

TRANSPORTES  
URBANOS DE BRAGA

# Strategic and Sustainability Plan

## 2030





## Acknowledgment

Particular thanks are due to the entire team of TUB collaborators who, throughout the process of preparing the 2030 Strategic and Sustainability Plan, brought their knowledge, experience and unique perspectives, enriching its content and making SSP 2030 a reflection of our identity regarding our contribution to a more sustainable future in each of the ESG topics.

SSP 2030 is the result of a collective will and endeavour to position TUB on the path to the future and to be able to respond to the sector's challenges.

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# Strategic and Sustainability Plan TUB 2030

In view of the national and international background in what regards economic and social policies, Transportes Urbanos de Braga, hereinafter TUB, considered it vital to draw up a Strategic and Sustainability Plan for the 2023-2030 time period (SSP 2030), ensuring that the decision-making in terms of strategic guidance and investment and its actions and conduct are in compliance with the global goals on a national and international scale and with future challenges.

TUB's SSP 2030 is a management tool designed to ensure that TUB continues to generate and add value to the Municipality of Braga and its citizens. Our goal is to provide an adequate response to our customers' needs, who have greener and more demanding social and environmental consumption patterns, but who also place high emphasis on more responsible and more sustainable mobility solutions geared towards the ESG (environmental, social and governance) trends and challenges, clearly contributing to the success of the UN's Sustainable Development Goals.

As far as the strategic options are concerned, this Administration aims for TUB to strengthen its position and reputation as a benchmark entity in sustainable mobility recognised by stakeholders in the most diverse areas of activity, within the framework of four strategic axes, such as Responsible Mobility, Commitment and Corporate Governance, Efficiency and Innovation, and People, Quality of Life and Planet.

This Strategic and Sustainability Plan is divided into eight parts with the plan's framework and a message from the Board of Directors being complemented by a background analysis of sustainability in the current environment, as a driver for a change in the organisation and the basis for a strategic analysis and stakeholders' involvement, resulting from the observation of "Where are we?", "Where do we want to get to?" and "How do we get there?", ending with a review of its mission, vision and values, reflected in the organisational Identity and Purpose.

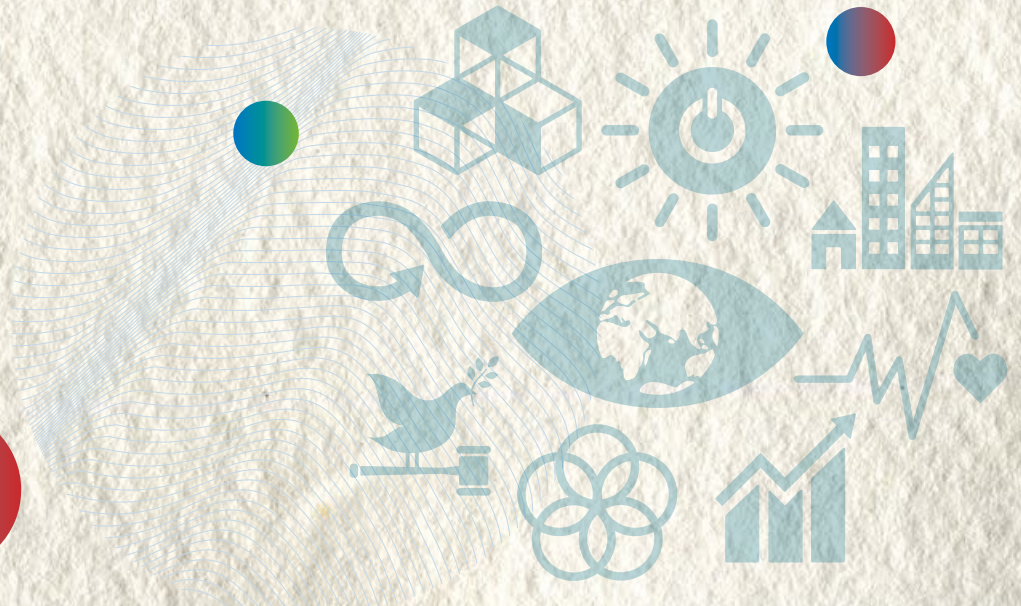
The 2030 strategic options derive from TUB's commitment to sustainability, reformulating its business model, which is now orientated towards economic, social and environmental sustainability, mirrored in a scoreboard where the commitments are transformed into actions that are aligned with the UN's SDGs, together with the ESG factors and the Global Reporting Initiative's (GRI) principles of responsible environmental conduct.

By being aware of these standards, which guide organisations along the path of sustainable development, TUB identifies and prioritises the issues that have a significant impact on its activity and progress, committing itself to creating development strategies that are aligned with the most relevant SDGs to its activity.

The strategic goals, their respective indicators, targets and action plan are systematised in a scoreboard which will be published annually in the company's sustainability report, thus complying with the European Union's directives on the reporting of information on sustainability.



# Message from the Board of Directors





**T**UB's mission is to actively and consciously contribute to the sustainable and inclusive development of society, thus promoting responsible mobility with an enhanced role in the creation of new solutions, as a lever for sustainability.

As an entity which is aware of the challenges posed by climate and social changes and faced with the emergency of energy transition, TUB is responsibly committed to the Paris Agreement and the United Nations' 2030 Sustainable Development Goals, aligned with the European Green Deal and other European and national policies.

The conclusions of IPCC's Special Report and the Roadmap to Carbon Neutrality 2050, in line with the long term development strategy of low greenhouse gas emissions, are also taken into account as well as the commitment with the goals of "Fit for 55" package, which intends to significantly extend the decarbonisation of the European economy to achieve climate neutrality by 2050.

The 2020-2030 decade is therefore vital for aligning organisations with the new climate ambition of the European Union, on a path towards carbon neutrality where the greatest efforts are concentrated in the reduction of greenhouse gas (GHG) emissions.

If we wish to maintain our social licence to operate, then we need to address the environment, the social and the corporate governance (ESG) aspects as strategic issues and drivers of competitiveness.

We believe in a higher awareness of who we are as human beings, what is important to people and how we can have a happy life without damaging the planet or putting the well-being of future generations at risk. That is why we are focusing our attention on sustainability and the ESG topics.

Consequently, it is with great enthusiasm that we face the integration of sustainability into our business model e value chain and the integration of ESG into the design of our corporate strategy. This integration should be undertaken with accuracy, based on evidence and understood as the core of our business model, which we intend to be environmentally and socially sustainable for having a positive impact on these dimensions.

And that is why we have aligned our mission, culture, values and vision with sustainability and the environment's material issues, social issues and the principles of a good business management. It is another step towards accomplishing our strategy for this decade, which is completely aligned with the main sustainability standards.

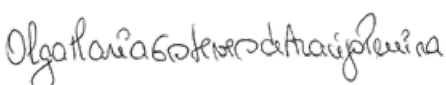
We have published our 2030 Strategic and Sustainability Plan within this framework and through it we openly and transparently disclose the goals and the actions we are committed to setting in motion and achieving in order to fulfil our sustainable development goals, which we consider to be intrinsically linked to our sector and positioning, as well as those we intend to directly contribute to.

Looking forward to a carbon neutral future, this 2030 Strategic and Sustainability Plan sets ambitious, yet achievable, goals for 2030, is envisaged as the main instrument for setting and implementing TUB's energy and climate policy.

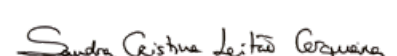
The 2030 Strategic and Sustainability Plan that we now publish shall be reviewed and published biannually. However, we commit ourselves to the annual disclosure of the organisation's performance, in compliance with the sustainability reporting principles and incorporating the ESG topics, always guided by the principles and guidelines of the best practices in sustainable corporate management.

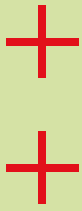
This journey will also be a way of redirecting our focus. But more than creating value for the company through words, we wish to make it through firm commitments and solid evidence.

Olga Maria Esteves de Araújo Pereira



Teotónio Luís Vieira de Andrade dos Santos Sandra Cristina Leitão Cerqueira



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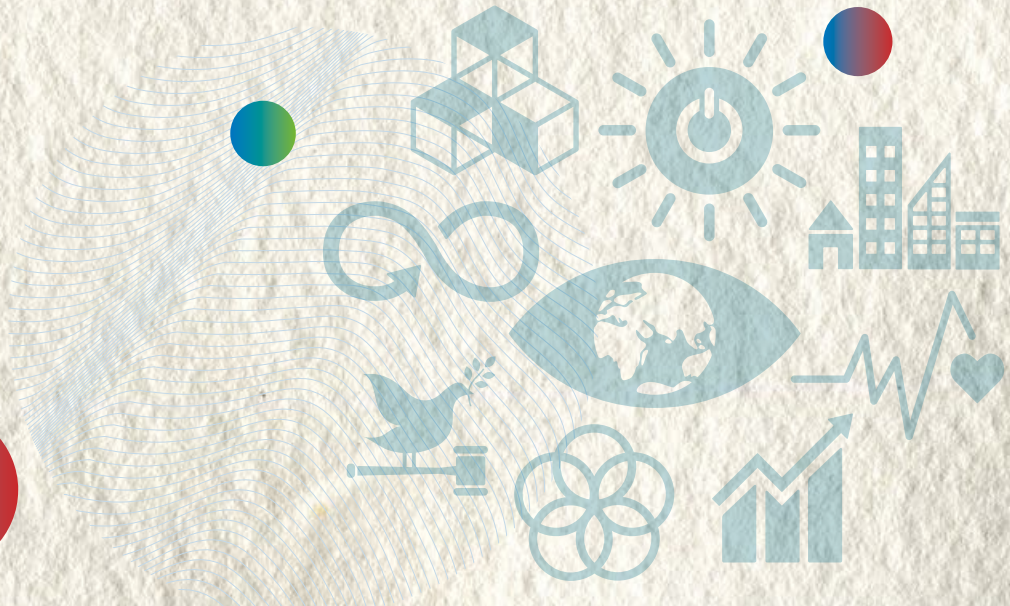
**TERMS, DEFINITIONS AND ABBREVIATIONS**

<b>AEB</b>	ASSOCIAÇÃO EMPRESARIAL DE BRAGA (BUSINESS ASSOCIATION OF BRAGA)
<b>AEMINHO</b>	ASSOCIAÇÃO EMPRESARIAL DO MINHO (BUSINESS ASSOCIATION OF THE MINHO REGION)
<b>BCDS</b>	BUSINESS COUNCIL FOR SUSTAINABLE DEVELOPMENT
<b>CO<sub>2</sub></b>	CARBON DIOXIDE
<b>COTEC</b>	ASSOCIAÇÃO EMPRESARIAL PARA A INOVAÇÃO (BUSINESS ASSOCIATION FOR INNOVATION)
<b>CP</b>	CHARTER OF PRINCIPLES
<b>ESG</b>	ENVIRONMENTAL, SOCIAL AND (CORPORATE) GOVERNANCE
<b>EU</b>	EUROPEAN UNION
<b>EUB</b>	ESTACIONAMENTOS URBANOS DE BRAGA (URBAN PARKING OF BRAGA)
<b>GASNAM</b>	ASSOCIAÇÃO IBÉRICA DE GÁS NATURAL PARA A MOBILIDADE (IBERIAN ASSOCIATION OF NATURAL GAS FOR MOBILITY)
<b>GNC</b>	COMPRESSED NATURAL GAS
<b>GRI</b>	GLOBAL REPORTING INITIATIVE
<b>M€</b>	MILLION EUROS
<b>KM</b>	KILOMETRE
<b>SSP</b>	STRATEGIC AND SUSTAINABILITY PLAN
<b>UN</b>	UNITED NATIONS
<b>SSP</b>	STRATEGIC AND SUSTAINABILITY PLAN
<b>BCMP</b>	BRAGA'S CORPORATE MOBILITY PACT
<b>PPRCRI</b>	PLAN FOR THE PREVENTION OF RISKS OF CORRUPTION AND RELATED INFRACTIONS
<b>TP</b>	TRANSPORTED PASSENGERS
<b>SCHOOLBUS</b>	SPECIALISED SCHOOL TRANSPORT
<b>SGAC</b>	ANTI-CORRUPTION MANAGEMENT SYSTEM
<b>SIG</b>	INTEGRATED MANAGEMENT SYSTEM
<b>TOE</b>	TONNES OF OIL EQUIVALENT
<b>PPT</b>	PUBLIC PASSENGER TRANSPORT
<b>GVA</b>	GROSS VALUE ADDED
<b>EV</b>	ELECTRIC VEHICLE



# Sustainability in the Current Context

# 01





In the current context, the planet's sustainability is one of humanity's main concerns. According to the European Commission's recommendations, more than a million species are at risk of extinction due to a history of resource dilapidation and a lack of a sustainable conduct.

The organisations, as economic agents with a high impact on society, must develop sustainable business strategies geared towards satisfying the needs in a responsible manner, in compliance with public policy decision-makers with plans, measures and regulations that induce broader sustainability (triple bottom-line concept) or more narrowly (environmental sustainability and combating climate change). The UN's 2030 Agenda, the European Green Deal and the "FIT for 55" Package stand out among the main international political instruments.

The UN's 2030 Agenda was developed in 2015 as a strategic and action plan to promote the prosperity for people and the planet. It has defined 17 Sustainable Development Goals and 168 targets. The Sustainable Development Goals address three great components of sustainable development (economic, social and environmental) and are based on the achievements and lessons learnt with the 8 Millennium Development Goals set between 2000 and 2015, which was the result of the joint work of governments and citizens from all around the world.

The European Green Deal developed by the European Commission is part of the strategy to respond to the goals set in the 2030 Agenda, reflecting the commitment to combating climate and environmental challenged that haunt the European Union and the World. The main goal is to transform the European Union into a more equitable, prosperous society by 2050 with a modern economy, high efficiency in resource consumption and zero greenhouse gas emissions.

The mobility sector is considered to be one of the main responsible sectors for the aggravating climate change, as 25% of the total of greenhouse gases in the EU are the result of poor mobility choices of its citizens and organisations. Given the importance of the transportation sector to climate transition, the European Commission developed a Sustainable and Smart Mobility Strategy that sets the target of reducing transport-related greenhouse gas emissions by 90% by 2050, among others.

In the framework of the European Green Deal, a new legislative package, the "Fit for 55", has been adopted and brought profound legislative changes to achieve a net reduction in the emissions by 55% by 2030 compared to 1995. Some of the most significant changes include the obligation for all new cars and vans sold to be zero-emission by 2035 and the obligation for public organisations to annually renovate at least 3% of their buildings.

At national level, the Circular Economy Action Plan, as called for in the Programme of the 21st Constitutional Government, is aligned with and geared towards meeting the targets of the Paris Agreement and UN's Sustainable Development Goals. The plan aims to change the economy form a linear consumption paradigm to a circular consumption paradigm, thus reducing the consumption of resources, economic losses and improving the national ecological footprint.

Portugal has committed to the Paris Agreement and the UN's 2030 Sustainable Development Goals to which the measures set out in the Circular Economy Action Plan contribute. It is also aligned with the European policies, namely the EU's Circular Economy Action Plan and the EU's Industrial Strategy.



The Portugal 2030 Plan materialises the Partnership Agreement to be developed between Portugal and the European Commission for the strategic goals for the application of structural funds. Among the strategic objectives defined in the agreement, strategic objective 2 stands out as the main conduct for promoting environmental sustainability and strategic objective 4 as responsible for social sustainability.

The strategic objective 2 - A greener Portugal - aims at supporting investments related to the decarbonisation of the national economy (including sustainable urban mobility), supporting the fight against climate change, reinforcing the water and residues sector and promoting investments in the protection and preservation of nature and biodiversity.

The main objectives of the 2021-2027 Partnership Agreement include the achievement of a 47% share of renewable energies in the total energy consumed in 2030 in the electricity sector, a 20% share of renewable energies in the transport sector and an increase in the recycling rate of municipal waste to 50%.

The strategic objective 4 - A more social and inclusive Portugal - aims to continue the social and cultural development that has been achieved in recent years. It aims to reach an employment rate above 80%, the annual participation of 60% of adults in learning and training actions and to decrease by 765 thousand the number of people at risk of poverty and social exclusion, by investing in people and better living condition, thus contributing to tackle the demographic challenge.

In view of these national and international, political, economic and social ambitions, Transportes Urbanos de Braga considers it essential to develop this Strategic and Sustainability Plan, ensuring that its strategy, investments, actions and conduct are in compliance with the main targets to achieve.





TRANSPORTES URBANOS DE BRAGA

CITY GOLD

CAETANO

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TP

POUR LE FICD



**We are TUB**



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02





We are a municipal organisation operating since 1999 and the operation of Transportes Urbanos de Braga by the Municipality dates back to 1982. As we celebrate our 40th anniversary, TUB marks another historic milestone by reflecting on its important role in the sustainable and inclusive development of Braga, offering responsible mobility solutions that are essential to the people and their well-being. We are a key component in the mobility ecosystem, which aims to be sustainable and environmentally conscious - two key aspects for a better quality of life of the citizens and their happiness.

TUB has been steadily embracing new areas of municipal intervention, especially in recent years, and proving its competence in areas such as surface parking management; audit services and monitoring the public service obligations of transport authorities; management of specialised occasional and regular rentals; consulting in and management of urban mobility projects; management of school transport and flexible transport service for children with specific needs.

We are not just an organisation that offer public passenger transport. We are an organisation that has been taking on roles, responsibilities and the management and operation of other areas within mobility and with a strong will to embrace new areas of activity and intervention.

We are also innovative. By continuously focusing on efficiency and the quality of the services provided, focusing on People and the Planet, TUB is a mobility organisation that strives

to mitigate its impact on society and contribute to Braga's sustainability. Faced with the emergency of climate change, the adoption of clean, economically viable and socially just solutions is more than a priority, it is a necessary response to balance human activity with the limits of the planet.

Through this extensive journey, our greatest strength lies on Our People. Our people are highly experienced managers, have great knowledge, skills and experience, which have enabled us to provide a quality and fully developed public service with a high sense of duty. This human capital is also the result of continuous investment in our people, which is not only essential but also critical to their skills and learning. Not only are we committed to this dimension of professional development, but we also focus on and invest in the well-being, health and quality of life of our people, both professionally and in their personal and family lives, in a harmonious balance.

We have been implementing a more humanised management approach, thus demonstrating that we are committed to the social dimension of sustainability and the SDGs of the United Nations 2030 Agenda.

**We are all this and will be much more in the future. We are TUB.**

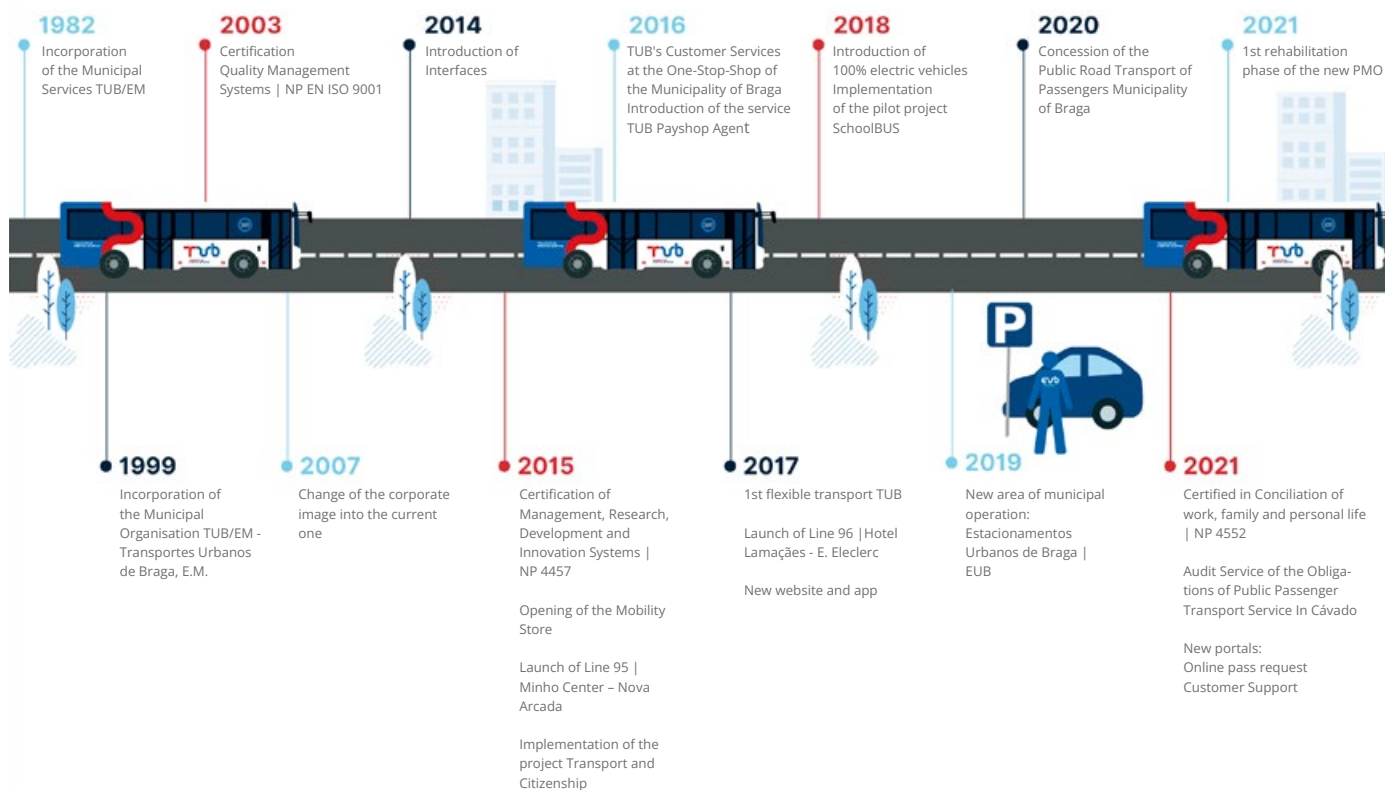


Figure 1. TUB's timeline



# Strategic Analysis with the Stakeholders



# OSB





Being aware of the setting in which the organisation operates or the TUB's positioning in its surroundings in relation to the market it operates in is a vital activity to ensure the long-term business sustainability, allowing the best strategies and plans to be defined in order to achieve the intended goals.

The strategic analysis of its surrounding environment, performed together with the various stakeholders, such as customers, suppliers, authorities and employees, reflects the commitment of TUB's strategy up to 2030 to people's lives and organisations, which are directly or indirectly affected by its activity.



Figure 2. Strategy with stakeholders  
Source: Elaborated by the author

### 3.1. Environment analysis

The environment analysis that limits and enhances TUB's activity, as well as the subsequent economic, social and environmental impact, resulted in a strategic swot, which allows to identify the opportunities and threats present in the macroeconomic and microeconomic environment, as non-controllable context variables, and identify TUB's strengths and weaknesses, as controllable variables in terms of solutions and organisational structure



Figure 3. Structure of the SWOT analysis  
Source: Elaborated by the author

### EXTERNAL ENVIRONMENT

The opportunities that stand out most at the Political, Economic, Social and Environmental level are related to sustainability, as there is a trend for more sustainable products and services arising from climate change, and based on greener, more digital and user-centred solutions.

The most pressing threats concern the use tradition and convenience associated with the use of private vehicles. This mobility pattern of Braga's population affects TUB's activity by increasing the traffic jams and, consequently, the driving time, the air pollution and resource consumption.

It is therefore advisable for future management decisions to be based on a higher commitment to the SDG and GRI and on stakeholders' involvement.

#### PESTEL ANALYSIS



Opportunities



Threats

Political and legal	
European incentive funds and systems National energy policies: PNEC 2030 and RNC2050, PT 2030 and Recovery and Resilience Plan (2020-2030) European standards for sustainability: 17 SDG, European Green Deal and Fit for 55 Favourable local political environment Promotion of "Braga" brand Extension of the Time-Limited Parking Zone (ZEDL) Incorporation in the intermunicipal network New operation areas in the field of mobility	Russian offensive in Ukraine Escalation in geopolitical tensions Central Government policies Road network in city centre Legal, normative and regulatory demands Reservations with regard to adopting innovative solutions of Sustainable Mobility
Economic	
Thriving businesses	Generalised and sustained price increase Instability in the energy market
Social	
Trend towards Sustainable urban Mobility More sustainable consumption habits Population growth in the Municipality Talent capture and retention Co-participation of stakeholders Increasing quality parameters and customer information	Digital illiteracy Transport-oriented city Social challenges Resistance to changing habits
Environmental	
Need to decarbonise the urban centre	Environmental challenges Lack of raw-materials
Technological	
Need to decarbonise the urban environment New boost on Public Transport	Spread of cyberattacks

#### PORTER'S 5 FORCES ANALYSIS



Opportunities



Threats

Customer's bargaining power	
Establish different prices Operate autonomously in the market Awareness to some customer's prices	Establish different prices Operate autonomously in the market Awareness to some customer's prices
Supplier's bargaining power	
Several purchase options Higher negotiation capacity Generalised increase of fuel which results in the increase of individual vehicle's travelling costs	Increase in the price of raw-materials Difficulties and delays in the automotive industry
Threat of replacement products	
Complementarity derived from "soft transport"	Own vehicle Train Taxi/Uber
Threat of new entries	
Acquisition of new companies	Lower market share Popularity of the services provided by TVDE vehicles (Uber and others)
Degree of rivalry	
Motivation for constant innovation Increase the market share Increase the brand's reputation among the consumers	Growth and consolidation of other brands Differentiation from other services

Figure 4. Analysis of the external environment



### INTERNAL ENVIRONMENT

Regarding the strengths, in terms of solutions (Marketing-Mix), it should be highlighted the wide range of transport available in the urban network, with adjusted prices and the sales channel. The organisation has qualified human resources ready to tackle the climate and social transition, aligned with TUB's organisational culture.

Regarding the weaknesses, it is to stand out the outdated and insufficient fleet, resulting in constraints in the service provision and in terms of frequency. The structure is not yet totally prepared for the digital transition and the dematerialisation of processes. The share and equity capital is considered insufficient to develop all the structural changes needed.

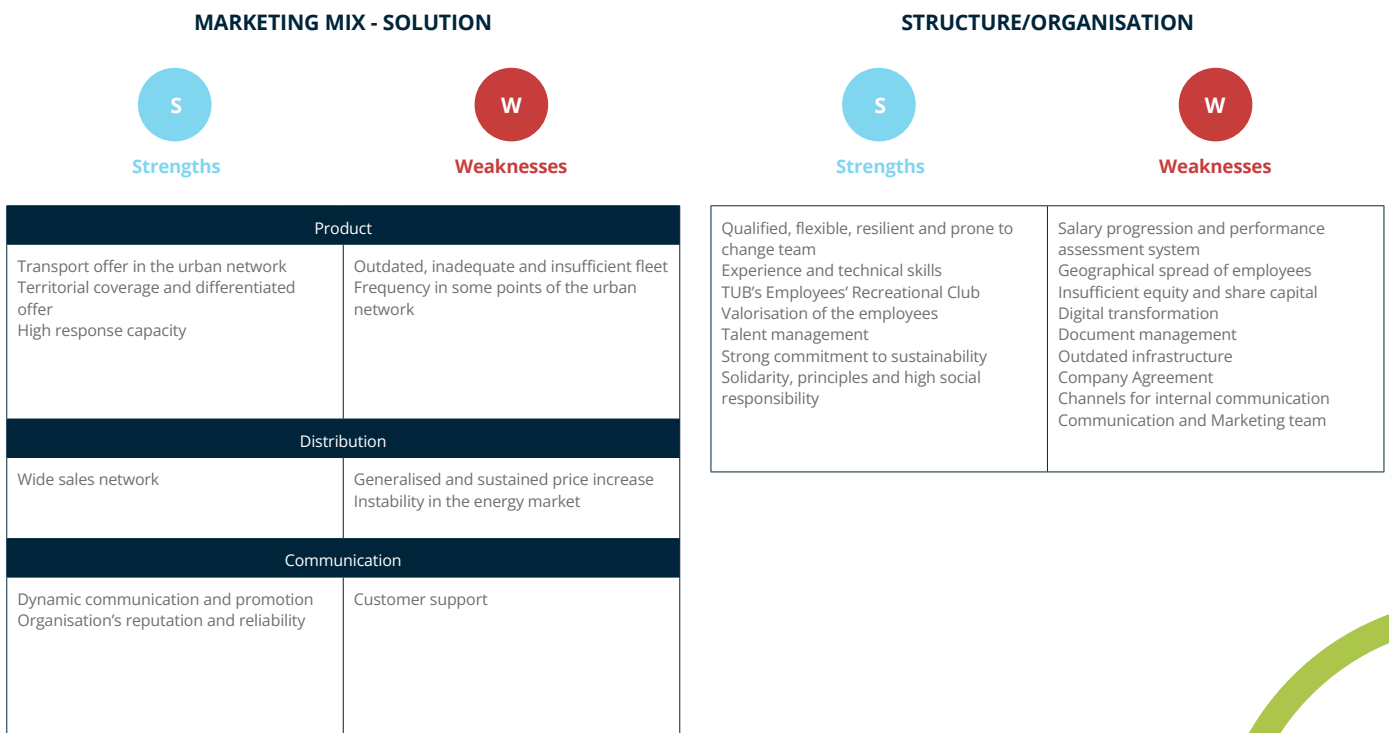
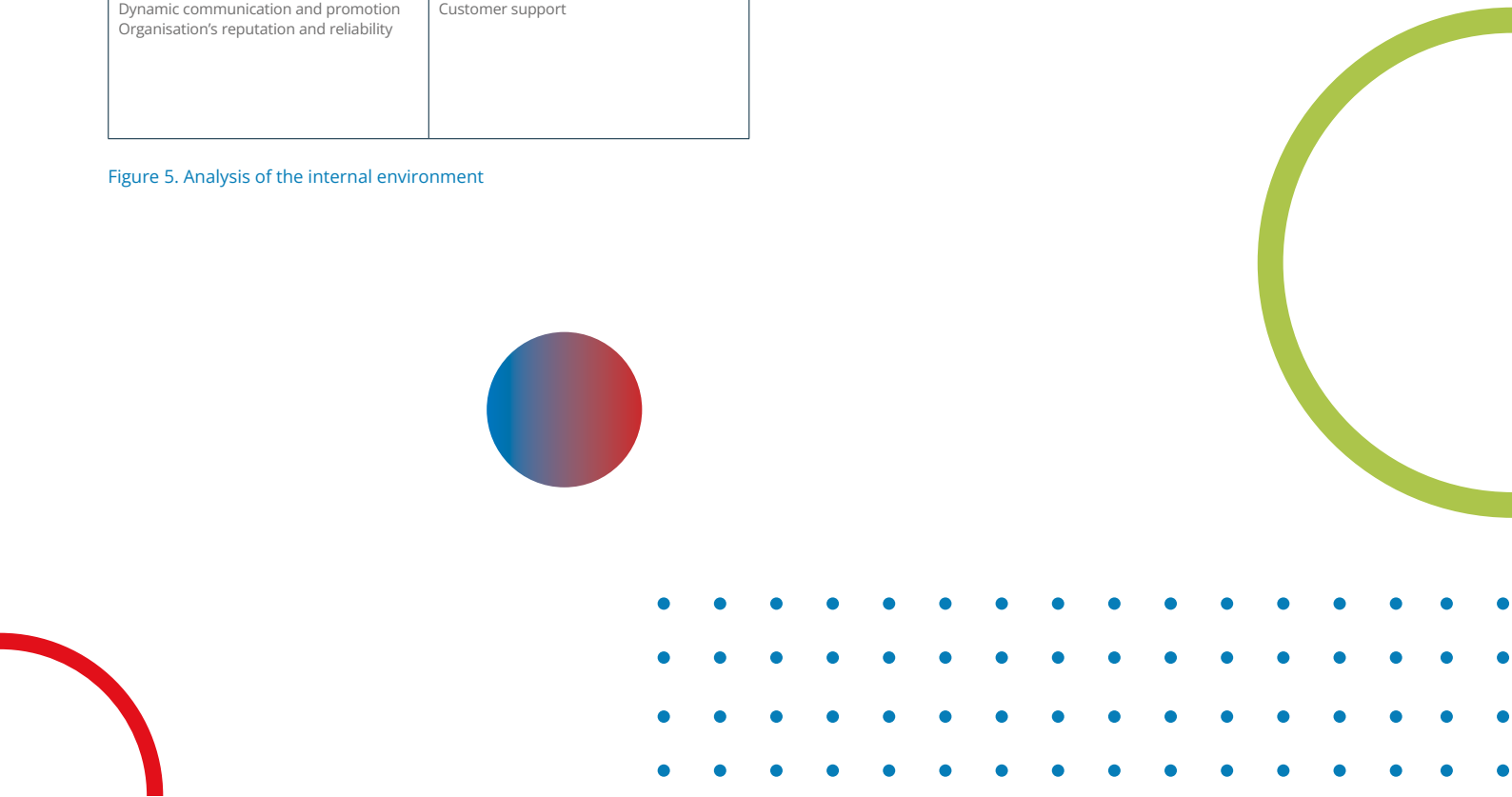


Figure 5. Analysis of the internal environment



### 3.2. Listening of the stakeholders: materiality matrix

TUB understands the materiality analysis as a means of identifying the different ESG impacts, the most significant ones or those that considerably influence its stakeholders' decisions, in order to set business priorities and channel the organisational strategy into material issues.

Considering the items suggested by the Global Reporting Initiative (GRI), the Sustainable Development Goals (SDG) and the relevance for the business and the stakeholders and the analysis carried out allowed the identification of 17 material topics distributed by the different ESG (Environment, Social and Governance) criteria.

In 2022, by carrying out the listening of the stakeholders that most influence and impact TUB's activities, namely suppliers, customers and employees, cross-checked with the priorities assigned from the point of view of top management and process leaders, the results obtained, observed by the number of times recorded in each topic, gave rise to a materiality matrix, constituting one of the foundations of TUB's strategy.



#### ENVIRONMENT

- Sustainable mobility;
- Decarbonisation and climate action;
- Energy efficiency;
- Protect nature/biodiversity;
- Circular economy;
- Management of waste and effluents;
- Water management.



#### SOCIAL

- Sustainable mobility;
- Decarbonisation and climate action;
- Energy efficiency;
- Protect nature/ biodiversity;
- Circular economy;
- Management of waste and effluents;
- Water management.



#### GOVERNANCE

- Ethics, responsibility and transparency;
- Digital transformation;
- Quality, innovation and conciliation management;
- Economic performance;
- Creation of value for the stakeholders.



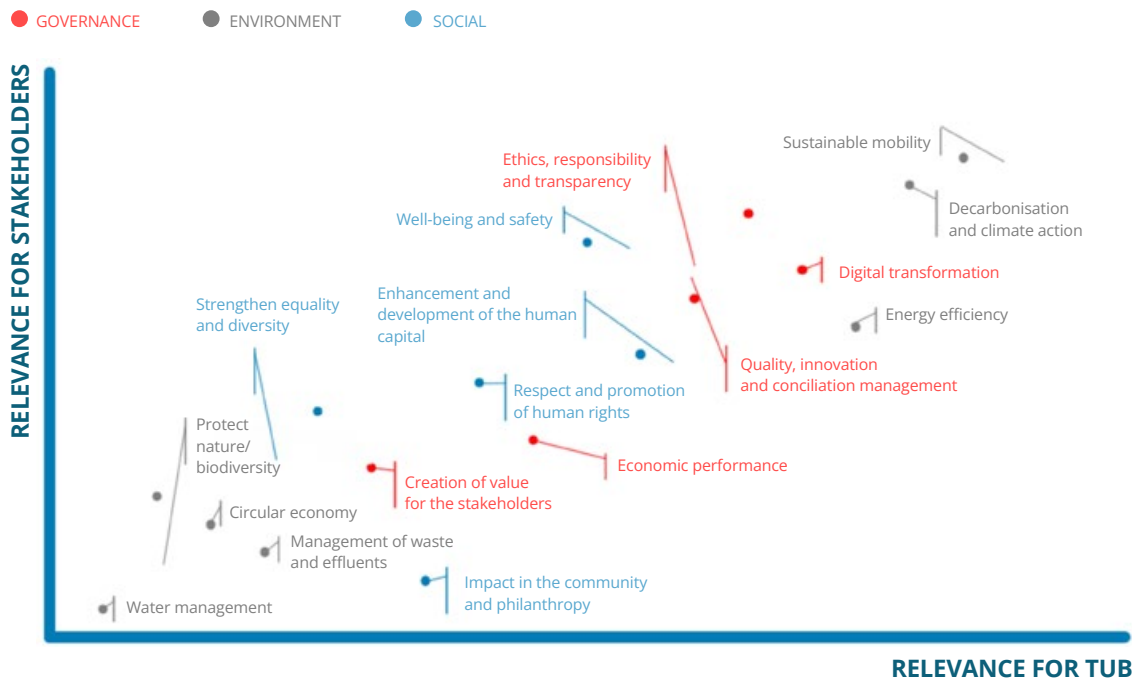


Figure 6. Materiality Matrix

The distribution of the relevance assigned to the topics suggested to the stakeholders and their potential impact on the business suggests that "Sustainable mobility" and "Decarbonisation and climate action" are the most material topics both for the stakeholders and TUB, in what are the ESG principles as a whole. In this way, the environmental sphere is prioritised, thus demonstrating the importance of reducing the impact of TUB's activity. Nonetheless, "Ethics, responsibility and transparency", despite being significantly valued by the organisation, is substantially more important to the stakeholders than for TUB, which considers the topics "Energy efficiency" and "Digital transformation" to be priorities for the stakeholders, although they also emphasise them.

Valuing governance practices favours the adoption of new practices and gives a new boost to the field, in order to meet its stakeholders' high expectations. The topics of "Quality management, innovation and conciliation" and "Creating value for the stakeholders" were considered relevant by both parties, although to a lesser extent, validating, in a way, the progress made and encouraging TUB to continue to invest in its management systems.

This is followed by social issues, which are equally valued, even though they have different relevance levels for the organisation and its partners. The stakeholders highlight the "well-being and safety" and TUB emphasises the "human capital development" as a special valorisation of the "Impact on the community and philanthropy", which is not so relevant to the stakeholders, but with a similar material approach on the topics of "Respect and promotion of human rights" and "Strengthen equality and diversity".

The "Economic performance", although slightly more materialised by TUB, is also considered by the stakeholders, as well as the remaining environmental topics, which, although they are considered less relevant, shall not be overlooked. It is the case of topics such as "Protect nature/biodiversity", "Circular economy", "Management of waste and effluents" and "Water management", which do not seem to be priority areas of intervention for the respondents.

### 3.3. Organisational alignment

TUB's top management sees human resources as the most important asset and the driver of quality services, in terms of developing creative solutions in the field of mobility and creation of value.

Having sustainability as a fundamental pillar, a wide-ranging management team representing the organisation was invited to reflect on three stages: "where are we", "where do we want to get to?" and "how do we get there?". At the same time, in a dedicated work session, employees from all areas of the organisation, divided into groups, were challenged to analyse the impact of the flagship initiatives proposed by the European Commission in the fields of sustainable mobility, with a high strategic interest, have had on TUB. The results of this analysis are as follow.

#### Where are we?

At this stage, 108 remarks were identified, of which 78 (72.22%) are identified as positive points and 30 (27.78%) as negative points. Figure 7 shows a correlation between the number of positive and negative aspects aggregated into 12 groups.

There are few positive remarks as far as rentals, consulting, audits and SchoolBus are concerned and no negative remarks have been identified.

On the other hand, the topics related to the activity financing only show negative remarks, bringing to light the economic needs and concerns to finance the investment operations.

Aspects related to infrastructure and the provision of public passenger transport services suggest the greatest number of improvements, followed by the development of human resources, along with the consequences of TUB's transformation, although almost all of those surveyed saw the evolution of TUB as a positive, very motivating aspect.

#### Current situation: strengths and weaknesses

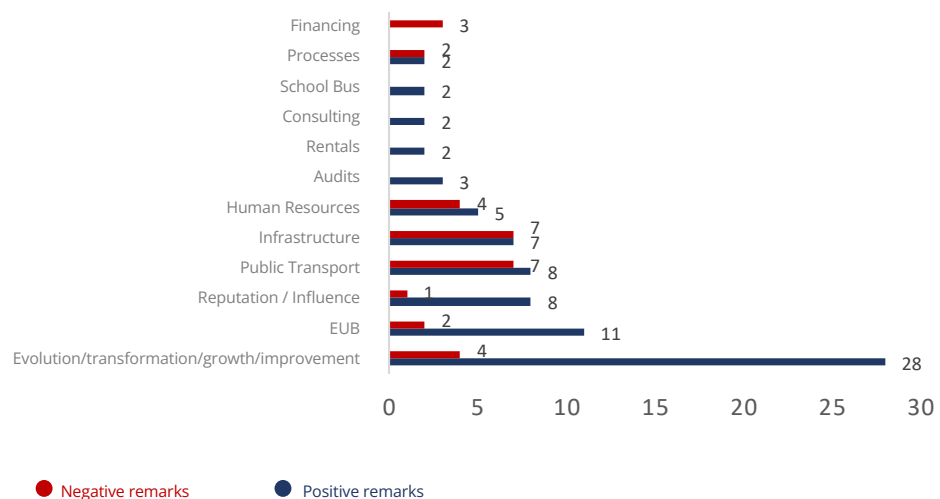


Figure 7. Where are we? - result of the organisational alignment



### Where do we want to get to and how do we get there?

With regard to future ambition and the possible way to achieve it, 182 possible development factors and 175 was to achieve them were identified. By grouping these visions into common types, we get what is shown in Figure 8.

Regarding the main development factors, 27.4% point to a future where TUB will operate in new areas related to Braga's mobility ecosystem. This is followed by the quality or excellence of the service provided associated with the corresponding recognition. Infrastructure upgrading, technological evolution and sustainability are shown as the main development pillars, accounting for 39.1% of contributions.

The creation of new areas of operation stood out as the main contribution to the vision of the future, with 19.79% of the contributions, while the development of human resources also stood out as an imperative development axis to achieve this future vision (12.6%).

Having recognised the importance of developing new areas of operation, an attempt was made to identify, in greater depth, the areas considered to be prioritised for development, as shown on the following page.

#### Desired situation: where and how will we get there?

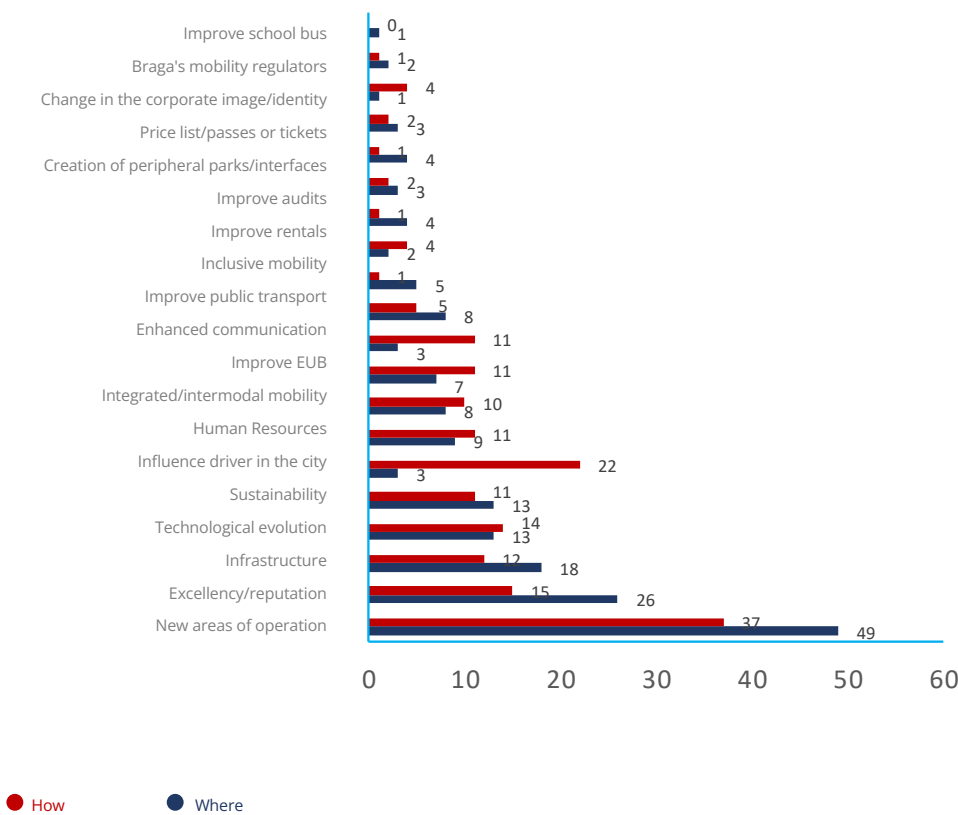


Figure 8. Where do we want to get to and how do we get there? - result of the organisational alignment

From this analysis, it has been established that it is our employees' understanding that TUB's lines of operation should be related to sustainability, the digital transition and people development, the results of which are aligned with the European Commission's Smart Mobility Strategy, with the contributions reflected in the respective initiatives:

### **Initiative 1.** Encouraging the adoption of zero-emission vehicles, renewable and low-carbon fuels and related infrastructure:

1. Renewing the fleet to make it more sustainable and innovative, as well as disseminating it to society.
2. Creating and managing electric charging stations.
3. Availability of zero-emission vehicles.
4. Creating lines for high frequency electric vehicles.
5. Establishing the "Zero Pollution Weekend". Using only electric and natural gas vehicles.

### **Initiative 3.** Making urban and interurban mobility more sustainable and healthier:

1. Sustainable operation, using sustainable vehicles and the best practices in mobility management.
2. Establishing partnerships to look into the production of new raw materials.
3. Extending the "Transport and Citizenship" project to universities and business centres.
4. Systems of CO2 capture in the building.
5. Creating the "15-minute city".
6. Promoting more sustainable behaviours through young kids.
7. Developing new business areas related to mobility by providing consulting, maintenance and specialised training services.
8. Training the Marketing Department and developing internal and external communication.
9. Promoting the use of public transport among employees.
10. Creating a bold and more appealing corporate image.

### **Initiative 5.** Pricing carbon and offering better incentives to users:

1. Increasing the Time-Limited Parking Zone (ZEDL) and the area of operation.
2. Extending competences to allow the control of abusive parking, removals and blocking of vehicles and creating the support infrastructure needed.
3. Managing the municipality's parking areas.
4. Reviewing the pricing policy according to the location.
5. Creating free parking areas/interfaces in BRT's key points, encouraging the use of public transport.

### **Initiative 6.** Making the connected and automated multimodal mobility a reality:

1. Management of new aggregator and connected business areas: management of the Bus Terminal, smart signalling, the radar network and a transport coordination centre.
2. Creating a centre of technological expertise.
3. Developing intermodal mobility (e.g.: fare tickets, city pass integrated in the TUB's pass).



### **Initiative 7. Innovation, data and artificial intelligence for a smarter mobility:**

1. Dematerialising fare tickets (online sales and validation using digital means).
2. Providing apps to communicate with the customer and facilitate the planning.
3. Creating an Operation Support System that conveys information at bus stops.
4. Document management: digitisation of services and processes, adoption of solutions of technological independence in management software and use of artificial intelligence.
5. Innovate: investing in knowledge development.
6. Renewing staff, strengthening skills and teams, creating a certified training centre, retaining human capital.
7. Changing the work methods encouraging teamwork and active participation, visiting international fairs, creating solid partnerships and attending specialised events and benchmarking.
8. Organising a conference with national experts.
9. Creating a Management Systems and Sustainability Office with a team of consistent internal audits.
10. Creation of a Project Management Office with control and monitoring autonomy

### **Initiative 9. Making mobility fair and equitable for everyone:**

1. Investing in inclusive mobility.
2. Attracting children through the development of transport and citizenship projects.
3. Raising awareness among staff for the respect for the elderly.
4. Creating awareness and community engagement campaigns, building up the feeling of belonging and unity.

### **Initiative 10. Increasing the safety and security of transport:**

1. Purchasing safer vehicles.
2. Developing new facilities that comply with the best practices in terms of safety and sustainability in all their dimensions.
3. Improving the public transport offer, making it more appealing and thus reducing motor traffic and accidents.
4. Ensuring punctuality and an adequate rotation of public transport.
5. Developing a strong and appealing offer to serve peripheral parking areas.
6. Increasing transport frequency.
7. Creating an urban health line serving the city's health centres.
8. Providing more audit and consulting services to other operators.
9. Creating better conditions for public transport (e.g.: bus and bike lanes in main avenues).
10. Bringing TUB closer to Braga's City Council: improving communication, creating joint work teams and interaction frequently for the development of mobility.
11. Increasing the delegation of responsibilities.
12. Claiming TUB as key players in the decision-making process before Braga's City Council and the Transport Authority.
13. Developing a relationship with the stakeholders.
14. Offering mobility solutions in neighbouring municipalities

# Identity and Purpose



04





The intensity and volatility of the internal and external context impose a series of challenges that foster the need for change and repositioning of our own purpose.

By revisiting our business guidelines, we have changed the Mission, Vision and Values, reflected in the values-based matrix (table 1), which is the starting point for the development of a new sustainable strategy that creates value for TUB, its entire value chain and its stakeholders.



Promoting sustainable and inclusive mobility services committed to people and their well-being and the preservation of biodiversity.



Being a responsible mobility benchmark, focusing on the development of more capable people and communities, addressing the creation of value and our Planet's protection.



Ethics and transparency, Sustainability, Innovation and Creativity, People and Planet, Creation of value.

TUB therefore undertake the importance of a sustainable development and of building a more prosperous future, for the organisation and its strategy. (GRI: 2-22)

Category	People	Mind	Heart	Spirit
<b>Mission</b> Promoting sustainable and inclusive mobility services committed to people and their well-being and the preservation of biodiversity.		Mobility, Innovation	Commitment to society (stakeholders)	Protection of biodiversity
<b>Vision</b> Being a responsible mobility benchmark, focusing on the development of more capable people and communities, addressing the creation of value and our Planet's protection.		Benchmark in mobility	People's guidance	Life quality
<b>Values</b> Ethics and transparency, Sustainability, People and Planet, Innovation and Creativity, Creation of value and Planet's protection.		Innovation and Creativity, Creation of value	People and Planet	Ethics Transparency Sustainability

Table 1. Matrix based on values

# TUB 2030 Strategic Options



# OS5





The 17 SDG of the UN's 2030 Agenda and its action plan for People, Planet, Prosperity, Peace and Partnerships are speeding up the most important transformation of the millennium.



Figure 9. Sustainable Development Goals of the United Nations 2030 Agenda

Being an integral part of its strategy, despite the contribution to other SDG, TUB focus its efforts in 9 of the 17 SDGs of the 2030 Agenda. TUB's commitment lies on the SDGs that are essential to its activity, taking into consideration the impact of its activity on People and the Planet and on which it can actually have a positive impact.

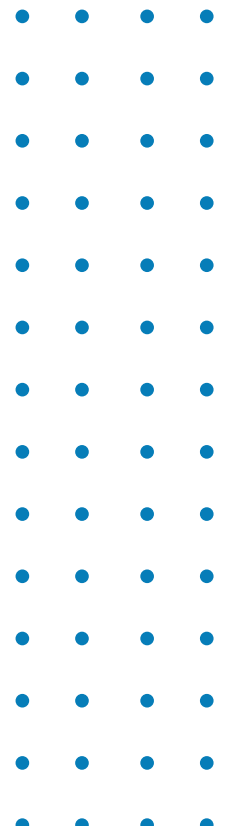
The SDGs which are core values within the organisation are also identified and therefore aligned with our values.

However, there are other SDGs identified as goals to which we fully and positively want and can contribute.

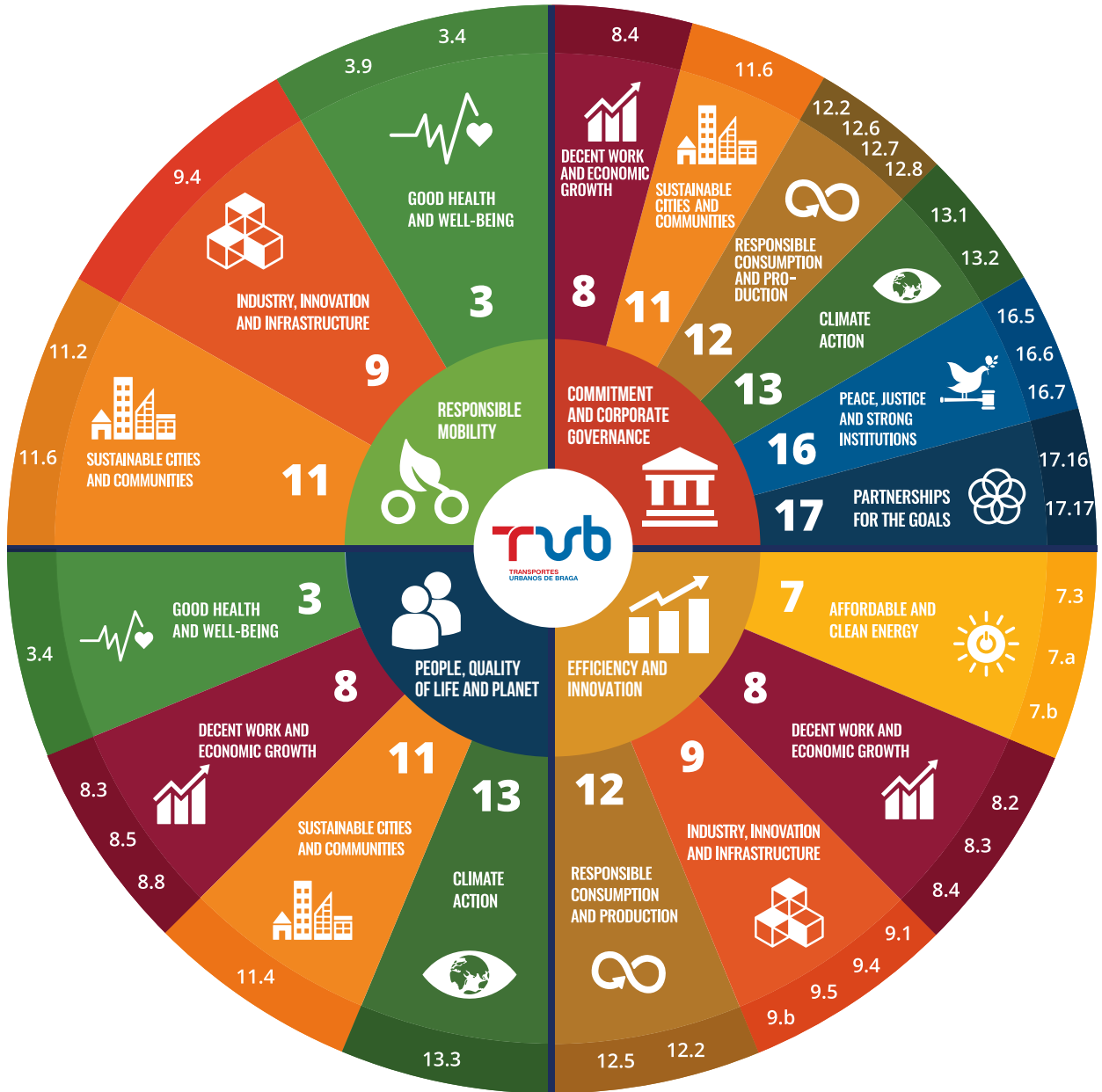
In this context, the TUB's Sustainability Wheel is structured in four strategic axes, based on Responsible Mobility, Commitment and Corporate Governance, Efficiency and Innovation, People, Quality of Life and Planet. These four axes make up the value-based matrix, focused on the vision, as a benchmark entity in terms of sustainable mobility, with a strong code of ethics and conduct, built on values centred on people, biodiversity and the creation of value for all our stakeholders.

The four strategic axes are aligned with nine out of the 17 sustainable development goals of the millennium, present in the United Nations' 2030 Agenda, namely "Good Health and Well-Being"; "Affordable and Clean Energy"; "Decent Work and Economic Growth"; "Industry, Innovation and Infrastructure"; Sustainable Cities and Communities"; "Responsible Consumption and Production"; "Climate Action"; "Peace, Justice and Strong Institutions"; "Partnerships for the Goals".

It is our intention that the organisation's commitment to the development of these four strategic axes will be reflected in the consolidation of a strong governance structure and culture, based on participatory management and the promotion of a culture of quality, accuracy and ethics, innovation and transparency, with the adoption of more sustainable policies in the provision of innovative mobility solutions, committed to people and the preservation of biodiversity, mirrored on our mission.







**Business**



**Core Values**



**Goals to which we want and can contribute**



Figure 10. TUB's sustainability wheel



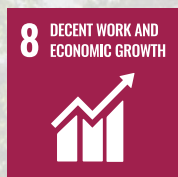
## Axis 1. Responsible Mobility

Providing sustainable and inclusive mobility services, low in carbon e supported by digital assets, prioritising quality and safety.



## Axis 2. Commitment and Corporate Governance

Adopting a transparent and sustainable governance model, guided by principles of ethical management and the reduction of the operation's impact on climate change and the environment, embedding the ESG criteria to leverage the organisation's prosperity.







### Axis 3. Efficiency and Innovation

Enhancing the efforts on R&D, promoting energy efficiency and responsible consumption, using more resilient and sustainable equipment, achieving higher productivity levels.



### Axis 4. People, Quality of Life and Planet

Training people, valuing their talent, creativity and well-being and mobilising behaviours committed to sustainability, the planet and the preservation of biodiversity.



Figure 11. Strategic axes versus SDGs



**AXIS 1.**  
**Responsible**  
**Mobility**



As mobility solutions operators, TUB aim to develop sustainable services based on the principle of universal access and reducing the impact on the environment. This strategic axis was set as an aggregator of the goals related to a more sustainable, more inclusive and smarter mobility, linked to a service of quality and excellence.

The latest UN's figures referring to 2020 show that only 51.6% of the population worldwide has convenient access to public transport. In Europe, the percentage of access is 90.6% and in Portugal the rate is 95.96%.

On the other hand, the increase in the use of fossil fuels by vehicles and industries verified over the last 100 years has led to the need of adopting measures to tackle the CO<sub>2</sub> emissions.

The aim is to offer carbon-free mobility solutions that are easy to access, thus driving more sustainable patterns and promoting decarbonisation.

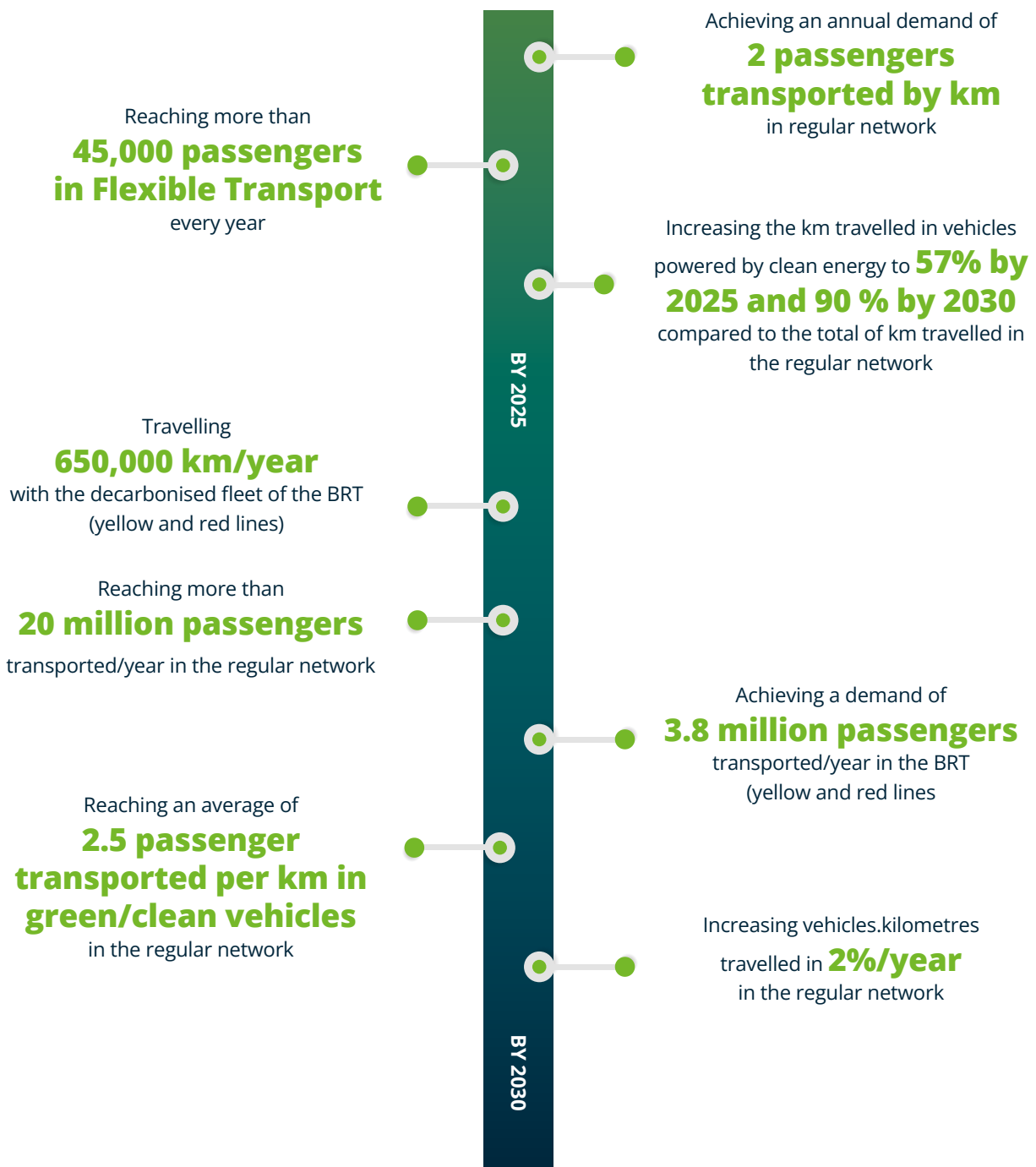
## Strategic goals

1. Sustainable and inclusive mobility
2. Fleet decarbonisation and carbon neutrality
3. Smart mobility/digital transition
4. Quality and safe mobility

## 1. SUSTAINABLE AND INCLUSIVE MOBILITY

The European Commission's Sustainable and Smart Mobility Strategy states that people intend to use more sustainable means of transport, particularly for commuting daily with availability, cost and speed being the most mentioned aspects when making a decision. Public transport is considered a sustainable economic activity, because it contributes to facing the climate and social challenges. TUB assumes a special responsibility in building a city with healthy living standards, more inclusive, resilient and sustainable, offering its population the best well-being and life conditions.

### Indicators and targets





## Actions

1. Fostering intermodal systems and the integration of modes of transport
2. Increasing the average frequency of the regular lines with a higher demand
3. Diversifying the offer of mobility services in conjunction with the regular public transport
4. Providing affordability of public transport
5. Expanding the network with new lines
6. More digital and inclusive information systems
7. Implementing a high quality and capacity transport system that is an innovative solution, technologically evolved and sustainable - Bus Rapid Transit (BRT)

## TUB Contributions

SDG

Other axes



GRI

GRI 2: General Disclosures 2021	2-25 Processes to remediate negative impacts
GRI 102: General Disclosures 2016	102-2 Activities, brands, products and services
GRI 203: Indirect Economic Impacts 2016	203-2 Significant indirect economic impacts
GRI 413: Local communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs



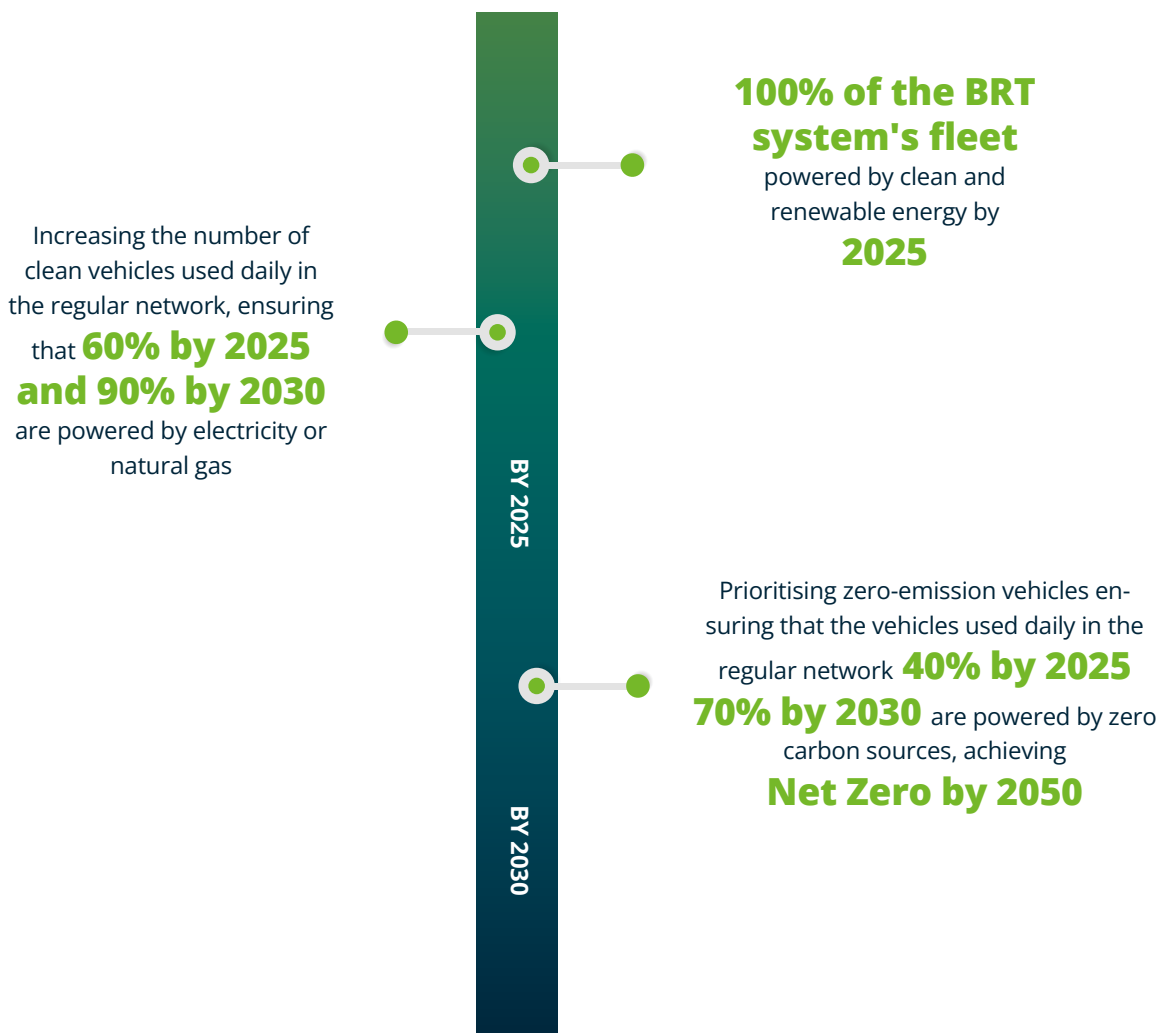
## 2. FLEET DECARBONISATION AND CARBON NEUTRALITY

The fleet decarbonisation is considered a priority, as it is the main source of TUB's environmental impact on the city. The progressive replacement of vehicles using fossil fuels by vehicles that use cleaner energy and have a greater energy efficiency will make the city of Braga a healthier and better place to live in.

According to the latest UN figures, in 2019, 10 out of every 100,000 deaths in Portugal were caused by air pollution. There has been a reduction in the concentration of suspended particles in the air worldwide, from 37.9 grams per cubic metre in 2010, to 34.12 in 2019, and, in Portugal, it went from 10.53 grams per cubic metre to 7.34.

TUB tries to actively contribute to a more sustainable future, with low carbon emissions and keep fighting the challenges posed by climate change.

### Indicators and targets





### Actions

1. Prioritising clean vehicles in the regular network commercial operation
2. Accelerating the fleet renewal with cleaner, safer and comfortable vehicles in the regular network
3. Making efforts to obtain decarbonisation allowances
4. Adopting a pricing policy which converges with mobility strategy and the city's transport
5. Operating vehicles 100% powered by green energy from renewable energy sources in the BRT system

### TUB's contributions

#### SDG



#### Other axes



#### GRI

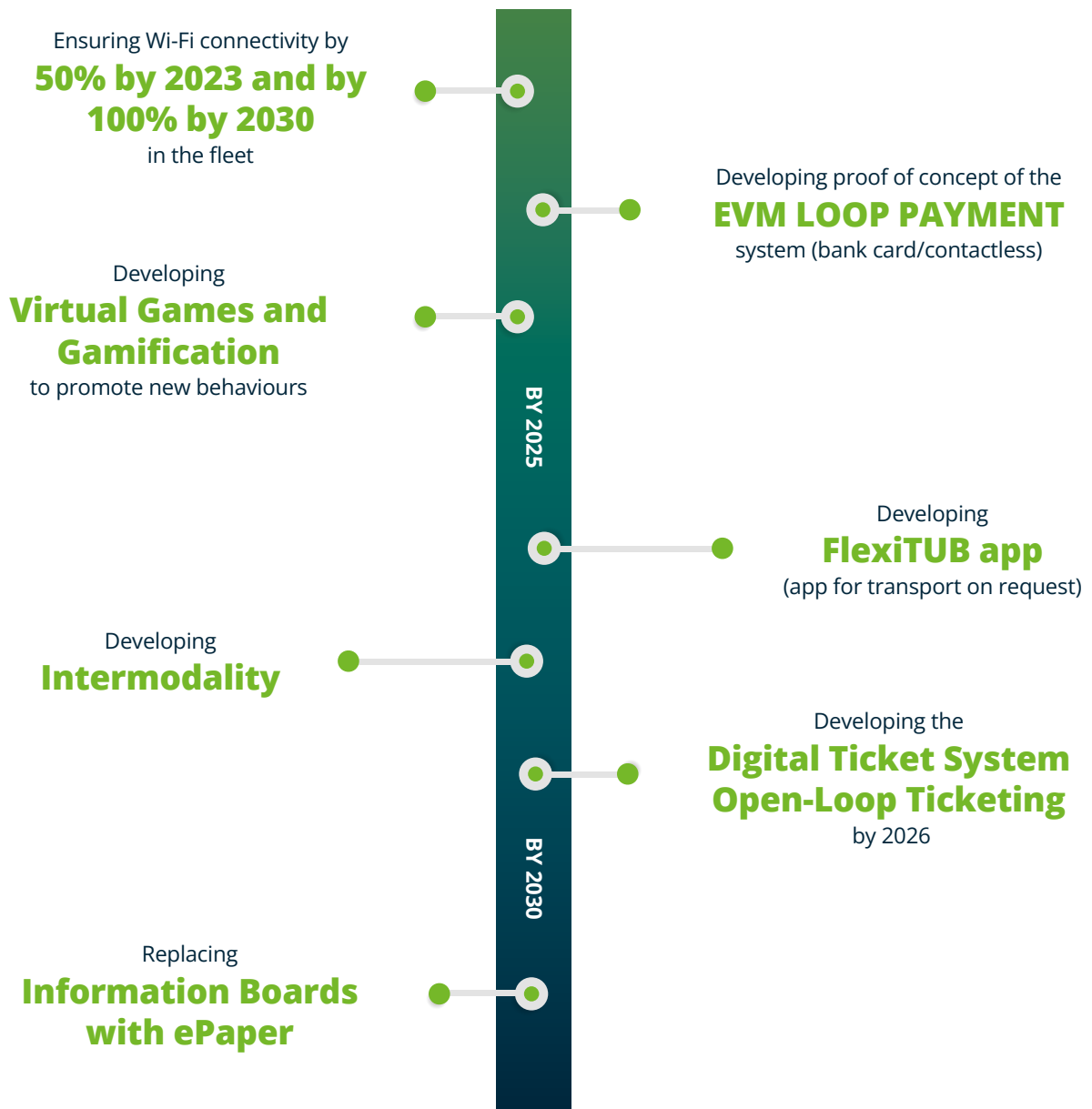
GRI 2: General Disclosures 2021	2-24 Embedding policy commitments 2-25 Processes to remediate negative impacts
GRI 302: Energy 2016	302-5 Reductions in energy requirements of products and services
GRI 305: Emissions 2016	305-5 Reduction of GHG emissions



### 3. SMART MOBILITY/DIGITAL TRANSITION

The development of smart infrastructure is decisive to simplify and encourage the use of public transport. The infrastructure's connectivity becomes a priority as a source of data collection to optimise the offer. The aim is to make the digital transition of the services' supporting means.

#### Indicators and targets



### Actions

1. Developing virtual fare tickets, making its use and charging more convenient and affordable to passengers
2. Providing on-board internet for the entire fleet
3. Changing the ticketing support technology to make it more agile and intermodal
4. Providing educational virtual games and gamification in the context of sustainable mobility
5. Replacing the information boards at bus stops by ePaper
6. Developing a mobile app for transport on demand (FlexiTUB)

### TUB contributions

SDG

Other axes



GRI

GRI 2: General Disclosures 2021	2-29 Approach to stakeholders’ engagement
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported
GRI 302: Energy 2016	302-2 Energy consumption outsider of the organisation
GRI 417: Marketing and Labelling 2016	417-1 Requirements for product and service information and labelling



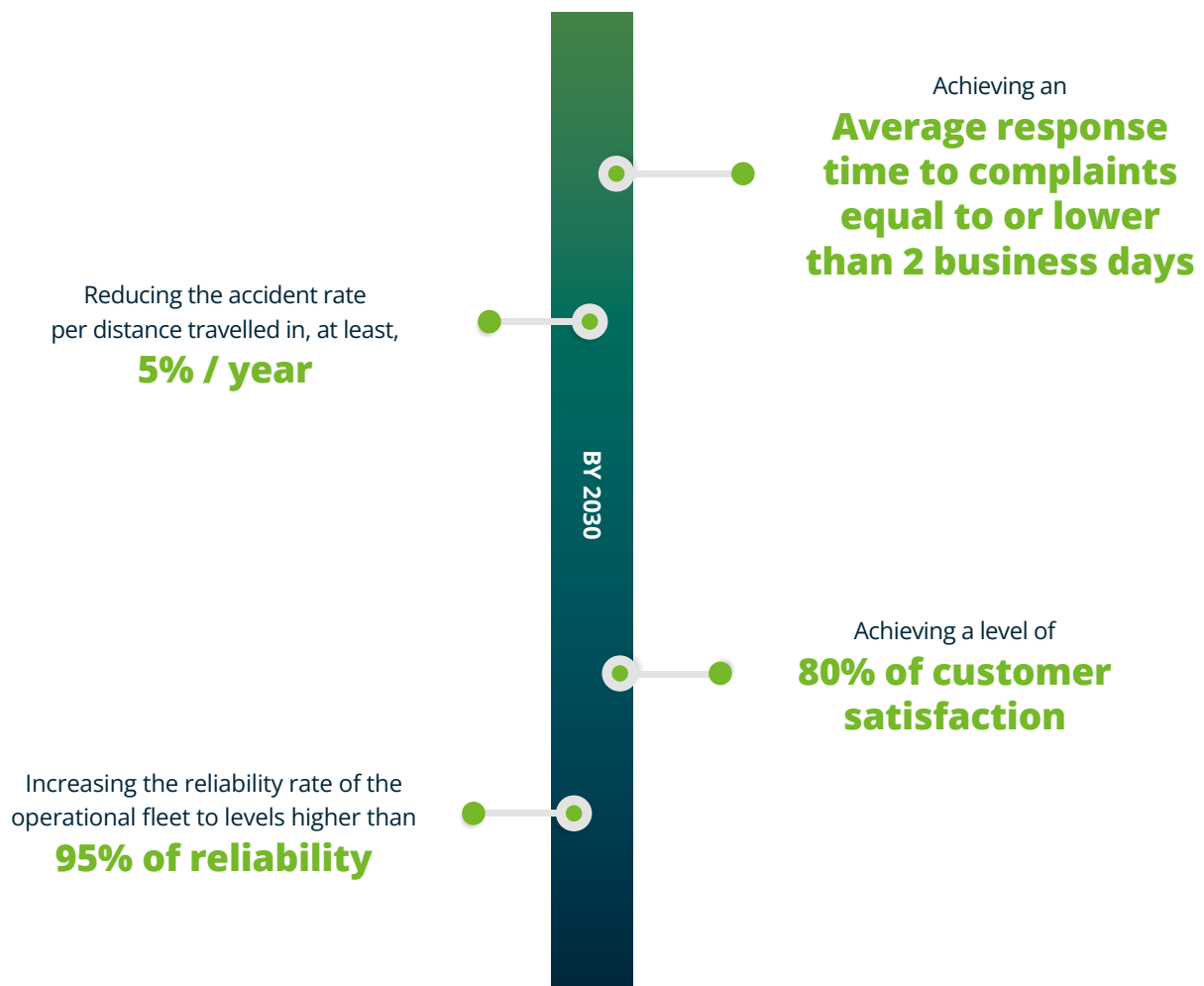


## 4. QUALITY AND SAFE MOBILITY

The quality of the services provided is essential to further attract new customers and, subsequently, promote the reduction of private vehicle use, so that Braga's mobility ecosystem becomes more efficient and cleaner.

We aim to keep our customer's and stakeholder's satisfaction at high levels by actively listening to their perception of our conduct and performance.

### Indicators and targets



## Actions

1. Adopting more reliable operation control means and processes
2. Improving the offer and quality of public transport shelters, as far as comfort, information and safety are concerned
3. Promoting the implementation of measures that prioritise Public Transport
4. Strengthening the physical and human resources to better respond and provide support to customers

## TUB contributions

### SDG



### Other axes



### GRI

GRI 2: General Disclosures 2021	2-25 Processes to remediate negative impacts
GRI 403: Occupational Health and Safety 2018	403-2 Hazard identification, risk assessment, and incident investigation
GRI 413: Local communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories 416-2 Incidents of non-compliance concerning the health and safety impacts of products and services





**AXIS 2.**  
**Commitment and**  
**Corporate Governance**



Since companies are the most polluting economic players, efforts have been made to develop governance structures that are more aligned with reducing the environmental impact. Among the measures implemented, the most prominent are the development of sustainability plans and strategic plans for sustainability, as well as the implementation of sustainability reporting practices. According to the UN, from 2016 to 2019, sustainability reporting among the Portuguese companies increased by more than 57.1%.

This strategic axis aims to develop a governance structure oriented towards environmental, social and economic sustainability, capable of supporting TUB's strategic ambition over the next decades, always based on the principles of transparency and ethical management.

## Strategic goals

1. Transparent, ethical and participatory governance based on sustainable policies and practices

2. Leveraging prosperity according to the ESG Strategy

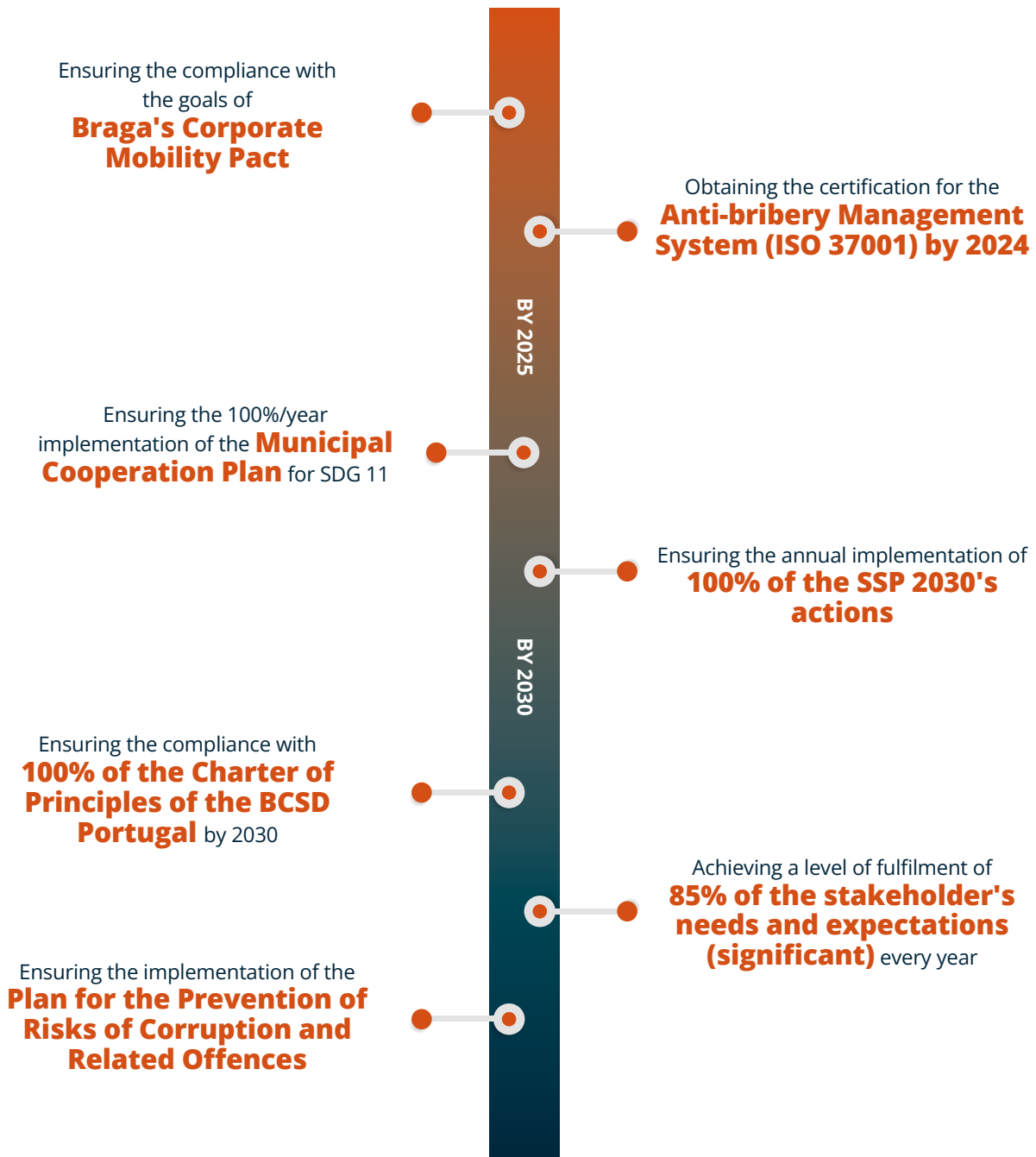
3. Reducing the impact of the organisation's activity on climate change and the environment

4. Adopting a sustainable and transparent procurement policy

## 1. TRANSPARENT, ETHICAL AND PARTICIPATORY GOVERNANCE, BASED ON SUSTAINABLE POLICIES AND PRACTICES

TUB's governance and management model is aligned with sustainability policies and practices and comprises sustainable development working groups, from which the BCSF Portugal, the Municipal Cooperation Plan for the SDG11 and Braga's Corporate Mobility Pact (PMEB) stand out.

### Indicators and targets



## Ações

1. Consistently keeping track and readjusting the corporate sustainability monitoring and control instruments (PPR, CP, SSP, PMEB, etc.)
2. Implementing the Anti-corruption Management System NP ISO 37001
3. Publishing the materialised sustainability report based on the ESG principles every year
4. Disclosing the materialised sustainability policy on SSP 2030

## TUB's contributions

### SDG



### Other axes



### GRI

GRI 2: General Disclosures 2021	2-5 External assurance 2-15 Conflicts of interest 2-24 Embedding policy commitments 2-28 Membership associations
GRI 102: General Disclosures 2016	102-12 External initiatives 102-13 Membership of associations 102-16 Values, principles, standards, and norms of behaviour 102-17 Mechanisms for advice and concerns about ethics
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures

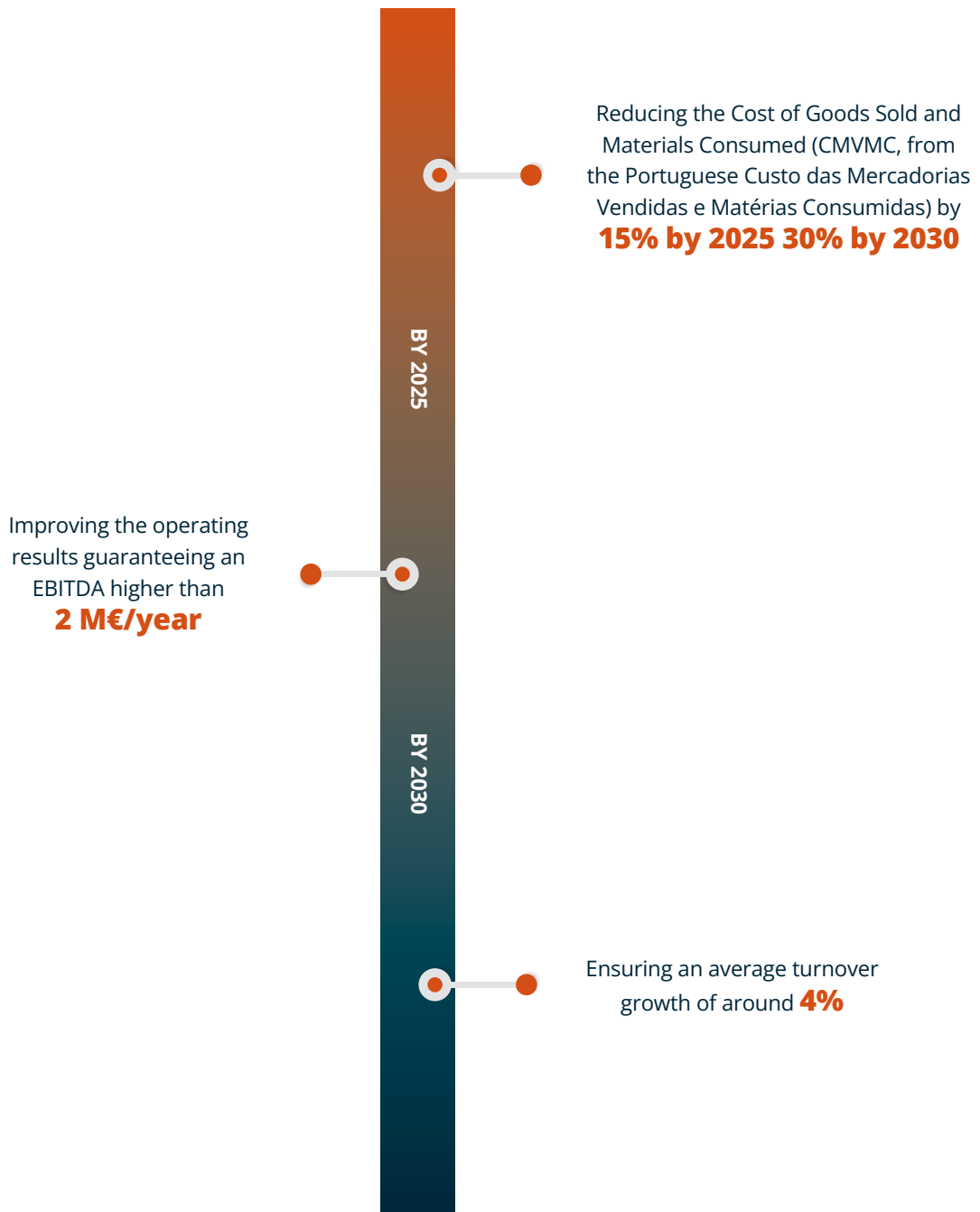




## 2. LEVERAGING PROSPERITY ACCORDING TO THE ESG STRATEGY

Achieving the organisation's prosperity, sustained by a sustainability strategy based on ESG topics. Managing the available resources efficiently and effectively through a great combination between the resources spent and the public services provided.

### Indicators and targets



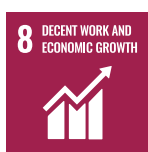
## Actions

1. Focusing on financial management control mechanisms
2. Implementing management tools based on lean philosophy
3. Monitoring and promoting applications for sector funding
4. Formalising green financing in compliance with the Green Loan Principles published by the Loan Market Association

## TUB's contributions

SDG

Other axes



GRI

GRI 201: Economic Performance 2916

201-1 Direct economic value generated and distributed

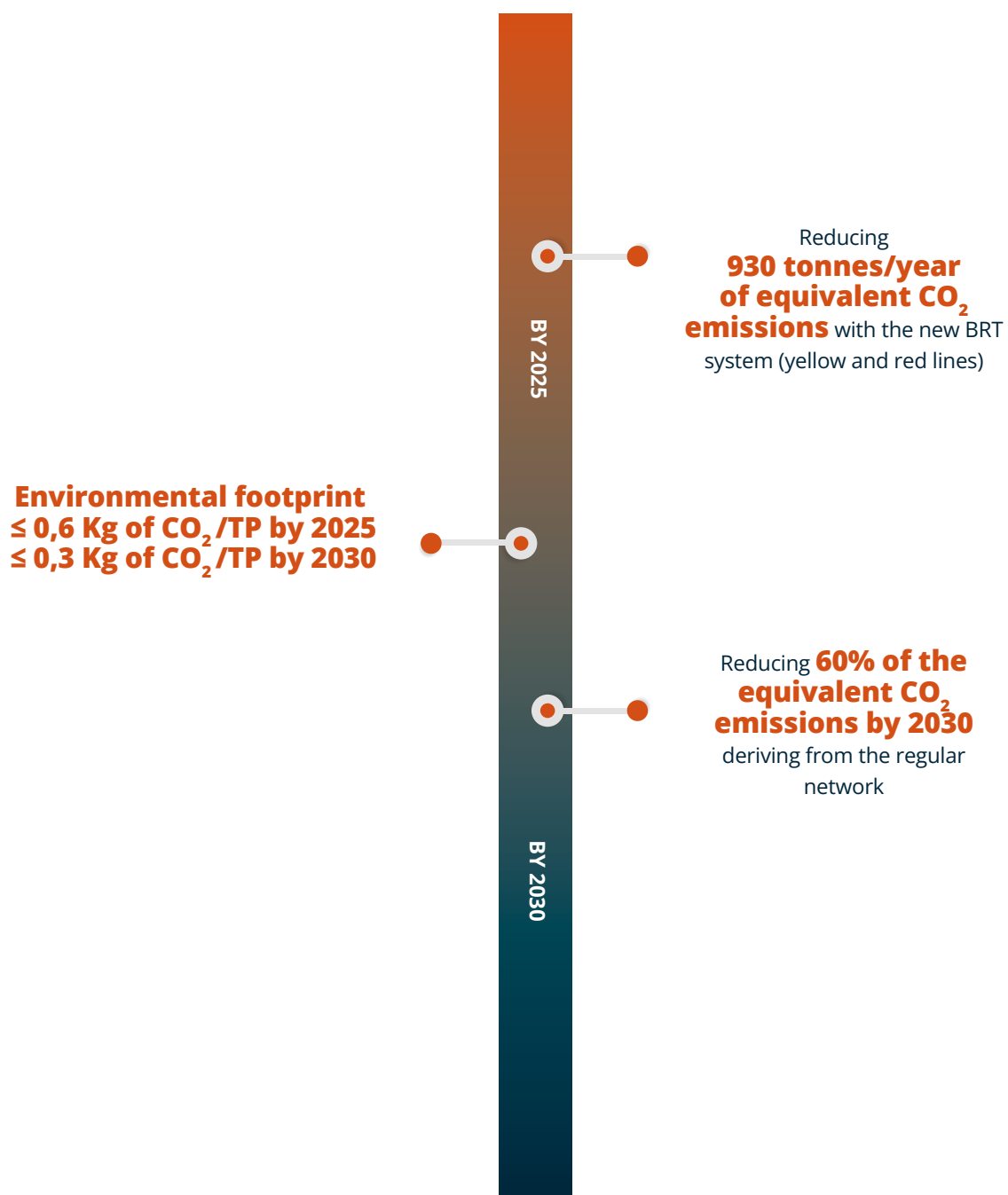
201-2 Financial implications and other risks and opportunities due to climate change



### 3. REDUCING THE IMPACT OF THE ORGANISATION'S ACTIVITY ON CLIMATE CHANGE AND THE ENVIRONMENT

Aligned with the need for change, we take on the responsibility of tackling the environmental deterioration caused by our activity's development. To that end, this strategic goal is a commitment to a more sustainable operation, ensuring a reduction of CO<sub>2</sub> emissions and a lower environmental footprint per transported passenger, positioning TUB's services as a more environmentally favourable alternative when compared to other mobility options.

#### Indicators and targets





## Actions

1. Developing a mechanism for monitoring CO2 emissions
2. Increasing the participation in BCSD Portugal's work groups
3. Calculating the carbon footprint of CO2 emissions (scope 1 and 2)
4. Including Biodiversity in the organisation's priorities to compensate for the impact of our activity (negative externalities)

## TUB's contributions

### SDG



### Other axes



### GRI

GRI 2: General Disclosures 2021	2-25 Processes to remediate negative impacts 2-28 Membership associations
GRI 304: Biodiversity 2016	304-2 Significant impacts of activities, products and services on biodiversity
GRI 305: Emissions 2016	305-1 Direct (scope 1) greenhouse gas (GHG) emissions 305-2 Indirect (scope 2) greenhouse gas (GHG) emissions from the acquisition of energy
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories

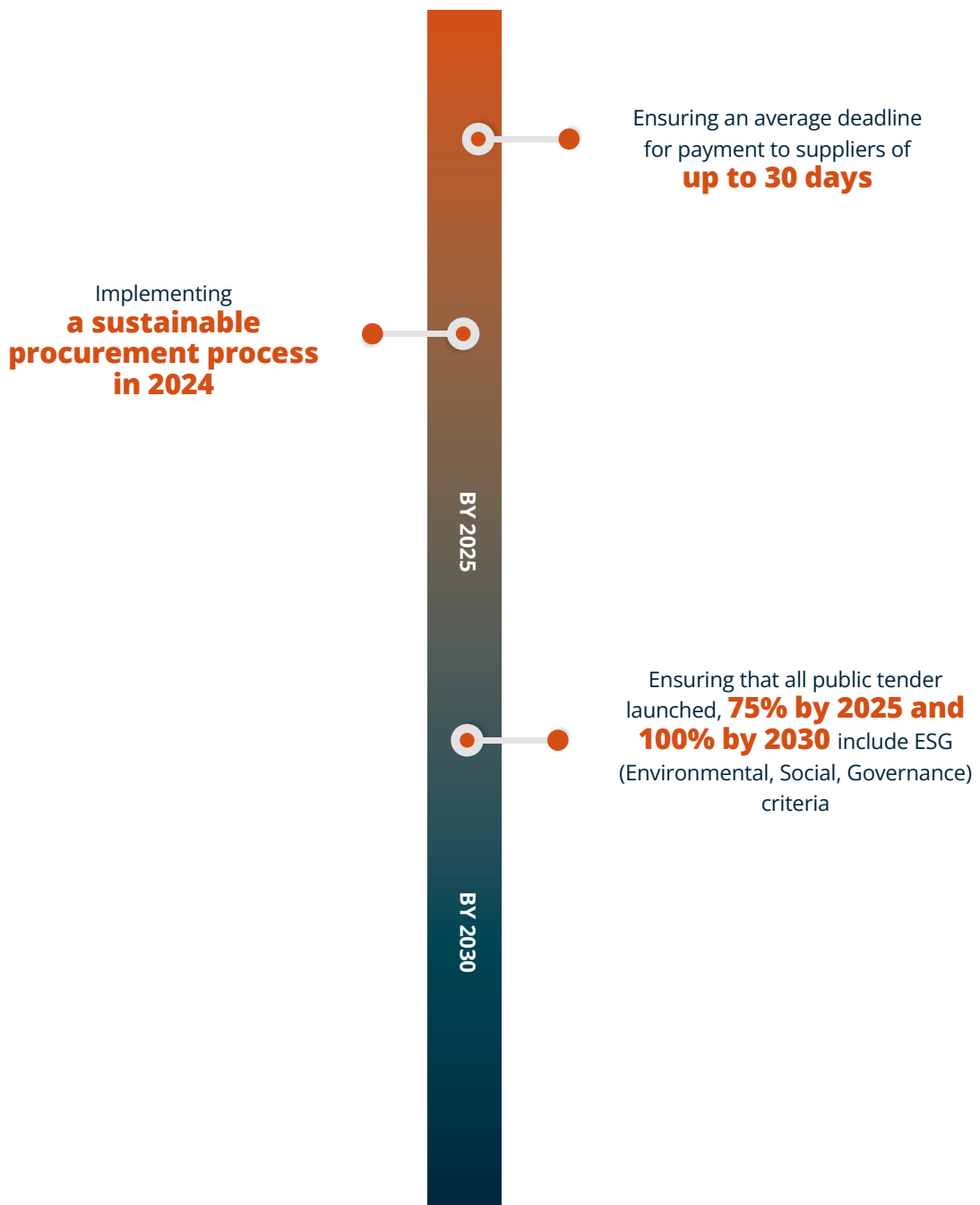


### 4. ADOPTING A SUSTAINABLE AND TRANSPARENT PROCUREMENT POLICY

With this strategic goal, TUB undertakes to incorporate ESG (Environmental, Social and Corporate Governance) criteria in all its calls for tenders.

By implementing this practice, the supply chain will surely be aligned with the principles of corporate sustainability, turning the value creation process into a truly sustainable process, throughout its entire chain.

#### Indicators and targets



### Actions

1. Extending the ESG criteria to the entire value chain
2. Implementing the Sustainable Procurement process, aligned with the UE's guidelines and in compliance with the rules of the Public Procurement Code.
3. Reassessing the suppliers' organisational performance in terms of ESG concerns
4. Giving preference to the acquisition of certified products which ensure environmental, social and economic benefits, prioritising local suppliers

### TUB's contributions

#### SDG



#### Other axes



#### GRI

GRI 2: General Disclosures 2021	2-6 Activities, value chain and other business relationships
GRI 102: General Disclosures 2016	102-9 Supply chain
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria







**AXIS 3.**  
**Efficiency and Innovation**

Resource consumption has suffered a severe increase worldwide and, according to recent UN figures, from 2010 to 2019, the annual resource consumption increased by 15 billion tonnes worldwide, and in 2019, there was a record 95 billion tonnes of resource consumption.

In Portugal, between 2011 and 2019, resource consumption fell by 85 million tonnes to a total of 113 million tonnes. Efficient operations are the foundation to ensure sustainable operations, as well as resource availability for the development of structural changes that need to be made.

By combining the management control with innovation, axis 3 comprises strategic goals related to "do more with less", which results on the reduction in the consumption of economic, social and environmental resources.

## Strategic goals

1. Boosting and enhancing innovation and R&D

2. Increasing energy efficiency and promoting responsible consumption

3. Resilient, safe and sustainable infrastructure and equipment

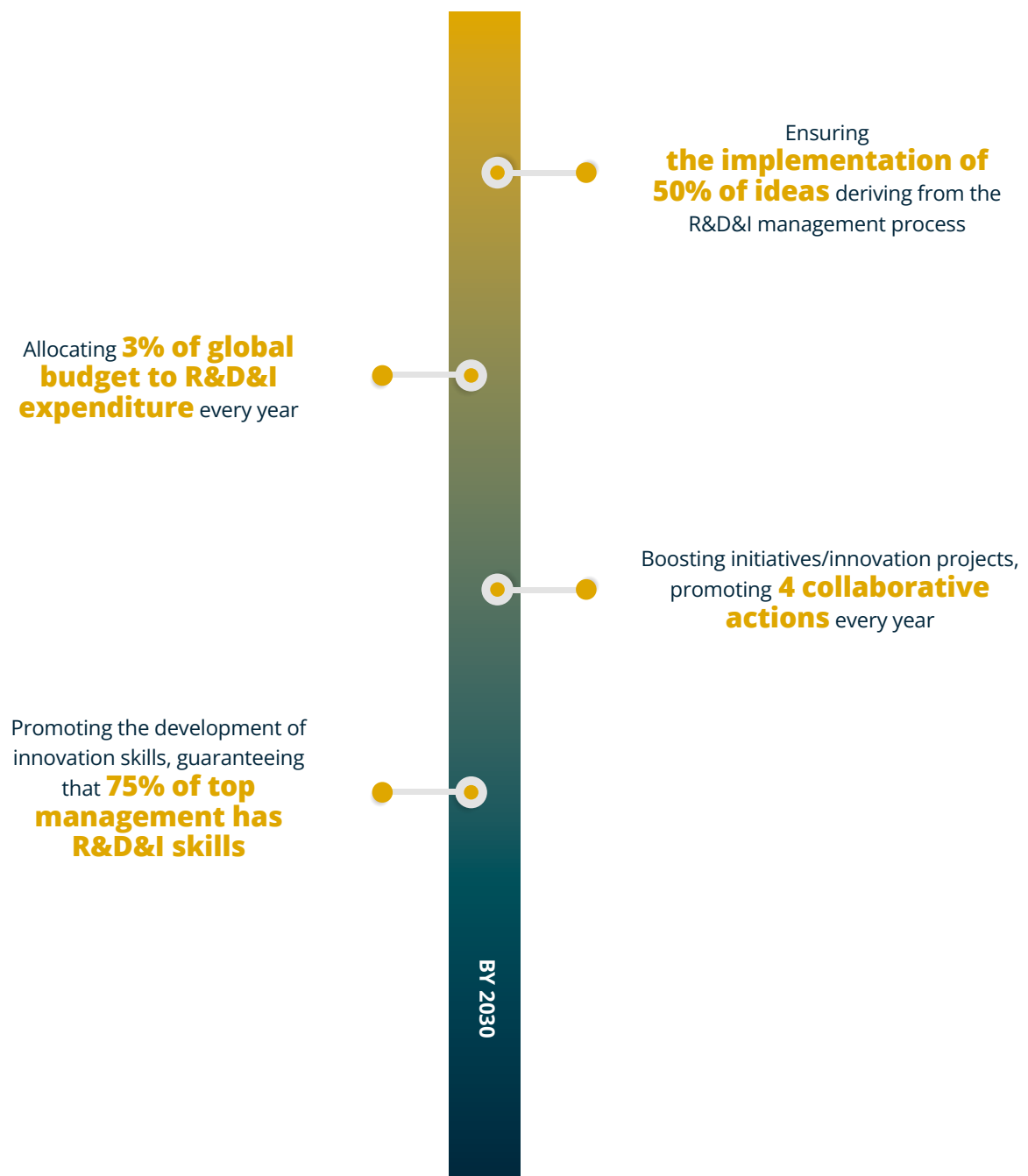
4. Higher productivity levels

## 1. BOOSTING AND ENHANCING INNOVATION AND R&D

Innovation is one of the main ways of reducing the consumption of environmental and economic resources, creating more efficient solutions in terms of services, marketing, organisation and processes.

As an entity certified by NP 4457, TUB undertakes to invest in these fields, ensuring that the creativity, ideas and contributions of employees and knowledge interfaces are maximised.

### Indicators and targets





## Actions

1. Budgeting research, development and innovation activities and initiatives/projects
2. Training employees in terms of R&D&I activities and add R&D skills to functional requirements
3. Boosting collaborative R&D&I by creating partnerships and joining sustainability networks
4. Optimising R&D&I activities, particularly the management of strategic intelligence and knowledge, management of ideas and innovation initiatives, making them more agile and effective as a business development support

## TUB's contributions

### SDG



### Other axes



### GRI

GRI 2: General Disclosures 2021	2-29 Approach to stakeholder engagement
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported 203-2 Significant indirect economic impacts
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs

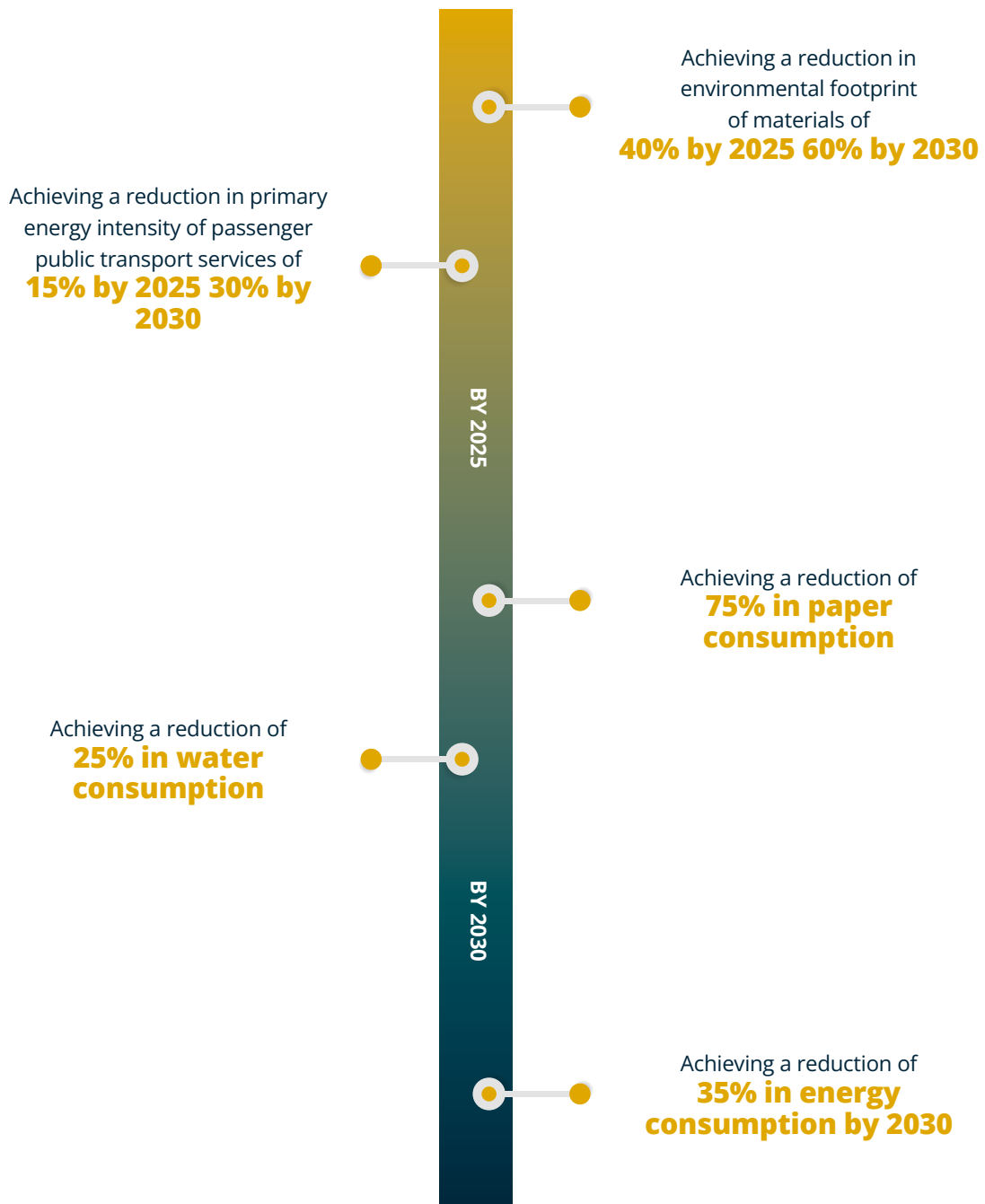


## 2. INCREASING ENERGY EFFICIENCY AND PROMOTING RESPONSIBLE CONSUMPTION

While facing unlimited needs and limited resources, it is important that decision-making is geared towards conscious consumption, reducing the use of natural and energy resources.

By being aligned with this standard, TUB undertakes to reduce all the resources from natural sources to the bare minimum.

### Indicators and targets



### Actions

1. Promoting endomarketing campaigns to raise awareness among employees to the adoption of sustainable resource consumption practices
2. Developing the "Energy Efficiency Project" which is based on adjusting work routines to schedules with lower energy costs
3. Prioritising the acquisition of high performance equipment certified with the Procel Seal (Electric Energy Conservation Programme) of Inmetro
4. Implementing measures that favour the principles of ecoefficiency and circular economy

### TUB's contributions

#### SDG



#### Other axes



#### GRI

GRI 301: Materials 2016	301-1 Materials used by weight or volume 301-2 Recycled input materials used
GRI 302: Energy 2016	302-1 Energy consumption within the organization 302-3 Energy intensity
GRI 303: Water and Effluents 2018	303-5 Water consumption
GRI 417: Marketing and Labelling 2016	417-1 Requirements for product and service information and labelling



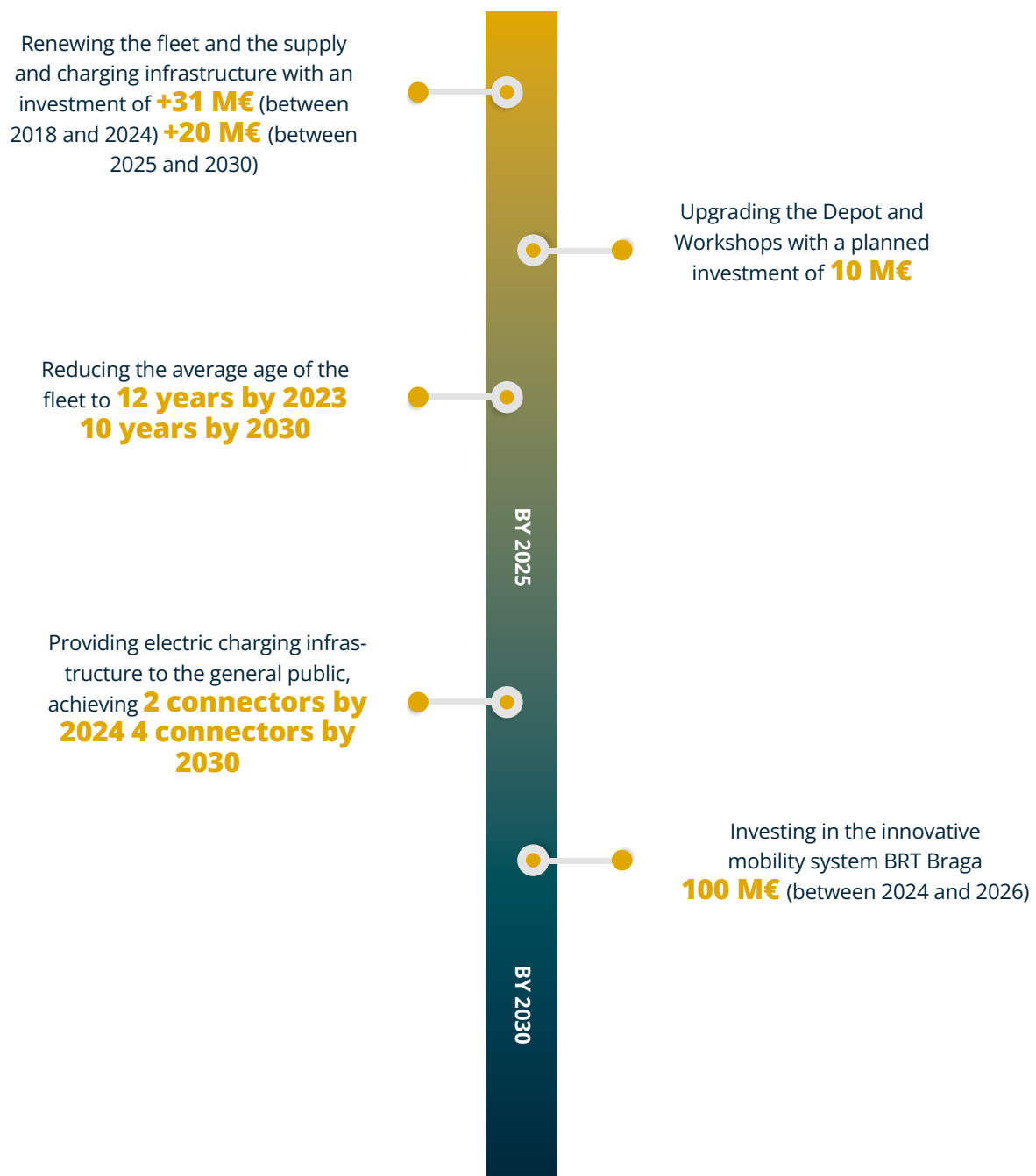


### 3. RESILIENT, SAFE AND SUSTAINABLE INFRASTRUCTURE AND EQUIPMENT

According to the latest UN's figures, from 2010 to 2019, there was a reduction of 5.15 million tonnes of carbon dioxide from the use of fossil fuels, with a total emission of 42.4 million tonnes.

It is TUB's intention to adapt its infrastructure and upgrade its equipment to make them more sustainable, resilient and safe.

#### Indicators and targets

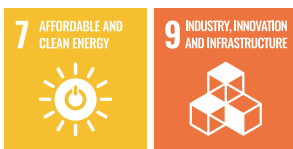


### Actions

1. Providing the community with equipment for charging electric cars
2. Upgrading the Depot and Workshops by making the infrastructure more sustainable and more efficient in terms of resource use, a greater adoption of cleaner and environmentally-friendly technologies
3. Giving further impetus to Braga's urban mobility with the implementation of the BRT system
4. Acquiring charging and refuelling infrastructure with greater technology and more sustainable
5. Prioritising materials, equipment, products and services with high environmental performance that foster the preservation of the environment and biodiversity

### TUB's contributions

#### SDG



#### Other axes



#### GRI

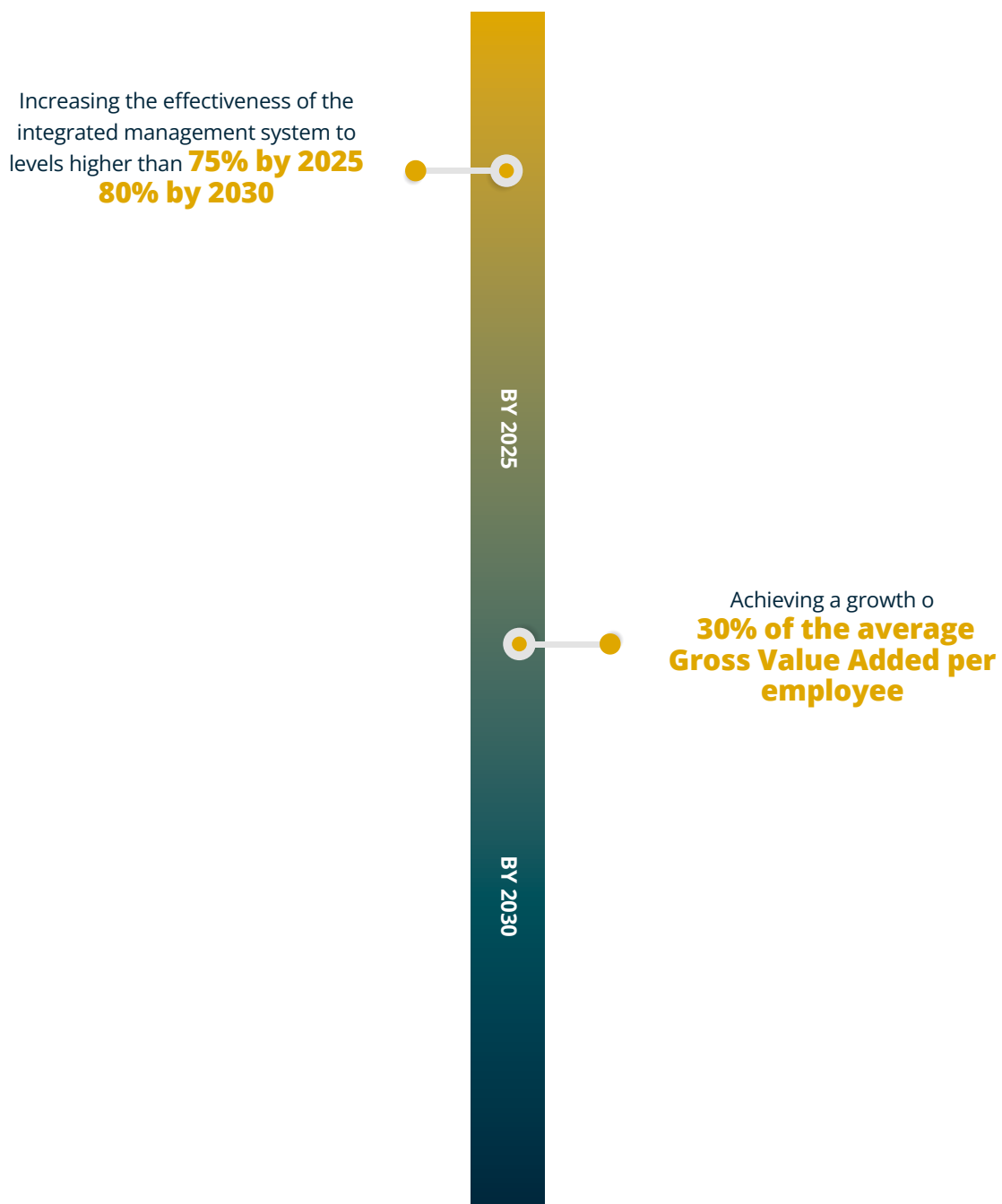
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported 203-2 Significant indirect economic impacts
GRI 301: Materials 2016	301-1 Materials used by weight or volume
GRI 302: Energy 2016	302-2 Energy consumption outside of the organization
GRI 304: Biodiversity 2016	304-2 Significant impacts of activities, products and services on biodiversity



## 4. HIGHER PRODUCTIVITY LEVELS

Productivity is essential to ensure the organisation's sustainability, committed to the added value created and delivered to the user, supported by efficient human resources, focused on the continuous improvement of work processes, with targets related to this strategic goal.

### Indicators and targets



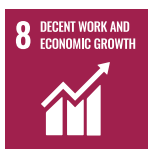


## Actions

1. Dematerialising processes, whether through their optimisation, or the adoption of more digital processes
2. Developing a high performance training plan which includes new working methods and tools that maximise the level of productivity
3. Improving internal communication
4. Automating the GIS procedures optimising the system and guaranteeing a more efficient strategic planning

## TUB's contributions

### SDG



### Other axes



### GRI

GRI 2: General Disclosures 2021	2-25 Processes to remediate negative impacts
GRI 102: General Disclosures 2016	102-15 Key impacts, risks and opportunities
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee 404-2 Programs for upgrading employee skills and transition assistance programs
GRI 417: Marketing and Labelling 2016	417-1 Requirements for product and service information and labelling



A group of business professionals in a meeting, with a large white icon of three people overlaid on the image. The background is a blue-tinted photograph of a diverse group of people working together around a table with laptops and tablets. A large, white, stylized icon of three people is centered over the image.

**AXIS 4.**  
**People, Quality of Life  
and Planet**

Both on economy and society, people are seen as the main asset and a source of value creation.

This strategic axis will enable a consistent approach to developing talent, fighting inequality and discrimination, increasing gender equality, with more sustainable and environmentally-friendly behaviours.

The strategic axis People, Quality of Life, Planet consists of four strategic goals related to the development of human resources and with the change in behaviour patterns in the society surrounding TUB.

## Strategic goals

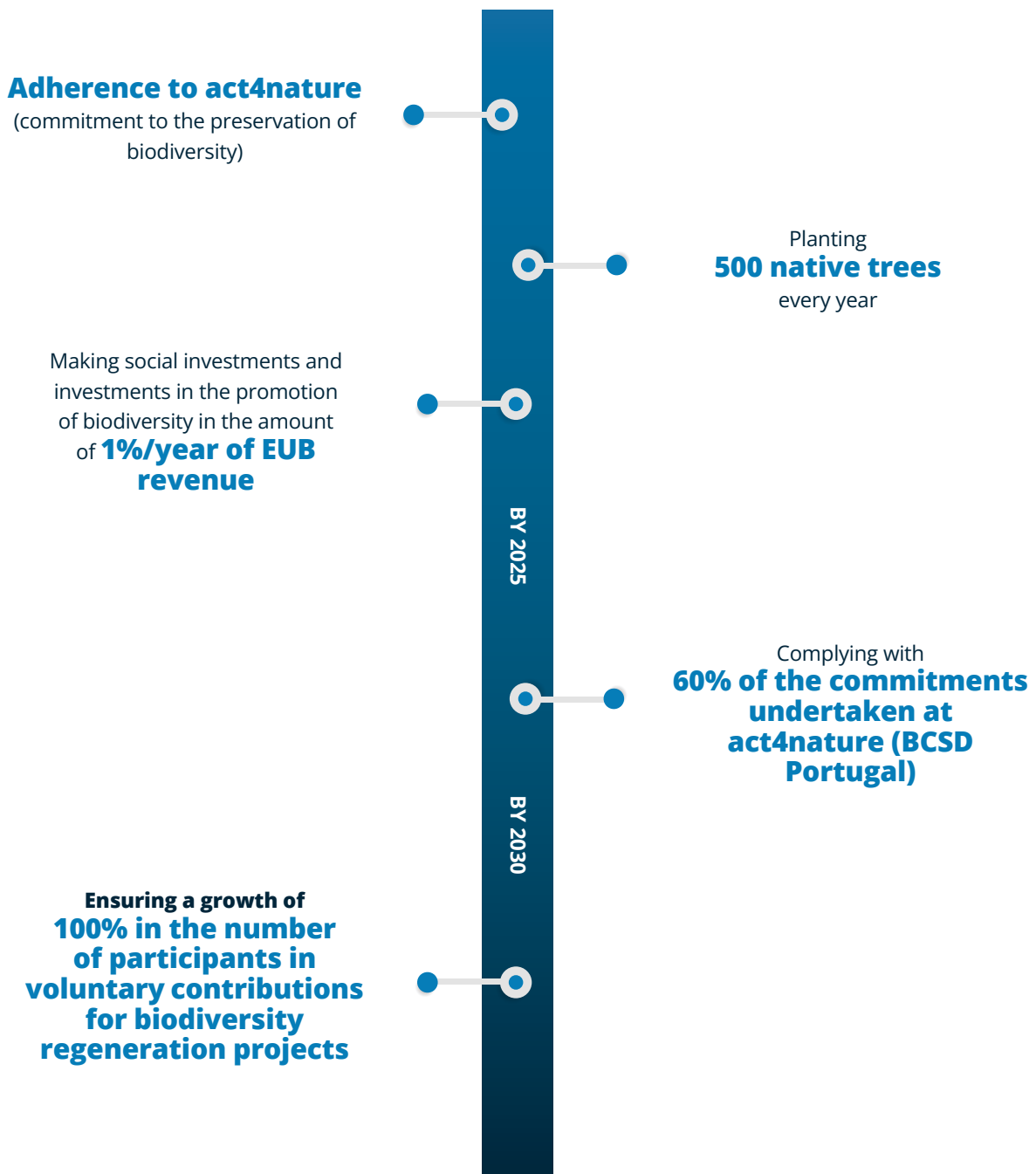
1. Sustainable and inclusive development of communities and preservation of biodiversity
2. Mobilising behaviours committed to sustainability and the planet
3. Promoting the balance and well-being of our employees
4. People development and training, valuing their talent and creativity



# 1. SUSTAINABLE AND INCLUSIVE DEVELOPMENT OF COMMUNITIES AND PRESERVATION OF BIODIVERSITY

Being part of society and having an impact on it we seek to make positive changes in the social and environmental fields. This way, it is important to return to the population and nature part of the generated income, making a positive contribution to the sustainable development.

## Indicators and targets



### Actions

1. Developing the TUBaFlorestar project as a factor of encouragement of biodiversity and the populations' quality of life
2. Participating in the Act4Nature Programme of the Business Council for Sustainable Development (BCSD) Portugal
3. Establishing an investment plan and partnerships in the social and biodiversity spheres
4. Increasing the involvement in the activities of monitoring, recovering and rehabilitating of the adopted line of Este River and creating a catalogue of its species

### TUB's contributions

SDG

Other axes



GRI

GRI 2: General Disclosures 2021	2-24 Embedding policy commitments 2-25 Processes to repair negative impacts
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported
GRI 304: Biodiversity 2016	304-2 Significant impacts of activities, products and services on biodiversity 304-3 Habitats protected or restored
GRI 413: Local communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs

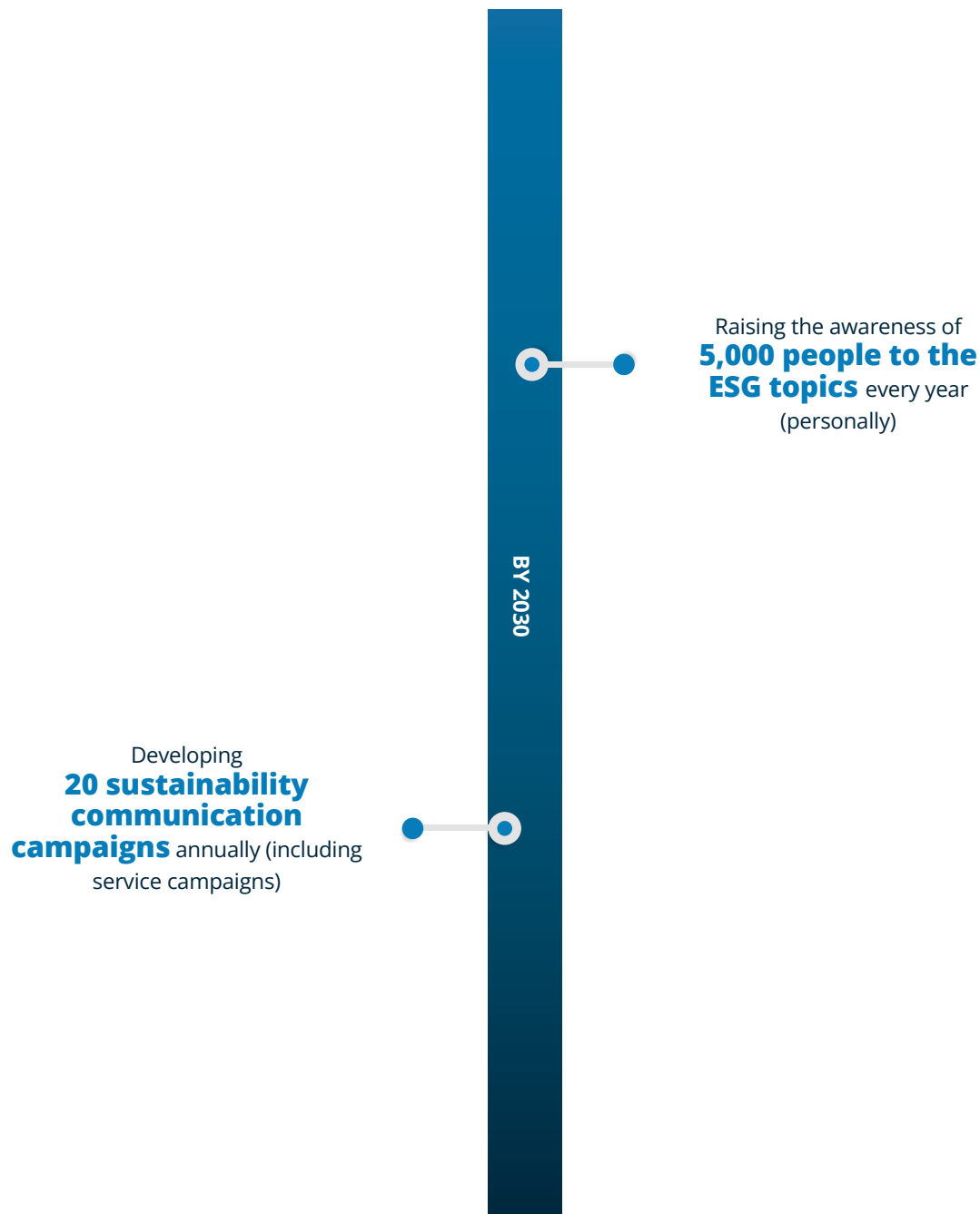


## 2. MOBILISE BEHAVIOURS COMMITTED TO SUSTAINABILITY AND THE PLANET

In line with the main national and international policies, TUB intends to position itself in the region as a relevant organisation for the promotion of sustainable mobility, by associating the corporate image and the use of its services with positive impact on the environment and the quality of life of the communities.

Being aware that the consumers are getting greener and value to the sustainable characteristics associated with the products and services they acquire, the aim is to promote sustainable efforts by creating awareness campaigns on sustainability and the ESG dimensions.

### Indicators and targets





**Actions**

1. Intensifying the relations with higher education and technical and vocational institutions seeking to develops solutions geared towards the transportation sector
2. Promoting campaigns to increase followers on social media to ensure the later impact of communication actions
3. Establishing a communication strategy to raise awareness to the ESG topics, as well as good sustainability practices
4. Developing communication campaigns to foster more sustainable mobility patterns, particularly the promotion of public transportation

**TUB's contributions**

SDG

Other axes



GRI

GRI 2: General Disclosures 2021	2-25 Processes to remediate negative impacts 2-29 Approach to stakeholder engagement
GRI 413: Local communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs
GRI 417: Marketing and Labelling 2016	417-1 Requirements for product and service information and labelling



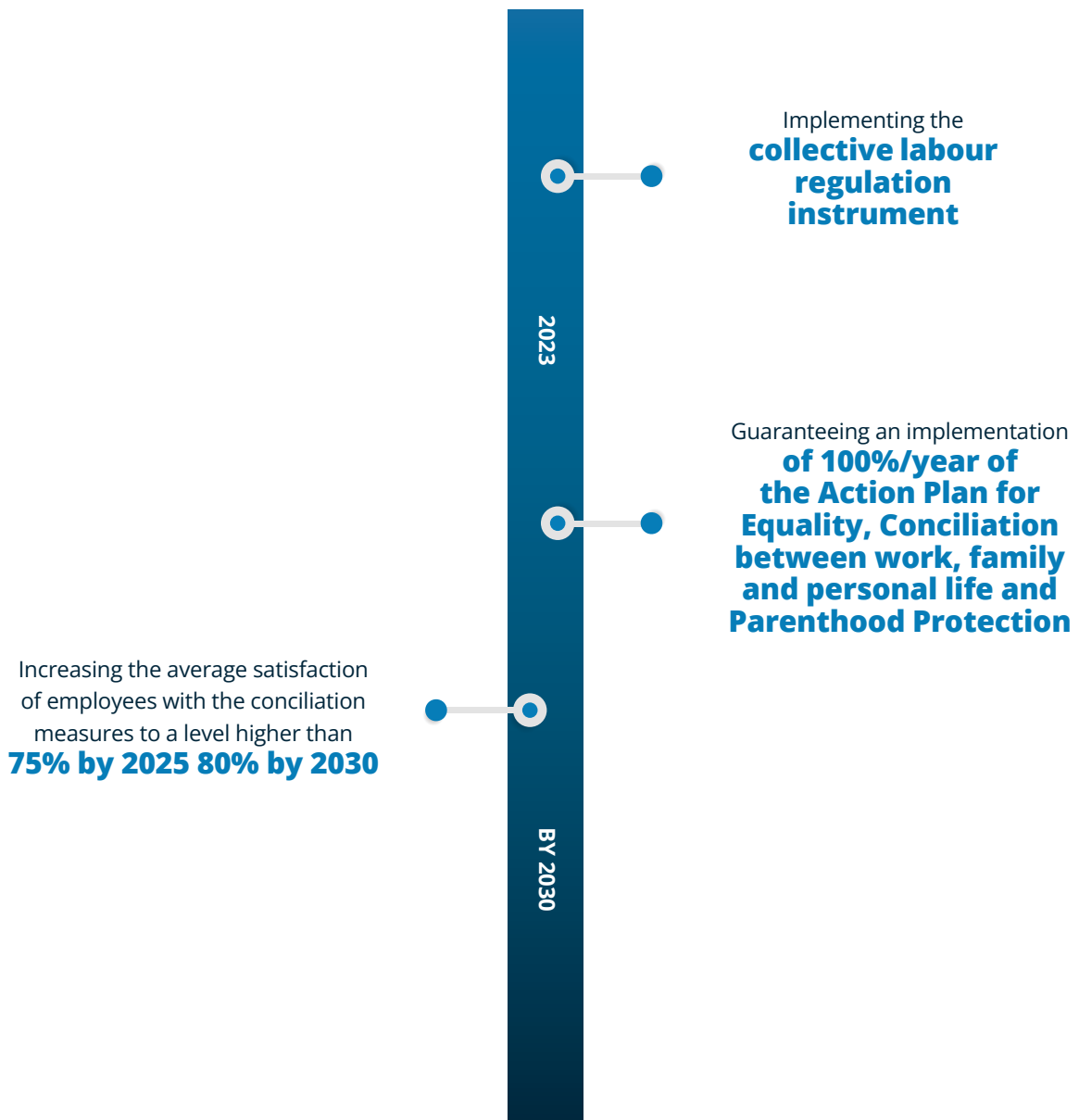
### 3. PROMOTING THE BALANCE AND WELL-BEING OF OUR EMPLOYEES

TUB is truly committed to ensuring a healthy life and promoting the well-being and balance of its employees, which is an essential condition for a thriving community.

It is essential to ensure a good balance between the personal and work life, as well as taking care of their well-being, so that our employees feel motivated, engaged and committed to the organisation.

In this context, TUB intends to proceed with the measures adopted within the Conciliation between Work, Family and Personal Life Management System, increasing the social investment made and the following impact on society.

#### Indicators and targets



### Actions

1. Enhancing protocols, benefits and well-being programmes aimed at employees
2. Developing the conciliation between work, family and personal life management system so that it meet the real needs of our employees
3. Implementing the Company Agreement (Collective labour regulation instrument)
4. Promoting the use of conciliation measures, namely parenthood protection

### TUB's contributions

SDG



Other axes



GRI

GRI 2: General Disclosures 2021	2-30 Collective bargaining agreements
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees 401-3 Parental leave 403-2 Hazard identification, risk assessment, and incident investigation
GRI 403: Occupational Health and Safety 2018	403-3 Occupational health services 403-6 Promotion of worker health



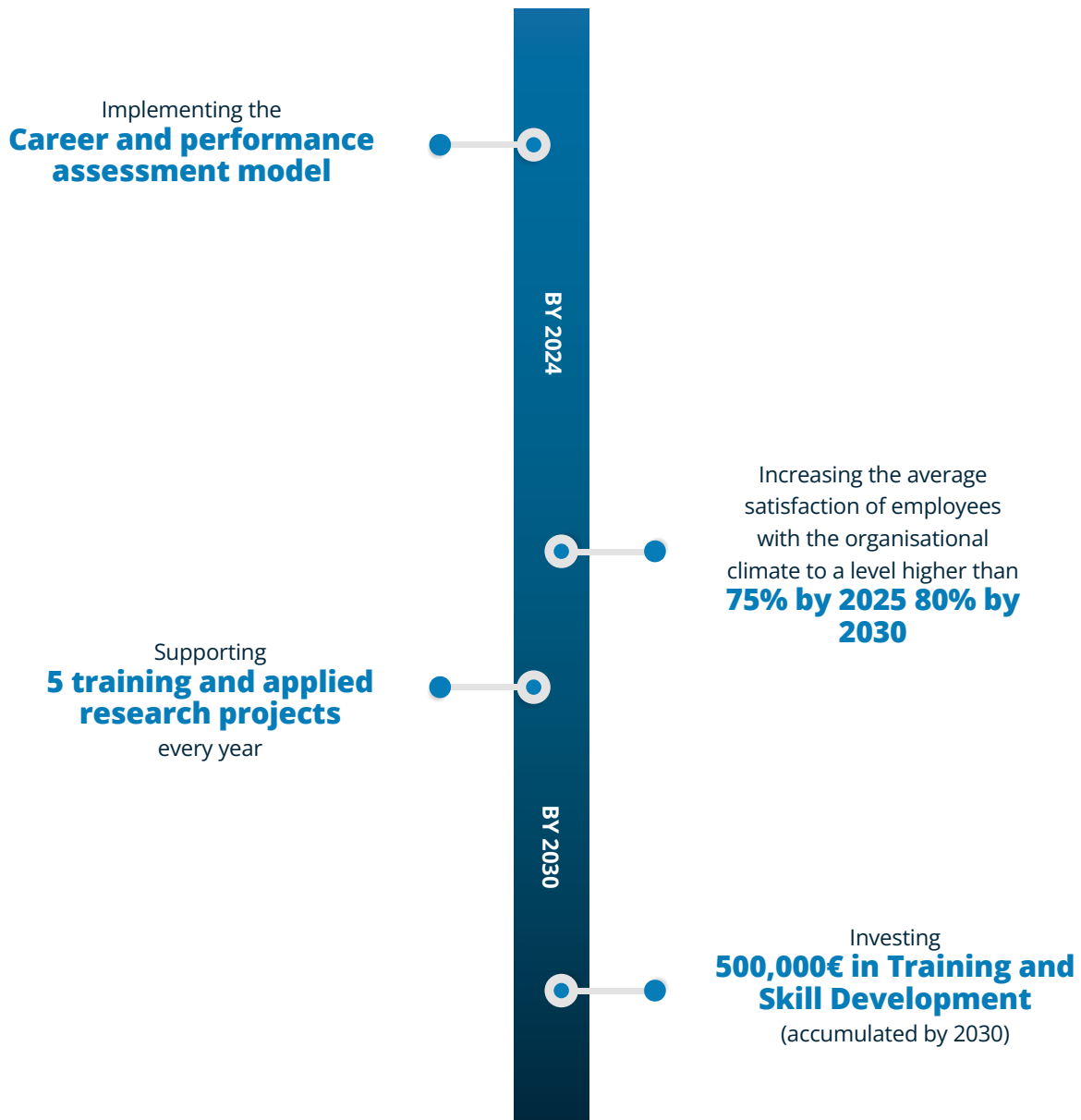
## 4. PEOPLE DEVELOPMENT AND TRAINING, VALUING THEIR TALENT AND CREATIVITY

Talent is one the main assets of organisations to which it is necessary to ensure learning opportunities throughout life, increasing qualifications and skills.

TUB acts as driver of economic and social development, creating stable and quality employment conditions.

TUB undertakes to support all employees by investing in training and skill development and fostering applied research projects.

### Indicators and targets





**Action**

1. Mobilising resources to employees' skill training
2. Promoting and participating social volunteering actions
3. Raising awareness among employees and training them and the general community to preserve and regenerate biodiversity
4. Defining a career and performance assessment model

**TUB's contributions**

SDG



Other axes



GRI

<p>GRI 404: Training and Education 2016</p>	<p>404-1 Average hours of training per year per employee 404-2 Programs for upgrading employee skills and transition assistance programs</p>
<p>GRI 412: Human Rights Assessment</p>	<p>412-3 Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening</p>



# Business model for sustainability



# 06





In compliance with the updated mission, vision, values and strategy, we acknowledge the environment, people and economic efficiency in using resources as our main concerns. A Sustainability Canvas model has been developed in this regard.

By acknowledging the need to contribute to the SDGs and mitigate the organisation's impact on climate change and the environment, the new TUB's Mission, based on established axes, requires a new logic for the creation, delivery and capture of value.

In order to build strategies adapted to the newly established goals, a supporting tool was used for the complexity of the business plan, according to the ESG Strategy and sustainability: Sustainability Canvas.

Extending the economic focus to the incorporation of environmental and social value implies the development of new business models as an attempt to transform the business models in place into more innovative models focused on sustainability and ESG topics.

The environmental and social responsibility is therefore understood by TUB as factor of economic value creation, where in addition to the impact on the environment and society, TUB believes it can simultaneously generate economic benefits, considering the sustainable development as an incorporation of economic policies, environmental protection and social equality.

This model is composed of three different layers showing TUB's way of working at economic, environmental and social levels. With this tool it is possible to ensure the horizontal coherence between the various aspects associated with the economic, environmental and social dimensions of the business model, as well as the vertical coherence between the various elements that form the three layers.

- The Social Canvas show the way through which TUB generates social value and contributes to the community, a result from the stakeholders' analysis, which influence or are influenced by TUB. It represents the voluntary incorporation of social concerns by TUB into its operation and interaction with the stakeholders.
- The Environmental Canvas portrays the product/service Circle of Life referring, therefore, to the assessment of the environmental impact that TUB's public transport service, which is the activity with the major environmental impact, will undergo throughout all its life stages.
- The Economic Canvas shows a materialisation of the business model through which we will increase the operations' feasibility and efficiency, resulting in a more sustainable value proposal. In compliance with the strategic axes of Commitment and Corporate Governance and Efficiency and Innovation, it will guarantee a triple-bottom-line approach in the entire operation

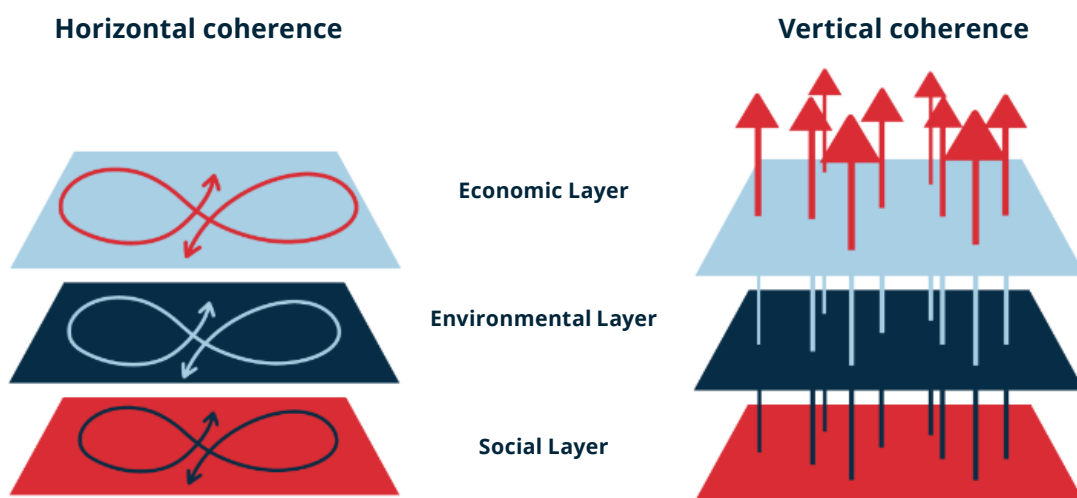


Figure 12. Triple Bottom Line Canvas

## 6.1. Economic Canvas

Table 2. Economic Canvas

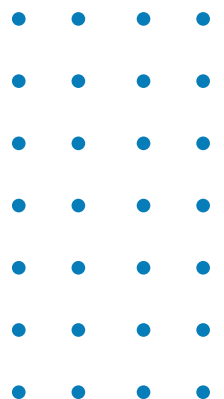
Key partners	Key activities	Value proposal	Relationship with the customer	Customer segmentation
City Councils Unions; CRPT Employees Education and R&D institutions Experts in mobility and corporate association (BCSD, COTEC, Gasnam, AIMinho, AEB) Security Forces and Sectoral Authorities Communication and technology companies Public passenger transport operators Municipal sphere Critical suppliers Social Partners for well-being and conciliation	Management of integrated sustainable mobility solutions Communication and Marketing Sustainable, transparent and participatory governance Fleet decarbonisation and carbon neutrality Acquisition of resilient, safe and sustainable infrastructure Promoting energy efficiency and responsible consumption Quality, research, development and innovation Fostering well-being and the conciliation between work, family and personal life	<b>Responsible mobility</b> Offering smart, inclusive and sustainable mobility solutions, surprising, creating and surpassing customer's expectations, by providing a quality and excellent service <b>Commitment and Corporate Governance</b> Acting responsibly and transparently while defining policies, making decisions and activities, increasing the ethical standards, based on partnerships, trust and sustainability, with the least impact possible on the environment <b>Efficiency and Innovation</b> Fostering the innovation and efficiency of the processes, guiding them towards the The creation of value and responsible consumption <b>People, Quality of Life and Planet</b> Promoting the quality of life of citizens, the universal access and equity, the respect for the planet, encouraging personal and social development and the balance between work, family and personal life.	Physical and digital integration dynamics Personalised customer support Continuous assessment of customer's satisfaction Variety of communication channels Emphasis on customer experience	<b>Customers B2C</b> Young people Students Employees Active population Vulnerable population Elderly Tourists Groups <b>Customers B2B</b> Companies Associations Public entities Non-profit organisations
	<b>Key resources</b>		<b>Channels</b>	
	Fleet of passenger buses Technology for mobility and sustainability Equipment and infrastructure (supply, control, etc) Human and financial resources Parking meters		TUB and EUB Website TUB Newspaper EUB Store TUB mobile app Sale points, ATM, payshop network Blog and social media Customer support (face to face, online, telephone) Via Verde network, parking and iParque	
<b>Structure Costs</b>			<b>Sources of Income</b>	
Supply and external services Maintenance of vehicles and infrastructure Fleet decarbonisation Social investment Energy and environment	Human Resources Professional and personal development Research, development and innovation Digital development Communication e Marketing		Regular transport Flexible transport Audits and consulting Occasional rentals and specialised regulars Urban parking	



## 6.2. Environmental Canvas

Table 3. Environmental Canvas

Supplies and outsourcing	Production	Functional value	End of life	Use phase
Energy resources	Adjusting offer to demand	Sustainable mobility solutions	Consistent sorting and collection of waste to be recycled	Passengers transported in green fleet
Water	Optimising the transport network	Affordable and inclusive mobility	Waste forwarding and treatment by certified operators and carriers	Reduction of environmental footprint
Material and maintenance services and supplies	Rationalisation and efficiency of energy consumption	Km travelled with green fleet	Reduction of waste produced	Increase of public transport demand
Public transport infrastructure	Fleet decarbonisation	Efficient mobility: reduction in energy consumption and costs	Treatment of oils by ECOLUB	
Where applicable, supplier selection, based on sustainability criteria.	Preventive and curative maintenance		Reusing materials from outdated buses	
Sustainability criteria applied to the selection of suppliers				
	<b>Materials</b>		<b>Distribution</b>	
	Clean and environmentally friendly fleet		Clean and environmentally friendly fleet	
	Efficient charging infrastructure		Efficient charging infrastructure	
	Cleaning products free from substances dangerous for the environment		Cleaning products free from substances dangerous for the environment	
	Supplies with a lower environmental impact		Supplies with a lower environmental impact	
Environmental impact		Environmental benefits		
Regular transport		Reduction of greenhouse gases		
Flexible transport		Decreasing noise pollution		
Audits and consulting		Air quality		
Occasional rentals and specialised regulars		Environmental sustainability		
Urban parking		Cleaner, healthier and more sustainable city		
		Rational use of the soil		



### 6.3. Social Canvas

Table 4. Social Canvas

Local community	Governance	Social value	Social culture	Final User
<p>Raising awareness in the community to Sustainable Mobility</p> <p>Active role in the city's development</p> <p>Preference for local suppliers and partners</p> <p>Participating and supporting social activities</p> <p>Monitoring and satisfaction of the stakeholders</p>	<p>Prioritise legal and normative compliance</p> <p>Corporate and participatory governance</p> <p>Quality management system and Conciliation between work, family and personal life management system</p> <p>Research, Development and Innovation (R&amp;D&amp;I) Management System which integrates Knowledge Management, Idea Management and Project Management</p> <p>Risks of corruption management, control and prevention system</p> <p>Social responsibility and commitment based on sustainable policies and practices</p> <p>Respect for the fundamental rights, integrity, independence, transparency and belonging</p>	<p>Promoting sustainable mobility solutions, oriented by a strong commitment to society and biodiversity preservation, contributing to the improvement of the population's quality of life and the planet's health</p>	<p>Ethics and transparency</p> <p>Sustainability and Inclusiveness</p> <p>People, Planet and Biodiversity</p> <p>Innovation and Creativity Creation of value</p> <p>Quality and conciliation</p> <p>Trust, accuracy and responsibility</p> <p>Integrity and belonging</p> <p>Equality, Equity and Social Justice</p>	<p>Public Transport Customers</p> <p>Users of surface parking ZEDL</p> <p>Employees</p> <p>General population and particularly of the municipality of Braga</p>
	<b>Employees</b>		<b>Reach scale</b>	
	<p>Governance model based on equality, talent attraction and valorisation</p> <p>Promotion of employees' well-being, safety and conciliation</p> <p>Personal and professional development</p> <p>Services and benefits</p> <p>Assessment of the organisational climate and employees' needs and expectations</p>		<p>Diversity and great amount of communication channels</p> <p>Long-term and transparent relationships with the stakeholders</p> <p>Sustainable and inclusive mobility organisation in the Municipality of Braga</p> <p>Monopoly of the regular transport in the Municipality of Braga</p> <p>A reference company in the sector</p>	
<b>Social Impact</b>		<b>Social Benefits</b>		
<p>High investment in infrastructure (buses, lanes)</p> <p>Change the mobility habits and patterns</p>		<p>Humanising the lanes and safety</p> <p>Health and quality of life</p> <p>Economic and social development</p> <p>Greater enjoyment of public spaces</p> <p>Valorisation of transport time</p>	<p>High investment in infrastructure (buses, lanes)</p> <p>Change the mobility habits and patterns</p>	



MOBILIDADE SUSTENTÁVEL

mob



# Scoreboard



# 07





The SSP 2030 is the starting point for our annual sustainability reporting, enabling us to identify and manage our own sustainability-related risks and opportunities.

TUB's SSP 2030 is an essential instrument to guarantee that the organisation is still creating and adding value, trying to respond to the needs of greener, demanding, socially and environmentally sensitive and informed users, ensuring TUB continue to be positioned as a reference entity in the various spheres of activity in the field of mobility.

The definition of the development strategies and prioritising the interventions committed to the Sustainable Development Goals of the United Nations 2030 Agenda are followed by the systematisation of the commitments undertaken, materialised in the established goals, indicators and targets that ensure the path and guide the company towards sustainability. The aim is to bring the organisation into line with the Taxonomy and its Delegated Acts (environmental goals for climate mitigation and adaptation), the directives on sustainability reporting (Corporate Sustainability Reporting Directive) and the organisation's endeavour in terms of sustainability (Corporate Sustainability Due Diligence).



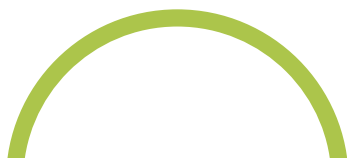
## Axis 1. Responsible Mobility

Table 5. Goals, indicators, targets and actions of Axis 1. Responsible Mobility

Strategic goals	Indicator	Target	Actions
Sustainable and inclusive mobility	Passengers transported in the regular network/year	≥20 000 000 em 2030	<ol style="list-style-type: none"> <li>1. Fostering intermodal systems and the integration of modes of transport</li> <li>2. Increasing the average frequency of the lines with a higher demand</li> <li>3. Diversifying the offer of mobility services in conjunction with the regular public transport</li> <li>4. Providing affordability of public transport</li> <li>5. Network expansion with new lines</li> <li>6. More digital and inclusive information systems</li> <li>7. Implementing a high quality and capacity transport system that is an innovative solution, technologically evolved and sustainable (Bus Rapid Transit)</li> </ol>
	Passenger transported in flexible transport	>45,000 by 2025	
	TUB's demand or regular network/year	2TP/Km by 2025	
	Passengers transported/km in green/clean vehicles (EV and NGV) in the regular network	2.5TP/Km	
	Km travelled with clean fleet in the regular network (comparing to the total of km travelled)	>57% by 2025	
		>90% by 2030	
	Vehicles. km travelled in the regular network	2%/year	
	Km travelled with the decarbonised fleet of the BRT system (yellow and red lines)	650,000 Km/year	
	Passenger transported in the BRT system (yellow and red lines)	>3.8 million (3rd year of operation)	
Fleet decarbonisation and carbon neutrality	Clean vehicles used daily (EV and NGV) in the regular network	>60% by 2025	<ol style="list-style-type: none"> <li>1. Prioritising clean vehicles in the regular network commercial operation</li> <li>2. Accelerating the fleet renewal with cleaner, safer and comfortable vehicles in the regular network</li> <li>3. Making efforts to obtain decarbonisation allowances</li> <li>4. Adopting a pricing policy which converges with mobility strategy and the city's transport</li> <li>5. Operating vehicles 100% powered by green energy from renewable energy sources in the BRT system</li> </ol>
		>90% by 2030	
	Zero-emission vehicles used daily in the regular network	> 40% by 2025	
		> 70% by 2030	
		Net zero by 2050	
Vehicle 100% powered by green and renewable energy (yellow and red lines)	100% by 2025		



Strategic goals	Indicator	Target	Actions
Smart mobility / digital transition	Vehicles with on board Wi-Fi	>50% by 2023	<ol style="list-style-type: none"> <li>1. Developing virtual fare tickets making its use and charging more convenient and affordable to passengers</li> <li>2. Providing on-board internet for the entire fleet</li> <li>3. Changing the ticketing support technology to make it more agile and intermodal</li> <li>4. Providing educational virtual games and gamification in the context of sustainable mobility</li> <li>5. Replacing the information boards at bus stops by ePaper</li> <li>6. Developing mobile app for transport on demand (FlexiTUB)</li> </ol>
		100% by 2030	
	Virtual games and mobility gamification	2025	
	Digital tickets and open ticketing (outside the bus)	2026	
	Replacing informative boards for ePaper	2026	
	FlexiTUB app	2025	
	Intermodality app	2025	
	EMV LOOP Payment (bank card/contactless)	2023 (proof of concept)	
Quality and safe mobility	Vehicle accident rate by distance travelled	<5%/year	<ol style="list-style-type: none"> <li>1. Adopting more reliable operation control means and processes</li> <li>2. Improving the offer and quality of public transport shelters, as far as comfort, information and safety are concerned</li> <li>3. Promoting the implementation of measures that prioritise Public Transport</li> <li>4. Strengthening the physical and human resources to better respond and provide support to customers</li> </ol>
	Reliability rate of the operation fleet (compared to 2021)	>95% by 2030	
	Customer level of satisfaction (global)	>80% by 2030	
	Average response time to complaints	<2 business days by 2030	



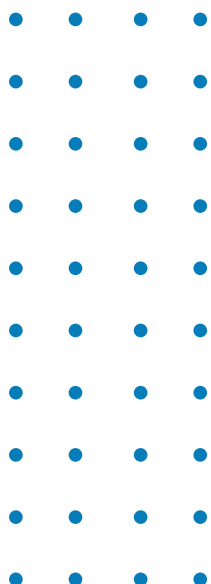
## Axis 2. Commitment and Corporate Governance

Table 6. Goals, indicators, targets and actions of Axis 2. Commitment and Corporate

Strategic goals	Indicator	Target	Actions
Transparent, ethical and participatory governance based on sustainable policies and practices	Degree of implementation of TUB's actions for the Municipal Cooperation Plan for SDG 11	100%/year by 2025	<ol style="list-style-type: none"> <li>1. Consistently keeping track and readjusting the corporate sustainability monitoring and control instruments (PPR, CP, SSP, PMEB, etc.)</li> <li>2. Implementing the Anti-corruption Management System NP ISO 37001</li> <li>3. Publishing the materialised sustainability report based on the ESG principles every year</li> <li>4. Disclosing the materialised sustainability policy on SSP 2030</li> </ol>
	Degree of implementation of Braga's Corporate Mobility Pact	100% by 2023	
	Degree of implementation of the 2030 Strategic and Sustainable Plan	100% by 2030	
	Degree of implementation of the Plan for the Prevention of Risks of Corruption and Related Offences	100%/year	
	Degree of compliance with the Charter of Principles of the BCSD Portugal	100% by 2030	
	Certification of the Anti-corruption Management System (ISO 37001)	2024	
	Meeting the stakeholders (significant) needs and expectations	> 85% by 2030	
Leveraging prosperity according to the ESG Strategy	EBITDA	> 2M€/year	<ol style="list-style-type: none"> <li>1. Focusing on financial management control mechanisms</li> <li>2. Implementing management tools based on lean philosophy</li> <li>3. Monitoring and promoting applications for sector funding</li> <li>4. Formalising green financing in compliance with the Green Loan Principles published by the Loan Market Association</li> </ol>
	CMVMC (compared to 2021)	<15% by 2025	
		<30% by 2030	
Average turnover evolution	>4% by 2030		



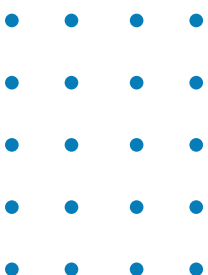
Strategic goals	Indicator	Target	Actions
Resilient, safe and sustainable infrastructure and equipment	Environmental footprint	≤0,6 KgCO <sub>2</sub> /PT até 2025	<ol style="list-style-type: none"> <li>1. Developing a mechanism for monitoring CO<sub>2</sub> emissions</li> <li>2. Increasing the participation in BCSD Portugal's work groups</li> <li>3. Calculating the carbon footprint of CO<sub>2</sub> emissions (scope 1 e 2)</li> <li>4. Including Biodiversity in the organisation's priorities to compensate for the impact of our activity (negative externalities)</li> </ol>
		≤0,3 KgCO <sub>2</sub> /PT até 2030	
	Reducing the equivalent CO <sub>2</sub> emissions	> 60% in the regular network by 2030 (compared to 2018)	
		> 930 t/year BRT- Yellow and red lines	
Adopting a sustainable and transparent procurement policy	Calls for tenders with ESG criteria	75% by 2025	<ol style="list-style-type: none"> <li>1. Extending the ESG criteria to the entire value chain</li> <li>2. Implementing the Sustainable Procurement process, aligned with the UE's guidelines and in compliance with the rules of the Public Procurement Code.</li> <li>3. Reassessing the suppliers' organisational performance in terms of ESG concerns</li> <li>4. Giving preference to the acquisition of certified products which ensure environmental, social and economic benefits, prioritising local suppliers</li> </ol>
		100% by 2030	
	Average deadline for payment to suppliers	≥75% em 2025	
	Sustainable procurement process	>80% by 2030	



### Axis 3. Efficiency and Innovation

Table 7. Goals, indicators, targets and actions of Axis 3. Efficiency and Innovation

Strategic goals	Indicator	Target	Actions
Boosting and enhancing innovation and R&D	Adherence to act4nature (commitment to biodiversity)	3%/year from the budget	<ol style="list-style-type: none"> <li>Budgeting research, development and innovation activities and initiatives/projects</li> <li>Training employees in terms of R&amp;D&amp;I activities and add R&amp;D skills to functional requirements</li> <li>Boosting collaborative R&amp;D&amp;I by creating partnerships and joining sustainability networks</li> <li>Optimising R&amp;D&amp;I activities, particularly the management of strategic intelligence and knowledge, management of ideas and innovation initiatives, making them more agile and effective as a business development support</li> </ol>
	Top management with R&D&I qualifications	>75% by 2030	
	Innovation initiatives/projects	>4 collaborative actions/year	
	% of implemented ideas	>50% by 2030	
Mobilising behaviours committed to sustainability and the planet	Energy consumption (compared to 2021)	<35% by 2030	<ol style="list-style-type: none"> <li>Promoting endomarketing campaigns to raise awareness among employees to the adoption of sustainable resource consumption practices</li> <li>Developing the "Energy Efficiency Project" which is based on adjusting work routines to schedules with lower energy costs</li> <li>Prioritising the acquisition of high performance equipment certified with the Procel Seal (Electric Energy Conservation Programme) of Inmetro</li> <li>Implementing measures that favour the principles of ecoefficiency and circular economy</li> </ol>
	Water consumption (compared to 2021)	<25% m3 by 2030	
	Paper consumption (compared to 2021)	<75% by 2030	
	Environmental footprint of materials (waste generated/ GAV) (compared to 2021)	<40% by 2025	
		<60% by 2030	
		<15% toe by 2025	
Primary energy intensity PPT (compared to 2017)	<30% toe by 2030		



Strategic goals	Indicator	Target	Actions
Resilient, safe and sustainable infrastructure and equipment	Public electric charging infrastructure	2 public connectors by 2024	<ol style="list-style-type: none"> <li>1. Providing the community with equipment for charging electric cars</li> <li>2. Upgrading the Depot and Workshops by making the infrastructure more sustainable and more efficient in terms of resource use, a greater adoption of cleaner and environmentally-friendly technologies</li> <li>3. Giving further impetus to Braga's urban mobility with the implementation of the BRT system</li> <li>4. Acquiring charging and refuelling infrastructure with greater technology and more sustainable</li> <li>5. Prioritising materials, equipment, products and services with high environmental performance that foster the preservation of the environment/biodiversity</li> </ol>
		4 public connectors by 2030	
	Average age of the fleet	<12 years by 2023	
		<10 years by 2030	
	Investment in the renovation of the fleet and charging and refuelling infrastructure (regular network)	+31 M€ between 2018 and 2024	
		+20 M€ between 2025 and 2030	
	Investment in the upgrading of the Depot and Workshops	10 M€ by 2026	
Investment in the implementation of the BRT system	100 M€ between 2024 and 2026		
Higher productivity levels	Average gross value added per employee (compares to 2021)	≥30% em 2030	<ol style="list-style-type: none"> <li>1. Dematerialising processes, whether through their optimisation, or the adoption of more digital processes</li> <li>2. Developing a high performance training plan which includes new working methods and tools that maximise the level of productivity</li> <li>3. Improving internal communication</li> <li>4. Automating the GIS procedures optimising the system and guaranteeing a more efficient strategic planning</li> </ol>
	Effectiveness of the Integrated Management System (SGQ, SGIDI, SGC and SGAC)	≥75% em 2025	
		>80% by 2030	



## Axis 4. People, Quality of Life and Planet

Table 8. Goals, indicators, targets and actions of Axis 4. People, Quality of Life and Planet

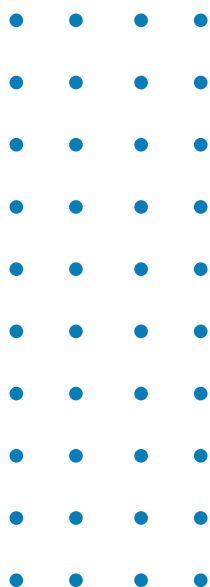
Strategic goals	Indicator	Target	Actions
Sustainable and inclusive development of communities and preservation of biodiversity	Adherence to act4nature (commitment to biodiversity)	2023	<ol style="list-style-type: none"> <li>1. Developing the TUBaFlorestar project as a factor of encouragement of biodiversity and the populations' quality of life</li> <li>2. Participating in the Act4Nature Programme of the Business Council for Sustainable Development (BCSD) Portugal</li> <li>3. Establishing an investment plan and partnerships in the social and biodiversity spheres</li> <li>4. Increasing the involvement in the activities of monitoring, recovering and rehabilitating of the adopted line of Este River and creating a catalogue of its species</li> </ol>
	Degree of compliance with the act4nature from BCSD Portugal	>60% by 2030	
	Participants in voluntary contributions to biodiversity regeneration projects (Baseline 10)	100% by 2030	
	Social investment and promotion of biodiversity	>1%/year of EUB revenue (from 2024)	
	Raising the awareness of the community to the ESG topics (personally)	500 native trees every year	
Mobilising behaviours committed to sustainability and the planet	Raising the awareness of the community to the ESG topics (personally)	>5,000 people/year	<ol style="list-style-type: none"> <li>1. Intensifying the relations with higher education and technical and vocational institutions seeking to develop solutions geared towards the transportation sector</li> <li>2. Promoting campaigns to attract followers on social media to ensure the subsequent impact of communication actions</li> <li>3. Establishing a communication strategy to raise awareness to the ESG topics, as well as good sustainability practices</li> <li>4. Developing communication campaigns to foster more sustainable mobility patterns, particularly the promotion of public transportation</li> </ol>
	Communication and sustainability campaigns (including service)	>20/year	



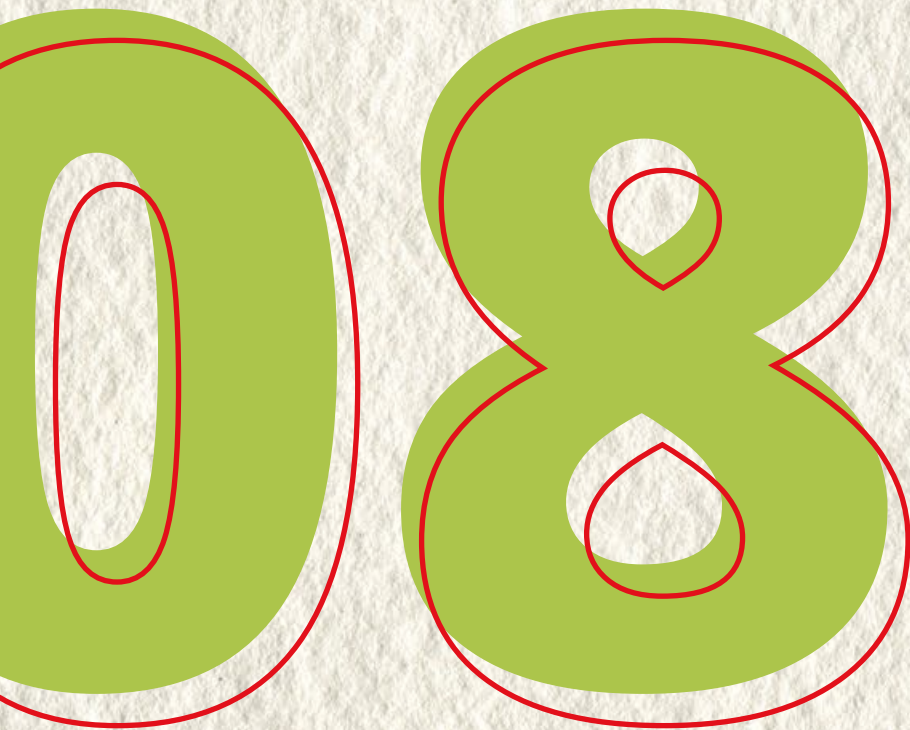




Strategic goals	Indicator	Target	Actions
Promoting the balance and well-being of our employees	Average % of employee satisfaction with the Conciliation Measures	>75% by 2025 >80% by 2030	<ol style="list-style-type: none"> <li>1. Enhancing protocols, benefits and well-being programmes aimed at employees</li> <li>2. Developing the conciliation between work, family and personal life management system so that it meets the real needs of our employees aimed at employees</li> <li>3. Implementing the Company Agreement (Collective labour regulation instrument)</li> <li>4. Promoting the use of conciliation measures, namely parenthood protection</li> </ol>
	Degree of implementation of the Action Plan for Equality, Conciliation between work, family and personal life and Parenthood Protection	100%/year	
	Collective Labour Regulation Instrument	2023	
People development and training, valuing their talent and creativity	Learning and Applied Research (Project-Based Learning) projects	≥ 5/ano	<ol style="list-style-type: none"> <li>1. Mobilising resources to employees' skill training</li> <li>2. Promoting and participating in social volunteering actions</li> <li>3. Raising awareness among employees and training them and the general community to preserve and regenerate biodiversity</li> <li>4. Defining a career and performance assessment model</li> </ol>
	Investment in training and skill development (accumulated 2023-2030)	500 000€ até 2030	
	Average % of employee satisfaction (Organisational Climate)	≥75% até 2025	
		≥80% até 2030	
Career and performance assessment model	2024		



# Final considerations and progress







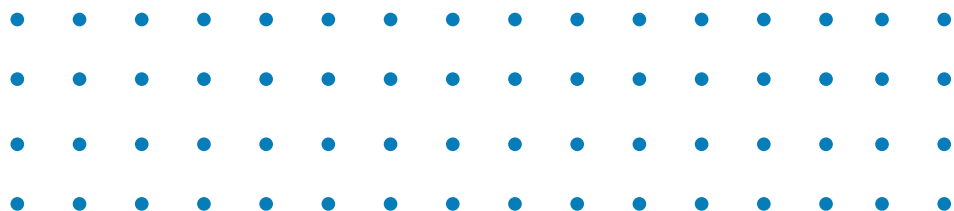
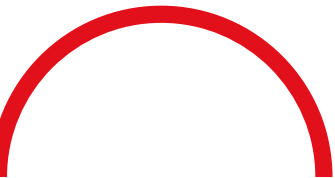
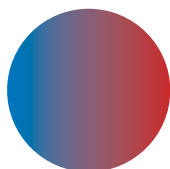
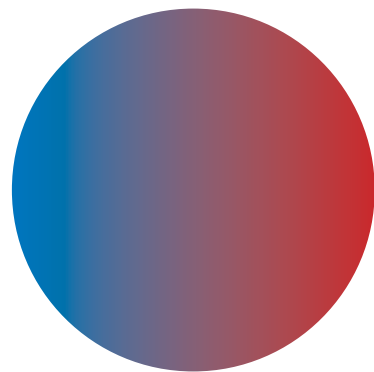
The 2030 Strategic and Sustainability Plan aims to provide TUB's guidelines and strategy in terms of its context and emerging needs, in order to enter into commitments aligned with the Sustainable Development Goals of the United Nations 2030 Agenda and in compliance with its ESG strategy, on behalf of sustainability to which it aspires to contribute.

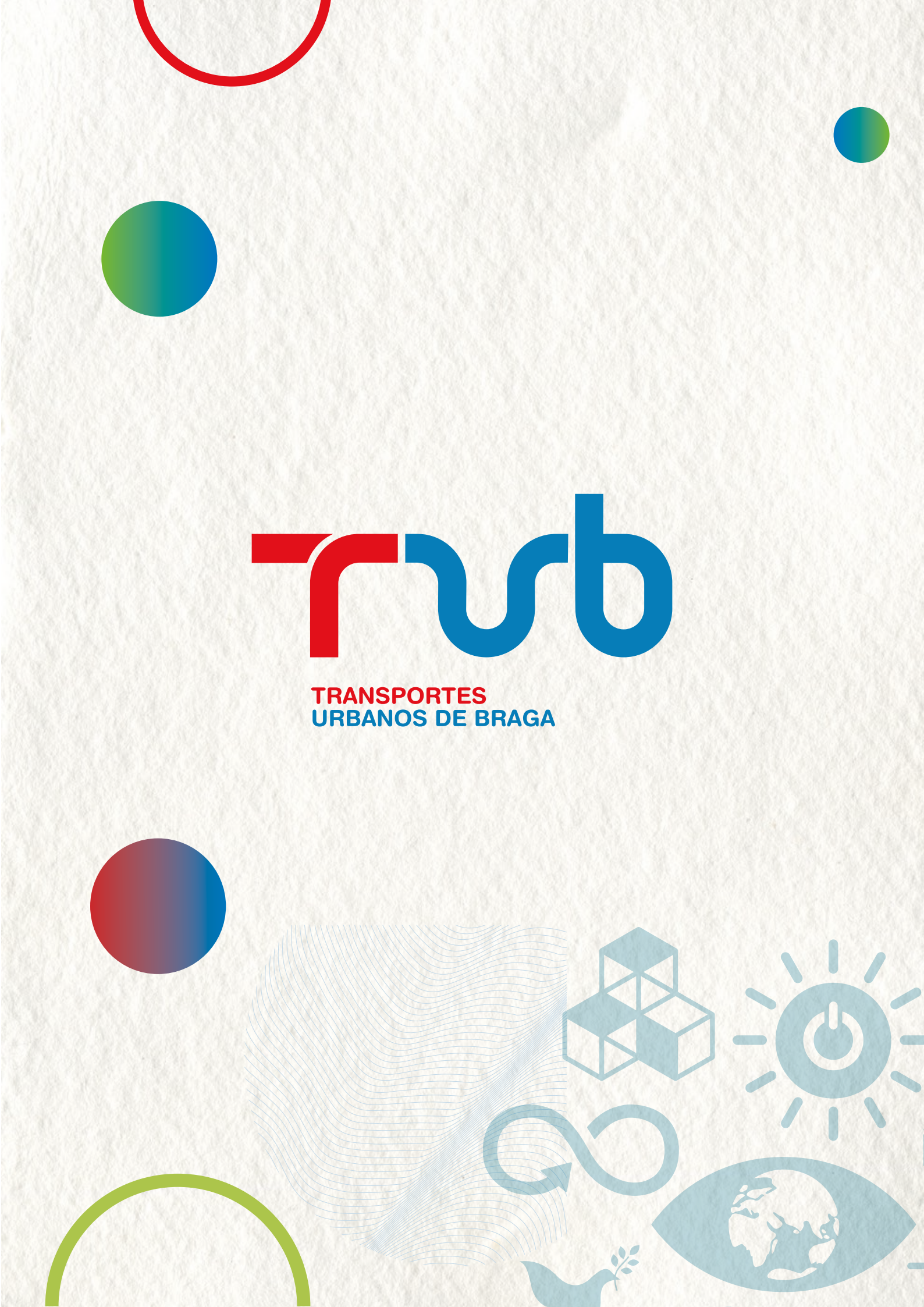
The commitments entered into represent a complete shift in the organisation's direction, the scope and impact of which should only be felt over the next few years, going beyond the current government mandate.

The implementation of the strategic plan will be monitored by measuring and analysing the indicators, every financial year, and the results will be publicly reported, in order to identify possible deviations, providing for the assessment and adjustment of the action and communication plan in light of the performance achieved and the new needs deriving from the extremely dynamic context we are experiencing.

Working from a participatory culture, based on transparency and responsibility, TUB assumes the impact its activity has on climate change and the environment, consistently showing the development and progress of the adopted measures and the services provided to the community, seeking to promote its quality of life and well-being.

On this fight for the Planet, we want this plan to point to a collective, inclusive, engaging path that is shared by all of us, because together we are stronger!





**trsb**

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