

Sustainability Report 2023/24

Mobico Group plc



mobico
group

People | Planet | Places

Published November 2024

Sustainability is at the heart of Mobico Group

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Together, we move people safely and responsibly

We respect the planet

We connect places and transform communities

A better future through sustainable transport

Transport is responsible for around a quarter of the EU's total greenhouse gas emissions and the sector causes substantial negative impacts on the environment and human health.

The way we travel has a direct impact on our environment, our communities, health and economies.

The case for sustainable transport is clear: it is better for health, local economies and the environment.

Leading modal shift away from private vehicles to mass transit positively impacts communities.

Today, only 50% of urban residents worldwide have convenient access to public transport.

By 2050, about 70% of the world's population will live in cities and 85% of the world's economic output will be generated by cities.

The rapid rise in the number of people living in cities although imposing challenges, will also offer opportunities for a rapid move towards sustainable transport.

Sustainable transport - with its objectives of universal access, enhanced safety, reduced environmental and climate impact, improved resilience, and greater efficiency - is central to sustainable development.

[UN Sustainable Transport, Sustainable Development Report](#)

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Sustainability at Mobico is about respecting the planet, connecting places, moving people and acting responsibly.

We are playing a significant role in accelerating modal shift, decarbonising travel, and building greener, more liveable cities.

Our culture and purpose-led approach is at the heart of our ESG commitments.

This report covers some of the key sustainability highlights from our businesses who are driving forward our sustainability agenda, working closely with our industry partners.



Foreword

I am very pleased to be able to share with you our Sustainability Report for 2023/24. This year, our report focuses on our three pillars of Sustainability: People, Planet and Places, bringing the pillars to life using examples of innovative and market leading practices at our businesses across the Mobico Group.

Sustainability is at the heart of our Group. Our purpose and our vision align with the pressing themes around climate change that face the world today. We are working locally, across our 12 businesses, to deliver solutions that support our stakeholders with the clean air agenda and decongesting our cities, providing accessible, clean, safe, reliable public transport services for all.

We are very much aware of the importance of modal shift and our role in achieving it. We are committed to serving our communities and being a catalyst for change by supporting the vision and aims of our stakeholders. And we are working hard on our commitment to become an employer of choice, by providing even better workplaces, where people want to join our journey, and want to stay.

I am very proud of the efforts of our people and the progress that we are making in achieving our vision. I hope you enjoy reading our report.

Ignacio Garat
CEO, Mobico Group



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Together, we move people safely and responsibly

As well as the role public transport plays to support decarbonisation, the industry also has a key role to play in driving social mobility.

This has never been more important than in the current economic environment where public transport provides affordable access to employment, education, health services, travel destinations, the arts and entertainment, and most importantly - each other.

Safety is in our DNA. It remains our number one priority and is a key outcome of our Evolve strategy: to be the safest.

Our People Strategy

Mobico Group

Wherever they are and whatever job they do across our Group, our people are the driving force behind the successful delivery of our sustainability strategy.

Throughout our businesses, our people deliver services that support our clients' and partners' visions and strategies for sustainability. Hard wired into our communities, our colleagues drive meaningful external impact and social change.

Our People Strategy underpins our sustainability strategy and sets out what it means to work with us. Running some of the world's transportation systems, connecting people with their communities, being at the forefront of innovation across Mobico as we advance sustainable transportation and business practices. From driving modal shift, to maintenance teams recycling tyres and fluids, to corporate teams promoting sustainable resourcing, our people make it happen.



Being part of the future today

ebrace

energise

elevate

- Inclusive
- Environment & Culture
- Diverse workforce
- Meaningful external impact & social change

- Values
- Recruitment & EVP
- Engagement
- Wellbeing
- Community

- Performance Mgt
- Talent Mgt
- Succession
- Leadership development
- Learning

essentials

Recognition
Policies
Benchmarking
Data

Induction
HR Admin
Systems
MI/Reporting

Payroll
Channels
ER
Reward

At Mobico Group, our aim is to create a supportive and open culture that puts wellbeing and mental health at its core.

We want our colleagues to feel engaged, energised and supported at work and provide them with the right tools to support them outside of work.

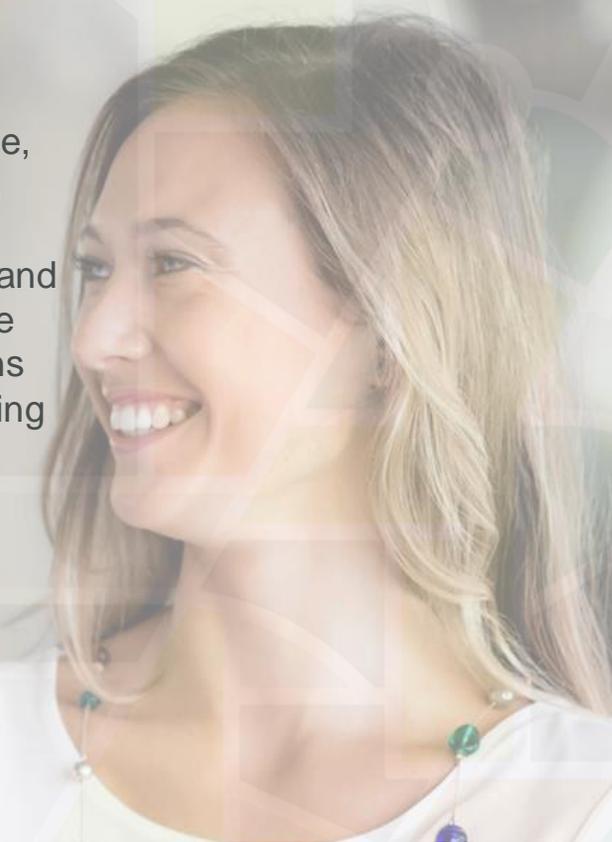
We know that embedding wellbeing into all aspects of our employees' experience means that colleagues can thrive at work and at home.

Our Be Well strategy:

- is part of our People Strategy and is underpinned by our Health, Safety and Wellbeing Policy
- is championed at the top of the business by our CEO and our divisional leaders
- aims to help our colleagues make positive changes to improve their mental, physical, and emotional health and ensure they have support when they need it.

wellBEing

We are working in partnership with Mental Health UK. Their purpose, to drive positive change, create a stronger, more compassionate society, and inspire others to prioritise their mental health, aligns perfectly with our wellbeing aims.

The logo for Mental Health UK, featuring the text "Mental Health UK" in white on a blue arrow-shaped background pointing to the right.

Top Employer Award double

Alsa



During Alsa's Centenary, the business received formal recognition for its commitment to colleagues and to excellence in people management.

Alsa was presented with the Top Employer 2023 and secured the award again in 2024. The awards are significant as they mark Alsa as the first company in the transport sector in Spain to obtain this recognition for best practices in people management at a global level and for putting its professionals at the centre.

Top Employer is a certification programme used to review people management initiatives implemented by companies based on six categories: Lead, Structure, Attract, Develop, Engage and Connect.

The certification is awarded having completed a comprehensive assessment process, only held by a few companies in Spain, and Alsa is the only company in the Spanish mobility industry holding it.



“ This certification is a reason to be proud, as it highlights the pursuit for excellence in all our processes, and underpins Alsa strategic commitment to people, with the objective of becoming the employer of choice, and at the same time helping us to improve the experience of all our employees.

Ruth Hernández, People and Culture Director,
Alsa

Inclusion for colleagues

National Express UK

national express

During National Inclusion Week, National Express launched its first-ever Inclusion workbook for Colleagues.

The aim of the workbook is to help create an inclusive, equitable and diverse workplace where everyone feels that they belong and are valued and included. The workbook builds on a suite of tools that support fostering inclusivity at work.

The Inclusion Playbook for Colleagues makes clear the strong moral case for inclusivity and diversity: that it is the right thing to do, while recognising that an inclusive, diverse company is essential for business success.

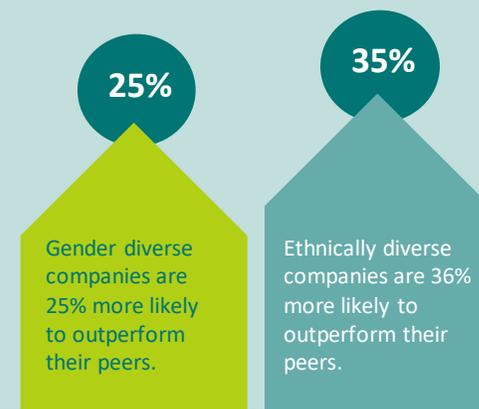
The workbook provides guidance on how colleagues can champion inclusion, including some of the practical things, making the point that small changes, as well as big changes, can make huge differences. It clearly states that the business wants to be a place where:

- Difference is valued
- Everyone has a voice
- Everyone feels safe and respected
- Inclusion is just part of how we work every day

Topics covered include why inclusion matters, why allyship is important and how to be an active ally, and language that belongs and behaviours that don't. The playbook was launched to managers across the business, asking them to consider what changes they need to make, and actions they need to take, to foster a more inclusive workplace. And it has been provided to every colleague to encourage everyone to play their part.



Did you know?



“ We’re committed to making National Express a truly great place to work, where everyone feels they belong. ”

Rachel James, Human Resources Director UK & Germany, National Express

Best Commuter Transport Programme

WeDriveU



Princeton University's award-winning 100% electric vehicle TigerTransit service, run by WeDriveU, operates on the Princeton University Campus, providing 600,000 annual passenger journeys free of charge to students, faculty, staff and visitors.

The business works closely with the university on the contract which it secured in 2021, and which supports the university's vision for sustainability.

WeDriveU manages a 30-strong on-site operations team, covering 37,000 service hours annually across two satellite yards with 10 electric bus chargers and 17 EVs. The team facilitates safe, convenient, and reliable transportation while supporting Princeton's fully electric fleet.

Through TigerTransit, WeDriveU embraces innovative technologies including onboard video with Artificial Intelligence capability for real time driver monitoring and coaching, Driver Vehicle Inspection Reports to facilitate preventative maintenance and increase efficiency, and a real time multimodal trip planning mobile app for added passenger convenience.

Award winning: The university's transit operation has been recognised for the quality of service provided and the strong collaborative relationship between the University and WeDriveU.



2023 and 2024:
Best Universities for Commuters
award



2023 Association for Commuter
Transportation National Award
Commuting Options | Best Overall
Program



WeDriveU's Zero Emission Leadership Coalition collaborated with Princeton on a groundbreaking Electric Transit Event where leading universities and public and private agencies from across the United States attended to participate in an open house and peer exchange to:

- Learn about the university's electric transit project
- Share experiences related to operating electric vehicles at various institutions
- Provide guidance for those considering the road to electrification
- Engage with peers who have launched electric transit vehicles or planning to do so
- Collaborate on the results of high-level data on the university's collective operations

Best workplace in Asia

Bahrain



شركة البحرين للنقل العام
Bahrain Public Transport Company

Bahrain Public Transport Company (BPTC) was recognised in the prestigious list of 'Best Workplaces in Asia™ 2024,' securing 15th place among Medium and Small Organizations.

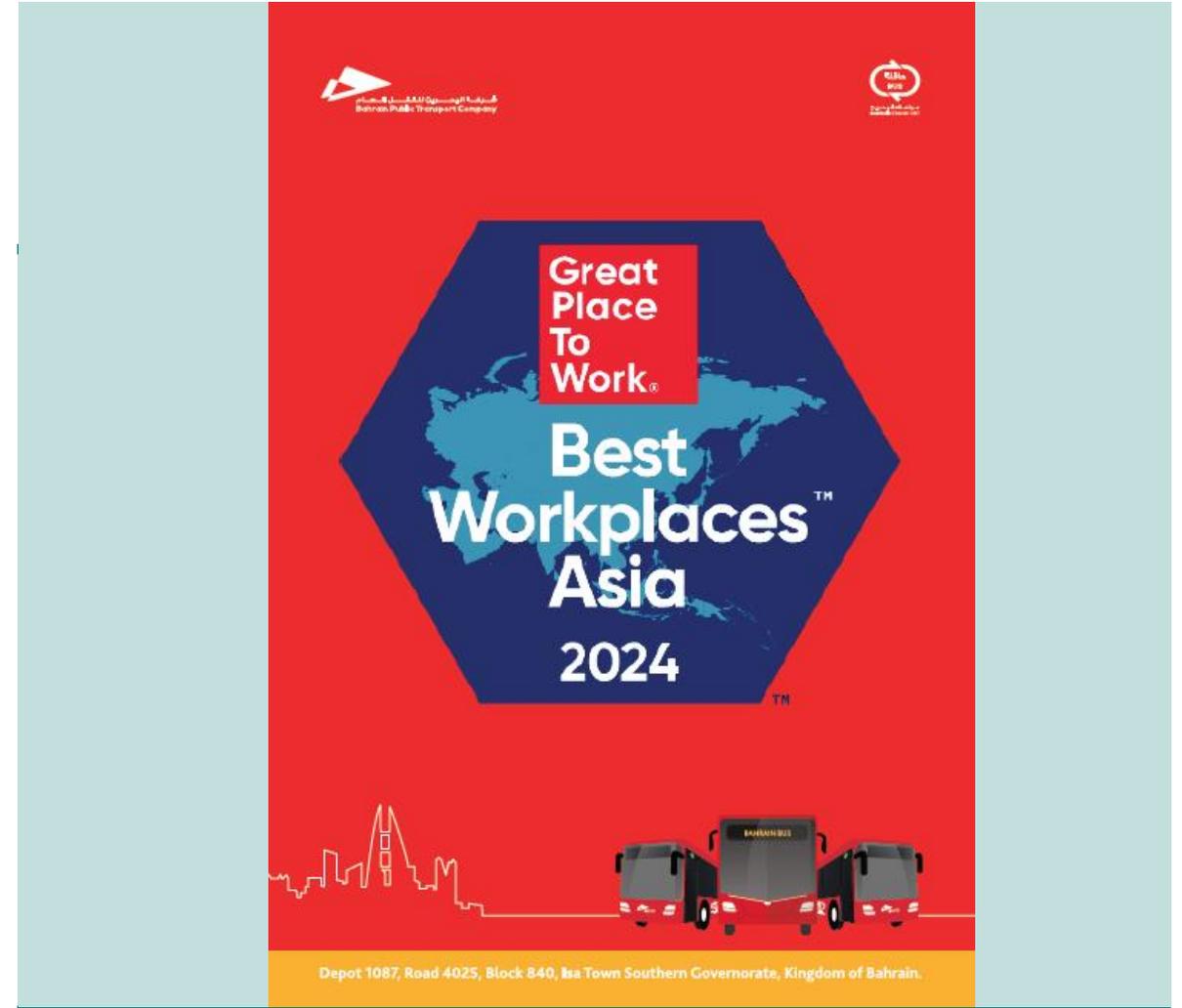
This gold standard for workplaces reflects BPTC's culture of collaboration and encouragement, where colleagues thrive and inspire one another.

Great Place To Work Certification™ and Recognition is solely based on the feedback collected directly from the employees working for organisations.

The recognition in 2024 builds on BPTC's nomination for 'Best Workplaces in the Middle East' for 2023.

“Our success is a direct result of our people—their dedication and commitment are at the heart of everything we do. It's this steadfast spirit and joy in working together that enable us to stay on course and deliver results we can all be proud of.”

Robert Conway, General Manager, Bahrain Public Transport Company



Partners Beyond the Bus

National Express School Bus - North America



School supply drives

National Express hosted school supply drives at the start of the school year, providing backpacks, coloured pencils, calculators, markers and more for students in need.



Scholarship funding for students

To reward students who have exhibited academic and/or athletic excellence, for the third year running, Durham School Services donated \$10,000 in scholarship funds to its partner, Casa Grande Union High School District in Arizona.



Community helper week

Our team in Hinds County, Mississippi, participated in Community Helper Week. Hosted by Mission First Early Learning Centre, this week-long event encourages students to engage in activities that help them appreciate people in their community who work hard to keep them safe, healthy, well-fed, and educated.

Customised bus for marching band

Petermann, our Ohio school bus business, provided a customised school bus to Tallmadge City Schools to use to transport its Blue Devil Marching Band to and from its events.



People | Planet | Places

Our National Express School **Partners Beyond the Bus** community outreach program is an on-going effort to serve students' growing, diverse needs and increase the positive impact the business makes on their lives beyond school and their communities.



85%

Participation in 2023



146

Community events in 2023



A more diverse and inclusive workplace

Alsa



Alsa works closely with several Chambers of Commerce to encourage more women to increase the number of women entering the mobility sector.

As part of the businesses' commitment to inclusion and diversity, it has developed programmes with Chambers of Commerce in León, Granada, Coruña and Gijón targeted at encouraging women to join the team and providing the opportunity to develop to management positions.

In 2023, 8 women drivers were trained in collaboration with the Chambers of Commerce of Commerce, achieving their CAP accreditation and driving licence. And in Morocco, the scholarship programme has been extended to 186 women.

Alsa also launched a D&I campaign that extended to its local communities, and that provided local funds to benefit organisations nominated by its employees. The final four companies with a clear commitment with the diversity and inclusion, were each presented with 3,000 euros.

- The Foundation Eddy of Madrid, which works to support LGBTIQ community
- The Foundation A LA PAR of Madrid for the integration of people with disabilities
- Cáritas Diocesana of Oviedo for supporting people in need and those with disabilities
- Foundation Aspapros of Almería for their support to people with disabilities

And in Morocco: As part of Alsa's **Diversity and Inclusion strategy** launched last year with the creation of Global and Local Committees, Alsa is developing policies and action plans in different areas. Among the main projects, are those in Morocco which promote the integration of women in the world of work. This has led to the business currently having more than 200 female drivers.



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We respect the planet

The single most important step the Group can take to deliver decarbonisation and clean air is to lead the modal shift from cars to public transport.

Zero emission fleet target



Our Group target is 100% Net Zero fleet by 2040

On route for zero emission

National Express UK

national express

National Express's Coventry depot will operate an entirely electric bus fleet by the end of 2025. Some 140 electric vehicles are in service currently, with customers and drivers giving overwhelmingly positive feedback.

The buses produce zero carbon emissions at the tailpipe and are powered by renewable energy thanks to solar panels, a second-life battery and charge-point infrastructure installed at National Express Coventry's bus depot.

The £140m project has been funded by a combination of Government funding, by working with Transport for West Midlands, and investment from National Express.

The electric buses take four hours to charge and can run for up to 175 miles depending on the time of year. They have telematics for driver continuous improvement and battery charging and degradation has so far been better than expected.

The transition to an entirely electric operation has required close partnership between teams both within the business and with external stakeholders. It has involved infrastructure adaptations, including upgraded electricity capacity and new chargers, as well as significant operational changes.

The electric buses in Coventry have operated over 2.5 million miles since their first introduction in August 2020, saving 4,000 tonnes of carbon dioxide and contributing towards the achievement of Coventry Council's objectives to reduce vehicle emissions within the city.



“ We're incredibly proud to play our part in making Coventry the UK's first All-Electric Bus City. By working together with our partners at TfWM, Coventry City Council and Zenobe, we have made great progress in creating a greener and more efficient public transport system for our customers. ”

Alex Jensen, Chief Executive Officer,
National Express UK

Reducing emissions with greener fleet

Alsa



Alsa is committed to reducing greenhouse gas emissions and is developing greener fleet solutions for its operations in Spain and across its wider business areas.

Geneva

In 2023 Alsa introduced a fleet of 22 electric vehicles for its bus lines in Geneva, becoming Transports Publics Genevois' first urban operator to use ZEV. The new vehicles were introduced with the award of six additional bus lines, and Alsa further invested in new facilities including recharging infrastructure.



Porto

In Lisbon Alsa operates 109 ECO or ZERO vehicles - for Alsa the highest number of electric vehicles in a single city. And in Oporto, Alsa is introducing 30 electric vehicles or GNL for service.



33.8%

Eco or Zero fleet in urban and metropolitan services in Spain

54.5%

Of the fleet in Spain is EURO VI technology after Alsa added 171 vehicles

21.7%

Of the fleet is fuelled by alternative energy ECO or ZERO after Alsa added another 151 new vehicles

128

Vehicles across Alsa's businesses are electric buses after acquiring 91 vehicles in 2023



Running coaches on vegetable oil in Ireland

Dublin Express

national express

Dublin Express is the first passenger transport operator in Ireland to transition its fleet of 21 coaches from diesel to hydrogenated Vegetable Oil (HVO).

The initiative is a significant step in decarbonising travel between the business' Dublin city centre routes and Dublin Airport and sees more than 80,000 litres of diesel each month replaced – the equivalent amount that would fully fuel around 1,600 cars.

Derived from used cooking oil, HVO reduces CO2 emissions by 90 per cent compared to diesel coaches. One coach running on diesel produces the same emissions as 12 coaches operating on HVO, and 20,000 litres of diesel per week emits approximately 50,241 kg of CO2.

The switch to HVO will now save a massive 2,351 tonnes of CO2 a year (45,217 kg of CO2 per week) which is the equivalent of taking 1,340 average size fossil fuel cars off the road annually*.

*Latest CSO (Central Statistics Office) statistics



Key Benefits of HVO:

- **Reduced Carbon Footprint:** HVO offers up to 90% reduction in greenhouse gas emissions compared to conventional diesel.
- **Compatibility:** HVO can be used as a direct replacement for diesel in existing engines without modifications.
- **Sustainability:** Since HVO is made from waste and residues rather than food crops, it does not contribute to food price inflation or deforestation.
- **Improved Performance:** HVO has a higher cetane number than traditional diesel, which can lead to better engine performance, reduced emissions, and longer engine life.

“ The shift to HVO is a real game-changer for Dublin Express, putting the wheels in motion for the decarbonisation of mass passenger transport. We're proud to be one of the first coach operators in Ireland to be leading the way in reducing carbon emissions and doing our bit for the environment.

Rory Fitzgerald, General Manager,
Dublin Express

Zero Emission Leadership Coalition

WeDriveU



WeDriveU created and leads a coalition of industry leaders and experts who collaborate to share knowledge and experience to drive forward the zero emission transition agenda.

Membership of the Zero Emission Leadership Coalition consists of organisations and individuals in North America who oversee and manage a current commuter, employee transportation, or transit program.

These include WeDriveU, private and public companies, universities, hospitals, transit agencies, those who own or manage a fleet, are focused on moving people (not goods) and have completed or at least initiated a transition to ZEVs.

Together they promote best practices, surface ideas and pioneer and lead sustainability and zero-emission strategies and initiatives within their organisation, providing value propositions for a successful, economically viable transition to zero emission vehicles.



WeDriveU's Zero Emission Leadership Coalition gathered top industry leaders together in October 2024 to discuss trends and share learnings about adopting zero-emission vehicles and innovations to drive sustainable transportation forward. Pictured left is WeDriveU Chief Commercial Officer, Tim Wayland. (source: posted on X by host Idaho National Laboratory)

Working together for a cleaner, greener fleet

National Express School Bus – North America

national express

Working with local and federal governmental agencies, National Express School Bus has secured grant funding for 219 new environmentally friendly vehicles.

National Express School Bus (NEXS) provides contracted student transportation across 31 of the U.S. states, on behalf of district and local partners.

The business and partners have worked closely together to secure the funding to electrify school bus fleets, which will result in cleaner air and more efficient operations. The business is engaging team members in electric vehicle training to further develop their maintenance expertise in preparation for the Company's goal of having an all-zero-emissions fleet.

The funding is made possible through private, state and federal programs, including the U.S. Environmental Protection Agency's (EPA) Clean School Bus Program.

From the EPA Program alone, NEXS partners have been awarded over \$72 million in grant funds to procure 219 electric school buses in 13 states, replacing non-environmentally friendly vehicles.

One such recent award sees \$27 million granted, allowing four of Durham School Services' (part of National Express) partners to implement a total of 79 zero-emissions school buses into their fleet to replace existing non-environmentally friendly school buses.



“ These newly awarded grants are another major win for our partners and our Company as it further catapults us forward as environmentally responsible leaders. I look forward to seeing the new electric school buses in action as we take another step forward in creating a healthier future and bettering the environment for our students and communities. ”

Brian Craig, New Vehicle Director,
North America, National Express

Recycling and reclamation

National Express School Bus – North America

national express

National Express School Bus is focused on recycling and reclaiming to help reduce its carbon footprint while reducing waste.

The business' six Parts Reclamation Centres throughout North America are recycling and reclaiming parts in their thousands every year, each year topping the previous year's record.

The business also donates retired school buses from the fleet to local partners such as schools, fire departments, and sheriffs' departments to use for extracurricular activities, transportation, and safety training.

Other waste reduction activities include:

- Refurbishing turbos, a major exhaust intake component, which allows the reduction of waste and controls the quality and standard of the product
- Upgrading the maintenance database to ensure timely and efficient oil and fluid interval services, which in turn reduces excessive and unnecessary waste
- Participating in community recycling programmes



Parts recycled and reclaimed

2021	2022	2023	2024
6,296	7,997	9,657	8,244+

“ As a student transportation leader, we have a duty to lead by example in important initiatives that will affect the well-being of our students and communities. Sustainability and electrification, which go hand in hand in the transportation world, are at the top of our list. I am proud of the considerable progress we've made thus far. We still have a lot to tackle as a team, but we will continue to go full steam ahead in this journey towards sustainability and becoming 100% zero-emissions. I look forward to the safe, healthy, and fruitful future NEXS will help build in the student transportation sphere. ”

Tim Wertner, CEO,
Student Transportation Division in North America

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We connect places and transform communities

We are proud of the role we play in local communities and encourage colleagues to participate in a wide range of activities that have a positive impact on the diverse communities that we serve.

Safety is in our DNA. It remains our number one priority and is a key outcome of our Evolve strategy: to be the safest.

Support for victims of earthquakes

Alsa



Alsa's operations extend beyond Spain, including services in Morocco which have been part of the group for 25 years.

When Morocco was hit by an earthquake in 2023, the business provided every support for employees whose families had been impacted. The business donated €1m for victims of the tragedy and provided free transport on its service connecting Marrakech to Amizmiz.

Alsa also supported the victims of the earthquakes in Turkey and Syria in collaboration with UNICEF. A campaign was launched to collect donations from customers for children affected by the earthquake and their families. This campaign was also opened to the group employees, with Alsa matching the funds raised. The campaign resulted in a donation to UNICEF of more than 16,000 euros.

A 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.

€1m
Granted to support those
affected by Morocco's
earthquake



unicef 
para cada infancia

Leading the way to carbon neutrality

WeDriveU



The Cloud Bus Service is southern Florida's first zero-emission transit service and part of the city's planned electric transportation system that includes e-bikes and electric vehicles.

The three-year contract to operate and maintain the fixed route bus network on behalf of the City of Hallandale Beach was awarded to National Express Transit, now part of the WeDriveU brand family which also helped open the city's new EV charging facility.

Services began in June 2024, with nine 100% battery-electric BYD buses replacing five gas-fuelled buses. It is one of the largest 100% electric fleets owned by a municipality in Florida.

The service is free to passengers, provides safe and reliable connections to jobs, services, education and attractions and offers a convenient, quiet ride across an extended route system, with Wi-Fi, spacious seating, dedicated customer service, and other amenities.

WeDriveU works closely with the team at Hallandale Beach, sharing a commitment to progress towards a greener future and achieving carbon neutrality.



“ Our program with the City of Hallandale Beach exemplifies WeDriveU's commitment to partnerships that help customers achieve their long-term public transportation goals. We're pleased to expand in the Southeast and proud of our team's dedication to enhancing the transit experience for Florida residents and visitors. ”

Erick Van Wagenen, President & CEO, WeDriveU

Apprenticeship programme

Bahrain Public Transport Company



شركة البحرين للنقل العام
Bahrain Public Transport Company

Bahrain Public Transport Company (BPTC) has signed an apprenticeship program with Bahrain Polytechnic in collaboration with the Ministry of Labour and Tamkeen.

This partnership marks a significant milestone in the business' local workforce development initiatives and underscores its commitment to nurturing the next generation of skilled professionals as part of its sustainable workforce development strategy.

By providing hands-on training opportunities, BPTC aims to equip apprentices with the knowledge and expertise necessary to thrive in their respective fields.

The team at BPTC has been recognised for their contributions to this transformative initiative and is looking forward to supporting the professional growth and development of these talented individuals.

This collaboration between industry and academia exemplifies our shared vision of building a robust and skilled workforce that will drive the continued progress and prosperity of Bahrain.



“ This collaboration between industry and academia exemplifies our shared vision of building a robust and skilled workforce that will drive the continued progress and prosperity of Bahrain. ”

Rob Conway, General Manager,
Bahrain Public Transport Company

Ambassadors of the roads

Alsa Morocco



In Morocco, Alsa founded a Road Safety School in 2022 in Marrakech to promote road safety, both from the point of view of drivers and pedestrians.

This educational project on road safety aims to train school-age children on road safety rules and to raise awareness about the importance of respecting the rules.

The initiative seeks out young ambassadors who understand the topic and who will share this knowledge with their families to raise awareness about the good use of the road to avoid accidents.

The school includes a circuit replicating a small city with streets, roundabouts, traffic signals and traffic lights where children can drive with bicycles and minicars is in place for that purpose.

The school is active all year round and opened in 2023. So far, some 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.



Women's Aid Federation

National Express UK

national express

National Express works closely with local communities, connecting with and supporting many initiatives, causes and ventures that matter to people across the network.

An example of this approach is its link up with Women's Aid. National Express and Women's Aid first started to work together in 2022, and by 2023 the business was providing free coach travel across the UK for survivors of abuse.

Women's Aid is a UK charity that has been working since 1974 to end domestic abuse against women and children. It is a federation of more than 170 organisations which provide local lifesaving services to women and children across the country.

The National Express and Women's Aid Road to Refuge scheme provides women, men and children escaping domestic abuse with access to free National Express coach travel to reach safe refuge accommodation and support.

Women's Aid say that the scheme is particularly crucial as survivors escaping domestic abuse are often advised to seek refuge services far away from their perpetrator. For many, paying for travel can be very difficult and become a barrier to seeking refuge as survivors will likely be carrying little money and belongings when fleeing abuse. This is especially true for women experiencing economic abuse, who may have little to no access to money.

women's aid
until women & children are safe



“ Domestic abuse isolates survivors from their finances, making it incredibly difficult to escape to safety. We are delighted to be working with National Express on the Road to Refuge scheme, removing the financial barrier to fleeing abuse and helping survivors access safe refuge at no cost to them. It is a vital scheme for survivors who would otherwise be trapped and at a huge increased risk of further abuse. The Road to Refuge scheme will be truly lifesaving, giving survivors the opportunity to travel to vital, specialist support for free.

”

Farah Nazeer,
Chief Executive of Women's Aid

Working with local communities

Bahrain Public Transport Company



شركة البحرين للنقل العام
Bahrain Public Transport Company

Bahrain Public Transport Company (BPTC) has ensured that unclaimed lost property, including cash and travel cards, is put to good use.

Items left on board buses that are not claimed within a specific period are given to local charitable organisations, making a meaningful difference to the lives of those in need.

The business sends lost money to Nuwaidrat charity, which supports local communities in Bahrain, and has provided 185 verified ravel cards to the Lights of Kindness charity, which supports the labour community in Bahrain.



Empowering young minds on road safety

Bahrain Public Transport Company recently trained more than 75 children on road safety, engaging them in a fun quiz competition focused on best practices.

As part of the community initiative, the business is dedicated to educating and empowering the next generation about the importance of road safety. By instilling these crucial lessons early on, BPTC aims to foster a culture of responsible and considerate road users.

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Achievements, compliance and rankings Goals and targets. **Our 2023 performance.**

Achievements, Compliance & Rankings

Achievements

Validated SBTi near-term targets for Scope 1, 2 and 3 for 2033*

Mobico Group PLC are committed to reduce absolute Scope 1 and 2 emissions by 55% and Scope 3 emissions by 33% by 2033

Secured funding for 219 electric School Buses in North America...

...including the infrastructure necessary for their operation, via the Clean School Bus programme

Provided over 1 billion public transport journeys for the first time in 2023

In 2023, the number of customer journeys made on our services hit a record high of nearly 1.1 billion

Provided over 1 billion public transport journeys for the first time in 2023

Our UK Bus division is the furthest along in the transition to ZEVs, with 20% of the fleet electric once all those ordered are in operation

Rankings

We are proud to be ranked by:

- **Sustainalytics** Last issued: June 2023, Score: 17, low risk, Transport 11th percentile
- **MSCI** Last issued: May 2024, Score: AA
- Named in the **FT Europe Climate Leaders list**
- **Corporate Knights Global 100**: 1st in the Transit and Ground Transportation Sector in the UK
- **World Benchmarking Alliance**: 6th in Transport on our progress towards decarbonisation
- Shortlisted for **Global Safety and Health Awards Sustainable Company of the Year**

Compliance



We participate with...



We are compliant with...



We are preparing to be compliant with...



Goals and Targets

We are proud to support these United Nations Sustainable Development Goals in our everyday operations.

3 GOOD HEALTH AND WELL-BEING



8 DECENT WORK AND ECONOMIC GROWTH



11 SUSTAINABLE CITIES AND COMMUNITIES



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



More information on our commitment to these SDGs is in page 54-59 of the 2023 Annual Report (linked at the end of this datasheet)

GHG Climate Targets

In 2019, the Group was an early adopter of a set of environmental targets using the Sectoral Decarbonisation Approach methodology. These targets were chosen to meet the then-prevailing IPCC goal of controlling the increase in global warming to below 2 degrees; these existing targets were not yet aligned to the ambition of the Paris agreement.

During January 2024, our new near-term targets aligned to the Paris Agreement were validated by SBTi, using 2022 as the new baseline year.

Mobico Group PLC are committed to reduce absolute Scope 1 & 2 emissions by 55% & Scope 3 by 33% by 2033.*

For 2023, we continued to report against the existing targets.

Please refer to the performance section below for the 2023 results.

Data Point	Unit	2018 Base year	2025 Target
Traction Energy (vehicle fuel and electricity)	MWh/mpkm	66.92	58.72
Traction Carbon Emissions	tCO2e/mpkm	17.67	15.45
Total Scope 1 & 2 Emissions	tCO2e/mpkm	19.26	16.45
Site Scope 1 & 2 Emissions (building use only)	tCO2e	41,656	38,199
Landfill Waste Disposal	Tonnes	7,711	5,783
Water Consumption	M3	478,956	439,209

* The target boundary includes biogenic land-related emissions and removals from bioenergy livestock.

Goals and Targets

We are proud to support these United Nations Sustainable Development Goals in our everyday operations.

3 GOOD HEALTH AND WELL-BEING



8 DECENT WORK AND ECONOMIC GROWTH



11 SUSTAINABLE CITIES AND COMMUNITIES



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



More information on our commitment to these SDGs is in page 54-59 of the 2023 Annual Report (linked at the end of this datasheet)

Net Zero Group Targets

Our zero-emission fleet target



Other ESG Targets

Please refer to the performance section below for the 2023 results

Data Point	ESG Topic	Unit	2023 Target
OTP (on time performance)	Social	Percentage of services	This varies by division- please refer to the glossary for the OTP thresholds
Fatalities Weighted Index (FWI)*	Safety	Weighted index per million miles	0.006
Preventable Collisions*	Social and Safety	Number of events per million miles	UK- 15.84; ALSA- 17.44; North America- 9.36; Bahrain 8.88
SPAD Rule (Signals passed at danger)*	Safety	Number of events per million miles	0.88
LTIP	Environmental/ Governance	Number of ZEV's on order or in service Tco2e per million passenger kilometers	600 additional ZEVs on order or in service by December 2024 9.6% reduction in tCO2e per million miles by December 24 Both compared to 2019 base year
Female Representation*	Governance	Board representation	Achieve and maintain 40%

The Fatalities Weighted Index (FWI) weights preventable injuries by severity to give an overall base score which is normalised by miles operated

Our 2023 Performance

Environmental

Scope 1 emissions (from combustion of fuels, and use of natural gas and refrigerant gases) represent the largest category for emissions, with vehicle emissions representing 93% of Scope 1 emissions.

Scope 2 emissions (from electricity usage) represent energy usage both in our buildings, in our German Rail operations and electric vehicles in operation in other divisions.

Scope 1 and 2 Emissions		2019		2020		2021		2022		2023	
				Mwh	tCO2e	Mwh	tCO2e	Mwh	tCO2e	Mwh	tCO2e
Scope 1: Stationary and Mobile Combustion, Fugitive Emissions ✓✓	Group		823,581		513,667		657,237		830,287		834,815
	ALSA		319,338		231,070		365,246		440,633		449,722
	Bahrain		21,703		19,333		17,085		17,564		23,581
	Germany		27		242		614		1,306		500
	North America		258,684		125,266		126,710		203,524		192,338
	UK		223,246		137,266		145,023		167,473		168,674
Scope 2: Electricity, Location-Based ✓✓	Group	121,403	49,938	170,832	68,260	190,064	73,649	247,446	83,577	330,981	79,122
	ALSA	13,906	3,651	11,903	3,125	11,525	3,071	11,827	2,346	14,365	1,982
	Bahrain	1,537	1,078	1,190	831	1,129	707	1,046	720	1,184	827
	Germany	65,700	27,854	121,000	49,633	137,700	55,982	196,142	69,002	199,724	63,112
	North America	31,821	14,496	27,928	12,071	28,562	11,523	24,403	9105	84,791	9,209
	UK	8,438	2,858	8,348	2,560	11,147	2,367	14,027	2,403	30,866	3,992

Notes:

- 1 - 2020, 2021 and to a lesser extent, 2022 were impacted by COVID
- 2 - 2022 onwards North America contains new division We Drive U. Other years have observed many acquisitions, mergers and disposals of operations which will affect the pattern in the data.
- 3 - Group totals include Head Office emissions but these are not listed separately
- 4 - A full scope 3 emissions calculation is only included from 2022
- ✓✓ Assured to a limited ISO 14060 standard from 2021
- ✓ Assured to a limited ISO 14060 standard from 2022
- Since 2021, a Group ESG reporting team was formed and a full data quality review was undertaken to ensure better completeness and accuracy of data. This has caused some notable increases or decreases in data year on year where quality was significantly enhanced.



Our 2023 Performance

Environmental

Scope 3 emissions have been calculated based on the guidance in the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Standard. More detail is available in our TCFD.



Scope 3 (tCO2e) ✓ Group contains central functions		ALSA	Bahrain	Germany	North America	UK	GROUP
Category 1: Purchased Goods and Services	2022	113,648	2,339	21,772	34,996	46,068	221,783
	2023	85,248	759	14,630	17,929	17,653	138,835
Category 2: Capital Goods	2022	39,769	n/a	4,790	31,312	16,241	92,680
	2023	61,271	n/a	1,661	24,602	4,816	92,435
Category 3: Fuel and energy related activities not included in scope 1 or 2	2022	98,141	2,653	24,831	48,800	40,457	214,893
	2023	83,950	3,985	2,500	40,534	41,005	201,723
Category 4	n/a						
Category 5: Waste Generated in Operations and Water Usage	2022	31	5	Available from 2023	1,754	176	1,967
	2023	166	7	2	397	77	683
Category 6: Business Travel	2022	1,470	n/a	145	459	Included in Group	2,349
	2023	1,044	1	8	866	Included in Group	2,390
Category 7: Employee Commuting	2022	10,593	532	613	25,798	4,201	41,819
	2023	10,837	568	719	27,108	3,675	43,062
Category 8: Upstream leased Assets	2022	n/a	132	16	n/a	10,386	10,542
	2023	615	7	6	n/a	14,894	15,533
Category 9-12	n/a						
Category 13: Emissions from Assets we Lease to Third Parties	2022	1	n/a	n/a	n/a	1,118	1,119
	2023	62	n/a	n/a	n/a	1,133	1,194
Category 15: Investments	2022	6,269	n/a	n/a	6,979	n/a	13,248
	2023	793	n/a	n/a	632	n/a	1,425
Total Scope 3 Group may contain rounding differences	2022	282,031	5,661	52,177	150,098	108,261	600,400
	2023	245,147	5,489	42,038	117,044	84,234	497,280

Our 2023 Performance

Environmental

Scope 1 emissions were broadly flat on 2022, a good result considering the increase in operations in 2023 and the increase in million passenger kilometres as a result.

The scope 1 performance was benefitted by an over 10% decrease in emissions year on year in our UK Bus business, which is seeing the benefit of being most progressed in ZEV transition.

Scope 2 emissions decreased by 5.3%, as an increase in electricity consumption in our German Rail operation was more than offset by a lower emissions factor for 2023 for Germany electricity compared to 2022.



Total emissions		2019	2020	2021	2022	2023
Total Scope 1 and 2 Emissions (tCO2e)	Group	873,519.76	581,926.82	730,885.73	914,077.53	913,937.44
	ALSA	322,989.50	234,195.58	368,316.87	442,978.72	451,703.87
	Bahrain	22,781.23	20,164.36	17,791.18	18,284.82	24,408.29
	Germany	27,881.98	49,874.72	56,595.60	70,308.71	63,612.38
	North America	273,181.05	137,297.16	140,232.47	212,629.33	167,898.36
	UK	226,104.09	139,826.29	147,389.97	169,875.95	172,666.05
Total Scope 1, 2 and 3 Emissions (tCO2e)	Group	881,740.81	590,609.25	736,647.64	1,513,371.20	1,411,216.36
	ALSA	324,006.72	234,900.66	368,713.67	712,901.42	696,850.87
	Bahrain	22,833.03	20,214.50	17,809.85	23,946.39	29,897.76
	Germany	29,268.98	52,399.13	59,938.70	122,486.88	105,650.86
	North America	276,692.70	140,168.25	142,800.06	362,727.37	284,941.95
	UK	227,380.36	142,278.14	147,786.95	290,374.50	256,899.97

Our 2023 Performance

Environmental

More than 1 billion passenger journeys were made on our services in 2023.



Intensity metrics		2019	2020	2021	2022	2023
Million Passenger Kilometers	Group	46,257.98	23,888.89	28,931.65	37,804.30	38,776.55
	ALSA	8,680.56	4,957.47	6,890.37	10,262.51	11,530.68
	Bahrain	148.76	88.26	79.48	128.32	152.46
	Germany	1,158.11	1,134.20	1,209.89	2,289.45	3,231.85
	North America	30,774.04	15,276.25	18,331.49	20,847.82	19,697.80
	UK	5,496.51	2,520.97	2,420.42	3,676.20	4,163.75
Total Scope 1 and 2 Emissions (tCO ₂ e) per Million Passenger Kilometers	Group	18.88	24.36	25.26	24.18	23.57
	ALSA	37.21	47.24	53.45	43.16	39.17
	Bahrain	153.14	228.47	223.84	142.49	160.09
	Germany	24.08	43.97	46.78	30.71	19.68
	North America	8.88	8.99	7.65	10.20	10.23
	UK	41.14	55.47	60.89	46.21	41.47
Total tCO ₂ e (Scope 1, 2 and 3) per Million Passenger Kilometers	Group	19.06	24.72	25.46	40.03	36.39
	ALSA	37.33	47.38	53.51	69.47	60.43
	Bahrain	153.49	229.03	224.08	186.61	196.10
	Germany	25.27	46.20	49.54	53.50	32.69
	North America	8.99	9.18	7.79	17.40	14.47
	UK	41.37	56.44	61.06	78.99	61.70

Our 2023 Performance

Environmental

An increase in electricity consumption, particularly in our German Rail operation due to the award of new contracts, drove an increase in the Traction Energy metric. Whilst we remain adrift of the 2025 targets for traction energy and carbon emissions, as can be seen in the table below, Traction Carbon Emissions and Total Emissions both improved year on year per million passenger km, as both patronage improved over the year and starting to see the positive impact of the ZEV transition achieved. As we expect the growth in ZEVs to gain pace in future years, there remains potential for material improvement in these intensity metrics as this progresses.

Traction refers to emissions from the direct operation of our vehicle network, which excludes emissions from sites and depots



Traction vs Building Split		2019	2020	2021	2022	2023
Traction Carbon Emissions (tCO2e) Group may contain rounding differences	Group	832,215	545,006	698,643	884,239	885,773
	ALSA	318,557	230,397	364,444	439,944	448,969
	Bahrain	21,703	19,334	17,085	17,564	23,253
	Germany	27,881	49,875	56,959	70,274	63,571
	North America	243,736	110,657	118,212	190,619	181,038
	UK	120,608	74,301	99,480	95,025	84,263
Traction Carbon Emissions per Million Passenger Kilometers (tCO2e/ mpkms)	Group	17.99	22.81	24.15	23.39	22.84
	ALSA	36.70	46.47	52.89	42.87	38.94
	Bahrain	145.89	219.06	214.96	136.88	152.52
	Germany	24.07	43.97	47.08	30.69	19.67
	North America	7.92	7.24	6.45	9.14	9.19
	UK	21.94	29.47	41.10	25.85	20.24
Traction Megawatt Hours	Group	3,067,820	1,954,548	2,493,716	3,168,738	3,315,308
	ALSA	1,184,311	826,899	1,311,053	1,552,355	1,691,833
	Bahrain	64,499	52,124	53,822	55,034	64,877
	Germany	65,700	121,000	137,700	196,100	199,600
	North America	931,461	421,306	428,822	719,975	696,477
	UK	460,621	290,521	395,308	371,451	332,704
Traction Megawatt Hours per Million Passenger Kilometers	Group	66.32	81.82	86.19	83.82	85.50
	ALSA	136.43	166.80	190.27	151.26	146.72
	Bahrain	433.58	590.57	677.18	428.88	425.53
	Germany	56.73	106.68	113.81	85.65	61.76
	North America	30.27	27.58	23.39	34.53	35.36
	UK	83.80	115.24	163.32	101.04	90.90
Site only Emissions (from Buildings) (tCO2e) Only Q4 reported in 2018 Group may contain rounding differences	Group	40,723	36,930	31,683	29,839	28,165
	ALSA	4,432	2,798	3,872	3,034	2,735
	Bahrain	1,078	931	707	720	1,155
	Germany	0	0	0	34	42
	North America	29,446	26,641	22,020	22,012	20,510
	UK	4,654	4,716	4,315	3,124	2,764

Our 2023 Performance

Environmental

The Group's ability to transition the fleet to ZEVs to meet our own net zero targets, and to mitigate risk in the extreme transition scenario, is dependent on the ability to transition to and operate ZEVs across all divisions, with the exception of Germany, which already operates a fully electric fleet of trains. Vehicle emissions currently represent 93% of Scope 1 emissions and therefore transitioning the fleet to ZEVs is the key driver of achieving our net zero target.

We therefore currently anticipate that carbon offsetting will represent only a minor part of the strategy to reach net zero. We recognise that as part of an industry sector with currently high emissions, delivery of this strategy is critical to significantly reducing our contribution to the current level of global emissions, in addition to contributing to avoided emissions by providing public transport services.



Biogenic Emissions		2019	2020	2021	2022	2023
Biogenic Emissions (tCO2e) Arising from biofuel blend of fuel used in UK and ALSA only	Group	3,711.15	5,885.90	8,538.34	7,093.48	9,250.90
	ALSA	Available from 2024				
	UK	3,696.67	5,867.47	8,513.42	7,093.48	9,250.90

Waste and Water	2019		2020		2021		2022		2023	
	M ³	tCO2e								
Water Supply Group may contain rounding differences Primary consumption is washing vehicles	491,203	169	397,444	137	424,347	63	434,170	69	411,692	73.6
Waste to Landfill Note, hazardous waste is negligible	7,616	4,316	5,773	2,863	4,491	2,188	4,215	1,738	888.43	463

June 2024 Fleet Information	Bahrain	Spain	Morocco	North America	UK	Group*
Number of ZEVs currently in fleet	0	145	4	188	226	683
Number of ZEVs in fleet including ordered	0	178	4	241	487	1,030
Number of ZEVs as a percentage of entire fleet including ordered	0	3.5%	0.2%	1.4%	18.3%	3.7%
Size of entire fleet (active vehicles only)	142	4,658	1,787	17,531	2,442	26,684
Size of entire fleet (including inactive vehicles)	153	5,067	2,075	18,737	2,652	27,804
Average age of fleet (Group excludes Bahrain)	8.7 years	7.1 years		6.6 years	9.7 years	7 years
Group Green Capex Equivalent	Calculated for as a Group					£107.3m

* Including Germany's fleet of 120 electric trains

Number of Environmental Penalties Issued 2023	0	0	0	5	0	5
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Our 2023 Performance

Social & Governance

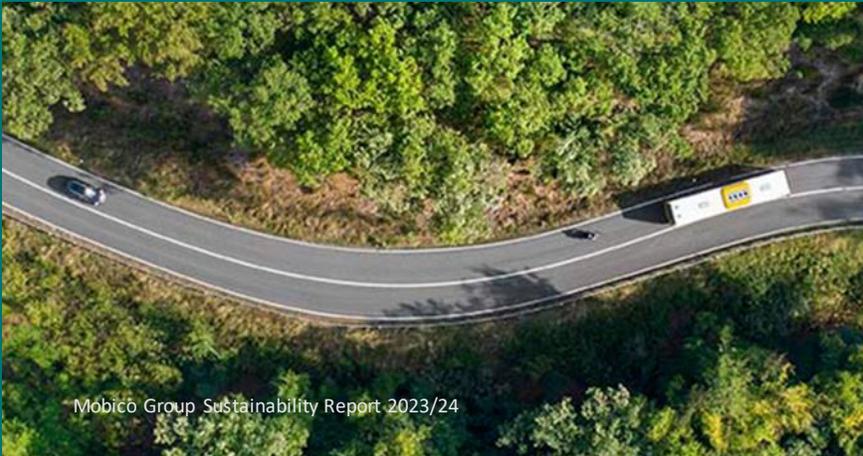
Our people are the heart of our business. They are at the front line of executing strategy, ensuring that our services are the safest and most reliable and that our customers are the most satisfied. Mobicó Group is also proud of the role it plays in serving positive impact on our diverse communities.

Note that all years’ female representation data is at December of that year, except 2021 which is only available at Q3 due to changing of Board meetings and staffing.

Female Representation	2019	2020	2021 (as at Q3)	2022	2023
Percentage of Female Representation at Group Board Level	21%	36%	30%	40%	36%
Percentage of Female Representation at Executive Level	18%	14%	16%	30%	28%
Percentage of Female Representation at Across all Employees	27.5%	19.8%	34.6%	33.7%	33.0%

Other employee stats	2019	2020	2021	2022	2023
Total number of Employees	51,191	47,970	44,942	46,192	47,734
Engagement Survey Participation rate	Group’s First Global Survey was in 2022			77%	73%

OTP	2019	2020	2021	2022	2023
Group Road On Time Performance	91.2%	92.5%	93.9%	91.1%	90.7%



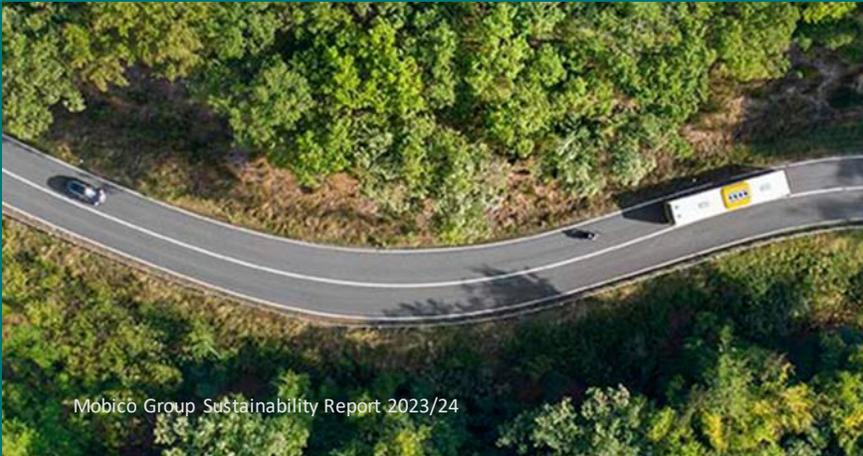
Our 2023 Performance

Safety

Safety remains our top priority. We seek to achieve our ambition through clear process and policies, investment in technology and systems, and a culture that prioritises safety.

Fatalities Weighted Index		2019	2020	2021	2022	2023
Fatalities Weighted Index	Group	4.513	1.876	2.984	1.638	4.136
	ALSA	1.947	1.176	4.620	1.125	1.490
	Bahrain	0.013	0.002	0.000	0.001	0.000
	Germany	0.009	0.000	0.000	0.000	0.605
	North America	1.781	0.554	0.197	0.256	1.927
	UK	0.763	0.144	0.142	0.256	0.014
Fatalities Weighted Index per million miles	Group	0.006	0.004	0.006	0.003	0.006
	ALSA	0.009	0.005	0.022	0.004	0.001
	Bahrain	0.001	0.000	0.000	0.000	0.000
	Germany	0.001	0.000	0.000	0.000	0.047
	North America	0.005	0.003	0.001	0.001	0.001
	UK	0.005	0.002	0.001	0.002	0.001

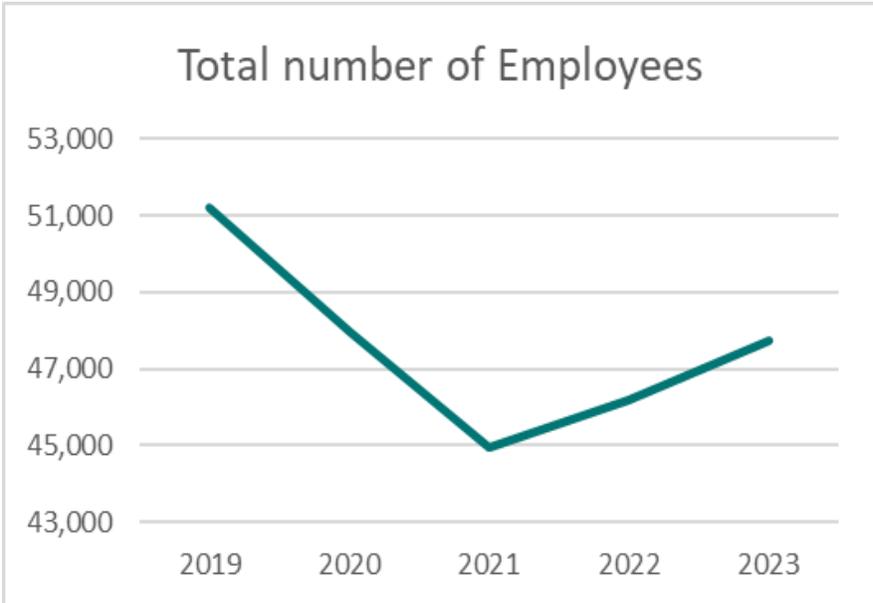
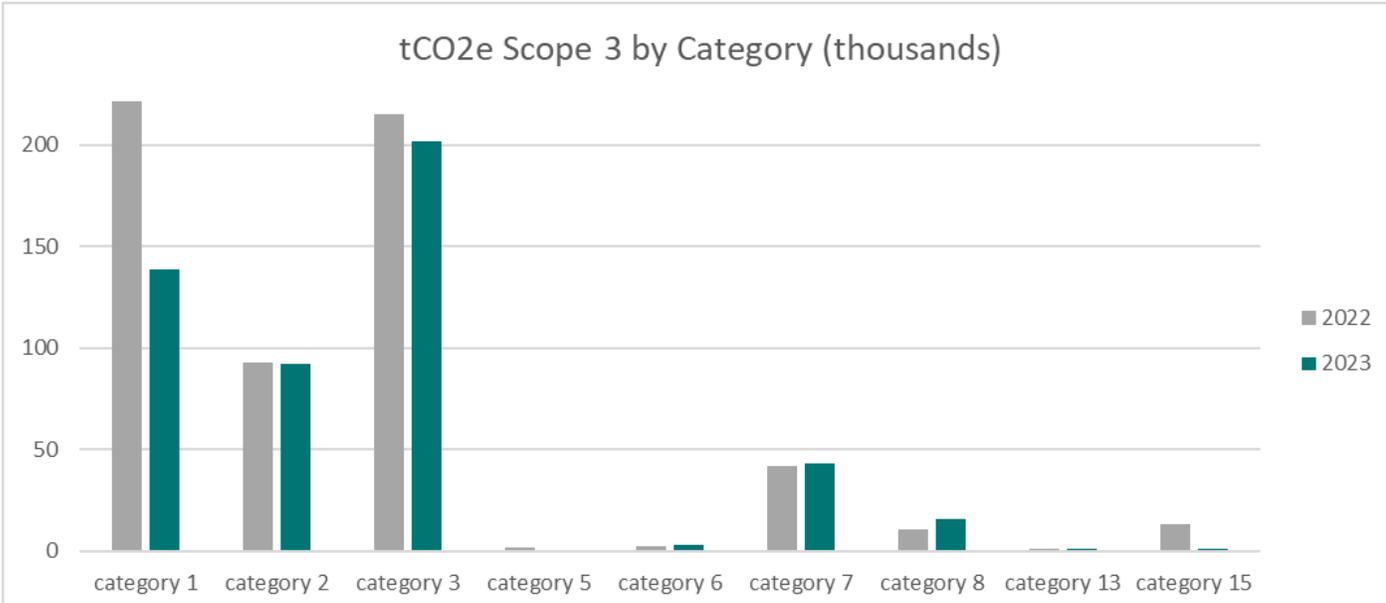
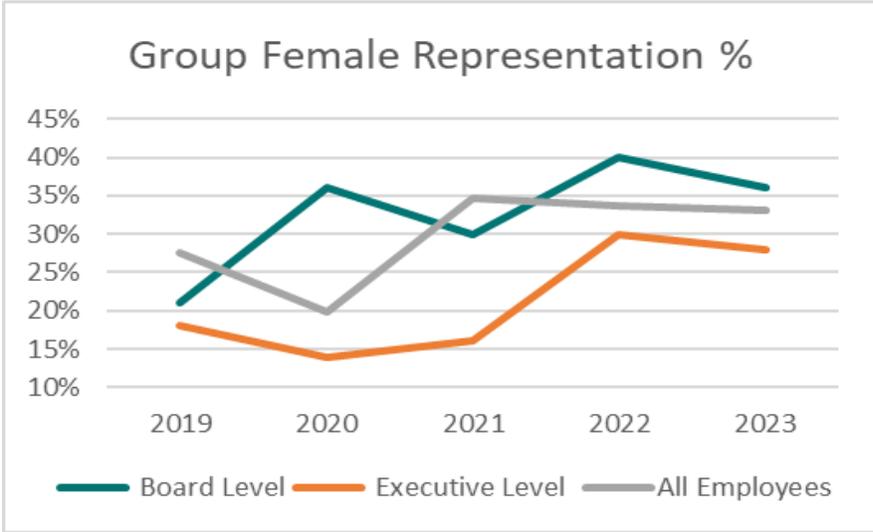
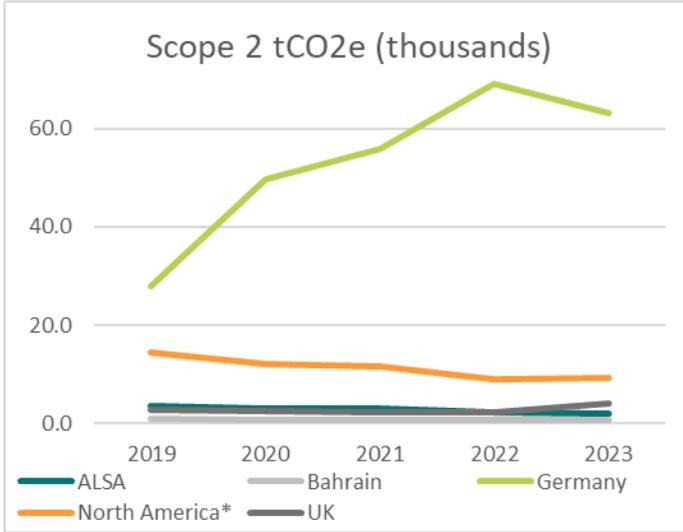
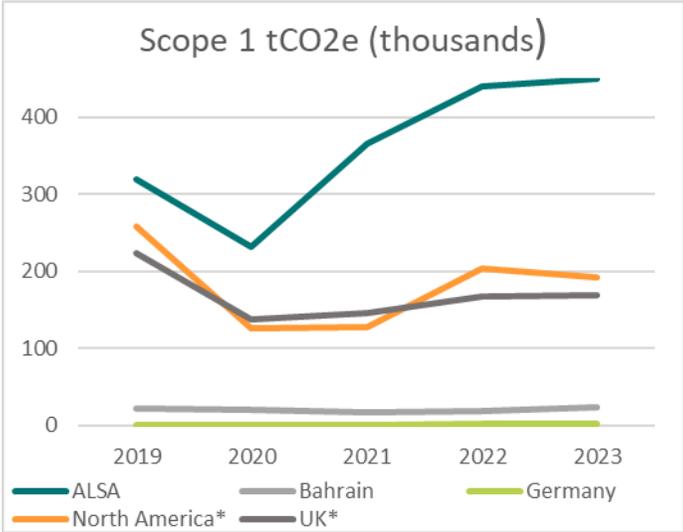
The Fatalities Weighted Index (FWI) weights preventable injuries by severity to give an overall base score which is normalised by miles operated



Policy and Report Links

Annual Report	https://www.mobicogroup.com/investors/results-reports-and-presentations/2024/
Anti-Bribery	https://www.mobicogroup.com/about-us/our-policies/
Environmental Policy	https://www.mobicogroup.com/about-us/our-policies/
Gender Paygap Report	https://www.mobicogroup.com/about-us/our-policies/gender-pay-gap-reporting/
Health and Safety	https://www.mobicogroup.com/about-us/our-policies/ https://www.mobicogroup.com/sustainability/performance-reports-and-data/
Human Rights and Diversity	https://www.mobicogroup.com/about-us/our-policies/
Modern Slavery Statement	https://www.mobicogroup.com/about-us/our-policies/
Procurement	https://www.mobicogroup.com/about-us/our-policies/
Sustainability Report	https://www.mobicogroup.com/sustainability/
Tax Statement	https://www.mobicogroup.com/about-us/our-policies/tax-policy/
Whistleblowing	https://www.mobicogroup.com/about-us/our-policies/

Appendices and graphs



Glossary

CDP	Carbon Disclosure Project.
Customer Satisfaction Scores	There is no group wide scores due to different calculation methods by division. ALSA= Customer Satisfaction Index. Coach= annual average Net Promoter Score. Bus= from https://d3cez36w5wymxi.cloudfront.net/wp-content/uploads/2020/03/26162356/Bus-Passenger-Survey-Autumn-2019-summary-of-key-results-in-England.pdf
EVOLVE Strategy	Information found at https://www.mobicogroup.com/about-us/our-strategy/
Fugitive Emissions	Emissions from refrigerant gases used for air conditioning systems for both use in vehicles and at depots, offices and other sites controlled by Mobico
FWI- Fatalities Weighted Index.	Weighted injuries to employees, passengers and third parties by severity to give an overall standard-based score
GHG Emissions	The sum of emissions of various gases: carbon dioxide, methane, nitrous oxide, which trap heat in the atmosphere
Green Capex Exquivalent	The approximate capital value of new greener (hybrid or ZEV) vehicles entered into service in 2023, plus the infrastructure required, less grant funding
ISO 14060 Assurance	The ISO 14060 family of standards provides clarity and consistency for quantifying, monitoring, reporting and validating or verifying GHG emissions and removals to support sustainable development through a low-carbon economy and to benefit organizations, project proponents and interested parties worldwide
Mobile Combustion	Emissions from combustion in controlled vehicles arising from fuel usage for vehicles that are not zero emission (zero emission meaning electric or hydrogen power)
Mpkms- Million passenger Kilometers	The total distance travelled by total number of customers combined, totalled across all vehicles
Non-Preventable Accidents	Road accidents for which our drivers were not responsible for
Scope 1 emissions	Scope 1 includes direct emissions from activities controlled by your division that release emissions into the atmosphere. This should include emissions from Stationary combustion, Mobile combustion and Fugitive emissions
Scope 2 emissions	Emissions from the purchase of electricity, to include for both use in vehicles (i.e. electricity used to power ZEVs) and at depots, offices and other sites controlled by Mobico.
Scope 3 emissions	Scope 3 encompass emissions generated from our value chain, rather than direct business operations. There are 15 categories of scope 3 emissions, of which 8 have been deemed relevant to the Mobico Group
SPAD- Signal Passed at Danger	When a train passes a stop signal when not allowed to do so
Stationary Combustion	Natural gas consumption in all depots, offices and other facilities that we control
tCO2e	Tonnes of Carbon Emissions
Traction Carbon Emissions	Emissions caused by all vehicles (bus, coach, train)
ZEV	Zero Emission tailpipe Vehicles

