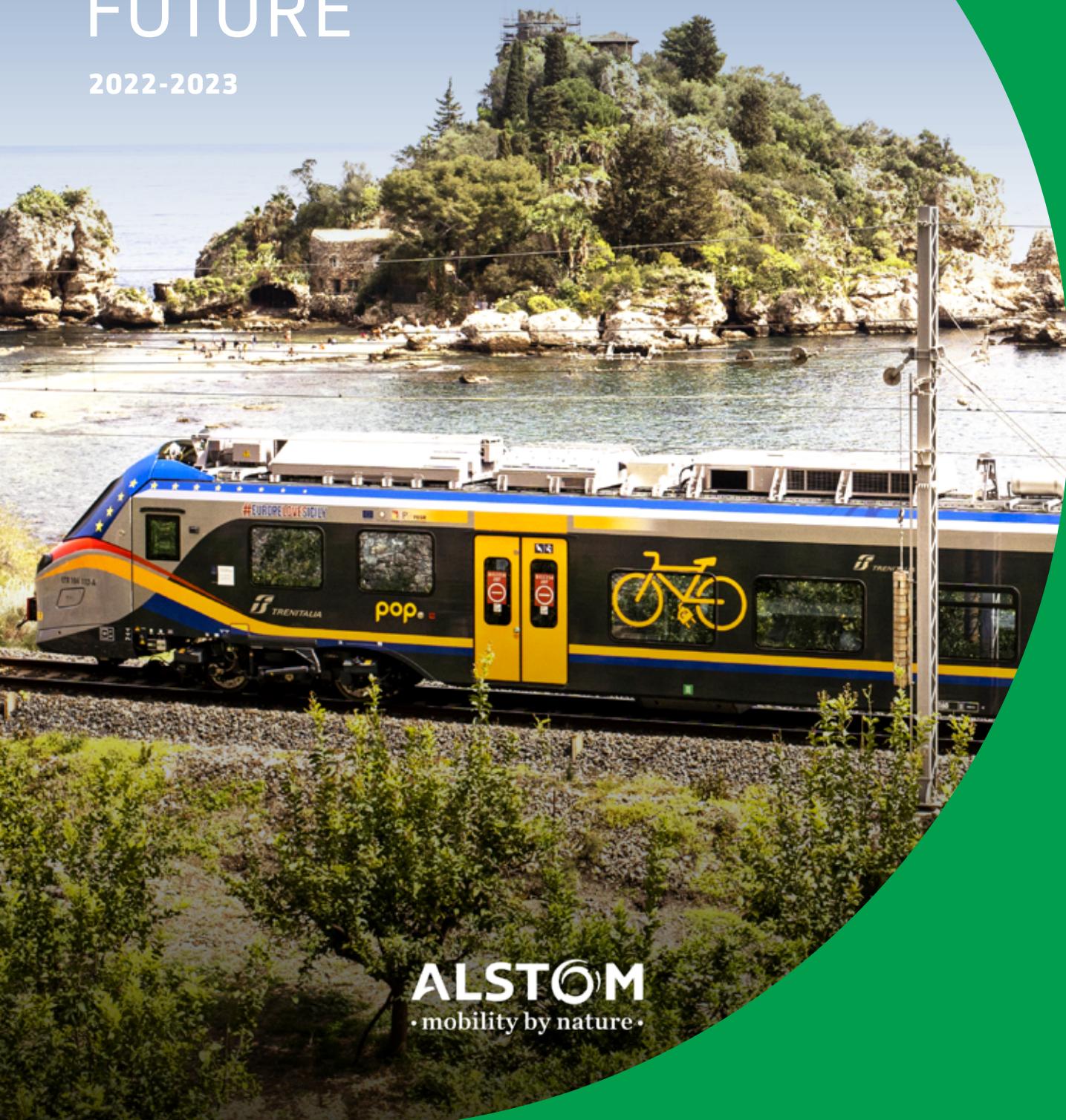


Alstom's sustainability journey

LEADING SOCIETIES TO A LOW CARBON FUTURE

2022-2023



ALSTOM
•mobility by nature•

OUR MISSION

We support the transition to more sustainable transport systems around the world. How? By delivering **inclusive, safe and efficient** mobility solutions, promoting a social and responsible economic model.



**LEADING THE WAY
TO GREENER AND
SMARTER MOBILITY
SOLUTIONS
WORLDWIDE.**

An extensive product portfolio, made in Alstom.



Urban rolling stock



Mainline rolling stock



Locomotives



Components



Signalling



Infrastructure



Turnkey systems



Flexible services

Key figures

Partner to over
300
cities.

Over
80,000
employees.

Operating in
63
countries.

Sales
(FY2022/23)
16.5
bn euros.

4 QUESTIONS TO



HENRI



Chairman and CEO of Alstom

What concrete actions have you put in place?

By 2050, an estimated 75% of the world's population will live in cities. The demand for passengers and goods transport is expected to double.

We are constantly developing innovative solutions to address the need to move goods and people sustainably. For example, our new generation of high-speed trains offers 20% higher capacity and is more energy efficient. The Coradia iLint™, the world's first hydrogen-powered train, entered full commercial service in Germany last summer.

65% of our newly developed solutions are eco-designed and use more and more recycled or recyclable materials to limit their carbon footprint throughout their entire lifecycle. We also support our customers in lowering their emissions by bridging the gap between electrified and non-electrified sections with new or refurbished battery-powered solutions.

And let's not forget digital innovations, which have the ability to create efficiencies throughout the value chain. Solutions from our portfolio, such as the next generation of European Train Control System and Automatic Train Operation technology, maximise network capacity and increase energy efficiency. Meanwhile AI, data analytics and algorithms allow us to extract efficiencies from every aspect of mobility, from smart maintenance to energy management and traffic flows.

We are closely monitoring the energy consumption of our operations by deploying our energy-saving plan, which has already delivered good results. We achieved a -17% energy intensity this year compared to our 2021 consumptions.

What role does Alstom play in contributing to a more sustainable mobility?

Addressing mobility is critical in the fight against climate change. Affordable and sustainable transport is more than ever a priority for societies worldwide.

Environmental sustainability and social responsibility have been at the core of our mission and serve as a compass for conducting our business in the most responsible way. Our employees are collectively engaged in developing and optimising railway solutions with a low environmental impact, accessible to all and safe. Additionally, we are actively working with our customers to help them transition towards greener and efficient transport systems.

POUPART-LAFARGE

How do you strengthen your CSR approach?

We know that our position gives us a great responsibility to provide the solutions needed to solve the challenges we collectively face. We are actively listening to our stakeholders' expectations and building a holistic plan for the mobility of the future. Change requires collaboration, so we are partnering with government leaders, NGOs, investors, communities, and peers to tackle the challenges ahead.

Our CSR commitments are fully integrated into the company's overall strategy. That's why our daily decisions, operations, and solutions are constantly aligned with our global ambition to support the transition to a more sustainable transport system worldwide.

Finally, being able to answer local needs and specificities is vital to delivering on our sustainable mobility promise. That's why we are continuously strengthening our CSR champions network in charge of implementing our strategy worldwide.

 65% of our newly developed solutions are eco-designed and are using more and more recycled or recyclable materials to limit their carbon footprint through their entire lifecycle. 

 We are actively working with our customers to help them transition towards greener and efficient transport systems. 

Are you on track to meet your 2025 target?

Our priorities remain unchanged: enabling the decarbonisation of mobility; caring for our people; creating a positive impact on society and acting as a responsible business partner.

Significant improvements have been made this year, with five targets achieved two years in advance. These results would not have been possible without the contribution of our people.

We are also confirming our investment in local ecosystems and have exceeded our target of 250,000 beneficiaries, illustrating Alstom's commitment to supporting local communities.

However, we still have to continue our efforts to maintain these results and improve our performance where objectives still need to be reached. For example we are working hard on gender equity by attracting and retaining more women to our industry. We are committed to ensuring a more diverse and inclusive work environment where everyone can develop and progress.

Finally, we published, for the first time this year, our European Taxonomy-aligned sales. They amounted to 59% and ranked Alstom among the best in class in the capital goods industry. This results from a strong analysis initiated last year and the cooperation between our Finance and CSR teams. For the years to come, we will continue to actively converge between financial and sustainability performance management.

PRIORITIES OUR CSR PRIORITIES OUR CSR



Enabling decarbonisation of mobility

Responsible innovation is at the heart of our R&D strategy to bring life to a wide range of low-carbon/high-performance mobility solutions.

P16-21



Caring for our people

As we see our responsibility journey as a collective one, we make sure our teams are on board in a safe, inclusive and inspiring workplace.

P22-25



Creating a positive impact on society

Wherever we operate, we strive to contribute to local development and support empowering community projects.

P26-31



Acting as a responsible business partner

Responsible leadership is built on integrity and purpose. These are the cornerstones of the partnerships we foster to thrive as a trusted and engaging partner.

P32-35





A COMMITTED ORGANISATION

“ Everything we do is dedicated to making our activities more sustainable and positively contributes to the global challenges we are facing. ”



Cécile Texier
Sustainability
& CSR Vice-President

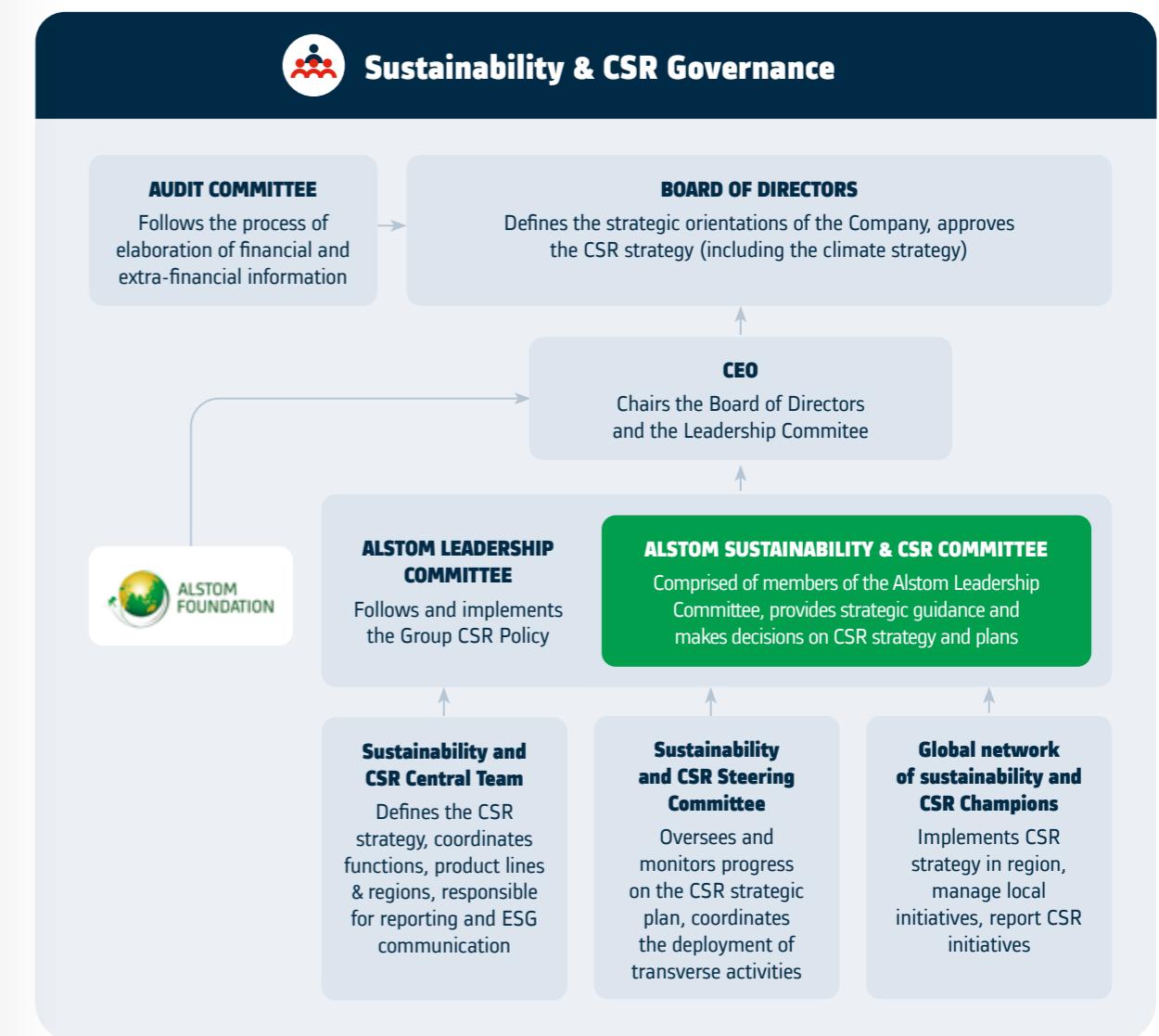
Sustainability, a cornerstone of Alstom's strategy

Alstom's Corporate Social Responsibility (CSR) policy is fully integrated into the company's core strategy: Alstom in Motion 2025. This strategy has been designed based on the expectations of Alstom's stakeholders and the prioritisation of key challenges. This in-depth knowledge helps us build a reliable and transformative roadmap to support our mission.



Governance: a robust CSR management system

The deployment of Alstom's CSR roadmap is directly monitored by our dedicated sustainability and CSR Committee, and closely supervised by the Board of Directors. Additionally, a vast network of 60 committed CSR Champions ensures that our strategy successfully translates into local initiatives, fostering positive relationships with local organisations.



A strong roadmap supported by clear targets

	INDICATORS	2021/2022	2022/2023	PROGRESS	2025 TARGET
ENABLING decarbonisation of Mobility	% of reduction of energy consumption in solution ¹	-22.0 %	-23.4%	<div style="width: 85%; background-color: #e0f2e0; height: 10px;"></div>	-25%
	% of newly-developed solutions eco-designed	51%	65%	<div style="width: 80%; background-color: #e0f2e0; height: 10px;"></div>	100%
	% of electricity from renewable sources ²	42%	57%	<div style="width: 80%; background-color: #e0f2e0; height: 10px;"></div>	100%
	% of recycled content in newly-developed rolling stock	-	22.5%	<div style="width: 80%; background-color: #e0f2e0; height: 10px;"></div>	25%
CARING for our people	Total recordable injury rate	2.3	1.8	<div style="width: 80%; background-color: #e0f2e0; height: 10px;"></div>	2.0
	Global Top Employer certification	14 countries	Global certification	<div style="width: 80%; background-color: #e0f2e0; height: 10px;"></div>	Maintain
	% of women in management, engineering & professional roles	23.2%	23.9%	<div style="width: 80%; background-color: #e0f2e0; height: 10px;"></div>	28%
	Learning culture: hours per employee per year	18	22.5	<div style="width: 80%; background-color: #e0f2e0; height: 10px;"></div>	22
CREATING a positive impact on society	Beneficiaries from Community Investment programmes and Alstom Foundation activities	245K	299K	<div style="width: 80%; background-color: #e0f2e0; height: 10px;"></div>	250K
	Countries with CSR label	6	7	<div style="width: 80%; background-color: #e0f2e0; height: 10px;"></div>	12
ACTING as a responsible business partner	Global ISO 37001 certification	All regions	All regions	<div style="width: 80%; background-color: #e0f2e0; height: 10px;"></div>	All regions
	% of suppliers monitored or assessed on CSR and E&C standards as per their level of risk	62%	74%	<div style="width: 80%; background-color: #e0f2e0; height: 10px;"></div>	100%
	Number of suppliers trained in sustainability and CSR	100	202	<div style="width: 80%; background-color: #e0f2e0; height: 10px;"></div>	500

2030 carbon objectives validated by the Science-based targets initiative

1. Compared to 2014
2. By December 2025

Reached

In progress

Our performance recognised by positive ESG ratings

Alstom's performance is regularly evaluated by prominent non-financial rating agencies, ensuring a transparent and consistent reporting to stakeholders. It also enables the Group to compare itself to industry peers and influential sustainability leaders.



SUSTAINABLE MOBILITY

WE ARE MAKING IT HAPPEN

A glance at stories where we make a difference



NEW INNOVATION CENTRE FOR SUSTAINABLE MOBILITY SOLUTIONS

A new innovation centre dedicated to green rail mobility solutions, opened its doors in St-Bruno-de-Montarville, Quebec, in Canada. Its main mission will be to develop the future platforms for green hybrid, battery or hydrogen propulsion technologies tailored to the North American market. The commercial operation of the Coradia iLint™ in Quebec is the first mandate of this new innovation centre.



BOOSTING SUSTAINABILITY OF IRELAND'S BUSIEST COMMUTER BELT

Irish Rail has selected Alstom to deliver 31 battery-electric multiple units (BEMUs) trains and six electric multiple units (EMUs) trains as part of a considerable framework agreement for the Dublin Area Rapid Transport (DART) network. Due to enter service in 2025, they can travel more than 80 kilometres outside the electrified network.

NEXT GENERATION TRAMS IN AUSTRALIA

Alstom signed a contract in Australia to deliver 100 low-floor next generation trams (NGTs) for the city of Melbourne. The agreement includes 65% local content, with the NGTs being manufactured at Alstom's Dandenong facility in the state of Victoria.



ENHANCED QUALITY OF LIFE FOR SANTIAGO INHABITANTS

Alstom won a contract for the Metro de Santiago's Line 7, in Chile. When operational (planned for 2027), Alstom trains and signalling system will provide the city with an efficient environmentally-friendly alternative to road transport for millions of passengers. The expected travel time between the future terminal stations is expected to be reduced by 54% compared to what it takes today through the bus system.

HESOP™ ARRIVES IN ITALY

Alstom landed a contract for the first Hesop™ application in a mainline segment with Ente Autonomo Volturino S.r.l. (EAV), the public transport operator in the Campania Region, for the Vesuvian lines in Italy. HESOP™ is a reversible sub-station able to recover braking energy from trains.



REACHING NEW HEIGHTS WITH AVELIA HORIZON™

Avelia Horizon™ brings its predecessor (Avelia™ and Euroduplex™) benefits to new and unprecedented levels, offering +20% capacity, higher comfort and leaner cost of ownership thanks to new articulated double-deck coaches. Energy consumption and maintenance costs are reduced by 20% and 30%, respectively.

A GREENER MOBILITY LANDSCAPE FOR DELHI METRO

Alstom has been handed the exciting prospect of designing, manufacturing and supplying 312 standard gauge metro cars for Delhi Metro Phase IV expansion, by the Delhi Metro Rail Corporation (DMRC). These trains present high recyclability of all materials and low-weight design to reduce energy consumption, contributing to minimising the region's environmental impact.

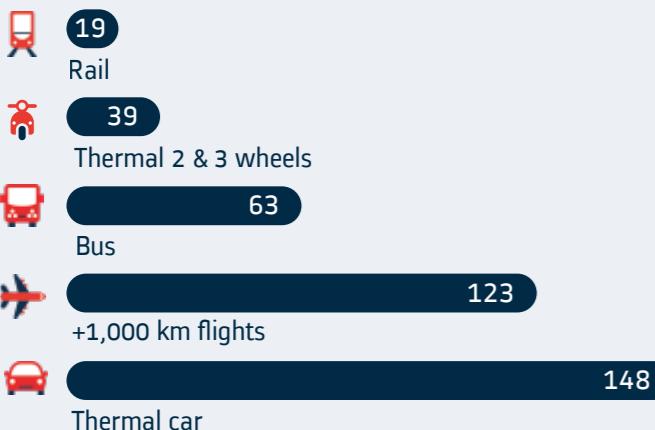


BEING THE VOICE OF SUSTAINABLE MOBILITY

As a key player in the mobility sector, Alstom is at the forefront of the challenges facing society today, from global warming to rapid urbanisation. Understanding the importance of reducing the environmental impact of its operations, the company strives to make more sustainable choices throughout its entire value chain. This dedication results in a 360° approach covering operations, product and the company strategy.

Rail transport has the lowest emissions among motorised transport

Average GHG* emissions for powered transportation modes (gCO₂/pkm)



* Greenhouses gases

Source: www.iea.org/data-and-statistics/charts/well-to-wheel-wake-wing-ghg-intensity-of-motorised-passenger-transport-modes-in-2021.



EU Taxonomy Alignment, our contribution to decarbonisation of transport

The European taxonomy is a classification system, establishing a list of environmentally sustainable economic activities. Its goal is to redirect capital flows towards sustainable activities and help navigate transition to a low carbon economy. Alstom assessed the following eligible activities :

- Manufacturing (covering rolling stock, components and services)
- Transport (covering infrastructure, track-side signalling and systems)

Alignment for FY22/23

59%

for turnover

54%

for Capital expenditure (CapEx)

47%

for Operating expenses (OpEx)

These strong results confirm Alstom's contribution in achieving the EU's ambition of carbon neutrality by 2050. For the years to come, the taxonomic framework will be a compass for making key decisions.

CONNECTING ENERGIES TO ACCELERATE

Alstom is actively paving the way towards sustainable mobility by teaming with other committed change-makers. That is why our company participates in multiple initiatives, collaborative networks, industry trade associations, think tanks, and events worldwide.

As such, Alstom has promoted low-emission alternatives to mobility at the United Nations Conference of Parties on Climate (COPs), since COP21 in Paris.

The company also ensures transportation issues and sustainable mobility remain top priorities through the Transport Decarbonisation Alliance, which gathers states, local authorities and other committed industry leaders.

We have joined the European Clean Hydrogen Alliance, bringing together the civil and corporate worlds to activate the deployment of this high-potential technology by 2030.



ENABLING DECARBONISATION OF MOBILITY

We want to play our part in shaping a net-zero future for transport by decarbonising our operations, accelerating the shift towards sustainable mobility solutions for all, and placing energy-efficient electrical rail solutions at the heart of our portfolio.



Paving the way towards net zero

Net zero carbon roadmap



CONTRIBUTION TO NET ZERO MOBILITY

Through its solutions Alstom enables avoiding CO₂ emissions in the transport sector



REDUCTION OF CO₂ EMISSIONS IN OUR VALUE CHAIN

Scope 1 & 2

Energy and fuel

Scope 3

Supply chain

Scope 3

Sold products



CARBON REMOVAL

Balance the remaining CO₂ emissions by sequestration projects

2025 Operational targets on energy

2030/31 CO₂ reduction targets

Reduce absolute Scope 1 & 2 GHG* emissions by **40%** vs 2021/22

Reduce Scope 3 GHG emissions intensity from purchased goods & services by **30%** vs 2022/23

Reduce Scope 3 GHG emissions intensity from use of sold products by **42%** per passenger-km and by **35%** per ton-km vs 2021/22

2050 net zero targets



Raise awareness among Alstom employees

* Greenhouses gases

ALSTOM CARBON FOOTPRINT 2022/2023 IN ktCO₂

SCOPE 1 & 2

SCOPE 1

Direct and indirect emissions: **94**

SCOPE 2

Indirect emissions: **85**

TOTAL

Scope 1 & scope 2 market-based: **179**
(-22% vs FY 2021/22)

SCOPE 3

UPSTREAM

Purchased goods and services: **6,544**
Capital goods: **79**
Fuel and energy related activities: **17**
Waste in operations: **4**
Transportation: **56**
Business travels: **30**
Employee commuting: **56**

DOWNTREAM

Use of sold products: **29,000**

OUR NEAR-TERM TARGETS, VALIDATED BY SBTi

The Science Based Targets initiative (SBTi) has approved Alstom's near-term science-based emissions reduction targets on our direct emissions (Scope 1&2) and our indirect emissions (Scope 3) from sold products towards 2030/31. SBTi is a global body enabling businesses to set ambitious emissions reductions targets in line with the latest climate science. It is focused on accelerating companies across the world to halve emissions before 2030 and achieve net-zero emissions before 2050.

Our aim? Net zero operations

Alstom is committed to reducing the environmental footprint of its operations. We are on track to reach net zero operations and we will source 100% of our electricity supply from renewable sources for all our facilities by 2025.

% of electricity from renewable sources	2021	2022	2025 Target
	42%	57%	100%



HOW DO WE MAKE IT HAPPEN?

Rolling out energy efficiency programmes in all our geographies.

Switching to renewable electricity*.

Generating renewable energy on our sites.

*Through certificate and power purchase agreements

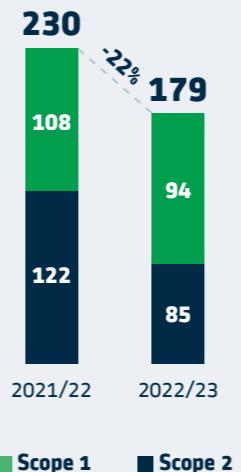
ELECTRICITY, ACCELERATING THE SWITCH

The Group has made an ambitious commitment to use 100% of electricity from renewable energy sources by 2025 including 10% of on-site production self-consumed, as part of its global initiative for the environment.

Thus, Alstom's electricity supplies come totally from green sources in Belgium, the Netherlands, Brazil, Sweden, India, China, Italy, Spain, the United Kingdom and partially in the United States, Germany, Switzerland, Poland and France through contracts with its electricity suppliers.

-11%
of total energy consumption vs FY 21/22

Total CO₂ emissions in ktCO₂ for Scopes 1 and 2



FIGHT AGAINST CLIMATE CHANGE, NEW RISING CHALLENGES

Climate change is changing weather patterns and disrupting balance of nature. To better tackle climate risks, Alstom assessed in 2022 the climate resilience of its assets on the basis of scenarios consistent with the IPCC* (scenario SSP5 8.5 and scenario SSP2 4.5). The Group also carried out this year an initial impacts analysis of its sites on Biodiversity with the help of an expert firm. Next years, will be dedicated to pursue these initiatives and further deploy adaptation plan and biodiversity actions.

Tackling emissions throughout the value chain

Approximately 25% of rail operations remain diesel dependent. In Europe, 46% of rail lines are still unelectrified, and 6,000 diesel trains are set to be replaced or refurbished by 2035. At Alstom, we are more than ever eager to help our partners stop relying on this energy source and work with our suppliers to reduce our indirect emissions, a significant part of our carbon footprint.

ZERO DIRECT EMISSION-TRAIN SOLUTIONS TO DELIVER RAILWAY DECARBONISATION

Alstom has developed a methodology to assess the CO₂ of its products and services emissions based on GHG protocol and using IEA emissions factors, which account for the majority of its carbon footprint. At the end of 2022, passenger transport emitted an average of 4.6gCO₂/ passenger-km and freight solutions emitted an average of 9.2 gCO₂ /t.km.

To address emissions from solutions, Alstom is first improving their energy efficiency. Efforts are also being made to reduce the environmental impact of diesel operations, favouring diesel-electric traction and hybrid solutions. Alstom focuses on electrical rail solutions and systems: electrification, bi-mode/hybrid, and catenary-free solutions such as battery powered trains for short to medium length section or hydrogen trains for long range needs.

RETRACTIONING, AN ALSTOM KNOW-HOW

Alstom contributes to decarbonisation through renovation activities such as: In France, converting five AGC diesel-electric bi-mode trains to zero-emission battery-electric propulsion, the Group aims to contribute significantly to the removal of diesel from the French rail network. This expertise in retrofitting has also been applied, in Germany with the conversion of the Prima H3 diesel shunting locomotive to hydrogen propulsion.

ENGAGEMENT WITH CUSTOMERS

Rail operators being major energy consumers, Alstom is actively supporting its clients in their decarbonisation efforts by providing efficient solutions, collaborating on sustainability initiatives, and facilitating discussions on climate action.

In 2022, we partnered with Schneider Electric Sustainability Services to develop

a framework for discussing climate action and sustainability with customers from Europe, America, and Asia. Many of them have already implemented measures such as reducing energy consumption and transitioning to renewable electricity for their operations.



MOVING TOWARDS A LOW CARBON SUPPLY CHAIN

Alstom strongly encourages its suppliers to measure and lower their GHG emissions to reduce its indirect carbon footprint. The company has identified the most carbon-intensive commodities and set two new reduction targets for "purchased goods & services" and "transportation & logistics". The Procurement decarbonisation plan focuses on knowledge development, supplier engagement, and low-carbon innovations. Alstom plans to collect and monitor GHG data from suppliers and incorporate their carbon footprint into procurement decisions.

Green traction implementation: Alstom is involved in numerous concrete projects throughout Europe

+ additonal hydrogen demonstration project in Quebec and MoU signed in Saudi Arabia to explore hydrogen powered trains.



Energy efficiency, a priority

Our R&D teams are committed to enhancing energy efficiency by rolling out cutting-edge technologies that enable next generation traction systems, weight reduction, improved aerodynamics, energy recovery and storage, etc. Their goal? To take Alstom closer to net zero while limiting operating costs for our customers.

% of reduction of energy consumption in solution	2021/2022	2022/2023	2025 Target
	-22.0%	-23.4%	-25%

HOW DO WE MAKE IT HAPPEN?

Monitoring energy efficiency of our solutions through a unique KPI (based on standardised sets of operating conditions).

Adopting a systematic design, lifecycle and impacts approach to drive the reduction of energy demand.

Continuously innovating for enhanced performance, establishing energy efficiency as one of our top six R&D priorities.

Integrating energy efficiency as a key priority in our eco-design process.



HESOP™ SOURCE OF VALUE AND ENERGY SAVINGS

Hesop™ is an advanced reversible power substation. This state-of-the-art Alstom technology captures more than 99% of the recoverable energy in braking mode and re-injects it into the network or back to the power grid, delivering up to 40% savings on energy consumption, corresponding to reduced operating costs. Additionally, Hesop™ facilitates heat dispersion,

reducing the ventilation requirements of underground operations. This year, the new updated Hesop 1500V will be installed on Toulouse and Tel Aviv Green Line metro and EAV Vesuvio Signalling.

To date, 126 Hesop™ units have been sold in 10 countries worldwide.

Eco-design serving our purpose

Making eco-design our gold standard for product development makes sense not only to reduce the environmental footprint of our solutions but also to play our part in shifting towards a sustainable circular economy. For that, we can count on our network of more than one hundred in-house responsible innovation experts.

% of newly-developed solutions eco-designed	2021/2022	2022/2023	2025 Target
	51%	65%	100%

Alstom's eco-design approach is founded on lifecycle thinking, consideration of customer and stakeholder expectations and continuous improvement.

Through 5 guiding principles:

- Energy efficiency
- Reduction of noise and vibrations
- Easy end-of-life management and circular economy
- Reduction of air emissions
- Use of greener, recyclable and natural materials

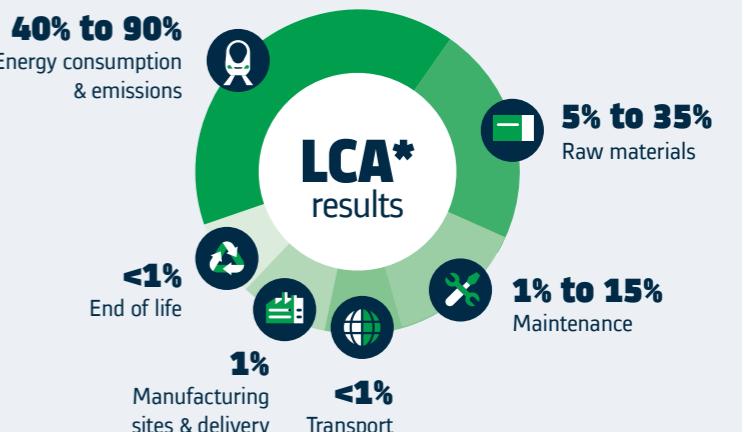
GREEN RAILS FOR GRAND PARIS EXPRESS

For its customer – Ile-de-France Mobilités, Société du Grand Paris, Alstom has sourced rails made in electric arc furnaces for the Express line 18. These rails are made from 95% recycled scrap input. This success story is all the more impressive considering the 6,000 tonnes of avoided CO₂ emissions resulting in a 75% saving. Also, the cost premium is set to be swiftly balanced by Société du Grand Paris in compensation for CO₂ saved.

CORADIA STREAM™: LOW IMPACT – HIGH PERFORMANCE

The Coradia Stream™ Regional train undeniably represents the future of

Average rolling stock life cycle environmental footprint



Data based on: LCAs performed with GaBI software. Values are the % calculated based on PEF** 3.0 indicators with PEF normalisation and weighting.

*Lifecycle analysis

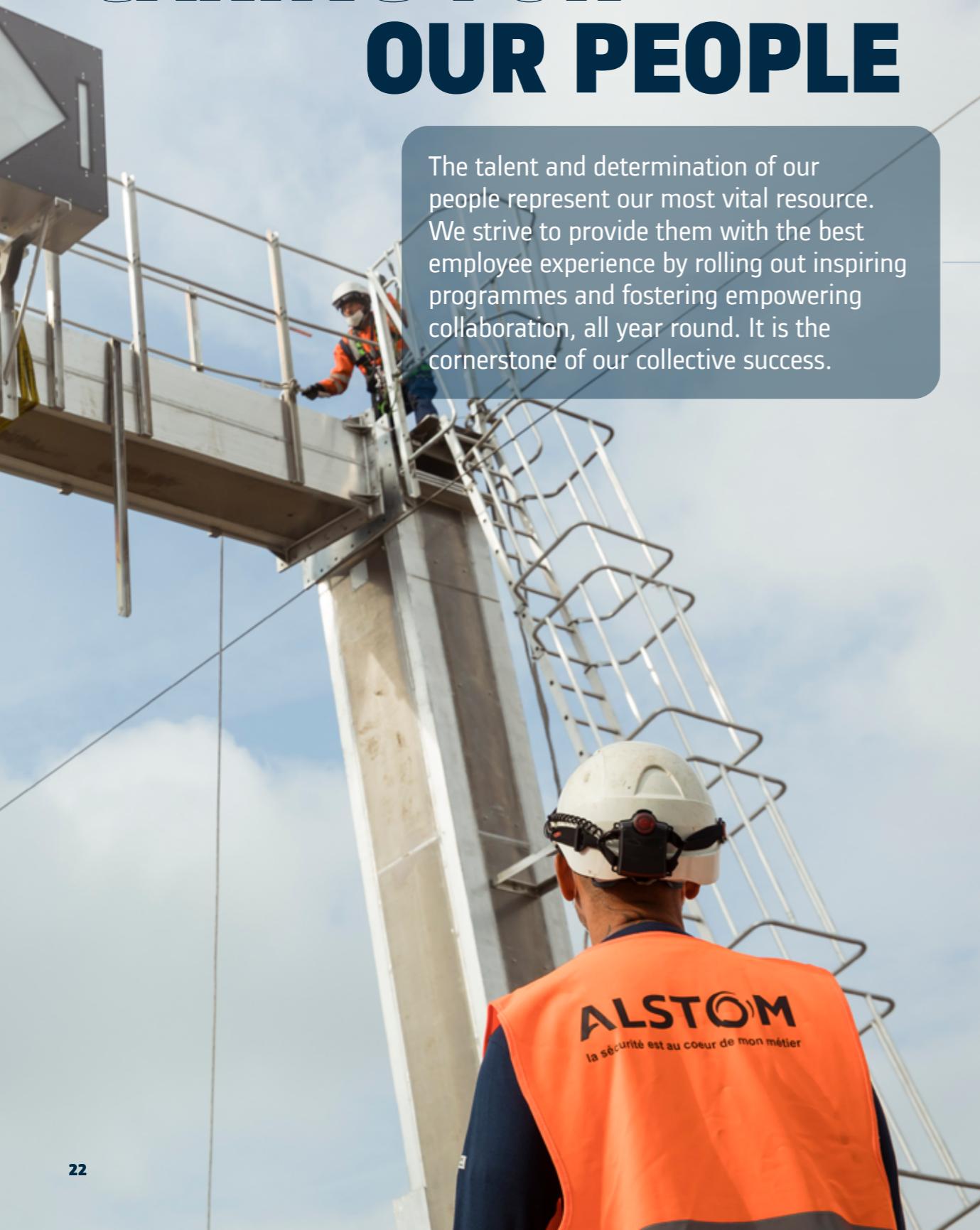
**Product environmental footprint

electric multiple unit (EMU) solutions, recording a maximum speed of up to 200km/h. It offers a modular design that allows operators to choose their best configuration and interior, with up to 40% of recycled content, such as for example, floors containing recycled PET made from plastic bottles waste. In addition, some parts and components (wood, carpets or laminates) are also ecolabelled.

The new-generation model provides excellent performance, with up to 35% energy consumption reduction (vs previous generations). Offering eco-driving solutions and improved traction efficiency, Coradia Stream™ embodies Alstom's high performance circular approach, reaching an inspiring 96% level of recyclability.

CARING FOR OUR PEOPLE

The talent and determination of our people represent our most vital resource. We strive to provide them with the best employee experience by rolling out inspiring programmes and fostering empowering collaboration, all year round. It is the cornerstone of our collective success.



Health & safety, unconditionally

Implementing strong and consistent Health & Safety standards everywhere in the world - for employees and contractors - is evidence of Alstom's commitment to protect our people and ensure safe workplaces.

 Total recordable injury rate Scope: employees and contractors	2021/2022	2022/2023	2025 Target
	2.3	1.8	<2.0
			✓

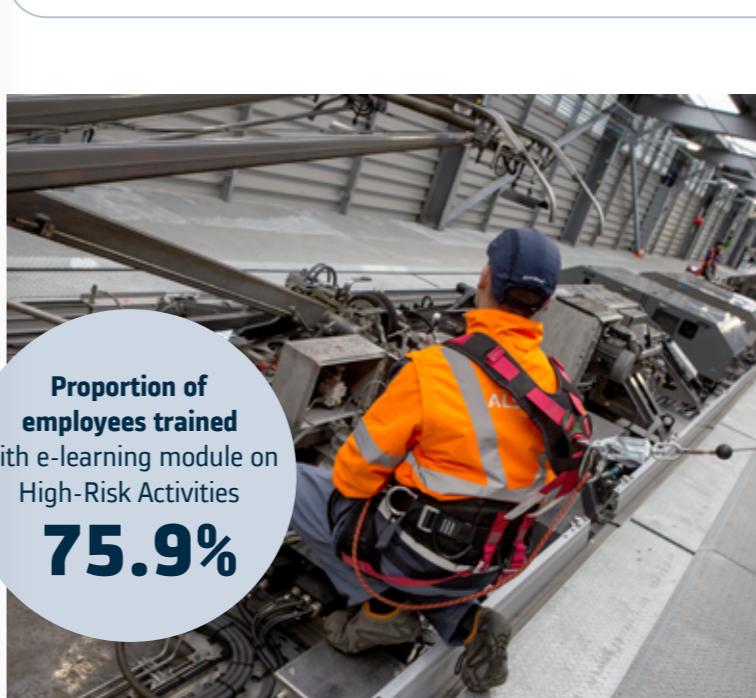


HOW DO WE MAKE IT HAPPEN?

Conducting
regular risk assessments and developing action plans to mitigate any identified risks.



Implementing
our Life Saving Rules to create a safer working environment.



Proportion of employees trained
with e-learning module on High-Risk Activities

75.9%

Rolling out
our Health and Wellbeing Programme.

Deploying
safety training modules to foster in-house EHS culture.

 **Integrated**
Health & Safety management in line with ISO 45001 and key performance indicators tracking in all our facilities.

HEALTH AND SAFETY, A DAILY PRIORITY

The Alstom Zero Deviation Plan identifies and addresses high-risk activities applicable to employees and contractors. In 2022, over one hundred EHS audits were performed to strengthen Alstom's exemplarity on several issues, such as managing contractors, working at height and handling chemicals.

A health and well-being roadmap is also rolled out to foster and develop work-life balance for employees and contractors and promote health, social and mental well-being at work.

Encouraging diversity and inclusion to nurture creativity and innovation

Creating an inclusive culture - wherever we operate - is paramount to ensure that everyone at Alstom can contribute, share and support our common ambition. It is our best opportunity to create shared value for our stakeholders and reflect the diversity of our customers and the communities we serve.

 % of women in management, engineering & professional role (MEP)	2021/2022	2022/2023	2025 Target
	23.2%	23.9%	28%



HOW DO WE MAKE IT HAPPEN?

Through reinforced governance supported by the Diversity & Inclusion committee.

Making our Diversity Charter a gold standard, across our geographies.

Preventing potential discrimination and harassment behaviours.

Supporting gender balance, disability inclusion, LGBT+@work and multiple cultures.

Encouraging female hiring and managing female attrition (through active recruitment policies and targeted talent development programmes, coaching and mentorships).



MAKING A ROOM FOR WOMEN IN INDUSTRY

We are proud of the many local initiatives at Alstom that promote the importance of women in the industrial sector. The Alstom Women of Excellence network comprises hundreds of members across the US, India, Germany, France of the UK. Alstom also acts through inspiring partnerships such as Valore D in Italy and Elles Bougent in France. Many employees are also involved in programmes to promote STEM (Science, Technology, Engineering, Mathematics) studies for girls and women; many countries organise employee visits to schools and welcome young female students for training (as in Australia's Lucy Mentoring programme).

OUR PLEDGE FOR STRONGER EQUITY

Alstom conducted a comprehensive analysis of our compensation practices to identify potential pay gaps based on gender during the Performance Management Cycle. Currently, for all Managers, Engineers and Professionals, the salary gap is measured at 3.3% as of 31 March 2023 (vs 5.3% last year). The regular follow-up of this analysis helps trigger ad hoc corrective actions when and where needed.

OUR ZERO-TOLERANCE POLICY AGAINST DISCRIMINATION AND HARASSMENT

During the FY2022/23, a global anti-discrimination and anti-harassment policy has been launched across the Group to reflect our zero-tolerance position regarding discrimination and harassment and provide clear guidance to prevent or address such situations.

45%
of the board of directors are women



Engaging with our employees, every day

Fulfilling our mobility ambition is only possible with the support of our talents around the world. That is why we strive to create engaging work environments and encourage inspiring career paths.

 Global Top Employer certification 	2021/2022	2022/2023	2025 Target
	14 countries	Global certification	Maintain
 Average training hours per employee	18	22.2	22



FEELING THE PULSE, IN-HOUSE

Our annual global engagement survey (conducted between October and November 2022) recorded a 73% participation rate (+7% vs 2021), representing over 51,000 permanent employees. With an overall Global Engagement Index score of 67%, one point above the external benchmark, the survey result provides an excellent platform for further progress.



80%
of employees feel proud to work at Alstom



HOW DO WE MAKE IT HAPPEN?

Deploying career management through annual performance targets and assessments, people reviews, skills assessment and development plans.

Encouraging internal mobility with the introduction of MyGalaxy to allow employees to map their skills versus positions and build their future career steps as well as their global journey at Alstom.

Maintaining employability through free access to Digital Learning content in the "I-Learn" portal.

On-boarding our new employees through the Discovery Challenge digital platform (more than 1M connections).

CREATING A POSITIVE IMPACT ON SOCIETY

Responsible leadership means building empowering relationships with local communities and contributing to local and sustainable growth. We make sure to support the development of the regions we serve, act as a trusted partner and grow as a stronger corporate citizen.



Projects that change lives, for the better

Each initiative we push forward shares the ambition of making transport ever more inclusive and valuable. How? By providing better access to work, education, and medical services.

INVESTMENT IN RAIL, A POSITIVE MULTIPLIER EFFECT FOR LOCAL COMMUNITIES

Rail investment should be accelerated as a climate solution. In urban areas, where rail infrastructure is limited, new rail projects allow denser population growth and deliver a multiplier effect by stimulating economic activity around stations.

A study commissioned by Alstom ahead of COP27, showed that increasing investment in urban rail in African cities to reach 20% of urban transport, could avoid up to a gigatonne of CO₂ emissions by 2050, while creating 258 jobs for each new kilometre of rail built.



ALSTOM AND CARLOS III UNIVERSITY OF MADRID OPEN A NEW MASTER'S DEGREE IN RAILWAY SYSTEMS ENGINEERING

Alstom Spain has launched a comprehensive training programme where 20 professionals from Alstom are teaching with different universities and training centres in regions such as, Cantabria, Catalonia, or Madrid. The latest addition to the programme, was the launch in October 2022, of a Master's Degree in Railway Systems Engineering in collaboration with the Carlos III University of Madrid. This one year long Master's degree is available to graduates with or without experience in the railway field. It is taught by Professors from the university, active professionals from Alstom in Spain and other railway experts.

Globally committed, locally active

Alstom plays a key role in the local footprint development of the countries where it operates, through business placed with local supply chains and the different initiatives taken to develop local ecosystems. We continue to commit to local communities near our sites, through continuous dialogue and by acting as committed local citizens.

Countries engaged in an AFNOR CSR label* certification process	2021/2022	2022/2023	2025 Target
	6	7	12

*Alignment with the ISO 26 000 standard.

CREATING SHARED VALUE

USA

Alstom builds the next generation of high-speed trainsets for the Northeast Corridor of the US (Amtrak project) and uses materials from around 200 suppliers in 27 states. 40% of the \$590 million investment went to small and disadvantaged business enterprises, including 24 minority/women-owned business enterprises and 68 small business enterprises.

SOUTH AFRICA

Alstom currently supports over 9,000 jobs in South Africa while ensuring the development of local know-how and expertise. The Group currently collaborates with over 500 South African suppliers, including 120 providing key components to Alstom trains across the country. This strong relationship with the local economy results in a significant and positive socio-economic footprint.

Supported employment and household consumption in South Africa

EMPLOYMENT 9,012 JOBS

GDP CONTRIBUTION R3,9bn (€218m)

1,871 Direct jobs
4,695 Indirect jobs
2,446 Induced jobs

R2,5bn (€140m)
Indirect GDP contribution
R1,4bn (€78m)
Induced GDP contribution



HOW DO WE MAKE IT HAPPEN?

Reinforcing
deployment of localisation plans in the context of major projects.

Working
closely with local suppliers (SMEs, start-ups...) and contributing to ecosystems growth.

Deploying
impact reports to assess our positive contribution (social, economic, environmental, etc.).

For each direct Alstom employee
X5.5
supported jobs

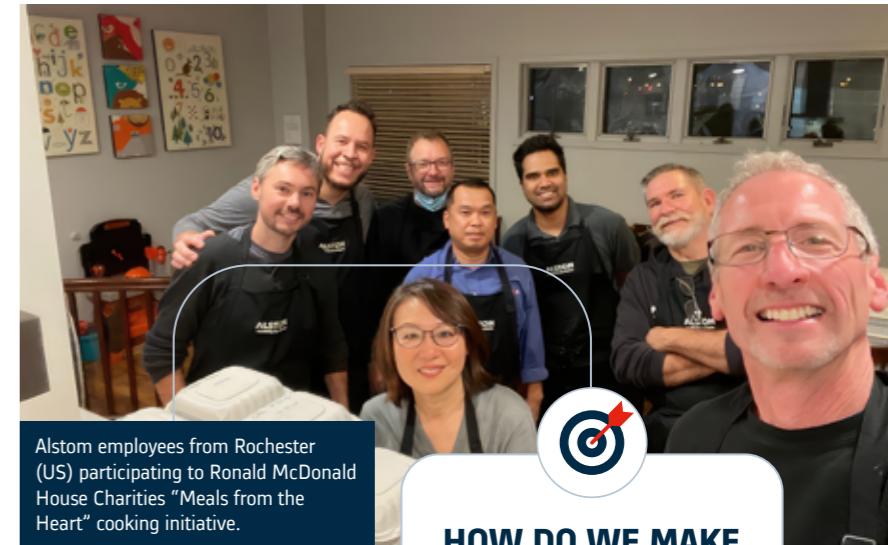


Giving back to the community

Our investment towards communities is the concrete expression of Alstom's wish to make a positive impact for local communities and to be a good corporate citizen.

ALSTOM'S COMMUNITY INVESTMENT POLICY FOCUSES ON 4 PRIORITIES

- Meeting social needs through collection, donations of money and cash, and volunteering
- Supporting education through partnerships with schools and universities
- Cultivating local enterprises through partnerships with local research centres and supporting local supply chains and start-ups
- Protecting the environment through cleaning places, planting trees and acting towards biodiversity and climate



Alstom employees from Rochester (US) participating to Ronald McDonald House Charities "Meals from the Heart" cooking initiative.

HOW DO WE MAKE IT HAPPEN?

Deploying
Country Community Action Plans in all countries where we have more than 200 employees.



Country
Community Action
Plans deployed in
44
countries

Teaming up
with local and international partners to bring a positive impact to local communities.

Making
a difference with the Alstom Foundation through projects promoted by Alstom employees in territories where we operate.

Promoting volunteering
with 11,000 employees involved in volunteering activities.

Alstom Foundation: Globally mobilised, locally active

The Alstom Foundation was created in 2007 to share Alstom's success with disadvantaged communities situated in countries where Alstom is active, thereby enhancing the relationships with such communities whilst encouraging the citizenship and engagement of Alstom's employees. Working with international and local partners, the Foundation seeks to improve the living conditions of local communities by providing finance for a variety of concrete initiatives which support socio-economic development and sustainability.

Beneficiaries from local actions and Alstom Foundation	2021/2022	2022/2023	2025 Target
	245,000	299,000	250,000 ✓

PRIORITIES OF THE FOUNDATION



Access to energy and water



Access to mobility



Environmental protection



Economic and social development

Alstom Foundation:

2.2

million euros annual budget

297

Foundation projects supported since 2007, including the 33 selected projects in 2022/23

4 EXAMPLES OF THE FOUNDATION IN ACTION



ELECTRICIENS SANS FRONTIERES



Ukraine

Provision of post-emergency electrical support for medical purposes (mobile operating units) in Kiev: 12 electrical generators to carry out critical activities (Sterilisation, radiology, ventilation & lighting) and 500 solar lamps for patients to provide lighting and battery recharging.



DESCODEUSES



France

Women empowerment through skill development in cybersecurity. Pilot programme including technical training and empowerment for disadvantaged women of Seine-Saint-Denis to develop sustainable employment in cybersecurity.



HELVETAS SWISS INTERCOOPERATION



Ethiopia

Improved access to basic services (schools, markets, health facilities) through trail infrastructure, i.e. trail bridges and foot trail networks.



N°9 THE CULTURE OF SUSTAINABILITY



Canada

Educational programme in sustainable design for students in grades 7 to 10, guided by design mentors to create a scale model of their sustainable city using key pillars (waste & water management, public transportation, alternative energy, green building design, etc).

ACTING AS A RESPONSIBLE BUSINESS PARTNER

By making transparency and integrity the guiding principles of all our business endeavours, we build stronger relationships with our entire community of stakeholders. These values are also at the heart of the partnerships with our suppliers, making our ambition to deliver sustainable mobility a reality.



A value chain built on shared values

 % of suppliers monitored or assessed on CSR and E&C standards as per their level of risk	2021/2022	2022/2023	2025 Target
	62%	74%	100%

OUR PREMIUM PARTNERSHIP PROGRAMME

Our Alstom Alliance™ programme ensures an emphasised collaborative approach with our strategic suppliers and contractors in four main areas: Business Development, Operational Excellence, Product & Process Innovation and After Sales Market. 10 suppliers have joined the programme and pledged to reach ambitious objectives. Annual evaluations highlight valuable achievements and next steps to help Alstom elaborate each axis of its business plan. Amongst other priorities, we are using this programme as a catalyst to deploy our sustainability and climate targets with our strategic partners.



>200

suppliers trained in sustainability and CSR



HOW DO WE MAKE IT HAPPEN?

ESD Charter*

signature as a mandatory pre-requisite for entrance to Alstom's panel.

Assessing

and auditing our suppliers' CSR performance to rely on a sustainable & strong supply chain.

Fostering

a collaborative approach for all our operational partnerships.

CSR criteria

integrated in each supplier business award and further strengthen in coming selection processes.

SUSTAINABLE PROCUREMENT: AN EXTRA SOURCE OF EXCELLENCE

Alstom strongly supports sectoral initiatives to accelerate positive transformations in rail industry supply chains. Most prominent among them, Railsponsible aims to drive sustainability in the railway supply chain through a common approach, field collaboration and sharing best practices and processes with members, including SNCF, Nederlandse Spoorwegen, Deutsche Bahn and Knorr-Bremse. This initiative now counts 17 members.



Higher standards in Ethics and Compliance

Global ISO 37001 certification	2021/2022	2022/2023	2025 Target
	All regions	All regions	All regions 



HOW DO WE MAKE IT HAPPEN?

Deploying

a broad approach covering corruption and competition risks.

Fostering

a responsible business culture through training.

Implementing

our extensive Code of Ethics last updated in 2020 and translated into 20 languages.

Conducting

the yearly Alstom Integrity survey with approx. 2,500 managers.



INTEGRITY IS A KNOW-HOW

E&C days are recurring events to raise awareness and commitment regarding the Alstom Integrity Programme. During these full or half-day sessions, our teams meet their local Ethics and Compliance Ambassadors in engaging workshops addressing specific risks that may emerge in daily operations. These informal and highly participative events foster a shared culture of business integrity at Alstom.



PROCESSING OUR PROMISE REGARDING INTEGRITY

To reinforce the commitments that underpin our Alstom Integrity Programme, we have established clear procedures and dedicated training courses accompanied by regular internal communication campaigns. We have also instituted an alert system available to all our employees and partners, allowing the reporting of any suspected violations of the Code of Ethics. Reports can be made confidentially via a dedicated hotline or website 365 days a year, 24 /7.

490
local Ethics and
Compliance Ambassadors
worldwide
(vs 460 in 2021)

Delivering customer satisfaction

Average Net Promoter Score	2021/2022	2022/2023	2025 Target
	8.1	8.3	Maintain Score above 8 

INNOVATION DRIVES POSITIVE ACTION

While Alstom pursues optimising its rich legacy of intellectual property with a portfolio of 10,127 patents, the Group proudly belongs to the Top 100 Global Innovators™ list released by Clarivate in 2022.



MEETING EXPECTATIONS TO MAXIMISE CUSTOMER SATISFACTION

The principal measure of customer satisfaction is the Net Promoter Score (NPS) which indicates the propensity of recommending Alstom as a supplier. During the 2022/23 fiscal year, more than 300 projects were surveyed, with an average NPS of 8.3. Any NPS below four (on a scale of 1 to 10) triggers an alert to the Regional Manager, the Quality Director, and the CEO. This notification results in an action plan to regain customer satisfaction. This overall result is above our objective and truly demonstrates the increasing confidence of our customers.



Over **10,000** patents in our portfolio



HOW DO WE MAKE IT HAPPEN?

Integrating

our customers in design and innovation processes.

Measuring

customer satisfaction on a regular basis.

Making

no compromises on product safety, ever.

Supporting

our customers on their own CSR commitments and meeting their sustainability expectations.

Certified

management system

in accordance with ISO 9001, IRIS, CMMI, ISO 14001 for Environment and ISO 45001.

COLLABORATION WITH SINGAPORE CUSTOMER FOR THE USE OF 3D-PRINTED SPARE PARTS

Alstom and SMRT Trains, Singapore's major rail operator, signed a Memorandum of Understanding (MoU) to establish a cooperation framework in the fields of railway operations and maintenance. They are working together to explore the use of technology such as 3D-printed spare parts, autonomous robots and vision computing for predictive maintenance automation, and recoverable braking energy.

This collaboration will enhance productivity, cybersecurity and sustainability.

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