

**SUSTAINABLE  
DEVELOPMENT  
REPORT**

20  
22







**SUSTAINABLE  
DEVELOPMENT**  
REPORT  
2022







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<div> <div>MESSAGE FROM THE CEO</div> <div> <div>Rodianos Antonakopoulos</div> <div>CEO</div> </div> </div>	<div>  </div>
<p>The publication of the 8th Sustainable Development Report of Kentriki Odos fills us all with joy and satisfaction. The Report coherently captures our strategy and initiatives developed in our key areas of activity, as well as our ongoing commitment to monitoring the overall impact of our company on the economy, the environment, and society.</p> <p>This year, with 10,468,401 passages and a turnover of €133,522 thousand, we continue to work responsibly towards achieving our goals within the framework of full compliance with the existing national and European regulatory framework, and the development of innovative initiatives that go beyond mandatory provisions.</p> <p>Completing the E65 motorway remains a significant challenge but also an opportunity. This motorway is being constructed entirely on a new route, and its design is based on the most modern international standards, with absolute respect for the environment. With 85% of the <b>southern section</b> of E65 completed, the 14.5-kilometer section from Lamia to the Karpenisi interchange has already been opened. The project is also in progress in the <b>northern section</b>, extending 70.5 kilometers, which will connect <b>Trikala to the Egnatia Odos</b>. Once completed in August 2024, the journey from Lamia to Egnatia Odos will take <b>1 hour and 45 minutes</b>, a significant reduction from the current duration of over 3 hours. With a total length of 181.5 kilometers, the project connects Eastern with Western Greece, significantly contributing to the development of the Greek region and is part of the Trans-European Transport Networks.</p>	

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<p>Regarding the pillar of <b>road safety and the quality of our services</b>, among other things:</p> <ul style="list-style-type: none"> <li>• We invested €115 million in new constructions.</li> <li>• We spent 110,125.15 hours of work on Road Maintenance.</li> <li>• We now operate 7 temporary parking areas.</li> <li>• We conducted 2 major readiness exercises.</li> <li>• We have fully operationalized the Special Platform for Weather Conditions Prediction in collaboration with the Athens Observatory.</li> <li>• We recorded 11,537 transactions to their subscription accounts, emphasizing our continued focus on the digital upgrading of our systems.</li> </ul> <p>Regarding our <b>human resources</b>, we continue to implement policies, training programs, and actions that promote health and safety at work, while also ensuring the full implementation of the Policy for the Prevention and Combating of Violence and Harassment at Work. This creates conditions for a balanced work environment and facilitates the professional development of our employees. With a focus on supporting local communities, we are proud that 63% of our employees come from regions outside Attica.</p> <p>In the <b>environmental pillar</b>, during this period:</p> <ul style="list-style-type: none"> <li>• We made total investments of €1,461,948 for environmental protection.</li> <li>• We spent €383,168 on the protection, maintenance of green areas, and new plantings.</li> <li>• We recycled 7,290 kilograms of materials as part of the “Boosting Recycling Initiative”.</li> <li>• During the annual assessment of critical suppliers and subcontractors, we included an environmental criterion titled “Environmental Awareness” for subcontractors.</li> <li>• We carried out replacement works of lighting on a section of A.TH.E. (Skarfeia - Raches) with new LED technology.</li> <li>• We proceeded with the installation of 18 electric vehicle chargers in buildings and M.S.S., and we continue the gradual replacement of all corporate vehicles with hybrid or electric ones, as part of the “Go Green” Initiative. The aim is to achieve 30% by the end of 2023, as part of the overall promotion of electrification on our motorways.</li> </ul> <p>Finally, in terms of the <b>social pillar</b>:</p> <ul style="list-style-type: none"> <li>• We invested €18.7 million in actions supporting the local community.</li> <li>• We provided 39,613 free passages for People with Disabilities.</li> <li>• We supported 60 suppliers from local communities.</li> <li>• We spent €36,690 on initiatives supporting sports.</li> <li>• We trained over 1,400 students through the public awareness program on the importance of road safety, “Safely Cycling,” in collaboration with the Road Safety Institute (R.S.I.) “Panos Mylonas.”</li> <li>• 70 employees of Kentriki Odos and the Operation company participated in voluntary blood donations as part of promoting our employees’ volunteerism and improving our social impact.</li> </ul> <p>Our goal is to continue focusing on areas that create value not only for the company itself but also for society and the environment. Crucial is the further integration of new and innovative technologies, ensuring road safety, emphasizing the digital transformation of our services, and promoting electrification, areas in which we expect to invest increasingly in the future.</p> <p>This specific report is the result of the collective effort and collaboration of the people at Kentriki Odos. I sincerely thank you for your contribution to this significant project and assure you that we will continue to work with transparency and responsibility to promote sustainable development.</p> <div>Rodianos Antonakopoulos CEO</div>		



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# KENTRIKI ODOS IN NUMBERS

## OPERATIONS AND CORPORATE GOVERNANCE

<b>€18.7 million</b> WORTH OF SOCIAL CONTRIBUTION (SOCIAL PRODUCT)	<b>€133,522 thousand</b> TURNOVER	<b>€115 million</b> INVESTMENT IN NEW CONSTRUCTIONS
<b>10,468,401</b> PASSES	<b>€129,559,289</b> TO NATIONAL AND LOCAL SUPPLIERS	
<h2>BEING THERE FOR DRIVERS WITH ROAD SAFETY AND QUALITY SERVICES</h2>		
<b>110,125</b> MANHOURS FOR ROAD MAINTENANCE	<b>962</b> REPAIRS	<b>624</b> VEHICLES TOWED
<b>9.3</b> MINUTES: KENTRIKI ODOS AVERAGE RESPONSE TIME TO AN INCIDENT	<b>23,126</b> INCOMING CALLS TO THE EMERGENCY CALL CENTRE	
<b>1,956,332 km</b>	TRAVELED BY OUR PATROLS VEHICLES	

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BEING THERE FOR OUR PEOPLE		
24/HOUR HELPLINE FOR EMPLOYEES AND THEIR FAMILIES	<b>199</b> EMPLOYEES	<b>444,307</b> MANHOURS
<b>183</b> EMPLOYEES PARTICIPATED IN THE EMPLOYEE EVALUATION PROGRAMME	<b>70</b> EMPLOYEES PARTICIPATED IN THE VOLUNTARY BLOOD DONATIONS OF KENTRIKI ODOS	
BEING THERE FOR THE ENVIRONMENT		
<b>€1,461,948</b> INVESTMENTS FOR ENVIRONMENTAL PROTECTION PROJECTS	REPLACEMENT OF CONVENTIONAL STREET LIGHTING BULBS WITH LED STREET LIGHTS IN PART OF THE ATHENS - THESSALONIKI - EVZONI (A.TH.E.) MOTORWAY	<b>142</b> ENVIRONMENTAL INSPECTIONS AT COMPANY FACILITIES
DESIGN OF THE NEW ENVIRONMENTAL BOOKLET	INSTALLATION OF LED STREET LIGHTS IN PART OF THE ATHENS - THESSALONIKI - EVZONI (A.TH.E.) MOTORWAY	<b>7,290 kg</b> OF MATERIALS RECYCLED
18 ELECTRIC VEHICLE CHARGERS IN OUR BUILDINGS AND IN THE MOTORIST SERVICE STATIONS		
BEING THERE FOR THE SOCIETY		
<b>1,400+</b> STUDENTS TRAINED THROUGH THE "CYCLING SAFELY" PROGRAM	<b>4,413</b> TOLL-FREE PASSES FOR VEHICLES USING THE TOLLS TO PROVIDE SOCIAL WORK	<b>39,613</b> TOLL-FREE PASSAGES FOR VEHICLES OF PERSONS WITH DISABILITIES (PWD)
<b>€36,690</b> IN SPORTS ACTIVITIES PROMOTION ACTIONS	ROAD SAFETY AND ENVIRONMENTAL PROTECTION SPONSOR OF THE 2022 ACROPOLIS RALLY	



# 01

## THE COMPANY



Central Greece Motorway, or Kentriki Odos, is the company that has undertaken the study, design, construction, operation, exploitation and maintenance of the Concession project “Aftokinitodromos Kentrikis Ellados – E65” (Central Greece Motorway - E65).

### KENTRIKI ODOS IS RESPONSIBLE EITHER DIRECTLY OR THROUGH ITS PARTNERS FOR THE FOLLOWING ACTIVITIES:

- The preparation and carrying out of all necessary studies (environmental, road construction, geotechnical, etc.);
- The design and construction of all new sections of the motorway;
- The operation, traffic control and monitoring;
- The management of routine operations (for instance, road cleaning) and emergencies;
- The maintenance of buildings, the motorway, the relevant equipment and vehicles;
- Toll collection and management of toll stations and Motorist Service Stations.

### AT A GLANCE



**181.5 km**  
E65 MOTORWAY

**57 km**  
A.T.H.E. SECTION

UNDER CONSTRUCTION  
**18.24 km**  
SOUTH SECTION

**70.5 χλμ.**  
NORTH SECTION



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A.TH.E. (SKARFIA-RACHES SECTION)			
7 INTERCHANGES	2 FRONTAL TOLL STATIONS	TEMPORARY PARKING AREAS	6 TUNNELS OF A TOTAL LENGTH OF 2,067M
8 LATERAL TOLL STATIONS	3 SNOW REMOVING STATIONS	<div>Key Benefits:</div> <div><div>1. Improving safety and minimizing risks</div><div>2. Drastic reduction in the required travel time</div><div>3. High quality customer services</div><div>4. Increased protection of the environment and biodiversity of the area at large</div><div>5. Significant development and employment opportunities, especially for the adjacent communities</div></div>	
E65 (XYNIADA-TRIKALA SECTION)			
8 INTERCHANGES	2 FRONTAL TOLL STATIONS	3 LATERAL TOLL STATIONS	2 MOTORIST SERVICE STATIONS
1 MAINTENANCE AND MONITORING CENTRE	2 TUNNELS OF A TOTAL LENGTH OF 500M	9 BRIDGES OF A TOTAL LENGTH OF 1,630M	

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<div>1.1. THE PROJECT</div> <div>It is a project with a total length of 238.5 km and entails the construction of the Motorway of Central Greece (E65), which starts from the homonymous semi-interchange with the Athens - Thessaloniki - Evzoni (A.TH.E.) motorway at the Thermopyles I/C and ends at the interchange with the Egnatia Motorway 15 km west of Grevena (total length of 181.5 km), and the management and maintenance of the A.TH.E. motorway section from Skarfia to Raches Fthiotida (total length of 57 km).</div> <div>1.2. THE ECONOMIC, SOCIAL AND ENVIRONMENTAL IMPORTANCE OF THE PROJECT</div> <div><div>The Motorway of Central Greece - E65 is of great strategic importance for the development of Greece as a whole and for the Region of Central Greece in particular, as it connects Eastern Greece with Western Greece, and Central Greece with the Trans-European Networks and the ports of Igoumenitsa and Volos, completing the transport system at a regional and local level.</div><div>At the same time, it boosts the national economy, promotes environmental protection and enhances the quality of life of communities at large. 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!</div></div> <div>1.3. PROJECT CONSTRUCTION PROGRESS</div> <div><div>Full operation:</div><div>At present, the 77.5 km section from Xyniada I/C to Trikala I/C, and the first 14.26 km in the Southern Section of the E65, starting from the connection of the Central Greece - E65 motorway with the A.TH.E motorway at the homonymous semi-interchange (at the 207th km) up to the I/C of Karpenisi in the area of Lianokladi, are fully operational and at the disposal of drivers.</div></div>	



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1.4. SECTIONS UNDER CONSTRUCTION:





SOUTHERN SECTION

The overall construction progress of the southern section of the E65 motorway, from the junction with the A.TH.E motorway to the I/C of Xyniada (0 to 32.5 km) exceeds 81.5%. More specifically, according to the December 2022 data, the bridges and other technical works show a progress of 92.20%, the tunnels 99.47%, the asphalt works 68.34% and the earthworks 85.5%. Upon completion, it will be connected to the Xyniada-Trikala section in operation at the Xyniada I/C.

NORTHERN SECTION

The construction of the northern section of the E65 motorway (from Trikala I/C to Egnatia I/C, after Oxinia) with a total length of 70.5 km started in August 2021 and is expected to be completed in August 2024. The financing of the project will be covered by the Recovery Fund, with a total funding of €480 million, and will be implemented by GEK TERNA.

Progress: December 2022

18.62% TOTAL	 33.97% BRIDGES / TECHNICAL WORKS	 20.35% TUNNELS
 3.40% ASPHALT WORKS	 21.90% EARTHWORKS	

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E65 (NORTH SECTION:TRIAKALA – OXINIA			
6 INTERCHANGES	1 FRONTAL TOLL STATIONS	2 LATERAL TOLL STATIONS	2 MOTORIST SERVICE STATIONS
2 MAINTENANCE AND MONITORING CENTRES	2 TUNNELS	23 BRIDGES	1 TRAFFIC POLICE BUILDING
1 TRAFFIC MANAGEMENT CENTRE	1 TUNNEL MANAGEMENT CENTRE	3 BILATERAL PARKING & REST AREAS (PARKING & WC)	14 UP CROSSINGS
40 DOWN CROSSINGS	89 CANAL AND FAUNA CROSSINGS		

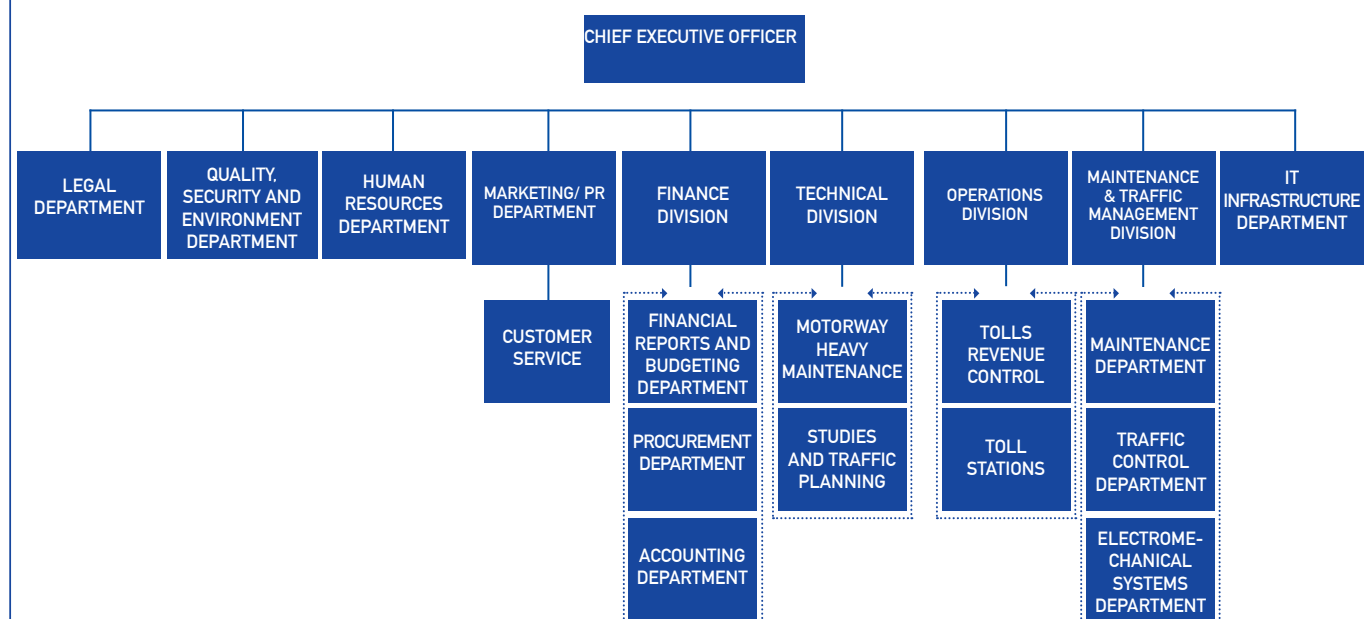


## 1.5. EFFECTIVE OPERATION AND CORPORATE GOVERNANCE

The Corporate Governance framework adopted by Kentriki Odos ensures the integrity and effectiveness of the Board of Directors (BoD). At the same time, it creates the necessary conditions for the company to serve its purpose and act as a driving force for the development of the national economy, improving the quality of life and protecting the natural environment.

### OUR ORGANIZATIONAL STRUCTURE

The organizational structure of Kentriki Odos was designed to meet its operational needs, taking into account the principles of “segregation of duties”, in order to ensure efficient operation, compliance with strict legislative and regulatory requirements, and the completion of the project’s obligations.



## 1.6. BOARD OF DIRECTORS

The Board of Directors (BoD) is the collective body that manages the company, determines its strategy and is responsible for the operation and efficiency of the company. The composition of the Board is designed to ensure maximum efficiency.

Independence of the Board members from the activities and operations of the company ensures the objectivity of the decision-making process, the minimisation of conflicts of interest and increased accountability.

In December 2021, the composition of the Board was:

### COMPOSITION OF THE BOARD OF DIRECTORS (31.12.2021)

Position	Name	Role
1. Chairman	Emmanouil Vrailas	Non-executive member
2. Vice Chairman	Emmanouil Moustakas	Non-executive member
3. CEO	Rodianos Antonakopoulos	Executive member
4. Member	Alexandros – Iosif Aligizakis	Non-executive member
5. Member	Vasileios Delikaterinis	Non-executive member
6. Member	Christos Zaribas	Non-executive member
7. Member	Andromachi Pasallidou	Non-executive member
8. Member	Pinelopi Lazaridou	Non-executive member
9. Member	Evangelos Kareklas	Non-executive member
10. Member	Vaia Chouchourelou	Non-executive member

In 2022, there was no change in the shareholding structure of Kentriki Odos. GEK TERNA S.A. (GEK TERNA) remains the sole shareholder of the company.

### GENDER RATIO AND AGE DISTRIBUTION OF THE BOARD OF DIRECTORS

GENDER	MEMBERS	<30	30-50	50+
Women	3		1	2
Men	7		2	5
<b>Total</b>	<b>10</b>		<b>3</b>	<b>7</b>

### REGULATORY COMPLIANCE

As a result, in 2022:

- **No** corruption incident was recorded, nor was there any termination of any cooperation agreement due to a corruption-related offense;
- **No** environment degradation issues due to the operation and maintenance of the motorway were recorded, and **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** incident of manipulation or non-compliance with applicable regulations in the areas of communication, marketing, advertising and sponsorships was recorded;
- **No** incidents of non-compliance in the implementation of our communication strategy were recorded, nor did any issues arise regarding the communication of our services and our social-sponsorship initiatives.










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2022			
TOTAL VEHICLE PASSES AND ELECTRONIC TOLL COLLECTION SYSTEM (ETC)	TOTAL KENTRIKI ODOS	A.TH.E.	E65
Total vehicle passes	10,468,401	8,750,063	1,718,338
Number of non-exempted electronic transactions performed in Kentriki Odos' Toll Stations (ETC)	4,633,000	4,021,024	611,976
Percentage	44.3%	46.0%	35.6%
2021			
TOTAL VEHICLE PASSES AND ELECTRONIC TOLL COLLECTION SYSTEM (ETC)	TOTAL KENTRIKI ODOS	A.TH.E.	E65
Total vehicle passes	9,011,335	7,637,602	1,373,733
Number of non-exempted electronic transactions performed in Kentriki Odos' Toll Stations (ETC)	3,521,930	3,116,272	405,658
Percentage	39.1%	40.8%	29.5%
2020			
TOTAL VEHICLE PASSES AND ELECTRONIC TOLL COLLECTION SYSTEM (ETC)	TOTAL KENTRIKI ODOS	A.TH.E.	E65
Total vehicle passes	7,432,292	6,371,846	1,060,446
Number of non-exempted electronic transactions performed in Kentriki Odos' Toll Stations (ETC)	1,900,088	1,686,558	213,530
Percentage	25.57%	26.47%	20.14%
TOTAL PASSES			
10,468,401 2022	9,011,335 2021	7,432,292 2020	

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<h2>1.9. CONCESSIONAIRE'S COMPENSATION FOR LOSS OF REVENUE</h2> <p>In 2022, the State paid to the company the amount of €1,185,000 as compensation for loss of revenue due to the impact of the COVID-19 pandemic for the period of the first half of 2021.</p> <h2>1.10. STANDARDS AND CERTIFICATIONS</h2> <p>At Kentriki Odos, we apply an integrated management system in accordance with international standards.</p> <div><div>Integrated Management System and Certifications</div><div><div>QUALITY Quality Management System ISO 9001:2018</div><div>ROAD SAFETY Road Traffic Safety (RTS) Management System ISO 39001:2012</div><div>ENVIRONMENT Environmental Management System ISO 14001:2015</div><div>HEALTH AND SAFETY Occupational Health and Safety System ISO 45001:2018</div><div>BUSINESS CONTINUITY Social Security-Business Continuity Management System ISO 22301:2019</div></div></div> <p>We have been certified with an <b>Integrated Management System</b> comprising the following:</p> <ul style="list-style-type: none"><li>• ISO 9001:2015 Quality Management System</li><li>• ISO 14001:2018 Environmental Management System</li><li>• ISO 45001:2018 Occupational Health and Safety Management System</li><li>• ISO 22301:2019 Business Continuity Management System</li><li>• ISO 39001:2012 Road Traffic Safety Management System (as of 2021, this certification applies exclusively to the Operator, since the responsibility for the patrol fleet has been transferred to it).</li></ul> <p>Kentriki Odos and Nea Odos are the first two concessionaires that have been certified according to the international standard ISO 22301:2012 for their Business Continuity Management Systems. The System is applied across the range of our operations to respond promptly and effectively to catastrophic events and unforeseen circumstances and to ensure uninterrupted business continuity.</p>		
IN 2022:		
<div></div> <div>4 new procedures were included</div>		8 procedures were updated as well as the snow removal plan for the <b>A.TH.E</b> and <b>E65</b> motorways



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<h2>1.11. PARTICIPATION IN THE PUBLIC DEBATE</h2> <p>Our company actively participates in the public debate with speeches and presentations at conferences and workshops. In particular, we focus on sustainable development issues concerning the motorways under our responsibility and future trends in our industry.</p> <ul style="list-style-type: none"> <li>• <b>9-11 June 2022</b> 10th Regional Growth Conference: “Beyond the present: Investing in Infrastructures for Change”</li> <li>• <b>29 June 2022</b> OT FORUM 2 – Meta Living: The cities of the future are already present: “Sustainable Development in Infrastructure”</li> <li>• <b>5 July 2022</b> Innovation Leaders Think Tank: “Corporates-Startups Collaboration”</li> </ul> <h2>1.12. AWARDS AND DISTINCTIONS</h2> <p>We are proud of the awards we have received for our environmental and social initiatives. These distinctions are first and foremost a reward for the tireless efforts of our people to ensure a safe but innovative motorway.</p> <p>For the second consecutive year, we were named the “greenest motorway in the country” at the Green Awards 2022, for our integrated recycling system for all materials resulting from the maintenance and operation of Kentriki Odos (Central Motorway), and for our efforts to drastically cut direct emissions from the fleet of company vehicles, by gradually replacing conventional vehicles with hybrid and electric ones</p>	
	

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CONNECTION TO THE SUSTAINABLE DEVELOPMENT GOALS AND GOAL SETTING				
	TOPIC	GOAL 2022	PROGRESS 2022	GOAL 2023
 	Participation in Global Initiatives and Communication	Implementation of research programmes and co-funded European programmes	Continued participation in the ECODRIVE research project	Completion of the research programme
		Improving communication	Improving communication through digital channels and promotional campaigns	Improving communication of commitments
	Annual recertification	Annual recertification: ISO 9001	Completed	Annual recertification: ISO 9001
	Business Continuity	Annual recertification: ISO 22301	Completed	Annual recertification: ISO 22301
		At least 2 Business Continuity drill scenarios*	NO/KO: All (3) planned drills were completed	100% implementation of the readiness and business continuity drills programme
		At least 2 Business Continuity drill scenarios*	Operator: 31 of the 35 planned drills were carried out	100% implementation of the readiness and business continuity drills programme
		At least 25 hours of training on business continuity issues*	NO/KO and Operator: 1 general training was carried out	NO/KO: trainings in 2 parts 1. Technical 2. QSE Operator: trainings in 4 parts 1. Maintenance 2. Tolls operation 3. IT 4. QSE

\*jointly by Nea Odos and Kentriki Odos



## 02

OUR APPROACH  
TO SUSTAINABLE  
DEVELOPMENT

Our priority at Kentriki Odos is to create long-term value based on the three pillars of economy, society and environment. We are guided by our long-term strategy and the UN Sustainable Development Goals.

## AT A GLANCE



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FOCUS AREAS

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KEY SUSTAINABLE  
DEVELOPMENT ISSUES

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SUSTAINABLE  
DEVELOPMENT PILLARS

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RESPONSES TO  
THE SUSTAINABLE  
DEVELOPMENT SURVEY



# VALUE CREATION

## HUMAN CAPITAL

- 199 employees
- 476 hours of employee training
- 15 new recruitments

## FINANCIAL CAPITAL

- €133,522.0 thousand worth of net sales
- 10,468,401 passes
- €115.0 thousand in company investments

## INDUSTRIAL AND INTELLECTUAL CAPITAL

- €115 million investment in new constructions
- 50 company fleet vehicles
- 14 patrol vehicles
- ~50,000 users of the all-in-one MyOdos App

## Certifications:

ISO 9001:2018/2015  
ISO 45001: 2018  
ISO 14001: 2015  
ISO 39001:2012  
ISO 22301:2019

## SOCIAL CAPITAL

- €18.7 million worth of social product
- We supported 60 suppliers from local communities

## NATURAL CAPITAL

- Traffic noise monitoring program
- 17 hybrid and electric vehicles
- 10 samplings and lab tests for the water quality monitoring program
- €1,461,948 environmental protection investments
- Biodiversity conservation actions



## 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 our shareholders, driven by the commitment, expertise and knowledge of our people.



## OUR 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.



## OUR VALUES

Efficiency and effectiveness  
Responsibility  
The strength of our people  
Integrity



## SCOPE OF ACTIVITY AND RESPONSIBILITY

Design, construction, operation, management and maintenance of the motorways.

## HUMAN CAPITAL

- 79 employees trained
- €301.0 thousand in salaries and benefits
- 63% employees from the region

## FINANCIAL CAPITAL

- €144,842.0 thousand worth of income
- €14,500.6 thousand to state bodies
- €129 million to suppliers

## INDUSTRIAL AND INTELLECTUAL CAPITAL

- €8.9 million through the MyOdos App for subscriber accounts feedback
- Replacement of 6,708 metres of guardrails
- 7 temporary parking spaces
- 41,579 manhours of snow removal
- 1,956,332 km covered by company patrol vehicles

## SOCIAL CAPITAL

- 39,613 toll-free passages for persons with disabilities (PWD)
- Road Safety and Environmental Protection Sponsor of the 2022 Acropolis Rally
- €36,690 in sports activities support actions
- €8,500 investment in the communication of the "Tours" platform
- 63 bags of blood were donated

## NATURAL CAPITAL

- Go Green Environmental Strategy
- 101 on-site environmental inspections
- 7,290 kg of materials recycled
- 18 electric vehicle chargers installed in buildings and Motorist Service Stations
- Plan to replace at least 30% of our company vehicles with electric and hybrid vehicles by the end of 2023.
- €383,168 for greenery protection, maintenance and new plantings

INFLOWS

VALUE CREATION

OUTFLOWS





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## 2.1. OUR STRATEGIC PRIORITIES

The strategic framework adopted by Kentriki Odos is human-centred, while taking into account the needs of the Greek economy and of the local communities, the technological advancements, the requirements of the road infrastructure, the development policies and international trends, as well as the rapidly evolving external environment. Our approach emphasises the

importance of external factors, most of which are unpredictable, such as the climate crisis, the ongoing urbanisation and the rapid technological evolution, while at the same time recognising the role of motorways as a public good and aiming to create and deliver innovative quality services.

OUR STRATEGIC PRIORITIES ARE BUILT AROUND FOUR (4) PILLARS:



Being there for Drivers with Road Safety and Quality Services



Being there for our People



Being there for the Environment



Being there for the Society

The Sustainable Development Report focuses on the material issues that the company has identified through internal processes and ongoing consultation with stakeholders. It presents the company's performance, the implementation of the company's strategy and its goals for the future, always bearing in mind its responsibility as an operator of a public asset.



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SUSTAINABLE DEVELOPMENT PILLARS

CORPORATE GOVERNANCE AND OPERATIONS

Governance and Operation Systems  
Strategy and Development  
Responsible Supply Chain

Being there for Drivers with Safety and Quality services

- Road Safety
- Quality of services/ customer service
- Innovation

Being there for our People






- Health, Safety and well-being
- Continuous employee development and talent utilisation
- Contemporary working environment and corporate culture

Being there for the Environment

- Climate Change
- Physical environment and infrastructure interactions
- Management of pollution
- Resource management







Being there for Society

- Training and awareness on Road Safety
- Development of local communities
- Social solidarity

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PILLARS	FOCUS AREAS	MATERIAL TOPICS	SUSTAINABLE DEVELOPMENT AND IMPACT			DESCRIPTION	
			ECONOMY	SOCIETY	ENVIRONMENT		
Being there for Drivers with Safety and Quality Services	Driver's Safety	Safety of drivers	<div></div>	<div></div>		It relates to the smooth operation of the motorway, construction quality and efficient and safe traffic management.	<div></div> <div></div> <div></div> <div></div> <div></div>
		Infrastructural maintenance and traffic management	<div></div>	<div></div>	<div></div>		
	Quality of services/ customer service	Interoperability	<div></div>	<div></div>		It refers to the general development and promotion of the quality of the products and services provided by motorways aiming at the convenience of the users, including interoperability, fair toll rates and improved communication with drivers.	
		Toll rates	<div></div>	<div></div>			
		Communication with drivers	<div></div>	<div></div>			
	Innovation	Technology	<div></div>	<div></div>	<div></div>	It refers to the adoption of technological innovations for the operation of the company and its services, as well as the integration of new technologies	
		Suitability of signage		<div></div>	<div></div>		
	Being there for our people	Health, Safety and well-being	Occupational Health and Safety	<div></div>	<div></div>		
Well-being			<div></div>	<div></div>	<div></div>		
Continuous employee development and talent utilization		Development and performance management	<div></div>	<div></div>	<div></div>	It refers to the development of human resources, their training, education and continuous retraining, the enhancement of their efficiency and the systematic and fair evaluation of their performance. It also refers to the company's policy on promotion and talent retention, including providing opportunities.	
		Training and education	<div></div>	<div></div>	<div></div>		
Modern work environment and corporate culture		Meritocratic recruitment procedures	<div></div>	<div></div>		It refers to the working environment which must be governed by the principles of respect, meritocracy, justice, equality and inclusion, with particular emphasis on working conditions, mechanisms, regulations, codes of ethics and compliance with the law. A working environment with no discrimination.	
		Diversity and equal opportunities	<div></div>	<div></div>			
		Non-discrimination	<div></div>	<div></div>			
		Provisions of employment	<div></div>	<div></div>	<div></div>		
		Benefits	<div></div>	<div></div>	<div></div>		



PILLARS	FOCUS AREAS	MATERIAL TOPICS	SUSTAINABLE DEVELOPMENT AND IMPACT			DESCRIPTION	
			ECONOMY	SOCIETY	ENVIRONMENT		
Being there for the Environment	Climate Change	Electromobility	<div></div>	<div></div>	<div></div>	It refers to the company's approach to the potential hazards related with climate change, and the measures it takes to reduce greenhouse gas emissions. It includes, among other things, air pollutants monitoring systems, energy saving measures and investments in clean and/or renewable energy sources.	<div><div>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div><div>GO</div><div>13 CLIMATE ACTION</div><div>GO</div></div>
		Energy Consumption	<div></div>	<div></div>	<div></div>		
		Fuel consumption	<div></div>	<div></div>	<div></div>		
		Management of emissions	<div></div>	<div></div>	<div></div>		
	Interaction of infrastructure and physical environment	Protection of biodiversity	<div></div>	<div></div>	<div></div>	It refers to the protection of biodiversity, the flora and fauna and the management of the impact of motorways on the natural ecosystems of the area through noise management, protection of Natura sites and the management of stray animals.	
		Noise management	<div></div>	<div></div>	<div></div>		
	Pollution Management	Accidental pollution	<div></div>	<div></div>	<div></div>	It refers to the overall responsible management of both air pollution and the solid and liquid waste generated by the company's activities. At the same time, it includes the management of emergencies such as an environmental accident with an impact on the environment and the local communities.	
		Management of effluents and waste	<div></div>	<div></div>	<div></div>		
		Management of air pollution	<div></div>	<div></div>	<div></div>		
	Resource management	Natural resources (water)	<div></div>	<div></div>	<div></div>	It refers to the development, protection and management of natural resources such as water as well as the supplies and the raw materials used by the company in order to ensure their sustainability.	
Raw materials		<div></div>	<div></div>	<div></div>			

PILLARS	FOCUS AREAS	MATERIAL TOPICS	SUSTAINABLE DEVELOPMENT AND IMPACT			DESCRIPTION	
			ECONOMY	SOCIETY	ENVIRONMENT		
Being there for Society	Education and training on Health and Safety	Training and education on road safety	<div></div>	<div></div>	<div></div>	It refers to the company's investments aimed at promoting good driving behaviour and creating a well-informed and aware body of drivers and motorway users, through information campaigns, training and seminars.	
	Development of local community	Supporting local initiatives	<div></div>	<div></div>	<div></div>	This is the overall positive contribution to local economies and societies from the company's activities. It includes local investments, programs, employment opportunities and financial contributions. It also refers to actions and initiatives to support and promote local traditions, tourism, gastronomy and culture.	
		Presence in local community	<div></div>	<div></div>	<div></div>		
		Indirect economic impacts from the operation of Nea Odos	<div></div>	<div></div>	<div></div>		
	Social solidarity	Social solidarity	<div></div>	<div></div>			
Corporate governance and operations	Governance and operation systems	Corruption and transparency	<div></div>	<div></div>		It refers to the internal systems and management procedures aimed at ensuring the smooth and responsible operation of the company and enhancing transparency, the policies and practices that ensure compliance with the law, the relevant certifications that ensure quality and business continuity	    
		Ethical governance	<div></div>	<div></div>			
		Management systems	<div></div>	<div></div>	<div></div>		
		Regulatory compliance	<div></div>	<div></div>	<div></div>		
		Business continuity	<div></div>	<div></div>	<div></div>		
		Private data protection	<div></div>	<div></div>			
	Strategy and development	Financial performance of Kentriki Odos/ Market presence	<div></div>	<div></div>	<div></div>	It refers to an integrated strategy and action plan regarding the company's position in the industry, financial performance and development opportunities.	
	Responsible supply chain	Suppliers assessment (environmental and social)	<div></div>	<div></div>	<div></div>	It refers to the company's criteria for selecting suppliers and partners based on criteria such as quality, environmental compliance, certifications and human rights.	
	<div><div></div> High <div></div> Medium <div></div> Low</div>						



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2.2. CONSULTATION WITH STAKEHOLDERS

The Sustainable Development Report is addressed to all stakeholders of Kentriki Odos and promotes communication with them in order to foster relations between us and to create long-term and measurable value

STAKEHOLDER GROUPS	EXPECTATIONS/ MAIN ISSUES	COMMUNICATION MECHANISMS	COMMUNICATION FREQUENCY	COMMUNICATION OUTCOMES
Employees	<ul style="list-style-type: none"><li>Regular communication between Employees – management</li><li>Informing employees about organizational changes and anything related to the company</li><li>Emphasis on Health and Safety issues</li><li>Rewards, additional benefits and remuneration system</li><li>Respect, equality and meritocracy</li><li>Training, evaluation and development opportunities</li><li>Respect for personal and family life</li><li>Retain a positive company profile</li></ul>	<ul style="list-style-type: none"><li>Meetings between employees and management representatives</li><li>Email correspondence</li><li>Newsletters</li><li>HR Department</li><li>Open door policy</li><li>Personal communication</li><li>Satisfaction survey</li><li>Sustainable Development Report</li><li>Commitment survey</li><li>CSR Scorecard</li><li>Online and social media presence</li></ul>	Continuous	<ul style="list-style-type: none"><li>Establishment of Development Centres</li><li>Action to improve the working environment</li><li>Recognise the company as a fair employer</li><li>Increase efficiency</li><li>Reduction of leaves</li></ul>
Motorway Drivers	<ul style="list-style-type: none"><li>Safe and fast travel</li><li>Infrastructure quality, quality of service, satisfaction and reliability</li><li>Immediate response to incidents</li><li>Immediate response to requests or complaints</li><li>Immediate dissemination of information</li><li>Private data protection</li><li>Interoperability</li><li>Upgrade commercial policy and rewards for frequent users</li><li>New and innovative payment methods</li><li>Kilometre-based tolling rates</li><li>Toll rates, discount policy</li></ul>	<ul style="list-style-type: none"><li>Customer service department</li><li>Customer satisfaction surveys</li><li>Complaint handling department</li><li>Awareness campaigns</li><li>Company website</li><li>Emergency number</li><li>Variable Message Signs (VMS)</li><li>Press Releases</li><li>Employees at toll stations</li><li>Media</li><li>Sustainable Development Report</li><li>CSR Scorecard and online engagement survey</li><li>Email / contact forms</li><li>Road Side Surveys (RSS)</li><li>MyOdos App</li></ul>	Daily	<ul style="list-style-type: none"><li>Improvement of infrastructure</li><li>Upgrading signage</li><li>Stabilization of safety feeling in the motorway</li><li>Quality and immediate customer service</li><li>Provision of discount programs</li><li>Greater understanding of future issues that may arise or potential price increases</li></ul>

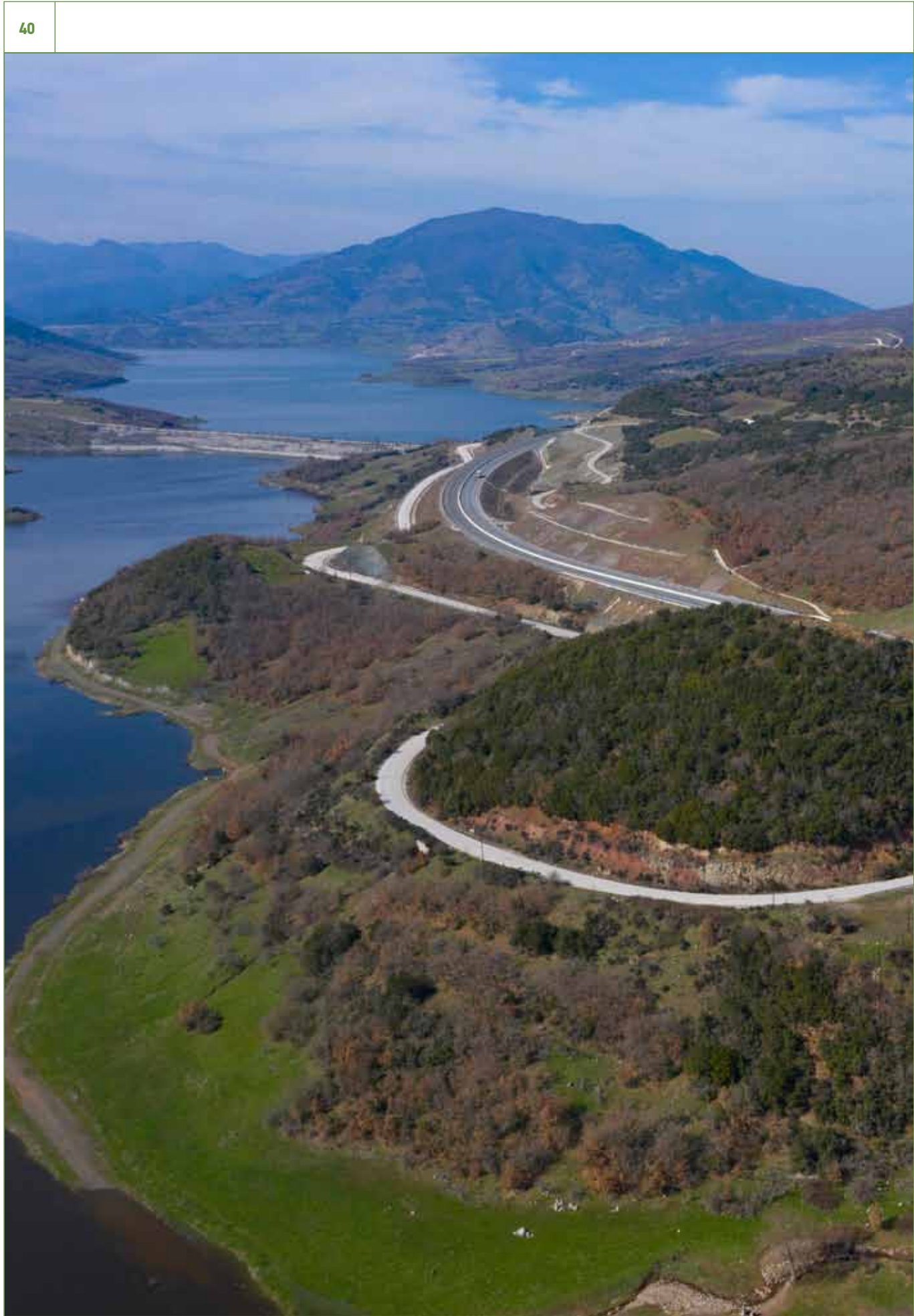
SUSTAINABLE DEVELOPMENT REPORT 2022				37
Local Communities	<ul style="list-style-type: none"><li>Stimulate the local economy by creating new jobs</li><li>Indirect positive financial effects and development of the wider region</li><li>Improve standard of living</li><li>Sponsorships - charity initiatives and social investments</li><li>Respect and protection of local environmental wealth</li><li>Retain high level of service</li></ul>	<ul style="list-style-type: none"><li>Meetings with representatives of local communities</li><li>Consultation with local associations and bodies of residents</li><li>Local media</li></ul>	On regular time intervals/ Daily	<ul style="list-style-type: none"><li>Open dialogue and support of the local community</li><li>Increasing revenue of local businesses</li><li>Attractive working environment and improvement of the image of Nea Odos as an employer</li></ul>
Local Government	<ul style="list-style-type: none"><li>Comprehensive information regarding impacts from the company's operation on a local level</li><li>Accountability and taking measures where necessary</li><li>Strengthen local agents' and local government's initiatives</li></ul>	<ul style="list-style-type: none"><li>Direct communication with administrative structures at local level</li></ul>	On regular time intervals	<ul style="list-style-type: none"><li>Collaboration for voluntary initiatives</li></ul>
Shareholders	<ul style="list-style-type: none"><li>Financial performance, efficiency, dividend distribution</li><li>Regular and correct information/ reporting</li><li>Effective governance mechanisms</li><li>Leadership in the industry and positive reputation</li><li>Provide high quality services and develop innovations</li><li>Develop partnerships</li></ul>	<ul style="list-style-type: none"><li>Board of Directors meetings and General Assemblies</li><li>Regular reporting</li><li>Company website</li><li>Balance Sheets and Financial Statements</li><li>Sustainable Development Report</li><li>CSR Scorecard and online engagement survey</li><li>Correspondence and business meetings</li><li>Certifications</li></ul>	On regular time intervals	<ul style="list-style-type: none"><li>Detailed recording of the environmental and social impacts of company's operation and their disclosure through the Sustainable Development Report</li><li>Adopt new practices, better resource management and improved crisis response</li></ul>
NGOs	<ul style="list-style-type: none"><li>Support NGOs goals</li><li>Economic support</li><li>Public awareness</li></ul>	<ul style="list-style-type: none"><li>Company website</li><li>Department of Public Relations</li><li>Sustainable Development Report</li><li>CSR Scorecard and online engagement survey</li></ul>	On regular time intervals	<ul style="list-style-type: none"><li>Develop joint awareness campaigns</li><li>Strengthen the social profile of the company</li><li>Link business operation with social causes</li></ul>



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Activists	<ul style="list-style-type: none"><li>• Reduction of toll rates which are not subject to corporate decisions</li></ul>	<ul style="list-style-type: none"><li>• According to company policies</li></ul>	When deemed necessary	<ul style="list-style-type: none"><li>• Interventions where possible to ensure smooth driver service</li></ul>
Ministries and Structures of Public Administration	<ul style="list-style-type: none"><li>• Good operation of the motorway</li><li>• Fully inform the supervisory authority on matters relating to the operation of the infrastructure.</li><li>• Compliance with the contractual obligations set out in the Concession Agreement</li><li>• Environmental performance</li><li>• Optimal management of road safety and zero accidents</li><li>• Extension of contracts / additional works</li><li>• Create new jobs</li><li>• Effective communication and cooperation</li></ul>	<ul style="list-style-type: none"><li>• Correspondence, phone communication and work meetings</li><li>• Workshops / Representative meetings</li><li>• Official reports</li><li>• Visits, inspections</li><li>• Sustainable Development Report</li><li>• CSR Scorecard and online engagement survey</li></ul>	On regular time intervals/ Daily	<ul style="list-style-type: none"><li>• Fulfilment of the obligations arising from the Concession Agreement</li></ul>
Emergency Services	<ul style="list-style-type: none"><li>• Compliance with laws</li><li>• Support to Emergency Services work (Traffic Police, Ambulances, Fire Department, Civil Protection etc.)</li><li>• Effective communication and cooperation</li><li>• Technical equipment</li></ul>	<ul style="list-style-type: none"><li>• Scheduled and unscheduled meetings with Emergency Services representatives</li><li>• Correspondence, phone communication and work meetings</li></ul>	Daily	<ul style="list-style-type: none"><li>• Carrying out readiness exercises at a more intensive pace</li><li>• Effective incident/crisis management</li></ul>
Financial Institutions	<ul style="list-style-type: none"><li>• Comprehensive information on company performance</li><li>• Financial effectiveness</li><li>• Consistency in its financial obligations and timely payment of interest and loans</li><li>• Compliance with legislative framework, contractual obligations, fair governance and financial audits</li><li>• Risk management and company growth prospects</li><li>• Budget keeping</li><li>• Access to information</li><li>• Positive publicity for a funded project</li></ul>	<ul style="list-style-type: none"><li>• Correspondence, phone communication and work meetings</li><li>• 3 and 6-month reports</li><li>• Official reports</li><li>• Sustainable Development Report</li><li>• CSR Scorecard and online engagement survey</li></ul>	On regular time intervals	<ul style="list-style-type: none"><li>• Study of social and environmental risks</li><li>• Project Financing/ Instalment Disbursement</li></ul>

SUSTAINABLE DEVELOPMENT REPORT 2022				39
Partners, Suppliers and Subcontractors	<ul style="list-style-type: none"><li>• Transparency in procurements and in governance mechanisms</li><li>• Meritocracy in selecting suppliers and partners</li><li>• Compliance with agreed partnership terms</li><li>• Effective communication</li><li>• Responsible supplies</li><li>• Flexibility and availability</li><li>• Experience</li></ul>	<ul style="list-style-type: none"><li>• Procurement department</li><li>• Ongoing communication with partners in the implementation of projects</li><li>• Correspondence, phone communication and work meetings</li></ul>	On regular time intervals/ Daily	<ul style="list-style-type: none"><li>• Compliance with terms of agreement and deadlines</li><li>• Improving relationships, quality and cooperation</li></ul>
Institutions, Associations, Academic Community	<ul style="list-style-type: none"><li>• Exchange of knowledge and know-how</li></ul>	<ul style="list-style-type: none"><li>• Participation in conferences and seminars</li></ul>	On regular time intervals	<ul style="list-style-type: none"><li>• Review and re-adjustment of practices</li></ul>
MEDIA	<ul style="list-style-type: none"><li>• Clear strategic plan, which includes relations with journalists and mass media</li><li>• Constant updates and exclusives</li><li>• Advertising costs</li></ul>	<ul style="list-style-type: none"><li>• Public Relations/Marketing Department</li><li>• Correspondence and telephone communication</li><li>• Interviews/interventions</li><li>• Online press releases</li><li>• Personal communication</li><li>• Social media and video distribution platforms</li></ul>	On regular time intervals/ Daily	<ul style="list-style-type: none"><li>• Informing the public</li><li>• Effective corporate reputation management</li></ul>
Other motorways	<ul style="list-style-type: none"><li>• Perfect coordination at the interface points</li><li>• Collaboration, sharing of knowledge and addressing common issues “at the sector level”</li><li>• Adoption of common good risk and opportunity management practices</li><li>• Interoperability</li><li>• Healthy competition</li><li>• Promotion of sectoral issues</li></ul>	<ul style="list-style-type: none"><li>• Email</li><li>• Telephone communication</li><li>• Hellastron meetings</li></ul>	On regular time intervals	<ul style="list-style-type: none"><li>• Adoption of common practices and exchange of know-how and information</li><li>• More effective management of road safety issues with an emphasis on prevention</li></ul>
Operations	<ul style="list-style-type: none"><li>• Collaborate, share knowledge and address common issues</li><li>• Immediate response to Health and Safety issues</li></ul>	<ul style="list-style-type: none"><li>• Personal communication</li><li>• Email</li><li>• Telephone communication</li></ul>	Continuous	<ul style="list-style-type: none"><li>• Harmonization of systems</li><li>• Adoption of common practices</li><li>• Exchange of know-how and information</li><li>• More effective management of road safety issues with an emphasis on prevention</li></ul>





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2.3. SUSTAINABLE DEVELOPMENT SURVEY

Kentriki Odos conducts an extensive opinion survey on an annual basis to record stakeholders' perception of our performance on Sustainable Development issues, and more specifically on the following:

• Corporate Governance

• Road Safety

• Services Provided

• Human Resources

• Environment

• Our overall contribution to society and the neighbouring local communities

The results of the survey are extremely valuable and contribute to the preparation of our Reports and the updating of our Sustainable Development Strategy.

SURVEY RESULTS

131

SAMPLE RESPONSES

SAMPLE COMPOSITION

75%

DRIVERS/SUBSCRIBERS OF FAST PASS KENTRIKI ODOS

25%

KENTRIKI ODOS PERSONNEL

INDICATIVE ANSWERS

How satisfied are you with the company's performance on corporate governance matters?

5

35.16%

4

36.72%

3

23.44%

2

2.34%

1

2.34%

1. Not at all satisfied 2. Somewhat satisfied 3. Satisfied 4. Fairly satisfied 5. Very satisfied

How satisfied are you with the company's performance on corporate social responsibility?

5

38.28%

4

32.03%

3

22.66%

2

2.34%

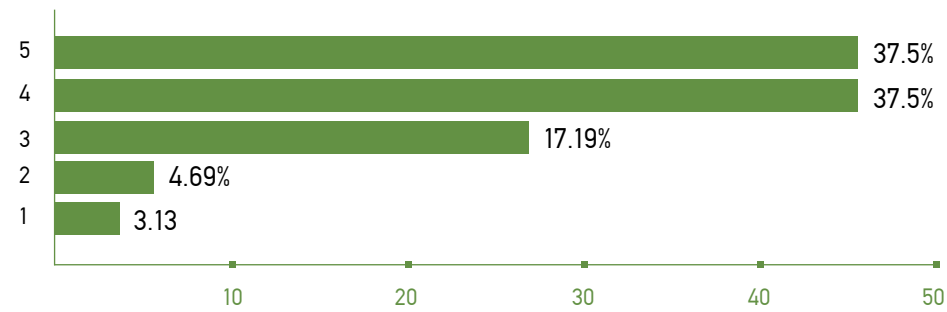
1

4.69%

1. Not at all satisfied 2. Somewhat satisfied 3. Satisfied 4. Fairly satisfied 5. Very satisfied

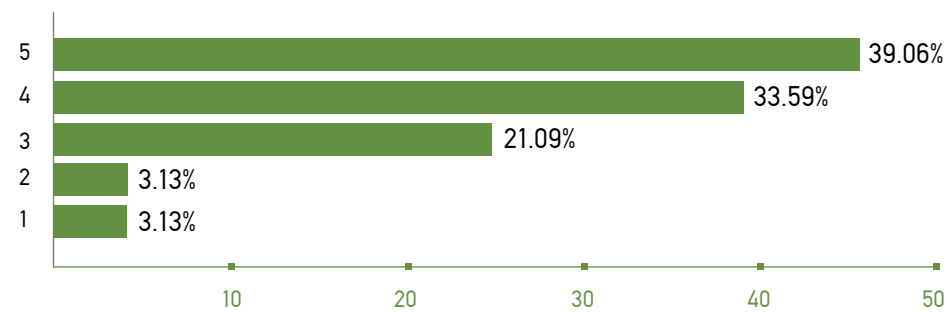


How satisfied are you with the company's performance on corporate social responsibility?



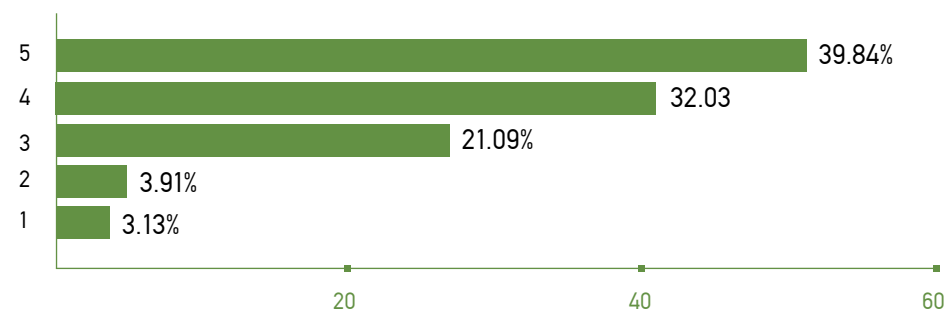
1. Not at all satisfied 2. Somewhat satisfied 3. Satisfied 4. Fairly satisfied 5. Very satisfied

How satisfied are you with the company's environmental performance?



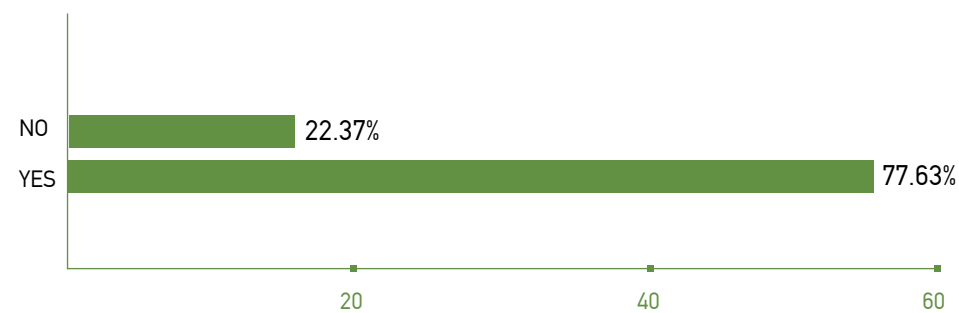
1. Not at all satisfied 2. Somewhat satisfied 3. Satisfied 4. Fairly satisfied 5. Very satisfied

How satisfied are you with the company's overall management of its human resources?

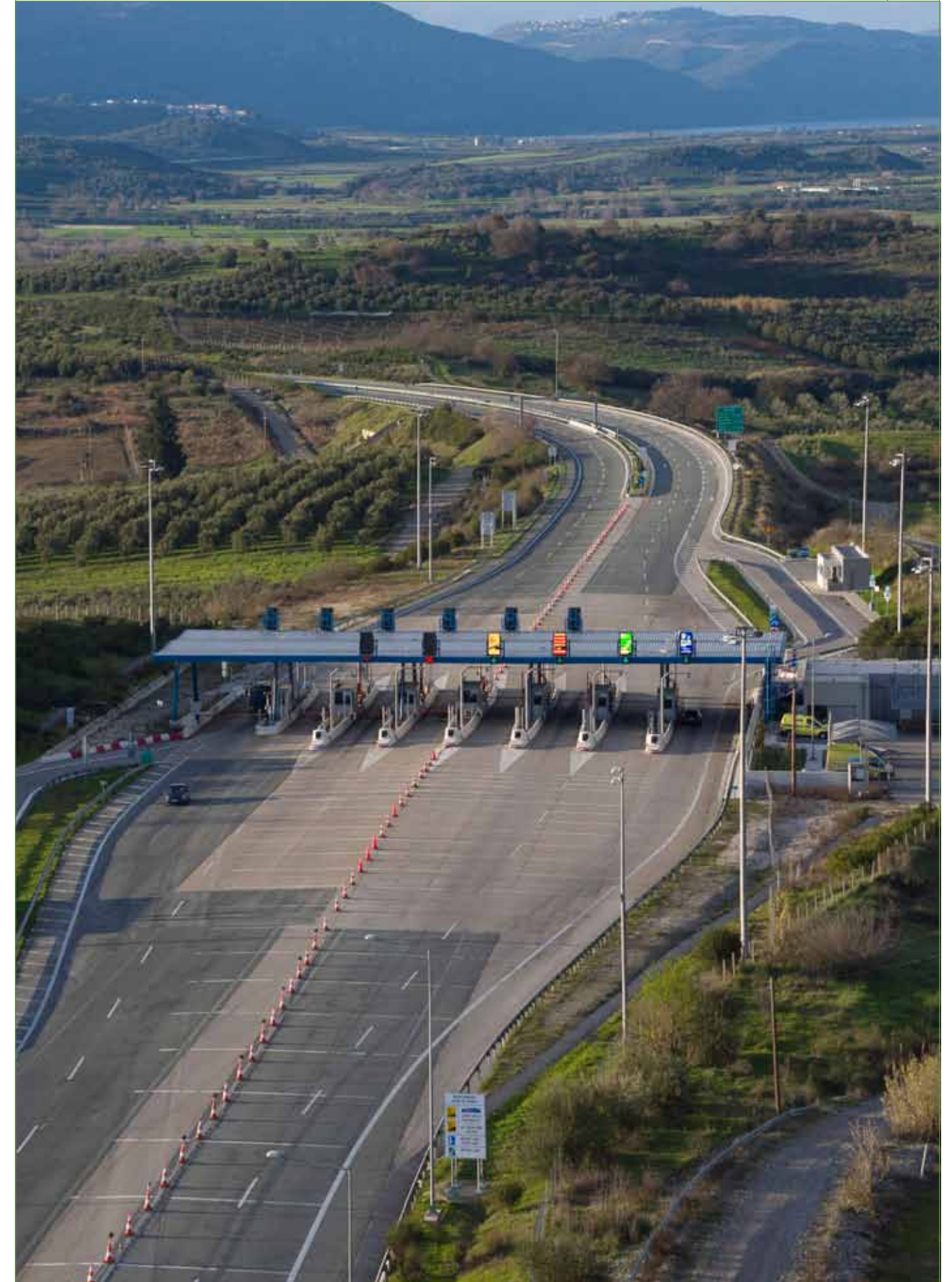


1. Not at all satisfied 2. Somewhat satisfied 3. Satisfied 4. Fairly satisfied 5. Very satisfied

Did you find, in "Sustainable Development- At a glance" all the information on the topics that interest you about our company?



1. Not at all satisfied 2. Somewhat satisfied 3. Satisfied 4. Fairly satisfied 5. Very satisfied





## 2.4. IDENTIFICATION OF MATERIAL TOPICS

The annual Sustainable Development Survey is part of the process we use to identify and update our material topics. It is a stable tool that allows us to gather the views of our stakeholders in a systematic way. Our methodology is based on internationally recognised standards and is linked to the content of the Report and our overall strategy.

### OUR METHODOLOGY:

01

#### STEP ONE

Listing and updating the topics deemed to be the most important, according to their impact on the sectors of the internal and external environment in which the company operates. Scope and delimitation of impact of said topics.

02

#### STEP TWO

Assessment based on the significance of their impact on the company and sustainability in general, and their influence on the stakeholders' assessments and decisions

03

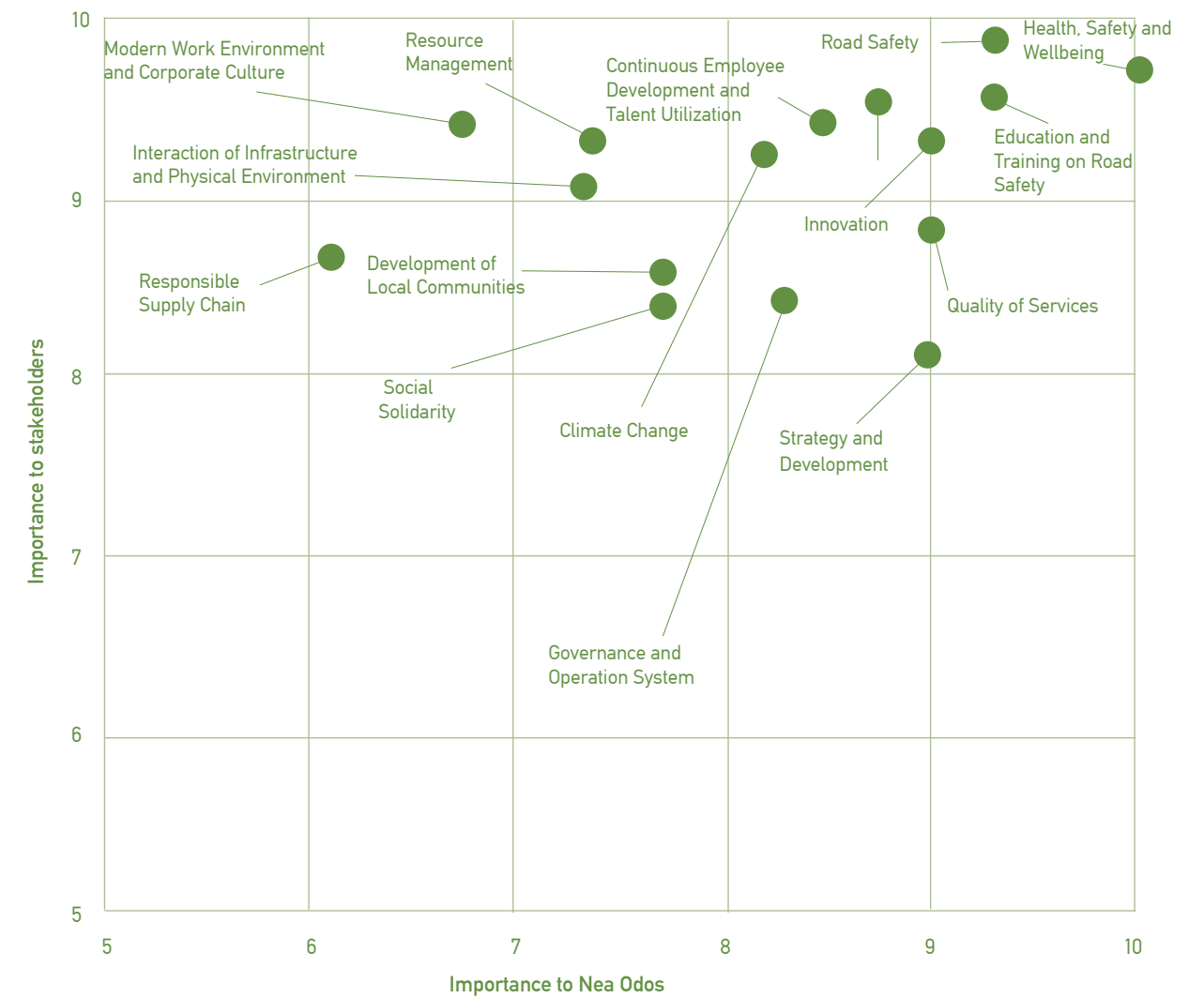
#### STEP THREE

Verification of the topics in terms of completeness, to ensure that the content of the Report includes the company's significant economic, environmental, and social impact, allowing stakeholders to assess its performance and facilitating the decision-making process. During the preparation of the Report, we reviewed and enriched our strategic approach, which included adjustments to the material topics identified.

04

#### STEP FOUR

Communicating with all stakeholders and requesting feedback through the Sustainable Development Report.





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## 2.5. NATIONAL AND INTERNATIONAL PARTNERSHIPS

Kentriki Odos actively participates in important Greek, European and international bodies and partnerships that focus on and promote issues of Sustainable Development, sustainable mobility and road safety.

- CSR HELLAS - Hellenic Network for Corporate Social Responsibility
- “HELLENIC ASSOCIATION of TOLL ROAD NETWORK” also known as “HELLASTRON”
- The Observatory of Road Networks in Western Greece and Peloponnese (POADEP)
- Road Safety Institute “Panos Mylonas”
- Hellenic Institute of Customer Service
- The “Diazoma” Association
- Interamerican

## 2.6. SUSTAINABLE DEVELOPMENT GOALS (SDGS)

For the past 6 years, we have taken pride in actively contributing to the achievement of the UN Sustainable Development Goals (SDGs). We have identified a total of 9 key goals to which we believe we can contribute as a company. As a result, we have linked our corporate goals to these SDGs.

## 2.7. SUSTAINABLE DEVELOPMENT TEAM

The corporate culture of Kentriki Odos is closely intertwined with Sustainable Development. As a testament to this, representatives of all the company’s Divisions participate in the Sustainable Development Team.

- The Team is under the coordination of the Public Relations and Corporate Responsibility Department, and its responsibilities include: The collection of information and data for the annual Sustainable Development Report
- The evaluation and quality assurance of the data collected
- The formulation of policies and procedures
- Informing employees about new policies and procedures
- Participation in the implementation of initiatives aimed at strengthening the culture of Sustainable Development

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## 2.8. SUSTAINABLE DEVELOPMENT STRUCTURES

In 2022, we invested a total of €224,208 in the following actions:

- Development of our corporate strategy
- Participation as members in national and international organizations
- Participation in partnerships and collaborations
- Communicating our actions and initiatives to our stakeholders and the general public

MANAGEMENT OF SUSTAINABLE DEVELOPMENT (IN €)	2022	2021	2020
Corporate Strategy	2,750	16,350	15,205
Participations and Partnerships	23,000	23,662.90	38,212.90
Communications	198,458	54,092.50	65,669.50
Total	224,208	94,285.40	119,087.40



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CONNECTION TO THE SUSTAINABLE DEVELOPMENT GOALS AND GOAL SETTING

	TOPIC	GOAL 2022	PROGRESS 2022	GOAL 2023
<div><div>4</div><div>QUALITY OF WORK LIFE</div></div> <div><div>16</div><div>RESPONSIBLE CONSUMPTION AND PRODUCTION</div></div>	Consultation with stakeholders	Implementation of a renewed Sustainable Development campaign for stakeholders	Implemented with 1,049 responses	Implementation of a renewed Sustainable Development campaign for stakeholders
			Integration of the survey results in the presentation of the material topics	Integration of the survey results in the strategy of the Company
		Updating of the CSR Scorecard platform	CSR Scorecard content updated (new name: "Sustainable Development At a Glance")	Updating of the CSR Scorecard platform
		Updating of the company website	In progress	Publication of the new company website
		Strengthening the company presence across digital media	Addition of a new communication channel via Instagram	Continuous
	Employee training on Corporate responsibility and Sustainability	Continuous training	Hours of training in sustainability issues NO/KO: 2 Operator: 2	Continuous training



# 03

## BEING THERE FOR DRIVERS WITH ROAD SAFETY AND QUALITY SERVICES



At Kentriki Odos, we always work towards offering the highest levels of road safety, while ensuring quality services to all drivers. We place the experience and expertise of our people at the service of all, we operate and maintain our motorways according to the highest European standards, we protect the environment, we upgrade the quality of life of society as a whole, and we contribute to the overall development of the country.

### OUR PRIORITIES

- Infrastructure security
- Immediate and effective incident management
- Providing a wide range of services to drivers/subscribers
- Provision of high-quality road safety services
- Interaction between infrastructure and users with the use of advanced technological means
- Provision of modern toll payment methods
- Responsibility in the supply chain.

### AT A GLANCE



**10,468,401**  
PASSES

**13 km**  
OF ASPHALT PAVING  
ON THE SECTION OF  
SKARFIA-RACHES

**110,125.15**  
MANHOURS FOR ROAD  
MAINTENANCE

**2**  
LARGE-SCALE  
PREPAREDNESS  
DRILLS

**624**  
VEHICLES  
TOWED

**9,724**  
ACTIVE FAST PASS  
E-TRANSPONDERS ON  
AVERAGE EACH MONTH

**8,265**  
INCOMING CALLS  
TO THE CALL CENTRE



52

### 3.1. ROAD SAFETY

Our road safety action plan focuses on reducing road accidents, limiting the impact of accidents and preventing secondary accidents.

- Constant patrols
- Emergency Response Teams
- State-of-the-art Traffic Management Centres
- Signage
- Scheduled and emergency maintenance works

- Customer Service Call Centre
- Motorist Service Stations (MSSs)
- Safe temporary parking spaces

Month	Category 1 (2022)	Category 1 (2021)	Category 1 (2020)	Category 2 (2022)	Category 2 (2021)	Category 2 (2020)	Category 3 (2022)	Category 3 (2021)	Category 3 (2020)	Category 4 (2022)	Category 4 (2021)	Category 4 (2020)
Jan.	675,322	363,715	701,882	636,759	636,759	649,720	737,650	411,589	478,221	914,396	475,863	191,457
Feb.	636,759	636,759	649,720	737,650	411,589	478,221	914,396	475,863	191,457	808,529	688,870	473,954
Mar.	737,650	411,589	478,221	914,396	475,863	191,457	808,529	688,870	473,954	822,457	841,427	724,548
Apr.	914,396	475,863	191,457	808,529	688,870	473,954	822,457	841,427	724,548	1,036,511	1,096,651	929,808
May.	808,529	688,870	473,954	822,457	841,427	724,548	1,036,511	1,096,651	929,808	1,221,308	1,262,242	1,060,651
Jun.	822,457	841,427	724,548	1,036,511	1,096,651	929,808	1,221,308	1,262,242	1,060,651	965,730	969,256	736,775
Jul.	1,036,511	1,096,651	929,808	1,221,308	1,262,242	1,060,651	965,730	969,256	736,775	951,453	894,018	721,902
Aug.	1,221,308	1,262,242	1,060,651	965,730	969,256	736,775	951,453	894,018	721,902	750,841	754,241	403,305
Sep.	965,730	969,256	736,775	951,453	894,018	721,902	750,841	754,241	403,305	947,445	895,611	360,069
Oct.	951,453	894,018	721,902	750,841	754,241	403,305	947,445	895,611	360,069			
Nov.	750,841	754,241	403,305	947,445	895,611	360,069						
Dec.	947,445	895,611	360,069									

ENTRIES BY VEHICLE CATEGORY

Category 1

Category 2

Category 3

Category 4

2022

TOTAL FOR KENTRIKI ODOS

A.TH.E.

E65

63,162

49,865

13,297

7,864,603

6,489,639

1,374,964

814,612

669,745

144,867

1,726,024

1,540,814

185,210

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ROAD SAFETY AND SIGNAGE

The role of signage in road safety is crucial. Kentriki Odos has both digital and conventional signage. Emergency signage, mobile signage, short-term and long-term works signage is used where appropriate. At Kentriki Odos, we carry out on a daily basis preventive technical inspections, and monitor signage, with targeted interventions where necessary.

Variable Message Signs (VMS)	A.TH. E	E65
	14	9


Road Infrastructure Management and Maintenance System

Road safety relies on the effective maintenance and management of our motorways. Our integrated road infrastructure management and maintenance system allows us to systematically record the infrastructure, monitor the “behaviour” of the road surface and the effectiveness of our interventions.

At Kentriki Odos, we conduct 2 types of maintenance works: preventive maintenance and improvement maintenance. The maintenance works are executed according to the **Infrastructure Structural Adequacy Monitoring Program for Concrete Structures**, which is the primary maintenance works planning tool and has been developed by our Technical Department. It is a comprehensive **plan of regular inspections and systematic interventions** in 350 large technical sections, bridges and crossings. Its purpose is to record the findings of visual inspections, to evaluate them, to identify the needs and to carry out interventions.

In order to ensure infrastructure safety, we map road safety conditions by analysing statistical data on road accidents, carrying out studies to determine the risk of various locations on our urban and interurban networks, while taking additional improvement measures and systematically monitoring the change of specific indicators.

In 2022, we carried out works to upgrade the infrastructure and more specifically on the composite Anthili bridge. Works have started for the complete replacement of the insulation of the deck of the bridge on the right branch (i.e. direction to Thessaloniki) and replacement of the asphalt layers. In addition, repairs were made to the deck wells and the concrete guardrails.



13 km

ASPHALT PAVEMENTS IN THE SECTION OF A.TH.E. SKARFIA - RACHES



54									
ROAD MAINTENANCE MANHOURS PER CATEGORY									
ROAD MAINTENANCE PER CATEGORY	2022			2021			2020		
	TOTAL KENTRIKI ODOS	A.TH.E.	E65	TOTAL KENTRIKI ODOS	A.TH.E.	E65	TOTAL KENTRIKI ODOS	A.TH.E.	E65
Road surface	3,859	3,483	376	5,683	4,941.50	741.5	25,646.00	25,392.50	253.50
Shoulder, traffic islands, kerbs-gutters and sidewalks	1,565	1,155.22	409.78	2,987.33	2,052.13	935.2	1,884.73	1,348.48	536.25
Motorway drainage system	5,106.46	3,174.92	1,931.53	8,725.35	5,564.93	3,160.42	7,923.48	4,605.17	3,318.31
Tunnels, cut and cover, landfills and trenches	626.78	449.78	177	2,792.62	1,892.45	900.17	1,568.57	1,415.07	153.50
Green areas and trees	17,639.88	8,083.60	9,556.28	20,602.87	10,977.32	9,625.55	15,970.57	9,285.87	6,684.70
Motorway safety and protection equipment	3,477.77	1,799.47	1,678.30	6,031	5,150.45	880.55	6,834.53	4,711.30	2,123.23
Motorway signage	2,946.65	2,202.17	744.48	5,535.52	4,889.52	646	4,160.60	3,942.23	218.37
Cleanliness	29,251.28	15,867.35	13,383.93	25,278.95	14,848	10,430.95	27,467.75	15,628.23	11,839.52
Common and special bridges	1,117.50	1,024	93.50	256.50	96	160.5	131.18	87.18	44.00
Support walls and avalanche retaining walls	169.95	144.95	25	111	84	27	68.00	46.00	22.00
Buildings	4,832.29	2,576.89	2,255.40	3,587.45	3,325.45	262	3,865.40	3,605.40	260.00
Winter maintenance	36,407	14,798	21,609	32,256	16,382	15,874	22,800.00	13,843.00	8,957.00
Other (material transportation, tidiness, training, etc.)	3,125.58	1,399.12	1,726.47	5,861.84	1,357.09	4,504.75	8,531.31	5,210.99	3,320.32
Total	110,125.15	56,158.46	53,966.68	119,709.43	71,560.84	48,148.59	126,852.12	89,121.42	37,730.70
ROAD MAINTENANCE MANHOURS									
110,125.15 2022			119,709.43 2021			126,852 2020			

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In 2022, as part of its Infrastructure Maintenance Program, Kentriki Odos, replaced guardrails:

GUARDRAILS REPLACED (IN METERS)	2022	2021	2020
E65	6,452	296	176
A.Th.E.	256	444	572

### ROAD SAFETY AND ADVANCED TECHNOLOGY SYSTEMS

At Kentriki Odos, we make use of new technologies to ensure road safety. Namely, we deploy: The Weight in Motion (WIM) system which helps to detect violations of prescribed limits (e.g. weight, speed).

Drones to capture motorways and the surrounding area, enabling a better maintenance and restoration and improvement of infrastructure, with significant benefits.

### ROAD SAFETY AND RESTORATION OF DAMAGE TO ROAD INFRASTRUCTURE

At Kentriki Odos, we constantly strive for the immediate restoration of the road infrastructure. To this end, we regularly review the results of roadside inspections, analyse the observations of our patrols and our expert staff, and receive feedback from the comments, suggestions and queries of drivers as recorded by Customer Service.

### IN 2022, THE FOLLOWING DATA WERE RECORDED:

<b>A.TH.E.</b> 358 repairs in 2022 (compared to 666 in 2021)	<b>E65</b> 604 repairs in 2022 (compared to 706 in 2021)
--	--

56									
MANHOURS FOR ROAD INFRASTRUCTURE REPAIRS									
CATEGORIES OF ROAD INFRASTRUCTURE	2022			2021			2020		
	TOTAL KENTRIKI ODOS	A.TH.E.	E65	TOTAL KENTRIKI ODOS	A.TH.E.	E65	TOTAL KENTRIKI ODOS	A.TH.E.	E65
Road infrastructure	421.08	362.92	58.17	472.18	362.35	109.83	622.70	458.22	164.48
Shoulder, traffic islands, kerbs-gutters and sidewalks	17.55	6.78	10.77	24.77	4.52	20.25	10.64	6.52	4.12
Motorway drainage system	3.62	3.62	-	46.69	7.27	39.42	946.27	20.87	925.4
Tunnels, cut and cover, landfills and trenches	-	-	-	321.8	-	321.8	418	142	276
Green areas and trees	64	-	64	-	-	-	-	-	-
Motorway safety and protection equipment	1,325.82	715.22	610.60	2,605.23	1,060.13	1,545.10	1,521.43	788.25	733.18
Motorway signage	208.93	53.85	155.08	331.93	86.08	245.85	205.75	101.57	104.18
Common and special bridges	-	-	-	-			-	-	-
Buildings	95.70	22.50	73.20	186.35	47.28	139.07	130.99	20.12	110.87
Other (material transportation, tidiness etc.)	38	-	38	-	-	-	-	-	-
Total	2,174.70	1,164.88	1,009.82	3,988.95	3,988.95	3,988.95	3,855.78	1,537.55	2,318.23

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MANHOURS FOR INFRASTRUCTURE INSPECTIONS PER CATEGORY									
ROAD INFRASTRUCTURE PER CATEGORY	2022			2021			2020		
	TOTAL KENTRIKI ODOs	A.TH.E	E65	TOTAL KENTRIKI ODOs	A.TH.E	E65	TOTAL KENTRIKI ODOs	A.TH.E	E65
Road surface	1,233.10	905.40	327.70	734.58	524.10	210.48	479.21	287.43	191.78
Shoulder, traffic islands, kerbs-gutters and sidewalks	888.68	418.20	470.48	545	350.48	194.52	200	152	48
Motorway drainage system	1,210.38	335.05	875.33	1,919.83	1,235.68	684.15	1,360.75	591.92	768.83
Tunnels, cut and cover, landfills and trenches	576.57	330.25	246.32	1,130.46	368.53	761.93	629.13	492	137.13
Green areas and trees	72	48	24	290	40	250	56	40	16
Motorway safety and protection equipment	1,388.10	581.15	806.95	1,738.52	902.75	835.77	1,723.53	889.45	834.08
Motorway signage	455.78	268.58	187.20	374.91	214.03	160.88	202.54	100.47	102.07
Common and special bridges	416.25	216.08	200.17	488.63	348.05	140.58	377.98	306.43	71.55
Support walls and avalanche retaining walls	232	168	64	251	160	91	206	158	48
Signal bridges	1.32	0.33	0.98	-	-	-	-	-	-
Winter maintenance	4,968	2,348	2,620	3,242	1,388	1,854	1,171	572	599
Other (material transportation, tidiness, training, etc.)	40	-	40	-	-	-	-	-	-
Total	11,482.18	5,619.05	5,863.13	10,714.93	5,531.62	5,183.31	6,406.14	3,589.70	2,816.44



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3.2. EXTREME WEATHER EVENTS MANAGEMENT

At Kentriki Odos, we manage the risks of extreme weather events (e.g. heavy snowfall, heavy rainfall or frost on the road surface), by implementing certified procedures that include: 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 and honest cooperation of all stakeholders

Detailed data for 2022 are the following:

**E65:**

- 24,433 manhours of snow removal with 16 contractor snow removal vehicles and 4 small snow removal vehicles owned by the company

**A.TH.E.:**


- 17,146 manhours of snow removal with 16 contractor snow removal vehicles and 3 small snow removal vehicles owned by the company


DEDICATED WEATHER FORECAST PLATFORM

In order to manage emergencies arising from extreme weather events faster and more efficiently, we collaborate with the Athens Observatory, an institution of renowned standing. The fruit of this strategic collaboration is the creation of a dedicated weather forecast platform for our motorways, which contains information such as the type of precipitation (rain, hail, snowfall, sleet, etc.), temperature, total precipitation, snow cover, wind speed and direction, as well as barometric pressure.

3.3. TRANSPORTING OVERSIZED LOADS AND VEHICLES

With safety in mind, Kentriki Odos observes specific procedures for vehicles carrying special loads, such as wind turbine components. These procedures relate mainly to the entry of cargo into the motorway, the movement of cargo on the motorway and the exit of cargo from the motorway. The increase in wind turbine transportation observed in recent years is expected to intensify due to green transition and the increased installation of renewable energy sources.





SPECIAL LOAD TRANSPORT VEHICLES / WIND TURBINES

E65: 80

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3.4. TRAFFIC SURVEILLANCE CAMERAS AND INCIDENT DETECTION CAMERAS

TOTAL INCIDENTS BY CATEGORY

	2022	2021	2020
Accidents and Crashes	204	179	161
Vehicles breakdown	2,168	2,203	1,875
Abandoned Vehicles	32	40	25
Obstacles – Spillage - Moving Hazard	1,399	1,448	1,842
Congestion	0	0	0
Other incidents	612	609	689
Tota3	4,415	4,479	4,592

We ensure early detection of incidents and safety issues using a range of tools and mechanisms, including incident detection cameras. Incident detection cameras were originally installed in the tunnels as a requirement of the Concession Agreement. They have now been extended to all interchanges and form an extensive network covering motorway points of entry and exit.

TRAFFIC SURVEILLANCE CAMERAS	A.TH.E.	E65
Open-air CCTV	32	60
Tunnel CCTV	52	10

60	
<h3>3.5. TRAFFIC MANAGEMENT CENTRES (TMCS) AND TUNNEL TRAFFIC MANAGEMENT CENTRES (TTMCS)</h3> <p>TMCs and TTMCS are staffed by specially trained personnel and scientists and are fitted with state-of-the-art technological equipment. They operate 24/7 and are the primary points of contact with the competent authorities in case of emergencies. Their role is to ensure the safe operation of the tunnels and the motorway.</p> <p>The Centres respond to emergency calls, collect and examine important data for each incident, analyse traffic data, mobilise Road Safety Patrols when necessary and alert all emergency services, such as</p> <p>the National First Aid Centre (EKAB), Civil Protection, Traffic Police, etc.</p> <p>The work of the TMCs and TTMCS is supported by the Road Safety Patrols, the Free Road Assistance Service, the SOS Phones installed along the entire motorway, and the 4-digit 1075 emergency number. On Kentriki Odos and the operational section of the E65, the TMC located in Sofades regulates traffic and ensures the smooth and safe operation of the infrastructure.</p>	
<h4>SMART TMCS AND TTMCS</h4> <p>In case of emergency, a system of specially designed backup smart TMCs and TTMCS is activated immediately, in addition to the existing TMCs and TTMCS. Their role is to assist existing Centres in order to ensure business continuity and rapid management of emergencies on the motorways.</p>	
<h3>3.6. SPECIAL TRAFFIC ARRANGEMENTS</h3> <p>The increased frequency of severe weather events and emergencies in recent years has prompted us to incorporate the risks arising from the climate crisis in our business strategy, in order to immediately proceed with appropriate traffic arrangements.</p> <p>In addition to severe weather events, fires and landslides, there are certain circumstances other than “crisis situations”, such as events, competitions and special drills, that require increased alertness.</p> <p>Our response to emergencies, as well as the holding of events and competitions or operational drills, are part of our Business Continuity Management System, for which we are certified according to the ISO 2230:2012 international standard.</p>	

SUSTAINABLE DEVELOPMENT REPORT 2022		61																								
<p>In 2022, there were no unscheduled traffic arrangements, with the exception of responses to extreme weather events.</p> <p><b>A.TH.E.</b> 24-25 January: Prohibition of heavy vehicles and mandatory use of snow chains. The company’s response mechanism was on alert and the snow removal vehicles were working continuously</p> <ul style="list-style-type: none"><li>• 19 February: Traffic arrangements at the Mavromantila frontal station, due to farmers’ demonstrations</li><li>• 9-13 &amp; 19-22 March: Prohibition of heavy vehicles and mandatory use of snow chains for all vehicles, on a preventive basis, due to extreme weather events</li><li>• 8 November: Preparedness drill in the tunnels of Stylida, aimed at maintaining the safe operation of the motorway in case of an accident and at improving communication between all parties</li><li>• No incidents or serious traffic problems were recorded during the year</li></ul> <p><b>E65</b></p> <ul style="list-style-type: none"><li>• 7 November 2022: Winter maintenance - snow removal drill.</li><li>• 8 &amp; 12 December: Traffic arrangements in the areas of Sofades and Proastio due to farmers’ demonstrations</li></ul>																										
<h3>3.7. MANAGEMENT OF IMMOBILIZED VEHICLES</h3> <p>With the safety and the smooth operation of the motorway in mind, Kentriki Odos has established an integrated service for the collection and removal of immobilized vehicles. 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 limits, such as the Motorist Service Stations.</p>																										
<p>In 2022, 624 vehicles were safely towed, of which 98 were heavy vehicles.</p>																										
<table><tr><th>TRAFFIC MANAGEMENT INDICATORS 2022</th><th>A.TH.E.</th><th>E65</th></tr><tr><td>Vehicle kilometres travelled</td><td>231.6</td><td>68.9</td></tr><tr><td>Incident detected by Patrol Personnel - Company</td><td>1,380</td><td>1,429</td></tr><tr><td>Incident identified by the four-digit Emergency Number</td><td>610</td><td>262</td></tr><tr><td>Incident identified through ERT</td><td>1</td><td>2</td></tr><tr><td>Incident identified through CCTV &amp; AID</td><td>155</td><td>240</td></tr><tr><td>Incident detected by Police, Roadside Assistance or third parties</td><td>244</td><td>92</td></tr><tr><td>Average Incident Clearing Time (minutes)</td><td>88</td><td>149.3</td></tr></table>			TRAFFIC MANAGEMENT INDICATORS 2022	A.TH.E.	E65	Vehicle kilometres travelled	231.6	68.9	Incident detected by Patrol Personnel - Company	1,380	1,429	Incident identified by the four-digit Emergency Number	610	262	Incident identified through ERT	1	2	Incident identified through CCTV & AID	155	240	Incident detected by Police, Roadside Assistance or third parties	244	92	Average Incident Clearing Time (minutes)	88	149.3
TRAFFIC MANAGEMENT INDICATORS 2022	A.TH.E.	E65																								
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TOWED VEHICLES	2022			2021			2020		
	TOTAL KENTRIKI ODOS	A.TH.E.	E65	TOTAL KENTRIKI ODOS	A.TH.E.	E65	TOTAL KENTRIKI ODOS	A.TH.E.	E65
Conventional Vehicle Recovery	526	308	218	442	252	190	430	266	164
Heavy Vehicle Recovery Unit	98	75	23	96	80	16	79	73	6
Total	624	383	241	538	332	206	509	339	170
IMMOBILISED VEHICLES INCIDENTS	2022		2021		2020				
	A.TH.E.	E65	A.TH.E.	E65	A.TH.E.	E65			
Flat tire	399	159	384	147	334	102			
Mechanical failure	792	470	791	418	721	312			
Fuel	109	37	110	47	84	23			
Other	46	60	58	135	46	89			
Unrecorded	132	35	464	70	99	69			
Total	1,478	761	1,423	670	1,284	595			
Driver sickness (it is a separate event and it is not included in the report of immobilised vehicles)	11	13	7	4	7	2			
KENTRIKI ODOS AVERAGE RESPONSE TIME BY INCIDENT TYPE (IN MINUTES)									
INCIDENTS	2022		2021		2020				
Accidents and Crashes	13.6		13.1		13.4				
Vehicles Breakdown	10.2		9.2		9.4				
Abandoned Vehicles	12.4		16.9		9.6				
Obstacles – Spillage - Moving Hazard	9.6		8.0		10.4				
Other Incidents	3.6		3.2		4.5				
AVERAGE RESPONSE TIME BY AGENT (IN MINUTES)									
AGENT	2022		2021		2020				
Kentriki Odos	9.3		8.2		9.2				
Vehicle Recovery Unit	39.2		39.0		34.7				
Heavy Vehicle Recovery Unit	49.7		48.1		40.8				
Traffic Police	15.2		16.9		14.6				
Fire Brigade	16.6		14.7		13.9				
Ambulances	12.5		14.7		17.3				
Other Agents	35.2		35.3		28.6				

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### 3.8. ROAD SAFETY PATROLS


These are specially equipped company vehicles with qualified personnel that patrol on a 24/7 basis across the network of our motorways.

Their mission is: event detection and management, inspecting damages to infrastructure and equipment (road surface, fencing, guardrails, lighting), removal of objects from the road, assisting in the collection of immobilized vehicles, emergency signage, assistance to the competent state emergency authorities, escorting oversized vehicles if deemed necessary, escorting dangerous goods vehicles through tunnels, forecasting of potential risks to drivers.

The fleet management and maintenance system is ISO 39001 certified to ensure the effectiveness of emergency incident management and improve road safety. The ultimate goal of Kentriki Odos is the gradual renewal of the company’s own fleet and its full replacement with green (electric and hybrid) vehicles, always adapted to the needs of each vehicle category (e.g. PATROL, PICK UP, TMS, VAN). In the context of the continuous upgrading of our fleet, we have proceeded with the addition of “Heat Maps” a technology that through a colour scale maps the movement of the patrols in relation to the check points.

### 3.9. SOS PHONES AND THE 4-DIGIT 1075 EMERGENCY NUMBER

We are by the side of drivers 24/7, ready to respond and deal effectively with possible accidents or emergencies.



124 SOS telephone devices enable users to communicate for free with the Traffic Management Centre.

**SOS PHONES ALONG THE MOTORWAY**

**A.TH.E: 124      E65: 36**

## 1075

THE 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.

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EMERGENCY CALL CENTRE DATA	2022			2021			2020		
	TOTAL KENTRIKI ODOS	A.TH.E.	E65	TOTAL KENTRIKI ODOS	A.TH.E.	E65	TOTAL KENTRIKI ODOS	A.TH.E.	E65
Incoming calls	23,126	15,034	8,092	22,791	15,569	7,222	15,803	11,651	4,152
Answered calls	23,050	14,981	8,069	22,707	15,515	7,192	15,768	11,625	4,143
Efficiency	99.67%	99.65%	99.72%	99.6%	99.7%	99.5%	99.8%	99.8%	99.8%
Average call duration (in seconds)	42.76	42.65	42.87	42.02	42.00	42.04	52.98	52.98	52.98
EMERGENCY CALL CENTRE ISSUES BY CATEGORY				2022					
				KENTRIKI ODOS		A.TH.E.		E65	
Safety				1.0%		1.2%		0.8%	
Traffic				23.3%		21.0%		26.7%	
Maintenance				47.5%		49.4%		44.6%	
Patrols				26.0%		27.4%		23.7%	
Other				2.2%		1.0%		4.2%	

3.10. INTEROPERABILITY

The promotion of interoperability is an immediate priority for the company. We have already implemented a major strategic investment to serve the general public. With a single transponder, a driver can travel all over the country. Our aim is to ensure a better and more efficient service through continuous software upgrades and the installation of new equipment at toll stations

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MYODOS APP

“MyOdos App” is a pioneering and innovative “all-in-one” motorway application for mobile phones and tablets (Android and iOS). It is a single portal that enables all drivers —not only subscribers to the Fast Pass tolls electronic payment service— to find the best route or points of interest and to calculate the cost of their trip on all motorways in the country.

This application offers drivers:

• 24/7/365 info on the motorways operated and maintained by the company

• Detailed maps with all the points of interest (Motorist Service Stations, parking spaces, flyovers, exits, etc.) on our motorways

• A tool for calculating the best route and toll costs on all motorways of the country

• Direct connection to the 1075 emergency hotline as well as to the customer service hotline at the touch of a button

• Option to subscribe to Kentriki Odos Fast Pass and to obtain the e-transponder via courier service.

• Full account control and top-up option for the subscribers of Kentriki Odos Fast Pass

WWW.MYODOS.GR

On the microsite <https://www.myodos.gr/> visitors can easily and quickly get MyOdos app and/or read about all the services offered by the app.

~ 50,000

downloads of the app

The app encourages the use of digital media and by the end of 2022 there had been recorded:

• 1,499 subscription and transponder requests (Nea Odos and Kentriki Odos combined)

• 11,537 user transactions to transfer money to their subscription accounts with a commercial value of €425,304.

3.11. MOTORIST SERVICE STATIONS (MSSS)

The 2 MSSs operating in Sofades are designed to provide a broad range of dining and leisure options (restaurants, fast food restaurants, mini-markets, bookstores, ATMs, cafes), as well as the possibility of fast charging electric vehicles. MSSs harmoniously fit within the surroundings, and the buildings comply with the requirements of the Building Energy Performance Regulation.

M.S.S	K.P	DIRECTION	PROVISIONS
SOFADON	70+300	Towards Trikala Towards Lamia	SHELL gas station in 24-hour operation, cafe, catering and A.B. Shops inside Shell petrol stations



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3.12. TEMPORARY PARKING SPACES

A total of 7 temporary parking spaces are available along the motorway




3.13. TOLL ZONES AND TOLL RATES

The toll rate depends on the category of the vehicle (motorcycle, passenger car, etc.) and the motorway zone in which it travels. Within the same zone and on the same trip, the driver pays a toll at either a frontal or a side station, but never at both.

The toll rates, annual index-linked adjustments, the announcements/notifications to drivers, are all described clearly and expressly in the Concession Agreement, which has been ratified by the Parliament and constitutes a law of the Greek state.

Toll stations accept payment in cash or by contactless card payment (via POS) and drivers are able to choose whether to pay at a toll collector or at an

automatic payment machine, while electronic toll lanes for e-transponder passage are also available at each station. Registered subscribers of Kentriki Odos have the option to use the Kentriki Odos Fast Pass transponder, which is sent to them free of charge and which offers them —depending on the number of monthly passages on the motorways operated and maintained by the company— a discount of up to 50%. Users can also subscribe via MyOdos app and receive the transponder free of charge, via courier service. Through the MyOdos app, subscribers have full control of their account and can top up via the app.





		
Payment in cash at a toll booth lane with an attendant	The Fast Pass Kentriki Odos e - transponder is provided free of charge to the subscribers of Kentriki Odos	Automatic Payment Machines
Credit Card Readers	<b>MYODOS</b> Application through which drivers can, among other things: <ul style="list-style-type: none"><li>• register for the Fast Pass and obtain a transceiver via courier</li><li>• have full control of their account and the possibility of topping up their balance if they are Fast Pass subscribers</li></ul>	




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3.14. SUBSCRIPTION AND DISCOUNT PLANS

Subscribers of the Kentriki Odos Fast Pass electronic toll payment service can choose between 3 subscription and discount plans, depending on their needs:








**BASIC:**  
FOR CATEGORY 2, 3 AND 4 VEHICLES

**FREQUENT ALL 2, 3 & 4:**  
FOR ALL TOLL STATIONS  
FOR CATEGORY 2 (FREQUENT ALL 2),  
3 AND 4 (FREQUENT ALL 3 & 4) VEHICLES.

80,645

In 2022, passes were made through Discount Plans

EVOLUTION OF ETC TRANSPONDERS AND ACCOUNTS FOR FAST PASS KENTRIKI ODOS	2022	2021	2020
Number of current accounts by the end of the month (average)	8,650	6,666	5,056
Total number of active Transponders by the end of the month (average)	9,724	7,718	6,363



### 3.15. COMMUNICATION WITH DRIVERS

Aiming at providing quality and direct services to the drivers using the motorways under our responsibility, we at Kentriki Odos use on a continuous basis all available communication channels in order to listen to their feedback, suggestions and proposals and to develop appropriate policies and services for their every need.

## BASIC COMMUNICATION CHANNELS



Customer  
Service  
phone number  
801 700 7000



Customer service point (C.S.P)

- a) A.Th.E., before the station St. Triada downstream towards Lamia
- b) E65, after the toll station Trikala, upstream towards Lamia



Customer  
service email  
customer@kentrikiodos.gr



Company site  
www.kentrikiodos.gr  
Product site  
www.kentrikipass.gr  
MyOdos Application

Opinion survey  
/24 months

Secret  
customer  
survey /24  
months



Emergency  
contact  
number  
1075



## CSR Scorecard

CUSTOMER CARE CALL CENTRE DATA	2022			2021			2020		
	TOTAL KENTRIKI ODOS	A.TH.E.	E65	TOTAL KENTRIKI ODOS	A.TH.E.	E65	TOTAL KENTRIKI ODOS	A.TH.E.	E65
Incoming calls	8,265	8,124	141	8,159	8,037	122	7,888	7,683	205
Answered calls	7,882	7,745	137	7,357	7,250	107	7,666	7,469	197
Efficiency	95.4%	95.3%	91.7%	90.1%	90.1%	90.0%	97.2%	97.2%	96.1%
Total complaints submitted by phone	194			613			326		
Number of calls with complaints about noise barriers	0			0			0		

CUSTOMER CARE CALL CENTRE ISSUES BY CATEGORY	2022		
	TOTAL KENTRIKI ODOS	A.TH.E.	E65
Electronic Toll Collection Operation	75.2%	78.3%	65.1%
Commercial Issues	5.6%	5.2%	6.6%
Toll Operation	5.5%	4.9%	7.9%
Other	3.8%	3.3%	5.7%
Safety	7.6%	6.8%	10.5%
Traffic	1.0%	0.7%	1.7%
Maintenance	1.2%	0.9%	2.6%

REQUESTS BY CATEGORY	CUSTOMER CARE CALL CENTRE		WRITTEN COMMUNICATION		TOTAL	
	Number	%	Number	%	Number	%
Commercial policy	678	21.2%	134	14.6%	812	19.7%
Toll operation	786	24.5%	688	74.8%	1,474	35.8%
Traffic and safety	1,239	38.7%	19	2.1%	1,258	30.5%
Interoperability	294	9.2%	11	1.2%	305	7.4%
Other	44	1.4%	16	1.7%	60	1.5%
Compensation claims	48	1.5%	24	2.6%	72	1.7%
Signage	25	0.8%	-	0.0%	25	0.6%
Driver's requests	23	0.7%	4	0.4%	27	0.7%
Motorway Project	66	2.1%	24	2.6%	90	2.2%
Total	3,203	100.0%	920	100.0%	4,123	100.0%



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WRITTEN COMMUNICATION		2022		2021		2020	
Total requests and complaints submitted		920		697		621	
Requests and other issues		894		673		583	
Complaints submitted		26		24		38	
Complaints about noise barriers		-		-		-	
Average response time (days)		0.51		0.47		0.52	
WRITTEN COMMUNICATION - ISSUES BY CATEGORY				2022			
Electronic Toll Collection Operation				80.5%			
Toll Operation				14.5%			
Commercial Issues				2.8%			
Other				1.3%			
Compensation Claims				0.5%			
Safety				0.3%			
Traffic				0.0%			
Maintenance				0.3%			
COMPLAINTS BY CATEGORY		CUSTOMER CARE CALL CENTRE		WRITTEN COMMUNICATION		TOTAL	
		NUMBER	%	NUMBER	%	NUMBER	%
Toll operations		55	28.4%	7	26.9%	62	28.2%
Traffic and safety		78	40.2%	13	50.0%	91	41.4%
Commercial policy		22	11.3%	2	7.7%	24	10.9%
Negative comments		16	8.2%	1	3.8%	17	7.7%
Other		5	2.6%	1	3.8%	6	2.7%
Signage		12	6.2%	1	3.8%	13	5.9%
Compensation requests		1	0.5%	1	3.8%	2	0.9%
Interoperability		3	1.5%	0	0.0%	3	1.4%
Motorway project		1	0.5%	0	0.0%	1	0.5%
Drivers' requests		1	0.5%	0	0.0%	1	0.5%
Total		194	100.0%	26	100.0%	220	100.0%

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<p>In 2022, the company received, managed and settled a total of 637 complaints which, in accordance with our policies, are classified into 10 main categories: Toll operation (513), Traffic and safety (64), Commercial policy (12), Negative Comments (9), Signage (16), Compensation claims (1), Interoperability (8), Concession project (3), Users' requests (4), and Other (56). In 2021, no reports or complaints were recorded regarding significant environmental issues.</p>		
<h3>3.16. TELEPHONE CUSTOMER SERVICE</h3> <p>Our people at the Telephone Customer Service are always at the disposal of drivers, 365 days a year, for any information or queries regarding issues of safety, operation, traffic, and all the services we provide.</p>		
<h3>3.17. PERSONAL DATA PROTECTION</h3> <p>As a company, we collect the personal data of motorway users in order to provide the best possible services, to handle traffic incidents, and to efficiently address issues the motorway drivers might face. The data we record is mainly collected from:</p> <ul style="list-style-type: none"><li>• Telephone conversations with drivers on customer service issues, for the sole purpose of improving the offered services</li><li>• Requests for services (for instance, cards for Persons with Disabilities [PwD], and subscription plans)</li><li>• Cameras along the motorways and the infrastructure used for smooth traffic management and effective traffic accident response</li></ul>		
<p>You can find the corresponding <b>PRIVACY POLICY</b> regarding the safety and processing of personal data published on the company's website at <a href="https://www.kentrikiodos.gr/">https://www.kentrikiodos.gr/</a></p>		
<h3>3.18. SUPPLIERS, PARTNERS, SUBCONTRACTORS</h3> <p>At Kentriki Odos, recognizing the importance of the suppliers' role in providing services to drivers and creating value for the company, we have a responsible corporate supplier selection process in place. In this context, our suppliers, subcontractors and partners are obliged to adopt the corporate values and principles, and the rules of conduct and operation of Kentriki Odos.</p> <p>Our suppliers are selected following an open market research, in the course of which we receive at least 3 different quotes, which must meet the given specifications. These are assessed on the basis of the responsibility demonstrated in the suppliers' activities and the quality characteristics of the service/product.</p>		

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### 3.19. EVALUATION OF SUPPLIERS

Procurement and tenders are coordinated centrally by the Procurement Department. The performance of existing suppliers is evaluated on an annual basis, on the basis of the principles of meritocracy and transparency. To this end, the evaluation criteria include meeting deadlines, transaction quality, responsiveness, product/service availability, compliance with the company’s predefined specifications, compliance with health and safety regulations, cost, and after-sales services.

Based on the above process, we have identified a total of around 200 major suppliers with whom we cooperate and do business. The results of the annual evaluation showed an annual average rating of 4.2 out of 5.

Regarding critical supplies and major contracts, we have appointed alternative suppliers, with the ultimate goal of ensuring business continuity and the uninterrupted operation of the company.

We constantly improve our evaluation process for our critical suppliers and partners to ensure objectivity in decision-making. This process is now carried out electronically, while we have enabled the joint evaluation of partners and suppliers in different departments of our company.


### 3.20. SUPPORT TO LOCAL SUPPLIERS

Through the procurement process, we actively support the local communities in which we operate. We invest in our relationships with our local suppliers and create value with spillover benefits for local communities.

#### NUMBER OF SUPPLIERS BY CATEGORY/ORIGIN

Suppliers Categories	2022		2021		2020	
	NUMBER OF SUPPLIERS	INVESTMENT (€)	NUMBER OF SUPPLIERS	INVESTMENT (€)	NUMBER OF SUPPLIERS	INVESTMENT (€)
Local	60	146,888.6	112	290,902.03	158	443,089.63
National*	83	129,412,400.9	132	90,219,409.45	110	99,815,085.47
International	5	120,880.3	10	145,962.92	15	883,903.11
Total	148	129,680,169.81	254	90,656,274.40	283	101,142,078.21

\*National suppliers include intra-group transactions amounting to €125,906,002.23

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<h3>3.21. TENDERS AND PROCUREMENT OF MATERIALS</h3> <p>Our electronic tenders are conducted through a dedicated online platform, through which the interested parties submit their final tenders within a set deadline, while at the same time they have the possibility to submit multiple interim bids. Upon completion of the overall evaluation process of the suppliers, a suitable contractor is selected on the basis of financial and quality criteria.</p> <p>This process saves resources for the company and ensures the objectivity of the tender. It is estimated that the total benefit resulting from e-tendering in 2022 will amount to €2,550 per tender.</p>		
5 Tenders for Kentriki Odos		12 Tenders for the Operator
€38,702.9		Total benefit from e-tendering
		





SUSTAINABLE DEVELOPMENT REPORT 2022				75
CONNECTION TO THE SUSTAINABLE DEVELOPMENT GOALS AND GOAL SETTING				
	TOPIC	GOAL 2022	PROGRESS 2022	GOAL 2023
<div><div>3</div><div>GOOD HEALTH AND WELL-BEING</div></div> <div><div>9</div><div>INDUSTRIAL INNOVATION AND INFRASTRUCTURE</div></div> <div><div>11</div><div>CLIMATE ACTION</div></div> <div><div>17</div><div>PARTNERSHIPS FOR THE GOALS</div></div>	Accident related indicators	Zero accidents on motorway (refers to users and employees)	Drivers: 204 Employees: 16 Motorway Accidents Index: 69.9	Zero accidents on motorway (refers to users and employees)
	Motorway upgrades	Ongoing	Completion of construction works on the southern section of the E65 from Lamia to Lianokladi	Utilisation of new asphalt paving techniques
			Infrastructure upgrading works on the Anthili composite bridge	Installation of new speed chargers in the MSSs and installation of special machines accessible by Persons with Disabilities (PWD)
	Incident response time	Ongoing improvement	Average response time: 9.3 min	Ongoing
	Annual recertification	Annual recertification: ISO 39001	Completed	Annual recertification: ISO 39001
	Drivers' Satisfaction Survey	Conduct a mystery survey for the further assessment and improvement of our services	Moved to 2023	-
		Conduct an opinion survey on the motorway and its impacts	A survey on Fast Pass subscribers' satisfaction was conducted (91% very/fairly satisfied)	Maintain or improve results  Satisfaction surveys: Roadside Survey
	Telephone Customer Service	Survey on Telephone Customer Service satisfaction	86% very/fairly satisfied customers	Maintain or improve results
	Service upgrades and subscriber satisfaction	Development of new features of the MyOdos App	Development of the beta version of the application	In progress
		Follow up closely on satisfaction indicators through the survey	Ongoing	Maintain or improve results for the "very satisfied" category
	Electronic tender platform	Utilise platform for tenders	One tender was conducted	Utilise platform for tenders



# 04

## BEING THERE FOR THE ENVIRONMENT



Kentriki Odos applies an integrated environmental policy from the design of the motorways to their full operation, always focusing on their harmonious integration into the natural environment.

We are fully aware of the environmental impact of the motorways we operate, maintain and manage, and we work to reduce their environmental impact, while promoting the assets of each region, guided by best international Sustainable Development practices.

Undoubtedly, the operation of the road network is directly affected by the effects of the climate crisis and therefore we are taking measures to adapt to climate change and extreme weather events that directly affect our infrastructure:

- We carry out targeted intervention and prevention maintenance works
- We carry out regular inspections of infrastructure and increase inspections at critical times

### OUR PRIORITIES:

- Energy management
- Environmental management
- Integral management and recycling of raw materials
- Water management
- Reduction of air pollution
- Measurement and reduction of greenhouse gas emissions
- Reduction of noise
- Protection of biodiversity
- Environmental awareness actions

### AT A GLANCE




**Go Green**  
ENVIRONMENTAL  
STRATEGY

**142**  
ENVIRONMENTAL  
INSPECTIONS AT  
COMPANY FACILITIES

**7,290**  
KG OF MATERIALS  
RECYCLED

**€1,461,948**  
WORTH OF INVESTMENTS  
ON ENVIRONMENTAL  
PROTECTION

  
INSTALLATION OF LED  
STREET LIGHTS IN  
PART OF THE A.TH.E.  
MOTORWAY



## 4.1. GO GREEN

“Go Green” is the title of our flagship initiative which makes us the first company to operate, maintain and manage motorways in the country to have put in practice a comprehensive plan to replace our fleet of vehicles with 100% green (electric and hybrid) vehicles. In addition, we equip all our facilities with electric vehicle chargers. This initiative is part of our strategic goal to protect the environment through innovation. As a first step, at the beginning of 2021, we put into operation the first “green”, 100% electric vans, which are used as maintenance and work vehicles.

Our ultimate goal is to replace at least 30% of our company vehicles with electric and hybrid vehicles by the end of 2023.

## 4.2. INTEGRATED ENVIRONMENTAL POLICY

Guided by our vision for sustainable and safe motorways, we have developed and implement our integrated strategy, always in compliance with existing national and European environmental legislation, which we often exceed.

In accordance with our environmental policy, we place special importance on renewable energy sources and our energy performance, low-carbon design, new digital applications, tackling traffic noise, protecting biodiversity and optimal waste management.

In order to achieve our low-carbon target, we have mobilized all our divisions and employees.

All of our divisions and employees have been mobilized and actively engaged in the management of environmental issues, with a focus on the transition towards a low-carbon economy. In addition, we are active in environmental protection issues through information and awareness-raising activities and by sharing knowledge on best practices.



## 4.3. ENVIRONMENTAL EVALUATION OF SUPPLIERS

As part of the annual evaluation of critical suppliers/subcontractors, we have included a relevant environmental evaluation criterion applying to subcontractors, entitled “Environmental Consciousness”. More specifically, subcontractors receive top scores if they apply maximum effort to protect the environment during the execution of the work. This may include the use of gas or diesel vehicles, proper management of waste from operations, etc.

## 4.4. ENVIRONMENTAL MANAGEMENT SYSTEM OF KENTRIKI ODOS

We have developed, certified and implemented an integrated Environmental Management System that is certified according to the ISO 14001: 2015 international standard designed aiming at:

- Monitoring regularly compliance with the environmental legislation
- Monthly inspection program for the implementation of the environmental terms
- Monitoring regularly the process for achieving the environmental goals
- Large scale recycling programme
- Analysis of the environmental parameters and impacts
- Resource and waste management programme

### IN THE CONTEXT OF THE ENVIRONMENTAL MANAGEMENT SYSTEM OF KENTRIKI ODOS, THE FOLLOWING ACTIONS TOOK PLACE IN 2022:

#### Kentriki Odos

- Environmental audits in the facilities and activities of the Operator and the MSSs
- Regular sampling of the effluent of wastewater treatment plants and drinking water of the MSSs
- Addition of home composters in the kitchens of the headquarters, in the context of our extended recycling project
- Conduct and completion of the annual road traffic noise monitoring program
- Preparation and submission of the annual air pollution report to the competent Ministry of the Environment and Energy division ΚΑΠΑ/ΥΠΕΝ.
- 41 environmental inspections were carried out at company facilities

#### Operator

- Environmental internal audits in all project facilities
- Monitoring and implementation of the corporate recycling project
- Cleaning and maintenance of the Pollution Control Units (PCUs) located along the Patra-Athens-Thessaloniki-Evzoni (PA.TH.E.) motorway in the areas of Agia Triada and Vlassorema
- Development of a water management plan, which includes sampling and analysis in sensitive water bodies (e.g. the rivers Pineios, Spercheios, etc.)
- Operation and ongoing maintenance of the permanent station for the measurement of gaseous pollutants and air quality

101 environmental inspections were carried out at company facilities



## 4.5. SYSTEMATIC MONITORING AND MANAGEMENT OF ENVIRONMENTAL EFFECTS

The environmental effects of the operation of Kentriki Odos are identified and recorded in a strategic manner. This focuses mainly on air pollution, pollution of receiving water bodies, solid waste/solid waste management, soil pollution and landscape deterioration, procurement and natural resources, emergency response, as well as other environmental and social issues.

The process of identifying, determining, recording and quantifying the environmental aspects and impact of our activity is carried out through specific studies and the procedures provided for under the environmental terms of the Concession project, taking into account the operation of Kentriki Odos. No environmental deterioration issues arising from the operation and maintenance of our motorways were identified in 2022 and no related fines were imposed.

## 4.6. ENVIRONMENTAL PROTECTION INVESTMENTS

Kentriki Odos invests in the protection of the environment. In this context, we carry out projects such as:

- Building flood protection works
- Construction of dedicated wildlife crossings
- Restoration of vegetation

- Implementation of important noise prevention measures
- Monitoring of air pollutants, vibrations, noise and traffic

Total Environmental Expenditure for 2022 exceeded €1,400,000

### ENVIRONMENTAL PROTECTION PROJECTS (IN €)

Protection, maintenance of green spaces and new plantings	383,168
Traffic Noise Monitoring Program	2,500
Environmental consultants and staff for monitoring the application of Environmental Terms	23,960
Operation of atmospheric pollution and meteorological data stations, and monitoring of atmospheric pollution	14,007
Certifications	899
Waste management and disposal	86,134
Environmental education and training	403
Water management	3,500
Replacement of lighting with LED	943,877
Strategic noise maps	3,500
<b>Total</b>	<b>1,461,948</b>





## 4.5. ENERGY CONSUMPTION

Electricity is the main source of energy used for heating our buildings and lighting our company’s facilities

ENERGY CONSUMPTION (KWH)		2022	2021	2020
Electric energy for road lighting and buildings		6,107,063.71	8,497,769.30	9,115,971.90
Solar energy (for ERTs and irrigation)		8,441.0	5,841	5,893.40

FUEL CONSUMPTION (LITRES)	2022		2021		2020	
	KENTRIKI ODOS	SUBCONTRACTORS	KENTRIKI ODOS	SUBCONTRACTORS	KENTRIKI ODOS	SUBCONTRACTORS
Petrol	21,406.7	2,295.44	19,213.2	8,001.94	-	6,012.30
Diesel (Fleet)*	238,156.1	325,920.83	298,133	310,410	259,115.71	224,617.40
LPG	-	300	-	320	-	280



## 4.6. KENTRIKI ODOS ENERGY SAVING ACTIONS

Our environmental priorities include better management and energy saving. To this end, we systematically invest in strategic projects such as the automated irrigation system powered by solar panels, the emergency SOS phones and part of the motorway cameras. In addition, the power of the photovoltaic panels installed on the roof of the administration building in Nea Erythrea is fed into the national grid. However, the energy needs of the building are covered by the national grid

In 2022, replacement of conventional street lights with new LED lights was carried out in part of the A.TH.E. motorway (Skarfia – Raches).

## 4.6. ENERGY MANAGEMENT AT MOTORIST SERVICE STATIONS (MSSS)

The energy needs of the MSSs are covered to the fullest extent possible by renewable sources and we have ensured the efficient energy performance of the building facilities by applying the best available design and construction options.



#### 4.7. RAW MATERIALS AND EQUIPMENT

At Kentriki Odos, we place particular emphasis on the efficient management of raw materials and equipment, both regarding our company and our subcontractors. We are constantly looking for ways to mitigate the impact of their use and seek more environmentally friendly alternatives.

**THE MAIN CATEGORIES OF RAW MATERIALS AND EQUIPMENT NECESSARY FOR THE OPERATION OF THE COMPANY ARE THE FOLLOWING:**

## USE OF RAW MATERIALS AND SUPPLIES

CATEGORIES OF RAW MATERIALS AND SUPPLIES	MATERIAL (KG)	2022		2021		2020	
		KENTRIKI ODOS	SUBCON-TRACTORS	KENTRIKI ODOS	SUBCON-TRACTORS	KENTRIKI ODOS	SUBCON-TRACTORS
Raw Materials	Salt	5,215.5	-	-	4,253,000	-	1,287,080
	Sawdust	-	900	1,180	-	940	-
	Printing paper	1,117	354.20	885	36.94	1,740	92.8
	Paper (paper thermal rolls)	5,145	-	4,503	-	3,717	-
	Ink/Toners (pcs)	48	-	38	-	43	-
	Transponders	2,100	-	-	-	-	-

To reduce the environmental impact of our paper consumption, we use environmentally friendly printing paper produced according to internationally certified processes.

## 4.8. WASTE MANAGEMENT

At Kentriki Odos we strive for optimal waste management in line with the environmental terms of the Concession Agreement. To this end:

- The exact quantities of waste are recorded and registered in the Electronic Waste Registry (EWR) through a process of regular inspections.
- The company's subcontractors are required to collect the waste produced during the operation and maintenance of the motorways and to transport it to approved sites or dedicated waste collection points, as provided for by official alternative management schemes.

- Our facilities are equipped with special recycling bins for paper and packaging materials, Electrical and Electronic Equipment Waste, mixed batteries, toner and Pb-acid batteries.

**AT KENTRIKI ODOS WE DO NOT IMPORT, EXPORT OR PROCESS WASTE THAT IS CLASSIFIED AS HAZARDOUS.**

WASTE MANAGEMENT	MATERIAL	DANGEROUS (D) / NON-DANGEROUS (ND)	2022		2021		2020	
			KENTRIKI ODOS	SUBCONTRACTORS	KENTRIKI ODOS	SUBCONTRACTORS	KENTRIKI ODOS	SUBCONTRACTORS
Raw materials	Iron and steel (barriers, signs) (Kg)	D	-	40,155	-	6,766	-	24,660
	Plastic (kg)	ND	-	5,613				
	Lightbulbs (Kg)	D	40	-	-	-	-	60
	Mixed batteries (Kg)	D	30.1	-	24	-	30	-
	Batteries (Lead -Acid) (Kg)	D	956	-	1,020	-	95	-
	Spare parts (cables) (Kg)	D	-	-	-	-	-	-
	Computers / Electrical Appliances / Equipment (Kg)	D	822	-	763	-	407	-
	Tires (Kg)	D	2,276	-	3,734	196	2,882	870
Mixed Waste	Engine gear box and lubrication oils (Lt)	D	1,656	3,120	1,412	2,067.7	888	1,702.80
	Antifreeze liquids (litres)	D	536	731,5	300	-	-	-
	Animal tissue waste (Road Kill) (Kg)	ND	-	430	-	1,073	-	585
	Mixed municipal waste (Kg)	ND	-	148,488	-	109,425	-	100,702
Other	Cuts residues (Kg)	ND	-	35,000	-	29,500	-	26,000
	Contaminated liquid and solid waste (Kg)	D	54,910	50	25,000	-	-	-
	Ink/toners (kg)	D	17	-			-	-
	Construction waste mix (kg)	-	-	1,164,220	-	-	-	-
	Other construction waste (kg)	-	-	16,130	-	-	-	-

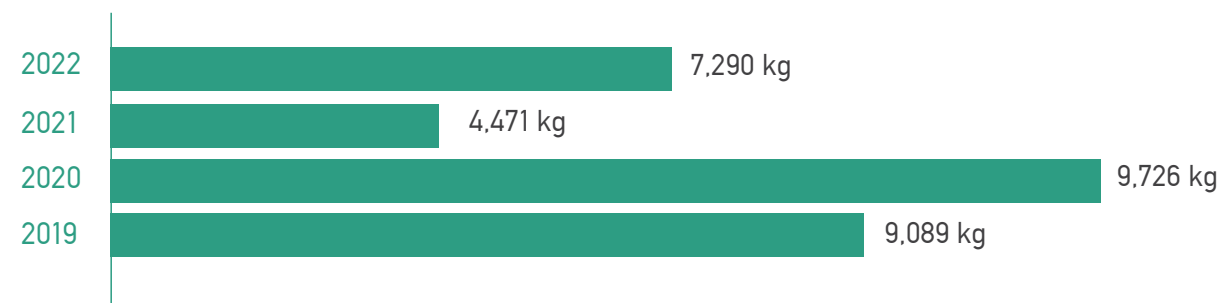
\* Waste that is not diverted from disposal (landfill, incineration, etc.).  
All waste recorded for the company and subcontractors is diverted from disposal.



## 4.9. RECYCLING INITIATIVES

At Kentriki Odos we take steps to ensure the maximum possible recycling of materials and waste produced during its operation. Under the “Boosting Recycling Initiative”, recycling bins were placed in every parking lot (including parking lots equipped with restrooms, as well as the Motorist Service Stations). In order to motivate users of our motorways to participate in the recycling opportunities offered to them during their journey, the Boosting Recycling Initiative includes awareness-raising activities. This program aims to achieve the highest possible rate in terms of materials recycling and diversion of materials from mixed waste, including new flows of recyclable materials. It is therefore an extensive and integrated system for recycling all the materials resulting from the maintenance and operation of our motorways.

## RECYCLING IN ALL COMPANY FACILITIES



RECYCLING (KG)	2022			2021			2020		
	TOTAL KENTRIKI ODOS	A.TH.E.	E65	TOTAL KENTRIKI ODOS	A.TH.E.	E65	TOTAL KENTRIKI ODOS	A.TH.E.	E65
Paper	2,551	2,126	425	1,565	1,304	261	4,090	3,639	451
Packaging materials (Plastic, glass, aluminium, tinplate)	4,739	3,949	790	2,906	2,421	485	5,636	4,798	838
Total	7,290	6,075	1,215	4,471	3,725	746	9,726	8,437	1,289

#### 4.10. RATIONAL WATER MANAGEMENT

At Kentriki Odos we take a series of steps to save water and manage this precious commodity more efficiently. More specifically, we implement specific actions aimed at the conservation and sustainable use of water at the MSSs. These include:

**Actions regarding water needed for irrigation:**

- Installation of new generation systems for the controlled watering of plants
- Cooperation with an ISO 14001:2015 certified subcontractor for the planting and maintenance of the greenery on our facilities and along the motorway.

**Actions for water reuse:**

- Adoption of a water pump operation program, aiming to recycle water for irrigation, cleaning of the surrounding area and firefighting.

- Reuse of the treated wastewater from the biological treatment plants for the purpose of irrigation, cleaning of the surrounding area and fire-fighting at the MSSs, as in the case of the Sofades unit, with the aim of ensuring an overall balance between groundwater pumping and re-feeding.

**Actions to reduce water consumption:**

- We install state-of-the-art equipment (taps with automatic flow cut-off) to ensure controlled water consumption in all parking areas and sanitary facilities of the motorway's MSSs.
- Thorough and systematic checks for zero losses and leaks.

### **Actions for water quality:**

- Winter and summer sampling measurements aiming at ensuring the quality of the wastewater treatment plants operation in the respective MSS.

The total water consumption/use required for the activities of Kentriki Odos in 2022 amounted to 340,822 m<sup>3</sup>.

WATER CONSUMPTION (M³)	2022		2021		2020	
	KENTRIKI ODOS	SUBCONTRACTORS	KENTRIKI ODOS	SUBCONTRACTORS	KENTRIKI ODOS	SUBCONTRACTORS
Water Consumption (Buildings & Facilities – EYDAP)	3,907	-	278	-	3,826	-
Drinking water (bottles)	30.7	5.31	30	4.59	26.65	3.99
Water from other sources (from drilling)	336,879	-	311,036	208	366,270	-

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4.11. 4.14.WATER QUALITY

The Kentriki Odos runs through areas with water bodies, such as the rivers Sofaditis, Lithaios, Pineios and Kaletzis, Lake Smokovo, or land reclamation works (Xyniada, Thessaloniki, Kampos) and the mouths of the rivers Spercheios and Koilada. Our goal is to ensure that water bodies are not impacted by the operation of the motorway, and to this end we implement an annual water monitoring program through water sampling. In 2022, 10 samplings were carried out on the E65 motorway and on the A.TH.E. in the Spercheios section. Detailed information on sampling is provided in the respective environmental reports.

The cumulative results of the sampling analyses showed that the pollution of water bodies resulting from the operation of the E65 motorway and of the A.TH.E. motorway in the Spercheios section may be considered negligible compared to other anthropogenic activities (crops, residences, etc.).

4.12. AIR POLLUTION MANAGEMENT

At Kentriki Odos we monitor air pollution issues and carry out measurements on a 24-hour basis through a special recording system, which immediately calculates possible exceedances of the limits set by legislation on average primary pollutant emission values and parameters [(CO, CO2, NO, NO2, SO2, TSP, PM10, PM2.5, C6 H6 [benzene], C7 H8 [toluene] and xylene). The table below shows the values from the air pollution measurement network. The detailed measurements and the main conclusions are presented in a special section of the Environmental Report.

AIR POLLUTION MEASUREMENTS	SOFADES	LIMITS
NO <sub>2</sub>	4.91	40 µg/m <sup>3</sup> (annual mean/average value)
C6H6 (benzene)	0.24	5 µg/m <sup>3</sup> (annual mean/average value)
CO	0.15	There was no exceeding the maximum daily eight-hour rate (10 mg / m <sup>3</sup> )
SO <sub>2</sub>	2.16	350µg/m <sup>3</sup> (average hourly rate, no exceedance noted more than 24 times within the year)
Particulate matters PM2,5	11.08	25 µg/m <sup>3</sup> (annual mean/average value)
Particulate matters PM10	17.41	40 µg/m <sup>3</sup> (annual mean/average value)





4.13. PROMOTING ECO-DRIVING

We strive to reduce the ecological footprint of Kentriki Odos by mitigating the environmental impact of our vehicles by:

- Designing and implementing a series of training 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.
- Arranging for inspections of company vehicles to be carried out in due time by certified vehicle mechan-

ics, thus reducing the environmental impact due to possible mechanical malfunctions.

- Using diesel fuel (Euro5 and later technology) as the fuel for the vehicles of the company's fleet to ensure the lowest possible emission of pollutants to the environment.
- Gradually replacing company fleet vehicles with "green" vehicles.

SUSTAINABLE DEVELOPMENT REPORT 2022					89	
<div></div> <div>18</div> <div>chargers for electric vehicles in all our premises with a total of 328 kW</div>			<div></div> <div>4</div> <div>chargers for electric vehicles at M.S.S. with a total 186 kW</div>			
VEHICLES						
<div></div> <div>3</div> <div>100% electric</div>			<div></div> <div>14</div> <div>Hybrid</div>			
KENTRIKI ODOS VEHICLES	2022		2021		2020	
	OWN	LEASED	OWN	LEASED	OWN	LEASED
Corporate vehicles	25	25	25	25	23	25
Kilometres covered	2,491,811	788,801	2,990,406	699,155	1,835,469	777,587
CORPORATE FLEET DATA		TOTAL KENTRIKI ODOS	A.TH.E.		E65	
Patrol vehicles		14	7		7	
Kilometres covered by patrol vehicles		1,956,332	1,077,816		878,516	
Intervention teams' vehicles		11	4		7	
Kilometres covered by intervention teams' vehicles		535,479	339,428		196,051	
Corporate fleet vehicles		50	25		25	
Kilometres covered by the corporate fleet		3,280,612	1,822,650		1,457,962	



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KENTRIKI ODOS GHG EMISSIONS (IN TC02E)	2022	2021	2020
Direct emissions from fuel consumption (scope 1)	666.4	816.2	691.3
Indirect emissions from electricity consumption (scope 2)	3,245.2	4,167.3	4,470.5
Total	3,911.6	4,983.5	5,161.8
Emissions intensity (tCO2e/number of employees)	19.7	25.4 (196 employees*)	25.9 (199 employees)
Emissions intensity (tCO2e/motorway km)	16.4	20.9	21.7

\*For comparability reasons, the total number of employees from Kentriki Odos and Operations has been included.

Emissions factors:

- Revised IPCC Guidelines for National Greenhouse Gas Inventories. IPCC (2006)
- European Residual Mixes 2020. Association of Issuing Bodies (AIB)

## 4.14. TRAFFIC NOISE MANAGEMENT

At Kentriki Odos, we have developed and are implementing an Annual Road Traffic Noise Monitoring Program through noise measurements along the motorways and at noise sensitive locations that have been approved by the competent government authorities. This program is carried out in cooperation with a qualified independent consultant. In the light of the results of the program, which must be approved by the competent authorities, further noise measurements shall be carried out where necessary or appropriate protection measures shall be applied

### TABLE OF MEASUREMENTS

IN 2022, WE CARRIED OUT THE FOLLOWING MEASUREMENTS:

<div>9</div> <div>(24hr) acoustic measurements on the A.Th.E. motorway (Skarfia – Rahes section)</div>	<div>7</div> <div>(24hr) acoustic measurements on the E65 motorway (Xiniada – Trikala section)</div>
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## 4.15. PROTECTION OF BIODIVERSITY

At Kentriki Odos we are committed to the protection of biodiversity and the ecosystems of the areas through which our motorways pass and adjacent to, some of which are included in the Natura 2000 network. Detailed information on the Natura 2000 network sites through which the motorways pass is available on the company’s website.

We take steps to prevent and timely address the impact on these sensitive areas and we strictly implement all the approved environmental terms of the Concession project regarding biodiversity and fauna protection through a series of actions.

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BIODIVERSITY PROTECTION MEASURES	
<ul style="list-style-type: none"><li>• Creation of fauna crossings in habitat areas</li><li>• Fencing of the motorway to prevent fauna from entering it</li><li>• Protection of sensitive areas (e.g. Yliki Lake and habitats, natural resources) through the construction of closed road drainage systems</li><li>• Planting of indigenous plants in order to harmonize the project with the natural environment</li><li>• Construction of pollution retention tanks</li><li>• Implementation of action plans to prevent environmental pollution due to accidents</li><li>• Taking sound protection measures in order to protect the fauna of the area</li><li>• Drafting pilot programs for recording and monitoring the evolution of microfauna in the surrounding area</li></ul>	
In terms of motorway operation and maintenance, all necessary preventive measures have been taken to protect these areas and appropriate inspections are carried out to regularly monitor their effectiveness.	
	

SUSTAINABLE DEVELOPMENT REPORT 2022

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CONNECTION TO THE SUSTAINABLE DEVELOPMENT GOALS AND GOAL SETTING

	TOPIC	GOAL 2022	PROGRESS 2022	GOAL 2023
<div><div>12 RESPONSIBLE DESIGN FOR AN IMPROVED DESIGN</div><div>13 CLIMATE ACTION</div></div>	Annual recertification	Annual recertification: ISO 14001	Completed	Annual recertification: ISO 14001
	Electromobility	Gradual change of the corporate fleet vehicles to electric or hybrid	17 vehicles out of a total fleet number of 50 (34%)	Ongoing
	Measurement of CO2 emissions (Offices)	Continue measuring CO2 emissions	Completed	Avoidance of around 1,400 tnCO2e emissions through various actions
	Motorway operation and maintenance activities	Maintaining zero environmental fines	1 fine was imposed	Zero environmental fines
	Recycling	Continuous monitoring of the quantities recycled	7,290 kg of materials recycled	Continuous monitoring of the quantities recycled
	Environmental protection	Operator: Inspection of more than 10 facilities per month on average*	24 inspections/month Total 101 inspections	Inspection of more than 10 facilities per month on average
		NO/KO: Inspection of more than 3 facilities per month on average*	5 inspections/month Total 33 inspections	Inspection of more than 3 facilities per month on average*
		Operator: At least 10 hours of environmental training*	4	At least 50 hours of environmental training
NO/KO: At least 50 hours of environmental training*		2	At least 10 hours of environmental training	

\* jointly by Nea Odos and Kentriki Odos



# 05

## BEING THERE FOR OUR PEOPLE



At Kentriki Odos we are committed to providing a working environment characterised by respect, transparency and fairness. We focus on Health and Safety, on the growth and development of our people. In line with the above principles, we foster a corporate culture that encourages trust and promotes efficiency, especially as 2022 was the first year after the transition of a large part of our employees to the Operator.

### OUR PRIORITIES:

- Equal opportunities
- Health and Safety at work
- Benefits and employee satisfaction
- Continuous employee development and talent utilisation

### AT A GLANCE



**24/hour**

HELPLINE FOR EMPLOYEES AND THEIR FAMILIES

**199**

EMPLOYEES

**444,307**

MANHOURS

**183**

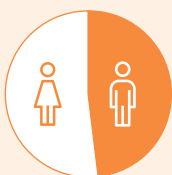
EMPLOYEES PARTICIPATED IN THE EMPLOYEE EVALUATION PROGRAMME

**70**

EMPLOYEES PARTICIPATED IN THE VOLUNTARY BLOOD DONATIONS OF KENTRIKI ODOS

The Operation includes: 191 employees, 425,979 working hours and 175 employee performance evaluations.

The term employees includes the permanent personnel and the staff working for the company through third parties. In order to cover the temporary or seasonal needs of the company, such as maternity leaves, seasonal workers are employed at Kentriki Odos through other companies, with which there is constant cooperation. In addition, for the development of the Greek region, Kentriki Odos seeks to recruit workers from the local communities surrounding the motorways it operates.



MEN 99,49.7%  
WOMEN 100, 50.3%

In 2022, the number of third-party seasonal workers was 6.  
In the context of the expansion of the E65 motorway and the delivery of new sections to traffic, the company continues hiring.

IN 2022, A TOTAL OF 8 PEOPLE WERE EMPLOYED AT KENTRIKI ODOS, OF WHICH 3 MEN AND 5 WOMEN, AND 191 PEOPLE WERE EMPLOYED AT THE OPERATOR, OF WHICH 96 MEN AND 95 WOMEN.

## EVOLUTION OF HUMAN RESOURCES

	2022		2021		2020	2019
	KENTRIKI ODOS	OPERATIONS	KENTRIKI ODOS	OPERATIONS		
Men	3	96	3	98	101	103
Women	5	95	4	91	98	99
Total	8	191	7	189	199	202

## HUMAN RESOURCES BY GEOGRAPHICAL AREA, AGE AND GENDER

	KENTRIKI ODOS						OPERATIONS					
	<30		30-50		50+		<30		30-50		50+	
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
Attica	0	0	1	4	0	0	0	0	2	3	0	0
Fthiotida	0	1	2	0	0	0	0	2	39	46	6	8
Karditsa	0	0	0	0	0	0	2	0	31	19	3	1
Trikala	0	0	0	0	0	0	0	1	12	12	1	3
Total	0	1	3	4	0	0	2	3	84	80	10	12

## HUMAN RESOURCES BY TYPE OF EMPLOYMENT, EMPLOYMENT CONTRACT AND GENDER

	KENTRIKI ODOS		OPERATIONS	
	MEN	WOMEN	MEN	WOMEN
Indefinite term employment contract	3	5	89	93
Definite term employment contract	0	0	7	2
Full time employees	3	5	96	94
Part-time employees	0	0	0	1
With a collective labour agreement (%)	0	0	0	0
Through a temporary employment agency	0	0	2	4

## TOTAL EMPLOYEE HIRES BY AGE AND GEOGRAPHICAL AREA

	KENTRIKI ODOS									OPERATIONS								
	<30			30-50			50+			<30			30-50			50+		
	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total
Attica	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0
Fthiotida	0	1	1	0	0	0	0	0	0	0	0	0	6	1	7	0	0	0
Karditsa	0	0	0	0	0	0	0	0	0	2	0	2	2	2	4	0	0	0
Trikala	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	1	1	0	0	0	0	0	0	2	0	2	8	4	12	0	0	0

## EMPLOYEE TURNOVER BY AGE AND GEOGRAPHICAL AREA

	KENTRIKI ODOS									OPERATIONS								
	<30			30-50			50+			<30			30-50			50+		
	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total
Attica	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fthiotida	0	0	0	0	0	0	0	0	0	1	0	1	6	0	6	0	0	0
Karditsa	0	0	0	0	0	0	0	0	0	0	0	0	6	1	7	0	0	0
Trikala	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	1	0	1	12	1	13	0	0	0



## 5.1 QUITABLE, INCLUSIVE AND FAIR WORKING ENVIRONMENT

Equality, inclusion and fairness are the pillars of Kentriki Odos' working environment. In practice, this means fostering internal communication through channels, for example through the adoption of an open-door policy to facilitate communication between employees and management representatives, directors, supervisors, etc. on company matters. As a company, we ensure that recruitment, evaluations, remuneration and retirement take into account objective and non-discriminatory criteria. Accordingly, there is no pay discrimination between men and women of the same occupational grade, women and men of the same occupational grade receive equal pay and the principle of non-discrimination is applied in recruitment, evaluation, remuneration

and retirement. Our policies foster personal and professional development and nurture the skills and talents of our people.

2022 was an important year for Kentriki Odos in terms of corporate culture, as it marked the launch of our global policy against violence and harassment at work, officially adopting a zero-tolerance approach to discrimination of any kind. No incidents of discrimination in the workplace (e.g. on the grounds of gender or religion) were recorded in 2022, nor was any complaint or grievance made by employees and/or third parties.

## GENDER RATIO BY EMPLOYEES CATEGORY/RANK

	KENTRIKI ODOS			OPERATIONS		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Top Executives	0	0	0	0	0	0
Managers	1	0	1	0	0	0
Administrative Staff	2	5	7	16	5	21
Labour Staff	0	0	0	80	90	170
<b>Total</b>	<b>3</b>	<b>5</b>	<b>8</b>	<b>96</b>	<b>95</b>	<b>191</b>

## EMPLOYEE BENEFITS

**As a company we provide:**

- A Group Life and Medical Insurance Plan for 191 employees of the Operator and 8 employees of the Concessionaire and for all dependent members
- Vouchers to 144 employees and performance bonuses to 3 employees
- 24-hour Support Hotline for all Employees and their Families

According to the applicable laws, we cover the employees' social security contributions, but we do not provide an additional pension plan.

## PRODUCTIVITY PRIM



**€11,594**  
3 EMPLOYEES

PARENTAL LEAVE	KENTRIKI ODOS			OPERATIONS		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Maternity Leave (Pregnancy – maternity leave)	0	0	0	0	6	6
Special maternity protection provision	0	0	0	0	6	6
Child care leave (reduced hours)	0	0	0	0	4	4
Paternity leave	0	0	0	4	0	4
Parental leave	0	0	0	5	2	7
Total number of employees who are entitled to parental leave	0	0	0	9	18	27

In 2022, 6 women received paid maternity leave and none left the company.

## 5.2 OCCUPATIONAL HEALTH AND SAFETY

The Health and Safety of employees is a major priority for Kentriki Odos. Accordingly, we maintain a comprehensive program aimed at eliminating and/or minimizing risks to our employees, motorway users and third parties associated with any company activity. We also focus on prioritising and developing actions on Health and Safety issues.

This year, training workshops were held for employees on road safety management aimed at the optimal management and prevention of specific situations in accordance with ISO 39001:2012. In addition, refresher training was provided on safe working at height as well as on the safe evacuation procedures and the correct use of firefighting equipment.

## OCCUPATIONAL HEALTH AND SAFETY ACTIONS IMPLEMENTED IN 2022

- Installation of access control systems in all toll booths (frontal and lateral).
- Repairs/replacements and installation of protective Plexiglas on toll booth windows
- New workbenches in the booths of the frontal toll stations (FTS) of Agia Triada & Mavromantila
- Maintenance of mobile signage for all FTS
- Sunscreen films in service booths
- Repair of the shelters in the personnel parking area.
- Disinfections of buildings against COVID-19
- Upgrading the PPE of personnel
- Mobile signage handling (research for new winch, maintenance/parts, new metal bases for mobility weight reduction, new mobility safety manual/ instructions)

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IN 2022:		
43	1	
Health and Safety inspections were carried out (13 in the Concessionaire and 30 in the Operator) in project facilities and operation and maintenance activities by the Health and Safety consultant	Health and Safety meeting, jointly held by the Concession and the Operation, concerning toll station issues	
1	meeting on issues concerning employees working in Customer Service Points	
5.3 HEALTH AND SAFETY COMMITTEE		
In the context of our actions to ensure Health and Safety at work, we continue to invest in the Health and Safety Committee, which is the key contact point between motorway employees and the company's Health and Safety and Human Resources Departments.		
OUR GOAL IS ZERO ACCIDENTS		
At Kentriki Odos we have set a strategic goal to promote health and safety at work and, in particular, to eliminate occupational accidents. To this end, we proceeded with the general review and amendment of the procedure for reporting and investigating occupational accidents, with particular emphasis on the causes of the accident, on taking measures to prevent similar accidents and the way the accident is investigated by the Safety Technician.		
TOTAL MAN HOURS WORKED 2022		
18,328	425,979	
Kentriki Odos	Operations	

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HEALTH AND SAFETY INDICES					
	2022		2021	2020	2019
	KENTRIKI ODOS	OPERATIONS			
Total work accidents	0	16	8	1	6
Work accidents with days of absence from work	0	9	4	1	4
Number of fatal accidents	0	0	0	0	0
Lost work days due to accident	0	178	9	2	17
Incidents without days of absence	0	7	4	0	2
Lost Day Rate (LDR)	0	83.57	7.82	1.02	8.73
Absence rate (AR)	0	557.43	52.14	6.77	58.25
Accident frequency indicator	0	37.56	34.75	2.54	15.41
Accident severity indicator	0	417.86	39.09	5.08	43.67
Injury or accident rate of total staff (%)	0	4.7	2.1	0.50	1.98
Hours of absence / total work hours (%)	0	0.28	0	0.0034	0.03
In order to achieve our Zero Accidents target, 43 inspections by independent Health and Safety consultants were carried out in 2022 across the company's facilities to prevent and protect employees from all forms of occupational hazards. In addition, free medical tests were provided to all employees, depending on the job position and risk category as defined in the Occupational Risk Assessment Study, while a tetanus, hepatitis A and B vaccination programme was introduced to protect the employees of the Motorway Maintenance Department.					
Kentriki Odos is always there for its employees and provides significant support to them and their family members who are facing serious health issues. In such cases, the company covers mental health support from licensed psychologists and therapists, expert medical care, the purchase of specialized medical equipment and provides financial assistance and paid leave during illness or convalescence.					
TRAINING ON HEALTH AND SAFETY AT WORKPLACE					
	KENTRIKI ODOS		OPERATIONS		
	PARTICIPATIONS	TOTAL HOURS	PARTICIPATIONS	TOTAL HOURS	
Seminar on disinfection methods against Covid-19	-	-	3		6
ISO 39001:2012 – Road Traffic Safety Management System	-	-	9		27
Safe work at height	-	-	32		200
Training in the use of fire extinguishers & building evacuation	1	1	-		-
Total	1	1	44		233



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HEALTH AND SAFETY INVESTMENT CATEGORIES		2022 (€)
Workplace infrastructure update		14,457.26
Certifications (ISO 45001:2018, ISO 39001:2012)		3,150
Application and Upgrade of Personal Protective Equipment		20,167.59
Health and Safety Monitoring Program through internal inspections		11,025
Program for the measurement of harmful factors on Health and Safety and work		4,400
Employees Medical Insurance		101,853
Occupational Physician/Safety Technician		7,747
Pharmacy Expenses/Medical Supplies		17,199
Total		179,998.85

INVESTMENTS ON HEALTH AND SAFETY

2022	2021
€179,998.85	€167,065.81
2020	2019
€149,708.42	€106,59948

EMPLOYEE PERFORMANCE EVALUATION: EMPLOYEE GROWTH


Kentriki Odos ensures the growth of its employees, on the one hand by offering appropriate opportunities to its executives who have the potential to take a leadership position of responsibility in the company, and on the other hand by offering education and training to all employees. In this context, we implement a comprehensive evaluation process of all our staff, which is carried out on an annual basis and is tightly linked to a strong and clear education and training policy.

In 2022, Kentriki Odos carried out its annual evaluation process for the year 2021 on 92% of its workforce.

IN 2022:

183 persons, of which:

<div><div><div></div><div></div></div><div>93 were men 7.3 Kentriki Odos 90 Operation</div></div>	<div><div><div></div><div></div></div><div>90 were women 8.5 Kentriki Odos 85 Operation</div></div>
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<p>The evaluation process includes all staff apart from some designated exemptions. In total 15 employees were exempted from this evaluation process.</p>	
<h3>5.4 EMPLOYEE SURVEY</h3> <p>In order to listen to the needs of our employees, we conducted for the first time a dedicated survey among all our employees in July 2021. The survey was carried out in the form of paper questionnaires and was supported by an independent consultancy firm. Participation rate in the survey was 90% of the personnel.</p> <p>The action plan for the coming years includes an increase in training and benefits (provision of “meal ticket” according to the group’s policy for all employees, based on the salary scale) and increase of the employees’ financial remuneration. The company is constantly striving to improve pay and benefits. In addition, the company has included counselling/psychological support to employees and their families in its benefits. The next survey will take place in the second half of 2024</p>	
	

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5.5TRAINING AND DEVELOPMENT

At Kentriki Odos, we continuously invest in the development of our people through training programs tailored to their needs. Their continuous training and development is our undisputed priority.

EMPLOYEE TRAINING AND SKILLS DEVELOPMENT

NUMBER OF PARTICIPANTS	KENTRIKI ODOS			OPERATIONS		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Top executives	0	0	0	0	0	0
Managers	1	0	1	0	0	0
Administrative Staff	2	5	7	12	3	15
Labour Staff	0	0	0	36	0	36
Total	3	5	8	48	3	51
TRAINING HOURS	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Top executives	0	0	0	0	0	0
Managers	24	0	24	0	0	0
Administrative Staff	4	27	31	129	12	141
Labour Staff	0	0	0	280	0	280
Total	28	27	55	409	12	421

AVERAGE TRAINING HOURS BY CATEGORY	KENTRIKI ODOS			OPERATIONS		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Top executives	-	-	-	-	-	-
Managers	24	-	24	-	-	-
Administrative Staff	2	5.40	4.43	8.06	2.40	6.71
Labour Staff	-	-	-	3.50	-	1.65
Total	9.33	5.40	6.88	4.26	0.13	2.20

	KENTRIKI ODOS		OPERATIONS	
	PARTICIPATIONS	TOTAL HOURS	PARTICIPATIONS	TOTAL HOURS
Health and Safety	1	1	44	233
Environmental Issues	0	0	2	3
IT/PC Operation/Systems	7	24	4	36
Technical Issues	1	20	15	149
Legal Issues	5	10	0	0
Total	14	55	65	421

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<h2>5.6 CORPORATE VOLUNTEERING</h2> <p>At Kentriki Odos we are there for our employees in their every need. In 2016 we established a Blood Bank accessible by our employees and their family members, thereby creating an important legacy, and promoting the spirit of social solidarity and giving. Since 2016, we have been consistently encouraging Employee Voluntary Blood Donation by Employees, doing our best to address the decline in the country’s blood supply and charting our own “Road of Life”.</p> <p>In 2022, in the context of Employee Voluntary Blood Donation, 5 voluntary blood donations were organised by Nea Odos and Kentriki Odos, in the regions of Fthiotida, Attica, Ioannina, Klokovas and Karditsa. This program was carried out in collaboration with 5 Hospitals:</p> <ul style="list-style-type: none"><li>• Erythros Stavros in Attica</li><li>• University Hospital of Ioannina</li><li>• University Hospital of Patra</li><li>• General Hospital of Karditsa</li><li>• General Hospital of Lamia</li></ul> <p>MORE SPECIFICALLY, IN 2022, A VOLUNTARY BLOOD DONATION WAS CARRIED OUT BY KENTRIKI ODOS IN THE MSS OF MALAKASSA.</p>		
<div>156</div> <div>employees participated in the blood donations (of which 70 from Kentriki Odos), of which 132 donated blood</div>		<div>166</div> <div>bottles, of which 63 were from Kentriki Odos</div>
<div>34</div> <div>bottles collected from employee initiatives</div> <div>8</div> <div>bottles collected from Kentriki Odos</div>		





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CONNECTION TO THE SUSTAINABLE DEVELOPMENT GOALS AND GOAL SETTING				
	TOPIC	GOAL 2022	PROGRESS 2022	GOAL 2023
<div><div>3</div><div>GOOD HEALTH AND WELL-BEING</div></div> <div><div>4</div><div>QUALITY EDUCATION</div></div> <div><div>8</div><div>DECENT WORK AND ECONOMIC GROWTH</div></div>	Employee training	Kentriki Odos: Total training hours / total employees >4	6.88	Kentriki Odos: Total training hours / total employees >4
		Operator: Total training hours / total employees >5	2.20	Operator: Total training hours / total employees >5
	Integrate Corporate Responsibility questions in the employee survey	Conduct annual survey	Completed	Conduct survey in 2024 Create company newsletter
	Health and Safety	Ongoing	45 participations	Ongoing
		Kentriki Odos: Once a year at Headquarters	Took place at headquarters	1 emergency evacuation drill at headquarters
		Operator: 1 annual emergency drill in all premises with permanent staff presence*	18 of the 22 facilities	1 emergency evacuation drill at all facilities with permanent staff presence for Nea Odos and Kentriki Odos
	Annual recertification	Annual recertification: ISO 45001	Completed	Annual recertification: ISO 45001
*jointly by Nea Odos and Kentriki Odos				



# 06

## BEING THERE FOR THE SOCIETY



At Kentriki Odos, we actively support local communities in the areas through which our motorways pass. In practice, this commitment means in the first place the assumption of our responsibility as an active corporate citizen, the recognition of the needs of local communities and, finally, the undertaking and implementation of long-term programs and actions.

Our goal remains local development, boosting local entrepreneurship and improving the living standards of the wider community. This is why we consistently support the work of local authorities, as well as the actions of NGOs and other important strategic partners that create measurable value at both local and national levels.

### ONCE AGAIN THIS YEAR WE HAVE FOCUSED ON THE FOLLOWING PRIORITY AREAS:

- Training and awareness
- Welfare and social solidarity
- Environment
- Sports
- Culture
- Care for the stray animals
- In-Kind Donations

### AT A GLANCE



**€18.7 million**  
WORTH OF SOCIAL  
PRODUCT

ROAD SAFETY  
AND ENVIRONMENTAL  
PROTECTION  
SPONSOR OF THE 2022  
ACROPOLIS RALLY

**€36,690**  
IN SPORTS ACTIVITIES  
PROMOTION ACTIONS

**€39,613**  
TOLL-FREE PASSAGES  
FOR VEHICLES OF  
PERSONS WITH  
DISABILITIES (PWD)

**1,400+**  
STUDENTS TRAINED  
THROUGH THE  
“CYCLING SAFELY”  
PROGRAM

**70**  
EMPLOYEES PARTICIPATED  
IN THE VOLUNTARY  
BLOOD DONATIONS  
OF KENTRIKI ODOS



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6.1. SOCIAL PRODUCT

The table below shows the total social product that we as a company generate annually, in terms of the contribution of Kentriki Odos to the social development of the broader region.

ANNUAL CONTRIBUTION TO SOCIAL DEVELOPMENT - SOCIAL PRODUCT (IN TH. €)	2022	2021	2020
Payments to suppliers (except materials and intercompany transactions)	3,774	5,947.97	9,353.18
Employee salaries and benefits (including insurance contributions)	301	1,922.40	4,156.18
Payments to providers of capital	14,506.7	13,336.30	12,191.39
Actions, financial support and donations (including investments on Corporate Social Responsibility structures)	153.30	218.50	205.58
Total "Social Product"	18,735	21,425.17	25,906.33

TOTAL INVESTMENTS IN SOCIAL ACTIONS	AMOUNT (IN €)
Education and awareness on driving behaviour and road safety	18,720
Welfare and social solidarity activities	4,000
Sports activities	36,690
Culture	8,500
Environment	1,659.43
Toll passes	83,729.85
Total	153,299.28

Activity	Percentage
Toll passes	54.6%
Sports activities	23.9%
Education and awareness activities on Road Safety	12.2%
Welfare and social solidarity activities	2.6%
Cultural activities	5.5%
Environmental activities	1.1%

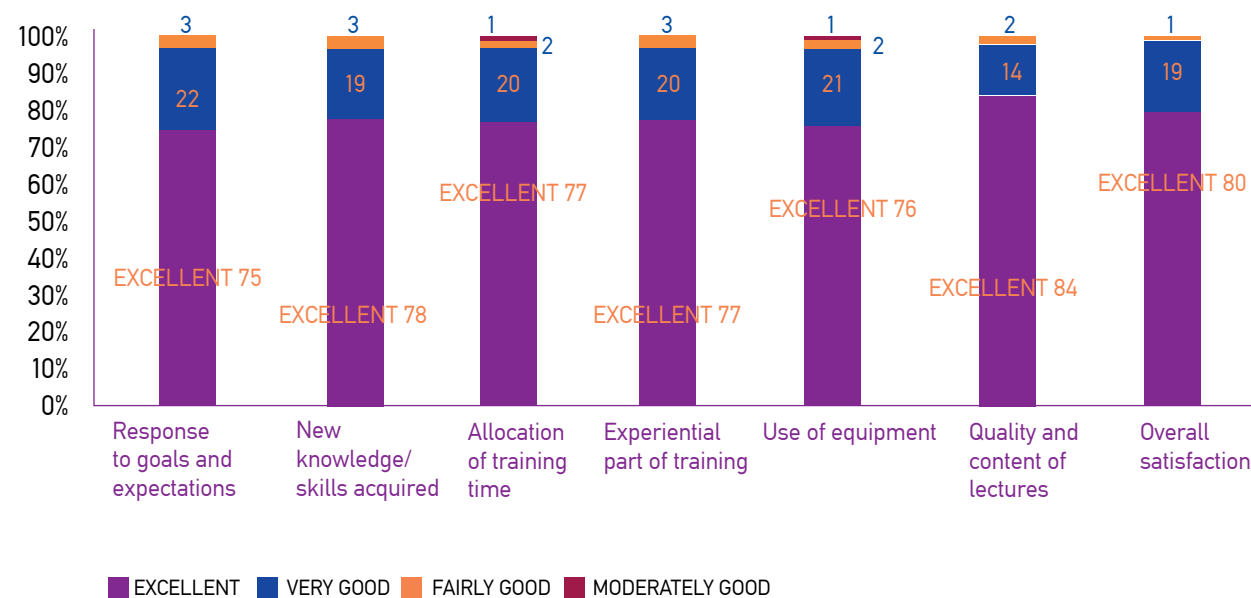
- Education and awareness activities on Road Safety
- Welfare and social solidarity activities
- Sports activities
- Cultural activities
- Environmental activities
- Toll passes

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<h2>6.2. EDUCATIONAL, AWARENESS AND INFORMATION ACTIVITIES ON DRIVING BEHAVIOUR AND ROAD SAFETY</h2> <h3>ROAD SAFETY: OUR APPROACH</h3> <p>At Kentriki Odos, we contribute to the improvement of road safety and the shaping of a safe driving behaviour. Our strategic approach is structured in three layers:</p> <ul style="list-style-type: none"><li>• <b>Information and Awareness Campaigns:</b> We implement driver awareness campaigns by creating commercial spots and special themes, distributing leaflets on issues such as driving under severe weather conditions, correct driving behaviour on motorways, special road safety factors in tunnels, the correct use of child seats, non-aggressive and ecological driving, etc. At the same time, we keep our employees informed on a regular basis. We maintain active communication channels with drivers through social media.</li><li>• <b>Strategic Collaborations with Specialist Organisations:</b> We collaborate with the “Panos Mylonas” Hellenic Road Safety Institute - I.O.A.S. for the implementation of innovative road safety initiatives for young people and vulnerable social groups.</li><li>• <b>Talks and Presentations:</b> We regularly participate in workshops, talks and conferences with a view to encouraging the general public to adopt safe driving practices and behaviours, and to raising awareness about our initiatives.</li></ul>		
<h2>6.3. AWARENESS AND INFORMATION CAMPAIGNS TO IMPROVE DRIVING BEHAVIOUR</h2> <p>We consistently and on a long-term basis continue to implement awareness-raising and information actions, aimed at improving driving behaviour and achieving zero accidents. Throughout the year we promote driver awareness initiatives through the use of creative spots, special themes and the distribution of information leaflets at toll stations. Our main focus areas are driving under severe weather conditions, correct driving behaviour on motorways and in tunnels, correct use of child seats, non-aggressive and ecological driving, etc.</p>		
<h2>6.4. 6.4.COLLABORATION WITH THE ROAD SAFETY INSTITUTE “PANOS MYLONAS”</h2> <p>In 2022, we continued our long-term collaboration with the “Panos Mylonas” Road Safety Institute - I.O.A.S. with the implementation of programs for younger people and vulnerable social groups, which have a major social impact.</p>		

### “CYCLING SAFELY” PROGRAM ROAD SAFETY EDUCATIONAL AND AWARENESS ACTIVITIES WITH THE “PANOS MYLONAS” ROAD SAFETY INSTITUTE - I.O.A.S.

The fruit of our collaboration with the Institute of Road Safety “Panos Mylonas” - I.O.A.S. is the “Cycling Safely” program, which has been in place since 2015. This initiative promotes the awareness and training of primary school students in safe cycling practices and the use of essential safety equipment. The aim of the program is to help students adopt a correct and safe road behaviour from childhood, a behaviour laying, thus, the foundations to become responsible drivers and citizens in adulthood. In 2022, more than 1,400 students from 38 schools in 6 regions of the country were trained through the program.

#### EVALUATION OF “CYCLING SAFELY” PROGRAMME



### 2022 Acropolis Rally Road Safety and Environmental Protection Sponsorship



#### RALLY ACROPOLIS 2022

For the second consecutive year, Kentriki Odos and Nea Odos supported the iconic Acropolis Rally and became the “best co-driver” for the audience and the racing crews. In addition, in 2022 the two companies were once again the “motorways of the race”, providing fast and safe transportation for spectators and racing crews, and became Road Safety and Environmental Sponsors of the most historic motorsport event.

In cooperation with the organizing authority and the Road Safety Institute “Panos Mylonas” - I.O.A.S., the two companies conducted a series of awareness-raising activities on road safety, with the use of Virtual Reality technology. They also provided information and distributed special educational material on safety and eco-driving throughout the races.

Thanks to the support of Kentriki Odos and Nea Odos as Environmental Protection sponsors, the Acropolis Rally received for the second consecutive year a 2-star certification for its environmental management program



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<h2>6.5. AWARD CEREMONY OF THE STUDENT DIGITAL CREATION CONTEST ON ROAD SAFETY</h2> <p>The CEO of Kentriki Odos, Mr Rodianos Antonakopoulos, awarded the 1st prize to the students of the Ellinogermaniki Agogi elementary school in the “Digital Application Category”, during the award ceremony of the 5th Panhellenic Student Digital Creation Contest for Road Safety, at the Stavros Niarchos Foundation Cultural Centre. The event, which was co-organized by the Road Safety Institute “Panos “Mylonas” - I.O.A.S. and the Educational Radiotelevision &amp; Digital Media Department of the Sustainability Programs and Education Support Directorate of the Ministry of Education and Religion, was an important occasion to demonstrate our support in raising awareness on road safety issues among young people.</p>	
<h2>6.6. CAMPAIGN: DRIVING THE DEVELOPMENTS</h2> <p>In 2022, we carried out a comprehensive communication campaign entitled “ Driving the Developments “, which informed of our major achievements in Sustainable Development, based on the data included in the Sustainable Development Report 2021. In the online part of the campaign, the visitor was redirected to the CSR scorecard and given the opportunity to fill in our annual survey on road safety and customer service, environment, human resources and society. The campaign aimed at informing our stakeholders, while maintaining an open dialogue with them through this survey. In addition, relevant information was also sent through the monthly newsletter to all our employees.</p>	
<p>Total investment in information and awareness-raising actions: <b>€18,720</b></p>	
<h2>6.6. WELFARE AND SOCIAL SOLIDARITY ACTIONS</h2> <div> <div> <p>As a company, it is our role to listen to the needs of the local communities in the areas through which our motorways pass and to actively and consistently support welfare and social solidarity actions aimed at improving the quality of life of the residents of these areas, as well as at social equality and justice. In 2022, we continued to support with financial donations associations, institutions, charities, clubs, civil society and non-profit organizations in order to help them implement their vision and programs. Some of those bodies are only locally active, while others have a national presence.</p> </div> <div> <p><b>Here is an indicative list of the organizations supported in 2022:</b></p> <ul style="list-style-type: none"> <li>• Association of Large Families (Polyteknoi) of Karditsa</li> <li>• European Network Against Violence</li> <li>• The “Smile of the child” organisation</li> </ul> <p>In 2022, we also donated €1,000 worth of school supplies to the Smile of the Child, as part of a nationwide campaign to collect school supplies for the children of families unable to meet these specific needs.</p> </div> </div>	




	SUSTAINABLE DEVELOPMENT REPORT 2022	115
<h2>OUR LONG-LASTING COOPERATION WITH THE “ELIZA” ASSOCIATION</h2> <p>We stand by children and send a strong message against child sexual abuse by supporting the important social work of the “ELIZA” Association Against Child Abuse. In 2022, we supported “Safe Touch”, an initiative for the prevention of child sexual abuse, with a financial donation. Through this program, ELIZA has educated more than 4,000 children on how to protect their bodies and informed more than 1,000 parents and teachers about the need to recognize the signs of child abuse.</p>		
<p>In 2022, a total of <b>€4,000</b> was invested in welfare and social solidarity actions aimed at supporting organizations that care for vulnerable social groups.</p>		
<h2>IN-KIND DONATIONS</h2> <p>We consistently support Persons with Disabilities (PWD) and vulnerable groups, providing for yet another year toll-free passage and special toll-free passes to groups of vehicles which perform social work.</p>		
<p><b>IN 2022, WE OFFERED:</b></p> <p><b>39,613</b> toll-free passages for vehicles of persons with disabilities (PWD) with a total value of <b>€75,874.5</b>.</p>		
<p>In addition, in 2022 we continued to consistently support organizations, vulnerable groups and associations in need, offering a total of 4,413 toll-free <b>passes</b> (an investment of <b>€7,855</b>) to vehicles performing social work.</p>		
<div> <div> <p><b>Namely, we supported:</b></p> <ul style="list-style-type: none"> <li>• The “Smile of the child” organisation</li> <li>• The National Public Health Organization (EODY)</li> <li>• “ACHILLOPOULEIO” Volos General Hospital</li> <li>• Lamia General Hospital</li> </ul> </div> <div> <ul style="list-style-type: none"> <li>• Selected Special Missions Team</li> <li>• Parents and Guardians Association of Persons with Disabilities, Prefecture of Fthiotida</li> <li>• Municipality of Athens</li> <li>• Municipality of Kammena Vourla</li> </ul> </div> </div>		

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<h2>6.8. SPORTS ACTIVITIES PROMOTION ACTIONS</h2> <p>In 2022, Kentriki Odos continued to consistently support actions that promote the social role of sport and actively support young athletes. Through our long-standing contribution to the work of local and national bodies, such as the Hellenic Paralympic Committee, we implement our goal to operate as an active, socially responsible corporate citizen and to give back to the wider community to the greater extent possible, contributing to a better and more inclusive quality of life.</p> <p><b>In 2022, we supported:</b></p> <ul style="list-style-type: none"> <li>• The Hellenic Paralympic Committee</li> <li>• The DAFNI club of Livanata</li> <li>• The Molos Sports Academy</li> <li>• The FALARA Sports Club</li> </ul> <h3>THE BEST “CO-DRIVER” AT THE WINTER PARALYMPIC GAMES IN BEIJING</h3> <p>2022 was a special year for sports, as it was the year of the Paralympic Games held in Beijing Greece was represented by the athlete Eva Nikou, who competed in Alpine Skiing together with accompanying athlete-guide Dimitris Profentzas, winning the 6th place in the Super G category, and athlete Konstantinos Petrakis, who competed in snowboarding, finishing in 16th place.</p> <p>The total investment for sport promotion actions amounts to <b>€36,690.</b></p> <h2>6.9. CULTURE PROMOTION ACTIONS</h2> <p>Our actions seek to highlight and preserve local cultural heritage and contribute to the multi-faceted development of the local communities in the areas adjacent to our motorways.</p> <p>With this in mind, we continue to support the development and promotion of “Routes”, a pioneering digital tool at European level that creates an integrated cultural map, through which the cultural and environmental wealth of each region crossed by our motorways is displayed with image and audio.</p> <p>The microsite of the digital tool “Routes”, <a href="http://www.kentrikiodos.gr/tours">www.kentrikiodos.gr/tours</a>, offers cultural guided tours of 50 sites, organized in 70 stories with audio and image, packed with hidden secrets, myths and traditions about the areas adjacent to the motorways we operate, maintain and manage.</p> <p>The audio tours linked to the route of Kentriki Odos change the daily life of the traveller and promote our cultural heritage in a unique manner. The microsite is the fruit of our cooperation with the association “Diazoma”, which we have been consistently supporting for the past few years.</p> <p>The investment for the communication of the “Routes” platform amounted to <b>€8,500.</b></p>	

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<h2>6.10. ACTIONS FOR THE PROTECTION OF STRAY ANIMALS AND DRIVERS</h2> <p>With road safety and animal welfare in mind, we take every precaution necessary to prevent stray animals from entering the motorways under our responsibility. Entry of animals onto the motorway endangers the smooth and safe flow of traffic as well as their own safety from the passage of vehicles.</p> <p><b>To this end:</b></p> <ul style="list-style-type: none"> <li>• We install fencing along our motorways, using special wire mesh to protect both the animals themselves and the drivers</li> <li>• We maintain fencing on an annual basis and reinforce it where necessary to prevent wildlife from entering the motorway</li> </ul> <p>Our concern for the protection of wildlife extends to the care of stray animals. Through our long-term cooperation with the Greek Animal Welfare Society (Elliniki Filozoiki Etaireia), we cover the costs for the pick-up and transport, veterinary control, vaccination, monitoring, hospitality, and in general the medical care of the stray dogs collected from our motorways. Animals are accommodated in dedicated day-care and convalescence areas before being transported or adopted.</p> <p>In 2022 we collected 8 stray animals and carried out all the necessary veterinary operations to rescue them. Out of the 8 animals, 2 were adopted and 1 was returned to its owner. Total investment for the management and rescue of stray animals amounted to €1,765.</p>		
		



## CONNECTION TO THE SUSTAINABLE DEVELOPMENT GOALS AND GOAL SETTING

	TOPIC	GOAL 2021	PROGRESS 2021	GOAL 2022	PROGRESS 2022	GOAL 2023
   	Blood Bank	Repetition of blood donation	Participation of 41 Kentriki Odos employees	Repetition of blood donation	Participation of 70 Kentriki Odos employees	Repetition of blood donation
	Stray animals management system	Maintaining and reinforcing cooperation with the Greek Animal Welfare Society (Elliniki Filozoiki Etaireia)	Ongoing	Maintaining and reinforcing cooperation with the Greek Animal Welfare Society (Elliniki Filozoiki Etaireia)	Protection of strays found on the motorway	Maintaining and reinforcing cooperation with the Greek Animal Welfare Society (Elliniki Filozoiki)
	Strengthening partnerships	Ongoing support for social initiatives on a local and national scale	1,317 audio tours for platform visitors.	Using the platform to engage the local community	1,677 audio tours for platform visitors.	Using the platform to engage the local community

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<div><div>ABOUT THE REPORT</div><div><div>THE KENTRIKI ODOS SUSTAINABLE DEVELOPMENT REPORT FOR 2022 IS COMPANY’S 8TH ANNUAL REPORT.</div><div><p>The Sustainable Development Report of Nea Odos for the year 2022 highlights social, economic, environmental, and governance issues through a transparent, concise and consistent presentation. It focuses on critical issues that the company has recognized and manages as well as describing its current challenges, performance and future goals. Through the Report, the company publicises its priorities, risks, opportunities and plans for future thereby strengthening this channel of communication with its stakeholders. The annual Report covers the period from 1/1/2022 to 31/12/2022. The 2022 Sustainable Development Report is available on the website <a href="http://www.kentrikiodos.gr">www.kentrikiodos.gr</a> and, specifically, in the Corporate Social Responsibility section. The company is committed to publishing a Sustainability Report on an annual basis. Information on Corporate Responsibility is available on the company’s website and through the special “Sustainable Development at a Glance” section, which is renewed annually.</p><p>The Report covers data concerning Nea Odos. Where relevant, information is provided for the operating company with a clear distinction between the concession company and the operating company, and with reference to the time period covered by the specific information. The Report does not cover the construction of the project (officially completed in 2017), which was implemented by the EUROIONIA consortium (TERNA – TERNA Energy) which undertook the construction of the project on behalf of Kentriki Odos. It covers information and data related to operation of the motorways with a clear distinction of responsibilities between the Kentriki Odos and the new company that has taken over the management of the operation of the motorways</p><div><div>Occupational accidents</div><div><p>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.</p></div></div><div><div>Suppliers</div><div><p>Local suppliers do not relate exclusively to the maintenance and operation of the motorway. National suppliers also include suppliers from related parties. The remaining related suppliers focus on the maintenance and operation of the motorway (power supply, E/M facilities maintenance, etc.).</p></div></div><div><div>Financial information</div><div><p>According to article 2 of Law 4308/2014 the company is considered to be a large enterprise. Employee wages and benefits include employer contributions. Payments to providers of capital have been interpreted as interest payments to banks for loans taken. The same also applies to loan repayments. Payments to suppliers (except materials and intercompany transactions) include all payments made to non-affiliated suppliers parties (including VAT and other withholding taxes). All other payments include consumables and service provision. National suppliers also include intra-group suppliers, whose expenditure reaches the amount of €125,906,002.23. The net sales of the motorway sector of Ionia Odos – A.Th.E. include the MTC and ETC toll revenues, revenues from other services and revenues from the lease of Motorist Service Stations.</p></div></div></div></div></div>	

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<div><div><div>External Assurance</div><div><p>For the 2022 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.</p></div></div><div><div>Support</div><div><p>The 2022 Sustainability Report was developed with the guidance and scientific support of Sustainability Knowledge Group (<a href="http://www.sustainabilityknowledgegroup.com">www.sustainabilityknowledgegroup.com</a>)</p></div></div><div><div>CSR team</div><div><p>A number of executives from different Departments and Divisions of the company cooperated for the collection of data, in particular:</p><ul style="list-style-type: none"><li>• Content Coordinators: Fotini Lambrou, Georgina Kanavou.</li><li>• Representative of Departments/Divisions- Content Managers: Panagiotis Galanopoulos, Antonis Giannopoulos, Irini Garoufalia, Alexandra Delli, Maria Zografini, Antigoni Kazaneli, Pavlos Karanatsis, Nikos Katapodis, Eleni Kordolaimi, Michalis Lagoudakis, Fotini Lambrou, Sofia Papageorgiou, Natalia Manara, Yiannis Marinopoulos, George Mavrikos, Christos Bakaras, Magdaleni Barouchou, Eleni Nianiou, Christina Nikolaou, Natalia Dassiou, Yannis Orfaniotis, Anastasia Pneumatikou, Konstantinos Sideris, Stelios Simopoulos, Yannis Sioutis, Eugenia Soufi, Panagiota Stasinou, Anastasia Struza, Panagiota Tsaousi..</li></ul></div></div><div><div>Contact Point</div><div><div>Contact us for comments, clarifications and suggestions.</div><div><p>Public Relations &amp; Marketing Department Address: 19 Nea Erythrea Ave., Varibobi, PO. 146 71 Legal seat: 13th km Lamias - Athinon, Lamia Email: <a href="mailto:pr@neaodos.gr">pr@neaodos.gr</a> Tel.: (+30) 210 3447300 Fax: (+30) 210 6100301</p></div></div></div></div>		



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GRI CONTENT INDEX		
Statement of use	Kentriki Odos has reported the information cited in this GRI content index for the period 1st of January 2022 to 31st of December 2022 with reference to the GRI Standards.	
GRI 1 USED	GRI 1: Foundation 2021	
GRI STANDARD/ OTHER SOURCE	DISCLOSURE	
General Disclosures		
GRI 2: General Disclosures 2021	2-1 Organizational details	13-15, 120, 121
	2-2 Entities included in the organization’s sustainability reporting	13, 14, 120, 121
	2-3 Reporting period, frequency and contact point	120, 121 November 2023
	2-4 Restatements of information	None
	2-5 External assurance	121
	2-6 Activities, value chain and other business relationships	13-17, 52, 53, 65-68, 71,120, 121
	2-7 Employees	96, 97
	2-8 Workers who are not employees	97
	2-9 Governance structure and composition	18, 19
	2-11 Chair of the highest governance body	19
	2-13 Delegation of responsibility for managing impacts	46
	2-15 Conflicts of interest	19 <a href="https://www.gekterna.com/el/the-group/code-of-conduct/">https://www.gekterna.com/el/the-group/code-of-conduct/</a>
	2-22 Statement on sustainable development strategy	8, 9
	2-23 Policy commitments	19, 23 <a href="https://www.kentrikiodos.gr/wp-content/uploads/2021/07/%CE%A0%CE%BF%CE%B-B%CE%B9%CF%84%CE%B9%CE%BA%CE%AE-%CE%95%CE%A3%CE%94_KO_rev01_17.05.2021.pdf">https://www.kentrikiodos.gr/wp-content/uploads/2021/07/%CE%A0%CE%BF%CE%B-B%CE%B9%CF%84%CE%B9%CE%BA%CE%AE-%CE%95%CE%A3%CE%94_KO_rev01_17.05.2021.pdf</a>
	2-24 Embedding policy commitments	19, 23
	2-26 Mechanisms for seeking advice and raising concerns	63, 64, 68-71, 19, 21, 80
	2-27 Compliance with laws and regulations	16, 18, 78
	2-28 Membership associations	46
	2-29 Approach to stakeholder engagement	33-45
	2-30 Collective bargaining agreements	97
Material Topics		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	33-45
	3-2 List of material topics	45
	3-3 Management of material topics	21, 23, 25, 31, 32, 46, 47, 49, 51-73, 75, 78-93, 95-107, 108-117, 118
Economic Performance		
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	21, 110
	201-4 Financial assistance received from government	23

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Indirect Economic Impacts		
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	110-117
	203-2 Significant indirect economic impacts	15, 28, 29, 110-117
Procurement Practices		
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	72
Energy		
GRI 302: Energy 2016	302-1 Energy consumption within the organization	82
	302-2 Energy consumption outside of the organization	82
	302-4 Reduction of energy consumption	82-83
Water and Effluents		
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	87, 88
	303-2 Management of water discharge-related impacts	87, 88
	303-5 Water consumption	87
Biodiversity		
GRI 303: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	90, 91
	304-2 Significant impacts of activities, products and services on biodiversity	90, 91
	304-3 Habitats protected or restored	90, 91
Emissions		
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	90
	305-2 Energy indirect (Scope 2) GHG emissions	90
	305-4 GHG emissions intensity	90
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	88
Waste		
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	84, 85
	306-2 Management of significant waste-related impacts	84, 86
	306-3 Waste generated	85
	306-4 Waste diverted from disposal	86
Supplier Environmental Assessment		
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	79
Employment		
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	97
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	98
	401-3 Parental leave	99

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Occupational Health and Safety		
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	99, 120, 121 <a href="https://www.kentrikiodos.gr/%CE%B1%CF%83%CF%86%CE%AC%CE%BB%CE%B5%CE%B9%CE%B1-%CE%BA%CE%B1%CE%B9-%CF%85%CE%B3%CE%B9%CE%B5%CE%B9%CE%BD%CE%AE/">https://www.kentrikiodos.gr/%CE%B1%CF%83%CF%86%CE%AC%CE%BB%CE%B5%CE%B9%CE%B1-%CE%BA%CE%B1%CE%B9-%CF%85%CE%B3%CE%B9%CE%B5%CE%B9%CE%BD%CE%AE/</a>
	403-2 Hazard identification, risk assessment, and incident investigation	99, 100
	403-3 Occupational health services	99-101
	403-4 Worker participation, consultation, and communication on occupational health and safety	99-101
	403-5 Worker training on occupational health and safety	101
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	99-102
	403-9 Work-related injuries	101
Training and Education		
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	104
	404-2 Programs for upgrading employee skills and transition assistance programs	104
	404-3 Percentage of employees receiving regular performance and career development reviews	100, 101
Diversity and Equal Opportunity		
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	19, 96, 98
Non-discrimination		
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	No incidents of discrimination were recorded
Local Communities		
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	36-39, 41, 42, 109-117
	413-2 Operations with significant actual and potential negative impacts on local communities	109-117
Customer Health and Safety		
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	51-57, 60-64
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	19 No incidents of non-compliance were recorded
Marketing and Labelling		
GRI 417: Marketing and Labelling	417-2 Incidents of non-compliance concerning product and service information and labelling	17, 46, 47 No incidents of non-compliance were recorded
	417-3 Incidents of non-compliance concerning marketing communications	No incidents of non-compliance were recorded
Customer Privacy		
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	71 No incidents of substantiated complaints were recorded.





# 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 2022 Corporate Responsibility Report of Odos Kentrikis Elladas S.A. for the fiscal year ended on December 31st, 2022 ("selected data"), with reference to the Global Reporting Initiative (GRI) Standards ("GRI-Standards"), version 2021.

## 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 2022 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 for the "With reference" option of the GRI Standards.
- 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, 416-1, 418-1) meeting the GRI Standards "With reference" option requirements, in relevance with the following seven (7) material issues: "Economic Performance", "Energy", "Emissions", "Employment", "Training and Education", "Corporate Governance" 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 2022 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, 2022, as these were included in the 2022 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 2022 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 122 to 124 of the 2022 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 ethical 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 2022 Corporate Responsibility Report.



## Conclusion

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

- Nothing has come to our attention that causes us to believe that the 2022 Corporate Responsibility Report does not meet the GRI Standards’ 2021 requirements of the “With reference” option.
- Nothing has come to our attention that causes us to believe that the Topic Specific Disclosures included in the 2022 Corporate Responsibility Report, as described in section “Scope”, are materially misstated.

## Restricted use

This report is intended solely for the information and use of the Company in accordance with the terms of reference agreed between us and is not intended to be and should not be used by anyone other than the Company.

Athens, 6/12/2023

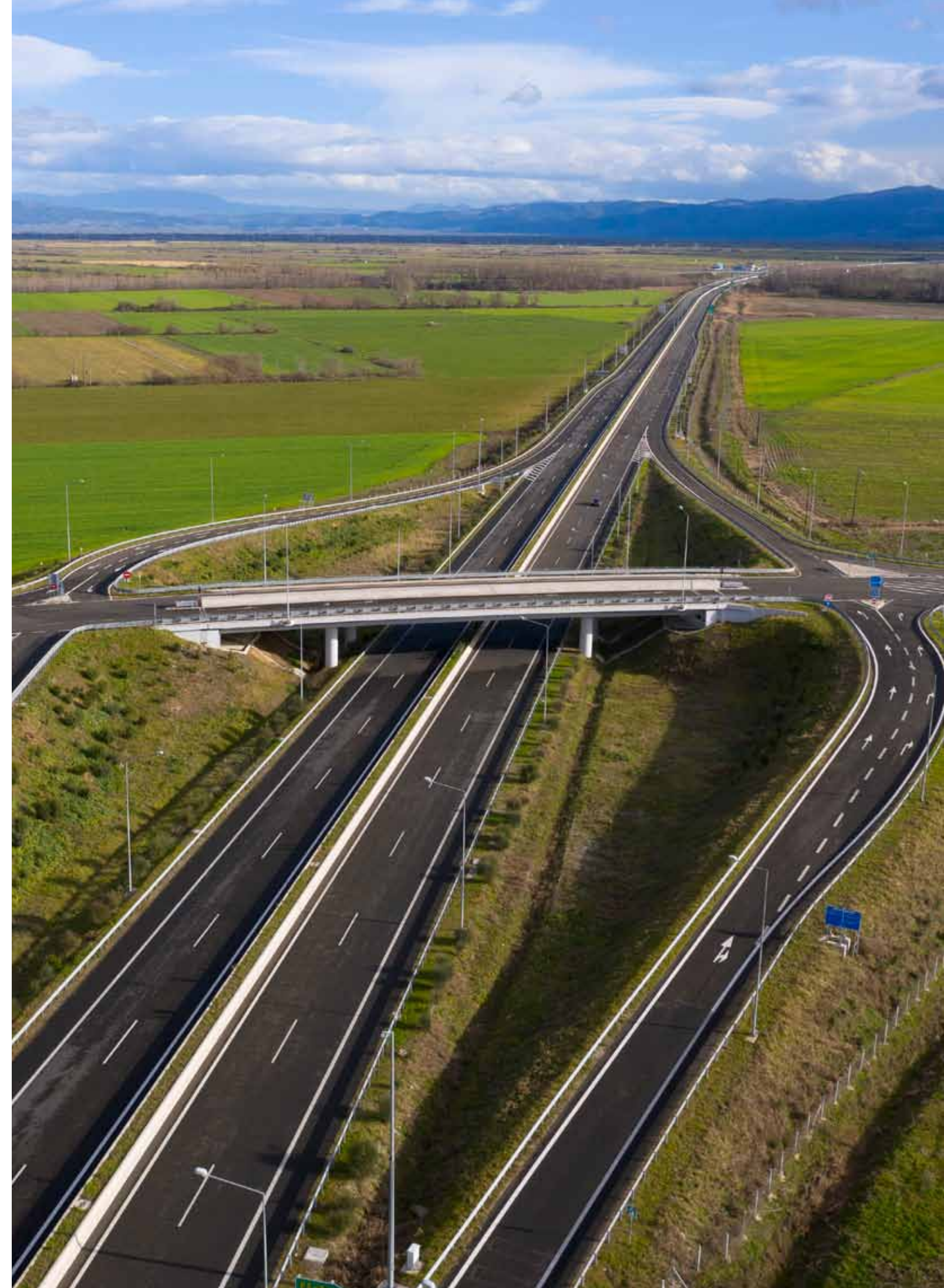
The Chartered Accountant



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**Athina Moustaki**

CPA (GR) Reg. No.28871









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