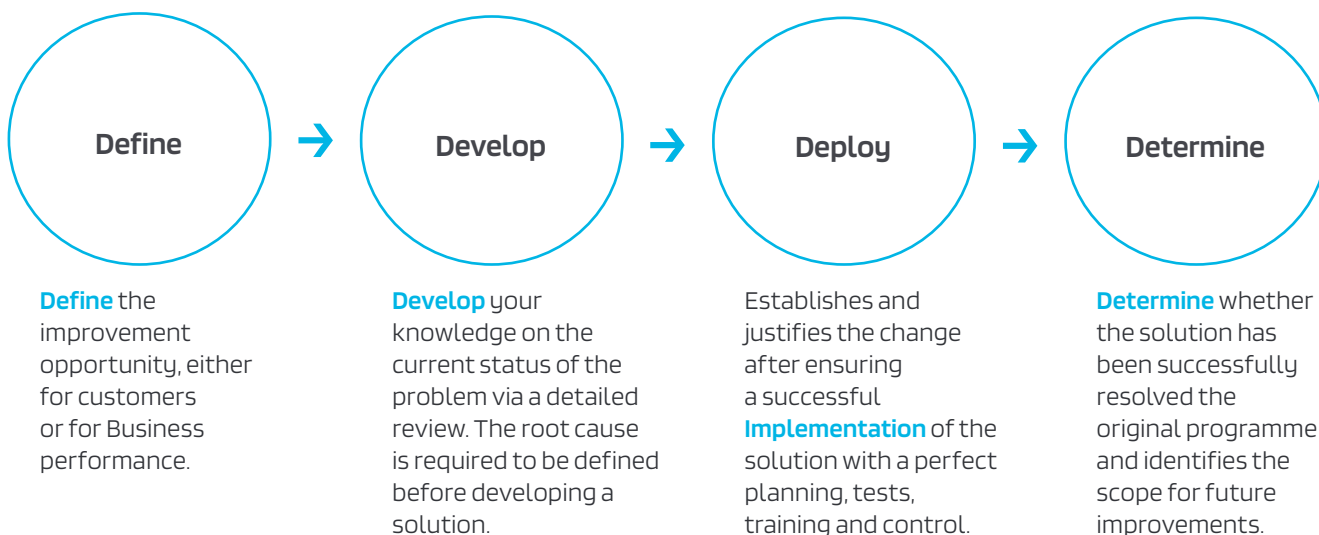
Project
"information to
our customer" to
provide useful
information to
passengers, since
the purchase
of the ticket to
their arrival at
destination.

It is worth highlighting the public-private collaboration and the support received from different administrations for the execution of R&D&I projects, as the project R3CAV for the development of an autonomous platform financed by the CDTI; the Metrópolis project, targeted to prepare cities for the mobility of the future, funded by the State Research Agency (AEI); or the aforementioned project on predictive maintenance of electric vehicles, funded by the SEKUENS Agency of the Principality of Asturias.



OPERATE: ongoing improvement

Within the framework of continuous improvement and Excellence, OPERATE programme has established a common methodology in the Mobico Group, supporting the transfer of best practices through different areas and divisions in the company. Based on the principles of the Lean Six Sigma, it pursues to implement a working culture to review and optimize processes via the implementation of four steps:



At the beginning of 2023, the OPERATE Committee was created, including representatives of the main divisions and areas of ALSA with the role of promoting the use of methodology to support teams, share best practices and report the improvement lines we are working on with the rest of departments. The composition of this body is as follows:

Division of Morocco José Antonio Vigil	International and MSA Division Diego Granado de la Fuente	Sponsor Víctor M. López Advising Team Elías Rubio Aymara González Luis Feito	Area Unit Mediterranean Enrique Osuna y Francisco Escoriza	Area Unit Centre Víctor Casado
Strategy and Diversification Division José María Gutierrez	Legal Services Division Naiara Pascual Arroyo		Area Unit North-West Inés Álvarez	Area Unit North Miriam Morán
Digital and Technological Division David M. Candia	People and Culture Division Javier María Urrecha		Area Unit Tourism César Fernández	Operations and Maintenance Division Luis Feito
Economic and Financial Division Alicia Torres	Spain Managing Division Luis Feito and Aymara González		Research and Tenders Division Daniel Rubio	Sales and Marketing Division Jennifer Bartolomé

As a result from their work, 57 improvements were implemented with impact in several processes and strategic lines of the company. All the areas of the company have taken part in one way or another in implementing these optimizations. As an example, we can mention some cases developed:

- ✦ Design of a quality plan for the services provided by subcontracted transport companies.

- ✦ Improved punctuality in the services of the operation of Rabat.
- ✦ Implemented the boarding registry system with ITOS devices.
- ✦ Actions addressed to improve the accessible transport service pool.
- ✦ Processing of claims in Portugal by means of telematic expertise.

- ✦ Improved control and monitoring of the efficiency ratios of operations through the use of Tableau.

In 2024 will continue the development of the OPERATE programme, integration new working forms day by day through Change Agents and the consolidation of the OPERATE Committee.

Certifications

Having in place certified management systems based on international standards helps the company to reach the goals to guarantee safety, increase customer and employee satisfaction and protect the environment.

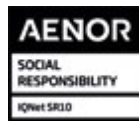
Excellence



Quality Management ¹⁻²⁻³



RSE Label³



Management Corporate Social Responsibility²



STANDARDS Audited Sustainability Report



Criminal Compliance



Management of Security of the information

Safety



Road Safety Management ¹⁻²⁻³



Emergency Management ¹⁻³



Seguridad y Salud en el Trabajo ¹



CSEEA-INSIA in Safety Road.

Customers



Service Letters ⁴



Public Passenger Transport Services ¹



Excellence in service



Universal Accesibility ¹⁻⁴



Complaint management

People



Healthy company



Conciliation and equality



Protocol against COVID-19

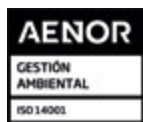


Great Place to Work³



Top Employer Spain 2023

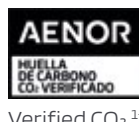
Community and Environment



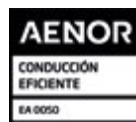
Environment management ¹



Management energy ¹⁻²



Verified CO₂ ¹⁻²



Efficient driving of industrial vehicles



Registry of Carbon Footprint



EMAS Certificate

All previous certifications are in Spain and additionally according to indicated epigraphs: ¹ Portugal, ² Suiza, ³ Marruecos.

⁴ Casablanca.

Note. Also Lisbon is certified in NP 4493:2010 and NP 4514:2014 for the Public Transport, passengers of urban routes and intercity bus routes.

New certifications

ALSA has extended its certification on "Universal Accessibility" according to the UNE 170.001 standard to the total concessions of regular intercity transport services attached to the MITMA, as well as all urban and metropolitan services in Spain.

This milestone has been possible thanks to the work done at the Organisation within the last few years that allowed us to

meet the minimum requirements of this certification:

- Availability of information channels on accessible services.
- Sales channels available with accessible seats for sale and reservation in advanced (not applicable to urban services).
- Specific training of staff for accessibility and service for people with disabilities and/or

reduced mobility.

- Availability of adapted fleet and minimum offer of accessible services.

On the other hand, certified a new company in France in the standards ISO 50001 and ISO 14064, in the Transport Division of Switzerland: CHAMEXPRESS.

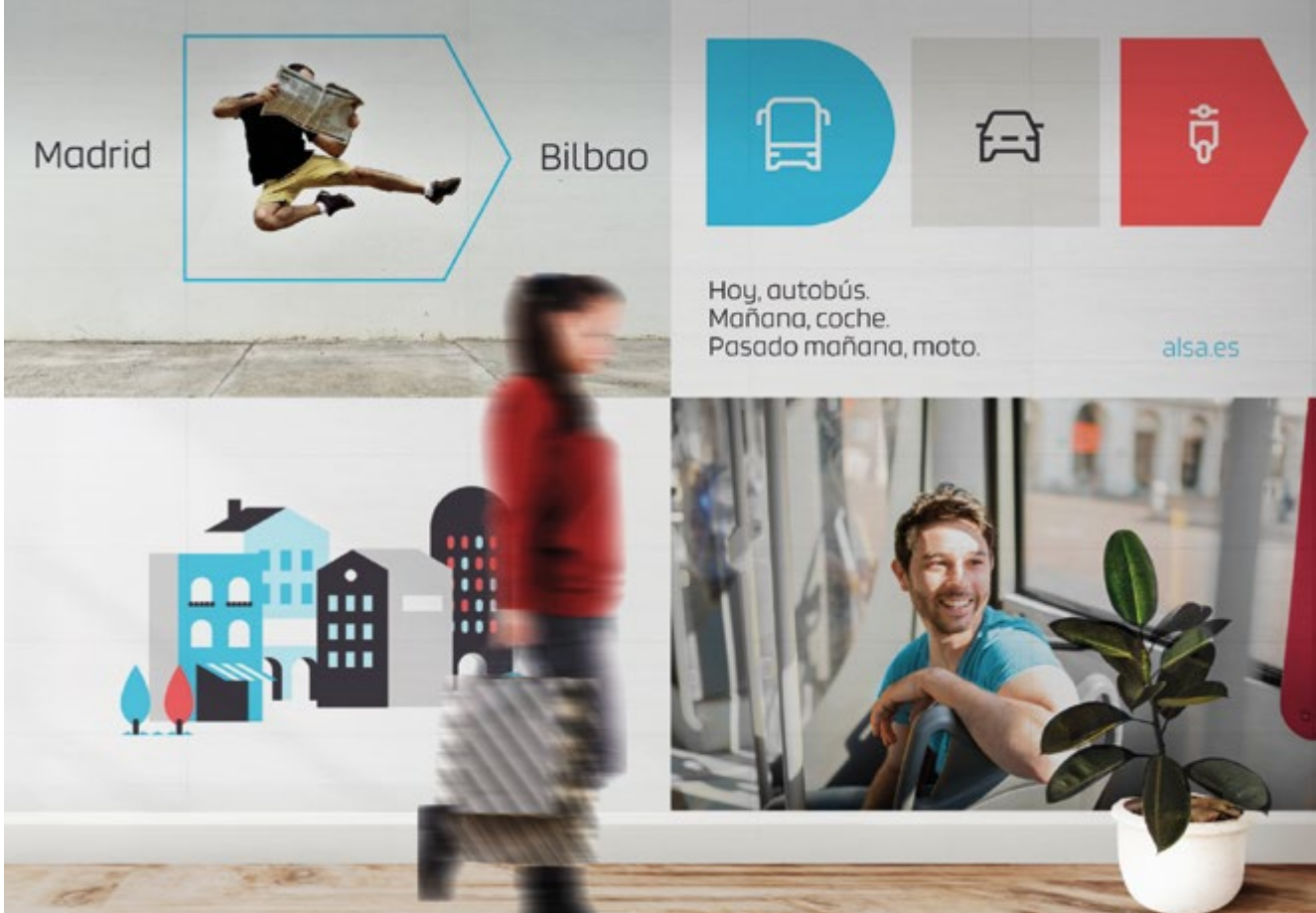
Awards and Recognition

In 2023, Alsa has been awarded with several awards and distinctions.

- Award for Innovation in Road Safety and Sustainable Mobility from the National Confederation of Driving Schools (CNAE).
- Global Xperience Special Award for its cross-cutting Experience strategy at the 2023 Customer Relationship Excellence Awards.
- Ecommerce Award 2023 to the best omni-channel integration.
- Award for Internalisation by the Exporters and Investors Club, in the category of "Large company with outstanding international projection".
- Award "Avanza la trayectoria" by El Comercio de Asturias for the long career and ongoing growth.
- Azor Award 2023 by BRILAT.
- Award to Corporate Family of the Association of the Family Company in Asturias (Asociación de la Empresa Familiar Asturiana).
- Premio Tableau Challenge Day to the Team of Business Intelligence of ALSA.
- "Award to Talent Development", in the HR Ceremony 2023.
- Special mention by Fundación Integra in their awards "Commitments 2023" for our work in the recruitment of people in situations of vulnerability.



- Recognised a Top Employer 2023, becoming the first company of the industry in Spain to obtain this certification.
- Award "Green Mobility" awarded by the Municipal Transport Company of Madrid (EMT Madrid) in the innovation category in September 2023, for the operation of the regular route of public transport at the Autonoma University of Madrid (UAM) campus with an autonomous bus operating at level 4.
- Award to EXIT-Alcalá, for first place in the Official Tapas Competition of the Community of Madrid.
- Award to the City Council of Bilbao of Companies for Sustainable Mobility, in the third edition of the International Mobility Awards for the MEDUSA project.



2024 goals

Excellence model	Development of the OPERATE model.
Corporate Social Responsibility	<p>Development of action plans 2024-2026.</p> <p>Keep aligning the model in other countries.</p> <p>Strengthen the External and Internal Communication.</p> <p>Renewal of the SR10 certification.</p>
Compliance Management System	<p>Continue with the homogenisation of the Models in Morocco, France and Switzerland.</p> <p>Retain the Certification in Criminal Compliance (UNE19601).</p> <p>Acquisition and use of an IT tool for the management of the Compliance Model.</p>
Partnership management	<p>Close partnerships for the deployment of the charging infrastructure of zero-emission buses.</p> <p>Developing partnerships with the players in the Digitalization of Transport to deploy projects.</p> <p>Consolidate partnerships focused on internationalization with the main manufacturers of the vehicles for the development of international markets</p>
Digitalization and innovation	<p>Consolidation of the Innovation Centre.</p> <p>Make progress in the data-driven company strategy and application of artificial intelligence.</p> <p>Provide our customer with useful information before and after the journey.</p>

Safety

Our approach

ALSA values safety above all else. It only does what is safe and stop any unsafe for our services operating out behaviour. With this purpose in mind, the company always applies the more demanding measures in terms of safety in all the countries where services are provided.

ALSA's safety management is based on the Driving Out Harm (DOH) programme, in place at all companies in the MOBICO group. This Programme has the objective of making safety a priority

in the services, creating the best standards in the industry both at the national and international level.

The safety management system implemented in Alsa meets the standards of the ISO39001 Standard on Road Safety, being the reference to deploy the programmes and activities targeted to an ongoing improvement of performance in this area.

Customers are aware of the hard work done in this area, and safe driving is one of the best rated attributes in the surveys conducted. An example of this is the rating of 8.63 awarded to this indicator in 2023, vs. 8.32 in 2022.



Since 2010

↓ **10%** Reduction of at-fault accidents in Spain

Respecto a 2022

↓ **14%** Reduction of at-fault accidents in Morocco

↓ **30%** Reduction of at-fault accident rate in Switzerland

↓ **64%** Reduction of at-fault accident rate in Portugal

↓ **14%** Reduction of the FWI¹ 2021 at the global level

↓ **7%** Reduction of the FWI in Spain

↓ **29%** Reduction of the FWI in Morocco

100% Staff monitored

6,013 Individual training to review "events" observed by smart cameras

¹ (Fatality Weight Injuries) Injuries in at-fault accidents.

Monitoring and training for excellence in driving

The human factor is the variable with the greatest impact on road safety, which is why we work continuously to detect behaviour and performance patterns that can be improved through the monitoring, evaluation and training of people.

Assessment and monitoring

Implementing new technologies allow to identify areas of action to undertake a proactive monitoring of personal performance in driving, assessing the performance behind the wheel of an increasingly higher and more diverse workforce of drivers.

Several monitoring systems are being installed for this purpose. Particularly, the use of smart cameras is being extended (Drivecam or last generation CCTV systems) given the proven efficiency of this to both reduce accident rates and improve the performance behind the wheel.

In 2023 continued the implementation of monitoring systems (smart cameras, CCTV cameras, control of speeding, control of the driving mode without braking, acceleration or sharp turns) in the new services operated. In

the case of Morocco, CCTV driver assessment and inspections by safety agents have been digitised. Also, ongoing improvement of the tools used to withdraw relevant information and retrieve more detailed analysis of performance and patterns.

Also, we kept working on predictive models based on information available about the individual performance of each driver and with the objective of identifying the new correlation between the performance observed and the potential risk of accident.

With regards to control and measurement of speed, once the Control of speed has been consolidated and classified as serious, progress has been made in measuring minor speeding events. Still identifying the concentration areas of these and the drivers

registering speeding in the two types. Continued deployment of tools in all geographical areas where Alsa is present, a proof of that is the installation in Switzerland of the technology to control and monitoring speeding events in the fleet.

92% of the staff is monitored by GPS in Spain and 41% in Morocco

Software to monitor drivers in Morocco and Switzerland

Morocco has developed a software (SECURMA) to monitor drivers to ensure monitoring of all drivers.

Added to the review via CCTV cameras, each driver has allocated a Safety Technician to undertake an additional monitoring via Direct Observation while performing the service. These agents are employees fully committed to this monitoring role with drivers.

Also, to be highlighted the digitalization of the inspection of vehicles prior and after the service through an APP used by drivers in Switzerland and France.

Training and awareness

Training is another key cornerstone to reduce accident rates. By the end of 2020 in Alsa started the implementation of a new "Training and evaluation of Drivers in Spain" model focusing the training on the drivers with a further need for improvement in their performance.

In 2021, an assessment of the efficiency of the model was performed, and it was confirmed that 65% of the drivers trained over the year improved their performance. In 2023, this line

of work has been continued, Training Course on Competence Improvements has been delivered to 201 people. The course was tailored and adjusted to the need to change habits and behaviours of each drive.

In the rest of geographical areas, the focus was also put on driver training, as in the case of Oporto (Portugal) where 5,500 training hours on driving to the workforce have been delivered.

Also, a new training course is being delivered to raise awareness among drivers about the consequences and impact of making a bad decision. Selected small groups and a joint session is conducted.

Training plans have been also supported by internal communication campaigns delivered to raise awareness on the risks in driving. Particularly, during 2023 communications were sent about the use of safety belts, as well as on the consumption of medicines and their effect in driving. In the particular case of Morocco, drivers receive daily communications on the safety aspects they want to highlight in a particular moment.

201 people were trained on the course on Competence Improvements in Driving

Also partners in raising awareness campaigns fostered by significant external entities. This is the case of the collaboration with MAPFRE Foundation in a campaign on "Blind Spots" in the framework of the event JUVENALIA 2023. Or the communication campaign "Urban Coexistence on the Road" with FESVIAL, with the purpose of raising awareness among vulnerable users and drivers about the need to support a coexistence in mobility as a key to reduced urban accidents.



Analysis and improvement of the cognitive health for drivers

In collaboration with the University of Nebrija, an applied investigation project promoted and financed by Alsa, about the evaluation and improvement of cognitive health of drivers.

In this project, 160 drivers completed a cognitive evaluation with results that were compared with performance data linked to road safety, finding out a relevant correlation. Also, 56 drivers completed a cognitive training plan to be delivered within 3 months. This training plan showcased a great effectiveness to improve cognitive skills.

This project has been recognised with the Award to Innovation in Road Safety and Sustainable Mobility by the National Confederation of Driving Schools (CNAE).



Fleet featuring state-of-the-art technologies

The company is in constant search for new technologies to be fitted into the vehicles, aimed at supporting driving, and to increase safety in transport. A multidisciplinary team regularly analyses the various technologies in the vehicles in order to evaluate their effectiveness through pilot tests. Later, the implementation in Alsa fleet is assessed.

The key actions performed regarding the fleet are as follows:

1. Conduct a market research on technological elements related to the detection of signs of tiredness

and drowsiness, factors currently identified as high-risk factors in road safety.

2. Improve the existing system of intelligent cameras, implementing a new system that represents a qualitative leap in the detection and analysis of improvable driving behaviour.

In 2023, the efficiency of the two on-board safety systems was evaluated

Installation of AZIMUT | Technology to identify pedestrians and bicycles..

360° View camera | Full peripheral vision system around the vehicle facilitating parking manoeuvres.

Parking brake cotter pins | Campaign to review the proper operation and implementation of the device in all the vehicles of the fleet available for his system.

Truckview lens to reduce dead angles | Following an internal assessment of the product and after obtaining positive results, it is being conducted an installation campaign in all Spain and Portugal ones.





The safest facilities

Throughout 2023, the Facility Safety Plan has been continued with the aim of reducing the risk of accidents and incidents. When points of concentration of accidents or conflicting manoeuvres are detected, risk evaluations are conducted,

operation protocols are produced and improvements proposed.

Also, information posters are placed with the guidelines to be followed in each facility.

alsa

Dispensers
Instructions for use

For safe and clean refuelling

- No smoking
- No use of mobile phones
- No fires
- Switch off lights and engine

- Choose the hose on **the tank side** of the vehicle
- Pull the hose**, not the gun
- Do not run** the hose **under the vehicle**
- Do not force** the gun to rotate, it has a stop
- Leave the **rubber casing outside** the tank mouth
- Collect the hose** to prevent it from being stepped on by vehicles
- Leave the gun in its housing** without forcing it to rotate

alsa

Mandatory safety regulations

- Accident risk area
- It is compulsory to follow the instructions of the facility
- The use of safety vests is compulsory
- Switch off lights and engine
- Drive in designated pedestrian lanes
- Do not exceed the speed limit (10)
- Except in designated areas
- Except in designated areas
- No smoking on the entire site
- Reverse parking



2024 goals

Accident rates

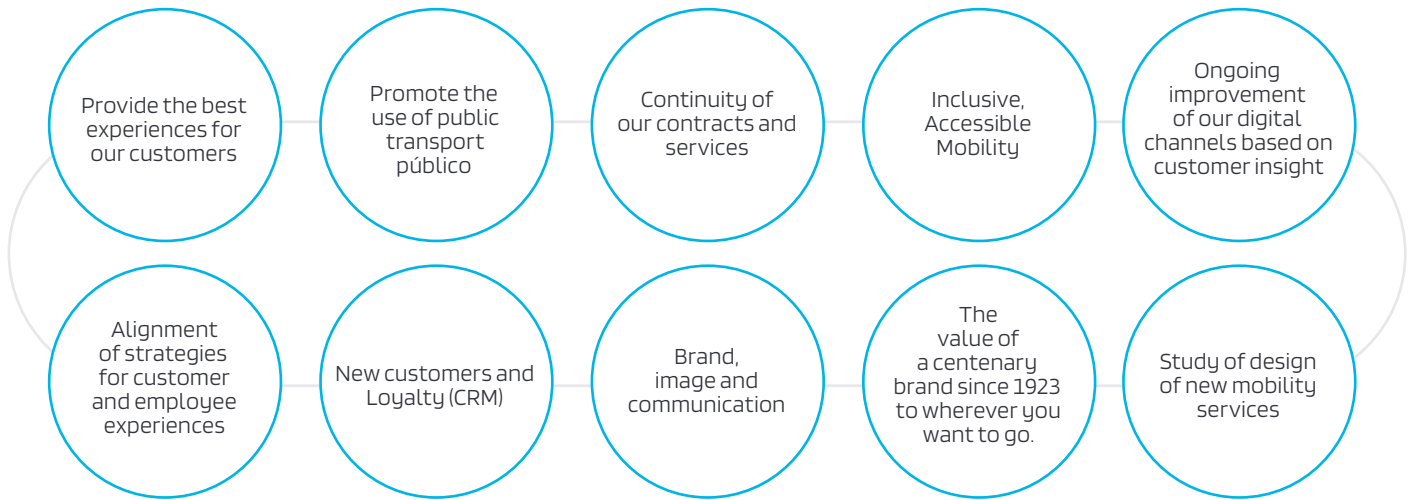
Normalised FWI (FWI/1 million miles): 0.0068.

At-fault accident rates (every 100,000 km): 1.09.



Customers

Our approach



Also fundamental purpose is the service provided to their customers. To the people who rely on the company when they travel and to the administrations and entities that entrust the management of their mobility contracts.

In 2023, mobility was definitively recovered, leaving COVID-19 behind. Travel demand was at a higher level than the pandemic in all segments, with regional and metropolitan travel particularly growing.

Travel patterns and people's needs are changing, in line with changes in social habits brought about by phenomena such as teleworking, e-commerce or digitalisation. In urban environments, mobility is different subject to the days of the week

and non-commuter and weekend journeys increased.

The extraordinary measures to reduce the cost of public transport, established by the Ministry of Transport and Sustainable Mobility in cooperation with the Autonomous Communities and City Councils, are having a very positive impact on the recovery of mobility, in cooperation with the Autonomous Communities and City Councils. These measures were extended also for 2024.

Also continued improving digital channels and adjusting supply with a service increasingly tailored. With many initiatives and projects for improvement based on the Customer Voice, the orientation of the marketing and communication

actions and strategic targets as the young sector, with initiatives with a great impact as the sponsorship of La Velada event with Iban Llanos, the agreements reached to be the official transport company for major concerts and musical events.

In 2023, the customer satisfaction and experience metrics returned again to high levels, higher than in pre-pandemic times. The best valued attributes again were service provided by drivers, safe driving, and digital channels. To be highlighted the improved rating in quality services, thanks to the discounts and multi-travel vouchers and the quality provision of services.

An excellent service made by and for people

Itineraries
508 million km travelled

Carried
588.8 Million passengers

228,073 surveys received³

8.16 CSI¹

51.4 NPS²

¹ Customer Satisfaction Index. Average score out of 10 given by the customer on general satisfaction. Alsa Spain services.

² Net Promoter Score. How likely are you to recommend Alsa to your friends and family? It is calculated deducting from the Promoters percentage (users with recommendation from 9 to 10) the Detractors (users with recommendations from 0 to 6). Alsa Spain services.

³ Alsa Spain services.

Travel experience and customer know-how

New metrics and customer experience

Improved UX measurement of the purchase process for digital channels (web and app).

In 2023, the measurement of customer satisfaction has been improved thanks to the new questionnaire design tool that has made it possible to link the response to the purchase locator, the possibility of surveying in up to 9 languages, attaching images that help to understand the evaluation, or giving the possibility of leaving a telephone number or email so that the customer can be contacted

directly. All this, overall provided an easier analysis and monitoring of the assessments in detail

Customer Journey's for Alsa Spain 2023

Over this year, the Customer Journey started to be updated for Long Haul services. For that purpose, in-depth interviews have been conducted with the Alsa Spain management team, as well as *focus groups with employees and with passengers* in each of the

9 key corridors in Alsa. This level of analysis allows for a specific customer journey by broker and also by type of service.

On the other hand, produced customer journeys of urban and metropolitan contracts as Ferrol, Leste da Coruña and Bilbobus. Also, contract-specific infographics are regularly produced for employees to help them learn how to evolve customer experience in their area.

Customer Week 2023

For the seventh year in a row, in December was held the Alsa Spain Customer Week. This is a period where it is highlighted the huge work done by the workforce at a daily basis to ensure that people travelling by Alsa enjoy the best experiences.

The most important activities included gamified online training on customer service, webinars with experts in customer experience, open door sessions 'at the dockside' for staff to learn about daily operations, awards were presented to the most outstanding collaborating companies, and merchandising and various discounts and bonuses were distributed to customers and employees.



Special Global Xperience 2023 Award



As part of the Customer Relationship Excellence Awards Ceremony in 2023.

organised by AEERC, iFAES and IZO; Alsa was awarded with the Special Global Xperience Award for the cross-cutting strategy, merging the Customer and Employee Experience.

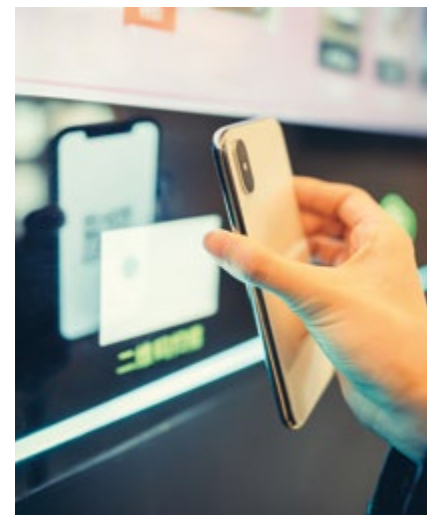


Improved products and services

Ongoing improvement based on customer open feedback

Since 2021, the most significantly serious feedback reported by the customers in the post-travel surveys are managed at a daily basis. With the years, the process was improving, increasing the information that accompanies the customer's comment, so that a better analysis of what happened can be made. The most challenging feedback is sent to the SAC to process the reply to be sent to the customer and the internal manager of the company, so all the relevant measures.

This work has helped to identify improvements as, for instance, more suitable indications included in the ticket regarding the location of the stop or changes in the information provided to the user in Alsa website. The management of these literals also allows for the identification of structural areas for improvement which are brought to various internal forums so that more far-reaching actions are put in place.



Accessible and inclusive mobility

Alsa understands mobility as a social right and works to provide an inclusive and universal mobility, adapted to the needs of all people.

Its aim is that people from any group can enjoy its services in the same conditions of safety, equality and comfort, with the greatest possible autonomy. Therefore, they are continuously working on improving the whole chain of accessibility of services.

The most relevant milestones achieved in 2023 have been:

- Implementation of **new sale process of seats for People with Reduced Mobility on Wheelchair** where it is possible to identify whether the passenger will go with his chair on board or in the luggage compartment, whether they will want to transfer to a seat or even whether they will bring a companion to assist them. The design and validation were supported by the CEAPAT and COCEMFE Cantabria.
- Standardisation of the **pre-reservation of seats for PMRSR spaces, accompanying persons and transfers** in the planning and sales systems, as a prior step to guarantee the right to travel for these customers with everything

they need.

- **New landing** with all the information related to accessibility services, making a distinction between national/regional and urban/metropolitan services: <https://www.alsa.es/movilidad-accesible>
- Progressive implementation of the **new solution for loading and anchoring personal mobility aids** in the boots of vehicles in more than 400 vehicles and in the entire new long-distance fleet.
- Implementation of **accessible signage** with Braille and QRs adapted for the blind, ARASAAC pictograms, improvements in contrast and typography, etc. in new contracts started this year.
- Extension to new contracts of the **video-interpretation service in Spanish Sign Language by SVisual** (provided by CNSE - Confederación Estatal de Personas Sordas).
- Celebration of the '**Second meeting on Accessible and Inclusive Mobility**', in collaboration with CNSE on the occasion of the World Day of Persons with Disabilities. On this occasion, a hearing impaired person shared her experience of using public transport and gave

some guidelines on how to improve the service provided to these passengers experience of using public transport and gave some guidelines on how to improve the service provided to these passengers.

- ALSA has extended its certification Universal Accessibility standards (UNE 170000) to the total regular intercity transport services attached to the MITMA, as well as all urban and metropolitan services in Spain..

Alsa is the leading national passenger transport company by road to standardize the sale or transfer for free of these additional seats for companions



Relaunching of AlpyTransfers in Switzerland



With the strategic objective of consolidating its presence in Switzerland, in 2023 the company set itself the goal of boosting the Alpine business by redesigning its concept from the ground up.

The main objective of this change has focused on customers, by implementing a **new sales system** to speed up the process to buy tickets, the creation of a **new website**, with the **unification of the ALSA brand**, more dynamic and easy to use.

Continuing the flow of customer loyalty, a **new communication system** is being implemented by identifying and labelling groups of customers in order to communicate in a more personalised way and provide answers to their needs.

Digital channels

Improved usability and new functionalities in the web and app

The development of our sales channels is one of ALSA's top priorities, as evidenced by the many improvements and developments we have launched this year.

The first major milestone was the definition and optimisation of specific sales flows for the **new products derived from the Spanish Government's transport incentive measures** (Multi-travel vouchers and Young Summer), with different bonuses and conditions. For them were created in record time new simple, intuitive processes adjusted to the different services of the company to provide access to these by our

users.

Secondly, several usability-oriented improvements to the **website and app are worth mentioning**, such as the 'fast checkout' and the sale without time to contribute to the digitalisation of the sale of regional services, the option to add and edit frequent passengers, the simplified two-click purchase flow in some services, and the inclusion of favourite stops in the search engine and a new bottom navigation menu in the app.

Finally, to be highlighted the improvements implemented regarding **ALSAPLUS passengers**,

oriented to ensure a smooth handover in the purchasing process, the registration to the profile of these loyal customers. Specifically, direct access to tickets and vouchers has been implemented for these users. the loyalty programme registration process has been improved by means of post- and in-purchase registration, thus reducing data entry; and improvements have been included in the password reset by one-time code (email and SMS), and many more.

Services at stations and stops

Over 2023 we have redoubled our efforts to improve the face-to-face service channel at our ticket offices with the installation of **52 new EASIER vending machines** in the busiest passenger areas.

Also, we have **opened ticket sale kiosks in new locations** (for instance:

Baeza, Noja and Torre Del Mar), and we have even included the first kiosk outside Spain, in Paris.

And we have continued working on adding **functional improvements** as: use of purchase flows, quick purchase of regional services, new sales flow of free multi-travel

vouchers of the MITMA; discounts in credit card payments to promote the reduction of cash payments and security improvements in the log in process of ALSAPLUS.

New model of relationship with customers in B2B

In 2023 we continued promoting the project CRM BTB, that was born with the objective to professionalise the commercial management of the BTB business by focusing on customer loyalty and attracting new opportunities.

The project has matured remarkably and is now deployed and operational

in all the Discretionary business areas. At present, all areas have the same procedural work methodology, allowing the teams' efforts to be optimised. This has made the commercial follow-up easier and more guided for the advisors and improved the relationship with the customer: in 2023 we have managed

to attract 4,482 new customers, with more than 7,300 new business opportunities being worked on.

Moreover, this initiative entails a cultural change in the way we work, which has meant that, in addition to the technical and operational part, we have been very focused on accompaniment.

Encouraging the use of public transport and modal shift

2023 has been a key year in the recovery of mobility. The Administrations and Operators promoted measures to support public transport which are of great importance and which are key to the functioning of the current mobility system.

In February, free season tickets for frequent passengers in Spain came into force, valid for intercity public services owned by the Ministry of Transport at state level, by bus and by rail. Thanks to these vouchers, customers were able to travel for free in Bus routes attached to the MITMA, provided they met specific conditions about the number of journeys and by previously paying a deposit.

At the beginning of the year, January was the last month in which the 50% discount season tickets were into forcé, which started in September 2022, were in some ways the precedent for the subsequent MITMA measures that have been implemented until now.

In coordination with the Autonomous Regions and local councils, MITMA also promoted a 50% discount in tickets for frequent passenger transport at regional and local level. The Spanish Government financed up to 30% of the discount for regional and local administrations that establish discounts of at least 50% on transport tickets for frequent passengers.

All these measures were extended to 2024 and are currently in force.

Finally, we would like to highlight the 'Young Summer' campaign that ran from 15/06 to 15/09 2023 in the state public mobility services. Thanks to this policy, young people between 18 and 30 years of age were able to obtain free tickets on all state concessions.

The implementation of these vouchers entailed a significant challenge for ALSA. Within a very quick timeframe of just a few weeks, we had to adapt our sales systems and all our operations to MITMA's requirements. This new scenario entailed a change in operations and the infrastructure in the boarding routes in the all long-distance routes and to train drivers of over 350 long haul buses and 500 duplicates and third-party operated buses.

In addition, we adapted the voucher sales process and the daily communication of the use and sales to the MITMA, something that required very demanding and strict requirements and specifications.

All this entailed a strong work to develop the product and the sales systems (both digital and physical) and the acquisition and installation of new terminals at the buses (ITOS

system), to identify each passenger via a QR. Also, we had to design and implement the applicatives required to connect the systems and to transfer the information to the

databases of the MITMA.

These measures had a great acceptance by users.

Marketing, brand and communication

Presence in FITUR and other events

2023 started with the annual event of Fitur, where we launched the beginning of our centenary as a company and highlighting the exhibition of one of the oldest historical buses of the company: a Chevrolet Capitol from 1927, a very popular model in the 20s and until the early 30s, used to perform some of the first passenger transport routes in our country.

Alongside this historic vehicle, another vehicle representing the future of mobility was also on display: the first autonomous bus operating in Spain since 2020, in a tour open to real traffic on the campus of the Autonomous University of Madrid.

Alsa showcased its evolution aligned with a position as a sustainable, multi-modal connected mobility company, tailoring to the new trends in mobility and anticipating the needs of our customers, playing an increasingly active role in the tourism sector, and aligned with our proposal to bring people closer and connect the world in a sustainable, safe way.

By the beginning of February, Alsa took part in the VII Encuentro de ciudades (FEMP), held in Valladolid,

and conceived as a forum for meeting and debate for the analysis of mobility and urban road safety, with the aim of disseminating, promoting and encouraging good practices and experiences in road safety and sustainable mobility. Together with this historic vehicle, another vehicle that represents the future of mobility was also exhibited: the first autonomous bus operating in Spain since 2020, on an open route through real traffic on the campus of the Autonomous University of Madrid.

In June, the 65th World Transport Summit was held in Geneva. Audience attending the UITP in

2023 in Barcelona where Alsa is an active member. In this progress were exhibited all the progress the company is developing to achieve a 100% sustainable mobility, and also took part in different sessions, as the decarbonization of public transport.

During this year, we had an active collaboration with the DEC association for the Development of the Customer Experience in Spain, included within other actions, with the sponsorship of the X DEC Awards to the best customer and employee experience projects, and the International Congress of Customer Experience also hosted by this association.



Focus on young targets

Alsa brand has always been in the TOP-3 of brand awareness ranking along with Renfe and Iberia, however in 2023 the company has focused its efforts in increasing brand awareness and engagement with the younger targets from 18-30 years old.

Being present in La Velada event for the Year 3, the Kings League and Festivals like the Arenal Sound or Holika, have promoted the brand

towards Generation Z to become a brand of reference for them for being in the same context, share their values and speak the same language.

Then, we started a new communication and collaboration with Ibai Llanos as the main creator of young content on Twitch for the brand as a parallel strategy that does not affect and coexists with the usual +30 years.



Improved customer experience in Morocco



In Morocco, steps continue to be taken to provide better customer service, where we can highlight the following developments in 2023:

- Introduction of a queuing call management system for better handling of requests. Thanks to this system, the availability rate of

the call centre agents has reached the 99.3%.

- This solution also includes a registry of missed calls so the call centre teams can return the call and address their requests, in order to achieve the goal of 0 missed calls.
- Development of a CRM solution for an automated and fluent management of leads and claims in a reduced timeline, allowing to manage in real time customer requests.
- Training programme focused on improving communications and active listening, with a special







focus on conflict resolution.

For instance, these improvements have allowed to significantly increase the claims addressed in Casablanca, where a processing rate of 100% has been achieved in average period of 9 days.

And even though the number of claims received have increased, the customer satisfaction level remained in high levels with a rating of 8.8 out of 10.

Relation with customers and loyalty

Social media

	+183.000 fans /alsaautobuses
	+39.000 followers @Alsa_autobuses
	+48.000 followers @Alsa
	+42.000 followers Alsa
	+24 millions of views Alsa miradasdesdeelbus.alsa.es +5.000 subscribers
	+11.000 million
	7 minutes Average response time on social media

Data as of December 31, 2023

Alsa Plus

There is always a motivation, we will find a way to get to it



You move us



More than **2.8** million loyal customers

In 2023 more than **850,000** new more

More than **79** million mailings via CRM

Customer Service (SAC)*

Average term
2.1 days to replay



Score
7.62 in CSI of the SAC

More than **206,000** written communication cases dealt with

Claims

- 45,545 claims filed.
- 33,637 complaint files.
- 1.44 Claim rates submitted (nº/10,000 passengers).
- 6.4 days of average response time.

Immediate requests for information and incidents

- 104,842 immediate requests for information and incidents.
- 0.6 days of average for response.

Suggestions

- 2,823 suggestions received.
- 1 day average response time.

*Data for Alsa Spain.



2024 goals

Attracting new customers for public transport and bus

Continue to grow in demand and revenue with new target users..

Management of multi-journey passes at a reduced price on our long-distance, regional and urban services.

New offers and products related to mobility based on customer experience and their needs.

Continuity of our contracts, growth and diversification

Renewal via bidding of urban, regional and metropolitan services.

Relation with our regulatory authorities based on transparency, ongoing improvement of our mobility services and an efficient management.

Regulation changes of great impact in mobility as the Sustainable Mobility act or the Customer Service Act.

Ongoing improvement and new mobility services

Improvements in information and response to customers regarding changes and incidents.

Shifting our Customer Service (SAC) and changes in our internal customer service processes and tools.

Initiatives of Close the Loop and Customer Voice in more contracts and services.

Service excellence, satisfaction and value of use

Improvement of our KPIs and satisfaction metrics.

Improvement of Alsa Supra services.

Investigation and knowledge of mobility based on customer experience.

Inclusive digitalization

Accessible and Inclusive Mobility Plan.

Ongoing improvement of our Website, Apps and Kiosks at stations.

Alsa Plus customer experience improvement.

Marketing, brand and communications

Tailoring of the service provided to our customers and of our interaction in the different phases of the customer journey.

Marketing, communication and brand positioning plan.

CRM improvements: more customers, more reachable, more loyal and more satisfied.



People

Our approach

In 2023, Alsa has consolidated its internal policies, with a particular focus on the development and recognition of its employees and on embedding new tools to foster the digital transformation of the company. In addition, it has rolled out its new Diversity and Inclusion strategic plan with the aim of reflecting the societies in which it operates. To this end, it has implemented global and local actions that, at the same time, position it as an attractive organisation for diverse talent.



17,137 professionals

7.3% female drivers

2,173 women

159,872 training hours

88.67% permanent employees





Global diversity and Inclusion Strategy Plan (DEI)

The global strategy plan DEI leads the way to make Alsa a reference company in Diversity and Inclusion in the mobility industry

The new Diversity and Inclusion strategy set by Alsa has been driven by the Executive Committee with a cross-cutting approach. Also, a government model has been established by a Group Global Committee, representing all the general divisions across all the countries where the company has a presence. This committee is attended by 6 of the 9 members

of the Management Committee, the CEO included, reflecting the clear commitment to diversity and inclusion of the company.

In addition, 6 local committees have been set up for each Directorate General, which implement and establish actions at local level.

The governance model also includes the ambassadors, groups and networks of Alsa people committed to diversity and inclusion, with the role of identifying and promoting actions in their close environments.

In short, the aim of this strategy is to foster an inclusive environment in which people's differences are transformed into strengths and added value for the company and its people.

In 2023 Alsa has renewed the Diversity Charter of the Diversity Foundation (European Institute for Diversity Management) as a reflection of the commitment to diversity, inclusion and equity

Strategic Priorities 2023-2026

Gender diversity Promote the incorporation of women, especially at the operational level, as this is a sector where the vast majority are still men. To this end, campaigns are being carried out to finance driving licences and the CAP for women, with a commitment to hiring.

Another major objective is to improve the presence of female talent in positions of responsibility.

Sexual affection diversity Make the company a safe environment ensuring a free development for everyone. Membership to the programmes EMIDIS and Yes We Trans of the Spanish Federation LGTBIQ+.

The programme Yes We Trans seeks the incorporation into the labour market of Trans people, a group with high unemployment rates.

Functional diversity or disability Collaboration with different foundations to ensure that people with disabilities participate in the selection processes.

Gradual adjustment of all facilities to make them accessible.

Intercultural diversity As a company with presence in 6 countries across 3 continents, Alsa has a diverse cultural environment.

Promote knowledge of the different cultures existing in the organisation.

Facilitating internal staff mobility between countries and departments.

Intergeneration diversity There is a senior committee, one of whose missions is to facilitate the exchange of experiences between the profiles with more experience in the company and the new incorporations, as well as to favour accompaniment and advice for people who are close to retirement.

Application of the strategic Plan of Diversity and Diversity and Inclusion

The strategic plan includes a number of actions covering the full travelling experience of the people employed:

Recruitment and contracting processes: Inclusive job offers that include inclusive language and the progressive implementation of blind CVs, which do not include personal data, in those processes that allow it.

Onboarding: Initial training plan where diversity and inclusion are mandatory.

Development and coexistence: Work climate surveys, including incidence of bias, ongoing training plans and awareness-raising workshops.

Promotion: Personal development plans, mentoring and promotion of inclusive leadership.
Development of succession plans that guarantee the presence of women in positions of responsibility.

Retain talent: Specific work-life balance programmes.
Specific programmes to avoid any kind of discrimination.
Specific protocols for action in cases of sexual harassment, gender discrimination, women workers in situations of gender-based violence and discrimination based on sexual orientation.

Actions to make diversity visible

Visibility is essential to build a more inclusive, just and empathetic society, where all people are valued and respected equally. Visibility allows us to recognise and celebrate the diversity of experiences, identities and perspectives; to combat discrimination and prejudice; to empower traditionally marginalised groups; and to raise awareness, sensitise and promote equal opportunities. For all the above, Alsa is implementing the following actions with impact at global level:

Women's Day 8M:

Celebration of the Women's Day with presence of key women from different roles in the company, and also attended by another 5 women who are a reference in the respective areas of other companies.

European month of diversity:

Raising awareness and delivering workshops by reference people in different areas of diversity and inclusion.
Distribution of a gift to all staff with a brief explanation of the general lines of the DEI strategic plan.

In 2023, the equality label has been renewed for the group's companies Nexcom and Automóviles Luarca

Pride Month:

Participation in the Madrid Pride parade as a company committed to the creation of safe spaces and committed to the collective.

Day against gender-based violence:

Awareness-raising campaign against gender-based violence.
Internal communication of the "Action procedure for cases of women victims of gender violence" in Alsa.
Videos to raise awareness in partnership with Integra Foundation.

Day of People with Disabilities:

During the disability week, advertising messages from the Eurofirms foundation were shared on the buses.
Raising awareness at the internal level with a campaign to prevent biases regarding disabilities, deployed by Eurofirms foundation.

Creation of the Values Awards on diversity and inclusion:

This first year we have been awarded a reward for the role of the team in Morocco for their commitment to hire female drivers.

Alsa committed to integration

Alsa has always been committed to labour integration of people with disabilities, and it remains doing so in the new strategy for diversity. Thanks to long term programmes and the collaboration of associations and foundations, the company keeps making progress in its commitment to inclusion.

More than **200** people with disabilities employed in Spain

Since 2013, the company has been working aligned with its key commitment with the Charter in Diversity to foster the fundamental principles of equality, as well as a respectful culture and behaviour to the right of inclusion of all people regardless the diverse profiles,

at the working environment and in society. For that purpose, they implement specific policies: implementation specific policies to encourage an unprejudiced working environment in terms of employment, training and promotion.



What are you capable of?

Alsa has a corporate commitment to **training and integration of people with disabilities**. This was developed over the years with the initiative **What are you capable of**. In 2022, an agreement with ONCE-INSERTA was signed to deliver training to people with disabilities to obtain the D licences and the Certificate of Professional Competence (CAP), as well as an additional practical training to improve skills regarding a safe, efficient driving.

In addition, Alsa has taken part in several round tables and sessions hosted by the ONCE Foundation in order to increase employability of the groups with more challenges to find a job.

Employee feedback

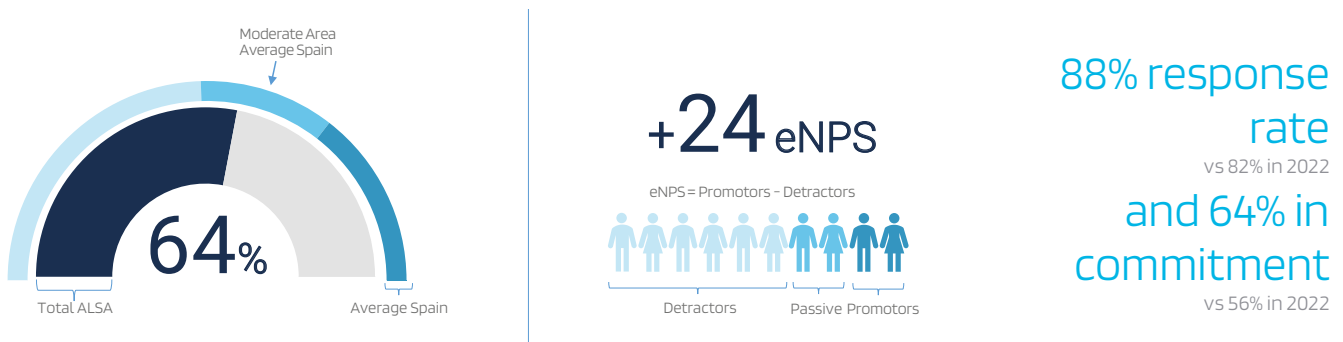
Active listening remains to people in Alsa with the annual survey "Your voice matters". Through it, plans and actions are defined in response to the needs of the workforce of the workforce. In 2023, implemented more than 20 plans and 92

Actions, with an improvement in results of the survey both at the Commitment level and the eNPS.

Following the comprehensive review of results in 2023, a new action set will be targeted based on

Employee's feedback. And the work streams of leadership, recognition, and diversity and inclusion will be continued.

Survey results - Alsa Division



Customised, pro-active training

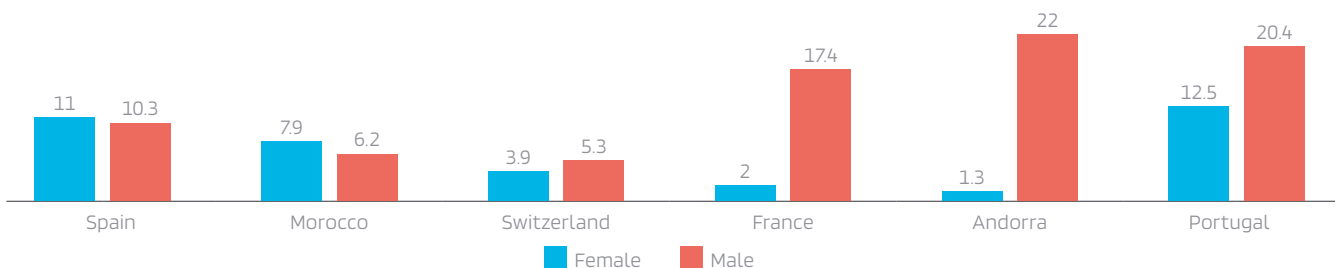
Alsa customised its training based on the needs of their employees. This customised approach was possible thanks to the monitoring and follow-up place at of all staff, allowing the company to identify the areas for improvement specifically in order to conduct training actions in a pro-active way¹.

159,872 hours of in-house training

Per employee **9.33** Training hours
↑ 22% versus 2022

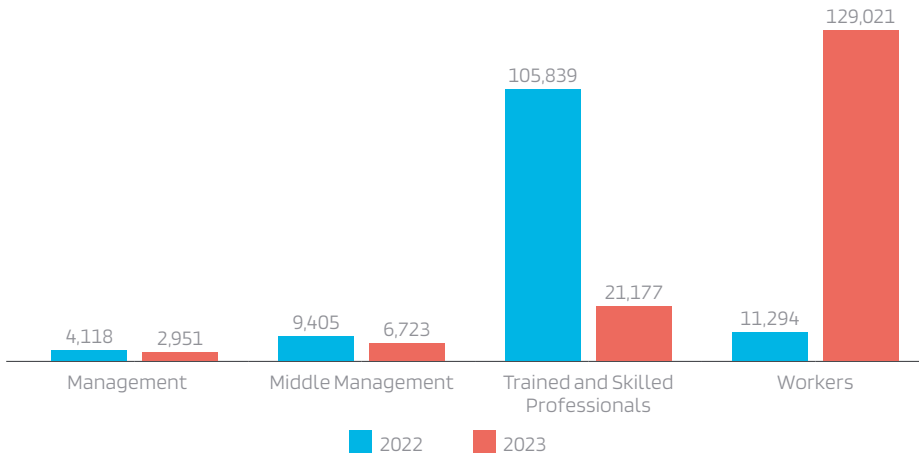
In 2023 more than **1,300,000 €** invested in training
↑ 74% versus 2022

Training hours per person



¹ The high increase in investment in training compared to 2022 is due to the increase in training for structural staff in Morocco and the increase in the number of staff in Portugal.

Training hours per professional category



Note: This year, driving personnel have been included in the category of Operators, hence the data are not comparable with those of 2022, which were included in skilled professionals.

Training on "Harmonic Driving" in partnership with the University of Zaragoza

Alsa and the University of Zaragoza have started a partnership by which in 2023 they conducted the first trials of the training programme "Harmonic Driving". This nationally and internationally recognised initiative is designed to address current challenges in traffic management, based on a detailed analysis of the question "why do traffic jams happen?".



The objective is to teach participants how to avoid traffic jams through adaptive behaviour. Also, this brings further benefits like the reduction of fuel consumption and an increased safety in these situations, that are common in urban environments.

Global recognition programme

Following the analysis of the results of the employee survey, the development of a recognition programme was established as a priority, the aim of which is to highlight excellence in the work of operational staff.

The Master programmes enabled the recognition of the work of more than 500 people who have reached excellence in performance based on the assessment criteria set for each position and businesses. In this line, Master Driver recognises the drivers; Master Trainer, to trainers; Master Rail, to professionals working on the railway industry; Master Sanir, to the teams of the medical transport industry; Master Mechanics, to depot staff; and Master Exit, to the staff working at service areas.

Almost 500
people have
been certified
as Master

Initial support to drivers

Newly recruited driving staff receive all the necessary training and support to be able to carry out the services safely. After passing a demanding selection process, each person is assigned a tutor who is responsible for monitoring their performance during the six months following their incorporation. The induction process includes both training actions and assessments that help to identify areas for improvement, so that training can be customised according to the needs of each professional.

More than 34,000
hours in 2022 in
the Induction
plans, 26% more
than in 2021



9,130 Students in the Welcome Plans to the PDA

Porto high availability and integration team

In 2023 started the operations in Oporto, second integration performed in Portugal. To guarantee the fulfilment of the incorporation procedures with the subrogated and new personnel, trainers travelled both from Lisbon and from different parts of Spain.

The initial training and assessment process for subrogated staff involved 500 hours of training during the month of November and allowed each professional to receive a personalised improvement plan at the start of operations.

Due to the growing need to have teams in different locations for specific integration tasks, a specialised team of High Availability Trainers has been set up. This team has been prepared by a group of trainers with experience and other suitable characteristics.

Training of new trainers



The team of certified trainers of Alsa includes drivers with extensive experience and knowledge supporting the drivers since they join the company.

During the year 2023, training for accreditation of new trainers has been carried out, with an increase of the Team in Switzerland and Portugal. Also, training actions focused on updating and refreshing the members who are already part of the team.

More than
140 people working
to develop the
drivers careers

More than
24,500 training
actions and
evaluation actions

Muévete programme



More than ten years ago Alsa implemented the Muevete Programme with the aim of giving vocational training, university or postgraduate students the opportunity to do work experience and acquire professional skills in a leading company in their sector

33% signed a
contract

Hired
83 people in the
programme
Muevete in 2023

Leadership schools

In this new project, specific actions were developed to promote leadership of people leading teams. It is based on a model focused on encouraging the use of management tools and facilitating specific coaching sessions, providing support and guidance to each team member.

**150 people across all
countries took part in
the leadership school**

Management of work-life



Alsa's commitment to work-life balance was recognised in 2013 with the EFR certification in Spain, and since then, the company has been consolidating the Model year after year as a guarantee for an efficient management with impact in people.

Alsa's work-life balance approach is based on the creation and development of social improvement processes, in order to create a work-life balance for their employees, at the same time meeting the results committed with the company, and also meet their own personal well-being expectations.

Over the last cycle, the Division confirmed its desire to keep working to improve people's well-being and to improve, as far as possible, work-life balance standards.

On the other hand, it was considered that the model is strongly managed,

and it has been proved its efficiency in adverse situations like those lived a few years ago. During 2023, new measures have been put in place to ensure quality in employment and equal opportunities.

FRC measures implemented	2022	2023
Quality of employment	19	24
Flexible hours and locations	15	15
Family support	19	19
Personal and professional development	14	15
Equal opportunities	5	7

Senior Committee

To Alsa, the senior community is very important for the group, and thus it seeks to strengthen the bond with people who, have ended their working relationship with the organisation for age reasons. For this purpose, the Senior Committee has been created, offering different benefits to their members.

In 2023, the Senior Committee has proposed a series of measures to the organisation, such as accompanying people in their last stage of employment, providing support for the management of bureaucratic

issues related to retirement as well as psychological support to face the end of their working career. Also, proposed the creation of meetings with recently hired employees to bring in their experience and the valuable knowledge acquired over their whole professional career. These valuable proposals will be implemented later in 2024.

Also, the Senior Committee has hosted several events coinciding with the Centenary, in which a large number of Alsa former workers participated.

The Bus Plus Card for Retired people and their partner.

Discounts in EXIT establishments.

Organisation of events.

Updates on news and key issues.

Volunteer actions at the local level.



Prevention and health



Alsalud programme

Alsalud programme is aligned with the company's strategy in the field of health and wellbeing, with the clear objective and firm commitment to protect and promote a healthy and happy life for people in Alsa and their families. Alsa seeks to pursue safe, healthy and sustainable working environments, ongoing improvement and the performance as a Sage Organization, supporting

a better Community and Customer areas; and the conviction that safety and health are a key factor of competitiveness, productivity, talent retention and sustainability within the company.

Alsa management system of health and safety in Spain is certified according to the Standard ISO 45001

AENOR Healthy Company Certificate

In Spain, Alsa was granted in 2016 the Healthy Company certificate by AENOR.

This certificate certifies 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



Healthy Ambassadors

"Alsalud" programme is supported by the collaboration of the Healthy Ambassadors. People of reference in the programme who take an active participation in communicating and Implementing programmes and/or actions developed to promote safety, health and wellbeing.

This group of volunteers, represented across the country, collaborate in the Safety, Prevention and Health Area to manage campaigns and proposing actions to encourage the programme through the e-mail portusalud@alsa.es and the WhatsApp Group created for the direct communication with Blue Agents.

"Alsalud" ambassadors' action has an impact at all levels of the company and in all locations where Alsa has a presence. In 2024, the programme will be underpinned with the hiring of more people from other countries.

More than **70** Spain healthy among drivers, sales agents, office-based staff...

Medical examinations

In the preventive medical checks, further improvements to the medical protocol were added subject to the job position, as detection of prostate cancer for males older than 45 years old, the gynaecological tumour markers for women, the Epworth sleepiness test and the Pichot fatigue test for drivers.

Also, all initial examinations include drug and alcohol consumption tests.

In Spain, more than
4,400 periodic medical checks

In Spain, more than
2,200 initial medical checks during 2023

Participation of
71.92% of the staff in medical checks

Drug and alcohol prevention programme

The philosophy of the drug and alcohol prevention programme is implementing a zero-tolerance policy on alcohol and drugs in Alsa, with the purpose of

providing support to the whole workforce to prevent all the matters and issues related to this consumption and follow the standards required as a Healthy Company. Over 2023, 2,889 alcohol tests and 1,912 drug tests were conducted.

In Spain
2,889 Alcohol tests

In Spain
1,912 Drug controls

Workshops and health campaigns developed in 2023

Also, included in this programme over 2022, it was developed a number of workshops and campaigns targeted to improve people's health and to prevent diseases.

Depots	Musculoskeletal disorders
	Cardiopulmonary resuscitation
	Apnoea and sleep disorders
	Dealing with stress

188 participants in the international football tournament of Alsa in Morocco

Health campaign	Distribution of fruit Fruit from environmentally friendly agriculture that does not reach the market because of its appearance is distributed weekly.
	Campaign preventing eye glaucoma
	Breast cancer prevention
	November campaign on male health issues
	Campaign to promote flu vaccination
	Campaign on Ictus of Prevention
	Diabetes prevention campaign
	Blood pressure measurement campaigns and eye examinations

Alsa promotes the practice of sports, as it also encourages social networking between employees, environment at feeling of belonging to, brand identity and improving the work.

Promotion of sports	Gympass
	Met Life Race, Binter Night Run Las Palmas and Companies Race
	Football tournament in Morocco - 188 participants



Actions targeted to promote healthy habits	Cardio-safe company with more than 160 defibrillators in buses, bus stations and workplaces.
	Physiotherapy Service
	Psychology service
	Well-being with Howden Iberia
	Healthy living campaigns on smoking, physical activity, eye examinations and heat stroke prevention and hydration.

Alsa commitment as a cardio-safe company has been translated in passing from 21 defibrillators in Spain in 2016 to 161 defibrillators in 2023 installed on board buses, bus stations and working sites.

Alsa has also been recognised as the first heart-safe company in Spain by the Spanish Heart Foundation (FEC), as it seeks to promote the installation of automated external defibrillators (AED) in workplaces and public spaces, and to train staff in basic cardiopulmonary resuscitation (CPR) techniques.

Well-being with Howden Iberia

It is the implementation of a programme to support a diagnosis and helping to improve the physical health of the staff through different actions. It is accompanied by a training and awareness-raising plan to make the different proposals more dynamic.

Fran Murcia, former basketball player, from his perspective as an elite sportsman, delivered a training on "How to change our lifestyle, improving our life habits", and "How to know your body is key to improve your health".



2024 goals

Diversity and Inclusion

Achieve the objectives set by both the Global Committee and the local committees, defined for the three main lines of action: gender, disability and culture.

Recognition

Keep working with the managers as a key part to underpin the recognition culture. Consolidation of programmes for operational staff such as the master's programmes and the launch of new programmes such as Trayectorias, which recognise the commitment of people who are committed to developing their professional career in Alsa.

Talent

Creation of an Internal Mobility Committee led by members of the Steering Committee, ensuring the compliance with the mobility policy to promote the changes within the company that, also, will ensure the development of new capacities and skills.

Health and wellness

In 2023 it was designed a new health programme aligned with the values of the company aimed at addressing the current needs of the staff in the company, focusing on emotional health, new ways to work and spaces for participation.

Digitalization

Implementation of a new HCM and a payroll engine as a key leverage for the transformation and digitalization of the people role and the improvement of the employee experience.

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.



Reduce waste
16% in scope 1 and 2 emissions compared to 2015

100% electricity coming from renewable energy

Reduce
6,765 tCO₂ thanks to the renewal of the fleet

In Morocco
1 mill/€ in support the earthquake

For Alsa forest
101,743 customer donations contribution

In Spain
33.8% is Eco or Zero emission fleet in urban and metropolitan services

We are active in the communities we serve to help generating economic, social and environmental benefits

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.

Leading the Environmental Change

As a mobility operator, Alsa is aware of the impact of its activity in the environment and the role that should be played by the company to mitigate them and lead the environmental change in the industry.

ALSA road map aimed at achieving neutrality involves actively

influencing the promotion of the use of Public Transport, the assumption of environmental commitments aimed at achieving the goal of zero emissions, the development of a decarbonisation plan and a circular economy strategy to achieve these commitments.



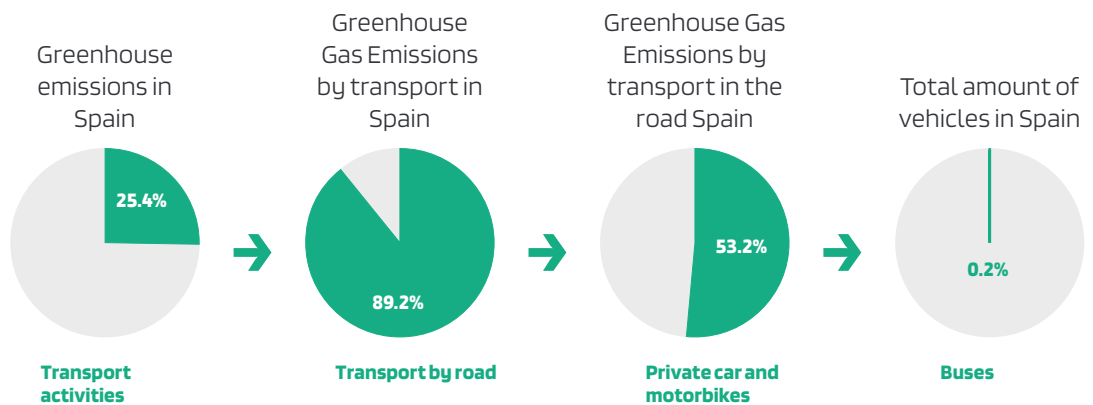
Promotion and Encouragement of Public Transport

The energy transition and the fight against global warming are of vital importance, as indicated by the Green Deal and the

European Commission's Sustainable and Intelligent Mobility Strategy, with very clear goals of decarbonisation by 2050 and a very ambitious target of a 55% reduction in emissions by 2030.

Carbon neutrality target for 2050 will only be achieved reducing the emissions generated by the private vehicle and particularly promoting Public Transport

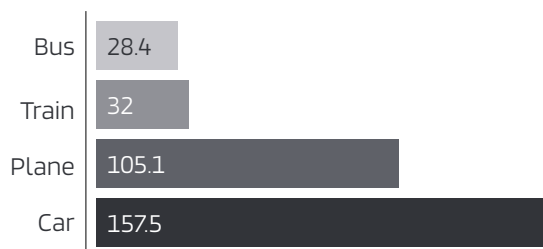
Generation of Greenhouse Gas Emissions by transport in Spain



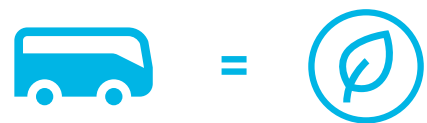
In view of the above information, promoting the use of Public Transport and associated policies to reduce the use of private vehicles is the way forward to reduce Greenhouse Gas emissions in transport activities.

In this sense, bus is an excellent option providing both flexibility and variety of routes, producing up to 5.5 times less emissions in terms of passenger-kilometres than the use of a private vehicle.

Emissions of greenhouse gases per transport mode (Grams of CO2 equivalent per passenger-km).



Source: CONFEBUS



The bus is the model with fewer Greenhouse emissions generated: 3.7 less times than plane, 5.5 less than private car and 13% less than train.

Lakes Plan: Promoting public transport

The Lakes Plan is the best case to promote public transport instead of private transport, targeted to preserve high-value ecological areas as the Lakes of Covadonga, in the National Park of Picos de Europa.

This plan applies restrictions to private circulation in peak seasons, and therefore promotes public transport. In 2023, these services were operated services for 173 days, achieving a reduction by more than **840 tCO₂**. Since the plan was launched in 2014, **6,043 tons of CO₂** were saved.

Note: In-house calculation based on operating data and average consumption of private cars. Emission factors of MITERD.



Alsa's Environmental Commitment

The company has established demanding decarbonisation objectives aligned with its direct contribution to the PSOs of the Agenda 2030 and its goals.

Particularly, Alsa has set as an objective to remove in Spain the

emissions in urban routes in 2035 and in long haul by 2040. In the case of Morocco, the goal is to reach zero emission by 2040 for urban buses.



Action for climate

13.1 Strengthen resilience and the ability to adjust to climate-related risks

Alsa is committed to reduced emissions generated by transport by adding vehicles into the fleet featuring clean, low-emission technologies, efficient driving, consumption reduction and energy efficiency programmes.



Cities and sustainable communities

11.6. Reducir el impacto ambiental negativo per cápita de las ciudades

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.

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

Zero emissions in 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.

Decarbonisation plan

Gradual renewal of the fleet

On the road to a reduction of its carbon footprint by ALSA; the first key step is the renewal of a sustainable transport fleet. Committed to achieving a sustainable fleet, Alsa is committed to vehicles that use cleaner and more fuel-efficient technologies,

such as hydrogen electric vehicles, hybrids, and those running on alternative fuels or the latest Euro VI versions. These vehicles help meet decarbonisation targets and commitments, reducing carbon emissions and air pollution.

More than 26,765 tons of CO₂ saved thanks to the use of ECO vehicles in 2023

Gradual renewal Spain added during 2023, 171 vehicles featuring EURO VI technology, increasing to 54.6% the proportion of EURO VI vehicles within the traditional Diesel vehicles of the fleet.

Propulsion vehicles Addition in Spain of 151 new vehicles driven by alternative energy ECO or ZERO, raising the percentage of these vehicles to 21.7% of the fleet in 2023.

33,8% Eco or Zero fleet in urban and metropolitan services in Spain

Climate project



FES CO₂ 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).

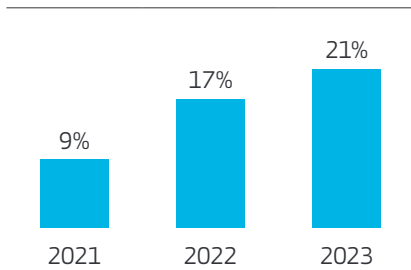
Since 2020
 ↓ **1,511** tCO₂ within the Climate Project



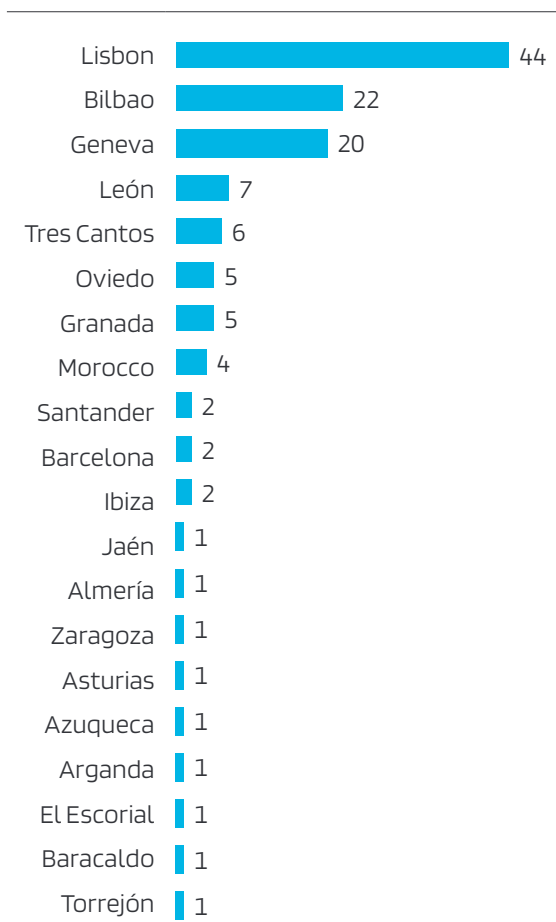
Introduction of alternative energies

In 2023, Alsa has acquired 91 electric buses, so the 100% zero emission fleet had by the end of the year 128 vehicles.

% fleet driven with alternative energy in Spain



Number of electric vehicles in ALSA



The challenges affecting the implementation of the electric vehicle remain the range

of the vehicle and the charging times, along with the required infrastructures to install the

charging points and the licences required for the installation and operation of the service, slowing down the implementation.

Electrification of the Bilbobus fleet. MEDUSA

The City Council of Bilbao was rewarded by Sustainable Mobility Companies in the 3rd edition of the International Mobility Awards. The award recognised the city for being the world leader where the electric infrastructures of Metro will be used by electric vehicles.

The City Council of Bilbao, Alsa (operator of the Bilbobus service) and the Medusa partners (company created between the Basque Energy Agency, Repsol and the Ase Group), have developed a power supply alternative that optimises the contracted power of existing electricity infrastructures. The electric network of Metro Bilbao to feed the smart recharging facility installed in the depots of Bilbobus. This allows to use the electric power already existing, as the Metro de Bilbao, to provide a complementary service to another public transport, Bilbobus, during the time where both services reduce their activity and buses need to recharge their batteries, as during night services. This solution minimises the investments in new electric connections and optimizes the use of contracted power.

Bilbao becomes then a pioneer city to apply a solution of this nature and that will be extended to other cities.

Commitment to Green Hydrogen

In 2021 Alsa tried a first prototype of a vehicle driven by Green Hydrogen, testing the operation for 2 years in several urban operations and engaging both drivers and the maintenance staff. And in 2022, the company introduced in Spain the first hydrogen bus (H2) in the actual operation, in the urban service of Torrejón de Ardoz attached to the CRTM.

In 2023, a second bus was added into the urban service of Torrejón

de Ardoz. In addition to this, the line that connects Zaragoza with its airport has been awarded, with the incorporation of another 2 hydrogen buses in operation, making a total of 4 hydrogen buses in all Alsa operations.

The experience accumulated over the years with fuel cell electric vehicles, in all weather and charging conditions,

makes it possible to rely on a mature technology in terms of electricity generation and vehicle traction, using H₂ stored in the vehicle, with satisfactory performance in terms of range and recharging times.

The company is currently awaiting the first hydrogen prototypes in metropolitan and long-haul configurations, which, together with the challenge of the evolution of hydrogen production and distribution infrastructures and a satisfactory evolution of prices, will allow the introduction of hydrogen as a real alternative to fossil fuels, where electric vehicles do not have sufficient autonomy.

In addition, Alsa has entered into equity of Ariema, a technological company specialised in hydrogen. The group will thus be able to draw on experience in the development of hydrogen solutions of Ariema and also to take part in advanced projects both in I+D and in deployment, as well as preferential access to the proprietary electrolyzers produced by its now investee.



Alsa operates, since 2021, the first hydrogen-driven vehicle in Spain

Advanced or second generation biofuels. HVO

Repsol and Alsa conducted in Bilbao, in 2021, the first pilot trial in Spain with HVO, a zero net emission fuel made from organic waste such as used vegetable oils, biomass, waste from the agri-food industry or forestry waste.

They are fuels whose main advantage is that the CO₂ released in their use is equal to the CO₂ that has been previously removed from the atmosphere by the waste used in their manufacture.

Trials continued in 2023 in the operations of Granada, Madrid and Castilla y León. The main aspect to be highlighted, after conducting this pilot trial was the similarities observed in the use of HVO compared with traditional diesel oil and the normal development of the operation over the vehicles do not require any added amendment or requirements for repair or service. Also, the monitoring trials of the emissions in real driving conditions performed by the UCLM allow to conclude that there are no significant differences in consumption, CO₂ emissions, CO emissions and combustibles, particles and NO_x associated to the use of HVO to replace diesel of mineral origin.

HVO is therefore considered to be one of the most effective solutions as a transition fuel pending the maturation and scalability of other alternative energies.

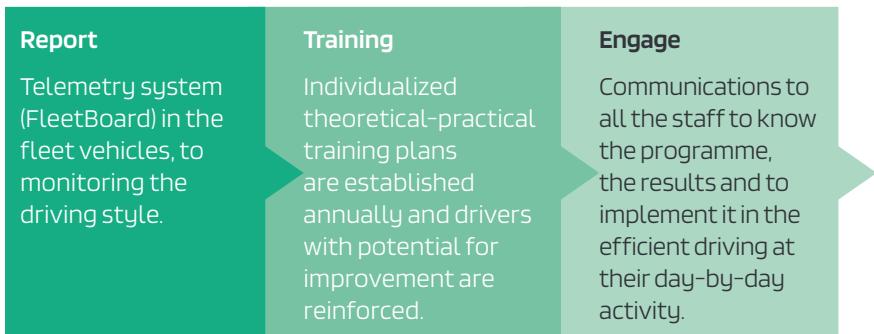
**Trials continued in 2023
in the operations of
Madrid, Granada and
Castilla y León**

Efficiency in energy consumption

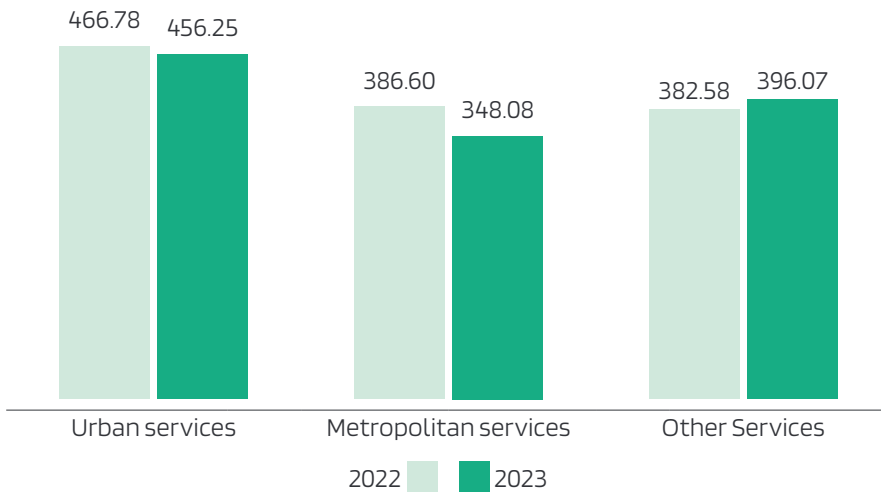
In the long run, we are focusing on the decarbonisation commitments made, and the company is developing its strategy to reduce energy consumption. This strategy is based in adding more efficient vehicles and less pollutants and in the operational training staff to make driving increasingly efficient.

Alsa fleet is equipped with fuel consumption monitoring systems and other driving parameters to ensure an efficient driving. Drivers also receive training about efficient driving to increase the general efficiency of the fleet, reduce carbon emissions and improve the punctuality of the service.

**Also saved
approximately
415,000 l of fuel with
the efficient driving
programme**



Fuel consumption per service (kWh/100km)



This year, solar panels have been installed at the bus station of Granada

100% of the electricity consumed comes from renewable energies

↓ 10%
Reduced fuel consumption in metropolitan services since 2022

↓ 2.3%
Reduction of fuel consumption in urban services since 2022

Even if the main energy consumption in Alsa comes from vehicles, it should not be forgotten that all facilities are required to keep the company running: depots, parking spaces, ticket sale spots, bus stations, offices... All these

spaces use different types of power to provide lighting, supply heating and cooling and to ensure working conditions, and these consumptions are gathered and reviewed to identify the highest consumption rates, and the best opportunities

to improve energy efficiency at the facilities. These improvements in consumption are mainly focused on an efficient lighting, a smart switch-off and a responsible heating and cooling approach.

100%
of electricity consumed is of renewable origin

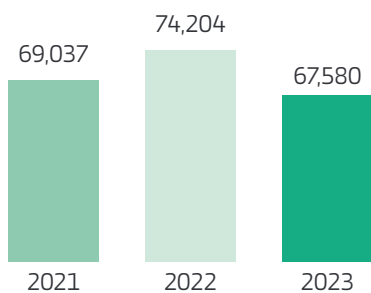
↓ 32.5%
electric consumption in facilities from 2015

↓ 49.5%
of reduction of heating consumptions since 2015

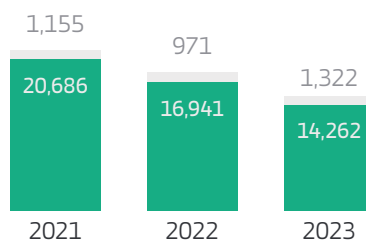
↓ 24%
Reduction of heating consumption since 2022

↓ 35%
Reduction of energy consumption facilities since in 2015

Consumption of Electricity (kWh/ no of facilities)



Energy consumption - Other power sources (kWh/number of facilities)



Reduction of emissions

Thanks to the upgrading of the fleet, the efficiency in consumptions and with less polluting energies, Alsa is moving forward to reduce its carbon footprint.

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



Scope 1
↓ **16%** GES vs 2015

Scope 2
0 Direct GHG for consumption

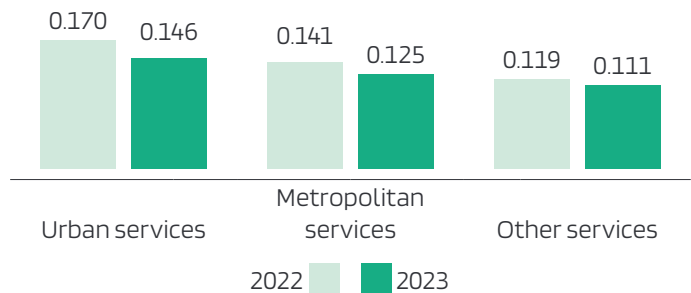
Reduction of emissions vs 2022

↓ **13.8%** GHG in urban services

↓ **11.9%** GHG emissions in services metropolitan

↓ **19.6%** intensity of direct emissions

Emissions per Service (tCO₂/100km)



Intensity of direct emissions (tCO₂eq/100 km)



Every year, Alsa calculates and verifies the Carbon Footprint in accordance with ISO 14064 and scope 1+2+3 and registers it in the

Section of the Carbon footprint of the registry of the Ministry for Ecological Transition and the Demographic Challenge (MITERD).

In 2021, Alsa adapted the new Standard ISO14064, ensuring a better follow-up of the compliance the commitments of zero net emissions



Alsa's Integrated Management System and the environmental efficiency is one of the main tools supporting the development of the environmental strategies. It is a robust and efficient environmental

management system certified under the requirements set by the main reference standards such as: ISO 14001, ISO 50001, ISO 14064-1, EMAS Regulation and efficient driving Standard EA 0050. This system lays

the grounds, and the management and control tools required for a proper monitoring and development.

Alsa Forest Project

Alsa created in 2021 the Alsa Forest project, committing to the replanting of a forest area seriously damaged in 2020 due to a forest where more than 100,000 trees in Congosto de Valdavia (Palencia) were burned. 100,000 trees in Congosto de Valdavia (Palencia).



The most special part of this project is that Alsa provides the chance to their passengers to offset the carbon footprint of the journey they are about to make when purchasing their tickets. By calculating the emissions generated on the basis of the kilometres travelled, we offer the possibility of making the corresponding contribution, which goes entirely to reforestation of Alsa Forest.

With this project, completed with the support by the company CO₂ Revolution, 56.64 hectares of forest with more than 53,598 trees of local species are being replanted, both using traditional methods and state-of-the-art technology (us of Big Data, smart seeds, planting with drones...). The reforestation of this area is equivalent to the absorption of 9,598 tonnes of CO₂ over the full project cycle. Alsa has from this a 100% reservation of the emissions available.

47,989 passengers have participated in this initiative in 2023, and donations were doubled by Alsa, reaching total amount of 414.9 tons of compensated CO₂. Also, to celebrate Alsa centenary, a symbolic act took place with the planting of 100 trees by the company's volunteers.

For Alsa Forest

101,743 Customers contributions since the beginning

942 tCO₂
Compensated since 2021

Circular strategy

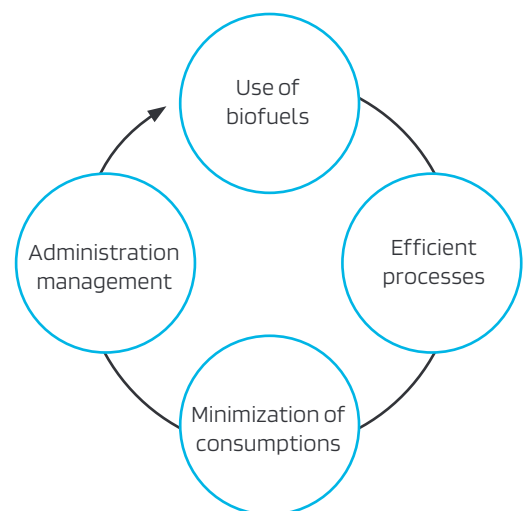
Currently, Alsa is designing a new circular economy strategy that, along the decarbonisation plan, will reduce the environmental footprint with the use of fuel

generated with waste, the efficiency in operations, the reduction of consumption and the use of waste.

Advanced biofuels Zero net emissions

Aligned with the addition of vehicles driven by alternative energy, Alsa is committed to R+D+i projects with the aim of developing alternative fuels. An example of this is the project developed along with Repsol for the use of Biofuels or second generation fuels (HVO).

HVO (hydrotreated vegetable oil) biofuel produced from organic vegetable waste is a clear example of a circular economy, as it promotes the reuse of waste instead of relying on finite fossil resources. This process transforms vegetable waste into a clean and efficient fuel, thus reducing the amount of waste that would end up in landfills.



ALSA use of this type of fuel in the vehicles ensures the completion of the life cycle of the products and the reduction of transport the carbon footprint in public transport and the improvement of the air quality in urban environments. In addition, such projects promote a greener and more responsible supply chain, aligned with circular economy principles.

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Alsa takes part in the association for Renewable Fuels, Circular Economy and Sustainable Mobility (WE GROW)

50 tn of CO₂ emissions avoided with the consumption of 20,000 litres of biofuel

Process efficiency

Efficient process design plays a key role in the mission to transform the company towards more sustainable and responsible practices. Each step of the operations presents an opportunity to move towards circularity.

Efficient services Optimisation and monitoring of routes and services, and comprehensive predictive maintenance programmes that deliver vehicles at maximum performance.

ALSA is developing Artificial Intelligent tools to improve planning and optimization of the routes

Featured projects

Development of predictive maintenance

Analysis of used oils, in order to predict engine failures.

Predictive maintenance of zero-emission vehicles (150 electric cars from Spain, Portugal and Switzerland are being monitored).

Pilot project

Monitoring of exhaust gas regeneration in diesel vehicles.

Education

Analyses on how to extend the life of electric vehicle batteries, limit charging power or monitor battery temperature.

On the other hand, the company is working to make gradually efficient all the interaction processes with the customer. The acceleration of digitalisation in recent years, together with the Spanish Government's free vouchers and discounts in the summer of 2023, has led to a significant

increase in the percentage of users of transport services using ALSA digital options.

An important advance has been the promotion of digital ticket sales, thus minimising the use of paper, and the service can be accessed by simply presenting the QR code.

ALSA website and app sales grew in 2023 about 20%



ALSA recognises the key role played by customers in the digitalization of the sales processes, allowing to deliver a more transparent, tailored and sustainable experience to meet their needs and promote a conscious consumption.

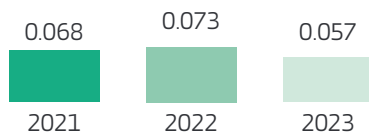
Minimization of water consumption

As developed above, the reduction of fuel consumption is one of the company's main objectives, as it can reduce its emissions. However, the company also focuses on the protection of other natural resources, such as the water used for washing vehicles.

Monitoring the water consumption allows to identify the most relevant use of this resource and be able to implement saving measures and water recycling. Also, quality controls are performed to the water coming from the cleaning facilities of buses, to ensure that the parameters established in the activity licences of each facility are complied with.

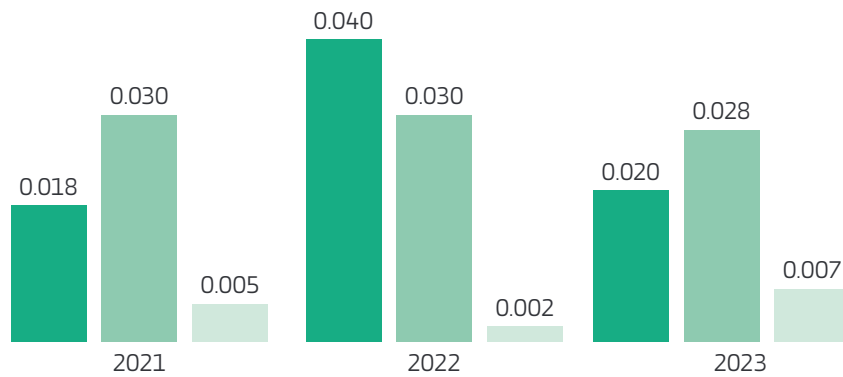
The highest water consumption comes from the cleaning facilities of vehicles

Water consumption (m³/100km)



 ↓ 22% Water consumption vs 2022

Total waste of residual waters (m³/100km)



- Assimilated to urban use (m³/100km)
- Automotive by-products (m³/100km)
- Catering by-products (m³/100km)

*The figure for discharges of water derived from the automotive industry has been corrected with respect to previous years.

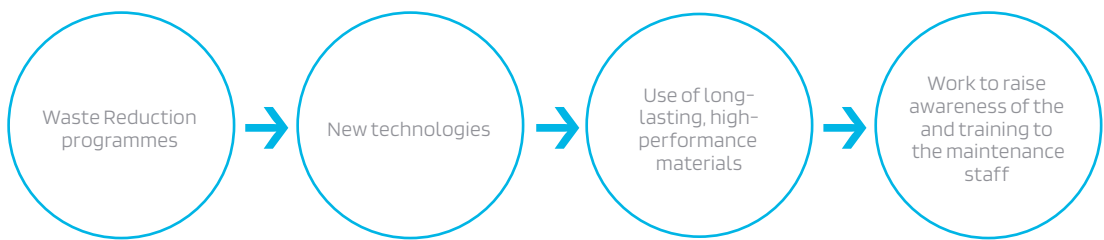
Since 2022
↓7% Waste coming from automotive industry

Since 2022
↓50% landfill urban use

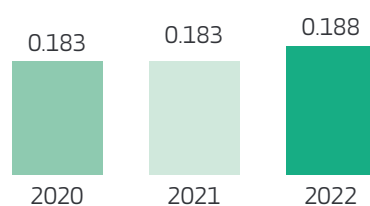
Waste management

Waste generated by Alsa comes from the servicing and repairing vehicles conducted in own facilities. This generation of waste, dangerous and not dangerous, is an indirect environmental aspect of transport.

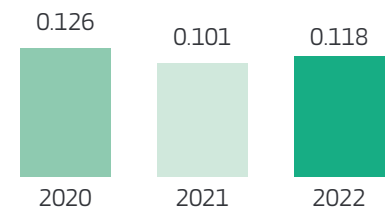
In order to manage and minimise waste, four action lines are followed:



Hazardous maintenance waste (t/ of vehicles)



Non-hazardous maintenance waste (t/number of vehicles)



Since 2015
↓25% generation of hazardous waste

↓31% not hazardous

Alsa has in place a programme for the allocation of fleets to extend the useful life of vehicles that, after certain time, go from providing services in the most demanding long haul routes, to regional short-distance routes.

In addition, in the case of activity outside Spain, and whenever possible, urban vehicles that have to be renewed under contract, but are in perfect condition, are placed on the second-hand market.

The four lives of a tyre

A clear example of circularity is the tyre management control by Alsa in their vehicles. A few years ago, an external company was entrusted with the service of checking, maintaining and replacing all the company's tyres.

The process followed is that of the four lives of the tyre:

1. New tyre that is well maintained.
2. Regrooved, as all premium brand tyres used are regroovable.
3. Retreading after thorough over.
4. Regrooving of the retreaded tyre.

This process has important advantages from an environmental point of view as it not only reduces the cost per kilometre but also helps to reduce the environmental footprint of road transport. The reduction in raw material consumption achieved by retreading is very high, doubling the lifetime of the tyre.

The retreading process consumes 80% less energy than the production of a new tyre. In addition, the consumption of raw materials is reduced by 70%, saving an estimated 65 litres of oil, 35 g of rubber and 14 kg of steel per tyre. This means a saving of more than 5 tonnes of material per 100 tyres. In addition, retreaded tyres contain up to 75% recycled and reused materials.

It is important to note that the requirements for a retreaded tyre from a safety point of view are exactly the same as those for a new tyre. Submitting to the same safety trials and offering the same safety, reliability and performance guarantees.

Retreading complies with UN/ECE Regulation 109 which guarantees that each retreaded tyre meets the same 3 standards of quality, reliability and safety as new tyres. This is certified by the different bodies that periodically audit the company and its tyres (INSIA, UCA and AENOR).

Once the four lives of the tyre have been enjoyed, the materials of this used tyre, steel, textile fibre and rubber, are used in their entirety in road construction to make less noisy asphalt, for the construction of rubber slabs for playgrounds, for different applications in civil engineering, foundry industries or energy recovery in cement factories.

Support to the community



In 2023 continued the implementation of the Corporate Social Responsibility Action Plan in all the countries where Alsa operates, addressing the key issues for Alsa and their stakeholders, based on the outcomes and feedback coming from the materiality research.

Diversity and inclusion

Alsa commitment to the integration and diversity in the People and Talent policies is deployed via programmes targeted to facilitate the promotion of female employees to management positions and increase the female presence in the sector.

In 2023, 8 women drivers were trained in collaboration with the Chambers of Commerce of León, Granada, Coruña and Gijón, with the aim of obtaining the licence and the CAP, to facilitate their access to the profession. And in Morocco, the scholarship programme to obtain the driving licence and the CAP has been extended to 186 women.

Also, launched a campaign "Committed to diversity and inclusion" for employees, to select 4 companies with a clear commitment with the diversity and inclusion, with a provision of 3,000 euros for each of them. The winners were the Foundation Eddy of Madrid, with the objective of offering a home for LGTBIQ people who are expelled from their homes for making public their condition; The Foundation A LA PAR of Madrid for the integration of disabled people; Cáritas Diocesana of Oviedo for their commitment to people with few resources and their support to disability; and the Foundation Aspapros of Almería for their support to disabled people.

From the social 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

The company develops several programmes and policies to promote employability, both via internal programmes and the Muevete or What are you capable of? Programmes, and also projects developed externally in partnership with other entities, as universities or the Integral Qualification and Employment Programme of the Spanish Chamber of Commerce, which since 2021 has been working to train drivers, providing them with the mandatory driving licence and the corresponding CAP, which facilitates the integration of young people into the labour market in a profession that is in high demand.

Another of the company's most important collaborations in the field of employability is its partnership with the Integra Foundation. In 2023 Alsa reinforced its commitment with the improvement of employability to become one of the 7 companies collaborating with the training programme 'Integra Tech'. Also, once again maintained its online donation campaign in favour of the employment integration of people in social exclusion, to which thousands of customers have joined.

25 agreements
with Universities
to promote
employability of
young people

46 young people
trained in collaboration
with the Chambers of
Commerce of León,
Madrid, Granada,
Coruña and Gijón

27
volunteers
in 2023

46
employees
since 2001



Ruth Hernández, People and Culture Director in Alsa, took part in the launch of 'Integra Tech', sharing the work done by Alsa volunteers.

More than 29,600
Alsa customers
joined the charity
event of Fundación
Integra

These initiatives, added to other initiatives developed by Alsa since 1987, in collaboration with the Public Employment Services, both for state and regional services, Chambers of Commerce and associations of people in risk of social exclusion, are reflected in the 6,747 unemployed drivers trained by Alsa and the 8,498 unemployed trained.

Specifically, in 2023, 86 drivers were trained, 19 of them with a disability, 32,720 hours of training were provided, and 30 trainees were employed by the company.

Also, unemployed passengers benefit from special discounts in several Alsa transport services, as Calpita in Galicia, Madrid- Guadalajara and long-haul services of Madrid-Castilla and León- Asturias, Madrid-Zaragoza-Barcelona y Asturias-Castilla and León-Extremadura-Andalucía.

Integration of people with disabilities

Alsa has established a number of agreements targeted to integrate people with disabilities. This is the case of the collaboration with the Foundation Juan XXIII the partnership with Plena Inclusion Madrid, aimed at promoting cognitive access, as an added value in the customer service, and help in the integration of people with intellectual or developmental impairment.



The "Travelling with Support" initiative, launched in 2020, continues to expand its reach and increase the autonomy of people with intellectual or developmental disabilities by providing free tickets for "support persons",

accumulating more than 1,000 requests since its launch.



The expert technicians of Plena Inclusion Madrid collaborate in improving the cognitive accessibility of Alsa sales and information channels, as part of the Accessible and Inclusive

Mobility Plan. They also collaborate to raising awareness among employees, in sessions where people with intellectual disability tell their personal experience in the use of transport services.

Recently, Alsa, with Plena Inclusión Madrid, has made a collaboration with the Occupational Centre Ciudad Lineal for people with intellectual disabilities to perform a training action in digital competences addressed to women with intellectual disabilities.

Support to Childhood in Morocco

To be highlighted the importance of the work done to support childhood in Morocco by the company, as the initiatives below:

- **Road safety training school in Marrakech** aimed at training children as ambassadors of Road Safety. During 2023, 60 centres (schools and associations) have taken part, with a total of 3,360 participants (1,655 girls and 1,705 boys), entail an increase of 693 students more than previous year.
- **Collaboration with the Province of Rhamna**, in the outskirts of Marrakech, to support the authorities in the management of school transport of the province, carrying about 10,000 children every day from their villages to their educational centres on board 110 minibuses.
- **Agreement with the French Institute of Marrakech** offering the employee's children to benefit from 50% discounts in the courses delivered by the French institution. More than 8 students benefit from this at a quarterly basis.



The elderly

In 2023, the company has implemented and developed specific policies targeted to the elderly, as a priority group.

Particularly, people over 60 years old have specific discounts in several Alsa transport services, as the long haul services between capital cities, the routes connecting Andalucía-Murcia-C.Valenciana-Cataluña, Asturias-Castilla y Leon-Extremadura-Andalucía, Madrid-Burgos-Basque Country, Madrid-Granada, Madrid-Zaragoza-Barcelona and Regional Services of the Comunidad Valenciana and Murcia.

Alsa Plus
members over
60 years old may
benefit from
discounts up to
30% in long-haul
services

Other charity actions

Alsa cooperated in 2023 with several entities to support disadvantaged groups. The most relevant actions were as follows:

- **Alsa actions to help in the Turkey and Syria earthquake**: in collaboration with UNICEF, a campaign was launched to collect donations from customers in order to facilitate aid for children affected

by the earthquake and their families. This campaign was also opened to the group employees, with the Alsa commitment to duplicate the amounts collected by customers and employees. The campaign resulted in a donation to UNICEF of more than 16,000 euros.

TA global collection of warm clothes and blankets was also organised, coordinated directly with the Turkish Embassy, through which more than 2,000 kilos of clothes were donated, including 300 anoraks, blankets and sleeping bags. Also, tents were presented to the Embassy, who handed over a letter of thanks for the company's collaboration and the support received.



More than 16,000 euros
2,100 kilos of humanitarian
aid and 100 tents

- **Alsa support to the earthquake in Marrakech:** the staff in Morocco lived in their own flesh and blood a 7.2 magnitude earthquake, with the epicentre between Marrakech and Agadir. While Alsa did not have to claim any lives among its teams, the same was not true for their immediate families and the populations where it provides its transport services.

Alsa offered support immediately to the authorities in Morocco, the embassy and other entities to help in everything that was needed. Free transport provided in the areas involved, as in the route 45 passing by the city of Amizmiz.

And the personal needs of staff families were addressed. Finally, Alsa donated 1 million to the Special Fund for Managing the Consequences of the Earthquake in the Kingdom of Morocco, as a contribution to the Kingdom's efforts to cope with this tragedy.

1 million € donated

- **"Child Friendly Spaces" project:** also, since July 2022, Alsa has in place a school-bus for the Project "Child Friendly Spaces" of the International Plan Spain in the Centre of Reception, Service and Derivation for people expatriated from Ukraine (CREADE) in Pozuelo de Alarcón. The bus provides safe spaces for the development of language and digital skills, play activities, pedagogical activities, emotional support and educational reinforcement for Ukrainian refugee children between the ages of old who are permanently residing in the CREADE.
- **Campaign for the Spanish Association to fight Breast Cancer:** en la que se reparten pañuelos y lazos de color rosa entre los empleados para visibilizar y concienciar sobre esta enfermedad en toda la organización. Además, se habilita, durante el mes de octubre la donación voluntaria por parte de los clientes, en favor de la AECC, comprometiéndose la empresa a duplicar la cantidad recibida, totalizando 7.500 euros.
- **Campaign "We keep families Close and ALSA brings them Closer":** an agreement signed with the Ronald McDonald Foundation, by which it is provided the transport in the regular routes to the families with children receiving medical treatment, housed in the Ronald McDonald houses in Spain.

Alsa collaborates
with the
International Plan
with a school-
bus addressed to
restore a feeling
of normality and
continuity for the
life of children
whose lives have
been interrupted
by the war

- Also, to be highlighted other agreements and collaboration with Alsa, developed over 2023, as in the case of the agreement with the **Margarita Salas Foundation** to encourage the STEM skills in Asturias; the membership to the **International Mentoring Programme** of the Chamber of Commerce to promote the international promotion of the MSEs; the sponsorship of the Annual Awards of the Army; or the **agreement with the fire brigade of the City Council of Madrid** for the training of the employees in cases of emergencies and for the transfer of vehicles and use of the facilities to the Fire Brigade, particularly interested in electric vehicles and hydrogen-driven vehicles.
- **CAPITAL RADIO MOBILITY SUMMIT** with the slogan "Transport, key in the future of mobility" welcomed the broadcasting of the Radio Programme in Alsa facilities for the 100 year anniversary with the presence of important authorities from the City Council of Madrid, Community of Madrid, MITMA, DGT and business associations.
- Important role of the **Women's Association Amal** in Morocco to promote employability and training of women at risk of exclusion. Alsa collaborates with this association by providing transport in the Association and to all the people benefiting from it. And initiatives like the promotion of blood donation initiatives, transport cards to benefit unfavoured groups, and other collaborations with associations and cultural and sport associations to **support the community**.
- Also, in Switzerland there is a collaboration with the **Alpine Ecosystems Research Centre (CREA-Mont Blanc)** with the mission to study the impacts of climate change on mountain biodiversity, through the voluntary contribution of €0.50 from passengers in each booking and the dissemination of the project on the Alpybus and GVA Transfers websites.
- And in Portugal it was promoted the agreement with **ATEC** and the **Professional School of Setúbal** for the training of students in bus mechanics and its specialisation in electric vehicles.

2024 goals

Move forward to the Social Strategy 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 with them.

Partnership or sponsorship actions.

Release of actions to stakeholders.

Actions in the strategic field

Grounds for circularity Strategy.

Incorporation of 126 vehicles using Alternative Technology.

Reduction by 5% of emissions measured in tCO₂e/100 km, with an objective value of 0.117 tCO₂e/100 km.

Environmental efficiency measures in the transport

Enabling recharging points for all new urban services coming from Next Generation European Funds (manufacturers, distribution companies,..).

Development of electrification projects in Morocco.

Energy efficiency programme

Reduction by 2% of the facilities, measured in kWh/n^o of facilities.

Develop the purchase of renewable electricity in all countries to achieve Zero Emissions in installations.

GRI Annexes

About this Sustainability Report

GENERAL TÉCNICA INDUSTRIAL, S.L.U. (Alsa hereon) presents its seventh Corporate Social Responsibility report, prepared in accordance with Law 11/18 of 28 December on non-financial reporting and diversity; and in accordance with the GRI Standards for the period from 1 January 2023 to 31 December 2023.

This report is also a non-financial statement of the Group, verified by an independent external entity (AENOR).

In this report, Alsa offers an overview of its performance in 2023 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 required by law and those identified as material, 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.

Requirements Act 11/18

Contents of the Law 11/2018 INF		Standard used	Feedback	
Business model	Description of the model business of the group	Brief description of the group's business model, which will include its business environment, its organisation and structure, the markets in which it operates, its objectives and strategies, and the main factors and trends that may affect its future development.	GRI 2-13, 2-1, 2-6, 2-7	
Information environmental matters	Policies	Policies applied by the group, including due diligence procedures applied to identify, assess, prevent and mitigate risks and significant impact, and verification and control, as well as the actions taken.	GRI 3-3	
	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 2-23, 3-3, 2-12, 201-2	
	General	Current and foreseeable impacts of the company activities in the environment and in health and safety.	GRI 2-12	
		Procedures for assessment or certification regarding environment.	GRI 2-23, 3-3, 2-12	
		Resources to prevent risks regarding environment.	GRI 2-12	465,95 k in expenditure or investment.
		Application of the precaution principle.	GRI 2-23, 3-3	
		Provisions and guarantees for risks regarding environment.	GRI 2-27	Policy of 1 M Euros.
	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 3-3, 302-4, 305-5, 305-7	
	Economy Circular y prevention and management of waste	Measures to prevent, recycle, reuse and other forms of recovery and removal of waste. Actions to reduce food waste. of waste. Actions to fight food waste.	GRI 3-3, 301-1, 301-2, 303-3, 306-1, 306-2	Due to the activity of Alsa it is not necessary to take Measures to fight the food waste.
	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 3-3, 301-1, 301-2		
Energy: Direct or indirect consumption; Measures taken to improve energy efficiency. Use of renewable energies..		GRI 3-3, 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 3-3, 305-5		
	Reduction goals established established voluntarily at the medium and short term to reduce Greenhouse emissions and the actions taken for that purpose.	GRI 3-3		

	Contents of the Law 11/2018 INF	Standard used	Feedback	
	Protection of biodiversity	Actions taken to preserve or restore biodiversity.	GRI 3-3	
		Impacts caused by the activities or operations in the protected areas.	GRI 304-1	
Information about social matters and 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 3-3, 2-25, 2-19	
	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 2-12	
	Employment	Total number and distribution of employees per gender, age, country and professional category.	GRI 2-6, 2-7, 405-1 b)	
		Total number and distribution of modalities of work contracts.	GRI 2-7	
		Annual average of permanent, temporary and part-time job contracts per gender, age and professional category.	GRI 2-7	
		Number of dismissals per gender, age and professional category.	GRI 401-1 b)	
		Average salaries and their evolution disaggregated by sex, age and professional classification or equal value.	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 2-19, 2-20	The directorships of GTI are not remunerated.
	Implementation of work disengagement measures.	GRI 3-3		
	Employees with disabilities.	GRI 405-1 b)		
	Organisation of work	Organisation of the time of work.	GRI 102-8 c), 3-3	
		Number of absenteeism hours.	GRI 403-2 a)	
		Measures targeted to ensure employees enjoy the work-life balance and encourage the co-responsible exercise parent.	GRI 3-3, 401-3	
Health and safety	Occupational safety and health conditions at the workplace.	GRI 3-3		
	Accident at the workplace (frequency and degree of seriousness) disaggregated by gender.	GRI 3-3		
	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 2-29, 402-1, 403-1	
	Percentage of employees covered by the collective bargain per country.	GRI 2-30	
	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 3-3	
	Total amount of hours per professional category.	GRI 404-1	
Accessibility	Universal accessibility of people with disabilities.	GRI 3-3	
Equality	Actions taken to promote equal treatment and opportunities between male and female employees.	GRI 3-3	
	Equality Plans.	GRI 3-3	Out of the 43 safety plans that the company should have in place, 35 are already registered and 8 are being negotiated or waiting for registry approval.
	Actions taken to promote employment.	GRI 3-3	
	Protocols for sexual and gender-based harassment.	GRI 3-3	
	The integration and Universal accessibility of people with disabilities.	GRI 3-3	
	Policy against all types of discrimination, and the management of diversity if the case may be.	GRI 3-3, 406-1	
Information on human 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 3-3, 3-3, 410-1, 412-2
	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 2-12

	Contents of the Law 11/2018 INF	Standard used	Feedback	
	Humans rights	Implementation of human rights due diligence procedures.	GRI 3-3	
		Prevention of potential risks of violations of human rights, and if the case may be, measures to mitigate, manage and repair potential crimes.	GRI 3-3, 412-1	
		Reporting cases of violations of human rights.	GRI 2-26, 3-3, 411-1, 2-27	
		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 3-3	
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 3-3, 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 2-12, 205-1	
	Corruption and bribery		Actions taken to prevent corruption and bribery.	GRI 3-3
			Actions to fight against money laundering.	GRI 3-3
		Contributions to non-profit organisations.	GRI 3-3, 201-1, 203-2, 415-1	
Information on 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 3-3	
	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 2-12	

Contents of the Law 11/2018 INF		Standard used	Feedback
Commitment by the company to sustainable development	Impact of the company's activity on employment and local 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 2-29, 413-1	
	Partnership or sponsorship actions.	GRI 2-28, 201-1, 203-1	
Subcontracting and suppliers	Included in the policy of purchase social matters, gender equality matters and environmental matters.	GRI 3-3, 308-1, 308-2, 414-1, 414-2	
	Consideration in the relation with suppliers and subcontracts of their social and environmental responsibility.	GRI 3-3, 308-1, 308-2, 414-1, 414-2	
	Monitoring and audit systems, and review of them.	GRI 308-1	No audits performed to suppliers.
Consumers	Measures for health and safety of consumers.	GRI 3-3, 416-1,	
	Systems for claims received and solution.	GRI 2-26, 3-3	
Tax information	Benefits obtained per country.	GRI 207-4	
	Taxes on benefits paid.	GRI 207-4	
	Public subsidies received.	GRI 207-4	

GRI-standards Index

Alsa has prepared the report complying with the GRI Standards for the period from January 1st to December 31, 2023.

GRI 1: Grounds 2021

GRI Standard	Version	Description Summary	Feedback	Page/s
OVERALL CONTENTS				
GRI 2: General contents 2021				
	2-1	Organizational details.	GENERAL TÉCNICA INDUSTRIAL, S.L.U. (Referred to herein as Alsa). C/Josefa Valcárcel 20 - 28027 Madrid (España). GENERAL TÉCNICA INDUSTRIAL is owned at 100% by National Express Spanish Holding L.T.D).	5, 8-13
	2-2	Entities included in the Presentation of sustainability reports.		129-130
	2-3	Reporting period, frequency and contact.	Reporting period of this report: 1/1/2023 - 31/12/2023. Frequency: Annually. Contact: Ignacio Pérez-Carasa. ipcarasa@alsa.es	99
	2-4	Information updated.	Any changes in the calculation method and/or change of information already reported in previous reports are specified in the report itself. In the specific case of KPIS of the Safety chapter, the following changes have been made: Modification of 2022 Total Accident Rate and At-fault Accident Rate data due to recalculation generated by a change in the company perimeter. Included in the calculation (urban services of Granada, Jaén, Guipúzcoa, SEMACAR, Baracaldo and Discretionary). Total accident rate and at-fault accident rate data for 2023 do not include Seville, Estenbarez Aja and Lisbon trams, nor medical transport due to the unique nature of this type of service. FWI includes all situations regardless of perimeter. Correction of the 2022 FWI indicator due to the fact that in the 2022 Report, by mistake, the data was not normalised.	
	2-5	External assurance		99-101
Activities and workers				
	2-6	Activities, value chain and other commercial relations.	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.	8-13, 42
	2-7	Employees.		4, 65, 69, 117-125
	2-8	Workers unemployed by the company.	No significant number of workers not employed by the company who are controlled by the company.	

GRI Standard	Version	Description Summary	Feedback	Page/s
Governance				
			The Committee making the decisions on economic, environmental and social issues is the Board of Directors.	
2-9		Governance structure and composition.	The administrative body of General Técnica Industrial, S.L.U. is a board of directors, including the following members: Proyectos Unificados, S.A.U, represented by Jorge Cosmen (President); Nex Continental Holdings, S.L.U., represented by Jacobo Cosmen; Ebrobus SLU, represented by Marcos García; Francisco Iglesias (CEO); Autos Pelayo, SAU, represented by María Pérez (Non-Director Secretary)	19
2-10		Appointment and selection of the highest body of the governance.	The board of directors has appointed a chief executive officer in the person of director Francisco Iglesias, to whom the members of the management committee report directly. The members of the Board of Directors are selected at the discretion of the CEO.	19
2-11		Chair of the highest governance body.		19
2-12		Highest governance body's role in sustainability the report.	The Institutional Relations Department reports to the Board of Directors on CSR-related matters. Analysis of material topics is undertaken across all stakeholder groups. 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 Mobico Group. The entire Board of Directors participated in the last Materiality Assessment in 2023, and the definition of the relevant aspects for the organisation, Definition of key issues for the company as well as the corresponding response to each through this sustainability report. 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. The Sustainability Report is revised by the Board of Directors prior to publication.	
2-13		Delegation of responsibility in the impact management	Environmental topics fall under the remit of the Strategy and Organisation Committee. Economic impacts are covered by the Financial Area, and social impact rely on People and CSR.	
2-14		Highest governance body's role in sustainability the report.	See Index 2-12.	
2-15		Conflicts of interest.	Members of the Boards of Directors are subject to ALSA's code of conduct and compliance regulations; the disciplinary policy covers any violation of this Organization's policy.	32-33
2-16		Communication of critical concerns.		28-29
2-17		Collective knowledge of the highest governing 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.	27-31

GRI Standard	Version	Description Summary	Feedback	Page/s												
2-18		Performance evaluation of the highest governing body.	The members of the Board of Directors are subject to the annual target-based Performance Appraisal, which is governed by the criteria of the Mobico Group.													
2-19		Remuneration policies	The directorships of GTI are not remunerated. There is in place a remuneration policy foreseeing all the causes: salary ranges, review criteria, social benefits, travels, secondments and internationalisation, business vehicles, etc. 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.													
2-20		Process for determining remuneration	The Steering Committee agrees the overall economic criteria for the annual review and its members raise reviews of their respective teams according to internal equity and merit criteria established by HR Horizontal Services.													
			<table border="1"> <thead> <tr> <th>GRI 2-21 a.</th> <th>2022</th> <th>2023</th> </tr> </thead> <tbody> <tr> <td>Spain*</td> <td>13.89</td> <td>39.87</td> </tr> <tr> <td>Morocco**</td> <td>27.15</td> <td>38.19</td> </tr> <tr> <td>Portugal</td> <td>-</td> <td>5.23</td> </tr> </tbody> </table>	GRI 2-21 a.	2022	2023	Spain*	13.89	39.87	Morocco**	27.15	38.19	Portugal	-	5.23	
GRI 2-21 a.	2022	2023														
Spain*	13.89	39.87														
Morocco**	27.15	38.19														
Portugal	-	5.23														
2-21		Annual total compensation ratio.	*The companies being run by external administrative companies were not included. ** Casablanca data were not included in the calculation, because the costs for this contract have not been added into the system yet. It is expected to have them included for the next reports. GRI 2.21 b . Spain 2023: -2.69 Morocco 2023: 0.735													
Strategy, policies and practices																
2-22		Statement on the strategy for sustainable development.		2-3												
2-23		Commitments and policies.		6,14,27												
2-24		Addition of commitments and policies.	"Our values" of Excellence, Safety, Customers, People and Community are the National Express group values, which ALSA embraces and applies across all its activities.	6, 14-18, 55, 65, 79-80												
2-25		Processes to remedy negative impacts.	The management approach is outlined in the GRI index for each material topic and all over the report.	49-54,75-77,79-93												
2-26		Mechanisms for seeking advice and raising concerns.		26-29,32-33												
2-27		Compliance with environmental laws and the regulations.	Sanctions received over 2023 are 1.85 M€ * *Includes all Alsa activity, both at national and international level.	32-33												
2-28		Membership of associations.	Alsa belongs to various industry associations, including the international association IRU and the Spanish associations CONFEBUS, ASTIC, UITP y ATUC.													
Participation of stakeholders																
2-29		Approach to stakeholder engagement.	The Management of Institutional relations and CSR channels all these issues among the stakeholders and the Board of Directors. Analysis of material topics is undertaken across all stakeholder groups.	28-30												
2-30		Collective bargaining agreements.	62.5% of the staff is covered by collective agreements. This is 100% in Spain, Portugal and Andorra; 4% in Morocco, 65% in Switzerland and 0% in France.													

GRI Standard	Version	Description Summary	Feedback	Page/s
MATERIAL TOPICS				
GRI 3: Material Topics 2021	3-1	Process to determine material topics.		28-29
	3-2	List of material topics.		29,102
	Surveillance and control systems			
	3-3	Management of material topics.		30-31, 32-33, 46-47, 49-53, 87-88, 91-92
GRI 2: General contents 2021	2-9	Governance structure and composition.	General Contents of the GRI Content Index.	
	2-10	Designation and selection of the highest body of the governance.	General Contents of the GRI Content Index.	
	2-11	Chairman of the highest governance body.	General Contents of the GRI Content Index.	
	2-12	Role of the highest governing body in overseeing the sustainability report.	General Contents of the GRI Content Index.	
	2-13	Delegation of responsibility in the impact management.	General Contents of the GRI Content Index.	
	2-14	Highest governance body's role in presenting the sustainability report.	General Contents of the GRI Content Index.	
	2-15	Conflicts of interest.	General Contents of the GRI Content Index.	
	2-17	Collective knowledge of the highest governance body.	General Contents of the GRI Content Index.	
	2-18	Evaluating the highest governance body's performance.	General Contents of the GRI Content Index.	
	2-23	Commitments and policies.	General Contents of the GRI Content Index.	
	Ethics and regulation compliance			
GRI 3: Material Topics 2021	3-3	Management of material topics.		30-31, 32-33
GRI 2: General contents 2021	2-23	Commitments and policies.	General Contents of the GRI Content Index.	
	2-24	Incorporation of the commitments and policies.	General Contents of the GRI Content Index.	
	2-25	Processes aimed at mitigating negative impact.	General Contents of the GRI Content Index.	
	2-26	Mechanisms to request advising and propose concerns.	General Contents of the GRI Content Index.	
	2-27	Compliance with environmental laws and the regulations.	General Contents of the GRI Content Index.	
Transparency				
GRI 3: Material Topics 2021	3-3	Management of material topics.		30-31, 99
GRI 2: General contents 2021	2-14	Role of the highest governing body in overseeing the sustainability report.	General Contents of the GRI Content Index.	
GRI 3: Material Topics 2021	3-1	Process to determine material topics.	Material topics of the GRI Content Index.	
	3-2	List of material topics.	Material topics of the GRI Content Index.	

GRI Standard	Version	Description Summary	Feedback	Page/s
Policies for the good governance				
GRI 3: Material Topics 2021	3-3	Management of material topics.		30-31, 32-33
GRI 2: General contents 2021	2-22	Statement of the Sustainable development strategy.	General Contents of the GRI Content Index.	
	2-23	Commitments and policies.	General Contents of the GRI Content Index.	
	2-24	Incorporation of the commitments and policies.	General Contents of the GRI Content Index.	
R+D+i				
GRI 3: Material Topics 2021	3-3	Management of material topics.		30-31, 43-45, 84-86, 90-91
Road Safety				
GRI 3: Material Topics 2021	3-3	Management of material topics.		30-31, 49-54
GRI 416: Health and Customer safety 2016	416-1	Evaluation of impacts in health and safety of the categories of products and services.		49-54
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services.	There were no incidents of fines, sanctions or warnings.	
Accesibility				
GRI 3: Material Topics 2021	3-3	Management of material topics.		30-31, 46-47, 58
GRI 416: Customer health and safety 2016	416-1	Assessment of the health and safety impacts of product and service categories.		49-54
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services.	There were no incidents of fines, sanctions or warnings.	
Equality and Diversity				
GRI 3: Material Topics 2021	3-3	Management of material topics.		30-31, 65-68, 117-123
GRI 2: General contents 2021	2-7	Employees.	General Contents of the GRI Content Index.	
	2-23	Commitments and policies.	General Contents of the GRI Content Index.	
GRI 405: Diversity and equal opportunity 2016	405-1	Diversity of governance bodies and employees.		4, 120-126, 117-123
	405-2	Ratio of salary base and remuneration of female employees vs male employees.		123-124
GRI 406: No discrimination 2016	406-1	Incidents of discrimination and corrective actions taken.	We have received no rulings of discrimination incidents. There is a policy in place for harassment complaints and protocols, which includes actions and prevention measures.	
Job creation				
GRI 3: Material Topics 2021	3-3	Management of material topics.		30-31, 65, 69-70, 117-122

GRI Standard	Version	Description Summary	Feedback	Page/s
GRI 401: Employment 2016	401-1	New employee hires and employee turnover.		121-122
	401-2	Benefits provided to employees.		74
	401-3	Parental leave.		126
Reduction of emissions				
GRI 3: Material Topics 2021	3-3	Management of material topics.	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.	4,30-31, 79-90
GRI 305: Emissions 2016	305-1	Direct and indirect Greenhouse emissions.	The data provided are pending of validation The potential modifications emerging from the verification will be transcribed in the next year's sustainability report.	4, 88, 126
	305-2	Energy indirect GHG emissions generating energy.		4, 88, 126
	305-3	Other indirect GHG emissions (Scope 3).		4, 88, 126
	305-4	GHG emissions intensity.		4, 88, 126
	305-5	Reduction of GHG emissions.		74, 88, 126
	305-6	Substance emissions depleting ozone layer.		4, 88, 126
	305-7	Nitrogen oxides (NOX), sulphur oxides (SOX), and other significant air emissions.		4, 88, 126
Efficiency in the consumption of fuels				
GRI 3: Material Topics 2021	3-3	Management of material topics.	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.	30-31, 79-87
GRI 302: Energy 2016	302-1	Energy consumption within the company.	Data in the Annex.	79-87, 126-127
	302-2	Energy consumption outside the organization.	No information available.	
	302-3	Energy intensity.	Energy intensity is calculated as emissions (tCO ₂ eq) with the revenue of the company (€).	79-87, 126-127
	302-4	Reduction of energy consumption.		79-87, 126-127
	302-5	Reductions of energy requirements of products and services.		80-89
Inclusion and development of cleaner, more efficient technologies				
GRI 3: Material Topics 2021	3-3	Management of material topics.		30-31, 79-93
GRI 201: Desempeño económico 2016	302-1	Energy consumption within the company.	Data in the Annex. For confidentiality purposes, the own emission factor of employees is not provided for the calculation of the fuel consumption Fuel.	79-87, 126-127
	302-2	Energy consumption outside the organization.	No information available.	
	302-3	Energy intensity.	Energy intensity is calculated as emissions (tCO ₂ eq) with the revenue of the company (€).	79-87, 126-127
	302-4	Reduction of energy consumption.		79-87, 126-127

GRI Standard	Version	Description Summary	Feedback	Page/s
	302-5	Reductions of energy requirements of products and services.		80-89
Waste				
GRI 3: Material Topics 2021	3-3	Management of material topics.		30-31, 79-80, 89-93
GRI 306: Waste 2020	306-1	Waste generation and significant impacts related to waste.		79-80, 89-93, 127-128
	306-2	Management of significant impacts related to waste.	<p>All waste - hazardous and non-hazardous - generated through ALSA's activity is managed by approved waste management providers.</p> <p>Maintenance facilities have an appropriate place for the temporary storage of waste (clean collection point). They are registered as a producer of dangerous waste, subject to the regulation into force.</p> <p>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.</p>	79-80, 89-93, 127-128
	306-3	Waste produced.		79-80, 89-93, 127-128
	306-4	Waste not targeted to be removed.		79-80, 89-93, 127-128
	306-5	Waste targeted to be removed.		79-80, 89-93, 127-128
Other NON material topics				
GRI 202: Presence in the market 2016	Presence in the market			
	202-1	Ratios of standard entry level wage by gender compared to local minimum wage.		127
	202-2	Proportion of senior management hired from the local community.	100% (Spain being a local community in this case).	
GRI 203: Indirect economic impacts 2016	Indirect economic consequences			
	203-1	Investment in infrastructures and supported services.		4, 117
GRI 204: Sourcing practices 2016	Procurement practices			
	204-1	Proportion of spending on local suppliers.		4, 42, 117
GRI 205: Anti-corruption 2016	Fight against corruption			
	205-1	Operations assessed for risks related to corruption.	100% of corporate operations have been submitted to the due diligence procedure by which comprehensively reviews all the critical building blocks of a society.	
	205-2	Communication and training on anti-corruption policies and procedures.		32-33
	205-3	Confirmed incidents of corruption and actions taken.	No corruption cases.	

GRI Standard	Version	Description Summary	Feedback	Page/s
GRI 206: Unfair competition 2016	Unfair competition practices			
	206-1	Legal actions related to unlawful competition, monopoly practices and against free competition.	No actions of this type happened.	
GRI 301: Materials 2016	Materials			
	301-1	Materials used byweight or volume.		128
	301-2	Recycled materials used.	Due to the company nature, not used length of the report (for instance, paper, washing paper, etc.).	
GRI 303: Water and effluents 2018	Water			
	303-1	Interaction with water as a shared resource.	The water used always comes from the municipal supply network and is discharged into the sewage system. Occasionally there is a field where the water comes from an authorized watering well used to wash vehicles.	91-92,128
	303-2	Management of impacts related to water spills.	The highest water consumption is the washing facilities. These waters are duly refined through hydrocarbon dividers before spilling into municipal plumbing network. Working on further leveraging these waters to be reintroduced in the process. All spill areas are dully controlled to ensure the compliance with current legislation.	91-92,128
	303-3	Water withdrawal by source.	Water consumption is from the municipal supply.	91-92,128
	303-4	Water spill.	All water is discharged into the municipal sewage system.	91-92,128
	303-5	Water recycled and reused.		91-92,128
GRI 304: Biodiversity 2016	Biodiversity			
	304-1	Operational sites owned, leased adjacent to protected areas and areas of high biodiversity value outside protected areas.	ALSA does not have operational sites located in or near protected areas or areas of high biodiversity value.	
	304-2	Significant impact of the activities, the products and services of biodiversity.	No significant impacts of activities, products, and services on biodiversity have been identified.	
	304-3	Habitats protected or restored.	Alsa Forest - Reforesting Congosto de Valdavia (Palencia) with drones.	89
GRI 308: Environmental assessment of suppliers 2016	Environmental assessment of suppliers			
	308-1	New suppliers that were screened using assessment and selection criteria in accordance with environmental criteria.	100% of the corporate suppliers.	42
	308-2	Negative environmental impacts in the supply chain and actions taken.	Mitigation of potential environmental impacts in the supply chain is considered by including requirements in the tenders through which several suppliers are hired, who must comply with each of them.	42
GRI 402: Relations employee-company 2016	Relations between employees and management			
	402-1	Minimum warning deadlines on operational changes.	4 weeks.	
GRI 403: Occupational health and safety in the workplace 2018	Fight against corruption			
	302-4	Reduction of energy consumption.		

GRI Standard	Version	Description Summary	Feedback	Page/s
GRI 203: Indirect economic impacts 2016	Occupational health and safety in the workplace			
	403-1	Health and Safety Management System at the Workplace.	In Spain and Portugal, the company has in place a management system of safety and health subject to the ISO 45001 standard.	46, 75-77, 124-125
	403-2	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>	46, 75-77, 124-125
	403-3	Health services at work.	<p>In Spain, the company has an external prevention service for companies operating on the mainland (Quirón) and another for the islands (Previs). 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> <p>In Portugal, Quirón's external prevention service is available.</p>	46, 75-77, 124-125
	403-4	Participation of employees, consultations and communications on health and safety at the workplace.	<p>79.08% 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 and Portugal ones 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. Health and Safety issues 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.</p> <p>100% of the staff in Morocco is covered by Safety and Health Committees, with a specific Committee in each local company.</p> <p>No official Safety and Health Committee exist in Switzerland-France. Health and Safety issues 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>	46, 75-77, 124-125
	403-5	Training of employees on Health and Safety Management System at the Workplace.		46, 75-77, 124-125

GRI Standard	Version	Description Summary	Feedback	Page/s
	403-6	Ensure health of employees.	<p>Added to the information reported on Spain in the report. Cabe destacar que en Marruecos el 100% de los empleados pasa un examen médico anual y se ha proporcionado un seguro médico en 2023 a los empleados y sus familiares.</p> <p>In Switzerland, employees have a private medical service, and they conduct the medical checks required by the national regulation. Also, initiatives to promote healthy habits are conducted.</p> <p>In Portugal, more than 400 medical checks.</p>	46, 75-77, 124-125
	403-7	Prevention and mitigation of impact in health and safety of employees directly connected to commercial relations.		46, 75-77, 124-125
	403-8	Health and Safety Management System coverage at the Workplace.		46, 75-77, 124-125
	403-9	Workplace accident injuries.	In 2023, no deaths for accidents at the workplace.	46, 75-77, 124-125
	403-10	Occupational ailments and diseases.		46, 75-77, 124-125
GRI 404: Training and education 2016		Education and skills		
	404-1	Hours average of training per year and employee.		70-73, 125
	404-2	Programmes to improve employee skills and programmes to promote the transition.		70-73, 125
	404-3	Percentage of employees receiving regular performance and career development reviews.		125
GRI 407: Freedom of association and collective bargain 2016		Freedom of association and collective bargaining		
	407-1	Operations and suppliers whose right to freedom of association and collective bargaining could be at risk.	Enforcement of the ethical code and Compliance committee.	
GRI 408: Child Work 2016		Child Labour		
	408-1	Operations and suppliers at significant risk for incidents of child labour.	Enforcement of the ethical code and Compliance committee.	
GRI 409: Forced and obligatory Labour 2016		Forced labour		
	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour.	Enforcement of the Ethical Code and Compliance Committee and Modern Slavery.	
GRI 410: Safety practices 2016		Safety practices		
	410-1	Security personnel trained in human rights policies or procedures.	Security personnel are external suppliers, and this information is not currently available.	
GRI 203: Indirect economic impacts 2016		Local communities		
	413-1	Operations with local community engagement, impact assessments, and development programs.		94-98
	413-2	Operations with significant negative impacts - actual or potential - on local communities.		94-98

GRI Standard	Version	Description Summary	Feedback	Page/s
GRI 414: Assessment of suppliers 2016	Supplier assessment in Human Rights, labour practices and social impact			
	414-1	New suppliers were screened using social criteria.	100% of suppliers have passed selection filters according to social selection according to social criteria.	42
	414-2	Negative social impacts in the supply chain and actions taken.	Mitigation of potential social impacts in the supply chain is addressed through the inclusion of requirements in the documentation generated in the relationships and generated in relations and contracting (contracts, tenders, purchase orders, etc.) with the different suppliers, who must comply with each of them.	42
GRI 415: Public policy 2016	Public policy			
	415-1	Value of political contributions by country and recipient.	None.	
GRI 417: Marketing and labelling 2016	Marketing and Labelling			
	417-2	Non-compliance cases related to the information and labelling of products and services.	No cases of non-compliance.	
	417-3	Non-compliance cases related to marketing communications.	No cases of non-compliance.	
GRI 418: Privacy of the customer 2016	Privacy of customers			
	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data.	Zero customer complaints in relation to data protection.	

Additional information

Economic figures:

Description		Spain	Morocco	Switzerland	France	Portugal	Italy	Andorra	Puerto Rico	Total
Direct economic value generated	2022	32.04	1703	-1.38	-0.15	-0.02	-0.04	-0.34	-0.27	46.87
	2023	31.75	12.73	-1.58	0.29	-1.24	-0.01	-0.22	0.00	41.71
Revenue	2022	975.31	194.51	10.92	3.11	15.66	0.00	0.04	0.00	1,199.55
	2023	1,136.70	185.00	14.42	3.31	34.79	0.01	0.04	0.01	1,374.28
Operating costs	2022	943.27	177.48	12.30	3.25	15.68	0.04	0.38	0.27	1,152.68
	2023	1,104.95	172.27	16.01	3.02	36.03	0.02	0.26	0.01	1,332.57
Salaries of employees	2022	306.28	38.16	5.73	0.71	4.88	0.00	0.06	0.00	355.82
	2023	368.04	38.34	7.91	0.71	11.84	0.00	0.08	0.00	426.92
Social Security Costs	2022	99.77	10.44	0.89	0.23	1.15	0.00	0.01	0.00	112.49
	2023	117.47	10.37	0.99	0.18	2.99	0.00	0.02	0.00	132.02
Payments to suppliers	2022	469.46	165.79	4.20	1.32	8.99	-0.01	0.31	0.00	650.07
	2023	557.41	115.80	9.93	1.82	28.48	0.01	0.17	0.01	713.63
Payments to the Government (taxes)	2022	76.63	17.15	0.85	0.36	0.49	0.00	0.00	0.00	95.48
	2023	76.60	21.64	0.91	0.07	-0.16				99.06
Payments to the Government (taxes on hydrocarbons)	2022	32.73	19.82	0.00	0.00	0.70	0.00	0.00	0.00	53.25
	2023	38.87	18.17	0.00	0.00	2.07				59.11
Tax relief and tax credits	2022	1.64	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.64
	2023	2.07	0.00	0.00	0.00	0.00				2.07
Subsidies Investment and research 2023	2022	3.07	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.07
	2023	3.09								3.09
Investment in infrastructures and fleet	2022	95.44	1.13	0.15	0.00	0.00	0.00	0.00	0.00	96.72
	2023	80.78	1.72	1.05						83.56
Sanctions/amount of sanction	2022	0.62	0.07	0.00	0.23	0.01	0.00	0.00	0.00	0.93
	2023	0.59	1.19	0.00	0.01	0.06				1.85

Activity figures:

		Spain	Morocco	Switzerland	France	Portugal*	Italia	Andorra	Puerto Rico	Total
Buses in fleet	2022	3,565	2,074	94	24	173	0	1	0	5,931
	2023	3,737	2,073	123	27	301	0	1	0	6,262
Passengers carried (million)	2022	186.24	333.62	1.16	0.31	6.11	0.00	0.00	0.00	527.44
	2023	229.01	343.00	1.32	0.34	15.15	0.00	0.00	0.00	588.82

* Data of own fleet. Portugal is the only country with subcontracted fleet..

Employee data:

Staff distribution

		Spain	Morocco	Switzerland	France	Andorra	Portugal	Total
Total	2022	9,451	5,962	182	28	2	454	16,079
	2023	10,138	5,936	299	21	4	739	17,137
Male	2022	7,965	5,630	153	26	1	396	14,171
	2023	8,522	5,518	263	20	2	639	14,964
Female	2022	1,486	332	29	2	1	58	1,908
	2023	1,616	418	36	1	2	100	2,173

Number of total employees per age

			Spain	Morocco	Switzerland	France	Andorra	Portugal	Total
Under 30	2022		428	425	21	-	-	23	897
	2023		586	429	36	2		39	1,092
Staff between 30 and 50	2022		5,036	3,991	113	17	1	305	9,463
	2023		5,209	3,938	178	14	3	433	9,775
Above 50	2022		3,987	1,546	48	11	1	126	5,719
	2023		4,343	1,569	85	5	1	267	6,270

Employees per professional category

			Spain	Morocco	Switzerland	France	Andorra	Portugal	Total
Management	2022		88	15	1	-	-	-	104
	2023		92	14	1			13	111
Middle management	2022		145	46	9	-	-	15	215
	2023		156	46	9			13	224
Qualified professionals	2022		793	1,032	6	-	-	12	1,843
	2023		889	947	7			53	1,896
Operators	2022		8,426	4,869	166	28	2	427	13,918
	2023		9,001	4,929	282	21	4	669	14,906

			Spain	Morocco	Switzerland	France	Andorra	Portugal	Total
Permanent contract	Male	2022	6,857	5,350	36	18	1	392	12,654
		2023	7,358	5,195	139	10	2	638	13,342
	Female	2022	1,277	303	11	1	-	57	1,649
		2023	1,390	348	14	1	1	100	1,854
Temporary work contract	Male	2022	1,108	280	117	8	-	4	1,517
		2023	1,164	323	124	10		1	1,622
	Female	2022	209	29	18	1	1	1	259
		2023	226	70	22		1		319
Part-time contract	Male	2022	675	-	14	-	-	-	689
		2023	718						718
	Female	2022	269	-	4	-	-	-	273
		2023	281						281
Full-time contract	Male	2022	7,290	5,630	139	26	1	396	13,482
		2023	7,805	5,518	250	20	2	639	14,234
	Female	2022	1,218	332	25	2	1	58	1,636
		2023	1,335	418	24	1	2	100	1,880

			Spain	Morocco	Switzerland	France	Andorra	Portugal	Total
Employees with permanent contract by age									
Under 30	2022		249	353	4	-	-	22	628
	2023		377	337	11			38	763
Staff between 30 and 50	2022		4,186	3,774	27	11	-	302	8,300
	2023		4,343	3,655	107	6	2	433	8,546
Above 50	2022		3,699	1,526	16	8	1	125	5,375
	2023		4,028	1,551	35	5	1	267	5,887

			Spain	Morocco	Switzerland	France	Andorra	Portugal	Total
Employees with temporary work contract by age									
Under 30	2022		179	72	17	-	-	1	269
	2023		210	92	25	2	0	1	330
Staff between 30 and 50	2022		851	217	86	6	1	3	1,164
	2023		866	283	71	8	1	0	1,229
Above 50	2022		288	20	32	3	-	1	344
	2023		315	18	50	0	0	0	383
Employees with Part-time contract By age									
Under 30	2022		62	-	3	-	-	-	65
	2023		66	-	15	-	-	-	81
Staff between 30 and 50	2022		400	-	10	-	-	-	410
	2023		424	-	7	-	-	-	431
Above 50	2022		483	-	5	-	-	-	488
	2023		509	-	3	-	-	-	512
Employees with Full-time contract by age									
Under 30	2022		366	425	18	-	-	23	832
	2023		521	429	21	2	0	39	1,012
Staff between 30 and 50	2022		4,636	3,991	103	17	1	305	9,053
	2023		4,785	3,938	171	14	3	433	9,344
Above 50	2022		3,504	1,546	43	11	1	126	5,231
	2023		3,834	1,569	82	5	1	267	5,758
Employees with permanent contract per professional category									
Management	2022		88	15	1	-	-	-	104
	2023		92	14	1	-	-	4	111
Middle management	2022		145	46	9	-	-	15	215
	2023		157	46	9	-	-	13	225
Qualified professionals	2022		716	1,027	4	-	-	12	1,759
	2023		800	941	6	-	-	52	1,799
Operators	2022		7,186	4,565	33	19	1	422	12,226
	2023		7,699	4,542	137	11	3	669	13,061
Employees with Temporary work contract per professional category									
Management	2022		-	-	-	-	-	-	-
	2023		-	-	-	-	-	-	0
Middle management	2022		-	-	-	-	-	-	-
	2023		-	-	-	-	-	-	0
Qualified professionals	2022		77	5	2	-	-	-	84
	2023		88	6	1	-	-	1	96
Operators	2022		1,240	304	133	9	1	5	1,692
	2023		1,302	387	145	10	1	-	1,845
Employees with Part-time contract per professional category									
Management	2022		1	-	-	-	-	-	1
	2023		2	-	-	-	-	-	2
Middle management	2022		1	-	-	-	-	-	1
	2023		1	-	-	-	-	-	1
Qualified professionals	2022		65	-	-	-	-	-	65
	2023		66	-	-	-	-	-	66
Operators	2022		878	-	18	-	-	-	896
	2023		929	-	25	-	-	-	954

		Spain	Morocco	Switzerland	France	Andorra	Portugal	Total
Employees with Full-time contract per professional category								
Management	2022	87	15	1	-	-	-	103
	2023	90	14	1	-	-	4	109
Middle management	2022	143	46	9	-	-	15	213
	2023	156	46	9	-	-	13	224
Qualified professionals	2022	728	1,032	6	-	-	12	1,778
	2023	822	947	7	-	-	53	1,829
Operators	2022	7,548	4,869	148	28	2	427	13,022
	2023	8,072	4,929	257	21	4	669	13,952

		Spain	Morocco	Switzerland	France	Andorra	Portugal	Total
ANNUAL AVERAGE of employees with permanent contract								
Anual average Male	2022	6,313	5,435	41	15	2	324	12,130
	2023	6,969	5,285	50	14	-	-	12,744
Anual average Female	2022	1,082	292	10	1	-	53	1,438
	2023	1,252	325	14	2	0	65	1,657
ANNUAL AVERAGE of employees with temporary contract								
Anual average Male	2022	1,120	297	56	5	-	-	1,478
	2023	1,018	305	71	4	-	1	1,399
Anual average Female	2022	221	27	9	1	1	-	259
	2023	212	52	10	0	1	2	277
ANNUAL AVERAGE of employees with partial contract								
Anual average Male	2022	396	-	6	-	-	-	403
	2023	442	-	4	-	-	-	446
Anual average Female	2022	139	-	1	-	-	-	140
	2023	172	-	1	-	-	-	172
ANUAL Employees with permanent contracts by age								
Under 30	2022	181	315	4	-	-	13	513
	2023	291	300	2	-	-	20	614
Staff between 30 and 50	2022	3,770	3,779	28	10	-	243	7,830
	2023	4,091	3,679	43	8	11	314	8,136
Above 50	2022	3,443	1,633	19	6	2	122	5,225
	2023	3,839	1,631	18	9	1	153	5,651
ANNUAL AVERAGE of Employees with temporary contracts by age								
Under 30	2022	176	75	7	1	-	-	258
	2023	158	75	9	1	-	2	244
Staff between 30 and 50	2022	869	227	41	3	1	-	1,141
	2023	797	262	43	3	1	1	1,106
Above 50	2022	297	22	17	2	-	-	337
	2023	275	20	29	1	-	0	326
ANNUAL AVERAGE of Employees with partial contracts by age								
Under 30	2022	41	-	0	-	-	-	42
	2023	54	-	0	-	-	-	55
Staff between 30 and 50	2022	291	-	3	-	-	-	294
	2023	321	-	3	-	-	-	324
Above 50	2022	204	-	4	-	-	-	207
	2023	239	-	2	-	-	-	241

ANNUAL AVERAGE Employees with permanent contracts by professional category								
Management	2022	85	14	2	-	-	-	101
	2023	89	14	2	-	-	0	105
Middle management	2022	142	47	6	-	-	14	209
	2023	154	45	9	-	-	9	216
Qualified professionals	2022	672	1,099	5	-	-	11	1,786
	2023	747	980	6	-	-	28	1,761
Operators	2022	6,504	4,567	38	16	2	352	11,479
	2023	7,232	4,571	47	16	2	451	12,319
ANNUAL AVERAGE Employees with temporary contracts by professional category								
Management	2022	0	-	0	-	-	-	0
	2023	0	-	0	-	-	-	0
Middle management	2022	0	-	1	-	-	-	1
	2023	0	-	0	-	-	-	0
Qualified professionals	2022	82	9	3	-	-	-	93
	2023	84	5	1	-	-	-	90
Operators	2022	1,251	315	61	6	1	-	1,634
	2023	1,146	352	80	5	1	2	1,586
ANNUAL AVERAGE Employees with part-time contracts by professional category								
Management	2022	0	-	-	-	-	-	0
	2023	0	-	-	-	-	-	0
Middle management	2022	1	-	-	-	-	-	1
	2023	0	-	-	-	-	-	0
Qualified professionals	2022	38	-	-	-	-	-	38
	2023	38	-	-	-	-	-	38
Operators	2022	504	-	7	-	-	-	511
	2023	575	-	5	-	-	-	580

Turnover*

		Spain	Morocco	Switzerland	France	Andorra	Portugal	Total
Rate of staff turnover and country								
Male	2022	4.31%	9.17%	0.00%	1.85%	33.33%	5.54%	7.0%
	2023	5.04%	7.42%	5.75%	6.52%	0.00%	8.06%	6.0%
Female	2022	5.88%	10.37%	2.78%	0.00%	0.00%	22.03%	6.55%
	2023	6.67%	9.98%	8.51%	25.00%	0.00%	6.06%	7.29%

		Spain	Morocco	Switzerland	France	Andorra	Portugal	Total
Turnover rate per age and country								
2023	Under 30	11.35%	15.93%	6.25%	0.00%	0.00%	7.32%	12.64%
	Between 30 and 50	6.66%	8.26%	6.51%	9.38%	0.00%	7.74%	7.32%
	Above 50	2.54%	3.50%	4.81%	7.69%	0.00%	7.99%	3.05%
2022	Under 30	12.90%	11.49%	0.00%	0.00%	0.00%	15.38%	12.00%
	Between 30 and 50	5.38%	8.38%	0.65%	0.00%	0.00%	6.29%	7.00%
	Above 50	2.68%	10.66%	0.00%	4.76%	33.33%	3.88%	5.00%

*Note: In Spain, VTCs are not considered for the calculation of turnover, as the characteristics of this activity in this respect are very different from the rest of the company's activities..

Number of new contracts

			Spain	Morocco	Switzerland	France	Andorra	Portugal	Total
Per gender									
Male	2022		1,531	410	68	22	-	396	2,427
	2023		1,484	477	190	18	1	284	2,454
Female	2022		463	73	13	2	-	58	609
	2023		465	128	15	-	1	43	652
Total	2022		1,994	483	81	24	0	454	3,036
	2023		1,949	605	205	18	2	327	3,106
By age									
Under 30	2022		477	174	13	3	0	23	690
	2023		465	191	29	5		23	713
Staff between 30 and 50	2022		1,186	298	54	14	0	305	1,857
	2023		1,148	410	131	13	2	166	1,870
Above 50	2022		331	11	14	7	0	126	489
	2023		336	4	45			138	523

Number of dismissals

			Spain	Morocco	Switzerland	France	Andorra	Portugal	Total
Per gender									
Male	2022		96	216	2	0	0	0	314
	2023		135	140	3	1	0	13	306
Female	2022		11	24	1	0	0	0	36
	2023		34	13	15	3	0	4	155
Total	2022		107	240	3	0	0	0	350
	2023		169	153	18	4	0	17	361
Per professional category									
Management	2022		2	0	1	0	0	0	3
	2023		6						6
Middle management	2022		4	3	0	0	0	0	7
	2023		5						5
Qualified professionals	2022		9	1	1	0	0	0	11
	2023		14	44	3		1		62
Operators	2022		92	236	1	0	0	0	299
	2023		144	109	15	4	16		288
By age									
Under 30	2022		3	1	0	0	0	0	4
	2023		21	12	2			2	37
Staff between 30 and 50	2022		35	129	3	0	0	0	167
	2023		94	104	13	3		8	222
Above 50	2022		38	110	0	0	0	0	148
	2023		54	37	3	1		7	102

Diversity of governance bodies

Number of people in the Group Exec Comm

			Spain	Morocco	Switzerland	France	Andorra	Portugal	Total 2023	Total 2022
Per gender										
	Male		6	0	0	0	0	0	6	7
	Female		3	0	0	0	0	0	3	2

Number of people in the Group Exec Comm

	Spain	Morocco	Switzerland	France	Andorra	Portugal	Total 2023	Total 2022
By age								
Under 30	0	0	0	0	0	0	0	0
Staff between 30 and 50	3	0	0	0	0	0	3	5
Above 50	6	0	0	0	0	0	6	4

Parental leaves

Number of employees who enjoyed a parental leave

		Spain	Morocco	Switzerland	France	Andorra	Portugal*	Total
Male	2022	129	355	1	-	-	1	485
	2023	150	321	2	-	-	-	473
Female	2022	14	7	0	-	-	1	21
	2023	14	8	-	-	-	-	22

* Portugal figures not available

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

		Spain	Morocco	Switzerland	France	Andorra	Portugal	Total
Male	2022	129	355	1	-	-	1	485
	2023	142	321	-	-	-	-	463
Female	2022	13	7	0	-	-	1	21
	2023	14	8	-	-	-	-	22

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

		Spain	Morocco	Switzerland	France	Andorra	Portugal
Male	2022	100%	100%	100%	-	-	100%
	2023	95%	100%	-	-	-	-
Female	2022	93.03%	100%	-	-	-	100%
	2023	100%	100%	-	-	-	-

Pays

Average pay

	Spain	Morocco	Switzerland	France	Andorra	Portugal*
Per gender						
Male	3.81%	6.50%	0.52%	-1.48%	NA	2.65%
Female	5.52%	4.11%	-1.52%	NA	NA	5.46%
Per professional category						
Management	3.92%	*	NA			NA
Middle management	5.10%	*	2.11%			NA
Qualified professionals	7.71%	*	-4.78%	NA		NA
Operators	5.15%	*	3.54%	-0.03%	10.50%	NA
By age						
Under 30	6.37%	8.14%	-10.70%			NA
Staff between 30 and 50	3.37%	6.77%	3.39%	-3%	NA	NA
Above 50	5.32%	6.15%	2.85%	0%	NA	NA

Average pay

	Spain	Morocco	Switzerland	France	Andorra	Portugal*
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NA: Not published because it was only one person.

* The evolution of salaries by category for Morocco is not provided because the classifications have been updated and are not comparable with those published for the period 2022.

Note: In the case of Switzerland and France, the data have been annualised, as their activity is mainly seasonal. In the case of Spain, health professionals have been excluded from the calculation of the professional category 'qualified professionals,' as they have been incorporated in 2023 and therefore would not be comparable with respect to 2022. Actual pay, including this group in the category of "qualified professionals" is -0.96%.

	Spain	Morocco	Switzerland	France	Andorra	Portugal
Salary gap	16.51%	-32.47%	13.73%	NA	NA	9.54%

	Spain	Morocco	Switzerland	France	Andorra	Portugal
Ratio of remuneration of the lowest salary vs the minimum wage	0.0001	0.05	NA	NA	NA	0.52

* The salary tables of the collective agreement are applied without differentiation by gender.

Occupational safety and health of the employees

2023	Spain	Morocco	Switzerland	France	Portugal
Accident frequency rate (%)*	13.51*	5.26	0	0	17.9
Male	-	5.37	0	0	13.8
Female	-	3.61	0	20.44	2.10
Accident severity index (%)*	0.41*	0.29	0	0	3.0
Male	-	0.30	0	0	1.9
Female	-	0.24	0	0	10.6
Occupational diseases	1	0	0	0	7
Male	1	0	0	0	4
Female	0	0	0	0	3
Absenteeism hours*	272,628		1,601	0	104,624
Male	-	-	-	-	86,824
Female	-	-	-	-	17,800
Absenteeism**(%)	8.44	4.13			2.74
Male absenteeism	5.32	0	8.93	17.20	2.43
Female absenteeism	8.34		4.71	0	8.54
Investment in Prevention, Health and Wellbeing	1,083,923.70	133,256.23	16,456.99	47,041.97	11.40
% of staff represented on formal health and safety committees	70.69	100	NA	NA	100
Workers with a high incidence or high risk of diseases related to their activity	0	0	0	0	0
No. of injuries per accident with serious consequences	2	1	0	0	0
Fees of injuries per accident with serious consequences	0.61	0.01	0	0	0
2022	Spain	Morocco	Switzerland	France	Portugal
Accident frequency rate (%)*	14.69*	9.96	2.66	40.88	1.70
Male	-	9.43	2.66	20.44	1.60
Female	-	0.53	0	20.44	2.10
Accident severity index (%)*	0.58	0.67	0.02	0.74	0.10
Male	-	0.63	0.02	0.12	0.10
Female	-	0.04	0	0.61	0.10

2022	Spain	Morocco	Switzerland	France	Portugal
Occupational diseases	3	0	0	0	5
Male	2	0	0	0	2
Female	1	0	0	0	3
Absenteeism hours*	1,282,664	65,106	2,368	3,480	99,560
Male	-	-	2,320	3,304	76,592
Female	-	-	48	176	22,968
Absenteeism**(%)	6.78	0.49			2.74
Male absenteeism	-	0.46	1.94	17.20	2.43
Female absenteeism	-	0.03	0.17	7.33	4.81
Investment in Prevention, Health and Wellbeing	1,044,379.89 €	2,560,541 €	7,500 €	2,500 €	10,000 €
% of staff represented on formal health and safety committees	86.7%	-	-	-	100%
Workers with a high incidence or high risk of diseases related to their activity	0	0	0	0	0
No. of injuries per accident with serious consequences	0	4	0	0	0
Fees of injuries per accident with serious consequences	0	3%	0	0	0

*No information broken down by gender available.

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

Note: The data for Spain do not include workers who are not included in the database of employees of ALSA, representing 3% of the staff.

Evaluation of performance and training

The figures below describe the evaluation of performance for office-based staff.

Employees receiving regular performance reviews by gender								
		Spain	Morocco	Switzerland	France	Portugal	Andorra	Total
Per gender								
Male	2022	64%	66%	81%	80%	100%	NA	65%
	2023	71%	72%	88%	87%	100%	56%	71%
Female	2022	44%	24%	33%	43%	0%	NA	40%
	2023	49%	53%	44%	75%	0%	41%	49%
Per professional category								
Management	2022	66%	0%	0%	0%	0%	NA	55%
	2023	84%	40%	50%			0%	74%
Middle management	2022	78%	0%	0%	0%	0%	NA	55%
	2023	79%	68%	100%			23%	70%
Qualified professionals	2022	16%	0%	0%	0%	0%	NA	7%
	2023	38%	14%	56%			2%	25%
Operators	2022	63%	79%	80%	75%	75%	NA	68%
	2023	70%	82%	83%	86%	50%	59%	74%

Environmental data¹:

Fleet and environmental investment

	Spain	Morocco	Switzerland ²	Portugal	Total
2023					
Vehicles driven by alternative energy	782	6	12	44	844
Vehicles driven by alternative energy vs fleet (%)	21%	0%	8%	15%	13%
Vehicles driven by alternative energy (added)	174	0	14	44	232

1 Data on consumption and waste generation are not available for the Moroccan and Swiss-French facilities. Working to improve the control and data gathering. Expected to report the information over the next reports. Emission factors: MITERD V22 July 2022.

2 Environmental data for Switzerland also includes operations in France.

	Spain	Morocco	Switzerland ²	Portugal	Total
Investment in vehicles driven by alternative energy (M€)	30.8	0	0	0	30.8
EURO VI Vehicles	2,275	804	110	301	3,490
EURO VI Vehicles (%)	61%	39%	73%	100%	56%
EURO VI Vehicles (added)	343	0	2	128	473
Expenditure or investment in environment (k€)	453.15	-	-	12.80	465.95
2022					
Vehicles driven by alternative energy	596	6	11	0	613
Vehicles driven by alternative energy vs fleet (%)	17%	0%	9%	-	10%
Vehicles driven by alternative energy (added)	88	0	0	0	88
Investment in vehicles driven by alternative energy (M€)	22,0	-	-	-	22,0
EURO VI Vehicles	1,919	804	102	173	2,998
EURO VI Vehicles (%)	54%	39%	86%		51%
EURO VI Vehicles (added)	144	0	1	173	318
Expenditure or investment in environment (k€)	549.53	-	-	6.50	556.03

Emissions

	Spain	Morocco	Switzerland ³	Portugal	Total
2023					
Total emissions (tCO ₂ e)	364,533.05	176,005.01	15,245.19	39,230.57	595,013.83
A1 direct emissions (tCO ₂ e)	270,173.78	140,616.45	4,916.12	12,614.62	428,320.96
A2 Indirect emissions (tCO ₂ e)	0.00	0.00	0.00	54.25	54.25
A3 Indirect emissions (tCO ₂ e)	94,359.27	35,388.56	10,329.08	26,561.70	166,638.61
Total emissions intensity (tCO ₂ e/mil €)	0.325	1.052	0.882	0.464	0.444
CO direct emissions (t)	1,683,163	948,697	19,822	81,930	2,733,612
NOx direct emissions (t)	2,244,218	1,264,930.	26,429	109,240	3,644,817
HC direct emissions (t)	516,170	290,934	6,079	25,125	838,308
PM direct emissions (t)	22,442	12,649	264	1,092	36,447
CH ₄ direct emissions (tCO ₂ e)	188	24	1	3	215.39
N ₂ O direct emissions (tCO ₂ e)	2,669	1,371	48	154	4,241.90
HFCs direct emissions (tCO ₂ e)	16,235	21	21	499	16,775.05
2022					
Total emissions (tCO ₂ e)	394,150.77	181,243.60	2,456.57	6,647.58	584,498.53
A1 direct emissions (tCO ₂ e)	261,613.43	145,836.84	1,909.61	5,357.58	414,717.46
A2 Indirect emissions (tCO ₂ e)	103.59	0.00	0.00	0.00	103.59
A3 Indirect emissions (tCO ₂ e)	132,433.75	35,406.76	546.96	1,290.01	169,677.48
Total emissions intensity (tCO ₂ e/mil €)	0.404	0.932	0.175	0.424	0.487
CO direct emissions (t)	1,536,349.00	944,162.00	7,484.00	34,118.00	2,522,113.00
NOx direct emissions (t)	2,048,465.00	1,258,883.00	9,978.00	45,490.00	3,362,816.00
HC direct emissions (t)	471,147.00	289,543.00	2,295.00	10,463.00	773,448.00
PM direct emissions (t)	20,485.00	12,589.00	100.00	455.00	33,629.00
CH ₄ direct emissions (tCO ₂ e)	516.77	186.64	16.24	6.74	727.03
N ₂ O direct emissions (tCO ₂ e)	3,941.04	2,224.76	201.2	80.31	6,447.31
HFCs direct emissions (tCO ₂ e)	15,303.86	1,684.68	34.32	148.12	17,170.98

Environmental data in Switzerland also included the operations in France.

Consumption

	Spain	Morocco	Switzerland ⁴	Portugal	Total
2023					
Natural gas Consumption (kWh)	1,085,479.26	0.00	2,970	-	1,088,449.26
Diesel oil consumption of the boiler (kWh)	1,724,042.04	1,132,193	31,374.76	-	2,887,609.66
Consumption of other resources (kWh)	260,407.04	0.00	-	-	260,407.04
Electric consumption in facilities (KWh)	13,313,285.00	3,088,986.38	588,499.00	1,725,595.00	18,128,454.87
Energy consumption in facilities (kWh)	16,383,213.34	4,221,179.23	34,933.26	1,725,595.00	22,364,920.84
Diesel oil consumption of automotive (kWh)	1,122,108,881.31	632,464,910.19	13,214,581.60	54,620,053.61	1,882,408,426.71
Consumption of SP95 automotive (kWh)	493,085.16	-	-	-	493,085.16
Consumption of GAS (GNC, GNL) automotive (kWh)	31,253,925.78	-	-	-	31,253,925.78
Consumption of GLP automotive (kWh)	95,674.36	-	-	-	95,674.36
Electric consumption due to vehicles (kWh)	1,998,424.08	-	-	305,358.05	2,303,782.13
Fleet fuel consumption (kWh)	1,153,951,566.62	632,464,910.19	13,214,581.60	54,925,411.66	1,854,556,470.07
Consumption of renewable sources (kWh)	15,311,709.08	-	-	-	15,311,709.08
Consumption of total energy (kWh)	1,170,121,208.33	636,686,089.43	13,249,514.86	56,651,006.66	1,876,707,819.28
2022					
Natural gas Consumption (kWh)	891,369.00	-	22,923.00	-	914,292.00
Diesel oil consumption of the boiler (kWh)	1,903,963.18	108,156.00	21761	-	2,012,336.79
Consumption of other resources (kWh)	160,195.86	-	-	-	160,195.86
Electric consumption in facilities (KWh)	12,243,683.30	2,858,171.24	75,126.00	153,351.00	15,330,331.54
Energy consumption in facilities (kWh)	15,199,211.35	2,966,327.24	98,266.61	153,351.00	18,417,156.19
Diesel oil consumption of automotive (kWh)	1,024,232,747.28	629,441,469.36	4,989,233.12	22,745,035.90	1,681,408,485.66
Consumption of SP95 automotive (kWh)	21,324.59	-	-	-	21,324.59
Consumption of GAS (GNC, GNL) automotive (kWh)	29,695,506.75	-	-	-	29,695,506.75
Consumption of GLP automotive (kWh)	431,781.04	-	-	-	431,781.04
Electric consumption due to vehicles (kWh)	1,075,398.00	-	-	-	1,075,398.00
Fleet fuel consumption (kWh)	1,054,381,359.66	629,441,469.36	4,989,233.12	22,745,035.9	1,711,557,098.04
Consumption of renewable sources (kWh)	13,319,081.30	-	-	-	13,319,081.30
Consumption of total energy (kWh)	1,069,580,571.01	632,407,796.60	5,087,499.73	22,898,386.90	1,729,974,254.23

Waste

	Spain	Morocco	Switzerland ⁴	Portugal	Total
2023					
Non-hazardous waste managed (t)	708.87	197.07	-	42.30	948.24
Hazardous waste managed (t)	390.32	186.8	-	1745	594.57
Paper for recycling (t)	28.89	-	-	1.37	30.26
Removal of RNP (t)	1.38	-	-	5.01	6.39
Cremation	0	-	-	0	0.00
Taken to landfill	1.38	-	-	5.01	6.39
Other	0	-	-	0	0.00
Removal of RP (t)	143.19	-	-	31.32	174.51
Cremation	0	-	-	0	0.00
Taken to landfill	0.74	-	-	1	1.74
Other	142.45	-	-	30.32	172.77
Valorization of RNP (t)	388.94	-	-	12.44	401.38
Preparations for reuse	13.90	-	-	0	13.90
Recycled	373.35	-	-	3.21	376.57
Other	1.68	-	-	9.23	10.91

⁴ The environmental data for Switzerland also include operations in France.
In the case of Morocco it is the volume of waste generated, management data are not yet available.

Valorization of RP (t)	565.68	-	-	10.98	576.66
Preparations for reuse	0	-	-	0	0.00
Recycled	5.38	-	-	9.24	14.63
Other	560.29	-	-	1.74	562.03
2022					
Non-hazardous waste managed (t)	670.56	4.48	-	4.4	679.44
Hazardous waste managed (t)	422.39	-	-	14.95	437.34
Paper for recycling (t)	19.73	-	-	1.36	21.09
Removal of RNP (t)	106.90	-	-	14.95	121.85
Cremation	0.00	-	-	-	0.00
Taken to landfill	-	-	-	-	0.00
Other	106.89	-	-	14.95	121.84
Removal of RP (t)	103.69	-	-	4.4	108.09
Cremation	0.00	-	-	-	0.00
Taken to landfill	-	-	-	-	0.00
Other	582.79	-	-	4.4	587.19
Valorization of RNP (t)	320.87	-	-	14.95	335.82
Preparations for reuse	-	-	-	-	0.00
Recycled	7.54	-	-	-	7.54
Other	420.22	-	-	14.95	435.17
Valorization of RP (t)	582.79	-	-	4.4	587.19
Preparations for reuse	0.91	-	-	-	0.91
Recycled	43.34	-	-	-	43.34
Other	1,061.80	-	-	4.4	1,066.20

Water

	Spain	Morocco	Switzerland	Portugal	Total
2023					
Urban assimilable waste (m³)	58,097.00	-	193.00	2,786.50	61,076.50
Industrial automotive waste (m³)	81,642.00	-	-	-	81,642.00
Restoration industrial discharge (m³)	19,283.00	-	-	-	19,283.00
Water consumption (m³)	167,637.00	61,705.96	193.00	1,324.00	230,859.96
Consumption of water from catchment sources (wells, etc.) (m³)	-	-	-	2,925	2,925
Volume of recycled or reused water (m³)	4,470.00*	-	-	1,023.75	5,493.75
2022					
Urban assimilable waste (m³)	110,017.40	-	1,107.00	2,786.50	113,910.90
Industrial automotive waste (m³)	82,489.00	-	-	-	82,489.00
Restoration industrial discharge (m³)	6,419.00	-	-	-	6,419.00
Water consumption (m³)	198,925.40	63,743.68	1,107.00	1,324.00	265,100.08
Consumption of water from catchment sources (wells, etc.) (m³)	-	-	-	2,925.00	2,925.00
Volume of recycled or reused water (m³)	7,607.80*	-	-	1,023.75	8,631.55

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

Materials consumed

Consumption of main materials in Spain	2022	2023
Oil (l)	139,586	413,775.7
Urea (l)	1,912,206	3,826,192
Antifreeze (l)	196,405	242,938

Corporate Structure

As of 31 December 2023, Alsa is formed by the companies listed below including the tax consolidation group with a composition and operation given by what is set in the articles 42 and beyond of the Commerce code.

A.S.I.T.S.A. Y Gti, S.L.U. U.T.E. Ley 18/1982
Aerobus Zaragoza, S.L.
Agreda Bus, S.L.
Alianza Bus, S.L.U.
Alpybus S.A.R.L.
Alsa Al Baida, S.A.
Alsa Atlántica, S.L.U.
Alsa Bustours Gex
Alsa City Agadir S.A.
Alsa City Bus Rabat Sale Temara S.A.
Alsa City Sightseeing Maroc
Alsa City Tour S.A.R.L.
Alsa Education A La Sécurité Routière S.A.R.L.
Alsa Ferrocarril, S.A.U.
Alsa Granada Airport S.L.
Alsa Grupo, S.L.U.
Alsa Innovacion Y Proyectos De Movilidad, S.L.U.
Alsa Intercity Services, S.A.
Alsa Internacional S.L.U. Y Otros U.T.E.
Alsa Internacional, S.L.U.
Alsa Italia S.R.L.
Alsa Khouribga S.A.
Alsa Metropolitana, S.A.U.
Alsa Micromobility, S.L.
Alsa-Mirat Extremadura, S.L.
Alsa Puerto Rico, Llc
Alsa Rail, S.L.U.
Alsa Rail, S.L.U. Y Alsa Ferrocarril, S.A.U. U.T.E. Maniobras Barcelona
Alsa Rail, S.L. Y Alsa Ferrocarril S.A. U.T.E. Valencia
Alsa Rail, S.L. Y Alsa Ferrocarril S.A. U.T.E. Zaragoza
Alsa Servicios Logísticos Ferroviarios, S.L.
Alsa Tanger, S.A.
Alsa Todi Metropolitana De Lisboa, L.D.A.
Alsa Transporte Sanitario, S.L.
Aplic. Y Sist. Integrales Para El Transporte, S.A.
Aragonesa de Estación de Autobuses, S.A.
Argabus, S.A.
Artazo Servicios Integrales, S.L.
Autobuses Urbanos De Bilbao, S.A.
Autobuses Urbanos De León, S.A.U.
Autocares Castilla-León, S.A.U.
Autocares De Badajoz, S.L.
Autocares Discrecionales Del Norte, S.L.U.
Automoviles Luarca S.A.U., Yaiza Bus S.L., Medtrast98 S.L.
Automóviles Luarca, S.A.U.
Automóviles Sigras Carral
Autos Cal Pita, S.A.
Autos Pelayo, S.A.U.
Autos Rodriguez-Eocar, S.L.
Bahía Zero, S.L.
Balears Business Cars, S.L.
Balears Consignatarios Tours, S.L.
Balears Consignatarios, S.L.
BC Tours Portugal, Unipessoal, L.D.A.
Berlinas Calecar, S.L.U.
Berlinas De Asturias, S.L.
Berlinas De Canarias, S.L.
Berlinas De Toledo, S.L.
Berlinas Vtc De Cantabria, S.L.U.
Bilboko Hiribus Jasangarria, S.L.
Bus Metropolitano De Granada, S.L.
Bus Urbano De Castro Urdiales, S.L.
Buses De Palencia, S.L.
Busturiáldea Lea Artibai Bus, S.A.
Canary Business Cars, S.L.
Cataluña Business Cars, S.L.
Centre De Formation Techn. Profes. Transport S.A.R.L.
Cetralsa Formación, S.L.U.
Cía. Del Tranvía Eléctrico De Avilés, S.A.
Compañía Navarra De Autobuses S.A.
Compostelana, S.A.U.
Ebrobus, S.L.U.
Eggmann Frey
Estación Autobuses De Cartagena, S.A.
Estación Central de Autobuses de Zaragoza, S.A.
Estación De Autobuses Aguilar De Campoo, S.L.
Estación De Autobuses De Astorga, S.L.
Estación De Autobuses De Avilés, S.L.
Estación De Autobuses De León, S.A.
Estación De Autobuses De Plasencia, S.A.
Estación De Autobuses De San Lorenzo Del Escorial, S.A.U.
Estaciones Terminales De Autobuses, S.A.
Estébanez Aja, S.A.
Euska Alsa, S.L.U.
Ezkerraldea-Meatzaldea Bus, S.A.
General Técnica Industrial, S.L.U.
Gestión De Movilidad Integral, S.L.
Gorbea Representaciones, S.L.
Groupe Alsa Transport, S.A.
Guaguas Gumidafe, S.L.
Gva Transfers.Com, S.A.R.L.
Ibercruises Agencia de Viagens, L.D.A.
Iberia S.A., Integracion Agencias De Viaje S.A., Nex S.L.
Immuebles, Vehicules Accesoiros Maroc, S.A.R.L.
Intercambiadores Europeos, S.L.
Intercar Business Cars, S.L.U.
International Business Limousines, S.A.U.
Interprovincial Maroc S.A.R.L.
Interurbana De Autocares, S.A.U.
Irubus, S.A.U.
Jimenez Lopera, S.A.U.
Julia Travel Y Automoviles Luarca, S.A., U.T.E.
La Unión Alavesa, S.L.
La Unión De Benisa, S.A.
Los Abades De La Gineta, S.L.U.
Maitours, S.L.U.
Manuel Vázquez Vazquez, S.L.
Moveía Tecnologías, S.L.
Movilidad Balear, S.L.
Movilidad Multimodal, S.L.
Movilidad Peninsular, S.L.
Mundaka Consultoria, S.L.U.
Nex Continental Holding S.L. - Sucursal Em Portugal
Nex Continental Holdings, S.L.U. Y Damas, S.A., U.T.E.

Nex Continental Holdings, S.L.
Nexcon S.L.U., Sercobus S.L. Y La Sepulvedana S.A. U.T.E.
Nx Middle East, S.L.U.
Odier Excursions, S.A.
Proyectos Unificados, S.A.U.
Publi Imagen Granada, S.L.U.
Representaciones Mecánica, S.A.U.
Rutas Del Cantábrico, S.L.
Sarl Chamexpress.Com
Serveo Servic S.A. y Vitalia Servic Sanitario S.A. U.T.E.
Serviareas 2000, S.L.U.
Servicios Auxiliares Del Transporte C.B.
Servicios Del Principado, S.A.U.
Servicios El Temple, S.L.
Servicios Empresariales Especiales, S.L.U.
Setra Ventas Y Servicios, S.A.U.
Sevirama, S.L.
Shore and Landtours, S.L.U.
Sociedad Anónima Unipersonal Alsina Graells De A.T.
Soria Movilidad Conectada, S.L.
Takselia, S.L.
Tar S.L., Maitours S.L., Intercar S.A., Cousa S.A. U.T.E.
Técnicas En Vehículos Automóviles, S.L.U.
Tiac Viagens E Turismo, L.D.A.
Tibus Berlines De Luxe, S.L.U.
Tibus Business Cars, S.L.U.
Tibus Business Limousines, S.L.U.
Tibus Luxury Services, S.L.U.
Tibus, S.A.
Transitia S.L.-Transportes Unidos De Asturias S.L. U.T.E.
Transport De Voyageurs En Autocar Maroc, S.A.
Transportes Accesibles Generales, S.A.
Transportes Accesibles Peninsularea, S.L.
Transportes Adaptados Andaluces, S.A.U.
Transportes Adaptados Regionales, S.L.U.
Transportes Bacoma, S.A.U.
Transportes De Viajeros De Aragón, S.A.
Transportes Rober, S.A.U.
Transportes Santo Domingo, S.L.U.
Transportes Terrestres Cantabros, S.A.
Transportes Unidos De Asturias, S.L.
Transportes Urbanos De Cantabria, S.L.U.
Transportes Urbanos De Cartagena, S.A.
Transportes Urbanos De Guadalajara, S.L.
Transports Dels Pirineus
Tranvía De Vélez, S.A.U.
Tranvías de Sevilla, S.A.
Tury Express, S.A.
U.T.E. Aut. Luarda S.A.U. Y Julia Travel, S.L.U.
U.T.E. Estacion De Autobuses De Alicante 18/1982
U.T.E. Julia Travel, Autom. Luarda, Transportes Bacoma
U.T.E. Mundiplan
U.T.E. Mundiplan li
U.T.E. Tar, Cousa, Intercar, Nexcon, Calecar Y Otros
Valencia Alicante Bus, S.L.
Viajes Alsa Sau Pancho Tours S.L.U. U.T.E.
Viajes Alsa, S.A.U.
Viajes Por Carretera, S.A.U.
Vitalia Servicios Sanitarios, S.A.U.
Voramar El Gaucho S.L.U.

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