

# 19

The best  
travel  
companion

## SUSTAINABILITY REPORT









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# Covid Response and Business Continuity of Kentriki Odos

1st semester of 2020 (January-June)

## €113,082

in employee protection  
and business continuity actions



**3,479**

litres of antiseptics  
for surfaces and  
personal use



**52,565**

surgical masks



**60,000**

gloves



**46**

thermometers



Full telephone and  
electronic services  
for all drivers  
and subscribers  
of the motorways



Informative video  
entitled: **"We will  
stay home for  
a while longer"**



**236**

preventive  
disinfections at the  
company's facilities

**€29,885**

the investment



**11**

briefings/guidelines  
to all employees



Implementation  
of Return  
from Telework  
Protocol



Expanding  
cooperation with  
a specialized  
diagnostic centre



Purchase  
of surgical masks  
for the Fthiotida  
Police Force



Creation and  
posting of posters  
in all facilities and  
Customer Service  
Departments



Infrastructure  
Preparation for  
Teleworking  
and Remote  
Management



**€11,000**

for the purchase  
of technological  
equipment



Additional  
equipment for  
remote work



Preparation  
of an  
operation  
plan with  
security  
personnel



Expansion of the  
VPN system for  
remote work



Dear stakeholders,

Sustainable Development plays a central role in the strategy and daily operation of Kentriki Odos. Our goal is to provide safe and modern infrastructures, ensure high service quality and safety protection measures. At Kentriki Odos, we appreciate the interaction of our motorways with the natural environment and local communities.

In 2019, after achieving the integration of the section of the Central Greece Motorway - E65, from Xiniada to Trikala, we continued to serve and strengthen our long-standing business goals, focusing on the following key areas:

**Utilization of technology through innovative initiatives.** We are committed to utilizing new technologies to reduce carbon emissions and to offer innovative services with a low energy footprint. It is our duty to operate the safest, greenest and most innovative highways in the country. To achieve this:

- we are intensively preparing the implementation of the full interoperability of electronic toll payment services between the Greek motorways,
- we systematically promote e-mobility on our motorways,
- we strengthen part of the CCTV network with artificial intelligence and video analytics capabilities for the early detection and warning of dangerous incidents, such as reverse traffic,
- we follow the developments in the automotive sector, while we further improve the interaction between driver and motorways. We are currently designing a new travel experience for the subscribers of the electronic toll payment service; the MyOdos application.



**The improvement and modernization of all the processes of our operation.** By adopting new business practices for the wholistic management of social, environmental and governance topics on the Central Greece Motorway - E65 and in the section ATh.E., we optimize our efficiency and the management of available resources. Kentriki Odos has obtained a series of certifications, including Quality Management System according to ISO 9001: 2015, Safety and Health Management System according to OHSAS 18001: 2007, Environmental Management System according to ISO 14001: 2015. We also implement a Road Safety Management System of our vehicle fleet, certified according to the international standard ISO 39001: 2012, making Kentriki Odos the first, second generation concessionaire company to receive the said certification. This certification is a milestone for the safe and efficient management of the corporate vehicle fleet, while proving in practice our commitment to implementing leading safety practices on the motorway. In 2019, the company drafted its Business Continuity Plan, a plan which was called to implement in 2020 at the start of the pandemic. In 2020, Kentriki Odos was certified according to ISO 22301: 2012, gaining yet another industry first and strengthening the feeling of safety of drivers even in the most difficult conditions.

**The support and development of neighbouring local communities.** We contribute to Social and Environmental Development, an integral part of our philosophy. We actively support the local communities that are adjacent to our motorways by protecting the environment and by contributing to their economic development, by implementing long-term programs and dedicated initiatives. Kentriki Odos designed and implemented the Boosting Recycling Initiative, a project to improve and strengthen the corporate recycling system with spectacular results, contributing substantially to the protection of the environment, and now is a role model motorway in the field of recycling. At the same time, Kentriki Odos offered the possibility for recyclables to be sorted by type when discarded, along the motorways, at the S.E.A, as well as in any parking facility. Finally, through the microsite DIADROMES that we currently design, we intend to further strengthen the neighbouring local communities, contributing to their promotion and tourism development.

**The empowerment of human capital.** Ensuring the highest possible satisfaction of employees and partners, keeps us constantly alert and pushes us to take initiatives to strengthen our corporate identity and culture. Our priority is to continue to provide a work environment that promotes personal and professional development, a sense of security, while supporting and improving the quality of life of every employee. Although this Report refers to 2019, since its development was completed in mid-2020, it is impossible not to mention the biggest challenge we were called as a country and as a company to manage to date, which is none other than the outbreak of the COVID-19 pandemic. Under these unprecedented, at professional, family and personal level, conditions, the company stood by the side of employees and motorway users. It set as priority from early on, the health protection of all, and maintained the full operation of the highways, thus serving the supply chain, assisting the state mechanism in the effort to reduce the pandemic, and at the same time maintaining the job stability of its staff, on the basis of a long-term relationship that is governed and inspired by values of solidarity, responsibility and trust. I want to thank personally and from the bottom of my heart the whole Kentriki Odos team, and each one individually, for their continuous

contribution in overcoming this challenge.

In this difficult time, we are committed to all our stakeholders, that we will continue to act responsibly towards every individual, every employee and the society at large, fully incorporating in our strategic planning the principles of Sustainable Development. Through the implementation of the 17 UN Sustainable Development Goals, sustainability becomes a common vision, to which we are all agents as well as contributors. With optimism, but mainly with undiminished dedication, we continue to create value for all our stakeholders and to be a pioneer in our industry.

Rodianos Antonakopoulos  
**CEO**









## AT A GLANCE

### Road Safety

- **59.128** manhours invested in road infrastructure inspections
- Structural inspection of **60** major engineering projects
- **89.8%** of subscribers feel very/fairly safe when driving through Kentriki Odos

#### Manhours for Road Maintenance

2019	2018	2017
138,811	99,524	43,281

#### Primary Sustainable Development Goals



3. GOOD HEALTH AND WELL-BEING



9. INDUSTRY, INNOVATION AND INFRASTRUCTURE



11. SUSTAINABLE CITIES AND COMMUNITIES

#### Secondary Sustainable Development Goals



17. PARTNERSHIPS FOR THE GOALS

### Quality in Services

- **346** local and national suppliers
- Innovative platform for electronic tenders
- Conducted opinion surveys as well as a "Mystery Survey"
- **89.2%** of subscribers and drivers are very/fairly satisfied with the telephone service and behaviour from Kentriki Odos' employees

#### Primary Sustainable Development Goals



9. INDUSTRY, INNOVATION AND INFRASTRUCTURE

#### Secondary Sustainable Development Goals



17. PARTNERSHIPS FOR THE GOALS

### Caring for the Environment

- **1st year** of operation of the Air Pollution Monitoring Station
- **107** environmental audits at operating facilities
- Invested **€220,140** in environmental protection projects

#### Primary Sustainable Development Goals



12. RESPONSIBLE CONSUMPTION AND PRODUCTION



13. CLIMATE ACTION

#### Secondary Sustainable Development Goals



3. GOOD HEALTH AND WELL-BEING



6. CLEAN WATER AND SANITATION



7. AFFORDABLE AND CLEAN ENERGY



11. SUSTAINABLE CITIES AND COMMUNITIES



15. LIFE ON LAND



17. PARTNERSHIPS FOR THE GOALS

## Primary Sustainable Development Goals



8. DECENT WORK AND  
ECONOMIC GROWTH

## Secondary Sustainable Development Goals



3. GOOD HEALTH  
AND WELL-BEING



4. QUALITY  
EDUCATION



5. GENDER  
EQUALITY



10. REDUCED  
INEQUALITIES



16. PEACE, JUSTICE AND  
STRONG INSTITUTIONS

## Human Resources

- **1,295** hours in Health & Safety training
- **30** training seminars in 2019
- **77.84%** of drivers are very/fairly satisfied with the efforts of Kentriki Odos' employees to maintain road quality

### Evolution of employee numbers

2019	2018	2017
202	201	147

## Cooperation with Local Communities and Social Contribution

### Primary Sustainable Development Goals



17. PARTNERSHIPS  
FOR THE GOALS

### Secondary Sustainable Development Goals



1. NO POVERTY



3. GOOD HEALTH  
AND WELL-BEING



4. QUALITY  
EDUCATION



11. SUSTAINABLE CITIES  
AND COMMUNITIES



16. PEACE, JUSTICE AND  
STRONG INSTITUTIONS

- **43,852** free of charge entries for special needs vehicles
- Educational and awareness programmes for Road Safety

### Social Product

2019	2018	2018
€25.1 million	€26.3 million	€22.3 million

### Primary Sustainable Development Goals



17. PARTNERSHIPS  
FOR THE GOALS

## Organisation and Management

- Zero incidents of non-compliance:
  - with user safety legislation
  - with motorway signage
  - with responsible communication principles
  - for corruption
- Distinction at the Hellenic Responsible Business Awards.
- We have been also awarded by the Hellenic Paralympic Committee



## Mission

We offer the highest levels of safety, together with top quality services. We pursue excellence in the operation and maintenance of our motorways. We recognize the absolute need to protect the environment; we take care of our people and we contribute to the country's sustainable development.

**Kentriki Odos**



We are determined to change the map of Greece and to become a model for our industry. We create value for the country, our local communities and shareholders, a primary means being our people's commitment, expertise and knowledge.

## Our 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 and stakeholders.

### Responsibility

- We work in the interest of public well-being and environmental protection.
- We are fully committed to meeting our responsibilities towards all drivers.
- 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 subscribers and partners.
- We encourage sincere cooperation and communication with all our partners.
- We operate in a fair and transparent way, with a focus on business ethics.



# KENTRIKI ODOS



## 1.1 | Kentriki Odos

The primary objective of the "Aftokinitodromos Kentrikis Ellados – E65" company (Kentriki Odos or company) is the study, design, finance, construction, operation, commercial exploitation and maintenance of the "Aftokinitodromos Kentrikis Ellados – E65" Concession project as defined in the relevant Concession Agreement.

**This project of 238 km of modern motorways 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 Thermopyles I/C and will end at the interchange with the Egnatia Motorway near Grevena (which is 181 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).

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

- 1. **the preparation** and carrying out of all necessary studies (environmental, road construction, geotechnical, etc.)
- 2. **the design** and construction of all new sections of the motorway
- 3. **the operation**, traffic control and monitoring, emergency management, routine operations (for instance, road cleaning)
- 4. **the maintenance** of buildings, of the road, of the relevant equipment, of vehicles
- 5. **the management** of toll collection and management of Motorists Service Stations

Kentriki Odos mainly focuses on offering to every driver a modern and safe road environment, in combination with quality service and management services via the experience and know-how of its people. Its strategic goal is the operation of modern motorways of European standards, which contribute to the development of the national economy, ensure the protection of the environment and enhance the quality of life of communities at large.

Its primary commitment is the safe and fast movement for all Greek citizens, in combination with the provision of high quality services.

Upon its completion, the E65 motorway will contribute to the development of the country and especially of the Region of Central Greece, as it will connect the Eastern with the Western Greece and will make possible the connection of Central Greece with the trans-European networks, the ports of Igoumenitsa and Volos. The E65 is the motorway that will complete the Greek transport system at both regional and local level.

**The benefits of its completion are multiple, including:**

1. improving safety and minimizing risks
2. drastic reduction in the required travel time
3. high quality customer services
4. increased protection of the environment
5. significant development and employment opportunities








In 2019, the A.Th.E. section from Skarfia to Raches as well as the E65 section from Xyniada to Trikala were in full operation and at the disposal of drivers.

In the technical and general characteristics of these functional parts we find the following:

### A.Th.E. (Skarfia-Raches Section)

	<b>7</b> Interchanges		<b>2</b> Frontal Toll Stations
	<b>6</b> Tunnels of a total length of 2,067m		<b>8</b> Lateral Toll Stations
	<b>6</b> Temporary Parking Areas		<b>3</b> Snow Removing Stations

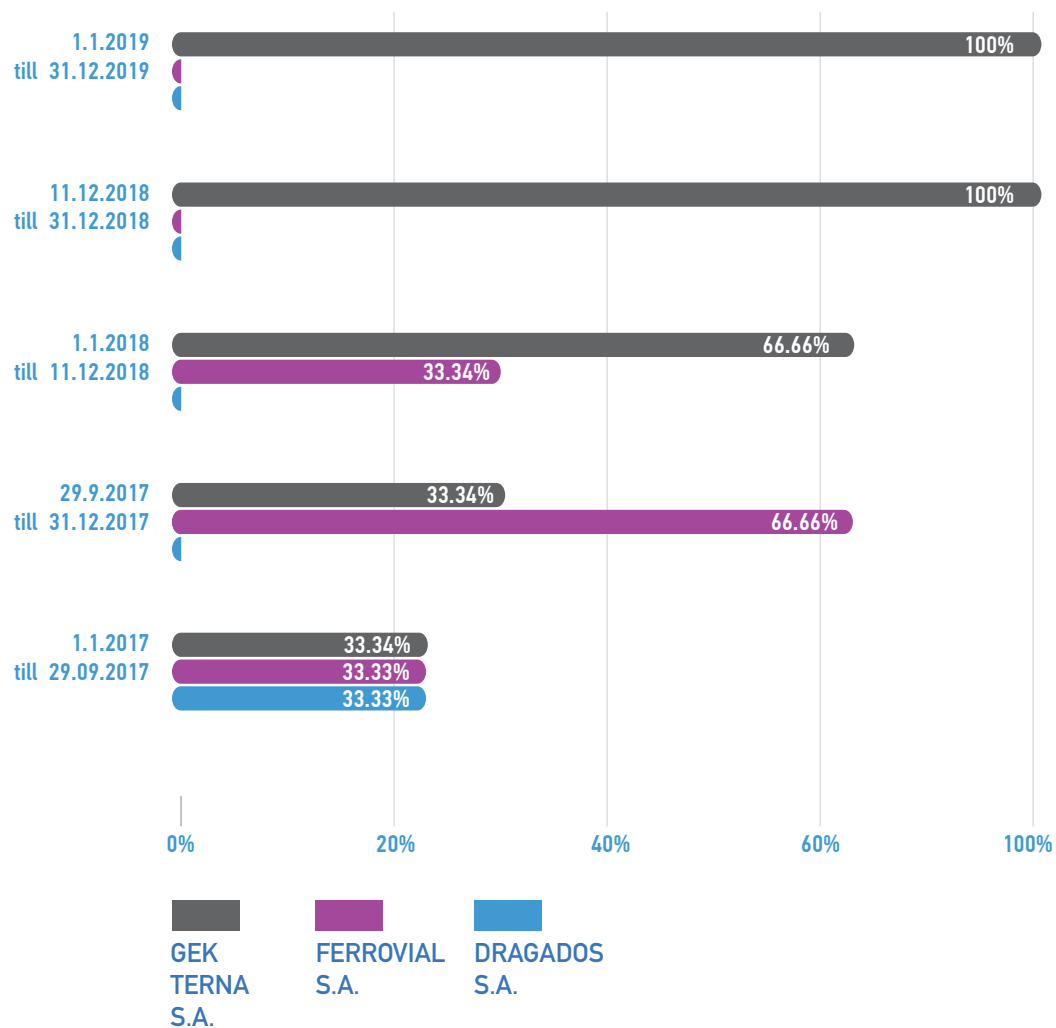
### E65 (Xyniada-Trikala Section)

	<b>8</b> Interchanges		<b>2</b> Frontal Toll Stations
	<b>2</b> Motorist Service Stations		<b>3</b> Lateral Toll Stations
	<b>1</b> Maintenance and Monitoring Centre		<b>2</b> Tunnels of a total length of 500m
	<b>9</b> Bridges of a total length of 1,630m		

On the 22nd of January 2019, the Minister of Infrastructure announced the official start of construction works in the section "PATHE semi-I/C – Xyniada I/C" of the E65 motorway. According to the latest certification, which took place in March 2020, the construction progress of the department was at 41.93%. In addition, the construction of the Southern Section of the E65 (from A.Th.E. to Xyniada) is in full swing. In particular, according to the June 2020 data, the total progress of the construction of the project reaches 49% while proceeding to a separate analysis, the tunnels show a progress of 52.62%, the bridges and other technical 61.66%, the asphalt 38.67% and the earthworks 51.73%.

## 1.3 | Shareholder Structure

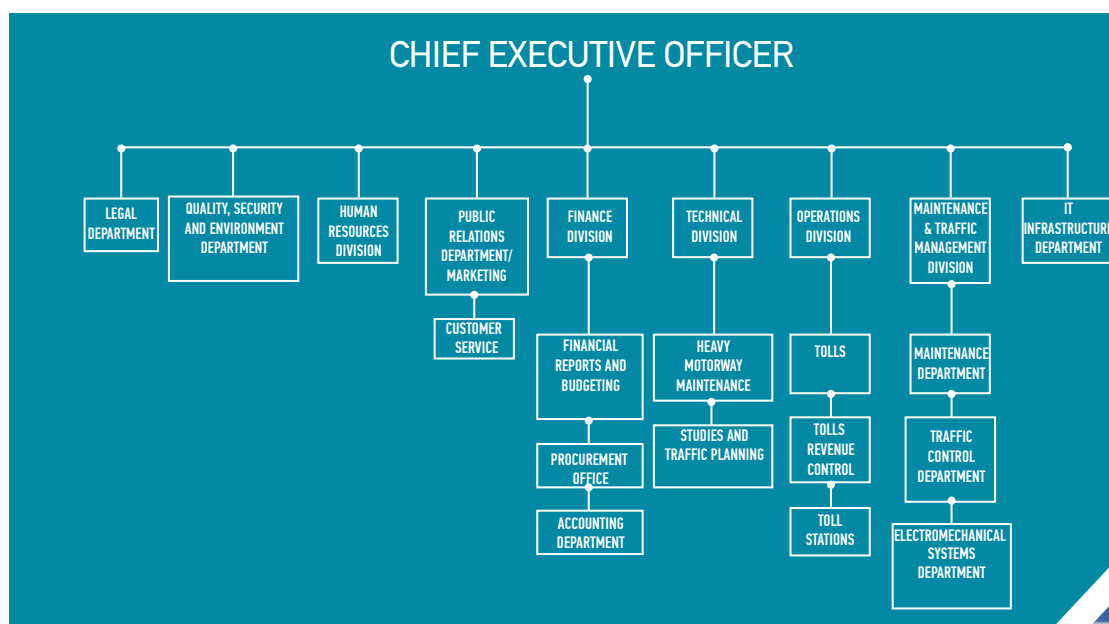
The share capital of the company, which is fully deposited, amounts to €6,000,000 and consists of 6,000,000 common registered shares, worth one (1) euro each. During 2019, the company reduced its share capital with the simultaneous increase of its secondary debt, through the issuance of a bond loan, amounting to €59,000,000, covered exclusively by the sole shareholder company, GEK TERNA SA, based on the terms defined in the Concession Agreement and the loan agreements.





## Organisation Chart | 1.4

The organizational structure of the company depicts the way its activities are planned and implemented, such as its adequacy concerning meeting its strategic plans, commitments and obligations. In this context, the CEO's role is a point of reference and of connecting with the company's Board of Directors. His responsibilities include the implementation of the BoD decisions, the coordination and monitoring of the performance and results of various departments, the progress of strategic projects and caring for achieving strategic goals.





## 1.5 | Financial Performance

The company prepared its financial statements for the fiscal year (January 1, 2019 – December 31, 2019) in accordance with the International Financial Reporting Standards (IFRS). All published financial data of the company is presented in the Annual Financial Statements of 2019.

### Net Sales (in th. €) (31/12)

	2019 <sub>IFRS</sub>	2018 <sub>IFRS</sub>	2017 <sub>IFRS</sub>
Exploitation segment of Central Greece Motorway	31,434.20	18,264.81	16,845.75
Construction of Central Greece Motorway	110,033.18	2,021.42	71,221.90
<b>Total</b>	<b>141,467.38</b>	<b>20,286.23</b>	<b>88,067.65</b>

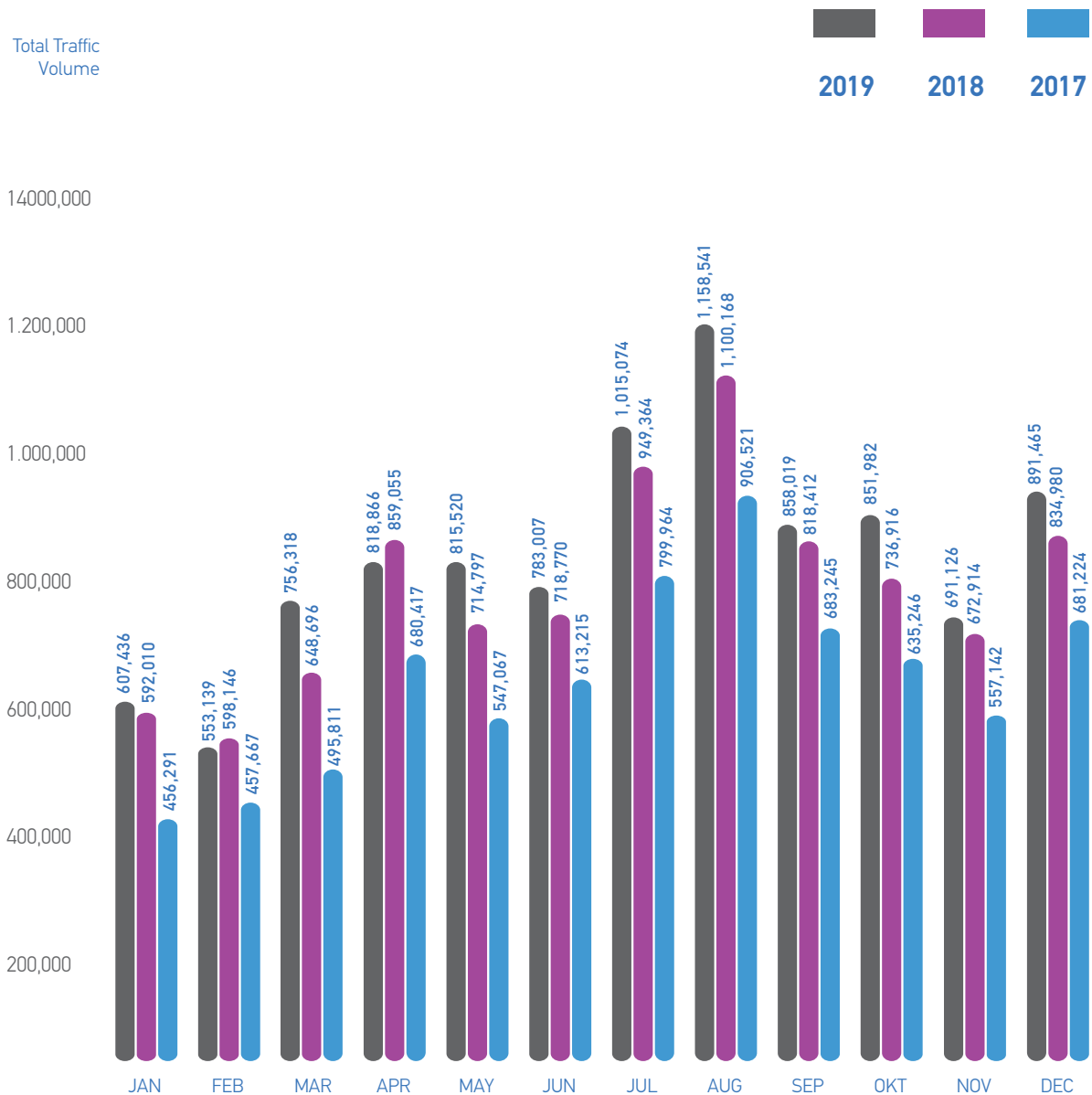
Financial Information (in th. €)	2019 <sub>IFRS</sub>	2018 <sub>IFRS</sub>	2017 <sub>IFRS</sub>
Net sales	141,467.38	27,278.02	88,067.65
Other operating income	5,155.18	411.39	767.43
Revenue from financial investments	40,149.36	7,089.75	49,092.12
Total income	186,771.93	34,779.16	137,927.20
Operating cost	148.36	38,052.32	77,017.24
Employee salaries and benefits	3,350.66	3,892.14	2,027.80
Payments to providers of capital	10,725.49	12,621.27 *	11,108.92
Net profit/(loss) before taxes	11,833.73	(24,445.95)	40,401.95
Net profit/(loss) after taxes	19,892.86	(4,006.09)	28,540.38
Total payments to state bodies (taxes paid)	16,758.27	13,739.65	11,668.04
Company investments	1,973.13	5,367.36	79,147.47
Total capitalisation	668,636.21	644,810.72	689,634.50
Equity	56,484.17	113,999.92	121,629.87
Total liabilities	660,215.52	561,962.17	626,118.67
Total assets (in million €)	716,699.69	675,962.10	747,748.54

\*Includes payments to shareholders amounting to €2.8 million.

	2019			2018			2017
Total vehicle passes and Electronic Toll Collection system (ETC)	Total Kentriki Odos	A.Th.E.	E65	Total Kentriki Odos	A.Th.E.	E65	Total Kentriki Odos
Total vehicle passes	9,800,493	8,233,581	1,566,912	9,244,228	7,890,979	1,353,249	29,910,886
Number of non-exempted electronic transactions performed in Kentriki Odos' Toll Stations (ETC)	1,807,473	1,609,279	198,194	1,522,301	1,376,779	145,522	5,189,455
Percentage	18.44%	19.55%	12.65%	16.47%	17.45%	10.75%	17,3%

The total passes in 2019 amounted to 9,800,493  
The total passes in 2018 amounted to 9,244,228

### 3 Year Traffic Volume Evolution for Kentriki Odos



2019

Entries by Vehicle  
Category

TOTAL

Category 1

60,986



Category 2

7,785,870



Category 3

757,640



Category 4

1,195,997



Modern motorways that meet European standards, such as the E65, stimulate the national economy, guarantee the protection of the environment and significantly improve the quality of life of the wider community.



The Board of Directors (BoD) defines the long-term priorities of the company and ensures its implementation. The company identifies the Corporate Governance issues with transparency, integrity, credibility and ethics in taking day-to-day decisions in order to ensure the interests of shareholders and all those associated with the operation of the company. The company remains flexible, invests in the continuous optimization of its organizational structure so that we immediately and effectively respond to contemporary social challenges and the expectations of our internal and external stakeholders.

The BoD decides upon any matter relating to the management of the company and its uninterrupted operation. The BoD members must meet eligibility criteria, such as having a thorough knowledge of corporate issues and relevant business experience, excellent understanding and strategic thinking. The BoD as a key management body has as its primary concern the implementation of the corporate strategy and ensuring a fair and equitable working environment for all, regardless of position, duties and responsibilities. The BoD manages corporate affairs based on the principles and values of the company in an ethical, non-discriminatory and socially acceptable manner. All members of the current BoD are of Greek decent.

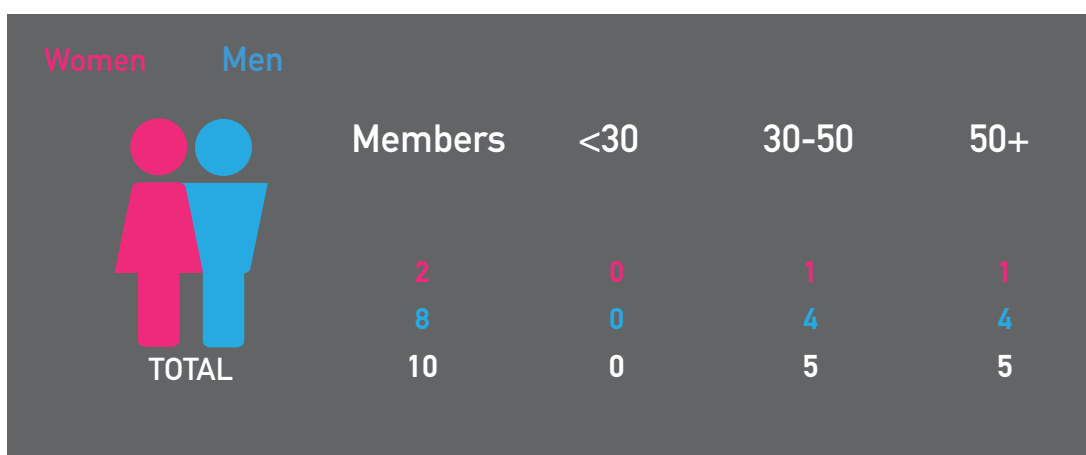
**The Board of Directors of Kentriki Odos for 2019, was composed of the following 10 members:**

## Composition of the Board of Directors (31.12.2019)

- **Emmanouil Vrailas** – Chairman – Non – Executive Member
- **Emmanouil Moustakas** – Vice Chairman – Non – Executive Member
- **Stylianios Pentheroudakis** – CEO – Executive Member
- **Sofia Dimitrakopoulou** (until 19.12.2019) – Member – Non-Executive Member
- **Rodianos Antonakopoulos** (from 19.12.2019) – Member – Non-Executive Member
- **Alexandros - Iosif Aligizakis** – Member – Non – Executive Member
- **Vasileios Delikaterinis** – Member – Non – Executive Member
- **Christos Zaribas** – Member – Non – Executive Member
- **Andromachi Pasallidou** – Member – Non – Executive Member
- **Alexandros Karyotakis** – Member – Non – Executive Member
- **Pinelopi Lazaridou** – Member – Non – Executive Member

In line with the changes in the shareholder structure of the company in 2019, changes were also made in the structure of the Board of Directors. Ms. Sofia Dimitrakopoulou passed away in December 2019 and was replaced by Mr. Rodianos Antonakopoulos who in January 2020 took over the position of the CEO of Kentriki Odos.

## Gender Ratio and Age Distribution of the Board of Directors



## 1.7 | The Value of Compliance

At Kentriki Odos, we are guided by our corporate values. Whatever the circumstances might be, we act in an ethical and honest manner, fully harmonized with the Greek and European legislation and compliant with ethical standards. We are committed to a Code of Ethics & Conduct that puts our values into practice, while enhancing collaboration, mutual trust, and integrity in the work environment. With respect to society and the environment, but also in full compliance with the current legal framework, the Code supports the operation of the projects under our responsibility, effectively and responsibly. In this context, the contribution of all of us, regardless of our management level, in its implementation is crucial, so as to confirm daily that the main pillar of our philosophy is the strenght of our people.

In this way, we respond successfully and effectively to the legal and institutional commitments of our industry, and as a result, in 2019:

- no environment degradation issues due to the operation and maintenance of the motorway were recorded
- no financial penalty nor any other sanction for violating the current environmental legislation was imposed
- no incident of non-compliance with the legislation or the regulations as regards user safety was recorded
- no corruption incident was recorded, nor was there any termination of any cooperation agreement due to a corruption-related offense
- no incident of manipulation or non-compliance with applicable regulations in the areas of communication, marketing, advertising and sponsorships was recorded.

## 1.8 | International Standards and Certifications

At Kentriki Odos, our constant endeavour to better performance and to providing high quality services, led us to implement an Integrated Management System. Our goal is better managing issues regarding quality, the environment, safety and health and the elimination of overlapping procedures and controls. At the same time, Kentriki Odos designed and implemented the Road Safety Management System, which was certified according to the international ISO 39001 2012 standard, a certification that is a true milestone for the safe and efficient management of the Kentriki Odos vehicle fleet and demonstrates our commitment to safe practices on the motorway. The international certification standards, which we follow, define and regulate our business processes in order to achieve:

- high quality services for drivers and users
- a safe working environment for our people
- an environmentally friendly operation of the company
- support and protection of local communities adjacent to our projects

### Certifications

Quality	Road Safety	Environment	Health and Safety
Quality Management System ISO 9001:2015	Road Traffic Safety (RTS) Management System ISO 39001:2012	Environmental Management System ISO 14001:2015	Occupational Health and Safety System OHSAS 18001:2007









### “Long-Term Local/Regional Investment”

Kentriki Odos earned the Bronze Award in the “Long-term Local/Regional Investment” category for the “Cycling Safely” action, implemented in collaboration with the “Panos Mylonas” Hellenic Road Safety Institute. “Cycling Safely” has been implemented since 2014 and contributes to shaping the road culture and behaviour of children and aims at enabling children adopting a responsible driving behaviour. Approved by the Greek Ministry of Education and the Institute for Educational Policy, it is implemented with the cooperation of the competent Departments of Primary Education.

### Award from the Hellenic Paralympic Committee

Kentriki Odos was awarded an honorary distinction from the Hellenic Paralympic Committee for its practical support in the effort of athletes with disabilities for the last 3 years.

The Hellenic Paralympic Committee and the National Sports Federation of Persons with Disabilities, on the occasion of the celebration of the International Day of Persons with Disabilities, organized an award ceremony for the distinguished athletes, and coaches for 2019, as well as the AGITOS program refugee athletes. In addition, they awarded honorary distinctions to the sponsoring companies that consistently support the work of the Committee, which involves the development and dissemination of the Paralympic Movement in Greece as well as the selection, formation and mission of national teams at the Paralympic Games.

**For more than 9 years we have been actively participating and supporting synergies and initiatives with various bodies, because we believe that only those trust-based corporate partnerships are sustainable. The institutions with which we collaborated in 2019 are:**

- the “HELLENIC ASSOCIATION of TOLL ROAD NETWORK” with the distinctive title “HELLASTRON”
- the Hellenic Institute for Customer Service
- the “Panos Mylonas” Road Safety Institute
- the “Diazoma” association

while we have also entered into a strategic partnership in the field of roadside assistance with Interamerican.







## Associations and Organizations that Kentriki Odos is a member of

	Holds a place in the governing body	Participates in projects or committees	Provides significant funding beyond the regular subscription	Considers its involvement as a strategic priority
"HELLENIC ASSOCIATION of TOLL ROAD NETWORK" with the distinctive title "HELLASTRON"	✓	✓		✓
Hellenic Institute for Customer Service				✓
"Panos Mylonas" Road Safety Institute		✓	✓	✓
"Diazoma" Association		✓	✓	✓

## Participation in Conferences

In 2019, we participated in conferences on road safety, motorway management and Corporate Responsibility, the most important being:

### ASECAP Days 2019

- «Road safety for fleet management through an innovative driver behaviour monitoring system», Anastasia Pneumatikou, Senior Traffic & Transport Engineer,
- "Maintenance of critical electromechanical systems", Pavlos Karanatsis, Electromechanical Systems Maintenance Manager.

### Evening Event of the Hellenic Committee for Tunnels & Underground Works

"Development and commissioning of a new SCADA in tunnels in circulation", Konstantinos Faidas, Chief Technical Officer and Ioannis Sioutis, Senior E/M Project Engineer & Tunnel Safety Officer.

### Two-day conference of the Hellenic Organization of Intelligent Transport Systems

« "The technological present and future of Greek motorways", Konstantinos Faidas, Chief Technical Officer and Ioannis Sioutis, Senior E/M Project Engineer & Tunnel Safety Officer.



### Presentations in workshops

- National Technical University of Athens: "Digitization and Road Safety", Anastasia Pneumatikou, Senior Traffic & Transport Engineer,
- PANOPTIS European Initiative: "Needs and requirements of officials to increase the durability of road bridges and earthworks", Asterios Simopoulos, Head of Construction.

### Studies

- «Minimizing lighting consumption in existing tunnels using a no-cost fine-tuning method for switching lighting stages according revised luminance levels» at the Institute of Electrical and Electronics Engineers, Konstantinos Faidas, Chief Technical Officer and Ioannis Sioutis, Senior E/M Project Engineer & Tunnel Safety Officer,
- «A decision support system for assessment of street lighting tenders based on energy performance indicators and environmental criteria: Overview, methodology and case study» in the ELSEVIER's international journal «Sustainable Cities and Society», Konstantinos Faidas, Chief Technical Officer and Ioannis Sioutis, Senior E/M Project Engineer & Tunnel Safety Officer.

### Connection to the Sustainable Development Goals and Goal Setting



17. PARTNERSHIPS FOR THE GOALS



16. PEACE, JUSTICE AND STRONG INSTITUTIONS



16. PEACE, JUSTICE AND STRONG INSTITUTIONS

Topic	2019 Goal	2019 Progress	2020 Goal
Participation in Global Initiatives	Integrate global initiatives in company programs	Integrate global initiatives in company programs and new initiatives	Improve the communication of the priorities of Kentriki Odos
Reinforcement of internal structures	Adopt the Corporate Governance Code of GEK TERNA GROUP	Complete the adoption process of the Corporate Governance Code of GEK TERNA GROUP	Strengthening the Corporate Responsibility Team by hiring a full-time employee (jointly with Nea Odos)
Annual Recertification	Annual Recertification: ISO 9001	Completed	Annual Recertification: ISO 9001





## 3.1 | Our Approach

At Kentriki Odos, our approach to Corporate Responsibility is based on five interconnected pillars that focus on simultaneously achieving a set of goals and objectives:

- the continuous improvement of road safety
- providing services that make us the best possible travel companion
- constant care for the best possible working environment
- environmental protection
- supporting the social and economic life of local communities

At the same time, recognizing that motorways are a public good that we are called upon to manage, we utilize our ability to innovate and provide seamless solutions that ensure the sustainability of cities and infrastructure. To this end, we have integrated new digital applications for infrastructure operation, reducing energy needs and protecting biodiversity.

The five pillars of Corporate Responsibility of the Kentriki Odos reflect our mission, our corporate values and are in line with the principles of corporate governance:

1. **Road Safety:** Continuous improvement of road safety
2. **Quality of Rendered Services:** To be the best possible travel companion
3. **Human Resources:** To provide the best possible work environment
4. **Environment:** Contribution to the protection of the environment
5. **Cooperation with the Local Communities – Social Contribution:** Support and development of the neighbouring local communities

### Corporate Responsibility Pillars

#### Our Values

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

#### Corporate Governance

Zero corruption, Transparency, Ethical governance

Focus areas by pillar

Road Safety	Quality in Services	Human Resources	Caring for the environment	Cooperation with Local Communities and Social Contribution
				
Safety of drivers Suitability of signage Technology	Financial performance/market presence Suppliers environmental assessment Interoperability Toll rates Private data protection Electromobility	Employment Meritocratic recruitment procedures Training and education Development and performance management Equal opportunities and diversity Non-discrimination Occupational Health and Safety	Fuel consumption Energy consumption Effluents and waste Noise management Emissions Biodiversity Environmental compliance Accidental pollution	Indirect economic impacts Presence in the local community Supporting local initiatives

## Managing Corporate Responsibility Issues | 3.2

The systematic approach to issues related to our Corporate Responsibility requires the support of the Management and the active participation of all departments of the company. In this context, both the Corporate Responsibility Team, whose members are executives from all key departments of the company, and the Public Relations and Marketing Department have taken over the management of these issues with distinct responsibilities.

Corporate Responsibility Team	Public Relations & Marketing Division
Collects the data required for the annual Corporate Responsibility Report	Coordinates and manages Corporate Responsibility issues
Ensures the quality and reliability of data and information collected	Informs top management at regular intervals regular intervals
Develops Corporate Responsibility policies and procedures	Recommends the necessary procedures for managing Corporate Responsibility actions and initiatives
Briefs employees about new policies and procedures	Proposes and implements the strategic direction of the company
Implements initiatives that enhance Corporate Responsibility culture	Coordinates and is the leader in preparing the Annual Corporate Responsibility Report

## Stakeholders | 3.3

### Mapping and Analysis

In 2018, we particularly highlighted how we categorize and interact with our stakeholders, and how we respond to issues of mutual local or national interest.

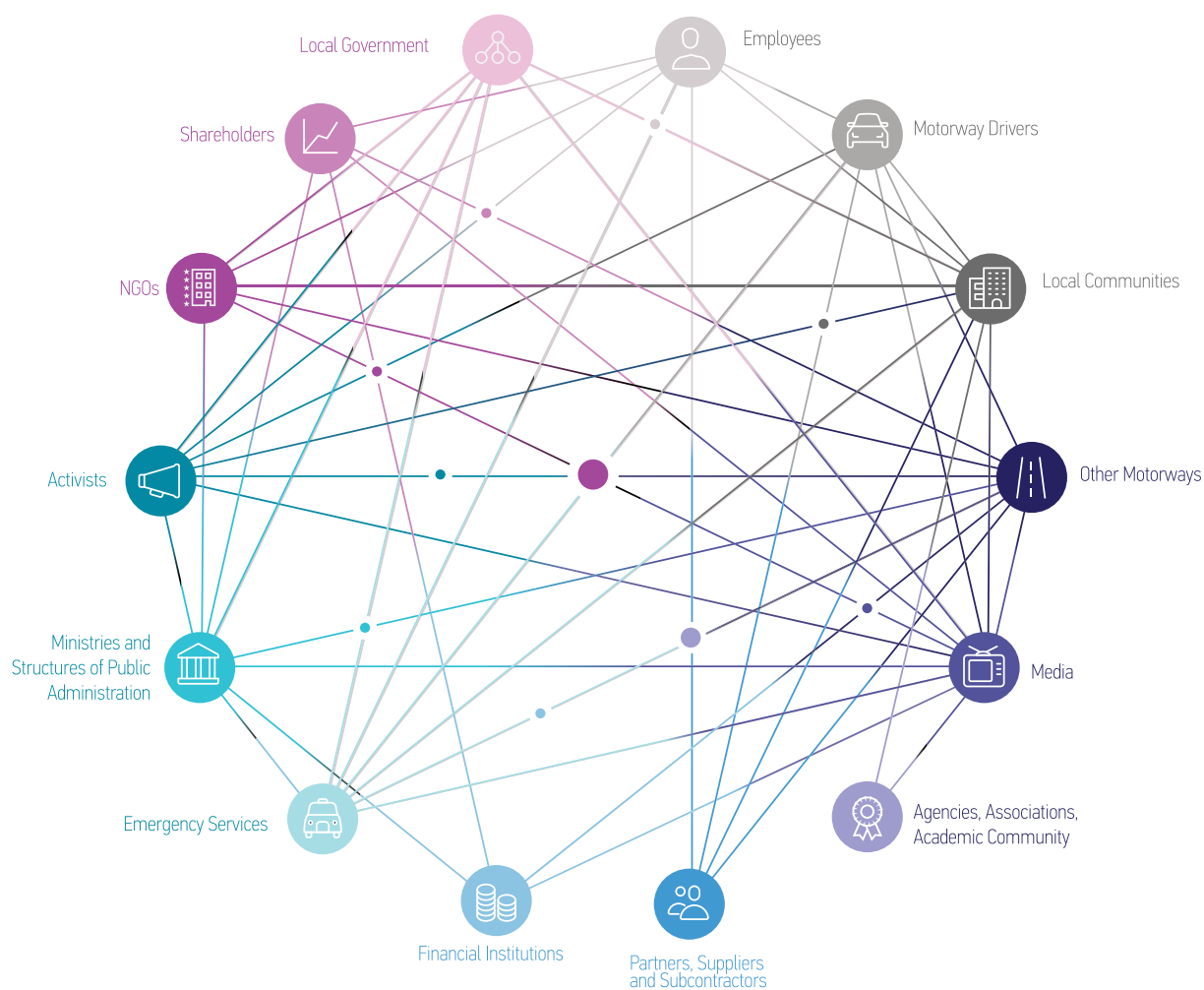
In 2019, in order to ensure the best possible consistency between actions and strategy, we emphasized the formulation of specific internal processes that improve the evaluation and integration of our stakeholder proposals into our strategy and performance. Specifically:



Direct stakeholders	Expectations/Main issues	Communication Mechanisms	Communication Frequency	Communication Outcomes
<b>Employees</b>	<p>Regular communication between Employees – management</p> <p>Informing employees about organizational changes and anything related to the company</p> <p>Emphasis on Health and Safety issues</p> <p>Rewards, additional benefits and remuneration system</p> <p>Respect, equality and meritocracy</p> <p>Training, evaluation and development opportunities</p> <p>Respect for personal and family life</p> <p>Retain a positive company profile</p>	<p>Meetings between employees and management representatives</p> <p>Email correspondence</p> <p>Newsletters</p> <p>HR Department</p> <p>Open door policy</p> <p>Personal communication</p> <p>Commitment and satisfaction survey</p> <p>Corporate Responsibility Report</p>	Continuous communication	<p>Improvement of employees' development process through the establishment of Development Centres</p> <p>Initiatives for the improvement of the working environment, boost confidence amongst employees and enhance a sense of active participation</p> <p>Strengthen employee commitment</p> <p>Better dissemination of information, understanding the purpose of change</p> <p>Recognise the company as a fair employer</p> <p>Increase efficiency</p> <p>Reduction of leaves</p>
<b>Motorway Drivers</b>	<p>Safe and fast travel</p> <p>Infrastructure quality, quality of service, satisfaction and reliability</p> <p>Immediate response to incidents</p> <p>Immediate response to requests or complaints</p> <p>Immediate dissemination of information</p> <p>Private data protection</p> <p>Interoperability</p> <p>Upgrade commercial policy and rewards for frequent users</p> <p>New and innovative payment methods</p> <p>Toll rates, discount policy</p>	<p>Customer service department</p> <p>Customer satisfaction surveys</p> <p>Complaint handling department</p> <p>Awareness campaigns</p> <p>Company website</p> <p>Emergency number</p> <p>Variable Message Signs (VMS)</p> <p>Press Releases</p> <p>Employees at toll stations</p> <p>Media</p> <p>Corporate Responsibility Report</p> <p>Email / contact forms</p> <p>Road Side Surveys</p>	Daily	<p>Road network interventions and infrastructure improvement initiatives</p> <p>Improvement of signage</p> <p>Good publicity and reputation</p> <p>Extending social consensus with the company's objectives</p> <p>Stabilization of safety feeling in the motorway</p> <p>Discount programs</p> <p>Better understanding of future issues that may arise including possible increase of fares</p> <p>Understanding the role of the company and satisfaction with the provided services</p> <p>Ideas and suggestions</p>
<b>Local Communities</b>	<p>Stimulate the local economy, create jobs and develop the wider region</p> <p>Indirect positive financial effects</p> <p>Improve standard of living</p> <p>Recruitment from local communities</p> <p>Sponsorships - charity actions and social investments</p> <p>Respect and protection of local environmental wealth</p> <p>Retain high level of service</p>	<p>Meetings with representatives of local communities</p> <p>Consultation with local associations and bodies of residents</p> <p>Local media</p>	On regular time intervals/ Daily	<p>More targeted support for the local economy</p> <p>Smooth cohabitation</p> <p>Increase local business revenue</p> <p>Attractive working environment and enhanced Kentriki Odos' image as an employer</p>
<b>Local Government</b>	<p>Comprehensive information regarding impacts from the company's operation on a local level</p> <p>Accountability and taking measures where necessary</p> <p>Strengthen local agents' and local government's initiatives</p>	<p>Direct communication with administrative structures at local level</p>	On regular time intervals	<p>Collaboration for voluntary actions</p>
<b>Shareholders</b>	<p>Financial performance, efficiency, dividend distribution</p> <p>Regular and correct information/ reporting</p> <p>Effective governance mechanisms</p> <p>Leadership in the industry and positive reputation</p> <p>Provide high quality services and develop innovations</p> <p>Develop partnerships</p>	<p>Board of Directors meetings and General Assemblies</p> <p>Regular reporting</p> <p>Company website</p> <p>Balance Sheets and Financial Statements</p> <p>Corporate Responsibility Report</p> <p>Correspondence and business meetings</p>	On regular time intervals	<p>Detailed recording of the environmental and social impacts of company's operation and their disclosure through the Corporate Responsibility Report</p> <p>Adopt new practices, better resource management and improved crisis response</p>

Direct stakeholders	Expectations/Main issues	Communication Mechanisms	Communication Frequency	Communication Outcomes
<b>NGOs</b>	Support NGOs goals Economic support Public awareness	Company website Department of Public Relations Corporate Responsibility Report	On regular time intervals	Develop joint awareness campaigns Strengthen the social profile of the company Link business operation with social causes
<b>Activists</b>	Reduction of toll rates which are not subject to corporate decisions	According to company policies	When deemed necessary	Interventions where possible to ensure smooth driver service
<b>Ministries and Structures of Public Administration</b>	Good operation of the motorway Fully inform the supervisory authority on matters relating to the operation of the infrastructure. Compliance with the contractual obligations set out in the Concession Agreement Environmental performance Optimal management of road safety and zero accidents Extension of contracts / additional works Create new jobs Effective communication and cooperation	Correspondence, phone communication and work meetings Workshops / Representative meetings Official reports Visits, inspections Corporate Responsibility Report	On regular time intervals/ Daily	Fulfilment of the obligations arising from the Concession Agreement Improve management and operation practices, risk prevention and crisis management Maintaining good relations
<b>Emergency Services</b>	Compliance with laws Support to Emergency Services work (Traffic Police, Ambulances, Fire Department, Civil Protection etc.) Effective communication and cooperation Technical equipment	Scheduled and unscheduled meetings with Emergency Services representatives Correspondence, phone communication and work meetings	Daily	Intensification of readiness exercises Effective incident / crisis management Smooth cooperation Excellent traffic conditions 24 hours a day, 365 days a year
<b>Financial Institutions</b>	Comprehensive information on company performance Financial effectiveness Consistency in its financial obligations and timely payment of interest and loans Compliance with legislative framework, contractual obligations, fair governance and financial audits Risk management and company growth prospects Budget keeping Access to information Positive publicity for a funded project	Correspondence, phone communication and work meetings 3 and 6-month reports Official reports Corporate Responsibility Report	On regular time intervals	Full compliance with the law Analysis of social and environmental risks Project financing / disbursement Payment of suppliers Positive publicity Timely resolution of issues
<b>Partners, Suppliers and Subcontractors</b>	Transparency in procurements and in governance mechanisms Meritocracy in selecting suppliers and partners Compliance with agreed partnership terms Effective communication Responsible supplies Flexibility and availability Experience	Procurement department Ongoing communication with partners in the implementation of projects Correspondence, phone communication and work meetings	On regular time intervals/ Daily	Keeping terms and deadlines Application of supplies' manuals Immediate response to requests Improving relationships, quality and cooperation

Indirect Stakeholders	Expectations/Main issues	Communication Mechanisms	Communication Frequency	Communication Outcomes
<b>Agencies, Associations, Academic Community</b>	Exchange of knowledge on issues of industry expertise	Participation in conferences and seminars	On regular time intervals	Re-evaluation and upgrade of practices
<b>Media</b>	Clear strategies and structured relationships with journalists and the Media Continuous updates and exclusive tributes Advertising budget	Department of Public Relations / Marketing Correspondence, phone communication Interviews / interventions Online press releases Personal communication Social media and video-sharing platforms	On regular time intervals/ Daily	Communicate company's activities to the general public Positive publicity Fair distribution of advertising budget Zero news leaks Continuous updates
<b>Other Motorways</b>	Optimal coordination in interchange areas Collaborate, share knowledge and tackle industry's issues Adopt best practices for managing risks and opportunities Interoperability Healthy competition Promote industry issues	Mail correspondence Contact via phone HELLASTRON meetings	On regular time intervals	Completion of actions related to the operation of motorways Adopt common practices and exchange of know-how and information Effective management of road safety issues with emphasis on prevention





In 2018 we redefined the material topics of mutual interest with our stakeholders; topics that we focused on in 2019, after being confirmed by Kentriki Odos as crucial for its social and environmental footprint, as well as for the creation of value that results from its operation. Also, a series of surveys exclusively for the users of our motorways were completed, part of which focused on topics of purely Corporate Responsibility. The research highlighted new topics, such as "Electromobility" which will be presented in more detail in the "Quality in Services" Pillar. Finally, we reorganized the topics under the "Cooperation with Local Communities and Social Contribution" Pillar and included "Support to Local Initiatives" as an autonomous material topic.

### Main process to identify Material Topics according to the GRI report defining content principles:

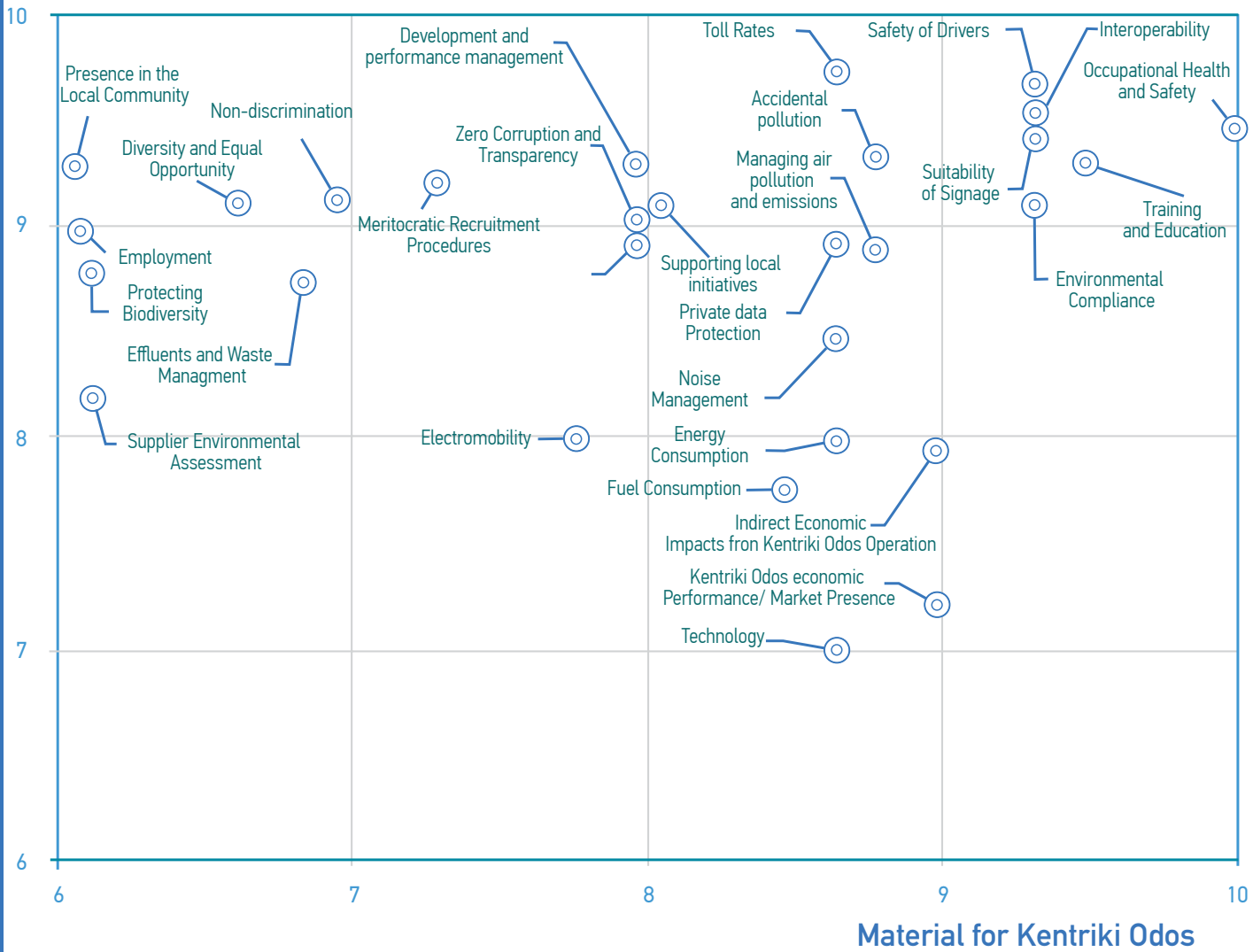
1. Identification of material topics based on their impact on the company's business operations, and definition of their boundaries
2. Assessment based on the importance of their impact both on the company and their significance on the assessments and decisions of the stakeholders
3. Validation as to their completeness so that the content of the Report reflects the company's significant economic, environmental and social impacts and allows stakeholders to assess its performance during the reporting period and form conclusions

The 28 most important material topics are presented in the Materiality matrix and define the key content of the Corporate Responsibility Report for 2019.



## Materiality Matrix

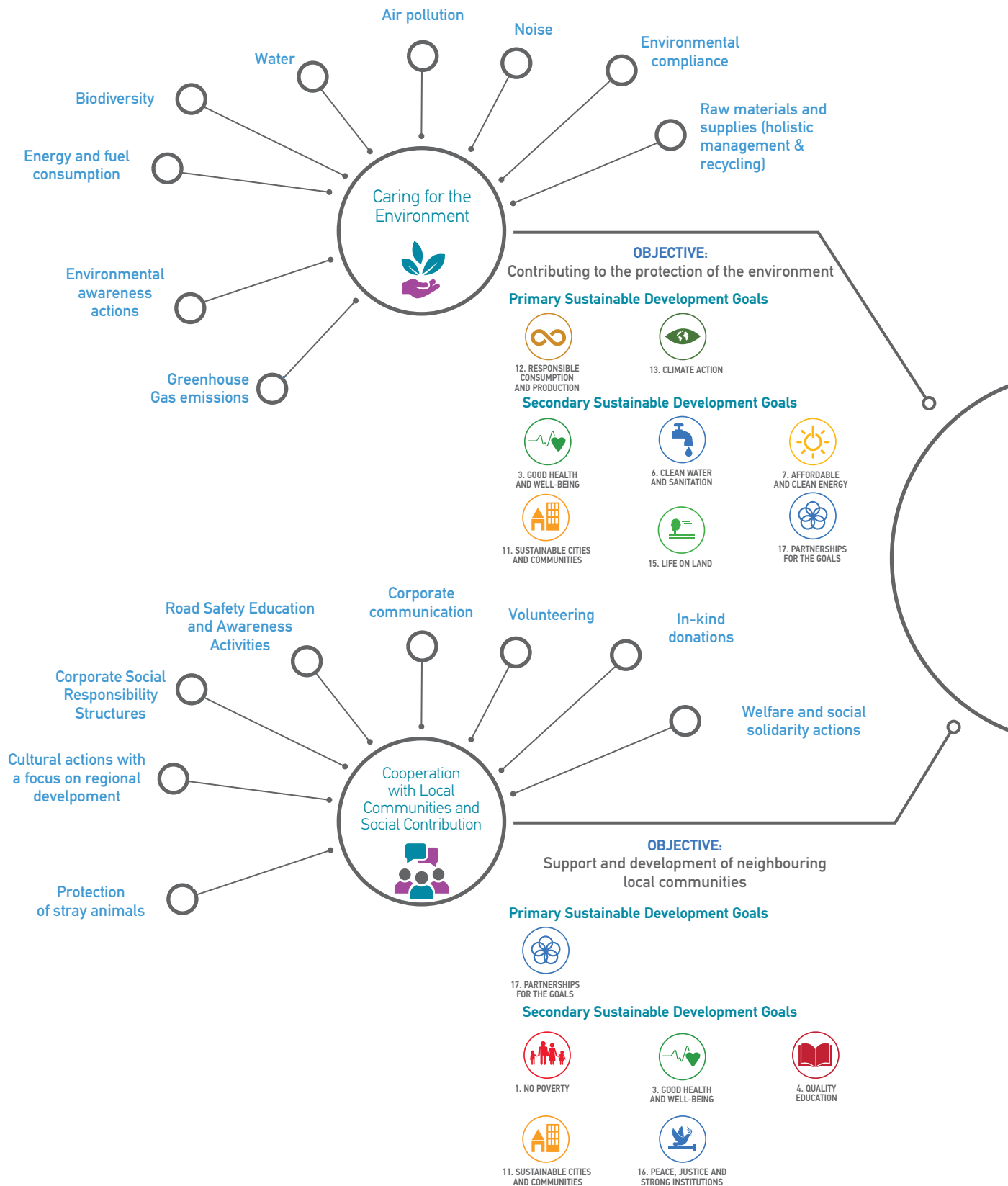
Material for Stakeholders

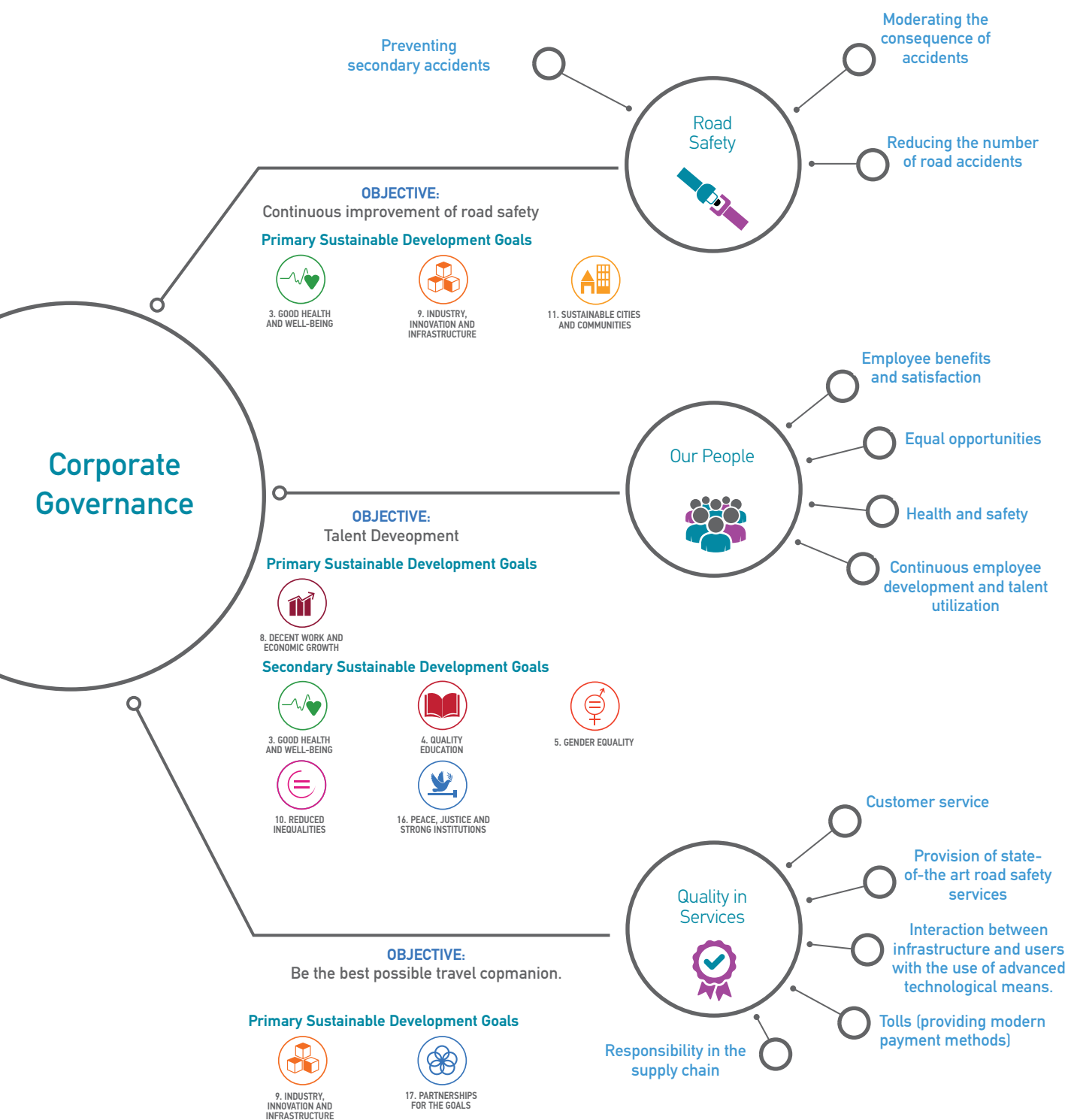


Kentriki Odos Corporate Responsibility Material topics	Direct Stakeholders											Indirect Stakeholders			Boundary of material topics		SDGs
	Employees	Motorway Drivers	Local Government Bodies	Shareholders	Ministries and Public Administration Structures	Emergency services	Financial Institutions	Partners, Suppliers and Subcontractors	NGOs	Activists/ Lobbies	Local Communities	Institutions, Associations, University Community	Media	Other Motorways	Inside Kentriki Odos	Outside Kentriki Odos	
CORPORATE GOVERNANCE																	
Zero corruption and transparency	■	■	■	■	■	■	■	■	■	■	■	■	■	■	●		Primary 16, 17
Ethical governance	■			■	■		■	■		■		■	■		●	●	
ROAD SAFETY																	
Safety of drivers	■	■	■	■	■	■	■	■	■	■	■	■	■	■	●		Primary 3, 9, 11 Secondary 17
Suitability of signage	■	■	■	■	■	■			■	■	■	■	■	■	●		
Technology	■	■		■		■	■	■				■	■	■	●	●	
QUALITY IN SERVICES																	
Financial performance/ market presence	■			■	■			■	■	■	■	■	■	■	●		Primary 9, 17
Suppliers environmental assessment	■			■	■				■			■		■	●		
Interoperability		■			■		■	■			■			■	●	●	
Toll rates		■		■	■		■			■	■		■	■	●	●	
Private data protection	■	■	■		■	■			■	■	■	■	■		●	●	
Electromobility		■	■	■	■			■	■		■		■	■	●	●	
HUMAN RESOURCES																	
Employment	■	■		■	■		■			■	■		■		●		Primary 8  Secondary 10, 16, 5, 4, 3
Meritocratic recruitment procedures	■	■	■		■				■			■		■	●		
Training and education	■	■	■				■		■			■		■	●		
Development and performance management	■	■		■								■		■	●		
Equal opportunities and diversity	■	■		■	■					■	■	■	■	■	●		
Non-discrimination	■	■			■				■	■	■		■		●		
Occupational Health and Safety	■	■	■	■	■	■		■	■	■	■	■	■		●		
ENVIRONMENT																	
Fuel consumption	■	■		■	■		■	■	■				■		●		Primary 12, 13  Secondary 17, 7, 15, 11, 3, 6
Energy consumption	■	■	■	■	■		■	■	■	■		■	■		●		
Effluents and waste	■	■	■		■			■	■	■	■	■	■	■	●	●	
Noise management	■	■	■	■	■				■		■	■	■	■	●		
Emissions	■	■		■	■	■		■	■	■	■	■	■	■	●		
Biodiversity	■	■	■		■				■		■		■		●		
Environmental compliance	■	■	■	■	■	■	■	■	■	■	■	■	■	■	●	●	
Accidental pollution	■		■	■	■	■		■	■	■	■	■	■		●	●	
SOCIETY																	
Indirect economic impacts	■	■	■		■		■			■	■	■			●	●	Primary 17 Secondary 1, 11, 3, 4, 16
Presence in the local community	■		■	■	■				■	■		■			●	●	
Supporting local initiatives	■		■		■				■	■	■	■			●	●	



## 3.5 | International Initiatives in Our Strategic Approach





## Global Reporting Initiative (GRI)

At Kentriki Odos, we advocate that communicating our approach is an integral part of our responsibility to our stakeholders. Therefore, we support the International Organization, Global Reporting Initiative, whose guidelines for the preparation of Corporate Responsibility Reports we have adopted since 2015 in order to disclose and communicate our corporate approach to Sustainability in a reliable, structured and comparable way. The GRI Standards, the standard we have adopted from the 2016 Report onwards, allows us to incorporate other international initiatives as well as best practices to map and communicate our strategy, priorities and practices regarding Corporate Responsibility.

## Sustainable Development Goals (SDGs)

The company has aligned its strategy with the 17 UN Sustainable Development Goals (SDGs). In Kentriki Odos, we believe that these goals are the driving force for the transition to new business models, aimed at addressing the greatest and most pressing economic, social and environmental challenges of humanity, and that is why we have linked them to our corporate goals. At the same time, we have identified the nine key Goals to which Kentriki Odos can make a significant contribution.



### Connection to the Sustainable Development Goals and Goal Setting



16. PEACE, JUSTICE AND STRONG INSTITUTIONS



4. QUALITY EDUCATION

Topic	2019 Goal	2019 Progress	2020 Goal
Stakeholder Engagement	Implementation of users' recommendations as captured in the motorway user survey on Corporate Responsibility  Repeat the survey in 2019	Design and run the campaign "Proodos"  Include CSR topics within the Kentriki Odos Subscriber Habits & Attitudes Survey	Implement recommendations from the Kentriki Odos Subscriber Habit & Attitudes Survey  Utilise input from the Kentriki Odos Subscriber Habits & Attitudes Survey
	Launch of online CSR scorecard	Launch of online CSR scorecard	Launch and update content
Employee training on Corporate Responsibility and Sustainability	Design and implement employee training	Moved to 2020	Design and implementation of employee training on Corporate Responsibility and Sustainability





## Primary Sustainable Development Goals



3. GOOD HEALTH  
AND WELL-BEING

3.6 By 2020, halve the number of global deaths and injuries from road traffic accidents.



9. 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.



11. SUSTAINABLE CITIES  
AND COMMUNITIES

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.



17. PARTNERSHIPS  
FOR THE GOALS

## Secondary Sustainable Development Goals

In 2019, we delivered:

138,811 manhours  
to road maintenance

59,128 manhours  
to road infrastructure inspections

structural inspections for 60 major  
engineering projects



The safety of the infrastructure and vehicles as well as the safe use of the road network are the biggest challenges in the field of road safety. That is why **one of the strategic goals of Kentriki Odos is** the continuous effort for excellent road safety conditions. In this context, we intensify our efforts to protect human life, having the following as our main focus areas:

1. reduction of the number of road accidents
2. reduction of the impact of road accidents
3. taking measures to prevent secondary accidents

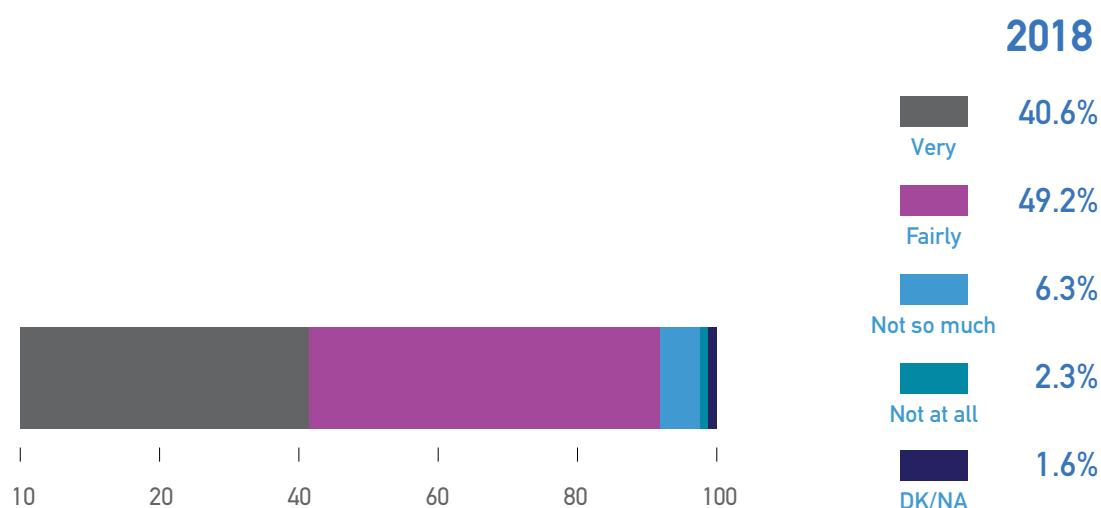
## Caring for Safety before Driving on the Motorway | 4.1

At Kentriki Odos we focus on road safety and the faithful implementation of the motorway operation and maintenance terms, while implementing a significant number of actions aimed at informing citizens and raising public awareness on safety issues. At the same time, we successfully manage every challenge related to the protection of human life, taking into account a number of factors, such as the individual (the driver, the passenger, the cyclist, the pedestrian), the vehicle, the road infrastructure (road, signage, signalling, lighting, maintenance), the supervision (surveillance, policing, prevention, care, maintenance) and the weather conditions.

**In 2019, we continued to take measures to continuously improve the existing infrastructure that include the following:**

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

### How safe do you feel when driving on Kentriki Odos?



Source: Habits and Attitudes Survey of Kentriki Odos' Subscribers (November-December 2018)



## The Role of Signage

At Kentriki Odos we pay special attention to traffic signs and recognize their crucial role for the safety of users on the motorways that fall under our responsibility. At the same time, we monitor closely and comply with both national and European legislation on signage for the entire length of the Aftokinitodromos Kentrikis Ellados - E65 Motorway, while all relevant studies that we have conducted and implemented have the approval of the Independent Engineer (certification number DAC0596B).

### Basic 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.



## 4.2 | Infrastructure Management

At Kentriki Odos, we implement an integrated Road Infrastructure Management and Maintenance System in order to monitor the performance of the road paving, as well as the effectiveness of preventive and remedial maintenance programs. With the help of specialized staff, we carry out systematic and meticulous inspections along the entire length of the motorways so that we are ready to deal with emergencies.

### Preventive maintenance

includes pavement restoration work,  
maintenance of median strips,  
landscaping works and all technical  
maintenance, cleaning of the motorway  
and all maintenance  
in electromechanical installations,  
safety and security equipment,  
irrigation and fire-fighting systems, etc.

### Improvement maintenance

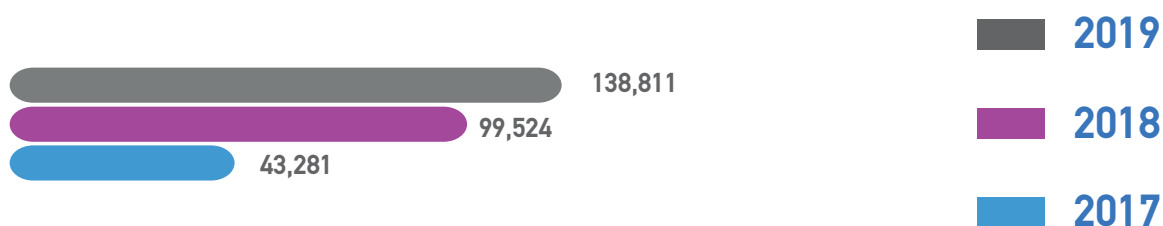
includes pavement replacement, heavy  
interventions in engineering projects  
and building facilities, and modernizing  
all electromechanical infrastructure and  
electronic equipment. It also includes  
the re-designing of intersections,  
improvements in horizontal and  
vertical signage, constructions of works  
(sewerage, irrigation, etc.) in order to  
avoid accidents, replacement of safety  
barriers, etc.

At Kentriki Odos, in order to be able to refer to measurable results, to capture in detail and to monitor the road safety conditions, we take a series of actions. In particular:

- we statistically analyse traffic accident data
- we prepare a study to determine the risk profile of various locations in the urban and long-distance network of our company and take additional improvement measures
- we systematically inspect the change of specialized indicators related to road safety

Road Maintenance Manhours per Category							
Road Maintenance per Category	Total Kentriki Odos	2019		Total Kentriki Odos	2018		2017
		A.Th.E.	€65		A.Th.E.	€65	
Road surface	34,631	32,446	2,185	1,815.50	1,125.50	690	623.5
Shoulder, traffic islands, kerbs-gutters and sidewalks	2,480.40	1,838.55	641.85	3,496.02	3,176.63	319.38	2,289
Motorway drainage system	6,224.83	4,899.88	1,324.95	4,491.05	3,146.30	1,344.75	4,405.7
Tunnels, cut and cover, landfills and trenches	3,402.35	3,309.35	93	4,478.28	4,221.30	256.98	1,331
Green areas and trees	23,094.47	10,401.48	12,692.99	17,562.82	12,724.72	4,838.10	18,774.1
Motorway safety and protection equipment	7,144.70	5,717.82	1,426.88	1,007.17	698.25	308.92	393.4
Motorway signage	4,710.25	3,890.82	819.43	2,664.20	2,459.20	205	769
Cleanliness	27,952.59	16,296.62	11,655.97	33,728.10	23,517.12	10,210.98	5,225.5
Common and special bridges	198,62	144	54.62	261.58	152.58	109	154.4
Support walls and avalanche retaining walls	198	168	30	434	312.00	122	195
Buildings	4,118.60	4,112.60	6	4,268.33	4,268.33	-	4,106.3
Winter maintenance	1,003.41	692	311.41	5,721	4,321	1,400	240
Other (material transportation, tidiness, training, etc.)	23,652.07	20,914.47	2,737.60	19,595.61	18,329.24	1,266.38	4,774.6
<b>Total</b>	<b>138,811.29</b>	<b>104,831.59</b>	<b>33,979.70</b>	<b>99,523.66</b>	<b>78,452.17</b>	<b>21,071.49</b>	<b>43,281.4</b>

## Road Maintenance Manhours



### Electromechanical Equipment Maintenance

	2019	2018	2017
Total maintenance tasks in electromechanical equipment	117	117	117
Total maintenance tasks in electromechanical equipment for tunnels	43	43	43

As a result of the road inspections and the observations of the patrols and other employees of Kentriki Odos, as well as the suggestions of the users of the motorways, in 2019 as regards road infrastructure data the following were recorded:

**A.Th.E.: 597 incidents (584 incidents in 2018)**

**E65: 582 incidents (804 incidents in 2018)**

### Manhours for Road Infrastructure Repairs

Categories of Road Infrastructure	Total Kentriki Odos	2019			2018			2017
		A.Th.E.	E65		Total Kentriki Odos	A.Th.E.	E65	
Road surface	524.65	360.87	163.78		1,661.63	1,248.08	413.55	995.7
Shoulder, traffic islands, kerbs-gutters and sidewalks	62.75	28.23	34.52		160.57	160.05	0.52	16.7
Motorway drainage system	43.77	11.15	32.62		858.75	494.75	364	708.8
Tunnels, cut and cover, landfills and trenches	514	514	-		523	484	39	459
Green areas and trees	4	4	-		-	-	-	19
Motorway safety and protection equipment	1,657.22	1,066	591.22		2,164.92	1,146.15	1,018.77	3,009.6
Motorway signage	232.73	125.38	107.35		312.48	172.68	139.80	490.3
Cleanliness	-	-	-		6	6	-	10.5
Common and special bridges	36	-	36		24	24	-	90
Buildings	82.3	39.45	42.85		112.98	62.35	50.63	285.2
Other (material transportation, tidiness, training, etc.)	48	-	48		67	64	3	60
<b>Total</b>	<b>3,205.42</b>	<b>2,149.08</b>	<b>1,056.34</b>		<b>5,891.3</b>	<b>3,862.06</b>	<b>2,029.27</b>	<b>6,144.9</b>

## Roadside barriers that were replaced

**2019**

E65.: 332 meters

A.Th.E.: 784 meters

**2018**

E65.: 206.1 meters

A.Th.E.: 444.3 meters

## A.Th.E.

Regarding the issues of illegal vehicle exits, in 2019 the company employees implemented three internal action plans, in order to successfully complete the installation of safety railings in order to protect the safety of drivers.

## Manhours for Infrastructure Inspections per Category

Road Infrastructure per Category	Total Kentriki Odos	2019		Total Kentriki Odos	2018		Total Kentriki Odos
		A.Th.E.	E65		A.Th.E.	E65	
Road surface	1,886.23	1,574.65	311.58	1,223.19	848.12	375.07	3,713.22
Shoulder, traffic islands, kerbs-gutters and sidewalks	291.28	266.00	25.28	411	318	93	383.65
Motorway drainage system	1,044.07	859.97	184.10	1,713.67	767.37	946.30	1,423.48
Tunnels, cut and cover, landfills and trenches	976.90	809.27	167.63	1,273.82	1,088	185.82	1,519.27
Green areas and trees	158.00	88.00	70.00	101	69	32	120
Motorway safety and protection equipment	2,279.33	2,002.88	276.45	3,229.09	2,840.07	389.02	2,241.83
Motorway signage	394.28	263.83	130.45	350.63	276.48	74.15	741.30
Common and special bridges	423.75	310.02	113.73	751.38	578.63	172.75	407.50
Support walls and avalanche retaining walls	384.50	355.00	29.50	560	488	72	154
Signal bridges	2.40	2.40	0.00	2.32	2.32	-	-
Winter maintenance	51,231.50	26,411.50	24,820.00	19,382.94	8,771.94	10,611	1,755
Other (material transportation, tidiness, training, etc.)	56.00	0.00	56.00	6.50	-	6.50	24
<b>Total</b>	<b>59,128.24</b>	<b>32,943.52</b>	<b>26,184.72</b>	<b>29,005.54</b>	<b>16,047.93</b>	<b>12,957.61</b>	<b>12,483.3</b>



## Winter Maintenance Management and Acute Weather Phenomena

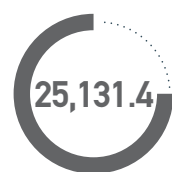
At Kentriki Odos we know that in cases of extreme weather events our response must be immediate, which is achieved only with excellent organization and impeccable coordination, while adhering to the relevant certified procedures. In this way, we prevent and address any problems that may be caused by heavy snowfall or frost on the road.

**More specifically, the winter maintenance programme focuses on:**

- supply of sufficient quantities of salt for the entirety of each motorway
- setting up service stations at appropriate points
- maintenance of snow removal machines
- keeping manholes and the drainage systems clean
- improvement of horizontal and vertical reflective signage
- organizing and implementing drills with the participation of all emergency providers
- the close and honest collaboration with all involved parties (the Police, the Fire Department, the National Emergency Aid Centre and the Secretariat for Political Protection)
- the continuous staff training and the systematic assessment of the safety and intervention procedures

Moreover, we adhere to the expected incident management process for which we utilize measurements from the meteorological stations we have installed along the motorways. Moreover, we follow the relevant forecast reports of the competent authorities, as well as reports from our specialised staff, so that we have at any time timely information to respond to acute weather phenomena. At the same time, we immediately 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 when deemed necessary. More than that, we continuously inform users via all available communication channels (such as our corporate webpage, the Customer Care Call Centre, the Variable Message Signs located along the motorways, and the toll station staff). In addition, on November 29, 2019, the winter maintenance - snow removal exercise at the E65 which aimed at maintaining the safe operation of the motorways as well as improving communication between the parties was successfully completed.

### During 2019 in E65:



hours of  
snow removal



subcontractor's  
snow removal  
vehicles

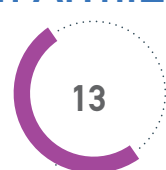


Kentriki Odos'  
small snow removal  
vehicles

### in A.Th.E.:



hours of  
snow removal



subcontractor's  
snow removal  
vehicles



Kentriki Odos'  
small snow removal  
vehicles

In February and March 2019, landslides were recorded at the 193 + 600 kilometeric position until the 193 + 350 kilometeric position (direction to Athens) due to heavy rainfall. The phenomenon was monitored daily, while the company's staff took all necessary measures for the safety of motorway users.

## Structural Adequacy

At Kentriki Odos, we ensure the structural adequacy of the project construction. For this purpose, we have a special program for recording the findings from the visual inspections carried out in the field and evaluating these findings, according to international standards.

The program was designed, implemented and supervised by the Technical Division of Kentriki Odos and is a program of regular inspections and systematic interventions for 350 large technical projects, bridges and upper and lower passages.

In addition, the program helps to identify needs and set priorities so that construction interventions can be made if necessary. Continuous and coordinated efforts guarantee the quality upgrade and assurance of the maintenance of motorways.

In total, in 2019, visual inspections were carried out on 60 technical projects. In particular, 59 technical works of reinforced or prestressed concrete and 1 composite bridge were inspected.

The completion of the inspections showed that 45 technical projects are in excellent structural and functional condition, 14 technical projects were evaluated with a moderate to good score and for this reason further inspections will be carried out, while, in 1 technical project, laboratory tests were carried out on the spot after the findings of visual inspections. The respective public offices have been informed about the findings of the audits of the specific project.





## 4.3 | Traffic and Incident Management

The Traffic Management Centres (T.M.Cs.) and Tunnel Traffic Management Centres (T.T.M.Cs.) have been set up for the smooth operation of the motorways.

The centres employ specifically trained staff. Skilled transport specialists use advanced tools and cutting-edge technological equipment in order to manage emergency calls, collect and examine important information, and analyse traffic data. In addition, when necessary, they mobilize the Road Safety Patrol Cars and inform all emergency services such as the National First Aid Centre, the Civil Protection, etc.

Especially the Traffic Management Centre in Sofades, regulates the traffic of vehicles and ensures the smooth and safe operation of the infrastructure. For this purpose, it has the most advanced technical means and is in continuous operation 24 hours a day, 365 days a year.

Emergency Call Centre Data	2019			2018			2017
	Total Kentriki Odos	A.Th.E.	E65	Total Kentriki Odos	A.Th.E.	E65	Total Kentriki Odos
Incoming calls	15,703	9,001	6,702	11,470	7,826	3,644	6,045
Answered calls	15,685	8,985	6,700	11,438	7,806	3,632	5,963
Efficiency	99.9%	99.8%	99.9%	99.7%	99.8%	99.7%	98.6%
Average call duration (in seconds)	56.30	56.47	56.07	56.97	56.73	57.49	55.66

### Emergency Call Centre - Issues by Category

	2019		
	Kentriki Odos	A.Th.E.	E65
Safety	1.0%	1.2%	0.8%
Traffic	28.1%	24.3%	32.6%
Maintenance	40.5%	39.9%	41.4%
Patrols	27.3%	33.3%	20.0%
Other	3.1%	1.3%	5.2%

The Traffic Management Centre acts as the coordinating body for all actions required for **managing emergencies and incidents**. The Centre also ensures that **up-to-date information** is provided to all users.

**The works of the Traffic and the Tunnel Management Centres are supported, supplemented and completed by the:**

1. Road Safety Patrol Cars
2. SOS Phones installed along the entire motorway
3. Free Road Assistance Service
4. 4-digit 1075 emergency number
5. Variable Message Signs (VMS)

	2019	A.Th.E.		2019	E65	
		2018	2017		2018	2017
<b>Variable Message Signs</b>						
Number of signs	14	14	11	5	5	5

	2019	A.Th.E.		2019	E65	
		2018	2017		2018	2017
<b>Traffic Surveillance Cameras</b>						
Open-air CCTV	27	23*	9*	44	44	44
Tunnel CCTV	52	52*	33	10	10	10
*Restatements of information						

## E65

Regarding the issues of demonstrations in 2019, the following took place: From the 4th of December to the 8th of December 2019, demonstrations by farmers took place in the area of the Karditsa interchange. Our employees in collaboration with the competent Traffic Police department applied the necessary traffic regulations by diverting the traffic through the adjacent road network, to the Sofades interchange (72 + 300 kilometric position - direction to Trikala) as well as to the Proastio interchange (97 + 300 kilometric position - direction to Lamia).

Total Incidents by Category			
	2019	2018	2017
Accidents and Crashes	182	177	87
Vehicles breakdown	2,677	2,663	1,710
Abandoned Vehicles	29	21	22
Obstacles – Spillage - Moving Hazard	2,535	2,982	1,529
Congestion	0	0	0
Other incidents	1,034	767	120
<b>Total</b>	<b>6,457</b>	<b>6,610</b>	<b>3,468</b>

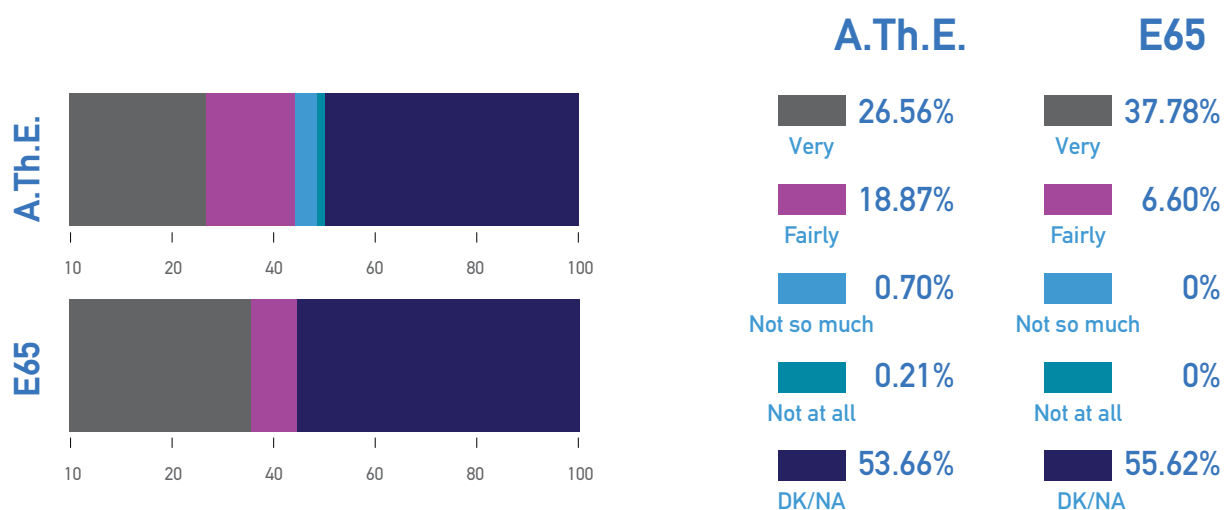
## The Role of Road Safety Patrols

The Road Safety Patrol Cars are on the motorway 24 hours a day. They are manned by specialized and trained employees who intervene and assist when deemed necessary. The role of the Road Safety Patrols is significant as regards road safety given that their goal is to be as soon as possible at the side of each driver in case of emergency. At the same time they are the "eyes" of the company in the field.

### Role of Road Safety Patrols are responsible for

1. inspecting the equipment, pointing out damage that might have occurred and spotting potential hazardous situations for commuters on a daily 24-hour basis.
2. directly handling incidents and providing assistance to immobilised vehicles. Their main responsibilities include:
  - Locating and managing incidents
  - Instant intervention patrolling
  - Inspecting the infrastructure and equipment (the road pavement, fencing, guardrails, road lights) for potential damage
  - 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

### How happy are you with the service of the Road Safety Patrol teams?



Road Side Survey (November 2018)



## Retrieving Immobilised Vehicles

In order to ensure the smooth and safe operation of the motorways, Kentriki Odos operates, maintains, manages and offers collection and transport services of immobilized vehicles. As part of this free service, the company's collection cars tow the immobilized vehicles to the nearest safe point, which may be located in a part of the rest of the road network or in a safe place within the Concession project, such as at the Motorist Service Stations. This protects the driver and the passengers of the immobilized vehicle as well as of vehicles passing by and prevents traffic problems.

**During 2019, 736 vehicles were safely towed away, of which 128 were heavy vehicles.**

Towed Vehicles	2019			2018			2017
	Total Kentriki Odos	A.Th.E.	E65	Total Kentriki Odos	A.Th.E.	E65	Total Kentriki Odos
Conventional Vehicle Recovery	608	337	271	474	287	187	346
Heavy Vehicle Recovery Unit	128	109	19	101	89	12	87
<b>Total</b>	<b>736</b>	<b>446</b>	<b>290</b>	<b>575</b>	<b>376</b>	<b>199</b>	<b>433</b>

Immobilised Vehicles Incidents	2019		2018	
	A.Th.E.	E65	A.Th.E.	E65
Flat tire	388	149	352	131
Mechanical failure	908	546	835	465
Fuel	146	45	129	71
Other	88	157	53	233
Unrecorded	406	338	445*	187
<b>Total</b>	<b>1,936</b>	<b>1,235</b>	<b>1,369</b>	<b>1,087</b>
Driver sickness. (it is a separate event and it is not included in the report of immobilised vehicles)	18	10	12	2
*Restatements of information				

### Kentriki Odos Average Response Time by Incident Type (in minutes)

Incidents	2019	2018	2017
Accidents and Crashes	13.9	13.0	10.1
Vehicles Breakdown	9.9	10.7	9.5
Abandoned Vehicles	11.0	13.8	6.8
Obstacles – Spillage - Moving Hazard	10.4	10.6	11.5
Other Incidents	5.1	5.2	8.3

### Average Response Time by Agent (in minutes)

Agent	2019	2018	2017
Kentriki Odos	9.5	10.1	10.4
Vehicle Recovery Unit	38.1	36.0	24.8
Heavy Vehicle Recovery Unit	42.8	43.6	36.6
Traffic Police	13.7	17.9	14.2
Fire Brigade	22.8	15.2	16.4
Ambulances	15.9	11.3	13.7
Other Agents	19.8	31.8	49.6



## SOS Phones and Emergency Number

**SOS Phones:** 97 special SOS phone devices have been installed along the motorways, and in the Stylida tunnels, offering free-of-charge communication with the Traffic Management Centre.

**4-digit 1075 emergency number:** Drivers are able to communicate directly with the Traffic and Tunnel Management Centres in order to provide information regarding emergency incidents, by calling the 1075 emergency number.

SOS Phones along the Motorway	A.Th.E.			E65		
	2019	2018	2017	2019	2018	2017
Number of devices	97	97*	28	34	34	32
*Restatements of information						



## 4.4 | Road Safety Awareness Campaigns

At Kentriki Odos, recognizing that achieving zero road accidents requires programs and initiatives to change established mindsets, we emphasize the crucial role of the human behaviour and attitude adopted while driving. In this context, we focus on minimizing the effects of high speed and aggressive driving, as well as preventing secondary accidents. Specifically, we focus on three key areas for creating and enhancing a culture of a safe driving behaviour.

### Strategic partnerships with specialized organizations

We have been collaborating with the "Panos Mylonas" Hellenic Road Safety Institute to implement innovative programs with an emphasis on young people and vulnerable social groups. At the same time, convinced that road user education is primarily a matter of education, we support actions of a wider geographic scope aimed at informing and raising the awareness of the general public on issues of road safety.

### Information and awareness campaigns

Throughout the year, we implement awareness campaigns for drivers/users of our motorways. The main topics we focus on are driving under difficult weather conditions, good driving behaviour within a high-speed motorway, specific road safety parameters within tunnels, proper use of child seats, non-aggressive driving, etc. Our campaigns mainly include briefings on our website and distribution of leaflets at toll stations.

### Speeches and presentations

We believe in the positive impact that our partnerships create, hence we systematically take part in workshops, presentations and conferences to disseminate the message of safe driving and to inform about the initiatives we implement at the local level.

### Connection to the Sustainable Development Goals and Goal Setting



3. GOOD HEALTH AND WELL-BEING



11. SUSTAINABLE CITIES AND COMMUNITIES



3. GOOD HEALTH AND WELL-BEING



9. INDUSTRY, INNOVATION AND INFRASTRUCTURE



11. SUSTAINABLE CITIES AND COMMUNITIES



3. GOOD HEALTH AND WELL-BEING



3. GOOD HEALTH AND WELL-BEING

Topic	2019 Goal	2019 Progress	2020 Goal
Accident related indicators	Zero accidents on motorway (refers to users and employees)	Users: 182 Employees: 6 Motorway Accidents Index: 82.60	Zero accidents on motorway (refers to users and employees)
Motorway upgrades	Construction of the South Section of E65	In June 2020, the overall progress of the project reached 49%.	Pilot installation of "Smart" security cameras for automatic incident detection
Accident response time	Ongoing reduction of response time	Average response time reduction from 10.1 min to 9.5 min	Ongoing
Annual Recertification	Annual Recertification of ISO39001	Completed	Annual Recertification of ISO39001







# 5

## QUALITY SERVICE PROVISION



### Primary Sustainable Development Goals



9. 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.



### Secondary Sustainable Development Goals



17. PARTNERSHIPS  
FOR THE GOALS



In 2019:

**7,610 calls**  
were received by the Customer Care Call Centre

**3 tenders**  
were conducted through the online platform

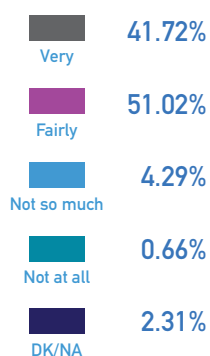
**51% of our suppliers**  
are active in local communities



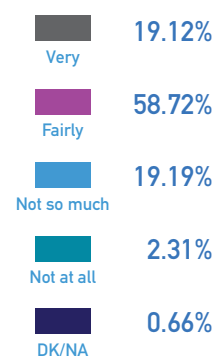
As a company with a clear orientation towards the future, we are committed to providing high quality services, fully harmonized with the Greek and European legislations. At Kentriki Odos, our work is based on the certified Quality Management System (ISO 9001:2008), which has been integrated into all our activities by upgrading the procedures and internal organization systems. At the same time, we continue to apply standards such as ISO 14000, OHSAS 18001 and ISO 39001. In addition, we are ready to most effectively respond to the growing needs of the areas adjacent to our motorways of responsibility. Our goal is for our response to be immediate and effective.

How satisfied are you with the outcomes  
of Kentriki Odos' staff efforts in regards to...

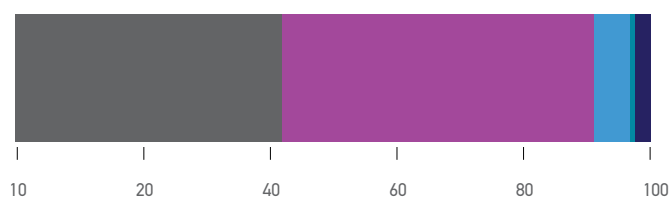
### CLEANLINESS



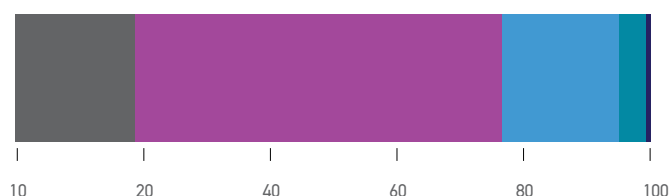
### MAINTAINING ROAD QUALITY



### CLEANLINESS



### MAINTAINING ROAD QUALITY



Habits and Attitudes Survey of Kentriki Odos'  
Subscribers (November-December 2018)



## 5.2 | Communication with Drivers

Kentriki Odos utilizes many communication channels on a regular basis with the drivers, according to the needs of drivers and users.



### Basic Communication Channels



**801 700 7000**

Customer Care  
Call Centre



- **A.Th.E.:** motorway, right before the Aghia Triada Toll Station, towards Lamia
- **E65:** motorway, after Trikala Toll Station, towards Lamia

**Customer  
Service Centres**



**customercare@kentrikiodos.gr**

Customer  
Service email



**www.kentrikiodos.gr**

Corporate website



**www.kentrikipass.gr**

Product website



**24 months**

Opinion surveys and  
Mystery survey

Of the **72,327** calls handled by the Customer Service Department,  
**3,670 (5.1%)** concerned complaints.

**Kentriki Odos is in constant contact with all stakeholders in order to::**

- **be formally informed of their views** regarding its activities
- regularly **collect official views** and record credible trends
- **record** any issues that arise and resolve them promptly and effectively
- **encourage the submission of ideas and the detection of possible omissions**
- **inform** about its strategic actions
- **update on issues of its operation**

Customer Care Call Centre data	2019			2018			2017
	Total Kentriki Odos	A.Th.E.	E65	Total Kentriki Odos	A.Th.E.	E65	Kentriki Odos
Incoming calls	7,610	6,914	696	6,355	4,942	1,413	5,883
Answered calls	6,822	6,202	620	5,815	4,522	1,293	5,454
Efficiency	89.6%	89.7%	89.1%	91.5%	91.5%	91.5%	92.7%
Total complaints submitted by phone		382			467		289
Number of calls with complaints about noise barriers		0			0		1

Customer Care Call Centre Issues by Category		2019		
		Total Kentriki Odos	A.Th.E.	E65
Electronic Toll Collection Operation		75.40%	77.40%	72.30%
Safety		7.40%	6.10%	9.10%
Toll Operation		6.10%	5.90%	6.60%
Other		4.40%	4.00%	4.90%
Commercial Issues		3.90%	4.00%	3.80%
Traffic		1.70%	1.60%	2.20%
Maintenance		1.10%	1.00%	1.10%

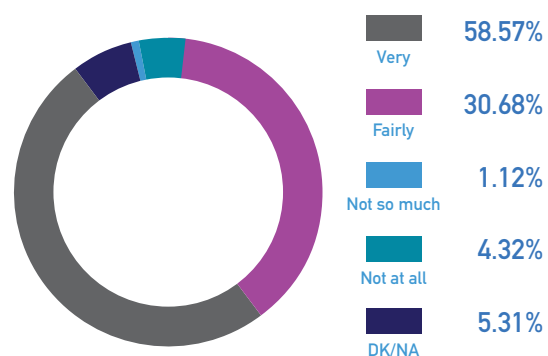
Written Communication	2019	2018	2017
Total requests and complaints submitted	1,771	1,664	1,712
Requests and other issues	1,701	1,608	1,618
Complaints submitted	70	56	94
Complaints about noise barriers	-	-	-
Average response time (days)	0.51	0.53	0.53

Written Communication - Issues by Category		2019
Electronic Toll Collection Operation		73.7%
Safety		0.0%
Toll Operation		20.0%
Other		3.2%
Commercial Issues		1.0%
Traffic		0.0%
Maintenance		0.5%
Compensation Claims		1.6%

Complaints by Category	Customer Care Call Centre		Written Communication		Total	
	Number	%	Number	%	Number	%
Toll operation	131	34.29%	40	57.14%	171	37.83%
Traffic and safety	119	31.15%	13	18.57%	132	29.20%
Commercial policy	34	8.90%	4	5.71%	38	8.41%
Negative Comments	30	7.85%	2	2.86%	32	7.08%
Other	28	7.33%	1	1.43%	29	6.42%
Signage	20	5.24%	2	2.86%	22	4.87%
Driver's Requests	13	3.40%	7	10.00%	20	4.42%
Interoperability	5	1.32%	1	1.43%	6	1.33%
Motorway Project	2	0.52%	0	0.00%	2	0.44%
<b>Total</b>	<b>382</b>	<b>100%</b>	<b>70</b>	<b>100%</b>	<b>452</b>	<b>100%</b>

In 2019, we received, handled and solved a total of 452 complaints, which in accordance with our policies fall into 9 main categories: Toll operations (171), Traffic and safety (132), Commercial policy (38), Negative comments (32), Other (29), Signage (22), Compensation claims (20), Interoperability (6) and Motorway Project (2). However, we did not receive any report nor any complaint about major environmental issues.

### How satisfied are you with the behaviour of Kentriki Odos' employees and from the telephone service?



Habits and Attitudes Survey of Kentriki Odos' Subscribers (November-December 2018)



## Additional Services for Drivers | 5.3



There are **7 Temporary Parking Spaces** along the motorway in operation

Position	Direction
188 <sup>th</sup> km.	Both Directions
195 <sup>th</sup> km.	Both Directions
196 <sup>th</sup> km.	To Lamia
205 <sup>th</sup> km.	Both Directions
209 <sup>th</sup> km.	To Lamia
209 <sup>th</sup> km.	To Athens
221 <sup>st</sup> km.	To Larissa

The Motorist Service Station at Sofades successfully continues its operation and offers refuelling and catering services for drivers.

Motorist Service Station	Position	Direction	Facilities
Sofades	70+300	Both Directions	24hour Gas Station SHELL. Café, dinner, and AB mini market within Gas Station





## 5.4 | Tolls

Toll rates represent one of the most effective methods for financing construction and maintenance, as well as constantly improving the infrastructure and the provided services. Toll rates as well as 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, strictly binding the company. **In essence, in no case can the company unilaterally modify the toll rates.**

In accordance with the institutional framework of the Kentriki Odos operation, at the A.Th.E. motorway section, two toll zones have been identified, whereas for the E65 section from Xyniada till Trikala there are 2 toll payment zones.

### Determining Toll Rates

- At each frontal toll station, the toll rate is determined per direction, based on the total length of the zone to which it belongs.
- At the exit from lateral toll stations, the toll rate corresponds to the length travelled from the beginning of the zone to which the station belongs, up to the station.
- In the lateral toll stations, the toll rate corresponds to the length of the road to be travelled by the user from the toll station to the end of the zone.

The toll rates for a route vary depending on the vehicle category and the motorway zone in which the driver is traveling. Under no circumstances can any user who has paid the 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 the toll fee at the lateral station pay again at a frontal or another lateral station in the same zone, during the same journey. More information is available at: <http://www.kentrikiodos.gr/toll-rates-payment-methods>



### Payment in cash

Payment in cash at a toll booth lane with an attendant



### Kentriki Pass

The Kentriki Pass e – transponder is provided free of charge to the subscribers of Kentriki Odos



### Automatic Payment

Automatic Payment Machines



### POS

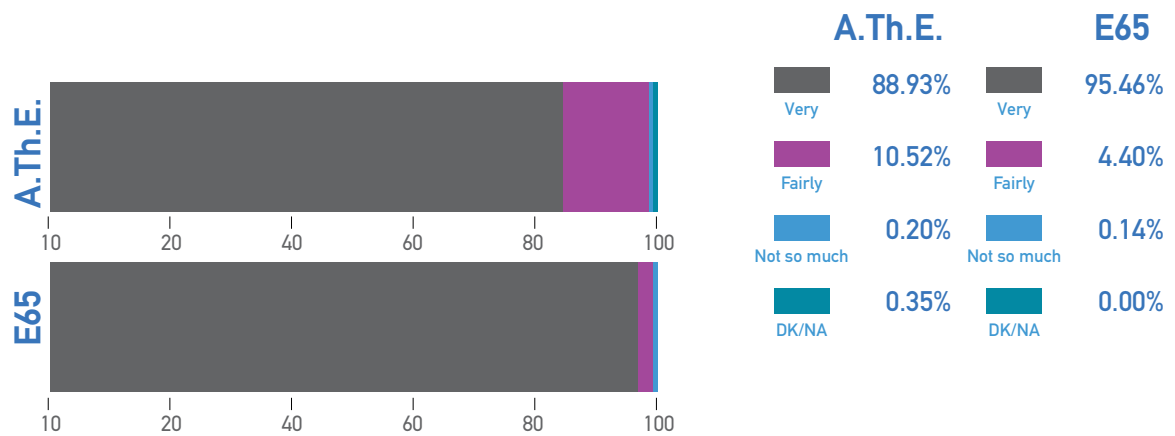
Credit Card Readers



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

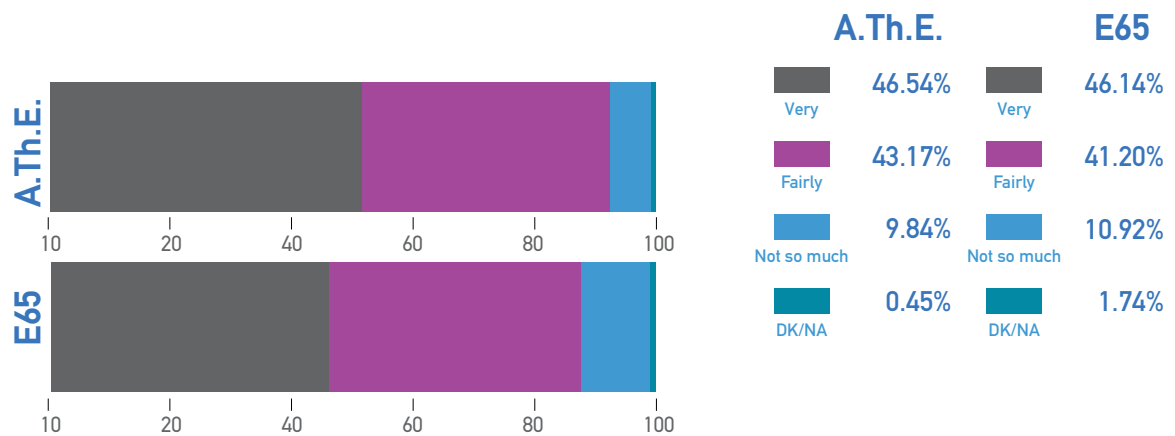
	2019	2018	2017
Number of current accounts by the end of the month (average)	3,905	2,685	1,348
Total number of active Transponders by the end of the month (average)	5,095	3,568	1,814

## How satisfied are you with the service of the toll station employees?



Road Side Survey (November 2018)

## How satisfied are you with the operation of the Automatic Toll Collection Machines (ACM)?



Road Side Survey (November 2018)



## Personal Data Management | 5.6

In order to serve customers better, communicate effectively or handle incidents, it is necessary to collect personal data of motorway drivers, which is why we pay special attention to the protection of their personal data and the protection of their privacy.

**The data we record is mainly collected from:**

- telephone conversations with drivers on customer service issues, for the sole purpose of improving the services rendered
- requests for services, such as cards for people with special needs, and subscription plans
- cameras along the motorway used exclusively for smooth traffic management and effective traffic accident response
- from the closed TV circuit in the Traffic Management Centre, as defined by the relevant "Closed Circuit Television Directive" of the Personal Data Protection Authority

In this context, we take appropriate measures to protect personal data relating to their collection, storage and management/processing and to prevent accidental loss or destruction and unauthorized and/or illegal access to, use, modification or disclosure of it. Especially for the security of electronic transactions, the company applies special procedures and security standards.

## Responsibility in the Supply Chain | 5.7

At Kentriki Odos, our top priority is our partners, i.e., subcontractors, suppliers, and business partners with whom we collaborate and share the same sense of responsibility and the same values.

**The excellent cooperation of Kentriki Odos with its partners is based on:**

- commitment of all parties to the corporate values and principles
- the common understanding of the importance of the project
- the need to comply with terms and specifications that guarantee its quality
- the existence of specific evaluation criteria
- their evaluation at regular intervals



## Selecting Partners, Subcontractors and Suppliers

Our suppliers, subcontractors and partners contribute to the current and future value of the company, so it is important for us to promote a responsible purchasing policy. In order to optimally manage the relationships with suppliers and the projects they undertake, we have, and we implement binding procedures, which are developed with the following priorities:

- selection after an open market survey
- submission of at least 3 different offers
- the requirements are predefined by the company
- responsible business activity of the suppliers and the quality features of the service/product are selection criteria
- annual evaluation of existing suppliers' performance

### Subcontractors Obligations and Commitments

- the obligation to sign a declaration of compliance with the environmental requirements of the project in order to establish a business relationship with the company
- their formal commitment to comply with the environmental conditions and to take preventive measures to avoid adverse environmental impacts
- to be audited mainly through environmental inspections, notably regarding operation and maintenance issues, and to provide the required certifications and permits.

### Basic categories of Subcontractors and Suppliers

- Construction consortium
- Engineering companies
- Specialised suppliers in construction works
- Subcontractors 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.)

### Certified with one or more of the following systems, depending on their sector

- ISO 9001:2008
- ISO 14001:2004
- ISO 22000:2005
- EN 361:2002
- EN 358:1999
- EN 3834-2
- OHSAS 18001:2007
- CE - EN 12899-1:2007

During 2019, the company did not carry out environmental audits of new suppliers, nor did it observe any significant adverse environmental performance of its suppliers. Moreover, no incidents were recorded by our suppliers that led us to terminate any cooperation. Human rights issues have not been included in our suppliers' evaluation criteria.

## Supplier Assessment

To evaluate our suppliers, there are explicit procedures that are characterized by merit and transparency. The procurement department has the coordinating role for all supplies and tenders, thus increasing the effectiveness of the purchasing process.

During 2019, the company did not carry out environmental audits of new suppliers, nor did it observe any significant adverse environmental performance of its suppliers. Moreover, no incidents were recorded by our suppliers that led us to terminate any cooperation. Human rights issues have not been included in our suppliers' evaluation criteria.



## Extended Criteria for Evaluating Suppliers and Subcontractors

### Quality

- Quality of relationships
- Quality of service
- Delivery times
- Ability to respond
- Communication

### Economic Policy

- Fees and Cost

### Readiness & Compliance

- Business continuity
- Compliance with Kentriki Odos' requirements
- Integrity and Transparency
- Health and Safety
- Environmental consciousness

Kentriki Odos has identified a total of 221 major suppliers with whom it collaborates. According to the 2019 evaluation, the annual evaluation average was 4.1 out of 5.



## Developing the Procurement Department

In 2019, Kentriki Odos continued to invest in its relationships with its suppliers and in the optimal management of its supply chain. Best practices implemented by the Procurement Department include:

- meetings with key vendors to enhance communication and to address or solve potential problems identified
- centralizing all procurement matters, thereby increasing the efficiency of the purchasing system
- organizing tenders for supplies of materials that can be grouped (e.g., vehicle tires) so that a centralized agreement can achieve economic benefits and speed up purchasing

## Developing Local Suppliers

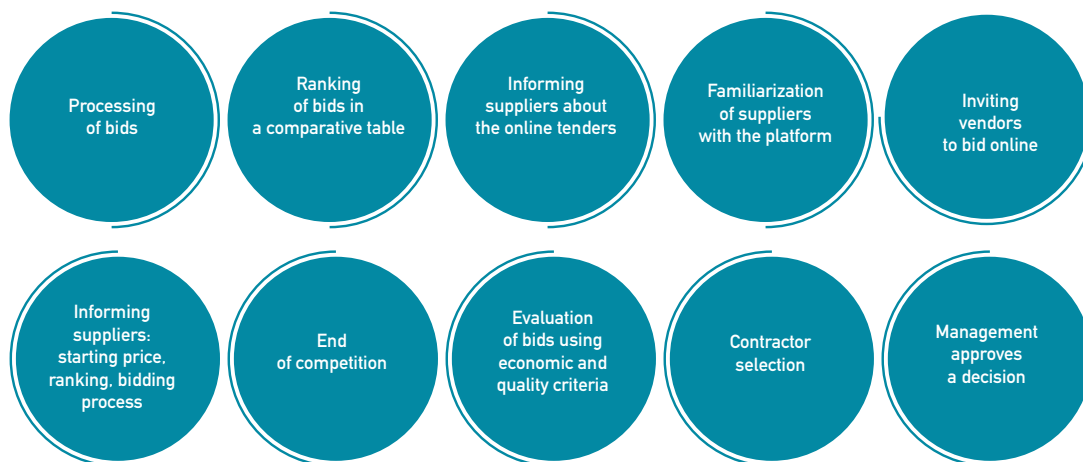
Through our investment in long-term partnerships at both national and local level, small suppliers are strengthened, with immediate and multiplier effects.

Developing and maintaining good relationships with our supply chain is a commitment that Kentriki Odos is honouring on a daily basis.

Suppliers Categories	2019		2018		2017	
	Number of Suppliers	Investment (€)	Number of Suppliers	Investment (€)	Number of Suppliers	Investment (€)
Local	183	296,417.40	206	425,905.88	151	184,443.51
National*	163	125,373,567.62	164	7,841,905.09	155	105,072,934.72
International	10	200,667.92	11	265,420.70	16	676,410.20
Total	356	125,870,652.94	381	8,533,231.67	322	105,933,788.43

\* The national suppliers also include transactions with related parties, which amount to €115,849,629.25, of which €108,727,268.57 concern the construction of the Southern Section by the construction initiative called "Consortium E65". Construction work began in 2019.

## Online Tenders



In some cases, Kentriki Odos conducts online tenders through a dedicated online platform. The platform allows prospective suppliers to make a final bid online in a set timeframe having the opportunity to submit multiple interim bids. At the end of the tender, the bids are evaluated in their totality on the basis of economic and quality criteria and the appropriate tenderer is selected.

**In 2019, three tenders were held through this platform, with the total benefit for Kentriki Odos exceeding €33,800.**

The online tenders concerned:

- disinfestation services
- supply of long-term rental vehicles
- supply of vehicle weight measurement system in motion

### Connection to the Sustainable Development Goals and Goal Setting



Topic	2019 Goal	2019 Progress	2020 Goal
Customer Satisfaction	Conduct a mystery survey for the assessment and further improvement of our services	Completed	
Customer Care Call Centres	Conduct a customer satisfaction survey	Next survey is planned for 2020	Conduct an opinion survey on the motorway and its impacts
Driver services upgrade	Maintain a high level of "Very satisfied customers"	Next review is planned for 2020	
Electronic tender platform	Design a mobile application for drivers	Design and pilot the application: MyOdos	Official launch of the application: MyOdos
	Utilise platform for tenders	Conducted 3 tenders via the platform (jointly with Nea Odos)	





## 6 HUMAN RESOURCES



### Primary Sustainable Development Goals



8. 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 people and persons with disabilities, and equal pay for work of equal value



### Secondary Sustainable Development Goals



3. GOOD HEALTH  
AND WELL-BEING



4. QUALITY  
EDUCATION



5. GENDER  
EQUALITY



10. REDUCED  
INEQUALITIES



16. PEACE, JUSTICE AND  
STRONG INSTITUTIONS

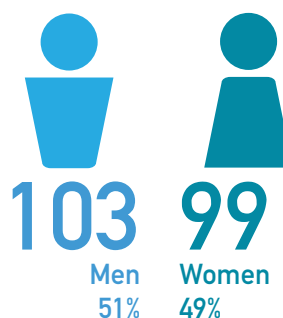
In 2019  
Kentriki Odos  
conducted:

1.295 hours  
of Health & Safety training

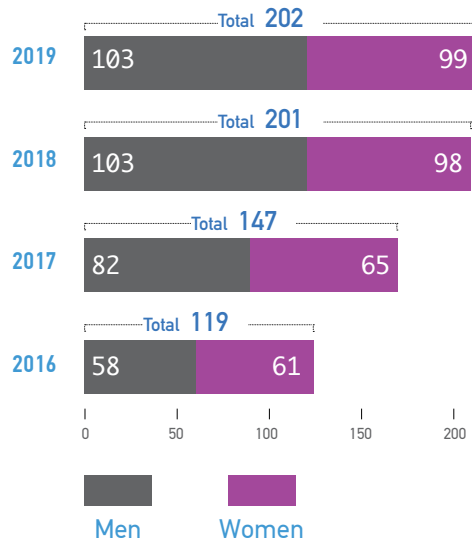
30 training seminars

Convinced that human resources constitute the competitive advantage and the driving force for every company, at Kentriki Odos we give priority to our employees and to the continuous improvement of the work environment. The Human Resources department not only focuses on selecting the right employee, but has an important strategic role, to staff the company in the most capable and effective way and to constantly strive to provide security, fair treatment and opportunities for continuous professional development to its employees. At the same time, we meet the requirements of the work environment with actions and structures aimed at improving the working environment, at boosting confidence and strengthening employee commitment, at the best possible dissemination of corporate information, at increasing efficiency and reducing departures.

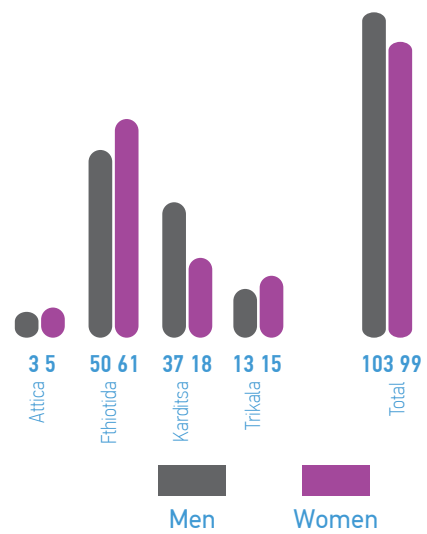
In 2019, Kentriki Odos employed 202 employees in total, 103 of whom were men and 99 were women.



## Human Resources Data (31/12)

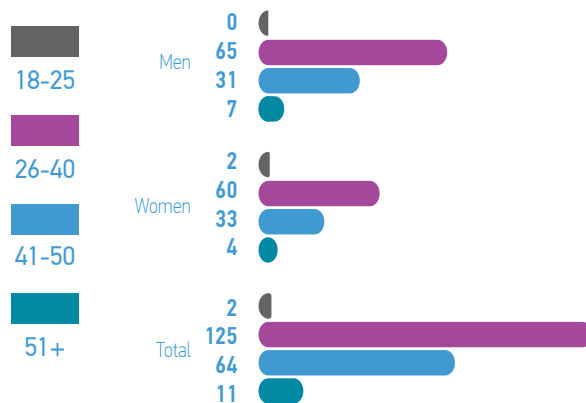


## Human Resources by Geographical Area and Gender



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

## Human Resources by Age and Gender



Kentriki Odos cooperates with temporary employment agencies on a permanent basis to cover its emerging or seasonal needs, such as maternity leaves. The seasonal workers through third parties were 4 women in 2019.

All employees are full-time, and the vast majority of them (195 people) have individual agreements of infinite employment status.

## Human Resources by type of Employment and Employment Contract

Types of Employment and Employment Contract	Men	Women	Total	Percentage
Total staff	103	99	202	100%
Indefinite term employment contract	99	96	195	97%
Definite term employment contract	4	3	7	3%
Full-time employees	103	99	202	100%
Part-time employees	0	0	0	0%
Seasonal workers through third parties	0	4	4	-

### New Employee Hires by Age and Geographical Area

	18-25	26-40	41-50	51+
Attica	0	0	0	0
Fthiotida	0	6	2	0
Karditsa	0	1	1	0
Trikala	0	0	0	0
<b>Total</b>	<b>0</b>	<b>7</b>	<b>3</b>	<b>0</b>

Incoming  
(Total number  
of incoming/total  
employees)

4.95%

### New Employee Hires by Gender and Age

	18-25	26-40	41-50	51+
Men	0	3	2	0
Women	0	4	1	0
<b>Total</b>	<b>0</b>	<b>7</b>	<b>3</b>	<b>0</b>

With the expansion of the E65 motorway and the new parts being delivered to the traffic, the company has recruited a significant number of employees. More specifically, in 2019 10 people were hired. In terms of departures in 2019, there were 9.

### Employee Turnover by Age and Geographical Area

	18-25	26-40	41-50	51+
Attica	0	0	0	0
Fthiotida	0	3	1	0
Karditsa	1	2	0	0
Trikala	0	2	0	0
<b>Total</b>	<b>1</b>	<b>7</b>	<b>1</b>	<b>0</b>

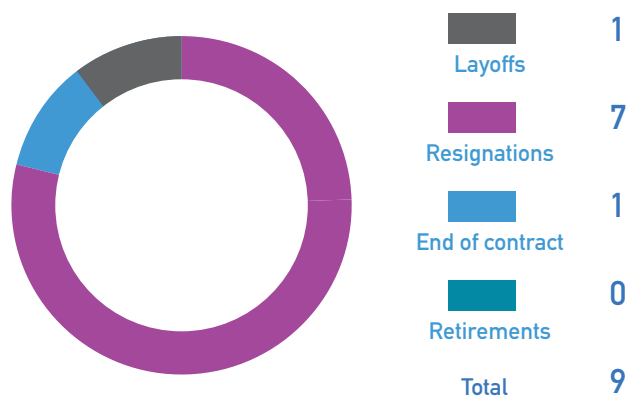
Outgoing  
(Total number  
of outgoing/total  
employees)

4.46%

### Employee Turnover by Gender and Age

	18-25	26-40	41-50	51+
Men	1	2	1	0
Women	0	5	0	0
<b>Total</b>	<b>1</b>	<b>7</b>	<b>1</b>	<b>0</b>

### Turnover Analysis





# Equal Opportunities for All Employees



Kentriki Odos invests in creating and maintaining a human-centric work environment where the protection of rights as well as the protection of equality of opportunities and equity are highlighted by actions such as:

- recruitment and performance review process based on knowledge, skills, and performance according to the company principles
- wages without discrimination on the basis for equal pay for equal work
- strengthening the process of internal communication and informal channels for employees to propose and discuss corporate issues with management representatives, managers, directors, etc.
- encouraging the professional development of employees without discrimination
- adopting an open-door policy as a unique component of our corporate culture

In 2019, there were no incidents of discrimination in the workplace, and no reporting or complaints were made by employees and/or third parties.

## Gender Ratio by Employees Category/Rank

Category/Ranks	Number			%	
	Men	Women	Total	Men	Women
Top Executives	0	0	0	0%	0%
Managers	1	0	1	100%	0%
Administrative Staff	27	20	47	57.4%	42.6%
Labour Staff	75	79	154	48.7%	51.3%
<b>Total</b>	<b>103</b>	<b>99</b>	<b>202</b>	<b>51%</b>	<b>49%</b>





## 6.1 | Talent Development

### Staff Performance Evaluation

To support our growth, we implement an Employee Performance Evaluation Process. This process helps to identify high level employees that have the potential to take a leading role in positions of responsibility in the company. At the same time, we ensure to disseminate our values to all employees and retain their loyalty utilising a strong and clear development approach.

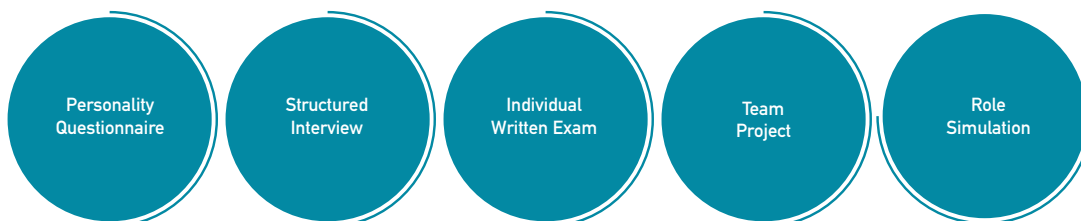
At the end of 2019, the evaluation process for 2018 took place, and was implemented in two phases. First, for the service, operation, traffic management and maintenance staff of the motorways and then for all administrative staff. 173 people were evaluated (Men: 84, Women: 89) out of a total of 202 (85.6% of the staff). The process is carried out and includes all employees apart from some exceptions. Employees who have been employed by the company for less than 4 months as well as persons who are on maternity leave or long-term leave, during the time of the performance evaluation are exempt. In 2019, due to administrative changes, no evaluation of the management staff was carried out..

### Development Centres

At Kentriki Odos we encourage initiative taking, enhance the opportunities for creativity and appreciate innovation. We work hard so that we can remain a creative team that stands out among the companies of our sector. To this end, development centres are the most accurate, objective evaluation method as regards staffing critical positions..

Regarding the development centres' methodology:

- can be immediately implemented in a short period of time and with no exorbitant cost from the part of the company as regards the evaluation of candidates and employees
- leads to proper staffing and succession of employees in critical positions
- encourages the effective creation of personal development schemes within the company



### Investing in Knowledge

Kentriki Odos follows and implements training and development programs with a view to developing the skills of the company's employees. The Human Resources department is responsible for designing and adapting the programs to the needs of the employees. In 2019, more than 30 training and development programs were implemented.

#### Basic Elements covered in the training programs

- Responding to the company's strategy
- Creation of favourable conditions that enhance the professional development of employees
- Managing sensitive and specialized issues and the provision of necessary tools
- Personal development and skills development
- The expectations of each employee
- The development of talented executives

During 2019, 47 employees participated in training and skills development programs, which were divided into 6 general modules. A total of 1,295 hours were devoted to training, with particular emphasis on health and safety issues.

## Employee Training and Skills Development

### Participants



### Training Hours by Human Resources Category

#### Training Hours

#### Average Training Hours

	Men	Women	Total	Men	Women	Total
Managers	0	0	0	0	0	0
Administrative Staff	735.5	345.0	1,080.5	27.24	17.25	22.99
Labour Staff	158.0	56.0	214.0	2.11	0.71	1.39
Total	893.5	401.0	1,294.5	8.67	4.05	6.41

## Number of Postgraduate Programs Financed by the Company 2019 1

Training Hours by Topic	Training Hours	Number of Trainings
Health and Safety	475.5	11
Environmental Issues	15	2
IT/PC Operation/Systems	405	3
Human Resources Management & Leadership	230	6
Technical Issues	26	2
Electromechanical Equipment & Maintenance	143	6
Total	1,294.5	30

Official briefings/training for employees on human rights issues, as well as topics related corruption and corporate governance, have not been included in the educational curriculum yet.

## 6.2 | Additional Benefits

Being aware of the role of employees in meeting its corporate goals, Kentriki Odos takes steps to create an attractive work environment and improve the level of employee satisfaction by offering, in addition to legislatively provided benefits (maternity/paternity leaves), additional benefits, such as:  
For all employees

**Group Insurance (for 201 employees) which includes:**

- Group Insurance (for 201 employees) which includes:
  1. Life and Health Insurance
  2. Immediate medical assistance program

**Depending on the job role and level:**

- Vouchers and productivity bonuses to 151 employees amounting to €26,779.2
- Mobile phones to 42 employees
- Company cars to 10 employees

In the reporting year, 6 female workers received special maternity protection leaves, and all returned to their positions in 2019.

## 6.3 | Health and Safety at Work

All our actions are aimed at achieving a work environment with zero accidents. In this context, the company strictly complies with the applicable provisions of the Greek and European legislations on Health and Safety, using as its implementation tool the Health and Safety Management System (HSMS) which is certified according to the OHSAS 18001: 2007 international standard.

**Objectives of HSMS:**

- the elimination or minimization of risks for employees, motorway users or third parties related to any activity of the company, as well as
- prioritization and development of programs to achieve corporate Health and Safety objectives

In 2019, we implemented a series of initiatives including awareness campaigns, training, security checks and innovative new tools, in all our business structures.

Health and Safety Indices				
Indices	2019	2018	2017	2016
Injury or accident rate of total staff (%)	1.98	0.50	0	1.68
Hours of absence / total work hours (%)	0.03	0.004	0	0.00
Accident frequency indicator	15.41	2.69	0	8.39
Accident severity indicator	43.67	40.35	0.00	0.00
Number of fatal accidents	0	0	0	0
Lost work days due to accident	17	15	0	0
Incidents without days of absence	2	0	0	2
Injury Rate (IR)	2.05	0.54	0.00	1.68
Lost Day Rate (LDR)	8.73	8.07	0.00	0.00
Absence rate (AR)	58.25	100.05	0.00	0.00
Total work accidents	6	1	0	2
Work accidents with days of absence from work	4	1	0	0

**In addition, Kentriki Odos provides:**

- Independent Health and Safety Advisers such as the Safety Officer and Occupational Health Doctor who regularly visit all facilities of the company for the purpose of preventing and protecting employees from all forms of occupational risk
- Free medical examination programs for all employees according to their job position and the risk category as defined in the Occupational Risk Assessment Study
- In the framework of protecting the employees of the motorway maintenance department, the company provides Tetanus, Hepatitis A' and B' vaccinations
- Group Health and Medical Care Program supporting workers and their dependents

**Especially in cases where a serious health issue arises for an employee or for his/her family, the company provides:**

- psychological support by certified psychologists and therapists
- provision of specialized medical care by experts
- purchase of specialized medical equipment
- financial assistance and paid leave during the illness or recovery period

At the same time, the Health and Safety Committee operates as a key liaison between motorway employees and the Health and Safety and Human Resources Divisions. For 2019, the Committee met once and the areas it focused on are listed in the following table.

### Health & Safety Committee

Participants	Focus areas
Quality, Safety & Environment Manager	Personal protective gear
Quality Management Assistant(s)	Committees handling Health and Safety issues in which representatives of the management and the employees participate
Human Resources Manager	Participation of employee representatives in Health and Safety inspections, audits and accident investigations
Recruitment & Development Supervisor	Training and education
Senior EM Project Engineer	Complaint submission system
Traffic Manager	Prerogative to refuse to do unsafe work
Winter Maintenance & Equipment Engineer	Planned inspections
Maintenance & Traffic Management Director	Compliance with the Conventions of the International Labour Organisation (ILO)
Traffic Management Systems Engineer	Settlements or committees to resolve issues
Toll Station Manager	Commitments on standards for performance goals or established practices

It is worth emphasizing that during 2019, a total of 475.5 hours of employee training on Health and Safety were completed and were attended by 47 employees. These training hours were mainly devoted to first aid topics.

### Training on health and safety at work

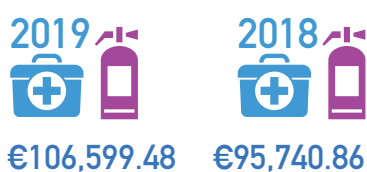
Topic	Training hours	Entries	Training hours /employee
Health & Safety Instructions	168	21	8
First Aid Principles & Instructions	168	21	8
Working Safely at Height	24	3	8
Evacuation of Buildings and Use of Fire Extinguishing Equipment	2.5	1	2.5
Restoring Damages Using Personal Protection Measures	30	6	5
ELOT Standard HD 384 - Electrical Installations Standard Requirements	48	3	16
Installation of Roadside Barriers	35	5	7
<b>Total</b>	<b>475.5</b>	<b>60</b>	<b>-</b>



## Health and Safety Investment Categories

2019 (€)

Certifications (OHSAS 18001:2007, ISO 39001:2012)	2,900
Health and Safety Monitoring Program through internal inspections	10,000
Program for Measurement of Harmful Chemical Agents in Toll Stations	4,000
Measurements of Electromagnetic Radiation and Magnetic Fields at Workplaces	480
Employees Medical Insurance	78,937.31
Occupational Physician/Safety Technician	7,116.70
Pharmacy Expenses/Medical Supplies	3,165.47
<b>Total</b>	<b>106,599.48</b>



## Health and Safety Investments

### Connection to the Sustainable Development Goals and Goal Setting



Topic	2019 Goal	2019 Progress	2020 Goal
Employee training	Total training hours/ total employees>5	Achieved. Total training hours/ total employees: 6.41	Total training hours/ total employees>5
Integrate Corporate Responsibility questions in the employee survey	The next survey is scheduled for the first half of 2019	Completed	The next survey is scheduled for the first half of 2021
Development centres	Further support and development of the employees participating in the development centres	No development centres took place in 2019	Further support and development of the employees participating in the development centres
Health & Safety	Training on Health and Safety for new and existing employees	60 employees participated	Ongoing
	Emergency evacuation drills in all premises	Conducted drills in 5 of the 5 premises	Emergency evacuation drills in all premises
Annual Recertification	Annual Recertification: OHSAS 18001:2007	Completed	Transition to ISO 45001

# 7

## CARING FOR THE ENVIRONMENT

### Primary Sustainable Development Goals



12. RESPONSIBLE CONSUMPTION AND PRODUCTION

12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.

12.8 By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature.



13. 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.

13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.

### Secondary Sustainable Development Goals



3. GOOD HEALTH AND WELL-BEING



6. CLEAN WATER AND SANITATION



7. AFFORDABLE AND CLEAN ENERGY



11. SUSTAINABLE CITIES AND COMMUNITIES



15. LIFE ON LAND



17. PARTNERSHIPS FOR THE GOALS

In 2019 in Kentriki Odos:

1<sup>st</sup> year of operation  
of the Air Pollution Monitoring Station

107 environmental audits  
were conducted

9,089 kg of materials  
were recycled

Kentriki Odos is aware of the impact of the project on the natural environment, recognizes the degree of this impact and measures it. That is why it designs and implements an integrated strategy with the aim of fully harmonizing the motorways with the natural environment.

At the same time, it manages with modern means, the reduction of environmental impacts and climate change mitigation. It goes without saying that it strictly enforces the environmental legislation in the full range of its activities and often goes beyond it.

Kentriki Odos plans awareness campaigns for its employees and partners to ensure a full understanding of the relationship between proper motorway operation and climate change phenomena. Taking into account the ever-increasing severity of weather phenomena, the company places special emphasis on invasive maintenance work, infrastructure inspections and traffic congestion management.

It is worth noting that the impact of climate change and the severity of weather phenomena affect the operation of the road network and increase the need for invasive maintenance work, infrastructure inspections and traffic congestion management.

At the same time, the impact of climate change implies temporary suspension of the operation of the toll stations with negative financial projections, as well as damaging consequences for the company in case of accidents.

## Environmental Policy and Management | 7.1



The company's environmental policy is based on six areas: renewable energy and energy performance, design for low carbon emissions, new digital applications, traffic noise, biodiversity and waste management.

For the implementation of this policy, we rely on our business know-how and the continuous cooperation with the Department of Quality, Health & Safety and Environment. The Heads of Departments are responsible for the cooperation with the Department of Quality, Health & Safety and Environment in order to identify and re-evaluate the environmental aspects and impact of the activities in their area of responsibility, at regular intervals, while the Chief Executive Officer is responsible for approving this process.

All our business lines and our employees each play a role in the transition to a low carbon economy, while we conduct information, awareness and best practice campaigns.

### **At the same time, in our effort to safeguard a sustainable future, we carry out:**

- internal inspections for compliance with the Approved Environmental Terms
- environmental risk assessment and preparation of action plans
- annual traffic noise recording program
- annual program of air pollution measurements using permanently installed stations along the infrastructure
- regular briefings to employees on environmental issues
- submission of proposals and suggestions through special reports
- preparation of an annual and semi-annual report on compliance with the Approved Environmental Terms and other commitments for the protection of the environment in order to identify the points where the desired objectives have not been met

#### **The Environmental Management System of Kentriki Odos according to the ISO 14001:2015 international standard entails the following:**

- monitoring of compliance with the environmental legislation
- monthly inspection program timeline for the implementation of the environmental terms
- monitoring to guarantee achieving the environmental goals
- wide range recycling program
- careful environmental aspect and impact study
- material and waste management program

During 2019, 107 environmental audits were conducted at the Kentriki Odos facilities.

### Training on Environmental Issues

Topic	Training hours	Entries	Training hours employee
Environmental Management in the Concession Project (Environmental Terms, Actions, Measures and Monitoring)	15	6	2.5

## 7.2 | Impacts from our Operation

The process for the identification and recording of environmental issues and impacts, requires the study and approval of environmental terms and other environmental studies and elements of the Concession project, taking into account the operations of the company in both the normal and irregular operating conditions of the motorways. The process records, identifies and quantifies the environmental impact mainly in the following sectors:

- air pollution
- pollution of water recipients
- solid waste / solid waste management
- soil pollution / landscape deterioration
- supplies and natural resources
- dealing with emergencies
- other environmental and social issues

## Energy and Fuel Consumption

The main energy source used for heating and cooling our buildings and our facilities continues to be electricity.

Energy Consumption (KWh)	2019	2018	2017
Electric energy for road lighting and buildings	9,950,873.20	9,431,888.1	6,150,200.3
Solar energy (for ERTs and irrigation)	5,850.96	5,251.27	-

Diesel fuel is consumed by the company's car fleet as part of the standards operational activities

	2019		2018		2017	
Fuel (Litres)	Kentriki Odos	Subcontractors	Kentriki Odos	Subcontractors	Kentriki Odos	Subcontractors
Gasoline	-	7,893.83	-	3,292.19	1,730.1	15,682.7
Diesel (Fleet)	211,080.4	330,003.58	191,997.3	198,348.75	105,678.1	409,099.8
LPG	-	39,470	-	-	-	111,000

## Raw Materials and Equipment

For the optimum management of raw materials, the utilisation of equipment as well as the preservation, protection and saving of natural resources, Kentriki Odos strictly adheres to the provisions of the Authorised Environmental Terms of the Concession Project. In particular, the company implements responsible management of natural resources, in such a way that it does not affect their availability and maintains the appropriate balance between resources and living organisms in the environment.

The necessary requirements for the conservation, protection and saving of natural resources, in all phases of the Concession project (design, construction, operation and maintenance), have been detailed in the environmental licensing of the project and are described as the "Approved Environmental Terms of the Concession Project". Therefore, they are an integral part of the Concession Agreement and the Concessionaire's commitment.

The main categories of raw materials and equipment necessary for our operation are presented in the following table.

Use of Raw Materials and Supplies							
Categories of raw materials and supplies	2019			2018		2017	
	Material (Kg)	Kentriki Odos	Subcontractors	Kentriki Odos	Subcontractors	Kentriki Odos	Subcontractors
Raw Materials	Salt	-	5,721,290	-	3,179,210	-	1,511,762.4
	Sawdust	255	-	950	-	900	-
	Printing paper	1,755	98.5	3,506.20	125	1,252.5	50
	Paper (paper thermal rolls)	6,402	-	9,051	-	1,728.7	-
	Ink/Toners (pcs)	63	-	36	-	32	-
The printing paper we use is environmentally friendly and is produced using an internationally certified process.							

## Water Management

Aiming at efficient water management and savings, we implement a number of measures such as:

- in-depth audits for zero water loss and leakages
- implementation of a water pump operation program for recycling (covering irrigation needs, cleaning of the surrounding area and firefighting) and controlled watering of the greenery within the borders of the Concession project
- cooperation with an ISO 14001:2004 certified subcontractor for planting and maintenance of greenery at the Kentriki Odos facilities and along the motorway
- installing state-of-the-art equipment for controlled water consumption in all parking and sanitary facilities of the Motorist Service Stations of the motorway
- reuse of treated wastewater from the Motorist Service Stations biological treatment plants.



Water Consumption (m³)	2019		2018		2017	
	Kentriki Odos	Subcontractors	Kentriki Odos	Subcontractors	Kentriki Odos	Subcontractors
Water Consumption (Buildings & Facilities – EYDAP)	6,623	-	3,772	-	1,268	-
Drinking water (bottles)	28.25	4.49	29.46	5.71	32.55	0.63
Water from other sources (from drilling)	255,000	-	180,000	-	20	-

In the parking areas of the A.Th.E. motorway and the E65 motorway section in operation, as well as in the toilet areas of the Kentriki Odos Motorist Service Stations, we have installed automatic taps to minimise excess water flow. Also, in the specific Motorist Service Station, we plan to reuse the treated wastewater of the biological treatment units for irrigation, cleaning of the surrounding area and firefighting.

## Waste Management

Kentriki Odos complies with the legislation in force and records with objectivity and transparency its annual Waste Producer Report regarding its activities that submits to the Hellenic Waste Management Registry of the Greek Ministry of Environment and Energy with all data that documents the disposal method of its waste.

The Kentriki Odos materials and quantities mentioned on the table 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.

		2019		2018		2017	
Waste Management	Material	Kentriki Odos	Subcontractors	Kentriki Odos	Subcontractors	Kentriki Odos	Subcontractors
Raw materials	Iron and steel (barriers, signs) (Kg)	-	48,870	-	21,500	-	31,850
	Plastic (barriers, signs) (Kg)	-	-	-	-	-	-
Semi-manufactured goods or parts	Lightbulbs (Kg)	60	-	50	-	20	-
	Mixed batteries (Kg)	16	-	11	-	-	-
	Batteries (Lead -Acid) (Kg)	-	-	381.2	-	2,805	-
	Batteries (Ni-Cd) (Kg)	-	-	2,300	-	-	-
	Spare parts (cables) (Kg)	340	-	-	-	17	-
	Computers / Electrical Appliances / Equipment (Kg)	388	-	480	-	63	-
	Tires (Kg)	1,219	2,000	1,942	-	1,410	-
Mixed waste	Engine gear box an lubrication oils (Lt)	1,019	1,471.60	867	474.75	395	984.36
	Animal tissue waste (Road Kill) (Kg)	-	-	-	-	-	-
	Mixed municipa waste (Kg)	-	130,930	-	129,254	-	92,901
Other waste	Cuts residues (kg)	-	24,000	-	19,500	-	36,000

Kentriki Odos does not import, export or process waste that is deemed hazardous. Moreover, its operational procedures forbid dumping liquid waste in water bodies and warn against leaks or spills that have an impact on the environment.

## Greenhouse Gas Emissions

For the fourth year in a row, Kentriki Odos conducted its carbon footprint study, taking into account direct and indirect greenhouse gas emissions.

More specifically, in 2019, the total emissions for the emissions scope 1 and 2 amounted to **6,131.4** tonnes of CO<sub>2</sub> equivalent.

Emission Sources CO <sub>2</sub>	Total CO <sub>2</sub> Emissions (tn)			
	2019	2018	2017	
Direct emissions* from fuel consumption from own fleet (scope 1)	563.2	512.2	251.9	<p><b>*Direct emissions sources for Kentriki Odos:</b> fuel consumption (diesel, gasoline) from own fleet (scope 1)</p> <p><b>**Indirect electricity sources for Kentriki Odos:</b> third-party electricity purchase, which serves all the company's operations (buildings, toll stations, road lighting).</p> <p><b>Emission factors:</b>            Diesel*: 0,002668 tCO<sub>2</sub>/l            Electric energy**: 0,577 tCO<sub>2</sub>/MWh</p> <p>* Revised IPCC Guidelines for National Greenhouse Gas Inventories. IPCC (2006)            ** European Residual Mixes 2019. Association of Issuing Bodies (AIB).</p>
Indirect emissions** from electricity consumption (scope 2)	5,568.2	5,744.0	4,186.5	
<b>Total</b>	<b>6,131.4</b>	<b>6,256.2</b>	<b>4,438.3</b>	



CO<sub>2</sub> Emissions Intensity 2019= 6,131.4/ 202= 30.35 tCO<sub>2</sub>/ employee

CO<sub>2</sub> Emissions Intensity 2019= 6,131.4/ 231= 26.54 tCO<sub>2</sub>/ motorway km

In order to reduce our carbon footprint, the following measures are taken:

- we organize eco-driving trainings, and we train our drivers on speed limits and use of new technologies
- we use the power fleet software through which we can control at any time the data of each vehicle (such as when vehicle service was last performed, timetable, certified garages), thereby reducing the environmental impact due to any possible mechanical malfunction.

According to the environmental conditions and the relevant approvals, an Air Pollution Measurement Station was installed in the Makrychori - Kalampaka section of the E65 motorway. The station is located in the Geographical Unit of Sofades at the entrance of the adjacent Motor Service Station. The station commenced its pilot operation stage on 15/3/2019.

Air Pollution Measurements	Average Annual Rates 2019 Sofades	Limits
NO <sub>2</sub>	2.88	40 µg/m <sup>3</sup>
C <sub>6</sub> H <sub>6</sub> (benzene)	0.3	5 µg/m <sup>3</sup>
CO	0.16	There was no exceeding the maximum daily eight-hour rate (10 mg / m <sup>3</sup> ) at any station 125 µg / m <sup>3</sup> average daily value should not be exceeded more than 3 times per year
SO <sub>2</sub>	2.3	
Particulate matters PM <sub>2,5</sub>	12.76	
Particulate matters PM <sub>10</sub>	19.91	
		25 µg/m <sup>3</sup>
		40 µg/m <sup>3</sup>

At A.Th.E., the Freon types used in our equipment are R410A and R407C. These types are not labelled in (EC) Regulation no. 1005/2009 as substances that deplete the ozone layer. The R6510A refrigerant is used in E65, where, according to ASHRAE, it is of low to no toxicity, non-flammable and does not destroy the ozone layer, according to (EC) Regulation no. 1005/2009.

	2019		2018	
Kentriki Odos Vehicles	Own	Leased	Own	Leased
Corporate vehicles	15	22	15	20
Kilometres covered	1,950,487	791,620	1,522,781	710,225

Corporate Fleet Data	Total Kentriki Odos	A.Th.E.	E65
Patrol vehicles	11	6	5
Kilometres covered by patrol vehicles	1,590,275	982,608	607,667
Intervention teams' vehicles	10	4	6
Kilometres covered by intervention teams' vehicles	360,212	111,960	248,252
Corporate fleet vehicles	21	10	11
Kilometres covered by the corporate fleet	1,950,487	1,094,568	855,919



## Managing Road Traffic Noise

Our annual Road Traffic Noise Monitoring Program allows us to cater for the areas adjacent to the motorways that are exposed to different noise levels. In 2019, noise measurements were carried out in noise sensitive locations that have been approved by the competent public agency. The noise measurements are carried out in collaboration with the Laboratory of Environmental Acoustics of Transportation Works of the Department of Civil Engineering, University of Thessaly.

The noise measurements for the Monitoring Program that took place were:

- 9 24-hour noise measurements at the [A.Th.E. Motorway, Skarfia-Raches Section](#)
- 7 24-hour noise measurements at the [E65 Motorway, Xyniada-Trikala Section](#)

According to the results of the annual Road Traffic Noise Monitoring program in 2019, no exceedance of the permissible noise levels was observed, therefore it was not deemed necessary to conduct a special study on noise protection barriers nor were additional noise prevention measures required to be taken.



In order to protect biodiversity in the areas around its motorways of responsibility, Kentriki Odos is taking measures to avoid or mitigate its environmental impact. In addition, the company shares this experience with all its stakeholders in order to develop collective knowledge about climate change.

### Biodiversity Protection Measures

- 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 following table lists the nature conservation areas through which the motorways pass or are adjacent to. From the planning stage of the Concession project until 2019, no incidents have been recorded with negative effects on these areas.

Section	Natura 2000 Area
Skarfia - Thermopyles	Spercheios valley and estuary – Maliakos Bay (GR2440002)
Thermopyles - Spercheios (apart from the bridge that is under construction by ERGOSE)	Spercheios valley and estuary – Maliakos Bay (GR2440002) Lower Course and estuary of Spercheios River (GR2440005)
Spercheios – I/C Aghia Paraskevi	Spercheios valley and estuary – Maliakos Bay (GR2440002)
I/C Aghia Paraskevi – I/C Aghia Marina	Spercheios valley and estuary – Maliakos Bay (GR2440002) The karst springs of Ag. Paraskevi are located 250m away from the project, which are the main habitat of Pungitius Hellenicus, the rare and protected fish P.D.67/81. Sensitive environmental element of the area is the stork colony in the area between the settlements of Ag. Paraskevi and Megali Vrysi.

The company applies the applicably environmental terms related to biodiversity and fauna protection. This is achieved through a series of measures. Indicatively and not restrictively, the following are mentioned:

- fauna passages
- plantings with native species
- maintenance and increase of greenery in motorways
- fencing maintenance, as well as improvement (e.g., height increase) where necessary

In 2019, it was decided that the recipient of the excess of tertiary treated municipal, non-hazardous, wastewater of the wastewater treatment installation at the Motorist Service Area at Sofades will be the Sofaditis or Onochonos river. This water body is not a habitat of high biodiversity value and is not governed by any protection regime. In any case, the municipal wastewater of Motorist Service Area undergoes tertiary biological treatment and is discharged to the recipient after disinfection.



## Recycling System

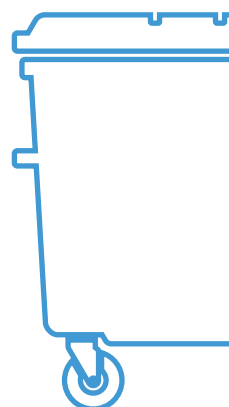
The Boosting Recycling Initiative is a project to redesign the recycling system in order to improve recycling (a) by achieving a higher percentage of diversion of materials from mixed waste; (b) by including new flows of recyclable materials and (c) gradually cover the entire concession project.

By continuing in 2019 the implementation of the Boosting Recycling Initiative, we managed to recycle 9,089 kg of materials, while the expansion of the recycling system for motorway users was completed with the installation of bins for recycling plastic, glass, aluminium, tins and paper at all parking areas with toilets along the motorways.

### Specifically:

The number of bins (units) placed according to the provisions of the new system (the placement of the bins started at the end of 2018 and was completed in 2019) are as follows:

- bins for recycling batteries: 7
- Pb battery bins: 2
- waste bins for Electrical and Electronic Equipment: 7
- bins for recycling lamps: 7
- 20 litre blue office trash bins: 20
- 20 litre yellow office trash bins: 20
- 660 litre blue bins: 18
- 1,100 litre yellow bins: 8



The "Boosting Recycling Initiative" concerns electromechanical equipment, batteries and recyclable materials.

**Scope:** All toll stations, Tunnel Management Centres, Traffic Management Centres, Customer Care Call Centres, Motorist Service Stations and parking spaces with toilets on all motorways Kentriki Odos is responsible for.

### Recycling across company's facilities



Recycling (kg)	2019		
	Total Kentriki Odos	A.Th.E.	E65
Paper	3,489	3,140	349
Packaging (Plastic, glass, aluminium, tinplate)	5,600	5,040	560
<b>Total</b>	<b>9,089</b>	<b>8,180</b>	<b>909</b>



## Investing in Environment Protection | 7.3



Our interest in environmental protection is also reflected in the annual provision of funds in order to implement our environmental policy. The total environmental expenditure for 2019 amounted to approximately €220,140 with 83% of this being invested in the protection and maintenance of greenery. Specifically:

Environmental Protection Projects	Investment (€)
Protection and maintenance of green spaces	183,267
Environmental Studies (MPE, TEPEM, Recycling Studies, Approval of Environmental Terms, Environmental Licensing of Escorting projects and activities, etc)	7,850 2,500
Traffic Noise Monitoring Program	19,160
Environmental consultants and staff for monitoring the application of Environmental Terms	920
Equipment for air pollution monitoring	4,781
Operation of atmospheric pollution and meteorological data stations	1,600
Certifications	62
<b>Environmental education and training</b>	<b>220,140</b>





## 7.4 | Awareness Actions for the Protection of the Environment

In Kentriki Odos, we pay special attention to raising the awareness of everyone in our sphere of influence (employees, drivers/users of the motorways, residents of areas adjacent to the motorway, etc.).

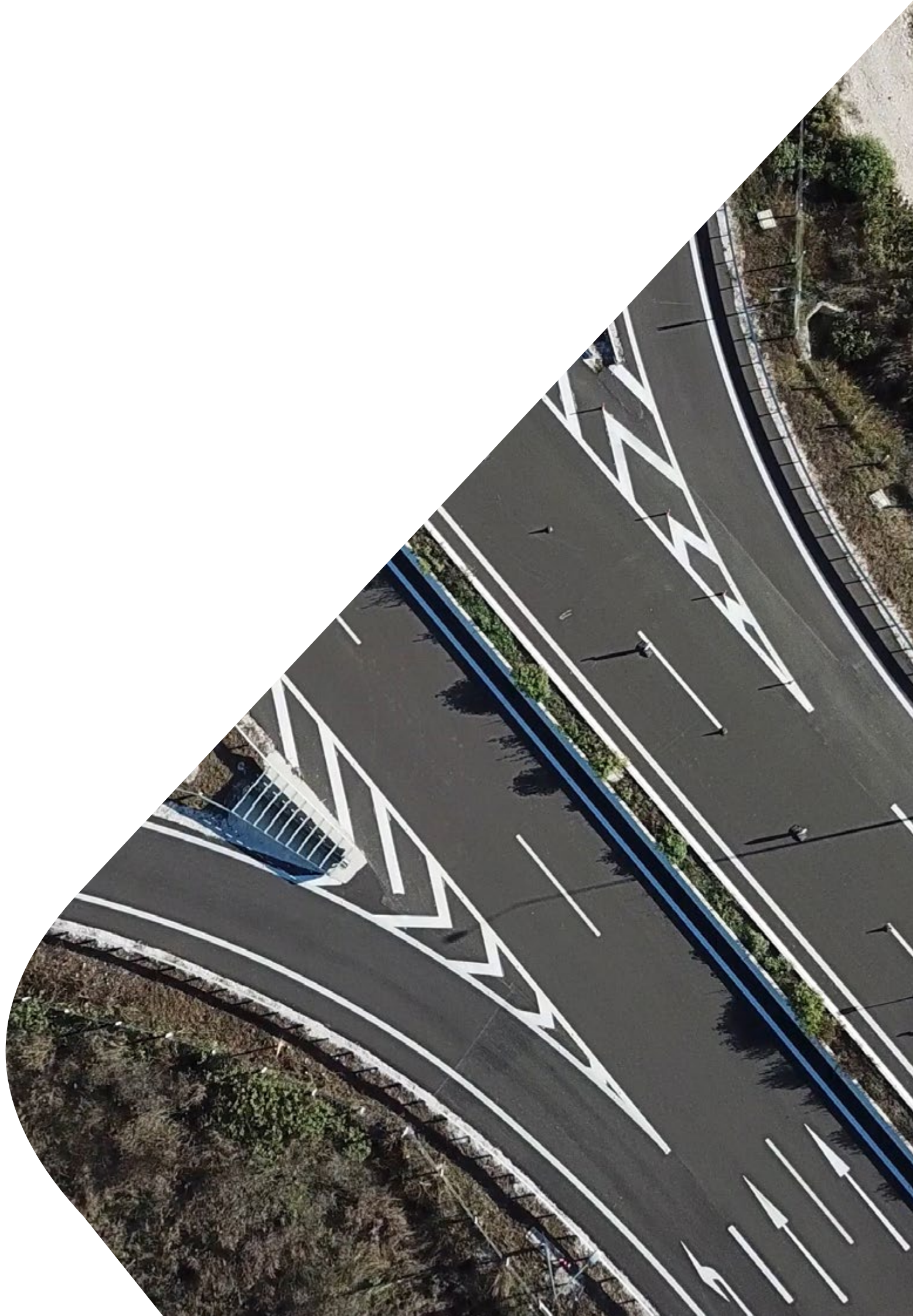
As part of the internal actions for redesigning the recycling system, printed instructions for material recycling and waste management were sent electronically to the heads of recycling at all corporate facilities so that they could be posted in public areas. In addition, recycling tips were sent by email to the recycling heads and all the staff of the Nea Erythraia Administration building in order to recycle correctly and efficiently.

### Connection to the Sustainable Development Goals and Goal Setting



Topic	2019 Goal	2019 Progress	2020 Goal
Annual Recertification	Annual Recertification: ISO 14001:2015	Completed	Annual Recertification: ISO 14001:2015
Measurement of CO <sub>2</sub> emissions (Offices)	Measurement of CO <sub>2</sub> emissions (Offices)	Completed	Measurement of CO <sub>2</sub> emissions (Offices)
Operation and maintenance activities	Zero fines	Achieved	Zero fines
Recycling	Restructure and expansion of the recycling program to cover parking lots with WC facilities across the motorway	Completion of restructuring and introduction of the Boosting Recycling Initiative	
Environmental protection	Average number of audited premises per month to be over 10	27 audited premises per month on average (include both Nea Odos and Kentriki Odos)	Average number of audited premises per month to be over 10





## 8

## COLLABORATION WITH LOCAL COMMUNITIES AND SOCIAL CONTRIBUTION

### Primary Sustainable Development Goals



17. PARTNERSHIPS  
FOR THE GOALS

17.17 Encourage and promote effective public, public private and civil society partnerships, building on the experience and resourcing strategies of partnerships.

### Secondary Sustainable Development Goals



1. NO POVERTY



3. GOOD HEALTH  
AND WELL-BEING



4. QUALITY  
EDUCATION



11. SUSTAINABLE  
CITIES AND  
COMMUNITIES



16. PEACE, JUSTICE AND  
STRONG INSTITUTIONS

In 2019 Kentriki Odos:  
granted 43,852 free passes  
for disabled vehicles

invested €95,791  
in social initiatives and strategies

invested €92,852  
in "Proodos" campaign

## 8.1 | Our Contribution to Social Development

The values of Kentriki Odos are human-centred and focus on value creation; they are an integral part of our corporate culture and philosophy. Our contribution to local communities is strengthened every year, as we constantly enrich and enhance our long-term programs and actions. Our initiatives focus on the social and economic development of the local communities adjacent to the motorway. In this context,

**in 2019, our "social product" amounted to €25,118.90 thousand.**  
**More specifically:**

Annual contribution to Social Development - Social Product (in th. €)	2019	2018	2017
Payments to suppliers (except materials and intercompany transactions)	10,021.02	9,691.04	8,545.15
Employee salaries and benefits (including insurance contributions)	4,169.63	3,892.14	2,511.74
Payments to providers of capital	10,725.49	12,621.27	11,108.92
In-kind support, financial support and donations (including Corporate Social Responsibility structures)	202.76	117.52	115.67
<b>Total "Social Product"</b>	<b>25,118.90</b>	<b>26,321.97</b>	<b>22,281.48</b>

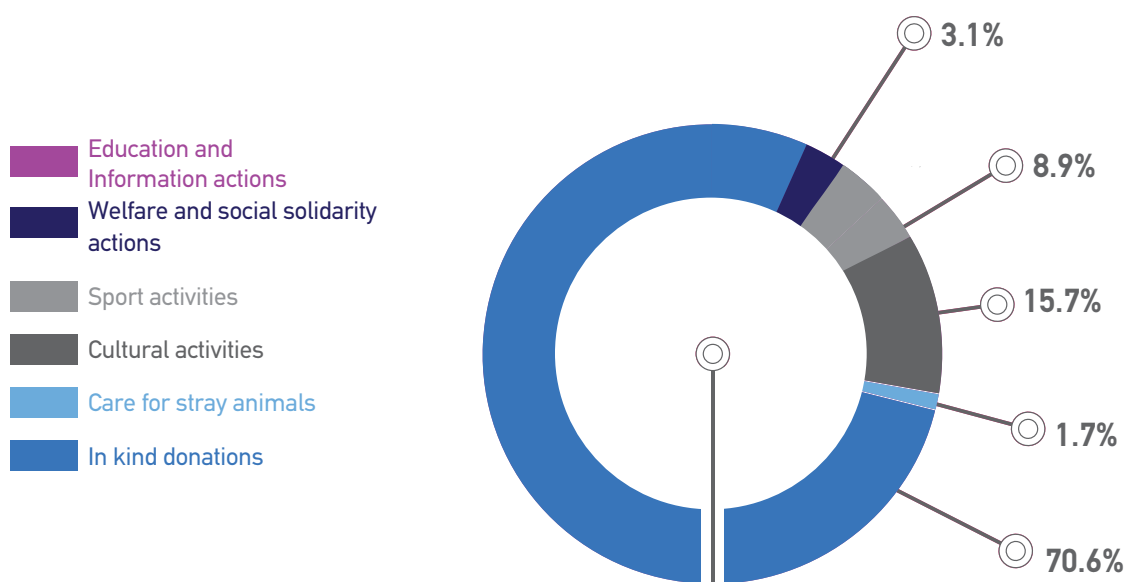
## Our Investment | 8.2

We contribute to the sustainability of local communities by supporting local initiatives and investing in 2019 almost €100,000 to meet the needs of the following sectors:

- Social solidarity activities
- Sports activities
- Cultural activities
- Stray animals
- In-kind donations

**More specifically, our total investment in our priority pillars amounted to €95,791.73 (compared to €117,519.4 in 2018).**

Our investment in educational and awareness raising activities that were implemented in 2019 was included in the 2018 budget. For this reason, the relevant graph does not show the financial investment in educational and awareness raising activities for road safety, although educational actions were implemented in 2019.





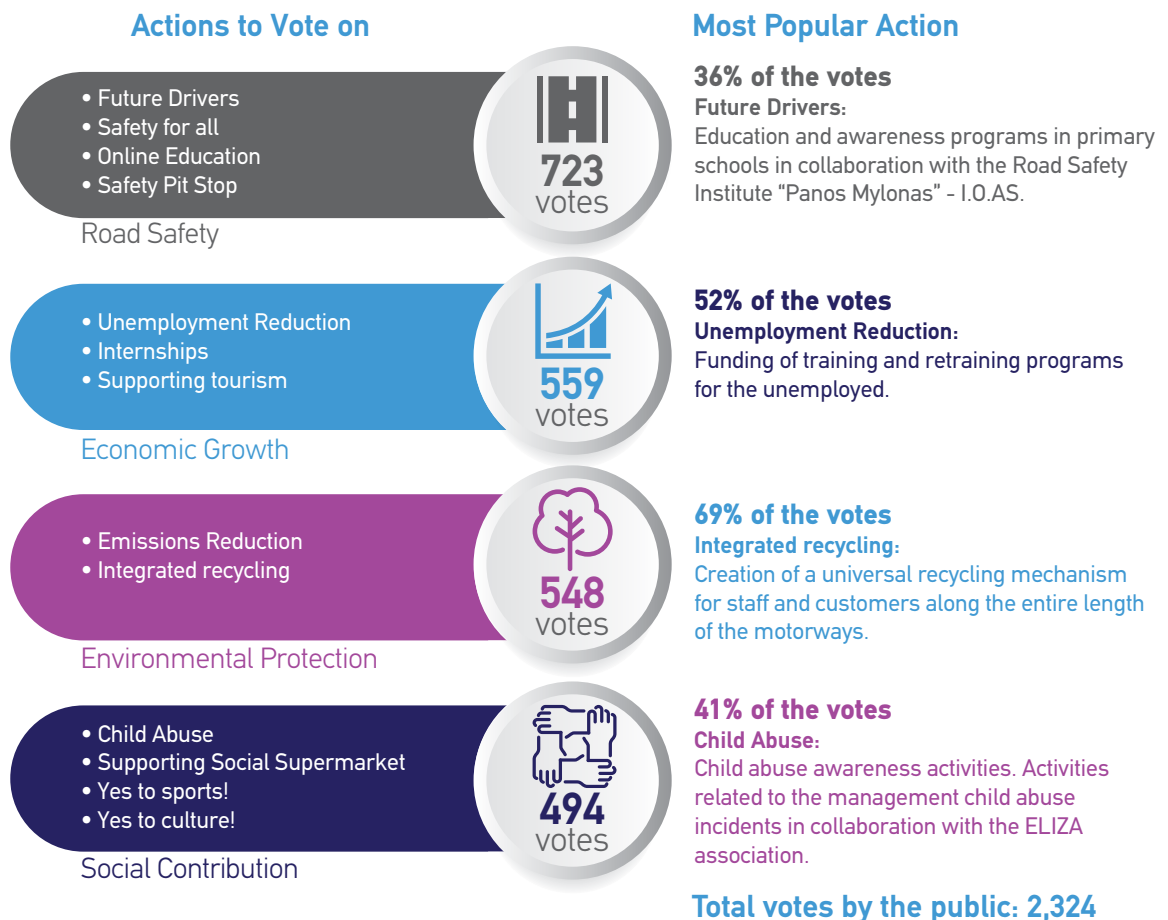


## 8.3 | The “Proodos” Campaign

In 2019, Kentriki Odos designed and implemented the “Proodos” Campaign (“Progress” Campaign). This is a nationwide awareness raising campaign, which was broadcast on radios and websites of local and national interest, as well as in the Sunday press. The aim of this initiative was to provide the general public with comprehensive and in depth information on the priorities, performance and outcomes of our Corporate Responsibility pillars. However, the key focus of the campaign was to strengthen the communication channels with the stakeholders and to provide the opportunity for them to select strategic Corporate Responsibility activities which we will implement as part of our strategy.

The campaign took place in two stages. During the first stage, priority was given to information dissemination, with the key message “Kentriki Odos means progress” and with reference to key figures/numbers regarding Kentriki Odos’ contribution to the environment, economy, people and society. In the second half of 2019, the second stage was implemented with the message “Lead the progress with one click”, giving the opportunity to the public to choose, from a series of initiatives, those that they considered important in order for us to implementy.

**Our investment to the “Proodos” Campaign amounted to €92,852.**



## Road Safety Educational and Awareness Activities | 8.4

### Cycling Safely

The “**Cycling Safely**” program aims at shaping the road driving culture and behaviour of children that will define their mentality and behaviour as adults. The program has been approved by the Ministry of Education and the Institute of Educational Policy, and it is always implemented with the cooperation of the competent Directorates of Primary Education.

During the educational program (February 2019) a total of 362 students were trained, from in 13 school departments from 3 prefectures of Greece (Fthiotida, Trikala, Karditsa).

During the educational program (February 2019)  
the following students were trained:



\*prefectures: Fthiotida, Trikala, Karditsa

Evaluation of the collaboration with the “Panos Mylonas” Road Safety Institute (IOAS) by the heads of school units



Quality of Education

Overall Program

Response

## Welfare and Social Solidarity Activities

Many of the initiatives we implement are centred around social solidarity and are an important element of our strategic approach to Corporate Responsibility. In this context, every year we support associations and organizations that provide services for the benefit of vulnerable social groups, in areas adjacent to the motorways.

In 2019 we supported the actions of the following organizations:

- Social Grocery Store of Trikala
- Social Grocery Store of Karditsa
- MDA Hellas - Angelos Raphael

## Sports Activities

The support of Kentriki Odos is constant as regards actions that strengthen the athletic spirit, and initiatives that promote local sport clubs. In 2019, we supported the following sports associations:

- The Hellenic Paralympic Committee
- The Molos Football Academy
- The Falara Styliada Sports Association

## Cultural Activities

In the context of our cultural activities, we take care of the protection of our cultural heritage and we cooperate on a regular basis with organizations and associations that aim at the protection and promotion of Greek culture monuments. In 2019, we, as corporate members, supported the Diazoma Association, in line with our strategic goal for the harmonious integration of motorways into the natural environment and for leveraging the development potential of the local regions.

## Taking Care of Stray Animals

Having as its basic priority the safe, and smooth traffic flow, Kentriki Odos has installed and now manages and maintains a fencing along the entire motorway, with special wire netting, for the protection of both animals and drivers.

In 2019, the company intensified its efforts to collect and manage stray animals. In particular, 10 stray animals were collected and were hosted in a specially constructed area before being collected by the Animal Welfare Society.

In collaboration with the Animal Welfare Society, Kentriki Odos provided vet care and tests that included Kalaazar tests, Ehrlichia and scabies treatments, anti-rabies vaccinations, orthopaedic surgeries/minor surgeries, x-rays, neutering, checking/implanting tracking chips and covered the medical expenses. Two puppies have now been adopted.

**Our total investment in 2019 amounted to €1,643**

## In-Kind Donations



Kentriki Odos, in 2019 inclusive, supported people with special needs by offering toll free passes for special needs vehicles.

**Our investment for this period increased by 23%**

Evident Support for the Disabled	2019			2018	2017
	Total Kentriki Odos	A.Th.E.	E65	Total Kentriki Odos	Total Kentriki Odos
Free of charge passes of special needs vehicles	43,852	37,978	5,874	40,154	31,620
Investment (€)	67,281.13	54,722.02	12,559.11	61,611.45	56,097.1

### Other passes offered:

In 2019, Kentriki Odos offered a total of 146 toll free passes (an investment worth €368) for vehicles of organisations conducting social work. Specifically, the company supported the:

- "The Smile of the Child" organization
- selected Special Missions Team
- staff of the "ACHILLOPOULIO" General Hospital of Volos





## 8.5 | Corporate Social Responsibility Structures

At Kentriki Odos, we endeavour to function as a corporate citizen with a social conscience and to incorporate in our operation the improvements proposed by our stakeholders.

In 2019, we invested almost € 107,000 with the aim of:

- improving our internal structures
- strengthening our participation in international organizations and educational conferences
- implementing targeted communication activities in order to improve communication with stakeholders and complete the "Proodos" campaign

### Investing in Strengthening Corporate Social Responsibility stment (€)

**2019**

Corporate Strategy	10,250.00
Participations and Collaborations	2,612.90
Communication and "Proodos" campaign	94,102.00
<b>Total</b>	<b>106,964.90</b>



## 8.6 | Ethics and Corporate Communications

The Public Relations & Marketing Division, in collaboration with the Legal Department of Kentriki Odos, ensures the quality and proper communication of the road network messages we post and of our advertising in order to minimize possible misleading messages and/or stereotypes, which might offend the motorway drivers and our partners.

Moreover, the rules of professional ethics and ethical behaviour are observed through the Code of Ethics and Conduct, which was validated during the development of this Report. We also incorporate changes in current legislation and implement the best communication and promotion practices. In addition, we follow the provisions of the Greek Advertising - Communication Code of the Communication Control Council (SEE) and the responsible communication and marketing practices we apply ensure the validity of the communication material disseminated to the public.

The complete, valid and responsible information we provide demonstrates our commitment to meet the needs of those who choose to use the motorways that we operate, maintain and manage. We pay special attention to the timely and responsible information shared with the drivers about possible problems due to weather conditions. In this context, we follow the specifications of the Good Practice Guide for Easy-to-Read Dynamic and Permanent Signs and Displays (2018). In 2019, no incidents of non-compliance with the regulations and voluntary codes regarding Marketing, advertising, service promotion and sponsorship services were recorded.



Connection  
to the Sustainable  
Development Goals  
and Goal Setting



Topic	2019 Goal	2019 Progress	2020 Goal
Blood bank	Repeat blood collection drives	2 blood collection drives took place in 2019	Repeat blood collection drives
Stray animal management	Maintain and strengthen collaboration with the Greek animal welfare society	Ongoing	Maintain and strengthen
Strengthening partnerships	Continuous support of initiatives in the social sphere at local and national level	Ongoing	collaboration with the Greek animal welfare society
E-Learning platform dedicated to Road Safety	Initiate the content development of the platform in order to pilot in 2020	Goal moved to 2020	



The Kentriki Odos Corporate Responsibility Report for 2019 is the company's 5th Annual Report. It covers the period from 1/1/2019 to 31/12/2019 and focuses on all the key topics that the company has identified.

The Report focuses on all the material aspects that the company has recognized and manages. It presents the social, environmental and economic challenges that the company faces, the way in which it meets its current challenges and goals for the future. The company is committed to communicating its non-financial performance through the Corporate Responsibility Report on an annual basis.

### Report Structure

The text of the Report is based on the strategic priorities identified by the company. It covers the 5 pillars of Corporate Responsibility which are the focus of the Kentriki Odos strategy and activities:

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

Our 5<sup>th</sup> Report is a continuation of the effort we started in 2015 with the publication of our first Report and aims to present and communicate the Corporate Responsibility strategy, its implementation and results. The Report has now become a dialogue platform that allows us to communicate with our stakeholders in a systematic, transparent and structured way and to set out our priorities, risks, opportunities and plans for the future. The 2019 Corporate Responsibility Report is available on the company website (<https://www.kentrikiodos.gr>) and more specifically in the Corporate Social Responsibility section.

### International Standards

This report has been prepared in accordance with the GRI Standards: Core option.

### Clarifications:

#### Report Scope

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.

#### Accidents

The number of accidents excludes accidents involving seasonal employees who operate through an external company providing personnel and payroll services. We do not record data on absenteeism.

#### 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, E/M facilities maintenance, etc.). Changes observed in relation to 2018 are due to the completion of construction projects

The remaining related suppliers focus on the maintenance and operation of the motorway (power supply, E/M facilities maintenance, etc.). International suppliers also include some of the related parties. 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 2019 report we proceeded 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 standard of verification ISAE 3000.

## Financial Information

The Concessionaire's share capital is wholly owned (100%) by "GEK TERNA HOLDING REAL ESTATE CONSTRUCTION S.A."

The financial statements for the year ended December 31st, 2019 are the third prepared by the company in accordance with the IFRS due to the acquisition of control by the parent company GEK TERNA S.A. Information on the adjustments made during the transition from GAC to IFRS is presented in the Company's Financial Statements. Salaries and employees' benefits include employer contributions.

Payments to the capital providers have been interpreted as interest payments to banks for loans taken and repaid. The company in accordance with article 2 of N. 4308/2014 is considered to be a medium enterprise.

## Support

The 2019 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:** Nikos Katapodis, Eygenia Soufi, Konstantinos Sideris, Foteini Lamprou, Natalia Manara, Giannis Marinopoulos, Gerasimos Monokrousos, Eleni Nianiou, Anastasia Pnevmatikou, Panagiota Stasinou, Panagiota Tsousi, Giorgos Mavrikos, Eleni Kordolaimi, Tania Plataniataki, Natali Kedikoglou, Katerina Katexi, Christina Nikolaou, Maria Zografini, Mixalis Lagoudakis, Magdalini Mparouxou, Giannis Sioutis, Stelios Simopoulos, Panagiotis Galanopoulos, Giannis Orfanotis, Natalia Dasiou, Christos Bakaras, Sofia Papageorgiou, Nikos Gotsoulis, Anastasia Strouza and Antigoni Kazaneli.

## Contact Point

You can contact us for comments, questions or suggestions.

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For the SDG Mapping Service, GRI Services reviewed that the disclosures included in the content index are appropriately mapped against the SDGs.  
The service was performed on the Greek version of the report.











































GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION	SDG LINKAGE TO DISCLOSURE
GRI 101: Foundation 2016				
GENERAL DISCLOSURES				
<b>Organisational Profile</b>				
GRI 102: General Disclosures 2016	102-1 Name of the organization	14		
	102-2 Activities, brands, products, and services	14, 15		
	102-3 Location of headquarters	103		
	102-4 Location of operations	12, 15		
	102-5 Ownership and legal form	16		
	102-6 Markets served	14-16		
	102-7 Scale of the organization	14-16, 18-20, 72		
	102-8 Information on employees and other workers	72, 73		
	102-9 Supply chain	65-70		
	102-10 Significant changes to the organization and its supply chain	16, 102		
	102-11 Precautionary Principle or approach	12, 13, 17, 22		
	102-12 External initiatives	24, 25, 38		
	102-13 Membership of associations	25		
<b>Strategy</b>				
	102-14 Statement from senior decision-maker	7		
	102-15 Key impacts, risks, and opportunities	7, 14-16, 18, 22, 35, 40, 41, 56, 57, 72, 73, 82-84, 94		
<b>Ethics and Integrity</b>				
	102-16 Values, principles, standards, and norms of behaviour	12, 13, 22		
<b>Governance</b>				
	102-18 Governance structure	17, 21		
<b>Stakeholder Engagement</b>				
	102-40 List of stakeholder groups	30-32		
	102-41 Collective bargaining agreements	73		
	102-42 Identifying and selecting stakeholders	29		
	102-43 Approach to stakeholder engagement	29-33		
	102-44 Key topics and concerns raised	30-32, 34-37		
<b>Reporting Practice</b>				
	102-45 Entities included in the consolidated financial statements	<a href="https://www.kentrikiodos.gr/financial-statements/?lang=en">https://www.kentrikiodos.gr/financial-statements/?lang=en</a>		
	102-46 Defining report content and topic Boundaries	28-37		
	102-47 List of material topics	35		
	102-48 Restatements of information	49, 51, 53		
	102-49 Changes in reporting	No changes		
	102-50 Reporting period	102		
	102-51 Date of most recent report	102		

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION	SDG LINKAGE TO DISCLOSURE
	102-52 Reporting cycle	102		
	102-53 Contact point for questions regarding the report	103		
	102-54 Claims of reporting in accordance with the GRI Standards	102		
	102-55 GRI content index	104		
	102-56 External assurance	108		
<b>MATERIAL TOPICS</b>				
<b>ECONOMIC</b>				
	<b>Economic Performance</b>			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	28-37		
	103-2 The management approach and its components	17, 18, 22, 26, 102, 103		
	103-3 Evaluation of the management approach	18, 21, 102, 103		
GRI 201: Economic Approach 2016	201-1 Direct economic value generated and distributed	18, 95		 
	201-2 Financial implications and other risks and opportunities due to climate change	82, 83		
	201-3 Defined benefit plan obligations and other retirement plans	78		
	201-4 Financial assistance received from government	No assistance		
	<b>Indirect Economic Impacts</b>			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	28-37		
	103-2 The management approach and its components	12, 13, 17, 18, 21, 22, 94		
	103-3 Evaluation of the management approach	94, 102, 103		
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	94-100		  
	203-2 Significant indirect economic impacts	94-100		  
<b>ENVIRONMENTAL</b>				
	<b>Materials</b>			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	28-37		
	103-2 The management approach and its components	21, 22, 45, 85, 92, 102, 103		
	103-3 Evaluation of the management approach	22, 54, 85		
GRI 301: Materials 2016	301-1 Materials used by weight or volume	85		 
	<b>Energy</b>			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	28-37		
	103-2 The management approach and its components	21, 22, 84, 102, 103		
	103-3 Evaluation of the management approach	22, 84, 92		
GRI 302: Energy 2016	302-1 Energy consumption within the organization	84		   
	302-2 Energy consumption outside of the organization	84		   
	302-4 Reduction of energy consumption	84		   
	<b>Biodiversity</b>			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	28-37, 89		
	103-2 The management approach and its components	21, 22, 89, 92, 102, 103		



GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION	SDG LINKAGE TO DISCLOSURE
	103-3 Evaluation of the management approach	22, 89, 92		
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	89		  
	304-2 Significant impacts of activities, products, and services on biodiversity	89		  
	304-3 Habitats protected or restored	89		  
	<b>Emissions</b>			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	28-37		
	103-2 The management approach and its components	21, 22, 87, 92, 102, 103		
	103-3 Evaluation of the management approach	22, 87, 88, 92		
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	87		    
	305-2 Energy indirect (Scope 2) GHG emissions	87		    
	305-4 GHG emissions intensity	87		  
	305-7 Nitrogen oxides (NOX), sulphur oxides (SOX), and other significant air emissions	88		   
	<b>Effluents and Waste</b>			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	28-37		
	103-2 The management approach and its components	21, 22, 83, 86, 87, 90, 92, 102, 103		
	103-3 Evaluation of the management approach	22, 83, 86, 89, 90, 92		
GRI 306: Effluents and Waste 2016	306-1 Water discharge by quality and destination	86		   
	306-2 Waste by type and disposal method	86, 90		  
	306-3 Significant spills	Didn't occurred		    
	306-4 Transport of hazardous waste	87		 
	306-5 Water bodies affected by water discharges and/or runoff	89		  
	<b>Environmental Compliance</b>			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	22, 28-37		
	103-2 The management approach and its components	21, 22, 82-84, 92, 102, 103		
	103-3 Evaluation of the management approach	22, 92		
GRI 307: Environmental Compliance 2016	307-1 Non-compliance with environmental laws and regulations	22, 82-84		
	<b>Supplier Environmental Assessment</b>			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	28-37		
	103-2 The management approach and its components	21, 22, 65-70, 91, 92, 102, 103		
	103-3 Evaluation of the management approach	66-68		
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	66		
	308-2 Negative environmental impacts in the supply chain and actions taken	66		

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION	SDG LINKAGE TO DISCLOSURE
<b>SOCIAL</b>				
	<b>Employment</b>			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	28-37		
	103-2 The management approach and its components	21, 22, 72, 74, 78, 81, 102, 103		
	103-3 Evaluation of the management approach	74, 81		
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	74		  
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	78		  
	401-3 Parental leave	78		 
	<b>Occupational Health and Safety</b>			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	28-37		
	103-2 The management approach and its components	21, 22, 78-81, 102, 103		
	103-3 Evaluation of the management approach	22, 79, 81		
GRI 403: Occupational Health and Safety 2018	403-1 Workers representation in formal joint management-worker health and safety committees	22, 79		
	403-2 Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	80		
	403-3 Workers with high incidence or high risk of diseases related to their occupation	80, 81		
	403-4 Worker participation, consultation, and communication on occupational health and safety	80		
	403-5 Worker training on occupational health and safety	80		
	403-6 Promotion of worker health	81		
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships 2.	80, 81		
	403-8 Workers covered by an occupational health and safety management system	80		
	403-9 Work-related injuries	79		  
	403-10 Work-related ill health	79		 
	<b>Training and Education</b>			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	28-37		
	103-2 The management approach and its components	21, 22, 76-78, 102, 103		
	103-3 Evaluation of the management approach	77, 78, 81		
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	77		   
	404-3 Percentage of employees receiving regular performance and career development reviews	76		  
	<b>Diversity and Equal Opportunity</b>			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	28-37		
	103-2 The management approach and its components	12, 13, 21, 22, 72- 75, 102, 103		
	103-3 Evaluation of the management approach	75, 81		
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	21, 75		 

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION	SDG LINKAGE TO DISCLOSURE
	405-2 Ratio of basic salary and remuneration of women to men	75		 
	<b>Non-discrimination</b>			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	28-37		
	103-2 The management approach and its components	12, 13, 21, 22, 75, 81		
	103-3 Evaluation of the management approach	75, 81		
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	75		 
	<b>Local Communities</b>			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	28-37		
	103-2 The management approach and its components	12, 13, 21, 22, 69		
	103-3 Evaluation of the management approach	69, 88, 94-101		
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	88, 94-101		
	413-2 Operations with significant actual and potential negative impacts on local communities	69, 88, 94-101		 
	<b>Customer Health and Safety</b>			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	28-37, 41		
	103-2 The management approach and its components	12, 13, 21, 22, 40, 41, 54, 102, 103		
	103-3 Evaluation of the management approach	43-45, 51, 52		
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	40-52		
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	11, 22		
	<b>Marketing and Labelling</b>			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	28-37, 42		
	103-2 The management approach and its components	12, 13, 21, 22, 26, 58, 102, 103		
	103-3 Evaluation of the management approach	41, 50, 54, 58		
GRI 417: Marketing and Labelling 2016	417-1 Requirements for product and service information and labelling	42, 100		
	417-2 Incidents of non-compliance concerning product and service information and labelling	11, 22, 100		
	417-3 Incidents of non-compliance concerning marketing communications	11, 22		

# Independent Limited Assurance Report

## To the Board of Directors of AFTOKINITODROMOS KENTRIKIS ELLADAS CONCESSION SOCIETE ANONYME

The Board of Directors of AFTOKINITODROMOS KENTRIKIS ELLADAS CONCESSION SOCIETE ANONYME ("Odos Kentrikis Elladas S.A.") (the "Company") engaged "GRANT THORNTON S.A. CHARTERED ACCOUNTANTS MANAGEMENT CONSULTANTS" ("Grant Thornton") to review selected data included in the 2019 Corporate Responsibility Report of Odos Kentrikis Elladas S.A. for the fiscal year ended on December 31st, 2019 ("selected data"), in accordance with the Global Reporting Initiative (GRI) Standards ("GRI-Standards").

### Scope

We performed our engagement in accordance with the provisions of "International Standard on Assurance Engagements 3000 (Revised) - 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 2019 Corporate Responsibility Report, with regard to:

- The completeness and accuracy of quantitative data and the plausibility of qualitative information related to the GRI General Disclosures that are required as a minimum prerequisite for the "In accordance – Core" option, according to the GRI 102 Standard.
- The completeness and accuracy of quantitative data and the plausibility of qualitative information against the requirements of the respective GRI Standards for the Topic Specific Disclosures 201-1, 302-1, 305-1, 305-2, 401-1, 404-1, 404-3, 413-2, 416-1, meeting the GRI Standards "In accordance - Core" option requirements, in relevance with the following seven (7) material issues: "Economic Performance", "Energy", "Emissions", "Employment", "Training and Education", "Local Communities" and "Customer Health and Safety".

### Management Responsibility

The Management of Odos Kentrikis Elladas S.A. is responsible for the preparation and presentation of the selected data provided to us, as incorporated in the 2019 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 by 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, 2019, as these were included in the 2019 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 2019 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:

- Performed interviews with personnel of the Company responsible for managing, collecting and processing data in order to obtain an understanding of key structures, systems, policies and relevant procedures applied.
- Applied audit procedures, on a sample basis, in order to collect and review audit evidence.
- Reviewing the GRI Content Index found on pages 104-108 of the 2019 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 2019 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 causes us to believe that the 2019 Corporate Responsibility Report does not meet the GRI Standards' requirements of the "In accordance core" option.
- Nothing has come to our attention that causes us to believe that the indicators (topic standard disclosures) included in the 2019 Corporate Responsibility Report, as described in section "Scope", are materially misstated.
- Nothing has come to our attention that causes us to believe that the 2019 Corporate Responsibility Report is not in accordance with the International Standard on Assurance Engagements 3000, Assurance Engagements other than Audits or Reviews of Historical Financial Information ("ISAE 3000" (revised)), as well as that the GRI General and Specific Disclosures (201-1, 302-1, 305-1, 305-2, 401-1, 404-1, 404-3, 413-2, 416-1), do not meet the GRI Standards' requirements.

Athens, 7/12/2020

The Chartered Accountant



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**Thanasis Xynas**

CPA (GR) Reg. No.34081



**Grant Thornton**

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