

# ANNUAL SUSTAINABILITY REPORT



The best  
travel  
companion







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## Message from the CEO



It is with great pleasure that we present the 6th Corporate Responsibility Report of Kentriki Odos, which proves in practice our commitment to promote sustainable development, responsible entrepreneurship, environmental awareness and social sensitivity, always taking into account the views and expectations of all our stakeholders and the wider community in which we operate and evolve.

In an uncertain environment where change is now part of our daily lives, the role sustainability plays is crucial, as it helps us make future plans on a long-term basis, granting us flexibility, resilience and enhanced reflexes whilst assisting us in constantly improving our processes and upgrading our policies and initiatives according to international standards, thus strengthening the role we have undertaken as managers of a public good and an important public infrastructure which makes a decisive contribution to regional and national development.

At this stage, the total construction progress of the project reaches 61.8%. As far as the overall progress of the southern part construction is concerned, today it exceeds 70% and works continue unabated. Upon its completion, travelling from Lamia to Egnatia Odos will only last 1 hour and 45 minutes, the distance between Athens-Grevena and Athens-Metsovo will be reduced to just 4 hours and getting to Kastoria and Kozani will be a safe journey of 4.5 hours. In addition, the E65 highway will connect Athens with Western Macedonia and Italy through the port of Igoumenitsa, as well as with the western Balkans

and thus with central and northern Europe, therefore decisively contributing to the development of Thessaly and Western Macedonia, especially in view of the difficult task of deligitizing the region and its transition to sustainable development.

This year, as has always been the case, we remain faithful to our strategic goals and our commitments, determined to change the Greek map and become a role model for our industry, designing initiatives and actions that will make us the "best possible driving companion" for all of you. Specifically, in 2020 we developed an Integrated Business Continuity Management System for the company which was certified according to the international ISO 22301:2012 standard, thus making us the first concessionaire company to receive the relevant certification. This System is applied to the entirety of our activities aiming at the immediate and effective handling of devastating events and unforeseen situations.

Under our corporate responsibility strategy, we focus on five **main pillars**:

With regard to the **promotion of road safety**:

- We continue to invest in **innovation and new technologies** by strengthening the infrastructure and safety of the highways we are responsible for with the aim of better mapping, monitoring and detecting various incidents. In this context, within 2020, we carried out the installation of the state-of-the-art **CrossWIM** system, an investment of €58,650, which contributes to automatically detecting violations through collecting the necessary data and then sending them to a central system.
- At the same time, we put in operation a system of specially designed backup and **"smart" Traffic Management Centers and Tunnel Control Centers**. These are backup centers, which can readily assist the work of the existing Centers in case of an emergency, thus ensuring the uninterrupted and smooth operation of the highway and all the related provided services.
- Finally, we formed a **strategic collaboration with the Athens Observatory** with the aim of creating a focused platform for the prediction of weather conditions on our highways in order to have an even better picture of the weather conditions and be ready to manage emergency situations with greater speed and efficiency.

Aiming at the continuous **improvement of the quality and effectiveness of our services**, within 2020:

- In the context of the reconfiguration of the **interoperability service**, we have taken steps for better and faster customer services, since now drivers who are subscribers to any other Transponder of a Greek highway can use them at all Kentriki Odos toll stations. At the same time, we have made a significant strategic investment through upgrading the software and installing new equipment at toll stations aiming at enhancing interoperability.
- At the same time, we developed and presented to the general public the first **"all-in-one" MyOdos application**, an innovative application that enables drivers, the moment they start their journey, to enter their destination, to calculate the exact cost of tolls, to learn the exact points of the trip where they can make a stop, to top up their account, to travel

all over Greece. The app seems to have encouraged the use of digital media since requests to sign up for the subscription programs and receive a Kentriki Pass transponder have significantly increased.

As far as **our human resources** are concerned:

- In 2020 and due to the conditions created by the pandemic itself, we have adapted a large part of our **education and training programs for our employees in an online environment**, contributing thus to their further professional development and empowerment, enhancing their skills and talents.
- At the same time, we have implemented a **series of targeted actions that promote health and safety**. During this year we have devoted 337 hours to trainings, with particular emphasis on **health and safety issues**. In parallel, this year we made the transition to the new standard of the Health and Safety Management System, which includes new, modern regulations such as the inclusion of mental health issues.

As regards **the environment**, we have developed and implement an integrated **Environmental Management System** which allows us to monitor the impact of our operations on the environment and to implement all our environmental goals and commitments, while developing a series of targeted actions both for the protection and promotion of the environment, as well as for awareness raising.

- Within 2020, we invested €235,967 in projects for the protection of the environment and recycled 9,726 kilos of materials through the Boosting Recycling Initiative.
- At the same time, our commitment to transition to **the electromobility era** has become a reality since Kentriki Odos is the first motorway operation, maintenance and management company that implements an integrated plan for the replacement of its entire fleet with electric vehicles, contributing in practice to the protection of the environment through technological innovation. With **"Go Green"** as a slogan, the initiative aims to drastically reduce direct emissions of air pollutants from the corporate vehicle fleet and gradually replace all of them with "green" vehicles. Till now, we have already replaced 23% of our corporate fleet with electric or hybrid electric vehicles with the ultimate goal of gradually renewing the privately owned fleet with electric ones in the entirety of each vehicle category.

In the pillar of **social contribution and support of local communities**:

- We have continued to **invest in local and regional development** again this year, giving priority to local and national suppliers (over €100 million in 2020).
- At the same time, we promoted actions of social solidarity, information and awareness actions on road safety, we supported local initiatives, associations, sports and cultural associations with the ultimate goal of activating and empowering the local community and all neighboring communities.
- In 2020, the total contribution of the company to the "social product" amounted to €25,906,330.

We look towards the future with optimism and a sense of responsibility, continuing to systematically work with the aim of delivering a high standards and quality project on the one hand, and on the other to continuously evolve as a company contributing with our operation to the development of the wider region, having sustainability and responsibility in mind. A big thank you to all of you, our people, the shareholders, the stakeholders and the whole society, for continuing to support our work.

Rodianos Antonakopoulos  
CEO

# COVID-19 Response and Business Continuity of Kentriki Odos 2020

## €70,835

in employee protection and business continuity initiatives



**110 L**

litres of antiseptics  
for surfaces



**918 L**

litres of antiseptics  
for personal use



**35,925**

surgical  
masks and  
face covers



**38,000**

gloves



**13**

thermometers



**45**

COVID-19 Tests for the employees  
(in collaboration with a specialized  
diagnostic center, official partner  
of Kentriki Odos)



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



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



**149**

preventive disinfections at the  
Customer Service Centre and at the  
Toll Stations (31 carried out from the  
**Kentriki Odos** trained team)

Plexiglas installation  
in the Customer Service Centre  
**€17,359 invested**



**€10,400**

in works for the protection  
of employees and visitors



**€4,448**

for the purchase  
of disinfection  
equipment

**86**

preventive disinfections at the Traffic  
Management Centres (18 carried out  
from the **Kentriki Odos** trained team)

**€8,948 invested**



**€1,315**

special air purifiers





Implementation of  
Return from Telework  
Protocol



**11**  
briefings/guidelines  
to all employees



**€1,490**  
for education,  
information and  
awareness campaigns



**400**  
face masks for the  
Fthiotida Police Force  
**with a total value of**  
**€2,264**



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



Infrastructure  
Preparation for  
Teleworking  
and Remote  
Management



**€1,088**  
for the purchase  
of IT equipment



Preparation of an  
operation plan with  
security personnel



Additional  
equipment for  
remote work



Expansion of the  
VPN system for  
remote work



Organizing working groups in order to manage the possible **spread of the virus within the company and the rapid and effective management of any cases** (e.g. shifts between the same people so that each employee comes in contact with a specific person/s during the execution of his duties)

# AT A GLANCE

## Road Safety

### 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

- **6,406 manhours** invested in road infrastructure inspections
- **15,768 calls** served from the Emergency Call Center
- **158 SOS phones devices** along the motorway
- **96.6%** of the public is very satisfied with the company's performance in Road Safety

### Manhours for Road Maintenance

2020	2019	2018
126,852	138,811	99,524

## Quality in Services

### Primary Sustainable Development Goals



9. INDUSTRY, INNOVATION AND INFRASTRUCTURE

### Secondary Sustainable Development Goals



17. PARTNERSHIPS FOR THE GOALS

- Launched the first "all-in-one" MyOdos App
- **1,900,088 electronic transactions** performed in Kentriki Odos' Toll Stations
- We work with **314 local and national suppliers**
- Innovative electronic tenders platform

## Caring for the Environment

### 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

- **68** environmental audits at operating facilities
- **Invested €235,967** in environmental protection projects
- **9,726 kg** of materials were recycled

## Human Resources

### 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

- 337 hours in training
- 10 training seminars in 202

### Evolution of employee numbers

2020	2019	2018
199	202	201

## 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

- 33,054 free of charge entries for special needs vehicles
- €10,801 for educational and awareness programmes for Road Safety

### Social Product

2020	2019	2018
€25.9 million	€25.1 million	€26.3 million

## Organisation and Management

### Primary Sustainable Development Goals



17. PARTNERSHIPS FOR THE GOALS

### Zero incidents of non-compliance:

- with user safety legislation
- with motorway signage
- with responsible communication principles
- for corruption

Distinction in the Green Awards 2020

## 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.



# Vision

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

# 1 KENTRIKI ODOS

## 1.1 The Company

The exclusive activity of the Kentriki Odos company (Aftokinitodromos Kentrikis Ellados – E65 Concession Société Anonyme) is the study, design, finance, operation maintenance, and commercial exploitation of the “Aftokinitodromos Kentrikis Ellados – E65” project, as defined in the relevant Concession Agreement.

**This project of 238 km of modern, safe motorways entails:**

1. 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
2. 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 the following activities:**

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 is committed to ensuring the safe and fast movement for all Greek citizens, in combination with the provision of high-quality services. Kentriki Odos mainly focuses on creating a modern and safe road environment, and on providing quality customer 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.

## An Ambitious Project 1.2

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 Eastern with Western Greece and will make possible the connection of Central Greece with the trans-European networks, and 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 E65 is a modern motorway of European standards, which contributes to the development of the national economy, as well as ensures the protection of the environment and enhances the quality of life of communities at large..

The benefits of the E65 motorway completion are expected to be multiple, including:

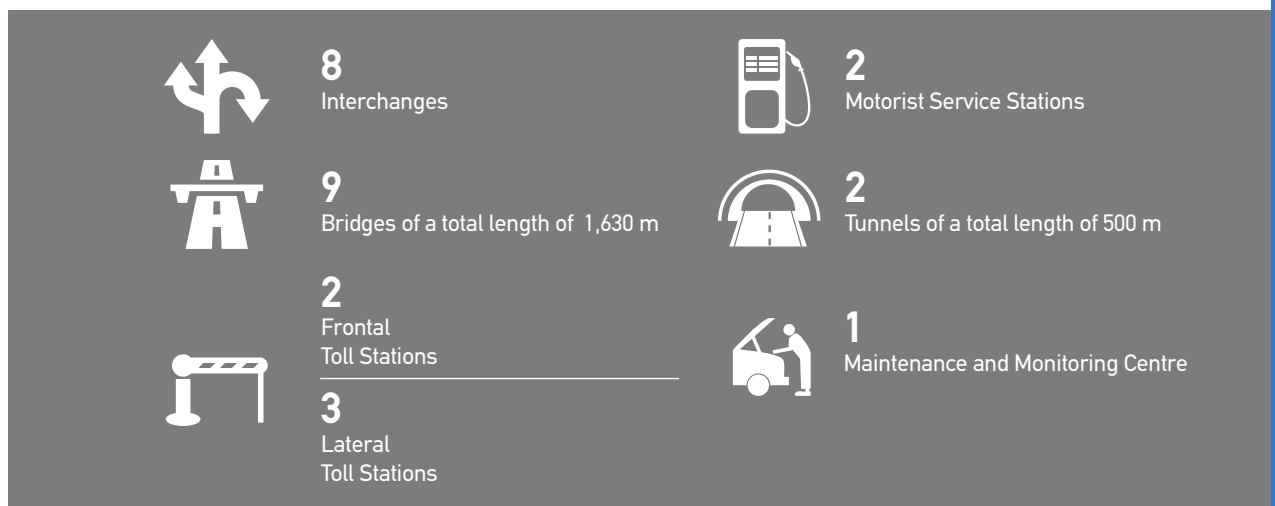
1. Improving safety and minimizing risks
2. Drastic reduction in the required travel time
3. High quality customer services
4. Increased protection of the environment and biodiversity of the area at large
5. Significant development and employment opportunities, especially for the adjacent communities

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

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



### E65 (Xyniada-Trikala Section)



## Construction Progress

At present, at the E65 motorway, the 77.5 km section from Xyniada I/C to Trikala I/C is fully operational and at the disposal of drivers. The construction of the Southern Section of the E65 (from A.Th.E. to Xyniada) is in full swing. According to the December 2020 data, the total progress of the construction of the project reaches 61.8%. The tunnels show a progress of 69.2%, the bridges and other technical works 71.7%, the asphalt works 49.6% and the earthworks 54.8%. In the Southern Section of the E65 currently under construction, in the Lamia-Xyniada section, the opening of the first 14.2 km section from Anthili semi-I/C to Stavros is scheduled to take place.

The big project for the construction of the Northern Section of the E65, from Trikala to Kipourio Grevenon, of 70.5 km enters its final phase. The financing of the project will be covered by the Recovery and Resilience Fund since the project has been linked to the country's lignite phasing-out and therefore has been rendered a "green" project. Its construction duration will be three years and it is expected to be delivered into operation at the end of 2024. With the Northern Section project, the E65 motorway is completed creating a 180 km long axis starting from Lamia, passing through Domokos, Karditsa and Trikala and ending at Egnatia Odos.

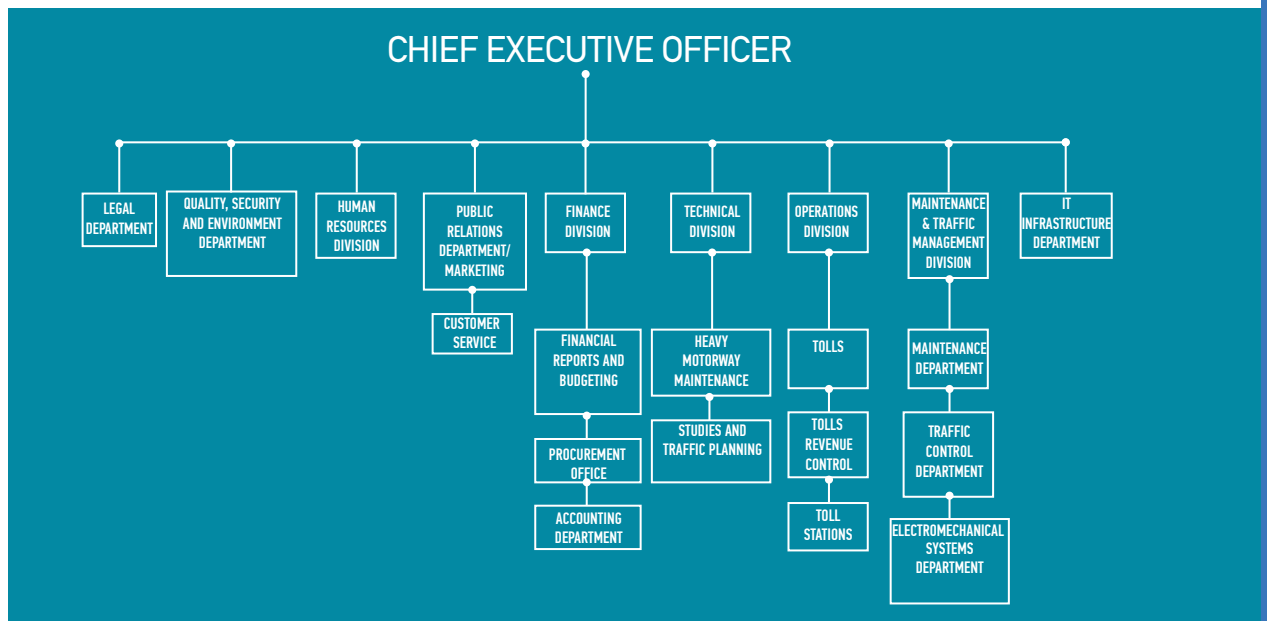
Upon completion of the construction works, the journey from Lamia to Egnatia will take 1 hour and 30 minutes instead of 2 hours and 30 minutes today. It will make possible the connection of Athens with Western Macedonia but also with Italy via the port of Igoumenitsa, as well as with the western Balkans and thus with central and northern Europe.

## 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. The financial position of the company on 31.12.2020 is satisfactory and reflects the state of the company depicted in its Financial Statements. The company's equity amounted to €43,149,457 compared to €56,484,172 during the previous fiscal year in 2019. The reduction is mainly due to the occurrence of losses compared to 2019, on the one hand due to the increased needs for maintenance work, especially those resulting from the heavy maintenance programme, and on the other hand due to a reduction in the amount - calculated on the basis of the Concession Agreement - of the E65 motorway Operating Support.

Kentriki Odos Shareholder Structure	01.01.2020 till 31.12.2020	01.01.2019 till 31.12.2019	11.12.2018 till 31.12.2018	01.01.2018 till 11.12.2018
GEK TERNA S.A.	100%	100%	100%	66.66%
FERROVIAL S.A.	-	-	-	33.34%
DRAGADOS S.A.	-	-	-	-





## 1.5 Financial Performance

The company prepared its financial statements for the year ended on December 31, 2020 in accordance with the International Financial Reporting Standards (IFRS) which have been issued by the International Accounting Standards Board (IASB) and approved by the European Union (EU). They present the financial position, results and cash flows of the company on a going concern basis. All published financial data of the company is presented in the Annual Financial Statements of 2020.

Financial Information (in th. €)	2020 <sub>IFRS</sub>	2019 <sub>IFRS</sub>	2018 <sub>IFRS</sub>
Net sales	107,211.95	141,467.38	27,278.02
Other operating income	5,016.50	5,155.18	411.39
Revenue from financial investments	20,120.60	40,149.36	7,089.75
Total income	132,349.05	186,771.93	34,779.16
Operating cost	126,078.39	148,362.75	38,052.32
Employee salaries and benefits	4,156.18	3,350.66	3,892.14
Payments to providers of capital	12,191.39	10,725.49	12,621.27 *
Net profit/(loss) before taxes	(16,925.55)	11,833.73	(24,445.95)
Net profit/(loss) after taxes	(6,496.88)	19,892.86	(4,006.09)
Total payments to state bodies (taxes paid)	13,544.36	16,758.27	13,739.65
Company investments	3,180.50	1,973.13	5,367.36
Total capitalisation	633,336.48	668,636.21	644,810.72
Equity	43,149.46	56,484.17	113,999.92
<b>Total liabilities</b>	<b>642,247.75</b>	<b>660,215.52</b>	<b>561,962.17</b>
<b>Total assets (in million €)</b>	<b>685,397.21</b>	<b>716,699.69</b>	<b>675,962.10</b>

Includes payments to shareholders: €2.8 million

## Net Sales (in th. €) (31/12)

	2020 <sub>IFRS</sub>	2019 <sub>IFRS</sub>	2018 <sub>IFRS</sub>
Exploitation segment of Central Greece Motorway	21,972.10	31,434.20	18,264.81
Construction of Central Greece Motorway	85,239.85	110,033.18	2,021.42
<b>Total</b>	<b>107,211.95</b>	<b>141,467.38</b>	<b>20,286.23</b>

The total passes in **2019** amounted to **7,432,292**

The total passes in **2019** amounted to **9,800,493**

The total passes in **2018** amounted to **9,244,228**

	2020			2019			2018		
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	A.Th.E.	E65
Total vehicle passes	7,432,292	6,371,846	1,060,446	9,800,493	8,233,581	1,566,912	9,244,228	7,890,979	1,353,249
Number of non-exempted electronic transactions performed in Kentriki Odos' Toll Stations (ETC)	1,900,088	1,686,558	213,530	1,807,473	1,609,279	198,194	1,522,301	1,376,779	145,522
Percentage	25.57%	26.47%	20.14%	18.44%	19.55%	12.65%	16.47%	17.45%	10.75%

## 1.6 Corporate Governance

The Corporate Governance issues are linked 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 as to immediately and effectively respond to contemporary social challenges and the expectations of the internal and external stakeholders.

In this context, the Board of Directors (BoD), as a key management body, contributes to both the development and implementation of the company's long-term priorities via its corporate strategy. At the same time, it decides upon any matter relating to the management of the company and its uninterrupted operation 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. The BoD members must have a thorough knowledge of corporate issues and relevant business experience, excellent understanding and strategic thinking.

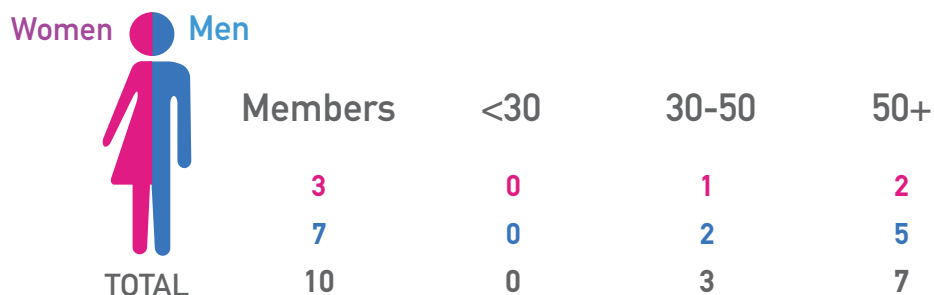
All members of the current BoD are of Greek decent.

### The Board of Directors of Kentriki Odos is composed of the following 10 members:

In December 2020, the composition of the Board was:

- **Emmanouil Vrailas** - Chairman - Non-executive member
- **Emmanouil Moustakas** - Vice Chairman - Non-executive member
- **Rodianos Antonakopoulos** - (since 14.01.2020) - CEO - Executive Member
- **Vasileios Delikaterinis** - Non-executive member
- **Christos Zaribas** - Non-executive member
- **Evangelos Kareklas** - (since 08.07.2020) - Non-executive Member
- **Alexandros - Iosif Aligizakis** - Non-executive member
- **Andromachi Pasallidou** - Non-executive member
- **Pinelopi Lazaridou** - Non-executive Member
- **Vaia Houhourelou** - (since 17.09.2020) - Non-executive Member

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



Kentriki Odos is duly committed to corporate values that underline its whole operation, while enhancing collaboration, mutual trust, effectiveness, accountability and integrity in the work environment. As a company, we strive for strict compliance with all relevant regulations and are fully harmonized with the Greek and European legislation, acting in an ethical and honest manner. In this context, we aim to be systematically informed of the legal and institutional commitments of our industry, to implement our commitments effectively and promptly, meeting the expectations of our social partners and stakeholders.

#### As a result, in 2020:

- 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 has had as a result the creation and implementation of an Integrated Management System. Our ultimate goal is better managing issues regarding quality, the environment, safety and health and the elimination of overlapping procedures and controls.

**In this context, as a company, we follow international certification standards that 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 as much as possible environmentally friendly operation of the company
- Support and protection of local communities adjacent to our projects

Landmarks for Kentriki Odos is the design and implementation of the Road Safety Management System, certified according to the international ISO 39001:2012 standard that assures the safe and efficient management of the Kentriki Odos vehicle fleet and demonstrates our commitment to safe practices on the motorway.

### Integrated Business Continuity Management System

The need for the uninterrupted operation of the motorways contributed to the development of a Business Continuity Management System by Kentriki Odos, which was certified according to the international standard ISO 22301:2012 in 2020, making the concessionaires Kentriki Odos and Nea Odos pioneers in this certification.

This integrated system is applied to all company activities regarding the operation, maintenance and exploitation of motorways, in order to immediately and effectively deal with a possible disruption of a critical service due to unforeseen circumstances, such as a fire disaster, extreme weather conditions, an accident, a Covid-19 incident, etc. This ensures the provision of critical services.

Therefore, this system provides all the necessary tools for the appropriate coordination and management of emergency situations in order to ensure the uninterrupted operation of the company.

**Through the Business Continuity Management System, Kentriki Odos achieves the following objectives:**





ensuring a timely, efficient and controlled recovery of the company's services after a disaster



reducing operational disruption by following clearly defined responsibilities and actions



identifying those operational functions that are absolutely essential for the uninterrupted operation of the company and defining alternative procedures to support those functions in the event of a long-term disruption



identifying the equipment/resources that will be necessary to support the company's services at an alternative location



determining the personnel to be informed of any event



identifying the steps to be taken in order to achieve recovery as well as carry out emergency treatment operations



identifying the locations where recovery operations will be carried out using backups



ensuring that operations return to normal as soon as possible after a disaster



In 2020, the following six (6) new documents were added to the Business Continuity Management System:

- Policy on business continuity
- Blood donation and blood bank
- Management of telecommunications equipment provider contracts
- Operations manual of the Traffic Management Centres (TCCs)
- Toll Shift Supervisor Training Manual
- Notification of damages to insurers of concession projects

## Certifications

Quality	Road Safety	Environment	Health and Safety	Business Continuity
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	Social Security - Business Continuity Management System ISO 22301: 2012



## 1.9 Awards

### Green Awards 2020

#### Bronze Award in the "Green Transportation Service" category

Kentriki Odos earned the Bronze Award in the "Green Transportation Service" category for its actions to promote and develop recycling and electromobility on the motorways it manages, operates and maintains. The company was named "the greenest motorway in the country" in the context of the Green Awards 2020. Green Awards is an awards institution organised by the Boussias company to reward and showcase the best "green" practices and strategies that promote sustainability and circular economy. The nominations were evaluated by 33 distinguished academics, policy makers, scientists and professionals from the fields of Ecology, Environment and Sustainability.





## Participation in Bodies, Partnerships and Initiatives 1.10

For Kentriki Odos, it is a strategic choice to participate in initiatives, synergies and national and local partnerships in order to further strengthen Corporate Responsibility. For almost a decade, we have been actively supporting synergies and initiatives of various bodies by participating in them. Therefore, in 2020 we continued our cooperation with the following institutions:

- The "HELLENIC ASSOCIATION of TOLL ROAD NETWORK" also known as "HELLASTRON"
- The Hellenic Institute for Customer Service
- The "Panos Mylonas" Road Safety Institute
- The "Diazoma" Association

At the same time, we continue our strategic partnership in the field of roadside assistance with Interamerican with the aim of providing overall support to drivers. More specifically, the agreement concerns the towing and removal of vehicles that are immobilised due to damage or accidents on the motorways under our responsibility. As part of the supra-contractual actions, cooperation has been extended to the planning and implementation of joint road safety information and awareness-raising activities.

### 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 2020, we participated in conferences on road safety, motorway management and Corporate Responsibility.

Connection to  
the Sustainable  
Development Goals  
and Goal Setting



17. PARTNERSHIPS  
FOR THE GOALS



17. PARTNERSHIPS  
FOR THE GOALS



16. PEACE, JUSTICE AND  
STRONG INSTITUTIONS



16. PEACE, JUSTICE AND  
STRONG INSTITUTIONS



16. PEACE, JUSTICE AND  
STRONG INSTITUTIONS

Topic	Goal 2020	Progress 2020	Goal 2021
Participation in Global Initiatives	Improve the communication of the priorities of Kentriki Odos	Development of new ways of communication through the Report and the CSR Scorecard	Further integration and communication through digital channels
Reinforcement of internal structures	-	-	Subscribe to CSR Hellas
Reinforcement of internal structures	Strengthening the Corporate Responsibility Team by hiring a full-time employee (jointly with Nea Odos)	Achieved	-
Annual Recertification	Annual Recertification: ISO 9001	Completed	Annual Recertification: ISO 9001
Business Continuity	Certification of the Business Continuity Management System	Completed	Annual Recertification: ISO 22301 At least one Business Continuity drill in each critical operation





# 2 CORPORATE RESPONSIBILITY

## 2.1 Our Approach

At Kentriki Odos, we recognize that motorways play a critical role being a public good that we are called upon to manage, with prudence and responsibility. In this context, Kentriki Odos leverages its ability to innovate and provide seamless solutions that ensure the sustainability of critical infrastructure, cities and adjacent communities through integrating new digital applications both for the infrastructure operation, and the effective management of energy needs and protecting biodiversity.

At Kentriki Odos, our approach to Corporate Responsibility is based on five pillars that focus on simultaneously achieving a set of goals and objectives and are interconnected through their common goal of achieving sustainable development.

**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.**

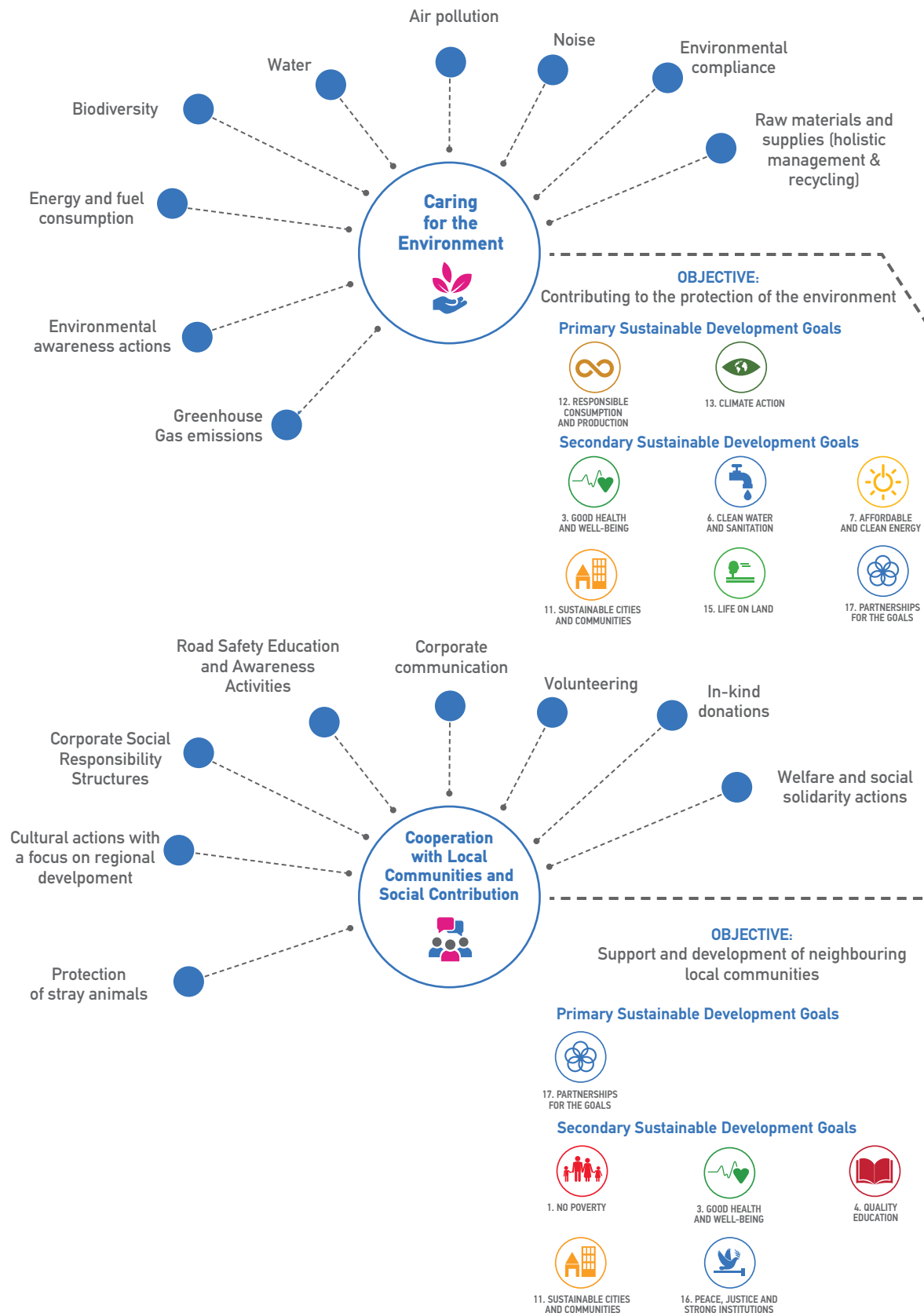
- **Road Safety:** Continuous improvement of road safety
- **Quality of Rendered Services:** To be the best possible travel companion
- **Human Resources:** To provide the best possible work environment
- **Environment:** Contribution to the protection of the environment
- **Cooperation with the Local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

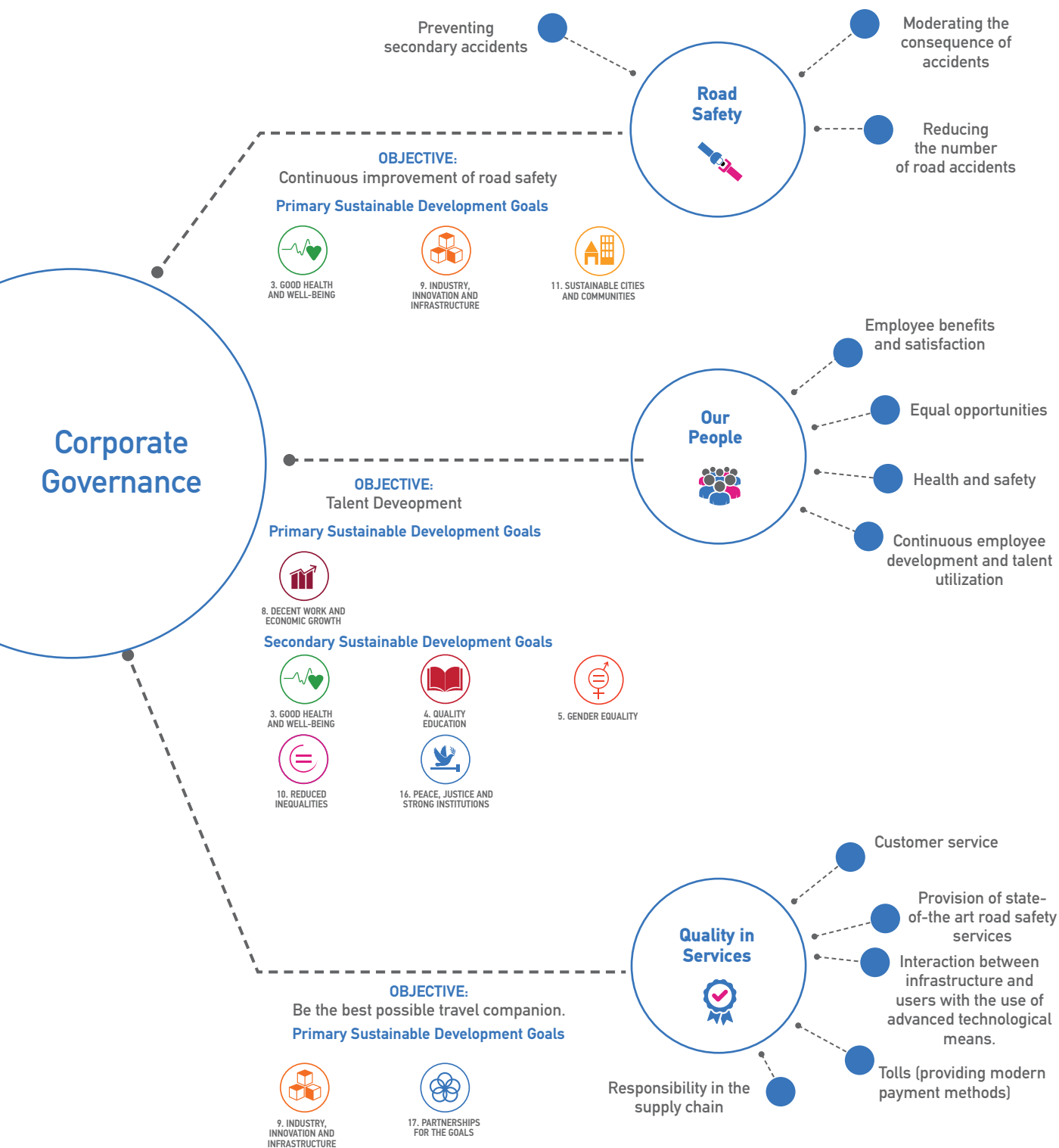






# Our Strategic Approach









## Handling Corporate Responsibility Issues 2.2

Handling Corporate Responsibility issues requires the support and the systematic and integrated approach of both the Management and of all departments of the company. The Corporate Responsibility Team, whose members are executives from all key departments of the company, and the Public Relations and Marketing Department have jointly taken over the management of these issues with distinct responsibilities so that Corporate Responsibility becomes an integrated part of the whole company.

### Corporate Responsibility Team

- Collects information and data for the annual Corporate Responsibility Report
- Ensures the quality and reliability of data collected and utilized
- Designs policies and procedures related to Corporate Responsibility issues
- Informs employees about new policies and procedures
- Participates in the implementation of initiatives aimed at strengthening the culture of Corporate Responsibility

### Public Relations & Marketing Department

- Coordinates and manages Corporate Responsibility issues
- Informs the top management at regular intervals
- Suggests the necessary procedures for managing Corporate Responsibility actions
- Proposes and implements the strategic direction of the company
- Leads the preparation of the annual Corporate Responsibility Report and has the responsibility of coordination

## Stakeholders 2.3

### Mapping and Analysis

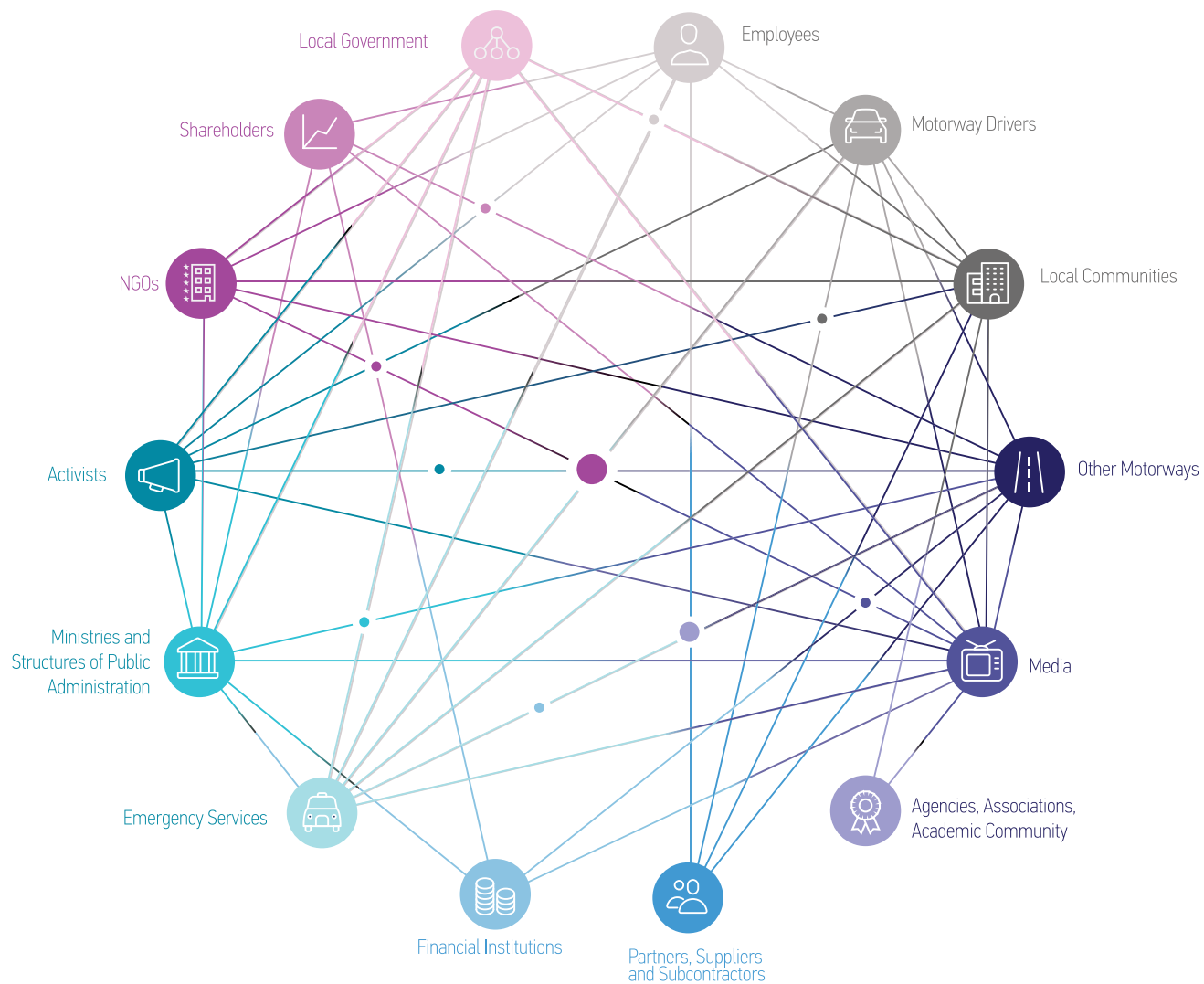
With the ultimate goal of more effective correlation of actions and strategy, in recent years we have intensified our cooperation with our stakeholders, emphasizing their detailed and up-to-date mapping, as well as the recognition of the most important issues that affect and concern them. In this way we can and do include in our overall strategy the expectations, goals, proposals and new issues that emerge as the most important for our stakeholders.

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>



Direct stakeholders	Expectations/Main issues	Communication Mechanisms	Communication Frequency	Communication Outcomes
<b>Shareholders</b>	Financial performance, efficiency, dividend distribution Regular and correct information/reporting Effective governance mechanisms Leadership in the industry and positive reputation Provide high quality services and develop innovations Develop partnerships	Board of Directors meetings and General Assemblies Regular reporting Company website Balance Sheets and Financial Statements Corporate Responsibility Report Correspondence and business meetings	On regular time intervals	Detailed recording of the environmental and social impacts of company's operation and their disclosure through the Corporate Responsibility Report Adopt new practices, better resource management and improved crisis response
<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

Direct stakeholders	Expectations/Main issues	Communication Mechanisms	Communication Frequency	Communication Outcomes
<b>Partners, Suppliers and Subcontractors</b>	<p>Transparency in procurements and in governance mechanisms</p> <p>Meritocracy in selecting suppliers and partners</p> <p>Compliance with agreed partnership terms</p> <p>Effective communication</p> <p>Responsible supplies</p> <p>Flexibility and availability</p> <p>Experience</p>	<p>Procurement department</p> <p>Ongoing communication with partners in the implementation of projects</p> <p>Correspondence, phone communication and work meetings</p>	On regular time intervals/ Daily	<p>Keeping terms and deadlines</p> <p>Application of supplies' manuals</p> <p>Immediate response to requests</p> <p>Improving relationships, quality and cooperation</p>
Indirect Stakeholders	Expectations/Main issues	Communication Mechanisms	Communication Frequency	Communication Outcomes
<b>Agencies, Associations, Academic Community</b>	<p>Exchange of knowledge on issues of industry expertise</p>	<p>Participation in conferences and seminars</p>	On regular time intervals	<p>Re-evaluation and upgrade of practices</p>
<b>Media</b>	<p>Clear strategies and structured relationships with journalists and the Media</p> <p>Continuous updates and exclusive tributes</p> <p>Advertising budget</p>	<p>Public Relations / Marketing</p> <p>Correspondence, phone communication Interviews / interventions</p> <p>Online press releases</p> <p>Personal communication</p> <p>Social media and video-sharing platforms</p>	On regular time intervals/ Daily	<p>Communicate company's activities to the general public</p> <p>Positive publicity</p> <p>Fair distribution of advertising budget</p> <p>Zero news leaks</p> <p>Continuous updates</p>
<b>Other Motorways</b>	<p>Optimal coordination in interchange areas</p> <p>Collaborate, share knowledge and tackle industry's issues</p> <p>Adopt best practices for managing risks and opportunities</p> <p>Interoperability</p> <p>Healthy competition</p> <p>Promote industry issues</p>	<p>Mail correspondence</p> <p>Contact via phone</p> <p>HELLASTRON meetings</p>	On regular time intervals	<p>Completion of actions related to the operation of motorways</p> <p>Adopt common practices and exchange of know-how and information</p> <p>Effective management of road safety issues with emphasis on prevention</p>



## 2.4 Corporate Responsibility Survey «εὔ»<sup>1</sup>

In the context of strengthening the dialogue with stakeholders, Kentriki Odos conducted an extensive study on the issues that concern them and their general understanding of the priorities set by the company for Corporate Responsibility issues.

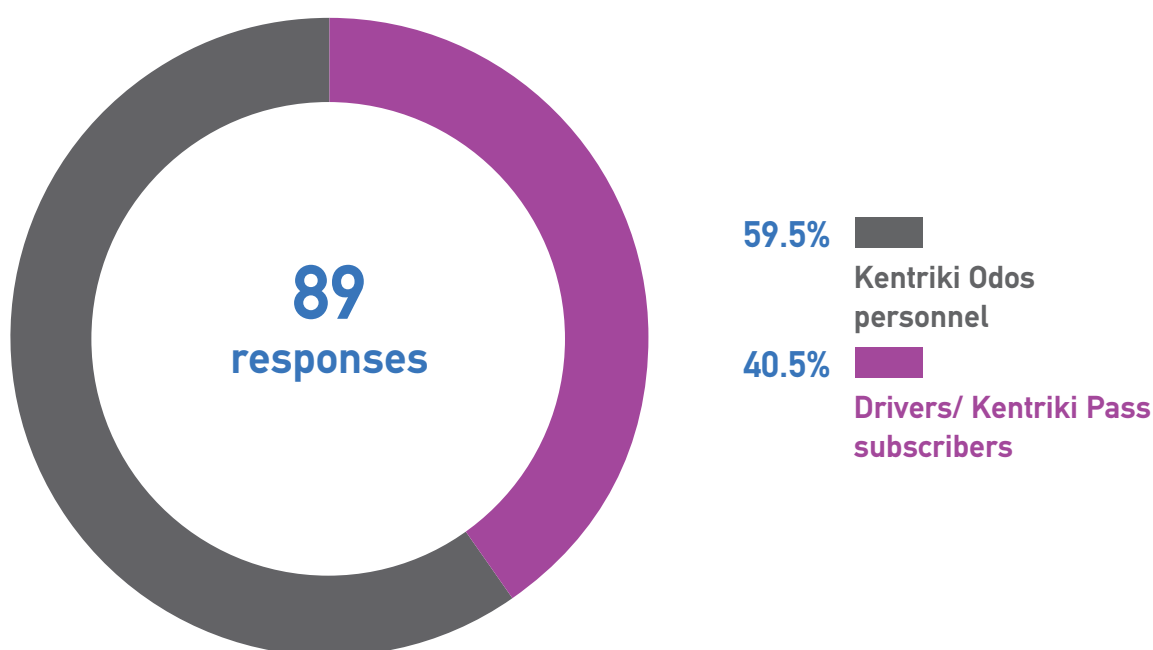
The survey was conducted at the end of 2020 and covered all the topics that the company focuses on, such as corporate governance, road safety, services provided, human resources, natural environment and the general contribution to society and local communities of the neighbouring municipalities.

The survey reflects the very philosophy of the company which is summarized in the phrase "quality over quantity" in the context of the wider effort to promote quality - and not quantity - at the level of Corporate Responsibility, given that the core elements are consistency and continuity.

Of the 89 participants who responded to the 2020 survey, 76.40% said they had read / been informed about either the CSR Scorecard or the entire Kentriki Odos Corporate Responsibility Report. Of these, 89.47% said they found in the CSR Scorecard all the information they were looking for on the company's sustainability performance.

In general, a large percentage of participants expressed their satisfaction with the performance of Kentriki Odos in matters related to Corporate Responsibility.

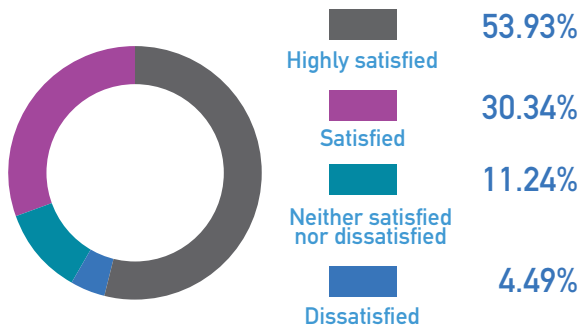
Finally, the survey participants stated that they would like issues related to trade policy and tolls, quality of services offered, issues of infrastructure as well as the operation management of the highways to be taken into account.



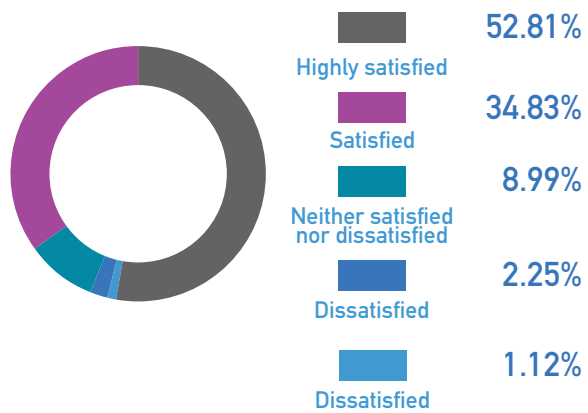
<sup>1</sup>εὔ in Ancient Greek means well

How satisfied are you in total with the company performance on issues such as:

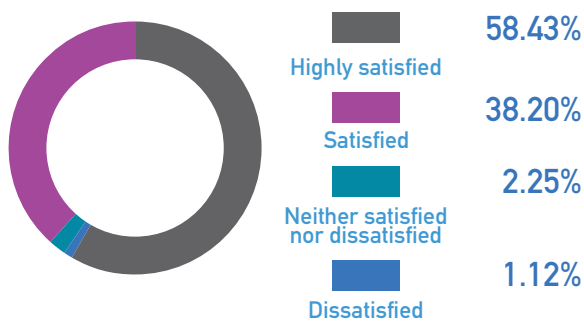
### Corporate Governance



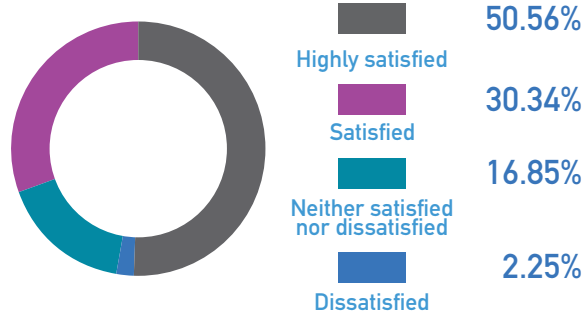
### Social Responsibility



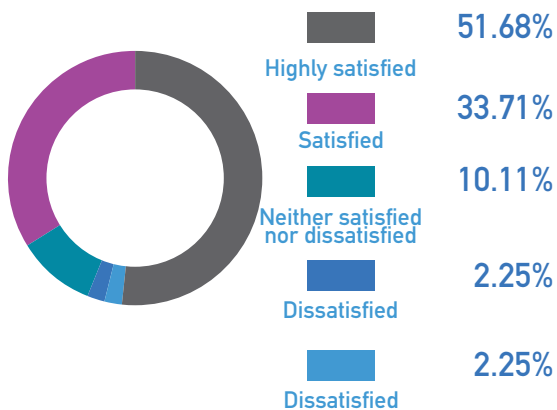
### Road Safety



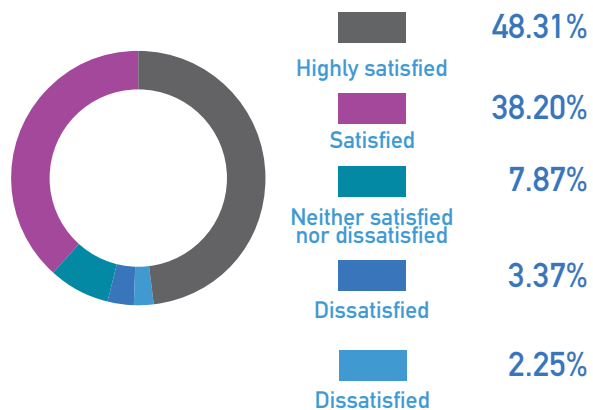
### Quality of Offered Services



### Environment



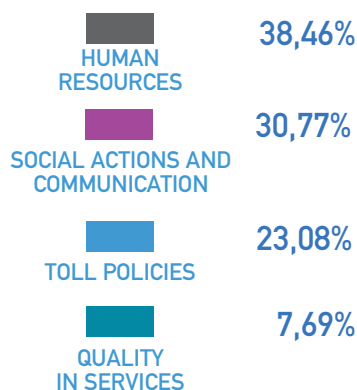
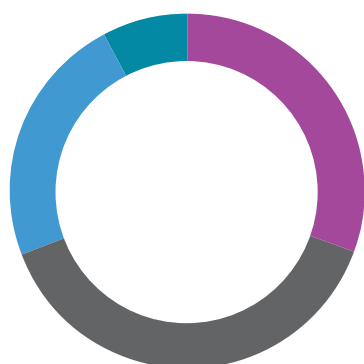
### Human Resources



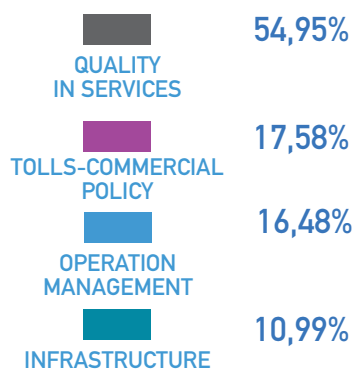
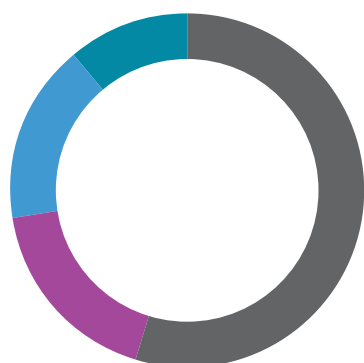
According to the responses,  
the participants deem very and most  
important:



In the survey we conducted, participants stated what additional information they would like see included in the Corporate Responsibility Report. Their answers focus on human resource management, toll policies, quality issues, information on social actions and communication.



What other issue  
would you like us to  
consider?



What additional  
information  
would you like  
to see included  
in the Corporate  
Responsibility  
Report?



The content of the Kentriki Odos Report for 2020 was based, among other things, on the results of the «εὔ» Corporate Responsibility survey.

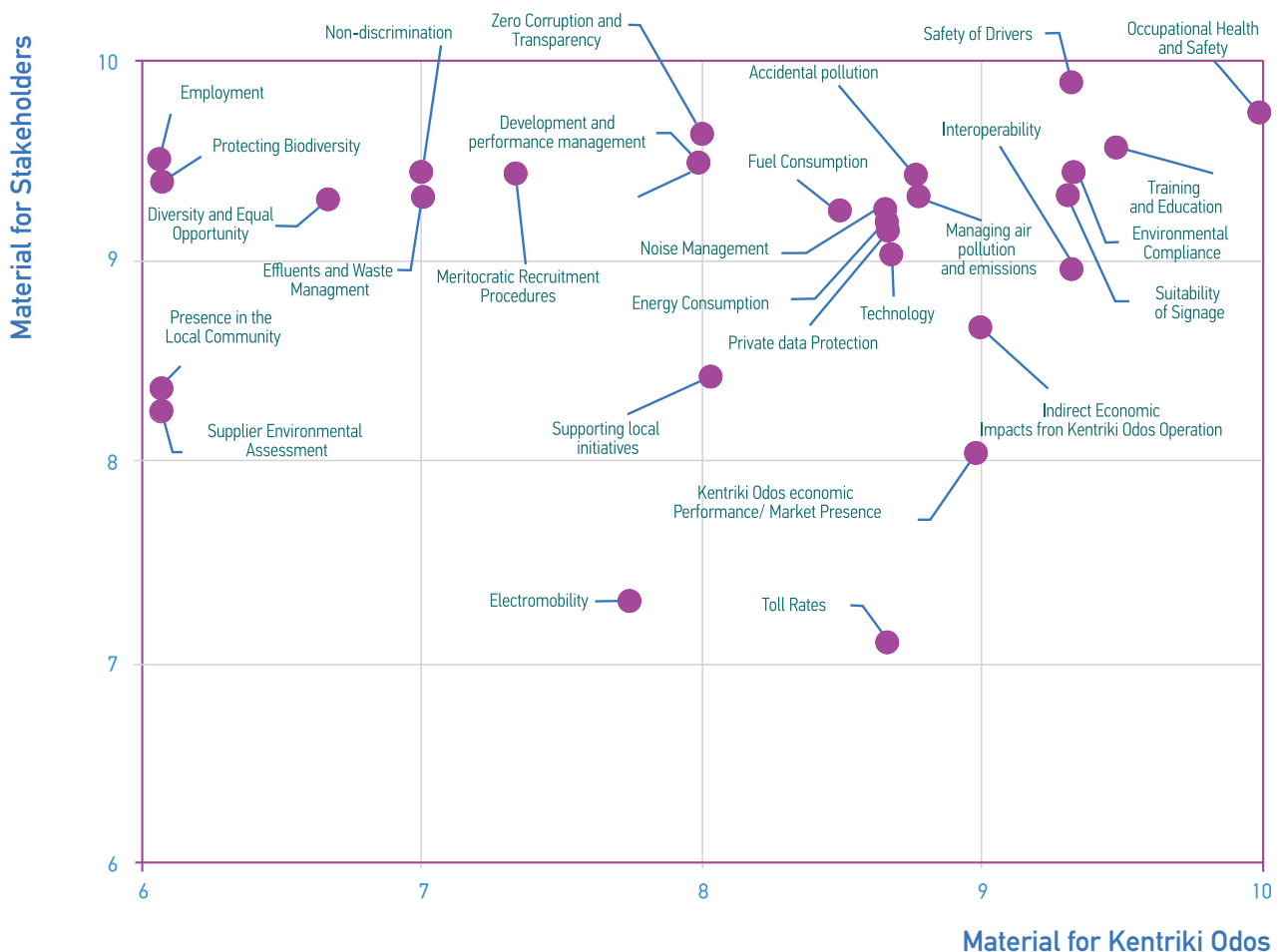
As part of the company's methodology, a process was followed which includes the identification, prioritization and confirmation of the important issues that are included in the Report and are part of the company's strategy.

In more detail, the steps of this process are the following:

1. Identification and recording of material topics and matters based on their impact on the company's areas of activity, and at the same time determining their limits of impact.
2. Evaluation based on the degree, the weight of their impact on the company as well as their impact on the evaluations and decisions of stakeholders.
3. Ratification of their completeness in order for the content of the Report to reflect the significant financial, environmental and social impacts of the company and to allow stakeholders to draw conclusions about the company's performance during the reporting period.
4. Communication with all stakeholders and the continuous search for feedback through the Corporate Responsibility Report.

The material topics included in the 2020 Report are presented in the following table:

## Materiality Matrix



We record below in more detail the changes that were identified following the process of identifying the material issues of Kentriki Odos.

Initially, we find that compared to previous years, there is a higher score in some environmental issues, which demonstrates the interest and attention with which the Kentriki Odos stakeholders deal with issues such as:

- Effluents and waste
- Noise management
- Energy consumption
- Fuel consumption
- Biodiversity

At the same time, the issues related to employment and technology gathered a higher score this year as well.

Finally, the issues that decreased compared to the previous year were the following:

- Presence in the local community
- Toll rates

In the present survey, participants were asked about what additional information they would like to have been included in the Corporate Responsibility Report. Their responses focused mainly on human resource management issues, toll policies, quality issues, information on social actions and communication.



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
Suitability of signage	■	■	■	■	■	■		■	■	■	■	■	■	■	●		
Technology	■	■		■		■	■	■				■	■	■	●	●	Secondary 17
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	■		■		■			■	■	■	■		■		●	●	

## 2.6 International Initiatives in Our Strategic Approach

### Global Reporting Initiative (GRI)

At Kentriki Odos, we advocate that effectively communicating our Corporate Responsibility approach is the utmost priority and an underlying commitment to all our stakeholders. For this reason, we support the International Organization, Global Reporting Initiative, whose guidelines for the preparation of Corporate Responsibility Reports we have adopted. More specifically, since 2016, transitioning to the GRI Standards contributed to leveraging the potential of this standard in order to depict and communicate our corporate approach to sustainability in a reliable, structured and comparable way. Thus, we incorporate other international initiatives in our Corporate Responsibility Report.

### Sustainable Development Goals (SDGs)

Kentriki Odos has already aligned its strategy with the 17 UN Sustainable Development Goals (SDGs) recognizing its overall contribution to addressing the ever-increasing most pressing economic, social and environmental challenges of humanity, and the transition to more sustainable business models. At the same time, we have identified the nine key Goals to which Kentriki Odos can make a significant contribution.





1. Zero corruption and transparency
2. Ethical governance
3. Safety of drivers
4. Suitability of signage
5. Technology
6. Financial performance/ market presence
7. Suppliers environmental assessment
8. Interoperability
9. Toll rates
10. Private data protection
11. Electromobility
12. Employment
13. Meritocratic recruitment procedures
14. Training and education
15. Development and performance management
16. Equal opportunities and diversity
17. Non-discrimination
18. Occupational Health and Safety
19. Fuel consumption
20. Energy consumption
21. Effluents and waste
22. Noise management
23. Emissions
24. Biodiversity
25. Environmental compliance
26. Accidental pollution
27. Indirect economic impacts
28. Presence in the local community
29. Supporting local initiatives

Connection to  
the Sustainable  
Development Goals  
and Goal Setting



16. PEACE, JUSTICE AND  
STRONG INSTITUTIONS



4. QUALITY  
EDUCATION

Topic	Goal 2020	Progress 2020	Goal 2021
Stakeholder Engagement	Implement recommendations from the "Proodos" campaign	Launched «ΕΥ» campaign	Launched «ΕΥ» campaign for stakeholders
	Utilise input from the Kentriki Odos Subscriber Habits & Attitudes Survey	Incorporate proposals from the campaign in the report	
	Launch and update CSR Scorecard content	Ongoing	
Employee training on Corporate responsibility and Sustainability	Design and implementation of employee training on Corporate responsibility and Sustainability	Moved to 2021	-







# 3 ROAD SAFETY

## 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.



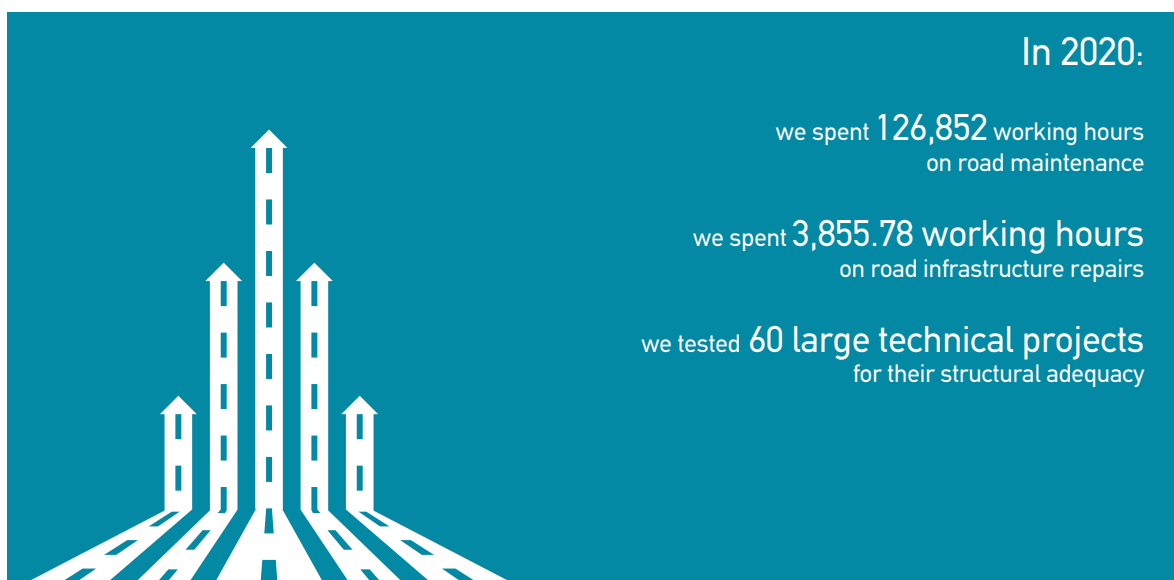
11. SUSTAINABLE CITIES  
AND COMMUNITIES

**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.

## Secondary Sustainable Development Goals



17. PARTNERSHIPS  
FOR THE GOALS



## Covid-19 Response and Management

In 2020, Kentriki Odos put into operation a system of specially designed backup and "smart" Traffic Management Centres and Tunnel Control Centres, which are fully prepared to assist the work of existing centres in the event of an emergency, such as a confirmed Covid-19 case. The aim is to ensure business continuity and the uninterrupted and smooth operation of the motorway and all related services.

For all of us in Kentriki Odos, our strategic goal is the protection of human life at the motorways we are responsible for. Thus, in order to provide the highest possible level of road safety, the company is fully in line with the Greek and European legislations, under the requirements of the Concession Agreement. In this context, the company always takes into consideration the recommendations of the European Commission and follows the guidance reports by other recognized bodies.

**As a result, the main priorities are the following:**

1. Decrease in road accidents
2. Limiting the impact of accidents
3. Taking measures to prevent secondary accidents

**In order to address the biggest challenges, we undertake a series of initiatives, which include:**

1. Infrastructure security
2. Immediate and effective incident management
3. The provision of a wide range of services to drivers



## 3.2 Security before Transit

Regarding safe traffic and implementing the operation and maintenance conditions of the motorways under its responsibility, Kentriki Odos fulfils its obligations according to the Concession Agreement and adopts technological innovations and best practices. At the same time, as a company, it implements a significant number of actions aimed at informing and raising public awareness on road safety issues.

In 2020, we continued our activities to 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

## 3.3 The role of signage

At Kentriki Odos we recognize the crucial role of signage for the road safety of users on the motorways we operate and manage. A modern and safe motorway has to operate according to both the national and European legislation on signage. The company is kept informed as regards the legislative framework and strictly complies with the law provisions. To this end, all relevant studies that we have done and implemented have the approval of the Independent Engineer (certification number DAC0596B).

In this direction, we carry out preventive technical inspections with emphasis on monitoring signage, and we intervene where it is deemed necessary. Equally important are the variable message signs (VMS) which inform drivers of the conditions prevailing on the motorways.

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.

	A.Th.E			E65		
	2020	2019	2018	2020	2019	2018
Variable Message Signs (VMS)						
Number of signs (VMS)	14	14	14	5	5	5

## Infrastructure Management 3.4

Kentriki Odos has developed and implements 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. It is the responsibility of the company to carry out systematic and meticulous inspections along the entire length of the motorway so as to be able to deal with emergencies.

**Kentriki Odos carries out two types of maintenance work on the motorways under its responsibility:**

- **Preventive Maintenance Works**, which take up most of the overall maintenance plan
- **Improvement Maintenance Works**, which include large scale works

Preventive Maintenance Works	Improvement Maintenance Works
Pavement restoration work	Pavement replacement
Maintenance of median strips, landscaping works and all technical maintenance	Heavy interventions in engineering projects and building facilities
Cleaning of the motorway and all maintenance in electromechanical installations, safety and security equipment	Investment in modernizing all electromechanical infrastructure and electronic equipment
Irrigation and fire-fighting systems	Re-designing of intersections
	Replacement of guardrails
	Improvements in horizontal and vertical signage
	Construction of works (sewerage, irrigation, etc.) to prevent accidents

In 2020, we carried out a series of heavy maintenance work and technical projects, some of which were completed within the year.

**More specifically:**

**At the A.TH.E. Motorway, the following works took place:**

### A.TH.E. Motorway

1. Asphalt works with a total length of 20 km
2. New plantings of about 41,500 plants
3. Fencing of Pollution Control Units

### E65

Embankment restoration projects

In the framework of the Kentriki Odos Infrastructure Maintenance program, in 2020 the following projects were completed:

**Guardrail Replacements**  
**E65.: of 176 m length. | A.TH.E.: of 572 m length.**

Roadside barriers that were replaced (metres)	2020	2019	2018
E65	176	332	206,1
A.Th.E.	572	784	444,3

### 3.5 Purchasing and Installing the Weight in Motion (WIM) System

In 2020, Kentriki Odos purchased and installed the technologically advanced CrossWIM system which is used to automatically record the profile of passing vehicles depending on the category, weight per axle, number of axles, etc., that is parameters that determine the total weight of the vehicle.

**In particular, this system was designed for:**

- Imposing restrictions regarding the weight of passing vehicles
- The automatic imposition of fines
- Keeping statistics regarding passing vehicles
- Data processing and reporting

It is essentially a state-of-the-art system that helps detect the violation of predetermined limits (e.g. weight, speed) by collecting the necessary data and then sending them to a central system. The system, equipped with a camera, can identify and record the registration number of the passing vehicle. For the convenience of the competent authorities, the overweight vehicle is photographed by another camera in panoramic mode.

**The CrossWin system is a total investment of**



**At Kentriki Odos, we carry out a series of actions in order to capture in detail the road safety conditions and to monitor them through measurable metrics.**

**In particular:**

- We analyse traffic accident statistics
- We prepare a study to determine the risk of various locations in our urban and long-distance network while taking additional improvement measures
- We systematically control the change of specialized indicators related to road safety

### 3.6 Structural Adequacy

At Kentriki Odos, ensuring the structural adequacy of the project construction is the highest priority. For this purpose, in collaboration with the Technical Department, a special program of regular inspections and systematic interventions has been designed and implemented, always in accordance with international standards. In particular, the aim of the program is to record the results of visual inspections, evaluate them, identify needs and carry out interventions in construction as a priority if deemed necessary.

During 2020, Kentriki Odos carried out an inspection of composite bridge joints on the A.T.H.E. motorway. The purpose of the inspection was to identify damages, assess the causes and record the proposed actions to address them as well as to overall record the financial impact. The visual inspection, the photographic recording and the recording of the inspection findings are published in a concise way in a relevant Report in order to inform the company and all the involved parties.

## Topographic Imaging Using Drones

The use of drones - in areas where we are able to use them - has created new data and new possibilities regarding the topographic mapping of motorways and the surrounding area.

Their use has excellent advantages in terms of capture speed, accuracy, resolution, detail of measurements and zero nuisance to users given that no project signage is required and there is no need to occupy the road for on-site mapping by a surveyor. The drones have the technological capability to capture with exceptional detail, in just one day, entire surface areas up to 50,000 m<sup>2</sup>. Through this technologically advanced way of capturing motorways and the surrounding area, both the maintenance and the restoration/improvement of the infrastructure as a whole are facilitated, with significant benefits for the users and for the adjacent areas.

Road Maintenance Manhours per Category									
Road Maintenance per Category	2020			2019			2018		
	Total Kentriki Odos	A.Th.E.	E65	Total Kentriki Odos	A.Th.E.	E65	Total Kentriki Odos	A.Th.E.	E65
Road surface	25,646.00	25,392.50	253.50	34,631	32,446	2,185	1,815.50	1,125.50	690
Shoulder, traffic islands, kerbs-gutters and sidewalks	1,884.73	1,348.48	536.25	2,480.40	1,838.55	641.85	3,496.02	3,176.63	319.38
Motorway drainage system	7,923.48	4,605.17	3,318.31	6,224.83	4,899.88	1,324.95	4,491.05	3,146.30	1,344.75
Tunnels, cut and cover, landfills and trenches	1,568.57	1,415.07	153.50	3,402.35	3,309.35	93	4,478.28	4,221.30	256.98
Green areas and trees	15,970.57	9,285.87	6,684.70	23,094.47	10,401.48	12,692.99	17,562.82	12,724.72	4,838.10
Motorway safety and protection equipment	6,834.53	4,711.30	2,123.23	7,144.70	5,717.82	1,426.88	1,007.17	698.25	308.92
Motorway signage	4,160.60	3,942.23	218.37	4,710.25	3,890.82	819.43	2,664.20	2,459.20	205
Cleanliness	27,467.75	15,628.23	11,839.52	27,952.59	16,296.62	11,655.97	33,728.10	23,517.12	10,210.98
Common and special bridges	131.18	87.18	44.00	198.62	144	54.62	261.58	152.58	109
Support walls and avalanche retaining walls	68.00	46.00	22.00	198	168	30	434	312.00	122
Buildings	3,865.40	3,605.40	260.00	4,118.60	4,112.60	6	4,268.33	4,268.33	-
Winter maintenance	22,800.00	13,843.00	8,957.00	1,003.41	692	311.41	5,721	4,321	1,400
Other (material transportation, tidiness, training, etc.)	8,531.31	5,210.99	3,320.32	23,652.07	20,914.47	2,737.60	19,595.61	18,329.24	1,266.38
<b>Total</b>	<b>126,852.12</b>	<b>89,121.42</b>	<b>37,730.70</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>

## Road Maintenance Manhours



## Electromechanical Equipment Maintenance

	2020	2019	2018
Total maintenance tasks in electromechanical equipment	117	117	117
Total maintenance tasks in electromechanical equipment for tunnels	43	43	43

In 2020, according to the data obtained from road inspections, patrol observations and suggestions of motorway users, the following data was recorded:

A.TH.E.: 732 damages (597 damages in 2019)

E65: 509 damages (582 damages in 2019)

## Manhours for Road Infrastructure Repairs

Categories of Road Infrastructure	2020			2019			2018		
	Total Kentriki Odos	A.Th.E.	E65	Total Kentriki Odos	A.Th.E.	E65	Total Kentriki Odos	A.Th.E.	E65
Road surface	622.70	458.22	164.48	524.65	360.87	163.78	1,661.63	1,248.08	413.55
Shoulder, traffic islands, kerbs-gutters and sidewalks	10.64	6.52	4.12	62.75	28.23	34.52	160.57	160.05	0.52
Motorway drainage system	946.27	20.87	925.4	43.77	11.15	32.62	858.75	494.75	364
Tunnels, cut and cover, landfills and trenches	418	142	276	514	514	-	523	484	39
Green areas and trees	-	-	-	4	4	-	-	-	-
Motorway safety and protection equipment	1,521.43	788.25	733.18	1,657.22	1,066	591.22	2,164.92	1,146.15	1,018.77
Motorway signage	205.75	101.57	104.18	232.73	125.38	107.35	312.48	172.68	139.80
Cleanliness	-	-	-	-	-	-	6	6	-
Common and special bridges	-	-	-	36	-	36	24	24	-
Buildings	130.99	20.12	110.87	82.3	39.45	42.85	112.98	62.35	50.63
Other (material transportation, tidiness, training, etc.)	-	-	-	48	-	48	67	64	3
<b>Total</b>	<b>3,855.78</b>	<b>1,537.55</b>	<b>2,318.23</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>





#### Manhours for Infrastructure Inspections per Category

Road Infrastructure per Category	2020			2019			2018		
	Total Kentriki Odos	A.Th.E.	E65	Total Kentriki Odos	A.Th.E.	E65	Total Kentriki Odos	A.Th.E.	E65
Road surface	479.21	287.43	191.78	1,886.23	1,574.65	311.58	1,223.19	848.12	375.07
Shoulder, traffic islands, kerbs-gutters and sidewalks	200	152	48	291.28	266.00	25.28	411	318	93
Motorway drainage system	1,360.75	591.92	768.83	1,044.07	859.97	184.10	1,713.67	767.37	946.30
Tunnels, cut and cover, landfills and trenches	629.13	492	137.13	976.90	809.27	167.63	1,273.82	1,088	185.82
Green areas and trees	56	40	16	158.00	88.00	70.00	101	69	32
Motorway safety and protection equipment	1,723.53	889.45	834.08	2,279.33	2,002.88	276.45	3,229.09	2,840.07	389.02
Motorway signage	202.54	100.47	102.07	394.28	263.83	130.45	350.63	276.48	74.15
Common and special bridges	377.98	306.43	71.55	423.75	310.02	113.73	751.38	578.63	172.75
Support walls and avalanche retaining walls	206	158	48	384.50	355.00	29.50	560	488	72
Signal bridges	-	-	-	2.40	2.40	0.00	2.32	2.32	-
Winter maintenance	1.171	572	599	51,231.50	26,411.50	24,820.00	19,382.94	8,771.94	10,611
Other (material transportation, tidiness, training, etc.)	-	-	-	56	0.00	56	6.50	-	6.50
<b>Total</b>	<b>6,406.14</b>	<b>3,589.70</b>	<b>2,816.44</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>

### 3.7

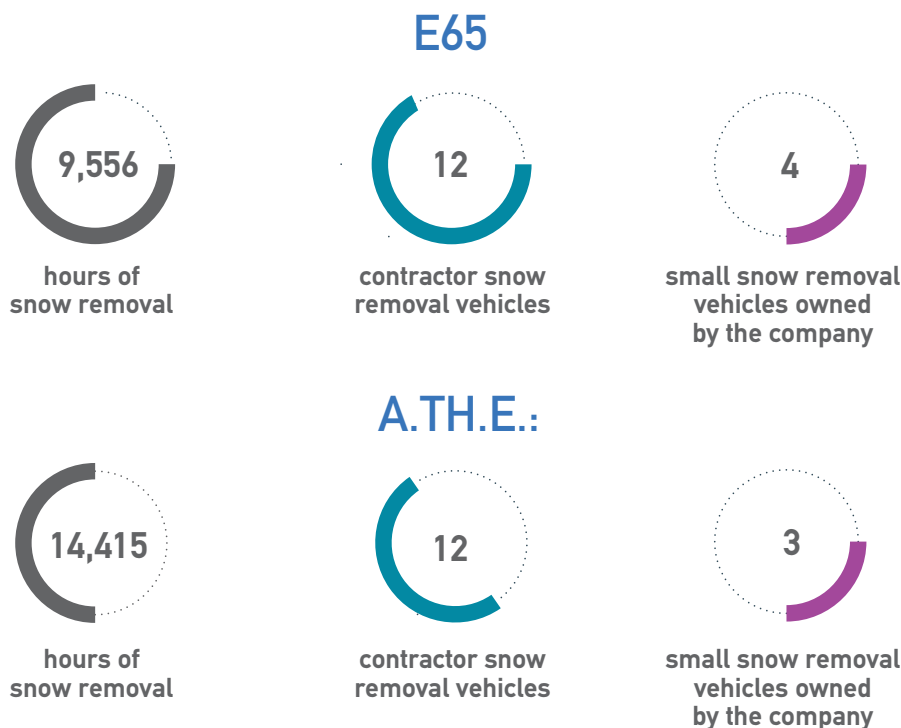
## Winter Maintenance Management and Acute Weather Phenomena

Extreme weather events, such as heavy snowfall, heavy rainfall or frost on the road, can cause problems with the operation of the motorways and have a serious impact on road safety. Kentriki Odos has developed a comprehensive program and implements a series of certified processes in order to be able to manage specific situations immediately and effectively.

**Specifically, the winter maintenance program focuses on:**

- The supply of sufficient quantities of salt for the entire length of each motorway
- Operation of refuelling stations at appropriate locations
- Maintenance of snow removal vehicles
- Maintaining clean wells and drainage infrastructure
- Improving the reflectivity of horizontal and vertical signage
- Carrying out preparedness exercises with the participation of all emergency response agencies
- Close cooperation of all stakeholders (e.g. the Police, the Fire Department, the National Emergency Aid Centre and the General Secretariat for Civil Protection)
- Ongoing staff training as well as systematic evaluation of safety and intervention processes

**In more detail, in 2020 we recorded a total of:**



#### A.TH.E.

In February and March, 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.

The Snow Removal Plan of Kentriki Odos reflects the way the company operates and manages the snow removal process according to the experience of recent years.

In 2020, the company developed a review plan to revise the existing Snow Removal Plan. The aim of the review is to lay the foundations of a methodology for the overall improvement of the services provided by utilizing all possibilities due to the following factors:

- Existing human resources (e.g. executives, engineers, snow removal vehicle operators, Traffic Management Centre operators, patrol drivers, intervention teams)
- The mechanical equipment (vehicles with snow removal equipment)
- The respective materials (snow removal salt, brine, spare parts for mechanical equipment)

**More specifically, the revision of the Snow Removal Plan included both the A.TH.E. and the E65 motorways:**

- The stages of readiness and activation of the plan in combination with the official warnings of the competent bodies taking into account the revamping of the mechanical equipment
- The positions of increased readiness of the snow removal vehicles (standby) on the motorway
- The methodology of increased and continuous operational transit with two snow removal vehicles

Additionally, in E65 the review included the creation of an additional salt loading space at the Xyniada Motorist Service Station towards Lamia.

All of the above improve the overall response and intervention times for snow and ice removal action on the motorway.

In addition, in 2020, construction works were carried out in the reversing area of the snow removal vehicles in Smokovo, reducing the required working time in terms of time needed to create the reversing area and the number of workers. Indicatively, a worker now only needs 3-5 minutes to create the reversing area.

Regarding updating the stations as regards infrastructure and equipment so as to address extreme weather phenomena, the following are worth noting:

**At A.TH.E.:**

- The new road was used before the delivery of the new section of the E65 motorway
- At the 206.5 km on the A.TH.E., reversing is possible through the underground passage for faster operational readiness and reduction of response time (under inclusion in the Snow Removal Plan of 2020-2021).

**At E65:**

- New salt loading points were created at the roundabout of Agios Stefanos as well as at the Xyniada Motorist Service Station towards Lamia aiming at the faster loading and operations on the motorway.

## Collaboration with the Athens Observatory

In 2020, Kentriki Odos partnered with the Athens Observatory with the aim of creating a focused weather forecasting platform on motorways it is responsible for. This platform provides targeted information on the weather conditions that prevail or are expected to prevail along the entire length of the motorway, such as the type of precipitation (rain, hail, snowfall, sleet, etc.), temperature, total rainfall, snow cover, wind speed and direction as well as barometric pressure. Therefore, a valid weather forecast contributes to faster and more efficient emergency management.

## 3.8 Traffic and Incident Management

### Traffic and Incident Management

#### Movement of Vehicles for the Transportation of Wind Turbine Parts

Kentriki Odos implements a system for managing the traffic of special loads, such as transporting wind turbines, within the motorways under its responsibility to facilitate the traffic of vehicles but also to prevent accidents or other unpleasant events.

**The specific interventions and processes are applied in the following cases:**

- When the cargo enters the motorway
- When the cargo moves on the motorway
- When the cargo exits the motorway
- When the cargo enters tunnels

**In 2020, Kentriki Odos carried out the following interventions**

**especially for vehicles transporting wind turbines:**

- Scheduled entry of vehicles at a specific time and for a specific period of time
- Patrol escorts at the entry - transit - exit of cargo
- Mobile signage along the entire length of the motorway
- Warning messages via VMS
- Removal of street lighting masts
- Slowing down traffic by the Traffic Police
- Removal of vertical signs
- Installation of plastic ramps on the curbs
- Construction of concrete ramps
- Creating special side openings and undertaking special studies for side openings to allow the exit of oversized vehicles

Finally, when transporting special loads, Kentriki Odos restricts the application of short-term traffic regulations in case of regular maintenance works.

#### A.TH.E.

Transit Days:	9
Transport Vehicles:	35
Number of Wind Turbines:	4

## Traffic Management and Tunnel Traffic Management Centres

In order to immediately deal with emergencies as well as to ensure business continuity, in 2020 a system of specially designed backup and "smart" Traffic and Tunnel Management Centres was put into operation by Kentriki Odos. These reserve centres are on standby mode and can be staffed and activate their equipment within a few minutes in order to assist the work of the existing centres in case of emergency on the highways.

The Traffic Management Centres are responsible for the overall management of emergencies and incidents while ensuring the provision of up-to-date information to all users.

**The work of the Traffic and Tunnel Management Centres is supported by:**

1. The Road Safety Patrols
2. The SOS telephones along the entire length of the motorway
3. The Free Roadside Assistance Service
4. The 10754-digit emergency number
5. The Variable Message Signs (VMS)

More specifically the Traffic Management Centre at Sofades controls the vehicle traffic and take care of the smooth and sage operation of the infrastructure.

	A.Th.E.			E65		
Traffic Surveillance Cameras	2020	2019	2018	2020	2019	2018
Open-air CCTV	27	27	23*	44	44	44
Tunnel CCTV	52	52	52*	10	10	10

\*Restatements of information

### Traffic and Tunnel Management Centres: Reserve System

In order to immediately deal with emergencies as well as to ensure business continuity, in 2020 a system of specially designed backup and "smart" Traffic and Tunnel Management Centres was put into operation by Kentriki Odos. These reserve centres are on standby mode and can be staffed and activate their equipment within a few minutes in order to assist the work of the existing centres in case of emergency on the highways.

**In more detail:**

**At A.TH.E:**

Recently, a fully functional job position was created in the two unmanned Tunnel Control Centres of Stylida, which operate as reserve centres for the main Tunnel Control Centre of Agios Konstantinos.

**At E65:**

In the small local Tunnel Control Centre of E65 (towards Trikala) a job position was created - with all the necessary equipment - for the operators of the Traffic Management Centres. In case the use of the Traffic Management Centre building at Sofades becomes temporarily inaccessible, operators can work normally from this position. In addition, apart from the Traffic Management Centre at Sofades, the Tunnel Control Centre of Agios Konstantinos at A.TH.E. can also operate as a backup Traffic Management Centre.

Emergency Call Centre Data	2020			2019			2018		
	Total Kentriki Odos	A.Th.E.	E65	Total Kentriki Odos	A.Th.E.	E65	Total Kentriki Odos	A.Th.E.	E65
Incoming calls	15,803	11,651	4,152	15,703	9,001	6,702	11,470	7,826	3,644
Answered calls	15,768	11,625	4,143	15,685	8,985	6,700	11,438	7,806	3,632
Efficiency	99.8%	99.8%	99.8%	99.9%	99.8%	99.9%	99.7%	99.8%	99.7%
Average call duration (in seconds)	52.93	52.98	52.78	56.30	56.47	56.07	56.97	56.73	57.49

Emergency Call Centre - Issues by Category		2020		
		Total Kentriki Odos	A.Th.E.	E65
Safety		0.9%	1.0%	0.7%
Traffic		22.5%	20.5%	25.3%
Maintenance		44.8%	42.9%	47.4%
Patrols		29.6%	34.6%	22.6%
Other		2.3%	1.0%	4.0%

## Management of Demonstrations

Kentriki Odos has to make special traffic arrangements in cases of demonstrations, and protests that take place on the motorways under its responsibility.

Specifically, in 2020 Kentriki Odos carried out the following actions:

- Announcement to the drivers and the users of the motorway regarding the sit-in of the A.TH.E. motorway at the Agia Triada tolls by the Coordinating Committee of Protest of Bodies - Associations of the Municipality of Kamena Vourla on Friday, September 25, 2020.
- Informing the drivers and the users of the motorway regarding the announcement by the Federation of the Karditsa Agricultural Associations for the planning of agricultural sit-ins at the flyover of Karditsa on Monday, January 27, 2020.

The personnel of the company in collaboration with the competent department of the Traffic Police applied the necessary traffic arrangements in any sit-in sections by diverting traffic through side roads.

	Total Incidents by Category		
	2020	2019	2018
Accidents and Crashes	161	182	177
Vehicles breakdown	1,875	2,677	2,663
Abandoned Vehicles	25	29	21
Obstacles – Spillage – Moving Hazard	1,842	2,535	2,982
Congestion	0	0	0
Other incidents	689	1,034	767
<b>Total</b>	<b>4,592</b>	<b>6,457</b>	<b>6,610</b>

The Road Safety Patrol Cars are on the motorway 24 hours a day, and are manned by specialized and trained employees that intervene and assist when deemed necessary, thus contributing to Road Safety and to decreasing road accidents.

**The main tasks of the patrols include:**

- Event detection and management
- Inspecting damages to infrastructure and equipment (road, fencing, safety railings, lighting)
- Removal of objects from the road
- Assisting in the immobilization of vehicles and their removal
- Signage for emergencies
- Providing assistance to the competent state emergency services
- Escorting oversized vehicles if deemed necessary
- Escorting dangerous goods vehicles through tunnels
- Risk forecasting for drivers

## Fleet Management System 3.9

With the aim of more efficiently managing emergencies and enhancing road safety on the motorways Kentriki Odos is responsible for, the company designed and operated in 2020 a new fleet management and maintenance system, which is ISO 39001 certified.

**This system has the following features:**

- It displays in real time the locations of the patrol vehicles and the motorway intervention team (e.g. via position)
- It directly controls and manages fleet availability for each area of responsibility
- It contributes to immediate incident management by instructing the nearest available vehicle to intervene
- It controls through reports the crossings of vehicles from checkpoints in accordance with the contractual obligations of the company
- It manages the fleet as a whole in terms of maintenance, costs, exhaust fume cards, etc.
- It uses a map to depict each intersection and project boundaries, which also serves as an educational tool

The ultimate goal of Kentriki Odos is the gradual renewal of the company's own fleet and its full replacement with electric vehicles at each category, always adapted to the needs of each vehicle category (e.g. PATROL, PICK UP, TMS, VAN).



## 3.10 Collection of Immobilised Vehicles

Kentriki Odos developed an integrated collection and transport service of immobilized vehicles aiming at the smooth and safe operation of the motorways under its responsibility. This service is offered by the special corporate collection units transferring the immobilized vehicles to the nearest safe point either at the rest of the road network or at a secure location within the Concession project, such as the Motorist Service Stations.

In 2020, 509 vehicles were safely towed, of which 79 were heavy vehicles.

Towed Vehicles	2020			2019			2018		
	Total Kentriki Odos	A.Th.E.	E65	Total Kentriki Odos	A.Th.E.	E65	Total Kentriki Odos	A.Th.E.	E65
Conventional Vehicle Recovery	430	266	164	608	337	271	474	287	187
Heavy Vehicle Recovery Unit	79	73	6	128	109	19	101	89	12
<b>TOTAL</b>	<b>509</b>	<b>339</b>	<b>170</b>	<b>736</b>	<b>446</b>	<b>290</b>	<b>575</b>	<b>3.376</b>	<b>199</b>

Immobilised Vehicles Incidents	2020		2019		2018	
	A.Th.E.	E65	A.Th.E.	E65	A.Th.E.	E65
Flat tire	334	102	388	149	352	131
Mechanical failure	721	312	908	546	835	465
Fuel	84	23	146	45	129	71
Other	46	89	88	157	53	233
Unrecorded	99	69	406	338	445	187
<b>Total</b>	<b>1,284</b>	<b>595</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)	7	2	18	10	12	2



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

Incidents	2020	2019	2018
Accidents and Crashes	13.4	13.9	13.0
Vehicles Breakdown	9.4	9.9	10.7
Abandoned Vehicles	9.6	11.0	13.8
Obstacles – Spillage – Moving Hazard	10.4	10.4	10.6
Other Incidents	4.5	5.1	5.2

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

Agent	2020	2019	2018
Kentriki Odos	9.2	9.5	10.1
Vehicle Recovery Unit	34.7	38.1	36.0
Heavy Vehicle Recovery Unit	40.8	42.8	43.6
Traffic Police	14.6	13.7	17.9
Fire Brigade	13.9	22.8	15.2
Ambulances	17.3	15.9	11.3
Other Agents	28.6	19.8	31.8

## 3.11 SOS Phones and the 4-digit 1075 Emergency Number

In order to handle possible accidents or emergencies, Kentriki Odos has:

**SOS telephones:** Along the motorways and inside the tunnels in Stylida, 124 SOS telephone devices have been installed and operate so that users can communicate for free with the Traffic Management Center.

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

SOS Phones along the Motorway	A.Th.E.			E65		
	2020	2019	2018	2020	2019	2018
Number of devices	124	97	97	34	34	34



## Road Safety Awareness Campaigns 3.12

Being aware that the goal of achieving zero accidents requires a change in driving mentality, Kentriki Odos continues to implement awareness and information actions in this direction. In 2020, due to the pandemic, we adapted some awareness actions by incorporating the use of new technologies and digital tools in our existing programs.

**In this context, we focus our attention on three main areas:**

### Strategic partnerships with specialized organizations

We continue our strategic partnership with the "Panos Mylonas" Hellenic Road Safety Institute to implement innovative programs for young people and vulnerable social groups. This year, the closure of schools due to the pandemic led us to redesigning the programs to be implemented in a digital environment and thus ensuring continuity and consistency in training students.

### Information and awareness campaigns

The driver awareness campaigns that we implement as a company with the use of creative commercial spots, special tributes, and distribution of brochures focus on issues such as driving in difficult weather conditions, good driving behavior on the motorway, special safety measures when driving in tunnels, the correct use of child seats, non-aggressive and ecological driving, etc. It should be noted that this year due to the pandemic the distribution of leaflets at toll stations was limited while there was an increased use of digital and public awareness media and tools regarding road safety.

### Speeches and presentations

At Kentriki Odos we regularly participate in workshops, speeches and conferences in order to encourage the general public to adopt safe driving practices and behaviors but also to inform the public about our initiatives at the local level. Due to the Covid-19 pandemic, our participation in workshops and conferences is currently taking place online.

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	Goal 2020	Progress 2020	Goal 2021
Accident related indicators	Zero accidents on motorway (refers to users and employees)	Users: 161 Employees: 1 Motorway Accidents Index: 75,10	Zero accidents on motorway (refers to users and employees)
Motorway upgrades	Pilot installation of "Smart" security cameras for automatic incident detection	Completed	-
Accident response time	Average response time reduction from 10.1 min to 9.5 min	Average response time reduction from 9.5 min to 9.2 min	Ongoing reduction of response time
Annual Recertification	Annual Recertification of ISO39001	Completed	Annual Recertification of ISO39001



# 4 QUALITY SERVICE PROVISION

## Primary Sustainable Development Goals



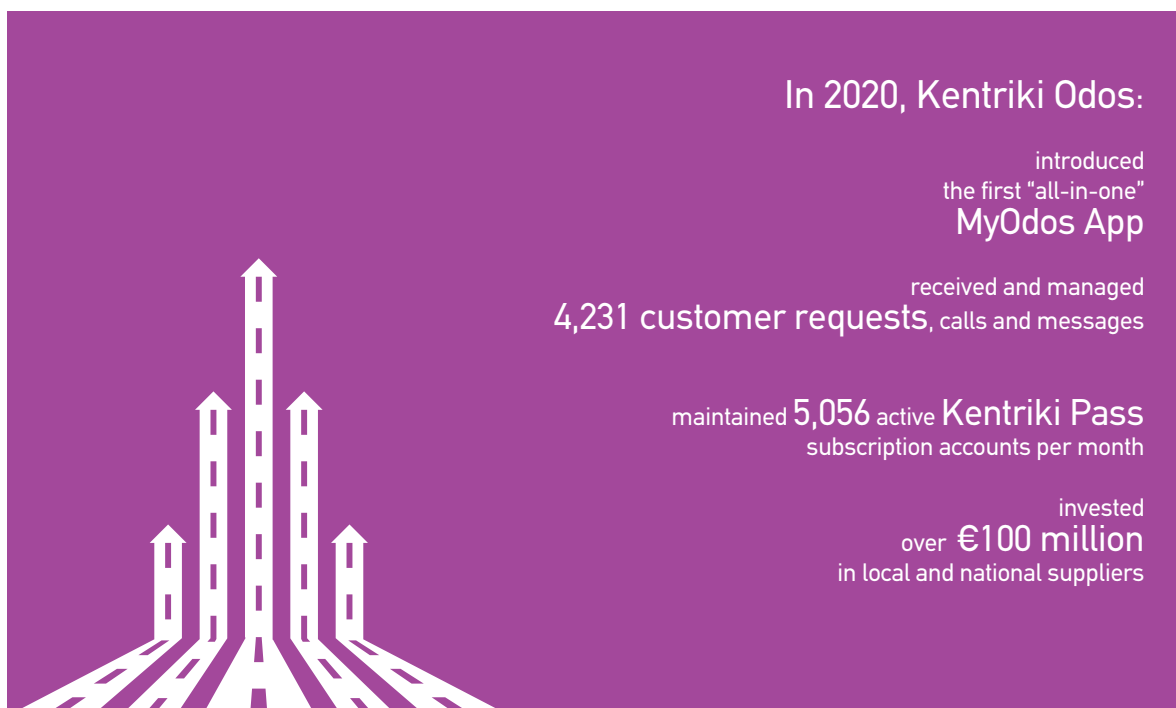
9. INDUSTRY, INNOVATION  
AND INFRASTRUCTURE

**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

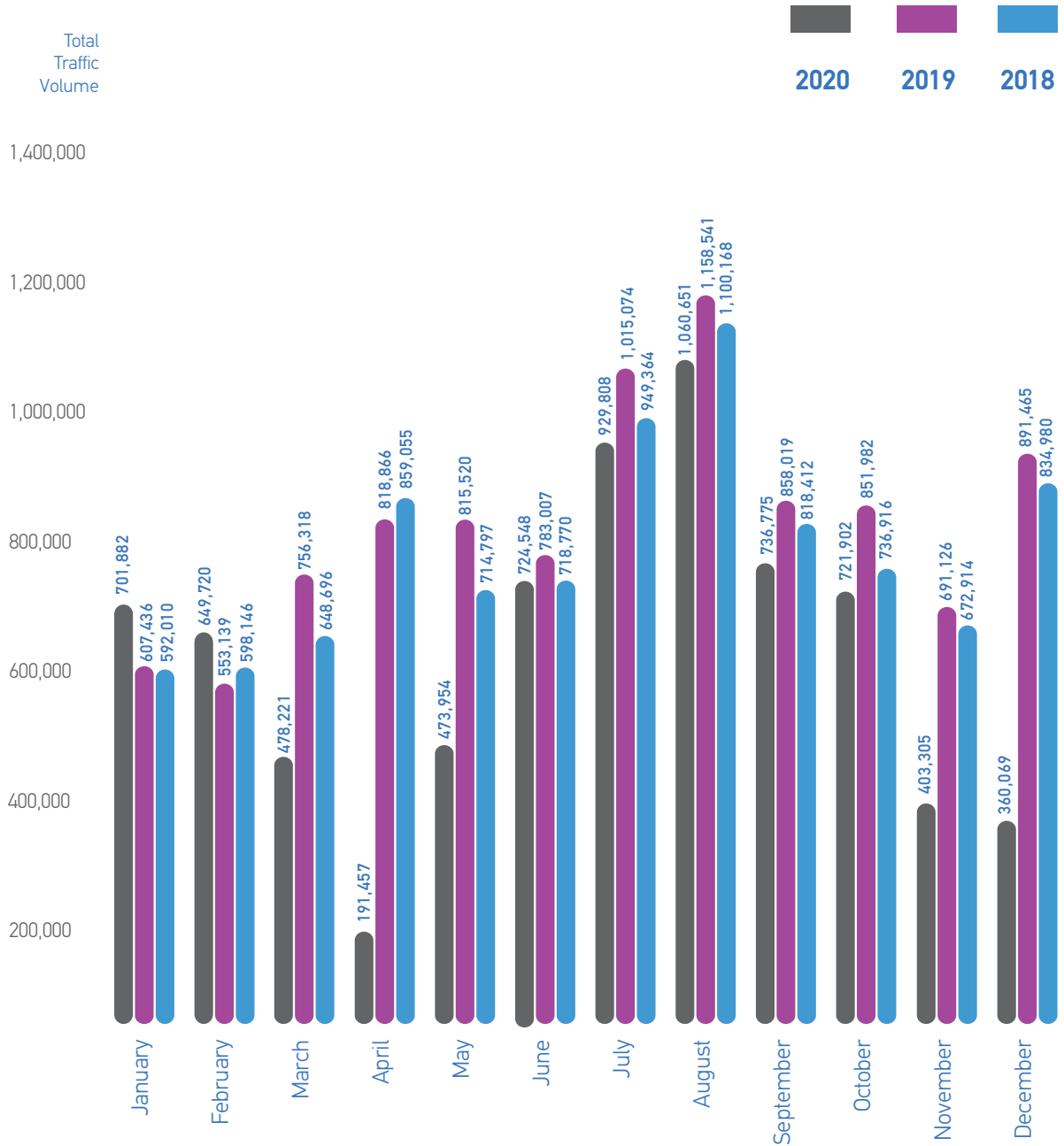


## Covid-19 Response and Management

The Covid-19 pandemic is responsible in 2020 for the significant reduction in traffic on the motorways we are responsible for. During the year, addressing the ongoing challenges of the pandemic and taking into account the expectations of our stakeholders, we focused on enhancing interoperability, using new technologies and upgrading our technology equipment and software. We also focused our attention on further digitizing the company's systems, always aiming at the continuous improvement of the quality and the efficiency of the provided services.










### 3 Year Traffic Volume Evolution for Kentriki Odos



#### Entries by Vehicle Category

2020

Category 1 	42,657
Category 2   	5,602,850
Category 3   	575,760
Category 4  	1,211,025



## 4.1 Ensuring Quality

At Kentriki Odos, we are always on the alert for the most effective response possible to the growing needs of the areas that are adjacent to the motorways we are responsible for. Our goal is to respond promptly and effectively. Looking towards the future and taking into account the current challenges, we have developed a corporate customer service model that puts people and their needs at the centre of our interest. In this context, we are committed to providing high quality services fully in line with Greek and European legislation, while applying high standards on the whole suite of our services, such as the ISO 9001, ISO 14000, ISO 45001: 2018, ISO 45001, ISO 39001 and ISO 22301 standards. In 2020, faithful to the strategic goal for continuous improvement of quality systems, we invested as a company in the transition to the new ISO 45001: 2018 standard regarding the overall Health and Safety system of the company.

## 4.2 MyOdos Digital Application

In order to continuously improve its services, in July 2020 Kentriki Odos presented the first “all-in-one” motorway application for mobile phones and tablets (Android and iOS) in Greece called MyOdos, which is not addressed only to the electronic pass subscribers.

This innovative application is a unique single portal that enables drivers to easily and quickly manage their route or trip as well as their account in case they are Kentriki Pass subscribers. At the same time, however, it enables all drivers to find the best route or points of interest and to calculate the cost of their trip on all motorways in the country.

Through the application of full interoperability (GRITS), the MyOdos application keeps up with the technological trends, additionally enabling drivers, when they embark on their trip, to enter their destination, to calculate the exact cost of tolls, to be informed about areas they can stop at and finally top up their account with money. Finally, the application provides all the information about the Kentriki Odos motorways as well as a series of useful information for all points of interest, such as parking stations, exits, gas stations, etc.

At MyOdos all information is available easily and quickly, 24 hours a day, 365 days a year.

### **In more detail, the application offers drivers:**

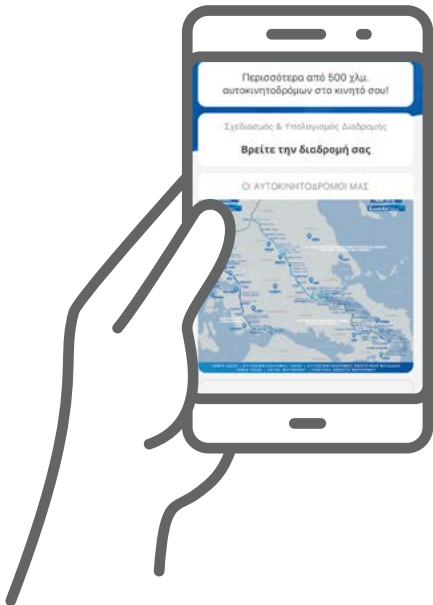
- Detailed maps with all the points of interest (Motorist Service Areas, parking spaces, flyovers, exits, etc.) at the motorways of our responsibility
- Calculating the best route and toll costs about all motorways of the country, and not only about the motorways of our responsibility
- Direct connection to the 1075 emergency telephone line as well as to the customer service telephone at the touch of a button
- Opportunity to subscribe to Kentriki Pass and obtain a pass via courier service
- Full account control and the possibility of topping up the account for Kentriki Pass subscribers

At the same time, on the website [www.myodos.gr](http://www.myodos.gr) that was created, visitors can be easily and quickly informed about all the services offered by the MyOdos application, that can be installed on mobiles or tablets.

Kentriki Odos invested a total of €37,532 for the promotion of the MyOdos application.

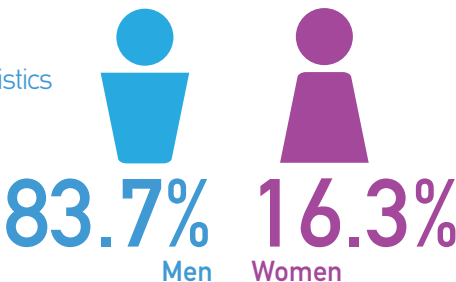
The official presentation of the application was followed by a large-scale survey conducted by Kentriki Odos in order to look into the response of the public and users regarding the usability of the MyOdos application.

According to the survey, the following page /activities emerged as the most popular:



- Home page **10.38%**
- Balance updates **8.22%**
- Route planning **4.53%**
- Fast Pass/Kentriki Pass registrations **3.77%**
- Renewal history **1.66%**
- Monthly accounts history **0.45%**
- Menu **2.34%**

The demographic characteristics of participants:



So far, the app seems to have encouraged the use of digital media by users since 603 subscription requests and requests for the **Kentriki Pass** have been recorded. At the same time, 898 user actions have been recorded for money transfers to their subscription accounts with a commercial value of €35,072.94.

**MyOdos Promotion**  
**€37,532**

subscription requests and requests  
for the Kentriki Pass

**603**

Payments of subscription accounts

**Transactions: 898**

**Total actions:**  
**€35,072,94**

## 4.3 Communicating with Drivers

In order to meet the expectations of drivers and users, Kentriki Odos continuously leverages current or all new communication channels in order to monitor and analyse the needs, to formulate policies and to introduce services aimed at providing quality and immediate services to drivers and users.

### Basic Communication Channels



#### Customer Care Call Centre

801 700 7000



#### Customer Service Centres

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



#### Mystery survey conducted every 24 months

- 24 months
- Opinion surveys conducted every 24 months



#### Customer Service email

customercare@kentrikiodos.gr



#### Corporate website

[www.kentrikiodos.gr](http://www.kentrikiodos.gr)

Product website  
[www.kentrikipass.gr](http://www.kentrikipass.gr)



#### MyOdos App



#### CSR Scorecard

Emergency  
Phone Number  
1075



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

- Collect their views regarding its activities
- Record credible trends
- Be informed of any issues that arise and resolve them promptly
- Encourage the submission of ideas
- Detect possible omissions
- Inform about its strategic actions

Customer Care Call Centre data	2020			2019			2018		
	Total Kentriki Odos	A.Th.E.	E65	Total Kentriki Odos	A.Th.E.	E65	Total Kentriki Odos	A.Th.E.	E65
Incoming calls	7,888	7,683	205	7,610	6,914	696	6,355	4,942	1,413
Answered calls	7,666	7,469	197	6,822	6,202	620	5,815	4,522	1,293
Efficiency	97.2%	97.2%	96.1%	89.6%	89.7%	89.1%	91.5%	91.5%	91.5%
Total complaints submitted by phone		326			382			467	
Number of calls with complaints about noise barriers		0			0			0	

Customer Care Call Centre - Issues by Category	2020		
	Total Kentriki Odos	A.Th.E.	E65
Electronic Toll Collection Operation	79.4%	82.5%	65.6%
Commercial Issues	9.3%	8.0%	14.9%
Toll Operation	4.2%	3.7%	7.0%
Other	3.5%	2.9%	6.0%
Safety	2.3%	1.7%	4.2%
Traffic	0.8%	0.7%	1.4%
Maintenance	0.5%	0.4%	0.9%

Requests by Category	Customer Care Call Centre		Written Communication		Total	
	Number	%	Number	%	Number	%
Commercial policy	1,436	39.78%	98	15.78%	1,534	36.26%
Toll operation	861	23.85%	446	71.82%	1,307	30.89%
Traffic and safety	509	14.10%	7	1.13%	516	12.20%
Interoperability	564	15.62%	12	1.93%	576	13.61%
Other	122	3.38%	18	2.90%	140	3.31%
Compensation claims	46	1.27%	21	3.38%	67	1.58%
Signage	13	0.36%	1	0.16%	14	0.33%
Driver's requests	28	0.78%	7	1.13%	35	0.83%
Motorway Project	31	0.86%	11	1.77%	42	0.99%
<b>Total</b>	<b>3,610</b>	<b>100.0%</b>	<b>621</b>	<b>100.0%</b>	<b>4,231</b>	<b>100.0%</b>

Written Communication	2020	2019	2018
Total requests and complaints submitted	621	1,771	1,664
Requests and other issues	583	1,701	1,608
Complaints submitted	38	70	56
Complaints about noise barriers	-	-	-
Average response time (days)	0.52	0.51	0.53

#### Written Communication Issues by Category

Electronic Toll Collection Operation	84.5%
Toll Operation	11.4%
Commercial Issues	2.3%
Other	1.2%
Compensation Claims	0.6%
Safety	0.0%
Traffic	0.0%
Maintenance	0.0%

Complaints by Category	Customer Care Call Centre		Written communication		Total	
	Number	%	Number	%	Number	%
Toll operation	120	36.81%	20	52.63%	140	38.57%
Traffic and safety	60	18.40%	5	13.16%	65	17.87%
Commercial policy	29	8.90%	1	2.63%	30	8.38%
Negative Comments	29	8.90%	2	5.26%	31	8.55%
Other	56	17.18%	1	2.63%	57	15.67%
Signage	9	2.76%	1	2.63%	10	2.80%
Driver's Requests	9	2.76%	5	13.17%	14	3.93%
Interoperability	12	3.68%	3	7.89%	15	4.23%
Motorway Project	2	0.61%	-	-	0	-
<b>Total</b>	<b>326</b>	<b>100.00%</b>	<b>38</b>	<b>100.00%</b>	<b>364</b>	<b>100.00%</b>

In 2020, as a company we received, managed and settled a total of 326 complaints, which, according to our policies, are categorized into 9 main topics: toll operation (120), traffic and safety (60), commercial policy (29), negative comments (29), other issues (56), signage (9), compensation claims (9), interoperability (12), project (2).

In 2020, no reports or complaints were recorded regarding significant environmental issues.

Additional Services to Users

4.4

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	K.P.	DIRECTION	SERVICES
SOFADES	70+300	To Trikala To Lamia	Shell gas station open 24/7, cafes, restaurants, supermarkets in the Shell gas stations



## 4.5 Tolls

### Tolls Status

Paying toll rates mostly contributes to financing construction and maintenance, as well as to constantly improving the infrastructure and the provided services of Kentriki Odos. The Concession Agreement which has been ratified by the Hellenic Parliament and is a law of the State, strictly states that in no case can the company unilaterally modify the toll rates without the prior consent of the State.

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 rate for each station (frontal and lateral exit) is determined as follows:

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

More information is available at: <https://www.kentrikiodos.gr/toll-rates-payment-methods/?lang=en>





In order to ensure perfect and efficient services to users and the public, Kentriki Odos has as a priority the promotion of interoperability, i.e. the design of an "intercom" system at the software level of the company. In this direction, in 2020 the company made a strategic investment of €1,000,000 promoting the software upgrade and the installation of new equipment at the toll stations. The specific program required the coordination of three subcontractors, all internal departments as well as the cooperation of all concession companies in the industry.

### A 12 -Month Project



**€400.000**

**An investment in software, equipment  
in toll stations and services**

### Managing

**3**

**subcontractors**

**5**

**concessions**

**All internal  
departments  
involved**



## Toll Payment Methods



### Payment in cash

Payment in cash at a toll booth lane with an attendant



### (POS)

Card Readers



### Kentriki Pass

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



### Automatic Payment

Automatic Payment Machines



## MyOdos

Application through which drivers can, among other things:

- register for the Fast Pass and obtain a transceiver via courier
- have full control of their account and the possibility of topping up their balance if they are Fast Pass subscribers

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

	2020	2019	2018
Number of current accounts by the end of the month (average)	5,056	3,905	2,685
Total number of active Transponders by the end of the month (average)	6,363	5,095	3,568

Since November 2020, in the context of the redesign of the interoperability service (Greek Interoperable Tolling Systems-GRITS), all Kentriki Pass subscribers can pass through the tolls via the special electronic lanes of each toll station in the country without any other action!

Subscription to the Kentriki Pass service is free and one can subscribe:

**1** electronically through  
[www.kentrikipass.gr](http://www.kentrikipass.gr)



**2** through the MyOdos application



**3** via calling the Telephone Customer Service  
(tel. 801 700 7000)



**4** via visiting a Customer Service Point



Information about the required documents can be found at <https://www.kentrikipass.gr/index.php/apoktisi-test/>

When subscribing to the service via the phone or the internet, the Kentriki Pass is sent, free of charge, to the subscriber.

Finally, it is worth noting that through the GRITS interoperability service all drivers who are subscribers to any other pass of a Greek motorway (Attiki Odos, Olympia Odos, Moreas, Aegean Motorway, Nea Odos, Egnatia Odos, Charilaos Trikoupi Rio-Antirrio Bridge) can now cross the electronic lanes at all the toll stations operated and managed by Kentriki Odos.

## 4.6 Personal Data Protection

As a company, we collect the personal data of motorway users in order to serve, communicate or handle traffic incidents, and to address effectively issues the motorway drivers might face.

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

- Telephone conversations with drivers on customer service issues, for the sole purpose of improving the offered services
- Requests for services (for instance, cards for people with special needs, and subscription plans)
- Cameras along the motorway and the infrastructure used for smooth traffic management and effective traffic accident response

In the context of the requirements and obligations arising from the relevant "Closed Circuit Television Directive" of the Personal Data Protection Authority, Kentriki Odos places special emphasis on personal data protection. As a company, we take all technical and operational 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 data, use, modification or disclosure of. Moreover, in order to ensure secure electronic transactions, the company applies special procedures and security standards.

You can find the corresponding PRIVACY DECLARATION regarding the safety and processing of personal data published on the company's website at <https://www.kentrikiodos.gr/>

## 4.7 Our Responsibility for the Supply Chain

The Kentriki Odos long-term and exemplary professional relation with our business partners, subcontractors, and suppliers, is based on the general compliance with the corporate values and principles, on the common understanding on the project importance and the necessity to comply with the terms and specifications that vouch for its quality.

### Selecting Partners, Subcontractors and Suppliers

Recognizing that our suppliers, subcontractors and partners contribute to creating value for the company, we follow a responsible purchasing policy that presupposes the adoption of corporate values and principles, behaviour and operation rules by our suppliers.

In order to optimally choose our suppliers and partners, we have set the following priorities that are used as our criteria:

- Selection after an open market survey
- Submission of at least 3 different offers
- Requirements predefined by the company
- Responsible business activity of suppliers and quality features of the service/product as selection criteria
- Annual evaluation of existing suppliers' performance

As regards the grouped tenders for the supply of materials, in 2020 Kentriki Odos put forth a tender, which concerned the supply of laptops and the financial profit reached the amount of €208.45, that is 5%.

### Subcontractors Obligations and Commitments

The obligation to sign a declaration of compliance with the environmental requirements of the project in order to sign a cooperation agreement with the company

Their formal commitment to comply with the environmental terms 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, 9001:2000, 9001:2015 and 9001:2005
- ISO 14001:2004, 14001:2015 and 14001:2018
- CE - EN 12899-1:2007
- ISO EN 3834-2
- ISO EN 13422
- EN ISO 1461
- EN 1090-1:2009 and A1:2011
- ISO 37001:2016
- IEC 60317-0-1
- ISO 45001:2018
- OHSAS 18001:2007
- EL0T 1801:2008
- FSSC 22000
- HACCP – ISO 22000
- ISO/IEC 27001:2013
- ISO 20000-1:2018
- ISO 22301:2019

In 2020, Kentriki Odos critically reviewed its relations with its suppliers as a result of the pandemic and of the more general reshuffles that took place in the business world. Practically this means that as a company we improved our response mechanisms, we expanded our collaboration with trusted suppliers and we reviewed the importance of some parameters as regards the overall evaluation of our suppliers.

During 2020, the reference year of this Report, the company did not carry out environmental audits of new suppliers, nor did it observe any significant adverse environmental performance of its suppliers. Lastly, human rights issues have not been included in our suppliers' evaluation criteria.

## 4.7 Supplier Assessment

Our supplier evaluation is based on the principles of merit and transparency. The Procurement department has the main and coordinating role for all procurements and tenders, thus increasing the effectiveness of the purchasing process.

### Annual Evaluation Criteria

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

As a company, we recently upgraded the evaluation process of our critical suppliers and partners which is reflected in our corporate structure.

#### The new process:

- Is carried out electronically
- Introduces wider evaluation criteria with differentiated significance levels to ensure a more objective and effective evaluation and materiality
- Strengthens cooperation between departments by enabling the joint evaluation of partners and suppliers

### 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 286 important suppliers with whom it cooperates and does business.

The results of the annual evaluation showed an annual average evaluation of 4.1.

## Developing the Role of the Procurement Department

With a view to the optimal management of its supply chain, Kentriki Odos invests in its long-term relations with its trusted suppliers.

In this context, as a company we have developed a series of best practices that are implemented by the Procurement Unit

and include:

- Targeted and physical meetings with key vendors to enhance communication and to address or solve issues
- Centralizing all procurement matters by the respective department, thereby increasing the efficiency of the purchasing system
- Organizing tenders for procuring materials that can be grouped (e.g. vehicle tires) so that a centralized agreement can achieve economic benefits and speed up purchasing

## Local Suppliers Development

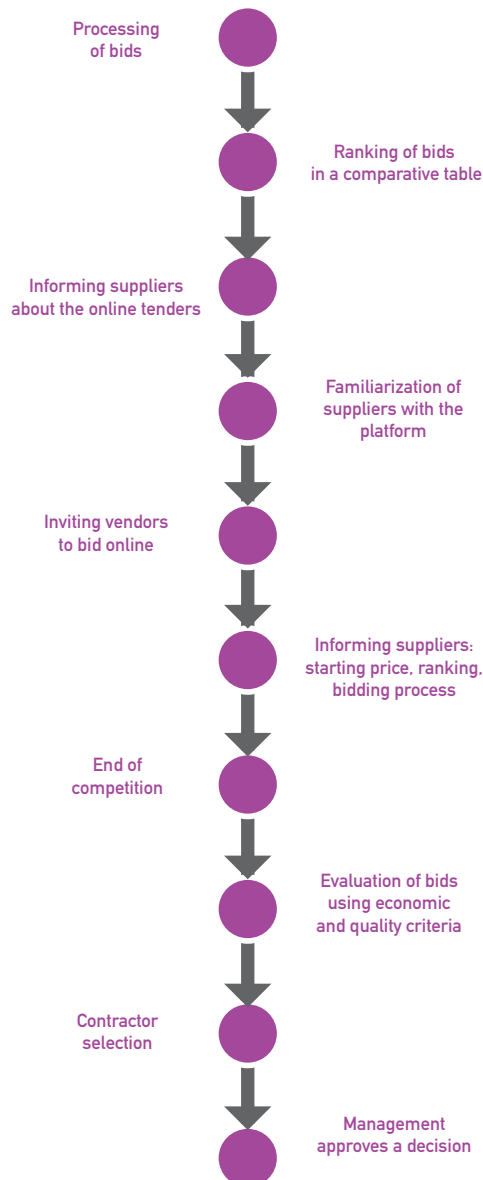
Kentriki Odos invests in the long-term support of national and especially local suppliers, thus contributing in practice to value creation with multiplier effects for local communities.

Suppliers Categories	2020		2019		2018	
	Number of Suppliers	Investment (€)	Number of Suppliers	Investment (€)	Number of Suppliers	Investment (€)
Local	158	443,089.63	183	296,417.40	206	425,905.88
National*	156	102,491,538.17	163	125,373,567.62	164	7,841,905.09
International	15	883,903.11	10	200,667.92	11	265,420.70
<b>Total</b>	<b>329</b>	<b>103,818,530.91</b>	<b>356</b>	<b>125,870,652.94</b>	<b>381</b>	<b>8,533,231.67</b>

*\*The national suppliers also include transactions with related parties, which amount to €94,465,352.82, of which €85,239,843.72 concern the construction of the Southern Section by the construction initiative called "Consortium E65".*



## Online Tenders



In order to more efficiently manage procurement and save resources, Kentriki Odos uses a special online platform for online tenders. This platform allows prospective suppliers to make a final bid online in a set timeframe and have 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 2020 no electronic tenders were held.



## Connection to the Sustainable Development Goals and Goal Setting



9. INDUSTRY, INNOVATION AND INFRASTRUCTURE



9. INDUSTRY, INNOVATION AND INFRASTRUCTURE



9. INDUSTRY, INNOVATION AND INFRASTRUCTURE



17. PARTNERSHIPS FOR THE GOALS

Topic	Goal 2020	Progress 2020	Goal 2021
Customer Satisfaction Survey	The next Mystery Survey will take place in 2021	-	Conduct a mystery survey for the assessment and further improvement of our services
Customer Care Call Centres	Conduct an opinion survey on the motor-way and its impacts	Conduct an opinion poll by POADEP	-
Driver services upgrade	Maintain a high level of "Very satisfied customers"	No Road Side Survey (RSS) was conducted due to COVID-19. Moved to 2021	Conduct a phone survey for customer satisfaction
Electronic tender platform	Official launch of the application: MyOdos	Completed	Constantly upgrad the application and add new features
	Utilise platform for tenders	No electronic tenders were held during 2020	Utilise platform for tenders



# 5 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 2020, Kentriki Odos carried out:

trainings of a total of **337 hours**, with special emphasis on health and safety issues, in which **41 employees** took part

**87 Health and Safety inspections** by an external consultant

the transition of the Health & Safety Management System from the OHSAS 18001:2007 to ISO 45001:2018

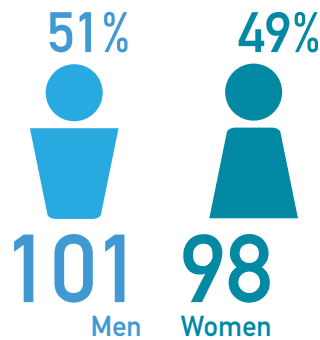
## Covid-19 Response and Management

Due to the outbreak of the Covid-19 pandemic worldwide, 2020 was also a year of challenges for Kentriki Odos. This unprecedented event pushed the company to redefine practices, adapt part of its human resource management policies and practices, and focus on actions aimed primarily at promoting employee health and safety.

## Our people | 5.1

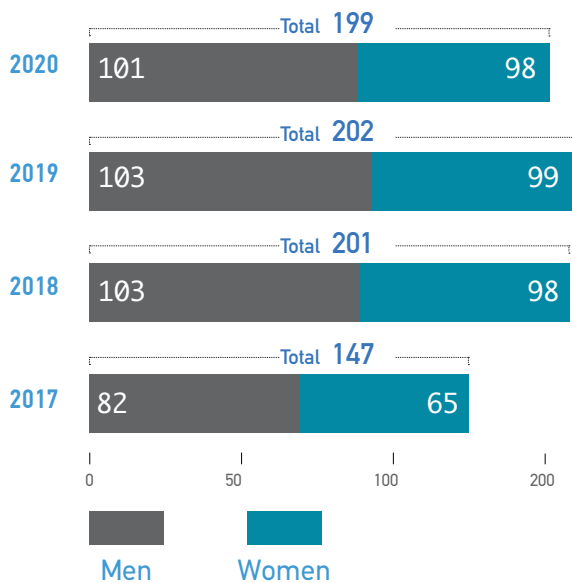
At Kentriki Odos we give priority to our employees and to the continuous improvement of the work environment. The Human Resources department's strategic role is on the one hand to effectively staff the company, and on the other to constantly strive to provide a fair treatment and opportunities working environment. The company also cares for the continuous professional development to its employees. Additionally, as a company, we continuously implement actions and establish processes aimed at improving the working environment, at boosting trust and strengthening employee commitment, at the best possible dissemination of corporate information, at increasing efficiency and employee retention.

In 2020, the company had 199 staff – 101 male and 98 female employees.

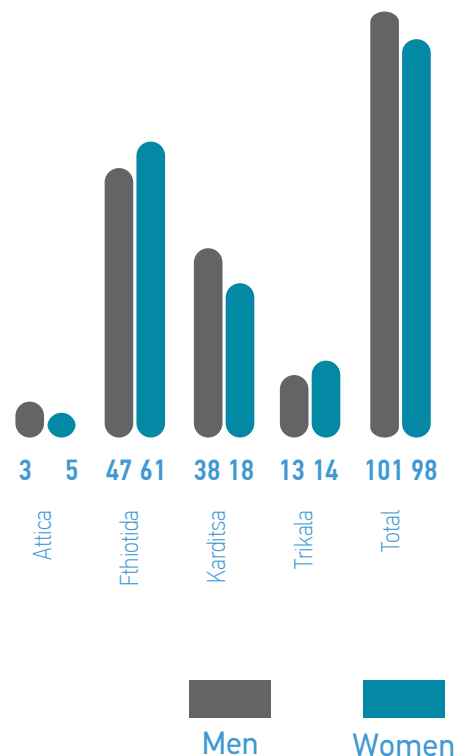


### Human Resources Data (31/12)

As a company, we strive to contribute to the growth of the Greek regions, hiring the majority of our employees from areas outside Attica.



### Human Resources by Geographical Area and Gender



	18-25	26-40	41-50	51+
Men	0	58	38	5
Women	1	56	37	4
<b>Total</b>	<b>1</b>	<b>114</b>	<b>75</b>	<b>9</b>

## Human Resources by type of Employment and Employment Contract

With the expansion of the E65 motorway and the new parts being delivered to traffic, the company has been recruited new employees. More specifically, in 2020 10 people were hired. In terms of departures in 2020, there were 10.

	18-25	26-40	41-50	51+
Attica	0	2	0	0
Fthiotida	0	4	1	0
Karditsa	0	2	1	0
Trikala	0	0	0	0
<b>Total</b>	<b>0</b>	<b>8</b>	<b>2</b>	<b>0</b>

	18-25	26-40	41-50	51+
Men	0	5	2	0
Women	0	3	0	0
<b>Total</b>	<b>0</b>	<b>8</b>	<b>2</b>	<b>0</b>

GRI 102-41, GRI 103-1, GRI 103-3, GRI 401-1

## Employee Turnover by Age and Geographical Area

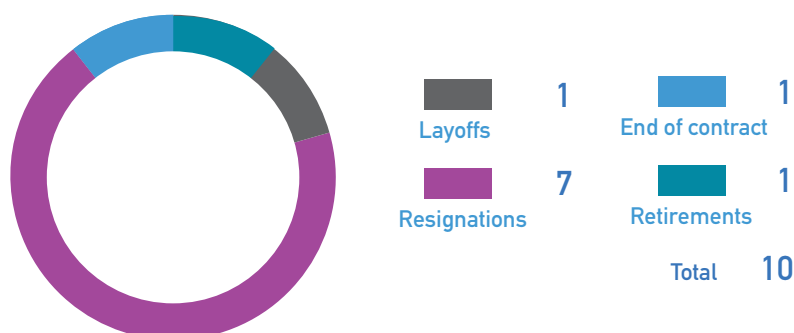
	18-25	26-40	41-50	51+
Attica	0	0	0	0
Fthiotida	0	4	1	2
Karditsa	0	1	1	0
Trikala	0	1	0	0
<b>Total</b>	<b>0</b>	<b>6</b>	<b>2</b>	<b>2</b>

## Employee Turnover by Gender and Age

	18-25	26-40	41-50	51+
Men	0	3	2	2
Women	0	3	0	0
<b>Total</b>	<b>0</b>	<b>6</b>	<b>2</b>	<b>2</b>

Outgoing (Total number of outgoing/total employees) 5.03%

## Turnover Analysis



## Equal Opportunities for All Employees 5.2

Kentriki Odos aims at creating a human-centric work environment implementing practices and processes based on equal opportunities that stem from the strict compliance to the relevant legislation and most importantly from the principles and values that emerge from our corporate culture.

Therefore, as a company, we constantly invest in relevant actions and policies such as:

- Recruitment and staff evaluations based on criteria, such as knowledge, experience, total skills, and performance according to the company's principles
- wages without discrimination on the basis of 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 particular feature of our corporate culture

In 2020, 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	28	20	48	58.3%	41.7%
Labour Staff	72	78	150	48%	52%
<b>Total</b>	<b>101</b>	<b>98</b>	<b>199</b>	<b>50.8 %</b>	<b>49.2%</b>

## 5.3 Talent Development

### Staff Performance Evaluation

Recognizing the need to support the company staff so that they can achieve their goals and grow personally and professionally, Kentriki Odos implements an integrated Employee Performance Evaluation Process. This process contributes to identifying employees that have the potential to take a leadership position of responsibility in the company. At the same time, we shape a strong and clear training policy that promotes a comprehensive corporate culture to our employees.

In 2020, Kentriki Odos undertook the 2019 evaluation process which was implemented in two stages:

- In the first stage, the following staff groups were evaluated: the service, operation, traffic management and maintenance staff of the motorways
- In the second stage, all administrative staff was evaluated.

A total of 191 individuals were evaluated that is 95.5% of the total staff – 98 male and 93 female employees. The process includes all staff apart from some designated exemptions. In total 9 employees were exempted from this evaluation process.

It has to be noted that at this point due to the pandemic, the process of corporate performance management that is part of the annual company evaluation process is being reviewed in order to be enhanced with new data arising from the workplace.

Employees Evaluation 2020		
Evaluation Indicators	Number	%
Total number of employees evaluated	191	95.50%
Total number of employees excluded from the evaluation	9	4.50%
Men who were evaluated	98	51.31%
Women who were evaluated	93	48.69%
*Freelancers not included		100,00%

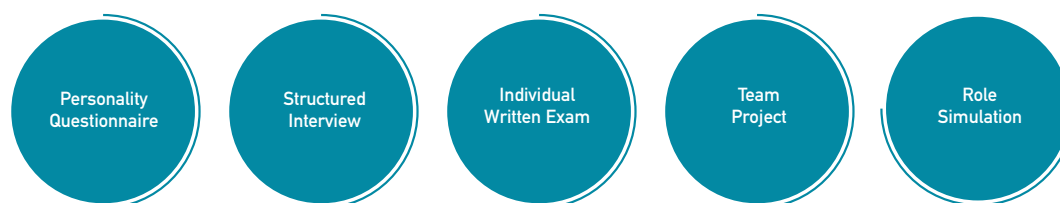


At Kentriki Odos we encourage the creativity of our employees and we promote innovation with targeted initiatives and actions. To this end, the Development Centres are addressed to all employees that manage teams or will manage teams in the near future with the main goal of creating a corporate succession plan and meet specific needs when promoting executives to management positions.

The Development Centres implement a methodology that:

- Can be immediately implemented in a short period of time and with a low cost for the company as regards the evaluation of candidates and employees
- It leads to proper staffing and succession of employees in critical positions
- It encourages the effective creation of personal development schemes within the company

In 2020, Kentriki Odos had to temporarily suspend the operation of the Development Centres due to the pandemic. As the effectiveness of the Development Centres depends on groups being in the same room, it was decided not to operate the Development Centres in 2020. They are rescheduled to reopen in 2021.



## Investing in Knowledge

Kentriki Odos follows and implements education and training programs with a view to developing the skills of the company's employees and the Human Resources department is responsible for designing and adapting them to employee needs.

In 2020, 10 education and training programs in total were implemented.

### Training modules

- 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
- Employee expectations
- Developing talented executives

Due to the pandemic, the training programs implemented by Kentriki Odos were adjusted and were delivered online.

In this context:

- E-learning seminars on issues close to the company industry were delivered based on prioritizing goals.
- Specific staff groups participated in targeted online conferences based on their job description
- Seminars on further developing skills through a specially designed online platform took place
- The established internal personnel trainings took place online so that personnel trainings could continue uninterrupted

During 2020:

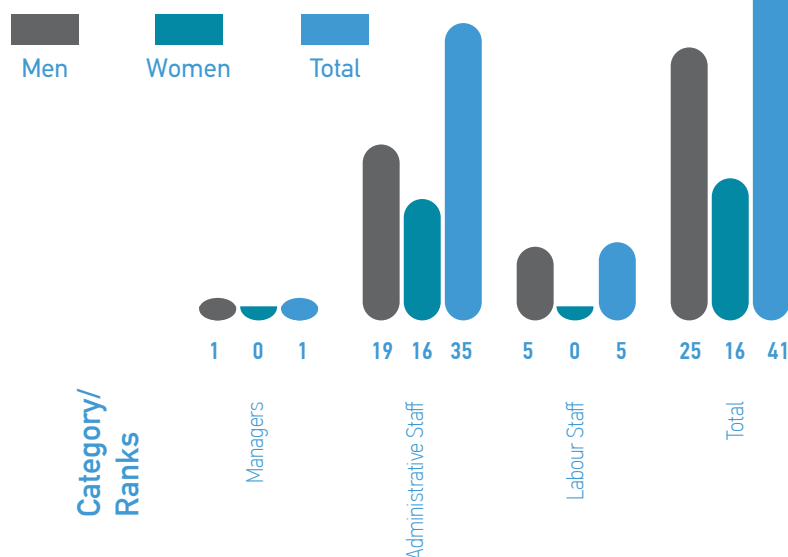
- 41 employees participated in training and skills development programs, which were divided into 5 modules (please see the table above)
- A total of 337 hours were devoted to training, with particular emphasis on health and safety issues

Meanwhile, Kentriki Odos reviewed the corporate training process and integrated a specific process so that employees can study at a Master's level or participate in an individual long-term training program (that is more than two months' long). The company aims at encouraging and making the continuous development and lifelong learning of its staff easier.

It is worth noting that during 2020 the company commenced a reviewing and adjusting process regarding the whole personnel talent and skills development program taking into consideration the technological advancements, the continuous challenges and the new conditions that were brought about in the workplace due to the pandemic.

## Employee Training and Skills Development

### Participants



### Training Hours by Human Re-sources Category

### Training Hours

### Average Training Hours

	Men	Women	Total	Men	Women	Total
Managers	2	0	2	2.00	-	2.00
Administrative Staff	147	173	320	5.25	8.65	6.67
Labour Staff	15	0	15	0.21	-	0.10
<b>Total</b>	<b>164</b>	<b>173</b>	<b>337</b>	<b>1.62</b>	<b>1.77</b>	<b>1.69</b>

## Number of Postgraduate Programs Financed by the Company

Postgraduate Programs number

2

Training Hours by Topic	Training Hours	Number of Trainings
Health and Safety	30	2
Environmental Issues	78	3
Corporate Communication & Marketing	23	2
Human Resources Management & Leadership	198	2
Technical Issues	8	1
Total	337	2

In the Kentriki Odos personnel trainings, trainings on human rights issues, the fight against corruption and corporate governance have not been included so far.

## Additional Benefits 5.4

In addition to legislatively provided benefits (such as maternity/paternity leaves, social security contributions, etc.), Kentriki Odos offers a suite of additional benefits in order to create an attractive work environment and improve its employees' quality of life.

In 2020, the company continued its benefit program that has set up and implements and offered a series of programs such as:

- A Group Life and Insurance program (for 199 employees)
- Immediate medical assistance program

Depending on the job role and level:

- Vouchers and productivity bonuses to 152 employees (€26,605)
- Mobile phones to 41 employees
- Company cars to 9 employees

The company covers the employee social contributions, as required by law, but there is no additional pension plan. The competent state agency provides the pension payments. In 2020, 3 female employees received paid maternity leaves and 2 female employees returned from maternity leave. In 2021, 1 female employee on leave is expected to return to her job.

## Health and Safety at Work 5.5

In 2020, with the outbreak of the Covid-19 pandemic, Kentriki Odos primarily focused on the prevention and protection of employees' health according to the relevant government measures and in accordance with the respective health protocols. So, the company implemented the following targeted actions:

- Mass Covid-19 tests on a regular basis for the staff with the company itself covering their full cost
- Training and information of employees regarding the pandemic through electronic and printed information material
- Rotating physical presence of a minimum number of employees in the offices as well as exclusive teleworking for all new administrative employees
- No physical meetings and teleconferencing where possible
- Immediate delivery of teleworking technical equipment to those working under this scheme
- Appropriate configuration of the workplace in order to maintain distances between employees in the same space (e.g. plexiglass in offices, air purification systems, etc.)
- Weekly disinfections of all company's facilities, supply of appropriate equipment (e.g. protective masks, hand antiseptics, gloves, surface antiseptics, hand creams) as well as training of key personnel regarding the appropriate disinfection methods
- Flexibility of working groups in order to deal with Covid-19 cases (reorganization in shifts so that each employee would come in contact with a specific person/s during their shifts)

Along with the responsible management of the pandemic, the company has committed itself to providing and achieving a safe and healthy work environment with zero accidents through a comprehensive policy on Health and Safety that the company strictly complies with, according to international standards and international specifications.

The objectives of Health and Safety policy are:

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

All company actions aim at reducing or eliminating accidents and risks.

In this context

- 87 Health and Safety inspections were carried out by an external consultant
- The Health & Safety Management System moved from the OHSAS 18001:2007 to the ISO 45001:2018 standard. The updated standard includes new, more modern regulations such as the inclusion of mental health issues, etc.
- The transition took place in the context of the Integrated Management System review by the independent certification body
- The transition review included a sample check of documents as well as visits to the company's offices

The following actions were implemented during 2020:

- Regular internal Health & Safety inspections at the company's facilities as well as at those areas of the motorway where technical works are carried out
- Revision of the Written Occupational Risk Assessment of the company's facilities
- Building evacuation exercises
- First aid and fire safety trainings
- Sharing regularly communication on health and safety issues with employees
- Weekly measurements of workers' exposure to harmful chemicals, such as gaseous pollutants, while working in the busiest traffic-wise cabins (e.g. at the Sofades toll station). The conclusions of the report did not indicate the need for action. It is worth noting that measurements of noise levels at toll stations were planned, but were not carried out due to the lockdown.



**Total Man hours worked 2020 | 394,064.13**

Health and Safety Indices	2020	2019	2018	2017
Injury or accident rate of total staff (%)	0,50	1.98	0.50	0
Hours of absence / total work hours (%)	0,0034	0.03	0.004	0
Accident frequency indicator	2,54	15.41	2.69	0
Accident severity indicator	5,08	43.67	40.35	0.00
Number of fatal accidents	0	0	0	0
Lost work days due to accident	2	17	15	0
Incidents without days of absence	0	2	0	0
Injury Rate (IR)	0,51	2.05	0.54	0.00
Lost Day Rate (LDR)	1,02	8.73	8.07	0.00
Absence rate (AR)	6,77	58.25	100.05	0.00
Total work accidents	1	6	1	0
Work accidents with days of absence from work	1	4	1	0

In order to support the personnel health and safety, during 2020, Kentriki Odos also provided:

- Regular visits of independent Health and Safety consultants, such as the safety technician and the occupational physician, to all company facilities for the prevention and protection of employees from any form of occupational risk
- Free medical examinations for all employees, depending on the job and the risk category, as defined in the Occupational Risk Assessment Study
- The Tetanus, hepatitis A and B vaccination program for the protection of employees of the Motorway Maintenance Department
- A Group Health and Medical Care Program for employees and their dependent members

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

## Health and Safety Committee

The Health and Safety Committee is the main link between the employees working on the motorways and the Health and Safety and Human Resources Divisions of the company.

During 2020, 16 updates were made to the Written Occupational Risk Assessment of the company. The updates mainly concerned the addition of an annex for Covid-19 as well as the addition of risks and treatment measures related to psychosocial factors. In 2020, the Health and Safety Committee met once. The following is a detailed table of the items on the Commission's agenda:

### 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

During 2020, trainings on Occupational Health and Safety of a total of 30 hours of also took place, and were attended by 9 employees. The trainings included topics such as practices and methods of protection against pandemics in the workplace as well as training on the ISO quality systems and the use of X-Ray machines.

### Training in Health & Safety

Topic	Training hours	Entries	Training hours /employee
Disinfection methods & practices - Protection measures & application in the workplace	18	6	3
Safe use of X-RAY equipment	4	2	2
ISO 45001:2018	8	1	8
<b>Total</b>	<b>30</b>	<b>9</b>	<b>13</b>

### Health and Safety Investment Categories

### 2020 (€)

Certifications (OHSAS 18001:2007, ISO 39001:2012)	3,528
Application and Upgrade of Personal Protective Equipment	5,070.23
Health and Safety Monitoring Program through internal inspections	6,800
Program for Measurement of Harmful Chemical Agents in Toll Stations	2,600
Program for Measurement of Occupational Noise	1,080
Employees Medical Insurance	94,519.19
Occupational Physician/Safety Technician	8,330
Pharmacy Expenses/Medical Supplies	27,781
<b>Total</b>	<b>149,708.42</b>

## Health and Safety Invest-ments



2020 | €149,708.42



2019 | €106,599.48



2018 | €95,740.86

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



4. QUALITY EDUCATION



8. DECENT WORK AND ECONOMIC GROWTH



5. GENDER EQUALITY



8. DECENT WORK AND ECONOMIC GROWTH



10. REDUCED INEQUALITIES



16. PEACE, JUSTICE AND STRONG INSTITUTIONS



3. GOOD HEALTH AND WELL-BEING



4. QUALITY EDUCATION



3. GOOD HEALTH AND WELL-BEING

Topic	Goal 2020	Progress 2020	Goal 2021
Employee training	Total training hours/ total employees>5	Total training hours/ total employees: 1.69	Total training hours/ total employees>3 (adjusted due to COVID-19)
Integrate Corporate Responsibility questions in the employee survey	The next survey is scheduled for the first half of 2021	-	Conduct the survey
Development centres	Further support and development of the employees participating in the development centres	Temporary suspension of development centres due to pandemic	Restart the development centres
Health & Safety	Training on Health and Safety	9 employees participated	Ongoing
	Emergency evacuation drills in all premises	Conducted drills in 3 of the 7 premises	Emergency evacuation drills in all premises
Annual Recertification	Transition to ISO 45001	Successful transition to ISO 45001	Renewal of ISO45001 certificate

# 6

## 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



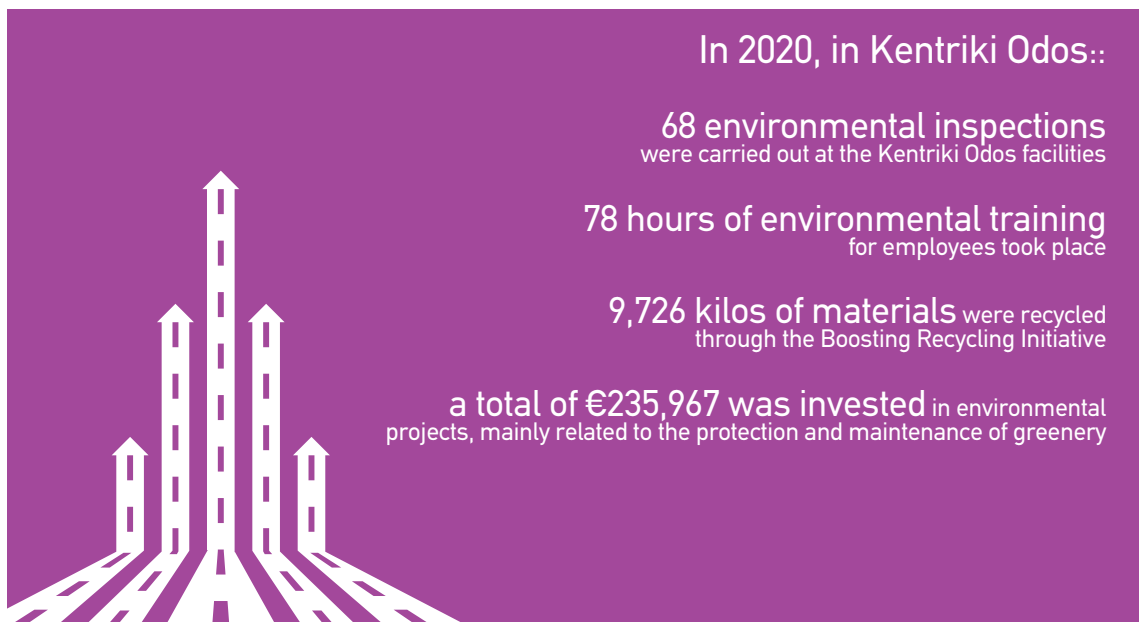
11. SUSTAINABLE CITIES AND COMMUNITIES



15. LIFE ON LAND



17. PARTNERSHIPS FOR THE GOALS



### Covid-19 Response and Management

The Covid-19 pandemic caused a significant reduction in the traffic of vehicles and their number of crossings on the Kentriki Odos motorways. As a result of the reduced human activity, a lower environmental impact from the vehicles was recorded. As expected, there was a reduction in the total volume of materials to be recycled on the motorways. Finally, many of the environmental awareness and education programs were adapted and implemented online.



As a company we are fully aware of the environmental impact of the motorways we operate and manage and, therefore, our main goal is the full harmonization of our activity with the natural environment.

At the same time, the very effects of climate change, such as extreme weather events, have a decisive impact on the operation of the road network, creating increasing needs for invasive maintenance work, infrastructure inspections and traffic congestion management. As a result, significant problems arise, such as the temporary suspension of the toll stations operation, reduced levels of service quality as well as a negative projection that harms the company.

In this context, we develop and implement an integrated environmental strategy, strictly applying the current environmental legislation and sometimes going beyond it in the whole range of our activities. At the same time, as a company, we carry out awareness actions for employees and partners in order to emphasize the fact that the proper operation of the motorway is interrelated with the phenomenon of climate change.

## Environmental Policy and Management 6.1

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

The Department of Quality, Safety and Environment in cooperation with the department heads substantially contributes to identifying and re-evaluating the environmental aspects and impact of the activities in their area of responsibility, while the Chief Executive Officer is responsible for approving this process.

All our business departments and employees each play an active role in the environmental issues towards the transition to a low carbon economy, while we as a company conduct information, awareness and best practice campaigns.

Aiming at safeguarding a sustainable future, Kentriki Odos carries out:

- Internal inspections for compliance with the Approved Environmental Terms
- Environmental risk assessment and preparation of action plans
- An annual traffic noise recording program
- An 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 yet

## 6.2 Environmental Management System of Kentriki Odos

Kentriki Odos has developed an integrated Environmental Management System that is certified according to the ISO 14001:2015 international standard and entails the following:

- Monitoring compliance with the environmental legislation
- Monthly inspection program timeline for the implementation of the environmental terms
- Monitoring the process for achieving the environmental goals
- A wide range recycling program
- Careful environmental aspect and impact study
- Material and waste management program

In the context of the Environmental Management System of Kentriki Odos, the following actions took place in 2020:

- Varying out internal environmental audits at all project facilitiesCcontinuing and monitoring the company's recycling program in order to recycle more waste streams in a wider range of facilities
- Implementation of test washes, creation of action plans and staff training for Pollution Control Units
- Elaboration of a water program which concerns sampling and analysis in sensitive water recipients (e.g. Pinios, Sperchios)
- Carrying out and completing an annual road noise monitoring program
- Continuous operation of a permanent station for measuring gaseous pollutants and preparation of an annual report
- Implementation of a total of 68 environmental inspections at the company's facilities

In 2020, environmental trainings that lasted 78 hours took place for a total of 11 Kentriki Odos employees regarding the operation of pollution retention tanks and the applied techniques and practices of environmental protection in total.

### Training on Environmental Issues

Topic	Training hours	Entries	Training hours /employee
Operation of Pollution Retention Tanks of the motorway	20	10	2
Applied environmental protection techniques and practices	58	1	58
<b>Total</b>	<b>78</b>	<b>11</b>	<b>60</b>

## The Impact from our Operation 6.3

Kentriki Odos follows a process for the identification and recording of environmental issues and impacts, through specific studies and approvals of environmental terms of the Concession project, also taking into account the operations of the company in both the normal and irregular operating conditions of the motorways.

The aforementioned process includes specific parameters and criteria to record, identify and quantify the environmental impact in the following areas:

- Air pollution
- Pollution of water recipients
- Solid waste / solid waste management
- Soil pollution / landscape deterioration
- Supplies and natural resources
- Dealing with emergencies
- Other environmental issues, social issues

### Energy and Fuel Consumption

The main energy source used for heating and cooling the Kentriki Odos facilities is electricity. Aiming at decreasing our electricity consumption, we have installed solar panels to cover the energy needs of our buildings and facilities.

In more detail, solar panels have been installed:

- On boreholes and valves
- On ERT phones along the motorways
- On the management buildings

Energy Consumption (KWh)	2020	2019	2018
Electric energy for road lighting and buildings	9,115,971.90	9,950,873.20	9,431,888.1
Solar energy (for ERTs and irrigation)	5,893.40	5,850.96	5,251.27

The Kentriki Odos operational needs are mainly related with diesel fuel consumption used for the company's fleet of vehicles that use such for better performance.

Fuel (Litres)	2020		2019		2018	
	Kentriki Odos	Subcontractors	Kentriki Odos	Subcontractors	Kentriki Odos	Subcontractors
Gasoline	-	6,012.30	-	7,893.83	-	3,292.19
Diesel (Fleet)	259,115.71*	224,617.40	211,080.4	330,003.58	191,997.3	198,348.75
LPG	-	280	-	39,470	-	-

\*It also includes diesel fuel for generators

## Raw Materials and Equipment

Regarding the management of raw materials and equipment as well as the preservation, protection and saving of natural resources, Kentriki Odos strictly adheres to the approved provisions of the Authorised Environmental Terms of the Concession Project. In particular, the company responsibly manages natural resources so that the company's operations do not affect their availability and balance in the environment.

The relevant requirements for the conservation, protection and saving of natural resources, in all phases of the Concession project (design, construction, operation and maintenance), have been included in the environmental licensing of the project entitled "Approved Environmental Terms of the Concession Project". Therefore, they are an integral part of the Concession Agreement and form 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	Material (Kg)	2020		2019		2018	
		Kentriki Odos	Subcontractors	Kentriki Odos	Subcontractors	Kentriki Odos	Subcontractors
Raw Materials	Salt	-	1,287,080	-	5,721,290	-	3,179,210
	Sawdust	940	-	255	-	950	-
	Printing paper	1,740	92.8	1,755	98.5	3,506.20	125
	Paper thermal rolls	3,717	-	6,402	-	9,051	-
	Ink/Toners (pcs)	43	-	63	-	36	-
As regards paper, the printing paper the company purchases is environmentally friendly and is produced using an internationally certified process.							

## Water Management

Aiming at efficient water management and savings, Kentriki Odos has been implementing a number of specific measures such as:

- In-depth audits for zero water loss and leakages
- Implementation of a water pump operation program for recycling as regards irrigation needs, cleaning of the surrounding area and firefighting
- 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.

In all parking lots of the motorway and the operating part of the E65 highway, as well as in the public sanitary areas of the Kentriki Odos Motorist Service Stations, there are automatic sensor taps.

In addition, in specific Kentriki Odos Motorist Service Stations, the reuse of the treated wastewater from the biological treatment units for irrigation, cleaning of the surrounding area and firefighting is foreseen. Monitoring the reused amounts has not been possible yet, but we are striving to do so.

In the context of the environmental management program as regards the Concession project, sampling and measurements take place both in the winter and summer regarding the operation quality of the Waste Treatment Facilities at the Sofades Motorist Service Station. A sampling as regards tap water also takes place annually.

The total water consumption/use required for the Kentriki Odos operations in 2020 amounted to **370,127 m<sup>3</sup>**.

Water Consumption (m <sup>3</sup> )	2020		2019		2018	
	Kentriki Odos	Subcontractors	Kentriki Odos	Subcontractors	Kentriki Odos	Subcontractors
Water Consumption (Buildings & Facilities – EY-DAP)	3,826	-	6,623		3,772	-
Drinking water (bottles)	26.65	3.99	28.25	4.4	29.46	5.71
Water from other sources (from drilling)	366,270	-	255,000	-	180,000	-

## Water Quality

In 2020, in the context of the Kentriki Odos water monitoring program, a total of 18 sample measurements took place, 9 of which took place in two stages at the E65 and the A.Th.E. motorways at the Sperchios section.

As regards the seasonality of measurements based on results, there was a differentiation that might be due to the Ianos Mediterranean cyclone that impacted the samples of the second stage. Thus, a big part of water bodies was filled with debris that led to an increased concentration of iron given that as is well known, increased concentrations of total iron are mainly due to the composition and structure of the soil. Also, due to the increased flow of rivers, indicators such as turbidity were particularly high.

Various pollution sources of the adjacent water bodies, which are located in close proximity to the motorways (both the E65 and A.Th.E. ones) are due, to a large extent, to the fact that the concentrations of certain measured parameters have been exceeded.

The motorway runs through many crops and many settlements, with the result that water bodies receive pesticides, fertilizers and household waste. In cases where excess was observed, this is due in large part to this fact, especially in the summer months when a burden on water bodies is more likely from agricultural and other anthropogenic activities in the surrounding area.

## Waste Management

Kentriki Odos records with total 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. All relevant documents that record the disposal method of its waste complement the Report, always according to the legislation in force.

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. Authorised partners of Kentriki Odos undertake to manage the waste amounts according to the process these are registered in the Hellenic Waste Management Registry, unless otherwise mentioned.

Waste Management	Material	Dangerous (D) / Non-Dangerous (ND)	2020		2019		2018	
			Kentriki Odos	Subcontractors	Kentriki Odos	Subcontractors	Kentriki Odos	Subcontractors
Raw materials	Iron and steel (barriers, signs) (Kg)	D	-	24,660	-	48,870	-	21,500
Semi-manufactured goods or parts	Lightbulbs (Kg)	D	60	-	60	-	50	-
	Mixed batteries (Kg)	D	30	-	16	-	11	-
	Batteries (Lea -Acid) (Kg)	D	95	-	-	-	381.20	-
	Batteries (Ni-Cd) (Kg)	D	-	-	-	-	2,300	-
	Spare parts (cables) (Kg)	D	-	-	340	-	-	-
	Comput-ers / Electrical Appliances / Equipment (Kg)	D	407	-	388	-	480	-
	Tires (Kg)	D	2,882	870	1,219	2,000	1,942	-
Other waste	Engine gear box and lubrication oils (Lt)	D	888	1,702.80	1,019	1,471.60	867	474.75
	Animal tissue waste (Road Kill) (Kg)	ND	-	585	-	-	-	-
	Mixed municipal waste (Kg)	ND	-	100,702	-	130,930	-	129,254
	Cuts residues (kg)	ND	-	26,000	-	24,000	-	19,500

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.

### Pollution Control Units

In 2020, the Kentriki Odos Quality, Safety & Environment department carried out a series of test washes at the Pollution Control Units located along the A.TH.E. and E65 motorways, in collaboration with the Division of Maintenance and Traffic Management and the technical department. At the same time, the action plans for the operation of these units were updated during a training seminar through the platform.

After the completion of the inspections and the test washes that were performed, the company went on to do the following improvement works:

- Installation of fencing
- Replacement of manhole covers, padlocks, etc.

At the moment, all the above works are in progress, while the competent Maintenance department of the Pollution Control Units is looking for a partner so that the Pollution Control Units are maintained on a regular basis.

According to a decision of the Karditsa Regional Unit, the Sofaditi River was cleaned, which is the recipient of the excess of tertiary treated municipal non-hazardous liquid waste from the sewage treatment plant of the Sofades Motorist Service Station. The river is not a habitat of high value biodiversity and is not governed by any protection regime. Finally, it is noted that the municipal liquid waste of the Station is subject to tertiary biological treatment and its disposal takes place after disinfection.



## Greenhouse Gas Emissions

Kentriki Odos annually monitors and records its carbon footprint, taking into account direct and indirect greenhouse gas emissions.

More specifically:

- The direct greenhouse gas emissions stem from (diesel and gas) fuel consumption for the company-owned vehicles
- The indirect greenhouse gas emissions have to do with purchasing electric power from third parties that is consumed in all company activities such as in buildings, toll stations and street lights.

**In 2020, the total amount of direct and indirect greenhouse gas emissions (type 1 and 2) amounted to 5,161.8 tonnes of CO<sub>2</sub> equivalents.**

Emission Sources	Total CO <sub>2</sub> Emissions (tn)		
	2020	2019	2018
Direct emissions* from fuel consumption from own fleet (scope 1)	691.3	563.2	512.2
Indirect emissions** from electricity consumption (scope 2)	4,470.5	5,568.2	5,744.0
<b>Total</b>	<b>5,161.8</b>	<b>6,131.4</b>	<b>6,256.2</b>

\*Direct emissions sources for Kentriki Odos: fuel consumption (diesel, gasoline) from own fleet (scope 1)

\*\*Indirect electricity sources for Kentriki Odos: third-party electricity purchase, which serves all the company's operations (buildings, toll stations, road lighting).

Emission factors:

Diesel\*: 0,002668 tCO<sub>2</sub>/l

Electric energy\*\*: 0,4904 tCO<sub>2</sub>/MWh

Source:

\* Revised IPCC Guidelines for National Greenhouse Gas Inventories, IPCC (2006)

\*\* European Residual Mixes 2020, Association of Issuing Bodies (AIB)

CO<sub>2</sub> Emissions Intensity 2020: 5,161.8/199=25,9 tCO<sub>2</sub>/employee

CO<sub>2</sub> Emissions Intensity 2019: 5,161.8/231=22,35 tCO<sub>2</sub>/motorway km

Apart from monitoring and recording activities, the company has also taken specific measures and initiatives in order to decrease its carbon footprint.

More specifically:

- We organize regular eco-driving trainings, and we specifically train our drivers on speed limits and the 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.





## Promoting eco-driving

Recognizing the environmental impacts as regards staff and cargo transportation, Kentriki Odos has designed and implements a series of trainings in eco-driving for its employees via the use of the power fleet software through which we can control in real time the data of each vehicle.

In this context, all vehicle inspections are carried out at the scheduled time by certified maintenance teams, leading to a reduction in environmental impacts due to a possible mechanical malfunction. Finally, the vehicles of the corporate fleet use diesel oil (Euro5 and later technology) as fuel for the smallest possible release of pollutants into the environment.

## “Go Green” Action - Green Vehicle Fleet

Strategically aiming to promote e-mobility in our country, Kentriki Odos is the first company to operate, maintain and manage motorways with a comprehensive plan to replace its entire fleet of vehicles with electric ones, thus actively contributing to the protection of the environment through technological innovation.

Having “Go Green” as a motto, the initiative aims to drastically reduce the direct emissions of gaseous pollutants of the company vehicles fleet and the gradual replacement of all vehicles with “green” vehicles. The “green” vans of the company will be used for maintenance and execution of works in the first stage of the program.

The ultimate goal of the company is the gradual full replacement of the privately owned fleet with electric vehicles at every category, according to the respective use needs of each vehicle category. In 2020, we acquired the first electric vehicle for use by the Electromechanical maintenance department of the A.TH.E. motorway.

At the time this Report is being drafted, we have already replaced 23% of our corporate fleet with electric or hybrid electric vehicles. At the same time, there is an overall plan to acquire new electric vehicles including a minivan through leasing. Thus, our commitment to transiting to e-mobility becomes a reality.

	2020		2019		2018	
Kentriki Odos Vehicles	Own	Leased	Own	Leased	Own	Leased
Corporate vehicles	23	25	15	22	15	20
Kilometres covered	1,835,469	777,587	1,950,487	791,620	1,522,781	710,225

	2020		
Corporate Fleet Data	Total Kentriki Odos	A.Th.E.	E65
Patrol vehicles	12	7	5
Kilometres covered by patrol vehicles	1,487,902	761,075	726,827
Intervention teams' vehicles	11	5	6
Kilometres covered by intervention teams' vehicles	347,567	147,397	200,170
Corporate fleet vehicles	23	12	11
Kilometres covered by the corporate fleet	1,835,469	908,472	926,997

## Measuring Air Pollution

In order to more effectively monitor air pollution, we have installed and operate an Air Pollution Measurement Station at the Makrychori - Kalampaka section of the E65 motorway and more specifically at the Geographical Unit of Sofades at the entrance of the adjacent Motor Service Station.

Air Pollution Measurements	Sofades	Limits
NO <sub>2</sub>	5.57	40 µg / m <sup>3</sup>
C <sub>6</sub> H <sub>6</sub> (benzene)	0.15	5 µg / m <sup>3</sup>
CO	0.15	There was no exceeding the maximum daily eight-hour rate (10 mg / m <sup>3</sup> ) at any station
SO <sub>2</sub>	2.2	125 µg / m <sup>3</sup> average daily value should not be exceeded more than 3 times per year
Particulate matters PM <sub>2,5</sub>	11.12	25 µg/m <sup>3</sup>
Particulate matters PM <sub>10</sub>	16.79	40 µg/m <sup>3</sup>

## Emissions from Other Sources

At Kentriki Odos, substances are used according to the (EC) Regulation no. 1005/2009 that do not deplete ozone.

More specifically:

At A.TH.E.:

- No use of substances that deplete the ozone layer take place in production.
- In the company's buildings, the total amount of Freon air conditioners is about 135 liters and in 2020 it was not replaced by a more environmentally friendly substance.
- The fire extinguishers at A.TH.E. do not contain halon but CO<sub>2</sub>, dry dust and the permanent FM200 and CO<sub>2</sub> extinguishing systems which are gases and materials with low or insignificant effect on the environment..

At E65:

- The R410A refrigerant is used, which, according to ASHRAE, is of low to no toxicity, non-flammable and does not destroy the ozone layer.
- The respective fire extinguishers are of dry powder and CO<sub>2</sub>.
- In the Traffic Management Centres there is an installed extinguishing generator on the roof of the warehouse that contains AEROSOL DSPA, which is also of zero toxicity, does not damage the ozone layer nor does it increase the greenhouse effect.

## Managing Road Traffic Noise

Kentriki Odos recognizes that the areas adjacent to the motorways under our responsibility are exposed to different noise levels. In this context, we implement an annual Road Traffic Noise Monitoring Program that allows us to take noise measurements along the motorway, in noise sensitive locations that have been approved by the competent public agency in collaboration with the Laboratory of Environmental Acoustics of Transportation Works of the Department of Civil Engineering, University of Thessaly.

In **2020** according to the monitoring program, the following noise measurements were carried out:

- Nine **9** 24-hour noise measurements in the **PATHE** motorway (**Skarfia - Raches section**)
- Seven **7** 24-hour noise measurements in the **E65** motorway (**Xyniada – Trikala section**)

According to the results of the annual Road Traffic Noise Monitoring program in 2020, 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.

## Protecting Biodiversity 6.4

Protecting the biodiversity of the area around the motorways Kentriki Odos is responsible for requires measures and practices in order to avoid or mitigate the environmental impact of the company. The Environmental Impact Studies on which the Concession project was based have recognized the natural wealth of the wider area. At the same time, based on the experience we have gained as a company, we conclude that informing and raising awareness for all stakeholders contribute to the development of collective knowledge on climate change.

### Biodiversity Protection Measures

- Creation of fauna crossings in habitat areas
- Fencing of the motorway to prevent fauna from entering it
- Protection of sensitive areas (e.g. Yliki Lake and habitats, natural resources) through the construction of closed road drainage systems
- Planting of indigenous plants in order to harmonize the project with the natural environment
- Construction of pollution retention tanks
- Implementation of action plans to prevent environmental pollution due to accidents
- Taking sound protection measures in order to protect the fauna of the area
- Drafting pilot programs for recording and monitoring the evolution of microfauna in the surrounding area

The following table lists the nature conservation areas through which the Kentriki Odos motorways pass or are adjacent to.

From the planning stage of the Concession project until today, no incidents have been recorded with negative impacts 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)	<ul style="list-style-type: none"> <li>• Spercheios valley and estuary – Maliakos Bay (GR2440002)</li> <li>• Lower Course and estuary of Spercheios River (GR2440005)</li> </ul>
Spercheios – I/C Aghia Paraskevi	• Spercheios valley and estuary – Maliakos Bay (GR2440002)
I/C Aghia Paraskevi – I/C Aghia Marina	<ul style="list-style-type: none"> <li>• Spercheios valley and estuary – Maliakos Bay (GR2440002)</li> <li>• 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.</li> <li>• Sensitive environmental element of the area is the stork colony in the area between the settlements of Ag. Paraskevi and Megali Vrysi.</li> </ul>

Meanwhile, through a series of actions, Kentriki Odos strictly applies the environmental terms related to biodiversity and fauna protection:

- Auna passages
- Plantings with native species
- Maintenance and increase of greenery in motorways
- Fencing maintenance, as well as improvement (e.g. height increase) where necessary

A.Th.E.

50,500

Number of Shrubs Planted in 2020



## 6.5 Recycling System

The "Boosting Recycling Initiative" is a Kentriki Odos flagship recycling project that concerns electromechanical equipment, batteries and recyclable materials in order to improve recycling rates by achieving a higher percentage of diversion of materials from mixed waste, including new flows of recyclable materials and gradually covering the entire project.

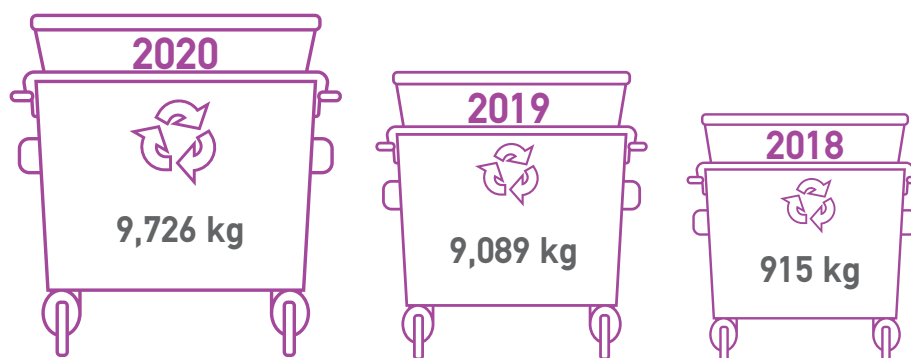
This initiative is implemented at all motorways Kentriki Odos is responsible for and more specifically at toll stations, Tunnel Management Centres, Traffic Management Centres, Customer Care Call Centres, Motorist Service Stations and parking spaces with toilets.

**Thanks to the "Boosting Recycling Initiative", 9,726 kilos of materials were recycled in 2020.**

The results of the initiative demonstrate the continuous commitment of all the company personnel for the protection of the environment and the upgrading of the neighbouring communities.



### Recycling across company's facilities



Recycling (kg)	2020			2019		
	Total Kentriki Odos	A.Th.E.	E65	Total Kentriki Odos	A.Th.E.	E65
Paper	4,090	3,639	451	3,489	3,140	349
Packaging (Plastic, glass, aluminium, tinplate)	5,636	4,798	838	5,600	5,040	560
<b>Total</b>	<b>9,726</b>	<b>8,437</b>	<b>1,289</b>	<b>9,089</b>	<b>8,180</b>	<b>909</b>

## Investing in Environment Protection 6.6

Environmental protection is the outmost priority for Kentriki Odos and thus as a company we care for ensuring the necessary funds for environmental protection.

**The total environmental expenditure for 2020 amounted to approximately €235,967, the biggest part of which was invested in the protection and maintenance of greenery**

Specifically, the following table lists the environmental projects we focused on in 2020:

Environmental Protection Projects	Investment (€)
Protection and maintenance of green spaces	191,392
Environmental Studies (MPE, TEPEM, Recycling Studies, Approval of Environmental Terms, Environmental Licensing of Escorting projects and activities, etc)	3,400
Traffic Noise Monitoring Program	2,500
Environmental consultants and staff for monitoring the application of Environmental Terms	26,460
Operation of atmospheric pollution and meteorological data stations	10,215
Certifications	2,000
<b>Total</b>	<b>235,967</b>

## Environmental Protection Awareness Projects 6.7

In Kentriki Odos, we pay special attention to raising the environmental awareness of our stakeholders and the drivers/users of the motorways and of our services. In this context, aiming at redesigning the recycling system, the company implemented a series of awareness actions towards this end:

- Instructions for material recycling and waste management were emailed to and printed for the heads of recycling at all corporate facilities
- Briefing emails on recycling correctly and efficiently to the recycling heads and to all staff

Connection to the  
Sustainable  
Development Goals  
and Goal Setting



Topic	Goal 2020	Progress 2020	Goal 2021
Annual Recertification	Renewal of certification	Completed	Annual Recertification: ISO 14001
Electromobility	Gradual conversion of the corporate fleet into electric or hybrid electric	In progress	20% of the company fleet to consist of electric or hybrid electric vehicles (concerns NO and KO)
Measurement of CO <sub>2</sub> emissions (Offices)	Measurement of CO <sub>2</sub> emissions (Offices)	Completed	Measurement of CO <sub>2</sub> emissions
Operation and maintenance activities	Maintaining zero environmental fines	Achieved	Maintaining zero environmental fines
Recycling	Continuous monitoring of the quantities that are recycled	9,726 kg of materials recycled	Continuous monitoring of the quantities that are recycled
Environmental protection	Average number of audited premises per month to be over 10	18 audited premises per month on average	Average number of audited premises per month to be over 10





# 7 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



## Covid-19 Response and Management

Kentriki Odos has taken actions on the importance of protection from Covid-19 that included all its stakeholders, such as drivers, local communities, and the wider community. The actions concerned the distribution of information leaflets, antiseptic wipes and cleaners to drivers and users of the motorways as well as a corresponding information campaign with practical advice on the subject on social media and the corporate website of the company.



## Our Contribution to Social Development 7.1

Kentriki Odos contributes to and supports local communities and this forms an intrinsic part of our corporate culture and philosophy that is human-centred with a focus on value creation both for our personnel and the local communities. To this end, we create and implement initiatives and long-term programs that contribute to the social and economic development of the local communities adjacent to the motorway we are responsible for.

The table below depicts the total annual contribution of the company to social development as a total social product produced annually by the company.

In this context, in 2020, our social product amounted to €25.82 million.

More specifically:

Annual contribution to Social Development - Social Product (in th. €)	2020	2019	2018
Payments to suppliers (except materials and intercompany transactions)	9,353.18	10,021.02	9,691.04
Employee salaries and benefits (including insurance contributions)	4,156.18	4,169.63	3,892.14
Payments to providers of capital	12,191.39	10,725.49	12,621.27
In-kind support, financial support and donations (including Corporate Social Responsibility structures)	205.58	202.76	117.52
<b>Total</b>	<b>25,906.33</b>	<b>25,118.90</b>	<b>26,321.97</b>

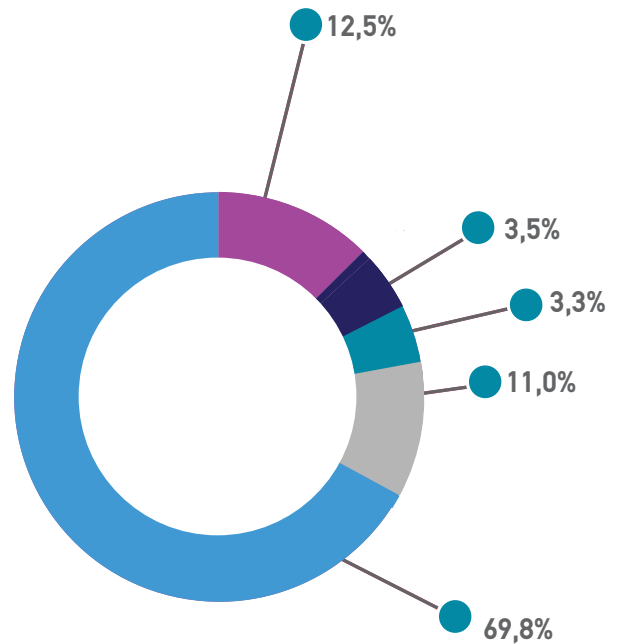
## Our Priorities 7.2

A priority for Kentriki Odos is to contribute to the sustainability and development of local communities by investing and supporting local initiatives towards this direction.

In 2020, Kentriki Odos invested a total of €86,488.25 to cover the needs of local communities in the following sectors:

- Social solidarity activities
- Education and awareness activities
- Sports activities
- Cultural activities
- In-kind donations

**In 2020, Kentriki Odos invested a total of €86,488.25 (€95,791.73 in 2019) to cover the needs of local communities in the following sectors:**



Thanks to the "Progress" Campaign whose aim was to provide the general public with comprehensive and valid information on the priorities, performance and key dimensions of the Corporate Responsibility pillars of the company, we were able to detect and record the actions that the public and the stakeholders considered important so that we take them into consideration as priority actions. Additionally, the aforementioned campaign further strengthened the communication channels with stakeholders giving them the opportunity to participate in the selection of strategic Corporate Responsibility actions.

#### Action to Vote

Road Safety



Environmental Protection



Social Contribution



Economic Growth



#### Most Popular Action

**(36% of the votes)**

**Future Drivers:**

Education and awareness programs in primary schools in collaboration with the Road Safety Institute "Panos Mylonas" - I.O.A.S.

**(69% of the votes)**

**Integrated recycling:**

Creation of a universal recycling mechanism for staff and customers along the entire length of the motorways.

**(41% of the votes)**

**Child Abuse:**

Child abuse awareness activities. Activities related to the management child abuse incidents in collaboration with the ELIZA association.

**(52% of the votes)**

**Unemployment Reduction:**

Funding of training and retraining programs for the unemployed.

**Total votes by the public: 2,534**

## Road Safety educational and awareness activities **7.3**

### “Cycling Safely”

In collaboration with the “Panos Mylonas” Road Safety Institute, in the context of the company’s actions to promote road safety, Kentriki Odos continues to implement the “Cycling Safely” program, an interactive information and training program. Due to the pandemic, the program was adapted and implemented entirely in an online environment. 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.

This year the program was attended by 9 classes from 3 schools in the Region of Thessaly, and a total of 141 children participated in the trainings. Since the beginning of the program in 2015 until today, a total of 519 children have been trained.

**In 2020, the total investment of Kentriki Odos in Road Safety training and information actions amounted to €10,801.**

### Evaluation of the “Cycling Safely” program by students and teachers

This year as well the “Cycling Safely” program found warm support from students and teachers. The teachers characteristically stated that the program fully met their expectations and made a decisive contribution to the students’ acquisition of all the necessary knowledge and skills for safe cycling.

Student comments on the “Cycling Safely” program

*“I liked that I learned more about cycling!”  
(9th Primary School of Trikala)*

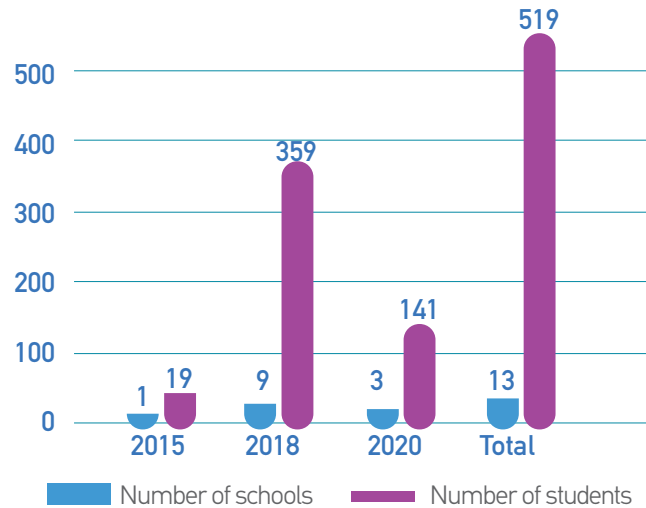
*“I really liked it when we talked about the equipment we need to have!”  
(33rd Primary School of Trikala)*

In 2020:

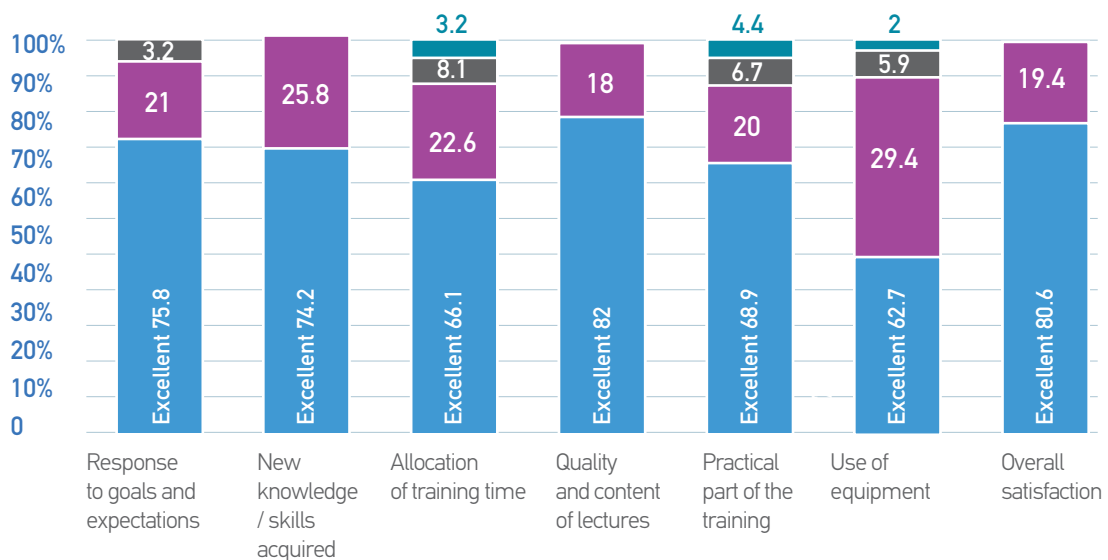


• Thesssalia prefecture

### "Cycling Safely"



### Evaluation of the training program by the teachers



## Welfare and Social Solidarity Activities

Guided by social solidarity and improving the quality of life for residents of areas adjacent to the motorways, every year we support associations and organizations that provide services for the benefit of vulnerable social groups, in areas adjacent to the project.

In 2020, we supported the initiatives of the following organizations:

- The Social Grocery of Karditsa
- The Municipality of Stylida with food donations

**In 2020 a total of €3,000 was spent on welfare and social solidarity actions to support organizations that care for vulnerable social groups.**

## Sports Activities

Kentriki Odos continued in 2020 to support actions, and initiatives that promote local sports clubs and that strengthen the sports spirit in the areas adjacent to the motorway we are responsible for.

In this context, we invested a total of € 9,500 to support the following organizations and sports associations:

- The Hellenic Paralympic Committee
- The Molos Football Academy
- The Stylida Football Academy
- The Falara Stylida Sports Association
- The Daphne Livanates Sports Association

## Cultural Activities

Kentriki Odos cooperates on a regular basis with organizations and associations that aim at the protection and promotion of Greek culture monuments and supports initiatives and activities, especially as regards local communities. Our strategic collaboration with the Diazoma Association as corporate members, supports our corporate goal for the harmonious integration of motorways into the environment and for leveraging the development potential of the local regions.

In 2020 we invested **€2,826** in total in supporting cultural activities.

## Taking Care of Stray Animals

In collaboration with the Greek Animal Welfare Society, Kentriki Odos has undertaken covering the cost of collecting and transporting stray dogs, of vet care, monitoring, vaccinations, stays and the medical expenses of stray dogs that have been collected from the motorway. With a view to the safe, and smooth traffic flow, Kentriki Odos has installed, manages and maintains a fencing along the entire motorway, with special wire netting, for the protection of both animals and drivers. In addition, we have created a specially designed space for hospitality and recovery of the animals before being transferred or adopted.

## In-Kind Donations

Kentriki Odos actively supports people with special needs and vulnerable social groups through in-kind donations such as:

- Toll free passes to specific vulnerable groups (people with special needs)
- Toll free passes to special vehicles of associations that do social work

In 2020 inclusive, Kentriki Odos continued to offer free toll passes for both special needs cars and vehicles of organizations that do social work.

Evident Support for the Disabled	2020			2019			2018
	Total Kentriki Odos	A.Th.E.	E65	Total Kentriki Odos	A.Th.E.	E65	
Free of charge passes of special needs vehicles	33,054	28,693	4,361	43,852	37,978	5,874	40,154
Investment (€)	50,632.18	41,386.05	9,246.13	67,281.13	54,722.02	12,559.11	61,611.45

**Kentriki Odos offered a total of 4,993 toll free passes for vehicles using the tolls to provide social work. This is an investment worth €9,729.07.**

Specifically, the company supported vehicles:

- Of the "The Smile of the Child" organization
- Of the Greek National Public Health Organization
- Of Lifeguard Hellas, the volunteer lifeguard group
- Of the selected Special Missions Team
- Of the staff of the "ACHILLOPOULIO" General Hospital of Volos
- Of the staff of the Lamia General Hospital
- Of the Municipality of Athens
- Of the Regional Government of Athens

## 7.4 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 2020, we invested almost €119,087.4 with the aim of:

- Improving the Corporate Responsibility strategy
- Our participation in international organizations and information conferences as well as forming strategic partnerships
- Promoting targeted communication activities in order to improve relations with stakeholders

Investing in Strengthening Corporate Social Responsibility	Investment (€)
Corporate Strategy	15,205
Participations and Collaborations	38,212.90
Communication	65,669.50
<b>Total</b>	<b>119,087.4</b>

## 7.5 Ethics and Corporate Communications

As a company we incorporate in our corporate communications any changes in the current legislation as well as best practices as regards communications and promotion at both the services level and the social and sponsorship initiatives. More specifically, the Public Relations & Marketing Division, in close collaboration with the Legal Department of Kentriki Odos, ensures the validity and proper communication of the messages we announce and post about the road network and of our advertising content. Thus, we fight against misleading advertising and/or stereotypes incidents, which might offend the motorway drivers and our partners.

In this context, we are committed to adhere by the rules of the Greek Advertising - Communication Code of the Communication Control Council that defines the rules of professional ethics and ethical behaviour that have to be followed as regards citizens/customers. At this point, it is worth mentioning that we pay special attention to providing timely and responsible information to drivers as regards potential issues arising through weather conditions always in accordance with the specifications set by the Good Practice Handbook for Easy-to-Read Dynamic and Permanent Signs and Displays. In 2020, no incidents of non-compliance with the regulations and optional codes were recorded nor did any issues arise regarding the communication of our services and our social-sponsorship initiatives.

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



Topic	Goal 2020	Progress 2020	Goal 2021
Blood bank	Repeat blood collection drives	No blood collection drives were performed in 2020 due to COVID-19	Repeat blood collection drives
Stray animal management	Maintain and strengthen collaboration with the Greek animal welfare society	Ongoing	Maintain and strengthen collaboration with the Greek animal welfare society
Strengthening partnerships	Creation of the "Tours" platform	Successful launch the new platform	Utilize the platform for engagement with the local community
E-Learning platform dedicated to Road Safety	Enrichment of educational material	Ongoing	Launch the platform



## REPORT PROFILE

The Kentriki Odos Corporate Responsibility Report for 2020 is the company's 6th Annual Report. It covers the period from 1/1/2020 to 31/12/2020. The previous report was referring to year 2019 from 1/1/2019 till 31/12/2019.

The Report focuses on all the material topics 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 its 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 actions:

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

In 2015 we started as a company to present and communicate our Corporate Responsibility strategy, its implementation and results through the publication of our 1st Report. Now our 6th Report is a continuation of this effort. It is a dialogue platform that allows us to communicate in a systematic, transparent and structured way with our stakeholders and to set out our priorities, risks, opportunities and plans for the future.

The 2020 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 was officially completed in 2017) which is carried out by the EUROIONIA (TERNA - TERNA Energy) joint venture, on behalf of Kentriki Odos.

#### Occupational Accidents

The number of accidents excludes accidents involving seasonal employees who operate through an external company providing employment 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. Changes observed in relation to previous years 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.



### Financial Information

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

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.

### External Assurance

For the 2020 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.

### Support

The 2020 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, Sofia Papageorgiou.

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 Tsaousi, 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 Gotsoulas, Anastasia Strouza and Antigoni Kazaneli.

### CONTACT POINT

You can contact us for comments, questions or suggestions.

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# 9 GRI CONTENT INDEX









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>Organizational Profile</b>			
GRI 102: General Disclosures	102-1 Name of the organization	14		
	102-2 Activities, brands, products, and services	14		
	102-3 Location of headquarters	123		
	102-4 Location of operations	12, 14		
	102-5 Ownership and legal form	16		
	102-6 Markets served	12, 14		
	102-7 Scale of the organization	14, 18, 19, 87		
	102-8 Information on employees and other workers	87		 
	102-9 Supply chain	80-83		
	102-10 Significant changes to the organization and its supply chain	16		
	102-11 Precautionary Principle or approach	13, 17, 20-24, 30, 31, 98		
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	102-13 Membership of associations	25		
	<b>Strategy</b>			
	102-14 Statement from senior decision-maker	6, 7		
	<b>Ethics and Integrity</b>			
	102-16 Values, principles, standards, and norms of behaviour	12, 13, 21-24		
	<b>Governance</b>			
	102-18 Governance structure	17, 20		
	<b>Stakeholder Engagement</b>			
	102-40 List of stakeholder groups	34-37		
	102-41 Collective bargaining agreements	88		
	102-42 Identifying and selecting stakeholders	33		
	102-43 Approach to stakeholder engagement	33-40		
	102-44 Key topics and concerns raised	38-43		
	<b>Reporting Practice</b>			
	102-45 Entities included in the consolidated financial statements	<a href="http://www.kentrikiodos.gr/financial-statements/">www.kentrikiodos.gr/financial-statements/</a>		
	102-46 Defining report content and topic Boundaries	38-42		
	102-47 List of material topics	43		
	102-48 Restatements of information	-		
	102-49 Changes in reporting	43		
	102-50 Reporting period	122		
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GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION	SDG LINKAGE TO DISCLOSURE
	102-52 Reporting cycle	122		
	102-53 Contact point for questions regarding the report	123		
	102-54 Claims of reporting in accordance with the GRI Standards	122		
	102-55 GRI content index	124-128		
	102-56 External assurance	129		
<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	18, 41-43		
	103-2 The management approach and its components	18, 20-24, 26		
	103-3 Evaluation of the management approach	18-19, 26		
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	115		 
	201-2 Financial implications and other risks and opportunities due to climate change	99		
	201-3 Defined benefit plan obligations and other retirement plans	93		
	201-4 Financial assistance received from government	No		
	<b>Indirect Economic Impacts</b>			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	14-15, 41-43		
	103-2 The management approach and its components	20-24, 26, 121		
	103-3 Evaluation of the management approach	15, 115, 121		
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	115, 117-120		  
	203-2 Significant indirect economic impacts	15-16		  
<b>ENVIRONMENTAL</b>				
	<b>Materials</b>			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	41-43, 99, 102		
	103-2 The management approach and its components	20-24, 102, 112		
	103-3 Evaluation of the management approach	102, 112		
GRI 301: Materials 2016	301-1 Materials used by weight or volume	102		 
	<b>Energy</b>			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	41-43, 99, 101		
	103-2 The management approach and its components	20-24, 101, 112		
	103-3 Evaluation of the management approach	101, 107, 112		
GRI 302: Energy 2016	302-1 Energy consumption within the organization	101, 107		   
	302-2 Energy consumption outside of the organization	101, 107		   
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GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	41-43, 99, 102		
	103-2 The management approach and its components	20-24, 102-103, 112		
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GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	102, 103		 

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION	SDG LINKAGE TO DISCLOSURE
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GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	41-43, 99, 109		
	103-2 The management approach and its components	20-24, 109, 112		
	103-3 Evaluation of the management approach	109, 112		
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	109		  
	304-2 Significant impacts of activities, products, and services on biodiversity	109		  
	304-3 Habitats protected or restored	109		  
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GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	41-43, 99, 106-108		
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GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	106		    
	305-2 Energy indirect (Scope 2) GHG emissions	106		    
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	305-7 Nitrogen oxides (NOX), sulphur oxides (SOX), and other significant air emissions	108		   
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GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	41-43, 99, 104-105		
	103-2 The management approach and its components	20-24, 104-105, 110, 112		
	103-3 Evaluation of the management approach	104-105, 110, 112		
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	104-105, 110		   
	306-2 Management of significant waste-related impacts	104-105, 110		   
	306-3 Waste generated	104-105		    
	306-4 Waste diverted from disposal	110		  
	306-5 Waste directed to disposal	104-105		    
	<b>Environmental Compliance</b>			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	21, 41-43, 98, 99		
	103-2 The management approach and its components	20-24, 98, 99, 112		
	103-3 Evaluation of the management approach	21, 98, 99, 112		
GRI 307: Environmental Compliance 2016	307-1 Non-compliance with environmental laws and regulations	21, 98, 99		
	<b>Supplier Environmental Assessment</b>			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	41-43, 82		
	103-2 The management approach and its components	20-24, 82, 112		
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GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	82		
	308-2 Negative environmental impacts in the supply chain and actions taken	82		

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	41-43, 86-89		
	103-2 The management approach and its components	20-24, 86-89, 97		
	103-3 Evaluation of the management approach	86-89, 97		
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	88, 89		  
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	93		  
	401-3 Parental leave	93		 
<b>Occupational Health and Safety</b>				
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	41-43, 93-97		
	103-2 The management approach and its components	20-24, 93-97		
	103-3 Evaluation of the management approach	93-97		
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	93, 94		
	403-2 Hazard identification, risk assessment, and incident investigation	94-96		
	403-3 Occupational health services	96		
	403-4 Worker participation, consultation, and communication on occupational health and safety	96		 
	403-5 Worker training on occupational health and safety	96		
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships 2.	95, 96		
	403-8 Workers covered by an occupational health and safety management system	96		
	403-9 Work-related injuries	95		  
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GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	41-43, 90-91		
	103-2 The management approach and its components	20-24, 90-93, 97		
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GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	92		   
	404-3 Percentage of employees receiving regular performance and career development reviews	90		  
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GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	41-43, 87, 89		
	103-2 The management approach and its components	17, 20-24, 87, 89, 97		
	103-3 Evaluation of the management approach	17, 87, 89, 97		
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	17, 89		 
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GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	41-43, 87, 89		
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GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION	SDG LINKAGE TO DISCLOSURE
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	11		 
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GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	41-43, 83, 115-119		
	103-2 The management approach and its components	20-24, 83, 116-121		
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GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	83, 116-121		
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	<b>Customer Health and Safety</b>			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	41-43, 48, 49		
	103-2 The management approach and its components	20-24, 48-66		
	103-3 Evaluation of the management approach	50-66		
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	50-66		
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	21, 50		
	<b>Marketing and Labelling</b>			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	41-43, 50, 120-121		
	103-2 The management approach and its components	20-24, 50, 66, 120-121		
	103-3 Evaluation of the management approach	50, 66, 120-121		
GRI 417: Marketing and Labelling 2016	417-1 Requirements for product and service information and labelling	50, 120-121		
	417-2 Incidents of non-compliance concerning product and service information and labelling	21, 50, 120-121		
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GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	41-43, 80		
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GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	80 No incidents		
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GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	41-43, 52-53, 57, 70-71		
	103-2 The management approach and its components	20-24, 52-53, 57, 70-71		
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GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	41-43, 76-77		
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GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	41-43, 76		
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GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	41-43, 107		
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GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	41-43, 100		
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# 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 2020 Corporate Responsibility Report of Odos Kentrikis Elladas S.A. for the fiscal year ended on December 31st, 2020 ("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 2020 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 2020 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, 2020, as these were included in the 2020 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 2020 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 124-128 of the 2020 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 2020 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:





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