

**corporate  
responsibility  
report**

**#2017**





## Message from the CEO



Dear stakeholders,

Our 2017 Corporate Responsibility Report, the third consecutive report of Kentriki Odos, is an opportunity to share with you our developments and outcomes in the area of Sustainable Development.

Although Sustainable Development has always been an integral part of our development strategy and operation, through the development of our Corporate Responsibility Reports, we have the opportunity to present and communicate to our stakeholders our dynamic approach and its outcomes in an integrated way.

2017 marks the delivery of the E65 motorway section from Xyniada to Trikala and it is the culmination of systematic teamwork and commitment to our mission to create and operate modern motorways combining high levels of road safety with high quality customer services.

The approximately 80 kilometres of a modern, safe motorway, combined with the new 10 km section connected to the existing Lamia - Karditsa axis, revamp travel from Athens to Trikala, Karditsa, Kalambaka and to all the popular tourist destinations of the Western and Central Thessaly. An important improvement for all drivers is that the notoriously dangerous turns in Domokos are now bypassed, while the travel time to Trikala and Karditsa is reduced by more than 30 minutes.

We offer all drivers a series of road safety and customer services, based on the experience and know-how we have acquired from the operation of the 57 kilometres long section of the Athens-Thessaloniki-Evzoni motorway, from Skarfia to Raches in Fthiotida, that solved the major issue of road safety at Petalo of Maliakos as well as from the new motoway section of Xyniada-Trikala. We aim to not only maintain but strengthen the application of corporate responsibility principles we have adopted since our first day of operation.

**-Road safety and decrease of travel time**  
A number of actions are planned and designed to ensure road safety along the entire length of the motorway. The Report presents the innovations and the certified processes that aim to ensure the best possible conditions for safe travels.

**-High level of customer service quality**  
The high quality of services and our duty to each user so that she/he feels that we are the best possible travel companion come true through, among others, a well-staffed call centre, sophisticated Traffic Management Centres, motorist service stations, secure temporary parking spaces and direct intervention teams.

**-Protection of the Environment**  
Kentriki Odos takes effective measures in order to integrate the motorway into the natural environment, protect fauna and flora and reduce the environmental footprint of the motorway.

**-Growth potential and employment opportunities**  
The opportunities offered by the new motorways have the potential to change people's lives in a positive way, as modern transport conditions greatly enhance local economies, positively affecting activities of both business and citizens and multiply employment opportunities.

With the launch of these 79 kilometres, we consistently proceed to complete the E65 motorway with the construction of the southern section of Thermopylae to Xyniada and the northern section from Trikala to Egnatia Odos near Grevena so that this strategic importance project contributes the most to the country's development.

With the completion of the E65 motorway, the port of Igoumenitsa - which operates as the gateway of Greece to Central Europe - will be connected to the port of Volos and our country will be connected to the Trans-European Networks (TEN). The trip from Lamia to Egnatia Odos will take 1 hour and 30 minutes, while major tourist destinations such as Meteora, the Plastiras Lake, Agrafta, Metsovo, and Karpenissi will be accessible fast, easily and safely. The Trikala - Athens travel time will be approximately 3 hours, the Karditsa - Athens travel time 2 hours and 30 minutes and the Athens - Domokos one will be 2 hours and 10 minutes. Travel time from all major cities of Western Macedonia to Athens will shorten by more than 2 hours, while the motorway will also significantly contribute to the development of the Lamia area, since its connection to the Athens-Thessaloniki-Evzoni motorway will take place after the Thermopylae Intersection.

In conclusion, I would like to point out that Kentriki Odos will continue to place a high priority on social responsibility and the promotion of sustainability in its strategy and its day-to-day operation. Our goal as a company was, is and will be, to be an active, socially responsible citizen that contributes to the wider society to the maximum, places great importance on the local communities in the adjacent areas and contributes to a better quality of life through targeted actions.

Stelios Pentheroudakis  
CEO

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## Corporate Responsibility 2017

### At a glance

4-digit emergency  
telephone number

**1075**

Total passes reached  
7,513,810 in 2017

Road Safety Management System  
certified in accordance with  
ISO 39001:2012

**24**  
HOUR Motorway Traffic  
Management Centre

**24**  
HOUR road safety  
patrols

**€12,280** invested  
in training and  
awareness campaigns  
on safe driving

**52**  
cameras  
19 along the motorway and  
33 in Styliada tunnels



**433**  
vehicles towed,  
of which 87 heavy vehicles

**506,869** km  
the distance our patrol  
vehicles covered in 2017

**68%** reduction  
in Average Response Time for  
abandoned vehicles incidents

**10.4 minutes** Average Response  
Time for incidents

**43,281**  
manhours  
dedicated in Road  
Maintenance  
105% increase  
compared to 2016



**6,144**  
manhours  
invested in Road Infrastructure  
Repairs. Almost twice as much  
as last year

### Quality in Services

Quality Management System  
certified in accordance with  
ISO 9001:2008

**1** dedicated  
Customer  
Service Centre  
in Aghia Triada

**6** Motorist  
Service Stations  
(M.S.S.)

**4** Methods of  
Toll Payment



**Customer  
Call Service  
801 700 7000**



Handled and  
resolved a total of  
**383**  
recommendations  
and complaints

**1,814**  
active  
KENTRIKI PASS  
PASS transponders on  
average at the end of  
each month **214%**  
increase from 2016

**customer@kentrikiodos.gr**  
Email Customer Service

**15.6%** of the total passes were  
made using the Electronic  
Toll Collection lanes

### Caring for the Environment

Environmental Management  
System certified in accordance with  
ISO 14001:2004

Over **€290,280** invested in Environmental  
protection and Health & Safety  
**78%** increase from 2016

**Planted  
20,000**  
trees and shrubs



2nd CO<sub>2</sub> emissions  
measurement  
**4,438.3** tonnes

**Noise measurements**  
on the motorway in noise  
sensitive areas

**€190,000**  
investment  
for green areas protection  
and maintenance

**654** kg  
of materials were recycled  
186 kg increase from 2016

**147** employees

### Human Resources

**44.2%** women  
**72.8%** young up to 40 years old



Health and Safety Management System certified  
in accordance with OHSAS 18001: 2007

High levels  
of employee  
commitment **71%**

**39**  
new employee hires

**94%** of the employees  
participated in the  
performance evaluation  
process

**789**  
training hours  
for 2017



**690** training hours  
on Health & Safety  
Over 87% of the total training  
hours of the year

**80%** acknowledgement of the customer  
-centred character of the company

**ZERO** work accidents  
for 2017!

### Cooperation with Local Communities and Social Contribution

More than **140** permanent jobs  
outside Attica

**306**  
suppliers

**95%** of our suppliers are  
domestic suppliers

**99%**  
of our expenses support  
local and national businesses

The social product exceeded  
**€22 million**

**€12,280**  
invested in training and awareness  
campaigns on safe driving

Invested **€56,097**  
for 31,620 free special  
needs vehicles passes



**82**  
bottles collected from a joint Nea Odos and  
Kentriki Odos blood donation action  
involving 19% of employees

### ZERO incidents Organization and Management

-of non-compliance with user safety legislation  
-of non-compliance with motorway signage  
-of non-compliance with responsible communication principles  
-of corruption

Active member of  
**GRI GOLD COMMUNITY**

Invested **€8,550**  
enhance Corporate Social  
Responsibility structures

Membership in associations:  
Hellastron  
"Panos Mylonas" Road Safety Institute  
Hellenic Institute for Customer Service



# 1. Our Mission and Vision

## Mission



“ We offer the highest standards of safety together with top quality services.  
We pursue excellence in the operation and maintenance of our motorways.  
We recognize the imperative need to protect the environment, we foster our people and we contribute to the country's sustainable development.

## Vision



“ We are determined to change the map of Greece and set the standards for our sector. We create value for the country, the local communities and our shareholders, using as main vehicle our people's commitment, expertise and knowledge

## Values

### Efficiency and effectiveness:

- We work daily toward a goal of development, balancing risks with opportunities.
- We strive for innovation and the continuous improvement of our performance.
- We optimize the use of our resources, providing value to shareholders.

### Responsibility:

- We work in the interest of public well-being and environmental protection.
- We are fully committed to meeting our responsibilities towards our customers.
- We encourage our people to take on responsibilities to further our organization's success

### The strength of our people:

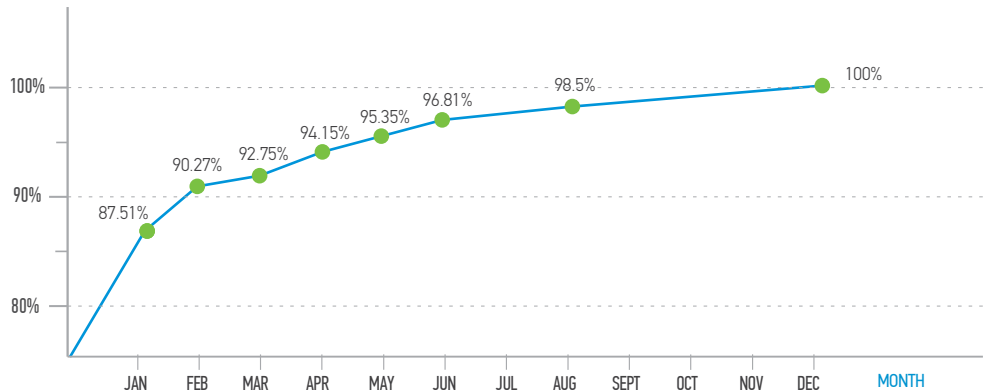
- We acknowledge effort, recognize talents and support their development.
- We operate as a team, united with common goals.
- We appreciate different viewpoints and support constructive arguments as a means of effective cooperation.
- We respect, care about and support our team members.

### Integrity:

- We focus on building and maintaining bonds of trust with our customers and partners.
- We encourage sincere cooperation and communication with all our partners.

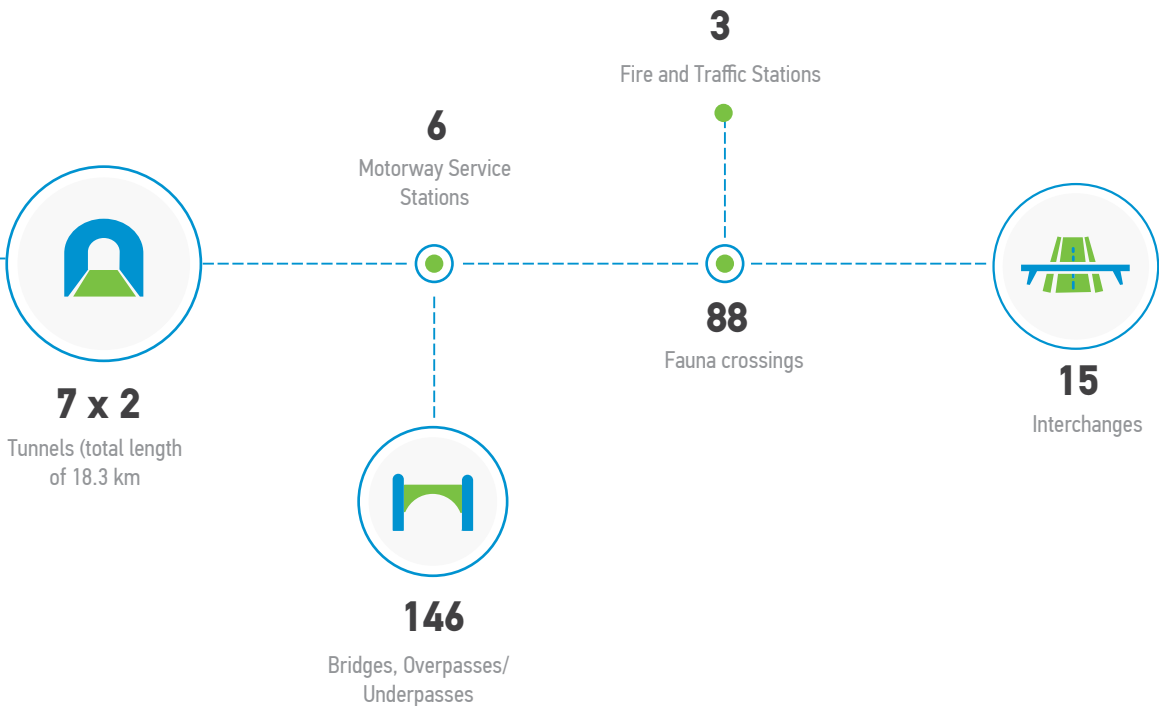
## Motorway progress 2017

XYNIADA-TRIKALA SECTION COMPLETION STAGE



During the reporting period there were no partial deliveries. The whole motorway section of Xyniada - Trikala was delivered on December 22, 2017.

## The most important technical features include:



# Kentriki Odos

The Kentriki Odos Motorway (Kentriki Odos) has undertaken the study, design, construction, operation, exploitation and maintenance of the "Aftokinitodromos Kentrikis Ellados – E65" Concession project. Following an international tender, Kentriki Odos undertook in mid-2007, the implementation of one of the most substantial projects of modern Greece, which decisively contributes to the development of the country.

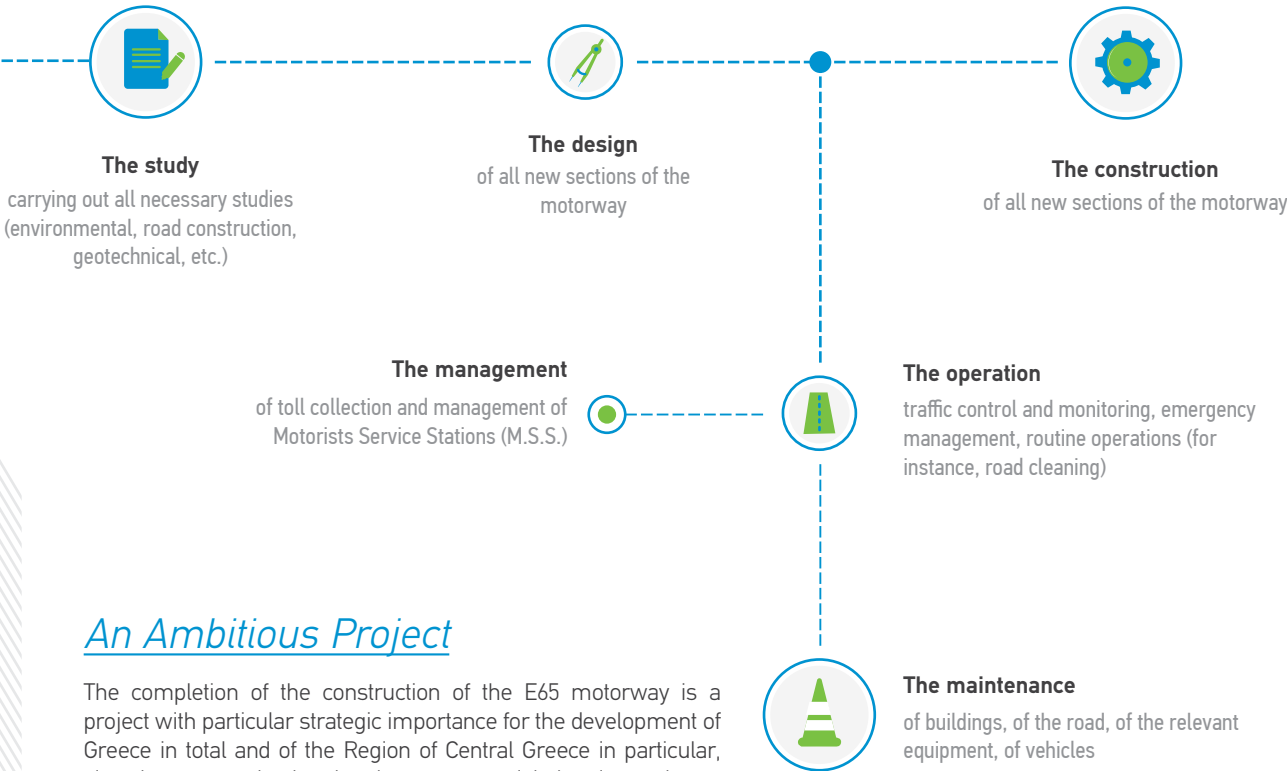
This project of 231 km in length entails:

- A. the construction of the motorway of central Greece (E65), which will start from the semi-interchange with the Athens - Thessaloniki - Evzoni motorway at the Thermopiles I/C and will end at the interchange with the Egnatia Highway near Grevena (which is 174 km in total in length), and
- B. the management and maintenance of the Athens - Thessaloniki - Evzoni motorway section from Skarfia to Raches (which is 57 km in total in length).

## Financing:

*In mid-2007, through the process of an international tender, Kentriki Odos undertook the study, design, construction, operation, exploitation and maintenance of the "Aftokinitodromos Kentrikis Ellados - E65" Concession project. The project budget exceeds €1.4 billion.*

Kentriki Odos is responsible either directly or through its partners for:



# An Ambitious Project

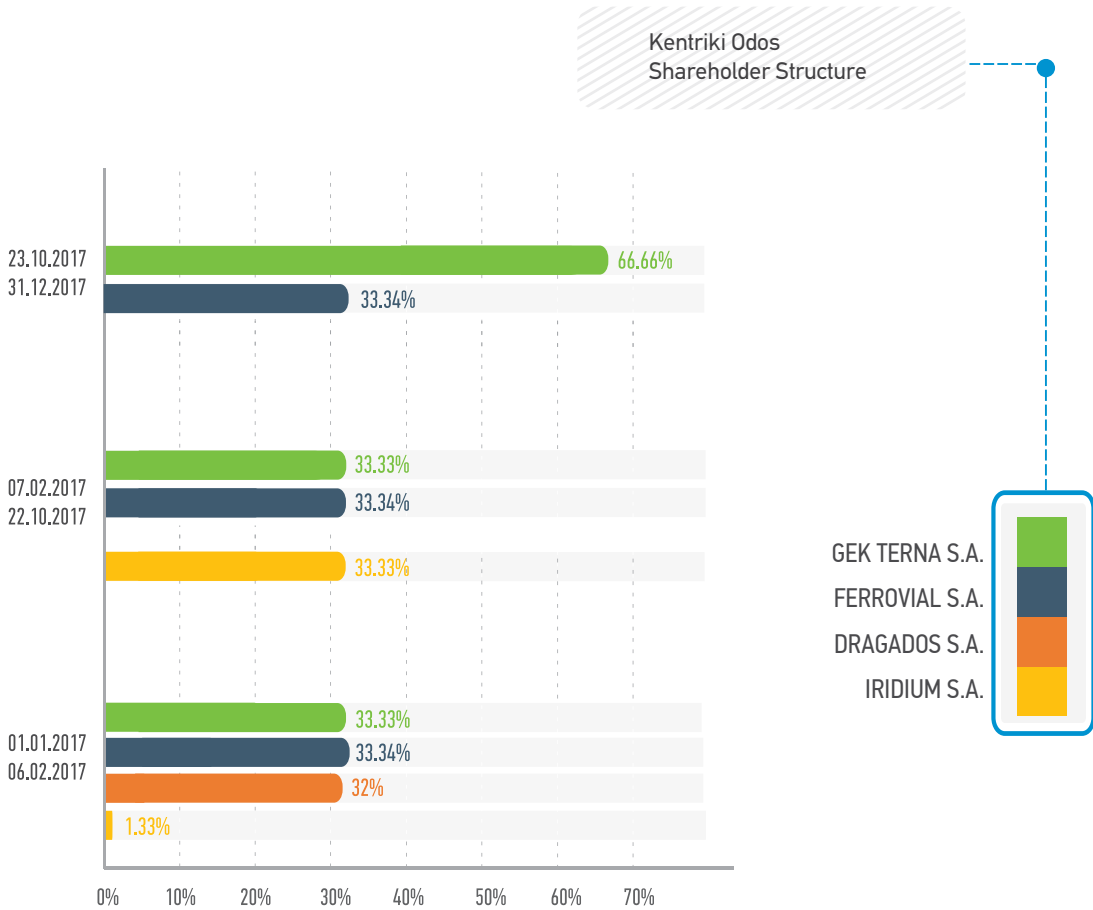
The completion of the construction of the E65 motorway is a project with particular strategic importance for the development of Greece in total and of the Region of Central Greece in particular, since its construction is related to a new spatial planning and, as a result, in essence it connects Eastern and Western Greece. Upon its completion, it will link Central Greece with Trans-European Networks, and with the ports of Igoumenitsa and of Volos, linking the national with regional transport systems.

# Benefits

- Improving safety and minimizing risks
- Drastically minimizing the required travel time
- High-level customer services
- Enhanced environmental protection
- Significant development prospects and employment opportunities

# Shareholder Structure

2017 brought about significant changes in the shareholder structure of Kentriki Odos. GEK TERNA position becomes more powerful and amounts to 66.66% having now the majority shares of Kentriki Odos. FERROVIAL S.A. continues to hold 33.34% of the company shares, whereas DRAGADOS S.A. and IRIDIUM S.A. completely exits the company's shareholding.



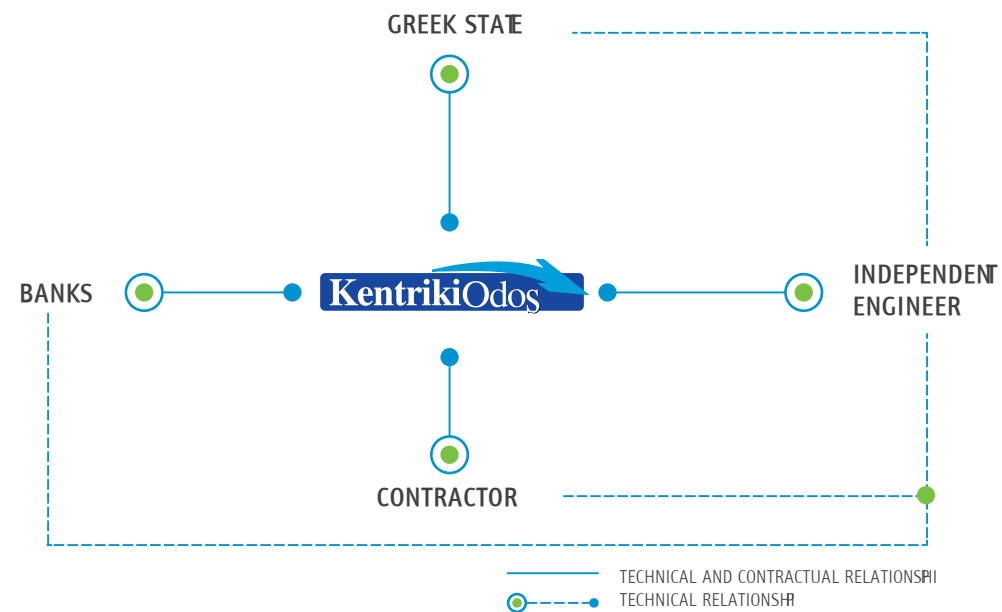
**GEK TERNA Group:** GEK TERNA Group is one of the most significant business groups in Greece, with a dynamic presence in Central and South – Eastern Europe, the USA, North Africa and the Middle East. It mainly operates in the fields of construction, electrical energy generation and trade, concessions, waste management, and real estate development and management.

**FERROVIAL Group:** FERROVIAL Group, with registered offices in Spain, has expanded its operations in more than 15 countries and is one of the most powerful global investors in the field of transportation infrastructures.

## Contractual Relationships

### Organizational Structure of the project

The project's organizational structure is presented in the following chart:



The project's funding is a combination of equity, bank loans, European and Greek State funds, as well as contributions from the project users

**The Greek State:** The Project owner is the Greek State and specifically the Ministry of Infrastructure and Transport.

**Constructor:** The Constructor carries out almost all tasks related to the Study/Construction, as described in the Study/Construction Agreement, signed by the Assignor and the Constructor.

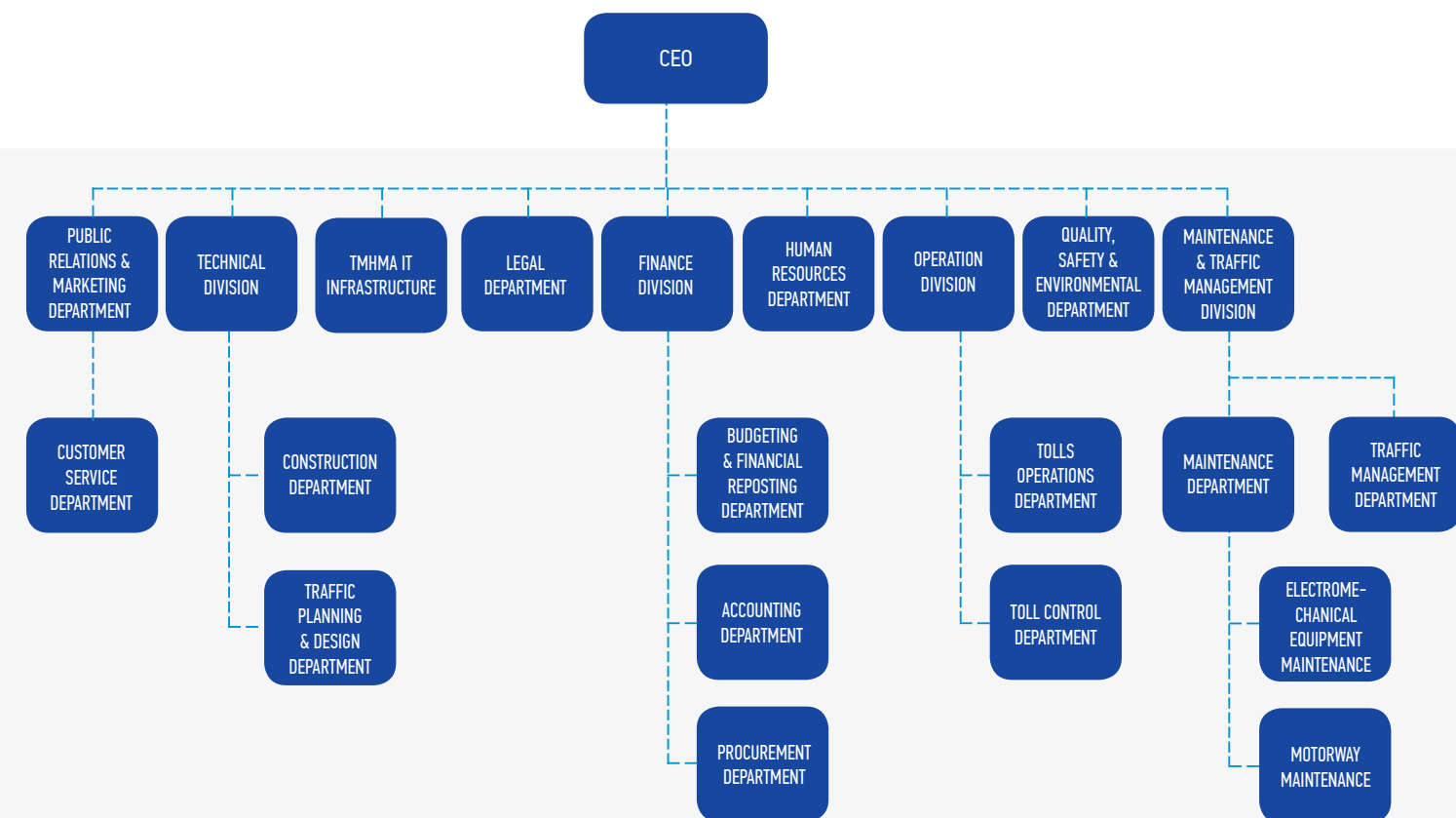
**Concession Company/ Concessionaire:** Kentriki Odos is in charge of carrying out the project.

**Independent Engineer:** The Independent Engineer is in charge of monitoring the studies, the operation and maintenance manuals, of ensuring that works are carried out according to the company Quality System and the legislation that is in force.

**Lending Banks:** ALPHA BANK AE, EUROBANK ERGASIAS S.A., NATIONAL BANK OF GREECE, PIRAEUS BANK S.A., BANCO BILBAO VIZCAYA ARGENTARIA S.A. BNP PARIBAS FORTIS SUCURSAL EN ESPANA, BNP PARIBAS FORTIS, BANCO SANTANDER LONDON BRANCH, BANCO ESPIRITO SANTO LONDON BRANCH, ESPIRITO SANTO PLC, INSTITUTO DE CREDITO OFICIAL

## Organisation Chart

Kentriki Odos organisation chart depicts the way the company plans and organizes its operations and its adequacy regarding addressing its strategic plans, duties and commitments.





## Financial Performance

Financial Information	2017 IFRS	2016 IFRS	2015
Net Sales (in th. €)	88,067.65	144,497.32	121,102.95
Other operating income (in th. €)	767.43	3,863.48	-
Revenue from financial investments (in th. €)	49,092.12	18,572.26	80.33
Total income (in th. €)	137,927.20	166,933.06	121,183.28
Operating cost (in th. €)	77,017.24	127,120.69	118,865.40
Employee salaries and benefits (in th. €)	2,027.80	2,030.74	2,350.80
Payments to providers of capital (in th. €)	11,108.92	11,483.23	13,031.34
Net profit / (in th. €) before taxes	40,401.95	16,388.72	2,326.53
Net profit / (in th. €) after taxes	28,540.38	11,616.1	153.64
Net profit / per share (in €)	-	-	0.001
Total payments to state bodies (in th. €) (taxes paid)	11,668.04	5,170.86	5,456.25
Company investments (in th. €)	79,147.47	119,075.23	108,124.08
Total capitalisation (in th. €)	689,634.50	656,520.30	484,083.22
Equity (in th. €)	121,629.87	78,792.03	97,433.88
Total liabilities (in th. €)	626,118.67	635,395.98	413,829.40
Total assets (in million €)	747,748.54	714,188.01	511,766.40

In 2017, Kentriki Odos made the transition from the Greek Accounting Principles to the International Financial Reporting Standards (IFRS) in order to align with the practices of GEK TERNA Group.

Net sales (in th. €) (31/12)	Exploitation segment of Central Greece Motorway	Construction of Central Greece Motorway	Total
2017 IFRS	16,845.75	71,221.90	88,067.65
2016 IFRS	20,534.96	123,962.36	144,497.32
2015	8,129.94	112,973.02	121,102.95

*The total passes in 2017 amounted to 7,513,810*  
*The total passes in 2016 amounted to 7,188,354*

Vehicle passes	2017	2016
Total vehicle passes	7,513,810	7,188,354
Number of non-exempted electronic transactions (ETC) performed in Kentriki Odos' Toll Stations	1,171,262	915,888
Percentage	15.6%	12.7%

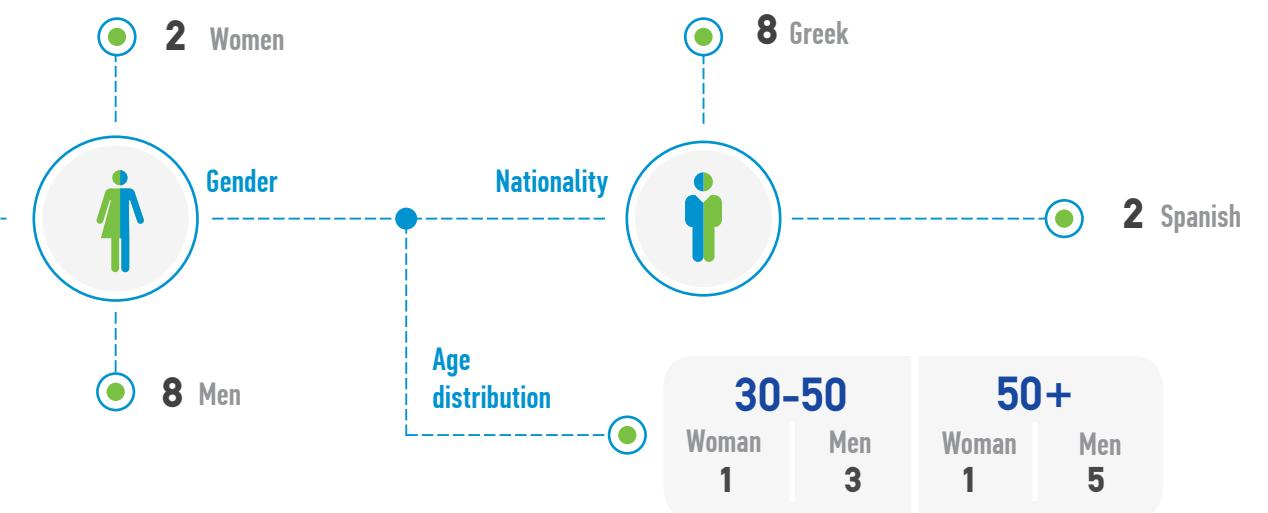
*Our strategic objective is to create modern motorways based on the European standards that will contribute to the national economic growth, will ensure environmental protection and will enhance the quality of life of society at large.*

## Corporate Governance

The Board of Directors of Kentriki Odos consisted of the following ten members:

- Emmanouil Vrailas – CEO, (Non-executive Member)
- Emmanouil Moustakas – Vice-Chairman, (Non-executive Member)
- Sofia Dimitrakopoulou – Member, (Non-executive Member)
- Alexandros Aligizakis – Member, (Non-executive Member)
- Vasileios Delikaterinis – Member, (Non-executive Member)
- Christos Zaribas – Member, (Non-executive Member)
- Juan Ramon Perez – Member, (Non-executive Member)
- Gabriel Gutierrez Arnaiz – Member, (Non-executive Member)
- Andromachi Pasallidou – Member (Non-executive Member)
- Alexandros Karyotakis – Member (Non-executive Member)

During the reporting period and following the changes in the company's shareholder structure, changes were made to the composition of the Board of Directors. The Board of Directors now consists of 8 Greeks and 2 Spaniards



The composition of the Board of Directors defines to a large extent the smooth and efficient operation of the company, and its role is crucial as regards safeguarding the interests of the stakeholders. The Board of Directors guarantees the smooth operation of the company and ensures a fair, moral and equal environment for everyone. It is important that all members of the Board have in-depth knowledge of corporate affairs and have significant business experience, mature perception and strategic thinking. Hence, it is ensured that the role of the Board is to serve as a guarantor of the corporate strategy.

## The Significance of Compliance

Business ethics is formed on the one hand on compliance with the Greek and European legislation and on the other hand, on the adoption of the values and principles of the company that go beyond legal requirements. Kentriki Odos faithfully adheres to the legislation on environmental protection and with dedication serves all areas of its operation. It is noted that in some cases the company is willing to act outside its narrow institutional duties, remaining faithful to its vision, mission and values for sustainable development.

The company responds with success and efficiency to its legal and institutional obligations thanks to its systematic approach. No financial penalty nor other sanction for violating the current environmental legislation in 2017 has been imposed. No incidents of non-compliance with the legislation in force as regards user safety have been recorded. No corruption incident was recorded in 2017, nor was there any interruption of any cooperation due to a corruption-related offense. In addition, no incidents of non-compliance with applicable regulations in the areas of communication, marketing, advertising and sponsorships were recorded.

The company's cooperation with its suppliers is based on the understanding of the value of the project and the observance of the agreed terms by both sides. Subcontractors who collaborate with the company are bound to comply with the environmental terms of the project and take precautionary measures for its protection. The binding terms of such agreements include therefore their duty to have the required certifications and licenses. The company's key subcontractors are subject to regular environmental audits in the operating and maintenance fields. Inspections are also carried out by external certification bodies regarding the ISO 14001: 2004 systems implemented by subcontractors. In 2017, no inspection on environmental issues was carried out regarding new suppliers, and no significant negative environmental performance by a supplier was detected.

## The Significance of Certifications

Kentriki Odos focuses on providing high quality services and, in this context, it requires that all activities and operations of the company be regulated by certified procedures. In this way, they contribute significantly to the high quality of the services provided to users, to the health of workers and to the protection of the environment.

International certification standards applied by the company:

### Quality Management System: ISO 9001:2008

Certified by the distinguished international certification body Bureau Veritas, the Quality Management System is continuously updated, so as to effectively meet the increasing needs of the infrastructure operations, within the framework of the provisions of the Concession Agreement.

### Road Traffic Safety (RTS) Management System: ISO 39001:2012

Certified by TUV HELLAS, this standard takes into consideration and covers all aspects of road safety, including corporate vehicle speed, company fleet status, training of company drivers, risk assessment and management, and methods for investigating road accidents.

### Environmental Management System: ISO 14001:2004

Πιστοποιημένο από τον εγκεκριμένο διεθνή φορέα Bureau Veritas.

### Health and Safety System: OHSAS 18001:2007

Certified by the international recognized body, Bureau Veritas



Our primary commitment is the safe and fast transportation for all drivers, combined with the provision of high-quality services.

## 2. Memberships in Associations

### Hellastron

Kentriki Odos actively participates in the "HELLENIC INFRASTRUCTURE and TOLL ROADS" organization, also known as "HELLASTRON" ("Hellenic Association of Toll Roads Network"). The association was established in 2014 and is supported by all modern motorways and toll infrastructure companies operating in Greece

### Hellenic Institute for Customer Service

The Hellenic Institute for Customer Service is a Non-Profit Organisation, founded in 2004, with the support of 37 multinational and leading Greek companies and scientific bodies operating in Greece. Acknowledging the necessity to upgrade and support the role of those who, both directly and indirectly, come into contact with customers, was the underling belief of its founding members. Through its members, whose number is rapidly increasing, the Hellenic Institute for Customer Service addresses customers, citizens and people who receive services aiming at continuously improving the services they receive.

### Global Reporting Initiative (GRI)

Kentriki Odos has been an active member of the GRI GOLD COMMUNITY, an international network of collaboration with prominent organisations. In 2016, the company adopted the new GRI Standards, and redefined its material aspects and priorities.

The company firmly strives to meet the needs of stakeholders and to minimize negative impacts and potential risks in terms of its strategic and operational actions. As a member of the GRI GOLD COMMUNITY, Kentriki Odos participates in shaping the future of sustainability and its disclosure through its Corporate Responsibility Reports. At the same time, it contributes to cultivating a sustainability culture, which contributes to the creation of a sustainable economy and society.



### Synergies and Partnerships that Create Value

### "Panos Mylonas" Road Safety Institute

"Panos Mylonas" Road Safety Institute has a vision of "a world without road accidents" and hence undertakes the task of informing citizens regarding road accidents and its prevention. It is a Non-Profit Organization that collaborates with Kentriki Odos in the framework of the public awareness and education actions Kentriki Odos undertakes. As a member of the Road Safety Institute, the company takes part in the annual general assembly of the organization. The Hellenic Road Safety Institute has been certified in accordance with the following standards: ISO 9001:2008 for quality, ISO14001:2004 for health and safety, ISO 39001:2012 for road safety and ISO 29990:2010 for quality in training services.

### "Diazoma"

Kentriki Odos is an active corporate member of "Diazoma" Association. Diazoma aims at preserving ancient theatres and protecting Greece's cultural heritage. It was founded on the initiative of the former Minister of Culture, Mr. Stavros Benos, and the decisive participation of the archaeological community, the artists and intellectuals of the country, and local communities.

### INTERAMERICAN

Kentriki Odos added a new cooperation project with Interamerican related to offering road assistance to motorway users. The agreement concerns covering the needs of towing and removing vehicles, due to a damage or a road accident, that are on the motorway from the section of Skarfia to Raches in Fthiotida and this service will be offered free of charge.

### 3. Corporate Responsibility

#### Our Approach

In order to effectively address the requirements and the needs of local communities, Kentriki Odos supports social initiatives and cares for protecting the environment, by incorporating relevant policies and practices in its strategic planning. Kentriki Odos is fully aware of its great responsibility towards society as it provides people with a public good of great importance. Through its continuous efforts, the company takes care of the smooth operation of one of the main road axes of the country, and of the parameters of corporate responsibility that relate to its business activities.

*Implementing international practices, the Corporate Responsibility Strategy of Kentriki Odos is based on the following five pillars:*



**Road Safety:** Continuous improvement of road safety



**Quality of Rendered Services:** To be the best possible travel companion



**Human Resources:** To provide the best possible work environment



**Environment:** Contribution to the protection of the environment



**Cooperation with the Local Communities – Social Contribution:** Support and development of the neighbouring local communities

#### Managing Corporate Responsibility

Three years after the release of its first Report, Kentriki Odos continuously works to improve its Corporate Responsibility performance. The company recognizes that the need for a systematic approach to Corporate Responsibility issues and the strategic implementation of key principles requires proper management.

To this end, a Corporate Responsibility Team has been set up and is responsible for effectively managing the issues and priorities the company has identified. The team consists of executives that come from all the company's different main sections and have great knowledge in issues relating to corporate principles and goals.

The Team is responsible for:

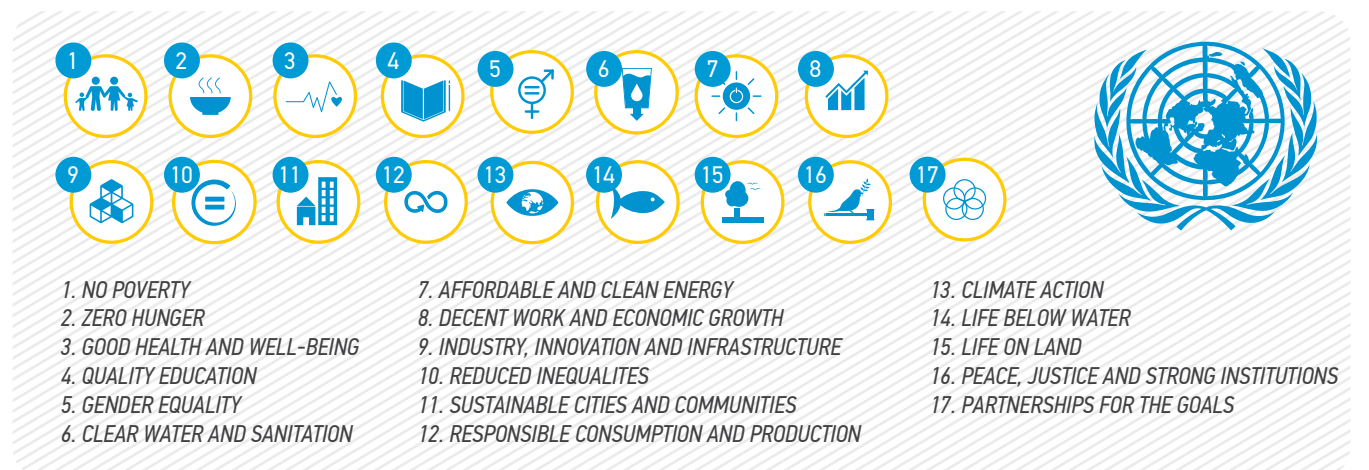
- the collection of data required for the annual Corporate Responsibility Report
- the quality and reliability of data and information collected
- mobilising employees to implement initiatives that fall into the realm of managing Corporate Responsibility issues
- policies and procedures relating to environmental, social, labour and supply chain issues

The Public Relations & Marketing Division is responsible for coordinating and managing Corporate Responsibility issues and thus:

- informs top management at regular intervals
- recommends the necessary procedures for managing Corporate Responsibility actions and initiatives
- proposes and implements the strategic direction of the company
- coordinates and is the leader in preparing the Annual Corporate Responsibility Report

#### The Sustainable Development Goals as part of our Strategy

The 17 Sustainable Development Goals (SDGs) reflect the decisiveness of the global community and its willingness to effectively manage and address international issues of the utmost social and environmental importance. In this context, 193 United Nations member states set 17 goals and 169 targets as part of an ambitious plan that was officially adopted on January 1st, 2016. This plan aims at building a better future for everyone and includes issues related to society, the economy, the environment and governance. Priority is given to the eradication of extreme poverty, to the fight against inequality and injustice, and the protection of the planet over the next 15 years.



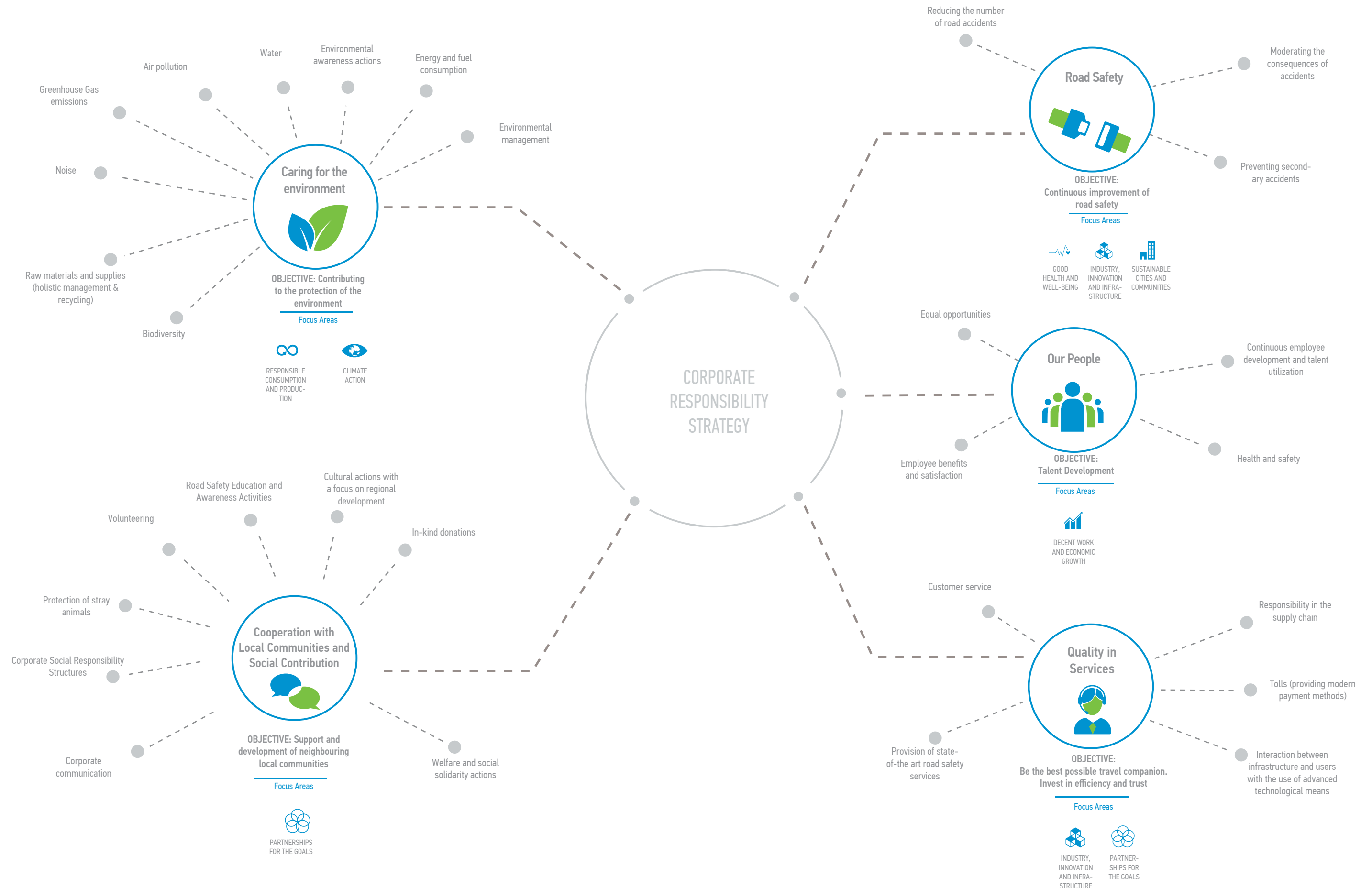
Kentriki Odos acknowledges the role of the business world in this endeavour. Given that the private sector can contribute to achieving each of these targets, the company has made a commitment regarding implementing the goals associated with its business activities and operation. During 2017, the company worked towards recording, mapping and formally incorporating these goals into its strategy. As a

consequence of recognizing the relationship of the Sustainable Development Goals with our strategy pillars, we worked on an action plan that takes into account qualitative and quantitative data, national objectives set, the long-term strategy of Kentriki Odos.





# Corporate Responsibility Strategy





## Material Aspects

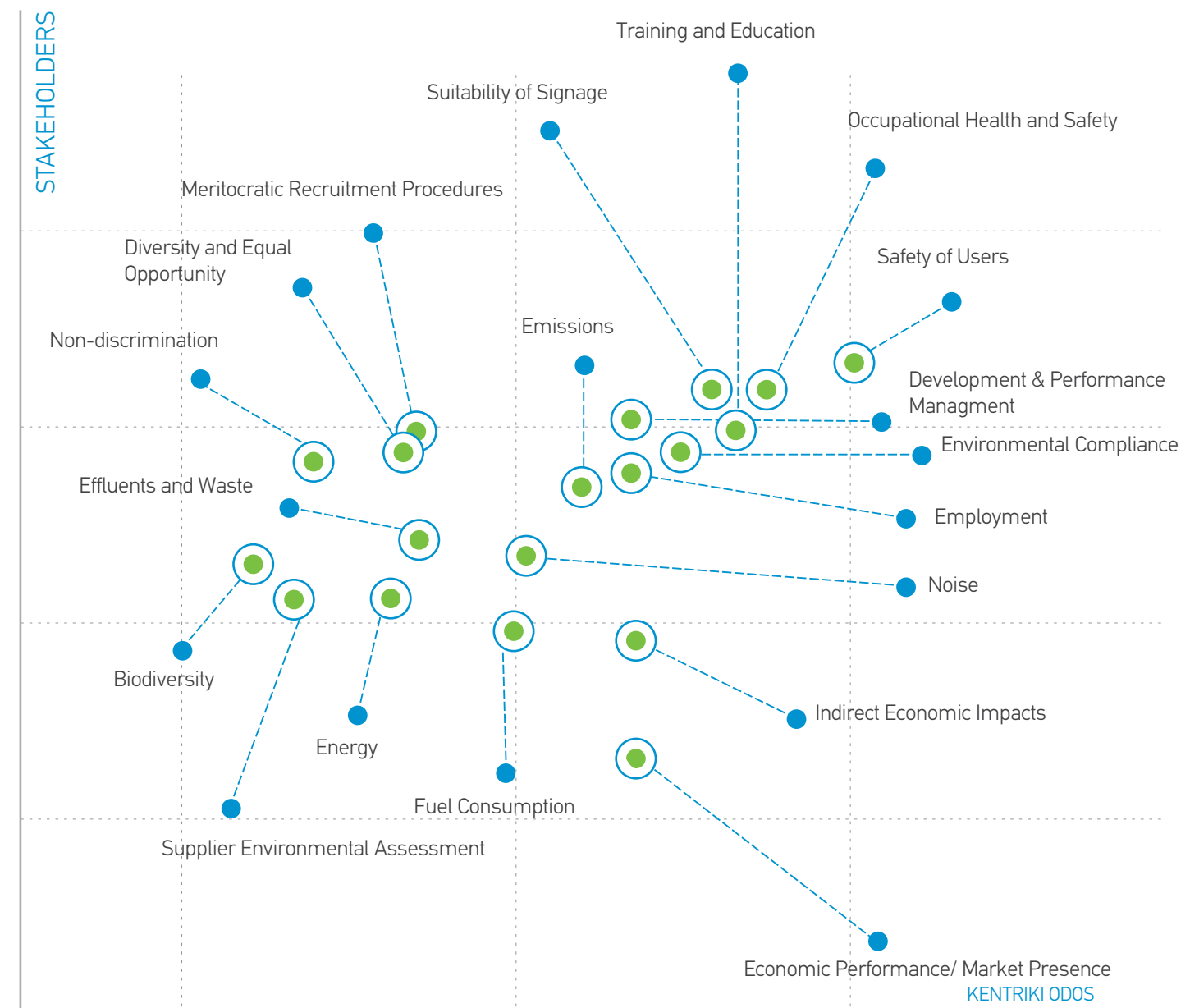
A top priority for Kentriki Odos is focusing on activities involving stakeholders and minimizing the negative impacts stemming from its operations. The social and environmental impact of its business activity also affects the quality of the services provided. It is worth noting that this impact also touches upon safety issues for motorway users. The operation of the Kentriki Odos is closely linked to the development of the local communities involved, but also to the creation of value for the benefit of the wider social community. It is also important to note that the company shows flexibility by adapting its approach in such a way that it effectively responds to changing social needs. It is constantly on alert, proactively working in case of danger, and detects opportunities related to its relationships with stakeholders. According to the materiality principle, the company places importance on those activities of corporate responsibility that may have a large-scale positive or negative impact on the company and its stakeholders.

*By achieving its sustainable development mission, the company is enabled to also deliver on its social and environmental responsibilities*

## Corporate Responsibility Pillars

Our Values  
Efficiency and effectiveness, Responsibility, The strength of our people, Integrity

Corporate Governance				
Road Safety	Quality in Services	Our People	Caring for the environment	Cooperation with Local Communities and Social Contribution
<ul style="list-style-type: none"> <li>Safety of Users</li> <li>Suitability of Signage</li> </ul>	<ul style="list-style-type: none"> <li>Financial Performance/ Market Presence</li> <li>Suppliers Environmental Assessment</li> </ul>	<ul style="list-style-type: none"> <li>Employment</li> <li>Meritocratic Recruitment Procedures</li> <li>Training and Education</li> <li>Development and Performance Management</li> <li>Equal Opportunities and Diversity</li> <li>Non-discrimination</li> <li>Occupational Health and Safety</li> </ul>	<ul style="list-style-type: none"> <li>Fuel consumption</li> <li>Energy</li> <li>Effluents and Waste</li> <li>Noise Management</li> <li>Emissions</li> <li>Biodiversity</li> <li>Environmental Compliance</li> </ul>	<ul style="list-style-type: none"> <li>Indirect Economic Impacts</li> </ul>





K. Odos Corporate Responsibility Material topics	Stakeholder Groups									Boundary of material topics	
	Employees	Users	Local Communities – Municipalities	Shareholders & Management	Ministry of Infrastructure	NGOs / Activists/ Lobbies	Motorway Traffic Police	Financial Institutions	Suppliers and Associates	Inside Nea Odos	Outside Nea Odos
<b>FINANCIAL ISSUES</b>											
Financial Performance/ Market Presence	✓	✓	✓	✓	✓			✓	✓	✓	
Indirect financial impacts from Nea Odos operations	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓
<b>ENVIRONMENTAL ISSUES</b>											
Fuel consumption	✓	✓	✓	✓	✓	✓			✓	✓	
Energy consumption	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Effluents and waste management	✓	✓	✓	✓	✓	✓			✓	✓	✓
Noise management	✓	✓	✓	✓	✓	✓		✓	✓	✓	
Air pollution and emissions management	✓	✓	✓	✓	✓	✓		✓	✓	✓	
Protecting biodiversity	✓	✓	✓	✓	✓	✓		✓	✓	✓	
Environmental compliance	✓	✓		✓	✓	✓		✓	✓	✓	✓
Suppliers environmental assessment	✓	✓		✓					✓	✓	
<b>SOCIAL ISSUES</b>											
Employment	✓	✓	✓	✓				✓	✓	✓	
Meritocratic recruitment procedures	✓	✓	✓	✓				✓	✓	✓	
Training and education	✓	✓	✓	✓				✓	✓	✓	
Development and performance management	✓	✓	✓	✓				✓	✓	✓	
Equal opportunities and diversity	✓	✓	✓	✓				✓	✓	✓	
Non-discrimination	✓	✓	✓	✓				✓	✓	✓	
Occupational Health and Safety	✓	✓	✓	✓	✓	✓			✓	✓	
Safety of users	✓	✓	✓	✓	✓	✓	✓		✓	✓	
Suitability of signage	✓	✓	✓	✓	✓	✓	✓		✓	✓	

GRI 102-12, GRI 102-40, GRI 102-44, GRI 102-46, GRI 102-47, GRI 103-1







## Stakeholders

### Identifying and Mapping our Stakeholders

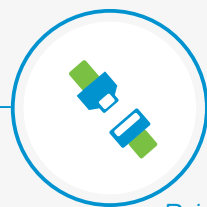
From the beginning of our corporate responsibility journey, we highlighted in a clear manner the relation we develop with our stakeholders which is based on the detailed identification and analysis of their needs and expectations. With the term stakeholders, we refer to all those who are directly or indirectly related to the company, influence or are influenced by the Kentriki Odos actions, policies and business decisions.

In accordance with the principles of Corporate Responsibility, Kentriki Odos recognizes and understands the needs of its stakeholders. Through a systematic and structured process, we become deeply aware of the material aspects that concern our stakeholders. Consequently, we can assess to what extent our activities meet their needs and we can be proactive as regards our actions in the future.

In the 2017 Report, we illustrate in detail the company's approach towards the main and secondary stakeholders. Thus, our Report emerges as a dialogue platform that depicts in a transparent manner the performance, efficiency of our actions and the extent to which the goals are achieved for each stakeholder. Consequently, the company is uniquely positioned to plan its next steps and fulfil its mission and vision.



Primary stakeholders	Communication Mechanisms	Expectations/Main issues	Communication Frequency	Communication Outcomes
Employees	Meetings between staff and management representatives Satisfaction surveys Email correspondence Prospectuses	Regular communication between Employees - management Informing employees about organizational changes and anything related to the company Emphasis on Health and Safety issues Additional benefits and remuneration system	Daily	Improvement of employees' development process through the establishment of Development Centers Initiatives for the improvement of the working environment
Users	Customer service department Customer satisfaction surveys Complaint handling department Awareness campaigns Company website Emergency number	Safe passage Quality, satisfaction and reliability Immediate response to incidents Immediate response to requests or complaints Private data protection	Daily	Interventions on the road network Improvement of signage
Local Communities – Municipalities	Meetings with representatives of local communities Consultation with local associations and bodies of residents	Comprehensive information regarding effects from the company's operation on a local level and measures to address them Support for the local economy – indirect financial effects Sponsorships - charity actions and social investments	On regular time intervals/ Daily	More targeted support for the local economy
Shareholders & Management	Monthly Board of Directors meetings Regular reporting Company website	Financial performance Regular and correct information/reporting Effective governance mechanisms	On regular time intervals/ Daily	Mapping of environmental and social impacts of the company Communication through the Corporate Responsibility Report
NGOs / Activists/ Pressure groups	According to company policies	Reduction of toll rates as described in the Concession Agreement, which is ratified by the Greek Parliament and constitutes a State Law.	When deemed necessary	Interventions where possible to ensure smooth user service
Ministry of Infrastructure	Communication and meeting	Good operation of the motorway Fully inform the supervisory authority on matters relating to the operation of the infrastructure.	Daily	Compliance with the contractual obligations set out in the Concession Agreement
Motorway Traffic Police	Scheduled and unscheduled meetings with Traffic Police representatives	Compliance with laws Support to Traffic Police work Cooperation and consultation	When deemed necessary	Intensification of readiness exercises
Financial Institutions	Ongoing communication Meetings 3 and 6-month reports	Comprehensive information on company performance Financial effectiveness Consistency in its financial obligations Compliance with laws and good governance Risk management and company growth prospects	On regular time intervals	Full compliance with the law Analysis of social and environmental risks
Suppliers and Associates	Procurement department Ongoing communication with partners in the implementation of projects	Transparency in procurements Meritocracy in selecting suppliers and partners Compliance with agreed partnership terms Transparent governance mechanisms	Daily	Compliance with deadlines Application of supplies' manuals
Secondary Stakeholders	Communication Mechanisms	Expectations/Main issues	Communication Frequency	Communication Outcomes
Other State Agencies (Fire Brigade, National First Aid Center, Police, and Civil Protection)	Meetings Mail Correspondence Contact via Phone	Maintaining good relations and regular communication with the Traffic Police, the National First Aid Center, the Fire Department and the General Secretariat for Civil Protection, etc. plays a very important role in maintaining safety and smooth traffic flow.	Daily	High level of traffic conditions, 24 hours a day, 365 days a year
Agencies, Associations, Academic Community	Participation in conferences and seminars	Two-way knowledge, experience and practice transfer	When necessary	Re-evaluation and upgrade of practices
Media	Mail correspondence and Contact via Phone	Clear strategies and structured relationships with journalists and the Media. Timely and accurate information	When necessary	Disclosure of the company's activities to the general public
Other Motorways	Mail correspondence, Contact via Phone and HELLASTRON meetings	Optimal coordination in interchange areas (Metamorfossi interchange) and exchange of views	When necessary	Optimisation of operation – related actions



## 4. Road Safety

### Primary Sustainable Development Goals



3.6 By 2020, halve the number of global deaths and injuries from road traffic accidents.  
3.6.1 Death rate due to road traffic injuries



9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.

9.1.1 Proportion of the rural population who live within 2 km of an all-season road.  
9.1.2 Passenger and freight volumes, by mode of transport.



11.2 By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.  
11.2.1 Proportion of population that has convenient access to public transport, by sex, age and persons with disabilities.

### Secondary Sustainable Development Goals



17.17 Encourage and promote effective public, public private and civil society partnerships, building on the experience and resourcing strategies of partnerships.  
17.17.1 Amount of United States dollars committed to (a) public-private partnerships and (b) civil society partnerships.

In 2017

43,281.5

hours dedicated to road maintenance

6,144.8

hours dedicated to road infrastructure repairs

98.6%

answered calls from the Emergency Call Centre

12,483.3

hours dedicated to road infrastructure inspections

### Road Safety: A multifaceted and difficult to resolve issue

Being aware of our share of responsibility and of our duty to enhance road safety, we adopt a philosophy based on minimising accidents and making the greatest contribution to creating safe transport conditions for every vehicle.

*Our corporate strategic goal is the provision of excellent road safety conditions.*

Aiming at ensuring excellent road safety conditions along the motorway, Kentriki Odos promotes user safety through adhering to a whole set of processes. In this context, we constantly work on protecting the lives of our users by focusing our attention on three main pillars:

**REDUCING**  
the number of road accidents

**MITIGATION**  
of the impact of accidents

**PREVENTION**  
of secondary accidents

## Our Priority is Road Safety

Road safety remains an issue of great importance for our country, with major social and economic impacts. On April 10, 2018, while this report was being written, the European Commission announced its preliminary road safety statistics for 2017.

According to the 2017 data, 25,300 people died in road accidents on motorways of the European Union member states (300 fewer than in 2016 and 6,200 fewer than in 2010 - a 20% decrease compared to 2010). More than that, it is estimated that 135,000 people were seriously injured in 2017, including a large number of vulnerable users: pedestrians, cyclists and motorcyclists. In Greece, the deaths recorded in 2017 amounted to 69 per million citizens (compared to 76 in 2016 and to 112 in 2010), recording a total reduction of 41% compared to 2010. It is understood that fatalities and injuries from road accidents have significant socio-economic impacts for Greece, estimated at €120 billion annually. However, because of its particular characteristics, the issue of road safety cannot be analysed in isolation. Road safety, as a multifaceted issue, must be considered in all its aspects. These parameters include human involvement (driver, passenger, cyclist, pedestrian), vehicles, road infrastructure (road, signage, signalling, lighting), control mechanisms (surveillance, policing, prevention, care, maintenance) and weather conditions. Given the complexity of resolving issues related to road safety, we need, synchronized and perfectly coordinated actions to achieve substantial improvement in road safety.

The socio-economic cost of deaths and injuries from road accidents amounts to approximately €120 billion per year.

*In Greece, the deaths recorded in 2017 amounted to 69 per million citizens (compared to 76 in 2016 and to 112 in 2010), recording a total reduction of 41% compared to 2010.*

### The Valletta Declaration on Road Safety (March 2017)

The Valletta Declaration is an important step towards undertaking actions on Road Safety.

It recognizes the major causes of road accidents (speeding, driving under the influence of alcohol or drugs, loss of concentration or fatigue while driving) as well as factors that increase the severity of injuries, such as the non-use of protective equipment.

It stresses the importance of taking initiatives for a safe transition to cooperative, connected and automated mobility (CAAM).

The imperative need for more detailed and measurable goals was identified, focusing on three key themes:

- vehicle safety,
- infrastructure security, and
- user behaviour.

Kentriki Odos takes into account the recommendations and main points of Valletta Declaration on road safety actions, the forthcoming review of the European vehicle safety legislation, the crucial role of road infrastructure and the holistic management of safety (care after the crash).



## Protecting Human Life

Given that the road safety sector globally, and of course in Greece, has many social and economic dimensions, Kentriki Odos carries out numerous and important actions aiming at informing and raising public awareness in road safety issues. When examining the road safety sector, we have to assess many variables which include, mainly the people (drivers, passengers, cyclists, and pedestrians), vehicles, road infrastructure (road surfaces, signage, signalling, lighting, and maintenance), supervision (surveillance, policing, prevention, care, and road maintenance), and weather conditions. In order to resolve these issues and improve them at a national level, undertaking a series of coordinated actions is needed. For its front, Kentriki Odos gives priority to safe traffic and the strict adhesion to the operating and maintenance requirements of the motorways.

In Kentriki Odos, we focus on promoting road safety and have made a commitment for controlling, closely monitoring and upgrading every parameter that falls within our scope of responsibility.

Our role commences at the construction part of the infrastructure. We effectively respond to any difficulty and deliver modern highways that meet all safety standards.

As regards motorway maintenance, we implement an integrated Road Infrastructure Management and Maintenance System which addresses the needs of a motorway in operation 24 hours a day, 365 days a year. This system depicts the data of the infrastructure, forecasts the monitoring of the behaviour of the motorway pavement, the effectiveness of our actions, as well as a wide programme for preventive and enhancing maintenance of the infrastructure. More than that, the experience and specialised staff of our company conducts regular and meticulous inspections along the entire length of the motorway, while being fully alert to handle emergencies. Moreover, in order to have measurable data, and towards the detailed recording and monitoring of road safety conditions, we conduct a statistical analysis of the road accidents data, we conduct a study of the risk assessment of various locations in the urban and suburban network of our company and take additional improvement measures. We also systematically monitor the evolution of various specialised indicators that are relevant to road safety.

Regarding promoting a road safety culture, Kentriki Odos believes that traffic education and road safety are education issues. Kentriki Odos collaborates closely with the Hellenic Road Safety Institute to implement innovative programmes for young people and sensitive social groups. At the same time, the company undertakes a number of actions in order to inform and sensitise all citizens on road safety issues.

## Ensuring Safety

From the early stages of the design and the implementation of the project, we ensure the application of high construction standards to achieve the best possible quality levels as regards road infrastructure and safety. Special attention is always placed on geometric design, traffic studies and safety signage studies. We successfully manage the geotechnical challenges, the particular geological conditions, and, the relief of each region, and more often than not we go beyond our contractual obligations so as to provide the public with safe, modern motorways.

More specifically, we take measures to continuously improve the existing infrastructure that provide the following::

- Redesign and construction of intersections
- Improvement of the vertical and horizontal signage
- Replacing safety barriers
- Construction of related projects (sewerage, irrigation, etc.) that may contribute to causing accidents

## The Role of Signage

Undoubtedly, signage plays a significant role in preserving excellent road safety conditions. As regards signage along the motorway, both the national and European legislations are strictly observed, whereas relevant studies are approved by the Independent Engineer (DAC0596B certification number).

More specifically, we have the following signage categories:

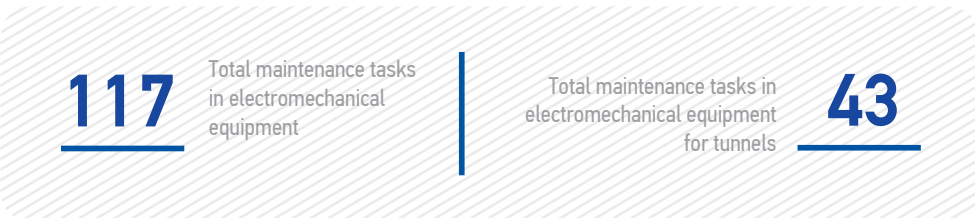
- Emergency signage: used for immediate intervention in the event of an incident.
- Mobile signage: used during movable works such as sweeping, road surface marking as well as in cases of "mobile events", i.e. escort of a special load.
- Short-term works signage: temporary signage used during short-term works, as well as for important incidents (updating of emergency signage).
- Long-term works signage: temporary signage used during long-term works.

## The Role of Maintenance

### Man Hours for Road Maintenance

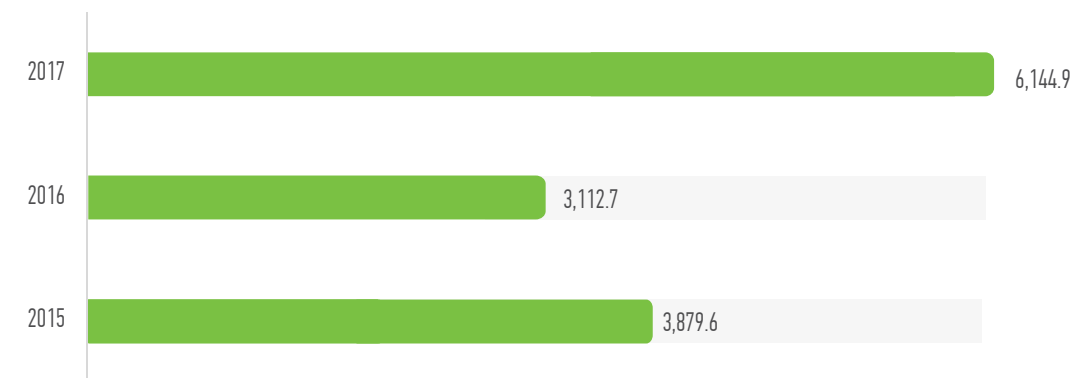
Road Maintenance by Category	2017	2016	2015
Road Surface	623,5	4,725.7	415.2
Shoulder, traffic islands, kerbs-gutters and sidewalks	2,289	1,151.1	1,296
Motorway drainage system	4,405.7	1,796	910.4
Tunnels, Cut and Cover, Landfills and Trenches	1,331	960.3	184.4
Green Areas and Trees	18,774.1	4,736.1	3,449
Motorway Safety and Protection Equipment	393.4	1,279.4	352.9
Motorway Signage	769	1,076.1	701.9
Cleanliness	5,225.5	3,905.3	3,323.2
Common and Special Bridges	154.4	590.6	573
Support walls and avalanche retaining walls	195	240	96
Buildings	4,106.3	194	30
Winter Maintenance	240	4	0
Other (material transportation, tidiness, training, etc.)	4,774.6	435.6	598.3
<b>Total</b>	<b>43,281.5</b>	<b>21,094.2</b>	<b>11,930.3</b>

### Electromechanical Equipment Maintenance



### Man Hours for Road Infrastructure Repairs

Categories of Road Infrastructure	2017	2016	2015
Road Surface	995.7	67.9	201.4
Shoulder, traffic islands, kerbs-gutters and sidewalks	16.7	-	-
Motorway drainage system	708.8	81	7.6
Tunnels, Cut and Cover, Landfills and Trenches	459	60	-
Green Areas and Trees	19	-	-
Motorway Safety and Protection Equipment	3,009.6	2,861	3,564.8
Motorway Signage	490.3	42.8	89.1
Cleanliness	10.5	-	-
Common and Special Bridges	90	-	-
Buildings	285.2	-	8.7
Other (material transportation, tidiness, training, etc.)	60	-	8
<b>Total</b>	<b>6,144.8</b>	<b>3,112.7</b>	<b>3,879.6</b>



We have placed road safety at the heart of our philosophy and of our day-to-day operation. We recognize the role of the maintenance of our infrastructure as a prerequisite for the provision of high-quality services, and thus we must first and foremost care for it. The preventive maintenance programme forms the majority of the overall maintenance programme, as our main goal is the prevention of key issues and minimisation of the factors that have a negative impact on road safety.

The wide range of the preventive maintenance works includes, among others, pavement restoration work, maintenance of median strips, landscaping and all technical works, cleaning of the motorway and all maintenance in electromechanical installations, safety and security equipment, irrigation and fire-fighting systems, etc. More specifically, in 2017, in the context of the commitment we have undertaken, as regards the harmonious co-presence with the natural environment, we continuously cared for the maintenance and expansion of the green areas within the motorway and we have completed a series of median strip maintenance and landscaping works.

As regards the enhancing maintenance programme, we undertake large – scale works, such as pavement replacement, heavy interventions in engineering projects and building facilities, and investments for modernising all electromechanical infrastructure and electronic equipment. The above maintenance works include the re-designing of intersections, improvements in horizontal and vertical signage, constructions of works (sewerage, irrigation, etc.) in order to avoid accidents, replacement of safety barriers, etc.

### Structural Adequacy

Infrastructure maintenance plays a key role in road safety. In order to ensure the structural adequacy of the constructions, the technical management of the company designed and implements a programme that has become the main tool of planning maintenance works on the motorways of our responsibility.

Through a specific application that has been developed, the findings of visual inspections carried out in the field are recorded and evaluated, according to international standards, allowing us to identify requirements for interventions and set priorities. Where necessary, additional audits with special equipment are carried out. With these data, we plan the overall maintenance and repair programme of the constructions following the project requirements and modern practices.

The programme includes an integrated plan of regular inspections and interventions, and a total of 350 large technical sections, bridges and upper and lower crossings. Its aim is to maintain at the highest possible level the structural adequacy of the project constructions.

### Winter Maintenance and Acute Weather Phenomena

Acute weather conditions exacerbate any problems that arise along the motorway, making both preventing such issues and solving them, particularly challenging.

Impeccable coordination and implementation of approved procedures are essential prerequisites for effectively dealing with situations caused by extreme weather conditions, such as dense snow or frost on the road. The requirements for responding to such special situations and our role as guarantors of the safe operation of the motorway, make the design and implementation needs of a specialised winter maintenance program an imperative. In this manner can we prevent problems as well as solve them as they arise.

The winter maintenance programme includes the following:

- supply of sufficient quantities of salt for the entirety of the road,
- setting up service stations at key points,
- maintenance of snow removal machines,
- regular cleaning of manholes and the drainage systems,
- improvement of horizontal and vertical reflective signage

During the implementation of maintenance preventive actions, we have the support of the Police, the Fire Department, the National Emergency Aid Centre and the General Secretariat for Civil Protection. The timely provision of the necessary human resources and materials (e.g. salt) is important for our work. We take care of the continuous training of the staff involved, and the systematic assessment and review of safety and intervention procedures. We can modify our procedures in collaboration with the relevant institutions and the staff involved.

In order to immediately respond to acute weather phenomena, we adhere to the expected incident management process. More specifically, taking advantage measurements from the meteorological stations we have installed along the roads, the forecast reports of the competent authorities, as well as reports from our specialised staff, we promptly fully detect and prepare for the occurrence of acute weather phenomena. We then immediately notify and inform all competent agencies (the Police, the Fire Department, the National Emergency Aid Centre and the Vehicle Collection Units) and mobilise all Road Safety Patrol Cars. Once we ask for Police assistance for the safe traffic control within the motorway, depending on the situation, we apply the emergency safety and intervention procedures as appropriate. We take all necessary measures so as to promptly restore normal traffic conditions. At the end of the alert on acute weather phenomena, and after handling any incident, we inspect the infrastructure and our equipment. If necessary, we actively support our staff that has been involved in the incidents.



Finally, in cases of acute weather conditions, as in all cases of serious incidents, we continuously inform users via all available communication channels, such as our webpage, our Phone Customer Service, the Variable Message Signs located at various spots along the motorways, and the toll station staff.

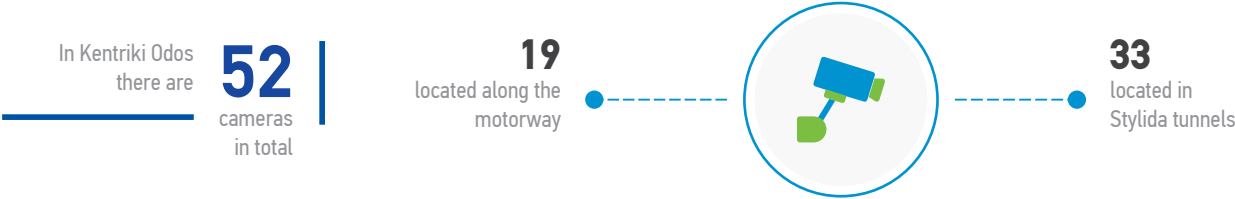
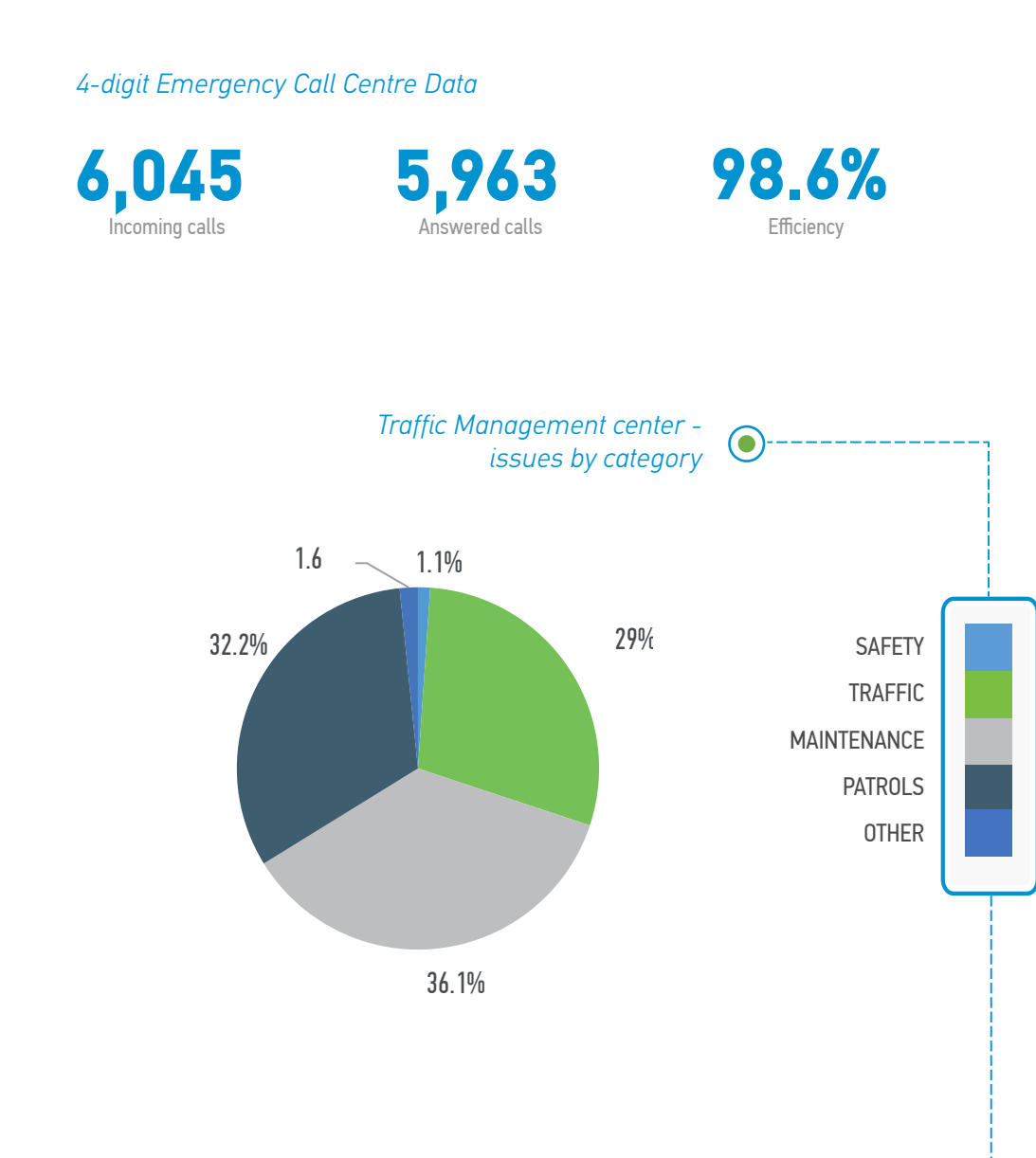
Traffic and Incident Management

Proper, efficient and timely traffic and incident management forms the essence of the smooth operation of our motorways. In Schimatari, the Traffic Management Centre regulates the circulation of vehicles and ensures the orderly and safe operation of the motorway. The Centre is equipped with the most advanced technical means and continuously operates 24 hours a day, all year round. The Special Tunnel Management Centre has been especially formed for tunnels. The company has staffed both centres with specialised experts. Specialised transport planners use modern tools and state – of – the – art equipment so as to manage emergency calls, collect and study crucial intelligence, and analyse traffic data. When deemed necessary, they inform the Road Safety Patrols that act in real time on the motorway, and/or all emergency agencies, such as the National First Aid Centre, the Civil Protection Agency, etc.

Coordination of all actions required to handle emergencies and incidents is carried out at the Traffic Management Centre. Through the Centre, users also receive up-to-date information.

The operation of the Traffic and the Tunnel Management Centres is supplemented and completed by:

- **The Road Safety Patrol Cars:** these are specially equipped vehicles with specialized equipment that are on the move round the clock along the entire motorway. If necessary, they are ready to intervene and help vehicles in need.
- **The SOS Phones:** 28 special SOS Phones are installed along the entire motorway, and in tunnels at Styliada for the immediate communication with the Traffic Management Centre. They can be used free of charge.
- **The 4-digit 1075 emergency number:** Users can call this four-digit number on their mobile phone and directly communicate with the Traffic Management Centre in case of an emergency incident.
- **The Free Road Assistance Service:** This service is offered to immobilised vehicles and it ensures their free of charge transportation to a safe area so that there is no traffic obstruction on the motorway.
- **Variable Message Signage (VMS):** Today there are 11 signage boards in use, 7 on the main motor way and 4 at intersections.
- **The Internet:** Useful information on traffic is available to the public through the website <http://www.kentrikiodos.gr>. The public can be informed on alternative routes in the event of special traffic arrangements, possible obstacles and extreme weather conditions.



Incidents per Category	2017	2016	2015
Accidents and Crashes	87	93	81
Vehicles breakdown	1,710	1,718	1,621
Abandoned Vehicles	22	8	8
Obstacles – Spillage – Moving Hazard	1,529	1,498	1,355
Congestion	0	0	0
Other incidents	120	127	142
Total	3,468	3,444	3,207

The Role of Road Safety Patrols

Kentriki Odos has a duty to immediately manage incidents and provide assistance to immobilised vehicles as soon as possible. The Road Safety Patrols address all emergency incidents and contribute towards the company fulfilling its goal of providing immediate, substantial assistance to each driver. Every day, 24 hours a day, they move on the motorway, check equipment, point out any damage and identify imminent risks for the users. At the same time, they are responsible for immediate incident management and providing assistance to immobilised vehicles.

The main responsibilities of the Road Safety Patrols are the following

- Locating and managing incidents
- Instant intervention patrolling
- Inspecting the infrastructure and equipment (the road pavement, fencing, guardrails, road lights)
- Removing objects from the pavement
- Providing assistance to immobilised vehicles and removing them
- Installing emergency signage
- Assisting the competent emergency state authorities
- Ancillary escorting of oversized vehicles if deemed necessary
- Escorting vehicles carrying hazardous loads through tunnels, in accordance with the relevant European Directive
- Identifying imminent risks for the motorway users

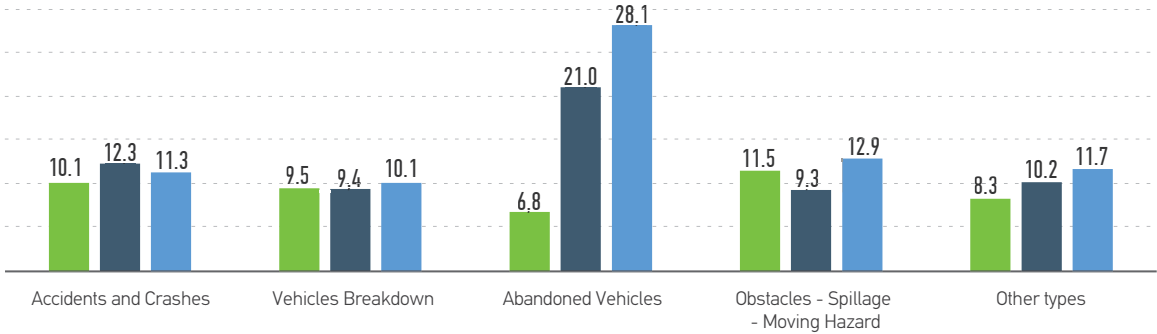
It has to be noted at this point that apart from the contribution of the Road Safety Patrols, the engineers of the maintenance department regularly carry out specialised technical inspections in the context of infrastructure and equipment audits.

Immobilised Vehicle Removal

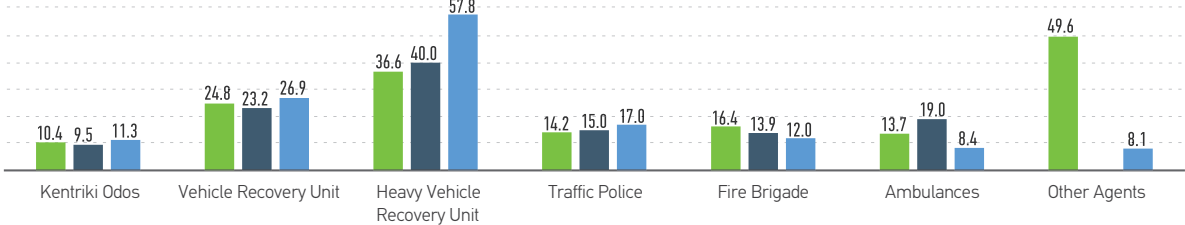
Given that Kentriki Odos is responsible for ensuring the smooth and safe operation of the motorway, it cares for the collection and transportation to a safe area of vehicles that are immobilised on the Concession project and that are obstructing the smooth and safe operation of the motorway. The company's collection units undertake free of charge transport of immobilised vehicles to the nearest safe point outside the motorway. For instance, such a safe point could be at some other areas of the road network or at a Motorist Service Station within the Concession Project. It has to be noted that the vehicle removal is offered free of charge to drivers.

In 2017, 433 vehicles were safely towed away, 87 of which were heavy vehicles.

Kentriki Odos Average Response Time by Incident Type (minutes)



Average Response Time per Agent (minutes)



Man Hours in Road Infrastructure Inspections by Category

Infrastructure by Category	Man Hours
Road Surface	3,713.22
Motorway Safety and Protection Equipment	2,241.83
Winter Maintenance	1,755.00
Tunnels, Cut and Cover, Landfills and Trenches	1,519.27
Motorway drainage system	1,423.48
Motorway Signage	741.30
Common and Special Bridges	407.50
Shoulder, traffic islands, kerbs-gutters and sidewalks	383.65
Support walls and avalanche retaining walls	154.00
Green Areas and Trees	120.00
Other (material transportation, tidiness, training, etc.)	24.00
Total	12,483.25

Targeted Road Safety Communication Actions

Kentriki Odos focuses on safety and on high quality motorway infrastructure, but also aims at improving the driving behaviour of citizens. The duty we have undertaken makes it necessary to implement a series of public awareness actions on speeding and aggressive driving. In this manner, we enhance our endeavour to promote the creation of a safe driving culture. Through strategic partnerships with organizations, such as the "Panos Mylonas" Hellenic Road Safety Institute for the Research and Training for the Prevention and Decrease of Road Accidents specialising in this area, we aim at improving road safety and raising awareness of road safety issues in Greece.

In Kentriki Odos, we consistently and systematically work on raising public awareness on road safety issues aiming at:

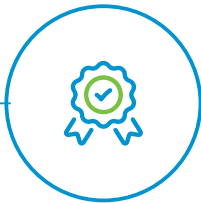
- 1. Reducing the number of road accidents
- 2. Mitigation of the impact of accidents
- 3. Prevention of secondary accidents

More than that, we organise campaigns to raise awareness among our users of the motorways we are responsible for. In this context, we prepare special reports published on our website, we create, print and distribute special leaflets to all drivers that pass through the toll stations that focus on driving during extreme weather conditions, on sound driving behaviour on a high-speed motorway, on special road safety parameters to be taken into consideration while driving in tunnels, on the proper use of child seats, on non-aggressive and eco-friendly driving, etc

How we respond to the requirements of our stakeholders:

During 2017:

- We increased working hours for road maintenance by 105%
- We increased working hours for repairing damages of the road infrastructure by 97%
- We increased, only marginally, the total number of incidents that indicates infrastructure improvement in comparison to 2016 (2017: 3,468 incidents and 2,016: 3,444)
- The technical management of the company designed and implemented an innovative programme to ensure the structural adequacy of the construction
- Cooperation with INTERAMERICAN to provide road assistance
- Average response time to traffic incident: 10.4 minutes



5. High Quality Service Provision

Primary Sustainable Development Goals



INDUSTRY,  
INNOVATION AND  
INFRASTRUCTURE

- 9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.
- 9.1.1 Proportion of the rural population who live within 2 km of an all-season road.
- 9.1.2 Passenger and freight volumes, by mode of transport

Secondary Sustainable Development Goals



PARTNERSHIPS  
FOR THE GOAL

- 17.17 Encourage and promote effective public, public private and civil society partnerships, building on the experience and resourcing strategies of partnerships.
- 17.17.1 Amount of United States dollars committed to (a) public-private partnerships and (b) civil society partnerships.

In 2017

POS

card reader installation completed at all toll stations

1,814

active KENTRIKI PASS users on average at the end of each month - 214% increase compared to 2016

306

local and national suppliers out of a total of 322

€105,257,378

investments in local and national suppliers





Serving Quality

Irrespective of our job position and responsibilities, we, the employees of Kentriki Odos, are constantly on the lookout for ways to further enhance the quality of the services provided and we are never complacent. We strictly adhere to the processes in force and are fully in line with the Greek and European legislation requirements. However, we manage to be flexible without restricting ourselves only to our contractual obligations, given that our priority is to provide high-quality services to our users.

Since 2009, we have been incessantly implementing the Quality Management System. The said system certified according to the ISO 9001:2008 standard, is constantly readjusted in order to fully meet the operational needs of the motorway.

In this way, we achieve the following::

- Constant improvement of the effectiveness of corporate processes
- Constant improvement of our quality and performance
- Absolute compliance with the requirements of the Concession agreement

Customer-Centred Approach

Both the safety of the infrastructure users and the provision of high-quality services in the entire range of the infrastructure operations are our top priority. Satisfying our customers is a paramount value for our company and thus we focus on this through respective actions. In this context, we aim at making each driver/user feel that we are their best travel companion.

Communicating with our infrastructure users is a matter of top priority for us, since we can understand the mentality of the users themselves as regards issues of motorway operation. We provide our services in a direct, responsible and reliable manner and this is to a large extent thanks to our users. The Corporate Responsibility principles are at the centre of the customer service system that obviously has a customer-centred character.

Direct Communication with Users

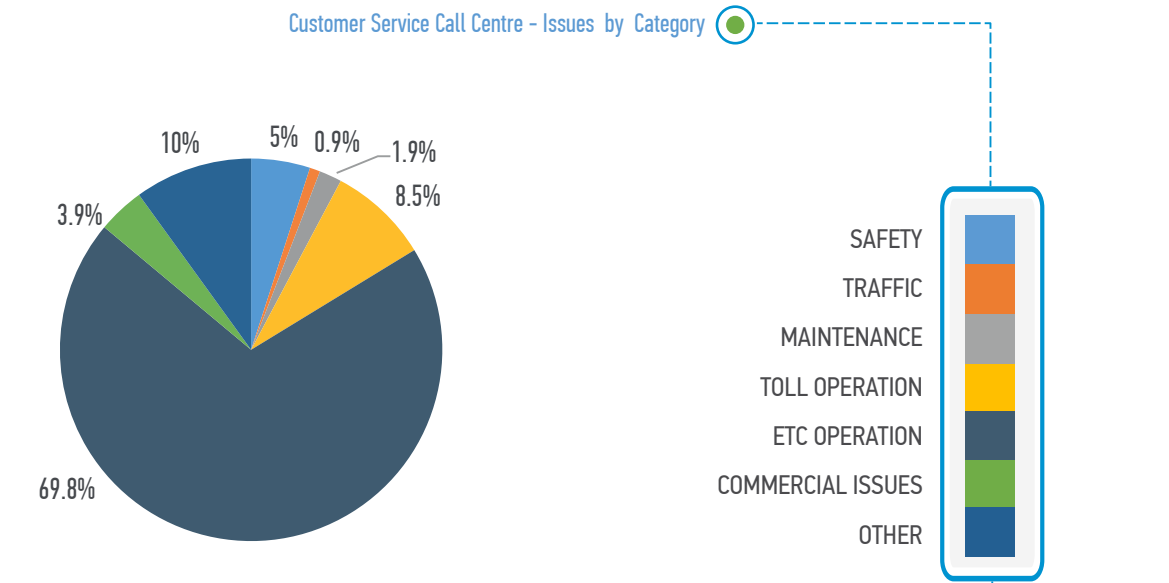
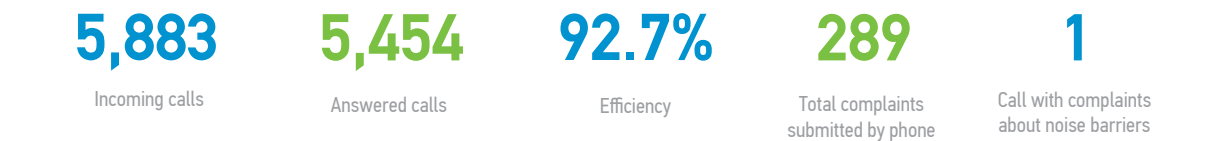
Kentriki Odos uses many channels of communication with users given that communicating substantially with them is a top priority. Through this process:



The basic channels of communication with users are::

- Opinion surveys:** These surveys help us collect important information about the users' satisfaction level. The company implements a process that includes a customer satisfaction opinion survey every 18 months. Through this survey, the company assesses the extent the demands and expectations of our users are met with.
- The Customer Service Call Centre:** Interested parties can call the 801 700 7000 number which provides responsible and comprehensive information about the provided services. Through this service, they also have the opportunity to submit complaints and suggestions.
- The Customer Service Email Address:** Through [customer@kentrikiodos.gr](mailto:customer@kentrikiodos.gr) motorway users can directly communicate with the company.
- The Customer Service Centre:** The Centre can provide users with information about the totality of our services and the route they are interested in. This centre is located in Aghia Triada, in the road traffic direction towards Lamia, before to the Aghia Triada toll station.
- The corporate website [www.kentrikiodos.gr](http://www.kentrikiodos.gr)** for the provision of immediate information.

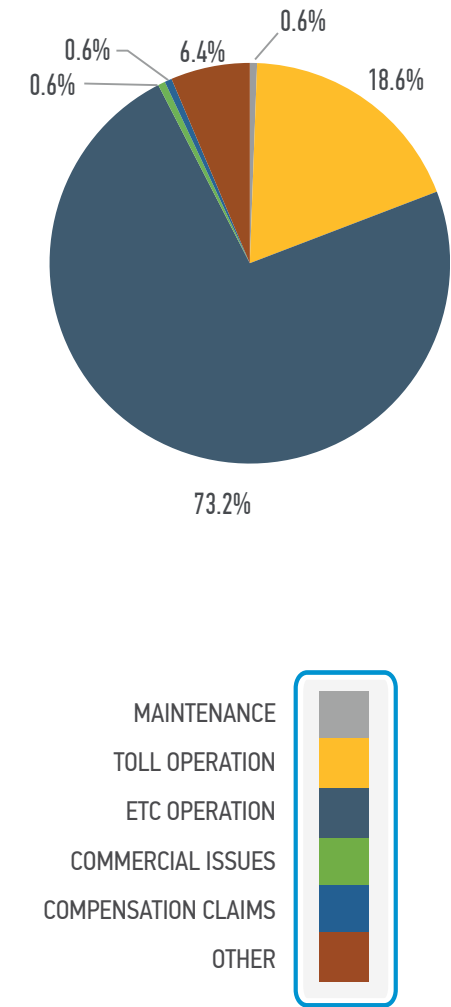
Customer Service Call Centre data



Written Communication with Customers

- 1,712** Number of customers' written reports (requests and complaints)
- 1,618** Number of written requests and other issues
- 94** Total written complaints
- 0.53** Average answering time (days)

At this point, it is worth noting that the company has not received any reports nor complaints about major environmental issues. This is due to the strict compliance with the regulations and the legislative framework, but also to the close relationship we have cultivated with users and all of our stakeholders. This essential relationship allows us to prevent such incidents and to effectively manage potential risks. In 2017 we received, processed and solved a total of 383 complaints that can be categorized according to our policies in 6 key units: Tolls (176), Traffic and Safety (63), Commercial Policy (45), Project (40, Signage (20) and Interoperability (14). The most common and main issues are related to: Toll payment refusal, short change, interaction with the users, maintenance and vehicle categorisation.



Issues	Customer Care Call Center		Written communication		Total	
	Number	%	Number	%	Number	%
Toll Operation	104	36.0%	72	76.6%	176	46.0%
Traffic and Safety	55	19.0%	8	8.5%	63	16.4%
Commercial Policy	44	15.2%	1	1.1%	45	11.7%
Other	20	6.9%	4	4.3%	24	6.3%
Constructions	33	11.4%	7	7.4%	40	10.4%
Signage	19	6.6%	1	1.0%	20	5.2%
Interoperability	13	4.5%	1	1.1%	14	3.7%
User Requests	1	0.4%	-	-	1	0.3%
Total	289	100.0%	94	100.0%	383	100%

In 2016 we received a total of 1,742 complaints

## Additional Services to Users

Along the motorway there are **6 Temporary Parking Areas**.

POSITION ISSUES	DIRECTION
188th km.	Both Directions
195th km.	Both Directions
196th km.	To Lamia
205th km.	Both Directions
209th km.	To Lamia
209th km.	To Athens

## Personal Data Protection

The company is highly committed to the protection of the users' personal data and fully adheres to the Hellenic Data Protection Authority (HDDPA) regulations and the relevant legislation. In the context of personal data protection, the recording of telephone conversations with customers regarding customer service issues is solely aimed at improving the quality of the provided services. The relevant telephone conversation records are kept only for 15 days. It is worth noting that the data recording and managing systems the company uses are constantly upgraded so as to become increasingly more efficient.

The cameras along the motorway have been exclusively placed for the needs of smooth traffic management and the efficient handling of traffic incidents. Relevant information signs are located at various points on the motorway and inform users about these cameras. In the Traffic Management Centre, the images coming from the CCTV system are collected and managed in accordance with the relevant "Directive on Closed Circuit Television Systems" of the Hellenic Data Protection Authority, while all necessary measures are taken to ensure the safety of electronic transactions. In 2017, there was no incident regarding the leakage of personal data.

## Toll Rates

Toll rates and their potential modifications are expressly defined in the Concession Agreement which has been ratified by the Hellenic Parliament and is a law of the State. In no case can the company unilaterally modify the toll rates

According to the Kentriki Odos' institutional framework, the toll rate for each station is determined as follows:

- At the frontal station and per road traffic direction, based on the total length of the zone it belongs to.
- At the lateral exit stations, based on the length covered from the beginning of the zone to which the station belongs till the station, whereas
- At the lateral entrance stations, it is based on the length the user will cover from the toll station till the end of the zone.

At this moment, Kentriki Odos operates two frontal toll stations (the Aghia Triada and the Mavromantila ones) and four lateral toll stations at Molos, Bralo (Thermopiles), Aghia Marina and Stylida (Karavomylos).

The first toll zone includes the section from Skarfia to Roditsa I/C with a total length of 27.5km. The following stations are included within this zone: Aghia Triada Frontal Toll Station, Molos Lateral Toll Station (Exit towards Athens - Lamia / Entrance towards Lamia - Athens) and Thermopiles Lateral Toll Station (Entrance towards Athens - Lamia / Exit towards Lamia - Athens).

The second toll zone includes the section from Roditsa I/C to the end of the motorway in Raches with a total length of 29.5km. The following stations are included within this zone: Mavromantila Frontal Toll Station, Aghia Marina and Stylida/ Karavomylos Lateral Toll Stations (Entrance towards Athens - Thessaloniki / Exit towards Thessaloniki - Athens).

Under no circumstances can any user who has paid a toll fee at the frontal station pay again at a lateral station in the same zone, during the same journey. Respectively, under no circumstances can any user who has paid a toll fee at the lateral station pay again at a frontal station in the same zone, during the same journey.

## Toll Payment Methods



### Payment in cash at a toll booth lane with an attendant

Toll payment method in cash at a toll booth lane with an attendant.



### POS Card Readers (POS)

The installation of the wireless POS Credit Card Readers was completed at all toll stations.



### KentrikiPass

At all toll stations, it is possible for users to pay electronically, using Kentriki Pass, the e - transponder when crossing the specially designed toll lanes bearing a relevant signage. Kentriki Pass is provided free of charge to the subscribers of Kentriki Odos.

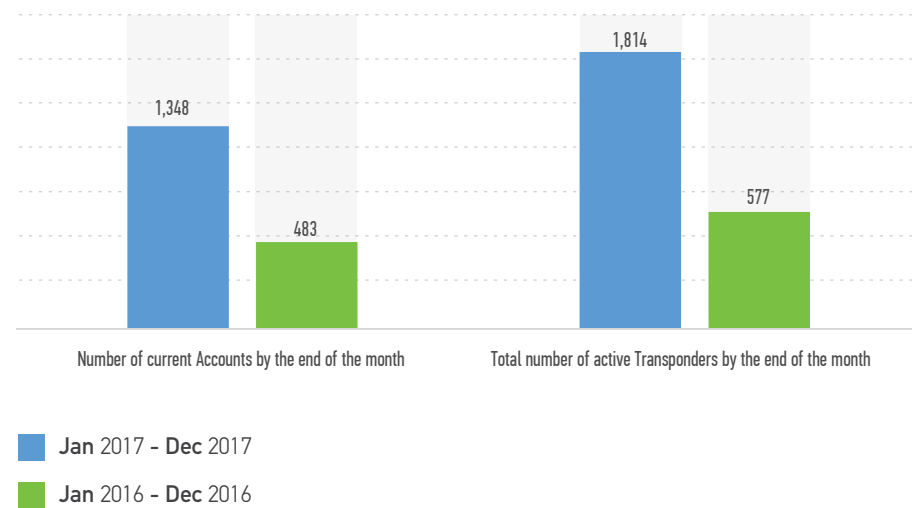


### Automatic Payment Machines

Automatic Payment Machines are located at every toll station Kentriki Odos manages. In this manner, Kentriki Odos offers a new payment method aiming at improving customer services.



### Evolution of ETC Transponders and Accounts for Kentriki Pass



### Responsibility in the Supply Chain

The need to provide high quality services requires adhesion to strict criteria when choosing our suppliers. When choosing new suppliers, an absolute prerequisite is that they are committed to the same principles the company believes in. Our suppliers have the duty to consistently follow the requirements and rules that govern the way the company operates.

The Quality Management System applied by the company sets a number of requirements to the suppliers. Indicatively, the following are noted:

- Choosing a product/service after an open market survey
- Choosing from at least 3 different offers
- The requirements are predefined by our company
- The responsible activity of the suppliers and the quality features of the service / product are taken into account
- Annual evaluation of existing suppliers' performance

Apart from the aforementioned criteria, Kentriki Odos takes into consideration the official certifications its suppliers have received, since this ensures the potential provision of quality of services or products. It is worth mentioning at this point that most of our main suppliers are certified, according to one or more of the following certification systems:

- ISO 9001:2008
- ISO 14001:2004
- ISO 22000:2005
- EN 361:2002
- EN 358:1999

The main categories of the Kentriki Odos suppliers follow into one of the follows categories:

- Construction consortium
- Engineering companies
- Companies that conduct studies
- Suppliers exclusively working on the construction works of Kentriki Odos
- Subcontractors responsible for the maintenance of civil engineering works, snow-clearing and equipment maintenance
- Suppliers for consumables
- External collaborators providing support for operating issues (attorneys, certified auditors, etc.)

As regards suppliers that serve the operational needs and maintenance of the infrastructure, continuous and meticulous inspections take place to look into the level of compliance with environmental legislation.

As regards choosing or evaluating the company suppliers, issues concerning safety and health in the workplace are also among the criteria used. Issues that involve compliance with other fundamental human rights are not included in these criteria.

The annual supplier and subcontractor evaluation conducted, in accordance with specific criteria which include:

- Meeting deadlines
- Transaction quality
- Response potential to needs
- Product/services availability
- Product/services compliance with the predefined by the company requirements
- Compliance with safety and health regulations
- Cost
- Aftersales service provision

During 2017, no incident of low-quality provision of product or service from our suppliers was recorded, thus no collaboration agreement ended on the part of the company. According to the changes the company established during the last years, the meetings with major suppliers are excellent opportunities so as to exchange opinions and so that any problems arising during the ordering process be systematically resolved. The procurement department pre-authorises any purchase orders, before they finally reach the company CFO for approval, thus warranting the thoroughness and without omissions adherence to the processes in force. Moreover, the procurement process has become more flexible and concise thanks to the fact that the amount for procurements where it is a prerequisite to receive three offers and draft a comparative table has been increased. All provisions and tenders are undertaken by the Procurement Department for coordination purposes, thus augmenting the efficiency of the company's procurements. At the same time, we continuously redesign our procedures, aiming at improving the level of the services we provide.

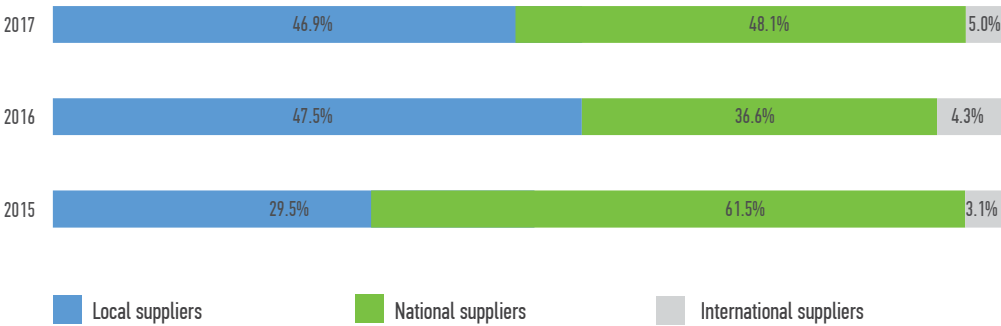


Local Communities Development and Suppliers

The company acknowledges its important role to the development of the local communities affected by its activities and thus consistently works for these communities. In the context of this endeavour, boosting the local small-medium enterprises is fundamental given the direct and multiplied positive impact. The special relationship of cooperation with local suppliers often results in bypassing the company's normal payment policy

Suppliers categories	2017		2016		2015	
	Number of suppliers	Investment (€)	Number of suppliers	Investment (€)	Number of suppliers	Investment (€)
Local	151	184,443.51	153	300,558.11	95	479,956
National	155	105,072,934.72	118	174,994,312.14	198	115,873,660
International	16	676,410.20	14	500,098.96	10	773,601
Total	322	105,933,788.43	285	175,794,969.21	303	117,127,217

Suppliers by Category / Origin



How we address the requirements set by our stakeholders:

- ✓ Installation of POS terminals at all toll stations
- ✓ 214% increase in active Kentriki Pass transponders (average use per month) compared to 2016
- ✓ Local and national suppliers account for 95% of all suppliers
- ✓ Over 99% investment in local and national suppliers
- ✓ We carefully invest in the basic communication channels with



6. Human Resources

Primary Sustainable Development Goals



DECENT WORK  
AND ECONOMIC  
GROWTH

8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young.  
8.5.1 Average hourly earnings of female and male employees, by occupation, age and persons with disabilities.

Secondary Sustainable Development Goals



GOOD HEALTH  
AND WELL-BEING

3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.  
3.8.1 Coverage of essential health services (defined as the average coverage of essential services based on tracer interventions that include reproductive, maternal, new-born and child health, infectious diseases, non-communicable diseases and service capacity and access, among the general and the most disadvantaged population).  
3.8.2 Proportion of population with large household expenditures on health as a share of total household expenditure or income.



QUALITY  
EDUCATION

4.7 By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development.



GENDER  
EQUALITY

5.1 End all forms of discrimination against all women and girls everywhere.  
5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.  
5.5.1 Proportion of seats held by women in (a) national parliaments and (b) local governments.  
5.5.2 Proportion of women in managerial positions.



REDUCED  
INEQUALITIES

10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.  
10.2.1 Proportion of people living below 50 per cent of median income, by sex, age and persons with disabilities.  
10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard.  
10.3.1 Proportion of population reporting having personally felt discriminated against or harassed in the previous 12 months on the basis of a ground of discrimination prohibited under international human rights law.



PEACE, JUSTICE  
AND STRONG  
INSTITUTIONS

16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels.  
16.7.1 Proportions of positions (by sex, age, persons with disabilities and population groups) in public institutions (national and local legislatures, public service, and judiciary) compared to national distributions.  
16.B Promote and enforce non-discriminatory laws and policies for sustainable development.  
16.B.1 Proportion of population reporting having personally felt discriminated against or harassed in the previous 12 months on the basis of a ground of discrimination prohibited under international human rights law.

**ZERO**

accidents in 2017



Revision and improvement of the  
Health and Safety Meetings system

**39**

new employee hires, with  
emphasis on areas outside  
Attica

### Our People

It is our profound conviction that employees constitute a fundamental factor for the effective operation of a company. Kentriki Odos has employees of various specialties and the company continuously works on offering all employees a safe workplace, on treating them with fairness and helping them constantly grow as professionals. In 2017, Kentriki Odos employed 147 employees in total, 82 of whom were men and 65 were women, all of them of Greek nationality.

*We contribute to enhancing Greek rural areas, since almost all our employees come from regions outside Attica.*

**65**

Women

**44.2%**



**82**

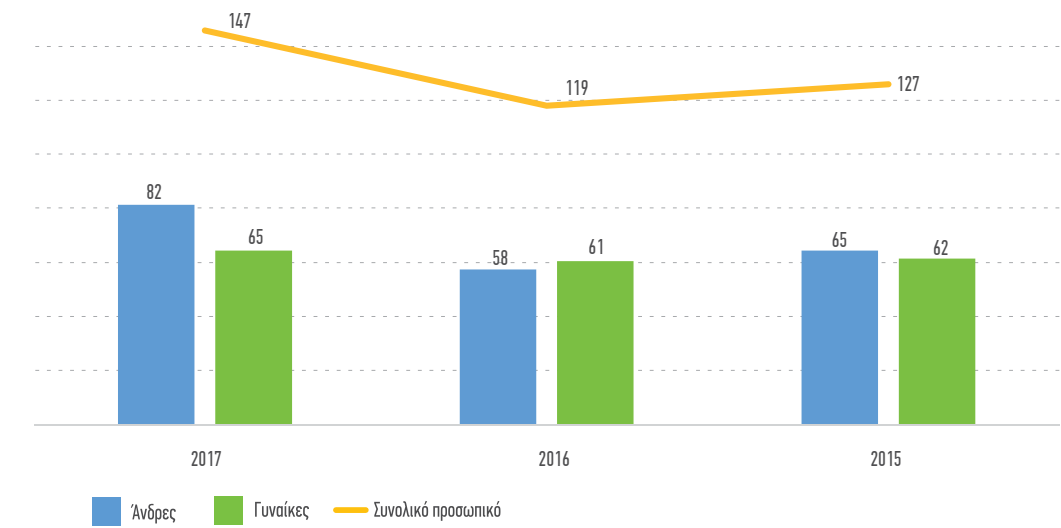
Men

**55.8%**

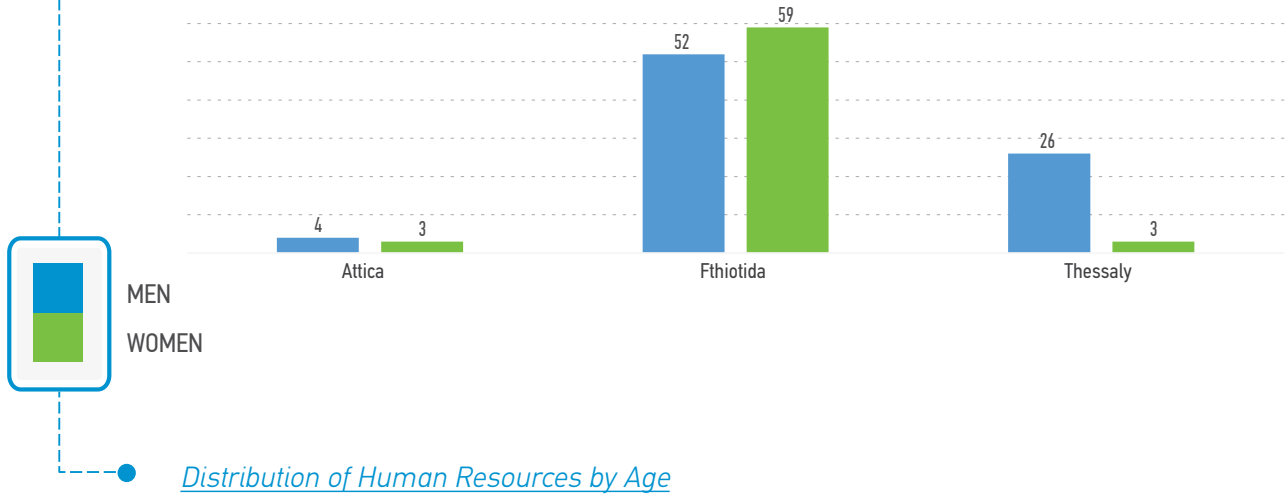
### Human Resources Data

	2017	2016	2015
Men	82	58	65
Women	65	61	62
Total	147	119	127

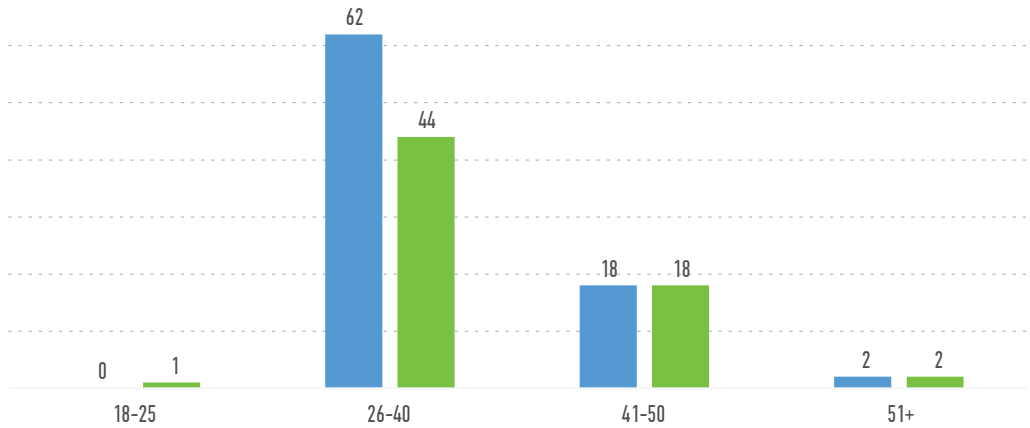
### Employee Breakdown By Year And Gender



### Distribution of Human Resources by Geographical Area and Gender



### Distribution of Human Resources by Age



*All employees are full-time, and the vast majority of them (131 people) have individual agreements of infinite employment*

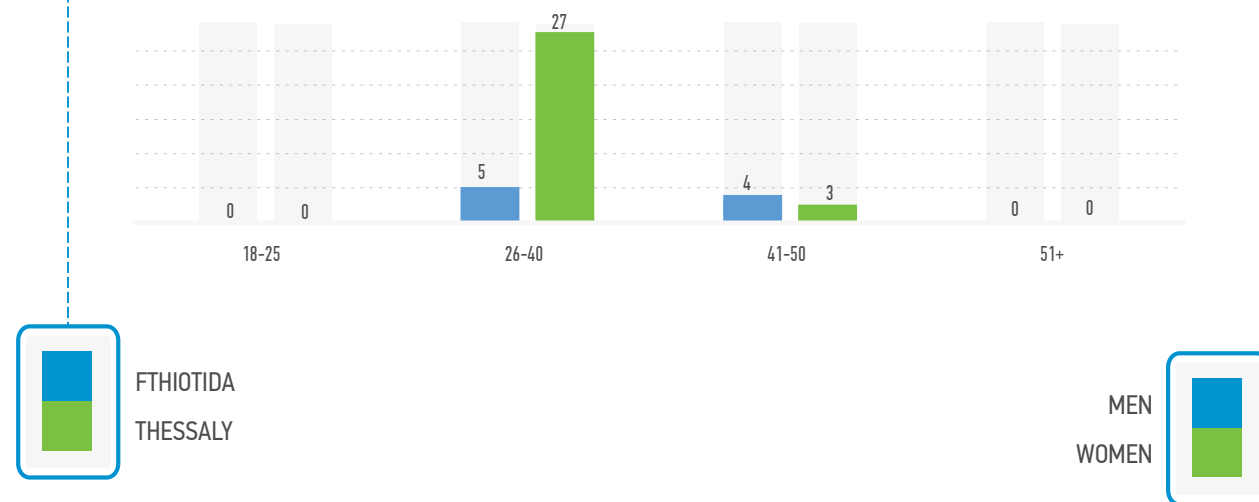
Type of Employment and Employment Contract	Number			Percentage	
	Men	Women	Total	Men	Women
Local	82	65	147	55.78%	44.22%
National	70	61	131	47.62%	41.49%
International	12	4	16	8.16%	2.72%
Total	82	65	147	55.78%	44.22%
	0	0	0	0%	0%

Kentriki Odos cooperates with temporary employment agencies on a permanent basis to cover its emerging or seasonal needs, such as maternity leave cover requirements. The aforementioned staff amounted to 3 employees, all of whom were women

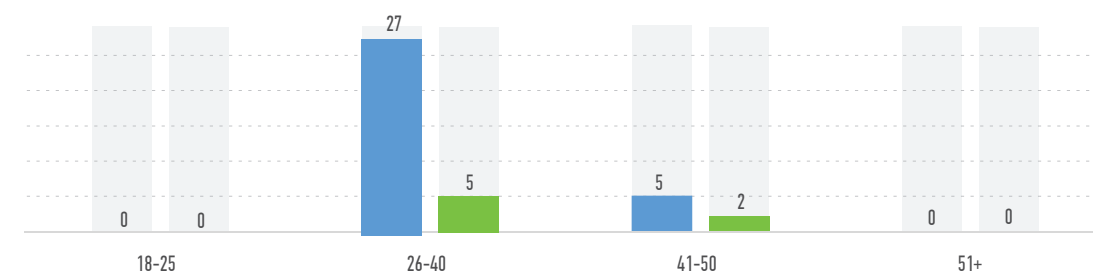
### Employee Mobility

With the extension of the motorway and new parts being delivered to the traffic, the company has recruited a significant number of people. More particularly, in 2017, 39 people were hired and 11 left their positions

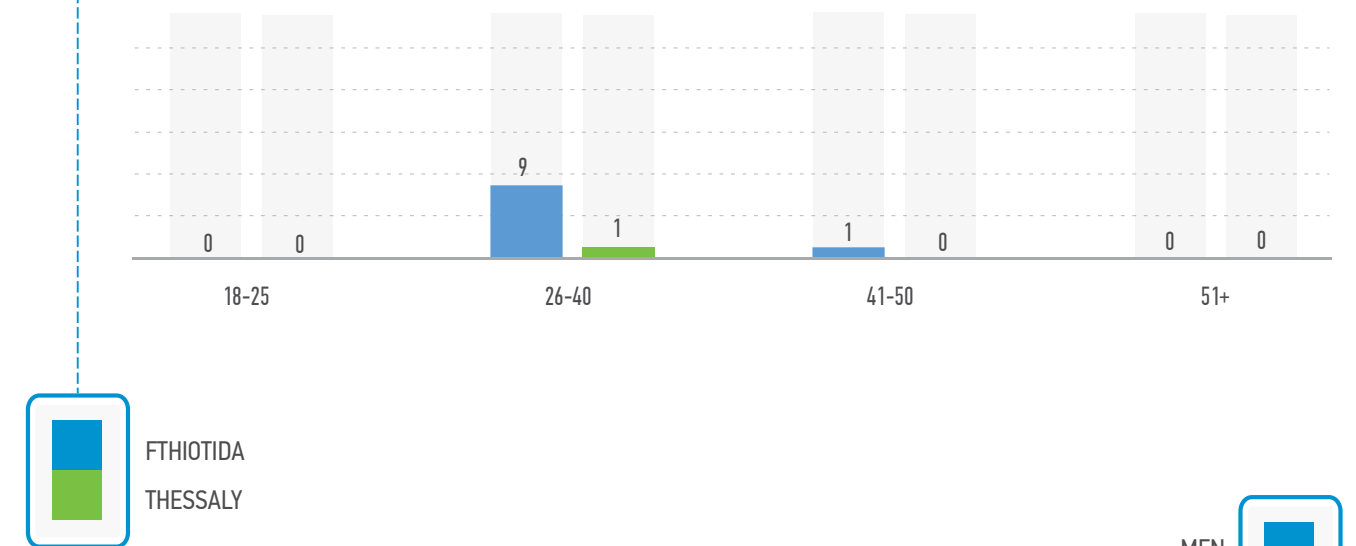
*Total New Employee Hires by Age and Geographical Area*



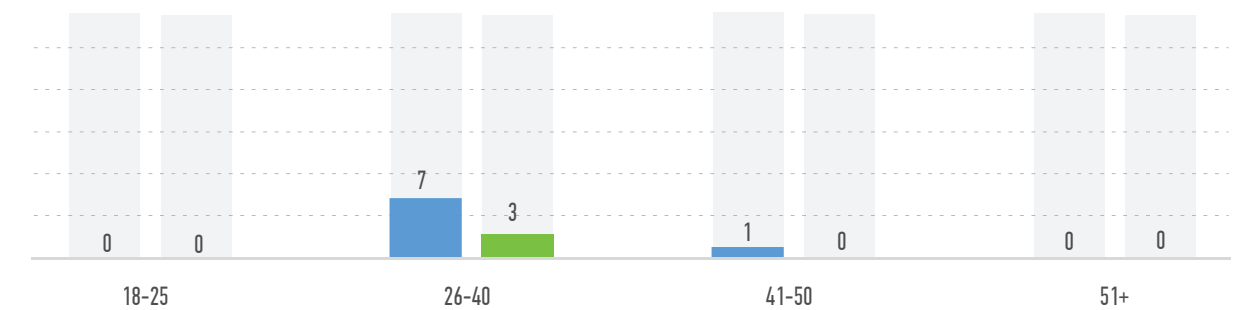
*Total New Employee Hires by Age and Gender*



*Total Employee Turnover by Age and Geographical Area*

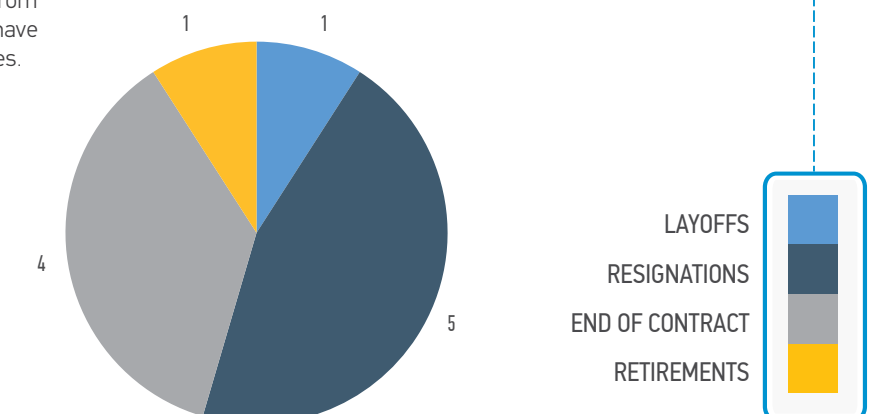


*Total Employee Turnover by Gender and Age*



*Turnover Analysis*

3 employees that transferred from other companies of the Group have been included in the above figures.





## Equal Opportunities for All Employees

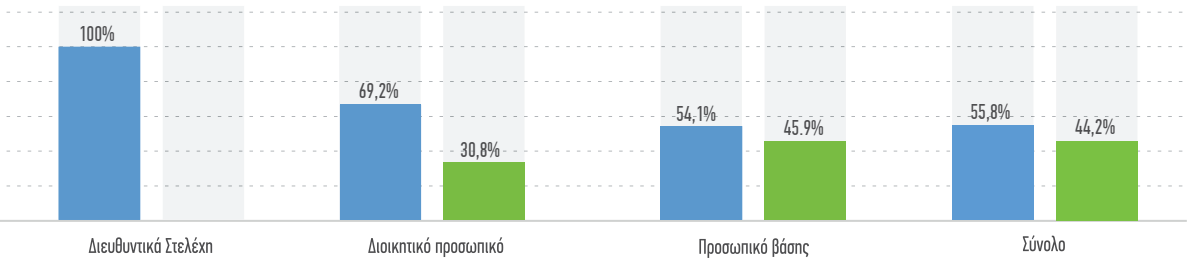
The protection of human rights and equal opportunities is the basis of human resource management. According to our principles and policies, equal opportunities are absolutely respected, and there is no space for any discrimination, regardless of race, colour, gender, language, religion, political or any other beliefs, national or social origin, financial, heritage or any other status. Respect for diversity and for individuality is at the heart of our corporate culture. In this context, the protection of gender equality is also one of our values.

Kentriki Odos fosters working conditions that contribute to growth opportunities for employees, based on knowledge, skills, performance and respect to the values of the company. Within this framework of equality and equity, the process of hiring and evaluations is absolutely based on the criteria of meritocracy and policies established by the company itself. As regards employees' remunerations, we strictly follow the principle of equity, and there is no form of discrimination whatsoever. Thus, according to this principle, all employees are entitled to equal pay for work of equal value.

During 2017, there was no discrimination incident, nor was there a report or complaint on behalf of employees and/or third parties as regards discrimination incidents at the workplace.

The company applies the Open-Door policy as a distinctive feature of its corporate culture. In this manner, the employees have the opportunity to informally provide suggestions, guidelines or recommendations to the senior management, managers, supervisors, etc.

### Gender Ratio by Employees Category / Rank



Members of the Board of Directors are not accounted on the total human resources

## Benefits Policy

Kentriki Odos acknowledges the employees' vital contribution to achieving its corporate goals, and thus offers benefits, which by far exceed those defined by the collective agreements and the legislation in force.

These benefits include:

- A collective life insurance and medical expenses plan for all employees
- Mobile phones based on employee positions
- Company cars based on employee positions
- Productivity bonuses based on employee positions

Kentriki Odos pays the employee social contributions, as required by its legal obligations. Employees who retire receive a pension from the competent state institution. The company does not offer any additional pension plan.

The company's goal is that that its employees pursue a balanced professional and personal life. Kentriki Odos takes steps so that its employees' work does not put a burden on their personal or family life and always supports them and their families.

In 2017, 4 women applied for and were granted maternity leaves and the entirety of the staff who took maternity leaves remained in the company, even 18 months after the end of their maternity leaves.

## Employee Commitment and Satisfaction Survey

The Employee Commitment and Satisfaction Survey takes place every 18 months and is a significant tool that facilitates the open and honest interaction between the company and its employees. It includes all company employees and it constitutes an important tool that allows us to pinpoint the strong points on the one hand and the areas that need improvement on the other. The data from the survey becomes criteria for decision making towards improvements throughout the entire range of our processes and activities.

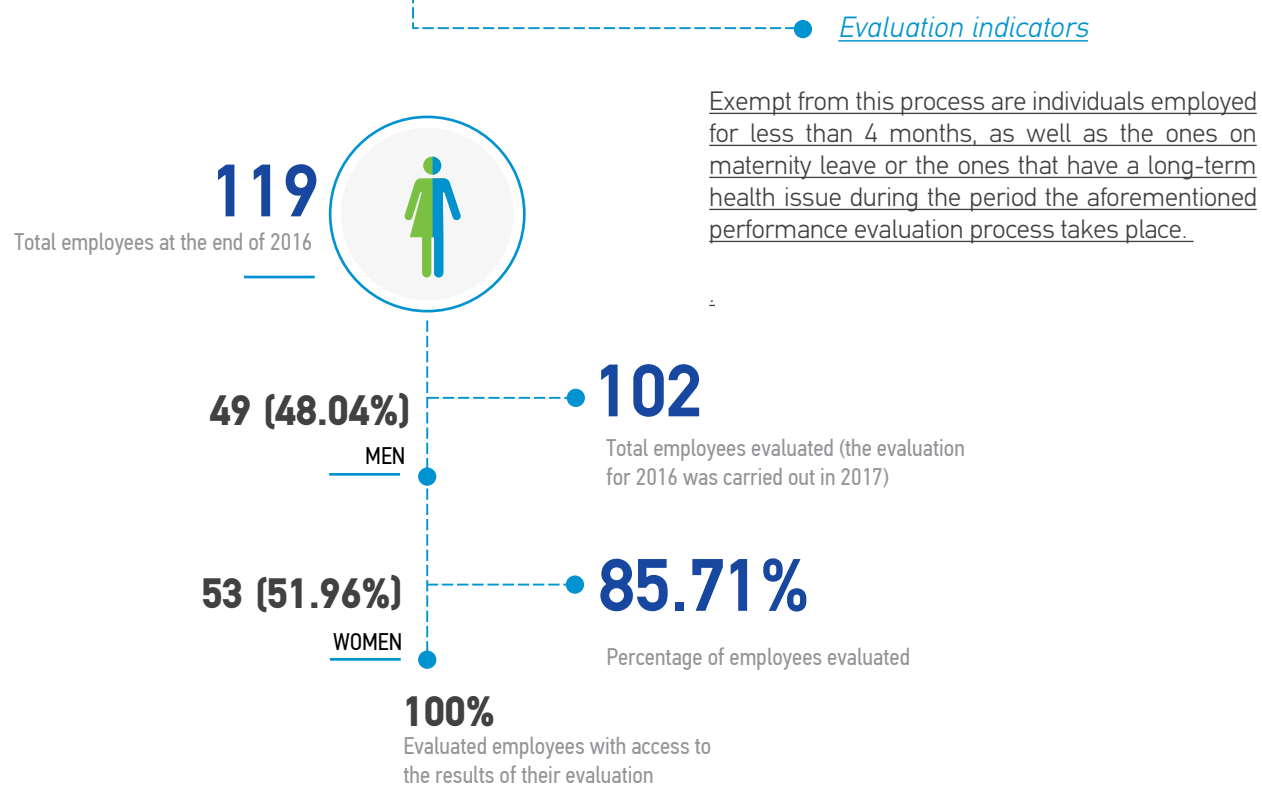
## Staff Development

### Staff Performance Evaluation Process

Performance management in Kentriki Odos includes a process that takes place annually and contributes towards the establishment of a common approach on the goals to be achieved, and how this will take place. According to the annual performance evaluation, the employees and managers carefully explore and assess employees' accomplishments during the previous year, analyse and agree on objectives to be set for the future. Following the established processes, the content of what should be achieved is determined using objective goals and defined performance standards according to every position and/or individual. The skills displayed by employees in their daily work determine the way and process to accomplish the desired outcomes, in the context of corporate values and the required professionalism at work.

Extremely important is performance evaluation as it is directly linked to the employee career development. In this context, the professional growth prospects are examined, and support needed to the employees for performance issues is given. Each employee, with the approval of the respective manager, acknowledges and agrees on the general development sectors he/she wishes to develop as a professional first, and then on the feasible actions and responsibilities required for this to take place. Both managers and employees need to be well prepared for the evaluation meeting. The entries in the final version of the performance evaluation form must be discussed and jointly bind both parties. It is also important that different opinions be recorded.





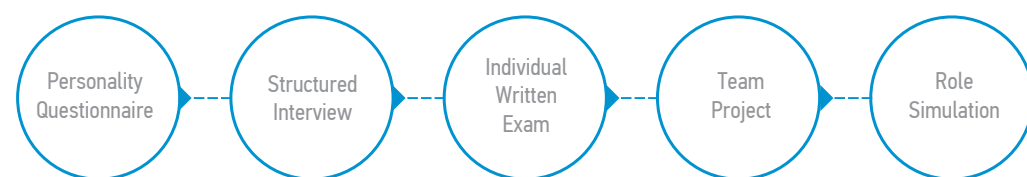
## Development Centres

The methodology of development centres is the most accurate and objective evaluation method as regards staffing critical positions. Adopting this specific methodology has as its goal the identification of people with great potential and the creation of a dynamic team armed with talent and leadership skills that could substantially contribute to Kentriki Odos accomplishing its great vision "changing the map of Greece, setting an example in its field".

This methodology already plays an important role in the way the company operates and affects issues related to recruitment, promotions, training and evaluations of executives

The development centres' methodology has the following results:

- It can be immediately implemented with low time and financial requirements as regards the evaluation of candidates and employees
- It leads to proper staffing and succession of employees in critical positions
- It encourages the effective creation of development schemes within the company



## Training Policy

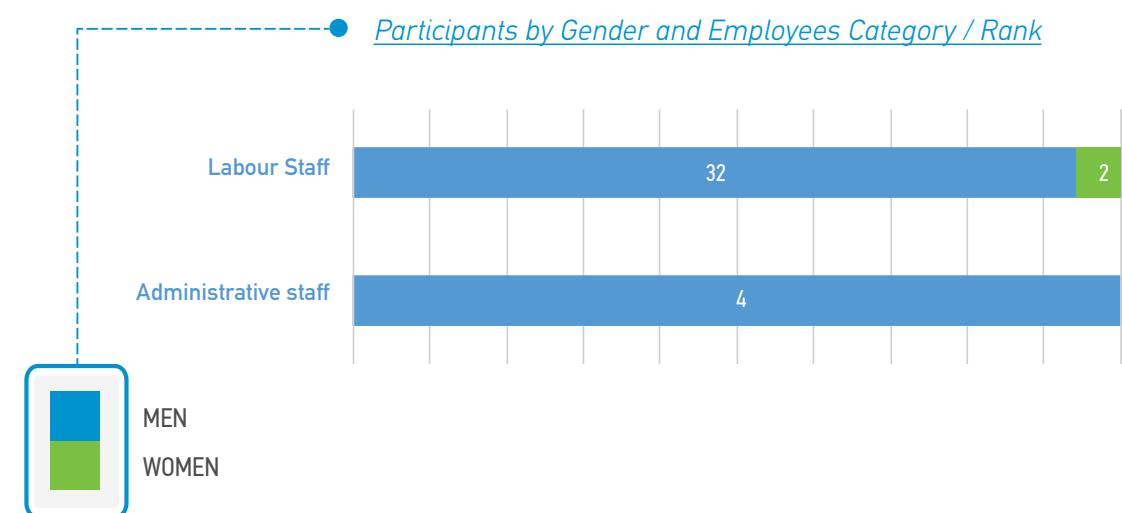
*Kentriki Odos focuses on the quality and continuous training of its employees. It implements a training policy that applies to all its personnel of all levels, and that consists of 6 distinct stages:*

1. Detailed Needs Analysis
2. Training Plan Definition
3. Training Plan Development
4. Training Plan Implementation
5. Assessment
6. Performance Evaluation

The goal of the training process is to:

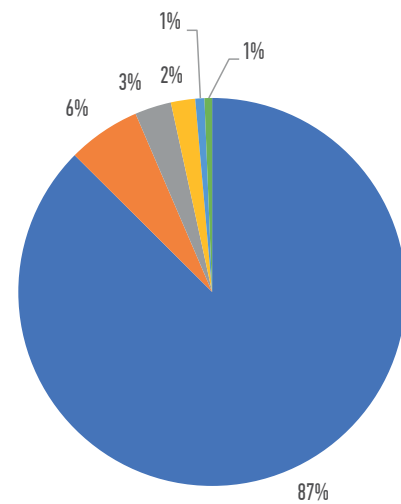
- Support the corporate strategy
- Ensure favourable conditions that will pave the way for the professional development of the employees
- Provide employees with necessary tools and development of the appropriate skills for effectively carrying out their duties

During 2017, 38 employees participated in training and skills development programmes, covering 5 general modules, amounting to a total of 789 training hours, with particular emphasis on Health and Safety issues.

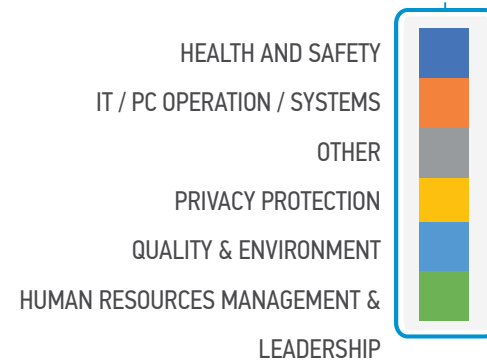


Training Hours by Topic		Average Training Hours by Gender and Employees Category / Rank			
	Training Hours	Men	Women	Total	
Health and Safety	690				
IT / PC operation / Systems	48				
Other	24				
Privacy Protection	16				
Quality & Environment	6				
Human Resources Management & Leadership	5				
Total hours	789				
Top Executives		0.00	0.00	0.00	
Managers		0.00	0.00	0.00	
Administrative staff		10.63	0.00	7.08	
Labour staff		9.21	0.52	5.25	
Total		9.23	0.49	5.37	





Training Hours by Topic



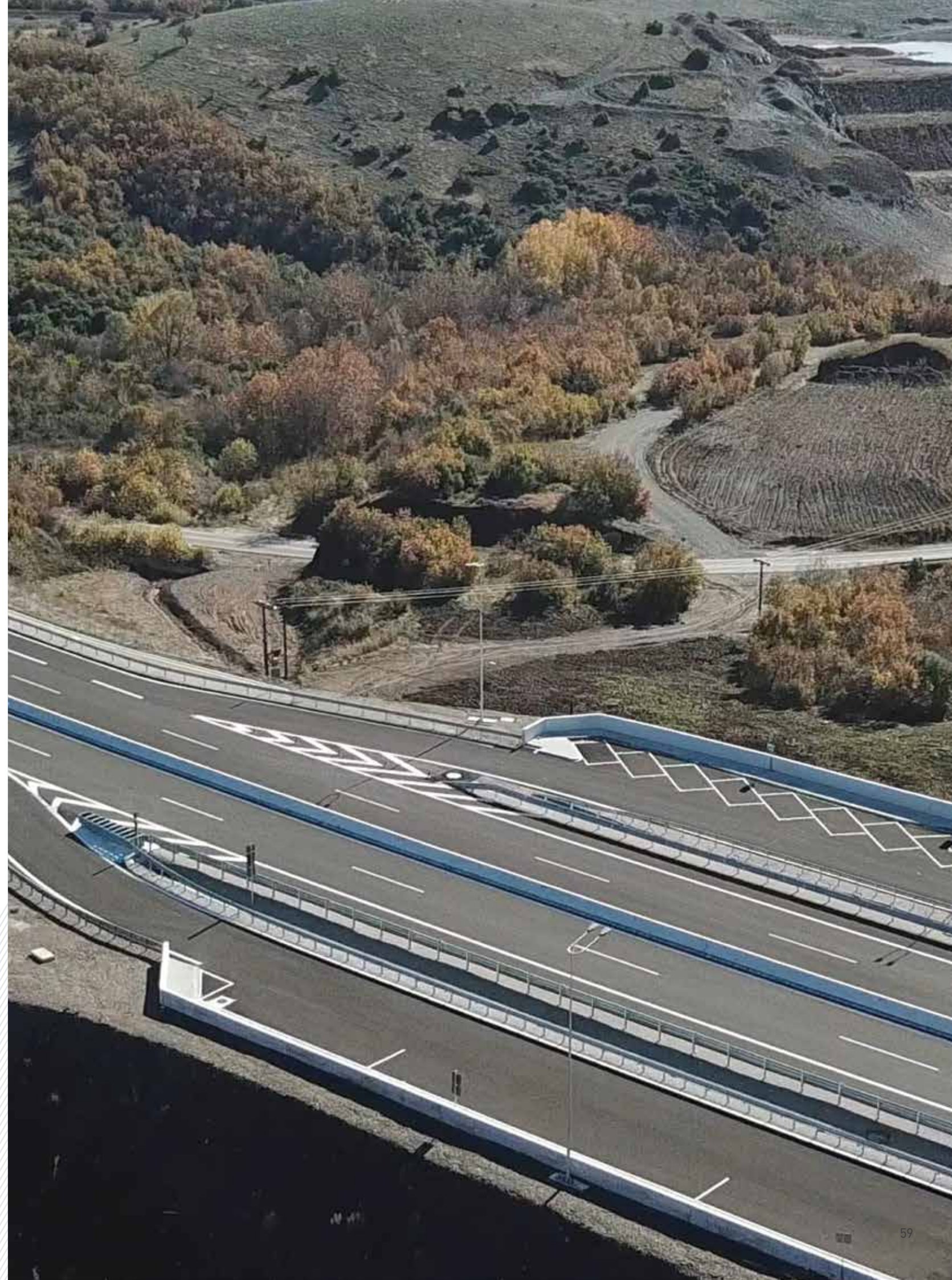
The official corporate training programme of the company does not include a module on issues of human rights, corruption and corporate governance for the staff in general or the security staff.

## Health and Safety at the Workplace

Kentriki Odos cares for the health and safety of the entirety of its employees. The creation of conditions that guarantee health and safety internally is a key factor in its effective day-to-day operation. As a consequence, there is a continuous effort to ensure a working environment without accidents at work. The company strictly adheres to the current provisions of the Greek and European legislation regarding the management of Health and Safety issues.

Kentriki Odos has been implementing the Health & Safety Management System certified in accordance with the OHSAS 18001:2007 International Standard since 2013. This system substantially contributes to minimising, or to eradicating any risks potentially affecting its employees, motorway users or third parties relevant to any of its activities. Additionally, it contributes to setting priorities and establishing programmes for implementing the company policy and achieving its goals as concerns Health and Safety.

Health and Safety Indices	2017	2016	2015	2014	2013
Injury or accident rate of total staff (%)	0.00	1.68	3.67	0.85	1.53
Hours of absence / total work hours (%)	0.00	0.00	0.42	0.06	0.33
Accident frequency indicator	0.00	8.39	20.13	4.76	8.18
Accident severity indicator	0.00	0.00	636.94	88.76	505.52
Number of fatal accidents	0	0	0	0	0
Lost work days due to accident	0	0	348	56	309
Incidents without days of absence	0	2	4	0	1
Injury Rate (IR)	0.00	1.68	4.03	0.95	1.64
Lost Day Rate (LDR)	0.00	0.00	849.68	17.75	101.10
Absence rate (AR)	0.00	0.00	127.39	118.56	622.90
Total work accidents	0	2	13	3	5
Work accidents with days of absence from work	0	0	9	3	4





Kentriki Odos provides its employees with the necessary services of Safety Technicians and Occupational Doctors. With the support of independant Health and Safety Consultants, the company takes particular care of the health and occupational conditions of its employees. The corporate policy for the health and protection of employees from any form of occupational hazard includes regular visits of Safety Technicians and Occupational Doctors at all company premises. In this manner, the relevant partners assess the current conditions, indicate improvement measures, and at the same time they inform and guide workers on work safety issues.

The company supports its employees and their families in the case a severe medical condition occurs. Such company support includes:

- psychological support by certified psychologists and therapists
- provision of specialised medical treatment by specialists
- purchase of specialised medical equipment
- provision of financial aid and paid leave during the illness or the recovery period

Moreover, the company provides all employees with free medical examinations based on their position and their risk category as defined by the Occupational Risk Assessment Study. Tetanus, Hepatitis A and B vaccinations for the maintenance department teams are carried out.

Ensuring safe workplace conditions is at the top of the list of our priorities and this covers the whole range of our activities. The health and safety of all our employees, without exception, is our duty and we continuously strive to avoid injuries and accidents.

There is an official representation of employees in the Health and Safety committee through their supervisors with a representation rate of over 75%. Indicatively, it is noted that the following employees participate in the aforementioned committee: the Toll Station Manager, the Head of Tunnel Safety, the Toll Systems Manager, and the Head of the Maintenance Department. The supervisors brief the senior management on Health and Safety matters, while at the same time, they update their subordinates on management decisions.

A Health and Safety meeting is held every three months to discuss the outstanding Health and Safety issues, any new issues that may have arisen, and the recommendations of Occupational Doctors and Safety Technicians for all activities and facilities of Kentriki Odos.

The following executives participate in the meetings:

- Director of Quality, Safety and Environment
- Quality Management Assistant
- Human Resources Director
- Head of Recruitment and Development
- Senior EM Project Engineer
- Traffic Managing Director
- Winter Maintenance Engineer
- Head of Traffic Management
- Traffic Management Systems Managers
- Toll Station Head

The Toll Station Head, the Traffic Managing Director, the Traffic Management Systems Managers, and the Winter Maintenance Engineer act as a liaison between the motorway employees and the Health and Safety Director/ Human Resources Director, briefing them on the Health and Safety conditions of the facilities and the activities every given time and communicating the relevant or respective issues that demand the contribution and decisions of the Management.

The specific structure is an improvement of the existing structure with the aim of optimally representing the new parts of the motorway that were put into operation.

At this point, we can refer to the Health and Safety issues discussed::

- Personal protective gearing
- Committees handling Health and Safety issues in which representatives of the management and the employees participate
- Participation of employee representatives in Health and Safety inspections, controls and accident investigations
- Training and education
- Complaint submission system
- Prerogative to refuse to do unsafe work
- Occasional inspections
- Compliance with the conventions of the International Labour Organisation (ILO)
- Settlements or committees to resolve problems
- Undertaking of the commitment to comply with standards in the context of achieving performance goals or the implementation of the appropriate policy

*It must be highlighted that, in 2017, a total of 690 hours of employee training on Health and Safety issues took place. These trainings mainly focused on first aid and firefighting.*

Training on Health and Safety at Work			
Topic	Training hours	Entries	Training hours/ employee
Working safely at height	88	11	8
E65 - First Aid Training and Health & Safety Policy and Procedures for new employees (Roles: Patrol Driver & Intervention Team Worker)	120	5	24
Basics of Self-Protection and Fire Extinction on an open motorway	40	5	8
Basics of Self-Protection and Fire Extinction on open motorway and tunnels	234	13	18
Managing incidents in tunnels	208	13	16
Total	690	47	-

How we address the demands of our stakeholders:

- ✓ 690 training hours on Health and Safety issues for employees
- ✓ 23.5% workforce increase in comparison to 2016
- ✓ 147 employees, with equal representation of men and women
- ✓ Investment in development centre methodology as an objective evaluation method and employee development
- ✓ Emphasis on transparency with 100% of employees having access to their evaluation results





## 7. Caring for the Environment

### Primary Sustainable Development Goals



RESPONSIBLE  
PRODUCTION AND  
CONSUMPTION

12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.  
12.5.1 National recycling rate, tons of material recycled.  
12.8 By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature.



CLIMATE ACTION

13.1 Strengthen resilience and adaptive capacity to climate related hazards and natural disasters in all countries.  
13.2 Integrate climate change measures into national policies, strategies and planning.  
13.2.1 Number of countries that have communicated the establishment or operationalization of an integrated policy/strategy/plan which increases their ability to adapt to the adverse impacts of climate change, and foster climate resilience and low greenhouse gas emissions development in a manner that does not threaten food production (including a national adaptation plan, nationally determined contribution, national communication, biennial update report or other).  
13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.  
13.3.1 Number of countries that have integrated mitigation, adaptation, impact reduction and early warning into primary, secondary and tertiary curricula.  
13.3.2 Number of countries that have communicated the strengthening of institutional, systemic and individual capacity-building to implement adaptation, mitigation and technology transfer, and development actions



SUSTAINABLE  
CITIES AND  
COMMUNITIES

11.6 By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.  
11.6.1 Proportion of urban solid waste regularly collected and with adequate final discharge out of total urban solid waste generated, by cities.



LIFE ON LAND

15.1 By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements.  
15.1.2 Proportion of important sites for terrestrial and freshwater biodiversity that are covered by protected areas, by ecosystem type.  
15.5 Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species.  
15.9 By 2020, integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts.



PARTNERSHIPS  
FOR THE GOAL

17.17 Encourage and promote effective public, public private and civil society partnerships, building on the experience and resourcing strategies of partnerships.  
17.17.1 Amount of United States dollars committed to (a) public-private partnerships and (b) civil society partnerships.

### Secondary Sustainable Development Goals



GOOD HEALTH  
AND WELL-BEING

3.9 By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination.  
3.9.1 Mortality rate attributed to household and ambient air pollution.



CLEAN WATER  
AND SANITATION

6.3 By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally.  
6.B Support and strengthen the participation of local communities in improving water and sanitation management.  
6.4.1 Change in water-use efficiency over time.  
6.4.2 Level of water stress: freshwater withdrawal as a proportion of available freshwater resources.



AFFORDABLE  
AND CLEAN  
ENERGY

7.3 By 2030, double the global rate of improvement in energy efficiency.  
7.3.1 Energy intensity measured in terms of primary energy and GDP.

### In 2017

Invested			
€290,281.81		506,869 km	97,658 km
in Environmental Protection and Health and Safety projects	Transfer of headquarters to new bioclimatic offices	the distance our patrol cars inspected	the distance our intervention teams covered

From the beginning of the construction of the project, caring for and protecting the environment has been a primary priority of the company. Kentriki Odos is the ideal example of a motorway that respects the environment and coexists in harmony with it, managing its negative impacts affecting the ecosystem balance.

Every employee considers it his/her duty to protect the environment. Thus, in this context, the company implements with strictness the environmental legislation in force in the wide range of its activities. After a comprehensive analysis we detected the potential impact on the environment, and we set a goal to minimise and eliminate any potential negative impact. At the same time, we plan actions aiming to raise awareness among our employees and partners on environmental issues.

Kentriki Odos recognises that it has impacts on the natural environment and abides to a comprehensive strategy to reduce its environmental impacts and tackle climate change. As expected, the effects of climate change and the severity of weather events affect the operation of the road network. There is a growing need for invasive maintenance and infrastructure inspections, congestion management, while the company is burdened by the temporary suspension of toll stations and the collection of toll charges.

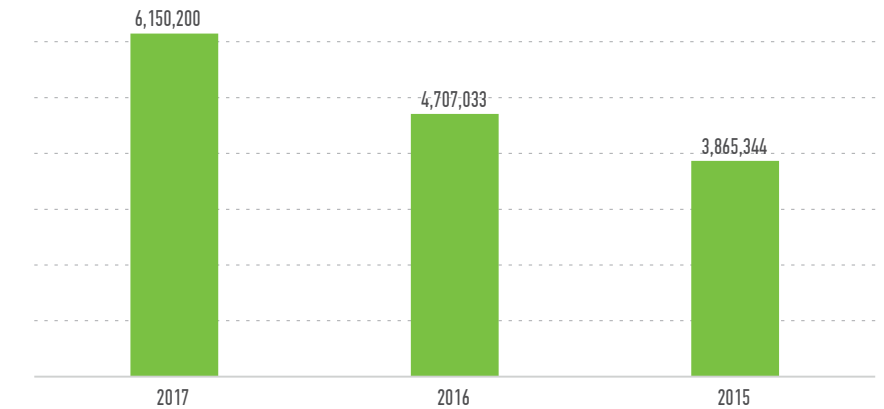
The Environmental Policy of the company has as its absolute primary goal the continuous improvement of the Kentriki Odos environmental performance.

Kentriki Odos implements a complete environment protection programme that includes the following:

- Internal inspections to monitor compliance with the Authorised Environmental Terms
- Assessment of environmental hazards and drawing-up of action plans
- Implementation of the annual traffic noise programme
- Implementation of the annual ambient air quality monitoring programme through permanent measuring stations installed along the infrastructure
- Regular briefings of employees on environmental issues
- Submitting proposals and suggestions through special reports
- Annual and half-year reports on compliance with the Authorised Environmental Terms and other contractual obligations for the protection of the environment

For the company, electricity is the main energy source used for its needs as regards heating in the company buildings and facilities

Energy Consumption (kWh)



The operational needs of Kentriki Odos mainly relate to Diesel fuel consumption for its fleet of vehicles.

Conversion coefficients: diesel fuel: 36.4 MJ/lt, petrol: 44 MJ/ lt, LPG: 46 MJ/ lt, natural gas: 47.2 MJ/lt.

## Environmental Management System

Since 2015, the company has been certified according to the Environmental Management System based on the ISO 14001:2004 international standard, which entails the following:

- Monitoring of compliance with the environmental legislation
- Monthly inspection programme to guarantee compliance with environmental terms
- Monitoring of environmental goals
- Wide range recycling programme
- Careful environmental aspect and impact study
- Material and waste management programme

“During 2017, 12 Environmental Internal audits were conducted to verify the implementation of systems and to take precautionary measures

## Fuel consumption

	2017		2016		2015	
Fuels (lt)	Kentriki Odos	Subcontractors	Kentriki Odos	Subcontractors	Kentriki Odos	Subcontractors
Gasoline	105,678.1	15,682.7	505.0	-	6,800	-
Diesel (fleet)	1,730.1	409,099.8	87,383.0	-	60,733	-
Diesel (generators)	-	5,920.3	-	-	-	-
LPG	-	111,000	-	-	50	-

## Use of Raw Materials and Equipment

Regarding the preservation, protection and saving of natural resources, Kentriki Odos implements the provisions of the Authorised Environmental Terms of the Concession Project.

We use limited amounts of raw materials for the motorway operation and we purchase eco-friendly printing paper made with a certified production process that meets international certification standards. In this manner, the company directly contributes to reducing the environmental impact of its activities.

The total amount of freon air conditioners used at the company's premises is estimated at 135 litres.



### Use of Raw Materials and Supplies

Categories of raw materials and supplies	Material (Kg)	2017		2016		2015	
		Kentriki Odos	Subcontractors	Kentriki Odos	Subcontractors	Kentriki Odos	Subcontractors
Raw materials	Salt	-	1,511,762.4	-	1,841,190	-	719,300
	Sawdust	900	-	1,000	350	-	322
	Printing paper	1,252.5	50.00	1,025	-	750	-
	Paper (paper thermal rolls)	1,728.7	-	5,781	-	-	-

### Waste Management System

Kentriki Odos conducts regular inspections to ensure strict compliance with environmental requirements regarding raw materials, equipment and waste management. Kentriki Odos also absolutely respects the legislation in force as regards writing an annual report on waste with absolute transparency.

The Report includes in detail a recording of the amounts of waste and their distribution method to each authorised Alternative Waste Management System. Kentriki Odos has to record its activities and to officially submit the records that document the disposal method of its waste to the Hellenic Waste Management Registry of the Greek Ministry of Environment and Energy. The amounts relevant to Kentriki Odos are managed by authorised partners and are registered in the Hellenic Waste Management Registry, unless otherwise mentioned.

The company's subcontractors undertake the duty to collect waste generated during the operation and maintenance of the motorway, and then transfer it to appropriately authorised locations or specific waste collection points according to the respective certified Alternative Waste Management Systems.

Waste Management table	Type	2017		2016		2015	
		Kentriki Odos	Subcontractors	Kentriki Odos	Subcontractors	Kentriki Odos	Subcontractors
Raw materials	Iron and steel (barriers, signs) (Kg)	-	31,850	-	34,820	-	7,480
	Plastic (barriers, signs) (Kg)	-	-	-	550	-	32
Semi-manufactured goods or parts	Lightbulbs (Kg)	20	-	-	-	-	-
	Mixed Batteries (Kg)	-	-	60	-	30	-
	Batteries (Lead -Acid) (Kg)	2,805	-	-	-	-	-
	Spare parts (cables) (Kg)	17	-	-	-	-	-
	Computers / Electrical Appliances / Equipment (Kg)	63	-	-	-	212	-
	Tires (Kg)	1,410	-	930	-	-	1,720
Other Waste	Engine gear box and lubrication oils (Lt)	395	984.36	379	656.2	-	960
	Animal tissue waste (Road Kill) (Kg)	-	-	-	577	-	180
	Mixed municipal waste (Kg)	-	92,901	-	86,580	-	57,681
Packaging Material	Timber (m³)	-	-	-	-	3.6	-
Other	Cuts residues (kg)	-	36,000	-	11,500	-	-

Kentriki Odos does not import, export or process waste that is deemed hazardous. Moreover, according to its operational procedures, it does not dump liquid waste in water bodies, nor has it ever been associated with leaks to the environment.

### Water Management

Optimal water management regarding all Kentriki Odos activities is a matter of crucial importance for the present and the future. The company manages the water issue by installing cutting-edge watering systems within the Concession Project for maximum water savings during watering all plants. The company works with a subcontractor who implements the Environmental Management System (ISO 14001:2004), for the planting and preservation of the green areas on the Kentriki Odos premises and along the motorway.

Water Consumption (m³)	2017		2016		2015	
	Kentriki Odos	Subcontractors	Kentriki Odos	Subcontractors	Kentriki Odos	Subcontractors
Water Consumption (Buildings & Facilities – EYDAP)	1,268	-	237	-	411	-
Drinking water (bottles)	32.55	0.63	32	3	13.8	-
Washing water (from drilling)	20	-	74	0.09	20	-



Since 2016, Kentriki Odos keeps track of water consumption in all its buildings through the Athens Water Supply and Sewerage Company bills. Prior to 2016, calculations were made based on the data collected by the Subcontractor. The "Water for washing" consumption was already incorporated in the water consumption bill (buildings and Premises - Athens Water Supply and Sewerage Company) in the 2016 Responsibility Report.

Greenhouse Gas Emissions

For the second year, Kentriki Odos completed a study of its carbon footprint, taking into account direct and indirect emissions.

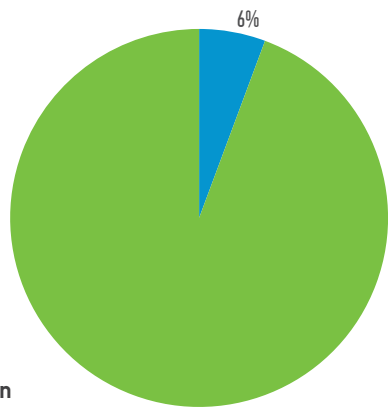
Having as a goal the evaluation, measuring, monitoring, and the reduction of the greenhouse gas emissions that result from the construction and operation of the motorway, the company follows a specific calculation methodology.

Total CO2 Emissions (tn)

Emission sources	2017	2016
Direct emissions from fuel consumption from own fleet (scope 1)	251.9	205.8
Indirect emissions from electricity consumption (scope 2)	4,186.5	3,204.1
TOTAL	4,438.4	3,409.9

Direct sources of CO2 emissions for Kentriki Odos include: fuel usage (petrol, diesel fuel) for the transportation of the company's vehicles.

Indirect sources of electricity generation emissions for Kentriki Odos include: the purchase of electricity supply from third parties, which is consumed in all company activities (buildings, toll stations, road lights).



Direct emissions from fuel consumption from own fleet (scope 1)

Indirect emissions from electricity consumption (scope 2)

EMISSION FACTOR (t CO2 / unit):  
HEATING OIL: 0.00284 tCO2 / litre, DIESEL: 0.00265 tCO2 / litre, GASOLINE: 0.00234 tCO2 / litre, LPG: 0.0015 tCO2 / litre, ELECTRICITY: 0.68071 tCO2 / MWh

2017 Greenhouse gas emission intensity: 4,438.4 / 147 = 30.1 tCO2 / worker  
2016 Greenhouse gas emission intensity: 3,409.9 / 119 = 28.65 tCO2 / worker



Road Traffic Noise Management

Vehicles and patrols

- 8 Patrol cars owned by the company
- 506.869 Kilometres covered by patrol vehicles
- 6 Intervention teams' vehicles (Ford Ranger) owned by the company
- 97.658 Kilometres covered by Intervention teams
- 16 Corporate fleet vehicles
- 575.579 Kilometres covered by corporate fleet

Kentriki Odos acknowledges of the disturbance that inevitably is caused by the motorway operation in the areas neighbouring the motorway.

Taking into account this issue, the company runs an annual Road Traffic Noise monitoring programme that includes 24-hour noise measurements at specific locations along the motorway and at noise sensitive areas, with the approval of the competent state agency. The noise measurements are carried out in collaboration with an Environmental Acoustics Expert.

With the implementation of the above programme, we guarantee the quality of life of residents. If deemed necessary due to unsatisfactory measurement results, we carry out additional sound measurements and resort to corrective actions and initiatives to protect the residents. We always respect the legal limits. According to the results of the 2017 Annual Road Traffic Noise Monitoring programme, no exceedance of the permitted noise limits was recorded and there was no need for a special report on anti-noise protection screens or for taking counter-noise measures

Methods for Biodiversity Protection

During the drawing up of the Environmental Impact Studies on the location and layout of the motorway, the importance of biodiversity issues for each area affected by the project was recognized. Kentriki Odos has taken into consideration all the parameters for the protection of biodiversity and has taken all necessary protection measures. The need for the protection and effective management of ecosystems and habitats is taken into consideration while environmental terms and conditions are defined.

In this context, the company cares for the following provisions:

- Construction of wildlife crossings in areas designated as habitats
- Motorway fencing to prevent wildlife from entering the motorway
- Construction of closed sewerage systems for the protection of sensitive areas (e.g. the Yliki lake and surrounding environmental habitats, and natural sources)
- Planting of indigenous species for their preservation and the harmonisation of the project with the natural environment
- Construction of pollutant retention tanks
- Implementation of action plans to prevent any accidental pollution
- Implementation of noise–protection actions
- Planning of pilot programmes to record and monitor the growth of micro fauna

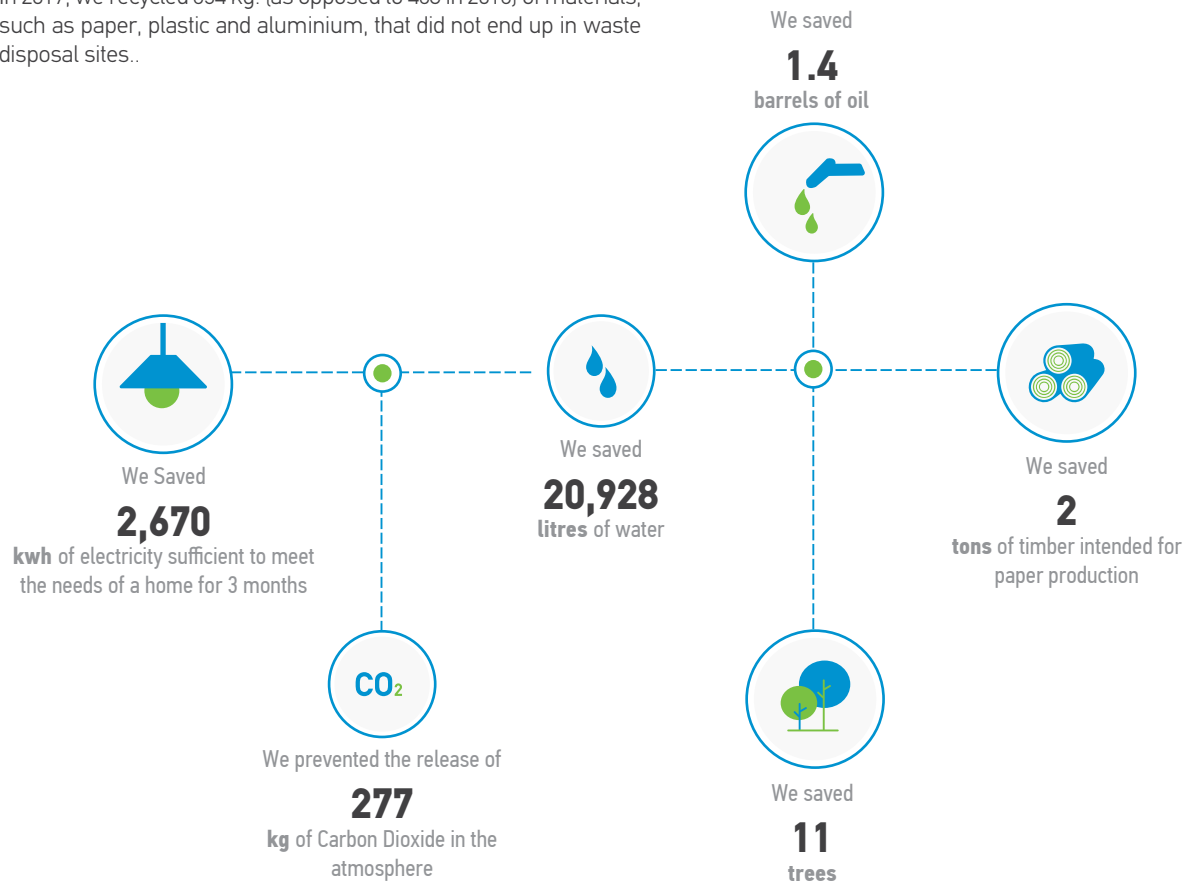
The protection of all sensitive areas was at the core of the company focus during the design stage of the Concession Project. In this manner, any negative impact from the project construction upon these areas was prevented. In the operation and maintenance context, precautionary measures are taken and the relevant precautionary inspections for the protection of biodiversity take place. It has to be noted at this point that there has been no recorded incident that has had a negative impact on the aforementioned areas

Recycling System

Every employee has a decisive, responsible role in environmental protection. In order to support and enhance the efforts of our employees at the offices and toll stations, in 2017 we took advantage of the recycling equipment that we had completed installing in 2016. This equipment allows the reuse of the materials and thus their full use in the production cycle..

According to data received from the recycling company,

In 2017, we recycled 654 kg. (as opposed to 468 in 2016) of materials, such as paper, plastic and aluminium, that did not end up in waste disposal sites..



Kentriki Odos chooses to recycle material because it has measurable benefits and improves the quality of life for everyone. The company is looking at in increasing the use of recyclable materials, but at the same time avoids waste generation and works on cultivating a wider environmental consciousness across the company.

In order to ensure a positive outcome for the recycling programme, Kentriki Odos co-operates with certified companies, which undertake the recycling of paper, plastic, batteries, used / damaged electrical and electronic equipment.

Investment on Environmental Protection, Health and Safety

We demonstrate our interest in protecting the environment with concrete actions. The following table lists only a selection of key environmental and Health and Safety projects impacting our employees and can be measured in monetary terms.

Environment Protection and Health and Safety Projects	Emission sources
Environmental Studies (MPE, TEPEM, Recycling Studies EPO, Environmental Licensing of Escorting projects and activities, etc.)	13,380
Health and Safety Monitoring Program	1,300
Occupational Physician/Safety Technician	3,821.6
Protection and maintenance of green spaces	190,000
Traffic Noise Monitoring Program	2,500
Environmental consultants and staff for monitoring the application of Environmental Terms	18,000
Equipment for air pollution monitoring	58,830.21
Certifications ISO 39001:2012, OHSAS 18001:2007, ISO 9001:2008, ISO 14001:2004	2,450
Total	290,281.81

Awareness Actions for the Protection of the Environment

Our contribution in raising the drivers' environmental awareness is of utmost significance. Understanding this responsibility requires that a driving mentality emerges, and an environmental consciousness is built. In 2017, we invested €2,000 in environmental actions, focusing mainly on driver environmental awareness actions.



## Bioclimatic Headquarters

In 2017, the Kentriki Odos headquarters moved from Maroussi to Nea Erythraia.

The building structure aims to optimise the energy efficiency of the building, with choices relating either to the shell construction, or the use of low energy consumption electromechanical equipment or to the integration of RES systems. The basic approach as regards the building's design criteria has taken into account energy, economic and environmental benefits.

The bioclimatic design of the building: The bioclimatic design of the building shell makes use of an external thermal insulation system, as well as low thermal transmittance window frames and windows with a built-in remote-controlled blind system on the east and west sides of the building. At the south side of the building, an external shading system with wide, horizontal permanent blinds will be installed.

A green roof: A green roof at the biggest part of the building's roof is expected to be installed.

A photovoltaic system: The installation of a photovoltaic system in a big part of the building's roof is also planned (Renewable Energy Technology - RES), which in combination with selecting suitable high-efficiency electromechanical systems, the use of minimum consumption equipment (LED lamps) and the application of an automatic control system for the operation of the electromechanical installations (installation of a building management system - BMS), aim at achieving the minimum possible energy consumption.

### How we address the requirements set by our stakeholders:

- ✓ Detailed recording of environmental impact from energy, fuel, raw material and water consumption
- ✓ Continuous measuring of our carbon footprint
- ✓ Annual Traffic Noise Tracking Programme, in collaboration with an Environmental Acoustics Expert

## 8. Collaboration with Local Communities and Social Contribution

### Primary Sustainable Development Goals



- 17.17 Encourage and promote effective public, public private and civil society partnerships, building on the experience and resourcing strategies of partnerships.
- 17.17.1 Amount of United States dollars committed to (a) public-private partnerships and (b) civil society partnerships

### Secondary Sustainable Development Goals



- 1.2 Να μειώσει έως το 2030, τουλάχιστον κατά 50%, την αναλογία ανδρών, γυναικών και παιδιών όλων των ηλικιακών ομάδων που ζουν στη φτώχεια υπό όλες τις μορφές της σύμφωνα με τους εκάστοτε εθνικούς ορισμούς.
- 1.2.1 Ποσοστό του πληθυσμού που ζει κάτω από το εθνικό όριο της φτώχειας, ανά φύλο και ηλικία.
- 1.2.2 Ποσοστό ανδρών, γυναικών και παιδιών κάθε ηλικίας που ζουν στη φτώχεια υπό όλες τις μορφές της σύμφωνα με όσα ορίζει το εθνικό πλαίσιο.



- 3.6 By 2020, halve the number of global deaths and injuries from road traffic accidents.
- 3.6.1 Death rate due to road traffic injuries.



- 4.5 By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations.
- 4.5.1 Parity indices (female/male, rural/urban, bottom/top wealth quintile and others such as disability status, indigenous peoples and conflict-affected, as data become available) for all education indicators on this list that can be disaggregated.
- 4.A Build and upgrade education facilities that are child, disability and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all.



- 11.4 Strengthen efforts to protect and safeguard the world's cultural and natural heritage.
- 11.4.1 Total expenditure (public and private) per capita spent on the preservation, protection and conservation of all cultural and natural heritage, by type of heritage (cultural, natural, mixed and World Heritage Centre designation), level of government (national, regional and local/municipal), type of expenditure (operating expenditure/investment) and type of private funding (donations in kind, private non-profit sector and sponsorship).
- 11.7 By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities.
- 11.7.1 Average share of the built-up area of cities that is open space for public use for all, by sex, age and persons with disabilities.



- 16.5 Substantially reduce corruption and bribery in all their forms.
- 16.6 Develop effective, accountable and transparent institutions at all levels.
- 16.6.1 Primary government expenditures as a proportion of original approved budget, by sector (or by budget codes or similar).
- 16.6.2 Proportion of population satisfied with their last experience of public services.



8. Collaboration with Local Communities and Social Contribution

In 2017



Our Contribution to Social Development

Ever since the establishment of its operations, Kentriki Odos as a company has been supportive towards local communities and their residents through programmes and various initiatives. In 2017, we organised and participated in numerous actions of social value. Through these initiatives, we confirm that Kentriki Odos is socially active, and prove in practice that the company focuses on the needs of the communities it operates in and works in favour of the local and social development.

Being aware of its corporate responsibility, Kentriki Odos has a great, positive impact on society

Annual contribution to Social Development – “Social Product” (in thousand euro)	2017IFRS	2016IFRS	2015
Payments to suppliers (except materials and intercompany transactions)	8,545.15	5,471.07	5,024.69
Employee salaries and benefits (including insurance contributions)	2,511.74	2,498.13	2,350.80
Payments to providers of capital	11,108.92	11,483.23	13,031.34
In-kind support, financial support and donations	115.67	79.61	41.48
Total	22,281.48	19,532.04	20,448.31

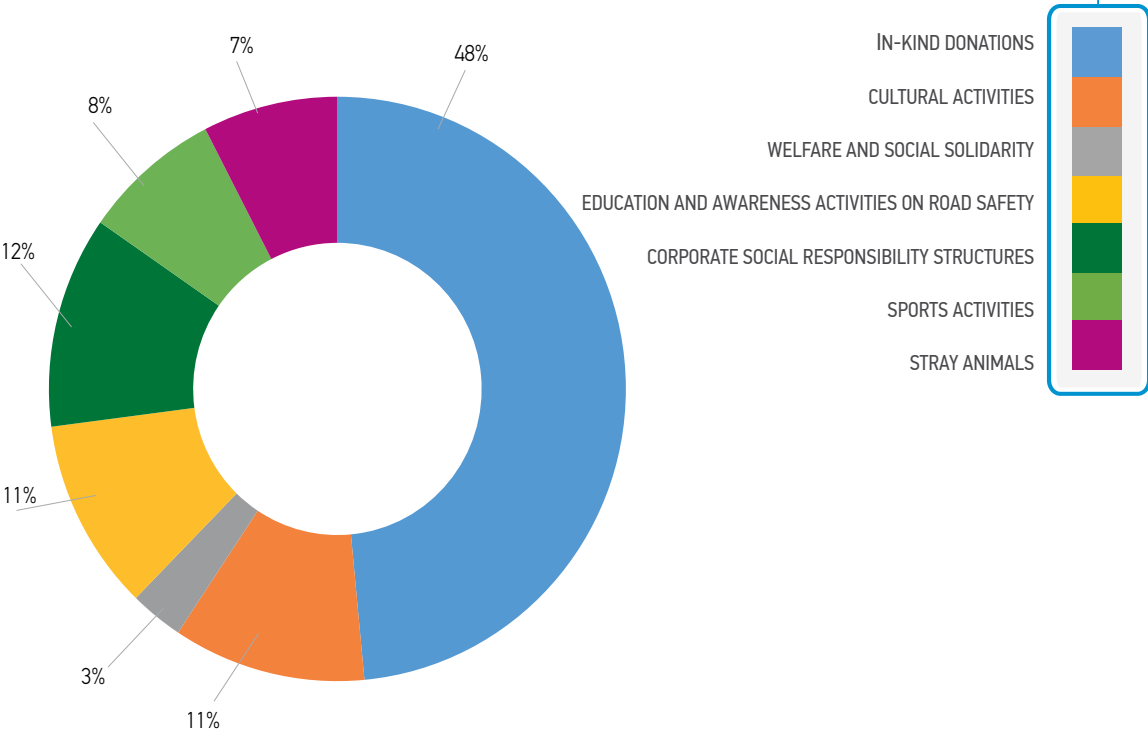
Our Investments

The more the elements that make up corporate responsibility mature and become more recognizable, the more Kentriki Odos can highlight the investment it implements and show more effectively the pillars on which it relies.

We focus on:

- In-kind donations
- Cultural activities
- Welfare and social solidarity
- Education and awareness activities on road safety
- Corporate Social Responsibility structures
- Sports activities
- Stray animals

Investment Categories



Welfare and Social Solidarity Actions

Social solidarity actions have been incorporated in the Kentriki Odos strategic approach towards corporate responsibility. The company cares for vulnerable social groups through competent organisations which it supports. Vulnerable groups of our fellow citizens are substantially supported and get access to social structures, aiming in this manner at improving the quality of life for themselves and their families.

During 2017, we supported organisations, charities, associations and non-profit organisations working in areas close to the motorway. We placed special attention in supporting children, youngsters, people with special needs and disadvantaged people. As regards the needs of the following organisations, we contributed in covering specific needs, through a donation that amounted to €3,467.

- Together for Children (Mazi gia to Paidi): Subscription to the “I Offer because I Care” programme of the “Together for Children” association, in collaboration with the American company TOMS. “Together for Children” was selected as the national partner of TOMS and has undertaken to distribute free of charge more than 20,000 new pairs of shoes each year to refugee structures and to children in need all over Greece.
- 7th EMAK - Rescue Team of Sterea Hellas: Purchase and donation of climbing equipment

Other actions implemented:

Money box – anonymous donations for “The Smile of the Child” by motorway users at service points, amounting €17.31 in 2017

Road Safety Education and Awareness Actions

In 2017, we invested more than €12,280 in road safety education and awareness actions.

Here are examples of programmes we have implemented:

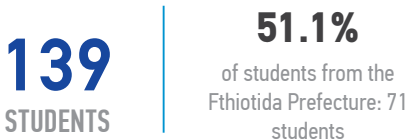
- The Hellenic Road Safety Institute “Cycling Safety” programme: 13 schools
- The Hellenic Road Safety Institute: “Do It Right” traffic education Action in Lamia
- ALLIANCE FOR GREECE: In collaboration with the Hellenic Police: “Road Safety through the Eyes of Children”
- Road Safety information leaflets

The “Cycling Safely” programme

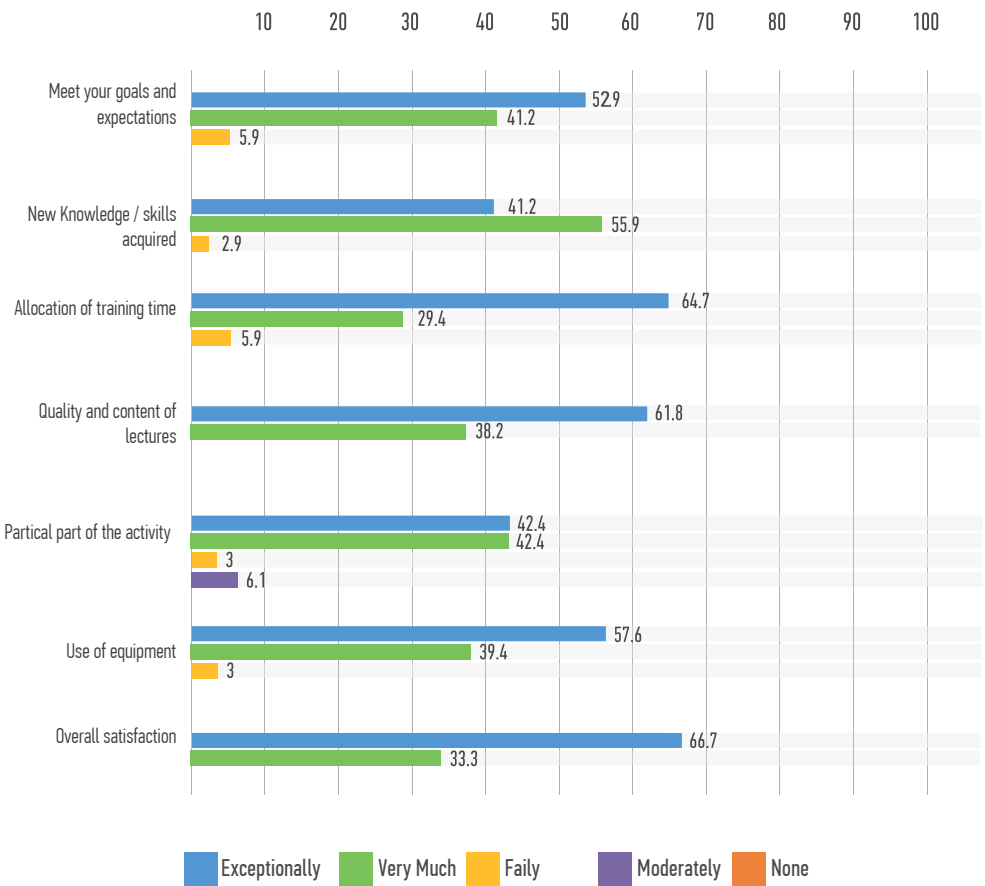
The “Cycling Safely” programme is targeted towards shaping the road culture and behaviour of the future drivers, the ultimate goal being children acquiring a responsible driving behaviour in the future. It has been approved both by the Ministry of Education and the Institute of Educational Policy, while it is always implemented with the cooperation of the competent Directorates of Primary Education. The specific programme is totally compatible with the strategic priority of Kentriki Odos as regards promoting road safety.

The “Cycling Safely” Programme

2017-2018 School year



Assessment of Educational Programme



“A dialectic presentation of the program. Cultivation of critical thinking to change misconceptions about traffic education and driving behaviour. Impressive view of things with the “court” of positive and negative arguments for bikes” (Teacher in the Second Primary School of Sperchiada)

Traffic Education Programme “Do It Right”

The aim of the programme, which has been developed for lower and senior high school students, is to educate students in issues of traffic education.

The programme includes theoretical and practical training using simulators and other equipment, unique in Greece. During the “Do It Right” programme, pupils have the opportunity, based on the best international practice, to be trained in an experiential manner on issues of road accident prevention. The programme has been approved by the Ministry of Education and the Institute for Educational Policy.

Action: “Road safety through the eyes of children”

The “Alliance for Greece” in collaboration with the Hellenic Police conducted a Road Safety campaign, focusing on “Road safety through the eyes of children”.

The Hellenic Police, aiming at raising awareness among children aged 6-12, created special campaigns inviting children from all over Greece to send paintings and messages on road safety. The paintings were exhibited in a painting exhibition, were presented in a special album and the most popular was chosen as an electronic greeting card of the Hellenic Police. The campaign was combined with a traffic education action and took place in Athens and Patra.

Briefing Leaflets

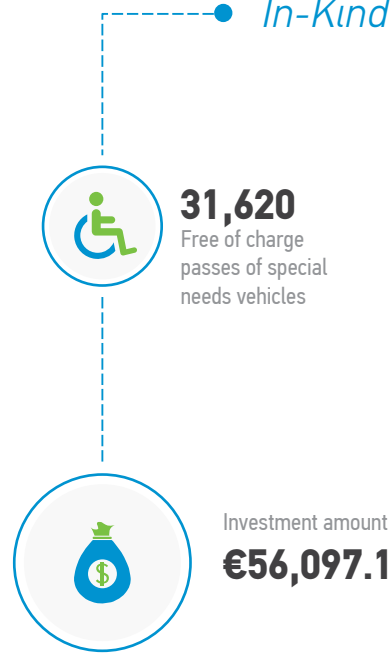
In 2017, Kentriki Odos created, and distributed 875,000 briefing leaflets on road safety issues.

Taking Care of Stray Animals

Kentriki Odos has recognised that the safe, regular, smooth and unobstructed traffic flow can be affected by stray animals, especially dogs, that enter the motorway. For this reason, the company has installed a fencing along the entire motorway with special wire netting suitable for use on motorways so that they cannot enter the motorway and by extension that the possibility of creating accidents is prevented.

*In 2017, Kentriki Odos collected 11 stray animals, and hosted them in a specially constructed area, before the Animal Welfare Society took them. All animals underwent medical tests, were vaccinated and a tracking chip was implanted. Moreover, when necessary, additional vet procedures took place, such as Kala-azar tests, Ehrlichia and scabies treatments, anti-rabies vaccinations, orthopaedic surgeries/minor surgeries, x-rays and neutering. The total investment of the company amounted to €1,054, the average cost per animal being €95.*

In-Kind Donations



Kentriki Odos supports people with special needs with toll free transits of special needs vehicles at its toll stations.

The company grants toll free transits for public benefit purposes to organisations, groups and associations in need of assistance



In 2017, Kentriki Odos granted toll-free transits to the following:

- Vehicles of the voluntary organisation "The Smile of the Child"
- Vehicles of Parents' Association of People with Disabilities in Fthiotida
- Vehicles of the disabled sports club "THE ARGONAUTS"

### Volunteering: Blood Donation Bank called "Life Road" ("Odos Zois")

In 2017, the company organised and implemented voluntary blood donations for the whole staff. In total, three voluntary blood donations were organized with the support of:

- the Korgialenio – Benakio General Hospital of Athens (Red Cross) (42 blood bottles in Attica and Viotia), and
- of the General Hospital of Lamia (40 blood bottles)

The results of this endeavour are very encouraging as:

- 82 blood bottles were collected (in comparison to 71 bottles in 2016)
- 19% of all the employees (of the Nea Odos and Kentriki Odos companies) participated (as compared to 16% in 2016)

The company acknowledges that blood donation is a sign of care and love for the fellow human beings and very often it becomes a precious gift of life. At the same time, because of its core business, it recognizes the importance of its commitment and continues its blood donation activities within the strategic target that relates to the Blood Bank Donation called "Life Road" ("Odos Zois").

### Strengthening Corporate Social Responsibility Structures

Aiming at supporting its Corporate Social profile, Kentriki Odos recognizes the need to strengthen its internal structures, the importance of participating in international organisations and informational conferences, as well as implementing targeted communication actions. In 2017 we invested €13,550 towards strengthening our Corporate Social Responsibility actions.

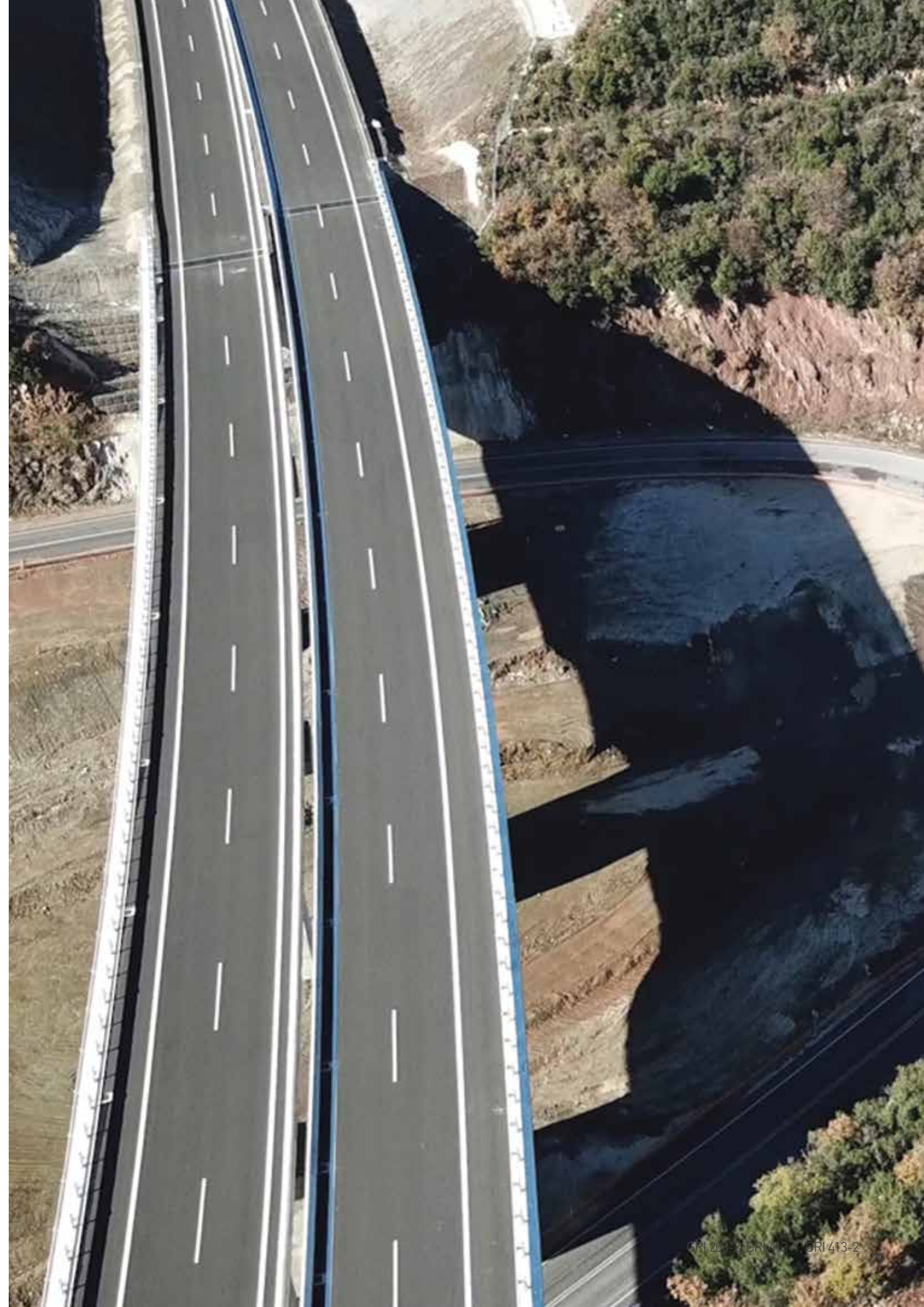
### Corporate Communications

As regards corporate communications, we follow the strictest standards and we responsibly undertake the implementation of ethics and rules that respect the principles and values of our company. More specifically, regarding all forms of commercial and social communication, we comply with the rules of professional ethics as defined by the Greek Advertising/ Communications Code of the Communications Control Council.

### How we address the requirements of our stakeholders:

In close cooperation with the local communities that our motorway crosses, Kentriki Odos chooses to support actions and initiatives that create value. The company has systematized its actions and focuses on 6 areas:

1. Welfare and social solidarity: €3,467
2. Education and information on Road Safety: €12,288
3. Culture: €12,500
4. Corporate Social Responsibility Structures: €13,550
5. Donations in Kind: €56,097
6. Stray Animals: €1,054





9. Goals

Road Safety – Quality in Services

Topic	Goal 2017	Progress 2017	Goal 2018
Weight–In–Motion System	Install an extensive network for the Weight–In–Motion System	Completed	-
Customer Satisfaction Survey	Improvement/retention of customer service ranking results	Achieved retention	Satisfaction (%) from services offered: > 90%
Customer Care Call Centres	Customer service (phone): 90% of issues handled within 2 minutes of call receipt	Exceeded 90%	Retain or exceed 2017 performance
Accident related indicators	Zero accidents on motorway (refers to users and employees)	Users:87 Employees: 0	Zero accidents on motorway

Human Resources

Topic	Goal 2017	Progress 2017	Goal 2018
Integrate Corporate Responsibility questions in the employee's survey	The most recent survey was conducted in December 2016	-	The next survey is scheduled for the first half of 2019
Development Centres	Further support and development of the employees participating in the development centres	9 people assumed a new role in the company	3 additional employees to take part in the process.
Training on Road Safety	According to the training plan, the next training on Road Safety is scheduled for 2018	-	Train 84 employees on Road Safety
Training on stray animal management	According to the training plan, the next training on stray animal management is scheduled for 2018/2019	-	According to the training plan, the next training on stray animal management is scheduled for 2019
Training on Health & Safety	First Aid Training and Health & Safety Policy and Procedures for new employees: Goal is to train 46 employees	5 employees trained	The goal was partially achieved in 2017 and will be attained during 2018 by training 41 employees
	Training on Working Safely at Height for new employees: Goal is to train 10 employees	11 employees trained	Goal is to train 15 additional employees
	Training on managing fire incidents (inside and outside tunnels): Goal is to train 18 employees	Achieved	Training has been completed for all workforce. Training will be conducted for new employees in 2019, if required
	Training on "Managing incidents in tunnels": Goal is to train 13 employees	Achieved	No goal was set for 2018
	Conduct at least 70 training hours on Health & Safety for middle and high-ranking employees	Conducted 34 training hours for Top Executives, Managers and Administrative staff	The goal remains for 2018

Caring for the Environment

Topic	Goal 2017	Progress 2017	Goal 2018
Monthly audit plan for compliance with Environmental requirements	>=12	Completed	>10
Monthly audit plan for Health & Safety during operation and maintenance activities	>=12	Completed	>10
Procedure for the Identification and evaluation of environmental aspects and impacts procedure	Zero non-compliances with policies and procedures	Achieved	Zero non-compliances with policies and procedures
Environmental Emergencies Management Procedure	Zero non-compliances with policies and procedures	Achieved	Zero non-compliances with policies and procedures
Natural resources, materials and waste management procedure	Zero non-compliances with policies and procedure	Achieved	Zero non-compliances with policies and procedures
Certification according to standards: ISO 14001:2004 OHSAS 18001:2007 ISO 9001:2008 ISO 39001:2012	Certification renewal	Achieved	
Motorway operation and maintenance	Maintain zero environmental fines	Ενετέυχθη	Maintain zero environmental fines
Employee training	Conduct at least 10 training hours on Environmental issues for middle and high-ranking employees	Conducted 6 hours	-
Hellenic Waste Management Registry	Process development for Kentriki Odos and subcontractors	Completed	Comply with procedures and achieve zero non-compliance
Measurement of CO2 emissions (Offices)	Measurement of CO2 emissions (Offices)	Completed	Measurement of CO2 emissions (Offices)
Recycling	Extension to the new stations	Completed	Ongoing

Strategy, Partnerships and Social Contribution

Topic	Goal 2017	Progress 2017	Goal 2018
Participation in Global Initiatives	Renew our GRI GOLD Community membership	Completed	Implementation of the Sustainable Development Goals
TBlood bank	Repeat blood collection for employees	Completed	Repeat blood collection for employees, including the new motorway sectionsnon-compliance
Stray animal management	Join the Nea Odos stray animal scheme	Completed	Maintain cooperation with the Greek animal welfare society
Strengthening partnerships	Establish partnerships which support the Corporate Responsibility pillars of Kentriki Odos	Completed	Support the "ELIZA" Society for the Prevention of Cruelty to Children
Reinforcement of internal structures	Development of Code of Conduct	Moved to 2019	Development of Code of Conduct
E-Learning platform dedicated to Road Safety	Tender call, supplier selection and development of basic website structure	Completed	Establish synergies to enrich the educational content of the platform

## 10. Report Profile

The 2017 Kentriki Odos' Corporate Responsibility Report, is based on the Global Reporting Initiative (GRI) Standards. This report has been prepared in accordance with the GRI Standards: Core option.

The report covers all key and material aspects which Kentriki Odos has recognized and focuses on. It refers to year 2017, from 01/01/2017 to 31/12/2017 and follows the release of our 2 previous annual Corporate Responsibility Reports.

### Report Structure

The purpose of our third Report is to present the Corporate Responsibility strategy and its practical application in our business activity in a transparent manner. Our goal is to capture in the fullest possible way the data and information relating to priorities, risks, opportunities and plans for the future.

Report content has been organized according to the five Corporate Responsibility pillars on which we rely to structure our strategy and develop our initiatives:

- **Road Safety**
- **Quality in Services**
- **Human Resources**
- **Caring for the Environment**
- **Local Communities and Social Contribution**

This Report covers the operation and maintenance of the motorways and not their construction which is carried out by the EUROIONIA (TERNA - TERNA Energy) joint venture, on behalf of Kentriki Odos.

For us, the process of developing the Report is a conscious process of lasting improvement. Every year, we improve our processes and our approach of communicating with our stakeholders to further improve the quality of content in the Report.

### Clarifications

#### Local suppliers

Local suppliers do not relate exclusively to the maintenance and operation of the motorway. National suppliers include suppliers from related parties, most important of which is the manufacturer EUROIONIA. The remaining related suppliers focus on the maintenance and operation of the motorway (power supply, maintenance E/U installations, etc.).

#### Financial Information

The company in accordance with article 2 of 4308/2014 is considered to be a medium-sized enterprise.

The financial statements for the year ended 31n December 2015 (01.01.2015-31.12.2015) are made by the company in accordance with the New Greek Accounting Standards. For the Accounting year up to and including that ended 31n December 2014, the company kept the accounting books and records and was drawing up its financial statements in accordance with the provisions of 2190/1920, taking into account the provisions of the applicable tax legislation if and where this was required. The company has prepared the financial statements fully in line with the New Greek Accounting Standards, as they apply to financial years beginning on or after 1n January 2015, together with comparative data period and for the year ending 31 December 2014, as described in accounting principles.

Salaries and employees' benefits include employer contributions.

Payments to capital providers have been interpreted as interest payments to banks for loans taken and repaid. Payments to capital providers do not include loan repayments which for 2017 amounted to €27,587.46 and for 2016 to €42,828.12. Interest payments made to shareholders are not included either.

Payments to suppliers (other than materials and intercompany transactions) include all payments made to suppliers other than related parties (including VAT and withholding taxes). All other payments include consumables and services provision

### External Assurance

For the 2017 report we decided to proceed to the External Assurance of specific parts of the content in order to improve the reliability of the information provided and the structures that allow us to collect and process information.

In the last section of this report, we present the Assurance letter of the independent assurer, Grant Thornton, who carried out the assessment of the specific data, in accordance with the international verification standard ISAE 3000.

### Support

The 2017 Corporate Responsibility Report was developed with the guidance and scientific support of Sustainability Knowledge Group. ([www.sustainabilityknowledgegroup.com](http://www.sustainabilityknowledgegroup.com)).

#### CSR Team

A number of executives from different Departments and Divisions of the company cooperated for the collection of data, in particular:

- Content Coordinators: Foteini Lamprou, Gerasimos Monokrousos
- Representatives of Departments/Divisions – Content Managers: Baso Boulgaraki, Panagiotis Galanopoulos, Giannis Orfanotis, Nikos Katapodis, Foteini Lamprou, Natalia Manara, Giannis Marinopoulos, Gerasimos Monokrousos, Eleni Nianiou, Magdalini Mparouxou, Mixalis Lagoudakis, Despoina Potamianou, Natali Kedikoglou, Katerina Katexi, Giorgos Mayrikos, Maria Zografini, Antonis Giannopoulos, Eygenia Soufi, Panagiota Stasinou, Ioanna Tsakatoura, Konstantinos Sideris and Vassiliki Zoulomitaki.

#### Contact Point

You can contact us for comments, questions or suggestions.

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GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION	SDG LINKAGE TO DISCLOSURE
General Disclosures				
Organizational Profile				
GRI 102: General Disclosures 2016	102-1 Name of the organization	3, 12, 14		8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
	102-2 Activities, brands, products, and services	12		
	102-3 Location of headquarters	83		
	102-4 Location of operations	12		
	102-5 Ownership and legal form	13, 14		
	102-6 Markets served	11, 12		
	102-7 Scale of the organization	11, 12, 16, 17, 50		
	102-8 Information on employees and other workers	50-53		
	102-9 Supply chain	46-48		
	102-10 Significant changes to the organization and its supply chain	13, 16, 17		
	102-11 Precautionary Principle or approach	17, 18, 20-25		
	102-12 External initiatives	19, 21, 25, 26, 29, 31		
	102-13 Membership of associations	19		
Strategy				
	102-14 Statement from senior decision-maker	5		
	102-15 Key impacts, risks, and opportunities	5, 21, 25, 45, 48, 50, 63, 64, 74		
Ethics and Integrity				
	102-16 Values, principles, standards, and norms of behaviour	10, 54		16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
Governance				
	102-18 Governance structure	17		
Stakeholder Engagement				
	102-40 List of stakeholder groups	26		8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
	102-41 Collective bargaining agreements	51-52		
	102-42 Identifying and selecting stakeholders	28, 29		
	102-43 Approach to stakeholder engagement	28, 29		
	102-44 Key topics and concerns raised	26, 28, 29		

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION	SDG LINKAGE TO DISCLOSURE
Reporting Practice				
	102-45 Entities included in the consolidated financial statements	82, <a href="http://www.kentrikiodos.gr/οικονομικές-καταστάσεις">www.kentrikiodos.gr/οικονομικές-καταστάσεις</a>		
	102-46 Defining report content and topic Boundaries	20-26, 28, 29		
	102-47 List of material topics	25, 26		
	102-48 Restatements of information	16, 74		
	102-49 Changes in reporting	-		
	102-50 Reporting period	82		
	102-51 Date of most recent reportύ	82		
	102-52 Reporting cycle	82		
	102-53 Contact point for questions regarding the report	83		
	102-54 Claims of reporting in accordance with the GRI Standards	82		
	102-55 GRI content index	84		
	102-56 External assurance	98		
Material topics				
ECONOMIC				
Economic Performance				
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	20-26		1. End poverty in all its forms everywhere; 5. Achieve gender equality and empower all women and girls; 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
	103-2 The management approach and its components	10, 13-17, 18, 20, 80, 81		
	103-3 Evaluation of the management approach	16, 17, 80, 81, 83		
<hr/>				
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	16-17		2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture; 5. Achieve gender equality and empower all women and girls; 7. Ensure access to affordable, reliable, sustainable and modern energy for all; 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation;



GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION	SDG LINKAGE TO DISCLOSURE
	201-2 Financial implications and other risks and opportunities due to climate change	63		13. Take urgent action to combat climate change and its impacts
	201-3 Defined benefit plan obligations and other retirement plans	55, 56		
	201-4 Financial assistance received from government	12, 14, 16		
Indirect Economic Impacts				
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	20-26, 73, 78		1. End poverty in all its forms everywhere; 5. Achieve gender equality and empower all women and girls; 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
	103-2 The management approach and its components	10, 15, 17, 18, 20, 73, 80, 81		
	103-3 Evaluation of the management approachç	17, 74, 80, 81, 83		
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	74, 75		2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture; 5. Achieve gender equality and empower all women and girls; 7. Ensure access to affordable, reliable, sustainable and modern energy for all; 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation; 11. Make cities and human settlements inclusive, safe, resilient and sustainable;
	203-2 Significant indirect economic impactsç	74-78		

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION	SDG LINKAGE TO DISCLOSURE
ENVIRONMENTAL				
Materials				
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	20-26, 62, 63		1. End poverty in all its forms everywhere; 5. Achieve gender equality and empower all women and girls; 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
	103-2 The management approach and its components	10, 15, 17, 18, 20, 63, 80, 81		
	103-3 Evaluation of the management approach	64, 72, 80, 81, 83		
GRI 301: Materials 2016	301-1 Materials used by weight or volume	65, 66		8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; 12. Ensure sustainable consumption and production patterns;
Energy				
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	20-26, 65		1. End poverty in all its forms everywhere; 5. Achieve gender equality and empower all women and girls; 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
	103-2 The management approach and its components	10, 15, 17, 18, 20, 62, 63, 80, 81		
	103-3 Evaluation of the management approach	64, 72, 80, 81, 83		
GRI 302: Energy 2016	302-1 Energy consumption within the organization	65		7. Ensure access to affordable, reliable, sustainable and modern energy for all; 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; 12. Ensure sustainable consumption and production patterns; 13. Take urgent action to combat climate change and its impacts

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION	SDG LINKAGE TO DISCLOSURE
	302-4 Reduction of energy consumption	65		7. Ensure access to affordable, reliable, sustainable and modern energy for all; 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; 12. Ensure sustainable consumption and production patterns;
Biodiversity				
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	20-26, 69, 70		1. End poverty in all its forms everywhere; 5. Achieve gender equality and empower all women and girls; 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
	103-2 The management approach and its components	10, 15, 17, 18, 20, 62, 63, 80, 81		
	103-3 Evaluation of the management approach	64, 80, 81, 83		
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	69, 70		6. Ensure availability and sustainable management of water and sanitation for all; 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development; 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
	304-2 Significant impacts of activities, products, and services on biodiversity	69, 70		
	304-3 Habitats protected or restored	69, 70		

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION	SDG LINKAGE TO DISCLOSURE
Emissions				
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	20-26, 68		1. End poverty in all its forms everywhere; 5. Achieve gender equality and empower all women and girls; 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
	103-2 The management approach and its components	10, 15, 17, 18, 20, 62, 63, 80, 81		
	103-3 Evaluation of the management approach	64, 72, 80, 81, 83		
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	68		3. Ensure healthy lives and promote wellbeing for all at all ages; 12. Ensure sustainable consumption and production patterns; 13. Take urgent action to combat climate change and its impacts; 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development; 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
	305-2 Energy indirect (Scope 2) GHG emissions	68		
	305-4 GHG emissions intensity	68		

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION	SDG LINKAGE TO DISCLOSURE
Effluents and Waste				
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	20-26, 70		1. End poverty in all its forms everywhere; 5. Achieve gender equality and empower all women and girls; 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
	103-2 The management approach and its components	10, 15, 17, 18, 20, 62, 63, 80, 81		
	103-3 Evaluation of the management approach	64, 67, 80, 81, 83		
GRI 306: Effluents and Waste 2016	306-1 Water discharge by quality and destination	67, 68		3. Ensure healthy lives and promote wellbeing for all at all ages; 6. Ensure availability and sustainable management of water and sanitation for all; 12. Ensure sustainable consumption and production patterns; 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development
	306-2 Waste by type and disposal method	67, 68		
	306-3 Significant spills	67		
	306-4 Transport of hazardous waste	67		

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION	SDG LINKAGE TO DISCLOSURE
	306-5 Water bodies affected by water discharges and/or runoff	69, 70		6. Ensure availability and sustainable management of water and sanitation for all; 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
Environmental Compliance				
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	18, 20-26		1. End poverty in all its forms everywhere; 5. Achieve gender equality and empower all women and girls; 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
	103-2 The management approach and its components	10, 15, 17, 18, 20, 62, 63, 80, 81		
	103-3 Evaluation of the management approach	18, 64, 80, 81, 83		
GRI 307: Environmental Compliance 2016	307-1 Non-compliance with environmental laws and regulations	18		16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
Supplier Environmental Assessment				
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	18, 20-26		1. End poverty in all its forms everywhere; 5. Achieve gender equality and empower all women and girls; 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
	103-2 The management approach and its components	10, 15, 17, 18, 20, 80, 81		
	103-3 Evaluation of the management approach	64, 72, 80, 81, 83		



GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION	SDG LINKAGE TO DISCLOSURE
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	18		
	308-2 Negative environmental impacts in the supply chain and actions taken	18		
SOCIAL				
Employment				
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	20-26, 50		1. End poverty in all its forms everywhere; 5. Achieve gender equality and empower all women and girls; 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
	103-2 The management approach and its components	10, 15, 17, 18, 20, 49, 50, 80, 81		
	103-3 Evaluation of the management approach	61, 80, 81, 83		
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	52		5. Achieve gender equality and empower all women and girls; 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	54, 55		
	401-3 Parental leave	55		
Occupational Health and Safety				
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	20-26, 58		

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION	SDG LINKAGE TO DISCLOSURE
	103-2 The management approach and its components	10, 15, 17, 18, 20, 49, 50, 58, 60, 61, 80, 81		1. End poverty in all its forms everywhere; 5. Achieve gender equality and empower all women and girls; 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
	103-3 Evaluation of the management approach	58, 61, 80, 81, 83		
GRI 403: Occupational Health and Safety 2016	403-1 Workers representation in formal joint management–worker health and safety committees	60		8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
	403-2 Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	58		3. Ensure healthy lives and promote wellbeing for all at all ages; 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
	403-3 Workers with high incidence or high risk of diseases related to their occupation	58, 60, 61		3. Ensure healthy lives and promote wellbeing for all at all ages; 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
Training and Education				
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	10, 57, 20-26		
	103-2 The management approach and its components	10, 15, 17, 18, 20, 49, 50, 55-58, 80, 81		1. End poverty in all its forms everywhere; 5. Achieve gender equality and empower all women and girls; 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
	103-3 Evaluation of the management approach	61, 80, 81, 83		

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION	SDG LINKAGE TO DISCLOSURE
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	56-58		4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all; 5. Achieve gender equality and empower all women and girls; 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
	404-3 Percentage of employees receiving regular performance and career development reviews	55, 56		5. Achieve gender equality and empower all women and girls; 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Diversity and Equal Opportunity

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	20-26		
	103-2 The management approach and its components	10, 15, 17, 18, 20, 49, 50, 54, 80, 81		1. End poverty in all its forms everywhere; 5. Achieve gender equality and empower all women and girls; 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
	103-3 Evaluation of the management approach	61, 80, 81, 83		

GRI 405: Diversity and Equal Opportunity 20166	405-1 Diversity of governance bodies and employees	17, 50, 51		5. Achieve gender equality and empower all women and girls; 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
	405-2 Ratio of basic salary and remuneration of women to men	54		5. Achieve gender equality and empower all women and girls; 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; 10. Reduce inequality within and among countries

Non-discrimination

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	10, 20-26		
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GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION	SDG LINKAGE TO DISCLOSURE
	103-2 The management approach and its components	10, 15, 17, 18, 20, 49, 50, 54, 80, 81		1. End poverty in all its forms everywhere; 5. Achieve gender equality and empower all women and girls; 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
	103-3 Evaluation of the management approach	61, 54, 80, 81, 83		
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	54		5. Achieve gender equality and empower all women and girls; 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Local Communities

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	20-26, 73		
	103-2 The management approach and its components	10, 15, 17, 18, 20, 80, 81		1. End poverty in all its forms everywhere; 5. Achieve gender equality and empower all women and girls; 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
	103-3 Evaluation of the management approach	80, 81, 83		

GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	12, 13, 48, 74-78		
	413-2 Operations with significant actual and potential negative impacts on local communities	12, 13, 46, 47, 69, 70, 74-78		1. End poverty in all its forms everywhere; 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION	SDG LINKAGE TO DISCLOSURE
Customer Health and Safety				
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	41, 20-26		1. End poverty in all its forms everywhere; 5. Achieve gender equality and empower all women and girls; 8. Promote sustained inclusive and sustainable economic growth, full and productive employment and decent work for all; 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
	103-2 The management approach and its components	10, 15, 17, 18, 20, 41-44, 80, 81		
	103-3 Evaluation of the management approach	42-44, 80, 81, 83		
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	30-39		16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	18		
Marketing and Labelling				
GRI 103: Διοικητική Προσέγγιση 2016	103-1 Explanation of the material topic and its Boundary	10, 20-26, 30-32, 78		1. End poverty in all its forms everywhere; 5. Achieve gender equality and empower all women and girls; 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
	103-2 The management approach and its components	10, 15, 17, 18, 20, 30-32, 78, 80, 81		
	103-3 Evaluation of the management approach	18, 80, 81, 83		
GRI 417: Marketing and Labelling 2016	417-1 Requirements for product and service information and labelling	33		12. Ensure sustainable consumption and production patterns; 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels a
	417-2 Incidents of non-compliance concerning product and service information and labelling	9, 18		
	417-3 Incidents of non-compliance concerning marketing communications	9, 18		



# Independent Limited Assurance Report

## To the Board of Directors of CENTRAL GREECE MOTORWAY SOCIETE ANONYME

The Board of Directors of "CENTRAL GREECE MOTORWAY S.A." (Kentriki Odos S.A.) (the "Company") engaged "GRANT THORNTON S.A. CHARTERED ACCOUNTANTS MANAGEMENT CONSULTANTS" ("Grant Thornton") to review selected data included in the 2017 Corporate Responsibility Report of Kentriki Odos S.A. for the fiscal year ended on December 31st, 2017 ("selected data"), in accordance with the Global Reporting Initiative (GRI) Standards ("GRI-Standards").

## Scope

We performed our engagement in accordance with International Standard on Assurance Engagements 3000, Assurance Engagements other than Audits or Reviews of Historical Financial Information ("ISAE 3000"), in order to provide limited level assurance opinion on selected data of the 2017 Corporate Responsibility Report, with regard to:

- The completeness and accuracy of quantitative data and the plausibility of statements related to GRI 102: General Disclosures.
- The "In accordance" – Core adherence related to GRI Standards.
- The completeness and accuracy of Disclosures on Management Approach, which correspond to seven (7) material issues: "Economic Performance", "Energy", "Emissions", "Employment", "Training and Education", "Local Communities" and "Customer Health and Safety".
- The completeness and accuracy of the GRI - Topic specific Standards on the previous seven material issues (**Disclosures 201-1, 302-1, 305-1, 305-2, 401-1, 404-1, 404-3, 413-2, 416-1**).

## Management Responsibility

The Management of Kentriki Odos S.A. is responsible for the preparation and presentation of the selected data provided to us, as incorporated in the 2017 Corporate Responsibility Report of the Company, as well as for the completeness and accuracy of the selected data. Furthermore, the Management is responsible for maintaining records and adequate internal controls that are designed to support the reporting process.

## Grant Thornton Responsibility

Our responsibility is to carry out a limited assurance engagement and to express our conclusions based on the procedures carried out for the selected data, as described in the "Scope" section. The procedures we carried out were designed to provide limited assurance, as specified in ISAE 3000, based on which we shaped the conclusion to our engagement.

These procedures are not as extensive as those required for providing reasonable assurance; consequently, a lower level of assurance is obtained.

Our responsibility is limited to the information related to the fiscal year that ended on December 31, 2017, as these were included in the 2017 Corporate Responsibility Report of the Company.

To the extent it is permitted by the legislation in force, we neither accept nor assume any responsibility for our engagement or this report towards anyone other than the Company, unless the terms have been agreed explicitly in writing, with our prior consent.

## Limitations

- To conduct our work, we relied exclusively on the information provided to us by the Company's executives, which we accepted in good faith as being complete, accurate, real and not misleading. Therefore, we did not submit it to any verification procedures, apart from the procedures explicitly stated in our Report and which arise from our mutually agreed methodology.
- Our engagement was limited to the Greek version of the 2017 Corporate Responsibility Report. Therefore, in the event of any inconsistency in translation between the Greek and English versions, as far as our conclusions are concerned, the Greek version of the Report prevails.
- No work has been conducted on data for previous reporting periods, as well as on data related to forecasts and targets.
- No work has been conducted on anything other than the agreed scope and consequently, our opinion is limited to that scope.

## Work conducted

We conducted our work so as to collect all the data, relevant documentation, information and explanations we considered necessary as to the selected data described in the "Scope" section. The procedures followed with regard to the selected data included:

- Interviews with executives and key personnel responsible for the relevant information and assumptions.
- Visits to the Company premises.
- Review and assessment of the processes and controls used to collect, aggregate, validate and report the data;
- Sample tests on collected data, conversion factors and formulas, where required.
- Review of the GRI Content Index found on pages 96-108 of the Corporate Responsibility Report, as well as the relevant references included therein, against our scope of work.

## Independence

Grant Thornton implements the requirements of International Standard on Quality Control 1. Based on this, it maintains an integrated quality control system that includes policies and procedures for compliance with moral principles, professional standards and relevant legal and regulatory requirements. We comply with the independence requirements and other ethical standards of the IFAC Code of Ethics for Professional Accountants of the International Ethics Standards Board for Accountants (IESBA), which is based on the fundamental principles of integrity, impartiality, professional adequacy, confidentiality and professional conduct. In this context, the assurance team is independent from the Company and has not participated in the preparation of the Company's 2017 Corporate Responsibility Report.

## Conclusion

We report the following conclusions based on the scope and the limitations of our engagement. Our conclusions are based on the procedures we carried out, as described in the "Work Conducted" section:

- Nothing has come to our attention that, under the scope of our engagement, would cause us to believe that the quantitative data of the Report that relates to the GRI 102: General Disclosures is incomplete. Nothing has come to our attention that, under the scope of our engagement, would cause us to believe that errors or inaccuracies exist both in the collation of the quantitative data and in the transposition of this data to the Report.

- Nothing has come to our attention that, under the scope of our engagement, would cause us to believe that errors or inaccuracies exist in the GRI 102: General Disclosures that would significantly affect the ability of stakeholders to extract suitable and valid conclusions for the Company's performance.
- Nothing has come to our attention that would cause us to believe that the Report does not meet the requirements of the "In accordance" – Core option.
- Nothing has come to our attention regarding inaccuracies as to the completeness and accuracy of the Disclosures on Management to the seven (7) material aspects under the scope of our engagement.
- Nothing has come to our attention that, under the scope of our engagement, would cause us to believe that the quantitative data of the Report that relates to the 201-1, 302-1, 305-1, 305-2, 401-1, 404-1, 404-3, 413-2 and 416-1, disclosures on seven (7) material aspects of GRI Standards, is incomplete. Nothing has come to our attention that, under the scope of our engagement, would cause us to believe that errors or inaccuracies exist with regard to the aforementioned disclosures both in the collation of the quantitative data and in the transposition of this data to the Report. Nothing has come to our attention that, under the scope of our engagement, would cause us to believe that inaccuracies exist in the aforementioned disclosures that would significantly affect the ability of interested parties to extract suitable and valid conclusions for the Company's performance.

Athens, 07/12/2018

The Chartered Accountant

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**Panagiotis Christopoulos**

CPA (GR) Reg. No.28481



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